

LANDIS COMMUNITIES ANNUAL REPORT 2015-2016

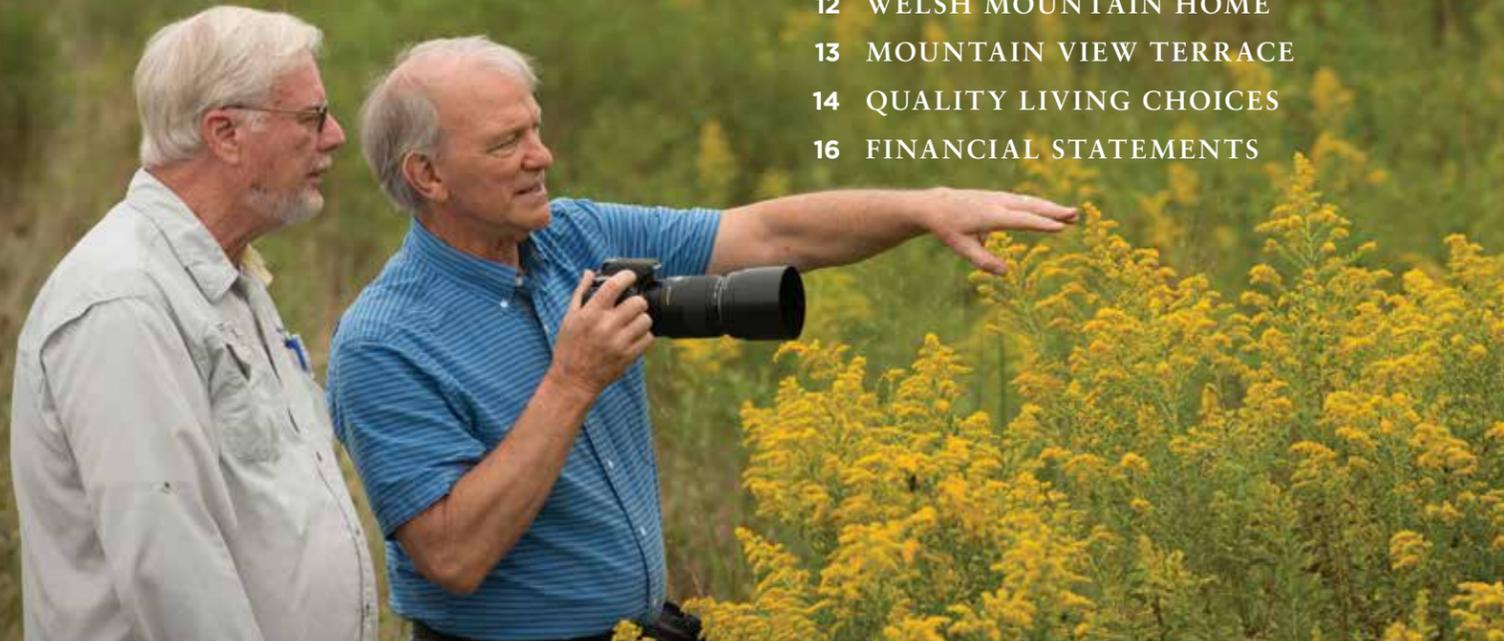
---

REACHING **B E Y O N D**

The background of the entire page is a high-angle, wide shot of a rural landscape during the "golden hour" of sunrise or sunset. The sky is filled with soft, textured clouds, illuminated from below with warm, golden light. Below the horizon, a town or village is visible in the distance, shrouded in a light mist. In the mid-ground, there are rolling green hills and a farmstead with several buildings, including two prominent tall, cylindrical silos. The foreground shows the dark green, textured tops of crops, likely corn, on a hillside. The overall mood is peaceful and expansive.

# CONTENTS

- 1 FROM THE BOARD CHAIR AND CEO
- 2 LANDIS COMMUNITIES
- 3 LANDIS HOMES
- 6 LEARNING & WELLNESS CENTER
- 8 ADULT DAY SERVICES
- 10 LANDIS AT HOME
- 12 WELSH MOUNTAIN HOME
- 13 MOUNTAIN VIEW TERRACE
- 14 QUALITY LIVING CHOICES
- 16 FINANCIAL STATEMENTS



