



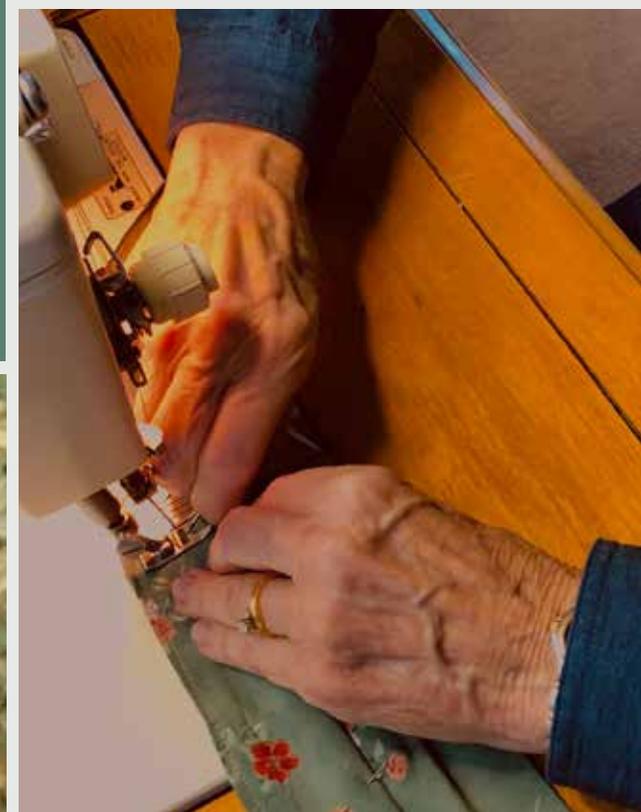
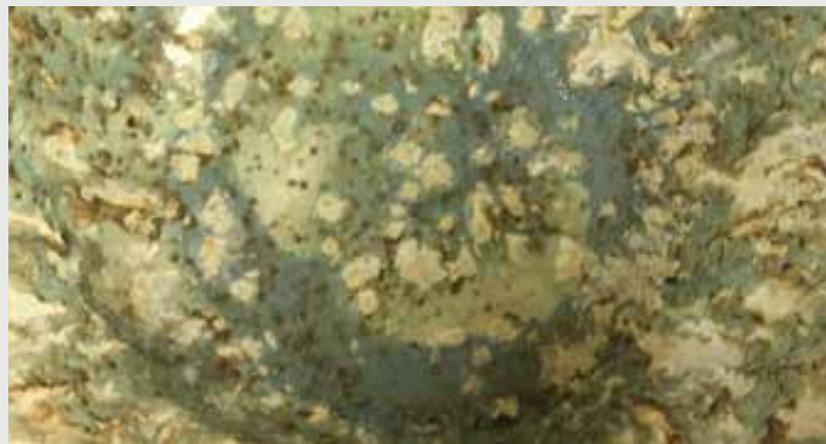
A TRUSTED  
TRADITION  
of CARING  
SINCE 1955

*Deerfield*

Annual Report 2020



*Hands at Deerfield were busy creating throughout the year bringing joy and hope during unprecedented challenges. In November of 2020, Deerfield's Fiber Arts Studio invited all residents to participate in **The Hope & Healing Flag Project** incorporating the meditative, intentional practice of creating flags to bring attitudes of healing and compassion into our community and the world. Messages on the flags included single words, quotes, poems, or images that could be written, drawn, painted, or stitched in any way to reflect their intentions.*





## A LETTER FROM OUR CEO

2020: How much do we really want to reflect on such a tough year? COVID-19 made its appearance

in the United States early in February and affected every aspect of life. Businesses had to pivot and do things differently. Each of us had to make daily adjustments for the sake of our health and the health of our community, family, and friends. I will remember those initial COVID-focused Department Head meetings as we started learning about this new virus and how it would likely affect us. In years past we dealt effectively with other contagious diseases such as the flu or norovirus, and were optimistic that we would safely navigate this one too. However, we quickly learned that this was a wicked virus, far worse than any other encountered in our lifetimes. Fortunately, as I write this, the vaccine is on its way. By the time you read this, we will be well on our way to successfully vaccinating our community.

Although they may be hard to find sometimes, there are silver linings. I can't tell you how many plans were created, reviewed, and "perfected" but never used. There were days that we took two steps forward and one step back, but as we faced challenges we became more creative and nimble. We used our outdoor spaces differently. We used our indoor spaces differently. We couldn't have imagined that 10 months into the pandemic our primary meal service for independent living would still be door-to-door delivery. Residents and staff alike have learned how to conduct productive meetings via a variety of internet applications.

I have witnessed our staff's tireless and fearless dedication to keeping our community safe. In our quest to safely reestablish programs and services we recognize that "baby steps" of progress need to be celebrated on a daily basis. It is clear that we miss the social fabric of our Deerfield community. In spite of loneliness, changes of plans, loss of routines, and disappointing setbacks, our residents have been patient, compliant with safety precautions. They are steadfast in their support of staff. I would venture to say that the bonds between our staff and residents have never been stronger.

