



**Governing Board of Directors  
Agenda**

**Monday, September 23, 2019  
5 to 7 p.m.**

**Kerr Admin Center, Albertina's Garden Room  
424 NE 22<sup>nd</sup> Ave, Portland, OR 97232**

- 5:00 p.m.     **Convene** (David Boxberger, Board Chair)
- 5:00           **Introductions** (Jeff Carr)  
                  Janice Jacobs, Chief Financial Officer  
                  Derrick Perry, Chief Program Office
- 5:10           **ACTION: Approve Consent Agenda**  
pp. 2-4           Approve Minutes of the July 22, 2019 Joint Meeting of the  
                          Governing Board of Directors and Foundation Trustees  
pp. 5-20           Accept CEO Written Report  
p. 21             401k Resolution – Re-designate Trustees for 401k Plan
- 5:20           **Financial Updates** (Janice Jacobs, Tom Hurst, Jeff Carr)  
pp. 22-37        June FY2018-2019 & Unaudited FYE 2018-2019 Financials  
                  Audit Update  
                  July FY2019-2020 Financials  
                  August FY2019-2020 Revenue Forecasting Dashboard
- 6:10           **Fundraising Update** (Anne Adler)  
                  Updated Fundraising & Preliminary 24 Hours of Kerr Data  
                  (to be distributed at meeting)
- 6:30           **Executive Session** (David Boxberger)  
                  CEO Performance Evaluation
- 7:00           **Adjourn** (David Boxberger)

**Next Meeting:     *Joint Board of Directors & Foundation Trustees  
Monday, November 18, 2019  
Offices of Ater Wynne, 1331 NW Lovejoy St***

**ALBERTINA KERR CENTERS**  
**Governing Board Meeting Minutes**  
**July 22, 2019**  
**5 to 7 p.m.**

Kerr Admin Center, 424 NE 22<sup>nd</sup> Ave, Portland, OR 97232, Albertina's Garden Room

**Governing Board Members Present**

Teri Barichello, David Boxberger, David Connell, Paul Litwinczuk, Jill Nickerson, Craig Payne, Lisa Powell, Karen Rasmussen, Laura Shipley, John Thoma, Dennis Warneke, David Wilson

**Governing Board Members Excused**

Aisha Furbach, Susan Hobbel, Melissa May

**A quorum was present.**

**Guests Present**

Jill Sherman, Gerding Edlen; James Smith, Akrom Moisan; Dan Cowley, Pence Construction

**Staff Present**

Anne Adler, Jeff Carr, Van Field, Owen Gibson, Tom Hurst (Interim CFO), Dr. Alfredo Soto (New Medical Director), Matthew Warner

**Convene** (David Boxberger, Chair)

David convened the meeting at 5:03 p.m.

**Introduce Dr. Alfredo Soto, New Medical Director**

New Medical Director Dr. Alfredo Soto was introduced. Dr. Soto has been an on-call doctor for Kerr for 17 years and started his permanent position on July 1, 2019. He was a medical director for Washington, Clackamas, and Polk County Mental Health. He has worked with Youth Care Coordination teams for Multnomah County Mental Health, and with Willamette Valley Community Health CCO. Dr. Soto joined discussions last week with Kerr staff and community partners regarding the development of a children's IDD subacute program, and is very excited to be a part of this project.

**ACTION: David Wilson moved to approve appointment of David Lake to the Governing Board of Directors for a term beginning July 22, 2019 through June 30, 2022, with assignment to the Finance, Audit & Compliance Committee for a term beginning July 22, 2019 through June 30, 2021. Teri Barichello seconded. The motion passed via unanimous vote.**

**ACTION: Teri Barichello moved to approve the consent agenda including:**

- **Minutes of the June 24, 2019 Joint Board & Foundation Meeting**
- **CEO Written Report**

**Miki Herman seconded. The motion passed via unanimous vote.**

**Workforce Housing Presentation** (Jeff Carr, Jill Sherman, James Smith, Dan Cowley)

- The presenters delivered an updated 75% complete Schematic Design of the housing, as well as a master plan concept for Gresham Campus.
- The vision is to create workforce housing and campus buildings that: 1) are complementary to the surrounding neighborhood; 2) create a central campus gathering point; and, 3) offer both common spaces and private, separate space for residents.

- Several multi-family housing models were explored. A single building was chosen as it provides the most efficiency and smallest footprint. The housing exterior design will be built in sections with architectural breaks that give the appearance of variety and texture, avoiding a big box look. The main entrance to the residential building will face a side street, not the campus, to give further privacy. The floor plans offer comfortable, compact and efficient spaces with storage.
- Pence Construction has been involved in the project budget process to keep numbers as close to real costs as possible, approximately a 10% margin of adjustment. 30 of the 150 total units will be modified with upgrades for people with IDD, and those costs have been factored in.
- Inflation, all fees, insurances, development, permits, low income tax credits, etc. have also been factored into the project budget. A detailed pro forma is available if requested.
- Jeff has met individually with each Gresham City Councilor. He has also met several times with City staff and with David Widmark, who is a TOKNA volunteer, long-time Kerr supporter, and a current Gresham City Councilor. Jeff attended a City policy meeting on July 9<sup>th</sup> to be present when local projects were discussed. The City has to meet unit production goals in order to receive Metro bond funds. Final allocations should be known within 90 days.
- A project schedule of progress, if approved, was shared. The first two months will take the 75% Schematic Design to 100% completion, followed by several stages leading up to construction beginning on the 11<sup>th</sup> month.
- HUD 811 project rental assistance was reviewed. Oregon received 75 federal vouchers to use toward the 811 assistance program. Oregon has used 12 to 13 and received an extension to use or lose by September 30, 2021. The vouchers are worth \$190-250k annually over a 20 year period, meaning the vouchers could mean \$3.8-5 million toward Kerr's project over 20 years. This assistance program is not factored into project budget and would be additional funds.
- Two options were outlined for Governing Board members to consider in moving forward. Option A essentially authorizes spending \$225k now to complete the Schematic Design to 100% and complete the land use submission. This option affords a timeline of project completion that would meet the deadline for the HUD 811 rental vouchers. Option B waits to obtain the full \$1 million fundraising goal before approving completion of the Schematic Design and land use submission.
- There was discussion about the two options and the benefits and risks of each.
- There was a question regarding expectations of donors for returning funds if the project does not move forward. Donations to date are for development expenses and therefore probably not expected to be returned; however, Kerr will respond to inquiries appropriately should the project discontinue.
- The City of Gresham will present its strategy to Metro in August/September. Projects are expected to be selected in September.

**ACTION: Dennis Warneke moved that Option A be approved. John Thoma seconded. The motion passed via unanimous vote.**

#### **Financial Updates** (Jeff Carr, Tom Hurst)

Jeff introduced Tom and thanked him for the work he and Interim Accounting Manager Melody Tripp have put into continuing Kerr accounting functions during the recent staff transitions. Tom, Jeff and Karen Rasmussen met with auditor Gary McGee of Gary McGee & Co LLC and anticipate a fairly smooth audit, considering the turnover. Tom expressed his appreciation for coming into a nice assignment with a nice change of hands. Other assignments he has taken either did not have a hand-off or the position had been vacant for some time, therefore, many pieces were missing. Tom reported the accounting team is building a documented roadmap of processes. Items in last year's management letter have been noted and reviewed – segregation of payroll duties and reconciliation of donations and how they are recorded. Overall, Kerr is in good shape with a few less-impactful processes that need attention. When asked about the best and worst discoveries, Tom provided these: Best is the closing schedule with links and files; Worst is the challenge in learning the nomenclature. He found some single ledger items and folders referred to by different names without an aid, explanation or instruction. Tom is moving the department culture toward openness and sharing of files rather than maintaining silo functions. Cross-training will help the department run smoothly and efficiently. Functions and duties will be based on processes rather than individuals. Four positions are posted at this

time. The Director of Accounting and Director of Revenue Cycle will be posted after the new CFO starts, allowing that individual to select the directors. The audit will begin the second week of August. At this time, the estimate is for the agency to close the year with near \$80k to the positive. Final statements will be emailed to everyone when complete.

**Fundraising Updates** (Anne Adler)

Anne reported FY2018-2019 was a great success in fundraising. There are some significant goal increases for FY2019-2020, particularly in individual giving, planned giving and non-event corporate giving. A wine-tasting event is planned for the new Hillsboro kids' group home. A \$250k special appeal is planned for 24 Hours of Kerr that will offset salaries of behavior specialists. This year will look to expanding corporate support. TOKNA has a wine dinner scheduled for August 10<sup>th</sup>. Anne is recruiting for Foundation members. Connections and introductions are welcome.

**Highlights from the CEO Written Report** (Jeff Carr)

Jeff noted the progress being made on the IDD/MH subacute project. He also reported that an offer has been extended to a CPO candidate. Two candidates were very strong in the interview process and both would bring much talent and experience to the role. Jeff will provide an update as this develops.

**Executive Session**

Board members entered executive session at 6:43 p.m. The following minutes of the executive session were recorded by Matthew Warner:

In executive session, from which Dennis Warneke removed and recused himself, the Board received a report from Matthew Warner regarding the current state of consulting and brokerage services for its Health and Welfare Benefit plans, including service concerns with its current vendor, the RFP process undertaken earlier this year, and the likely selection of Benefits Design Group of Portland - where Director Dennis Warneke is a principal – as its new consultant and broker for these services. A robust discussion was held about the review process, pricing proposals, and the potential for conflict of interest.

**ACTION: John Thoma moved, and Laura Shipley seconded, that Management be authorized to proceed with their selection and engagement of Benefits Design Group under these circumstances, and the motion passed unanimously.**

**Adjourn**

The meeting adjourned at 7:00 p.m.

Recorded by Holly Edgar, Corporate Secretary



September 23, 2019  
Report to the Albertina Kerr Board  
Jeff Carr, CEO

## **Introduction**

As we head into the fall, I'm thankful for the progress we are making on many fronts here at Albertina Kerr and excited to share some of that with all of you.

## **Staffing Updates**

We have added two new members to our Senior Leadership Team. Janice Jacobs began her tenure at Kerr as our new Chief Financial Officer (CFO) on September 3<sup>rd</sup> and has already begun to settle into her new role. Janice most recently served as the CFO at Cascadia Behavioral Health for the last three years after a long career in finance at Proctor and Gamble. I'm pleased to say that we have filled all our vacant Finance positions, except one, and Janice is evaluating how to move forward in that case. Special thanks to Tom Hurst who has served as our Interim CFO for the last three months and has worked especially close with our auditors to keep our audit on schedule.

Derrick Perry began his tenure at Kerr on September 16<sup>th</sup> as our new Chief Program Officer (CPO). Derrick is relocating from Southern California where he has decades of experience working in the human services sector, and most recently as a Deputy Director in the Department of Children and Family Services in Riverside County. We are very excited to have Derrick join our team and provide oversight and leadership to our programs here at Kerr.

We informed staff that wage increases would go into effect on September 8<sup>th</sup> and employees will see these changes reflected in their September 27<sup>th</sup> paycheck. I have received overwhelmingly positive response from our employees, as people received anywhere from 3%-30% increases depending on their position and length of service at Kerr. Besides the increased positive morale, we saw our applicant pool for Direct Support Professional's (DSP) double in the first 10 days of advertising that our starting wage would be increasing to \$15.40 per hour.

We launched our new DSP training and onboarding process on September 9<sup>th</sup>, which is being led by our new Associate Director of Training, Samantha Gifford. Samantha has been at Kerr for nearly 20 years and served as a DSP, group home manager, and Assistant Director of Multnomah and Washington County adult group homes. We are confident that this new

training plan will better prepare our new employees for their roles as Direct Support Professionals, and are hopeful that this new training model, coupled with more competitive wages, will reduce our vacancy and turnover rates.

September 8-14<sup>th</sup> was National Direct Support Professional's Appreciation Week and we celebrated in style here at Kerr. We had a number of communications that went out last week highlighting exemplary employees, raffle drawings for mini vacations for staff, and SLT members visited all our programs to thank DSP's for their good work and provided each employee with some Kerr "swag" (beanies & coffee tumblers w/new Kerr branding). As part of this week, we had the privilege of hosting Representative Rob Nosse at our Rhone Street Group Home where he was a "DSP" for an hour. It served as an opportunity to introduce Rep. Nosse to our work in his district, learn more about Kerr, and thank him for his role in being a key advocate for rate increases that we received in the last legislative session.

