

**Heritage on the Marina
2022 Budget Draft**

	Curr. Mo. Act. Oct. 2021	Curr. YTD Act. As of Oct. 2021	2021 Annual Budget	2021 Forecast	2022 Budget	2022Bud. vs. 2021Bud.	Notes
Operating Revenue							
<i>Life Care Mnthly Fee before Scholarship</i>	340,035	3,254,505	4,337,172	3,905,406	4,486,019	148,847	
Scholarship	(10,694)	(121,895)	(250,000)	(146,274)	(170,000)	80,000	
Monthly Care Fees (Net of Scholar.)	329,341	3,132,610	4,087,172	3,759,132	4,316,019	228,847	
Medicare Type A & Type C	84,715	587,901	1,089,808	705,481	630,996	(458,811)	
Medicare Type B	2,081	124,061	247,955	148,873	166,236	(81,719)	
Private Patient Fees (SNF + AL)	115,485	1,418,426	2,236,496	1,702,111	1,395,096	(841,400)	
Amortized Entry Fees	98,424	1,064,523	1,152,605	1,261,371	1,138,097	(14,508)	
Medical Support Services	0	0	0	-	0	0	No longer applies
Guest Charges	977	7,222	25,000	8,666	25,000	0	Assume 'normal'
Processing Fees	0	6,250	9,000	7,500	9,000	0	Resident application fees
Other Program & Resident Fees	2,180	20,111	25,000	24,133	25,000	0	Parking and Club Heritage
Oth. Inc.(Refund of Octavia St. Prop. Tax)	0	162,988	196,003	162,988	0	(196,003)	One-time non-recurring event.
US HHS Stimulus Payments	0	27,738	150,000	27,738	0	(150,000)	Based on 2021 activity, none planned.
Total	633,202	6,551,830	9,219,039	7,807,994	7,705,444	(1,513,595)	
Expense							
Operating Expense	1,109,180	10,084,903	12,629,897	12,103,389	12,616,163	13,734	
Depreciation	78,534	785,335	955,740	942,402	1,032,586	(76,846)	
Total	1,187,714	10,870,238	13,585,637	13,045,791	13,648,748	(63,112)	
Operating Gain/(Loss)	(554,512)	(4,318,408)	(4,366,598)	(5,237,797)	(5,943,304)	(1,576,706)	
Other Income & Expense							
Rental Income	0	0	0	-	0	0	
Rental Expense	0	0	0	-	0	0	
Donations & Bequests	1,587	25,678	30,000	30,814	30,000	0	
Planning & Development	(45,861)	(219,207)	(135,000)	(328,811)	(650,000)	(515,000)	Pre-Development (Rockwood Pacific) and Architects & Interior Design Fees
Other Income	386	3,281	12,000	4,922	12,000	0	
Other Expense	0	0	0	-	0	0	
Sub-Total	(43,888)	(190,248)	(93,000)	(293,075)	(608,000)	(515,000)	
Pre-Investment Net Loss	(598,400)	(4,508,656)	(4,459,598)	(5,530,873)	(6,551,304)		
Total Investment Income ¹	2,947,934	9,777,758	3,568,825	11,733,310	3,599,464		2022 Bud. Is 36 mo. Avg FMV x .05%
Investment Mgmt Fee & Foreign Tax	0	(117,674)	(150,000)	(150,000)	(150,000)		
Net Investment Income	2,947,934	9,660,084	3,418,825	11,583,310	3,449,464		
Net Income/(Loss)	2,349,534	5,151,428	(1,040,773)	6,052,437	(3,101,841)		
¹ Represents 5.0% of the average fair market value of the investment portfolio over the last 3 years.							

