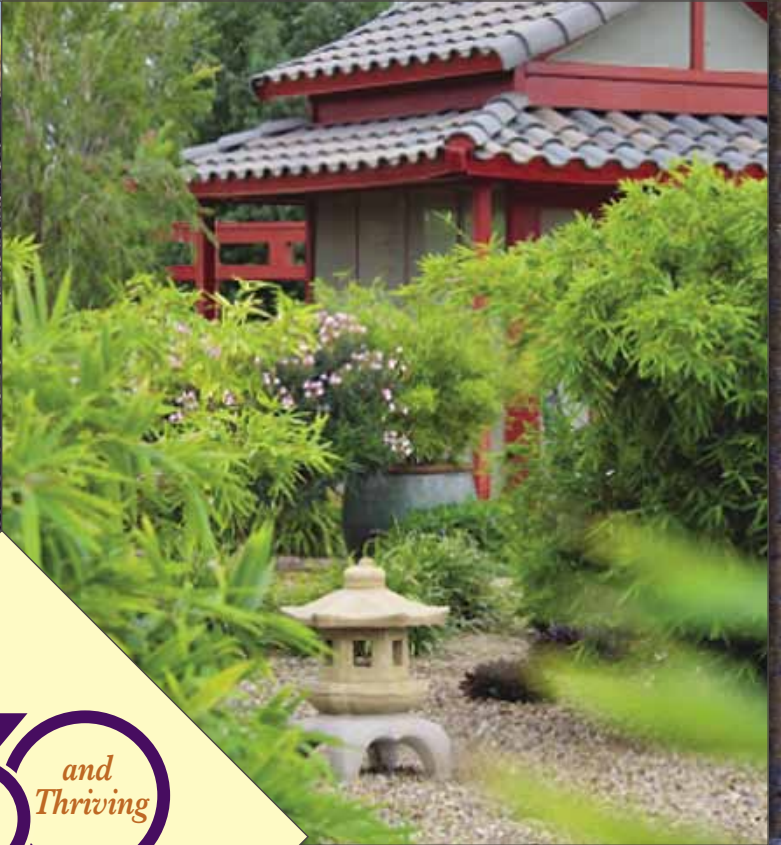
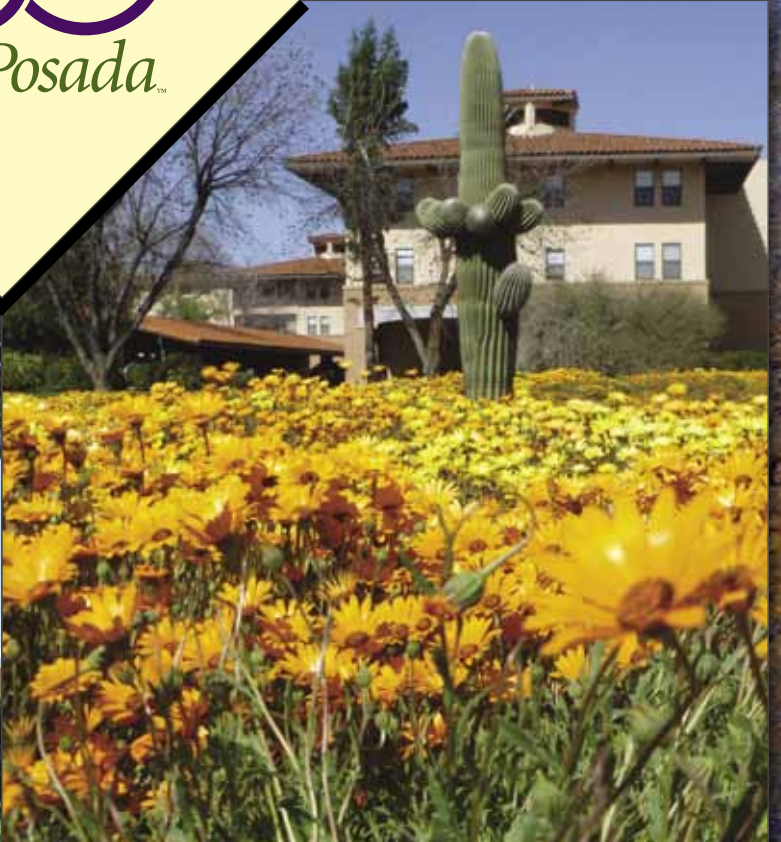
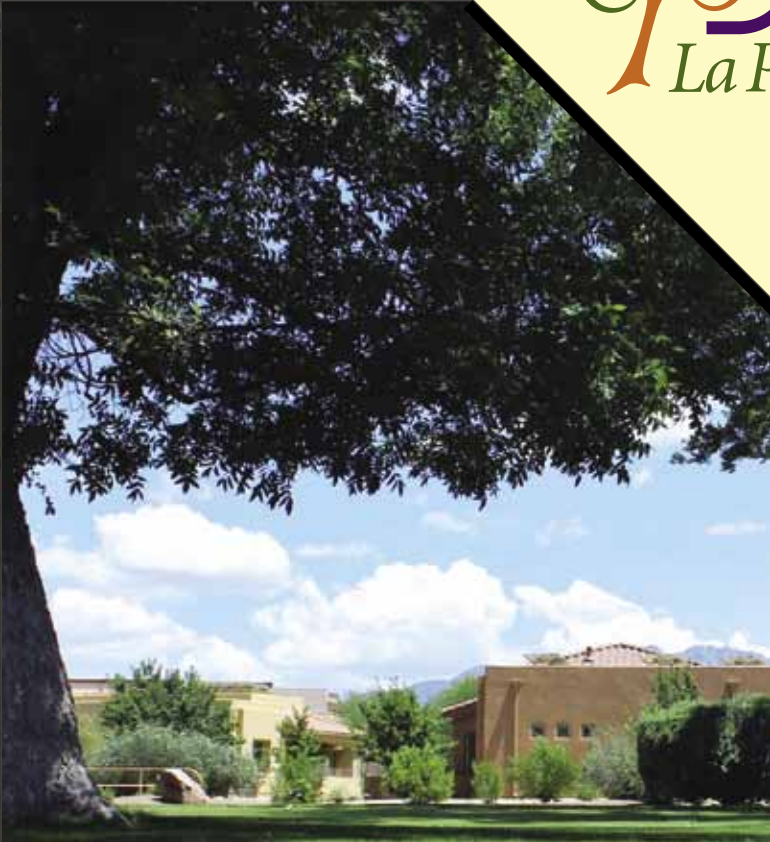


La Posada



30 *and Thriving*
La Posada™



2016 Annual Report
Growth ▸ Sustainability ▸ Renewal

La Posada › Re-Dedication Celebration › April 28, 2017

Thirty years of watching La Posada evolve and grow has been a unique and enriching experience for me - and for a number of us here...

