

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, February 22, 2021

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"> • December 2020 Board Minutes • November/December Financials • Fiscal Committee Minutes • Resident & Community Services Minutes 	Steven Summer	Approval
5:35 pm	COVID 19 Update	Michael Klein Christine Dewhurst Tracy Kapaun Jennifer Grant	Informational
5:50 pm	50 th Anniversary Fundraiser <ul style="list-style-type: none"> • 50TH Anniversary Update • Video 	Molly Zwerdinger Melanie Siegel Michael Klein Christie Ziegler Gaile Weisbly Waldinger	Informational
6:05 pm	Review and Discussion of IRS Form 990	Mike Belieu Kyle Fritch, CPA Eide Bailey	Informational
6:15 pm	Board Leadership and Development Update	Rob Friedman	Informational
6:20 pm	President/CEO's Report	Michael Klein	Informational
6:30 pm	Announcements <ul style="list-style-type: none"> • Announcements – upcoming calendar items • Next meeting date/time 	Steven Summer	Informational
6:32 pm	Chairman's Report <ul style="list-style-type: none"> • CEO Compensation Committee Report 	Steven Summer	Informational
	<u>Executive Session</u>		
7:00 pm	Adjournment		

NEXT MEETING April 26, 2021 at 5:30pm

Helping Seniors Age Well through Community, Connections and Support.



Kavod Senior Life
Board of Directors
Board Meeting
December 14, 2020

Due to the COVID-19 Pandemic, the board meeting was held electronically via ZOOM. Present: Brian Botnick, Sharon Caulfield, Rachel Cohen, Glenn Cooper, Rob Friedman, Sarah Golombek, Ondalee Kline, Perry Moss, Debbie Reinberg, Connell Saltzman, Gary Saltzman, Jamie Sarche, Jan Schorr, Steven Summer, David Zaterman, and Molly Zwerdlinger. Staff: Michael Klein, Michael Belieu, Tracy Kapaun, Christine Dewhurst, and Gaile Weisbly Waldinger. Guests: Judith C. Shlay, MD, MSPH Associate Director of Denver Public Health. 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 October 2020 Board minutes, Committee Reports: – September/October Financials, Fiscal Committee Minutes, Kavod Senior Life Foundation Minutes and Resident & Community Services Minutes (all items were distributed prior to the meeting were presented for approval.) Mr. Friedman moved to approve the Consent Agenda with a second from Mr. Zaterman. The motion passed.

Mr. Summer, on behalf of the Board, thanked the staff for all their hard work in keeping staff and residents safe as possible during the pandemic. Mr. Klein, Ms. Kapaun, and Ms. Dewhurst, provided the board with an updated report on the status of the active outbreak of COVID-19 at Kavod Senior Life. Ms. Kapaun reported that due to our outbreak status all open onsite activities from the beauty salon to family visitation booths to weekly outdoor concerts to construction are still shut down. She explained to the Board the process the State has laid out for facilities to come out of outbreak status. This requires all residents and staff showing negative results for 2 consecutive testing periodss She reiterated that all Life Enrichment programs as well as Health & Wellness program that can be held virtually have been done so in lieu of in-person programming. She reported that both the Health & Wellness Department and Life Enrichment have developed special programing for the holidays in December. She noted that apartments are still being updated for future move-ins and all vendors are escorted to apartments as needed.

Ms. Dewhurst advised that as of Board meeting Kavod had no positive staff cases. She explained that the testing has moved from the State Lab to Curative Labs. The Curative tests are oral swabs and the turnaround rate for results is within 24 to 36 hours. She reiterated that Kavod has been able to maintain staffing levels during this time.

Mr. Klein reported that the Assisted Living program is testing all staff and residents as well; however the testing is twice weekly. As of the Board meeting, all staff and residents have tested negative for the virus. He advised Kavod Senior Life has received grants from Rose Community Foundation for \$88K for screeners and \$5k for data entry. We also received \$75K in donations for the onsite food bank. Mr. Klein explained to the Board the special year end solicitation, Touchtown, which is an in-house cable network that we hope to use to alleviate some of the effects of social isolation. He noted that Kavod currently has over 30 open apartments and once Kavod is out of outbreak we will start moving new residents in to the building.

Ms. Zwerdlinger advised the Board that Kavod Senior Life's 50th Anniversary as an organization is in 2021. She noted that both Melanie Siegel and she are chairing the event which will be a year-long celebration. Currently the 50th Anniversary Celebration Committee are doing historical background interviews with many of the key community and former board members over the years. The Committee is hoping to hold an in-person event in late summer/early fall but if that is not possible the event will be virtual.

Ms. Caulfield and Ms. Kapaun presented the motorized scooter policy, which was included in the Board packet, for review and approval. They noted that all residents will receive the document and those who have scooters will receive training from Legacy Healthcare (the onsite physical therapy organization). The policy will be tied to the resident lease. The Board requested that a statement be placed in the policy stating that any resident with a dog needs to closely hold the leash of the pet so said leash won't get wrapped in the wheels. Ms. Caulfield moved to adopt the policy with the changes suggested by the Board. Mr. Friedman seconded the motion. The motion was approved.

Mr. Summer introduced Dr. Judith Shlay, MD, MSPH who is the Associated Director at Denver Public Health. Dr. Shlay gave a thirty minute talk regarding the COVID-19 development and distribution. Dr. Shlay advised that clinics for 1A participants would likely start the December 21st.

Mr. Connell Saltzman presented the 2021 budget to the Board for approval. He indicated that net income is projected to be lower next year while total revenue will have less than 1% increase compared to 2020. Operating expenses are expected to increase by 8.1%. This is due to increase in door screener salaries, increase in property and casualty insurance and dining costs. The Finance Committee is recommending an approval of a 3% pool for 2021 salary adjustments. Grant revenue is expected to be lower by 3.3%. He advised that Fiscal has requested funding from the Foundation to help with cash flow for next year. The Foundation has approved this request. Mr. C. Saltzman moved to approve the budget as presented with a second by Mr. Moss. The motion was approved.

Ms. Caulfield along with Ms. Waldinger presented the Gift Naming Policy to the Board for approval. It was noted that any gift/naming opportunity that is \$250k or less, that the CEO have the authority to authorize; any gift/naming opportunity that is \$250k to \$1mm, then the Gift Acceptance Committee will have the authority to authorize; while anything over \$1mm the full Board would have the authority to authorize the naming opportunity. The Board will have the oversight authority of this policy with the CEO instructed to institute the policy. Ms. Caulfield moved to approve the Gift Naming Policy as presented with a second by Mr. Friedman. The motion was approved.

In his CEO Report, Mr. Klein thanked the Board again 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 reported that even during the pandemic Kavod staff are still working on the Strategic Plan. One part of that plan was seeking opportunities in the community to expand Kavod's rental footprint. Mr. Klein reported that Montview Presbyterian Church approached Kavod Senior Life as well as some other non-profit senior housing organizations to see if Kavod would be willing to take on the running/operating/owning of their low income senior facility called Montview Manor. This facility is at Steele and 18th and is 88 units. Mr. Klein indicated a few members of the Board as well as staff are looking into the possibility and will keep the board apprised of any developments.

Mr. Summer thanked Ms. Caulfield for all her help in understanding and working with the State and City Official with regards to COVID-19 health orders.

In his report, Mr. Summer advised that Mr. Carl Gladstein has resigned from the Board; and thanked Mr. Gladstein for his work on the Board. With Mr. Gladstein's departure from the Board there is an open position. Mr. Summer has asked Mr. Friedman to chair the Board Leadership and Development Committee which will look at potential Board members to fill this position as well as other upcoming vacancies.

Mr. Summer advised that the next Board meeting will take place February 22, 2021 via zoom at 5:30pm.

Meeting adjourned at 7:05pm.

Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2019

Open to Public Inspection

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

A For the 2019 calendar year, or tax year beginning and ending

B Check if applicable: Address change Name change Initial return Final return/terminated Amended return Application pending	C Name of organization ALLIED HOUSING, INC.		D Employer identification number 84-0584939
	Doing business as KAVOD SENIOR LIFE		E Telephone number 303-399-1146
	Number and street (or P.O. box if mail is not delivered to street address) 22 SOUTH ADAMS STREET	Room/suite	G Gross receipts \$ 783,192.
	City or town, state or province, country, and ZIP or foreign postal code DENVER, CO 80209		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? Yes No If "No," attach a list. (see instructions) H(c) Group exemption number ▶
F Name and address of principal officer: MICHAEL KLEIN SAME AS C ABOVE			
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) 501(c) () ◀ (insert no.) 4947(a)(1) or 527			
J Website: ▶ WWW.KAVODSENIORLIFE.ORG			
K Form of organization: <input checked="" type="checkbox"/> Corporation Trust Association Other ▶			L Year of formation: 1968 M State of legal domicile: CO

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: PROVIDE HOUSING AND SUPPORT SERVICES TO LOW INCOME SENIORS
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.
	3 Number of voting members of the governing body (Part VI, line 1a) 3 26
	4 Number of independent voting members of the governing body (Part VI, line 1b) 4 26
	5 Total number of individuals employed in calendar year 2019 (Part V, line 2a) 5 125
	6 Total number of volunteers (estimate if necessary) 6 190
	7 a Total unrelated business revenue from Part VIII, column (C), line 12 7a 0. b Net unrelated business taxable income from Form 990-T, line 39 7b 0.
Revenue	8 Contributions and grants (Part VIII, line 1h) Prior Year 473,079. Current Year 481,572.
	9 Program service revenue (Part VIII, line 2g) 299,557. 292,583.
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 50. 4,207.
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) -20,198. -3,548.
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) 752,488. 774,814.
	Expenses
14 Benefits paid to or for members (Part IX, column (A), line 4) 0. 0.	
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 421,293. 475,014.	
16a Professional fundraising fees (Part IX, column (A), line 11e) 0. 0. b Total fundraising expenses (Part IX, column (D), line 25) ▶ 142,216.	
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) 278,670. 236,995.	
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) 699,963. 712,009.	
19 Revenue less expenses. Subtract line 18 from line 12 52,525. 62,805.	
Net Assets or Fund Balances	20 Total assets (Part X, line 16) Beginning of Current Year 1,970,175. End of Year 2,036,378.
	21 Total liabilities (Part X, line 26) 2,632. 6,030.
	22 Net assets or fund balances. Subtract line 21 from line 20 1,967,543. 2,030,348.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer	Date			
	MICHAEL KLEIN, PRESIDENT/CEO Type or print name and title				
Paid Preparer Use Only	Print/Type preparer's name KYLE FRITCH, CPA	Preparer's signature KYLE FRITCH, CPA	Date 11/13/20	Check if self-employed <input type="checkbox"/>	PTIN P01313374
	Firm's name ▶ EIDE BAILLY LLP	Firm's address ▶ 2950 E. HARMONY RD., STE. 290 FORT COLLINS, CO 80528-3429	Firm's EIN ▶ 45-0250958	Phone no. 970-223-8825	

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III []

1 Briefly describe the organization's 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.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [] Yes [X] No

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.

4a (Code:) (Expenses \$ 152,279. including grants of \$) (Revenue \$ 292,583.) ALLIED HOUSING, INC. OWNS A 1% INTEREST IN THREE APARTMENT BUILDINGS THAT PROVIDE LOW INCOME HOUSING AND SERVICES FOR THE ELDERLY IN DENVER, COLORADO. OUR GOAL IS TO SERVE OUR RESIDENTS AS WELL AS THE COMMUNITY THROUGH AN ON-SITE HEALTH AND WELLNESS CENTER OFFERING PHYSICAL THERAPY, EXERCISE AND HEALTHY LIVING CLASSES; MEDICAL CLINICS; AND PROVIDING EDUCATIONAL AND LIFE-ENRICHMENT PROGRAMS TO ACTIVE OLDER ADULTS THROUGH KAVOD ON THE ROAD.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe on Schedule O.) (Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 152,279.

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ?	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>		X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i>		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>		X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? <i>If "Yes," complete Schedule D, Part V</i>		X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	X	
b Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>		X
c Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>		X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	X	
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>		X
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>		X
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	X	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		X
14a Did the organization maintain an office, employees, or agents outside of the United States?		X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>		X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>		X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>		X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i>		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	X	
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>		X

Part IV Checklist of Required Schedules (continued)

Table with 3 columns: Question ID, Question Text, Yes, No. Rows 22-38. Includes questions about grants, compensation, tax-exempt bonds, excess benefit transactions, and controlled entities.

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V []

Table with 3 columns: Question ID, Question Text, Yes, No. Rows 1a, 1b, 1c. Includes questions about Form 1096, Forms W-2G, and backup withholding rules.

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

Table with columns for question number, question text, and Yes/No response boxes. Includes questions 2a through 16 regarding employee counts, tax filings, and organizational compliance.

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI [X]

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members of the governing body at the end of the tax year (26); 1b Enter the number of voting members included on line 1a, above, who are independent (26); 2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? (X); 3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? (X); 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? (X); 5 Did the organization become aware during the year of a significant diversion of the organization's assets? (X); 6 Did the organization have members or stockholders? (X); 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? (X); 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? (X); 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: a The governing body? (X); b Each committee with authority to act on behalf of the governing body? (X); 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O (X).

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates? (X); 10b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? (X); 11b Describe in Schedule O the process, if any, used by the organization to review this Form 990.; 12a Did the organization have a written conflict of interest policy? If "No," go to line 13 (X); 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? (X); 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done (X); 13 Did the organization have a written whistleblower policy? (X); 14 Did the organization have a written document retention and destruction policy? (X); 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? a The organization's CEO, Executive Director, or top management official (X); b Other officers or key employees of the organization (X); If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).; 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? (X); 16b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed CO
18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
[] Own website [] Another's website [X] Upon request [] Other (explain on Schedule O)
19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records
MICHAEL BELIEU - 303-399-1146
22 SOUTH ADAMS STREET, DENVER CO, CO 80209

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations. See instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) STEVE SUMMER CHAIR	1.00 1.00	X		X				0.	0.	0.
(2) CONNELL SALTZMAN TREASURER	1.00 1.00	X		X				0.	0.	0.
(3) MOLLY ZWERDLINGER SECRETARY	1.00 2.00	X		X				0.	0.	0.
(4) DEBBIE REINBERG MEMBER	1.00 1.00	X						0.	0.	0.
(5) DEANIE ANDERSON MEMBER	1.00 1.00	X						0.	0.	0.
(6) JOAN BELDOCK MEMBER	1.00 1.00	X						0.	0.	0.
(7) BRIAN BOTNICK MEMBER	1.00 1.00	X						0.	0.	0.
(8) SHARON CAULFIELD MEMBER	1.00 1.00	X						0.	0.	0.
(9) MICHAEL COHEN MEMBER	1.00 1.00	X						0.	0.	0.
(10) RACHEL COHEN MEMBER	1.00 1.00	X						0.	0.	0.
(11) GLENN COOPER MEMBER	1.00 1.00	X						0.	0.	0.
(12) CARL GLATSTEIN MEMBER	1.00 1.00	X						0.	0.	0.
(13) SARAH GOLOMBECK MEMBER	1.00 1.00	X						0.	0.	0.
(14) ONDALEE KLINE MEMBER	1.00 1.00	X						0.	0.	0.
(15) JAY MACTAS MEMBER	1.00 1.00	X						0.	0.	0.
(16) PERRY MOSS MEMBER	1.00 1.00	X						0.	0.	0.
(17) ADAM NEWMAN MEMBER	1.00 2.00	X						0.	0.	0.

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) MOREY PERLMUTTER MEMBER	1.00 2.00	X						0.	0.	0.
(19) JAMIE SANCHE MEMBER	1.00 1.00	X						0.	0.	0.
(20) BETH SHANKER MEMBER	1.00 2.00	X						0.	0.	0.
(21) MELANIE SIEGEL MEMBER	1.00 1.00	X						0.	0.	0.
(22) STEVE SIEGAL MEMBER	1.00 1.00	X						0.	0.	0.
(23) JOEY SIMON MEMBER	1.00 2.00	X						0.	0.	0.
(24) FRANCES STERN MEMBER	1.00 1.00	X						0.	0.	0.
(25) DAVID ZATERMAN MEMBER	1.00 1.00	X						0.	0.	0.
(26) GARY SALTZMAN MEMBER	1.00 1.00	X						0.	0.	0.
1b Subtotal								0.	0.	0.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								0.	0.	0.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **0**

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>		X
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
NONE		

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **0**

SEE PART VII, SECTION A CONTINUATION SHEETS

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

				(A)	(B)	(C)	(D)	
				Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	1 a	Federated campaigns	1a					
	b	Membership dues	1b					
	c	Fundraising events	1c	71,206.				
	d	Related organizations	1d					
	e	Government grants (contributions)	1e					
	f	All other contributions, gifts, grants, and similar amounts not included above ...	1f	410,366.				
	g	Noncash contributions included in lines 1a-1f	1g	\$				
	h	Total. Add lines 1a-1f			481,572.			
Program Service Revenue	2 a	MANAGEMENT FEE	Business Code	623000	238,800.	238,800.		
	b	ELDERLY CARE		623000	14,085.	14,085.		
	c	INCOME FROM PARTNERSHI		532000	9,074.	9,074.		
	d							
	e							
	f	All other program service revenue		532000	30,624.	30,624.		
	g	Total. Add lines 2a-2f			292,583.			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)			4,207.		4,207.	
	4	Income from investment of tax-exempt bond proceeds						
	5	Royalties						
	6 a	Gross rents	(i) Real					
			(ii) Personal					
	b	Less: rental expenses ...	6b					
	c	Rental income or (loss)	6c					
	d	Net rental income or (loss)						
	7 a	Gross amount from sales of assets other than inventory	(i) Securities					
			(ii) Other					
	b	Less: cost or other basis and sales expenses	7b					
c	Gain or (loss)	7c						
d	Net gain or (loss)							
8 a	Gross income from fundraising events (not including \$ <u>71,206.</u> of contributions reported on line 1c). See Part IV, line 18		8a	4,830.				
			8b	8,378.				
c	Net income or (loss) from fundraising events			-3,548.		-3,548.		
9 a	Gross income from gaming activities. See Part IV, line 19		9a					
			9b					
c	Net income or (loss) from gaming activities							
10 a	Gross sales of inventory, less returns and allowances		10a					
			10b					
c	Net income or (loss) from sales of inventory							
Miscellaneous Revenue	11 a		Business Code					
	b							
	c							
	d	All other revenue						
	e	Total. Add lines 11a-11d						
12	Total revenue. See instructions			774,814.	292,583.	0.	659.	

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ...				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	223,807.		223,807.	
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	251,207.	77,851.	89,082.	84,274.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits				
10 Payroll taxes				
11 Fees for services (nonemployees):				
a Management				
b Legal	3,078.		3,078.	
c Accounting	10,178.		10,178.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch. O.)	63,047.		34,647.	28,400.
12 Advertising and promotion	877.			877.
13 Office expenses	38,103.	18,009.	19,674.	420.
14 Information technology	3,660.		3,660.	
15 Royalties				
16 Occupancy	10,839.	2,763.		8,076.
17 Travel	2,118.	1,818.		300.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials ...				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	2,377.		2,377.	
23 Insurance				
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a KAVOD ON THE ROAD EXPEN	37,166.	37,166.		
b SHUL RELIGIOUS EXPENSES	14,672.	14,672.		
c TRAINING EXPENSES	8,119.		6,953.	1,166.
d BANK CHARGES	1,685.		1,685.	
e All other expenses	41,076.		22,373.	18,703.
25 Total functional expenses. Add lines 1 through 24e	712,009.	152,279.	417,514.	142,216.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here if following SOP 98-2 (ASC 958-720)

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing	460,036.	1	707,219.
	2 Savings and temporary cash investments		2	
	3 Pledges and grants receivable, net	80,400.	3	41,600.
	4 Accounts receivable, net	43,680.	4	28,144.
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges		9	
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 23,770.		
	b Less: accumulated depreciation	10b 19,016.	7,131.	10c 4,754.
	11 Investments - publicly traded securities	788,418.	11	804,738.
	12 Investments - other securities. See Part IV, line 11		12	
	13 Investments - program-related. See Part IV, line 11	78,592.	13	87,666.
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	511,918.	15	362,257.
16 Total assets. Add lines 1 through 15 (must equal line 33)	1,970,175.	16	2,036,378.	
Liabilities	17 Accounts payable and accrued expenses	2,632.	17	6,030.
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26 Total liabilities. Add lines 17 through 25	2,632.	26	6,030.
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	1,828,673.	27	1,756,226.
	28 Net assets with donor restrictions	138,870.	28	274,122.
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	1,967,543.	32	2,030,348.
	33 Total liabilities and net assets/fund balances	1,970,175.	33	2,036,378.

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	774,814.
2	Total expenses (must equal Part IX, column (A), line 25)	2	712,009.
3	Revenue less expenses. Subtract line 2 from line 1	3	62,805.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	1,967,543.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	2,030,348.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

- 1** Accounting method used to prepare the Form 990: Cash Accrual Other _____
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant?
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis
- b** Were the organization's financial statements audited by an independent accountant?
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis
- c** If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.
- 3a** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits

	Yes	No
2a		X
2b	X	
2c	X	
3a		X
3b		

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4.						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						
12 Gross receipts from related activities, etc. (see instructions)					12	
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2019 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2018 Schedule A, Part II, line 14	15	%
16a 33 1/3% support test - 2019. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 33 1/3% support test - 2018. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
17a 10% -facts-and-circumstances test - 2019. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 10% -facts-and-circumstances test - 2018. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions		<input type="checkbox"/>

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	1310635.	513,651.	862,778.	473,079.	481,572.	3641715.
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose	14,673.	19,154.	63,614.	305,241.	297,413.	700,095.
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5	1325308.	532,805.	926,392.	778,320.	778,985.	4341810.
7a Amounts included on lines 1, 2, and 3 received from disqualified persons					17,276.	17,276.
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year				214,848.	215,304.	430,152.
c Add lines 7a and 7b				214,848.	232,580.	447,428.
8 Public support. (Subtract line 7c from line 6.)						3894382.

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
9 Amounts from line 6	1325308.	532,805.	926,392.	778,320.	778,985.	4341810.
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	284.	324.	4,498.	50.	4,207.	9,363.
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b	284.	324.	4,498.	50.	4,207.	9,363.
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)	1325592.	533,129.	930,890.	778,370.	783,192.	4351173.

14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

Section C. Computation of Public Support Percentage

15 Public support percentage for 2019 (line 8, column (f), divided by line 13, column (f))	15	89.50 %
16 Public support percentage from 2018 Schedule A, Part III, line 15	16	94.94 %

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2019 (line 10c, column (f), divided by line 13, column (f))	17	.22 %
18 Investment income percentage from 2018 Schedule A, Part III, line 17	18	.17 %

19a 33 1/3% support tests - 2019. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

b 33 1/3% support tests - 2018. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
b A family member of a person described in (a) above?		
c A 35% controlled entity of a person described in (a) or (b) above? <i>If "Yes" to a, b, or c, provide detail in Part VI.</i>		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
2 Activities Test. Answer (a) and (b) below.		
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>		
b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
3 Parent of Supported Organizations. Answer (a) and (b) below.		
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>Provide details in Part VI.</i>		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1 Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C - Distributable Amount		(A) Prior Year	Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Schedule A (Form 990 or 990-EZ) 2019

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI). See instructions.	
7 Total annual distributions. Add lines 1 through 6.	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	
9 Distributable amount for 2019 from Section C, line 6	
10 Line 8 amount divided by line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2019	(iii) Distributable Amount for 2019
1 Distributable amount for 2019 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2019 (reasonable cause required- explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2019			
a From 2014			
b From 2015			
c From 2016			
d From 2017			
e From 2018			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2019 distributable amount			
i Carryover from 2014 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2019 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2019 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2019, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI . See instructions.			
6 Remaining underdistributions for 2019. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI . See instructions.			
7 Excess distributions carryover to 2020. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2015			
b Excess from 2016			
c Excess from 2017			
d Excess from 2018			
e Excess from 2019			

Schedule B

(Form 990, 990-EZ, or 990-PF)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2019

Name of the organization

ALLIED HOUSING, INC.

Employer identification number

84-0584939

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)(3) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ▶ \$ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization ALLIED HOUSING, INC.	Employer identification number 84-0584939
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Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	<hr/> <hr/> <hr/>	\$ <u>7,200.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	<hr/> <hr/> <hr/>	\$ <u>20,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	<hr/> <hr/> <hr/>	\$ <u>5,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	<hr/> <hr/> <hr/>	\$ <u>10,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	<hr/> <hr/> <hr/>	\$ <u>193,228.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	<hr/> <hr/> <hr/>	\$ <u>50,000.</u>	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization ALLIED HOUSING, INC.	Employer identification number 84-0584939
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Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7	<hr/> <hr/> <hr/>	\$ 23,080.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
8	<hr/> <hr/> <hr/>	\$ 10,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
9	<hr/> <hr/> <hr/>	\$ 5,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
10	<hr/> <hr/> <hr/>	\$ 5,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
11	<hr/> <hr/> <hr/>	\$ 12,500.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
12	<hr/> <hr/> <hr/>	\$ 31,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization ALLIED HOUSING, INC.	Employer identification number 84-0584939
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Part II Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
	_____	\$ _____	_____
	_____	\$ _____	_____
	_____	\$ _____	_____
	_____	\$ _____	_____
	_____	\$ _____	_____
	_____	\$ _____	_____
	_____	\$ _____	_____
	_____	\$ _____	_____

Name of organization ALLIED HOUSING, INC.	Employer identification number 84-0584939
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Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this info. once.) ▶ \$ _____
Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019 Open to Public Inspection

Name of the organization ALLIED HOUSING, INC. Employer identification number 84-0584939

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate value of contributions, grants, and end of year, and two Yes/No questions regarding donor property and grant fund usage.