*"As the chapter closes on 2020,  
we remember and honor those  
who passed away due to  
COVID-19 related illness."*

On the financial front, we are pleased to report a strong year. Our department heads did a fantastic job adapting programming to fit these strange times and managed their resources efficiently throughout the year. We were determined to avoid layoffs of staff and are pleased to report that Deerfield did not apply or accept any monies from the Payroll Protection Program, even though we qualified to do so. Our board of directors decided to forego these funds so that local businesses would have more of the additional support so many of them needed. In addition, our occupancy remained at high levels. Our strong financial platform will help us continue to navigate the likely turbulent financial markets and economy in the days ahead.

In spite of the health crisis, we continued to implement our capital plan with a wide variety of improvements throughout our campus. Significant progress was made with the installation of campus-wide Wi-Fi and refurbishments of our indoor common areas. Deerfield was awarded another deficiency free survey resulting in a 5 star Medicare Rating, five continuous years without a deficiency from the state regulatory agency. Looking ahead, we are excited about the evolving plans for the future growth of our community. The master plans for the expansion create opportunities to meet the growing demand for our services and amenities for generations to come.

We are very proud of the work of Deerfield's new Charitable Foundation. Their work has included establishing initiatives to help meet the local need for low income housing and advancing geriatric medicine through our long-term partnership with MAHEC. You'll find more details in the 2020 Annual Report on Philanthropy.

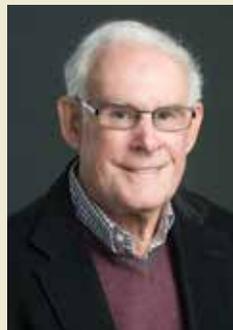
As the chapter closes on 2020, we remember and honor those who passed away due to COVID-19 related illness. We acknowledge that, along with the virus, our nation faces the realities of inequality and the pain of political divides. All of this calls us to remind one another that joy is still available and some days we just have to be a little more deliberate in finding it. While I hope to never experience another pandemic, I am confident that we will be an even stronger, more united community in the days ahead. I wish you abundant hope, great joy, and good health for 2021.

**Robert F. Wernet, Jr.**  
President & CEO

# BOARD of DIRECTORS



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Executive V.P.,  
Chief Credit Officer  
Carolina Alliance Bank  
Asheville, NC



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Assistant Secretary  
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Parsec Financial  
Asheville, NC



**Virginia Templeton,  
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Executive Director,  
MemoryCare  
Asheville, NC



**Eugene M. Carr III**  
Attorney  
Carr, Blackwell &  
Associates  
Hendersonville, NC



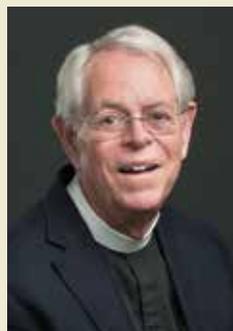
**Suzanne Nesbitt  
Dawkins**  
President, Design  
One, Inc.  
Asheville, NC



**Christine Dismukes**  
Chair, Deerfield  
Charitable Foundation  
Asheville, NC



**Jack Ingersoll**  
Deerfield Resident



**The Reverend  
Ross Jones**  
*Retired Clergy*  
Asheville, NC



**Glenn Mayes**  
CFO, Asheville School,  
Retired



**Isaac Owolabi**  
Ph.D., Professor  
Montreat College  
Black Mountain, NC



**Roba Whiteley**  
Health Care Access  
Advocate  
Asheville, NC



**The Rt. Reverend  
José McLoughlin**  
Permanent Seat  
Bishop, The Episcopal  
Diocese of WNC



**Bill Clontz**  
President,  
Deerfield Residents  
Council



**Bob Wernet**  
President & CEO,  
Deerfield Episcopal  
Retirement  
Community

EX-OFFICIO MEMBERS

## A LETTER FROM OUR BOARD CHAIR

Each year the Chair of Deerfield gets the opportunity with this letter to reflect on what has happened within our organization over the previous twelve months. How do I begin to summarize my thoughts about 2020?

One vivid memory from the year was my last physical visit on campus on February 28th (I did more recently visit in November in my capacity as a son-in law). On that sunny winter morning, many of us met in the Blue Ridge Room to hear Robert Chandler review the audited financial results from the previous year. However, we also had a special guest, Taryn Tindall, who discussed the evolving virus in the news and what steps Deerfield was taking to prepare.

Any effort that I make to thank and recognize Bob Wernet and all of our employees will not be enough. I am truly amazed at how effectively they managed the volume of significant changes through this once in a lifetime environment. As much as I try, I will never fully understand the extreme stress they felt in those long hours as they cared for all of our residents and each other. My words will not accurately reflect the dedication they showed by getting up each day and coming back to work in such a challenging time. However, the Deerfield Board and I humbly thank each of them for all that they gave (and continue to give) every day of 2020.

While the board members and I were not on the campus, we were fully engaged during this past year. Our initial meetings were through conference calls, but then, with the rest of the world we moved to Zoom to facilitate our 32 various meetings during the year. These were either full board meetings or the subcommittees in which we do much of our

work—Executive, Finance, Nominating or Foundation. We continued to meet with our auditors, investment advisors, counsel and others, as if nothing had changed from the previous year.

