

## PLANTATION VILLAGE, INC. — A

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*“ . . . The North Carolina Department of Insurance is charged with the responsibility of monitoring and licensing continuing care facilities based on statutory compliance and financial viability. Recently, the PLANTATION VILLAGE filing was reviewed and the facility was found to be in a hazardous financial condition. The December 31, 1992 financial statements indicate an insolvent position, with \$3,513,000 (deficit) Equity.*

*North Carolina General Statute 58-64-10(a)(6) requires revocation of a Continuing Care license for facilities determined to be in a hazardous financial condition. Therefore, it will be necessary to revoke your facility's permanent license. Shortly, we will be sending you a restricted license with the following conditions for continued operations: the facility will be required to submit monthly interim financial reports; and, all entrance fees received by the facility in excess of any required repayments to former residents or their estates must be independently trusteeed in an escrow account and not released . . . ”*

*— Excerpt from a letter addressed to Plantation Village  
from the North Carolina Department of Insurance*

George Nadeau, President of Plantation Village, read the determination of the North Carolina Department of Insurance in disgust. The consequences of such a sanction would have adverse effects on the present and potential residents of the facility, not to mention an additional drain on cash. George discussed the stance taken by the DOI with Brett Logan, the Administrator of Plantation Village.

**George Nadeau:** *Brett, you know what the problem with the Department of Insurance (DOI) is? They make assumptions about our financial position without looking at the whole picture. I've been in real estate for 20 years and I know when a company is insolvent. Plantation Village is in fine shape. We have over \$1,000,000 in cash and short term investments and a great operating plan.*

**Brett Logan:** *I know exactly what you're saying. The worst thing about it is that whatever they say goes. And while we debate our financial position, our residents get uneasy. We run Plantation Village with high regard to providing a secure living environment, and these sanctions make it sound like we could go out of business any minute.*

**George Nadeau:** *How does the DOI expect us to boost our fund balance when they mark us with sanctions that are going to scare away future residents? We have worked very hard to make Plantation Village one of the nicest continuing care facilities in the Southeast. It is just a shame that an unsubstantiated claim against our financial position could ruin everything.*

**Brett Logan:** *How are we going to make debt service payments or capital repairs if they restrict all the excess entrance fee income? We've got to get out of this situation, and our only recourse is to prove them wrong. George, our permanent license may be gone, but we still have a restricted license. We've got to somehow prove that Plantation Village is all right before the DOI shuts us down.*

**George Nadeau:** *To get our permanent license back and get these sanctions lifted, we need help. I talked to a CPA who could add some credibility to our case. We really are solvent and we need the numbers to prove it!*

## PLANTATION VILLAGE

Plantation Village, Inc., is a not-for-profit life care retirement community designed to accommodate persons 62 years of age or older in an independent and dignified manner. Located in an affluent area of Wilmington, North Carolina, the Village has 136 living units including apartments and 32 villas with more than 9,865 square feet of common space. Plantation Village is authorized to build up to 210 units. 191 residents currently occupy all existing units with a waiting list for new or vacated units. Plantation Village was founded in 1988 on donated land with 100% construction financing and is professionally managed by Life Care Services Corporation, a non-profit organization.

The primary intent of Plantation Village is to assure residents life care throughout their retirement years. The Village is an all-inclusive facility that provides meals, medical services, and housekeeping. Many other amenities are offered as well, including solarium lounges equipped with small libraries, nature pathways, an auditorium, local mini-bus transportation, a Wellness Center, golf-club membership, planned social events, and beauty salons. Long term nursing care is guaranteed to all residents at the Cornelia Nixon Davis Nursing Home, a separate non-profit organization that is located beside Plantation Village.

Residents are attracted to Plantation Village through advertisements and word-of-mouth referrals. Sales representatives aggressively market the life care concept, financial living security, and the Village amenities. Potential residents are carefully screened. Due to the inherent risk related to long term nursing care, each prospective resident is required to pass a physical examination before being accepted for residency. Residents must also have two times the entrance fees in net assets and two times the monthly service fee in monthly income to qualify for housing at Plantation Village. This currently requires approximately \$300,000 net worth and monthly income of at least \$3,000. These financial requirements attract a high income resident buying guaranteed life-style and health care security.

