

**Heritage on the Marina**  
**For the Ten Months Ending**  
**10/31/2021**

	<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>Operating Revenue</b>							
Monthly Care Fees (Incl. Type C)	\$4,337,172	\$361,431	\$340,035	(\$21,396)	\$3,614,310	\$3,254,505	(\$359,805)
MCF Fee Subsidy	(249,996)	(20,833)	(10,694)	10,139	(208,330)	(121,895)	86,435
SNF Private Pay Fees	1,770,576	147,548	78,245	(69,303)	1,475,480	1,035,885	(439,595)
AL Private Pay Fees	465,924	38,827	37,240	(1,587)	388,270	382,541	(5,729)
Medicare Type A and Type B	1,337,760	111,480	86,795	(24,685)	1,114,800	711,962	(402,838)
Amortized Entry Fees	1,152,600	96,050	98,424	2,374	960,500	1,064,523	104,023
Octavia St. Property Tax Refund	196,002	0	0	0	196,002	162,988	(33,014)
Guest Charges	24,996	2,083	977	(1,106)	20,830	7,222	(13,608)
Processing Fees/Community Fee	9,000	750	0	(750)	7,500	6,250	(1,250)
Other Resid, Program Fees	24,996	2,083	2,180	97	20,830	20,111	(719)
US HHS Stimulus Payments	150,000	12,500	0	(12,500)	125,000	27,738	(97,262)
<b>Total Operating Revenue</b>	<b>\$9,219,030</b>	<b>\$751,919</b>	<b>\$633,203</b>	<b>(\$118,716)</b>	<b>\$7,715,192</b>	<b>\$6,551,829</b>	<b>(\$1,163,363)</b>
<b>Expense</b>							
Operating Expense	12,629,928	1,057,744	1,109,177	51,433	10,514,440	10,084,913	(429,527)
Depreciation	955,740	79,645	78,534	(1,111)	796,450	785,335	(11,115)
<b>Total Expense</b>	<b>\$13,585,668</b>	<b>\$1,137,389</b>	<b>\$1,187,711</b>	<b>\$50,322</b>	<b>\$11,310,890</b>	<b>\$10,870,248</b>	<b>(\$440,642)</b>
<b>Operating Income/(Loss)</b>	<b>(4,366,638)</b>	<b>(385,470)</b>	<b>(554,508)</b>	<b>(169,038)</b>	<b>(3,595,698)</b>	<b>(4,318,419)</b>	<b>(722,721)</b>
<b>Other Income &amp; Expense</b>							
Donations & Bequests	30,000	2,500	1,587	(913)	25,000	25,678	678
Planning & Development	(135,000)	(11,250)	(45,861)	(34,611)	(112,500)	(219,207)	(106,707)
Other Income	12,000	1,000	386	(614)	10,000	3,281	(6,719)
<b>Sub Total</b>	<b>(93,000)</b>	<b>(7,750)</b>	<b>(43,887)</b>	<b>(36,137)</b>	<b>(77,500)</b>	<b>(190,249)</b>	<b>(112,749)</b>
<b>Pre-Investment Net Income/(Loss)</b>	<b>(4,459,638)</b>	<b>(393,220)</b>	<b>(598,395)</b>	<b>(205,175)</b>	<b>(3,673,198)</b>	<b>(4,508,668)</b>	<b>(835,470)</b>
Total Investment Income	3,568,824	297,402	2,947,934	2,650,532	2,974,020	9,777,758	6,803,738
Investment Management Fee	(150,000)	(12,500)	0	12,500	(125,000)	(117,674)	7,326
<b>Net Investment Income</b>	<b>3,418,824</b>	<b>284,902</b>	<b>2,947,934</b>	<b>2,663,032</b>	<b>2,849,020</b>	<b>9,660,084</b>	<b>6,811,064</b>
<b>Net Income/(Loss)</b>	<b>(1,040,814)</b>	<b>(108,318)</b>	2,349,539	2,457,857	<b>(824,178)</b>	5,151,416	5,975,594

