

A photograph of four people, two men and two women, sitting around a wooden table outdoors in a lush green forest. They are all smiling and engaged in conversation. The table is set with plates of food, glasses of water, and a large bowl of salad. The background is filled with tall trees and dense foliage, creating a serene and natural setting.

# A YEAR OF *Connections*

LANDIS COMMUNITIES ANNUAL REPORT 2017-2018



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## LEADERSHIP TEAM

**President & CEO**  
Larry Zook

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

**Vice President of  
Community Initiatives**  
Evon Bergey

**Vice President of  
Facilities Planning**  
Linford Good

**Vice President of  
Human Resources**  
Allen Heinly

**Vice President  
of Operations/  
Executive Director  
of Landis Homes**  
Michelle Rassler

**Vice President of  
Advancement &  
Communications**  
Beth Trout

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

2017-2018  
**BOARD OFFICERS/  
MEMBERS**

**Allon Lefever**  
*Chair  
Business Consultant*

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

**David Hernley**  
*Treasurer  
CPA/Principal/Dir. of  
Accounting & Auditing*

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

**Dennis Clemmer**  
*Senior Consultant*

**John Eby**  
*PhD, Retired Professor  
of Sociology Emeritus*

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

**Ed Kaminiski**  
*BBA, Affordable  
Housing Developer*

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

**Dan Mast**  
*DO, Internal Medicine  
Physician*

**Landis Communities**  
Enriching Lives

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Landis Communities has a strong heritage of visionary board leadership and caring team members motivated to serve by Christ-like love. The Landis Homes Board, following strategic listening in 2008, decided to launch Landis Communities in 2011. The goal was to provide an increased spectrum of services and places to live, meeting the needs of a wider group of persons. Today, Landis Communities and our affiliates are doing just that. A strong theme of interconnectedness is becoming evident as we live out our 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.”

Sometimes we listen and plan from an analytical perspective, using diagrams and other tools. But far more often, the stories we hear provide valuable feedback and insights that shape our direction. We are happy to share several of these stories with you in this annual report.

Certainly a highlight of this past year was the opening of the Calvin G. & Janet C. High Learning & Wellness Center and the first 22 Crossings apartments (page six). At the June 6, 2018

Grand Opening, a number of people commented on the amount of space designed for meeting rooms, social gatherings and educational experiences. This is an intentional part of Landis Communities’ strategic goal, encouraging interconnectedness between residents and the broader community.

Our Pathways Institute for Lifelong Learning® is a perfect example of this. Over the past decade, the program has brought thousands of participants together to learn about a wide range of subjects. The new building has provided the space to hold nearly all the classes in easily accessible locations. More than half of the students who attend Pathways come from across the Lancaster County area.

Not only have Pathways classes led to community connections beyond Landis Homes, they have brought new residents as well. Judy Sargent shared recently that when she and her husband Fred were considering retirement communities, they researched many in the area and visited quite a number. She says, “One thing that really set Landis Homes apart from the others was the Pathways catalog we picked up in the lobby while waiting for our interview. We thought it was a



## *From the Board Chair and CEO (continued)*

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**Allon Lefever**  
*Board Chair*



  
**Larry Zook**  
*President & CEO*

terrific idea—opportunities right here, for lifelong learning.” Now, after seven years, they have enjoyed 14 semesters of interesting and informative classes. Sargent, who serves on the Pathways Advisory Board, continues, “A strong component of the program is the mix of residents and people from the community. The program provides an excellent introduction of the Landis Homes campus to folks who live in the area.”

Team Members can also connect across Landis Communities. For several years we have partnered with The Shalom Project of Lancaster, with interns from the program serving at Steeple View Lofts. Elora Cook was the intern in 2017. She came with a background in social work and through her work nurtured community life at Steeple View Lofts. Elora made the most of the opportunity by also providing assistance for Landis at Home, Adult Day Services and Landis Homes. She was recently hired as part of the Social Work team at Landis Homes. Her experiences across Landis Communities made it clear she was the kind of team member we seek to work with our residents and clients.

