



March 30, 2022

**Via email – [dph.don@state.ma.us](mailto:dph.don@state.ma.us)**

Ms. Lara Szent-Gyorgyi, Director  
Determination of Need Program  
Department of Public Health  
250 Washington Street, 5<sup>th</sup> Floor  
Boston, MA 02108

RE: Determination of Need Application – Pine Knoll Nursing Center  
**Application No. 22032813-CL**

Dear Ms. Szent-Gyorgyi,

Pursuant to 105 CMR 100.000 (“Regulations”), on behalf of Long Term Centers of Lexington, Inc. (“Applicant”), we are submitting the related documents to accompany Determination of Need Application No. 22032813-CL. The Applicant requests approval to complete renovations at 30 Watertown Street, Lexington, MA 02421.

Pine Knoll Nursing Center is an 81 bed licensed skilled nursing and rehabilitation center located in Lexington, Massachusetts. Pine Knoll has been operated and managed by the Long Term Centers Group specializing in short-term, long-term, hospice, and respite care.

The facility was originally constructed in 1964 with 81 licensed Level II beds. The building is 1 story, containing a total of 47,492 gross square footage. The building is over 50 years old and needs upgrades as many of the components are well beyond their useful life.

To comply with the De-Densification Requirements effective April 30, 2022, the Applicant proposes to relocate 22 licensed beds in four-bedded rooms by constructing a 41 bed 16,900 square foot addition to the existing facility. The addition would include 12 additional beds under the facility’s one-time regulatory allowance for a total of 93 beds. In addition to this change, the proposed Determination of Need application would also include renovations and upgrades to the existing facility structure and systems to restore and sustain the facility. The upgrades will provide an enhanced environment for residents and caregivers.

We believe that the Applicant has met the requirements of the “sustain and restore” sections (105 CMR: 100.100) of the Department’s determination of need regulations. It is our understanding that the proposed work complies with the Department’s definition of a conservation project.

We will be submitting the application and all necessary attachments with this letter of intent. We have also met the public notice requirements as specified in the regulations. A copy of the check for the filing fee is attached to the application.

Long Term Centers Group and the Applicant want to confirm several important matters in this submission to your office:

- First, the objective of the Plan is to address key regulatory requirements, to enhance the facility and services for residents and staff, and to foster financial sustainability in future operations
- Second, separately the Applicant is submitting Attestation and Waiver Request documentation concurrently to the appropriate State Agencies, which confirm the good faith intent to comply with the
- DPH new licensure rules related to 3 and 4 bed rooms. Note that in the Attestation, there is specific citation of the submittal of this timely DON application.
- Third, the plan is predicated on the intent to continue current facility operations, services, and employment. The project involving new construction will not cause undue hardship or major displacement and will be phased to assure continuity.
- Fourth, this is a renovation/construction project involving an existing facility and currently licensed beds (plus the allowable 12 bed add-on).
- Fifth, the project will address the 3-4 bed requirement, Life Safety Code upgrades, and it will enhance quality, environment, and infection protection features.
- Sixth, the application points to the material improvement in future financial performance following the project. The Applicant acknowledges DoN's policy relating to obtaining the opinion of financial feasibility by an independent, qualified CPA, and will address and comply with this as needed.

Thank you for your consideration of this request. Please contact Karen Koprowski, Regulatory Advisor, should you have any questions or need further information. Her contact information is as follows: (774-239-5885) [kkoprowski@strategiccares.com](mailto:kkoprowski@strategiccares.com).