When accepted, a resident can choose between two purchase plans. The first is the *Return of Capital Plan*, which requires an advance entrance fee as well as monthly service fees. The entrance fees are based on the type of living unit selected. The *Return of Capital Plan* guarantees that 90% of a resident's entrance fee will be refunded when all conditions of termination are met.

The second purchase plan is the *Traditional Plan*, which requires a lower entrance fee and equivalent monthly service fees. Once again, the entrance fees are based on the type of unit selected. Under the *Traditional Plan*, residents receive a refund of the entrance fee less two percent for each month of residency. No amount is refunded after the fifth year, and amounts can only be refunded when all the conditions for termination are met.

Under both purchase plans the residents are buying the right to life care, not a physical unit. The entrance fees are based on the type of unit initially selected and are actuarially determined annually to ensure coverage of costs. The present value of the net estimated cost of future services is compared to the balance of deferred revenue from advanced fees. If the present value of the net cost of future services and use of facilities, discounted at eight percent, exceeds deferred revenue from advance fees, a liability would have to be recorded with a corresponding charge to income. Since Plantation Village began operations, entrance fees have been set by the Board of Directors to ensure that deferred revenue always exceeded the present value of the net estimated cost of future services and use of facilities.

Monthly fees are also set by the Board of Directors and are adjusted annually due to inflation, rising health care costs, and nursing home costs. The Board bases, in part, the annual fees on an actuarial assumption that a certain percentage of residents per year will be replaced by new residents paying new, higher entrance fees. A substantial fraction of these entrance fees is used to subsidize ongoing costs of the community, including nursing care. Over the past ten years monthly fees have increased from 0% to 10% annually largely depending on construction and sales of new units. Exhibit 1 gives the current entrance fees and monthly fees for each type of unit under both purchase plans.

Nursing home care is guaranteed through a long-term contract with the Cornelia Nixon Davis Nursing Home. Plantation Village pays a negotiated monthly rate that is slightly below Cornelia Nixon Davis's market rate for each Village resident in the nursing home. In addition, PV pays for two empty beds each month. This arrangement ensures immediate nursing home space for Village residents. When a resident is moved into the nursing home, their monthly fees remain at the level they were paying in their apartment or villa. Thus, Plantation Village subsidizes resident nursing home care as an ongoing expense.

## **CONTINUING CARE RETIREMENT COMMUNITIES AND THE DEPARTMENT OF INSURANCE**

Like Plantation Village, most continuing care retirement communities (CCRCs) in North Carolina are not-for-profit entities that provide accommodations for residents between sixty and eighty plus years of age. CCRCs are often operated by religious or charitable organizations, and the intent of such communities is not to accumulate wealth, but to provide a much-needed service to the communities they serve. Most communities offer a wide range of services, charge refundable advanced entrance fees, and operate on monthly service fees.

The rapidly increasing demand for CCRCs by the growing and increasingly affluent over 60 population has resulted in numerous new senior living facilities, and regulation has become increasingly important to protect seniors from losing their life savings in financially unsound living arrangements. Local for-profit organizations as well as giants such as Marriott Corporation, are entering the traditionally non-profit CCRC market with large amounts of investor capital. To meet the increasing regulatory demands, in November 1989, the North Carolina Department of Insurance (DOI) replaced the Department of Human Resources as regulator of N.C. continuing care providers. The DOI regulates CCRCs to assure financial stability and to protect residents from default. The DOI is responsible for monitoring statutory compliance and issuing operating licenses to CCRCs. The DOI mandates that CCRCs keep reserve or escrow accounts to assure the coverage of operational costs and refunds. DOI regulates for-profit and not-for-profit CCRCs in the same manner.

Operating licenses are reviewed and renewed annually by the DOI based on financial status. The DOI relies on interim unaudited financial reports, annual audited financial statements, and 5 year projections to determine the financial status of a CCRC (Exhibits 2–7). The DOI may, based on its judgement of financial condition, impose additional reserve requirements and sanctions on a CCRC. Sanctions often include setting reserve requirements on attrition income, where attrition income equals the current cash value of a unit less the amount refunded to the previous owner.