While oversight is always the most important role of a board, a good board can provide much more. Our board consists of a group of people with a diverse pool of skills, training and experience (a physician,

*“In this challenging year, the Deerfield board brought a breadth of knowledge and perspectives to our management team and each other as we discussed the quickly evolving situation.”*

former CEO of a hospital, attorney, CPAs, clergy, educator, nurse, small business owner, residents and others). In this challenging year the Deerfield board brought a breadth of knowledge and perspectives to our management team and each other as we discussed the quickly evolving situation. I want to thank each of them for their commitment to Deerfield during a time in which we so needed guidance.

I specifically want to recognize Bill Clontz, our Resident Council President. We could not have had a better person in this role during 2020. Bill utilized his outstanding communication and organizational skills to keep our residents informed, involved and active. Bill, along with the two other residents on our

board, Jack Ingersoll and Ross Jones, also kept us current with the issues and concerns the residents were facing.

One of the positive outcomes during the year was the contribution our recently formed Foundation could provide to our community. Michelle Wooley and Chris Dismukes quickly pivoted the organization to support several funds that would benefit those whose lives were most affected by the pandemic. Our gifts and those of our residents made positive impacts to local citizens in need of food, shelter and other support. It has been great to see the development of the Foundation in its first two years. Amazingly, as I am drafting the close of this letter I get notice that the first Deerfield resident in skilled nursing has received a vaccination. I give thanks to all that serve our Deerfield community and look forward to physically getting back onto our beautiful campus and seeing our staff and residents in 2021!

**Jeff Covington**

Chair, Deerfield Board of Directors



# RESIDENTS COUNCIL REPORT

We are all delighted to say goodbye to 2020. And yet, there are lessons, stories, and inspiration at Deerfield as we meet the pandemic challenge. As this is being written, we are still engaged in that fight, and will be for some time. But we can see better days ahead and have learned how to meet such challenges, and relearned what it means to be a community.

The Residents Council always has an important role

to reestablish meetings and gatherings. A few of us were old hands at it already; in-house information sharing spread the capacity. Meetings were back online in short order.

We needed to bring back education and entertainment, helping to restore routine and normalcy. The Council and committees worked closely with the leadership team to make things happen. Every committee rose to the challenge.

TED Talks, to virtual travel tours, and more are on our Channel 900, on Zoom, on You Tube, and on campus. We began monthly online meetings with everyone together. Residents continue to direct over 30 resident-led programs, adapting and finding new opportunities. Within very few weeks, the calendar was again full.

After initially wondering how we would get along in this new environment, residents joined in to ensure quality of life and connectivity. The suggestions program brings a steady flow of ideas. People go out of their way to check in with friends who live alone to ensure no one gets isolated.

Throughout it all, Deerfield's leadership and staff have been extraordinary. Their adaptability, dedication, and commitment are inspiring. Residents often note they feel completely supported, that there is nowhere else they would rather be right now than Deerfield. Confidence in this team could not be higher. Residents have sought to say "thank you" in two ways. One, we commissioned a Declaration of Gratitude, a large framed document

expressing our appreciation and admiration. We want future generations to know about this. Two, our annual Employees Appreciation Campaign broke all records this year beyond levels we ever imagined.

We will continue to do our part to keep Deerfield the wonderful community it is. Looking forward to 2021.

## **Bill Clontz**

President, Deerfield Residents Council

## **Deerfield 2020 Residents Council**

*Top row, l to r:*

Pat Baker

John Bordley

Lin Brown

Bill Clontz

Alan Davis

*Bottom row, l to r:*

Robert Freeman

Jim Graves

Marilyn Hubbard

Pat Patterson

Alice Youmans



in supporting communications among residents, staff, and the leadership team. That role has been exceptionally challenging but even more important this year. All the usual opportunities to gather and to talk among ourselves were cancelled; we had to be creative to fill the gaps. The two Councils (2019-20 and 2020-21) committed to doing just that.

At the start of the pandemic, all meetings and activities were cancelled. The usually full Deerfield calendar became a blank page. We quickly determined that something like Zoom was needed

Dining and Programs and Activities in particular faced severe challenges in this environment, but everyone stepped up. Dining was completely reimagined and executed to high praise. The Resident Life staff supported the Programs and Activities committee as one activity after another was reimagined for online engagement, such as the always popular Writers' Read. Small group activities were created to replace large gatherings.

New activities were thought up and brought to fruition by residents and staff. Everything from

# MARKETING REPORT

The year 2020 will not be forgotten. We have lived through a pandemic. We choose not to focus on the pandemic itself but rather on the positive things that happened as we went through it together.

We couldn't see our future residents or prospects in person, so we created a virtual tour which enabled our guests to visit, at least virtually, wander into the community center and down the hallways to the fitness center, art studios, library, Bistro and more.

## Deerfield Marketing Team

Top row, l to r:

Kathy Foster

Dianne Mastandrea

Bottom row, l to r:

Deborah Robinson

Debbie Wilbanks



Having this access to the community was an important addition to our website and enabled us to continue to market Deerfield to our prospects. Despite having no on-campus visitation for much of the year, we still received over 100 applications for future residency. This was a strong sign that people were persevering and continued to make important decisions about their future.

During the year we manned checkpoints, served meals, wore masks and socially distanced – and will

*“Despite having no on-campus visitation for much of the year, we have still received over 100 applications for future residency..”*

continue to support our community in these ways. One of the most meaningful ways we spent some of our time was on the phone with residents. Just a call to say “we care about you, how are you doing and what do you need?” There were short and sweet moments and there were long conversations that eased the feelings of anxiety and uncertainty. These were always two-way conversations that provided comfort to us as much as it was meant for them.

