

**FY 2016 BUDGET PLANNING CALENDAR**  
**American Baptist Homes of the West**  
**EXECUTIVE DIRECTOR and COMMUNITY**

This Budget Calendar is intended to provide a general timeline along with due dates of steps necessary to complete the 2016 Budget. It includes steps to be performed by Executive Director and community staff, with involvement from Local Advisory Boards and the community Budget & Finance Committee (which includes resident participation).

The Executive Director will work with the Local Advisory Board & community Budget & Finance Committee to educate, solicit budget input, and review budget assumptions. The exact nature of this interaction and the participants in this process will vary by community. The ultimate goal is for the Local Advisory Board to gain enough understanding and general agreement with the budget assumptions to be able to recommend it's adoption to both the residents and the ABHOW Board. The Local Advisory Board needs to ensure that community Budget & Finance Committee meetings have been scheduled to accommodate the deadlines outlined in this calendar.

<b>FEBRUARY</b>			
<i>February 13, 2015</i>	Friday	Publish Draft of Budget Calendar to all stakeholders	
<i>February 27, 2015</i>	Friday	Prepare "Budget Assumptions" document for Senior Management	Financial Operations
<i>February 27, 2015</i>	Friday	Prepare "Preliminary Planning Parameters" document	Financial Operations
<i>February 27, 2015</i>	Friday	Publish CCRC targets	CFO,COM, Operations
<i>February 27, 2015</i>	Friday	ABHOW Board is updated with "Preliminary Planning Parameters" for FY2016 Budget	CFO
<b>MARCH</b>			
<i>March 11, 2015</i>	Wednesday	ABHOW Annual Meeting (3/11/15 to 3/14/15)	ABHOW Board
<i>March 31, 2015</i>	Tuesday	Executive Directors to begin communication with Home Office Operations to Understand budget parameters, assumptions, and initial community targets	Executive Directors & HO Operations
<i>March 31, 2015</i>	Tuesday	Communities should begin to forecast Capital Budget needs for the remainder of the current year and the coming budget year.	Executive Director & Local Boards
<b>APRIL</b>			
<i>April 1, 2015</i>	Wednesday	SAP Budget system open for FY2016 Budget input by the Communities. Comparisons to Target Setting parameters will be reviewed.	All Budget Stakeholders
<i>April 14, 2015</i>	Tuesday	<b>Insurance, Interest expense, &amp; benefit rates</b> updated in SAP	Financial Operations
<i>April 30, 2015</i>	Thursday	Preliminary Capital Budget requests submitted to Home Office for consideration. Final Capital Budget will be determined by available cash from budgeted Operations and Entry Fees.	Executive Director & Local Boards
<b>MAY</b>			
<i>May 1, 2015</i>	Friday	<b>Initial occupancy levels recommendations</b> for target development confirmed	HO Operations & Seniority Sales and Marketing
<i>May 8, 2015</i>	Friday	Community sales and marketing studies complete. Includes financial plan. Copy forwarded to Financial Operations	Seniority & Executive Director
<i>May 15, 2015</i>	Friday	<b>1st Draft Budget input due</b>	<b>All Budget Stakeholders</b>
<i>May 29, 2015</i>	Friday	CapEx budget requests refined and adjustments submitted. Final Capital Budget will be determined by available cash from budgeted Operations and Entry Fees.	Executive Directors

