

Heritage on the Marina
For the Nine Months Ending
9/30/2020

	2020 Annual Budget	2020 1-Month Budget	Current Month Actual	Current Month Variance	Current YTD Budget	Current YTD Actual	Year To Date Variance
Operating Revenue							
Monthly Care Fees (Incl. Type C)	\$4,637,772	\$411,337	\$334,273	(\$77,064)	\$3,403,761	\$2,900,692	(\$503,069)
MCF Fee Subsidy	(249,996)	(20,833)	(15,388)	5,445	(187,497)	(141,469)	46,028
SNF Private Pay Fees	1,424,280	121,992	157,150	35,158	1,058,304	1,247,980	189,676
AL Private Pay Fees	320,808	27,258	38,475	11,217	239,034	378,156	139,122
Medicare Type A and Type B	1,632,984	137,201	47,364	(89,837)	1,221,381	874,855	(346,526)
Amortized Entry Fees	994,752	82,896	88,352	5,456	746,064	983,551	237,487
Services to Medical Director	12,840	1,070	0	(1,070)	9,630	0	(9,630)
Guest Charges	35,004	2,917	312	(2,605)	26,253	15,436	(10,817)
Processing Fees/Community Fee	9,756	813	0	(813)	7,317	5,000	(2,317)
Other Resid, Program Fees	14,004	1,167	2,025	858	10,503	18,458	7,955
US HHS Stimulus Payments	0	0	0	0	0	276,981	276,981
Total Operating Revenue	\$8,832,204	\$765,818	\$652,563	(\$113,255)	\$6,534,750	\$6,559,640	\$24,890
Expense							
Operating Expense	11,810,748	984,229	1,007,096	22,867	8,858,061	9,525,800	667,739
Depreciation	722,028	60,169	74,645	14,476	541,521	671,807	130,286
Total Expense	\$12,532,776	\$1,044,398	\$1,081,741	\$37,343	\$9,399,582	\$10,197,607	\$798,025
Operating Income/(Loss)	(3,700,572)	(278,580)	(429,178)	(150,598)	(2,864,832)	(3,637,967)	(773,135)
Other Income & Expense							
Donations & Bequests	80,004	6,667	170	(6,497)	60,003	44,104	(15,899)
Planning & Development	(309,132)	(25,761)	(23,347)	2,414	(231,849)	(159,113)	72,736
Other Income	15,000	1,250	7,605	6,355	11,250	9,267	(1,983)
Sub Total	(214,128)	(17,844)	(15,572)	2,272	(160,596)	(105,742)	54,854
Pre-Investment Net Income/(Loss)	(3,914,700)	(296,424)	(444,750)	(148,326)	(3,025,428)	(3,743,709)	(718,281)
Total Investment Income	3,614,148	301,179	(1,778,353)	(2,079,532)	2,710,611	(357,494)	(3,068,105)
Investment Management Fee	(428,004)	(35,667)	(372)	35,295	(321,003)	(244,765)	76,238
Net Investment Income	3,186,144	265,512	(1,778,725)	(2,044,237)	2,389,608	(602,259)	(2,991,867)
Net Income/(Loss)	(728,556)	(30,912)	(2,223,475)	(2,192,563)	(635,820)	(4,345,968)	(3,710,148)

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	2020 Annual Budget	2020 1-Month Budget	Current Month Actual	Current Month Variance	Current YTD Budget	Current YTD Actual	Year To Date Variance
Summary by Department							
Health Center	3,181,512	265,126	284,937	(19,811)	2,386,134	2,736,202	(350,068)
Food Service	2,586,720	215,560	238,538	(22,978)	1,940,040	2,134,134	(194,094)
Administration	1,926,780	160,565	155,506	5,059	1,445,085	1,602,888	(157,803)
Maintenance & Security	931,284	77,607	89,811	(12,204)	698,463	709,723	(11,260)
General Expense	835,128	69,594	71,380	(1,786)	626,346	632,443	(6,097)
Housekeeping	679,284	56,607	46,244	10,363	509,463	491,704	17,759
Activities/Wellness	563,868	46,989	42,402	4,587	422,901	359,067	63,834
Other Nursing and Medical Related	828,108	69,009	59,185	9,824	621,081	568,035	53,046
Medicare	278,064	23,172	19,093	4,079	208,548	291,603	(83,055)
Total	11,810,748	984,229	1,007,096	(22,867)	8,858,061	9,525,800	(667,739)
Grand Total	11,810,748	984,229	1,007,096	(22,867)	8,858,061	9,525,800	(667,739)

