

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
Agenda**

Monday, December 14, 2020

5:30pm

Via Zoom Conference Call

	Item	Presenter	Action
5:30 pm	Welcome, Call to Order, Quorum Determination and Agenda Review	Steven Summer	
5:32 pm	Consent Agenda <ul style="list-style-type: none"> • October 2020 Board Minutes • September/October Financials • Fiscal Committee Minutes • Kavod Senior Life Foundation Minutes • Resident & Community Services Minutes 	Steven Summer	Approval
5:35 pm	COVID 19 Update	Michael Klein Christine Dewhurst Tracy Kapaun	Informational
5:50pm	50 th Anniversary Update	Molly Zwerdinger Melanie Siegel	Informational
6:00 pm	Presentation on Vaccines from Denver Public Health.	Judith C. Shlay, MD, MSPH Associate Director Denver Public Health	Informational
6:30 pm	Fiscal Update Review of 2021 Budget	Connell Saltzman Mike Belieu	Approval
6:40 pm	Gift Naming Policy	Sharon Caulfield Gaile Weisbly Waldinger	Approval
6:50 pm	Compliance Report	Sharon Caulfield Tracy Kapaun	Informational
6:52 pm	President/CEO's Report	Michael Klein	Informational
6:56 pm	Chairman's Report <ul style="list-style-type: none"> • Announcements – upcoming calendar items • Next meeting date/time 	Steven Summer	Informational
7:00 pm	Adjournment		

NEXT MEETING February 22, 2021 at 5:30pm

Kavod Senior Life
Board of Directors
Board Meeting
October 5, 2020

Due to the COVID-19 Pandemic, the board meeting was held electronically via ZOOM. Present: Sharon Caulfield, Rachel Cohen, Glenn Cooper, Rob Friedman, Carl Gladstein Ondalee Kline, Perry Moss, Debbie Reinberg, Connell Saltzman, Gary Saltzman, Jamie Sarche, Jan Schorr, Melanie Siegel, Steven Summer, and Molly Zwerdlinger. Staff: Michael Klein, Michael Belieu, Tracy Kapaun, Christine Dewhurst, Mandie Birchem, and Gaile Weisbly Waldinger. Guests: Carol Silver Elliot, President/CEO of Jewish Home Family and Board Chair of LeadingAge. Each person in attendance acknowledged the ability to hear and speak during the meeting.

A quorum being established, Mr. Steven Summer called the meeting to order.

The Consent Agenda: approval of the August, 2020 Board minutes, Committee Reports: -June/July Financials, Fiscal Committee Minutes, Construction Schedule, Kavod Senior Life Foundation Minutes (all items were distributed prior to the meeting were presented for approval.) Ms. Kline moved to approve the Consent Agenda with a second from Ms. Cohen. The motion passed.

Mr. Summer thanked the staff for all their hard work in keeping staff and residents safe as possible during the pandemic. Mr. Klein, Ms. Kapaun, Ms. Birchem and Ms. Dewhurst, provided the board with an updated report on the status of the active outbreak of COVID19 at Kavod Senior Life. During the COVID-19 pandemic. Ms. Birchem advised that as of October 5, 2020 there were 7 active cases of COVID-19 among the residents. She informed the group that out of the 7 positive cases, 2 were quarantining onsite, 3 were hospitalized, 1 was at a rehab facility and 1 was with family. Ms. Birchem summarized the process the staff initiated to institute quarantine processes as well as to complete contact tracing. Our food bank has continued to operate during the active outbreak with over 240 bags being distributed every other week.

Ms. Dewhurst updated the Board on the staff positive cases, which were 4 positive cases, and what steps were being done to contract trace for the virus. She noted that all effected staff were faring well. Due to Kavod's outbreak status the City had issued a Public Health Order requiring site wide testing until Kavod has 2 rounds of all negative tests. Kavod has been able to maintain staffing levels during this time.

Ms. Kapaun reported, that due to the public health order, all open onsite activities from the beauty salon to family visitation booths to weekly outdoor concerts to construction have been shut down. She outlined programs for the seniors, which help with mental health, have gone virtual. She advised that no move-ins are allowed and only emergency work orders are being completed. The services and activities that have been closed will remain closed until Kavod's active outbreak status have been resolved.

Mr. Klein introduced Carol Silver Elliott who is the President/CEO of Jewish Family Home in New Jersey as well as the Chairwoman of the Board for LeadingAge. Ms. Silver-Elliott gave a thirty minute talk on her experience in New Jersey concerning the pandemic, how COVID has impacted other senior facilities around the country, as well as provided insight into expanding into middle-income housing.

Mr. Connell Saltzman provided the Board with a report on the current budget through the end of September with Mr. Belieu provided an update on the current PPP Loan. It was noted there was a new look to the financials as we have now converted to Yardi and this is providing more timely and efficient financial information. Mr. Saltzman stated that the net income is still doing well and is close to what was budgeted. It was noted that income through the end of the year will be lower as we currently are not able to fill vacant apartments due to Kavod's outbreak status. Mr. Belieu advised that we were still waiting on the Treasury Department to provide the necessary guidance to allow PPP recipients to pay the loan back. Mr. Saltzman advised that the 2021 budget will be discussed at the November Fiscal committee with the Board review at the December meeting. Mr. Belieu provided an update on obtaining new organizational insurance, which looks to be more expensive. The Yardi conversion previously mentioned has gone well.

Ms. Zwerdinger provided the Board with a final report from the Fall Fundraising event. The event raised a net of \$69k with 45 sponsors, 11 of which were new. There was 100 cars at the event for a total of 244 people attending. The Fundraising Committee is currently working on the 50th Anniversary Celebration. Ms. Zwerdinger invited Board members to join the 50th Anniversary Celebration Committee.

In his CEO Report, Mr. Klein thanked the Board for their support during this difficult time and praised and thanked the staff for their commitment to, as well as all they do for the residents of Kavod. He noted that Kavod has obtained over \$1mm in Federal and State grants to help staff and residents this year. He emphasized that 2021 budget will be a challenge as there is so much uncertainty with COVID but is confident that with the Board's support and the excellent work of staff that Kavod will produce a workable budget next year.

Ms. Siegel presented the JCRC Report. She advised that the Board JCRC is looking to support the No on Prop.115 ballot initiative and are asking member organizations to support this position.

Ms. Caulfield moved that Kavod Senior Life support the JCRC Board's position on supporting the No on Prop 115 without using Kavod funds or staff. The motion was seconded by Ms. Sarche. After a lengthy discussion the question was called. The vote was 13 yes, 1 no and 1 abstention. The motion passed.

Mr. Summer advised that the next Board meeting will take place on December 14 via zoom at 5:30pm. .

Meeting adjourned at 7:10pm.

Kavod Senior Life

2021 Budget Talking Points:

Overall:

- **Net income is projected at \$758,532 which is down from the 2020 budgeted number of \$823,072 and is lower than the projected 2020 actual amount of \$806,766.**
- Operating cash is expected to decrease in 2021 by \$358,268 with the investment cash balances increasing slightly next year. Please see the cash details on the bottom of the Budget summary worksheet.
- Loan forgiveness for the MidFirst PPP loan of \$794,400 is expected in the first quarter of 2021. Kavod budgeted \$714,000 in the 2021 budget under Non-Operating Income based upon a conservative amount of forgiveness.
- Kavod expects COVID-19 expenses to continue through the third quarter of 2021. These expenses included salaries for entrance screeners, additional dining costs, PPE and cleaning equipment costs. Overall we are projecting an additional \$176,417 in direct costs and over \$77,000 in additional door screening costs in the salary line items.
- Grant revenue for 2021 is expected at \$257,851, which is lower than 2020 budget. Kavod expects less grant revenue due to COVID-19.
- Property and casualty insurance rates increased with the 2020 renewal and are reflected in the 2021 budgeted amount. The 2020 renewal came in at \$641,153 versus \$272,000 in 2019, a \$369,153 increase over the prior year budget.
 - The insurance market for senior housing continues to be expensive. The lack of sprinklers in the buildings limits the number of insurance companies that will bid on Kavod's insurance policy.
 - Kavod was forced to go another insurance brokerage firm to secure higher liability limits which increased the total price of liability insurance.
- There will be a large increase in mortgage interest costs on the MidFirst Loan in 2021. The MidFirst loan amount has increased since the second half of 2020 and should be fully drawdown by December 2021.
- Capital expenditures/repair & maintenance will be higher in 2021. Current budget is \$481,800 which is allocated for IT upgrades, new building entry system, concrete repair, and Bistro equipment. Like last year, most large capital projects will be covered by the new loan and completed over the next year.
- The 2021 budget items most at risk are grant revenue of \$257,851. This number is very difficult to predict and can come in much lower than budget. Due to COVID -19, occupancy for both Assisted Living and Independent units might be significant lower than prior years. If Kavod has multiple cases of the virus, Leasing is unable to move new residents in. COVID-19 costs could be much higher if Kavod continues to implement mandated protocols into 2021. Just like 2020, Labor may be impacted if we need additional staff to help with the construction process. Money has been

budgeted for this, but is difficult to predict all the aspects which staff may have to get involved.

Revenue:

Total revenue is projected at \$10,870,131. An increase of less than 1% compared to the 2020 budget.

- The majority of the increase is in Non-Operating Income due to the MidFirst loan forgiveness amount of \$714,000. Overall, Kavod management foresees increasing revenue in most operational areas including rental rates, food service, and the resident meal program.
- Rent less vacancy factored in will increase \$103,697 for independent living residents. The OCAF adjustment for affordable rental income will take effect in April 2021 and is projected to be 1.04% based upon estimates from CHFA. Kavod is eligible to do a mark up to market in 2023. Independent market rate units are budgeted for a 5% increase. The 2021 budget includes five vacant units for the first 180 days of 2021 for the sprinkler pipe installation.
- Dining revenue is projected to increase by 3.1% starting February 2020 due to a slight raise in resident costs of \$8/month (from \$231 to \$239/month), a small increase in the Assisted Living dining allocation.
- Assisted Living shows a 2% increase compared to the 2020 budget. Market units will hold steady and Medicaid funded units will increase by 3%.
- Projected contributions from fundraising and the annual summer event are budgeted to decrease by 3.3% from the 2020 budget to accurately reflect actual amounts received. Annual event revenue was significantly lower than budget for 2020.
 - 2021 is the 50th anniversary of Kavod. If COVID-19 is under control and Kavod can have an in person celebration, donations to help support the residents and operations could be a significantly higher than what is budgeted.
- As mentioned previously, grant revenue for 2021 is expected at \$257,851, which is lower than 2020 budget and actual due to COVID-19. A detailed list of all possible grants is attached to the budget summary.

Expenses:

- **Operating expenses are budgeted to increase from 2020 by 8.1% to \$9,209,999.**
- General and Administrative is predicted to increase 18.5% from the 2020 budget due to additional door screening salaries from COVID-19 and the property and casualty insurance increase mentioned above. The minimum wage increase discussed with the Dining budget will also apply to the Night Managers. This category will see roughly an 8% salary increase in 2021.
- Fundraising costs will increase 3.6% due to expected increase in annual meeting costs plus salary and benefit increases.

- The Assisted Living (AL) budget will increase by 1.0% due to higher wages for the caregivers and higher food-related costs. The Caregiver payroll category has seen higher wage growth. Recruitment is difficult, additional money has been allocated for Kavod to be more competitive in hiring for this category. A large reduction in Activity related expenses the first six months offsets higher wages.
- Staffing: Kavod's compensation philosophy has three primary objectives. These objectives are to: 1) Attract a qualified, diverse workforce through a competitive compensation program; 2) Retain and motivate a qualified, diverse workforce by recognizing and rewarding individual and group achievement, contribution, and excellence; and 3) Provide a non-discriminatory merit-based compensation program.

To accomplish these objectives, Kavod provides a compensation program that establishes and maintains competitive salary levels within relevant markets and available resources, and which is consistent with job content, responsibilities, and requirements. Consistent with our established approach, management is requesting approval for a 3% pool for 2021 salary adjustments. Justification for such a pool is based upon review of current compensation benchmarks, an understanding of the rapidly changing workforce challenges within the metro Denver marketplace and alignment with more recent strategies to stay ahead of rising minimum wage in the state.

- Kavod currently has 54 full time positions and 39 part time positions. There will be no new positions in 2021.
- Overall benefit costs are expected to rise less than 2.0%
 - Health insurance premiums will rise 1%
 - Dental insurance will decrease 5%. Employee only rates will remain the same with dependent rates decreasing slightly.
 - Vision, Group life, AD& D, LTD insurance will stay the same for 2021.
- Operations and Maintenance should see a less than 1% increase from the 2020 budget.
 - Maintenance Supplies will increase due to higher material costs for carpet, cabinets, and general supplies.
 - Temp maintenance labor costs should stabilize in 2021. 2020 costs were higher due to trouble filling maintenance tech positions.
 - Funds are budgeted again for an intern program scheduled to start early in the third quarter of 2021. Maintenance techs will see a larger salary increase due to a small labor pool.
 - Total utilities should decrease by 7%. Electric costs should decrease with the solar farm credit starting in the 2nd quarter of 2021.
- Program Expenses are higher by 8.8% due to COVID-19 salary and supplies expenses.
- Dining Services expenses will be 7% higher than 2020.

- Higher labor and benefit costs are due to market conditions driving up wages for cooks. In addition the City of Denver raised the minimum wage again in 2021.
- Food costs are expected to go up from 2020 budget and actual, dining is constantly looking at ways to reduce operating costs.
- Paper product expenses will go up by 24% in 2021 due to meals being delivered by staff, more eco-friendly products and higher general product costs.

Capital Projects- include the following:

- West Landing Repairs- \$208,000
- Contingency - \$150,000
- Concrete repair required by Denver County - \$54,300
- Bistro Equipment - \$22,000
- Entry Lever Sets - \$18,000
- Touchless Entrance Buttons- \$17,000
- IT Upgrades - \$12,500

Non-Operating Costs - include the following:

- Grant research/writing - \$36,500. Data and Financial Software consultants - \$6,500.
- Board compliance, leadership coaching, and data consultant - \$19,000.

Other Agenda Items:

- **Kavod Foundation**

- **Balance as of 3rd quarter of 2020: \$6,402,746, which is an increase in value of 7.3% YTD.**

- **Free Cash Flow Projection**

- A free cash flow projection was added to the bottom of the 2021 budget worksheet. This gives Kavod a better sense of cash used during the year. The free cash flow calculation is explain below
 - Free Cash Flow starts with Net Income of \$758,532, add expense of \$1,039,000 since this is a non-cash item
 - Subtract \$195,000 for future debt repayment of the MidFirst loan, extra \$250,000 principal payment, and regular monthly principal payments
 - Subtract \$481,800 for the cash used for capital expenditures
 - Subtracts PPE income of \$714,000, this cash was received in 2020

- **Kavod MidFirst Loan Reserve**

- \$1 million has been set aside in 2019 and 2020, \$195,000 for 2021. The total reserve balance at the end of 2021 should be \$2,195,000.
- The MidFirst loan matures April of 2030. Kavod can start making principal payments March of 2021 up to \$250,000 per year. This will be in addition to regular principal interest payments starting in the 1st Quarter 2020.

DRAFT

KAVOD SENIOR LIFE
2021 PROPOSED BUDGET SUMMARY
Draft as of 12/05/2020

Revenues	LPs	AHI	Total 2021	2020 Budget	2020 Projected	% Change from 2020 Budget
Rental Income	\$ 7,906,140	\$ 226,750	\$ 8,132,890	\$ 8,029,193	\$ 7,869,623	1.3%
Dining Services	1,122,840	0	1,122,840	1,088,900	1,087,965	3.1%
Assisted Living	1,094,400	0	1,094,400	1,073,400	1,028,580	2.0%
Contributions	0	177,750	177,750	183,900	180,900	-3.3%
Grant Income	0	257,851	257,851	315,600	128,500	-18.3%
Other	84,400		84,400	118,200	199,684	-28.6%
Total Revenues	10,207,780	662,351	10,870,131	10,809,193	10,495,252	0.6%
Operating Expense						
General & Admin	2,554,607	226,750	2,781,357	2,347,570	2,019,455	18.5%
Operations & Maintenance	2,259,310		2,259,310	2,241,765	1,931,914	0.8%
Program Expenses	912,933	398,979	1,311,912	1,205,675	1,581,523	8.8%
Fundraising Costs	0	127,709	127,709	123,315	97,550	3.6%
Dining Services	1,781,483		1,781,483	1,665,138	1,646,086	7.0%
Assisted Living Program	948,228		948,228	938,658	948,069	1.0%
Total Operating Expense	8,456,561	753,438	9,209,999	8,522,121	8,224,597	8.1%
Net Operating Income	1,751,219	(91,087)	1,660,132	2,287,072	2,270,654	-27.4%
Non-Operating Income/Expense						
MidFirst PPP Loan Forgiveness	(714,000)		(714,000)			
Non Capital Improvements	43,200		43,200	37,500	42,500	15.2%
Depreciation Expense	1,039,000		1,039,000	941,000	946,200	10.4%
Debt Service-Prin/Interest	471,400		471,400	436,000	391,600	8.1%
Consultant		62,000	62,000	49,500	83,588	25.3%
Total Non-Operating Income/Expense	839,600	62,000	901,600	1,464,000	1,463,888	-38.4%
Net Income	\$ 911,619	\$ (153,087)	\$ 758,532	\$ 823,072	\$ 806,766	-7.8%
Add back:						
Depreciation Expense	\$ 1,039,000		\$ 1,039,000	\$ 941,000		
Foundation Distribution				250,000		
MidFirst PPP Loan Forgiveness				794,400		
Less:						
MidFirst Loan Reserve	195,000		195,000	1,000,000		
MidFirst Loan Principal Payments	765,000		765,000			
Capital Expenditures	481,800		481,800	452,300		
MidFirst PPP Loan Forgiveness	714,000		714,000			
Free Cash Flow	\$ (205,181)	\$ (153,087)	\$ (358,268)	\$ 1,356,172		

**Allied Housing, Inc.
Proposed 2021 Budget**

	Thru 9/30/2020	2020 Projected	2020 Budget	Budget Variance to Actual	2021 Budget	Variance to Budget
Income						
Rose Endowment Income	3,322	3,322	4,300	(978)	2,600	(1,700)
Property Management Fees	169,060	226,750	226,750	-	226,750	-
Donations-Other	79,744	88,650	38,000	50,650	54,800	16,800
Donations - Religious Services	1,903	2,855	2,000	855	1,500	(500)
Special Events	76,500	102,000	102,000	(25,500)	92,625	(9,375)
KOTR	22,600	22,600	34,500	(11,900)	26,150	(8,350)
Interest & Dividend Income	50	74	100	(26)	75	(25)
Total	353,179	420,751	407,650	13,101	404,500	(3,150)
Grants						
General Grant Funding	-	-	315,600	(315,600)	257,851	(57,749)
Misc	71,979	128,500	128,500	128,500	-	-
Total	71,979	128,500	315,600	(187,100)	257,851	(57,749)
Total Income	\$ 425,158	\$ 549,251	\$ 723,250	\$ (173,999)	\$ 662,351	\$ (60,899)
Expenses						
COVID-Salaries for Temp workers	88,671	118,228	-	-	124,780	124,780
COVID-PPE Supplies/Food Credit	108,538	144,717	-	-	38,650	38,650
COVID-Cleaning Supplies	11,347	15,129	-	-	12,987	12,987
Property Management Salary/Benefits	167,584	226,750	226,750	-	226,750	-
Bank - Credit Card Fees	623	831	1,800	(969)	1,300	(500)
Charity & Donations/ Tree of Life	1,476	1,968	400	1,568	400	-
Auditor fees	-	5,500	8,200	(2,700)	8,200	-
Legal Expense	3,077	4,103	3,100	1,003	4,550	1,450
Mail and Postage	971	1,457	25,000	(23,544)	27,000	2,000
FR Events/Catering Expenses	11,429	12,400	42,000	(29,600)	43,000	1,000
Development Training/Memberships	2,100	2,800	4,000	(1,200)	2,500	(500)
Dir of Development	65,500	85,150	79,815	5,335	82,209	2,394
Community Outreach Coordinator	49,525	66,033	64,050	1,983	66,612	2,562
KOTR Agency Program Costs	32,662	43,549	36,000	7,549	20,000	(16,000)
Oy to Joy program costs	12,117	16,156	13,000	3,156	5,500	(7,500)
Other Event Costs - Mktg	2,198	2,931	2,500	431	2,500	-
L'Chaim	12,117	16,156	15,670	486	7,550	(8,120)
Chaplain	48,892	63,560	63,000	560	64,500	1,500
Chaplaincy and Spiritual Services	3,450	5,175	6,700	(1,525)	9,000	2,300
Outside Contractors for Spiritual Services	315	473	13,289	(12,817)	7,300	(5,989)
Total Expenses	\$ 622,692	\$ 833,064	\$ 605,274	\$ (50,286)	\$ 755,288	\$ 150,014
A'ia Carte Services						
Revenue - A'ia Carte Services	(5,884)	(15,298)	(16,500)	1,202	(8,400)	8,100
Labor - A'ia Carte Services	3,172	4,758	12,000	(7,242)	6,550	(5,450)
Total A'ia Carte Services	\$ (2,712)	\$ (10,540)	\$ (4,500)	\$ (6,040)	\$ (1,850)	\$ 2,650
Gross Income/(Loss)	\$ (194,722)	\$ (273,273)	\$ 122,476	\$ (117,674)	\$ (91,087)	\$ (213,563)
Other Unrestricted Activity						
Consultant - Housing/Strategic Plan	3,450	16,400	12,000	4,400	5,000	(7,000)
Consulting-Grant Writing	21,250	28,333	29,400	(1,067)	36,500	7,100
Leadership/Coaching	5,630	5,630	5,000	630	-	(5,000)
Board Compliance	-	-	3,000	(3,000)	1,500	(1,500)
Financial Software Consultant	59,700	23,400	22,000	1,400	6,500	(15,500)
Data Software Consultant	6,550	9,825	5,000	4,825	12,500	7,500
Total Consulting	\$ 96,580	\$ 83,588	\$ 76,400	\$ 7,188	\$ 62,000	\$ (14,400)
Net Income/(Loss)	\$ (291,301)	\$ (356,862)	\$ 46,076	\$ (122,833)	\$ (153,087)	\$ (199,163)

2021 Grant Projections

Foundation Name	FY2021
Nexi50	\$ 25,500
Daniels Fund	\$ 75,000
Phillips Foundation	\$ 75,000
Rose Community Fund	\$ 50,000
JEWISHcolorado	\$ 12,000
Strear Foundation	\$ 20,351
TOTAL	\$ 257,851

KAYOD SENIOR LIFE
ALL HUD PROFIT CENTERS COMBINED - 2021 PROPOSED BUDGET

Account	Approved 2019 Budget	2020 Thru 9/30	2020 Projected 12/31	Approved 2020 Budget	Proposed 2021 Budget	Variance from 2019 Bud to 2020 Bud	% Change 20 Budget
REVENUE							
10-00-51200 Revenue - Rent - Independent	(1,578,047)	(1,160,071)	(1,546,761)	(1,613,804)	(1,643,461)	29,657	1.84%
10-00-51210 Revenue - Tenant Assistance Payments	(5,357,989)	(4,572,084)	(6,096,112)	(6,188,639)	(6,262,679)	74,040	1.20%
Total Revenue	(6,935,436)	(5,732,155)	(7,642,873)	(7,802,443)	(7,906,140)	103,697	1.33%
EXPENSE							
General & Administrative							
KPM-Property Management Fees	-	170,064	255,096	226,750	226,750	-	0.00%
Salary and Benefit Allocation to AHI	-	(167,855)	(251,783)	(226,750)	(226,750)	-	0.00%
10-01-63170 Labor - Director/Accounting/Human Resources	474,174	413,823	537,970	527,208	543,023	(15,815)	3.00%
10-01-63160 Labor - Community Relations/Marketing	97,600	109,209	141,972	126,958	130,765	(3,807)	3.00%
10-01-63130 Labor - Front Office Staff	97,806	130,585	169,761	105,777	177,950	(72,173)	68.23%
10-01-63110 Labor - Leasing	171,154	142,883	185,748	190,604	196,323	(5,719)	3.00%
10-01-63250 Labor - Payroll Taxes	66,500	65,679	85,383	73,162	80,646	(7,484)	10.23%
10-01-63260 Labor - Workers Comp Expense	6,562	(26)	(35)	4,500	4,000	500	-11.11%
10-01-63265 Labor - Benefits	155,500	127,415	169,887	214,590	206,148	8,442	-3.93%
10-01-63350 Help Wanted Advertising	1,500	389	519	2,500	2,500	-	0.00%
10-01-63360 Screening/Background Checks	2,300	2,051	2,735	2,500	2,500	-	0.00%
10-01-63290 Training and Development	47,000	9,847	13,129	41,000	41,000	-	0.00%
10-01-63295 Employee Recognition	24,000	9,338	12,451	38,000	38,000	-	0.00%
10-01-63298 Employee Wellness	4,000	1,280	1,707	11,000	11,000	-	0.00%
10-01-63515 Accounting & Audit Expense	44,000	41,170	41,170	45,000	46,000	(1,000)	2.22%
10-01-63610 CIS - Hardware	13,000	6,276	8,368	23,000	11,000	12,000	-52.17%
10-01-63630 CIS - Software	2,000	7,342	9,789	19,000	27,900	(8,900)	46.84%
10-01-63650 CIS - Support, Repairs & Maintenance	63,400	33,902	45,203	57,000	40,500	16,500	-28.95%
10-01-63500 Dues and Subscriptions	33,000	12,889	17,185	38,000	35,000	3,000	-7.89%
10-01-63540 Legal Expense	8,000	9,076	12,101	12,000	12,000	-	0.00%
10-01-63510 License Expense	10,500	6,522	8,696	14,550	12,400	2,150	-14.78%
10-01-62400 Marketing - Advertising	22,000	8,981	11,975	27,000	21,400	5,600	-20.74%
10-01-62430 Marketing - Community Outreach	38,500	12,594	16,792	38,040	31,150	6,890	-18.11%
10-01-69400 Board & Committee meetings	7,000	1,745	2,327	6,500	6,500	-	0.00%
10-01-63430 Mileage Reimbursements	2,400	112	149	2,500	2,500	-	0.00%
10-01-63550 Other Renting Expense	9,000	3,878	5,171	17,500	15,500	2,000	-11.43%
10-01-63460 Outside Services & Labor	37,000	6,793	9,057	43,000	43,000	-	0.00%
10-01-67120 Property & Liability Insurance	144,000	236,063	314,751	272,931	641,152	(368,221)	134.91%
10-01-63440 Supplies/Postage/FedEx	65,000	51,584	68,779	67,000	70,650	(3,650)	5.45%
10-01-63185 Discretionary bonus and board gift	55,000	59,746	79,661	65,000	68,000	(3,000)	4.62%
10-01-63400 Bank Charges	4,900	1,113	1,484	1,000	2,100	(1,100)	110.00%
10-01-63450 Telephone/Internet	27,000	31,694	42,259	34,000	34,000	-	0.00%
Total General & Administrative	1,733,796	1,546,162	2,019,455	2,120,820	2,554,607	(433,787)	20.45%
Operations & Maintenance							
10-06-65120 Labor - Housekeeping Staff	138,358	121,927	158,505	149,634	147,991	(38,357)	25.63%
10-06-65125 Labor - Housekeeping Supervisor	54,745	48,260	62,737	60,900	64,732	(3,832)	6.29%
10-06-65135 Labor - Maintenance Director/Coo	182,657	184,489	239,836	197,543	203,469	(5,926)	3.00%
10-06-65140 Labor - Maintenance Staff	192,076	121,442	157,874	164,301	169,229	(4,928)	3.00%
10-06-65150 Labor - Night Managers	56,424	60,488	78,634	77,800	83,914	(6,114)	7.86%
10-06-65145 Labor - Operations Director	-	-	-	-	-	-	-
10-06-65250 Labor - Payroll Taxes	45,100	42,769	55,600	48,079	52,168	(4,089)	8.51%
10-06-65260 Labor - Workers Comp Expense	15,271	15,394	20,525	16,280	18,104	(1,824)	11.21%
10-06-65265 Labor - Benefits	115,500	84,283	112,377	123,129	122,804	325	-0.26%

