

**Heritage on the Marina**  
**For the Five Months Ending**  
**5/31/2021**

	2021 Annual Budget	2021 1-Month Budget	Current Month Actual	Current Month Variance	Current YTD Budget	Current YTD Actual	Year To Date Variance
<b>Operating Revenue</b>							
Monthly Care Fees (Incl. Type C)	\$4,337,172	\$361,431	\$317,157	(\$44,274)	\$1,807,155	\$1,609,543	(\$197,612)
MCF Fee Subsidy	(249,996)	(20,833)	(6,716)	14,118	(104,165)	(68,268)	35,898
SNF Private Pay Fees	1,770,576	147,548	85,810	(61,738)	737,740	589,000	(148,740)
AL Private Pay Fees	465,924	38,827	34,665	(4,162)	194,135	201,320	7,185
Medicare Type A and Type B	1,337,760	111,480	123,237	11,757	557,400	407,844	(149,556)
Amortized Entry Fees	1,152,600	96,050	84,090	(11,960)	480,250	620,401	140,151
Octavia St. Property Tax Refund	196,002	0	0	0	196,002	162,988	(33,014)
Guest Charges	24,996	2,083	959	(1,124)	10,415	4,256	(6,159)
Processing Fees/Community Fee	9,000	750	1,250	500	3,750	2,500	(1,250)
Other Resid, Program Fees	24,996	2,083	1,981	(102)	10,415	10,081	(334)
US HHS Stimulus Payments	150,000	12,500	0	(12,500)	62,500	27,738	(34,762)
<b>Total Operating Revenue</b>	<b>\$9,219,030</b>	<b>\$751,919</b>	<b>\$642,433</b>	<b>(\$109,486)</b>	<b>\$3,955,597</b>	<b>\$3,567,402</b>	<b>(\$388,195)</b>
<b>Expense</b>							
Operating Expense	12,629,928	1,050,744	1,077,704	26,960	5,253,720	5,195,515	(58,205)
Depreciation	955,740	79,645	78,534	(1,111)	398,225	392,668	(5,557)
<b>Total Expense</b>	<b>\$13,585,668</b>	<b>\$1,130,389</b>	<b>\$1,156,237</b>	<b>\$25,848</b>	<b>\$5,651,945</b>	<b>\$5,588,183</b>	<b>(\$63,762)</b>
<b>Operating Income/(Loss)</b>	<b>(4,366,638)</b>	<b>(378,470)</b>	<b>(513,805)</b>	<b>(135,335)</b>	<b>(1,696,348)</b>	<b>(2,020,781)</b>	<b>(324,433)</b>
<b>Other Income &amp; Expense</b>							
Donations & Bequests	30,000	2,500	20	(2,480)	12,500	19,665	7,165
Planning & Development	(135,000)	(11,250)	(13,246)	(1,996)	(56,250)	(118,314)	(62,064)
Other Income	12,000	1,000	(154)	(1,154)	5,000	372	(4,628)
<b>Sub Total</b>	<b>(93,000)</b>	<b>(7,750)</b>	<b>(13,380)</b>	<b>(5,630)</b>	<b>(38,750)</b>	<b>(98,276)</b>	<b>(59,526)</b>
<b>Pre-Investment Net Income/(Loss)</b>	<b>(4,459,638)</b>	<b>(386,220)</b>	<b>(527,184)</b>	<b>(140,964)</b>	<b>(1,735,098)</b>	<b>(2,119,057)</b>	<b>(383,959)</b>
Total Investment Income	3,568,824	297,402	1,217,684	920,282	1,487,010	6,683,952	5,196,942
Investment Management Fee	(150,000)	(12,500)	(21,217)	(8,717)	(62,500)	(66,636)	(4,136)
<b>Net Investment Income</b>	<b>3,418,824</b>	<b>284,902</b>	<b>1,196,467</b>	<b>911,565</b>	<b>1,424,510</b>	<b>6,617,316</b>	<b>5,192,806</b>
<b>Net Income/(Loss)</b>	<b>(1,040,814)</b>	<b>(101,318)</b>	669,283	770,601	<b>(310,588)</b>	4,498,259	4,808,847