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	2020 Annual Budget	2020 1-Month Budget	Current Month Actual	Current Month Variance	Current YTD Budget	Current YTD Actual	Year To Date Variance
Summary by Expense							
Wages & Salaries	5,278,512	439,876	427,332	12,544	3,958,884	3,930,835	28,049
Employee Benefits	1,359,660	113,305	101,314	11,991	1,019,745	1,014,306	5,439
Workers Comp Insurance	269,904	22,492	21,072	1,420	202,428	184,465	17,963
Unemployment	14,004	1,167	0	1,167	10,503	17,871	(7,368)
Vacations & Holidays	432,336	36,028	42,784	(6,756)	324,252	335,328	(11,076)
Food	515,004	42,917	52,168	(9,251)	386,253	401,767	(15,514)
Food-Wine & Beer	24,996	2,083	1,606	477	18,747	21,699	(2,952)
Utilities	579,276	48,273	55,133	(6,860)	434,457	458,728	(24,271)
Professional Fees	175,812	14,651	5,018	9,633	131,859	135,215	(3,356)
Security Services	195,492	16,291	15,804	487	146,619	145,613	1,006
Insurance	197,844	16,487	16,087	400	148,383	144,351	4,032
Contract, Grounds Maintenance	153,564	12,797	8,585	4,212	115,173	112,179	2,994
Cleaning Supp & Paper Products	180,312	15,026	15,036	(10)	135,234	129,834	5,400
Equipment & Long term Maintenance	181,356	15,113	27,039	(11,926)	136,017	159,711	(23,694)
Hsehd, Equip, & Carpet Replacement	38,808	3,234	5,934	(2,700)	29,106	34,996	(5,890)
Maintenance Expendable Supplies	2,508	209	4,752	(4,543)	1,881	22,739	(20,858)
Outside Services	1,417,248	118,104	127,701	(9,597)	1,062,936	1,250,183	(187,247)
Accounting Fees	66,648	5,554	4,200	1,354	49,986	71,650	(21,664)
Legal Fees	60,000	5,000	0	5,000	45,000	71,641	(26,641)
Activities, Chapel, Arts, O&A, Gorman	82,260	6,855	503	6,352	61,695	23,097	38,598
Marketing	75,000	6,250	7,211	(961)	56,250	67,786	(11,536)
Development	15,000	1,250	0	1,250	11,250	11,021	229
IL/AL Medical Fees & Services	80,724	6,727	5,885	842	60,543	40,164	20,379
Medical Supplies	136,896	11,408	6,481	4,927	102,672	71,412	31,260
Association Dues	15,768	1,314	1,346	(32)	11,826	16,558	(4,732)
Licenses, taxes, fees	54,528	4,544	2,862	1,682	40,896	63,548	(22,652)
Communications	28,392	2,366	1,011	1,355	21,294	14,161	7,133
Office Supplies/Computers/IT	103,608	8,634	7,137	1,497	77,706	51,417	26,289
Board Expense	5,004	417	0	417	3,753	7,521	(3,768)
Holiday Party	21,000	1,750	0	1,750	15,750	0	15,750
Continuing Education/In-Service	9,372	781	100	681	7,029	4,763	2,266
Conference & Travel	42,816	3,568	0	3,568	32,112	5,274	26,838
Van Expense	11,340	945	1,223	(278)	8,505	10,085	(1,580)
COVID-19 Related	0	0	41,354	(41,354)	0	494,563	(494,563)
Miscellaneous	11,196	933	419	514	8,397	5,594	2,803
Less Transfer for Arts, O&A Programs	(25,440)	(2,120)	0	(2,120)	(19,080)	(4,278)	(14,802)
Total	11,810,748	984,229	1,007,096	(22,867)	8,858,061	9,525,800	(667,739)

