

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

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

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

Monday, June 29, 2022

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"> • April 2022 Board Minutes • March/April Financials • Construction Schedule • Fiscal Committee Minutes • Resident & Community Services Minutes • Kavod Foundation Board of Directors Minutes 	Steven Summer	Approval
5:35 pm	Fiscal updates –audit and budget	Connell Saltzman Mike Belieu Christine Dewhurst	Informational
5:45 pm	Resident and Community Services Update	Jan Schorr	Informational
5:55 pm	Strategic Plan Report <ul style="list-style-type: none"> • Approval on new Vision Statement 	Rachel Cohen Michael Klein Caryn Capriccioso, Intersector Rick Zwetsch, Intersector	Approval
6:30 pm	Adjourn for Annual Meeting		

Next Board of Directors Meeting August 22, 2022 at 5:30 pm.

Annual Meeting Agenda (See the below)

Annual Meeting

6:30 pm	Board Leadership and Development Committee Report	Rob Friedman	Approval
6:40 pm	President/CEO Report	Michael Klein	Informational
6:50 pm	Chairman's Report (Passing of the gavel)	Steven Summer	Informational
7:00 pm	New Chairman's Comments	Molly Zwerdling	Informational
7:10 pm	Summer Event Update	Melanie Siegel	Informational
7:05 pm	Announcements <ul style="list-style-type: none"> • Announcements – upcoming calendar items • Next meeting date/time 	Steven Summer	
7:15 pm	Adjournment		

Kavod Senior Life
Board of Directors
Board Meeting
April 25, 2022

Due to the COVID-19 Pandemic, the board meeting was held electronically via ZOOM. Present: Brian Botnick, Sharon Caulfield, Rachel Cohen, Scott Fisher, Rob Friedman, Sarah Golombek, Ondalee Kline, Rodi Liv, Alexandria Mannerings, Connell Saltzman, Jamie Sarche, Jan Schorr, Melanie Siegel, Joey Simon, David Zaterman, and Molly Zwerdinger. Staff: Michael Klein, Michael Belieu, Tracy Kapaun, Christine Dewhurst, and Gaile Waldinger, Mandie Birchem. Guest: Aaron Ness, Zach Jastrom, Kevin Ross, and Ksenia Popke. Each person in attendance acknowledged the ability to hear and speak during the meeting.

Mr. Steven Summer was not available for the Board meeting; therefore Chairperson –Elect Molly Zwerdinger presided over the meeting. With a quorum being established, Ms. Zwerdinger called the meeting to order. The consent agenda was presented for approval, with a motion to approve by David Zaterman with a second by Rodi Liv. Motion passed.

Mr. Rob Friedman presented the Board Development and Leadership nominating report. He stated the board membership capacity is 19 board members; therefore the board currently has an open slot. Mr. Friedman gave a brief overview of Mr. Scott Fisher's qualification. Mr. Fisher is currently serving on the Resident and Community Services Committee. The Committee recommends approval of Scott Fisher to the board. Mr. Friedman moved to approve the nomination of Mr. Fisher to the Board with a second by Ms. Caulfield. The motion passed. Mr. Fisher was admitted to the zoom call. Mr. Fisher briefly introduced himself to the board and provided, once again, his background.

Mr. Klein spotlighted Kavod Senior Life's Health & Wellness Director, Mandie Birchem, who provided a quick overview of all that she does for the residents. In particular, she coordinated all the COVID 19 clinics as well as the booster clinics, oversees the H& W programs as well as oversees the care coordinators. The board thanked Mandie for her work serving the Kavod residents.

Mr. Connell Saltzman advised that as of the board meeting the HUD portion of the 2021 audit was completed and due to timing with the HUD audit the financials audit was in the final stages of being completed. The Fiscal Committee, once the full audit has been completed, will do their final review. The board discussed moving to have the Fiscal Committee approve the 2021; however; after a discussion it was decided that approval of the 2021 audit will be done via email to the full board. Since the approval of the audit will be completed via email, it was noted that all Board members needed to provide their vote. The auditors were brought into the meeting and provided the board with their report on their findings so far. Both Mr. Aaron Ness and Ms. Ksenia Popke of Eide Bailley advised they were issuing a clean audit opinion for the 2021 tax year. Ms. Popke noted the following:

Mr. Salzman thanked the auditors, leasing staff and accounting staff for their hard work on the 2021 audit. He reiterated as soon as the 2021 audit has been finalized it will be sent to the board via email for approval.

Mr. C. Saltzman, Mr. Mike Belieu and Ms. Christine Dewhurst provided the board with a briefing on how inflation and thus staffing issues could be impacting the Kavod Senior Life's budget. Mr. Saltzman advised that the Fiscal Committee along with staff was watching operational expenses closely. Ms. Dewhurst indicated staffing market was tight but was using every available source to acquire qualified individuals. Mr. Belieu reiterated that he was closely watching expense and was working with the various departments to make sure all keep expenses, as much as possible in check.

Ms. Kapaun, Ms. Dewhurst, Mr. Belieu and Mr. Klein provided the board with an update how the Board Compliance Policy was being operationalized throughout the organization. Each provided an overview of the various areas that require compliance oversight in the departments they oversee as well as what compliance oversight that is already in place. Staff have aligned their documentation with the Board's overall policy and will bring additional updates to the Board. Ms. Dewhurst did advise Kavod is actively recruiting for a data analyst.

Ms. Siegel gave an update on the Summer Event Fundraiser, which will take place at the Bronco's Training Facility at Dove Valley on July 14th. The VIP session will begin at 5:30 with the 6:30 – 9:30 as general admission. Tickets are \$150.00 for general admissions, \$250 for VIP and \$75 for staff. She announced that the honorees were Rick, Marcie and Alan Boxer, Dr. Irina Pines and the Kavod Staff, represented by the Leadership Team from Kavod. Ms. Siegel asked the board members to reach out to Ms. Waldinger if they have any suggestions on possible sponsors for the event. She also asked if anyone had a connection with the Broncos that would get a sport celebrity for the first part of the event.

Ms. Rachel Cohen reminded all the board members of the Strategic Planning Retreat that was set for May 15th from 9:30 – 2 via zoom. The consultants will review all the environmental scans as well as the interviews that they conducted. Ms. Cohen explained that during the retreat the board will begin to fill out the goals and pillars for the strategic plan.

During his CEO report, Mr. Klein provided a brief report on the Associate of Jewish Aging Services Conference that he attended at the beginning of May. He noted that many of the senior communities across the country are finding it difficult to hire staff and other essential personnel. He also talked about various partnerships and services that Kavod is looking to engage. He also advised the board of a \$40k grant from the Murnick Foundation for Life Enrichment/Diversity and Cultural Events. Finally he invited all to attend the KOTR Conference on June 12th and June 15th.

Ms. Zwerdinger reminded everyone of 3 dates that everyone should have on their calendars: Annual Meeting/Board meeting on June 27th, Summer Fundraiser on July 14th, the Strategic Planning Board Retreat.

The meeting was adjourned at 6:58pm.

Kavod Senior Life

Fiscal Committee Meeting Minutes from June 21, 2022

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

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

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

The May 10, 2022 Fiscal Meeting minutes were reviewed. The group approved the minutes with the motion made by Perry and seconded by Joey. Motion passed.

Max gave an update on construction progress. We are looking at a November 2022 completion with all work being done and permits issued.

Kavod is having issues with the fire alarms that have been installed in the West, South and East building. In the West building, Kavod is able to use battery operated smoke alarms. For the South and East they must be wired with battery backup. About 1/3 of the alarms are not working properly. Pinkard is working with their subcontractors and manufactures to fix the problem. As of right now Kavod is still having issues, Max will have an update in July.

The final West Building fire alarm permit approval is still pending. The West building is in the same construction status from last month. As mentioned last month, the city has some issues with the pressure relief valves. Frontier Fire is going to start to remove the valves in July and finish in August. Frontier Fire is taking care of the costs.

In the East building, the final work and permits are on hold due to one residential unit not allowing the work to be completed. Kavod and Pinkard are also working through a drain issue both in the East and South buildings, this work will be done at the end of June. Fire pump replacement needs to be installed in the East Building; Kavod is responsible for the completion of this work and will be ordering the pump.

The South building HVAC replacements are ongoing. All of floor 2 apartments are completed. Six units per week are scheduled to be completed. The permit is ready to be picked up. All contractor contingency is gone. Kavod still has over \$300,000 in contingency available for the project.

Joey asked if there was any questions on the April 2022 financials. Mike went over the high-level revenue and expense items. With no other questions being raised, the group approved the April 2022 financial statements with the motion made by Perry and seconded by Rob. Motion passed.

Mike then discussed the affects that inflation is having on expenses at Kavod. He talked about the Facilities and Dining programs. Both departments are seeing price increases and shipping delays with some items. While facilities and dining are experiencing higher costs, they are both running under budget YTD.

The next meeting is scheduled for July 19, 2022 at 8:00 a.m. via Zoom conference call.



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**Kavod Senior Life
Fiscal Committee
AGENDA**

**Tuesday, June 21 2022
3:00pm VIA Zoom**

8:00am	Welcome	Joey Simon
8:02am	Construction Update	Marx Okubo/Kavod
8:25am	Audit RFP Update	Mike Belieu
8:30am	Review of May 2022 Minutes	Joey Simon
8:32am	Overview of April 2022 Financial Statements	Joey Simon
8:40am	Inflation Outlook	Mike Belieu
8:50am	Adjourn	Joey Simon



Kavod Senior Life

Fiscal Committee Meeting Minutes from May 10 2022

Members Present: Steven Summer, Joey Simon, Molly Zwerdinger, Perry Moss Rob Friedman, and Connell Saltzman.

Staff: Michael Klein, Tracy Kapaun, Gordon Smith, and Mike Belieu. Max Reiner with Marx Okubo.

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

Mike started with a discussion of the 2021 audit. Mike gave an overview of the management letter and the changes prior to the board meeting. The group discussed some of the items in the management letter. Rob had a question on internal controls mentioned in the Significant Risks portion of the management letter. Mike and Connell discussed the Significant Risk area of the management letter and they indicated this was something the auditors review prior to all engagements... With no other questions being raised, the group approved the 2021 Consolidated Audit and Management letter and agreed to send it to the full board for approval with the motion made by Steven and seconded by Perry. Motion passed. The full board will be sent the audit and management letter via email for approval.

Max gave an update on construction progress. The final West Building fire alarm permit approval is still pending. The West building is in the same construction status from last month. Max gave an explanation on the flow of the sprinklers in the West building. The city has some issues with the pressure relief valves. Perry had a question on the pressure from the city; he asked if the pressure into the building changed since the system was installed. Max said yes, the city did work on the pipes in the street.

East building inspections are still an issue. The last units in the East Building are being completed the week of May 10, 2022. Fire isolation valves are complete. Fire pump replacement needs to be installed in the East Building; Kavod is responsible for this work and will be ordering the pump. The group discussed the replacement or the rebuilding of the existing fire pump. Staff will price out a new pump.

Work has started in the South building with common area work for the fire sprinklers. South building construction will started May 9th and should be done the end of October 2022. Six units will be done at one time. Max then talked about status of South and East final inspections and how the fire pump issue could delay the completion.

Connell asked if there was any questions on the March 2022 financials. Mike went over the high-level items. With no other questions being raised, the group approved the March 2022 financial statements with the motion made by Steven and seconded by Rob. Motion passed.

The April 19, 2022 Fiscal Meeting minutes were reviewed. The group approved the minutes with the motion made by Rob and seconded by Joey. Motion passed.

The next meeting is scheduled for June 21, 2022 at 8:00 a.m. via Zoom conference call.

Notes to April 2022 Financial Statements

Prepared by Mike Belieu, CFO, Kavod Senior Life

I have prepared a summary of some key items on the April 2022 statements. These are preliminary numbers and subject to change.

May 2022 Outlook:

- Rental revenue continues to be over budget due to higher occupancy and the increases due to HUD OCAF.
- Labor and benefits are under budget for most categories again in May
- Maintenance expenses are under budget along with most other operating expenses.

April 2022:

Cash:

- Operating cash balance as of April 2022 is \$5,916,764 up from \$5,833,029 in March 2022. 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.
- Total cash balance for April is \$9,033,750 versus \$8,937,551 in March 2022.

Balance Sheet changes YTD:

- Accounts Receivable decrease due to the payment of the ERC credits from the IRS. Prepaid expense also decreased with the amortization of the monthly property and worker's comp insurance.
- Mortgage and Notes Payable decreased due to loan payments.

Statement of Activities:

- Through April 2022, net income is \$41,707 versus the budgeted net income of \$87,717.

Revenue:

- Total revenue YTD through April 2022 is \$3,447,401 compared to the budgeted amount of \$3,625,590 a difference of \$178,179 or 5 percent lower than projected.
- Rental revenue is higher than budget by \$9,072 through April 2022. As of April 30, 2022, there are nine 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, CU Medicine, and Legacy.
- Dining/Food Service revenue is under budget YTD by \$14,349. There were 38 meal exceptions in April.
- Assisted Living revenue YTD is under budget by \$60,730 through April 2022, there is a one market rate unit available.
- Activity Revenue is down \$11,832 through April. Resident activities are still limited in scope.
- Non-Profit/Contribution revenue is over budget by \$21,366 through April 2022.
- Grant revenue is under budget by \$75,157 through April. Kavod received a \$30,000 grant from Next Fifty in January 2022 and a \$1,993 grant from AJAS in February.

- Other Revenue is under budget \$3,827 and consists of interest income from investments and operating accounts along with misc. revenue from operations.

Expenses:

- Total operating expenses through April of 2022 were \$2,917,574 compared to the budgeted amount of \$3,047,014 a difference of \$129,440 or 5 percent lower than budget.
- Total Administrative Expenses are under budget \$17,701.
 - Admin salaries and benefits are lower than budget by \$7,126 through April 2022. Labor for Food Service Director is higher than budget due to training from outside consultant. Labor costs for Accounting/HR are higher due to a placement fee paid for new Accounting hire. Outside travel and future training conference increased expense in April for Training and Development.
 - Professional Fees are under budget \$5,678 Audit and legal costs are under budget YTD,
 - Property management fees are at budget through April. 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 \$4,901 under budget through April.
- Marketing & Advertising expenses came in \$8,552 under budget. Marketing is advertising for Kavod on the Road Conference in June. The website is also being updated with more security features.
- Utilities are under budget in April and over budget, \$5,837 YTD due to higher costs for natural gas. Higher commodity prices caused the variance.
- The Maintenance and Operational category (including Repairs & Maintenance, Materials, and Contract Costs) is under budget by \$8,385. April had additional expenses due to window and carpet cleaning. The semiannual bed bug inspection was conducted in April. Maintenance staff costs are slightly higher due to overtime getting ready for an REAC inspection.
- Taxes and Insurance cost are over budget \$3,980. Insurance costs are over budget in YTD but will be at budget in the second quarter of 2022. Real Estate taxes were paid for the West Building in March.
- Food Service costs are under budget by \$35,239. YTD food costs are lower than budget by \$17,676, the Dining department is doing a good job managing food costs even during Passover. Temporary labor was over budget again in April due to difficulty hiring qualified cooks. Server labor is lower due to dining room being closed and staff shortages.
- Assisted Living expenses are lower than budget by \$5,031 through April. Most expense categories are under budget in April except for employee benefits are higher due to more staff participation in benefits.
- Activity, Resident Computer, and Service Coordinator expenses were under budget YTD through April by \$37,690. Kavod scaled back its resident programs starting in February due to COVID-19.

- Non-Profit costs are under budget by \$26,615. This line item is made up of COVID-19, Fundraising, Chaplain, and Kavod on the Road expenses. Most line items were at or under budget for April. Consulting was over budget due to strategic plan work, this expense is covered by a grant Kavod received in 2021.

Net Operating Income:

- Net Operating Income (NOI) came in lower than budget through April at \$529,827 versus the budgeted amount of \$578,576 a variance of \$48,749 or 8% lower than budget.

