



CANYONLANDS HEALTH CARE SPECIAL SERVICE DISTRICT BOARD MEETING

EMS Building 520 E 100 N, Moab, UT 84532

Thursday April 9th, 2026 at 5:30 p.m.

Board meetings allow for both in-person or virtual attendance.

Remote participation is through Zoom.

Join the Zoom Meeting: <https://us02web.zoom.us/j/82078784177>

AGENDA

- I. Call to Order & Roll Call (5 min)
- II. Approval of February 12, & March 4, 2026 Meeting Minutes (5 min) (Action Item)
- III. New Business/Discussion/Action Items (30 min)
 - a. Discussion and Review of CHCSSD Policies & Procedures
 - b. Discussion and Consideration to approve the updated CHCSSD Bylaws (Action Item)
 - c. Discussion and Consideration to Approve the appointment of a CHCSSD Member and Alternate to the Utah Association of Special Districts Board of Representatives (Action Item)
 - d. CHCSSD Purpose and Strategic Direction
 1. Update from the Business Plan Committee on the CHCSSD 10 & 5-year business plan
 2. Discussion and Consideration to Approve Any Items for the CIB list (Action Item)
 3. Discussion and consideration of approval of the RFP for Professional Service to Develop a Master Plan for the MAPS Campus (Action Item)
- IV. Financials (30 min)
 - a. CHCSSD Financials – Ken/Kimra
 1. Review of the Budget vs Actuals Feb/March
 2. Review of the Fund Balances
 3. Approval of March/April 2026 Bills (Action item)
 4. Review of the 2025 Fraud Risk Assessment Report
 5. Approval of the CHCSSD Annual 2025 Financial Audit (Action Item)
- V. Reports/Presentations (30 min)
 - a. Maple Dell and Seasons Reports
 1. Administrators Report – Nathan/Todd/Jason
 - b. Care Center Administrator's Report – Colette
 1. Administrator's Report
 2. Quality Assurance Report
 - c. Canyonlands Care Center Financials – Cassie
 1. Ratify Care Center Bills – Jan/Feb (Action Item)
 2. Review of the Budget vs Actuals – Jan/Feb
 - d. Other Considerations
- VI. Other Considerations (5 min)
- VII. Closed Session for pending or reasonably imminent litigation (15 min)
- VIII. Adjourn



CANYONLANDS HEALTH CARE SPECIAL SERVICE DISTRICT BOARD MEETING

EMS Building 520 E 100 N, Moab, UT 84532, Online through Zoom

• Thursday February 12, 2026 at 5:30 p.m.

PRESENT: Dan Cook (President), Tawny Knuteson-Boyd (Vice-Chair), Ken Ballantyne (Treasurer), Joette Langianese, Melodie McCandless, Karen Feary, Camille Peters, Debbie Testa (Clerk), Colette Lyman, Cassie Rose (CCC), Jason Gatherum, Ferlita Acob, Jonathan Bangerter (Maple Dell), Todd Bramall, Nathan Bronemann (Seasons), Seth Olson (Kirton McConkie), Melisa Jeffers (Grand County), Jennifer Sadoff (MRH), Kimra Berrelez

I. Called to Order 5:32 PM

II. Approval of January 8, 2026 Meeting Minutes (5 min) (Action Item)

Motion to approve the January 8, 2026, minutes as presented made by Melodie, seconded by Camille. Motion carried for approval 6-0.

JL joins at 5:38 PM

III. Financials (25 min)

a. CHCSSD Financials – Ken/Kimra

1. Review of the Budget vs Actuals Dec 25/Jan 26

KB presented the December 2025 financials: income was \$172K, expenses were slightly under at \$98K, resulting in a net income of \$74K. For the YTD 2025 budget, total income was \$2.676 million, exceeding the budget by \$75K; expenditures totaled \$2.641 million, resulting in a net income of \$35K. The UPL and DISH payments for 2025 were over budget by \$135K and \$138K, respectively. For January 2026: \$133K in sales tax accruals, \$323K in expenditures, and a net income of -\$186K.

2. Review of the Fund Balances

\$1.5 Million General Fund, \$340K Capital Projects Fund, \$338K Debt Service Fund, \$86,402 Wells Fargo Checking balances are as of Jan 31, 2026

3. Approval of Feb 2026 Bills (Action item)

Motion to approve February 2026 bills for \$296,001.79 made by Melodie, seconded by Camille. Motion carried for approval 7-0.

