

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: 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.

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

Monday June 26, 2023

5:30pm

Via Zoom Conference Call

	Item	Presenter	Action
5:30pm	Welcome, Call to Order, Quorum Determination and Agenda Review	Molly Zwerdlinger	
5:32 pm	Consent Agenda <ul style="list-style-type: none"> • April 2023 Board Minutes • March/April Financials • Fiscal Committee Minutes 	Molly Zwerdlinger	Approval
5:35pm	Nomination of Essey Yirdow	Rob Friedman	Approval
5:40pm	Board Resolution for Financial Institutions:	Joey Simon	Approval
5:45pm	Fiscal Committee Update Audit Update Weinberg Grant	Joey Simon John McCarthy Michael Klein	Informational
6:05pm	Annual Fundraising Event Update	Melanie Siegel	Informational
6:10pm	CEO Report	Michael Klein	Informational
6:20pm	Chairperson's Report	Molly Zwerdlinger	Informational
6:30pm	Adjournment		

Annual Meeting TBD

Annual Fundraiser August 17, 2023

Next Board of Directors Meeting August 28 2023 at 5:30pm

Kavod Senior Life
Board of Directors
Board Meeting
April 24, 2023

The board meeting was a hybrid meeting (in person for those who wish to be and virtual for those who wished to be). Present: Brian Botnick, Sharon Caulfield, Joe Dubroff, Scott Fisher, Rob Friedman, Ondalee Kline, Rodi Liv, Alexandra Mannerings, Connell Saltzman, Gary Saltzman, Melanie Siegel, Joey Simon, Jamie Sarche, Jan Schorr, Steven Summer, Yolanda Webb, David Zaterman, and Molly Zwerdlinger. Staff: Michael Klein, John McCarthy, Tracy Kapaun, Christie Ziegler and Christine Dewhurst. Each person in attendance acknowledged the ability to hear and speak during the meeting.

Ms. Molly Zwerdlinger ascertained that a quorum was established and called the meeting to order. With a quorum established, the consent agenda was presented for approval. Mr. Friedman moved to approve with a second by Ms. Sarche. Motion passed.

Mr. Rob Friedman, Chair of the Board Leadership and Development Committee, advised that the board had one open position to fill and that the committee was recommending Ellen Abrams to fill the open position. Mr. Friedman provided a brief overview of Ms. Abrams qualifications and moved to approve her admission on to the Board of Directors. Mr. G. Saltzman seconded the motion. The motion passed. Mr. Friedman stated Ms. Abrams was out of the country, but will be at the June board meeting.

Ms. Caulfield updated the board on the Fair Housing voluntary Marketing and Outreach Compliance Plan .She advised that the plan has been signed and will be in effect for 3 years. The staff, including the Fair Housing Compliance Coordinator, Ms. Christie Ziegler, are set to meet with our assigned HUD coordinator on April 28th. Staff will review timeframes and deliverables. Training for applicable staff will take place on May 17th with HUD. The Compliance Committee will keep the Board apprised.

Mr. C Saltzman Introduced Kavod Senior Life's new CFO, John McCarthy. Mr. C. Saltzman advised the board that currently Kavod Senior Life was over budget due to increases in maintenance and utility costs; however, there was \$8mm in cash on hand. Mr. C. Saltzman reported that the HUD audit would be late due in part to software issues in how cash was distributed as well as the transition of the CFO position. The software issue has been fixed. He indicated that the consolidated audit should be completed by the end of April. Because of the delay in the HUD Audit, the board authorized the Fiscal Committee to approve the HUD audit once it has been completed. He noted that the consolidated audit would be presented for approval at the June board meeting.

Scott Fisher provided an updated on the Strategic Plan. He noted that staff and the committee are coming to the end of the 1st phase of their due diligence efforts. He advised that a high-level meeting with Jewish Family Services, Shalom Park and Kavod Senior Life will take place the first week of May to discuss collaborative partnerships. Mr. Fisher also shared information about the Program of All-Inclusive Care for the Elderly (PACE) and how this may be something Kavod could participate in. The board discussed the merits of the PACE model and requested Mr. Fisher keep them apprised of all developments with the committee.

Ms. Ondalee Kline gave a brief presentation on the Ancestry program that she participated in through a grant LinkAGES. The program had Regis Pharmacy Students and our seniors work

together on their family histories. The program ended in April with a reception whereby both student and residents presented their family trees.

Mr. Klein presented his CEO report. He noted as of the board meeting assisted living (AL) was in outbreak status with two cases and senior living had five cases. There were two staff out with Covid. Staff in AL were following outbreak protocols. He advised construction was almost complete and that Pinkard was no longer on site every day. He shared how we are currently utilizing volunteers and are exploring tapping into a community program called A Little Help. This organization is discussing providing Kavod Senior Life with ten volunteers to be matched with ten residents to assist with small tasks. He also advised that the health & wellness department continues to have success with their programs and has secured an on-site optometrist. We recently received \$50k from the Daniel Funds for the volunteer program and Kavod on the Road. Kavod also received \$20k for kosher food and \$10k for general programming from an individual donor. Mr. Klein noted that his brother and sister-in-law are underwriting the Music and Memory program this year.

Ms. Zwerdinger provided the board with an update on the progress of the eviction of a resident. The court supported the eviction and the resident appealed the case. The upper court reviewed the case and supported the lower court's decision. She also advised that the resident has submitted a reasonable accommodation discrimination case with HUD against Kavod Senior Life. HUD has asked Kavod to submit our documentation, which we have done; however, the eviction process will progress even though the HUD review is still on going.

The meeting was adjourned at 6:45pm.

RESOLUTION OF THE BOARD OF TRUSTEES
June 26, 2023

ALLIED HOUSING, INC. ("Corporation")
d/b/a Kavod Senior Life
22 South Adams Street
Denver, CO 80209

Re: Morgan Stanley Smith Barney ("MSSB") Authorized Persons for
Corporation Accounts

The following is a full, true and correct copy of Resolutions duly adopted by vote of the Board of Directors of the Corporation in regular order. Such Resolutions have not been rescinded or modified and are in full force and effect.

RESOLVED:

FIRST, that John McCarthy and Michael Klein (the "Authorized Persons") are, and each of them hereby is, authorized and empowered to the fullest extent possible to act on behalf of the Corporation to establish and maintain with MSSB one or more cash accounts, margin accounts, BusinessScape accounts, commodities accounts, or any other type of account offered by MSSB and its applicable affiliates ("Account"), for the purpose of purchasing, investing in, or otherwise acquiring, selling (including short selling), possessing, transferring, exchanging, borrowing, pledging or otherwise disposing of, and generally dealing in and with, cash and any and all forms of securities and financial instruments, including but not limited to shares, stocks, bonds, debentures, notes, scrip, participation certificates, rights to subscribe, options, warrants, futures, commodities, commodity futures and/or options on futures, certificates of deposits, mortgages, evidence of indebtedness, commercial paper, and interests of any and every kind and nature whatsoever, secured and unsecured, whether represented by trust, participating and/or other certificates or otherwise.

SECOND, that, without obligation on MSSB's part to inquire, instructions or actions by any Authorized Person shall individually have the fullest authority on behalf of the Corporation with respect to the Account including, but not limited to, authority to:

- 1) give written or oral instructions to MSSB with respect to any securities in, or transaction or service offered in connection with, the Account;
- 2) deposit or withdraw money, securities and other property of the Corporation to and from the Account;
- 3) borrow money from MSSB and secure payment thereof with the property of the

Corporation;

- 4) bind the Corporation to any contract, arrangement or transaction which shall be entered into by any Authorized Person with or through MSSB;
- 5) make payments related to the Account by checks and/or drafts drawn upon the funds of the Corporation;
- 6) endorse any securities in order to pass ownership thereof or for any other purpose;
- 7) direct the sale or exercise of any rights with respect to securities therein;
- 8) sign releases and powers of attorney and enter into contracts and agreements, including but not limited to any MSSB account agreements and documentation relating to any debit or credit card, the checkwriting privilege, online services, electronic fund transfers and other services which are or may be offered in connection with the Account (where available), as such documents may be modified from time to time, and any documentation permitted or contemplated by such agreements, products and services, and to affix the corporate seal to same when necessary;
- 9) direct MSSB to surrender securities to the proper agent or party for the purpose of effecting any exchange or conversion, or otherwise; and
- 10) take any and all action in connection with the Account deemed necessary or desirable by any Authorized Person.

THIRD, that any Authorized Person may appoint any person(s) employed by the Corporation ("Designated Persons") to: (1) conduct trading in the Account; (2) endorse any securities, or to make, execute and deliver, any instrument of assignment and/or transfer necessary or proper to pass title to such securities; (3) sign checks (in which event, the signature of the Designated Person shall promptly be provided on any applicable signature card upon request by MSSB); (4) use any associated debit or credit card (where available); or (5) provide instructions to effect electronic fund transfers.

FOURTH, that each Authorized Person is empowered and authorized to do all things each deems necessary or desirable to implement the foregoing Resolutions.

