Yes, it’s true. We have much to celebrate at Mary Wade.

While we are still working through a devastating worldwide pandemic which has impacted all of us, we celebrate the resilience of our staff and residents. It’s been a very tough time navigating through the healthcare concerns, the infection control mandates, the limitations on visits, and the subsequent economic impact.

But like the mythic phoenix, we rise again and again, through strength and determination to ensure that Mary Wade’s mission to care for our most vulnerable older adults with compassion and dignity, is unwavering and ever stronger.

Continued on page 3
“Mary Wade has lived up to and exceeded my expectations of exceptional care for Dad right from the first day. Even on the most challenging days – transition from home to hospital to long term care, every single staff member has treated him, and us, with greatest care and compassion. We love everyone there and feel thankful and very blessed to have Dad in your expert care. Many, many thanks to all – Heartfelt...We love coming to MW to see Dad!”

Ruthanne DeLucia
We do this by celebrating all that we have today, the residents who welcome us into their home each day, our outstanding nurses and staff, our newest services and programs including the assisted living residence, Chatham Place at Mary Wade, and our newly converted independent living rentals now meeting the needs of adults 55 and older.

The lasting legacy of Mary Wade is our continued focus on the future as we plan for tomorrow. Mrs. Eli Whitney was joined by a group of philanthropic and socially minded women to envision the Home for the Friendless in 1866. Then in 1897, Lucy Hall Boardman made it possible to undertake new construction with a gift of $20,000 in honor of her sister Mary Wade. The Boardman Residence was established and met the growing need for housing and social programs for women in need.

Fast forward to the 21st century, Mary Wade has expanded its services to include assisted living with Chatham Place at Mary Wade. We continue to plan for tomorrow as we reexamine our programs and services and redouble our efforts in meeting the growing needs for high quality medical care and social programs. Among these initiatives is the long overdue renovation and upgrades to our historic Boardman Residential Care Home. This program is an important part of our campus because it meets the needs of seniors who need assisted living services with State funding.

Serving our community today and meeting the needs of our seniors tomorrow requires a broad base of philanthropic support. You, our donors, who recognize the need to care for a segment of our population, our most vulnerable older adults, who frequently are overlooked when it comes to understanding the loneliness and challenges of aging in an ever youth-orientated society.

So today, all of us at Mary Wade celebrate you and your generosity in supporting our work as we ask you to join us in planning tomorrow. Thank you.

David V. Hunter, President & CEO
“I live with knowledge that my loved one is properly taken care of and respected as a normal individual despite her dementia & Alzheimer’s. This allows me to conduct my life without constant concern for her welfare, health ...and personal maintenance. Thank you to all at Mary Wade!”

John Arabolos
Honor Roll of Donors

Mary Wade Annual Report and Honor Roll acknowledges the generosity of our donors for gifts received between October 1, 2020 – September 30, 2021. Donors are listed according to their total giving unless otherwise indicated. Due to space constraints, we are not able to list every donor. A full listing is available on our website. Every effort is made to ensure the accuracy of reporting. We apologize for any error or omission and welcome corrections to this report.

**Five Star Leadership Society**
*$5,000 and above*

- Harold Spitzer
- MaryBeth Canavan
- O.R & L Construction, Inc.
- Workers’ Compensation Trust
- ERJ Fund
- Kumpati & Barbara Narendra
- Controlled Air
- HealthPro Rehabilitation
- Todd Renz

**Gold Star Society**
*$1,000 - $2,499*

- David V. & Janice Hunter
- Deana & Parnel Mortimer
- Lisa Hottin
- Aging and Disability Services
- Stella Barone
- Jay Tolisano
- Bruce M. Topolosky
- Ellen Martin
- Continental Casualty Company
- Yale New Haven Health | Community & Government Relations
- Jeff Boland
- RKL
- Leonard & Cathy Matteo, Jr.
- Edge Technology Services
- Partners Pharmacy
- West Haven Medical Group, LLC
- Geriatric Medical
- The L. Suzio Concrete Co., Inc.
- Anuruddha Walaliyadda M.D.
- Great Give Grant Program
- Murtha Cullina LLP | Mr. Robert Giunta
- Neubert, Pepe & Monteith, P.C.
- Schwab Charitable
- Joan Baer
- The Pension Service, Inc.
- Bernadette Huang & K. Geert Rouwenhorst
- Richard Hutchinson
- Sandra Piontek
- Ralph Prete