The story of Siegfried is yet another example of how Landis Communities affiliates work together for the good of those we serve. Siegfried was a much-loved member of Adult Day Services. As sometimes is the case, his family caregivers began to struggle providing for him at home. But they were worried. As a nurse, his daughter was especially concerned and often prayed for God to show a way to care for him with the increased financial burden that would come with meeting his physical needs.

ADS team members shared with Siegfried’s family about Welsh Mountain Home. The family was so happy to see the seamless nature of their father moving from their care at home to Welsh Mountain Home. His daughter believed that God answered her prayers as “everything seemed to fall into place so quickly and easily, literally overnight.”

We are blessed by your continued engagement through participation in events and activities, your prayers and your financial support. We welcome talking with you and invite you now to learn more about the many ways Landis Communities is enriching the lives of the more than 1,500 residents and clients across our affiliates.

**I**nterconnectedness is essential to Landis Communities. As the organization grows and adapts to the ever-changing realities of providing services and places to live for those age 55-plus, we continue to reach out to form new partnerships with existing organizations that share our values, as well as to design new efforts that allow us to serve an increasingly diverse public.

The Board's vision for a wider range of services and increased opportunities for strong community initiatives led to the creation of Landis HCBS (Home and Community Based Services). This new affiliate, launched July 1, 2018, brings together the operations of existing community-based services: Adult Day Services, Landis at Home, Pathways Institute for Lifelong Learning® and our partnership with Lancaster Downtowners.

Landis HCBS is under the direction of a new Board of Directors, composed of people from the Landis Communities Board, business, church-related groups, and aging services experts. Early efforts for Landis HCBS include a refreshing of the Landis at Home visual identity and partnering with Friends Life Care to provide Continuing Care at Home in Lancaster and Lebanon Counties. Other potential new services and partnerships are being evaluated.

Landis Homes remains the largest part of Landis Communities. Since the creation of Landis Communities in 2011, our aim has been to keep the community at Landis Homes strong and vital. Nearly 800 residents call Landis Homes their home, and over 500 team members, along with many volunteers, enrich community life through their service.

Quality Living Choices was also launched in 2011 and has focused on offering Steeple View Lofts as well as exploring other affordable senior living communities. Steeple View Lofts has developed into a strong community, where residents care about and look out for one another. The growing waiting list confirms that people are eager to join a community like Steeple View Lofts. Therefore, we are exploring options throughout Lancaster County as well as in Lancaster City for similar senior living rental apartment communities.

Welsh Mountain Home has a very special mission and history in the New Holland area. The personal care provided there has touched the hearts of many persons for the way it has served some of the more vulnerable members of the community. Welsh Mountain Home has been serving those with fewer resources for almost 95 years, having opened in 1924, four decades before Landis Homes opened in 1964.



**Intern Chattu Sinha accepts delivery of delicious meals. The meals, prepared in-house at Landis Homes, are available to Steeple View Lofts residents as an alternate meal option.**

Mountain View Terrace offers a senior living community for those with limited resources. Additional affordable housing options are also being explored.

Landis Communities is what it is today because of God's blessing, strong board and staff service, generous donors and our connections to local churches and surrounding communities. As we continue to work at enriching the lives of those we serve daily, we are doing so by following our guiding values of Joy, Compassion, Integrity, Stewardship and Community. Using this as our framework, we are growing while remaining grounded in the ideals we have held since our beginnings.

## LANDIS COMMUNITIES TEAM MEMBERS

*Full-time*



*Part-time*



*Total* **31**





#### RESIDENTS

*Residential Living*



*Personal Care*



*Healthcare*



*Total Residents* **789**

#### BENEVOLENT CARE BENEFICIARIES

*Residential Living*



*Personal Care*



*Healthcare*



**Pictured here:**  
**Idella Otto tends**  
**to her beautiful**  
**flower garden.**

Community is a defining trait at Landis Homes. As one of our Guiding Values, it is lived out each day through teamwork and mutual respect of those who serve residents as well as between residents as they “live in community.”

When Idella and Emory Otto moved to an apartment in Harvest View,

they were not sure how they would get to know all their new neighbors. They did know they wanted to spend time tending lots of plants and flowers outside. Working with the grounds team from Landis Homes, they turned their flower beds into an explosion of color! So much so that the beds became a stopping point as residents and team members walked across campus. Idella

says, “This was the best way to get to know people. So many stopped by and thanked us for our work. The community really welcomed us, and we got to know people in this way.”

