



**Mission: To provide life-enriching experiences to older adults through a broad range of housing and support services that reflect the spiritual, social, and cultural values of Jewish tradition.**

**Vision: To support our main campus and seek related locations that support Jewish and other seniors in their quest to age gracefully and stay connected in their communities.**

**Kavod Senior Life  
Board of Directors Meeting and Annual Meeting  
Agenda**

**Monday, June 22, 2020**

**5:30pm**

**Via Zoom Conference Call**

	Item	Presenter	Action
5:30 pm	Welcome, Call to Order, Quorum Determination and Agenda Review	Rob Friedman	
5:32 pm	Consent Agenda <ul style="list-style-type: none"> <li>• April 2020 Board Minutes</li> <li>• March/April Financials</li> <li>• Construction Schedule</li> <li>• Fiscal Committee Minutes</li> <li>• Kavod Foundation Board of Directors Minutes</li> </ul>	Rob Friedman	Approval
5:35 pm	Fiscal Committee Report Budget and PPP loan	Connell Saltzman Mike Belieu	
5:45 pm	Construction Update	Michael Klein/Tracy Kapaun Marx/Okubo	Informational
6:15 pm	Gift Policy	Michael Klein Gaile Weisbly-Waldinger	Approval
6:30 pm	COVID-19 Update	Michael Klein Tracy Kapaun Mike Belieu Gaile Waldinger	Informational

Annual Meeting Agenda (See the below)



## Annual Meeting

6:40 pm	Board Leadership and Development Committee Report	Steven Summer Jamie Sarche	Approval
6:50 pm	President/CEO Report	Michael Klein	Informational
6:55 pm	Chairman's Report (Passing of the gavel)	Rob Friedman	Informational
7:05 pm	New Chairman's Comments	Steven Summer	Informational
7:10 pm	Announcements <ul style="list-style-type: none"> <li>• Announcements – upcoming calendar items</li> <li>• Next meeting date/time</li> </ul>	Steven Summer	
7:15 pm	Adjournment		

Kavod Senior Life  
Board of Directors  
Board Meeting  
April 27, 2020

Due to the COVID-19 Pandemic, the board meeting was held electronically via ZOOM. Present: Brian Botnick, Sharon Caulfield, Rachel Cohen, Glenn Cooper, Rob Friedman, Carl Gladstein, Sarah Golombek, Ondalee Kline, Perry Moss, Debbie Reinberg, Gary Saltzman, Connell Saltzman, Jamie Sarche, Melanie Siegel, Steven Summer, and Molly Zwerdlinger. Staff: Michael Klein, Michael Belieu, Tracy Kapaun, Christine Dewhurst, and Mandie Birchem. Guests: Ms. Ksenia Popke and Mr. Zach Jastrom of Eide Bailly, Mr. Michael Silverman and Mr. Marx Reiner of Marx/Okubo.

A quorum being established, Mr. Rob Friedman called the meeting to order.

The Consent Agenda: approval of the February 24, 2020 Board minutes, Committee Reports: – January/February Financials, Fiscal Committee Minutes, Construction Schedule, Resident and Community Services Committee, Kavod Senior Housing and Services Board Minutes (all items were distributed prior to the meeting were presented for approval.) Mr. Moss moved to approve the consent agenda and Ms. Cohen seconded the motion. The motion passed.

Mr. Summer advised there was an open position on the Board of Directors. The Board Leadership and Development Committee (Nominating Committee) has reviewed Jan Schorr's credentials and recommended Ms. Schorr's nomination to the Board of Directors. Mr. Summer outlined Ms. Schorr's background. Mr. Summer moved to accept Ms. Schorr's nomination with a second from Sara Golombek. The motion passed.

Ms. Schorr joined the meeting and gave a brief overview of her work and community experience.

Mr. Connell Saltzman introduced Ms. Ksenia Popke and Mr. Zach Jastrom of Eide Bailly who are our external auditors. Prior to Eide Bailly's report, Mr. Saltzman reminded the Board they are approving a consolidated audit report which includes an audit of the Foundation. Ms. Popke presented the 2019 Consolidated Audit to the Board. Ms. Popke indicated unlike last year, which was a more-in-depth audit and was a single year presentation, this year's audit is a comparison between 2018 and 2019.

Ms. Popke advised they are providing a clean opinion for the 2019 audit. Mr. Jastram explained the new revenue standards that were applied to this year's audit. Mr. Jastram advised the Board that HUD and Section 8 audit went very well and there were no issues. Ms. Popke advised the non-profit audit went smoothly and there were no findings with very few adjusting entries. She then reviewed the consolidated Statements of Financial Position and Consolidating Schedule of Activities shown on pages 25 and 26. These schedules show the individual entities included in the Consolidated Audit. Ms. Popke briefly reviewed the results of each of these entities as reflected in the 2019 audited financials. Due to the pandemic, Kavod Senior Life was able to obtain one of the PPP loans from the Federal Government. Ms. Popke informed the Board on how the PPP loan will be tracked and audited next year.

Mr. Saltzman thanked Ms. Popke and Mr. Jastrom for their report and advised the Board that the Fiscal Committee recommends approval of the audit as presented. He moved to accept the 2019 Consolidated Audit as presented. It was seconded by Mr. Moss. The motion was approved.

Mr. Max Reiner and Mr. Michael Silverman of Marx/Okubo provided the Board an update on the current construction taking place during the COVID-19 Pandemic at Kavod Senior Life. Mr. Reiner advised there are certain construction projects Pinkard has been able to work on, which were isolated from residents. The West Laundry has been completed and turned over to Kavod for resident use. The West office space is completed except for the fire alarm and sprinkler system as both systems must be integrated into the overall West building system. Construction on the bistro, fire pump room as well as exterior and basement projects have continued as well. Mr. Reiner advised that Pinkard has enough work through June 2020. Mr. Reiner advised that shared common areas as well as abatement in the resident apartments have been placed on hold due to COVID-19. With the delays the construction schedule has been revised to an anticipated completion date of May of 2021. Pinkard is developing various project and schedule iterations which will be presented to the management within the next week. It was noted that as of this meeting all cost and schedule impacts are dependent upon when construction can resume in the residential and common areas. Management will keep the Board apprised of any changes and costs that are incurred due to the pandemic.

Mr. Klein along with Ms. Kapaun, Mr. Belieu, Ms. Dewhurst, and Ms. Birchem, provided the board with an in-depth overview of steps Leadership are taking to keep residents, staff, visitors and family members safe at Kavod Senior Life with regards to the COVID-19 Pandemic. Mr. Klein indicated that to date there are no active COVID-19 cases at Kavod due to the due diligence of staff. Staff noted that no Assisted Living residents are moving in; however due to HUD regulations we are still moving in/out residents with appropriate safety measures. As noted in the audit Kavod applied for and was granted a PPP loan to help with payroll and utilities. Mr. Belieu noted that grant revenue is down as is rental revenue. He did advise we are seeing an increase in expenses concerning PPE supplies and kitchen costs. Ms. Birchem explained Kavod's COVID-19 tracking system, which encompasses which residents are quarantined, for what reason and for how long. To acknowledge those essential workers who have remained on site, an hourly shift differential has been given as well as a one-time only \$200 bonus.

Mr. Klein presented a brief CEO report to the Board. He advised that Kavod was able to sign a contact with CU Medical School. Staff is anticipating the clinic coming onboard in July. He also showed a video of media coverage we have received during the pandemic as well as employee snippets about working at Kavod during a pandemic which are shared on our Facebook page.

Due to the time, Mr. Friedman presented a short Chairman's report. Mr. Friedman noted that the annual summer fundraising will have a different look this year due to the pandemic. Staff is exploring doing a virtual fundraiser. He also noted the annual meeting will be postponed until a later date. On behalf of the Board Mr. Friedman offer condolences to Mr. Klein on the death of his father-in-law.

Meeting adjourned at 6:55pm

## **Kavod Senior Life**

### **Fiscal Committee Meeting Minutes from April 21, 2020**

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Members Present: Rob Friedman, Brian Botnick, Steven Summer, Perry Moss, and Connell Saltzman

Staff: Michael Klein, Mike Belieu, and Tracy Kapaun. Guests: Max Reiner and Michael Silverman from Marx Okubo.

The meeting was conducted via Zoom and all participants were able to hear the conversation.

Connell called the committee meeting to order at 8 a.m. Max Reiner and Michael Silverman from Marx Okubo joined the call to give an overview of the construction and abatement status. A detailed report from Marx Okubo and an updated project schedule was included with the monthly package that Mike Belieu sent out.

Max mentioned that the West Laundry is complete and inspections are expected April 23<sup>rd</sup>. West Office Temporary Certificate of Occupancy (TCO) will not be issued until the entire West building fire sprinkler and alarm system is completed, inspected and approved by City of Denver Fire Department. Completion of this work is currently on hold. Max then discussed the work stoppage due to the Covid-19 virus. Marx Okubo and Kavod are looking at ways to minimize delay costs and claims. In lieu of delay claims or terminating the contract at this time, Pinkard and Kavod are working on ways to continue construction activities such as West Laundry / East Bistro, etc. However, additional GC's will likely arise later in the project due to the delayed schedule. In order to try and limit the exposure of costs, Pinkard's looking at alternative schedules which include overlapping construction sequences with East and South buildings; There may be increased labor costs but the schedule delays may be eliminated thereby leading to some possible savings in GCs. The committee, Kavod staff, and Marx Okubo had a full discussion on the construction progress and issues. Marx Okubo left the call after the construction discussion.

Connell asked if there were any questions on the February 2020 financials. The February 2020 monthly financial statements were reviewed. Mike gave a high-level overview of February results. Connell referred to the commentary Mike includes with the notes to explain variances. The group approved the February financial statements with the motion made by Perry and seconded by Rob. Motion passed.

The March 17<sup>th</sup> Fiscal Meeting minutes were reviewed. The group approved the minutes from March meetings with the motion made by Rob and seconded by Perry. Motion passed.

Mike and his staff are working with Yardi to set up the database. Kavod has hired a consulting firm out of Boston to assist with the implementation. The goal is to have software in place by the end of May 2020.

Mike and the group then discussed the Covid-19 virus and its implications to Kavod. Mike sent out an updated actual to budget comparison for the second and third quarter of 2020. Mike updated revenue and expense projections based upon lower occupancy and higher expense numbers. Kavod is currently paying more for salaries, supplies, and temp labor. Due to the Covid-19 additional expenses and lower revenue, Kavod applied for and received a Small Business Administration PPP loan through MidFirst Bank. \$794,400 was approved and funded on April, 14 2020. This loan will help Kavod cover additional expenses including wages, loan interest, and utility costs. The meeting was adjourned at 9:10.

The next meeting is scheduled for May 19, 2020 at 8:00 a.m. via Zoom conference call.

## Notes to March 2020 Financial Statements

Prepared by Mike Belieu, CFO, Kavod Senior Life

I have prepared a summary of some key items on the March 2020 statements. These are preliminary numbers and subject to change.

### Cash:

- Operating cash balance as of March 2020 is \$4,978,400 down from \$5,021,600 in February 2020. Please see chart on first page of financial summary. This balance includes reserves invested at Morgan Stanley.

### Net Income:

- Through March 2020, net income less capital costs is \$49,618 versus the budgeted net income of \$33,951. *This is \$2,300 lower than what was projected last month in the revised forecast presented to the Fiscal Committee.*
- All revenue categories are under budget for the three months of the year except for Assisted Living. Occupancy remains slightly lower than budget the first three months.
- G & A and Maintenance expenses are running below budget for March and YTD.
- Covid-19 expenses started the third week of March.

### Revenue:

- Total revenue YTD through March 2020 is \$2,555,486 compared to the budgeted amount of \$2,644,161 a difference of \$88,675 or 3 percent.
- Other revenue consists of income from Independent and Assisted Living activities, laundry, cleaning, and interest income. Other revenue came in \$6,712 lower than budget mainly due to activities being canceled in late March.
- Rental revenue is under budget by \$22,109 through March 2020. The Allied Housing Inc. (AHI) statement includes property management fees in the amount of \$57,692 versus a budget of \$56,688. These fees are paid by the three HUD buildings to AHI on a monthly basis for overall management of the properties. See further explanation under expenses.
- Assisted Living revenue YTD is over budget by \$9,502. For March 2020, there were three market rate units vacant. Kavod currently has two couples in the Assisted Living units which increase monthly revenue.
- Dining revenue is under budget for the 1st quarter by \$7,622. *There were 35 meal exceptions in March. Please see chart on first page of financial summary.*
- Grant revenue is under budget by \$59,421 through February. Kavod did receive a \$25,000 grant from Rose Community Fund in April.
- Contribution revenue is lower than budget by \$2,313 through March 2020. In April, Kavod received a \$7,500 contribution from Jewish Family Services to assist with the Covid-19 virus.

### Expenses:

- Total operating expenses for the 1<sup>st</sup> quarter of 2020 were \$2,158,328 compared to the budgeted amount of \$2,248,110 a difference of \$89,783 or 4 percent less than budget.
- Net Operating Income (NOI) came in higher than budget through March at \$397,158 versus the budgeted amount of \$396,051.

- Assisted Living expenses year to date are lower than budget by \$7,758. All expense categories are under budget. Benefits and activities are under budget for March and YTD.
- The Operations and Maintenance category is under budget by \$60,309 due to lower supplies, cleaning and Outside Services costs. Most categories are running under budget YTD.
- Food Service costs are over budget by \$21,919. Food costs are over budget due to Passover, paper products are over due to Covid-19 mandatory meal deliver to residents. Kavod will continue to see higher costs for paper products due to the virus.
- Program costs are under budget by \$4,590. This line item is made up of Activities labor and direct costs, IT support labor, Service Coordinator labor and supplies, and grant related activities including Kavod on the Road and religious activities.
- Fundraising costs are under budget by \$1,743. Training is \$875 and Outreach is \$2,632 under budget for the 1<sup>st</sup> quarter of the year.
- General and Admin expenses are under \$37,302 through March 2020. Multiple categories are under budget including marketing, employee benefits, supplies and employee wellness.
- Property management fees are over budget \$1,004 through March with \$57,692 actual expenses versus a budget of \$56,688. Property management fees in the AHI entity are paid by the three buildings and show as revenue on the AHI books and expenses on the three LLLPs. The income and expenses for the fees net out on Kavod's financial statements. These costs are offset by the salaries of some Kavod employees who are now expensed through the AHI.

#### **Non-Operating Expenses and Other Information**

- Non-operating expenses including debt service (excluding capital costs) came in \$14,560 under budget. Consulting costs are over budget by \$2,292. These costs include work on the grant writing, data collection and expenses related Yardi conversion.
- Kavod funded the latest Pinkard draw in the amount of \$391,059. YTD Kavod has funded Pinkard Construction \$2,652,861 for total project costs.