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Summary By Budgeted Departments							
Dining Services	237,290	2,284,537	2,768,559	2,741,444	2,835,425	(66,866)	
Housekeeping	56,306	505,287	617,373	610,264	622,591	(5,218)	
Maintenance & Security	101,854	883,432	1,028,012	1,060,118	1,159,554	(131,541)	
Activities	41,875	368,580	528,815	442,296	515,885	12,930	
Health Center	283,902	2,612,974	3,177,750	3,135,569	2,582,857	594,893	
Medical & Other IL, AL care expenses	56,824	575,981	911,241	691,177	971,047	(59,806)	
Medicare Expenses	20,534	229,781	423,731	275,737	279,000	144,731	
Administration	231,706	1,864,916	2,188,952	2,227,732	2,624,140	(435,188)	
General Expense	78,889	759,415	985,462	919,051	1,025,663	(40,201)	
Total	1,109,180	10,084,903	12,629,897	12,103,389	12,616,163	13,734	

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	Act. Oct. 2021	Act. As of Oct. 2021	2021 Annual Budget	2021 Forecast	2022 Budget	2022Bud. vs. 2021Bud.	Notes
Summary Exp by Type	Current Mo.	Current YTD	2021 Budget	2021 Fore.	2022 Budget		
Wages & Salaries	490,460	4,147,393	5,328,065	4,976,872	5,215,132	112,934	Includes +3% COLA increase as of July 1, 2022
Employee Benefits	121,149	1,123,320	1,251,654	1,347,984	1,369,656	(118,002)	Kaiser increasing 6.1% and increase in Healthy SF contributions.
Workers Comp Insurance	21,702	195,027	225,403	234,032	215,132	10,271	Estimated, reduction due to lower wages & salaries.
Unemployment	339	16,120	40,000	24,180	25,000	15,000	
Vacations & Holidays	7,022	386,582	485,197	463,898	476,100	9,097	
Food/Wine & Beer	44,283	403,342	541,394	484,010	502,500	38,894	
Utilities	52,067	506,628	642,216	610,762	661,961	(19,745)	2022 based on normal activity, 2021 forecast has \$37K Recology refund.
Professional Fees	12,442	196,308	217,104	224,416	197,494	19,610	
Security Services	9,454	177,318	222,864	212,782	245,000	(22,136)	Planned at 16 hrs. per day at \$39.50 hr.
Insurance	20,958	209,039	184,000	250,955	288,701	(20,455)	Based on premium costs.
Contract & Grounds Maintenance	34,802	157,555	189,434	189,066	199,679	(10,245)	
Cleaning Supplies & Paper Products	11,034	141,814	160,310	170,177	178,000	(17,690)	Increase by \$18K for linen cleaning, deferred under COVID dining restrictions.
Equipment & Long term Maintenance	15,139	175,049	184,000	210,059	226,500	(42,500)	Budgeting for continued increases in these services.
Hsehd, Carpet & Equip. Replacement	7,039	50,995	39,112	61,194	70,000	(30,888)	Increase based on 2021's expected activity.
Maintenance Expendable Supplies	1,327	24,727	25,000	29,672	32,000	(7,000)	
Outside Services	128,068	1,302,938	1,693,705	1,567,446	1,651,300	42,405	Includes \$45K for outside transfer to memory support facility.
Accounting Fees	9,750	99,946	80,000	119,935	88,564	(8,564)	
Legal Fees	45,738	128,093	75,000	153,712	114,828	(39,828)	Usage continues to increase. 2022 excludes CA MP and Healthy SF costs.
Activities, Chapel, O&A, etc.	2,771	27,567	82,748	33,080	61,512	21,236	
Marketing	36,270	122,539	137,000	147,047	176,500	(39,500)	Pre move-in fees/coordinator svcs. window coverings, print adver. website refresh.
Development	0	8,223	12,000	9,868	12,500	(500)	
IL & AL Medical Expenses	4,580	56,219	61,428	67,463	66,500	(5,072)	
Medical Supplies	16,654	86,222	102,140	103,466	93,000	9,140	
Association Dues	1,110	15,627	24,000	18,752	24,000	0	
Licenses, taxes, fees	2,642	42,297	52,352	47,580	51,704	648	
Communications	1,303	11,991	21,500	14,389	18,000	3,500	
Office Supplies/Computers	8,769	78,104	87,517	93,725	118,000	(30,483)	Increase by \$15K for computer refresh and 2021's activity.
Physical Exams	0	0	0	0	0	0	
Board Expense	0	601	5,000	721	5,000	0	
Holiday Party	0	3,202	21,000	8,005	21,000	0	Resident holiday party.