Thank you to Tucson Medical Center and its former President and CEO, Don Shropshire, for his strength and commitment to support the creation and development of La Posada.

Thank you to Jerry Gilmore, La Posada's first CEO, for his vision and determination to make La Posada a reality, and for mentoring the team of leaders that watches over and guides La Posada today.

Thank you to Paul Ide, CFO, and Joni Condit, COO, who have given so much of themselves to ensure that La Posada is financially and operationally successful.

Thank you to the rest of our strategic leadership team - Jim Casanova, Vice President of Human Resources, who greatly impacts our culture of employee well being; Mark Dugan, Vice President of the La Posada Foundation, who nurtured our culture of philanthropy that has made us strong and viable.

Thank you to our future leaders already on the team - from marketing, to technology, to community services... these folks keep us innovative and creative and on the leading edge.

Thank you to all our residents and employees, past and present, who embrace the concept of creating a community together where everyone can thrive and become all they were meant to be, leading meaningful lives regardless of age or frailty, surrounded by caring, nurturing relationships and a sense of community.

At this time of our 30th anniversary, **we re-dedicate ourselves:**

La Posada re-dedicates itself to **its mission** of serving seniors and enriching their lives;

La Posada re-dedicates itself to the well being of the Green Valley/Sahuarita **community** and to communities it may serve in the future;

La Posada re-dedicates itself to its **core values** of respect, integrity, teamwork, meaningful employment and community;

La Posada re-dedicates itself to its **not-for-profit philosophy** of long-term commitment and putting people above profit;

La Posada re-dedicates itself to the **value of relationships** - between and among residents, their families, employees, and the community;

La Posada re-dedicates itself to **learning from its past**, fully engaging in the here and now, but always **planning well** for the future.

We are grateful for those who paved the way; we appreciate those who have come and gone through the years and left a part of themselves here at La Posada.

Residents and their families, employees, Trustees, donors and volunteers... they have given us a solid foundation to keep moving forward. As we take these moments to look back, we say - THANK YOU!

Lisa Israel, President and CEO

Growth Sustainability & Renewal



The year 2016 found La Posada in its 30th year of operations, continuing its mission to serve seniors in the Green Valley/ Sahuarita community. Our 30th year comes to a close in May of 2017, as we recognize the very unique place that is La Posada due to its residents, employees, volunteers, Board of Trustees and the community around us. We remember and appreciate all those who came before us that were a part of creating the heart and soul of La Posada.



Our history makes us who we are. We are not 30 years old, but rather **“30 years and thriving.”** We have learned and enriched ourselves along the way, creating a warm and nurturing campus that embraces nature, wellness and building positive relationships in support of one another. Service, caring, respect and appreciation for all remain central to our core.

We thank all those who have left a part of themselves at La Posada, as well as all the wonderful people whose lives touch La Posada today.

Kathy Ward

Kathy Ward
Board Chair
La Posada/Posada Life

Lisa Israel

Lisa Israel
President & CEO
La Posada/Posada Life



Giving Back

COMMUNITY OUTREACH:

- **41** community organizations were provided space
- **1145 pounds of food** donated to Food Bank
- **\$170,000** devoted to **Good Neighbor Fund**
- **\$60,000** to **GV Fire District**
- **\$134,409** in La Posada scholarships to 91 area youths
- **Direct donations to community groups,** including:
 - Continental School • Sahuarita High School (NMSI)
 - Community Performance & Arts Center
 - Food Bank • Fire District • Mobile Meals

COMMUNITY LEADERSHIP HOURS:

- **2,701** in hours provided by La Posada management team and Board of Trustees.

THE SHOPPES AT LA POSADA:

- **\$100,000** supporting activities and courtyard benefit events, Farmer's Market (donations and square footage)

POSADA LIFE COMMUNITY SERVICES:

- **3,719** days of care in Adult Day Services
- **11,186** days of childcare were provided at Los Niños del Valle
- **8,010** lunches served at the Community Center
- **22,561** individual visits logged at Community Center events and classes
- **425** counseling sessions at Behavioral Health Services



Growth Sustainability & Renewal



VOLUNTEERS:

- **21,355 hours** residents volunteered on campus
- **35,220 hours** residents volunteered off campus
- **202 off-campus volunteers** gave **18,991 hours** to the **La Posada campus** (includes Casa)
- **75,566 total volunteer hours** valued at **\$1,662,452**

COMMUNITY CONNECT:

- **4,535 visits** by individuals
- **23 groups** using the location for meetings
- **48 educational presentations**
- **105 individuals** screened for balance
- **1,627 attendees** at health events and group meetings

Our Mission: to Maximize the Well-Being of Seniors

**Total
annual economic
impact of La Posada to
Southern Arizona:
\$52.9 million.***

**University of Arizona Eller MBA
Economic Impact Study*



Our Employees Are a Source of Renewal

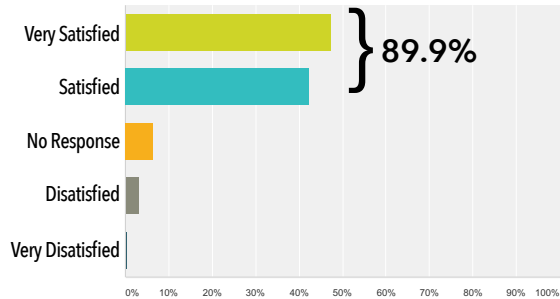
Over its 30-year history, La Posada has recognized this basic fact: It's critical to take care of your employees so they can provide the best possible service and care to our residents, their families, visitors and community clients.

