

## **State of the Community 2017**

The Leisure World of Maryland Community celebrated its 50th anniversary in September 2016. The occasion marked a milestone, recognizing the enduring value and beauty of our community and the role residents have played throughout the years in creating its culture. In 2017, we are poised to build on this legacy by continuing to use sound business practices, invest in our infrastructure, and respond to the evolving expectations of residents. This report provides an overview of our current priorities and areas of focus.

### **Financial Management**

Leisure World's financial performance over the past few years has been stable with a positive surplus of about \$112,500 at the end of 2016. This surplus is due to the \$70,000 positive variance in the Physical Properties Department; it is the fourth year in a row that the department has performed well. Even with the excellent performance in 2016, we must remain mindful of the unforeseen expenses that impact financial operations. Although some substantial costs are beyond our control-such as minimum wage increases-we are taking such variables into consideration to minimize resident fee increases.

### **Personnel**

The success of Leisure World depends upon the 240 full- and part-time staff employed here. Our team ensures Leisure World runs smoothly every day, providing an exceptional experience for residents. Over the past two years, under new leadership, our Human Resources Department has been modifying and improving our hiring and personnel strategies in order to identify, train and support the right talent for the community.

We are grateful to have several long-serving managers and employees whose commitment, experience, and institutional knowledge have been vital to Leisure World, in some cases, for more than three decades. In the coming years, as these valuable employees elect to retire, we will review community and department needs and make staffing decisions to meet the changing demands of the organization.

Over the next five years, this attrition will bring new opportunities to revitalize our team and broaden our perspectives.

## **Positive Communications**

We continue to expand our capabilities on the communications front. Beginning with the first edition of 2017, Leisure World News is produced entirely in-house. We now employ a full-time graphic designer who is responsible for the layout and design of the newspaper.

The Communications Department now handles Leisure World's social media accounts, and will manage the community's eagerly anticipated website.

This spring, we are introducing a re-designed website that will serve as our chief external communications tool. The site will introduce visitors to our "World," showcasing: information, news and information about our community, community history, amenities, services, governance and lifestyle. The website's goal is to provide a tool that can serve as a resource and reference for the public, prospective residents, and current residents. The responsive design will serve users on all devices—desktop computers, laptops, tablets and mobile phones.

The launch of the website marks the official debut of our refreshed logo. A simplified, modern interpretation of the familiar globe symbol, the new logo mark is based on a sphere and references key Leisure World characteristics: community, diversity, natural beauty and an active lifestyle.

As we welcome a new generation of residents, we are proud to introduce a visual identity that represents our exceptional community and the joy experienced by homeowners. Over the next year, we are rolling out the new logo, in phases, throughout the community.

## **Infrastructure**

To preserve the value of our community, we are continuously investing in its development and infrastructure. Since 2013, the Facilities Enhancement Plan (FEP) has guided upgrades and renovations throughout the community. Completed projects include renovation of the Crystal Ballroom, redevelopment and upgrades to the restaurants and restrooms in the north wing of Clubhouse I, and improvements to the PPD customer service area.

In 2017, the following projects are scheduled or already underway:

- New Fitness Center Addition
- Rehabilitation of Golf Course Pond
- New Administration Building

As we proceed with phase two of the FEP, we are creating a baseline for evaluating the infrastructure and building needs of the community. We envision this Strategic Plan process will be overseen by a special advisory committee and expect to see an initial report in fall 2017.

## **Technology**

Leisure World's infrastructure improvement projects extend beyond brick and mortar to technology advancements designed to improve resident experiences and staff capabilities. In 2015, a fiber optic cable was installed in the community connecting all of the Trust buildings with the capacity to network residential properties. The fiber optic upgrade laid the foundation for the new LWMC telephony system.

Among the benefits of living in Leisure World are the services provided through the Trust. Each household pays a community fee for a variety of services, including bulk, reduced cost cable TV. The board is currently investigating options to incorporate Internet service in the package, a standard service sought by a new generation of homeowners joining our community.

LWMC conducted an information technology assessment of the high-rise Mutuals that resulted in a number of recommendations. Among them, a three-year strategic technology plan to implement cloud-based technology solutions is under consideration.

## **Safety & Security**

Our Security & Transportation Department is available 24 hours a day to assist residents. Providing a safe and secure environment is a top priority and a hallmark of Leisure World's appeal. In order to uphold our standards, we regularly review Security protocols.

Inside our gated enclave, we must remain aware that we are not entirely immune to the outside world. The Security Department continues to emphasize the importance of residents being prudent. Locking homes and cars should be automatic.

When hiring someone to do house cleaning, run errands, or provide other services, residents must do their research and pursue appropriate background information. Residents may also contact Security for helpful guidelines before making a hiring decision.

Residents should look out for neighbors and be vigilant about reporting suspicious behavior in the community. If there is concern about the well-being of a neighbor who may need assistance, contact Social Services.

The LWMC Security team operates our complementary community shuttle system. As a part of our regular maintenance program, we are introducing a new fleet of Leisure World shuttles. The new vehicles will debut this spring, providing safe and convenient transportation for residents.

## **Conclusion**

Leisure World is big business! Food for thought: Total operating expenses for the community per year are approximately \$65 million; the insurable value of all properties and Trust facilities is \$1.3 billion; the campus consists of 610 acres, 5,659 residential units, and approximately 8,000 residents; the number of vehicles that come through our gates are estimated to be 1.6 million each year. Over the past five years, approximately 2,000 property transfers occurred. This equates to about 3,000 new residents joining the community. Changes in our population equate to evolving expectations from new residents; while still providing service levels expected by residents who have been part of the Community for many years.

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