



Board of Director - Agenda

2/18/2020

1. Call to order /Establish Quorum/ Introductions		Lynne Jones	Process
2. Changes to the agenda		Lynne Jones	
3. Consent Items		Lynne Jones	Vote
A. Agenda	2/18/2020		
B. Minutes	1/21/2020		
4. CEO Report			
A. January Report		Jason DeaBueno	Discussion
B. Additional Matters for approval			
5. Committee Reports			
A. 1. Investment Trust Presentation	4th qtr results	Steve Post	Information/Discussion
2. Finance Committee		Valerie Anders/ Dave Bunkers	Information
3. Financial Packet Review		Dave Bunkers	Vote
4. Ent LOC Terms/Renewal	Resolution	Dave Bunkers	Vote
B. Building Committee		Jason DeaBueno	Information
C. Events Planning Committee	50th Gala update	Derek Wilson	Information
6. Old Business			
A. Board Structure		Jason DeaBueno	information
7. New Business			
A. Board candidate - Lt. Steve Noblitt		Lynne Jones	vote
B. Board Retreat - MAY 17	Penrose House 9a-2p		information
C. Board Demographics		Jason DeaBueno	Title IV status update
8. Related Board Reports			
A. Foundation Matters for Approval		None	
B. Silver Key Enterprise Matters for Approval		None	
C. Senior Heritage Plaza Matters for Approval		None	
9. Next meeting	Tuesday, March 17, 2020		

<https://www.silverkey.org/wp-login.php>

Board Member Login: skboard@silverkey.org

Password: sk-board@1625\$



Board of Director - Minutes 1/21/2012

Scribe: Paula Humber

Board Members:

Present Absent

Lynne Jones, Chair	X
Steve Hunsinger, Vice Chair	X
David Lord, Secretary	X
Dave Bunkers, Treasurer	X
Jan Martin, Immed. Past Chair	X
Carla Hartsell	X
Greg Broeckelman	X
Mike Rowe	X
Cari Karns	X
Skip Morgan, FND. Board	X

Leadership Team:

Jason DeaBueno	X
Paula Humber	X
Valerie Anders	X
Derek Wilson	X
Dayton Romero	X
Victoria Salser	X
Jayne Brown	X

Guests:

Amber Stoops	X
Dustin Mueller	X

	<u>Yes</u>	<u>No</u>	<u>Additional notes</u>	<u>Action required</u>
1. Call to order				called to order @4:05 pm by Lynne Jones, Chair
A. Establish Quorum	X			
B. Introductions	X			
2. Changes to the agenda		X		
3. Combined Audit Presentation			Audit was unmodified opinion; details included in the packet	Mike Rowe moved to approve the audit as presented; Cari Karns seconded motion; motion approved unanimously
4. Consent Items				Agenda unanimously approved in conjunction with the minutes
A. Agenda			1/21/2020	X
B. Minutes			12/10/2019	X
5. A. CEO Report			Medicaid handout included in packet; Jason gave explanation of benefits process; report reviewed	Meetings are being scheduled with State Representatives regarding Medicaid process improvement

6. Committee Reports		
A. Finance Committee	Valerie Anders	LOC currently paid off; new term contract for February 2020
B. Financial Packet Review	Valerie Anders reviewed the Executive Summary	Cari Karns moved to approve the financials as presented; Carla Hartsell seconded motion; unanimously passed.
C. Building Committee	Silver Key Senior Apartment Project	The Developers Agreement requested; no reponse as this time; project on pause
7. Old Business		
A. New Board Members	DeAnne McCann & Shahera Shalabi	Carla Hartsell moved of approved new board members; Jan Martin seconded and motion was unanimously approved
8. New Business		
A. Volunteer Orientation	Jayme Brown	details of orientation included in the packet; dates & time; paperwork for signature
9. Related Board Reports		
A. Foundation	none	Next meeting January 23rd
B. Silver Key Enterprise	none	on pause
C. Senior Heritage Plaza	none	next meeting April, 2020
10. Next meeting		
February 18, 2020		
Adjourned:	5:15 p.m.	
Secretary/Chair :	_____	

February 2020

CEO Report

Dear Board Members,

Celebrating my first year with Silver Key has been a highlight in my career. In fact, I have called some past mentors and supports over the last several weeks to share that it has been through their guidance, support and constructive criticism that has positioned for me to be in this position – and I am so grateful. Truth be told, I may be feeling a bit nostalgic as I write this on Valentine’s day – and also reflect on the support my family has given to me as I step into this leadership role at Silver Key.