KAYOD SENIOR LIFE
ALL HUD PROFIT CENTERS COMBINED - 2021 PROPOSED BUDGET

Account	2019 Budget	2020 Thru 9/30	2020 Projected 12/31	2020 Approved Budget	2021 Proposed Budget	Variance from 2019 Bud to 2020 Bud	% Change 20 Budget
10-06-65295 Labor - Temporary	15,000	20,583	27,444	18,000	25,000	(7,000)	38.89%
10-06-65760 Decorating Expense - Common Area	1,400	826	1,101	1,700	1,200	500	-29.41%
10-06-65710 License & Permit Expense	2,000	1,371	1,828	3,100	3,100	-	0.00%
10-06-65720 Maintenance Supplies	250,000	148,642	198,189	250,000	230,000	20,000	-8.00%
10-06-65770 Mileage Reimbursement	250	127	169	300	2,600	(2,300)	766.67%
10-06-65500 Outside Services - Cleaning	90,000	10,061	13,415	82,000	75,000	7,000	-8.54%
10-06-65540 Outside Services - Elevator Maintenance	50,000	27,452	36,603	47,000	42,000	5,000	-10.64%
10-06-65510 Outside Services - Extenuating	31,000	12,250	16,333	31,000	25,000	6,000	-19.35%
10-06-65520 Outside Services - Grounds	25,000	8,307	11,076	25,000	25,000	-	0.00%
10-06-65700 Outside Services - Life Safety & Security	35,000	21,783	29,044	42,000	40,000	2,000	-4.76%
10-06-65530 Outside Services - Repairs	480,000	235,131	313,508	475,000	475,000	3,000	-0.00%
10-06-65560 Outside Services - Snow Removal	12,500	2,688	3,584	15,000	12,000	3,000	-20.00%
10-06-65610 Outside Services - Trash Removal	43,000	41,551	55,401	51,000	55,000	(4,000)	7.84%
10-06-64500 Utilities - Electric	189,000	137,570	183,427	180,000	180,000	6,000	-0.00%
10-06-64520 Utilities - Gas	65,000	38,852	51,803	71,000	65,000	5,000	-8.45%
10-06-64530 Utilities - Sewer	69,000	45,259	60,345	66,000	61,000	5,000	-7.58%
10-06-64510 Utilities - Water	40,000	28,369	42,554	46,000	40,000	6,000	-13.04%
Total Operations & Maintenance	2,178,280	1,459,873	1,931,914	2,241,765	2,259,310	(17,545)	0.78%
Total Expense	3,912,075	3,006,035	3,951,368	4,362,585	4,813,917	(451,332)	10.35%
Operating (Excess)/Deficit	(3,023,361)	(2,726,119)	(3,691,505)	(3,439,858)	(3,092,223)	(347,635)	-10.11%
OTHER ELDER CARE INCOME & EXPENSE							
Activities Program							
10-14-63200 Revenue - Resident Receipts	(23,000)	(3,543)	(4,724)	(23,000)	(14,000)	(9,000)	-39.13%
10-14-63250 Revenue - ALP Receipts	(38,000)	(4,736)	(6,315)	(40,000)	(21,200)	(18,800)	-47.00%
10-14-63600 Revenue - Academy Donations	(100)	-	-	(100)	-	(100)	0.00%
10-14-63600 Revenue - Gift Shop Receipts	(2,000)	-	-	(2,700)	(1,300)	(1,400)	0.00%
10-14-69320 Assisted Living Activities Expense	38,000	5,082	6,776	40,000	21,200	18,800	-47.00%
10-14-69410 Family Events (Mother Day Father Day etc)	2,000	3,498	4,664	3,700	3,500	200	-5.41%
10-14-62430 Newsletter expense	18,500	5,576	7,435	25,000	25,000	-	0.00%
10-14-69400 Activities Outreach - Volunteer B-day	22,000	1,403	1,871	19,000	16,000	3,000	-15.79%
10-14-69340 Classes Expense	11,400	3,498	4,664	11,200	11,300	(100)	0.89%
10-14-69360 Health & Wellness Expense	18,556	6,167	8,223	34,981	27,100	7,881	-22.53%
10-14-69380 Outings & Events Expense	67,200	12,580	16,773	65,000	40,750	24,250	-37.31%
10-14-69600 Gift Shop Expense	4,500	418	557	3,900	2,200	1,700	-43.59%
10-14-69700 Library/Expense	500	-	-	350	-	350	-100.00%
10-14-69800 Van Expense	14,000	3,484	4,645	13,000	9,000	4,000	-30.77%
Net Core Activities Program Expenses	133,556	33,427	44,570	150,331	119,550	30,781	-20.48%
Total Other Activities Program Expenses	236,536	203,389	264,538	275,140	275,140	-	0.00%
10-14-69310 Labor - Activities Staff	178,956	148,153	192,599	203,729	203,729	-	0.00%
10-14-69250 Labor - Payroll Taxes	13,680	10,993	14,291	15,677	15,677	-	0.00%
10-14-69260 Labor - Workers Comp Expense	3,920	3,968	5,291	5,539	5,539	-	0.00%
10-14-69265 Labor - Employee Benefits	39,200	40,275	52,358	50,195	50,195	-	0.00%
Total Activities Program (Income)/Expense	370,092	236,816	309,108	425,471	394,690	30,781	-7.23%
Resident Computer Center							
10-11-63185 Labor - RCC Staff	51,835	48,377	62,890	58,195	64,739	(6,544)	11.25%
10-11-63250 Labor - Payroll Taxes	4,526	3,817	4,962	4,825	5,155	(330)	6.83%
10-11-63260 Labor - Workers Comp Expense	1,950	1,458	1,895	2,079	1,942	137	-6.58%
10-11-63265 Labor - Benefits	12,350	10,191	13,248	15,200	13,669	1,531	-10.07%

**KAVOD SENIOR LIFE
ALL HUD PROFIT CENTERS COMBINED - 2021 PROPOSED BUDGET**

Account	Approved 2019 Budget	2020 Thru 9/30	2020 Projected 12/31	Approved 2020 Budget	Proposed 2021 Budget	Variance from 2019 Bud to 2020 Bud	% Change 20 Budget
Service Coordinator Program	70,661	63,843	82,996	80,299	85,505	(5,206)	6.48%
10-33-80000							
Labor - Service Coordinator	266,027	231,446	300,880	287,708	300,181	(12,473)	4.34%
Labor - Payroll Taxes	16,800	17,253	22,429	22,736	23,482	(746)	3.28%
Labor - Workers Comp Expense	6,851	5,557	7,224	6,561	7,466	(906)	13.80%
Labor - Benefits	41,400	48,549	63,114	38,912	62,409	(23,497)	60.39%
RS - Outreach	4,000	350	467	4,500	4,000	500	-11.11%
Total Service Coordinator	335,078	303,155	394,113	360,416	397,538	(37,122)	10.30%
Total Other Elder Care Income & Expense	775,831	603,814	786,217	866,186	877,733	(11,547)	1.33%
OTHER INCOME & EXPENSE							
Other Income							
10-00-54100 Revenue - Interest Income	-	(2,204)	(21,240)	(22,000)	(9,800)	(12,200)	-55.45%
10-00-54400 Revenue - Investments	(1,500)	(7,533)	(10,044)	(5,600)	(4,100)	(1,500)	-26.79%
10-00-59100 Revenue - Laundry and Vending Revenue	(14,500)	-	-	(10,500)	(9,500)	(1,000)	-9.52%
10-00-59900 Revenue - Miscellaneous	(9,000)	(164,189)	(168,400)	(17,000)	(25,800)	8,800	51.76%
Total Other Income	(25,000)	(173,926)	(199,684)	(55,100)	(49,200)	(5,900)	-10.71%
NON OPERATING INCOME & EXPENSE							
Non Operating Income							
10-01-68120 MidFirst Loan Forgiveness Income	-	-	-	-	(714,000)	-	
Debt Service							
10-01-68120 Interest on Mortgage Payable	590,000	293,700	391,600	436,000	471,400	(35,400)	8.12%
Mortgage Insurance	-	-	-	-	-	-	0.00%
Total Debt Service	590,000	293,700	391,600	436,000	471,400	(35,400)	11.34%
10-06-65900 Special Projects - Capital Improvements	400,000	5,021	259,400	452,300	481,800	(29,500)	6.52%
Special Projects - Large Repairs (exp)	64,600	36,099	42,500	37,500	43,200	(5,700)	15.20%
Depreciation Expense	750,000	709,650	946,200	941,000	1,039,000	(98,000)	10.41%
Proposed Special Projects - Capital Improvements	(400,000)	(5,021)	(259,400)	(452,300)	(481,800)	29,500	6.52%
Total Capital Improvements	814,600	745,749	988,700	978,500	1,082,200	(103,700)	10.60%
Total Other (Income) & Expense	1,379,600	865,523	1,180,616	1,359,400	790,400	569,000	-41.86%
REVENUE - FOOD SERVICE							
Net (Excess)/Deficit	(867,930)	(1,256,782)	(1,724,672)	(1,214,272)	(1,424,090)	209,818	17.28%
40-00-58200 Revenue - Receipts	(911,400)	(723,291)	(964,388)	(968,000)	(997,040)	29,040	3.00%
40-00-58230 Resident Subsidies	116,000	103,892	136,523	130,000	132,000	(2,000)	1.54%
40-00-58250 Revenue - ALP Supplement	(208,400)	(193,039)	(257,385)	(238,400)	(251,600)	13,200	5.54%
40-00-59920 Revenue - Meal Delivery	(13,300)	(3,163)	(4,217)	(12,500)	(6,200)	(6,300)	-50.40%
40-00-59940 Revenue - Holidays	(450)	(331)	(497)	-	-	33,940	0.00%
Total Revenue	(1,017,550)	(815,932)	(1,087,965)	(1,088,900)	(1,122,840)	-	3.12%
EXPENSES							
General & Administrative							
40-01-69000 Labor - Food Service Manager	62,000	52,581	68,355	67,053	69,065	(2,012)	3.00%
40-01-69250 Labor - Payroll Taxes	4,817	3,840	5,120	5,135	5,800	(665)	12.95%
40-01-69260 Labor - Workers Comp Expense	1,777	1,285	1,713	1,894	2,050	(156)	8.22%
40-01-69265 Labor - Benefits	12,500	6,183	8,244	13,326	14,200	(874)	6.56%

**KAVOD SENIOR LIFE
ALL HUD PROFIT CENTERS COMBINED - 2021 PROPOSED BUDGET**

Account	2019 Budget	2020		2020 Budget	Proposed	2019 Bud to 2020 Bud	% Change
		Thru 9/30	Projected 12/31				
Total Food Service General & Administrative	81,094	63,889	83,433	87,408	91,115	(3,706)	4.24%
Operations							
40-03-69100 Labor - Hourly Cooks	302,934	264,536	343,897	310,500	373,000	(62,500)	20.13%
40-03-69110 Labor - Hourly Servers	216,214	170,188	221,242	251,241	251,241	-	0.00%
40-03-69125 Labor - Assistant Manager	90,843	86,674	112,676	99,329	112,355	(13,026)	13.11%
40-03-69128 Labor - Catering	16,000	2,206	2,868	17,900	10,500	7,400	-41.34%
40-03-69130 Labor - Special Staffing	7,700	5,000	6,667	8,000	8,000	-	0.00%
40-03-69140 Labor - outside services	24,500	26,310	35,080	25,000	27,000	(2,000)	8.00%
40-03-69250 Labor - Payroll Taxes	48,201	42,968	57,291	55,200	56,300	(1,100)	1.99%
40-03-69260 Labor - Workers Comp Expense	21,500	11,797	15,729	28,400	21,400	7,000	-24.65%
40-03-69265 Labor - Benefits	126,000	88,157	117,543	105,000	109,100	(4,100)	3.90%
40-03-69400 Food & Beverage Expense	499,923	470,095	626,793	580,920	615,472	(34,552)	5.95%
40-03-69420 Cleaning Supplies & Service Expense	33,846	60,701	80,935	53,040	65,800	(12,760)	24.06%
40-03-69430 Laundry & Linen Expense	7,005	3,720	4,960	8,000	8,000	-	0.00%
40-03-69440 Equipment Expense	9,000	4,083	5,444	9,000	6,000	3,000	-33.33%
40-03-69450 Holidays Expense	20,000	3,893	5,191	15,000	15,000	-	0.00%
40-03-69470 Decorating Expense	3,100	2,251	3,001	3,700	3,700	-	0.00%
40-03-69470 Unitoms Expense	9,400	5,078	6,770	7,500	7,500	-	0.00%
Total Food Service Operations Expense	1,436,166	1,247,655	1,646,086	1,577,730	1,690,368	(112,638)	7.14%
Total Food Service Expense	1,517,260	1,311,544	1,729,519	1,665,138	1,781,483	(116,345)	6.99%
Food Service Operating (Excess)/Deficit	499,710	495,612	641,554	576,238	658,643	(82,405)	14.30%
REVENUE - ASSISTED LIVING							
50-00-57200 Revenue - ALP Program Full Pay Residents	(635,708)	(461,287)	(615,049)	(630,000)	(635,000)	5,000	0.79%
50-00-57300 Revenue - ALP Program Partial Pay Tenants	(168,561)	(99,988)	(133,317)	(159,000)	(166,000)	9,000	5.66%
50-00-57400 Revenue - ALP Program Medicaid Contributions	(168,561)	(210,160)	(280,213)	(284,400)	(291,400)	7,000	2.46%
Total Assisted Living Revenue	(972,830)	(771,435)	(1,028,580)	(1,073,400)	(1,094,400)	21,000	1.96%
EXPENSE							
50-02-69160 Labor - Manager	68,402	57,560	77,840	75,632	77,205	(1,573)	2.08%
50-02-69170 Labor - Care Givers, CC & Aides	358,749	331,047	423,328	420,269	431,400	(11,131)	2.65%
50-02-59250 Labor - Payroll Taxes	36,700	31,922	43,113	36,533	36,533	-	0.00%
50-02-69260 Labor - Workers Comp Expense	22,400	16,189	21,761	23,250	22,600	650	-2.80%
50-02-69265 Labor - Benefits	85,435	54,851	74,829	91,324	81,240	10,084	-11.04%
50-02-69370 Labor - Medical - Required Testing	1,481	1,492	2,238	1,700	1,900	(200)	11.76%
50-02-69410 Dietary Supplies	201,400	193,039	289,559	238,400	251,600	(13,200)	5.54%
50-02-69500 Medication Set-ups	1,300	1,880	2,820	1,050	2,750	(1,700)	161.90%
50-02-69520 Misc ALP supplies	1,300	3,268	4,902	1,500	5,000	(3,500)	233.33%
50-02-62430 Advertising & Rehabilitation	10,600	4,736	576	11,000	11,000	-	-28.95%
50-02-69530 Recreation & Rehabilitation	38,000	7,104	7,104	38,000	27,000	11,000	1.02%
Total Assisted Living Program Expense	825,767	696,416	948,069	938,658	946,228	(9,570)	-1.02%
Assisted Living Operating (Excess)/Deficit	(147,063)	(75,019)	(80,511)	(134,742)	(146,172)	11,430	8.48%
Assisted Living Unrestricted Net (Excess)/Deficit	(147,063)	(75,019)	(80,511)	(134,742)	(146,172)	11,430	8.48%
Total Net (Excess)/Deficit	(515,283)	(836,189)	(1,163,629)	(720,678)	(911,619)	190,941	26.49%

Allied Housing, Inc.
COVID-19 Profit Loss
 January 1 through December 07, 2020

	<u>Resident Activities</u> <u>(COVID-19)</u>	<u>COVID-19 - Other</u> <u>(COVID-19)</u>	<u>Total COVID-19</u>
Ordinary Income/Expense			
Income			
Other Income			
Donation Income	\$ -	\$ 85,205	\$ 85,205
Grant Income	0	58,640	58,640
Pledged Grant Income		7,500	7,500
Total Income	<u>0</u>	<u>151,345</u>	<u>151,345</u>
Gross Profit	0	151,345	151,345
Expense			
COVID19 Expenses			
COVID19 Delivery Fees	0	324	324
Meal Credit			
April		17,000	
May		17,000	
June		17,000	
July		8,500	
Supplies	4,054	39,300	43,354
Staffing	0	166,925	166,925
COVID19 Expenses - Other	16,741	5,170	21,911
Total COVID19 Expenses	<u>20,795</u>	<u>271,219</u>	<u>292,015</u>
Total Expense	<u>20,795</u>	<u>271,219</u>	<u>292,015</u>
Net Ordinary Income(Loss)	\$ (20,795)	\$ (119,874)	\$ (140,670)

Kavod Senior Life
MidFirst Refi Loan Tracking
As of December 7, 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)

Loan Draw down amount \$ (5,084,008)

Advanced 01/19/2018

Available Loan Proceeds	\$ 11,915,992
Donations for the Bistro Project	\$ 150,000
Grant for door hardware	\$ 51,000

Total available for construction costs \$ 12,116,992

Loan Advance	\$ 3,915,992	Advanced 01/19/2018
Loan Advance	743,858	Advanced 05/05/2020
Loan Advance	391,059	Advanced 06/20/2020
Loan Advance	223,247	Advanced 7/28/2020
Loan Advance	499,145	Advanced 8/27/2020
Loan Advance	340,505	Advance 9/25/2020
Loan Advance	197,289	Advance Schedule 10/27/2020
Loan Advance	184,619	Advance Schedule 11/24/2020

Total Loan proceeds advanced to Kavod \$ 11,579,722

Current Active Projects

Project Oversight	
Marx Okubo 1st Invoice	\$ (25,886)
Marx Okubo 2nd Invoice	\$ (27,641)
Marx Okubo 3rd Invoice	\$ (16,653)
Marx Okubo 4th Invoice	\$ (18,051)
Marx Okubo 5th Invoice	\$ (5,508)
Marx Okubo 6th Invoice	\$ (3,425)
Marx Okubo 7th Invoice	\$ (4,140)
Marx Okubo 8th Invoice	\$ (2,374)
Marx Okubo 9th Invoice	\$ (20,116)
Marx Okubo 10th Invoice	\$ (10,834)
Marx Okubo 11th Invoice	\$ (10,570)
Marx Okubo 12th Invoice	\$ (11,974)
Marx Okubo 13th Invoice	\$ (10,760)

	Total Budget	Revised Budget	Percentage Spent Complete	Percentage Work Complete	Available Budget	Total Spent	Supervising Entity
	\$ 437,850	\$ 511,331	72%	72%	\$ 143,584	\$ (367,747)	Kavod

This invoice includes fire suppression consulting work.

Marx Okubo 14th Invoice \$ (14,291)
 Marx Okubo 15th Invoice \$ (28,869)
 Marx Okubo 16th Invoice \$ (14,581)
 Marx Okubo 17th Invoice \$ (18,374)
 Marx Okubo 18th Invoice \$ (6,871)
 Marx Okubo 19th Invoice \$ (14,296)
 Marx Okubo 20th Invoice \$ (11,292)
 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)
 Marx Okubo 26th Invoice \$ (8,142)
 Marx Okubo 27th Invoice \$ (6,116)
 Marx Okubo 28th Invoice \$ (6,393)
 Marx Okubo 29th Invoice \$ (4,678)
 Marx Okubo 29th Invoice \$ (7,536)
Marx Okubo 30th Invoice \$ (3,595)

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

Fire/Sprinkler Consulting			
Jensen Hughes	\$	(5,496)	\$ 36,500 \$ 52,000 100% 100% \$ 2,325 \$ (49,675) Kavod
Jensen Hughes	\$	(10,220)	
Jensen Hughes	\$	(17,134)	
Jensen Hughes	\$	(16,825)	Project Complete

Land Title Guaranty-Inspection Fees			
Land Title	\$	(10,600)	\$ - \$ - 100% 100% \$ - \$ (10,600) Kavod
This budget will come from contingency			

Asbestos Abatement			
W.E. Anderson	\$	(10,154)	\$ 408,000 83% 78% \$ 71,226 \$ (336,774) Kavod
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)	
W.E. Anderson	\$	(29,516)	Note: Marx Okubo is verifying percentage work complete.
W.E. Anderson	\$	(40,249)	

Attorney Fees for Asbestos Abatement			
Gablehouse Granberg	\$	(3,888)	\$ 5,000 \$ 15,000 90% 75% \$ 3,104 \$ (11,896) Kavod
Gablehouse Granberg	\$	(2,926)	
Gablehouse Granberg	\$	(963)	
Gablehouse Granberg	\$	(1,810)	
Gablehouse Granberg	\$	(1,386)	
Gablehouse Granberg	\$	(924)	

Architectural Fees							
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)					

West Building Rise Project							
Bram Construction(Abatement)	\$	(16,363)					
PasterKamp Heating and Air	\$	(48,000)					
Bram Construction(Abatement)	\$	(16,363)					
PasterKamp Heating and Air	\$	(47,000)					
Project Complete							

Chiller Replacement							
Johnson Controls	\$	(1,625)					
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)					
Project Complete-Project under Budget							

Unit Mockups/Construction Management							
Pinkard	\$	(16,199)					
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)					
June 2020-Pinkard Draw #7	\$	(258,208)					
July 2020-Pinkard Draw #8	\$	(499,145)					
August 2020-Pinkard Draw #9	\$	(340,505)					
September 2020-Pinkard Draw #10	\$	(197,289)					
October 2020-Pinkard Draw #11	\$	(184,619)					

Domestic Hot Water							
Climate Engineering	\$	(18,870)					
Project Complete							
	\$	20,000					
			100%		100%	\$	1,130
						\$	(18,870)
							Kavod

West Roof and East circle railings													
First Choice Fabrication	\$	(5,992)	\$	32,000		100%			\$	5,855	\$	(26,145)	
Larry's Mobile Welding	\$	(5,981)											
First Choice Fabrication	\$	(14,172)		Project Complete									
Replace Boilers/Valves-South													
Climate Engineering	\$	(11,780)	\$	120,000		100%			\$	43,920	\$	(76,080)	
Climate Engineering	\$	(64,300)											
East building Elevator Upgrades													
Thyssenkrupp-Deposit	\$	(143,117)	\$	280,000	\$	317,812	63%		\$	118,319	\$	(199,493)	
Thyssenkrupp	\$	(28,751)							\$				
Thyssenkrupp	\$	(27,625)											
Kavod Senior Life													
Midfirst Refi Loan Tracking													
As of December 7, 2020													
			Committed Projects- payment for material only as of October 2020										
New door Hardware			<u>Bid</u>						<u>Percentage Spent</u>	<u>Percentage Work Complete</u>	<u>Available Budget</u>		
Anixer	\$	(56,293)	\$	60,000	\$		100%				\$	3,707	
Furniture for West Office											\$	(56,293)	
Interior Environments	\$	(6,800)	\$	13,673	\$		50%			\$	6,873	\$	(6,800)
Total Costs to Date		\$ (5,883,764)											

Total Cash/Loan Proceeds Available \$ 6,233,228 **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
June Interest Paid	\$	30,000	\$	36,333	\$	6,333
July Interest Paid	\$	34,065	\$	36,333	\$	2,268
August Interest Paid	\$	36,005	\$	36,333	\$	328
September Interest Paid	\$	37,584	\$	36,333	\$	(1,251)
October Interest Paid	\$	37,584	\$	36,333	\$	(1,251)
November Interest Paid	\$	37,584	\$	36,333	\$	(1,251)
December Interest Paid	\$	37,584	\$	36,333	\$	(1,251)
Total Interest to date	\$	<u>1,118,200</u>	\$	<u>1,434,745</u>	\$	<u>316,545</u>

