

**Heritage on the Marina
2020 Budget Draft**

	Curr. Mo. Act. Sept. 2019	Curr. YTD Act. As of Sept. 2019	2019 Annual Budget	2019 Forecast	2020 Budget	2020Bud. vs. 2019Bud.	Notes
Operating Revenue							
<i>Life Care Mnthly Fee before Scholarship</i>	330,407	2,862,127	4,449,972	3,816,169	4,637,771	187,799	
Scholarship	(17,604)	(144,277)	(249,996)	(192,369)	(250,000)	(4)	
Monthly Care Fees (Net of Scholar.)	312,803	2,717,850	4,199,976	3,623,800	4,387,771	187,795	
Medicare Type A & Type C	107,689	1,320,219	2,023,560	1,760,292	1,610,015	(413,545)	
Medicare Type B	749	19,751	48,545	26,335	22,966	(25,579)	
Private Patient Fees (SNF + AL)	138,990	1,369,183	2,010,696	1,825,577	1,745,087	(265,609)	
Amortized Entry Fees	80,900	696,189	942,312	938,889	994,750	52,438	
Medical Support Services	0	0	12,840	-	12,840	0	
Guest Charges	5,046	46,415	35,004	61,887	35,000	(4)	
Processing Fees	0	8,000	9,756	10,667	9,750	(6)	
Other Program & Resident Fees	1,820	17,233	14,004	22,977	14,000	(4)	
Total	647,996	6,194,840	9,296,693	8,270,424	8,832,179	(464,514)	
Expense							
Operating Expense	950,344	8,648,777	11,640,432	11,541,276	11,810,646	(170,214)	
Depreciation	58,086	522,773	680,424	697,031	722,031	(41,607)	
Total	1,008,430	9,171,550	12,320,856	12,238,307	12,532,676	(211,820)	
Operating Gain/(Loss)	(360,434)	(2,976,710)	(3,024,163)	(3,967,883)	(3,700,497)	(676,334)	
Other Income & Expense							
Rental Income	0	0	0	-	0	0	
Rental Expense	0	0	0	-	0	0	
Donations & Bequests	1,145	74,429	80,004	99,239	80,000	(4)	
Planning & Development	0	(25,375)	(39,996)	(33,833)	(309,126)	(269,130)	
Other Income	343	7,075	15,000	9,433	15,000	0	
Other Expense	0	0	0	-	0		
Sub-Total	1,488	56,129	55,008	74,839	(214,126)	(269,134)	
Pre-Investment Net Loss	(358,946)	(2,920,581)	(2,969,155)	(3,893,045)	(3,914,623)		
Total Investment Income ¹	1,219,487	7,894,923	3,664,104	11,553,384	3,614,147		
Investment Mgmt Fee & Foreign Tax	(370)	(251,257)	(428,004)	(335,009)	(428,000)		
Net Investment Income	1,219,117	7,643,666	3,236,100	11,218,375	3,186,147		
Net Income/(Loss)	860,171	4,723,085	266,945	7,325,330	(728,476)		
¹ Represents 5.0% of the average fair market value of the investment portfolio over the last 3 years.							

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Summary By Budgeted Departments							
Dining Services	225,346	1,963,557	2,551,248	2,618,076	2,586,693	(35,445)	
Housekeeping	55,396	427,775	516,060	570,367	679,276	(163,216)	
Maintenance & Security	60,039	654,753	840,756	883,004	931,293	(90,537)	
Activities	41,451	350,155	572,160	466,873	563,856	8,304	
Health Center	283,584	2,487,409	3,355,716	3,316,545	3,181,501	174,215	
Medical & Other IL, AL care expenses	51,003	561,870	827,868	749,160	828,111	(243)	
Medicare Expenses	22,146	291,931	443,040	389,241	278,030	165,010	
Administration	147,220	1,347,146	1,791,096	1,795,768	1,926,765	(135,669)	
General Expense	64,159	564,181	742,488	752,241	835,122	(92,634)	
Total	950,344	8,648,777	11,640,432	11,541,276	11,810,646	(170,214)	

