

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, August 9, 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"> • June 2021 Board Minutes • May Financials • Construction Schedule • Fiscal Committee Minutes • Resident & Community Services Minutes • Resident Covid Survey Report • Covid19 Update Report • Construction Update Report 	Steven Summer	Approval
5:35 pm	Village Movement Presentation	Rachel Cohen Hillary Simons, CEO A Little Help	Informational
6:05pm	50 th Anniversary Fundraiser Update	Molly Zwerdlinger Melanie Siegel	Informational
6:10pm	President/CEO's Report	Michael Klein	Informational
6:15pm	Chairman's Report	Steven Summer	Informational
6:20 pm	Executive Session	Steven Summer	
7:00 pm	Adjournment		

Due to the Jewish High Holidays during the month of September the next board meeting is set for the end of October

*(June Financials will be in the October Packet as they come out after the August Board Meeting)

NEXT MEETING October 25, 2021 at 5:30pm

Kavod Senior Life
Board of Directors
Board Meeting
June 28, 2021

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, Ondalee Kline, Perry Moss, Debbie Reinberg, Connell Saltzman, Gary Saltzman, Melanie Siegel, Steven Summer, David Zaterman, and Molly Zwerdinger. New Board Members: Rodi Levi, Alexandria Mannering, Renee Raabe, and Yolanda Webb. Staff: Michael Klein, Michael Belieu, Tracy Kapaun, Christine Dewhurst, and Gaile Weisbly Waldinger. 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 April 2021 Board minutes, Committee Reports: –March/April Financials, Fiscal Committee Minutes, and Foundation Minutes (all items were distributed prior to the meeting were presented for approval.) Mr. C. Saltzman moved to approve the Consent Agenda with a second from Mr. Friedman. The motion passed.

Mr. Rob Friedman presented the Board Leadership and Development Committee final report to the board. He advised that the following Board Members have completed their tenure on the Kavod Senior Life Board of Directors: Glenn Cooper, Perry Moss, and Debbie Reinberg. He also stated that Mr. Carl Glatstein had resigned from the board in December of 2020.

He advised that the following Kavod Senior Life Foundation Board Members have also completed their tenure on said board: Beth Shanker and Adam Newman. Finally he advised that Steven Siegel has completed his tenure on the Kavod Senior Housing and Services Board. He thank all outgoing board members for all 3 boards for their commitment and dedication to Kavod Senior Life.

Mr. Friedman reported to those present that the Board Leadership and Development Committee recommended the following individuals 2021-2024 for their 1st-3 year term:

Renee Raabe
Alexandra Mannering
Rodi Liv
Yolanda Webb

Mr. Friedman moved to approve the nominations with a second by Ms. Kline. Motion carried.

Next Mr. Friedman reported that the following members are up for their 2nd 3 year term 2021-2024

Sharon Caulfield
Melanie Siegel
Connell Saltzman
Molly Zwerdinger

Mr. Friedman moved to approve the 2nd term of the individuals listed above with a second by Ms.Kline. Motion carried.

Mr. Friedman advised that the following members are up for their 3rd – 3 year term 2021-2024

Rob Friedman
Jamie Sarche

Mr. Friedman moved to approve the 3rd term of the individuals listed above with a second by Ms.Kline. Motion carried.

Mr. Friedman moved to approved Mr. Perry Moss for a 2nd – 3 year term (2021-2024) on the Kavod Foundation with a second by Mr. Zaterman. Motion passed.

Mr. Friedman moved to approve Mr. Jay Mactas for a 4th term, as approved by the Board of Directors at the April 26, 2021 Board. Mr. Zaterman seconded the motion. The motion passed.

Mr. Friedman moved to approve the following individuals for their 1st 3 year term (2021-2024) on the Kavod Foundation Board of Directors; Alan Reifler, Brian Recht and Jan Schorr. Once again Mr. Zaterman seconded the motion. The motion passed.

Mr. Friedman advised with departure of Mr. Siegel from the Kavod Senior Housing and Services Board the Board Leadership and Development Committee has nominated Mrs. Sharon Roth to fill the vacant slot. Mr. Friedman moved to approve Mrs. Sharon Roth to her 1- 3rd term (2021-2024) term with a second by Melanie Siegel. The motion passed.

Finally, Mr. Friedman moved to approve the following members to the Kavod Senior Life Executive Committee for 2 year term 2021-2023 with a second by Mr. Cooper. The motion passed.

Molly Zwerdlinger, Chair – Elect

Sharon Caulfield, Secretary

Rachel Cohen – At large

Upon approval all new board members were admitted to the Board meeting. Mr. Summers had all board members introduced themselves and provide a brief background.

Mr. Klein, prior to his report announced that Ms. Christine Dewhurst has been promoted to Chief People Officer. The board congratulated Ms. Dewhurst for her work for Kavod Senior Life. Mr. Klein provided the board with an updated report on the status of COVID-19 at the facility. Mr. Klein reported that there have been no new cases since May in neither the senior living side nor the assisted living side. All unvaccinated individuals must still wear a mask and practice social distancing. All visitors are still screened at our doors. At the time of the board meeting the main dining room has fully reopened with 6 people per table and open seating. Vccinated residents, staff and guests have the option of no longer wearing masks. Health & Wellness as well as Life Enrichment outside instructors are now doing onsite classes.

Ms. Tracy Kapaun gave a short construction update. She advised that on May 18th the abatement process resumed in the West Building and was concluded on June 11th. Our contractor, Pinkard Construction, came back onsite on June 7th. All work is progressing well and in a timely manner.

Ms. Zwerdlinger a short update on the 50th Anniversary Celebration that will take place virtually on August 26th. She once again asked all Board members to consider being a party host.

Mr. Summer gave a brief report advising that in July all board members will be asked for complete the annual Conflict of Interest and Confidentiality agreement. He also advised the next board meeting will take place on August 9th at 5:30 pm.

Meeting adjourned at 6:15pm so all members could join the annual meeting.

Kavod Senior Life
Board of Directors
Annual Meeting
June 28, 2021

Due to the COVID-19 Pandemic, the annual board meeting was held electronically via ZOOM. Each person in attendance acknowledged the ability to hear and speak during the meeting. Present: Brian Botnick, Sharon Caulfield, Rachel Cohen, Glenn Cooper, Rob Friedman, Ondalee Kline, Rodi Levi, Alexandria Mannering, Perry Moss, Debbie Reinberg, Renee Raabe, Connell Saltzman, Gary Saltzman, Melanie Siegel, Steven Summer, Yolanda Webb David Zaterman, and Molly Zwerdinger. Alan Reifler, Brian Recht, Michael Cohen and Joan Beldock. Staff: Michael Klein, Michael Belieu, Tracy Kapaun, Christine Dewhurst, and Gaile Weisbly Waldinger.

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

Mr. Summer introduced the 2021-2022 Board to the members of the annual meeting. He advised all present that the Chairmen of the following Boards, Kavod Senior Life Foundation and Kavod Senior Housing and Services Board will introduce their board.

Mr. Perry Moss, Chairman of the Kavod Senior Life Foundation introduced the members of said board, which included 2 new members; Alan Reifler, and Brian Recht.

Mr. Michael Cohen, Chairman of the Kavod Senior Housing and Services Board introduced the members of KSHS, which included new member Sharon Roth. He also advised that Steve Siegel, long time board member of both the KSL and KSHS Board was leaving the board. Mr. Cohen provided the group with a brief history of Mr. Siegel's commitment to Kavod Senior Life and thanked him for his contributions and commitment to the residents of Kavod Senior Life.

Mr. Klein provided a report to the group about the accomplishments in the past year.

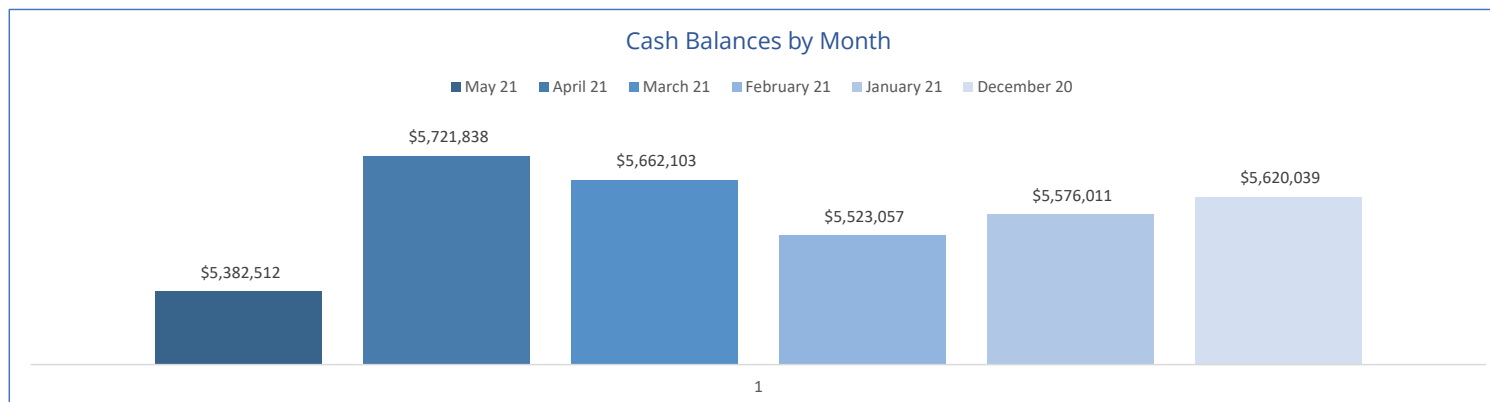
Ms. Zwerdinger provided the group with an update on the 50th Anniversary Celebration which will take place virtually on August 26th. The event will have the Sklar Brothers entertain the group and invited all present to purchase tickets and hold watch parties.

Mr. Summer gave his Chairman's report outlining his goals for the upcoming year for Kavod Senior Life.

It was announced that since the annual meeting was held in June we would be holding an additional board meeting on August 9, 2021 via zoom.

There being no other business Mr. Friedman moved and Mr. C. Saltzman seconded that the Annual Meeting be adjourned. The motion pass and the meeting adjourned at 7:09pm

KAVOD SENIOR LIFE
YTD FINANCIAL SUMMARY as of 5/31/2021



Cash Balances by Month - See Chart	May 21	April 21	March 21	February 21	January 21	December 20
Cash on Hand	\$ 5,382,512	\$ 5,721,838	\$ 5,662,103	\$ 5,523,057	\$ 5,576,011	\$ 5,620,039

Net Income	May 21	April 21	March 21	February 21	January 21	December 20
Actual	\$ 892,539	\$ 718,644	\$ 748,428	\$ 729,967	\$ 815,095	\$ 1,212,280
Budget	\$ 768,122	\$ 738,020	\$ 712,920	\$ 691,562	\$ 737,039	\$ 825,491
Variance	\$ 124,417	\$ (19,376)	\$ 35,508	\$ 38,405	\$ 78,056	\$ 386,789

Kavod Meal Exceptions	May 21	March 21	February 21	February 21	January 21	December 20
Number of Residents	34	31	30	32	30	31

Occupancy Percentage	May 21	April 21	March 21	February 21	January 21	December 20
	96%	96%	95%	93%	93%	92%

Vacant Units	May 21	April 21	March 21	February 21	January 21	December 20
Independent Living	12	12	15	20	24	27
Assisted Living	3	2	3	4	4	4
Total Vacant Units	15	14	18	24	28	31

Grant Revenue by Month	May 21	April 21	March 21	February 21	January 21	December 20
Actual	\$ 224,257	\$ 74,057	\$ 57,557	\$ 42,001	\$ 11,291	\$ 257,092
Budgeted	\$ 107,438	\$ 85,950	\$ 64,463	\$ 42,975	\$ 21,488	\$ 315,600
Variance	\$ 116,819	\$ (11,893)	\$ (6,906)	\$ (974)	\$ (10,197)	\$ (58,508)

MidFirst Construction Loan Balance	May 21	April 21	March 21	February 21	January 21	December 20
Drawn Down	\$ 10,834,462	\$ 10,834,462	\$ 10,834,462	\$ 10,834,462	\$ 10,798,132	\$ 10,649,843
Available	\$ 6,165,538	\$ 6,165,538	\$ 6,165,538	\$ 6,165,538	\$ 6,201,868	\$ 6,350,157
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	March-21	December-20	Change
Investment Balance	\$ 6,511,180	\$ 6,472,208	\$ 38,972

Note: The Foundation balance will be updated quarterly. 1



July 16, 2021

Please see below for the project summary for the Fiscal Committee Call and Board Review.

A. CURRENT STATUS OF CONSTRUCTION

Construction resumed May 18, 2021 with the primary focus on completing asbestos abatement in the residential units and corridor at the West Building.

West Building:

- Asbestos abatement is generally complete as of June 11, 2021.
- **West office turnover is anticipated for early July 2021.**
 - Completion of the ground-level fire sprinkler and alarm installation is generally complete. City of Denver Fire Inspections are being scheduled.
 - **The second inspection is being scheduled for Saturday, July 17, 2021.**
 - The final City of Denver Building Department inspection will be called after the Fire Inspection is passed; anticipated for the week of July 19.
 - Turnover to Kavod staff is pending these final inspections.
 - Anticipate staff move-in by end of July 2021.
- **West building residential work is anticipated to begin June 21, 2021.**

Pinkard is generally complete with all "commercial" work, including the following:

- Health and Wellness mechanical system upgrades
- Final punch work is generally complete in the staff offices
- Replacement of the ground-floor Hydronic piping
- Reinstallation of the fire pump and associated electrical equipment damaged due to the pipes freezing during winter 2020/2021.

