

**Heritage on the Marina**  
**For the Five Months Ending**  
**5/31/2020**

	<b>2020 Annual Budget</b>	<b>2020 1-Month Budget</b>	<b>Current Month Actual</b>	<b>Current Month Variance</b>	<b>Current YTD Budget</b>	<b>Current YTD Actual</b>	<b>Year To Date Variance</b>
<b>Operating Revenue</b>							
Monthly Care Fees (Incl. Type C)	\$4,637,772	\$361,625	\$312,589	(\$49,036)	\$1,808,125	\$1,590,674	(\$217,451)
MCF Fee Subsidy	(249,996)	(20,833)	(14,616)	6,217	(104,165)	(80,689)	23,476
SNF Private Pay Fees	1,424,280	115,388	143,375	27,987	576,940	673,290	96,350
AL Private Pay Fees	320,808	26,210	45,205	18,995	131,050	214,746	83,696
Medicare Type A and Type B	1,632,984	134,963	106,960	(28,003)	674,815	663,403	(11,412)
Amortized Entry Fees	994,752	82,896	81,993	(903)	414,480	643,370	228,890
Services to Medical Director	12,840	1,070	0	(1,070)	5,350	0	(5,350)
Guest Charges	35,004	2,917	313	(2,604)	14,585	14,272	(313)
Processing Fees/Community Fee	9,756	813	0	(813)	4,065	4,000	(65)
Other Resid, Program Fees	14,004	1,167	1,950	783	5,835	10,400	4,565
<b>Total Operating Revenue</b>	<b>\$8,832,204</b>	<b>\$706,216</b>	<b>\$677,769</b>	<b>(\$28,447)</b>	<b>\$3,531,080</b>	<b>\$3,733,466</b>	<b>\$202,386</b>
<b>Expense</b>							
Operating Expense	11,810,748	984,229	1,158,350	174,121	4,921,145	5,332,557	411,412
Depreciation	722,028	60,169	74,645	14,476	300,845	373,226	72,381
<b>Total Expense</b>	<b>\$12,532,776</b>	<b>\$1,044,398</b>	<b>\$1,232,995</b>	<b>\$188,597</b>	<b>\$5,221,990</b>	<b>\$5,705,783</b>	<b>\$483,793</b>
<b>Operating Income/(Loss)</b>	<b>(3,700,572)</b>	<b>(338,182)</b>	<b>(555,226)</b>	<b>(217,044)</b>	<b>(1,690,910)</b>	<b>(1,972,317)</b>	<b>(281,407)</b>
<b>Other Income &amp; Expense</b>							
Donations & Bequests	80,004	6,667	295	(6,372)	33,335	37,624	4,289
Planning & Development	(309,132)	(25,761)	(27,917)	(2,156)	(128,805)	(45,669)	83,136
Other Income	15,000	1,250	129,737	128,487	6,250	222,637	216,387
<b>Sub Total</b>	<b>(214,128)</b>	<b>(17,844)</b>	<b>102,116</b>	<b>119,960</b>	<b>(89,220)</b>	<b>214,592</b>	<b>303,812</b>
<b>Pre-Investment Net Income/(Loss)</b>	<b>(3,914,700)</b>	<b>(356,026)</b>	<b>(453,111)</b>	<b>(97,085)</b>	<b>(1,780,130)</b>	<b>(1,757,725)</b>	<b>22,405</b>
Total Investment Income	3,614,148	301,179	2,191,825	1,890,646	1,505,895	(4,853,653)	(6,359,548)
Investment Management Fee	(428,004)	(35,667)	0	35,667	(178,335)	(159,643)	18,692
<b>Net Investment Income</b>	<b>3,186,144</b>	<b>265,512</b>	<b>2,191,825</b>	<b>1,926,313</b>	<b>1,327,560</b>	<b>(5,013,296)</b>	<b>(6,340,856)</b>
<b>Net Income/(Loss)</b>	<b>(728,556)</b>	<b>(90,514)</b>	<b>1,738,714</b>	<b>1,829,228</b>	<b>(452,570)</b>	<b>(6,771,021)</b>	<b>(6,318,451)</b>

