

PLEASANT RIDGE MANOR  
BOARD OF TRUSTEES MEETING AGENDA

July 9, 2015 3:00 p.m.

1. Call to Order
2. Roll Call
3. Hearing of the Public (**3 minutes per person**)
4. Approval of Minutes – May 28, 2015
5. New Business
  - a. Executive Director's Report to the Board.
6. Other
7. Adjournment

EAST  
4728 Lake Pleasant Rd.  
Erie, Pennsylvania 16504  
(814) 825-0000

WEST  
8300 West Ridge Rd.  
Girard, Pennsylvania 16417  
(814) 474-5521

FAX (814) 474-2307

**PLEASANT RIDGE MANOR  
BOARD OF TRUSTEES MEETING  
JULY 9<sup>TH</sup>, 2015 @ 3:00 p.m.**

**MINUTES OF MAY 28<sup>TH</sup>, 2015**

**Members Present:** Fiore Leone- Chair  
Edward DiMattio, Jr.  
Dr. Kyle Foust  
Andre` Horton  
Carol Loll

**Also in attendance:** Doug Smith, Secretary  
Gary Lee, Director of Administration  
Sue Ellen Pasquale, County Accountant  
Joe Maloney, County Accountant

**Absent:** Kathy Dahlkemper, President  
James Sparber, Treasurer  
Jay Breneman  
Phil Fatica-Vice Chair

**Pleasant Ridge Manor:** Robert V. Smith, NHA, Executive Director  
George Joseph, Esquire  
David Popowicz, NHA, Administrator – East Facility  
Mike Anderson, Chief Financial Officer  
Jack Walburn, Director of Human Resources

**Absent:** Mary Venezia, RN, Direction of Nursing

Meeting called to order at 5:15 p.m.

**ROLL CALL**

**PUBLIC SPREAKERS - NONE**

**MOTION TO ACCEPT THE MINUTES OF MARCH 24<sup>th</sup>, 2015:**

**1<sup>ST</sup> DR. FOUST**

**2<sup>ND</sup> EDWARD DIMATTIO, JR.**

**ROLL CALL - APPROVED UNANIMOUSLY**

**EXECUTIVE DIRECTORS UPDATE:**

Mr. Smith introduced Kelly Andrisano, PACAH Executive Director

Mr. Smith noted at the previous Board of Trustees. meeting a study was distributed which was done by Carbis Walker and commissioned by PACAH. This report shows how funding for County Homes has deteriorated over the years.

**Presentation by Kelly Andrisano, PACAH Executive Director**

Ms. Andrisano stated that PACAH is affiliated with the County Commissioners Association of Pennsylvania. PACAH exclusively representative the twenty-four County Nursing Homes in Pennsylvania along with one hundred and twenty business and facilities in the long term arena. No secret in the last several years County homes have been selling off rather quickly. We currently have twenty-four County Nursing Homes from twenty Counties. Which is a big reduction from ten years ago. Privatization of several County Homes and counties are concerning but there are several policies and fiscal implication for everyone in the state of Pennsylvania.

Over the past year we have been able to answer some questions such as why are County Nursing Homes selling? Why do we care or why should anyone care that these County Homes are selling. Is this an issue and what do we do about this. We came up with some policy suggestions that we are going to ask you to adopt in your Resolution tonight that will help not only your County Home but other County Homes across the state of Pennsylvania.

Why should we care? The answer to that is that County Homes are asked to serve a unique clientele in Pennsylvania. County Homes have to take Medicaid Day One residents. The County Homes are the only homes that are required to do so. Private Nursing facilities are not required to accept these residents. County Homes must serve these residents on Medicaid Day One regardless if they have been approved for Medicaid or not. The application process can take month which creates a burden but the County Homes. County Homes take all kind of consumers. County Homes are carved out of the private home reimbursement system. County Homes are paid one (1) flat Medicaid rate. Doesn't matter how sick the resident is the pay is only one (1) rate. Private homes are driven by the Case Mix Index (CMI). That CMI is based on a resident's acuity. The sicker a resident is in the Private Homes the more the private facilities get paid. The private facilities can tweet their admission days, only accept residents with high CMI's versus a needy resident who has doesn't have a high CMI. Therefore the County Homes are required to accept residents on Medicaid Day One and that they are reimbursed on a flat Medicaid system while the County Homes get the residents that no other homes want. If County Homes continue to privatizes what will happen to these individuals that cannot meet the private home standards. Where will these residents go and who will take care of them? Right now a lot of these residents are being served in a hospital environmental or other County Homes.

