

# Committee of Management for the Elliott Meeting Agenda



Monday, March 2, 2020, 1:00 p.m.

Council Chambers, Guelph City Hall, 1 Carden Street

Changes to the original agenda are noted with an asterisk "\*".

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	Pages
1. Call to Order - Chair Downer	
1.1 Disclosure of Pecuniary Interest and General Nature Thereof	
2. Confirmation of Minutes	1
<b>Recommendation:</b> That the open meeting minutes of the Committee of Management for the Elliott held on December 2, 2019 be confirmed as recorded and without being read.	
3. Consent Agenda	
3.1 CME-2020-1 The Elliott Long-Term Care Residence Quarterly Report 2019-Q4	3
<b>Recommendation:</b> That the 2019-Q4 quarterly report on the operations of the Elliott Long-Term Care Residence, be received.	
4. Chair and the Elliott Community Staff Announcements	
5. Adjournment	



**Minutes of Committee of Management for the Elliott  
Held in the Council Chambers, Guelph City Hall on  
Monday, December 2, 2019 at 12:51 p.m.**

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**Attendance**

Committee:	Chair C. Downer Mayor C. Guthrie Councillor P. Alt Councillor B. Bell Councillor C. Billings	Councillor R. Goller Councillor J. Gordon Councillor J. Hofland Councillor M. Salisbury
Absent:	Councillor D. Gibson Councillor M. MacKinnon	Councillor D. O'Rourke Councillor L. Piper
Staff:	T. Lee, Deputy Chief Administrative Officer, Corporate Services S. O'Brien, General Manager, City Clerk's Office/City Clerk D. Black, Council and Committee Coordinator	
Others Present:	M. Karker, Chief Executive Officer, The Elliott Community	

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**Call to Order (12:51 p.m.)**

Chair Downer called the meeting to order and apologized for the delay in the start of the meeting due to the lack of quorum.

**Disclosure of Pecuniary Interest and General Nature Thereof**

There were no disclosures.

Councillor Salisbury arrived at 12:52 p.m.  
Councillor Bell arrived at 12:55 p.m.

**Confirmation of Minutes**

1. Moved by Councillor Billings  
Seconded by Councillor Gordon

That the open meeting minutes of the Committee of Management for the Elliott held on September 3, 2019 be confirmed.

**Voting in Favour:** Mayor Guthrie, Councillors Alt, Bell, Billings, Downer, Goller, Gordon, Hofland and Salisbury (9)

**Voting Against:** (0)

Carried

## **Items for Discussion**

### **CME-2019-4      The Elliott Long-Term Care Residence Quarterly Report 2019-Q3**

Michelle Karker, Chief Executive Officer, The Elliott Community, provided information regarding the Elliott Long-Term Care Residence Quarterly Report.

2.      Moved by Councillor Hofland  
         Seconded by Councillor Alt

That the 2019-Q3 quarterly report on the operations of the Elliott Long-Term Care Residence, be received.

**Voting in Favour:** Mayor Guthrie, Councillors Alt, Bell, Billings, Downer, Goller, Gordon, Hofland and Salisbury (9)

**Voting Against:** (0)

Carried

## **Chair and The Elliott Community Staff Announcements**

Michelle Karker announced that the Elliott Community has been announced by the Province of Ontario, as a partner organization of the new Guelph and Area Ontario Health Team.

## **Adjournment (1:03 p.m.)**

4.      Moved by Councillor Billings  
         Seconded by Mayor Guthrie

That the meeting be adjourned.

Carried

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Cathy Downer, Chair

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Stephen O'Brien, City Clerk

**TO:** Committee of Management  
**DATE:** March 2, 2020  
**SUBJECT:** The Elliott Long-Term Care Residence Quarterly Report 2019-Q4

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## RECOMMENDATION

That the 2019-Q4 quarterly report on the operations of the Elliott Long-Term Care Residence, be received.

