

Silver Key Senior Services

Tuesday, May 15, 2018

Call to Order, Introductions	Carla Hartsell
Tax Credit Discussion	George Way/Lee Wolf
Presentation of Consent Agenda Minutes from April 17, 2018 CEO Report	Carla Hartsell
Financial Summary Introduction of Finance Director	Cheryl Solze/Val Anders
Committee Reports	
Development Committee/Marketing Committee	Pat Ellis
Building Committee	Pat Ellis
Capital Campaign	David Lord/Lorri Orwig
Rockin' Committee	Lorri Orwig
Social Enterprise	Pat Ellis
Marketing Update	Cathy Grossman
Old Business	
Board Retreat Update	Pat Ellis
Succession Plan	
New Board Member Orientation	
Transit RFP	
New Business	
Board Governance	Carla Hartsell
Next50 Grant	Pat Ellis
Edson Grant	Pat Ellis
Donor Development Director	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 safely aging in place with dignity and independence.



Board of Directors Meeting
April 17, 2018

Board attendance

Carla Hartsell, Dave Bunkers, Mary Ellen McNally, David Lord, Cheryl Solze, Jan Martin, , Lynne Jones, and Steve Baron

Staff attendance

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

Board meeting called to order by Carla Hartsell, Chair at approximately 4:02 p.m. Board member attendance did not reach quorum status for the approval of the Consent Agenda which is comprised of the Minutes from the March 20, 2018 meeting and the CEO report. Carla made known to the board Robyn's resignation during the Finance Committee meeting. Carla and the board extended their congratulations and thanks for all her hard work during her time at Silver Key as Chief Financial Officer. Robyn will be joining Ent Credit Union in May.

Finance- Robyn Handy reviewed the financials included in the board packet.

- Silver Key expects to receive carry-over funds from PPAAA in the sum of \$85k. Spending deadline is June 30 (end of fiscal year);
- Capital Campaign – started making mortgage payments; less than \$800k remain to be raised;
- Social Enterprise – Financials were included in the packet;
 - For clarification, the structure of the Social Enterprise entity known as Key Benefits is a stand- alone "C" corporation under Silver Key Senior Services, with a separate Board of Directors;
 - The business plan was established in 2016;
 - Silver Key Operating Board agreed to fund Key Benefits' startup costs;
 - Key Benefits continues to have agents write plans and commissions are split with Silver Key;
 - Currently there are minimal expenses, other than the repayment of the startup costs; and administrative duties have been brought in-house;
 - First quarter commissions expect to be completed by the next meeting;
 - Changes in the referral process have caused a need to recalibrate the business plan;

Volunteers- 3rd week in April is volunteer appreciation. Lorri Orwig distributed a handout which defined the importance of volunteers and their financial impact to Silver Key to continue to provide services. Lorri also gave an overview of the volunteer process and how volunteers are acquired.

- Conduct interviews to determine their interest, availability and fit with Silver Key;
- Subject to background check & screening;
- Random drug testing if placed in a position of driving
- New orientation video will be available on our website in July;

Some of the financial burden for background checks is offset by asking volunteers to donate the cost. The demand for volunteers is growing as well as the interest to volunteer; largest need is always in transportation and meals on wheels.

Committee updates:

Development - No meeting held; newly created and part of the Marketing/Development Committee. Please notify Paula of your interest.

Building

A meeting is set for April 23 with Tom Cone to discuss the potential housing development of the vacant lot. Will report next month.

Capital Campaign- Lorri reviewed the handout included in the packet detailing the completion strategy

- Grant approvals expected to hear by the end of May;
- Left to raise after grant approvals - \$385,450;
- Begin marketing push & develop the public phase;
- Suggests combine Steering Committee and Development Committees;

Challenge Grant –David Lord proposed reaching out to individuals for a matching gift challenge which would assist with the close of the campaign;

- Lane Foundation would not be issuing any RFP before 2019;
- Loo Foundation – RFP will be issued this week;
- IRA distributions and Enterprise Zone credits also as means for donations

Nominating Committee – did not meet.

Marketing Committee – did not meet.

- Cathy Grossman gave an overview of the handout supplied in the board packet addressing services/program branding;
- Identifying naming structure of Silver Key's programs;
- Community perception of Silver Key services/programs names;
- Renaming to include "Silver Key" in front of all services/programs for a visual identity to Silver Key

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

- \$55.5k in sponsorship commitments; goal is \$80k;
- 24 tables committed; 18 left (\$1,500 per table of 10);
- "Board Booze Basket" auction item; please consider a donation to the basket;
- Consider hosting a table with friends;
- Paddle raise goal between \$40k - \$50k; focus is still in the works; ideas are welcome;

Social Enterprise – What other opportunities?