Sincerely,

Matthew Sweeney

Matthew Sweeney (Mar 30, 2022 11:42 EDT)

Matthew Sweeney  
Long Term Care Centers of Lexington

Enclosures

Cc: Elizabeth Chen, Executive Office of Elder Affairs  
Stephen Davis, DPH Healthcare Licensure and Certification  
Suzanne Barry, Center for Health Information and Analysis  
Kate Mills, Health Policy Commission  
Whitney Moyer, MassHealth Office of Long-Term Services and Supports  
Attorney General's Office

**FILING FEE**

Long Term Centers of Lexington, Inc  
Pine Knoll Nursing Center  
30 Watertown St  
Lexington, MA 02421-6331



Newburyport Bank

001002  
53-715/2113

DATE 4/24/22

PAY TO THE ORDER OF COMMONWEALTH of MASSACHUSETTS

\$ 12,433.50

Twelve Thousand - 2 hundred & forty three

50/100

DOLLARS

Memo



Matthew Seamy  
AUTHORIZED SIGNATURE

Long Term Centers of Lexington, Inc Pine Knoll Nursing Center

001002

Long Term Centers of Lexington, Inc Pine Knoll Nursing Center

001002

# PUBLIC NOTICE



## LEGAL NOTICE



### CITY OF WOBURN CONSERVATION COMMISSION

#### PUBLIC HEARING

Notice is hereby given that the City of Woburn Conservation Commission will hold a Public Hearing on Thursday, March 24, 2022, at 6:00 P.M., at which time a Request for an Amendment to the Order of Conditions (DEP #348-0814) for work related to The Vale Masterplan Development at Hill Street, filed by Laura Laich of VHB, on behalf of Montvale Land LLC, under the Wetlands Protection Act, M.G.L. Chapter 131, sec. 40, and the Woburn Wetlands Ordinance, Title VII, will be heard. The Request for Amendment seeks approval of revisions to the plans referenced in the Order of Conditions. Proposed changes to the design plans are on a subdivided portion of the original parcel. The subdivided portion is currently known as A2 Hill Street, Woburn, Massachusetts (Woburn Assessors Map 54: Block 5, Lot 28). Changes sought include revisions to the commercial area layout, grading modifications within the commercial and Pulte areas, revisions to the stormwater management system and

This Public Hearing will be held as a virtual meeting using the Zoom meeting platform. No in-person meeting will take place at City Hall. Check the Woburn Conservation Commission online agenda posting at [www.woburnma.gov](http://www.woburnma.gov) within 48 hours of the scheduled meeting time or call (781) 897-5933 prior to the meeting to obtain information on how to connect.

**WOBURN CONSERVATION COMMISSION**  
Duane P. Cleak, Chairman  
John J. Tancredi, Jr., Vice Chairman  
Anthony D. Langone  
Gerald T. Lohmes  
Stephen M. Malone  
Kevin C. Meaney  
Pauline E. Scallay  
3/17/22

220336

## LEGAL NOTICE



### TOWN OF WINCHESTER BOARD OF APPEALS

#### NOTICE OF PUBLIC HEARING

The WINCHESTER BOARD OF APPEALS will hold a REMOTE PARTICIPATION PUBLIC HEARING on THURSDAY, MARCH 31, 2022 at

seek Site Plan Review under Section 9.5.1(6) of the Winchester Zoning By-Law so as to be permitted to construct an addition where the total floor area of the single family dwelling will be greater than 3,600 square feet. The property is located in the RG (General Residence) zoning district and contains 10,691 +/- square feet.

**WINCHESTER  
BOARD OF APPEALS**

Petition may be viewed at the Building Department during regular office hours or on the Board of Appeals web page

may be viewed at [www.burlington.org/211/](http://www.burlington.org/211/)

AP: You paint a picture of these women as strong and spirited. Many were working as maids, but they were cheeky and irreverent — not afraid to push back.

Thompson: They fought for themselves. Many of these Irish women fought hard to move their way up into other jobs. Bridget became a hairdresser and later a business owner. Others became teachers or nurses during the Civil War. They helped with the cause of abolition and fought for suffrage.

AP: For the better part of a century, we've had this obsession with 'Camelot.' Are people still obsessed with the Kennedys?

Thompson: I think the Kennedys as a dynasty are definitely sort of fading, at least in the way that we've seen them through much of the 20th century and into the early parts of the 21st century. As a political dynasty, and as a family that represents something larger to a lot of us, I think that's on the wane.

AP: We're seeing an extraordinary wave of people leaving Ukraine, and like the Irish migration of the 19th century, it's a wave of women and children. And Afghan evacuees are seeking refuge in the U.S. How can the Irish experience help us understand immigration today?