There have been very few Medicaid increases over the past few years and this year the proposed rate increase is zero for County Nursing Homes. Having no rate increase when you serve a large number of Medicaid residents is detrimental.

A study was done by Carbis Walker analyzing the cost to Pennsylvania when a County Home sells. With two (2) different payment systems we wanted to see what happens when homes sell. Is the state paying more money, less money what happens? We found that if every home in the state of Pennsylvania sells in one year and their CMI's were set at the average rate across Pennsylvania the average cost to the Commonwealth would be \$29.4 million in one (1) year. That's if the rates are set for the average rate. A private company can come in and raise that CMI and receive a higher rate. We have been using this argument with the state to bolster our request to increase funding. Other considerations are different

staffing, quality of care, differences that will be seen in the County Homes when there is a sale which impacts the care that is provided to residents in the County Homes.

**For these items we have a list of Action items:**

Refer to attached **Action Item sheet**.

We are asking the Board to support this Resolution. We ask that you contact your State Representatives and State Legislators to try and pass Bill HB1062.

Discussion was held on the Resolution.

Mr. Leone requested that all information/material be given to the Board of Trustees at least 48 hours before the meeting. Mr. Douglas Smith stated that he will make sure all information is given to the Board of Trustee members earlier.

**MOTION TO APPROVE RESOLUTION**

**1<sup>ST</sup> DR. FOUST**

**2<sup>ND</sup> CAROL LOLL**

**ROLL CALL**

**APPROVED UNANIMOUSLY**

Mr. Gary Lee –Director of Administration asked what impact the closing of PRM East will have on employees and what is the number of employees being effect.

Mr. Smith stated more will be known over the next few weeks when the bumping process is completed.

**MOTION TO ADJOURN:**

**1<sup>ST</sup> – DR. FOUST**

**2<sup>ND</sup> – MR. DIMATTIO, JR.**

**MEETING ADJOURNED @ 5:45 P.M.**

Respectively submitted,

*Linda Spinek*

Linda Spinek  
Administrative Assistant

**PLEASANT RIDGE MANOR BOARD OF DIRECTORS**  
**RESOLUTION NUMBER 2, 2015**

**WHEREAS**, pursuant to Articles of Incorporation filed with the Commonwealth of Pennsylvania Department of State on May 17, 1976, the Erie County Geriatric Center, Inc., now, by change of name, Pleasant Ridge Manor, was established to provide nursing home care to persons residing in the County of Erie; and

**WHEREAS**, pursuant to the aforementioned Articles of Incorporation, Erie County Council, the legislative branch of the County of Erie, appointed the members of Erie County Council to serve as the Board of Directors of Pleasant Ridge Manor (the Board), with full power, authority and responsibility for the governance of Pleasant Ridge Manor; and

**WHEREAS**, county nursing facilities in Centre, Franklin, Butler, Lebanon, Montgomery, and Schuylkill Pennsylvania have been sold or privatized in the last two years, bringing the total to 11 facilities over the last four years; and

**WHEREAS**, Medicaid reimbursement rates have increased \$7.7 million annually as county homes are privatized, owing to differing reimbursement rates leading to higher Medicaid costs for the Commonwealth; and

**WHEREAS**, the privatization of county homes is having a major impact on the General Fund of the Commonwealth through the loss of Certified Public Expenditure (CPE) dollars and the ongoing increase in Medicaid costs; and

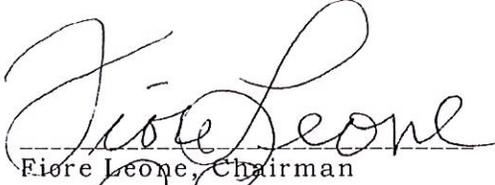
**WHEREAS**, Pleasant Ridge Manor and other county facilities do not pick and choose patients based on high reimbursement rates, must instead take Medicaid patients on "day one"; accept difficult cases driven by homelessness or behavioral mental health issues.