Finally, we transitioned to our new payroll and HR platform, Paycom, and while there have been a few glitches, overall the transition has gone fairly smoothly and employees seem to be pleased with the new system. Kudos to Craig Rusch and Matthew Warner and their teams in leading this effort and for all the planning that went into this transition over the past six months.

## **Organizational Highlights**

### *FY 2018-2019 Financial Results*

As touched on earlier, from a timing standpoint, our audit is on schedule and should be completed and reported on to the board at our November meeting. The unaudited year end close will show a positive balance of over \$100k. This was a significant achievement given we ended the first quarter of the year with a nearly \$675k deficit. Janice and Tom will share more details on the year end close, our performance for the first month of the new fiscal year (July), as well as our most recent forecasting tool from the four weeks of August.

We did receive rate increases from the State of Oregon for our Developmental Disability Services programs. We received an across the board 4% increase to our adult group homes, PALS, and some aspects of our employment programs effective August 1<sup>st</sup>, and a 34% increase in our Children's I/DD Residential programs effective September 1<sup>st</sup>. In addition, we are now able to bill separately for the development of behavior support plans for kids in our group homes, which should also help generate additional revenue. Most of this revenue is being used to fund the wage increases discussed earlier.

Finally, thanks to all of you, we had our most successful 24 Hours of Kerr fundraising event ever with our preliminary count being over \$500,000 in gross revenue! Many kudos to Anne Adler and our Development team for all their hard work and planning to make the Country Gala and Golf Tournament so successful financially and a first-class experience. I think we've created an event that we can grow even further in years ahead.

## *Programs*

As part of the State of Oregon's dramatic rate increases for Children's I/DD Residential programming, they also received additional funding to expand the number of beds by 12 throughout the State. We have been in discussion with the Office of Developmental Disability Services (ODDS) to develop additional kids bed capacity, and are in the process of transforming our Autzen adult group home into a new children's residential program. As of August, we only had two adults living in Autzen and we were able to transfer both of these individuals into other adult group homes where we had vacancies. This will allow us to make four new beds available for kids, and we are also trying to locate property in Salem to add an additional group home with four beds there.

We are fast approaching the final implementation of Epic at Kerr, by piloting it in four new I/DD group homes, PALS, and our employment programs. Training is being done now for staff in these programs with the "go-live" date in October. We will pilot this new electronic health record in these programs for a few months, with the goal of then spreading that across the rest of our I/DD programs by the end of the fiscal year. If we are able to accomplish this, we will finally have all of Kerr on one electronic health record for the first time ever. Thanks to Craig Rusch and his team for their hard work and effort over the last nearly five years on this process.

## *Workforce Housing Update*

We continue to roll on with our workforce housing project. Thanks to the decision by the board at our July meeting, Ankrom Moisan continues to move forward on drawing plans for the project with the goal of having our land use submittals into the City of Gresham sometime in October or late November, followed shortly by getting in front of the Design Review Advisory Committee for their review and feedback. We will also be making a presentation to the Wilkes East Neighborhood Association in early November to present our design and get their feedback.

The City of Gresham should be submitting their Local Implementation Strategy to Metro sometime in October/November, and they will have their IGA done before the end of the calendar year. We are hopeful to have notification of their support before the end of the year.

Miki Herman and I have been meeting with key stakeholders in the County and the affordable housing community to update and educate them on our plans. Since our last meeting we've met with Multnomah County Commissioners Kafoury and Stegman, and Steve Rudman and Mitch Hornbecker who are both on the Metro Housing Bond Advisory Committee. We've received nothing but positive feedback and support from everyone we've been meeting with.

Finally, we expect to hear from the Meyer Memorial Trust and Kuni Foundation about possible grants to support our fundraising in October/November.

## **Closing**

We've had some nice media coverage over the last few months with a couple of articles about PALS (one in the Portland Business Journal and one in the Portland Tribune), and I was interviewed and quoted in an article on children's mental health in Oregon in a series published by the Oregonian. Copies of these articles are attached to this report.

I also spoke to a group of seniors at Terwilliger Plaza at the invitation of a resident who is also a board member of the Hedco Foundation. Thanks to the good cultivation of Director of Individual Giving, Chris Canter, we received a recent gift of \$50k from the foundation.

Finally, I attended the Oregon Resource Association (ORA) quarterly meeting in Bend, September 18-20, for the first time and was able to interact with some of our peer organizations from around the State of Oregon.



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From the Portland Business Journal:

<https://www.bizjournals.com/portland/news/2019/08/14/adults-with-disabilities-fuel-this-unique-portland.html>

## Adults with disabilities fuel this unique Portland gallery (Photos)

Aug 14, 2019, 9:53am PDT Updated: Aug 15, 2019, 1:47pm PDT

Mathew Spencer has a cool idea for a ceramics show.

It would be called, "You bought it, you break it," and the buyer would be required to break the piece in the gallery in the name of something they want to overcome. They could re-assemble it at home in a different form.



CATHY CHENEY|@PORTLAND BUSINESS JOURNAL

Spencer is one of about 100 artists who create pieces at the Portland Art & Learning Studio, known as PALS. The studio and gallery space, which have been up and running for about a year, provide a creative outlet to adults with intellectual and developmental disabilities.

Spencer, who has autism, sketches his ideas before shaping them in clay and firing them in the kiln on site. Other PALS artists draw, paint, create books and videos and make music.

PALS is a program of Albertina Kerr, which serves children and adults with mental health challenges. The Portland nonprofit offers residential and enrichment services.

Chandra Glaeseman, who started in an entry-level position at Albertina Kerr four years ago, came up with the idea for PALS. Her aim was to build an art program into “something that would speak to inclusivity and give people creative tools,” she said.

“We tried to change the dialogue so it’s not about your disability, but about your ability,” Glaeseman said.

A fundraising effort led to a generous donor who asked to remain anonymous but allowed the organization to build out a 10,000-square-foot space in a former warehouse on Northeast Martin Luther King Jr. Boulevard.

Some participants don’t have verbal skills, so the studio allows them to express themselves in visual language.

“It’s so cool,” said Daniel Rolnik, PALS’ gallery director. “Someone who didn’t speak at all is making abstract pieces and telling me they’re of Spiderman. It’s amazing.”

Glaeseman often invites members of the community to come see the artists' works.

“We want to have a space where everyone is welcome,” she said. “I want to promote a culture of empathy toward all.”

Currently, the gallery has paintings on display both from PALS clients and artists from a similar program in British Columbia.

“It’s really cool because this is the first international exhibit any of us have been a part of,” Rolnik said.

For the next year, most shows will be done in exchanges with similar studios around the world, he added.

Some of the PALS artists are represented by outside galleries. Any artists who sell pieces at the PALS gallery collect 70 percent of the proceeds.

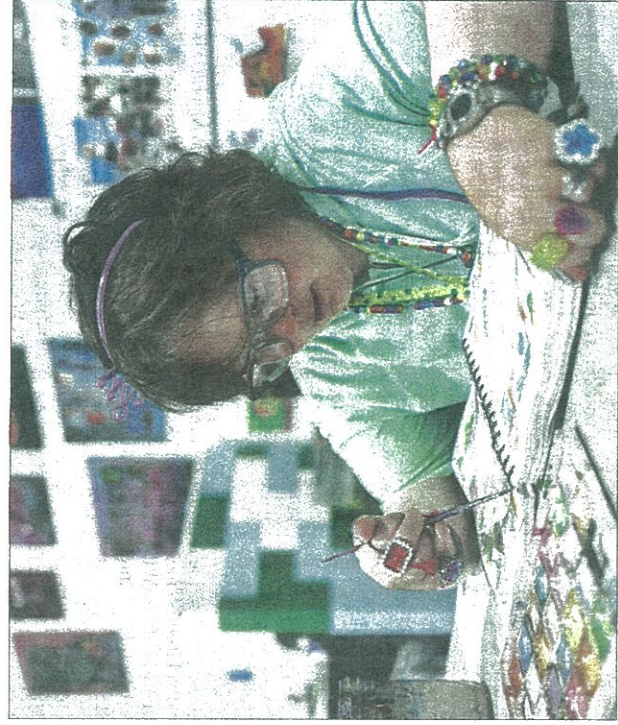
For more on the artists and their works and prices, [click here](#). Click through to get a glimpse of the Albertina Kerr pieces.

**Elizabeth Hayes**

Staff Reporter  
*Portland Business Journal*







# REDEFINING AESTHETICS

# THE ART OF POSSIBILITY

*Folks with disabilities find their creative outlet at Portland studio*

By **JASON VONDERSMITH**  
*The Tribune*

Creative minds abound in Portland, and one need not look further than Portland Art & Learning Studio.

Organizers provide an open space for artistic adults with developmental and intellectual disabilities to express themselves in any form and medium.

It's really creative stuff, said Daniel Rohnik, the gallery director who demonstrates great enthusiasm when talking about the many artists — 200 or so — who work at the studio at 4852 N.E. Martin Luther King Jr. Blvd.

"We are definitely within the genre of outsider art," Rohnik said. "It's a raw, direct expression of the individual versus something contrived. It's a powerful energetic experience that comes from a different place."

Artists who think differently than most can certainly make wonderful things, Rohnik said center artists have official files about them, given their conditions and based on perception/projection, and "when they're able to express themselves, you can see that (stereotype) go away. You give people freedom, and you get the best out of somebody."

Portland Art & Learning Studio is hosting an art exhibit, starting at 3 p.m. Saturday, Sept. 14, showing works from artists at the DAC Gallery in Los Angeles. And, the DAC Gallery is showing works from Portland Art & Learning Studio artists. Center artists also will be part of the Portland Art Fair, set for Saturday, Sept. 21, at the Multnomah Arts Center.



One of the writers at Portland Art & Learning Studio is Roxanne Taylor, who does poetry. "The beauty of art is you can't fail," said Daniel Rohnik, gallery director. "It's very enriching to put yourself out there and do what you want to do."

Next summer, Rohnik hopes to launch a statewide gallery involving similar studios from Grants Pass, Eugene and elsewhere. There are about 30 such studios that work with developmental and intellectual disabled artists in the state, he said.

Portland Art & Learning Center is a year-round program of the Albertina Kerr nonprofit that works with individuals with such disabilities, mental health challenges and social barriers to help them lead enriching lives. The center operates as a program and studio space and not a classroom. There are about 30 staffers.

Artists create paintings, drawings, textiles, ceramics, writings (poetry, fiction, autobiography), digital media, music and video. "The beauty of art is you can't fail," Rohnik said. "It's very

enriching to put yourself out there and do what you want to do. If you want to paint a monkey or plain air or abstract, you do it. It is an open studio with no censorship of what they want to create."

He tells the story of one person who was nonverbal, but who began making art and then larger art expressing with their body. Within months they began speaking in complete sentences. Rohnik said the center has "micro victories," but that was "a crazy, awesome experience to witness." Others feel more free and are no longer aggressive.

Some art is positive and some is negative. One artist is obsessed with the movie "The Grudge," and makes fake posters for the sequel starring Osama Bin Laden. That's dark. Another artist creates something called "Happy" and they're all joyful images. That's light.

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For more on Portland Art & Learning Studio, see portlandartandlearningstudio.com.