FIFTH, that MSSB may deal with any and all of the persons directly or indirectly empowered by foregoing Resolutions as though they are dealing with the Corporation directly.

SIXTH, that the Secretary of Corporation (or other duly designated officer) is hereby authorized and empowered to certify to **MSSB**, under the seal of the Corporation or otherwise:

- 1) a true, correct and complete copy of these Resolutions;

- 2) specimen signatures of each Authorized Person and each Designated Person empowered by these Resolutions, if so requested by MSSB;
- 3) a certificate (which, if required by MSSB, shall be supported by an opinion of the general counsel of the Corporation, or other counsel satisfactory to MSSB) that the Corporation is duly organized and in good standing, that the corporate charter authorizes the action or business described in these Resolutions, and that no limitation has been imposed upon such powers by constitution, statute, regulation, charter, by-law or otherwise.

SEVENTH, that MSSB may rely upon any certification given in accordance with these Resolutions as continuing fully effective unless and until MSSB shall receive due written notice of an amendment, modification or rescission of such Resolutions or certification. Further resolved that MSSB shall not be liable for any action taken or not taken upon instruction of any Authorized Person or Designated Person prior to MSSB's actual receipt of written notice of the termination or impairment of such person's authority. The failure to supply any specimen signature shall not invalidate any transaction which is in accordance with authority previously granted. Further resolved that the Corporation shall indemnify and hold harmless MSSB and any of its subsidiaries and affiliates from any and all claims that a transaction was unauthorized or outside the scope of the Corporation's powers, if such transaction was authorized by any of the Authorized Persons or Designated Persons.

EIGHTH, that in the event of any change in the office or powers of persons hereby empowered, the secretary (or other duly designated officer), shall certify such changes to MSSB, in writing, which certification, when MSSB receives it, shall terminate the powers of the persons previously authorized and empower the persons thereby substituted in accordance with all the provisions of these Corporate Resolutions.

NINTH, that the Corporation hereby authorizes MSSB to charge any amount due to MSSB under any contractual arrangement with the Corporation, against any or all of the accounts and other property of the Corporation held with MSSB or any of its affiliates, with the Corporation remaining liable for any deficiency and each Authorized Person or Designated Person is authorized and directed to pay to MSSB by checks and/or drafts drawn upon the funds of the Corporation such sums as may be necessary to discharge the Corporation's obligations to MSSB.

TENTH, the Corporation agrees that MSSB may apply these Resolutions to any accounts in the name of the Corporation.

Certification of the Duly Authorized Officer of the Corporation

I hereby certify that I am the Duly Authorized Officer of the Corporation named above, a corporation duly organized and existing under the laws of the State of Colorado or other non-U.S. jurisdiction, that the Corporation is in good standing and qualified to do business in this state or other non-U.S. jurisdiction. I further certify that the Resolutions herein are a true, correct and complete copy of Resolutions duly adopted at a meeting of the Board of Directors of the Corporation held on the date specified above, at which meeting a quorum was present and voting; that such Resolutions are in accordance with the charter and by-laws of the Corporation, are in full force and effect and have not been amended, modified or rescinded.

IN WITNESS WHEREOF, I have hereunto affixed my hand.

Sharon E. Caulfield
Secretary of the Corporation
June 26, 2023

Authority of the Corporate Duly Authorized Officer

The Corporation certifies that the Corporate Duly Authorized Officer whose name appears above in the Certification has been duly elected to and now holds that office and that the signature appearing opposite his or her name is his or her true signature.

Michael Klein
Chief Executive Officer
June 26, 2023

ESSEY BEDILU YIRDAW

3990 Eaton Park Street, Aurora, CO 80019
esseybedilu@gmail.com • 469-733-7968

Highly focused and detail-oriented professional, looking to leverage experience in health equity, data analytics, leadership, design thinking, quality improvement, and strategic planning through a challenging business operations position.

Work Experience:

Colorado Hospital Association (CHA)

Senior Director, Data Analytics and Health Equity (December 2019-Present)

- Led the development of a Healthy Equity learning series for hospitals members which resulted in over 120 hospital members (about 55 hospitals) registration for the series
- Responsible for driving executive development and implementation of a comprehensive plan for the strategic and operational functioning of data and health equity at CHA
- Day to day management over a team of 3 data analysts to ensure completion of all required ongoing and ad-hoc data analysis projects, outputs and other deliverables
- Prepare, interpret, summarize, and describe analytic results to a variety of audiences ranging from health care executives and clinical staff to policy makers and elected officials
- Leadership over annual operations budget, oversight and management of all expenditures and deployment of resources related to data department.
- Part of CHA leadership team at CHA that researches, prepares and communicates upcoming legislative and advocacy issues on behalf of members
- Communicate with both internal and external customers to identify and respond to CHA data, analysis and advocacy needs.
- Identify and apply developed processes and techniques to provide data analytics using a wide variety of new and existing data sources including provider billing data, health discharge data, clinical data, population and socio-economic data and other available data resource

University of Colorado at Anschutz Medical Campus, School of Medicine, Institute for Healthcare Quality, Safety and Efficiency (IHQSE)

Program Manager (January 2018-December 2019)

- Partner with Director to create and operationalize long term strategic planning that supports the vision of IHQSE
- Manage and oversee a portfolio of quality, safety, and leadership training programs designed for students, residents, fellows, faculty, and staff which educates over 200 participants annually
- Develop, maintain, and support a performance tracking system for improvement work done within IHQSE
- Develop, manage and report all the fiscal activities for IHQSE budget
- Make business recommendation to Director on future program/personnel expansion based on current spending
- Use Vizient's Clinical Data base to understand quality and financial opportunities for University of Colorado Hospital
- Developed and helped to manage seven separate cost analysis projects and engaged with hospital leadership on how to set priorities for the year

University of Colorado at Anschutz Medical Campus, Department of Medicine, Division of Hospital Medicine (May 2013-December 2017)

Interim Division Administrator (June 2017-December 2017)

- Manage operations and fiscal activities of \$15M+ for practice with nearly 100 faculty and staff

- Supervise administrative and support staff, including one Program Manager, two Program Coordinators, and a summer student worker
- Responsible for recruiting, hiring, instructing, retaining, overseeing, managing, and providing performance management for all administrative staff
- Manage all funds flow and salary allocation for the Hospital Medicine Division including quarterly reconciliation and analyzing and preparing budget reports
- Manage purchasing activities, including oversight and delegation of purchasing responsibilities and adherence to UCD and UCH purchasing policies by administrative staff
- Collaborate with senior Hospital Medicine Division leadership to provide support, documentation, and budgetary analysis to facilitate regular negotiations with Department of Medicine and University of Colorado Hospital executives
- Serve as a member of the Hospital Medicine Division executive leadership team

Program Manager- Quality, Patient Safety and Scholarship (August 2015-May 2017)

- Oversaw all aspects of quality improvement (QI), patient safety (PS), and faculty development activities within the Hospital Medicine Division, including program/project conception, implementation, analysis of trends, and dissemination of results
- Created and disseminated individual provider dashboards of quality, safety, and efficiency outcomes on a quarterly basis to all physician and Advance Practice Professional faculty
- Produced and shared a weekly data log focused on in-hospital patient placement geography with stakeholders, including University of Colorado Hospital's Chief Quality Officer, Physician Advisor, and Director of Resource Management and Capacity
- Created quantitative and qualitative data collection systems for quality improvement initiatives, including data extraction, database management, and deployment of surveys
- Provided data management, analysis, and quarterly reporting to Hospital Medicine Division and University of Colorado Hospital stakeholders regarding quality and safety initiatives
- Collaborated with Director of Quality and other group faculty to support and direct process improvement initiatives and work on quality improvement projects, including utilization of common quality improvement and project management tools

Administrative Assistant (May 2013-July 2015)

- Provided data management, analysis, and quarterly reporting of readmission and length of stay data to service line directors
- Prepared monthly readmission and length of stay reports for business meetings
- In conjunction with the Faculty Development Director, managed budget, travel, and agenda for the Visiting Professor program
- Managed faculty and resident moonlighting programs including recruitment, scheduling, payroll processing, and policy updates
- Worked with practice administrator to complete, evaluate, and distribute physician clinical schedules
- Created and tracked all clinical shifts for clinical faculty members

Education:	Baylor University - Waco, TX Bachelor of Science, Family and Consumer Sciences Major: Child and Family Studies	Graduated: May 2009
	Lake Erie College of Osteopathic Medicine-Erie, PA Post Baccalaureate Medical Sciences Certificate	Graduated: April 2011
	Colorado School of Public Health-Aurora, CO, Masters of Public Health Health Systems, Management and Policy	Graduated: May 2015

Additional Training: Introductory Training Program in Quality Improvement through CU's Institute for Healthcare Quality, Safety, and Efficiency, December 2016, Vizient Analyst Certificate Program



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
Fiscal Committee
AGENDA**

**Tuesday, June 20, 2023
8:00am VIA Zoom**

8:00am	Welcome	Joey Simon
8:05am	Construction Update	Marx Okubo/Kavod
8:30am	Review of April & May 2023 Minutes	Joey Simon
8:35am	Overview of March & April 2023 FS	John McCarthy
9:00am	Adjourn	Joey Simon



Notes to April 2023 Financial Statements

The following represents a summary analysis of significant items reflected in the April 2023 financial statements. All financial statistics are considered preliminary and subject to change, pending independent review by Kavod Senior Life's contracted auditing firm.