Remaining work includes:

- Ceiling tile replacement at ground level
- Residential fire sprinkler and fire alarm installation at Levels 7 - 12

- Fire sprinkler and alarm installation has resumed in the building corridors up to Floor 11 for pipe, and through the 10th floor electrical.

East Building:

Preparation for fire alarm and fire sprinkler work will begin the week of July 19, 2021.

Corridor fan-coil replacement is generally complete, with finish work (carpet and trim) in progress.

The electrical work, bistro, common area and employee restrooms, and Shul classroom upgrades are generally complete, with punch and warranty items in progress.

Residential unit work is scheduled to begin October 2021, with an eight-and-a-half-month construction duration.

South Building:

Residential unit work is scheduled to begin May 2022, with a four-and-a-half-month construction duration.

B. Construction Budget

Pinkard has completed \$5,007,493 of work through to date, including retainage, with \$4,568,130 remaining on the contract. Hard Costs complete are approximately 55%.

Cost Escalation:

Pinkard Extended GC/GRs:	\$208,020
<u>Subcontractor Escalations:</u>	<u>\$99,609</u>
Total Proposed Change (Hard Cost):	\$307,629
MO extended fees (soft cost):	\$80,000
GRAND TOTAL:	\$387,629

Kavod Senior Life

Fiscal Committee Meeting Minutes from June 15, 2021

Members Present: Brian Botnick, Gary Saltzman, Rob Friedman, Joey Simon, and Connell Saltzman.

Staff: Michael Klein, Tracy Kapaun, Uros Grasic, and Mike Belieu. Guest: Max Reiner with Marx Okubo.

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

The May 19, 2021 Fiscal Meeting minutes were reviewed. The group approved the minutes from the May meeting with the motion made by Steven and seconded by Rob. Motion passed.

Max with Marx Okubo gave a construction update He went over the two PDFs that were sent with the fiscal package. Pinkard is onsite and asbestos abatement is completed. Rob asked about the budget with abatement. Max mentioned there was additional testing required from the State of Colorado and as a result, the actual costs will be over the budget.

Max mentioned the work on the West office has restarted and gave an update on that work. Pinkard is working on the punch list and is fixing the fire pump that was damaged during the winter freeze. Connell ask if the pump was covered under an insurance coverage. Max said Pinkard is working through that and expects the insurance company to reimburse Pinkard for the costs. Residential work in the West building started the week of June 21st and picked up on the 6th floor. The East building commercial work is 95% complete with Pinkard working on punch list items. The East building residential units will begin in October 2021 and the South building will start May 2022. Connell asked about additional costs over what has budgeted. Max went over the Pinkard general conditions budget and the additional costs. The group discussed the potential costs. Tracy gave an update on how the residents are dealing with the start of construction. She mentioned how well the abatement contractor handled the job and how professional they were. Max left the call and there was additional discussion on construction costs.

Connell asked if there was any questions on the April 2021 financials. Connell gave a brief overview of the main financial items. With no questions being raised, the group approved the April 2021 financial statements with the motion made by Steven and seconded by Rob. Motion passed.

Mike gave an update on the loan modification with MidFirst. All loan documents were reviewed and approved by Paul Franke. The fees were \$10,000 less than original quoted, MidFirst did not charge Kavod for their legal fees. The loan documents were signed the first week of June and the modification closed. The new payment begins June 18.

The next meeting is scheduled for July 20, 2021 at 8:00 a.m. via Zoom conference call.

Notes to May 2021 Financial Statements

Prepared by Mike Belieu, CFO, Kavod Senior Life

I have prepared a summary of some key items on the May 2021 statements. These are preliminary numbers and subject to change.

June 2021 Outlook:

- Rental revenue is higher than budget for June.
 - Assisted Living is still running lower than budget but occupancy is trending higher. Kavod had higher than normal vacancy in June due to the units being held for construction.
 - As of June 30, there are 11 independent units vacant versus 12 in May. Seven of these are being held for construction. There are four assisted living units vacant.
- Most expense line items are right at budget or a little higher than budget. Covid related expenses keep trending down. Assisted Living payroll expenses will be higher due to manager leaving and pay out of vacation time.

May 2021:

Cash:

- Operating cash balance as of May 2021 is \$5,382,512 down from \$5,721,838 in April 2021. Cash decreased due to the MidFirst loan prepayment penalty. 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 \$220,236 YTD.* Operating and Payroll cash balances decreased \$237,527 through May.
- Prepaid Expense balance decreased with monthly allocation of the property/liability insurance payments.
- Other Current Assets is lower in YTD due to intercompany balance being reduced by the MidFirst loan forgiveness in January 2021.
- In December 2020, Kavod did an accrual for retainage payable for the Pinkard pay applications to date. This retainage amount was reversed in March 2021.
- Other Current Liabilities is lower YTD due to intercompany balance being reduced by the MidFirst loan forgiveness in January 2021 and the reversal of Misc. Accrued expenses of \$672,009.
- Mortgage and Notes Payable decreased due to the PPP loan of \$794,400 being forgiven.

Statement of Activities:

- Through May 2021, net income is \$892,539 versus the budgeted net income of \$768,122.

Revenue:

- Total revenue YTD through May 2021 is \$4,446,237 compared to the budgeted amount of \$4,527,072 a difference of \$80,835 or 2 percent lower than projected.

- Rental revenue is lower than budget by \$115,798 through May 2021. Kavod had higher vacancy in May due to vacant units set aside for construction. As of May 31, there are 12 units vacant.
- Total Adjustment represent Night Managers unit rent that is considered vacancy or loss to lease and concessions given to lease market rate units.
- Total Tenant Charges is made up of laundry machine revenue, rent from hair salon and Legacy.
- Assisted Living revenue YTD is under budget by \$54,527. For May 2021, there was one market rate and two Medicaid units vacant.
- Activity Revenue is down \$13,088 through May. 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 under budget YTD by \$15,069. There were 34 meal exceptions in May.
- Grant revenue is over budget by \$116,819 through May. In May 2021, Kavod received a grant from the Daniels fund for \$150,000 to use toward general operating expenses.
- Non-Profit/Contribution revenue is over budget by \$157 through May 2021. Kavod continues to receive contributions from individuals to assist with the COVID-19 virus expenses.
- Other Revenue over budget \$571 and consists of interest income from investments and operating accounts along with misc. revenue from operations.

Expenses:

- Total operating expenses through May of 2021 were \$3,735,064 compared to the budgeted amount of \$3,843,617 a difference of \$108,552 or 3 percent lower than budget.
- Total Administrative Expenses are over budget \$26,908.
 - Admin salaries and benefits is higher than budget by \$27,152 through May 2021. Due to the need to pay outside agencies for lobby screening, Front Office help is over budget in May and YTD. The expense is higher due to regular Kavod staff going back to pre-COVID positions.
 - Professional Fees are over budget \$6,444, legal is still over in May and YTD due to costs associated the refinance and resident issues.
 - Property management fees are under budget YTD. 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.
 - Other Admin Expenses were \$5,685 under budget. Most categories are under budget in May and YTD. Software is higher due to Yardi consulting expenses and Adobe purchase.
 - Marketing & Advertising expenses came in \$11,385 under budget. Ads are being ran for the Assisted Living vacancies.
 - Utilities are over budget in May and YTD, due to higher natural gas costs from the colder January and February weather and higher sewer costs.

- The Maintenance and Operational category (including Repairs & Maintenance, Materials, and Contract Costs) is under budget by \$36,821. May costs were under budget and much less than April 2021.
- Taxes and Insurance cost are over budget \$381. A refund of \$3,804 was received in March 2021 for federal taxed paid in 2020 for the parking tax that has been repealed.
- Food Service costs are under budget by \$52,437. May food and beverage expense were lower than budget by \$8,524. The new Dining Services Manager is doing an excellent job keeping costs under control.
- Assisted Living expenses year to date are lower than budget by \$1,704. Labor-Caregivers and Food costs are over budget for May.
- Activity, Resident Computer, and Service Coordinator expenses were under budget \$28,895. 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.
- Non-Profit costs are under budget by \$13,829. This line item is made up of COVID-19 expenses, such as supplies, labor for screening desks, meal credits applied to residents' accounts. COVID-19 expenses are running under budget through May.

Net Operating Income:

- Net Operating Income (NOI) came in higher than budget through May at \$711,173 versus the budgeted amount of \$683,456 a variance of \$27,717 or 4% higher than budget.

Non-Operating Revenue/Expenses and Other Information:

- Non-operating expenses including debt service came in \$96,699 under budget.
- PPP Loan Forgiveness added to Non-operating revenue. Kavod received full loan forgiveness in the amount of \$794,400 versus a budget amount of \$714,000.
- Depreciation was trued up in May based upon the fixed assets added in 2020 and projected additions this year. Overall Depreciation is \$170 under budget YTD.
- Debt service expense came in at \$180,227 YTD versus a budget of \$196,417 Interest costs are lower than budget due to a smaller than projected MidFirst loan balance.

Capital Items:

- A detailed worksheet is included with the monthly Fiscal package.
- The roof was completed in March 2021 at a total cost of \$365,044 which is right on budget.
- Two ADA units were upgraded March 2021. A unit in the South and a unit in the East building were retrofitted with state of the art automated equipment to make them more reliable and user friendly. The cost was \$8,494 per unit.
- 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
Summary Statement of Activites (with PTD)
For the month ending May 2021

8/2/2021 10:50 AM

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
REVENUE								
5000-99-999 TOTAL RENT REVENUE	662,162	659,844	2,318	0	3,198,559	3,286,236	-87,677	-3
5000-40-400 TOTAL ADJUSTMENTS	-4,742	0	-4,742	N/A	-19,110	0	-19,110	N/A
TOTAL TENANT CHARGES	886	2,942	-2,056	-70	5,698	14,709	-9,011	-61
5000-99-999 TOTAL RENTAL INCOME	658,306	662,786	-4,480	-1	3,185,147	3,300,945	-115,798	-4
TOTAL FOOD SERVICE	93,835	93,570	265	0	452,781	467,850	-15,069	-3
5310-99-999 TOTAL ASSISTED LIVING REVENUE	80,511	91,200	-10,689	-12	401,573	456,000	-54,427	-12
5320-99-999 TOTAL ACTIVITY REVENUE	12	2,942	-2,930	-100	12	13,100	-13,088	-100
5600-99-999 TOTAL NON-PROFIT REVENUE	39,445	35,190	4,256	12	176,105	175,948	157	0
5610-99-999 TOTAL GRANT REVENUE	150,200	21,488	128,712	599	224,257	107,438	116,819	109
5900-99-998 TOTAL OTHER REVENUE	1,224	1,158	66	6	6,362	5,791	571	10
5900-99-999 TOTAL REVENUE	1,023,533	908,333	115,200	13	4,446,237	4,527,072	-80,835	-2
6000-00-000 EXPENSES								
6000-99-999 TOTAL ADMIN SALARIES AND BENEFITS	129,729	121,717	-8,012	-7	710,476	683,324	-27,152	-4
6010-99-999 TOTAL PROFESSIONAL FEES	2,419	6,692	4,273	64	40,298	33,853	-6,444	-19
6020-99-999 TOTAL MANAGEMENT FEE EXPENSE	1,004	1,004	0	0	4,017	5,021	1,004	20
6040-99-998 TOTAL OTHER ADMINISTRATIVE EXPENSES	25,517	23,384	-2,133	-9	118,677	124,362	5,685	5
6040-99-999 TOTAL ADMINISTRATIVE EXPENSES	158,669	152,796	-5,872	-4	873,468	846,560	-26,908	-3
6100-99-999 TOTAL MARKETING AND ADVERTISING	1,828	5,596	3,768	67	14,011	25,396	11,385	45
6400-99-999 TOTAL UTILITY EXPENSES	32,752	28,833	-3,918	-14	153,463	144,166	-9,297	-6
6500-99-999 TOTAL REPAIRS AND MAINTENANCE EXPENSES	73,408	76,362	2,953	4	393,046	381,810	-11,236	-3
6510-99-999 TOTAL MATERIALS	11,519	19,267	7,747	40	106,653	96,333	-10,320	-11
6520-99-998 TOTAL CONTRACT COSTS	39,283	62,417	23,134	37	253,708	312,085	58,377	19
6520-99-999 TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	124,211	158,046	33,834	21	753,407	790,228	36,821	5
6700-99-999 TOTAL TAXES AND INSURANCE	55,694	54,238	-1,457	-3	273,370	272,989	-381	0
6900-99-999 TOTAL FOOD SERVICE	120,539	135,644	15,105	11	625,784	678,221	52,437	8
6910-99-999 TOTAL ASSISTED LIVING EXPENSE	77,060	74,463	-2,597	-3	370,611	372,315	1,704	0
6920-99-999 TOTAL ACTIVITY PROGRAM EXPENSE	32,744	35,153	2,409	7	158,059	175,765	17,706	10
6930-99-999 TOTAL RESIDENT COMPUTER CENTER	6,601	6,891	290	4	33,430	34,455	1,025	3
6940-99-999 TOTAL SERVICE COORDINATOR EXPENSE	28,856	32,045	3,189	10	150,060	160,224	10,164	6
7009-99-999 TOTAL OTHER INCOME / EXPENSE	-18	6	24	381	-35	31	66	212
8000-99-999 TOTAL NON-PROFIT EXPENSES	56,308	68,653	12,345	18	329,437	343,267	13,829	4
8999-99-998 TOTAL OPERATING EXPENSES	695,244	752,364	57,120	8	3,735,064	3,843,617	108,552	3
8999-99-999 NET OPERATING INCOME / LOSS	328,289	155,969	172,320	110	711,173	683,456	27,717	4
9019-99-999 TOTAL NON-OPERATING EXPENSES	154,395	125,867	-28,528	-23	-181,366	-84,667	96,699	114
9999-99-998 NET INCOME / LOSS	173,894	30,102	143,792	478	892,539	768,122	124,416	16

