

2017

# Annual Report



**OAKWOOD**

OAKWOOD LUTHERAN  
SENIOR MINISTRIES

[www.oakwoodvillage.net](http://www.oakwoodvillage.net)

6205 Mineral Point Road, Madison WI 53705

(608) 230-4699



## In 2018 Oakwood Village celebrates its 70th anniversary.

What a remarkable milestone for an organization that has impacted the lives of so many. I am proud to be a part of it. Oakwood is a Madison treasure.

These are exciting times for this organization. We are investing in Oakwood to ensure it remains strong and progressive well into the future. In addition to the physical changes underway on our Prairie Ridge campus and in the planning stages for University Woods, we are embarking on culture change which will promote a more fulfilling life for all who are a part of our communities.

We are focused on residents, employees, volunteers, and guests all experiencing a thriving community with multiple opportunities to grow, live, and love. Our vision is to provide residents with more options to bring services to their apartment home instead of moving from one building to the next to receive services. Employees will have more opportunities to learn and develop. Guests to the communities will experience vitality, diversity, and purpose unlike anywhere else.

Our work in the past year moved us closer to this vision. Highlights from 2017 include:

- **Prairie Ridge Groundbreaking.** Community Center expansion and enhancements, addition of 71 new apartment homes and 33 assisted living apartments.
- **Significant Progress on University Woods Redevelopment.** Acquired 6.8 acres from CUNA and completed campus master site plan.
- **Continued Financial Strength.** Oakwood is financially healthy and exceeds key industry benchmarks.
- **Emphasis on Employee Training and Retention.** A team effort to implement recognition programs, new training opportunities, improved benefits and support services, and deserving wage adjustments resulted in increased retention rates and a stronger team of service providers.
- **Review of Oakwood Identity and Core Values.** Our focus is on thriving as an individual in a community of people who live compassion, faith, inclusion, integrity and dedication.
- **Over \$1M in Support for the Third Consecutive Year.** Generous donors to the Oakwood Foundation are improving lives. Your support is helping Oakwood do more, and makes a difference.

Thank you for taking the time to look through our annual report. We welcome and appreciate your interest. You help People Thrive Here.

Sincerely,  
*Rick Bova, Chief Executive Officer*

# STATEMENT OF FINANCIAL POSITION

Oakwood Lutheran Senior Ministries • Oakwood Village University Woods Apartments  
 Oakwood Village Prairie Ridge Homes • Oakwood Village Prairie Ridge Apartments

Year Ended December 31, 2017 and 2016, Audited

ASSETS	2017	2016
Current Assets	11,360,878	7,789,325
Assets Limited to Use	2,811,741	5,114,119
Property and Equipment, Net	74,329,226	70,945,086
Investments	44,085,060	41,084,496
Other	2,360,559	2,034,870
<b>Total Assets</b>	<b>134,947,464</b>	<b>126,967,896</b>
<b>LIABILITIES &amp; NET ASSETS</b>		
Current Liabilities	21,832,983	6,514,750
Long Term Debt	40,881,979	41,930,989
Refundable Entrance Fees	82,801,606	90,111,139
Other Long-Term Liabilities	4,769,245	4,272,928
Net Assets	(15,338,349)	(15,861,910)
<b>Total Liabilities &amp; Net Assets</b>	<b>134,947,464</b>	<b>126,967,896</b>

## KEY INDUSTRY FINANCIAL MEASURE OF STRENGTH: DAYS CASH ON HAND

Days Cash on Hand measures the number of days of operating expenses that could be paid from existing cash and investments assuming we receive no additional revenue.



# STATEMENT OF ACTIVITIES

Oakwood Lutheran Senior Ministries • Oakwood Village University Woods Apartments  
Oakwood Village Prairie Ridge Homes • Oakwood Village Prairie Ridge Apartments

Year Ended December 31, 2017 and 2016, Audited

REVENUE	2017	2016
Net Resident Services	42,549,050	\$42,203,565
Amortization Revenue	928,699	892,169
Gain in Value of Swap	99,011	1,344,662
Other	946,048	777,212
Investment Income	3,000,565	2,224,456
<b>Total Revenue</b>	<b>47,523,373</b>	<b>47,442,064</b>
<b>EXPENSES</b>		
Operating Expenses <small>Resident Care, Dining, Maintenance, Administration</small>	41,187,278	40,771,328
Interest Expense	1,000,393	1,248,378
Depreciation & Amortization & Loss on Abandonment	5,046,175	5,500,944
<b>Total Expenses</b>	<b>47,233,846</b>	<b>47,520,650</b>
<b>Increase (Decrease) in Net Assets</b>	<b>289,527</b>	<b>(78,586)</b>

## KEY INDUSTRY FINANCIAL MEASURES OF STRENGTH

### DEBT SERVICE COVERAGE RATIO

is an indicator as to how many times annual principal and interest payments can be made with annual operating earnings.

1.20

Oakwood Lutheran Senior Ministries  
Required Debt Service Coverage Ratio

3.94

Oakwood Lutheran Senior Ministries  
2017 Debt Service Coverage Ratio

# STATEMENT OF FINANCIAL POSITION

Oakwood Foundation, Inc.

Year Ended December 31, 2017 and 2016, Audited

ASSETS	2017	2016
Cash	900,959	1,062,308
Investments	16,349,156	15,280,353
Other	1,038,310	52,471
<b>Total Assets</b>	<b>18,288,425</b>	<b>16,395,132</b>
<b>LIABILITIES</b>		
Accounts Payable & Accrued Expenses	157,644	43,145
Estimated Obligation for Donor Annuity Payments	620,937	626,341
<b>Total Liabilities</b>	<b>778,581</b>	<b>669,486</b>
<b>NET ASSETS</b>		
Unrestricted	9,687,616	8,366,494
Temporarily Restricted	4,603,667	4,140,591
Permanently Restricted	3,218,561	3,218,561
<b>Total Net Assets</b>	<b>17,509,844</b>	<b>15,725,646</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>18,288,425</b>	<b>16,395,132</b>



# STATEMENT OF ACTIVITIES

Oakwood Foundation, Inc.