**KAVOD SENIOR LIFE  
YTD FINANCIAL SUMMARY  
as of 03/31/2020**

Revenues	LPs	AHI	Total YTD 2020	2020 YTD Budget	2020 Budget	% Change from YTD
Rental Income/Property Man Fees	\$ 1,869,944	\$ 57,692	\$ 1,927,636	\$ 1,949,745	\$ 8,029,643	-1%
Food Services	263,986	0	263,986	271,608	1,088,900	-3%
Assisted Living	273,952	0	273,952	264,450	1,073,400	4%
Grant Income	0	19,479	19,479	78,900	315,600	-75%
*Contributions	0	47,595	47,595	49,908	200,300	-5%
	<u>2,407,882</u>	<u>124,766</u>	<u>2,532,648</u>	<u>2,614,611</u>	<u>10,707,843</u>	<u>-3%</u>
Other Revenue/Interest Income	20,098	2,740	22,838	29,550	118,200	-23%
<b>Total Revenues</b>	<b>2,427,980</b>	<b>127,506</b>	<b>\$ 2,555,486</b>	<b>2,644,161</b>	<b>10,826,043</b>	<b>-3%</b>
<b>Operating Expense</b>						
General & Admin/Other Expenses	590,083	55,800	645,883	683,185	2,436,327	-5%
Operations & Maintenance	513,561	0	513,561	573,870	2,241,769	-11%
**Program Expenses	220,797	91,233	312,030	316,620	1,159,651	-1%
Fundraising Costs	0	25,396	25,396	27,139	122,100	-6%
Food Services	427,139	0	427,139	405,220	1,574,030	5%
Assisted Living Program	234,319	0	234,319	242,077	927,658	-3%
	<u>1,985,899</u>	<u>172,429</u>	<u>2,158,328</u>	<u>2,248,110</u>	<u>8,461,535</u>	<u>-4%</u>
<b>Total Operating Expense</b>	<b>1,985,899</b>	<b>172,429</b>	<b>2,158,328</b>	<b>2,248,110</b>	<b>8,461,535</b>	<b>-4%</b>
<b>Net Operating Income</b>	<b>442,081</b>	<b>(44,923)</b>	<b>397,158</b>	<b>396,051</b>	<b>2,364,508</b>	<b>0%</b>
<b>Non-Operating Expense</b>						
Capital/Non Capital Improvements	0	0	0	9,375	37,500	-100%
Depreciation/Amortization	236,550	0	236,550	235,250	941,000	1%
Consultants	0	20,142	20,142	17,850	71,400	13%
Debt Service	90,848	0	90,848	109,000	436,000	-17%
	<u>327,398</u>	<u>20,142</u>	<u>347,540</u>	<u>371,475</u>	<u>1,485,900</u>	<u>-6%</u>
<b>Total Non-Operating Expense</b>	<b>327,398</b>	<b>20,142</b>	<b>347,540</b>	<b>371,475</b>	<b>1,485,900</b>	<b>-6%</b>
<b>Net Income</b>	<b>\$ 114,683</b>	<b>\$ (65,065)</b>	<b>\$ 49,618</b>	<b>\$ 24,576</b>	<b>\$ 878,608</b>	<b>102%</b>
<b>Net Income after Cap Exp Removed</b>	<b>\$ 114,683</b>		<b>\$ 49,618</b>	<b>\$ 33,951</b>	<b>\$ 916,108</b>	

**DRAFT ONLY-FOR DISCUSSION PURPOSES ONLY**

Monthly Operating Cash Balance	March 20	February 20	January 20	December-19	November 19
Cash on Hand	\$ 4,978,400	\$ 5,021,600	\$ 5,063,000	\$ 5,149,000	5,218,000

Kavod Meal Exceptions	March 20	February 20	January 20	December-19	November 19
Number of Residents	35	34	37	34	34

**Total Special Projects 2020**

	<u>Cost to Date</u>	<u>Total Budget</u>	<u>Variance</u>
<b>South Special Projects</b>	\$ -	\$ -	\$ -
<b>West Special Projects</b>	\$ -	\$ -	\$ -
<b>East Special Projects</b>	\$ -	\$ -	\$ -
<b>Total Special Projects Through March</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

- \* Contribution income is made up of Kavod on the Road, Event, and general donation revenue, and one time revenue from 2018
- \*\* Program Expenses are made up of Kavod on the Road, grant, care coordinator, resident services, and religious costs.



**Allied Housing, Inc. - Unrestricted Accounts**  
**Profit Loss**  
**March 2020**

	YTD Through March 2020	YTD Budget	Annual Budget	Budget Variance	% of Budget YTD Budget
<b>Ordinary Income/Expense</b>					
<b>Income</b>					
Management Fee Revenue	57,692	56,688	226,750	1,004	
Grant Income	19,479	78,900	315,600	(59,421)	6%
A'la Carte Services	2,740	4,100	16,400	(1,360)	17%
Donation Income/Special Events	35,128	35,775	143,100	(647)	25%
Kavod On The Road	12,450	8,625	34,500	3,825	36%
Kavod Foundation					
Rose Endowment Income		1,075	4,300	(1,075)	0%
<b>Shul Income</b>					
Shul Donations	17	333	2,000	(316)	1%
<b>Total Shul Income</b>	<b>17</b>	<b>333</b>	<b>2,000</b>	<b>(316)</b>	<b>1%</b>
<b>Total Income</b>	<b>127,506</b>	<b>185,496</b>	<b>742,650</b>	<b>(57,990)</b>	<b>17%</b>
<b>Expense</b>					
Covid-19 Supply and Salary Expense	14,968	-	-	14,968	#DIV/0!
Management Salary and Benefit Expense	55,800	56,688	226,750	(888)	25%
<b>L'Chaim</b>					
Supplies	-	2,525	10,100	(2,525)	0%
<b>Total L'Chaim</b>	<b>-</b>	<b>3,775</b>	<b>15,100</b>	<b>-</b>	<b>0%</b>
<b>Kavod On The Road</b>					
Meetings/Classes	463	1,250	5,000	(787)	9%
Program Expenses	232	4,100	16,400	(3,868)	0%
Payroll	17,919	15,850	63,400	2,069	28%
Mileage	132	500	2,000	(368)	7%
Supplies	10,377	2,400	9,600	7,977	108%
Events	1,666	875	3,500	791	48%
Entertainment	-	1,250	5,000	(1,250)	0%
Kavod On The Road - Other	2,585	225	900	2,360	287%
<b>Total Kavod On The Road</b>	<b>33,375</b>	<b>26,450</b>	<b>105,800</b>	<b>6,925</b>	<b>32%</b>
A'la Carte Labor	2,121	3,000	12,000	(879)	18%
Grant Expense	16,570	3,412	13,646	13,159	121%
Accounting Services	-	2,050	8,200	(2,050)	
Bank Charges & CC Fees	465	450	1,800	15	26%
Chaplain Services	15,948	15,750	63,000	198	25%
Charity & Donations	-	750	3,000	(750)	0%
<b>Consulting Expense</b>					
Housing Consulting	-	3,000	12,000	(3,000)	0%
A/L-Financial Software Consulting	11,642	5,500	22,000	6,142	53%
Board Compliance		750	3,000	(750)	
Grant Writing	7,350	7,350	29,400	-	25%
Data/Housing Consultant	1,150	1,250	5,000	(100)	23%
<b>Total Consulting Expense</b>	<b>20,142</b>	<b>17,850</b>	<b>71,400</b>	<b>2,292</b>	<b>28%</b>
<b>Events</b>					
Annual Meeting	3,186	5,250	21,000	(2,064)	15%
<b>Total Events</b>	<b>3,186</b>	<b>5,250</b>	<b>21,000</b>	<b>(2,064)</b>	<b>15%</b>

**Allied Housing, Inc. - Unrestricted Accounts**  
**Profit Loss**  
**March 2020**

	YTD Through March 2020	YTD Budget	Annual Budget	Budget Variance	% of Budget YTD Budget
<b>Fundraising Expense</b>					
Memberships	-	100	400	(100)	0%
Security	-	125	500	(125)	0%
Training	-	875	3,500	(875)	0%
Outreach/Printing	618	3,250	13,000	(2,632)	5%
Entertainment/Space Rental	100	875	3,500	(775)	3%
Fundraising Labor	24,503	21,489	79,815	3,014	31%
Supplies	175	425	1,700	(250)	10%
<b>Total Fundraising Expense</b>	<b>25,396</b>	<b>27,139</b>	<b>102,415</b>	<b>(1,743)</b>	<b>25%</b>
<b>Legal Expense</b>	-	775	3,100	(775)	0%
<b>Mailing &amp; Postage</b>	-	6,250	25,000	(6,250)	0%
<b>Other Religious Services</b>	200	1,107	4,428	(907)	5%
<b>Shul Books &amp; Religious Supplies</b>	496	304	1,215	193	41%
<b>Tree of Life</b>	1,477	100	400	1,377	0%
<b>Shul Kiddish</b>	-	875	3,500	(875)	0%
<b>Shul Religious Services</b>	970	1,675	6,700	(705)	14%
<b>Shul Religious Classes &amp; Events</b>	1,457	125	500	1,332	291%
<b>Shul - Training</b>	-	875	3,500	(875)	0%
<b>Total Expense</b>	<b>192,571</b>	<b>174,648</b>	<b>692,454</b>	<b>17,922</b>	<b>28%</b>
<b>Other Income/Expense</b>					
<b>Other Income</b>					
Dividend Income	-	25	100	(25)	0%
<b>Total Other Income</b>	-	25	100	(25)	
<b>Net Other Income/Expense</b>	-	25	100	(300)	0%
<b>Net Income</b>	<b>(65,065)</b>	<b>10,848</b>	<b>50,296</b>	<b>(54,217)</b>	<b>-129%</b>

ALLIED HOUSING, INC.  
PRELIMINARY  
YTD Profit and Loss Statement  
For the Month Ending March 31, 2020

	March			Year to Date			Annual Budget	% Remain
	Actual	Budget	Variance	Actual	Budget	Variance		
<b>REVENUE</b>								
Revenue - Rent Income From Apartments - Independent	\$128,262	\$135,484	(\$7,222)	\$385,425	\$397,233	(\$11,808)	\$1,613,804	76.12%
Revenue - Tenant Assistance Payments	487,725	491,126	(3,401)	1,484,519	1,495,824	(11,305)	6,189,089	76.01%
Revenue - ALP Program Full Pay Residents	69,720	52,500	17,220	169,880	157,500	12,380	630,000	73.03%
Revenue - ALP Program Partial Pay Tenants	9,460	13,250	(3,790)	31,383	35,850	(4,467)	159,000	80.26%
Revenue - ALP Program Medicaid Contributions	25,039	23,700	1,339	72,690	71,100	1,590	284,400	74.44%
Revenue - Food Service/Receipts	81,174	81,067	107	239,772	241,383	(1,611)	968,000	75.23%
Revenue - Meal Subsidy	(12,980)	(10,833)	(2,147)	(38,621)	(32,500)	(6,121)	(130,000)	70.29%
Revenue - ALP Supplement	19,790	19,867	(77)	59,848	59,600	248	238,400	74.90%
Revenue - Meal Delivery, Guest Meals, etc.	738	1,042	(304)	2,987	3,125	(138)	12,500	76.11%
<b>Total Revenue</b>	<b>808,928</b>	<b>807,201</b>	<b>1,727</b>	<b>2,407,883</b>	<b>2,429,115</b>	<b>(21,232)</b>	<b>9,965,193</b>	<b>75.84%</b>
<b>EXPENSE</b>								
<b>General &amp; Administrative</b>								
Property Management Fees	18,896	18,896	0	57,692	56,688	1,004	226,750	74.56%
Salary Allocation to AHJ	(17,987)	(18,405)	418	(54,375)	(55,299)	924	(225,408)	0
Labor - Food Service Manager	5,137	5,158	(21)	18,063	18,053	11	67,053	73.06%
Labor - Leasing	16,646	14,662	1,984	52,765	51,317	1,448	190,605	72.32%
Labor - Front Office Staff	10,302	8,137	2,165	31,471	28,478	2,993	105,777	70.25%
Labor - Community Relations/Marketing	10,396	9,766	630	36,637	34,181	2,456	126,957	71.14%
Labor - Accounting/Human Resources/Director	41,522	40,554	967	142,851	141,941	910	527,208	72.90%
Labor - Potential Bonus	59,746	56,671	3,075	59,746	65,001	(5,255)	65,001	8.08%
Labor - Payroll Taxes	9,703	5,628	4,076	24,503	19,697	4,805	73,162	66.51%
Labor - Payroll Taxes - FS Admin	399	395	4	1,479	1,383	96	5,135	71.21%
Labor - Workers Comp Expense	284	362	(78)	719	1,165	(446)	4,500	84.03%
Labor - Workers Comp Expense - FS Admin	138	158	(20)	483	473	10	1,894	74.48%
Labor - Employee Benefits	11,609	17,383	(5,774)	35,258	56,807	(21,549)	214,590	83.57%
Labor - Employee Benefits - FS Admin	1,144	1,111	34	3,603	3,332	271	13,326	72.96%
Labor - Help Wanted Advertising	0	208	(208)	299	625	(326)	2,501	88.04%
Labor - Screening/Background Checks	0	208	(208)	558	625	(68)	2,501	77.71%
Labor - Training and Development	339	3,417	(3,078)	3,874	10,250	(6,376)	41,000	90.55%
Employee Recognition	880	3,167	(2,287)	6,079	9,500	(3,421)	38,000	84.00%
Employee Wellness	0	917	(917)	350	2,750	(2,400)	11,000	96.82%
Marketing - Ad Placement, Brochures, etc.	1,374	2,250	(876)	2,984	6,750	(3,766)	27,000	88.95%
Marketing - Community Outreach/Open House	1,997	3,170	(1,173)	4,005	9,510	(5,505)	38,041	89.47%
Board Development	106	542	(436)	1,440	1,625	(185)	6,500	77.85%
Bank Charges	97	83	14	228	250	(22)	1,000	77.19%
Mileage Reimbursements	51	208	(157)	575	625	(50)	2,501	77.01%
Supplies/Postage/FedEx	5,844	5,583	260	14,866	16,750	(1,884)	67,000	77.81%
Telephone/Answering/DSL	2,754	2,833	(79)	7,668	8,500	(832)	34,001	77.45%
Outside Services & Labor	3,090	3,583	(493)	14,735	10,750	3,985	43,000	65.73%
Dues and Subscriptions	271	3,167	(2,896)	9,938	9,500	438	38,000	73.85%
License Expense	225	1,212	(987)	5,310	3,637	1,673	14,549	96.74%
Accounting & Audit Expense	15,348	3,750	11,598	17,942	11,250	6,691	45,001	60.13%
Legal Expense	210	1,000	(790)	2,669	3,000	(331)	12,000	77.76%
Other Renting Expense	203	1,458	(1,256)	1,010	4,375	(3,365)	17,500	94.23%
Hardware - CIS	2,079	1,917	162	4,118	5,750	(1,632)	23,000	82.09%
Software - CIS	0	1,583	(1,583)	1,045	4,750	(3,705)	19,000	94.50%
Support, Repairs & Maintenance - CIS	3,853	4,750	(897)	11,436	14,250	(2,814)	57,000	79.94%
Property & Liability Insurance	22,587	22,744	(157)	68,059	68,233	(174)	272,932	75.09%
<b>Total General &amp; Administrative</b>	<b>229,243</b>	<b>228,226</b>	<b>1,017</b>	<b>590,083</b>	<b>626,472</b>	<b>(36,389)</b>	<b>2,209,577</b>	<b>73.53%</b>
<b>Food Service</b>								
Labor - Hourly Cooks	25,699	23,885	1,814	95,742	83,596	12,145	310,500	69.17%
Labor - Hourly Servers	16,488	19,326	(2,839)	59,417	67,642	(8,225)	251,241	76.35%
Labor - Assistant Manager	8,155	7,641	515	29,849	26,742	3,107	99,329	69.95%
Labor - Catering	656	1,492	(836)	2,206	4,475	(2,269)	17,900	87.67%
Labor - Special Staffing	625	667	(42)	1,250	2,000	(750)	8,000	84.38%
Labor - Outside Services Labor Expense	2,281	2,083	197	8,161	6,250	1,911	25,000	67.36%
Labor - Payroll Taxes	4,306	4,600	(294)	15,926	13,800	2,126	55,200	71.15%
Labor - Workers Comp Expense	1,354	2,367	(1,013)	5,349	7,100	(1,751)	28,400	81.17%
Labor - Employee Benefits	8,970	8,750	220	26,344	26,250	94	105,000	74.91%
Food & Beverage Expense	62,169	46,910	15,259	149,850	144,230	5,620	580,920	74.20%
Food Paper Products Expense	14,733	4,420	10,313	20,965	13,260	7,705	53,040	60.47%
Cleaning Supplies & Service Expense	397	667	(270)	1,723	2,000	(277)	8,000	78.46%
Laundry & Linen Expense	527	750	(223)	2,525	2,250	275	9,000	71.95%
Equipment Expense	(36)	1,250	(1,286)	2,022	3,750	(1,728)	15,000	86.52%

