

Commitment to Excellence



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to Excellence

“Excellence is never an accident. It is always the result of high intention, sincere effort, and intelligent execution; it represents the wise choice of many alternatives—choice, not chance, determines your destiny.”
~Aristotle

In recent years, we at Taylor Community have been very fortunate in our success. But today, instead of focusing on all of our accomplishments, we want to celebrate the reason behind those accomplishments: our dedicated and talented staff.

While senior leadership and the Board of Trustees are responsible for guiding our organization, it is our staff who are interacting with our residents every day, generously investing their time and energy in helping our residents live their lives to the fullest.

And just as our staff are investing in our residents every day—we are also investing in our staff. Like organizations across the country, we are facing a tight labor market. But through our work to develop and maintain a strong, professional, dedicated team, we are continuing to thrive. Of all the exciting investments we are making in the future of Taylor, perhaps none are more valuable than the investments we are making in our own employees.

We are creating opportunities for professional growth for our staff members by focusing on professional development and promoting from within. In the past year, with Taylor’s financial assistance and support through flexible scheduling, Assistant Director of Health Services Crystal Hardy and Assisted Living Nurse Manager Taylor Coursey both completed their RN certification. Caralyn Russell was able to both grow professionally as well as work full-time in her home community when she was promoted to the position of Assistant Director of Resident Life for our Wolfeboro campuses. Taylor Miller, a longtime LNA and MNA in our Nursing Unit in Laconia, had the opportunity to combine her professional skills with her personal passion for fitness when she became the Aquatic & Fitness Coordinator at our new Recreation & Aquatics Center at Back Bay. And Seth McLellan, who has been a member of our Refurb Team for several years, has moved into a leadership position as Refurb Supervisor for all of our campuses.

But our efforts aren’t limited to just a few employees. We are investing in all of our employees by creating enhanced wage and benefit packages, and seeking creative ways to recognize and thank our team for their tireless efforts.



President/CEO



Chairman,
Board of Trustees

So, please join us in saluting our entire team—from Health Services to Facilities, Human Resources to Resident Life—for their sincere commitment to excellence. We could not be more proud of the exceptional work our team is doing every day, and we are confident that the strength of the team we are building today will carry Taylor into an even brighter future.

David & Michael

Statement of REVENUE & EXPENSES

	4/30/2022	4/30/2021
Resident Fees	14,195,754	12,287,515
Amortization of Entrance Fees	5,766,214	5,455,549
Dividends and Interest	372,526	344,306
Trust Funds Managed By Others	434,503	415,214
Gifts, Bequests, Other Income	1,125,690	845,541
Total Operating Revenue	21,894,687	19,348,125
Salaries and Benefits	11,024,831	9,979,653
Services and Supplies	6,803,999	5,374,464
Charitable Care	1,331,429	1,265,307
Provider Tax	193,241	179,288
Depreciation and Amortization	2,714,664	2,557,137
Municipal Payments	378,535	354,429
Interest Expense	706,153	697,609
Total Operating Expenses	23,152,852	20,407,887
Gain (Loss) from Operations	(1,258,165)	(1,059,762)
Non-operating Activity	(1,603,172)	9,083,831
Excess (Deficit) of Revenue over Expenses	(2,861,337)	8,024,069
Net Entrance Fees Received	10,685,130	6,871,137
Reinvestment in Physical Plant	5,297,018	5,945,707

Statement of FINANCIAL POSITION

	4/30/2022	4/30/2021
Current Assets	14,953,033	17,280,399
Property and Equipment, net	48,588,308	43,072,799
Investments, less current portion	13,482,835	10,916,165
Trust Funds Held By Others	8,026,725	8,954,664
Other Long Term Assets	84,900	191,776
Total Assets	85,135,801	80,415,803
Current Liabilities	8,623,041	5,269,937
Long Term Debt, less current portion	14,832,246	15,495,472
Entrance Fee Refunds and Other	44,589,037	39,697,580
Net Assets	17,091,477	19,952,814
Total Liabilities and Net Assets	85,135,801	80,415,803

STATEMENT
GUIDE

Charitable Care

Represents unreimbursed care written off for services to residents unable to pay.

Non-Operating
Activity

Represents income we received on investments and increase (decrease) in the market value of investments.

Investments

Includes unrestricted, temporarily restricted, and permanently restricted funds that provide income to help support operations at the request of the donors who have made charitable gifts over the years.

With so many exciting things happening at Taylor, it was hard to narrow down our highlights for this year's report! While we made extensive investments across all of Taylor, you will note significant investments on our Wolfeboro campuses as we develop a full-service Lifecare community there, and work on bringing to life in Wolfeboro many of the programs and amenities that our Laconia residents have long-enjoyed.