4. Update on the CHCSSD Annual 2025 Financial Audit

The auditors plan to arrive on February 17, 2026, to start the audit.

IV. Reports/Presentations (35 min)

a. Maple Dell and Seasons Report – Q4 2025

1. Administrators Report – Nathan/Todd/Jason

TB reported for Seasons, they have received the latest UPL payments, and the royalties have been sent. The nursing staff-to-patient ratio improved to 1:6, with a current census of 45, while waiting for a survey that is 21 months overdue.

NB provided the Q4 2025 financial report for Seasons. During the quarter, revenues from all sources except Private increased. However, total revenues were below budget expectations. Total expenses were slightly over budget. Seasons' census averaged 46.7, down from Q3's average of 48.9. The Q4 average skilled census was 2.4, up from Q3's average of 1.9. For the quarter, Seasons posted a profit of \$59K, with a year-end profit of \$99K.

JG provided an update on the transition to Beaver Valley. They are actively working with attorneys, and next week, they should send some documents to the board for review. FA provided the administrators update for Maple Dell. Their focus is on filling beds; their current census is 55, with 61 beds available in the facility. The team is actively hiring to reduce reliance on agency staff and has improved customer satisfaction scores. They are 18 months overdue for a survey, but the building is ready.

2. Discussion and Consideration to approve a resolution allowing CHCSSD to provide its authorized health care services at Rocky Mountain Care – Maple Dell and Seasons Healthcare and Rehabilitation, Inc., which are located outside the CHCSSD boundaries (Action Item)
The group considered a resolution to allow healthcare services outside Grand County, which is a housekeeping measure for compliance. Since this has been an ongoing discussion, no questions or comments were raised on the resolution.

Motion to approve a resolution allowing CHCSSD to provide its authorized health care services at Rocky Mountain Care – Maple Dell and Seasons Healthcare and Rehabilitation, Inc., which are located outside the CHCSSD boundaries, made by Ken, seconded by Camille. Motion carried for approval 7-0.

b. Care Center Administrator's Report – Colette

1. Administrator's Report

CL noted they have recently returned to substantial compliance following the November survey, with no reportable events, and they are awaiting the state's letter. CL reviewed the results of their April survey, which identified deficiencies in three areas but no additional issues after the state review. Their census is at 29, with five recent deaths, three new admits scheduled soon, and they are currently managing a flu outbreak affecting four residents. CL emphasized efforts to improve staffing and quality measures. The waiting list has decreased to 80, and they plan to apply for CNA training by year's end. They need one nurse and one CNA. CL also mentioned submitting receipts for a \$51,000 Phase 2 remodel to increase the building's fair rental value, with a pending inquiry about including a \$9,000 parking lot upgrade.

2. Quality Assurance Report

The facility meets 8 out of 9 UPL requirements in its quality measure report, meeting the UPL qualification guidelines. They are flagging in 2 areas, falls and independent movement worsen. There are 7 active PIPs.

c. Canyonlands Care Center Financials – Cassie

1. Ratify Care Center Bills – Nov/Dec (Action Item)

Motion to ratify Canyonlands Care Center Nov 2025 bills for \$395,074.50 and Dec 2025 bills for \$532,588.00 made by Ken, seconded by Melodie. Motion carried for approval 7-0.

2. Review of the Budget vs Actuals – Nov/Dec

CR also reviewed the November figures, revenue was \$283K, \$97K in other income, and expenses totaled \$381K, resulting in a month-end deficit of -\$664.00. Food supplies, prescription medications, and janitorial expenses exceeded the budget. December's revenue was \$303K, with \$97K in other income. Expenses totaled \$510K, including penalties, overtime, and high janitorial costs that exceeded the budget, leading to a net loss of -\$110K. Overall, 2025 ended on a positive note, helped by the employer retention credit and the district's subsidy.

d. Other Considerations

V. New Business/Discussion/Action Items (30 min)

- a. Discussion and Consideration to ratify FireBREAK Permission to work on CHCSSD Property and Vegetation Management Plan (Action Item)

The fuel-reduction project has begun on the undeveloped CHCSSD property to remove fire fuels and could take a couple of years to complete. DC asked the board to review the documents that were sent. The project is initiated by FireBREAK in partnership with local agencies. The board will be responsible for maintaining the property after the project is complete. JL noted that Moab City could assist in maintaining the property.

