ALBERTINA KERR

ALBERTINA KERR CENTERS
Finance, Audit & Compliance Committee

Meeting Agenda
Tuesday, March 10, 2020
4 to 6 p.m.
Kerr Administration Center
2nd Floor Board Room

4 p.m.	**Convene** (Karen Rasmussen, Chair)
4 pp. 2-4	**Approve Minutes of January 7, 2020 Committee Meeting** (All)
4:01 pp. 5-11	**Financial Updates** (Janice Jacobs) January & YTD FY2019-2020 Federal 990 Tax Filings Finance Department Key Priorities Audit Issue Update
4:40 pp. 12-16	**Compliance Dashboard** (Owen Gibson)
4:55 pp. 17-19	**Review Risk Management Assessment** (Owen Gibson)
5:20 pp. 20-24	**Policy Update Review** (Owen Gibson, Holly Edgar)
5:30 p. 25	**Review FY2019-2020 Committee Objectives** (Karen Rasmussen, All)
5:45	**Executive Session** (Karen Rasmussen)
6	**Adjourn** (Karen Rasmussen)

Next Committee Meeting: May 12, 2020, 4-6 p.m.

ALBERTINA KERR CENTERS
Finance, Audit & Compliance Committee Minutes
January 7, 2020
4 to 6:00 p.m.
Kerr Admin Center – 2nd Floor Board Room

Members Present
David Connell, David Lake, Paul Litwinczuk, Jill Nickerson, Craig Payne, Karen Rasmussen, Laura Shipley

Members Excused
Melissa May

Community Members Excused
Tony Seashore, Mark Thoenes

Guests Present
Catherine Bekooy – Investment, Gift Acceptance & Planned Giving Committee Chair
Mary Lago – Investment, Gift Acceptance & Planned Giving Committee Community Member and Past Foundation Member and Chair

Staff Present
Jeff Carr, Owen Gibson, Janice Jacobs

Convene (Karen Rasmussen, Chair)
Karen convened the meeting at 4 p.m.

Approve Minutes of the November 12, 2019 Finance, Audit & Compliance Committee Meeting
ACTION: David Lake moved that the minutes of the November 12, 2019 meeting be approved. Jill Nickerson seconded. The motion passed via unanimous vote.

Investment, Gift Acceptance & Planned Giving Committee Report (Catherine Bekooy, Mary Lago)
Catherine and Mary provided a brief overview of the Committee's history and purpose. The Foundation bylaws, included in the meeting packet, define the Board's responsibility for designation of 51% of Foundation membership. The IGAPG Committee Charter, also included, states the Foundation is responsible for oversight of the Committee, therefore, investments are managed by Foundation members. The Committee meets quarterly to review investment performance and the investment policy and guidelines. U.S. Bank manages the investment portfolio, currently totaling approximately $8.9 million, allocated into four different funds. The board-restricted quasi-endowment fund holds 79-80% of the total assets. Quasi-endowment funds are included in calculation of operating cash reserves, as they can be spent by the Board, but must be approved by the Foundation. The investment strategy currently sets a 4% spend rate, which sustains a balance between current and future needs. As the agency grows, the endowment must grow to maintain healthy operating reserves. March 31st market values each calendar year determine the spending rate based on an average balance the previous 13 quarters (3 years and 3 months). Historical data was provided on page 24 of the meeting packet. Investment benchmarks are

tracking to maintain stability, and allocations have not changed dramatically. The current investment policy is a good long-term non-profit strategy. The investment policy is reviewed quarterly at Committee meetings. It is time now to formally review the policy and fund managers. There was discussion regarding maintaining Kerr real estate assets under AK Centers, while investments are held by the Foundation, and whether that makes sense with regard to protecting the agency's assets. Real estate is currently valued at over $20 million. There are no recommended changes at this time by the Committee or the Foundation.

Review of November FY2019-2020 Financials (Janice Jacobs)

- Janice shared a plan of priorities for the Finance Department and reviewed each step. The majority of the Accounting team are new since September 2019. Getting new staff trained and also communicating with the Revenue Cycle team are priorities. Payroll processes need attention. Everyone is being paid correctly, but some corrections to allocations and pay period dates need to be corrected. Allocations need to be streamlined. Internal agency transfers need to be reconciled and processes corrected. Accounting and reporting systems will be upgraded and integrated. Correcting the list of priorities will address the Audit Management Letters.
- MTD performance shows revenue is good. Direct expenses decreased and indications are that Kerr continues to under-spend. Programs overall are performing well. Behavior specialists' services billing was changed by the State this year to being unbundled from group home rates. The change is good for Kerr. There are several accounting processes that are still being sorted out and corrected. The audit focuses on consolidated financials and, in doing so, missed some issues with internal transfers within Kerr, mainly related to the businesses. Payroll was being calculated by pay date instead of pay period and needed correction.
- YTD shows performance ahead of budget. While there is a grant shortfall, the 4% increase in adult group home rates is helping. Cash shows a strong position on the balance sheets. Revenue and expenses are good. Payroll liabilities will be reconciled. The consolidated YTD performance shows a $180k surplus, and a year over year comparison shows strong growth.

Review 5 Year Capital & Reserve Plan (Janice Jacobs)

- Kerr's real estate long-term debt is good, close to 80% loan to value.
- Some renovation expenses were higher than budget due to unexpected discoveries and increases in costs during the work.
- Epic is higher than budget due to timing on billing for Legacy. Epic will benefit Kerr in the long term. The cumulative spend on Epic was estimated to be between $4 and 5 million, and the project is still tracking close to that budget.
- Converting the Autzen group home from adult to kids' was not budgeted, but will be made up with the higher kids' rates.
- The subacute expansion into the 165th property is depending on funds from the State. Kerr has asked for $500k toward a total of $750k to renovate and upgrade the building.
- Going forward, the plan is to add group homes and get out of leases. Some homes will be purchased and renovated; however, Kerr is currently looking for land to build new homes due to the high cost of renovating.

Review New Privacy and Medical Record Standards Policy (Owen Gibson)

Owen provided an update on the project to completely revamp Kerr's agency policies, including Board policies. All policies will be revised into a uniform format and then centralized and organized into a single accessible location online. Several policies need to be consolidated and updated. Owen reviewed the updated Privacy and Medical Record Standards Policy for content and formatting. Passages in bold font are focus items. The Oregon Consumer Information Protection Act of 2020 (OCIPA) is new. An aggressive approach to prevent “snooping” in Epic will be implemented. Document retention will be revised and simplified. The Business Associate Agreement has been updated and will be used only for those vendors who access personal health information (PHI). A major intent in revamping, consolidating and streamlining policies is to get people to read them. Policies will continue to be presented to related committees and to the full Board for final adoption.

ACTION: David Lake moved to accept the new HIPAA policy. David Connell seconded. The motion passed via unanimous vote.

Executive Session
Committee members entered executive session at 6 pm.

Adjourn (Karen Rasmussen)
Karen adjourned the meeting at 6:05 p.m.