It has always been a goal to be the preferred employer, and La Posada/Posada Life measures this through retention and employee satisfaction. La Posada offers a benefit program that promotes our campus culture of wellness. La Posada is proud to be the largest employer in the area.

As a not-for-profit, providing meaningful employment is one of our overarching goals. We believe in our employees and their well being, on and off our campus. Their ideas, energy, dedication and commitment to our mission and to serving others are a constant source of renewal for Posada Life and all its entities.

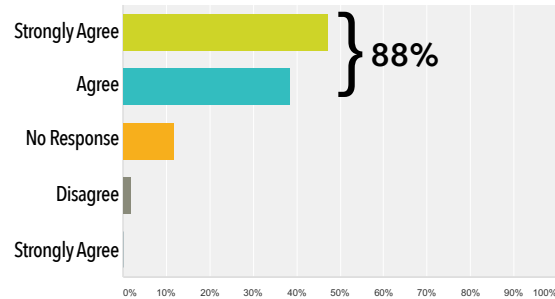
Q4 All things considered, as an employee of La Posada/ Posada Life, my level of satisfaction is:

Answered: 417 Skipped: 4



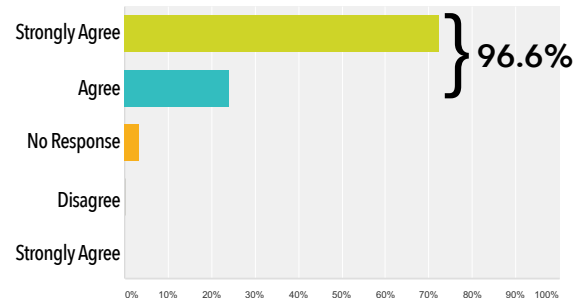
Q15 Overall, from what I see and hear, our company is honest and ethical in its operations.

Answered: 411 Skipped: 10



Q20 My work makes an important contribution to the well being of seniors in our organization.

Answered: 409 Skipped: 12

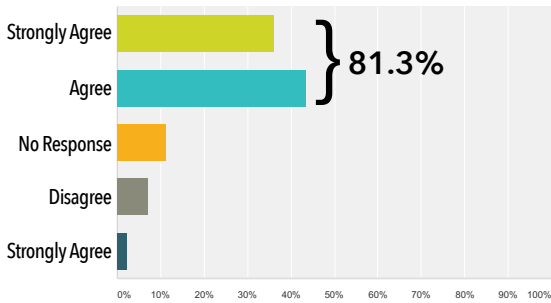


Growth Sustainability & Renewal



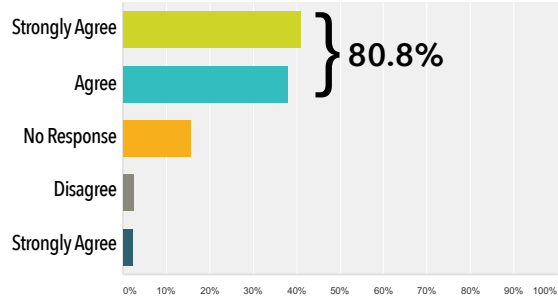
Q26 I think employee morale is generally good throughout the year.

Answered: 410 Skipped: 11



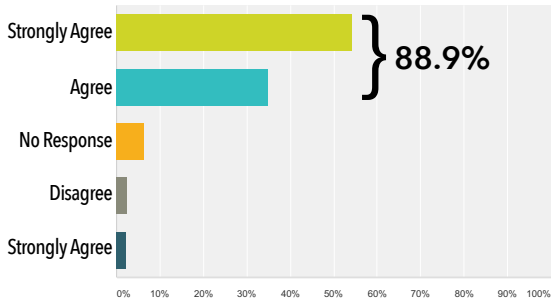
Q41 Senior leadership effectively manage this organization.

Answered: 407 Skipped: 14



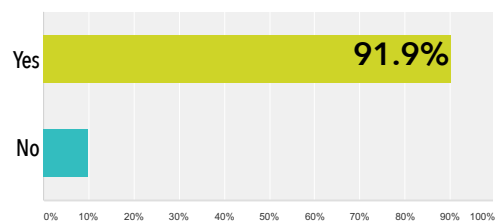
Q36 Overall, my immediate supervisor does a good job as a supervisor.