May 2023 Outlook:

- The April 1st increase in Housing Assistance Payments (HAP) continues to contribute an additional \$66K of rent revenue above budgeted expectations for the month.
- Grant revenue activity remains well behind budget expectations through May. Kavod is waiting for feedback on several applications that have the potential to reverse this trend by Q3.
- The use of temporary labor to fill vacant full time positions in the Maintenance department persists, contributing an additional \$36K of expense over budget YTD. Recruitment for permanent staff remains very challenging. Wage adjustments for Maintenance Technicians are planned to boost retention and encourage qualified applicants.
- Maintenance supply and contract costs continue to stabilize in May, however, total expense in these categories exceed budget by \$89K YTD.
- On May 19th, Kavod received payment for the outstanding Employee Retention Tax Credits (ERC). The payment resolves the outstanding receivable of \$815K from the initial application and provides an added \$35K of interest income.
- The implementation process with Paylocity, the new payroll services company, began mid-May with expected completion by July 1st.

April 2023:

Cash:

- Operating Cash increased \$134K from March to April, ending the month at \$5M. Of this balance, \$4M is invested in money market and short-term treasury bills at MidFirst Bank. The combined rate of return is 4.62%.
- Total Cash for April is \$8.4M versus \$8.3M at the end of the prior month.

Balance Sheet changes YTD:

- Total Cash declined \$1M since January 1st, with \$831K attributed to final construction retention paid in January/February.

Statement of Activities:

- Net income is \$18K behind budget expectations YTD, reflecting a slight net loss of \$3K. For the month, net income is \$160K compared to a budgeted net income of \$41K.

Revenue:

- Total Revenue is \$3.75M YTD compared to a budget of \$3.74M. The \$10K favorable variance YTD reverses a revenue shortfall from the first quarter, and is attributed to the increase in Housing Assistance Payments (HAP) that became effective on April 1st and the receipt of the \$50K Daniels Fund grant.

- Rent revenue exceeds budget by \$51K YTD, with \$60K greater than projected HAP subsidies. There were four units vacant in April.
- Total Adjustment represents rent loss for the two Night Manager apartments, as well as any concessions provided to prospective residents to lease market rate units.
- Total Tenant Charges is comprised of rents for leased space from CU Medicine and Legacy Healthcare, and revenue from laundry machine usage.
- Food Service Revenue is below budget by \$9K YTD. The unfavorable variance YTD includes a \$6K adjustment in April for revenue posted in error for the prior period. There were 43 meal exceptions in April.
- Assisted Living Revenue is below budget by \$10K YTD, with one unit vacant in April. As in previous months, the number of units occupied with Medicaid residents is greater than budget. Leasing and Assisted Living staff are actively targeting market rate applicants to realign the ratio of Market and Medicaid units to budget.
- Grant Revenue is below budget by \$42K YTD. Receipt of the \$50K Daniels Fund grant improved YTD performance in this category, but activity remains well behind budget expectations. Several grant requests have been submitted, with decisions pending in Q2.
- Other Revenue exceeds budget by \$10K, and represents interest income from investment and bank accounts, as well as miscellaneous revenue from operations.

Expenses:

- Total Operating Expenses are \$3.2M YTD compared to a budget of \$3.1M. The \$112K unfavorable variance YTD is roughly 4% higher than budget expectations.
- Total Administrative Expenses exceed budget by \$73K YTD, and is comprised of the following:
 - Salaries and Benefits exceed budget by \$67K YTD. Of this total, \$10K is attributed to retroactive annual salary increases for management staff members, \$20K for annual incentives that exceeded budgeted expectations, \$18K for accrued earned vacation paid to the previous CFO upon his resignation, and \$9K for associated payroll taxes.
 - Professional Fees exceed budget by \$700 YTD. Legal expense is over budget by \$17K YTD due to costs associated with the recent Fair Housing Audit and an ongoing resident eviction. Audit fees have yet to be invoiced in 2023, as the annual financial audit is still in process, reflecting a temporary savings of \$16K YTD.
 - Other Administrative Expense exceeds budget by \$5K YTD, and is due largely to the timing of several software and network licensing renewals.
- Utility Expense exceeds budget by \$1K YTD, reversing a trend of much larger variances from Q1. Gas charges exceed budget by \$16K YTD. Electricity charges are below budget by \$15K YTD, reflecting \$15K of savings due to Community Solar Rewards credits received through April.
- Maintenance and Operational Expenses exceed budget by \$108K YTD, and is comprised of the following:
 - Temporary Labor exceeds budget by \$26K YTD. Open full time positions continue to require the use of temporary staffing to keep pace with apartment turnover and work orders.

- Supplies exceed budget by \$58K YTD. Greater than expected apartment turnover, as well as returning previously vacant units for construction activity to rentable status has pushed supply expense beyond budgeted expectations.
- Contract – Building Repairs exceeds budget by \$40K YTD. In addition to apartment turnover costs, various mechanical, plumbing, and carpet installation needs have pushed repair costs beyond budgeted expectations.
- Food Service Expense is below budget by \$52K YTD. Temporary staffing needs and Food and Beverage costs are both less than budgeted expectations YTD.
- Total Non-Profit Expenses exceed budget by \$5K. Grant Expense exceeds budget by \$35K YTD, with Passover Food (\$18K) the largest contributor to the overage. A \$20K donation was received in March to cover this expense, and is reflected in Non-Profit Revenue. Kavod on the Road Program expense is \$27K below budget YTD. However, this savings is expected to be temporary, as upcoming scheduled events will utilize these funds.

Net Operating Income:

- Net Operating Income is \$493K YTD compared to a budget of \$595K. With a \$102K unfavorable variance, operating income is roughly 17% lower than expected YTD.

Non-Operating Expenses:

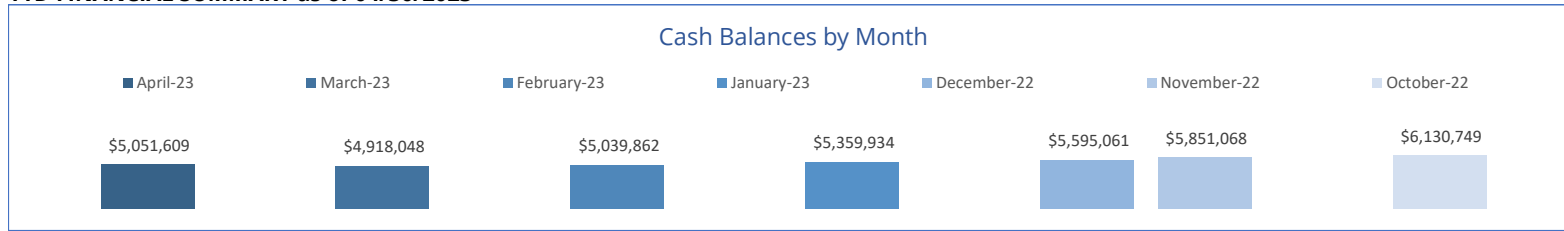
- Non-Operating Expenses are below budget by \$84K YTD. Budgeted Deferred Compensation of \$36K will be paid in Q2, reducing this favorable variance by nearly half.

Capital Items:

- Carpet and LVT flooring installation costs totaling \$78K were paid in April for updates to the East building corridors and elevator lobbies. Of the \$923K allocated for 2023 capital projects, \$358K has been spent YTD.

