

**Heritage on the Marina**  
**For the Eleven Months Ending**  
**11/30/2020**

	<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	\$411,337	\$331,294	(\$80,043)	\$4,226,435	\$3,573,288	(\$653,147)
MCF Fee Subsidy	(249,996)	(20,833)	(15,388)	5,445	(229,163)	(172,885)	56,278
SNF Private Pay Fees	1,424,280	121,992	145,050	23,058	1,302,288	1,542,235	239,947
AL Private Pay Fees	320,808	27,258	38,988	11,730	293,550	455,619	162,069
Medicare Type A and Type B	1,632,984	137,201	67,855	(69,346)	1,495,783	1,011,452	(484,331)
Amortized Entry Fees	994,752	82,896	88,352	5,456	911,856	1,257,512	345,656
Services to Medical Director	12,840	1,070	0	(1,070)	11,770	0	(11,770)
Guest Charges	35,004	2,917	613	(2,304)	32,087	16,478	(15,609)
Processing Fees/Community Fee	9,756	813	1,000	187	8,943	7,000	(1,943)
Other Resid, Program Fees	14,004	1,167	2,160	993	12,837	22,778	9,941
US HHS Stimulus Distributions	0	0	61,634	61,634	0	338,616	338,616
<b>Total Operating Revenue</b>	<b>\$8,832,204</b>	<b>\$765,818</b>	<b>\$721,558</b>	<b>(\$44,260)</b>	<b>\$8,066,386</b>	<b>\$8,052,092</b>	<b>(\$14,294)</b>
<b>Expense</b>							
Operating Expense	11,810,748	984,229	1,082,697	98,468	10,826,519	11,672,084	845,565
Depreciation	722,028	60,169	74,645	14,476	661,859	821,097	159,238
<b>Total Expense</b>	<b>\$12,532,776</b>	<b>\$1,044,398</b>	<b>\$1,157,342</b>	<b>\$112,944</b>	<b>\$11,488,378</b>	<b>\$12,493,181</b>	<b>\$1,004,803</b>
<b>Operating Income/(Loss)</b>	<b>(3,700,572)</b>	<b>(278,580)</b>	<b>(435,784)</b>	<b>(157,204)</b>	<b>(3,421,992)</b>	<b>(4,441,090)</b>	<b>(1,019,098)</b>
<b>Other Income &amp; Expense</b>							
Donations & Bequests	80,004	6,667	68,475	61,808	73,337	112,749	39,412
Planning & Development	(309,132)	(25,761)	(22,452)	3,309	(283,371)	(210,297)	73,074
Other Income	15,000	1,250	3,478	2,228	13,750	12,868	(882)
<b>Sub Total</b>	<b>(214,128)</b>	<b>(17,844)</b>	<b>49,501</b>	<b>67,345</b>	<b>(196,284)</b>	<b>(84,680)</b>	<b>111,604</b>
<b>Pre-Investment Net Income/(Loss)</b>	<b>(3,914,700)</b>	<b>(296,424)</b>	<b>(386,283)</b>	<b>(89,859)</b>	<b>(3,618,276)</b>	<b>(4,525,770)</b>	<b>(907,494)</b>
Total Investment Income	3,614,148	301,179	6,755,430	6,454,251	3,312,969	5,238,456	1,925,487
Investment Management Fee	(428,004)	(35,667)	0	35,667	(392,337)	(329,908)	62,429
<b>Net Investment Income</b>	<b>3,186,144</b>	<b>265,512</b>	<b>6,755,430</b>	<b>6,489,918</b>	<b>2,920,632</b>	<b>4,908,548</b>	<b>1,987,916</b>
<b>Net Income/(Loss)</b>	<b>(728,556)</b>	<b>(30,912)</b>	6,369,147	6,400,059	<b>(697,644)</b>	382,778	1,080,422