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	Act. Sept. 2019	Act. As of Sept. 2019	2019 Annual Budget	2019 Forecast	2020 Budget	2020Bud. vs. 2019Bud.	Notes
Summary Exp by Type	Current Mo.	Current YTD	2019 Budget	2019 Fore.	2020 Budget		
Wages & Salaries	422,755	3,745,753	5,253,048	5,004,337	5,278,482	(25,434)	
Employee Benefits	100,976	966,252	1,297,116	1,288,336	1,359,660	(62,544)	
Workers Comp Insurance	22,600	198,215	263,484	264,287	269,915	(6,431)	
Unemployment	0	9,826	7,296	13,101	14,000	(6,704)	
Vacations & Holidays	43,582	329,496	436,032	439,328	432,331	3,701	
Food/Wine & Beer	47,119	394,418	545,700	525,891	540,000	5,700	
Utilities	45,691	413,771	515,808	551,695	579,279	(63,471)	
Professional Fees	16,665	128,131	172,596	170,841	175,767	(3,171)	
Security Services	15,740	141,812	189,804	189,083	195,494	(5,690)	
Insurance	13,564	120,883	175,380	161,177	197,843	(22,463)	
Contract, Grounds Maintenance	7,837	99,345	144,000	132,460	153,561	(9,561)	
Cleaning Supplies & Paper Products	15,265	129,252	151,260	172,336	180,321	(29,061)	
Equipment & Long term Maintenance	10,879	149,827	115,644	199,769	181,356	(65,712)	
Hsehd, Carpet & Equip. Replacement	6,216	26,512	30,660	35,349	38,800	(8,140)	
Maintenance Expendable Supplies	2,159	17,984	2,508	23,979	2,506	2	
Outside Services	128,660	1,195,707	1,460,904	1,572,850	1,417,244	43,660	
Accounting Fees	1,657	51,866	60,000	69,155	66,650	(6,650)	
Legal Fees	7,508	41,365	70,260	55,153	60,000	10,260	
Activities, Chapel, O&A, etc.	6,585	63,001	76,212	84,001	81,253	(5,041)	
Marketing	1,612	33,412	72,996	44,549	75,000	(2,004)	
Development	0	7,131	23,496	9,508	15,000	8,496	
IL & AL Medical Expenses	5,548	53,275	77,532	71,033	80,728	(3,196)	
Medical Supplies	9,225	115,903	211,968	154,537	136,900	75,068	
Association Dues	1,516	13,969	21,600	18,625	15,770	5,830	
Licenses, taxes, fees	1,851	57,210	75,216	76,280	54,525	20,691	
Communications	1,610	20,992	28,452	27,989	28,391	61	
Office Supplies/Computers	11,291	74,761	90,180	99,681	103,608	(13,428)	
Physical Exams	0	0	0	0	0	0	
Board Expense	131	2,323	5,556	3,097	5,000	556	
Holiday Party	0	0	21,000	21,000	21,000	0	
Continuing Education/In-Service	1,256	6,270	10,176	8,360	9,368	808	
Conference & Travel	1,094	32,290	37,296	43,053	42,813	(5,517)	
Van Expense	1,009	20,719	11,340	27,625	11,340	0	
Miscellaneous	318	5,438	11,544	7,251	11,182	362	
Transfers for O&A, Gorman fund etc	(1,575)	(18,332)	(25,632)	(24,443)	(24,443)	(1,189)	
Total	950,344	8,648,777	11,640,432	11,541,276	11,810,646	(170,214)	