Thompson: We are, in many ways, a country that embraces our place as a beacon for other people. If you have sound immigration policies and allow people to come here and make a start for themselves and work their way up, you can get a family like the Kennedys. It makes no sense to prevent others

**BOSTON (AP)** — Two men were convicted by a jury on Wednesday of killing a Boston father who was shot as he and his pregnant wife watched a July Fourth fireworks display in 2018.

Michael Carleton and Travis Phillips were each convicted in Suffolk County Superior Court of first-degree murder and firearms charges in the death of Deondra Lee in the city's Dorchester neighborhood, according to prosecutors.

Sentencing is scheduled for Thursday. A first-degree murder conviction carries a mandatory sentence of life in prison without the possibility of parole.

bility of parole.

Lee and his wife, pregnant with twins, were attending a neighbor's holiday cookout at about 10 p.m. on July 4, 2018 when they decided to walk down the street for a better view of the fireworks, prosecutors said in a statement.

Carleton drove directly behind where Lee and his wife were sitting, and Phillips fired several shots from close range, prosecutors said. Lee was taken to Boston Medical Center, where he died.

No motive for the shooting was given.

## PUBLIC ANNOUNCEMENT CONCERNING A PROPOSED HEALTHCARE PROJECT

### Pine Knoll Nursing Center

Pine Knoll Nursing & Rehabilitation Center, located at 30 Watertown Street, Lexington, Massachusetts, intends to file an application with the Department of Public Health to make changes to the existing facility. The Applicant plans to construct a forty-one (41) bed, 16,900 square foot addition off the east wing of the existing facility. The addition would allow the facility to relocate twenty one (21) beds currently in the facility's three (3) and four (4) bedded rooms, and add additional compliant resident rooms including a 12 bed (12) additional. The application would also include renovations and upgrades, including Life safety Code improvements to the existing facility. The Applicant does not anticipate any price or service impacts on the Applicant's existing patient panel as a result of the application. The estimated capital expenditures for this project is \$6,216,750 (March 2022 dollars). Any ten taxpayers of the Commonwealth may register in connection with the application no later than April 30, 2021, or 30 days from the filing date, whichever is later, by contacting the Department of Public Health Determination of Need Program, Attention Program Director, 250 Washington Street, 6th Floor, Boston, MA 02108. The application may be inspected at such address.

## A.J. Black, Inc.

Serving the Area For Over 65 Years

**PLUMBING • HEATING**  
Boiler Installation  
Water Heaters • Disposals  
Water Filters  
Bathroom & Kitchen Remodeling



LEGAL NOTICES ARCHIVE

3/17/22

Larry Cohen, Chair

CONSERVATION COMMISSION

220334

TOWN OF BURLINGTON

conservation@burlington.org

copy of this application email

By-Law Article 14. To obtain a

Section 40 (The Wetlands Pro-

tection Act) and Burlington

pursuant to MGL Chapter 131,

The application is being heard

Determination of Applicability.

and will thereafter issue a

wood Lane in Burlington, MA,

vegetated wetlands at 3 Cedar-

pool buffer zone to bordering

relating to proposed in-ground

Nicole Santamaria. The Com-

mission will take all information

At this meeting, the Conservation

Commission will act upon a

Request for Determination of

Applicability filed by Michael &

Meeting password:

uPyy3p5uA7

Join by phone: +1-408-9388

73affdd04c993b

MTID=mftac9b32c318d6cc

com/townofburlington/j.php?

this Webex Meeting link:

be accessible virtually through

7:00 PM. The meeting will also

Center Street, Burlington, MA,

Room at the Town Hall, 29

meeting in the Main Hearing

Commission will hold a public

Town of Burlington Conservation

Notice is hereby given that the

NOTICE OF PUBLIC MEETING

CONSERVATION

DEPARTMENT

TOWN OF BURLINGTON

3/17/22

Larry Cohen, Chair

CONSERVATION COMMISSION

220335



# ARTICLES OF ORGANIZATION

**D**

*[Signature]*

Examiner

# The Commonwealth of Massachusetts

**William Francis Galvin**

Secretary of the Commonwealth

One Ashburton Place, Boston, Massachusetts 02108-1512

## ARTICLES OF ORGANIZATION

(General Laws, Chapter 156B)

