

	2019 Annual Budget	2019 1-Month Budget	Current Month Actual	Current Month Variance	Current YTD Budget	Current YTD Actual	Year To Date Variance	Comments
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**Operating Revenue**

Monthly Care Fees (Incl. Type C)	4,449,972	370,831	304,853	(65,978)	1,112,493	915,094	(197,399)	
Fee Subsidy	(249,996)	(20,833)	(15,319)	5,514	(62,499)	(45,957)	16,542	
SNF Private Patient Fees	1,601,148	133,429	120,830	(12,599)	400,287	365,270	(35,017)	
AL Private Patient Fees	409,548	34,129	43,580	9,451	102,387	130,740	28,353	
Medicare Type A and Type B	2,072,100	172,675	241,419	68,744	518,025	560,743	42,718	
Amortized Entry Fees	942,312	78,526	65,876	(12,650)	235,578	205,462	(30,116)	
Services to Medical Director	12,840	1,070	0	(1,070)	3,210	0	(3,210)	
Guest Charges	35,004	2,917	3,784	867	8,751	13,591	4,840	
Processing & Community Fees	9,756	813	1,000	187	2,439	1,000	(1,439)	
Other Resident Fees/Revenue	14,004	1,167	1,750	583	3,501	5,468	1,967	
<b>Total Operating Revenue</b>	<b>9,296,688</b>	<b>774,724</b>	<b>767,773</b>	<b>(6,951)</b>	<b>2,324,172</b>	<b>2,151,411</b>	<b>(172,761)</b>	

**Expense**

Operating Expense	11,640,432	970,036	1,018,915	(48,879)	2,910,108	2,823,350	86,758	
Depreciation	680,424	56,702	58,086	(1,384)	170,106	174,258	(4,152)	
<b>Total Expense</b>	<b>12,320,856</b>	<b>1,026,738</b>	<b>1,077,001</b>	<b>(50,263)</b>	<b>3,080,214</b>	<b>2,997,608</b>	<b>82,606</b>	

<b>Operating Income/(Loss)</b>	<b>(3,024,168)</b>	<b>(252,014)</b>	<b>(309,228)</b>	<b>(57,214)</b>	<b>(756,042)</b>	<b>(846,197)</b>	<b>(90,155)</b>	
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**Other Income & Expense**

Donations & Bequests	80,004	6,667	5,770	(897)	20,001	14,719	(5,282)	
Planning & Development	(39,996)	(3,333)	0	3,333	(9,999)	(18)	9,981	
Other Income/Other Expense	15,000	1,250	151	(1,099)	3,750	3,795	45	
<b>Sub Total</b>	<b>55,008</b>	<b>4,584</b>	<b>5,921</b>	<b>1,337</b>	<b>13,752</b>	<b>18,496</b>	<b>4,744</b>	
<b>Pre-Investment Net Income/(Loss)</b>	<b>(2,969,160)</b>	<b>(247,430)</b>	<b>(303,307)</b>	<b>(55,877)</b>	<b>(742,290)</b>	<b>(827,701)</b>	<b>(85,411)</b>	

<b>Total Investment Income</b>	<b>3,664,104</b>	<b>305,342</b>	<b>492,288</b>	<b>186,946</b>	<b>916,026</b>	<b>5,343,886</b>	<b>4,427,860</b>	
Investment Management Fee	(428,004)	(35,667)	0	35,667	(107,001)	(75,406)	31,595	
<b>Net Investment Income</b>	<b>3,236,100</b>	<b>269,675</b>	<b>492,288</b>	<b>222,613</b>	<b>809,025</b>	<b>5,268,480</b>	<b>4,459,455</b>	

<b>Net Income/(Loss)</b>	<b>266,940</b>	<b>22,245</b>	<b>188,981</b>	<b>166,736</b>	<b>66,735</b>	<b>4,440,779</b>	<b>4,374,044</b>	
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**Heritage on the Marina Finance Report**  
**March 2019**

