



Building Homes Where Dignity Thrives



More Than A Home

ANNUAL REPORT

2014



ABOUT CCH

At CCH, we build and manage affordable quality housing communities where seniors live and thrive in the comfort of their own homes. We believe doing so is better for communities as a whole and the seniors we serve.

Since 1961, the organization has grown to 59 caring communities that are More Than A Home to over 6,300 residents in five states. In conjunction with national, regional and local government agencies, investors and donors, CCH is working to create or preserve 10,000 affordable homes for seniors in the next five to 10 years. Visit www.cchnc.org for more information.

THE CCH VISION

To transform communities by fostering human dignity, mutual respect, personal independence, and supportive environments.

THE CCH MISSION

Providing Affordable Quality Housing in Caring Communities.

ANNUAL REPORT 2014



MESSAGE from the PRESIDENT

Building dignity. What better goal could any organization, city, agency, parent, or spouse have for their life or career? Those blessed with dignity, high self-esteem and a sense of being valued feel good about themselves, their family and their neighborhood. They contribute to their community and work actively to push common values forward. When you see that happen, it is a beautiful thing to watch. A tour of CCH properties will quickly give you an image of that kind of rich community based on an inherent sense of dignity.

However, those success stories are also obscuring the fact that maintaining dignity has become increasingly challenging for those who live on the fringe of American culture and the fringe seems to be growing. In order to continue our five decade mission of serving those on the fringe, CCH is stretching its own borders, skills, and relationships in order to reach those across the country who struggle to find safe and decent homes. Read this report and you will see that 2014 had many exciting areas of new growth and expansion. 2015 will be even more so. CCH builds not only safe homes, but also the support systems and caring communities which combine to build the human dignity which foster the kinds of neighborhoods all people deserve a right to enjoy.

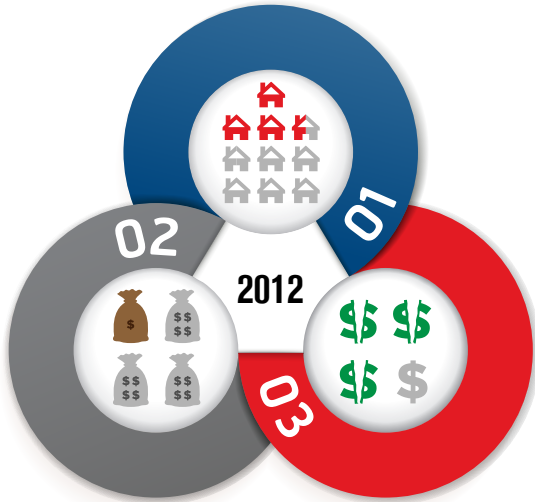
We are grateful for the hundreds of individuals, and many corporations, organizations and cities who have joined us on this march for human dignity. Building quality housing in caring communities anywhere builds dignity everywhere – what a winning proposition. Thanks for being on the team!



Don Stump
President | CEO



THE STATUS of AFFORDABLE HOUSING



01

35% of all US households, or 40 million households, were renter households.

02

1 out of 4 renters households in North America are considered to be extremely low income*.

03

3 out of 4 extremely low income* households have to spend more than half of their income on housing costs.

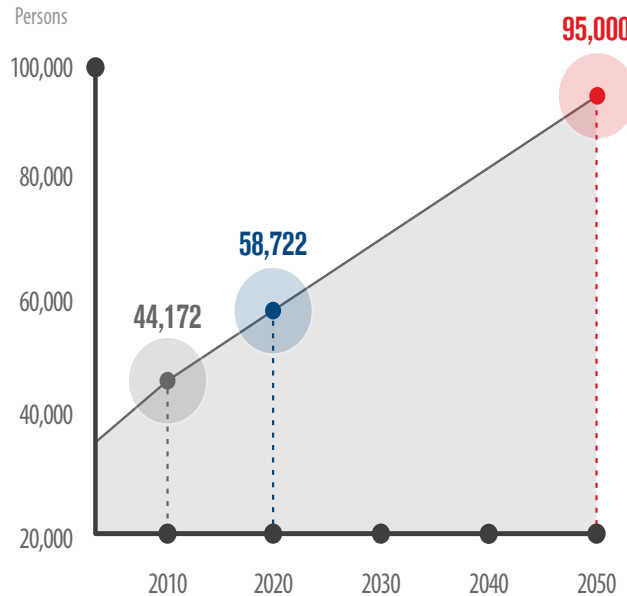
*Very low-income and extremely low incomes, as defined by HUD, are 50 percent and 30 percent of the median family income for the area respectively. NLIHC calculates that there are just 31 affordable and available units for every 100 extremely low income renter households.