**LandisHomes.org**  
**(717) 569-3271**

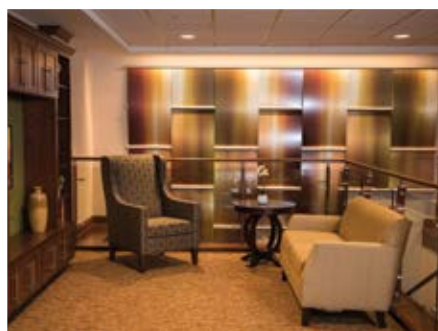
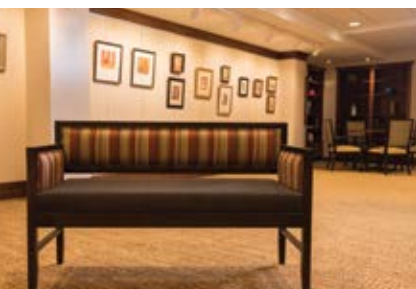




Just a few doors away, Helen Hess, pictured here with her husband Jim, makes her own beautiful contribution to life at Landis Homes. Known across campus for her flower arranging, Helen crafted nearly 150 bouquets for residents, team members and visitors. She says, “It is my small way of brightening the day of the people I meet.”











Community is not only found in individual actions, it also shows in the intentional design of the new Crossings apartments and the Calvin G. & Janet C. High Learning & Wellness Center. From the indoor connection that allows people to walk between all levels of living to the central locations of the Owl Hill Bistro and other amenities, the space is intended to build community life.

We continue to be humbled by the outpouring of support for *Connections: A Campaign for the Learning & Wellness Center*. More than 400 donors contributed \$3,451,588. Thanks to all who participated in making this new community space possible.







## LANDIS HOMES TEAM MEMBERS\*

Full-time



Part-time



Total **559**

\* Includes those employed by Landis at Home and Adult Day Services



At Landis Homes, our guiding value of Community calls for everyone to live out the value through “learning, creativity and openness to change.” Maintaining a strong sense of community through times of change has been key this year. The relocation of offices, the retirement of some leadership staff and the changes in healthcare regulations are just a few of the things team members experienced this year. We are so grateful to have a group of persons who care deeply

for those they serve. This is reflected in the fact that our healthcare carries five stars in all of the Centers for Medicare & Medicaid Services (CMS) rating categories. It is reflected in comments from state regulators as they inspect how we serve. And maybe most importantly, it is reflected in how persons new to the campus consistently share how friendly everyone is and how they feel included in community life. We strive to serve with a spirit characterized by cooperation, teamwork, encouragement and mutual respect,

valuing each person while affirming their gifts and abilities.

In addition to the more than 550 team members, we are blessed to have a strong base of volunteers, made up of both residents and members of the greater community. In total, volunteers provide more than 34,000 hours of service annually. Without these persons, life at Landis Homes would clearly not be the same. The Volunteer Services team works hard to empower willing helpers to serve in ways that are meaningful to them. One example is Norman Shenk (pictured right). Not only does he work at growing vegetables for his own use, he and other resident gardeners shared their bounty by donating part of their harvest for sale at Fellowship Day. Norman also works with the neighboring farm store to make sure residents are able to purchase fresh, in-season corn.

## VOLUNTEER SERVICES

Resident  
Volunteers



Non-Resident  
Volunteers

Total  
Volunteers **386**

Total Hours **34,522**

While the Calvin G. & Janet C. High Learning & Wellness Center and Crossings apartments were the most visible signs of change during the year, refreshing and revitalizing other areas across Landis Homes was also important to keeping the campus strong and vital.

- The hallways and shared spaces in Homeview were refreshed with new lighting, paint and floor coverings.

- Planning took place for a complete renovation of the ground floor of Westview. The area where the pool was will be changed into recreational space including side-by-side shuffleboard courts along with space for billiards and table tennis. In addition, the Eden West Adult Day Services Center will be expanded, allowing an increased number of clients they are able to serve. Work is anticipated to begin this fall.