KAVOD SENIOR LIFE

YTD FINANCIAL SUMMARY as of 04/30/2023



Cash Balances by Month - See Chart	April-23	March-23	February-23	January-23	December-22	November-22	October-22
Operating Cash on Hand	\$ 5,051,609	\$ 4,918,048	\$ 5,039,862	\$ 5,359,934	\$ 5,595,061	\$ 5,851,068	\$ 6,130,749
Total Cash	\$ 8,450,522	\$ 8,305,580	\$ 8,530,087	\$ 8,616,559	\$ 8,628,497	\$ 9,030,535	\$ 9,140,803

Net Income-YTD	April-23	March-23	February-23	January-23	December-22	November-22	October-22
Actual	\$ (3,243)	\$ (163,691)	\$ (51,671)	\$ (44,500)	\$ 126,755	\$ 188,201	\$ 187,834
Budget	\$ 14,464	\$ (26,545)	\$ 3,320	\$ 6,272	\$ 429,121	\$ 429,121	\$ 365,387
Variance	\$ (17,707)	\$ (137,146)	\$ (54,991)	\$ (50,772)	\$ (302,366)	\$ (240,920)	\$ (177,553)

Kavod Meal Exceptions	April-23	March-23	February-23	January-23	December-22	November-22	October-22
Number of Residents	43	42	43	44	43	42	40

Occupancy Percentage	April-23	March-23	February-23	January-23	December-22	November-22	October-22
	99%	98%	98%	97%	96%	96%	96%

Vacant Units	April-23	March-23	February-23	January-23	December-22	November-22	October-22
Independent Living	4	6	6	8	12	11	12
Assisted Living	1	1	1	1	2	3	4
Total Vacant Units	5	7	7	9	14	14	16

Grant Revenue-YTD	April-23	March-23	February-23	January-23	December-22	November-22	October-22
Actual	\$ 50,000	\$ -	\$ -	\$ -	\$ 105,493	\$ 31,993	\$ 31,993
Budget	\$ 92,233	\$ 69,175	\$ 46,117	\$ 23,058	\$ 324,036	\$ 294,662	\$ 267,875
Variance	\$ (42,233)	\$ (69,175)	\$ (46,117)	\$ (23,058)	\$ (218,543)	\$ (262,669)	\$ (235,882)

MidFirst Construction Loan Balance	April-23	March-23	February-23	January-23	December-22	November-22	October-22
Drawn Down	\$ 14,905,804	\$ 14,938,520	\$ 14,975,006	\$ 15,007,537	\$ 15,039,982	\$ 15,777,577	\$ 15,777,577
Available	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,222,423	\$ 1,222,423
Total	\$ 14,905,804	\$ 14,938,520	\$ 14,975,006	\$ 15,007,537	\$ 15,039,982	\$ 17,000,000	\$ 17,000,000
Debt Coverage Ratio	1.70	0.95	1.37	1.11	1.41	1.32	1.32
Principal balance of the loan	\$ 14,938,520	\$ 14,938,520	\$ 14,975,006	\$ 15,007,540	\$ 15,007,540	\$ 15,039,985	\$ 14,297,578

Employees	April-23	March-23	February-23	January-23	December-22	November-22	October-22
Full time	\$ 65	\$ 66	\$ 68	\$ 68	\$ 62	\$ 55	\$ 55
Part time	\$ 15	\$ 15	\$ 17	\$ 15	\$ 23	\$ 27	\$ 27
Total	\$ 80	\$ 81	\$ 85	\$ 83	\$ 85	\$ 82	\$ 82

Open Positions-Full Time	5.00	5.00	-	-	2.00	2.00	3.00
Open Positions Part-Time	1.00	1.00	-	-	1.00	1.00	0.50

Kavod Senior Life Foundation	December-22	March-23	Change
Investment Balance	\$ 6,011,198	\$ 6,309,008	\$ 297,811

Note: The Foundation balance will be updated quarterly.

Kavod Senior Life
Summary Statement of Activities (with PTD)
For the month ending April 2023

6/16/2023 4:19 PM

	MTD Actual	MTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual	
REVENUE										
5000-99-999	TOTAL RENT REVENUE	\$ 768,346	\$ 697,610	\$ 70,736	\$ 10	\$ 2,818,241	\$ 2,766,441	\$ 51,800	\$ 2	\$ 8,398,796
5000-40-400	TOTAL ADJUSTMENTS	-4,350	-3,852	-498	-13	-15,906	-15,408	-498	-3	-46,224
	TOTAL TENANT CHARGES	389	1,338	-949	-71	4,797	3,876	921	24	14,579
5000-99-999	TOTAL RENTAL INCOME	764,385	695,096	69,289	10	2,807,132	2,754,909	52,223	2	8,367,151
	TOTAL FOOD SERVICE	92,760	100,854	-8,094	-8	388,236	397,417	-9,181	-2	1,200,250
5310-99-999	TOTAL ASSISTED LIVING REVENUE	91,112	91,404	-292	0	349,274	359,616	-10,342	-3	1,140,848
5320-99-999	TOTAL ACTIVITY REVENUE	2,069	1,966	103	5	6,296	7,603	-1,307	-17	24,313
5600-99-999	TOTAL NON-PROFIT REVENUE	34,478	28,821	5,657	20	126,508	115,284	11,224	10	463,496
5610-99-999	TOTAL GRANT REVENUE	50,000	23,058	26,942	117	50,000	92,233	-42,233	-46	286,700
5900-99-998	TOTAL OTHER REVENUE	2,086	2,044	42	2	20,170	10,277	9,893	96	29,594
5900-99-999	TOTAL REVENUE	1,036,890	943,243	93,647	10	3,747,616	3,737,339	10,278	0	11,512,352
6000-00-000 EXPENSES										
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	140,114	131,361	-8,753	-7	648,281	581,034	-67,247	-12	1,755,139
6010-99-999	TOTAL PROFESSIONAL FEES	1,245	7,981	6,736	84	24,341	23,641	-700	-3	59,252
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	1,004	1,004	0	0	4,017	4,016	-1	0	12,048
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	30,888	26,778	-4,110	-15	119,010	114,168	-4,842	-4	331,674
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	173,251	167,124	-6,127	-4	795,649	722,860	-72,789	-10	2,158,113
6100-99-999	TOTAL MARKETING AND ADVERTISING	9,900	5,597	-4,303	-77	17,243	19,806	2,563	13	63,565
6400-99-999	TOTAL UTILITY EXPENSES	18,706	31,239	12,533	40	135,236	134,206	-1,030	-1	404,577
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSES	81,865	80,222	-1,643	-2	351,791	334,315	-17,476	-5	1,049,765
6510-99-999	TOTAL MATERIALS	21,858	23,983	2,125	9	150,049	94,283	-55,766	-59	283,302
6520-99-998	TOTAL CONTRACT COSTS	73,596	63,496	-10,100	-16	293,119	258,139	-34,980	-14	740,609
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	177,319	167,701	-9,618	-6	794,959	686,737	-108,222	-16	2,073,676
6700-99-999	TOTAL TAXES AND INSURANCE	36,117	33,021	-3,096	-9	117,700	131,583	13,882	11	395,048
6900-99-999	TOTAL FOOD SERVICE	124,394	145,402	21,008	14	530,962	583,378	52,415	9	1,758,182
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	74,872	78,466	3,594	5	309,655	317,323	7,668	2	983,808
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	52,208	44,814	-7,394	-16	181,499	178,254	-3,245	-2	563,361
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	6,500	7,624	1,124	15	28,804	30,496	1,692	6	98,793
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	30,286	29,823	-464	-2	121,290	120,781	-510	0	401,157
7009-99-999	TOTAL OTHER INCOME / EXPENSE	0	8	8	100	-18	33	52	155	100
8000-99-999	TOTAL NON-PROFIT EXPENSES	48,180	55,371	7,192	13	222,128	217,236	-4,892	-2	676,147
8999-99-998	TOTAL OPERATING EXPENSES	751,732	766,189	14,457	2	3,255,109	3,142,693	-112,416	-4	9,576,527
8999-99-999	NET OPERATING INCOME / LOSS	285,158	177,055	108,103	61	492,508	594,646	-102,139	-17	1,935,825
9019-99-999	TOTAL NON-OPERATING EXPENSES	124,767	136,046	11,279	8	495,750	580,183	84,433	15	1,660,548
9999-99-998	NET INCOME / LOSS	\$ 160,391	\$ 41,009	\$ 119,382	\$ 291	\$ (3,243)	\$ 14,464	\$ (17,706)	\$ (122)	\$ 275,277
							\$ (2,063)			

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

Kavod Senior Life
Summary Balance Sheet (With Period Change)
For the month ending April 2023

	Beginning	Balance	Balance	Net
	Balance January 2023	Mar-23	Apr-23	Change
1000-00-001 ASSETS				
1000-00-003 CASH				
UNRESTRICTED CASH	\$ 7,551,735	\$ 7,238,216	\$ 7,380,785	\$ (170,950)
1010-99-998 RESTRICTED CASH	1,888,916	1,067,364	1,069,737	(819,179)
1010-99-999 TOTAL CASH	9,440,651	8,305,580	8,450,522	(990,129)
1020-90-999 ACCOUNTS AND NOTES RECEIVABLE	941,360	931,545	942,552	1,192
1100-00-999 PREPAID EXPENSES	313,279	234,993	282,923	(30,356)
1200-90-999 OTHER CURRENT ASSETS	3,403,993	3,303,273	3,300,287	(103,706)
1200-99-999 CURRENT ASSETS	3,403,993	3,303,273	3,300,287	(103,706)
1300-99-999 PROPERTY AND EQUIPMENT	37,495,199	37,789,332	37,789,332	294,133
1310-90-999 ACCUMULATED DEPRECIATION AND AMORTIZATION	-19,554,364	-19,809,031	-19,893,920	(339,556)
1310-99-999 NET PROPERTY AND EQUIPMENT	17,940,835	17,980,301	17,895,412	(45,423)
1399-99-998 OTHER NONCURRENT ASSETS	99,590	99,590	99,590	-
1999-99-999 TOTAL ASSETS	32,139,708	30,855,282	30,971,286	(1,168,422)
2000-00-000 LIABILITIES AND EQUITY / FUND BALANCE				
2000-99-999 ACCOUNTS PAYABLE	330,584	190,378	152,712	(177,872)
2010-90-999 ACCRUAL PAYROLL AND BENEFITS	274,969	265,863	261,270	(13,699)
2020-99-998 OTHER CURRENT LIABILITES	2,376,020	2,278,411	2,300,008	(76,012)
2020-99-999 CURRENT LIABILITIES	2,981,514	2,734,652	2,713,990	(267,524)
2100-99-999 DEPOSITS AND PREPAID LIABILITIES	182,144	201,563	210,559	28,415
2500-99-999 MORTGAGE AND NOTES PAYABLE	15,831,809	14,938,520	14,905,804	(926,005)
	18,995,467	17,874,735	17,830,353	(1,165,114)
2999-99-999 TOTAL LIABILITIES				
3000-99-999 CONTRIBUTED CAPITAL	909,447	909,447	909,447	-
3600-99-997 RETAINED EARNINGS / FUND BALANCE	12,234,794	12,071,100	12,231,486	(3,308)
3999-99-998 EQUITY / FUND BALANCE	13,144,241	12,980,547	13,140,933	-3,308
3999-99-999 TOTAL LIABILITIES AND EQUITY / FUND BALANCE	\$ 32,139,708	\$ 30,855,282	\$ 30,971,286	(1,168,422)

