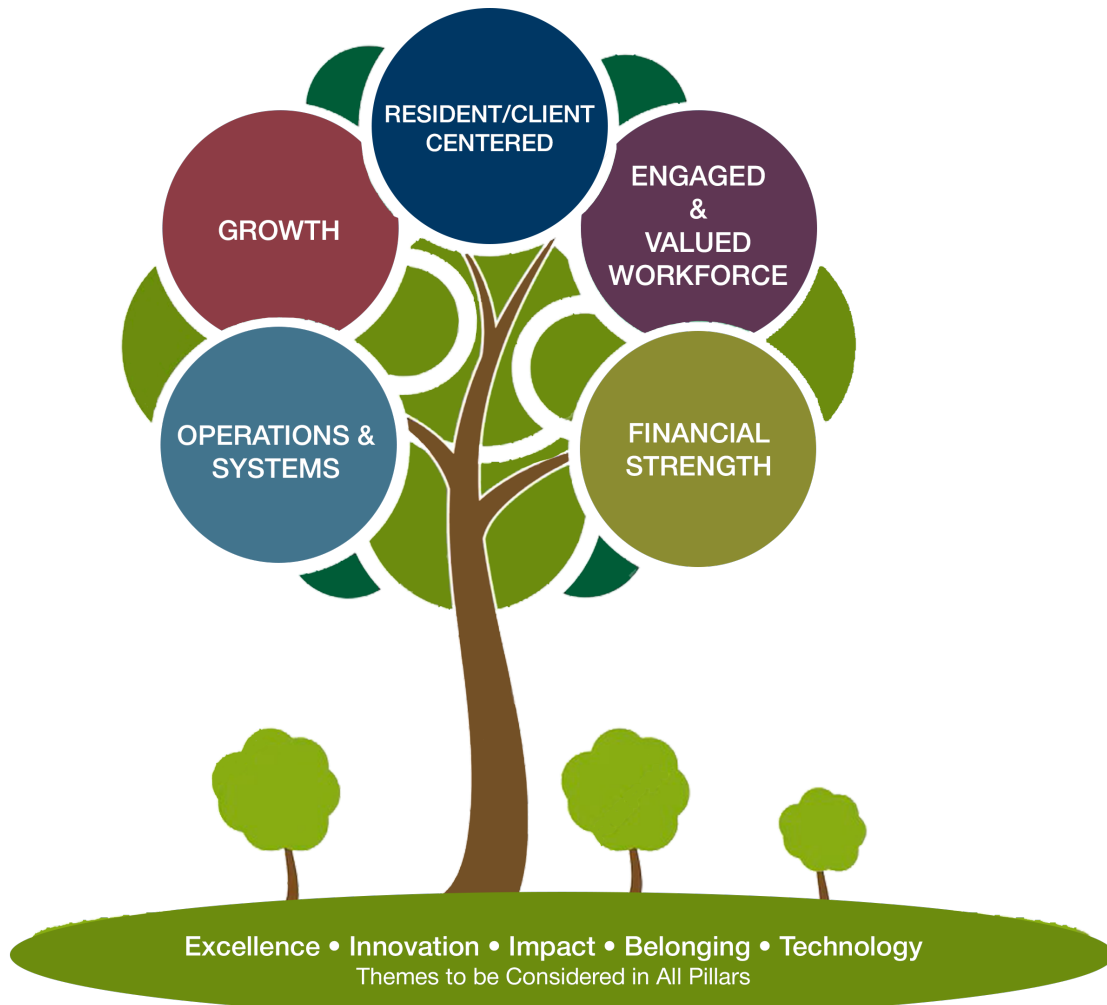


The Landis Communities Board of Directors has adopted five broad **Strategic Pillars**. Each individual Board will develop a **Descriptive Statement** indicating what each pillar means to them. This will become the basis for their **Strategic Priorities** within each pillar. Staff will develop, and Board will affirm **Goals** that align with each **Strategic Priority**. These elements will produce a **Strategic Plan** for the next three years.

Strategic Pillars



LANDIS QUALITY LIVING MISSION

Provide housing with services for adults to age in place and thrive in community.

VISION STATEMENT

Enriching Lives

VALUES

Guided by Joy, Compassion, Integrity, Stewardship, and Community

Descriptive Statement of each strategic pillar

- **Resident/Client Centered** – Actively listen to residents to better provide housing with services and support a vitality model in affordable and middle market communities.
- **Engaged & Valued Workforce** – Create and maintain an engaging and positive work environment for team members at satellite campus locations.
- **Operations & Systems** – Pursue operational excellence and efficiency through existing and new practices, workflows, and standards for existing and future communities.
- **Financial Strength** – Operate within margins and build reserves to invest in new and existing communities.
- **Growth** – Explore growth that supports long term sustainability of LQL and meets the needs of defined populations.

Strategic Priorities within each pillar

Resident/Client Centered

- Deliver a Vitality Model for Resident connection and engagement that supports diverse communities, includes care navigation, supports belonging and social connectivity, encourages wellness, and empowers agency
- Deliver Housing with Services that includes Care Navigation in each community
- Walk along side residents including providing Dementia Friendly support

Engaged & Valued Workforce

- Provide competitive Compensation and Benefits Package (Total Rewards), including flexibility
- Enhance team member engagement at satellite communities, with team member appreciation and relationship-building initiatives
- Integrate Landis Quality Living workforce into the broader organization's culture and sense of belonging

Operations & Systems

- Refine and deliver best in class operating model for LQL communities (including occupancy)
- Articulate development strategy with board and staff touchpoints
- Be risk tolerant with trying new things

Financial Strength

- Create financial sustainability with cash flow
- Evaluate and build overall property equity by site
- Reinvest equity in ourselves for future projects

Growth

- Articulate Why we are Growing Landis Quality Living housing
- Define What we want to grow
- Define How we want to grow
- Define Who we are serving within our mission

Staff will develop, and Board will affirm Goals that align with each Strategic Priority. These elements will produce a Strategic Plan for the next three years.