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

Kavod Senior Life
Balance Sheet (With Period Change)

As of October 31, 2020

	Balance	Beginning	Net
	Current Period	Balance	Change
1000-00-001 ASSETS			
1000-00-003 CASH			
UNRESTRICTED CASH	8,340,326	8,726,918	-386,592
1010-99-998 RESTRICTED CASH	602,624	604,671	-2,046
1010-99-999 TOTAL CASH	8,942,950	9,331,589	-388,639
1020-90-999 ACCOUNTS AND NOTES RECEIVABLE	-274,845	-242,719	-32,126
1100-00-999 PREPAID EXPENSES	435,714	190,000	245,714
1200-90-999 OTHER CURRENT ASSETS	2,851,387	1,818,929	1,032,458
1200-99-999 CURRENT ASSETS	2,851,387	1,818,929	1,032,458
1300-99-999 PROPERTY AND EQUIPMENT	31,014,607	26,662,056	4,352,552
1310-90-999 ACCUMULATED DEPRECIATION AND AMORTIZATION	-17,302,512	-16,514,012	-788,500
1310-99-999 NET PROPERTY AND EQUIPMENT	13,712,096	10,148,044	3,564,052
1399-99-998 OTHER NONCURRENT ASSETS	124,457	124,457	0
1999-99-999 TOTAL ASSETS	25,791,759	21,370,299	4,421,459
2000-00-000 LIABILITIES AND EQUITY / FUND BALANCE			
2000-99-999 ACCOUNTS PAYABLE	105,001	297,816	-192,815
2010-90-999 ACCRUAL PAYROLL AND BENEFITS	188,372	202,471	-14,100
2020-99-998 OTHER CURRENT LIABILITES	1,043,265	291,433	751,832
2020-99-999 CURRENT LIABILITIES	1,336,637	791,721	544,917
2100-99-999 DEPOSITS AND PREPAID LIABILITIES	158,841	163,342	-4,501
2500-99-999 MORTGAGE AND NOTES PAYABLE	12,236,679	9,000,000	3,236,679
2999-99-999 TOTAL LIABILITIES	13,732,157	9,955,063	3,777,094
3000-99-999 CONTRIBUTED CAPITAL	904,139	904,139	0
3600-99-997 RETAINED EARNINGS / FUND BALANCE	11,155,462	10,511,097	644,365
3999-99-998 EQUITY / FUND BALANCE	12,059,601	11,415,236	644,365
3999-99-999 TOTAL LIABILITIES AND EQUITY / FUND BALANCE	25,791,759	21,370,299	4,421,459

Kavod Senior Life
Cash Flow Statement
As of October 31, 2020

		Period to Date	%	Year to Date	%
REVENUE					
5000-99-999	TOTAL RENT REVENUE	6,374,267	72	6,374,267	72
5010-00-999	TOTAL ADJUSTMENTS	-11,004	0	-11,004	0
5020-99-999	TOTAL TENANT CHARGES	172,626	2	172,626	2
5300-00-999	TOTAL FOOD SERVICE	907,876	10	907,876	10
5310-99-999	TOTAL ASSISTED LIVING REVENUE	859,534	10	859,534	10
5320-99-999	TOTAL ACTIVITY REVENUE	8,536	0	8,536	0
5600-99-999	TOTAL NON-PROFIT REVENUE	381,307	4	381,307	4
5610-99-999	TOTAL GRANT REVENUE	111,119	1	111,119	1
5900-99-998	TOTAL OTHER REVENUE	7,567	0	7,567	0
	TOTAL REVENUE	8,811,829	100	8,811,829	100
EXPENSES					
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	1,239,796	14	1,239,796	14
6010-99-999	TOTAL PROFESSIONAL FEES	50,247	1	50,247	1
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	2,455	0	2,455	0
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	215,726	2	215,726	2
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	1,508,223	17	1,508,223	17
6100-99-999	TOTAL MARKETING AND ADVERTISING	22,748	0	22,748	0
6400-99-999	TOTAL UTILITY EXPENSES	272,716	3	272,716	3
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSES	779,386	9	779,386	9
6510-99-999	TOTAL MATERIALS	188,134	2	188,134	2
6520-99-998	TOTAL CONTRACT COSTS	382,211	4	382,211	4
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	1,349,731	15	1,349,731	15
6700-99-999	TOTAL TAXES AND INSURANCE	290,926	3	290,926	3
6900-99-999	TOTAL FOOD SERVICE	1,370,866	16	1,370,866	16
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	769,131	9	769,131	9
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	275,382	3	275,382	3
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	70,112	1	70,112	1
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	331,927	4	331,927	4
7009-99-999	TOTAL OTHER INCOME / EXPENSE	-34	0	-34	0
8000-99-999	TOTAL NON-PROFIT EXPENSES	785,869	9	785,869	9
	TOTAL EXPENSES	7,047,597	80	7,047,597	80
	NET OPERATING INCOME / LOSS	1,764,232	20	1,764,232	20
	TOTAL NON-OPERATING EXPENSES	1,119,867	13	1,119,867	13
	NET INCOME / LOSS	644,365	7	644,365	7
ADJUSTMENTS					
1020-00-010	A/R -Tenants	-1,177	0	-1,177	0
1020-10-010	A/R - HAP	-12,275	0	-12,275	0
1020-20-010	A/R - Medicaid	8,892	0	8,892	0
1020-20-020	A/R - Other Government	36,600	0	36,600	0
1020-40-010	A/R - Employees	18	0	18	0
1020-40-020	A/R - Cobra	-2	0	-2	0
1020-60-000	A/R - Other	71	0	71	0
1100-00-100	Prepaid Insurance - Property / Liability	-234,538	-3	-234,538	-3
1100-00-200	Prepaid Insurance - Workers Comp	21,391	0	21,391	0
1100-00-300	Prepaid Expense - Other	-32,568	0	-32,568	0
1200-80-000	Due from Affiliates	-1,032,458	-12	-1,032,458	-12
1300-60-100	Miscellaneous Fixed Assets	-1,975	0	-1,975	0
1300-80-100	Construction in Progress	-4,350,577	-49	-4,350,577	-49
1310-20-100	Accum Depr - Buildings	788,500	9	788,500	9
2000-10-000	Accounts Payable	-192,815	-2	-192,815	-2
2010-10-000	Accrued Payroll Wages Payable	-9,024	0	-9,024	0

Kavod Senior Life
Cash Flow Statement
As of October 31, 2020

	Period to Date	%	Year to Date	%	
2010-30-010	Health Insurance Payable	0	0	0	
2010-30-030	Vision Insurance Payable	0	0	0	
2010-30-040	Disability Insurance Payable	0	0	0	
2010-30-050	Life Insurance Payable	0	0	0	
2010-30-070	Transportation Benefits Payable	-6,937	-6,937	0	
2010-30-080	Pension Payable	-6	-6	0	
2010-30-090	403b Thrift Plan Deferrals	3,501	3,501	0	
2010-30-100	Flexible Spending Account Deferrals	-1,634	-1,634	0	
2020-20-000	Accrued Utilities	-9,733	-9,733	0	
2020-30-000	Due to Affiliates	1,043,386	1,043,386	12	
2020-90-000	Misc Accrued Expenses	-281,821	-281,821	-3	
2100-10-100	Tenant Security Deposits	-4,569	-4,569	0	
2100-10-200	Security Deposit Interest	-488	-488	0	
2100-10-400	Security Deposit - Pet	300	300	0	
2100-10-500	Security Deposit - Activities	2,175	2,175	0	
2100-10-700	Sec Dep Clearing Account	-332	-332	0	
2100-20-000	Tenant Prepaid Rents	-1,587	-1,587	0	
2500-10-100	Construction Loan	2,442,279	2,442,279	28	
2500-20-100	MidFirst PPE Loan	794,400	794,400	9	
TOTAL ADJUSTMENTS		-1,033,004	-12	-1,033,004	-12
CASH FLOW		-388,639	-4	-388,639	-4

Period to Date	Beginning Balance	Ending Balance	Difference	
1000-10-000	Petty Cash	1,499	1,499	0
1000-10-100	Cash Operating - Shared	81,078	222,114	141,037
1000-10-200	Operating	3,993,837	5,327,200	1,333,362
1000-10-300	Cash Operating 3	100,000	100,000	0
1000-10-500	Food Service Ops	42,515	4,680	-37,835
1000-10-600	Assisted Living Ops	608,802	307,704	-301,098
1000-20-000	Cash Savings	100	100	0
1000-30-000	Investment Accounts	2,322,699	2,323,487	788
1000-40-000	Cash Construction	1,443,930	32,248	-1,411,682
1000-50-100	Cash Payroll	128,941	14,117	-114,824
1000-50-200	Cash FSA	3,517	7,177	3,660
1000-90-999	Cash - Other	0	0	0
1010-01-000	Security Deposit	158,186	156,140	-2,046
1010-01-100	Cash Restricted - Security Deposits - ANB	25	25	0
1010-04-000	Cash Restricted - Reserve for Replacement	446,459	446,459	0
Total Cash		9,331,589	8,942,950	-388,639

Year to Date	Beginning Balance	Ending Balance	Difference		
1000-10-000	Petty Cash	1,499	1,499	0	
1000-10-100	Cash Operating - Shared	81,078	222,114	141,037	Operating
1000-10-200	Operating	3,993,837	5,327,200	1,333,362	Cash
1000-10-300	Cash Operating 3	100,000	100,000	0	Balance
1000-10-500	Food Service Ops	42,515	4,680	-37,835	\$5,961,798
1000-10-600	Assisted Living Ops	608,802	307,704	-301,098	
1000-20-000	Cash Savings	100	100	0	
1000-30-000	Investment Accounts	2,322,699	2,323,487	788	
1000-40-000	Cash Construction	1,443,930	32,248	-1,411,682	
1000-50-100	Cash Payroll	128,941	14,117	-114,824	
1000-50-200	Cash FSA	3,517	7,177	3,660	
1000-90-999	Cash - Other	0	0	0	
1010-01-000	Security Deposit	158,186	156,140	-2,046	
1010-01-100	Cash Restricted - Security Deposits - ANB	25	25	0	

Kavod Senior Life
Cash Flow Statement
As of October 31, 2020

		Period to Date	%	Year to Date	%
1010-04-000	Cash Restricted - Reserve for Replacement	446,459	446,459	0	
	Total Cash	9,331,589	8,942,950	-388,639	

Kavod Senior Life
Budget Comparison (with PTD)
 As of October 31 2020

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var	
5000-00-002	REVENUE								
5000-00-005	RENT REVENUE								
5000-10-100	Tenant Rent	137,480	135,184	2,296	2	1,297,551	1,341,224	-43,674	-3
5000-10-200	HAP Subsidy	504,632	518,257	-13,625	-3	5,076,716	5,143,971	-67,255	-1
5000-99-999	TOTAL RENT REVENUE	642,112	653,441	-11,329	-2	6,374,267	6,485,195	-110,929	-2
5010-00-000	ADJUSTMENTS								
5010-00-400	Admin / Employee Unit	-3,668	0	-3,668	N/A	-11,004	0	-11,004	N/A
5010-00-999	TOTAL ADJUSTMENTS	-3,668	0	-3,668	N/A	-11,004	0	-11,004	N/A
5010-99-999	NET RENTAL REVENUE	638,444	653,441	-14,997	-2	6,363,263	6,485,195	-121,933	-2
5020-00-000	TENANT CHARGES								
5020-00-030	Miscellaneous Rent Revenue	1,200	0	1,200	N/A	155,804	0	155,804	N/A
5020-00-040	Laundry and Vending	598	875	-277	-32	7,206	8,750	-1,544	-18
5020-00-090	NSF Charges	0	0	0	N/A	31	0	31	N/A
5020-00-120	Misc Tenant Income	0	1,417	-1,417	-100	9,586	14,167	-4,581	-32
5020-99-999	TOTAL TENANT CHARGES	1,798	2,292	-493	-22	172,626	22,917	149,709	653
5300-00-000	FOOD SERVICE								
5300-00-100	Resident Meal Payments	78,822	80,667	-1,845	-2	802,113	806,667	-4,554	-1
5300-00-300	Meal Delivery / Guest Meals	0	1,042	-1,042	-100	3,161	10,417	-7,256	-70
5300-00-400	Meal Subsidy	-9,412	-10,833	1,421	13	-113,304	-108,333	-4,971	-5
5300-00-500	Assisted Living Supplement	22,401	19,867	2,534	13	215,440	198,667	16,773	8
5300-00-600	Catering and Special Functions	135	0	135	N/A	466	0	466	N/A
5300-00-999	TOTAL FOOD SERVICE	91,946	90,742	1,204	1	907,876	907,417	459	0
5310-00-000	ASSISTED LIVING REVENUE								
5310-00-100	Assisted Living Full Pay Residents	51,299	52,500	-1,201	-2	512,586	525,000	-12,414	-2
5310-00-200	Assisted Living Partial Pay Tenants	13,321	13,250	71	1	113,309	131,300	-17,991	-14
5310-00-300	Assisted Living Medicaid Contributions	23,479	23,700	-221	-1	233,639	237,000	-3,361	-1
5310-99-999	TOTAL ASSISTED LIVING REVENUE	88,099	89,450	-1,351	-2	859,534	893,300	-33,766	-4
5320-00-000	ACTIVITY REVENUE								
5320-00-100	Activities - Resident Receipts	0	1,917	-1,917	-100	3,544	19,167	-15,623	-82
5320-00-200	Activities - Donations	0	8	-8	-100	0	83	-83	-100
5320-00-300	Gift Shop - Receipts	0	225	-225	-100	256	2,249	-1,993	-89
5320-00-500	Assisted Living Activities Receipts	0	3,333	-3,333	-100	4,736	33,333	-28,597	-86
5320-99-999	TOTAL ACTIVITY REVENUE	0	5,483	-5,483	-100	8,536	54,832	-46,296	-84
5600-00-000	NON-PROFIT REVENUE								
5600-10-200	Management Fee Revenue	18,896	18,896	0	0	187,956	188,958	-1,002	-1
5600-30-140	Non-Profit Donations	3,218	0	3,218	N/A	13,658	0	13,658	N/A

Kavod Senior Life
Budget Comparison (with PTD)
 As of October 31 2020

		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
5600-30-170	Endowment Income	0	358	-358	-100	0	3,583	-3,583	-100
5600-30-180	Ala Carte Services	14	1,375	-1,361	-99	5,898	13,750	-7,852	-57
5600-30-190	Non-Profit Income	115	14,717	-14,602	-99	172,073	147,167	24,906	17
5600-90-100	Other Non-Profit Revenue	0	0	0	N/A	1,722	0	1,722	N/A
5600-99-999	TOTAL NON-PROFIT REVENUE	22,243	35,346	-13,103	-37	381,307	353,458	27,849	8
5610-00-000	GRANT REVENUE								
5610-00-200	Capital Fund Grants	39,140	26,300	12,840	49	111,119	263,000	-151,881	-58
5610-99-999	TOTAL GRANT REVENUE	39,140	26,300	12,840	49	111,119	263,000	-151,881	-58
5900-00-000	OTHER REVENUE								
5900-00-100	Investment Income - (UR)	0	467	-467	-100	0	4,667	-4,667	-100
5900-00-400	Miscellaneous Other Income	0	8	-8	-100	2,400	83	2,317	2,781
5900-00-500	Interest Income - Operations	34	1,833	-1,800	-98	5,167	18,333	-13,166	-72
5900-99-998	TOTAL OTHER REVENUE	34	2,308	-2,275	-99	7,567	23,083	-15,516	-67
5900-99-999	TOTAL REVENUE	881,704	905,362	-23,658	-3	8,811,829	9,003,203	-191,374	-2
6000-00-001	ADMINISTRATIVE EXPENSES								
6000-00-002	ADMIN SALARIES AND BENEFITS								
6000-00-010	Labor - Food Service Director	5,137	5,158	21	0	57,718	56,737	-981	-2
6000-00-100	Labor - Leasing	13,864	14,662	798	5	156,748	161,281	4,534	3
6000-00-200	Labor - Front Office Staff	21,369	8,137	-13,233	-163	151,955	89,504	-62,451	-70
6000-00-500	Labor - Comm Relations / Marketing	10,551	9,766	-785	-8	119,761	107,425	-12,336	-11
6000-00-600	Labor - Accounting / Human Resources	42,009	40,554	-1,455	-4	455,833	446,099	-9,734	-2
6000-10-200	Potential Bonus	0	0	0	N/A	59,746	65,001	5,255	8
6000-10-300	Payroll Taxes - SUTA/FUTA	6,079	6,023	-57	-1	72,659	66,251	-6,408	-10
6000-10-400	Workers Comp Expense	374	520	146	28	347	5,355	5,008	94
6000-10-500	Benefits	14,012	18,493	4,481	24	141,427	190,930	49,502	26
6000-30-100	Training and Development	200	3,417	3,217	94	10,047	34,167	24,119	71
6000-30-200	Employee Recognition	496	3,167	2,671	84	9,835	31,667	21,832	69
6000-30-400	Employee Wellness	0	917	917	100	1,280	9,167	7,887	86
6000-30-500	Help Wanted Advertising	0	208	208	100	389	2,084	1,695	81
6000-30-800	Employee Screening / Background Checks	0	208	208	100	2,051	2,084	33	2
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	114,092	111,229	-2,863	-3	1,239,796	1,267,751	27,956	2
6010-00-000	PROFESSIONAL FEES								
6010-00-200	Auditing Fees	0	3,750	3,750	100	41,170	37,501	-3,670	-10
6010-00-500	General Legal Expense	0	1,000	1,000	100	9,076	10,000	924	9
6010-99-999	TOTAL PROFESSIONAL FEES	0	4,750	4,750	100	50,247	47,501	-2,746	-6
6020-00-000	MANAGEMENT FEE EXPENSE								
6020-00-100	Management Fee	18,896	18,896	0	0	188,960	188,958	-2	0
6020-00-200	Management Salary/Benefits	-18,650	-18,650	0	0	-186,505	-186,505	0	0

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	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
6020-99-999 TOTAL MANAGEMENT FEE EXPENSE	246	245	0	0	2,455	2,453	-2	0
6040-00-000 OTHER ADMINISTRATIVE EXPENSES								
6040-00-040 Other Renting Expense	234	1,458	1,224	84	4,113	14,583	10,471	72
6040-00-070 Membership and Fees	33	3,167	3,134	99	12,923	31,667	18,744	59
6040-00-100 Travel	0	208	208	100	893	2,084	1,191	57
6040-00-140 Telephone	2,974	2,833	-141	-5	34,668	28,334	-6,334	-22
6040-00-150 Supplies/Postage/Courier	3,832	5,583	1,751	31	55,417	55,833	417	1
6040-00-190 Software	5,788	1,583	-4,204	-266	13,130	15,833	2,703	17
6040-00-200 Hardware	791	1,917	1,126	59	7,066	19,167	12,100	63
6040-00-210 R/M CIS Services	2,875	4,750	1,875	39	44,701	47,500	2,799	6
6040-00-270 Misc Administrative Fees	2,409	3,583	1,175	33	39,156	35,833	-3,323	-9
6040-00-290 Bank Fees	48	83	36	43	1,161	833	-328	-39
6040-00-310 Board Event Expenses	0	542	542	100	1,745	5,417	3,671	68
6040-00-900 Other Misc Admin Expenses	0	0	0	N/A	751	0	-751	N/A
6040-99-998 TOTAL OTHER ADMINISTRATIVE EXPENSES	18,984	25,709	6,725	26	215,726	257,085	41,360	16
6040-99-999 TOTAL ADMINISTRATIVE EXPENSES	133,321	141,933	8,612	6	1,508,223	1,574,791	66,568	4
6100-00-000 MARKETING AND ADVERTISING								
6100-00-100 Advertising - Ad Placement / Brochures	508	2,250	1,742	77	9,489	22,500	13,011	58
6100-00-200 Advertising - Community Outreach	304	4,087	3,782	93	13,259	40,868	27,608	68
6100-99-999 TOTAL MARKETING AND ADVERTISING	812	6,337	5,525	87	22,748	63,368	40,620	64
6400-00-000 UTILITY EXPENSES								
6400-00-100 Electricity	14,263	15,000	737	5	151,833	150,000	-1,833	-1
6400-00-200 Gas	2,287	5,917	3,630	61	38,851	59,167	20,315	34
6400-00-400 Water	3,060	3,833	773	20	31,429	38,332	6,903	18
6400-00-500 Sewer	5,343	5,500	157	3	50,602	55,004	4,403	8
6400-99-999 TOTAL UTILITY EXPENSES	24,954	30,250	5,297	18	272,716	302,503	29,787	10
6500-00-000 MAINTENANCE AND OPERATIONAL EXPENSES								
6500-00-001 REPAIRS AND MAINTENANCE								
6500-00-100 Labor - Housekeeping Staff	12,591	11,510	-1,080	-9	134,517	126,613	-7,904	-6
6500-00-200 Labor - Housekeeping Supervisor	4,454	4,685	230	5	52,714	51,530	-1,184	-2
6500-00-300 Labor - Maintenance Manager	15,477	15,196	-281	-2	199,966	167,152	-32,815	-20
6500-00-400 Labor - Maintenance Staff	13,091	12,639	-452	-4	134,532	139,024	4,491	3
6500-00-600 Labor - Security	5,971	5,985	14	0	66,459	65,831	-628	-1
6500-10-200 Maintenance - Payroll Taxes - SUTA/FUTA	3,921	3,698	-223	-6	46,691	40,681	-6,009	-15
6500-10-300 Maintenance - Workers Comp Expense	1,228	1,357	128	9	16,622	13,566	-3,057	-23
6500-10-400 Maintenance - Benefits	8,866	10,261	1,394	14	93,150	102,608	9,458	9
6500-20-100 Maintenance - Temporary Help	7,386	1,500	-5,886	-392	28,214	15,000	-13,214	-88
6500-20-300 Maintenance - Mileage	0	25	25	100	127	250	123	49
6500-20-400 East/West/South - Special Project	0	3,125	3,125	100	5,021	31,250	26,229	84

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		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
6500-20-500	Maintenance Licenses and Fees	0	258	258	100	1,371	2,582	1,211	47
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSES	72,985	70,238	-2,747	-4	779,386	756,087	-23,299	-3
6510-00-000	MATERIALS								
6510-00-300	Supplies - Decorating	297	142	-155	-109	1,123	1,417	294	21
6510-00-700	Supplies - Maint / Repairs	35,284	20,833	-14,451	-69	187,011	208,333	21,322	10
6510-99-999	TOTAL MATERIALS	35,581	20,975	-14,606	-70	188,134	209,750	21,616	10
6520-00-000	CONTRACT COSTS								
6520-00-030	Contract - Building Repairs	11,426	39,583	28,157	71	245,553	395,834	150,281	38
6520-00-070	Contract - Pest Control	1,125	2,583	1,458	56	13,375	25,833	12,458	48
6520-00-090	Contract - Grounds	1,143	2,083	941	45	9,452	20,834	11,382	55
6520-00-100	Contract - Janitorial/Cleaning	100	6,833	6,733	99	8,017	68,333	60,316	88
6520-00-170	Contract - Elevator Monitoring	2,762	3,917	1,155	29	30,214	39,167	8,953	23
6520-00-220	Contract - Snow	1,350	1,250	-100	-8	4,038	12,501	8,463	68
6520-00-230	Contract - Trash	4,486	4,250	-236	-6	46,037	42,500	-3,537	-8
6520-00-240	Contract - Life Safety / Security	3,742	3,500	-242	-7	25,525	35,000	9,475	27
6520-99-998	TOTAL CONTRACT COSTS	26,133	64,000	37,867	59	382,211	640,003	257,791	40
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	134,699	155,213	20,514	13	1,349,731	1,605,840	256,108	16
6700-00-000	TAXES AND INSURANCE								
6700-00-040	Property Insurance	48,341	22,744	-25,597	-113	284,404	227,443	-56,961	-25
6700-00-070	Licenses and Fees	0	1,212	1,212	100	1,288	12,124	10,836	89
6700-00-120	Miscellaneous Licenses / Taxes / Insurance	0	0	0	N/A	5,234	0	-5,234	N/A
6700-99-999	TOTAL TAXES AND INSURANCE	48,341	23,957	-24,384	-102	290,926	239,568	-51,359	-21
6900-00-000	FOOD SERVICE								
6900-00-020	Labor - Hourly Cooks	26,510	23,885	-2,626	-11	291,046	262,731	-28,315	-11
6900-00-030	Labor - Hourly Servers	16,460	19,326	2,866	15	186,646	212,589	25,943	12
6900-00-040	Labor - Assistant Manager	3,890	7,641	3,751	49	90,565	84,048	-6,517	-8
6900-00-050	Labor - Catering	0	1,492	1,492	100	2,206	14,917	12,710	85
6900-00-060	Labor - Special Staffing	625	667	42	6	5,625	6,667	1,042	16
6900-00-070	Labor - Outside Services Labor Expense	8,149	2,083	-6,065	-291	34,459	20,833	-13,626	-65
6900-00-300	Food - Payroll Taxes	3,685	4,600	915	20	46,653	46,000	-653	-1
6900-00-400	Food - Workers Comp Expense	1,249	2,367	1,118	47	13,040	23,667	10,627	45
6900-00-500	Food - Employee Benefits	10,621	8,750	-1,871	-21	98,778	87,500	-11,278	-13
6900-00-610	Food - Food and Beverage Expense	41,264	47,410	6,146	13	511,359	485,100	-26,259	-5
6900-00-620	Food Paper Products Expense	9,930	4,420	-5,510	-125	70,631	44,200	-26,431	-60
6900-00-630	Housekeeping Supplies / Service Expense	319	667	348	52	4,039	6,667	2,627	39
6900-00-640	Laundry / Linen Expense	461	750	289	39	4,544	7,500	2,956	39
6900-00-650	Equipment Expense	23	1,250	1,227	98	3,917	12,500	8,583	69
6900-00-660	Uniforms	0	625	625	100	5,078	6,250	1,172	19
6900-00-670	Decorating Expense	28	308	280	91	2,280	3,083	803	26