Non-Operating Revenue/Expenses and Other Information:

- Non-operating expenses including debt service came in \$2,739 under budget.
- Depreciation came in higher due to recalculation of the amount from the year-end 2021 audit.
- Debt service expense was \$127,450 YTD versus a budget of \$138,687 a variance of \$11,236. Interest costs are lower than budget in April and YTD due to smaller loan balance MidFirst Bank.

Capital Items:

- There were no capital items in April 2022.
- Pinkard Construction had a construction balance of \$7,213,007 for total project costs. Retainage due to Pinkard for work completed through April equals \$723,000.

Kavod Senior Life
Summary Statement of Activities (with PTD)
For the month ending April 2022

6/22/2022 7:40 AM

	MTD Actual	MTD Budget	Variance	% Var	PTD Actual	PTD Budget	Variance	% Var	Annual
5000-99-999 TOTAL RENT REVENUE	\$ 675,013	\$ 656,560	\$ 18,454	\$ 3	\$ 2,647,610	\$ 2,626,892	\$ 20,718	\$ 1	\$ 8,040,466
5000-40-400 TOTAL ADJUSTMENTS	-7,952	-3,592	-4,360	-121	-23,472	-14,368	-9,104	-63	-43,104
TOTAL TENANT CHARGES	2,084	1,821	263	14	4,342	6,884	-2,542	-37	21,452
5000-99-999 TOTAL RENTAL INCOME	669,145	654,788	14,356	2	2,628,480	2,619,408	9,072	0	8,018,814
TOTAL FOOD SERVICE	93,562	96,527	-2,965	-3	368,436	382,785	-14,349	-4	1,155,001
5310-99-999 TOTAL ASSISTED LIVING REVENUE	80,926	95,404	-14,478	-15	304,887	365,617	-60,730	-17	1,108,850
5320-99-999 TOTAL ACTIVITY REVENUE	647	3,295	-2,647	-80	947	12,778	-11,832	-93	40,735
5600-99-999 TOTAL NON-PROFIT REVENUE	23,975	42,444	-18,469	-44	106,409	127,775	-21,366	-17	439,425
5610-99-999 TOTAL GRANT REVENUE	0	26,788	-26,788	-100	31,993	107,150	-75,157	-70	321,450
5900-99-998 TOTAL OTHER REVENUE	1,204	2,549	-1,345	-53	6,249	10,076	-3,827	-38	30,269
5900-99-999 TOTAL REVENUE	869,459	921,795	-52,335	-6	3,447,401	3,625,590	-178,189	-5	11,114,545
6000-00-000 EXPENSES									
6000-99-999 TOTAL ADMIN SALARIES AND BENEFITS	139,069	131,984	-7,085	-5	583,086	590,211	7,126	1	1,728,435
6010-99-999 TOTAL PROFESSIONAL FEES	18,840	11,767	-7,073	-60	30,208	35,882	5,674	16	73,932
6020-99-999 TOTAL MANAGEMENT FEE EXPENSE	1,004	1,004	0	0	4,017	4,017	0	0	12,050
6040-99-998 TOTAL OTHER ADMINISTRATIVE EXPENSES	17,013	23,995	6,983	29	98,423	103,324	4,901	5	291,562
6040-99-999 TOTAL ADMINISTRATIVE EXPENSES	175,926	168,750	-7,176	-4	715,733	733,435	17,701	2	2,105,980
6100-99-999 TOTAL MARKETING AND ADVERTISING	3,256	5,596	2,340	42	11,249	19,801	8,552	43	63,550
6400-99-999 TOTAL UTILITY EXPENSES	27,081	29,235	2,154	7	126,776	120,939	-5,837	-5	366,080
6500-99-999 TOTAL REPAIRS AND MAINTENANCE EXPENSES	72,461	79,130	6,669	8	297,794	316,430	18,636	6	1,013,773
6510-99-999 TOTAL MATERIALS	18,603	20,914	2,312	11	86,604	83,657	-2,947	-4	250,972
6520-99-998 TOTAL CONTRACT COSTS	80,767	59,717	-21,050	-35	235,750	228,446	-7,304	-3	664,515
6520-99-999 TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	171,831	159,762	-12,069	-8	620,149	628,533	8,385	1	1,929,259
6700-99-999 TOTAL TAXES AND INSURANCE	35,297	35,363	66	0	144,932	140,952	-3,980	-3	423,157
6900-99-999 TOTAL FOOD SERVICE	125,624	140,498	14,874	11	511,903	547,142	35,239	6	1,752,453
6910-99-999 TOTAL ASSISTED LIVING EXPENSE	68,498	72,997	4,499	6	294,780	299,811	5,031	2	942,005
6920-99-999 TOTAL ACTIVITY PROGRAM EXPENSE	34,991	40,744	5,753	14	126,344	159,876	33,532	21	500,580
6930-99-999 TOTAL RESIDENT COMPUTER CENTER	6,891	7,126	235	3	27,774	28,503	729	3	91,306
6940-99-999 TOTAL SERVICE COORDINATOR EXPENSE	29,660	32,041	2,381	7	118,436	121,866	3,429	3	402,632
7009-99-999 TOTAL OTHER INCOME / EXPENSE	0	6	6	100	-18	25	43	172	75
8000-99-999 TOTAL NON-PROFIT EXPENSES	57,529	62,013	4,484	7	219,517	246,132	26,615	11	732,854
8999-99-998 TOTAL OPERATING EXPENSES	736,584	754,131	17,547	2	2,917,574	3,047,014	129,440	4	9,309,931
8999-99-999 NET OPERATING INCOME / LOSS	132,875	167,663	-34,788	-21	529,827	578,576	-48,749	-8	1,804,614
9019-99-999 TOTAL NON-OPERATING EXPENSES	130,481	123,090	-7,391	-6	488,120	490,859	2,739	1	1,480,577
9999-99-998 NET INCOME / LOSS	2,394	44,574	-42,179	-95	41,707	87,717	-46,010	-52	324,037

Note: Activity, Resident Computer, and Service Coordinator Variance equals

\$ 37,690

Kavod Senior Life
Consolidated Cash Flow Statement
For the month ending April 2022

	Period to Date	%	Year to Date	%	
REVENUE					
5000-99-999	TOTAL RENT REVENUE	675,013	78	2,647,610	77
5010-00-999	TOTAL ADJUSTMENTS	-7,952	-1	-23,472	-1
5020-99-999	TOTAL TENANT CHARGES	2,084	0	4,342	0
5300-00-999	TOTAL FOOD SERVICE	93,562	11	368,436	11
5310-99-999	TOTAL ASSISTED LIVING REVENUE	80,926	9	304,887	9
5320-99-999	TOTAL ACTIVITY REVENUE	647	0	947	0
5600-99-999	TOTAL NON-PROFIT REVENUE	23,975	3	106,409	3
5610-99-999	TOTAL GRANT REVENUE	0	0	31,993	1
5900-99-998	TOTAL OTHER REVENUE	1,204	0	6,249	0
	TOTAL REVENUE	869,459	100	3,447,401	100
EXPENSES					
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	139,069	16	583,086	17
6010-99-999	TOTAL PROFESSIONAL FEES	18,840	2	30,208	1
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	1,004	0	4,017	0
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	17,013	2	98,423	3
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	175,926	20	715,733	21
6100-99-999	TOTAL MARKETING AND ADVERTISING	3,256	0	11,249	0
6400-99-999	TOTAL UTILITY EXPENSES	27,081	3	126,776	4
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSES	72,461	8	297,794	9
6510-99-999	TOTAL MATERIALS	18,603	2	86,604	3
6520-99-998	TOTAL CONTRACT COSTS	80,767	9	235,750	7
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	171,831	20	620,149	18
6700-99-999	TOTAL TAXES AND INSURANCE	35,297	4	144,932	4
6900-99-999	TOTAL FOOD SERVICE	125,624	14	511,903	15
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	68,498	8	294,780	9
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	34,991	4	126,344	4
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	6,891	1	27,774	1
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	29,660	3	118,436	3
7009-99-999	TOTAL OTHER INCOME / EXPENSE	0	0	-18	0
8000-99-999	TOTAL NON-PROFIT EXPENSES	57,529	7	219,517	6
	TOTAL EXPENSES	736,584	85	2,917,574	85
	NET OPERATING INCOME / LOSS	132,875	15	529,827	15
	TOTAL NON-OPERATING EXPENSES	130,481	15	488,120	14
	NET INCOME / LOSS	2,394	0	41,707	1
ADJUSTMENTS					
1020-00-010	A/R - Tenants	-3,083	0	2,666	0
1020-10-010	A/R - HAP	9,356	1	5,921	0
1020-20-010	A/R - Medicaid	3,083	0	-735	0
1020-20-020	A/R - Other Government	0	0	133,074	4
1020-40-010	A/R - Employees	0	0	-1,839	0
1020-60-000	A/R - Other	0	0	35,271	1
1100-00-100	Prepaid Insurance - Property / Liability	35,297	4	137,570	4
1100-00-200	Prepaid Insurance - Workers Comp	-7,238	-1	524	0
1100-00-300	Prepaid Expense - Other	3,747	0	3,733	0
1200-80-000	Due from Affiliates	-125,779	-14	-236,605	-7
1300-20-200	Building Equipment - Fixed	-5,086	-1	-16,391	0
1300-80-100	Construction in Progress	-2,960	0	389,552	11
1310-20-100	Accum Depr - Buildings	96,542	11	360,670	10
2000-10-000	Accounts Payable	1,741	0	-138,261	-4
2010-30-010	Health Insurance Payable	-53	0	-120	0
2010-30-070	Transportation Benefits Payable	-645	0	-3,180	0
2010-30-100	Flexible Spending Account Deferrals	2,547	0	10,273	0
2020-20-000	Accrued Utilities	0	0	-3,637	0
2020-30-000	Due to Affiliates	125,779	14	236,605	7

Kavod Senior Life
Consolidated Cash Flow Statement
For the month ending April 2022

		Period to Date	%	Year to Date	%
2020-90-000	Misc Accrued Expenses	0	0	-367,729	-11
2100-10-100	Tenant Security Deposits	824	0	3,712	0
2100-10-200	Security Deposit Interest	-40	0	-69	0
2100-10-400	Security Deposit - Pet	0	0	600	0
2100-10-700	Sec Dep Clearing Account	-393	0	18	0
2100-20-000	Tenant Prepaid Rents	-1,182	0	-5,330	0
2500-10-100	Construction Loan	-38,654	-4	-162,922	-5
2500-10-150	Retention Payable	0	0	-40,609	-1
TOTAL ADJUSTMENTS		93,804	11	342,763	10
CASH FLOW		96,198	11	384,470	11

	Period to Date	Beginning Balance	Ending Balance	Difference	
1000-10-000	Petty Cash	1,499	1,499	0	
1000-10-100	Cash Operating - Shared	434,299	385,497	-48,802	
1000-10-200	Operating	4,896,563	5,009,937	113,374	
1000-10-300	ANB West LLLP	100,248	100,252	4	
1000-10-500	Food Service Ops	29,087	19,447	-9,640	
1000-10-600	Assisted Living Ops	371,333	400,132	28,799	
1000-20-000	Cash Savings	0	0	0	
1000-30-000	Investment Accounts	2,077,616	2,077,616	0	
1000-30-200	Cash Investment 3	18,000	18,000	0	
1000-40-000	Cash Construction	32,316	32,320	4	
1000-50-100	Cash Payroll	75,491	88,744	13,253	
1000-50-200	Cash FSA	27,716	25,605	-2,111	
1000-90-999	Cash - Other	0	0	0	
1010-01-000	Security Deposit	168,685	169,989	1,304	
1010-01-100	ANB West LLLP 1839	256,264	256,277	12	
1010-04-000	Cash Restricted - Reserve for Replacement	448,435	448,435	0	
Total Cash		8,937,551	9,033,750	96,198	
	Year to Date	Beginning Balance	Ending Balance	Difference	
1000-10-000	Petty Cash	1,499	1,499	0	
1000-10-100	Cash Operating - Shared	437,583	385,497	-52,086	
1000-10-200	Operating	4,760,140	5,009,937	249,798	Cash Operating Balance
1000-10-300	ANB West LLLP	100,235	100,252	16	as of April 30,2022
1000-10-500	Food Service Ops	2,769	19,447	16,677	\$ 5,916,764
1000-10-600	Assisted Living Ops	374,423	400,132	25,709	
1000-20-000	Cash Savings	0	0	0	
1000-30-000	Investment Accounts	2,077,616	2,077,616	0	
1000-30-200	Cash Investment 3	18,000	18,000	0	
1000-40-000	Cash Construction	32,304	32,320	16	
1000-50-100	Cash Payroll	-23,807	88,744	112,550	
1000-50-200	Cash FSA	-146	25,605	25,751	
1000-90-999	Cash - Other	0	0	0	
1010-01-000	Security Deposit	164,002	169,989	5,988	
1010-01-100	ANB West LLLP 1839	256,226	256,277	50	
1010-04-000	Cash Restricted - Reserve for Replacement	448,435	448,435	0	
Total Cash		8,649,280	9,033,750	384,470	

Kavod Senior Life
Summary Balance Sheet (With Period Change)
For the month ending April 2022

	Beginning	Balance	Balance	Net
	Balance January 2022	Mar-22	Apr-22	Change
1000-00-001 ASSETS				
1000-00-003 CASH				
UNRESTRICTED CASH	7,780,617	8,064,167	8,159,049	378,432
1010-99-998 RESTRICTED CASH	868,663	873,385	874,701	6,038
1010-99-999 TOTAL CASH	8,649,280	8,937,551	9,033,750	288,271
1020-90-999 ACCOUNTS AND NOTES RECEIVABLE	1,163,871	998,966	989,513	(174,358)
1100-00-999 PREPAID EXPENSES	377,510	267,489	235,682	(141,828)
1200-90-999 OTHER CURRENT ASSETS	5,251,023	5,361,849	5,487,627	236,604
1200-99-999 CURRENT ASSETS	5,251,023	5,361,849	5,487,627	110,826
1300-99-999 PROPERTY AND EQUIPMENT	34,369,840	33,988,633	33,996,679	(373,161)
1310-90-999 ACCUMULATED DEPRECIATION AND AMORTIZATION	(18,603,591)	(18,867,718)	-18,964,261	(360,670)
1310-99-999 NET PROPERTY AND EQUIPMENT	15,766,249	15,120,914	15,032,418	(645,335)
1399-99-998 OTHER NONCURRENT ASSETS	115,148	115,148	115,148	-
1999-99-999 TOTAL ASSETS	31,323,081	30,801,917	30,894,139	(521,164)
2000-00-000 LIABILITIES AND EQUITY / FUND BALANCE				
2000-99-999 ACCOUNTS PAYABLE	252,480	112,478	114,219	(138,261)
2010-90-999 ACCRUAL PAYROLL AND BENEFITS	299,055	304,179	306,028	6,973
2020-99-998 OTHER CURRENT LIABILITES	4,843,377	4,582,837	4,708,616	(134,761)
2020-99-999 CURRENT LIABILITIES	5,394,912	4,999,494	5,128,862	(266,050)
2100-99-999 DEPOSITS AND PREPAID LIABILITIES	186,346	186,069	185,278	(1,068)
2500-99-999 MORTGAGE AND NOTES PAYABLE	12,792,833	12,627,957	12,589,302	(203,531)
				-
2999-99-999 TOTAL LIABILITIES	18,374,091	17,813,520	17,903,443	(470,648)
3000-99-999 CONTRIBUTED CAPITAL	904,139	904,139	904,139	-
3600-99-997 RETAINED EARNINGS / FUND BALANCE	12,044,850	12,084,259	12,086,557	41,707
3999-99-998 EQUITY / FUND BALANCE	12,948,989	12,988,398	12,990,696	41,707
3999-99-999 TOTAL LIABILITIES AND EQUITY / FUND BALANCE	\$ 31,323,081	\$ 30,801,917	30,894,139	(521,164)