## BACKGROUND

The Ontario Long-Term Care Homes Act requires that every municipality within Ontario is required to support a municipal long-term care home. The City of Guelph is meeting this responsibility through a Delegation of Authority Bylaw, assigning the responsibility to operate the City's approved 85-bed long-term care home to The Elliott's Board of Trustees. In addition to the Delegation of Authority By-law, The City and The Elliott have also entered into a Long-Term Care Services Agreement (Services Agreement) that identifies the specific nature of the relationship and sets out the responsibilities of both parties to the Agreement. There is a requirement within the Services Agreement for The Elliott to report quarterly on the operations of the Elliott Long-Term Care Residence (ELTCR).

The Elliott Community operates a campus of care offering retirement and life-lease care and services beyond the ELTCR. As the relationship set out in the Services Agreement pertains strictly to the operations of the ELTCR, this report is only reflective of long-term care operations and does not reflect the retirement and life-lease suites.

## REPORT

In accordance with the provisions within the Services Agreement:

### Attestation of the Responsibilities of The Elliott

The Elliott confirms that to the best of its knowledge, it is,

- (a) Complying with all provisions of the *Municipal Act* relating to local boards;
- (b) Complying with all provisions of the *Elliott Act*;
- (c) Complying with all provisions of the Long-Term Care Homes Act, including, fulfilling the obligations under section 69;
- (d) Complying with all laws, regulations, policies and orders made by any level of government which relate to the operation of The Elliott Long-Term Care Residence;
- (e) Complying with all provisions in the Elliott Delegation of Authority By-law; and,
- (f) Managing a Business Plan and Strategic Plan for The Elliott Long-Term Care Residence.

## Overview of the Operations

For the period October – December 2019, the following activities / actions were reported to the Board of Trustees as they relate to the ELTCR:

- Guelph and Area Ontario Health Team (OHT) submitted a full application to become one of the first OHT's in the province. We were notified that our application was approved. The first joint meeting of Board Governors from the core partners was on February 4, 2020 in our Community Centre.
- A major capital project from 2019 will be carried forward into 2020 due to the complex nature of the project which will impact the number of projects that can be completed in 2020.
- A full review of the current 10 year capital plan will be taking place in early 2020.
- Updates to LTC homes areas continue and will continue into 2020.

There have been no conflicts of interest of any Board of Trustee member or employee of The Elliott Community who is providing services.

There have been no requests for information under the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.58.

There are no identified litigations, potential litigations, or claims (insured or uninsured) of any kind at the time of preparing this report.

There are no other issues or matters, in the opinion of the Chair of the Board of Trustees, that require direction from or a decision of the Committee of Management or which the Committee of Management has requested that the Board of Trustees provide a report.

The following represents specific sections of the responsibilities of the Services Agreement:

## Complaints / Concerns

The following complaints / concerns have been received during the second by The Elliott and have been addressed as follows:

Date	Details of Complaint / Concern	Response from Management	Resolved within The Elliott	Reported to the MOHLTC
Nov 13/19	Cleaning and dietary concerns	Directors have taken steps to improve the service standards and have communicated with the family.	Yes	No

## **Critical Incident Reports**

There were 4 critical incident reports that have been reported to the MOHLTC during the fourth quarter by The Elliott Community:

<b>No.</b>	<b>Details of Critical Incident</b>	<b>Response from Management</b>	<b>Resolved within The Elliott</b>	<b>MOHLTC Completed Inspection</b>
C521-000011-19	Resident fall, and transfer to hospital	Resident was transferred to hospital, family and physician notified.	Yes	No
C521-000010-19	Disease outbreak	Acute Respiratory Illness protocols, WDG Public Health notified.	Yes	No
C521-000009-19	Unexpected death	Nursing protocols followed, Coroner was notified.	Yes	No
C521-000008-19	Unexpected death	Nursing protocols followed, Coroner was notified. CI completed as per request from MOH inspector.	Yes	Yes

## **Inspections from Ministry of Health and Long-Term Care**

There was one inspection conducted during Q4 2019. Report attached.