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Form with multiple sections: 1. Purpose(s) of conservation easements (checkboxes for land, habitat, open space, historic area, structure). 2. Conservation contribution details (2a-2d table). 3-9. Monitoring and enforcement details (states, policy, staff hours, expenses, requirements).

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Form with sections 1a-1b and 2. 1a: Text of footnote for art collection. 1b: Amounts for art collection (revenue/assets). 2: Amounts for art collection for financial gain (revenue/assets).

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- a Public exhibition
 - b Scholarly research
 - c Preservation for future generations
 - d Loan or exchange program
 - e Other _____
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- | | Amount |
|---------------------------------|--------|
| c Beginning balance | 1c |
| d Additions during the year | 1d |
| e Distributions during the year | 1e |
| f Ending balance | 1f |
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment _____%
 - b Permanent endowment _____%
 - c Term endowment _____%
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- | | Yes | No |
|--|--------|----|
| (i) Unrelated organizations | 3a(i) | |
| (ii) Related organizations | 3a(ii) | |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |
- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings		23,770.	19,016.	4,754.
c Leasehold improvements				
d Equipment				
e Other				
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				4,754.

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶		

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) DUE FROM RELATED ENTITIES	362,257.
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	362,257.

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ...

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements		1	783,192.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains (losses) on investments	2a		
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d	2e		0.
3	Subtract line 2e from line 1		3	783,192.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		-8,378.
c	Add lines 4a and 4b	4c		-8,378.
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)		5	774,814.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements		1	720,387.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a	Donated services and use of facilities	2a		
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII.)	2d		8,378.
e	Add lines 2a through 2d	2e		8,378.
3	Subtract line 2e from line 1		3	712,009.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b	4c		0.
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)		5	712,009.

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART X, LINE 2:

ALLIED HOUSING, INC. IS ORGANIZED AS A COLORADO NONPROFIT CORPORATION AND HAS BEEN RECOGNIZED BY THE IRS AS EXEMPT FROM FEDERAL INCOME TAXES UNDER IRC SECTION 501(A) AS AN ORGANIZATION DESCRIBED IN IRC SECTION 501(C)(3), QUALIFIES FOR THE CHARITABLE CONTRIBUTION DEDUCTION, AND HAS BEEN DETERMINED NOT TO BE PRIVATE FOUNDATION. ALLIED HOUSING, INC. IS ANNUALLY REQUIRED TO FILE A RETURN OF ORGANIZATION EXEMPT FROM INCOME TAX (FORM 990) WITH THE IRS. IN ADDITION, THE ORGANIZATION IS SUBJECT TO INCOME TAX ON NET INCOME THAT IS DERIVED FROM BUSINESS ACTIVITIES THAT ARE UNRELATED TO ITS EXEMPT PURPOSE. ALLIED HOUSING, INC. HAS DETERMINED THAT IT IS NOT SUBJECT TO UNRELATED BUSINESS INCOME TAX AND HAS NOT FILED AN EXEMPT ORGANIZATION BUSINESS INCOME TAX RETURN (FORM 990-T) WITH THE IRS.

Part XIII Supplemental Information *(continued)*

PART XI, LINE 4B - OTHER ADJUSTMENTS:

SPECIAL EVENT EXPENSES NETTED WITH INCOME ON AUDITED

FINANCIALS -8,378.

PART XII, LINE 2D - OTHER ADJUSTMENTS:

SPECIAL EVENT EXPENSES NETTED WITH INCOME ON AUDITED

FINANCIALS 8,378.

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events (add col. (a) through col. (c))
		ANNUAL MEETING <small>(event type)</small>	<small>(event type)</small>	NONE <small>(total number)</small>	
Revenue	1	Gross receipts	76,036.		76,036.
	2	Less: Contributions	71,206.		71,206.
	3	Gross income (line 1 minus line 2)	4,830.		4,830.
Direct Expenses	4	Cash prizes			
	5	Noncash prizes			
	6	Rent/facility costs	3,000.		3,000.
	7	Food and beverages	1,034.		1,034.
	8	Entertainment			
	9	Other direct expenses	4,344.		4,344.
	10	Direct expense summary. Add lines 4 through 9 in column (d)			
11	Net income summary. Subtract line 10 from line 3, column (d)				-3,548.

Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
Revenue	1	Gross revenue			
	2	Cash prizes			
Direct Expenses	3	Noncash prizes			
	4	Rent/facility costs			
	5	Other direct expenses			
6	Volunteer labor	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
7	Direct expense summary. Add lines 2 through 5 in column (d)				
8	Net gaming income summary. Subtract line 7 from line 1, column (d)				

9 Enter the state(s) in which the organization conducts gaming activities: _____

a Is the organization licensed to conduct gaming activities in each of these states? Yes No

b If "No," explain: _____

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year? Yes No

b If "Yes," explain: _____

**SCHEDULE J
(Form 990)**

Compensation Information

OMB No. 1545-0047

2019

Open to Public Inspection

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
 ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
 ▶ Attach to Form 990.
 ▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury
Internal Revenue Service

Name of the organization
ALLIED HOUSING, INC.

Employer identification number
84-0584939

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|--|--|
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|--|---|
| <input type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract |
| <input type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study |
| <input type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment?
- b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?
- c** Participate in, or receive payment from, an equity-based compensation arrangement?
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

	Yes	No
1b		
2		
4a		X
4b		X
4c		X
5a		X
5b		X
6a		X
6b		X
7	X	
8		X
9		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2019

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 7:

THE ORGANIZATION'S COMPENSATION COMMITTEE ANNUALLY REVIEWS THE PERFORMANCES
 OF THE EXECUTIVE STAFF TO DETERMINE IF ADDITIONAL COMPENSATION IN THE FORM
 OF BONUSES WILL BE PAID. DURING CALENDAR YEAR ENDING DECEMBER 31, 2019,
 THE COMPENSATION COMMITTEE AWARDED THE PRESIDENT/CEO, CHIEF FINANCIAL
 OFFICER, AND THE CHIEF OPERATING OFFICER, A BONUS BASED ON REIVEW OF THEIR
 PERFORMANCES AND SERVICES TO THE ORGANIZATION.

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2019

Open to Public
Inspection

Name of the organization

ALLIED HOUSING, INC.

Employer identification number

84-0584939

FORM 990, PART VI, SECTION B, LINE 11B:

THE 990 IS REVIEWED IN DETAIL BY THE CHIEF FINANCIAL OFFICER AND THE BOARD
TREASURER AND IS ALSO MADE AVAILABLE TO BOARD MEMBERS UPON REQUEST BEFORE
FILING WITH THE IRS.

FORM 990, PART VI, SECTION B, LINE 12C:

THE CONFLICT OF INTEREST POLICY COVERS ALL BOARD MEMBERS, OFFICERS, AND
EMPLOYEES OF THE ORGANIZATION. THE EXECUTIVE DIRECTOR AND KEY MEMBERS OF
MANAGEMENT CONSISTENTLY MONITOR CONTRACTS AND VENDORS THE ORGANIZATION IS
USING TO ENSURE THAT THERE ARE NO CONFLICTS OF INTEREST VIOLATIONS WITH
THEIR GOVERNING BODY. IF A CONFLICT OF INTEREST DOES EXIST, THE INDIVIDUAL
WITH THE CONFLICT IS EXCLUDED FROM DELIBERATIONS AND VOTING ON THE MATTER.

FORM 990, PART VI, SECTION B, LINE 15A:

EACH YEAR THE HUMAN RESOURCE DIRECTOR GATHERS COMPARABLE SALARY DATA FOR
THE PRESIDENT/CEO FROM ORGANIZATIONS OF SIMILAR SIZE REGIONALLY AND
NATIONALLY. THIS INFORMATION IS PROVIDED TO THE EXECUTIVE COMMITTEE WHO
OVERSEAS THE ANNUAL PERFORMANCE APPRAISAL OF THE PRESIDENT/CEO. EACH YEAR
THE COMMITTEE DETERMINES AN OVERALL COMPENSATION PACKAGE BASED ON
PERFORMANCE AND THE MARKET COMPARISON DATA. IN ADDITION, FOR KEY MANAGEMENT
POSITIONS, THE HUMAN RESOURCE DIRECTOR GATHERS COMPARABLE SALARY DATA. THE
PRESIDENT/CEO DETERMINES COMPENSATION FOR KEY MANAGEMENT POSITIONS ANNUALLY
AND COMMUNICATES THIS TO THE EXECUTIVE COMMITTEE FOR FINAL APPROVAL.

FORM 990, PART VI, SECTION C, LINE 19:

GOVERNING DOCUMENTS AND FORM 990 ARE AVAILABLE UPON REQUEST.

Name of the organization ALLIED HOUSING, INC.	Employer identification number 84-0584939
---	---

FORM 990, PART VII AND 990 PART IX, LINE 5:
COMPENSATION AND BENEFIT AMOUNTS REPORTED ON FORM 990, PART IX, LINE 5
DO NOT TIE IN TOTAL TO WHAT IS REPORTED ON FORM 990, PART VII. THE
DIFFERENCE IN REPORTING RELATES TO INTERCOMPANY TRANSACTIONS AND
REPORTING BETWEEN THE ORGANIZATION AND ITS RELATED ENTITIES.

**SCHEDULE R
(Form 990)**

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Name of the organization **ALLIED HOUSING, INC.** Employer identification number **84-0584939**

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
ALLIED HOUSING SOUTH, INC. - 74-2254018 22 SOUTH ADAMS STREET DENVER, CO 80209	PROVIDE SUPPORT FOR LOW INCOME HOUSING TO THE ELDERLY	COLORADO	501(C)(3)	LINE 10	N/A		X
ALLIED JEWISH APARTMENTS FOUNDATION - 20-4375532, 22 SOUTH ADAMS STREET, DENVER, CO 80209	PROVIDE SUPPORT FOR LOW INCOME HOUSING TO THE ELDERLY	COLORADO	501(C)(3)	LINE 12A, I	ALLIED HOUSING, INC.	X	

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
ALLIED HOUSING EAST, LLLP - 27-5277358, 22 SOUTH ADAMS STREET, DENVER, CO 80209	PROVIDE LOW INCOME HOUSING TO THE ELDERLY	CO	ALLIED HOUSING, INC.	RELATED	-66.	91,935.		X	N/A	X		1.00%
ALLIED HOUSING WEST, LLLP - 27-5282796, 22 SOUTH ADAMS STREET, DENVER, CO 80209	PROVIDE LOW INCOME HOUSING TO THE ELDERLY	CO	ALLIED HOUSING, INC.	RELATED	4,279.	61,844.		X	N/A	X		1.00%
ALLIED HOUSING SOUTH, LLLP - 27-5283062, 22 SOUTH ADAMS STREET, DENVER, CO 80209	PROVIDE LOW INCOME HOUSING TO THE ELDERLY	CO	ALLIED HOUSING, INC.	RELATED	4,861.	74,179.		X	N/A	X		1.00%

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

	Yes	No
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity		X
b Gift, grant, or capital contribution to related organization(s)		X
c Gift, grant, or capital contribution from related organization(s)		X
d Loans or loan guarantees to or for related organization(s)		X
e Loans or loan guarantees by related organization(s)		X
f Dividends from related organization(s)		X
g Sale of assets to related organization(s)		X
h Purchase of assets from related organization(s)		X
i Exchange of assets with related organization(s)		X
j Lease of facilities, equipment, or other assets to related organization(s)		X
k Lease of facilities, equipment, or other assets from related organization(s)		X
l Performance of services or membership or fundraising solicitations for related organization(s)	X	
m Performance of services or membership or fundraising solicitations by related organization(s)		X
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	X	
o Sharing of paid employees with related organization(s)	X	
p Reimbursement paid to related organization(s) for expenses	X	
q Reimbursement paid by related organization(s) for expenses	X	
r Other transfer of cash or property to related organization(s)		X
s Other transfer of cash or property from related organization(s)		X

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) ALLIED HOUSING SOUTH, LLLP	O	283,807.	SQUARE FOOTAGE
(2) ALLIED HOUSING EAST, LLLP	O	435,310.	SQUARE FOOTAGE
(3) ALLIED HOUSING EAST, LLLP	O	123,033.	SQUARE FOOTAGE
(4)			
(5)			
(6)			

Kavod Senior Life

Fiscal Committee Meeting Minutes from December 7, 2020

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

Staff: Michael Klein, Tracy Kapaun, and Mike Belieu. Kyle Fritch with Eide Bailly

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. He gave an overview of the 990 tax return review and let the Committee know that Mike and he had reviewed the document prior to filing. Kyle Fritch with Eide Bailly started the presentation of the 990. He discussed Allied Housing Inc. 2019 990 non-profit tax return. He mentioned this 990 is the redacted version and that the full version could be found on Guidestar.org and is public assessable. Kyle mentioned there were very few changes from the IRS on the 2019 return versus the prior year and he went over the changes on the return. He mentioned that most of the information for the 990 comes from the audited financial statement except for book to tax differences. Kyle reviewed Section 7 and the government disclosures that IRS carefully reviews. He then discussed Section 11 and the salary disclosures that were redacted. Steven mentioned that he feels the full 990 should be presented to members of Fiscal and the full board. Kyle and Connell discussed the pros and cons regarding the full 990. Kyle dropped off the call and the Committee discussed the redacted Kavod 990. After a thorough discussion on the matter it was decided that the board should see the complete 990 and it will be presented at the February 2021 board meeting.

The November 17th Fiscal Meeting minutes were reviewed. The group approved the minutes from the November meeting with the motion made by Connell and seconded by Brian. Motion passed.

Connell started the budget discussion call by noting some of the changes in the latest 2021 budget numbers. He noted the negative cash flow for 2021 and the MidFirst loan forgiveness revenue. Connell talked about the challenges with grants, occupancy and cash flow. He thanked Mike and staff for their hard work on the 2021 budget and their work in anticipating the continued impact of COVID-19 on the budget.

Mike next gave an overview of the 2021 budget. He covered the latest changes in net income, insurance and capital projects. He discussed how he will present it to the full Board next week. After some follow up discussion, a motion was made by Connell and seconded by Rob to approve the 2021 budget with the changes Mike had discussed.

Connell asked if there was any questions on the October 2020 financials. There were none and the group approved the October financial statements with the motion made by Connell and seconded by Steven. Motion passed.

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

Notes to November 2020 Financial Statements

Prepared by Mike Belieu, CFO, Kavod Senior Life

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

Cash:

- Operating cash balance as of November 2020 is \$5,694,194 down from \$5,961,798 in October 2020. This balance includes operating cash at MidFirst and ANB Bank.

Balance Sheet changes YTD:

- *Total cash decreased by \$652,716.* Operating and Payroll cash balances increased \$758,284 through November due to MidFirst SBA Loan and positive operating results. Loan Escrow balance decreased \$1,411,000 due to funding of Pinkard construction draws.
- Prepaid Expenses balance increased with addition of the property/liability insurance payments.
- Other Current Assets increase is due to intercompany balances. Dining, West and South intercompany balances have increased in 2020.
- Property and Equipment increased due to construction work in the West building on the office and unit sprinklers. The East building had work done in the Bistro, Shul and common area HVAC upgrades.
- Mortgage and Notes Payable increased due to the PPP loan of \$794,400 and the ongoing MidFirst construction loan.

Net Income:

- Through November 2020, net income is \$704,793 versus the budgeted net income of \$717,572.
- COVID-19 expenses started the third week of March. Total expenses through December 2020 are \$274,650.

Revenue:

- Total revenue YTD through November 2020 is \$9,656,952 compared to the budgeted amount of \$9,913,518, a difference of \$256,566 or 3 percent lower.
- Rental revenue is under budget by \$136,538 through November 2020. Kavod had higher vacancy in November due to the effects of COVID-19 and unit construction. As of November 30, there are 22 units vacant.
- 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 \$42,270. For November 2020, there was three 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 \$51,780 through November. All resident activities are on hold due to the Covid-19 virus.
- Dining/Food Service revenue is over budget for the first eleven months of 2020 by \$1,360. There were 33 meal exceptions in November.
- Grant revenue is under budget by \$161,181 through November. In November, Kavod received \$17,000 in grants from Jewish Colorado and Rose Community Fund for Covid-19 expenses.
- Non-Profit/Contribution revenue is over budget by \$15,184 through November 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 through November of 2020 were \$7,714,117 compared to the budgeted amount of \$7,933,696 a difference of \$219,959 or 3 percent less than budget.
- Net Operating Income (NOI) came in lower than budget through November at \$1,942,835 versus the budgeted amount of \$1,979,822 a variance of \$36,987 or less than 2%.
- Assisted Living expenses year to date are lower than budget by \$13,863. Recreation and rehabilitation and employee benefits are under budget for November and YTD.
- The Operations and Maintenance category is under budget by \$278,095 due to lower supplies, cleaning and outside services costs. Most categories are running under budget YTD.
- Taxes and Insurance cost are over budget \$75,743. This overage is due to increases property and casualty insurance costs. Kavod is working to reduce his number for 2021.
- Food Service costs are over budget by \$47,020; November food and beverage expense were over budget by \$3,365. 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.
- Non-Profit costs are over budget by \$207,139. This line item is made up of COVID-19 expenses, such as supplies, labor for screening desks, meal credits applied to residents' accounts.
- Activity, Resident Computer, and Service Coordinator expenses were under budget \$112,946. These are program related costs that 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 is under budget \$24,962 through November 2020.
- 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 \$24,208 under budget.
- Debt service expense came in at \$370,340 YTD versus a budget of \$399,667. 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 \$65,720.
- Kavod has chosen a roofing contractor to complete 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 December 2020.
- Kavod 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
Balance Sheet (With Period Change)

As of November 30, 2020

	Balance	Beginning	Net
	Current Period	Balance	Change
1000-00-001 ASSETS			
1000-00-003 CASH			
UNRESTRICTED CASH	8,076,996	8,726,918	-649,922
1010-99-998 RESTRICTED CASH	601,876	604,671	-2,794
1010-99-999 TOTAL CASH	8,678,873	9,331,589	-652,716
1020-90-999 ACCOUNTS AND NOTES RECEIVABLE	-279,637	-242,719	-36,919
1100-00-999 PREPAID EXPENSES	793,824	190,000	603,824
1200-90-999 OTHER CURRENT ASSETS	2,869,157	1,818,929	1,050,229
1200-99-999 CURRENT ASSETS	2,869,157	1,818,929	1,050,229
1300-99-999 PROPERTY AND EQUIPMENT	31,022,294	26,662,056	4,360,239
1310-90-999 ACCUMULATED DEPRECIATION AND AMORTIZATION	-17,381,362	-16,514,012	-867,350
1310-99-999 NET PROPERTY AND EQUIPMENT	13,640,933	10,148,044	3,492,889
1399-99-998 OTHER NONCURRENT ASSETS	124,457	124,457	0
1999-99-999 TOTAL ASSETS	25,827,606	21,370,299	4,457,307
2000-00-000 LIABILITIES AND EQUITY / FUND BALANCE			
2000-99-999 ACCOUNTS PAYABLE	96,698	297,816	-201,118
2010-90-999 ACCRUAL PAYROLL AND BENEFITS	186,310	202,471	-16,161
2020-99-998 OTHER CURRENT LIABILITES	1,075,535	291,433	784,102
2020-99-999 CURRENT LIABILITIES	1,358,543	791,721	566,823
2100-99-999 DEPOSITS AND PREPAID LIABILITIES	154,851	163,342	-8,491
2500-99-999 MORTGAGE AND NOTES PAYABLE	12,194,183	9,000,000	3,194,183
2999-99-999 TOTAL LIABILITIES	13,707,577	9,955,063	3,752,514
3000-99-999 CONTRIBUTED CAPITAL	904,139	904,139	0
3600-99-997 RETAINED EARNINGS / FUND BALANCE	11,215,890	10,511,097	704,793
3999-99-998 EQUITY / FUND BALANCE	12,120,029	11,415,236	704,793
3999-99-999 TOTAL LIABILITIES AND EQUITY / FUND BALANCE	25,827,606	21,370,299	4,457,307

**Kavod Senior Life
Cash Flow Statement
As of November 30, 2020**

		Period to Date	%	Year to Date	%
REVENUE					
5000-99-999	TOTAL RENT REVENUE	7,006,152	73	7,006,152	73
5010-00-999	TOTAL ADJUSTMENTS	-14,672	0	-14,672	0
5020-99-999	TOTAL TENANT CHARGES	173,377	2	173,377	2
5300-00-999	TOTAL FOOD SERVICE	999,519	10	999,519	10
5310-99-999	TOTAL ASSISTED LIVING REVENUE	941,380	10	941,380	10
5320-99-999	TOTAL ACTIVITY REVENUE	8,536	0	8,536	0
5600-99-999	TOTAL NON-PROFIT REVENUE	403,988	4	403,988	4
5610-99-999	TOTAL GRANT REVENUE	128,119	1	128,119	1
5900-99-998	TOTAL OTHER REVENUE	10,553	0	10,553	0
	TOTAL REVENUE	9,656,952	100	9,656,952	100
EXPENSES					
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	1,354,019	14	1,354,019	14
6010-99-999	TOTAL PROFESSIONAL FEES	54,056	1	54,056	1
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	2,700	0	2,700	0
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	235,948	2	235,948	2
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	1,646,723	17	1,646,723	17
6100-99-999	TOTAL MARKETING AND ADVERTISING	25,012	0	25,012	0
6400-99-999	TOTAL UTILITY EXPENSES	302,922	3	302,922	3
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSES	859,596	9	859,596	9
6510-99-999	TOTAL MATERIALS	200,589	2	200,589	2
6520-99-998	TOTAL CONTRACT COSTS	422,773	4	422,773	4
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	1,482,957	15	1,482,957	15
6700-99-999	TOTAL TAXES AND INSURANCE	339,267	4	339,267	4
6900-99-999	TOTAL FOOD SERVICE	1,497,510	16	1,497,510	16
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	840,225	9	840,225	9
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	307,897	3	307,897	3
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	76,380	1	76,380	1
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	360,561	4	360,561	4
7009-99-999	TOTAL OTHER INCOME / EXPENSE	-52	0	-52	0
8000-99-999	TOTAL NON-PROFIT EXPENSES	834,714	9	834,714	9
	TOTAL EXPENSES	7,714,117	80	7,714,117	80
	NET OPERATING INCOME / LOSS	1,942,835	20	1,942,835	20
	TOTAL NON-OPERATING EXPENSES	1,238,042	13	1,238,042	13
	NET INCOME / LOSS	704,793	7	704,793	7
ADJUSTMENTS					
1020-00-010	A/R -Tenants	-8,762	0	-8,762	0
1020-10-010	A/R - HAP	-4,140	0	-4,140	0
1020-20-010	A/R - Medicaid	13,364	0	13,364	0
1020-20-020	A/R - Other Government	36,600	0	36,600	0
1020-40-010	A/R - Employees	-166	0	-166	0
1020-40-020	A/R - Cobra	-49	0	-49	0
1020-60-000	A/R - Other	71	0	71	0
1100-00-100	Prepaid Insurance - Property / Liability	-599,226	-6	-599,226	-6
1100-00-200	Prepaid Insurance - Workers Comp	22,482	0	22,482	0
1100-00-300	Prepaid Expense - Other	-27,080	0	-27,080	0
1200-80-000	Due from Affiliates	-1,050,229	-11	-1,050,229	-11
1300-80-100	Construction in Progress	-4,360,239	-45	-4,360,239	-45
1310-20-100	Accum Depr - Buildings	867,350	9	867,350	9

**Kavod Senior Life
Cash Flow Statement
As of November 30, 2020**

		Period to Date	%	Year to Date	%
2000-10-000	Accounts Payable	-201,118	-2	-201,118	-2
2010-10-000	Accrued Payroll Wages Payable	-9,024	0	-9,024	0
2010-30-010	Health Insurance Payable	0	0	0	0
2010-30-030	Vision Insurance Payable	0	0	0	0
2010-30-040	Disability Insurance Payable	0	0	0	0
2010-30-050	Life Insurance Payable	0	0	0	0
2010-30-070	Transportation Benefits Payable	-7,837	0	-7,837	0
2010-30-080	Pension Payable	-6	0	-6	0
2010-30-090	403b Thrift Plan Deferrals	3,534	0	3,534	0
2010-30-100	Flexible Spending Account Deferrals	-2,829	0	-2,829	0
2020-20-000	Accrued Utilities	4,767	0	4,767	0
2020-30-000	Due to Affiliates	1,061,156	11	1,061,156	11
2020-90-000	Misc Accrued Expenses	-281,821	-3	-281,821	-3
2100-10-100	Tenant Security Deposits	-6,759	0	-6,759	0
2100-10-200	Security Deposit Interest	-584	0	-584	0
2100-10-500	Security Deposit - Activities	2,175	0	2,175	0
2100-10-700	Sec Dep Clearing Account	-332	0	-332	0
2100-20-000	Tenant Prepaid Rents	-2,991	0	-2,991	0
2500-10-100	Construction Loan	2,399,783	25	2,399,783	25
2500-20-100	MidFirst PPE Loan	794,400	8	794,400	8
TOTAL ADJUSTMENTS		-1,357,509	-14	-1,357,509	-14
CASH FLOW		-652,716	-7	-652,716	-7