CAPITAL REINVESTMENT ON OUR LACONIA CAMPUS

Each year, when we identify highlights of the previous year, we always come back to Capital Improvements as a key category for inclusion. While these are not the highest-profile projects on our campuses, they are the backbone of maintaining the integrity and quality of our physical plant over time.

We continued to upgrade windows across our Laconia campus, began the conversion to vinyl siding on our cottages, and rebuilt the stone wall and landscaped the front of the Taylor Home building. Across all campuses, our Refurb Team completed a whopping 60 cottage and apartment refurbishments this past year!



THE PAVILION

While we have only been enjoying the Pavilion on our Laconia campus for two years, it's already hard to remember ever not having this wonderful space for outdoor activities and events!



This year we continued to enhance the area around this centerpiece of campus life, adding more raised garden beds and two new grills for resident use. We also built a large, three bay garage nearby to help alleviate the storage crunch on campus.



UPDATING LEDGEVIEW

The Ledgeview building has been home to assisted living, nursing, and memory care since it was built in 1994.

This year we made significant upgrades to the building, including a major structural repair to the lower portico and third floor patio, as well as a full refurbishment of the nursing unit and parts of the assisted living unit on the third floor, including new carpet, paint, and décor.

Our residents are enjoying the changes!



Highlights

DEVELOPING A FULL-SERVICE LIFECARE COMMUNITY IN WOLFEBORO



CHEERS!

In an effort to expand dining options and create a casual gathering space on our Sugar Hill campus, this past spring we were pleased to open the Sugar Hill Bistro. Open for lunch and dinner five days a week, and featuring both tried-and-true favorites as well as lighter fare, the Bistro has quickly become the new place to be at Sugar Hill, with residents enjoying meals and gathering for a pre-dinner beverage in this brand-new, beautiful space!



RECREATION & AQUATICS CENTER

Just last month, we opened the doors of the new Recreation & Aquatics Center on our Back Bay campus in Wolfeboro. With a 3-lane lap pool, a fully-equipped fitness center, space for fitness classes, programs, and meetings, as well as beautiful outdoor seating areas, we expect the Center to become a popular destination for residents of both our Back Bay and Sugar Hill campuses. Moving forward, we look forward to welcoming the greater community to enjoy the Center, as well.



A READING REFUGE

With the Sugar Hill Bistro taking over the space that previously housed the library on that campus, we repurposed the former coffee shop into a brand-new library.

With beautiful custom woodworking and new lighting and furniture, this space was transformed into a wonderful gathering space for our Wolfeboro residents. The renovation included the creation of display space for artwork, and we have been pleased to display the work of resident artists for all to enjoy.



CARE FOR THE FUTURE

Much to the delight of many in the local community, we took a huge step forward in our efforts to create a full-service Lifecare Community in Wolfeboro this year when we broke ground on our new healthcare building on the Back Bay campus.

This state-of-the-art facility will house 30 beautiful assisted living apartments, as well as homes for 14 residents in a secure memory care setting, and an additional 14 residents in nursing, to allow our residents in the Wolfeboro area to age in place in their home community. We look forward to launching a similar project on our Laconia campus in the next couple of years.



WE ARE COMMITTED TO MAKING A DIFFERENCE IN THE GREATER LAKES REGION.

We work every day to be the premier source for social, educational and cultural opportunities for seniors throughout the Lakes Region, while also promoting wellness, partnership, and participation in the greater community.

Thanks to the continued generosity of Bank of New Hampshire and resident donors, last year we hosted an expanded Bank of New Hampshire Music Series, featuring exceptional live musical performances for the greater community to enjoy in both Laconia and Wolfeboro.

In the past year, our residents volunteered more than 5,000 hours of time in service to others, both on campus and with a variety of other nonprofit organizations throughout the Lakes Region.



PARTNERSHIPS AND PARTICIPATION IN THE COMMUNITY

This past year, we partnered with numerous local nonprofit organizations, theaters, and community groups, including:

- Advice to the Players
- Belknap EDC
- Belknap Mill Society
- Greater Lakes Region Children's Auction
- Greater Lakes Region Chamber of Commerce
- Gilda's Club of NH
- Powerhouse Theater Collaborative
- Laconia Middle School PTA
- Laconia School District and Huot Technical School
- Governor Wentworth Regional School District and Lakes Region Technology Center
- Isaiah Café
- InterLakes Summer Theatre
- Laconia Little League
- Laconia Lou Athanas Youth Basketball League
- Got Lunch! Laconia
- Leadership Lakes Region
- New Hampshire Boat Museum
- New Hampshire Music Festival
- Squam Lakes Natural Science Center
- St. Vincent DePaul Society
- Winnepesaukee Playhouse
- Wolfeboro Chamber of Commerce
- Wolfeboro Economic Development Committee
- WOW Trail
- Wright Museum of WWII

Taylor residents and staff are recognized regularly for their exceptional support of their neighbors in need. This year, Team Taylor was awarded the Feeding Families Award by the Greater Lakes Region Children's Auction, recognizing the team that went above and beyond in their support of local families.