- Edson Foundation Grant – collaborative with the Quad (comprised of CC, PPCC, AFA and UCCS students)- only 1 award given;
- \$10k grant with a \$40k low or no-interest loan;
- Grant submitted by Silver Key and awarded; focus was placed on other ways to use the kitchen through feasibility study and marketing plan;
- Meeting scheduled with Gary Geiser (buyer of Bott location) for collaboration of ideas;
- Opportunity for part-time employment for seniors and/or interns from Atlas Prep and inter-generational programs;

Old Business

- Board Retreat Update – summary will be distributed at each meeting on the progress of goals

New Business

- Guardianship - Silver Key is a member of the Pikes Peak Elder Abuse Coalition (PPEAC)
 - 30 court appointed individuals – current capacity for Silver Key;
 - Silver Key staff and PPEAC have developed a plan to train and monitor volunteer guardians within the community;

- Silver Key has been acknowledged and recognized by the courts and the PPACG's Ombudsman program as a stellar example of how guardianship should work;
- Difficult program to fund; received small assistance;
- Grant request recently submitted to the Colorado Springs Health Foundation and should hear very soon;
- Silver Key staff available 24/7; rotate on call;
- Carryover funds – unspent funds to be spent into next year, reallocated and applied for; Silver Key will be receiving \$85k to be used for unpaid rides and updated transportation tablets, among other needs;
- Silver Key was nominated for the Joe Henjum award; not a winner though;
- Silver Key will be recognized as a community partner of Goodwill at their annual dinner

Other business:

- Steve Baron announced Kaiser Permanente is going through a reorganization and his position is being dissolved; expects to continue service on the board as long as possible; will keep all apprised of status;
- Board attendees present unanimously approved the consent agenda go out via email for vote and approval; Carla Hartsell abstained from voting;
- Rocky Mountain Chef Showcase – seats are still available – Silver Key Chef Gerry Coulter will be participating on May 3rd; let Lorri Orwig know if you are able to attend.

Meeting adjourned at 5:02 p.m.

/s: _____
Amy Silva-Smith, Secretary

/s: _____
Paula Humber, Recorder

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

April Highlights

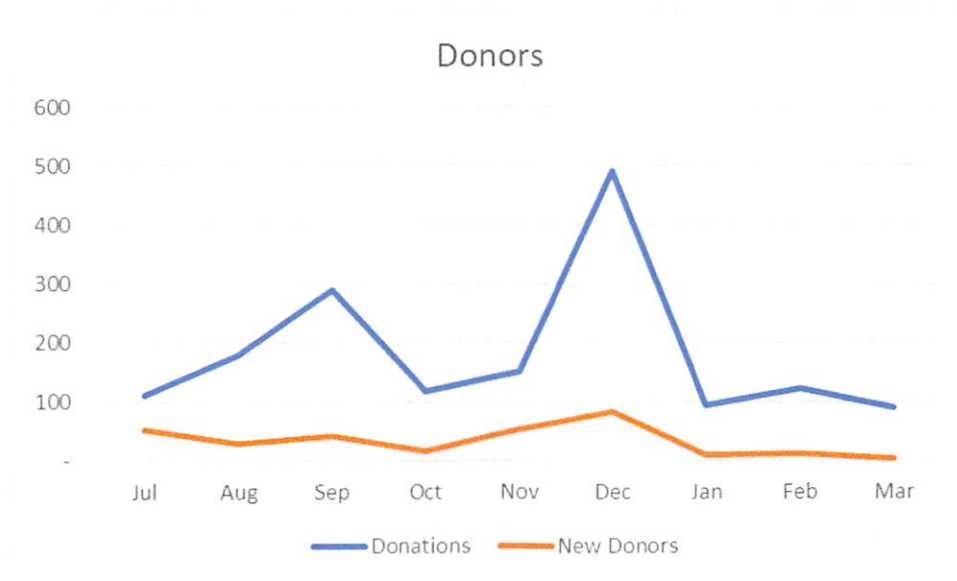
- Hired a new Finance Director
- Received notification of a \$7,500 grant for Meals on Wheels from the Utilities Community Focus Fund
- Notified of \$250,000 Grant from Next50 for the community center development
- Received notification of the award of \$10,000 from the Edson Foundation for social enterprise
- Renewal of the QCMI Lease for 3 years – 7% increase

Murray

QCMI, the largest tenant on the campus has renewed their lease for 3 years with a 7% increase.

Resource Development

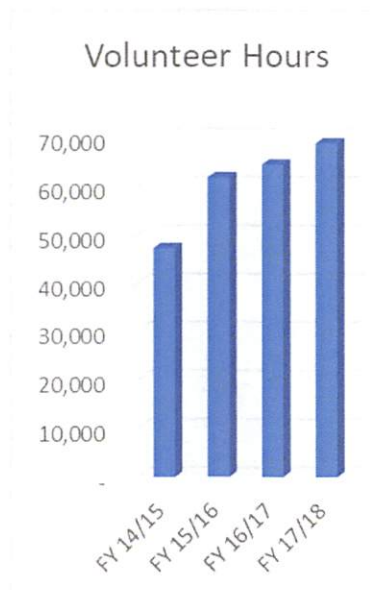
During the month of April, we received 180 donations, 7 were from new donors and 2 of the donations were more than \$1,000. July through April we received a total of 1,825 donations, 313 were from new donors and 78 of the donations exceeded \$1000.



