

Cultivating Abundant CHOICES



MISSION STATEMENT

Following God's call to creatively serve the diverse needs and interests of older adults by developing opportunities and collaborative relationships.

VISION STATEMENT

Enriching Lives

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.





Cultivating LIFE Together



“Following God’s call to creatively serve the diverse needs and interests of older adults by developing opportunities and collaborative relationships.”

Cultivating Community

LISTENING, THINKING, AND PLANNING.

We are grateful for the dedicated board members who spent time this year preparing for the next steps in the journey of Landis Communities. Together we are working to create abundant choices. Our goal is to serve more persons across a wider range of needs and economic conditions through new ventures and creative partnerships.

The board reaffirmed its vision of enriching lives through our mission of *“following God’s call to creatively serve the diverse needs and interests of older adults by developing opportunities and collaborative relationships.”* We are guided in these efforts by the values of joy, compassion, integrity, stewardship, and community. We like to point out that these values can be arranged into the acrostic “Jesus Christ In Street Clothes.” What a memorable recognition of our deep commitment to service!

Landis Communities is one organization with three distinct parts: continuing care retirement communities, home and community-based services, and quality living options. During the course of this year, we began to formalize the structure for these areas and established a strong centralized services team to provide support to all of these efforts. We are now well-situated to grow in a controlled way and are positioned to adapt as needed to rapidly changing market opportunities and regulatory realities.

As we reflect back on this year, we want to
**THANK YOU FOR YOUR PRAYERS AND YOUR
SUPPORT** for all our affiliates.

Currently the only Continuing Care Retirement Community, or CCRC, is Landis Homes. We are seeking to grow offerings in this area through additional Landis Homes satellites or affiliations with other CCRC's who may benefit from aligning with our centralized services and financial capabilities. *Read more about this on pages 8 and 9.*

Landis Home and Community-Based Services (Landis HCBS) has great growth potential through both existing and new models of service. Being able to serve those living in retirement communities, as well as the large numbers of senior individuals who prefer to stay where they are as long as possible, makes this area of the organization unique. Landis at Home and Landis Adult Day Services are the most established services offered. A new collaborative partnership with Friends Life Care allows us to offer Continuing Care at Home in Lancaster and Lebanon counties. Initial memberships are surpassing expectations. Strategic partnerships with Lancaster Downtowners and Pathways Institute for Lifelong Learning® give many persons the chance to connect with each other and Landis Communities in meaningful ways. *Read more about this on pages 12-15.*

This year we formed Landis Quality Living to guide the work of providing homes for persons who seek more affordable living options than are found in traditional retirement communities. We were blessed to add Ed Kaminski to our team. We worked with this creative leader on the Mountain View Terrace project when he was serving at HDC MidAtlantic. Ed has been working very hard to research and grow additional places for persons from a broader socio-economic range to find homes where they can thrive. The team is exploring options including age 55+ communities, subsidized tax credit housing, middle market rentals, and more. *Read more about this on pages 16 and 17.*

The three focus areas of Landis Communities would not be able to function without the centralized services teams to support their efforts. These include Finance, Human Resources, Communications, Advancement, Information Technology, Planning, and Compliance/Risk Management. It is our goal to serve all current and future affiliates well as they fulfill their missions.

As we reflect back on this year, we want to thank you for your prayers and your support for all our affiliates. We are very thankful and look forward to connecting with you in the coming year.



Allon Lefever
Allon Lefever
Board Chair



Larry Zook
Larry Zook
President & CEO

Cultivating Growth

PREPARATION, DEVELOPMENT, AND BUILDING FRIENDSHIP.

These and other meanings are tied up in the more-than-agricultural concept of cultivation. Our two oldest affiliates, Landis Homes and Welsh Mountain Home, have direct ties to Lancaster County's farming heritage, so the layered and dynamic idea of cultivation is an appealing theme encompassing all that Landis Communities represents.