The DOI placed additional restrictions on Plantation Village in 1993 based on its determination of financial instability. The deficit balance on the Plantation Village balance sheets between 1992 and 1993 forced the DOI to name Plantation Village insolvent, revoke its permanent license, and administer additional reserve requirements. As a result, Plantation Village would have to submit monthly financial statements to the DOI, with a \$25 reporting fee, and escrow 100% of attrition income.<sup>1</sup>

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<sup>1</sup>Beginning in 1998, DOI regulations will require all CCRCs to have a funded operating reserve account with a percentage of total projected operating costs for the upcoming 12 months. The reserve percentage is based on occupancy level. CCRCs with occupancy below 90% must fund the reserve with 50% of total operating costs. CCRCs with occupancy equal to or greater than 90% must only fund the reserve with 25% of projected total operating costs. Additionally, the DOI mandates that CCRCs with occupancy below 75% place all entrance fees in an escrow account. Any funds escrowed are safely invested in treasury bills or certificates of deposit. The principal amount remains untouchable in the escrow account, while the interest income earned can be used by the CCRC.

## SOP 90-8

CCRCs are governed by the AICPA Audit and Accounting Guide entitled *Audits of Providers of Health Care Services*. They refer specifically to Statement of Position (SOP) 90-8, *Financial Accounting and Reporting by Continuing Care Retirement Communities*, for accounting guidelines. The Audit Guide became effective for financial statement periods beginning on or after July 15, 1990, and the SOP became effective for financial statements for periods beginning on or after December 15, 1990.

Before SOP 90-8, little guidance existed relative to the recognition of income for advance fees, and advance fees were often recorded by CCRCs as revenue on the Statement of Revenue and Expenses and Changes in Fund Balance. Implementation of SOP 90-8 required CCRCs to report advance entrance fees as deferred revenue after the liability section of the balance sheet. The nonrefundable portion of entrance fees is recalculated annually and amortized using straight line method to income over the average expected life of each resident. The refundable portion of entrance fees is amortized to income over the estimated life of the related facilities, usually 20-40 years.

SOP 90-8 also requires fees that are to be paid to current residents or designees only upon re-occupancy of the contract holder's unit should be recorded as deferred revenue. In addition, attrition income should be deferred and amortized to income over future periods based on the remaining useful life of the facility.

Finally, future service obligations should be recorded when the present value of future net cash outflows exceeds unamortized deferred revenue plus depreciation of facilities to be charged related to the contracts and unamortized initial direct costs of acquiring the related continuing-care contracts.

## THE DOI REPORT ARRIVES

George Nadeau and Brett Logan met with Chuck Earney, the CPA to review the insolvency accusations.

**Brett Logan:** *Word is spreading quickly among the residents that we have been declared insolvent by the DOI! They are all worried about losing their investment and the older ones are really concerned about losing the guaranteed life and nursing home care. I've sent out a memo trying to appease their concerns, but we need to move quickly on a convincing resolution.*

**George Nadeau:** *Chuck, you know Plantation Village well. Our reputation is impeccable. Politics in Raleigh and all these new retirement care providers have the DOI in a tizzy and they're taking it out on us. They think we are just like the new Marriott. We are not insolvent . . . we're always able to pay our bills plus providing the residents with an outstanding living facility. We need your help. What exactly is solvency anyway?*

**Chuck Earney:** *You're right, solvency is usually viewed as a firm's ability to pay its debts as they mature. To measure this ability, as well as the financial health of an entity, a number of areas typically required review. Profitability, liquidity, and solvency all play a part in determining financial stability. Generally, profitability addresses current and projected net operating income. Liquidity looks at relationships between current assets and liabilities, and solvency measures look at operating cash flows, debt, and total liabilities. These measures may give a better depiction of the present and future financial condition of Plantation Village than the DOI. We need a complete analysis to present to the DOI.*

## SUGGESTED REFERENCE MATERIAL

AICPA, Statement of Position 90-8, "*Financial Accounting and Reporting by Continuing Care Retirement Communities*".