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Dining Services							
Wages & Salaries	48,255	422,259	564,996	563,012	512,707	52,289	
Employee Benefits	9,601	103,311	149,256	137,748	141,655	7,601	
Workers Comp Insurance	3,261	32,577	37,368	43,436	35,654	1,714	
Vacations & Holidays	3,825	26,976	36,684	35,968	30,527	6,157	
Food	44,743	378,537	523,296	504,716	515,000	8,296	
Food Beer & Wine	2,376	15,881	22,404	21,175	25,000	(2,596)	
Management Fees	4,690	41,660	55,320	55,547	56,275	(955)	
Cleaning Supplies & Paper Products	8,358	66,417	75,000	88,556	96,556	(21,556)	
Household Replacements	3,227	14,260	20,004	19,013	20,000	4	
Equipment Maintenance	148	17,000	5,004	22,667	20,000	(14,996)	
Contract Maintenance	0	1,135	30,000	1,513	20,000	10,000	
Licenses	105	941	1,500	1,255	1,700	(200)	
Office Supplies/Printing	2,082	13,184	12,000	17,579	15,000	(3,000)	
Outside Services	94,357	824,445	1,013,016	1,099,260	1,090,620	(77,604)	
Miscellaneous	318	4,974	5,400	6,632	6,000	(600)	
Total	225,346	1,963,557	2,551,248	2,618,076	2,586,693	(35,445)	
Housekeeping							
Salaries & Wages	33,676	236,591	281,136	315,455	378,985	(97,849)	
Employee Benefits	9,176	71,402	89,748	95,203	126,016	(36,268)	
Workers Comp	1,712	16,999	17,688	22,665	27,088	(9,400)	
Vacations & Holidays	2,892	19,972	26,268	26,629	33,746	(7,478)	
Cleaning Supp.,Paper Prods	6,907	62,835	76,260	83,780	83,765	(7,505)	
Household Replacements	1,033	6,824	4,152	9,099	4,891	(739)	
Carpet replacements	0	1,834	4,800	2,445	4,800	0	
Outside Services	0	11,215	15,912	14,953	19,802	(3,890)	
Miscellaneous	0	103	96	137	182	(86)	
Total	55,396	427,775	516,060	570,367	679,276	(163,216)	

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Maintenance & Security							
Salaries & Wages	15,228	172,057	309,192	239,409	305,133	4,059	
Employee Benefits	4,776	54,323	74,712	72,431	83,152	(8,440)	
Workers Comp	1,072	9,312	13,776	12,416	18,260	(4,484)	
Vacations & Holidays	2,177	17,940	23,016	23,920	25,681	(2,665)	
Professional Fees	0	0	0	0	0	0	
Security Services	15,740	141,812	189,804	189,083	195,494	(5,690)	
Transportation/Van	1,009	20,719	11,340	27,625	11,340	0	
Equipment/Bldg Maintenance	10,731	126,742	99,996	168,989	151,349	(51,353)	
Contract Maintenance	2,529	56,221	59,412	74,961	54,877	4,535	
Expendable Supplies	2,159	17,984	2,508	23,979	2,506	2	
Equipment Replacements	850	1,712	0	2,283	6,600	(6,600)	
Conferences & Travel	0	0	6,600	0	2,400	4,200	
Long-term Maintenance	0	455	2,400	607	2,500	(100)	
Grounds Maintenance	3,768	35,476	45,996	47,301	70,000	(24,004)	
Miscellaneous	0	0	2,004	0	2,000	4	
Total	60,039	654,753	840,756	883,004	931,293	(90,537)	
Activities							
Salaries & Wages	23,708	205,601	365,592	274,135	354,168	11,424	
Employee Benefits	8,487	63,126	103,344	84,168	97,689	5,655	
Workers Comp	1,029	14,204	20,760	18,939	21,413	(653)	
Vacations & Holidays	3,217	22,555	31,884	30,073	33,776	(1,892)	
Activities	4,950	43,234	44,100	57,645	50,330	(6,230)	
Chapel Expense	60	1,435	6,480	1,913	6,480	0	
Exp for restricted fund programs	1,575	18,332	25,632	24,443	24,443	1,189	
Transfers for restricted programs	(1,575)	(18,332)	(25,632)	(24,443)	(24,443)	(1,189)	
Total	41,451	350,155	572,160	466,873	563,856	8,304	

