



5405 Boise St. SE PO Box 970 Turner, OR 97392

September 1, 2022

Warmest Greetings to the many wonderful people who are connected to the Turner Retirement Homes (TRH) ministry.

My name is Tim Long, and I am the new Executive Director for Turner Retirement Homes. I joined the leadership team on May first of this year.

I have some very important news to share with our entire TRH community (Residents, Staff, Supporters and Prayer Partners around the world).

First, I want to acknowledge the rich benevolent ministry that has happened for nearly 90 years through TRH. I won't take too much time speaking to the history of the ministry here in Turner, other than to say our primary goal has been to provide loving care and resources for so many who served others sacrificially as ministers, missionaries and lifelong Christian workers. So many have sacrificed along the way for the cause of Christ by working odd hours, having lower pay, giving up the security of living in one place, and many not having retirement funds when it was time to take rest in the latter years of life. TRH has been here to bridge the gap. And there is still much work ahead, but there has been significant change on the landscape of benevolent ministry over these past 90 years and it has shifted the ministry at TRH.

More and more people, serving in full-time Christian ministry, have prepared for their later years of life. Furthermore, there are now resources available to many to allow them to stay in their homes longer with outside services coming in to support. We have seen that very thing take place within our TRH community, as more people are choosing to stay in independent living rather than transition to residential care. Most people prefer to stay in their homes as long as possible for the security and comfort of home.

Every organization is impacted by the changes in culture. As an organization, if you don't adjust to change, you will find yourself doing something that is ineffective and possibly irrelevant. The next natural step is being broke, fostered by investing in something that is unsustainable.

Turner Retirement Homes has two main components of ministry, in tandem with a third subtle benefit.

1. We have a large independent living community with 123 residents. We have land (developed and undeveloped) to add to this aspect of ministry, should that be favorable to our work in the future.
2. We also have a smaller community of 19 residents who live in our Residential Care Facility (RCF). If all of our RCF apartments were up and functioning, we could have as many as 46 residents in this community. Currently, we can only provide limited medical attention in our RCF.
3. A subtler outgrowth of our work is seen in the influence we have on the community of Turner at large.

Turner Retirement Homes has the opportunity ahead for many healthy years of Christian community living, but it is evident that to thrive in the future, and potentially have a broader scope of care, we have to make some hard decisions today.

We have aging facilities, some in need of extensive work, most requiring complete renovation from the ground up. Several of our RCF octaplexes have been closed because of poor facility conditions, a result of many years of deferred maintenance. For decades we have relied on our churches and the kindness of individuals to help supplement, financially and through volunteer work, keeping our facilities in order.

We have tried to do a better job communicating with you in the past 3 years. Our Trustees developed a Church communication team to help keep people and our churches informed about the happenings at TRH. The reality is, costs continue to rise and funding is dropping off as the mission of TRH gets lost in the ever-pressing financial demands on churches and individuals.

Enter significant factor number two: Oregon State Regulations for Residential Care Facilities. The State of Oregon continues to pile on regulation and expectation for RCF providers. One demand in more recent years has been a dedicated administrator just for our RCF. The demands for this position come with wages to match.

Also, the State regulators aren't kind to aging facilities, and we continue to experience increasing demands to modernize.

These things aren't necessarily bad, but in a benevolent environment where we subsidize significantly to fulfill our mission, it becomes nearly impossible to operate financially healthy.

Currently our negative cash flow for the RCF part of our ministry is around \$500,000 per year. This is a deficit that will eventually cause our mission to fail and fold up, so we must act now to help us thrive and grow in the future.

Enter factor number three: The current staffing crisis in our country that hits smaller communities very hard. Pressure to raise wages and add other expenses, like aggressive recruiting, puts incredible pressure on the finances of smaller organizations, and charitable organizations feel the impact as well. We have all seen this problem in shortened operating hours at places of business and some businesses closing altogether. Turner Retirement Homes is not immune to this challenge. Our RCF ministry is a 24/7, 365 days a year ministry.

I do want to add, we have an amazing staff of dedicated people who love TRH and work with great passion for the ministry to others, but we struggle to be fully staffed. I could continue to paint the picture, but the reality is that our trustees have known for a while that something would need to change if we would have any chance of a better future.

When I came on board this year, to help lead TRH, I looked at different options to turn the financial tide and help our ministry grow. The reality is, we have operated, nearly since TRH began, on the philosophy that troubled times meant leaning on our support base a little more and selling property to keep operating. At one time TRH owned nearly 2500 acres in the area. Today it is about 110 acres. Those decisions through the years were the right decisions to push the mission forward, but in our current state we are an airplane running out of fuel that will not make it back to the runway for a safe landing if we don't figure out how to fly more efficiently.