2019 Annual Budget	2019 1-Month Budget	Current Month Actual	Current Month Variance	Current YTD Budget	Current YTD Actual	Year To Date Variance	Comments
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**Summary by Department**

Health Center	3,367,800	280,650	299,095	(18,445)	841,950	868,498	(26,548)
Food Service	2,570,568	214,214	210,650	3,564	642,642	637,995	4,647
Administration	1,792,224	149,352	176,590	(27,238)	448,056	423,072	24,984
Maintenance & Security	774,612	64,551	80,730	(16,179)	193,653	225,936	(32,283)
General Expense	742,488	61,874	82,499	(20,625)	185,622	198,043	(12,421)
Housekeeping	527,340	43,945	45,978	(2,033)	131,835	136,471	(4,636)
Activities/Wellness	575,628	47,969	33,482	14,487	143,907	85,484	58,423
Other Nursing & Medical Related	846,732	70,561	47,446	23,115	211,683	138,909	72,774
Medicare	443,040	36,920	42,445	(5,525)	110,760	108,944	1,816
Total	11,640,432	970,036	1,018,915	(48,879)	2,910,108	2,823,352	86,756
<b>Grand Total</b>	<b>11,640,432</b>	<b>970,036</b>	<b>1,018,915</b>	<b>(48,879)</b>	<b>2,910,108</b>	<b>2,823,352</b>	<b>86,756</b>

2019 Annual Budget	2019 1-Month Budget	Current Month Actual	Current Month Variance	Current YTD Budget	Current YTD Actual	Year To Date Variance	Comments
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**Summary by Expense**

Wages & Salaries	5,184,600	432,050	412,946	19,104	1,296,150	1,171,879	124,271	
Employee Benefits	1,297,116	108,093	102,634	5,459	324,279	326,681	(2,402)	
Workers Comp Insurance	331,932	27,661	24,178	3,483	82,983	68,889	14,094	
Unemployment	7,296	608	0	608	1,824	4,127	(2,303)	
Vacations & Holidays	436,032	36,336	41,961	(5,625)	109,008	143,553	(34,545)	
Food	523,296	43,608	35,783	7,825	130,824	113,299	17,525	
Food Beer & Wine	22,404	1,867	2,800	(933)	5,601	5,149	452	
Utilities	515,808	42,984	67,523	(24,539)	128,952	148,030	(19,078)	
Professional Fees	172,596	14,383	10,141	4,242	43,149	36,583	6,566	
Security Services	189,804	15,817	15,378	439	47,451	46,319	1,132	
Insurance	175,380	14,615	13,393	1,222	43,845	40,180	3,665	
Contract, Grounds Maintenance	144,000	12,000	14,018	(2,018)	36,000	24,898	11,102	
Cleaning Supplies & Paper Products	151,260	12,605	11,175	1,430	37,815	35,558	2,257	
Equipment & Long term Maintenance	115,644	9,637	19,817	(10,180)	28,911	59,030	(30,119)	
Hshld, Carpet & Equip. Replacement	30,660	2,555	1,711	844	7,665	7,926	(261)	
Maintenance Expendable Supplies	2,508	209	3,223	(3,014)	627	6,242	(5,615)	
Outside Services	1,460,904	121,742	148,775	(27,033)	365,226	403,804	(38,578)	
Accounting Fees	60,000	5,000	24,615	(19,615)	15,000	29,342	(14,342)	
Legal Fees	70,260	5,855	7,368	(1,513)	17,565	11,838	5,727	
Activities, Chapel, O&A, etc.	76,212	6,351	7,900	(1,549)	19,053	18,121	932	
Marketing	72,996	6,083	11,557	(5,474)	18,249	16,055	2,194	
Development	23,496	1,958	7,131	(5,173)	5,874	7,131	(1,257)	
IL & AL Medical Expenses	77,532	6,461	3,258	3,203	19,383	10,088	9,295	
Medical Supplies	211,968	17,664	14,733	2,931	52,992	42,375	10,617	
Association Dues	21,600	1,800	1,814	(14)	5,400	4,562	838	
Licenses, taxes, fees	75,216	6,268	2,842	3,426	18,804	5,536	13,268	
Communications	28,452	2,371	3,606	(1,235)	7,113	8,484	(1,371)	
Office Supplies/Computers	90,180	7,515	4,596	2,919	22,545	16,098	6,447	
Board Expense	5,556	463	151	312	1,389	291	1,098	
Holiday Party	21,000	1,750	0	1,750	5,250	0	5,250	
Continuing Education/In-Service	10,176	848	849	(1)	2,544	1,397	1,147	
Conference & Travel	37,296	3,108	1,833	1,275	9,324	6,069	3,255	
Van Expense	11,340	945	3,036	(2,091)	2,835	7,711	(4,876)	
Miscellaneous	11,544	962	322	640	2,886	908	1,978	
Transfers for O&A, Gorman fund etc	(25,632)	(2,136)	(2,153)	17	(6,408)	(4,805)	(1,603)	
Total	11,640,432	970,036	1,018,914	(48,878)	2,910,108	2,823,348	86,760	