At Landis Homes, residents often share the bounty of their garden plots with other residents and team members. This passion for care extends to the woods and wetlands. We are blessed to have residents who take time and energy to invest in these areas.

Home and Community-Based Services cultivates existing ways to help others and also develops new ones. As residents of the Lancaster area age, more seniors desire solutions allowing them to stay in their current residence for as long as possible. Concierge Services through Landis at Home was unveiled this year, providing help with banking and other household needs. For some, this added aid is all they need to thrive at home.

At Steeple View Lofts and Mountain View Terrace, residents experience abundant community. Those at Steeple View Lofts are increasingly seeing the value of being part of the Lancaster Downtowners, a collaborative partner of Landis Communities. Often at Mountain View Terrace, neighbors share holiday dinners, game times, and other interactions as community life flourishes.

Since 1924, Welsh Mountain Home has been making it possible for those in need of Personal Care to have an affordable place to call home. It has become far more than "just" a place to live. Recently, Executive Director Mona Frey shared one example. A new resident spent his life serving his church overseas and was assuming he would live out his days there. However, health issues indicated he needed to return to the United States. Mona Frey and the team at Welsh Mountain Home had space for him, and he has expressed over and over his joy at finding a new home.

Over this year of bountiful growth, we saw team members cultivate existing programs, plant seeds for new efforts, and collaborate with others to inspire this organization towards greater flourishing. A team member illustrated this important point, noting, "Ever since our organization began, we have been sweeping floors. The kinds of tools we use have changed dramatically in some cases, but we continue to sweep the place clean as we serve others." In all we do, as we grow and expand, Landis Communities is cultivating abundant choices for older adults, wherever they call *home*.

A photograph of four older adults (three women and one man) sitting around a round, dark metal mesh table on a balcony. They are all smiling and looking towards each other. The balcony has a black metal railing. In the background is a large brick wall with a large, multi-paned window. A small potted plant sits on the table. The scene is brightly lit, suggesting daytime.

In all we do, as we grow and expand, Landis Communities is cultivating abundant choices for older adults, wherever they call home.



Cultivating Abundant Choices


**COMMUNITY, SERVICE, INTEGRITY,
AND EXCELLENCE.**

Landis Communities and our collection of affiliates have a new visual identity. We are pleased to introduce our new Landis Communities logo! An 11-member team of leaders from across our organization came together over a four-month period to construct a meaningful brand that emphasizes our legacy, encompasses our current position and plans for a strategic, bright future. Using a process that involved both verbal and visual positioning, the team crafted a series of cohesive logos we believe will offer our “best face forward” into the community for years to come. Our new family of logos will be released in 2020. Watch for publications featuring the new visual identities!



With its roots and trunk comprised of human figures, this tree communicates that Landis Communities is more than a series of buildings—rather it is a fellowship of individuals working together to build and sustain its life-giving value. The figures are reaching upward, both in an action of cultivation or pruning, but also to enjoy the rich fruit of this bountiful tree. The leaves are separate, but connected by shape and proximity, emphasizing the way Landis Communities is sustained by diversity and community partnerships.





New construction has dramatically increased the connecting of residents from across campus.

Cultivating Meaningful Living



CAREFUL CULTIVATION BEARS FRUIT.

Across the campus of Landis Homes, beautiful fruit is easily seen. We celebrated fifty-five years since the first residents arrived, and the decades of planning have yielded a deepening involvement of residents and team members in fruitful ways.

Construction and Renovation

The creation of the Calvin G. and Janet C. High Learning & Wellness Center has dramatically increased connecting of residents from across campus. Director of Life Enrichment Michele Stipe reports the new Wellness options are leading to large increases in resident participation, enhancing resident health and well-being. She reports a doubling of resident fitness assessments done in the fall, a dramatic increase in residents taking part in the Senior Games, the success of a fall prevention and balance class, and great excitement due to our participation in nationwide CyberCycle challenges. Landis Homes was awarded first place in one competition and second in another!