**Silver Star Club**
*$500 - $999*

- Diversified Business Holdings, LLC
- Nationwide Financial
- Barnum Financial Group
- Ralph DiFonzo
- CliftonLarsenAllen, LLP
- Joseph Imbimbo
- Tufts Health Plan Foundation
- Hunter’s Ambulance Service, Inc.
- Tools 4 Data, LLC
- June Richards
- Canh Ho
- David Hunter
- Alfred Goldberg
- Daniel Kisluk
- National Seating & Mobility NE
- Peter Spambanato
- Kara & Bradley Taylor
- Richard M. Berrios
- All-Brite Electric, Inc.
- Cathy Crook
- Eagle Rivet Roof Services Corporation
- Barbara Ellinghaus
- Patricia GaNun
- Iovanne Funeral Home, Inc.
- Robert and Lois Kessler
- Ray and Gloria Peach
- Larry M. Stewart
- GeoData Vision
- Thomas Tolisano

**Super Star Society**
*$2,500 - $4,999*

- Barbara C. Adams
- Lawrence & Lucie Iannotti
- Brown & Brown of CT, Inc.
- Cherry Hill Construction Co.
- Pamela Stanton
- Knights of Columbus
- People’s United Bank
- William & Mary-Ellen Ginter
- ConnectiCare
- Garamella Family
- Herbert J. Sims & Co., Inc.
- U.S. Trust, Bank of America
- Private Wealth Management
“My mother has been a resident of Mary Wade during the past 6 years. She has always received amazing care, and the staff have always been so loving, helpful, and kind. I am grateful every day that she was able to come to Mary Wade.”