Kavod Senior Life
Detailed Statement of Activities (with PTD)
For the month ending April 2022

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	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
5000-00-005	RENT REVENUE								
5000-10-100	139,646	136,181	3,465	3	548,387	545,379	3,008	1	1,690,928
5000-10-200	535,367	520,378	14,989	3	2,099,223	2,081,513	17,710	1	6,349,538
5000-99-999	675,013	656,560	18,454	3	2,647,610	2,626,892	20,718	1	8,040,466
5010-00-000	ADJUSTMENTS								
5010-00-200	-4,100	0	-4,100	N/A	-10,250	0	-10,250	N/A	0
5010-00-400	-3,852	-3,592	-260	-7	-13,222	-14,368	1,146	8	-43,104
5010-00-999	-7,952	-3,592	-4,360	-121	-23,472	-14,368	-9,104	-63	-43,104
5010-99-999	667,061	652,968	14,094	2	2,624,138	2,612,524	11,614	0	7,997,362
5020-00-000	TENANT CHARGES								
5020-00-040	2,084	717	1,367	191	4,204	2,867	1,337	47	8,600
5020-00-050	0	0	0	N/A	250	0	250	N/A	0
5020-00-070	0	0	0	N/A	-133	0	-133	N/A	0
5020-00-090	0	0	0	N/A	21	0	21	N/A	0
5020-00-120	0	1,104	-1,104	-100	0	4,017	-4,017	-100	12,852
5020-99-999	2,084	1,821	263	14	4,342	6,884	-2,542	-37	21,452
5300-00-000	FOOD SERVICE								
5300-00-100	80,857	84,748	-3,891	-5	317,442	335,669	-18,227	-5	1,013,653
5300-00-300	1,016	517	499	97	4,610	2,067	2,543	123	6,200
5300-00-400	-9,299	-10,333	1,034	10	-38,035	-41,333	3,298	8	-124,000
5300-00-500	20,988	21,596	-608	-3	84,698	86,383	-1,685	-2	259,148
5300-00-700	0	0	0	N/A	-278	0	-278	N/A	0
5300-00-999	93,562	96,527	-2,965	-3	368,436	382,785	-14,349	-4	1,155,001
5310-00-000	ASSISTED LIVING REVENUE								
5310-00-100	35,075	54,917	-19,842	-36	131,625	209,667	-78,042	-37	635,000
5310-00-200	21,245	14,283	6,962	49	81,021	57,133	23,888	42	171,400
5310-00-300	24,606	26,204	-1,598	-6	92,241	98,817	-6,576	-7	302,450
5310-99-999	80,926	95,404	-14,478	-15	304,887	365,617	-60,730	-17	1,108,850
5320-00-000	ACTIVITY REVENUE								
5320-00-100	647	1,566	-919	-59	923	6,265	-5,342	-85	18,796
5320-00-300	0	62	-62	-100	24	247	-223	-90	740
5320-00-500	0	1,667	-1,667	-100	0	6,266	-6,266	-100	21,199
5320-99-999	647	3,295	-2,647	-80	947	12,778	-11,832	-93	40,735
5600-00-000	NON-PROFIT REVENUE								
5600-10-200	19,900	19,900	0	0	79,600	79,600	0	0	238,800
5600-30-100	0	0	0	N/A	367	0	367	N/A	0
5600-30-170	0	0	0	N/A	0	0	0	N/A	2,600
5600-30-180	816	700	116	17	3,050	2,800	250	9	8,400
5600-30-190	3,259	21,844	-18,585	-85	23,392	45,375	-21,983	-48	189,625
5600-99-999	23,975	42,444	-18,469	-44	106,409	127,775	-21,366	-17	439,425
5610-00-000	GRANT REVENUE								
5610-00-200	0	26,788	-26,788	-100	31,993	107,150	-75,157	-70	321,450

Kavod Senior Life
Detailed Statement of Activities (with PTD)
For the month ending April 2022

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	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
5610-99-999 TOTAL GRANT REVENUE	0	26,788	-26,788	-100	31,993	107,150	-75,157	-70	321,450
5900-00-000 OTHER REVENUE									
5900-00-100 Investment Income - (UR)	0	321	-321	-100	0	1,286	-1,286	-100	3,857
5900-00-400 Miscellaneous Other Income	1,200	1,733	-533	-31	6,200	6,933	-733	-11	20,800
5900-00-500 Interest Income - Operations	4	494	-490	-99	49	1,857	-1,808	-97	5,612
5900-99-998 TOTAL OTHER REVENUE	1,204	2,549	-1,345	-53	6,249	10,076	-3,827	-38	30,269
5900-99-999 TOTAL REVENUE	869,459	921,795	-52,335	-6	3,447,401	3,625,590	-178,189	-5	11,114,545
6000-00-001 ADMINISTRATIVE EXPENSES									
6000-00-002 ADMIN SALARIES AND BENEFITS									
6000-00-010 Labor - Food Service Director	7,527	5,192	-2,335	-45	26,402	19,768	-6,634	-34	67,097
6000-00-100 Labor - Leasing	14,211	14,341	130	1	57,063	57,364	301	1	185,397
6000-00-200 Labor - Front Office Staff	22,225	17,366	-4,859	-28	73,178	73,174	-4	0	206,211
6000-00-500 Labor - Comm Relations / Marketing	10,509	10,725	216	2	41,225	43,900	2,675	6	140,478
6000-00-600 Labor - Accounting / Human Resources	49,166	46,325	-2,841	-6	193,586	180,948	-12,638	-7	591,855
6000-10-100 Vacation Liability Expense	0	1,200	1,200	100	0	4,800	4,800	100	14,400
6000-10-200 Potential Bonus	0	0	0	N/A	63,769	73,856	10,087	14	73,856
6000-10-300 Payroll Taxes - SUTA/FUTA	7,776	7,231	-545	-8	35,061	29,125	-5,936	-20	91,522
6000-10-400 Workers Comp Expense	14	498	483	97	14	1,990	1,976	99	6,129
6000-10-500 Benefits	12,225	18,511	6,285	34	54,739	68,077	13,337	20	231,539
6000-20-100 403b/Pension Expense	0	1,258	1,258	100	0	5,033	5,033	100	15,100
6000-25-100 FSA Expense/Usage	1,644	821	-824	-100	11,759	3,283	-8,476	-258	9,850
6000-30-100 Training and Development	11,082	3,417	-7,666	-224	15,747	13,667	-2,080	-15	41,000
6000-30-200 Employee Recognition	1,815	3,667	1,851	50	6,156	10,252	4,096	40	38,000
6000-30-400 Employee Wellness	10	1,017	1,007	99	1,330	3,495	2,165	62	11,000
6000-30-500 Help Wanted Advertising	212	208	-3	-2	1,563	834	-729	-87	2,501
6000-30-800 Employee Screening / Background Checks	651	208	-443	-212	1,494	644	-850	-132	2,501
6000-99-999 TOTAL ADMIN SALARIES AND BENEFITS	139,069	131,984	-7,085	-5	583,086	590,211	7,126	1	1,728,435
6010-00-000 PROFESSIONAL FEES									
6010-00-200 Auditing Fees	18,300	10,455	-7,845	-75	25,700	30,735	5,035	16	58,189
6010-00-500 General Legal Expense	540	1,312	772	59	4,508	5,148	640	12	15,743
6010-99-999 TOTAL PROFESSIONAL FEES	18,840	11,767	-7,073	-60	30,208	35,882	5,674	16	73,932
6020-00-000 MANAGEMENT FEE EXPENSE									
6020-00-100 Management Fee	19,900	19,900	0	0	79,600	79,600	0	0	238,800
6020-00-200 Management Salary/Benefits	-18,896	-18,896	0	0	-75,583	-75,583	0	0	-226,750
6020-99-999 TOTAL MANAGEMENT FEE EXPENSE	1,004	1,004	0	0	4,017	4,017	0	0	12,050
6040-00-000 OTHER ADMINISTRATIVE EXPENSES									
6040-00-040 Other Renting Expense	864	1,510	646	43	2,832	5,503	2,671	49	17,837
6040-00-070 Membership and Fees	176	2,176	2,000	92	15,556	17,285	1,729	10	33,316
6040-00-100 Travel	913	174	-738	-423	2,078	698	-1,380	-198	2,094
6040-00-140 Telephone	3,561	3,227	-334	-10	14,815	13,508	-1,307	-10	39,925
6040-00-150 Supplies/Postage/Courier	2,863	5,948	3,085	52	16,108	23,792	7,684	32	71,376
6040-00-190 Software	2,290	2,669	380	14	15,300	10,678	-4,622	-43	32,033
6040-00-200 Hardware	1,639	1,243	-396	-32	7,417	4,970	-2,447	-49	14,911
6040-00-210 R/M CIS Services	1,445	2,946	1,501	51	7,552	10,284	2,731	27	30,851
6040-00-270 Misc Administrative Fees	2,304	3,363	1,059	31	14,034	13,651	-382	-3	40,354
6040-00-290 Bank Fees	641	97	-544	-560	1,017	388	-629	-162	1,165
6040-00-310 Board Event Expenses	318	542	224	41	796	2,167	1,371	63	6,500

Kavod Senior Life
Detailed Statement of Activities (with PTD)
For the month ending April 2022

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		PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
6040-00-900	Other Misc Admin Expenses	0	100	100	100	917	400	-517	-129	1,200
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	17,013	23,995	6,983	29	98,423	103,324	4,901	5	291,562
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	175,926	168,750	-7,176	-4	715,733	733,435	17,701	2	2,105,980
6100-00-000	MARKETING AND ADVERTISING									
6100-00-100	Advertising - Ad Placement / Brochures	679	2,083	1,404	67	2,768	5,751	2,982	52	21,400
6100-00-200	Advertising - Community Outreach	2,577	3,513	936	27	8,480	14,050	5,570	40	42,150
6100-99-999	TOTAL MARKETING AND ADVERTISING	3,256	5,596	2,340	42	11,249	19,801	8,552	43	63,550
6400-00-000	UTILITY EXPENSES									
6400-00-100	Electricity	11,646	13,575	1,929	14	54,043	59,301	5,258	9	186,903
6400-00-200	Gas	7,233	6,843	-390	-6	39,669	27,371	-12,298	-45	73,283
6400-00-400	Water	2,831	3,218	387	12	11,472	11,874	402	3	38,622
6400-00-500	Sewer	5,371	5,598	228	4	21,592	22,393	800	4	67,271
6400-99-999	TOTAL UTILITY EXPENSES	27,081	29,235	2,154	7	126,776	120,939	-5,837	-5	366,080
6500-00-000	MAINTENANCE AND OPERATIONAL EXPENSES									
6500-00-001	REPAIRS AND MAINTENANCE									
6500-00-100	Labor - Housekeeping Staff	12,387	14,538	2,151	15	44,426	56,964	12,539	22	190,219
6500-00-200	Labor - Housekeeping Supervisor	4,620	4,882	262	5	18,350	20,627	2,277	11	64,568
6500-00-300	Labor - Maintenance Manager	16,392	15,856	-535	-3	64,527	63,424	-1,102	-2	206,130
6500-00-400	Labor - Maintenance Staff	17,067	15,603	-1,464	-9	70,716	62,413	-8,303	-13	202,839
6500-00-600	Labor - Security	6,699	7,353	654	9	26,797	29,414	2,617	9	95,792
6500-10-200	Maintenance - Payroll Taxes - SUTA/FUTA	4,716	4,618	-98	-2	19,304	18,472	-832	-5	57,934
6500-10-300	Maintenance - Workers Comp Expense	0	1,520	1,520	100	6,095	6,080	-15	0	19,184
6500-10-400	Maintenance - Benefits	9,293	10,071	778	8	35,357	40,283	4,927	12	120,850
6500-20-100	Maintenance - Temporary Help	0	2,917	2,917	100	8,441	11,667	3,226	28	35,001
6500-20-300	Maintenance - Mileage	0	57	57	100	0	229	229	100	687
6500-20-400	East/West/South - Special Project	0	1,308	1,308	100	0	5,231	5,231	100	15,694
6500-20-500	Maintenance Licenses and Fees	1,286	406	-880	-217	3,782	1,625	-2,157	-133	4,875
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSES	72,461	79,130	6,669	8	297,794	316,430	18,636	6	1,013,773
6510-00-000	MATERIALS									
6510-00-300	Supplies - Decorating	0	145	145	100	849	581	-268	-46	1,742
6510-00-700	Supplies - Maint / Repairs	18,603	20,769	2,166	10	85,756	83,077	-2,679	-3	249,230
6510-99-999	TOTAL MATERIALS	18,603	20,914	2,312	11	86,604	83,657	-2,947	-4	250,972
6520-00-000	CONTRACT COSTS									
6520-00-030	Contract - Building Repairs	42,412	31,664	-10,747	-34	119,043	126,657	7,614	6	379,970
6520-00-070	Contract - Pest Control	9,158	2,083	-7,074	-340	15,722	8,333	-7,389	-89	25,000
6520-00-090	Contract - Grounds	1,350	3,812	2,463	65	1,350	9,354	8,004	86	31,890
6520-00-100	Contract - Janitorial/Cleaning	13,099	6,250	-6,849	-110	21,776	25,000	3,224	13	75,000
6520-00-170	Contract - Elevator Monitoring	0	3,613	3,613	100	8,989	14,452	5,463	38	43,355
6520-00-220	Contract - Snow	0	1,495	1,495	100	21,414	9,605	-11,809	-123	16,329
6520-00-230	Contract - Trash	6,646	5,078	-1,567	-31	26,713	19,914	-6,799	-34	59,742
6520-00-240	Contract - Life Safety / Security	8,103	5,720	-2,383	-42	20,743	15,132	-5,612	-37	33,227
6520-99-998	TOTAL CONTRACT COSTS	80,767	59,717	-21,050	-35	235,750	228,446	-7,304	-3	664,515
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	171,831	159,762	-12,069	-8	620,149	628,533	8,385	1	1,929,259
6700-00-000	TAXES AND INSURANCE									
6700-00-040	Property Insurance	35,297	34,206	-1,091	-3	141,189	136,825	-4,365	-3	410,474
6700-00-070	Licenses and Fees	0	1,157	1,157	100	532	4,128	3,595	87	12,683

Kavod Senior Life
Detailed Statement of Activities (with PTD)
For the month ending April 2022