We helped to make the holidays brighter for more than 20 Woodland Heights School students and their families through our Angel Tree initiative and we participated in Wolfeboro's Annual Festival of Trees, an annual charity benefit featuring trees uniquely decorated by area organizations and businesses and displayed at the Wright Museum.

We partnered with John Beland and the Partnership for Public Health to host training and Emergency Response planning meetings with our counterparts in the greater Lakes Region.

We also celebrated our local First Responders with a special Heroes Celebration and Lunch.

Donor Recognition

WE ARE HUMBLLED BY YOUR SUPPORT

Thank you to the following individuals and corporations who have made gifts to Taylor Community in the past year.



As a nonprofit since 1907, Taylor Community relies on contributions to support our commitment to providing charitable care, continually enhance the quality of resident life, and attract and retain our dedicated staff.

We are deeply grateful for your generosity and commitment to helping us carry our mission forward.

A FEW HIGHLIGHTS FROM 2022:

An anonymous \$10,000 gift established the Sugar Hill Library Fund to support the ongoing needs of the new Sugar Hill Library, while another anonymous donor made a \$25,000 charitable distribution from their IRA to support charitable care at Taylor Community.

Bank of New Hampshire increased their support of our Music Series programming with a \$30,000 gift that facilitated the purchase of a new piano for our Wolfeboro campus.

Strong resident donor support also allowed us to expand musical programming offered on our Laconia campus.

Anonymous	Eliot Davis	Charlotte Leavitt	Stephen & Alice
Joan T. Allison	Judith Dean	Albert & Victoria LeComte	Purington
Thomas & Susan Amlicke	Elin K. Doehner	Robert Lindstrom	Joanne Reynolds
Patricia Anderson	James & Bonnie Doherty	Richard & Brenda Long	Charles & Wendy Sanborn
Dana Zak Armstrong & Peter Webster	Alfred & Alexis Dorf	Erma Lord	Charlene Santoro
Ronald & Nancy Baker	Doris L. Duff	David & Marilyn Lynch	Douglas & Beverly Sarapin
Maureen Ballester	Anne Dustin	Bob & Peggy MacArthur	Golda Schohan
Bank of New Hampshire	Rodney & Gail Dyer	Linda & Robert MacGuffie	Forrest E. Seavey
Belknap Mill Quilters' Guild	John Earley	Cynthia Makris	Sandra H. Seywert
Danielle Bertagna	Michael & Susan Flaherty	Lorna McEwen	John Shepard
Saundra Bicknell	Walter & Mary Flinn	Charlotte McKinnon	Steven & Judith Siegel
William & Marie Louise Birch	John & Carol Ford	Nancy & John Miller	Claire Smith
Henry & Nancy Bird	Betsy Fosburgh	Peter & Alida Millham	Robert T. & Diane Smith
David Booth	Keith & Gretchen Gandini	Dawn E. Mooney	Donald Sorrie
Michael Burnham	George & Anna Garneau	Douglas & Carolyn Murray	Edmund Soucy
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Helen J. Busiel Trust	Oscar J. George Trust	New Hampshire Charitable Foundation	Donald & Cynthia Spring
Kenneth & Mary Carpenter	Edith Busiel George Trust	New Hampshire Humanities Council	Mallory Stephens
NH Center For Nonprofits	Norma Goos	Robert S. North	Barbara T. Sutherland
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Allan Clemow	Melvyn & Sandra Greenberg	Jane Percy	George & Sharon Tyler
Geoffrey Cole	Diane A. Groux	John Perley	Carol A. Trombly
Conneston Construction, Inc.	Gerald & Anne Guest	Kathryn Peterson	David & Patricia Williams
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Janet Cooke	Hinds Electric, LLC		Barbara Zeckhausen
Russell & Elizabeth Cooper	Mitchell B. Jean		
Charles Coulter	Adrienne Johnson		
Daniell Family Foundation	Frank & Carole Judge		
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	Nancy Lamb		
	Barbara & Robert Larsen		
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CONTINUING CARE RETIREMENT COMMUNITY