Continuing Education/In-Service	12	5,164	11,500	6,197	8,000	3,500	
Conference & Travel	(3,117)	2,005	5,000	2,406	8,500	(3,500)	
Van Expense	1,237	14,160	16,681	16,992	25,000	(8,319)	
COVID-19 Expense	4,842	174,639	335,016	209,567	177,500	157,516	
Miscellaneous	457	3,744	11,750	4,493	6,900	4,850	
Transfers for O&A, Gorman fund etc	(1,123)	(9,595)	(25,440)	(11,514)	(15,000)	(10,440)	
Total	1,109,180	10,084,903	12,629,897	12,103,389	12,616,163	13,734	

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Dining Services							
Wages & Salaries	44,332	363,918	490,024	436,702	477,252	12,772	
Employee Benefits	20,855	155,736	83,357	186,883	171,212	(87,855)	Kaiser medical, SunLife Dental, and Healthy SF, 401K Safe Harbor
Workers Comp Insurance	3,418	29,956	34,666	35,947	32,352	2,314	
Vacations & Holidays	1,664	28,365	38,155	34,038	35,412	2,744	
Food	40,310	381,414	528,394	457,697	477,500	50,894	5% CPI.
Food Beer & Wine	3,973	21,928	13,000	26,314	25,000	(12,000)	
Management Fees	4,975	49,173	58,829	59,008	61,494	(2,665)	
Cleaning Supplies & Paper Products	7,337	81,109	75,000	97,331	100,000	(25,000)	
Household Replacements	2,218	16,546	20,004	19,855	20,000	4	
Equipment Maintenance	324	17,453	20,000	20,944	20,000	0	
Contract Maintenance	1,741	16,990	20,000	20,388	20,000	0	
Licenses	105	1,046	1,704	1,255	1,704	0	
Office Supplies/Printing	1,205	9,635	17,250	11,562	15,000	2,250	
Outside Services	101,317	1,010,690	1,212,176	1,212,828	1,274,000	(61,824)	
COVID-19 Expense	3,062	96,837	150,000	116,204	100,000		
Miscellaneous	454	3,741	6,000	4,489	4,500	1,500	
Total	237,290	2,284,537	2,768,559	2,741,444	2,835,425	(116,866)	
Housekeeping							
Salaries & Wages	33,071	271,267	317,582	325,520	332,038	(14,456)	
Employee Benefits	13,011	111,266	125,162	133,519	134,008	(8,846)	Kaiser medical, SunLife Dental, and Healthy SF, 401K Safe Harbor
Workers Comp	2,111	18,060	20,898	21,672	22,947	(2,049)	
Vacations & Holidays	1,633	25,470	30,141	30,564	31,598	(1,457)	
Cleaning Supp.,Paper Prods	3,697	60,705	83,760	72,846	78,000	5,760	
Household Replacements/Equip. Main.	2,783	4,264	5,000	5,117	6,000	(1,000)	
Carpet replacements	0	0	5,000	0	5,000	0	
Outside Services	0	4,900	13,000	9,800	1,000	12,000	
COVID-19 Expense	0	9,355	16,580	11,226	12,000	4,580	
Miscellaneous	0	0	250	0	0	250	
Total	56,306	505,287	617,373	610,264	622,591	(5,218)	

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Maintenance & Security							
Salaries & Wages	29,834	247,770	307,225	297,324	315,542	(8,317)	Includes new Admin. Asst. position
Employee Benefits	7,339	55,654	65,369	66,785	74,827	(9,458)	Kaiser medical, SunLife Dental, and Healthy SF, 401K Safe Harbor
Workers Comp	1,335	12,135	14,300	14,562	15,527	(1,227)	
Vacations & Holidays	1,402	21,610	23,038	25,932	25,978	(2,940)	
Professional Fees	1,300	1,600	0	1,920	0	0	
Security Services	9,454	177,318	222,864	212,782	245,000	(22,136)	
Transportation/Van	1,237	14,160	16,681	16,992	25,000	(8,319)	
Equipment/Bldg Maintenance	13,585	154,057	160,000	184,868	203,500	(43,500)	
Contract Maintenance	27,846	81,326	77,438	97,591	85,179	(7,741)	
Expendable Supplies	1,327	24,727	25,000	29,672	32,000	(7,000)	