Period and 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	287,497	206,419	
1000-10-200 Operating	3,993,837	4,990,813	996,976	Operating
1000-10-300 Cash Operating 3	100,000	100,000	0	Cash
1000-10-500 Food Service Ops	42,515	9,084	-33,431	Balance
1000-10-600 Assisted Living Ops	608,802	306,690	-302,112	\$5,694,194
1000-20-000 Cash Savings	100	110	0	
1000-30-000 Investment Accounts	2,322,699	2,323,322	623	
1000-40-000 Cash Construction	1,443,930	32,252	-1,411,678	
1000-50-100 Cash Payroll	128,941	22,362	-106,579	
1000-50-200 Cash FSA	3,517	3,377	-140	
1000-90-999 Cash - Other	0	0	0	
1010-01-000 Security Deposit	158,186	155,392	-2,794	
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	8,678,873	-652,716	

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	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	136,110	135,384	726	1	1,433,661	1,476,608	-42,947	-3
5000-10-200	HAP Subsidy	495,775	522,110	-26,335	-5	5,572,491	5,666,081	-93,590	-2
5000-99-999	TOTAL RENT REVENUE	631,885	657,494	-25,609	-4	7,006,152	7,142,689	-136,538	-2
5010-00-000	ADJUSTMENTS								
5010-00-400	Admin / Employee Unit	-3,668	0	-3,668	N/A	-14,672	0	-14,672	N/A
5010-00-999	TOTAL ADJUSTMENTS	-3,668	0	-3,668	N/A	-14,672	0	-14,672	N/A
5010-99-999	NET RENTAL REVENUE	628,217	657,494	-29,277	-4	6,991,480	7,142,689	-151,210	-2
5020-00-000	TENANT CHARGES								
5020-00-030	Miscellaneous Rent Revenue	0	0	0	N/A	155,804	0	155,804	N/A
5020-00-040	Laundry and Vending	750	875	-125	-14	7,956	9,625	-1,669	-17
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	15,583	-5,998	-38
5020-99-999	TOTAL TENANT CHARGES	750	2,292	-1,541	-67	173,377	25,208	148,168	588
5300-00-000	FOOD SERVICE								
5300-00-100	Resident Meal Payments	78,220	80,667	-2,447	-3	880,333	887,334	-7,001	-1
5300-00-300	Meal Delivery / Guest Meals	0	1,042	-1,042	-100	3,161	11,458	-8,297	-72
5300-00-400	Meal Subsidy	-8,978	-10,833	1,855	17	-122,282	-119,167	-3,115	-3
5300-00-500	Assisted Living Supplement	22,401	19,867	2,534	13	237,841	218,533	19,308	9
5300-00-600	Catering and Special Functions	0	0	0	N/A	466	0	466	N/A
5300-00-999	TOTAL FOOD SERVICE	91,643	90,742	901	1	999,519	998,159	1,360	0
5310-00-000	ASSISTED LIVING REVENUE								
5310-00-100	Assisted Living Full Pay Residents	43,500	52,500	-9,000	-17	556,086	577,500	-21,414	-4
5310-00-200	Assisted Living Partial Pay Tenants	15,213	14,150	1,063	8	129,468	145,450	-15,982	-11
5310-00-300	Assisted Living Medicaid Contributions	22,187	23,700	-1,513	-6	255,826	260,700	-4,874	-2
5310-99-999	TOTAL ASSISTED LIVING REVENUE	80,900	90,350	-9,450	-10	941,380	983,650	-42,270	-4
5320-00-000	ACTIVITY REVENUE								
5320-00-100	Activities - Resident Receipts	0	1,917	-1,917	-100	3,544	21,083	-17,540	-83
5320-00-200	Activities - Donations	0	8	-8	-100	0	92	-92	-100
5320-00-300	Gift Shop - Receipts	0	225	-225	-100	256	2,474	-2,218	-90
5320-00-500	Assisted Living Activities Receipts	0	3,333	-3,333	-100	4,736	36,667	-31,930	-87
5320-99-999	TOTAL ACTIVITY REVENUE	0	5,483	-5,483	-100	8,536	60,316	-51,780	-86
5600-00-000	NON-PROFIT REVENUE								
5600-10-200	Management Fee Revenue	18,896	18,896	0	0	206,852	207,854	-1,002	0
5600-30-140	Non-Profit Donations	0	0	0	N/A	13,658	0	13,658	N/A

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		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
5600-30-170	Endowment Income	0	358	-358	-100	0	3,942	-3,942	-100
5600-30-180	Ala Carte Services	6	1,375	-1,369	-100	5,905	15,125	-9,220	-61
5600-30-190	Non-Profit Income	3,778	14,717	-10,938	-74	175,851	161,883	13,968	9
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	22,681	35,346	-12,665	-36	403,988	388,804	15,184	4
5610-00-000	GRANT REVENUE								
5610-00-200	Capital Fund Grants	17,000	26,300	-9,300	-35	128,119	289,300	-161,181	-56
5610-99-999	TOTAL GRANT REVENUE	17,000	26,300	-9,300	-35	128,119	289,300	-161,181	-56
5900-00-000	OTHER REVENUE								
5900-00-100	Investment Income - (UR)	0	467	-467	-100	0	5,133	-5,133	-100
5900-00-400	Miscellaneous Other Income	3,016	8	3,008	36,106	5,416	92	5,324	5,811
5900-00-500	Interest Income - Operations	-30	1,833	-1,863	-102	5,137	20,167	-15,029	-75
5900-99-998	TOTAL OTHER REVENUE	2,986	2,308	678	29	10,553	25,392	-14,838	-58
5900-99-999	TOTAL REVENUE	844,177	910,315	-66,138	-7	9,656,952	9,913,518	-256,566	-3
6000-00-002	ADMIN SALARIES AND BENEFITS								
6000-00-010	Labor - Food Service Director	5,137	5,158	21	0	62,855	61,895	-960	-2
6000-00-100	Labor - Leasing	15,074	14,662	-413	-3	171,822	175,943	4,121	2
6000-00-200	Labor - Front Office Staff	19,420	8,137	-11,284	-139	171,375	97,640	-73,735	-76
6000-00-500	Labor - Comm Relations / Marketing	10,282	9,766	-516	-5	130,043	117,191	-12,852	-11
6000-00-600	Labor - Accounting / Human Resources	42,042	40,554	-1,487	-4	497,875	486,654	-11,221	-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	5,900	6,023	123	2	78,559	72,274	-6,285	-9
6000-10-400	Workers Comp Expense	434	520	86	17	781	5,874	5,094	87
6000-10-500	Benefits	14,008	18,493	4,485	24	155,436	209,423	53,987	26
6000-30-100	Training and Development	904	3,417	2,513	74	10,951	37,583	26,632	71
6000-30-200	Employee Recognition	922	3,167	2,245	71	10,757	34,833	24,077	69
6000-30-400	Employee Wellness	100	917	817	89	1,380	10,083	8,703	86
6000-30-500	Help Wanted Advertising	0	208	208	100	389	2,293	1,904	83
6000-30-800	Employee Screening / Background Checks	0	208	208	100	2,051	2,293	241	11
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	114,223	111,229	-2,994	-3	1,354,019	1,378,980	24,962	2
6010-00-000	PROFESSIONAL FEES								
6010-00-200	Auditing Fees	0	3,750	3,750	100	41,170	41,251	81	0
6010-00-500	General Legal Expense	3,809	1,000	-2,809	-281	12,886	11,000	-1,885	-17
6010-99-999	TOTAL PROFESSIONAL FEES	3,809	4,750	941	20	54,056	52,251	-1,805	-3
6020-00-000	MANAGEMENT FEE EXPENSE								
6020-00-100	Management Fee	18,896	18,896	0	0	207,856	207,854	-2	0
6020-00-200	Management Salary/Benefits	-18,650	-18,650	0	0	-205,156	-205,156	0	0
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	246	245	0	0	2,700	2,699	-2	0

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	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var	
6040-00-000	OTHER ADMINISTRATIVE EXPENSES								
6040-00-040	Other Renting Expense	550	1,458	908	62	4,663	16,042	11,379	71
6040-00-070	Membership and Fees	233	3,167	2,934	93	13,156	34,833	21,678	62
6040-00-100	Travel	35	208	173	83	929	2,293	1,364	59
6040-00-140	Telephone	3,684	2,833	-850	-30	38,352	31,168	-7,185	-23
6040-00-150	Supplies/Postage/Courier	2,514	5,583	3,070	55	57,930	61,417	3,486	6
6040-00-190	Software	0	1,583	1,583	100	13,130	17,417	4,287	25
6040-00-200	Hardware	6,494	1,917	-4,577	-239	13,560	21,083	7,523	36
6040-00-210	R/M CIS Services	4,915	4,750	-165	-3	49,616	52,250	2,634	5
6040-00-270	Misc Administrative Fees	1,715	3,583	1,868	52	40,871	39,417	-1,454	-4
6040-00-290	Bank Fees	43	83	41	49	1,204	917	-287	-31
6040-00-310	Board Event Expenses	40	542	502	93	1,785	5,958	4,173	70
6040-00-900	Other Misc Admin Expenses	0	0	0	N/A	751	0	-751	N/A
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	20,222	25,709	5,486	21	235,948	282,794	46,846	17
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	138,500	141,933	3,433	2	1,646,723	1,716,724	70,001	4
6100-00-000	MARKETING AND ADVERTISING								
6100-00-100	Advertising - Ad Placement / Brochures	1,199	2,250	1,051	47	10,688	24,750	14,062	57
6100-00-200	Advertising - Community Outreach	1,066	4,087	3,021	74	14,325	44,954	30,630	68
6100-99-999	TOTAL MARKETING AND ADVERTISING	2,265	6,337	4,072	64	25,012	69,704	44,692	64
6400-00-000	UTILITY EXPENSES								
6400-00-100	Electricity	14,500	15,000	500	3	166,333	165,000	-1,333	-1
6400-00-200	Gas	4,096	5,917	1,821	31	42,947	65,083	22,136	34
6400-00-400	Water	2,945	3,833	888	23	34,374	42,166	7,792	18
6400-00-500	Sewer	8,666	5,500	-3,166	-58	59,268	60,505	1,237	2
6400-99-999	TOTAL UTILITY EXPENSES	30,206	30,250	44	0	302,922	332,754	29,831	9
6500-00-000	MAINTENANCE AND OPERATIONAL EXPENSES								
6500-00-001	REPAIRS AND MAINTENANCE								
6500-00-100	Labor - Housekeeping Staff	12,364	11,510	-854	-7	146,881	138,124	-8,757	-6
6500-00-200	Labor - Housekeeping Supervisor	4,747	4,685	-62	-1	57,460	56,214	-1,246	-2
6500-00-300	Labor - Maintenance Manager	15,061	15,196	135	1	215,027	182,347	-32,680	-18
6500-00-400	Labor - Maintenance Staff	12,794	12,639	-156	-1	147,327	151,662	4,336	3
6500-00-600	Labor - Security	6,786	5,985	-802	-13	73,245	71,815	-1,430	-2
6500-10-200	Maintenance - Payroll Taxes - SUTA/FUTA	3,939	3,698	-240	-6	50,629	44,380	-6,250	-14
6500-10-300	Maintenance - Workers Comp Expense	1,235	1,357	121	9	17,858	14,922	-2,935	-20
6500-10-400	Maintenance - Benefits	8,973	10,261	1,288	13	102,122	112,868	10,746	10
6500-20-100	Maintenance - Temporary Help	14,311	1,500	-12,811	-854	42,526	16,500	-26,026	-158
6500-20-300	Maintenance - Mileage	0	25	25	100	127	275	148	54
6500-20-400	East/West/South - Special Project	0	3,125	3,125	100	5,021	34,375	29,354	85
6500-20-500	Maintenance Licenses and Fees	0	258	258	100	1,371	2,841	1,469	52

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		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSES	80,210	70,238	-9,973	-14	859,596	826,325	-33,271	-4
6510-00-000	MATERIALS								
6510-00-300	Supplies - Decorating	0	142	142	100	1,123	1,558	435	28
6510-00-700	Supplies - Maint / Repairs	12,454	20,833	8,379	40	199,466	229,167	29,701	13
6510-99-999	TOTAL MATERIALS	12,454	20,975	8,521	41	200,589	230,725	30,136	13
6520-00-000	CONTRACT COSTS								
6520-00-030	Contract - Building Repairs	29,124	39,583	10,460	26	274,676	435,418	160,741	37
6520-00-070	Contract - Pest Control	800	2,583	1,783	69	14,175	28,417	14,242	50
6520-00-090	Contract - Grounds	1,143	2,083	941	45	10,595	22,918	12,323	54
6520-00-100	Contract - Janitorial/Cleaning	1,174	6,833	5,659	83	9,191	75,167	65,976	88
6520-00-170	Contract - Elevator Monitoring	2,499	3,917	1,418	36	32,713	43,083	10,371	24
6520-00-220	Contract - Snow	695	1,250	555	44	4,733	13,751	9,018	66
6520-00-230	Contract - Trash	5,105	4,250	-855	-20	51,143	46,750	-4,393	-9
6520-00-240	Contract - Life Safety / Security	22	3,500	3,478	99	25,547	38,500	12,953	34
6520-99-998	TOTAL CONTRACT COSTS	40,562	64,000	23,439	37	422,773	704,003	281,230	40
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	133,226	155,213	21,987	14	1,482,957	1,761,052	278,095	16
6700-00-000	TAXES AND INSURANCE								
6700-00-040	Property Insurance	48,341	22,744	-25,597	-113	332,745	250,188	-82,558	-33
6700-00-070	Licenses and Fees	0	1,212	1,212	100	1,288	13,337	12,049	90
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	339,267	263,524	-75,743	-29
6900-00-000	FOOD SERVICE								
6900-00-020	Labor - Hourly Cooks	26,808	23,885	-2,923	-12	317,854	286,615	-31,238	-11
6900-00-030	Labor - Hourly Servers	16,489	19,326	2,837	15	203,134	231,915	28,780	12
6900-00-040	Labor - Assistant Manager	3,890	7,641	3,751	49	94,455	91,688	-2,766	-3
6900-00-050	Labor - Catering	0	1,492	1,492	100	2,206	16,408	14,202	87
6900-00-060	Labor - Special Staffing	625	667	42	6	6,250	7,333	1,083	15
6900-00-070	Labor - Outside Services Labor Expense	3,234	2,083	-1,151	-55	37,693	22,917	-14,777	-64
6900-00-300	Food - Payroll Taxes	3,697	4,600	903	20	50,350	50,600	250	0
6900-00-400	Food - Workers Comp Expense	1,260	2,367	1,107	47	14,300	26,033	11,734	45
6900-00-500	Food - Employee Benefits	9,335	8,750	-585	-7	108,113	96,250	-11,863	-12
6900-00-610	Food - Food and Beverage Expense	50,775	47,410	-3,365	-7	562,134	532,510	-29,624	-6
6900-00-620	Food Paper Products Expense	9,938	4,420	-5,518	-125	80,569	48,620	-31,949	-66
6900-00-630	Housekeeping Supplies / Service Expense	180	667	487	73	4,219	7,333	3,115	42
6900-00-640	Laundry / Linen Expense	211	750	539	72	4,755	8,250	3,495	42
6900-00-650	Equipment Expense	204	1,250	1,046	84	4,121	13,750	9,629	70
6900-00-660	Uniforms	0	625	625	100	5,078	6,875	1,797	26
6900-00-670	Decorating Expense	0	308	308	100	2,280	3,392	1,112	33
6900-99-999	TOTAL FOOD SERVICE	126,644	126,240	-405	0	1,497,510	1,450,490	-47,020	-3

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	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
6910-00-000 ASSISTED LIVING EXPENSE								
6910-00-010 Labor - Manager	5,666	5,895	228	4	68,893	69,814	922	1
6910-00-020 Labor - Care Givers / CC / Aides	33,995	32,328	-1,667	-5	399,420	387,941	-11,479	-3
6910-00-300 AL - Payroll Taxes	3,083	2,810	-273	-10	38,143	33,723	-4,420	-13
6910-00-400 AL - Workers Comp Expense	1,660	1,938	278	14	19,507	21,312	1,806	8
6910-00-500 AL - Employee Benefits	3,624	7,610	3,987	52	63,505	83,714	20,209	24
6910-00-520 AL - Training / Staff Development	558	0	-558	N/A	1,163	0	-1,163	N/A
6910-10-000 Medical - Required Testing	50	142	91	64	1,543	1,558	15	1
6910-10-010 AL - Food / Beverage Expense	22,401	19,867	-2,534	-13	237,841	218,533	-19,308	-9
6910-10-020 Medication Set-ups	56	88	32	36	1,936	962	-973	-101
6910-10-050 Misc Other Supplies	0	154	154	100	3,539	1,696	-1,843	-109
6910-10-060 Recreation / Rehabilitation	0	3,167	3,167	100	4,736	34,833	30,097	86
6910-99-999 TOTAL ASSISTED LIVING EXPENSE	71,093	73,998	2,905	4	840,225	854,087	13,863	2
6920-00-000 ACTIVITY PROGRAM EXPENSE								
6920-00-010 ACT - Newsletter	3,902	2,083	-1,818	-87	11,265	22,918	11,652	51
6920-00-020 ACT - Activities Staff	15,197	15,671	474	3	178,823	188,058	9,234	5
6920-00-030 ACT - Activities Outreach- Volunteer - Bday	0	1,583	1,583	100	10,425	17,417	6,992	40
6920-00-040 ACT - Classes Expense	770	933	163	17	4,768	10,266	5,497	54
6920-00-050 ACT - Health / Wellness Expense	1,314	2,915	1,601	55	8,028	32,065	24,037	75
6920-00-060 ACT - Activities / Outings Expense	4,466	5,417	950	18	17,161	59,584	42,423	71
6920-00-300 ACT - Payroll Taxes	975	1,206	231	19	12,966	14,471	1,506	10
6920-00-400 ACT - Workers Comp Expense	408	462	54	12	4,788	5,078	291	6
6920-00-500 ACT - Employee Benefits	4,649	4,183	-466	-11	49,581	46,011	-3,570	-8
6920-00-510 Gift Shop Expense	0	325	325	100	419	3,576	3,157	88
6920-00-520 Van Expense	134	1,083	949	88	3,684	11,917	8,233	69
6920-00-550 ACT - AL Activities	700	3,333	2,633	79	5,988	36,667	30,678	84
6920-00-560 ACT - Family Events	0	308	308	100	0	3,392	3,392	100
6920-99-999 TOTAL ACTIVITY PROGRAM EXPENSE	32,514	39,504	6,989	18	307,897	451,418	143,521	32
6930-00-000 RESIDENT COMPUTER CENTER								
6930-00-010 Labor - RCC Staff - Post 2008	4,709	4,477	-233	-5	57,797	53,718	-4,079	-8
6930-00-300 RCC - Payroll Taxes	356	388	32	8	4,529	4,437	-92	-2
6930-00-400 RCC - Workers Comp Expense	143	173	30	18	1,744	1,906	162	9
6930-00-500 RCC - Employee Benefits	1,059	1,267	207	16	12,310	13,933	1,624	12
6930-99-999 TOTAL RESIDENT COMPUTER CENTER	6,268	6,304	36	1	76,380	73,995	-2,386	-3
6940-00-000 SERVICE COORDINATOR EXPENSE								
6940-00-010 Labor - Service Coordinator	21,183	22,131	948	4	273,929	265,577	-8,353	-3
6940-00-020 SC - Resident Outreach	0	375	375	100	350	4,125	3,775	92
6940-00-300 SC - Payroll Taxes	1,538	1,749	210	12	20,340	20,987	647	3
6940-00-400 SC - Workers Comp Expense	528	547	18	3	6,617	6,014	-603	-10

Kavod Senior Life
Budget Comparison (with PTD)
 As of November 30, 2020

		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
6940-00-500	SC - Employee Benefits	5,385	3,243	-2,142	-66	59,325	35,669	-23,656	-66
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	28,635	28,045	-590	-2	360,561	332,372	-28,189	-8
7000-00-100	OTHER INCOME / EXPENSE								
7000-00-300	Dividend Income	-18	0	18	N/A	-52	0	52	N/A
7009-99-999	TOTAL OTHER INCOME / EXPENSE	-18	0	18	N/A	-52	0	52	N/A
8000-00-010	NON-PROFIT EXPENSES								
8000-00-020	Accounting Services	5,000	683	-4,317	-632	5,000	7,517	2,517	33
8000-00-050	Ala Carte Labor	0	1,000	1,000	100	3,488	11,000	7,512	68
8000-00-070	Director of Development	6,949	6,651	-298	-4	86,672	73,164	-13,509	-18
8000-00-080	Bank Fees	158	150	-8	-5	2,453	1,650	-803	-49
8000-00-100	COVID Expenses	-803	0	803	N/A	161,580	0	-161,580	N/A
8000-00-120	Chaplain Services	3,721	5,250	1,529	29	57,905	57,750	-155	0
8000-00-130	Charity / Donations	100	250	150	60	200	2,750	2,550	93
8000-00-140	KOTR Program Expense	4,071	458	-3,613	-788	7,720	5,042	-2,678	-53
8000-00-150	Consulting Expense - Other	2,450	8,817	6,367	72	86,580	96,983	10,403	11
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	7,792	7,692	99
8000-00-180	Fundraising Expense	25	0	-25	N/A	6,774	0	-6,774	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	3,345	3,240	97
8000-00-290	L Chaim	0	1,306	1,306	100	1,954	14,364	12,410	86
8000-00-300	Legal Expense	0	258	258	100	3,543	2,842	-701	-25
8000-00-310	LinkAges Expense	500	0	-500	N/A	657	0	-657	N/A
8000-00-320	Mailing and Postage	0	2,083	2,083	100	971	22,917	21,946	96
8000-00-330	Management Salary / Benefit Exp	18,650	18,896	245	1	205,156	207,854	2,698	1
8000-00-340	Payroll and Staffing	501	5,283	4,782	91	65,648	58,117	-7,532	-13
8000-00-360	Memberships	0	33	33	100	809	367	-443	-121
8000-00-380	Mileage / Parking	0	167	167	100	72	1,833	1,762	96
8000-00-390	Misc Expenses	0	0	0	N/A	34,947	0	-34,947	N/A
8000-00-400	Office Supplies	-132	0	132	N/A	509	0	-509	N/A
8000-00-410	Other/Outside Religious Services	300	42	-258	-620	2,334	458	-1,876	-409
8000-00-420	Grant Expense	7,003	1,083	-5,919	-546	15,006	11,917	-3,089	-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	17,731	12,650	71
8000-00-470	Security	0	42	42	100	0	458	458	100
8000-00-500	Special Projects	0	0	0	N/A	1,490	0	-1,490	N/A
8000-00-530	Supplies	0	1,358	1,358	100	58,521	14,942	-43,579	-292
8000-00-570	Training	0	583	583	100	750	6,417	5,667	88
8000-00-580	Translation Services	0	0	0	N/A	1,023	0	-1,023	N/A
8000-00-600	Tree of life	0	33	33	100	0	367	367	100
8000-00-630	Administrative Fee	350	0	-350	N/A	1,401	0	-1,401	N/A

Kavod Senior Life
Budget Comparison (with PTD)
As of November 30, 2020

		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
8000-99-999	TOTAL NON-PROFIT EXPENSES	48,845	57,052	8,208	14	834,714	627,575	-207,139	-33
8999-99-998	TOTAL OPERATING EXPENSES	666,520	688,833	22,313	3	7,714,117	7,933,696	219,579	3
8999-99-999	NET OPERATING INCOME / LOSS	177,657	221,482	-43,825	-20	1,942,835	1,979,822	-36,987	-2
9010-00-000	NON-OPERATING EXPENSES								
9010-10-100	Interest Expense - Note Payable MF	39,237	36,333	-2,903	-8	370,340	399,667	29,327	7
9010-20-100	Depreciation - Buildings	78,850	78,417	-433	-1	867,350	862,583	-4,767	-1
9010-90-500	Gain / Loss on Investment	88	0	-88	N/A	352	0	-352	N/A
9019-99-999	TOTAL NON-OPERATING EXPENSES	118,175	114,750	-3,425	-3	1,238,042	1,262,250	24,208	2
9999-99-998	NET INCOME / LOSS	59,482	106,732	-47,250	-44	704,793	717,572	-12,779	-2