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		PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
6700-00-120	Miscellaneous Licenses / Taxes / Insurance	0	0	0	N/A	3,210	0	-3,210	N/A	0
6700-99-999	TOTAL TAXES AND INSURANCE	35,297	35,363	66	0	144,932	140,952	-3,980	-3	423,157
6900-00-000	FOOD SERVICE									
6900-00-020	Labor - Hourly Cooks	26,408	30,034	3,626	12	115,736	123,136	7,400	6	396,444
6900-00-030	Labor - Hourly Servers	11,174	16,723	5,549	33	39,651	65,892	26,241	40	256,398
6900-00-040	Labor - Assistant Manager	6,809	8,643	1,833	21	22,235	34,571	12,336	36	112,355
6900-00-050	Labor - Catering	0	875	875	100	0	3,500	3,500	100	10,500
6900-00-060	Labor - Special Staffing	625	667	42	6	2,500	2,667	167	6	8,000
6900-00-070	Labor - Outside Services Labor Expense	10,577	1,250	-9,327	-746	54,625	16,000	-38,625	-241	27,000
6900-00-300	Food - Payroll Taxes	3,882	4,331	449	10	15,318	17,323	2,005	12	56,300
6900-00-400	Food - Workers Comp Expense	0	1,646	1,646	100	4,339	6,585	2,246	34	21,400
6900-00-500	Food - Employee Benefits	4,188	9,092	4,903	54	27,268	36,367	9,099	25	111,200
6900-00-610	Food - Food and Beverage Expense	48,161	58,383	10,222	18	183,858	201,534	17,676	9	640,601
6900-00-620	Food Paper Products Expense	5,852	5,796	-55	-1	28,539	23,185	-5,354	-23	69,555
6900-00-630	Housekeeping Supplies / Service Expense	853	667	-186	-28	2,661	2,667	6	0	8,000
6900-00-640	Laundry / Linen Expense	834	542	-292	-54	2,855	2,167	-688	-32	6,500
6900-00-650	Equipment Expense	5,953	750	-5,203	-694	11,569	7,150	-4,419	-62	15,000
6900-00-660	Uniforms	0	767	767	100	441	3,067	2,625	86	9,200
6900-00-670	Decorating Expense	309	333	25	7	309	1,333	1,025	77	4,000
6900-99-999	TOTAL FOOD SERVICE	125,624	140,498	14,874	11	511,903	547,142	35,239	6	1,752,453
6910-00-000	ASSISTED LIVING EXPENSE									
6910-00-010	Labor - Manager	5,712	5,884	172	3	25,908	23,536	-2,372	-10	76,492
6910-00-020	Labor - Care Givers / CC / Aides	30,093	34,361	4,268	12	132,022	143,659	11,638	8	463,555
6910-00-070	Labor - Housekeeping	0	0	0	N/A	871	0	-871	N/A	0
6910-00-300	AL - Payroll Taxes	3,323	2,704	-619	-23	14,717	12,324	-2,393	-19	38,483
6910-00-400	AL - Workers Comp Expense	0	985	985	100	3,764	3,942	178	5	11,825
6910-00-500	AL - Employee Benefits	7,506	5,375	-2,131	-40	30,027	21,500	-8,527	-40	64,500
6910-00-520	AL - Training / Staff Development	180	0	-180	N/A	180	0	-180	N/A	0
6910-10-000	Medical - Required Testing	0	275	275	100	390	1,100	710	65	2,300
6910-10-010	AL - Food / Beverage Expense	20,988	21,200	212	1	84,698	84,800	102	0	254,400
6910-10-020	Medication Set-ups	0	100	100	100	406	400	-6	-1	1,200
6910-10-050	Misc Other Supplies	695	417	-278	-67	1,798	2,067	269	13	5,000
6910-10-060	Recreation / Rehabilitation	0	1,696	1,696	100	0	6,483	6,483	100	24,250
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	68,498	72,997	4,499	6	294,780	299,811	5,031	2	942,005
6920-00-000	ACTIVITY PROGRAM EXPENSE									
6920-00-010	ACT - Newsletter	2,665	2,229	-436	-20	10,948	8,916	-2,032	-23	26,749
6920-00-020	ACT - Activities Staff	15,916	17,787	1,871	11	65,423	68,149	2,726	4	223,045
6920-00-030	ACT - Activities Outreach- Volunteer - Bday	461	1,583	1,123	71	1,352	6,333	4,982	79	19,000
6920-00-040	ACT - Classes Expense	855	1,198	343	29	2,464	4,792	2,327	49	14,375
6920-00-050	ACT - Health / Wellness Expense	893	2,247	1,354	60	7,631	8,890	1,259	14	26,969
6920-00-060	ACT - Activities / Outings Expense	1,215	5,083	3,868	76	2,535	20,333	17,798	88	60,999
6920-00-300	ACT - Payroll Taxes	1,220	1,324	104	8	5,103	5,297	194	4	16,308
6920-00-400	ACT - Workers Comp Expense	3,798	410	-3,389	-827	3,798	1,638	-2,160	-132	5,008
6920-00-500	ACT - Employee Benefits	5,193	4,557	-636	-14	20,753	18,227	-2,526	-14	56,224
6920-00-510	Gift Shop Expense	0	183	183	100	0	733	733	100	2,200
6920-00-520	Van Expense	422	833	412	49	851	3,333	2,483	74	10,000
6920-00-550	ACT - AL Activities	2,352	3,075	723	24	5,485	12,300	6,816	55	36,901
6920-00-560	ACT - Family Events	0	233	233	100	0	934	934	100	2,802
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	34,991	40,744	5,753	14	126,344	159,876	33,532	21	500,580

Kavod Senior Life
Detailed Statement of Activities (with PTD)
For the month ending April 2022

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	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual	
6930-00-000	RESIDENT COMPUTER CENTER									
6930-00-010	Labor - RCC Staff - Post 2008	5,333	5,345	12	0	21,394	21,381	-12	0	69,333
6930-00-300	RCC - Payroll Taxes	415	432	17	4	1,784	1,727	-56	-3	5,405
6930-00-400	RCC - Workers Comp Expense	0	159	159	100	0	636	636	100	1,942
6930-00-500	RCC - Employee Benefits	1,142	1,189	47	4	4,597	4,758	161	3	14,625
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	6,891	7,126	235	3	27,774	28,503	729	3	91,306
6940-00-000	SERVICE COORDINATOR EXPENSE									
6940-00-010	Labor - Service Coordinator	22,447	24,047	1,600	7	89,180	90,190	1,010	1	301,124
6940-00-300	SC - Payroll Taxes	1,741	1,879	137	7	7,165	7,215	50	1	24,815
6940-00-400	SC - Workers Comp Expense	0	543	543	100	0	2,174	2,174	100	6,646
6940-00-500	SC - Employee Benefits	5,472	5,572	100	2	22,092	22,288	196	1	70,047
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	29,660	32,041	2,381	7	118,436	121,866	3,429	3	402,632
7000-00-100	OTHER INCOME / EXPENSE									
7000-00-300	Dividend Income	0	6	6	100	-18	25	43	172	75
7009-99-999	TOTAL OTHER INCOME / EXPENSE	0	6	6	100	-18	25	43	172	75
8000-00-010	NON-PROFIT EXPENSES									
8000-00-020	Accounting Services	0	1,062	1,062	100	0	3,129	3,129	100	9,948
8000-00-050	Ala Carte Labor	0	546	546	100	40	2,183	2,143	98	6,550
8000-00-060	Annual Board Meeting	0	125	125	100	0	500	500	100	1,500
8000-00-070	Director of Development	7,155	7,193	38	1	31,626	28,773	-2,853	-10	86,319
8000-00-080	Bank Fees	486	558	72	13	2,011	2,233	222	10	6,700
8000-00-100	COVID Expenses	852	3,210	2,359	73	8,530	18,042	9,512	53	36,125
8000-00-120	Chaplain Services	7,155	6,867	-288	-4	27,198	27,467	269	1	82,400
8000-00-130	Charity / Donations	0	33	33	100	0	133	133	100	400
8000-00-140	KOTR Program Expense	4,553	9,480	4,927	52	15,517	37,921	22,403	59	113,762
8000-00-150	Consulting Expense - Other	12,519	3,417	-9,102	-266	31,103	13,667	-17,436	-128	41,000
8000-00-180	Fundraising Expense	0	5,542	5,542	100	1,803	16,167	14,364	89	60,400
8000-00-220	Grant Writing Expense	3,333	3,333	0	0	13,333	13,333	0	0	40,000
8000-00-330	Management Salary / Benefit Exp	18,896	18,896	0	0	75,583	75,584	1	0	226,750
8000-00-340	Payroll and Staffing	122	0	-122	N/A	1,482	0	-1,482	N/A	0
8000-00-410	Other/Outside Religious Services	1,066	1,750	684	39	3,513	7,000	3,487	50	21,000
8000-00-420	Grant Expense	1,293	0	-1,293	N/A	7,445	0	-7,445	N/A	0
8000-00-450	Kavod Religious Services	75	0	-75	N/A	308	0	-308	N/A	0
8000-00-580	Translation Services	25	0	-25	N/A	25	0	-25	N/A	0
8000-99-999	TOTAL NON-PROFIT EXPENSES	57,529	62,013	4,484	7	219,517	246,132	26,615	11	732,854
8999-99-998	TOTAL OPERATING EXPENSES	736,584	754,131	17,547	2	2,917,574	3,047,014	129,440	4	9,309,931
8999-99-999	NET OPERATING INCOME / LOSS	132,875	167,663	-34,788	-21	529,827	578,576	-48,749	-8	1,804,614
9010-00-000	NON-OPERATING EXPENSES									
9010-10-100	Interest Expense - Note Payable MF	33,939	35,047	1,108	3	127,450	138,687	11,236	8	424,060
9010-20-100	Depreciation - Buildings	96,542	88,043	-8,499	-10	360,670	352,172	-8,497	-2	1,056,517
9019-99-999	TOTAL NON-OPERATING EXPENSES	130,481	123,090	-7,391	-6	488,120	490,859	2,739	1	1,480,577
9999-99-998	NET INCOME / LOSS	2,394	44,574	-42,179	-95	41,707	87,717	-46,010	-52	324,037

Allied Housing Inc.
Summary Statement of Activities (with PTD)
For the month ending April 2022

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	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual	
5600-00-000	NON-PROFIT REVENUE									
5600-10-200	19,900	19,900	0	0	79,600	79,600	0	0	238,800	
5600-30-100	0	0	0	N/A	367	0	367	N/A	0	
5600-30-170	0	0	0	N/A	0	0	0	N/A	2,600	
5600-30-180	816	700	116	17	3,050	2,800	250	9	8,400	
5600-30-190	3,322	21,844	-18,522	-85	23,463	45,375	-21,912	-48	189,625	
5600-99-999	TOTAL NON-PROFIT REVENUE	23,975	42,444	-18,469	-44	106,409	127,775	-21,366	-17	439,425
5610-00-000	GRANT REVENUE									
5610-00-200	0	26,788	-26,788	-100	31,993	107,150	-75,157	-70	321,450	
5610-99-999	TOTAL GRANT REVENUE	0	26,788	-26,788	-100	31,993	107,150	-75,157	-70	321,450
5900-99-999	TOTAL REVENUE	24,038	69,231	-45,193	-65	138,473	234,925	-96,452	-41	760,875
6000-00-001	ADMINISTRATIVE EXPENSES									
7000-00-100	OTHER INCOME / EXPENSE									
7000-00-300	0	6	6	100	-18	25	43	172	75	
7009-99-999	TOTAL OTHER INCOME / EXPENSE	0	6	6	100	-18	25	43	172	75
8000-00-010	NON-PROFIT EXPENSES									
8000-00-020	0	1,062	1,062	100	0	3,129	3,129	100	9,948	
8000-00-050	0	546	546	100	40	2,183	2,143	98	6,550	
8000-00-060	0	125	125	100	0	500	500	100	1,500	
8000-00-070	7,155	7,193	38	1	31,626	28,773	-2,853	-10	86,319	
8000-00-080	486	558	72	13	2,011	2,233	222	10	6,700	
8000-00-100	616	3,210	2,359	73	6,945	18,042	9,650	53	36,125	
8000-00-120	7,155	6,867	-288	-4	27,198	27,467	269	1	82,400	
8000-00-130	0	33	33	100	0	133	133	100	400	
8000-00-140	4,553	9,480	4,927	52	15,517	37,921	22,403	59	113,762	
8000-00-150	12,519	3,417	-9,102	-266	31,103	13,667	-17,436	-128	41,000	
8000-00-180	0	5,542	5,542	100	1,803	16,167	14,364	89	60,400	
8000-00-220	3,333	3,333	0	0	13,333	13,333	0	0	40,000	
8000-00-330	18,896	18,896	0	0	75,583	75,584	1	0	226,750	
8000-00-340	122	0	-122	N/A	1,482	0	-1,482	N/A	0	
8000-00-410	1,066	1,750	684	39	3,513	7,000	3,487	50	21,000	
8000-00-420	1,293	0	-1,293	N/A	7,445	0	-7,445	N/A	0	
8000-00-450	75	0	-75	N/A	308	0	-308	N/A	0	
8000-99-999	TOTAL NON-PROFIT EXPENSES	57,269	62,012	4,508	7	217,907	246,132	26,777	11	732,854
8999-99-998	TOTAL OPERATING EXPENSES	57,269	62,019	4,751	8	217,862	246,157	28,294	11	732,929
8999-99-999	NET OPERATING INCOME / LOSS	-33,231	7,212	-40,443	-561	-79,390	-11,232	-68,158	-607	27,946
9999-99-998	NET INCOME / LOSS	-33,231	7,212	-40,443	-561	-79,390	-11,232	-68,158	-607	27,946

Kavod Senior Life
Detailed Statement of Activities
Property Operations
For the month ending April 2022

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual	
5000-00-005	RENT REVENUE									
5000-10-100	Tenant Rent	\$ 139,646	\$ 136,181	\$ 3,465	\$ 3	\$ 548,387	\$ 545,379	\$ 3,008	\$ 1	\$ 1,690,928
5000-10-200	HAP Subsidy	535,367	520,378	14,989	3	2,099,223	2,081,513	17,710	1	6,349,538
5000-99-999	TOTAL RENT REVENUE	675,013	656,560	18,454	3	2,647,610	2,626,892	20,718	1	8,040,466
5010-00-000	ADJUSTMENTS									
5010-00-200	Concessions	-4,100	0	-4,100	N/A	-10,250	0	-10,250	N/A	0
5010-00-400	Admin / Employee Unit	-3,852	-3,592	-260	-7	-13,222	-14,368	1,146	8	-43,104
5010-00-999	TOTAL ADJUSTMENTS	-7,952	-3,592	-4,360	-121	-23,472	-14,368	-9,104	-63	-43,104
5010-99-999	NET RENTAL REVENUE	667,061	652,968	14,094	2	2,624,138	2,612,524	11,614	0	7,997,362
5020-00-000	TENANT CHARGES									
5020-00-040	Laundry and Vending	2,084	717	1,367	191	4,204	2,867	1,337	47	8,600
5020-00-050	Cleaning Fee	0	0	0	N/A	250	0	250	N/A	0
5020-00-070	Late Charges	0	0	0	N/A	-133	0	-133	N/A	0
5020-00-090	NSF Charges	0	0	0	N/A	21	0	21	N/A	0
5020-00-120	Misc Tenant Income	0	1,104	-1,104	-100	0	4,017	-4,017	-100	12,852
5020-99-999	TOTAL TENANT CHARGES	2,084	1,821	263	14	4,342	6,884	-2,542	-37	21,452
5300-00-000	FOOD SERVICE									
5300-00-100	Resident Meal Payments	80,857	84,748	-3,891	-5	317,442	335,669	-18,227	-5	1,013,653
5300-00-300	Meal Delivery / Guest Meals	1,016	517	499	97	4,610	2,067	2,543	123	6,200
5300-00-400	Meal Subsidy	-9,299	-10,333	1,034	10	-38,035	-41,333	3,298	8	-124,000
5300-00-500	Assisted Living Supplement	20,988	21,596	-608	-3	84,698	86,383	-1,685	-2	259,148
5300-00-700	Laundry And Linen	0	0	0	N/A	-278	0	-278	N/A	0
5300-00-999	TOTAL FOOD SERVICE	93,562	96,527	-2,965	-3	368,436	382,785	-14,349	-4	1,155,001
5310-00-000	ASSISTED LIVING REVENUE									
5310-00-100	Assisted Living Full Pay Residents	35,075	54,917	-19,842	-36	131,625	209,667	-78,042	-37	635,000
5310-00-200	Assisted Living Partial Pay Tenants	21,245	14,283	6,962	49	81,021	57,133	23,888	42	171,400
5310-00-300	Assisted Living Medicaid Contributions	24,606	26,204	-1,598	-6	92,241	98,817	-6,576	-7	302,450
5310-99-999	TOTAL ASSISTED LIVING REVENUE	80,926	95,404	-14,478	-15	304,887	365,617	-60,730	-17	1,108,850
5320-00-000	ACTIVITY REVENUE									
5320-00-100	Activities - Resident Receipts	584	1,566	-982	-63	852	6,265	-5,413	-86	18,796
5320-00-300	Gift Shop - Receipts	0	62	-62	-100	24	247	-223	-90	740
5320-00-500	Assisted Living Activities Receipts	0	1,667	-1,667	-100	0	6,266	-6,266	-100	21,199
5320-99-999	TOTAL ACTIVITY REVENUE	584	3,295	-2,710	-82	876	12,778	-11,903	-93	40,735
5900-00-000	OTHER REVENUE									
5900-00-100	Investment Income - (UR)	0	321	-321	-100	0	1,286	-1,286	-100	3,857
5900-00-400	Miscellaneous Other Income	1,200	1,733	-533	-31	6,200	6,933	-733	-11	20,800
5900-00-500	Interest Income - Operations	4	494	-490	-99	49	1,857	-1,808	-97	5,612

