



Heritage on the  
Marina  
Financial Study  
Group

March 13, 2025

11:00 AM to 12:00 PM



## **Financial Study Group**

November 21, 2024  
11:00am – 12:00pm

In Person:  
Garden Room

### **AGENDA**

1. December 2024 Financial Results
2. December 2024 Portfolio Results
3. December 2024 Capital Spend to Date
4. December 2024 Strategic Plan Spend to Date
5. Questions

Heritage On The Marina (heritage)										
Income Statement with Budget Comparison										
Period = Dec 2024										
Book = Accrual ; Tree = her_yysi_is										
		PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>4000</b>	<b>REVENUE</b>									
4001	OPERATING INCOME									
4002	RENTAL INCOME									
4010	Type A Rent - IL	185,504	193,332	-7,828	-4.05%	2,258,838	2,319,982	-61,145	-2.64%	2,319,982
4011	Type A Rent - AL	35,899	41,300	-5,401	-13.08%	414,834	495,596	-80,762	-16.30%	495,596
4019	Type A Rent - Subsidy	-8,255	0	-8,255	0.00%	-100,800	0	-100,800	0.00%	0
4020	Type C Rent - IL	164,428	161,046	3,383	2.10%	1,760,936	1,932,546	-171,610	-8.88%	1,932,546
4021	Type C Rent - AL	13,832	0	13,832	0.00%	159,834	0	159,834	0.00%	0
4031	Private Patient Rent - AL	34,386	70,168	-35,782	-50.99%	483,957	842,019	-358,062	-42.52%	842,019
4040	Subsidy Revenue	0	-9,167	9,167	-100.00%	0	-110,000	110,000	-100.00%	-110,000
4050	Entrance Fees - Amortized	136,124	158,333	-22,209	-14.03%	1,417,866	1,900,000	-482,134	-25.38%	1,900,000
4199	TOTAL RENTAL INCOME	561,918	615,012	-53,094	-8.63%	6,395,464	7,380,142	-984,678	-13.34%	7,380,142
4300	OTHER INCOME									
4305	Guest Charges	5,283	2,500	2,783	111.32%	33,638	30,000	3,638	12.13%	30,000
4310	Medical Supplies, ADL	2,170	2,500	-330	-13.22%	23,802	30,000	-6,198	-20.66%	30,000
4315	Guest Room	2,250	0	2,250	0.00%	8,550	0	8,550	0.00%	0
4320	Parking Fees	1,790	2,083	-293	-14.08%	26,481	25,000	1,481	5.93%	25,000
4325	Van Transportation Services	0	667	-667	-100.00%	0	8,000	-8,000	-100.00%	8,000
4335	Processing Fees	2,500	0	2,500	0.00%	11,250	0	11,250	0.00%	0
4340	Community Fee for AL	0	0	0	0.00%	20,000	0	20,000	0.00%	0
4395	Other Income	7,119	0	7,119	0.00%	24,055	0	24,055	0.00%	0
4399	TOTAL OTHER INCOME	21,112	7,750	13,362	172.41%	147,776	93,000	54,776	58.90%	93,000
4500	SPECIAL EVENTS INCOME									
4505	Donations & Bequests	4,175	2,917	1,258	43.14%	21,065	35,000	-13,935	-39.81%	35,000
4510	Employee Apprec. Fund	26,920	0	26,920	0.00%	98,020	0	98,020	0.00%	0
4530	Out & About Income	0	0	0	0.00%	216	0	216	0.00%	0
4535	Grace & Favor	300	0	300	0.00%	1,000	0	1,000	0.00%	0
4599	TOTAL SPECIAL EVENTS INCOME	31,395	2,917	28,478	976.40%	120,301	35,000	85,301	243.72%	35,000
4899	TOTAL OPERATING INCOME	614,425	625,679	-11,253	-1.80%	6,663,541	7,508,142	-844,601	-11.25%	7,508,142
4900	NON-OPERATING INCOME									
4905	Interest	0	417	-417	-100.00%	3,350	5,000	-1,651	-33.01%	5,000
4910	Interest Misc.	0	0	0	0.00%	0	0	0	0.00%	0
4998	TOTAL NON-OPERATING INCOME	0	417	-417	-100.00%	3,350	5,000	-1,650	-33.01%	5,000

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		PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
4999	TOTAL REVENUE	614,425	626,095	-11,670	-1.86%	6,666,891	7,513,142	-846,251	-11.26%	7,513,142
5000	EXPENSES									
5002	PAYROLL EXPENSES									
5005	Salaries & Wages	351,635.12	351,280.41	-354.71	0.10%	3,481,799.13	4,215,364.92	733,565.79	-17.40%	4,215,364.92
5010	Salaries & Wages-OTD	21,202.08	6,583.37	-14,618.71	222.06%	202,004.07	79,000.00	-123,004.07	155.70%	79,000.00
5020	Commission	0.00	1,250.00	1,250.00	-100.00%	0.00	15,000.00	15,000.00	-100.00%	15,000.00
5025	Sick Pay	4,295.56	0.00	-4,295.56	0.00%	105,521.28	0.00	-105,521.28	0.00%	0.00
5030	Vacations	55,785.77	0.00	-55,785.77	0.00%	370,136.69	0.00	-370,136.69	0.00%	0.00
5040	FICA	28,384.16	27,472.22	-911.94	3.32%	292,704.47	329,666.31	36,961.84	-11.21%	329,666.31
5045	Workers Comp	5,993.00	3,599.10	-2,393.90	66.51%	75,746.00	43,189.20	-32,556.80	75.38%	43,189.20
5050	401K Employer Contrb	12,608.17	14,364.55	1,756.38	-12.23%	201,426.05	172,374.60	-29,051.45	16.85%	172,374.60
5055	Empl.Ben. Med, Dent, Vision, Vol Life	49,536.29	31,751.92	-17,784.37	56.01%	486,193.58	381,023.04	-105,170.54	27.60%	381,023.04
5065	Payroll Processing Fees	2,556.08	0.00	-2,556.08	0.00%	30,773.37	0.00	-30,773.37	0.00%	0.00
5075	Unemployment Expense	0.00	2,500.00	2,500.00	-100.00%	14,076.99	30,000.00	15,923.01	-53.08%	30,000.00
5099	TOTAL PAYROLL EXPENSES	531,996.23	438,801.57	-93,194.66	21.24%	5,260,381.63	5,265,618.07	5,236.44	-0.10%	5,265,618.07
6000	ADMIN EXPENSES									
6005	Office Supplies	5,727.89	4,841.67	-886.22	18.30%	71,631.40	58,100.04	-13,531.36	23.29%	58,100.04
6010	Postage	196.02	458.33	262.31	-57.23%	4,702.74	5,499.96	797.22	-14.50%	5,499.96
6015	Printing	0.00	1,666.67	1,666.67	-100.00%	0.00	20,000.04	20,000.04	-100.00%	20,000.04
6020	IT Support	28,053.38	18,633.33	-9,420.05	50.55%	207,740.09	223,599.96	15,859.87	-7.09%	223,599.96
6025	Marketing	4,457.68	13,833.37	9,375.69	-67.78%	212,166.69	166,000.00	-46,166.69	27.81%	166,000.00
6030	EE Recognition, EOM, and Anniversary	0.00	0.00	0.00	0.00%	1,326.45	0.00	-1,326.45	0.00%	0.00
6045	Travel and Conferences	0.00	733.34	733.34	-100.00%	12,213.63	8,800.08	-3,413.55	38.79%	8,800.08
6099	TOTAL ADMIN EXPENSES	38,434.97	40,166.71	1,731.74	-4.31%	509,781.00	482,000.08	-27,780.92	5.76%	482,000.08
6100	HOUSEKEEPING EXPENSES									
6105	Cleaning Supplies	14,101.95	12,083.34	-2,018.61	16.71%	131,026.52	145,000.08	13,973.56	-9.64%	145,000.08
6115	Linen	0.00	333.33	333.33	-100.00%	0.00	3,999.96	3,999.96	-100.00%	3,999.96
6125	Laundry Services	0.00	541.67	541.67	-100.00%	0.00	6,500.04	6,500.04	-100.00%	6,500.04
6130	Uniforms	0.00	208.33	208.33	-100.00%	580.48	2,499.96	1,919.48	-76.78%	2,499.96
6135	Outside Services	222,178.06	191,668.33	-30,509.73	15.92%	2,288,065.69	2,300,019.96	11,954.27	-0.52%	2,300,019.96
6140	COVID-19	1,426.36	1,250.00	-176.36	14.11%	18,151.77	15,000.00	-3,151.77	21.01%	15,000.00
6145	Employee Benefits	445.77	0.00	-445.77	0.00%	2,903.81	0.00	-2,903.81	0.00%	0.00
6199	TOTAL HOUSEKEEPING EXPENSES	238,152.14	206,085.00	-32,067.14	15.56%	2,440,728.27	2,473,020.00	32,291.73	-1.31%	2,473,020.00

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6200	DINING EXPENSES									
6205	Food	38,776.19	37,500.00	-1,276.19	3.40%	421,671.70	450,000.00	28,328.30	-6.30%	450,000.00
6220	Wine	2,781.20	2,500.00	-281.20	11.25%	30,014.95	30,000.00	-14.95	0.05%	30,000.00
6250	Management Fees	5,436.55	5,333.33	-103.22	1.94%	64,605.20	63,999.96	-605.24	0.95%	63,999.96
6299	TOTAL DINING EXPENSES	46,993.94	45,333.33	-1,660.61	3.66%	516,291.85	543,999.96	27,708.11	-5.09%	543,999.96
6300	ASST LIVING EXPENSES									
6305	Medical Supplies	552.73	1,250.00	697.27	-55.78%	32,955.06	15,000.00	-17,955.06	119.70%	15,000.00
6315	Outside Medical Exp	264.47	1,756.30	1,491.83	-84.94%	1,012.60	21,075.60	20,063.00	-95.20%	21,075.60
6399	TOTAL ASST LIVING EXPENSES	817.20	3,006.30	2,189.10	-72.82%	33,967.66	36,075.60	2,107.94	-5.84%	36,075.60
6400	UTILITIES EXPENSES									
6405	Utilities	71.35	0.00	-71.35	0.00%	71.35	0.00	-71.35	0.00%	0.00
6410	Electric	6,305.33	8,749.08	2,443.75	-27.93%	104,325.75	104,988.96	663.21	-0.63%	104,988.96
6415	Gas	9,844.05	14,094.60	4,250.55	-30.16%	138,343.95	169,135.20	30,791.25	-18.21%	169,135.20
6420	Water	5,086.92	4,845.24	-241.68	4.99%	53,915.97	58,142.88	4,226.91	-7.27%	58,142.88
6425	Sewer	6,006.55	5,430.60	-575.95	10.61%	62,613.74	65,167.20	2,553.46	-3.92%	65,167.20
6430	Cell Phone Reimbursements	860.08	1,666.67	806.59	-48.40%	12,032.65	20,000.04	7,967.39	-39.84%	20,000.04
6435	Trash Removal	12,493.21	17,961.60	5,468.39	-30.44%	196,232.54	215,539.20	19,306.66	-8.96%	215,539.20
6440	Paper Shredding	2,998.91	583.33	-2,415.58	414.10%	16,933.71	6,999.96	-9,933.75	141.91%	6,999.96
6445	Medical Waste Disposal	809.63	0.00	-809.63	0.00%	9,912.82	0.00	-9,912.82	0.00%	0.00
6450	Telephone & Internet Svc	9,576.89	10,649.51	1,072.62	-10.07%	104,280.99	127,794.12	23,513.13	-18.40%	127,794.12
6455	Internet & Mobile Communications	0.00	885.00	885.00	-100.00%	8,933.73	10,620.00	1,686.27	-15.88%	10,620.00
6499	TOTAL UTILITIES EXPENSES	54,052.92	64,865.63	10,812.71	-16.67%	707,597.20	778,387.56	70,790.36	-9.09%	778,387.56
6500	REPAIRS and MAINTENANCE EXPENSES									
6505	Expendable Supplies	1,332.50	1,916.67	584.17	-30.48%	47,121.49	23,000.04	-24,121.45	104.88%	23,000.04
6510	Household Repl	3,391.39	1,250.00	-2,141.39	171.31%	86,132.06	15,000.00	-71,132.06	474.21%	15,000.00
6515	Equipment Maintenance	11,230.78	5,125.00	-6,105.78	119.14%	133,299.39	61,500.00	-71,799.39	116.75%	61,500.00
6520	Equipment Replacement	1,128.15	666.67	-461.48	69.22%	8,388.82	8,000.04	-388.78	4.86%	8,000.04
6525	Contract Maintenance	3,112.50	9,666.67	6,554.17	-67.80%	84,096.56	116,000.04	31,903.48	-27.50%	116,000.04
6530	Pest Control Service	355.00	1,416.67	1,061.67	-74.94%	4,520.00	17,000.04	12,480.04	-73.41%	17,000.04
6535	Grounds Maintenance	6,525.20	6,250.00	-275.20	4.40%	82,963.70	75,000.00	-7,963.70	10.62%	75,000.00
6540	Elevator Repairs	1,947.43	9,416.67	7,469.24	-79.32%	37,825.07	113,000.04	75,174.97	-66.53%	113,000.04
6545	Grease Trap Cleaning	0.00	166.67	166.67	-100.00%	3,395.00	2,000.04	-1,394.96	69.75%	2,000.04
6550	Boiler/HVAC Repair	43,016.42	8,333.33	-34,683.09	416.20%	146,863.92	99,999.96	-46,863.96	46.86%	99,999.96
6555	Plumbing Repairs	5,855.18	4,583.37	-1,271.81	27.75%	31,214.08	55,000.00	23,785.92	-43.25%	55,000.00

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6560	Security Services	24,476.75	29,166.67	4,689.92	-16.08%	291,097.80	350,000.04	58,902.24	-16.83%	350,000.04
6565	Fire Alarm Expense	3,678.00	1,166.67	-2,511.33	215.26%	29,680.84	14,000.04	-15,680.80	112.01%	14,000.04
6570	Generator Maintenance	670.00	916.67	246.67	-26.91%	15,793.06	11,000.04	-4,793.02	43.57%	11,000.04
6575	Long-Term Maintenance	21,955.00	0.00	-21,955.00	0.00%	46,851.45	0.00	-46,851.45	0.00%	0.00
6580	Van, Transportation	4,205.90	2,916.67	-1,289.23	44.20%	58,217.91	35,000.04	-23,217.87	66.34%	35,000.04
6585	Building Maintenance	6,117.21	0.00	-6,117.21	0.00%	6,117.21	0.00	-6,117.21	0.00%	0.00
6590	Carpet Replacement	0.00	250.00	250.00	-100.00%	0.00	3,000.00	3,000.00	-100.00%	3,000.00
6599	TOTAL REPAIRS and MAINTENANCE EXPENSES	138,997.41	83,208.40	-55,789.01	67.05%	1,113,578.36	998,500.36	-115,078.00	11.53%	998,500.36
6600	SPECIAL EVENTS EXPENSES									
6605	Activities	4,984.19	4,208.33	-775.86	18.44%	54,532.34	50,499.96	-4,032.38	7.98%	50,499.96
6610	Holiday Party	4,602.71	1,250.00	-3,352.71	268.22%	14,121.60	15,000.00	878.40	-5.86%	15,000.00
6615	Arts Grant Expense	0.00	0.00	0.00	0.00%	360.00	0.00	-360.00	0.00%	0.00
6620	Special Events	0.00	291.67	291.67	-100.00%	0.00	3,500.04	3,500.04	-100.00%	3,500.04
6625	Move-in-Gifts	0.00	41.67	41.67	-100.00%	70.07	500.04	429.97	-85.99%	500.04
6630	Employee Apprec. Fund Expense	0.00	0.00	0.00	0.00%	2,181.03	0.00	-2,181.03	0.00%	0.00
6650	Out & About Expense	0.00	0.00	0.00	0.00%	1,197.79	0.00	-1,197.79	0.00%	0.00
6699	TOTAL SPECIAL EVENTS EXPENSES	9,586.90	5,791.67	-3,795.23	65.53%	72,462.83	69,500.04	-2,962.79	4.26%	69,500.04
6800	OTHER OPERATING EXPENSES									
6805	Accounting Fees	17,066.50	10,416.67	-6,649.83	63.84%	122,996.50	125,000.04	2,003.54	-1.60%	125,000.04
6810	Association Dues	1,227.42	2,500.00	1,272.58	-50.90%	16,590.75	30,000.00	13,409.25	-44.70%	30,000.00
6815	Fees, Licenses, and Permits	2,913.21	5,083.33	2,170.12	-42.69%	46,459.56	60,999.96	14,540.40	-23.84%	60,999.96
6820	Property Taxes	0.00	250.00	250.00	-100.00%	0.00	3,000.00	3,000.00	-100.00%	3,000.00
6825	Board Expenses	0.00	83.33	83.33	-100.00%	1,794.42	999.96	-794.46	79.45%	999.96
6830	Legal Fees	12,652.50	16,666.67	4,014.17	-24.09%	134,679.20	200,000.04	65,320.84	-32.66%	200,000.04
6835	Bank Fees	24.08	83.33	59.25	-71.10%	2,147.05	999.96	-1,147.09	114.71%	999.96
6840	Professional Fees	36,041.82	29,583.34	-6,458.48	21.83%	537,957.79	355,000.08	-182,957.71	51.54%	355,000.08
6845	Development	0.00	1,000.00	1,000.00	-100.00%	10,160.44	12,000.00	1,839.56	-15.33%	12,000.00
6910	Continuing Education / In-Service	0.00	1,483.33	1,483.33	-100.00%	4,041.17	17,799.96	13,758.79	-77.30%	17,799.96
6925	Meals	0.00	1,341.67	1,341.67	-100.00%	294.50	16,100.04	15,805.54	-98.17%	16,100.04
6930	Hotel	0.00	2,166.67	2,166.67	-100.00%	8,344.85	26,000.04	17,655.19	-67.90%	26,000.04
6990	Misc Overhead Expenses	1,735.36	0.00	-1,735.36	0.00%	22,750.93	0.00	-22,750.93	0.00%	0.00
6995	Bad Debts	0.00	0.00	0.00	0.00%	40,164.10	0.00	-40,164.10	0.00%	0.00
6998	TOTAL OTHER OPERATING EXPENSES	71,660.89	70,658.34	-1,002.55	1.42%	948,381.26	847,900.08	-100,481.18	11.85%	847,900.08
7010	Insurance General/Prof. Liability	9,271.08	7,355.92	-1,915.16	26.04%	92,475.72	88,271.04	-4,204.68	4.76%	88,271.04