Recorded by Holly Edgar, Corporate Secretary

Albertina Kerr Centers
P&L Budget
For The Month Ending
January 31, 2020

Description	Actual	Actual	Prior Month Actual Var Fav/(Unfav)		Budget	Month vs Budget Actual Var Fav/(Unfav)		YTD Actual	YTD Budget	YTD vs Budget Actual Var Fav/(Unfav)		Annual Budget
	12/31/2019	1/31/2020	$'s	%	1/31/2020	$'s	%	1/31/2020	1/31/2020	$'s	%	
Revenue												
Contract and Program Revenue	3,867,577	3,920,843	53,266	1.4%	3,881,923	38,920	1.0%	25,673,143	25,767,834	(94,691)	-0.4%	45,404,061
Grants Received Directly in AKC	-	208,000	208,000	100.0%	40,000	168,000	420.0%	208,000	428,500	(220,500)	-106.0%	388,500
Trfs from Fdn and Net Assets Released	215,046	135,467	(79,579)	-58.7%	(16,613)	152,080	-915.4%	498,629	742,827	(244,198)	-49.0%	1,598,655
Investment Spending Rate	27,285	27,285	-	0.0%	27,285	-	0.0%	190,995	190,995	-	0.0%	327,420
In Kind Contributions	60,977	5,730	(55,247)	-964.2%	-	5,730	0.0%	75,402	50,000	25,402	33.7%	50,000
Total Revenue	4,170,885	4,297,325	126,440	2.9%	3,932,595	364,730	9.3%	26,646,169	27,180,156	(533,987)	-2.0%	47,768,636
Expense												
Salaries & Wages	2,766,189	2,906,977	(140,788)	-4.8%	2,784,025	(122,952)	-4.4%	18,139,053	17,821,260	(317,793)	-1.8%	30,947,544
Employee Benefits	367,302	378,327	(11,025)	-2.9%	346,211	(32,116)	-9.3%	2,396,501	2,433,609	37,108	1.5%	4,178,225
Payroll Taxes	235,571	269,348	(33,777)	-12.5%	258,519	(10,829)	-4.2%	1,706,777	1,647,691	(59,086)	-3.5%	2,818,796
Contracted Direct Labor	9,193	7,843	1,350	17.2%	4,830	(3,013)	-62.4%	142,383	52,311	(90,072)	-63.3%	76,462
Other Employee Related Costs	32,614	37,949	(5,335)	-14.1%	35,800	(2,149)	-6.0%	239,815	250,956	11,141	4.6%	429,962
Professional Fees & Insurance	47,750	51,505	(3,755)	-7.3%	48,904	(2,601)	-5.3%	470,729	346,933	(123,796)	-26.3%	608,163
Telecommunications	2,608	381	2,227	584.5%	9,962	9,581	96.2%	31,602	69,734	38,132	120.7%	119,544
Facilities & Occupancy	209,490	225,608	(16,118)	-7.1%	222,544	(3,064)	-1.4%	1,533,466	1,588,303	54,837	3.6%	2,674,199
Utilities	53,145	53,958	(813)	-1.5%	53,149	(809)	-1.5%	335,277	372,041	36,764	11.0%	638,035
Equipment	23,182	26,612	(3,430)	-12.9%	26,013	(599)	-2.3%	193,512	180,363	(13,149)	-6.8%	300,526
Program & Office Supplies	106,322	109,621	(3,299)	-3.0%	97,685	(11,936)	-12.2%	717,878	682,684	(35,194)	-4.9%	1,171,108
MIS	137,251	78,225	59,026	75.5%	132,766	54,541	41.1%	693,573	891,336	197,763	28.5%	1,555,165
Vehicle Expenses	35,241	31,857	3,384	10.6%	53,025	21,168	39.9%	244,534	355,035	110,501	45.2%	610,014
PR & Fundraising	7,569	8,756	(1,187)	-13.6%	12,863	4,107	31.9%	49,902	86,904	37,002	74.1%	151,221
Cost of In-Kind Goods/Services	60,977	5,730	55,247	964.2%	-	(5,730)	0.0%	75,402	50,000	(25,402)	-33.7%	50,000
Training and Other	24,794	47,282	(22,488)	-47.6%	76,184	28,902	37.9%	194,619	491,486	296,867	152.5%	838,405
Interest Expense	17,793	18,054	(261)	-1.4%	19,672	1,618	8.2%	127,722	137,703	9,981	7.8%	236,062
Admin and Bldg Costs Allocated to AKF	(72,414)	(19,828)	(52,586)	265.2%	(26,472)	(6,644)	25.1%	(288,999)	(198,000)	90,999	71.2%	(338,845)
Total Expense	4,064,577	4,238,205	(173,628)	-4.1%	4,155,680	(82,525)	-2.0%	27,003,746	27,260,349	256,603	1.0%	47,064,586
Net (Deficit) / Surplus (Before Contingency)	**106,308**	**59,120**	**(47,188)**	**n/a**	**(223,085)**	**282,205**	**n/a**	**(357,577)**	**(80,193)**	**(277,384)**	**n/a**	**704,050**
Contingency	-	-			(41,667)	41,667		-	(291,669)	291,669		(500,000)
Net (Deficit) / Surplus	106,308	59,120	(47,188)		(264,752)	323,872		(357,577)	(371,862)	14,285		204,050

Albertina Kerr Centers
MTD Operating Recap
For The Month Ending
January 31, 2020

	1/31/2020 MTD Contract and Program Revenue	1/31/2020 MTD Grant and Contribution Revenue	1/31/2020 MTD Other Revenue	MTD Total Revenue	MTD Direct Expenses	MTD Margin Generated	MTD Indirect Expenses	MTD Indirect Allocation	MTD Total Expenses	MTD Operating Results	MTD Operating Budget	MTD Actual Vs. Budget	Annual Budget
Programs													
Adult Group Homes	1,310,348			1,310,348	1,446,519	(136,171)		113,707	1,560,226	(249,878)	(299,629)	49,751	(2,358,442)
Clackamas Co. Group Homes & CI	*427,083*			*427,083*	*514,428*	*(87,345)*		*37,996*	*552,424*	*(125,341)*	*(121,695)*	*(3,646)*	*(1,051,462)*
Multnomah Co. Group Homes & CI	*329,373*			*329,373*	*355,299*	*(25,926)*		*28,598*	*383,897*	*(54,524)*	*(78,501)*	*23,977*	*(612,802)*
Washington Co. Group Homes & CI	*202,685*			*202,685*	*179,970*	*22,715*		*15,445*	*195,415*	*7,270*	*(38,104)*	*45,374*	*(280,336)*
Marion Co. Group Homes & CI	*351,207*			*351,207*	*396,822*	*(45,615)*		*31,668*	*428,490*	*(77,283)*	*(61,329)*	*(15,954)*	*(413,842)*
Employment Services	210,115	5,000		215,115	169,104	46,011		15,335	184,439	30,676	(22,717)	53,393	(181,158)
Studios	98,739	13,333		112,072	134,800	(22,728)		12,705	147,505	(35,433)	(62,359)	26,926	(708,288)
Kids DD Group Homes	1,421,533	-		1,421,533	1,149,824	271,709		104,645	1,254,469	167,064	307,488	(140,424)	3,738,034
Transition-Aged Group Homes	209,592			209,592	282,555	(72,963)		21,012	303,567	(93,975)	(59,869)	(34,106)	(530,389)
Kerr Bikes	-		(14,663)	(14,663)	-	(14,663)		-	-	(14,663)	(12,151)	(2,512)	55,357
Outpatient Mental Health	120,023	15,000		135,023	109,565	25,458		9,030	118,595	16,428	(19,226)	35,654	(227,202)
Subacute	553,682	153,180		706,862	566,505	140,357		50,745	617,250	89,612	(37,612)	127,224	(162,917)
Program Oversight and Other	-	6,789	2,864	9,653	45,239	(35,586)		672	45,911	(36,258)	-	(36,258)	(1,065)
Total Programs	3,924,032	193,302	(11,799)	4,105,535	3,904,111	201,424	-	327,851	4,231,962	(126,427)	(206,075)	79,648	(376,070)
Admin & Other													
Trfs from Foundation	-	105,319	-	105,319	-	105,319			-	105,319	(659)	105,978	1,040,478
Investment Spending Rate	-		27,285	27,285	-	27,285			-	27,285	27,285	-	327,420
Campus Buildings	-	30,000		30,000	12,526	17,474			12,526	17,474	(13,647)	31,121	(141,769)
Indirect Admin	4,765	-	24,421	29,186	328,030	(298,844)	(334,479)	-	(6,449)	35,635	(29,483)	65,118	(138,388)
Other Pooled Direct Costs	-	-		-	166	(166)			166	(166)	(462)	296	(7,621)
Total Admin & Other	4,765	135,319	51,706	191,790	340,722	(148,932)	(334,479)	-	6,243	185,547	(16,966)	202,513	1,080,120
Total Operating (Before Contingency)	**3,928,797**	**328,621**	**39,907**	**4,297,325**	**4,244,833**	**52,492**	**(334,479)**	**327,851**	**4,238,205**	**59,120**	**(223,041)**	**282,161**	**704,050**
Contingency										-	(41,667)	41,667	(500,000)
Total Operating										59,120	(264,708)	323,828	204,050