Kavod Senior Life
Detailed Statement of Activities
Property Operations
For the month ending April 2022

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
5900-99-998 TOTAL OTHER REVENUE	1,204	2,549	-1,345	-53	6,249	10,076	-3,827	-38	30,269
5900-99-999 TOTAL REVENUE	845,421	852,563	-7,142	-1	3,308,928	3,390,665	-81,736	-2	10,353,670
6000-00-002 ADMIN SALARIES AND BENEFITS									
6000-00-010 Labor - Food Service Director	7,527	5,192	-2,335	-45	26,402	19,768	-6,634	-34	67,097
6000-00-100 Labor - Leasing	14,211	14,341	130	1	57,063	57,364	301	1	185,397
6000-00-200 Labor - Front Office Staff	22,225	17,366	-4,859	-28	73,178	73,174	-4	0	206,211
6000-00-500 Labor - Comm Relations / Marketing	10,509	10,725	216	2	41,225	43,900	2,675	6	140,478
6000-00-600 Labor - Accounting / Human Resources	49,166	46,325	-2,841	-6	193,586	180,948	-12,638	-7	591,855
6000-10-100 Vacation Liability Expense	0	1,200	1,200	100	0	4,800	4,800	100	14,400
6000-10-200 Potential Bonus	0	0	0	N/A	63,769	73,856	10,087	14	73,856
6000-10-300 Payroll Taxes - SUTA/FUTA	7,776	7,231	-545	-8	35,061	29,125	-5,936	-20	91,522
6000-10-400 Workers Comp Expense	14	498	483	97	14	1,990	1,976	99	6,129
6000-10-500 Benefits	12,225	18,511	6,285	34	54,739	68,077	13,337	20	231,539
6000-20-100 403b/Pension Expense	0	1,258	1,258	100	0	5,033	5,033	100	15,100
6000-25-100 FSA Expense/Usage	1,644	821	-824	-100	11,714	3,283	-8,431	-257	9,850
6000-30-100 Training and Development	11,082	3,417	-7,666	-224	15,747	13,667	-2,080	-15	41,000
6000-30-200 Employee Recognition	1,815	3,667	1,851	50	6,156	10,252	4,096	40	38,000
6000-30-400 Employee Wellness	10	1,017	1,007	99	1,330	3,495	2,165	62	11,000
6000-30-500 Help Wanted Advertising	212	208	-3	-2	1,563	834	-729	-87	2,501
6000-30-800 Employee Screening / Background Checks	651	208	-443	-212	1,494	644	-850	-132	2,501
6000-99-999 TOTAL ADMIN SALARIES AND BENEFITS	139,069	131,984	-7,085	-5	583,041	590,211	7,170	1	1,728,435
6010-00-000 PROFESSIONAL FEES									
6010-00-200 Auditing Fees	18,300	10,455	-7,845	-75	25,700	30,735	5,035	16	58,189
6010-00-500 General Legal Expense	540	1,312	772	59	4,508	5,148	640	12	15,743
6010-99-999 TOTAL PROFESSIONAL FEES	18,840	11,767	-7,073	-60	30,208	35,882	5,674	16	73,932
6020-00-000 MANAGEMENT FEE EXPENSE									
6020-00-100 Management Fee	19,900	19,900	0	0	79,600	79,600	0	0	238,800
6020-00-200 Management Salary/Benefits	-18,896	-18,896	0	0	-75,583	-75,583	0	0	-226,750
6020-99-999 TOTAL MANAGEMENT FEE EXPENSE	1,004	1,004	0	0	4,017	4,017	0	0	12,050
6040-00-000 OTHER ADMINISTRATIVE EXPENSES									
6040-00-040 Other Renting Expense	864	1,510	646	43	2,832	5,503	2,671	49	17,837
6040-00-070 Membership and Fees	176	2,176	2,000	92	15,556	17,285	1,729	10	33,316
6040-00-100 Travel	913	174	-738	-423	2,078	698	-1,380	-198	2,094
6040-00-140 Telephone	3,561	3,227	-334	-10	14,815	13,508	-1,307	-10	39,925
6040-00-150 Supplies/Postage/Courier	2,863	5,948	3,085	52	16,096	23,792	7,696	32	71,376
6040-00-190 Software	2,290	2,669	380	14	15,300	10,678	-4,622	-43	32,033
6040-00-200 Hardware	1,639	1,243	-396	-32	7,417	4,970	-2,447	-49	14,911
6040-00-210 R/M CIS Services	1,445	2,946	1,501	51	7,552	10,284	2,731	27	30,851
6040-00-270 Misc Administrative Fees	2,304	3,363	1,059	31	14,034	13,651	-382	-3	40,354
6040-00-290 Bank Fees	877	97	-780	-803	1,252	388	-863	-222	1,165
6040-00-310 Board Event Expenses	318	542	224	41	796	2,167	1,371	63	6,500

Kavod Senior Life
Detailed Statement of Activities
Property Operations
For the month ending April 2022

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
6040-00-900 Other Misc Admin Expenses	0	100	100	100	917	400	-517	-129	1,200
6040-99-998 TOTAL OTHER ADMINISTRATIVE EXPENSES	17,248	23,995	6,747	28	98,646	103,324	4,679	5	291,562
6040-99-999 TOTAL ADMINISTRATIVE EXPENSES	176,161	168,750	-7,411	-4	715,911	733,435	17,524	2	2,105,980
6100-00-000 MARKETING AND ADVERTISING									
6100-00-100 Advertising - Ad Placement / Brochures	679	2,083	1,404	67	2,768	5,751	2,982	52	21,400
6100-00-200 Advertising - Community Outreach	2,577	3,513	936	27	8,480	14,050	5,570	40	42,150
6100-99-999 TOTAL MARKETING AND ADVERTISING	3,256	5,596	2,340	42	11,249	19,801	8,552	43	63,550
6400-00-000 UTILITY EXPENSES									
6400-00-100 Electricity	11,646	13,575	1,929	14	54,043	59,301	5,258	9	186,903
6400-00-200 Gas	7,233	6,843	-390	-6	39,669	27,371	-12,298	-45	73,283
6400-00-400 Water	2,831	3,218	387	12	11,472	11,874	402	3	38,622
6400-00-500 Sewer	5,371	5,598	228	4	21,592	22,393	800	4	67,271
6400-99-999 TOTAL UTILITY EXPENSES	27,081	29,235	2,154	7	126,776	120,939	-5,837	-5	366,080
6500-00-000 MAINTENANCE AND OPERATIONAL EXPENSES									
6500-00-001 REPAIRS AND MAINTENANCE									
6500-00-100 Labor - Housekeeping Staff	12,387	14,538	2,151	15	44,426	56,964	12,539	22	190,219
6500-00-200 Labor - Housekeeping Supervisor	4,620	4,882	262	5	18,350	20,627	2,277	11	64,568
6500-00-300 Labor - Maintenance Manager	16,392	15,856	-535	-3	64,527	63,424	-1,102	-2	206,130
6500-00-400 Labor - Maintenance Staff	17,067	15,603	-1,464	-9	72,011	62,413	-9,598	-15	202,839
6500-00-600 Labor - Security	6,699	7,353	654	9	26,797	29,414	2,617	9	95,792
6500-10-200 Maintenance - Payroll Taxes - SUTA/FUTA	4,716	4,618	-98	-2	19,304	18,472	-832	-5	57,934
6500-10-300 Maintenance - Workers Comp Expense	0	1,520	1,520	100	6,095	6,080	-15	0	19,184
6500-10-400 Maintenance - Benefits	9,293	10,071	778	8	35,357	40,283	4,927	12	120,850
6500-20-100 Maintenance - Temporary Help	0	2,917	2,917	100	8,441	11,667	3,226	28	35,001
6500-20-300 Maintenance - Mileage	0	57	57	100	0	229	229	100	687
6500-20-400 East/West/South - Special Project	0	1,308	1,308	100	0	5,231	5,231	100	15,694
6500-20-500 Maintenance Licenses and Fees	1,286	406	-880	-217	3,782	1,625	-2,157	-133	4,875
6500-99-999 TOTAL REPAIRS AND MAINTENANCE EXPENSES	72,461	79,130	6,669	8	299,089	316,430	17,341	5	1,013,773
6510-00-000 MATERIALS									
6510-00-300 Supplies - Decorating	0	145	145	100	849	581	-268	-46	1,742
6510-00-700 Supplies - Maint / Repairs	18,603	20,769	2,166	10	85,756	83,077	-2,679	-3	249,230
6510-99-999 TOTAL MATERIALS	18,603	20,914	2,312	11	86,604	83,657	-2,947	-4	250,972
6520-00-000 CONTRACT COSTS									
6520-00-030 Contract - Building Repairs	42,412	31,664	-10,747	-34	119,043	126,657	7,614	6	379,970
6520-00-070 Contract - Pest Control	9,158	2,083	-7,074	-340	15,722	8,333	-7,389	-89	25,000
6520-00-090 Contract - Grounds	1,350	3,812	2,463	65	1,350	9,354	8,004	86	31,890
6520-00-100 Contract - Janitorial/Cleaning	13,099	6,250	-6,849	-110	21,776	25,000	3,224	13	75,000
6520-00-170 Contract - Elevator Monitoring	0	3,613	3,613	100	8,989	14,452	5,463	38	43,355
6520-00-220 Contract - Snow	0	1,495	1,495	100	21,414	9,605	-11,809	-123	16,329
6520-00-230 Contract - Trash	6,646	5,078	-1,567	-31	26,713	19,914	-6,799	-34	59,742

Kavod Senior Life
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	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
6520-00-240 Contract - Life Safety / Security	8,103	5,720	-2,383	-42	20,743	15,132	-5,612	-37	33,227
6520-99-998 TOTAL CONTRACT COSTS	80,767	59,717	-21,050	-35	235,750	228,446	-7,304	-3	664,515
6520-99-999 TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	171,831	159,762	-12,069	-8	621,444	628,533	7,089	1	1,929,259
6700-00-000 TAXES AND INSURANCE									
6700-00-040 Property Insurance	35,297	34,206	-1,091	-3	141,189	136,825	-4,365	-3	410,474
6700-00-070 Licenses and Fees	0	1,157	1,157	100	532	4,128	3,595	87	12,683
6700-00-120 Miscellaneous Licenses / Taxes / Insurance	0	0	0	N/A	3,210	0	-3,210	N/A	0
6700-99-999 TOTAL TAXES AND INSURANCE	35,297	35,363	66	0	144,932	140,952	-3,980	-3	423,157
6900-00-000 FOOD SERVICE									
6900-00-020 Labor - Hourly Cooks	26,408	30,034	3,626	12	115,736	123,136	7,400	6	396,444
6900-00-030 Labor - Hourly Servers	11,174	16,723	5,549	33	39,651	65,892	26,241	40	256,398
6900-00-040 Labor - Assistant Manager	6,809	8,643	1,833	21	22,235	34,571	12,336	36	112,355
6900-00-050 Labor - Catering	0	875	875	100	0	3,500	3,500	100	10,500
6900-00-060 Labor - Special Staffing	625	667	42	6	2,500	2,667	167	6	8,000
6900-00-070 Labor - Outside Services Labor Expense	10,577	1,250	-9,327	-746	54,625	16,000	-38,625	-241	27,000
6900-00-300 Food - Payroll Taxes	3,882	4,331	449	10	15,318	17,323	2,005	12	56,300
6900-00-400 Food - Workers Comp Expense	0	1,646	1,646	100	4,339	6,585	2,246	34	21,400
6900-00-500 Food - Employee Benefits	4,188	9,092	4,903	54	27,268	36,367	9,099	25	111,200
6900-00-610 Food - Food and Beverage Expense	48,161	58,383	10,222	18	183,858	201,534	17,676	9	640,601
6900-00-620 Food Paper Products Expense	5,852	5,796	-55	-1	28,539	23,185	-5,354	-23	69,555
6900-00-630 Housekeeping Supplies / Service Expense	853	667	-186	-28	2,661	2,667	6	0	8,000
6900-00-640 Laundry / Linen Expense	834	542	-292	-54	2,855	2,167	-688	-32	6,500
6900-00-650 Equipment Expense	5,953	750	-5,203	-694	11,569	7,150	-4,419	-62	15,000
6900-00-660 Uniforms	0	767	767	100	441	3,067	2,625	86	9,200
6900-00-670 Decorating Expense	309	333	25	7	309	1,333	1,025	77	4,000
6900-99-999 TOTAL FOOD SERVICE	125,624	140,498	14,874	11	511,903	547,142	35,239	6	1,752,453
6910-00-000 ASSISTED LIVING EXPENSE									
6910-00-010 Labor - Manager	5,712	5,884	172	3	25,908	23,536	-2,372	-10	76,492
6910-00-020 Labor - Care Givers / CC / Aides	30,093	34,361	4,268	12	132,022	143,659	11,638	8	463,555
6910-00-070 Labor - Housekeeping	0	0	0	N/A	871	0	-871	N/A	0
6910-00-300 AL - Payroll Taxes	3,323	2,704	-619	-23	14,717	12,324	-2,393	-19	38,483
6910-00-400 AL - Workers Comp Expense	0	985	985	100	3,764	3,942	178	5	11,825
6910-00-500 AL - Employee Benefits	7,506	5,375	-2,131	-40	30,027	21,500	-8,527	-40	64,500
6910-00-520 AL - Training / Staff Development	180	0	-180	N/A	180	0	-180	N/A	0
6910-10-000 Medical - Required Testing	0	275	275	100	390	1,100	710	65	2,300
6910-10-010 AL - Food / Beverage Expense	20,988	21,200	212	1	84,698	84,800	102	0	254,400
6910-10-020 Medication Set-ups	0	100	100	100	406	400	-6	-1	1,200
6910-10-050 Misc Other Supplies	695	417	-278	-67	1,798	2,067	269	13	5,000
6910-10-060 Recreation / Rehabilitation	0	1,696	1,696	100	0	6,483	6,483	100	24,250
6910-99-999 TOTAL ASSISTED LIVING EXPENSE	68,498	72,997	4,499	6	294,780	299,811	5,031	2	942,005
6920-00-000 ACTIVITY PROGRAM EXPENSE									

Kavod Senior Life
Detailed Statement of Activities
Property Operations
For the month ending April 2022