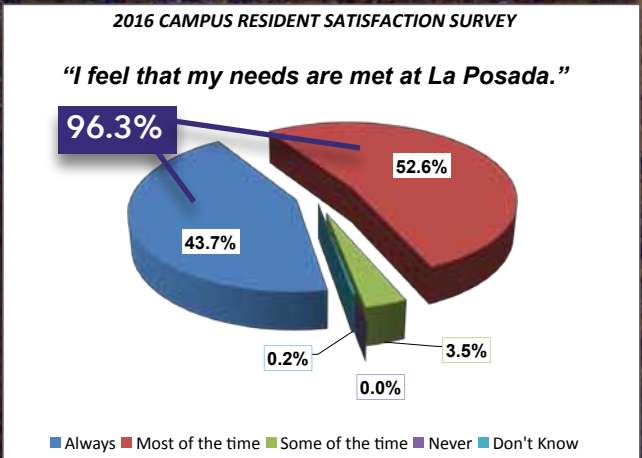
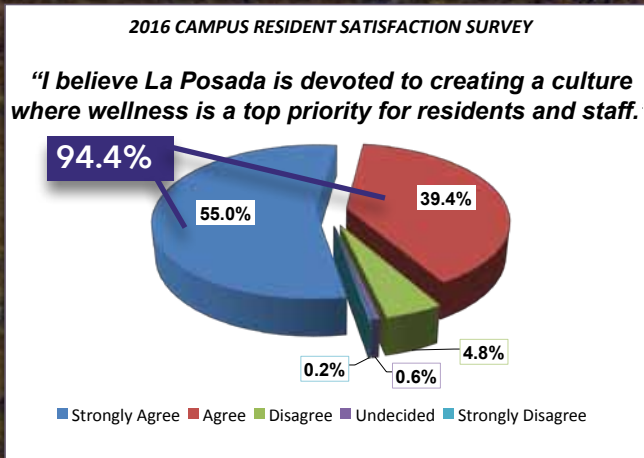
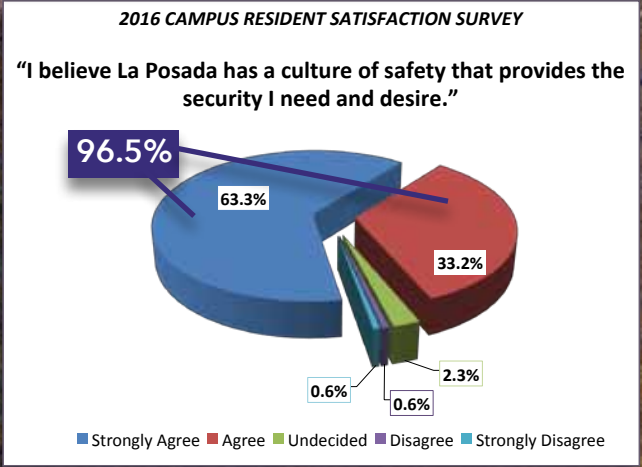
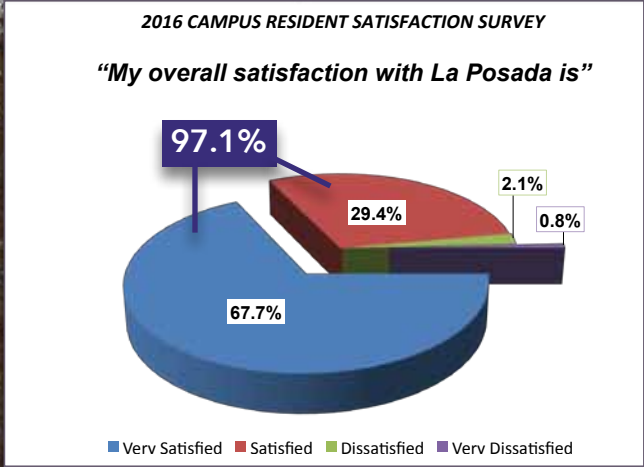
Answered: 405 Skipped: 16



Q79 Do you recommend La Posada/ Posada Life as a place of employment to your friends?

Answered: 397 Skipped: 24





Growth Sustainability & Renewal



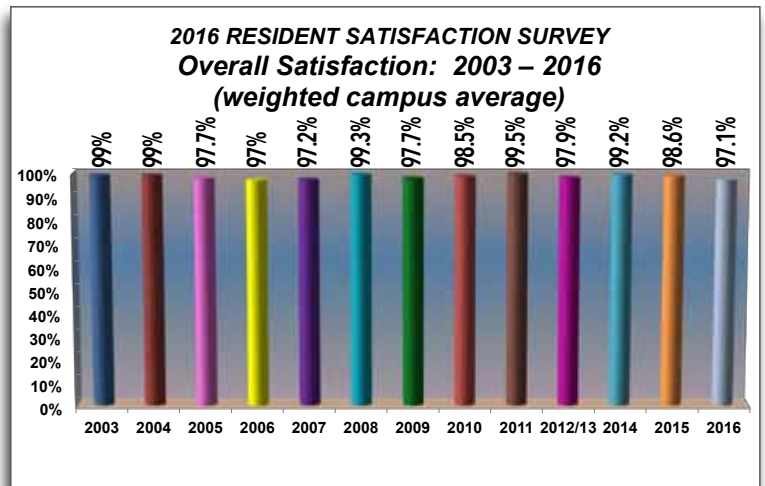
Focus on Lifestyle

Anyone who lives on or visits the La Posada campus knows that our environment promotes thriving individually, as well as together.

Some of our 2016 highlights:

- La Posada Performing Arts show - "Here's Hollywood"
- The new kiln for the clay class
- Weekly IT support groups for residents
- Re-organization of the Resident Council for enhanced focus
- Phantom of the Opera Anniversary Dinners
- New mindfulness programs, both for residents and Los Niños children
- New entry monument
- Residents enjoy "speed-dating" with the Board of Trustees
- Smart locks installed for Assisted Living residents

Overall campus satisfaction: 97.1%





Happenings

La Posada is awarded 2016 Chamber of Commerce **Not-for-Profit Business of the Year Award**.

23 community centenarians honored at a celebration in the Community Center.

Los Niños del Valle's outdoor classroom is created and funded by gifts to the La Posada Foundation.

Connect app for the Green Valley/Sahuarita community is developed to complement the physical location and shared to promote information on available community services.

The Shoppes at La Posada held numerous **benefit walks and concerts** to support not-for-profit causes and businesses in the community.

Annual Volunteer Appreciation Event hosted to express gratitude to 202 off-campus volunteers for their hours of contribution, and to La Posada residents for their 56,575 hours of volunteerism, both on and off the La Posada campus. Together, all these **hours were valued at \$1,743,000**.

\$134,409 in scholarships given to youth in the community.

8,010 lunches provided to **community seniors** and **27,096** visit for events and classes at Posada Life community services venues.

Growth Sustainability & Renewal



Commitment

La Posada has long been recognized for its commitment to maintaining its buildings and grounds through the last 30 years. We understand that it is not enough to continue new building, but we must give ongoing attention to image, resident expectations, changing market demands and safety. We want to have a campus that always looks fresh and well-maintained, and that is staying abreast of changing technology opportunities to make life easier and safer. Also important is attention to the visual appeal and detail that provides the recognition that everything we touch is cared for.

Financial stability is a strength of La Posada, and it is recognized in the retirement community field for this. In the long term, a second campus provides even more financial strength due to the ability to serve two diverse and distinct marketplaces and to share a portion of overhead expenses and spreading of risk.

So, even as we thrive with new programs, and sustain what we have done to the highest standards possible, we invest in growth as well.