As a strong team, we not only kept our wait list growing during this unprecedented time but we managed to move new residents into

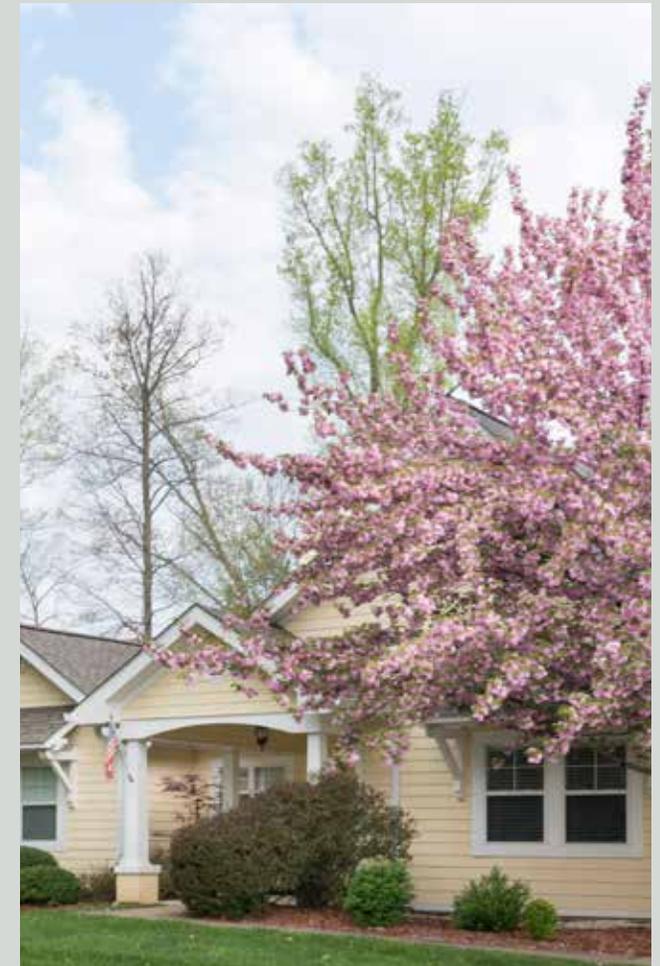
their new homes. We couldn't have done this without the support from our colleagues from all departments, and a carefully planned process. We opened 27 doors, welcoming new residents.

Since we couldn't celebrate the holidays with our future residents we created a Deerfield calendar so every time they turned to a new month they would see a photo of a Deerfield location and every day they would be reminded that Deerfield would someday be their home and community. And in that community, no matter what challenges come along,

there will be people there to support them, to care, to share, to cheer them on... facing all that life has to offer together and making sure we acknowledge the positive things that happen every day.

**Kathy Foster**

Director of Marketing



# CHAPLAIN'S REPORT

Coronavirus has changed almost everything. It certainly has at St. Giles. And yet the core of our ministry remains the same. St. Giles has been at the heart of Deerfield's mission from the very beginning, and nothing has changed that. Our primary calling is pastoral visitation, and in this year of pandemic when we haven't been able to safely offer in-person church services, we have been spending even more time with all our residents at Deerfield. As chaplains, we feel quite fortunate to be included as critical



members of Deerfield's Health and Wellness team, having been given access to move throughout the community wherever we are most needed.

Specifically, it has been one of the very greatest privileges of my nearly 25 years of ministry that for the first stage of the pandemic we could visit residents in skilled nursing and assisted living, even and especially when their spouses and loved ones weren't allowed to, and weren't able to connect with them through modern technology in the way most of

the rest of us were with our own loved ones. And then we as chaplains could take reassurances and messages of love back-and-forth between those residents, particularly to and from those suffering from severe isolation and dementia-related issues. This perhaps is just one way we can be ambassadors for God, as St. Paul put it, during our own time.

And the other great privilege during this time has been to work with employees and their families who have been struck with sudden and severe medical bills because of the pandemic and their work at Deerfield on our behalf. Their appreciation of our assistance, which is only made possible through the generosity of resident contributions to the chapel, makes every effort worthwhile. So, we know just how fortunate we are, particularly in comparison to what other churches, retirement communities and chaplaincy programs are facing.

It is our privilege to serve the entire Deerfield community, and we are yours in faith, even as we lay the foundation for all those still to come.

I am confident that I speak for the entire Chapel staff when I say what a tremendous privilege it is to serve the entire Deerfield community through the ministry of St. Giles; and we, as always, are yours in faith.