Albertina Kerr Centers
YTD Operating Recap
For The Month Ending
January 31, 2020

	1/31/2020 YTD Contract and Program Revenue	1/31/2020 YTD Grant and Contribution Revenue	1/31/2020 YTD Other Revenue	YTD Total Revenue	YTD Direct Expenses	YTD Margin Generated	YTD Indirect Expenses	YTD Indirect Allocation	YTD Total Expenses	YTD Operating Results	YTD Operating Budget	YTD Actual Vs. Budget	Annual Budget
Programs													
Adult Group Homes	9,049,310			9,049,310	9,317,293	(267,983)		831,441	10,148,734	(1,099,424)	(1,318,509)	219,085	(2,358,442)
Clackamas Co. Group Homes & CI	*3,011,653*			*3,011,653*	*3,283,137*	*(271,484)*		*288,024*	*3,571,161*	*(559,508)*	*(617,223)*	*57,715*	*(1,051,462)*
Multnomah Co. Group Homes & CI	*2,297,243*			*2,297,243*	*2,292,380*	*4,863*		*205,836*	*2,498,216*	*(200,973)*	*(333,531)*	*132,558*	*(612,802)*
Washington Co. Group Homes & CI	*1,374,530*			*1,374,530*	*1,189,376*	*185,154*		*109,427*	*1,298,803*	*75,727*	*(148,772)*	*224,499*	*(280,336)*
Marion Co. Group Homes & CI	*2,365,884*			*2,365,884*	*2,552,400*	*(186,516)*		*228,154*	*2,780,554*	*(414,670)*	*(218,983)*	*(195,687)*	*(413,842)*
Employment Services	1,020,099	5,000		1,025,099	1,039,224	(14,125)		82,207	1,121,431	(96,332)	(78,467)	(17,865)	(181,158)
Studios	622,964	63,333		686,297	910,773	(224,476)		74,963	985,736	(299,439)	(390,142)	90,703	(708,288)
Kids DD Group Homes	9,209,556	-		9,209,556	7,077,850	2,131,706		678,129	7,755,979	1,453,577	1,923,462	(469,885)	3,738,034
Transition-Aged Group Homes	1,578,334			1,578,334	1,763,765	(185,431)		150,989	1,914,754	(336,420)	(305,612)	(30,808)	(530,389)
Kerr Bikes	0		(14,537)	(14,537)	-	(14,537)		-	-	(14,537)	56,167	(70,704)	55,357
Outpatient Mental Health	848,348	15,000		863,348	841,655	21,693		67,843	909,498	(46,150)	(259,893)	213,743	(227,202)
Subacute	3,339,729	153,180		3,492,909	3,545,324	(52,415)		329,433	3,874,757	(381,848)	(218,895)	(162,953)	(162,917)
Program Oversight and Other	-	30,628	20,050	50,678	127,276	(76,598)		671	127,947	(77,269)	-	(77,269)	(1,065)
Total Programs	25,668,340	267,141	5,513	25,940,994	24,623,160	1,317,834	-	2,215,676	26,838,836	(897,842)	(591,889)	(305,953)	(376,070)
Admin & Other													
Trfs from Foundation	-	-	252,504	252,504	-	252,504			-	252,504	611,778	(359,274)	1,040,478
Investment Spending Rate	-	-	190,995	190,995	-	190,995			-	190,995	190,995	-	327,420
Campus Buildings	-	30,000		30,000	68,427	(38,427)			68,427	(38,427)	(83,291)	44,864	(141,769)
Indirect Admin	3,874		170,946	174,819	2,378,850	(2,204,031)	(2,339,330)	-	39,520	135,299	(202,293)	337,592	(138,388)
Other Pooled Direct Costs	-	56,857		56,857	56,963	(106)			56,963	(106)	(5,310)	5,204	(7,621)
Total Admin & Other	3,874	86,857	614,445	705,175	2,504,240	(1,799,065)	(2,339,330)	-	164,910	540,265	511,879	28,386	1,080,120
Total Operating (Before Contingency)	**25,672,214**	**353,998**	**619,958**	**26,646,169**	**27,127,400**	**(481,231)**	**(2,339,330)**	**2,215,676**	**27,003,746**	**(357,577)**	**(80,010)**	**(277,567)**	**704,050**
Contingency										-	(291,669)	291,669	(500,000)
Total Operating										(357,577)	(371,679)	14,102	204,050

Albertina Kerr Centers
Balance Sheet
For The Month Ending
January 31, 2020

	Balance January 31, 2020	Balance December 31, 2019	Net Change	% Change
Assets:				
Cash and Cash Equivalents	$1,048,891	$619,213	429,678	69.4%
Contract/Program Receivables	2,316,648	2,522,718	(206,070)	-8.2%
Less: Allowance for Doubtful Accounts	(28,720)	(37,432)	8,712	-23.3%
Contributions Receivable	(53,698)	(15,059)	(38,639)	256.6%
Other Receivables	192,707	158,021	34,686	22.0%
Prepaid Expenses, Deposits & Other Current Assets	366,404	488,383	(121,979)	-25.0%
Other Long-Term Assets	45,292	52,177	(6,885)	-13.2%
Fixed Assets, Net	15,513,991	15,274,289	239,702	1.6%
Due From / (To) Other Funds	(3,569,716)	(3,519,952)	(49,764)	1.4%
Total Assets	***15,831,799***	***15,542,358***	***289,441***	***1.9%***
Liabilities:				
Accounts Payable and Accrued Expenses	680,646	715,259	(34,613)	-4.8%
Accrued Payroll Liabilities	491,908	249,835	242,073	96.9%
PAL Liability	613,867	523,352	90,515	17.3%
Contract Overpayments/Advances	211,738	216,341	(4,603)	-2.1%
Unemployment Reserve	289,066	315,047	(25,981)	-8.2%
Long-term debt	4,515,284	4,551,920	(36,636)	-0.8%
Total Liabilities	6,802,509	6,571,754	230,755	3.5%
Unrestricted Net Assets:				
Available for General Operations	(1,367,519)	(1,202,439)	(165,080)	13.7%
Investment in Land, Buildings and Equipment	10,396,809	10,173,043	223,766	2.2%
Total Net Assets	9,029,290	8,970,604	58,686	0.7%
Total Liabilities and Net Assets	***15,831,799***	***15,542,358***	***289,441***	***1.9%***

Albertina Kerr Centers, Foundation, and Kerr Bikes
Consolidated Statement of Activities
As of January 31, 2020

Revenue	**Actual**	**Budget**	**Variance**	**% Change F/(U)**
Contract and Program Revenue	3,925,012	3,883,162	41,850	1.1%
Grants	(7,500)	240,000	(247,500)	-103.1%
Contribution and Event Revenue (Net of Expenses)	224,792	99,314	125,478	126.3%
Sales to the Public (Net of Cost of Goods Sold)	41,084	28,424	12,660	44.5%
Investment Income	(33,493)	28,477	(61,970)	-217.6%
In-Kind Contributions	27,248	8,958	18,290	204.2%
Total Revenue	**4,177,143**	**4,288,335**	**(111,192)**	**-2.6%**
Expenses				
Salaries & Wages	2,977,578	2,856,146	(121,432)	-4.1%
Employee Benefits	389,325	353,340	(35,985)	-9.2%
Payroll Taxes	276,399	264,747	(11,652)	-4.2%
Contracted Direct Labor	7,843	4,830	(3,013)	-38.4%
Other Employee Related Costs	37,957	36,098	(1,859)	-4.9%
Professional Fees & Insurance	52,052	57,911	5,859	11.3%
Telecommunications	79,926	145,601	65,675	82.2%
Facilities & Occupancy	282,032	287,227	5,195	1.8%
Equipment	28,860	28,940	80	0.3%
Program & Office Supplies	112,347	99,027	(13,320)	-11.9%
In-Kind Supplies	27,248	625	(26,623)	-97.7%
Vehicle Expenses	31,883	53,034	21,151	66.3%
PR & Fundraising	21,844	28,795	6,951	31.8%
Training & Other	70,834	96,914	26,080	36.8%
Total Expenses	**4,396,128**	**4,313,235**	**(82,893)**	**-1.9%**
Net Income / (Loss) Before Contingency	**(218,985)**	**(24,900)**	**(194,085)**	-88.6%
Contingency	-	(41,667)	41,667	
Net Income / (Loss)	(218,985)	(66,567)	(152,418)	