**Exhibit 1:  
Plantation Village Resident Agreement Plans**

**RETURN OF CAPITAL PLAN  
PLANTATION VILLAGE  
1993**

| <u>Apartment Type</u>    | <u>Entrance Fee</u> | <u>Refundable<br/>Participation at 90%</u> | <u>Monthly Fee</u> | <u>2nd Person</u> |
|--------------------------|---------------------|--|--------------------|-------------------|
| <b>One Bedroom Units</b> |                     |  |                    |                   |
| Traditional              | \$106,550           | \$ 95,895                                  | \$1,175            | \$550             |
| Deluxe                   | 120,990             | 108,891                                    | 1,285              | 550               |
| <b>Two Bedroom Units</b> |                     |  |                    |                   |
| Traditional              | \$142,100           | \$127,890                                  | \$1,399            | \$550             |
| Lakeside                 | 152,100             | 136,890                                    | 1,438              | 550               |
| Deluxe                   | 160,990             | 144,891                                    | 1,512              | 550               |
| Deluxe Villa             | 166,540             | 149,886                                    | 1,549              | 550               |

**TRADITIONAL PLAN  
PLANTATION VILLAGE  
1993**

| <u>Apartment Type</u>    | <u>Entrance Fee</u> | <u>Refundable<br/>Participation After<br/>12 Months</u> | <u>Monthly Fee</u> | <u>2nd Person</u> |
|--------------------------|---------------------|---|--------------------|-------------------|
| <b>One Bedroom Units</b> |                     |   |                    |                   |
| Traditional              | \$ 84,800           | \$0   | \$1,175            | \$550             |
| Deluxe                   | 93,900              | 0   | 1,285              | 550               |
| <b>Two Bedroom Units</b> |                     |   |                    |                   |
| Traditional              | \$112,100           | \$0   | \$1,399            | \$550             |
| Lakeside                 | 122,100             | 0   | 1,438              | 550               |
| Deluxe                   | 130,100             | 0   | 1,512              | 550               |
| Deluxe Villa             | 116,000             | 0   | 1,549              | 550               |

**Conditions of Termination — Both Plans**

1. Termination of the agreement through 120 days written notice or death of occupant
2. Re-occupancy of the unit
3. Collection of new entrance fees

**Exhibit 2:  
Audited Financial Statements**

**PLANTATION VILLAGE, INC.  
STATEMENTS OF REVENUE AND EXPENSES  
AND CHANGES IN FUND BALANCE (DEFICIT)  
Years Ended December 31, 1993 and 1992**

|   | <u>1993</u>                 | <u>1992</u>                 |
|---|-----------------------------|-----------------------------|
| Revenue:  |                             |                             |
| Resident Service Fees, including amortization of<br>advance fees (1993 \$593,000; 1992 \$582,000) | \$3,193,358                 | \$ 3,100,170                |
| Other   | <u>64,101</u>               | <u>58,675</u>               |
| Total Revenue   | <u>\$ 3,257,459</u>         | <u>\$ 3,158,845</u>         |
| Expenses:   |                             |                             |
| Resident care   | \$ 473,001                  | \$ 467,949                  |
| Dietary   | 734,227                     | 702,772                     |
| Housekeeping  | 172,957                     | 173,988                     |
| Plant   | 531,744                     | 535,199                     |
| General and administrative  | 585,664                     | 567,481                     |
| Depreciation and amortization   | 661,252                     | 702,460                     |
| Interest  | <u>125,415</u>              | <u>149,495</u>              |
| Total Expenses  | <u>\$ 3,284,260</u>         | <u>\$ 3,299,344</u>         |
| (Excess) of expenses over revenue   | \$ (26,801)                 | \$ (140,499)                |
| Non-operating gain (losses):  | \$ 33,501                   | \$ (88,241)                 |
| Fund balance (deficit) beginning  | <u>(3,512,947)</u>          | <u>(3,284,207)</u>          |
| Fund balance (deficit) ending   | <u><u>\$(3,506,247)</u></u> | <u><u>\$(3,512,947)</u></u> |