Kavod Senior Life
Consolidated Cash Flow Statement
For the month ending April 2023

	Period to Date	%	Year to Date	%	
REVENUE					
5000-99-999	TOTAL RENT REVENUE	768,346	76	2,818,241	76
5010-00-999	TOTAL ADJUSTMENTS	-4,350	0	-15,906	0
5020-99-999	TOTAL TENANT CHARGES	389	0	4,797	0
5300-00-999	TOTAL FOOD SERVICE	92,760	7	388,236	9
5310-99-999	TOTAL ASSISTED LIVING REVENUE	91,112	9	349,274	9
5320-99-999	TOTAL ACTIVITY REVENUE	2,069	0	6,296	0
5600-99-999	TOTAL NON-PROFIT REVENUE	34,478	3	126,508	3
5610-99-999	TOTAL GRANT REVENUE	50,000	5	50,000	1
5900-99-998	TOTAL OTHER REVENUE	2,086	0	20,170	1
	TOTAL REVENUE	1,036,890	100	3,747,616	100
EXPENSES					
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	140,114	14	648,281	17
6010-99-999	TOTAL PROFESSIONAL FEES	1,245	0	24,341	1
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	1,004	0	4,017	0
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	30,888	3	119,010	3
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	173,251	17	795,649	21
6100-99-999	TOTAL MARKETING AND ADVERTISING	9,900	1	17,243	0
6400-99-999	TOTAL UTILITY EXPENSES	18,706	2	135,236	4
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSES	81,865	8	351,791	9
6510-99-999	TOTAL MATERIALS	21,858	2	150,049	4
6520-99-998	TOTAL CONTRACT COSTS	73,596	7	293,119	8
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	177,319	17	794,959	21
6700-99-999	TOTAL TAXES AND INSURANCE	36,117	4	117,700	3
6900-99-999	TOTAL FOOD SERVICE	124,394	12	530,962	14
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	74,872	5	309,655	7
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	52,208	5	181,499	5
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	6,500	1	28,804	1
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	30,286	3	121,290	3
7009-99-999	TOTAL OTHER INCOME / EXPENSE	0	0	-18	0
8000-99-999	TOTAL NON-PROFIT EXPENSES	48,180	5	222,128	6
	TOTAL EXPENSES	751,732	72	3,255,109	87
	NET OPERATING INCOME / LOSS	285,158	28	492,508	13
	TOTAL NON-OPERATING EXPENSES	124,767	12	495,750	13
	NET INCOME / LOSS	160,391	16	-3,243	0
ADJUSTMENTS					
1020-00-010	A/R -Tenants	-6,232	-1	-2,176	0
1020-10-010	A/R - HAP	-6,387	-1	-3,235	0
1020-20-010	A/R - Medicaid	111	0	-1,631	0
1020-40-010	A/R - Employees	100	0	-450	0
1020-60-000	A/R - Other	1,400	0	6,300	0
1100-00-100	Prepaid Insurance - Property / Liability	-56,639	-6	12,844	0
1100-00-200	Prepaid Insurance - Workers Comp	2,891	0	3,728	0
1100-00-300	Prepaid Expense - Other	5,819	1	13,784	0
1200-80-000	Due from Affiliates	2,986	0	103,706	3
1300-20-200	Building Equipment - Fixed	0	0	-12,335	0
1300-20-300	Building Equipment - Portable	0	0	-3,193	0
1300-80-100	Construction in Progress	0	0	-278,606	-8
1310-20-100	Accum Depr - Buildings	84,889	8	339,556	9
2000-10-000	Accounts Payable	-37,666	-4	-177,871	-5

Kavod Senior Life
Consolidated Cash Flow Statement
For the month ending April 2023

	Period to Date	%	Year to Date	%	
2010-10-000	Accrued Payroll Wages Payable	-384	0	1,064	0
2010-20-100	Payroll Taxes Payable - 941	-677	0	-3,932	0
2010-30-010	Health Insurance Payable	-79	0	149	0
2010-30-070	Transportation Benefits Payable	25	0	167	0
2010-30-100	Flexible Spending Account Deferrals	-3,478	0	-11,147	0
2020-20-000	Accrued Utilites	4,968	0	4,968	0
2020-30-000	Due to Affiliates	16,629	2	-80,980	-2
2100-10-100	Tenant Security Deposits	382	0	3,612	0
2100-10-200	Security Deposit Interest	179	0	623	0
2100-10-400	Security Deposit - Pet	0	0	300	0
2100-10-700	Sec Dep Clearing Account	-462	0	-1,226	0
2100-20-000	Tenant Prepaid Rents	8,897	1	25,105	1
2500-10-100	Construction Loan	-32,715	-3	-134,178	-4
2500-10-150	Retention Payable	0	0	-791,827	-21
TOTAL ADJUSTMENTS		-15,443	-2	-986,880	-27
CASH FLOW		144,948	14	-990,123	-27

Period to Date	Beginning Balance	Ending Balance	Difference		
1000-10-000	Petty Cash	800	800	0	
1000-10-100	Cash Operating - Shared	133,329	85,446	-47,883	
1000-10-200	Operating	366,254	504,919	138,665	
1000-10-300	ANB West LLLP	100,481	100,519	39	
1000-10-500	Food Service Ops	-3,712	26,042	29,754	
1000-10-600	Assisted Living Ops	278,717	291,704	12,987	
1000-20-000	Cash Savings	0	0	0	
1000-20-100	Cash Savings 2	4,042,179	4,042,179	0	
1000-30-000	Investment Accounts	2,103,698	2,103,698	0	
1000-30-200	Cash Investment 3	18,123	18,123	0	
1000-40-000	Cash Construction	0	0	0	
1000-50-100	Cash Payroll	132,609	147,878	15,269	
1000-50-200	Cash FSA	65,739	59,477	-6,262	
1000-90-999	Cash - Other	0	0	0	
1010-01-000	Security Deposit	185,267	187,493	2,226	
1010-01-100	ANB West LLLP 1839	257,119	257,267	148	
1010-04-000	Cash Restricted - Reserve for Replacement	453,743	453,743	0	
Total Cash		8,305,580	8,450,522	144,943	
Year to Date	Beginning Balance	Ending Balance	Difference		
1000-10-000	Petty Cash	800	800	0	
1000-10-100	Cash Operating - Shared	3,001	85,446	82,444	
1000-10-200	Operating	971,096	504,919	-466,177	
1000-10-300	ANB West LLLP	100,357	100,519	162	
1000-10-500	Food Service Ops	4,936	26,042	21,107	Cash Operating Bala
1000-10-600	Assisted Living Ops	248,649	291,704	43,055	as of April 30, 202
1000-20-000	Cash Savings	0	0	0	\$ 5,051,609
1000-20-100	Cash Savings 2	4,031,095	4,042,179	11,084	
1000-30-000	Investment Accounts	2,103,698	2,103,698	0	
1000-30-200	Cash Investment 3	18,123	18,123	0	
1000-40-000	Cash Construction	0	0	0	
1000-50-100	Cash Payroll	63,060	147,878	84,817	
1000-50-200	Cash FSA	6,919	59,477	52,557	
1000-90-999	Cash - Other	0	0	0	
1010-01-000	Security Deposit	176,121	187,493	11,373	

Kavod Senior Life
Consolidated Cash Flow Statement
For the month ending April 2023

		Period to Date	%	Year to Date	%
1010-01-100	ANB West LLLP 1839	256,643	257,267	624	
1010-04-000	Cash Restricted - Reserve for Replacement	453,743	453,743	0	
	Total Cash	8,609,476	8,450,522	-158,953	

Kavod Senior Life

Fiscal Committee Meeting Minutes - May 16, 2023 (Held Using Zoom)

Members Present: Connell Saltzman (Chair), Brian Botnick, Rob Friedman, Rodi Liv, Perry Moss, and Joey Simon.

