

Silver Key Senior Services

Tuesday, April 17, 2018

Call to Order, Introductions	Carla Hartsell
Presentation of Consent Agenda Minutes from March 20, 2018 CEO Report	Carla Hartsell
Financial Summary	Cheryl Solze/Robyn Handy
Volunteers	Lorri Orwig
Committee Reports	
Development Committee	Pat Ellis
Building Committee	Pat Ellis
Capital Campaign	David Lord/Lorri Orwig
Nominating/Governance	Amy Silva-Smith
Marketing Committee Proposed Service Names	Preston Briggs/Cathy Grossman
Rockin' Committee	Lorri Orwig
Social Enterprise	Pat Ellis
Old Business	
Board Retreat Update	Pat Ellis
New Business	
Guardianship - volunteers	Pat Ellis
Carry-over funding	Pat Ellis
Joe Henjum Nomination	Pat Ellis
Goodwill Community Partner	Pat Ellis

Board member login: skboard@silverkey.org
Password: sk-board@1625\$

The mission of Silver Key Senior Services is to serve in partnership with our stakeholders to support quality of life for seniors – allowing them the choice of aging in place with dignity and independence.



Board of Directors Meeting
March 20, 2018

Board attendance

Scott Whittington, Dave Bunkers, Preston Briggs, Mary Ellen McNally, Steve Hunsinger, David Lord, Cheryl Solze, Jan Martin, Jocelyn Wall, Amy Silva-Smith, Lynne Jones, Mike Rowe, Becky Hurley, and Steve Baron

Guest: Attorney, Tom James

Staff attendance

Pat Ellis, Deb Ridsen, Robyn Handy, Lorri Orwig and Paula Humber

Board meeting called to order by Preston Briggs, 1st Vice Chair at approximately 4:02 p.m. Introductions were conducted around the table.

The meeting opened with guest attendee, attorney Tom James giving a brief summary of his background. Mr. James' specialty is business law and transactional matters for non-profits and Foundations. Mr. James gave an overview of the Silver Key Foundation's structure, purpose and fundraising responsibilities. Although not involved from the beginning, the formation of the Foundation is properly incorporated, strong and appropriate, according to Mr. James' opinion. After much discussion regarding the Foundation's role to fundraise, it was decided that no change to the Foundation will be made at this time. The Foundation will continue to receive and invest assets.

Preston Briggs requested a motion to approve the consent agenda which included the minutes from the January 16, 2018 board meeting and the CEO report. David Lord moved to approve and Becky Hurley seconded the motion. The motion passed unanimously.

Committee updates:

Finance

Since the board last met in January, new signature cards have been created for 2018 to reflect the following designed signers:

- Pat Ellis, President and CEO
- Deb Ridsen, Chief Operating Officer
- Lorri Orwig, Chief Development Officer
- Cheryl Solze, Treasurer of the Board

Mary Ellen McNally has stepped down as Chair and this 5th signer position will not be replaced.

Robyn Handy, Chief Financial Officer, will not be a signer in order to keep proper the separation of duties. Robyn will have authorization to access all account information, including online banking, view and discuss transactions, initiate and authorize transfers between accounts, including making payments on Loans.

Lynne Jones moved to approve the change of designated signers on all bank accounts held by Silver Key. Amy Silva-Smith seconded the motion; the motion was unanimously approved.

Bank Loans: Since the board last met in January, the building loan was converted to a mortgage and the revolving line of credit was increased. Both of these loans held by Ent were approved at the Executive Committee meeting on February 14th as Board Resolutions. A copy of the Resolutions was included in the packet detailing the terms of each loan.

Budget- preparations are underway and expected to present at the June meeting.

Committee reports:

A list of committees was included in the board packet for board members to review and update their choice of committee participation.

Building

The building committee did not meet. A meeting is set for April 23.

- Available space – suite 1641
 - Results of Goodwill’s feasibility study show a lack of need at this time for an adult day care center.
 - Janska came to take a look; they would need a larger space.
 - QCMI’s lease is coming up for renewal in June.
 - Greccio is being gifted land and would be conducive for senior housing (52 units) which would include the Golden Circle meal program and space for a Silver Key Case Manager.
 - Tom Cone with Olive Real Group will present to the building committee options regarding developing the vacant lot.
- All building and construction is complete other than a few punch list items.
- Our projection of \$5.5 million for the capital campaign would have come in on target if it wasn’t for money used for the Bates building during our due diligence period.

Capital Campaign

- Steering Committee met in February and did a tour of the new Case Management area
- \$802K left to raise
- Waiting on responses to grant applications that have been submitted
- Updated countdown report was included in the packet
- Focus on public push and donor recognition wall
- New Marketing Manager on board, Cathy Grossman, will be involved in this phase

Nominating Committee

- New slate of officers for 2018 was included in the packet and reflected the following changes:
 - Chair will be Carla Hartsell, First Vice Chair will be Preston Briggs and Jan Martin will be Second Vice Chair.

Jolly Wall moved to approve the new 2018 slate of officers. Mary Ellen McNally seconded the motion; motion passed unanimously.

- Greg Broeckelman, new board member was concerned about missing meetings due to scheduling conflicts

After some discussion, Amy Silva-Smith moved to retain Greg Broeckelman as a board member and the motion was seconded by Jolly Wall. The motion passed unanimously.

Marketing Committee

- Cathy Grossman joins Silver Key as Marketing Manager
- Focus on how committee can support Resource Development
 - Recommended to create a Development committee

- Social Enterprise – a separate entity under Silver Key: set up as a “C” corporation with single member LLCs; paying income tax on earnings and pays out dividends, if any, back to Silver Key.

Pat Ellis welcomed Cathy Grossman. Cathy gave a brief background of her marketing expertise.

Rockin- The British Invasion – August 25 – Cheyenne Mountain Resort

- Ent and Investment Trust are presenting sponsors
 - Colorado Springs Osteopathic Foundation may be a co-presenting sponsor
- Working on live and silent auction items and raffle items
- Would like the Board to do another “booze basket” for the silent auction as it was very popular and well received
- \$1500 per table (10)
- Becky Hurley is working on items for the auction; Broadmoor came through again
- Also met with Charlie Brown Travel

Old Business

- Department of Justice complaint –Tenants complained about a Golden Circle site volunteer and his service dog. The site volunteer filed the complaint siting discrimination. The complaint was not filed against Silver Key
 - a mediation was conducted as part of the DOJ's procedures
 - Case will remain open for at least six months; then cased closed
- Board Retreat – notes included in the packet.