Summary Statement of Activites (with PTD)
For the month ending May 2021

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var
Note:Activity,Resident Computer, and Service Coordinator Variance equals					\$ 28,895			

Kavod Senior Life
Consolidated Cash Flow Statement
For the month ending May 2021

	Period to Date	%	Year to Date	%	
REVENUE					
5000-99-999	TOTAL RENT REVENUE	662,162	65	3,198,559	72
5010-00-999	TOTAL ADJUSTMENTS	-4,742	0	-19,110	0
5020-99-999	TOTAL TENANT CHARGES	886	0	5,698	0
5300-00-999	TOTAL FOOD SERVICE	93,835	9	452,781	10
5310-99-999	TOTAL ASSISTED LIVING REVENUE	80,511	8	401,573	9
5320-99-999	TOTAL ACTIVITY REVENUE	12	0	12	0
5600-99-999	TOTAL NON-PROFIT REVENUE	39,445	4	176,105	4
5610-99-999	TOTAL GRANT REVENUE	150,200	15	224,257	5
5900-99-998	TOTAL OTHER REVENUE	1,224	0	6,362	0
	TOTAL REVENUE	1,023,533	100	4,446,237	100
EXPENSES					
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	129,729	13	710,476	16
6010-99-999	TOTAL PROFESSIONAL FEES	2,419	0	40,298	1
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	1,004	0	4,017	0
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	25,517	2	118,677	3
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	158,669	16	873,468	20
6100-99-999	TOTAL MARKETING AND ADVERTISING	1,828	0	14,011	0
6400-99-999	TOTAL UTILITY EXPENSES	32,752	3	153,463	3
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSES	73,408	7	393,046	9
6510-99-999	TOTAL MATERIALS	11,519	1	106,653	2
6520-99-998	TOTAL CONTRACT COSTS	39,283	4	253,708	6
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	124,211	12	753,407	17
6700-99-999	TOTAL TAXES AND INSURANCE	55,694	5	273,370	6
6900-99-999	TOTAL FOOD SERVICE	120,539	12	625,784	14
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	77,060	8	370,611	8
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	32,744	3	158,059	4
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	6,601	1	33,430	1
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	28,856	3	150,060	3
7009-99-999	TOTAL OTHER INCOME / EXPENSE	-18	0	-35	0
8000-99-999	TOTAL NON-PROFIT EXPENSES	56,308	6	329,437	7
	TOTAL EXPENSES	695,244	68	3,735,064	84
	NET OPERATING INCOME / LOSS	328,289	32	711,173	16
	TOTAL NON-OPERATING EXPENSES	154,395	15	-181,366	-4
	NET INCOME / LOSS	173,894	17	892,539	20
ADJUSTMENTS					
1020-00-010	A/R -Tenants	-153,124	-15	-149,652	-3
1020-10-010	A/R - HAP	16,660	2	-5,268	0
1020-20-010	A/R - Medicaid	1,700	0	4,268	0
1020-60-000	A/R - Other	123,600	12	247,772	6
1100-00-100	Prepaid Insurance - Property / Liability	54,391	5	229,600	5
1100-00-200	Prepaid Insurance - Workers Comp	8,634	1	9,854	0
1100-00-300	Prepaid Expense - Other	8,018	1	5,406	0
1200-80-000	Due from Affiliates	515,709	50	734,100	17
1300-20-200	Building Equipment - Fixed	0	0	-16,988	0
1300-80-100	Construction in Progress	-89,888	-9	161,500	4
1310-20-100	Accum Depr - Buildings	117,347	11	432,747	10
1390-00-100	Loan Fees	-465,160	-45	-465,160	-10
2000-10-000	Accounts Payable	-196,320	-19	-8,780	0
2010-10-000	Accrued Payroll Wages Payable	0	0	-297	0
2010-30-070	Transportation Benefits Payable	1,055	0	0	0
2010-30-080	Pension Payable	0	0	0	0
2010-30-100	Flexible Spending Account Deferrals	482	0	388	0

Kavod Senior Life
Consolidated Cash Flow Statement
For the month ending May 2021

		Period to Date	%	Year to Date	%
2010-90-000	Payroll Clearing	-382,477	-37	-382,477	-9
2020-10-000	Accrued Interest - Mortgage	0	0	-14,330	0
2020-30-000	Due to Affiliates	-131,158	-13	-419,856	-9
2020-90-000	Misc Accrued Expenses	0	0	-672,010	-15
2100-10-100	Tenant Security Deposits	3,321	0	7,209	0
2100-10-200	Security Deposit Interest	18	0	-68	0
2100-10-400	Security Deposit - Pet	900	0	1,800	0
2100-10-700	Sec Dep Clearing Account	11	0	0	0
2100-20-000	Tenant Prepaid Rents	1,636	0	4,666	0
2500-10-100	Construction Loan	-44,684	-4	-36,303	-1
2500-20-100	MidFirst PPE Loan	0	0	-794,400	-18
TOTAL ADJUSTMENTS		-609,330	-60	-1,126,278	-25
CASH FLOW		-435,435	-43	-233,740	-5

	Period to Date	Beginning Balance	Ending Balance	Difference	
1000-10-000	Petty Cash	1,499	1,499	0	
1000-10-100	Cash Operating - Shared	473,279	593,229	119,951	
1000-10-200	Operating	4,795,839	4,271,499	-524,340	
1000-10-300	ANB West LLLP	100,198	100,202	5	
1000-10-500	Food Service Ops	3,596	18,484	14,888	
1000-10-600	Assisted Living Ops	348,926	399,098	50,172	Cash Operating Balance
1000-20-000	Cash Savings	0	0	0	as of May 30, 2021
1000-30-000	Investment Accounts	2,076,615	2,076,615	0	\$ 5,382,512
1000-40-000	Cash Construction	32,272	32,276	4	
1000-50-100	Cash Payroll	102,310	9,776	-92,534	
1000-50-200	Cash FSA	24,132	21,716	-2,416	
1000-90-999	Cash - Other	0	0	0	
1010-01-000	Security Deposit	155,547	154,367	-1,181	
1010-01-100	ANB West LLLP 1839	256,102	256,117	16	
1010-04-000	Cash Restricted - Reserve for Replacement	448,228	448,228	0	
Total Cash		8,818,543	8,383,108	-435,435	

	Year to Date	Beginning Balance	Ending Balance	Difference
1000-10-000	Petty Cash	1,499	1,499	0
1000-10-100	Cash Operating - Shared	397,230	593,229	195,999
1000-10-200	Operating	4,857,469	4,271,499	-585,970
1000-10-300	ANB West LLLP	100,020	100,202	182
1000-10-500	Food Service Ops	5,660	18,484	12,824
1000-10-600	Assisted Living Ops	259,540	399,098	139,558
1000-20-000	Cash Savings	120	0	-120
1000-30-000	Investment Accounts	2,332,542	2,076,615	-255,927
1000-40-000	Cash Construction	32,256	32,276	20
1000-50-100	Cash Payroll	5,649	9,776	4,128
1000-50-200	Cash FSA	7,085	21,716	14,631
1000-90-999	Cash - Other	0	0	0
1010-01-000	Security Deposit	156,000	154,367	-1,633
1010-01-100	ANB West LLLP 1839	45	256,117	256,072
1010-04-000	Cash Restricted - Reserve for Replacement	448,228	448,228	0
Total Cash		8,603,343	8,383,108	-220,236

Kavod Senior Life
Summary Balance Sheet (With Period Change)
For the month ending May 2021

	Balance	Beginning	Net
	Current Period	Balance	Change
1000-00-001 ASSETS			
1000-00-003 CASH			
UNRESTRICTED CASH	7,524,395	7,999,070	-474,675
1010-99-998 RESTRICTED CASH	858,713	604,273	254,439
1010-99-999 TOTAL CASH	8,383,108	8,603,343	-220,236
1020-90-999 ACCOUNTS AND NOTES RECEIVABLE	284,139	381,260	-97,121
1100-00-999 PREPAID EXPENSES	230,892	475,753	-244,861
1200-90-999 OTHER CURRENT ASSETS	3,121,564	3,855,664	-734,100
1200-99-999 CURRENT ASSETS	3,121,564	3,855,664	-734,100
1300-99-999 PROPERTY AND EQUIPMENT	31,535,432	31,679,945	-144,512
1310-90-999 ACCUMULATED DEPRECIATION AND AMORTIZATION	-17,984,778	-17,552,031	-432,747
1310-99-999 NET PROPERTY AND EQUIPMENT	13,550,655	14,127,914	-577,259
1399-99-998 OTHER NONCURRENT ASSETS	577,171	112,011	465,160
1999-99-999 TOTAL ASSETS	26,147,528	27,555,945	-1,408,416
2000-00-000 LIABILITIES AND EQUITY / FUND BALANCE			
2000-99-999 ACCOUNTS PAYABLE	241,131	249,911	-8,780
2010-90-999 ACCRUAL PAYROLL AND BENEFITS	291,735	674,121	-382,386
2020-99-998 OTHER CURRENT LIABILITES	2,004,222	3,110,418	-1,106,196
2020-99-999 CURRENT LIABILITIES	2,537,088	4,034,451	-1,497,363
2100-99-999 DEPOSITS AND PREPAID LIABILITIES	186,085	172,479	13,607
2500-99-999 MORTGAGE AND NOTES PAYABLE	11,069,747	11,900,450	-830,703
2999-99-999 TOTAL LIABILITIES	13,792,920	16,107,379	-2,314,459
3000-99-999 CONTRIBUTED CAPITAL	904,139	904,139	0
3600-99-997 RETAINED EARNINGS / FUND BALANCE	11,450,469	10,544,426	906,043
3999-99-998 EQUITY / FUND BALANCE	12,354,608	11,448,565	906,043
3999-99-999 TOTAL LIABILITIES AND EQUITY / FUND BALANCE	26,147,528	27,555,945	-1,408,416

Kavod Senior Life
Detailed Statement of Activites (with PTD)
For the month ending May 2021

	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	136,833	136,955	-122	0	668,698	684,775	-16,077	-2 1,643,461
5000-10-200	HAP Subsidy	525,329	522,889	2,440	0	2,529,861	2,601,461	-71,600	-3 6,262,679
5000-99-999	TOTAL RENT REVENUE	662,162	659,844	2,318	0	3,198,559	3,286,236	-87,677	-3 7,906,140
5010-00-000	ADJUSTMENTS								
5010-00-200	Concessions	-1,150	0	-1,150	N/A	-1,150	0	-1,150	N/A 0
5010-00-400	Admin / Employee Unit	-3,592	0	-3,592	N/A	-17,960	0	-17,960	N/A 0
5010-00-999	TOTAL ADJUSTMENTS	-4,742	0	-4,742	N/A	-19,110	0	-19,110	N/A 0
5010-99-999	NET RENTAL REVENUE	657,420	659,844	-2,424	0	3,179,449	3,286,236	-106,787	-3 7,906,140
5020-00-000	TENANT CHARGES								
5020-00-040	Laundry and Vending	679	792	-113	-14	3,615	3,958	-344	-9 9,500
5020-00-060	Damages	207	0	207	N/A	207	0	207	N/A 0
5020-00-090	NSF Charges	0	0	0	N/A	14	0	14	N/A 0
5020-00-120	Misc Tenant Income	0	2,150	-2,150	-100	1,862	10,750	-8,888	-83 25,801
5020-99-999	TOTAL TENANT CHARGES	886	2,942	-2,056	-70	5,698	14,709	-9,011	-61 35,301
5300-00-000	FOOD SERVICE								
5300-00-100	Resident Meal Payments	79,925	83,087	-3,162	-4	384,536	415,433	-30,897	-7 997,040
5300-00-300	Meal Delivery / Guest Meals	623	517	106	21	623	2,583	-1,960	-76 6,200
5300-00-400	Meal Subsidy	-9,114	-11,000	1,886	17	-44,383	-55,000	10,617	19 -132,000
5300-00-500	Assisted Living Supplement	22,401	20,967	1,434	7	112,005	104,833	7,172	7 251,600
5300-00-999	TOTAL FOOD SERVICE	93,835	93,570	265	0	452,781	467,850	-15,069	-3 1,122,840
5310-00-000	ASSISTED LIVING REVENUE								
5310-00-100	Assisted Living Full Pay Residents	47,600	52,917	-5,317	-10	225,058	264,583	-39,525	-15 635,000
5310-00-200	Assisted Living Partial Pay Tenants	13,630	14,000	-370	-3	67,858	70,000	-2,142	-3 168,000
5310-00-300	Assisted Living Medicaid Contributions	19,281	24,283	-5,002	-21	108,657	121,417	-12,760	-11 291,400
5310-99-999	TOTAL ASSISTED LIVING REVENUE	80,511	91,200	-10,689	-12	401,573	456,000	-54,427	-12 1,094,400
5320-00-000	ACTIVITY REVENUE								
5320-00-100	Activities - Resident Receipts	0	1,067	-1,067	-100	0	4,525	-4,525	-100 14,001
5320-00-200	Activities - Donations	12	0	12	N/A	12	0	12	N/A 0
5320-00-300	Gift Shop - Receipts	0	108	-108	-100	0	542	-542	-100 1,300
5320-00-500	Assisted Living Activities Receipts	0	1,767	-1,767	-100	0	8,033	-8,033	-100 21,199
5320-99-999	TOTAL ACTIVITY REVENUE	12	2,942	-2,930	-100	12	13,100	-13,088	-100 36,500
5600-00-000	NON-PROFIT REVENUE								
5600-10-200	Management Fee Revenue	19,900	19,900	0	0	98,496	99,500	-1,004	-1 238,800
5600-30-160	Non-Profit Sponsorship	7,000	0	7,000	N/A	8,000	0	8,000	N/A 0