Kavod Senior Life
Budget Comparison (with PTD)
As of November 30,2020

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var	
REVENUE									
5000-99-999	TOTAL RENT REVENUE	631,885	657,494	-25,609	-4	7,006,152	7,142,689	-136,538	-2
5000-40-400	TOTAL ADJUSTMENTS	-3,668	0	-3,668	N/A	-14,672	0	-14,672	N/A
	TOTAL TENANT CHARGES	750	2,292	-1,541	-67	173,377	25,208	148,168	588
5000-99-999	TOTAL RENTAL INCOME	628,967	659,786	-30,818	-5	7,164,856	7,167,898	-3,041	0
	TOTAL FOOD SERVICE	91,643	90,742	901	1	999,519	998,159	1,360	0
5310-99-999	TOTAL ASSISTED LIVING REVENUE	80,900	90,350	-9,450	-10	941,380	983,650	-42,270	-4
5320-99-999	TOTAL ACTIVITY REVENUE	0	5,483	-5,483	-100	8,536	60,316	-51,780	-86
5600-99-999	TOTAL NON-PROFIT REVENUE	22,681	35,346	-12,665	-36	403,988	388,804	15,184	4
5610-99-999	TOTAL GRANT REVENUE	17,000	26,300	-9,300	-35	128,119	289,300	-161,181	-56
5900-99-998	TOTAL OTHER REVENUE	2,986	2,308	678	29	10,553	25,392	-14,838	-58
5900-99-999	TOTAL REVENUE	844,177	910,315	-66,138	-7	9,656,952	9,913,518	-256,566	-3
6000-00-000 EXPENSES									
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	114,223	111,229	-2,994	-3	1,354,019	1,378,980	24,962	2
6010-99-999	TOTAL PROFESSIONAL FEES	3,809	4,750	941	20	54,056	52,251	-1,805	-3
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	246	245	0	0	2,700	2,699	-2	0
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	20,222	25,709	5,486	21	235,948	282,794	46,846	17
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	138,500	141,933	3,433	2	1,646,723	1,716,724	70,001	4
6100-99-999	TOTAL MARKETING AND ADVERTISING	2,265	6,337	4,072	64	25,012	69,704	44,692	64
6400-99-999	TOTAL UTILITY EXPENSES	30,206	30,250	44	0	302,922	332,754	29,831	9
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSES	80,210	70,238	-9,973	-14	859,596	826,325	-33,271	-4
6510-99-999	TOTAL MATERIALS	12,454	20,975	8,521	41	200,589	230,725	30,136	13
6520-99-998	TOTAL CONTRACT COSTS	40,562	64,000	23,439	37	422,773	704,003	281,230	40
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXPENS	133,226	155,213	21,987	14	1,482,957	1,761,052	278,095	16
6700-99-999	TOTAL TAXES AND INSURANCE	48,341	23,957	-24,384	-102	339,267	263,524	-75,743	-29
6900-99-999	TOTAL FOOD SERVICE	126,644	126,240	-405	0	1,497,510	1,450,490	-47,020	-3
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	71,093	73,998	2,905	4	840,225	854,087	13,863	2
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	32,514	39,504	6,989	18	307,897	451,418	143,521	32
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	6,268	6,304	36	1	76,380	73,995	-2,386	-3
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	28,635	28,045	-590	-2	360,561	332,372	-28,189	-8
7009-99-999	TOTAL OTHER INCOME / EXPENSE	-18	0	18	N/A	-52	0	52	N/A
8000-99-999	TOTAL NON-PROFIT EXPENSES	48,845	57,052	8,208	14	834,714	627,575	-207,139	-33
8999-99-998	TOTAL OPERATING EXPENSES	666,520	688,833	22,313	3	7,714,117	7,933,696	219,579	3
8999-99-999	NET OPERATING INCOME / LOSS	177,657	221,482	-43,825	-20	1,942,835	1,979,822	-36,987	-2
9019-99-999	TOTAL NON-OPERATING EXPENSES	118,175	114,750	-3,425	-3	1,238,042	1,262,250	24,208	2

**Kavod Senior Life
Budget Comparison (with PTD)
As of November 30,2020**

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
9999-99-998 NET INCOME / LOSS	59,482	106,732	-47,250	-44	704,793	717,572	-12,779	-2

**Allied Housing Inc.(Non-Profit)
Property Budget Comparison
As of November 30, 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	206,852	207,854	-1,002	0
5600-30-140 Non-Profit Donations	0	0	0	N/A	13,658	0	13,658	N/A
5600-30-170 Endowment Income	0	358	-358	-100	0	3,942	-3,942	-100
5600-30-180 Ala Carte Services	6	1,375	-1,369	-100	5,905	15,125	-9,220	-61
5600-30-190 Non-Profit Income	3,778	14,717	-10,938	-74	175,851	161,883	13,968	9
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	22,681	35,346	-12,665	-36	403,988	388,804	15,184	4
5610-00-000 GRANT REVENUE								
5610-00-200 Capital Fund Grants	17,000	26,300	-9,300	-35	128,119	289,300	-161,181	-56
5610-99-999 TOTAL GRANT REVENUE	17,000	26,300	-9,300	-35	128,119	289,300	-161,181	-56
5900-00-000 OTHER REVENUE								
5900-00-400 Miscellaneous Other Income	0	8	-8	-100	0	92	-92	-100
5900-99-998 TOTAL OTHER REVENUE	0	8	-8	-100	0	92	-92	-100
5900-99-999 TOTAL REVENUE	39,681	61,654	-21,974	-36	532,107	678,196	-146,089	-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	5,000	683	-4,317	-632	5,000	7,517	2,517	33
8000-00-050 Ala Carte Labor	0	1,000	1,000	100	3,488	11,000	7,512	68
8000-00-070 Director of Development	6,949	6,651	-298	-4	86,672	73,164	-13,509	-18
8000-00-080 Bank Fees	158	150	-8	-5	2,453	1,650	-803	-49
8000-00-100 COVID Expenses	-803	0	803	N/A	161,580	0	-161,580	N/A
8000-00-120 Chaplain Services	3,721	5,250	1,529	29	57,905	57,750	-155	0
8000-00-130 Charity / Donations	100	250	150	60	200	2,750	2,550	93
8000-00-140 KOTR Program Expense	4,071	458	-3,613	-788	7,720	5,042	-2,678	-53
8000-00-150 Consulting Expense - Other	2,450	8,817	6,367	72	86,580	96,983	10,403	11
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	7,792	7,692	99
8000-00-180 Fundraising Expense	25	0	-25	N/A	6,774	0	-6,774	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	3,345	3,240	97
8000-00-290 L Chaim	0	1,306	1,306	100	1,954	14,364	12,410	86
8000-00-300 Legal Expense	0	258	258	100	3,543	2,842	-701	-25
8000-00-310 LinkAges Expense	500	0	-500	N/A	657	0	-657	N/A
8000-00-320 Mailing and Postage	0	2,083	2,083	100	971	22,917	21,946	96
8000-00-330 Management Salary / Benefit Exp	18,650	18,896	245	1	205,156	207,854	2,698	1

Allied Housing Inc.(Non-Profit)
Property Budget Comparison
As of November 30, 2020

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
8000-00-340 Payroll and Staffing	1,419	5,283	3,864	73	65,648	58,117	-7,532	-13
8000-00-360 Memberships	0	33	33	100	809	367	-443	-121
8000-00-380 Mileage / Parking	0	167	167	100	72	1,833	1,762	96
8000-00-390 Misc Expenses	0	0	0	N/A	34,947	0	-34,947	N/A
8000-00-410 Other/Outside Religious Services	300	42	-258	-620	2,334	458	-1,876	-409
8000-00-420 Grant Expense	7,003	1,083	-5,919	-546	15,006	11,917	-3,089	-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	17,731	12,650	71
8000-00-470 Security	0	42	42	100	0	458	458	100
8000-00-530 Supplies	0	1,358	1,358	100	58,521	14,942	-43,579	-292
8000-00-570 Training	0	583	583	100	750	6,417	5,667	88
8000-00-580 Translation Services	0	0	0	N/A	1,023	0	-1,023	N/A
8000-00-600 Tree of life	0	33	33	100	0	367	367	100
8000-00-630 Administrative Fee	350	0	-350	N/A	1,401	0	-1,401	N/A
8000-99-999 TOTAL NON-PROFIT EXPENSES	49,894	57,052	7,158	13	832,714	627,575	-205,140	-33
8999-99-998 TOTAL OPERATING EXPENSES	49,894	57,052	7,158	13	832,680	627,575	-205,105	-33
8999-99-999 NET OPERATING INCOME / LOSS	-10,214	4,602	-14,816	-322	-300,573	50,621	-351,194	-694
9999-99-998 NET INCOME / LOSS	-10,214	4,602	-14,816	-322	-300,573	50,621	-351,194	-694

Kavod Senior Life
Property Budget Comparison
As of November 30, 2020

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
5000-00-002 REVENUE									
5000-00-005 RENT REVENUE									
5000-10-100 Tenant Rent	136,110	135,384	726	1	1,433,661	1,476,608	-42,947	-3	1,613,804
5000-10-200 HAP Subsidy	495,775	522,110	-26,335	-5	5,572,491	5,666,081	-93,590	-2	6,189,089
5000-99-999 TOTAL RENT REVENUE	631,885	657,494	-25,609	-4	7,006,152	7,142,689	-136,538	-2	7,802,893
5010-00-000 ADJUSTMENTS									
5010-00-400 Admin / Employee Unit	-3,668	0	-3,668	N/A	-14,672	0	-14,672	N/A	0
5010-00-999 TOTAL ADJUSTMENTS	-3,668	0	-3,668	N/A	-14,672	0	-14,672	N/A	0
5010-99-999 NET RENTAL REVENUE	628,217	657,494	-29,277	-4	6,991,480	7,142,689	-151,210	-2	7,802,893
5020-00-000 TENANT CHARGES									
5020-00-030 Miscellaneous Rent Revenue	0	0	0	N/A	155,804	0	155,804	N/A	0
5020-00-040 Laundry and Vending	750	875	-125	-14	7,956	9,625	-1,669	-17	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	15,583	-5,998	-38	17,000
5020-99-999 TOTAL TENANT CHARGES	750	2,292	-1,541	-67	173,377	25,208	148,168	588	27,500
5300-00-000 FOOD SERVICE									
5300-00-100 Resident Meal Payments	78,220	80,667	-2,447	-3	880,333	887,334	-7,001	-1	968,000
5300-00-300 Meal Delivery / Guest Meals	0	1,042	-1,042	-100	3,161	11,458	-8,297	-72	12,500
5300-00-400 Meal Subsidy	-8,978	-10,833	1,855	17	-122,282	-119,167	-3,115	-3	-130,000
5300-00-500 Assisted Living Supplement	22,401	19,867	2,534	13	237,841	218,533	19,308	9	238,400
5300-00-600 Catering and Special Functions	0	0	0	N/A	466	0	466	N/A	0
5300-00-999 TOTAL FOOD SERVICE	91,643	90,742	901	1	999,519	998,159	1,360	0	1,088,900
5310-00-000 ASSISTED LIVING REVENUE									
5310-00-100 Assisted Living Full Pay Residents	43,500	52,500	-9,000	-17	556,086	577,500	-21,414	-4	630,000
5310-00-200 Assisted Living Partial Pay Tenants	15,213	14,150	1,063	8	129,468	145,450	-15,982	-11	159,000
5310-00-300 Assisted Living Medicaid Contributions	22,187	23,700	-1,513	-6	255,826	260,700	-4,874	-2	284,400
5310-99-999 TOTAL ASSISTED LIVING REVENUE	80,900	90,350	-9,450	-10	941,380	983,650	-42,270	-4	1,073,400
5320-00-000 ACTIVITY REVENUE									
5320-00-100 Activities - Resident Receipts	0	1,917	-1,917	-100	3,544	21,083	-17,540	-83	23,000
5320-00-200 Activities - Donations	0	8	-8	-100	0	92	-92	-100	100
5320-00-300 Gift Shop - Receipts	0	225	-225	-100	256	2,474	-2,218	-90	2,699
5320-00-500 Assisted Living Activities Receipts	0	3,333	-3,333	-100	4,736	36,667	-31,930	-87	40,000
5320-99-999 TOTAL ACTIVITY REVENUE	0	5,483	-5,483	-100	8,536	60,316	-51,780	-86	65,799
5900-00-000 OTHER REVENUE									
5900-00-100 Investment Income - (UR)	0	467	-467	-100	0	5,133	-5,133	-100	5,600
5900-00-400 Miscellaneous Other Income	3,016	0	3,016	N/A	5,416	0	5,416	N/A	0
5900-00-500 Interest Income - Operations	-30	1,833	-1,863	-102	5,137	20,167	-15,029	-75	22,000
5900-99-998 TOTAL OTHER REVENUE	2,986	2,300	686	30	10,553	25,300	-14,747	-58	27,600
5900-99-999 TOTAL REVENUE	804,497	848,661	-44,164	-5	9,124,845	9,235,322	-110,477	-1	10,086,092

**Kavod Senior Life
Property Budget Comparison
As of November 30, 2020**

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual	
6000-00-002	ADMIN SALARIES AND BENEFITS									
6000-00-010	Labor - Food Service Director	5,137	5,158	21	0	62,855	61,895	-960	-2	67,053
6000-00-100	Labor - Leasing	15,074	14,662	-413	-3	171,822	175,943	4,121	2	190,605
6000-00-200	Labor - Front Office Staff	19,420	8,137	-11,284	-139	171,375	97,640	-73,735	-76	105,777
6000-00-500	Labor - Comm Relations / Marketing	10,282	9,766	-516	-5	130,043	117,191	-12,852	-11	126,957
6000-00-600	Labor - Accounting / Human Resources	42,042	40,554	-1,487	-4	497,875	486,654	-11,221	-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	5,900	6,023	123	2	78,559	72,274	-6,285	-9	78,297
6000-10-400	Workers Comp Expense	434	520	86	17	781	5,874	5,094	87	6,394
6000-10-500	Benefits	14,008	18,493	4,485	24	155,436	209,423	53,987	26	227,916
6000-30-100	Training and Development	904	3,417	2,513	74	10,951	37,583	26,632	71	41,000
6000-30-200	Employee Recognition	922	3,167	2,245	71	10,757	34,833	24,077	69	38,000
6000-30-400	Employee Wellness	100	917	817	89	1,380	10,083	8,703	86	11,000
6000-30-500	Help Wanted Advertising	0	208	208	100	389	2,293	1,904	83	2,501
6000-30-800	Employee Screening / Background Checks	0	208	208	100	2,051	2,293	241	11	2,501
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	114,223	111,229	-2,994	-3	1,354,019	1,378,980	24,962	2	1,490,210
6010-00-000	PROFESSIONAL FEES									
6010-00-200	Auditing Fees	0	3,750	3,750	100	41,170	41,251	81	0	45,001
6010-00-500	General Legal Expense	3,809	1,000	-2,809	-281	12,886	11,000	-1,885	-17	12,000
6010-99-999	TOTAL PROFESSIONAL FEES	3,809	4,750	941	20	54,056	52,251	-1,805	-3	57,001
6020-00-000	MANAGEMENT FEE EXPENSE									
6020-00-100	Management Fee	18,896	18,896	0	0	207,856	207,854	-2	0	226,750
6020-00-200	Management Salary/Benefits	-18,650	-18,650	0	0	-205,156	-205,156	0	0	-223,806
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	246	245	0	0	2,700	2,699	-2	0	2,944
6040-00-000	OTHER ADMINISTRATIVE EXPENSES									
6040-00-040	Other Renting Expense	550	1,458	908	62	4,663	16,042	11,379	71	17,500
6040-00-070	Membership and Fees	233	3,167	2,934	93	13,156	34,833	21,678	62	38,000
6040-00-100	Travel	35	208	173	83	929	2,293	1,364	59	2,501
6040-00-140	Telephone	3,684	2,833	-850	-30	38,352	31,168	-7,185	-23	34,001
6040-00-150	Supplies/Postage/Courier	2,514	5,583	3,070	55	57,930	61,417	3,486	6	67,000
6040-00-190	Software	0	1,583	1,583	100	13,130	17,417	4,287	25	19,000
6040-00-200	Hardware	6,494	1,917	-4,577	-239	13,560	21,083	7,523	36	23,000
6040-00-210	R/M CIS Services	4,915	4,750	-165	-3	49,616	52,250	2,634	5	57,000
6040-00-270	Misc Administrative Fees	1,715	3,583	1,868	52	40,871	39,417	-1,454	-4	43,000
6040-00-290	Bank Fees	43	83	41	49	1,204	917	-287	-31	1,000
6040-00-310	Board Event Expenses	40	542	502	93	1,785	5,958	4,173	70	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	20,222	25,709	5,486	21	235,948	282,794	46,846	17	308,502
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	138,500	141,933	3,433	2	1,646,723	1,716,724	70,001	4	1,858,657
6100-00-000	MARKETING AND ADVERTISING									

**Kavod Senior Life
Property Budget Comparison
As of November 30, 2020**

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
6100-00-100 Advertising - Ad Placement / Brochures	1,199	2,250	1,051	47	10,688	24,750	14,062	57	27,000
6100-00-200 Advertising - Community Outreach	1,066	4,087	3,021	74	14,325	44,954	30,630	68	49,041
6100-99-999 TOTAL MARKETING AND ADVERTISING	2,265	6,337	4,072	64	25,012	69,704	44,692	64	76,041
6400-00-000 UTILITY EXPENSES									
6400-00-100 Electricity	14,500	15,000	500	3	166,333	165,000	-1,333	-1	180,000
6400-00-200 Gas	4,096	5,917	1,821	31	42,947	65,083	22,136	34	71,000
6400-00-400 Water	2,945	3,833	888	23	34,374	42,166	7,792	18	45,999
6400-00-500 Sewer	8,666	5,500	-3,166	-58	59,268	60,505	1,237	2	66,005
6400-99-999 TOTAL UTILITY EXPENSES	30,206	30,250	44	0	302,922	332,754	29,831	9	363,004
6500-00-000 MAINTENANCE AND OPERATIONAL EXPENSES									
6500-00-001 REPAIRS AND MAINTENANCE									
6500-00-100 Labor - Housekeeping Staff	12,364	11,510	-854	-7	146,881	138,124	-8,757	-6	149,634
6500-00-200 Labor - Housekeeping Supervisor	4,747	4,685	-62	-1	57,460	56,214	-1,246	-2	60,899
6500-00-300 Labor - Maintenance Manager	15,061	15,196	135	1	215,027	182,347	-32,680	-18	197,543
6500-00-400 Labor - Maintenance Staff	12,794	12,639	-156	-1	147,327	151,662	4,336	3	164,301
6500-00-600 Labor - Security	6,786	5,985	-802	-13	73,245	71,815	-1,430	-2	77,800
6500-10-200 Maintenance - Payroll Taxes - SUTA/FUTA	3,939	3,698	-240	-6	50,629	44,380	-6,250	-14	48,078
6500-10-300 Maintenance - Workers Comp Expense	1,235	1,357	121	9	17,858	14,922	-2,935	-20	16,279
6500-10-400 Maintenance - Benefits	8,973	10,261	1,288	13	102,122	112,868	10,746	10	123,129
6500-20-100 Maintenance - Temporary Help	14,311	1,500	-12,811	-854	42,526	16,500	-26,026	-158	18,000
6500-20-300 Maintenance - Mileage	0	25	25	100	127	275	148	54	300
6500-20-400 East/West/South - Special Project	0	3,125	3,125	100	5,021	34,375	29,354	85	37,500
6500-20-500 Maintenance Licenses and Fees	0	258	258	100	1,371	2,841	1,469	52	3,099
6500-99-999 TOTAL REPAIRS AND MAINTENANCE EXPENSES	80,210	70,238	-9,973	-14	859,596	826,325	-33,271	-4	896,562
6510-00-000 MATERIALS									
6510-00-300 Supplies - Decorating	0	142	142	100	1,123	1,558	435	28	1,700
6510-00-700 Supplies - Maint / Repairs	12,454	20,833	8,379	40	199,466	229,167	29,701	13	250,000
6510-99-999 TOTAL MATERIALS	12,454	20,975	8,521	41	200,589	230,725	30,136	13	251,700
6520-00-000 CONTRACT COSTS									
6520-00-030 Contract - Building Repairs	29,124	39,583	10,460	26	274,676	435,418	160,741	37	475,001
6520-00-070 Contract - Pest Control	800	2,583	1,783	69	14,175	28,417	14,242	50	31,000
6520-00-090 Contract - Grounds	1,143	2,083	941	45	10,595	22,918	12,323	54	25,001
6520-00-100 Contract - Janitorial/Cleaning	1,174	6,833	5,659	83	9,191	75,167	65,976	88	82,000
6520-00-170 Contract - Elevator Monitoring	2,499	3,917	1,418	36	32,713	43,083	10,371	24	47,000
6520-00-220 Contract - Snow	695	1,250	555	44	4,733	13,751	9,018	66	15,001
6520-00-230 Contract - Trash	5,105	4,250	-855	-20	51,143	46,750	-4,393	-9	51,000
6520-00-240 Contract - Life Safety / Security	22	3,500	3,478	99	25,547	38,500	12,953	34	42,000
6520-99-998 TOTAL CONTRACT COSTS	40,562	64,000	23,439	37	422,773	704,003	281,230	40	768,003
6520-99-999 TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	133,226	155,213	21,987	14	1,482,957	1,761,052	278,095	16	1,916,265
6700-00-000 TAXES AND INSURANCE									
6700-00-040 Property Insurance	48,341	22,744	-25,597	-113	332,745	250,188	-82,558	-33	272,932

**Kavod Senior Life
Property Budget Comparison
As of November 30, 2020**

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
6700-00-070 Licenses and Fees	0	1,212	1,212	100	1,288	13,337	12,049	90	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	339,267	263,524	-75,743	-29	287,481
6900-00-000 FOOD SERVICE									
6900-00-020 Labor - Hourly Cooks	26,808	23,885	-2,923	-12	317,854	286,615	-31,238	-11	310,500
6900-00-030 Labor - Hourly Servers	16,489	19,326	2,837	15	203,134	231,915	28,780	12	251,241
6900-00-040 Labor - Assistant Manager	3,890	7,641	3,751	49	94,455	91,688	-2,766	-3	99,329
6900-00-050 Labor - Catering	0	1,492	1,492	100	2,206	16,408	14,202	87	17,900
6900-00-060 Labor - Special Staffing	625	667	42	6	6,250	7,333	1,083	15	8,000
6900-00-070 Labor - Outside Services Labor Expense	3,234	2,083	-1,151	-55	37,693	22,917	-14,777	-64	25,000
6900-00-300 Food - Payroll Taxes	3,697	4,600	903	20	50,350	50,600	250	0	55,200
6900-00-400 Food - Workers Comp Expense	1,260	2,367	1,107	47	14,300	26,033	11,734	45	28,400
6900-00-500 Food - Employee Benefits	9,335	8,750	-585	-7	108,113	96,250	-11,863	-12	105,000
6900-00-610 Food - Food and Beverage Expense	50,775	47,410	-3,365	-7	562,134	532,510	-29,624	-6	580,920
6900-00-620 Food Paper Products Expense	9,938	4,420	-5,518	-125	80,569	48,620	-31,949	-66	53,040
6900-00-630 Housekeeping Supplies / Service Expense	180	667	487	73	4,219	7,333	3,115	42	8,000
6900-00-640 Laundry / Linen Expense	211	750	539	72	4,755	8,250	3,495	42	9,000
6900-00-650 Equipment Expense	204	1,250	1,046	84	4,121	13,750	9,629	70	15,000
6900-00-660 Uniforms	0	625	625	100	5,078	6,875	1,797	26	7,500
6900-00-670 Decorating Expense	0	308	308	100	2,280	3,392	1,112	33	3,700
6900-99-999 TOTAL FOOD SERVICE	126,644	126,240	-405	0	1,497,510	1,450,490	-47,020	-3	1,577,730
6910-00-000 ASSISTED LIVING EXPENSE									
6910-00-010 Labor - Manager	5,666	5,895	228	4	68,893	69,814	922	1	75,632
6910-00-020 Labor - Care Givers / CC / Aides	33,995	32,328	-1,667	-5	399,420	387,941	-11,479	-3	420,269
6910-00-300 AL - Payroll Taxes	3,083	2,810	-273	-10	38,143	33,723	-4,420	-13	36,533
6910-00-400 AL - Workers Comp Expense	1,660	1,938	278	14	19,507	21,312	1,806	8	23,250
6910-00-500 AL - Employee Benefits	3,624	7,610	3,987	52	63,505	83,714	20,209	24	91,324
6910-00-520 AL - Training / Staff Development	558	0	-558	N/A	1,163	0	-1,163	N/A	0
6910-10-000 Medical - Required Testing	50	142	91	64	1,543	1,558	15	1	1,700
6910-10-010 AL - Food / Beverage Expense	22,401	19,867	-2,534	-13	237,841	218,533	-19,308	-9	238,400
6910-10-020 Medication Set-ups	56	88	32	36	1,936	962	-973	-101	1,050
6910-10-050 Misc Other Supplies	0	154	154	100	3,539	1,696	-1,843	-109	1,850
6910-10-060 Recreation / Rehabilitation	0	3,167	3,167	100	4,736	34,833	30,097	86	38,000
6910-99-999 TOTAL ASSISTED LIVING EXPENSE	71,093	73,998	2,905	4	840,225	854,087	13,863	2	928,008
6920-00-000 ACTIVITY PROGRAM EXPENSE									
6920-00-010 ACT - Newsletter	3,902	2,083	-1,818	-87	11,265	22,918	11,652	51	25,001
6920-00-020 ACT - Activities Staff	15,197	15,671	474	3	178,823	188,058	9,234	5	203,729
6920-00-030 ACT - Activities Outreach- Volunteer - Bday	0	1,583	1,583	100	10,425	17,417	6,992	40	19,000
6920-00-040 ACT - Classes Expense	770	933	163	17	4,768	10,266	5,497	54	11,199
6920-00-050 ACT - Health / Wellness Expense	1,314	2,915	1,601	55	8,028	32,065	24,037	75	34,980
6920-00-060 ACT - Activities / Outings Expense	4,466	5,417	950	18	17,161	59,584	42,423	71	65,001
6920-00-300 ACT - Payroll Taxes	975	1,206	231	19	12,966	14,471	1,506	10	15,677
6920-00-400 ACT - Workers Comp Expense	408	462	54	12	4,788	5,078	291	6	5,540