New Business

- BenBoe-mineral rights waiver
 - Several years ago a bequest was made to Silver Key and the Humane Society which included money and mineral rights on land in Pitkin County in Aspen. We’ve been approached by a developer to sell the mineral rights.
 - Pat sought advice from Attorney, Dave Isbell and he didn’t believe there was any benefit for Silver Key to sign the mineral rights waiver.
 - After much discussion, it was agreed that Silver Key would not give up any mineral rights as it conflicts with the intent of the donor for potential financial gain to Silver Key.
- City RFP for Transportation
 - Some conditions go against the mission of Silver Key
 - Two funding sources: RTA and PPAA
 - Conditions in the RFP are forcing Silver Key to be a part of the Joint Dispatching Call Center
 - Charging clients; reporting failure to pay; requesting payment before ride is schedule, are all conditions that go against the mission of Silver Key
 - \$250,000 or 25-30% of budget loss in funding to Silver Key and 1500 rides lost
 - The change to charging clients for rides occurred about four years ago

After much discussion, Steve Hunsinger moved to accept Pat Ellis’ decision to wait on submitting an RFP for transportation until the issues are resolved. The motion was seconded by Becky Hurley; the motion was unanimously approved. Pat will keep the board informed of the results.

Annual Board Commitment letter was included in the packet for board members to sign and return.

Meeting adjourned at 5:34 p.m.

/s/: _____
Amy Silva-Smith, Secretary

/s/: _____
Paula Humber, Recorder

**Silver Key Senior Services
CEO Report – April 2018**

March Highlights

- Approved for AAA carryover funds
- Silver Key is being recognized by Goodwill for the Community Partner Award
- Buildout/Move in completed for Case Management Department
- Implementation of Empower Software

Murray

Griffis Blessing is currently working with QCMI regarding lease renewal. We have requested a minimum of 3 years.

Janska has interest in being a tenant, however, the remaining 5,000 is not quite large enough to meet their needs.

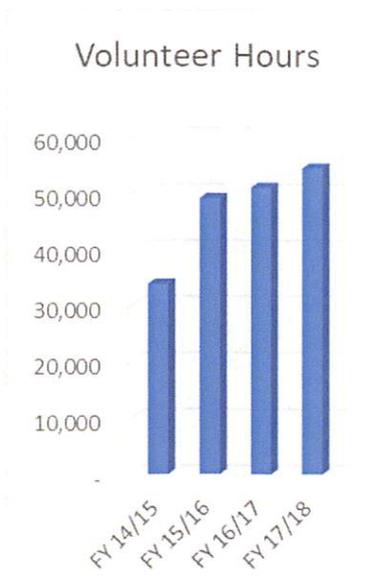
Resource Development

During the month of March, we had a total of 89 donors. 4 were new and 3 made donations of more than \$1000. July through March we received a total of 1,645 donations, 306 were from new donors and 76 of the donations exceeded \$1000.



Volunteers

July through March our volunteers provided 61,692 hours of service to Silver Key. This has a financial value of \$25.10 per hour for a total of \$1,548,469 year to date. Our use of volunteers in our programs has continued to enable Silver Key to meet the growing demands and needs of our community. The number of volunteers and volunteer hours has continued to climb year to year. We have experienced a decline in some areas, such as transportation. In April we are increasing our outreach to the military bases, hoping to attract more retired military drivers.



Human Resources

Continuing to have challenges in hiring. The market is very tight, especially at the lower end of the pay scales.

Transportation

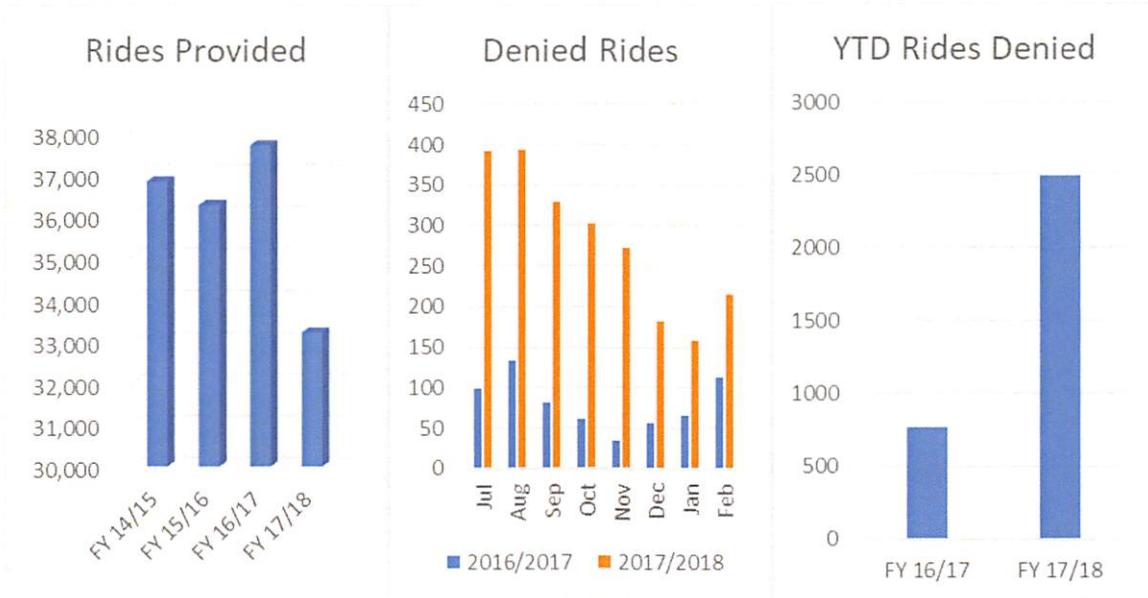
July through March we averaged 179 rides per day in transportation, with a total of 33,213 rides. This is a 4,467 decrease compared to last year. Fiscal year to date we have been unable to provide 2,493 of the rides requested which is an increase of 1,725 over last year. This trend will continue through June 30. The State has identified an additional \$4,000,000 for AAA distribution, but the regional allocations for this increase will not be made until Sept. We did have the opportunity to apply for and were granted carryover funding. These funds must be used by June 30, so we do need to be conservative in our request. For transportation we requested funding for 1,000 additional rides and capital reimbursement to purchase 20 new tablets for the vehicles.

14,355 rides for the fiscal year to date were medical/dialysis and 6,542 for groceries – 63% of the rides. We continue to provide rides for individuals under the age of 60 through a contract with The Resource Exchange. These are actually Medicaid funded rides but must be approved through TRE.

Fiscal year to date our average cost per gallon for fuel is at \$2.33, this is a \$.19 increase over last year for the same time period. In total we have spent \$72,991 for fuel through March. Repair cost year to date is at \$83,249 which is \$2.51 per ride provided.

We made the decision in January to discontinue sending our riders statements requesting payments or donations. We have replaced the statement with envelopes on the vehicles and the riders can put their donation or payment in the envelope anonymously. There has been a decrease in revenue collected, however, a savings of time, postage and staff time. The average received per ride has decreased from \$1.86 to \$1.52.

Transportation volunteers provided 47% of the rides July through March.



Mountain Metro has amended the RFP for transportation services effective July 1, 2018. They will no longer be requiring us to report payments, so we will continue with our current system. They have also made some concessions regarding training, background check and MVR frequency. There are still some aspects of the RFP that are not Senior friendly, but for now we can move forward.

Nutrition

Golden Circle

In March we exceeded both monthly and fiscal year totals when compared to past performance. Fiscal year to date the meals served totals 86,310 which exceeds last year by 11,802 meals. During March we served 9,993 meals compared to 9,101 in March 2017. Total food waste YTD is \$37,934 -- \$10,630 lower than last year.