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	<b>2020 Annual Budget</b>	<b>2020 1-Month Budget</b>	<b>Current Month Actual</b>	<b>Current Month Variance</b>	<b>Current YTD Budget</b>	<b>Current YTD Actual</b>	<b>Year To Date Variance</b>
<b>Summary by Department</b>							
Health Center	3,181,512	265,126	376,128	(111,002)	1,325,630	1,574,437	(248,807)
Food Service	2,586,720	215,560	245,469	(29,909)	1,077,800	1,167,125	(89,325)
Administration	1,926,780	160,565	173,078	(12,513)	802,825	911,277	(108,452)
Maintenance & Security	931,284	77,607	85,662	(8,055)	388,035	377,869	10,166
General Expense	835,128	69,594	76,802	(7,208)	347,970	332,257	15,713
Housekeeping	679,284	56,607	55,317	1,290	283,035	276,527	6,508
Activities/Wellness	563,868	46,989	41,460	5,529	234,945	196,122	38,823
Other Nursing and Medical Related	828,108	69,009	71,487	(2,478)	345,045	308,890	36,155
Medicare	278,064	23,172	32,948	(9,776)	115,860	188,052	(72,192)
<b>Total</b>	<b>11,810,748</b>	<b>984,229</b>	<b>1,158,350</b>	<b>(174,121)</b>	<b>4,921,145</b>	<b>5,332,557</b>	<b>(411,412)</b>
<b>Grand Total</b>	<b>11,810,748</b>	<b>984,229</b>	<b>1,158,350</b>	<b>(174,121)</b>	<b>4,921,145</b>	<b>5,332,557</b>	<b>(411,412)</b>

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<b>Summary by Expense</b>							
Wages & Salaries	5,278,512	439,876	450,623	(10,747)	2,199,380	2,187,580	11,800
Employee Benefits	1,359,660	113,305	116,773	(3,468)	566,525	562,005	4,520
Workers Comp Insurance	269,904	22,492	21,999	493	112,460	97,970	14,490
Unemployment	14,004	1,167	0	1,167	5,835	1,214	4,621
Vacations & Holidays	432,336	36,028	23,801	12,227	180,140	180,569	(429)
Food	515,004	42,917	43,825	(908)	214,585	212,175	2,410
Food-Wine & Beer	24,996	2,083	2,213	(130)	10,415	11,709	(1,294)
Utilities	579,276	48,273	57,548	(9,275)	241,365	245,155	(3,790)
Professional Fees	175,812	14,651	23,058	(8,407)	73,255	79,861	(6,606)
Security Services	195,492	16,291	16,078	213	81,455	78,731	2,724
Insurance	197,844	16,487	16,015	472	82,435	80,074	2,361
Contract, Grounds Maintenance	153,564	12,797	17,764	(4,967)	63,985	57,979	6,006
Cleaning Supp & Paper Products	180,312	15,026	7,452	7,574	75,130	66,836	8,294
Equipment & Long term Maintenance	181,356	15,113	12,555	2,558	75,565	88,911	(13,346)
Hsehld, Equip, & Carpet Replacement	38,808	3,234	2,038	1,196	16,170	20,051	(3,881)
Maintenance Expendable Supplies	2,508	209	4,040	(3,831)	1,045	10,335	(9,290)
Outside Services	1,417,248	118,104	141,975	(23,871)	590,520	712,525	(122,005)
Accounting Fees	66,648	5,554	5,710	(156)	27,770	63,974	(36,204)
Legal Fees	60,000	5,000	7,804	(2,804)	25,000	31,007	(6,007)
Activities, Chapel, Arts, O&A, Gorman	82,260	6,855	1,499	5,357	34,275	18,410	15,865
Marketing	75,000	6,250	5,751	499	31,250	42,677	(11,427)
Development	15,000	1,250	0	1,250	6,250	11,021	(4,771)
IL/AL Medical Fees & Services	80,724	6,727	2,226	4,501	33,635	22,896	10,739
Medical Supplies	136,896	11,408	4,912	6,496	57,040	47,278	9,762
Association Dues	15,768	1,314	2,425	(1,111)	6,570	9,978	(3,408)
Licenses, taxes, fees	54,528	4,544	2,483	2,061	22,720	51,378	(28,658)
Communications	28,392	2,366	1,081	1,285	11,830	9,801	2,029
Office Supplies/Computers/IT	103,608	8,634	7,225	1,409	43,170	28,052	15,118
Board Expense	5,004	417	206	211	2,085	7,521	(5,436)
Holiday Party	21,000	1,750	0	1,750	8,750	0	8,750
Continuing Education/In-Service	9,372	781	0	781	3,905	1,365	2,540
Conference & Travel	42,816	3,568	52	3,516	17,840	4,805	13,035
Van Expense	11,340	945	431	514	4,725	6,936	(2,211)
COVID-19 Related	0	0	158,452	(158,452)	0	281,687	(281,687)
Miscellaneous	11,196	933	338	595	4,665	4,369	296
Less Transfer for Arts, O&A Programs	(25,440)	(2,120)	0	(2,120)	(10,600)	(4,278)	(6,322)
<b>Total</b>	<b>11,810,748</b>	<b>984,229</b>	<b>1,158,350</b>	<b>(174,121)</b>	<b>4,921,145</b>	<b>5,332,557</b>	<b>(411,412)</b>

