

Heritage on the Marina
For the Twelve Months Ending
12/31/2021

	2021 Annual Budget	2021 1-Month Budget	Current Month Actual	Current Month Variance	Current YTD Budget	Current YTD Actual	Year To Date Variance
Operating Revenue							
Monthly Care Fees (Incl. Type C)	\$4,337,172	\$361,431	\$332,916	(\$28,515)	\$4,337,172	\$3,927,422	(\$409,750)
MCF Fee Subsidy	(249,996)	(20,833)	(12,946)	7,887	(249,996)	(145,535)	104,461
SNF Private Pay Fees	1,770,576	147,548	95,945	(51,603)	1,770,576	1,213,180	(557,396)
AL Private Pay Fees	465,924	38,827	37,240	(1,587)	465,924	457,021	(8,903)
Medicare Type A and Type B	1,337,760	111,480	37,420	(74,060)	1,337,760	824,393	(513,367)
Amortized Entry Fees	1,152,600	96,050	94,775	(1,275)	1,152,600	1,257,721	105,121
Octavia St. Property Tax Refund	196,002	0	0	0	196,002	162,988	(33,014)
Guest Charges	24,996	2,083	1,275	(808)	24,996	9,606	(15,390)
Processing Fees/Community Fee	9,000	750	1,250	500	9,000	8,750	(250)
Other Resid, Program Fees	24,996	2,083	2,780	697	24,996	25,124	128
US HHS Stimulus Payments	150,000	12,500	0	(12,500)	150,000	27,738	(122,262)
Total Operating Revenue	\$9,219,030	\$751,919	\$590,654	(\$161,265)	\$9,219,030	\$7,768,408	(\$1,450,622)
Expense							
Operating Expense	12,629,928	1,057,744	1,582,008	524,264	12,629,928	12,672,899	42,970
Depreciation	955,740	79,645	78,534	(1,111)	955,740	942,402	(13,338)
Total Expense	\$13,585,668	\$1,137,389	\$1,660,541	\$523,152	\$13,585,668	\$13,615,301	\$29,633
Operating Income/(Loss)	(4,366,638)	(385,470)	(1,069,888)	(684,418)	(4,366,638)	(5,846,893)	(1,480,255)
Other Income & Expense							
Donations & Bequests	30,000	2,500	35,503	33,003	30,000	116,825	86,825
Planning & Development	(135,000)	(11,250)	(51,243)	(39,993)	(135,000)	(277,623)	(142,623)
Other Income	12,000	1,000	357	(643)	12,000	4,395	(7,605)
Sub Total	(93,000)	(7,750)	(15,384)	(7,634)	(93,000)	(156,402)	(63,402)
Pre-Investment Net Income/(Loss)	(4,459,638)	(393,220)	(1,085,271)	(692,051)	(4,459,638)	(6,003,295)	(1,543,657)
Total Investment Income	3,568,824	297,402	2,219,046	1,921,644	3,568,824	10,740,431	7,171,607
Investment Management Fee	(150,000)	(12,500)	0	12,500	(150,000)	(143,641)	6,359
Net Investment Income	3,418,824	284,902	2,219,046	1,934,144	3,418,824	10,596,790	7,177,966
Net Income/(Loss)	(1,040,814)	(108,318)	1,133,774	1,242,092	(1,040,814)	4,593,495	5,634,309

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Summary by Department							
Health Center	3,177,744	264,812	468,618	(203,806)	3,177,744	3,322,221	(144,477)
Food Service	2,768,568	230,714	358,848	(128,134)	2,768,568	2,875,605	(107,037)
Administration	2,188,980	187,665	270,891	(83,226)	2,188,980	2,301,640	(112,660)
Maintenance & Security	1,027,992	85,666	147,947	(62,281)	1,027,992	1,148,194	(120,202)
General Expense	985,464	82,122	65,796	16,326	985,464	917,576	67,888
Housekeeping	617,388	51,449	114,736	(63,287)	617,388	665,079	(47,691)
Activities/Wellness	528,816	44,068	60,187	(16,119)	528,816	469,962	58,854
Other Nursing and Medical Related	911,232	75,936	87,789	(11,853)	911,232	718,518	192,714
Medicare	423,744	35,312	7,196	28,116	423,744	254,104	169,640
Total	12,629,928	1,057,744	1,582,008	(524,264)	12,629,928	12,672,899	(42,971)
Grand Total	12,629,928	1,057,744	1,582,008	(524,264)	12,629,928	12,672,899	(42,971)