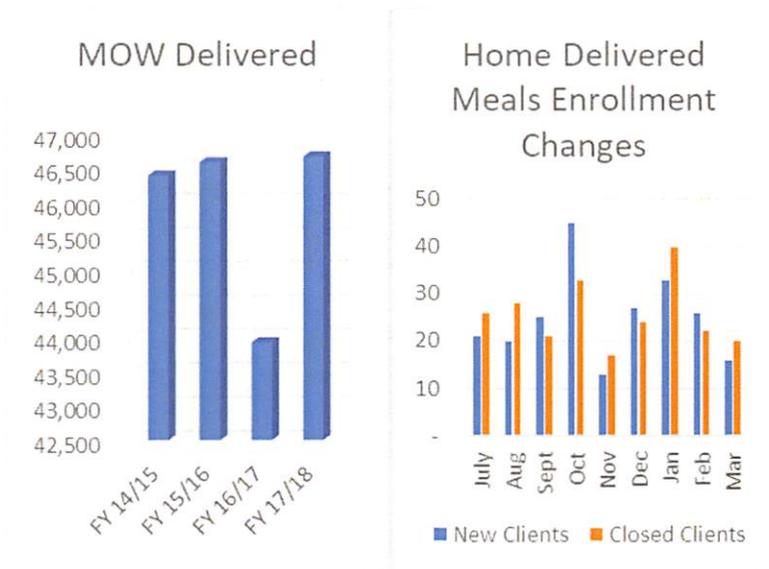
The AAA Carryover Funding will enable us to make some additional capital investments for our kitchen. We were anticipating these funds, as we are the only provider in this category. Because of the tight turnaround time for spending the money, the staff had already developed a wish list and obtained 3 bids on items over \$3,500, as this is required by the regulations.

The staff still has not been able to locate an additional site in the northeast sector of Colorado Springs.



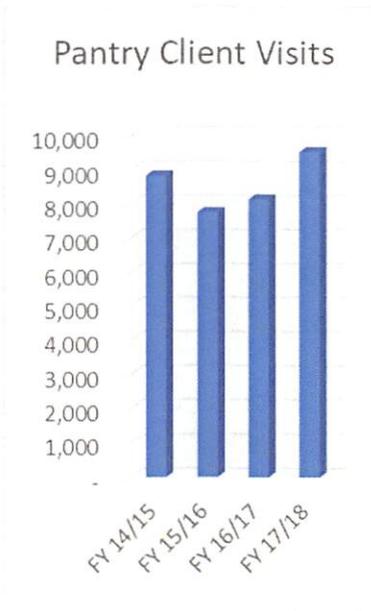
Meals on Wheels

Meals on Wheels is continuing to grow. YTD we are 2,744 over last year. July through March we have delivered 46,678 meals. 319 individuals are currently enrolled in the program. 68% of the MOW clients pay for their meals. The other enrollees are either subsidized or the meal covered in full by Silver Key Foundation funds.



Pantry

July through March the pantry staff distributed 8,152 commodities boxes, 8,500 TEFAP food assistance bags and responded to 226 emergency food requests – all of which are increases over the previous year. Food donations year to date total 14,558 pounds.



Silver Key Senior Assistance

The Silver Key Senior Assistance Department has several different components: Case Management, Silver Key SOS, Silver Key Guardianship, Silver Key Elder Abuse Advocacy, Information & Referral and the Calls of Reassurance Program. The Case Managers help with benefit enrollment, utility assistance, elder abuse advocacy and behavioral health assessments to name a few. At the end of March, the Case Managers had 458 open cases. During the month they actively worked 199 cases.

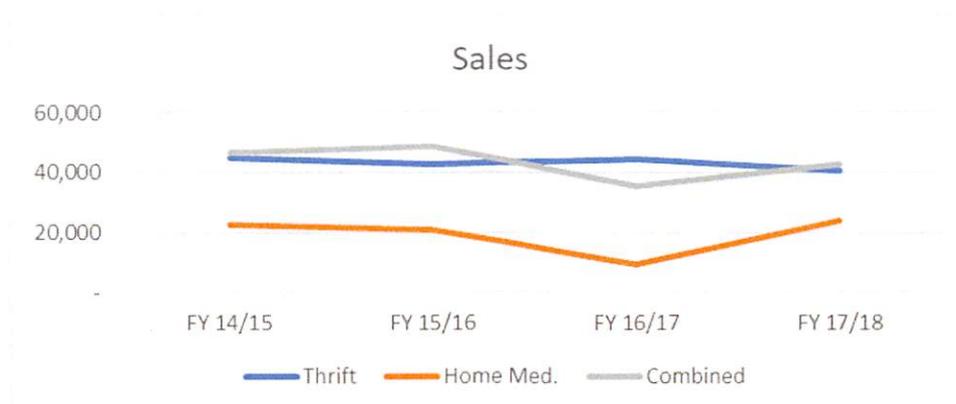
YTD 199 individuals contacted case management requesting emergency financial assistance – and 160 requests were approved for a total of \$48,895. In addition, 149 people received COPE assistance for utilities.

The SOS Program, which is the collaborative with the CU Aging Center and Aspen Pointe, has receive 401 calls this year and a total of 94 referrals to the program, which resulted in 48 assessments and 46 intakes. The SOS program also received additional funds this year through the carryover process.

We currently have 30 court appointed wards in the Guardianship. The Guardianship team has been working closely with the Pikes Peak Elder Abuse Coalition to develop a volunteer advocate program to expand the capacity of the professional guardians.

Retail

Year to date Thrift Store sales totaled \$40,711 with durable medical equipment sales at \$23,717.



Silver Key Senior Services



FINANCIAL PACKAGE

MARCH 2018



Executive Summary



March Results: (\$129k) vs. (\$138k) budget / YTD \$405k vs. \$316k Budget

OPERATING RESULTS:

➤ Donations and Support – March donations and support came in \$8k, or 13.5% under budget. YTD donations and support are down \$19k, or 2.4% from budget.

➤ Grants – March came in 51k, or 38.6% ahead of budget due primarily to two grants we received during the month; the largest for the volunteer driver feasibility study. Our new Grants Manager is writing several grants (both Government-funded and Private Foundation) to fund various Programs (i.e. Case Management, Guardianship and Home Delivered Meals). We are also expecting a contract amendment with the PPACG to provide us with approximately \$150k for kitchen equipment, tablets for the transportation department and small increase in some program services. When this comes through, it will more than close the gap in our YTD results for government grants.

➤ Program Revenues – March program revenues were below budget (\$2k). We have noticed a small increase in Meals on Wheels; a program which we are activity trying to market and grow in 2018. We will watch these results over time and share them with you. YTD program revenues are just 1% behind budget.

➤ Payroll & Related Expenses – total came in 2.6% under budget for the month of March. We have had some turnover, and those vacancies have provided for the favorable variance. YTD payroll is \$28k, or 1.6% below budget.

➤ Operating Expenses – other operating expenses (non-payroll) are above budget in March by \$1k. YTD operating expenses are \$31k, or 2.2% below budget.