*HB/CON*

Name

Approved

### ARTICLE I

The exact name of the corporation is:

**Long Term Centers of Lexington, Inc.**

### ARTICLE II

The purpose of the corporation is to engage in the following business activities:

- A. To operate a skilled nursing facility located at 30 Watertown Street, Lexington, Massachusetts currently operating under the name of "Pine Knoll Nursing Home" and containing 81 patient beds. To plan for and take all preliminary planning steps toward the purchase, licensure, and operation of nursing homes and adult day-care centers. To purchase, own, lease, sell, mortgage or otherwise acquire, hold and dispose of any buildings or real estate or interest therein in connection with the aforementioned planning and preparation. To engage in the business of buying, selling, loaning, investing and dealing in and with all kinds of investments, securities, stock, bonds, notes, mortgages, accounts, conditional bills of sale, lease and certificates and evidence of indebtedness as principal agent, broker or otherwise, either along or in association with any other corporation, firms or person. To acquire, apply for, obtain, register, lease, hold, use, sell, grant licenses in respect of mortgage or otherwise dispose of letters patent of the United States or any foreign country, patent rights, licenses and privileges, inventions, improvements and processes, copyrights, trademarks and tradenames, relating to or useful in connection with any business of this Corporation.
- B. To carry on any business or other activity which may be lawfully carried on by a corporation organized under the Business Corporation of Law of the Commonwealth of Massachusetts whether or not related to these referred to in the foregoing paragraph.

C

P

M

R.A.

99312023

*6*

P.C.

*Note: If the space provided under any article or item on this form is insufficient, additions shall be set forth on one side only of separate 8 1/2 x 11 sheets of paper with a left margin of at least 1 inch. Additions to more than one article may be made on a single sheet so long as each article requiring each addition is clearly indicated.*



### ARTICLE III

State the total number of shares and par value, if any, of each class of stock which the corporation is authorized to issue.

WITHOUT PAR VALUE		WITH PAR VALUE		
TYPE	NUMBER OF SHARES	TYPE	NUMBER OF SHARES	PAR VALUE
Common:	10,000	Common:		
Preferred:		Preferred:		

### ARTICLE IV

If more than one class of stock is authorized, state a distinguishing designation for each class. Prior to the issuance of any shares of a class, if shares of another class are outstanding, the corporation must provide a description of the preferences, voting powers, qualifications, and special or relative rights or privileges of that class and of each other class of which shares are outstanding and of each series then established within any class.

### ARTICLE V

The restrictions, if any, imposed by the Articles of Organization upon the transfer of shares of stock of any class are:

Any stockholder, including the heirs, assigns, executors or administrators of a deceased stockholder, desiring to sell, transfer or pledge such stock owned by him or them, shall first offer it to the corporation through the Board of Directors; in the following manner: He shall notify the Directors of his desire to sell or transfer by notice in writing, which notice shall contain the price at which he is willing to sell or transfer and the name of one arbitrator. The directors shall within thirty days thereafter either accept the offer, or by notice to him in writing name a second arbitrator and these two shall name a third. It shall then be the duty of the arbitrators to ascertain the value of the stock, and if any arbitrator shall neglect or refuse to appear at any meeting appointed by the arbitrators, a majority may act in the absence of such arbitrator. After the acceptance of the offer, or the report of the arbitrators as to the value of the stock, the directors shall have thirty (30) days within which to purchase the same at such valuation, but if at the expiration of thirty days the corporation shall not have exercised the right so to purchase, the owner of the stock shall be at liberty to dispose of the same in any manner he may see fit.\*

### ARTICLE VI

\*\*Other lawful provisions, if any, for the conduct and regulation of the business and affairs of the corporation, for its voluntary dissolution, or for limiting, defining, or regulating the powers of the corporation, or of its directors or stockholders, or of any class of stockholders:

NONE

\*\*If there are no provisions state "None".