	2019 Annual Budget	2019 1-Month Budget	Current Month Actual	Current Month Variance	Current YTD Budget	Current YTD Actual	Year To Date Variance	Comments
<b>Food Service</b>								
Wages & Salaries	564,996	47,083	47,555	(472)	141,249	140,370	879	
Employee Benefits	149,256	12,438	13,339	(901)	37,314	41,658	(4,344)	
Workers Comp Insurance	56,688	4,724	3,997	727	14,172	11,600	2,572	
Vacations & Holidays	36,684	3,057	3,569	(512)	9,171	12,061	(2,890)	
Food	523,296	43,608	35,783	7,825	130,824	113,299	17,525	
Food Beer & Wine	22,404	1,867	2,800	(933)	5,601	5,149	452	
Management Fees	55,320	4,610	4,553	57	13,830	13,659	171	
Cleaning Supplies & Paper Products	75,000	6,250	5,733	517	18,750	18,079	671	
Household Replacements	20,004	1,667	1,209	458	5,001	3,695	1,306	
Equipment Maintenance	5,004	417	1,669	(1,252)	1,251	4,949	(3,698)	
Contract Maintenance	30,000	2,500	0	2,500	7,500	0	7,500	
Licenses	1,500	125	105	20	375	314	61	
Office Supplies/Printing	12,000	1,000	870	130	3,000	2,970	30	
Outside Services	1,013,016	84,418	89,159	(4,741)	253,254	269,471	(16,217)	
Miscellaneous	5,400	450	310	140	1,350	720	630	
Total Dining Services	2,570,568	214,214	210,651	3,563	642,642	637,994	4,648	
<b>Housekeeping</b>								
Salaries & Wages	281,136	23,428	28,028	(4,600)	70,284	78,303	(8,019)	
Employee Benefits	89,748	7,479	5,945	1,534	22,437	21,873	564	
Workers Comp Insurance	28,968	2,414	2,233	181	7,242	6,269	973	
Vacations & Holidays	26,268	2,189	2,584	(395)	6,567	8,866	(2,299)	
Cleaning Supplies & Paper Products	76,260	6,355	5,441	914	19,065	17,479	1,586	
Household Replacements	4,152	346	467	(121)	1,038	1,368	(330)	
Carpet Replacements	4,800	400	0	400	1,200	0	1,200	
Equipment Maintenance	0	0	1,280	(1,280)	0	1,280	(1,280)	
Outside Services	15,912	1,326	0	1,326	3,978	930	3,048	
Miscellaneous	96	8	0	8	24	103	(79)	
Total Housekeeping	527,340	43,945	45,978	(2,033)	131,835	136,471	(4,636)	

2019 Annual Budget	2019 1-Month Budget	Current Month Actual	Current Month Variance	Current YTD Budget	Current YTD Actual	Year To Date Variance	Comments
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**Maintenance & Security**