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<b>Summary by Department</b>							
Health Center	3,181,512	265,126	299,974	(34,848)	2,916,386	3,336,791	(420,405)
Food Service	2,586,720	215,560	240,175	(24,615)	2,371,160	2,605,079	(233,919)
Administration	1,926,780	160,565	207,366	(46,801)	1,766,215	1,959,415	(193,200)
Maintenance & Security	931,284	77,607	90,490	(12,883)	853,677	910,132	(56,455)
General Expense	835,128	69,594	64,907	4,687	765,534	788,130	(22,596)
Housekeeping	679,284	56,607	53,085	3,522	622,677	597,921	24,756
Activities/Wellness	563,868	46,989	39,814	7,175	516,879	438,963	77,916
Other Nursing and Medical Related	828,108	69,009	61,183	7,826	759,099	692,906	66,193
Medicare	278,064	23,172	25,702	(2,530)	254,892	342,748	(87,856)
<b>Total</b>	<b>11,810,748</b>	<b>984,229</b>	<b>1,082,697</b>	<b>(98,468)</b>	<b>10,826,519</b>	<b>11,672,084</b>	<b>(845,565)</b>
<b>Grand Total</b>	<b>11,810,748</b>	<b>984,229</b>	<b>1,082,697</b>	<b>(98,468)</b>	<b>10,826,519</b>	<b>11,672,084</b>	<b>(845,565)</b>

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<b>Summary by Expense</b>							
Wages & Salaries	5,278,512	439,876	451,076	(11,200)	4,838,636	4,837,440	1,196
Employee Benefits	1,359,660	113,305	120,708	(7,403)	1,246,355	1,244,616	1,739
Workers Comp Insurance	269,904	22,492	21,329	1,163	247,412	218,434	28,978
Unemployment	14,004	1,167	0	1,167	12,837	37,185	(24,348)
Vacations & Holidays	432,336	36,028	23,801	12,227	396,308	382,931	13,377
Food	515,004	42,917	43,088	(171)	472,087	490,081	(17,994)
Food-Wine & Beer	24,996	2,083	2,529	(446)	22,913	26,409	(3,496)
Utilities	579,276	48,273	45,677	2,596	531,003	559,022	(28,019)
Professional Fees	175,812	14,651	27,830	(13,179)	161,161	174,277	(13,116)
Security Services	195,492	16,291	15,688	603	179,201	183,764	(4,563)
Insurance	197,844	16,487	17,816	(1,329)	181,357	177,357	4,000
Contract, Grounds Maintenance	153,564	12,797	12,768	29	140,767	143,195	(2,428)
Cleaning Supp & Paper Products	180,312	15,026	18,869	(3,843)	165,286	161,544	3,742
Equipment & Long term Maintenance	181,356	15,113	20,278	(5,165)	166,243	199,458	(33,215)
Hsehd, Equip, & Carpet Replacement	38,808	3,234	5,714	(2,480)	35,574	56,947	(21,373)
Maintenance Expendable Supplies	2,508	209	2,324	(2,115)	2,299	31,535	(29,236)
Outside Services	1,417,248	118,104	139,450	(21,346)	1,299,144	1,528,020	(228,876)
Accounting Fees	66,648	5,554	0	5,554	61,094	73,150	(12,056)
Legal Fees	60,000	5,000	19,947	(14,947)	55,000	96,238	(41,238)
Activities, Chapel, Arts, O&A, Gorman	82,260	6,855	3,425	3,430	75,405	26,887	48,518
Marketing	75,000	6,250	6,281	(31)	68,750	78,718	(9,968)
Development	15,000	1,250	0	1,250	13,750	11,021	2,729
IL/AL Medical Fees & Services	80,724	6,727	3,590	3,137	73,997	54,255	19,742
Medical Supplies	136,896	11,408	4,094	7,314	125,488	89,079	36,409
Association Dues	15,768	1,314	1,992	(678)	14,454	19,894	(5,440)
Licenses, taxes, fees	54,528	4,544	32,014	(27,470)	49,984	98,253	(48,269)
Communications	28,392	2,366	1,818	548	26,026	17,173	8,853
Office Supplies/Computers/IT	103,608	8,634	8,808	(174)	94,974	66,642	28,332
Board Expense	5,004	417	0	417	4,587	7,546	(2,959)
Holiday Party	21,000	1,750	0	1,750	19,250	0	19,250
Continuing Education/In-Service	9,372	781	0	781	8,591	5,763	2,828
Conference & Travel	42,816	3,568	101	3,467	39,248	5,375	33,873
Van Expense	11,340	945	659	286	10,395	11,667	(1,272)
COVID-19 Related	0	0	31,810	(31,810)	0	557,546	(557,546)
Miscellaneous	11,196	933	273	660	10,263	5,999	4,264
Less Transfer for Arts, O&A Programs	(25,440)	(2,120)	(1,061)	(1,059)	(23,320)	(5,339)	(17,981)
<b>Total</b>	<b>11,810,748</b>	<b>984,229</b>	<b>1,082,697</b>	<b>(98,468)</b>	<b>10,826,519</b>	<b>11,672,084</b>	<b>(845,565)</b>