I would be remiss if I did not thank all of you, the staff, other volunteers and the clients we serve for your unwavering support. Knowing that we have been working through many challenges, I can confidently state that we are in a strong position to address headwinds in a practical, intentional manner and will be exceedingly successful in doing so. Too, I believe that we are going to find momentum and support in other avenues that have not yet materialized in the next year.

Leaving you with a quote that has served many well – hope is simple to give and invaluable to receive, author unknown....and I fully attest that Silver Key creates hope for so many who otherwise may not have had any.

Respectfully submitted,

Jason DeaBueno

Governance Decisions, Monitoring & Accountability

1. Current Significant Issues & Opportunities

a. Nutrition Program

- i. The leadership team is beginning to move energies to expand the private pay home delivered meals program.

Board Dialogue/Consultation

- Would any of the board members be interested/willing to complete a bit of an inventory of the home delivery meal programs that we compete with from a cursory, marketing perspective so that we can learn a bit from our competition?

https://top10bestmealdeliveryservices.com/home?var1=89697938636&var2=411465467752&var4=%2Bhome%20%2Bdelivery%20%2Bmeals&var5=b&var7=12579170596553637843&co=us&gclid=EAIaIQobChMikf_f2cjR5wIVhZ-zCh2vMAQwEAAYASAAEgJDxfD_BwE

- The task would be to complete a spreadsheet of your own design that indicates why people might choose one of the programs and to highlight from what you know about Silver Key’s home delivered meals program what we might think about promoting or explore in terms of offerings. This information would be needed in approximately 30 days as we start to outline promotional opportunities and what makes us unique and competitive.

b. Transportation

- i. Another obstacle has emerged in NEMT. We were asked to complete a new section of the application. This has been completed and we remain hopeful for an approval very soon.
- ii. PPACG has masterfully proposed to combine the AAA transportation funds with the City Metro funds under a common umbrella. This has positioned the specialty providers (Silver Key, Envida, Fountain Valley Senior Center and Community Intersections) to be nimbler and more expansive in the services we deliver.

Board Dialogue/Consultation

- As this is a confusing, complex issue, I want to ensure that the board members have cursory knowledge about this eventuality if you are asked about it. We will take a few minutes to update you in the dialogue.

c. Silver Key Friends Thrift Store

- i. The Friends Thrift Store will be expanding the offerings to include small furniture and expanded Durable Medical Equipment.

Board Dialogue/Consultation

- Related to the expansion, an eventual system for online sales of the equipment is being explored, if any of have knowledge or information about that type of retail opportunity, please advise.

2. Matters for Approval

- None

3. Risk and Compliance – Issues that Board needs visibility to and expected updates to conclusion.

3.1. Risk and Compliance Management

Issue	Level of Risk	Comments
	(1 Low; 2 Medium; 3 High)	

1. Whitaker Claim –	2	Court is scheduled for 2/24/20 and DeaBueno will be in attendance.
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3.2. Risk and Compliance Updates or Incidents

N/A.

3.3. Funder Obligation Concerns

Funder	Level of Risk (1 Low; 2 Medium; 3 High)	Details & Comments
1.		

1.3. Funder Obligation Concerns Updates

1. AAA	N/A	Level of support exceeded expectations for carryover allocation.
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Informational

4. Update on Operational Activities

(Four Focus Areas)

Please see the attached: Silver Key Playbook Page.

Key Accomplishments

- a. Empty Stocking Fund ~\$70,000
- b. Expansion of Thrift Store
- c. 2 of 3 potential renters for 1645 confirmed (1 remains pending)
- d. 1641 is being considered by an organization

5. Matters for Noting

- a. New Staff
 - i. Robert Foutz, VA Choose Home Coordinator (Temp, Grant-funded role)
- b. Positions being recruited:
 - i. Driver (2)
 - ii. Client Relations Specialist
 - iii. Fleet Maintenance Coordinator
 - iv. Guardianship Administrative Assistant

