

Landis Communities Annual Report 2016-2017



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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

2016-2017
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Senior Consultant

Lois Good
MHA/BS/RN,
Retired Nurse

Bill Hartman
JD/BS, Vice President
Organization Services

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Allon Lefever
Business Consultant

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MBA/BA, Director of
*Public Relations &
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Landis Communities
Enriching Lives

From the Board Chair and CEO

From our beginning, the organizations now making up Landis Communities have often found ways to take initiative and to anticipate the future. For the 2016-17 Fiscal Year, the word *Anticipation* feels especially appropriate. Across all parts of Landis Communities, there are examples of this sense of anticipation. New ministries and programs are being birthed. Revitalization is taking place in existing spaces, and new models and partnerships are being investigated. All of these are being done as we strive to live out our joint vision and mission of *Enriching Lives by Following God's call to creatively serve the diverse needs and interests of older adults by developing opportunities and collaborative relationships*.

Anticipation is growing with the construction of the Learning & Wellness Center in the heart of the Landis Homes campus. Residents and team members, along with many in the surrounding community, are looking forward to the completion of this wonderful new space. Seeing the removal of the original cottages, hearing the drilling of the jackhammers and feeling the blasting of the rock beneath the foundation was challenging at times, but watching the building rising out of the ground, experiencing "topping out" and realizing that it will soon be under roof is very rewarding.

We are grateful for the steady work and for the wonderful response to *Connections: A Campaign for the Learning & Wellness Center*, which generated over \$3,000,000 in commitments prior to the end of the fiscal year. There is still much work to do on the building and in the campaign as we strive to reach beyond our minimum goal of \$3.2 million. Please continue to remember all involved in this important effort as construction nears its projected spring 2018 completion date.

For many years, the team members and residents of Ephrata House at Landis Homes have been anticipating renovations. During the past year, hours of thinking and planning went into designing changes both to the living spaces there and to walking patterns so team members and others going to other

parts of campus do not need to walk through the Ephrata House living spaces.

As Landis Communities continues to investigate additional ways to provide *Comforting Live-at-Home Services and Feel-at-Home Communities®*, there are lots of sources of anticipation. One effort moving forward is a proposal to build 60 Low Income Housing Tax Credit apartments in Millersville, Pa. Tentatively named Manor View Terrace, these apartments will be located on property adjoining Immerse International (formerly Millersville International House) and Millersville Mennonite Church.

Both Immerse and Landis Communities share roots in Eastern Mennonite Missions, and we look forward to not only providing needed housing for seniors with less than median income, but also to doing it in a location near international students living at Immerse, not to mention having it near bus routes and walking paths to nearby shopping areas.

An application for funding was submitted in October to the Pennsylvania Housing Finance Agency. Since most applications are not awarded funding on the first application, a second application might be needed in fall 2018. A projected closing date would be in fall 2019, with the building opening in early 2020. We have experienced partners working with us and are looking forward to this new effort.

In addition to this effort, we are working with a variety of congregations, organizations and individuals who are thinking creatively with us about how to provide services and living opportunities for seniors that are so clearly needed in this area. We ask for your prayers as we connect with these folks. We invite input and questions as we work on new initiatives.

The reporting in this publication we share with gratitude. We are blessed by all the ways you connect with us. We strive to continue our efforts at serving well the 1,500-plus residents and clients we work with while reaching beyond to connect even more broadly. Thank you!



John Eby

John Eby
Board Chair



Larry Zook

Larry Zook
President & CEO



Deepening ties and solid foundations. Residents, family members, churches, corporate partners and other friends of Landis Communities express their genuine care and concern for the residents and clients served by all parts of the organization. This is shown through amazing outpourings of generosity as seen as they

**LANDIS
COMMUNITIES TEAM
MEMBERS**

Full-time

26

Part-time

5

Total

31

- Share their time to help with activities
- Share their talent through songs
- Share their treasure to “fill the gap” for those who can no longer fully pay for their care
- Invest in the future through renovations and new facilities, or leave a legacy representing what was important to them in this life

The generous spirit of others provides a firm foundation for Landis Communities.

In addition, for as long as any of the parts of Landis Communities have existed, ties to churches have been important. With beginnings within Eastern Mennonite Missions (EMM), both the nearly 95-year history of Welsh Mountain Home and the 55-year history of Landis Homes have created

deep connections in congregations across the area. These connections include many Mennonite congregations which are part of Lancaster Mennonite Conference and the Atlantic Coast Conference of Mennonite Church USA, along with an increasing variety of additional denominations and groups.

