Annual Report to the Community 2019 2020
Mission:
To provide residential communities and caring services to enrich the lives of older adults in Colorado.

Vision:
That Colorado’s older adults live and thrive in a safe, caring community regardless of their financial means.

“SENIOR HOUSING OPTIONS IS VERY HELPFUL FOR ME BECAUSE IT’S A COMMUNITY.”
SHO Resident

Values:
› Compassion & Empathy
› Safety & Quality Care
› Respect & Courtesy

› Diversity & Integrity
› Fun working & living environment
› “Home-like,” person-centered environment
Letter From the President

Dear Friends of SHO:

Our Board of Directors is proud of the wonderful job our courageous staff has been doing to protect our residents from the COVID-19 pandemic. This is a monumental chore, especially as the risks rise as our communities “open up” again, and our employees have greater potential for exposure.

While the world waits for a vaccine, we have not been standing by idly to return to a “normal” environment. Our team has actively been creating new opportunities to advance our mission, continuing renovation of the Olin Hotel to add new units without pause and acquiring funding to build a new 25-unit apartment complex in Longmont.

Our Board has been actively engaged in guiding our development and preservation efforts, with expertise ranging from housing development, to finance for senior living, to corporate transactions, to governmental funding, and much more. This group of leadership volunteers has shown its passion for our stakeholders and raised the bar for our future.

I am encouraged and grateful for the support we have and are continuing to receive from the community state-wide. We have faced new challenges this past year and we continue to find strength and hope in the diligence and dedication of our staff and volunteers and the support of our community. SHO will continue its mission no matter what obstacles might come before us. Our residents deserve a safe place to live and thrive.

Sincerely,

Carol Mielke
President, Board of Directors

“I JUST KNOW THAT IF ANYTHING HAPPENS THAT THERE’S SOMEBODY RIGHT THERE TO HELP ME.”

SHO Resident
Letter From the CEO

Dear SHO Community:

Never have older adults been at higher risk, and never has our organization been so challenged to keep our residences safe. The risk comes from a new invisible source, but our staff has not been deterred and they have risen to the challenges in these trying times. We responded quickly and they have been phenomenal in their resolve to keep our communities as safe as possible.

Undaunted, we have continued to build our capacity with new projects and preserving our long-lasting communities. Our renovation of the Olin Hotel Apartments continues with our expectation to deliver 112 refreshed and new units, brand new common areas, new offices, and a wonderfully refreshed courtyard to our residents by the end of January 2021.

Additionally, we were able to acquire the competitive 9% Low Income Housing Tax Credits to develop a 25-unit low income senior housing complex alongside our Cinnamon Park Assisted Living community in Longmont. We expect to begin construction in early 2021, finishing the apartments in early 2022.

With help from the City of Denver, we have been able to replace the boiler heating system in the historic Barth Hotel, keeping our downtown residents in place and happy in their beautiful home.

The community support during this time has been inspiring. We have received COVID-19 funding that we have used to provide personal protective equipment (PPE) supplies to our residents and staff to help them stay safe.

In these unique times it has been a challenge to ensure that our residents thrive, despite being isolated from family and friends and unable to venture far. We have had to get creative and, we have introduced Alexa devices to keep residents informed and involved; electronic devices for telehealth and communication with family; and introduced outside visitations that are safely physically distanced.

The wellbeing of our residents is first in our minds. And the only way we can protect them completely is to have a healthy staff. We continue to focus on taking care of ourselves and our residents and we remain hopeful for a healthier tomorrow.

Thank you for your ongoing support of SHO, our residents, our staff, and our mission.

Sincerely and In Good Health,

James H. Goddard,
Chief Executive Officer
What SHO Does

We manage a total of 9 properties, 5 assisted living facilities and 4 subsidized apartment communities providing housing for up to 385 residents. These properties are in Cortez, Denver, Longmont, and Parachute, Colorado.