## LEADERSHIP TEAM

**President & CEO**  
Larry Zook

**Vice President of Finance/CFO**  
Eric Bender

**Vice President of Community Initiatives**  
Evon Bergey

**Vice President of Operations**  
Eva Bering

**Vice President of Planning & Marketing**  
Linford Good

**Vice President of Human Resources**  
Allen Heinly

**Vice President of Advancement**  
Beth Trout

**Director of Communications & Church Relations**  
Larry Guengerich

### 2016 BOARD OFFICERS

**John Eby**  
Chair  
Ph D, Retired Professor of Sociology Emeritus

**Glen Moffett**  
Vice-Chair  
BA/JD/Esq., Healthcare Lawyer

**Clair Sauder**  
Treasurer  
CPA, Retired Business Owner

**Connie Stauffer**  
Secretary  
BS/MS, Retired Educator

**Dennis Clemmer**  
Senior Consultant

**Lois Good**  
MHA/BS/RN,  
Retired Nurse

**Bill Hartman**  
JD/BS, Vice President  
Organization Services

**Ed Kaminiski**  
BBA, Affordable Housing Developer

**Allon Lefever**  
Business Consultant

**John Lines**  
MBA/BA, Director of Public Relations & Corporate Communications



## FROM THE BOARD CHAIR AND CEO

The history of what is now Landis Communities is filled with examples of reaching beyond the known and familiar to grasp important and new ways of serving. Today, we are still reaching beyond. Across the organizations making up Landis Communities, there are many examples of this being lived out. And we continue exploring new models and partnerships designed to provide *Comforting Live-at-Home Services and Feel-at-Home Communities*.®

The board has asked Landis Communities leadership to not only provide more options for affordable housing, but also to grow home and community-based services. Two recent examples demonstrate this well.

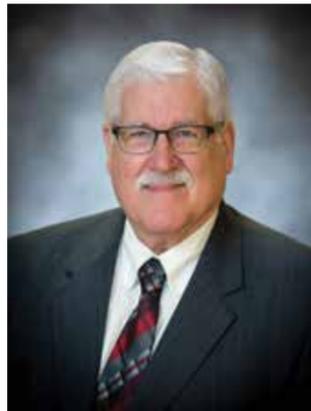
Cynthia Minnich was a home economics teacher in the School District of Lancaster until her retirement in 1993. Since coming to Steeple View Lofts, she's found plenty of ways to keep herself busy. Cynthia has a beautiful view of the city from her fourth-floor apartment. She had a long-term goal of living downtown and now she's doing it. She's in the middle of everything, and that's exactly how she likes it. She doesn't have to drive and she enjoys walking places. She loves being active; she enjoys working puzzles in the community room. Staying active has been easy. Residents are encouraged to bring in activities to share and plan gathering opportunities. One New Year's Eve, Cynthia and another resident led an effort to ring in the new year. They even watched the Lancaster fireworks from a fourth-floor apartment.

Cynthia says, "No ifs, ands, or buts about making this space my home. I feel very comfortable here. Everyone here is delightful; it's a great community. Everyone seems to be eager to meet and do things together. We are all pretty active, so it makes for a good community." Steeple View Lofts is now her home, and she plans on staying here.

When we speak about reaching beyond the typical, a recent experience from Landis at Home stands out. A local pastor called Landis at Home on behalf of a client who wanted to come to a Sunday service, but needed assistance. Landis at Home was able to provide a home care aide to take the client to church, stay with her during the service and then return her to her home. Our ability to have such highly skilled and motivated team members is vitally important as we strive to serve clients and residents across an increasing spectrum of needs and financial situations.

At Landis Homes, it has been a year of preparation and planning to meet the needs of current residents and to reach beyond in our thinking to prepare for future generations. The Learning & Wellness Center will bring to the heart of our community a place for continuous learning, overall wellness and vibrant interaction. This important addition to campus will offer classroom space for the Pathways Institute for Lifelong Learning®, a heated lap and therapy pool, a state-of-the-art fitness room, and a commons area including a bistro, art gallery, salon and much more. It will provide a new front door for Landis Homes and will generate a welcoming atmosphere for residents, family, and visitors. 22 apartments will be included in Phase 1, and Phase 2 currently is planned to add an additional 58 apartments.

We share these reports with you with grateful hearts for the ways you are connected with Landis Communities. Continuously, we are working hard at being leaders in serving the 1,500-plus residents and clients we work with while reaching beyond to connect even more broadly. Feel free to connect with us at any time to learn more about our work of **following God's calling to creatively serve the diverse needs and interests of older adults by developing opportunities and collaborative relationships.**



*John Eby*  
**John Eby**  
Board Chair



*Larry Zook*  
**Larry Zook**  
President & CEO



Evon Bergey

**EMPLOYEES**

Full-time  
**25**  
Part-time  
**6**  
Total  
**31**

Believing strategic planning is critical to the life of an organization, the Landis Communities board and leadership team met for two days in December. Coming out of the meetings were two clear areas of focus moving forward. First, continue to develop housing opportunities for those without resources to live in retirement communities. Secondly, and related to the first, is a strong call to focus on Home and Community-Based Services.