Albertina Kerr Centers, Foundation, and Kerr Bikes
Consolidated Statement of Activities
Year to Date January 31, 2020

Revenue	**Actual**	**Budget**	**Variance**	**% Change F/(U)**
Contract and Program Revenue	25,682,929	25,803,485	(120,556)	-0.5%
Grants	464,900	653,500	(188,600)	-28.9%
Contribution and Event Revenue (Net of Event Expenses)	1,328,877	1,117,742	211,135	18.9%
Sales to the Public (Net of Cost of Goods Sold)	429,681	449,608	(19,927)	-4.4%
Investment Income	483,032	199,337	283,695	142.3%
In-Kind Contributions	96,971	172,708	(75,737)	-43.9%
Total Revenue	**28,486,390**	**28,396,380**	**90,010**	**0.3%**
Expenses				
Salaries & Wages	18,638,721	18,354,680	(284,041)	-1.5%
Employee Benefits	2,461,944	2,485,977	24,033	1.0%
Payroll Taxes	1,752,920	1,694,091	(58,829)	-3.4%
Contracted Direct Labor	142,883	52,311	(90,572)	-63.4%
Other Employee Related Costs	244,198	253,800	9,602	3.9%
Professional Fees & Insurance	474,353	408,177	(66,176)	-14.0%
Telecommunications	735,700	982,060	246,360	33.5%
Facilities & Occupancy	1,903,585	2,003,471	99,886	5.2%
Equipment	223,535	202,858	(20,677)	-9.3%
Program & Office Supplies	733,673	696,332	(37,341)	-5.1%
In-Kind Supplies	96,971	114,375	17,404	17.9%
Vehicle Expenses	244,903	355,105	110,202	45.0%
PR & Fundraising	132,441	229,728	97,287	73.5%
Training & Other	356,464	642,505	286,041	80.2%
Total Expenses	**28,142,291**	**28,475,470**	**333,179**	**1.2%**
Net Income / (Loss) Before Contingency	**344,099**	**(79,090)**	**423,189**	-123.0%
Contingency	-	(291,669)	291,669	
Net Income / (Loss)	344,099	(370,759)	714,858	

Albertina Kerr Centers, Foundation, and Kerr Bikes
Consolidated Statement of Financial Position
As of January 31, 2020

	1/31/2020	**12/31/2019**	**11/30/2019**
Assets:			
Cash and Cash Equivalents	1,172,646	1,208,586	3,303,260
Cash Held for Others	145,828	145,521	145,521
Investments	9,403,663	9,437,229	9,249,591
Accounts Receivable	2,316,648	2,522,718	2,094,848
Less: Allowance for Doubtful Accounts	(28,720)	(37,432)	(32,151)
Grants Receivable	-	(25,000)	(25,000)
Contributions Receivable	63,041	3,791	51,948
Other Receivables	192,707	158,021	137,664
Prepaid Expenses, Deposits and Other Current Assets	404,952	527,827	453,228
Charitable Remainder Trusts Receivable	344,574	344,574	344,574
Other Long-Term Assets	85,301	92,185	92,185
Fixed assets, Net	21,839,965	21,556,345	21,710,772
Total Assets	**35,940,605**	**35,934,365**	**37,526,440**
Liabilities:			
Accounts Payable and Accrued Expenses	870,321	908,929	504,226
Accrued Payroll Liabilities	491,908	249,835	2,374,666
Personal Accrued Leave (PAL) Liability	613,867	523,352	680,296
Contract Overpayments/Advances	247,898	254,125	311,973
Unemployment Reserve	289,066	315,047	298,653
Long-Term Debt	4,515,283	4,551,920	4,610,036
Total Liabilities	**7,028,343**	**6,803,208**	**8,779,850**
Net Assets:			
Available for General Operations	6,624,746	6,851,001	6,641,994
Investment in Land, Buildings and Equipment	10,963,365	10,742,500	10,936,722
Temporarily Restricted Net Assets	9,062,106	9,275,653	8,906,059
Permanently Restricted Net Assets	2,262,045	2,262,003	2,261,815
Total Net Assets	**28,912,262**	**29,131,157**	**28,746,590**
Total Liabilities and Net Assets	**35,940,605**	**35,934,365**	**37,526,440**

Albertina Kerr Compliance Dashboard

Updated March 4th, 2020

Chief Compliance Officer's Report

This month, I am presenting a new reporting format that better aligns with Albertina Kerr's assessment of risk. Each of the risk areas will include data or commentary reviewing the current audits or events tied to that risk since the last report to the Finance, Audit, and Compliance committee.

Kerr's Information Technology Department has deployed a new auditing tool that automatically alerts I.T. staff when an email containing protected health information, without the proper encryption, is sent outside of Kerr by employees. This new tool references clinical dictionaries (using ICD-10) and alerts when keywords from emails match the clinical dictionaries. When the alert is triggered, an I.T. staff alerts the employee and manager and sends a copy of the email to the Chief Compliance Officer for review and action. Also, Albertina Kerr has established a secure "pipeline" with the State of Oregon, so all emails sent between the two organizations are secured. This new secure transport layer of encryption has significantly reduced the number of emails sent without encryption.

The 2020/21 Risk Management Assessment is included in this packet for your review and a copy of the assessment grid is located below for reference when reviewing this dashboard. The 2020/21 Risk Management Assessment format has been revised so that it is easier to read and understand. The risks ranking are essentially unchanged from the 2019/20 Risk Management Assessment. The exception is the Disaster Recovery risk was updated to include other aspects of operational recovery, after a disaster, beyond access to medical records. The agency is also reviewing it's current disaster management plans in anticipation of a Centers for Medicare/Medicaid Services survey sometime in 2020.

2020/21 Risk Management Assessment

Composite Score (I*P)	Category of Risks	Details of risk
30	Licensing- Instances of Abuse	These are instances of substantiated abuse towards clients in services.
30	HIPAA- Loss of client information	This is improper access to client information by an outside party.
18	Fraud, Waste, and Abuse- Lacking Documentation	These are claims that are submitted for payment with lacking or missing documentation to support billing.
16	Licensing- Violating Rules	These are licensing findings for not following state and federal guidelines.
10	Fraud, Waste, and Abuse- Billing Process Errors	These are errors where incorrect charges are submitted to a carrier after they are submitted by staff.
10	Employment- Staff Injuries	These are injuries to staff that increase workman's compensation costs.
9	Employment- Significant Fleet Accidents	These are accidents with client or staff injury or significant damage.
6	Accounting- Client Accounts Discrepancies	This is the improper use of client funds that are meant for client use or benefit.
6	Employment- BOLI Complaints	There are complaints submitted by employees due to not following Oregon employment laws.
6	Disaster Recovery	This is the inability to provide services during or after a disaster.
4	Employment- Supervisory Issues	These are issues where supervisors do not follow agency policy in the supervision of staff.
3	Stark/Anti-Kickback Issues	These are improper payments or incentives to staff from outside entities.
2	Fraud, Waste, and Abuse- Denial Code Management	These are improper handling of denials from carriers, usually by changing codes where the service or documentation does not match.
1	Accounting- Incorrect Charges to Accounts/Insurance Carrier	These are charges that are not correctly charged to carriers or credited to client accounts.

Please see Albertina Kerr's Risk Management Assessment for details regarding Composite Scores and ranking of risks.

Recent Auditing of Risks

Licensing- Instances of Abuse

Abuse allegations are incidents where a person being served reported abuse by another person in the program or by a staff member. Note that investigations often span more than one quarter. Total Opened includes any abuse allegations that were opened for a formal investigation by a county or state entity during this quarter. The Total Founded consists of any investigations that were concluded in this quarter that may consist of investigations opened in this or previous quarters.