## **Financial Report City of Guelph - For the 12 Months Ending December 31<sup>st</sup> 2019**

The operating and capital funding requests for The Elliott Community were presented on February 13, 2019 to City Council. The 2019 operating funding of \$1,341,634, capital funding of \$212,000, and Long-Term Care loss of (\$63,888) were approved as presented. All operating and capital funding reports reflect the allocation of direct and indirect costs reflected in the Services Agreement.

For the year ending December 31, 2019, the following observations were noted:

- Total revenue of \$8,501,919 was slightly higher than budget due to the non-cash amortization of City capital funding being higher than expected due to a 2018 year end accounting change, and bulk purchasing rebates being higher than budgeted.
- Employee costs of \$5,935,048 were lower than budget. Due to provincial funding reductions commencing in August, staffing levels were reduced. In addition, WSIB rates for 2019 were lower than budgeted, leading to lower expenses.
- Operating Costs of \$2,357,625 were lower than budget. These savings related to lower electricity costs and delaying an upgrade of the payroll system. However, the majority of these savings are offset by higher than expected repairs and replacement costs for equipment.

- The calculation of funding from The City of Guelph, as it relates to the funding of the Other Accommodation Envelope, had a \$184,151 positive variance as at December 31.
- Overall, the consolidated operations of The Elliott Community, which include the results of Long-Term Care, Retirement, and Life Lease, had a positive variance of \$377,109.

The funding from the City of Guelph for 2019 was fully spent at year end. Cash flow for the year for Long-Term Care was \$399 at December 31. In addition, the capital reserve of \$3,513 was taken into income because the \$219,006 of Long-Term Care capital purchases exceeded the \$212,000 City capital funding. An extra line is included to reflect what the results would have been if the Elliott building had been amortized over 40 years from inception. The amortization period was adjusted in 2017 from 20 years to 40 years to better reflect its expected life, but has no cash flow impact. In addition, sections are included to exclude non-cash items and include cash payments to show the cash flow.

The Statement of Operations for Long-Term Care and Other Accommodation are enclosed for reference.

**Prepared By:**

**Michelle Karker**  
CEO

**Approved By:**

**Bill Koornstra**  
Chair, Board of Trustees

**Attachments:**

Attachment 1 – MOHLTC Inspection Report  
Attachment 2 – Statement of Operations for LTC  
Attachment 3 – Statement of Operations for OA



Ministry of Health and  
Long-Term Care

Ministère de la Santé et des Soins  
de longue durée

Inspection Report under  
the Long-Term Care  
Homes Act, 2007

Rapport d'inspection prévue  
sous la Loi de 2007 sur les foyers  
de soins de longue durée

Long-Term Care Homes Division  
Long-Term Care Inspections Branch

Division des foyers de soins de  
longue durée  
Inspection de soins de longue durée

Central West Service Area Office  
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### Public Copy/Copie du public

Report Date(s) / Date(s) du Rapport	Inspection No / No de l'inspection	Log # / No de registre	Type of Inspection / Genre d'inspection
Dec 5, 2019	2019_800532_0016	018647-19	Other

#### Licensee/Titulaire de permis

Corporation of the City of Guelph

c/o The Elliott Long Term Care Residence 170 Metcalfe Street GUELPH ON N1E 4Y3

#### Long-Term Care Home/Foyer de soins de longue durée

The Elliott Long Term Care Residence

170 Metcalfe Street GUELPH ON N1E 4Y3

#### Name of Inspector(s)/Nom de l'inspecteur ou des inspecteurs

NUZHAT UDDIN (532), KATHERINE ADAMSKI (753)

#### Inspection Summary/Résumé de l'inspection

Posted  
Dec 10/19  
J

**The purpose of this inspection was to conduct an Other inspection.**

**This inspection was conducted on the following date(s): November 22-26, 2019.**

**During this Service Area Office Initiated Inspection (SAOII), a critical incident inspection #2019\_800532\_0017 / log #022529-19 was also completed.**