This year saw the opening of Mountain View Terrace, an example of the first of these strategic directions. Through a partnership between Welsh Mountain Home and HDC MidAtlantic, along with the support of Landis Communities, 36 apartments were finished and opened in September 2015. In a sign of the demand for quality housing for those age 62-plus in the region, the apartments were filled very quickly, and there is already a significant waiting list. The resident community is enjoying the surroundings as well as the supportive services which help them be able to stay in the apartments for as long as possible.

Tied to providing housing is building on our existing services to those living in the broader community. Given our extensive experience with Adult Day Services and Landis at Home, Landis Communities is well positioned to be an important part of providing services, serving folks wherever they call home.

To expand these efforts takes strong leadership. To address that, Landis Communities added Evon Bergey as Vice President of Community Initiatives.

Evon comes to Landis Communities with extensive experience within a national, innovative health care company, serving as Interim Chief Operations Officer for Magellan Complete Care of Florida. She also served as Vice President Operations, Public Markets in the National Operations office. At Magellan, Evon provided behavioral healthcare executive management with responsibility for all aspects of operational, clinical, quality, compliance, programmatic and call center deliverables.

Landis Communities President and CEO Larry Zook noted, "Arising out of the December 2015 Board Strategic Visioning sessions, we decided to recruit a VP of Community Initiatives to help guide our work into the future in the areas of affordable housing/living options and in-home and community-based services." Zook added, "After an extensive search process, Evon's experience and strong understanding of our organizational values caused her to rise to the top of our list. We are grateful to see her joining our Leadership Team."

As stewards of their surroundings, residents and team members of Landis Homes have grown to cherish its natural resources. Holding to the Guiding Value of Stewardship of all things, this community believes that its environmentally sensitive areas and rural, character-defining features must be conserved in order for its homes and the broader community to flourish in the future.

Many residents at Landis Homes not only support these efforts, they take it upon themselves to participate. Recently, a group formed on campus called the Friends of Woods and Wetlands, an informal organization of residents who volunteer time, talent, expertise and effort on behalf of the flora and fauna associated with the Landis Homes campus.

The group sees its mission as nurturing the diversity of native plants to support the ecosystems of Leaman Woods, Kurtz Run, the wetlands and flood plain. The group also spends time studying relevant environmental issues, and makes recommendations regarding campus policies and practices consistent with good stewardship of nature. The group serves as an environmental education resource for residents and the larger community, and is open to all residents interested in, and dedicated to, wildlife preservation and other efforts.

Through the group's effort, invasive mustard garlic weeds have nearly been eliminated from Leaman Woods, a forested area on campus, in the last two years. Instead of using chemical sprays, the group is physically digging out poison hemlock or teasel in order to keep them from getting a foothold in the wetland areas. Both invasive plants are rapidly spreading across Lancaster County and other areas of the Eastern U.S.

At the end of her 50 years of employment, Landis Homes celebrated the service of Rachel Brubaker this year. She worked here since the second year of the organization's existence. Now she serves as a volunteer and is a resident. Her caring attitude and services to others are tangible expressions of being "Jesus Christ in Street Clothes" to all she comes in contact with.

Creative use of technology is a hallmark of the organization, and many residents and team members get excited about new technologies. Recently, team member Chris Cramer brought his drone to campus and showed an appreciative crowd of residents and even some of their grandchildren



**RESIDENTS**

Residential Living  
**593**  
Personal Care  
**98**  
Healthcare  
**101**  
Total Residents  
**792**

**BENEVOLENT CARE BENEFICIARIES**

Healthcare  
**49**  
Personal Care  
**27**  
Residential Living  
**5**

**VOLUNTEERS**

Resident  
**321**  
Non-Resident  
**122**  
Total  
**443**  
Total recorded hours  
**38,872**

**EMPLOYEES**

Full-time & Part-time  
**532**

Below: Some of the members of Friends of the Woods and Wetlands, an informal organization of residents who volunteer time, talent, expertise and effort on behalf of the flora and fauna associated with the Landis Homes campus.



the abilities it has. Drones have also hovered over campus as part of the construction planning, as well as to get aerial images of the campus for new videos.

For the first time since its construction nearly 30 years ago, Westview was given a complete makeover. Renovations included new coverings and layouts in the hallways and lounges. The major new effort was the addition of skylight and stairway, opening up the building and providing much more natural light. The work is celebrated by a new ceramic art installation from local artist Dennis Maust. *Seasons of a Vineyard*, the title of the finished mosaic, is made up of almost 200 individually created hexagonal tiles. The piece appears to climb up the new stairway wall, ending just below the natural light from the skylights in the ceiling above.



After 50 years of employment, Landis Homes celebrated the service of Rachel Brubaker this year. She worked here since the second year of the organization's existence. Now she serves as a volunteer and is a resident.