These conferences, churches and individuals from these groups not only offer support in the forms of prayer, volunteers and financial contributions, they also help us to live out our commitment to our Mission Statement.

We are also grateful for the ways congregations have been involved with us by inviting team members to share in their churches about the work we are doing.

Elora Cook



Cindy Chen



This coming year is our second year of having a participant in The Shalom Project, an Anabaptist-related, one-year voluntary service experience for recent college graduates. Elora Cook will spend the year serving with Landis at Home and Steeple View Lofts. We are also glad to have a yearlong participant in Mennonite Central Committee's International Volunteer Exchange Program. Cindy Chen of China is learning about Landis Communities' efforts in providing care for individuals across the organization.

As one of the Guiding Values of Landis Homes, Integrity is deeply embedded in our history and is an important part of the extensive foundation on which we are built, and which contributes to our strong reputation.



Integrity gets lived out in a number of ways. Even during these times of seismic changes in how care is delivered and how it is paid for, residents and their families continue to bless team members with expressions of gratitude for the ways their loved ones are cared for at Landis Homes. This past year, there have been quite a number of family members who have expressed appreciation for the compassionate care of Landis Homes team members in the obituary of their loved one, a space typically reserved for remembering the one who has passed.

Another way has been the incredible attention to detail needed for Landis Homes to receive excellent reports from the wide variety of regulatory agencies that make sure residents and clients are being treated well. The outcomes across all levels of care show the importance the more than 500 team members give to their efforts every day. The integrity it takes to comply with all of the directives requires time and energy, but shines through when surveyors compliment team members for their work and accuracy.

We are blessed by our team members' dedication and attention to detail.

RESIDENTS

Residential Living

586

Personal Care

99

Healthcare

93

Total Residents

778

BENEVOLENT CARE BENEFICIARIES

Healthcare

61

Personal Care

33

Residential Living

5

Learning & Wellness Center Construction Timeline

September 27, 2016

Landis Homes and Landis Communities boards and leadership team joined with residents, their family members, employees and honored guests from the community to officially break ground for a new Learning & Wellness Center.



December 2016

Removal of cottages to clear the space. Perimeter fencing put into place.



January 2017

Site cleared of buildings and trees. Electric service relocated. Drilling and blasting for rock and dirt removal.

An Adult Day Services team member assists a client with exercise equipment.



February 2017
Building pad prepared,
including rock removal



April 2017
Parking garage
walls formed

March 2017
Footings and foundations installed

May 2017
Garage steel and deck
erected



June 2017
1st- and 2nd-floor
walls framed



Faith Hoover

Faith Hoover, Director of Adult Day Services, exemplifies our guiding value of Integrity well. This year, Faith was honored with the *LeadingAge PA Distinguished Service Award* as the *Manager of*

the Year. This award is presented to an outstanding mentor who has nurtured, coached, counseled and encouraged others in order to help them develop personally and professionally as an individual or as part of a team. Hoover, a registered nurse, has given leadership to the Adult Day Services program since 1997. She gave direction as the program grew from serving 30 persons in one center to serving up to 66 persons daily in two centers, one of which is dedicated to serving clients with memory loss. We agree with the conclusion of the organization that "Faith is a strong leader with a long-standing reputation and expertise in the field of memory loss and memory care." She serves the clients and their families well, and has developed a strong team that treats clients and their families with dignity, respect and integrity. We are grateful for Faith's example of living out our guiding value of Integrity.



July 2017
3rd-floor walls framed

August 2017
Roof trusses, sheathing installed

September 2017
Roof shingled and trusses installed over pool



October 2017
Exterior finishes occur

November 2017
Drywall hung and finished





The recently completed fiscal year was one filled with important milestones. We are grateful for the strong foundation on which we are built, and to all those who have been part of making this year of anticipation a success.