Motion to ratify FireBREAK Permission to work on CHCSSD Property and Vegetation Management Plan made by Melodie, seconded by Karen. Motion carried for approval 7-0.

- b. Discussion and Consideration to approve the bid for the roof repair project that includes Moab Regional Hospital and the Canyonlands Care Center (Action Item)

DC received a copy of the roof repair bid for the CCC and is looking to finalize this week. The company is from Grand Junction, and the bid came in at \$142K, with work expected to be completed by fall 2026 at the latest.

Motion to approve the bid for the roof repair project in the amount of \$142K for the Canyonlands Care Center made by Ken seconded by Joette. Motion carried for approval 7-0.

- c. Discussion and Consideration to approve updating the bylaws for the CHCSSD with the new meeting location (Action Item)

The board discussed updating the bylaws in more detail, with JL offering to review and tag the changes. The board would also like to review all of the policies at the next board meeting.

Motion to table bylaws for the next meeting made by Joette seconded by Tawny. Motion carried for approval 7-0.

- d. Annual Board Member Training, Ethics Pledge and Privacy Officer

DC explained a new state requirement for a privacy officer, digital privacy training and annual reporting, which focuses on securing digital information and notifying users about data collection practices. The board nominated Debbie Testa as the CHCSSD Privacy Officer. The team discussed the need to extend these responsibilities to the care center, with MM suggesting that CL could lead this effort.

- e. CHCSSD Purpose and Strategic Direction

1. Discussion on composing a 5-year business plan

The board reviewed a preliminary draft of their five-year business plan. TB noted changes in Medicaid rates and potential funding increases while awaiting a resolution between the state and CMS regarding administrative fees. The group discussed maintaining the current UPL funding, noting that the sales tax figures were conservative estimates that are the agreed-upon split amounts with EMS and the Moab Fire Dept. The final bond payment is due on April 1, 2032. If it can be paid off earlier, the expansion project could proceed sooner. The county commission would like to have the plan by October, when funding discussions begin. They agreed to establish a Business Plan Subcommittee to complete the CHCSSD business plan by June.

Motion to include Dan, Ken, Karen, and Melodie on the business plan committee to work on a proposed 5 & 10 year business plan to bring back to the board for approval. Motion made by Melodie, seconded by Camille. Motion passes 7-0.

2. Update on MAPS Campus Completion Project and Exploring Partnership with Moab City
JL recommends proceeding with issuing an RFP rather than waiting for Moab City. We should begin searching for a consultant now, and the city can participate when they are ready. The committee will collaborate with Melisa Jeffers from Grand County to prepare the RFP, to include the care center expansion as part of the overall MAPS process. The first step is to release the RFP. The board decided to establish a subcommittee to draft an RFP and recommend a consultant to the board, including Karen, Joette, Melodie, Dan, and Melisa, with Camille also showing interest.

Motion to form a committee for an RFP MAPPs consultant to develop a master plan for the CHCSSD that is comprised of Joette, Melodie, Karen, Dan, and Melisa for county staff support, with others brought in as needed, made by Joette, seconded by Camille. Motion passes 7-0.

VI. Other Considerations (5 min)

The board decided to hold a special meeting in March, with the date and time to be determined.

VII. Closed Session Reasonably Imminent or Imminent Litigation (15 min)

Motion to enter closed session for Reasonably Imminent and/or Pending Litigation made by Melodie, seconded by Camille. Motion passes 7-0.

Motion to come out of closed session made by Melodie, seconded by Karen. Motion passes 7-0.

Motion to adjourn made by Melodie, seconded by Ken. Motion passes 7-0.

VIII. Adjourned at 8:11 PM



CANYONLANDS HEALTH CARE SPECIAL SERVICE DISTRICT BOARD MEETING

EMS Building 520 E 100 N, Moab, UT 84532, Online through Zoom

- Wednesday March 4, 2026 at 5:30 p.m.

PRESENT: Dan Cook (President), Tawny Knuteson-Boyd (Vice-Chair), Ken Ballantyne (Treasurer), Joette Langianese, Melodie McCandless, Karen Feary, Camille Peters, Debbie Testa (Clerk), Colette Lyman, Todd Bramall

- I. Called to order at 5:38 PM
- II. Discussion and Consideration of Board Training from the Utah Association of Special Service Districts (Action Item)

The board discussed the possibility of rejoining the Utah Association of Special Service Districts for board training. KB clarified that the state auditor's office, specifically LeGrand, had provided training in the past, but this was separate from the association membership. The board discussed the importance of board training, particularly regarding responsibilities and compliance. They agreed that the current online training lacks clarity on board roles and responsibilities, and they plan to pursue more comprehensive training from UASD. DC mentioned that the meeting packet included helpful resources, including a manual and FAQ document, to review further.