NON-OPERATING RESULTS:

➤ Investments & change in value of beneficial interests – March rounded out a rough Q1 in terms of stock market performance in our operating reserve investment account and beneficial interest in trusts. \$37k in unrealized losses for the month caused a drag on non-operating revenues. YTD investment income and gains, net of fees have now fallen below budget by approximately \$12k. Volatile months like February and March cause large swings.

➤ SK Social Enterprise (Key Benefits) – YTD this entity has lost \$18k. Effective in February, administrative duties have been brought in-house to reduce the costs associated with the business. The loan balance due from Key Benefits to Silver Key is currently at \$50k (board approved cap at \$60k). Further marketing efforts are being evaluated.

➤ Murray Lease income – YTD the net income from leasing activities is \$22k, or 16.7% ahead of budget.

➤ Capital Campaign – YTD the net income from capital campaign is \$25k ahead of budget. We are working on several grants to help close-out the campaign by the end of 2018. Remaining amount to raise is \$795k. On February 28th, the building acquisition loan was converted to a mortgage. We were able to pay the loan balance down by \$150k to \$900k with the receipt of a bequest receivable. Monthly P&I payments are ~\$6k/mo.

Silver Key Senior Services

Balance Sheet

(In Whole Numbers)

	<u>6/30/17</u>	<u>9/30/17</u>	<u>12/31/17</u>	<u>3/31/18</u>
ASSETS				
CURRENT				
CASH - OPERATING	113,012	147,775	115,650	145,302
CASH - CAPITAL CAMPAIGN	265,349	381,798	178,149	199,093
OPERATING RESERVE	9,902	0	250,016	250,120
ACCOUNTS RECEIVABLE	247,115	389,968	325,625	271,210
PLEDGES RECEIVABLE	71,071	39,216	47,534	11,930
PREPAID EXPENSES	147,912	129,961	123,317	75,662
OTHER CURRENT ASSETS	<u>235,646</u>	<u>52,646</u>	<u>27,117</u>	<u>37,282</u>
Total CURRENT	1,090,006	1,141,364	1,067,408	990,599
FIXED				
LAND & BUILDINGS	4,558,745	4,889,355	5,063,930	5,098,581
FURNITURE, FIXTURES & EQUIPMENT	1,216,165	1,221,993	1,260,814	1,184,073
VEHICLES	1,189,380	1,189,380	1,300,816	1,283,084
ACCUMULATED DEPR & AMORT	<u>(1,840,664)</u>	<u>(1,974,605)</u>	<u>(2,109,343)</u>	<u>(2,118,236)</u>
Total FIXED	5,123,626	5,326,123	5,516,217	5,447,502
OTHER ASSETS				
BENEFICIAL INTEREST IN TRUSTS	3,988,722	4,518,156	4,525,145	4,331,816
INVESTMENTS (OPER RESERVE)	1,628,676	1,361,526	1,117,832	1,095,077
OTHER ASSETS	<u>38,201</u>	<u>41,176</u>	<u>59,254</u>	<u>50,435</u>
Total OTHER ASSETS	<u>5,655,599</u>	<u>5,920,858</u>	<u>5,702,231</u>	<u>5,477,328</u>
Total ASSETS	<u>11,869,231</u>	<u>12,338,344</u>	<u>12,285,856</u>	<u>11,915,429</u>
LIABILITIES				
CURRENT LIABILITIES				
ACCOUNTS PAYABLE	143,110	146,072	146,597	130,592
SALARIES PAYABLE	114,840	117,120	103,957	117,506
ENT CREDIT UNION - RLOC	40,000	100,000	0	0
NOTE PAYABLE CURRENT - ENT CREDIT UNION	1,215,370	1,115,370	1,050,000	47,565
SECURITY DEPOSITS - MURRAY TENANTS	14,629	14,629	14,629	13,420
DEFERRED REVENUE	24,550	6,750	16,125	32,425
OTHER LIABILITIES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total CURRENT LIABILITIES	1,552,499	1,499,940	1,331,308	341,508
LONG-TERM LIABILITIES				
N/P - ENT CREDIT UNION	<u>0</u>	<u>0</u>	<u>0</u>	<u>852,435</u>
Total LIABILITIES	<u>1,552,499</u>	<u>1,499,940</u>	<u>1,331,308</u>	<u>1,193,943</u>
NET ASSETS				
NET ASSETS BEGINNING BALANCE				
	<u>8,769,326</u>	<u>10,316,732</u>	<u>10,316,732</u>	<u>10,316,732</u>
Total NET ASSETS BEGINNING BALANCE	8,769,326	10,316,732	10,316,732	10,316,732
REVENUE OVER (UNDER) EXPENSES				
	<u>1,547,406</u>	<u>571,671</u>	<u>637,815</u>	<u>404,753</u>
Total REVENUE OVER (UNDER) EXPENSES	<u>1,547,406</u>	<u>571,671</u>	<u>637,815</u>	<u>404,753</u>
Total NET ASSETS	<u>10,316,732</u>	<u>10,888,404</u>	<u>10,954,548</u>	<u>10,721,486</u>
TOTAL LIABILITIES & NET ASSETS	<u>11,869,231</u>	<u>12,388,344</u>	<u>12,285,856</u>	<u>11,915,429</u>
<hr/>				
FOUNDATION ASSETS	<u>6,990,171</u>	<u>7,175,992</u>	<u>7,414,587</u>	<u>7,244,900</u>

Silver Key Senior Services

Statement of Revenues and Expenditures

FY 2017-2018 (Summary)