**RESOLVED**, by the Pleasant Ridge Manor Board of Directors that the Pennsylvania Delegation to the General Assembly is hereby urged to support the following recommendations:

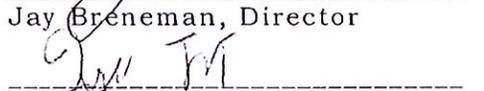
1. SUPPORT HB 1062 which eliminates the county share requirement;
2. Reimburse counties for nursing home costs through the Nursing Home Assessment;
3. Provide counties with a supplemental MDOI (Medical Assistance Day One Incentive) similar to that provided to private homes;
4. Increase nursing home rates by at least 1.7 percent;
5. Maintain the County P4P Payment in this year's budget.

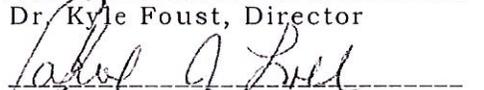
PLEASANT RIDGE MANOR BOARD OF DIRECTORS  
RESOLUTION NUMBER 2, 2015

BE IT FURTHER RESOLVED, Pleasant Ridge Manor Resolution Number 2, 2015, shall be forwarded to all members of the Erie County Delegation to the Pennsylvania General Assembly.

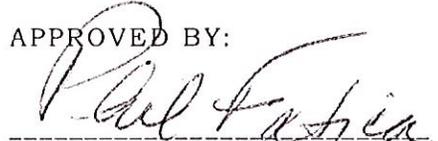
  
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Fiore Leone, Chairman

  
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Jay Breneman, Director

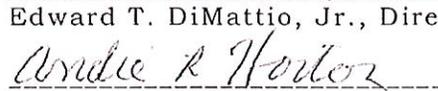
  
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Dr. Kyle Foust, Director

  
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Carol Loll, Director

APPROVED BY:

  
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Phil Fatica, Vice Chairman

  
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Edward T. DiMattio, Jr., Director

  
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André R. Horton, Director

ATTEST:

  
-----  
Douglas R. Smith  
PRM Board Secretary

Date: 5/28/15

**PLEASANT RIDGE MANOR  
EXECUTIVE DIRECTOR'S  
MONTHLY REPORT**

**JULY2015**

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**Prepared and Presented By:  
Robert V. Smith, NHA  
Executive Director**

**GENERAL INFORMATION  
MAY 2015**

**EXHIBITS**

- A. Resident Census
  
- D. Admission/Discharge Comparison
  
- E. Admission Statistics Report
  
- F. Worker's Compensation Report
  
- H. Statement of Revenue and Expense
  
- I. Other

**RESIDENT CARE****II. ISSUES****A. CONSOLIDATION/BED TRANSFER**

The East Facility officially closed Thursday, June 25, 2015, with the completion of the Bed/License transfer to Millcreek Manor/LECOM Senior Living. Fifty (50) residents transferred to the new Millcreek facility.

The staff consolidation process was completed. Maintenance and Housekeeping staff will be working to decommission the building through September 1<sup>st</sup>, 2015 (target date). We will be transferring equipment and systems to the West Facility. Items not transferred will be sold or scrapped as appropriate.

A great deal of planning, effort, and resources went into the consolidation process. Making it as smooth as possible.

**B. OPERATING STATEMENT (05/31/15)**

The May Operations Statement shows a net loss from operations of (\$662,731). Revenue was \$349,000 below projections due to the East census dropping sooner than projected and the census mix being higher in MA and lower in Private Pay and Medicare than projected. Reimbursement is significantly lower for MA than Private Pay or Medicare yielding lower revenue. Operating Expenses were \$313,478 higher than projected due to the implementation of Electronic Medical Records (EMR), Prescription Drug Costs, Wages/Overtime due to Medical Leave coverage, and Unemployment Compensation. In some cases, our budget reflects a flat twelve (12) months that doesn't reflect lower expenses in some line items after the East Facility closure.