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<b>Food Service</b>							
Wages & Salaries	512,712	42,726	40,149	2,577	213,630	199,204	14,426
Employee Benefits	141,660	11,805	14,212	(2,407)	59,025	60,779	(1,754)
Workers Comp Insurance	35,652	2,971	2,989	(18)	14,855	13,098	1,757
Vacations & Holidays	30,528	2,544	1,100	1,444	12,720	12,071	649
Food	515,004	42,917	43,825	(908)	214,585	212,175	2,410
Food-Wine & Beer	24,996	2,083	2,213	(130)	10,415	11,709	(1,294)
Management Fees	56,280	4,690	4,830	(140)	23,450	23,589	(139)
Cleaning Supplies & Paper Products	96,552	8,046	4,421	3,625	40,230	34,543	5,687
Household Replacements	20,004	1,667	912	755	8,335	13,543	(5,208)
Equipment Maintenance	20,004	1,667	844	823	8,335	13,701	(5,366)
Contract Maintenance	20,004	1,667	1,210	457	8,335	2,345	5,990
Licenses	1,704	142	105	37	710	523	187
Office Supplies/Printing	15,000	1,250	1,285	(35)	6,250	8,585	(2,335)
Outside Services	1,090,620	90,885	102,701	(11,816)	454,425	504,231	(49,806)
COVID-19 Related	0	0	24,336	(24,336)	0	52,693	(52,693)
Miscellaneous	6,000	500	338	162	2,500	4,334	(1,834)
<b>Total Food Service</b>	<b>2,586,720</b>	<b>215,560</b>	<b>245,469</b>	<b>(29,909)</b>	<b>1,077,800</b>	<b>1,167,125</b>	<b>(89,325)</b>
<b>Housekeeping</b>							
Salaries & Wages	378,996	31,583	31,544	39	157,915	152,472	5,443
Employee Benefits	126,012	10,501	10,661	(160)	52,505	53,350	(845)
Workers Comp Insurance	27,084	2,257	2,261	(4)	11,285	9,785	1,500
Vacations & Holidays	33,744	2,812	1,732	1,080	14,060	15,326	(1,266)
Cleaning Supplies & Paper Products	83,760	6,980	3,031	3,949	34,900	31,514	3,386
Household Replacements	4,896	408	0	408	2,040	527	1,513
Carpet Replacements	4,800	400	0	400	2,000	0	2,000
Equipment Maintenance	0	0	0	0	0	1,176	(1,176)
Outside Services	19,800	1,650	592	1,058	8,250	762	7,488
Miscellaneous	192	16	0	16	80	35	45
<b>Total Housekeeping</b>	<b>679,284</b>	<b>56,607</b>	<b>55,317</b>	<b>1,290</b>	<b>283,035</b>	<b>276,527</b>	<b>6,508</b>