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7015	Ins. - Property	5,756.08	5,539.83	-216.25	3.90%	66,910.50	66,477.96	-432.54	0.65%	66,477.96
7020	D&O Insurance	2,560.67	2,101.75	-458.92	21.84%	27,974.52	25,221.00	-2,753.52	10.92%	25,221.00
7025	Umbrella/Excess Ins	7,771.58	6,265.42	-1,506.16	24.04%	78,197.32	75,185.04	-3,012.28	4.01%	75,185.04
7030	Ins. - Crime General	0.00	147.50	147.50	-100.00%	2,667.42	1,770.00	-897.42	50.70%	1,770.00
7035	Ins. - ERISA	123.11	0.00	-123.11	0.00%	1,477.32	0.00	-1,477.32	0.00%	0.00
7040	Ins. - Inland Marine	150.33	155.67	5.34	-3.43%	1,857.32	1,868.04	10.72	-0.57%	1,868.04
7045	Ins. - Cyber Liability	794.68	695.17	-99.51	14.31%	8,970.42	8,342.04	-628.38	7.53%	8,342.04
7050	Ins. - Van and Auto	487.40	418.39	-69.01	16.49%	5,158.76	5,020.68	-138.08	2.75%	5,020.68
7099	TOTAL INSURANCE	26,914.93	22,679.65	-4,235.28	18.67%	285,689.30	272,155.80	-13,533.50	4.97%	272,155.80
	Total Operations	<b>1,157,607.53</b>	<b>980,596.60</b>	<b>-177,010.93</b>	<b>18.05%</b>	<b>11,888,859.36</b>	<b>11,767,157.55</b>	<b>-121,701.81</b>	<b>1.03%</b>	<b>11,767,157.55</b>
	Ops Ratio					<b>1.78</b>	<b>1.57</b>			<b>1.57</b>
9000	OTHER NON-OPERATING EXPENSES									
9211	Depreciation Expense	88,504.39	59,734.75	-28,769.64	48.16%	1,062,065.59	716,817.00	-345,248.59	48.16%	716,817.00
9511	Planning & Development	-33,748.40	-125,000.00	-91,251.60	-73.00%	-686,457.26	-1,500,000.00	-813,542.74	-54.24%	-1,500,000.00
9611	Beta 3400 Laguna	0.00	0.00	0.00	0.00%	20,000.00	0.00	-20,000.00	0.00%	0.00
9811	Other Expense	0.00	0.00	0.00	0.00%	200.00	0.00	-200.00	0.00%	0.00
9949	TOTAL OTHER NON-OPERATING EXPENSES	54,755.99	-65,265.25	-120,021.24	-183.90%	395,808.33	-783,183.00	-1,178,991.33	-150.54%	-783,183.00
9996	TOTAL NON-OPERATING EXPENSES	81,670.92	-42,585.60	-124,256.52	-291.78%	681,497.63	-511,027.20	-1,192,524.83	-233.36%	-511,027.20
<b>9997</b>	<b>TOTAL EXPENSES</b>	<b>1,212,363.52</b>	<b>915,331.35</b>	<b>-297,032.17</b>	<b>32.45%</b>	<b>12,284,667.69</b>	<b>10,749,685.33</b>	<b>-1,534,982.36</b>	<b>14.28%</b>	<b>10,749,685.33</b>
<b>9998</b>	<b>NET OPERATING INCOME</b>	<b>-597,938.39</b>	<b>-289,236.17</b>	<b>-308,702.22</b>	<b>106.73%</b>	<b>-5,617,776.90</b>	<b>-3,236,543.17</b>	<b>-2,381,233.73</b>	<b>73.57%</b>	<b>-3,236,543.17</b>

Heritage On The Marina (heritage)										
Revenue with Budget Comparison										
Period = Dec 2024										
Book = Accrual ; Tree = her_ysi_is										
		PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>4000</b>	<b>REVENUE</b>									
4001	OPERATING INCOME									
4002	RENTAL INCOME									
4010	Type A Rent - IL	185,504	193,332	-7,828	-4.05%	2,258,838	2,319,982	-61,145	-2.64%	2,319,982
4011	Type A Rent - AL	35,899	41,300	-5,401	-13.08%	414,834	495,596	-80,762	-16.30%	495,596
4019	Type A Rent - Subsidy	-8,255	0	-8,255	0.00%	-100,800	0	-100,800	0.00%	0
4020	Type C Rent - IL	164,428	161,046	3,383	2.10%	1,760,936	1,932,546	-171,610	-8.88%	1,932,546
4021	Type C Rent - AL	13,832	0	13,832	0.00%	159,834	0	159,834	0.00%	0
4031	Private Patient Rent - AL	34,386	70,168	-35,782	-50.99%	483,957	842,019	-358,062	-42.52%	842,019
4040	Subsidy Revenue	0	-9,167	9,167	-100.00%	0	-110,000	110,000	-100.00%	-110,000
4050	Entrance Fees - Amortized	136,124	158,333	-22,209	-14.03%	1,417,866	1,900,000	-482,134	-25.38%	1,900,000
4199	TOTAL RENTAL INCOME	561,918	615,012	-53,094	-8.63%	6,395,464	7,380,142	-984,678	-13.34%	7,380,142
4300	OTHER INCOME									
4305	Guest Charges	5,283	2,500	2,783	111.32%	33,638	30,000	3,638	12.13%	30,000
4310	Medical Supplies, ADL	2,170	2,500	-330	-13.22%	23,802	30,000	-6,198	-20.66%	30,000
4315	Guest Room	2,250	0	2,250	0.00%	8,550	0	8,550	0.00%	0
4320	Parking Fees	1,790	2,083	-293	-14.08%	26,481	25,000	1,481	5.93%	25,000
4325	Van Transportation Services	0	667	-667	-100.00%	0	8,000	-8,000	-100.00%	8,000
4335	Processing Fees	2,500	0	2,500	0.00%	11,250	0	11,250	0.00%	0
4340	Community Fee for AL	0	0	0	0.00%	20,000	0	20,000	0.00%	0
4395	Other Income	7,119	0	7,119	0.00%	24,055	0	24,055	0.00%	0
4399	TOTAL OTHER INCOME	21,112	7,750	13,362	172.41%	147,776	93,000	54,776	58.90%	93,000
4500	SPECIAL EVENTS INCOME									
4505	Donations & Bequests	4,175	2,917	1,258	43.14%	21,065	35,000	-13,935	-39.81%	35,000
4510	Employee Apprec. Fund	26,920	0	26,920	0.00%	98,020	0	98,020	0.00%	0
4530	Out & About Income	0	0	0	0.00%	216	0	216	0.00%	0
4535	Grace & Favor	300	0	300	0.00%	1,000	0	1,000	0.00%	0
4599	TOTAL SPECIAL EVENTS INCOME	31,395	2,917	28,478	976.40%	120,301	35,000	85,301	243.72%	35,000
4899	TOTAL OPERATING INCOME	614,425	625,679	-11,253	-1.80%	6,663,541	7,508,142	-844,601	-11.25%	7,508,142
4900	NON-OPERATING INCOME									
4905	Interest	0	417	-417	-100.00%	3,350	5,000	-1,651	-33.01%	5,000
4910	Interest Misc.	0	0	0	0.00%	0	0	0	0.00%	0
4998	TOTAL NON-OPERATING INCOME	0	417	-417	-100.00%	3,350	5,000	-1,650	-33.01%	5,000
<b>4999</b>	<b>TOTAL REVENUE</b>	<b>614,425</b>	<b>626,095</b>	<b>-11,670</b>	<b>-1.86%</b>	<b>6,666,891</b>	<b>7,513,142</b>	<b>-846,251</b>	<b>-11.26%</b>	<b>7,513,142</b>



Heritage On The Marina (heritage)									
<b>Department Summary with Budget Comparison</b>									
Period = Dec 2024									
Book = Accrual ; Tree = her_ysi_is									
Department=Summary;									
	<b>PTD Actual</b>	<b>PTD Budget</b>	<b>Variance</b>	<b>% Var</b>	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance</b>	<b>% Var</b>	<b>Annual</b>
<b>Department</b>									
05 Exec	87,094.96	90,683.49	3,588.53	3.96%	1,007,849.09	1,088,201.88	80,352.79	7.38%	1,088,201.88
10 Admin	79,072.22	91,629.13	12,556.91	13.70%	851,560.76	1,099,549.56	247,988.80	22.55%	1,099,549.56
13 Finance	87,000.18	68,486.65	-18,513.53	27.03%	977,026.31	821,839.80	-155,186.51	18.88%	821,839.80
15 Marketing	25,331.27	35,784.88	10,453.61	29.21%	478,656.00	429,418.12	-49,237.88	11.47%	429,418.12
18 Human Relations	10,971.20	8,635.04	-2,336.16	27.05%	91,902.52	103,620.48	11,717.96	11.31%	103,620.48
20 Dining	246,832.94	205,001.66	-41,831.28	20.41%	2,330,181.94	2,460,019.92	129,837.98	5.28%	2,460,019.92
30 Housekeeping	77,822.50	51,973.71	-25,848.79	49.73%	639,473.02	623,684.52	-15,788.50	2.53%	623,684.52
48 Assisted Living	255,117.83	203,973.97	-51,143.86	25.07%	2,671,894.78	2,447,687.64	-224,207.14	9.16%	2,447,687.64
50 Maintenance	200,277.05	118,425.25	-81,851.80	69.12%	1,830,967.82	1,421,101.79	-409,866.03	28.84%	1,421,101.79
60 Life Enrichment	35,124.19	44,272.19	9,148.00	20.66%	313,882.28	531,266.28	217,384.00	40.92%	531,266.28
80 Utilities & General	52,963.19	61,730.63	8,767.44	14.20%	695,499.84	740,767.56	45,267.72	6.11%	740,767.56
<b>Total Department Expenses</b>	<b>1,157,607.53</b>	<b>980,596.60</b>	<b>-177,010.93</b>	<b>18.05%</b>	<b>11,888,894.36</b>	<b>11,767,157.55</b>	<b>-121,736.81</b>	<b>1.03%</b>	<b>11,767,157.55</b>
Check Sum	<b>1,157,607.53</b>	<b>980,596.60</b>	<b>-177,010.93</b>	<b>18.05%</b>	<b>11,888,859.36</b>	<b>11,767,157.55</b>	<b>-121,701.81</b>	<b>1.03%</b>	<b>11,767,157.55</b>
Diff	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>35.00</b>	<b>0.00</b>	<b>-35.00</b>	<b>0.00</b>	<b>0.00</b>

Heritage On The Marina (heritage)									
<b>Executive Department with Budget Comparison</b>									
Period = Dec 2024									
Book = Accrual ; Tree = her_ysi_is									
Department=05 - Executive;									
	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>EXPENSES</b>									
PAYROLL EXPENSES									
Salaries & Wages	55,007.76	77,137.03	22,129.27	28.69%	775,105.93	925,644.36	150,538.43	16.26%	925,644.36
Sick Pay	1,230.77	0.00	-1,230.77	0.00%	14,002.52	0.00	-14,002.52	0.00%	0.00
Vacations	14,928.59	0.00	-14,928.59	0.00%	75,230.36	0.00	-75,230.36	0.00%	0.00
FICA	1,323.57	5,900.98	4,577.41	77.57%	46,154.65	70,811.76	24,657.11	34.82%	70,811.76
Workers Comp	89.00	0.00	-89.00	0.00%	1,239.00	0.00	-1,239.00	0.00%	0.00
401K Employer Contrb	2,241.40	3,085.48	844.08	27.36%	54,615.13	37,025.76	-17,589.37	47.51%	37,025.76
Empl.Ben. Med, Dent, Vision, Vol Life	1,564.61	0.00	-1,564.61	0.00%	17,778.94	0.00	-17,778.94	0.00%	0.00
TOTAL PAYROLL EXPENSES	76,385.70	86,123.49	9,737.79	11.31%	984,126.53	1,033,481.88	49,355.35	4.78%	1,033,481.88
ADMIN EXPENSES									
Office Supplies	401.76	0.00	-401.76	0.00%	1,331.13	0.00	-1,331.13	0.00%	0.00
Travel and Conferences	0.00	0.00	0.00	0.00%	2,293.76	0.00	-2,293.76	0.00%	0.00
TOTAL ADMIN EXPENSES	401.76	0.00	-401.76	0.00%	3,624.89	0.00	-3,624.89	0.00%	0.00
UTILITIES EXPENSES									
Internet & Mobile Communications	0.00	260.00	260.00	100.00%	84.00	3,120.00	3,036.00	97.31%	3,120.00
TOTAL UTILITIES EXPENSES	0.00	260.00	260.00	100.00%	84.00	3,120.00	3,036.00	97.31%	3,120.00
REPAIRS and MAINTENANCE EXPENSES									
Van, Transportation	0.00	0.00	0.00	0.00%	-27.17	0.00	27.17	0.00%	0.00
TOTAL REPAIRS and MAINTENANCE EXPENSES	0.00	0.00	0.00	0.00%	-27.17	0.00	27.17	0.00%	0.00
OTHER OPERATING EXPENSES									
Association Dues	35.00	0.00	-35.00	0.00%	35.00	0.00	-35.00	0.00%	0.00
Fees, Licenses, and Permits	0.00	0.00	0.00	0.00%	885.00	0.00	-885.00	0.00%	0.00
Legal Fees	10,272.50	0.00	-10,272.50	0.00%	10,272.50	0.00	-10,272.50	0.00%	0.00
Continuing Education / In-Service	0.00	833.33	833.33	100.00%	208.99	9,999.96	9,790.97	97.91%	9,999.96
Meals	0.00	1,300.00	1,300.00	100.00%	294.50	15,600.00	15,305.50	98.11%	15,600.00
Hotel	0.00	2,166.67	2,166.67	100.00%	8,344.85	26,000.04	17,655.19	67.90%	26,000.04
TOTAL OTHER OPERATING EXPENSES	10,307.50	4,300.00	-6,007.50	139.71%	20,040.84	51,600.00	31,559.16	61.16%	51,600.00
<b>TOTAL EXPENSES</b>	<b>87,094.96</b>	<b>90,683.49</b>	<b>3,588.53</b>	<b>3.96%</b>	<b>1,007,849.09</b>	<b>1,088,201.88</b>	<b>80,352.79</b>	<b>7.38%</b>	<b>1,088,201.88</b>
<b>NET OPERATING INCOME</b>	<b>-87,094.96</b>	<b>-90,683.49</b>	<b>3,588.53</b>	<b>3.96%</b>	<b>-1,007,849.09</b>	<b>-1,088,201.88</b>	<b>80,352.79</b>	<b>7.38%</b>	<b>-1,088,201.88</b>