Rae Anne Cordova
Rising Star Club
$100 - $499

Erik Vazquez
Mary Kuhn
James Gilbert
Network For Good
Ann S. Dallas
Lorri Danzig
Jaime Soto
George Bakes
Susanne Cook
Raymond & Rena Hottin
Justin McCarthy
NFP Corporate Services
Frank Kochan
Debbie Battista
John Abela
James P. Cantey
Margaret DeVane
Diane Watkins
Susan Aprea
Arthur Colella
Bernadette DiGiulian
Jacqueline Downing
Thomas Drew
Arthur Goldstein
Jacqueline Henchel, M.D.
Deb Malizia
Marilyn Markunas
Carol Minalga
Marilyn Markunas
Rosanne Mondrone
Laurene Ortowski
Paul W. Redding
Andrea Shaw
Linda Thorpe
Sven B. Uljens
Francis Villa
Robin Walsh
David Wessel
Lori Uva
Ellen Silver
Anna Ferrie
John Alston
Joseph Blanchfield
Brady Collins
New Haven Firefighters
Local 825
Ed Doran
Rick Fontana
Jim Killeen
Don Lareau
Robert Loskant
Joe Razzaia
Carletta Reyes
Timothy Rose
Geriatric Medical
John Dudley
AmazonSmile
Antoinette Riggi
Chubb & Son, Inc.
Patricia Daly Bakes
Karen Bashir
Allison Baylis
Elsa D. Berrios
Cecile Brodsky
Guido Calabresi
Kinneret Chiel
Joanne Chvisuk
Barbara Coulombe
Teresa Cusano
Mary Rose Cusano
Stan DeCosta
Jennings School SunshinE Fund
Star Distributors, Inc.
Elder Care Plus
James Fischer
Janet M. Galante
Lisa Gangemi
Philip R. Garrison
Carl Goldfield
Frank Grazioso
Jane Hajedemos
Moira Hambleton
Accelerated Care Plus
Joel Jacobson
Joan M. Kayser
Draperies, Inc.
Janet Lyon
Fresh Concepts HALO
Christel Manning
Nancy Miller
Lisa Monica
John P. Mordes
Sarah E. Morris
Ivette Oliveras
Marlin Ortiz
Luis A. Pagan
Jean C. Palmieri
Lora Pappas Burroughs
Mark Pietrosimone
Joseph Prior
The Di Salvo Engineering Group
Nancy Ruddle
Builders Hardware
Robert Schreck
H&R Healthcare, LP
Laurie Tomaszek
Edward Walsh
Susan L. Whetstone
George Zapherson
Mark Milano
Sylvia Rifkin
Agnes Farrar
Ruth Frohman
Michael Chickery
Cheryl Dielman
John Laccone Jr.
William Markunas
Lynn Tannota
Heather Daniels
Kevin McAuliffe Sales, Inc.
Marie Louise Bayer
Marjorie Bergin
Linda Burt
Joanne Callahan
Barbara J. Canali
Salvatore Criscio
Alvera Dortche
Alexander Eliseo
Robert W. Farakos
Tess Farat
Erminia Gaeta
Alison Gigantino
Lisa Hodes
Willa Horowitz
Gregory C. Ladas
Howard Laniado
Barbara P. Melotto
Jerriann Mitchell
Evans Mountzouris
Dominic and
Antoinette L. Proto
Danielle Spambanato
Genevieve Tomaszek
Barbara Toss
Stephen C. Votto
Bernadette G. Welsh
Frank Wright
Evangelie Zarras
Carla Diggins
Carol Fairchild
John Callachan
Joan Zink
Gary W. Labrake
Gerry Mele
Raymond Peck
Dawn Yonaitis-Jannuzzi-Posta
Emma Perez-Marrero
Joyce Carasone
Jamie Garstka
Rose Onofrio
Mary F. Papas
Enid Pelletier
Electra Sarigianis
Mildred Graham
Donna Pancarella
Henrietta Sarracco
Gloria Weber
Mary Gibson
Julia Klein
Alva Jeffreys
Marvin Cohen
Joanne Corder
Madeline C. Dart
Patricia Esposito
Barbara S. Esposito
Carmen Rivera
Lucien J. Rizzo
Emilio Sanseverino
Donna Shabazz
Paul J. Slattery
Janet Tettelebach
Ralph Vuolo Sr.
Gloria Wylie
Frances Pesticci
Anna D'Agostino
Barbara S. Esposito
Robert and Elaine Giannotti
Nicholas Manzi
Gerald M Martin Sr.
Mary Natalino
Lillian M. Olejarczyk
Gregory Pandajis
Sandra Peterson
Frank Smith
Vanessa Thompson
Maryann Visco
Elaine F. Newman
Lee Shaw
Krista Casso
Elizabeth Donovan
Sylvia Klepper
Sandra Peterson
Marggie Staggers
Bessie Fulmore
Miguel Rivera
Margaret Asarisi
Janie Bradley
George Creamer
Louise Denard
Michael Dubey
Joseph Dusa
Barbara Harris
Bertha Kahn
Kathleen Krebser
Marian Lemley
Karen Marottoli
Charles S. Naden
Mary Sherrod
Elizabeth Streeto
Bessie Dawson
Janice Cash
Alvera Dortche
Carol Suben
Saroj Baheti
Santos Curbelo
Nick Berretta
Corryne Burguss
Kathryn Chmura
Evelyn Delucia
Santos Curbelo
Carmen Curbelo
Noemi Rivera
Anonymous Donor
Bessie Filmore
Sylvia Perry
Ella Miller

Shining Star Club
Less than $100

Shirley Boulware
Danslee Frost
James Sommo
Santiago Malave
Sharon Hirsch
John Ortoleva
A.J. Sheehan
Isidor Juda
Sandra Kauffman
Anthony Milano

Barbara S. Esposito
Carmen Rivera
Lucien J. Rizzo
Emilio Sanseverino
Donna Shabazz
Paul J. Slattery
Janet Tettelebach
Ralph Vuolo Sr.
Gloria Wylie
Frances Pesticci
Anna D'Agostino
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Elaine F. Newman
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Krista Casso
Elizabeth Donovan
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Sandra Peterson
Marggie Staggers
Bessie Fulmore
Miguel Rivera
Margaret Asarisi
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Santos Curbelo
Nick Berretta
Corryne Burguss
Kathryn Chmura
Evelyn Delucia
Santos Curbelo
Carmen Curbelo
Noemi Rivera
Anonymous Donor
Bessie Filmore
Sylvia Perry
Ella Miller
Chatham Place Welcomes Its First Residents

After years of planning and meetings, it’s finally a reality! Chatham Place at Mary Wade opens its doors to its first residents in January 2022. The floors are sparkling, the paint is fresh, the carpets new and our staff are waiting to welcome residents and ensure an easy transition. Open House events, special information sessions and personal appointments have combined to spark interest and enthusiasm for Chatham Place. To learn more about Chatham Place visit www.chathamplace.org or contact Frank Rende, Community Sales Counselor 475-900-6040.
A natural extension of Mary Wade in New Haven, Chatham Place is committed and prepared to offer top-notch assisted living and memory care experiences for all new and existing Mary Wade residents.