**Please Note: A Written Notification related to LTCHA, 2007, O. Reg. 79/10, s. 107 (1) identified in Critical Incident System Inspection (CIS) #2019\_800532\_0017 / Log #022529-19 was issued in this report.**

**During the course of the inspection, the inspector(s) spoke with the Administrator, Director of Care (DOC), Pharmacist, Pharmacy technician, Recreation Director, Registered Nurses (RNs), Registered Practical Nurses (RPNs), Personal Support Workers (PSWs), and Residents.**

**Inspectors also toured the resident home areas, observed resident care provision, resident/staff interactions, reviewed relevant resident's clinical records, relevant policies and procedures, medication administration/dining observations as well as notes pertaining to the inspection.**

**The following Inspection Protocols were used during this inspection:**

**Dining Observation**

**Falls Prevention**

**Medication**

**Reporting and Complaints**

**Residents' Council**

**Skin and Wound Care**

**During the course of this inspection, Non-Compliances were issued.**

**2 WN(s)**

**1 VPC(s)**

**0 CO(s)**

**0 DR(s)**

**0 WAO(s)**

## NON-COMPLIANCE / NON - RESPECT DES EXIGENCES

### Legend

WN – Written Notification  
VPC – Voluntary Plan of Correction  
DR – Director Referral  
CO – Compliance Order  
WAO – Work and Activity Order

### Légende

WN – Avis écrit  
VPC – Plan de redressement volontaire  
DR – Aiguillage au directeur  
CO – Ordre de conformité  
WAO – Ordres : travaux et activités

Non-compliance with requirements under the Long-Term Care Homes Act, 2007 (LTCHA) was found. (a requirement under the LTCHA includes the requirements contained in the items listed in the definition of "requirement under this Act" in subsection 2(1) of the LTCHA).

Le non-respect des exigences de la Loi de 2007 sur les foyers de soins de longue durée (LFSLD) a été constaté. (une exigence de la loi comprend les exigences qui font partie des éléments énumérés dans la définition de « exigence prévue par la présente loi », au paragraphe 2(1) de la LFSLD.

The following constitutes written notification of non-compliance under paragraph 1 of section 152 of the LTCHA.

Ce qui suit constitue un avis écrit de non-respect aux termes du paragraphe 1 de l'article 152 de la LFSLD.

**VN #1: The Licensee has failed to comply with O.Reg 79/10, s. 71. Menu planning specifically failed to comply with the following:**

**71. (1) Every licensee of a long-term care home shall ensure that the home's menu cycle,  
(1) is reviewed by the Residents' Council for the home; and O. Reg. 79/10, s. 71 (1).**

**Findings/Faits saillants :**

1. The licensee has failed to ensure that the home's menu cycle was reviewed by the Residents' Council for the home.

An identified number of residents stated that the home had not provided the menu cycles for Resident's Council members to review during the Resident's Council meetings.

The Director of Recreation confirmed that the menu cycles were not reviewed during the Resident's Council meetings before the completed menus were posted and implemented in the home.

The meeting minutes for September, October, and November 2019, did not document that the home's menu cycle had been provided to the Resident's Council for review prior to completion and implementation of the menu's.

The home has failed to ensure that Resident's Council had reviewed the home's menu cycle. [s. 71. (1) (f)]

***Additional Required Actions:***

***VPC - pursuant to the Long-Term Care Homes Act, 2007, S.O. 2007, c.8, s.152(2) the licensee is hereby requested to prepare a written plan of correction for achieving compliance to ensure that the home's menu cycle is reviewed by the Residents' Council for the home, to be implemented voluntarily.***

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**WN #2: The Licensee has failed to comply with O.Reg 79/10, s. 107. Reports re critical incidents**

**Specifically failed to comply with the following:**

**s. 107. (1) Every licensee of a long-term care home shall ensure that the Director is immediately informed, in as much detail as is possible in the circumstances, of each of the following incidents in the home, followed by the report required under subsection (4):**

**2. An unexpected or sudden death, including a death resulting from an accident or suicide. O. Reg. 79/10, s. 107 (1).**



Ministry of Health and  
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Ministère de la Santé et des Soins  
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Rapport d'inspection prévue  
sous la Loi de 2007 sur les foyers  
de soins de longue durée

**Findings/Faits saillants :**

1. The licensee has failed to ensure that the Director was immediately informed, in as much detail as possible of an unexpected or sudden death, including a death resulting from an accident or suicide.