- The Dogwood office area, freed up as the Landis Communities Leadership Team moved to the High Learning & Wellness Center, was refreshed and filled with several Landis Homes Directors, helping to generate greater synergy and day-to-day contact among the team members leading efforts at Landis Homes.
- The Art Gallery was relocated to the High Learning & Wellness Center. This space is much more accessible to those from across campus and the





# PATHWAYS

Fall 2017 | Spring 2018

Lancaster Community Members



Landis Homes Residents



# CHILDREN'S LEARNING CENTER



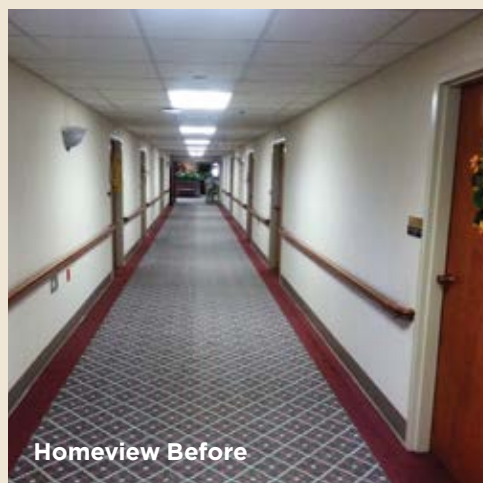
Students

Staff

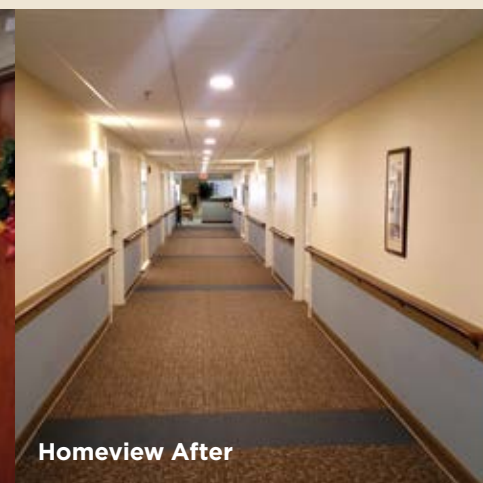


wider community. Deb Laws-Landis and a team of residents have filled all of Landis Homes with art from many of the area's most well-known artists.

- An Ephrata House bypass was created. This corridor allows for quick movement between the Heritage entrance and Personal Care and reduces the foot traffic through the house, something both residents and team members appreciate. The new changes have greatly increased the space available for resident life interaction and activities.



Homeview Before



Homeview After



## Adult Day Services at Landis Homes

### PERSONS SERVED

Eden West  Eden East  
**67** **31**

### TEAM MEMBERS

  
**19**

For as long as there has been a Children's Learning Center on the campus of Landis Homes, the children have regularly connected with residents of the retirement community as well as those taking part in Adult Day Services.

Faith Hoover, the Director of Adult Day Services (ADS) encourages these times. She says, "The opportunity to engage in activities that are equally fun for both the older adults and the children strengthens the Adult Day Services program and creates many moments of joy." Recent activities have included learning about summer vacations, practicing "High Fives" and even sharing together in songs.

The joy on the faces of those participating in these events is evident. Rita Cox is one of those who attends the Eden West center. She loves when the children come, saying, "I enjoy seeing the children because they are so well behaved and they always put a smile on my face; I just love children!"

And while both Eden East and Eden West are located on the campus of Landis Homes, their reach goes far beyond to encompass attendees from across Lancaster County. Each day family members arrive, bringing their loved ones to participate in the activities of the day. They walk the participants to the centers, often kidding with them and making strong personal connections with team members.



Rita Cox enjoys regular visits with the children of the Children's Learning Center.

At the end of the day, they arrive again, picking up their family member and returning home, where they are then able to live as independently as possible.

Adult Day Services is highly dependent on a host of partners, including the Lancaster County Office of Aging, Veterans Administration and others. One significant partner is Red Rose Access, a shared ride program subsidized

by the Office of Aging. Working together to provide transportation makes it possible for some participants to attend Adult Day Services. Due to family schedules and responsibilities, they would not be able to participate as readily without the familiar red and white vans.