**Kavod Senior Life
Property Budget Comparison
As of November 30, 2020**

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual	
6920-00-500	ACT - Employee Benefits	4,649	4,183	-466	-11	49,581	46,011	-3,570	-8	50,194
6920-00-510	Gift Shop Expense	0	325	325	100	419	3,576	3,157	88	3,901
6920-00-520	Van Expense	134	1,083	949	88	3,684	11,917	8,233	69	13,000
6920-00-550	ACT - AL Activities	700	3,333	2,633	79	5,988	36,667	30,678	84	40,000
6920-00-560	ACT - Family Events	0	308	308	100	0	3,392	3,392	100	3,700
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	32,514	39,504	6,989	18	307,897	451,418	143,521	32	490,922
6930-00-000	RESIDENT COMPUTER CENTER									
6930-00-010	Labor - RCC Staff - Post 2008	4,709	4,477	-233	-5	57,797	53,718	-4,079	-8	58,195
6930-00-300	RCC - Payroll Taxes	356	388	32	8	4,529	4,437	-92	-2	4,825
6930-00-400	RCC - Workers Comp Expense	143	173	30	18	1,744	1,906	162	9	2,079
6930-00-500	RCC - Employee Benefits	1,059	1,267	207	16	12,310	13,933	1,624	12	15,200
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	6,268	6,304	36	1	76,380	73,995	-2,386	-3	80,299
6940-00-000	SERVICE COORDINATOR EXPENSE									
6940-00-010	Labor - Service Coordinator	21,183	22,131	948	4	273,929	265,577	-8,353	-3	287,708
6940-00-020	SC - Resident Outreach	0	375	375	100	350	4,125	3,775	92	4,500
6940-00-300	SC - Payroll Taxes	1,538	1,749	210	12	20,340	20,987	647	3	22,736
6940-00-400	SC - Workers Comp Expense	528	547	18	3	6,617	6,014	-603	-10	6,561
6940-00-500	SC - Employee Benefits	5,385	3,243	-2,142	-66	59,325	35,669	-23,656	-66	38,912
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	28,635	28,045	-590	-2	360,561	332,372	-28,189	-8	360,417
7000-00-100	OTHER INCOME / EXPENSE									
7000-00-300	Dividend Income	-18	0	18	N/A	-18	0	18	N/A	0
7009-99-999	TOTAL OTHER INCOME / EXPENSE	-18	0	18	N/A	-18	0	18	N/A	0
8000-00-010	NON-PROFIT EXPENSES									
8000-00-340	Payroll and Staffing	-918	0	918	N/A	0	0	0	N/A	0
8000-00-400	Office Supplies	-132	0	132	N/A	509	0	-509	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	-1,050	0	1,050	N/A	1,999	0	-1,999	N/A	0
8999-99-998	TOTAL OPERATING EXPENSES	616,626	631,780	15,155	2	6,881,437	7,306,121	424,684	6	7,938,824
8999-99-999	NET OPERATING INCOME / LOSS	187,871	216,880	-29,010	-13	2,243,408	1,929,201	314,207	16	2,147,268
9010-00-000	NON-OPERATING EXPENSES									
9010-10-100	Interest Expense - Note Payable MF	39,237	36,333	-2,903	-8	370,340	399,667	29,327	7	436,000
9010-20-100	Depreciation - Buildings	78,850	78,417	-433	-1	867,350	862,583	-4,767	-1	941,000
9010-90-500	Gain / Loss on Investment	88	0	-88	N/A	352	0	-352	N/A	0
9019-99-999	TOTAL NON-OPERATING EXPENSES	118,175	114,750	-3,425	-3	1,238,042	1,262,250	24,208	2	1,377,000
9999-99-998	NET INCOME / LOSS	69,696	102,130	-32,435	-32	1,005,366	666,951	338,415	51	770,268

Kavod Senior Life

Fiscal Committee Meeting Minutes from January 19, 2021

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

Staff: Michael Klein, Tracy Kapaun, 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. The December 9th 2020 Fiscal Meeting minutes were reviewed. The group approved the minutes from the December meeting with the motion made by Connell and seconded by Steven. Motion passed.

Michael gave an update on COVID-19 and the upcoming on-site first vaccine for independent living residents and staff. Right now Kavod has about 60% participation rate for both staff and residents. Assisted Living will have their first vaccination on January 20th; they have a better turnout rate than independent living. Kavod currently has two resident COVID cases and no staff cases. CDPHE just informed Kavod that they could start moving new residents in.

Connell asks about when construction could start. Tracy answered and said we do not know. After 28 days of no cases we can look at restarting construction again. We meet again Feb 1, 2021 with Marx Okubo and Pinkard to evaluate a start date. It will take at least a month after Kavod gives Pinkard the go ahead to start up construction again.

Connell asked if there was any questions on the November 2020 financials. Rob asked about having the following month's statements (review December in January) available for the meeting. The group discussed the idea; Mike said he would have to change some of the monthly accounting to accommodate the request. Connell and Mike will evaluate the request and get back to the group at the February meeting. The group approved the November financial statements with the motion made by Connell and seconded by Perry. Motion passed.

Mike gave an update on the audit, PPP loan and year-end 2020 financial statements. The PPP loan with MidFirst was formally forgiven January 6th 2021. The process went much smoother than originally thought. Everything for the 2020 audit is on schedule; the auditors

will be on site the week of March 8th. This year a lot of the work will be done remotely. It appears that 2020 Net Income will be under budget. December grant revenue and salary expenses are higher than budgeted.

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

Notes to December 2020 Financial Statements

Prepared by Mike Belieu, CFO, Kavod Senior Life

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

Cash:

- Operating cash balance as of December 2020 is \$5,620,039 down from \$5,694,194 in November 2020. This balance includes operating cash at MidFirst and ANB Bank. The detail of the operating cash can be found on the Summary Cash Flow statement.

Balance Sheet changes YTD:

- *Total cash decreased by \$319,930.* Operating and Payroll cash balances increased \$683,826 through December due to MidFirst SBA Loan and positive operating results. Loan Escrow balance decreased \$1,411,000 due to funding of Pinkard construction draws.
- Prepaid Expenses balance increased with addition of the property/liability insurance payments.
- Other Current Assets increase is due to intercompany balances. Dining, West and South intercompany balances have increased in 2020.
- Property and Equipment increased due to construction work in the West building on the office and unit sprinklers. The East building had work done in the Bistro, Shul and common area HVAC upgrades.
- Mortgage and Notes Payable increased due to the PPP loan of \$794,400 and the ongoing MidFirst construction loan.

Net Income:

- Through December 2020, net income is \$1,212,695 versus the budgeted net income of \$825,491.

Changes to Net income from November to December

- The Kavod Senior Life Foundation had net income of \$658,315.
- Payroll expense increased and is over budget in December due to third payroll in December that was not budgeted.
- Year-end entries for amortization, vacancy and accrued payroll were all booked.
- COVID-19 expenses started the third week of March. Total expenses through December 2020 are \$291,512.

Revenue:

- Total revenue YTD through December 2020 is \$10,683,693 compared to the budgeted amount of \$10,825,942, a difference of \$142,249 or 1.31 percent lower.
- Rental revenue is lower than budget by \$145,602 through December 2020. Kavod had higher vacancy in December due to the effects of COVID-19 and unit construction. As of December 30, there are 31 units vacant.

- Total Adjustment represent Night Managers unit rent that is considered vacancy or loss to lease. For year-end, this adjustment was moved to Other Admin Expenses under Office/Model rent.
- 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 \$155,804.
- Assisted Living revenue YTD is under budget by \$66,706. For December 2020, there was three market rate and one Medicaid unit vacant. Kavod currently has one couple in the Assisted Living unit which increases monthly revenue.
- Activity Revenue is down \$57,256 through December. All resident activities are on hold due to the Covid-19 virus. Kavod is able to move in new residents and complete resident transfers from independent living.
- Dining/Food Service revenue is over budget for the first twelve months of 2020 by \$2,123. There were 31 meal exceptions in December.
- Grant revenue is under budget by \$58,508 through December. In December, Kavod received \$41,103 in grants from the City and County of Denver and Rose Community Fund in the amount of \$87,870 for Covid-19 related expenses.
- Non-Profit/Contribution revenue is over budget by \$38,491 through December 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 through December of 2020 were \$8,651,471 compared to the budgeted amount of \$8,623,451 a difference of \$28,020 or 1 percent higher than budget.
- Net Operating Income (NOI) came in higher than budget through December at \$2,032,221 versus the budgeted amount of \$2,202,491 a variance of \$170,269 or 7.73% less than budget.
- Assisted Living expenses year to date are higher than budget by \$3,138. Recreation and rehabilitation and employee benefits are under budget for December and YTD.
- The Operations and Maintenance category is under budget by \$222,004 due to lower supplies, cleaning and outside services costs. Most categories are running under budget YTD.
- Taxes and Insurance cost are over budget \$100,128. This overage is due to increases property and casualty insurance costs. Kavod is working to reduce his number for 2021.
- Food Service costs are over budget by \$74,741; December food and beverage expense were lower than budget by \$6,623. 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.
- Non-Profit costs are over budget by \$277,704. This line item is made up of COVID-19 expenses, such as supplies, labor for screening desks, meal credits applied to residents' accounts.
- Activity, Resident Computer, and Service Coordinator expenses were under budget \$87,327. These are program related costs that 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 is higher than budget \$77,028 through December 2020.
- 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.

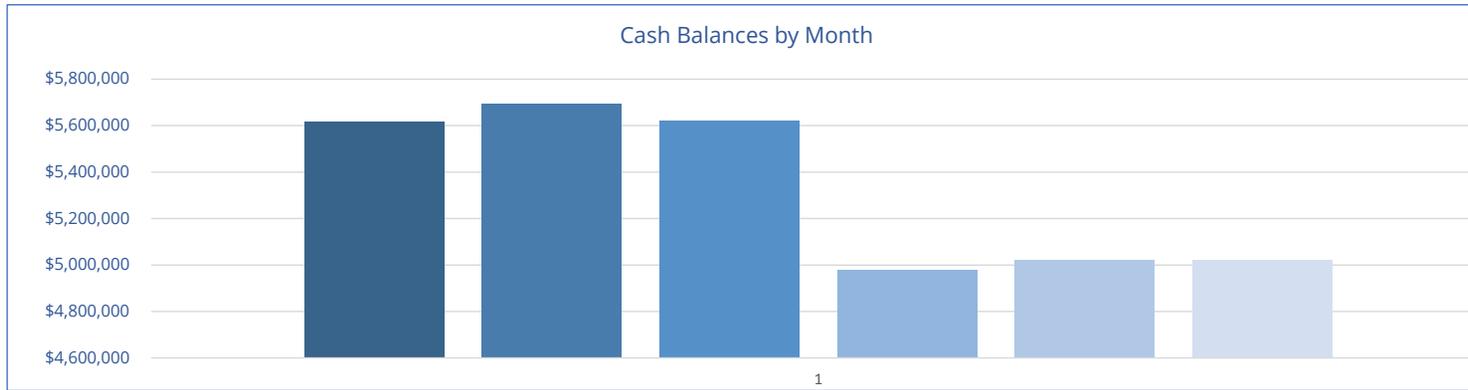
Non-Operating Revenue/Expenses and Other Information:

- Non-operating expenses including debt service (excluding capital costs) came in \$566,474 under budget. This is due to Foundation income hitting this category.
- Debt service expense came in at \$408,339 YTD versus a budget of \$436,000 Interest costs are lower than budget due to a smaller than projected MidFirst loan balance.

Capital Items:

- Two HVAC pumps were replaced in the East Building, the cost was \$27,683 and the project was completed in December 2020
- 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 was added to fixed assets.
- Yardi consulting cost for the software conversion total \$65,720.
- Kavod has chosen a roofing contractor to complete 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 started in the December 2020. A deposit in the amount \$148,000 has been added to work in progress in 2020.
- Kavod 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
YTD FINANCIAL SUMMARY as of 1/31/2021



Cash Balances by Month - See Chart	December 20	November 20	October 20	September-20	August-20	July-20
Cash on Hand	\$ 5,620,039	\$ 5,694,194	\$ 5,621,600	\$ 4,980,000	\$ 5,021,600	\$ 5,021,600

Net Income	December 20	November 20	October 20	September-20	August-20	July-20
Actual	\$ 1,212,280	\$ 704,793	\$ 644,364	\$ 544,888	\$ 385,794	\$ 306,246
Budget	\$ 825,491	\$ 717,572	\$ 610,840	\$ 511,984	\$ 417,959	\$ 306,568
Variance	\$ 386,789	\$ (12,779)	\$ 33,524	\$ 32,904	\$ (32,165)	\$ (322)

Kavod Meal Exceptions	December 20	November 20	October 20	September-20	August-20	July-20
Number of Residents	31	32	33	36	36	36

Occupancy Percentage	December 20	November 20	October 20	September-20	August-20	July-20
	92%	93%	94%	95%	95%	95%

Vacant Units	December 20	November 20	October 20	September-20	August-20	July-20
Independent Living	27	24	20	16	15	17
Assisted Living	4	4	3	3	3	3
Total Vacant Units	31	28	23	19	18	20

Grant Revenue by Month	December 20	November 20	October 20	September-20	August-20	July-20
Actual	\$ 257,092	\$ 128,119	\$ 111,119	\$ 71,979	\$ 69,479	\$ 69,479
Budgeted	\$ 315,600	\$ 289,300	\$ 263,000	\$ 236,700	\$ 210,400	\$ 184,100
Variance	\$ (58,508)	\$ (161,181)	\$ (151,881)	\$ (164,721)	\$ (140,921)	\$ (114,621)

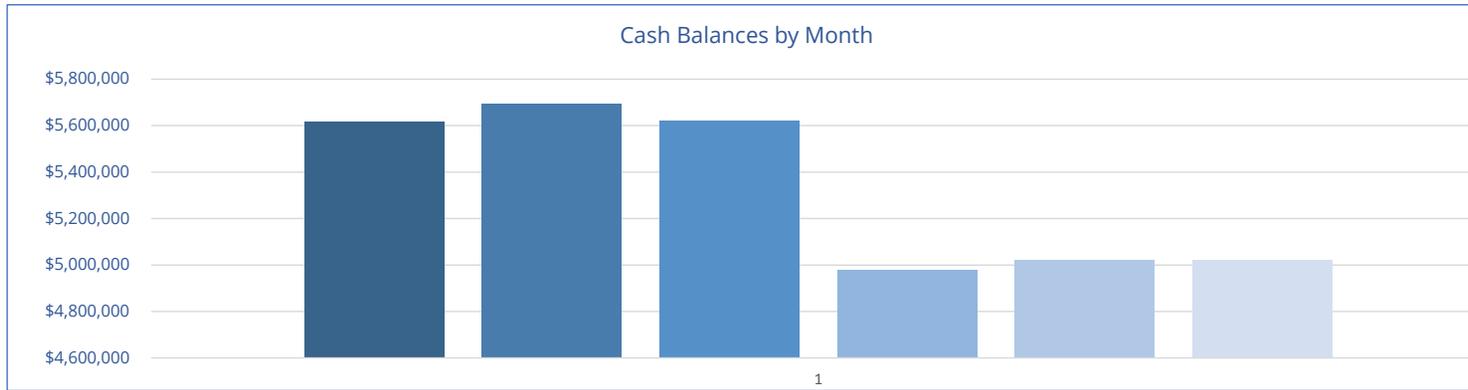
MidFirst Construction Loan Balance	December 20	November 20	October 20	September-20	August-20	July-20
Drawn Down	\$ 10,798,132	\$ 10,649,843	\$ 10,649,843	\$ 10,308,838	\$ 9,809,193	\$ 9,480,137
Available	\$ 6,201,868	\$ 6,350,157	\$ 6,350,157	\$ 6,691,162	\$ 7,190,807	\$ 7,519,863
Total	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000

Note: The available loan balance includes cash set aside to pay for West project costs.

Kavod Senior Life Foundation	December 20	December 19	Change
Investment Balance	\$ 6,472,208	\$ 5,974,433	\$ 497,775

Note: Balance includes a \$250,000 withdrawal in December of 2021

KAVOD SENIOR LIFE
YTD FINANCIAL SUMMARY as of 12/31/2020



Cash Balances by Month - See Chart	December 20	November 20	October 20	September-20	August-20	July-20
Cash on Hand	\$ 5,620,039	\$ 5,694,194	\$ 5,621,600	\$ 4,980,000	\$ 5,021,600	\$ 5,021,600

Net Income	December 20	November 20	October 20	September-20	August-20	July-20
Actual	\$ 1,212,280	\$ 704,793	\$ 644,364	\$ 544,888	\$ 385,794	\$ 306,246
Budget	\$ 825,491	\$ 717,572	\$ 610,840	\$ 511,984	\$ 417,959	\$ 306,568
Variance	\$ 386,789	\$ (12,779)	\$ 33,524	\$ 32,904	\$ (32,165)	\$ (322)

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Number of Residents	31	32	33	36	36	36

Occupancy Percentage	December 20	November 20	October 20	September-20	August-20	July-20
	92%	93%	94%	95%	95%	95%

Vacant Units	December 20	November 20	October 20	September-20	August-20	July-20
Independent Living	27	24	20	16	15	17
Assisted Living	4	4	3	3	3	3
Total Vacant Units	31	28	23	19	18	20

Grant Revenue by Month	December 20	November 20	October 20	September-20	August-20	July-20
Actual	\$ 257,092	\$ 128,119	\$ 111,119	\$ 71,979	\$ 69,479	\$ 69,479
Budgeted	\$ 315,600	\$ 289,300	\$ 263,000	\$ 236,700	\$ 210,400	\$ 184,100
Variance	\$ (58,508)	\$ (161,181)	\$ (151,881)	\$ (164,721)	\$ (140,921)	\$ (114,621)

MidFirst Construction Loan Balance	December 20	November 20	October 20	September-20	August-20	July-20
Drawn Down	\$ 10,798,132	\$ 10,649,843	\$ 10,649,843	\$ 10,308,838	\$ 9,809,193	\$ 9,480,137
Available	\$ 6,201,868	\$ 6,350,157	\$ 6,350,157	\$ 6,691,162	\$ 7,190,807	\$ 7,519,863
Total	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000

Note: The available loan balance includes cash set aside to pay for West project costs.

Kavod Senior Life Foundation	December 20	December 19	Change
Investment Balance	\$ 6,472,208	\$ 5,974,433	\$ 497,775

Note: Balance includes a \$250,000 withdrawal in December of 2021

Kavod Senior Life
Balance Sheet (With Period Change)

As of December 31, 2020

	Balance	Beginning	Net
	Current Period	Balance	Change
1000-00-001 ASSETS			
1000-00-003 CASH			
UNRESTRICTED CASH	7,999,070	8,726,918	-727,848
1010-99-998 RESTRICTED CASH	7,076,481	6,668,563	407,918
1010-99-999 TOTAL CASH	15,075,551	15,395,481	-319,930
1020-90-999 ACCOUNTS AND NOTES RECEIVABLE	-278,276	-242,719	-35,557
1100-00-999 PREPAID EXPENSES	816,621	190,000	626,621
1200-90-999 OTHER CURRENT ASSETS	3,128,251	1,818,929	1,309,322
1200-99-999 CURRENT ASSETS	3,128,251	1,818,929	1,309,322
1300-99-999 PROPERTY AND EQUIPMENT	31,354,579	26,662,056	4,692,524
1310-90-999 ACCUMULATED DEPRECIATION AND AMORTIZATION	-17,462,589	-16,514,012	-948,577
1310-99-999 NET PROPERTY AND EQUIPMENT	13,891,991	10,148,044	3,743,947
1399-99-998 OTHER NONCURRENT ASSETS	112,011	124,457	-12,446
1999-99-999 TOTAL ASSETS	32,746,148	27,434,192	5,311,957
2000-00-000 LIABILITIES AND EQUITY / FUND BALANCE			
2000-99-999 ACCOUNTS PAYABLE	249,911	297,816	-47,905
2010-90-999 ACCRUAL PAYROLL AND BENEFITS	187,559	202,471	-14,913
2020-99-998 OTHER CURRENT LIABILITES	1,549,804	291,433	1,258,371
2020-99-999 CURRENT LIABILITIES	1,987,274	791,721	1,195,554
2100-99-999 DEPOSITS AND PREPAID LIABILITIES	157,600	163,342	-5,742
2500-99-999 MORTGAGE AND NOTES PAYABLE	11,900,450	9,000,000	2,900,450
2999-99-999 TOTAL LIABILITIES	14,045,324	9,955,063	4,090,261
3000-99-999 CONTRIBUTED CAPITAL	904,139	904,139	0
3600-99-997 RETAINED EARNINGS / FUND BALANCE	17,796,685	16,574,990	1,221,695
3999-99-998 EQUITY / FUND BALANCE	18,700,824	17,479,129	1,221,695
3999-99-999 TOTAL LIABILITIES AND EQUITY / FUND BALANCE	32,746,148	27,434,192	5,311,957

**Kavod Senior Life
Cash Flow Statement
As of December 30, 2020**

	Period to Date	%	Year to Date	%	
REVENUE					
5000-99-999	TOTAL RENT REVENUE	7,657,291	72	7,657,291	72
5020-99-999	TOTAL TENANT CHARGES	174,032	2	174,032	2
5300-00-999	TOTAL FOOD SERVICE	1,091,023	10	1,091,023	10
5310-99-999	TOTAL ASSISTED LIVING REVENUE	1,006,694	9	1,006,694	9
5320-99-999	TOTAL ACTIVITY REVENUE	8,543	0	8,543	0
5600-99-999	TOTAL NON-PROFIT REVENUE	462,641	4	462,641	4
5610-99-999	TOTAL GRANT REVENUE	257,092	2	257,092	2
5900-99-998	TOTAL OTHER REVENUE	26,376	0	26,376	0
	TOTAL REVENUE	10,683,693	100	10,683,693	100
EXPENSES					
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	1,567,238	15	1,567,238	15
6010-99-999	TOTAL PROFESSIONAL FEES	81,496	1	81,496	1
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	2,946	0	2,946	0
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	312,917	3	312,917	3
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	1,964,597	18	1,964,597	18
6100-99-999	TOTAL MARKETING AND ADVERTISING	29,592	0	29,592	0
6400-99-999	TOTAL UTILITY EXPENSES	329,848	3	329,848	3
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSES	956,822	9	956,822	9
6510-99-999	TOTAL MATERIALS	219,793	2	219,793	2
6520-99-998	TOTAL CONTRACT COSTS	517,646	5	517,646	5
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	1,694,261	16	1,694,261	16
6700-99-999	TOTAL TAXES AND INSURANCE	387,609	4	387,609	4
6900-99-999	TOTAL FOOD SERVICE	1,652,471	15	1,652,471	15
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	931,146	9	931,146	9
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	350,506	3	350,506	3
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	90,375	1	90,375	1
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	403,429	4	403,429	4
7009-99-999	TOTAL OTHER INCOME / EXPENSE	-144,691	-1	-144,691	-1
8000-99-999	TOTAL NON-PROFIT EXPENSES	962,331	9	962,331	9
	TOTAL EXPENSES	8,651,471	81	8,651,471	81
	NET OPERATING INCOME / LOSS	2,032,221	19	2,032,221	19
9010-80-000	Depreciation - Miscellaneous Fixed Assets	2,377	0	2,377	0
9010-90-200	Amortization - Loan Fees	12,446	0	12,446	0
9010-90-400	Unrealized Gain / Loss on Investments	-259,480	-2	-259,480	-2
9010-90-600	Change in Value of Investment	-78,657	-1	-78,657	-1
	TOTAL NON-OPERATING EXPENSES	810,526	8	810,526	8
	NET INCOME / LOSS	1,221,695	11	1,221,695	11
ADJUSTMENTS					
1010-04-000	Cash Restricted - Reserve for Replacement	-1,769	0	-1,769	0
1020-00-010	A/R - Tenants	-7,942	0	-7,942	0
1020-10-010	A/R - HAP	-7,872	0	-7,872	0
1020-20-010	A/R - Medicaid	13,892	0	13,892	0
1020-20-020	A/R - Other Government	36,600	0	36,600	0
1020-40-010	A/R - Employees	2,113	0	2,113	0
1020-40-020	A/R - Cobra	-95	0	-95	0
1020-60-000	A/R - Other	-1,139	0	-1,139	0
1100-00-100	Prepaid Insurance - Property / Liability	-601,927	-6	-601,927	-6
1100-00-300	Prepaid Expense - Other	-24,694	0	-24,694	0
1200-20-000	Investments - Restricted	-3,462	0	-3,462	0
1200-80-000	Due from Affiliates	-1,305,860	-12	-1,305,860	-12
1300-80-100	Construction in Progress	-4,692,524	-44	-4,692,524	-44
1310-20-100	Accum Depr - Buildings	946,200	9	946,200	9
1310-60-100	Accum Depr - Miscellaneous Fixed Assets	2,377	0	2,377	0
1390-00-300	Accumulated Amortization	12,446	0	12,446	0
2000-10-000	Accounts Payable	-47,905	0	-47,905	0