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	2021 Annual Budget	2021 1-Month Budget	Current Month Actual	Current Month Variance	Current YTD Budget	Current YTD Actual	Year To Date Variance
Summary by Expense							
Wages & Salaries (incl. \$361K CA MP est.)	5,328,048	444,004	817,190	(373,186)	5,328,048	5,376,677	(48,629)
Employee Benefits (incl. \$169K HCSO est.)	1,251,636	104,303	272,207	(167,904)	1,251,636	1,491,529	(239,893)
Workers Comp Insurance	225,408	18,784	21,653	(2,869)	225,408	237,621	(12,213)
Unemployment	39,996	3,333	0	3,333	39,996	17,170	22,826
Vacations & Holidays	485,208	40,434	37,546	2,888	485,208	451,823	33,385
Food	528,396	44,033	41,652	2,381	528,396	462,887	65,509
Food-Wine & Beer	12,996	1,083	2,040	(957)	12,996	26,077	(13,081)
Utilities	642,216	53,518	39,650	13,868	642,216	602,318	39,898
Professional Fees	217,104	18,092	11,557	6,535	217,104	222,176	(5,072)
Security Services	222,864	18,572	18,382	191	222,864	222,129	735
Insurance	268,248	22,354	23,767	(1,413)	268,248	262,316	5,932
Contract, Grounds Maintenance	189,432	15,786	33,130	(17,344)	189,432	225,172	(35,740)
Cleaning Supp & Paper Products	160,308	13,359	14,011	(652)	160,308	170,934	(10,626)
Equipment & Long term Maintenance	183,996	15,333	26,954	(11,621)	183,996	220,942	(36,946)
Hsehd, Equip, & Carpet Replacement	39,120	3,260	4,783	(1,523)	39,120	62,351	(23,231)
Maintenance Expendable Supplies	24,996	2,083	1,402	681	24,996	27,827	(2,831)
Outside Services	1,693,716	141,143	131,389	9,754	1,693,716	1,565,631	128,085
Accounting Fees	80,004	6,667	0	6,667	80,004	110,456	(30,452)
Legal Fees	75,000	6,250	16,143	(9,893)	75,000	148,967	(73,967)
Activities, Chapel, Arts, O&A, Gorman	82,752	6,896	5,585	1,311	82,752	37,075	45,677
Marketing	137,004	11,417	19,765	(8,348)	137,004	148,681	(11,677)
Development	12,000	1,000	4,275	(3,275)	12,000	12,498	(498)
IL/AL Medical Fees & Services	61,428	5,119	8,525	(3,406)	61,428	69,506	(8,078)
Medical Supplies	102,144	8,512	1,966	6,546	102,144	98,075	4,069
Association Dues	24,000	2,000	4,143	(2,143)	24,000	21,303	2,697
Licenses, taxes, fees	52,356	4,363	3,687	676	52,356	50,417	1,939
Communications	21,504	1,792	675	1,117	21,504	13,217	8,287
Office Supplies/Computers/IT	87,528	7,294	6,314	980	87,528	97,361	(9,833)
Board Expense	5,004	417	49	369	5,004	650	4,354
Holiday Party	21,000	7,000	9,183	(2,183)	21,000	12,385	8,615
Continuing Education/In-Service	11,508	959	199	760	11,508	5,489	6,019
Conference & Travel	5,004	417	1,128	(711)	5,004	4,871	133
Van Expense	16,680	1,390	939	451	16,680	20,476	(3,796)
COVID-19 Related	335,016	27,918	3,913	24,005	335,016	184,006	151,010
Miscellaneous	11,748	979	182	797	11,748	4,300	7,448
Less Transfer for Arts, O&A Programs	(25,440)	(2,120)	(1,974)	(146)	(25,440)	(12,414)	(13,026)
Total	12,629,928	1,057,744	1,582,008	(524,264)	12,629,928	12,672,899	(42,971)