Kavod Senior Life
Detailed Statement of Activites (with PTD)
For the month ending May 2021

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
5600-30-170 Endowment/Distribution Income	0	0	0	N/A	0	0	0	N/A	2,600
5600-30-180 Ala Carte Services	1,152	700	452	65	3,356	3,500	-144	-4	8,400
5600-30-190 Non-Profit Income	11,394	14,590	-3,196	-22	66,253	72,948	-6,695	-9	175,075
5600-99-999 TOTAL NON-PROFIT REVENUE	39,445	35,190	4,256	12	176,105	175,948	157	0	424,875
5610-00-000 GRANT REVENUE									
5610-00-100 Restricted Funds	150,200	0	150,200	N/A	154,200	0	154,200	N/A	0
5610-00-200 Capital Fund Grants	0	21,488	-21,488	-100	70,057	107,438	-37,381	-35	257,851
5610-99-999 TOTAL GRANT REVENUE	150,200	21,488	128,712	599	224,257	107,438	116,819	109	257,851
5900-00-000 OTHER REVENUE									
5900-00-100 Investment Income - (UR)	0	342	-342	-100	0	1,708	-1,708	-100	4,100
5900-00-400 Miscellaneous Other Income	1,200	0	1,200	N/A	6,022	0	6,022	N/A	0
5900-00-500 Interest Income - Operations	24	817	-792	-97	340	4,083	-3,743	-92	9,799
5900-99-998 TOTAL OTHER REVENUE	1,224	1,158	66	6	6,362	5,791	571	10	13,899
5900-99-999 TOTAL REVENUE	1,023,533	908,333	115,200	13	4,446,237	4,527,072	-80,835	-2	10,891,806
6000-00-001 ADMINISTRATIVE EXPENSES									
6000-00-002 ADMIN SALARIES AND BENEFITS									
6000-00-010 Labor - Food Service Director	6,767	5,313	-1,454	-27	28,844	26,564	-2,280	-9	69,065
6000-00-100 Labor - Leasing	13,586	15,558	1,973	13	69,209	77,790	8,581	11	196,323
6000-00-200 Labor - Front Office Staff	23,622	13,212	-10,410	-79	105,028	78,062	-26,966	-35	177,949
6000-00-500 Labor - Comm Relations / Marketing	9,912	10,444	531	5	50,417	52,220	1,803	3	130,765
6000-00-600 Labor - Accounting / Human Resources	43,607	43,370	-237	-1	219,127	216,851	-2,276	-1	543,024
6000-10-200 Potential Bonus	0	0	0	N/A	75,094	68,000	-7,094	-10	68,000
6000-10-300 Payroll Taxes - SUTA/FUTA	7,634	6,837	-796	-12	42,695	34,186	-8,510	-25	86,446
6000-10-400 Workers Comp Expense	510	491	-19	-4	646	2,436	1,789	73	6,051
6000-10-500 Benefits	18,495	18,074	-421	-2	87,682	89,907	2,224	2	220,348
6000-25-100 FSA Expense/Usage	2,074	0	-2,074	N/A	12,039	0	-12,039	N/A	0
6000-30-100 Training and Development	200	3,417	3,217	94	9,166	17,083	7,917	46	41,000
6000-30-200 Employee Recognition	2,142	3,667	1,524	42	7,694	13,919	6,226	45	38,000
6000-30-400 Employee Wellness	450	917	467	51	1,000	4,412	3,412	77	11,000
6000-30-500 Help Wanted Advertising	180	208	28	14	225	1,042	817	78	2,501
6000-30-800 Employee Screening / Background Checks	550	208	-341	-164	1,610	852	-758	-89	2,501
6000-99-999 TOTAL ADMIN SALARIES AND BENEFITS	129,729	121,717	-8,012	-7	710,476	683,324	-27,152	-4	1,592,973
6010-00-000 PROFESSIONAL FEES									
6010-00-200 Auditing Fees	0	5,692	5,692	100	28,700	28,853	153	1	45,999
6010-00-500 General Legal Expense	2,419	1,000	-1,419	-142	11,598	5,000	-6,598	-132	12,000
6010-99-999 TOTAL PROFESSIONAL FEES	2,419	6,692	4,273	64	40,298	33,853	-6,444	-19	57,999
6020-00-000 MANAGEMENT FEE EXPENSE									
6020-00-100 Management Fee	19,900	19,900	0	0	98,496	99,500	1,004	1	238,800

Kavod Senior Life
Detailed Statement of Activites (with PTD)
For the month ending May 2021

		PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
6020-00-200	Management Salary/Benefits	-18,896	-18,896	0	0	-217,826	-94,479	123,347	131	-226,750
6020-00-300	Maint Mngr Salary/Benefit	0	0	0	N/A	123,347	0	-123,347	N/A	0
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	1,004	1,004	0	0	4,017	5,021	1,004	20	12,050
6040-00-000	OTHER ADMINISTRATIVE EXPENSES									
6040-00-040	Other Renting Expense	838	1,492	654	44	5,242	6,522	1,279	20	16,419
6040-00-070	Membership and Fees	1,162	2,317	1,155	50	18,834	20,164	1,330	7	35,001
6040-00-100	Travel	0	208	208	100	0	1,042	1,042	100	2,501
6040-00-140	Telephone	3,503	2,833	-670	-24	19,224	14,167	-5,057	-36	34,001
6040-00-150	Supplies/Postage/Courier	5,969	5,888	-81	-1	29,522	29,438	-84	0	70,651
6040-00-190	Software	7,732	2,254	-5,478	-243	16,771	11,271	-5,500	-49	27,050
6040-00-200	Hardware	437	917	480	52	2,468	4,583	2,116	46	11,000
6040-00-210	R/M CIS Services	3,560	3,175	-385	-12	13,526	15,675	2,149	14	40,500
6040-00-270	Misc Administrative Fees	2,311	3,583	1,272	36	11,426	17,917	6,491	36	43,000
6040-00-290	Bank Fees	5	175	170	97	73	875	803	92	2,101
6040-00-310	Board Event Expenses	0	542	542	100	109	2,708	2,599	96	6,500
6040-00-900	Other Misc Admin Expenses	0	0	0	N/A	1,484	0	-1,484	N/A	0
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	25,517	23,384	-2,133	-9	118,677	124,362	5,685	5	288,724
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	158,669	152,796	-5,872	-4	873,468	846,560	-26,908	-3	1,951,746
6100-00-000	MARKETING AND ADVERTISING									
6100-00-100	Advertising - Ad Placement / Brochures	1,331	2,083	753	36	6,645	7,834	1,189	15	21,400
6100-00-200	Advertising - Community Outreach	497	3,513	3,015	86	7,367	17,563	10,196	58	42,150
6100-99-999	TOTAL MARKETING AND ADVERTISING	1,828	5,596	3,768	67	14,011	25,396	11,385	45	63,550
6400-00-000	UTILITY EXPENSES									
6400-00-100	Electricity	15,960	15,000	-960	-6	70,477	75,000	4,523	6	180,000
6400-00-200	Gas	5,334	5,417	82	2	38,282	27,083	-11,198	-41	65,001
6400-00-400	Water	2,772	3,333	561	17	14,448	16,667	2,219	13	40,000
6400-00-500	Sewer	8,685	5,083	-3,602	-71	30,256	25,416	-4,840	-19	61,000
6400-99-999	TOTAL UTILITY EXPENSES	32,752	28,833	-3,918	-14	153,463	144,166	-9,297	-6	346,001
6500-00-000	MAINTENANCE AND OPERATIONAL EXPENSES									
6500-00-001	REPAIRS AND MAINTENANCE									
6500-00-100	Labor - Housekeeping Staff	9,740	14,461	4,720	33	61,313	72,304	10,991	15	187,991
6500-00-200	Labor - Housekeeping Supervisor	4,360	4,979	619	12	21,800	24,897	3,097	12	64,732
6500-00-300	Labor - Maintenance Manager	15,571	15,651	80	1	77,857	78,257	400	1	203,470
6500-00-400	Labor - Maintenance Staff	15,975	13,018	-2,957	-23	81,462	65,088	-16,374	-25	169,229
6500-00-600	Labor - Security	7,337	6,455	-882	-14	38,405	32,275	-6,130	-19	83,914
6500-10-200	Maintenance - Payroll Taxes - SUTA/FUTA	4,258	4,013	-245	-6	23,959	20,065	-3,894	-19	52,168
6500-10-300	Maintenance - Workers Comp Expense	2,857	1,393	-1,464	-105	19,501	6,963	-12,538	-180	18,104
6500-10-400	Maintenance - Benefits	9,075	10,234	1,158	11	46,009	51,168	5,159	10	122,804
6500-20-100	Maintenance - Temporary Help	4,235	2,083	-2,152	-103	22,548	10,417	-12,131	-116	25,001

Kavod Senior Life
Detailed Statement of Activites (with PTD)
For the month ending May 2021

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
6500-20-300 Maintenance - Mileage	0	217	217	100	0	1,083	1,083	100	2,600
6500-20-400 East/West/South - Special Project	0	3,600	3,600	100	0	18,000	18,000	100	43,200
6500-20-500 Maintenance Licenses and Fees	0	258	258	100	191	1,292	1,100	85	3,099
6500-99-999 TOTAL REPAIRS AND MAINTENANCE EXPENSES	73,408	76,362	2,953	4	393,046	381,810	-11,236	-3	976,312
6510-00-000 MATERIALS									
6510-00-300 Supplies - Decorating	0	100	100	100	602	500	-102	-20	1,199
6510-00-700 Supplies - Maint / Repairs	11,519	19,167	7,647	40	106,052	95,833	-10,218	-11	230,000
6510-99-999 TOTAL MATERIALS	11,519	19,267	7,747	40	106,653	96,333	-10,320	-11	231,199
6520-00-000 CONTRACT COSTS									
6520-00-030 Contract - Building Repairs	21,493	39,583	18,090	46	147,187	197,917	50,730	26	475,001
6520-00-070 Contract - Pest Control	500	2,083	1,583	76	8,800	10,417	1,617	16	25,000
6520-00-090 Contract - Grounds	6,480	2,083	-4,397	-211	11,850	10,417	-1,433	-14	25,000
6520-00-100 Contract - Janitorial/Cleaning	6,895	6,250	-644	-10	14,041	31,250	17,209	55	75,000
6520-00-170 Contract - Elevator Monitoring	2,581	3,500	919	26	16,035	17,500	1,465	8	42,000
6520-00-220 Contract - Snow	0	1,000	1,000	100	11,644	5,000	-6,644	-133	12,000
6520-00-230 Contract - Trash	6,111	4,584	-1,527	-33	27,513	22,917	-4,596	-20	55,000
6520-00-240 Contract - Life Safety / Security	-4,776	3,333	8,110	243	16,639	16,667	28	0	40,000
6520-99-998 TOTAL CONTRACT COSTS	39,283	62,417	23,134	37	253,708	312,085	58,377	19	749,003
6520-99-999 TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	124,211	158,046	33,834	21	753,407	790,228	36,821	5	1,956,515
6700-00-000 TAXES AND INSURANCE									
6700-00-010 Federal Income Tax - Entity	0	0	0	N/A	-3,804	0	3,804	N/A	0
6700-00-040 Property Insurance	54,391	53,429	-962	-2	271,955	267,147	-4,809	-2	641,152
6700-00-070 Licenses and Fees	1,303	808	-495	-61	3,262	5,842	2,579	44	12,400
6700-00-120 Miscellaneous Licenses / Taxes / Insurance	0	0	0	N/A	1,956	0	-1,956	N/A	0
6700-99-999 TOTAL TAXES AND INSURANCE	55,694	54,238	-1,457	-3	273,370	272,989	-381	0	653,552
6900-00-000 FOOD SERVICE									
6900-00-020 Labor - Hourly Cooks	30,304	28,692	-1,612	-6	150,424	143,462	-6,963	-5	373,000
6900-00-030 Labor - Hourly Servers	17,241	19,326	2,085	11	84,630	96,631	12,001	12	251,241
6900-00-040 Labor - Assistant Manager	6,045	8,643	2,598	30	22,067	43,213	21,147	49	112,355
6900-00-050 Labor - Catering	0	875	875	100	0	4,375	4,375	100	10,500
6900-00-060 Labor - Special Staffing	625	667	42	6	3,125	3,333	208	6	8,000
6900-00-070 Labor - Outside Services Labor Expense	74	2,250	2,176	97	900	11,250	10,350	92	27,000
6900-00-300 Food - Payroll Taxes	4,402	4,331	-71	-2	22,013	21,654	-360	-2	56,300
6900-00-400 Food - Workers Comp Expense	2,276	1,646	-630	-38	13,617	8,231	-5,387	-65	21,400
6900-00-500 Food - Employee Benefits	9,215	9,092	-123	-1	44,326	45,458	1,132	2	109,100
6900-00-610 Food - Food and Beverage Expense	43,242	51,289	8,047	16	242,013	256,447	14,433	6	615,472
6900-00-620 Food Paper Products Expense	5,006	5,483	477	9	27,895	27,417	-479	-2	65,800
6900-00-630 Housekeeping Supplies / Service Expense	175	667	491	74	2,356	3,333	977	29	8,000
6900-00-640 Laundry / Linen Expense	527	500	-27	-5	2,297	2,500	203	8	6,000