Kavod Senior Life
Cash Flow Statement
As of December 30, 2020

		Period to Date	%	Year to Date	%
2010-10-000	Accrued Payroll Wages Payable	-4,160	0	-4,160	0
2010-30-010	Health Insurance Payable	0	0	0	0
2010-30-030	Vision Insurance Payable	0	0	0	0
2010-30-040	Disability Insurance Payable	0	0	0	0
2010-30-050	Life Insurance Payable	0	0	0	0
2010-30-070	Transportation Benefits Payable	-8,892	0	-8,892	0
2010-30-080	Pension Payable	-6	0	-6	0
2010-30-090	403b Thrift Plan Deferrals	3,534	0	3,534	0
2010-30-100	Flexible Spending Account Deferrals	-5,389	0	-5,389	0
2020-20-000	Accrued Utilities	-9,733	0	-9,733	0
2020-30-000	Due to Affiliates	1,315,513	12	1,315,513	12
2020-90-000	Misc Accrued Expenses	-47,409	0	-47,409	0
2100-10-100	Tenant Security Deposits	-7,340	0	-7,340	0
2100-10-200	Security Deposit Interest	-586	0	-586	0
2100-10-500	Security Deposit - Activities	2,175	0	2,175	0
2100-10-700	Sec Dep Clearing Account	-612	0	-612	0
2100-20-000	Tenant Prepaid Rents	621	0	621	0
2500-10-100	Construction Loan	2,106,050	20	2,106,050	20
2500-20-100	MidFirst PPE Loan	794,400	7	794,400	7
TOTAL ADJUSTMENTS		-1,543,394	-14	-1,543,394	-14
CASH FLOW		-321,699	-3	-321,699	-3

-321,699

	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	397,230	316,152	
1000-10-200	Operating	3,993,837	4,857,469	863,632	
1000-10-300	Cash Operating 3	100,000	100,020	20	
1000-10-500	Food Service Ops	42,515	5,660	-36,855	
1000-10-600	Assisted Living Ops	608,802	259,540	-349,262	
1000-20-000	Cash Savings	100	120	20	
1000-30-000	Investment Accounts	2,322,699	2,332,542	9,843	
1000-40-000	Cash Construction	1,443,930	32,256	-1,411,000	
1000-50-100	Cash Payroll	128,941	5,649	-123,292	Operating
1000-50-200	Cash FSA	3,517	7,085	3,568	Cash
1000-90-999	Cash - Other	0	0	0	Balance
1010-00-100	Library Fund	6,147	6,147	0	\$5,620,039
1010-00-200	Pershing - 2005	4,890,801	5,169,771	278,970	
1010-00-210	Pershing - 2021	1,083,633	1,204,380	120,747	
1010-00-300	Rose Community Foundation	83,312	91,910	8,598	
1010-01-000	Security Deposit	158,186	156,000	-2,186	
1010-01-100	Cash Restricted - Security Deposits - ANB	25	45	20	
1010-04-000	Cash Restricted - Reserve for Replacement	446,459	448,228	1,769	
Total Cash		15,395,481	15,075,551	-319,930	

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

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	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	159,789	137,196	22,593	16	1,593,450	1,613,804	-20,354	-1.26
5000-10-200	HAP Subsidy	491,564	523,007	-31,443	-6	6,064,055	6,189,089	-125,034	-2.02
5000-30-000	Prepaid Rents	0	0	0	N/A	-214	0	-214	N/A
5000-99-999	TOTAL RENT REVENUE	651,353	660,203	-8,850	-1	7,657,291	7,802,893	-145,602	-1.87
5010-00-000	ADJUSTMENTS								
5010-00-400	Admin / Employee Unit	14,672	0	14,672	N/A	0	0	0	N/A
5010-00-999	TOTAL ADJUSTMENTS	14,672	0	14,672	N/A	0	0	0	N/A
5010-99-999	NET RENTAL REVENUE	666,025	660,203	5,822	1	7,657,291	7,802,893	-145,602	-1.87
5020-00-000	TENANT CHARGES								
5020-00-030	Miscellaneous Rent Revenue	0	0	0	N/A	155,804	0	155,804	N/A
5020-00-040	Laundry and Vending	655	875	-220	-25	8,612	10,500	-1,888	-17.98
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	17,000	-7,414	-43.61
5020-99-999	TOTAL TENANT CHARGES	655	2,292	-1,636	-71	174,032	27,500	146,532	532.84
5300-00-000	FOOD SERVICE								
5300-00-100	Resident Meal Payments	78,154	80,667	-2,513	-3	958,487	968,000	-9,514	-0.98
5300-00-300	Meal Delivery / Guest Meals	0	1,042	-1,042	-100	3,161	12,500	-9,339	-74.71
5300-00-400	Meal Subsidy	-9,051	-10,833	1,782	16	-131,333	-130,000	-1,333	-1.03
5300-00-500	Assisted Living Supplement	22,401	19,867	2,534	13	260,242	238,400	21,842	9.16
5300-00-600	Catering and Special Functions	0	0	0	N/A	466	0	466	N/A
5300-00-999	TOTAL FOOD SERVICE	91,504	90,742	762	1	1,091,023	1,088,900	2,123	0.19
5310-00-000	ASSISTED LIVING REVENUE								
5310-00-100	Assisted Living Full Pay Residents	29,383	52,500	-23,117	-44	585,469	630,000	-44,531	-7.07
5310-00-200	Assisted Living Partial Pay Tenants	14,272	13,550	722	5	143,740	159,000	-15,260	-9.60
5310-00-300	Assisted Living Medicaid Contributions	21,659	23,700	-2,041	-9	277,485	284,400	-6,915	-2.43
5310-99-999	TOTAL ASSISTED LIVING REVENUE	65,314	89,750	-24,436	-27	1,006,694	1,073,400	-66,706	-6.21
5320-00-000	ACTIVITY REVENUE								
5320-00-100	Activities - Resident Receipts	7	1,917	-1,910	-100	3,551	23,000	-19,449	-84.56
5320-00-200	Activities - Donations	0	8	-8	-100	0	100	-100	-100.00
5320-00-300	Gift Shop - Receipts	0	225	-225	-100	256	2,699	-2,443	-90.51
5320-00-500	Assisted Living Activities Receipts	0	3,333	-3,333	-100	4,736	40,000	-35,264	-88.16
5320-99-999	TOTAL ACTIVITY REVENUE	7	5,483	-5,476	-100	8,543	65,799	-57,256	-87.02
5600-00-000	NON-PROFIT REVENUE								
5600-10-200	Management Fee Revenue	18,896	18,896	0	0	225,748	226,750	-1,002	-0.44
5600-30-140	Non-Profit Donations	0	0	0	N/A	13,658	0	13,658	N/A
5600-30-170	Endowment Income	0	358	-358	-100	0	4,300	-4,300	-100.00
5600-30-180	Ala Carte Services	146	1,375	-1,229	-89	6,051	16,500	-10,449	-63.33

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

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		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
5600-30-190	Non-Profit Income	39,611	14,717	24,894	169	215,462	176,600	38,862	22.01
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	58,653	35,346	23,307	66	462,641	424,150	38,491	9.07
5610-00-000	GRANT REVENUE								
5610-00-200	Capital Fund Grants	128,973	26,300	102,673	390	257,092	315,600	-58,508	-18.54
5610-99-999	TOTAL GRANT REVENUE	128,973	26,300	102,673	390	257,092	315,600	-58,508	-18.54
5900-00-000	OTHER REVENUE								
5900-00-100	Investment Income - (UR)	12,356	467	11,889	2,548	12,356	5,600	6,756	120.63
5900-00-400	Miscellaneous Other Income	1,260	8	1,252	14,954	6,676	100	6,576	6,575.94
5900-00-500	Interest Income - Operations	2,208	1,833	374	20	7,345	22,000	-14,655	-66.61
5900-99-998	TOTAL OTHER REVENUE	15,823	2,308	13,515	585	26,376	27,700	-1,324	-4.78
5900-99-999	TOTAL REVENUE	1,026,955	912,424	114,531	13	10,683,693	10,825,942	-142,249	-1.31
6000-00-001	ADMINISTRATIVE EXPENSES								
6000-00-002	ADMIN SALARIES AND BENEFITS								
6000-00-010	Labor - Food Service Director	8,141	5,158	-2,984	-58	70,996	67,053	-3,943	-5.88
6000-00-100	Labor - Leasing	19,952	14,662	-5,290	-36	191,774	190,605	-1,169	-0.61
6000-00-200	Labor - Front Office Staff	30,069	8,137	-21,932	-270	201,444	105,777	-95,667	-90.44
6000-00-500	Labor - Comm Relations / Marketing	15,703	9,766	-5,937	-61	145,746	126,957	-18,789	-14.80
6000-00-600	Labor - Accounting / Human Resources	64,536	40,554	-23,982	-59	562,411	527,208	-35,203	-6.68
6000-10-200	Potential Bonus	43,653	0	-43,653	N/A	103,399	65,001	-38,398	-59.07
6000-10-300	Payroll Taxes - SUTA/FUTA	9,385	6,023	-3,362	-56	87,944	78,297	-9,647	-12.32
6000-10-400	Workers Comp Expense	630	520	-111	-21	1,411	6,394	4,983	77.93
6000-10-500	Benefits	16,270	18,493	2,223	12	171,705	227,916	56,210	24.66
6000-30-100	Training and Development	3,600	3,417	-183	-5	14,551	41,000	26,449	64.51
6000-30-200	Employee Recognition	1,029	3,167	2,138	68	11,785	38,000	26,215	68.99
6000-30-400	Employee Wellness	250	917	667	73	1,630	11,000	9,370	85.18
6000-30-500	Help Wanted Advertising	0	208	208	100	389	2,501	2,112	84.45
6000-30-800	Employee Screening / Background Checks	0	208	208	100	2,051	2,501	450	17.98
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	213,219	111,229	-101,990	-92	1,567,238	1,490,210	-77,028	-5.17
6010-00-000	PROFESSIONAL FEES								
6010-00-200	Auditing Fees	13,050	3,750	-9,300	-248	54,220	45,001	-9,219	-20.49
6010-00-500	General Legal Expense	14,390	1,000	-13,390	-1,339	27,275	12,000	-15,275	-127.29
6010-99-999	TOTAL PROFESSIONAL FEES	27,440	4,750	-22,690	-478	81,496	57,001	-24,495	-42.97
6020-00-000	MANAGEMENT FEE EXPENSE								
6020-00-100	Management Fee	18,896	18,896	0	0	226,752	226,750	-2	0.00
6020-00-200	Management Salary/Benefits	-18,651	-18,651	0	0	-223,806	-223,806	0	0.00
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	246	245	0	0	2,946	2,944	-2	-0.07
6040-00-000	OTHER ADMINISTRATIVE EXPENSES								
6040-00-020	Office / Model Rent	43,104	0	-43,104	N/A	43,104	0	-43,104	N/A
6040-00-040	Other Renting Expense	1,118	1,458	341	23	5,780	17,500	11,720	66.97

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	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var	
6040-00-070	Membership and Fees	2,319	3,167	848	27	15,475	38,000	22,525	59.28
6040-00-100	Travel	5	208	204	98	933	2,501	1,568	62.69
6040-00-140	Telephone	3,823	2,833	-990	-35	42,175	34,001	-8,174	-24.04
6040-00-150	Supplies/Postage/Courier	8,226	5,583	-2,643	-47	66,156	67,000	843	1.26
6040-00-190	Software	4,860	1,583	-3,276	-207	17,990	19,000	1,010	5.32
6040-00-200	Hardware	1,303	1,917	614	32	14,863	23,000	8,137	35.38
6040-00-210	R/M CIS Services	8,669	4,750	-3,919	-83	58,285	57,000	-1,285	-2.25
6040-00-270	Misc Administrative Fees	3,500	3,583	83	2	44,371	43,000	-1,371	-3.19
6040-00-290	Bank Fees	43	83	41	49	1,247	1,000	-247	-24.65
6040-00-310	Board Event Expenses	0	542	542	100	1,785	6,500	4,715	72.54
6040-00-900	Other Misc Admin Expenses	0	0	0	N/A	751	0	-751	N/A
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	76,969	25,709	-51,261	-199	312,917	308,502	-4,415	-1.43
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	317,874	141,933	-175,941	-124	1,964,597	1,858,657	-105,940	-5.70
6100-00-000	MARKETING AND ADVERTISING								
6100-00-100	Advertising - Ad Placement / Brochures	1,528	2,250	722	32	12,216	27,000	14,784	54.76
6100-00-200	Advertising - Community Outreach	3,051	4,087	1,036	25	17,376	49,041	31,665	64.57
6100-99-999	TOTAL MARKETING AND ADVERTISING	4,579	6,337	1,758	28	29,592	76,041	46,449	61.08
6400-00-000	UTILITY EXPENSES								
6400-00-100	Electricity	12,311	15,000	2,689	18	178,644	180,000	1,356	0.75
6400-00-200	Gas	6,140	5,917	-223	-4	49,087	71,000	21,913	30.86
6400-00-400	Water	3,131	3,833	702	18	37,505	45,999	8,494	18.46
6400-00-500	Sewer	5,343	5,500	157	3	64,611	66,005	1,394	2.11
6400-99-999	TOTAL UTILITY EXPENSES	26,925	30,250	3,325	11	329,848	363,004	33,156	9.13
6500-00-000	MAINTENANCE AND OPERATIONAL EXPENSES								
6500-00-001	REPAIRS AND MAINTENANCE								
6500-00-100	Labor - Housekeeping Staff	19,778	11,510	-8,267	-72	166,659	149,634	-17,025	-11.38
6500-00-200	Labor - Housekeeping Supervisor	10,216	4,685	-5,531	-118	67,676	60,899	-6,777	-11.13
6500-00-300	Labor - Maintenance Manager	22,516	15,196	-7,320	-48	237,543	197,543	-40,000	-20.25
6500-00-400	Labor - Maintenance Staff	26,538	12,639	-13,899	-110	173,865	164,301	-9,564	-5.82
6500-00-600	Labor - Security	12,842	5,985	-6,857	-115	86,087	77,800	-8,287	-10.65
6500-10-200	Maintenance - Payroll Taxes - SUTA/FUTA	7,292	3,698	-3,593	-97	57,921	48,078	-9,843	-20.47
6500-10-300	Maintenance - Workers Comp Expense	-12,034	1,357	13,391	987	5,824	16,279	10,455	64.23
6500-10-400	Maintenance - Benefits	9,999	10,261	262	3	112,122	123,129	11,007	8.94
6500-20-100	Maintenance - Temporary Help	0	1,500	1,500	100	42,526	18,000	-24,526	-136.26
6500-20-300	Maintenance - Mileage	80	25	-55	-222	207	300	93	30.84
6500-20-400	East/West/South - Special Project	0	3,125	3,125	100	5,021	37,500	32,479	86.61
6500-20-500	Maintenance Licenses and Fees	0	258	258	100	1,371	3,099	1,728	55.75
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSES	97,226	70,238	-26,988	-38	956,822	896,562	-60,260	-6.72
6510-00-000	MATERIALS								
6510-00-300	Supplies - Decorating	364	142	-223	-157	1,487	1,700	213	12.50
6510-00-700	Supplies - Maint / Repairs	18,840	20,833	1,993	10	218,306	250,000	31,694	12.68
6510-99-999	TOTAL MATERIALS	19,204	20,975	1,771	8	219,793	251,700	31,907	12.68

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	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var	
6520-00-000	CONTRACT COSTS								
6520-00-030	Contract - Building Repairs	80,320	39,583	-40,736	-103	354,996	475,001	120,005	25.26
6520-00-070	Contract - Pest Control	450	2,583	2,133	83	14,625	31,000	16,375	52.82
6520-00-090	Contract - Grounds	0	2,083	2,083	100	10,595	25,001	14,406	57.62
6520-00-100	Contract - Janitorial/Cleaning	125	6,833	6,708	98	9,316	82,000	72,684	88.64
6520-00-170	Contract - Elevator Monitoring	2,499	3,917	1,418	36	35,212	47,000	11,788	25.08
6520-00-220	Contract - Snow	4,140	1,250	-2,890	-231	8,873	15,001	6,128	40.85
6520-00-230	Contract - Trash	4,826	4,250	-576	-14	55,969	51,000	-4,969	-9.74
6520-00-240	Contract - Life Safety / Security	2,513	3,500	987	28	28,060	42,000	13,940	33.19
6520-99-998	TOTAL CONTRACT COSTS	94,873	64,000	-30,873	-48	517,646	768,003	250,357	32.60
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	211,303	155,213	-56,090	-36	1,694,261	1,916,265	222,004	11.59
6700-00-000	TAXES AND INSURANCE								
6700-00-040	Property Insurance	48,341	22,744	-25,597	-113	381,087	272,932	-108,155	-39.63
6700-00-070	Licenses and Fees	0	1,212	1,212	100	1,288	14,549	13,261	91.15
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	-24,385	-102	387,609	287,481	-100,128	-34.83
6900-00-000	FOOD SERVICE								
6900-00-020	Labor - Hourly Cooks	47,540	23,885	-23,656	-99	365,394	310,500	-54,894	-17.68
6900-00-030	Labor - Hourly Servers	25,408	19,326	-6,082	-31	228,542	251,241	22,699	9.03
6900-00-040	Labor - Assistant Manager	5,815	7,641	1,826	24	100,270	99,329	-941	-0.95
6900-00-050	Labor - Catering	0	1,492	1,492	100	2,206	17,900	15,694	87.67
6900-00-060	Labor - Special Staffing	625	667	42	6	6,875	8,000	1,125	14.06
6900-00-070	Labor - Outside Services Labor Expense	1,443	2,083	640	31	39,137	25,000	-14,137	-56.55
6900-00-300	Food - Payroll Taxes	5,454	4,600	-854	-19	55,804	55,200	-604	-1.09
6900-00-400	Food - Workers Comp Expense	-2,465	2,367	4,831	204	11,835	28,400	16,565	58.33
6900-00-500	Food - Employee Benefits	10,714	8,750	-1,964	-22	118,827	105,000	-13,827	-13.17
6900-00-610	Food - Food and Beverage Expense	41,787	48,410	6,623	14	603,921	580,920	-23,001	-3.96
6900-00-620	Food Paper Products Expense	13,832	4,420	-9,412	-213	94,400	53,040	-41,360	-77.98
6900-00-630	Housekeeping Supplies / Service Expense	295	667	372	56	4,514	8,000	3,487	43.58
6900-00-640	Laundry / Linen Expense	248	750	502	67	5,003	9,000	3,997	44.41
6900-00-650	Equipment Expense	3,840	1,250	-2,590	-207	7,960	15,000	7,040	46.93
6900-00-660	Uniforms	90	625	535	86	5,168	7,500	2,332	31.10
6900-00-670	Decorating Expense	-1,922	308	2,231	723	2,615	3,700	1,085	29.33
6900-99-999	TOTAL FOOD SERVICE	152,703	127,240	-25,464	-20	1,652,471	1,577,730	-74,741	-4.74
6910-00-000	ASSISTED LIVING EXPENSE								
6910-00-010	Labor - Manager	8,480	5,818	-2,662	-46	77,373	75,632	-1,740	-2.30
6910-00-020	Labor - Care Givers / CC / Aides	54,245	32,328	-21,917	-68	453,665	420,269	-33,396	-7.95
6910-00-300	AL - Payroll Taxes	4,719	2,810	-1,909	-68	42,862	36,533	-6,329	-17.32
6910-00-400	AL - Workers Comp Expense	-6,000	1,938	7,937	410	13,507	23,250	9,743	41.90
6910-00-500	AL - Employee Benefits	6,753	7,610	857	11	70,258	91,324	21,066	23.07
6910-00-520	AL - Training / Staff Development	0	0	0	N/A	1,163	0	-1,163	N/A
6910-10-000	Medical - Required Testing	247	142	-105	-74	1,790	1,700	-89	-5.26

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6910-10-010	AL - Food / Beverage Expense	22,401	19,867	-2,534	-13	260,242	238,400	-21,842	-9.16
6910-10-020	Medication Set-ups	0	88	88	100	1,936	1,050	-886	-84.37
6910-10-050	Misc Other Supplies	77	154	77	50	3,616	1,850	-1,766	-95.43
6910-10-060	Recreation / Rehabilitation	0	3,167	3,167	100	4,736	38,000	33,264	87.54
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	90,921	73,921	-17,000	-23	931,146	928,008	-3,138	-0.34
6920-00-000	ACTIVITY PROGRAM EXPENSE								
6920-00-010	ACT - Newsletter	3,994	2,083	-1,910	-92	15,259	25,001	9,742	38.97
6920-00-020	ACT - Activities Staff	25,093	15,671	-9,422	-60	203,917	203,729	-188	-0.09
6920-00-030	ACT - Activities Outreach- Volunteer - Bday	0	1,583	1,583	100	10,425	19,000	8,575	45.13
6920-00-040	ACT - Classes Expense	500	933	433	46	5,268	11,199	5,931	52.96
6920-00-050	ACT - Health / Wellness Expense	2,494	2,915	421	14	10,522	34,980	24,458	69.92
6920-00-060	ACT - Activities / Outings Expense	2,790	5,417	2,627	49	19,951	65,001	45,050	69.31
6920-00-300	ACT - Payroll Taxes	1,486	1,206	-280	-23	14,451	15,677	1,226	7.82
6920-00-400	ACT - Workers Comp Expense	743	462	-281	-61	5,530	5,540	10	0.17
6920-00-500	ACT - Employee Benefits	5,206	4,183	-1,023	-24	54,787	50,194	-4,593	-9.15
6920-00-510	Gift Shop Expense	0	325	325	100	419	3,901	3,482	89.26
6920-00-520	Van Expense	0	1,083	1,083	100	3,684	13,000	9,316	71.66
6920-00-550	ACT - AL Activities	304	3,333	3,030	91	6,292	40,000	33,708	84.27
6920-00-560	ACT - Family Events	0	308	308	100	0	3,700	3,700	100.00
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	42,610	39,504	-3,106	-8	350,506	490,922	140,415	28.60
6930-00-000	RESIDENT COMPUTER CENTER								
6930-00-010	Labor - RCC Staff - Post 2008	7,467	4,477	-2,991	-67	65,264	58,195	-7,069	-12.15
6930-00-300	RCC - Payroll Taxes	564	388	-176	-45	5,093	4,825	-268	-5.56
6930-00-400	RCC - Workers Comp Expense	219	173	-46	-26	1,963	2,079	116	5.60
6930-00-500	RCC - Employee Benefits	1,235	1,267	32	3	13,544	15,200	1,656	10.89
6930-00-510	RCC - Special Projects	4,510	0	-4,510	N/A	4,510	0	-4,510	N/A
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	13,994	6,304	-7,690	-122	90,375	80,299	-10,076	-12.55
6940-00-000	SERVICE COORDINATOR EXPENSE								
6940-00-010	Labor - Service Coordinator	33,104	22,131	-10,973	-50	307,033	287,708	-19,325	-6.72
6940-00-020	SC - Resident Outreach	0	375	375	100	350	4,500	4,150	92.22
6940-00-300	SC - Payroll Taxes	2,741	1,749	-992	-57	23,081	22,736	-345	-1.52
6940-00-400	SC - Workers Comp Expense	933	547	-387	-71	7,551	6,561	-990	-15.08
6940-00-500	SC - Employee Benefits	6,089	3,243	-2,846	-88	65,414	38,912	-26,502	-68.11
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	42,868	28,045	-14,823	-53	403,429	360,417	-43,012	-11.93
7000-00-100	OTHER INCOME / EXPENSE								
7000-00-300	Dividend Income	-144,639	0	144,639	N/A	-144,691	0	144,691	N/A
7009-99-999	TOTAL OTHER INCOME / EXPENSE	-144,639	0	144,639	N/A	-144,691	0	144,691	N/A
8000-00-010	NON-PROFIT EXPENSES								
8000-00-020	Accounting Services	0	683	683	100	5,000	8,200	3,200	39.02
8000-00-050	Ala Carte Labor	0	1,000	1,000	100	3,488	12,000	8,512	70.94
8000-00-070	Director of Development	10,927	6,651	-4,276	-64	97,599	79,815	-17,784	-22.28