Lorri Orwig, Chief Development Officer has resigned, her last day will be May 31. Lorri has been with Silver Key almost 9 years and will be missed. She has represented Silver Key well over the years through donor development, fundraising, volunteer management, public relations and the capital campaign – to name a few. The position of Donor Development and Major Gifts Director has been posted.

Volunteers

July through April our volunteers provided 68,940 hours of service to Silver Key. This has a financial value of \$25.10 per hour for a total of \$1,730,394 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. Over the last couple of months there has been a focused effort on recruiting 'Reserve and Ride' volunteers to assist in meeting the growing requests for rides.



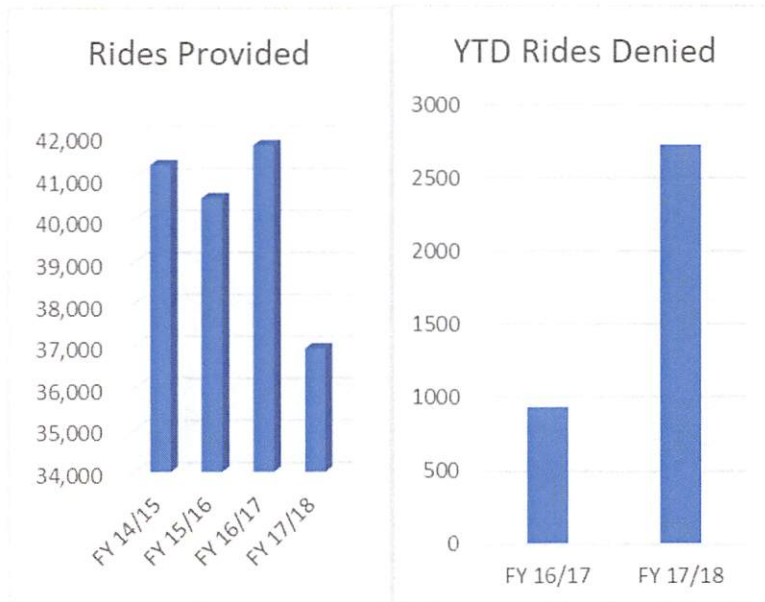
Reserve and Ride

July through April we averaged 176 rides per day with a total of 36,933 rides. This is a 4,834 ride decrease compared to last year. Fiscal year to date we have been unable to provide 2,732 of the rides requested which is an increase of 1,797 over last year. In addition, we have provided 2,266 rides that were unfunded. This trend will continue through June 30. We have received notification from Transit that our RFP response has been accepted and we will receive funding, however, they have not confirmed the number of rides they will fund.

21,757 rides for the fiscal year to date were medical/dialysis and 7,254 for groceries – 63% of the rides.

Fiscal year to date our average cost per gallon for fuel is at \$2.35, this is a \$.19 increase over last year for the same time period. In total we have spent \$81,466 for fuel through April. Repair cost year to date is at \$86,690 which is \$2.35 per ride provided.

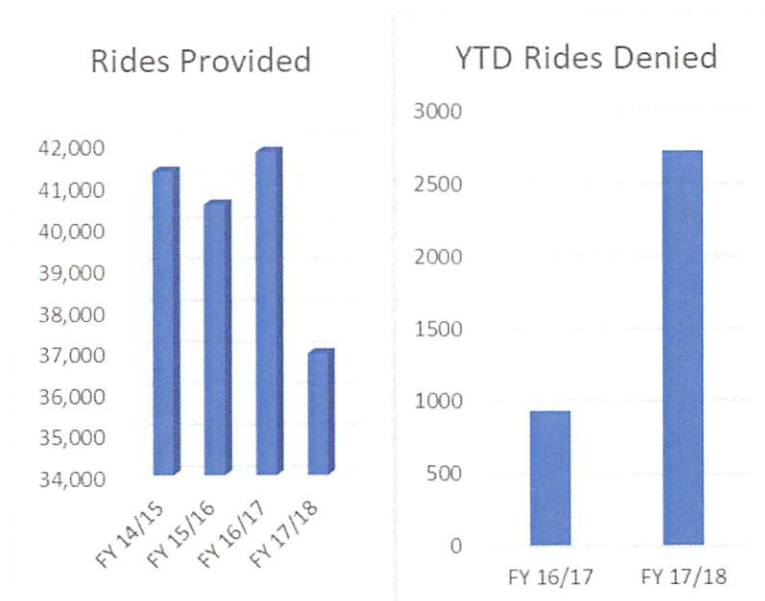
Transportation volunteers provided 46% of the rides July through April.