Kavod Senior Life
Detailed Statement of Activites (with PTD)
For the month ending May 2021

		PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
6900-00-650	Equipment Expense	307	1,250	943	75	3,548	6,250	2,702	43	15,000
6900-00-660	Uniforms	190	625	435	70	4,429	3,125	-1,304	-42	7,500
6900-00-670	Decorating Expense	910	308	-602	-195	2,141	1,542	-599	-39	3,700
6900-99-999	TOTAL FOOD SERVICE	120,539	135,644	15,105	11	625,784	678,221	52,437	8	1,690,368
6910-00-000	ASSISTED LIVING EXPENSE									
6910-00-010	Labor - Manager	5,863	5,939	76	1	29,317	29,694	378	1	77,205
6910-00-020	Labor - Care Givers / CC / Aides	37,388	33,185	-4,203	-13	177,308	165,923	-11,385	-7	431,400
6910-00-300	AL - Payroll Taxes	3,517	2,810	-707	-25	18,005	14,051	-3,954	-28	36,533
6910-00-400	AL - Workers Comp Expense	2,416	1,738	-678	-39	7,581	8,692	1,111	13	22,600
6910-00-500	AL - Employee Benefits	4,666	6,770	2,104	31	24,444	33,850	9,406	28	81,240
6910-00-520	AL - Training / Staff Development	176	0	-176	N/A	314	0	-314	N/A	0
6910-10-000	Medical - Required Testing	466	158	-308	-195	950	792	-158	-20	1,900
6910-10-010	AL - Food / Beverage Expense	22,401	20,967	-1,434	-7	112,005	104,833	-7,172	-7	251,600
6910-10-020	Medication Set-ups	166	229	63	28	607	1,146	538	47	2,750
6910-10-050	Misc Other Supplies	0	417	417	100	80	2,083	2,003	96	5,000
6910-10-060	Recreation / Rehabilitation	0	2,250	2,250	100	0	11,250	11,250	100	27,000
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	77,060	74,463	-2,597	-3	370,611	372,315	1,704	0	937,228
6920-00-000	ACTIVITY PROGRAM EXPENSE									
6920-00-010	ACT - Newsletter	2,008	2,083	75	4	13,370	10,417	-2,953	-28	25,001
6920-00-020	ACT - Activities Staff	16,442	16,271	-171	-1	80,071	81,357	1,286	2	203,729
6920-00-030	ACT - Activities Outreach- Volunteer - Bday	467	1,333	866	65	2,942	6,667	3,724	56	15,999
6920-00-040	ACT - Classes Expense	770	941	171	18	4,696	4,708	12	0	11,300
6920-00-050	ACT - Health / Wellness Expense	382	2,258	1,876	83	4,633	11,292	6,658	59	27,100
6920-00-060	ACT - Activities / Outings Expense	3,381	3,396	15	0	11,742	16,979	5,237	31	40,750
6920-00-300	ACT - Payroll Taxes	1,152	1,252	100	8	5,763	6,261	497	8	15,677
6920-00-400	ACT - Workers Comp Expense	231	442	212	48	1,947	2,212	265	12	5,540
6920-00-500	ACT - Employee Benefits	4,737	4,183	-555	-13	23,767	20,914	-2,852	-14	50,194
6920-00-510	Gift Shop Expense	0	183	183	100	136	917	781	85	2,200
6920-00-520	Van Expense	3,040	750	-2,290	-305	8,066	3,750	-4,316	-115	9,000
6920-00-550	ACT - AL Activities	133	1,767	1,634	92	925	8,833	7,908	90	21,199
6920-00-560	ACT - Family Events	0	292	292	100	0	1,458	1,458	100	3,500
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	32,744	35,153	2,409	7	158,059	175,765	17,706	10	431,188
6930-00-000	RESIDENT COMPUTER CENTER									
6930-00-010	Labor - RCC Staff - Post 2008	5,047	5,171	123	2	25,236	25,853	617	2	64,739
6930-00-300	RCC - Payroll Taxes	381	422	41	10	2,035	2,111	77	4	5,154
6930-00-400	RCC - Workers Comp Expense	77	159	82	52	689	796	107	13	1,942
6930-00-500	RCC - Employee Benefits	1,096	1,139	43	4	5,470	5,695	225	4	13,668
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	6,601	6,891	290	4	33,430	34,455	1,025	3	85,503
6940-00-000	SERVICE COORDINATOR EXPENSE									

Kavod Senior Life
Detailed Statement of Activites (with PTD)
For the month ending May 2021

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
6940-00-010 Labor - Service Coordinator	21,522	23,975	2,453	10	111,413	119,874	8,461	7	300,180
6940-00-020 SC - Resident Outreach	0	333	333	100	0	1,667	1,667	100	4,001
6940-00-300 SC - Payroll Taxes	1,547	1,924	377	20	8,548	9,621	1,073	11	23,483
6940-00-400 SC - Workers Comp Expense	268	612	344	56	2,491	3,059	568	19	7,466
6940-00-500 SC - Employee Benefits	5,519	5,201	-318	-6	27,608	26,004	-1,604	-6	62,409
6940-99-999 TOTAL SERVICE COORDINATOR EXPENSE	28,856	32,045	3,189	10	150,060	160,224	10,164	6	397,539
7000-00-100 OTHER INCOME / EXPENSE									
7000-00-300 Dividend Income	-18	6	24	381	-35	31	66	212	75
7009-99-999 TOTAL OTHER INCOME / EXPENSE	-18	6	24	381	-35	31	66	212	75
8000-00-010 NON-PROFIT EXPENSES									
8000-00-020 Accounting Services	0	1,062	1,062	100	5,000	5,312	312	6	12,750
8000-00-050 Ala Carte Labor	355	546	191	35	1,135	2,729	1,594	58	6,550
8000-00-060 Annual Board Meeting	0	125	125	100	0	625	625	100	1,500
8000-00-070 Director of Development	7,166	6,851	-316	-5	35,952	34,254	-1,699	-5	82,209
8000-00-080 Bank Fees	519	108	-410	-379	2,897	542	-2,355	-435	1,300
8000-00-100 COVID Expenses	3,208	14,701	11,493	78	36,275	73,507	37,232	51	176,417
8000-00-120 Chaplain Services	5,499	5,375	-124	-2	27,204	26,875	-329	-1	64,500
8000-00-130 Charity / Donations	0	33	33	100	0	167	167	100	400
8000-00-140 KOTR Program Expense	8,047	9,430	1,383	15	35,237	47,151	11,914	25	113,162
8000-00-150 Consulting Expense - Other	0	2,000	2,000	100	17,094	10,000	-7,094	-71	24,000
8000-00-180 Fundraising Expense	267	5,125	4,858	95	11,600	25,625	14,025	55	61,500
8000-00-220 Grant Writing Expense	3,000	3,042	42	1	15,000	15,208	208	1	36,500
8000-00-300 Legal Expense	0	0	0	N/A	10	0	-10	N/A	0
8000-00-330 Management Salary / Benefit Exp	18,896	18,896	0	0	94,479	94,480	1	0	226,750
8000-00-340 Payroll and Staffing	1,078	0	-1,078	N/A	4,534	0	-4,534	N/A	0
8000-00-360 Memberships	30	0	-30	N/A	410	0	-410	N/A	0
8000-00-390 Misc Expenses	0	0	0	N/A	96	0	-96	N/A	0
8000-00-410 Other/Outside Religious Services	0	1,358	1,358	100	1,345	6,792	5,447	80	16,300
8000-00-420 Grant Expense	8,243	0	-8,243	N/A	39,922	0	-39,922	N/A	0
8000-00-450 Kavod Religious Services	0	0	0	N/A	1,430	0	-1,430	N/A	0
8000-00-630 Administrative Fee	0	0	0	N/A	367	0	-367	N/A	0
8000-90-100 Expenses - Other	0	0	0	N/A	-550	0	550	N/A	0
8000-99-999 TOTAL NON-PROFIT EXPENSES	56,308	68,653	12,345	18	329,437	343,267	13,829	4	823,838
8999-99-998 TOTAL OPERATING EXPENSES	695,244	752,364	57,120	8	3,735,064	3,843,617	108,552	3	9,337,103
8999-99-999 NET OPERATING INCOME / LOSS	328,289	155,969	172,320	110	711,173	683,456	27,717	4	1,554,703
9010-00-000 NON-OPERATING EXPENSES									
9010-10-100 Interest Expense - Note Payable MF	37,048	39,283	2,235	6	180,227	196,417	16,189	8	471,400
9010-20-100 Depreciation - Buildings	117,347	86,583	-30,764	-36	432,747	432,917	170	0	1,039,000
9010-90-500 Gain / Loss on Investment	0	0	0	N/A	60	0	-60	N/A	0
9010-90-750 PPP Loan Forgiveness	0	0	0	N/A	-794,400	-714,000	80,400	11	-714,000

Kavod Senior Life
Detailed Statement of Activites (with PTD)
For the month ending May 2021

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
9019-99-999 TOTAL NON-OPERATING EXPENSES	154,395	125,867	-28,528	-23	-181,366	-84,667	96,699	114	796,400
9999-99-998 NET INCOME / LOSS	173,894	30,102	143,792	478	892,539	768,122	124,416	16	758,303

Allied Housing Inc.
Summary Statement of Activites (with PTD)
For the month ending May 2021

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	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
5000-00-002 REVENUE									
5600-00-000 NON-PROFIT REVENUE									
5600-10-200 Management Fee Revenue	19,900	19,900	0	0	98,496	99,500	-1,004	-1	238,800
5600-30-160 Non-Profit Sponsorship	7,000	0	7,000	N/A	8,000	0	8,000	N/A	0
5600-30-170 Endowment/Distribution Income	0	0	0	N/A	0	0	0	N/A	2,600
5600-30-180 Ala Carte Services	1,152	700	452	65	3,030	3,500	-470	-13	8,400
5600-30-190 Non-Profit Income	11,394	14,590	-3,196	-22	66,253	72,948	-6,695	-9	175,075
5600-99-999 TOTAL NON-PROFIT REVENUE	39,445	35,190	4,256	12	175,779	175,948	-169	0	424,875
5610-00-000 GRANT REVENUE									
5610-00-100 Restricted Funds	150,200	0	150,200	N/A	154,200	0	154,200	N/A	0
5610-00-200 Capital Fund Grants	0	21,488	-21,488	-100	70,057	107,438	-37,381	-35	257,851
5610-99-999 TOTAL GRANT REVENUE	150,200	21,488	128,712	599	224,257	107,438	116,819	109	257,851
5900-99-999 TOTAL REVENUE	189,645	56,677	132,968	235	400,036	283,386	116,650	41	682,726
6000-00-001 ADMINISTRATIVE EXPENSES									
7000-00-100 OTHER INCOME / EXPENSE									
7000-00-300 Dividend Income	-18	6	24	381	-18	31	49	156	75
7009-99-999 TOTAL OTHER INCOME / EXPENSE	-18	6	24	381	-18	31	49	156	75
8000-00-010 NON-PROFIT EXPENSES									
8000-00-020 Accounting Services	0	1,062	1,062	100	5,000	5,312	312	6	12,750
8000-00-050 Ala Carte Labor	355	546	191	35	1,135	2,729	1,594	58	6,550
8000-00-060 Annual Board Meeting	0	125	125	100	0	625	625	100	1,500
8000-00-070 Director of Development	7,166	6,851	-316	-5	35,952	34,254	-1,699	-5	82,209
8000-00-080 Bank Fees	519	108	-410	-379	2,897	542	-2,355	-435	1,300
8000-00-100 COVID Expenses	3,208	14,701	11,493	78	36,275	73,507	37,232	51	176,417
8000-00-120 Chaplain Services	5,499	5,375	-124	-2	27,204	26,875	-329	-1	64,500
8000-00-130 Charity / Donations	0	33	33	100	0	167	167	100	400
8000-00-140 KOTR Program Expense	8,047	9,430	1,383	15	35,237	47,151	11,914	25	113,162
8000-00-150 Consulting Expense - Other	0	2,000	2,000	100	17,094	10,000	-7,094	-71	24,000
8000-00-180 Fundraising Expense	267	5,125	4,858	95	11,600	25,625	14,025	55	61,500
8000-00-220 Grant Writing Expense	3,000	3,042	42	1	15,000	15,208	208	1	36,500
8000-00-300 Legal Expense	0	0	0	N/A	10	0	-10	N/A	0
8000-00-330 Management Salary / Benefit Exp	18,896	18,896	0	0	94,479	94,480	1	0	226,750
8000-00-340 Payroll and Staffing	1,078	0	-1,078	N/A	4,534	0	-4,534	N/A	0
8000-00-360 Memberships	30	0	-30	N/A	410	0	-410	N/A	0
8000-00-390 Misc Expenses	0	0	0	N/A	96	0	-96	N/A	0
8000-00-410 Other/Outside Religious Services	0	1,358	1,358	100	1,345	6,792	5,447	80	16,300
8000-00-420 Grant Expense	8,243	0	-8,243	N/A	39,922	0	-39,922	N/A	0
8000-00-450 Kavod Religious Services	0	0	0	N/A	1,430	0	-1,430	N/A	0
8000-00-630 Administrative Fee	0	0	0	N/A	367	0	-367	N/A	0
8000-90-100 Expenses - Other	0	0	0	N/A	-550	0	550	N/A	0
8000-99-999 TOTAL NON-PROFIT EXPENSES	56,308	68,653	12,345	18	329,437	343,267	13,829	4	823,838
8999-99-998 TOTAL OPERATING EXPENSES	56,291	68,660	12,369	18	329,420	343,298	13,878	4	823,913
8999-99-999 NET OPERATING INCOME / LOSS	133,355	-11,982	145,337	1,213	70,616	-59,912	130,528	218	-141,187