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8000-00-080	Bank Fees	45,363	150	-45,213	-30,142	47,816	1,800	-46,016	-2,556.47
8000-00-085	RCF - Invest Fees	817	0	-817	N/A	817	0	-817	N/A
8000-00-100	COVID Expenses	6,247	0	-6,247	N/A	167,827	0	-167,827	N/A
8000-00-120	Chaplain Services	8,572	5,250	-3,322	-63	66,477	63,000	-3,477	-5.52
8000-00-130	Charity / Donations	0	250	250	100	200	3,000	2,800	93.33
8000-00-140	KOTR Program Expense	1,383	458	-925	-202	9,102	5,500	-3,602	-65.50
8000-00-150	Consulting Expense - Other	6,900	8,817	1,917	22	93,480	105,800	12,320	11.64
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	8,500	8,400	98.82
8000-00-180	Fundraising Expense	2,281	0	-2,281	N/A	9,055	0	-9,055	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	3,649	3,544	97.12
8000-00-290	L Chaim	0	1,306	1,306	100	1,954	15,670	13,716	87.53
8000-00-300	Legal Expense	0	258	258	100	3,543	3,100	-443	-14.29
8000-00-310	LinkAges Expense	0	0	0	N/A	657	0	-657	N/A
8000-00-320	Mailing and Postage	0	2,083	2,083	100	971	25,000	24,029	96.12
8000-00-330	Management Salary / Benefit Exp	18,651	18,896	245	1	223,806	226,750	2,944	1.30
8000-00-340	Payroll and Staffing	10,418	5,283	-5,134	-97	76,066	63,400	-12,666	-19.98
8000-00-360	Memberships	0	33	33	100	809	400	-409	-102.32
8000-00-380	Mileage / Parking	0	167	167	100	72	2,000	1,928	96.42
8000-00-390	Misc Expenses	0	0	0	N/A	34,947	0	-34,947	N/A
8000-00-400	Office Supplies	0	0	0	N/A	509	0	-509	N/A
8000-00-410	Other/Outside Religious Services	300	42	-258	-621	2,634	500	-2,134	-426.84
8000-00-420	Grant Expense	17,187	1,083	-16,104	-1,486	32,193	13,000	-19,193	-147.64
8000-00-430	Print	0	0	0	N/A	5,008	0	-5,008	N/A
8000-00-450	Kavod Religious Services	924	1,612	688	43	6,005	19,343	13,338	68.96
8000-00-470	Security	0	42	42	100	0	500	500	100.00
8000-00-500	Special Projects	-1,490	0	1,490	N/A	0	0	0	N/A
8000-00-530	Supplies	-1,212	1,358	2,570	189	57,309	16,300	-41,009	-251.59
8000-00-570	Training	0	583	583	100	750	7,000	6,250	89.29
8000-00-580	Translation Services	0	0	0	N/A	1,023	0	-1,023	N/A
8000-00-600	Tree of life	0	33	33	100	0	400	400	100.00
8000-00-630	Administrative Fee	350	0	-350	N/A	1,751	0	-1,751	N/A
8000-99-999	TOTAL NON-PROFIT EXPENSES	127,617	57,052	-70,565	-124	962,331	684,627	-277,704	-40.56
8999-99-998	TOTAL OPERATING EXPENSES	935,097	689,755	-245,342	-36	8,651,471	8,623,451	-28,020	-0.32
8999-99-999	NET OPERATING INCOME / LOSS	91,858	222,669	-130,811	-59	2,032,221	2,202,491	-170,269	-7.73
9010-00-000	NON-OPERATING EXPENSES								
9010-10-100	Interest Expense - Note Payable MF	37,999	36,333	-1,666	-5	408,339	436,000	27,661	6.34
9010-20-100	Depreciation - Buildings	78,850	78,417	-433	-1	946,200	941,000	-5,200	-0.55
9010-80-000	Depreciation - Miscellaneous Fixed Assets	2,377	0	-2,377	N/A	2,377	0	-2,377	N/A
9010-90-200	Amortization - Loan Fees	12,446	0	-12,446	N/A	12,446	0	-12,446	N/A
9010-90-400	Unrealized Gain / Loss on Investments	-250,065	0	250,065	N/A	-250,065	0	250,065	N/A
9010-90-500	Gain / Loss on Investment	-221,050	0	221,050	N/A	-220,698	0	220,698	N/A
9010-90-550	RCF - Change in Value of Investment	-9,415	0	9,415	N/A	-9,415	0	9,415	N/A

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

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		MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
9010-90-600	Change in Value of Investment	-78,657	0	78,657	N/A	-78,657	0	78,657	N/A
9019-99-999	TOTAL NON-OPERATING EXPENSES	-427,516	114,750	542,266	473	810,526	1,377,000	566,474	41.14
9999-99-998	NET INCOME / LOSS	519,373	107,919	411,455	381	1,221,695	825,491	396,205	48.00

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

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var	
REVENUE									
5000-99-999	TOTAL RENT REVENUE	651,353	660,203	-8,850	-1	7,657,291	7,802,893	-145,602	-1.87
5000-40-400	TOTAL ADJUSTMENTS	14,672	0	14,672	N/A	0	0	0	N/A
	TOTAL TENANT CHARGES	655	2,292	-1,636	-71	174,032	27,500	146,532	532.84
5000-99-999	TOTAL RENTAL INCOME	666,680	662,495	4,186	1	7,831,323	7,830,393	930	0.01
	TOTAL FOOD SERVICE	91,504	90,742	762	1	1,091,023	1,088,900	2,123	0.19
5310-99-999	TOTAL ASSISTED LIVING REVENUE	65,314	89,750	-24,436	-27	1,006,694	1,073,400	-66,706	-6.21
5320-99-999	TOTAL ACTIVITY REVENUE	7	5,483	-5,476	-100	8,543	65,799	-57,256	-87.02
5600-99-999	TOTAL NON-PROFIT REVENUE	58,653	35,346	23,307	66	462,641	424,150	38,491	9.07
5610-99-999	TOTAL GRANT REVENUE	128,973	26,300	102,673	390	257,092	315,600	-58,508	-18.54
5900-99-998	TOTAL OTHER REVENUE	15,823	2,308	13,515	585	26,376	27,700	-1,324	-4.78
5900-99-999	TOTAL REVENUE	1,026,955	912,424	114,531	13	10,683,693	10,825,942	-142,249	-1.31
6000-00-000 EXPENSES									
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	213,219	111,229	-101,990	-92	1,567,238	1,490,210	-77,028	-5.17
6010-99-999	TOTAL PROFESSIONAL FEES	27,440	4,750	-22,690	-478	81,496	57,001	-24,495	-42.97
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	246	245	0	0	2,946	2,944	-2	-0.07
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	76,969	25,709	-51,261	-199	312,917	308,502	-4,415	-1.43
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	317,874	141,933	-175,941	-124	1,964,597	1,858,657	-105,940	-5.70
6100-99-999	TOTAL MARKETING AND ADVERTISING	4,579	6,337	1,758	28	29,592	76,041	46,449	61.08
6400-99-999	TOTAL UTILITY EXPENSES	26,925	30,250	3,325	11	329,848	363,004	33,156	9.13
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSES	97,226	70,238	-26,988	-38	956,822	896,562	-60,260	-6.72
6510-99-999	TOTAL MATERIALS	19,204	20,975	1,771	8	219,793	251,700	31,907	12.68
6520-99-998	TOTAL CONTRACT COSTS	94,873	64,000	-30,873	-48	517,646	768,003	250,357	32.60
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXPEN	211,303	155,213	-56,090	-36	1,694,261	1,916,265	222,004	11.59
6700-99-999	TOTAL TAXES AND INSURANCE	48,341	23,957	-24,385	-102	387,609	287,481	-100,128	-34.83
6900-99-999	TOTAL FOOD SERVICE	152,703	127,240	-25,464	-20	1,652,471	1,577,730	-74,741	-4.74
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	90,921	73,921	-17,000	-23	931,146	928,008	-3,138	-0.34
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	42,610	39,504	-3,106	-8	350,506	490,922	140,415	28.60
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	13,994	6,304	-7,690	-122	90,375	80,299	-10,076	-12.55
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	42,868	28,045	-14,823	-53	403,429	360,417	-43,012	-11.93
7009-99-999	TOTAL OTHER INCOME / EXPENSE	-144,639	0	144,639	N/A	-144,691	0	144,691	N/A
8000-99-999	TOTAL NON-PROFIT EXPENSES	127,617	57,052	-70,565	-124	962,331	684,627	-277,704	-40.56
8999-99-998	TOTAL OPERATING EXPENSES	935,097	689,755	-245,342	-36	8,651,471	8,623,451	-28,020	-0.32
8999-99-999	NET OPERATING INCOME / LOSS	91,858	222,669	-130,811	-59	2,032,221	2,202,491	-170,269	-7.73
9019-99-999	TOTAL NON-OPERATING EXPENSES	-427,516	114,750	532,851	464	829,356	1,377,000	557,059	40.45

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

	MTD Actual	MTD Budget	Variance	% Var		PTD Actual	PTD Budget	Variance	% Var
9999-99-998 NET INCOME / LOSS	519,373	107,919	402,040	373		1,221,695	825,491	386,789	46.86

Allied Housing Inc.(Non-Profit)
Property Budget Comparison
As of December 31, 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	225,748	226,750	-1,002	0
5600-30-140 Non-Profit Donations	0	0	0	N/A	13,658	0	13,658	N/A
5600-30-170 Endowment Income	0	358	-358	-100	0	4,300	-4,300	-100
5600-30-180 Ala Carte Services	146	1,375	-1,229	-89	6,051	16,500	-10,449	-63
5600-30-190 Non-Profit Income	39,611	14,717	24,894	169	215,462	176,600	38,862	22
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	58,653	35,346	23,307	66	462,641	424,150	38,491	9
5610-00-000 GRANT REVENUE								
5610-00-200 Capital Fund Grants	128,973	26,300	102,673	390	257,092	315,600	-58,508	-19
5610-99-999 TOTAL GRANT REVENUE	128,973	26,300	102,673	390	257,092	315,600	-58,508	-19
5900-00-000 OTHER REVENUE								
5900-00-100 Investment Income - (UR)	3,462	0	3,462	N/A	3,462	0	3,462	N/A
5900-00-400 Miscellaneous Other Income	0	8	-8	-100	0	100	-100	-100
5900-99-998 TOTAL OTHER REVENUE	3,462	8	3,454	41,262	3,462	100	3,362	3,362
5900-99-999 TOTAL REVENUE	191,088	61,654	129,434	210	723,195	739,850	-16,655	-2
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	5,000	8,200	3,200	39
8000-00-050 Ala Carte Labor	0	1,000	1,000	100	3,488	12,000	8,512	71
8000-00-070 Director of Development	10,927	6,651	-4,276	-64	97,599	79,815	-17,784	-22
8000-00-080 Bank Fees	602	150	-452	-301	3,055	1,800	-1,255	-70
8000-00-100 COVID Expenses	6,247	0	-6,247	N/A	167,827	0	-167,827	N/A
8000-00-120 Chaplain Services	8,572	5,250	-3,322	-63	66,477	63,000	-3,477	-6
8000-00-130 Charity / Donations	0	250	250	100	200	3,000	2,800	93
8000-00-140 KOTR Program Expense	1,383	458	-925	-202	9,102	5,500	-3,602	-65
8000-00-150 Consulting Expense - Other	6,900	8,817	1,917	22	93,480	105,800	12,320	12
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	8,500	8,400	99
8000-00-180 Fundraising Expense	2,281	0	-2,281	N/A	9,055	0	-9,055	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	3,649	3,544	97
8000-00-290 L Chaim	0	1,306	1,306	100	1,954	15,670	13,716	88
8000-00-300 Legal Expense	0	258	258	100	3,543	3,100	-443	-14
8000-00-310 LinkAges Expense	0	0	0	N/A	657	0	-657	N/A
8000-00-320 Mailing and Postage	0	2,083	2,083	100	971	25,000	24,029	96

Allied Housing Inc.(Non-Profit)
Property Budget Comparison
As of December 31, 2020

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
8000-00-330 Management Salary / Benefit Exp	18,650	18,896	245	1	223,806	226,750	2,944	1
8000-00-340 Payroll and Staffing	10,418	5,283	-5,134	-97	76,066	63,400	-12,666	-20
8000-00-360 Memberships	0	33	33	100	809	400	-409	-102
8000-00-380 Mileage / Parking	0	167	167	100	72	2,000	1,928	96
8000-00-390 Misc Expenses	0	0	0	N/A	34,947	0	-34,947	N/A
8000-00-410 Other/Outside Religious Services	300	42	-258	-621	2,634	500	-2,134	-427
8000-00-420 Grant Expense	17,187	1,083	-16,104	-1,486	32,193	13,000	-19,193	-148
8000-00-430 Print	0	0	0	N/A	5,008	0	-5,008	N/A
8000-00-450 Kavod Religious Services	924	1,612	688	43	6,005	19,343	13,338	69
8000-00-470 Security	0	42	42	100	0	500	500	100
8000-00-530 Supplies	-1,212	1,358	2,570	189	57,309	16,300	-41,009	-252
8000-00-570 Training	0	583	583	100	750	7,000	6,250	89
8000-00-580 Translation Services	0	0	0	N/A	1,023	0	-1,023	N/A
8000-00-600 Tree of life	0	33	33	100	0	400	400	100
8000-00-630 Administrative Fee	350	0	-350	N/A	1,751	0	-1,751	N/A
8000-99-999 TOTAL NON-PROFIT EXPENSES	83,529	57,052	-26,477	-46	916,244	684,627	-231,617	-34
8999-99-998 TOTAL OPERATING EXPENSES	83,529	57,052	-26,477	-46	916,209	684,627	-231,582	-34
8999-99-999 NET OPERATING INCOME / LOSS	107,559	4,602	102,957	2,237	-193,014	55,223	-248,237	-450
9010-00-000 NON-OPERATING EXPENSES								
9010-80-000 Depreciation - Miscellaneous Fixed Assets	2,377	0	-2,377	N/A	2,377	0	-2,377	N/A
9019-99-999 TOTAL NON-OPERATING EXPENSES	2,377	0	-2,377	N/A	2,377	0	-2,377	N/A
9999-99-998 NET INCOME / LOSS	105,182	4,602	100,580	2,185	-195,391	55,223	-250,614	-454

**Kavod Senior Life
Property Budget Comparison
As of December 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	159,789	137,195.67	22,593.33	16.47	1,593,449.77	1,613,803.70	-20,353.93	-1.26
5000-10-200	HAP Subsidy	491,564.0	523,007.4	-31,443.4	-6.0	6,064,055.0	6,189,088.9	-125,033.9	-2.02
5000-30-000	Prepaid Rents	0.0	0.0	0.0	N/A	-214.0	0.0	-214.0	N/A
5000-99-999	TOTAL RENT REVENUE	651,353.0	660,203.1	-8,850.1	-1.3	7,657,290.8	7,802,892.6	-145,601.8	-1.87
5010-00-000	ADJUSTMENTS								
5010-00-400	Admin / Employee Unit	14,672	0	14,672	N/A	0	0	0	N/A
5010-00-999	TOTAL ADJUSTMENTS	14,672	0	14,672	N/A	0	0	0	N/A
5010-99-999	NET RENTAL REVENUE	666,025	660,203	5,822	1	7,657,291	7,802,893	-145,602	-1.87
5020-00-000	TENANT CHARGES								
5020-00-030	Miscellaneous Rent Revenue	0	0	0	N/A	155,804	0	155,804	N/A
5020-00-040	Laundry and Vending	655	875	-220	-25	8,612	10,500	-1,888	-17.98
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	17,000	-7,414	-43.61
5020-99-999	TOTAL TENANT CHARGES	655	2,292	-1,636	-71	174,032	27,500	146,532	532.84
5300-00-000	FOOD SERVICE								
5300-00-100	Resident Meal Payments	78,154	80,667	-2,513	-3	958,487	968,000	-9,514	-0.98
5300-00-300	Meal Delivery / Guest Meals	0	1,042	-1,042	-100	3,161	12,500	-9,339	-74.71
5300-00-400	Meal Subsidy	-9,051	-10,833	1,782	16	-131,333	-130,000	-1,333	-1.03
5300-00-500	Assisted Living Supplement	22,401	19,867	2,534	13	260,242	238,400	21,842	9.16
5300-00-600	Catering and Special Functions	0	0	0	N/A	466	0	466	N/A
5300-99-999	TOTAL FOOD SERVICE	91,504	90,742	762	1	1,091,023	1,088,900	2,123	0.19
5310-00-000	ASSISTED LIVING REVENUE								
5310-00-100	Assisted Living Full Pay Residents	29,383	52,500	-23,117	-44	585,469	630,000	-44,531	-7.07
5310-00-200	Assisted Living Partial Pay Tenants	14,272	13,550	722	5	143,740	159,000	-15,260	-9.60
5310-00-300	Assisted Living Medicaid Contributions	21,659	23,700	-2,041	-9	277,485	284,400	-6,915	-2.43
5310-99-999	TOTAL ASSISTED LIVING REVENUE	65,314	89,750	-24,436	-27	1,006,694	1,073,400	-66,706	-6.21
5320-00-000	ACTIVITY REVENUE								
5320-00-100	Activities - Resident Receipts	7	1,917	-1,910	-100	3,551	23,000	-19,449	-84.56
5320-00-200	Activities - Donations	0	8	-8	-100	0	100	-100	-100.00
5320-00-300	Gift Shop - Receipts	0	225	-225	-100	256	2,699	-2,443	-90.51
5320-00-500	Assisted Living Activities Receipts	0	3,333	-3,333	-100	4,736	40,000	-35,264	-88.16
5320-99-999	TOTAL ACTIVITY REVENUE	7	5,483	-5,476	-100	8,543	65,799	-57,256	-87.02
5900-00-000	OTHER REVENUE								
5900-00-100	Investment Income - (UR)	8,894	467	8,427	1,806	8,894	5,600	3,294	58.81
5900-00-400	Miscellaneous Other Income	1,260	0	1,260	N/A	6,676	0	6,676	N/A

**Kavod Senior Life
Property Budget Comparison
As of December 31, 2020**

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
5900-00-500 Interest Income - Operations	2,208	1,833	374	20	7,345	22,000	-14,655	-66.61
5900-99-998 TOTAL OTHER REVENUE	12,361	2,300	10,061	437	22,915	27,600	-4,685	-16.98
5900-99-999 TOTAL REVENUE	835,867	850,770	-14,903	-2	9,960,498	10,086,092	-125,594	-1.25
6000-00-001 ADMINISTRATIVE EXPENSES								
6000-00-002 ADMIN SALARIES AND BENEFITS								
6000-00-010 Labor - Food Service Director	8,141	5,158	-2,984	-58	70,996	67,053	-3,943	-5.88
6000-00-100 Labor - Leasing	19,952	14,662	-5,290	-36	191,774	190,605	-1,169	-0.61
6000-00-200 Labor - Front Office Staff	30,069	8,137	-21,932	-270	201,444	105,777	-95,667	-90.44
6000-00-500 Labor - Comm Relations / Marketing	15,703	9,766	-5,937	-61	145,746	126,957	-18,789	-14.80
6000-00-600 Labor - Accounting / Human Resources	64,536	40,554	-23,982	-59	562,411	527,208	-35,203	-6.68
6000-10-200 Potential Bonus	43,653	0	-43,653	N/A	103,399	65,001	-38,398	-59.07
6000-10-300 Payroll Taxes - SUTA/FUTA	9,385	6,023	-3,362	-56	87,944	78,297	-9,647	-12.32
6000-10-400 Workers Comp Expense	630	520	-111	-21	1,411	6,394	4,983	77.93
6000-10-500 Benefits	16,270	18,493	2,223	12	171,705	227,916	56,210	24.66
6000-30-100 Training and Development	3,600	3,417	-183	-5	14,551	41,000	26,449	64.51
6000-30-200 Employee Recognition	1,029	3,167	2,138	68	11,785	38,000	26,215	68.99
6000-30-400 Employee Wellness	250	917	667	73	1,630	11,000	9,370	85.18
6000-30-500 Help Wanted Advertising	0	208	208	100	389	2,501	2,112	84.45
6000-30-800 Employee Screening / Background Checks	0	208	208	100	2,051	2,501	450	17.98
6000-99-999 TOTAL ADMIN SALARIES AND BENEFITS	213,219	111,229	-101,990	-92	1,567,238	1,490,210	-77,028	-5.17
6010-00-000 PROFESSIONAL FEES								
6010-00-200 Auditing Fees	13,050	3,750	-9,300	-248	54,220	45,001	-9,219	-20.49
6010-00-500 General Legal Expense	14,390	1,000	-13,390	-1,339	27,275	12,000	-15,275	-127.29
6010-99-999 TOTAL PROFESSIONAL FEES	27,440	4,750	-22,690	-478	81,496	57,001	-24,495	-42.97
6020-00-000 MANAGEMENT FEE EXPENSE								
6020-00-100 Management Fee	18,896.00	18,895.84	-0.16	0.00	226,752.00	226,750.08	-1.92	0.00
6020-00-200 Management Salary/Benefits	-18,650.50	-18,650.50	0.00	0.00	-223,806.00	-223,806.00	0.00	0.00
6020-99-999 TOTAL MANAGEMENT FEE EXPENSE	245.50	245.34	-0.16	-0.07	2,946.00	2,944.08	-1.92	-0.07
6040-00-000 OTHER ADMINISTRATIVE EXPENSES								
6040-00-020 Office / Model Rent	43,104	0	-43,104	N/A	43,104	0	-43,104	N/A
6040-00-040 Other Renting Expense	1,118	1,458	341	23	5,780	17,500	11,720	66.97
6040-00-070 Membership and Fees	2,319	3,167	848	27	15,475	38,000	22,525	59.28
6040-00-100 Travel	5	208	204	98	933	2,501	1,568	62.69
6040-00-140 Telephone	3,823	2,833	-990	-35	42,175	34,001	-8,174	-24.04
6040-00-150 Supplies/Postage/Courier	8,226	5,583	-2,643	-47	66,156	67,000	843	1.26
6040-00-190 Software	4,860	1,583	-3,276	-207	17,990	19,000	1,010	5.32
6040-00-200 Hardware	1,303	1,917	614	32	14,863	23,000	8,137	35.38
6040-00-210 R/M CIS Services	8,669	4,750	-3,919	-83	58,285	57,000	-1,285	-2.25
6040-00-270 Misc Administrative Fees	3,500	3,583	83	2	44,371	43,000	-1,371	-3.19
6040-00-290 Bank Fees	43	83	41	49	1,247	1,000	-247	-24.65

**Kavod Senior Life
Property Budget Comparison
As of December 31, 2020**

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
6040-00-310 Board Event Expenses	0	542	542	100	1,785	6,500	4,715	72.54
6040-00-900 Other Misc Admin Expenses	0	0	0	N/A	751	0	-751	N/A
6040-99-998 TOTAL OTHER ADMINISTRATIVE EXPENSES	76,969	25,709	-51,261	-199	312,917	308,502	-4,415	-1.43
6040-99-999 TOTAL ADMINISTRATIVE EXPENSES	317,874	141,933	-175,941	-124	1,964,597	1,858,657	-105,940	-5.70
6100-00-000 MARKETING AND ADVERTISING								
6100-00-100 Advertising - Ad Placement / Brochures	1,528	2,250	722	32	12,216	27,000	14,784	54.76
6100-00-200 Advertising - Community Outreach	3,051	4,087	1,036	25	17,376	49,041	31,665	64.57
6100-99-999 TOTAL MARKETING AND ADVERTISING	4,579	6,337	1,758	28	29,592	76,041	46,449	61.08
6400-00-000 UTILITY EXPENSES								
6400-00-100 Electricity	12,311	15,000	2,689	18	178,644	180,000	1,356	0.75
6400-00-200 Gas	6,140	5,917	-223	-4	49,087	71,000	21,913	30.86
6400-00-400 Water	3,131	3,833	702	18	37,505	45,999	8,494	18.46
6400-00-500 Sewer	5,343	5,500	157	3	64,611	66,005	1,394	2.11
6400-99-999 TOTAL UTILITY EXPENSES	26,925	30,250	3,325	11	329,848	363,004	33,156	9.13
6500-00-000 MAINTENANCE AND OPERATIONAL EXPENSES								
6500-00-001 REPAIRS AND MAINTENANCE								
6500-00-100 Labor - Housekeeping Staff	19,778	11,510	-8,267	-72	166,659	149,634	-17,025	-11.38
6500-00-200 Labor - Housekeeping Supervisor	10,216	4,685	-5,531	-118	67,676	60,899	-6,777	-11.13
6500-00-300 Labor - Maintenance Manager	22,516	15,196	-7,320	-48	237,543	197,543	-40,000	-20.25
6500-00-400 Labor - Maintenance Staff	26,538	12,639	-13,899	-110	173,865	164,301	-9,564	-5.82
6500-00-600 Labor - Security	12,842	5,985	-6,857	-115	86,087	77,800	-8,287	-10.65
6500-10-200 Maintenance - Payroll Taxes - SUTA/FUTA	7,292	3,698	-3,593	-97	57,921	48,078	-9,843	-20.47
6500-10-300 Maintenance - Workers Comp Expense	-12,034	1,357	13,391	987	5,824	16,279	10,455	64.23
6500-10-400 Maintenance - Benefits	9,999	10,261	262	3	112,122	123,129	11,007	8.94
6500-20-100 Maintenance - Temporary Help	0	1,500	1,500	100	42,526	18,000	-24,526	-136.26
6500-20-300 Maintenance - Mileage	80	25	-55	-222	207	300	93	30.84
6500-20-400 East/West/South - Special Project	0	3,125	3,125	100	5,021	37,500	32,479	86.61
6500-20-500 Maintenance Licenses and Fees	0	258	258	100	1,371	3,099	1,728	55.75
6500-99-999 TOTAL REPAIRS AND MAINTENANCE EXPENSES	97,226	70,238	-26,988	-38	956,822	896,562	-60,260	-6.72
6510-00-000 MATERIALS								
6510-00-300 Supplies - Decorating	364	142	-223	-157	1,487	1,700	213	12.50
6510-00-700 Supplies - Maint / Repairs	18,840	20,833	1,993	10	218,306	250,000	31,694	12.68
6510-99-999 TOTAL MATERIALS	19,204	20,975	1,771	8	219,793	251,700	31,907	12.68
6520-00-000 CONTRACT COSTS								
6520-00-030 Contract - Building Repairs	80,320	39,583	-40,736	-103	354,996	475,001	120,005	25.26
6520-00-070 Contract - Pest Control	450	2,583	2,133	83	14,625	31,000	16,375	52.82
6520-00-090 Contract - Grounds	0	2,083	2,083	100	10,595	25,001	14,406	57.62
6520-00-100 Contract - Janitorial/Cleaning	125	6,833	6,708	98	9,316	82,000	72,684	88.64
6520-00-170 Contract - Elevator Monitoring	2,499	3,917	1,418	36	35,212	47,000	11,788	25.08