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<b>Food Service</b>							
Wages & Salaries	512,712	42,726	39,831	2,895	469,986	439,867	30,119
Employee Benefits	141,660	11,805	15,765	(3,960)	129,855	131,870	(2,015)
Workers Comp Insurance	35,652	2,971	2,903	68	32,681	29,089	3,592
Vacations & Holidays	30,528	2,544	1,100	1,444	27,984	23,472	4,512
Food	515,004	42,917	43,088	(171)	472,087	490,081	(17,994)
Food-Wine & Beer	24,996	2,083	2,529	(446)	22,913	26,409	(3,496)
Management Fees	56,280	4,690	4,830	(140)	51,590	52,571	(981)
Cleaning Supplies & Paper Products	96,552	8,046	8,108	(62)	88,506	71,476	17,030
Household Replacements	20,004	1,667	1,325	342	18,337	24,247	(5,910)
Equipment Maintenance	20,004	1,667	1,181	486	18,337	25,903	(7,566)
Contract Maintenance	20,004	1,667	0	1,667	18,337	10,391	7,946
Licenses	1,704	142	105	37	1,562	1,150	412
Office Supplies/Printing	15,000	1,250	810	440	13,750	13,953	(203)
Outside Services	1,090,620	90,885	106,826	(15,941)	999,735	1,113,195	(113,460)
COVID-19 Related	0	0	11,502	(11,502)	0	145,441	(145,441)
Miscellaneous	6,000	500	273	227	5,500	5,964	(464)
<b>Total Food Service</b>	<b>2,586,720</b>	<b>215,560</b>	<b>240,175</b>	<b>(24,615)</b>	<b>2,371,160</b>	<b>2,605,079</b>	<b>(233,919)</b>
<b>Housekeeping</b>							
Salaries & Wages	378,996	31,583	25,497	6,086	347,413	307,445	39,968
Employee Benefits	126,012	10,501	9,228	1,273	115,511	111,441	4,070
Workers Comp Insurance	27,084	2,257	2,128	129	24,827	21,853	2,974
Vacations & Holidays	33,744	2,812	1,732	1,080	30,932	29,468	1,464
Cleaning Supplies & Paper Products	83,760	6,980	10,572	(3,592)	76,780	88,679	(11,899)
Household Replacements	4,896	408	0	408	4,488	687	3,801
Carpet Replacements	4,800	400	0	400	4,400	0	4,400
Outside Services	19,800	1,650	2,520	(870)	18,150	8,972	9,178
COVID-19 Related	0	0	0	0	0	26,759	(26,759)
Miscellaneous	192	16	0	16	176	35	141
<b>Total Housekeeping</b>	<b>679,284</b>	<b>56,607</b>	<b>53,085</b>	<b>3,522</b>	<b>622,677</b>	<b>597,921</b>	<b>24,756</b>