Note: The preceding six (6) articles are considered to be permanent and may ONLY be changed by filing appropriate Articles of Amendment.  
\*No shares of stock shall be sold or transferred on the books of the corporation until these provisions have been complied with, but the Board of Directors may in any particular instance waive the requirements.

LONG TERM CENTERS OF WRENTHAM, INC.  
1262 RANDOLPH AVENUE  
MILTON, MA 02186

November 8, 1999

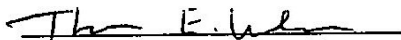
The Commonwealth of Massachusetts  
Secretary of the Commonwealth  
One Ashburton Place  
Boston, Massachusetts 02108-1512

RE: Letter of Consent

To Whom It May Concern:

This letter confirms that Long Term Centers of Wrentham, Inc. consents to the formation of a new corporation with the name of Long Term Centers of Lexington, Inc.

Very truly yours,  
Long Term Centers of Wrentham, Inc.

  
Thomas E. Woods, President

LONG TERM CENTERS OF NEW ENGLAND, INC.  
141 WILDWOOD AVENUE  
BRAINTREE, MA 02184

November 8, 1999

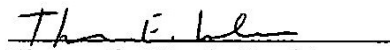
The Commonwealth of Massachusetts  
Secretary of the Commonwealth  
One Ashburton Place  
Boston, Massachusetts 02108-1512

RE: **Letter of Consent**

To Whom It May Concern:

This letter confirms that Long Term Centers of New England, Inc. consents to the formation of a new corporation with the name of Long Term Centers of Lexington, Inc.

Very truly yours,  
Long Term Centers of New England, Inc.

  
Thomas E. Woods, President

#### ARTICLE VII

The effective date of organization of the corporation shall be the date approved and filed by the Secretary of the Commonwealth. If a *later* effective date is desired, specify such date which shall not be more than *thirty days* after the date of filing.

#### ARTICLE VIII

The information contained in Article VIII is not a permanent part of the Articles of Organization.

a. The street address (*post office boxes are not acceptable*) of the principal office of the corporation in *Massachusetts* is:

90 Greenwood Street, Wakefield, MA 01880

b. The name, residential address and post office address of each director and officer of the corporation is as follows:

	NAME	RESIDENTIAL ADDRESS	POST OFFICE ADDRESS
President:	Thomas E. Woods	1262 Randolph Avenue, Milton, MA 02186	
Treasurer:	Steven M. Moran	2 Third Avenue, Halifax, MA 02338	
Clerk:	Steven M. Moran	2 Third Avenue, Halifax, MA 02338	
Directors:	Thomas E. Woods	1262 Randolph Avenue, Milton, MA 02186	
	Steven M. Moran	2 Third Avenue, Halifax, MA 02338	

c. The fiscal year (i.e., tax year) of the corporation shall end on the last day of the month of: December 31

d. The name and business address of the resident agent, if any, of the corporation is:

#### ARTICLE IX

By-laws of the corporation have been duly adopted and the president, treasurer, clerk and directors whose names are set forth above, have been duly elected.

IN WITNESS WHEREOF AND UNDER THE PAINS AND PENALTIES OF PERJURY, I/we, whose signature(s) appear below as incorporator(s) and whose name(s) and business or residential address(es) are *clearly typed or printed* beneath each signature do hereby associate with the intention of forming this corporation under the provisions of General Laws, Chapter 156B and do hereby sign these Articles of Organization as incorporator(s) this 9th day of November, 19 99.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Thomas E. Woods  
\_\_\_\_\_  
Thomas E. Woods

*Note: If an existing corporation is acting as incorporator, type in the exact name of the corporation, the state or other jurisdiction where it was incorporated, the name of the person signing on behalf of said corporation and the title he/she holds or other authority by which such action is taken.*



2672

679855

THE COMMONWEALTH OF MASSACHUSETTS

**ARTICLES OF ORGANIZATION**  
(General Laws, Chapter 156B)

I hereby certify that, upon examination of these Articles of Organization, duly submitted to me, it appears that the provisions of the General Laws relative to the organization of corporations have been complied with, and I hereby approve said articles; and the filing fee in the amount of \$ 200.00 having been paid, said articles are deemed to have been filed with me this 8th day of November 19 99.