**Kavod Senior Life
Property Budget Comparison
As of December 31, 2020**

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
6520-00-220 Contract - Snow	4,140	1,250	-2,890	-231	8,873	15,001	6,128	40.85
6520-00-230 Contract - Trash	4,826	4,250	-576	-14	55,969	51,000	-4,969	-9.74
6520-00-240 Contract - Life Safety / Security	2,513	3,500	987	28	28,060	42,000	13,940	33.19
6520-99-998 TOTAL CONTRACT COSTS	94,873	64,000	-30,873	-48	517,646	768,003	250,357	32.60
6520-99-999 TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	211,303	155,213	-56,090	-36	1,694,261	1,916,265	222,004	11.59
6700-00-000 TAXES AND INSURANCE								
6700-00-040 Property Insurance	48,341	22,744	-25,597	-113	381,087	272,932	-108,155	-39.63
6700-00-070 Licenses and Fees	0	1,212	1,212	100	1,288	14,549	13,261	91.15
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	-24,385	-102	387,609	287,481	-100,128	-34.83
6900-00-000 FOOD SERVICE								
6900-00-020 Labor - Hourly Cooks	47,540	23,885	-23,656	-99	365,394	310,500	-54,894	-17.68
6900-00-030 Labor - Hourly Servers	25,408	19,326	-6,082	-31	228,542	251,241	22,699	9.03
6900-00-040 Labor - Assistant Manager	5,815	7,641	1,826	24	100,270	99,329	-941	-0.95
6900-00-050 Labor - Catering	0	1,492	1,492	100	2,206	17,900	15,694	87.67
6900-00-060 Labor - Special Staffing	625	667	42	6	6,875	8,000	1,125	14.06
6900-00-070 Labor - Outside Services Labor Expense	1,443	2,083	640	31	39,137	25,000	-14,137	-56.55
6900-00-300 Food - Payroll Taxes	5,454	4,600	-854	-19	55,804	55,200	-604	-1.09
6900-00-400 Food - Workers Comp Expense	-2,465	2,367	4,831	204	11,835	28,400	16,565	58.33
6900-00-500 Food - Employee Benefits	10,714	8,750	-1,964	-22	118,827	105,000	-13,827	-13.17
6900-00-610 Food - Food and Beverage Expense	41,787	48,410	6,623	14	603,921	580,920	-23,001	-3.96
6900-00-620 Food Paper Products Expense	13,832	4,420	-9,412	-213	94,400	53,040	-41,360	-77.98
6900-00-630 Housekeeping Supplies / Service Expense	295	667	372	56	4,514	8,000	3,487	43.58
6900-00-640 Laundry / Linen Expense	248	750	502	67	5,003	9,000	3,997	44.41
6900-00-650 Equipment Expense	3,840	1,250	-2,590	-207	7,960	15,000	7,040	46.93
6900-00-660 Uniforms	90	625	535	86	5,168	7,500	2,332	31.10
6900-00-670 Decorating Expense	-1,922	308	2,231	723	2,615	3,700	1,085	29.33
6900-99-999 TOTAL FOOD SERVICE	152,703	127,240	-25,464	-20	1,652,471	1,577,730	-74,741	-4.74
6910-00-000 ASSISTED LIVING EXPENSE								
6910-00-010 Labor - Manager	8,480	5,818	-2,662	-46	77,373	75,632	-1,740	-2.30
6910-00-020 Labor - Care Givers / CC / Aides	54,245	32,328	-21,917	-68	453,665	420,269	-33,396	-7.95
6910-00-300 AL - Payroll Taxes	4,719	2,810	-1,909	-68	42,862	36,533	-6,329	-17.32
6910-00-400 AL - Workers Comp Expense	-6,000	1,938	7,937	410	13,507	23,250	9,743	41.90
6910-00-500 AL - Employee Benefits	6,753	7,610	857	11	70,258	91,324	21,066	23.07
6910-00-520 AL - Training / Staff Development	0	0	0	N/A	1,163	0	-1,163	N/A
6910-10-000 Medical - Required Testing	247	142	-105	-74	1,790	1,700	-89	-5.26
6910-10-010 AL - Food / Beverage Expense	22,401	19,867	-2,534	-13	260,242	238,400	-21,842	-9.16
6910-10-020 Medication Set-ups	0	88	88	100	1,936	1,050	-886	-84.37
6910-10-050 Misc Other Supplies	77	154	77	50	3,616	1,850	-1,766	-95.43
6910-10-060 Recreation / Rehabilitation	0	3,167	3,167	100	4,736	38,000	33,264	87.54
6910-99-999 TOTAL ASSISTED LIVING EXPENSE	90,921	73,921	-17,000	-23	931,146	928,008	-3,138	-0.34

**Kavod Senior Life
Property Budget Comparison
As of December 31, 2020**

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var	
6920-00-000	ACTIVITY PROGRAM EXPENSE								
6920-00-010	ACT - Newsletter	3,994	2,083	-1,910	-92	15,259	25,001	9,742	38.97
6920-00-020	ACT - Activities Staff	25,093	15,671	-9,422	-60	203,917	203,729	-188	-0.09
6920-00-030	ACT - Activities Outreach- Volunteer - Bday	0	1,583	1,583	100	10,425	19,000	8,575	45.13
6920-00-040	ACT - Classes Expense	500	933	433	46	5,268	11,199	5,931	52.96
6920-00-050	ACT - Health / Wellness Expense	2,494	2,915	421	14	10,522	34,980	24,458	69.92
6920-00-060	ACT - Activities / Outings Expense	2,790	5,417	2,627	49	19,951	65,001	45,050	69.31
6920-00-300	ACT - Payroll Taxes	1,486	1,206	-280	-23	14,451	15,677	1,226	7.82
6920-00-400	ACT - Workers Comp Expense	743	462	-281	-61	5,530	5,540	10	0.17
6920-00-500	ACT - Employee Benefits	5,206	4,183	-1,023	-24	54,787	50,194	-4,593	-9.15
6920-00-510	Gift Shop Expense	0	325	325	100	419	3,901	3,482	89.26
6920-00-520	Van Expense	0	1,083	1,083	100	3,684	13,000	9,316	71.66
6920-00-550	ACT - AL Activities	304	3,333	3,030	91	6,292	40,000	33,708	84.27
6920-00-560	ACT - Family Events	0	308	308	100	0	3,700	3,700	100.00
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	42,610	39,504	-3,106	-8	350,506	490,922	140,415	28.60
6930-00-000	RESIDENT COMPUTER CENTER								
6930-00-010	Labor - RCC Staff - Post 2008	7,467	4,477	-2,991	-67	65,264	58,195	-7,069	-12.15
6930-00-300	RCC - Payroll Taxes	564	388	-176	-45	5,093	4,825	-268	-5.56
6930-00-400	RCC - Workers Comp Expense	219	173	-46	-26	1,963	2,079	116	5.60
6930-00-500	RCC - Employee Benefits	1,235	1,267	32	3	13,544	15,200	1,656	10.89
6930-00-510	RCC - Special Projects	4,510	0	-4,510	N/A	4,510	0	-4,510	N/A
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	13,994	6,304	-7,690	-122	90,375	80,299	-10,076	-12.55
6940-00-000	SERVICE COORDINATOR EXPENSE								
6940-00-010	Labor - Service Coordinator	33,104	22,131	-10,973	-50	307,033	287,708	-19,325	-6.72
6940-00-020	SC - Resident Outreach	0	375	375	100	350	4,500	4,150	92.22
6940-00-300	SC - Payroll Taxes	2,741	1,749	-992	-57	23,081	22,736	-345	-1.52
6940-00-400	SC - Workers Comp Expense	933	547	-387	-71	7,551	6,561	-990	-15.08
6940-00-500	SC - Employee Benefits	6,089	3,243	-2,846	-88	65,414	38,912	-26,502	-68.11
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	42,868	28,045	-14,823	-53	403,429	360,417	-43,012	-11.93
7000-00-100	OTHER INCOME / EXPENSE								
7000-00-300	Dividend Income	0	0	0	N/A	-18	0	18	N/A
7009-99-999	TOTAL OTHER INCOME / EXPENSE	0	0	0	N/A	-18	0	18	N/A
8000-00-010	NON-PROFIT EXPENSES								
8000-00-400	Office Supplies	0	0	0	N/A	509	0	-509	N/A
8000-00-500	Special Projects	-1,490	0	1,490	N/A	0	0	0	N/A
8000-99-999	TOTAL NON-PROFIT EXPENSES	-1,490	0	1,490	N/A	509	0	-509	N/A
8999-99-998	TOTAL OPERATING EXPENSES	950,629	632,703	-317,926	-50	7,834,324	7,938,824	104,501	1.32
8999-99-999	NET OPERATING INCOME / LOSS	-114,763	218,066	-332,829	-153	2,126,174	2,147,268	-21,094	-0.98

**Kavod Senior Life
Property Budget Comparison
As of December 31, 2020**

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var	
9010-00-000	NON-OPERATING EXPENSES								
9010-10-100	Interest Expense - Note Payable MF	37,999	36,333	-1,666	-5	408,339	436,000	27,661	6.34
9010-20-100	Depreciation - Buildings	78,850	78,417	-433	-1	946,200	941,000	-5,200	-0.55
9010-90-200	Amortization - Loan Fees	12,446	0	-12,446	N/A	12,446	0	-12,446	N/A
9010-90-500	Gain / Loss on Investment	66	0	-66	N/A	418	0	-418	N/A
9019-99-999	TOTAL NON-OPERATING EXPENSES	129,361	114,750	-14,611	-13	1,367,403	1,377,000	9,597	0.70
9999-99-998	NET INCOME / LOSS	-244,124	103,316	-347,440	-336	758,771	770,268	-11,497	-1.49

**Kavod Senior Life Foundation
Income Statement
As of December 31, 2020**

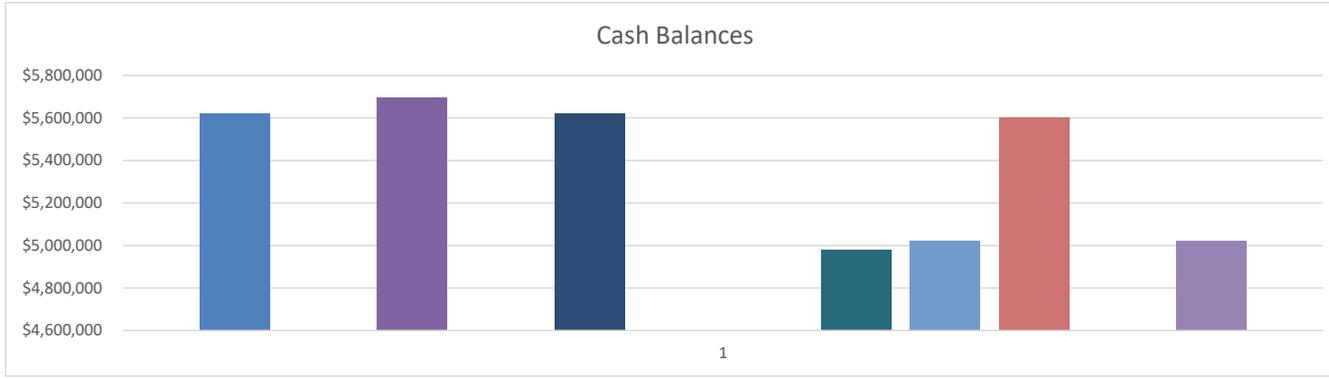
	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
7000-00-100 OTHER INCOME / EXPENSE								
7000-00-300 Dividend Income	-144,639.28	0.00	144,639.28	N/A	-144,639.28	0.00	144,639.28	N/A
7009-99-999 TOTAL OTHER INCOME / EXPENSE	-144,639.28	0.00	144,639.28	N/A	-144,639.28	0.00	144,639.28	N/A
8000-00-010 NON-PROFIT EXPENSES								
8000-00-080 Bank Fees	44,761.28	0.00	-44,761.28	N/A	44,761.28	0.00	-44,761.28	N/A
8000-00-085 RCF - Invest Fees	816.73	0.00	-816.73	N/A	816.73	0.00	-816.73	N/A
8000-99-999 TOTAL NON-PROFIT EXPENSES	45,578.01	0.00	-45,578.01	N/A	45,578.01	0.00	-45,578.01	N/A
8999-99-998 TOTAL OPERATING EXPENSES	-99,061.27	0.00	99,061.27	N/A	-99,061.27	0.00	99,061.27	N/A
8999-99-999 NET OPERATING INCOME / LOSS	99,061.27	0.00	99,061.27	N/A	99,061.27	0.00	99,061.27	N/A
9010-00-000 NON-OPERATING EXPENSES								
9010-90-400 Unrealized Gain / Loss on Investments	-250,065.00	0.00	250,065.00	N/A	-250,065.00	0.00	250,065.00	N/A
9010-90-500 Gain / Loss on Investment	-221,116.39	0.00	221,116.39	N/A	-221,116.39	0.00	221,116.39	N/A
9010-90-550 RCF - Change in Value of Investment	-9,415.22	0.00	9,415.22	N/A	-9,415.22	0.00	9,415.22	N/A
9010-90-600 Change in Value of Investment	-78,657.41	0.00	78,657.41	N/A	-78,657.41	0.00	78,657.41	N/A
9019-99-999 TOTAL NON-OPERATING EXPENSES	-559,254.02	0.00	559,254.02	N/A	-559,254.02	0.00	559,254.02	N/A
9999-99-998 NET INCOME / LOSS	658,315.29	0.00	658,315.29	N/A	658,315.29	0.00	658,315.29	N/A

Kavod Senior Life Foundation
Balance Sheet
As of December 31, 2020

		Balance	Beginning	Net
		Current Period	Balance	Change
1000-00-001	ASSETS			
1000-00-003	CASH			
1010-00-000	RESTRICTED CASH			
1010-00-100	Library Fund	6,147.21	6,147.21	0.00
1010-00-200	Pershing - 2005	5,169,770.66	4,890,800.73	278,969.93
1010-00-210	Pershing - 2021	1,204,379.76	1,083,632.89	120,746.87
1010-00-300	Rose Community Foundation	91,910.29	83,311.80	8,598.49
1010-99-998	TOTAL RESTRICTED CASH	6,472,207.92	6,063,892.63	408,315.29
1010-99-999	TOTAL CASH	6,472,207.92	6,063,892.63	408,315.29
1200-00-000	OTHER CURRENT ASSETS			
1200-80-000	Due from Affiliates	250,000.00	0.00	250,000.00
1200-90-999	TOTAL OTHER CURRENT ASSETS	250,000.00	0.00	250,000.00
1200-99-999	TOTAL CURRENT ASSETS	250,000.00	0.00	250,000.00
1999-99-999	TOTAL ASSETS	6,722,207.92	6,063,892.63	658,315.29
2000-00-000	LIABILITIES AND EQUITY / FUND BALANCE			
3000-00-000	EQUITY / FUND BALANCE			
3600-00-000	RETAINED EARNINGS / FUND BALANCE			
3600-10-000	Ret Earnings / Fund Bal - Current Yea	1,680,711.13	1,022,395.84	658,315.29
3600-20-000	Ret Earnings / Fund Balance - Prior	5,041,496.79	5,041,496.79	0.00
3600-99-997	TOTAL RETAINED EARNINGS / FUND BA	6,722,207.92	6,063,892.63	658,315.29
3999-99-998	TOTAL EQUITY / FUND BALANCE	6,722,207.92	6,063,892.63	658,315.29
3999-99-999	TOTAL LIABILITIES AND EQUITY / FUNE	6,722,207.92	6,063,892.63	658,315.29

KAVOD SENIOR LIFE
YTD FINANCIAL SUMMARY
as of 12/31/2020

Kavod Financial Dashboard



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Monthly Operating Cash Balance	December 20	November 20	October 20	September-20	August-20	July-20
Cash on Hand	\$ 5,620,039	\$ 5,694,194	\$ 5,621,600	\$ 4,980,000	\$ 5,021,600	\$ 5,021,600
Kavod Meal Exceptions	December 20	November 20	October 20	September-20	August-20	July-20
Number of Residents	34	33	34	35	37	37
Vacant Units	December 20	November 20	October 20	September-20	August-20	July-20
Independent Living	27	24	20	16	15	17
Assisted Living	4	4	3	3	3	3
Total	31	28	23	19	18	20

Grant Revenue by Month	December 20	November 20	October 20	September-20	August-20	July-20
Actual	\$ 34	\$ 33	\$ 34	\$ 35	\$ 37	\$ 37
Budgeted	\$ 34	\$ 33	\$ 34	\$ 35	\$ 37	\$ 37
Variance	\$ 68	\$ 66	\$ 68	\$ 70	\$ 74	\$ 74

MidFirst Construction Loan Balance	December 20	November 20	October 20	September-20	August-20	July-20
Drawn Down	\$ 34	\$ 33	\$ 34	\$ 35	\$ 37	\$ 37
Available	\$ 34	\$ 33	\$ 34	\$ 35	\$ 37	\$ 37
Variance	\$ 68	\$ 66	\$ 68	\$ 70	\$ 74	\$ 74

**Kavod Senior Life
MidFirst Refi Loan Tracking
As of February 15, 2021**

Total Loan	\$ 17,000,000
Less Fees	\$ (120,580)
South Loan Payoff	\$ (796,499)
Line of Credit Payoff	\$ (18,815)
East Loan Payoff	<u>\$ (4,148,114)</u>

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	<u>\$ 51,000</u>

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

Loan Advance	\$ 3,915,992
Loan Advance	743,858
Loan Advance	391,059
Loan Advance	223,247
Loan Advance	499,145
Loan Advance	340,505
Loan Advance	197,289
Loan Advance	<u>184,619</u>

Advanced 01/19/2018
Advanced 05/05/2020
Advanced 06/20/2020
Advanced 7/28/2020
Advanced 8/27/2020
Advance 9/25/2020
Advance Schedule 10/27/2020
Advance Schedule 12/15/2020

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

Current Active Projects

Project Oversight	Total Budget	Revised Budget	Percentage	Percentage	Available Budget	Total Spent	Supervising Entity
			Spent Complete	Work Complete			
Marx Okubo 1st Invoice	\$ (25,886)	\$ 437,850	\$ 511,331	72%	72%	\$ 143,584	\$ (367,747) Kavod
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)						This invoice includes fire suppression consulting work.
Marx Okubo 10th Invoice	\$ (10,834)						
Marx Okubo 11th Invoice	\$ (10,570)						
Marx Okubo 12th Invoice	\$ (11,974)						
Marx Okubo 13th Invoice	\$ (10,760)						

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
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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)										
W.E Anderson	\$	(40,249)										

Note: Marx Okubo is verifying percentage work complete.

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)	\$	65,208	99%	100%	\$	793	\$	(64,415) Kavod		
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)	\$	120,000	100%	100%	\$	(7,727)	\$	(127,727) Kavod		
PasterKamp Heating and Air	\$	(48,000)										
Bram Construction(Abatement)	\$	(16,363)										
PasterKamp Heating and Air	\$	(47,000)	Project Complete									
Chiller Replacement												
Johnson Controls	\$	(1,625)	\$	375,000	51%	100%	\$	199,625	\$	(175,375) Kavod		
Johnson Controls	\$	(12,500)										
Johnson Controls	\$	(73,375)										
Johnson Controls	\$	(16,379)										
Johnson Controls	\$	(50,240)										
Johnson Controls	\$	(375)										
Johnson Controls	\$	(13,875)										
Johnson Controls	\$	(7,006)	Project Complete-Project under budget									
Unit Mockups/Construction Management												
Pinkard	\$	(16,199)	\$	8,892,495	\$	9,014,432	48%	43%	\$	4,658,558	\$	(4,355,874) Kavod
Trane US	\$	(2,842)										
Pinkard	\$	(44,535)										
December 2019-Pinkard Draw #1	\$	(282,918)										
January 2020-Pinkard Draw #2	\$	(511,070)										
February 2020-Pinkard Draw #3	\$	(575,428)										
March 2020-Pinkard Draw #4	\$	(828,810)										
April 2020-Pinkard Draw #5	\$	(391,059)										
May 2020-Pinkard Draw #6	\$	(223,247)										
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)	\$	20,000	100%	100%	\$	1,130	\$	(18,870) Kavod		
Project Complete												
West Roof and East circle railings												
First Choice Fabrication	\$	(5,992)	\$	32,000	100%	100%	\$	5,855	\$	(26,145) Kavod		

Larry's Mobile Welding \$ (5,981)
 First Choice Fabrication \$ (14,172)

Project Complete

Replace Boilers/Valves-South

Climate Engineering \$ (11,780) \$ 120,000 100% 100% \$ 43,920 \$ (76,080) Kavod
 Climate Engineering \$ (64,300)

Project Complete-Project under budget

East building Elevator Upgrades

Thyssenkrupp-Deposit \$ (143,117) \$ 280,000 \$ 317,812 63% 50% \$ 118,319 \$ (199,493) Kavod
 Thyssenkrupp \$ (28,751)
 Thyssenkrupp \$ (27,625)

Kavod Senior Life
MidFirst Refi Loan Tracking
As of February 15, 2021

Committed Projects- payment for material only as of October 2020

	<u>Bid</u>	<u>Total Budget</u>	<u>Revised Budget</u>	<u>Percentage</u>	<u>Percentage</u>	<u>Available Budget</u>	
				<u>Spent Complete</u>	<u>Work Complete</u>		
New door Hardware							
Anixer	\$ (56,293)	\$ 60,000		100%	0%	\$ 3,707	\$ (56,293) Pinkard
Furniture for West Office							
Interior Environments	\$ (6,800)	\$ 13,673		50%	50%	\$ 6,873	\$ (6,800) Kavod

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	\$ 39,236	\$ 36,333	\$ (2,903)
December Interest Paid	\$ 37,999	\$ 36,333	\$ (1,666)
January 2021 Interest Paid	\$ 37,584	\$ 37,255	\$ (329)
February 2021 Interest Paid	\$ 37,999	\$ 37,255	\$ (744)
Total Interest to date	\$ 1,195,850	\$ 1,509,255	\$ 313,405

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

Resident and Community Services Committee

January 21, 2021

Zoom call at Noon

Present: Molly Zwerdinger, chair, Deanie Andersen, Ondalee Kline, Scott Fisher, Fran Stern, Sara Golombek, Jan Schorr, Gerri Persin, Doug Krug, and Denise Lutz. Staff: Michael Klein, Tracy Kapaun. Jennifer Grant, Connie Moore, Mandie Birchem, Rabbi Stephen Booth-Nadav, and Christie Ziegler. Guest: Ben Green

Molly welcomed everyone to the meeting and asked everyone to do a short introduction. Everyone did this and we confirmed could hear the discussion over Zoom.

Jennifer, Mandie and Tracy gave COVID-19 updates. As of this date, we have one positive independent living (IL) staff case and four independent living residents who have tested positive and they are in isolation. Staff does contact tracing and we report our information on cases to CDPHE. Assisted living (AL) has no positive resident or staff cases. We are planning a modified dining program and visitations per State guidelines for assisted living as this is permissible under their regulations. Mandie reviewed the vaccine process to date and stated 223 IL residents received the first vaccine. . It has been a complicated process and she and her staff have done much work to notify residents as well as complete the appropriate paperwork. We are also continuing regular testing for both AL and IL staff and residents. Tracy and Jennifer explained briefly the difference between AL and IL regulations. We can finally do admissions and these were stopped for several months until the State clarified that there are a different set of regulations which apply to IL and AL.

Michael updated the group that Nita Mosby Tyler would be doing Diversity/Equity/Inclusivity training through her consulting group for staff, residents and the board. The funding for this was through the Musser Foundation and one of the goals is to improve the relationship between different resident groups towards other groups.

Christie provided a slide which highlighted the accomplishments of Kavod on the Road. The program went from on-site presentations to stopping them completely and to slowly reintroducing them via Zoom. She noted a much more vibrant presence in the past two months with significant improvement in attendance.

Mandie gave an update on the University of Colorado Medicine clinic. We have forty residents enrolled but because of COVID it is being done through tele-health. She also explained the Food Pantry is going well and shared updates on the English reading group, Project Aging Wisely and the upcoming partnership with DU on Intergenerational Mindfulness.

Scott Fisher introduced his colleague Ben Green and they spoke about a research project they are doing which includes older adults at Kavod. Their project is on Aging Wisely and entails interviewing seniors on their thoughts on what are the key factors that support this. They have interviewed eight of our people. We brainstormed possible educational outcomes which can result as a follow up both at Kavod as well as with KOTR.

Connie gave some details about the various programs she will be offering which include events connected to Valentine's Day, Mardi Gras, Black History Month and Chinese New Year. She has a number of on-going virtual programs and has restarted Opening Minds through Art and Music and Memories. She also mentioned she is researching a technology application which can be used on televisions, tablets, and smartphones. Kavod has been raising money for this and she hope to offer it in the next few months. There are still issues surrounding the structural implementation of it.

Denise Lutz gave resident council update thanking staff for all they have done. She also hoped the recycling program can restart when we get out our outbreak mode.

Michael shared a small example of how are staff are so involved in supporting our residents. One of our night managers tracked down a resident's lost phone and medical papers by digging into one of our dumpsters early in the morning. He spent time and effort to help this resident and Michael explained this is but one example of the things staff do to be of assistance to our seniors. He also stated we had received the ICAA Nu-step Beacon health and wellness award for a second year in a row and were only one of 25 senior facilities in North America to receive it. He introduced Rabbi Steve who mentioned we also received a Jewish programming award from the Association of Jewish Aging Services for the work he had done with memorial services for our residents individually as well as a yearly memorial program he conducts.

With no additional business to come before the committee, Molly adjourned the meeting at 1:05.