Overtime and Agency Staff costs will be reduced with the consolidation of the two (2) facilities, creating a pool of displaced workers to fill in for employees on vacation or on Medical Leave of Absence (MLOA).

We will have a better idea of costs in July and know if our projections were accurate.

**C. ELECTRONIC MEDICAL RECORDS (EMR) PROJECT**

The implementation of the EMR system took longer and was more labor intensive than projected and anticipated. The system is in place and operating. We are in the process of training East staff who transferred to the West through the consolidation.

**D. DECOMMISSIONING OF WEST SEWAGE TREATMENT PLANT**

Our staff is working on the project, salvaging as much equipment as possible for

resale. The project should be completed by August 1<sup>st</sup>.

**E. REVISITING THE INTERGOVERNMENTAL TRANSFER (IGT)**

The Department of Human Services has proposed reinstating the IGT Program which should yield additional funding for County facilities. Initial discussions have taken place and we are awaiting details. It will be a tight timetable to get this accomplished this budget year (2016).

**F. ALMSHOUSE CEMETERY SERVICE**

A Memorial Service is scheduled for September 11<sup>th</sup>, 2015. Members are invited to attend and participate.

**G. PRM/FRIENDS GOLF OUTING**

A reminder this year's event is scheduled for August 10<sup>th</sup> at the Lawrence Park Golf Course. The Board's support is greatly appreciated. The event raised \$12,582.00 for our volunteer organization last year.

**H. OTHER**

Respectfully submitted,

*Robert V. Smith, NHA*

Robert V. Smith, NHA  
Executive Director

RVS/les  
Attachments  
pc: Board of Trustees

**PLEASANT RIDGE MANOR**  
**EXECUTIVE SUMMARY - Resident Days**  
**YTD Info as of:                      May, 2015**

**MONTH-TO-DATE DAY STATISTICS**

	>>> ACTUAL Days <<<			>>> BUDGET Days <<<			>>> DIFFERENCE <<<		
	EAST	WEST	TOTAL	EAST	WEST	TOTAL	EAST	WEST	TOTAL
Private & Other	(25)	590	565	236	1,010	1,246	(261)	(420)	(681)
Medical Assistance	1,531	7,787	9,318	1,632	6,998	8,630	(101)	789	688
Medicare	56	182	238	41	395	436	15	(213)	(198)
<b>Total Month-to-date</b>	<b><u>1,562</u></b>	<b><u>8,559</u></b>	<b><u>10,121</u></b>	<b><u>1,909</u></b>	<b><u>8,403</u></b>	<b><u>10,312</u></b>	<b><u>(347)</u></b>	<b><u>156</u></b>	<b><u>(191)</u></b>
<b>% of Occupancy</b>	<b><u>66.3%</u></b>	<b><u>88.5%</u></b>	<b><u>84.2%</u></b>	<b><u>81.0%</u></b>	<b><u>86.9%</u></b>	<b><u>85.7%</u></b>	<b><u>-14.7%</u></b>	<b><u>1.6%</u></b>	<b><u>-1.6%</u></b>
<b>Average Residents per Day</b>	<b><u>50</u></b>	<b><u>276</u></b>	<b><u>326</u></b>	<b><u>62</u></b>	<b><u>271</u></b>	<b><u>333</u></b>	<b><u>(12)</u></b>	<b><u>5</u></b>	<b><u>(7)</u></b>