ALLIED HOUSING, INC.  
PRELIMINARY  
YTD Profit and Loss Statement  
For the Month Ending March 31, 2020

	March			Year to Date			Annual	%
	Actual	Budget	Variance	Actual	Budget	Variance	Budget	Remain
Uniforms Expense	84	625	(541)	4,510	1,875	2,635	7,500	39.86%
Dining Room Decorating Expense	675	0	675	1,300	0	1,300	0	0.00%
<b>Total Food Service</b>	<b>147,081</b>	<b>125,432</b>	<b>21,650</b>	<b>427,139</b>	<b>405,220</b>	<b>21,919</b>	<b>1,574,030</b>	<b>72.86%</b>
<b>Assisted Living Program</b>								
Labor - Manager	5,666	6,635	(968)	19,624	20,286	(662)	75,632	74.05%
Labor - Care Givers, CC & Aides	31,762	32,328	(566)	109,708	113,149	(3,441)	420,269	73.90%
Labor - Payroll Taxes	3,360	2,810	550	11,330	9,836	1,494	36,533	68.99%
Labor - Workers Comp Expense	1,697	1,938	(241)	6,979	5,813	1,166	23,250	69.98%
Labor - Employee Benefits	6,019	7,610	(1,591)	20,281	22,831	(2,550)	91,324	77.79%
Labor - Medical Required Testing	51	142	(91)	358	425	(68)	1,700	78.97%
Dietary Supplies	19,790	19,867	(77)	59,848	59,600	248	238,400	74.90%
Medication Set-ups	0	88	(88)	308	263	46	1,050	70.66%
Other ALP expenses	1,532	125	1,407	1,597	375	1,222	1,500	-6.46%
A/L Marketing	0	892	(892)	0	2,675	(2,675)	10,700	100.00%
Recreation & Rehabilitation	261	3,167	(2,905)	4,286	9,500	(5,214)	38,000	88.72%
<b>Total Assisted Living Program</b>	<b>70,138</b>	<b>75,602</b>	<b>(5,462)</b>	<b>234,319</b>	<b>242,077</b>	<b>(7,758)</b>	<b>927,658</b>	<b>74.74%</b>
<b>Operations &amp; Maintenance</b>								
Labor - Housekeeping Supervisor	4,845	4,685	161	16,889	16,396	493	60,899	72.27%
Labor - Housekeeping Staff	11,397	11,510	(113)	41,090	40,286	804	149,634	72.54%
Labor - Maintenance Manager/Director	18,249	15,196	3,053	64,273	53,185	11,089	197,543	67.46%
Labor - Maintenance Staff	11,608	12,639	(1,030)	40,628	44,235	(3,607)	164,301	75.27%
Labor - Protection (Security)	6,065	5,985	81	19,561	20,946	(1,385)	77,800	74.86%
Labor - Payroll Taxes	4,679	3,698	981	15,450	12,944	2,506	48,078	67.87%
Labor - Workers Comp Expense	1,323	1,357	(34)	4,569	4,070	500	16,279	71.93%
Labor - Employee Benefits	8,335	10,261	(1,925)	27,228	30,782	(3,555)	123,129	77.89%
Labor - Temporary	5,653	1,500	4,153	14,851	4,500	10,351	18,000	17.49%
Outside Services - Cleaning	125	6,833	(6,708)	2,892	20,500	(17,608)	82,000	96.47%
Outside Services - Exterminating	500	2,583	(2,083)	7,850	7,750	100	31,000	74.68%
Outside Services - Grounds	0	2,083	(2,083)	0	6,250	(6,250)	25,001	100.00%
Outside Services - Repairs	28,689	39,583	(10,894)	96,561	118,750	(22,189)	475,001	79.67%
Outside Services - Elevator Maintenance	2,499	3,917	(1,418)	7,868	11,750	(3,882)	47,000	83.26%
Outside Services - Snow Removal	375	1,250	(875)	825	3,750	(2,925)	15,001	94.50%
Outside Services - Garbage and Trash Removal	4,486	4,250	236	13,685	12,750	935	51,000	73.17%
Outside Services - Life Safety & Security	45	3,500	(3,455)	864	10,500	(9,637)	42,000	97.94%
License & Permit Expense	0	258	(258)	0	775	(775)	3,099	100.00%
Maintenance Supplies	24,431	20,833	3,598	51,032	62,500	(11,468)	250,000	79.59%
Decorating Expense - Common Area	102	142	(40)	312	425	(112)	1,700	81.62%
Utilities - Electric	11,895	15,000	(3,105)	37,697	45,000	(7,303)	180,000	79.06%
Utilities - Water	5,848	3,833	2,014	11,572	11,500	73	45,999	74.84%
Utilities - Gas	6,217	5,917	301	19,936	17,750	2,186	71,000	71.92%
Utilities - Sewer	6,635	5,500	1,135	16,512	16,501	11	66,005	74.98%
Mileage Reimbursement	0	25	(25)	1,415	75	1,340	300	-371.67%
<b>Total Operations &amp; Maintenance</b>	<b>164,002</b>	<b>182,338</b>	<b>(18,336)</b>	<b>513,561</b>	<b>573,870</b>	<b>(60,309)</b>	<b>2,241,769</b>	<b>77.09%</b>
<b>Total Expenses</b>	<b>633,284</b>	<b>629,110</b>	<b>4,174</b>	<b>1,819,476</b>	<b>1,902,939</b>	<b>(83,463)</b>	<b>7,178,442</b>	<b>74.65%</b>
Operating Excess/(Deficit)	175,644	178,091	(2,447)	588,406	526,176	62,230	2,786,751	78.89%
<b>OTHER ELDER CARE INCOME &amp; (EXPENSE)</b>								
<b>Activities Program</b>								
Activities Revenue - Resident Receipts	(695)	(1,917)	1,222	(3,165)	(5,750)	2,585	(23,000)	86.24%
Activities Revenue - ALP Receipts	(261)	(3,333)	3,072	(4,286)	(10,000)	5,714	(40,000)	89.28%
Activities Revenue - Donations	0	(8)	8	0	(25)	25	(100)	100.00%
Assisted Living Activities Expense	261	3,333	(3,072)	4,286	10,000	(5,714)	40,000	89.28%
Newsletter expense	0	2,083	(2,083)	1,415	6,250	(4,835)	25,001	94.34%
Activities Outreach/ Food	335	1,583	(1,249)	1,329	4,750	(3,421)	19,000	93.01%
Classes Expense	360	933	(574)	1,898	2,800	(901)	11,199	83.05%
Health & Wellness Expense	320	2,915	(2,595)	3,798	8,745	(4,947)	34,980	89.14%
Outings Expense	1,391	5,417	(4,025)	9,600	16,250	(6,650)	65,001	85.23%
Family Events	0	308	(308)	0	925	(925)	3,700	100.00%
<b>Total Core Program (Inc)/Exp</b>	<b>1,711</b>	<b>11,315</b>	<b>(9,604)</b>	<b>14,876</b>	<b>33,945</b>	<b>(19,069)</b>	<b>135,781</b>	<b>89.04%</b>
Labor - Activities Staff	14,869	15,671	(803)	46,330	54,850	(8,520)	203,729	77.26%
Labor - Payroll Taxes	1,152	1,206	(54)	3,837	4,221	(383)	15,677	75.52%
Labor - Workers Comp	390	462	(72)	1,259	1,385	(126)	5,540	77.27%
Labor - Employee Benefits	4,191	4,183	9	13,041	12,548	492	50,194	74.02%
Van Expense	1,133	1,083	50	1,797	3,250	(1,453)	13,000	86.17%
Net Gift Shop Activity	81	100	(20)	180	301	(121)	1,202	85.04%
Net Library Activity	0	29	(29)	0	88	(88)	350	100.00%

ALLIED HOUSING, INC.  
PRELIMINARY  
YTD Profit and Loss Statement  
For the Month Ending March 31, 2020

	March			Year to Date			Annual Budget	% Remain
	Actual	Budget	Variance	Actual	Budget	Variance		
Total Other Program Expense	21,815	22,735	(919)	66,445	76,642	(10,198)	289,692	77.06%
Total Activities Program (Inc)/Exp	23,526	34,050	(10,523)	81,321	110,588	(29,267)	425,473	80.89%
Resident Computer Center								
RCC - Wages - RCC Staff	4,740	4,477	263	16,955	15,668	1,287	58,195	70.87%
RCC - Payroll Taxes	371	388	(17)	1,445	1,249	196	4,825	70.05%
RCC - Workers Comp Expense	143	173	(30)	513	520	(7)	2,079	75.32%
RCC - Employee Benefits	(1,404)	1,267	(2,671)	3,699	3,800	(101)	15,200	75.67%
Total RCC Expense	3,849	6,304	(2,455)	22,612	21,237	1,375	80,299	71.84%
Service Coordinator Program								
Labor - Service Coordinator	20,842	22,131	(1,289)	83,398	77,460	5,938	287,708	71.01%
Labor - Payroll Taxes	1,548	1,749	(201)	7,205	6,121	1,084	22,736	68.31%
Labor - Workers Comp Expense	509	547	(37)	2,065	1,640	425	6,561	68.52%
Labor - Employee Benefits	5,267	3,243	2,025	16,695	9,728	6,967	38,912	57.10%
Activities Outreach	0	375	(375)	50	1,125	(1,075)	4,500	98.89%
Total Service Coordinator (Inc)/Exp	28,167	28,045	122	109,414	96,074	13,339	360,417	69.64%
Total Other Elder Care (Inc)/Exp	55,542	68,399	(12,857)	213,346	227,898	(14,552)	866,189	75.37%
OTHER (INCOME) & EXPENSE								
Other Income								
Revenue - Interest Income - Project Operations	(1,718)	(1,833)	115	(4,954)	(5,500)	546	(22,000)	77.48%
Revenue - Investments - Replacement Reserves	0	(467)	467	0	(1,400)	1,400	(5,600)	100.00%
Revenue - Laundry and Vending Revenue	(725)	(875)	150	(3,294)	(2,625)	(669)	(10,500)	68.63%
Revenue - Miscellaneous - Buildings	(1,200)	(1,417)	217	(4,400)	(4,250)	(150)	(17,000)	74.12%
Total Other Income	(3,643)	(4,592)	949	(12,647)	(13,775)	1,128	(55,100)	77.05%
Capital Improvements								
Special Projects	0	3,125	(3,125)	0	9,375	(9,375)	37,500	100.00%
Total Capital Improvements	0	3,125	(3,125)	0	9,375	(9,375)	37,500	100.00%
Debt Service								
Interest on Mortgage Payable	28,848	36,333	(7,485)	90,848	109,000	(18,152)	436,000	79.16%
Depreciation - Buildings	78,850	78,417	433	236,550	235,250	1,300	941,000	74.86%
	78,850	78,417	433	236,550	235,250	1,300	941,000	0 74861847
Total Other (Income)/Expense	104,055	113,283	(10,120)	314,751	339,850	(27,774)	1,370,100	77.03%
Net Excess/(Deficit)	38,867	13,922	24,945	114,685	13,728	100,957	550,462	89.04%





## **Kavod Senior Life**

### **Fiscal Committee Meeting Minutes from May 19, 2020**

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Members Present: Rob Friedman, Brian Botnick, Gary Saltzman, Steven Summer, Perry Moss, and Connell Saltzman

Staff: Michael Klein, Mike Belieu, and Tracy Kapaun. Guests: Max Reiner and Michael Silverman from Marx Okubo.

The meeting was conducted via Zoom and all participants were able to hear the conversation.

Connell called the committee meeting to order at 8 a.m. Max Reiner and Michael Silverman from Marx Okubo joined the call to give an overview of the construction and abatement status. A detailed report from Marx Okubo and an updated project schedule was included with the monthly package that Mike Belieu sent out.

Max gave an update on the work that continues in each building. The West building fire pump and electrical generator are ongoing, In the East building, Pinkard is working on the bistro, basement employee bathroom and electrical generator. Max then discussed the work stoppage due to the Covid-19 virus. The project is coming to a point where there is no segregated work and there are unknown impacts to the project budget and owner contingency because we cannot determine when it will be safe to resume access to the residential/common areas. Max then discussed the options for the work stoppage including 3, 6, or 9-month periods. Kavod will work with Marx Okubo and Pinkard to come to an agreement on when construction will need to stop as well as restart and how the cost overruns will be handled. Kavod internally is working to define criteria that will allow Kavod to proceed with construction. Max and Michael left the call after the discussion was complete.

Connell asked if there was any questions on the March 2020 financials. The March 2020 monthly financial statements were reviewed. Mike gave a high-level overview of the March results. Connell referred to the commentary Mike includes with the notes to explain variances. The group approved the March financial statements with the motion made by Perry and seconded by Rob. Motion passed.

The April 21<sup>th</sup> Fiscal Meeting minutes were reviewed. The group approved the minutes from April meetings with the motion made by Rob and seconded by Perry. Motion passed.

Mike reported that he and his staff are working with Yardi to set up the database. Kavod continues to work with the consulting firm out of Boston. In April, Connell joined a call to review Yardi setup and reports. Once the proposed reports are designed, they will be presented to Fiscal. The goals are to have software in place by the end of July 2020.

Mike and the group then discussed the Covid-19 virus and its implications to Kavod. Mike sent out an updated actual to projected budget comparison for the second and third quarter of 2020 and a detailed worksheet of all Covid-19 donations and expenses. Mike went over the projections and answered questions regarding the additional expenses.

The next meeting is scheduled for June 16, 2020 at 8:00 a.m. via Zoom conference call.

## Notes to April 2020 Financial Statements

*Prepared by Mike Belieu, CFO, Kavod Senior Life*

I have prepared a summary of some key items on the April 2020 statements. These are preliminary numbers and subject to change.

### Cash:

- Operating cash balance as of April 2020 is \$5,621,600 up from \$4,978,400 in March 2020. Please see chart on first page of financial summary. This balance includes reserves invested at Morgan Stanley and cash proceeds from the MidFirst PPP loan.

### Net Income:

- Through April 2020, net income less capital costs is \$103,516 versus the budgeted net income of \$128,764.
- COVID-19 expenses started the third week of March. Total expenses through April are \$56,324 and YTD through June came in at \$115,331.

### Revenue:

- Total revenue YTD through April 2020 is \$3,437,927 compared to the budgeted amount of \$3,551,999, a difference of \$114,072 or 3 percent.
- Other revenue consists of income from Independent and Assisted Living activities such as laundry, cleaning, and interest income. Other revenue came in \$13,004 lower than budget mainly due to activities being canceled in late March.
- Rental revenue is under budget by \$37,365 through April 2020. Kavod had higher vacancy in April due to the effects of COVID-19 as leasing staff were unable to move in new residents. Starting in May, occupancy has increased and move ins are now permitted.
- The Allied Housing Inc. (AHI) statement includes property management fees in the amount of \$76,588 versus a budget of \$75,583. These fees are paid by the three HUD buildings to AHI on a monthly basis for overall management of the properties. See further explanation under expenses.
- Assisted Living revenue YTD is over budget by \$6,650. For April 2020, there were two market rate units vacant. Kavod currently has three couples in the Assisted Living units which increase monthly revenue.
- Dining revenue is under budget for the first four months of 2020 by \$6,791. There were 34 meal exceptions in April. Please see chart on first page of financial summary.
- Grant revenue is under budget by \$60,721 through April. Kavod did receive a \$25,000 grant from Rose Community Fund in April.
- Contribution revenue is lower than budget by \$3,846 through April 2020. In April, Kavod received multiple contributions from individuals to assist with the COVID-19 virus expenses.