Effective date: \_\_\_\_\_

SECRETARY OF THE  
COMMONWEALTH  
99 NOV - 8 PM 12:12  
CORPORATION DIVISION



**WILLIAM FRANCIS GALVIN**

*Secretary of the Commonwealth*

**FILING FEE:** One tenth of one percent of the total authorized capital stock, but not less than \$200.00. For the purpose of filing, shares of stock with a par value less than \$1.00, or no par stock, shall be deemed to have a par value of \$1.00 per share.

**TO BE FILLED IN BY CORPORATION**  
Photocopy of document to be sent to:

David L. Dray, Esquire

20 State Park Road

Hull, MA 02045

Telephone: (781) 925-9400

# FINANCIALS

**Pine Knoll**  
**Balance Sheet**

Balance Sheet Summary				December, 2021	December, 2022	December, 2023	December, 2024	December, 2025	December, 2026
<b>ASSETS</b>									
<b>Current Assets</b>									
100	Cash			142,858	57,555	50,043	127,691	1,107,995	1,775,116
110	Patients Accounts Receivable, Net	86.4% NPSR		1,493,691	825,732	852,558	890,012	912,223	934,741
120	Other Receivables			-	-	-	-	-	-
130	Debt Service Escrow Accounts			-	-	-	-	-	-
140	Prepaid and Other Current Assets	Fixed Cost %		21,077	21,709	22,252	22,697	23,151	23,614
<b>Total Current Assets</b>				1,657,626	904,997	924,853	1,040,400	2,043,369	2,733,470
				-	-	-	-	-	-
150	Related Party Receivable / (Payable)			1,367,065	400,000	400,000	400,000	-	-
160	Property and Equipment, Net of Accumulated Depreciation & Amortization	Fixed Cost %		1,246,956	7,184,042	6,831,880	6,479,717	6,127,555	5,775,392
170	Intangible Assets Net of Accumulated Amortization			17,715	17,715	17,715	17,715	17,715	17,715
180	Other Long term Assets	Escrow-FC%		-	-	-	-	-	-
<b>Total Non-Current Assets</b>				2,631,737	7,601,757	7,249,595	6,897,432	6,145,270	5,793,107
				-	-	-	-	-	-
<b>Total Assets</b>				4,289,362	8,506,754	8,174,448	7,937,832	8,188,638	8,526,578
				-	-	-	-	-	-
<b>LIABILITIES &amp; EQUITY</b>									
<b>Current Liabilities</b>									
				-	-	-	-	-	-
Current Portion of LTD					256,500	266,950	277,826	289,145	300,925
200	Due to Medicaid-Advance			115,000	-	-	-	-	-
210	Accounts Payable and Accrued Expenses			690,286	600,000	600,000	184,655	188,348	192,115
220	Stimulus Funding			707,388	-	-	-	-	-
User Fee Payable				50,000	129,446	131,582	127,927	127,927	127,927
230	Accrued Compensation and Benefits	Based on 2021		44,957	82,389	84,448	86,137	87,860	89,617
240	Line of Credit & Accrued Interest			353,438	353,438	200,000	200,000	200,000	200,000
<b>Total Current Liabilities</b>				1,961,069	1,421,773	1,282,980	876,546	893,281	910,585
				-	-	-	-	-	-
Long Term Liabilities				-	-	-	-	-	-
250	Stimulus Funding			1,417,451	-	-	-	-	-
260	Due to Affiliates			1,107,705	-	-	-	-	-
270	Debt Secured by Mortgage Long Term			1,480,357	7,184,107	6,883,977	6,618,005	6,317,541	6,004,836
280	Other Long Term Liabilities			-	-	-	-	-	-
290	Capital Lease Obligation Long Term			2,307	-	-	-	-	-
<b>Total Long Term Debt</b>				4,007,820	7,184,107	6,883,977	6,618,005	6,317,541	6,004,836
<b>Total Liabilities</b>				5,968,888	8,605,880	8,166,957	7,494,551	7,210,822	6,915,421
				-	-	-	-	-	-
<b>Equity</b>									
				-	-	-	-	-	-
300	Retained Earnings			(1,756,534)	(1,532,518)	(99,126)	7,491	443,281	977,817
310	Contributed Capital			-	-	-	-	-	-
320	Distributions			-	-	-	-	-	-
330	Current Year Income			224,015	1,433,393	106,617	435,790	534,535	633,340
<b>Total Equity</b>				(1,532,518)	(99,126)	7,491	443,281	977,817	1,611,157
				-	-	-	-	-	-
<b>Total Liabilities &amp; Capital</b>				4,436,370	8,506,754	8,174,448	7,937,832	8,188,638	8,526,578
				-	-	-	-	-	-