Some of the artists at Albertina Kerr's Portland Art & Learning Studio are: (clockwise from top left) Ricky Bearghost, Michelle Fromm and Harold Satzgiver. The center works with about 200 artists with developmental and intellectual disabilities. COURTESY PHOTOS: ALAN WIEDLER

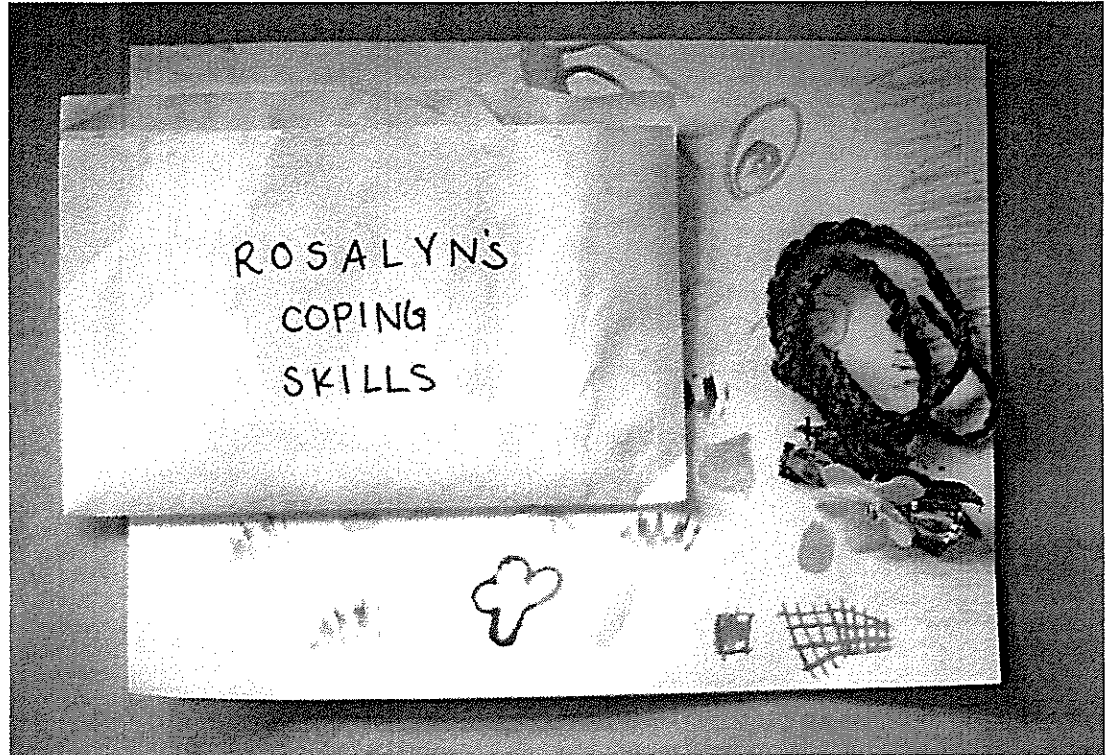




EDUCATION

## Child or teen needs mental health treatment? In Portland area, they face agonizing waits

Updated Sep 10, 2019;  
Posted Sep 10, 2019



When Kelly and Martin Kidwell's 8-year-old daughter needed care during a mental health crisis, the family faced agonizing days-long waits in the emergency room due to the shortage of appropriate help. It was hard to cope. One symptoms of the girl's bi-polar disorder is a tendency to incorporate personas into her identity; Rosalyn is a recent persona. (Photo by Beth Nakamura/Staff)

18

142  
shares

**This story is part of The Oregonian/OregonLive's 10-part series on youth mental health. To read other stories in the series, follow the links at the end of this piece.**

Bethany Purkapile has three younger siblings, adopted from three different sets of parents. The oldest, 19, just graduated from high school. The younger two, both 15, still attend Portland Public Schools.

All three have both developmental disabilities and mental health diagnoses. For years, the family has struggled to access resources for them.

Purkapile said that when her siblings' needs go unmet, mental health providers tell the family, "It's a broken system, but we're doing the best we can."

"That's not helpful," Purkapile said, especially "when you're begging for help."

"All of these services take so much time" to arrange, she said, but "when you get into crisis, you don't have that much time."

Purkapile's family isn't alone. Even in metro Portland, Oregon's wealthiest and best-resourced area, preventative and restorative mental health services for children and youth consistently fall short of the need.

Oregon ranks near the bottom in a nation that is generally short on resources for addressing mental wellness. Mental Health America ranks states based on the prevalence of mental illness among young people and children's and teens' access to mental health care. In 2016 and 2017, Oregon had the highest rate in the nation of youth suffering at least one major depressive episode, 16.3 percent, a [national health survey found](#). Most young Oregonians hit with serious depression did not receive treatment for it, earlier versions of that survey found.

While Oregon ranked 12th nationally for access to mental health care, federal health survey data shows that the available care in Oregon still isn't enough.

Those involved in the state's youth mental health care system say Oregon hasn't done enough to fully understand the scope of need throughout the state.

"There's no central data system that would allow you to determine how many kids we're talking about," said Jeff Carr, chief executive of Oregon nonprofit mental health provider Albertina Kerr.

Carr served on Gov. Kate Brown's Youth with Specialized Needs Task Force that met for six months last year to develop better strategies for child welfare. The task force recommended developing data systems to better understand youth mental health and child welfare needs and also proposed channeling more resources into child welfare. Lawmakers passed bills to accomplish both those objectives in the 2019 session and the governor signed them into law.

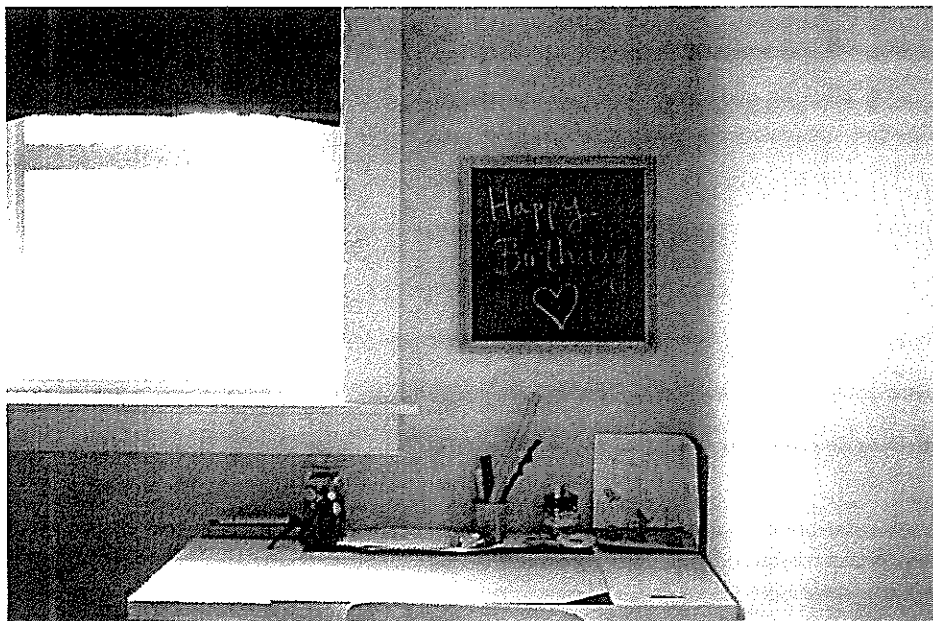
It's a start, mental health advocates say.

Oregon has had a Top 10 rate of youth depression for years. Suicide has been the second-leading cause of death for Oregon's young people, particularly those in the high school to college age range, since 1981.

Despite the longevity of the problem, Kristi Dille, president of the Oregon Parent Teacher Association, describes state-level collaboration around mental health solutions as "newborn."

In her 20 years in roles at various levels of local and state PTAs, Dille has advocated for better youth mental health care.

"It breaks my heart because we have these kids who are reaching out and the help isn't there," she said.



Inside "Rosayn's" room in the Kidwell's Portland home. (Photo by Beth Nakamura/Staff)

### Barriers to care

Advocates and parents say that youth in need of mental health care run up against multiple barriers: long waitlists, a lack of providers and qualified specialists, shortages of spots in higher-level treatment and private insurance that often doesn't cover the necessary care at rates affordable to the average family.

Dille's recognition of those complications comes, in part, from personal experience: Her daughter has bipolar disorder. Since she first noticed her daughter Briauna needed extra help when she was 4, Dille said she has had to constantly advocate to get her daughter's needs met, both in Portland Public Schools and the medical system.

Briauna cycled in and out of the emergency room for years before she finally found a provider who would take her needs seriously, Dille said. Waitlists, for everyone from school guidance counselors to child psychiatrists, are long. Even with what Dille describes as good private insurance, Briauna constantly struggled to access the right care.

At 18, Briauna received her bipolar disorder diagnosis, 14 years after the Dille family initially noticed their daughter's needs were more significant than the average child's.

"I fell to the floor and cried," relieved to finally have a diagnosis, Dille said.

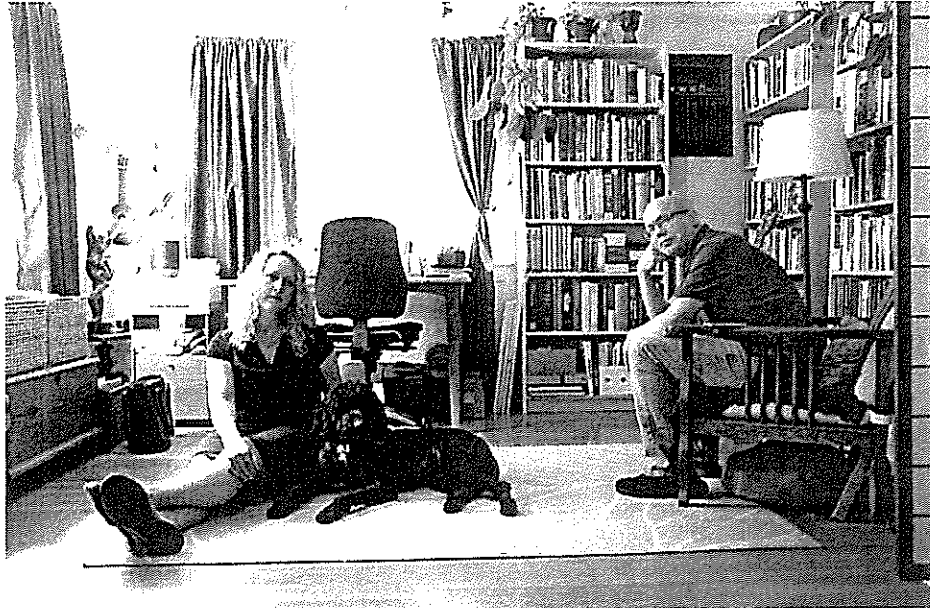
Dille's daughter is now 21 and, like many other young people in Oregon, still struggles to access care for her mental health.

"There's a lot of dead ends in our system," said Chris Bouneff, director of the Oregon branch of the National Alliance for Mental Illness.

Because there are shortages of both preventive and acute care, many youth who experience a mental health crisis end up in the emergency room.

The emergency room "is probably the last place you would want a kid in a mental health crisis," said Carr, of Albertina Kerr. They're designed for physical health emergencies, not mental health crises, he said.

Getting young people into intensive mental health treatment before they need hospitalization is difficult due to the cost. "They have a great payback when they keep kids out of the hospital. But insurance providers are very, very stingy with those because of the expense," said Margaret Puckette, a Portland-based parent counselor. Before insurance companies approve intensive mental health treatment, often they must see a paper trail of hospitalizations, Puckette said.



Kelly and Martin Kidwell have struggled with their young daughter's mental health for years. The family's experience illustrates how scarce the resources to help young people in psychiatric crisis are, even in Oregon's biggest and wealthiest metro area, and how that scarcity impacts families. (Photo by Beth Nakamura/Staff)



Kelly and Martin Kidwell are on the front lines of the struggle to get insurance to cover mental health treatment. Their 9-year-old daughter has been diagnosed with bipolar disorder along with a learning disability and sensory issues. Finding an insurance plan that could cover her needs was difficult, they said. The Kidwells' insurance costs the family \$800 a month in premiums alone. Due to their daughter's medical and mental health bills, as well as the fact Kelly Kidwell can't work because her daughter's needs are so high, the Kidwells recently declared bankruptcy.

Even with the expensive insurance, their daughter cycled in and out of the emergency room before finally getting a spot in treatment after a 16-day wait in the hospital. Read more about their story, [here](#).

Kyle McMann, who serves as chief of [the fire department](#) that serves unincorporated Marion County, an emergency room nurse in Corvallis and a paramedic in Salem, says emergency room protocols for treating a patient in a mental health crisis can often cause more trauma.

When a person comes in to the emergency room because they're suicidal or in the midst of a serious mental health crisis, McMann said, all their possessions are taken from them and they're told to change into a hospital gown. Then they're sent to a small room with a bed, maybe a TV.

After screening a patient for medical concerns, ER workers require the patient to wait for a mental health screener.

"They may be here in an hour, they may be here in 12 hours," McMann said. "It may be midnight before they come."

If the mental health screeners can develop a safety plan with the patient, they'll send the patient home. If they determine the patient needs further care before discharge, the person gets put on a waitlist for treatment services, which can mean weeks spent waiting in an overcrowded emergency room. Hospitals are short on psychiatric beds, especially pediatric ones, McMann said.

Some Portland hospitals have shorter wait times for mental health screenings. At Legacy Health emergency rooms, the network has created a 24/7 psychiatric consult team for patients that can assess their mental health needs within four hours of their arrival. But the rest of those challenges still exist in the Portland metro area as well, Legacy Health officials said.

Lynnea Lindsey, director of behavioral health for Legacy, said she has seen behavioral and mental health services underfunded by insurance for years, despite Oregon's law requiring parity in coverage of mental and physical health. As a result, finding a spot in the right kind of treatment is difficult for people who need care, and kids end up waiting for any kind of mental health treatment, she said.