Equipment Replacements	2,038	28,513	6,600	34,216	35,000	(28,400)	
Conferences & Travel	0	0	0	0	2,000	(2,000)	ASP certification
Long-term Maintenance	0	0	0	0	0	0	
Grounds Maintenance	4,490	51,737	81,996	62,084	85,000	(3,004)	
COVID-19 Expense	667	12,825	25,000	15,390	15,000	10,000	
Miscellaneous	0	0	2,500	0	0	2,500	
Total	101,854	883,432	1,028,012	1,060,118	1,159,554	(131,541)	
Activities							
Salaries & Wages	29,295	241,897	321,553	290,276	326,101	(4,548)	
Employee Benefits	7,201	64,963	87,880	77,956	90,120	(2,240)	Kaiser medical, SunLife Dental, and Healthy SF, 401K Safe Harbor
Workers Comp	1,460	13,346	15,364	16,015	16,384	(1,020)	
Vacations & Holidays	1,834	28,044	33,274	33,653	34,268	(995)	
Activities	1,648	17,792	50,828	21,350	45,292	5,536	
Chapel Expense	0	180	6,480	216	1,220	5,260	
COVID-19 Expense	437	2,358	13,436	2,830	2,500	10,936	
Exp for restricted fund programs	1,123	9,595	25,440	11,514	15,000	10,440	
Transfers for restricted programs	(1,123)	(9,595)	(25,440)	(11,514)	(15,000)	(10,440)	
Total	41,875	368,580	528,815	442,296	515,885	(3,266)	

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Health Center & Other Nursing							
Salaries & Wages	193,325	1,713,086	2,089,324	2,055,703	1,634,322	455,002	
Employee Benefits	44,426	445,990	485,146	535,188	431,378	53,768	Kaiser medical, SunLife Dental, and Healthy SF, 401K Safe Harbor
Workers Comp	9,344	84,943	97,911	101,932	80,439	17,473	
Vacations & Holidays	9,982	154,102	171,903	184,922	134,919	36,984	
Professional Fees	2,500	46,528	64,775	55,834	59,000	5,775	Compliance Consulting, Med. Dir. \$2,500/mo., OSHPD rept. Conslt.,
Medical Supplies	12,991	62,502	67,140	75,002	66,000	1,140	Medline, Oxygen, Pharmerica
Household Replacements	0	1,672	2,508	2,006	4,000	(1,492)	
Outside Services	3,883	22,818	27,298	27,382	70,300	(43,002)	Nurse relief svcs., Impark fees, Pharmerica conslt, aquarium svcs., Outs.Mem.Supd
Cleaning/Disinfectant Supplies	0	0	1,550	0	0	1,550	
Licenses	2,072	20,720	26,000	24,864	25,000	1,000	
Outside Medical Expense (ONR)	2,401	30,698	28,428	36,838	35,000	(6,572)	ONR Therapy, Psychotherapy, resident caregiver escorts
Equipment Maintenance	1,230	3,539	4,000	4,247	3,000	1,000	
Communications	323	4,558	6,500	5,470	6,000	500	Move to IL/AL
Continuing Education/Ins	0	234	5,000	281	3,000	2,000	Expecting more certifications
Office Supplies/Printing	88	2,139	5,267	2,567	3,000	2,267	2020 incl. 1X Med. Charting supplies
Contract Maintenance	725	7,502	10,000	9,002	9,500	500	Daniels Med. Waste Disposal
Conferences & Travel	0	0	0	0	0	0	
COVID-19 Expense	612	11,943	85,000	14,332	18,000		
Miscellaneous	0	0	0	0	0	0	
Total	283,902	2,612,974	3,177,750	3,135,569	2,582,857	527,893	
IL/AL Resident Medical Services							
Salaries & Wages	38,626	365,013	561,459	438,016	619,559	(58,099)	
Employee Benefits	7,036	81,699	172,550	98,039	179,244	(6,693)	
Workers Comp	3,533	31,900	36,889	38,280	42,757	(5,867)	
Vacations & Holidays	2,886	39,080	52,342	46,896	57,988	(5,647)	
COVID-19 Expense	64	7,768	25,000	9,322	10,000	15,000	
Medical Fees	110	4,893	10,000	5,872	6,500	3,500	Resident life care contract co-pays
Professional Fees	2,500	25,000	30,000	30,000	30,000	0	Med. Dir. \$2,500/mo.