**YEAR-TO-DATE DAY STATISTICS**

	>>> ACTUAL Days <<<			>>> BUDGET Days <<<			>>> DIFFERENCE <<<		
	EAST	WEST	TOTAL	EAST	WEST	TOTAL	EAST	WEST	TOTAL
Private & Other	612	2,961	3,573	1,149	5,065	6,214	(537)	(2,104)	(2,641)
Medical Assistance	7,862	37,667	45,529	7,949	35,084	43,033	(87)	2,583	2,496
Medicare	305	1,475	1,780	200	1,975	2,175	105	(500)	(395)
<b>Total Year-to-date</b>	<b><u>8,779</u></b>	<b><u>42,103</u></b>	<b><u>50,882</u></b>	<b><u>9,298</u></b>	<b><u>42,124</u></b>	<b><u>51,422</u></b>	<b><u>(519)</u></b>	<b><u>(21)</u></b>	<b><u>(540)</u></b>
<b>% of Occupancy</b>	<b><u>76.5%</u></b>	<b><u>89.4%</u></b>	<b><u>86.9%</u></b>	<b><u>81.0%</u></b>	<b><u>89.4%</u></b>	<b><u>87.8%</u></b>	<b><u>-4.5%</u></b>	<b><u>0.0%</u></b>	<b><u>-0.9%</u></b>
<b>Average Residents per Day</b>	<b><u>58</u></b>	<b><u>279</u></b>	<b><u>337</u></b>	<b><u>62</u></b>	<b><u>279</u></b>	<b><u>341</u></b>	<b><u>(4)</u></b>	<b><u>-</u></b>	<b><u>(4)</u></b>

**Residents per day WITH Hospital Days >> Year-To-Date**

<b>Average Hospital Days</b>	<b><u>1</u></b>	<b><u>2</u></b>	<b><u>3</u></b>	<b><u>-</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>1</u></b>	<b><u>-</u></b>	<b><u>1</u></b>
<b>Average With Hospital</b>	<b><u>59</u></b>	<b><u>281</u></b>	<b><u>340</u></b>	<b><u>62</u></b>	<b><u>281</u></b>	<b><u>343</u></b>	<b><u>(3)</u></b>	<b><u>-</u></b>	<b><u>(3)</u></b>

## ADMISSIONS COMPARISON

YEAR-TO-DATE:	Periods beginning January 1 and ending May 31		
	2015	2014	2013
INITIAL CONTACTS	207	226	194
ADMISSIONS	115	135	120
DEATHS	60	44	59
DISCHARGES	67	93	61

## DISCHARGE LOCATIONS

YEAR-TO-DATE:	Periods beginning January 1 and ending May 31		
	2015	2014	2013
HOME	41	53	45
OTHER NURSING HOMES	12	6	3
HOSPITALS	15	28	12
GROUP HOMES	0	3	1
PERSONAL CARE	0	3	0

2015 MONTHLY PERCENTAGE  
COMPLETION FROM INITIAL REFERRAL TO ADMISSION

<u>2015</u>	<u>Percentage</u>
January	76%
February	50%
March	52%
April	64%
May	31%

## ADMISSIONS/SOCIAL SERVICES STATISTICS REPORT 2015

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Initial Contacts	42	51	40	44	30							
Admission East	2	6	5	5	0							
Admission West	30	19	16	23	9							
Discharges East	4	1	2	5	0							
Discharges West	10	11	13	12	8							
Deaths East	1	4	4	4	1							
Deaths West	9	8	12	11	6							
East-End of the Month Census	63	64	61	52	51							
West-End of the Month Census	285	285	278	282	278							
Average Daily Census	344	347	341	339	329							
Average Month's Occupancy	88.7	89.5	87.9	87.4	84.8							
Budgeted Daily Census	345	345	345	345	335							
Budgeted Month's Occupancy	88.9	88.9	88.9	88.9	86.3							