The completion of renovations to Westview included turning the old pool area into shuffleboard, billiards and Table Tennis venues. This provided residents with new spaces for activities and social interaction. The other major milestone was the opening of the last phase of The Crossings apartments, all of which were sold prior to opening.

Community Connections

In addition to Landis Homes turning 55, several important programs celebrated anniversaries as well. The GrandPals effort, where residents are matched up with fourth and fifth-grade students from Hinkletown Mennonite School for intergenerational learning times, celebrated twenty years of providing wonderful connections. The year also marked the twenty-fifth year of the Landis Homes Caring Fund, begun by residents who wanted to help their friends and neighbors at Landis Homes who have outlived their resources.





Wellness Center



Little Free Library

Stewarding the Arts

In this bountiful year, our residents were busy cultivating existing efforts and taking on new challenges. Thanks to the creative thinking, craftsmanship, and oversight of a group of residents, a tree in the Leaman Woods that needed to be cut down was given new life through the creation of a Little Free Library. These residents took seriously our guiding value of stewardship, which led to the creation of this literary treasure for residents, team members, and our community.

Increasingly, Landis Homes is opening its spaces to events welcoming the larger community. Hundreds of community neighbors toured a community room in The Crossings to view the museum display entitled *Voices of Conscience: Peace Witness in the Great War*. This traveling exhibit developed by the Kauffman Museum, North

Newton, Kansas, remembers the stories of people of faith who opposed the First World War. The Lancaster Mennonite Historical Society brought it to the area.

Appreciation of local art has long been a vivid hallmark of Landis Homes. The whole campus is decorated with images created by local artisans, not mass-produced pieces. Within this collection are 25 pieces with a very special distinction. They were created by high school students at Lancaster Mennonite School and purchased by Landis Homes. Recently, a number of these artists joined teachers, Landis Homes residents, and the broader community to celebrate their work. A number of the past winners reported the earnings from their art helped fund their beginnings in what have become lifelong careers and passions.

Because of dedicated team members, donors, and members of the board, Landis Homes has become that place that nearly nine hundred individuals call *home*. It is through your supporting prayers, counsel, and donations that we continue to live out our mission of serving aging adults and their families by honoring and enriching their lives in a community of Christ-like love. Together, we are cultivating meaningful living.

Together, we are **CULTIVATING MEANINGFUL LIVING.**



RESIDENTS

Residential Living	656
Personal Care	93
Healthcare	101



BENEVOLENT CARE BENEFICIARIES

Residential Living	2
Personal Care	22
Healthcare	51
TOTAL	75



Volunteer Services

FY 2018-2019

2019	2018	
295	271	Residents
130	115	Non Residents
425	386	Total Volunteers

2019 HOURS

Landis Homes	32,626
Friendly Visitor	746
MCC/Other	1,418
Board	800
TOTAL	35,590

2018 HOURS

Landis Homes	31,648
Friendly Visitor	723
MCC/Other	1,324
Board	800
TOTAL	34,495

CHILDREN'S LEARNING CENTER

Children	51
Staff	10





TOTAL CLIENTS SERVED
IN EDEN EAST:

41

TOTAL CLIENTS SERVED
IN EDEN WEST:

113



TEAM
MEMBERS:

18

“We listen to families
about the journey they
are on. It is one of the
important things we do.”



Creating Choices, Every Day

FAMILY IS THE IDEAL COMMUNITY.

Family should be a place of safety, security, and love. What a beautiful blessing it is to expand a family's circle and welcome a beloved senior into the family of Landis Adult Day Services.

Landis Adult Day Services has seen a year of growth and renewal on campus, and more importantly, for our clients. Recent renovations to Eden West not only increased our capacity for service but also created new choices for clients, in both the services and the activities presented to them.

Eden West has progressed from a capacity to serve 38 people a day to 46 in our newly renovated space. The renovations resulted in providing individuals with more options for spending their time, as well as new amenities for them to use daily. Some of the most notable additions are the increase in natural light, a fitness center, new bathroom, and new nursing station.