Staff Present: Michael Klein, Tracy Kapaun, and John McCarthy.

Guests: Max Reiner and Michael Silverman with Marx/Okubo.

The meeting was called to order at 8:00 AM.

Max with Marx/Okubo provided an update on the remaining construction activities and projected timeline to completion. Delivery of the electrical shunt-trip disconnect breakers for the elevators continues to be delayed, pushing installation to late-May or early June. Contractors remain prepared to begin installation two to three weeks following receipt of the breakers. Final elevator inspections will likely occur in July, and subsequently the closure of all building permits shortly thereafter.

Kavod will be switching from heating to cooling mode in the upcoming weeks. There were minimal issues identified during the heating season, and attention will now focus on system performance during the cooling season. Flow rate testing will occur later in the summer once peak system load levels are achieved. Current issues are equipment related, not overall water flow within the system, and are being resolved through the warranty process.

Questions were raised about the timing of the changes needed for the shunt-trip disconnect breakers and the movement of heat detection units, and why this was not determined earlier in the process. Max indicated that certain assumptions were made during the design phase that did not identify these potential issues. The Fire Department's inspection required the changes. In addition, Max stated that while the changes are not reflected in the initial design drawings, they would be reflected in the as-built plans.

Connell inquired about the status of unit 913. Michael responded that the eviction process continues, with the appeal period ending soon.

Max was asked again about the credit due for the return of incorrect smoke alarms. Max stated that he is still working toward resolution.

Max completed his update, and both he and Michael Silverman exited the meeting.

John provided an update on the status of the 2022 Financial Audit. The auditors continue to request additional information and documentation regarding the allocation of loan payments and construction costs. A meeting was organized by John McCarthy and held on May 15th with Greg Nowling of Kavod's auditing firm, Comer/Nowling, and included Connell Saltzman and Michael Klein. The purpose of the meeting was to discuss progress and express urgency toward

resolution of the audit and delivery of the audited financial statements for the three HUD entities. Greg indicated that his team would have the draft reports ready for review no later than May 31st.

Review of the March 2023 Financial Statements is postponed to a later date due to ongoing 2022 audit focus and the new CFO orientation period.

With no further agenda items or discussion topics, the meeting adjourned at 8:30 AM.

The next Fiscal Committee Meeting is scheduled for 8:00 AM, June 20, 2023 using Zoom.

Notes to March 2023 Financial Statements

The following represents a summary analysis of significant items reflected in the March 2023 financial statements. All financial statistics are considered preliminary and subject to change, pending independent review by Kavod Senior Life's contracted auditing firm.

April 2023 Outlook:

- Because of the Mark-to-Market analysis completed in 2022, Housing Assistance Payments (HAP) have increased as of April 1st. This has contributed an additional \$70K of rent revenue above budgeted expectations for the month.
- The Daniels Fund \$50K grant was received April 19th. Total grant revenue YTD remains \$42K behind budgeted expectations.
- Maintenance continues to rely heavily on temporary labor to fill vacant full time positions, contributing an additional \$26K of expense over budget YTD. Recruitment for permanent staff remains very challenging.
- Maintenance supply and contract costs appear to be stabilizing in April, however, total expense in these categories exceed budget by \$93K YTD.
- Ongoing challenges with service and support from Paycom, Kavod's current payroll processor, has prompted a transition to a new provider. A contract was signed on May 3rd with Paylocity, with implementation expected to be complete by mid-year.

March 2023:

Cash:

- Operating Cash declined \$122K from February to March, ending the month at \$4.9M. Of this balance, \$4M is invested in money market and short-term treasury bills at MidFirst Bank. The combined rate of return is 4.62%.
- Total Cash for March is \$8.3M versus \$8.5M at the end of the prior month.

Balance Sheet changes YTD:

- Total Cash declined \$1.1M since January 1st, with \$831K attributed to final construction retention paid in January/February.

Statement of Activities:

- Net income is \$137K behind budget expectations YTD. For the month, there is a net loss of \$112K compared to a budgeted net loss of \$30K.

Revenue:

- Total Revenue is \$2.7M YTD compared to a budget of \$2.8M. The \$83K unfavorable variance YTD is roughly 4% of total revenue, and is largely attributed to non-rent revenue sources.
- Rent revenue is below budget by \$19K YTD, with \$17K less than projected HAP subsidies. There were six units vacant in March.
- Total Adjustment represents rent loss for the two Night Manager apartments, as well as any concessions provided to prospective residents to lease market rate units.
- Total Tenant Charges is comprised of rents for leased space from CU Medicine and Legacy Healthcare, and revenue from laundry machine usage.

- Food Service Revenue is below budget by \$2K YTD. The annual increase for the resident meal program became effective in February, with the resident portion raised \$8 per month. There were 42 meal exceptions in March.
- Assisted Living Revenue is below budget by \$10K YTD, with all units occupied in March. As in previous months, the number of units occupied with Medicaid residents is greater than budget. Leasing and Assisted Living staff are actively targeting market rate applicants to realign the ratio of Market and Medicaid units to budget.
- Grant Revenue is below budget by \$69K YTD. The Daniels Fund \$50K grant received April 19th will be reflected in next month's financial statement. Several grant requests have been submitted, with decisions pending in Q2.
- Other Revenue exceeds budget by \$10K, and represents interest income from investment and bank accounts, as well as miscellaneous revenue from operations.

Expenses:

- Total Operating Expenses are \$2.5M YTD compared to a budget of \$2.4M. The \$127K unfavorable variance YTD is roughly 5% higher than expected.
- Total Administrative Expenses exceed budget by \$66K YTD, and is comprised of the following:
 - Salaries and Benefits exceed budget by \$58K YTD. Of this total, \$10K is attributed to retroactive annual salary increases for management staff members, \$20K for annual incentives that exceeded budgeted expectations, \$18K for accrued earned vacation paid to the previous CFO upon his resignation, and \$9K for associated payroll taxes.
 - Professional Fees exceed budget by \$7K YTD. Legal expense is over budget by \$18K YTD due to costs associated with the recent Fair Housing Audit and an ongoing resident eviction. Audit fees have yet to be invoiced in 2023, as the annual financial audit is still in process, reflecting a temporary savings of \$10K YTD.
- Utility Expense exceeds budget by \$14K YTD, and is attributed to greater than anticipated costs for gas service. Gas charges exceed budget by \$19K YTD. Electricity charges are below budget by \$5K YTD, reflecting \$12K of savings due to Community Solar Rewards credits received through March.
- Maintenance and Operational Expenses exceed budget by \$99K YTD, and is comprised of the following:
 - Temporary Labor exceeds budget by \$17K YTD. Open full time positions continue to require the use of temporary staffing to keep pace with apartment turnover and work orders.
 - Supplies exceed budget by \$60K YTD. Greater than expected apartment turnover, as well as returning previously vacant units for construction activity to rentable status has pushed supply expense beyond budgeted expectations. A portion of these expenses will be evaluated for potential asset capitalization.
 - Contract – Building Repairs exceeds budget by \$51K YTD. In addition to apartment turnover costs, various mechanical, plumbing, and carpet installation needs have pushed repair costs beyond budgeted expectations. A portion of these expenses will be evaluated for potential asset capitalization.
- Food Service Expense is below budget by \$31K YTD. Temporary staffing needs and Food and Beverage costs are both less than budgeted expectations YTD.

- Total Non-Profit Expenses exceed budget by \$12K. Grant Expense exceeds budget by \$32K YTD, with Passover Food (\$16K) the largest contributor to the overage. A \$20K donation was received in March to cover this expense, and is reflected in Non-Profit Revenue. Kavod on the Road Program expense is \$20K below budget YTD. However, this savings is expected to be temporary, as upcoming scheduled events will utilize these funds.

Net Operating Income:

- Net Operating Income is \$207K YTD compared to a budget of \$418K. With a \$210K unfavorable variance, operating income is roughly 50% lower than expected YTD.

Non-Operating Expenses:

- Non-Operating Expenses are below budget by \$73K YTD. Budgeted Deferred Compensation of \$36K will be paid in Q2, reducing this favorable variance by half.

Capital Items:

- Deposits totaling \$108K were paid in March to be applied toward elevator upgrades planned for the East and South buildings. Of the \$923K allocated for 2023 capital projects, \$280K has been spent YTD.