Other Services IL/AL Medical Care	2,069	20,628	23,000	24,754	25,000	(2,000)	Point Click Care EHR application
Total	56,824	575,981	911,241	691,177	971,047	(59,806)	
Medicare Expenses							
Medical Supplies	3,663	23,720	35,000	28,464	27,000	8,000	Pharmerica
Professional Fees	0	6,570	12,500	7,884	7,000	5,500	AXIOM Consulting, D.Kornblum Medicare Cost Rept. Consultant
COVID-19 Expense	0	0	0	0	0	0	None budgeted for 2022, none charged to dept. in 2021
Outside Services/Medical Expense	16,871	199,491	376,231	239,389	245,000	131,231	AllScripts, Ability, RPM Medicare Billing, ONR Therapy expense
Cleaning/Disinfectant Supplies	0	0	0	0	0	0	
Household Replacements	0	0	0	0	0	0	
Licenses	0	0	0	0	0	0	
Marketing	0	0	0	0	0	0	
Continuing Education/In-Service	0	0	0	0	0	0	
Office Supplies/Printing	0	0	0	0	0	0	
Miscellaneous	0	0	0	0	0	0	
Total	20,534	229,781	423,731	275,737	279,000	144,731	

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Administration							
Salaries & Wages	121,977	944,442	1,240,897	1,133,330	1,510,319	(269,421)	Includes HR Director (2021), Budget Analyst & Admin. Asst. positions.
Employee Benefits	21,281	208,012	232,189	249,614	288,867	(56,678)	
Workers Comp	501	4,687	5,374	5,624	4,726	648	
Vacations & Holidays	(12,379)	89,911	136,344	107,893	155,937	(19,593)	
Accounting Fees	9,750	99,946	80,000	119,935	88,564	(8,564)	Financial audit, 401K audit, med. Exp. Letters, prop.tax filing, DSS rept. Income tax
Marketing	36,270	122,539	137,000	147,047	176,500	(39,500)	
Development	0	8,223	12,000	9,868	12,500	(500)	
Association Dues	1,110	15,627	24,000	18,752	24,000	0	
Outside Services	5,997	65,039	65,000	78,047	61,000	4,000	Paychex fees, preplacement fees, Concentra, Touchtown, Job Postings
Communications	980	7,433	15,000	8,920	12,000	3,000	
Office Supplies/Printing	1,951	38,702	30,000	46,442	50,000	(20,000)	
Licenses & Taxes	465	20,531	24,648	21,461	25,000	(352)	
Physical Exams	0	0	0	0	0	0	
Legal Fees	45,738	128,093	75,000	153,712	114,828	(39,828)	Excludes ongoing one-time cost of CA Meal Premium and Healthy SF projects.
Conferences & Travel	(3,117)	2,005	5,000	2,406	6,500	(1,500)	
Professional Fees	1,167	67,437	51,000	69,771	40,000	11,000	Pru. Quarterly fees, Carlson Quinn const., Sage Support, Exec. Search Fees
Continuing Education	12	4,930	6,500	5,916	5,000	1,500	
COVID-19 Expense	0	33,553	20,000	40,264	20,000	0	
Miscellaneous	3	3	3,000	4	2,400	600	
Holiday Party	0	3,202	21,000	8,005	21,000	0	
Board Expense	0	601	5,000	721	5,000	0	
Total	231,706	1,864,916	2,188,952	2,227,732	2,624,140	(435,188)	
General Expense							
Utilities	52,067	506,628	642,216	610,762	661,961	(19,745)	
Insurance	20,958	209,039	268,246	250,955	288,701	(20,455)	Nationwide package + Starstone Excess + D&O + Cyber Liability
Computers & IT	5,525	27,628	35,000	33,154	50,000	(15,000)	
Unemployment Expense	339	16,120	40,000	24,180	25,000	15,000	
Total	78,889	759,415	985,462	919,051	1,025,663	(40,201)	