Information published in Out of Reach 2014 | Report by National Low Income Housing Coalition

HOMELESS ELDERLY

Elderly homelessness will increase by 33% affecting approximately 95,000 elderly persons in 2050.

Statistics provided by the Homeless Research Institute
Shared by National Health Care for the Homeless Council



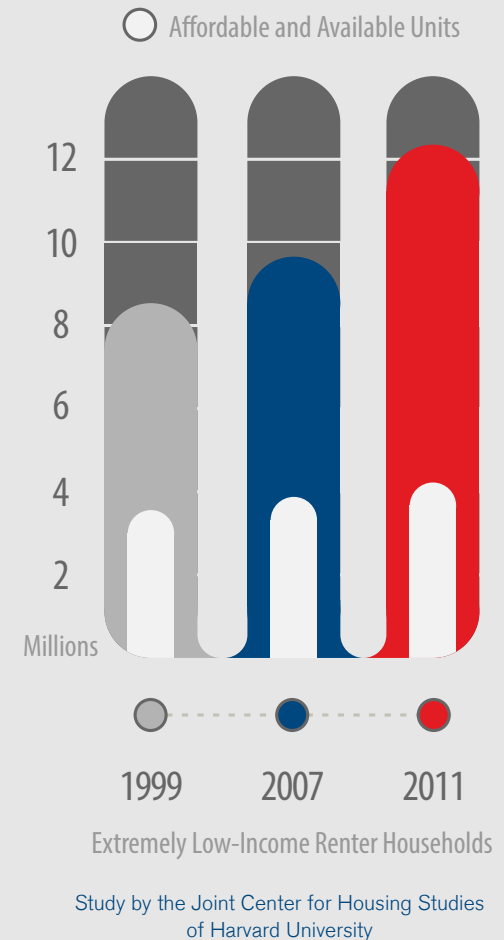
AN AGING POPULATION

By 2030, the number of persons 65 and older will reach approximately 72 million.

AgingStats.gov

AFFORDABILITY GAP

The Joint Center for Housing Studies of Harvard University shared that the shortage of low-cost units, or affordability gap, has more than doubled since 2007. In 2011, there were 12.1 million extremely low-income renters and just 6.8 million units with rents they could afford, bringing the shortage to 5.3 million units.



A PLACE TO CALL HOME

Paula Nunnelee, Portrait of a CCH Resident

Paula Nunnelee came to Sierra Meadows, a CCH community, located in Visalia, California in May 2011. She comments, “I was meant to be here. At that moment, I finally regained my independence and hope for the future.” After reading her personal story, you will understand her heartfelt statement.

Prior to coming to CCH, Paula was emerging from life events that had left her physically and emotionally drained. Her loving husband of 35 years, Jerry Nunnelee, a disabled veteran, had passed away in 2009 after succumbing to a major illness following years of suffering. Despite working all of their lives and planning for a smooth retirement, nothing could have prepared them for the series of hardships which eventually depleted their savings. Overwhelmed, Paula, herself, became terribly ill. Nursed back to health by her caring family, Paula ultimately relocated to a travel trailer in a nearby campground one year later. Then things finally turned around.