"It backs up the whole system when you don't have people placed at the right level of care," Lindsey said.

Bronwyn Houston, president of Randall Children's Hospital in the Legacy Health network, said the hospital sees 100 to 150 youth a month with mental health needs in their emergency room, which isn't devoted to psychiatric needs. Their needs range from panic attacks to suicide attempts.

The number of youth seeking psychiatric care at the hospital has increased "exponentially" in the past five years, and while the hospital has been hiring new staff to deal with pediatric mental health, demand still outstrips the available services, Houston said.

Unity Center for Behavioral Health, a cooperative project among many hospital systems, opened two and a half years ago with a goal of better serving Portlanders' psychiatric needs. But it rarely has open beds for adolescents, Houston said. And the Unity Center isn't designed to serve patients younger than 9 at all.

Even as the stigma around mental health issues decreases, there's still a persistent belief that mental health isn't as important to a child's quality of life as his or her physical health, Houston said.

"If a child breaks an arm, we can see it," Houston said. "With mental health issues, you can't see it."

But that doesn't make mental health struggles any less severe. As Lindsey acknowledged, a lack of proper mental health care "can be fatal," as seen in Oregon's rising youth suicide rate. Even when not fatal, untreated mental health needs typically lessen children and teen's quality of life as they age into young adulthood, placing an even greater strain on available resources for adults.

Oregon youth could avoid this fate, stakeholders across Oregon's mental health system say, if powerbrokers were to take a holistic approach to developing and funding the mental health system, bolstering resources from prevention to early intervention to crisis treatment.

"When there's a problem, people want a silver bullet," said Jeff Carr of Albertina Kerr. But that doesn't exist for a system as complicated youth mental health, he said. "What you really need is a system of care."

While mental health resources can be difficult for children and teens to come by, Multnomah County has one source of free help available to Multnomah residents ages 5 to 18: school-based student health centers.

Multnomah County's eight student health centers, located in high schools in Portland Public Schools and the Parkrose, Centennial and David Douglas school districts, each have a mental health counselor to provide outpatient therapy. A growing number also have a behavioral health specialist who can address mental health concerns that don't require intensive therapy.

A ninth location is scheduled to open at Reynolds High this winter.

All clinics in the network, which is entering its 33rd year in operation, are open to any school-aged student in Multnomah County. Entry-level mental health care is available to any young person at no cost, although intensive therapy is limited in most cases to youth who are uninsured or on the Oregon Health Plan.

One strength of the school-based health center system is that students who may not realize they have mental health needs can learn that they do and get them addressed at the same place they seek physical wellness care.

"Often they're coming for a physical reason that's a manifestation of a mental health concern," said Leslie Balderson, the nurse practitioner at the Parkrose High clinic. Seeking treatment for stomach woes, fatigue or headaches, for instance, can lead to a diagnosis of underlying depression or anxiety that is highly treatable.

When it comes to physical and mental health, Balderson said, "It's impossible to separate the two."

All youth who receive care at a Multnomah school-based clinic -- at no out-of-pocket cost -- are given an overall health assessment, which can also flag underlying mental health concerns that might go unaddressed otherwise, she said.

"They seem to mostly be eager to talk and have help and be thankful that somebody's asking," Balderson said. Clinicians' questions about irritability, stress and sleep -- alongside more direct questions about suicidal thoughts -- can give students a way to release concerns they may not have been able to talk about elsewhere, she said.

Multnomah County isn't the only place in Oregon where students can get mental health care at school. In 2013, state lawmakers approved a grant program to help add mental health care in student health centers around the state. That grant has expanded over time, and for the new two-year funding cycle, the state will channel \$7.5 million into mental health care in school health centers, according to Kate O'Donnell, the Oregon school mental health specialist who oversees the grants. O'Donnell emphasized how the money has increased the centers' ability to help students with mental health needs. "You hear all the time how grateful centers are," she said.



Jasmin Harshman counsels students at Cesar Chavez School, where she is pictured. She also works at George Middle School. Harshman is employed by Multnomah County Mental Health Services.

So far, except in a crisis situation or cases of extreme need, Multnomah County children and teens can get outpatient therapy at a high school clinic only if they are uninsured or on the Oregon Health Plan. The co-located therapist can't bill private insurance because the county lacks capacity and internal infrastructure.

In her 19 years of working at student health centers, Balderson said she has seen more students with anxiety, depression and other mental health concerns seek care.

"I don't remember feeling exhausted at the end of the day because so many kids have so many needs," Balderson said. "It's overwhelming and it's also pretty inspiring that these kids are living their life and getting up every day and going to school every day."

--Casey Chaffin; cchaffin@oregonian.com; @todaycaseysays

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**BOARD RESOLUTION**

I, David Boxberger, hereby certify that the Board of Directors of Albertina Kerr Centers has designated and authorized any two of the following individuals to take any and all actions as named fiduciaries relative to the Albertina Kerr Centers 401(k) Retirement Savings Plan and the investment of plan assets. These designations are effective September 23, 2019.

Examples of Administration matters include requests to make distributions, participant directed investment option transfers, contributions, and investment allocation changes.

Examples of Investment matters include requests to establish or discontinue an investment option and to transfer accounts to a successor trustee.

NAME: Jeffrey D. Carr CAPACITY: Administration \_\_\_\_\_  
Investment \_\_\_\_\_  
Both X

NAME: Janice Jacobs CAPACITY: Administration \_\_\_\_\_  
Investment \_\_\_\_\_  
Both X

NAME: Matthew D. Warner CAPACITY: Administration \_\_\_\_\_  
Investment \_\_\_\_\_  
Both X

WITNESS my hand this \_\_\_\_ day of \_\_\_\_\_, 2016.

By: \_\_\_\_\_

David Boxberger  
Chair, Board of Directors

**Albertina Kerr Centers  
YTD Operating Recap  
For The Month Ending  
June 30, 2019**

	6/30/2019	6/30/2019	6/30/2019										
	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	Annual
	Contract	Grant and	Other	Total	Direct	Margin	Indirect	Indirect	Total	Operating	Operating	Actual Vs.	Budget
	and Program	Contribution	Revenue	Revenue	Expenses	Generated	Expenses	Allocation	Expenses	Results	Budget	Budget	
	Revenue	Revenue		Revenue					Expenses			Budget	
<b>Programs</b>													
Adult Group Homes	14,590,684			14,590,684	14,288,594	302,090		1,300,629	15,589,223	(998,539)	(224,400)	(774,139)	(224,400)
<i>Clackamas Co. Group Homes &amp; CI</i>	5,079,901			5,079,901	5,183,367	(103,466)		468,345	5,651,712	(571,811)	(407,809)	(164,002)	(407,809)
<i>Multnomah Co. Group Homes &amp; CI</i>	3,594,827			3,594,827	3,533,936	60,891		322,991	3,856,927	(262,100)	(48,200)	(213,900)	(48,200)
<i>Washington Co. Group Homes &amp; CI</i>	1,966,106			1,966,106	1,825,660	140,446		165,805	1,991,465	(25,359)	121,323	(146,682)	121,323
<i>Marion Co. Group Homes &amp; CI</i>	3,949,850			3,949,850	3,745,631	204,219		343,488	4,089,119	(139,269)	110,286	(249,555)	110,286
Employment Services	1,570,798			1,570,798	1,457,302	113,496		136,267	1,593,569	(22,771)	(18,306)	(4,465)	(18,307)
Studios	1,446,152	300,000		1,746,152	1,706,785	39,367		156,632	1,863,417	(117,265)	(139,725)	22,460	(139,725)
Kids DD Group Homes	12,663,854	194,463		12,858,317	10,728,354	2,129,963		1,003,718	11,732,072	1,126,245	806,751	319,494	794,336
Transition-Aged Group Homes	2,358,375			2,358,375	2,516,314	(157,939)		223,205	2,739,519	(381,144)	(474,327)	93,183	(474,327)
Kerr Bikes	116,658			116,658	-	116,658		-	-	116,658	30,137	86,521	30,137
Outpatient Mental Health	1,277,721			1,277,721	1,699,772	(422,051)		139,516	1,839,288	(561,567)	(240,932)	(320,635)	(240,932)
Subacute	5,871,194			5,871,194	5,148,813	722,381		424,672	5,573,485	297,709	284,498	13,211	284,498
Program Oversight and Other	3,630	131,866	33,696	169,192	273,461	(104,269)		114	273,575	(104,383)	-	(104,383)	-
<b>Total Programs</b>	<b>39,899,066</b>	<b>626,329</b>	<b>33,696</b>	<b>40,559,091</b>	<b>37,819,395</b>	<b>2,739,696</b>	<b>-</b>	<b>3,384,753</b>	<b>41,204,148</b>	<b>(645,057)</b>	<b>23,696</b>	<b>(668,753)</b>	<b>11,280</b>
<b>Admin &amp; Other</b>													
Trfs from Foundation and Govt Grants		395,976		395,976	125	395,851			125	395,851	454,266	(58,415)	454,266
Investment Spending Rate			295,572	295,572		295,572			-	295,572	329,268	(33,696)	330,049
Campus Buildings		2,050		2,050	125,174	(123,124)			125,174	(123,124)	(132,066)	8,942	(132,066)
Indirect Admin	141,357	1,847	5	143,209		143,209	3,570,681	(3,532,740)	37,941	105,268	(26,857)	132,125	(44,547)
Other Pooled Direct Costs	(1,639)			(1,639)	2,685	(4,324)			2,685	(4,324)	(56,344)	52,020	(30,500)
<b>Total Admin &amp; Other</b>	<b>139,718</b>	<b>399,873</b>	<b>295,577</b>	<b>835,168</b>	<b>127,984</b>	<b>707,184</b>	<b>3,570,681</b>	<b>(3,532,740)</b>	<b>165,925</b>	<b>669,243</b>	<b>568,267</b>	<b>100,976</b>	<b>577,202</b>
<b>Total Operating (Before Contingency)</b>	<b>40,038,784</b>	<b>1,026,202</b>	<b>329,273</b>	<b>41,394,259</b>	<b>37,947,379</b>	<b>3,446,880</b>	<b>3,570,681</b>	<b>(147,987)</b>	<b>41,370,073</b>	<b>24,186</b>	<b>591,963</b>	<b>(567,777)</b>	<b>588,482</b>
Contingency										-	(500,004)	500,004	(500,000)
<b>Total Operating</b>										<b>24,186</b>	<b>91,959</b>	<b>(67,773)</b>	<b>88,482</b>