As mentioned in the March report, 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. The contract continues to focus on ADA requirements rather than services to the aging community. The rides will not be funded unless they are scheduled through the Transit call center. Because we will still be making the reservations for our Area Agency on Aging rides, this will be a cumbersome process and not customer service friendly. They continue to pressure Silver Key to have the call center handle all of our calls – we are not comfortable with this due to our funding restrictions regarding payments, enrollment and many other issues.

36% of the rides we provide are 'standing orders' – the rider does not call and reserve, but they are on the schedule as the result of a recurring need such as dialysis. We are reviewing these rides to determine if they meet the City requirements, if so, we will schedule these rides through their system and avoid the call transfers.

Jan Martin and I will be meeting with Mayor Suthers to discuss the role of transportation in an Age Friendly community and how the changing requirements of Mountain Metro are impacting our ability to meet these needs.



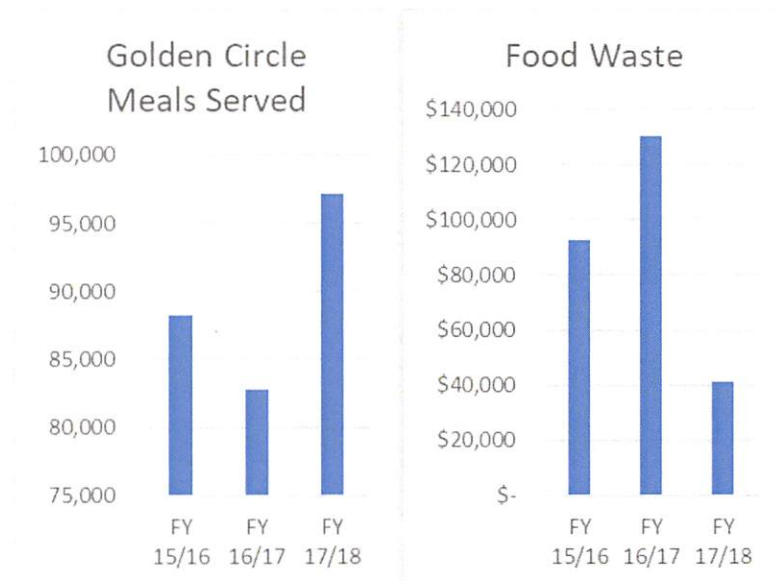
Nutrition

Connection Café (Golden Circle)

The State of Colorado has implemented a new software reporting system. This impacts all areas funded through the Area Agency on Aging, but the changeover challenges are most evident in the meal programs due to numbers and the many different sites. We have been waiting for this implementation so we can purchase barcode scanners for this program – currently all of the rosters and records are a manual process of collection and then need to be entered into the State system. As with many large system integrations the process has not gone well. But we are optimistic that next month we will be able to automate this process.

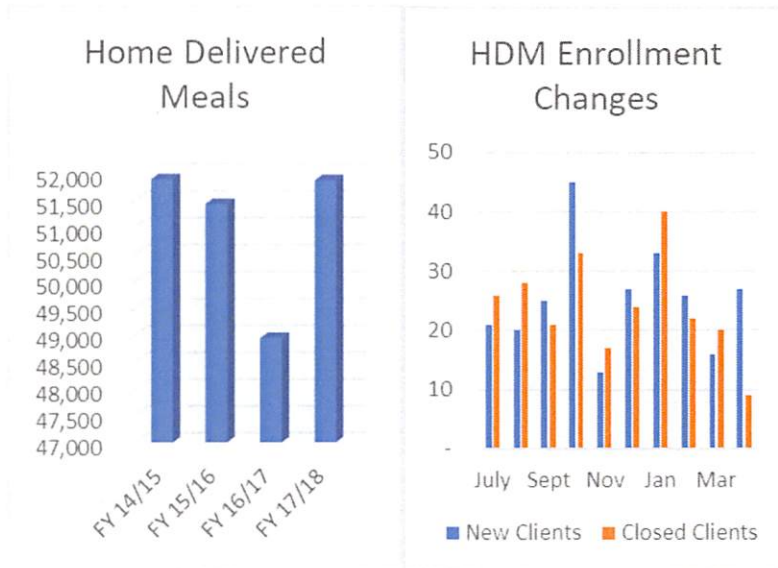
Fiscal year to date the meals served totals 97,125 which exceeds last year by 14,384 meals. During April we served 10,815 meals compared to 8,233 in April 2017. Total food waste YTD is \$41,321 -- \$12,696 lower than last year.

We have terminated our contract with Sysco and will begin working with US Foods, they have a partnership with Meals on Wheels of America and the cost savings will be substantial.