**Summary Statement of Activites (with PTD)
For the month ending May 2021**

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
9999-99-998 NET INCOME / LOSS	133,355	-11,982	145,337	1,213	70,616	-59,912	130,528	218	-141,187

Kavod Senior Life
Detailed Statement of Activites (with PTD)
Property Operations
For the month ending May 2021

	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	136,833	136,955	-122	0	668,698	684,775	-16,077	-2	1,643,461
5000-10-200	HAP Subsidy	525,329	522,889	2,440	0	2,529,861	2,601,461	-71,600	-3	6,262,679
5000-99-999	TOTAL RENT REVENUE	662,162	659,844	2,318	0	3,198,559	3,286,236	-87,677	-3	7,906,140
5010-00-000	ADJUSTMENTS									
5010-00-200	Concessions	-1,150	0	-1,150	N/A	-1,150	0	-1,150	N/A	0
5010-00-400	Admin / Employee Unit	-3,592	0	-3,592	N/A	-17,960	0	-17,960	N/A	0
5010-00-999	TOTAL ADJUSTMENTS	-4,742	0	-4,742	N/A	-19,110	0	-19,110	N/A	0
5010-99-999	NET RENTAL REVENUE	657,420	659,844	-2,424	0	3,179,449	3,286,236	-106,787	-3	7,906,140
5020-00-000	TENANT CHARGES									
5020-00-040	Laundry and Vending	679	792	-113	-14	3,615	3,958	-344	-9	9,500
5020-00-060	Damages	207	0	207	N/A	207	0	207	N/A	0
5020-00-090	NSF Charges	0	0	0	N/A	14	0	14	N/A	0
5020-00-120	Misc Tenant Income	0	2,150	-2,150	-100	1,862	10,750	-8,888	-83	25,801
5020-99-999	TOTAL TENANT CHARGES	886	2,942	-2,056	-70	5,698	14,709	-9,011	-61	35,301
5300-00-000	FOOD SERVICE									
5300-00-100	Resident Meal Payments	79,925	83,087	-3,162	-4	384,536	415,433	-30,897	-7	997,040
5300-00-300	Meal Delivery / Guest Meals	623	517	106	21	623	2,583	-1,960	-76	6,200
5300-00-400	Meal Subsidy	-9,114	-11,000	1,886	17	-44,383	-55,000	10,617	19	-132,000
5300-00-500	Assisted Living Supplement	22,401	20,967	1,434	7	112,005	104,833	7,172	7	251,600
5300-00-999	TOTAL FOOD SERVICE	93,835	93,570	265	0	452,781	467,850	-15,069	-3	1,122,840
5310-00-000	ASSISTED LIVING REVENUE									
5310-00-100	Assisted Living Full Pay Residents	47,600	52,917	-5,317	-10	225,058	264,583	-39,525	-15	635,000
5310-00-200	Assisted Living Partial Pay Tenants	13,630	14,000	-370	-3	67,858	70,000	-2,142	-3	168,000
5310-00-300	Assisted Living Medicaid Contributions	19,281	24,283	-5,002	-21	108,657	121,417	-12,760	-11	291,400
5310-99-999	TOTAL ASSISTED LIVING REVENUE	80,511	91,200	-10,689	-12	401,573	456,000	-54,427	-12	1,094,400
5320-00-000	ACTIVITY REVENUE									
5320-00-100	Activities - Resident Receipts	0	1,067	-1,067	-100	0	4,525	-4,525	-100	14,001
5320-00-200	Activities - Donations	12	0	12	N/A	12	0	12	N/A	0
5320-00-300	Gift Shop - Receipts	0	108	-108	-100	0	542	-542	-100	1,300
5320-00-500	Assisted Living Activities Receipts	0	1,767	-1,767	-100	0	8,033	-8,033	-100	21,199
5320-99-999	TOTAL ACTIVITY REVENUE	12	2,942	-2,930	-100	12	13,100	-13,088	-100	36,500
5600-00-000	NON-PROFIT REVENUE									
5600-30-180	Ala Carte Services	0	0	0	N/A	326	0	326	N/A	0
5600-99-999	TOTAL NON-PROFIT REVENUE	0	0	0	N/A	326	0	326	N/A	0

Kavod Senior Life
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	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual	
5900-00-000	OTHER REVENUE									
5900-00-100	Investment Income - (UR)	0	342	-342	-100	0	1,708	-1,708	-100	4,100
5900-00-400	Miscellaneous Other Income	1,200	0	1,200	N/A	6,022	0	6,022	N/A	0
5900-00-500	Interest Income - Operations	24	817	-792	-97	340	4,083	-3,743	-92	9,799
5900-99-998	TOTAL OTHER REVENUE	1,224	1,158	66	6	6,362	5,791	571	10	13,899
5900-99-999	TOTAL REVENUE	833,888	851,656	-17,768	-2	4,046,201	4,243,687	-197,485	-5	10,209,080
6000-00-001	ADMINISTRATIVE EXPENSES									
6000-00-002	ADMIN SALARIES AND BENEFITS									
6000-00-010	Labor - Food Service Director	6,767	5,313	-1,454	-27	28,844	26,564	-2,280	-9	69,065
6000-00-100	Labor - Leasing	13,586	15,558	1,973	13	69,209	77,790	8,581	11	196,323
6000-00-200	Labor - Front Office Staff	23,622	13,212	-10,410	-79	105,028	78,062	-26,966	-35	177,949
6000-00-500	Labor - Comm Relations / Marketing	9,912	10,444	531	5	50,417	52,220	1,803	3	130,765
6000-00-600	Labor - Accounting / Human Resources	43,607	43,370	-237	-1	219,127	216,851	-2,276	-1	543,024
6000-10-200	Potential Bonus	0	0	0	N/A	75,094	68,000	-7,094	-10	68,000
6000-10-300	Payroll Taxes - SUTA/FUTA	7,634	6,837	-796	-12	42,695	34,186	-8,510	-25	86,446
6000-10-400	Workers Comp Expense	510	491	-19	-4	646	2,436	1,789	73	6,051
6000-10-500	Benefits	18,495	18,074	-421	-2	87,682	89,907	2,224	2	220,348
6000-25-100	FSA Expense/Usage	2,074	0	-2,074	N/A	12,039	0	-12,039	N/A	0
6000-30-100	Training and Development	200	3,417	3,217	94	9,166	17,083	7,917	46	41,000
6000-30-200	Employee Recognition	2,142	3,667	1,524	42	7,694	13,919	6,226	45	38,000
6000-30-400	Employee Wellness	450	917	467	51	1,000	4,412	3,412	77	11,000
6000-30-500	Help Wanted Advertising	180	208	28	14	225	1,042	817	78	2,501
6000-30-800	Employee Screening / Background Checks	550	208	-341	-164	1,610	852	-758	-89	2,501
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	129,729	121,717	-8,012	-7	710,476	683,324	-27,152	-4	1,592,973
6010-00-000	PROFESSIONAL FEES									
6010-00-200	Auditing Fees	0	5,692	5,692	100	28,700	28,853	153	1	45,999
6010-00-500	General Legal Expense	2,419	1,000	-1,419	-142	11,598	5,000	-6,598	-132	12,000
6010-99-999	TOTAL PROFESSIONAL FEES	2,419	6,692	4,273	64	40,298	33,853	-6,444	-19	57,999
6020-00-000	MANAGEMENT FEE EXPENSE									
6020-00-100	Management Fee	19,900	19,900	0	0	98,496	99,500	1,004	1	238,800
6020-00-200	Management Salary/Benefits	-18,896	-18,896	0	0	-217,826	-94,479	123,347	131	-226,750
6020-00-300	Maint Mngr Salary/Benefit	0	0	0	N/A	123,347	0	-123,347	N/A	0
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	1,004	1,004	0	0	4,017	5,021	1,004	20	12,050
6040-00-000	OTHER ADMINISTRATIVE EXPENSES									
6040-00-040	Other Renting Expense	838	1,492	654	44	5,242	6,522	1,279	20	16,419
6040-00-070	Membership and Fees	1,162	2,317	1,155	50	18,834	20,164	1,330	7	35,001
6040-00-100	Travel	0	208	208	100	0	1,042	1,042	100	2,501
6040-00-140	Telephone	3,503	2,833	-670	-24	19,224	14,167	-5,057	-36	34,001
6040-00-150	Supplies/Postage/Courier	5,969	5,888	-81	-1	29,522	29,438	-84	0	70,651
6040-00-190	Software	7,732	2,254	-5,478	-243	16,771	11,271	-5,500	-49	27,050

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	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
6040-00-200 Hardware	437	917	480	52	2,468	4,583	2,116	46	11,000
6040-00-210 R/M CIS Services	3,560	3,175	-385	-12	13,526	15,675	2,149	14	40,500
6040-00-270 Misc Administrative Fees	2,311	3,583	1,272	36	11,426	17,917	6,491	36	43,000
6040-00-290 Bank Fees	5	175	170	97	73	875	803	92	2,101
6040-00-310 Board Event Expenses	0	542	542	100	109	2,708	2,599	96	6,500
6040-00-900 Other Misc Admin Expenses	0	0	0	N/A	1,484	0	-1,484	N/A	0
6040-99-998 TOTAL OTHER ADMINISTRATIVE EXPENSES	25,517	23,384	-2,133	-9	118,677	124,362	5,685	5	288,724
6040-99-999 TOTAL ADMINISTRATIVE EXPENSES	158,669	152,796	-5,872	-4	873,468	846,560	-26,908	-3	1,951,746
6100-00-000 MARKETING AND ADVERTISING									
6100-00-100 Advertising - Ad Placement / Brochures	1,331	2,083	753	36	6,645	7,834	1,189	15	21,400
6100-00-200 Advertising - Community Outreach	497	3,513	3,015	86	7,367	17,563	10,196	58	42,150
6100-99-999 TOTAL MARKETING AND ADVERTISING	1,828	5,596	3,768	67	14,011	25,396	11,385	45	63,550
6400-00-000 UTILITY EXPENSES									
6400-00-100 Electricity	15,960	15,000	-960	-6	70,477	75,000	4,523	6	180,000
6400-00-200 Gas	5,334	5,417	82	2	38,282	27,083	-11,198	-41	65,001
6400-00-400 Water	2,772	3,333	561	17	14,448	16,667	2,219	13	40,000
6400-00-500 Sewer	8,685	5,083	-3,602	-71	30,256	25,416	-4,840	-19	61,000
6400-99-999 TOTAL UTILITY EXPENSES	32,752	28,833	-3,918	-14	153,463	144,166	-9,297	-6	346,001
6500-00-000 MAINTENANCE AND OPERATIONAL EXPENSES									
6500-00-001 REPAIRS AND MAINTENANCE									
6500-00-100 Labor - Housekeeping Staff	9,740	14,461	4,720	33	61,313	72,304	10,991	15	187,991
6500-00-200 Labor - Housekeeping Supervisor	4,360	4,979	619	12	21,800	24,897	3,097	12	64,732
6500-00-300 Labor - Maintenance Manager	15,571	15,651	80	1	77,857	78,257	400	1	203,470
6500-00-400 Labor - Maintenance Staff	15,975	13,018	-2,957	-23	81,462	65,088	-16,374	-25	169,229
6500-00-600 Labor - Security	7,337	6,455	-882	-14	38,405	32,275	-6,130	-19	83,914
6500-10-200 Maintenance - Payroll Taxes - SUTA/FUTA	4,258	4,013	-245	-6	23,959	20,065	-3,894	-19	52,168
6500-10-300 Maintenance - Workers Comp Expense	2,857	1,393	-1,464	-105	19,501	6,963	-12,538	-180	18,104
6500-10-400 Maintenance - Benefits	9,075	10,234	1,158	11	46,009	51,168	5,159	10	122,804
6500-20-100 Maintenance - Temporary Help	4,235	2,083	-2,152	-103	22,548	10,417	-12,131	-116	25,001
6500-20-300 Maintenance - Mileage	0	217	217	100	0	1,083	1,083	100	2,600
6500-20-400 East/West/South - Special Project	0	3,600	3,600	100	0	18,000	18,000	100	43,200
6500-20-500 Maintenance Licenses and Fees	0	258	258	100	191	1,292	1,100	85	3,099
6500-99-999 TOTAL REPAIRS AND MAINTENANCE EXPENSES	73,408	76,362	2,953	4	393,046	381,810	-11,236	-3	976,312
6510-00-000 MATERIALS									
6510-00-300 Supplies - Decorating	0	100	100	100	602	500	-102	-20	1,199
6510-00-700 Supplies - Maint / Repairs	11,519	19,167	7,647	40	106,052	95,833	-10,218	-11	230,000
6510-99-999 TOTAL MATERIALS	11,519	19,267	7,747	40	106,653	96,333	-10,320	-11	231,199
6520-00-000 CONTRACT COSTS									
6520-00-030 Contract - Building Repairs	21,493	39,583	18,090	46	147,187	197,917	50,730	26	475,001