Silver Key Playbook
1st Quarter 2020

Vision	The value, worth and needs of all seniors are identified and honored.							
Mission	To serve in partnership with our stakeholders to support a healthy quality of life for seniors, allowing them to age safely with dignity and independence.							
OUR THEMATIC GOAL								
Silver Key's Rallying Cry	Our Services Have Value and Require Appropriate Support to Thrive!							
OUR DEFINING OBJECTIVES								
Silver Key's qualitative focus areas to meet the thematic goal (also known as the Silver Key Rallying Cry)	Broaden Resources	Implement Facility Master Plan (Suites 1641 & 1645)	Expand and Enhance Volunteer Experience	Optimize Technology				
	●	●	●	●				
OUR STANDARD OPERATING OBJECTIVES								
Silver Key's ongoing priorities; shared by all staff and volunteers.	Cash Flow / Budget	Capital Management	Program / Financial Audits	Human Resource Satisfaction				
	●	●	●	●				
Playbook Criteria and Commitments								
Why does Silver Key exist?	To Ensure Seniors are Seen, Heard, Valued, Cared For and Cherished.							
How do we behave?	We Are Holding Each Other Accountable to Achieve a Healthy Culture, Effective Communication, Brand Excellence and Financial Prudence.							
What do we do?	Personalized Transportation, Nutritional and Behavioral Healthcare, Guardianship, Thrift Store Services and Volunteerism.							
How will we succeed?	Revitalize Our Systems, Policies & Processes to Create an Effective & Efficient Infrastructure to Support Key Functions and Position for the Future.							
What's most important now...	The Medicaid Implementation Across All Areas of the Organization.							
Who must do what?	Dayton	Derek	Paula	Jason	Jayne	Erica	Valerie	Victoria
	Behavioral Health Notes	Pillars and Tri-Care Support	Schedule Meetings with Officials	Implement Rate Campaign	Hire and Credential Providers	Learn Operations and Nutrition	Evaluate Operations' Support	Implement Medicaid NEMT



**Financial Package
FY 2019 - 2020
Seven Months Ending January 31, 2020**

Board of Directors



Executive Summary

CURRENT:

Seven months ending January 31, 2020 Results: year to date net income \$268k vs \$161k budgeted ahead of budget \$107k.

LAG-OPERATING RESULTS:

- >**Donations and Support** - January donations, bequests, and foundation support \$59k vs. \$179k, total year to date donations exceed budget by \$188k. During November & December received \$131k Capital Campaign gifts through Enterprise Zone. Received \$69k from Empty Stocking Fund distribution February 11th.
- >**Government Grants** - the month of January \$181k billed, which is over budget by \$7k. PPACG-AAA services provided over monthly budget by \$6k, PPACG-AAA awarded additional funds of \$382k to support Silver Key's programs to be spent by June 30th. City of Colorado Springs transportation contract billed \$23k, City CDBG Connection Cafe billed \$8k, and City CDBG Housing Navigation billed \$3k. Received City-CDBG Public Facilities award notice of \$455k for building improvements - ordered 2 roof top units that were installed in February. Will upgrade appropriate bathrooms with auto openers to improve access for clients.
- >**Other Grants** - Received \$3k - \$1k from the Trimble Fund to fund home delivered meals, and \$2k from Peak United Way to support Food Pantry.
- >**Program Revenues** - \$49k vs budget \$93k, below budget by (\$44k), Medicaid case management below budget by (\$144k) year to date, and Home Delivered Meals continued to exceed projections, January exceeded budget by \$7k = 770 meals.
- >**Other Revenue** - net loss of (\$29k) for January; current value of Operating Reserve account \$1,182,533; Murray property behind budget year to date (\$53k) caused by property insurance, heat/air conditioning repairs and snow removal exceeding budget. 1645 S Murray (8,300 sq. ft.) space vacated as of 7-1-2019 previous monthly income \$3,921. Continue to search for additional tenants to occupy 1641 (3,628 sq. ft.) and 1645.
- >**Payroll & Related Expenses** - January salaries and benefits under budget by \$1k...year to date under budget by \$14k. Current number of employees 67 - average tenure 3.5 years, open positions; nutrition coordinator, guardianship administrative specialist, fleet maintenance coordinator, and two full time drivers.
- >**Total Operating Expenses**: January \$142k vs \$135k, over budget by \$7k, total year to date operating expenses under budget by \$66k. Nutrition expenses continue to exceed budget because of the increased number of meals.
- >**YTD Program Overview**: Reserve and Ride provided 27,351 rides, revenue \$749k, expenses \$582k, net income \$167k; Nutrition provided 79,067 meals, revenue \$901k, expenses \$925k, net loss (\$24k); Senior Assistance served 2,529 clients, revenue \$334k, expenses \$439k, net loss (\$105k); Pantry distributed 14,207 boxes of food, revenue \$48k, expenses \$63k, net loss (\$16k); Active Living revenue of \$250k booked FY 2017-2019, expenses to date \$51k; Thrift Store revenue \$73k, expenses \$63k, net income \$21k; General & Administrative net expense (\$171k) after allocation to programs; Development & Marketing revenue \$683k, expenses \$236k, net income \$447k.
- >**Cash Flow** - Silver Key Foundation advanced \$90k during July 2019. Ent Line of Credit balance as of January 31, 2019 zero. Cash flow has improved due to end of the year gifts exceeding expectations and a large IT \$160k grant received. Ent line of credit increased to \$750k during June 2019, predict cash challenges during fiscal year unless 1645 Murray rented and additional sustainable funding sources are located and implemented.
- >**LEAD - PROJECTED 2019-20 FISCAL YEAR** - estimate annual revenue \$4.5m, expenses projected at \$4.3m with net income before depreciation \$24k. Projecting a negative cash flow through out the year with the continued use of the Ent Line of Credit. Implementation of Medicaid funding for senior assistance (case management services) with the goal to be operational by first quarter of 2020. Original estimated Medicaid net income for nine months \$482k. Received notice that Medicaid rates reduced by 45% effective 7-1-2019, implementing this program continues to be slow. Estimate a total of \$2k Medicaid revenue during 2019-20 budget year. Currently projecting net loss of (\$230k) during 2019-20. Other unknown 2019-20 factors: Home Delivered Meals numbers - budgeted a 75% decrease and currently exceeding income projection by 73%, will continue researching Medicaid funding for nutrition and non-emergent medical transportation.