Year Ended December 31, 2017 and 2016, Audited

REVENUE, GAINS & SUPPORT	2017	2016
Contributions	1,132,797	1,610,193
Investment Income /(Loss)	2,106,190	961,856
<b>Total Revenue, Gains &amp; Support</b>	<b>3,238,987</b>	<b>2,572,049</b>
<b>EXPENSES</b>		
Donations to Oakwood Entities	450,000	400,000
Endowment Grants & Expenses	588,252	481,185
Donor Annuity	60,482	51,683
General Administration	84,052	84,499
Fundraising	272,003	203,748
<b>Total Expenses</b>	<b>1,454,789</b>	<b>1,221,115</b>
<b>Increase in Net Assets</b>	<b>1,784,198</b>	<b>1,350,934</b>



# Oakwood Lutheran Senior Ministries

## BOARDS OF DIRECTORS

### OAKWOOD LUTHERAN HOMES ASSOCIATION, INC.

*DBA Oakwood Lutheran Senior Ministries*

Sarah Kruger, *Chair*

Tom Klein, *Vice Chair*

Roth Judd, *Secretary*

Brett Armstrong, *Treasurer*

Joyce Bromley, Robert Cole (*Ex-Officio*), Bruce Fox, Eric Halverson (*Ex-Officio*), Steve Koch

Larry Larrabee (*Ex-Officio*), Peder Moren, Amanda Reese, Tom Rivers, Stan York

### OAKWOOD VILLAGE UNIVERSITY WOODS APARTMENTS, INC.

Robert Cole, *Chair*

Terry Hanson, *Vice Chair*

Stan Inhorn, *Secretary & Treasurer*

Katie Baardseth, Darko Kalan, Sarah Kruger (*Ex-Officio*), Larry Larrabee (*Ex-Officio*)

### OAKWOOD VILLAGE PRAIRIE RIDGE HOMES, INC.

Larry Larrabee, *Chair*

Dave Bohlman, *Vice Chair & Treasurer*

Jim Buchheim, *Secretary*

Robert Cole (*Ex-Officio*), Barbara Gessner, Stacey Hartmann, Sarah Kruger (*Ex-Officio*),

Jim Laatsch, Marje Murray

### OAKWOOD VILLAGE PRAIRIE RIDGE APARTMENTS, INC.

Larry Larrabee, *Chair*

Ron Mach, *Vice Chair*

Cliff Strelow, *Secretary & Treasurer*

Michael Carr, Robert Cole (*Ex-Officio*), Sarah Kruger (*Ex-Officio*), Alan Lukazewski, Nancy Young

### OAKWOOD FOUNDATION, INC.

Eric Halverson, *Chair*

George Carlson, *Vice Chair*

Ed Young, *Treasurer*

Carolyn White, *Secretary*

Robert Cole (*Ex-Officio*), Phil Hardacre, Sarah Kruger (*Ex-Officio*), Larry Larrabee (*Ex-Officio*),

Donna Ulteig, Lori Werbeckes

# Oakwood Lutheran Senior Ministries

## ASSOCIATION CHURCHES

Advent Lutheran Church ELCA  
*Madison*

All Saints Lutheran ELCA  
*Fitchburg*

Bethel Lutheran Church ELCA  
*Madison*

Bristol Lutheran Church ELCA  
*Sun Prairie*

Burke Lutheran Church ELCA  
*Madison*

Christ Lutheran Church ELCA  
*DeForest*

The Church at Christ Memorial, LCMS  
*Fitchburg*

Good Shepherd Lutheran Church ELCA  
*Madison*

Hope Lutheran Church ELCA  
*McFarland*

Immanuel Lutheran Church LCMS  
*Madison*

Immanuel Lutheran Church ELCA  
*Mt. Horeb*

Lakeview Lutheran Church ELCA  
*Madison*

Luther Memorial Church ELCA  
*Madison*

Lutheran Church of the Living Christ LCMS  
*Madison*

Messiah Lutheran Church ELCA  
*Madison*

Midvale Community Lutheran Church ELCA  
*Madison*

Mount Olive Lutheran Church LCMS  
*Madison*

New Heights Lutheran Church ELCA  
*Black Earth*

Norway Grove Memorial Lutheran Church ELCA  
*DeForest*

Our Savior's Lutheran Church ELCA  
*Sun Prairie*

Peace Lutheran Church ELCA  
*Waunakee*

Spring Prairie Lutheran Church ELCA  
*DeForest*

Springdale Lutheran Church ELCA  
*Mt. Horeb*

St. James Lutheran Church ELCA  
*Verona*

St. John's Lutheran Church ELCA  
*Madison*

St. John's Lutheran Church ELCA  
*Prairie du Sac*

St. Luke's Lutheran Church ELCA  
*Middleton*

St. Mark's Lutheran Church ELCA  
*Madison*

St. Martin's Lutheran Church ELCA  
*Cross Plains*

St. Paul's Evangelical Lutheran Church LCMS  
*Madison*

St. Peter's Lutheran Church LCMS  
*Arlington*

St. Stephen's Lutheran Church ELCA  
*Monona*

Trinity Lutheran Church ELCA  
*Madison*

United in Christ Lutheran Church ELCA  
*Morrisonville*

Vermont Lutheran Church ELCA  
*Black Earth*

West Middleton Lutheran Church ELCA  
*Verona*

Zion Evangelical Lutheran Church ELCA  
*Madison*