**Albertina Kerr Centers  
MTD Operating Recap  
For The Month Ending  
June 30, 2019**

	6/30/2019 MTD Contract and Program Revenue	6/30/2019 MTD Grant and Contribution Revenue	6/30/2019 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
<b>Programs</b>													
Adult Group Homes	1,238,120			1,238,120	1,216,815	21,305		112,943	1,329,758	(91,638)	(46,317)	(45,321)	(224,400)
<i>Clackamas Co. Group Homes &amp; CI</i>	416,257			416,257	430,326	(14,069)		40,448	470,774	(54,517)	(47,777)	(6,740)	(407,809)
<i>Multnomah Co. Group Homes &amp; CI</i>	316,560			316,560	302,568	13,992		27,777	330,345	(13,785)	(12,078)	(1,707)	(48,200)
<i>Washington Co. Group Homes &amp; CI</i>	183,999			183,999	154,247	29,752		14,937	169,184	14,815	11,065	3,750	121,323
<i>Marion Co. Group Homes &amp; CI</i>	321,304			321,304	329,674	(8,370)		29,781	359,455	(38,151)	2,473	(40,624)	110,286
Employment Services	117,630			117,630	130,972	(13,342)		11,706	142,678	(25,048)	(11,517)	(13,531)	(18,307)
Studios	86,435	8,333		94,768	111,365	(16,597)		7,288	118,653	(23,885)	707	(24,592)	(139,725)
Kids DD Group Homes	1,071,130	194,463		1,265,593	929,704	335,889		88,659	1,018,363	247,230	(3,679)	250,909	794,336
Transition-Aged Group Homes	208,139			208,139	215,402	(7,263)		19,279	234,681	(26,542)	(48,181)	21,639	(474,327)
Kerr Bikes	42,306			42,306	-	42,306		-	-	42,306	3,987	38,319	30,137
Outpatient Mental Health	118,860			118,860	151,704	(32,844)		11,368	163,072	(44,212)	(296)	(43,916)	(240,932)
Subacute	452,345			452,345	445,457	6,888		36,579	482,036	(29,691)	18,842	(48,533)	284,498
Program Oversight and Other	-	3,000	2,808	5,808	5,808	-		-	5,808	-	-	-	-
<b>Total Programs</b>	<b>3,334,965</b>	<b>205,796</b>	<b>2,808</b>	<b>3,543,569</b>	<b>3,207,227</b>	<b>336,342</b>	<b>-</b>	<b>287,822</b>	<b>3,495,049</b>	<b>48,520</b>	<b>(86,454)</b>	<b>134,974</b>	<b>11,280</b>
<b>Admin &amp; Other</b>													
Trfs from Foundation and Govt Grants		105,816		105,816		105,816			-	105,816	(56,019)	161,835	454,266
Investment Spending Rate			24,631	24,631		24,631			-	24,631	27,439	(2,808)	330,049
Campus Buildings				-	9,518	(9,518)			9,518	(9,518)	(10,782)	1,264	(132,066)
Indirect Admin	(544)		-	(544)		(544)	319,598	(297,497)	22,101	(22,645)	(1,160)	(21,485)	(44,547)
Other Pooled Direct Costs				-	2,173	(2,173)			2,173	(2,173)	(4,020)	1,847	(30,500)
<b>Total Admin &amp; Other</b>	<b>(544)</b>	<b>105,816</b>	<b>24,631</b>	<b>129,903</b>	<b>11,691</b>	<b>118,212</b>	<b>319,598</b>	<b>(297,497)</b>	<b>33,792</b>	<b>96,111</b>	<b>(44,542)</b>	<b>140,653</b>	<b>577,202</b>
<b>Total Operating (Before Contingency)</b>	<b>3,334,421</b>	<b>311,612</b>	<b>27,439</b>	<b>3,673,472</b>	<b>3,218,918</b>	<b>454,554</b>	<b>319,598</b>	<b>(9,675)</b>	<b>3,528,841</b>	<b>144,631</b>	<b>(130,996)</b>	<b>275,627</b>	<b>588,482</b>
Contingency										-	(41,667)	41,667	(500,000)
<b>Total Operating</b>										<b>144,631</b>	<b>(172,663)</b>	<b>317,294</b>	<b>88,482</b>

**Albertina Kerr Centers  
P&L YTD Budget  
For The Month Ending  
June 30, 2019**

Description	YTD Actual 6/30/2019		YTD Budget 6/30/2019		Variance \$'s Better/(Worse)	Variance %	Annual Budget
<b>Revenue</b>							
Contract and Program Revenue	39,915,275	96.4%	42,202,645	97.3%	(2,287,370)	-5.42%	42,202,645
Grants Received Directly in AKC	-	0.0%	194,000	0.4%	(194,000)	-100.00%	194,000
Trfs from Fdn and Net Assets Released	1,019,617	2.5%	611,489	1.4%	408,128	66.74%	805,491
Investment Spending Rate	329,274	0.8%	330,049	0.8%	(775)	-0.23%	330,049
In Kind Contributions	131,866	0.3%	45,000	0.1%	86,866	193.04%	45,000
<b>Total Revenue</b>	<b>41,396,032</b>	<b>100%</b>	<b>43,383,183</b>	<b>100%</b>	<b>(1,987,151)</b>	<b>-4.58%</b>	<b>43,577,185</b>
<b>Expense</b>							
Salaries & Wages	26,795,544	64.8%	27,438,738	64.1%	643,194	2.34%	27,438,785
Employee Benefits	4,014,394	9.7%	4,207,011	9.8%	192,617	4.58%	4,208,212
Payroll Taxes	2,603,230	6.3%	2,646,100	6.2%	42,870	1.62%	2,648,329
Contracted Direct Labor	282,602	0.7%	79,732	0.2%	(202,870)	-254.44%	79,732
Other Employee Related Costs	421,776	1.0%	432,365	1.0%	10,589	2.45%	432,366
Professional Fees & Insurance	541,586	1.3%	644,159	1.5%	102,573	15.92%	644,159
Telecommunications	105,983	0.3%	135,046	0.3%	29,063	21.52%	135,046
Facilities & Occupancy	2,499,977	6.0%	2,688,698	6.3%	188,721	7.02%	2,688,698
Utilities	593,167	1.4%	661,363	1.5%	68,196	10.31%	661,363
Equipment	302,649	0.7%	280,180	0.7%	(22,469)	-8.02%	280,180
Program & Office Supplies	1,058,835	2.6%	1,162,272	2.7%	103,437	8.90%	1,162,272
MIS	1,153,050	2.8%	1,401,938	3.3%	248,888	17.75%	1,401,938
Vehicle Expenses	550,986	1.3%	541,226	1.3%	(9,760)	-1.80%	541,226
PR & Fundraising	60,293	0.1%	206,293	0.5%	146,000	70.77%	206,293
Cost of In-Kind Goods/Services	131,866	0.3%	45,000	0.1%	(86,866)	-193.04%	45,000
Training and Other	374,735	0.9%	316,787	0.7%	(57,948)	-18.29%	316,788
Interest Expense	223,182	0.5%	252,093	0.6%	28,911	11.47%	252,093
Admin and Bldg Costs Allocated to AKF	(342,009)	-0.8%	(347,777)	-0.8%	(5,768)	1.66%	(347,777)
<b>Total Expense</b>	<b>41,371,846</b>	<b>100%</b>	<b>42,791,224</b>	<b>100%</b>	<b>1,419,378</b>	<b>3.32%</b>	<b>42,794,703</b>
<b>Net (Deficit) / Surplus (Before Contingency)</b>	<b>24,186</b>		<b>591,959</b>		<b>(567,773)</b>	<b>n/a</b>	<b>782,482</b>
<b>Contingency</b>	-		(500,000)		500,000		(500,000)
<b>Net (Deficit) / Surplus</b>	<b>24,186</b>		<b>91,959</b>		<b>(67,773)</b>		<b>282,482</b>
	24,186.00		91,959.00				
	-		-				



**Albertina Kerr Centers  
P&L Month Budget  
For The Month Ending  
June 30, 2019**

Description	Jun-19 Actual		Jun-19 Budget		Variance \$'s Better/(Worse)		Variance %	Annual Budget
<b>Revenue</b>								
Contract and Program Revenue	3,292,029	89.6%	3,611,160	100.8%	(319,131)	-8.84%		42,202,645
Grants Received Directly in AKC	-	0.0%	-	0.0%	-	0.00%		194,000
Trfs from Fdn and Net Assets Released	351,002	9.6%	(55,788)	-1.6%	406,790	-729.17%		805,491
Investment Spending Rate	27,439	0.7%	27,504	0.8%	(65)	-0.24%		330,049
In Kind Contributions	3,000	0.1%	-	0.0%	3,000	0.00%		45,000
<b>Total Revenue</b>	<b>3,673,470</b>	<b>100%</b>	<b>3,582,876</b>	<b>100%</b>	<b>90,594</b>	<b>2.53%</b>		<b>43,577,185</b>
<b>Expense</b>								
Salaries & Wages	2,304,153	65.3%	2,410,390	64.9%	106,237	4.41%		27,438,785
Employee Benefits	342,222	9.7%	361,314	9.7%	19,092	5.28%		4,208,212
Payroll Taxes	215,274	6.1%	224,622	6.0%	9,348	4.16%		2,648,329
Contracted Direct Labor	25,419	0.7%	6,379	0.2%	(19,040)	-298.48%		79,732
Other Employee Related Costs	33,249	0.9%	36,090	1.0%	2,841	7.87%		432,366
Professional Fees & Insurance	49,224	1.4%	53,199	1.4%	3,975	7.47%		644,159
Telecommunications	10,019	0.3%	11,254	0.3%	1,235	10.97%		135,046
Facilities & Occupancy	205,495	5.8%	231,205	6.2%	25,710	11.12%		2,688,698
Utilities	42,218	1.2%	56,266	1.5%	14,048	24.97%		661,363
Equipment	28,453	0.8%	28,355	0.8%	(98)	-0.35%		280,180
Program & Office Supplies	103,693	2.9%	99,083	2.7%	(4,610)	-4.65%		1,162,272
MIS	85,929	2.4%	122,721	3.3%	36,792	29.98%		1,401,938
Vehicle Expenses	48,507	1.4%	41,603	1.1%	(6,904)	-16.59%		541,226
PR & Fundraising	6,031	0.2%	15,149	0.4%	9,118	60.19%		206,293
Cost of In-Kind Goods/Services	3,000	0.1%	-	0.0%	(3,000)	0.00%		45,000
Training and Other	42,723	1.2%	23,536	0.6%	(19,187)	-81.52%		316,788
Interest Expense	11,273	0.3%	21,080	0.6%	9,807	46.52%		252,093
Admin and Bldg Costs Allocated to AKF	(28,043)	-0.8%	(28,374)	-0.8%	(331)	1.17%		(347,777)
<b>Total Expense</b>	<b>3,528,839</b>	<b>100%</b>	<b>3,713,872</b>	<b>100%</b>	<b>185,033</b>	<b>4.98%</b>		<b>42,794,703</b>
<b>Net (Deficit) / Surplus (Before Contingency)</b>	<b>144,631</b>		<b>(130,996)</b>		<b>275,627</b>	<b>n/a</b>		<b>782,482</b>
<b>Contingency</b>	<b>-</b>		<b>(41,667)</b>		<b>41,667</b>			<b>(500,000)</b>
<b>Net (Deficit) / Surplus</b>	<b>144,631</b>		<b>(172,663)</b>		<b>317,294</b>			<b>282,482</b>

**Albertina Kerr Centers  
Balance Sheet - Board  
For The Month Ending  
June 30, 2019**

	<u>Balance June 30, 2019</u>	<u>Balance May 31, 2019</u>	<u>Net Change</u>
<b>Assets:</b>			
Cash and Cash Equivalents	\$987,906	\$1,324,090	(336,184)
Contract/Program Receivables	2,697,869	2,441,420	256,449
Less: Allowance for Doubtful Accounts	(174,439)	(164,696)	(9,743)
Contributions Receivable	(43,131)	(18,125)	(25,006)
Other Receivables	86,230	90,417	(4,187)
Prepaid Expenses, Deposits & Other Current Assets	448,434	477,202	(28,768)
Other Long-Term Assets	172,499	173,483	(984)
Fixed Assets, Net	15,070,202	14,715,174	355,028
Due From / (To) Other Funds	(2,805,653)	(2,845,408)	39,755
<b>Total Assets</b>	<b>16,439,917</b>	<b>16,193,557</b>	<b>246,360</b>
<b>Liabilities:</b>			
Accounts Payable and Accrued Expenses	300,087	321,194	(21,107)
Accrued Payroll Liabilities	676,023	513,653	162,370
PAL Liability	610,211	617,294	(7,083)
Contract Overpayments/Advances	224,962	254,181	(29,219)
Unemployment Reserve	222,811	203,949	18,862
Long-term debt	4,781,355	4,803,451	(22,096)
<b>Total Liabilities</b>	<b>6,815,449</b>	<b>6,713,722</b>	<b>101,727</b>
<b>Unrestricted Net Assets:</b>			
Available for General Operations	(233,838)	(2,330)	(231,508)
Investment in Land, Buildings and Equipment	9,858,306	9,482,165	376,141
<b>Total Net Assets</b>	<b>9,624,468</b>	<b>9,479,835</b>	<b>144,633</b>
<b>Total Liabilities and Net Assets</b>	<b>16,439,917</b>	<b>16,193,557</b>	<b>246,360</b>

**Albertina Kerr Centers, Foundation, and Kerr Bikes  
Consolidated Statement of Financial Position  
For the Twelve Months Ending June 30, 2019**

	<b>6/30/2019</b>	<b>6/30/2018</b>
<b>Assets:</b>		
Cash and Cash Equivalents	1,787,640	2,143,367
Cash Held for Others	147,077	147,479
Investments	8,861,537	8,692,900
Accounts Receivable	2,697,869	1,735,298
Less: Allowance for Doubtful Accounts	(174,439)	(49,892)
Grants Receivable	(100,000)	49,700
Contributions Receivable	39,324	133,919
Other Receivables	86,230	118,669
Prepaid Expenses, Deposits and Other Current Assets	490,181	578,169
Charitable Remainder Trusts Receivable	659,749	628,995
Other Long-Term Assets	212,508	224,310
Fixed assets, Net	21,493,300	21,694,702
<b>Total Assets</b>	<b>36,200,975</b>	<b>36,097,616</b>
<b>Liabilities:</b>		
Accounts Payable and Accrued Expenses	497,434	990,360
Accrued Payroll Liabilities	1,273,336	1,346,176
Personal Accrued Leave (PAL) Liability	610,211	589,429
Contract Overpayments/Advances	263,112	143,537
Unemployment Reserve	222,811	231,641
Long-Term Debt	4,781,355	5,051,951
<b>Total Liabilities</b>	<b>7,648,259</b>	<b>8,353,094</b>
<b>Net Assets:</b>		
Available for General Operations	7,316,888	7,334,936
Investment in Land, Buildings and Equipment	10,442,251	10,128,157
Temporarily Restricted Net Assets	8,535,033	8,027,311
Permanently Restricted Net Assets	2,258,543	2,254,119
<b>Total Net Assets</b>	<b>28,552,716</b>	<b>27,744,523</b>
<b>Total Liabilities and Net Assets</b>	<b>36,200,975</b>	<b>36,097,617</b>