**PLEASANT RIDGE MANOR  
STATEMENT OF REVENUES & EXPENSES**

**UNAUDITED @ MARCH 31, 2015**

Description	>>>>>> Current Period <<<<<<<<			>>>>>> Year-To-Date <<<<<<<<		
	Actual	Budget	Difference	Actual	Budget	Difference
<b>Resident Service Revenue:</b>						
Net Room & Board Revenue	2,675,180	2,669,326	5,854	7,730,818	7,750,422	(19,604)
Net Ancillary Revenues	258,820	276,502	(17,682)	794,891	806,247	(11,356)
<b>Resident Service Revenues</b>	<b>2,934,000</b>	<b>2,945,828</b>	<b>(11,828)</b>	<b>8,525,709</b>	<b>8,556,669</b>	<b>(30,960)</b>
<b>Other Revenues:</b>						
Misc. Operating Revenue	12,076	24,184	(12,108)	43,512	72,546	(29,034)
Interest on Funds	21,688	284	21,404	21,852	844	21,008
Donations, Grants & Millcreek Manor	0	0	0	0	0	0
Net Capital Transfers	0	0	0	0	0	0
<b>Total Other Revenues</b>	<b>33,764</b>	<b>24,468</b>	<b>9,296</b>	<b>65,364</b>	<b>73,390</b>	<b>(8,026)</b>
<b>TOTAL REVENUES</b>	<b>2,967,764</b>	<b>2,970,296</b>	<b>(2,532)</b>	<b>8,591,073</b>	<b>8,630,059</b>	<b>(38,986)</b>
<b>Expenses:</b>						
Salaries & Wages	1,499,826	1,400,439	99,387	4,219,179	4,065,799	153,380
Fringe Benefits	814,221	872,886	(58,665)	2,766,666	2,607,338	159,328
Other Operating Expenses	681,288	655,838	25,450	1,960,213	1,987,265	(27,052)
Depreciation, Insurance & Interest Expense	80,173	81,570	(1,397)	242,674	244,707	(2,033)
<b>TOTAL EXPENSES</b>	<b>3,075,508</b>	<b>3,010,733</b>	<b>64,775</b>	<b>9,188,732</b>	<b>8,905,109</b>	<b>283,623</b>
<b>Gain &lt;Loss&gt; from Operations</b>	<b>(107,744)</b>	<b>(40,437)</b>	<b>(67,307)</b>	<b>(597,655)</b>	<b>(275,050)</b>	<b>(322,609)</b>
<b>County of Erie General Fund Transfer</b>	<b>63,408</b>	<b>138,408</b>	<b>(75,000)</b>	<b>265,224</b>	<b>415,224</b>	<b>(150,000)</b>
<b>Net Gain &lt;Loss&gt;</b>	<b>(44,336)</b>	<b>97,971</b>	<b>(142,307)</b>	<b>(332,435)</b>	<b>140,174</b>	<b>(472,609)</b>

**PLEASANT RIDGE MANOR  
STATEMENT OF REVENUES & EXPENSES**

**UNAUDITED @ APRIL 30, 2015**

Description	>>>>>> Actual	>>>>>> Current Period <<<<<<<<	>>>>>> Year-To-Date <<<<<<<<	Difference
	Budget	Difference	Budget	Difference
<b>Resident Service Revenue:</b>				
Net Room & Board Revenue	2,425,793	(157,950)	10,334,165	(177,554)
Net Ancillary Revenues	288,810	19,447	1,075,610	8,091
	<u>2,714,603</u>	<u>(138,503)</u>	<u>11,409,775</u>	<u>(169,463)</u>
<b>Resident Service Revenues</b>				
	<u>2,853,106</u>	<u>(138,503)</u>	<u>11,409,775</u>	<u>(169,463)</u>
<b>Other Revenues:</b>				
Misc. Operating Revenue	14,808	(9,376)	58,320	(38,410)
Interest on Funds	98	(186)	21,950	20,822
Donations, Grants & Millcreek Manor	0	0	0	0
Net Capital Transfers	0	0	0	0
<b>Total Other Revenues</b>	<u>14,906</u>	<u>(9,562)</u>	<u>80,270</u>	<u>(17,588)</u>
	<u>2,877,574</u>	<u>(148,065)</u>	<u>11,507,633</u>	<u>(187,051)</u>
<b>TOTAL REVENUES</b>	<u>2,729,509</u>	<u>(148,065)</u>	<u>11,320,582</u>	<u>(187,051)</u>
<b>Expenses:</b>				
Salaries & Wages	1,345,376	(9,889)	5,564,555	143,491
Fringe Benefits	825,449	(43,433)	3,592,115	115,895
Other Operating Expenses	679,154	40,911	2,639,367	13,859
Depreciation, Insurance & Interest Expense	80,770	(800)	323,444	(2,833)
<b>TOTAL EXPENSES</b>	<u>2,930,749</u>	<u>(13,211)</u>	<u>12,119,481</u>	<u>270,412</u>
	<u>2,943,960</u>	<u>(13,211)</u>	<u>11,849,069</u>	<u>270,412</u>
<b>Gain &lt;Loss&gt; from Operations</b>	<u>(201,240)</u>	<u>(134,854)</u>	<u>(798,899)</u>	<u>(457,463)</u>
<b>County of Erie General Fund Transfer</b>	<u>350,000</u>	<u>211,592</u>	<u>615,224</u>	<u>61,592</u>
	<u>148,760</u>	<u>76,738</u>	<u>(183,675)</u>	<u>(395,871)</u>
<b>Net Gain &lt;Loss&gt;</b>	<u>148,760</u>	<u>76,738</u>	<u>212,196</u>	<u>(395,871)</u>