While reflecting on the past and preparing for the future, we remembered our rich heritage. We recalled how Eastern Mennonite Missions and our founders dedicated their time and resources to establishing this community. We listened to current and prospective residents in order to develop a new strategic plan and campus master plan that would meet the needs of residents, their families and the wider community.



*Creating Vitality of Life and Lasting Connections, Landis Homes strives to foster engagement with physical, spiritual and intellectual opportunities for growth and learning.*

The new master plan proposed an innovative addition to the heart of our campus—a three-story, 103,000-square-foot mixed-use space that will include a new Learning & Wellness Center as well as 22 residential apartments. This will provide attractive opportunities to:

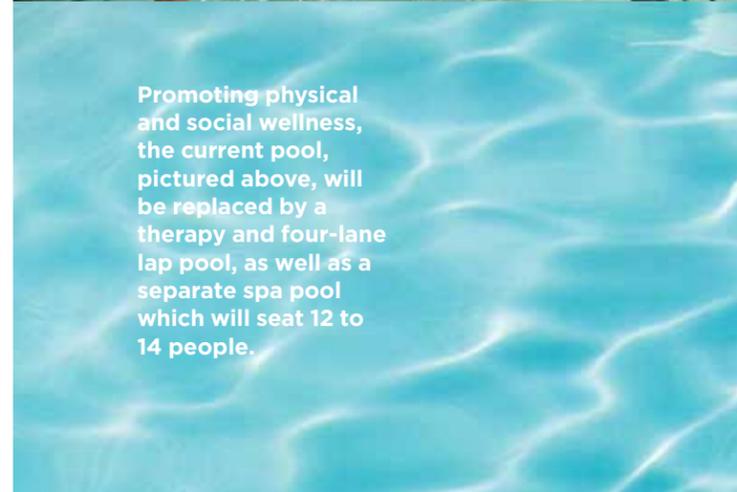
- Expand continuous learning with classroom space for the Pathways Institute,
- Promote physical and spiritual wellness through The Quiet Place, pool, fitness room and aerobics room,

- Strengthen relationships among residents as they enjoy an art gallery, bistro and other amenities located in the commons, and
- Welcome family members, friends and the surrounding community to experience life at Landis Homes.
- A second phase will add another 58 apartments.

After conferring with professional advisors, the Board has determined to fund the Learning & Wellness Center with a combination of bank financing and donations from community members, family, friends, and business and ministry partners.

We now invite you to join the Landis Homes community as we have launched a special fundraising initiative called *Connections: A Campaign for the Learning & Wellness Center*. We seek to raise a minimum of \$3.2 million in contributions to make the Learning & Wellness Center a reality.

We are thankful for your connection to Landis Homes and we ask for your generous support. For more information, contact Beth Trout, [btrout@landishomes.org](mailto:btrout@landishomes.org). Please join us.



Promoting physical and social wellness, the current pool, pictured above, will be replaced by a therapy and four-lane lap pool, as well as a separate spa pool which will seat 12 to 14 people.

# Adult Day Services at Landis Homes

CLIENTS SERVED

Eden East  
**31**

Eden West  
**67**

When visitors enter either of the Adult Day Services locations at Landis Homes, they will find a warm welcome and a caring, cheerful and safe environment for persons who live throughout Lancaster County. Eden East provides loving care with dignity for persons with memory loss, while Eden West gives a welcoming and active setting. Faith Hoover and her highly trained team work very closely with each participant to make sure they are getting what they need while enrolled in the program.



cooking and salsa dancing. In addition, her son, Manuel Valentin, provided a sentimental journey of inspiration and contemplation as he played his saxophone for Eden West Adult Day Center, offering encouragement and joy.

Clients also learned creative ways to celebrate birthdays. Helen Diffenderfer's family arranged for a paint-and-plant party, bringing in the owner of Jen's Pottery Den to demonstrate techniques for decorating clay pots. Helen's daughter, Elsie, prepared a special presentation on the importance her mother placed on growing beautiful things and living a caring life for others the past 93 years. The family brought plants for everyone at Eden West to take home with them.

The staff takes every opportunity to nurture relationships and learn the treasures present in the lives of each participant. This year alone, a lot was learned from those who attend as well as their family members.

Terry Boyer, a former engineer for RCA, taught us a lot about antiques through an *Antiques Roadshow*-style program that he designed. Residents and team members from across Landis Homes came to have their items appraised and to learn more about them.

Another client, Adela Dohner, taught us all about Mexican

Adult Day Services works closely with the Lancaster County Office of Aging, Lancaster County Behavioral Health and Developmental Services, Pennsylvania Adult Day Services Association and the Veterans Administration to provide these services. You can learn more about their efforts by visiting [adultday.landishomes.org](http://adultday.landishomes.org).