La Posada has a 30-year history of growth... moving from its campus, to home and community services, to The Shoppes at La Posada, to "Connect" in a nearby shopping center, and now, to another nearby town with a second campus.



Financial Summary

La Posada’s financial performance in 2016 followed the healthy pattern of recent years. Performance measures continued above average compared to continuing care peers as reported by accreditation and rating agencies. Financial well-being is essential for resident security and well-being, and makes it feasible to pursue more opportunities in the greater community. Many years of good financial health have improved the company’s ability to pursue appropriate growth opportunities, to handle uncertainty, and to deal with an increasingly regulated and litigious business climate. A corporate parent, Posada Life, was formed as a 501(c)(3) in 2015 and the application for Federal Tax exemption as a supporting corporation was filed in December 2016.

The high acuity Assisted Living program in La Hacienda that replaced Skilled Nursing beginning in January 2014 continued with good occupancy and financial numbers through 2016. Justification for that decision continues; residents are generally supportive and other communities have followed La Posada’s lead. Long term care insurance coverage inflexibility regarding this change,

especially with older policies, continues to be resolved favorably in most cases, case by case.

The self-insurance program for employee health benefits and wellness (CCHIP) completed a successful fifth year. Long term, this program is aimed at improving employee wellness, which translates into greater staff and resident satisfaction, plus potentially lower claims/premiums while enhancing the company’s reputation as an employer of choice.

During 2016, work continued on the proposed second campus, Nakoma Sky, in Oro Valley, 40 miles to the north of La Posada. Contracts in force covered marketing, architecture, landscape design, interior design, pool design, civil engineering, pre-construction, financing feasibility and contract development. The project continued to gain approvals from Town agencies. The latest draft plan for the campus’ first phase includes 217 apartments in connected 2, 3, 4, 5 story buildings, a 48 suite assisted living and memory care facility, infrastructure for town homes and free standing homes, plus key amenities. The costs associated with developing the new facility are to be reimbursed at financing, and are being funded in the interim by a \$10MM revolving line of credit from Northern Trust Bank. At year-end, \$7.8MM had been drawn. The bank also hosts

Growth Sustainability & Renewal



an escrow type account containing reservation deposits from 179 families at year-end, beating expectations and proof of an under-served market. Most of the Nakoma Sky expenses are being capitalized or treated as pre-paid marketing, in addition to another \$269,000 that is recorded in 2016 operating expenses.

La Posada touches a broad spectrum of age and income levels as reflected in these statistics for 2016.

- Independent living apartments and homes housed 716 people
- Assisted Living housed 185 people (95% came from campus)
- Outpatient Therapies treated 837 patients (89% from outside the campus)
- In addition to outpatient therapies, community outreach included 3,719 person days of adult care
- 8,010 senior lunches served
- 11,186 days of child care
- 425 behavioral health counseling sessions
- 4,535 encounters in Community Connect
- La Posada employed 835 people during the year, 626 on the last payroll

Monthly service fee increases for 2016 over 2015 were 2.2%. For 2017 over 2016 they will be

3.25% and 3.35% depending on location. The state voter approved minimum wage increase for 2017 has been accommodated in part by the rate increases and by reductions to some expenses. Management strategy is to hold resident rate increases down to help improve market penetration and ease pressure on current residents. Reserves are building at a slower rate, essentially flat the last two years and projected for 2017. Financial projections show performance still above average compared to accredited peers and rated non-profit continuing care retirement communities (CCRCs).

All debt covenants with Northern Trust Bank were met or well exceeded for the year. The debt service coverage ratio reported in the audit ended the year at 2.64, well above the 1.25 covenant. The debt covenant for margin value of bank holdings is \$16MM and at year end the actual value was \$24MM.

Management remains confident about the health and expansion of La Posada, all of which are true to the mission "To maximize the well-being of seniors." Management and the Board of Trustees remain committed to doing everything possible to meet the expectations of its creditors, to maintain satisfaction of residents, staff, and the larger community.



Assets (What we own)

(rounded to the nearest \$1,000)

2016 **2015**

CURRENT ASSETS (Items which, in the normal course of events, may be expected to be available for disbursement within the next year.):

Cash and Equivalents and Operating Investments (money market, etc.)	\$29,535,000	\$28,253,000
Accounts Receivable (mostly from Medicare and insurance)	\$2,683,000	\$1,759,000
Inventories and Current Portion of Investments Held for Specific Purposes	\$148,000	\$231,000
TOTAL CURRENT ASSETS	\$32,366,000	\$30,243,000

LONG-TERM INVESTMENTS

Under Residential Trust Agreements	\$43,000	\$74,000
Under Donor Agreements	\$16,646,000	\$15,225,000
TOTAL LONG-TERM INVESTMENTS	\$16,689,000	\$15,299,000

PHYSICAL ASSETS (Land, buildings, equipment and furniture, at cost, less a portion expenses in operations each year):

Deferred Financing/Marketing	\$2,554,000	\$914,000
TOTAL ASSETS	\$134,657,000	\$129,266,000

Financial Position

December 31, 2015 and 2016

A statement of how we stand financially as of the close of the year.

Liabilities (What we owe) and Fund Balances (The excess of Assets over Liabilities)

(rounded to the nearest \$1,000)

	2016	2015
CURRENT LIABILITIES (Accounts Payable, Accruals, Reservation Deposits and a year of debt principal)	\$13,186,000	\$9,293,000
DEFERRED REVENUE FROM RESIDENT ENTRANCE FEES (A portion is taken into income each year)	\$68,689,000	\$67,779,000
REFUNDABLE ENTRANCE FEES IN TRUST	\$19,000	\$80,000
LONG-TERM DEBT	\$5,200,000	\$7,583,000
OTHER LIABILITIES (Deferred gift annuities, etc.)	\$11,138,000	\$10,238,000
TOTAL LIABILITIES	\$98,232,000	\$94,973,000
FUND BALANCES		
Restricted (under donor agreements)	\$5,082,000	\$4,711,000
Unrestricted	\$31,343,000	\$29,582,000
TOTAL FUND BALANCES	\$36,425,000	\$34,293,000
TOTAL LIABILITIES AND FUND BALANCES	\$134,657,000	\$129,266,000