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	<b>2021 Annual Budget</b>	<b>2021 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	3,177,744	264,812	274,684	(9,872)	1,324,060	1,396,943	(72,883)
Food Service	2,768,568	230,714	238,555	(7,841)	1,153,570	1,164,263	(10,693)
Administration	2,188,980	180,665	209,457	(28,792)	903,325	898,092	5,233
Maintenance & Security	1,027,992	85,666	87,797	(2,131)	428,330	461,760	(33,430)
General Expense	985,464	82,122	83,956	(1,834)	410,610	411,067	(457)
Housekeeping	617,388	51,449	49,975	1,474	257,245	241,571	15,674
Activities/Wellness	528,816	44,068	38,321	5,747	220,340	181,102	39,238
Other Nursing and Medical Related	911,232	75,936	59,172	16,764	379,680	302,599	77,081
Medicare	423,744	35,312	35,786	(474)	176,560	138,117	38,443
<b>Total</b>	<b>12,629,928</b>	<b>1,050,744</b>	<b>1,077,704</b>	<b>(26,960)</b>	<b>5,253,720</b>	<b>5,195,515</b>	<b>58,205</b>
<b>Grand Total</b>	<b>12,629,928</b>	<b>1,050,744</b>	<b>1,077,704</b>	<b>(26,960)</b>	<b>5,253,720</b>	<b>5,195,515</b>	<b>58,205</b>

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<b>Summary by Expense</b>							
Wages & Salaries	5,328,048	444,004	442,765	1,239	2,220,020	2,121,750	98,270
Employee Benefits	1,251,636	104,303	130,738	(26,435)	521,515	571,742	(50,227)
Workers Comp Insurance	225,408	18,784	21,826	(3,042)	93,920	96,583	(2,663)
Unemployment	39,996	3,333	0	3,333	16,665	14,944	1,721
Vacations & Holidays	485,208	40,434	25,445	14,989	202,170	214,994	(12,824)
Food	528,396	44,033	39,464	4,569	220,165	181,749	38,416
Food-Wine & Beer	12,996	1,083	2,183	(1,100)	5,415	11,681	(6,266)
Utilities	642,216	53,518	56,326	(2,808)	267,590	277,264	(9,674)
Professional Fees	217,104	18,092	32,105	(14,013)	90,460	135,509	(45,049)
Security Services	222,864	18,572	17,918	654	92,860	95,318	(2,458)
Insurance	268,248	22,354	20,868	1,486	111,770	104,338	7,432
Contract, Grounds Maintenance	189,432	15,786	7,530	8,256	78,930	62,730	16,200
Cleaning Supp & Paper Products	160,308	13,359	10,088	3,271	66,795	74,119	(7,324)
Equipment & Long term Maintenance	183,996	15,333	29,305	(13,972)	76,665	121,166	(44,501)
Hsehd, Equip, & Carpet Replacement	39,120	3,260	1,432	1,828	16,300	29,069	(12,769)
Maintenance Expendable Supplies	24,996	2,083	3,107	(1,024)	10,415	14,888	(4,473)
Outside Services	1,693,716	141,143	134,013	7,130	705,715	666,116	39,599
Accounting Fees	80,004	6,667	10,200	(3,533)	33,335	27,910	5,425
Legal Fees	75,000	6,250	15,075	(8,825)	31,250	29,519	1,731
Activities, Chapel, Arts, O&A, Gorman	82,752	6,896	3,089	3,807	34,480	14,905	19,575
Marketing	137,004	11,417	19,251	(7,834)	57,085	46,212	10,873
Development	12,000	1,000	0	1,000	5,000	8,223	(3,223)
IL/AL Medical Fees & Services	61,428	5,119	5,680	(561)	25,595	27,697	(2,102)
Medical Supplies	102,144	8,512	12,226	(3,714)	42,560	45,750	(3,190)
Association Dues	24,000	2,000	1,696	304	10,000	8,130	1,870
Licenses, taxes, fees	52,356	4,363	3,527	836	21,815	27,250	(5,435)
Communications	21,504	1,792	883	910	8,960	8,880	80
Office Supplies/Computers/IT	87,528	7,294	14,244	(6,950)	36,470	44,243	(7,773)
Board Expense	5,004	417	0	417	2,085	0	2,085
Holiday Party	21,000	0	0	0	0	3,202	(3,202)
Continuing Education/In-Service	11,508	959	1,214	(255)	4,795	4,059	736
Conference & Travel	5,004	417	635	(218)	2,085	1,117	968
Van Expense	16,680	1,390	469	921	6,950	7,231	(281)
COVID-19 Related	335,016	27,918	15,166	12,752	139,590	101,170	38,420
Miscellaneous	11,748	979	357	622	4,895	2,323	2,572
Less Transfer for Arts, O&A Programs	(25,440)	(2,120)	(1,120)	(1,000)	(10,600)	(6,267)	(4,333)
<b>Total</b>	<b>12,629,928</b>	<b>1,050,744</b>	<b>1,077,704</b>	<b>(26,960)</b>	<b>5,253,720</b>	<b>5,195,515</b>	<b>58,205</b>