**Exhibit 3:  
Audited Financial Statements**

**PLANTATION VILLAGE, INC.  
BALANCE SHEETS  
Years Ended December 31, 1993 and 1992**

|  | <u>1993</u>          | <u>1992</u>          |
|--|----------------------|----------------------|
| <b>ASSETS</b>                                      |                      |                      |
| <b>CURRENT ASSETS</b>                              |                      |                      |
| Cash and cash equivalents                          | \$ 247,676           | \$ 223,955           |
| Short-term investments                             | 226,154              | 48,064               |
| Assets whose use is limited for operating reserves | 790,000              | 405,000              |
| Receivables  | 5,464                | 50,288               |
| Prepaid expenses                                   | <u>48,483</u>        | <u>45,672</u>        |
| Total Current Assets                               | <u>\$ 1,317,777</u>  | <u>\$ 772,979</u>    |
| <b>ASSETS WHOSE USE IS LIMITED</b>                 |                      |                      |
| (restricted by DOI)                                | \$ 181,559           | \$ 565,265           |
| <b>PROPERTY AND EQUIPMENT</b>                      |                      |                      |
| OTHER ASSETS (deferred acquisition costs)          | \$ 1,717,298         | \$ 1,956,058         |
|  | <u>\$12,323,658</u>  | <u>\$12,764,862</u>  |
| <b>LIABILITIES AND FUND BALANCE (DEFICIT)</b>      |                      |                      |
| <b>CURRENT LIABILITIES</b>                         |                      |                      |
| Current maturities of long-term debt               | \$ 132,904           | \$ 181,305           |
| Accounts payable and accrued expenses              | 176,959              | 156,359              |
| Deposits on unoccupied units                       | <u>225,108</u>       | <u>47,989</u>        |
| Total Current Liabilities                          | <u>\$ 534,971</u>    | <u>\$ 385,653</u>    |
| LONG-TERM DEBT, less current maturities            | \$ 1,911,742         | \$ 2,284,943         |
| FUND BALANCE (DEFICIT)                             | <u>\$(3,506,247)</u> | <u>\$(3,512,947)</u> |
|  | <u>\$12,323,658</u>  | <u>\$12,764,862</u>  |

**Exhibit 4:  
Audited Financial Statements**

**PLANTATION VILLAGE, INC.  
STATEMENTS OF CASH FLOWS  
Years Ended December 31, 1993 and 1992**

|   | <u>1993</u>        | <u>1992</u>        |
|---|--------------------|--------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>   |                    |                    |
| (Excess) of expenses over revenue   | \$ 6,700           | \$(228,740)        |
| Adjustments to reconcile excess expenses over revenue to net cash provided by operating activities: |                    |                    |
| Net proceeds from advance fees  | 545,206            | 478,908            |
| Amortization of advance fees  | (592,108)          | (582,314)          |
| Depreciation and amortization   | 422,492            | 451,531            |
| Amortization  | 238,760            | 250,929            |
| Loss on disposal of property and equipment  | 4,667              | 4,666              |
| Changes in assets and liabilities:  |                    |                    |
| Decrease in other current assets  | 42,013             | 114,914            |
| Increase (decrease) in accounts payable and accrued expenses  | <u>20,600</u>      | <u>(38,557)</u>    |
| Net Cash Provided by Operating Activities   | <u>\$ 688,330</u>  | <u>\$ 451,337</u>  |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>   |                    |                    |
| Net (increase) decrease in assets whose use is limited and short-term investments                   | \$(253,007)        | \$(157,588)        |
| Acquisition and construction of property and equipment  | <u>10,000</u>      | <u>0</u>           |
| Net cash (used in) investing activities   | <u>\$(243,007)</u> | <u>\$(157,588)</u> |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>   |                    |                    |
| Principal payments on long-term debt  | <u>(421,602)</u>   | <u>(114,490)</u>   |
| Net cash provided by (used in) financing activities   | <u>\$(421,602)</u> | <u>\$(114,490)</u> |
| Net (increase) in cash and cash equivalents   | \$ 23,721          | \$ 179,259         |
| Cash and cash equivalents:  |                    |                    |
| Beginning   | <u>223,955</u>     | <u>44,696</u>      |
| Ending  | <u>\$ 247,676</u>  | <u>\$ 223,955</u>  |