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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	283,903	(19,091)	2,648,120	2,612,973	35,147
Food Service	2,768,568	230,714	237,289	(6,575)	2,307,140	2,284,538	22,602
Administration	2,188,980	187,665	231,705	(44,040)	1,813,650	1,864,916	(51,266)
Maintenance & Security	1,027,992	85,666	101,854	(16,188)	856,660	883,430	(26,770)
General Expense	985,464	82,122	78,889	3,233	821,220	759,414	61,806
Housekeeping	617,388	51,449	56,306	(4,857)	514,490	505,288	9,202
Activities/Wellness	528,816	44,068	41,874	2,194	440,680	368,581	72,099
Other Nursing and Medical Related	911,232	75,936	56,824	19,112	759,360	575,980	183,380
Medicare	423,744	35,312	20,534	14,778	353,120	229,793	123,327
<b>Total</b>	<b>12,629,928</b>	<b>1,057,744</b>	<b>1,109,177</b>	<b>(51,433)</b>	<b>10,514,440</b>	<b>10,084,913</b>	<b>429,527</b>
<b>Grand Total</b>	<b>12,629,928</b>	<b>1,057,744</b>	<b>1,109,177</b>	<b>(51,433)</b>	<b>10,514,440</b>	<b>10,084,913</b>	<b>429,527</b>

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<b>Summary by Expense</b>							
Wages & Salaries	5,328,048	444,004	490,460	(46,456)	4,440,040	4,147,392	292,648
Employee Benefits	1,251,636	104,303	121,149	(16,846)	1,043,030	1,123,320	(80,290)
Workers Comp Insurance	225,408	18,784	21,702	(2,918)	187,840	195,026	(7,186)
Unemployment	39,996	3,333	339	2,994	33,330	16,120	17,210
Vacations & Holidays	485,208	40,434	7,022	33,412	404,340	386,582	17,758
Food	528,396	44,033	40,310	3,723	440,330	381,414	58,916
Food-Wine & Beer	12,996	1,083	3,973	(2,890)	10,830	21,928	(11,098)
Utilities	642,216	53,518	52,067	1,451	535,180	506,628	28,552
Professional Fees	217,104	18,092	12,442	5,650	180,920	196,307	(15,387)
Security Services	222,864	18,572	9,454	9,119	185,720	177,318	8,402
Insurance	268,248	22,354	20,958	1,396	223,540	209,039	14,501
Contract, Grounds Maintenance	189,432	15,786	34,803	(19,017)	157,860	157,555	305
Cleaning Supp & Paper Products	160,308	13,359	11,034	2,325	133,590	141,815	(8,225)
Equipment & Long term Maintenance	183,996	15,333	16,003	(670)	153,330	177,719	(24,389)
Hsehd, Equip, & Carpet Replacement	39,120	3,260	6,174	(2,914)	32,600	48,324	(15,724)
Maintenance Expendable Supplies	24,996	2,083	1,327	756	20,830	24,727	(3,897)
Outside Services	1,693,716	141,143	128,067	13,076	1,411,430	1,302,951	108,480
Accounting Fees	80,004	6,667	9,750	(3,083)	66,670	99,946	(33,276)
Legal Fees	75,000	6,250	45,738	(39,488)	62,500	128,093	(65,593)
Activities, Chapel, Arts, O&A, Gorman	82,752	6,896	2,770	4,126	68,960	27,567	41,393
Marketing	137,004	11,417	36,270	(24,853)	114,170	122,539	(8,369)
Development	12,000	1,000	0	1,000	10,000	8,223	1,777
IL/AL Medical Fees & Services	61,428	5,119	4,581	538	51,190	56,219	(5,029)
Medical Supplies	102,144	8,512	16,655	(8,143)	85,120	86,222	(1,102)
Association Dues	24,000	2,000	1,110	890	20,000	15,627	4,373
Licenses, taxes, fees	52,356	4,363	2,642	1,721	43,630	42,297	1,333
Communications	21,504	1,792	1,302	490	17,920	11,992	5,928
Office Supplies/Computers/IT	87,528	7,294	8,768	(1,474)	72,940	78,104	(5,164)
Board Expense	5,004	417	0	417	4,170	601	3,569
Holiday Party	21,000	7,000	0	7,000	7,000	3,202	3,798
Continuing Education/In-Service	11,508	959	12	947	9,590	5,164	4,426
Conference & Travel	5,004	417	(3,117)	3,534	4,170	2,005	2,165
Van Expense	16,680	1,390	1,237	153	13,900	14,160	(260)
COVID-19 Related	335,016	27,918	4,842	23,076	279,180	174,640	104,540
Miscellaneous	11,748	979	457	522	9,790	3,744	6,046
Less Transfer for Arts, O&A Programs	(25,440)	(2,120)	(1,123)	(997)	(21,200)	(9,595)	(11,605)
<b>Total</b>	<b>12,629,928</b>	<b>1,057,744</b>	<b>1,109,177</b>	<b>(51,433)</b>	<b>10,514,440</b>	<b>10,084,913</b>	<b>429,527</b>