### Expenses:

- Total operating expenses for the first four months of 2020 were \$2,871,009 compared to the budgeted amount of \$2,936,868 a difference of \$65,859 or 2 percent less than budget.
- Net Operating Income (NOI) came in lower than budget through April at \$566,918 versus the budgeted amount of \$615,131, a variance of \$48,213.

- Assisted Living expenses year to date are lower than budget by \$13,356. Most expense categories are under budget, recreation and rehabilitation and employee benefits are under budget for April and YTD.
- The Operations and Maintenance category is under budget by \$79,524 due to lower supplies, cleaning and outside services costs. Most categories are running under budget YTD.
- Food Service costs are over budget by \$31,704; food costs are up due to Passover and paper products are over due to the COVID-19 mandatory meal delivery to residents. Kavod will continue to see higher costs for paper products because of the virus. Some wage categories are over budget due to additional compensation for COVID-19.
- Program costs are over budget by \$20,206. This line item is made up of COVID-19 expenses, particularly a \$50 meal credit applied to residents' accounts for food purchases separate from Kavod. Program expenses also included activities labor and direct costs, IT support labor, Service Coordinator labor and supplies, and grant related activities including Kavod on the Road and religious activities.
- Fundraising costs are under budget by \$549. Labor is higher than budget due to three pay periods in January. Outreach, training, and supplies are all under budget.
- General and Admin expenses are under \$24,343 through April 2020. Multiple categories are under budget including marketing, employee benefits, training and IT costs.
- Property management fees are over budget \$1,005 through April with \$76,588 actual expenses versus a budget of \$75,583. Property management fees in the AHI entity are paid by the three buildings and show as revenue on the AHI books and expenses on the three LLLPs. The income and expenses for the fees net out on Kavod's financial statements. These costs are offset by the salaries of some Kavod employees who are now expensed through the AHI.

#### **Non-Operating Expenses and Other Information:**

- Non-operating expenses including debt service (excluding capital costs) came in \$22,965 under budget.
- Debt service came in \$121,492 YTD versus a budget of \$148,900. Interest costs are lower than budget due to a smaller than projected MidFirst loan balance.
- Consulting costs are over budget by \$2,710.
  - These costs include work by Zim Consulting for grant writing.
  - Annette with REC is assisting Kavod in data collection and work on the new management dashboard. Some of these expenses are offset by lower salaries in program expenses.
  - Yardi consulting expenses are also included, funded by grant money received in 2019.

#### **Capital Items:**

- Due to a minor fire, a new oven was purchased for the East kitchen. The total cost was \$27,266 and insurance proceeds covered \$12,266 of the costs. The oven cost will be added to fixed assets in May.
- Kavod is soliciting bids for a new roof for the East building. The roof is in need of repair and is past its useful life. Work on the new roof will start in the 4<sup>th</sup> quarter.
- Kavod funded the latest Pinkard draw in the amount of \$223,247. YTD Kavod has funded Pinkard Construction \$2,876,108 for total project costs.

**KAVOD SENIOR LIFE  
YTD FINANCIAL SUMMARY  
as of 04/30/2020**

Revenues	LPs	AHI	Total YTD 2020	2020 YTD Budget	2020 Budget	% Change from YTD
Rental Income/Property Man Fees	\$ 2,511,434	\$ 76,588	\$ 2,588,022	\$ 2,624,381	\$ 8,029,643	-1%
Food Services	355,560	0	355,560	362,351	1,088,900	-2%
Assisted Living	360,549	0	360,549	353,900	1,073,400	2%
Grant Income	0	44,479	44,479	105,200	315,600	-58%
*Contributions	0	62,921	62,921	66,767	200,300	-6%
	<u>3,227,543</u>	<u>183,988</u>	<u>3,411,531</u>	<u>3,512,599</u>	<u>10,707,843</u>	<u>-3%</u>
Other Revenue/Interest Income	23,647	2,749	26,396	39,400	118,200	-33%
<b>Total Revenues</b>	<b>3,251,190</b>	<b>186,737</b>	<b>\$ 3,437,927</b>	<b>3,551,999</b>	<b>10,826,043</b>	<b>-3%</b>
<b>Operating Expense</b>						
General & Admin/Other Expenses	775,193	74,602	849,795	874,138	2,436,031	-3%
Operations & Maintenance	676,686	0	676,686	756,207	2,241,769	-11%
**Program Expenses	280,467	154,341	434,808	414,602	1,159,651	5%
Fundraising Costs	0	37,683	37,683	38,231	122,100	-1%
Food Services	565,856	0	565,856	534,152	1,574,030	6%
Assisted Living Program	306,181	0	306,181	319,537	938,358	-4%
<b>Total Operating Expense</b>	<b>2,604,383</b>	<b>266,626</b>	<b>2,871,009</b>	<b>2,936,868</b>	<b>8,471,939</b>	<b>-2%</b>
<b>Net Operating Income</b>	<b>646,807</b>	<b>(79,889)</b>	<b>566,918</b>	<b>615,131</b>	<b>2,354,104</b>	<b>-8%</b>
<b>Non-Operating Expense</b>						
Capital/Non Capital Improvements	0	0	0	12,500	37,500	-100%
Depreciation/Amortization	315,400	0	315,400	313,667	941,000	1%
Consultants	0	26,510	26,510	23,800	71,400	11%
Debt Service	121,492	0	121,492	148,900	446,700	-18%
<b>Total Non-Operating Expense</b>	<b>436,892</b>	<b>26,510</b>	<b>463,402</b>	<b>498,867</b>	<b>1,496,600</b>	<b>-7%</b>
<b>Net Income</b>	<b>\$ 209,915</b>	<b>\$ (106,399)</b>	<b>\$ 103,516</b>	<b>\$ 116,264</b>	<b>\$ 857,504</b>	<b>-11%</b>
<b>Net Income after Cap Exp Removed</b>	<b><u>\$ 209,915</u></b>		<b><u>\$ 103,516</u></b>	<b><u>\$ 128,764</u></b>	<b><u>\$ 895,004</u></b>	

**DRAFT ONLY-FOR DISCUSSION PURPOSES ONLY**

Monthly Operating Cash Balance	April 20	March 20	February 20	January 20	December-19
Cash on Hand	\$ 5,621,600	\$ 4,978,400	\$ 5,021,600	\$ 5,063,000	5,149,000
Kavod Meal Exceptions	April 20	March 20	February 20	January 20	December-19
Number of Residents	34	35	37	34	34

**Total Special Projects 2020**

	Cost to Date	Total Budget	Variance
South Special Projects	\$ -	\$ -	\$ -
West Special Projects	\$ -	\$ -	\$ -
East Special Projects	\$ -	\$ -	\$ -
<b>Total Special Projects Through April</b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>

**ADD CAPITAL SECTION**

\* Contribution income is made up of Kavod on the Road, Event, and general donation revenue, and one time revenue from 2018

\*\* Program Expenses are made up of Kavod on the Road, grant, care coordinator, resident services, and religious costs.

**Allied Housing, Inc. - Unrestricted Accounts**  
**Profit Loss**  
**April 2020**

Ordinary Income/Expense	YTD Through April 2020	YTD Budget	Annual Budget	Budget Variance	% of Budget YTD Budget
<b>Income</b>					
Management Fee Revenue	76,588	75,583	226,750	1,005	
Grant Income	44,479	105,200	315,600	(60,721)	14%
A'la Carte Services	2,749	5,467	16,400	(2,718)	17%
Donation Income/Special Events	48,753	47,700	143,100	1,053	34%
Kavod On The Road	12,540	11,500	34,500	1,040	36%
<b>Kavod Foundation</b>					
Rose Endowment Income		1,433	4,300	(1,433)	0%
<b>Shul Income</b>					
Shul Donations	1,628	667	2,000	961	81%
<b>Total Shul Income</b>	<b>1,628</b>	<b>667</b>	<b>2,000</b>	<b>961</b>	<b>81%</b>
<b>Total Income</b>	<b>186,737</b>	<b>247,550</b>	<b>742,650</b>	<b>(60,813)</b>	<b>25%</b>
<b>Expense</b>					
<b>Covid-19 Supply and Salary Expense</b>	<b>56,324</b>	-	-	<b>56,324</b>	<b>#DIV/0!</b>
Management Salary and Benefit Expense	74,602	75,583	226,750	(981)	33%
<b>L'Chaim</b>					
Supplies	-	3,367	10,100	(3,367)	0%
<b>Total L'Chaim</b>	<b>-</b>	<b>3,367</b>	<b>15,100</b>	<b>(1,667)</b>	<b>0%</b>
<b>Kavod On The Road</b>					
Meetings/Classes	463	1,667	5,000	(1,203)	9%
Program Expenses	232	5,467	16,400	(5,235)	0%
Payroll	21,713	21,133	63,400	580	34%
Mileage	132	667	2,000	(534)	7%
Supplies	10,377	3,200	9,600	7,177	108%
Events	1,666	1,167	3,500	499	48%
Entertainment	-	1,667	5,000	(1,667)	0%
Kavod On The Road - Other	4,193	300	900	3,893	466%
<b>Total Kavod On The Road</b>	<b>38,777</b>	<b>35,267</b>	<b>105,800</b>	<b>3,510</b>	<b>37%</b>
A'la Carte Labor	2,120	4,000	12,000	(1,880)	18%
Grant Expense	17,367	4,549	13,646	12,818	127%
Accounting Services	-	2,733	8,200	(2,733)	
Bank Charges & CC Fees	758	600	1,800	158	42%
Chaplain Services	20,603	21,000	63,000	(397)	33%
Charity & Donations	-	1,000	3,000	(1,000)	0%
<b>Consulting Expense</b>					
Housing Consulting	-	4,000	12,000	(4,000)	0%
A/L-Financial Software Consulting	12,450	7,333	22,000	5,117	57%
Board Compliance		1,000	3,000	(1,000)	
Grant Writing	9,800	9,800	29,400	-	33%
Data/Housing Consultant	4,260	1,667	5,000	2,593	85%
<b>Total Consulting Expense</b>	<b>26,510</b>	<b>23,800</b>	<b>71,400</b>	<b>2,710</b>	<b>37%</b>
<b>Events</b>					
Annual Meeting	3,186	7,000	21,000	(3,814)	15%
<b>Total Events</b>	<b>3,186</b>	<b>7,000</b>	<b>21,000</b>	<b>(3,814)</b>	<b>15%</b>

**Allied Housing, Inc. - Unrestricted Accounts**  
**Profit Loss**  
**April 2020**

	YTD Through April 2020	YTD Budget	Annual Budget	Budget Variance	% of Budget YTD Budget
<b>Fundraising Expense</b>					
Memberships	-	133	400	(133)	0%
Security	-	167	500	(167)	0%
Training	-	1,167	3,500	(1,167)	0%
Outreach/Printing	2,142	4,333	13,000	(2,191)	16%
Entertainment/Space Rental	1,000	1,167	3,500	(167)	29%
Fundraising Labor	34,366	30,698	79,815	3,668	43%
Supplies	175	567	1,700	(392)	10%
<b>Total Fundraising Expense</b>	<b>37,683</b>	<b>38,231</b>	<b>102,415</b>	<b>(549)</b>	<b>37%</b>
Legal Expense	-	-	-	-	-
Legal Expense	3,100	1,033	3,100	2,067	100%
Mailing & Postage	6,148	8,333	25,000	(2,185)	25%
Other Religious Services	384	1,476	4,428	(1,092)	9%
Shul Books & Religious Supplies	455	405	1,215	50	37%
Tree of Life	1,477	133	400	1,343	0%
Shul Kiddish	-	1,167	3,500	(1,167)	0%
Shul Religious Services	2,186	2,233	6,700	(48)	33%
Shul Religious Classes & Events	1,457	167	500	1,290	291%
Shul - Training	-	1,167	3,500	(1,167)	0%
<b>Total Expense</b>	<b>293,136</b>	<b>234,911</b>	<b>692,454</b>	<b>58,225</b>	<b>42%</b>
<b>Other Income/Expense</b>					
<b>Other Income</b>					
Dividend Income	-	25	100	(25)	0%
<b>Total Other Income</b>	<b>-</b>	<b>25</b>	<b>100</b>	<b>(25)</b>	<b>-</b>
<b>Net Other Income/Expense</b>	<b>-</b>	<b>25</b>	<b>100</b>	<b>(300)</b>	<b>0%</b>
<b>Net Income</b>	<b>(106,399)</b>	<b>12,639</b>	<b>50,296</b>	<b>(93,760)</b>	<b>-212%</b>



ALLIED HOUSING, INC.  
PRELIMINARY  
YTD Profit and Loss Statement  
For the Month Ending April 30, 2020