Heritage On The Marina (heritage)

**Adminstration Department with Budget Comparison**

Period = Dec 2024

Book = Accrual ; Tree = her\_ysi\_is

Department=10 - Admin;

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>EXPENSES</b>									
PAYROLL EXPENSES									
Salaries & Wages	21,303.46	11,269.13	-10,034.33	89.04%	138,911.88	135,229.56	-3,682.32	2.72%	135,229.56
Salaries & Wages-OTD	1,079.60	416.67	-662.93	159.10%	10,201.89	5,000.04	-5,201.85	104.04%	5,000.04
Sick Pay	111.00	0.00	-111.00	0.00%	14,936.98	0.00	-14,936.98	0.00%	0.00
Vacations	2,017.63	0.00	-2,017.63	0.00%	10,372.49	0.00	-10,372.49	0.00%	0.00
FICA	1,768.60	893.96	-874.64	97.84%	11,934.48	10,727.52	-1,206.96	11.25%	10,727.52
Workers Comp	23.00	112.17	89.17	79.50%	229.00	1,346.04	1,117.04	82.99%	1,346.04
401K Employer Contrb	496.84	467.43	-29.41	6.29%	-20,792.22	5,609.16	26,401.38	470.68%	5,609.16
Empl.Ben. Med, Dent, Vision, Vol Life	4,365.66	8,294.77	3,929.11	47.37%	29,582.15	99,537.24	69,955.09	70.28%	99,537.24
Payroll Processing Fees	2,556.08	0.00	-2,556.08	0.00%	30,773.37	0.00	-30,773.37	0.00%	0.00
Unemployment Expense	0.00	2,500.00	2,500.00	100.00%	12,169.99	30,000.00	17,830.01	59.43%	30,000.00
TOTAL PAYROLL EXPENSES	33,721.87	23,954.13	-9,767.74	40.78%	238,320.01	287,449.56	49,129.55	17.09%	287,449.56
ADMIN EXPENSES									
Office Supplies	2,164.51	3,333.33	1,168.82	35.06%	43,759.20	39,999.96	-3,759.24	9.40%	39,999.96
Postage	150.00	458.33	308.33	67.27%	4,552.92	5,499.96	947.04	17.22%	5,499.96
Printing	0.00	416.67	416.67	100.00%	0.00	5,000.04	5,000.04	100.00%	5,000.04
IT Support	25,044.50	18,633.33	-6,411.17	34.41%	207,531.21	223,599.96	16,068.75	7.19%	223,599.96
Marketing	185.77	0.00	-185.77	0.00%	-2,108.26	0.00	2,108.26	0.00%	0.00
EE Recognition, EOM, and Anniversary	0.00	0.00	0.00	0.00%	1,326.45	0.00	-1,326.45	0.00%	0.00
Travel and Conferences	0.00	416.67	416.67	100.00%	3,125.85	5,000.04	1,874.19	37.48%	5,000.04
TOTAL ADMIN EXPENSES	27,544.78	23,258.33	-4,286.45	18.43%	258,187.37	279,099.96	20,912.59	7.49%	279,099.96
HOUSEKEEPING EXPENSES									
Outside Services	4,993.98	8,333.33	3,339.35	40.07%	74,389.61	99,999.96	25,610.35	25.61%	99,999.96
Employee Benefits	0.00	0.00	0.00	0.00%	936.79	0.00	-936.79	0.00%	0.00
TOTAL HOUSEKEEPING EXPENSES	4,993.98	8,333.33	3,339.35	40.07%	75,326.40	99,999.96	24,673.56	24.67%	99,999.96
UTILITIES EXPENSES									
Cell Phone Reimbursements	0.00	1,666.67	1,666.67	100.00%	0.00	20,000.04	20,000.04	100.00%	20,000.04
Paper Shredding	0.00	583.33	583.33	100.00%	0.00	6,999.96	6,999.96	100.00%	6,999.96
Internet & Mobile Communications	0.00	375.00	375.00	100.00%	763.77	4,500.00	3,736.23	83.03%	4,500.00
TOTAL UTILITIES EXPENSES	0.00	2,625.00	2,625.00	100.00%	763.77	31,500.00	30,736.23	97.58%	31,500.00
REPAIRS and MAINTENANCE EXPENSES									
Contract Maintenance	0.00	1,666.67	1,666.67	100.00%	0.00	20,000.04	20,000.04	100.00%	20,000.04

Heritage On The Marina (heritage)

## Adminstration Department with Budget Comparison

Period = Dec 2024

Book = Accrual ; Tree = her\_ysi\_is

Department=10 - Admin;

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
Van, Transportation	10.55	0.00	-10.55	0.00%	10.55	0.00	-10.55	0.00%	0.00
TOTAL REPAIRS and MAINTENANCE EXPENSES	10.55	1,666.67	1,656.12	99.37%	10.55	20,000.04	19,989.49	99.95%	20,000.04
SPECIAL EVENTS EXPENSES									
Holiday Party	4,602.71	1,250.00	-3,352.71	268.22%	14,013.38	15,000.00	986.62	6.58%	15,000.00
Employee Apprec. Fund Expense	0.00	0.00	0.00	0.00%	2,181.03	0.00	-2,181.03	0.00%	0.00
TOTAL SPECIAL EVENTS EXPENSES	4,602.71	1,250.00	-3,352.71	268.22%	16,194.41	15,000.00	-1,194.41	7.96%	15,000.00
OTHER OPERATING EXPENSES									
Accounting Fees	0.00	0.00	0.00	0.00%	13,395.00	0.00	-13,395.00	0.00%	0.00
Association Dues	1,192.42	2,500.00	1,307.58	52.30%	16,555.75	30,000.00	13,444.25	44.81%	30,000.00
Fees, Licenses, and Permits	2,905.21	5,000.00	2,094.79	41.90%	40,649.03	60,000.00	19,350.97	32.25%	60,000.00
Board Expenses	0.00	83.33	83.33	100.00%	1,794.42	999.96	-794.46	79.45%	999.96
Legal Fees	2,380.00	16,666.67	14,286.67	85.72%	124,406.70	200,000.04	75,593.34	37.80%	200,000.04
Bank Fees	0.00	0.00	0.00	0.00%	2,157.97	0.00	-2,157.97	0.00%	0.00
Professional Fees	1,020.70	5,416.67	4,395.97	81.16%	45,755.20	65,000.04	19,244.84	29.61%	65,000.04
Development	0.00	250.00	250.00	100.00%	0.00	3,000.00	3,000.00	100.00%	3,000.00
Continuing Education / In-Service	0.00	625.00	625.00	100.00%	453.95	7,500.00	7,046.05	93.95%	7,500.00
Misc Overhead Expenses	700.00	0.00	-700.00	0.00%	17,590.23	0.00	-17,590.23	0.00%	0.00
TOTAL OTHER OPERATING EXPENSES	8,198.33	30,541.67	22,343.34	73.16%	262,758.25	366,500.04	103,741.79	28.31%	366,500.04
<b>TOTAL EXPENSES</b>	<b>79,072.22</b>	<b>91,629.13</b>	<b>12,556.91</b>	<b>13.70%</b>	<b>851,560.76</b>	<b>1,099,549.56</b>	<b>247,988.80</b>	<b>22.55%</b>	<b>1,099,549.56</b>
<b>NET OPERATING INCOME</b>	<b>-79,072.22</b>	<b>-91,629.13</b>	<b>12,556.91</b>	<b>13.70%</b>	<b>-851,560.76</b>	<b>-1,099,549.56</b>	<b>247,988.80</b>	<b>22.55%</b>	<b>-1,099,549.56</b>

Heritage On The Marina (heritage)									
<b>Finance Department with Budget Comparison</b>									
Period = Dec 2024									
Book = Accrual ; Tree = her_ysi_is									
Department=13 - Finance;									
	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>EXPENSES</b>									
PAYROLL EXPENSES									
Salaries & Wages	19,022.18	30,982.35	11,960.17	38.60%	319,224.86	371,788.20	52,563.34	14.14%	371,788.20
Salaries & Wages-OTD	1,141.45	416.67	-724.78	173.95%	40,489.08	5,000.04	-35,489.04	709.78%	5,000.04
Sick Pay	0.00	0.00	0.00	0.00%	5,383.68	0.00	-5,383.68	0.00%	0.00
Vacations	10,515.09	0.00	-10,515.09	0.00%	35,791.66	0.00	-35,791.66	0.00%	0.00
FICA	2,232.84	2,402.02	169.18	7.04%	28,960.12	28,824.24	-135.88	0.47%	28,824.24
Workers Comp	56.00	0.00	-56.00	0.00%	8,505.00	0.00	-8,505.00	0.00%	0.00
401K Employer Contrb	1,174.44	1,255.96	81.52	6.49%	22,926.97	15,071.52	-7,855.45	52.12%	15,071.52
Empl.Ben. Med, Dent, Vision, Vol Life	3,635.65	0.00	-3,635.65	0.00%	30,759.14	0.00	-30,759.14	0.00%	0.00
TOTAL PAYROLL EXPENSES	37,777.65	35,057.00	-2,720.65	7.76%	492,040.51	420,684.00	-71,356.51	16.96%	420,684.00
ADMIN EXPENSES									
Office Supplies	1,096.01	0.00	-1,096.01	0.00%	8,132.96	0.00	-8,132.96	0.00%	0.00
Postage	15.20	0.00	-15.20	0.00%	90.90	0.00	-90.90	0.00%	0.00
IT Support	3,008.88	0.00	-3,008.88	0.00%	3,008.88	0.00	-3,008.88	0.00%	0.00
Travel and Conferences	0.00	0.00	0.00	0.00%	3,796.06	0.00	-3,796.06	0.00%	0.00
TOTAL ADMIN EXPENSES	4,120.09	0.00	-4,120.09	0.00%	15,028.80	0.00	-15,028.80	0.00%	0.00
UTILITIES EXPENSES									
Telephone & Internet Svc	0.00	0.00	0.00	0.00%	1,588.52	0.00	-1,588.52	0.00%	0.00
Internet & Mobile Communications	0.00	0.00	0.00	0.00%	940.23	0.00	-940.23	0.00%	0.00
TOTAL UTILITIES EXPENSES	0.00	0.00	0.00	0.00%	2,528.75	0.00	-2,528.75	0.00%	0.00
OTHER OPERATING EXPENSES									
Accounting Fees	17,066.50	10,416.67	-6,649.83	63.84%	109,601.50	125,000.04	15,398.54	12.32%	125,000.04
Fees, Licenses, and Permits	8.00	0.00	-8.00	0.00%	3,798.00	0.00	-3,798.00	0.00%	0.00
Property Taxes	0.00	250.00	250.00	100.00%	0.00	3,000.00	3,000.00	100.00%	3,000.00
Bank Fees	24.08	83.33	59.25	71.10%	24.08	999.96	975.88	97.59%	999.96
Professional Fees	638.25	0.00	-638.25	0.00%	27,638.25	0.00	-27,638.25	0.00%	0.00

Heritage On The Marina (heritage)									
<b>Finance Department with Budget Comparison</b>									
Period = Dec 2024									
Book = Accrual ; Tree = her_ysi_is									
Department=13 - Finance;									
	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
Misc Overhead Expenses	450.68	0.00	-450.68	0.00%	513.02	0.00	-513.02	0.00%	0.00
Bad Debts	0.00	0.00	0.00	0.00%	40,164.10	0.00	-40,164.10	0.00%	0.00
TOTAL OTHER OPERATING EXPENSES	18,187.51	10,750.00	-7,437.51	69.19%	181,738.95	129,000.00	-52,738.95	40.88%	129,000.00
Insurance General/Prof. Liability	9,271.08	7,355.92	-1,915.16	26.04%	92,475.72	88,271.04	-4,204.68	4.76%	88,271.04
Ins. - Property	5,756.08	5,539.83	-216.25	3.90%	66,910.50	66,477.96	-432.54	0.65%	66,477.96
D&O Insurance	2,560.67	2,101.75	-458.92	21.84%	27,974.52	25,221.00	-2,753.52	10.92%	25,221.00
Umbrella/Excess Ins	7,771.58	6,265.42	-1,506.16	24.04%	78,197.32	75,185.04	-3,012.28	4.01%	75,185.04
Ins. - Crime General	0.00	147.50	147.50	100.00%	2,667.42	1,770.00	-897.42	50.70%	1,770.00
Ins. - ERISA	123.11	0.00	-123.11	0.00%	1,477.32	0.00	-1,477.32	0.00%	0.00
Ins. - Inland Marine	150.33	155.67	5.34	3.43%	1,857.32	1,868.04	10.72	0.57%	1,868.04
Ins. - Cyber Liability	794.68	695.17	-99.51	14.31%	8,970.42	8,342.04	-628.38	7.53%	8,342.04
Ins. - Van and Auto	487.40	418.39	-69.01	16.49%	5,158.76	5,020.68	-138.08	2.75%	5,020.68
TOTAL INSURANCE	26,914.93	22,679.65	-4,235.28	18.67%	285,689.30	272,155.80	-13,533.50	4.97%	272,155.80
TOTAL NON-OPERATING EXPENSES	26,914.93	22,679.65	-4,235.28	18.67%	285,689.30	272,155.80	-13,533.50	4.97%	272,155.80
<b>TOTAL EXPENSES</b>	<b>87,000.18</b>	<b>68,486.65</b>	<b>-18,513.53</b>	<b>27.03%</b>	<b>977,026.31</b>	<b>821,839.80</b>	<b>-155,186.51</b>	<b>18.88%</b>	<b>821,839.80</b>
<b>NET OPERATING INCOME</b>	<b>-87,000.18</b>	<b>-68,486.65</b>	<b>-18,513.53</b>	<b>27.03%</b>	<b>-977,026.31</b>	<b>-821,839.80</b>	<b>-155,186.51</b>	<b>18.88%</b>	<b>-821,839.80</b>

Heritage On The Marina (heritage)									
<b>Marketing Department with Budget Comparison</b>									
Period = Dec 2024									
Book = Accrual ; Tree = her_ysi_is									
Department=15 - Marketing;									
	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>EXPENSES</b>									
PAYROLL EXPENSES									
Salaries & Wages	14,595.80	14,508.73	-87.07	0.60%	178,216.28	174,104.76	-4,111.52	2.36%	174,104.76
Salaries & Wages-OTD	0.00	208.33	208.33	100.00%	0.00	2,499.96	2,499.96	100.00%	2,499.96
Commission	0.00	1,250.00	1,250.00	100.00%	0.00	15,000.00	15,000.00	100.00%	15,000.00
Sick Pay	0.00	0.00	0.00	0.00%	127.72	0.00	-127.72	0.00%	0.00
Vacations	2,462.92	0.00	-2,462.92	0.00%	21,179.88	0.00	-21,179.88	0.00%	0.00
FICA	1,597.26	1,221.48	-375.78	30.76%	20,133.01	14,657.76	-5,475.25	37.35%	14,657.76
Workers Comp	28.00	65.94	37.94	57.54%	415.00	791.28	376.28	47.55%	791.28
401K Employer Contrb	640.26	638.68	-1.58	0.25%	11,385.17	7,664.16	-3,721.01	48.55%	7,664.16
Empl.Ben. Med, Dent, Vision, Vol Life	1,275.27	0.00	-1,275.27	0.00%	15,668.26	0.00	-15,668.26	0.00%	0.00
TOTAL PAYROLL EXPENSES	20,599.51	17,893.16	-2,706.35	15.13%	247,125.32	214,717.92	-32,407.40	15.09%	214,717.92
ADMIN EXPENSES									
Office Supplies	459.85	91.67	-368.18	401.64%	1,301.83	1,100.04	-201.79	18.34%	1,100.04
Printing	0.00	1,250.00	1,250.00	100.00%	0.00	15,000.00	15,000.00	100.00%	15,000.00
Marketing	4,271.91	13,833.37	9,561.46	69.12%	214,274.95	166,000.00	-48,274.95	29.08%	166,000.00
Travel and Conferences	0.00	66.67	66.67	100.00%	0.00	800.04	800.04	100.00%	800.04
TOTAL ADMIN EXPENSES	4,731.76	15,241.71	10,509.95	68.96%	215,576.78	182,900.08	-32,676.70	17.87%	182,900.08
HOUSEKEEPING EXPENSES									
Outside Services	0.00	833.33	833.33	100.00%	278.30	9,999.96	9,721.66	97.22%	9,999.96
TOTAL HOUSEKEEPING EXPENSES	0.00	833.33	833.33	100.00%	278.30	9,999.96	9,721.66	97.22%	9,999.96
UTILITIES EXPENSES									
Internet & Mobile Communications	0.00	250.00	250.00	100.00%	4,607.34	3,000.00	-1,607.34	53.58%	3,000.00
TOTAL UTILITIES EXPENSES	0.00	250.00	250.00	100.00%	4,607.34	3,000.00	-1,607.34	53.58%	3,000.00
SPECIAL EVENTS EXPENSES									
Holiday Party	0.00	0.00	0.00	0.00%	108.22	0.00	-108.22	0.00%	0.00
Special Events	0.00	291.67	291.67	100.00%	0.00	3,500.04	3,500.04	100.00%	3,500.04