	Actual YTD	Budget YTD	\$ Variance	% Variance
	Mar 2018	Mar 2018		
OPERATING REVENUE				
DONATIONS	259,101	295,000	(35,899)	-12.2%
SPECIAL EVENTS/SPONSORSHIPS	149,425	147,110	2,315	1.6%
FOUNDATION SUPPORT	250,609	237,400	13,209	5.6%
DISTRIBUTIONS FROM TRUSTS	97,147	95,700	1,447	1.5%
IN-KIND DONATIONS	-	-	-	n/a
TOTAL DONATIONS/SUPPORT	756,282	775,210	(18,928)	-2.4%
GOVERNMENT GRANTS	1,359,965	1,410,060	(50,095)	-3.6%
OTHER GRANTS	378,711	312,460	66,251	21.2%
TOTAL GRANTS	1,738,676	1,722,520	16,156	0.9%
PROGRAM FEES	413,629	411,205	2,424	0.6%
RETAIL STORE SALES	64,033	70,850	(6,817)	-9.6%
TOTAL PROGRAM REVENUE	477,662	482,055	(4,393)	-0.9%
TOTAL OPERATING REVENUE	2,972,620	2,979,785	(7,165)	-0.2%
OPERATING EXPENSES				
SALARIES, TAXES AND BENEFITS	1,767,282	1,795,590	(28,308)	-1.6%
CASE MANAGEMENT/EMERGENCY ASST	107,869	108,755	(886)	-0.8%
TRANSPORTATION	265,651	287,485	(21,834)	-7.6%
MEALS ON WHEELS / GOLDEN CIRCLE	504,341	493,685	10,656	2.2%
DEVELOPMENT	42,588	54,180	(11,592)	-21.4%
PROGRAM SUPPLIES	35,332	39,060	(3,728)	-9.5%
OFFICE EXPENSES/SUPPLIES	34,879	26,560	8,319	31.3%
OCCUPANCY EXPENSES	177,782	193,815	(16,033)	-8.3%
OTHER GENERAL AND ADMINISTRATIVE	210,936	206,745	4,191	2.0%
TOTAL OPERATING EXPENSES	3,146,661	3,205,875	(59,214)	-1.8%
NET OPERATING INCOME BEFORE DEPRECIATION	(174,041)	(226,090)	52,049	-23.0%
DEPRECIATION AND AMORITIZATION	392,449	399,400	(6,951)	-1.7%
NET OPERATING INCOME	(566,490)	(625,490)	59,000	-9.4%
NON-OPERATING REVENUE/(EXPENSE)				
BEQUESTS	470,826	470,825	1	0.0%
BENEFICIAL INT IN TRUSTS - CHANGE	45,942	72,065	(26,123)	-36.2%
INVESTMENT INCOME - OPER INV, NET OF FEES	92,303	78,450	13,853	17.7%
INVESTMENT INCOME - OTHER	(18,129)	(12,580)	(5,549)	44.1%
LEASE INCOME, NET	151,426	129,735	21,691	16.7%
DISPOSAL OF FIXED ASSETS	1,503	-	1,503	n/a
CAPITAL CAMPAIGN, NET	227,371	202,645	24,726	12.2%
NON-OPERATING REVENUE/(EXPENSE)	971,242	941,140	30,102	3.2%
TOTAL REVENUE OVER/(UNDER) EXPENSE	404,752	315,650	89,102	28.2%

Silver Key Senior Services

Statement of Revenues and Expenditures

FY 2017-2018 ACTUAL

	Jul 2017	Aug 2017	Sep 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	Jun 2018	YTD
OPERATING REVENUE													
DONATIONS	8,913	18,406	8,733	14,632	26,770	103,656	52,142	16,500	9,349	-	-	-	259,101
SPECIAL EVENTS/SPONSORSHIPS	2,000	4,250	119,900	517	2,079	2,079	6,200	6,200	6,200	-	-	-	149,425
FOUNDATION SUPPORT	26,300	26,300	26,600	26,700	26,300	26,400	39,292	25,882	26,836	-	-	-	250,609
DISTRIBUTIONS FROM TRUSTS	10,687	10,687	10,614	10,687	10,687	10,631	10,689	10,689	11,779	-	-	-	97,147
IN-KIND DONATIONS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL DONATIONS/SUPPORT	47,900	59,643	165,847	52,536	65,836	142,765	108,322	59,270	54,164	-	-	-	756,282
GOVERNMENT GRANTS	164,870	138,436	149,745	174,691	210,705	119,386	138,099	126,997	137,035	-	-	-	1,359,965
OTHER GRANTS	110,298	2,011	4,290	36,369	76,571	52,208	1,250	48,150	47,564	-	-	-	378,711
TOTAL GRANTS	275,168	140,447	154,035	211,060	287,276	171,594	139,349	175,147	184,600	-	-	-	1,738,676
PROGRAM FEES	44,994	47,077	42,314	53,828	42,854	49,135	44,675	41,542	47,210	-	-	-	413,629
RETAIL STORE SALES	6,965	7,736	7,156	7,048	6,800	6,856	7,169	6,287	8,017	-	-	-	64,033
TOTAL PROGRAM REVENUE	51,959	54,813	49,469	60,876	49,654	55,991	51,844	47,830	55,227	-	-	-	477,662
TOTAL OPERATING REVENUE	375,027	254,903	369,352	324,472	402,765	370,350	299,514	282,247	293,991	-	-	-	2,972,620
OPERATING EXPENSES													
SALARIES, TAXES AND BENEFITS	191,154	201,932	194,557	192,220	191,749	189,298	205,120	193,682	207,571	-	-	-	1,767,282
CASE MANAGEMENT/EMERGENCY ASST	10,587	13,499	8,502	13,872	11,979	14,103	12,978	10,671	11,679	-	-	-	107,869
TRANSPORTATION	34,497	32,612	36,829	31,161	24,782	31,028	24,801	21,043	28,897	-	-	-	265,651
MEALS ON WHEELS / GOLDEN CIRCLE	49,956	64,548	54,431	55,341	56,844	57,032	50,477	51,216	64,497	-	-	-	504,341
DEVELOPMENT	-	1,997	34,976	957	-	110	1,875	826	1,846	-	-	-	42,588
PROGRAM SUPPLIES	2,704	5,033	5,874	6,049	3,687	3,761	2,115	3,350	2,759	-	-	-	35,332
OFFICE EXPENSES/SUPPLIES	4,102	3,697	3,235	3,279	4,813	3,509	4,140	3,993	4,110	-	-	-	34,879
OCCUPANCY EXPENSES	26,108	20,656	21,198	23,144	17,722	19,931	16,279	17,368	15,376	-	-	-	177,782
OTHER GENERAL AND ADMINISTRATIVE	15,211	12,872	15,413	57,080	18,983	31,881	22,469	16,250	20,780	-	-	-	210,936
TOTAL OPERATING EXPENSES	334,320	356,846	375,014	383,103	330,558	350,651	340,254	318,400	357,515	-	-	-	3,146,661
NET OPERATING INCOME BEFORE DEPRECIATION	40,707	(101,943)	(5,662)	(58,632)	72,208	19,699	(40,740)	(36,153)	(63,524)	-	-	-	(174,041)
DEPRECIATION AND AMORITIZATION	44,600	44,642	44,698	44,698	46,555	43,485	41,231	41,231	41,308	-	-	-	392,449
NET OPERATING INCOME	(3,893)	(146,585)	(50,360)	(103,330)	25,653	(23,787)	(81,971)	(77,384)	(104,832)	-	-	-	(566,490)
NON-OPERATING REVENUE/(EXPENSE)													
BEQUESTS	470,063	763	-	-	-	-	-	-	-	-	-	-	470,826
BENEFICIAL INT IN TRUSTS - CHANGE	-	-	72,064	-	-	6,989	-	-	(33,111)	-	-	-	45,942
INVESTMENT INCOME - OPER INV, NET OF FEES	25,076	4,212	25,799	14,097	17,292	17,486	32,977	(40,578)	(4,059)	-	-	-	92,303
INVESTMENT INCOME - OTHER	(6,024)	(5,705)	(6,535)	(317)	(1,357)	(79)	590	1,327	(29)	-	-	-	(18,129)
LEASE INCOME, NET	15,095	8,569	20,593	21,209	22,795	21,743	17,559	14,808	9,054	-	-	-	151,426
DISPOSAL OF FIXED ASSETS	-	-	-	-	-	-	-	-	1,503	-	-	-	1,503
CAPITAL CAMPAIGN, NET	43,951	4,361	100,226	(639)	8,680	39,709	6,298	22,017	2,767	-	-	-	227,371
NON-OPERATING REVENUE/(EXPENSE)	548,162	12,200	212,148	34,349	47,410	85,848	57,424	(2,425)	(23,874)	-	-	-	971,242
TOTAL REVENUE OVER/(UNDER) EXPENSE	544,269	(134,386)	161,788	(68,981)	73,063	62,062	(24,547)	(79,810)	(128,706)	-	-	-	404,752