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Food Service							
Wages & Salaries	512,712	42,726	39,999	2,727	384,534	358,976	25,558
Employee Benefits	141,660	11,805	5,638	6,167	106,245	107,078	(833)
Workers Comp Insurance	35,652	2,971	2,901	70	26,739	24,963	1,776
Vacations & Holidays	30,528	2,544	2,641	(97)	22,896	21,272	1,624
Food	515,004	42,917	52,168	(9,251)	386,253	401,767	(15,514)
Food-Wine & Beer	24,996	2,083	1,606	477	18,747	21,699	(2,952)
Management Fees	56,280	4,690	4,830	(140)	42,210	42,910	(700)
Cleaning Supplies & Paper Products	96,552	8,046	5,912	2,134	72,414	57,546	14,868
Household Replacements	20,004	1,667	2,543	(876)	15,003	20,529	(5,526)
Equipment Maintenance	20,004	1,667	4,308	(2,641)	15,003	22,060	(7,057)
Contract Maintenance	20,004	1,667	0	1,667	15,003	10,391	4,612
Licenses	1,704	142	105	37	1,278	941	337
Office Supplies/Printing	15,000	1,250	789	461	11,250	11,538	(288)
Outside Services	1,090,620	90,885	100,953	(10,068)	817,965	907,341	(89,376)
COVID-19 Related	0	0	13,726	(13,726)	0	119,565	(119,565)
Miscellaneous	6,000	500	419	81	4,500	5,559	(1,059)
Total Food Service	2,586,720	215,560	238,538	(22,978)	1,940,040	2,134,134	(194,094)
Housekeeping							
Salaries & Wages	378,996	31,583	22,343	9,240	284,247	254,425	29,822
Employee Benefits	126,012	10,501	9,206	1,295	94,509	92,571	1,938
Workers Comp Insurance	27,084	2,257	2,040	217	20,313	18,501	1,812
Vacations & Holidays	33,744	2,812	2,891	(79)	25,308	26,003	(695)
Cleaning Supplies & Paper Products	83,760	6,980	9,123	(2,143)	62,820	71,087	(8,267)
Household Replacements	4,896	408	160	248	3,672	687	2,985
Carpet Replacements	4,800	400	0	400	3,600	0	3,600
Outside Services	19,800	1,650	480	1,170	14,850	1,242	13,608
COVID-19 Related	0	0	0	0	0	25,977	(25,977)
Miscellaneous	192	16	0	16	144	35	109
Total Housekeeping	679,284	56,607	46,244	10,363	509,463	491,704	17,759

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Maintenance & Security							
Wages & Salaries	305,136	25,428	21,943	3,485	228,852	204,154	24,698
Employee Benefits	83,148	6,929	4,536	2,393	62,361	40,340	22,021
Workers Comp Insurance	18,264	1,522	1,382	140	13,698	12,392	1,306
Vacations & Holidays	25,680	2,140	2,540	(400)	19,260	18,653	607
Security Services	195,492	16,291	15,804	487	146,619	145,613	1,006
Van/Transportation	11,340	945	1,223	(278)	8,505	10,085	(1,580)
Equipment Maintenance	151,344	12,612	22,731	(10,119)	113,508	130,196	(16,688)
Contract Maintenance	54,876	4,573	4,544	29	41,157	37,291	3,866
Expendable Supplies	2,508	209	4,752	(4,543)	1,881	22,739	(20,858)
Equipment Replacements	6,600	550	3,231	(2,681)	4,950	10,202	(5,252)
Conferences & Travel	2,400	200	0	200	1,800	0	1,800
Longterm Maintenance	2,496	208	0	208	1,872	1,876	(4)
Grounds Maintenance	69,996	5,833	3,290	2,543	52,497	58,204	(5,707)
COVID-19 Related	0	0	3,836	(3,836)	0	17,979	(17,979)
Miscellaneous	2,004	167	0	167	1,503	0	1,503
Total Maintenance & Security	931,284	77,607	89,811	(12,204)	698,463	709,723	(11,260)
Activities/Wellness							
Wages & Salaries	354,168	29,514	26,046	3,468	265,626	225,847	39,779
Employee Benefits	97,692	8,141	10,332	(2,191)	73,269	69,224	4,045
Workers Comp Insurance	21,408	1,784	1,704	80	16,056	14,479	1,577
Vacations & Holidays	33,780	2,815	3,148	(333)	25,335	23,979	1,356
Activities	50,340	4,195	503	3,692	37,755	18,639	19,116
Chapel Expense	6,480	540	0	540	4,860	180	4,680
COVID-19 Related	0	0	668	(668)	0	6,718	(6,718)
Misc Exp for Arts, O&A, Gorman Programs	25,440	2,120	0	2,120	19,080	4,278	14,802
Transfer for Arts, O&A, Gorman Programs	(25,440)	(2,120)	0	(2,120)	(19,080)	(4,278)	(14,802)
Total Activities	563,868	46,989	42,402	4,587	422,901	359,067	63,834