**The Rev. Richard "Lin" Walton**  
Director of Pastoral Care Services  
**Rev. Tonya D. Hill**  
Chaplain

**Stuart Littleton**

St. Giles Music Director

**Rev. Robert Kintner**

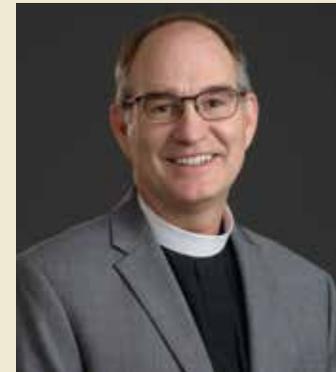
Wednesday and Memorial Service Organist

**Ruth Butler**, Sunday Lead Vocalist and Memorial Service Soloist

**Michael Pane**, Sunday Lead Vocalist

**Ben Pick**, Memorial Garden Horticulturalist

**Charles Hickman**, Sunday and Special Events Driver

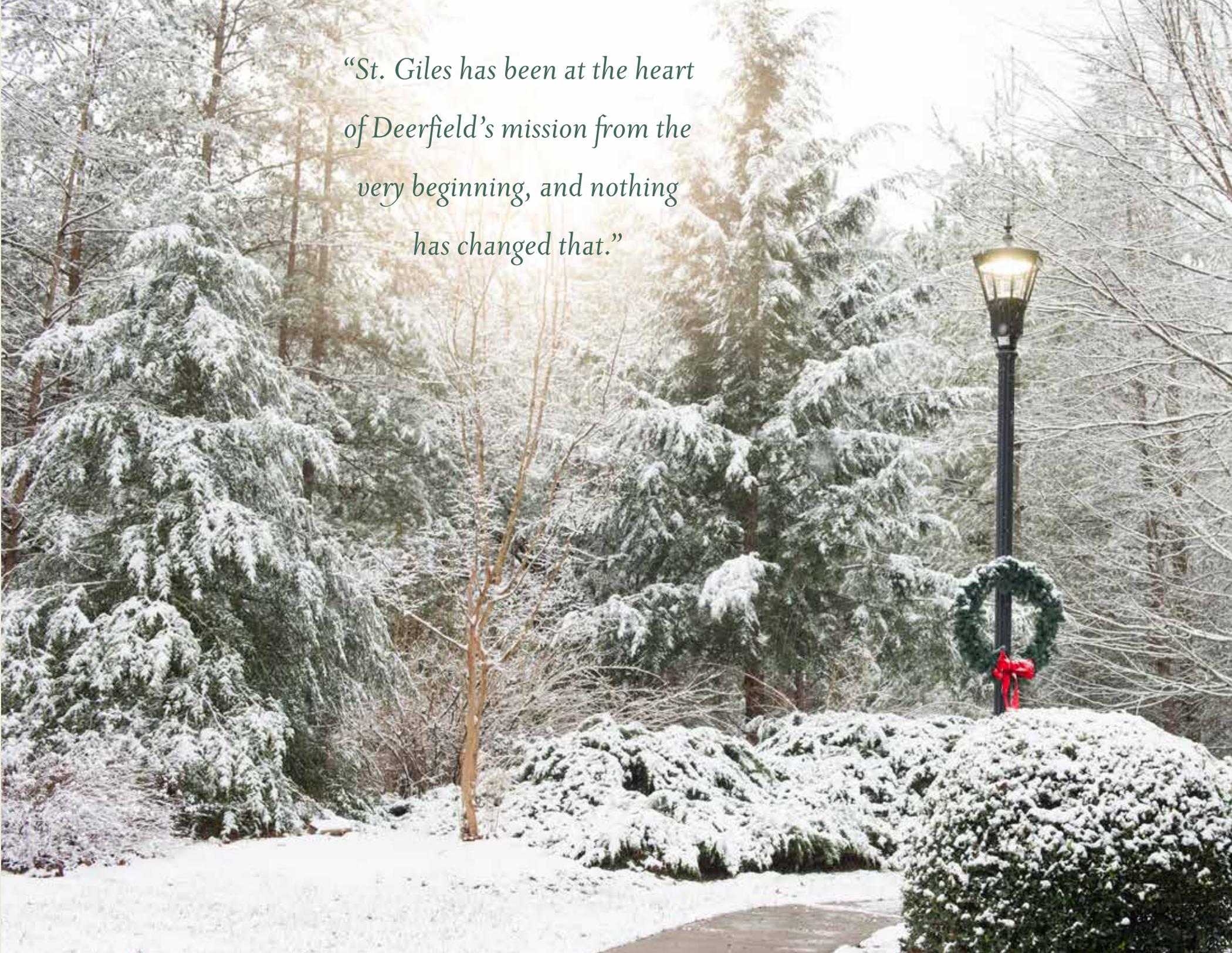


**The Rev. Richard "Lin" Walton**



**Rev. Tonya D. Hill**, Chaplain

*“St. Giles has been at the heart  
of Deerfield’s mission from the  
very beginning, and nothing  
has changed that.”*



# “We Got This” A YEAR OF CHALLENGES AND OPPORTUNITIES

The day-to-day operations at Deerfield began to change in February 2020 when we came to the realization of a possible pandemic. We immediately began to remove “shared” items from all dining areas; creamers, sugars, salt and pepper shakers, and other items as we prepared for something still unknown at that time. As reports became clear about what was transpiring we learned we would have to temporarily close some services. The focus



**Deerfield Operations Team Seated:** Debra Campbell, Director of Operations *From left to right:* John Price, Adam Lamb, Mitch Davis, Laurel Brewer

shifted to assuring the safety and well-being of residents and staff, always a top priority, but this crisis took it to a whole new level.

On March 17th all Independent Living dining venues on campus closed and meal service became delivery only. The Blue Ridge Room became the staging area for all meals being delivered to Independent Living apartments and cottages.