Silver Key Senior Services

Statement of Revenues and Expenditures

FY 2017-2018 BUDGET (REVISED)

	Actual Jul 2017	Actual Aug 2017	Actual Sep 2017	Actual Oct 2017	Budget Nov 2017	Budget Dec 2017	Budget Jan 2018	Budget Feb 2018	Budget Mar 2018	Budget Apr 2018	Budget May 2018	Budget Jun 2018	YTD
OPERATING REVENUE													
DONATIONS	8,913	18,406	8,733	14,632	21,315	136,500	52,000	15,000	19,500	18,500	17,500	22,500	353,500
SPECIAL EVENTS/SPONSORSHIPS	2,000	4,250	119,900	517	1,753	1,760	4,530	6,200	6,200	5,190	2,800	2,800	157,900
FOUNDATION SUPPORT	26,300	26,300	26,600	26,700	26,300	26,300	26,300	26,300	26,300	26,300	26,300	26,300	316,300
DISTRIBUTIONS FROM TRUSTS	10,687	10,687	10,614	10,687	10,626	10,600	10,600	10,600	10,600	10,600	10,600	10,600	127,500
IN-KIND DONATIONS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL DONATIONS/SUPPORT	47,900	59,643	165,847	52,536	59,995	175,160	93,430	58,100	62,600	60,590	57,200	62,200	955,200
GOVERNMENT GRANTS	164,870	138,436	149,745	174,691	211,877	177,510	133,880	131,170	127,880	148,870	155,440	181,890	1,896,260
OTHER GRANTS	110,298	2,011	4,290	36,369	76,792	21,800	10,300	45,300	5,300	38,300	8,300	8,300	367,360
TOTAL GRANTS	275,168	140,447	154,035	211,060	288,669	199,310	144,180	176,470	133,180	187,170	163,740	190,190	2,263,620
PROGRAM FEES	44,994	47,077	42,314	53,828	41,517	44,200	45,910	43,075	48,290	47,010	49,120	48,035	555,370
RETAIL STORE SALES	6,965	7,736	7,156	7,048	7,945	9,000	8,000	8,500	8,500	9,000	9,000	9,000	97,850
TOTAL PROGRAM REVENUE	51,959	54,813	49,469	60,876	49,463	53,200	53,910	51,575	56,790	56,010	58,120	57,035	653,220
TOTAL OPERATING REVENUE	375,027	254,903	369,352	324,472	398,127	427,670	291,520	286,145	252,570	303,770	279,060	309,425	3,872,040
OPERATING EXPENSES													
SALARIES, TAXES AND BENEFITS	191,154	201,932	194,557	192,220	197,007	194,585	215,195	195,875	213,065	205,015	222,165	206,655	2,429,425
CASE MANAGEMENT/EMERGENCY ASST	10,587	13,499	8,502	13,872	13,225	14,140	11,640	11,640	11,650	11,650	11,650	11,650	143,705
TRANSPORTATION	34,497	32,612	36,829	31,161	29,811	30,910	30,060	31,060	30,545	31,545	30,545	31,545	381,120
MEALS ON WHEELS / GOLDEN CIRCLE	49,956	64,548	54,431	55,341	50,389	50,530	54,930	51,690	61,870	64,900	69,880	68,950	697,415
DEVELOPMENT	-	1,997	34,976	957	1,750	1,750	4,250	4,250	4,250	4,250	4,250	4,250	66,930
PROGRAM SUPPLIES	2,704	5,033	5,874	6,049	4,000	4,000	3,800	3,800	3,800	3,800	3,800	3,800	50,460
OFFICE EXPENSES/SUPPLIES	4,102	3,697	3,235	3,279	2,597	2,600	2,350	2,350	2,350	2,350	2,350	2,400	33,660
OCCUPANCY EXPENSES	26,108	20,656	21,198	23,144	21,719	22,030	19,630	19,630	19,700	19,700	19,200	19,200	251,915
OTHER GENERAL AND ADMINISTRATIVE	15,211	12,872	15,413	57,080	21,795	32,270	17,100	20,650	14,355	15,725	14,425	13,325	250,220
TOTAL OPERATING EXPENSES	334,320	356,846	375,014	383,103	342,292	352,815	358,955	340,945	361,585	358,935	378,265	361,775	4,304,850
NET OPERATING INCOME BEFORE DEPRECIATION	40,707	(101,943)	(5,662)	(58,632)	55,835	74,855	(67,435)	(54,800)	(109,015)	(55,165)	(99,205)	(52,350)	(432,810)
DEPRECIATION AND AMORITIZATION	44,600	44,642	44,698	44,698	46,602	43,515	42,815	43,915	43,915	43,915	43,915	43,915	531,145
NET OPERATING INCOME	(3,893)	(146,585)	(50,360)	(103,330)	9,233	31,340	(110,250)	(98,715)	(152,930)	(99,080)	(143,120)	(96,265)	(963,955)
NON-OPERATING REVENUE/(EXPENSE)													
BEQUESTS	470,063	763	-	-	(1)	-	-	-	-	-	-	-	470,825
BENEFICIAL INT IN TRUSTS - CHANGE	-	-	72,064	-	1	-	-	-	-	-	-	-	72,065
INVESTMENT INCOME - OPER INV, NET OF FEES	25,076	4,212	25,799	14,097	2,342	2,550	325	2,025	2,025	325	2,025	2,025	82,825
INVESTMENT INCOME - OTHER	(6,024)	(5,705)	(6,535)	(317)	(999)	2,000	3,000	2,000	-	-	-	-	(12,580)
LEASE INCOME, NET	15,095	8,569	20,593	21,209	17,818	15,820	12,510	16,150	1,970	4,670	12,430	12,440	159,275
DISPOSAL OF FIXED ASSETS	-	-	-	-	-	-	-	-	-	-	-	-	-
CAPITAL CAMPAIGN, NET	43,951	4,361	100,226	(639)	5,746	25,200	6,400	6,600	10,800	6,300	6,300	6,300	221,545
NON-OPERATING REVENUE/(EXPENSE)	548,162	12,200	212,148	34,349	24,907	45,570	22,235	26,775	14,795	11,295	20,755	20,765	993,955
TOTAL REVENUE OVER/(UNDER) EXPENSE	544,269	(134,386)	161,788	(68,981)	34,140	76,910	(88,015)	(71,940)	(138,135)	(87,785)	(122,365)	(75,500)	30,000

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Medicare Without Boundaries, LLC dba Key Benefits