Statement

Statement of Activities and Changes in Net Assets (Fund Balances) for the Calendar Years 2016 and 2015

	(rounded to the nearest \$1,000)	
REVENUE AND OTHER SUPPORT:	2016	2015
Fees collected for use of Apartments, Garden Homes, Assisted Living and Healthcare and related services	\$34,864,000	\$35,027,000
Contributions Received	\$1,560,000	\$1,528,000
Investment Income, etc.	\$1,620,000	\$1,462,000
TOTAL	\$38,044,000	\$38,017,000
EXPENSES:		
Direct costs of providing the uses and services shown under Revenue	\$35,991,000	\$34,749,000
Interest Expense	\$344,000	\$466,000
Other Expense	\$739,000	\$700,000
TOTAL	\$37,074,000	\$35,915,000
EXCESS OF REVENUE AND SUPPORT OVER EXPENSES:	\$970,000	\$2,102,000
OTHER CHANGES IN NET ASSETS (FUND BALANCES):		
Market value increase in value of investments	\$1,149,000	(\$1,867,000)
Actuarial annuity obligation adjustment	\$18,000	\$78,000
TOTAL	\$1,167,000	(\$1,789,000)
CHANGE IN NET ASSETS (FUND BALANCES)	\$2,137,000	\$313,000

* Year to year reflects market volatility and reposition.

of Activities

Statement of Assets Held for Endowments, Annuity Liabilities, and Future Grants for the Calendar Years 2016 and 2015

BEGINNING ASSETS HELD FOR:	(rounded to the nearest \$1,000)	
	2016	2015
Endowments	\$2,855,000	\$2,614,000
Future Grants	\$8,449,000	\$8,903,000
Annuities	\$4,015,000	\$3,913,000
TOTAL	\$15,319,000	\$15,430,000
ACTIVITY FOR THE YEAR:		
Gifts, Bequests and Investment Income	\$2,692,000	\$1,138,000
Grants	(\$691,000)	(\$675,000)
Annuity Payments	(\$562,000)	(\$574,000)
NET INCREASE IN ASSETS	\$1,439,000	(\$111,000)
ENDING ASSETS HELD FOR:		
Endowments	\$2,899,000	\$2,855,000
Future Grants	\$9,575,000	\$8,449,000
Annuities	\$4,284,000	\$4,015,000
TOTAL	\$16,758,000	\$15,319,000
PRESENT VALUE OF FUTURE ANNUITY PAYMENTS	(\$2,271,000)	(\$2,202,000)
NET ASSETS & LIABILITIES HELD	\$14,487,000	\$13,117,000

Notes: The assets and related liabilities described above are stated separately under the La Posada Foundation at Park Centre (registered name) for information only. All of the assets and liabilities are included in the records and financial statements of La Posada at Park Centre, Inc.





Growth Sustainability & Renewal



Mission

As a not-for-profit, growth is about expanding our mission to serve more people. This has been done through the years as we built out our 100+ acre campus to meet the needs of the communities around us.

La Posada merged in 2011 with Casa de Esperanza to embrace the ability to meet a larger sector of the population, primarily seniors, through Adult Day Services, counseling, community education and senior meals. The pre-school program provides a way to support the workforce that, in turn, provides care and services to Green Valley.

Next, **La Posada extended itself to welcome the larger community to gather and enjoy its campus** as a social and benefit concert spot where all can enjoy the lovely environment, experience the interaction that maintains vitality, and have the ability to view art and even purchase or consign that special something. Thus, **The Shoppes at La Posada was created,** and it has become an important

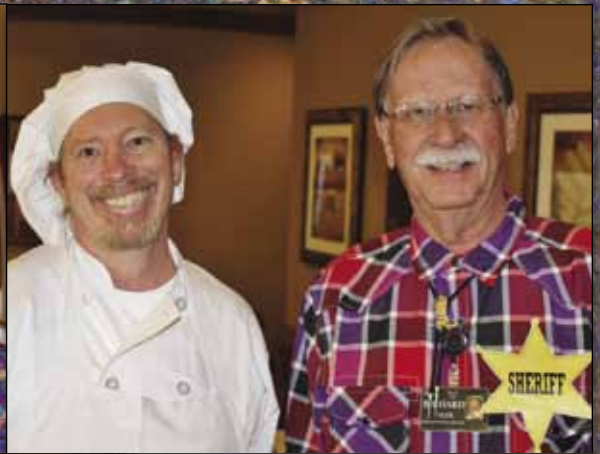
and valued asset for the community at large.

Connect Community Services and Posada Life at Home were created next to further expand our reach to support those on and off campus with services they needed and wanted.

Perhaps the largest leap in expanding our mission to seniors is reflected by our Nakoma Sky community, under development in the Town of Oro Valley just 40 miles away. This venture has kept our ideas of how to provide for seniors fresh and evolving, better preparing us for the future. Once open, Nakoma Sky will not only provide for 375+ new residents, but will enhance the lives of La Posada residents by offering some reciprocal opportunities.

Posada Health, another important program, was brought to the campus to offer convenient primary care, as this was recognized as a challenge for many residents and employees.

Posada Life, our new parent company, was created in 2016 to recognize the need for a change in organizational structure as we expanded into community services and to a second site.



Total Gifts, Bequests & Investment
Income..... \$2,691,641
Fund Balance \$16,758,850

Commitment

Renewal - Every fall we approach the start of another annual giving campaign. It is that time we renew support for the many programs that enrich the lives of residents at La Posada. Whether it be the latest best-selling, page turner for the library, a new bench in a shady spot, enhancements for our wellness program, or support for resident artists, singers and performers, the opportunities to renew our kinship with humanity abound.