Abuse Allegations Group Homes	Q2 18/19	Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20
Total Allegations Against Staff	34	53	37	26	32
Total Opened for Investigation this quarter	13	18	13	5	15
Total Founded during this quarter	0	5	1	6	5

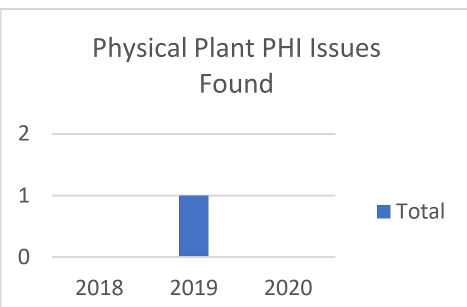
Founded allegations for October through December 2019 included:

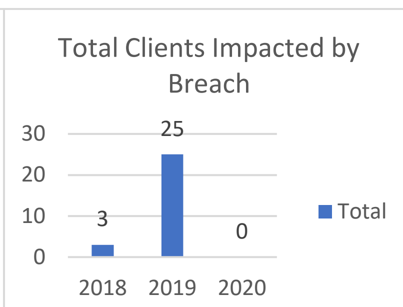
There were three substantiated allegations were for physical abuse. Two involved physical interventions that were not allowed by our intervention system. One was physical abuse that occurred as a result of a staff and client getting into an altercation that was initiated by the staff.

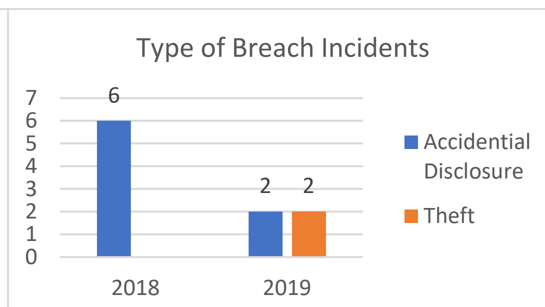
Two other substantiated allegations were for neglect. One involved two youth whose plan indicate line-of-sight supervision. The staff allowed the youth to enter a community center to utilize the facilities while staff waited outside in a van. The other involved two youth with line-of-sight supervision who were outside playing while the staff watched from inside the home. The youth ran away and broke into another home.

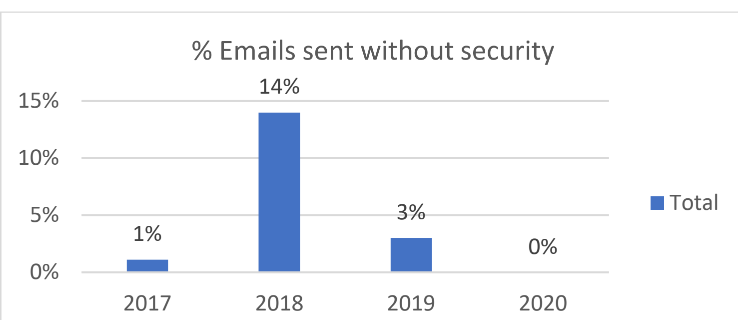
Kerr's Quality Improvement and Compliance department will be launching a new Abuse Allegation Case Management system in April that will allow for the trending of abuse allegations by program, clients, and staff.

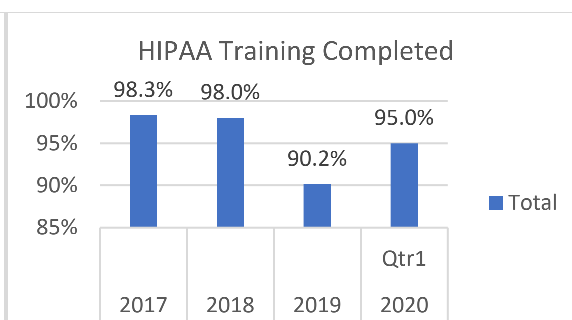
HIPAA- Loss of Client Information







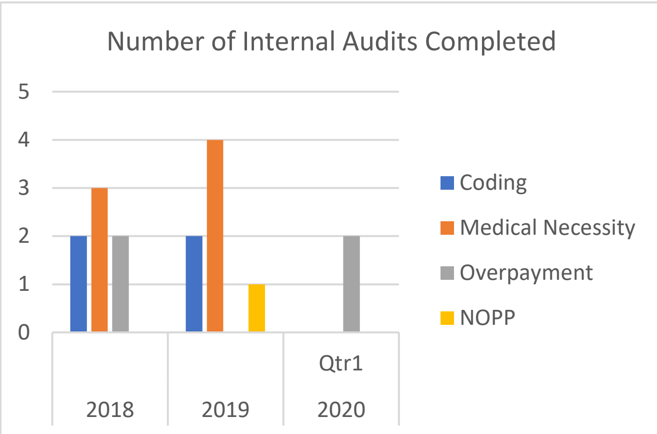


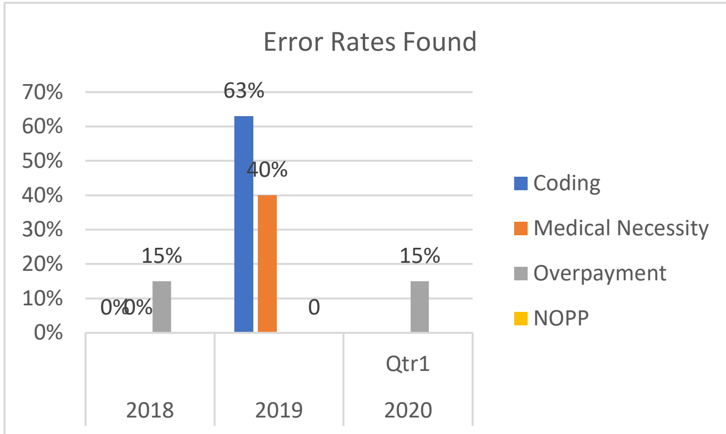


Completed a physical plant audit of Subacute and Louise in March 2020. No issues found with handling or storage of protected health information. At the time of this report, there have been no breaches of protected health information for CY 2020. In a sample audit of outbound emails, no emails were sent with protected health information that was not secured with some type of encryption. We have also seen an increase in the completion of the Privacy training due to the creation of the new hire cohort methodology that ensures that newly hired staff are completing their privacy training within 30 days of hire.

Fraud, Waste, and Abuse- Lacking Documentation

The below graphs indicates the internal audits completed and the associated error rates found.



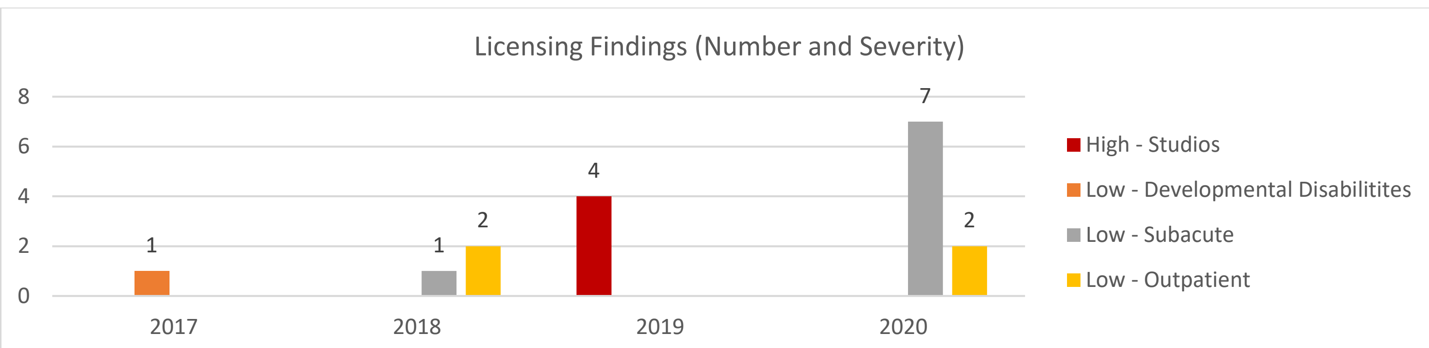


In this quarter, we reviewed the Epic implementation of the Portland Arts and Learning Center as well as Employment Services. For PALS, we did not find any errors in the implementation of the program in Epic and claim data was very easy to tie back to the services delivered. All services are clearly time-stamped and service notes are clear and differentiate between the facility and community hours.