Heritage On The Marina (heritage)									
<b>Marketing Department with Budget Comparison</b>									
Period = Dec 2024									
Book = Accrual ; Tree = her_ysi_is									
Department=15 - Marketing;									
	<b>PTD Actual</b>	<b>PTD Budget</b>	<b>Variance</b>	<b>% Var</b>	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance</b>	<b>% Var</b>	<b>Annual</b>
Move-in-Gifts	0.00	41.67	41.67	100.00%	70.07	500.04	429.97	85.99%	500.04
TOTAL SPECIAL EVENTS EXPENSES	0.00	333.34	333.34	100.00%	178.29	4,000.08	3,821.79	95.54%	4,000.08
OTHER OPERATING EXPENSES									
Fees, Licenses, and Permits	0.00	0.00	0.00	0.00%	729.53	0.00	-729.53	0.00%	0.00
Professional Fees	0.00	416.67	416.67	100.00%	0.00	5,000.04	5,000.04	100.00%	5,000.04
Development	0.00	750.00	750.00	100.00%	10,160.44	9,000.00	-1,160.44	12.89%	9,000.00
Continuing Education / In-Service	0.00	25.00	25.00	100.00%	0.00	300.00	300.00	100.00%	300.00
Meals	0.00	41.67	41.67	100.00%	0.00	500.04	500.04	100.00%	500.04
TOTAL OTHER OPERATING EXPENSES	0.00	1,233.34	1,233.34	100.00%	10,889.97	14,800.08	3,910.11	26.42%	14,800.08
<b>TOTAL EXPENSES</b>	<b>25,331.27</b>	<b>35,784.88</b>	<b>10,453.61</b>	<b>29.21%</b>	<b>478,656.00</b>	<b>429,418.12</b>	<b>-49,237.88</b>	<b>11.47%</b>	<b>429,418.12</b>
<b>NET OPERATING INCOME</b>	<b>-25,331.27</b>	<b>-35,784.88</b>	<b>10,453.61</b>	<b>29.21%</b>	<b>-478,656.00</b>	<b>-429,418.12</b>	<b>-49,237.88</b>	<b>11.47%</b>	<b>-429,418.12</b>



Heritage On The Marina (heritage)									
<b>Human Relations Department with Budget Comparison</b>									
Period = Dec 2024									
Book = Accrual ; Tree = her_ysi_is									
Department=18 - Human Resources;									
	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>EXPENSES</b>									
PAYROLL EXPENSES									
Salaries & Wages	6,359.78	7,525.70	1,165.92	15.49%	32,028.26	90,308.40	58,280.14	64.53%	90,308.40
Salaries & Wages-OTD	67.20	208.33	141.13	67.74%	372.00	2,499.96	2,127.96	85.12%	2,499.96
Sick Pay	0.00	0.00	0.00	0.00%	256.00	0.00	-256.00	0.00%	0.00
Vacations	256.00	0.00	-256.00	0.00%	768.00	0.00	-768.00	0.00%	0.00
FICA	496.87	591.65	94.78	16.02%	2,470.65	7,099.80	4,629.15	65.20%	7,099.80
Workers Comp	8.00	0.00	-8.00	0.00%	38.00	0.00	-38.00	0.00%	0.00
401K Employer Contrb	208.41	309.36	100.95	32.63%	3,388.52	3,712.32	323.80	8.72%	3,712.32
Empl.Ben. Med, Dent, Vision, Vol Life	1,164.04	0.00	-1,164.04	0.00%	5,678.85	0.00	-5,678.85	0.00%	0.00
TOTAL PAYROLL EXPENSES	8,560.30	8,635.04	74.74	0.87%	45,000.28	103,620.48	58,620.20	56.57%	103,620.48
ADMIN EXPENSES									
Office Supplies	470.68	0.00	-470.68	0.00%	495.65	0.00	-495.65	0.00%	0.00
TOTAL ADMIN EXPENSES	470.68	0.00	-470.68	0.00%	495.65	0.00	-495.65	0.00%	0.00
HOUSEKEEPING EXPENSES									
Outside Services	1,940.22	0.00	-1,940.22	0.00%	46,406.59	0.00	-46,406.59	0.00%	0.00
TOTAL HOUSEKEEPING EXPENSES	1,940.22	0.00	-1,940.22	0.00%	46,406.59	0.00	-46,406.59	0.00%	0.00
<b>TOTAL EXPENSES</b>	<b>10,971.20</b>	<b>8,635.04</b>	<b>-2,336.16</b>	<b>27.05%</b>	<b>91,902.52</b>	<b>103,620.48</b>	<b>11,717.96</b>	<b>11.31%</b>	<b>103,620.48</b>
<b>NET OPERATING INCOME</b>	<b>-10,971.20</b>	<b>-8,635.04</b>	<b>-2,336.16</b>	<b>27.05%</b>	<b>-91,902.52</b>	<b>-103,620.48</b>	<b>11,717.96</b>	<b>11.31%</b>	<b>-103,620.48</b>

Heritage On The Marina (heritage)									
<b>Dining Department with Budget Comparison</b>									
Period = Dec 2024									
Book = Accrual ; Tree = her_ysi_is									
Department=20 - Dining;									
	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>EXPENSES</b>									
PAYROLL EXPENSES									
401K Employer Contrb	0.00	0.00	0.00	0.00%	-5,978.91	0.00	5,978.91	0.00%	0.00
TOTAL PAYROLL EXPENSES	0.00	0.00	0.00	0.00%	-5,978.91	0.00	5,978.91	0.00%	0.00
ADMIN EXPENSES									
Office Supplies	748.22	1,250.00	501.78	40.14%	10,351.54	15,000.00	4,648.46	30.99%	15,000.00
TOTAL ADMIN EXPENSES	748.22	1,250.00	501.78	40.14%	10,351.54	15,000.00	4,648.46	30.99%	15,000.00
HOUSEKEEPING EXPENSES									
Cleaning Supplies	10,655.31	9,166.67	-1,488.64	16.24%	113,313.75	110,000.04	-3,313.71	3.01%	110,000.04
Outside Services	181,449.69	144,585.00	-36,864.69	25.50%	1,616,550.70	1,735,020.00	118,469.30	6.83%	1,735,020.00
Employee Benefits	0.00	0.00	0.00	0.00%	-304.26	0.00	304.26	0.00%	0.00
TOTAL HOUSEKEEPING EXPENSES	192,105.00	153,751.67	-38,353.33	24.94%	1,729,560.19	1,845,020.04	115,459.85	6.26%	1,845,020.04
DINING EXPENSES									
Food	38,776.19	37,500.00	-1,276.19	3.40%	421,671.70	450,000.00	28,328.30	6.30%	450,000.00
Wine	2,781.20	2,500.00	-281.20	11.25%	30,014.95	30,000.00	-14.95	0.05%	30,000.00
Management Fees	5,436.55	5,333.33	-103.22	1.94%	64,605.20	63,999.96	-605.24	0.95%	63,999.96
TOTAL DINING EXPENSES	46,993.94	45,333.33	-1,660.61	3.66%	516,291.85	543,999.96	27,708.11	5.09%	543,999.96
REPAIRS and MAINTENANCE EXPENSES									
Household Repl	612.02	833.33	221.31	26.56%	20,310.64	9,999.96	-10,310.68	103.11%	9,999.96
Equipment Maintenance	2,231.80	2,083.33	-148.47	7.13%	32,531.72	24,999.96	-7,531.76	30.13%	24,999.96
Contract Maintenance	3,650.00	1,666.67	-1,983.33	119.00%	22,600.00	20,000.04	-2,599.96	13.00%	20,000.04
TOTAL REPAIRS and MAINTENANCE EXPENSES	6,493.82	4,583.33	-1,910.49	41.68%	75,442.36	54,999.96	-20,442.40	37.17%	54,999.96
OTHER OPERATING EXPENSES									
Fees, Licenses, and Permits	0.00	83.33	83.33	100.00%	0.00	999.96	999.96	100.00%	999.96
Misc Overhead Expenses	491.96	0.00	-491.96	0.00%	4,514.91	0.00	-4,514.91	0.00%	0.00
TOTAL OTHER OPERATING EXPENSES	491.96	83.33	-408.63	490.38%	4,514.91	999.96	-3,514.95	351.51%	999.96
<b>TOTAL EXPENSES</b>	<b>246,832.94</b>	<b>205,001.66</b>	<b>-41,831.28</b>	<b>20.41%</b>	<b>2,330,181.94</b>	<b>2,460,019.92</b>	<b>129,837.98</b>	<b>5.28%</b>	<b>2,460,019.92</b>
<b>NET OPERATING INCOME</b>	<b>-246,832.94</b>	<b>-205,001.66</b>	<b>-41,831.28</b>	<b>20.41%</b>	<b>-2,330,181.94</b>	<b>-2,460,019.92</b>	<b>129,837.98</b>	<b>5.28%</b>	<b>-2,460,019.92</b>

Heritage On The Marina (heritage)									
<b>Housekeeping-EVS Department with Budget Comparison</b>									
Period = Dec 2024									
Book = Accrual ; Tree = her_ysi_is									
Department=30 - Housekeeping;									
	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>EXPENSES</b>									
PAYROLL EXPENSES									
Salaries & Wages	49,592.63	31,081.14	-18,511.49	59.56%	340,414.91	372,973.68	32,558.77	8.73%	372,973.68
Salaries & Wages-OTD	366.21	833.33	467.12	56.05%	11,163.01	9,999.96	-1,163.05	11.63%	9,999.96
Sick Pay	1,329.79	0.00	-1,329.79	0.00%	15,618.80	0.00	-15,618.80	0.00%	0.00
Vacations	4,504.40	0.00	-4,504.40	0.00%	48,798.79	0.00	-48,798.79	0.00%	0.00
FICA	4,077.69	2,441.46	-1,636.23	67.02%	30,081.54	29,297.52	-784.02	2.68%	29,297.52
Workers Comp	666.00	429.41	-236.59	55.10%	8,037.00	5,152.92	-2,884.08	55.97%	5,152.92
401K Employer Contrb	1,332.77	1,276.58	-56.19	4.40%	23,201.99	15,318.96	-7,883.03	51.46%	15,318.96
Empl.Ben. Med, Dent, Vision, Vol Life	9,118.55	8,745.12	-373.43	4.27%	109,308.20	104,941.44	-4,366.76	4.16%	104,941.44
TOTAL PAYROLL EXPENSES	70,988.04	44,807.04	-26,181.00	58.43%	586,624.24	537,684.48	-48,939.76	9.10%	537,684.48
ADMIN EXPENSES									
Office Supplies	0.00	0.00	0.00	0.00%	1,867.37	0.00	-1,867.37	0.00%	0.00
TOTAL ADMIN EXPENSES	0.00	0.00	0.00	0.00%	1,867.37	0.00	-1,867.37	0.00%	0.00
HOUSEKEEPING EXPENSES									
Cleaning Supplies	3,446.64	2,916.67	-529.97	18.17%	17,712.77	35,000.04	17,287.27	49.39%	35,000.04
Linen	0.00	333.33	333.33	100.00%	0.00	3,999.96	3,999.96	100.00%	3,999.96
Laundry Services	0.00	541.67	541.67	100.00%	0.00	6,500.04	6,500.04	100.00%	6,500.04
Uniforms	0.00	208.33	208.33	100.00%	580.48	2,499.96	1,919.48	76.78%	2,499.96
Outside Services	0.00	1,250.00	1,250.00	100.00%	-161.13	15,000.00	15,161.13	101.07%	15,000.00
COVID-19	1,426.36	583.33	-843.03	144.52%	18,151.77	6,999.96	-11,151.81	159.31%	6,999.96
Employee Benefits	150.77	0.00	-150.77	0.00%	695.50	0.00	-695.50	0.00%	0.00
TOTAL HOUSEKEEPING EXPENSES	5,023.77	5,833.33	809.56	13.88%	36,979.39	69,999.96	33,020.57	47.17%	69,999.96
REPAIRS and MAINTENANCE EXPENSES									
Expendable Supplies	245.24	0.00	-245.24	0.00%	245.24	0.00	-245.24	0.00%	0.00
Household Repl	218.30	416.67	198.37	47.61%	2,023.77	5,000.04	2,976.27	59.52%	5,000.04
Equipment Maintenance	219.00	666.67	447.67	67.15%	10,604.86	8,000.04	-2,604.82	32.56%	8,000.04

Heritage On The Marina (heritage)									
Housekeeping-EVS Department with Budget Comparison									
Period = Dec 2024									
Book = Accrual ; Tree = her_ysi_is									
Department=30 - Housekeeping;									
	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
Equipment Replacement	1,128.15	0.00	-1,128.15	0.00%	1,128.15	0.00	-1,128.15	0.00%	0.00
Carpet Replacement	0.00	250.00	250.00	100.00%	0.00	3,000.00	3,000.00	100.00%	3,000.00
TOTAL REPAIRS and MAINTENANCE EXPENSES	1,810.69	1,333.34	-477.35	35.80%	14,002.02	16,000.08	1,998.06	12.49%	16,000.08
TOTAL EXPENSES	77,822.50	51,973.71	-25,848.79	49.73%	639,473.02	623,684.52	-15,788.50	2.53%	623,684.52
NET OPERATING INCOME	-77,822.50	-51,973.71	-25,848.79	49.73%	-639,473.02	-623,684.52	-15,788.50	2.53%	-623,684.52



Heritage On The Marina (heritage)									
<b>Assisted Living Department with Budget Comparison</b>									
Period = Dec 2024									
Book = Accrual ; Tree = her_ysi_is									
Department=48 - Assisted Living;									
	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
Van, Transportation	330.67	0.00	-330.67	0.00%	330.67	0.00	-330.67	0.00%	0.00
TOTAL REPAIRS and MAINTENANCE EXPENSES	330.67	0.00	-330.67	0.00%	330.67	0.00	-330.67	0.00%	0.00
OTHER OPERATING EXPENSES									
Fees, Licenses, and Permits	0.00	0.00	0.00	0.00%	398.00	0.00	-398.00	0.00%	0.00
Professional Fees	3,066.67	2,916.67	-150.00	5.14%	33,612.51	35,000.04	1,387.53	3.96%	35,000.04
Continuing Education / In-Service	0.00	0.00	0.00	0.00%	3,378.23	0.00	-3,378.23	0.00%	0.00
Misc Overhead Expenses	92.72	0.00	-92.72	0.00%	121.07	0.00	-121.07	0.00%	0.00
TOTAL OTHER OPERATING EXPENSES	3,159.39	2,916.67	-242.72	8.32%	37,509.81	35,000.04	-2,509.77	7.17%	35,000.04
<b>TOTAL EXPENSES</b>	<b>255,117.83</b>	<b>203,973.97</b>	<b>-51,143.86</b>	<b>25.07%</b>	<b>2,671,894.78</b>	<b>2,447,687.64</b>	<b>-224,207.14</b>	<b>9.16%</b>	<b>2,447,687.64</b>
<b>NET OPERATING INCOME</b>	<b>-255,117.83</b>	<b>-203,973.97</b>	<b>-51,143.86</b>	<b>25.07%</b>	<b>-2,671,894.78</b>	<b>-2,447,687.64</b>	<b>-224,207.14</b>	<b>9.16%</b>	<b>-2,447,687.64</b>