Mission-driven and not-for-profit, the existing culture at Mary Wade is expected to only intensify with the addition to the continuum of care. The full spectrum of personalized senior care begins with the individuals who provide it, and new leadership at Chatham Place will inspire a supportive environment for all.

Chatham Place’s interim Executive Director Mike O’Brien has spent the most recent period of his career in the senior living space, serving as CEO at Duncaster for nearly 15 years. President and CEO of Mary Wade, David V. Hunter, handpicked O’Brien to help get Chatham Place off the ground.

“Why I jumped at the opportunity was really because of the legacy that I know that David has created here at Mary Wade,” O’Brien said. “There’s a very special culture here, certainly grounded in caring and service to those in need.”

Chatham Place is home to countless opportunities for residents to socialize and enjoy themselves, and itineraries are created to help residents remain in control of their engagement. Activities like glassblowing, cooking classes and bingo are quite popular, as are “travel” days when the staff bring all the joys of seeing new places right into the community with cultural experiences and meals. Exercise classes, knitting and crafts are also offered to encourage residents to be social.

Education is never-ending for residents at Chatham Place as the community brings in speakers, organizes seminars and offers The Daily Chronicle, a newspaper that details past current events from every day in history.

“I’ve seen through experience that when people move into assisted living it adds years to their life,” Community Sales Counselor Frank Rende said. “Because they’re in an atmosphere that’s positive, they’re also in a safe atmosphere with nursing staff and people doing their housekeeping. They’re also eating nutritious meals because we have chefs.”

Although fun is certainly a core value at Chatham Place, safety for residents is always the top priority. The community regularly brings in lab services, mobile x-rays and doctors to ensure that residents are always cared for.

For more information about Chatham Place, visit www.chathamplace.org or call Frank Rende at 475-331-7170.
“I was very impressed with Mary Wade’s efforts to adapt recreation offerings during the pandemic. I felt incredibly supported by staff at a difficult time.”

Giulia Cox
Donations of goods and services help to support our residents, staff and entire community. From toiletry supplies for our residents, to raffle items to quilts, Mary Wade is grateful to the many friends, families and businesses who have contributed in kind during this past year.

### In Kind Contributions

Barbara C. Adams  
Charles Aliff  
Peg Allen  
Nancy Baldini  
Debbie Battista  
Debra Bento  
Theresa Bogan  
Debra Camputaro  
Jean Castiglione Kelly  
Effie Chambers  
Ann L. Chieppo  
Joanne Chvisuk  
Natalie Coe  
Abby Cohen  
Reece D’Angelo  
Anisha Dinsmore  
Margie Dubrow  
Joyce Dupee  
Kimberly Dwyer  
Mary M. Esposito  
Mt. Carmel Wine & Spirits  
Susanne Figueredo Cook  
Adrienne Gottlieb  
Ann Guarneri  
United Way of Greater New Haven  
Janet Helland  
WTNH WCTX-TV  
Lisa M. Hottin  
Lawrence & Lucie Iannotti  
Carol Kagdis  
Joyce Lapre  
Philip Lapre  
Coldwell Banker  
William Markunas  
Leonard Matteo Jr.  
Kerry McCullough-Brown  
Joanne M. McGloin  
Partners Pharmacy  
Deanna Moore-Loveland  
Brete Moran  
Deana Mortimer  
Christine Mountzouris  
Danielle Spamanato  
Harold Spitzer  
CT Corona Crew  
Janice Vigliotti Bryden  
Elizabeth Yen  

### Tribute Gifts

Giving in memory or in honor of someone special is one of many ways of expressing our appreciation and love, while continuing to give back. Mary Wade wishes to thank those who have made a tribute gift between Oct. 1, 2020 – Sept. 30, 2021.