**SHO's Assisted Living:**
- The Barth Hotel Assisted Living
- Cinnamon Park Assisted Living
- Madison House Assisted Living
- Mesa Vista Assisted Living
- Park Hill Assisted Living Residence

**SHO's Subsidized Apartments:**
- The Decatur Apartments
- Emerson Gardens Apartments (owned by Our Savior's Lutheran Church)
- Olin Hotel Apartments
- September House Apartments

Minimum Rent if on Medicaid - **$700 per month**

Minimum Rent: **$25 per month**
Average Rent: **$332 per month**
Supporters

We are funded and regulated by a variety of federal, state, and community agencies. We also take guidance from local and state health officials and we receive financial support from community partners. Some of our generous partners include:

**PARTNER AGENCIES**
- Center for Disease Control (CDC)
- Center for Medicaid and Medicare Services (CMS)
- Colorado Department of Public Health and Environment (CDPHE)
- Colorado Housing and Finance Authority (CHFA)
- Department of Health and Environmental Control (DHEC)
- Housing Opportunities Made Equal (HOME)
- Management Occupancy Review (MOR)
- Real Estate Assessment Centers (REAC)

**GIFTS IN-KIND AND VOLUNTEER SUPPORT**
- Allergy Free Baking Company
- Chef Zorba’s
- Church in the City
- The Crawford Hotel
- The Curtis Hotel
- Denver Art Museum
- Denver LoDo Rotary Club
- Foodbank of the Rockies
- Grand Valley United Methodist Church
- Grace Bible Church
- Holy Ghost Catholic Church
- House of Joy
- Light of the World
- Lighthouse Assembly of God
- The Lion Project
- Living Water Ministries
- Meals on Wheels
- Most Precious Blood Catholic Church
- New Vision Youth Group
- The Oxford Hotel
- Saint Mary’s Catholic Church
- Snow Day Event Committee
- TaylorMade Connections
- Trinity United Methodist Church
- Union Station

**COMMUNITY PARTNERS**
- 5280 Custom Framing
- AARP
- Alliant Capital
- ANB Bank
- Aspen Community Foundation
- Ballantine Family Fund
- B.C. Builders
- Bellco Credit Union
- Benefits in Action
- Capitol Hill United Neighborhoods Inc.
- City and County of Denver – Department of Housing Stability
- CoBank
- Colorado Department of Local Affairs – Division of Housing
- Colorado Garden Foundation
- Colorado Housing and Finance Authority
- Colorado Rockies
- Colorado Trust
- Community Foundation serving Southwest Colorado
- Davis Graham & Stubbs LLP
- Denver Rotary Club
- Energy Outreach Colorado
ej architecture, pllc.
- Four Corners Community Bank
- G2 Consulting Engineers, Inc.
- Haynie & Company
- Help Colorado Now
- HUB International
- IMA
- Impact Development Fund
- InnovAGE
- Kachina Cantina
- LeadingAge Colorado
- LoDo Cares
- Longmont Community Foundation
- Lower Downtown Neighborhood Association (LoDoNA)
- Medici Consulting Group
- MGL Partners LLC
- NextFifty Initiative
- Onward! A Legacy Foundation
- Palace Construction
- Sage Hospitality Group
- UMB Bank
- U.S. Department of Housing and Urban Development
- Wells Fargo
- WORKSHOP8

“I WOULD BE ON THE STREET.”
SHO Resident
Board of Directors & Staff

2019-2020 BOARD OF DIRECTORS:
Laura L. Hahn
President
Hudson Asset Management
Carol Mielke
Vice President
Community Member
Tim Mueller
Secretary
Compassionate Planning Services LLC
Stephanie Joy
Treasurer
Mercy Housing, Inc.
Neil O. Schliemann,
Immediate Past President
Community Member
Kathleen Bole
Brinshore Development
Melvin Bush
Insurance Design & Placement Inc.
Matthew Cammer
CoBank
John Ikard, J.D.
Lewis Roca Rothgerber Christie LLP
Haley Jordahl
Denver Housing Authority
Bob Lynn
ANB Bank
Wayne McClary
Colorado Department of Local Affairs, Division of Housing
Rebecca Eason Opalinski
Three Strand Consulting
James A. Roberts
Community Member
Cade Scholl
Spectrum Retirement Communities, LLC
Kevin Seggelke
Community Member
Brian Shuman
Forum Real Estate Group
Alisa Wilson
S.B. Clark Companies