**AdultDay.LandisHomes.org**  
**(717) 581-3939**









#### CLIENTS SERVED

Landis Homes  
Residents

**261**

Lancaster  
Community  
Members

**75**

Total **336**

#### HOURS OF SERVICE

On Campus  
**17,058**

Off Campus  
**9,595**

Total **26,653**

#### TEAM MEMBERS



**M**ore and more people, as they age, are choosing to live at home while maintaining meaningful active lives for as long as they are able. According to the Congressional Budget Office, “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.

One way Landis at Home has been helping residents stay in their apartments and cottages at Landis Homes is by providing short 15-minute visits to assist with necessary tasks. This allows them to maintain the highest level of independence possible. Approximately

1,300 of these visits are provided each month.

Landis at Home served 336 people in the past year, with 36 percent of the hours of care happening in the wider community.

About a year ago, a couple and their three daughters came to tour Landis Homes. The daughters all live at a distance and were hopeful that their parents would move here. However, the couple decided to stay on their farm, but recognized they still needed support. After discussing the possible tasks that Landis at Home could assist with in their home, a plan was put into place to provide them with transportation to access the community since they were no longer driving. Landis at Home would also assist with some meals, laundry, and other home tasks to make sure they were supported in their home. The service from Landis at Home team members is giving the daughters peace of mind knowing someone is checking in on their parents. They also are assured of their well-being and that they have the food, clean clothes and tidy home that are needed. Having Landis at Home support at their farm has been the difference between needing to move to an assisted living or personal care accommodation or staying in the home they love.

Landis at Home has grown in the hours of service delivered from an average of 1,892 hours per month in fiscal year

2016/2017 to an average of 2,221 hours per month in fiscal year 2017/2018.

Along with Landis Homes residents, Landis at Home is deepening connections with other parts of Landis Communities, including serving clients who are residents of Steeple View Lofts.

In order to grow, Landis at Home depends on dedicated caregivers to provide the needed care to all our present and future clients. One of the challenges facing the Home Care Industry is the high rate of staff turnover. The national average for turnover is 66%. Landis at Home is thankful that its turnover rate is much lower than that at 18.3%. This is a testament to the hardworking, committed caregivers Landis at Home has on staff.

Recently, Landis at Home’s Home Services Supervisor, Dorcas Benner, was acknowledged by LeadingAge PA by being awarded the Caregiver of the Year-Licensed. Dorcas has been a nurse for 47 years, 19 of those years at Landis Homes and the past 5 years at Landis at Home. She provides excellent clinical care to our clients and leadership to Landis at Home’s caregivers.

Landis at Home is thankful for the over 50 team members who lovingly care for our clients on a daily basis!

**LandisAtHome.org**  
**(717) 509-5800**









#### RESIDENTS



#### EMPLOYEES



#### VOLUNTEERS



#### HOURS VOLUNTEERED



**T**he current healthcare environment continues to evolve and so does providing Personal Care level of services at Welsh Mountain Home. Mona Frey, the new Executive Director, is using her experience to help the organization navigate this changing environment to the benefit of residents of Welsh Mountain Home.

As we near the century mark as an organization, her leadership will help in these times of change, while we continue strongly serving residents and their families in line with WMH's core values and mission. Mona will also be connecting to the broader community to raise awareness of the good works of WMH in hopes of increasing donations to close the gap between fees charged to residents and operational costs.

Mona comes with more than 25 years of nursing and personal care home experience. She is a nurse (LPN) who

also holds a Personal Care Home Administrator's license (PCHA) and is a Certified Medication Technician Trainer. She also holds certification in dementia support group facilitation.

Also new to the team is Ashley Davis, the Personal Care department manager. Ashley brings 11 years of experience in working with persons with intellectual disabilities. Her expertise in this area complements Mona's knowledge in geriatrics and dementia. Ashley and Mona work together to train staff in best practices to provide the best quality of care for those residing at Welsh Mountain Home.

WMH subsidizes over \$330,000 a year for residents with limited income to provide them with quality services and a clean and comfortable home-like environment. Connecting with the supporting district bishops, area churches and their members will be a priority to assure that WMH is sup-



ported financially so we can continue to operate and serve the residents who reside in the home.