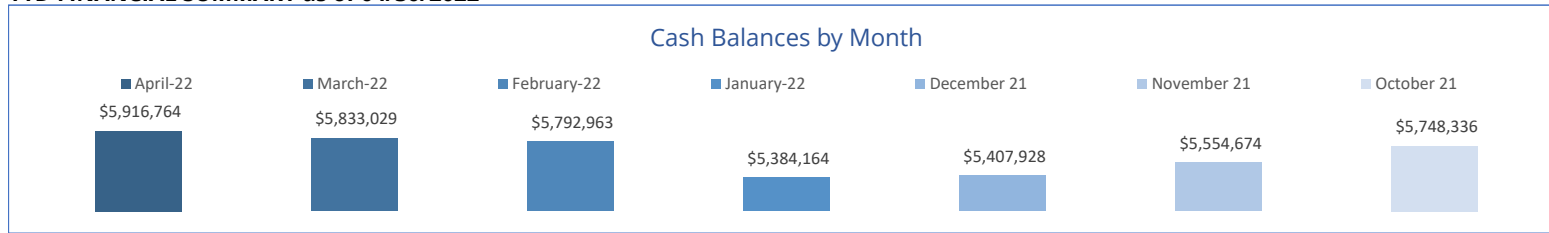
	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
6920-00-010 ACT - Newsletter	2,665	2,229	-436	-20	10,948	8,916	-2,032	-23	26,749
6920-00-020 ACT - Activities Staff	15,916	17,787	1,871	11	65,423	68,149	2,726	4	223,045
6920-00-030 ACT - Activities Outreach- Volunteer - Bday	461	1,583	1,123	71	1,352	6,333	4,982	79	19,000
6920-00-040 ACT - Classes Expense	855	1,198	343	29	2,464	4,792	2,327	49	14,375
6920-00-050 ACT - Health / Wellness Expense	893	2,247	1,354	60	7,631	8,890	1,259	14	26,969
6920-00-060 ACT - Activities / Outings Expense	1,215	5,083	3,868	76	2,535	20,333	17,798	88	60,999
6920-00-300 ACT - Payroll Taxes	1,220	1,324	104	8	5,103	5,297	194	4	16,308
6920-00-400 ACT - Workers Comp Expense	3,798	410	-3,389	-827	3,798	1,638	-2,160	-132	5,008
6920-00-500 ACT - Employee Benefits	5,193	4,557	-636	-14	20,753	18,227	-2,526	-14	56,224
6920-00-510 Gift Shop Expense	0	183	183	100	0	733	733	100	2,200
6920-00-520 Van Expense	422	833	412	49	851	3,333	2,483	74	10,000
6920-00-550 ACT - AL Activities	2,352	3,075	723	24	5,485	12,300	6,816	55	36,901
6920-00-560 ACT - Family Events	0	233	233	100	0	934	934	100	2,802
6920-99-999 TOTAL ACTIVITY PROGRAM EXPENSE	34,991	40,744	5,753	14	126,344	159,876	33,532	21	500,580
6930-00-000 RESIDENT COMPUTER CENTER									
6930-00-010 Labor - RCC Staff - Post 2008	5,333	5,345	12	0	21,394	21,381	-12	0	69,333
6930-00-300 RCC - Payroll Taxes	415	432	17	4	1,784	1,727	-56	-3	5,405
6930-00-400 RCC - Workers Comp Expense	0	159	159	100	0	636	636	100	1,942
6930-00-500 RCC - Employee Benefits	1,142	1,189	47	4	4,597	4,758	161	3	14,625
6930-99-999 TOTAL RESIDENT COMPUTER CENTER	6,891	7,126	235	3	27,774	28,503	729	3	91,306
6940-00-000 SERVICE COORDINATOR EXPENSE									
6940-00-010 Labor - Service Coordinator	22,447	24,047	1,600	7	89,180	90,190	1,010	1	301,124
6940-00-300 SC - Payroll Taxes	1,741	1,879	137	7	7,165	7,215	50	1	24,815
6940-00-400 SC - Workers Comp Expense	0	543	543	100	0	2,174	2,174	100	6,646
6940-00-500 SC - Employee Benefits	5,472	5,572	100	2	22,092	22,288	196	1	70,047
6940-99-999 TOTAL SERVICE COORDINATOR EXPENSE	29,660	32,041	2,381	7	118,436	121,866	3,429	3	402,632
8000-00-010 NON-PROFIT EXPENSES									
8000-00-100 COVID Expenses	0	0	0	N/A	138	0	-138	N/A	0
8000-00-580 Translation Services	25	0	-25	N/A	25	0	-25	N/A	0
8000-99-999 TOTAL NON-PROFIT EXPENSES	25	0	-25	N/A	163	0	-163	N/A	0
8999-99-998 TOTAL OPERATING EXPENSES	679,315	692,112	12,797	2	2,699,712	2,800,857	101,145	4	8,577,002
8999-99-999 NET OPERATING INCOME / LOSS	166,106	160,452	5,655	4	609,216	589,808	19,409	3	1,776,668
9010-00-000 NON-OPERATING EXPENSES									
9010-10-100 Interest Expense - Note Payable MF	33,939	35,047	1,108	3	127,450	138,687	11,236	8	424,060
9010-20-100 Depreciation - Buildings	96,542	88,043	-8,499	-10	360,670	352,172	-8,497	-2	1,056,517
9019-99-999 TOTAL NON-OPERATING EXPENSES	130,481	123,090	-7,391	-6	488,120	490,859	2,739	1	1,480,577
9999-99-998 NET INCOME / LOSS	35,625	37,362	-1,737	-5	121,096	98,949	22,148	22	296,090

Fixed Assets 2022

<u>South Special Projects</u>	<u>Cost to Date</u>	<u>% Completed</u>	<u>Total Budget</u>	<u>Variance</u>
Concrete Replacement	\$ -	0%	\$ 13,500	\$ 13,500
Rekey Building	\$ -	0%	\$ 8,350	\$ 8,350
Repipe Fire Sprinkler Drain	\$ -	0%	\$ 15,000	\$ 15,000
Fire Pump Replacement	\$ -	0%	\$ 80,000	\$ 80,000
			<u>\$ 116,850</u>	
<u>West Special Projects</u>				
Concrete Replacement	\$ -	0%	\$ 19,400	\$ 19,400
Rekey Building	\$ -	0%	\$ 14,750	\$ 14,750
West Building Carpet	\$ -	0%	\$ 60,000	\$ 60,000
Additional FCU AL Office	\$ -	0%	\$ 16,000	\$ 16,000
AL Front Door	\$ -	0%	\$ 9,850	\$ 9,850
2 Vent less air fryers for Kosher Kitchen	\$ -	0%	\$ 17,000	\$ 17,000
			<u>\$ 137,000</u>	
<u>East Special Projects</u>				
Concrete Replacement	\$ -	0%	\$ 21,400	\$ 21,400
Rekey Building	\$ -	0%	\$ 12,500	\$ 12,500
Freezer for Main Kitchen	\$ -	0%	\$ 5,000	\$ 5,000
Fire Pump Replacement	\$ -	0%	\$ 80,000	\$ 80,000
			<u>\$ 118,900</u>	
<u>Combined Projects</u>				
Contingency	\$ -	0%	\$ 150,000	\$ 150,000
IT Server Upgrades	\$ -		\$ 15,000	\$ 15,000
			<u>\$ 165,000</u>	
Total Capital Projects Through April	\$ -	0.0%	\$ 537,750	\$ -

KAVOD SENIOR LIFE

YTD FINANCIAL SUMMARY as of 04/30/2022



Cash Balances by Month - See Chart	April-22	March-22	February-22	January-22	December 21	November 21	October 21
Operating Cash on Hand	\$ 5,916,764	\$ 5,833,029	\$ 5,792,963	\$ 5,384,164	\$ 5,407,928	\$ 5,554,674	\$ 5,748,336
Total Cash	\$ 9,033,750	\$ 8,937,551	\$ 8,828,569	\$ 8,649,280	\$ -	\$ -	\$ -

Net Income-YTD	April-22	March-22	February-22	January-22	December 21	November 21	October 21
Actual	\$ 41,707	\$ 39,408	\$ 85,286	\$ 45,494	\$ 1,934,058	\$ 1,008,099	\$ 819,973
Budget	\$ 87,717	\$ 43,143	\$ 82,532	\$ 36,802	\$ 758,303	\$ 852,178	\$ 779,922
Variance	\$ (46,010)	\$ (3,735)	\$ 2,754	\$ 8,692	\$ 1,175,755	\$ 155,921	\$ 40,051

Kavod Meal Exceptions	April-22	March-22	February-22	January-22	December 21	November 21	October 21
Number of Residents	38	40	38	34	35	36	34

Occupancy Percentage	April-22	March-22	February-22	January-22	December 21	November 21	October 21
	96%	96%	96%	95%	95%	95%	96%

Vacant Units	April-22	March-22	February-22	January-22	December 21	November 21	October 21
Independent Living	9	9	11	12	13	16	13
Assisted Living	1	1	2	4	4	4	1
Total Vacant Units	10	10	13	16	17	20	14

Grant Revenue by Month	April-22	March-22	February-22	January-22	December 21	November 21	October 21
Actual	\$ 31,993	\$ 31,993	\$ 31,993	\$ 30,000	\$ 453,625	\$ 343,617	\$ 230,907
Budgeted	\$ 107,150	\$ 80,362	\$ 53,575	\$ 26,788	\$ 257,851	\$ 236,363	\$ 193,388
Variance	\$ (75,157)	\$ (48,369)	\$ (21,582)	\$ 3,212	\$ 195,774	\$ 107,254	\$ 37,519

MidFirst Construction Loan Balance	April-22	March-22	February-22	January-22	December 21	November 21	October 21
Drawn Down	\$ 13,725,413	\$ 13,511,975	\$ 13,511,975	\$ 13,315,943	\$ 13,315,943	\$ 12,949,960	\$ 12,186,282
Available	\$ 3,274,587	\$ 3,488,025	\$ 3,488,025	\$ 3,684,057	\$ 3,684,057	\$ 4,050,040	\$ 4,813,718
Total	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000	\$ 17,000,000
Principal balance of the loan	\$ 13,277,546	\$ 12,745,428	\$ 12,581,490	\$ -	\$ -	\$ -	\$ -

Employees	April-22	March-22	February-22	January-22			
Full time	\$ 59	\$ 59	\$ 59	\$ 58			
Part time	\$ 27	\$ 23	\$ 23	\$ 21			
Total	\$ 86	\$ 82	\$ 82	\$ 79			

Open Positions-Full Time	3.00	3.00	3.00	4.00			
Open Positions Part-Time	4.00	6.00	6.00	4.00			

Kavod Senior Life Foundation	December-21	March-22	Change
Investment Balance	\$ 7,200,337	\$ 6,692,569	\$ (507,768)

Note: The Foundation balance will be updated quarterly.

**Kavod Senior Life
MidFirst Refi Loan Tracking
As of June 15, 2022**

Total Loan	\$ 17,000,000	
Less Fees	\$ (120,580)	\$ (5,084,008)
South Loan Payoff	\$ (796,499)	\$ (3,915,992)
Line of Credit Payoff	\$ (18,815)	\$ (9,000,000)
East Loan Payoff	\$ (4,148,114)	

Loan Draw down amount \$ (5,084,008) **Advanced 01/19/2018**

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

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

Loan Advance	\$ 3,915,992	Advanced 01/19/2018
Loan Advance	743,858	Advanced 05/05/2020
Loan Advance	391,059	Advanced 06/20/2020
Loan Advance	223,247	Advanced 7/28/2020
Loan Advance	499,145	Advanced 8/27/2020
Loan Advance	340,505	Advance 9/25/2020
Loan Advance	197,289	Advance 10/27/2020
Loan Advance	184,619	Advance 12/15/2020
Loan Advance	111,259	Advance 8/07/2021
Loan Advance	453,838	Advance 10/12/2021
Loan Advance	116,953	Advance 11/02/2021
Loan Advance	688,188	Advance 12/28/2021
Loan Advance	365,983	Advance 01/31/2022
Loan Advance	196,532	Advance 02/18/2022
Loan Advance	163,938	Advance 03/22/2022
Loan Advance	213,938	Advance 04/29/2022
Loan Advance	<u>318,181</u>	Advance 05/27/2022

Total Advanced after loan closing **\$ 9,124,523**

Current Active Projects

Project Oversight	Total Budget	Revised Budget	Percentage		Available Budget	Total Spent	Supervising Entity
			Spent Complete	Work Complete			
Marx Okubo 1st Invoice	\$ (25,886)	\$ 437,850	\$ 511,331	79%	78%	\$ 132,181	\$ (402,172) 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)
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)
Marx Okubo July Invoice	\$ (2,728)
Marx Okubo August 2021 Invoice	\$ (1,869)
Marx Okubo September 2021 Invoice	\$ (1,925)
Marx Okubo October 2021 Invoice	\$ (2,033)
Marx Okubo November 2021 Invoice	\$ (2,055)
Marx Okubo December 2021 Invoice	\$ (2,395)
Marx Okubo January 2022 Invoice	\$ (2,123)
Marx Okubo March 2022 Invoice	\$ (4,113)
Marx Okubo April 2022 Invoice	\$ (7,345)
Marx Okubo May 2022 Invoice	\$ (2,960)

This invoice includes fire suppression consulting work.

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)	\$	408,000	100%	100%	\$	(34,000)	\$	(442,000) Kavod
W.E Anderson	\$	(42,400)								
W.E Anderson	\$	(42,377)								
W.E Anderson	\$	(4,917)								
W.E Anderson	\$	(37,566)								
W.E Anderson	\$	(64,498)								
W.E Anderson	\$	(65,098)								
W.E Anderson	\$	(29,516)								
W.E Anderson	\$	(40,249)								
W.E Anderson	\$	(37,521)								
W.E Anderson	\$	(22,008)								
W.E Anderson	\$	(45,697)								

Project Complete**Attorney Fees for Asbestos Abatement**

Gablehouse Granberg	\$	(3,888)	\$	5,000	\$	15,000	100%	100%	\$	3,104	\$	(11,896) Kavod
Gablehouse Granberg	\$	(2,926)										
Gablehouse Granberg	\$	(963)										
Gablehouse Granberg	\$	(1,810)										
Gablehouse Granberg	\$	(1,386)										
Gablehouse Granberg	\$	(924)										

Project Complete**Architectural Fees**

Hord Coplan Macht, Inc-May	\$	(13,144)	\$	65,208	100%	100%	\$	793	\$	(64,415) Kavod
Hord Coplan Macht, Inc-June	\$	(11,520)								
Hord Coplan Macht, Inc-October	\$	(13,155)								
Hord Coplan Macht, Inc-November/Dec	\$	(6,744)								
Hord Coplan Macht, Inc-April	\$	(1,624)								
Hord Coplan Macht, Inc-June	\$	(4,680)								
Hord Coplan Macht, Inc-October	\$	(2,026)								
Hord Coplan Macht, Inc-	\$	(3,292)								
Hord Coplan Macht, Inc-	\$	(1,646)								
Hord Coplan Macht, Inc-	\$	(4,938)								
Hord Coplan Macht, Inc-	\$	(1,646)								

West Building Rise Project

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

Project Complete**Chiller Replacement**

Johnson Controls	\$	(1,625)	\$	375,000	51%	100%	\$	199,625	\$	(175,375) Kavod
Johnson Controls	\$	(12,500)								
Johnson Controls	\$	(73,375)								
Johnson Controls	\$	(16,379)								
Johnson Controls	\$	(50,240)								
Johnson Controls	\$	(375)								

Johnson Controls	\$	(13,875)
Johnson Controls	\$	(7,006)

Project Complete-Project under budget

Unit Mockups/Construction Management

Pinkard	\$	(16,199)	\$	8,892,495	\$	9,412,466	77%	79%	\$	2,199,459	\$	(7,213,007) Kavod
Trane US	\$	(2,842)										
December 2019-Pinkard Draw #2	\$	(44,535)										
December 2019-Pinkard Draw #3	\$	(282,918)										
January 2020-Pinkard Draw #4	\$	(511,070)										
February 2020-Pinkard Draw #5	\$	(525,478)										
March 2020-Pinkard Draw #6	\$	(828,810)										
April 2020-Pinkard Draw #7	\$	(391,059)										
May 2020-Pinkard Draw #8	\$	(223,247)										
June 2020-Pinkard Draw #9	\$	(328,556)										
July 2020-Pinkard Draw #10	\$	(499,145)										
August 2020-Pinkard Draw #11	\$	(340,505)										
September 2020-Pinkard Draw #12	\$	(197,289)										
October 2020-Pinkard Draw #13	\$	(184,619)										
June 2021-Pinkard Draw #15	\$	(111,259)										
July 2021-Pinkard Draw #16	\$	(233,784)										
August 2021-Pinkard Draw #17	\$	(220,054)										
September 2021-Pinkard Draw #18	\$	(327,380)										
October 2021-Pinkard Draw #19	\$	(230,436)										
November 2021-Pinkard Draw #20	\$	(457,751)										
December 2021-Pinkard Draw #21	\$	(365,483)										
January 2022-Pinkard Draw #22	\$	(196,032)										
February 2022-Pinkard Draw #23	\$	(163,438)										
March 2022-Pinkard Draw #24	\$	(213,438)										
April 2022-Pinkard Draw #25	\$	(317,680)										