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		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
6900-99-999	TOTAL FOOD SERVICE	123,213	126,240	3,027	2	1,370,866	1,324,250	-46,616	-4
6910-00-000	ASSISTED LIVING EXPENSE								
6910-00-010	Labor - Manager	5,666	5,818	151	3	63,227	63,920	693	1
6910-00-020	Labor - Care Givers / CC / Aides	34,378	32,328	-2,049	-6	365,425	355,612	-9,813	-3
6910-00-300	AL - Payroll Taxes	3,137	2,810	-326	-12	35,059	30,913	-4,147	-13
6910-00-400	AL - Workers Comp Expense	1,658	1,938	279	14	17,847	19,375	1,528	8
6910-00-500	AL - Employee Benefits	5,029	7,610	2,581	34	59,881	76,103	16,222	21
6910-00-520	AL - Training / Staff Development	173	0	-173	N/A	605	0	-605	N/A
6910-10-000	Medical - Required Testing	0	142	142	100	1,492	1,417	-76	-5
6910-10-010	AL - Food / Beverage Expense	22,401	19,867	-2,534	-13	215,440	198,667	-16,773	-8
6910-10-020	Medication Set-ups	0	88	88	100	1,880	875	-1,005	-115
6910-10-050	Misc Other Supplies	214	154	-60	-39	3,539	1,542	-1,997	-130
6910-10-060	Recreation / Rehabilitation	0	3,167	3,167	100	4,736	31,667	26,930	85
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	72,656	73,921	1,265	2	769,131	780,089	10,958	1
6920-00-000	ACTIVITY PROGRAM EXPENSE								
6920-00-010	ACT - Newsletter	1,788	2,083	296	14	7,364	20,834	13,470	65
6920-00-020	ACT - Activities Staff	15,473	15,671	198	1	163,626	172,386	8,760	5
6920-00-030	ACT - Activities Outreach- Volunteer - Bday	9,022	1,583	-7,439	-470	10,425	15,833	5,408	34
6920-00-040	ACT - Classes Expense	500	933	433	46	3,998	9,332	5,334	57
6920-00-050	ACT - Health / Wellness Expense	546	2,915	2,369	81	6,714	29,150	22,436	77
6920-00-060	ACT - Activities / Outings Expense	115	5,417	5,302	98	12,695	54,168	41,473	77
6920-00-300	ACT - Payroll Taxes	997	1,206	209	17	11,991	13,265	1,274	10
6920-00-400	ACT - Workers Comp Expense	412	462	50	11	4,380	4,617	237	5
6920-00-500	ACT - Employee Benefits	4,657	4,183	-474	-11	44,932	41,828	-3,104	-7
6920-00-510	Gift Shop Expense	0	325	325	100	419	3,251	2,832	87
6920-00-520	Van Expense	66	1,083	1,018	94	3,550	10,833	7,283	67
6920-00-550	ACT - AL Activities	205	3,333	3,128	94	5,288	33,333	28,045	84
6920-00-560	ACT - Family Events	0	308	308	100	0	3,083	3,083	100
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	33,781	39,504	5,723	14	275,382	411,914	136,532	33
6930-00-000	RESIDENT COMPUTER CENTER								
6930-00-010	Labor - RCC Staff - Post 2008	4,710	4,477	-234	-5	53,088	49,242	-3,846	-8
6930-00-300	RCC - Payroll Taxes	356	388	32	8	4,173	4,049	-124	-3
6930-00-400	RCC - Workers Comp Expense	143	173	30	18	1,601	1,732	132	8
6930-00-500	RCC - Employee Benefits	1,060	1,267	207	16	11,250	12,667	1,416	11
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	6,269	6,304	35	1	70,112	67,690	-2,422	-4
6940-00-000	SERVICE COORDINATOR EXPENSE								
6940-00-010	Labor - Service Coordinator	21,300	22,131	832	4	252,746	243,445	-9,301	-4
6940-00-020	SC - Resident Outreach	0	375	375	100	350	3,750	3,400	91
6940-00-300	SC - Payroll Taxes	1,547	1,749	201	12	18,801	19,238	437	2

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6940-00-400	SC - Workers Comp Expense	531	547	16	3	6,089	5,468	-621	-11
6940-00-500	SC - Employee Benefits	5,391	3,243	-2,149	-66	53,940	32,427	-21,514	-66
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	28,770	28,045	-725	-3	331,927	304,328	-27,599	-9
7000-00-100	OTHER INCOME / EXPENSE								
7000-00-300	Dividend Income	0	0	0	N/A	-34	0	34	N/A
7009-99-999	TOTAL OTHER INCOME / EXPENSE	0	0	0	N/A	-34	0	34	N/A
8000-00-010	NON-PROFIT EXPENSES								
8000-00-020	Accounting Services	0	683	683	100	0	6,833	6,833	100
8000-00-050	Ala Carte Labor	350	1,000	650	65	3,488	10,000	6,512	65
8000-00-070	Director of Development	6,952	6,651	-301	-5	79,723	66,512	-13,211	-20
8000-00-080	Bank Fees	131	150	19	12	2,296	1,500	-796	-53
8000-00-100	COVID Expenses	7,861	0	-7,861	N/A	162,383	0	-162,383	N/A
8000-00-120	Chaplain Services	5,291	5,250	-41	-1	54,184	52,500	-1,684	-3
8000-00-130	Charity / Donations	100	250	150	60	100	2,500	2,400	96
8000-00-140	KOTR Program Expense	460	458	-2	0	3,648	4,583	935	20
8000-00-150	Consulting Expense - Other	6,350	8,817	2,467	28	84,130	88,167	4,037	5
8000-00-160	Daniels Fund	0	0	0	N/A	9,293	0	-9,293	N/A
8000-00-170	Entertainment	0	708	708	100	100	7,083	6,983	99
8000-00-180	Fundraising Expense	410	0	-410	N/A	6,749	0	-6,749	N/A
8000-00-230	Health / Wellness	0	0	0	N/A	1,964	0	-1,964	N/A
8000-00-270	Kiddish	0	304	304	100	105	3,041	2,936	97
8000-00-290	L Chaim	350	1,306	956	73	1,954	13,058	11,104	85
8000-00-300	Legal Expense	325	258	-67	-26	3,543	2,583	-960	-37
8000-00-310	LinkAges Expense	0	0	0	N/A	157	0	-157	N/A
8000-00-320	Mailing and Postage	0	2,083	2,083	100	971	20,833	19,863	95
8000-00-330	Management Salary / Benefit Exp	18,650	18,896	245	1	186,505	188,958	2,453	1
8000-00-340	Payroll and Staffing	6,604	5,283	-1,320	-25	65,147	52,833	-12,313	-23
8000-00-360	Memberships	0	33	33	100	809	333	-476	-143
8000-00-380	Mileage / Parking	0	167	167	100	72	1,667	1,595	96
8000-00-390	Misc Expenses	240	0	-240	N/A	34,947	0	-34,947	N/A
8000-00-400	Office Supplies	0	0	0	N/A	641	0	-641	N/A
8000-00-410	Other/Outside Religious Services	450	42	-408	-980	2,034	417	-1,617	-388
8000-00-420	Grant Expense	5,281	1,083	-4,198	-387	8,003	10,833	2,830	26
8000-00-430	Print	0	0	0	N/A	5,008	0	-5,008	N/A
8000-00-450	Kavod Religious Services	0	1,612	1,612	100	5,081	16,119	11,038	68
8000-00-470	Security	0	42	42	100	0	417	417	100
8000-00-500	Special Projects	0	0	0	N/A	1,490	0	-1,490	N/A
8000-00-530	Supplies	1,145	1,358	214	16	58,521	13,583	-44,938	-331
8000-00-570	Training	0	583	583	100	750	5,833	5,083	87
8000-00-580	Translation Services	58	0	-58	N/A	1,023	0	-1,023	N/A
8000-00-600	Tree of life	0	33	33	100	0	333	333	100

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8000-00-630	Administrative Fee	350	0	-350	N/A	1,051	0	-1,051	N/A
8000-99-999	TOTAL NON-PROFIT EXPENSES	61,359	57,052	-4,307	-8	785,869	570,523	-215,346	-38
8999-99-998	TOTAL OPERATING EXPENSES	668,175	688,756	20,581	3	7,047,597	7,244,863	197,266	3
8999-99-999	NET OPERATING INCOME / LOSS	213,529	216,606	-3,078	-1	1,764,232	1,758,340	5,892	0
9010-00-000	NON-OPERATING EXPENSES								
9010-10-100	Interest Expense - Note Payable MF	37,403	36,333	-1,069	-3	331,103	363,333	32,230	9
9010-20-100	Depreciation - Buildings	78,850	78,417	-433	-1	788,500	784,167	-4,333	-1
9010-90-500	Gain / Loss on Investment	86	0	-86	N/A	264	0	-264	N/A
9019-99-999	TOTAL NON-OPERATING EXPENSES	116,339	114,750	-1,589	-1	1,119,867	1,147,500	27,633	2
9999-99-998	NET INCOME / LOSS	97,190	101,856	-4,666	-5	644,365	610,840	33,525	5

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	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
REVENUE								
5000-99-999 TOTAL RENT REVENUE	642,112.00	653,441.08	-11,329.08	-1.73	6,374,266.77	6,485,195.39	-110,928.62	-1.71
5000-40-400 TOTAL ADJUSTMENTS	-3,668.00	0.00	-3,668.00	N/A	-11,004.00	0.00	-11,004.00	N/A
TOTAL TENANT CHARGES	1,798.32	2,291.67	-493.35	-21.53	172,626.16	22,916.70	149,709.46	653.28
5000-99-999 TOTAL RENTAL INCOME	640,242.32	655,732.75	-15,490.43	-2.36	6,535,888.93	6,508,112.09	27,776.84	0.43
5310-99-000 TOTAL FOOD SERVICE	91,945.85	90,741.68	1,204.17	1.33	907,876.07	907,417.13	458.94	0.05
5310-99-999 TOTAL ASSISTED LIVING REVENUE	88,098.75	89,450.00	-1,351.25	-1.51	859,534.39	893,300.00	-33,765.61	-3.78
5320-99-999 TOTAL ACTIVITY REVENUE	0.00	5,483.24	-5,483.24	-100.00	8,536.11	54,832.40	-46,296.29	-84.43
5600-99-999 TOTAL NON-PROFIT REVENUE	22,242.86	35,345.82	-13,102.96	-37.07	381,307.31	353,458.20	27,849.11	7.88
5610-99-999 TOTAL GRANT REVENUE	39,140.00	26,300.00	12,840.00	48.82	111,119.00	263,000.00	-151,881.00	-57.75
5900-99-998 TOTAL OTHER REVENUE	33.81	2,308.33	-2,274.52	-98.54	7,566.96	23,083.30	-15,516.34	-67.22
5900-99-999 TOTAL REVENUE	881,703.59	905,361.82	-23,658.23	-2.61	8,811,828.77	9,003,203.12	-191,374.35	-2.13
6000-00-000 EXPENSES								
6000-99-999 TOTAL ADMIN SALARIES AND BENEFITS	114,091.88	111,229.17	-2,862.71	-2.57	1,239,795.66	1,267,751.19	27,955.53	2.21
6010-99-999 TOTAL PROFESSIONAL FEES	0.00	4,750.10	4,750.10	100.00	50,246.97	47,501.00	-2,745.97	-5.78
6020-99-999 TOTAL MANAGEMENT FEE EXPENSE	245.50	245.34	-0.16	-0.07	2,455.00	2,453.40	-1.60	-0.07
6040-99-998 TOTAL OTHER ADMINISTRATIVE EXPENSES	18,983.82	25,708.51	6,724.69	26.16	215,725.51	257,085.10	41,359.59	16.09
6040-99-999 TOTAL ADMINISTRATIVE EXPENSES	133,321.20	141,933.12	8,611.92	6.07	1,508,223.14	1,574,790.69	66,567.55	4.23
6100-99-999 TOTAL MARKETING AND ADVERTISING	812.10	6,336.75	5,524.65	87.18	22,747.66	63,367.50	40,619.84	64.10
6400-99-999 TOTAL UTILITY EXPENSES	24,953.53	30,250.33	5,296.80	17.51	272,715.85	302,503.30	29,787.45	9.85
6500-99-999 TOTAL REPAIRS AND MAINTENANCE EXPENSES	72,984.89	70,237.51	-2,747.38	-3.91	779,385.86	756,087.02	-23,298.84	-3.08
6510-99-999 TOTAL MATERIALS	35,580.83	20,974.99	-14,605.84	-69.63	188,134.30	209,749.90	21,615.60	10.31
6520-99-998 TOTAL CONTRACT COSTS	26,133.44	64,000.26	37,866.82	59.17	382,211.19	640,002.60	257,791.41	40.28
6520-99-999 TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	134,699.16	155,212.76	20,513.60	13.22	1,349,731.35	1,605,839.52	256,108.17	15.95
6700-99-999 TOTAL TAXES AND INSURANCE	48,341.25	23,956.75	-24,384.50	-101.79	290,926.06	239,567.50	-51,358.56	-21.44
6900-99-999 TOTAL FOOD SERVICE	123,213.05	126,239.88	3,026.83	2.40	1,370,865.96	1,324,250.34	-46,615.62	-3.52
6910-99-999 TOTAL ASSISTED LIVING EXPENSE	72,656.12	73,920.97	1,264.85	1.71	769,131.39	780,089.41	10,958.02	1.40
6920-99-999 TOTAL ACTIVITY PROGRAM EXPENSE	33,780.65	39,503.71	5,723.06	14.49	275,382.38	411,914.48	136,532.10	33.15
6930-99-999 TOTAL RESIDENT COMPUTER CENTER	6,269.08	6,304.33	35.25	0.56	70,112.21	67,690.38	-2,421.83	-3.58
6940-99-999 TOTAL SERVICE COORDINATOR EXPENSE	28,769.59	28,044.73	-724.86	-2.58	331,926.67	304,327.62	-27,599.05	-9.07
7009-99-999 TOTAL OTHER INCOME / EXPENSE	0.00	0.00	0.00	N/A	-34.44	0.00	34.44	N/A
8000-99-999 TOTAL NON-PROFIT EXPENSES	61,359.28	57,052.26	-4,307.02	-7.55	785,868.94	570,522.60	-215,346.34	-37.75
8999-99-998 TOTAL OPERATING EXPENSES	668,175.01	688,755.59	20,580.58	2.99	7,047,597.17	7,244,863.34	197,266.17	2.72
8999-99-999 NET OPERATING INCOME / LOSS	213,528.58	216,606.23	-3,077.65	-1.42	1,764,231.60	1,758,339.78	5,891.82	0.34
9019-99-999 TOTAL NON-OPERATING EXPENSES	116,338.63	114,749.99	-1,588.64	-1.38	1,119,866.63	1,147,499.90	27,633.27	2.41
9999-99-998 NET INCOME / LOSS	97,189.95	101,856.24	-4,666.29	-4.58	644,364.97	610,839.88	33,525.09	5.49

Allied Housing Inc.
Budget Comparison
 As of October 2020

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
5000-00-002 REVENUE								
5600-00-000 NON-PROFIT REVENUE								
5600-10-200 Management Fee Revenue	18,896	18,896	0	0	187,956	188,958	-1,002	-1
5600-30-140 Non-Profit Donations	3,218	0	3,218	N/A	13,658	0	13,658	N/A
5600-30-170 Endowment Income	0	358	-358	-100	0	3,583	-3,583	-100
5600-30-180 Ala Carte Services	14	1,375	-1,361	-99	5,898	13,750	-7,852	-57
5600-30-190 Non-Profit Income	115	14,717	-14,602	-99	172,073	147,167	24,906	17
5600-90-100 Other Non-Profit Revenue	0	0	0	N/A	1,722	0	1,722	N/A
5600-99-999 TOTAL NON-PROFIT REVENUE	22,243	35,346	-13,103	-37	381,307	353,458	27,849	8
5610-00-000 GRANT REVENUE								
5610-00-200 Capital Fund Grants	39,140	26,300	12,840	49	111,119	263,000	-151,881	-58
5610-99-999 TOTAL GRANT REVENUE	39,140	26,300	12,840	49	111,119	263,000	-151,881	-58
5900-00-000 OTHER REVENUE								
5900-00-400 Miscellaneous Other Income	0	8	-8	-100	0	83	-83	-100
5900-99-998 TOTAL OTHER REVENUE	0	8	-8	-100	0	83	-83	-100
5900-99-999 TOTAL REVENUE	61,383	61,654	-271	0	492,426	616,542	-124,115	-20
7000-00-100 OTHER INCOME / EXPENSE								
7000-00-300 Dividend Income	0	0	0	N/A	-34	0	34	N/A
7009-99-999 TOTAL OTHER INCOME / EXPENSE	0	0	0	N/A	-34	0	34	N/A
8000-00-010 NON-PROFIT EXPENSES								
8000-00-020 Accounting Services	0	683	683	100	0	6,833	6,833	100
8000-00-050 Ala Carte Labor	350	1,000	650	65	3,488	10,000	6,512	65
8000-00-070 Director of Development	6,952	6,651	-301	-5	79,723	66,512	-13,211	-20
8000-00-080 Bank Fees	131	150	19	12	2,296	1,500	-796	-53
8000-00-100 COVID Expenses	7,861	0	-7,861	N/A	162,383	0	-162,383	N/A
8000-00-120 Chaplain Services	5,291	5,250	-41	-1	54,184	52,500	-1,684	-3
8000-00-130 Charity / Donations	100	250	150	60	100	2,500	2,400	96
8000-00-140 KOTR Program Expense	460	458	-2	0	3,648	4,583	935	20
8000-00-150 Consulting Expense - Other	6,350	8,817	2,467	28	84,130	88,167	4,037	5
8000-00-160 Daniels Fund	0	0	0	N/A	9,293	0	-9,293	N/A
8000-00-170 Entertainment	0	708	708	100	100	7,083	6,983	99
8000-00-180 Fundraising Expense	410	0	-410	N/A	6,749	0	-6,749	N/A
8000-00-230 Health / Wellness	0	0	0	N/A	1,964	0	-1,964	N/A
8000-00-270 Kiddish	0	304	304	100	105	3,041	2,936	97
8000-00-290 L Chaim	350	1,306	956	73	1,954	13,058	11,104	85

Allied Housing Inc.
Budget Comparison
As of October 2020

		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
8000-00-300	Legal Expense	325	258	-67	-26	3,543	2,583	-960	-37
8000-00-310	LinkAges Expense	0	0	0	N/A	157	0	-157	N/A
8000-00-320	Mailing and Postage	0	2,083	2,083	100	971	20,833	19,863	95
8000-00-330	Management Salary / Benefit Exp	18,650	18,896	245	1	186,505	188,958	2,453	1
8000-00-340	Payroll and Staffing	5,686	5,283	-402	-8	64,229	52,833	-11,395	-22
8000-00-360	Memberships	0	33	33	100	809	333	-476	-143
8000-00-380	Mileage / Parking	0	167	167	100	72	1,667	1,595	96
8000-00-390	Misc Expenses	240	0	-240	N/A	34,947	0	-34,947	N/A
8000-00-410	Other/Outside Religious Services	450	42	-408	-980	2,034	417	-1,617	-388
8000-00-420	Grant Expense	5,281	1,083	-4,198	-387	8,003	10,833	2,830	26
8000-00-430	Print	0	0	0	N/A	5,008	0	-5,008	N/A
8000-00-450	Kavod Religious Services	0	1,612	1,612	100	5,081	16,119	11,038	68
8000-00-470	Security	0	42	42	100	0	417	417	100
8000-00-530	Supplies	1,145	1,358	214	16	58,521	13,583	-44,938	-331
8000-00-570	Training	0	583	583	100	750	5,833	5,083	87
8000-00-580	Translation Services	58	0	-58	N/A	1,023	0	-1,023	N/A
8000-00-600	Tree of life	0	33	33	100	0	333	333	100
8000-00-630	Administrative Fee	350	0	-350	N/A	1,051	0	-1,051	N/A
8000-99-999	TOTAL NON-PROFIT EXPENSES	60,441	57,052	-3,389	-6	782,820	570,523	-212,298	-37
8999-99-998	TOTAL OPERATING EXPENSES	60,441	57,052	-3,389	-6	782,786	570,523	-212,263	-37
8999-99-999	NET OPERATING INCOME / LOSS	942	4,602	-3,660	-80	-290,359	46,019	-336,378	-731
9999-99-998	NET INCOME / LOSS	942	4,602	-3,660	-80	-290,359	46,019	-336,378	-731

Kavod Senior Life
Property Budget Comparison
As of October 31, 2020

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var	Annual	
5000-00-002	REVENUE									
5000-00-005	RENT REVENUE									
5000-10-100	Tenant Rent	137,480	135,184	2,296	2	1,297,551	1,341,224	-43,674	-3	1,613,804
5000-10-200	HAP Subsidy	504,632	518,257	-13,625	-3	5,076,716	5,143,971	-67,255	-1	6,189,089
5000-99-999	TOTAL RENT REVENUE	642,112	653,441	-11,329	-2	6,374,267	6,485,195	-110,929	-2	7,802,893
5010-00-000	ADJUSTMENTS									
5010-00-400	Admin / Employee Unit	-3,668	0	-3,668	N/A	-11,004	0	-11,004	N/A	0
5010-00-999	TOTAL ADJUSTMENTS	-3,668	0	-3,668	N/A	-11,004	0	-11,004	N/A	0
5010-99-999	NET RENTAL REVENUE	638,444	653,441	-14,997	-2	6,363,263	6,485,195	-121,933	-2	7,802,893
5020-00-000	TENANT CHARGES									
5020-00-030	Miscellaneous Rent Revenue	1,200	0	1,200	N/A	155,804	0	155,804	N/A	0
5020-00-040	Laundry and Vending	598	875	-277	-32	7,206	8,750	-1,544	-18	10,500
5020-00-090	NSF Charges	0	0	0	N/A	31	0	31	N/A	0
5020-00-120	Misc Tenant Income	0	1,417	-1,417	-100	9,586	14,167	-4,581	-32	17,000
5020-99-999	TOTAL TENANT CHARGES	1,798	2,292	-493	-22	172,626	22,917	149,709	653	27,500
5300-00-000	FOOD SERVICE									
5300-00-100	Resident Meal Payments	78,822	80,667	-1,845	-2	802,113	806,667	-4,554	-1	968,000
5300-00-300	Meal Delivery / Guest Meals	0	1,042	-1,042	-100	3,161	10,417	-7,256	-70	12,500
5300-00-400	Meal Subsidy	-9,412	-10,833	1,421	13	-113,304	-108,333	-4,971	-5	-130,000
5300-00-500	Assisted Living Supplement	22,401	19,867	2,534	13	215,440	198,667	16,773	8	238,400
5300-00-600	Catering and Special Functions	135	0	135	N/A	466	0	466	N/A	0
5300-99-999	TOTAL FOOD SERVICE	91,946	90,742	1,204	1	907,876	907,417	459	0	1,088,900
5310-00-000	ASSISTED LIVING REVENUE									
5310-00-100	Assisted Living Full Pay Residents	51,299	52,500	-1,201	-2	512,586	525,000	-12,414	-2	630,000
5310-00-200	Assisted Living Partial Pay Tenants	13,321	13,250	71	1	113,309	131,300	-17,991	-14	159,000
5310-00-300	Assisted Living Medicaid Contributions	23,479	23,700	-221	-1	233,639	237,000	-3,361	-1	284,400
5310-99-999	TOTAL ASSISTED LIVING REVENUE	88,099	89,450	-1,351	-2	859,534	893,300	-33,766	-4	1,073,400
5320-00-000	ACTIVITY REVENUE									
5320-00-100	Activities - Resident Receipts	0	1,917	-1,917	-100	3,544	19,167	-15,623	-82	23,000
5320-00-200	Activities - Donations	0	8	-8	-100	0	83	-83	-100	100
5320-00-300	Gift Shop - Receipts	0	225	-225	-100	256	2,249	-1,993	-89	2,699
5320-00-500	Assisted Living Activities Receipts	0	3,333	-3,333	-100	4,736	33,333	-28,597	-86	40,000
5320-99-999	TOTAL ACTIVITY REVENUE	0	5,483	-5,483	-100	8,536	54,832	-46,296	-84	65,799
5900-00-000	OTHER REVENUE									
5900-00-100	Investment Income - (UR)	0	467	-467	-100	0	4,667	-4,667	-100	5,600
5900-00-400	Miscellaneous Other Income	0	0	0	N/A	2,400	0	2,400	N/A	0
5900-00-500	Interest Income - Operations	34	1,833	-1,800	-98	5,167	18,333	-13,166	-72	22,000
5900-99-998	TOTAL OTHER REVENUE	34	2,300	-2,266	-99	7,567	23,000	-15,433	-67	27,600
5900-99-999	TOTAL REVENUE	820,321	843,708	-23,387	-3	8,319,402	8,386,662	-67,259	-1	10,086,092
6000-00-001	ADMINISTRATIVE EXPENSES									