Kavod Senior Life
Summary Statement of Activities (with PTD)
For the month ending March 2023

6/16/2023 4:18 PM

	MTD Actual	MTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual	
REVENUE										
5000-99-999	TOTAL RENT REVENUE	\$ 682,924	\$ 691,610	\$ (8,686)	\$ (1)	\$ 2,049,895	\$ 2,068,830	\$ (18,935)	\$ (1)	\$ 8,398,796
5000-40-400	TOTAL ADJUSTMENTS	-3,852	-3,852	0	0	-11,556	-11,556	0	0	-46,224
	TOTAL TENANT CHARGES	1,440	846	594	70	4,408	2,539	1,869	74	14,579
5000-99-999	TOTAL RENTAL INCOME	680,512	688,604	-8,093	-1	2,042,747	2,059,813	-17,066	-1	8,367,151
	TOTAL FOOD SERVICE	103,406	98,854	4,552	5	295,476	296,562	-1,086	0	1,200,250
5310-99-999	TOTAL ASSISTED LIVING REVENUE	88,734	90,404	-1,670	-2	258,162	268,212	-10,050	-4	1,140,848
5320-99-999	TOTAL ACTIVITY REVENUE	1,972	1,966	6	0	4,227	5,637	-1,410	-25	24,313
5600-99-999	TOTAL NON-PROFIT REVENUE	46,253	28,821	17,432	60	92,030	86,463	5,567	6	463,496
5610-99-999	TOTAL GRANT REVENUE	0	23,058	-23,058	-100	0	69,175	-69,175	-100	286,700
5900-99-998	TOTAL OTHER REVENUE	2,806	2,004	802	40	18,084	8,233	9,851	120	29,594
5900-99-999	TOTAL REVENUE	923,683	933,712	-10,029	-1	2,710,726	2,794,095	-83,369	-3	11,512,352
6000-00-000 EXPENSES										
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	248,530	189,535	-58,996	-31	508,167	449,674	-58,493	-13	1,755,139
6010-99-999	TOTAL PROFESSIONAL FEES	7,942	3,831	-4,111	-107	23,096	15,660	-7,436	-47	59,252
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	1,004	1,004	0	0	3,013	3,012	-1	0	12,048
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	29,087	27,481	-1,606	-6	88,122	87,390	-732	-1	331,674
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	286,564	221,851	-64,713	-29	622,398	555,735	-66,662	-12	2,158,113
6100-99-999	TOTAL MARKETING AND ADVERTISING	3,667	4,828	-1,161	24	7,344	14,209	6,865	48	63,565
6400-99-999	TOTAL UTILITY EXPENSES	24,295	32,196	7,901	25	116,530	102,967	-13,563	-13	404,577
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSES	88,873	82,012	-6,861	-8	269,926	254,093	-15,834	-6	1,049,765
6510-99-999	TOTAL MATERIALS	40,394	23,434	-16,961	-72	128,389	70,301	-58,088	-83	283,302
6520-99-998	TOTAL CONTRACT COSTS	58,341	66,027	7,686	12	219,523	194,643	-24,880	-13	740,609
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	187,608	171,473	-16,136	-9	617,838	519,036	-98,801	-19	2,073,676
6700-99-999	TOTAL TAXES AND INSURANCE	35,181	32,921	-2,261	-7	81,583	98,562	16,979	17	395,048
6900-99-999	TOTAL FOOD SERVICE	148,338	145,423	-2,915	-2	406,569	437,976	31,407	7	1,758,182
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	77,613	80,620	3,008	4	192,784	238,858	4,074	2	983,808
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	44,982	44,814	-168	0	129,152	133,441	4,289	3	563,361
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	7,657	7,624	-33	0	22,305	22,872	568	2	98,793
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	30,952	30,653	-299	-1	91,004	90,958	-46	0	401,157
7009-99-999	TOTAL OTHER INCOME / EXPENSE	0	8	8	100	-18	25	43	173	100
8000-99-999	TOTAL NON-PROFIT EXPENSES	68,078	55,121	-12,956	-24	173,948	161,864	-12,084	-7	676,147
8999-99-998	TOTAL OPERATING EXPENSES	914,935	827,532	-87,403	-11	2,503,434	2,376,504	-126,930	-5	9,576,527
8999-99-999	NET OPERATING INCOME / LOSS	8,748	106,180	-97,433	-92	207,292	417,592	-210,300	-50	1,935,825
9019-99-999	TOTAL NON-OPERATING EXPENSES	120,995	136,046	15,050	11	370,984	444,137	73,153	16	1,660,548
9999-99-998	NET INCOME / LOSS	\$ (112,248)	\$ (29,865)	\$ (82,382)	\$ (276)	\$ (163,691)	\$ (26,545)	\$ (137,146)	\$ (517)	\$ 275,277
							\$ 4,811			

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

Kavod Senior Life
Summary Balance Sheet (With Period Change)
For the month ending March 2023

	Beginning	Balance	Balance	Net
	Balance January 2023	Feb-23	Mar-23	Change
1000-00-001 ASSETS				
1000-00-003 CASH				
UNRESTRICTED CASH	\$ 7,551,735	\$ 7,465,781	\$ 7,238,216	\$ (313,519)
1010-99-998 RESTRICTED CASH	1,888,916	1,064,306	1,067,364	(821,552)
1010-99-999 TOTAL CASH	9,440,651	8,530,087	8,305,580	(1,135,071)
1020-90-999 ACCOUNTS AND NOTES RECEIVABLE	941,360	925,268	931,545	(9,815)
1100-00-999 PREPAID EXPENSES	313,279	267,191	234,993	(78,286)
1200-90-999 OTHER CURRENT ASSETS	3,403,993	3,374,553	3,303,331	(100,662)
1200-99-999 CURRENT ASSETS	3,403,993	3,374,553	3,303,331	(100,662)
1300-99-999 PROPERTY AND EQUIPMENT	37,495,199	37,658,138	37,789,332	294,133
1310-90-999 ACCUMULATED DEPRECIATION AND AMORTIZATION	-19,554,364	-19,724,142	-19,809,031	(254,667)
1310-99-999 NET PROPERTY AND EQUIPMENT	17,940,835	17,933,996	17,980,301	39,466
1399-99-998 OTHER NONCURRENT ASSETS	99,590	99,590	99,590	-
1999-99-999 TOTAL ASSETS	32,139,708	31,130,685	30,855,340	(1,284,368)
2000-00-000 LIABILITIES AND EQUITY / FUND BALANCE				
2000-99-999 ACCOUNTS PAYABLE	330,584	250,731	190,435	(140,149)
2010-90-999 ACCRUAL PAYROLL AND BENEFITS	274,969	268,665	265,863	(9,106)
2020-99-998 OTHER CURRENT LIABILITES	2,376,020	2,350,087	2,278,469	(97,551)
2020-99-999 CURRENT LIABILITIES	2,981,514	2,869,483	2,734,767	(246,747)
2100-99-999 DEPOSITS AND PREPAID LIABILITIES	182,144	193,459	201,563	19,419
2500-99-999 MORTGAGE AND NOTES PAYABLE	15,831,809	14,975,006	14,938,520	(893,289)
	18,995,467	18,037,948	17,874,850	(1,120,617)
2999-99-999 TOTAL LIABILITIES				
3000-99-999 CONTRIBUTED CAPITAL	909,447	909,447	909,447	-
3600-99-997 RETAINED EARNINGS / FUND BALANCE	12,234,794	12,183,290	12,071,043	(163,751)
3999-99-998 EQUITY / FUND BALANCE	13,144,241	13,092,737	12,980,490	-163,751
3999-99-999 TOTAL LIABILITIES AND EQUITY / FUND BALANCE	\$ 32,139,708	\$ 31,130,685	\$ 30,855,340	(1,284,368)

Kavod Senior Life
Consolidated Cash Flow Statement
For the month ending March 2023