VOLUNTEER SERVICES

Resident Volunteers

288

Non-Resident Volunteers

108

Total Volunteers

396

Total Hours

38,209

TEAM MEMBERS

Full-time

258

Part-time

275

Total

533

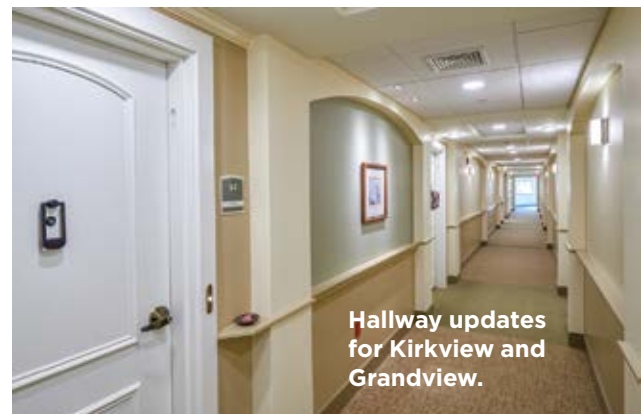
After a long delay during the permitting process, the final seven cottages were completed, finishing up the development of the south campus. These were built where a water detention basin had been, which was able to be developed because of our streambed restoration efforts. In addition, that part of the campus was enhanced by the paving of a path through Leaman Woods, allowing residents to use walkers and wheelchairs when experiencing nature. Funding for this effort came from a special campaign, as well as from the Auxiliary.

Two parts of residential living were updated as well, with Kirkview and Grandview having their hallways and common areas revamped. Residents are very grateful for the brighter hallways and more modern fixtures. In addition, sprinklers were added, giving additional safety to these apartments.

With cooperative winter weather and strong coordination of efforts, work on the Learning & Wellness Center made strong progress throughout the year. By the time the fiscal year ended, much of the structure was in place, and work had even begun on closing in the building. This should help keep us on target for opening during the spring of 2018. Not only do we look forward to the new Crossings, where many of the services and offices will be located, we are

excited to have new spaces for Pathways Institute of Lifelong Learning® classes and modern wellness spaces designed for use by all residents and others in the community. The first phase of this project also will contain 22 apartments, all which have deposits on them.

Another highly anticipated project was planned out during the past fiscal year and has now moved into the active stage. For a long time, residents and team members in Ephrata House felt like they



were in the middle of traffic patterns. Through many conversations and planning meetings, a remodeling of the space and the addition of an exterior walkway were planned, allowing for residents and team members to reclaim the space as their own. For more information, visit LandisHomes.org.

December 2017
Priming and painting



January 2018
Casework installed

February 2018
Flooring and kitchen equipment installed

March 2018
Final testing, inspections and completion

April 2018
Celebrate!





Adult Day Services at Landis Homes

Accepting and anticipating the life changes folks attending Adult Day Services are experiencing is often challenging. Dealing with change with an attitude of hope and not despair can be hard. Yet, throughout the year, there were examples of people doing just that, thanks in part to some of the many solutions and positive environment Adult Day Services provides.

CLIENTS SERVED

Eden East

28

Eden West

68

Team Members

18



This attitude of hope was strongly felt during a program celebrating International Forgiveness Day.

The willingness of people to open up and talk about forgiveness—after failed relationships, after oppression in their former country, and after a lifetime of parenting that left regrets—streamed out from a group of folks who, two years ago, were strangers around a table. As the program concluded, two people hurt dramatically came to the same conclusion: “Forgiveness is a choice. You can’t live in bitterness—it will destroy you.”

We also dealt with unexpected situations. On the evening of June 13, a pipe in the sprinkler system in Eden East burst, pushing out thousands of gallons of water. Within a short period of time, Paul Davis Restoration Services was here cleaning and beginning to dry out the center. Eden East was closed only one day until arrangements were made to provide services to the clients in the West Community Room. It took nearly three weeks until Eden East was able to be used again. The ability of clients with memory impairment to make the adjustment to a new location was heart-

warming, and was helped by having familiar staff who encouraged a positive attitude—through a sense of adventure and keeping familiar patterns.

Rick Wiggins, a client at Eden West, was faced with a terminal diagnosis. Rick’s decision to come to Adult Day Services, for as long as he was able, impacted so many lives. His wife chose to give a special concert by The Hagans Family in Rick’s memory for the clients of Eden West and residents of Landis Homes. Following the memorial concert, many shared that in his quiet and beautiful way, Rick had been a “minister” to several folks; encouraging them, telling them to, “keep on keeping on.” These are the stories that keep team members encouraged about all that is happening in Adult Day Services.