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	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
6520-00-070 Contract - Pest Control	500	2,083	1,583	76	8,800	10,417	1,617	16	25,000
6520-00-090 Contract - Grounds	6,480	2,083	-4,397	-211	11,850	10,417	-1,433	-14	25,000
6520-00-100 Contract - Janitorial/Cleaning	6,895	6,250	-644	-10	14,041	31,250	17,209	55	75,000
6520-00-170 Contract - Elevator Monitoring	2,581	3,500	919	26	16,035	17,500	1,465	8	42,000
6520-00-220 Contract - Snow	0	1,000	1,000	100	11,644	5,000	-6,644	-133	12,000
6520-00-230 Contract - Trash	6,111	4,584	-1,527	-33	27,513	22,917	-4,596	-20	55,000
6520-00-240 Contract - Life Safety / Security	-4,776	3,333	8,110	243	16,639	16,667	28	0	40,000
6520-99-998 TOTAL CONTRACT COSTS	39,283	62,417	23,134	37	253,708	312,085	58,377	19	749,003
6520-99-999 TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	124,211	158,046	33,834	21	753,407	790,228	36,821	5	1,956,515
6700-00-000 TAXES AND INSURANCE									
6700-00-010 Federal Income Tax - Entity	0	0	0	N/A	-3,804	0	3,804	N/A	0
6700-00-040 Property Insurance	54,391	53,429	-962	-2	271,955	267,147	-4,809	-2	641,152
6700-00-070 Licenses and Fees	1,303	808	-495	-61	3,262	5,842	2,579	44	12,400
6700-00-120 Miscellaneous Licenses / Taxes / Insurance	0	0	0	N/A	1,956	0	-1,956	N/A	0
6700-99-999 TOTAL TAXES AND INSURANCE	55,694	54,238	-1,457	-3	273,370	272,989	-381	0	653,552
6900-00-000 FOOD SERVICE									
6900-00-020 Labor - Hourly Cooks	30,304	28,692	-1,612	-6	150,424	143,462	-6,963	-5	373,000
6900-00-030 Labor - Hourly Servers	17,241	19,326	2,085	11	84,630	96,631	12,001	12	251,241
6900-00-040 Labor - Assistant Manager	6,045	8,643	2,598	30	22,067	43,213	21,147	49	112,355
6900-00-050 Labor - Catering	0	875	875	100	0	4,375	4,375	100	10,500
6900-00-060 Labor - Special Staffing	625	667	42	6	3,125	3,333	208	6	8,000
6900-00-070 Labor - Outside Services Labor Expense	74	2,250	2,176	97	900	11,250	10,350	92	27,000
6900-00-300 Food - Payroll Taxes	4,402	4,331	-71	-2	22,013	21,654	-360	-2	56,300
6900-00-400 Food - Workers Comp Expense	2,276	1,646	-630	-38	13,617	8,231	-5,387	-65	21,400
6900-00-500 Food - Employee Benefits	9,215	9,092	-123	-1	44,326	45,458	1,132	2	109,100
6900-00-610 Food - Food and Beverage Expense	43,242	51,289	8,047	16	242,013	256,447	14,433	6	615,472
6900-00-620 Food Paper Products Expense	5,006	5,483	477	9	27,895	27,417	-479	-2	65,800
6900-00-630 Housekeeping Supplies / Service Expense	175	667	491	74	2,356	3,333	977	29	8,000
6900-00-640 Laundry / Linen Expense	527	500	-27	-5	2,297	2,500	203	8	6,000
6900-00-650 Equipment Expense	307	1,250	943	75	3,548	6,250	2,702	43	15,000
6900-00-660 Uniforms	190	625	435	70	4,429	3,125	-1,304	-42	7,500
6900-00-670 Decorating Expense	910	308	-602	-195	2,141	1,542	-599	-39	3,700
6900-99-999 TOTAL FOOD SERVICE	120,539	135,644	15,105	11	625,784	678,221	52,437	8	1,690,368
6910-00-000 ASSISTED LIVING EXPENSE									
6910-00-010 Labor - Manager	5,863	5,939	76	1	29,317	29,694	378	1	77,205
6910-00-020 Labor - Care Givers / CC / Aides	37,388	33,185	-4,203	-13	177,308	165,923	-11,385	-7	431,400
6910-00-300 AL - Payroll Taxes	3,517	2,810	-707	-25	18,005	14,051	-3,954	-28	36,533
6910-00-400 AL - Workers Comp Expense	2,416	1,738	-678	-39	7,581	8,692	1,111	13	22,600
6910-00-500 AL - Employee Benefits	4,666	6,770	2,104	31	24,444	33,850	9,406	28	81,240
6910-00-520 AL - Training / Staff Development	176	0	-176	N/A	314	0	-314	N/A	0
6910-10-000 Medical - Required Testing	466	158	-308	-195	950	792	-158	-20	1,900

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	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
6910-10-010 AL - Food / Beverage Expense	22,401	20,967	-1,434	-7	112,005	104,833	-7,172	-7	251,600
6910-10-020 Medication Set-ups	166	229	63	28	607	1,146	538	47	2,750
6910-10-050 Misc Other Supplies	0	417	417	100	80	2,083	2,003	96	5,000
6910-10-060 Recreation / Rehabilitation	0	2,250	2,250	100	0	11,250	11,250	100	27,000
6910-99-999 TOTAL ASSISTED LIVING EXPENSE	77,060	74,463	-2,597	-3	370,611	372,315	1,704	0	937,228
6920-00-000 ACTIVITY PROGRAM EXPENSE									
6920-00-010 ACT - Newsletter	2,008	2,083	75	4	13,370	10,417	-2,953	-28	25,001
6920-00-020 ACT - Activities Staff	16,442	16,271	-171	-1	80,071	81,357	1,286	2	203,729
6920-00-030 ACT - Activities Outreach- Volunteer - Bday	467	1,333	866	65	2,942	6,667	3,724	56	15,999
6920-00-040 ACT - Classes Expense	770	941	171	18	4,696	4,708	12	0	11,300
6920-00-050 ACT - Health / Wellness Expense	382	2,258	1,876	83	4,633	11,292	6,658	59	27,100
6920-00-060 ACT - Activities / Outings Expense	3,381	3,396	15	0	11,742	16,979	5,237	31	40,750
6920-00-300 ACT - Payroll Taxes	1,152	1,252	100	8	5,763	6,261	497	8	15,677
6920-00-400 ACT - Workers Comp Expense	231	442	212	48	1,947	2,212	265	12	5,540
6920-00-500 ACT - Employee Benefits	4,737	4,183	-555	-13	23,767	20,914	-2,852	-14	50,194
6920-00-510 Gift Shop Expense	0	183	183	100	136	917	781	85	2,200
6920-00-520 Van Expense	3,040	750	-2,290	-305	8,066	3,750	-4,316	-115	9,000
6920-00-550 ACT - AL Activities	133	1,767	1,634	92	925	8,833	7,908	90	21,199
6920-00-560 ACT - Family Events	0	292	292	100	0	1,458	1,458	100	3,500
6920-99-999 TOTAL ACTIVITY PROGRAM EXPENSE	32,744	35,153	2,409	7	158,059	175,765	17,706	10	431,188
6930-00-000 RESIDENT COMPUTER CENTER									
6930-00-010 Labor - RCC Staff - Post 2008	5,047	5,171	123	2	25,236	25,853	617	2	64,739
6930-00-300 RCC - Payroll Taxes	381	422	41	10	2,035	2,111	77	4	5,154
6930-00-400 RCC - Workers Comp Expense	77	159	82	52	689	796	107	13	1,942
6930-00-500 RCC - Employee Benefits	1,096	1,139	43	4	5,470	5,695	225	4	13,668
6930-99-999 TOTAL RESIDENT COMPUTER CENTER	6,601	6,891	290	4	33,430	34,455	1,025	3	85,503
6940-00-000 SERVICE COORDINATOR EXPENSE									
6940-00-010 Labor - Service Coordinator	21,522	23,975	2,453	10	111,413	119,874	8,461	7	300,180
6940-00-020 SC - Resident Outreach	0	333	333	100	0	1,667	1,667	100	4,001
6940-00-300 SC - Payroll Taxes	1,547	1,924	377	20	8,548	9,621	1,073	11	23,483
6940-00-400 SC - Workers Comp Expense	268	612	344	56	2,491	3,059	568	19	7,466
6940-00-500 SC - Employee Benefits	5,519	5,201	-318	-6	27,608	26,004	-1,604	-6	62,409
6940-99-999 TOTAL SERVICE COORDINATOR EXPENSE	28,856	32,045	3,189	10	150,060	160,224	10,164	6	397,539
7000-00-100 OTHER INCOME / EXPENSE									
7000-00-300 Dividend Income	0	0	0	N/A	-18	0	18	N/A	0
7009-99-999 TOTAL OTHER INCOME / EXPENSE	0	0	0	N/A	-18	0	18	N/A	0
8999-99-998 TOTAL OPERATING EXPENSES	638,953	683,704	44,751	7	3,405,645	3,500,319	94,674	3	8,513,190
8999-99-999 NET OPERATING INCOME / LOSS	194,935	167,952	26,983	16	640,556	743,368	-102,811	-14	1,695,890
9010-00-000 NON-OPERATING EXPENSES									

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	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
9010-10-100 Interest Expense - Note Payable MF	37,048	39,283	2,235	6	180,227	196,417	16,189	8	471,400
9010-20-100 Depreciation - Buildings	117,347	86,583	-30,764	-36	432,747	432,917	170	0	1,039,000
9010-90-500 Gain / Loss on Investment	0	0	0	N/A	60	0	-60	N/A	0
9010-90-750 PPP Loan Forgiveness	0	0	0	N/A	-794,400	-714,000	80,400	11	-714,000
9019-99-999 TOTAL NON-OPERATING EXPENSES	154,395	125,867	-28,528	-23	-181,366	-84,667	96,699	114	796,400
9999-99-998 NET INCOME / LOSS	40,540	42,085	-1,545	-4	821,923	828,034	-6,112	-1	899,490

**Kavod Senior Life
MidFirst Refi Loan Tracking
As of July 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	\$ (4,148,114)

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

Advanced 01/19/2018

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

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

Loan Advance	\$ 3,915,992
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	184,619

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

	Total Budget	Revised Budget	Percentage	Percentage	Available Budget	Total Spent	Supervising Entity
			Spent Complete	Work Complete			
Project Oversight							
Marx Okubo 1st Invoice	\$ (25,886)	\$ 437,850	\$ 511,331	73%	73%	\$ 138,702	\$ (372,629) 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)
Marx Okubo Nov-June Invoice	\$	(4,881)

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

Fire/Sprinkler Consulting

Jensen Hughes	\$	(5,496)
Jensen Hughes	\$	(10,220)
Jensen Hughes	\$	(17,134)
Jensen Hughes	\$	(16,825)

\$	36,500	\$	52,000	100%	100%	\$	2,325	\$	(49,675) Kavod
Project Complete									

Land Title Guaranty-Inspection Fees

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

Asbestos Abatement

W.E Anderson	\$	(10,154)
W.E Anderson	\$	(42,400)
W.E Anderson	\$	(42,377)
W.E Anderson	\$	(4,917)
W.E Anderson	\$	(37,566)
W.E Anderson	\$	(64,498)
W.E Anderson	\$	(65,098)
W.E Anderson	\$	(29,516)
W.E Anderson	\$	(40,249)
W.E Anderson	\$	(37,521)
W.E Anderson	\$	(22,008)

\$	408,000	97%	96%	\$	11,697	\$	(396,303) Kavod
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Note: Marx Okubo is verifying percentage work complete.