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<b>Maintenance &amp; Security</b>							
Wages & Salaries	305,136	25,428	27,409	(1,981)	279,708	256,204	23,504
Employee Benefits	83,148	6,929	7,328	(399)	76,219	52,469	23,750
Workers Comp Insurance	18,264	1,522	1,400	122	16,742	14,790	1,952
Vacations & Holidays	25,680	2,140	1,504	636	23,540	21,662	1,878
Security Services	195,492	16,291	15,688	603	179,201	183,764	(4,563)
Van/Transportation	11,340	945	659	286	10,395	11,667	(1,272)
Equipment Maintenance	151,344	12,612	17,689	(5,077)	138,732	163,649	(24,917)
Contract Maintenance	54,876	4,573	8,494	(3,921)	50,303	60,742	(10,439)
Expendable Supplies	2,508	209	2,324	(2,115)	2,299	31,535	(29,236)
Equipment Replacements	6,600	550	4,390	(3,840)	6,050	16,640	(10,590)
Conferences & Travel	2,400	200	0	200	2,200	0	2,200
Longterm Maintenance	2,496	208	0	208	2,288	1,876	412
Grounds Maintenance	69,996	5,833	3,290	2,543	64,163	64,784	(621)
COVID-19 Related	0	0	313	(313)	0	30,350	(30,350)
Miscellaneous	2,004	167	0	167	1,837	0	1,837
<b>Total Maintenance &amp; Security</b>	<b>931,284</b>	<b>77,607</b>	<b>90,490</b>	<b>(12,883)</b>	<b>853,677</b>	<b>910,132</b>	<b>(56,455)</b>
<b>Activities/Wellness</b>							
Wages & Salaries	354,168	29,514	26,181	3,333	324,654	279,889	44,765
Employee Benefits	97,692	8,141	7,733	408	89,551	84,892	4,659
Workers Comp Insurance	21,408	1,784	1,661	123	19,624	17,338	2,286
Vacations & Holidays	33,780	2,815	1,876	939	30,965	27,731	3,234
Activities	50,340	4,195	2,363	1,832	46,145	21,367	24,778
Chapel Expense	6,480	540	0	540	5,940	180	5,760
COVID-19 Related	0	0	0	0	0	7,565	(7,565)
Misc Exp for Arts, O&A, Gorman Programs	25,440	2,120	1,061	1,059	23,320	5,339	17,981
Transfer for Arts, O&A, Gorman Programs	(25,440)	(2,120)	(1,061)	(1,059)	(23,320)	(5,339)	(17,981)
<b>Total Activities</b>	<b>563,868</b>	<b>46,989</b>	<b>39,814</b>	<b>7,175</b>	<b>516,879</b>	<b>438,963</b>	<b>77,916</b>

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<b>Health Center</b>							
Wages & Salaries	2,117,808	176,484	197,968	(21,484)	1,941,324	2,086,930	(145,606)
Employee Benefits	531,132	44,261	56,478	(12,217)	486,871	556,064	(69,193)
Workers Comp Insurance	125,412	10,451	9,851	600	114,961	101,061	13,900
Vacations & Holidays	154,344	12,862	8,543	4,319	141,482	141,129	353
Professional Fees	54,180	4,515	2,500	2,015	49,665	60,085	(10,420)
Medical Supplies	92,808	7,734	2,826	4,908	85,074	60,287	24,787
Household Replacements	2,508	209	0	209	2,299	15,373	(13,074)
Outside Services	24,996	2,083	2,442	(359)	22,913	26,564	(3,651)
Licenses	12,828	1,069	2,072	(1,003)	11,759	23,162	(11,403)
Medical Fees	25,728	2,144	1,296	848	23,584	27,638	(4,054)
Equipment Maintenance	7,512	626	0	626	6,886	5,446	1,440
Communications	5,676	473	435	38	5,203	5,301	(98)
Continuing Education/Inservice	2,868	239	0	239	2,629	1,974	655
Office Supplies/Printing	4,608	384	369	15	4,224	7,572	(3,348)
Contract Maintenance	8,688	724	985	(261)	7,964	7,278	686
Conferences & Travel	10,416	868	101	767	9,548	495	9,053
COVID-19 Related	0	0	13,920	(13,920)	0	209,040	(209,040)
<b>Total Health Center and Nursing</b>	<b>3,181,512</b>	<b>265,126</b>	<b>299,974</b>	<b>(34,848)</b>	<b>2,916,386</b>	<b>3,336,791</b>	<b>(420,405)</b>
<b>Other Nursing and Medical Related</b>							
Wages & Salaries	515,952	42,996	40,973	2,023	472,956	460,297	12,659
Employee Benefits	156,276	13,023	7,807	5,216	143,253	93,564	49,689
Workers Comp Insurance	36,144	3,012	2,927	85	33,132	29,501	3,631
Vacations & Holidays	34,740	2,895	1,916	979	31,845	31,026	819
COVID-19 Related	0	0	2,766	(2,766)	0	26,203	(26,203)
Outside Medical Fees, Services	30,000	2,500	407	2,093	27,500	5,859	21,641
Professional Fees	30,000	2,500	2,500	0	27,500	25,700	1,800
Other Exp for IL/AL Medical Care	24,996	2,083	1,887	196	22,913	20,758	2,155
<b>Total Other Nursing and Medical</b>	<b>828,108</b>	<b>69,009</b>	<b>61,183</b>	<b>7,826</b>	<b>759,099</b>	<b>692,906</b>	<b>66,193</b>