CURRENT STAFF:
James Goddard
Chief Executive Officer
Vennita Jenkins
Director of Operations
Wade Clark
Director of Facilities
Kathy Pugh
Director of Accounting & Finance/Controller
Susie Stebbins
Director of Human Services
Bernard Gerson
Program Coordinator & Office Administrator
Tamar Berner
Fundraising & Marketing Manager
Erica Bonilla
Quality & Compliance Manager, Assisted Living
Jolene Walkowiak
Compliance Manager, Subsidized Apartments
Lance Leisure
Facilities Manager
Kristie Keating
Accounts Payable
Jen Aguirre
Accounts Receivable
Chanel Casados
Payroll & Human Resources Specialist
Lesley Brown
Administrator, Barth Hotel Assisted Living
Trini Lopez
Administrator, Cinnamon Park Assisted Living
Kathy Budau
Administrator, Mesa Vista Assisted Living
Angie Shelton-Bennett,
Administrator, Park Hill Assisted Living Residence
Angie Orona
Administrator, Madison House Assisted Living
Anita Baker
Manager, Olin Hotel Apartments
Angelica Onofre
Manager, Decatur Apartments, Emerson Garden Apartments, and September House Apartments
### Financial Information

#### Cash:

<table>
<thead>
<tr>
<th>Description</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating and money market accounts</td>
<td>$2,306,392</td>
<td>$723,051</td>
</tr>
<tr>
<td>Security deposits</td>
<td>115,068</td>
<td>97,073</td>
</tr>
<tr>
<td>Resident activities cash</td>
<td>23,533</td>
<td>20,075</td>
</tr>
<tr>
<td>Restricted cash</td>
<td>1,000</td>
<td>1,000</td>
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</tbody>
</table>

#### Receivables:

<table>
<thead>
<tr>
<th>Description</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade</td>
<td>1,684,962</td>
<td>340,024</td>
</tr>
<tr>
<td>Tenant assistance payments</td>
<td>298,730</td>
<td>485,891</td>
</tr>
<tr>
<td>Note Receivable*</td>
<td>3,158,464</td>
<td>-</td>
</tr>
<tr>
<td>Allowance for doubtful accounts</td>
<td>26,815</td>
<td>(135,489)</td>
</tr>
</tbody>
</table>

#### Investments and Other Assets:

<table>
<thead>
<tr>
<th>Description</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restricted facility reserves</td>
<td>472,294</td>
<td>847,579</td>
</tr>
<tr>
<td>Board designated reserves*</td>
<td>9,471,214</td>
<td>1,025,899</td>
</tr>
<tr>
<td>Prepaid expense and other</td>
<td>380,895</td>
<td>79,070</td>
</tr>
<tr>
<td>Predevelopment costs and construction in progress*</td>
<td>5,621,569</td>
<td>353,442</td>
</tr>
</tbody>
</table>

#### Property and Equipment, at Costs:

<table>
<thead>
<tr>
<th>Description</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing and care</td>
<td>28,958,301</td>
<td>20,572,946</td>
</tr>
<tr>
<td>Office furniture and fixtures</td>
<td>1,916,526</td>
<td>437,754</td>
</tr>
<tr>
<td>Less: accumulated depreciation and impairment</td>
<td>(12,946,326)</td>
<td>(11,870,298)</td>
</tr>
</tbody>
</table>

#### Liabilities:

<table>
<thead>
<tr>
<th>Description</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$3,288,404</td>
<td>$695,629</td>
</tr>
<tr>
<td>Security deposits held</td>
<td>91,532</td>
<td>94,221</td>
</tr>
<tr>
<td>Accrued Interest</td>
<td>54,297</td>
<td>245,507</td>
</tr>
<tr>
<td>Mortgages payable, net of unamortized loan costs*</td>
<td>24,029,253</td>
<td>6,756,808</td>
</tr>
</tbody>
</table>

#### Total Liabilities and Net Assets:

<table>
<thead>
<tr>
<th>Description</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>$27,463,485</td>
<td>$7,792,165</td>
<td></td>
</tr>
</tbody>
</table>

#### Contingencies and Commitments:

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

#### Net Assets:

<table>
<thead>
<tr>
<th>Description</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Without donor restrictions*</td>
<td>13,307,406</td>
<td>4,103,802</td>
</tr>
<tr>
<td>Undesignated</td>
<td>468,644</td>
<td>1,025,899</td>
</tr>
<tr>
<td>Restricted by board designations</td>
<td>249,903</td>
<td>56,151</td>
</tr>
<tr>
<td>With donor restrictions*</td>
<td>14,025,953</td>
<td>5,185,852</td>
</tr>
</tbody>
</table>