**Exhibit 5:  
Actual and Projected Financials**

**PLANTATION VILLAGE, INC.  
INCOME STATEMENT  
Years Ended December 31  
Figures in 000's**

|   | ACTUAL    |           | PROJECTED <span style="font-size: small;">→</span> |           |           |           |           |
|---|-----------|-----------|--|-----------|-----------|-----------|-----------|
|   | 1992      | 1993      | 1994   | 1995      | 1996      | 1997      | 1998      |
| <b>Revenue:</b>   |           |           |  |           |           |           |           |
| Resident service fees   | \$ 2,518  | \$ 2,601  | \$ 2,728   | \$ 3,612  | \$ 4,011  | \$ 4,987  | \$ 5,220  |
| Amortization of advance fees                                  | 582       | 592       | 558  | 650       | 826       | 959       | 1,016     |
| Other   | 59        | 64        | 43   | 46        | 6         | 63        | 66        |
| Total Revenue   | \$ 3,159  | \$ 3,257  | \$ 3,329   | \$ 4,308  | \$ 4,900  | \$ 6,009  | \$ 6,302  |
| <b>Expenses:</b>  |           |           |  |           |           |           |           |
| Resident care   | \$ 468    | \$ 473    | \$ 662   | \$ 759    | \$ 872    | \$ 1,030  | \$ 1,150  |
| Dietary   | 703       | 734       | 737  | 856       | 928       | 1,066     | 1,108     |
| Housekeeping  | 174       | 173       | 194  | 231       | 253       | 296       | 308       |
| Plant   | 535       | 532       | 564  | 672       | 735       | 861       | 896       |
| General and administrative                                    | 567       | 586       | 573  | 634       | 676       | 747       | 777       |
| Depreciation and amortization                                 | 702       | 661       | 676  | 748       | 853       | 1,572     | 1,095     |
| Interest  | 150       | 125       | 112  | 100       | 91        | 83        | 74        |
| Total Expenses  | \$ 3,299  | \$ 3,284  | \$ 3,518   | \$ 4,000  | \$ 4,408  | \$ 5,655  | \$ 5,408  |
| Income (loss)<br>from operations                              | (140)     | (27)      | (189)  | 308       | 492       | 354       | 894       |
| Nonoperating gain<br>(loss)                                   | (89)      | 34        | 40   | 58        | 88        | 119       | 185       |
| Excess (deficiency)<br>of Revenues and<br>gains over Expenses | \$ (229)  | \$ 7      | \$ (149)   | \$ 366    | \$ 580    | \$ 473    | \$ 1,079  |
| Fund balance (deficit) beginning                              | (3,284)   | (3,513)   | (3,506)  | (3,655)   | (3,289)   | (2,709)   | (2,236)   |
| Fund balance ending   | \$(3,513) | \$(3,506) | \$(3,655)  | \$(3,289) | \$(2,709) | \$(2,236) | \$(1,157) |