Heritage On The Marina (heritage)									
<b>Maintenance Department with Budget Comparison</b>									
Period = Dec 2024									
Book = Accrual ; Tree = her_ysi_is									
Department=50 - Maintenance;									
	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>EXPENSES</b>									
PAYROLL EXPENSES									
Salaries & Wages	26,754.51	15,677.55	-11,076.96	70.65%	261,885.68	188,130.60	-73,755.08	39.20%	188,130.60
Salaries & Wages-OTD	1,776.36	333.37	-1,442.99	432.85%	13,978.21	4,000.00	-9,978.21	249.46%	4,000.00
Sick Pay	0.00	0.00	0.00	0.00%	2,685.88	0.00	-2,685.88	0.00%	0.00
Vacations	1,504.29	0.00	-1,504.29	0.00%	17,050.55	0.00	-17,050.55	0.00%	0.00
FICA	2,226.73	1,224.86	-1,001.87	81.79%	21,432.89	14,697.99	-6,734.90	45.82%	14,697.99
Workers Comp	469.00	345.03	-123.97	35.93%	4,948.00	4,140.36	-807.64	19.51%	4,140.36
401K Employer Contrb	896.29	640.44	-255.85	39.95%	8,761.24	7,685.28	-1,075.96	14.00%	7,685.28
Empl.Ben. Med, Dent, Vision, Vol Life	4,810.64	3,078.94	-1,731.70	56.24%	41,311.55	36,947.28	-4,364.27	11.81%	36,947.28
TOTAL PAYROLL EXPENSES	38,437.82	21,300.19	-17,137.63	80.46%	372,054.00	255,601.51	-116,452.49	45.56%	255,601.51
ADMIN EXPENSES									
Office Supplies	0.00	0.00	0.00	0.00%	504.20	0.00	-504.20	0.00%	0.00
Travel and Conferences	0.00	250.00	250.00	100.00%	0.00	3,000.00	3,000.00	100.00%	3,000.00
TOTAL ADMIN EXPENSES	0.00	250.00	250.00	100.00%	504.20	3,000.00	2,495.80	83.19%	3,000.00
HOUSEKEEPING EXPENSES									
Outside Services	100.00	0.00	-100.00	0.00%	2,370.00	0.00	-2,370.00	0.00%	0.00
COVID-19	0.00	416.67	416.67	100.00%	0.00	5,000.04	5,000.04	100.00%	5,000.04
Employee Benefits	0.00	0.00	0.00	0.00%	1,592.43	0.00	-1,592.43	0.00%	0.00
TOTAL HOUSEKEEPING EXPENSES	100.00	416.67	316.67	76.00%	3,962.43	5,000.04	1,037.61	20.75%	5,000.04
UTILITIES EXPENSES									
Utilities	71.35	0.00	-71.35	0.00%	71.35	0.00	-71.35	0.00%	0.00
TOTAL UTILITIES EXPENSES	71.35	0.00	-71.35	0.00%	71.35	0.00	-71.35	0.00%	0.00
REPAIRS and MAINTENANCE EXPENSES									
Expendable Supplies	1,087.26	1,916.67	829.41	43.27%	46,876.25	23,000.04	-23,876.21	103.81%	23,000.04
Household Repl	2,561.07	0.00	-2,561.07	0.00%	63,797.65	0.00	-63,797.65	0.00%	0.00
Equipment Maintenance	8,779.98	2,375.00	-6,404.98	269.68%	90,162.81	28,500.00	-61,662.81	216.36%	28,500.00
Equipment Replacement	0.00	666.67	666.67	100.00%	7,260.67	8,000.04	739.37	9.24%	8,000.04

Heritage On The Marina (heritage)									
<b>Maintenance Department with Budget Comparison</b>									
Period = Dec 2024									
Book = Accrual ; Tree = her_ysi_is									
Department=50 - Maintenance;									
	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
Contract Maintenance	-537.50	6,333.33	6,870.83	108.49%	61,496.56	75,999.96	14,503.40	19.08%	75,999.96
Pest Control Service	355.00	1,416.67	1,061.67	74.94%	4,520.00	17,000.04	12,480.04	73.41%	17,000.04
Grounds Maintenance	6,525.20	6,250.00	-275.20	4.40%	82,963.70	75,000.00	-7,963.70	10.62%	75,000.00
Elevator Repairs	1,947.43	9,416.67	7,469.24	79.32%	37,825.07	113,000.04	75,174.97	66.53%	113,000.04
Grease Trap Cleaning	0.00	166.67	166.67	100.00%	3,395.00	2,000.04	-1,394.96	69.75%	2,000.04
Boiler/HVAC Repair	43,016.42	8,333.33	-34,683.09	416.20%	146,863.92	99,999.96	-46,863.96	46.86%	99,999.96
Plumbing Repairs	5,855.18	4,583.37	-1,271.81	27.75%	31,214.08	55,000.00	23,785.92	43.25%	55,000.00
Security Services	24,476.75	29,166.67	4,689.92	16.08%	291,097.80	350,000.04	58,902.24	16.83%	350,000.04
Fire Alarm Expense	3,678.00	1,166.67	-2,511.33	215.26%	29,680.84	14,000.04	-15,680.80	112.01%	14,000.04
Generator Maintenance	670.00	916.67	246.67	26.91%	15,793.06	11,000.04	-4,793.02	43.57%	11,000.04
Long-Term Maintenance	21,955.00	0.00	-21,955.00	0.00%	46,851.45	0.00	-46,851.45	0.00%	0.00
Van, Transportation	3,864.68	2,916.67	-948.01	32.50%	57,496.24	35,000.04	-22,496.20	64.27%	35,000.04
Building Maintenance	6,117.21	0.00	-6,117.21	0.00%	6,117.21	0.00	-6,117.21	0.00%	0.00
TOTAL REPAIRS and MAINTENANCE EXPENSES	130,351.68	75,625.06	-54,726.62	72.37%	1,023,412.31	907,500.28	-115,912.03	12.77%	907,500.28
OTHER OPERATING EXPENSES									
Professional Fees	31,316.20	20,833.33	-10,482.87	50.32%	430,951.83	249,999.96	-180,951.87	72.38%	249,999.96
Misc Overhead Expenses	0.00	0.00	0.00	0.00%	11.70	0.00	-11.70	0.00%	0.00
TOTAL OTHER OPERATING EXPENSES	31,316.20	20,833.33	-10,482.87	50.32%	430,963.53	249,999.96	-180,963.57	72.39%	249,999.96
<b>TOTAL EXPENSES</b>	<b>200,277.05</b>	<b>118,425.25</b>	<b>-81,851.80</b>	<b>69.12%</b>	<b>1,830,967.82</b>	<b>1,421,101.79</b>	<b>-409,866.03</b>	<b>28.84%</b>	<b>1,421,101.79</b>
<b>NET OPERATING INCOME</b>	<b>-200,277.05</b>	<b>-118,425.25</b>	<b>-81,851.80</b>	<b>69.12%</b>	<b>-1,830,967.82</b>	<b>-1,421,101.79</b>	<b>-409,866.03</b>	<b>28.84%</b>	<b>-1,421,101.79</b>



Heritage On The Marina (heritage)									
<b>Life Enrichment Department with Budget Comparison</b>									
Period = Dec 2024									
Book = Accrual ; Tree = her_ysi_is									
Department=60 - Life Enrichment;									
	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>EXPENSES</b>									
PAYROLL EXPENSES									
Salaries & Wages	20,775.65	30,829.40	10,053.75	32.61%	157,920.98	369,952.80	212,031.82	57.31%	369,952.80
Salaries & Wages-OTD	13.57	0.00	-13.57	0.00%	159.92	0.00	-159.92	0.00%	0.00
Sick Pay	0.00	0.00	0.00	0.00%	6,968.38	0.00	-6,968.38	0.00%	0.00
Vacations	4,347.70	0.00	-4,347.70	0.00%	33,543.64	0.00	-33,543.64	0.00%	0.00
FICA	1,900.94	2,358.45	457.51	19.40%	15,026.29	28,301.40	13,275.11	46.91%	28,301.40
Workers Comp	234.00	426.18	192.18	45.09%	3,557.00	5,114.16	1,557.16	30.45%	5,114.16
401K Employer Contrb	648.39	1,233.18	584.79	47.42%	11,298.55	14,798.16	3,499.61	23.65%	14,798.16
Empl.Ben. Med, Dent, Vision, Vol Life	2,188.93	4,966.65	2,777.72	55.93%	28,902.44	59,599.80	30,697.36	51.51%	59,599.80
TOTAL PAYROLL EXPENSES	30,109.18	39,813.86	9,704.68	24.38%	257,377.20	477,766.32	220,389.12	46.13%	477,766.32
ADMIN EXPENSES									
Office Supplies	0.00	0.00	0.00	0.00%	356.03	0.00	-356.03	0.00%	0.00
Postage	30.82	0.00	-30.82	0.00%	58.92	0.00	-58.92	0.00%	0.00
TOTAL ADMIN EXPENSES	30.82	0.00	-30.82	0.00%	414.95	0.00	-414.95	0.00%	0.00
HOUSEKEEPING EXPENSES									
COVID-19	0.00	250.00	250.00	100.00%	0.00	3,000.00	3,000.00	100.00%	3,000.00
TOTAL HOUSEKEEPING EXPENSES	0.00	250.00	250.00	100.00%	0.00	3,000.00	3,000.00	100.00%	3,000.00
SPECIAL EVENTS EXPENSES									
Activities	4,984.19	4,208.33	-775.86	18.44%	54,532.34	50,499.96	-4,032.38	7.98%	50,499.96
Arts Grant Expense	0.00	0.00	0.00	0.00%	360.00	0.00	-360.00	0.00%	0.00
Out & About Expense	0.00	0.00	0.00	0.00%	1,197.79	0.00	-1,197.79	0.00%	0.00
TOTAL SPECIAL EVENTS EXPENSES	4,984.19	4,208.33	-775.86	18.44%	56,090.13	50,499.96	-5,590.17	11.07%	50,499.96
<b>TOTAL EXPENSES</b>	<b>35,124.19</b>	<b>44,272.19</b>	<b>9,148.00</b>	<b>20.66%</b>	<b>313,882.28</b>	<b>531,266.28</b>	<b>217,384.00</b>	<b>40.92%</b>	<b>531,266.28</b>
<b>NET OPERATING INCOME</b>	<b>-35,124.19</b>	<b>-44,272.19</b>	<b>9,148.00</b>	<b>20.66%</b>	<b>-313,882.28</b>	<b>-531,266.28</b>	<b>217,384.00</b>	<b>40.92%</b>	<b>-531,266.28</b>

Heritage On The Marina (heritage)									
<b>Utilities &amp; General with Budget Comparison</b>									
Period = Dec 2024									
Book = Accrual ; Tree = her_ysi_is									
Department=80 - Utilities & General;									
	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual
<b>EXPENSES</b>									
PAYROLL EXPENSES									
Unemployment Expense	0.00	0.00	0.00	0.00%	1,907.00	0.00	-1,907.00	0.00%	0.00
TOTAL PAYROLL EXPENSES	0.00	0.00	0.00	0.00%	1,907.00	0.00	-1,907.00	0.00%	0.00
ADMIN EXPENSES									
IT Support	0.00	0.00	0.00	0.00%	-2,800.00	0.00	2,800.00	0.00%	0.00
TOTAL ADMIN EXPENSES	0.00	0.00	0.00	0.00%	-2,800.00	0.00	2,800.00	0.00%	0.00
UTILITIES EXPENSES									
Electric	6,305.33	8,749.08	2,443.75	27.93%	104,325.75	104,988.96	663.21	0.63%	104,988.96
Gas	9,844.05	14,094.60	4,250.55	30.16%	138,343.95	169,135.20	30,791.25	18.21%	169,135.20
Water	5,086.92	4,845.24	-241.68	4.99%	53,915.97	58,142.88	4,226.91	7.27%	58,142.88
Sewer	6,006.55	5,430.60	-575.95	10.61%	62,613.74	65,167.20	2,553.46	3.92%	65,167.20
Cell Phone Reimbursements	860.08	0.00	-860.08	0.00%	12,032.65	0.00	-12,032.65	0.00%	0.00
Trash Removal	12,493.21	17,961.60	5,468.39	30.44%	196,232.54	215,539.20	19,306.66	8.96%	215,539.20
Paper Shredding	2,998.91	0.00	-2,998.91	0.00%	16,933.71	0.00	-16,933.71	0.00%	0.00
Medical Waste Disposal	809.63	0.00	-809.63	0.00%	9,912.82	0.00	-9,912.82	0.00%	0.00
Telephone & Internet Svc	8,558.51	10,649.51	2,091.00	19.63%	101,674.09	127,794.12	26,120.03	20.44%	127,794.12
TOTAL UTILITIES EXPENSES	52,963.19	61,730.63	8,767.44	14.20%	695,985.22	740,767.56	44,782.34	6.05%	740,767.56
REPAIRS and MAINTENANCE EXPENSES									
Van, Transportation	0.00	0.00	0.00	0.00%	407.62	0.00	-407.62	0.00%	0.00
TOTAL REPAIRS and MAINTENANCE EXPENSES	0.00	0.00	0.00	0.00%	407.62	0.00	-407.62	0.00%	0.00
OTHER NON-OPERATING EXPENSES									
Planning & Development	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00%	0.00
TOTAL OTHER NON-OPERATING EXPENSES	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00%	0.00
TOTAL NON-OPERATING EXPENSES	0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00%	0.00
<b>TOTAL EXPENSES</b>	<b>52,963.19</b>	<b>61,730.63</b>	<b>8,767.44</b>	<b>14.20%</b>	<b>695,499.84</b>	<b>740,767.56</b>	<b>45,267.72</b>	<b>6.11%</b>	<b>740,767.56</b>
<b>NET OPERATING INCOME</b>	<b>-52,963.19</b>	<b>-61,730.63</b>	<b>8,767.44</b>	<b>14.20%</b>	<b>-695,499.84</b>	<b>-740,767.56</b>	<b>45,267.72</b>	<b>6.11%</b>	<b>-740,767.56</b>

Portfolio  
Performance  
Summary  
Sept 2024

PERFORMANCE (As of December 31, 2024)

SF LADIES PROTECTION AND RELIEF SOCIETY DBA THE HERITAGE (888-82361)

	Since Inception	Jan 2024 -Dec 2024	Jan 2023 -Dec 2023	Jan 2022 -Dec 2022	Jan 2021 -Dec 2021	Jan 2020 -Dec 2020	Jan 2019 -Dec 2019	Jan 2018 -Dec 2018	Jan 2017 -Dec 2017	Jan 2016 -Dec 2016	Jan 2015 - Dec 2015	Jan 2014 - Dec 2014	Jan 2013- Dec 2013
	Jul 2000 -Dec 2024												
Opening Assets	\$26,225,646	\$62,269,221	\$61,074,791	\$80,485,907	\$74,469,477	\$74,137,263	\$65,782,234	\$75,887,637	\$71,420,835	\$74,575,692	\$78,615,276	\$75,573,946	\$66,731,043
Money Added/ Withdrawn	(\$55,012,395)	(\$6,325,795)	(\$7,885,229)	(\$5,343,295)	(\$4,596,959)	(\$6,158,000)	(\$3,604,959)	(\$3,990,000)	(\$6,704,871)	(\$7,902,883)	(\$3,929,090)	(\$2,800,000)	(\$5,158,904)
Management fees <sup>1</sup>	(\$6,473,762)	(\$86,470)	(\$85,050)	(\$95,343)	(\$143,604)	(\$327,351)	(\$334,973)	(\$356,298)	(\$345,760)	(\$390,412)	(\$363,688)	(\$372,004)	(\$334,211)
Money Earned	\$99,063,026	\$7,945,558	\$9,164,709	(\$13,972,479)	\$10,756,993	\$6,817,565	\$12,294,961	(\$5,759,105)	\$11,517,433	\$5,138,438	\$253,194	\$6,213,334	\$14,336,018
Net Assets	\$63,802,514	\$63,802,514	\$62,269,221 <sup>12</sup>	\$61,074,791 <sup>11</sup>	\$80,485,907 <sup>10</sup>	\$74,469,477 <sup>9</sup>	\$74,137,263 <sup>8</sup>	\$65,782,234 <sup>7</sup>	\$75,887,637 <sup>6</sup>	\$71,420,835 <sup>5</sup>	\$74,575,692 <sup>4</sup>	\$78,615,276 <sup>3</sup>	\$75,573,946
Return <sup>2</sup>	6.3%	13.2%	16.1%	(17.8%)	14.7%	9.9%	18.5%	(8.5%)	16.4%	6.7%	(0.3%)	7.9%	21.8%

<sup>1</sup>Management fees on stocks are deducted quarterly in advance. In 2000, management fees were billed separately, rather than being deducted from the account.