Home Delivered Meals

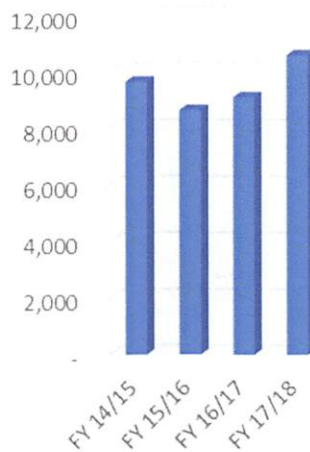
Home Delivered Meals service continues to exceed the numbers over the last few years. FYTD we are 2,927 over last year. July through April we have delivered 51,872 meals. 328 individuals are currently enrolled in the program. 76% of the clients pay for their meals. The other enrollees are either subsidized or the meal covered in full by Silver Key Foundation funds. There is a strategic marketing focus to grow the Home Delivered Meal program and in order to respond to the potential growth, there are some physical layout changes required in the kitchen. Currently the volunteer pick-up area is congested and there is inadequate space for the assembly of the cold packaging.



Pantry

July through April the pantry staff distributed 9,053 commodities boxes, 9,449 TEFAP food assistance bags and responded to 250 emergency food requests – all of which are increases over the previous year. Food donations year to date total 15,305 pounds – which is 7,861 less than last year for the same period.

Pantry Client Visits



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. It is part of the vision to also move the Pantry under the Senior Assistance umbrella. The Case Managers help with benefit enrollment, utility assistance, elder abuse advocacy and behavioral health assessments to name a few. At the end of April, the Case Managers had 546 open cases.

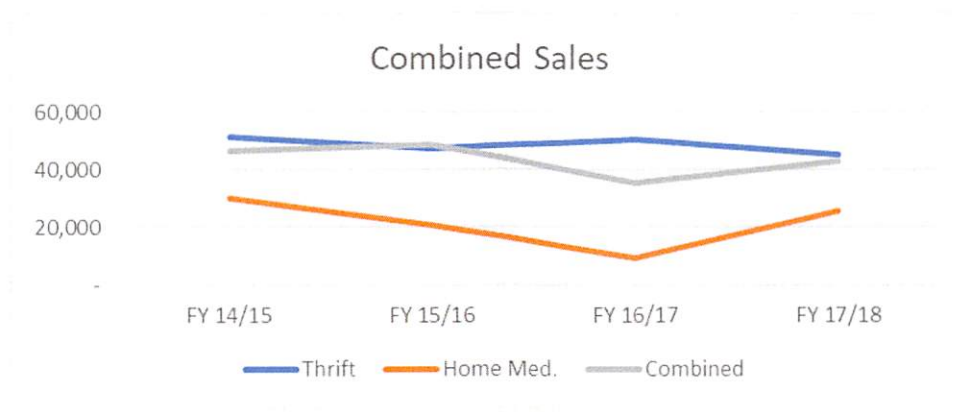
YTD 204 individuals contacted case management requesting emergency financial assistance – and 170 requests were approved for a total of \$51,160. 113 of the requests were related to rent/moving assistance and 44 for medical reasons. In addition, 186 people received COPE assistance for utilities for a total of \$69,784

Silver Key SOS, which is the collaborative with the CU Aging Center and Aspen Pointe, has receive 446 calls this fiscal year and a total of 103 referrals to the program, which resulted in 57 assessments and 46 intakes. Community awareness of this program is the result of Silver Key Case Managers providing educational sessions in the community. Since July, there have been 56 trainings to 440 individuals.

We currently have 28 court appointed wards in the Guardianship.

Retail

Year to date Thrift Store sales totaled \$45,244 with durable medical equipment sales at \$25,930.



Silver Key Senior Services



FINANCIAL PACKAGE

APRIL 2018



Executive Summary



April 2018 Results: \$125k vs. (\$29k) budget / YTD \$530k vs. \$56k Budget

OPERATING RESULTS:

- Donations and Support – April donations and support came in \$62k, or 1.8% over budget. YTD donations and support are down (\$17k), or 2.1% from budget.
- Grants – April came in 78k, or 41.5% ahead of budget due primarily to two grants we received during the month; the largest for Guardianship from Colorado Springs Health Foundation. 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 – April program revenues were below budget (\$4k). We have noticed a small increase in Meals on Wheels; a program which we are actively trying to market and grow in 2018. We will watch these results over time and share them with you. YTD program revenues are just 1.9% behind budget.
- Payroll & Related Expenses – total came in right at budget for the month of April. YTD payroll is \$28k, or 1.4% below budget.
- Operating Expenses – other operating expenses (non-payroll) are under budget in April by \$37k. YTD operating expenses are \$68k, or 2.7% below budget.

NON-OPERATING RESULTS:

- Investments & change in value of beneficial interests – YTD investment income and gain, net of fees are down (\$12k), or 8.7% below budget.
- Murray Lease income – YTD the net income from leasing activities is \$21k, or 15.7% ahead of budget.
- Capital Campaign – YTD the net income from capital campaign is \$120k ahead of budget. We received 100k during April. Remaining amount to raise is \$594k. Monthly principal and interest payments are ~\$6k/mo.