**Exhibit 6:  
Actual and Projected Financials**

**PLANTATION VILLAGE, INC.  
BALANCE SHEETS  
Years Ended December 31  
Figures in 000's**

|  | ACTUAL     |            | PROJECTED  |            |            |            |            |
|--|------------|------------|------------|------------|------------|------------|------------|
|  | 1992       | 1993       | 1994       | 1995       | 1996       | 1997       | 1998       |
| <b>ASSETS</b>  |            |            |            |            |            |            |            |
| <b>CURRENT ASSETS</b>  |            |            |            |            |            |            |            |
| Cash and cash equivalents                                      | \$ 224     | \$ 248     | \$ 288     | \$ 832     | \$ 1,752   | \$ 2,848   | \$ 3,152   |
| Assets whose use is limited                                    | 48         | 226        | 513        | 617        | 248        | 121        | 125        |
| Operating reserve  | 405        | 790        | 790        | 790        | 790        | 1,087      | 1,144      |
| Other current assets   | 96         | 54         | 57         | 89         | 102        | 140        | 148        |
| Total Current Assets   | \$ 773     | \$ 1,318   | \$ 1,648   | \$ 2,328   | \$ 2,892   | \$ 4,196   | \$ 4,569   |
| ASSETS WHOSE USE IS LIMITED                                    | \$ 565     | \$ 182     | \$ 249     | \$ 337     | \$ 454     | \$ 585     | \$ 730     |
| PROPERTY AND EQUIPMENT, NET                                    | \$ 9,470   | \$ 9,107   | \$12,327   | \$15,147   | \$18,173   | \$18,882   | \$18,254   |
| <b>OTHER ASSETS</b>  |            |            |            |            |            |            |            |
| Organization and deferred costs, less accumulated amortization | \$ 1,956   | \$ 1,717   | \$ 1,805   | \$ 1,733   | \$ 1,616   | \$ 1,347   | \$ 1,070   |
|  | \$12,764   | \$12,324   | \$16,029   | \$19,545   | \$23,135   | \$25,010   | \$24,623   |
| <b>LIABILITIES AND FUND BALANCE (DEFICIT)</b>                  |            |            |            |            |            |            |            |
| <b>CURRENT LIABILITIES</b>                                     |            |            |            |            |            |            |            |
| Current maturities of long-term debt                           | \$ 181     | \$ 133     | \$ 219     | \$ 243     | \$ 256     | \$ 161     | \$ 174     |
| Accounts payable and accrued expenses                          | 156        | 177        | 186        | 217        | 239        | 280        | 296        |
| Interim Financing  | 0          | 0          | 3,900      | 1,853      | 600        | 0          | 0          |
| Deposits on unoccupied units                                   | 48         | 225        | 513        | 617        | 247        | 121        | 126        |
| Total Current Liabilities                                      | \$ 385     | \$ 535     | \$ 4,818   | \$ 2,930   | \$ 1,342   | \$ 562     | \$ 596     |
| LONG-TERM DEBT, less current maturities                        | \$ 2,285   | \$ 1,912   | \$ 1,632   | \$ 1,389   | \$ 1,115   | \$ 1,989   | \$ 736     |
| DEFERRED REVENUE FROM ADVANCE FEES                             | \$13,607   | \$13,383   | \$13,234   | \$18,515   | \$23,387   | \$24,695   | \$24,448   |
| FUND BALANCE (DEFICIT)   | \$ (3,513) | \$ (3,506) | \$ (3,655) | \$ (3,289) | \$ (2,709) | \$ (2,236) | \$ (1,157) |
|  | \$12,764   | \$12,324   | \$16,029   | \$19,545   | \$23,135   | \$25,010   | \$24,623   |