PLEASANT RIDGE MANOR  
STATEMENT OF REVENUES & EXPENSES

UNAUDITED @ MAY 31, 2015

Description	>>>>>> Current Period <<<<<<<<			>>>>>> Year-To-Date <<<<<<<<		
	Actual	Budget	Difference	Actual	Budget	Difference
<b>Resident Service Revenue:</b>						
Net Room & Board Revenue	2,442,694	2,595,033	(152,339)	12,599,305	12,929,198	(329,893)
Net Ancillary Revenues	264,681	269,659	(4,978)	1,348,382	1,345,269	3,113
<b>Resident Service Revenues</b>	<b>2,707,375</b>	<b>2,864,692</b>	<b>(157,317)</b>	<b>13,947,687</b>	<b>14,274,467</b>	<b>(326,780)</b>
<b>Other Revenues:</b>						
Misc. Operating Revenue	19,330	24,184	(4,854)	77,650	120,914	(43,264)
Interest on Funds	253	284	(31)	22,203	1,412	20,791
Donations, Grants & Millcreek Manor	0	0	0	0	0	0
Net Capital Transfers	0	0	0	0	0	0
<b>Total Other Revenues</b>	<b>19,583</b>	<b>24,468</b>	<b>(4,885)</b>	<b>99,853</b>	<b>122,326</b>	<b>(22,473)</b>
<b>TOTAL REVENUES</b>	<b>2,726,958</b>	<b>2,889,160</b>	<b>(162,202)</b>	<b>14,047,540</b>	<b>14,396,793</b>	<b>(349,253)</b>
<b>Expenses:</b>						
Salaries & Wages	1,364,576	1,400,333	(35,757)	6,929,131	6,821,397	107,734
Fringe Benefits	995,811	872,631	123,180	4,587,926	4,348,851	239,075
Other Operating Expenses	572,128	611,099	(38,971)	3,211,495	3,236,607	(25,112)
Depreciation, Insurance & Interest Expense	76,184	81,570	(5,386)	399,628	407,847	(8,219)
<b>TOTAL EXPENSES</b>	<b>3,008,699</b>	<b>2,965,633</b>	<b>43,066</b>	<b>15,128,180</b>	<b>14,814,702</b>	<b>313,478</b>
<b>Gain &lt;Loss&gt; from Operations</b>	<b>(281,741)</b>	<b>(76,473)</b>	<b>(205,268)</b>	<b>(1,080,640)</b>	<b>(417,909)</b>	<b>(662,731)</b>
<b>County of Erie General Fund Transfer</b>	<b>63,407</b>	<b>138,408</b>	<b>(75,001)</b>	<b>678,631</b>	<b>692,040</b>	<b>(13,409)</b>
<b>Net Gain &lt;Loss&gt;</b>	<b>(218,334)</b>	<b>61,935</b>	<b>(280,269)</b>	<b>(402,009)</b>	<b>274,131</b>	<b>(676,140)</b>