**CLIENTS SERVED**

On Campus  
**256**  
Off Campus  
**60**  
Total  
**316**

**HOURS OF SERVICE**

On Campus  
**16,002**  
Off Campus  
**7,276**  
Total  
**23,278**

**TEAM MEMBERS**

**47**

**“Serving You Wherever You Call Home.”** The Guiding Values present throughout all of Landis Communities contribute to several of the reasons Landis at Home consistently receives mention as a Favorite Home Health Care Service.

**L**andis at Home experiences very low turnover of its team members. In an industry where it is not uncommon to see yearly turnover more than 40 percent, Landis at Home has only 12 percent. In addition, team members embrace the values of *Joy, Compassion, Integrity, Stewardship* and *Community*, and live them out in the homes of the clients they serve.



This attitude and model of serving is evident to clients and their families. Helen Hess is one of the caregivers who has seen both her and her husband’s lives changed for the better by the service they get from Landis at Home. Nearly 30 years ago, her husband, Jim, sustained head injuries. Since then, she has served as the primary caregiver. This continued even after they moved to Landis Homes. She says, “The caregivers are well trained and eager to learn. They welcomed the opportunity for me to walk them

through the details that are important to Jim and to me. When they leave, he walks out of the bathroom looking like a gentleman ready to leave for work!”

Other caregivers have found unique ways to be helpful to the clients they serve. From walking the dogs of persons who have had surgery to accompanying someone to a family reunion, they do whatever is needed to allow clients to stay where they call home and not need to move from their beloved surroundings.

These new ways of helping are examples of how Landis at Home wants to continue to grow and expand the services it offers. With changes in technology as well as changes in how insurance services pay, more and more people are coming home after surgeries and not spending time in rehabilitation centers or hospitals. With assistance from Landis at Home, they can recover from surgery in their own home with loved ones as well as with their pets.

The overriding concern of the team is to listen well. The goal is to provide highly personal individualized care. Working with professional caregivers, Landis at Home will design a customized plan of care to meet individual needs. You can learn more at [landisathome.org/services/](http://landisathome.org/services/).



**“With my husband Jim’s limitations due to a head injury nearly 30 years ago, it was my intent to assist him in whatever way necessary as long as possible. Now with age creeping up on both of us, it became apparent additional help was needed. Landis at Home caregivers are well trained, congenial, and eager to learn. They welcomed the opportunity for me to walk them through details that are important to Jim and to me.”**

**—Helen Hess**





**RESIDENTS**  
**47**

**EMPLOYEES**  
**24**

**VOLUNTEERS**  
**15**

**HOURS VOLUNTEERED**  
**256**

Welsh Mountain Home has provided residents with loving care for more than 90 years. Situated at the top of Welsh Mountain, it serves as a beacon of hope to many in the area. The dedicated team is providing exceptional personal care, and for the last three years has been cited for zero deficiencies. They care deeply for their residents, and this shows in the lives of those whom they serve.

**M**ervin and Perilla Wilson, fondly known as “Mick and Dutch,” moved to Welsh Mountain Home in July of 2015. That same month, they celebrated their 72nd wedding anniversary. In addition to raising three sons, they operated a dairy farm in nearby Honeybrook. They are adventurous, and enjoy motorcycling and traveling throughout the world. You can often find this delightful couple relaxing on the front porch at Welsh Mountain Home, enjoying the view and spending time together.

Welsh Mountain Home team members worked hard to serve the Buckwalter family in their time of need. In June, the whole Buckwalter family—Paul, Jane and their two sons, Donald and Steve—moved into Welsh Mountain Home. Throughout life, Paul and Jane chose to raise their two sons with intellectual disabilities in their home rather than place them in an institution. As they passed the age of retirement, Paul and Jane realized they not only needed to begin preparing for their own futures, but secure the future for their sons as well. After a long search with many closed doors,



they approached Welsh Mountain Home with their desire to keep their family together while securing a long-term home for Don and Steve. Welsh Mountain Home was able to respond to their unique situation and provide a home for their family. Paul states, “Living at Welsh Mountain Home has been a blessing to our family and an answer to our prayers.” Paul and Jane are able to enjoy their retirement knowing their sons’ needs will be provided for, while Don and Steve are able to enjoy making new friends and participate in the vibrant activity of the Welsh Mountain Home community.

To learn more about the many ways Welsh Mountain Home is involved in serving its community with a commitment to maintaining an atmosphere of simplicity and integrity with a Christian emphasis, visit [welshmountainhome.org](http://welshmountainhome.org).