**Albertina Kerr Centers, Foundation, and Kerr Bikes**  
**Consolidated Statement of Activities**  
**For the Twelve Months Ending June 30, 2019**

	Actual	Budget	Variance
Revenue			
Contract and Program Revenue	39,927,069	42,211,745	(2,284,676)
Contribution and Event Revenue (Net of Event Expenses)	2,661,776	2,580,636	81,140
Sales to the Public (Net of Cost of Goods Sold)	702,262	737,805	(35,543)
Investment Income	461,904	344,400	117,504
In-Kind Contributions	441,092	200,000	241,092
<b>Total Revenue</b>	<b>44,194,103</b>	<b>46,074,586</b>	<b>(1,880,483)</b>
Expenses			
Salaries & Wages	27,629,800	28,311,377	681,577
Employee Benefits	4,108,657	4,298,030	189,373
Payroll Taxes	2,677,901	2,722,697	44,796
Contracted Direct Labor	282,602	79,733	(202,869)
Other Employee Related Costs	426,513	435,167	8,654
Professional Fees & Insurance	852,296	814,922	(37,374)
Telecommunications	1,295,418	1,586,111	290,693
Facilities & Occupancy	3,155,097	3,421,443	266,346
Equipment	344,598	322,526	(22,072)
Program & Office Supplies	1,235,782	1,227,399	(8,383)
Vehicle Expenses	552,324	542,938	(9,386)
PR & Fundraising	194,131	413,760	219,629
Training & Other	630,788	1,094,616	463,828
<b>Total Expenses</b>	<b>43,385,907</b>	<b>45,270,719</b>	<b>1,884,812</b>
<b>Net Income / (Loss) Before Contingency</b>	<b>808,196</b>	<b>803,867</b>	<b>4,329</b>
Contingency	-	(500,000)	500,000
<b>Net Income / (Loss)</b>	<b>808,196</b>	<b>303,867</b>	<b>504,329</b>

**Albertina Kerr Centers  
YTD Operating Recap  
For The Month Ending  
July 31, 2019**

	7/31/2019 YTD Contract and Program Revenue	7/31/2019 YTD Grant and Contribution Revenue	7/31/2019 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
<b>Programs</b>													
Adult Group Homes	1,245,456			1,245,456	1,166,465	78,991		95,779	1,262,244	(16,788)	(91,539)	74,751	(224,400)
<i>Clackamas Co. Group Homes &amp; CI</i>	<i>424,848</i>			<i>424,848</i>	<i>418,402</i>	<i>6,446</i>		<i>33,350</i>	<i>451,752</i>	<i>(26,904)</i>	<i>(57,428)</i>	<i>30,524</i>	<i>(407,809)</i>
<i>Multnomah Co. Group Homes &amp; CI</i>	<i>317,078</i>			<i>317,078</i>	<i>286,763</i>	<i>30,315</i>		<i>23,960</i>	<i>310,723</i>	<i>6,355</i>	<i>(22,873)</i>	<i>29,228</i>	<i>(48,200)</i>
<i>Washington Co. Group Homes &amp; CI</i>	<i>184,008</i>			<i>184,008</i>	<i>153,440</i>	<i>30,568</i>		<i>13,226</i>	<i>166,666</i>	<i>17,342</i>	<i>(6,483)</i>	<i>23,825</i>	<i>121,323</i>
<i>Marion Co. Group Homes &amp; CI</i>	<i>319,522</i>			<i>319,522</i>	<i>307,860</i>	<i>11,662</i>		<i>25,243</i>	<i>333,103</i>	<i>(13,581)</i>	<i>(4,755)</i>	<i>(8,826)</i>	<i>110,286</i>
Employment Services	139,369			139,369	121,855	17,514		10,223	132,078	7,291	4,576	2,715	(18,307)
Studios	92,376	8,335		100,711	110,964	(10,253)		8,579	119,543	(18,832)	(41,874)	23,042	(139,725)
Kids DD Group Homes	1,066,826	-		1,066,826	894,583	172,243		77,005	971,588	95,238	23,709	71,529	794,336
Transition-Aged Group Homes	222,114			222,114	209,213	12,901		17,085	226,298	(4,184)	(36,512)	32,328	(474,327)
Kerr Bikes	18,838			18,838	-	18,838		-	-	18,838	42,879	(24,041)	30,137
Outpatient Mental Health	108,438			108,438	129,644	(21,206)		7,563	137,207	(28,769)	(58,352)	29,583	(240,932)
Subacute	370,436			370,436	443,308	(72,872)		31,807	475,115	(104,679)	(117,137)	12,458	284,498
Program Oversight and Other	-	948	2,864	3,812	(7,466)	11,278		-	(7,466)	11,278	-	11,278	-
<b>Total Programs</b>	<b>3,263,853</b>	<b>9,283</b>	<b>2,864</b>	<b>3,276,000</b>	<b>3,068,566</b>	<b>207,434</b>	<b>-</b>	<b>248,041</b>	<b>3,316,607</b>	<b>(40,607)</b>	<b>(274,250)</b>	<b>233,643</b>	<b>11,280</b>
<b>Admin &amp; Other</b>													
Trfs from Foundation and Govt Grants	-	(13,091)		(13,091)	-	(13,091)			-	(13,091)	4,744	(17,835)	454,266
Investment Spending Rate	(50)		24,421	24,371	-	24,371			-	24,371	27,439	(3,068)	330,049
Campus Buildings	-	-		-	2,938	(2,938)			2,938	(2,938)	(11,185)	8,247	(132,066)
Indirect Admin	-	-	-	-		-	261,727	(257,935)	3,792	(3,792)	(29,428)	25,636	(44,547)
Other Pooled Direct Costs	-			-	42,962	(42,962)			42,962	(42,962)	(462)	(42,500)	(30,500)
<b>Total Admin &amp; Other</b>	<b>(50)</b>	<b>(13,091)</b>	<b>24,421</b>	<b>11,280</b>	<b>45,900</b>	<b>(34,620)</b>	<b>261,727</b>	<b>(257,935)</b>	<b>49,692</b>	<b>(38,412)</b>	<b>(8,892)</b>	<b>(29,520)</b>	<b>577,202</b>
<b>Total Operating (Before Contingency)</b>	<b>3,263,803</b>	<b>(3,808)</b>	<b>27,285</b>	<b>3,287,280</b>	<b>3,114,466</b>	<b>172,814</b>	<b>261,727</b>	<b>(9,894)</b>	<b>3,366,299</b>	<b>(79,019)</b>	<b>(283,142)</b>	<b>204,123</b>	<b>588,482</b>
Contingency										-	(41,667)	41,667	(500,000)
<b>Total Operating</b>										(79,019)	(324,809)	245,790	88,482

**Albertina Kerr Centers  
MTD Operating Recap  
For The Month Ending  
July 31, 2019**

	7/31/2019 MTD Contract and Program Revenue	7/31/2019 MTD Grant and Contribution Revenue	7/31/2019 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
<b>Programs</b>													
Adult Group Homes	1,245,456			1,245,456	1,166,465	78,991		95,779	1,262,244	(16,788)	(91,539)	74,751	(224,400)
<i>Clackamas Co. Group Homes &amp; CI</i>	<i>424,848</i>			<i>424,848</i>	<i>418,402</i>	<i>6,446</i>		<i>33,350</i>	<i>451,752</i>	<i>(26,904)</i>	<i>(57,428)</i>	<i>30,524</i>	<i>(407,809)</i>
<i>Multnomah Co. Group Homes &amp; CI</i>	<i>317,078</i>			<i>317,078</i>	<i>286,763</i>	<i>30,315</i>		<i>23,960</i>	<i>310,723</i>	<i>6,355</i>	<i>(22,873)</i>	<i>29,228</i>	<i>(48,200)</i>
<i>Washington Co. Group Homes &amp; CI</i>	<i>184,008</i>			<i>184,008</i>	<i>153,440</i>	<i>30,568</i>		<i>13,226</i>	<i>166,666</i>	<i>17,342</i>	<i>(6,483)</i>	<i>23,825</i>	<i>121,323</i>
<i>Marion Co. Group Homes &amp; CI</i>	<i>319,522</i>			<i>319,522</i>	<i>307,860</i>	<i>11,662</i>		<i>25,243</i>	<i>333,103</i>	<i>(13,581)</i>	<i>(4,755)</i>	<i>(8,826)</i>	<i>110,286</i>
Employment Services	139,369			139,369	121,855	17,514		10,223	132,078	7,291	4,576	2,715	(18,307)
Studios	92,376	8,335		100,711	110,964	(10,253)		8,579	119,543	(18,832)	(41,874)	23,042	(139,725)
Kids DD Group Homes	1,066,826	-		1,066,826	894,583	172,243		77,005	971,588	95,238	23,709	71,529	794,336
Transition-Aged Group Homes	222,114			222,114	209,213	12,901		17,085	226,298	(4,184)	(36,512)	32,328	(474,327)
Kerr Bikes	18,838			18,838	-	18,838		-	-	18,838	42,879	(24,041)	30,137
Outpatient Mental Health	108,438			108,438	129,644	(21,206)		7,563	137,207	(28,769)	(58,352)	29,583	(240,932)
Subacute	370,436			370,436	443,308	(72,872)		31,807	475,115	(104,679)	(117,137)	12,458	284,498
Program Oversight and Other	-	948	2,864	3,812	(7,466)	11,278		-	(7,466)	11,278	-	11,278	-
<b>Total Programs</b>	<b>3,263,853</b>	<b>9,283</b>	<b>2,864</b>	<b>3,276,000</b>	<b>3,068,566</b>	<b>207,434</b>	<b>-</b>	<b>248,041</b>	<b>3,316,607</b>	<b>(40,607)</b>	<b>(274,250)</b>	<b>233,643</b>	<b>11,280</b>
<b>Admin &amp; Other</b>													
Trfs from Foundation and Govt Grants	-	(13,091)		(13,091)	-	(13,091)			-	(13,091)	4,744	(17,835)	454,266
Investment Spending Rate	(50)		24,421	24,371	-	24,371			-	24,371	27,439	(3,068)	330,049
Campus Buildings	-	-		-	2,938	(2,938)			2,938	(2,938)	(11,185)	8,247	(132,066)
Indirect Admin	-	-	-	-		-	261,727	(257,935)	3,792	(3,792)	(29,428)	25,636	(44,547)
Other Pooled Direct Costs	-			-	42,962	(42,962)			42,962	(42,962)	(462)	(42,500)	(30,500)
<b>Total Admin &amp; Other</b>	<b>(50)</b>	<b>(13,091)</b>	<b>24,421</b>	<b>11,280</b>	<b>45,900</b>	<b>(34,620)</b>	<b>261,727</b>	<b>(257,935)</b>	<b>49,692</b>	<b>(38,412)</b>	<b>(8,892)</b>	<b>(29,520)</b>	<b>577,202</b>
<b>Total Operating (Before Contingency)</b>	<b>3,263,803</b>	<b>(3,808)</b>	<b>27,285</b>	<b>3,287,280</b>	<b>3,114,466</b>	<b>172,814</b>	<b>261,727</b>	<b>(9,894)</b>	<b>3,366,299</b>	<b>(79,019)</b>	<b>(283,142)</b>	<b>204,123</b>	<b>588,482</b>
Contingency										-	(41,667)	41,667	(500,000)
Total Operating										(79,019)	(324,809)	245,790	88,482