Silver Key Senior Services
Statement of Revenues and Expenditures
FY 2019-2020 (Summary)

	Actual Mo Jan. 2020	Budget Mo Jan. 2020	\$ Variance	Actual 7 Months Jan. 2020	Budget 7 Months Jan. 2020	\$ Variance	% Variance	Annual Budget
OPERATING REVENUE								
DONATIONS	21,594	134,933	(113,339)	489,982	299,413	190,569	63.6%	375,600
BEQUESTS	-	5,000	(5,000)	1,213	35,000	(33,787)	-96.5%	60,000
SPONSORSHIPS - OTHER	2,267	3,667	(1,400)	18,517	25,669	(7,152)	-27.9%	44,000
SPECIAL EVENTS/SPONSORSHIPS, NET	300	-	300	24,053	-	24,053	n/a	85,000
FOUNDATION SUPPORT	23,456	24,591	(1,135)	186,683	172,137	14,546	8.5%	295,089
DISTRIBUTIONS FROM TRUSTS	12,192	11,667	525	81,845	81,669	176	0.2%	140,000
IN-KIND DONATIONS	-	-	-	-	-	-	n/a	-
TOTAL DONATIONS/SUPPORT	59,809	179,858	(120,049)	802,292	613,888	188,404	30.7%	999,689
GOVERNMENT GRANTS	181,749	174,484	7,265	1,430,975	1,651,388	(220,413)	-13.3%	2,178,312
OTHER GRANTS	2,758	24,650	(21,892)	121,192	172,550	(51,358)	-29.8%	295,800
TOTAL GRANTS	184,507	199,134	(14,627)	1,552,167	1,823,938	(271,771)	-14.9%	2,474,112
PROGRAM FEES	39,555	82,760	(43,205)	229,683	374,320	(144,637)	-38.6%	788,100
THRIFT STORE SALES	9,159	10,729	(1,570)	72,801	75,103	(2,302)	-3.1%	128,754
TOTAL PROGRAM REVENUE	48,713	93,489	(44,776)	302,484	449,423	(146,939)	-32.7%	916,854
OTHER REVENUE								
BENEFICIAL INT IN TRUSTS - CHANGE	-	-	-	-	-	-	n/a	-
INVESTMENT INC - OPER INV, NET OF FEES	(15,737)	5,600	(21,337)	53,941	33,950	19,991	58.9%	60,200
INVESTMENT INC - OTHER (Social Enterprise)	-	-	-	-	-	-	n/a	-
MURRAY LEASE INCOME, NET	(3,474)	10,118	(13,592)	17,503	70,827	(53,324)	-75.3%	121,423
DISPOSAL OF FIXED ASSETS	(9,583)	-	(9,583)	(9,583)	-	(9,583)	n/a	-
MISCELLANEOUS INCOME	-	-	-	-	-	-	n/a	-
TOTAL OTHER REVENUE	(28,794)	15,718	(44,513)	61,861	104,777	(42,916)	-41.0%	181,623
TOTAL OPERATING REVENUE	264,235	488,199	(223,964)	2,718,804	2,992,026	(273,221)	-9.1%	4,572,278
OPERATING EXPENSES								
SALARIES, TAXES AND BENEFITS	238,768	240,203	(1,435)	1,559,313	1,573,668	(14,356)	-0.9%	2,704,929
SENIOR ASSISTANCE	6,909	9,064	(2,155)	48,126	63,449	(15,323)	-24.2%	108,770
TRANSPORTATION	19,925	28,814	(8,888)	154,197	201,696	(47,499)	-23.5%	345,765
NUTRITION	45,208	33,059	12,149	301,704	231,413	70,291	30.4%	396,708
DEVELOPMENT & MARKETING	9,242	5,401	3,840	21,321	37,809	(16,488)	-43.6%	64,815
PROGRAM SUPPLIES	1,335	6,433	(5,098)	18,895	45,032	(26,137)	-58.0%	77,197
OFFICE EXPENSES/SUPPLIES	7,081	4,986	2,095	31,432	34,902	(3,469)	-9.9%	59,831
OCCUPANCY EXPENSES	21,532	23,431	(1,899)	140,764	164,014	(23,249)	-14.2%	281,166
OTHER GENERAL AND ADMINISTRATIVE	30,738	23,891	6,847	162,716	167,239	(4,523)	-2.7%	286,695
TOTAL OPERATING EXPENSES	380,739	375,282	5,457	2,438,468	2,519,221	(80,752)	-3.2%	4,325,876
NET OPERATING INCOME (LOSS) BEFORE DEPRECIATION	(116,504)	112,917	(229,422)	280,336	472,805	(192,469)	-40.7%	246,401
DEPRECIATION AND AMORTIZATION	48,342	44,507	3,835	331,772	311,547	20,225	6.5%	534,081
MISC GRANT INCOME - CAPITAL	110,412	-	110,412	320,182	-	320,182	n/a	-
NET OPERATING INCOME/(LOSS)	(54,434)	68,410	(122,845)	268,746	161,257	107,488	66.7%	(287,680)