Wages & Salaries	240,744	20,062	21,435	(1,373)	60,186	58,217	1,969
Employee Benefits	74,712	6,226	6,231	(5)	18,678	20,430	(1,752)
Workers Comp Insurance	16,080	1,340	1,134	206	4,020	3,279	741
Vacations & Holidays	23,016	1,918	2,400	(482)	5,754	8,184	(2,430)
Security Services	189,804	15,817	15,378	439	47,451	46,319	1,132
Van Expense	11,340	945	2,816	(1,871)	2,835	7,295	(4,460)
Equipment Maintenance	99,996	8,333	10,255	(1,922)	24,999	42,886	(17,887)
Contract Maintenance	59,412	4,951	10,678	(5,727)	14,853	17,618	(2,765)
Expendable Supplies	2,508	209	3,223	(3,014)	627	6,242	(5,615)
Equipment Replacements	0	0	0	0	0	2,828	(2,828)
Conferences & Travel	6,600	550	0	550	1,650	0	1,650
Grounds Maintenance	2,400	200	4,512	(4,312)	600	7,232	(6,632)
Miscellaneous	45,996	3,833	2,667	1,166	11,499	5,405	6,094
Total Maintenance & Security	772,608	64,384	80,729	(16,345)	193,152	225,935	(32,783)

**Activities and Wellness**

Wages & Salaries	365,592	30,466	19,537	10,929	91,398	44,133	47,265
Employee Benefits	103,344	8,612	3,624	4,988	25,836	14,100	11,736
Workers Comp Insurance	24,228	2,019	1,794	225	6,057	5,052	1,005
Vacations & Holidays	31,884	2,657	2,780	(123)	7,971	8,884	(913)
Activities	44,100	3,675	5,722	(2,047)	11,025	12,756	(1,731)
Chapel Expense	6,480	540	25	515	1,620	560	1,060
Misc Exp for Arts, O&A, Gorman Program	25,632	2,136	2,153	(17)	6,408	4,805	1,603
Transfer for Arts, O&A, Gorman Programs	(25,632)	(2,136)	(2,153)	17	(6,408)	(4,805)	(1,603)
Total Activities	575,628	47,969	33,482	14,487	143,907	85,485	58,422

	2019 Annual Budget	2019 1-Month Budget	Current Month Actual	Current Month Variance	Current YTD Budget	Current YTD Actual	Year To Date Variance	Comments
<b>Health Center</b>								
Wages & Salaries	2,204,760	183,730	199,837	(16,107)	551,190	562,835	(11,645)	
Employee Benefits	568,188	47,349	50,091	(2,742)	142,047	151,029	(8,982)	
Workers Comp Insurance	144,240	12,020	10,691	1,329	36,060	29,959	6,101	
Vacations & Holidays	160,968	13,414	16,810	(3,396)	40,242	58,525	(18,283)	
Professional Fees	52,068	4,339	2,500	1,839	13,017	12,150	867	
Medical Supplies	110,400	9,200	7,205	1,995	27,600	25,604	1,996	
Household Replacements	1,704	142	35	107	426	35	391	
Outside Services	45,768	3,814	5,555	(1,741)	11,442	8,935	2,507	
Licenses	14,256	1,188	1,007	181	3,564	3,296	268	
Medical Fees	25,068	2,089	1,224	865	6,267	4,741	1,526	
Equipment Maintenance	8,244	687	2,100	(1,413)	2,061	2,682	(621)	
Communications	5,736	478	808	(330)	1,434	1,717	(283)	
Continuing Education/Inservice	5,952	496	0	496	1,488	0	1,488	
Office Supplies/Printing	4,176	348	0	348	1,044	748	296	
Contract Maintenance	8,592	716	673	43	2,148	1,875	273	
Conferences and Travel	7,284	607	557	50	1,821	4,365	(2,544)	
Miscellaneous	396	33	0	33	99	0	99	
Total Health Center and Nursing	3,367,800	280,650	299,093	(18,443)	841,950	868,496	(26,546)	
<b>Other Exp for IL/AL Medical Care</b>								
Wages & Salaries	537,516	44,793	26,938	17,855	134,379	77,263	57,116	
Employee Benefits	121,224	10,102	8,110	1,992	30,306	24,268	6,038	
Workers Comp Insurance	55,368	4,614	3,883	731	13,842	11,439	2,403	
Vacations & Holidays	50,160	4,180	3,981	199	12,540	13,092	(552)	
Outside Medical Fees	29,388	2,449	1,164	1,285	7,347	2,540	4,807	
Professional Fees	30,000	2,500	2,500	0	7,500	7,500	0	
Other Exp for IL/AL Medical Care	23,076	1,923	869	1,054	5,769	2,807	2,962	
Total Resident Medical	846,732	70,561	47,445	23,116	211,683	138,909	72,774	