04/06/18

Profit & Loss

Accrual Basis

April 2017 through March 2018

	<u>Apr 17</u>	<u>May 17</u>	<u>Jun 17</u>	<u>Jul 17</u>	<u>Aug 17</u>	<u>Sep 17</u>	<u>Oct 17</u>	<u>Nov 17</u>	<u>Dec 17</u>	<u>Jan 18</u>	<u>Feb 18</u>	<u>Mar 18</u>	<u>TOTAL</u>
Ordinary Income/Expense													
Income													
5000 - Commission Revenue	1,863.37	672.75	2,288.85	675.32	1,179.29	415.04	1,031.25	492.71	1,781.26	1,158.02	1,414.07	0.00	12,971.93
Total Income	<u>1,863.37</u>	<u>672.75</u>	<u>2,288.85</u>	<u>675.32</u>	<u>1,179.29</u>	<u>415.04</u>	<u>1,031.25</u>	<u>492.71</u>	<u>1,781.26</u>	<u>1,158.02</u>	<u>1,414.07</u>	<u>0.00</u>	<u>12,971.93</u>
Expense													
6050 - Contractors	6,243.75	6,150.00	5,850.00	6,300.00	6,150.00	6,050.00	1,181.25	1,100.00	1,050.00	200.00	0.00	0.00	40,275.00
6150 - Telephone & Internet Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	29.10	29.09	58.19
6300 - Marketing & Advertising	220.00	220.00	300.00	0.00	0.00	750.00	142.68	749.81	809.92	0.00	58.32	0.00	3,250.73
6350 - Website Expense	0.00	15.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15.17
6500 - Professional Fees	0.00	0.00	0.00	0.00	700.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	700.00
6600 - Dues & Subscriptions	0.00	0.00	0.00	24.00	24.75	24.75	24.75	0.00	0.00	368.00	0.00	0.00	466.25
6650 - Training & Education Expense	112.16	0.00	0.00	375.00	0.00	125.00	0.00	0.00	0.00	0.00	0.00	0.00	612.16
6750 - Filing Fees	0.00	0.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00
Total Expense	<u>6,575.91</u>	<u>6,385.17</u>	<u>6,150.00</u>	<u>6,699.00</u>	<u>6,884.75</u>	<u>6,949.75</u>	<u>1,348.68</u>	<u>1,849.81</u>	<u>1,859.92</u>	<u>568.00</u>	<u>87.42</u>	<u>29.09</u>	<u>45,387.50</u>
Net Ordinary Income	<u>-4,712.54</u>	<u>-5,712.42</u>	<u>-3,861.15</u>	<u>-6,023.68</u>	<u>-5,705.46</u>	<u>-6,534.71</u>	<u>-317.43</u>	<u>-1,357.10</u>	<u>-78.66</u>	<u>590.02</u>	<u>1,326.65</u>	<u>-29.09</u>	<u>-32,415.57</u>
Net Income	<u><u>-4,712.54</u></u>	<u><u>-5,712.42</u></u>	<u><u>-3,861.15</u></u>	<u><u>-6,023.68</u></u>	<u><u>-5,705.46</u></u>	<u><u>-6,534.71</u></u>	<u><u>-317.43</u></u>	<u><u>-1,357.10</u></u>	<u><u>-78.66</u></u>	<u><u>590.02</u></u>	<u><u>1,326.65</u></u>	<u><u>-29.09</u></u>	<u><u>-32,415.57</u></u>

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 04/06/18
 Accrual Basis

**Medicare Without Boundaries, LLC dba Key Benefits
 Balance Sheet
 As of March 31, 2018**

	<u>Apr 30, ...</u>	<u>May 31, ...</u>	<u>Jun 30, ...</u>	<u>Jul 31, 17</u>	<u>Aug 31, ...</u>	<u>Sep 30, ...</u>	<u>Oct 31, 17</u>	<u>Nov 30, ...</u>	<u>Dec 31, ...</u>	<u>Jan 31, ...</u>	<u>Feb 28, ...</u>	<u>Mar 31, ...</u>
ASSETS												
Current Assets												
Checking/Savings												
1000 · Operating Checking	792.25	715.00	753.85	839.08	1,633.62	598.91	781.48	424.38	1,652.99	277.72	2,762.39	2,733.30
Total Checking/Savings	792.25	715.00	753.85	839.08	1,633.62	598.91	781.48	424.38	1,652.99	277.72	2,762.39	2,733.30
Accounts Receivable												
1100 · Accounts Receivable	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,158.02	0.00	0.00
Total Accounts Receivable	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,158.02	0.00	0.00
Total Current Assets	792.25	715.00	753.85	839.08	1,633.62	598.91	781.48	424.38	1,652.99	1,435.74	2,762.39	2,733.30
TOTAL ASSETS	<u>792.25</u>	<u>715.00</u>	<u>753.85</u>	<u>839.08</u>	<u>1,633.62</u>	<u>598.91</u>	<u>781.48</u>	<u>424.38</u>	<u>1,652.99</u>	<u>1,435.74</u>	<u>2,762.39</u>	<u>2,733.30</u>
LIABILITIES & EQUITY												
Liabilities												
Current Liabilities												
Accounts Payable												
2000 · Accounts Payable	3,000.00	400.00	0.00	0.00	0.00	0.00	0.00	0.00	807.27	0.00	0.00	0.00
Total Accounts Payable	3,000.00	400.00	0.00	0.00	0.00	0.00	0.00	0.00	807.27	0.00	0.00	0.00
Other Current Liabilities												
2300 · Due to SK Social Enterpr...	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54
Total Other Current Liabilities	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54
Total Current Liabilities	7,535.54	4,935.54	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54	4,535.54	5,342.81	4,535.54	4,535.54	4,535.54
Long Term Liabilities												
2600 · Notes Payable Long Term -...	17,355.92	25,591.09	29,891.09	36,000.00	42,500.00	48,000.00	48,500.00	49,500.00	50,000.00	50,000.00	50,000.00	50,000.00
Total Long Term Liabilities	17,355.92	25,591.09	29,891.09	36,000.00	42,500.00	48,000.00	48,500.00	49,500.00	50,000.00	50,000.00	50,000.00	50,000.00
Total Liabilities	24,891.46	30,526.63	34,426.63	40,535.54	47,035.54	52,535.54	53,035.54	54,035.54	55,342.81	54,535.54	54,535.54	54,535.54
Equity												
3100 · Retained Earnings	0.00	0.00	0.00	-33672.78	-33672.78	-33672.78	-33672.78	-33672.78	-33672.78	-33672.78	-33672.78	-33672.78
Net Income	-24099.21	-29811.63	-33672.78	-6,023.68	-11729.14	-18263.85	-18581.28	-19938.38	-20017.04	-19427.02	-18100.37	-18129.46
Total Equity	-24099.21	-29811.63	-33672.78	-39696.46	-45401.92	-51936.63	-52254.06	-53611.16	-53689.82	-53099.80	-51773.15	-51802.24
TOTAL LIABILITIES & EQUITY	<u>792.25</u>	<u>715.00</u>	<u>753.85</u>	<u>839.08</u>	<u>1,633.62</u>	<u>598.91</u>	<u>781.48</u>	<u>424.38</u>	<u>1,652.99</u>	<u>1,435.74</u>	<u>2,762.39</u>	<u>2,733.30</u>