**RESIDENTS**  
**40**

When Mountain View Terrace held its Grand Opening, one of its very first residents shared about her experiences before moving to “the mountain.” She had lived for a number of years without the ability to drink water from her tap. She said it was still so exciting for her to be able to turn the tap on the sink and drink the cold water, knowing it was safe.

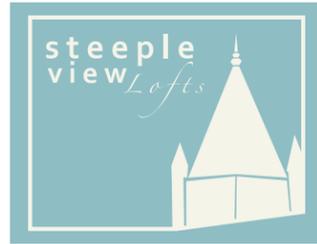
**W**hen looking at Mountain View Terrace, many people focus on the beautiful location, the brand-new building, even on the size of the apartments. While those are all important, the real mission of Mountain View Terrace is to serve the senior population in the apartments as long as possible while doing it affordably.

Not only do residents have a nice place to live, Welsh Mountain Home and partner organization HDC MidAtlantic are adding to the services available as residents need them. From the supportive services of transportation to places they need to go to the on-site medical care offered to each tenant, all are being cared for well.

Not only are these important services being added, the sense of shared community is growing quickly. Many of the residents enjoy times spent together walking, game and movie nights, and gathering in the community room to enjoy companionship. Visit [welshmountainhome.org/mountain-view-terrace](http://welshmountainhome.org/mountain-view-terrace).



Quality Living Choices  
by Landis Communities



RESIDENTS

Male  
**19**

Female  
**26**

Total  
**45**

Age Range  
**56-90**

APARTMENT OCCUPANCY

Singles  
**25**

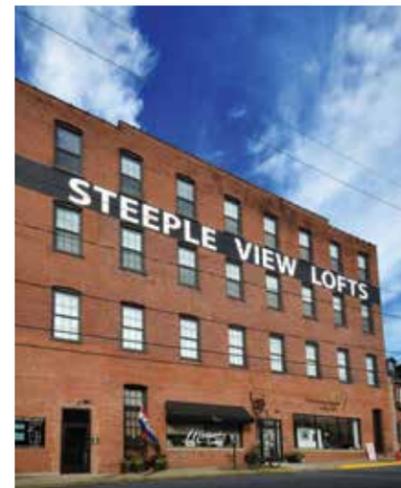
Couples  
**10**

When the idea of having a rental community in Downtown Lancaster for folks age 55-plus was raised, many were not sure what to do with it. Was it part of a retirement community? Was it a condo? Over the past few years, not only has Steeple View Lofts grown into a warm and caring community of people who choose to live in the vibrant Gallery Row section of downtown, it has become a linchpin for some of the growth in the area.

As the effort moves from startup to stabilization, the sense of growth in the community is palpable. Residents look out for each other, learn and socialize together and have created a strong, vibrant community in the heart of downtown. During a huge winter snowstorm when it was impossible to be out, residents banded together and held a building-wide potluck dinner.

Scoring an amazing Walk Score of 99 (A Walker's Paradise), residents can often be found frequenting Central Market, galleries and the many restaurants in the area. Since its opening four years ago, Steeple View Lofts has won the Lancaster Newspapers Reader's Choice Award for Favorite Apartment Community each year.

Steeple View Lofts is building stronger connections with other organizations in the city as well. A partnership with Lancaster Downtowners ([lancasterdowntowners.org](http://lancasterdowntowners.org)) provides Steeple View Lofts residents membership in the organization, and all Lancaster Downtowners, no matter where they live, are able



to get a free home evaluation through another part of Landis Communities, Landis at Home.

Intergenerational connections are also highlighted at Steeple View Lofts through the presence of intern Erin Hershey. Her ability to connect with residents and the hard work she did in growing the community closer was evident in the sorrow the residents felt when her time ended. Having a new intern in the coming year will help continue to grow the sense of togetherness and community. To learn more, visit [steepleviewlofts.com](http://steepleviewlofts.com).



One of the inviting common areas you'll find in Steeple View Lofts—perfect for lively conversation.