Paula learned about a newly constructed community called Sierra Meadows. After touring the campus, Paula excitedly submitted her application. She was elated the day she moved in. She shares that her experience at Sierra Meadows has been exceptional. Paula says, “CCH has been a godsend.” Today, she is surrounded by friends and is now engaged to another CCH resident whom she met at Oak Meadows. Paula is excited about the future and deeply appreciates how CCH has provided her with **More Than A Home.**



**We have a colorful,
vibrant community
of people.**

Timothy Chapman,
Westlake Resident



**A fit body helps
keep me sharp and
beautiful.**

Eunice Wan,
Westlake Resident

QUALITIES of a CARING COMMUNITY

- Fosters Dignity and Well-being
- Lends Ample Support
- Supports Bonding Experiences
- Encourages Expression
- Embraces Diversity



**Residents appreciate a
chance to be heard and
understood.**

Janice Williams,
Site Administrator



**The work becomes a
labor of love that comes
from the heart.**

Felica Ross,
Site Administrator



As an organization we remain connected to our constituents, realize our commitment to service, and bring our mission to life.

Rebecca Rosman, Activities/ Special Projects Coordinator, Southlake Tower

REAL ESTATE DEVELOPMENT

Renovation of Communities = Renovation of Spirit

Preservation of affordable housing is the core of our mission. Leveraging experience, expertise and partnerships, CCH is working quickly to seek and secure opportunities to protect this precious resource for tens of thousands of seniors needing shelter.

Below we highlight major renovations at several CCH Communities.

- Lorenz Senior Apartments is located in Redding, California. Currently in the second phase of renovation, the community will offer value-added facilities and services to its 60 residents. Completion is expected in late fall 2014.
- Fargo Senior Center, situated in San Leandro, California, celebrated the completion of a \$20 million renovation project. Extensive improvements now make it possible for residents to live independently and receive access to much-needed social service options for decades to come.
- Garfield Park Village, a community in Santa Cruz, California, recently broke ground on a \$34 million rehabilitation project. Garfield was CCH's first affordable senior housing development. In 1964, it was one of the first HUD Section 202 loans in the country, and in 2014, it is one of the first projects in the United States to include a Senior Project Rental Assistance Contract (SPRAC).

Other 2014 Highlights

- CCH welcomed the Canterbury Community in Big Spring, Texas to the CCH family
- HUD recognized CCH's Sierra Meadows for its innovative design and value-added services
- CCH was approved to build new affordable senior housing in Colorado Springs, Colorado.



Lorenz Hotel



Fargo Senior Center



Garfield Park Village

PROPERTY MANAGEMENT

Extensive Experience, Exceptional Service and High-Quality Talent

Among our greatest strengths are our employee associates, who live the mission and values every day. Our ability to attract and retain talented, committed professionals means we deliver quality service at every level of management.



Shannon Williams, Operations Manager

Before joining CCH in January 2013, Shannon was the executive director of St. Mary's Episcopal Retirement Homes, Inc. for 10 years. She obtained her National Affordable Housing Professional (NAHP), National Affordable Housing Professional Executive (NAHPE), Certified Occupancy Specialist (COS), and Certified Professional of Occupancy (CPO) designations while working in the field of affordable housing. She has also been a program director for mental health programs throughout West Texas. For over 30 years, Ms. Williams has been licensed as both a social worker and chemical dependency counselor by the State of Texas. She is an active community worker and serves on several boards of social service agencies both locally and nationally.



Falisha Walls, Operations Manager

For over 15 years, Falisha has been handling multi-unit complexes housing hundreds of residents. She has worked with numerous boards of directors to establish and execute strategic goals while completing tactical objectives and day-to-day operations. She has trained frontline staff and management, executed capital improvement plans and managed large operating budgets for several communities. She is an active member of the Institute of Real Estate Management (IREM) and has earned her credentials as a Certified Property Manager (CPM) through RHO and the California Apartment Association and a Certified Property Manager - Candidate (CPMC) through IREM. In addition, she is also a Tax Credit Specialist, a Certified Occupancy Specialist and Certified Professional Coach through the Fowler Wainwright International program.