	April			Year to Date			Annual Budget	% Remain
	Actual	Budget	Variance	Actual	Budget	Variance		
<b>REVENUE</b>								
Revenue - Rent Income From Apartments - Independent	\$130,021	\$135,484	(\$5,463)	\$515,446	\$532,716	(\$17,271)	\$1,613,804	68.06%
Revenue - Tenant Assistance Payments	510,832	520,257	(9,425)	1,995,988	2,016,082	(20,094)	6,189,089	67.75%
Revenue - ALP Program Full Pay Residents	54,998	52,500	2,498	224,878	210,000	14,878	630,000	64.31%
Revenue - ALP Program Partial Pay Tenants	7,622	13,250	(5,628)	39,005	49,100	(10,095)	159,000	75.47%
Revenue - ALP Program Medicaid Contributions	23,977	23,700	277	96,667	94,800	1,867	284,400	66.01%
Revenue - Food Service/Receipts	82,684	80,667	2,018	322,456	322,050	406	968,000	66.69%
Revenue - Meal Subsidy	(13,158)	(10,833)	(2,325)	(51,779)	(43,333)	(8,446)	(130,000)	60.17%
Revenue - ALP Supplement	22,048	19,867	2,181	81,896	79,467	2,429	238,400	65.65%
Revenue - Meal Delivery, Guest Meals, etc.	0	1,042	(1,042)	2,987	4,167	(1,180)	12,500	76.11%
<b>Total Revenue</b>	<b>819,024</b>	<b>835,933</b>	<b>(16,909)</b>	<b>3,227,544</b>	<b>3,265,048</b>	<b>(37,504)</b>	<b>9,965,193</b>	<b>67.61%</b>
<b>EXPENSE</b>								
<b>General &amp; Administrative</b>								
Property Management Fees	18,896	18,896	0	76,588	75,583	1,005	226,750	66.22%
Salary Allocation to AHI	(18,751)	(18,813)	62	(72,362)	(73,704)	1,342	(225,704)	62.36%
Labor - Food Service Manager	5,097	5,158	(61)	23,160	23,211	(51)	67,053	65.46%
Labor - Leasing	13,599	14,662	(1,063)	66,365	65,979	386	190,605	65.18%
Labor - Front Office Staff	14,206	8,137	6,070	45,678	36,615	9,063	105,777	56.82%
Labor - Community Relations/Marketing	11,902	9,766	2,137	48,539	43,947	4,592	126,957	61.77%
Labor - Accounting/Human Resources/Director	41,573	40,554	1,018	184,424	182,495	1,929	527,208	65.02%
Labor - Potential Bonus	0	0	0	59,746	65,001	(5,255)	65,001	8.08%
Labor - Payroll Taxes	6,291	5,628	663	30,793	25,325	5,468	73,162	57.91%
Labor - Payroll Taxes - FS Admin	393	395	(2)	1,871	1,778	94	5,135	63.56%
Labor - Workers Comp Expense	(3,305)	362	(3,666)	(2,586)	1,527	(4,112)	4,500	157.46%
Labor - Workers Comp Expense - FS Admin	138	158	(20)	621	631	(10)	1,894	67.21%
Labor - Employee Benefits	15,028	17,883	(2,855)	50,286	74,690	(24,404)	214,590	76.57%
Labor - Employee Benefits - FS Admin	1,199	1,111	88	4,801	4,442	359	13,326	63.97%
Labor - Help Wanted Advertising	0	208	(208)	299	834	(535)	2,501	88.04%
Labor - Screening/Background Checks	0	208	(208)	558	834	(276)	2,501	77.71%
Labor - Training and Development	4,233	3,417	816	8,115	13,667	(5,552)	41,000	80.21%
Employee Recognition	104	3,167	(3,063)	6,183	12,667	(6,484)	38,000	83.73%
Employee Wellness	0	917	(917)	500	3,667	(3,167)	11,000	95.45%
Marketing - Ad Placement, Brochures, etc.	317	2,250	(1,933)	3,301	9,000	(5,699)	27,000	87.77%
Marketing - Community Outreach/Open House	465	3,170	(2,706)	4,544	12,680	(8,136)	38,041	88.05%
Board Development	0	542	(542)	1,440	2,167	(727)	6,500	77.85%
Bank Charges	298	83	215	526	333	193	1,000	47.36%
Mileage Reimbursements	174	208	(34)	749	834	(84)	2,501	70.04%
Supplies/Postage/FedEx	3,623	5,583	(1,901)	23,383	22,333	(3,786)	67,000	72.32%
Telephone/Answering/DSL	4,217	2,833	1,383	11,885	11,334	551	34,001	65.05%
Outside Services & Labor	5,109	3,583	1,526	19,844	14,333	5,511	43,000	53.85%
Dues and Subscriptions	230	3,167	(2,937)	10,167	12,667	(2,499)	38,000	73.24%
License Expense	1,657	1,212	445	2,132	4,850	(2,718)	14,549	85.35%
Accounting & Audit Expense	19,629	3,750	15,879	37,570	15,000	22,570	45,001	16.51%
Legal Expense	3,920	1,000	2,919	6,589	4,000	2,588	12,000	45.10%
Other Renting Expense	971	1,458	(488)	1,980	5,833	(3,853)	17,500	88.68%
Hardware - CIS	1,659	1,917	(258)	5,777	7,667	(1,889)	23,000	74.88%
Software - CIS	5,354	1,583	3,770	6,399	6,333	65	19,000	66.32%
Support, Repairs & Maintenance - CIS	3,225	4,750	(1,525)	14,661	19,000	(4,339)	57,000	74.28%
Property & Liability Insurance	22,667	22,744	(78)	90,667	90,977	(311)	272,932	66.78%
<b>Total General &amp; Administrative</b>	<b>184,118</b>	<b>171,647</b>	<b>12,526</b>	<b>775,193</b>	<b>798,530</b>	<b>(28,171)</b>	<b>2,209,281</b>	<b>65.19%</b>
<b>Food Service</b>								
Labor - Hourly Cooks	27,914	23,885	4,029	123,656	107,481	16,175	310,500	60.18%
Labor - Hourly Servers	18,563	19,326	(763)	77,980	86,968	(8,988)	251,241	68.96%
Labor - Assistant Manager	8,775	7,641	1,135	38,625	34,383	4,242	99,329	61.11%
Labor - Catering	0	1,492	(1,492)	2,206	5,967	(3,760)	17,900	87.67%
Labor - Special Staffing	625	667	(42)	1,875	2,667	(792)	8,000	76.56%
Labor - Outside Services Labor Expense	3,403	2,083	1,319	13,297	8,333	4,964	25,000	46.81%
Labor - Payroll Taxes	4,575	4,600	(25)	20,501	18,400	2,101	55,200	62.86%
Labor - Workers Comp Expense	(1,018)	2,367	(3,385)	4,331	9,467	(5,136)	28,400	84.75%
Labor - Employee Benefits	9,850	8,750	1,100	36,194	35,000	1,194	105,000	65.53%
Food & Beverage Expense	57,237	50,410	6,827	206,582	194,640	11,942	580,920	64.44%
Food Paper Products Expense	6,534	4,420	2,114	27,499	17,680	9,819	53,040	48.15%
Cleaning Supplies & Service Expense	741	667	75	2,465	2,667	(202)	8,000	69.19%
Laundry & Linen Expense	290	750	(460)	2,814	3,000	(186)	9,000	68.73%
Equipment Expense	0	1,250	(1,250)	2,022	5,000	(2,978)	15,000	86.52%



ALLIED HOUSING, INC.  
PRELIMINARY  
YTD Profit and Loss Statement  
For the Month Ending April 30, 2020

	April			Year to Date			Annual Budget	% Remain
	Actual	Budget	Variance	Actual	Budget	Variance		
Uniforms Expense	0	625	(625)	4,510	2,500	2,010	7,500	39.86%
Dining Room Decorating Expense	0	0	0	1,300	0	1,300	0	0.00%
<b>Total Food Service</b>	<b>137,488</b>	<b>128,932</b>	<b>8,557</b>	<b>565,856</b>	<b>534,152</b>	<b>31,704</b>	<b>1,574,030</b>	<b>64.05%</b>
<b>Assisted Living Program</b>								
Labor - Manager	5,626	5,818	(191)	25,251	26,104	(853)	75,632	66.61%
Labor - Care Givers, CC & Aldes	34,612	32,328	2,284	144,320	145,478	(1,158)	420,269	65.66%
Labor - Payroll Taxes	3,265	2,810	455	14,595	12,646	1,949	36,533	60.05%
Labor - Workers Comp Expense	(496)	1,938	(2,434)	6,483	7,750	(1,267)	23,250	72.12%
Labor - Employee Benefits	5,414	7,610	(2,196)	25,695	30,441	(4,746)	91,324	71.86%
Labor - Medical Required Testing	381	142	239	739	567	172	1,700	56.56%
Dietary Supplies	22,048	19,867	2,181	81,896	79,467	2,429	238,400	65.65%
Medication Set-ups	186	88	98	494	350	144	1,050	52.98%
Other ALP expenses	375	125	250	1,972	500	1,472	1,500	-31.45%
A/L Marketing	0	892	(892)	0	3,567	(3,567)	10,700	
Recreation & Rehabilitation	450	3,167	(2,717)	4,736	12,667	(7,930)	38,000	87.54%
<b>Total Assisted Living Program</b>	<b>71,861</b>	<b>74,785</b>	<b>(2,923)</b>	<b>306,181</b>	<b>319,537</b>	<b>(13,355)</b>	<b>938,358</b>	<b>66.99%</b>
<b>Operations &amp; Maintenance</b>								
Labor - Housekeeping Supervisor	5,286	4,685	602	22,175	21,080	1,095	60,899	63.59%
Labor - Housekeeping Staff	13,211	11,510	1,701	54,301	51,796	2,504	149,634	63.71%
Labor - Maintenance Manager/Director	18,521	15,196	3,325	82,794	68,380	14,413	197,543	58.09%
Labor - Maintenance Staff	13,483	12,639	844	54,111	56,873	(2,762)	164,301	67.07%
Labor - Protection (Security)	7,337	5,985	1,353	26,898	26,931	(33)	77,800	65.43%
Labor - Payroll Taxes	4,508	3,698	810	19,958	16,642	3,315	48,078	58.49%
Labor - Workers Comp Expense	1,472	1,357	116	6,042	5,426	615	16,279	62.89%
Labor - Employee Benefits	8,397	10,261	(1,864)	35,625	41,043	(5,418)	123,129	71.07%
Labor - Temporary	2,448	1,500	948	17,299	6,000	11,299	18,000	3.89%
Outside Services - Cleaning	699	6,833	(6,134)	3,591	27,333	(23,742)	82,000	95.62%
Outside Services - Exterminating	450	2,583	(2,133)	8,300	10,333	(2,033)	31,000	73.23%
Outside Services - Grounds	1,656	2,083	(427)	1,656	8,334	(6,678)	25,001	93.38%
Outside Services - Repairs	20,897	39,583	(18,686)	125,237	158,334	(33,097)	475,001	73.63%
Outside Services - Elevator Maintenance	5,448	3,917	1,531	13,316	15,667	(2,351)	47,000	71.67%
Outside Services - Snow Removal	1,830	1,250	580	2,655	5,000	(2,345)	15,001	82.30%
Outside Services - Garbage and Trash Removal	4,906	4,250	656	18,591	17,000	1,591	51,000	63.55%
Outside Services - Life Safety & Security	11,050	3,500	7,550	15,276	14,000	1,276	42,000	63.63%
License & Permit Expense	0	258	(258)	0	1,033	(1,033)	3,099	100.00%
Maintenance Supplies	8,625	20,833	(12,208)	59,657	83,333	(23,676)	250,000	76.14%
Decorating Expense - Common Area	0	142	(142)	312	567	(254)	1,700	81.62%
Utilities - Electric	11,402	15,000	(3,598)	49,100	60,000	(10,900)	180,000	72.72%
Utilities - Water	1,658	3,833	(2,175)	13,231	15,333	(2,102)	45,999	71.24%
Utilities - Gas	4,655	5,917	(1,262)	24,591	23,667	924	71,000	65.37%
Utilities - Sewer	3,950	5,500	(1,550)	20,462	22,002	(1,540)	66,005	69.00%
Mileage Reimbursement	0	25	(25)	1,508	100	1,408	300	-402.51%
<b>Total Operations &amp; Maintenance</b>	<b>151,889</b>	<b>182,338</b>	<b>(30,446)</b>	<b>676,686</b>	<b>756,207</b>	<b>(79,524)</b>	<b>2,241,769</b>	<b>69.81%</b>
<b>Total Expenses</b>	<b>564,106</b>	<b>575,622</b>	<b>(11,516)</b>	<b>2,396,276</b>	<b>2,478,561</b>	<b>(82,284)</b>	<b>7,178,442</b>	<b>66.62%</b>
<b>Operating Excess/(Deficit)</b>	<b>254,918</b>	<b>260,311</b>	<b>(5,393)</b>	<b>831,267</b>	<b>786,487</b>	<b>44,780</b>	<b>2,786,751</b>	<b>70.17%</b>
<b>OTHER ELDER CARE INCOME &amp; (EXPENSE)</b>								
<b>Activities Program</b>								
Activities Revenue - Resident Receipts	(37)	(1,917)	1,880	(3,202)	(7,667)	4,465	(23,000)	86.08%
Activities Revenue - ALP Receipts	(450)	(3,333)	2,883	(4,736)	(13,333)	8,597	(40,000)	88.16%
Activities Revenue - Donations	0	(8)	8	0	(33)	33	(100)	100.00%
Assisted Living Activities Expense	450	3,333	(2,883)	4,736	13,333	(8,597)	40,000	88.16%
Newsletter expense	0	2,083	(2,083)	1,415	8,334	(6,919)	25,001	94.34%
Activities Outreach/ Food	0	1,583	(1,583)	1,329	6,333	(5,005)	19,000	93.01%
Classes Expense	100	933	(833)	1,998	3,733	(1,735)	11,199	82.16%
Health & Wellness Expense	304	2,915	(2,611)	4,712	11,660	(6,948)	34,980	86.53%
Outings Expense	141	5,417	(5,276)	9,741	21,667	(11,926)	65,001	85.01%
Family Events	0	308	(308)	0	1,233	(1,233)	3,700	100.00%
<b>Total Core Program (Inc)/Exp</b>	<b>508</b>	<b>11,315</b>	<b>(10,807)</b>	<b>15,994</b>	<b>45,260</b>	<b>(29,267)</b>	<b>135,781</b>	<b>88.22%</b>
Labor - Activities Staff	15,618	15,671	(53)	61,948	70,522	(8,573)	203,729	69.59%
Labor - Payroll Taxes	1,306	1,206	100	5,143	5,427	(283)	15,677	67.19%
Labor - Workers Comp	418	462	(44)	1,677	1,847	(170)	5,540	69.73%
Labor - Employee Benefits	4,038	4,183	(145)	17,079	16,731	348	50,194	65.97%
Van Expense	409	1,083	(674)	2,207	4,333	(2,127)	13,000	83.03%
Net Gift Shop Activity	(23)	100	(123)	157	401	(244)	1,202	86.95%
Net Library Activity	0	29	(29)	0	117	(117)	350	100.00%

ALLIED HOUSING, INC.  
PRELIMINARY  
YTD Profit and Loss Statement  
For the Month Ending April 30, 2020

	April			Year to Date			Annual Budget	% Remain
	Actual	Budget	Variance	Actual	Budget	Variance		
Total Other Program Expense	21,766	22,735	(968)	88,211	99,377	(11,166)	289,692	69.55%
Total Activities Program (Inc)/Exp	22,274	34,050	(11,776)	104,205	144,637	(40,432)	425,473	75.51%
Resident Computer Center								
RCC - Wages - RCC Staff	5,235	4,477	759	22,190	20,144	2,046	58,195	61.87%
RCC - Payroll Taxes	396	388	9	1,841	1,637	205	4,825	61.84%
RCC - Workers Comp Expense	158	173	(15)	671	693	(22)	2,079	67.72%
RCC - Employee Benefits	1,061	1,267	(205)	4,760	5,067	(307)	15,200	68.68%
Total RCC Expense	6,851	6,304	547	29,462	27,541	1,922	80,299	63.31%
Service Coordinator Program								
Labor - Service Coordinator	21,861	22,131	(271)	105,259	99,591	5,667	287,708	63.41%
Labor - Payroll Taxes	1,565	1,749	(184)	8,770	7,870	900	22,736	61.43%
Labor - Workers Comp Expense	542	547	(5)	2,607	2,187	420	6,561	60.27%
Labor - Employee Benefits	5,181	3,243	1,938	21,876	12,971	8,906	38,912	43.78%
Activities Outreach	300	375	(75)	350	1,500	(1,150)	4,500	92.22%
Total Service Coordinator (Inc)/Exp	29,448	28,045	1,403	138,862	124,119	14,743	360,417	61.47%
Total Other Elder Care (Inc)/Exp	58,573	68,399	(9,826)	272,529	296,297	(23,768)	866,189	68.54%
OTHER (INCOME) & EXPENSE								
Other Income								
Revenue - Interest Income - Project Operations	(1,156)	(1,833)	677	(6,110)	(7,333)	1,223	(22,000)	72.23%
Revenue - Investments - Replacement Reserves	0	(467)	467	0	(1,867)	1,867	(5,600)	100.00%
Revenue - Laundry and Vending Revenue	(705)	(875)	170	(3,999)	(3,500)	(499)	(10,500)	61.92%
Revenue - Miscellaneous - Buildings	(1,200)	(1,417)	217	(5,600)	(5,667)	67	(17,000)	67.06%
Total Other Income	(3,061)	(4,592)	1,531	(15,709)	(18,367)	2,658	(55,100)	71.49%
Capital Improvements								
Special Projects	0	3,125	(3,125)	0	12,500	(12,500)	37,500	100.00%
Total Capital Improvements	0	3,125	(3,125)	0	12,500	(12,500)	37,500	100.00%
Debt Service								
Interest on Mortgage Payable	30,644	37,225	(6,581)	121,492	148,900	(27,408)	446,700	72.80%
Depreciation - Buildings	78,850	78,417	433	315,400	313,667	1,733	941,000	66.48%
	78,850	78,417	433	315,400	313,667	1,733	941,000	0.66482463
Total Other (Income)/Expense	106,433	114,175	(7,742)	421,184	456,700	(35,516)	1,370,100	69.26%
Net Excess/(Deficit)	108,662	95,657	12,175	209,916	(43,783)	104,065	550,462	75.01%