<sup>2</sup>Performance is calculated after deduction of all management fees. Since inception performance numbers are reported on a annualized basis.

<sup>3</sup>This figure does not include approximately \$920,000 withdrawn from the managed portfolio and held in cash in account number 039-70923 for near-term spending.

<sup>4</sup>This figure does not include approximately \$550,000 withdrawn from the managed portfolio and held in cash in account number 039-70923 for near-term spending.

<sup>5</sup>This figure does not include approximately \$910,000 withdrawn from the managed portfolio and held in cash in account number 039-70923 for near-term spending.

<sup>6</sup>This figure does not include approximately \$2.0 million withdrawn from the managed portfolio and held in cash in account number 039-70923 for near-term spending.

<sup>7</sup>This figure does not include approximately \$2.5 million withdrawn from the managed portfolio and held in cash in account number 039-70923 for near-term spending.

<sup>8</sup>This figure does not include approximately \$665,000 withdrawn from the managed portfolio and held in cash in account number 039-70923 for near-term spending.

<sup>9</sup>This figure does not include approximately \$2.1 million withdrawn from the managed portfolio and held in cash in account number 039-70923 for near-term spending.

<sup>10</sup>This figure does not include approximately \$563,000 withdrawn from the managed portfolio and held in cash in account number 039-70923 for near-term spending.

<sup>11</sup>This figure does not include approximately \$2.97mm withdrawn from the managed portfolio and held in cash in account number 033-91069 for near-term spending.

<sup>12</sup>This figure does not include approximately \$4,18 mm withdrawn from the managed portfolio and held in cash in account number 033-91069 for near-term spending.

<sup>13</sup>This figure does not include approximately \$1,262,922 withdrawn from the managed portfolio and held in cash in account number 033-91069 for near-term spending.

This report was created for you upon your request. It is for illustration purposes only, and is not a substitute for the official reporting relating to your Bernstein investments.

PERFORMANCE (As of December 31, 2024)

SF LADIES PROTECTION AND RELIEF SOCIETY DBA THE HERITAGE (888-82361)

Jan 2012 - Dec 2012	Jan 2011 - Dec 2011	Jan 2010 - Dec 2010	Jan 2009 - Dec 2009	Jan 2008 - Dec 2008	Jan 2007 - Dec 2007	Jan 2006 - Dec 2006	Jan 2005 - Dec 2005	Jan 2004 - Dec 2004	Jan 2003 - Dec 2003	Jan 2002- Dec 2002	Jan 2001- Dec 2001	July 2000- Dec 2000
\$63,857,394	\$68,426,251	\$65,475,488	\$55,143,545	\$86,791,052	\$86,091,168	\$75,083,936	\$71,569,936	\$28,143,153	\$23,652,655	\$26,264,379	\$27,331,263	\$26,225,646
(\$4,488,832)	(\$2,698,148)	(\$3,164,406)	(\$3,111,342)	(\$3,794,600)	(\$2,230,432)	(\$1,736,365)	(\$2,257,939)	\$36,651,472	(\$376,976)	(\$1,460,917)	(\$1,770,507)	(\$173,418)
(\$305,951)	(\$319,017)	(\$307,897)	(\$261,991)	(\$352,574)	(\$406,920)	(\$314,496)	(\$298,405)	(\$243,016)	(\$127,117)	(\$141,142)	(\$111,866)	(\$48,207)
\$7,668,431	(\$1,551,692)	\$6,423,066	\$13,705,276	(\$27,500,333)	\$3,337,236	\$13,058,094	\$6,070,344	\$7,018,326	\$4,994,591	(\$1,009,665)	\$815,489	\$1,327,241
\$66,731,043	\$63,857,394	\$68,426,251	\$65,475,488	\$55,143,545	\$86,791,052	\$86,091,168	\$75,083,936	\$71,569,936	\$28,143,153	\$23,652,655	\$26,264,379	\$27,331,263
11.8%	(2.9%)	9.8%	25.6%	(32.7%)	3.4%	17.3%	8.3%	12.0%	20.9%	(4.5%)	2.7%	4.9%

Capital Spend  
Report January  
to  
December 2024

Month	Vendor	Project Detail	Project Number	Amount Expensed	Cummulative Total Expensed	Project Budget	Remaining Balance	Spend Remaining
2	Digital Dreams	TD52 Video Intercom & License		6,165.26				
2	Digital Dreams	10 year Camera License		6,059.08				
2	Digital Dreams	Replace Switch		1,805.01				
2	Swenson	Lenovo ThinkBook Laptop		1,179.58				
2	Swenson	Lenovo ThinkBook Laptop		1,179.58				
2	Swenson	Lenovo ThinkBook Laptop		1,231.79				
4	Swenson	Lenovo Laptop		1,231.79				
4	Swenson	Network Management Card		1,676.08				
4	Swenson	Lenovo Laptop		3,569.00				
5	YARDI	Software		41,061.60				
5	YARDI	Software		1,095.00				
6	Swenson	Lenovo Laptops		3,542.61				
6	Wells Visa	Computers-Desktop		3,824.61				
7	Swenson	APC Smart UPS		4,889.91				
7	Swenson	Lenovo Laptops		7,725.06				
7	RCL	Wonderguard System		13,858.38				
7	HOTT	Software - Yardi Consulting		858.59				
7	HOTT	Software - Yardi Consulting		1,489.21				
7	HOTT	Software - Yardi Consulting		1,278.41				
8	HOTT	Software - Yardi Consulting		4,114.85				
8	HOTT	YARDI Saas Senior Living Suite: Premium		4,365.00				
8	HOTT	Software - Yardi Consulting		4,234.71				
9	HOTT	Software - Yardi Consulting		5,033.73				
9	HOTT	Software - Yardi Consulting		6,811.56				
9	HOTT	Software - Yardi Consulting		8,449.47				
11	Adobe	Software	Adobe	244.09				
11	HOTT	Software - Yardi Consulting	Yardi Implementation	10,746.58				
11	HOTT	Software - Yardi Consulting	Yardi Implementation	12,284.72				
12	HOTT	Software - Yardi Consulting	Yardi Implementation	17,458.25				
12	HOTT	Software - Yardi Consulting	Yardi Implementation	9,967.58				
12	HOTT	Software - Yardi Consulting	Yardi Implementation	15,420.77				
F&E			TOTAL F&E		202,851.86	-		
2	Greenbay	Apt #311: Walls & Woodwork	Proj#1010 - Apartment Renovation	5,455.00				
4	Greenbay	Laguna Bathroom Painting	Proj#1010 - Apartment Renovation	6,460.00				
4	Greenbay	Apt Renovation #105	Proj#1010 - Apartment Renovation	3,000.00				
5	Armstrong	Apt Renovation #121 Carpet	Proj#1010 - Apartment Renovation	2,535.00				
5	Greenbay	Apt Renovation #240	Proj#1010 - Apartment Renovation	1,150.00				
5	HKIT	Apt Renovation #419 & 420	Proj#1010 - Apartment Renovation	1,617.50				
5	HKIT	Apt Renovation #305	Proj#1010 - Apartment Renovation	2,072.50				
5	Greenbay	Apt Renovation #237	Proj#1010 - Apartment Renovation	3,993.00				
6	Nelson T Lewis	Apt Renovation Octavia	Proj#1010 - Apartment Renovation	1,257.00				

6 Nelson T Lewis	Apt Renovation #241	Proj#1010 - Apartment Renovation	5,491.00
7 HKIT	Renovation Unit#419 and 420	Proj#1010 - Apartment Renovation	4,480.93
7 HKIT	Renovation Unit#305	Proj#1010 - Apartment Renovation	3,958.43
7 Armstrong	Renovation Unit#244 Carpet	Proj#1010 - Apartment Renovation	2,018.00
7 PCCI	Renovation Unit#305	Proj#1010 - Apartment Renovation	55,233.15
7 PCCI	Renovation Unit#420	Proj#1010 - Apartment Renovation	69,144.50
8 HKIT	Renovation Unit#305	Proj#1010 - Apartment Renovation	185.00
8 HKIT	Renovation Unit#423	Proj#1010 - Apartment Renovation	1,650.00
8 HKIT	Renovation Unit#213	Proj#1010 - Apartment Renovation	5,735.69
8 HKIT	Renovation Unit#327	Proj#1010 - Apartment Renovation	5,652.10
9 HKIT	Renovation Unit#419 & #420	Proj#1010 - Apartment Renovation	1,806.13
9 HKIT	Renovation Unit#305	Proj#1010 - Apartment Renovation	2,131.85
9 PCCI	Renovation Unit#305	Proj#1010 - Apartment Renovation	49,788.05
9 HKIT	Renovation Laundry	Proj#1010 - Apartment Renovation	500.00
9 HKIT	Renovation Unit#4319 & #420	Proj#1010 - Apartment Renovation	92.50
9 HKIT	Renovation Unit#423	Proj#1010 - Apartment Renovation	10,054.85
9 Greenbay	Renovation and Painting	Proj#1010 - Apartment Renovation	8,800.00
10 Nelson T Lewis	Renovation Unit#213	Proj#1010 - Apartment Renovation	2,046.00
10 Nelson T Lewis	Renovation Unit#327	Proj#1010 - Apartment Renovation	2,012.00
10 PCCI	Renovation #419 & #420	Proj#1010 - Apartment Renovation	54,815.50
10 VEGA	Kitchen Remodel 1530 Francisco	Proj#1010 - Apartment Renovation	3,900.00
11 Nelson T Lewis	Renovation Unit#327	Proj#1010 - Apartment Renovation	38,503.26
11 Nelson T Lewis	Renovation Unit#213	Proj#1010 - Apartment Renovation	42,351.37
11 United Glass	Renovation Unit#241	Proj#1010 - Apartment Renovation	4,991.58
11 VEGA	Renovation 1530#3 Francisco	Proj#1010 - Apartment Renovation	8,820.00
11 Greenbay	Painting 1530 Fra Perry/Morgan	Proj#1010 - Apartment Renovation	18,750.00
11 Armstrong	1530 Francisco Carpet Install	Proj#1010 - Apartment Renovation	7,400.00
12 HKIT	Renovation #213	Proj#1010 - Apartment Renovation	370.00
12 Nelson T Lewis	Renovation #327	Proj#1010 - Apartment Renovation	54,479.81
12 Nelson T Lewis	Renovation #423	Proj#1010 - Apartment Renovation	13,863.15
12 HKIT	Renovation Unit423	Proj#1010 - Apartment Renovation	250.00
12 Nelson T Lewis	Renovatooin #213	Proj#1010 - Apartment Renovation	56,431.80
12 HKIT	Renovation Unit 423 Laundry	Proj#1010 - Apartment Renovation	1,859.00
12 Nelson T Lewis	Renovation Unit#423	Proj#1010 Renovation #423	42,085.62
12 Nelson T Lewis	Renovation #213	Proj#1010 Renovation #213	10,394.03
12 Nelson T Lewis	Renovation #213	Proj#1010 Renovation #213	12,130.80
12 Nelson T Lewis	Renovation #327	Proj#1010 Renovation #327	22,261.64
12 Nelson T Lewis	Renovation #423	Proj#1010 Renovation #423	12,577.95
12 HKIT	Renovation #423	Proj#1010 Renovation #423	3,523.50

Apartment Renovations	TOTAL PROJECT #1010		668,079.19	950,000.00	281,920.81	29.7%
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Fire Panel / Cell Communicator Upgrade	TOTAL PROJECT #1020		-	125,000.00	125,000.00	100.0%
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1 Gilmans	Screen Installation Heritage	Proj#1030 Perry Window Repairs	11,185.13
6 United Glass	Window Renovation #209	Proj#1030 Perry Window Repairs	4,271.00
6 United Glass	Window Renovation Kitchen & #225	Proj#1030 Perry Window Repairs	6,745.00
6 United Glass	Window Renovation #408	Proj#1030 Perry Window Repairs	6,227.00
8 United	Window Renovation Laguna	Proj#1030 Perry Window Repairs	4,198.00
12 United Glass	Install New Window Unit#121	Proj#1030 Install New Window Unit#121	4,263.00

Perry Window Repairs	TOTAL PROJECT #1030		36,889.13	75,000.00	38,110.87	50.8%
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10 HKIT	Renovation Perry Elevator	Proj#1040 Perry Elevator - Upgrade	3,344.98
10 HKIT	Renovation Perry Elevator	Proj#1040 Perry Elevator - Upgrade	3,960.00
12 HKIT	Morgan Bldg. Elevator	Proj#1040 Perry Elevator - Upgrade	700.00
12 HKIT	Perry Elevator - Upgrade	Proj#1040 Perry Elevator - Upgrade	756.86

Perry Elevator Rebuild	TOTAL PROJECT#1040		8,761.84	125,000.00	116,238.16	93.0%
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10 HKIT	Morgan Elevator Renovation	Proj#1050 Morgan Elevator Renovation	885.00
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Morgan/Perry Staircase Renovations	TOTAL PROJECT#1050		885.00	250,000.00	249,115.00	99.6%
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2 UMI	Water Heater Replacement	Proj#1060 Perry Aesthetic Renovation	16,897.00
2 Miracle Method of	Perry Aesthetic Renovation	Proj#1060 Perry Aesthetic Renovation	4,590.00
3 Peninsula Custom C	Refreshing Carpet - HC Carpet	Proj#1060 Perry Aesthetic Renovation	32,257.00
7 Greenbay	Training Room and #244 Painting	Proj#1060 Perry Aesthetic Renovation	7,850.00
8 UMI	Mens Room Renovation	Proj#1060 Perry Aesthetic Renovation	7,937.00
8 Nelson T Lewis	Perry Ceiling Renovation	Proj#1060 Perry Aesthetic Renovation	7,274.00
8 Nelson T Lewis	Perry Ceiling Renovation	Proj#1060 Perry Aesthetic Renovation	450.00
9 EJWeber	Alarm Panel Replacement	Proj#1060 Perry Aesthetic Renovation	42,558.50
9 ARROWL	Lifts - HC	Proj#1060 Perry Aesthetic Renovation	17,000.00
10 EJWeber	Alarm Panel Replacement	Proj#1060 Perry Aesthetic Renovation	34,046.80
12 EJWeber	Chair Lifts Dedicated Outlets Morgan Bldg.	Proj#1060 Perry Aesthetic Renovation	10,149.00
12 EJWeber	Chair Lifts Dedicated Outlets Perry Bldg.	Proj#1060 Perry Aesthetic Renovation	23,705.00
12 ARROW	Stair Lift 2 Units Morgan Bldg.	Proj#1060 Perry Aesthetic Renovation	8,500.00
12 ARROW	Stair Lift 6 Units Perry Bldg.	Proj#1060 Perry Aesthetic Renovation	28,200.00
12 ARROW	Stair Lift Final Pmt 6 units	Proj#1060 Perry Aesthetic Renovation	28,200.00
12 ARROW	Stair Lift Final Pmt. 2 units	Proj#1060 Perry Aesthetic Renovation	8,500.00