Deerfield welcomed a new Independent Living Dining Room and Catering Manager, Sandra Barrett in February 2020. Under her leadership and her unwavering “we got this” attitude, the dining team switched gears, changing how they functioned, how they served. Throughout the year meals were delivered to hundreds of residents, door by door. Adam Lamb, Director of Dining Services, recalled that the dining team quickly realized it was time to coalesce around a new mission.

Adam’s frequent pre-COVID shout out “We’re all in this together” suddenly took on a deeper meaning.

A renewed focus on infection control, sanitation, and most effective cleaning products ensued as housekeepers responded to fight a new and dangerous virus. They worked tirelessly throughout the campus day after day. “There were many sleepless nights, worrying about the toll this could take on my staff, seeing the fear and nervousness many were feeling,” Director of Housekeeping Services Mitch Davis stated, “It was a delicate balancing act to support employee needs and meet the needs of Deerfield’s response to the pandemic.”

At the same time that the dining operations closed down, the activity rooms went dark and the hallways were eerily quiet as people hunkered down for what was hoped to be a short time.

As the Resident Life Coordinator, John Price had to re-think resident engagement. “The most difficult thing for me was telling people they had to stay in their homes, some alone, when my job was to keep them active and engaged,” he said.

Laurel Brewer, the Riverwalk Spa & Salon Manager educated herself on new necessary precautions and infection control practices. After a period of being closed, safety measures were put into place and services were able to resume for the remainder of

the year. Haircuts, a massage, a pedicure, are for many, very important for their wellbeing. One of the silver linings was having the opportunity to renovate the hair salon in Simonds Healthcare Center, which will mean a fresh new experience for residents upon reopening.



All staff took on different tasks as they answered the call to protect residents and their co-workers while keeping Deerfield functioning safely. They manned checkpoints, they delivered food and other items to residents, they provided comfort through outreach efforts, and much more. They wore masks, and because of that people were literally seeing eye to eye. Time and time again a look would pass between staff and even if not said aloud, it was a clear message. We got this. Together, we got this.

# FACILITIES REPORT

## Maintenance

Deerfield's Maintenance Department worked hard in 2020 on capital projects that greatly improved Deerfield's energy efficiency and will continue to do so. We are now setting records for low energy usage each month. Two of the major projects that helped us achieve these records were the replacement of light fixtures with LED in Assisted Living, Henry Hall and Timson Hall; and the replacement of water

pumps in three apartment buildings with energy efficient pumps.

Maintenance also implemented many measures to help prevent the spread of COVID-19 and mitigate the spread as positive cases were identified. We installed I-Waves in all the common air handler systems which have been proven to kill 90% of the virus. We installed HEPA air scrubbers in all of the common area HVAC systems including the Bistro, Assisted Living dining room, Skilled Nursing dining rooms, and the Fitness Center. Our objective is to

produce as much outside air as possible while eliminating any harmful indoor air. If a positive COVID case is identified we install negative air systems in that resident's room to directly evacuate any contaminated air. We also install anterooms which allow staff to gown up and dress down prior to entering and exiting a COVID positive room.

We worked with the city of Asheville and the N.C. Division of Health Service Regulation to construct both indoor and outdoor visitation areas for family members to visit relatives in Skilled Nursing and Assisted Living. We know these visits help promote the emotional well-being of our residents and for their families as well.

The Facilities Department has been working with THW Design to complete campus-wide interior renovations. In 2020 work was completed in Skilled Nursing and Timson Hall and work will begin in early 2021 on the remainder.

One major project was replacement of the Aquatic Center skylight roof. The new roof allows a greater amount of sunlight in while blocking a lot of the heat, creating a more comfortable environment.

## Grounds

A major change in leadership took place this year with the retirement of our Grounds Supervisor Rob Morris after 17 years. We welcomed Brandon

Cordell to the position. Brandon has been a member of the Grounds team for almost five years and has extensive knowledge and experience in landscaping design and installation, as well as leadership.

A new plant bed was designed and installed along Hendersonville Road on the north end of the property. The new plantings of trees and bushes include Colorado blue spruce, Pierris Japonica, Golden Mop Cypress, and Camellia.

Other grounds work in addition to the day-to-day operations include the removal of the overgrown junipers in the parking lot of Haden and Henry Hall. They were replaced with ornamental grasses, giving those areas a fresh new look.

## Security

Security completed projects to keep Deerfield's fire panels and elevators equipped with the latest upgrades.

Despite the pandemic and the extra efforts and projects that it brought on, in 2020 the Facilities Department maintained and improved many areas campus-wide, both inside and out. COVID required the set up of a checkpoint station on Lambeth Drive at the entrance to Deerfield, among other tasks to help protect the health and safety of our community.

We remain committed to continuing our work to maintain and improve areas across the Deerfield campus for all of our residents and staff.



# HEALTH & WELLNESS: *Confronting COVID-19*

Deerfield launched into 2020 with expectations of continuing with our well established plans for growth toward clinical excellence, technological innovation and creative staff engagement. Then, COVID-19 became the focus of everything we did. And we did everything with a determination, flexibility and professionalism that was absolutely awe inspiring. Following are some examples of those efforts.