Capital Campaign plan to complete the fundraising

Goal - \$795,450

Projected Grant Requests 2018 - \$410,000

Left to Raise - \$385,450

Final phase campaign overview:

June -July

Selection of artist(s) for Major donor wall and tile acknowledgement (Lorri, Pat & Steering Cmte)

Develop campaign materials (Lorri and Marketing Staff)

Solicit Media coverage -earned and paid (Lorri and Cathy)

Identify service and community groups for speaking engagements (Lorri and Steering/Dev Cmte)

June - August

Identify potential repeat donors for requests (Lorri and Steering/Dev Cmte)

Challenge grant – identify donor and terms (Lorri and Steering/Dev Cmte)

July - August

Create Direct Mail, eBlasts, Newsletter, and Social Media coverage (Lorri, Laurie& Marketing Staff)

August-December

Media coverage – print ads, tv spots, social media (Lorri and Marketing Staff)

Speaking engagements – conduct them (Lorri)

Schedule and conduct Donor visits and asks for support (Lorri and Pat with Steering/Dev Cmte support)

Donor Wall tile donations (Lorri and Paula)

December

Closing Celebration (Lorri, Laurie, Steering/Dev Cmte)

Projected Grant Request 2019 - \$250,000

All Staff – Proposed Service Names Feedback

Marketing Objectives:

1. Increase awareness
 - Strengthen the Silver Key brand identity by including Silver Key in all service names
 - Reinforce that services are available for anyone as young as 60
 - Make the existing program names more benefit-oriented, less institutional sounding, easier to understand, and more appealing to target audiences including baby boomers and family caregivers
 - Use the term Services instead of Programs and Organization instead of Agency
 - Continue using the Silver Key logo
2. Increase use of fee-based services
 - Emphasize added benefits of convenience, choice and value in addition to independence, safety, dignity, and respect

Proposed Service Names:

- Silver Key Home Delivered Meals
- Silver Key Connections Café (& Community Room)
- Silver Key Reserve & Ride
- Silver Key Senior Assistance
- Silver Key Friends Thrift Store

Please let me know if you have any concerns about these proposed service names. You can also email me, call me at x 2323 or stop by!

Silver Key Strategy Plan

Silver Key serves in partnership with our stakeholders to support quality of life for seniors -- allowing them the choice of safely aging in place with dignity and independence

<u>Short Term</u>	<u>Progress</u>
Capital Campaign: Complete by December 31, 2018	<u>75%</u>
Succession Plan: Complete by August 2018 Board Meeting	<u>50%</u>
<u>Strategic Initiatives</u>	
Affordable Senior Housing: Joint Initiative/Collaborative Project	<u>5%</u>
Community Engagement: Engage the Senior Community in Identification of Needs & Gaps	<u>28%</u>
Social Enterprise: Diversification of Revenues for the Future	<u>23%</u>
Marketing: Increase Brand Awareness	<u>25%</u>
Core Services: Expand and Develop Innovative Approaches	<u>15%</u>
Volunteers: Continue to Recruit and Train to Meet the Growing Need for Service	<u>5%</u>
Sustainability: Increase Sustainability to be Less Dependent on Government Funding	<u>7%</u>

March 2018 Key Factors Report

Resource Development

Capital Campaign:

Raised/Pledged to Date: \$4,704,550
Left to Raise: \$ 795,450

Program Updates

Volunteers:

Completed the first round of volunteer training videos
Started a Volunteer Program Management Certification training through CNE

Events:

Rockin' subcommittees are identifying potential sponsors and auction items
March for Meals Champions Week had 14 community leaders and local celebrities participate during the week

Grants:

Submitted in March

Inasmuch Foundation	Capital Campaign	100,000	P	3/2/18
FrontStream/GiftWorks	Marketing video	Inkind	P	3/13/18
PP United Way	Gen Op	40,000	P	3/5/18
City of COS Transit grant	Transportation	250,000	IP	3/27/18
PPACG - Area Agency on Aging	Various Departments	1,548,730	IP	3/23/18
Hagen Family Fdn	Pantry	10,000	LOI P	3/8/2018
NextFifty (multiple /2 year request)	Community Room Programming	250,000	P	3/15/18
Edson Foundation (PPCF)	Social Enterprise	10,000	LOI P	3/29/18
TOTAL REQUESTS		2,208,730		

Looking Ahead:

Grant applications currently in progress for April submission:

- Walmart Foundation: Pantry, \$5,000
- T.Rowe Price: Pantry probably, \$5,000-\$10,000

- CompreCare Fund/Denver Foundation: TBD, \$10,000-\$20,000
Grant applications on deck
- Laffin Trust: Pantry probably, or MOW. \$ TBD.
- Myron Stratton: Capital Campaign, , \$25,000. Due 6/1/18
- Chapman Foundation: Capital Campaign. LOI due 7/31
- Wells Fargo Corporate Giving: TBD

Marketing/PR:

KKTV on-air interview March for Meals
 KKTV anchor Katie Pelton delivered MOW and did a story on her experience
 KRDO Jon Karroll delivered MOW
 Gazette's Linda Navarro delivered MOW and was featured with a photo on Page 2 of the Gazette
 Press release March for Meals
 Press release Community Champions Week
 Press release Volunteer Drivers Needed

**Social Media
Website**

Month	Total Users	% of New Users	#1 Most Used Key Word	#2 Most Used Key Word	Visits/Sessions	Pageviews	Pages per Visit	Average Time	Bounce Rate	# of Newsletter Sign Ups	# of Newsletter unsubscribed
March	1,862	79.10%	(not provided)	(not set)	2,499	6,898	2.76	0:02:37	44.94%	30	15
Total	5,464	2	0	0	7,382	20,454	8	0	1	101	49

Facebook

Month	Lifetime Total Likes	New Likes	Unlikes	Page Engaged Users	Total Reach	Organic/ viral Reach	Paid Reach	Total Impressions	Organic/Viral Impressions	Paid Impressions	Date Most View Post	Most View Post Total	Most View Post
2018	Lifetime: The total number of people who	Number of new people who have liked your	Number of Unlikes of your Page (Unique	Number of people who engaged with	Number of people who have seen any	Number of people who visited your	Number of people who saw a sponsored story	Number of impressions that came from	Number of times your posts were	Daily: The num	Date of most viewed post.	Number of people reached with most	Actual post
March	859	8	5	329	2,553	2,525	0	5,081	4,883	0	3/29/2018	469	Be ware as new medicare cards
Total		39	13	1,407	10,665	10,508	0	21,576	20,836	0		1,597	

Instagram

Week/Month	# of Followers	# of Total Posts	New Posts	Reach	# of Profile Views	Impressions
2/27-3/5	174	89	1	55	8	97
3/6-3/12	172	89	0	10	2	18
3/13-3/19	175	89	0	-	-	-
3/20-3/26	179	89	0	6	1	6
March Totals	179	89	1	71	11	103
3/27-4/2	177	90	1	40	1	54
Total	684	344	14	462	75	