Domestic Hot Water

Climate Engineering	\$	(18,870)	\$	20,000		100%	100%	\$	1,130	\$	(18,870) Kavod
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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	\$	327,552	100%	100%	\$	(0)	\$	(327,552) Kavod
Thyssenkrupp	\$	(28,751)										
Thyssenkrupp	\$	(27,625)										
Thyssenkrupp	\$	(111,682)										
Thyssenkrupp	\$	(16,378)										

Project Complete 11/8/2021

Kavod Senior Life
MidFirst Refi Loan Tracking
As of June 15, 2022

Committed Projects- payment for material only as of June 2022

	<u>Bid</u>	<u>Total Budget</u>	<u>Revised Budget</u>	<u>Percentage Spent Complete</u>	<u>Percentage Work Complete</u>	<u>Available Budget</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 \$ (9,008,608)

Original Contingency Amount	\$ 857,000
West First Floor piping additional costs	\$ (120,600)
Pinkard Change Order #9	\$ (294,000)
Pinkard Change Order #11	\$ (129,000)
Marx Okubo	\$ (80,000)
Contingency as of 4/01/2022	\$ 233,400

Total Cash/Loan Proceeds Available \$ 3,108,384

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

Interest on MidFirst Loan

	Actual	Budget	Variance
January Interest Paid	\$ 20,537	\$ 24,567	\$ 4,030
February Interest Paid	\$ 29,259	\$ 32,567	\$ 3,308
March Interest Paid	\$ 28,000	\$ 32,567	\$ 4,567
April Interest Paid	\$ 31,000	\$ 43,167	\$ 12,167
May Interest Paid	\$ 30,000	\$ 54,167	\$ 24,167
June Interest Paid	\$ 30,000	\$ 54,167	\$ 24,167
July Interest Paid	\$ 31,000	\$ 54,164	\$ 23,164
August Interest Paid	\$ 31,000	\$ 57,167	\$ 26,167
September Interest Paid	\$ 31,000	\$ 61,367	\$ 30,367
October Interest Paid	\$ 30,000	\$ 57,167	\$ 27,167
November Interest Paid	\$ 31,000	\$ 57,167	\$ 26,167
December Interest Paid	\$ 30,000	\$ 57,167	\$ 27,167
January Interest Paid	\$ 31,000	\$ 33,167	\$ 2,167
February Interest Paid	\$ 31,000	\$ 33,167	\$ 2,167
March Interest Paid	\$ 28,000	\$ 33,167	\$ 5,167
April Interest Paid	\$ 31,000	\$ 34,667	\$ 3,667
May Interest Paid	\$ 30,000	\$ 34,667	\$ 4,667
June Interest Paid	\$ 30,000	\$ 34,667	\$ 4,667
July Interest Paid	\$ 31,000	\$ 34,667	\$ 3,667
August Interest Paid	\$ 30,000	\$ 34,667	\$ 4,667
September Interest Paid	\$ 31,000	\$ 34,667	\$ 3,667
October Interest Paid	\$ 30,000	\$ 34,667	\$ 4,667
November Interest Paid	\$ 31,000	\$ 34,667	\$ 3,667

December Interest Paid	\$ 30,000	\$ 34,667	\$ 4,667
January Interest Paid	\$ 31,000	\$ 37,255	\$ 6,255
February Interest Paid	\$ 31,000	\$ 37,255	\$ 6,255
March Interest Paid	\$ 28,848	\$ 36,333	\$ 7,485
April Interest Paid	\$ 30,664	\$ 36,333	\$ 5,669
May Interest Paid	\$ 29,486	\$ 36,333	\$ 6,847
June Interest Paid	\$ 30,000	\$ 36,333	\$ 6,333
July Interest Paid	\$ 34,065	\$ 36,333	\$ 2,268
August Interest Paid	\$ 36,005	\$ 36,333	\$ 328
September Interest Paid	\$ 37,584	\$ 36,333	\$ (1,251)
October Interest Paid	\$ 37,584	\$ 36,333	\$ (1,251)
November Interest Paid	\$ 39,236	\$ 36,333	\$ (2,903)
December Interest Paid	\$ 37,999	\$ 36,333	\$ (1,666)
January 2021 Interest Paid	\$ 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	\$ 30,934	\$ 39,283	\$ 8,349
July 2021 Interest Paid	\$ 30,934	\$ 39,283	\$ 8,349
August 2021 Interest Paid	\$ 30,934	\$ 39,283	\$ 8,349
September 2021 Interest Paid	\$ 28,304	\$ 39,283	\$ 10,979
October 2021 Interest Paid	\$ 29,611	\$ 39,283	\$ 9,672
November 2021 Interest Paid	\$ 28,441	\$ 39,283	\$ 10,842
December 2021 Interest Paid	\$ 29,611	\$ 39,283	\$ 9,672
January 2022 Interest Paid	\$ 32,304	\$ 35,547	\$ 3,243
February 2022 Interest Paid	\$ 30,604	\$ 35,547	\$ 4,943
March 2022 Interest Paid	\$ 30,604	\$ 35,547	\$ 4,943
April 2022 Interest Paid	\$ 32,304	\$ 35,547	\$ 3,243
May 2022 Interest Paid	\$ 32,304	\$ 35,547	\$ 3,243
Total Interest to date	\$ 1,653,689	\$ 2,059,309	\$ 405,620

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

June 13, 2022

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

A. CURRENT STATUS OF CONSTRUCTION

Construction resumed on May 18, 2021. **Construction is anticipated to generally be complete in October 2022. Final City Inspections may carry the total project completion into November 2022.**

West Building:

- Frontier Fire pre-tested the PRV valves at Floors 2 through 8 the week of June 6, 2022. Frontier Fire double checked all valves in the system and asked Denver Water to double check any valves in the street. However, the readings are lower than the threshold limit for the requirement for the PRV's. Frontier Fire have not received a decision from the Denver Fire Department (DFD) regarding if the PRV valves can stay in place; therefore, Frontier Fire have made to decision to remove the PRV's, and -re-submit the drawings without the PRV valves shown.
- Frontier Fire is also working on addressing comments from DFD's initial plan review. Frontier Fire need to access all the units to verify head placement and spacing. Gordon Smith is preparing a letter to allow access for Frontier Fire.
- Further fire alarm and life safety inspections are on hold until these two items are resolved.

East Building:

- Fire sprinkler isolation valves are complete, with the exception of one valve on Floor 1.
- Corridor fire sprinklers are currently being connected. The ninth-floor units are live, with the exception of Units 913 and 916. The first and second floors are also not connected as of yet. All other floors are live.
- Corridor fire alarm conduit and wire-pulling is complete.

Hard Costs complete are approximately 82%.

Cost Escalation Tracking:

Pinkard Extended GC/GR's:	\$208,020
Subcontractor Escalations:	\$99,609
OCO 10 - Shower Cost Escalation	\$22,464*
Total Executed Change (Hard Cost):	\$315,110

CO No. 10 is for escalated material cost for 44 showers purchased after the project restarted and is offset by a **credit** in OCO No. 9, in the amount of (\$14,983), resulting in an effective material increase cost of \$7,481.

Contractor Hard Cost Contingency Remaining**: \$68,670*

*It should be noted that \$25,000 has been reallocated from the Contractor Hard Cost Contingency for Change Order No. 11 to help off-set cost. This reallocation is anticipated to be reflected in the upcoming Application for Payment.

**Per the weekly OAC Meeting, all remaining Contractor Contingency has been utilized for various costs associated with the project, reviewed by Marx|Okubo and approved by Kavod staff. This use generally covers work through May 31, 2022. Any potential contract costs be added via change order going forward until project completion.

Foundation Board Meeting via Zoom

May 30, 2022

8:00 a.m.

Present: Perry Moss, chair, Jan Schorr, Brian Recht, Jay Mactas and Molly Zwerdlinger. Staff: Michael Klein and Mike Belieu. Guest: Jim Brauer from Syntrinsic.

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

The February 18, 2022 minutes were reviewed. Perry made a motion to accept the minutes as presented Jay seconded. Minutes were then unanimously approved.

Jim started the meeting by reviewing the 1st quarter 2022 Performance Report. The balance of the portfolio as of 03/31/2022 was \$6,692,000, which was a 7% decrease YTD 2022. As of Friday May 25, the balance was at \$6.25 million. He reviewed the 1st quarter performance by asset class and discussed Kavod's objective benchmark goal of CPI plus 4%. He discussed each assets class performance and spent time talking about the non-US Equities. Kavod's portfolio is performing better than the class-blended benchmark through the 1st quarter of 2022.

Jim then discussed the Capital Markets View with the April update that was included in the board package. He discussed the effects on the market and economy that inflation is having along with the war in the Ukraine. Inflation is at a 40 year high and is having a daily impact on the markets. He discussed the sectors that are seeing the largest price increases such as food and energy. Jay and Jim discussed supply chain issues and how these issues are impacting the market. Jim believes that Fed is doing a better job with monetary policy to address what is happening in the economy. He feels we are likely to see between a 0.50% to 0.75% rate hikes in the next two to three Fed meetings.

Jim next talked about the portfolio changes in the first quarter of 2022. Invesco was replaced by Seafarer Overseas Growth in April 2022.

Michael discussed potential need to take money out of the Foundation to fund security costs at Kavod. The area around Kavod has had some crime issues lately and Kavod Management feels security should be increased for the protection of staff and residents. He will have more details and the next meeting.

With no further business to discuss the meeting was adjourned at 9:00 am.

Kavod Senior Housing & Services Board

May 11, 2022

Zoom Call at 2:00 p.m.

Present: Michael Cohen, chair, Sharon Roth, and Joan Beldock. Staff: Michael Klein and Mike Belieu

Michael Cohen welcomed the board and verified that everyone could communicate via Zoom.

The minutes from December meeting were presented and approved.

Mike Belieu presented the 2021 audit for review. Mr. Belieu advised that there are no findings with the audit. There were some minor recommendations. Net income was over \$2.8 million, which was due to positive operational results and stimulus funds received in 2020 and forgiven in 2021. We also received funds from the Employee Retention Credit. Together these funds were approximately 1.2 million and helped cover many of the extra expenses related to COVID. Kavod will be going out to bid for new auditors in June. This is something the organization does from time to time.

The audit was sent out in advance and one of the recommendations was to keep track of grants better. We are getting more grants than in previous years and these grants often crossover our calendar year. Since the staff didn't have all information until this week, the Fiscal Committee did their review and approved the audit being brought forward for the main Board for their approval.

Ms. Belieu advised that besides the main Board's approval we also, pursuant to the company structure, need the KSHS Board's approval of the 2021 audit. Since board members didn't have a chance to review the audit due to only receiving the documents earlier in the day, Mr. Cohen asked that the Recording Secretary Ms. Ours, send out a request for approval via email. It was noted that all board members need to vote on whether to accept the audit as presented.

Mr. Klein advised we received \$30K from Next50 Foundation to do a Strategic Planning Review. A Strategic Planning Board Retreat will be on Sunday, May 17th and will look at what the KSL Board's vision for the next 3-5 years. Mr. Klein explained the strategic planning process. Key points include preserving the current buildings, reviewing possible building expansion, and exploring new community services.

Mr. Klein did a brief update on COVID19 on the campus. Kavod Senior Life has reopened many of the programs they had put on-hold and are doing things to make sure people are safe. KSL has coordinated clinics for booster and vaccinations. He discussed the KSL staff internal task force and mentioned KSL has mandated vaccinations for staff.

Mr. Klein advised that the construction has taken a while to be done due to Covid19. The West Building has been completed with the fire sprinkler installation. The East Building has been completed as well. The contractor is currently working the in the South Building. This should take to the end of October. It was noted that KSL is also doing walk in showers. Mr. Klein advised that KSL is close on the budget for the project.

Mr. Klein discussed our grants process. In 2021 KSL received over 300K in outside foundation monies. The Phillips Foundation has given over 170K for over 2 years for H&W programming. Mr. Klein highlighted various grants. He discussed the Murnick Foundation who gave us \$40k for multicultural programming.

July 14th is the annual summer event at Dove Valley and will be an in person fundraiser. KSL will be honoring the Boxers and Dr. Pines, as well the Kavod Staff. The goal is to raise \$100K

Finally, Mr. Klein highlighted a couple of items in KSL's health and wellness programs: CU Medicine Clinic is ongoing and has 3 physicians seeing Kavod residents as well as community members. They plan to expand more hours in the coming year. The CU Dental School is talking about having a dental clinic at Kavod as well. KOTR is doing well. The annual KOTR Conference will take place on June 9th & 12th.

With no additional business to come before the Board, Michael Cohen thanked the board members for their attendance and the meeting was adjourned at 2:47 with a motion by Ms. Roth and a second from Ms. Beldock.



Strategic Plan

(Draft for review by the Board of Directors June 29, 2022)

2022—2025

Kavod Senior Life

22 S. Adams Street
Denver, CO 80209
www.KavodSeniorLife.org



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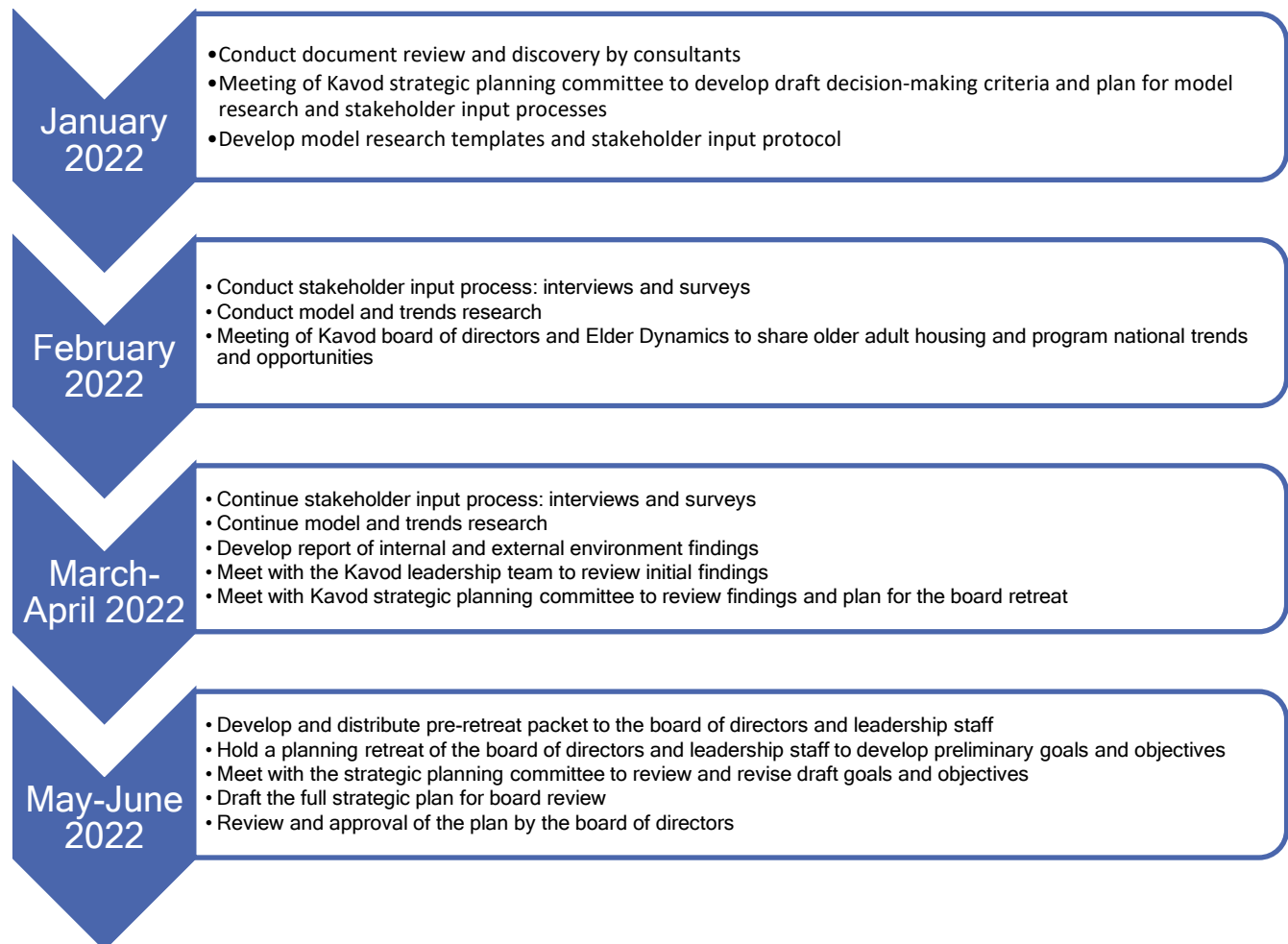
PLAN OVERVIEW

Background

In the fall of 2021, as Kavod Senior Life's 2018 strategic plan was reaching its conclusion, the organization's board of directors embarked on a strategic planning process to guide the organization forward to 2025. Coming on the heels of the global pandemic, the board and leadership staff of Kavod Senior Life (Kavod) were interested in creating the vision and goals for a plan that would allow Kavod to advance its housing and program offerings for older adults in the Denver Metropolitan area. A strategic planning committee of the board led the process and engaged [interSector Partners, L3C](#) as planning process facilitators/consultants and [Elder Dynamics](#) as subject matter experts in older adult housing services and programming.