An identified resident had a change in condition and died suddenly.

The DOC confirmed that there was no immediate reporting, or a CI initiated to the Director when the resident passed away.

The licensee has failed to ensure that the Director was immediately informed, in as much detail as possible in the circumstances, of each of the following incidents in the home, followed by the report required under subsection an unexpected or sudden death, including a death resulting from an accident or suicide. [s. 107. (1) 2.]

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Issued on this 6th day of December, 2019

Signature of Inspector(s)/Signature de l'inspecteur ou des inspecteurs

Original report signed by the inspector.



Ministry of Health and  
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Long-Term Care Homes Division  
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### Public Copy/Copie du public

Report Date(s) / Date(s) du Rapport	Inspection No / No de l'inspection	Log # / No de registre	Type of Inspection / Genre d'inspection
Dec 5, 2019	2019_800532_0017	022529-19	Critical Incident System

#### Licensee/Titulaire de permis

Corporation of the City of Guelph  
c/o The Elliott Long Term Care Residence 170 Metcalfe Street GUELPH ON N1E 4Y3

#### Long-Term Care Home/Foyer de soins de longue durée

The Elliott Long Term Care Residence  
170 Metcalfe Street GUELPH ON N1E 4Y3

#### Name of Inspector(s)/Nom de l'inspecteur ou des inspecteurs

MUZHAT UDDIN (532)

### Inspection Summary/Résumé de l'inspection

Posted  
Dec 10/19

**The purpose of this inspection was to conduct a Critical Incident System inspection.**

**This inspection was conducted on the following date(s): November 22-26, 2019.**

**During this Critical Incident System inspection, a Service Area Office Initiated Inspection (SAO II), #2019\_800532\_0016/ log #018647-19 was also completed.**

**Please Note: A Written Notification related to LTCHA, 2007, O. Reg. 79/10, s. 107 (1) was identified in this inspection, have been issued in Inspection Report 2019\_800532\_0016.**

**During the course of the inspection, the inspector(s) spoke with the Administrator, Director of Care (DOC), Pharmacist, Pharmacy technician, Recreation Director, Registered Nurses (RNs), Registered Practical Nurses (RPNs), Personal Support Workers (PSWs), and Residents.**

**Inspectors also toured the resident home areas, observed resident care provision, resident/staff interactions, reviewed relevant resident's clinical records, relevant policies and procedures, medication administration/dining observations as well as notes pertaining to the inspection.**

**The following Inspection Protocols were used during this inspection:  
falls Prevention**

**During the course of this inspection, Non-Compliances were not issued.**

**0 WN(s)  
0 VPC(s)  
0 CO(s)  
0 DR(s)  
0 WAO(s)**

Inspection Report under  
the Long-Term Care  
Homes Act, 2007

Rapport d'inspection prévue  
sous la Loi de 2007 sur les foyers  
de soins de longue durée