#### IN MEMORY OF

- **Stella Camputaro**  
  Elaine F. Newman
- **Christopher Canali**  
  Barbara J. Canali
- **Dimitra Farakos**  
  Mary F. Papas  
  Paul W. Redding  
  Evangeline Zarras  
  Gregory C. Ladas  
  Evans Mountzouris  
  Lora Pappas Burroughs  
  Laurie Tomaszek  
  Paul J. Slattery  
  Jane Hajedemos  
  Jennings School Sunshine Fund  
  Bob and Eileen Farakos
- **Adrienne Kasdon**  
  Ellen Martin
- **Patricia Loskant**  
  Genevieve Tomaszek  
  George Bakes  
  George Zapherson  
  Patricia Daly Bakes  
  Barbara Toss  
  Mr. and Mrs. Frank Graziosi
- **Mary Q. McNamara**  
  Suzanne Cook  
  Janet M. Galante
- **Elinor Morris**  
  Sarah Morris
- **Donna Pannone**  
  Carol Minalga
- **Nina “Ann” Sanseverino**  
  Madeline C. Dart  
  Joan and Lucien Rizzo  
  Patricia and Nicholas Esposito  
  Salvatore Johnna Criscio  
  Emilio and Joyce Sanseverino
- **Catherine Walsh**  
  Robin Walsh
- **Donald Werner**  
  Karen Bashir

#### IN HONOR OF

- **Nellie Harriott**  
  Jaime Soto
- **Hal Spitzer**  
  A.J. Sheehan
- **Evans Mountzouris**  
  The Di Salvo Engineering Group
Mary Wade Got Talent

The third Mary Wade Got Talent Show replaced our long standing annual Family Fun Concert due to the ongoing COVID restrictions. Residents and staff showed off their talents under the big tent set up in the Mary Wade gardens. Executive Director Doug Melanson served as the Master of Ceremonies introducing each act. Judges included Board Chair Hal Spitzer, Boardman Resident Karen King, and Environmental Services Director Frank Kochan. DJ Bob Simon provided the music and everyone agreed a great time was had by all!

Fair Haven Community Day Parade 2021

This past May, Mary Wade organized the 13th annual Fair Haven Community Day Parade even though it was the second year the parade was transformed into a car caravan! Begun in 2008 as the Homecoming Parade honoring Fair Haven Community Treasures, the annual event brings together up to 1,000 children, school bands, floats and community organizations in celebration of our community. Still under the throes of the Coronavirus Pandemic, the staff who comprise the Parade Committee thought it best to once again invite the community to join the car parade. It was still a thrilling day for the residents and staff and the parade participants had a great time too! We are hoping that 2022 will bring back all the school children and bands who love to participate in this annual event.
The Mary Wade Golf Tournament was held on Friday, August 27, 2021 at Lyman Orchards Golf Course. We were joined by 111 golfers on a beautiful, hot summer day. It was a great day out on the links and for Mary Wade. At the end of the day, golfers and guests enjoyed cold beverages and a wonderful meal outside under the tent. A special thank you to all our golfers who came out and especially to our sponsors. Thanks to their generosity and the support, they raised $57,249 for Mary Wade. Thank you!

Golf Committee
Mike Dagata, Chair
MaryBeth Canavan
Krista Casso

Nicki Chavoya
Tom Gagliardi
Patti GaNun
Lisa Hottin
David V. Hunter

Kara Hunter
Len Matteo
Marie Modarski
Maria Olmo
James Parmiter

Todd Renz
Andrea Shaw
Jessica Soto
Hal Spitzer
Kayla Wallace
A Closer Look at Boardman

The Boardman Residential Care Home, Mary Wade’s oldest building, reminds us each day of our rich heritage and tradition of serving the most vulnerable of our community. It reminds of our origins serving the most vulnerable in the community as The Home for the Friendless.

Today, the Boardman building, built in 1873 with an addition made in 1897, is home to 45 elderly assisted living residents who range in age from 62 to 104. The structure is sound and remains a cornerstone of our Fair Haven community.

However, it is time for several important safety upgrades, increase the number of private bathrooms and introduce additional amenities that new generations of older adults will come to expect. Our residents are family, and our family members deserve to reside in a modern, updated, and safe home.

We have engaged the services of architects Svigals + Partners of New Haven to help us create a plan and budget for this exciting project. Their work begins in the early 2022.

With the addition of these amenities, we will be able to provide the essential needs of our residents, today and beyond, and ensure the future sustainability of the residence. These modifications will lead to future generations of safe, secure, respectful living and care for aging members of our community.