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Food Service							
Wages & Salaries	490,020	40,835	96,351	(55,516)	490,020	497,882	(7,862)
Employee Benefits	83,352	6,946	71,626	(64,680)	83,352	238,398	(155,046)
Workers Comp Insurance	34,668	2,889	3,480	(591)	34,668	36,707	(2,039)
Vacations & Holidays	38,160	3,180	2,530	650	38,160	32,559	5,601
Food	528,396	44,033	41,652	2,381	528,396	462,887	65,509
Food-Wine & Beer	12,996	1,083	2,040	(957)	12,996	26,077	(13,081)
Management Fees	58,824	4,902	4,975	(73)	58,824	59,123	(299)
Cleaning Supplies & Paper Products	75,000	6,250	7,155	(905)	75,000	96,236	(21,236)
Household Replacements	20,004	1,667	168	1,499	20,004	20,193	(189)
Equipment Maintenance	20,004	1,667	12,595	(10,928)	20,004	34,339	(14,335)
Contract Maintenance	20,004	1,667	2,410	(743)	20,004	22,483	(2,479)
Licenses	1,704	142	105	37	1,704	1,255	449
Office Supplies/Printing	17,256	1,438	0	1,438	17,256	10,537	6,719
Outside Services	1,212,180	101,015	111,601	(10,586)	1,212,180	1,230,142	(17,962)
COVID-19 Related	150,000	12,500	2,161	10,339	150,000	102,675	47,325
Miscellaneous	6,000	500	0	500	6,000	4,112	1,888
Total Food Service	2,768,568	230,714	358,848	(128,134)	2,768,568	2,875,605	(107,037)
Housekeeping							
Salaries & Wages	317,580	26,465	71,493	(45,028)	317,580	366,782	(49,202)
Employee Benefits	125,160	10,430	26,855	(16,425)	125,160	148,732	(23,572)
Workers Comp Insurance	20,904	1,742	2,135	(393)	20,904	22,158	(1,254)
Vacations & Holidays	30,144	2,512	2,275	237	30,144	29,378	766
Cleaning Supplies & Paper Products	83,760	6,980	6,856	124	83,760	74,698	9,062
Household Replacements	5,004	417	0	417	5,004	2,088	2,916
Carpet Replacements	5,004	417	2,900	(2,483)	5,004	2,900	2,104
Outside Services	12,996	1,083	920	163	12,996	5,820	7,176
COVID-19 Related	16,584	1,382	651	731	16,584	10,007	6,577
Miscellaneous	252	21	0	21	252	0	252
Total Housekeeping	617,388	51,449	114,736	(63,287)	617,388	665,079	(47,691)

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Maintenance & Security							
Wages & Salaries	307,224	25,602	48,082	(22,480)	307,224	321,466	(14,242)
Employee Benefits	65,364	5,447	29,317	(23,870)	65,364	89,717	(24,353)
Workers Comp Insurance	14,304	1,192	1,355	(163)	14,304	14,801	(497)
Vacations & Holidays	23,040	1,920	2,225	(305)	23,040	25,237	(2,197)
Security Services	222,864	18,572	18,382	191	222,864	222,129	735
Van/Transportation	16,680	1,390	939	451	16,680	20,476	(3,796)
Equipment Maintenance	159,996	13,333	12,981	352	159,996	178,034	(18,038)
Contract Maintenance	77,436	6,453	25,801	(19,348)	77,436	128,046	(50,610)
Expendable Supplies	24,996	2,083	1,402	681	24,996	27,827	(2,831)
Equipment Replacements	6,600	550	1,555	(1,005)	6,600	35,338	(28,738)
Conferences & Travel	0	0	0	0	0	0	0
Longterm Maintenance	0	0	0	0	0	0	0
Grounds Maintenance	81,996	6,833	4,196	2,637	81,996	65,774	16,222
COVID-19 Related	24,996	2,083	130	1,953	24,996	12,955	12,041
Miscellaneous	2,496	208	0	208	2,496	0	2,496
Total Maintenance & Security	1,027,992	85,666	146,365	(60,699)	1,027,992	1,141,801	(113,809)
Activities/Wellness							
Wages & Salaries	321,552	26,796	44,713	(17,917)	321,552	314,290	7,262
Employee Benefits	87,876	7,323	7,870	(547)	87,876	80,003	7,873
Workers Comp Insurance	15,360	1,280	1,441	(161)	15,360	16,219	(859)
Vacations & Holidays	33,276	2,773	2,552	221	33,276	32,431	845
Activities	50,832	4,236	3,610	626	50,832	24,481	26,351
Chapel Expense	6,480	540	0	540	6,480	180	6,300
COVID-19 Related	13,440	1,120	0	1,120	13,440	2,358	11,082
Misc Exp for Arts, O&A, Gorman Programs	25,440	2,120	1,974	146	25,440	12,414	13,026
Transfer for Arts, O&A, Gorman Programs	(25,440)	(2,120)	(1,974)	(146)	(25,440)	(12,414)	(13,026)
Total Activities	528,816	44,068	60,187	(16,119)	528,816	469,962	58,854