**NON-COMPLIANCE / NON - RESPECT DES EXIGENCES**

<p>Legend</p> <p>WN – Written Notification VPC – Voluntary Plan of Correction DR – Director Referral CO – Compliance Order WAO – Work and Activity Order</p>	<p>Légende</p> <p>WN – Avis écrit VPC – Plan de redressement volontaire DR – Aiguillage au directeur CO – Ordre de conformité WAO – Ordres : travaux et activités</p>
<p>Non-compliance with requirements under the Long-Term Care Homes Act, 2007 (LTCHA) was found. (a requirement under the LTCHA includes the requirements contained in the items listed in the definition of "requirement under this Act" in subsection 2(1) of the LTCHA).</p> <p>The following constitutes written notification of non-compliance under paragraph 1 of section 152 of the LTCHA.</p>	<p>Le non-respect des exigences de la Loi de 2007 sur les foyers de soins de longue durée (LFSLD) a été constaté. (une exigence de la loi comprend les exigences qui font partie des éléments énumérés dans la définition de « exigence prévue par la présente loi », au paragraphe 2(1) de la LFSLD.</p> <p>Ce qui suit constitue un avis écrit de non-respect aux termes du paragraphe 1 de l'article 152 de la LFSLD.</p>

Issued on this 5th day of December, 2019

Signature of Inspector(s)/Signature de l'inspecteur ou des inspecteurs



**Ministry of Health and  
Long-Term Care**

**Ministère de la Santé et des Soins  
de longue durée**

**Inspection Report under  
the Long-Term Care  
Homes Act, 2007**

**Rapport d'inspection prévue  
sous la *Loi de 2007 sur les foyers  
de soins de longue durée***

**Original report signed by the inspector.**

**THE ELLIOTT COMMUNITY**  
**STATEMENT OF OPERATIONS (unaudited)**  
**Long-Term Care**  
**For the Year Ending December 31, 2019**

	Year To Date			
	Budget \$	Actual \$	Variance	
<b><u>REVENUE</u></b>				
<b>Accommodation:</b>				
Long Term Care - Basic	1,782,000	1,812,784	30,784	2%
Long Term Care - Preferred	464,400	483,501	19,101	4%
	2,246,400	2,296,285	49,885	2%
<b>Government Subsidy - LTC:</b>				
Provincial - LTC Subsidy	4,585,580	4,537,581	(48,000)	(1%)
Provincial - BSO / Physio / Other	138,273	84,435	(53,838)	(39%)
City of Guelph - LTC Operations	1,341,634	1,341,634	0	0%
	6,065,487	5,963,650	(101,838)	(2%)
<b>Other Revenue:</b>				
Fees and Recoveries	68,000	99,071	31,071	46%
Amort. of Def'd Contributions	66,935	121,312	54,377	81%
Other Revenue	14,460	21,601	7,141	49%
	149,395	241,984	92,589	62%
<b>Total Revenue</b>	<b>8,461,283</b>	<b>8,501,919</b>	<b>40,636</b>	<b>0%</b>
<b><u>EXPENSES</u></b>				
<b>Employee Costs:</b>				
Wages and Salaries	4,969,061	4,831,745	137,316	3%
Employee Benefits	1,182,556	1,103,302	79,253	7%
	6,151,617	5,935,048	216,569	4%
<b>Operating Costs:</b>				
Supplies	602,151	597,565	4,586	1%
Facility Costs	441,074	385,875	55,199	13%
Interest & Financing Fees	367,435	340,841	26,594	7%
Equipment	191,142	263,252	(72,109)	(38%)
Purchased Services	247,966	226,137	21,829	9%
Administrative & Other	90,151	84,770	5,381	6%
Amortization of Capital Assets	431,534	457,087	(25,553)	(6%)
Accretion of Def'd Financing Costs	2,100	2,097	3	0%
	2,373,553	2,357,625	15,928	1%
<b>Total Expenses</b>	<b>8,525,169</b>	<b>8,292,673</b>	<b>232,497</b>	<b>3%</b>
<b>SURPLUS / (DEFICIT)</b>	<b>(63,888)</b>	<b>209,246</b>	<b>273,132</b>	
Amortization Adjustment to 40 Years	(226,004)	(226,004)	0	0%
<b>RESTATED SURPLUS / (DEFICIT)</b>	<b>(289,891)</b>	<b>(16,758)</b>	<b>273,133</b>	
<b><u>Exclude Amortization &amp; Future Benefits:</u></b>				
Amortiz. of Def'd Contributions	(66,935)	(121,312)	54,377	(81%)
Amortization of Assets & Fees	433,634	459,184	(25,550)	(6%)
Amortization Adjustment to 40 Years	226,004	226,004	0	0%
Future Benefits	0	29,314	(29,314)	0%
<b><u>(Deduct) / Add Cash Payments:</u></b>				
City Mortgage - Principal / Def'd Pmts	(389,932)	(389,932)	0	0%
SWAP Loan - Principal Payments	(123,410)	(123,410)	0	0%
Capital Lease - LED Lighting	(62,691)	(62,691)	0	0%
<b>CASH FLOW</b>	<b>(273,221)</b>	<b>399</b>	<b>273,620</b>	