Silver Key Senior Services
Balance Sheet

	as of 01/31/2020 Current Year	12/31/2019 Current Year	6/30/2019 Prior Year	6/30/2018 Previous Year
ASSETS				
CURRENT				
CASH - OPERATING	81,496	147,356	120,851	155,356
CASH - CAPITAL CAMPAIGN	-	-	-	156,515
CASH - MONEY MARKET ACCT	198,014	99,078	129	110,153
Total CASH	279,510	246,434	120,981	422,024
ACCOUNTS RECEIVABLE				
ACCOUNTS RECEIVABLE	311,758	459,112	660,979	582,508
PLEDGES RECEIVABLE	2,140	6,240	5,940	11,352
PREPAID EXPENSES	67,247	74,793	72,658	105,322
OTHER CURRENT ASSETS (Estate/Bequests)	115,000	115,000	186,784	37,571
Total Receivables	496,145	655,145	926,360	736,753
Total CURRENT	775,656	901,579	1,047,341	1,158,777
FIXED				
LAND & BUILDINGS	5,246,540	5,246,540	5,239,040	5,114,284
FURNITURE, FIXTURES & EQUIPMENT	1,090,560	1,079,580	1,052,148	1,303,188
VEHICLES	1,469,644	1,373,272	1,417,696	1,347,879
ACCUMULATED DEPR & AMORT	(2,454,326)	(2,438,043)	(2,302,345)	(2,203,925)
Total FIXED	5,352,419	5,261,349	5,406,539	5,561,426
OTHER ASSETS	4,431,255	4,431,255	4,431,255	4,422,540
BENEFICIAL INTEREST IN TRUSTS	1,182,533	1,198,286	1,128,613	1,098,144
INVESTMENTS (OPER RESERVE)	35,232	31,229	19,973	43,894
OTHER ASSETS	5,649,020	5,660,771	5,579,841	5,564,578
Total OTHER ASSETS	11,777,094	11,823,699	12,033,722	12,284,781
Total ASSETS	11,777,094	11,823,699	12,033,722	12,284,781
LIABILITIES				
CURRENT LIABILITIES				
ACCOUNTS PAYABLE	116,788	116,498	215,040	213,013
SALARIES PAYABLE	110,878	106,437	108,987	101,001
ENT CREDIT UNION - RLOC	-	-	420,000	0
NOTE PAYABLE CURRENT - ENT CREDIT UNION	16,064	16,064	16,064	54,461
SECURITY DEPOSITS - MURRAY TENANTS	11,574	11,574	13,425	13,420
DEFERRED REVENUE	4,533	-	0	53,100
OTHER LIABILITIES	(138)	(48)	0	0
Total CURRENT LIABILITIES	259,699	250,525	773,517	434,995
LONG-TERM LIABILITIES	247,395	248,739	258,951	633,696
N/P - ENT CREDIT UNION	247,395	248,739	258,951	633,696
LOC - ENT CREDIT UNION	0	0	0	0
Total LONG-TERM LIABILITIES	247,395	248,739	258,951	633,696
Total LIABILITIES	507,094	499,264	1,032,467	1,068,691
NET ASSETS				
NET ASSETS BEGINNING BALANCE	11,001,254	11,001,254	11,216,090	10,316,732
REVENUE OVER (UNDER) EXPENSES	268,746	323,180	(214,835)	899,358
Total NET ASSETS	11,270,000	11,324,435	11,001,254	11,216,090
TOTAL LIABILITIES & NET ASSETS	11,777,094	11,823,699	12,033,722	12,284,781

2017-18 Notes:
Estates \$470,826
Capital Campaign \$426,649
NextFifty Grant \$250,000

SILVER KEY
BUDGET FY 2019-2020
CASH FLOW PROJECTIONS

	BUDGET 2019-20	UPDATED 8/2019 PROJECTION 2019-20	ACTUAL 7 Months Jan. 2020
Net Income (loss)	(287,680)	(287,680)	268,746
Depreciation and Amortization	534,081	534,081	331,772
PPACG-AAA funds exhausted 3/2019 (4 months = \$726k) Medicaid expected revenue \$100k			
Other Cash Activity:			
NextFifty payment (received)	150,000	150,000	150,000
RNR Foundation - payment expected 1-2020	50,000	50,000	
CDOT Reimbursement estimate (\$46k revenue booked 6/2019)	98,000	94,000	46,000
CDOT Reimbursement estimate - 60-90 days after delivery		163,000	
Capital Expenditures (1700-1770)			
Murray Building & Grounds	(40,000)	(40,000)	(7,500)
Senior Housing Project		(42,000)	(70,369)
Technology Assets	(130,000)	(170,000)	(62,251)
2019 Elkhart Coach ECII Bus (CDOT Awarded...SK portion 20% = 12,309)	(73,852)	(61,543)	(10,321)
Invertors (PPACG-AAA funded previous fiscal year)		(10,321)	
1 Vehicle (CDOT awarded) - SK portion 20% = 13,240		(66,196)	(27,603)
3 Vehicles (CDOT awarded) - SK portion 20% = 27,603		(138,015)	(2,708)
Active Living - Community Rooms furniture		(5,000)	
Misc. Capital Expenditures	(24,000)	(24,000)	(11,555)
Ent Principal Payment - Mortgage ((16,100)	(420,000)
Ent Principal Payment - LOC			
Estimated Net increase (decrease) in cash	276,549	130,227	184,211
	6/30/2019		Jan. 2020
Operating Cash on Hand	120,981		279,510
Investment Operating Reserves -			
Board Reserved \$400k Capital, balance operating	1,128,613		1,182,533
Outstanding Ent Line of Credit Balance	420,000		-
Estimated Ent Line of Credit balance at end of year 6-30-2020		430,351	