The board discussed the organizational structure and communication channels, clarifying that Colette is the sole employee of the CHCSSD and the CEO of the care center. They agreed on the importance of supporting new board members by sharing their experience, with DC, KB, and TK identified as the primary spokespersons for board matters, while communications regarding the care center go through Colette primarily.

The discussion addressed a recent concern about staff communication, with JL acknowledging that the missing HR link at the care center contributed to the issue, and the board agreed to redirect future staff concerns through the established grievance policy rather than directly to the board.

Motion to approve moving forward with new board member training from the Utah Association of Special Service Districts by rejoining the association and authorizing the treasurer to make the budget adjustments to include the additional cost made by Joette, seconded by Melodie. Motion carried for approval 7-0.

- III. Discussion and Consideration of a Contract with Traditions for HR Consulting Services (Action Item)
TB explained that he is a certified HR professional and will work 2 days per month on-site. JL raised a question about funding for TB's services, which was clarified to come from the care center's budget, with the board agreeing to the \$15K cost over the 6-month contract term.

Motion to approve a Contract with Traditions for HR Consulting Services for the Canyonlands Care Center made by Karen, seconded by Melodie. Motion carried for approval 7-0.

- IV. Closed Session Discussion on Reasonably Imminent and/or Pending Litigation (*15 min*)

Motion to adjourn made by Melodie, seconded by Camille. Motion passes 7-0.

- V. Adjourned 6:12 PM

**CANYONLANDS HEALTH CARE SPECIAL SERVICE DISTRICT
ADMINISTRATIVE CONTROL BOARD BYLAWS**

PREAMBLE

These Bylaws of the Administrative Control Board of the Canyonlands Health Care Special Service District are a reaffirmation of the charter of a special service district organized under the laws of the State of Utah with purposes as stated herein.

The Canyonlands Health Care Special Service District (CHCSSD) was established by the County Council, now known as the Grand County Commission, of Grand County on the 18th day of October 2005. Pursuant to U.C.A. 17A-2-1326 the County Council of Grand County created an administrative control board and delegated the authority referenced in section 5 (a) of that statute to the Canyonlands Health Care Special Service District Administrative Control Board.

Article I: Name and Purpose

The name of the organization shall be the Canyonlands Health Care Special Service District Administrative Control Board (hereinafter “the Board”). The purpose of the Board shall be to oversee the operation of the Canyonlands Health Care Special Service District (hereinafter “the District”), to formulate policy and directives for the ongoing operation of the District. Its overriding purpose is to ensure the provision of professional health care to all residents of Grand County who require emergency and acute care services, long-term care services, and senior housing without regard to race, color, creed, national origin, religion, or source of payment.

Article II: Board

The management, affairs, property, interests, and program policies of the District shall be by the Board, a separate body politic and corporate distinct from the County of Grand, in the State of Utah. The Board has the role of developing policy which supports, among other things, that (1) the requirements of statutes, regulations, and grant agreements are met; (ii) there is local community involvement; (iii) necessary services are available at its Canyonlands Care Center facility; (iv) the Canyonlands Care Center is adequately promoted; (v) there is sound financial management for the District health care programs; and (vi) the District properties are properly managed. The Board makes all decisions concerning property acquisitions. It makes all decisions as to leases of property, lease renewals, and lease terminations. It establishes committees and approves and acts upon the recommendations of its committees.

- A. Composition.** The Board shall consist of no less than five (5) and no more than seven (7) members who each serve for a four-year term, except for municipal representatives whose terms are identified below. Board members may be reappointed for additional terms. The Board shall be composed of one representative of the following:

#1 At Large	expires 12/31/2028, 2032, 2036, 2040...
#2 Grand County Government	expires 12/31/2028, 2032 (or term of elected office)
#3 At Large	expires 12/31/2028, 2032, 2036, 2040...
#4 Moab City Government	expires 12/31/2028, 2032 (or term of elected office)
#5 At Large	expires 12/31/2029, 2033, 2037, 2041...
#6 At Large	expires 12/31/2029, 2033, 2037, 2041...
#7 At Large	expires 12/31/2026, 2030, 2034, 2038...