Kavod Senior Life
Property Budget Comparison
 As of October 31, 2020

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var	Annual	
6000-00-002	ADMIN SALARIES AND BENEFITS									
6000-00-010	Labor - Food Service Director	5,137	5,158	21	0	57,718	56,737	-981	-2	67,053
6000-00-100	Labor - Leasing	13,864	14,662	798	5	156,748	161,281	4,534	3	190,605
6000-00-200	Labor - Front Office Staff	21,369	8,137	-13,233	-163	151,955	89,504	-62,451	-70	105,777
6000-00-500	Labor - Comm Relations / Marketing	10,551	9,766	-785	-8	119,761	107,425	-12,336	-11	126,957
6000-00-600	Labor - Accounting / Human Resources	42,009	40,554	-1,455	-4	455,833	446,099	-9,734	-2	527,208
6000-10-200	Potential Bonus	0	0	0	N/A	59,746	65,001	5,255	8	65,001
6000-10-300	Payroll Taxes - SUTA/FUTA	6,079	6,023	-57	-1	72,659	66,251	-6,408	-10	78,297
6000-10-400	Workers Comp Expense	374	520	146	28	347	5,355	5,008	94	6,394
6000-10-500	Benefits	14,012	18,493	4,481	24	141,427	190,930	49,502	26	227,916
6000-30-100	Training and Development	200	3,417	3,217	94	10,047	34,167	24,119	71	41,000
6000-30-200	Employee Recognition	496	3,167	2,671	84	9,835	31,667	21,832	69	38,000
6000-30-400	Employee Wellness	0	917	917	100	1,280	9,167	7,887	86	11,000
6000-30-500	Help Wanted Advertising	0	208	208	100	389	2,084	1,695	81	2,501
6000-30-800	Employee Screening / Background Checks	0	208	208	100	2,051	2,084	33	2	2,501
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	114,092	111,229	-2,863	-3	1,239,796	1,267,751	27,956	2	1,490,210
6010-00-000	PROFESSIONAL FEES									
6010-00-200	Auditing Fees	0	3,750	3,750	100	41,170	37,501	-3,670	-10	45,001
6010-00-500	General Legal Expense	0	1,000	1,000	100	9,076	10,000	924	9	12,000
6010-99-999	TOTAL PROFESSIONAL FEES	0	4,750	4,750	100	50,247	47,501	-2,746	-6	57,001
6020-00-000	MANAGEMENT FEE EXPENSE									
6020-00-100	Management Fee	18,896	18,896	0	0	188,960	188,958	-2	0	226,750
6020-00-200	Management Salary/Benefits	-18,650	-18,650	0	0	-186,505	-186,505	0	0	-223,806
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	246	245	0	0	2,455	2,453	-2	0	2,944
6040-00-000	OTHER ADMINISTRATIVE EXPENSES									
6040-00-040	Other Renting Expense	234	1,458	1,224	84	4,113	14,583	10,471	72	17,500
6040-00-070	Membership and Fees	33	3,167	3,134	99	12,923	31,667	18,744	59	38,000
6040-00-100	Travel	0	208	208	100	893	2,084	1,191	57	2,501
6040-00-140	Telephone	2,974	2,833	-141	-5	34,668	28,334	-6,334	-22	34,001
6040-00-150	Supplies/Postage/Courier	3,832	5,583	1,751	31	55,417	55,833	417	1	67,000
6040-00-190	Software	5,788	1,583	-4,204	-266	13,130	15,833	2,703	17	19,000
6040-00-200	Hardware	791	1,917	1,126	59	7,066	19,167	12,100	63	23,000
6040-00-210	R/M CIS Services	2,875	4,750	1,875	39	44,701	47,500	2,799	6	57,000
6040-00-270	Misc Administrative Fees	2,409	3,583	1,175	33	39,156	35,833	-3,323	-9	43,000
6040-00-290	Bank Fees	48	83	36	43	1,161	833	-328	-39	1,000
6040-00-310	Board Event Expenses	0	542	542	100	1,745	5,417	3,671	68	6,500
6040-00-900	Other Misc Admin Expenses	0	0	0	N/A	751	0	-751	N/A	0
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	18,984	25,709	6,725	26	215,726	257,085	41,360	16	308,502
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	133,321	141,933	8,612	6	1,508,223	1,574,791	66,568	4	1,858,657
6100-00-000	MARKETING AND ADVERTISING									
6100-00-100	Advertising - Ad Placement / Brochures	508	2,250	1,742	77	9,489	22,500	13,011	58	27,000
6100-00-200	Advertising - Community Outreach	304	4,087	3,782	93	13,259	40,868	27,608	68	49,041

Kavod Senior Life
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	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var	Annual
6100-99-999 TOTAL MARKETING AND ADVERTISING	812	6,337	5,525	87	22,748	63,368	40,620	64	76,041
6400-00-000 UTILITY EXPENSES									
6400-00-100 Electricity	14,263	15,000	737	5	151,833	150,000	-1,833	-1	180,000
6400-00-200 Gas	2,287	5,917	3,630	61	38,851	59,167	20,315	34	71,000
6400-00-400 Water	3,060	3,833	773	20	31,429	38,332	6,903	18	45,999
6400-00-500 Sewer	5,343	5,500	157	3	50,602	55,004	4,403	8	66,005
6400-99-999 TOTAL UTILITY EXPENSES	24,954	30,250	5,297	18	272,716	302,503	29,787	10	363,004
6500-00-000 MAINTENANCE AND OPERATIONAL EXPENSES									
6500-00-001 REPAIRS AND MAINTENANCE									
6500-00-100 Labor - Housekeeping Staff	12,591	11,510	-1,080	-9	134,517	126,613	-7,904	-6	149,634
6500-00-200 Labor - Housekeeping Supervisor	4,454	4,685	230	5	52,714	51,530	-1,184	-2	60,899
6500-00-300 Labor - Maintenance Manager	15,477	15,196	-281	-2	199,966	167,152	-32,815	-20	197,543
6500-00-400 Labor - Maintenance Staff	13,091	12,639	-452	-4	134,532	139,024	4,491	3	164,301
6500-00-600 Labor - Security	5,971	5,985	14	0	66,459	65,831	-628	-1	77,800
6500-10-200 Maintenance - Payroll Taxes - SUTA/FUTA	3,921	3,698	-223	-6	46,691	40,681	-6,009	-15	48,078
6500-10-300 Maintenance - Workers Comp Expense	1,228	1,357	128	9	16,622	13,566	-3,057	-23	16,279
6500-10-400 Maintenance - Benefits	8,866	10,261	1,394	14	93,150	102,608	9,458	9	123,129
6500-20-100 Maintenance - Temporary Help	7,386	1,500	-5,886	-392	28,214	15,000	-13,214	-88	18,000
6500-20-300 Maintenance - Mileage	0	25	25	100	127	250	123	49	300
6500-20-400 East/West/South - Special Project	0	3,125	3,125	100	5,021	31,250	26,229	84	37,500
6500-20-500 Maintenance Licenses and Fees	0	258	258	100	1,371	2,582	1,211	47	3,099
6500-99-999 TOTAL REPAIRS AND MAINTENANCE EXPENSES	72,985	70,238	-2,747	-4	779,386	756,087	-23,299	-3	896,562
6510-00-000 MATERIALS									
6510-00-300 Supplies - Decorating	297	142	-155	-109	1,123	1,417	294	21	1,700
6510-00-700 Supplies - Maint / Repairs	35,284	20,833	-14,451	-69	187,011	208,333	21,322	10	250,000
6510-99-999 TOTAL MATERIALS	35,581	20,975	-14,606	-70	188,134	209,750	21,616	10	251,700
6520-00-000 CONTRACT COSTS									
6520-00-030 Contract - Building Repairs	11,426	39,583	28,157	71	245,553	395,834	150,281	38	475,001
6520-00-070 Contract - Pest Control	1,125	2,583	1,458	56	13,375	25,833	12,458	48	31,000
6520-00-090 Contract - Grounds	1,143	2,083	941	45	9,452	20,834	11,382	55	25,001
6520-00-100 Contract - Janitorial/Cleaning	100	6,833	6,733	99	8,017	68,333	60,316	88	82,000
6520-00-170 Contract - Elevator Monitoring	2,762	3,917	1,155	29	30,214	39,167	8,953	23	47,000
6520-00-220 Contract - Snow	1,350	1,250	-100	-8	4,038	12,501	8,463	68	15,001
6520-00-230 Contract - Trash	4,486	4,250	-236	-6	46,037	42,500	-3,537	-8	51,000
6520-00-240 Contract - Life Safety / Security	3,742	3,500	-242	-7	25,525	35,000	9,475	27	42,000
6520-99-998 TOTAL CONTRACT COSTS	26,133	64,000	37,867	59	382,211	640,003	257,791	40	768,003
6520-99-999 TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	134,699	155,213	20,514	13	1,349,731	1,605,840	256,108	16	1,916,265
6700-00-000 TAXES AND INSURANCE									
6700-00-040 Property Insurance	48,341	22,744	-25,597	-113	284,404	227,443	-56,961	-25	272,932
6700-00-070 Licenses and Fees	0	1,212	1,212	100	1,288	12,124	10,836	89	14,549
6700-00-120 Miscellaneous Licenses / Taxes / Insurance	0	0	0	N/A	5,234	0	-5,234	N/A	0
6700-99-999 TOTAL TAXES AND INSURANCE	48,341	23,957	-24,384	-102	290,926	239,568	-51,359	-21	287,481

Kavod Senior Life
Property Budget Comparison
 As of October 31, 2020

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var	Annual	
6900-00-000	FOOD SERVICE									
6900-00-020	Labor - Hourly Cooks	26,510	23,885	-2,626	-11	291,046	262,731	-28,315	-11	310,500
6900-00-030	Labor - Hourly Servers	16,460	19,326	2,866	15	186,646	212,589	25,943	12	251,241
6900-00-040	Labor - Assistant Manager	3,890	7,641	3,751	49	90,565	84,048	-6,517	-8	99,329
6900-00-050	Labor - Catering	0	1,492	1,492	100	2,206	14,917	12,710	85	17,900
6900-00-060	Labor - Special Staffing	625	667	42	6	5,625	6,667	1,042	16	8,000
6900-00-070	Labor - Outside Services Labor Expense	8,149	2,083	-6,065	-291	34,459	20,833	-13,626	-65	25,000
6900-00-300	Food - Payroll Taxes	3,685	4,600	915	20	46,653	46,000	-653	-1	55,200
6900-00-400	Food - Workers Comp Expense	1,249	2,367	1,118	47	13,040	23,667	10,627	45	28,400
6900-00-500	Food - Employee Benefits	10,621	8,750	-1,871	-21	98,778	87,500	-11,278	-13	105,000
6900-00-610	Food - Food and Beverage Expense	41,264	47,410	6,146	13	511,359	485,100	-26,259	-5	580,920
6900-00-620	Food Paper Products Expense	9,930	4,420	-5,510	-125	70,631	44,200	-26,431	-60	53,040
6900-00-630	Housekeeping Supplies / Service Expense	319	667	348	52	4,039	6,667	2,627	39	8,000
6900-00-640	Laundry / Linen Expense	461	750	289	39	4,544	7,500	2,956	39	9,000
6900-00-650	Equipment Expense	23	1,250	1,227	98	3,917	12,500	8,583	69	15,000
6900-00-660	Uniforms	0	625	625	100	5,078	6,250	1,172	19	7,500
6900-00-670	Decorating Expense	28	308	280	91	2,280	3,083	803	26	3,700
6900-99-999	TOTAL FOOD SERVICE	123,213	126,240	3,027	2	1,370,866	1,324,250	-46,616	-4	1,577,730
6910-00-000	ASSISTED LIVING EXPENSE									
6910-00-010	Labor - Manager	5,666	5,818	151	3	63,227	63,920	693	1	75,632
6910-00-020	Labor - Care Givers / CC / Aides	34,378	32,328	-2,049	-6	365,425	355,612	-9,813	-3	420,269
6910-00-300	AL - Payroll Taxes	3,137	2,810	-326	-12	35,059	30,913	-4,147	-13	36,533
6910-00-400	AL - Workers Comp Expense	1,658	1,938	279	14	17,847	19,375	1,528	8	23,250
6910-00-500	AL - Employee Benefits	5,029	7,610	2,581	34	59,881	76,103	16,222	21	91,324
6910-00-520	AL - Training / Staff Development	173	0	-173	N/A	605	0	-605	N/A	0
6910-10-000	Medical - Required Testing	0	142	142	100	1,492	1,417	-76	-5	1,700
6910-10-010	AL - Food / Beverage Expense	22,401	19,867	-2,534	-13	215,440	198,667	-16,773	-8	238,400
6910-10-020	Medication Set-ups	0	88	88	100	1,880	875	-1,005	-115	1,050
6910-10-050	Misc Other Supplies	214	154	-60	-39	3,539	1,542	-1,997	-130	1,850
6910-10-060	Recreation / Rehabilitation	0	3,167	3,167	100	4,736	31,667	26,930	85	38,000
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	72,656	73,921	1,265	2	769,131	780,089	10,958	1	928,008
6920-00-000	ACTIVITY PROGRAM EXPENSE									
6920-00-010	ACT - Newsletter	1,788	2,083	296	14	7,364	20,834	13,470	65	25,001
6920-00-020	ACT - Activities Staff	15,473	15,671	198	1	163,626	172,386	8,760	5	203,729
6920-00-030	ACT - Activities Outreach- Volunteer - Bday	9,022	1,583	-7,439	-470	10,425	15,833	5,408	34	19,000
6920-00-040	ACT - Classes Expense	500	933	433	46	3,998	9,332	5,334	57	11,199
6920-00-050	ACT - Health / Wellness Expense	546	2,915	2,369	81	6,714	29,150	22,436	77	34,980
6920-00-060	ACT - Activities / Outings Expense	115	5,417	5,302	98	12,695	54,168	41,473	77	65,001
6920-00-300	ACT - Payroll Taxes	997	1,206	209	17	11,991	13,265	1,274	10	15,677
6920-00-400	ACT - Workers Comp Expense	412	462	50	11	4,380	4,617	237	5	5,540
6920-00-500	ACT - Employee Benefits	4,657	4,183	-474	-11	44,932	41,828	-3,104	-7	50,194
6920-00-510	Gift Shop Expense	0	325	325	100	419	3,251	2,832	87	3,901
6920-00-520	Van Expense	66	1,083	1,018	94	3,550	10,833	7,283	67	13,000
6920-00-550	ACT - AL Activities	205	3,333	3,128	94	5,288	33,333	28,045	84	40,000

Kavod Senior Life
Property Budget Comparison
As of October 31, 2020

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var	Annual
6920-00-560 ACT - Family Events	0	308	308	100	0	3,083	3,083	100	3,700
6920-99-999 TOTAL ACTIVITY PROGRAM EXPENSE	33,781	39,504	5,723	14	275,382	411,914	136,532	33	490,922
6930-00-000 RESIDENT COMPUTER CENTER									
6930-00-010 Labor - RCC Staff - Post 2008	4,710	4,477	-234	-5	53,088	49,242	-3,846	-8	58,195
6930-00-300 RCC - Payroll Taxes	356	388	32	8	4,173	4,049	-124	-3	4,825
6930-00-400 RCC - Workers Comp Expense	143	173	30	18	1,601	1,732	132	8	2,079
6930-00-500 RCC - Employee Benefits	1,060	1,267	207	16	11,250	12,667	1,416	11	15,200
6930-99-999 TOTAL RESIDENT COMPUTER CENTER	6,269	6,304	35	1	70,112	67,690	-2,422	-4	80,299
6940-00-000 SERVICE COORDINATOR EXPENSE									
6940-00-010 Labor - Service Coordinator	21,300	22,131	832	4	252,746	243,445	-9,301	-4	287,708
6940-00-020 SC - Resident Outreach	0	375	375	100	350	3,750	3,400	91	4,500
6940-00-300 SC - Payroll Taxes	1,547	1,749	201	12	18,801	19,238	437	2	22,736
6940-00-400 SC - Workers Comp Expense	531	547	16	3	6,089	5,468	-621	-11	6,561
6940-00-500 SC - Employee Benefits	5,391	3,243	-2,149	-66	53,940	32,427	-21,514	-66	38,912
6940-99-999 TOTAL SERVICE COORDINATOR EXPENSE	28,770	28,045	-725	-3	331,927	304,328	-27,599	-9	360,417
8000-00-010 NON-PROFIT EXPENSES									
8000-00-340 Payroll and Staffing	918	0	-918	N/A	918	0	-918	N/A	0
8000-00-400 Office Supplies	0	0	0	N/A	641	0	-641	N/A	0
8000-00-500 Special Projects	0	0	0	N/A	1,490	0	-1,490	N/A	0
8000-99-999 TOTAL NON-PROFIT EXPENSES	918	0	-918	N/A	3,049	0	-3,049	N/A	0
8999-99-998 TOTAL OPERATING EXPENSES	607,734	631,703	23,970	4	6,264,812	6,674,341	409,529	6	7,938,824
8999-99-999 NET OPERATING INCOME / LOSS	212,587	212,004	583	0	2,054,591	1,712,321	342,270	20	2,147,268
9010-00-000 NON-OPERATING EXPENSES									
9010-10-100 Interest Expense - Note Payable MF	37,403	36,333	-1,069	-3	331,103	363,333	32,230	9	436,000
9010-20-100 Depreciation - Buildings	78,850	78,417	-433	-1	788,500	784,167	-4,333	-1	941,000
9010-90-500 Gain / Loss on Investment	86	0	-86	N/A	264	0	-264	N/A	0
9019-99-999 TOTAL NON-OPERATING EXPENSES	116,339	114,750	-1,589	-1	1,119,867	1,147,500	27,633	2	1,377,000
9999-99-998 NET INCOME / LOSS	96,248	97,254	-1,006	-1	934,724	564,821	369,903	65	770,268

Kavod Senior Life Consolidated Balance Sheet

Period = Sep 2020

		Balance	Beginning	Net
		Current Period	Balance	Change
1000-00-001 ASSETS				
1000-00-003	CASH			
1000-99-999	UNRESTRICTED CASH	8,295,070.10	8,726,918.18	-431,848.08
1010-99-998	RESTRICTED CASH	602,627.62	604,670.53	-2,042.91
1010-99-999	TOTAL CASH	8,897,697.72	9,331,588.71	-433,890.99
1020-90-999	ACCOUNTS AND NOTES RECEIVABLE	-293,675.64	-242,718.93	-50,956.71
1100-00-999	PREPAID EXPENSES	474,801.50	190,000.10	284,801.40
1200-90-999	OTHER CURRENT ASSETS	2,819,732.62	1,818,928.90	1,000,803.72
1200-99-999	CURRENT ASSETS	2,819,732.62	1,818,928.90	1,000,803.72
1300-99-999	PROPERTY AND EQUIPMENT	30,813,422.84	26,662,055.50	4,151,367.34
1310-90-999	ACCUMULATED DEPRECIATION AND AMORTIZATION	-17,223,661.69	-16,514,011.69	-709,650.00
1310-99-999	NET PROPERTY AND EQUIPMENT	13,589,761.15	10,148,043.81	3,441,717.34
1399-99-998	OTHER NONCURRENT ASSETS	124,456.56	124,456.56	0.00
1999-99-999	TOTAL ASSETS	25,612,773.91	21,370,299.15	4,242,474.76
2000-00-000 LIABILITIES AND EQUITY / FUND BALANCE				
2000-99-999	ACCOUNTS PAYABLE	211,445.56	297,815.88	-86,370.32
2010-90-999	ACCRUAL PAYROLL AND BENEFITS	190,692.64	202,471.37	-11,778.73
2020-99-998	OTHER CURRENT LIABILITES	1,011,610.17	291,433.43	720,176.74
2020-99-999	CURRENT LIABILITIES	1,413,748.37	791,720.68	622,027.69
2100-99-999	DEPOSITS AND PREPAID LIABILITIES	155,482.61	163,342.05	-7,859.44
2500-99-999	MORTGAGE AND NOTES PAYABLE	12,083,418.60	9,000,000.00	3,083,418.60
2999-99-999	TOTAL LIABILITIES	13,652,649.58	9,955,062.73	3,697,586.85
3000-99-999	CONTRIBUTED CAPITAL	904,139.00	904,139.00	0.00
3600-99-997	RETAINED EARNINGS / FUND BALANCE	11,055,985.33	10,511,097.42	544,887.91
3999-99-998	EQUITY / FUND BALANCE	11,960,124.33	11,415,236.42	544,887.91
3999-99-999	TOTAL LIABILITIES AND EQUITY / FUND BALANCE	25,612,773.91	21,370,299.15	4,242,474.76

Kavod Senior Life
Consolidated Budget Comparison

12/8/2020 8:48 AM

Period = Sep 2020

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
5000-99-999 TOTAL RENT REVENUE	\$ 642,170	\$ 658,091	\$ (15,921)	(2.42)	\$ 5,732,155	\$ 5,831,754	\$ (99,600)	(1.71)	\$ 7,802,893
5010-00-999 TOTAL ADJUSTMENTS	-3,668	0	-3,668	N/A	-7,336	0	-7,336	N/A	0
5020-99-999 TOTAL TENANT CHARGES	135,267	2,292	132,975	5,803	170,828	20,625	150,203	728	27,500
Total Rental Income	773,769	660,383	113,386	5,800	5,895,647	5,852,379	43,267	727	7,830,393
5300-00-999 TOTAL FOOD SERVICE	92,937	90,742	2,196	2	815,930	816,675	-745	0	1,088,900
5310-99-999 TOTAL ASSISTED LIVING REVENUE	89,711	90,350	-639	-1	771,436	803,850	-32,414	-4	1,073,400
5320-99-999 TOTAL ACTIVITY REVENUE	17	5,483	-5,467	-100	8,536	49,349	-40,813	-83	65,799
5600-99-999 TOTAL NON-PROFIT REVENUE	31,704	35,346	-3,641	-10	359,064	318,112	40,952	13	424,150
5610-99-999 TOTAL GRANT REVENUE	2,500	26,300	-23,800	-90	71,979	236,700	-164,721	-70	315,600
5900-99-998 TOTAL OTHER REVENUE	1,180	2,308	-1,129	-49	7,533	20,775	-13,242	-64	27,700
Total Revenue	991,818	910,912	80,906	92%	7,930,125	8,097,841	-167,716	98%	10,825,942
Expenses									
6000-99-999 TOTAL ADMIN SALARIES AND BENEFITS	119,265	111,229	-8,036	-7	1,125,704	1,156,522	30,818	3	1,490,210
6010-99-999 TOTAL PROFESSIONAL FEES	4,935	4,750	-184	-4	58,171	42,751	-15,420	-36	57,001
6020-99-999 TOTAL MANAGEMENT FEE EXPENSE	246	245	0	0	2,210	2,208	-1	0	2,944
6040-99-998 TOTAL OTHER ADMINISTRATIVE EXPENSES	13,155	25,709	12,553	49	188,818	231,377	42,559	18	308,502
6040-99-999 TOTAL ADMINISTRATIVE EXPENSES	137,600	141,933	4,333	3	1,374,902	1,432,858	57,956	4	1,858,657
6100-99-999 TOTAL MARKETING AND ADVERTISING	7,398	5,420	-1,978	-37	21,936	48,781	26,845	55	65,041
6400-99-999 TOTAL UTILITY EXPENSES	30,428	30,250	-177	-1	250,049	272,253	22,204	8	363,004
6450-99-999 TOTAL CONTRACT COST	39,783	64,000	24,217	-1	360,046	576,002	215,956	8	404,999
6500-99-999 TOTAL REPAIRS AND MAINTENANCE EXPENSES	73,329	70,238	-3,092	-4	706,401	685,850	-20,551	-3	896,562
6510-99-999 TOTAL MATERIALS	17,108	20,975	3,867	18	148,642	188,775	40,132	21	251,700
6520-99-999 TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	130,221	155,213	24,992	16	1,215,089	1,450,627	235,538	16	1,916,265
6700-99-999 TOTAL TAXES AND INSURANCE	48,812	23,957	-24,856	-104	242,585	215,611	-26,974	-13	287,481
6800-99-999 TOTAL FINANCING EXPENSES	0	892	892	100	0	8,025	8,025	100	10,700
6900-99-999 TOTAL FOOD SERVICE	142,102	128,932	-13,170	-10	1,247,653	1,195,235	-52,417	-4	1,574,030
6910-99-999 TOTAL ASSISTED LIVING EXPENSE	73,047	73,921	874	1	696,418	706,168	9,750	1	928,008
6920-99-999 TOTAL ACTIVITY PROGRAM EXPENSE	30,398	39,504	9,105	23	241,602	372,411	130,809	35	490,922
6930-99-999 TOTAL RESIDENT COMPUTER CENTER	6,424	6,304	-120	-2	63,843	61,386	-2,457	-4	80,299
6940-99-999 TOTAL SERVICE COORDINATOR EXPENSE	28,568	28,045	-523	-2	303,123	276,283	-26,874	-10	360,417
8000-99-999 TOTAL NON-PROFIT EXPENSES	75,955	57,052	-18,903	-33	724,510	513,470	-211,039	-41	684,627
TOTAL PROGRAM EXPENSES	141,345	130,905	-10,440		1,333,078	1,223,550	-109,562		
8999-99-998 TOTAL OPERATING EXPENSES	710,952	691,422	-19,530	-3	6,381,709	6,553,108	171,399	3	8,619,451
8999-99-999 NET OPERATING INCOME / LOSS	280,866	219,490	61,376	28	1,548,416	1,544,734	3,682	0	2,206,491
9010-00-000 NON-OPERATING EXPENSES									
9010-10-100 Interest Expense - Note Payable MF	37,584	36,333	-1,251	-3	293,700	327,000	33,300	10	436,000
9010-20-100 Depreciation - Buildings	78,850	78,417	-433	-1	709,650	705,750	-3,900	-1	941,000
9010-90-500 Gain / Loss on Investment	63	0	-63	N/A	178	0	-178	N/A	0
9019-99-999 TOTAL NON-OPERATING EXPENSES	116,497	114,750	-1,747	-2	1,003,528	1,032,750	29,222	3	1,377,000
9999-99-998 NET INCOME / LOSS	164,369	104,740	59,629	57	544,888	511,984	32,904	6	829,491