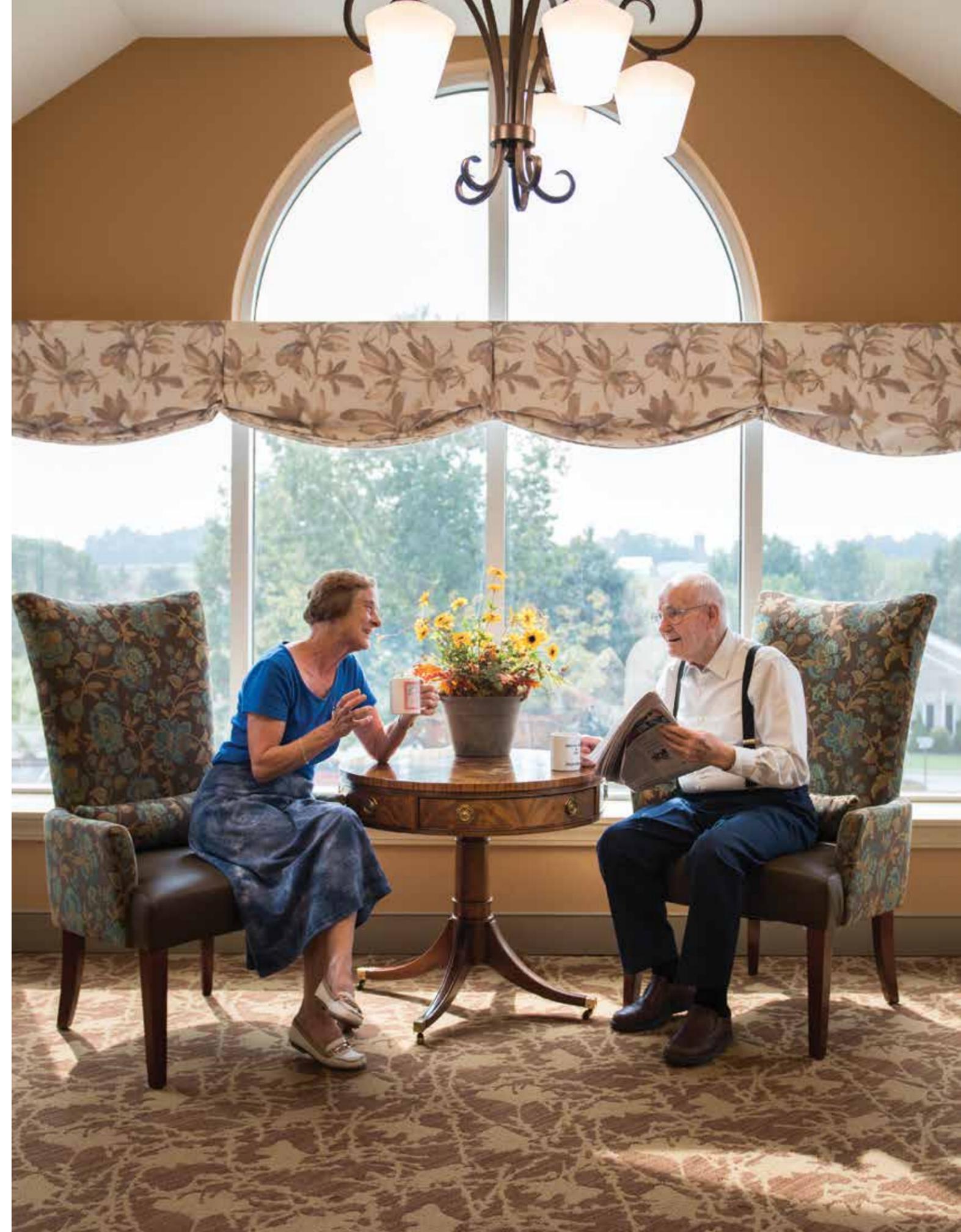


FINANCIALS

Balance Sheet and Statement of Operations for the Years Ending June 30, 2016 and 2015