**Albertina Kerr Centers  
P&L YTD Budget  
For The Month Ending  
July 31, 2019**

Description	YTD Actual 7/31/2019		YTD Budget 7/31/2019		Variance \$'s Better/(Worse)	Variance %	Annual Budget
<b>Revenue</b>							
Contract and Program Revenue	3,243,398	98.7%	3,268,445	97.9%	(25,047)	-0.77%	45,404,060
Grants Received Directly in AKC	-	0.0%	-	0.0%	-	0.00%	-
Trfs from Fdn and Net Assets Released	15,649	0.5%	42,289	1.3%	(26,640)	-63.00%	1,987,156
Investment Spending Rate	27,285	0.8%	27,285	0.8%	-	0.00%	327,420
In Kind Contributions	948	0.0%	-	0.0%	948	0.00%	50,000
<b>Total Revenue</b>	<b>3,287,280</b>	<b>100%</b>	<b>3,338,019</b>	<b>100%</b>	<b>(50,739)</b>	<b>-1.52%</b>	<b>47,768,636</b>
<b>Expense</b>							
Salaries & Wages	2,230,723	66.3%	2,304,416	63.6%	73,693	3.20%	30,947,544
Employee Benefits	310,915	9.2%	342,941	9.5%	32,026	9.34%	4,178,225
Payroll Taxes	205,390	6.1%	213,900	5.9%	8,510	3.98%	2,818,796
Contracted Direct Labor	23,255	0.7%	21,580	0.6%	(1,675)	-7.76%	76,462
Other Employee Related Costs	4,311	0.1%	35,795	1.0%	31,484	87.96%	429,962
Professional Fees & Insurance	42,949	1.3%	51,447	1.4%	8,498	16.52%	608,163
Telecommunications	7,306	0.2%	9,962	0.3%	2,656	26.66%	119,544
Facilities & Occupancy	226,592	6.7%	240,266	6.6%	13,674	5.69%	2,674,199
Utilities	52,333	1.6%	53,149	1.5%	816	1.54%	638,035
Equipment	27,400	0.8%	28,538	0.8%	1,138	3.99%	300,526
Program & Office Supplies	97,853	2.9%	97,315	2.7%	(538)	-0.55%	1,171,108
MIS	91,209	2.7%	149,641	4.1%	58,432	39.05%	1,555,165
Vehicle Expenses	39,922	1.2%	46,744	1.3%	6,822	14.59%	610,014
PR & Fundraising	80	0.0%	8,000	0.2%	7,920	99.00%	151,221
Cost of In-Kind Goods/Services	948	0.0%	-	0.0%	(948)	0.00%	50,000
Training and Other	17,190	0.5%	28,016	0.8%	10,826	38.64%	838,405
Interest Expense	17,675	0.5%	19,672	0.5%	1,997	10.15%	236,062
Admin and Bldg Costs Allocated to AKF	(29,752)	-0.9%	(30,221)	-0.8%	(469)	1.55%	(338,845)
<b>Total Expense</b>	<b>3,366,299</b>	<b>100%</b>	<b>3,621,161</b>	<b>100%</b>	<b>254,862</b>	<b>7.04%</b>	<b>47,064,586</b>
<b>Net (Deficit) / Surplus (Before Contingency)</b>	<b>(79,019)</b>		<b>(283,142)</b>		<b>204,123</b>	<b>n/a</b>	<b>704,050</b>
<b>Contingency</b>	-		(41,667)		41,667		(500,000)
<b>Net (Deficit) / Surplus</b>	(79,019)		(324,809)		245,790		204,050
	(79,019.00)		(324,809.00)		-		-

**Albertina Kerr Centers  
P&L Month Budget  
For The Month Ending  
July 31, 2019**

Description	Jul-19 Actual		Jul-19 Budget		Variance \$'s Better/(Worse)	Variance %	Annual Budget
<b>Revenue</b>							
Contract and Program Revenue	3,243,398	98.7%	3,268,445	97.9%	(25,047)	-0.77%	45,404,060
Grants Received Directly in AKC	-	0.0%	-	0.0%	-	0.00%	-
Trfs from Fdn and Net Assets Released	15,649	0.5%	42,289	1.3%	(26,640)	-63.00%	1,987,156
Investment Spending Rate	27,285	0.8%	27,285	0.8%	-	0.00%	327,420
In Kind Contributions	948	0.0%	-	0.0%	948	0.00%	50,000
<b>Total Revenue</b>	<b>3,287,280</b>	<b>100%</b>	<b>3,338,019</b>	<b>100%</b>	<b>(50,739)</b>	<b>-1.52%</b>	<b>47,768,636</b>
<b>Expense</b>							
Salaries & Wages	2,230,723	66.3%	2,304,416	63.6%	73,693	3.20%	30,947,544
Employee Benefits	310,915	9.2%	342,941	9.5%	32,026	9.34%	4,178,225
Payroll Taxes	205,390	6.1%	213,900	5.9%	8,510	3.98%	2,818,796
Contracted Direct Labor	23,255	0.7%	21,580	0.6%	(1,675)	-7.76%	76,462
Other Employee Related Costs	4,311	0.1%	35,795	1.0%	31,484	87.96%	429,962
Professional Fees & Insurance	42,949	1.3%	51,447	1.4%	8,498	16.52%	608,163
Telecommunications	7,306	0.2%	9,962	0.3%	2,656	26.66%	119,544
Facilities & Occupancy	226,592	6.7%	240,266	6.6%	13,674	5.69%	2,674,199
Utilities	52,333	1.6%	53,149	1.5%	816	1.54%	638,035
Equipment	27,400	0.8%	28,538	0.8%	1,138	3.99%	300,526
Program & Office Supplies	97,853	2.9%	97,315	2.7%	(538)	-0.55%	1,171,108
MIS	91,209	2.7%	149,641	4.1%	58,432	39.05%	1,555,165
Vehicle Expenses	39,922	1.2%	46,744	1.3%	6,822	14.59%	610,014
PR & Fundraising	80	0.0%	8,000	0.2%	7,920	99.00%	151,221
Cost of In-Kind Goods/Services	948	0.0%	-	0.0%	(948)	0.00%	50,000
Training and Other	17,190	0.5%	28,016	0.8%	10,826	38.64%	838,405
Interest Expense	17,675	0.5%	19,672	0.5%	1,997	10.15%	236,062
Admin and Bldg Costs Allocated to AKF	(29,752)	-0.9%	(30,221)	-0.8%	(469)	1.55%	(338,845)
<b>Total Expense</b>	<b>3,366,299</b>	<b>100%</b>	<b>3,621,161</b>	<b>100%</b>	<b>254,862</b>	<b>7.04%</b>	<b>47,064,586</b>
<b>Net (Deficit) / Surplus (Before Contingency)</b>	<b>(79,019)</b>		<b>(283,142)</b>		<b>204,123</b>	<b>n/a</b>	<b>704,050</b>
<b>Contingency</b>	<b>-</b>		<b>(41,667)</b>		<b>41,667</b>		<b>(500,000)</b>
<b>Net (Deficit) / Surplus</b>	<b>(79,019)</b>		<b>(324,809)</b>		<b>245,790</b>		<b>204,050</b>



**Albertina Kerr Centers  
Balance Sheet - Board  
For The Month Ending  
July 31, 2019**

	<u>Balance July 31, 2019</u>	<u>Balance June 30, 2019</u>	<u>Net Change</u>
<b>Assets:</b>			
Cash and Cash Equivalents	\$1,208,693	\$987,906	220,787
Contract/Program Receivables	2,795,935	2,697,869	98,066
Less: Allowance for Doubtful Accounts	(182,439)	(174,439)	(8,000)
Contributions Receivable	(57,092)	(43,131)	(13,961)
Other Receivables	86,371	86,230	141
Prepaid Expenses, Deposits & Other Current Assets	408,036	448,434	(40,398)
Other Long-Term Assets	172,499	172,499	-
Fixed Assets, Net	14,975,271	15,070,202	(94,931)
Due From / (To) Other Funds	(2,749,003)	(2,805,653)	56,650
<b><i>Total Assets</i></b>	<b><i>16,658,271</i></b>	<b><i>16,439,917</i></b>	<b><i>218,354</i></b>
<b>Liabilities:</b>			
Accounts Payable and Accrued Expenses	478,727	300,087	178,640
Accrued Payroll Liabilities	919,107	676,023	243,084
PAL Liability	587,452	610,211	(22,759)
Contract Overpayments/Advances	200,707	224,962	(24,255)
Unemployment Reserve	195,770	222,811	(27,041)
Long-term debt	4,731,059	4,781,355	(50,296)
<b>Total Liabilities</b>	<b><u>7,112,822</u></b>	<b><u>6,815,449</u></b>	<b><u>297,373</u></b>
<b>Unrestricted Net Assets:</b>			
Available for General Operations	(268,222)	(233,838)	(34,384)
Investment in Land, Buildings and Equipment	9,813,670	9,858,306	(44,636)
<b>Total Net Assets</b>	<b>9,545,448</b>	<b>9,624,468</b>	<b>(79,020)</b>
<b><i>Total Liabilities and Net Assets</i></b>	<b><i>16,658,270</i></b>	<b><i>16,439,917</i></b>	<b><i>218,353</i></b>

**Albertina Kerr Centers, Foundation, and Kerr Bikes**  
**Consolidated Statement of Financial Position**  
**For the month ending July 31, 2019**

	7/31/2019	6/30/2019	6/30/2018
<b>Assets:</b>			
Cash and Cash Equivalents	2,126,667	1,787,640	2,143,367
Cash Held for Others	147,077	147,077	147,479
Investments	8,842,758	8,861,537	8,692,900
Accounts Receivable	2,795,935	2,697,869	1,735,298
Less: Allowance for Doubtful Accounts	(182,439)	(174,439)	(49,892)
Grants Receivable	(100,000)	(100,000)	49,700
Contributions Receivable	5,313	39,324	133,919
Other Receivables	86,307	86,230	118,669
Prepaid Expenses, Deposits and Other Current Assets	450,793	490,181	578,169
Charitable Remainder Trusts Receivable	659,749	659,749	628,995
Other Long-Term Assets	212,508	212,508	224,310
Fixed assets, Net	21,374,924	21,493,300	21,694,702
<b>Total Assets</b>	<b>36,419,592</b>	<b>36,200,975</b>	<b>36,097,616</b>
<b>Liabilities:</b>			
Accounts Payable and Accrued Expenses	679,237	497,434	990,360
Accrued Payroll Liabilities	1,516,420	1,273,336	1,346,176
Personal Accrued Leave (PAL) Liability	587,452	610,211	589,429
Contract Overpayments/Advances	234,765	263,112	143,537
Unemployment Reserve	195,771	222,811	231,641
Long-Term Debt	4,731,059	4,781,355	5,051,951
<b>Total Liabilities</b>	<b>7,944,704</b>	<b>7,648,259</b>	<b>8,353,094</b>
<b>Net Assets:</b>			
Available for General Operations	7,290,145	7,316,888	7,334,936
Investment in Land, Buildings and Equipment	10,395,209	10,442,251	10,128,157
Temporarily Restricted Net Assets	8,530,944	8,535,033	8,027,311
Permanently Restricted Net Assets	2,258,590	2,258,543	2,254,119
<b>Total Net Assets</b>	<b>28,474,888</b>	<b>28,552,716</b>	<b>27,744,523</b>
<b>Total Liabilities and Net Assets</b>	<b>36,419,592</b>	<b>36,200,975</b>	<b>36,097,617</b>

**Albertina Kerr Centers, Foundation, and Kerr Bikes  
Consolidated Statement of Activities  
For the month ending July 31, 2019**

	Actual	Budget	Variance
<b>Revenue</b>			
Contract and Program Revenue	3,244,238	3,270,006	(25,768)
Contribution and Event Revenue (Net of Event Expenses)	72,248	127,154	(54,906)
Sales to the Public (Net of Cost of Goods Sold)	91,611	109,093	(17,482)
Investment Income	36,809	28,477	8,332
In-Kind Contributions	948	8,958	(8,010)
<b>Total Revenue</b>	<b>3,445,854</b>	<b>3,543,688</b>	<b>(97,834)</b>
<b>Expenses</b>			
Salaries & Wages	2,319,739	2,387,079	67,340
Employee Benefits	319,304	350,810	31,506
Payroll Taxes	212,918	221,158	8,240
Contracted Direct Labor	23,255	21,580	(1,675)
Other Employee Related Costs	5,338	36,103	30,765
Professional Fees & Insurance	43,401	60,154	16,753
Telecommunications	100,564	162,476	61,912
Facilities & Occupancy	286,500	300,616	14,116
Equipment	33,614	32,465	(1,149)
Program & Office Supplies	100,502	100,472	(30)
Vehicle Expenses	40,029	46,753	6,724
PR & Fundraising	376	28,028	27,652
Training & Other	38,142	91,026	52,884
<b>Total Expenses</b>	<b>3,523,682</b>	<b>3,838,720</b>	<b>315,038</b>
<b>Net Income / (Loss) Before Contingency</b>	<b>(77,828)</b>	<b>(295,032)</b>	<b>217,204</b>
Contingency	-	(41,667)	41,667
<b>Net Income / (Loss)</b>	<b>(77,828)</b>	<b>(336,699)</b>	<b>258,871</b>