Attorney Fees for Asbestos Abatement

Gablehouse Granberg	\$	(3,888)
Gablehouse Granberg	\$	(2,926)
Gablehouse Granberg	\$	(963)
Gablehouse Granberg	\$	(1,810)

\$	5,000	\$	15,000	90%	75%	\$	3,104	\$	(11,896) Kavod
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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)										
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)										
Unit Mockups/Construction Management												
Pinkard	\$	(16,199)	\$	8,892,495	\$	9,014,432	50%	46%	\$	4,547,299	\$	(4,467,133) Kavod
Trane US	\$	(2,842)										
Pinkard	\$	(44,535)										
December 2019-Pinkard Draw #1	\$	(282,918)								\$	4,368,653	
January 2020-Pinkard Draw #2	\$	(511,070)								\$	(98,480)	
February 2020-Pinkard Draw #3	\$	(575,428)								\$	(2,842)	
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)										
June 2021-Pinkard Draw #12	\$	(111,259)										

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 July 15, 2021**

Committed Projects- payment for material only as of July 2021

	<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 \$ (6,059,434)

Original Contingency Amount	\$ 857,000
West First Floor piping additonal costs	\$ (120,600)
Contingency as of 7/15/2021	\$ 736,400

Total Cash/Loan Proceeds Available \$ 6,057,558

Note: Items that are highlighted and in bold were paid in the last 30 days.

Interest on MidFirst Loan

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
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	\$ 38,365	\$ 39,283	\$ 918
February 2021 Interest Paid	\$ 38,365	\$ 39,283	\$ 918
March 2021 Interest Paid	\$ 34,859	\$ 39,283	\$ 4,424
April 2021 Interest Paid	\$ 38,432	\$ 39,283	\$ 851
May 2021 Interest Paid	\$ 37,048	\$ 39,283	\$ 2,235
June 2021 Interest Paid	\$ 38,885	\$ 39,283	\$ 398
July 2021 Interest Paid	\$ 38,885	\$ 39,283	\$ 398
Total Interest to date	\$ 1,385,107	\$ 1,709,726	\$ 324,619

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

Resident and Community Services Committee

July 1, 2021

Zoom call at noon

Present: Molly Zwerdinger, chair, Ondalee Kline, Jay Mactas, Scott Fisher, Jan Schorr, Seth Ward, Doug Krug, and Alexandra Mannerings, Staff: Christy Martinez, Jason Perez, Tracy Kapaun, Gaile Waldinger, Connie Moore, Christie Ziegler, and Michael Klein

Molly welcomed everyone and confirmed they all could hear/see the Zoom call. She asked for a motion to approve the previous meeting minutes. Ondalee made a motion to accept them and Doug seconded. Motion passed unanimously.

Michael introduce Christy Martinez who is the new director of the assisted living program and Tracy introduced Jason (jay) Perez who is the new director of dining services. Backgrounds and experiences were shared.

Connie gave an update on the new Touchtown program and she said she would send the group some additional material. Touchtown allows more programs and information to be shared through smartphones and tablets. There were over 70 residents that attended the first orientation and programs are available in English Russian and other languages. Major funding came from Next 50 and some other donations.

Tracy reviewed the COVID survey which the group had received in advance. Very high positive results were received with the highest scores for residents feeling they were safe/protected and information was timely/detailed.

Tracy then gave a COVID update and said we are slowly returning to programs and services which we had been curtailed and gave details about meal programs, masks, visitors, in-house programs and other aspects of what the task force has been addressing. Tracy shared that we are carefully monitoring the Delta variant and hopes we will not have to reinstate more restrictions if we see a surge due to this. A COVID -19 update (city, state and national data) was also mailed as part of the committee material.

Tracy continued with a construction update and stated we completed the abatement in the West Building and are now working on 6 apartments a week in the West Building. Additional work is also occurring with the Bistro, West offices and other projects that had previously been stopped.

Christie gave an update on the L'Chaim2Life Conference and provided some slides which detailed the progress which has occurred. This year the conference was virtual and spread

out during the month of June. The turnout was good and we hope to have the conference in person next year. (Slides are attached).

Michael shared that we have had a very successful year with grants and highlighted the Daniels Fund and the food pantry grants. He thanked Gaile for her efforts in this area. Funds have supported the food pantry, COVID relief, Touchtown and KOTR. Gaile then gave a more detailed report on how much was raised and from what foundations. She also gave an update on our upcoming fundraiser.

Ondalee gave an update on some of the resident initiatives she is involved with. The senior loan program continues to be well utilized by residents. They can borrow up to \$100 at no interest. The Free Food Store is also something that has been well used by the residents and Ondalee has a few others that have assisted her. She said she has been thankful for all the staff have done during COVID.

With no other business to be discussed, Molly called for a motion to adjourn which was received and the meeting ended at 12:57.



TO: KSL Board of Directors

FROM: KSL Management Team

DATE: August 3, 2021

Dear Board Members,

Attached is a summary page of the recent Resident COVID-19 Survey. The entire survey was shared at the most recent resident and community services committee and thoroughly reviewed. This was a goal that the board had set for our management team and the results strongly support that the residents felt that systems were put in place to guard against COVID-19 as well as that good communication was shared regarding testing, cases, and mandates. (Scores were 4.77 and 4.75 out of 5). The other results showed similar high levels of satisfaction. We also asked two open ended questions about what we did well and what we could have done better. Our leadership team reviewed all the comments and these were discussed as to anything specific that we felt we could incorporate.

If any board member wants the complete report, please ask Tammy Ours and she will send you it.



COVID-19 Survey Key Findings

This report presents key findings from Kavod’s COVID-19 survey, which asked residents to reflect on how Kavod addressed the 2020 COVID-19 pandemic. A total of 167 residents (100%) completed a survey.¹ Approximately 31% of these surveys were completed in Russian.

About the Residents

- **Most residents identified as White ($n = 148, 90.2\%$), Black ($n = 8, 4.9\%$), and Hispanic ($n = 4, 2.4\%$).** The remaining 5 residents (3%) chose other options, including Asian, American Indian, Pacific Islander, and Other.
- **A total of 118 residents (76.6%) were female** and 36 were male (23.4%).
- **A total of 66 residents (40.2%) were 70 to 79 years old**, 51 residents (31.1%) were 80 to 89, 23 residents (14%) were over 90, and 24 residents (14.6%) were 60 to 69.
- **Many residents lived at Kavod for 4 to 10 years ($n = 64, 39\%$),** followed by 1 to 3 years ($n = 56, 34.1\%$), more than 10 years ($n = 27, 16.5\%$), and less than 1 year ($n = 17, 10.4\%$).

Thoughts About Kavod and COVID-19

Between 148 and 166 residents (88.6% and 99.4%) responded to 11 statements about Kavod and the COVID-19 pandemic. Ratings ranged from 1 (i.e., Strongly Disagree) to 5 (i.e., Strongly Agree). *Table A* presents each statement, the number of residents who responded (n), and average ratings. ***Higher values correspond to more favorable outcomes.***

Table A. Thoughts About Kavod and COVID-19 ($n = 148 - 166$)

Statement	Average Rating
Kavod put protective measures in place to guard against COVID-19.	4.77
Kavod kept me informed about COVID-19 protocols, such as testing, COVID cases, mandates, etc.	4.75
I felt safe living at Kavod during the pandemic.	4.66
When the dining room had to close, I was grateful to have contactless meals delivered to my apartment door.	4.66
The Front Desk staff were responsive to my questions and needs.	4.64
Housekeeping kept the buildings and common areas clean during the pandemic.	4.64
My care coordinator was responsive to my needs during the pandemic.	4.51
Facilities responded to my emergency work order needs.	4.44
Kavod’s free food and hygiene pantry helped me avoid going out to the grocery store.	4.38
The outdoor progressive concerts and performances provided by Life Enrichment kept me in high spirits.	4.34
The free arts and crafts and activity supplies provided by Life Enrichment helped me stay mentally active.	4.18

¹ Please note that not all residents answered every survey question.



TO: KSL Board of Directors

FROM: Tracy Kapaun, COO

DATE: August 5, 2021

RE: Construction Update

CONSTRUCTION UPDATE

- They have completed all of the work in the West building except for the apartments and shaft work. (The shaft work has to do with the new fire/sprinkler system)
 - They are now on the 9th floor in the apts. and things are going well. Each week we have been averaging 6 apartments where residents need to move out for 4 days in order for contractors to install the sprinkler pipes.
 - We are still waiting on Frontier Fire to get our final permit for the West building so we can schedule our final inspection. Once done, we can then move staff back into our new offices.
 - Once we are done with the West building we will then move over to the East.
 - Anticipated completion date for the West building is around mid-November, 2021.
 - All punch list items and East building work has been completed.
-



TO: KSL Board of Directors

FROM: Tracy Kapaun, COO

DATE: August 5, 2021

RE: Covid Update

COVID UPDATE

- Kavod continues to do some in-person activities, trips, etc.
 - We have suggested that people wear masks in crowded indoor spaces, like the elevators.
 - A new public health order has come out for specific health care organizations and other entities, which include our Assisted Living.
 - The public health order “requires” all staff, residents and visitors in AL to wear a mask.
 - All residents/staff in AL who are not vaccinated will need to complete a rapid test daily. (all AL residents are vaccinated)
 - All Kavod staff (vaccinated or not) are now required to wear a mask.
 - All staff will need to be vaccinated by Sept. 30th.
 - The Task Force continues to evaluate, if and when, all Independent residents will need to return to wearing masks outside their apartments, whether vaccinated or not.
-



TO: KSL Board of Directors

FROM: Michael Klein
DATE: August 5, 2021

RE: Staff Masking & Employee Vaccination Mandates

Please read the important email which Christine Dewhurst sent to our staff yesterday. This supplements the report which Tracy included in the Board packet.

From: Christine Dewhurst <cdewhurst@kavodseniorlife.org>
Sent: Wednesday, August 4, 2021 5:13 PM
To: All Staff <allstaff@kavodseniorlife.org>
Subject: Important Updates About Masking & Employee Vaccination
Importance: High

Good afternoon,

MASKING

Late yesterday, the Colorado Department of Public Health and Environment (CDPHE) released updated guidance related to masking requirements in residential care communities. The guidance includes the **requirement of universal mask use for staff, visitors and residents regardless of vaccination status**. While Assisted Living is directly impacted by these new requirements, the Task Force has reviewed the information and determined that all Kavod employees must adhere to the new protocol. Mounting concerns over the highly transmissible Delta variant are driving these new policies. Assisted Living has already implemented the new making requirement. It will go into effect with the broader staff tomorrow, Thursday, August 5th. Kavod will be requiring the staff to wear surgical masks. Cloth masks are not permitted at this time. We have plenty of PPE and will make sure to have these masks distributed for your use.

What you need to know.

- 1) Anyone who is **unvaccinated** is required to wear a well-fitting mask, covering nose and mouth, for the duration of their time on campus. Six feet of distance should be observed between you and others.
- 2) **Fully vaccinated** employees are required to wear a well-fitting mask, covering nose and mouth, any time you are out in common areas or interacting with residents. This includes hallways, lobbies, elevators, dining rooms, resident apartments, etc.
- 3) For now, **fully vaccinated** employees may remove their masks while in their own offices or work spaces provided they are not interacting directly with the residents. This may change as time goes on. We will keep you informed of any updates.

Q&A

Question: I am fully vaccinated and work in the East office at a work station. Is it okay to remove my mask while I'm working at my desk?

Answer: Yes.

Question: I am unvaccinated. There are only three of us in a shared work space and we are able to maintain 6-ft of distance. Is it okay to remove my mask as long as I am not around residents?

Answer: No. Unvaccinated individuals are required to wear a mask during their time onsite. Masks may be removed briefly to allow for eating and drinking provided the appropriate distance is observed between individuals, otherwise masks must be worn.

Question: Are we now requiring all independent residents to wear masks when they are out of their apartments?

Answer: Not at this time. Any resident who is unvaccinated should be wearing a mask when outside of their apartment. We have recommended that all residents wear masks as a protection against the Delta variant. We will continue to evaluate our position on this matter and will keep you informed of any changes.

VACCINATION

On Monday, August 2nd the City & County of Denver issued a new Public Health Order requiring employees of certain entities to be vaccinated against COVID-19 by Thursday, September 30, 2021. Here again, Assisted Living falls under the list of impacted facilities. Both the Task Force and Leadership Team have engaged in discussions about this topic over the course of the past week. We've also seen many employers across an array of fields recently adopting vaccination policies in an effort to protect the safety and wellbeing of their employees and customers. Knowing the vulnerability of the population we serve, and with everyone's continued safety in mind, both residents and staff, we have made the decision to align Kavod's vaccination policy with that outlined by the City & County of Denver. **All Kavod employees, with certain defined exceptions, will be required to be vaccinated against COVID-19 by Thursday, September 30, 2021 as a condition of employment.**

I have attached a copy of Kavod's new policy along with two exemption forms, one for medical exemption and one for religious exemption. Please reach out to your supervisor or to HR with any questions you may have.

You can read Denver's Public Health Order here.

<https://denvergov.org/files/assets/public/covid19/documents/public-orders/ddphe-pho-8.2.21.pdf>

Thank you for your continued vigilance in keeping the Kavod community free of the virus. We are grateful for everything you do!



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FROM: KSL Management Team

DATE: August 3, 2021

Dear Board Members,

Attached is a summary page of the recent Resident COVID-19 Survey. The entire survey was shared at the most recent resident and community services committee and thoroughly reviewed. This was a goal that the board had set for our management team and the results strongly support that the residents felt that systems were put in place to guard against COVID-19 as well as that good communication was shared regarding testing, cases, and mandates. (Scores were 4.77 and 4.75 out of 5). The other results showed similar high levels of satisfaction. We also asked two open ended questions about what we did well and what we could have done better. Our leadership team reviewed all the comments and these were discussed as to anything specific that we felt we could incorporate.

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The Front Desk staff were responsive to my questions and needs.	4.64
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