Eden East is specially designed for people experiencing memory loss, and the staff is trained to work with these unique needs. The center is also equipped to care for people who require physical assistance. "Adult Day Services is a gift to the families also," said Faith Hoover, the Director of Adult Day Services. "We listen to the families about the journey they are on. It is one of the important things we do."

Hoover is passionate about working with people experiencing memory loss and with their families, due to her own personal experiences with beloved family members. "My grandfather had dementia, and we did not understand it then," she shared. "I came to Landis Homes to seek a new way of working with people with memory loss... It's a wonderful thing to make our clients' days better, and to support them when a day isn't the best."

The staff at Landis Adult Day Services understands the importance of helping clients experience meaningful connections and healing environments, and we offer several choices to achieve both of these necessities.

Though dealing with memory loss is a difficult journey for all involved, one unique new opportunity is the Sing for the Moment choir. This singing group can provide an emotionally supportive experience. The choir, headed by Clair Leaman, is comprised of those experiencing memory loss and their care partners. Sing for the Moment concerts are consistently standing-room-only!

The choices provided at Landis Adult Day Services help clients live abundant, well-connected lives in the midst of a growing and vibrant community.



Abundant Choices, Abundant Life

OPTIONS ENHANCE INDEPENDENCE.

When aging has slowed down the ability to bend, lift, or reach, freedom can be regained through the right partner. Helping clients maintain their independence is a key goal of Landis Home & Community-Based Services. Landis at Home clients have several options available to them to help simplify and enrich their lives.

In-home care services help keep older adults in their own homes for as long as possible and provide excellent options for those still seeking to maintain their independence. While Landis at Home assists many of the residents who live on campus at Landis Homes, staff hours have been added in order to accommodate more off-campus clients.

“Our goal is to help them ‘age in place’,” said Michele Sipel, Director of InHome Services, “and more off-campus care helps us spread our mission.”

In-home care is a valuable asset to nearly four hundred individuals, and care givers accomplish important daily tasks, such as ensuring clean laundry, getting groceries, and preparing of medications. Additionally, friendship may be the most worthwhile service our caregivers offer, and individuals look forward to seeing our friendly faces.

A new offering from Landis at Home is the Senior Servants bookkeeping service. This assistance with financial record-keeping has made a significant difference in the lives of many clients. Judy is one client that benefited from the bookkeeping service.

“In March of 2019, I found myself very embarrassed by the mess that my checkbook register was in,” she shared. “I didn’t want to just ignore it and accept what my monthly bank statement said because I know that mistakes can happen.” Judy got discouraged and knew she had to do something.

That’s when she heard about the bookkeeping service offered by Landis at Home. Now her past records, notes, and checkbook register are up to date.

“I am extremely grateful to have had this work done,” said Judy. “I have such peace now that I know my records are in order!”

Having the choice to have additional help, whether it’s with daily home tasks or financial record-keeping, individuals on and off the campuses of Landis Communities can enjoy the specialized, personalized care available to them and choose what best suits their immediate needs.



JULY 2018 - JUNE 2019



TOTAL CLIENTS
SERVED:

362

*(16 additional with
concierge services)*



HOURS ON
CAMPUS:

20,876

HOURS OFF
CAMPUS:

11,755



ON-CAMPUS
CLIENTS:

287

OFF-CAMPUS
CLIENTS:

75



TEAM
MEMBERS:

62

Friendship may be the most worthwhile service our caregivers offer, and individuals look forward to seeing our friendly faces.

Accommodating Abundant Choices

AFFORDABLE CHOICES.

The financial constraints that can accompany retirement leave some people feeling like their options are limited. In contrast, Welsh Mountain Home offers an abundance of choices on a limited budget to make residents feel at home. From rooms with different sizes and amenities, to services provided, the staff aims to make sure that residents are comfortable, engaged and remain as independent as possible for as long as possible.