**Allied Housing, Inc.**  
**COVID-19 Profit Loss**  
January 1 through June 15, 2020

	<u>Resident Activities (COVID-19)</u>	<u>COVID-19 - Other (COVID-19)</u>	<u>Total COVID-19</u>
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
A'la Carte Services	0.00	0.00	0.00
Donation Income	0.00	69,109.72	69,109.72
Grant Income	0.00	50,000.00	50,000.00
<b>Total Income</b>	<u>0.00</u>	<u>119,109.72</u>	<u>119,109.72</u>
<b>Gross Profit</b>	0.00	119,109.72	119,109.72
<b>Expense</b>			
<b>COVID19 Expenses</b>			
Food Credits	0.00	48,085.00	48,085.00
COVID19 Delivery Fees	0.00	139.47	139.47
Supplies	4,054.23	21,329.00	25,383.23
Staffing	0.00	49,465.00	49,465.00
COVID19 Expenses - Other	8,603.70	9,016.84	17,620.54
<b>Total COVID19 Expenses</b>	<u>12,657.93</u>	<u>128,035.31</u>	<u>140,693.24</u>
<b>Total Expense</b>	<u>12,657.93</u>	<u>128,035.31</u>	<u>140,693.24</u>
<b>Net Other Income</b>	12,657.93	-8,925.59	-21,583.52

**Kavod Senior Life  
Midfirst Refi Loan Tracking  
As of June 16, 2020**

Total Loan	\$ 17,000,000
Less Fees	\$ (120,580)
South Loan Payoff	\$ (796,499)
Line of Credit Payoff	\$ (18,815)
East Loan Payoff	\$ (4,148,114)
<b>Loan Draw down amount</b>	<b>\$ (5,084,008)</b>
<b>Available Loan Proceeds</b>	<b>\$ 11,915,992</b>
Donations for the Bistro Project	\$ 150,000
Grant for door hardware	\$ 51,000
<b>Total available for construction costs</b>	<b>\$ 12,116,992</b>
Loan Advance	\$ 3,915,992
Loan Advance	743,858
Loan Advance	391,059
<b>Total Loan proceeds advanced to Kavod</b>	<b>\$ 10,134,917</b>

**Current Active Projects**

Project Oversight	Total Budget	Revised Budget	Percentage		Available Budget	Total Spent	Entity			
			Spent	Work						
Marx Okubo 1st Invoice	\$	437,850	\$	511,331	66%	\$	171,901	\$	(339,430)	Kavod
Marx Okubo 2nd Invoice	\$									
Marx Okubo 3rd Invoice	\$									
Marx Okubo 4th Invoice	\$									
Marx Okubo 5th Invoice	\$									
Marx Okubo 6th Invoice	\$									
Marx Okubo 7th Invoice	\$									
Marx Okubo 8th Invoice	\$									
Marx Okubo 9th Invoice	\$									
Marx Okubo 10th Invoice	\$									
Marx Okubo 11th Invoice	\$									
Marx Okubo 12th Invoice	\$									
Marx Okubo 13th Invoice	\$									
Marx Okubo 14th Invoice	\$									
Marx Okubo 15th Invoice	\$									
Marx Okubo 16th Invoice	\$									
Marx Okubo 17th Invoice	\$									
Marx Okubo 18th Invoice	\$									
Marx Okubo 19th Invoice	\$									
Marx Okubo 20th Invoice	\$									

This invoice includes fire suppression consulting work.

This invoice includes MEP engineering work for the Fire Department Permits.

Marx Okubo 21th Invoice	\$	(11,149)
Marx Okubo 22th Invoice	\$	(14,080)
Marx Okubo 23rd Invoice	\$	(10,875)
Marx Okubo 24th Invoice	\$	(9,778)
Marx Okubo 25th Invoice	\$	(8,903)
<b>Marx Okubo 25th Invoice</b>	<b>\$</b>	<b>(8,142)</b>

<b>Fire/Sprinkler Consulting</b>		
Jensen Hughes	\$	(5,496)
Jensen Hughes	\$	(10,220)
Jensen Hughes	\$	(17,134)
Jensen Hughes	\$	(16,825)

<b>Land Title Guaranty-Inspection Fees</b>		
<b>Land Title</b>	<b>\$</b>	<b>(10,600)</b>

This budget will come from contingency

\$	-	\$	-	100%	100%	\$	-	\$	(10,600)	Kavod
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<b>Asbestos Abatement</b>		
W/E Anderson	\$	(10,154)
W/E Anderson	\$	(42,400)
W/E Anderson	\$	(42,377)
W/E Anderson	\$	(4,917)
W/E Anderson	\$	(37,566)
W/E Anderson	\$	(64,498)
W/E Anderson	\$	(65,098)

Note: Marx Okubo is verifying percentage work complete.

<b>Attorney Fees for Asbestos Abatement</b>		
Gablehouse Granberg	\$	(3,888)
Gablehouse Granberg	\$	(2,926)
Gablehouse Granberg	\$	(963)
Gablehouse Granberg	\$	(1,810)
Gablehouse Granberg	\$	(1,386)
Gablehouse Granberg	\$	(924)

<b>Architectural Fees</b>		
Hord Coplan Macht, Inc-May	\$	(13,144)
Hord Coplan Macht, Inc-June	\$	(11,520)
Hord Coplan Macht, Inc-October	\$	(13,155)
Hord Coplan Macht, Inc-November/Dec	\$	(6,744)
Hord Coplan Macht, Inc-April	\$	(1,624)
Hord Coplan Macht, Inc-June	\$	(4,680)
Hord Coplan Macht, Inc-October	\$	(2,026)
Hord Coplan Macht, Inc-	\$	(3,292)
Hord Coplan Macht, Inc-	\$	(1,646)
Hord Coplan Macht, Inc-	\$	(4,938)
Hord Coplan Macht, Inc-	\$	(1,646)

\$	65,208	99%	100%	\$	793	\$	(64,415)	Kavod
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\$	5,000	90%	75%	\$	3,104	\$	(11,996)	Kavod
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\$	408,000	65%	64%	\$	140,991	\$	(267,009)	Kavod
----	---------	-----	-----	----	---------	----	-----------	-------

Bram Construction/(Abatement)	\$	(16,363)	\$	120,000	100%	100%	\$	(7,727)	\$	(127,727)	Kavod
PasterKamp Heating and Air	\$	(48,000)									
Bram Construction/(Abatement)	\$	(16,363)									
PasterKamp Heating and Air	\$	(47,000)									
				<b>Project Complete</b>							

**Chiller Replacement**

Johnson Controls	\$	(1,625)	\$	375,000	51%	100%	\$	199,625	\$	(175,375)	Kavod
Johnson Controls	\$	(12,500)									
Johnson Controls	\$	(73,375)									
Johnson Controls	\$	(16,379)									
Johnson Controls	\$	(50,240)									
Johnson Controls	\$	(375)									
Johnson Controls	\$	(13,875)									
Johnson Controls	\$	(7,006)									
				<b>Project Complete-Project under budget</b>							

**Unit Mockups/Construction Management**

Pinkard	\$	(16,199)	\$	8,892,495	32%	31%	\$	6,138,324	\$	(2,876,108)	Kavod
Trane US	\$	(2,842)									
Pinkard	\$	(44,535)									
December 2019-Pinkard Draw #1	\$	(282,918)									
January 2020-Pinkard Draw #2	\$	(511,070)									
February 2020-Pinkard Draw #3	\$	(575,428)									
March 2020-Pinkard Draw #4	\$	(828,810)									
April 2020-Pinkard Draw #5	\$	(391,059)									
May 2020-Pinkard Draw #6	\$	(223,247)									

**Domestic Hot Water**

Climate Engineering	\$	(18,870)	\$	20,000	100%	100%	\$	1,130	\$	(18,870)	Kavod
				<b>Project Complete</b>							

**West Roof and East circle railings**

First Choice Fabrication	\$	(5,992)	\$	32,000	100%	100%	\$	5,855	\$	(26,145)	Kavod
Larry's Mobile Welding	\$	(5,981)									
First Choice Fabrication	\$	(14,172)									
				<b>Project Complete</b>							

**Replace Boilers/Valves-South**

Climate Engineering	\$	(11,780)	\$	120,000	100%	100%	\$	43,920	\$	(76,080)	Kavod
Climate Engineering	\$	(64,300)									
				<b>Project Complete-Project under budget</b>							

**East building Elevator Upgrades**

Thyssenkrupp-Deposit	\$	(143,117)	\$	280,000	63%	50%	\$	118,319	\$	(199,493)	Kavod
Thyssenkrupp	\$	(28,751)									
Thyssenkrupp	\$	(27,625)									

**Committed Projects- payment for material only as of May 2020**

Kavod Senior Life  
Midfirst Refi Loan Tracking  
As of June 16, 2020

Bid	Total Budget	Revised Budget	Percentage		Available Budget
			Spent	Work Complete	

New door Hardware									
Anixer	\$	(56,293)	\$	60,000		100%	\$	3,707	\$ (56,293) Pinkard
Furniture for West Office									
Interior Environments	\$	(6,800)	\$	13,673		50%	\$	6,873	\$ (6,800) Kavod

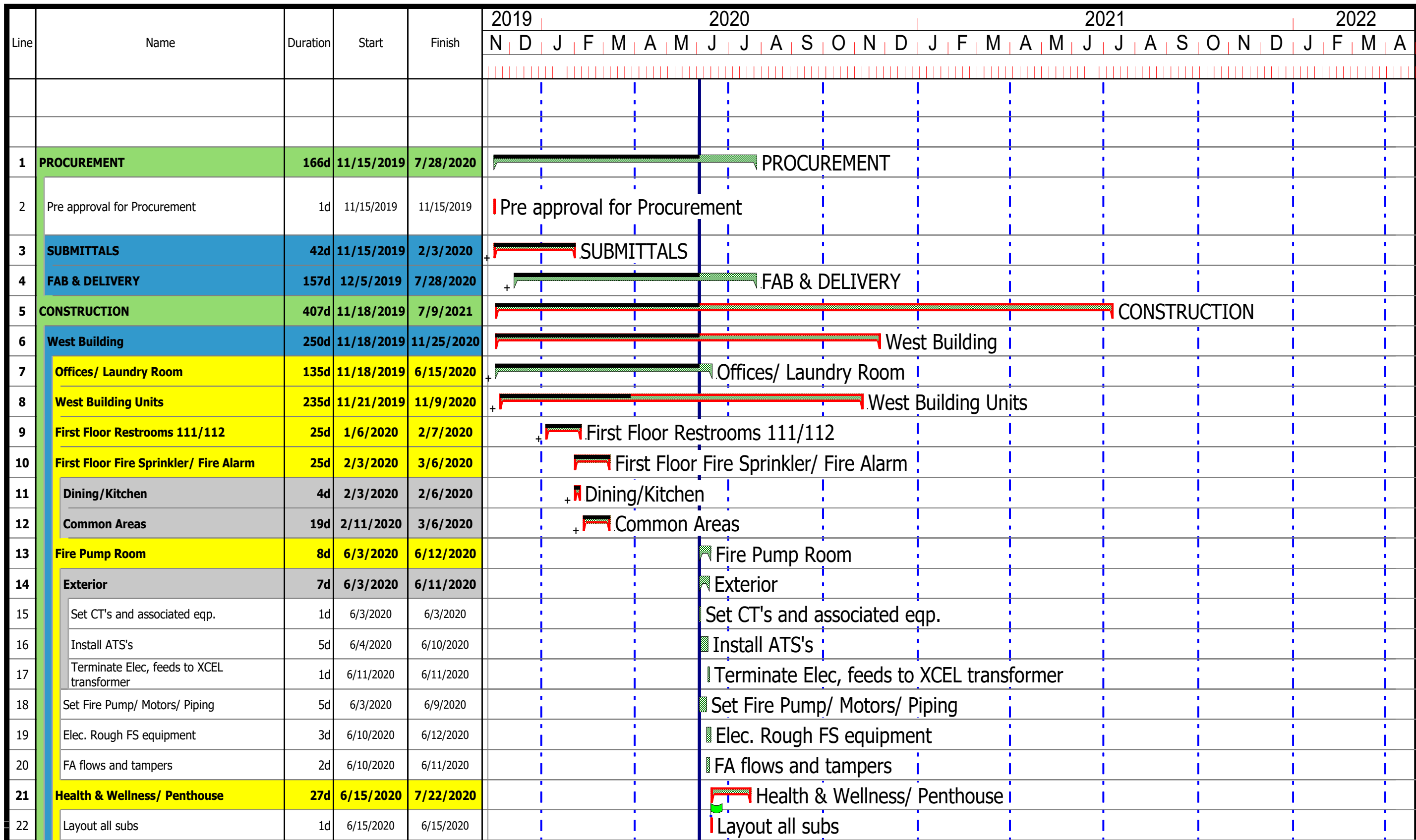
Total Costs to Date **\$ (4,305,916)**

**Total Cash/Loan Proceeds Available \$ 7,811,076** Note: Items that are highlighted and in bold were paid in the last 30 days.

**Interest on MidFirst Loan**

	Actual	Budget	Variance
January Interest Paid	\$ 20,537	\$ 24,567	\$ 4,030
February Interest Paid	\$ 29,259	\$ 32,567	\$ 3,308
March Interest Paid	\$ 28,000	\$ 32,567	\$ 4,567
April Interest Paid	\$ 31,000	\$ 43,167	\$ 12,167
May Interest Paid	\$ 30,000	\$ 54,167	\$ 24,167
June Interest Paid	\$ 30,000	\$ 54,167	\$ 24,167
July Interest Paid	\$ 31,000	\$ 54,164	\$ 23,164
August Interest Paid	\$ 31,000	\$ 57,167	\$ 26,167
September Interest Paid	\$ 31,000	\$ 61,367	\$ 30,367
October Interest Paid	\$ 30,000	\$ 57,167	\$ 27,167
November Interest Paid	\$ 31,000	\$ 57,167	\$ 26,167
December Interest Paid	\$ 30,000	\$ 57,167	\$ 27,167
January Interest Paid	\$ 31,000	\$ 33,167	\$ 2,167
February Interest Paid	\$ 31,000	\$ 33,167	\$ 2,167
March Interest Paid	\$ 28,000	\$ 33,167	\$ 5,167
April Interest Paid	\$ 31,000	\$ 34,667	\$ 3,667
May Interest Paid	\$ 30,000	\$ 34,667	\$ 4,667
June Interest Paid	\$ 30,000	\$ 34,667	\$ 4,667
July Interest Paid	\$ 31,000	\$ 34,667	\$ 3,667
August Interest Paid	\$ 30,000	\$ 34,667	\$ 4,667
September Interest Paid	\$ 31,000	\$ 34,667	\$ 3,667
October Interest Paid	\$ 30,000	\$ 34,667	\$ 4,667
November Interest Paid	\$ 31,000	\$ 34,667	\$ 3,667
December Interest Paid	\$ 30,000	\$ 34,667	\$ 4,667
January Interest Paid	\$ 31,000	\$ 37,255	\$ 6,255
February Interest Paid	\$ 31,000	\$ 37,255	\$ 6,255
March Interest Paid	\$ 28,848	\$ 36,333	\$ 7,485
April Interest Paid	\$ 30,664	\$ 36,333	\$ 5,669
May Interest Paid	\$ 29,486	\$ 36,333	\$ 6,847
Total Interest to date	\$ 867,794	\$ 1,180,414	\$ 312,620

Monthly interest costs prior to the new loan with MidFirst was \$18,500 per month



Bar Chart View

Filter: None

Job #: 00001

Data Date: 6/2/2020

Rev. date: 6/4/2020 7:18:09 AM

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Capitol Improvements

Kavod Senior Life















Line	Name	Duration	Start	Finish	2019				2020				2021				2022			
					N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F
147	Install underground elec.	1d	6/22/2020	6/22/2020																
148	Elec. Inspection	1d	6/23/2020	6/23/2020																
149	Pour Red Concrete duct bank	1d	6/24/2020	6/24/2020																
150	Backfill Elec. trench	1d	6/25/2020	6/25/2020																
151	Form Elec. Pad and sidewalk patch back.	1d	6/26/2020	6/26/2020																
152	Pour Concrete sidewalk and elec. pads.	1d	6/29/2020	6/29/2020																
153	Set electrical equipment	2d	6/30/2020	7/1/2020																
154	Pull wire to equipment	2d	7/2/2020	7/6/2020																
155	Electrical shutdown terminate new feeds	1d	7/7/2020	7/7/2020																
156	<b>Second Set of Restrooms 115/213</b>	<b>38d</b>	<b>6/26/2020</b>	<b>8/19/2020</b>																
157	Temp Partitions	1d	6/26/2020	6/26/2020																
158	MEP Safe off/ Disconnect.	1d	6/29/2020	6/29/2020																
159	DEMO Finishes/Misc. Drywall	2d	6/30/2020	7/1/2020																
160	Plumbing rough in	3d	7/2/2020	7/7/2020																
161	Electrical rough in Ceiling & walls	3d	7/8/2020	7/10/2020																
162	Backing Blocking	1d	7/13/2020	7/13/2020																
163	MEP Rough in inspections	1d	7/14/2020	7/14/2020																
164	Fire Sprinkler Rough Inspections	1d	7/14/2020	7/14/2020																
165	Drywall Patches	1d	7/15/2020	7/15/2020																
166	Drywall Inspection	1d	7/16/2020	7/16/2020																
167	Tape/Finish Drywall	3d	7/17/2020	7/21/2020																
168	Prime First Coat Paint	1d	7/22/2020	7/22/2020																
169	Tile floors and Walls	5d	7/23/2020	7/29/2020																
170	Millwork Vanities	1d	7/30/2020	7/30/2020																
171	Plumbing Fixtures	3d	7/31/2020	8/4/2020																



Bar Chart View

Filter: None

Job #: 00001

Data Date: 6/2/2020

Rev. date: 6/4/2020 7:18:09 AM

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Capitol Improvements

Kavod Senior Life



Foundation Board Meeting via Zoom

May 15, 2020

8:00 a.m.