OVER 50 YEARS of EXCELLENCE in ACTION

CCH maintains its competitive edge by:

- Continually evaluating our processes
- Regularly training and developing our employees
- Adopting of an ownership mentality
- Fostering a culture of caring in our communities
- Requiring fiscal discipline at every level

For the past 11 years, we have worked closely with the caring and passionate staff at CCH. With their mission in mind, they have been great stewards of the company's resources allowing them to efficiently and effectively manage their properties.

Brian Dantzig, Managing Senior Vice President
Heffernan Insurance Brokers

It is great working with an organization that puts focus on their resident experience while still keeping up on the ever changing world of compliance, which is the part most people don't see from the outside.

Jonathan Shindo, Senior Vice President
Wells Fargo Business Banking

Residents can trust that CCH will support them in living full and vibrant lives. CCH is one of California's leaders in affordable housing, always working to create innovative solutions to the challenges of housing and services for older persons.

Joanne Handy, CEO
LeadingAge of California



2013 ANNUAL FUNDRAISING CELEBRATION

Last year, attendees were moved by presentations from community residents, CCH staff, avid supporters and our keynote speaker, Danny Glover. As an outspoken activist and humanitarian, Mr. Glover highlighted the tremendous need for affordable housing while conveying a powerful message of hope. A dedicated group of caring individuals can make a difference. Together, we can help at-risk residents secure much needed shelter.

I had the distinct honor of visiting residents and also administrators at CCH's newest facility, Harrison Street. I had the privilege of visiting the state of the art living space as residents spoke of their absolute gratitude for what had become perhaps a nightmare but had resolved itself in a living space where they could live out the remaining year of their lives in dignity.

Danny Glover, Actor





ADVOCATING for AFFORDABLE HOUSING

CCH on the Front Lines

Over the course of the year, CCH has been busy actively advocating on behalf of its residents in support of affordable housing. While CCH is not a lobbying organization, we recognize that participation and collaboration lead to meaningful change. Whether speaking to the Alameda County Board of Supervisors or at a U. S. Congressional hearing, CCH is continually raising the visibility of this important issue. As an active participant the fourth annual Advocacy Day coordinated by LeadingAge California, CCH joined over one hundred seniors and representatives from several affordable housing organizations who visited the State Capitol to address lawmakers.

We wanted residents to tell their personal stories and directly engage with lawmakers to inspire them to fight for affordable housing. We strongly advocate for a continuous source of funding which is needed to effectively address a growing need affecting a significant portion of the population.

Don Stump
President | CEO

CCH CELEBRATES DIVERSITY

Providing **More Than A Home** to over 6,300 residents, CCH appreciates the many ethnicities because they all add a richness and vitality to our communities. As a result, residents from different cultures can rediscover what is universal in our lives. Such experiences strengthen social networks, encourage new friendships and connect to us all to our humanity.

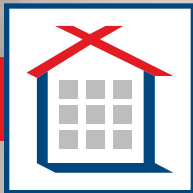
This year, CCH formed the Diversity & Inclusion Council. President and CEO, Don Stump, is the ex officio chair. Toni Smith, Vice President of Human Resources, serves as the working chair. The Council has four standing committees – Communications, Residents, Employees and Corporate Social Responsibility. By fostering understanding, compassion and connection, we build **More Than A Home** for every resident.