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<b>Food Service</b>							
Wages & Salaries	490,020	40,835	37,311	3,524	204,175	192,211	11,964
Employee Benefits	83,352	6,946	22,378	(15,432)	34,730	78,314	(43,584)
Workers Comp Insurance	34,668	2,889	3,467	(578)	14,445	14,868	(423)
Vacations & Holidays	38,160	3,180	1,664	1,516	15,900	15,323	577
Food	528,396	44,033	39,464	4,569	220,165	181,749	38,416
Food-Wine & Beer	12,996	1,083	2,183	(1,100)	5,415	11,681	(6,266)
Management Fees	58,824	4,902	4,975	(73)	24,510	24,296	214
Cleaning Supplies & Paper Products	75,000	6,250	6,325	(75)	31,250	45,976	(14,726)
Household Replacements	20,004	1,667	1,065	602	8,335	8,930	(595)
Equipment Maintenance	20,004	1,667	4,872	(3,205)	8,335	10,516	(2,181)
Contract Maintenance	20,004	1,667	0	1,667	8,335	9,088	(753)
Licenses	1,704	142	105	37	710	523	187
Office Supplies/Printing	17,256	1,438	782	656	7,190	4,395	2,795
Outside Services	1,212,180	101,015	101,110	(95)	505,075	507,874	(2,799)
COVID-19 Related	150,000	12,500	12,499	1	62,500	56,196	6,304
Miscellaneous	6,000	500	357	143	2,500	2,323	177
<b>Total Food Service</b>	<b>2,768,568</b>	<b>230,714</b>	<b>238,555</b>	<b>(7,841)</b>	<b>1,153,570</b>	<b>1,164,263</b>	<b>(10,693)</b>
<b>Housekeeping</b>							
Salaries & Wages	317,580	26,465	28,659	(2,194)	132,325	131,832	493
Employee Benefits	125,160	10,430	11,236	(806)	52,150	53,629	(1,479)
Workers Comp Insurance	20,904	1,742	2,111	(369)	8,710	8,939	(229)
Vacations & Holidays	30,144	2,512	1,633	879	12,560	13,344	(784)
Cleaning Supplies & Paper Products	83,760	6,980	3,764	3,216	34,900	28,143	6,757
Household Replacements	5,004	417	0	417	2,085	(325)	2,410
Carpet Replacements	5,004	417	0	417	2,085	0	2,085
Outside Services	12,996	1,083	0	1,083	5,415	0	5,415
COVID-19 Related	16,584	1,382	934	448	6,910	4,204	2,706
Miscellaneous	252	21	0	21	105	0	105
<b>Total Housekeeping</b>	<b>617,388</b>	<b>51,449</b>	<b>49,975</b>	<b>1,474</b>	<b>257,245</b>	<b>241,571</b>	<b>15,674</b>