*“...Deerfield affirmed its commitment to our mission, strengthened our culture and set the stage for a ‘spring of hope’ in 2021.”*

Supply chain disruptions constricted acquisition of PPE... so we created our own supply structure outside traditional suppliers which gave our staff the equipment they needed to protect our residents and themselves.

There was a need for an isolation wing that would address and control the spread of the disease while meeting the care needs of those infected... so negative air pressure units were engineered, temporary partitions created and detailed procedures developed in a matter of hours.

When mental and emotional fatigue became evident with staff, particularly after losing one of our own after a prolonged battle with the disease, innovative engagement practices were implemented to

preserve team cohesion and sustainability. The focus went to giving a voice to grief and restoring purpose to action.

The impact of separation and isolation of residents due to COVID restriction mandates triggered an incredible effort, including direct discussions with state leadership, to maximize opportunities for residents to engage with their loved ones through a thoroughly planned visitation program. This involved building new or modifying existing structures to meet guidelines, creating an online mechanism for coordinating schedules and using assistive devices to enhance communication.

There are times in one's life when situations force them to confront whether they are the person they like to believe they are. COVID-19 tested our flexibility of thought, our depth of knowledge, our readiness to action, and our commitment to our duty to care for our residents and each other.



**The first COVID-19 vaccine administered at Deerfield on December 30, 2020**

Through this challenging time Deerfield affirmed our commitment to our mission, strengthened our culture and set the stage for a “spring of hope” in 2021.





**Declaration of Gratitude presented by the Deerfield Residents Council to Deerfield Leadership and Employees. It reads:**

*In the spring of 2020, the COVID-19 pandemic spread rapidly throughout the United States. Senior Communities were particularly vulnerable, but the pandemic brought out the best in Deerfield's leadership and employees.*

*Deerfield acted early to implement practices that significantly delayed the onset of infection within our community and minimized the impact when it did arrive. Deerfield anticipated challenges, stayed informed of best practices, made careful use of resources, and provided timely and thorough updates to residents.*

*The skill and dedication at Deerfield ensured the best possible care for both residents and workforce. This was a team in every sense of the word.*

*No one could have done more or have done it better.*

*The residents of Deerfield are forever grateful to have this team responsible for this community; we will not forget. We are honored to have them as our team and to count them as our friends.*

*Presented in gratitude and admiration by the Residents Council, July 2020.*



**Emerging from 2020 with New Strength and Resilience**

I have been so grateful to be part of Deerfield's Leadership Team during

such a difficult year. While it's been a uniquely challenging time for the Senior Living Industry, I have been able to draw inspiration from our incredible team. Deerfield's dedicated staff and supportive residents came together as one cohesive family to bravely face the challenges of 2020. This year brought difficult decisions as we navigated uncertain times, but in the end we became stronger and more resilient.

As we begin to emerge from the COVID-19 Pandemic, we are overjoyed to be bringing life back to campus, carefully restoring the unique social fabric that makes Deerfield so special. The reopening process brings a new set of challenges for our Leadership Team, but thankfully, we are able to draw from the strength gained over this last year.

Finally, I want to thank our residents at Deerfield whose generosity and patience have been heartwarming. The support shown to our staff has been truly overwhelming, bringing light and encouragement to the toughest of times.

**Matt Sharpe**  
Executive Director

# DEERFIELD EPISCOPAL RETIREMENT COMMUNITY, INC. AND AFFILIATE

## Consolidated Balance Sheets

September 30, 2020 and 2019

Assets	2020	2019
Current assets:		
Cash and cash equivalents	\$ 10,305,011	\$ 14,682,810
Investments	63,549,223	56,547,793
Accounts receivable	1,802,088	1,708,197
Prepaid expenses	250,610	156,439
Inventories	82,022	89,346
Current portion of assets limited as to use	54,933	56,402
<b>Total current assets</b>	<b>76,043,887</b>	<b>73,240,987</b>
Non-current assets:		
Assets limited as to use:		
By Board for:		
Statutory operating reserves	7,796,000	6,630,122
Benevolent assistance	1,963,867	1,821,222
Renewal and replacement fund	10,400,000	10,400,000
Mission advancement fund	8,989,805	8,361,740
Under bond indenture agreement	54,933	56,402
Under donor restrictions	4,231,970	3,612,566
Total assets limited as to use	33,436,575	30,882,052
Less current portion	(54,933)	(56,402)
Total assets limited as to use, less current portion	33,381,642	30,825,650
Property and equipment, net	130,429,443	131,419,907
<b>Total non-current assets</b>	<b>163,811,085</b>	<b>162,245,557</b>
<b>Total assets</b>	<b>\$239,854,972</b>	<b>\$235,486,544</b>
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable	\$ 2,170,307	\$ 2,196,110
Accrued salaries and wages	455,596	367,674
Accrued interest payable	944,747	975,722
Other accrued liabilities	1,347,387	1,218,254
Refundable entrance fees	1,700,000	1,700,000
Current portion of bonds payable	2,910,000	2,835,000
<b>Total current liabilities</b>	<b>9,528,037</b>	<b>9,292,760</b>
Long-term liabilities:		
Deferred parking revenue	530,033	544,780
Refundable parking fees	85,000	120,000
Admission deposits	1,399,597	1,555,753
Refundable entrance fees, less current portion	12,204,068	12,275,615
Deferred revenue from entrance fees	84,626,402	86,550,769
Deferred customization revenue	862,331	969,488
Bonds payable, net	52,571,191	55,720,340
<b>Total long-term liabilities</b>	<b>152,278,622</b>	<b>157,736,745</b>
<b>Total liabilities</b>	<b>161,806,659</b>	<b>167,029,505</b>
Net assets:		
Without donor restrictions	70,655,151	61,137,193
With donor restrictions	7,393,162	7,319,846
<b>Total net assets</b>	<b>78,048,313</b>	<b>68,457,039</b>
<b>Total liabilities and net assets</b>	<b>\$239,854,972</b>	<b>\$235,486,544</b>