Kavod Senior Life Consolidated Cash Flow Statement

Period = Sep 2020

	Period to Date	%	Year to Date	%	
REVENUE					
5000-99-999	TOTAL RENT REVENUE	\$ 642,170	64.75	\$ 5,732,155	72.28
5010-00-999	TOTAL ADJUSTMENTS	-3,668.00	-0.37	-7,336.00	-0.09
5020-99-999	TOTAL TENANT CHARGES	135,266.96	13.64	170,827.84	2.15
5300-00-999	TOTAL FOOD SERVICE	92,937.34	9.37	815,930.22	10.29
5310-99-999	TOTAL ASSISTED LIVING REVENUE	89,711.15	9.05	771,435.64	9.73
5320-99-999	TOTAL ACTIVITY REVENUE	16.50	0.00	8,536.11	0.11
5600-99-999	TOTAL NON-PROFIT REVENUE	31,704.39	3.20	359,064.45	4.53
5610-99-999	TOTAL GRANT REVENUE	2,500.00	0.25	71,979.00	0.91
5900-99-998	TOTAL OTHER REVENUE	1,179.78	0.12	7,533.15	0.10
5900-99-999	TOTAL REVENUE	991,818.12	100.00	7,930,125.18	100.00
EXPENSES					
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	119,265	12	1,125,704	14
6010-99-999	TOTAL PROFESSIONAL FEES	4,935	1	58,171	1
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	246	0	2,210	0
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	13,155	1	188,818	2
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	137,600	14	1,374,902	17
6100-99-999	TOTAL MARKETING AND ADVERTISING	7,398	1	21,936	0
6400-99-999	TOTAL UTILITY EXPENSES	30,428	3	250,049	3
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSE	73,329	7	706,401	9
6510-99-999	TOTAL MATERIALS	17,108	2	148,642	2
6520-99-998	TOTAL CONTRACT COSTS	39,783	4	360,046	5
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXP	130,221	13	1,215,089	15
6700-99-999	TOTAL TAXES AND INSURANCE	48,812	5	242,585	3
6900-99-999	TOTAL FOOD SERVICE	142,102	14	1,247,653	16
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	73,047	7	696,418	9
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	30,398	3	241,602	3
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	6,424	1	63,843	1
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	28,568	3	303,157	4
7009-99-999	TOTAL OTHER INCOME / EXPENSE	0	0	-34	0
8000-99-999	TOTAL NON-PROFIT EXPENSES	75,955	8	724,510	9
8999-99-998	TOTAL OPERATING EXPENSES	710,952	72	6,381,709	80.47
8999-99-999	NET OPERATING INCOME / LOSS	280,866	28	1,548,416	19.53
NON-OPERATING EXPENSES					
9010-00-000	NON-OPERATING EXPENSES				
9010-10-100	Interest Expense - Note Payable MF	37,584	4	293,700	3.70
9010-20-100	Depreciation - Buildings	78,850	8	709,650	8.95
9010-90-500	Gain / Loss on Investment	63	0	178	0.00
9019-99-999	TOTAL NON-OPERATING EXPENSES	116,497	12	1,003,528	12.65
9999-99-998	NET INCOME / LOSS	\$ 164,369	17	\$ 544,888	6.87
ADJUSTMENTS					
1020-00-010	A/R - Tenants	-7,059.01	-0.71	12,775.51	0.16
1020-10-010	A/R - HAP	-127.00	-0.01	-13,781.00	-0.17
1020-20-010	A/R - Medicaid	-4,381.20	-0.44	7,480.14	0.09
1020-20-020	A/R - Other Government	0.00	0.00	36,600.00	0.46
1020-40-010	A/R - Employees	-282.22	-0.03	-32.22	0.00
1020-40-020	A/R - Cobra	23.26	0.00	44.30	0.00
1020-60-000	A/R - Other	0.00	0.00	7,869.98	0.10
1100-00-100	Prepaid Insurance - Property / Liability	-463,311.45	-46.71	-283,828.81	-3.58
1100-00-200	Prepaid Insurance - Workers Comp	1,357.52	0.14	15,694.89	0.20
1100-00-300	Prepaid Expense - Other	-17,395.76	-1.75	-16,667.48	-0.21
1200-80-000	Due from Affiliates	-70,240.97	-7.08	-1,000,803.72	-12.62

Consolidated Cash Flow Statement

Period = Sep 2020

	Period to Date	%	Year to Date	%	
1300-60-100	Miscellaneous Fixed Assets	0.00	0.00	-1,974.90	-0.02
1300-80-100	Construction in Progress	-433,827.26	-43.74	-4,149,392.44	-52.32
1310-20-100	Accum Depr - Buildings	78,850.00	7.95	709,650.00	8.95
2000-10-000	Accounts Payable	-20,737.83	-2.09	-86,370.32	-1.09
2010-10-000	Accrued Payroll Wages Payable	-215.62	-0.02	-9,023.50	-0.11
2010-30-010	Health Insurance Payable	0.00	0.00	-0.06	0.00
2010-30-030	Vision Insurance Payable	0.00	0.00	-0.02	0.00
2010-30-040	Disability Insurance Payable	0.00	0.00	-0.04	0.00
2010-30-050	Life Insurance Payable	0.00	0.00	0.01	0.00
2010-30-070	Transportation Benefits Payable	265.00	0.03	-6,245.01	-0.08
2010-30-080	Pension Payable	0.04	0.00	-6.25	0.00
2010-30-090	403b Thrift Plan Deferrals	0.00	0.00	3,500.94	0.04
2010-30-100	Flexible Spending Account Deferrals	1,462.82	0.15	-4.80	0.00
2020-20-000	Accrued Utilites	-19,974.62	-2.01	-9,732.81	-0.12
2020-30-000	Due to Affiliates	70,240.97	7.08	1,011,730.97	12.76
2020-90-000	Misc Accrued Expenses	0.00	0.00	-281,821.42	-3.55
2100-10-100	Tenant Security Deposits	-1,933.00	-0.19	-3,726.00	-0.05
2100-10-200	Security Deposit Interest	17.43	0.00	-448.68	-0.01
2100-10-400	Security Deposit - Pet	300.00	0.03	300.00	0.00
2100-10-500	Security Deposit - Activities	0.00	0.00	2,175.00	0.03
2100-20-000	Tenant Prepaid Rents	-5,545.99	-0.56	-6,159.76	-0.08
2500-10-100	Construction Loan	296,858.09	29.93	2,289,018.60	28.86
2500-20-100	MidFirst PPE Loan	0.00	0.00	794,400.00	10.02
	TOTAL ADJUSTMENTS	-595,656.80	-60.06	-978,778.90	-12.34
	CASH FLOW	-431,288.06	-43.48	-433,890.99	-5.47

Period to Date	Beginning Balance	Ending Balance	Difference
1000-10-000 Petty Cash	1,499.01	1,499.01	0.00
1000-10-100 Cash Operating - Shared	59,668.21	190,620.64	130,952.43
1000-10-200 Operating	5,708,116.13	5,290,794.07	-417,322.06
1000-10-300 Cash Operating 3	100,000.00	100,000.00	0.00
1000-10-500 Food Service Ops	8,999.87	4,212.21	-4,787.66
1000-10-600 Assisted Living Ops	468,537.13	331,614.08	-136,923.05
1000-20-000 Cash Savings	100.00	100.00	0.00
1000-30-000 Investment Accounts	2,323,715.71	2,323,586.07	-129.64
1000-40-000 Cash Construction	32,239.76	32,243.73	3.97
1000-50-100 Cash Payroll	16,906.99	15,990.37	-916.62
1000-50-200 Cash FSA	5,662.78	4,409.92	-1,252.86
1000-90-999 Cash - Other	0.00	0.00	0.00
1010-01-000 Security Deposit	157,055.94	156,143.37	-912.57
1010-01-100 Cash Restricted - Security Deposits - ANB	25.00	25.00	0.00
1010-04-000 Cash Restricted - Reserve for Replacement	446,459.25	446,459.25	0.00
Total Cash	9,328,985.78	8,897,697.72	-431,288.06

Year to Date	Beginning Balance	Ending Balance	Difference
1000-10-000 Petty Cash	1,499.01	1,499.01	0.00
1000-10-100 Cash Operating - Shared	81,077.68	190,620.64	109,542.96
1000-10-200 Operating	3,993,837.38	5,290,794.07	1,296,956.69
1000-10-300 Cash Operating 3	100,000.00	100,000.00	0.00
1000-10-500 Food Service Ops	42,514.83	4,212.21	-38,302.62
1000-10-600 Assisted Living Ops	608,802.30	331,614.08	-277,188.22
1000-20-000 Cash Savings	100.00	100.00	0.00
1000-30-000 Investment Accounts	2,322,699.34	2,323,586.07	886.73
1000-40-000 Cash Construction	1,443,929.97	32,243.73	-1,411,686.24
1000-50-100 Cash Payroll	128,940.76	15,990.37	-112,950.39

Consolidated Cash Flow Statement

Period = Sep 2020

		Period to Date	%	Year to Date	%
1000-50-200	Cash FSA	3,516.91	4,409.92	893.01	
1000-90-999	Cash - Other	0.00	0.00	0.00	
1010-01-000	Security Deposit	158,186.28	156,143.37	-2,042.91	
1010-01-100	Cash Restricted - Security Deposits - ANB	25.00	25.00	0.00	
1010-04-000	Cash Restricted - Reserve for Replacement	446,459.25	446,459.25	0.00	
	Total Cash	9,331,588.71	8,897,697.72	-433,890.99	

Kavod Property Operations Budget Comparison

Period = Jan 2020-Sep 2020

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
5000-00-002 REVENUE								
5000-00-005 RENT REVENUE								
5000-10-100 Tenant Rent	134,248	135,384	-1,136	-1	1,160,071	1,206,041	-45,970	-4
5000-10-200 HAP Subsidy	507,922	522,707	-14,785	-3	4,572,084	4,625,714	-53,630	-1
5000-99-999 TOTAL RENT REVENUE	642,170	658,091	-15,921	-2	5,732,155	5,831,754	-99,600	-2
5010-00-000 ADJUSTMENTS								
5010-00-400 Admin / Employee Unit	-3,668	0	-3,668	N/A	-7,336	0	-7,336	N/A
5010-00-999 TOTAL ADJUSTMENTS	-3,668	0	-3,668	N/A	-7,336	0	-7,336	N/A
5010-99-999 NET RENTAL REVENUE	638,502	658,091	-19,589	-3	5,724,819	5,831,754	-106,936	-2
5020-00-000 TENANT CHARGES								
5020-00-030 Miscellaneous Rent Revenue	134,464	0	134,464	N/A	154,604	0	154,604	N/A
5020-00-040 Laundry and Vending	803	875	-72	-8	6,608	7,875	-1,267	-16
5020-00-090 NSF Charges	0	0	0	N/A	31	0	31	N/A
5020-00-120 Misc Tenant Income	0	1,417	-1,417	-100	9,586	12,750	-3,164	-25
5020-99-999 TOTAL TENANT CHARGES	135,267	2,292	132,975	5,803	170,828	20,625	150,203	728
5300-00-000 FOOD SERVICE								
5300-00-100 Resident Meal Payments	79,587	80,667	-1,080	-1	723,291	726,000	-2,710	0
5300-00-300 Meal Delivery / Guest Meals	174	1,042	-867	-83	3,161	9,375	-6,214	-66
5300-00-400 Meal Subsidy	-9,225	-10,833	-21,644	-200	-103,892	-97,500	-29,644	-30
5300-00-500 Assisted Living Supplement	22,401	19,867	2,534	13	193,039	178,800	14,239	8
5300-00-600 Catering and Special Functions	0	0	0	N/A	331	0	331	N/A
5300-00-999 TOTAL FOOD SERVICE	92,937	90,742	2,196	2	815,930	816,675	-745	0
5310-00-000 ASSISTED LIVING REVENUE								
5310-00-100 Assisted Living Full Pay Residents	51,500	52,500	-1,000	-2	461,287	472,500	-11,213	-2
5310-00-200 Assisted Living Partial Pay Tenants	13,321	14,150	-829	-6	99,988	118,050	-18,062	-15
5310-00-300 Assisted Living Medicaid Contributions	24,890	23,700	1,190	5	210,161	213,300	-3,139	-1
5310-99-999 TOTAL ASSISTED LIVING REVENUE	89,711	90,350	-639	-1	771,436	803,850	-32,414	-4
5320-00-000 ACTIVITY REVENUE								
5320-00-100 Activities - Resident Receipts	16	1,917	-1,900	-99	3,544	17,250	-13,706	-79
5320-00-200 Activities - Donations	0	8	-8	-100	0	75	-75	-100
5320-00-300 Gift Shop - Receipts	0	225	-225	-100	256	2,024	-1,768	-87
5320-00-500 Assisted Living Activities Receipts	0	3,333	-3,333	-100	4,736	30,000	-25,264	-84
5320-99-999 TOTAL ACTIVITY REVENUE	16	5,483	-5,467	-100	8,536	49,349	-40,813	-83
5900-00-000 OTHER REVENUE								
5900-00-100 Investment Income - (UR)	0	467	-467	-100	0	4,200	-4,200	-100

Kavod Property Operations Budget Comparison

Period = Jan 2020-Sep 2020

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
5900-00-400 Miscellaneous Other Income	1,200	0	1,200	N/A	2,400	0	2,400	N/A
5900-00-500 Interest Income - Operations	-20	1,833	-1,854	-101	5,133	16,500	-11,367	-69
5900-99-998 TOTAL OTHER REVENUE	1,180	2,300	-1,120	-49	7,533	20,700	-13,167	-64
5900-99-999 TOTAL REVENUE	957,614	849,258	108,356	13	7,499,082	7,542,954	-43,872	-1
6000-00-001 ADMINISTRATIVE EXPENSES								
6000-00-002 ADMIN SALARIES AND BENEFITS								
6000-00-010 Labor - Food Service Director	5,137	5,158	21	0	52,581	51,579	-1,002	-2
6000-00-100 Labor - Leasing	13,786	14,662	876	6	142,883	146,619	3,736	3
6000-00-200 Labor - Front Office Staff	22,486	8,137	-14,349	-176	130,585	81,367	-49,218	-60
6000-00-500 Labor - Comm Relations / Marketing	10,362	9,766	-596	-6	109,210	97,659	-11,550	-12
6000-00-600 Labor - Accounting / Human Resources	42,629	40,554	-2,074	-5	413,824	405,545	-8,279	-2
6000-10-200 Potential Bonus	0	0	0	N/A	59,746	65,001	5,255	8
6000-10-300 Payroll Taxes - SUTA/FUTA	6,365	6,023	-342	-6	66,580	60,228	-6,351	-11
6000-10-400 Workers Comp Expense	367	520	152	29	-27	4,835	4,862	101
6000-10-500 Benefits	13,470	18,493	5,023	27	127,415	172,437	45,022	26
6000-30-100 Training and Development	1,250	3,417	2,167	63	9,847	30,750	20,903	68
6000-30-200 Employee Recognition	1,640	3,167	1,526	48	9,339	28,500	19,161	67
6000-30-400 Employee Wellness	540	917	377	41	1,280	8,250	6,970	84
6000-30-500 Help Wanted Advertising	0	208	208	100	389	1,876	1,487	79
6000-30-800 Employee Screening / Background Checks	1,234	208	-1,025	-492	2,051	1,876	-175	-9
6000-99-999 TOTAL ADMIN SALARIES AND BENEFITS	119,265	111,229	-8,036	-7	1,125,704	1,156,522	30,818	3
6010-00-000 PROFESSIONAL FEES								
6010-00-200 Auditing Fees	0	3,750	3,750	100	41,170	33,751	-7,420	-22
6010-00-300 Consultants	2,100	0	-2,100	N/A	2,100	0	-2,100	N/A
6010-00-500 General Legal Expense	220	1,000	780	78	9,076	9,000	-76	-1
6010-00-600 Contract - IT Contracts	2,615	0	-2,615	N/A	5,824	0	-5,824	N/A
6010-99-999 TOTAL PROFESSIONAL FEES	4,935	4,750	-184	-4	58,171	42,751	-15,420	-36
6020-00-000 MANAGEMENT FEE EXPENSE								
6020-00-100 Management Fee	18,896	18,896	0	0	170,064	170,063	-1	0
6020-00-200 Management Salary/Benefits	-18,650	-18,650	0	0	-167,854	-167,854	0	0
6020-99-999 TOTAL MANAGEMENT FEE EXPENSE	246	245	0	0	2,210	2,208	-1	0
6040-00-000 OTHER ADMINISTRATIVE EXPENSES								
6040-00-040 Other Renting Expense	1,166	1,458	292	20	3,879	13,125	9,246	70
6040-00-070 Membership and Fees	185	3,167	2,981	94	12,890	28,500	15,610	55
6040-00-090 DO NOT USE - Office Supplies	-212	0	212	N/A	0	0	0	N/A
6040-00-100 Travel	0	208	208	100	781	1,876	1,094	58
6040-00-120 Mileage Reimbursement	0	0	0	N/A	112	0	-112	N/A
6040-00-140 Telephone	3,308	2,833	-474	-17	31,694	25,501	-6,193	-24

Kavod Property Operations Budget Comparison

Period = Jan 2020-Sep 2020

		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
6040-00-150	Supplies/Postage/Courier	4,906	5,583	678	12	51,584	50,250	-1,334	-3
6040-00-190	Software	627	1,583	956	60	7,342	14,250	6,908	48
6040-00-200	Hardware	200	1,917	1,717	90	6,276	17,250	10,974	64
6040-00-210	R/M CIS Services	317	4,750	4,433	93	33,902	42,750	8,848	21
6040-00-270	Misc Administrative Fees	2,379	3,583	1,205	34	36,747	32,250	-4,497	-14
6040-00-290	Bank Fees	237	83	-154	-185	1,114	750	-364	-48
6040-00-310	Board Event Expenses	0	542	542	100	1,745	4,875	3,130	64
6040-00-900	Other Misc Admin Expenses	43	0	-43	N/A	751	0	-751	N/A
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	13,155	25,709	12,553	49	188,818	231,377	42,559	18
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	137,600	141,933	4,333	3	1,374,902	1,432,858	57,956	4
6100-00-000	MARKETING AND ADVERTISING								
6100-00-100	Advertising - Ad Placement / Brochures	3,194	2,250	-944	-42	8,981	20,250	11,269	56
6100-00-200	Advertising - Community Outreach	4,204	3,170	-1,034	-33	12,955	28,531	15,576	55
6100-99-999	TOTAL MARKETING AND ADVERTISING	7,398	5,420	-1,978	-36	21,936	48,781	26,845	55
6400-00-000	UTILITY EXPENSES								
6400-00-100	Electricity	18,920	15,000	-3,920	-26	137,570	135,000	-2,570	-2
6400-00-200	Gas	2,294	5,917	3,623	61	38,851	53,250	14,398	27
6400-00-400	Water	3,871	3,833	-37	-1	28,369	34,499	6,130	18
6400-00-500	Sewer	5,343	5,500	157	3	45,258	49,504	4,245	9
6400-99-999	TOTAL UTILITY EXPENSES	30,428	30,250	-177	-1	250,049	272,253	22,204	8
6500-00-000	MAINTENANCE AND OPERATIONAL EXPENSES								
6500-00-001	REPAIRS AND MAINTENANCE								
6500-00-100	Labor - Housekeeping Staff	12,373	11,510	-863	-7	121,927	115,103	-6,824	-6
6500-00-200	Labor - Housekeeping Supervisor	4,751	4,685	-66	-1	48,260	46,845	-1,414	-3
6500-00-300	Labor - Maintenance Manager	18,015	15,196	-2,820	-19	184,490	151,956	-32,534	-21
6500-00-400	Labor - Maintenance Staff	11,872	12,639	767	6	121,442	126,385	4,943	4
6500-00-600	Labor - Security	4,086	5,985	1,899	32	60,488	59,846	-642	-1
6500-10-200	Maintenance - Payroll Taxes - SUTA/FUTA	3,937	3,698	-238	-6	42,770	36,983	-5,787	-16
6500-10-300	Maintenance - Workers Comp Expense	1,292	1,357	64	5	15,394	12,209	-3,185	-26
6500-10-400	Maintenance - Benefits	8,585	10,261	1,676	16	84,283	92,347	8,063	9
6500-20-100	Maintenance - Temporary Help	3,529	1,500	-2,029	-135	20,828	13,500	-7,328	-54
6500-20-300	Maintenance - Mileage	0	25	25	100	127	225	98	44
6500-20-400	East/West/South - Special Project	4,760	3,125	-1,635	-52	5,021	28,125	23,104	82
6500-20-500	Maintenance Licenses and Fees	130	258	128	50	1,371	2,324	953	41
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSE	73,329	70,238	-3,092	-4	706,401	685,850	-20,551	-3
6510-00-000	MATERIALS								
6510-00-300	Supplies - Decorating	0	142	142	100	826	1,275	449	35
6510-00-600	Supplies - Janitorial / Cleaning	1,752	0	-1,752	N/A	3,208	0	-3,208	N/A

Kavod Property Operations Budget Comparison

Period = Jan 2020-Sep 2020

		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
6510-00-700	Supplies - Maint / Repairs	15,356	20,833	5,477	26	144,608	187,500	42,892	23
6510-99-999	TOTAL MATERIALS	17,108	20,975	3,867	18	148,642	188,775	40,132	21
6520-00-000	CONTRACT COSTS								
6520-00-030	Contract - Building Repairs	15,970	39,583	23,614	60	213,610	356,251	142,641	40
6520-00-040	Contract - Carpet Cleaning	195	0	-195	N/A	2,144	0	-2,144	N/A
6520-00-070	Contract - Pest Control	650	2,583	1,933	75	12,250	23,250	11,000	47
6520-00-080	Contract - Floor Covering	4,551	0	-4,551	N/A	18,373	0	-18,373	N/A
6520-00-090	Contract - Grounds	1,301	2,083	783	38	8,309	18,751	10,441	56
6520-00-100	Contract - Janitorial/Cleaning	0	6,833	6,833	100	7,917	61,500	53,583	87
6520-00-120	Contract - Window Covering	3,968	0	-3,968	N/A	3,968	0	-3,968	N/A
6520-00-170	Contract - Elevator Monitoring	2,499	3,917	1,418	36	27,452	35,250	7,798	22
6520-00-220	Contract - Snow	33	1,250	1,217	97	2,688	11,251	8,562	76
6520-00-230	Contract - Trash	4,597	4,250	-347	-8	41,551	38,250	-3,301	-9
6520-00-240	Contract - Life Safety / Security	6,020	3,500	-2,520	-72	21,783	31,500	9,717	31
6520-99-998	TOTAL CONTRACT COSTS	39,783	64,000	24,217	38	360,046	576,002	215,957	37
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXP	130,221	155,213	24,992	16	1,215,089	1,450,627	235,538	16
6700-00-000	TAXES AND INSURANCE								
6700-00-040	Property Insurance	48,812	22,744	-26,068	-115	236,063	204,699	-31,364	-15
6700-00-070	Licenses and Fees	0	1,212	1,212	100	1,288	10,912	9,624	88
6700-00-120	Miscellaneous Licenses / Taxes / Insurance	0	0	0	N/A	5,234	0	-5,234	N/A
6700-99-999	TOTAL TAXES AND INSURANCE	48,812	23,957	-24,856	-104	242,585	215,611	-26,974	-13
6800-00-000	FINANCING EXPENSE								
6800-10-100	Mortgage Insurance Premium	0	892	892	100	0	8,025	8,025	100
6800-99-999	TOTAL FINANCING EXPENSES	0	892	892	100	0	8,025	8,025	100
6900-00-000	FOOD SERVICE								
6900-00-020	Labor - Hourly Cooks	26,327	23,885	-2,443	-10	264,536	238,846	-25,690	-11
6900-00-030	Labor - Hourly Servers	16,491	19,326	2,835	15	170,186	193,262	23,077	12
6900-00-040	Labor - Assistant Manager	11,392	7,641	-3,751	-49	86,675	76,407	-10,268	-13
6900-00-050	Labor - Catering	0	1,492	1,492	100	2,206	13,425	11,219	84
6900-00-060	Labor - Special Staffing	1,250	667	-583	-87	5,000	6,000	1,000	17
6900-00-070	Labor - Outside Services Labor Expense	2,275	2,083	-192	-9	26,310	18,750	-7,560	-40
6900-00-300	Food - Payroll Taxes	4,264	4,600	336	7	42,968	41,400	-1,568	-4
6900-00-400	Food - Workers Comp Expense	1,419	2,367	947	40	11,791	21,300	9,509	45
6900-00-500	Food - Employee Benefits	10,827	8,750	-2,077	-24	88,157	78,750	-9,407	-12
6900-00-610	Food - Food and Beverage Expense	57,835	50,410	-7,425	-15	470,095	437,690	-32,405	-7
6900-00-620	Food Paper Products Expense	8,834	4,420	-4,414	-100	60,701	39,780	-20,921	-53
6900-00-630	Housekeeping Supplies / Service Expense	227	667	439	66	3,720	6,000	2,280	38
6900-00-640	Laundry / Linen Expense	382	750	368	49	4,083	6,750	2,667	40