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Health Center & Other Nursing							
Salaries & Wages	180,012	1,627,985	2,204,760	2,170,647	2,117,804	86,956	
Employee Benefits	45,095	435,131	568,188	580,175	531,134	37,054	
Workers Comp	12,056	89,307	132,156	119,076	125,416	6,740	
Vacations & Holidays	16,497	115,213	160,968	153,617	154,345	6,623	
Professional Fees	7,775	39,450	52,068	52,600	54,178	(2,110)	
Medical Supplies	2,921	69,605	110,400	92,807	92,807	17,593	
Household Replacements	1,106	1,882	1,704	2,509	2,509	(805)	
Outside Services	10,648	50,105	45,768	66,807	25,000	20,768	
Cleaning/Disinfectant Supplies	0	0	0	0	0	0	
Licenses	1,007	9,619	14,256	12,825	12,825	1,431	
Outside Medical Expense (ONR)	2,301	19,296	25,068	25,728	25,728	(660)	
Equipment Maintenance	0	5,630	8,244	7,507	7,507	737	
Communications	0	4,256	5,736	5,675	5,675	61	
Continuing Education/Ins	1,256	2,151	5,952	2,868	2,868	3,084	
Office Supplies/Printing	1,076	3,456	4,176	4,608	4,608	(432)	
Contract Maintenance	1,540	6,513	8,592	8,684	8,684	(92)	
Conferences & Travel	294	7,810	7,284	10,413	10,413	(3,129)	
Miscellaneous	0	0	396	0	0	396	
Total	283,584	2,487,409	3,355,716	3,316,545	3,181,501	174,215	
IL/AL Resident Medical Services							
Salaries & Wages	29,940	351,391	537,516	468,521	515,949	21,567	
Employee Benefits	8,149	83,800	121,224	111,733	156,279	(35,055)	
Workers Comp	3,007	31,961	36,504	42,615	36,143	361	
Vacations & Holidays	4,160	40,739	50,160	54,319	34,740	15,420	
Medical Fees	1,360	20,013	29,388	26,684	30,000	(612)	
Professional Fees	2,500	20,000	30,000	26,667	30,000	0	
Other Services IL/AL Medical Care	1,887	13,966	23,076	18,621	25,000	(1,924)	
Total	51,003	561,870	827,868	749,160	828,111	(243)	
Medicare Expenses							
Medical Supplies	6,304	46,298	101,568	61,731	44,093	57,475	
Professional Fees	0	17,970	15,204	23,960	17,114	(1,910)	
Outside Services	15,842	227,663	326,268	303,551	216,822	109,446	
Cleaning/Disinfectant Supplies	0	0	0	0	0	0	
Household Replacements	0	0	0	0	0	0	
Licenses	0	0	0	0	0	0	
Marketing	0	0	0	0	0	0	
Continuing Education/In-Service	0	0	0	0	0	0	
Office Supplies/Printing	0	0	0	0	0	0	
Miscellaneous	0	0	0	0	0	0	
Total	22,146	291,931	443,040	389,241	278,030	165,010	

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Administration							
Salaries & Wages	91,936	729,869	989,856	973,159	1,093,737	(103,881)	
Employee Benefits	15,692	155,159	190,644	206,879	223,734	(33,090)	
Workers Comp	463	3,855	5,232	5,140	5,940	(708)	
Vacations & Holidays	10,814	86,101	107,052	114,801	119,517	(12,465)	
Accounting Fees	1,657	51,866	60,000	69,155	66,650	(6,650)	
Marketing	1,612	33,412	72,996	44,549	75,000	(2,004)	
Development	0	7,131	23,496	9,508	15,000	8,496	
Association Dues	1,516	13,969	21,600	18,625	15,770	5,830	
Outside Services	7,813	82,279	59,940	88,279	65,000	(5,060)	
Communications	1,610	16,736	22,716	22,315	22,716	0	
Office Supplies/Printing	3,229	38,420	30,000	51,227	40,000	(10,000)	
Licenses & Taxes	739	46,650	59,460	62,200	40,000	19,460	
Physical Exams	0	0	0	0	0	0	
Legal Fees	7,508	41,365	70,260	55,153	60,000	10,260	
Conferences & Travel	800	24,480	23,412	32,640	30,000	(6,588)	
Professional Fees	1,700	9,051	20,004	12,068	18,200	1,804	
Continuing Education	0	4,119	4,224	5,492	6,500	(2,276)	
Miscellaneous	0	361	3,648	481	3,000	648	
Holiday Party	0	0	21,000	21,000	21,000	0	
Board Expense	131	2,323	5,556	3,097	5,000	556	
Total	147,220	1,347,146	1,791,096	1,795,768	1,926,765	(135,669)	
General Expense							
Utilities	45,691	413,771	515,808	551,695	579,279	(63,471)	
Insurance	13,564	120,883	175,380	161,177	197,843	(22,463)	
Computers & IT	4,904	19,701	44,004	26,268	44,000	4	
Unemployment Expense	0	9,826	7,296	13,101	14,000	(6,704)	
Total	64,159	564,181	742,488	752,241	835,122	(92,634)	