Silver Key Senior Services

Statement of Revenues and Expenditures

FY 2017-2018 (Summary)

	Actual YTD Apr 2018	Budget YTD Apr 2018	\$ Variance	% Variance	YTD Annual Budget
OPERATING REVENUE					
DONATIONS	281,980	313,500	(31,520)	-10.1%	353,500
SPECIAL EVENTS/SPONSORSHIPS	152,333	152,300	33	0.0%	157,900
FOUNDATION SUPPORT	275,800	263,700	12,100	4.6%	316,300
DISTRIBUTIONS FROM TRUSTS	107,846	106,300	1,546	1.5%	127,500
IN-KIND DONATIONS	-	-	-	n/a	-
TOTAL DONATIONS/SUPPORT	817,959	835,800	(17,841)	-2.1%	955,200
GOVERNMENT GRANTS	1,539,708	1,558,930	(19,222)	-1.2%	1,896,260
OTHER GRANTS	463,834	350,760	113,074	32.2%	367,360
TOTAL GRANTS	2,003,542	1,909,690	93,852	4.9%	2,263,620
PROGRAM FEES	456,991	458,215	(1,224)	-0.3%	555,370
RETAIL STORE SALES	70,813	79,850	(9,037)	-11.3%	97,850
TOTAL PROGRAM REVENUE	527,804	538,065	(10,261)	-1.9%	653,220
TOTAL OPERATING REVENUE	3,349,305	3,283,555	65,750	2.0%	3,872,040
OPERATING EXPENSES					
SALARIES, TAXES AND BENEFITS	1,971,825	2,000,605	(28,780)	-1.4%	2,429,425
CASE MANAGEMENT/EMERGENCY ASST	116,048	120,405	(4,357)	-3.6%	143,705
TRANSPORTATION	288,443	319,030	(30,587)	-9.6%	381,120
MEALS ON WHEELS / GOLDEN CIRCLE	560,092	558,585	1,507	0.3%	697,415
DEVELOPMENT	42,759	58,430	(15,671)	-26.8%	66,930
PROGRAM SUPPLIES	39,183	42,860	(3,677)	-8.6%	50,460
OFFICE EXPENSES/SUPPLIES	37,069	28,910	8,159	28.2%	33,660
OCCUPANCY EXPENSES	184,490	213,515	(29,025)	-13.6%	251,915
OTHER GENERAL AND ADMINISTRATIVE	227,748	222,470	5,278	2.4%	250,220
TOTAL OPERATING EXPENSES	3,467,658	3,564,810	(97,152)	-2.7%	4,304,850
NET OPERATING INCOME BEFORE DEPRECIATION	(118,353)	(281,255)	162,902	-57.9%	(432,810)
DEPRECIATION AND AMORITIZATION	434,887	443,315	(8,428)	-1.9%	531,145
NET OPERATING INCOME/(LOSS)	(553,240)	(724,570)	171,330	-23.6%	(963,955)
NON-OPERATING REVENUE/(EXPENSE)					
BEQUESTS	470,826	470,825	1	0.0%	470,825
BENEFICIAL INT IN TRUSTS - CHANGE	45,942	72,065	(26,123)	-36.2%	72,065
INVESTMENT INCOME - OPER INV, NET OF FEES	98,284	78,775	19,509	24.8%	82,825
INVESTMENT INCOME - OTHER	(17,943)	(12,580)	(5,363)	42.6%	(12,580)
LEASE INCOME, NET	155,440	134,405	21,035	15.7%	159,275
DISPOSAL OF FIXED ASSETS	1,503	-	1,503	n/a	-
CAPITAL CAMPAIGN, NET	329,407	208,945	120,462	57.7%	221,545
NON-OPERATING REVENUE/(EXPENSE)	1,083,459	952,435	131,024	13.8%	993,955
TOTAL REVENUE OVER/(UNDER) EXPENSE	530,219	227,865	302,354	132.7%	30,000

Silver Key Senior Services
Balance Sheet
As of 4/30/2018
(In Whole Numbers)