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Health Center							
Wages & Salaries	2,089,320	174,110	350,074	(175,964)	2,089,320	2,223,776	(134,456)
Employee Benefits	485,148	40,429	76,685	(36,256)	485,148	560,841	(75,693)
Workers Comp Insurance	97,908	8,159	9,732	(1,573)	97,908	103,655	(5,747)
Vacations & Holidays	171,900	14,325	13,750	575	171,900	177,835	(5,935)
Professional Fees	64,776	5,398	2,500	2,898	64,776	52,653	12,124
Medical Supplies	67,140	5,595	1,423	4,172	67,140	71,120	(3,980)
Household Replacements	2,508	209	160	49	2,508	1,832	676
Outside Services	27,300	2,275	3,053	(778)	27,300	27,658	(358)
Licenses	26,004	2,167	2,072	95	26,004	24,864	1,140
Medical Fees	28,428	2,369	5,863	(3,494)	28,428	38,932	(10,504)
Equipment Maintenance	3,996	333	729	(396)	3,996	6,053	(2,057)
Communications	6,504	542	328	214	6,504	5,214	1,290
Continuing Education/Inservice	5,004	417	0	417	5,004	234	4,770
Office Supplies/Printing	5,268	439	157	282	5,268	3,013	2,255
Contract Maintenance	9,996	833	723	111	9,996	8,869	1,127
Conferences & Travel	0	0	1,128	(1,128)	0	2,865	(2,865)
COVID-19 Related	84,996	7,083	242	6,841	84,996	12,809	72,187
Total Health Center and Nursing	3,177,744	264,812	468,618	(203,806)	3,177,744	3,322,221	(144,477)
Other Nursing and Medical Related							
Wages & Salaries	561,456	46,788	64,457	(17,669)	561,456	462,375	99,081
Employee Benefits	172,548	14,379	11,053	3,326	172,548	99,957	72,591
Workers Comp Insurance	36,888	3,074	3,001	73	36,888	38,396	(1,508)
Vacations & Holidays	52,344	4,362	3,388	974	52,344	45,353	6,991
COVID-19 Related	24,996	2,083	728	1,355	24,996	9,171	15,825
Outside Medical Fees, Services	9,996	833	593	240	9,996	5,807	4,189
Professional Fees	30,000	2,500	2,500	0	30,000	30,000	0
Other Exp for IL/AL Medical Care	23,004	1,917	2,069	(152)	23,004	24,766	(1,762)
Total Other Nursing and Medical	911,232	75,936	87,789	(11,853)	911,232	715,825	195,407

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Medicare							
Medical Supplies	35,004	2,917	543	2,374	35,004	24,263	10,741
Professional Fees	12,504	1,042	0	1,042	12,504	6,570	5,934
COVID-19 Related	0	0	0	0	0	0	0
Outside Services	376,236	31,353	6,653	24,700	376,236	223,271	152,965
Total Medicare	423,744	35,312	7,196	28,116	423,744	254,104	169,640

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Administration							
Wages & Salaries	1,240,896	103,408	142,019	(38,611)	1,240,896	1,190,107	50,789
Employee Benefits	232,188	19,349	48,801	(29,452)	232,188	273,883	(41,695)
Workers Comp Insurance	5,376	448	508	(60)	5,376	5,685	(309)
Vacations & Holidays	136,344	11,362	10,825	537	136,344	109,030	27,314
Accounting Fees	80,004	6,667	0	6,667	80,004	110,456	(30,452)
Marketing, Life Care Residents Development	137,004	11,417	19,765	(8,348)	137,004	148,681	(11,677)
Association Dues	12,000	1,000	4,275	(3,275)	12,000	12,498	(498)
Outside Services	24,000	2,000	4,143	(2,143)	24,000	21,303	2,697
Communications	65,004	5,417	9,162	(3,745)	65,004	78,741	(13,737)
Office Supplies/Printing/Postage	15,000	1,250	347	903	15,000	8,003	6,997
Licenses, taxes, fees	30,000	2,500	3,779	(1,279)	30,000	48,038	(18,038)
Legal Fees	24,648	2,054	1,510	544	24,648	24,299	349
Conferences & Travel	75,000	6,250	16,143	(9,893)	75,000	148,967	(73,967)
Professional Fees	5,004	417	0	417	5,004	2,005	2,999
Continuing Education/Inservice	51,000	4,250	0	4,250	51,000	67,437	(16,437)
COVID-19 Related	6,504	542	199	343	6,504	5,255	1,249
Miscellaneous	20,004	1,667	0	1,667	20,004	34,031	(14,027)
Holiday Party	3,000	250	182	68	3,000	188	2,812
Board Expenses	21,000	7,000	9,183	(2,183)	21,000	12,385	8,615
Total Administration	5,004	417	49	369	5,004	650	4,354
	2,188,980	187,665	270,891	(83,226)	2,188,980	2,301,640	(112,660)
General Expenses							
Utilities	642,216	53,518	39,650	13,868	642,216	602,318	39,898
Insurance	268,248	22,354	23,767	(1,413)	268,248	262,316	5,932
Computers & IT	35,004	2,917	2,378	539	35,004	35,773	(769)
Total General Expenses	945,468	78,789	65,796	12,993	945,468	900,407	45,061