In the review of Employment Services, there were still procedural issues that had not been standardized since the Epic implementation and there was confusion with how to document correctly within Epic. 15% of the claims reviewed have some type of error. However, no payback issues noted at this time. We are scheduling a second audit of Employment later this month to ensure that the work of standardization has been completed.

Licensing- Violating Rules

This graph indicates licensing or accreditation findings.

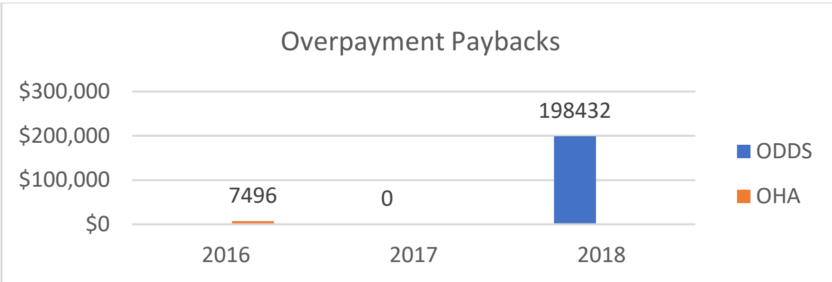


Oregon Health Authority and Department of Human Services completed a survey of Subacute and Outpatient charts in February. In general, the survey was very positive. In the survey, they found seven issues that included gaps in training, lacking specific care coordination procedures, lack of documentation of supervision of line staff, lacking a proof that the grievance form was given out to clients, no documentation of giving the parent or guardian a copy of the restraint and seclusion policy, and not reviewing holds or seclusions that occur more than 5 times with 5 days. The plan for correction is in process and will be submitted by March 18th. The program has already addressed many of the issues cited at the time of this report.

All group home licensing visits have resulted in a passing score this quarter.

Fraud, Waste, and Abuse- Billing Process Errors

The below graph indicates overpayment paybacks to state agencies.



No paybacks have occurred since 2018. The Revenue Cycle department has continued to scrub daily billing claims for group homes, and the updated attendance tracking has been fully implemented and is being closely monitored.

Employment- Staff Injuries

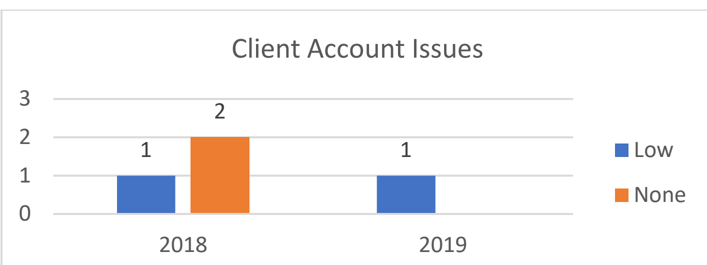
This data is currently being reported to the Program and Accreditation Committee by the Chief Human Resources Officer.

Employment- Significant Fleet Accidents

Data was not available at the time of the report.

Accounting- Client Accounts Discrepancies

This graph indicates when client personal monies were missing or not accounted for correctly during an audit process.



We will be developing a strategy of auditing client accounts during Q4 2019/20.

Employment- BOLI Complaints

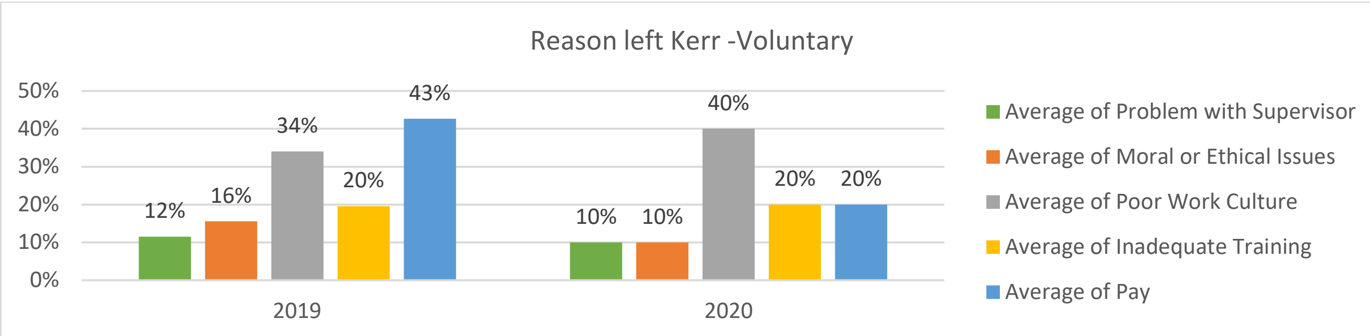
The BOLI complaint regarding the timely distribution of funds to staff initiated in 2019 has been closed with no citations.

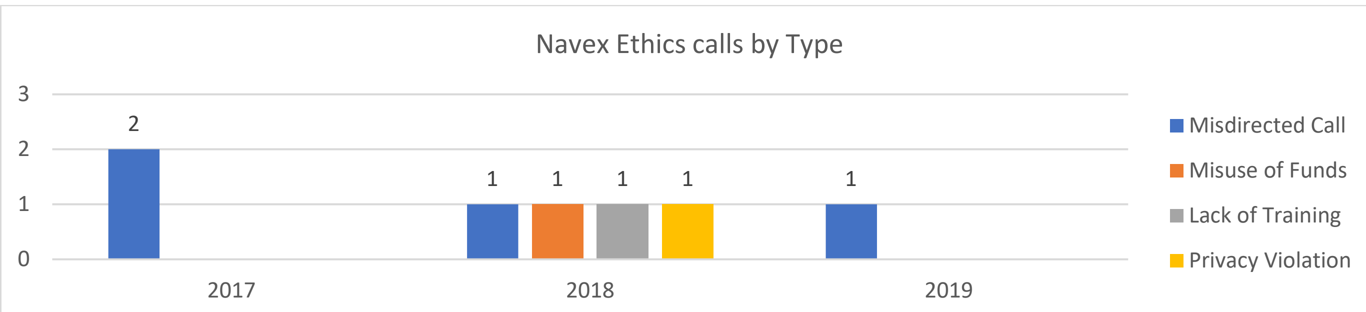
Disaster Recovery

The Subacute management are reviewing their emergency management plan in preparation for an anticipated CMS audit in 2020. We will then use this template to generate a plan that is better suited for group homes in preparing for a disaster. The program is also refining its emergency plan to address any concerns related to the Coronavirus.

Employment- Supervisory Issues

This graph below is a summary of exit surveys for staff who voluntarily left Albertina Kerr. The second graph indicates calls made to Albertina Kerr's Employee confidential reporting line managed by Navex Global.





Overall, we see a significant drop in staff reporting their overall pay being a driver for voluntarily leaving Kerr. We also saw a decrease in issues with their supervisor and also moral or ethical issues. However, we did see an uptick in staff observing a poor work culture.

There was only one Navex call in 2019 which was a call that should have been directed to the state Abuse hotline.

A former employee from the Portland Art and Learning Studios filed a lawsuit in January alleging retaliation and harassment that are quite similar to the unsuccessful complaints she raised to regulatory agencies on the same matters previously. She voluntarily quit her employment in May 2019. Kerr's Chief Human Resources Officers is working with outside counsel and our insurer in managing the case.

Stark/Anti-Kickback Issues

No issues reported this fiscal year.