The Adult Day Services program 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. Learn more at AdultDay.LandisHomes.org.





Two Eden East clients enjoy a friendly game of checkers.





More and more people, as they age, are choosing to continue to live at home while maintaining as much of an active and meaningful lifestyle as possible. According to the Congressional Budget Office in 2015, “The vast majority—80 percent—of elderly people receiving assistance, including many with several functional limitations, live in private homes in the community, not in institutions.” Home- and community-based services, such as private-duty home care agencies like Landis at Home, can help provide the needed support to allow people to safely remain in their homes.

CLIENTS SERVED

On Campus

258

Off Campus

65

Total

323

HOURS OF SERVICE

On Campus

17,492

Off Campus

5,225

Total

22,717

TEAM MEMBERS

51



One way Landis at Home has been helping people stay in their apartments and cottages at Landis Homes is by providing 15-minute visits to assist with necessary tasks to maintain the highest level of independence possible. Approximately 1,400 of these visits are provided each month. Landis at Home has served 323 people in the past year, with 80 percent of those served living on the Landis Homes campus.

Many exciting things have happened this year at Landis at Home, including welcoming our new Director, Michele Sipel, in October of 2016. Oversight of Landis at Home shifted to Evon Bergey, Vice President of Community Initiatives. An electronic documentation, scheduling and billing system called ClearCare was implemented, which has allowed us

to be more efficient in our operations. We also celebrated our 10-year anniversary of providing home care services in February.

The hours of service delivered at Landis at Home have also grown—from an average of 1,649 hours per month in the first quarter of our fiscal year 2016-2017 to an average of 2,220 hours per month in the fourth quarter. As per the Strategic Initiatives, we are looking at growing Landis at Home services for Landis Homes residents, but also looking at offerings that can allow us to reach a broader market, including Steeple View Lofts and other parts of Landis Communities.

During a recent conversation with a Landis at Home client, our client expressed gratitude for services provided by Landis at Home, stating, “I don’t know what I would do without Landis at Home. I would not be able to stay in my home and would have to move. Thank goodness I have you!”

Landis at Home is honored to serve residents of Landis Homes and the greater community by helping to provide support to those who need it to be able to live and stay wherever they call home! For more information, visit LandisAtHome.org.



A client shares memories with a Landis at Home caregiver.





Providing personal care for residents for nearly 95 years, Welsh Mountain Home continues to grow and change while keeping to its mission of providing facilities, services and programs for older adults and dependent persons. It is committed to maintaining an atmosphere of simplicity and integrity with a Christian emphasis.

RESIDENTS

45

EMPLOYEES

24

VOLUNTEERS

15

HOURS
VOLUNTEERED

256



Welsh Mountain Home resident Vera Hoover takes a peaceful walk in the garden.



Chantay McHugh

This year saw a major, and very important, updating of the elevator in the building. Residents and team members celebrated the completion of a funding campaign raising \$118,000. Welsh Mountain Home is grateful to all who participated in this effort.

Stories of residents and team members also highlighted the year. We welcomed Vera Hoover to our community. She has lived in Lancaster County all her life. Since moving to Welsh Mountain Home, Vera has enjoyed the various Bible Studies and devotionals as they help her grow in her faith. She also enjoys taking walks, playing games and chatting with her new friends. Vera is thankful to the employees for their hard work, and praises God for both them and Welsh Mountain Home. We are delighted to have Vera as a part of our family.

If you hear the joyful sounds of residents playing bingo, you're likely to find team member Chantay McHugh involved. In May 2015, Chantay began working in the Dietary Department, but soon cross-trained to work in the Personal Care Department as well. Chantay is grateful for Welsh Mountain Home; she loves her job and enjoys working with the residents and her fellow staff. She says, "It has been a blessing to work at Welsh Mountain Home, and it is the best employment choice I could have made. I love the simple, home-like environment." The residents appreciate Chantay's bubbly, friendly personality and enjoy her calm, caring manner and how she organizes the activities.

For more information about Welsh Mountain Home, visit **WelshMountainHome.org** or call (717) 355-9522.

Mountain View Terrace was designed to provide folks aged 62-plus with quality apartments at very affordable rents. All thirty-six apartments are occupied, with a waiting list that, in some cases, stretches out several years.