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<i>May 2, 2014</i>	Friday	Community Executive Directors schedule 1st semi-annual resident meeting. Meeting should take place between May 1st and May 31st. The Executive Director will provide residents with at least 14 days advance notice of the meeting. The notice and the agenda of the meeting will be posted in a conspicuous place at the community.	Executive Directors
<i>May 29, 2015</i>	Friday	Presentation of mid-year 2015 results plus insights on FY 2016 budget process and targets.	ABHOW Board, CFO
<i>May 29, 2015</i>	Friday	By the end of this day, the 1st semi-annual resident meeting will have been held. The agenda is at the discretion of the Executive Director, and may include, but is not limited to: a) the ABHOW CFO presentation entitled "Mid-Year Financial Results and Insights on the FY 2016 Budgeting Process"; b) a progress report on the community budget to date as provided by the Executive Director; and c) a free and meaningful discussion with the residents regarding the budget.	Executive Director and Residents
<b>JUNE</b>			
<i>June 1, 2015</i>	Monday	Review of 1st draft budget, with comments and questions sent to EDs, Regional Managers and COM. The review and dialog between Operations and the EDs will continue as the budget is refined and targets are achieved.	Financial Operations, Executive Directors
<i>June 2, 2015</i>	Tuesday	Joint Operations & Seniority Team meeting in Pleasanton 6/2/15 to 6/3/15	Executive Directors, HO Operations, & Seniority Sales Staff
<i>June 11, 2015</i>	Thursday	Spring Board Meeting (6/11/15 to 6/13/15)	Home Office Operations only
<i>June 30, 2015</i>	Tuesday	<b>2nd draft Budget input due</b>	<b>All Budget Stakeholders</b>
<i>June 30, 2015</i>	Tuesday	2nd Draft Budget Scenario detail from Communities will be compared to Budget Target detail. Necessary changes to the Budget Targets will be agreed upon by the Community and Home Office Operations.	All Budget Stakeholders
<i>June 26, 2015</i>	Friday	Executive Directors should meet with their Leadership Teams to review and re-confirm department specific assumptions and goals.	Executive Director and Leadership Teams
<i>June 26, 2015</i>	Friday	<b>Dining Services and ABHOW Sales &amp; Marketing budgets</b> approved and locked.	Sodexo, ABHOW Sales & Marketing, Financial Operations
<i>June 29, 2015</i>	Monday	By this date, at the monthly Town Hall or Resident Forum a formal report updating the residents on the progress being made on the budget should be given.	Executive Director and residents
<b>JULY</b>			
<i>July 3, 2015</i>	Friday	<b>Final Capital Budget requests</b> are due to Home Office	<b>Executive Director with resident involvement</b>
<i>July 30, 2015</i>	Thursday	Review of final draft budget, with comments and questions sent to EDs, Regional Managers and COM. The review and dialog between Operations and the EDs will continue as the budget is refined and targets are achieved.	Financial Operations
<i>July 31, 2015</i>	Friday	Communities will be informed of initial capital budget projects that are most likely to be approved. Final Capital Budget will be determined by Board approval of the budget and available cash from budgeted Operations and Entry Fees.	Financial Operations, COM

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<i>July 31, 2015</i>	Friday	Executive Directors should meet with their Leadership Teams to review and re-confirm department specific assumptions and goals.	Executive Director and Leadership Teams
<i>July 31, 2015</i>	Friday	Communities will be informed of initial capital budget projects that have received tentative approval. Final Capital Budget will be determined by Board approval of the budget and available cash from budgeted Operating Margins and Entry Fees.	Financial Operations, COM
<b>AUGUST</b>			
<i>August 1, 2015</i>	Saturday	<b>Final Budget input into SAP</b>	<b>All Budget Stakeholders</b>
<i>August 14, 2015</i>	Friday	The Local Advisory Board will review the recommendations of the Budget & Finance Committee. The goal is for the Local Advisory Board to recommend the approval of the Budget to the AHOW Board.	Executive Director and Local Advisory Board
<i>August 21, 2015</i>	Friday	Reminder: For rate increase effective on October 1, Residents will be given 30 days notice of Fee Increase presentations. Materials will be available to residents 15 days in advance.	Executive Directors
<i>August 31, 2015</i>	Monday	SAP and other Financial Reports, showing monthly budget details, may be distributed to Department Directors.	Executive Directors and Financial Operations
<b>SEPTEMBER</b>			
<i>September 14, 2015</i>	Monday	Budget proposal mailed to ABHOW's Board of Directors	Roxanne Chase, Home Office
<i>September 14, 2015</i>	Monday	Budget Survey sent to Community participants	Roxanne Chase, Home Office
<i>September 18, 2015</i>	Friday	Reminder: For rate increase effective on or after November 1; Community Executive Director to schedule 2nd semi-annual resident meeting date, no later that October 1	Executive Directors
<b>OCTOBER</b>			
<i>October 1, 2015</i>	Thursday	<b>ABHOW Summer Board of Directors Meeting - Review the FY2016 Budget (10/1/15 to 10/3/15)</b>	Board of Directors
<i>October 1, 2015</i>	Thursday	Changes, if necessary in Payroll System to match budgeted employees Division, Department, and Distribution Data Fields.	Executive Director and HR Directors
<i>October 9, 2015</i>	Friday	Copies of the Board approved budget package sent to the Executive Directors	Financial Operations
<i>October 9, 2015</i>	Friday	SAP Financial Reporting, showing monthly budget details by department, available to all SAP users.	Financial Operations
<i>October 16, 2015</i>	Friday	Resident budget presentations prepared for all CCRCs and submitted to Executive Director for community edits.	Financial Operations
<i>October 16, 2015</i>	Friday	SAP and other Financial Reports, showing monthly budget details, distributed to Department Directors.	Executive Directors and Financial Operations