Present: Perry Moss, chair, Jay Mactas, Joey Simon, Adam Newman, and Molly Zwerdlinger. Staff: Michael Klein and Mike Belieu. Guest: Ben Valore-Caplan and Rheal Radwany from Syntrinsic

Perry welcomed everyone to the meeting and made sure everyone could hear what was being discussed. Zoom was working properly.

He asked if the minutes were accurate and Joey made a motion to accept them and Adam seconded. Minutes were then unanimously approved.

Michael gave an update on the steps Kavod had taken regarding the Covid-19 virus and currently there have been no staff or residents who have been diagnosed with it. Many steps have been implemented and staff have done an exceptional job with following city and state guidelines.

Ben then reviewed the documents which had been sent in advance to the group. He refocused on the document entitled Economic and Market Reflections and spent time on unemployment, earnings, impact on the global economy as well as impact on equity and fixed income markets including the oil markets. He also reviewed Health, Fiscal and Monetary Policies and how they these intersect with the overall market. In addition, he talked about what the recovery could possibly look like.

He then reviewed the actual results through the first quarter and noted there was a recovery in April after a big drop in March. Currently we are down 11.2% year to date and our balance as of today's meeting was 5.307 million. A detailed report was included in the 3/12/2009 – 3/31/202 Performance Report. He also reviewed the Board's decision to eliminate Templeton and Lazard and thanked the Board for quickly moving on their recommendation to do so. Jay asked Ben for additional information on DoubleLine.

Ben also discussed a new staff person in his company Jim XXXXX and his role.

With no further business to discuss the meeting was adjourned at 8:55.



# **Kavod Senior Life**

## *GIFT ACCEPTANCE Policies & Guidelines*

**June 2020**

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## **PURPOSE OF POLICIES AND GUIDELINES**

These Gift Acceptance Policies and Guidelines (these “policies and guidelines”) govern the solicitation and acceptance of Gifts (as defined below) by Kavod Senior Life (“KSL”) and Kavod Senior Life Foundation (“Foundation”). KSL and the Foundation are jointly referred to as “Kavod” in these policies and guidelines. The purpose of the policies and guidelines is to provide guidance to prospective donors and their outside advisors who assist in the Gift planning and delivery process.

These policies and guidelines apply to all Gifts to Kavod, both current and planned. The goals of these policies and guidelines are (a) to encourage giving to Kavod by individuals and entities, (b) to optimize the gift acceptance process, (c) to avoid encumbering Kavod with Gifts that are of a type, or restricted in a manner, that is inconsistent with the mission of the organization, and (d) to identify and avoid proposed gifts that may prove to generate more cost than benefits to Kavod.

These policies and guidelines supersede all prior policies, guidelines, or customs for receipt of Gifts by Kavod, but do not, by themselves, retroactively affect the receipt of any Gifts accepted by Kavod prior to the date these policies and guidelines are adopted.

These policies and guidelines are intended to provide guidance only. Although Kavod is grateful for the many donors who seek, in good faith, to provide Gift support to Kavod, there may be circumstances in which a proposed Gift to Kavod should not be accepted. The Boards of Directors of KSL and the Foundation have the sole final authority to accept any Gift, and may direct the management of KSL or the Foundation to refuse to accept any Gift at any time and for any reason.

### **Definition of Gifts.**

The types of current Gifts that Kavod may accept, subject to these policies and guidelines, include cash and publicly-traded securities. Subject to review by the Gift Acceptance Committee and Boards of Directors as described below, Kavod may also accept closely-held stock and other business interests, certain oil and gas interests, real property, and tangible personal property if such proposed Gifts are not subject to significant encumbrances, risks, reputational issues, or limitations on transferability.

The types of planned Gifts that Kavod may accept, subject to these policies and

guidelines, include bequests, charitable gift annuities (immediate and deferred), charitable remainder trusts, charitable lead trusts, Gifts of life insurance policies and proceeds, remainder interests in property, retirement assets, and such other Gift arrangements as the Gift Acceptance Committee and Boards of Directors may from time to time approve.

## **MISSION AND VISION**

### **Mission of Kavod Senior Life**

Kavod's Mission is to provide life-enriching experiences to older adults through a broad range of housing and support services that reflect the spiritual, social, and cultural values of Jewish tradition.

### **Vision of Kavod Senior Life**

Kavod's vision to support our main campus and seek related locations that support Jewish and other seniors in their quest to age gracefully and stay connected in their communities.

### **Mission of Kavod Senior Life Foundation**

### **Vision of Kavod Senior Life Foundation**

### **Roles of KSL and the Foundation**

The role of KSL in meeting the Mission and Vision of Kavod is to be the provider of senior and community services. The role of the Foundation in meeting the Mission and Vision of Kavod is to provide and invest funds to maintain the financial security of Kavod for the benefits of the communities Kavod serves.

## **FUNDRAISING PHILOSOPHY**

All of the persons and organizations associated with Kavod are guided by Kavod's status as a charitable organization recognized under Section 501(c)(3) of the Internal Revenue Code. Kavod believes that donors should clearly understand our mission and vision and have a clear line of sight between their Gift investment in mission and the impact of their philanthropy. Kavod believes in creating strong relationships with its donors by providing them with a positive experience when making important Gift placement decisions.

## **GIFT ACCEPTANCE COMMITTEE**

The solicitation and acceptance of Gifts by Kavod is subject to the oversight of the Board of Trustees (the Board) or a subcommittee appointed by the Board to which the Board has delegated its authority. In order for Kavod to respond quickly and clearly whenever possible to all Gifts offered by prospective donors, the Board has delegated its authority to a subcommittee consisting of the CEO, CFO, Chair of the KSL Board, Chair of the KSL Fiscal Committee, and Chair of the Foundation, hereinafter referred to as the "Gift Acceptance Committee". Any exceptions to the policies and guidelines must be approved by the Gift Acceptance Committee.

The Gift Acceptance Committee is responsible for periodic review of Kavod's Gift Acceptance Policy, as well as the review of the following types of unsolicited Gifts:

- Gifts valued in excess of \$250,000
- Gifts of publicly traded securities that are restricted by securities laws
- Closely held securities
- Life insurance policies with Kavod as a named beneficiary
- Real property
- Gifts and bequests upon which the donor has placed restrictions on use, naming, or transfer, or which may require expenses of administration, maintenance or upkeep
- Charitable gift annuities
- Gifts that may be subject to third party claims
- Gifts that may have significant reputational impact

The Gift Acceptance Committee will meet at least once annually but no more than monthly. A majority of the members of the Gift Acceptance Committee shall constitute a quorum for the transaction of business, and the vote of a majority of the Committee members present at a meeting at which a quorum is present shall be the act of the Committee.

## **USE OF LEGAL COUNSEL**

Kavod will seek the advice of legal counsel in matters relating to acceptance of Gifts when appropriate. Review by counsel is recommended for:

- Certain Gifts of a financial nature, such as closely held stock, or stock subject to buy-sell agreements or other restrictions.
- All transactions governed by contracts or other legal documents. This would include Gifts of real estate, bargain sales, trusts naming Kavod as trustee or beneficiary, or documents obligating Kavod to take action.
- All transactions with potential conflicts of interest. This may include use of Board members as sales agents in transactions, leases of Gift property to staff or Board, etc.
- Other circumstances in which the staff, Gift Acceptance Committee or Board of Directors believe that use of counsel is appropriate.

## **DONOR RELATIONS**

Kavod endorses the Donor Bill of Rights created by the Association of Fundraising Professionals, the Association for Healthcare Philanthropy, the Council for Support and Advancement of Education, and the Giving Institute: Leading Consultants to Non Profits. (See Attachment A, the “Model Standards.”)

**Consistent with the Model Standards, Kavod will and hereby does advise all prospective donors to seek the assistance of their personal legal and financial advisors in matters relating to their Gifts and the resulting tax and estate planning consequences. Although Kavod is committed to maintaining its tax exempt status, Kavod does not warrant that a Gift to Kavod will provide a charitable deduction or have a particular tax result for any donor.**

All information obtained from or about donors or prospective donors shall be held in strictest confidence, unless appropriate approval is given, in accordance with the Kavod’s Donor Confidentiality Policy. (See Attachment B.)

## **CONFLICT OF INTEREST**

Kavod personnel are required by policies and procedures to be circumspect in all

dealings with donors to maintain confidentiality, and to avoid even the appearance of any act of self-dealing. In reviewing self-dealing transactions, the Board of Directors of KSL and the Foundation shall consider a financial interest “material” to an individual if it is sufficient to create an appearance of a conflict. In each case, this will be a question of fact. (See Attachments B and C.)

The applicable Kavod Board of Directors will examine all acts of self-dealing including, but not limited to prohibition against personal benefit. Those individuals who normally engage in the solicitation of Gifts on behalf of Kavod shall not personally benefit by way of commission, contract fees, salary, or other benefits from any donor in the performance of their duties on behalf of Kavod. Kavod defines affected individuals to include each of the categories of employees, agents and directors of Kavod. Individuals are further defined to include associations, partnerships, corporations, or other enterprises in which a member of the staff holds a principal ownership interest. (See Code of Ethical Standards Attachment D.)

## **DONOR ACKNOWLEDGEMENT AND RECOGNITION**

### **General Gift Acknowledgement**

All Gifts to Kavod will receive written acknowledgements within one week of receipt of the Gift, if possible. Receipts and acknowledgements are necessary to ensure that Gifts are deposited correctly and also serve as additional verification of a tax-deductible gift for the donor. Gifts of \$500 or more will also be acknowledged with a phone call from a Development Director, or as soon as possible, following receipt of the Gift.

### **Donor Recognition**

The Kavod Newsletter is Kavod’s main recognition tool. All donors will be recognized in the Newsletter which is published three times per year. Donors contributing planned Gifts and direct Gifts of \$10,000 or more will also be recognized on the Major Donor Wall in the East Lobby. Additionally, they will receive special recognition at specified events and activities.

### **Anonymity**

Requests for donor anonymity will be honored if such request is made in writing prior to Gift acceptance.

### **Confidentiality**

Files, records, and mailing lists regarding all donors and donor prospects are

maintained and controlled by Kavod. This information is confidential and is strictly for the use of the Kavod Board and staff. Use of this information shall be restricted to organization purposes only. Names of donors will not be provided by Kavod to other organizations, nor will any lists be sold or given to other organizations, except with donor approval.

### **Naming Opportunities**

Requires Board determination.

### **RESTRICTIONS ON GIFTS**

Kavod will accept unrestricted Gifts and Gifts for specific programs and purposes, provided that such Gifts are not inconsistent with its stated mission, purposes and priorities. Kavod reserves the right not to accept any proposed Gifts that are too restrictive in purpose or are not readily reduced to cash or practical use. Gifts that are too restrictive include Gifts that violate the terms of the Kavod's governing documents, Gifts that may be too difficult or costly to administer, or Gifts that are for purposes inconsistent with or outside of the scope of the mission of Kavod. The CEO shall have the independent authority to decline proposed cash Gifts that are too restrictive in purpose. If the CEO deems appropriate, in the alternative, such proposed Gifts may be submitted to the Gift Acceptance Committee for review in accordance with the terms of this Policy.

### **Gift Designations**

Kavod records each Gift according to the designation indicated by the donor. If specific restrictions are indicated and the donor's restrictions cannot be followed, the Gift will not be accepted. To designate a Gift to a specific Kavod program, a donor must submit written notification to Kavod. Non-designated outright Gifts of cash are attributed to the Kavod Operating Fund.

### **Unacceptable Gifts**

Kavod reserves the right to refuse any proposed Gift that is not consistent with its mission. In addition, and without limitation, the following types of proposed Gifts will not be accepted by Kavod:

- Gifts that violate any federal, state, or local statute or ordinance
- Gifts that contain unreasonable conditions (e.g., a lien or other encumbrance) or Gifts of partial interest in property
- Gifts that are made with the condition that the proceeds will be



- spent by Kavod for the personal benefit of a named individual
- Gifts that may expose Kavod to reputational challenges
- Gifts that could expose Kavod to liability or material legal expense

## **GUIDELINES FOR ACCEPTING GIFTS**

Kavod accepts Gifts in the form of outright Gifts, pledges, planned Gifts and endowment Gifts. The details of Gift acceptance by Gift type follow:

### **CURRENT GIFTS**

#### **Cash/Credit Card/Checks**

Kavod will accept an unrestricted current cash, credit card or check Gift of any amount. A donor may also make a pledge of cash to be paid over whatever period of time is mutually acceptable to the donor and Kavod. The acknowledgement of pledged Gifts will occur in accordance with the dates of paid installments.

All checks should be made payable to KSL or the Foundation and shall in no event be made payable to an employee, agent, or volunteer for the credit of Kavod. Kavod will deposit checks made out to other payees only when Kavod is confident that the check is intended to be deposited to a fund at Kavod, after written confirmation with the improperly named check recipient that the intended purpose of the check was a donation to Kavod, and only with the approval of CEO/CFO.

#### **Publicly-Traded Securities**

Securities that are traded on the New York, American, or NASDAQ Stock Exchanges may be accepted by Kavod. Securities traded on international or commodities exchanges may be accepted with CEO/CFO approval. Generally, such securities will be immediately sold by Kavod, unless otherwise approved by the Kavod Fiscal Committee after referral for consideration by the CEO. In no event shall Kavod commit to a donor that a particular security will be held by Kavod.

#### **Closely-Held Stock and Other Business Interests**

Gifts of closely held stock and other business interests, including limited partnership interests and limited liability company membership interests, may be accepted only after review and approval by the Gift Acceptance Committee and, if requested by the CEO, by the Board of Directors.