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<b>Maintenance &amp; Security</b>							
Wages & Salaries	307,224	25,602	26,579	(977)	128,010	122,145	5,865
Employee Benefits	65,364	5,447	6,696	(1,249)	27,235	25,935	1,300
Workers Comp Insurance	14,304	1,192	1,347	(155)	5,960	5,972	(12)
Vacations & Holidays	23,040	1,920	1,402	518	9,600	11,475	(1,875)
Security Services	222,864	18,572	17,918	654	92,860	95,318	(2,458)
Van/Transportation	16,680	1,390	469	921	6,950	7,231	(281)
Equipment Maintenance	159,996	13,333	22,795	(9,462)	66,665	107,999	(41,334)
Contract Maintenance	77,436	6,453	2,731	3,722	32,265	27,874	4,391
Expendable Supplies	24,996	2,083	3,107	(1,024)	10,415	14,888	(4,473)
Equipment Replacements	6,600	550	368	182	2,750	18,793	(16,043)
Grounds Maintenance	81,996	6,833	4,052	2,781	34,165	21,720	12,445
COVID-19 Related	24,996	2,083	334	1,749	10,415	2,410	8,005
Miscellaneous	2,496	208	0	208	1,040	0	1,040
<b>Total Maintenance &amp; Security</b>	<b>1,027,992</b>	<b>85,666</b>	<b>87,797</b>	<b>(2,131)</b>	<b>428,330</b>	<b>461,760</b>	<b>(33,430)</b>
<b>Activities/Wellness</b>							
Wages & Salaries	321,552	26,796	25,867	929	133,980	121,740	12,240
Employee Benefits	87,876	7,323	7,185	138	36,615	28,619	7,996
Workers Comp Insurance	15,360	1,280	1,465	(185)	6,400	6,616	(216)
Vacations & Holidays	33,276	2,773	1,834	939	13,865	14,914	(1,049)
Activities	50,832	4,236	1,910	2,326	21,180	8,518	12,662
Chapel Expense	6,480	540	60	480	2,700	120	2,580
COVID-19 Related	13,440	1,120	0	1,120	5,600	575	5,025
Misc Exp for Arts, O&A, Gorman Programs	25,440	2,120	1,120	1,000	10,600	6,267	4,333
Transfer for Arts, O&A, Gorman Programs	(25,440)	(2,120)	(1,120)	(1,000)	(10,600)	(6,267)	(4,333)
<b>Total Activities</b>	<b>528,816</b>	<b>44,068</b>	<b>38,321</b>	<b>5,747</b>	<b>220,340</b>	<b>181,102</b>	<b>39,238</b>

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<b>Health Center</b>							
Wages & Salaries	2,089,320	174,110	178,807	(4,697)	870,550	913,978	(43,428)
Employee Benefits	485,148	40,429	50,261	(9,832)	202,145	240,010	(37,865)
Workers Comp Insurance	97,908	8,159	9,355	(1,196)	40,795	42,049	(1,254)
Vacations & Holidays	171,900	14,325	9,982	4,343	71,625	83,358	(11,733)
Professional Fees	64,776	5,398	8,290	(2,892)	26,990	33,228	(6,238)
Medical Supplies	67,140	5,595	9,624	(4,029)	27,975	29,448	(1,473)
Household Replacements	2,508	209	0	209	1,045	1,672	(627)
Outside Services	27,300	2,275	1,121	1,154	11,375	7,687	3,688
Licenses	26,004	2,167	2,072	95	10,835	10,360	475
Medical Fees	28,428	2,369	3,543	(1,174)	11,845	14,587	(2,742)
Equipment Maintenance	3,996	333	0	333	1,665	846	819
Communications	6,504	542	464	78	2,710	2,876	(166)
Continuing Education/Inservice	5,004	417	0	417	2,085	50	2,035
Office Supplies/Printing	5,268	439	0	439	2,195	1,588	607
Contract Maintenance	9,996	833	747	86	4,165	4,047	118
COVID-19 Related	84,996	7,083	418	6,665	35,415	11,159	24,256
<b>Total Health Center and Nursing</b>	<b>3,177,744</b>	<b>264,812</b>	<b>274,684</b>	<b>(9,872)</b>	<b>1,324,060</b>	<b>1,396,943</b>	<b>(72,883)</b>
<b>Other Nursing and Medical Related</b>							
Wages & Salaries	561,456	46,788	36,372	10,416	233,940	193,084	40,856
Employee Benefits	172,548	14,379	11,569	2,810	71,895	43,635	28,260
Workers Comp Insurance	36,888	3,074	3,578	(504)	15,370	15,809	(439)
Vacations & Holidays	52,344	4,362	2,886	1,476	21,810	20,474	1,336
COVID-19 Related	24,996	2,083	130	1,953	10,415	3,988	6,427
Outside Medical Fees, Services	9,996	833	68	765	4,165	2,829	1,336
Professional Fees	30,000	2,500	2,500	0	12,500	12,500	0
Other Exp for IL/AL Medical Care	23,004	1,917	2,069	(152)	9,585	10,281	(696)
<b>Total Other Nursing and Medical</b>	<b>911,232</b>	<b>75,936</b>	<b>59,172</b>	<b>16,764</b>	<b>379,680</b>	<b>302,599</b>	<b>77,081</b>