	Landis Communities Consolidated 2016	Landis Communities Consolidated 2015	Landis Homes 2016	Landis at Home 2016	Landis Communities 2016	Quality Living Choices 2016	Welsh Mountain Home 2016
<b>ASSETS</b>							
Cash and Investments	34,791,239	25,771,129	33,107,656	10,540	1,313,368	64,970	294,705
Property and Equipment, Net	73,913,300	74,499,730	70,713,872	—	87,103	95,912	3,016,413
Other Assets	7,133,518	7,038,183	7,264,671	63,960	2,357,133	35,470	675,173
<b>Total Assets</b>	<b>115,838,057</b>	<b>107,309,042</b>	<b>111,086,199</b>	<b>74,500</b>	<b>3,757,604</b>	<b>196,352</b>	<b>3,986,291</b>
<b>LIABILITIES AND NET ASSETS</b>							
Long-Term Debt	53,808,079	46,052,203	53,808,079	—	—	—	—
Deferred Revenues from Entrance Fees	32,530,653	33,364,448	32,530,653	—	—	—	—
Other Liabilities	6,127,096	5,438,779	5,554,226	243,966	341,516	796,261	97,265
<b>Total Liabilities</b>	<b>92,465,828</b>	<b>84,855,430</b>	<b>91,892,958</b>	<b>243,966</b>	<b>341,516</b>	<b>796,261</b>	<b>97,265</b>
<b>NET ASSETS</b>							
Unrestricted Net Assets Beginning of Year	20,831,952	19,452,474	17,092,187	(293,202)	2,973,079	(572,055)	3,988,694
<b>OPERATING ACTIVITY</b>							
Resident Service and Other Revenues	37,660,263	34,958,934	36,381,193	707,151	3,871,457	537,416	1,060,785
Restricted Contributions Released	583,227	671,321	583,227	—	—	—	—
<b>Total Operating Revenue</b>	<b>38,243,490</b>	<b>35,630,255</b>	<b>36,964,420</b>	<b>707,151</b>	<b>3,871,457</b>	<b>537,416</b>	<b>1,060,785</b>
<b>Total Operating Expenses</b>	<b>38,081,048</b>	<b>35,491,692</b>	<b>36,847,845</b>	<b>881,027</b>	<b>3,440,755</b>	<b>565,270</b>	<b>1,263,803</b>
Operating Income (Loss)	162,442	138,563	116,575	(173,876)	430,702	(27,854)	(203,018)
Contributions and Bequests*	589,425	1,000,727	470,395	—	12,307	—	106,723
Other Non-Operating Income (Loss)	(1,256,849)	240,188	(1,531,175)	297,611	—	—	(3,372)
<b>Increase (Decrease) in Unrestricted Net Assets</b>	<b>(504,982)</b>	<b>1,379,478</b>	<b>(944,205)</b>	<b>123,735</b>	<b>443,009</b>	<b>(27,854)</b>	<b>(99,667)</b>
<b>Unrestricted Net Assets End of Year</b>	<b>20,326,970</b>	<b>20,831,952</b>	<b>16,147,982</b>	<b>(169,467)</b>	<b>3,416,088</b>	<b>(599,909)</b>	<b>3,889,027</b>
Temporarily Restricted Net Assets	1,785,224	534,137	1,785,224	—	—	—	—
Permanently Restricted Net Assets	1,260,035	1,087,523	1,260,035	—	—	—	—
<b>Restricted Net Assets End of Year</b>	<b>3,045,259</b>	<b>1,621,660</b>	<b>3,045,259</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Total Net Assets</b>	<b>23,372,229</b>	<b>22,453,612</b>	<b>19,193,241</b>	<b>(169,467)</b>	<b>3,416,088</b>	<b>(599,909)</b>	<b>3,889,027</b>
<b>Total Liabilities and Net Assets</b>	<b>115,838,057</b>	<b>107,309,042</b>	<b>111,086,199</b>	<b>74,500</b>	<b>3,757,604</b>	<b>196,352</b>	<b>3,986,291</b>
<b>OPERATING REVENUE</b>							
Resident Service Revenue	32,427,139	30,280,006	30,186,399	707,145	—	537,416	999,450
Entrance Fee Amortization	4,295,040	3,879,050	4,295,040	—	—	—	—
Other Revenue	1,521,311	1,471,199	2,482,981	6	3,871,457	—	61,335
<b>Total Operating Revenue</b>	<b>38,243,490</b>	<b>35,630,255</b>	<b>36,964,420</b>	<b>707,151</b>	<b>3,871,457</b>	<b>537,416</b>	<b>1,060,785</b>
<b>OPERATING EXPENSES</b>							
Resident Services	20,270,554	19,631,621	19,662,230	881,027	—	—	592,627
General and Administrative	6,698,075	6,214,551	6,409,995	—	3,413,189	526,731	380,569
Depreciation and Amortization	5,180,434	4,801,010	4,980,008	—	27,566	18,626	154,234
Plant Operations	3,970,490	3,929,888	3,834,117	—	—	—	136,373
Interest	1,961,495	914,622	1,961,495	—	—	19,913	—
<b>Total Operating Expenses</b>	<b>38,081,048</b>	<b>35,491,692</b>	<b>36,847,845</b>	<b>881,027</b>	<b>3,440,755</b>	<b>565,270</b>	<b>1,263,803</b>

\*Includes donor-restricted contributions used for purchase of property and equipment



## OUR VALUES

### **Guided by Joy.**

Nurturing an atmosphere which is positive, hopeful and thankful, while delighting in serving others, fulfilling responsibilities and celebrating life.

### **Guided by Compassion.**

Demonstrating Christ-like love and concern in our relationships, serving one another with grace, humility, gentleness and sensitivity in a manner which respects diversity and honors the dignity and worth of everyone.

### **Guided by Integrity.**

Committing ourselves to be honest, sincere, trustworthy and accountable in relationships, communication and decision-making, with a respect for confidentiality.

### **Guided by Stewardship.**

Devoting ourselves to faithful and responsible use of resources entrusted to our care, upholding high standards of performance and quality, striving for excellence and serving beyond expectations.

### **Guided by Community.**

Relating with a spirit which is characterized by cooperation, teamwork, encouragement and mutual respect, valuing each person, affirming gifts and abilities, and seeking improvement through learning, creativity and openness to change.