Silver Key Senior Services
Statement of Revenues and Expenditures
FY 2019-2020 ACTUAL & 5 MONTHS PROJECTIONS

	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Projection 12 Months	Original Annual Budget
OPERATING REVENUE														
DONATIONS	12,917	11,541	27,515	17,320	179,837	219,258	21,594	95,000	10,000	17,000	19,800	19,800	651,582	375,600
BEQUESTS	-	227	-	-	986	-	-	-	-	-	-	-	1,213	60,000
SPONSORSHIPS - OTHER	2,417	4,767	2,267	2,267	2,267	5,855	300	2,267	2,267	2,267	2,267	2,267	29,852	44,000
SPECIAL EVENTS/SPONSORSHIPS, NET	-	1,248	-	11,500	5,150	5,855	300	26,000	26,000	11,000	50,000	26,000	85,053	85,000
FOUNDATION SUPPORT	22,860	25,702	28,992	23,412	25,087	37,174	23,456	26,000	26,000	26,000	26,000	26,000	316,683	295,089
DISTRIBUTIONS FROM TRUSTS	11,933	11,800	11,800	11,800	11,160	11,160	12,192	11,609	11,609	11,609	11,609	11,609	139,890	140,000
IN-KIND DONATIONS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL DONATIONS/SUPPORT	50,127	55,285	70,574	66,298	224,487	275,713	59,809	134,876	49,876	67,876	109,676	59,676	1,224,272	999,689
GOVERNMENT GRANTS- PPACG-AAA	204,079	208,670	178,014	165,665	131,341	162,058	145,665	140,000	173,714	173,714	173,714	173,714	2,030,348	1,752,510
OTHER-GOVERNMENT GRANTS	19,103	28,098	60,642	31,103	29,705	30,747	36,085	30,000	30,000	22,000	22,000	22,000	361,484	425,802
OTHER GRANTS	14,008	6,724	7,758	48,927	3,258	37,758	2,757	3,000	3,000	3,000	3,000	3,000	136,191	295,800
TOTAL GRANTS	237,191	243,492	246,415	245,695	164,305	230,563	184,507	173,000	206,714	198,714	198,714	198,714	2,528,023	2,474,112
PROGRAM FEES	39,963	35,728	32,443	26,191	26,407	29,395	39,554	29,000	29,000	29,000	29,000	29,000	374,682	788,100
THRIFT STORE SALES	11,493	10,702	11,377	10,511	9,475	10,085	9,159	8,000	10,000	10,000	10,000	10,000	120,802	128,754
TOTAL PROGRAM REVENUE	51,456	46,430	43,820	36,702	35,882	39,480	48,713	37,000	39,000	39,000	39,000	39,000	495,484	916,854
OTHER REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
BENEFICIAL INT IN TRUSTS - CHANGE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
INVESTMENT INCOME - OPER INV, NET OF FEES	460	(15,266)	16,420	19,523	18,078	30,464	(15,737)	5,000	5,000	5,000	5,000	5,000	78,942	60,200
INVESTMENT INCOME - OTHER (Key Benefits)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEASE INCOME, NET	4,721	(5,568)	23,519	969	991	(3,656)	(3,474)	2,500	2,500	2,500	2,500	2,500	30,003	121,423