	Current Year	Prior Year
ASSETS		
CURRENT		
CASH - OPERATING	136,986	52,296
CASH - CAPITAL CAMPAIGN	284,164	112,946
OPERATING RESERVE	125,146	29,876
ACCOUNTS RECEIVABLE	430,438	308,859
PLEDGES RECEIVABLE	8,754	125,806
PREPAID EXPENSES	84,385	164,618
OTHER CURRENT ASSETS	37,324	0
Total CURRENT	1,107,198	794,401
FIXED		
LAND & BUILDINGS	5,098,581	4,390,465
FURNITURE, FIXTURES & EQUIPMENT	1,204,589	1,103,673
VEHICLES	1,236,473	1,224,545
ACCUMULATED DEPR & AMORT	(2,114,063)	(1,615,896)
Total FIXED	5,425,579	5,102,786
OTHER ASSETS		
BENEFICIAL INTEREST IN TRUSTS	4,331,816	3,361,822
INVESTMENTS (OPER RESERVE)	1,099,190	1,611,120
OTHER ASSETS	41,623	89,044
Total OTHER ASSETS	5,472,629	5,061,986
Total ASSETS	12,005,406	10,959,173
LIABILITIES		
CURRENT LIABILITIES		
ACCOUNTS PAYABLE	99,893	84,674
SALARIES PAYABLE	111,815	186,109
ENT CREDIT UNION - RLOC	0	0
NOTE PAYABLE CURRENT - ENT CREDIT UNION	47,771	0
SECURITY DEPOSITS - MURRAY TENANTS	13,420	11,072
DEFERRED REVENUE	37,117	0
OTHER LIABILITIES	0	0
Total CURRENT LIABILITIES	310,016	281,855
LONG-TERM LIABILITIES		
N/P - ENT CREDIT UNION	848,439	1,215,370
LOC - ENT CREDIT UNION	0	52,250
Total LONG-TERM LIABILITIES	848,439	1,267,620
Total LIABILITIES	1,158,455	1,549,475
NET ASSETS		
NET ASSETS BEGINNING BALANCE		
	10,316,732	8,803,192
Total NET ASSETS BEGINNING BALANCE	10,316,732	8,803,192
REVENUE OVER (UNDER) EXPENSES		
	530,219	606,505
Total REVENUE OVER (UNDER) EXPENSES	530,219	606,505
Total NET ASSETS	10,846,951	9,409,698
TOTAL LIABILITIES & NET ASSETS	12,005,406	10,959,173

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	Budget YTD
OPERATING REVENUE														
DONATIONS	8,913	18,406	8,733	14,632	26,770	103,656	52,142	16,500	9,350	22,878	-	-	281,980	353,500
SPECIAL EVENTS/SPONSORSHIPS	2,000	4,250	119,900	517	2,079	2,079	6,200	6,200	6,200	2,908	-	-	152,333	157,900
FOUNDATION SUPPORT	26,300	26,300	26,600	26,700	26,300	26,400	39,292	25,882	26,836	25,191	-	-	275,800	316,300
DISTRIBUTIONS FROM TRUSTS	10,687	10,687	10,614	10,687	10,687	10,631	10,689	10,689	11,779	10,699	-	-	107,846	127,500
IN-KIND DONATIONS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL DONATIONS/SUPPORT	47,900	59,643	165,847	52,536	65,836	142,765	108,322	59,270	54,165	61,676	-	-	817,959	955,200
GOVERNMENT GRANTS	164,870	138,436	149,745	174,691	210,705	119,386	138,099	126,997	137,035	179,743	-	-	1,539,708	1,896,260
OTHER GRANTS	110,298	2,011	4,290	36,369	76,571	52,208	1,250	48,150	47,564	85,123	-	-	463,834	367,360
TOTAL GRANTS	275,168	140,447	154,035	211,060	287,276	171,594	139,349	175,147	184,600	264,866	-	-	2,003,542	2,263,620
PROGRAM FEES	44,994	47,077	42,314	53,828	42,854	49,135	44,675	41,542	47,210	43,362	-	-	456,991	555,370
RETAIL STORE SALES	6,965	7,736	7,156	7,048	6,800	6,856	7,169	6,287	8,017	6,780	-	-	70,813	97,850
TOTAL PROGRAM REVENUE	51,959	54,813	49,469	60,876	49,654	55,991	51,844	47,830	55,227	50,142	-	-	527,804	653,220
TOTAL OPERATING REVENUE	375,027	254,903	369,352	324,472	402,765	370,350	299,514	282,247	293,992	376,684	-	-	3,349,305	3,872,040
OPERATING EXPENSES														
SALARIES, TAXES AND BENEFITS	191,154	201,932	194,557	192,220	191,749	189,298	205,120	193,682	207,571	204,543	-	-	1,971,825	2,429,425
CASE MANAGEMENT/EMERGENCY ASST	10,587	13,499	8,502	13,872	11,979	14,103	12,978	10,671	11,679	8,179	-	-	116,048	143,705
TRANSFERTATION	34,497	32,612	36,829	31,161	24,782	31,028	24,801	21,043	28,897	22,792	-	-	288,443	381,120
MEALS ON WHEELS / GOLDEN CIRCLE	49,956	64,548	54,431	55,341	56,844	57,032	50,477	51,216	64,497	55,751	-	-	560,092	697,415
DEVELOPMENT	-	1,997	34,976	957	-	110	1,875	826	1,846	171	-	-	42,759	66,930
PROGRAM SUPPLIES	2,704	5,033	5,874	6,049	3,687	3,761	2,115	3,350	2,759	3,851	-	-	39,183	50,460
OFFICE EXPENSES/SUPPLIES	4,102	3,697	3,235	3,279	4,813	3,509	4,140	3,993	4,110	2,190	-	-	37,069	33,660
OCCUPANCY EXPENSES	26,108	20,656	21,198	23,144	17,722	19,931	16,279	17,368	15,376	6,708	-	-	184,490	251,915
OTHER GENERAL AND ADMINISTRATIVE	15,211	12,872	15,413	57,080	18,983	31,881	22,469	16,250	20,780	16,812	-	-	227,748	250,220
TOTAL OPERATING EXPENSES	334,320	356,846	375,014	383,103	330,558	350,651	340,254	318,400	357,515	320,997	-	-	3,467,658	4,304,850
NET OPERATING INCOME BEFORE DEPRECIATION	40,707	(101,943)	(5,662)	(58,632)	72,208	19,699	(40,740)	(36,153)	(63,523)	55,687	-	-	(118,353)	(432,810)
DEPRECIATION AND AMORTIZATION	44,600	44,642	44,698	44,698	46,555	43,485	41,231	41,231	41,308	42,438	-	-	434,887	531,145
NET OPERATING INCOME	(3,893)	(146,585)	(50,360)	(103,330)	25,653	(23,787)	(81,971)	(77,384)	(104,831)	13,249	-	-	(553,240)	(963,955)
NON-OPERATING REVENUE/(EXPENSE)														
BEQUESTS	470,063	763	-	-	-	-	-	-	-	-	-	-	470,826	470,825
BENEFICIAL INT IN TRUSTS - CHANGE	-	-	72,064	-	-	6,989	-	-	(33,111)	-	-	-	45,942	72,065
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)	5,981	-	-	98,284	82,825
INVESTMENT INCOME - OTHER	(6,024)	(5,705)	(6,535)	(317)	(1,357)	(79)	590	1,327	(29)	186	-	-	(17,943)	(12,580)
LEASE INCOME, NET	15,095	8,569	20,593	21,209	22,795	21,743	17,559	14,808	9,054	4,014	-	-	155,440	159,275
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	102,036	-	-	329,407	221,545
NON-OPERATING REVENUE/(EXPENSE)	548,162	12,200	212,148	34,349	47,410	85,848	57,424	(2,425)	(23,874)	112,217	-	-	1,083,459	993,955
TOTAL REVENUE OVER/(UNDER) EXPENSE	544,269	(134,386)	161,788	(68,981)	73,063	62,062	(24,547)	(79,810)	(128,705)	125,466	-	-	530,219	30,000