**Exhibit 7:  
Actual and Projected Financials**

**PLANTATION VILLAGE, INC.  
PROJECTED STATEMENTS OF CASH FLOWS  
Years Ended December 31  
Figures in 000's**

|   | ACTUAL   |          | PROJECTED  |            |            |            |            |
|---|----------|----------|------------|------------|------------|------------|------------|
|   | 1992     | 1993     | 1994       | 1995       | 1996       | 1997       | 1998       |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>   |          |          |            |            |            |            |            |
| (Excess) of expenses over revenue   | \$ (229) | \$ 7     | \$ (148)   | \$ 366     | \$ 579     | \$ 474     | \$ 1,079   |
| Adjustments to reconcile excess expenses over revenue to net cash provided by operating activities: |          |          |            |            |            |            |            |
| Net proceeds from advance fees  | 479      | 545      | 409        | 5,931      | 5,698      | 2,267      | 770        |
| Amortization of advance fees  | (582)    | (592)    | (558)      | (650)      | (826)      | (959)      | (1,016)    |
| Depreciation and amortization   | 702      | 661      | 676        | 748        | 853        | 1,572      | 1,095      |
| Loss on disposal of property and equipment  | 5        | 5        | 0          | 0          | 0          | 0          | 0          |
| Write-down of property to net realizable value  | 128      | 0        | 0          | 0          | 0          | 0          | 0          |
| (Increase) in other current assets  | (13)     | 42       | (3)        | (33)       | (13)       | (38)       | (8)        |
| Increase (decrease) in accounts payable and accrued expenses  | (39)     | 21       | 297        | 135        | (346)      | (87)       | 22         |
| Net Cash Provided by Operating Activities   | \$ 451   | \$ 689   | \$ 673     | \$ 6,497   | \$ 5,945   | \$ 3,229   | \$ 1,942   |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>   |          |          |            |            |            |            |            |
| Proceeds from (additions to) assets whose use is limited and operating reserve                      | \$ (81)  | \$ (180) | \$ (356)   | \$ (191)   | \$ 251     | \$ (301)   | \$ (208)   |
| Acquisition and construction of property and equipment  | (77)     | (74)     | (3,657)    | (3,321)    | (3,621)    | (236)      | (190)      |
| Acquisition of deferred costs   | 0        | 0        | (327)      | (175)      | (140)      | (8)        | 0          |
| Proceeds from sale of property  | 0        | 10       | 0          | 0          | 0          | 0          | 0          |
| Net cash (used in) investing activities   | \$ (158) | \$ (244) | \$ (4,340) | \$ (3,687) | \$ (3,510) | \$ (545)   | \$ (398)   |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>   |          |          |            |            |            |            |            |
| Principal payments on note payable  | \$ (114) | \$ (127) | \$ (133)   | \$ (139)   | \$ (145)   | \$ (152)   | \$ (161)   |
| Principal payments on long-term debt:   |          |          |            |            |            |            |            |
| Obligation payable to management company  | 0        | (294)    | (60)       | (80)       | (117)      | (836)      | (1,079)    |
| Net proceeds from (repayment of) interim financing  | 0        | 0        | 3,900      | (2,047)    | (1,253)    | (600)      | 0          |
| Net cash provided by (used in) financing activities   | \$ (114) | \$ (421) | \$ 3,707   | \$ (2,266) | \$ (1,515) | \$ (1,588) | \$ (1,240) |
| Net (decrease) in cash and cash equivalents   | \$ 179   | \$ 24    | \$ 40      | \$ 544     | \$ 920     | \$ 1,096   | \$ 304     |
| Cash and cash equivalents:  |          |          |            |            |            |            |            |
| Beginning   | 45       | 224      | 248        | 288        | 832        | 1,752      | 2,848      |
| Ending  | \$ 224   | \$ 248   | \$ 288     | \$ 832     | \$ 1,752   | \$ 2,848   | \$ 3,152   |

## PLANTATION VILLAGE, INC. — B

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March, 1993 . . . Two months after the DOI report arrived.

Bill and Janice Kingsley recently retired from his long-term sales position in upstate New York. Their dream was to move to a warmer climate with secure living arrangement. Although Bill had not made a lot of money in his career, he had good pension and coupled with social security they had a comfortable fixed monthly income of \$4,200. Property values had appreciated significantly and their lifetime home sold for close to \$400,000. Additional savings were minimal, but they were proud of spending their discretionary income on their children's education.

They had friends who lived in North Carolina who encouraged them to come down and look around. The snow was still deep in New York and Wilmington looked like paradise when they arrived. They visited several condominium communities and on the third day decided to look at Plantation Village. Although they had not thought they were ready for a retirement community, the amenities and security of Plantation Village were very appealing. The salesman showed them the enclosed pool, dining facilities, and adjacent golf course and they were convinced this was the place for them. They felt they could afford one of the smaller units and still maintain \$100,000 savings . . . plus the idea of a 90% guaranteed refund would ensure they could preserve some inheritance for their children.

Bill was ready to sign immediately, but Janice thought they should talk with their long-time CPA, Jeff Hunter, in New York. Jeff had always done their tax work and had recently been their financial advisor after the sale of the house. The salesman provided a copy of the audited financial statements and Bill sent them to Jeff along with the promotion information about Plantation Village. No mention was made of the DOI sanctions.

### **Required:**

1. Do you think the salesman has an obligation to disclose the pending DOI action to Bill and Janice?
2. Jeff Hunter specializes in tax and financial advisory services clients and is now offering comprehensive eldercare services. He knows the Kingsleys personally as well as knowing their financial situation well. Bill called to tell him that they had found the perfect retirement community, but Janice wanted his endorsement. What should Jeff recommend? What are the ethical issues he should consider in his recommendation?