#### Total Liabilities and Net Assets:

<table>
<thead>
<tr>
<th>Description</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>$41,489,438</td>
<td>$12,978,017</td>
<td></td>
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</tbody>
</table>

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*In the Fall of 2019, Olin Hotel went through a refinancing and funding for a major renovation. This included an owner restructuring to include a Low-Income Housing Tax Credit partner, and an Investor Limited Partner, and a gain on the “sale” of the property, resulting in the extraordinary items listed on the Financial Statements.*
## Financial Information

### Support and Revenues:

<table>
<thead>
<tr>
<th></th>
<th>2020 Without donor restrictions</th>
<th>2020 With donor restrictions</th>
<th>2020 TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental income, net of vacancies*</td>
<td>18,045,648</td>
<td>-</td>
<td>18,045,648</td>
</tr>
<tr>
<td>Management and bookkeeping fees</td>
<td>537,313</td>
<td>-</td>
<td>537,313</td>
</tr>
<tr>
<td>Donations and grants</td>
<td>147,025</td>
<td>10,000</td>
<td>157,025</td>
</tr>
<tr>
<td>Investment income</td>
<td>296,423</td>
<td>-</td>
<td>296,423</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>357,408</td>
<td>-</td>
<td>357,408</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>19,383,818</strong></td>
<td><strong>10,000</strong></td>
<td><strong>19,393,818</strong></td>
</tr>
</tbody>
</table>

### Expenses:

<table>
<thead>
<tr>
<th></th>
<th>2020 Without donor restrictions</th>
<th>2020 General and administrative</th>
<th>2020 Fundraising</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program</td>
<td>8,065,885</td>
<td>-</td>
<td>8,065,885</td>
</tr>
<tr>
<td>General and administrative</td>
<td>1,587,639</td>
<td>-</td>
<td>1,587,639</td>
</tr>
<tr>
<td>Fundraising</td>
<td>52,124</td>
<td>-</td>
<td>52,124</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>9,705,648</strong></td>
<td>-</td>
<td><strong>9,705,648</strong></td>
</tr>
</tbody>
</table>

### Net Assets Released from Restrictions:

<table>
<thead>
<tr>
<th></th>
<th>2020 Without donor restrictions</th>
<th>2020 General and administrative</th>
<th>2020 Fundraising</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction of usage restrictions</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>9,705,648</strong></td>
<td>-</td>
<td><strong>9,705,648</strong></td>
</tr>
</tbody>
</table>

### Net Change in Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2019 Without donor restrictions</th>
<th>2019 General and administrative</th>
<th>2019 Fundraising</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets*</td>
<td>(350,950)</td>
<td>3,446</td>
<td>(347,504)</td>
</tr>
<tr>
<td>Transfer of equity</td>
<td>(27,442)</td>
<td>27,442</td>
<td>-</td>
</tr>
<tr>
<td>Net assets, beginning of year</td>
<td>5,129,701</td>
<td>56,151</td>
<td>5,185,852</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>4,751,309</strong></td>
<td><strong>87,039</strong></td>
<td><strong>4,838,348</strong></td>
</tr>
</tbody>
</table>

### Net Assets, End of Year:

<table>
<thead>
<tr>
<th></th>
<th>2019 Without donor restrictions</th>
<th>2019 General and administrative</th>
<th>2019 Fundraising</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>13,928,913</strong></td>
<td><strong>97,039</strong></td>
<td><strong>14,025,952</strong></td>
</tr>
</tbody>
</table>

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How to Support SHO

DONATE NOW  COLORADO GIVES  IN-KIND

JOIN OUR NEWSLETTER

Madison House
Best Assisted Living in Cortez for 10 straight years!

Video from our residents during this challenging time. (The Lion Project generously donated their time and talent to create and make this video.)

Hear from our residents:

Dory has been a resident of Madison House for four years. She is an avid Bingo player. She earns a dime for every game won. During the coin shortage, she cashed in her winnings and ended up earning $100 worth of dimes.

“IF I FEEL PRETTY FORTUNATE THAT I HAVE A PLACE TO STAY.”
SHO Resident
"WITHOUT SENIOR HOUSING OPTIONS, I'M SURE I WOULD BE MUCH MORE FRIGHTENED."

SHO Resident