An important benefit of living at Mountain View Terrace is the presence of an exam room where residents can be seen by medical personnel. Currently, there is a Certified Registered Nurse Practitioner who also holds a Doctorate in Nursing Practice from WellSpan Internal Medicine-Ephrata who regularly provides care for a number of residents on site.

Mountain View Terrace residents are growing into a close-knit and supportive community. Increasingly, the Community Room and patio are used by groups of residents meeting together for a wide range of activities. One resident has begun offering Bible Studies. Another comes by bringing her trivia game, something the residents enjoy playing.

Residents also enjoy the carpet ball table that has been provided, and are even considering creating a tournament!

Jane Wilt, who serves as Community Manager for HDC MidAtlantic, the partner organization that operates Mountain View Terrace, is excited about upcoming plans to grow the residents' knowledge base. "Plans are in process to hold helpful, informative seminars for the residents. The first one will be on issues related to teeth care and dentistry," Jane says.

To learn more about Mountain View Terrace or to get on the waiting list for apartments, please call (717) 351-4640 or visit hdcweb.com/listings/Mountain-View-Terrace.



RESIDENTS
39



Mountain View Terrace residents cheer on a neighbor in a game of carpet ball.

Quality Living Choices
by Landis Communities



RESIDENTS

Male

15

Female

24

Total

39

AGE RANGE

57-91

APARTMENT
OCCUPANCY

Singles

23

Couples

8

For Don Marquez and Linda Cooke, downtown Lancaster is a long way from home. But thanks to Steeple View Lofts, it became just like home. For both, Steeple View Lofts was not only a drastic change in location, but also in lifestyle. Marquez says, “If I had to go anywhere other than the mailbox, I had to get in the car.” Cooke spent the last 30-plus years in the suburbs. “This is my first city experience,” she says. With a vibrant downtown right at their doorstep, the experience has been a great one so far, they say.

Not only is it an easy walk to Central Market or one of the many downtown art galleries, the first-floor tenants of this mixed-use building are Miesse’s Candies factory and the Friendship Heart Gallery, which showcases the work of artists with developmental and intellectual disabilities. Then, of course, there are the nearby restaurants!

Longtime city resident Dave Bauman sees downtown Lancaster as an extension of his living space at Steeple View Lofts. “Every day I check and see what’s going on.” In addition, the community life at Steeple View Lofts draws people. Each floor has a common area—one with a piano and TV, another with exercise equipment, and one with games and puzzles—to encourage socializing.



A second-floor deck is a popular spot on summer evenings. There are card groups, potlucks and a host of spontaneous gatherings. “It’s small enough that it lends itself to a sense of community,” Marquez says. “Everybody here, I think, moved here partly because it’s perceived as a community of people,” Bauman says.

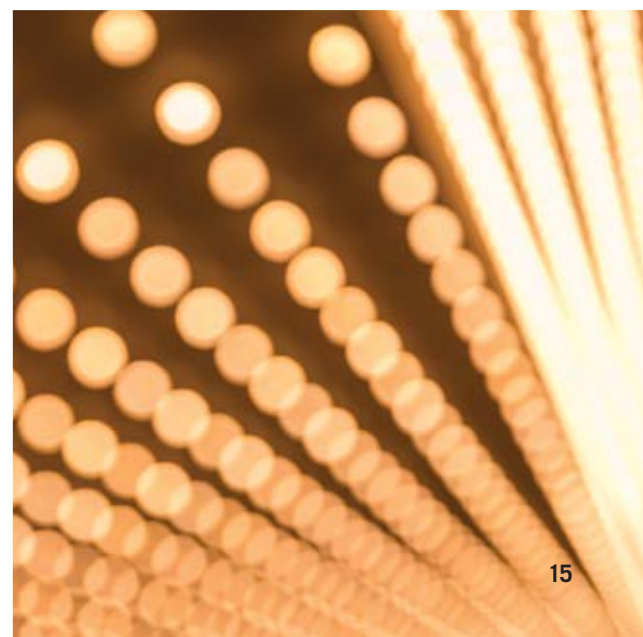


Vinny Tennis/LNP

This is what Landis Communities envisioned when it created Steeple View Lofts. Vice President of Community Initiatives Evon Bergey says, “As we listened to stakeholders, we heard two common themes: a desire to experience city living, as well as a desire for living options that incorporated community. We continue to explore ways to enhance that at Steeple View Lofts.” For more information, visit SteepleViewLofts.com.