## Consolidated Statements of Cash Flows

Years Ended September 30, 2020 and 2019

	2020	2019
Operating activities:		
Change in net assets	\$ 9,591,274	\$ 5,570,103
Adjustments to reconcile change in net assets to cash provided by operating activities:		
Depreciation	6,005,444	5,979,909
Amortization of bond premium	(301,449)	(301,448)
Amortization of bond issuance costs	62,300	62,300
Entrance fees received	8,827,213	12,558,886
Amortization of entrance fees	(10,051,121)	(9,966,845)
Net change in:		
Investments and other assets limited as to use	(9,557,422)	(6,951,106)
Accounts receivable	(93,891)	(278,778)
Prepaid expenses	(94,171)	54,616
Inventories	7,324	(3,591)
Accounts payable and accrued liabilities	160,277	737,487
Deferred parking revenue and refundable parking fees	(49,747)	(7,561)
Admission deposits	(127,480)	346,120
<b>Net cash provided by operating activities</b>	<b>4,378,551</b>	<b>7,800,092</b>
Investing activities:		
Purchases of property and equipment	(5,014,079)	(4,387,802)
Change in assets limited as to use	1,469	434,031
<b>Net cash used by investing activities</b>	<b>(5,012,610)</b>	<b>(3,953,771)</b>
Financing activities:		
Payment on bonds payable	(2,835,000)	(2,875,000)
Refunds of deposits and refundable fees	(2,250,807)	(1,717,961)
Refundable entrance fees received	1,342,067	1,317,115
<b>Net cash used by financing activities</b>	<b>(3,743,740)</b>	<b>(3,275,846)</b>
Change in cash and cash equivalents	(4,377,799)	570,475
Cash and cash equivalents, beginning of year	14,682,810	14,112,335
<b>Cash and cash equivalents, end of year</b>	<b>\$10,305,011</b>	<b>\$ 14,682,810</b>
Supplemental cash flow information:		
<b>Interest paid</b>	<b>\$ 2,116,452</b>	<b>\$ 2,495,301</b>
Non-cash activities:		
<b>Entrance fee refund included in accounts payable at year-end</b>	<b>\$ 4,543</b>	<b>\$ 273,134</b>

# DEERFIELD EPISCOPAL RETIREMENT COMMUNITY, INC. AND AFFILIATE

## Consolidated Statements of Operations and Changes in Net Assets

Years Ended September 30, 2020 and 2019

	Without Donor Restrictions	With Donor Restrictions	2020	2019
Revenues, gains and other support:				
Resident fees	\$ 26,065,201	\$ -	\$ 26,065,201	\$ 25,570,580
Net realized gain on investments	949,920	-	949,920	1,303,563
Net unrealized gain on investments	2,814,724	-	2,814,724	(1,120,502)
Contributions and bequests	229,810	-	229,810	223,124
Interest and dividend income	2,005,034	87,495	2,092,529	1,875,255
Amortization of entrance fees	10,051,121	-	10,051,121	9,966,845
Other income	1,693,486	-	1,693,486	716,472
Net assets released from restriction - operating	817,436	(817,436)	-	-
<b>Total revenues, gains and other support</b>	<b>44,626,732</b>	<b>(729,941)</b>	<b>43,896,791</b>	<b>38,535,337</b>
Expenses:				
Program services	29,895,987	-	29,895,987	29,038,032
Supporting services	5,212,787	-	5,212,787	4,849,781
<b>Total expenses</b>	<b>35,108,774</b>	<b>-</b>	<b>35,108,774</b>	<b>33,887,813</b>
Excess of revenues over (under) expenses	9,517,958	(729,941)	8,788,017	4,647,524
Other changes in net assets:				
Contributions	-	803,257	803,257	922,579
Change in net assets	9,517,958	73,316	9,591,274	5,570,103
<b>Net assets, beginning of year</b>	<b>61,137,193</b>	<b>7,319,846</b>	<b>68,457,039</b>	<b>62,886,936</b>
<b>Net assets, end of year</b>	<b>\$ 70,655,151</b>	<b>\$ 7,393,162</b>	<b>\$ 78,048,313</b>	<b>\$ 68,457,039</b>

The financial statements shown do not include notes, which are considered a significant part of financial statements. The complete audited financials are available upon request.





Deerfield

*“Through this trying time Deerfield affirmed our commitment to our mission, strengthened our culture and set the stage for a ‘spring of hope’ in 2021.”*

1617 Hendersonville Road Asheville, NC 28803 [www.deerfieldwnc.org](http://www.deerfieldwnc.org)

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