Fraud, Waste, and Abuse- Denial Code Management

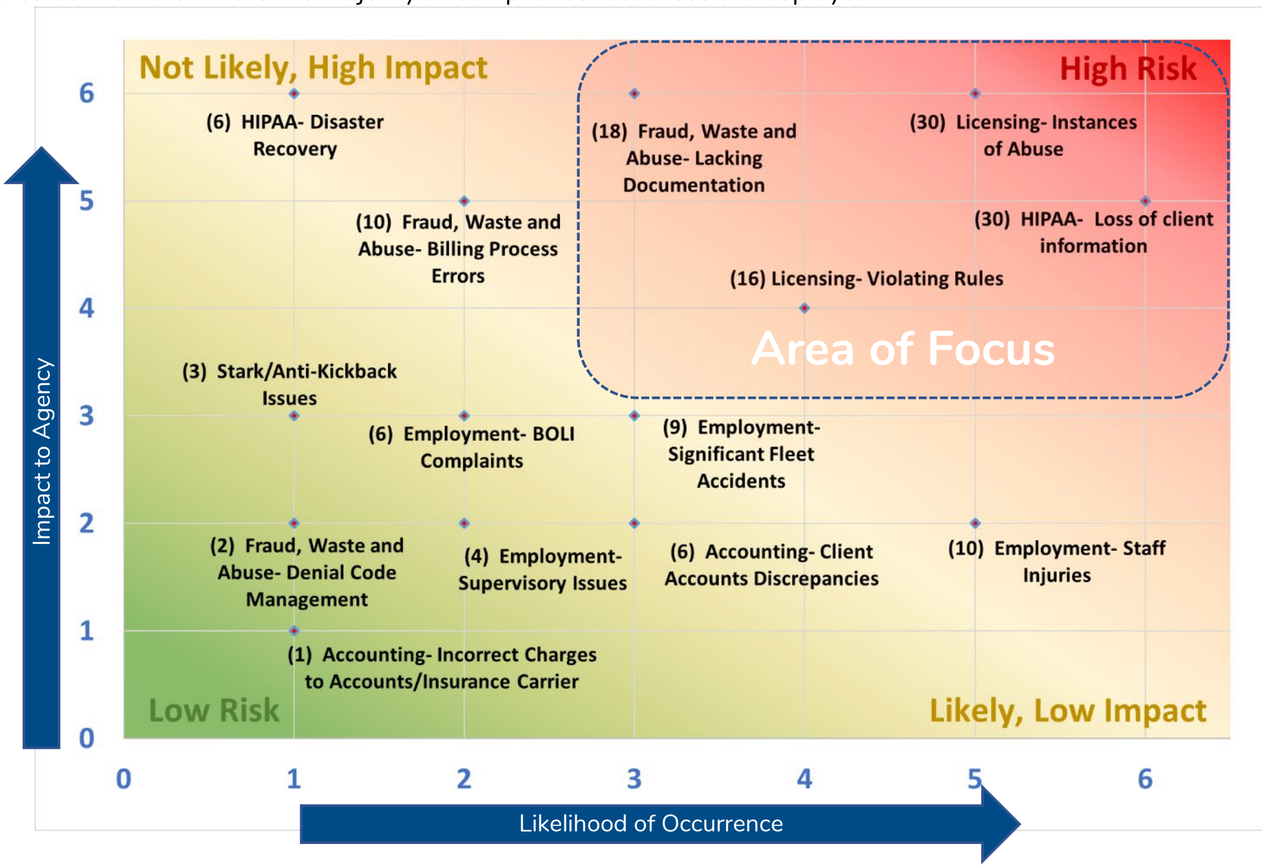
No issues reported this fiscal year.

Accounting- Incorrect Charges to Accounts/Insurance Carrier

No issues reported this fiscal year.

2020-21 Albertina Kerr Risk Management Assessment

Below is a graphical representation of Albertina Kerr's enterprise risks across compliance domains. Those risks in the upper right quadrant of the graph represent the highest risks to the agency and are the primary focus of Albertina Kerr's Corporate Compliance Program. Graphed below, from left to right, is the likelihood of increased occurrence based on either historical data or industry trending. From bottom to top, this indicates the level of increasing impact to the agency such as operational, legal, client harm, or reputational implications. Each risk area has a *Composite Score* noted, which is a calculation of the *Impact* times the *Likelihood of occurrence (Composite=Impact*Likelihood)*. The Area of Focus indicates the risks where the majority of compliance resources are deployed.



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Risk Assessment Scoring Guide

Likelihood of Occurrence		
Score	*Description*	*Probability*
1	Rare: A very small chance of happening	Every 10 years or more
2	Unlikely to happen	Every 5 to 10 years
3	May or may not happen	Every 2 years to 5 years
4	Likely to happen	Every 6 months to 2 years
5	Happens regularly	Monthly to 6 months
6	This will happen	More than once a month.
Impact to Agency (Realized or Potential) Impact Score = Highest risk (Operational/Reputational/Client Impact/Dollar risk)		
Score	*Description*	*Dollar Risk per incident*
1	No impact to operations	none
2	Little impact on operations	$0-$499
3	Operational adjustment required to address the issue	$0-$4,999
4	Creates challenge to operations; Impacts client care	$0-$9,999
5	Possible damage to reputation; Creates significant challenge to operations; Significant impact on client	$0-$50,000
6	Significant damage to reputation; Potential catastrophic impact to operations; Severe client impact	0-$100,000 or more

Rational for Highest Ranked Risk and Area of Focus

Within the current Risk Management Assessment, four areas of risk stand out as the highest-ranked and are the primary focus of Albertina Kerr's Compliance program.

Licensing- Instances of Abuse

Albertina Kerr has over 50 group homes located in the state of Oregon. These group homes serve 4-5 clients with limited direct staff supervision by management beyond the site manager of the program. Also, staff often work alone with clients in this setting. This type of environment is not unique to Albertina Kerr and has the inherent risk of staff's intentional or unintentional neglect/abuse of clients in the program. Abuse and neglect incidents have a significant impact on those served (up to and including death) and also creates liability for the agency in the form of state licensing actions and fines, legal action by the client or family member, and negative impact to the community's perception of Kerr which can reduce referrals, contracts, and philanthropic gifts.

HIPAA- Loss of Client Information

Within Albertina Kerr's electronic systems and physical plants, there is a tremendous amount of protected health information that could be lost from staff carelessness or outside criminal activity. Loss of PHI can impact clients from identity theft or other consequences from someone accessing personal health information without authorized access. The agency can also receive steep fines for an egregious lapse in the security of protected health information.

Fraud, Waste, and Abuse- Lacking Documentation

The vast majority of services provided by Albertina Kerr are funded by state Medicaid agencies that are guided by rules established by the Center for Medicare and Medicaid Services. All services require authorization and the correct documentation to back any claims submitted for services rendered. A lack of proper documentation could result in a payback of monies received as well as potential fines or other legal action if the overpayment is egregious or purposeful.

Licensing- Violating Rules

Multiple state and federal mandates guide Kerr programs. Violation of these rules can impact client care and also result in financial fines and temporary or permanent closure of sites or programs.

Summary

While the four risks noted above are the primary focus of Kerr's Compliance Program, all of the other areas of risk noted in this assessment are monitored and reviewed regularly by the leadership of Kerr. One significant change was made from the 2019/20 Risk Management Assessment in the category of Disaster Recovery. This category has now expanded to include other aspects of operational recovery beyond access to clinical information. This change in scope increased this risk's overall ranking.

This Risk Management Assessment is reviewed by the Senior Leadership of Albertina Kerr as well as the Albertina Kerr Finance, Audit and Compliance Committee on an annual basis. From these risks, the Annual Compliance Plan is developed and implemented to mitigate these risks. All risk areas are considered in the Annual Compliance Plan and are monitored through regular direct audits or other surveillance means.