Revenue Dashboard Summary

24-Hour Residential

Bed Capacity	Avg Daily Rate	Avg Daily Rate												6-Month Average	Rolling 6 Months	Rolling Month +/- (-) 6 Mo Avg	Jul-19 Act Vs. Proj	Projected 6 Months	Projected Avg Monthly
	Current	6 Month	8/25-8/31 Actual	8/18-8/24 Actual	8/11-8/17 Actual	8/4-8/10 Actual	Rolling Month	Jul-19 Actual	Jun-19 Actual	May-19 Actual	Apr-19 Actual	Mar-19 Actual	Feb-19 Actual						
Subacute Census	24.00		13.42	14.00	13.00	14.14	13.64	14.54	17.54	19.93	22.13	20.48	20.93	19.26		(5.62)	0.02		18.43
Subacute Revenue	851.14	843.70	81,306	83,901	77,032	82,828	353,123	375,658	457,999	523,861	564,254	539,119	504,427	494,220	2,965,318	(141,096)	(10,494)	2,885,476	480,913
Kids' Homes Census	83.00		82.00	82.00	82.00	83.00	82.25	80.60	80.50	81.20	81.00	80.50	81.25	80.84		1.41	(0.17)		80.77
Kids' Homes Unbillable Days			4.00	2.00	2.00	-	2.00	10.00	1.00	12.00	2.00	2.00	5.00	5.33		3.33	2.33		7.67
Kids' Homes Revenue	402.19	414.01	230,273	232,134	231,745	232,093	1,006,189	1,017,286	1,021,422	1,029,740	1,017,093	1,005,696	1,016,958	1,018,033	6,108,195	(11,844)	(5,530)	6,136,896	1,022,816
Transition-Aged Homes Census	18.00		18.00	18.00	18.00	18.00	18.00	18.00	17.50	17.00	17.00	17.25	17.75	17.42		0.58	0.50		17.50
Transition-Aged Homes Unbillable Days			-	-	-	-	-	-	-	-	-	-	-	-		-	-		-
Transition-Aged Homes Revenue	392.47	365.11	49,526	49,526	49,375	49,375	214,876	208,683	195,951	188,975	188,960	188,974	188,960	193,417	1,160,503	21,459	10,813	1,187,218	197,870
Adult Homes Census	84.00		82.00	82.00	82.00	82.00	82.00	81.60	80.75	79.80	78.75	79.75	80.00	80.11		1.89	0.88		80.72
Adult Homes Unbillable Days			-	-	-	-	-	6.00	2.00	6.00	4.00	6.00	3.00	4.50		4.50	1.33		4.67
Adult Homes Revenue	460.51	448.52	264,489	264,489	264,489	263,857	1,148,583	1,103,281	1,098,123	1,099,285	1,074,854	1,089,553	1,092,175	1,092,878	6,557,270	55,704	3,052	6,601,377	1,100,229
24-Hour Residential Revenue			625,595	630,051	591,969	635,810	2,722,771	2,704,908	2,773,495	2,841,861	2,845,161	2,823,342	2,802,520	2,798,548	16,791,287	(75,777)	(2,159)	16,810,967	2,801,828

Studios

Avg Hourly Rate	Avg Hourly Rate												6-Month Average	Rolling 6 Months	Rolling Month +/- (-) 6 Mo Avg	Jul-19 Act Vs. Proj	Projected 6 Months	Projected Avg Monthly	
	Current	6 Month	8/25-8/31 Actual	8/18-8/24 Actual	8/11-8/17 Actual	8/4-8/10 Actual	Rolling Month	Jul-19 Actual	Jun-19 Actual	May-19 Actual	Apr-19 Actual	Mar-19 Actual							Feb-19 Actual
Total Hours			1,414	1,527	1,502	1,652	6,621	6,716	6,036	7,061	6,950	7,543	7,965	7,045	42,271	(424)	91	39,651	6,609
Total Revenue	14.61	14.44	20,008	22,455	22,086	24,481	96,714	100,635	90,743	104,966	95,689	109,633	108,709	101,729	610,375	(5,015)	2,034	594,530	98,265
Community Hours			521	675	668	737	2,825	2,767	2,461	2,685	2,902	2,812	3,354	2,830	16,980	(5)	71	16,105	2,684
Community Hours % of Total			37%	44%	44%	45%	43%	41%	41%	38%	42%	37%	42%	40%	40%			41%	41%
Community Revenue	17.91	17.80	9,272	12,013	11,884	13,391	50,577	50,834	45,199	49,314	50,379	52,078	54,374	50,363	302,179	214	1,514	295,856	48,981
Facility Hours			890	834	818	902	3,741	3,913	3,506	4,300	3,969	4,644	4,557	4,148	24,888	(407)	40	23,189	3,865
Facility Hours % of Total			63%	55%	54%	55%	57%	58%	58%	61%	57%	62%	57%	59%	59%			58%	58%
Facility Revenue	11.96	11.97	10,653	9,983	9,794	10,759	44,744	48,906	43,822	53,746	43,175	55,542	52,705	49,649	297,897	(4,905)	1,026	289,859	47,804
Employment Path Hours			3	18	16	13	55	36	70	77	79	86	55	67	403	(12)	(20)	357	60
Employment Path Hrs % of Total			0%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%			1%	1%
Employment Path Revenue	25.39	25.53	83	460	408	331	1,393	895	1,721	1,907	2,135	2,012	1,630	1,717	10,300	(324)	(506)	8,815	1,479

Outpatient Mental Health

	Avg Monthly Rate	Avg Monthly Rate	PPE 8/24		Rolling Month							6-Month Average	Rolling 6 Months	Rolling Month +/- 6 Mo Avg	Jul-19 Act Vs. Proj	Projected 6 Months	Projected Avg Monthly
	Current	6 Month	Actual	Actual		Jul-19 Actual	Jun-19 Actual	May-19 Actual	Apr-19 Actual	Mar-19 Actual	Feb-19 Actual						
Combined Productivity			39%	43%		42%	39%	41%	44%	40%	34%	40%			0%	41%	41%
Total Outpatient Census			247.00	240.00	243.50	244.00	225.00	208.00	196.00	190.00	202.00	210.83		32.67	18.33		225.67
Total Outpatient Revenue	500.84	552.80	56,046	56,219	121,954	118,251	120,597	131,353	123,950	103,706	101,061	116,548	698,918	5,407	(5,150)	740,403	123,400
Kaiser Outpatient Census			47.00	48.00	47.50	53.00	47.00	47.00	44.00	22.00	28.00	40.17		7.33	4.00		49.00
Kaiser Outpatient Revenue	232.95	232.31	5,039	5,147	11,065	11,143	6,801	12,283	11,534	7,416	6,811	9,331	55,987	1,734	1,067	60,454	10,076
Other Clinic-Based OP Census			18.00	16.00	17.00	17.00	16.00	16.00	16.00	26.00	26.00	19.50		(2.50)	0.67		16.33
Other Clinic-Based OP Revenue	855.47	853.12	7,087	6,300	14,543	13,222	22,334	18,981	23,983	10,027	11,269	16,636	99,816	(2,093)	(4,957)	109,074	18,179
Health Share-Assess Census			12.00	9.00	10.50	10.00	4.00	4.00	7.00	1.00	3.00	4.83		5.67	4.00		6.00
Health Share-Assess Revenue	243.77	243.10	1,346	1,010	2,560	1,200	1,200	1,200	2,100	300	1,050	1,175	7,050	1,385	-	7,200	1,200
Health Share-Level A Census			14.00	14.00	14.00	14.00	11.00	8.00	8.00	14.00	14.00	11.50		2.50	3.00		11.00
Health Share-Level A Revenue	98.24	97.97	633	633	1,375	758	867	867	867	1,517	1,517	1,127	6,392	249	(72)	4,984	831
Health Share-Level B Census			46.00	42.00	44.00	40.00	45.00	43.00	42.00	45.00	48.00	43.83		0.17	(2.67)		42.67
Health Share-Level B Revenue	186.32	185.81	3,945	3,602	8,198	8,250	7,517	7,883	7,686	8,250	9,282	8,145	48,868	53	367	47,300	7,883
Health Share-Level C Census			86.00	85.00	85.50	84.00	74.00	64.00	59.00	62.00	61.00	67.33		18.17	10.00		74.00
Health Share-Level C Revenue	397.36	396.27	15,729	15,546	33,974	31,475	29,592	27,200	25,075	26,350	20,400	26,682	160,092	7,292	2,053	176,533	29,422
Health Share-Level D Census			9.00	10.00	9.50	11.00	6.00	4.00	1.00	1.00	1.00	4.00		5.50	4.00		7.00
Health Share-Level D Revenue	1,259.70	1,256.25	5,218	5,798	11,967	12,060	6,030	6,030	2,010	2,010	2,010	5,025	30,150	6,942	4,020	48,240	8,040
Kaiser Case Rate Census			15.00	16.00	15.50	15.00	22.00	22.00	19.00	19.00	21.00	19.67		(4.17)	(4.67)		19.67
Kaiser Case Rate Revenue	2,469.17	2,462.41	17,047	18,184	38,272	40,142	46,257	56,910	50,696	47,836	48,723	48,427	290,564	(10,155)	(7,627)	286,618	47,770

Employment

	Avg Monthly Rate	Avg Monthly Rate							6-Month Average	Rolling 6 Months	Jul-19 Act Vs. Proj	Projected 6 Months	Projected Avg Monthly
	Current	6 Month	Jul-19 Actual	Jun-19 Actual	May-19 Actual	Apr-19 Actual	Mar-19 Actual	Feb-19 Actual					
Employment Census			69.00	90.00	93.00	91.00	91.00	87.00	86.83		(15.00)		84.00
Employment Revenue		1,636.36	139,369	115,926	154,460	169,612	155,556	117,621	142,091	852,544	2,784	819,510	136,585
VR Revenue													
VR - New Referral			3.00	12.00	-	6.00	4.00	5.00	5		(2)		5.00
VR Referral Census			300	1,600	-	2,300	1,700	1,100	233	7,000	(333)	3,800	633
VR Referral Revenue		\$ 233.33											
VR Placement & Retention													
Census			9.00	3.00	5.00	9.00	3.00	5.00	6		3		5.67
Revenue		\$ 1,397.06	11,000	3,500	7,500	13,500	4,500	7,500	1,397	47,500	3,667	44,000	7,333
VR Coaching													
Census			18.00	17.00	22.00	16.00	12.00	18.00	17		(1)		19.00
Hours			600	575	688	606	402	429	550		(21)		621.10
Revenue		\$ 1,293.86	23,994.00	22,996.00	26,588.00	25,288.00	16,961.00	17,440.90	1,294	133,268	(532)	147,156	24,526
County / Brokerage funding													
Coaching initial/ongoing/maintenance													
Census			39.00	36.00	39.00	39.00	41.00	35.00	38		1		38.00
Hours			2,539.18	2,140.41	2,510.82	2,625.53	2,645.01	1,911.44	2,395		142		2,396.80
Average Hours per person per week			9.30	8.49	9.20	9.62	9.22	7.80	9		0		9.00
Revenue		\$ 1,582.51	43,668.35	55,739.34	67,625.20	70,983.83	70,485.79	53,891.15	1,583	362,394	(12,009)	334,066	55,678
Project SEARCH VR Funding													
Census			-	18.00	18.00	11.00	19.00	19.00	14		(12)		12.00
Total VR Hours			-	166.00	371.00	204.00	396.00	381.00	253		(179)		179.00
VR Days			#DIV/0!	9	21	19	21	20	#DIV/0!		#DIV/0!		#DIV/0!
VR Revenue		\$ 300.71	-	3,820.00	8,180.00	4,460.00	8,300.00	800.00	301	25,560	#DIV/0!	#DIV/0!	#DIV/0!
County/Brokerage funding- Project Search													
Employment Path													
Census			-	17.00	18.00	17.00	19.00	19.00	15		(12)		11.67
EP - hours			-	580	1,860	1,872	1,840	1,618	1,295		(813)		813.33
EP - Revenue		\$ 1,771.37	-	11,938.67	38,161.35	38,419.84	37,748.28	33,155.05	1,771	159,423	(16,700)	100,200	16,700