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Health Center							
Wages & Salaries	2,117,808	176,484	190,300	(13,816)	1,588,356	1,693,091	(104,735)
Employee Benefits	531,132	44,261	44,184	77	398,349	446,918	(48,569)
Workers Comp Insurance	125,412	10,451	9,882	569	94,059	84,845	9,214
Vacations & Holidays	154,344	12,862	16,804	(3,942)	115,758	124,044	(8,286)
Professional Fees	54,180	4,515	188	4,328	40,635	54,822	(14,187)
Medical Supplies	92,808	7,734	5,157	2,577	69,606	48,890	20,716
Household Replacements	2,508	209	0	209	1,881	3,578	(1,697)
Outside Services	24,996	2,083	1,086	997	18,747	22,266	(3,519)
Licenses	12,828	1,069	2,072	(1,003)	9,621	18,828	(9,207)
Medical Fees	25,728	2,144	3,628	(1,484)	19,296	20,703	(1,407)
Equipment Maintenance	7,512	626	0	626	5,634	4,404	1,230
Communications	5,676	473	454	19	4,257	4,432	(175)
Continuing Education/Inservice	2,868	239	0	239	2,151	1,974	177
Office Supplies/Printing	4,608	384	457	(73)	3,456	6,686	(3,230)
Contract Maintenance	8,688	724	750	(26)	6,516	6,294	222
Conferences & Travel	10,416	868	0	868	7,812	395	7,417
COVID-19 Related	0	0	9,976	(9,976)	0	192,834	(192,834)
Total Health Center and Nursing	3,181,512	265,126	284,937	(19,811)	2,386,134	2,736,202	(350,068)
Other Nursing and Medical Related							
Wages & Salaries	515,952	42,996	36,819	6,177	386,964	375,170	11,794
Employee Benefits	156,276	13,023	7,523	5,500	117,207	76,682	40,525
Workers Comp Insurance	36,144	3,012	2,702	310	27,108	25,290	1,818
Vacations & Holidays	34,740	2,895	3,427	(532)	26,055	27,195	(1,140)
COVID-19 Related	0	0	6,458	(6,458)	0	23,538	(23,538)
Outside Medical Fees, Services	30,000	2,500	369	2,131	22,500	2,477	20,023
Professional Fees	30,000	2,500	0	2,500	22,500	20,700	1,800
Other Exp for IL/AL Medical Care	24,996	2,083	1,887	196	18,747	16,984	1,763
Total Other Nursing and Medical	828,108	69,009	59,185	9,824	621,081	568,035	53,046

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Medicare							
Medical Supplies	44,088	3,674	1,324	2,350	33,066	22,522	10,544
Professional Fees	17,148	1,429	0	1,429	12,861	7,025	5,836
COVID-19 Related	0	0	0	0	0	0	0
Outside Services	216,828	18,069	17,769	300	162,621	261,976	(99,355)
Total Medicare	278,064	23,172	19,093	4,079	208,548	291,523	(82,975)

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Administration							
Wages & Salaries	1,093,740	91,145	89,884	1,261	820,305	819,172	1,133
Employee Benefits	223,740	18,645	19,895	(1,250)	167,805	181,413	(13,608)
Workers Comp Insurance	5,940	495	460	35	4,455	3,995	460
Vacations & Holidays	119,520	9,960	11,333	(1,373)	89,640	94,183	(4,543)
Accounting Fees	66,648	5,554	4,200	1,354	49,986	71,650	(21,664)
Marketing, Life Care Residents	75,000	6,250	7,211	(961)	56,250	67,786	(11,536)
Development	15,000	1,250	0	1,250	11,250	11,021	229
Association Dues	15,768	1,314	1,346	(32)	11,826	16,558	(4,732)
Outside Services	65,004	5,417	7,414	(1,997)	48,753	57,360	(8,607)
Communications	22,716	1,893	557	1,336	17,037	9,729	7,308
Office Supplies/Printing/Postage	39,996	3,333	5,731	(2,398)	29,997	21,701	8,296
Licenses, taxes, fees	39,996	3,333	686	2,647	29,997	43,779	(13,782)
Legal Fees	60,000	5,000	0	5,000	45,000	71,641	(26,641)
Conferences & Travel	30,000	2,500	0	2,500	22,500	4,880	17,620
Professional Fees	18,204	1,517	0	1,517	13,653	9,758	3,895
Continuing Education/Inservice	6,504	542	100	442	4,878	2,789	2,089
COVID-19 Related	0	0	6,690	(6,690)	0	107,953	(107,953)
Miscellaneous	3,000	250	0	250	2,250	0	2,250
Holiday Party	21,000	1,750	0	1,750	15,750	0	15,750
Board Expenses	5,004	417	0	417	3,753	7,521	(3,768)
Total Administration	1,926,780	160,565	155,506	5,059	1,445,085	1,602,888	(157,803)
General Expenses							
Utilities	579,276	48,273	55,133	(6,860)	434,457	458,728	(24,271)
Insurance	197,844	16,487	16,087	400	148,383	144,351	4,032
Computers & IT	44,004	3,667	160	3,507	33,003	11,493	21,510
Total General Expenses	821,124	68,427	71,380	(2,953)	615,843	614,572	1,271