ACCOMPLISHMENTS at a GLANCE

- Secured approval to rehabilitate El Bethel Arms apartments, one of the biggest affordable housing programs in the Western Addition of San Francisco
- Started a Resident Care Fund for emergency needs of residents
- Closed \$45 million financing for the rehabilitation of Garfield Park Village in Santa Cruz, California and Fargo Senior Apartments in San Leandro, California
- Initiated a process to strengthen partnerships with community Board of Directors
- Achieved apartment occupancy goal of 98 percent across all communities
- Executed a comprehensive communication plan focused on improving organization-wide information flow, transparency and distribution
- Under consideration for approximately \$4.7 million of combined funding from Harris County and the City of Houston for Woodland Christian Towers.
- Formed partnerships with Enterprise Community Partners and United Healthcare to design an evidence-based program combining housing and healthcare
- Held largest Staff Training program in its 53-year history to continue building a culture of caring
- Strengthened the management team through a new flattened organizational structure
- Implemented a leadership/management, professional and service career track advancement and succession planning process



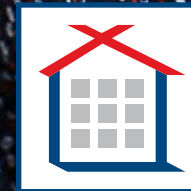
RESIDENT CARE FUND

This year CCH started the Resident Care Fund to assist residents living in CCH communities during times of crisis.

CCH supporters, such as you, generously donated over \$20,000 to ensure that residents have a safety net in their greatest moment of need. The funds are currently being administered to CCH residents facing immediate and life impacting challenges. The RCF provides much-needed help when facing critical needs such as food, medicine, transportation, support services, or medical services and supplies.

One hundred percent of the gifts to the fund directly support our residents as they age in place in their CCH homes.

Contributions make the difference at the very moment residents need it the most. For more information, please visit www.cchnc.org and click on the Resident Care Fund.



ANNUAL REPORT 2014

SOLID FINANCIAL BASE for OVER 50 YEARS

Consolidated Statement of Financial Position

June 30, 2013

Assets

Cash & cash equivalents	4,670,368
Account & Notes receivable	1,805,643
Prepaid expense	480,029
Property, Plant & Equipment	147,122,290
Other Assets	0
<hr/>	
Total Assets	\$154,078,330

Liabilities & Net Assets

Accounts payable & accrued expenses	12,023,856
Tenant Deposits	700,735
Notes Payable	121,252,106
Net Assets	20,101,633
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Total Liabilities & Net Assets	\$154,078,330

Consolidated Statement of Activities

For the Twelve Months Ended June 30, 2013

Unrestricted Net Assets

Revenue:	
Rental Income	17,270,871
Management Fees	2,237,471
Social Service Grants	376,646
Consulting Income	3,043,391
Interest Income	239,848
Other	641,763
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Total Revenue	\$23,809,990

Expenses:

Administrative	6,033,015
Social Service Expense	594,807
Utilities	1,908,882
Maintenance and Operations	6,072,036
Taxes and Insurance	3,337,820
Interest Expense	2,555,310
Depreciation/Asset Disposal	3,924,361
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Total Expenses	\$24,426,231

Decrease in Unrestricted Net Assets	(\$616,241)
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While CCH has owned-assets over \$154 million, in totality, we manage approximately \$535 million in owned, co-owned and managed property.

CCH PROPERTIES

CALIFORNIA

Antioch:

Antioch Hillcrest Terrace*
Antioch Rivertown*

Aptos:

Via Pacifica Gardens*

Brentwood:

Sycamore Place*
Sycamore Place II*

Chico:

Jarvis Gardens Senior Apartments*

Crockett:

Carquinez Vista Manor*

Garberville:

Cedar Street Apartments
703 Cedar Street

Marysville:

Buttes Christian Manor*

Napa:

Jefferson Street Housing*

Oakland:

Bancroft Senior Homes*
Beth Eden Housing
Bishop Roy C. Nichols Sr. Housing*
Harrison Street Senior Housing*
Irene Cooper Terrace

Oakland (cont.):

J.L. Richard Terrace
Keller Plaza
Northgate Terrace
Percy Abram Jr. Senior Apartments*
St. Mary's Gardens
Sister Thea Bowman Manor
Sojourner Truth Manor
Southlake Tower*
Sylvester Rutledge Manor*
Westlake Christian Terrace-
West,* East* & North*

Redding:

Hotel Redding*
Lorenz Hotel*
Tree House Senior Apartments

San Francisco:

El Bethel Arms
El Bethel Terrace
Providence Senior Housing*

San Leandro:

Fargo Senior Center*

Santa Ana:

Flower Park Plaza*

Santa Cruz:

Arbor Cove Senior Commons*
Garfield Park Village*

Saratoga:

Fellowship Plaza

Sebastopol:

Burbank Heights
Burbank Orchards

Sunnyvale:

Plaza de las Flores*

Visalia:

Oak Meadows*
The Meadows
The Town Meadows
Sierra Meadows*

West Sacramento:

Margaret McDowell Manor*

COLORADO

Colorado Springs:

Village at the Bluffs

GEORGIA

Macon:

∞ Vineville Christian Towers

MISSOURI

Kansas City:

K. David Cole Place

TEXAS

Big Spring:

∞ Canterbury North
∞ Canterbury South

Houston:

Pecan Grove
Woodland Christian Towers

Odessa:

Disciples Village of Odessa
Disciples Village II*

*Communities owned or co-owned by Christian Church Homes

∞New properties



TOGETHER, WE CAN MEET THE NEED.

Will you help us please?

- Over 23 million Americans aged 60+ are economically insecure—living at or below 250% of the federal poverty level (FPL). ~ National Council on Aging
- The percentage of Americans ages 75 to 84 who are new to poverty doubled to approximately six percent since 2005. ~ Employee Benefit Research Institute (EBRI) 2013
- The new HUD 202 programs are providing significantly less support for development.
- Based on past trends, U.S. Census Bureau estimates that the poverty rate for Americans 65 and older will continue to rise.

A significant number of Americans are living longer lives and exhausting their resources, struggling to secure even the most basic of needs, including housing. With Congress allocating fewer dollars for affordable housing, your support means CCH can continue to provide **More Than A Home** to the growing population of older adults. We convey our heart-felt thanks on behalf of the residents we serve.

ANNUAL REPORT 2014



WORDS of GRATITUDE

Thank you for your generous support which enables CCH to meet the growing need for affordable senior housing. Our mission thrives because of like-minded individuals, faith-based organizations/nonprofit organizations and corporations that understand how a committed group of individuals can truly make a difference in the lives of our fellow men.

With gratitude, we appreciate those who made a recent contribution between July 1, 2013 and June 30, 2014.

Builders:

Branagh, Inc.
Wells Fargo Bank

Providers:

Union Bank Foundation

Partners:

BBI Construction
Citi Community Capital
Heffernan Group Foundation
Heffernan Insurance
Dorothy Ihler
MAXIMUM Independent Brokerage, LLC
Oakland Housing Authority
OJK Architecture
Pension Fund Of The Christian Church
Francine Rippey
Sunseri Construction
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Neighbors:

ACC Environmental Consultants
Ian Lee Brown
Michael Carlson
Gilbert Chan
Christian Church Foundation
Christian Church of the Pacific Southwest
Community Staffing Resources
Carroll & Ellen Cotten
Frank Scudero & Carol Somerton
Gordon & Rees, LLP
HKIT Architects
Ifland Engineers
Jerry & Anne Jones
John Jordan
Kaiser External Community Affairs
Kaiser Health Plan

Neighbors (cont.):

Adelle Lemon
James & Angelina Lindgren
Lindquist, Von Husen & Joyce LLP
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Maddox & Associates
Mass Mutual
Mayers Architecture
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Joann Moncrief
MSM, Inc.
Mutual Of Omaha
Providence Foundation
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Restoration Management
Rockridge Geotechnical
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Seifel Consulting, Inc.
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Slater's Pest Control
Suma Landscaping, Inc.
Tiger Construction
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Bruce & Ann Willard
Kline & Enevia Wilson

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Intraserve Systems, Inc
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Mike Rogers Development Consulting
Mills Grove Christian Church, Oakland
Niels Povlsen

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Donald Shawler
Bobby & Tamara Sisk
Brad & Elizabeth Smith
Michael & Sheryl Stella
Judith Stockman
Straus Carpets
Studio Stu
Taniguchi Landscape Architecture
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