Perry Aesthetic Renovation	TOTAL PROJECT#1060		278,114.30	600,000.00	321,885.70	53.6%
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12	Union Door	Door Hardware - Kitchen/Hallway	Proj#1070 Door Hardware - Kitchen/Hallwa	36,679.00					
		Exterior Site Lighting	TOTAL PROJECT#1070		36,679.00	45,000.00	8,321.00	18.5%	
		Central Courtyard Renovation	TOTAL PROJECT #1080		-	75,000.00	75,000.00	100.0%	
		Computer Upgrades	TOTAL PROJECT #1090		-	18,500.00	18,500.00	100.0%	
11	RCL	Response Care System	Proj#1100 Response Care System	9,164.42					
		ItsNever2Late System	TOTAL PROJECT #1100		9,164.42	18,000.00	8,835.58	49.1%	
		Access/Key Control Cleanup	TOTAL PROJECT #1110		-	55,000.00	55,000.00	100.0%	
2	Everest	Contingency 1540Francisco	Proj#1120 Contingency	23,735.98					
6	Nelson T Lewis	Contingency Kitchen Renovation	Proj#1120 Contingency	6,554.00					
6	Nelson T Lewis	Contingency Kitchen Renovation	Proj#1120 Contingency	2,098.00					
9	VEGA	Loading Dock & Asphalt Area	Proj#1120 Contingency	21,250.00					
9	VEGA	Replace Fence	Proj#1120 Contingency	5,000.00					
9	VEGA	Railing & Filler Loading	Proj#1120 Contingency	4,980.00					
10	VEGA	Metal Fence and Concrete Dock	Proj#1120 Contingency	9,860.00					
10	MEALS	Emergency Food	Proj#1120 Contingency	11,337.48					
		Contingency	TOTAL PROJECT #1120		84,815.46	200,000.00	115,184.54	57.6%	
		CAPITAL as of Dec 31, 2024	SUMMARY TOTAL	1,326,240.20	1,326,240.20	2,536,500.00	1,413,111.66	55.7%	

Pre-Development  
Spend  
from Inception  
to Dec 2024

Period	Vendor - Invoice Number - Invoice Description	Date Invoiced	Source	Amount	FY TOTAL	Vendor Summary Total
05	AVPOWEL /IN: 052424 Actuarial Analysis - HOTM Retainer Fee	5/24/2024	A/P	18,000.00		
03	BLACKBAUD /IN: INV-081212 NXT Optional Module - 4/7/22 - 4/6/23	3/10/2022	A/P	2024 8,372.71	18,000.00 8,372.71	18,000.00 8,372.71
02	CORNERSTONE EARTH GROUP, INC. /IN: 20916 Professional Services	2/23/2023	A/P	2023 3,150.00	3,150.00	3,150.00
9	CORNERSTONE EARTH GROUP, INC. /IN: 20916 Professional Services	9/25/2024	A/P	2024 5,155.00	5,155.00	5,155.00
08	CHARLES PANKOW BUILDERS, LTD. /IN: 22-F1-01 Precon Draw	8/18/2022	A/P	23,883.00		
08	CHARLES PANKOW BUILDERS, LTD. /IN: 22-F1-01A Precon Drawing - Balance	8/18/2022	A/P	2022 1,000.00	24,883.00	24,883.00
11	LAURA DARLING /IN: 117 Professional Services SNF Delicensure	11/30/2022	A/P	2,493.75		
12	LAURA DARLING /IN: 122 Professional Services SNF Delicensure	12/31/2022	A/P	743.75		
01	LAURA DARLING /IN: 125 Professional Services SNF Delicensure	1/31/2023	A/P	787.50	3,237.50	
02	LAURA DARLING /IN: 128 Professional Services SNF Delicensure	2/28/2023	A/P	962.50		
03	LAURA DARLING /IN: 135 Professional Services SNF Delicensure	3/31/2023	A/P	393.75		
04	LAURA DARLING /IN: 138 Professional Services SNF Delicensure	4/30/2023	A/P	831.25		
05	LAURA DARLING /IN: 144 Professional Services SNF Delicensure	5/31/2023	A/P	1,356.25		
06	LAURA DARLING /IN: 150 Professional Services SNF Delicensure	6/30/2023	A/P	1,939.16		
07	LAURA DARLING /IN: 153 Professional Services SNF Delicensure	7/31/2023	A/P	1,225.00		
09	LAURA DARLING /IN: 156 Professional Services SNF Delicensure	9/18/2023	A/P	1,050.00		
02	LAURA DARLING /IN: 125 Professional Services SNF Delicensure	2/8/2024	A/P	612.75	8,545.41	
06	DARLING /IN: 162 Professional Services SNF Delicensure	6/10/2024	A/P	175.00		
09	DARLING /IN: 163 Professional Services SNF Delicensure	9/25/2024	A/P	175.00		
				2024 962.75		12,745.66
04	DEPT of PUBLIC HEALTH /IN: 13550 Site Report Review	5/13/2024	A/P	1,248.00		
10	DEPARTE /IN: 13784 Site Report Review	10/31/2024	A/P	162.00		
				2024 1,410.00		1,410.00
10	D LAWRENCE GATES: 101623 Landscape Design	10/16/2023	A/P	2023 12,600.00	12,600.00	12,600.00
01	FARELLA BRAUN & MARTEL LLP /IN: 355577 Legal Services - #117367/39599	1/27/2021	A/P	2021 8,585.00	8,585.00	8,585.00
04	FORESIGHT LAND SURVEYING /IN: 040722 Professional Services	4/7/2022	A/P	3,200.00		
05	FORESIGHT LAND SURVEYING /IN: 3070 Professional Services - Final Payment	5/25/2022	A/P	2022 3,200.00	6,400.00	6,400.00
06	GARY BELL & ASSOCIATES, INC. /IN: 18922-E Professional Services Consulting	6/30/2022	A/P	15,600.00		
10	GARY BELL & ASSOCIATES, INC. /IN: 19069E Professional Services Consulting,City Permit Fees	10/31/2022	A/P	10,377.38		
				2022 25,977.38		25,977.38
06	GBA /IN: 20067-E Permit consulting Services	6/19/2024	A/P	1,225.00		
07	GBA /IN: 20020-E Permit Consulting Services	7/15/2024	A/P	10,150.00		

Period	Vendor - Invoice Number - Invoice Description	Date Invoiced	Source	Amount	FY TOTAL	Vendor Summary Total
				2024	11,375.00	11,375.00
02	HANSON BRIDGETT LLP. /IN: 1280547 Legal Services - Project Explore	2/25/2021	A/P	5,366.00		
02	HANSON BRIDGETT LLP. /IN: 1282226 Legal Services - Foundation	2/25/2021	A/P	5,180.57		
02	HANSON BRIDGETT LLP. /IN: 1284490 Legal Services - Project Explore	2/25/2021	A/P	3,431.00		
03	HANSON BRIDGETT LLP. /IN: 1286448 Legal Services - Project Explore	3/10/2021	A/P	2,710.00		
04	HANSON BRIDGETT LLP. /IN: 1288853 Legal Services - Project Explore	4/15/2021	A/P	6,451.50		
08	HANSON BRIDGETT LLP. /IN: 1293608 Legal Services - Project Explore	8/31/2021	A/P	2,480.50		
				2021	25,619.57	25,619.57
09	HKS /IN: 24920.3-1038731 Professional Services 6/1 to 6/30/22	9/22/2022	A/P	18,253.00		
09	HKS /IN: 24940.0-1035379 Professional Services 4/1 to 4/30/22	9/22/2022	A/P	40,000.00		
09	HKS /IN: 24940.0-1036816 Professional Services 5/1 to 5/31/22	9/22/2022	A/P	20,267.38		
09	HKS /IN: 24940.0-1038223 Professional Services 6/1 to 6/30/22	9/22/2022	A/P	10,000.00		
09	HKS /IN: 24940.1-1035380 Professional Services 4/1 to 4/30/22	9/22/2022	A/P	14,500.00		
09	HKS /IN: 24940.3-1034101 Professional Services 3/1 to 3/31/22	9/22/2022	A/P	15,000.00		
09	HKS /IN: 24940.3-1035382 Professional Services 4/1 to 4/30/22	9/22/2022	A/P	8,788.97		
09	HKS /IN: 24940.3-1036818 Professional Services 5/1 to 5/31/22	9/22/2022	A/P	12,532.50		
09	HKS /IN: 24940.4-1039517 Professional Services - 7/1 to 7/31/22	9/30/2022	A/P	3,463.64		
09	HKS /IN: 24940.4-1040380 Professional Services - 8/1 to 8/31/22	9/30/2022	A/P	13,009.97		
10	HKS /IN: 94940.4-1041479 Professional Services - 9/1 to 9/30/22	10/24/2022	A/P	12,592.50		
11	HKS /IN: 24940.4-1042626 Professional Services - 9/16 to 10/31/22	11/23/2022	A/P	20,949.52		
12	HKS /IN: 2490.3-1039497 Professional Services 7/1 to 7/31/2022	12/31/2022	A/P	10,003.95		
				2022	199,361.43	
02	HKS /IN: 24940.4-1043252 Professional Services - Nov 2022	2/28/2023	A/P	11,155.65		
02	HKS /IN: 24940.4-1045381 Professional Services - 11/16 - 12/31/22	2/28/2023	A/P	5,742.50		
02	HKS /IN: 24940.4-1046054 Professional Services - Jan 2023	2/23/2023	A/P	4,515.01		
06	HKS /IN: 24940.4-1050855 Professional Services - March 2023 - May 2023	6/26/2023	A/P	1,331.25		
06	HKS /IN: 24940.4-1050937 Professional Services - SR Living Norcal Master Plan	6/26/2023	A/P	5,727.50		
07	HKS /IN: 24940.4-1052012 Professional Services - SR Living Norcal Master Plan	7/24/2023	A/P	6,063.70		
08	HKS /IN: 24940.4-1053221 Professional Services - SR Living Norcal Master Plan	8/28/2023	A/P	4,602.50		
10	HKS /IN: 24940-1055549 Professional Services 8/9 to 9/30/23	10/16/2023	A/P	9,100.00		
11	HKS /IN: 24940.004-1056583 Professional Services - 10/1-10/31/23	11/13/2023	A/P	16,615.00		
12	HKS /IN: 24940.004-1057858 Professional Services - 10/26-11/30/23	12/28/2023	A/P	2,930.00		
12	HKS /IN: 24940.004-1058919 Professional Services - 12/1-12/31/23	12/31/2023	A/P	4,675.00		
				2023	72,458.11	
02	HKS /IN: 24940.004 - 1060277 Professional Services - 12/21-1/31/24	2/15/2024	A/P	18,695.00		
03	HKS /IN: 24940.004-1061186 Professional Services - 2/1-2/29/24	3/14/2024	A/P	1,830.00		
04	HKS /IN: 24940.004-1062404 Professional Services - 3/1-3/31/24	4/15/2024	A/P	610.00		
06	HKS /IN: 24940.004-1063642 Professional Services - 4/1-4/30/24	6/30/2024	A/P	1,677.50		
07	HKS /IN: 24940.004-1065971 Professional Services - 6/1-6/30/2024	7/15/2024	A/P	2,745.00		
08	HKS /IN: 24940.004-1064843 Professional Services - 4/1-4/30/2024	8/8/2024	A/P	3,797.50		
				2024	29,355.00	301,174.54
04	KIMLEY-HORN AND ASSOC, INC. /IN: 211283 Staff Professional Services	4/22/2022	A/P	3,015.10		
04	KIMLEY-HORN AND ASSOC, INC. /IN: 21403892 Staff Professional Services	4/30/2022	A/P	434.09		
06	KIMLEY-HORN AND ASSOC, INC. /IN: 21638967 Staff Professional Services	6/30/2022	A/P	149.06		
				2022	3,598.25	
01	KIMLEY-HORN AND ASSOC, INC. /IN: 23983618 Staff Professional Services	1/31/2023	A/P	2,081.54		
03	KIMLEY-HORN AND ASSOC, INC. /IN: 19755101-0223 Staff Professional Services	3/23/2023	A/P	41,926.02		
05	KIMLEY-HORN AND ASSOC, INC. /IN: 197551001-0423 Staff Professional Services	5/18/2023	A/P	1,200.29		
12	KIMLEY-HORN AND ASSOC, INC. /IN: 197551001-1023 Staff Professional Services	12/28/2023	A/P	2,952.50		
12	KIMLEY-HORN AND ASSOC, INC. /IN: 197551001-1123 Staff Professional Services	12/28/2023	A/P	2,222.75		
				2023	50,383.10	
02	KIMLEY /IN: 197551001-0124 Staff Professional Services	2/29/2024	A/P	2,824.20		
				2024	2,824.20	56,805.55

Period	Vendor - Invoice Number - Invoice Description	Date Invoiced	Source	Amount	FY TOTAL	Vendor Summary Total
07	LSA IN 189070 Professional Services	7/31/2023	A/P	641.25		
08	LSA IN 189612 Professional Services	8/28/2023	A/P	735.00		
09	LSA IN 190024 Professional Services	9/27/2023	A/P	3,948.75		
10	LSA IN 190404 Prof. Svcs. thru 9/30/23	10/25/2023	A/P	5,028.75		
11	LSA IN 190873 Prof. Svcs. thru 10/31/23	11/20/2023	A/P	17,700.14		
12	LSA IN: 191183 Professional Services thru 11/30/23	12/28/2023	A/P	18,646.73		
12	LSA IN: 191552 Professional Services thru 12/31/23	12/31/2023	A/P	12,063.75		
				2023	58,764.37	
02	LSA /IN: 192243 Professional Services thru 1/31/24	2/28/2024	A/P	17,328.75		
04	LSA /IN: 192473 Professional Services thru feb 2024	4/15/2024	A/P	7,617.50		
05	LSA /IN: 193616 Professional Services thru 4/30/2024	5/24/2024	A/P	31,857.50		
06	LSA /IN: 194274 Professional Services thru 5/31/24	6/30/2024	A/P	5,583.75		
07	LSA /IN: 193223 Professional Services thru March 2024	7/24/2024	A/P	15,400.00		
07	LSA /IN: 194679 Professional Services thru 6/30/2024	7/24/2024	A/P	8,460.00		
08	LSA /IN: 193616A Invoice 193616 Balance Payment	8/16/2024	A/P	1,060.00		
08	LSA /IN: 195175 Professional Services - July 2024	8/22/2024	A/P	19,746.25		
09	LSA /IN: 195714 Professional Services - August 2024	9/30/2024	A/P	13,839.25		
10	LSA /IN: 196156 Professional Services - Sept 2024	10/31/2024	A/P	2,246.25		
11	LSA ASSOCIATES, INC (v0000175)	11/22/2024	YARDI	2,003.39		
12	LSA ASSOCIATES, INC (v0000175)	12/26/2024	YARDI	5,678.75		
				2024	130,821.39	189,585.76
06	NEW DEAL ADVISERS: 4807 Professional Services	6/30/2023	A/P	2,000.00		
07	NEW DEAL ADVISERS: 4851 Professional Services	7/24/2023	A/P	2,000.00		
08	NEW DEAL ADVISERS: 4898 Professional Services	8/28/2023	A/P	2,000.00		
09	NEW DEAL ADVISERS: 4944 Professional Services	9/27/2023	A/P	2,000.00		
10	NEW DEAL ADVISERS: 4991 Consulting Services	10/26/2023	A/P	2,000.00		
11	NEW DEAL ADVISERS: 5046 Consulting Services	11/20/2023	A/P	2,000.00		
12	NEW DEAL ADVISERS: 5100 Consulting Services	12/31/2023	A/P	2,000.00		
				2023	14,000.00	
01	NEWDEAL /IN: 5149 Consulting Services	2/8/2024	A/P	2,000.00		
04	NEWDEAL /IN: 5247 Consulting Services	4/15/2024	A/P	2,000.00		
05	NEWDEAL /IN: 5346 Consulting Services	5/24/2024	A/P	2,000.00		
06	NEWDEAL /IN: 5405 Consulting Services	6/19/2024	A/P	2,000.00		
07	NEWDEAL /IN: 5454 Consulting Services	7/24/2024	A/P	2,000.00		
08	NEWDEAL /IN: 52 Consulting Services	8/16/2024	A/P	2,000.00		
08	NEWDEAL /IN: 5295 Consulting Services	8/16/2024	A/P	2,000.00		
08	NEWDEAL /IN: 5507 Consulting Services	8/22/2024	A/P	10,000.00		
09	NEWDEAL /IN: 5562 Consulting Services	9/30/2024	A/P	2,000.00		
12	NEW DEAL ADVISERS (v0000196)	12/5/2024	YARDI	2,000.00		
12	NEW DEAL ADVISERS (v0000196)	12/26/2024	YARDI	10,000.00		
				2024	38,000.00	52,000.00
06	PAGE & TURNBULL /IN: 21286 Professional Services	6/30/2022	A/P	3,272.50		
06	PAGE & TURNBULL /IN: 23550 Professional Services	6/30/2022	A/P	1,150.00		
09	PAGE & TURNBULL /IN: 23896 Professional Services	9/22/2022	A/P	2,525.00		
11	PAGE & TURNBULL /IN: 24143 Professional Services	11/23/2022	A/P	3,364.15		
11	PAGE & TURNBULL /IN: 24311 Professional Services	11/30/2022	A/P	2,915.00		
				2022	13,226.65	
02	PAGE & TURNBULL /IN: 24561 Professional Services	2/23/2023	A/P	3,762.50		
03	PAGE & TURNBULL /IN: 24702 Professional Services	3/31/2023	A/P	2,530.90		
04	PAGE & TURNBULL /IN: 24854 Professional Services	4/30/2023	A/P	481.25		
05	PAGE & TURNBULL /IN: 24989 Professional Services	5/31/2023	A/P	811.25		
11	PAGE & TURNBULL /IN: 25795 Professional Services - Oct. 2023	11/30/2023	A/P	1,363.75		
12	PAGE & TURNBULL /IN: 25846 Professional Services	12/28/2023	A/P	468.75		