DISPOSAL OF FIXED ASSETS	-	-	-	-	-	-	(9,583)	-	-	-	-	-	(9,583)	-
MISCELLANEOUS INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER REVENUE	5,180	(20,834)	39,940	20,492	19,069	26,808	(28,794)	7,500	7,500	7,500	7,500	7,500	99,361	181,623
TOTAL OPERATING REVENUE	343,954	324,372	400,748	369,187	443,743	572,565	264,235	352,376	303,090	313,090	354,890	304,890	4,347,140	4,572,278
OPERATING EXPENSES														
SALARIES, TAXES AND BENEFITS	225,833	206,868	208,345	232,084	204,804	242,610	238,769	230,449	230,449	230,499	242,610	230,499	2,723,820	2,704,929
SENIOR ASSISTANCE	2,763	14,158	7,506	8,708	1,334	6,748	6,909	9,064	9,064	9,064	9,064	9,064	93,447	108,770
TRANSPORTATION	18,153	22,599	29,240	19,836	17,503	26,940	19,925	28,814	28,814	28,814	28,814	28,814	298,265	345,765
NUTRITION	51,241	38,464	37,785	45,932	34,732	48,342	45,208	43,000	43,000	43,000	43,000	43,000	516,704	396,708
DEVELOPMENT & MARKETING	3,904	601	2,559	1,632	1,623	1,760	9,242	5,401	5,401	5,401	5,401	5,401	48,328	64,815
PROGRAM SUPPLIES	2,827	1,298	7,170	4,279	(35)	2,021	1,335	6,433	6,433	6,433	6,433	6,433	77,197	77,197
OFFICE EXPENSES/SUPPLIES	4,501	3,776	2,202	3,029	5,612	5,230	7,081	4,986	4,986	4,986	4,986	4,986	56,361	59,831
OCCUPANCY EXPENSES	19,063	16,042	23,887	21,276	18,876	20,088	21,532	23,431	23,431	23,431	23,431	23,431	257,917	281,166
OTHER GENERAL AND ADMINISTRATIVE	15,531	27,412	25,490	23,400	18,798	19,222	30,738	23,891	23,891	23,891	23,891	23,891	280,048	286,695
TOTAL OPERATING EXPENSES	343,816	331,823	344,185	360,175	303,248	372,962	380,739	375,469	375,469	375,519	387,630	375,519	4,325,951	4,325,876
NET OPERATING INCOME BEFORE DEPRECIATION	138	(7,451)	56,563	9,012	140,495	199,603	(116,504)	(23,093)	(72,379)	(62,429)	(32,740)	(70,629)	21,190	246,401
DEPRECIATION AND AMORTIZATION	48,121	48,121	48,108	45,482	46,691	46,907	48,342	48,000	48,000	48,000	48,000	48,000	571,772	534,081
MISC GRANTS INCOME - CAPITAL	-	-	48,000	48,000	161,770	-	110,412	-	-	-	-	-	320,182	-
NET OPERATING INCOME	(47,983)	(55,572)	8,455	11,530	255,574	152,696	(54,434)	(71,093)	(120,379)	(110,429)	(60,740)	(118,629)	(230,400)	(287,680)
ENT LOC	354,000	225,000	215,000	201,000	81,000	-	-	-	70,000	130,000	160,000	160,000	230,000	-