Even as there are changes in personnel and the needs of the aging population, residents at WMH have continued to receive consistent and superior services. The staff is loyal, dedicated and compassionate, and with continual monthly trainings their talents will only improve. They truly share the mission and value system that is lived out in community.

**WelshMountainHome.org**  
**(717) 355-9522**



**A**s the name implies, residents of Mountain View Terrace live among the natural beauty that is Welsh Mountain. And while they are all connected to that physical space, few are enjoying it and sharing it more than Sam Waters. Sam grew up in the area and recently returned to live at Mountain View Terrace. He is taking his camera and using it to document the flowers and other signs of nature just outside his door.

His stunning images of Mountain View Terrace and the land surrounding it have become staples of our Facebook page and routinely the most viewed images. Sam says, “We are fortunate to live surrounded by this beauty, and I enjoy being out in it and sharing it with others.”

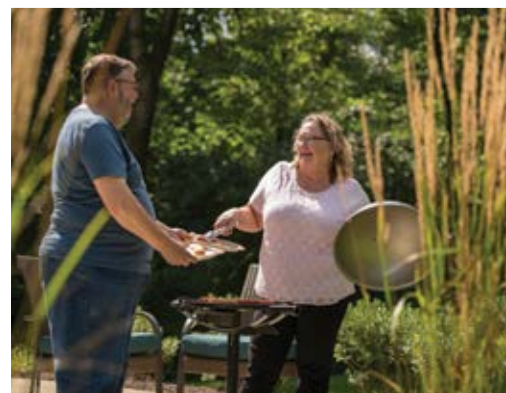
Residents also connect with each other and the team from HDC MidAtlantic, the partner organization of Landis Communities that operates the 36 apartments. From sharing hot dogs cooked on the patio to ice cream socials and other events, residents learn to know each other and share in fun and educational events alike.

Jane Wilt, who serves as Community Manager at Mountain View Terrace, is joyful about the increased ways residents are connecting with each other and their surroundings. “We continue to see those who live here being engaged in the life of the

**Pictured here: Mountain View Terrace resident Sam Waters photographs flowers just outside his door. Bottom: Community Manager Jane Wilt prepares hot dogs for residents.**



community and taking ownership in what happens here. I think it is one of the reasons this building is full and has a waiting list.” 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](http://hdcweb.com/listings/Mountain-View-Terrace).



**RESIDENTS**





Quality Living Choices  
by Landis Communities



RESIDENTS



Total **44**



**A** trend among Baby Boomers as they age is choosing to live in urban settings. For five years, Steeple View Lofts has provided 36 apartments, at market-rate rentals, to folks wanting to do just that in the heart of downtown Lancaster.

A new interconnectedness developed this year with the Lancaster Downtowners organization. Designed to provide services and community to those wishing to age in place in Lancaster City, the Downtowners and Landis Communities have begun a formal collaboration. Melissa Ressler, director of the membership organization, is a Landis Communities employee and has office space within Steeple View Lofts. The synergy developing with

Lancaster Downtowners is powerful and provides current Steeple View Lofts residents access to the Downtowners, while helping Downtowners members living elsewhere in the city gain a broader understanding of ways Landis Communities entities can help them thrive where they want to live!

By virtue of being an affiliate of Landis Communities, residents at Steeple View Lofts are able to access services from other parts of the organization. One of these benefits is discounted fees for Pathways Institute for Lifelong Learning®. New this year is a partnership between Dining Services from Landis Homes, Landis at Home and Steeple View Lofts. Residents of the apartments are able to order nutritious meals or soups that

are made in-house at Landis Homes. While this service is not utilized by many given the wonderful eatery options in Lancaster, it is appreciated by some, especially during inclement weather!

The area around Steeple View Lofts continues to change and grow. On the first floor of the building, Miesse's Candies installed an authentic soda fountain from the 1930s and a small movie theatre moved in next door. Additional new neighbors include a small brew pub and one of Lancaster's favorite authentic Mexican restaurants.

**SteepleViewLofts.com**  
**(717) 581-3930**





One of the many benefits of being a Steeple View Lofts resident is enjoying the historic Central Market nearby.