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<b>Food Service</b>							
Wages & Salaries	490,020	40,835	44,332	(3,497)	408,350	363,918	44,432
Employee Benefits	83,352	6,946	20,855	(13,909)	69,460	155,736	(86,276)
Workers Comp Insurance	34,668	2,889	3,418	(529)	28,890	29,956	(1,066)
Vacations & Holidays	38,160	3,180	1,664	1,516	31,800	28,365	3,435
Food	528,396	44,033	40,310	3,723	440,330	381,414	58,916
Food-Wine & Beer	12,996	1,083	3,973	(2,890)	10,830	21,928	(11,098)
Management Fees	58,824	4,902	4,975	(73)	49,020	49,173	(153)
Cleaning Supplies & Paper Products	75,000	6,250	7,337	(1,087)	62,500	81,109	(18,609)
Household Replacements	20,004	1,667	2,218	(551)	16,670	16,546	124
Equipment Maintenance	20,004	1,667	324	1,343	16,670	17,453	(783)
Contract Maintenance	20,004	1,667	1,741	(74)	16,670	16,990	(320)
Licenses	1,704	142	105	37	1,420	1,046	375
Office Supplies/Printing	17,256	1,438	1,205	233	14,380	9,635	4,745
Outside Services	1,212,180	101,015	101,317	(302)	1,010,150	1,010,690	(540)
COVID-19 Related	150,000	12,500	3,062	9,438	125,000	96,837	28,163
Miscellaneous	6,000	500	454	46	5,000	3,741	1,259
<b>Total Food Service</b>	<b>2,768,568</b>	<b>230,714</b>	<b>237,289</b>	<b>(6,575)</b>	<b>2,307,140</b>	<b>2,284,538</b>	<b>22,602</b>
<b>Housekeeping</b>							
Salaries & Wages	317,580	26,465	33,071	(6,606)	264,650	271,267	(6,617)
Employee Benefits	125,160	10,430	13,011	(2,581)	104,300	111,266	(6,966)
Workers Comp Insurance	20,904	1,742	2,111	(369)	17,420	18,060	(640)
Vacations & Holidays	30,144	2,512	1,633	879	25,120	25,470	(350)
Cleaning Supplies & Paper Products	83,760	6,980	3,697	3,283	69,800	60,705	9,095
Household Replacements	5,004	417	1,918	(1,501)	4,170	1,594	2,576
Carpet Replacements	5,004	417	0	417	4,170	0	4,170
Equipment Maintenance	0	0	865	(865)	0	2,670	(2,670)
Outside Services	12,996	1,083	0	1,083	10,830	4,900	5,930
COVID-19 Related	16,584	1,382	0	1,382	13,820	9,355	4,465
Miscellaneous	252	21	0	21	210	0	210
<b>Total Housekeeping</b>	<b>617,388</b>	<b>51,449</b>	<b>56,306</b>	<b>(4,857)</b>	<b>514,490</b>	<b>505,288</b>	<b>9,202</b>