Downtown Lancaster is just steps away from residents' apartments.



Financials

Balance Sheet and Statement of Operations for the Years Ending June 30, 2017 and 2016

	Landis Communities Consolidated 2017	Landis Communities Consolidated 2016	Landis Homes 2017	Landis at Home 2017	Landis Communities 2017	Quality Living Choices 2017	Welsh Mountain Home 2017
ASSETS							
Cash and Investments	39,068,908	34,791,239	37,255,220	9,969	1,550,181	59,785	193,753
Property and Equipment, Net	82,583,805	73,913,300	79,413,185	—	98,250	81,945	2,990,425
Other Assets	5,007,043	7,133,518	5,406,431	99,393	2,356,859	37,503	671,607
Total Assets	126,659,756	115,838,057	122,074,836	109,362	4,005,290	179,233	3,855,785
LIABILITIES AND NET ASSETS							
Long-Term Debt	60,691,320	53,808,079	60,691,320	—	—	—	—
Deferred Revenues from Entrance Fees	32,717,848	32,530,653	32,717,848	—	—	—	—
Other Liabilities	7,481,085	6,127,096	6,875,972	473,274	460,486	766,865	112,487
Total Liabilities	100,890,253	92,465,828	100,285,140	473,274	460,486	766,865	112,487
NET ASSETS							
Unrestricted Net Assets Beginning of Year	20,326,970	20,831,952	16,147,982	(169,467)	3,416,088	(599,909)	3,889,027
OPERATING ACTIVITY							
Resident Service and Other Revenues	38,273,682	37,660,263	36,983,118	735,309	3,794,365	577,467	1,059,027
Restricted Contributions Released	594,620	583,227	594,620	—	—	—	—
Total Operating Revenue	38,868,302	38,243,490	37,577,738	735,309	3,794,365	577,467	1,059,027
Total Operating Expenses	39,739,958	38,081,048	38,073,793	929,755	3,679,813	565,190	1,387,661
Operating Income (Loss)	(871,656)	162,442	(496,055)	(194,446)	114,552	12,277	(328,634)
Contributions and Bequests*	1,568,100	589,425	1,374,365	—	14,630	—	179,105
Other Non-Operating Income (Loss)	1,684,094	(1,256,849)	1,701,409	—	(466)	—	3,801
Increase (Decrease) in Unrestricted Net Assets	2,380,538	(504,982)	2,579,719	(194,446)	128,716	12,277	(145,728)
Unrestricted Net Assets End of Year	22,707,508	20,326,970	18,727,701	(363,913)	3,544,804	(587,632)	3,743,299
Temporarily Restricted Net Assets	1,784,999	1,785,224	1,784,999	—	—	—	—
Permanently Restricted Net Assets	1,276,996	1,260,035	1,276,996	—	—	—	—
Restricted Net Assets End of Year	3,061,995	3,045,259	3,061,995	—	—	—	—
Total Net Assets	25,769,503	23,372,229	21,789,696	(363,913)	3,544,804	(587,632)	3,743,299
Total Liabilities and Net Assets	126,659,756	115,838,057	122,074,836	109,362	4,005,290	179,233	3,855,785
OPERATING REVENUE							
Resident Service Revenue	33,086,496	32,427,139	30,781,887	735,306	—	577,467	1,009,714
Entrance Fee Amortization	4,440,920	4,295,040	4,440,920	—	—	—	—
Other Revenue	1,340,886	1,521,311	2,354,931	3	3,794,365	—	49,313
Total Operating Revenue	38,868,302	38,243,490	37,577,738	735,309	3,794,365	577,467	1,059,027
OPERATING EXPENSES							
Resident Services	21,265,414	20,270,554	20,591,582	929,755	—	—	663,923
General and Administrative	6,774,252	6,698,075	6,141,817	—	3,655,891	525,765	406,537
Depreciation and Amortization	5,196,628	5,180,434	4,990,812	—	23,922	18,775	163,119
Plant Operations	4,156,431	3,970,490	4,002,584	—	—	—	153,847
Interest	2,347,233	1,961,495	2,346,998	—	—	20,650	235
Total Operating Expenses	39,739,958	38,081,048	38,073,793	929,755	3,679,813	565,190	1,387,661

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

A team member enjoys
the company of an Adult Day
Services client.



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.