Period	Vendor - Invoice Number - Invoice Description	Date Invoiced	Source	Amount	FY TOTAL	Vendor Summary Total
12	PAGE & TURNBULL /IN: 25956 Professional Services	12/31/2023	A/P	1,838.75		
				2023	11,257.15	
04	PAGE /IN: 26086 Professional Services - Jan 2024	4/15/2024	A/P	4,807.50		
05	PAGE /IN: 26488 Professional Services - April 2024	5/24/2024	A/P	1,920.00		
07	PAGE /IN: 26712 Professional Services - June 2024	7/24/2024	A/P	2,879.80		
08	PAGE /IN: 26859 Professional Services - July 2024	8/22/2024	A/P	1,167.50		
10	PAGE /IN: 27157 Professional Services - Aug & Sept 2024	10/31/2024	A/P	2,849.45		
12	PAGE & TURNBULL (v0000207)	12/26/2024	YARDI	723.75		
				2024	14,348.00	38,831.80
01	PERKINS COIE LLP /IN: 6545044 Professional Services - Land Use	1/31/2022	A/P	6,939.45		
03	PERKINS COIE LLP /IN: 6578027 Professional Services - Land Use	3/31/2022	A/P	10,541.70		
05	PERKINS COIE LLP /IN: 6616119 Professional Services - Land Use	5/31/2022	A/P	9,573.75		
06	PERKINS COIE LLP /IN: 66338 Professional Services - Land Use	6/30/2022	A/P	166.50		
				2022	27,221.40	
01	PERKINS COIE LLP /IN: 6754042 Professional Services -Land Use	1/31/2023	A/P	1,831.50		
02	PERKINS COIE LLP /IN: 6769037 Professional Services - Land Use	2/28/2023	A/P	2,029.50		
04	PERKINS COIE LLP /IN: 6806282 Professional Services	4/30/2023	A/P	16,164.90		
05	PERKINS COIE LLP /IN: 6814451 Professional Services - Land Use	5/18/2023	A/P	2,490.75		
06	PERKINS COIE LLP /IN: 6840579 Professional Services - Land Use	6/30/2023	A/P	13,828.50		
07	PERKINS COIE LLP /IN: 6856793 Professional Services	7/31/2023	A/P	8,505.90		
08	PERKINS COIE LLP /IN: 6806283 Professional Services - Land Use	8/18/2023	A/P	1,107.00		
08	PERKINS COIE LLP /IN: 6869116 Professional Services - Land Use	8/18/2023	A/P	5,474.25		
09	PERKINS COIE LLP /IN: 6896218 Professional Services - Land Use	9/27/2023	A/P	9,522.90		
10	PERKINS COIE LLP /IN: 6914222 Professional Services - Land Use	10/31/2023	A/P	17,296.20		
11	PERKINS COIE LLP /IN: 6930080 Prof. Services - Land Use Oct. 2023	11/30/2023	A/P	12,019.95		
12	PERKINS COIE LLP /IN: 6962121 Professional Service - Land Use Dec 2023	12/31/2023	A/P	9,170.55		
				2023	99,441.90	
02	PERKINS /IN: 6941356 Professional Service - Land Use Nov 2023	2/29/2024	A/P	3,091.50		
02	PERKINS /IN: 6985312 Professional Services - Land Use Jan 23	2/29/2024	A/P	24,871.50		
04	PERKINS /IN: 7019709 Professional Services - Land Use Mar '24	4/30/2024	A/P	1,485.00		
05	PERKINS /IN: 7035658 Professional Services - Land Use Apr '24	5/31/2024	A/P	21,555.00		
06	PERKINS /IN: 7002344 Professional Services - Land Use Feb'24	6/19/2024	A/P	6,786.00		
06	PERKINS /IN: 7050778 Professional Services - Land Use May '24	6/30/2024	A/P	48,469.50		
07	PERKINS /IN: 7069165 Professional Services - Land Use Jun '24	7/31/2024	A/P	11,605.50		
08	PERKINS /IN: 7077318 Professional Services - Land Use Jul '24	8/16/2024	A/P	20,092.50		
09	PERKINS /IN: 7101306 Professional Services - Land Use Aug 24	9/30/2024	A/P	9,427.50		
11	PERKINS COIE LLP (v0000211)	11/13/2024	YARDI	3,564.00		
12	PERKINS COIE LLP (v0000211)	12/5/2024	YARDI	1,881.00		
12	PERKINS COIE LLP (v0000211)	12/26/2024	YARDI	4,522.50		
				2024	157,351.50	284,014.80
08	RADIUS /IN: 4713T PreApplication Package	8/31/2022	A/P	1,200.00		
				2022	1,200.00	1,200.00
04	ROCKRIDGE GEOTHECNICAL /IN: 16-1176-4 Professional Services	4/23/2023	A/P	9,000.00		
06	ROCKRIDGE GEOTHECNICAL /IN: 16-1176-3 Professional Services	6/30/2023	A/P	10,000.00		
				2023	19,000.00	
02	ROCKRID /IN: 16-1176-5 Professional Services to Feb 2024	2/28/2024	A/P	1,000.00		
				2024	1,000.00	20,000.00
05	ROCKWOOD PACIFIC INC. /IN: 052721 Master Planning - Initial Assessment	5/27/2021	A/P	2,500.00		
08	ROCKWOOD PACIFIC INC. /IN: HOM-02-21 Master Planning - Final Billing	8/31/2021	A/P	2,000.00		
10	ROCKWOOD PACIFIC INC. /IN: HOM-03-21 Professional Services	10/8/2021	A/P	10,836.50		
10	ROCKWOOD PACIFIC INC. /IN: HOM-04-21 Professional Services	10/31/2021	A/P	9,110.91		

Period	Vendor - Invoice Number - Invoice Description	Date Invoiced	Source	Amount	FY TOTAL	Vendor Summary Total
11	ROCKWOOD PACIFIC INC. /IN: HOM-05-21 Professional Services	11/30/2021	A/P	7,500.00		
12	ROCKWOOD PACIFIC INC. /IN: HOM-01-22 Professional Services Dec 2021	12/31/2021	A/P	6,159.00		
				2021	38,106.41	
01	ROCKWOOD PACIFIC INC. /IN: HOM-02-22 Professional Services - Jan 2022	1/31/2022	A/P	11,516.13		
03	ROCKWOOD PACIFIC INC. /IN: HOM-03-22 Professional Services - Feb 2022	3/18/2022	A/P	7,779.75		
03	ROCKWOOD PACIFIC INC. /IN: HOM-04-22 Professional Services - March 2022	3/31/2022	A/P	14,078.50		
04	ROCKWOOD PACIFIC INC. /IN: HOM-05-22 Professional Services - April 2022	4/30/2022	A/P	19,209.41		
05	ROCKWOOD PACIFIC INC. /IN: HOM-06-22 Professional Services - May 2022	5/31/2022	A/P	10,691.85		
06	ROCKWOOD PACIFIC INC. /IN: HOM-07-22 Professional Services - June 2022	6/30/2022	A/P	14,625.47		
07	ROCKWOOD PACIFIC INC. /IN: HOM-08-22 Professional Services - July 2022	7/31/2022	A/P	13,675.65		
08	ROCKWOOD PACIFIC INC. /IN: HOM-09-22 Professional Services - August 2022	8/31/2022	A/P	7,172.50		
10	ROCKWOOD PACIFIC INC. /IN: HOM-10-22 Professional Services - October 2022	10/31/2022	A/P	9,014.50		
11	ROCKWOOD PACIFIC INC. /IN: HOM-11-22 Professional Services - Nov 2022	11/30/2022	A/P	10,102.81		
11	ROCKWOOD PACIFIC INC. /IN: HOM-12-22 Professional Services - Nov 2022	11/30/2022	A/P	12,101.34		
12	ROCKWOOD PACIFIC INC. /IN: HOM-01-23 Professional Services - Dec 2022	12/31/2022	A/P	12,678.50		
				2022	142,646.41	
01	ROCKWOOD PACIFIC INC. /IN: 1025 PID: 1416-1-1:GE Retainer Fee	1/30/2023	A/P	2,000.00		
01	ROCKWOOD PACIFIC INC. /IN: HOM-02-23 Professional Services - January 2023	1/31/2023	A/P	11,516.13		
02	ROCKWOOD PACIFIC INC. /IN: HOM-03-23 Professional Services - Feb 2023	2/28/2023	A/P	19,209.41		
04	ROCKWOOD PACIFIC INC. /IN: HOM-04-23 Professional Services - March 2023	4/18/2023	A/P	13,675.65		
05	ROCKWOOD PACIFIC INC. /IN: HOM-05-23 Professional Services - May 2023	5/11/2023	A/P	10,102.81		
05	ROCKWOOD PACIFIC INC. /IN: HOM-05-23 Professional Services - June 2023	5/31/2023	A/P	9,958.94		
06	ROCKWOOD PACIFIC INC. /IN: HOM-07-23 Professional Services - June 2023	6/30/2023	A/P	9,828.74		
07	ROCKWOOD PACIFIC INC. /IN: HOM-07-23 Professional Services - July 2023	7/31/2021	A/P	641.25		
07	ROCKWOOD PACIFIC INC. /IN: HOM-07-23 Professional Services - July 2023	7/30/2021	A/P	641.25-		
07	ROCKWOOD PACIFIC INC. /IN: HOM-07-23 Professional Services - July 2023	7/30/2021	A/P	11,116.00		
09	ROCKWOOD PACIFIC INC. /IN: HOM-09-23 Professional Services - Aug 2023	9/18/2023	A/P	8,667.00		
09	ROCKWOOD PACIFIC INC. /IN: HOM-10-23 Professional Services - Sept 2023	9/30/2023	A/P	9,244.89		
10	ROCKWOOD PACIFIC INC. /IN: HOM-11-23 Professional Services - Oct 2023	10/31/2023	A/P	13,510.89		
12	ROCKWOOD PACIFIC INC. /IN: HOM-12-23 Professional Services - Nov 2023	12/28/2023	A/P	8,746.00		
12	ROCKWOOD PACIFIC INC. /IN: HOM-01-24 Professional Services - Dec 2023	12/31/2023	A/P	9,244.89		
				2023	136,821.35	
02	ROCKW /IN: HOM-0224 Professional Services - Jan 2024	2/15/2024	A/P	11,592.55		
03	ROCKW /IN: HOM-03-24 Professional Services - Feb 2024	4/15/2024	A/P	9,114.14		
04	ROCKW /IN: HOM-04-24 Professional Services - Mar 2024	4/30/2024	A/P	7,666.49		
05	ROCKW /IN: HOM-05-24 Professional Services - Apr 2024	5/13/2024	A/P	12,548.27		
06	ROCKW /IN: HOM-06-24 Professional Services - May 2024	6/10/2024	A/P	19,525.10		
07	ROCKW /IN: HOM-07-24 Professional Services - June 2024	7/15/2024	A/P	7,598.38		
08	ROCKW /IN: HOM-08-24 Professional Services - July 2024	8/8/2024	A/P	10,749.44		
09	ROCKW /IN: HOM-09-24 Professional Services - August 2024	9/16/2024	A/P	10,428.66		
09	ROCKW /IN: HOM-10-24 Professional Services - Sept 2024	9/30/2024	A/P	6,581.79		
11	ROCKWOOD PACIFIC INC. (v0000238)	11/13/2024	YARDI	9,384.35		
12	ROCKWOOD PACIFIC INC. (v0000238)	12/18/2024	YARDI	7,358.85		
				2024	112,548.02	430,122.19
03	SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH /IN: 032323 Maher Fee	3/23/2023	A/P	888.00		
07	SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH /IN: 013194 Site Review	7/31/2023	A/P	444.00		
				2023	1,332.00	
03	SAN FRANCISCO PLANNING DEPT. /IN: 2022-9819EEA Environmental Initial Study	3/8/2023	A/P	300,172.00		
03	SAN FRANCISCO PLANNING DEPT. Plan Review	3/31/2023	A/P	134,686.00		
				2023	434,858.00	
02	SFPLAN /IN: 2022-009819EIR Environmental Impact Report	3/14/2024	A/P	137,058.00		
				2024	137,058.00	573,248.00
05	SHA /IN: HM-1 Consulting - Quick Look Report	5/24/2024	A/P	2,500.00		
				2024	2,500.00	2,500.00



Period	Vendor - Invoice Number - Invoice Description	Date Invoiced	Source	Amount	FY TOTAL	Vendor Summary Total
01	SINGER ASSOCIATES, INC. //IN: 134791 Public Relations Services for Board Directors	1/31/2021	A/P	16,312.50		
02	SINGER ASSOCIATES, INC. //IN: 134878 Public Relations Services for Board Dir	2/28/2021	A/P	2,165.63		
03	SINGER ASSOCIATES, INC. //IN: 134976 Public Relations Services for Board Dir	3/31/2021	A/P	761.25		
04	SINGER ASSOCIATES, INC. //IN: 135069 Public Relations Services for Board Dir	4/30/2021	A/P	1,719.38		
05	SINGER ASSOCIATES, INC. //IN: 135158 Public Relations Services for Board Dir	5/31/2021	A/P	1,745.63		
06	SINGER ASSOCIATES, INC. //IN: 135243 Public Relations Services for Board Dir	6/30/2021	A/P	2,100.00		
09	SINGER ASSOCIATES, INC. //IN: 135517 Public Relations Services for Board Dir	9/30/2021	A/P	4,921.88		
10	SINGER ASSOCIATES, INC. //IN: 135611 Public Relations Services for Board Dir	10/31/2021	A/P	1,758.75		
12	SINGER ASSOCIATES, INC. //IN: 135776 Public Relations Services	12/23/2021	A/P	406.88		
			2021		31,891.90	
01	SINGER ASSOCIATES, INC. //IN: 135856 Public Relations Services for Board Dir	1/31/2022	A/P	787.50		
03	SINGER ASSOCIATES, INC. //IN: 135949 Public Relations Service	3/31/2022	A/P	1,732.50		
03	SINGER ASSOCIATES, INC. //IN: 136039 Public Relations Services	3/31/2022	A/P	354.38		
04	SINGER ASSOCIATES, INC. //IN: 136133 Public Relations Service	4/30/2022	A/P	1,614.38		
06	SINGER ASSOCIATES, INC. //IN: 136341 Public relations Services	6/30/2022	A/P	800.63		
07	SINGER ASSOCIATES, INC. //IN: 136446 Public Relations Services	7/31/2022	A/P	183.75		
08	SINGER ASSOCIATES, INC. //IN: 136553 Public Relations Services	8/31/2022	A/P	2,257.50		
09	SINGER ASSOCIATES, INC. //IN: 136650 Public Relations Services	9/30/2022	A/P	2,585.63		
			2022		10,316.27	42,208.17
04	ZUMBRUNNEN, INC. //IN: 20637 Capital Reserve/Budget Study	4/13/2022	A/P	14,900.12		
07	ZUMBRUNNEN, INC. //IN: 20758 Capital Reserve Analysis & Budget Study	7/20/2022	A/P	25,820.60		
			2022		40,720.72	40,720.72
<b>Planning &amp; Development TOTAL (2021-2022-2023)</b>				<b>2,196,684.85</b>	<b>2,196,684.85</b>	<b>2,196,684.85</b>

<b>FY2021</b>	<b>104,202.88</b>	<b>Year Completed</b>
<b>FY2022</b>	<b>507,161.72</b>	<b>Year Completed</b>
<b>FY2023</b>	<b>922,611.39</b>	<b>Year Completed</b>
<b>FY2024</b>	<b>662,708.86</b>	<b>Ongoing</b>
<b>TOTAL</b>	<b>2,196,684.85</b>	