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<b>Maintenance &amp; Security</b>							
Wages & Salaries	305,136	25,428	24,494	934	127,140	109,331	17,809
Employee Benefits	83,148	6,929	4,475	2,454	34,645	21,583	13,062
Workers Comp Insurance	18,264	1,522	1,459	63	7,610	6,679	931
Vacations & Holidays	25,680	2,140	1,504	636	10,700	9,237	1,463
Security Services	195,492	16,291	16,078	213	81,455	78,731	2,724
Van/Transportation	11,340	945	431	514	4,725	6,936	(2,211)
Equipment Maintenance	151,344	12,612	11,250	1,362	63,060	70,924	(7,864)
Contract Maintenance	54,876	4,573	1,815	2,758	22,865	13,513	9,352
Expendable Supplies	2,508	209	4,040	(3,831)	1,045	10,335	(9,290)
Equipment Replacements	6,600	550	850	(300)	2,750	2,845	(95)
Conferences & Travel	2,400	200	0	200	1,000	0	1,000
Longterm Maintenance	2,496	208	0	208	1,040	1,876	(836)
Grounds Maintenance	69,996	5,833	13,962	(8,129)	29,165	37,757	(8,592)
COVID-19 Related	0	0	5,303	(5,303)	0	8,122	(8,122)
Miscellaneous	2,004	167	0	167	835	0	835
<b>Total Maintenance &amp; Security</b>	<b>931,284</b>	<b>77,607</b>	<b>85,662</b>	<b>(8,055)</b>	<b>388,035</b>	<b>377,869</b>	<b>10,166</b>
<b>Activities/Wellness</b>							
Wages & Salaries	354,168	29,514	27,764	1,750	147,570	124,166	23,404
Employee Benefits	97,692	8,141	7,178	963	40,705	35,339	5,366
Workers Comp Insurance	21,408	1,784	1,704	80	8,920	7,805	1,115
Vacations & Holidays	33,780	2,815	1,876	939	14,075	12,521	1,554
Activities	50,340	4,195	1,499	2,697	20,975	13,952	7,023
Chapel Expense	6,480	540	0	540	2,700	180	2,520
COVID-19 Related	0	0	1,440	(1,440)	0	2,160	(2,160)
Misc Exp for Arts, O&A, Gorman Programs	25,440	2,120	0	2,120	10,600	4,278	6,322
Transfer for Arts, O&A, Gorman Programs	(25,440)	(2,120)	0	(2,120)	(10,600)	(4,278)	(6,322)
<b>Total Activities</b>	<b>563,868</b>	<b>46,989</b>	<b>41,460</b>	<b>5,529</b>	<b>234,945</b>	<b>196,122</b>	<b>38,823</b>

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<b>Health Center</b>							
Wages & Salaries	2,117,808	176,484	189,486	(13,002)	882,420	956,807	(74,387)
Employee Benefits	531,132	44,261	50,049	(5,788)	221,305	247,178	(25,873)
Workers Comp Insurance	125,412	10,451	10,032	419	52,255	45,077	7,178
Vacations & Holidays	154,344	12,862	8,543	4,319	64,310	66,136	(1,826)
Professional Fees	54,180	4,515	15,263	(10,748)	22,575	36,938	(14,363)
Medical Supplies	92,808	7,734	4,699	3,035	38,670	29,282	9,388
Household Replacements	2,508	209	277	(68)	1,045	3,135	(2,090)
Outside Services	24,996	2,083	3,359	(1,276)	10,415	18,002	(7,587)
Licenses	12,828	1,069	2,072	(1,003)	5,345	10,540	(5,195)
Medical Fees	25,728	2,144	264	1,880	10,720	13,110	(2,390)
Equipment Maintenance	7,512	626	461	165	3,130	1,234	1,896
Communications	5,676	473	436	37	2,365	2,648	(283)
Continuing Education/Inservice	2,868	239	0	239	1,195	145	1,050
Office Supplies/Printing	4,608	384	853	(469)	1,920	5,121	(3,201)
Contract Maintenance	8,688	724	777	(53)	3,620	4,363	(743)
Conferences & Travel	10,416	868	52	816	4,340	395	3,945
COVID-19 Related	0	0	89,506	(89,506)	0	133,355	(133,355)
<b>Total Health Center and Nursing</b>	<b>3,181,512</b>	<b>265,126</b>	<b>376,128</b>	<b>(111,002)</b>	<b>1,325,630</b>	<b>1,574,437</b>	<b>(248,807)</b>
<b>Other Nursing and Medical Related</b>							
Wages & Salaries	515,952	42,996	47,235	(4,239)	214,980	205,835	9,145
Employee Benefits	156,276	13,023	9,246	3,777	65,115	44,118	20,997
Workers Comp Insurance	36,144	3,012	3,088	(76)	15,060	13,370	1,690
Vacations & Holidays	34,740	2,895	1,916	979	14,475	14,906	(431)
COVID-19 Related	0	0	5,540	(5,540)	0	8,375	(8,375)
Outside Medical Fees, Services	30,000	2,500	75	2,425	12,500	351	12,149
Professional Fees	30,000	2,500	2,500	0	12,500	12,500	0
Other Exp for IL/AL Medical Care	24,996	2,083	1,887	196	10,415	9,435	980
<b>Total Other Nursing and Medical</b>	<b>828,108</b>	<b>69,009</b>	<b>71,487</b>	<b>(2,478)</b>	<b>345,045</b>	<b>308,890</b>	<b>36,155</b>