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<b>Medicare</b>							
Medical Supplies	44,088	3,674	1,268	2,406	40,414	28,791	11,623
Professional Fees	17,148	1,429	0	1,429	15,719	7,025	8,694
COVID-19 Related	0	0	0	0	0	0	0
Outside Services	216,828	18,069	24,435	(6,366)	198,759	306,852	(108,093)
<b>Total Medicare</b>	<b>278,064</b>	<b>23,172</b>	<b>25,702</b>	<b>(2,530)</b>	<b>254,892</b>	<b>342,668</b>	<b>(87,776)</b>

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<b>Administration</b>							
Wages & Salaries	1,093,740	91,145	93,218	(2,073)	1,002,595	1,006,808	(4,213)
Employee Benefits	223,740	18,645	16,369	2,276	205,095	214,237	(9,142)
Workers Comp Insurance	5,940	495	458	37	5,445	4,802	643
Vacations & Holidays	119,520	9,960	7,130	2,830	109,560	108,442	1,118
Accounting Fees	66,648	5,554	0	5,554	61,094	73,150	(12,056)
Marketing, Life Care Residents Development	75,000	6,250	6,281	(31)	68,750	78,718	(9,968)
Association Dues	15,000	1,250	0	1,250	13,750	11,021	2,729
Outside Services	15,768	1,314	1,992	(678)	14,454	19,894	(5,440)
Communications	65,004	5,417	3,227	2,190	59,587	72,437	(12,850)
Office Supplies/Printing/Postage	22,716	1,893	1,383	510	20,823	11,872	8,951
Licenses, taxes, fees	39,996	3,333	6,214	(2,881)	36,663	30,552	6,111
Legal Fees	39,996	3,333	29,837	(26,504)	36,663	73,941	(37,278)
Conferences & Travel	60,000	5,000	19,947	(14,947)	55,000	96,238	(41,238)
Professional Fees	30,000	2,500	0	2,500	27,500	4,880	22,620
Continuing Education/Inservice	18,204	1,517	18,000	(16,483)	16,687	28,897	(12,210)
COVID-19 Related	6,504	542	0	542	5,962	3,789	2,173
Miscellaneous	0	0	3,309	(3,309)	0	112,188	(112,188)
Holiday Party	3,000	250	0	250	2,750	0	2,750
Board Expenses	21,000	1,750	0	1,750	19,250	0	19,250
<b>Total Administration</b>	<b>5,004</b>	<b>417</b>	<b>0</b>	<b>417</b>	<b>4,587</b>	<b>7,546</b>	<b>(2,959)</b>
<b>Total Administration</b>	<b>1,926,780</b>	<b>160,565</b>	<b>207,366</b>	<b>(46,801)</b>	<b>1,766,215</b>	<b>1,959,415</b>	<b>(193,200)</b>
<b>General Expenses</b>							
Utilities	579,276	48,273	45,677	2,596	531,003	559,022	(28,019)
Insurance	197,844	16,487	17,816	(1,329)	181,357	177,357	4,000
Computers & IT	44,004	3,667	1,414	2,253	40,337	14,565	25,772
<b>Total General Expenses</b>	<b>821,124</b>	<b>68,427</b>	<b>64,907</b>	<b>3,520</b>	<b>752,697</b>	<b>750,944</b>	<b>1,753</b>