The Planning Process

The following outlines the planning process undertaken by Kavod.



Decision-Making Guidance

Decision-making during the process was guided by a set of decision-making criteria. These criteria can also be used as new ideas and opportunities arise and will allow Kavod to return to a set of questions that help it to decide – what is essential?

Mission

- Will the outcomes of this approach/strategic direction allow us to continue to move toward meeting our mission?

Organizational Sustainability

- Do we fully understand and accept the financial investment required to develop and maintain this opportunity, and will it support long-term sustainability of Kavod?
- Do we have the right and current skills and expertise at the table to deliver on this strategy or approach?
- Does this align with our board's risk tolerance? Can we afford to take this risk even if we might fail?

Our Communities

- Is this strategy something that our partners in the community will support?
- Does this consider our professional staff members including their growth, knowledge, expertise, enthusiasm, etc.?
- Does this decision reflect key stakeholder perspectives on our future/the future of older adult services and/or housing?

Deal-Breaker Question

- Are we solving a problem that our organization is strategically the best organization to solve?

The Plan

The following plan outlines a long-term vision and three-year plan for how Kavod will evolve toward achieving that vision. The strategic plan explains the process used to develop the plan, as well as details how the organization will adapt to meet changing market needs, provide additional housing and supportive services to the community, and continue to offer high quality services to its current properties and residents.

KAVOD HISTORY

Founded in 1968 by a group of philanthropic-minded individuals in the Jewish community, Kavod Senior Life (formerly Allied Jewish Apartments) created high-quality affordable housing community for older adults from all backgrounds and income levels.

- *Buildings:* Kavod's first structure, the West Building, welcomed its first residents in 1971. The second (East) building opened in 1979 and the third (South) building in 1983. A walkway and bridge were added to connect all three buildings with inside access. Overall, a total of 397 apartment homes now house more than 400 individuals.
- *Programs:* Programs and services have been added over the course of time to enable residents to live as independently as possible.
 - The Assisted Living Program was formed in 1986 for residents who needed more help with basic daily activities but wanted to remain in the community.
 - A spacious dining room was built in the East Building for daily dining services; a second dining room was built for Assisted Living residents in the West building.
 - A staffed activity program was created in 1986 to provide residents with social and educational activities and trips. In 2011 the Kavod Academy of Lifelong Learning was established to recognize individuals who participate in enough classes and activities to qualify for a life enrichment certificate.
- *Kavod on the Road:* In 2010, Kavod created an outreach program to deliver its successful enrichment activities to individuals living off campus, called Kavod on the Road. Many community organizations are involved as partners; an annual conference on aging is also provided.
- *Elaine Wolf Dining Room:* The East Building dining room and kitchen were renovated in 2015 with new equipment and appliances with major underwriting from the Melvin and Elaine Wolf Foundation. The space was dedicated to Elaine Wolf in 2018.
- *Harry and Jeanette Weinberg Health and Wellness Center:* After extensive renovations to the West Building Penthouse, The Harry and Jeanette Weinberg Health & Wellness Center opened in 2016. It now offers ongoing health clinics, physical therapy, wellness classes and socialization. Over 20 providers are contracted to meet the health needs of those on campus.

- *CU Geriatrics*: In 2020, CU Medicine established a geriatric clinic at Kavod to provide on-site medical services for residents, very uncommon in subsidized housing. Three specialized doctors provide support for residents right on campus.

Awards: Kavod has received outside recognition for continuing these developments, promoting an effective “aging in community” service model.

- 2021: Top Rated Nonprofit from Great Nonprofits
- 2020 and 2019: Beacon Award from the International Council on Active Aging and NuStep, LLLC for being one of 25 top wellness campuses for older adults in North America.
- 2020 – 2015: Various Jewish Programming Awards, Association of Jewish Aging Services (AJAS)
- 2019: LeadingAge-Robert Wood Johnson Health Equity Award for outreach initiatives in partnership with Denver Housing Authority and NextFifty Initiative.
- 2019: Top Workplace Award, Denver Post



KAVOD'S CURRENT FRAMEWORK

Kavod is the Hebrew word for honor or respect. The organization's name reflects its values as a "Jewishly-hosted" community that celebrates and honors every faith, ethnicity, and background.

These values extend into its senior living and assisted living apartments for adults 62 years of age and older, as well as to its on-location programming and into the broader Denver Metro community.

PROPOSED NEW VISION

Kavod Senior Life envisions a Denver metro area where older adults have ready access to housing and senior services that are consistent with Jewish values and tradition.

Mission

Kavod Senior Life provides 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.

Kavod's Strengths, Competencies, and Assets

Kavod's strengths, competencies and assets are many and were identified throughout the process by consultants, key external stakeholders, and board and staff members. These strengths should be leveraged by Kavod going forward to capitalize on its impressive 50+-year track record and build toward the future.



The People: Good management, staff, cohesive/active board of directors



Honoring / Caring for Residents: responsive, compassionate, communicate with residents



Collaborations / Partnership: provide real value to collaborations, rarely do things on their own, leverage strengths of partners



Culture: strong, positive, affirming culture, a community-not just HUD housing



Location / facilities: central location, large physical campus with potential to expand

KAVOD 2022—2025

Strategic Imperatives

To guide Kavod toward its vision for the strategic plan, three strategic imperatives will be integrated into the plan and Kavod’s work going forward. These imperatives are the foundational components of *how* Kavod will focus its work to deliver on the goals and objectives that follow.

Lead	Convene	Partner
Step into Kavod Senior Life's role as a leader to advance issues of importance to those we serve	Bring organizations and people together and facilitate the development of a collective voice and/or initiatives when it is important to advance our work	Participate in partnership with other housing and service providers to better serve Kavod Senior Life residents and the broader older adult community

Strategic Plan Goals

To support Kavod’s main campus and seek related locations *and partners* that support Jewish and other low- and middle-income older adults in their quest to age gracefully and stay connected in their communities, Kavod will pursue five goal areas. Kavod’s board of directors and leadership staff developed these goals based on input from key stakeholders and an exploration of its external environment (please [see highlights of this data](#) following each goal in the following section).



Determine feasibility of expanding the physical footprint on the Kavod campus to complement or enhance our current offerings for people we serve or new populations



Determine feasibility of buying, building, or managing an off-site housing location *independently or in partnership*



Maintain and preserve existing facilities on the Kavod campus



Expand Kavod programming to support older adults living in the community



Identify necessary supports and resources to implement the strategic plan

Goals, Objectives & Rationale

To track and evaluate progress toward achieving the overall strategic plan, Kavod will implement the following measurable objectives in support of its goals.

Determine feasibility of expanding the physical footprint on the Kavod campus to complement or enhance our current offerings for people we serve or new populations



Objectives in support of this goal

- Assign a subcommittee of the strategic planning committee (see Goal 5, objective 5.2) to focus on development on the Kavod campus by Q3 2022
- Create decision-making criteria for expansion on the current Kavod campus by Q1 2023
- Utilize strategic plan, environmental scan, and additional, targeted new market research to decide on the appropriate mix of affordable, workforce, and/or other income-level housing and/or programs and services space by Q3 2023
- Determine desired building design, number and type of units, shared/community spaces, and/or office and meeting spaces by Q4 2023
- Explore all funding and financing options and create a plan for a new facility Q4 2023
- Based on data gathered, proposal brought to the board as to “build” or “no build” by Q1 2024

Process research and input in support of the goal area

During the stakeholder input and environmental scan portions of the planning process, data and information were gathered to provide guidance to the board of directors and leadership staff in setting this goal and developing its associated objectives.

- ✓ The need for affordable housing is great and won't go away
- ✓ Additional Kavod housing could help to manage the current waitlist and allow Kavod to be more responsive to partner referrals and community need
- ✓ The number of older adult households with incomes of \$50k or below is expected to increase significantly by 2027
- ✓ According to the Denver Housing Authority, the city and county of Denver are short more than 50,000 units for residents making 60% or less of the area median income (AMI)
- ✓ Colorado is preparing to spend \$400 million of federal pandemic relief money to implement affordable housing plans

Determine feasibility of buying, building, or managing an off-site housing location *independently or in partnership*



Objectives in support of this goal

- Develop a strategy to determine whether Kavod would like to buy, build, or manage an off-site housing option by Q3 2023
- Create decision-making criteria for off-site locations by Q1 2023
- Based on data gathered, bring proposal to the board for off-site housing by Q1 2024

Process research and input in support of the goal area

Similar to the first goal of developing on the Kavod campus, stakeholders, and the environmental scan supported the concept of exploring off-site housing opportunities:

- ✓ Desire by stakeholders for Kavod to expand housing options beyond Cherry Creek
- ✓ Desire for Kavod to consider aging in community housing supports or alternative arrangements to congregate living
- ✓ Key staff and board interest in Kavod being responsive to potential housing opportunities that come its way
- ✓ Expressed interest in exploring intergenerational housing options and other types of housing such as smaller homes, more accessible assisted living, etc.
- ✓ According to Community Housing Development Association, the overall timeframe for a new housing development is 3-5 years for financing, planning, and build out. Purchasing or managing an existing property or properties could be a faster-to-market option.
- ✓ State of Colorado's federal pandemic relief funding will seek innovative ideas for addressing the affordable housing shortfall

Maintain and preserve existing facilities on the Kavod campus



Objectives in support of this goal

- Complete current construction projects by Q4 2022
- Conduct a property condition assessment for ongoing maintenance and preservation of Kavod facilities by Q2 2023
- Develop a plan to address property condition assessment findings by Q4 2023
- Implement property condition assessment plan by Q2 2025

Process research and input in support of the goal area

Stakeholder input about the existing Kavod campus supported the board of directors' decision to include this goal in the strategic plan:

- ✓ Kavod is known for providing a safe, warm, and inclusive environment for its residents
- ✓ Kavod is doing a good job of improving facilities and does well on the “standards of senior housing”
- ✓ Kavod’s campus makes a community, not just HUD housing
- ✓ Stakeholders expressed appreciation that Kavod has been proactive on keeping up with capital needs on the physical campus
- ✓ Desire by key stakeholders to ensure continued attention to safety and security on the Kavod campus



Expand Kavod programming to support older adults living in the community



Objectives in support of this goal

- Conduct targeted analysis to determine gaps in service provision to older adults in the Denver Metro area by Q3 2023
- Create Kavod's approach to community-based services including how to measure and evaluate success by Q4 2023
- Determine which organizations to partner with to offer services in the Jewish community and broader community by Q4 2023
- Launch at least one new Kavod program offering by Q4 2023
- Utilize evaluation metrics (see objective 4.2) to understand the success and opportunities for change in the Kavod on the Road and other program expansion by Q1 2024
- Adapt the programs based on evaluation feedback by Q2 2025
- Create an ongoing pipeline to Kavod's independent living program through aging in community programs

Process research and input in support of the goal area

Programming has become an increasingly important part of Kavod's offerings in recent years.

Stakeholder input and environmental scan data informed the above goal and objectives:

- Desire by stakeholders for Kavod to consider new programs to support residents and broader Jewish & non-Jewish community members
- Stakeholders indicated there is opportunity for Kavod to build out programming through partnerships, including partners that may not have been considered previously
- Questions in the process about whether Kavod programs live on the existing campus or in the community
- Elder Dynamics indicated that the majority of services for older adults offered nationally fall into the category of "resident engagement" such as recreational programming and/or therapeutic recreation to keep older adults engaged in an active life
- Specialized programming for caregivers has been of interest at Kavod. A number of models were reviewed to inform Kavod's future program planning.

Identify necessary supports and resources to implement the strategic plan



Objectives in support of this plan area

- Develop a leadership development and succession plan for the board, committees, and board leadership pipeline
- Seat a standing strategic planning committee of the board of directors by Q4 2022
- Identify and secure the human resources needed to grow Kavod's housing and programs based on plans developed in previous goals by Q2 2023
- Create and implement a plan to communicate/market Kavod's strategic plan focus and successes as an ongoing component of plan implementation

Process research and input in support of the goal area

The board of directors and staff believe it is critical for Kavod to have a separate goal focused on setting the organization up for success in implementing the plan:

- ✓ Succession and/or a leadership pipeline for the board is critical to ensuring Kavod has the expertise, skills, and connections/relationships necessary to build out new housing and programming opportunities
- ✓ Kavod has traditionally had an ad hoc strategic planning committee to manage the planning process, however the board expressed a desire for an ongoing board committee to manage planning processes, implementation, and measurement/evaluation
- ✓ The board expressed a desire for Kavod to hire staff with expertise and the charge to focus on new affordable housing options for older adults

RECOMMENDATIONS FOR IMPLEMENTATION

A frequent concern during strategic planning is to end up with “just another plan sitting on a shelf.” Organizations that make their plan a “living document” that guides their work and changes as the environment changes employ some of the following techniques:

- Keep everyone who was involved in the planning process involved in implementing the plan. The more people engaged, the higher chance of success.
- Provide board members with hard copies of *the plan* and make copies of the appendices available to them.
- Provide staff members with hard copies of the plan and make copies of the appendices available to them. The organizational plan will be critical to staff as they develop their individual work plans, sub-plans (communications or fundraising, for example) and contribute to the overall implementation plan.
- Add the strategic plan to the board’s agenda every month. Spend 5-10 minutes discussing progress toward achieving goals and objectives. Consider committee and staff updates to show how the plan is interwoven throughout the organization. Spend five minutes discussing obstacles to achieving the plan and brainstorming how to overcome them.
- Talk about the plan. Develop a common language by repeatedly referring to the goals, objectives and/or implementation steps. Make the plan a part of everyday discussions and people will join in.
- Share the strategic plan with the stakeholders who were engaged in its development. Post survey and focus group input on the Web site, use highlights in newsletters, share in new volunteer trainings. Similarly, share the strategic plan goals and objectives along with stories that demonstrate how you are achieving them.
- Use the decision-making criteria to address new opportunities or major initiatives. Consider using this tool for operational decision-making as well to get the team used to using the questions and basing decisions on the decision-making criteria.

APPENDICIES

The following information provides supporting data for the strategic plan. These documents are available upon request.

- I. Stakeholder Input Survey Report
- II. Stakeholder Input Interview Report
- III. Models and Trends Research Report
- IV. Educational Presentations from Elder Dynamics