Pine Knoll

Profit and Loss Statement

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Operating Income</b>					
Room & Board					
Private Revenue	1,255,600	1,627,308	1,723,032	1,818,756	1,914,480
Medicare-A Revenue	3,333,122	3,472,828	3,935,872	4,014,590	4,094,881
Medicaid Revenue	5,302,802	5,100,062	5,028,661	5,129,234	5,231,819
Managed Care Revenue	1,447,864	1,508,550	1,538,721	1,569,496	1,600,886
Total Room & Board	11,339,387	11,708,748	12,226,286	12,532,075	12,842,066
Medicare B Ancillary Revenue	129,113.95	132,341.80	134,988.64	137,688.41	140,442.18
1 Labor	6,700,041.33	6,867,542.36	7,004,893.21	7,144,991.07	7,287,890.89
2 P/R Tax & Benefits	824,684.38	845,301.49	862,207.52	879,451.67	897,040.71
3 Food & Dietary Supplies	288,588.03	295,802.74	301,718.79	307,753.17	313,908.23
4 Laundry and Houskeeping Supplies	38,669.83	39,636.58	40,429.31	41,237.89	42,062.65
5 Purchased Services Labor	638,371.65	654,330.94	667,417.56	680,765.91	694,381.23
5.5 Ancillary Services	318,380.73	326,340.25	332,867.05	339,524.39	346,314.88
Total Direct Care Costs	8,808,735.96	9,028,954.36	9,209,533.44	9,393,724.11	9,581,598.60
Other Expenses					
6 Administrative	162,697.85	166,765.30	170,100.60	173,502.62	176,972.67
7 Nursing Supplies	242,111.37	248,164.15	253,127.43	258,189.98	263,353.78
8 Activities	3,180.22	3,259.72	3,324.92	3,391.41	3,459.24
9 Plant Supplies	55,123.29	56,501.38	57,631.40	58,784.03	59,959.71
10 Utilities	266,116.24	272,769.14	278,224.53	283,789.02	289,464.80
11 Insurances	53,395.20	54,730.08	55,824.68	56,941.18	58,080.00
12 Miscellaneous Expense	38,499.64	39,462.13	40,251.37	41,056.40	41,877.52
13 Bad Debt	-	-	-	-	-
14 User Fee	517,784.33	526,328.84	511,708.60	511,708.60	511,708.60
15 Late Charges Fines & Penalties	14,295.95	14,653.35	14,946.41	15,245.34	15,550.25
	1,353,204.08	1,382,634.08	1,385,139.94	1,402,608.57	1,420,426.57
Total Expense	10,161,940.03	10,411,588.44	10,594,673.39	10,796,332.68	11,002,025.17
EBITDARM	1,306,561.28	1,429,501.73	1,766,601.56	1,873,431.13	1,980,482.80
16 RE Taxes & Interest Expens	903,974.00	926,573.35	926,573.35	926,573.35	926,573.35
17 Depreciation & Amortization/Plant	386,645.50	396,311.64	404,237.87	412,322.63	420,569.08
* Stimulus Funding	1,417,451.00				
Net Income	1,433,392.78	106,616.75	435,790.34	534,535.15	633,340.37