Scenario #2 –Revolving Line of Credit (Loan #60) Secured by Real Estate

Borrower: Silver Key Senior Services, Inc.

Loan Amount: A revolving line of credit for \$750,000; however, not to exceed 50% of loan to value. The loan to value will be determined by using the aggregate loan balance of Ent Term Loan #61 plus the amount of this revolving line of credit amount divided by the value of the building determined by a new appraisal).

Loan Purpose: To support short-term working capital needs.

Term/Amortization: A 10-year interest only loan with principal due at maturity.

Loan Origination Fee: \$0

Interest Rate: 4.25% fixed.

Prepayment Penalty: None - additional payments can be made as the borrower wishes.

Collateral: 2nd Deed of Trust (behind Ent's 1st) on 1605-1685 South Murray Boulevard, Colorado Springs, CO 80916.

Cost Estimates: It is the expectation of the Lender that all expenses customary for real estate loans will be paid by the borrower. These include, but are not limited to:

- Appraisal Report – \$2,500 estimated cost.
- Title Insurance – \$1,000 estimated cost.
- Closing and Recording Costs - \$300 total estimated cost.

Financial Reporting: The following is **an estimate** of what financial reporting may be required:

- Annual unmodified audited financial statements of Silver Key Senior Services due 180 days after fiscal year-end.
- Quarterly company-prepared financial statements, upon the request of the lender.
- Annual schedule of the organization's debt, upon the request of the lender.
- Annual rent roll and executed leases, upon the request of the lender.

Loan Agreement Covenants: The following loan covenants will be required:

- Borrower must occupy 51% of the property for the term of the loan.

We greatly value our relationship with Silver Key and appreciate the opportunity to provide this term sheet. Please contact me at 719-550-6132 with any questions or comments.

Sincerely,

A handwritten signature in blue ink that reads 'Tami Zamborelli'.

Tami Zamborelli
Corporate Lending Officer
(719) 550-6132
tzamborelli@ent.com

cc: Valerie Anders
CFO, Silver Key Senior Services
VAnders@silverkey.org