Over the coming months, we look forward to reporting on the progress of this exciting endeavor. To learn more, contact Lisa Hottin, Director of Development at lhottin@marywade.org or 203-672-7812.

Mary Wade in the News

Mary Wade has earned the distinction as a leader in senior care. Ever available to educate and share information about the care and needs of older adults in our community, Mary Wade is always ready to respond to news stories, share information or just celebrate our residents. The links below are only a small representation of the many stories that appeared in digital, print and television media last year.

Mary Wade Home in New Haven hosts wedding for two residents who fell in love
New Haven nursing home leader reacts to Biden administration’s new vaccine mandate for nursing home staff
Mary Wade Parade Celebrates Veterans, Essential Workers
Connecticut Guard assists vaccinations at nursing homes
Bagpiper brings St. Patrick’s cheer to residents of New Haven’s Mary Wade Home
Safest place in the city: COVID-19 cases in nursing homes drop 89% as residents get vaccinated
184 Vaccinated At Mary Wade Home
Mary Wade relies on the generosity of our business community to help build capacity through our annual program of events which introduce new friends to our mission and build a foundation of philanthropic support this year. These businesses and organizations helped to make our golf outing a great success.

Thank You 2021 Business Sponsors

Luncheon Sponsor

Registration Sponsor

Beverage Cart Sponsor

Breakfast Sponsor

Raffle Sponsor

Gift Bag Sponsor

Print Sponsor

Pie Sponsor

Harold S. Spitzer, Architect PC
**BOARD OF TRUSTEES**

Harold Spitzer, *Chair*
Joanne McGloin, *Vice Chair*
Barbara C. Adams, *Treasurer*
Jacqueline Henchel, M.D., *Secretary*

MaryBeth Canavan
Bernadette DiGiulian
Patricia GaNun
Alfred Goldberg
Robert Kessler
Brandon McFarlane

Nicholas Nicholson, Jr., PhD
Michelle Lee Rodriguez
Pamela Stanton
Len Suzio
Bruce Topolosky
Brian Wnek

**FINANCIALS**

Consolidated Financials (unaudited) for the year ending September 30, 2021

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 556,557</td>
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<tr>
<td>Accounts receivable</td>
<td>$ 1,971,037</td>
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<tr>
<td>Non current*</td>
<td>$ 38,033,843</td>
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<tr>
<td>Property, plant &amp; equipment</td>
<td>$ 41,438,034</td>
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<tr>
<td>Other</td>
<td>$ 852,597</td>
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<tr>
<td><strong>Total assets</strong></td>
<td><strong>$ 79,902,067</strong></td>
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<table>
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<tr>
<th>LIABILITIES</th>
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<tr>
<td>Accounts payable</td>
<td>$ 3,199,731</td>
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<tr>
<td>Other current liabilities</td>
<td>$ 2,302,644</td>
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<tr>
<td>Long term liabilities</td>
<td>$ 49,928,712</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$ 55,431,087</strong></td>
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<tr>
<td><strong>Total liabilities &amp; net assets</strong></td>
<td><strong>$ 79,902,067</strong></td>
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<table>
<thead>
<tr>
<th>OPERATING REVENUE</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Resident room &amp; board, service fees</td>
<td>$ 12,080,284</td>
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<tr>
<td>Adult day care</td>
<td>$ 450,448</td>
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<tr>
<td>PPP loan forgiveness</td>
<td>$ 1,845,000</td>
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<tr>
<td>Grant income primarily COVID-19 funds</td>
<td>$ 1,059,465</td>
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<tr>
<td>Rental income</td>
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<tr>
<td><strong>Total operating revenues</strong></td>
<td><strong>$ 15,611,253</strong></td>
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<tr>
<td><strong>Total net contributions, grants &amp; investments</strong></td>
<td><strong>$ 3,504,489</strong></td>
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<table>
<thead>
<tr>
<th>OPERATING EXPENSES</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident care services &amp; support*</td>
<td>$ 13,374,724</td>
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<tr>
<td>Plant operation and maintenance</td>
<td>$ 2,279,324</td>
</tr>
<tr>
<td>Adult day care</td>
<td>$ 750,646</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>$ 16,404,694</strong></td>
</tr>
</tbody>
</table>

*Includes Board Designated Funds & Bond Funds of $22.6M & $23.8M in 2020 and $26.0M & $8.6M in 2021

*Includes extraordinary COVID-19 costs