## Financials

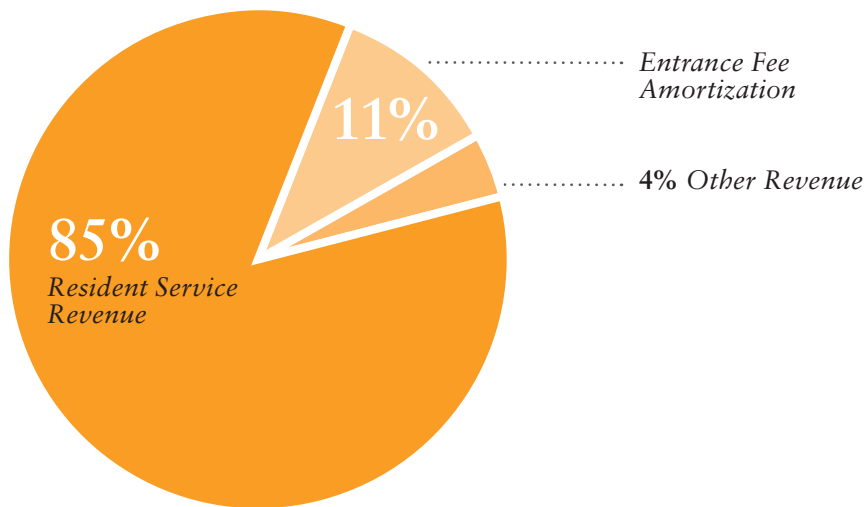
Balance Sheet and Statement of Operations for the Years Ending June 30, 2018 and 2017

	Landis Communities Consolidated	Landis Communities Consolidated
	2018	2017
<b>ASSETS</b>		
Cash and Investments	42,889,839	39,068,908
Property and Equipment, Net	107,692,081	82,583,805
Other Assets	5,360,392	5,007,043
<b>TOTAL ASSETS</b>	<b>155,942,312</b>	<b>126,659,756</b>
<b>LIABILITIES AND NET ASSETS</b>		
Long-Term Debt	86,220,740	60,691,320
Deferred Revenues from Entrance Fees	35,014,733	32,717,848
Other Liabilities	8,347,684	7,481,085
<b>TOTAL LIABILITIES</b>	<b>129,583,157</b>	<b>100,890,253</b>
Unrestricted Net Assets	23,879,868	22,707,508
Temporarily Restricted Net Assets	1,173,446	1,784,999
Permanently Restricted Net Assets	1,305,841	1,276,996
<b>TOTAL NET ASSETS</b>	<b>26,359,155</b>	<b>25,769,503</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>155,942,312</b>	<b>126,659,756</b>
<b>OPERATING REVENUE</b>		
Resident Service Revenue	34,437,748	33,086,496
Entrance Fee Amortization	4,550,020	4,440,920
Other Revenue	1,591,132	1,340,886
<b>TOTAL OPERATING REVENUE</b>	<b>40,578,900</b>	<b>38,868,302</b>
<b>OPERATING EXPENSES</b>		
Resident Services	22,197,999	21,265,414
General and Administrative	7,275,063	6,774,252
Depreciation	5,441,936	5,196,628
Plant Operations	4,363,557	4,156,431
Interest	2,489,415	2,347,233
<b>TOTAL OPERATING EXPENSES</b>	<b>41,767,970</b>	<b>39,739,958</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(1,189,070)</b>	<b>(871,656)</b>
Contributions and Bequests*	1,182,241	1,568,100
Other Non-Operating Income (Loss)	1,179,189	1,684,094
<b>INCREASE (DECREASE) IN UNRESTRICTED NET ASSETS</b>	<b>1,172,360</b>	<b>2,380,538</b>