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<b>Medicare</b>							
Medical Supplies	35,004	2,917	2,602	315	14,585	16,302	(1,717)
Professional Fees	12,504	1,042	6,570	(5,528)	5,210	6,570	(1,360)
COVID-19 Related	0	0	0	0	0	0	0
Outside Services	376,236	31,353	26,614	4,739	156,765	115,245	41,520
<b>Total Medicare</b>	<b>423,744</b>	<b>35,312</b>	<b>35,786</b>	<b>(474)</b>	<b>176,560</b>	<b>138,117</b>	<b>38,443</b>

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<b>Administration</b>							
Wages & Salaries	1,240,896	103,408	109,169	(5,761)	517,040	446,759	70,281
Employee Benefits	232,188	19,349	21,413	(2,064)	96,745	101,601	(4,856)
Workers Comp Insurance	5,376	448	503	(55)	2,240	2,331	(91)
Vacations & Holidays	136,344	11,362	6,044	5,318	56,810	56,107	703
Accounting Fees	80,004	6,667	10,200	(3,533)	33,335	27,910	5,425
Marketing, Life Care Residents	137,004	11,417	19,251	(7,834)	57,085	46,212	10,873
Development	12,000	1,000	0	1,000	5,000	8,223	(3,223)
Association Dues	24,000	2,000	1,696	304	10,000	8,130	1,870
Outside Services	65,004	5,417	5,168	249	27,085	35,310	(8,225)
Communications	15,000	1,250	419	831	6,250	6,003	247
Office Supplies/Printing/Postage	30,000	2,500	6,700	(4,200)	12,500	23,739	(11,239)
Licenses, taxes, fees	24,648	2,054	1,350	704	10,270	16,367	(6,097)
Legal Fees	75,000	6,250	15,075	(8,825)	31,250	29,519	1,731
Conferences & Travel	5,004	417	635	(218)	2,085	1,117	968
Professional Fees	51,000	4,250	9,770	(5,520)	21,250	58,915	(37,665)
Continuing Education/Inservice	6,504	542	1,214	(672)	2,710	4,009	(1,299)
COVID-19 Related	20,004	1,667	851	816	8,335	22,638	(14,303)
Miscellaneous	3,000	250	0	250	1,250	0	1,250
Holiday Party	21,000	0	0	0	0	3,202	(3,202)
Board Expenses	5,004	417	0	417	2,085	0	2,085
<b>Total Administration</b>	<b>2,188,980</b>	<b>180,665</b>	<b>209,457</b>	<b>(28,792)</b>	<b>903,325</b>	<b>898,092</b>	<b>5,233</b>
<b>General Expenses</b>							
Utilities	642,216	53,518	56,326	(2,808)	267,590	277,264	(9,674)
Insurance	268,248	22,354	20,868	1,486	111,770	104,338	7,432
Computers & IT	35,004	2,917	6,762	(3,845)	14,585	14,520	65
<b>Total General Expenses</b>	<b>945,468</b>	<b>78,789</b>	<b>83,956</b>	<b>(5,167)</b>	<b>393,945</b>	<b>396,123</b>	<b>(2,178)</b>