Chapter: Financial Management

SECTION: BUDGETING

The Board of Directors of Albertina Kerr Centers shall plan and control revenues and expenditures through the development and monitoring of an approved budget for each fiscal year.~~, and that t~~ The responsibility for the development of the annual budget and monthly monitoring and reporting will lie with the ~~President/~~Chief Executive Officer and Chief Financial Officer.~~ Vice President, Finance.~~ This material shall be reviewed by the Finance, Audit & Compliance Committee.~~AKC Treasurer and Operations Committee.~~ The budget process shall include:

- Operating and capital budgets
- Conservative projections of available revenues
- Conservative reliance on fund raising proceeds
- Cash flow budget
- Identification of special projects to be implemented if funding is secured
- Adequate cost-control analysis
- Annual review of staff wage scales and benefits by the Finance, Audit & Compliance Committee~~AKC Operations Committee~~ in annual budget development process~~.~~
- Schedule of critical dates related to draft development and review prior to board approval of the annual budget on or before the July board meeting
- Contingency plans to be implemented to reduce deficits that may become evident during the monitoring phase of the budget process

Performance bonuses for employees eligible to participate in the ~~executive~~ bonus program per the Employee Handbook~~, (i.e. President & CEO, Vice President and Directors)~~ and an allocation shall ~~not~~ be included and accrued in management's recommended annual operating budget. Such bonuses, if earned, may only be paid out of any annual operating budget surpluses that may be achieved.

All budgeted Albertina Kerr Center program functions and activities shall be in keeping with the mission statement and stated objectives of the strategic plan and mindful of the tax exempt status of the organization.

SECTION: FINANCIAL CONDITIONS

The overriding policy of AKC is that the financial condition shall never result in fiscal jeopardy to the organization, or disruption in the integrity of our client services.

Other key policies are as follows:

1. Individual programs may have budgeted deficits; however, in aggregate, budgeted results of operations must exceed zero.

2. Budgets shall take into consideration seasonality and timing of cash flows; net surpluses (deficits) from month to month shall meet budget targets.

3. Capital expenditures in total must be approved as follows:

   a) Finance, Audit & Compliance Committee~~Operations Committee~~, as part of the annual budgeting process

   b) Board of Directors, as part of the annual budgeting process

   c) Management can change line items within the approved capital budget, but cannot exceed total budget.

4. Unbudgeted capital expenditures must be approved as follows:

   a) ~~President/~~CEO, up to $50,000 in the aggregate per fiscal year

   b) Finance, Audit & Compliance Committee~~Operations Committee~~, between $50,000 and $100k in aggregate per year, action reported to the Board of Directors

   c) Board of Directors, in excess of $100k

5. Aggregate annual assumption of any long term debt obligation must be approved as follows:

   a) ~~President/~~CEO, up to $50,000
   b) ~~Operations Committee~~, if between to $50,000 and $100,000
   c) Board, if $100,000 or more.

   Any debt agreements below this threshold shall be reported to the Finance, Audit & Compliance Committee~~Operations Committee~~ by the CFO in the annual budgeting process.

   Long-term debt shall include any monetary obligation of the agency that has a repayment period in excess of twelve months.

6. Sale of Real Estate must be approved as follows:

   a) ~~President/~~CEO, up to $50,000

   b) Finance, Audit & Compliance Committee~~Operations Committee~~, if between $50,000 and $100,000

c) Board, if $100,000 or more

7. Establishing or changing the amount or other terms of the credit line requires the approval of the Board of Directors.

8. Authorized signers for all debt instruments shall be the CEO and CFO, acting in combination

9. Contributions received by the agency, if restricted and designated by donor, must be used only for the restricted and designated purpose.

10. Amounts accumulated or set aside in designated funds must be used only for the designated purpose.

11. The ~~President/~~CEO and CFO ~~Vice President, Finance~~ shall see that agency debts are settled in a timely manner.

12. The Finance, Audit & Compliance Committee~~Operations Committee~~ and the Board shall monitor financial performance by reviewing monthly agency financial information.

13. The Finance, Audit & Compliance Committee~~Operations Committee~~ and the Board shall review summary financial information of the Foundation on a quarterly basis.

14. The Finance, Audit & Compliance Committee ~~Operations Committee~~ and the Board shall have access to any and all financial information deemed necessary to carry out their responsibilities.

15. The Finance, Audit & Compliance Committee~~Operations Committee~~ shall review annual federal 990 tax forms for Albertina Kerr Centers and the Foundation prior to filing. The Foundation shall review their 990 tax form even if the review occurs post filing.

16. The Finance, Audit & Compliance Committee ~~Operations Committee~~ functions as an audit committee for AKC and the Foundation. In that capacity, the Committee will select an independent public accounting firm, review the scope of the audits prior to commencement of the audit and meet the auditors at the conclusion of the audits to review findings and recommendations.

SECTION: SIGNATORY AUTHORITY

The ~~President/~~CEO shall have the authority to sign in the name and on behalf of the Agency all duly authorized contracts, deeds, legal and financial documents, and other official documents necessary for the conduct of Agency business, including estate and trust documents, planned giving agreements, and other gift instruments accepted by the Agency. Such documents may also be signed by the Board Chair or any other person designated for that purpose by the Board of Directors or by the ~~President/~~CEO.

The ~~President/~~CEO may, from time to time, delegate signatory authority to the Treasurer/CFO. During an extended absence, the ~~President/~~CEO may also delegate such authority to another officer who is temporarily acting as the ~~President/~~CEO.

Pursuant to the Financial Conditions policy, authorized signers for all debt instruments shall be the ~~President/~~CEO and the Treasurer/CFO, acting in combination.

Transactions affecting Agency accounts may be signed by the following:

- ~~President/~~CEO
- Treasurer/CFO
- Board Chair

The Corporate Secretary is authorized to sign payroll and accounts payable checks, and follow up with a timely reporting of checks signed for approval by the ~~President/~~CEO or Treasurer/CFO.

~~Further, the Senior Vice President of Developmental Disabilities Services shall be an authorized check signer on the following accounts:~~

- ~~KDDS Petty Cash Account~~
- ~~Lane County Payroll Account~~

Subsection Example

Text

Sources:

Rule/Source	Summary	Last rule revision date

Revision and Approval History:

Policy	Revised by	Revision Date	Approved by	Approval Date
Budgeting	Holly Edgar	03/04/2020	FAC Committee	
Financial Conditions	Holly Edgar	03/04/2020	FAC Committee	
Signatory Authority	Holly Edgar	03/04/2020	FAC Committee	

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2019-2020 Finance, Audit & Compliance Committee Objectives

	Objective	Completed	In Process	To Be Completed	Charter Ref.
1	Review monthly & year to date financial statements	Ongoing		Agenda item for each meeting	1
2	Review Compliance Dashboard Report	Ongoing		Agenda item for each meeting	5, 8, 9
3	Executive Session for Committee members and Chief Compliance Officer	Ongoing		Agenda item for each meeting	8
4	Review Board policies related to the Committee	Ongoing		As needed	4
5	Review Conflict of Interest Results			August 13, 2020	8
6	Review and recommend modification(s) of the Committee Charter			August 13, 2020	13
7	Meet with financial auditor and recommend Board acceptance of 2018-2019 financial audit results	November 12, 2019		November 12, 2019	6
8	Evaluate financial auditor performance and decide to continue with vendor or send RFPs	November 12, 2019		November 12, 2019	6
9	Review of 5 year capital and reserve plan	January 7, 2020		January 7, 2020	1
10	Monitor financial reserves	January 7, 2020		January 7, 2020	1
11	Review current investment policy and portfolio benchmark performance	January 7, 2020		January 7, 2020	3
12	Review Risk Managemant Assessment	March 10, 2020		March 10, 2020	11
13	Review federal 990 tax filings for AKC, Inc. and AKCF, Inc. prior to submission	March 10, 2020		March 10, 2020	7
14	Review Corporate Compliance Plan			June 9, 2020	8
15	Recommend board approval of 2020-2021 Operating, Capital, Cashflow and Foundation Budgets			June 9, 2020	2
16	Evaluate Committee performance against 2019-2020 goals and establish goals for 2020-2021			June 9, 2020	12, 14
17	Review Audit Plan with Auditor			June 9, 2020	3

Meeting Schedule for 2019-2020

August 13, 2019
October 8, 2019
November 12, 2019
January 7, 2020
March 10, 2020
June 9, 2020

Rev 10/05/19