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April 2018 Key Factors Report

Resource Development

Capital Campaign:

Raised/Pledged to Date: \$4,804,550

Left to Raise: \$ 695,450

Suzie Jenkins committed to another \$100,000 gift (included in the total).

Program Updates

Volunteers:

Linda has completed the Volunteer Management Certification training through CNE

Linda is working with the Guardianship program to create the new Volunteer Guardianship program with PPEAC

Events:

Rockin' has \$61,500 committed in sponsorship

Silent and Live Auction items are coming in

Grants:

Submitted in April

Walmart Foundation, Community Grants	Pantry	80,000	P	4/20/18
T. Rowe Price	Volunteer Web-based mgmt.	7,500	P	5/3/18
Loo Foundation	Capital Campaign	50,000	P	5/4/18
TOTAL REQUESTS		137,500		

Looking Ahead:

- *Grant applications currently in progress for May submission:*
 - Myron Stratton: \$25,000, Capital Campaign
 - CompreCare Fund/Denver Foundation: \$20,000
 - Laffin Trust: Nutrition/Pantry \$20,000
- *Grant applications on deck (please see spreadsheet for more)*
 - CDOT 5310 for Transportation staffing – details TBD
 - Chapman Foundation: Capital Campaign. LOI due 7/31
 - Wells Fargo Corporate Giving: TBD
 - Gates Family Foundation: possible capital grant for Kitchen/MOW needs
 - Many other smaller “blue sky” foundations
- *Meeting scheduled for June 21:*

- o Edmondson Foundation with Heather Carroll; leading to 9/1 deadline for grant TBD

PR: Press release for new drivers
 Fox 21 ran the interview for 2 days
 KKTV featured the press release and B roll footage

Social Media

Facebook metrics

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	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
April	871	12	6	365	3,758	3,737	0	6,689	6,507	0	4/2/2018	1,129	Silver Key Volunteers are great!

Total 51 19 1,772 14,423 14,245 0 28,265 27,343 0 2,726

Website metrics

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
April	1,818	78.50%	(not provided)	(not set)	2,405	6,654	2.77	0:02:27	4258.00%	29	11

Total 7,282 3 0 0 9,787 27,108 11 0 44 130 60