	Period to Date	%	Year to Date	%	
REVENUE					
5000-99-999	TOTAL RENT REVENUE	682,924	76	2,049,895	76
5010-00-999	TOTAL ADJUSTMENTS	-3,852	0	-11,556	0
5020-99-999	TOTAL TENANT CHARGES	1,440	0	4,408	0
5300-00-999	TOTAL FOOD SERVICE	103,406	9	295,476	10
5310-99-999	TOTAL ASSISTED LIVING REVENUE	88,734	10	258,162	10
5320-99-999	TOTAL ACTIVITY REVENUE	1,972	0	4,227	0
5600-99-999	TOTAL NON-PROFIT REVENUE	46,253	5	92,030	3
5900-99-998	TOTAL OTHER REVENUE	2,806	0	18,084	1
	TOTAL REVENUE	923,683	100	2,710,726	100
EXPENSES					
6000-99-999	TOTAL ADMIN SALARIES AND BENEFITS	248,530	28	508,167	19
6010-99-999	TOTAL PROFESSIONAL FEES	7,942	1	23,096	1
6020-99-999	TOTAL MANAGEMENT FEE EXPENSE	1,004	0	3,013	0
6040-99-998	TOTAL OTHER ADMINISTRATIVE EXPENSES	29,087	3	88,122	3
6040-99-999	TOTAL ADMINISTRATIVE EXPENSES	286,564	32	622,398	23
6100-99-999	TOTAL MARKETING AND ADVERTISING	3,667	0	7,344	0
6400-99-999	TOTAL UTILITY EXPENSES	24,295	3	116,530	4
6500-99-999	TOTAL REPAIRS AND MAINTENANCE EXPENSES	88,873	10	269,926	10
6510-99-999	TOTAL MATERIALS	40,394	4	128,389	5
6520-99-998	TOTAL CONTRACT COSTS	58,341	6	219,523	8
6520-99-999	TOTAL MAINTENANCE AND OPERATIONAL EXPENSES	187,608	21	617,838	23
6700-99-999	TOTAL TAXES AND INSURANCE	35,181	4	81,583	3
6900-99-999	TOTAL FOOD SERVICE	148,338	16	406,569	15
6910-99-999	TOTAL ASSISTED LIVING EXPENSE	77,613	6	234,784	8
6920-99-999	TOTAL ACTIVITY PROGRAM EXPENSE	44,982	5	129,152	5
6930-99-999	TOTAL RESIDENT COMPUTER CENTER	7,657	1	22,305	1
6940-99-999	TOTAL SERVICE COORDINATOR EXPENSE	30,952	3	91,004	3
7009-99-999	TOTAL OTHER INCOME / EXPENSE	0	0	-18	0
8000-99-999	TOTAL NON-PROFIT EXPENSES	68,078	8	173,948	6
	TOTAL EXPENSES	914,935	99	2,503,434	92
	NET OPERATING INCOME / LOSS	8,748	1	207,292	8
	TOTAL NON-OPERATING EXPENSES	120,995	13	370,984	14
	NET INCOME / LOSS	-112,248	-12	-163,691	-6
ADJUSTMENTS					
1020-00-010	A/R - Tenants	-3,510	0	4,056	0
1020-10-010	A/R - HAP	-911	0	3,152	0
1020-20-010	A/R - Medicaid	-3,705	0	-1,742	0
1020-40-010	A/R - Employees	-250	0	-550	0
1020-60-000	A/R - Other	2,100	0	4,900	0
1100-00-100	Prepaid Insurance - Property / Liability	23,161	3	69,483	3
1100-00-200	Prepaid Insurance - Workers Comp	2,891	0	837	0
1100-00-300	Prepaid Expense - Other	6,145	1	7,965	0
1200-80-000	Due from Affiliates	71,222	8	100,662	4
1300-20-200	Building Equipment - Fixed	0	0	-12,335	0
1300-20-300	Building Equipment - Portable	-3,041	0	-3,193	0
1300-80-100	Construction in Progress	-128,153	-14	-278,606	-10
1310-20-100	Accum Depr - Buildings	84,889	9	254,667	9
2000-10-000	Accounts Payable	-60,296	-7	-140,148	-5
2010-10-000	Accrued Payroll Wages Payable	1,347	0	1,447	0
2010-20-100	Payroll Taxes Payable - 941	-1,160	0	-3,255	0
2010-30-010	Health Insurance Payable	-20	0	228	0
2010-30-070	Transportation Benefits Payable	142	0	142	0
2010-30-100	Flexible Spending Account Deferrals	-3,112	0	-7,669	0
2020-30-000	Due to Affiliates	-71,618	-8	-97,551	-4

Kavod Senior Life
Consolidated Cash Flow Statement
For the month ending March 2023

		Period to Date	%	Year to Date	%
2100-10-100	Tenant Security Deposits	-35	0	3,230	0
2100-10-200	Security Deposit Interest	138	0	444	0
2100-10-400	Security Deposit - Pet	0	0	300	0
2100-10-700	Sec Dep Clearing Account	-764	0	-764	0
2100-20-000	Tenant Prepaid Rents	8,765	1	16,208	1
2500-10-100	Construction Loan	-36,487	-4	-101,462	-4
2500-10-150	Retention Payable	0	0	-791,827	-29
TOTAL ADJUSTMENTS		-112,261	-12	-971,380	-36
CASH FLOW		-224,508	-25	-1,135,071	-42

Period to Date		Beginning Balance	Ending Balance	Difference	
1000-10-000	Petty Cash	800	800	0	
1000-10-100	Cash Operating - Shared	417	133,329	132,912	
1000-10-200	Operating	604,837	366,254	-238,583	
1000-10-300	ANB West LLLP	100,438	100,481	43	
1000-10-500	Food Service Ops	23,348	-3,712	-27,060	
1000-10-600	Assisted Living Ops	267,843	278,717	10,874	
1000-20-000	Cash Savings	0	0	0	
1000-20-100	Cash Savings 2	4,042,179	4,042,179	0	
1000-30-000	Investment Accounts	2,103,698	2,103,698	0	
1000-30-200	Cash Investment 3	18,123	18,123	0	
1000-40-000	Cash Construction	0	0	0	
1000-50-100	Cash Payroll	232,411	132,609	-99,803	
1000-50-200	Cash FSA	71,687	65,739	-5,948	
1000-90-999	Cash - Other	0	0	0	
1010-01-000	Security Deposit	182,374	185,267	2,893	
1010-01-100	ANB West LLLP 1839	256,956	257,119	164	
1010-04-000	Cash Restricted - Reserve for Replacement	453,743	453,743	0	
Total Cash		8,530,087	8,305,580	-224,508	

Year to Date		Beginning Balance	Ending Balance	Difference	
1000-10-000	Petty Cash	800	800	0	
1000-10-100	Cash Operating - Shared	3,001	133,329	130,327	
1000-10-200	Operating	971,096	366,254	-604,842	
1000-10-300	ANB West LLLP	100,357	100,481	124	
1000-10-500	Food Service Ops	4,936	-3,712	-8,647	
1000-10-600	Assisted Living Ops	248,649	278,717	30,068	
1000-20-000	Cash Savings	0	0	0	
1000-20-100	Cash Savings 2	4,031,095	4,042,179	11,084	
1000-30-000	Investment Accounts	2,103,698	2,103,698	0	
1000-30-200	Cash Investment 3	18,123	18,123	0	
1000-40-000	Cash Construction	0	0	0	
1000-50-100	Cash Payroll	63,060	132,609	69,548	
1000-50-200	Cash FSA	6,919	65,739	58,820	
1000-90-999	Cash - Other	0	0	0	
1010-01-000	Security Deposit	176,121	185,267	9,146	
1010-01-100	ANB West LLLP 1839	256,643	257,119	476	
1010-04-000	Cash Restricted - Reserve for Replacement	453,743	453,743	0	

Cash Operating Balance
as of March 31,2023
\$ 4,918,048

Kavod Senior Life

Fiscal Committee Meeting Minutes - April 20, 2023 (Held Using Zoom)

Members Present: Connell Saltzman (Chair), Brian Botnick, Rob Friedman, Gary Saltzman, and Molly Zwerdlinger.

Staff Present: Michael Klein, Tracy Kapaun, Mike Belieu, and John McCarthy.

Guests: Max Reiner and Michael Silverman with Marx/Okubo.

The meeting was called to order at 8:00 AM.

Connell provided a brief introduction of John McCarthy, the new CFO for Kavod Senior Life, and thanked Mike Belieu for his seven years of service and many projects completed during his tenure.

Max with Marx/Okubo provided an update on the remaining construction activities and projected timeline to completion. The primary issue requiring resolution is the installation of electrical shunt-trip disconnect breakers for each elevator. The breakers have been ordered and are expected to arrive onsite early to mid-May. This installation will require the coordination of several contractors, including the elevator service company Peak Elevator, who has a two to three week minimum lead-time for scheduling. Once complete, final elevator inspections can occur, and subsequently the closure of all building permits in late June.

Questions were raised about the impact of apartment 913 and the unfinished work in that unit. Max indicated that once the resident issue is resolved, Pinkard would remobilize in roughly two to three weeks, with work completed shortly thereafter. The only added cost will be remobilization, which is expected to be between \$5K and \$10K.

Max was asked about the credit due for the return of incorrect smoke alarms, and he indicated that he would follow up with the manufacturer.

Max completed his update, and both he and Michael Silverman exited the meeting.

Connell asked if there were any questions or comments regarding the March 21, 2023 Fiscal Committee Meeting Minutes. Gary motioned for approval, and Brian seconded. The motion passed.

John provided an update on the status of the 2022 Financial Audit. Issues regarding shared cash account and intercompany balances appear to have been resolved. The auditors asked additional questions regarding the allocation of loan payments and construction costs, and the Accounting team is responding accordingly. Assuming no further inquiries or documentation needs, the auditors anticipate completing the draft reports for the three buildings by April 30th. A question was raised about the approval process for the audited financial statements, and it was determined that the Fiscal Committee needs to review and approve the reports for the three buildings, while the Full Board would review and approve the consolidated reports.

Connell and Mike reviewed key elements of the February 2023 Financial Statements. The primary concern is expenses exceeding budget for the first two months of the year in maintenance-related categories. Tracy explained that there is greater than normal apartment turnover, contributing to the budget variances. Rob motioned for approval of the February 2023 Financial Statements, and Gary seconded. The motion passed.

Given the challenging start to 2023, Rob suggested revisiting the 2023 Budget after six months of activity.

Questions were raised regarding the terms of the construction loan and possible prepayment. Mike responded that the loan has a 14-year term, with 12 years remaining. The loan can be prepaid, but only up to \$350K per year in the first few years. There is approximately \$2M of loan proceeds invested with Morgan Stanley to be used for repayment.

With no further agenda items or discussion topics, the meeting adjourned at 8:45 AM.

The next Fiscal Committee Meeting is scheduled for 8:00 AM, May 16, 2023 using Zoom.