Mona Frey, Executive Director of Welsh Mountain Home, recalled several instances when the choices offered at WMH made a difference for residents.

One family in particular found themselves in a unique situation in which elderly parents and their adult sons with an intellectual disability needed placement. No other personal care home would admit their sons (because the men were under 62 years of age). Welsh Mountain Home gave this family a *choice* that would care for both the elderly parents and their sons.

On this expansive New Holland area property, residents make themselves at home and remain as independent as possible. For instance, residents moving in are encouraged to bring their own furniture from home and to decorate their rooms in cozy, comfortable ways. With freedom to set their own schedules, some residents accompany their families on Sundays for lunch or a night out. One resident has been away for multiple weeks on a missions trip. Flexibility and an abundance of options help residents at Welsh Mountain Home feel well-adjusted and cared for.

Welsh Mountain Home also offers menu options—a hot meal is available daily, along with soup, sandwiches, and salads. Many of the fruits and vegetables residents eat are from the huge garden right on the campus that residents maintain and cultivate themselves. The gardens produce watermelon, squash, cantaloupe, parsley, and tomatoes, among other delicious choices.



In addition to helping cultivate the garden, residents also relax in lounges, enjoy 24/7 visiting hours with families, experience field trips like a recent excursion to Sight and Sound, and attend monthly outings to Dollar Tree and Walmart. Friendly competitive games are a favorite pastime of the community members.

Welsh Mountain Home residents enjoy a variety of activities and options, all while bonding with the staff who ensure their comfort and care daily.

“We accommodate residents as best we can,” Mona added, “Because we want it to feel like home.”



RESIDENTS:
45



TEAM MEMBERS:
28



RESIDENTS:
41

Abundant Flourishing

CHOOSING TO BE ENGAGED.

An outdoor swing sits on a patio as an unassuming testament to Mountain View Terrace residents and their connection to their home.

“You hear things like ‘I’m so thankful to have this place to live,’” said Jane Wilt, Community Manager. Residents of Mountain View Terrace truly take pride in their home and celebrate ways to improve and enhance it.

One resident, Nancy, donated the outdoor swing so others could comfortably sit out and enjoy the great outdoors. Others take it upon themselves to notify staff when the nighttime bulbs burn out and keep staff up-to-date when they see issues in need of attention. Another resident desired to buy flowers to fill the planters outside one of the buildings, and soon those planters housed geraniums, which continue to be cared for by residents.

“Residents are choosing to be more engaged,” said Jane. It isn’t just the residents who love enriching their home, though; families of residents also pitch in to help make our campus into the homey community that residents love.

Resident Arlene’s daughter loves to support her mother, and she attends meals now and then to help serve less-mobile residents. Others are able to see their families often, thanks to the location of Mountain View Terrace – in fact, the scenic and convenient location is one reason that many residents opt to move into Mountain View Terrace in the first place.

In addition to the comfortable living spaces and lovely scenery, there are also opportunities for residents to build a community together through various activities, whether it is through the weekly Tuesday movie nights, or when the David Flaud family visits from across the street (often with other families) to play instruments and entertain residents with evenings of music.

As residents choose to find ways to become involved, they can take pride in where they live and the connections that they have built.

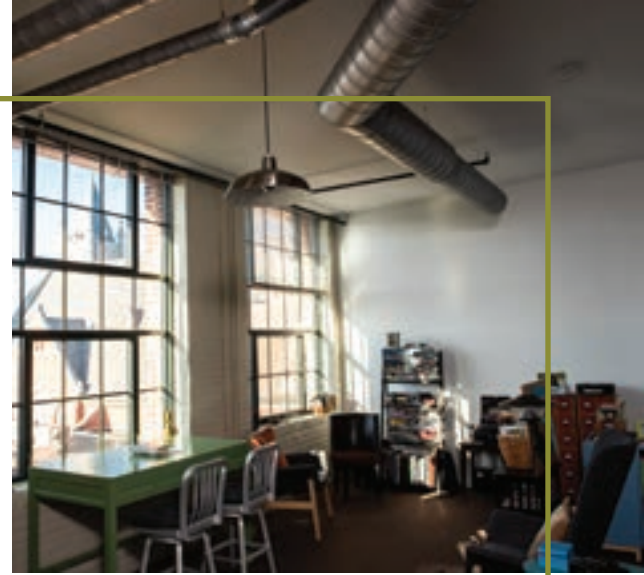
Residents flourish in Mountain View Terrace as they feel pride in their homes, seek out ways to enhance and care for their community, and spend time creating meaningful relationships with their neighbors.