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<b>Medicare</b>							
Medical Supplies	44,088	3,674	213	3,461	18,370	17,996	374
Professional Fees	17,148	1,429	465	964	7,145	465	6,680
Outside Services	216,828	18,069	32,269	(14,200)	90,345	169,591	(79,246)
<b>Total Medicare</b>	<b>278,064</b>	<b>23,172</b>	<b>32,948</b>	<b>(9,776)</b>	<b>115,860</b>	<b>188,052</b>	<b>(72,192)</b>

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<b>Administration</b>							
Wages & Salaries	1,093,740	91,145	89,951	1,194	455,725	439,765	15,960
Employee Benefits	223,740	18,645	20,951	(2,306)	93,225	99,656	(6,431)
Workers Comp Insurance	5,940	495	466	29	2,475	2,158	317
Vacations & Holidays	119,520	9,960	7,130	2,830	49,800	50,373	(573)
Accounting Fees	66,648	5,554	5,710	(156)	27,770	63,974	(36,204)
Marketing, Life Care Residents	75,000	6,250	5,751	499	31,250	42,483	(11,233)
Development	15,000	1,250	0	1,250	6,250	11,021	(4,771)
Association Dues	15,768	1,314	2,425	(1,111)	6,570	9,978	(3,408)
Outside Services	65,004	5,417	3,054	2,363	27,085	19,939	7,146
Communications	22,716	1,893	645	1,248	9,465	7,153	2,312
Office Supplies/Printing/Postage	39,996	3,333	1,848	1,485	16,665	8,533	8,132
Licenses, taxes, fees	39,996	3,333	306	3,027	16,665	40,316	(23,651)
Legal Fees	60,000	5,000	7,804	(2,804)	25,000	31,007	(6,007)
Conferences & Travel	30,000	2,500	0	2,500	12,500	4,411	8,089
Professional Fees	18,204	1,517	0	1,517	7,585	6,370	1,215
Continuing Education/Inservice	6,504	542	0	542	2,710	1,220	1,490
COVID-19 Related	0	0	26,831	(26,831)	0	65,401	(65,401)
Miscellaneous	3,000	250	0	250	1,250	0	1,250
Holiday Party	21,000	1,750	0	1,750	8,750	0	8,750
Board Expenses	5,004	417	206	211	2,085	7,521	(5,436)
<b>Total Administration</b>	<b>1,926,780</b>	<b>160,565</b>	<b>173,078</b>	<b>(12,513)</b>	<b>802,825</b>	<b>911,277</b>	<b>(108,452)</b>
<b>General Expenses</b>							
Utilities	579,276	48,273	57,548	(9,275)	241,365	245,155	(3,790)
Insurance	197,844	16,487	16,015	472	82,435	80,074	2,361
Computers & IT	44,004	3,667	3,239	428	18,335	5,813	12,522
<b>Total General Expenses</b>	<b>821,124</b>	<b>68,427</b>	<b>76,802</b>	<b>(8,375)</b>	<b>342,135</b>	<b>331,043</b>	<b>11,092</b>