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<b>Maintenance &amp; Security</b>							
Wages & Salaries	307,224	25,602	29,834	(4,232)	256,020	247,770	8,250
Employee Benefits	65,364	5,447	7,339	(1,892)	54,470	55,654	(1,184)
Workers Comp Insurance	14,304	1,192	1,335	(143)	11,920	12,135	(215)
Vacations & Holidays	23,040	1,920	1,402	518	19,200	21,610	(2,410)
Security Services	222,864	18,572	9,454	9,119	185,720	177,318	8,402
Van/Transportation	16,680	1,390	1,237	153	13,900	14,160	(260)
Equipment Maintenance	159,996	13,333	13,585	(252)	133,330	154,057	(20,727)
Contract Maintenance	77,436	6,453	27,846	(21,393)	64,530	81,326	(16,796)
Expendable Supplies	24,996	2,083	1,327	756	20,830	24,727	(3,897)
Equipment Replacements	6,600	550	2,038	(1,488)	5,500	28,513	(23,013)
Grounds Maintenance	81,996	6,833	4,490	2,343	68,330	51,737	16,593
COVID-19 Related	24,996	2,083	667	1,416	20,830	12,825	8,005
Miscellaneous	2,496	208	0	208	2,080	0	2,080
<b>Total Maintenance &amp; Security</b>	<b>1,027,992</b>	<b>85,666</b>	<b>100,554</b>	<b>(14,888)</b>	<b>856,660</b>	<b>881,830</b>	<b>(25,170)</b>
<b>Activities/Wellness</b>							
Wages & Salaries	321,552	26,796	29,295	(2,499)	267,960	241,897	26,063
Employee Benefits	87,876	7,323	7,201	122	73,230	64,963	8,267
Workers Comp Insurance	15,360	1,280	1,460	(180)	12,800	13,346	(546)
Vacations & Holidays	33,276	2,773	1,834	939	27,730	28,044	(314)
Activities	50,832	4,236	1,648	2,588	42,360	17,792	24,568
Chapel Expense	6,480	540	0	540	5,400	180	5,220
COVID-19 Related	13,440	1,120	437	683	11,200	2,358	8,842
Misc Exp for Arts, O&A, Gorman Programs	25,440	2,120	1,123	997	21,200	9,595	11,605
Transfer for Arts, O&A, Gorman Programs	(25,440)	(2,120)	(1,123)	(997)	(21,200)	(9,595)	(11,605)
<b>Total Activities</b>	<b>528,816</b>	<b>44,068</b>	<b>41,874</b>	<b>2,194</b>	<b>440,680</b>	<b>368,581</b>	<b>72,099</b>

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<b>Health Center</b>							
Wages & Salaries	2,089,320	174,110	193,325	(19,215)	1,741,100	1,713,086	28,014
Employee Benefits	485,148	40,429	44,426	(3,997)	404,290	445,990	(41,700)
Workers Comp Insurance	97,908	8,159	9,344	(1,185)	81,590	84,943	(3,353)
Vacations & Holidays	171,900	14,325	9,982	4,343	143,250	154,102	(10,852)
Professional Fees	64,776	5,398	2,500	2,898	53,980	46,528	7,453
Medical Supplies	67,140	5,595	12,991	(7,396)	55,950	62,502	(6,552)
Household Replacements	2,508	209	0	209	2,090	1,672	418
Outside Services	27,300	2,275	3,883	(1,608)	22,750	22,818	(68)
Licenses	26,004	2,167	2,072	95	21,670	20,720	950
Medical Fees	28,428	2,369	2,401	(32)	23,690	30,698	(7,008)
Equipment Maintenance	3,996	333	1,230	(897)	3,330	3,539	(209)
Communications	6,504	542	323	219	5,420	4,558	862
Continuing Education/Inservice	5,004	417	0	417	4,170	234	3,936
Office Supplies/Printing	5,268	439	88	351	4,390	2,139	2,251
Contract Maintenance	9,996	833	725	108	8,330	7,502	828
COVID-19 Related	84,996	7,083	612	6,471	70,830	11,943	58,887
<b>Total Health Center and Nursing</b>	<b>3,177,744</b>	<b>264,812</b>	<b>283,903</b>	<b>(19,091)</b>	<b>2,648,120</b>	<b>2,612,973</b>	<b>35,147</b>
<b>Other Nursing and Medical Related</b>							
Wages & Salaries	561,456	46,788	38,626	8,162	467,880	365,013	102,867
Employee Benefits	172,548	14,379	7,036	7,343	143,790	81,699	62,091
Workers Comp Insurance	36,888	3,074	3,533	(459)	30,740	31,900	(1,160)
Vacations & Holidays	52,344	4,362	2,886	1,476	43,620	39,080	4,540
COVID-19 Related	24,996	2,083	64	2,019	20,830	7,768	13,062
Outside Medical Fees, Services	9,996	833	110	723	8,330	4,893	3,437
Professional Fees	30,000	2,500	2,500	0	25,000	25,000	0
Other Exp for IL/AL Medical Care	23,004	1,917	2,069	(152)	19,170	20,628	(1,458)
<b>Total Other Nursing and Medical</b>	<b>911,232</b>	<b>75,936</b>	<b>56,824</b>	<b>19,112</b>	<b>759,360</b>	<b>575,980</b>	<b>183,380</b>