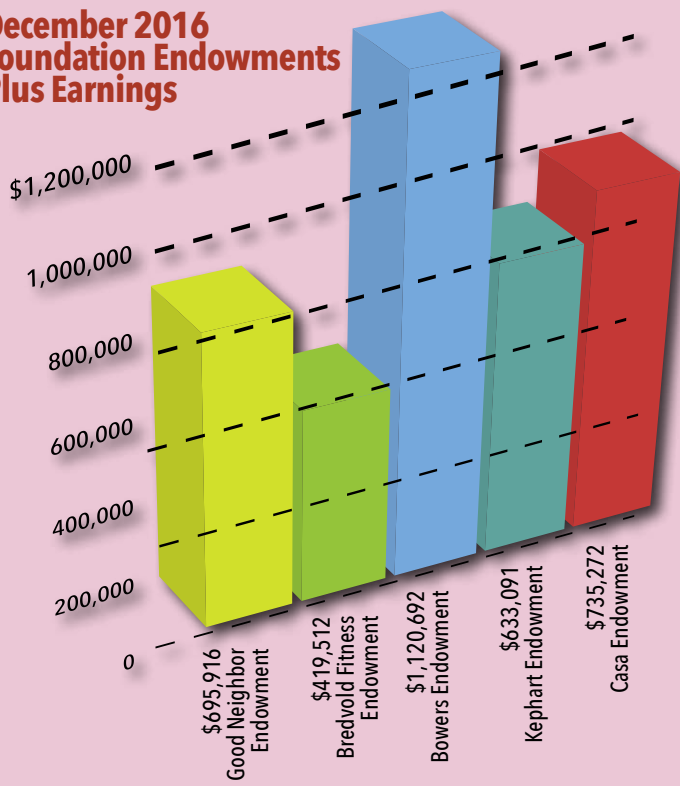
Sustainability - An endowment is the very essence of sustainability! The principle is invested and we only spend the earnings. That means that the endowment will exist indefinitely -- the gift that keeps on giving!

Our first endowment at La Posada was the Kephart Unrestricted endowment named after our first board chair, Bill Kephart. As the name indicates, these funds have not been restricted and can be used as determined by management.

The Bredvold Fitness endowment supports various programs that encourage fitness on campus. The Bredvolds (Lloyd and Bernice) were the ultimate endowment donors, as they provided funds for programs they knew they would not live to see. Truly paying it forward.

The Bowers Scholarship endowment honors the founder of our scholarship program, Wendell Bowers. His driving force enabled the significant growth that has aided so many people to afford the high cost of education and professional advancement.

**December 2016
Foundation Endowments
Plus Earnings**



The Good Neighbor endowment helps residents who have outlived their financial resources sustain their life at La Posada rather than being uprooted to a lesser, low-cost housing option. In 2016, the Foundation's Good Neighbor Fund helped out to the tune of \$169,781.

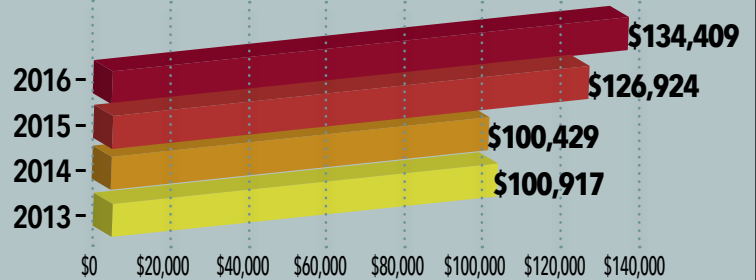
The Posada Life Community Services endowment serves the needs of the community beyond the boundaries of La Posada.

Growth - You can't stand still; either you move forward or you go backward. In thirty years, La Posada has done nothing but move forward and that continues today. The next phase of Central Park, what we call Center Stage, includes an outdoor amphitheater, BBQ and outdoor dining.

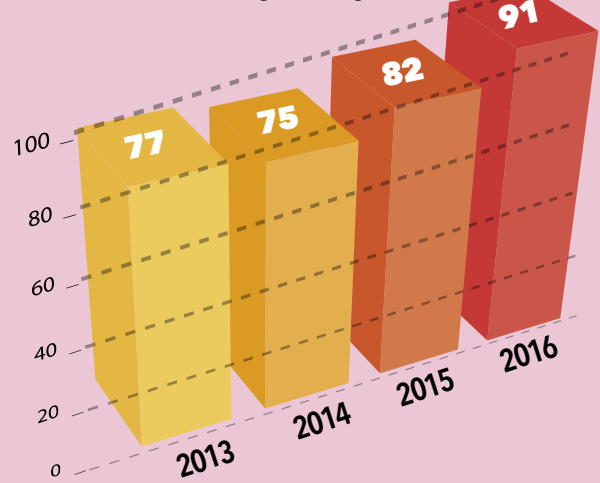
Recently a new auditorium has been added to the master plan to provide a larger venue for meetings, performances, and special events. Los Niños is in the process of completing their certified Outdoor Classroom project, and improvements await for The Shoppes. As always, philanthropy will play a significant role!

Growth Sustainability & Renewal

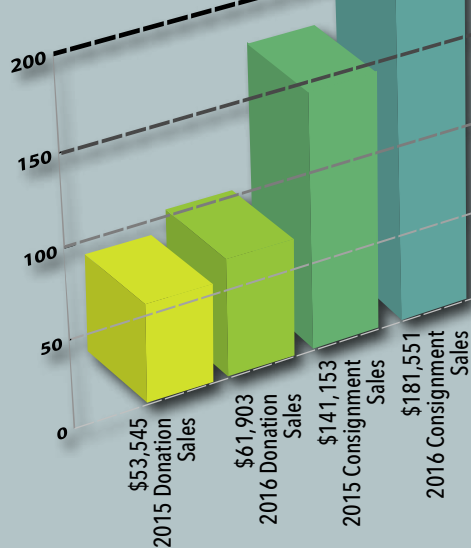
Scholarship Funds Granted



Scholarship Recipients



**Vensel Treasure Shoppe - Donation
& Consignment Sales
2015 vs 2016**



**Vensel Treasure Shoppe
Gross Revenue
2015 vs 2016**

2015: \$493,775

2016: \$531,722





Unrestricted:

Louis Anderson
 Barrett Living Trust
 James and Ruth Barwick
 Hubert and Margaret Bath
 Will and Lorie Bennett
 David Bennett
 Fred Bigelow
 Tad Bird, Jr.
In memory of Carolyn G. Bird
 Mary Boe
 Rob and Jan Bonnema
 James and Jennie Bradley
In memory of Sheila Bennen
 Betty Brewer
 Vickers and Marge Brown
 Milo and Pat Burnham
 Bob and Gail Call
 Marion Carlisle
 Eugene Cech and Kay Kennard
In memory of Eugene Cech
 Bill and Joni Condit
 Covenant Health Network
 Monte Crook
 Darlene Morris Antiques, LLC
 Simon and Shirlei Davis
In honor of Chaplain Vernon Harms
 Helen Kuiken Davis
 Franklin Dean
 Lynne Domash
 Nanci Evans
 Susan Finley
 Mary Fisher
 Don and Betty Flood
 Milt and Kate Foster
 Claire Gardner
In memory of Barney Gardner
 Doris Gerganoff
 Quentin and Betty Gessner
 Marya Giesy-Dalrymple
 Jerry and Ann Gilmore

Frances Ginocchio
 Susan Girardeau
 Joseph Gordon
 Edwin Grant
 George and Louise Gunderson
In memory of Pat Fisher
 Ted and Lee Haartz
 Marjorie Hanley
 Vern Harms
 Dick and Jeri Hejduk
 Leona Herr
 Barbara Hook
In honor of "The good work of Ivars Vecbastiks"
 Paul and Gay Ide
 Gary and Lisa Israel
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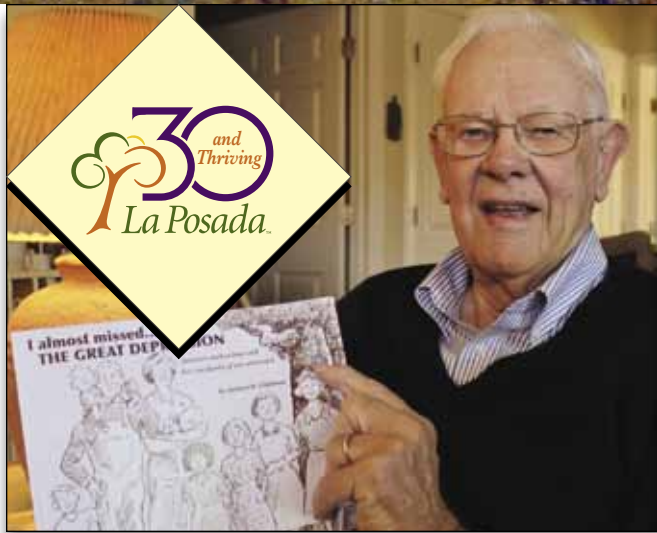


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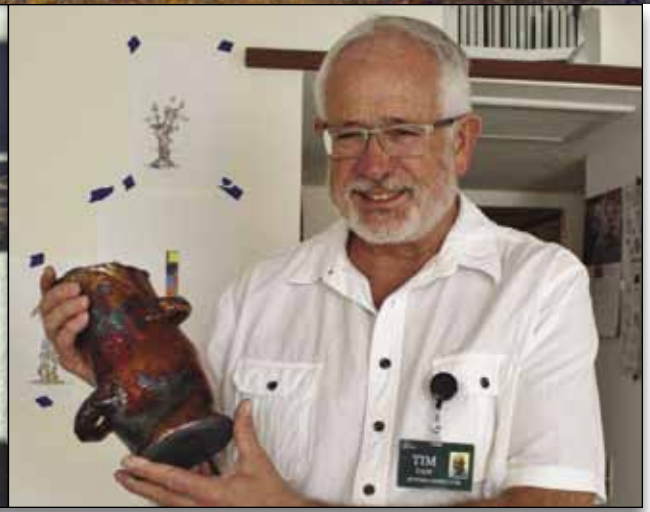
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Our Community Partnerships:

- AARP Tax Assistance/Safe Driving
- ALOHA
- American Red Cross
- Canoa Ridge Group
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- Green Valley Rotary
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- Sigma Chi
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- Southwest Gardeners
- Tattersallers
- The Green Valley Lions Club
- The Vermont Club
- United Community Healthcare
- Valle Verde Rotary
- Walden Grove High School
- White Elephant



Philosophy Statement

- Changing needs and expectations of our residents and of the larger community will actively guide our planning and development of programs and services.
- Prevention, wellness, and promoting the maximum independence, function and integrity of every individual will be the focus of our efforts.
- Our program results and operational philosophy will preserve and enhance the not-for-profit status and mission of La Posada.
- Business will be handled responsibly, with a commitment to the establishment of a functioning endowment fund to provide a means to take (or share) accountability for those unable to pay.
- We will provide leadership locally and nationally to positively influence policies that impact the lives of seniors in our community and elsewhere.
- We will promote ourselves in the Green Valley community so that it will embrace the La Posada campus as an integral part of the community.
- We will work in partnership with the community to take accountability for meeting its own future needs through collaboration, innovation, and philanthropic involvement.
- La Posada's employees - another part of the Green Valley community - will have opportunities for personal and professional development so that they, in turn, can positively impact their own lives and the lives of others, both on and off the La Posada campus.



Our Mission:
To maximize the well-being of seniors.

Our Ends:

- **Enhanced quality of life**; well-being and independence for seniors.
- An **open environment** for seniors that promotes a **high sense of security** and safety.
- A **continuum/network** of integrated, high-quality programs and services for seniors.
- **Serves as a catalyst** to meet community needs for seniors directly and in collaboration with others.
- **Highest standards** of service and care for seniors, while remaining cost effective and market competitive.
- **Meaningful employment** in a respectful, supportive culture that promotes personal well-being, productivity and positive relationships with staff, residents, and the community at large.

Our Not-for-Profit Difference:

- We are governed by a local, volunteer Board of Trustees.
- We have no shareholders or stockholders.
- We were developed to meet the needs of Green Valley and the surrounding communities.
- Our excess revenues are used to promote our mission and remain in the community, for the community.

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