Dining, urban attractions, and community gathering opportunities continue to keep names on the waiting list of Steeple View Lofts.



RESIDENTS:
42

Cultivating a Community



COMMUNITY IS A KEY COMPONENT IN MAKING A HOUSE A HOME.

Steeple View Lofts is a highly sought-after senior apartment living option for obvious reasons – new meal options and an ideal location being high on the list – but the variety of available choices and the sense of community also attracts the 55+ crowd that calls Steeple View Lofts home.

The location is prime, especially considering Baby Boomers are increasingly attracted to the energetic, urban setting of Lancaster city. Steeple View Lofts has two downstairs neighbors, The Heart Gallery and Miesse Candies and Ice Cream Parlor, that add to the quaint neighborhood appeal.

“People love being in the city,” said Melissa Ressler, Residence Manager. Though Steeple View Lofts does offer some off-street parking and many residents park in the Water Street garage, many enjoy the active lifestyle of walking to nearby stores and restaurants. Additionally, the Lancaster Downtowners provides a wonderful resource for residents traveling to appointments or the grocery store.

Steeple View Lofts is also a hub for community, according to Melissa, and much of that feeling is built through the personal efforts of the residents seeking to develop lasting friendships with their neighbors. Through the variety of our community rooms set up as living rooms, the deck, and the available exercise equipment, residents are able to facilitate community activities and form meaningful relationships.

“It’s a very supportive and engaged community,” said Melissa.

Culinary options have recently expanded, offering our residents greater choice. Meals can now be prepped on the Landis Home campus and delivered frozen to Steeple View Lofts once a week. These meals often include traditional PA Dutch favorites, such as ham loaf, chicken and noodles, and pork and sauerkraut.



Additionally, Gypsy Kitchen – a restaurant nearby in Lancaster city – now offers free delivery to Steeple View Lofts on Tuesdays and Thursdays. Gypsy Kitchen’s eclectic menu changes weekly, so new options are always available. If residents are looking for a night out, two new restaurants – Zoetropolis and Cocina Mexicana – recently opened on the block.

For residents who love preparing their own meals and experimenting with different ingredients, the apartments are equipped with full kitchens.

The myriad of choices that residents have in regards to dining, urban attractions, and community gathering opportunities continues to keep names on the waiting list of Steeple View and keep the residents well-connected.

Cultivating Abundant Growth

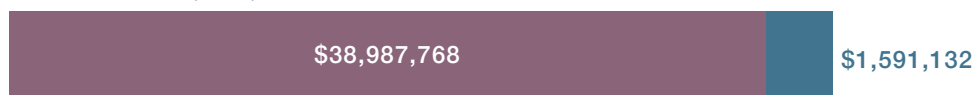
*Financials Balance Sheet and Statement of Operations
for the Years Ending June 30, 2019 and 2018.*