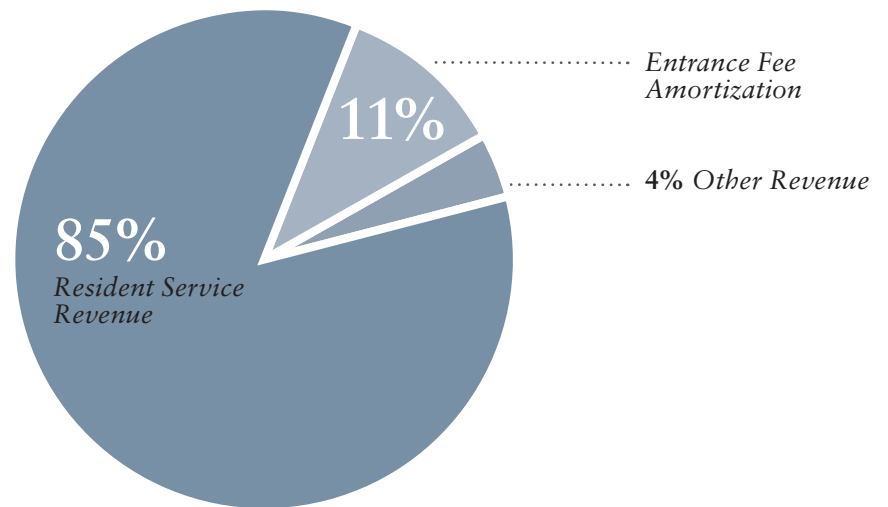
\* Includes donor-restricted contributions used for purchase of property and equipment



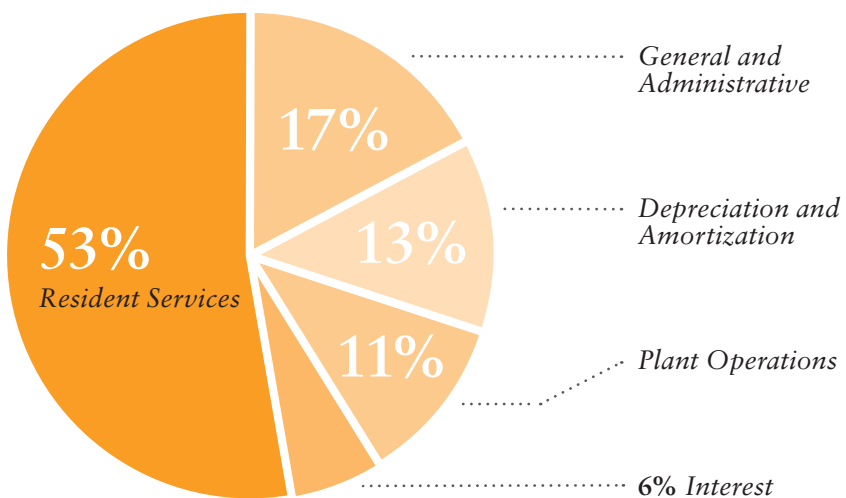
### 2018 Revenue



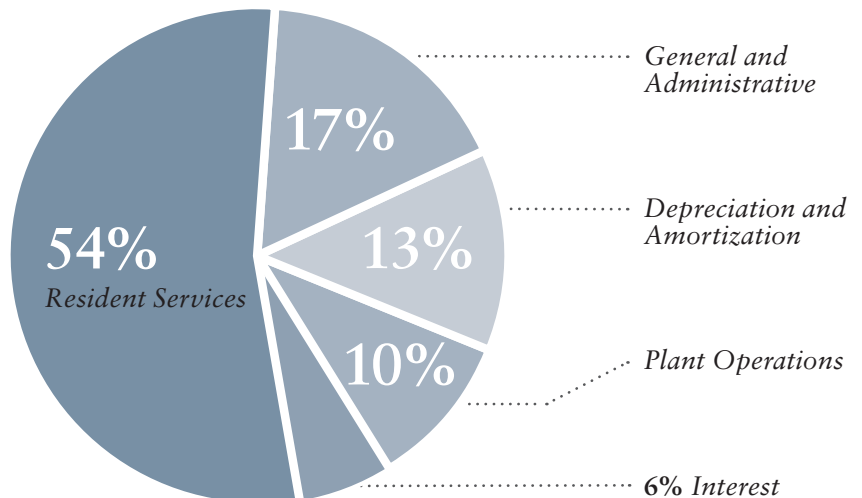
### 2017 Revenue



### 2018 Expenses



### 2017 Expenses













## 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.