Such interests will be accepted only if:

- they do not subject Kavod to cash calls or other liabilities,
- there is a reasonable probability that Kavod will be able to liquidate the interests within a reasonable period of time,
- the acceptance or sale of such interests will not have adverse tax or other consequences to Kavod.

Contributions of such interests shall be carefully discussed with the donor and the donor's advisors before acceptance of a proposed Gift. No such Gift shall be accepted without written confirmation from the CEO after the reviews required by this policy are complete. General partnership interests will not be accepted.

### **Oil & Gas Interests**

Royalty interests may be accepted only after review and approval by the Gift Acceptance Committee and, if requested by the CEO, by the Board of Directors. Working interests in oil and gas properties will not be accepted.

### **Real Property**

Gifts of real property may be made in various ways – for example, outright, charitable remainder trusts, remainder interests, and bargain sales. These guidelines pertain to Gifts of real property in general.

Gifts of real property may be accepted only after review and approval by the Gift Acceptance Committee and, if requested by the CEO, by the Board of Directors.

In determining whether to accept Gifts of real property, the Gift Acceptance Committee shall consider the related ongoing costs, such as property taxes, insurance, utilities and maintenance. The Gift Acceptance Committee may request the donor to continue to be responsible for such costs after transferring title to the property to Kavod.

Real property that is encumbered by a trust deed loan or mortgage will be accepted only in exceptional circumstances.

### **Tangible Personal Property**

Gifts of tangible personal property, including jewelry, artwork collections, books, and collectibles, may be accepted only after review and approval by the Gift Acceptance Committee and, if requested by the CEO, by the Board of Directors. Tangible personal property valued at \$5,000 or more is subject to an appraisal, generally at the expense

of the donor. No personal property shall be accepted by Kavod unless there is a reason to believe the property can be liquidated quickly or put to immediate practical use at Kavod.

### **Bargain Sales**

Kavod may enter into a bargain sale arrangement subject to the guidelines contained in these policies and guidelines for the property that is the subject of the bargain sale. All bargain sales must be reviewed and approved by the Gift Acceptance Committee and, if requested by the CEO, by the Board of Directors.

A Gift of mortgaged property will constitute a bargain sale. Because the amount of outstanding indebtedness may be treated as a relief of donor liability, there could be unexpected tax consequences to the donor. The donor should be informed of this and advised to consult with the donor's tax advisor. Kavod shall make no guarantee of any tax outcome for bargain sale arrangements.

Kavod must obtain an independent appraisal substantiating the value of the property. Ordinarily the price paid for the property by Kavod should not exceed 60 percent of its appraised value.

### **PLANNED GIFTS**

#### **Bequests**

Bequests have historically been the most important kind of planned gift, and they have contributed significantly to Kavod. The encouragement of bequests will be one of the highest priorities of Kavod.

In order to ensure that bequests are properly designated and do not unduly restrict the interests of the donor, Kavod staff will urge the donor to obtain the advice of a professional advisor and will provide sample bequest language for restricted and unrestricted Gifts. In addition, Kavod staff will invite the donor to provide to Kavod a confidential copy of that section of the donor's will naming Kavod as a beneficiary. Kavod shall make no guarantee of any estate tax, charitable deduction, or other tax or pecuniary outcome for the donor of a bequest.

If a donor proposes to devise to Kavod property other than cash or marketable securities, Kavod will advise the donor that the property that is the subject of the Gift must satisfy these policies and guidelines. Kavod reserves the right to refuse to accept any Gift devised through a bequest.

### **Life Insurance**

An outright Gift of a paid-up life insurance policy to Kavod will be accepted provided that Kavod is named owner and irrevocable beneficiary of the policy.

An outright Gift of a partially paid-up life insurance policy to Kavod may be accepted so long as Kavod is under no obligation to expend its assets to maintain the policy. In the event a policy is contributed on which premiums remain to be paid, the donor must pledge to continue paying premiums. If the donor does not pledge to continue paying premiums, the Gift will be accepted only if the donor gives Kavod permission to determine the most beneficial use of the life insurance policy, including but not limited to cashing out the policy or abandoning the policy.

Kavod may be named as a percentage or contingent beneficiary of a life insurance policy, if there are no other restrictions on the receipt of the beneficial interest.

If the face value of the policy exceeds \$5,000, Kavod shall advise the donor that the IRS will require a qualified appraisal.

Kavod will not participate in split dollar or reverse split dollar life insurance.

Kavod will not serve as trustee of an irrevocable life insurance trust.

### **Remainder Interests in Property**

Kavod may accept a remainder interest in a personal residence, farm, or vacation property subject to the guidelines contained in these policies and guidelines for Gifts of real estate, including review and approval by the Gift Acceptance Committee and, if requested by the CEO, the Board of Directors. The donor or another person may continue to occupy the real property for a term of years or the life of the donor and/or another person. At the termination of the life estate, Kavod will own the property and may sell it.

The donor shall continue to be responsible for property taxes, insurance, utilities, and maintenance during the term of the life estate unless Kavod, upon prior approval of

the Gift Acceptance Committee, agrees to assume responsibility for any of these items. Kavod shall engage annually with the donor to ensure that these responsibilities are met, and may, by a written notice, disengage from the Gift should circumstances change the appraised value or ready transferability of the property.

### **Retirement Assets**

A donor may make a Gift to Kavod of account-type retirement plans, in which a balance accumulates as principal and is unrestricted upon distribution. These types of plans include Individual Retirement Accounts (IRAs), 401(k) plans, 403(b) plans, and defined contributions plans. Annuity plans, such as defined benefit plans, in which retirement benefits are paid out as income, and principal does not accumulate, generally cannot be used for charitable Gifts.

Methods for gifting retirement assets include:

- Naming Kavod as successor or contingent beneficiary for all or part of the assets upon the death of either the retirement account owner, or the owner's spouse. This direction is made on the beneficiary designation form of the retirement account, and not in the donor's will.
- Creating a testamentary charitable remainder trust funded with retirement assets upon the death of the retirement account owner, and naming Kavod as remainder beneficiary and non-charitable heirs as income beneficiaries.

### **SPECIAL CIRCUMSTANCES**

#### **Matching Gifts**

Kavod honors most organizations' matching gift policies while optimizing matching opportunities as fully as possible. If Kavod has reason to believe that a donor is not in compliance with a matching entity's policies, or if it appears that the Gift would be inconsistent with these policies and guidelines in any other material manner, Kavod staff will contact the donor for clarification and may decline the match.

Cash Gifts accepted from organizations or corporations to match gifts or volunteer time from individuals who are associated with that organization will be credited to the company, with soft credit to the individual donor's record. Unless explicitly prohibited by the matching organization, these funds will be allocated to

the same purpose as the individual donor's Gift.

### **Memorial, Honorary and "On Behalf of" Gifts**

Memorial and honorary Gifts are encouraged by Kavod.

### **Planned Gifts in a Special Campaign**

Kavod will solicit and accept planned Gifts in the course of a special campaign. For purposes of campaign reporting and donor recognition, the value of these Gifts will be discounted in accordance with the National Committee on Planned Giving Guidelines for Reporting and Counting Charitable Gifts (2d ed). Only irrevocable planned Gifts will be counted toward campaign goals. All donors making planned Gifts to a campaign, whether irrevocable or not, will be recognized as members of the Kavod Legacy Society at the time Kavod is notified of the Gift. (See Attachment D.)

## **MISCELLANEOUS PROVISIONS**

### **Securing Appraisals and Legal Fees for Gifts to Kavod**

It will be the responsibility of the donor to secure an appraisal (where required) and independent legal counsel for all Gifts made to Kavod. The donor will pay all associated costs for the appraisal absent a prior arrangement with Kavod. The donor also is responsible for payment of all of his or her own legal fees.

### **Responsibility for IRS Filings upon Sale of Certain Donated Property**

The Chief Financial Officer is responsible for filing IRS Form 8282 upon the sale or disposition of any asset sold within three years of receipt by Kavod when the charitable deduction value of the item is more than \$5,000.

**CHANGES TO GIFT ACCEPTANCE POLICY**

These policies and guidelines have been reviewed and approved by the Kavod Senior Life Board of Directors and the Board of Directors of Kavod Senior Life Foundation. The Kavod Senior Life and Kavod Senior Life Foundation Board of Directors must approve any amendments to these policies.

Approved on the \_\_\_\_ day of \_\_\_\_\_, 2020.

\_\_\_\_\_  
Chair of the Board of Directors  
Allied Housing, Inc.  
d/b/a Kavod Senior Life

\_\_\_\_\_  
Chair of the Board of Directors  
Allied Jewish Apartments Foundation  
d/b/a Kavod Senior Life Foundation

# **ATTACHMENT A**



# A Donor Bill of Rights

**PHILANTHROPY** is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

## I.

*To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.*

## II.

*To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.*

## III.

*To have access to the organization's most recent financial statements.*

## IV.

*To be assured their gifts will be used for the purposes for which they were given.*

## V.

*To receive appropriate acknowledgement and recognition.*

## VI.

*To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.*

## VII.

*To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.*

## VIII.

*To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.*

## IX.

*To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.*

## X.

*To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.*

### DEVELOPED BY

AMERICAN ASSOCIATION OF FUND RAISING COUNSEL (AAFRC)  
ASSOCIATION FOR HEALTHCARE PHILANTHROPY (AHP)  
COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION  
(CASE)  
ASSOCIATION OF FUNDRAISING PROFESSIONALS (AFP)

### ENDORSED BY

INDEPENDENT SECTOR  
NATIONAL CATHOLIC DEVELOPMENT CONFERENCE (NCDC)  
NATIONAL COMMITTEE ON PLANNED GIVING (NCPG)  
COUNCIL FOR RESOURCE DEVELOPMENT (CRD)  
UNITED WAY OF AMERICA

# **ATTACHMENT B**

**Confidentiality Policy for Employees, Volunteers, Board and Committee  
Members of  
Kavod Senior Life**

Respecting the privacy of our clients, donors, members, staff, volunteers and of Kavod Senior Life (Kavod) itself is a basic value of Kavod. Personal and financial information is confidential and should not be disclosed or discussed with anyone without permission or authorization from the CEO. Care shall also be taken to ensure that unauthorized individuals do not overhear any discussion of confidential information and that documents containing confidential information are not left in the open or inadvertently shared.

Employees, volunteers, board and committee members of Kavod may be exposed to information which is confidential and/or privileged and proprietary in nature. It is the policy of Kavod that such information must be kept confidential both during and after employment or volunteer service. Staff and volunteers, including board and committee members, are expected to return materials containing privileged or confidential information at the time of separation from employment or expiration of service.

Unauthorized disclosure of confidential or privileged information is a serious violation of this policy and will subject the person(s) who made the unauthorized disclosure to appropriate discipline, including removal/dismissal.

**ACKNOWLEDGEMENT OF CONFIDENTIALITY OF INFORMATION POLICY**

I have read Kavod Senior Life and Kavod Senior Life Foundation's joint policy on confidentiality and the Statement of Confidentiality presented above. I agree to abide by the requirements of the policy. I understand that violation of this policy will lead to disciplinary action, up to and including termination of my service with Kavod Senior Life.

Signature \_\_\_\_\_ Name \_\_\_\_\_ Date \_\_\_\_\_

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# **ATTACHMENT C**

**CONFLICT OF INTEREST POLICY**

Kavod Senior Life  
Kavod Foundation  
Kavod Senior Housing and Services

In my capacity as a director, officer, member of a committee with Board-delegated powers, or key employee of the above-reference corporation, I acknowledge that I have received, read, understand and agree to comply with the Conflicts of Interest Policy of the Corporation. I further understand that the Policy applies to Board members, officers, member of committees having Board-delegated powers, and key employees, that the Corporation is a non-profit organization, and that in order to maintain its tax-exempt status it must continuously engage primarily in activities which accomplish one or more of its tax-exempt purposes. I hereby represent as follows:

Please check

NO, I do not have an actual or reasonably foreseeable conflict of interest.

YES, I have the following actual or reasonably foreseeable conflict(s) of interest to disclose. *(Attached separate sheet if more space is needed.)*

The following identifies, to the best of my knowledge, each entity of which I am a trustee, director, officer, member, owner or employee and with which the Corporation has a relationship, and each transaction in which the Corporation is a participant and in which I might have a conflicting interest. *(Attach separate sheet if more space is needed.)*

Signature

Date

Print Name

# **ATTACHMENT D**



# CODE OF ETHICAL STANDARDS

## ETHICAL STANDARDS (Adopted 1964; amended Oct 2014)

The Association of Fundraising Professionals believes that ethical behavior fosters the development and growth of fundraising professionals and the fundraising profession and enhances philanthropy and volunteerism. AFP Members recognize their responsibility to ethically generate or support ethical generation of philanthropic support. Violation of the standards may subject the member to disciplinary sanctions as provided in the AFP Ethics Enforcement Procedures. AFP members, both individual and business, agree to abide (and ensure, to the best of their ability, that all members of their staff abide) by the AFP standards.

### PUBLIC TRUST, TRANSPARENCY & CONFLICTS OF INTEREST

#### Members shall:

- 1 not engage in activities that harm the members' organizations, clients or profession or knowingly bring the profession into disrepute.
- 2 not engage in activities that conflict with their fiduciary, ethical and legal obligations to their organizations, clients or profession.
- 3 effectively disclose all potential and actual conflicts of interest; such disclosure does not preclude or imply ethical impropriety.
- 4 not exploit any relationship with a donor, prospect, volunteer, client or employee for the benefit of the members or the members' organizations.
- 5 comply with all applicable local, state, provincial and federal civil and criminal laws.
- 6 recognize their individual boundaries of professional competence.
- 7 present and supply products and/or services honestly and without misrepresentation.
- 8 establish the nature and purpose of any contractual relationship at the outset and be responsive and available to parties before, during and after any sale of materials and/or services.
- 9 never knowingly infringe the intellectual property rights of other parties.
- 10 protect the confidentiality of all privileged information relating to the provider/client relationships.
- 11 never disparage competitors untruthfully.

### SOLICITATION & STEWARDSHIP OF PHILANTHROPIC FUNDS

#### Members shall:

- 12 ensure that all solicitation and communication materials are accurate and correctly reflect their organization's mission and use of solicited funds.
- 13 ensure that donors receive informed, accurate and ethical advice about the value and tax implications of contributions.

- 14 ensure that contributions are used in accordance with donors' intentions.
- 15 ensure proper stewardship of all revenue sources, including timely reports on the use and management of such funds.
- 16 obtain explicit consent by donors before altering the conditions of financial transactions.

### TREATMENT OF CONFIDENTIAL & PROPRIETARY INFORMATION

#### Members shall:

- 17 not disclose privileged or confidential information to unauthorized parties.
- 18 adhere to the principle that all donor and prospect information created by, or on behalf of, an organization or a client is the property of that organization or client.
- 19 give donors and clients the opportunity to have their names removed from lists that are sold to, rented to or exchanged with other organizations.
- 20 when stating fundraising results, use accurate and consistent accounting methods that conform to the relevant guidelines adopted by the appropriate authority.

### COMPENSATION, BONUSSES & FINDER'S FEES

#### Members shall:

- 21 not accept compensation or enter into a contract that is based on a percentage of contributions; nor shall members accept finder's fees or contingent fees.
- 22 be permitted to accept performance-based compensation, such as bonuses, only if such bonuses are in accord with prevailing practices within the members' own organizations and are not based on a percentage of contributions.
- 23 neither offer nor accept payments or special considerations for the purpose of influencing the selection of products or services.
- 24 not pay finder's fees, commissions or percentage compensation based on contributions.
- 25 meet the legal requirements for the disbursement of funds if they receive funds on behalf of a donor or client.