OPERATING REVENUE

2019: \$43,747,632

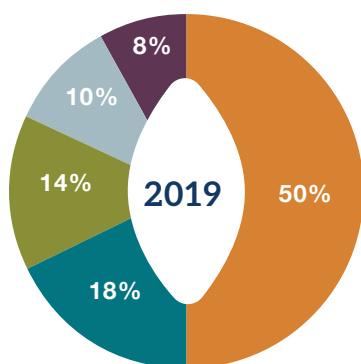


2018: \$40,578,900

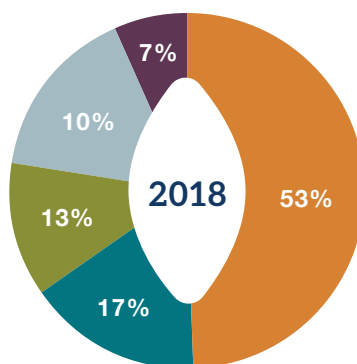


Net Resident Service Revenues Other Revenue

OPERATING EXPENSES



Resident Services: \$22,769,588
 General and Administrative: \$7,706,447
 Depreciation: \$6,469,382
 Plant Operations: \$4,770,396
 Interest: \$3,776,257
TOTAL: \$45,492,070



Resident Services: \$22,197,999
 General and Administrative: \$7,275,063
 Depreciation: \$5,441,936
 Plant Operations: \$4,363,557
 Interest: \$2,489,415
TOTAL: \$41,767,970

BALANCE SHEET

2019 2018



Cash & Investments

\$51,057,587
 \$42,889,839



Property and Equipment, Net

\$122,996,371
 \$107,692,081



Other Assets

\$6,303,938
 \$5,360,392



Total Liabilities

\$154,619,474
 \$129,583,157



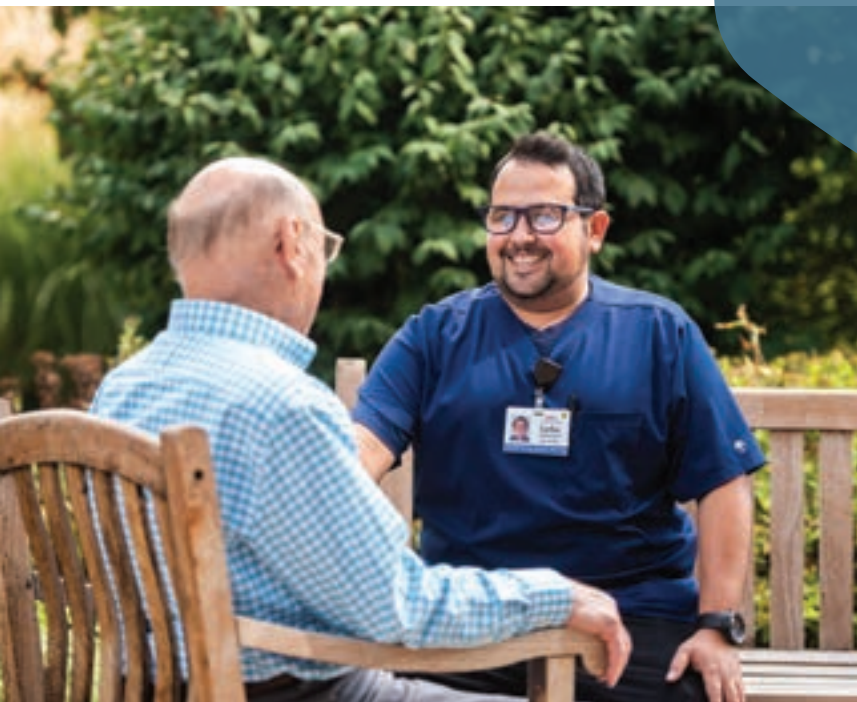
Total Net Assets

\$25,738,422
 \$26,359,155



Over this year of bountiful growth, we saw team members cultivate existing programs, plant seeds for new efforts, and collaborate with others to inspire this organization towards greater flourishing.

Thank You!





BOARD MEMBERS

Dennis Clemmer – *Partner and Senior Consultant*

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

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

David Hernley, CPA – *Principal and Shareholder of
Accounting Firm: Treasurer*

Allon Lefever – *Business Consultant: Chair*

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

Daniel D. Mast, D.O. – *Medical Director*

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

Connie Stauffer, BS/MA – *Retired Educator: Secretary*