Our leadership team has made two very hard decisions in the past several weeks. The first decision was to do exactly what we were trying to avoid, sell land to operate. But selling land is a critical part of some of our steps to health and sustainability today and for tomorrow.

It is the right decision because we need some upfront funds to deal with the second recent major decision of the board, which is to close the Residential Care Facility aspect of our ministry.

Understand, our RCF ministry has been an important part of our overall mission, but it is also just one segment of our ministry, and for years, (decades) we have taken other areas of profitability and poured it toward the RCF to keep things in motion.

Unfortunately, this operating plan has been detrimental to our overall mission. We have sacrificed regular maintenance on all facilities across our ministry (Independent and Residential Care). I heard it said best recently when someone said, “TRH looks tired.” TRH has served us well and will continue to do so, but we need to focus our energies on improving our community overall. Sustainability is the goal and eliminating significant cash draw, for now, could very well help us start improving our properties and reputation.

It could be easy to hear in my words that Turner Retirement Homes is closing, but that is not the case. Hear this again, Turner Retirement Homes IS NOT closing – we are retooling for future ministry. We have made a hard, but necessary, decision to stop the excessive spending to keep our RCF in motion. If we want to have a ministry in the future, we must start making decisions that consider the future. So, we are pausing indefinitely the Residential Care portion of our overall mission. If we do reengage Residential Care in the future, we would hope a future RCF will include all levels of care, not just the basic care.

Our priority for now is to focus on financial stability while also addressing the deferred maintenance concerns of entire community.

I have been so impressed with watching our trustees prayerfully and thoughtfully work through the hard realities of our situation. And now we ask you to partner with us at this critical time, and do so in very practical ways.

We would ask of you the following:

- Please seek to be encouragers and prayer warriors for the season that is ahead.
- Please continue to support the ministry work financially as we need stability now more than ever.
- Please pray for us as we move toward a broader scope of care and ministry focus, it is just going to take us some time to get there.
- Please reach out to those RCF residents that you know and let them know you care about them.

So what is next?

We have 19 wonderful residents that will be needing new places to live. We have an incredible staff that we will work very hard to incorporate in other areas of the TRH mission, and there is a need, but the reality is, some will need new jobs and we are committed to helping everyone find solid opportunities for employment.

We plan to address these major concerns as follows:

For our 19 RCF residents, we are seeking the support of consultants to help us through the process of safe landings for everyone.

- Some of our RCF residents can move back to independent living with no need for significant services. TRH may still provide meal service, maintenance, and community activities. We will just no longer be able to respond to medical concerns.
- Some of our RCF residents may be able to move back into independent living with an outside community care provider to help with daily needs.
- Some of our RCF residents will need the support of a new Residential Care living situation. It is our full commitment to help with these transitions.
- There may be other options available as well.

For our current staff, we are working out “safe landing” options and plans. I can’t give details, as these will be personalized to each situation. Just know that we are committed to taking care of everyone impacted by this news.

When I came to help at Turner Retirement Homes, I had no idea that I would be the Executive Director here when such a major decision would take place, but I am confident God wanted me here for such a time as this.

Please continue to pray for our steps forward. I know there are many questions and we plan to have opportunities for feedback and discussion.

Our next steps on communication will be regular meetings with our staff and residents to keep everyone in the know. Some of those meetings will be in group settings and some of our meetings will be one-to-one.

You may be wondering at this point as to our timeline. We anticipate taking eight to twelve weeks to get all of our RCF residents in safe and secure places to live. We are prepared to take longer, but the goal is to help this process move along with care and compassion for everyone impacted by this decision.

We have been blessed to have Linda Shearer as our RCF Administrator this year as she is a detailed, compassionate and thoughtful individual who is extremely gifted. Linda is a key part of this transition process and has already been working to get things in motion for safe landings.

We are also utilizing the services of a consulting firm to make sure we handle everything correctly with the State and leverage our consultant's ability to help us get good placements for our residents. I am hopeful that we will get through this brief season in our history with an appreciation for all the hard decisions of the past.

In closing, I would ask that you seek communication outlets through our trustees. Gossip is hurtful and can sometimes create unnecessary anxiety and fear. Rumors are unproductive. I can't meet with everyone having an opinion or question, but our trustees are the best place to take questions. My top priority and focus will be the sensitive and tender care of our residents and staff who will be impacted by our decision to step away from the Residential Care aspect of our ministry at this time in our history.

Please pray for the weeks ahead. God is with us, but it feels a whole lot better when we are united in the understanding that the tough decisions today will give TRH opportunity for a bold new future and lasting legacy.

Thank you for your thoughtful attention in reading this lengthy communication.

Sincerely,

Tim Long,
Executive Director
Turner Retirement Homes