Kavod Property Operations Budget Comparison

Period = Jan 2020-Sep 2020

		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
6900-00-650	Equipment Expense	148	1,250	1,102	88	3,893	11,250	7,357	65
6900-00-660	Uniforms	167	625	458	73	5,078	5,625	547	10
6900-00-670	Decorating Expense	263	0	-263	N/A	2,252	0	-2,252	N/A
6900-99-999	TOTAL FOOD SERVICE	142,102	128,932	-13,170	-10	1,247,653	1,195,235	-52,417	-4
6910-00-000	ASSISTED LIVING EXPENSE								
6910-00-010	Labor - Manager	5,666	5,818	151	3	57,560	58,102	542	1
6910-00-020	Labor - Care Givers / CC / Aides	34,974	32,328	-2,646	-8	331,047	323,284	-7,763	-2
6910-00-300	AL - Payroll Taxes	3,180	2,810	-370	-13	31,923	28,102	-3,820	-14
6910-00-400	AL - Workers Comp Expense	1,682	1,938	256	13	16,189	17,438	1,248	7
6910-00-500	AL - Employee Benefits	4,872	7,610	2,738	36	54,852	68,493	13,641	20
6910-00-520	AL - Training / Staff Development	0	0	0	N/A	432	0	-432	N/A
6910-10-000	Medical - Required Testing	272	142	-130	-92	1,492	1,275	-217	-17
6910-10-010	AL - Food / Beverage Expense	22,401	19,867	-2,534	-13	193,039	178,800	-14,239	-8
6910-10-020	Medication Set-ups	0	88	88	100	1,880	788	-1,092	-139
6910-10-050	Misc Other Supplies	0	154	154	100	3,268	1,388	-1,880	-136
6910-10-060	Recreation / Rehabilitation	0	3,167	3,167	100	4,736	28,500	23,764	83
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	73,047	73,921	874	1	696,418	706,168	9,750	1
6920-00-000	ACTIVITY PROGRAM EXPENSE								
6920-00-010	ACT - Newsletter	4,161	2,083	-2,078	-100	5,576	18,751	13,174	70
6920-00-020	ACT - Activities Staff	16,159	15,671	-488	-3	148,153	156,715	8,561	5
6920-00-030	ACT - Activities Outreach- Volunteer - Bday	0	1,583	1,583	100	1,403	14,250	12,847	90
6920-00-040	ACT - Classes Expense	1,000	933	-67	-7	3,498	8,399	4,901	58
6920-00-050	ACT - Health / Wellness Expense	430	2,915	2,485	85	6,168	26,235	20,068	76
6920-00-060	ACT - Activities / Outings Expense	2,224	5,417	3,193	59	12,580	48,751	36,171	74
6920-00-300	ACT - Payroll Taxes	1,054	1,206	151	13	10,994	12,059	1,065	9
6920-00-400	ACT - Workers Comp Expense	420	462	42	9	3,968	4,155	187	4
6920-00-500	ACT - Employee Benefits	4,535	4,183	-352	-8	40,275	37,645	-2,630	-7
6920-00-510	Gift Shop Expense	0	325	325	100	419	2,926	2,507	86
6920-00-520	Van Expense	68	1,083	1,016	94	3,484	9,750	6,266	64
6920-00-550	ACT - AL Activities	346	3,333	2,987	90	5,083	30,000	24,917	83
6920-00-560	ACT - Family Events	0	308	308	100	0	2,775	2,775	100
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	30,398	39,504	9,105	23	241,602	372,411	130,809	35
6930-00-000	RESIDENT COMPUTER CENTER								
6930-00-010	Labor - RCC Staff - Post 2008	4,864	4,477	-387	-9	48,377	44,765	-3,612	-8
6930-00-300	RCC - Payroll Taxes	368	388	20	5	3,817	3,661	-155	-4
6930-00-400	RCC - Workers Comp Expense	146	173	28	16	1,458	1,559	101	6
6930-00-500	RCC - Employee Benefits	1,047	1,267	220	17	10,191	11,400	1,209	11
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	6,424	6,304	-120	-2	63,843	61,386	-2,457	-4

Kavod Property Operations Budget Comparison

Period = Jan 2020-Sep 2020

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
6940-00-000 SERVICE COORDINATOR EXPENSE								
6940-00-010 Labor - Service Coordinator	21,292	22,131	840	4	231,446	221,314	-10,133	-5
6940-00-020 SC - Resident Outreach	0	375	375	100	350	3,375	3,025	90
6940-00-300 SC - Payroll Taxes	1,547	1,749	202	12	17,254	17,489	235	1
6940-00-400 SC - Workers Comp Expense	563	547	-16	-3	5,558	4,921	-637	-13
6940-00-500 SC - Employee Benefits	5,166	3,243	-1,923	-59	48,549	29,184	-19,365	-66
6940-99-999 TOTAL SERVICE COORDINATOR EXPENSE	28,568	28,045	-523	-2	303,157	276,283	-26,874	-10
8000-00-010 NON-PROFIT EXPENSES								
8000-00-400 Office Supplies	0	0	0	N/A	641	0	-641	N/A
8000-00-500 Special Projects	0	0	0	N/A	1,490	0	-1,490	N/A
8000-99-999 TOTAL NON-PROFIT EXPENSES	0	0	0	N/A	2,131	0	-2,131	N/A
8999-99-998 TOTAL OPERATING EXPENSES	634,997	634,370	-627	0	5,659,365	6,039,637	380,273	6
8999-99-999 NET OPERATING INCOME / LOSS	322,616	214,888	107,729	50	1,839,717	1,503,317	336,400	22
9010-00-000 NON-OPERATING EXPENSES								
9010-10-100 Interest Expense - Note Payable MF	37,584	36,333	-1,251	-3	293,700	327,000	33,300	10
9010-20-100 Depreciation - Buildings	78,850	78,417	-433	-1	709,650	705,750	-3,900	-1
9010-90-500 Gain / Loss on Investment	63	0	-63	N/A	178	0	-178	N/A
9019-99-999 TOTAL NON-OPERATING EXPENSES	116,497	114,750	-1,747	-2	1,003,528	1,032,750	29,222	3
9999-99-998 NET INCOME / LOSS	206,119	100,138	105,981	106	836,189	470,567	365,622	78

Allied Housing Inc. (1080)
Budget Comparison (with PTD)

Period = Jan 2020-Sep 2020

Book = Accrual ; Tree = ysi_is

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
5000-00-002 REVENUE								
5600-00-000 NON-PROFIT REVENUE								
5600-10-200 Management Fee Revenue	18,896	18,896	0	0	169,060	170,062	-1,002	-1
5600-30-100 Non-Profit Revenue	19	0	19	N/A	0	0	0	N/A
5600-30-110 Non-Profit L Chaim Revenue	0	0	0	N/A	1,650	0	1,650	N/A
5600-30-120 Non-Profit Tickets	720	0	720	N/A	5,075	0	5,075	N/A
5600-30-140 Non-Profit Donations	6,394	0	6,394	N/A	11,595	0	11,595	N/A
5600-30-150 Non-Profit Partnership	0	0	0	N/A	8,740	0	8,740	N/A
5600-30-160 Non-Profit Sponsorship	4,200	0	4,200	N/A	50,220	0	50,220	N/A
5600-30-170 Endowment Income	0	358	-358	-100	0	3,225	-3,225	-100
5600-30-180 Ala Carte Services	748	1,375	-627	-46	5,885	12,375	-6,490	-52
5600-30-190 Donation Income	0	14,717	-14,717	-100	94,611	132,450	-37,839	-29
5600-30-200 Donation Income - (UR)	11	0	11	N/A	8,907	0	8,907	N/A
5600-90-100 Other Non-Profit Revenue	717	0	717	N/A	3,322	0	3,322	N/A
5600-99-999 TOTAL NON-PROFIT REVENUE	31,704	35,346	-3,641	-10	359,064	318,112	40,952	13
5610-00-000 GRANT REVENUE								
5610-00-200 Capital Fund Grants	2,500	26,300	-23,800	-90	71,979	236,700	-164,721	-70
5610-99-999 TOTAL GRANT REVENUE	2,500	26,300	-23,800	-90	71,979	236,700	-164,721	-70
5900-00-000 OTHER REVENUE								
5900-00-400 Miscellaneous Other Income	0	8	-8	-100	0	75	-75	-100
5900-99-998 TOTAL OTHER REVENUE	0	8	-8	-100	0	75	-75	-100
5900-99-999 TOTAL REVENUE	34,204	61,654	-27,450	-45	431,043	554,887	-123,844	-22
7000-00-100 OTHER INCOME / EXPENSE								
7000-00-300 Dividend Income	0	0	0	N/A	-34	0	34	N/A
7009-99-999 TOTAL OTHER INCOME / EXPENSE	0	0	0	N/A	-34	0	34	N/A
8000-00-010 NON-PROFIT EXPENSES								
8000-00-020 Accounting Services	0	683	683	100	0	6,150	6,150	100
8000-00-040 Ala Carte Expenses	0	0	0	N/A	35	0	-35	N/A
8000-00-050 Ala Carte Labor	0	1,000	1,000	100	3,103	9,000	5,897	66
8000-00-070 Director of Development	6,963	6,651	-312	-5	72,771	59,861	-12,910	-22
8000-00-080 Bank Fees	280	150	-130	-86	2,164	1,350	-814	-60
8000-00-100 COVID Expenses	12,171	0	-12,171	N/A	147,534	0	-147,534	N/A
8000-00-120 Chaplain Services	5,772	5,250	-522	-10	48,893	47,250	-1,643	-3
8000-00-130 Charity / Donations	0	250	250	100	0	2,250	2,250	100
8000-00-140 KOTR Program Expense	219	458	239	52	3,056	4,125	1,069	26
8000-00-150 Consulting Expense - Other	8,800	8,817	17	0	77,780	79,350	1,570	2
8000-00-160 Daniels Fund	600	0	-600	N/A	9,293	0	-9,293	N/A

Allied Housing Inc. (1080)
Budget Comparison (with PTD)

Period = Jan 2020-Sep 2020

Book = Accrual ; Tree = ysi_is

		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
8000-00-170	Entertainment	0	708	708	100	100	6,375	6,275	98
8000-00-180	Fundraising Expense	800	0	-800	N/A	4,832	0	-4,832	N/A
8000-00-230	Health / Wellness	0	0	0	N/A	1,964	0	-1,964	N/A
8000-00-270	Kiddish	0	304	304	100	105	2,737	2,632	96
8000-00-290	L Chaim	0	1,306	1,306	100	1,604	11,752	10,148	86
8000-00-300	Legal Expense	118	258	140	54	3,218	2,325	-893	-38
8000-00-310	LinkAges Expense	0	0	0	N/A	157	0	-157	N/A
8000-00-320	Mailing and Postage	0	2,083	2,083	100	971	18,750	17,779	95
8000-00-330	Management Salary / Benefit Exp	18,650	18,896	245	1	167,855	170,062	2,208	1
8000-00-340	Payroll and Staffing	4,589	5,283	694	13	58,543	47,550	-10,993	-23
8000-00-360	Memberships	517	33	-484	-1,451	809	300	-509	-170
8000-00-370	Mileage	0	0	0	N/A	132	0	-132	N/A
8000-00-380	Mileage / Parking	0	167	167	100	72	1,500	1,428	95
8000-00-390	Misc Expenses	26	0	-26	N/A	41,600	0	-41,600	N/A
8000-00-410	Other/Outside Religious Services	0	42	42	100	1,584	375	-1,209	-322
8000-00-420	Grant Expense	1,934	1,083	-850	-79	2,722	9,750	7,028	72
8000-00-430	Print	2,133	0	-2,133	N/A	5,008	0	-5,008	N/A
8000-00-450	Kavod Religious Services	180	1,320	1,140	86	5,081	11,882	6,801	57
8000-00-470	Security	0	42	42	100	0	375	375	100
8000-00-520	Sponsorship	2,000	0	-2,000	N/A	0	0	0	N/A
8000-00-530	Supplies	8,964	1,358	-7,605	-560	57,376	12,225	-45,151	-369
8000-00-560	Tickets	0	0	0	N/A	125	0	-125	N/A
8000-00-570	Training	750	875	125	14	750	7,875	7,125	90
8000-00-580	Translation Services	138	0	-138	N/A	965	0	-965	N/A
8000-00-600	Tree of life	0	33	33	100	1,477	300	-1,177	-392
8000-00-630	Administrative Fee	350	0	-350	N/A	700	0	-700	N/A
8000-99-999	TOTAL NON-PROFIT EXPENSES	75,955	57,052	-18,903	-33	722,379	513,470	-208,908	-41
8999-99-998	TOTAL OPERATING EXPENSES	75,955	57,052	-18,903	-33	722,344	513,470	-208,874	-41
8999-99-999	NET OPERATING INCOME / LOSS	-41,750	4,602	-46,352	-1,007	-291,301	41,417	-332,718	-803
9999-99-998	NET INCOME / LOSS	-41,750	4,602	-46,352	-1,007	-291,301	41,417	-332,718	-803

Kavod Senior Life
Capital Project 2021

2021 Budget

EAST Building			
Concrete Replacement		\$ 21,400	Includes planter next to building
Bistro		\$ 22,000	New equipment to get Bistro operational

EAST Building \$ 43,400

WEST BUILDING			
Concrete Replace		\$ 19,400	Repair and repoor sidewalks
Landing Repairs		\$ 208,000	West Building Landing outside of units

WEST BUILDING \$ 227,400

SOUTH BUILDING			
Concrete replace		\$ 13,500	Repair and repoor sidewalks

SOUTH BUILDING \$ 13,500

COMBINED PROJECTS (to be allocated)			
Contingency		\$ 150,000	estimated
Touchless Entrance Buttons		\$ 17,000	Building entry Doors
Entry Lever Sets		\$ 18,000	Apartment entry doors
IT Server Upgrades		\$ 12,500	

Total Combined Projects \$ 197,500

TOTAL BUILDINGS \$ 481,800

Capital	Expense
\$ 21,400	
\$ 22,000	
\$ -	
\$ 19,400	\$ -
\$ 208,000	\$ -
	\$ -
\$ 13,500	
\$ 150,000	
\$ 17,000	
\$ 18,000	
\$ 12,500	
\$ 481,800	\$ -

Kavod Senior Life

Fiscal Committee Meeting Minutes from September 15, 2020

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

Staff: Michael Klein, Tracy Kapaun, and Mike Belieu. Guest: Max Reiner (I think it was just Max?) 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 from Marx Okubo joined the call to give an overview of the construction and abatement status. . Max went over the construction activity and status for West and East Buildings and confirmed the urgency of finishing the West building. In the East building, employee restrooms, common areas, employee restrooms, Shul classroom upgrades are done with punch walks scheduled for September 15. Corridor fan coil replacements and electrical work for the generator is progressing and should be done at the end of September.

In the West building, Pinkard is anticipated to complete all "commercial" work by the end of September 2020. The following scopes are generally complete: · the fire pump and associated electrical equipment, and the Health and Wellness mechanical system upgrades. Final punch work is generally complete in the staff offices and the replacement of the ground floor Hydronic piping. Remaining work includes ceiling tile replacement and completion of the ground fire sprinkler and alarm installation.

During the September 2020 period, asbestos abatement resumed in the residential units, and is currently underway on the 11th floor. This is anticipated to be complete by early-October 2020, with some "go-backs" still remaining. In conjunction with this, the fire sprinkler and alarm installation have resumed in the building corridors up to Floor 11 for pipe, and through the 10th floor for electrical. Fire sprinkler and fire alarm installation is set to resume in the residential units on approximately October 19, 2020. The Certificate of Occupancy for the ground floor is anticipated toward the end of September, with the September 28, 2020 as the target date.

Max then talked about our conversation with Pinkard regarding the general conditions. He talked about the new additional number of \$236,000 which factors in the the added time to

finish the job and how Pinkard calculated that number. Rob and Connell asked if Pinkard are giving Kavod any costs savings. The answer is no. They are giving Kavod part of their contingency and cost savings in work that has been done. Pinkard is giving Kavod savings in General Requirements. Fiscal ask Max and Mike to clarify the General Conditions and send a report out to Fiscal when the number become clearer. Marx/Okubo staff left the call after their presentation. The Fiscal members and Kavod staff continued discussion of construction progress and alternatives for project completion, including costs and timing.

Connell asked if there was any questions on the July 2020 financials. The July 2020 monthly financial statements were reviewed. Mike gave a high-level overview of the July results. Connell referred to the commentary Mike includes with the notes to explain variances. The group approved the July financial statements with the motion made by Perry and seconded by Rob. Motion passed. Perry asked about the additional Cares Act funding that Kavod has received. The group discussed the funding and the need for additional cash later this year and next year.

Mike then discussed the 2020 property/liability insurance renewal. Mike and Denver Agency have been working on the renewal since July. Due to the Covid-19 virus, the buildings not being sprinkled, and the overall insurance market for senior living housing, the renewal did not go well this year. Costs nearly doubled to \$518,000 per year for all insurance lines. In addition to the higher costs, the liability insurance Kavod was able to purchase went down to \$600,000. Mike is currently working with two separate brokers to get new quotes to attempt to reduce the price and improve the coverage.

Mike and the group then discussed the Covid-19 virus and its implications to Kavod. Mike sent out a detailed worksheet of all Covid-19 donations and expenses. Mike went over the projections and answered questions regarding the additional expenses. The August 16th Fiscal Meeting minutes were reviewed. The group approved the minutes from August meeting with the motion made by Connell and seconded by David. Motion passed.

The next meeting is scheduled for November 17, 2020 at 8:00 a.m. via Zoom conference call.

Kavod Senior Life

Fiscal Committee Meeting Minutes from October 29, 2020

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

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

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

Mike called the committee meeting to order at 8 a.m. Max Reiner from Marx Okubo joined the call to give an overview of the construction and abatement status.

Max started with the work stoppage information. He talked about restarting construction January 4, 2021. Notices have been given to Wade and Pinkard. Max then talked the billings for the months of Nov, Dec, and January 2021. Normal monthly billings from Marx Okubo, Pinkard and Wade will begin again in February. November invoices will be small from work wrapping up in October. Rob asked about getting the West office done and the Bistro so staff could move in and the East residents could enjoy the Bistro. Max explained that the overall permit is not approved. There is still a small amount of work to be done. Pinkard said If there is still work to be done we cannot call for an inspection. With work stoppage more than likely, the West office will not be completed until February.

Max then talked about budget and cost overruns due to the delay in construction. He shared his screen and went over the general conditions and general requirements worksheet that he prepared. Max added that without any additional interruptions, the original GC's would have been exhausted in March/April of 2021. This is the original planned completion of the entire project.

Regarding extended GC's and GR's, Pinkard has calculated that we have an additional 9 months of construction to conclude all scopes of work; primarily the east and south building residential work that will begin sequentially once the west building is complete. Based on reduced costs, use of contractor contingency, some project scope changes, and savings in allowance items, the anticipated project additional costs proposed extended GC/GR cost would be \$228,370.

Brian asked Max to clarify where the cost savings are coming from. The savings from Pinkard is coming from general requirements by cutting staff time, using construction contingency, and cutting out drape wands in the units. Brian asked if there are any scope reductions. The wands were eliminated from the project and as of right now that is the only thing taken out of the scope.

Connell asked about Marx Okubo cost overages. Michael Silverman responded with an estimate of \$60,000 additional costs on top of the current budget.

Max and Michael dropped off the call. Mike then discussed the insurance renewal amount and the ability to buy additional coverage for liability insurance. Mike was able to secure additional coverage to \$1 million dollars with an additional million-dollar umbrella for a net increase of \$160,000 for the policy period. Mike said 75% of the premium would be refunded back from Ascot who is the original liability insurance company. Brian asked if the additional coverage was worth the extra money based upon the high cost and very high deductible. Fiscal and Kavod staff decided it was and instructed Mike to move forward.

The next meeting is scheduled for November 17, 2020 at 8:00 a.m. via Zoom conference call.

Notes to September 2020 Financial Statements

Prepared by Mike Belieu, CFO, Kavod Senior Life

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

Cash:

- Operating cash balance as of September 2020 is \$5,447,149 down from \$5,877,524 in August 2020. This balance includes reserves invested at Morgan Stanley and cash proceeds from the MidFirst PPP loan.

Net Income:

- Through September 2020, net income is \$544,888 versus the budgeted net income of \$511,984.
- COVID-19 expenses started the third week of March. Total expenses through November are \$252,689.

Revenue:

- Total revenue YTD through September 2020 is \$7,930,125 compared to the budgeted amount of \$8,097,841, a difference of \$167,716 or 2 percent lower.
- Rental revenue is under budget by \$99,600 through September 2020. Kavod had higher vacancy in September due to the effects of COVID-19 and unit construction.
- Total Adjustment represent Night Managers unit rent that is considered vacancy or loss to lease. Yardi automatically calculates this on a monthly basis, in prior years this was a year-end adjustment.
- Total Tenant Charges is made up of laundry machine revenue, rent from hair salon and Legacy. In 2020, this category also includes additional revenue received from HUD for COVID related costs in the amount of \$134,464.
- Assisted Living revenue YTD is under budget by \$32,414. For September 2020, there was one market rate and one Medicaid unit vacant. Kavod currently has two couples in the Assisted Living units which increase monthly revenue.
- Activity Revenue is down \$40,813 through September. All resident activities are on hold due to the Covid-19 virus.
- Dining/Food Service revenue is under budget for the first nine months of 2020 by \$745. There were 33 meal exceptions in September.
- Grant revenue is under budget by \$164,721 through September.
- Non-Profit/Contribution revenue is over budget by \$40,952 through September 2020. Kavod continues to receive contributions from individuals to assist with the COVID-19 virus expenses.
- Other Revenue consists of interest income from investments and operating accounts along with misc. revenue from operations.

Expenses:

- Total operating expenses for the nine months of 2020 were \$6,381,709 compared to the budgeted amount of \$6,553,108 a difference of 171,399 or 3 percent less than budget.
- Net Operating Income (NOI) came in lower than budget through September at \$1,548,416 versus the budgeted amount of \$1,544,735 a variance of \$3,682 or less than 1%.

- Assisted Living expenses year to date are lower than budget by \$9,750. Recreation and rehabilitation and employee benefits are under budget for September and YTD.
- The Operations and Maintenance category is under budget by \$235,538 due to lower supplies, cleaning and outside services costs. Most categories are running under budget YTD.
- Food Service costs are over budget by \$52,417; Kavod will continue to see higher costs for paper products and food because of the virus. Some wage categories are over budget due to additional compensation for COVID-19.
- Program costs are over budget by \$109,562. This line item is made up of COVID-19 expenses, such as supplies, labor for screening desks, meal credits applied to residents' accounts. 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, and Fundraising costs.
- Admin salaries/Other Admin Fees are under \$73,377 through September 2020. Multiple categories are under budget including marketing, employee benefits, training and IT costs.
- Property management fees right on budget. 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 \$29,222 under budget.
- Debt service expense came in at \$293,700 YTD versus a budget of \$327,000. Interest costs are lower than budget due to a smaller than projected MidFirst loan balance.

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 September.
- 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 4th quarter.
- Kavod will fund the next Pinkard draw in the amount of \$184,619. YTD Kavod has funded Pinkard Construction \$4,355,558 for total project costs.

Kavod Senior Life

Fiscal Committee Meeting Minutes from November 17, 2020

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

Staff: Michael Klein, Tracy Kapaun, Christine Dewhurst, and Mike Belieu.

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. Tracy started the meeting with an construction update. Construction stopped at Kavod October 29, 2020. January 4, 2021 is the expected startup date. On a related note, Rob asked about the attitude of the residents. Tracy said some residents are staying in their apartments and not leaving, some are tired of Covid-19 and have been venturing out, most are following the rules and are doing okay. Many residents said they were looking forward to beauty salon opening but due to the latest outbreak, it will be shut down again. Tracy mentioned that most cases of Covid-19 are coming from caregivers. The group talked about Covid-19 around the country and in the State of Colorado.

The September 15th and October 29th Fiscal Meeting minutes were reviewed. The group approved the minutes from the September and October meetings with the motion made by Connell and seconded by Perry. Motion passed.

Michael started the budget discussion call by giving context for the 2021 budget numbers. He talked about redeploying staff for Covid-19 and the challenges staff and management have in dealing with the constant demand of Covid-19. He thanked staff and told the Fiscal Committee what a good job they were doing. Christine then went over the employee benefit and wage information for the upcoming year. She went over the data/resources she used including Employers Council in determining wage increases and benefits offered. She then talked benefits numbers with a very small increase (less than 1%) in the Kaiser rates, which total \$4,000, for the year. Delta Dental came in lower by 5%, while vision, life, and disability insurance saw no increase. Then she went over the summary of benefits Kavod offers and went over what other companies offer versus Kavod.

Mike next gave quick overview of the 2021 budget. He covered high-level income and expense line items. He then talked about the categories that have the largest impact on the budget including the property and casualty rate increase, lower rental revenue and

increased salary expenses. Connell discussed the SBA loan forgiveness and free cash flow projections.

After some follow up discussion, a motion was made by Connell and seconded by Rob to approve the 2021 budget as presented.

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

Connell and Mike then talked about Eide Bailly completing the 2020 audits. Steven has signed the engagement letters for the upcoming audit. Rob asked how Eide Bailly is doing for the audits and tax returns. Mike and Connell both agreed that Eide Bailly is doing a good job, Mike said they were very knowledgeable and understood Kavod's business activities.

The next meeting is scheduled for December 7, 2020 at 8:00 a.m. via Zoom conference call.

Notes to October 2020 Financial Statements

Prepared by Mike Belieu, CFO, Kavod Senior Life

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

Cash:

- Operating cash balance as of October 2020 is \$5,961,798 up from \$5,877,524 in September 2020. This balance includes operating cash and MidFirst and ANB Bank.

Net Income:

- Through October 2020, net income is \$644,364 versus the budgeted net income of \$610,840.
- COVID-19 expenses started the third week of March. Total expenses through December 2020 are \$271,219.

Revenue:

- Total revenue YTD through October 2020 is \$8,811,829 compared to the budgeted amount of \$9,003,203, a difference of \$191,374 or 2 percent lower.
- Rental revenue is under budget by \$121,933 through October 2020. Kavod had higher vacancy in October due to the effects of COVID-19 and unit construction.
- Total Adjustment represent Night Managers unit rent that is considered vacancy or loss to lease. Yardi automatically calculates this on a monthly basis, in prior years this was a year-end adjustment.
- Total Tenant Charges is made up of laundry machine revenue, rent from hair salon and Legacy. In 2020, this category also includes additional revenue received from HUD for COVID related costs in the amount of \$134,464.
- Assisted Living revenue YTD is under budget by \$33,766. For October 2020, there was two market rate and one Medicaid unit vacant. Kavod currently has two couples in the Assisted Living units which increase monthly revenue.
- Activity Revenue is down \$46,296 through October. All resident activities are on hold due to the Covid-19 virus.
- Dining/Food Service revenue is under budget for the first ten months of 2020 by \$459. There were 34 meal exceptions in October.
- Grant revenue is under budget by \$151,881 through October. In October, Kavod received grants from Jewish Colorado, Sephardic, and the Strear Family Foundation.
- Non-Profit/Contribution revenue is over budget by \$27,843 through October 2020. Kavod continues to receive contributions from individuals to assist with the COVID-19 virus expenses.
- Other Revenue consists of interest income from investments and operating accounts along with misc. revenue from operations.