**Heritage on the Marina Finance Report**  
**March 2019**

	2019 Annual Budget	2019 1-Month Budget	Current Month Actual	Current Month Variance	Current YTD Budget	Current YTD Actual	Year To Date Variance	Comments
<b>Medicare</b>								
Medical Supplies	101,568	8,464	7,528	936	25,392	16,771	8,621	
Professional Supplies	15,204	1,267	500	767	3,801	1,000	2,801	
Outside Services	326,268	27,189	34,417	(7,228)	81,567	91,173	(9,606)	
Total Medicare	443,040	36,920	42,445	(5,525)	110,760	108,944	1,816	

	2019 Annual Budget	2019 1-Month Budget	Current Month Actual	Current Month Variance	Current YTD Budget	Current YTD Actual	Year To Date Variance	Comments
<b>Administration</b>								
Wages & Salaries	989,856	82,488	69,616	12,872	247,464	210,759	36,705	
Employee Benefits	190,644	15,887	15,294	593	47,661	53,324	(5,663)	
Workers Comp Insurance	6,360	530	445	85	1,590	1,290	300	
Vacations & Holidays	107,052	8,921	9,837	(916)	26,763	33,940	(7,177)	
Accounting Fees	60,000	5,000	24,615	(19,615)	15,000	29,342	(14,342)	
Marketing	72,996	6,083	11,557	(5,474)	18,249	16,055	2,194	
Development	23,496	1,958	7,131	(5,173)	5,874	7,131	(1,257)	
Association Dues	21,600	1,800	1,814	(14)	5,400	4,562	838	
Outside Services	59,940	4,995	19,645	(14,650)	14,985	33,295	(18,310)	
Communications	22,716	1,893	2,798	(905)	5,679	6,766	(1,087)	
Office Supplies/Printing	30,000	2,500	2,365	135	7,500	7,090	410	
Licenses, Taxes, Fees	59,460	4,955	1,730	3,225	14,865	1,926	12,939	
Legal Fees	70,260	5,855	7,368	(1,513)	17,565	11,838	5,727	
Conferences & Travel	23,412	1,951	1,256	695	5,853	1,684	4,169	
Professional Fees	20,004	1,667	88	1,579	5,001	2,274	2,727	
Continuing Education/Inservice	4,224	352	849	(497)	1,056	1,397	(341)	
Miscellaneous	3,648	304	32	272	912	106	806	
Holiday Party	21,000	1,750	0	1,750	5,250	0	5,250	
Board Expenses	5,556	463	151	312	1,389	291	1,098	
Total Administration	1,792,224	149,352	176,591	(27,239)	448,056	423,070	24,986	
<b>General Expenses</b>								
Utilities	515,808	42,984	67,743	(24,759)	128,952	148,446	(19,494)	
Insurance	175,380	14,615	13,393	1,222	43,845	40,180	3,665	
Computers & IT	44,004	3,667	1,362	2,305	11,001	5,290	5,711	
Total General Expenses	735,192	61,266	82,498	(21,232)	183,798	193,916	(10,118)	