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<b>Medicare</b>							
Medical Supplies	35,004	2,917	3,663	(746)	29,170	23,720	5,450
Professional Fees	12,504	1,042	0	1,042	10,420	6,570	3,850
COVID-19 Related	0	0	0	0	0	0	0
Outside Services	376,236	31,353	16,871	14,482	313,530	199,503	114,027
<b>Total Medicare</b>	<b>423,744</b>	<b>35,312</b>	<b>20,534</b>	<b>14,778</b>	<b>353,120</b>	<b>229,793</b>	<b>123,327</b>

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<b>Administration</b>							
Wages & Salaries	1,240,896	103,408	121,977	(18,569)	1,034,080	944,442	89,638
Employee Benefits	232,188	19,349	21,281	(1,932)	193,490	208,012	(14,522)
Workers Comp Insurance	5,376	448	501	(53)	4,480	4,687	(207)
Vacations & Holidays	136,344	11,362	(12,379)	23,741	113,620	89,911	23,709
Accounting Fees	80,004	6,667	9,750	(3,083)	66,670	99,946	(33,276)
Marketing, Life Care Residents Development	137,004	11,417	36,270	(24,853)	114,170	122,539	(8,369)
	12,000	1,000	0	1,000	10,000	8,223	1,777
Association Dues	24,000	2,000	1,110	890	20,000	15,627	4,373
Outside Services	65,004	5,417	5,997	(580)	54,170	65,039	(10,869)
Communications	15,000	1,250	980	270	12,500	7,433	5,067
Office Supplies/Printing/Postage	30,000	2,500	1,951	549	25,000	38,702	(13,702)
Licenses, taxes, fees	24,648	2,054	465	1,589	20,540	20,531	9
Legal Fees	75,000	6,250	45,738	(39,488)	62,500	128,093	(65,593)
Conferences & Travel	5,004	417	(3,117)	3,534	4,170	2,005	2,165
Professional Fees	51,000	4,250	1,167	3,083	42,500	67,437	(24,937)
Continuing Education/Inservice	6,504	542	12	530	5,420	4,930	490
COVID-19 Related	20,004	1,667	0	1,667	16,670	33,553	(16,883)
Miscellaneous	3,000	250	3	247	2,500	3	2,497
Holiday Party	21,000	7,000	0	7,000	7,000	3,202	3,798
Board Expenses	5,004	417	0	417	4,170	601	3,569
<b>Total Administration</b>	<b>2,188,980</b>	<b>187,665</b>	<b>231,705</b>	<b>(44,040)</b>	<b>1,813,650</b>	<b>1,864,916</b>	<b>(51,266)</b>
<b>General Expenses</b>							
Utilities	642,216	53,518	52,067	1,451	535,180	506,628	28,552
Insurance	268,248	22,354	20,958	1,396	223,540	209,039	14,501
Computers & IT	35,004	2,917	5,525	(2,608)	29,170	27,628	1,542
<b>Total General Expenses</b>	<b>945,468</b>	<b>78,789</b>	<b>78,550</b>	<b>239</b>	<b>787,890</b>	<b>743,294</b>	<b>44,596</b>