Expenses:

- Total operating expenses for the ten months of 2020 were \$7,047,597 compared to the budgeted amount of \$7,244,863 a difference of 202,959 or 2.72 percent less than budget.
- Net Operating Income (NOI) came in higher than budget through October at \$1,764,232 versus the budgeted amount of \$1,758,340 a variance of \$5,891 or less than 1%.

- Assisted Living expenses year to date are lower than budget by \$10,958. Recreation and rehabilitation and employee benefits are under budget for October and YTD.
- The Operations and Maintenance category is under budget by \$256,108 due to lower supplies, cleaning and outside services costs. Most categories are running under budget YTD.
- Food Service costs are over budget by \$46,616; October food and beverage expense was lower than budget by \$6,146. Kavod will continue to see higher costs for paper products and food because of the virus. Some wage categories are over budget due to additional compensation for COVID-19 including Hourly Cooks and Outside Temp help. This was due to employees being out due to illness.
- Program costs are over budget by \$108,800. This line item is made up of COVID-19 expenses, such as supplies, labor for screening desks, meal credits applied to residents' accounts. 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, and Fundraising costs.
- Admin salaries/Other Admin Fees are under \$107,927 through October 2020. Multiple categories are under budget including marketing, employee benefits, training and IT costs.
- Property management fees right on budget. 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 \$27,633 under budget.
- Debt service expense came in at \$331,103 YTD versus a budget of \$363,333. Interest costs are lower than budget due to a smaller than projected MidFirst loan balance.

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 September.
- Yardi consulting cost for the software conversion total \$61,711.
- 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 4th quarter.
- Kavod will funded the last Pinkard draw in the amount of \$184,619. YTD Kavod has funded Pinkard Construction \$4,355,558 for total project costs.

Kavod Senior Life Naming Gifts Policy

Policy Title	Naming Gifts Policy
Policy Owner	President/Chief Executive Officer (CEO)
Responsible Office	President/CEO
Contact Information	Director of Development
Pertinent Dates	This policy was approved on ...
Approved By	Board of Directors
Entities Affected By This Policy	Individuals, foundations, non-profit organizations, businesses/corporations, and other entities that make charitable contributions to Kavod Senior Life (Kavod, the organization)
Who Needs To Know About This Policy	<p>This policy governs Senior Management, the Development Department, other Kavod Senior Life employees and Board members who interact directly with donors and prospective donors.</p> <p>This policy will also be relevant to donors and prospective donors as part of pertinent gift discussions, as well as leaders who play important roles in the organizations fundraising efforts.</p>

<p>Definitions</p>	<p><i>Donor:</i> An individual, foundation, non-profit organization, business/corporation, or other entity that makes a charitable contribution to Kavod Senior Life.</p> <p><i>Charitable Contribution/Gift:</i> As stated by the U.S. Internal Revenue Service (IRS), a donation or gift to, or for the use of, a qualified organization. The gift is voluntary and is made without receiving, or expecting to receive, anything of equal value. Note: Kavod Senior Life is qualified as a charitable organization under Section 501(c) (3) of the IRS Code.</p> <p><i>Reinvestment:</i> An endowed fund status whereby all of the fund's income is reinvested in the fund's corpus.</p> <p><i>Distribution:</i> An endowed fund status whereby a portion of the fund's income is distributed for spending, in accordance with the organization's endowed-fund spending practices and policies as they are adopted and revised from time to time by the Board of Directors</p>
<p>Forms / Instructions</p>	<p>n/a</p>
<p>Related Information</p>	<p>Gift Acceptance Policy</p>

<p>Reason for Policy / Purpose</p>	<p>The Naming Gifts Policy helps ensure that gifts with associated naming rights are managed in a consistent manner, and according to established organizational guidelines. It is also designed to provide donors with equitable, consistent, and appropriate recognition and stewardship for their generous support, leading to lasting and mutually beneficial relationships with Kavod Senior Life. This policy applies to all naming gifts secured by Kavod Senior Life.</p>
<p>Abstract</p>	<p>In recognition and appreciation of their generosity, donors who make certain types of charitable contributions to Kavod Senior Life may be offered the opportunity to propose the name of the program, facility or entity being funded by their gifts.</p> <p>The policy outlines the types of gifts that may carry naming rights, and provides information related to the minimum amount required for specific naming gifts, name approval and duration, donor recognition, and other terms.</p>

Policy Statement

I. **Applicability**

This policy applies to gifts with associated naming opportunities at Kavod Senior Life as a form of recognition for the contributions of individuals or organizations.

II. **Types of Funds with Potential Naming Opportunities**

- A. Endowed: Endowed funds are designed to provide support to a designated area or program. To establish a named endowed fund, a gift must meet the funding minimum set by the Board of Directors.
- B. Non-endowed: In certain circumstances, current-use commitments can qualify for a naming opportunity. Many gifts to name physical entities are in this category.

III. **Standard Designations for Naming Gifts**

- A. Physical Entity:
 - 1. Buildings and discrete components of buildings (Assisted Living Dining Room, Offices, Gathering Rooms, Food Pantry, etc.)
 - 2. Specified portions of campus grounds, outdoor renovations, gardens, trees, fountains, benches, walkways, and other real property.
- B. Non-Physical Entity:
 - 1. Departments, programs (Kavod on the Road, summer concerts, etc.).
 - 2. Resident support, including but not limited access to food, services, travel, and emergency needs.

IV. **General Terms**

- A. Naming of a Kavod asset or entity must be made in accordance with this policy and related procedures and meet all terms of the organization's Gift Acceptance Policy, including Board approval if required.
- B. All naming arrangements must be documented in a written gift agreement.

- C. The donor may suggest the name of the entity being funded, so long as the criteria set forth in this policy are met and Kavod's approval is granted.
- D. Factors that may be considered by the organization in determining the appropriateness of a name include:
 - 1. Consistency with the mission, vision, reputation, and values of the organization.
 - 2. Whether a name may imply Kavod's endorsement of a political or ideological position or the use of a particular product or service.
 - 3. Potential conflict of interest (primarily in cases of corporate or organizational naming gifts).
 - 4. Whether the name reinforces the organization's branding standards.
 - 5. Potential conflict with existing named entities or spaces.
- E. Naming gifts do not confer the right to the donor to determine the specific purpose or use of the named space or program curricula.
- F. The named space or program will be recognized for a reasonable period of time – generally a period of years – but a naming gift may not imply that the naming privilege will remain in perpetuity, based upon Board approval of any name change.
- G. A named entity may not be announced prior to final approval as required by this policy.

V. **Naming Gift Values**

- A. Endowed Funds:
 - 1. The Board of Directors establishes the minimum gift amount required to create each type of named endowed fund. Such minimums are important to ensure the endowed fund provides sufficient funds to accomplish the purpose intended by the donor.
 - 2. Minimum gift amounts for named endowed funds may be amended by the Board of Directors from time to time.
 - 3. In some cases, the name of an endowed fund may be different from the name used publicly for the entity the fund supports. In such instances,

both the name of the fund and the name to be used publicly will be detailed in the associated gift agreement.

B. Physical Entities:

1. Once a new building, expansion, or renovation has been approved by the organization, the value of associated naming gifts will be determined by Board of Directors, in consultation with the President/CEO and Chief Financial Officer (CFO). This applies to spaces both within and outside buildings.
2. Similarly, the value of associated naming gifts for existing campus spaces will be determined by Board of Directors, in consultation with the President/CEO and CFO.
3. If a gift naming agreement is made in advance of a final architectural or engineering decision about a physical entity, and the naming agreement does not contemplate a gift large enough for the final construction costs, the organization and the donor shall meet to review how to meet the goals of this policy and determine a mutually beneficial path forward.

VI. **Distributions from Endowed Funds Created through Gifts**

- A. Typically, an endowed fund will remain in reinvestment status until the fund reaches the organization's required endowed fund minimum for an endowment of that specific type, unless the donor agreement stipulates the fund should remain in reinvestment until a minimum greater than the organization's required endowed fund minimum is reached. Accumulated earnings and fund additions designated by Kavod, such as reinvested income, do not count toward meeting the required endowed fund minimum (i.e., only gifts count toward meeting the endowed fund minimum).
- B. This provision notwithstanding, the President/CEO, CFO and the Fiscal Committee are responsible for administering such an endowed fund- and may request to convert the endowed fund to distribution status when the endowment reaches the minimum amount required by the organization to establish an endowed fund, as such criteria may be adopted and revised from time to time by the Board of Directors, or when the organization has

received one-fourth of the value of the gift that established the endowed fund, whichever is greater.

- C. A request for early conversion of an endowed fund from reinvestment to distribution should be submitted to the President/CEO, or his/her designee, who will confirm that the request is not inconsistent with any gift agreements pertaining to the fund. The President/CEO will then work with the CFO and Fiscal Committee to convert the endowed fund to distribution status.
- D. A request for early conversion of an endowed fund from reinvestment to distribution that does not meet the threshold set in paragraph VI. B. above may be submitted to the President/CEO, who will, in consultation with the CFO and Fiscal Committee determine whether to grant the request.

VII. Naming Approval and Timing of Naming Activation

- A. The President/CEO of Kavod Senior Life manages the naming approval process.
- B. Name approval may not be granted until the proposed name is known. If the donor does not wish to propose the name to be applied when the gift is made, the organization may accept the gift, with the name determined later, subject to the terms of approval outlined in this policy. If the proposed name is not acceptable to Kavod, and an alternative cannot be mutually agreed upon, the donor may revoke the gift unless the donation has already been publicized.
- C. For binding, irrevocable gifts, a name may go into effect before the gift is paid in full, at the discretion of the President/CEO, in consultation with necessary organizational parties.
- D. For non-binding, revocable gifts, a name will not be activated until the gift is received.

VIII. Donor Recognition

- A. Kavod places great value on recognizing and showing appreciation to donors for their generosity. Therefore, in addition to providing naming rights for eligible gifts, other methods of recognition may be applied, such as those

outlined below. It is highly important that recognition be equitable and consistent based on gift type, amount, and designation, and that it adhere to established organization's standards.

B. Physical Recognition:

1. Gifts to name a physical entity will typically be recognized via signage, plaques, displays, or other physical installations.
2. The nature and attributes of the physical recognition will be commensurate to the level and type of gift, designed in accordance Kavod's standards, and aligned with the features of the intended placement location.
3. Corporate or organization logos may not be incorporated into recognition signage without approval of the Board of Directors, in consultation with the President/CEO.
4. Physical donor recognition items must be approved by the donor and appropriate Kavod representatives, including the Marketing Department, prior to production and installation, and may not be installed until the terms outlined in this policy have been met.

C. Other Recognition:

1. Naming gift donors may also be recognized via other means (e.g., events and media announcements), corresponding with the type, amount, and purpose of the gift.
2. If any works of art are associated with the gift or donor recognition, the Gift Acceptance Policy must be followed.

IX. **Duration of Naming**

- A. Naming is generally granted for the useful life of a physical item unless otherwise specified in the gift agreement (and subject to the terms of revocation as set forth in this policy).
- B. For current-use gifts, naming terms, including duration, shall be set forth in writing by Kavod and donor.
- C. If circumstances change so that the purpose for which the named entity was established is or needs to be significantly altered, is no longer needed/ceases to exist, or if a physical entity is replaced, significantly renovated or no longer

habitable, Kavod will consult with the donor if possible, or the donor's estate, if practicable, to determine an appropriate way to recognize the original naming gift.

X. Revocation of Naming

- A. Kavod Senior Life may revoke a naming if any of the following conditions occurs:
 - 1. The pledge obligation is unfulfilled and/or written off (if partial funding was received that is sufficient for an alternative naming opportunity, the terms of this policy shall govern any renegotiation for a suitable naming).
 - 2. Kavod determines that its association with the donor will materially damage the reputation of the organization.
 - 3. A change in family or organizational circumstances causes the donor or other affected individual(s)/organization(s) to request a name change or revocation.
- B. Revocation decisions shall be made by the President/CEO after consultation with the CFO. The President will determine whether the Board of Directors should be consulted.
- C. The organization shall make all reasonable efforts to inform the original donor or the donor's heirs/designees in advance of any revocation or change.

XI. Special Circumstances and Exceptions

Any special circumstances or requests for exceptions must be referred to the CEO, who will determine the course of action, which may include consultation with the Chair of the Board of Directors.

MOTORIZED WHEELCHAIR/SCOOTER POLICY

Update 12/08/2020

Policy: Kavod Senior Life residents that use a motorized wheelchair or scooter must keep a safe environment for themselves, other residents, visitors and staff.

Procedure: The following guidelines are to be followed by all residents that are using or plan on using a motorized wheelchair/scooter.

We highly recommend that any resident who is in need of a motorized wheelchair/scooter be trained by a Physical Therapist to ensure the resident's safety and that they have the physical and mental capability to drive the motorized wheelchair/scooter.

All operators must maintain complete control of their own motorized wheelchair/scooter at all times. They must operate their motorized wheelchair/scooter so as not to endanger themselves, other residents, staff or visitors.

All operators must maintain safe speeds when in use within the facility or on its grounds. Safe speeds are defined as no faster than the average walking speed of the other residents in the building.

Motorized wheelchairs/scooters must, at all times, yield to pedestrians and appropriately to other motorized wheelchairs/scooters similar to the rules that apply when driving a car. When traveling and turning corners in the hallway, a motorized wheelchair/scooter must stay or yield to the right at all times.

Operators must avoid contact with fixed and moveable objects at all times. Operator must also report any damage to the property that was caused by their motorized wheelchair/scooter.

Operators must maintain their motorized wheelchair/scooter in a safe and hygienic condition.

Motorized wheelchairs/scooters can be parked/charged only where authorized. The only authorized parking/charging area, is in the resident's apartment.

No towing, pushing or pulling of other objects or vehicles of any sort is allowed within the facility.

No more than one person on a motorized wheelchair/scooter at a time is permitted when traveling within the facility or on its grounds.

There should only be motorized wheelchairs/scooters in the elevator as space permits.

Kavod Senior Life employees are not responsible for the maintenance or the security of your motorized wheelchair/scooter.

If the weight of the motorized wheelchair/scooter and resident together surpasses the limit of the lift of the Kavod van, they cannot be allowed to board the lift together onto the van.

The resident has the right and privilege of the use of a motorized wheelchair/scooter within the facility and on its grounds, if he or she respects the rules and regulations of the facility pertaining to motorized wheelchairs/scooters and all other rules and regulations. He or she must also maintain appropriate safety and consideration of other residents, employees and visitors to the facility.

If there are reports of any unsafe driving the resident may be asked to get the proper training from a Physical Therapist and turn in documentation stating they have been trained and are deemed safe. If there is any destruction to the property the resident may be responsible for the damages or asked to no longer use their motorized wheelchair/scooter within the facility.

I HAVE READ AND WILL OBEY ALL GUIDELINES CONCERNING THE OPERATION OF MY MOTORIZED WHEELCHAIR/SCOOTER WHILE ON THE PROPERTY. I FURTHER UNDERSTAND THAT FAILURE TO ABIDE BY THESE RULES FOR THE SAFETY OF MYSELF AND OTHERS IS IN VIOLATION OF MY LEASE AND COULD RESULT IN A LEASE VIOLATION OR TERMINATION OF TENANCY.

Tenant signature _____ **Date** _____

Tenant signature _____ **Date** _____

Or Authorized Representative _____ **Date** _____

Landlord signature _____ **Date** _____

Foundation Board Meeting via Zoom

November 20, 2020

8:00 a.m.

Present: Perry Moss, chair, Jay Mactas, Joey Simon, Adam Newman, Beth Shanker, and Molly Zwerdinger. Staff: Michael Klein and Mike Belieu. Guest: Ben Valore-Caplan and Jim Brauer from Syntrinsic

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

The August minutes were reviewed. Perry made a motion to accept them and Jay seconded. Minutes were then unanimously approved.

Michael updated the board on steps Kavod had taken regarding the Covid-19 virus. Kavod had an outbreak on October then was cleared with no cases in November. Assisted Living has had no cases. Currently in independent living there have been two staff and four residents who have been diagnosed with Covid. Many steps have been implemented over the past several months and staff have done an exceptional job with following city and state guidelines.

Jim opened the meeting reviewing the Syntrinsic 3rd quarter report noting the first couple of pages are market returns by asset class. On page six he discussed the goal of 5% return and the asset allocation of Kavod portfolio. He then moved to page seven and reviewed YTD performance. As of 90/30/2020 the portfolio had a balance of \$6,038,951 and a YTD return of 5.5%. Page eight covers the benchmarks to the portfolio and Jim discussed the challenges to obtain the stated goal of 5%. Ben then reviewed page 11 and 12 and what has contributed to the positive return of the Kavod portfolio. Jay commented that he really like the information on the graphs. Jim then discussed page 13 and noted the differences in Kavod return versus the various benchmarks and why some benchmarks did better than Kavod's portfolio.

Perry then discussed a proposed mission statement. Michael explained the reason to add the mission statement and talked about the gift policy. He is asking for the Foundation board to adopt the gift policy. The foundation has never had a mission statement. Molly suggested a change for the mission statement that was proposed to the following " To provide, invest, and oversee management of funds to maintain the financial security of Kavod for the benefit of the communities Kavod serves." The group agreed. Molly made a motion to change the wording from what had been proposed. Jay seconded and the group

approved. Perry said the overall approval for the gift policy would move to the next meeting in order to give members more time to review it.

Mike then discussed a \$250,000 distribution planned for the first quarter of 2021. Mike explained that Covid-19 expenses are high and the cash is needed to pay for these programs and services. Michael then mentioned the mental health issues of the residents. Kavod is trying address these needs through some new programs and shared some details about Touch Town. Ben mentioned the distribution request is very reasonable and is about 3.9% of total portfolio. Most other foundations are asking for larger distributions. Jay asked about the cost of Touch Town. The Committee suggested that Kavod complete the distribution in 2020 due to the strength of the market and the balance in the portfolio. Mike and Michael agreed to ask for the funds in 2020. Perry made a motion to approve the distribution, Jay seconded the motion, and the Committee unanimously approved the 2020 request for distribution.

Mike talked about the need for 990 tax return presentation to the Foundation board. The Committee agreed and made plans for a presentation from Eide Bailly during the next meeting.

With no further business to discuss the meeting was adjourned at 9:03.

Resident and Community Services Community

November 5, 2020

Zoom Call Conference at 11:45

Present: Molly Zwerdinger, chair, Ondalee Kline, Jay Mactas, Steven Summer, Scott Fisher, Jamie Sarche, Fran Stern, Gerri Persin, Perry Moss, Carl Glatstein, Kerry Hildreth, and Don Krug, Staff: Michael Klein, Tracy Kapaun, Christine Dewhurst, Christie Ziegler, Mandie Birchem, Connie Moore, Rabbi Steven Booth Nadav, and Jennifer Grant

Molly welcomed everyone to the Zoom call and everyone introduce themselves and all were able to hear what was being discussed. She then asked for approval of the previous minutes with Fran making a motion to accept them and Doug seconded. A vote was taken and everyone approved them as submitted.

Staff gave a lengthy report on how Kavod is dealing with the COVID-19 pandemic. Michael reported we have been successful in receiving five food pantry grants as well as grants from the Sephardic Foundation, JEWISHcolorado, and Rose Community Foundation. He did share we did not receive a Next 50 grant for an in-house television system which was intended to decrease resident isolation and developing mental health concerns. He thanked the Kavod staff for all they had done and introduced his staff to give a more detailed discussion as to what has been occurring. Jennifer Grant shared a deck of slides that highlighted the COVID outbreak in Denver, in Colorado and throughout the country. Cases are on a dramatic increase and the highest percentages of deaths are in the senior age brackets. Christine reported that all Independent Living and staff have gone through three sets of testing and that in the last two rounds, we have not had any positive cases with our staff and residents. In addition, all the staff and residents in the assisted living program are tested weekly and all these results have also been negative. She also detailed the work our screeners are doing and reported how many visitors have been screened.

Tracy reported on the additional steps we had implemented when we had at least two cases of positive tests with staff and residents. We were then classified as having an outbreak and this resulted in admissions being stopped, the chairs being removed from all lounges and outside our building, the closing of our beauty salon, the cancellation of our outdoor music programs, and other related steps as directed by the Denver Department of Public Health and Environment. Tracy stated that we will now re-evaluate these new restrictions once we get an official notification from DDPHE as the benchmark for an outbreak to end is two consecutive tests with no positive cases which we have achieved.

Mandie reported on the work she and her staff are doing. This includes tracking residents who have had COVID or may have been exposed to it, providing support in particular for

those who are experiencing mental health issues, and running a food pantry. There have been 18 rounds of deliveries with us averaging 250 deliveries. We are estimating we have delivered over 22,000 pounds of food.

Connie shared how her department is now helping out as screeners as well as moving to more virtual programs. They have also delivered 560 activity bags, arranged for 30 concerts, supplied 475 happy hour bags and continued intergenerational art and music programs. She also arranged for an in-house voting box which was well appreciated by our residents. She also reported that she and her staff are witnessing more depression and mental health issues. She led the staff in evaluating possible options to address the social isolation and is a strong proponent of the Touchtown system which is an in-house television system which we would operate and stream lectures, concerts, classes as well as updates to our residents.

Rabbi Steve highlighted some of the programs he can offer remotely and he continues to be a screener which allows him some face to face time with our residents. He also noted the impact of social isolation he is witnessing.

Christie updated the committee on the Kavod on the Road program. Initially all programs were cancelled and over the past several months staff have pivoted to Zoom programming. This started slowly and recently the L'Chaim Conference was broken into several individual sessions and were well received. The feedback has been that seniors in the community also feel isolated and these programs provided education and connection to them.

Ondalee gave a resident council update as Denise was unable to make the meeting. She expressed thanks to the staff for all they have done. She said there have not been resident council meetings due to there cannot be any gatherings and the technology has been an obstacle.

Michael also added that CU Medicine is being done remotely. He thanked the staff for their flexibility pointing out that our development director is also running the resident and family hotline. She has fielded many calls and is able to direct any calls she does not have the answers for to the appropriate departments.

Molly asked if there is anything this committee can do to support the COVID outbreak. Michael stated that we really need the Touchtown system and that Gaile and he will be approaching a donor but if that is unsuccessful, then he will use contingency money from our capital budget to purchase the system. A formal motion was not made but the consensus from the committee was that this was something that would have a positive impact due to the long stretch the residents have been restricted in seeing others and the outbreak not ending in the near future.

With no further business, Molly thanked everyone for attending and adjourned the meeting.

2021 Monthly Committee Meeting Calendar

January Meetings		
Thursday, January 7, 2021	12:00noon	Resident & Community Svs.
Tuesday, January 19, 2021	8:00am	Fiscal
February Meetings		
Tuesday, February 16, 2021	8:00am	Fiscal
Friday, February 19, 2021	8:00am	Foundation Board
Monday, February 22, 2021	5:30pm	KSL Board
March Meetings		
Tuesday, March 16, 2021	8:00am	Fiscal
Thursday, March 25, 2021	4:00pm	Kavod Senior Housing & Services Board
April Meetings		
Thursday, April 1, 2021	12:00noon	Resident & Community Svs.
Tuesday, April 20, 2021	8:00am/Audit Review	Fiscal
Monday, April 26, 2021	5:30pm	KSL Board
May Meetings		
Wednesday, May 19, 2021	8:00am	Fiscal* due to Shavuot this meeting was moved over on day
Friday, May 21, 2021	8:00am	Foundation Board
June Meetings		
Tuesday, June 15, 2021	8:00am	Fiscal
Monday, June 28, 2021	5:30pm	KSL Board
July Meetings		
Thursday, July 1, 2021	12:00noon	Resident & Community Svs.
Thursday, July 15, 2021	4:00pm	Kavod Senior Housing & Services Board
Tuesday, July 20, 2021	8:00am	Fiscal
TBD	TBD	Annual Meeting and Summer Fundraiser
August Meetings		
Tuesday, August 17, 2021	8:00am	Fiscal
Friday, August 20, 2021	8:00am	Foundation Board
Monday, August 23, 2021	5:30pm	Board Meeting #
TBD	TBD	Annual Meeting and Summer Fundraiser
September Meetings		
NO MEETINGS DUE TO THE HIGH HOLIDAYS		
October Meetings		
Tuesday, October 19, 2021	8:00am	Fiscal
Monday, October 25, 2021	5:30pm	KSL Board
November Meetings		
Thursday, November 4, 2021	12:00noon	Resident & Community Svs.
Tuesday, November 16, 2021	8:00am/Budget Review	Fiscal
Friday, November 19, 2021	8:00am	Foundation
December Meetings		
Tuesday, December 7, 2021	8:00am	Fiscal
Wednesday, December 9, 2020	4:00pm	Kavod Senior Housing & Services Board
Sunday, December 13, 2020	5:30pm/SHUL	KSL Board

Passover - 3/28 - 3/19

Passover -4/3-4/4

Shavout 5/17-5/18

Annual Meeting/Summer Fundraiser date TBD - could be either July or August

Rosh Hashanah 9/7 - 9/8

Yom Kippur - 9/16

Sukkot - 9/20-9/21

Shemini Atzeret 9/28

Simchat Torah-9/29

Chanukah 11/29-6/21

Due to the pandemic all meetings will be via zoom.

- * Executive Committee will meet as needed throughout the year
- * Board Leadership and Development meets the first half of the year prior to the annual meeting
- *CEO Compensation Committee meets between January through March - schedule is set by HR Director
- *Compliance Task Force will meet twice a year during a regularly scheduled Management Meeting on a Wednesday