**THE ELLIOTT COMMUNITY**  
**STATEMENT OF OPERATIONS (unaudited)**  
**Long-Term Care - OA Envelope**  
**For the Year Ending December 31, 2019**

	Year To Date			
	Budget \$	Actual \$	Variance	
<b><u>REVENUE</u></b>				
<b>Accommodation:</b>				
Basic	1,782,000	1,812,784	30,784	2%
Preferred	464,400	483,501	19,101	4%
Provincial Subsidy - MOHLTC	312,426	316,047	3,621	1%
Municipal Subsidy - City of Guelph	1,341,634	1,341,634	0	0%
	3,900,460	3,953,966	53,506	1%
<b>Other Revenue:</b>				
Fees & Recoveries	13,400	23,916	10,516	78%
Cable Television Fees	30,000	32,333	2,333	8%
Telephone Fees	11,400	11,957	557	5%
Amortiz. of Def'd Contributions	66,935	121,312	54,377	81%
Other Revenue	2,460	2,886	426	17%
	124,195	192,404	68,209	55%
<b>Total Revenue</b>	<b>4,024,655</b>	<b>4,146,370</b>	<b>121,715</b>	<b>3%</b>
<b><u>EXPENSES</u></b>				
<b>Employee Costs:</b>				
Wages and Salaries	1,707,091	1,658,460	48,631	3%
Employee Benefits	441,814	434,784	7,030	2%
	2,148,905	2,093,244	55,661	3%
<b>Operating Costs:</b>				
Amortization of Assets & Fees	433,634	459,184	(25,550)	(6%)
Supplies	144,039	139,923	4,116	3%
Facility Costs	441,074	380,330	60,744	14%
Financing & Service Fees	367,435	340,841	26,594	7%
Equipment	142,272	222,021	(79,749)	(56%)
Purchased Services	114,953	106,979	7,974	7%
Administrative & Other	42,582	29,936	12,646	30%
	1,685,989	1,679,214	6,775	0%
<b>Total Expenses</b>	<b>3,834,894</b>	<b>3,772,458</b>	<b>62,436</b>	<b>2%</b>
<b>SURPLUS / (DEFICIT)</b>	<b>189,761</b>	<b>373,912</b>	<b>184,151</b>	
Amortization Adjustment to 40 Years	(226,004)	(226,004)	0	0%
<b>RESTATED SURPLUS / (DEFICIT)</b>	<b>(36,243)</b>	<b>147,908</b>	<b>184,151</b>	
<b><u>Exclude Amortization &amp; Future Benefits:</u></b>				
Amortiz. of Def'd Contributions	(66,935)	(121,312)	54,377	(81%)
Amortization of Assets & Fees	433,634	459,184	(25,550)	(6%)
Amortization Adjustment to 40 Years	226,004	226,004	0	0%
Future Benefits	0	29,314	(29,314)	0%
<b><u>(Deduct) / Add Cash Payments:</u></b>				
City Mortgage - Principal / Def'd Pmts	(389,932)	(389,932)	0	0%
SWAP Loan - Principal Payments	(123,410)	(123,410)	0	0%
Capital Lease - LED Lighting	(62,691)	(62,691)	0	0%
<b>CASH FLOW</b>	<b>(19,573)</b>	<b>165,065</b>	<b>184,638</b>	