Thereafter, Board members shall serve a term of four (4) years.

The Grand County Government Board member shall be appointed from the Grand County Commission and shall serve on the Board for the term for which he/she was elected, or until he/she should resign, and his/her successor is duly elected and appointed to the Board. The Board position of a municipal representative from Moab City Government shall not be limited to an elected official. If an individual is appointed by the Moab City Government who is not serving an elected term for the city, his/her term on the District shall be for the elected term of the appointing mayor or until he/she should resign, and his/her successor is duly elected and/or appointed to the Board. The remaining Board members shall be appointed as outlined in the Grand County Resolution #2806.

B. Appointments and Vacancies:

1. Appointments or reappointments to fill a vacancy due to the completion of each Board member's term shall be made by the Grand County Commission upon the recommendation of the Board. The Moab City representative shall be appointed by Moab City Government.
2. Vacancies on the Board due to death, resignation or other cause shall be filled by the Grand County Commission upon the recommendation of the Board. Board members so appointed shall hold office for the remainder of the term of the Board member whose death, resignation or separation for other cause created the vacancy.
3. Vacancies shall be advertised for two consecutive weeks in the public notice section of a newspaper of general circulation for all Board members except the Grand County and Moab City Board member appointed positions.

C. Termination and Removal.

If allegations are leveled against a Board member, the Chairperson shall bring said allegations to the attention of the Grand County Commission. If the charges are leveled against the Chairperson, the Clerk shall bring said allegations to the attention of the Grand County Commission. If in the opinion of the Commission the allegation is severe enough to consider removal of the Board member from the Board, the Board member shall be provided written notice of the allegation and the proposal for removal from the Board, along with a date and time to appear before the Grand County Commission to respond to the allegation and proposed removal. The Commission shall make the final determination as to the validity of

all allegations, and the necessity of removal from the Board. Grounds for removal from the Board shall include, but are not limited to, the following:

1. Conviction of any felony, or any crime involving moral turpitude;
2. Malfeasance;
3. Chronic neglect of duties, including failure to appear at meetings.

Any Board member may resign by giving written notice to the Chair of the Board, who in turn will notify the Chair of the Grand County Commission.

Any Board member may be released from his/her position for due cause by a majority vote of the Board.

D. Qualifications. The qualifications for appointment to the Board and the method of appointment will be established by the Board. The method of appointment and the terms of service are established by law and by resolution of the Grand County Commission. Subject to those resolutions, it is the intent that Board members shall be chosen from qualified electors of the service district insofar as possible to represent broad sections of the community, business, governmental and medical/health care provider interests.

Appointees should:

1. Have a thorough understanding of the duties and responsibilities to be assumed,
2. Have an interest in providing services commensurate with community need,
3. Display good judgment, and
4. Provide impartial and fair services to benefit the District.

E. Canyonlands Care Center Administrator. The CCC Administrator or Chief Executive Officer will not be an official member of the Board but may attend Board meetings. If the CCC is leased, the CCC Administrator shall make reports and recommendations regarding CCC needs and operations and perform as an advisor to the annual District budget preparation.

Article III: Duties of Board Members

In addition to the requirements stated elsewhere in these bylaws and the requirements of the State of Utah, Board members shall: (i) assume the ultimate responsibility for the environment, facilities and management necessary for the staff to effectively provide services in the Canyonlands Care Center; (ii) provide oversight for the District functions, including those of parties under contract with the Board for operation of the Care Center and its programs; and (iii) appoint an Administrator, when operations are not under management contract.

Board members shall formulate policies relative to the use of properties providing for the development of a long-range plan describing the role, facilities, equipment and requirements of the District and shall formally approve or amend the organization bylaws as needed.

Article IV: Board Officers and Duties

Appointment of Officers: The Board shall at its organizational meeting, and its annual meeting held thereafter, elect from its members a Chair and a Vice-Chair. The Board may designate an individual to serve as Administrative Assistant to the Board, who may be a non-Board member and, if not a Board member shall have no vote on any matter.

No elected or appointed member of the governing Board of a special district may be a full or part-time employee of the District while serving on the District's governing Board. No person employed by a special district as a full-time or part-time employee may serve on the governing Board of that special district.

Chair duties: The Chair shall be responsible for presiding over all meetings of the Board, and for executing all documentation representing official actions of the Board. The Chair shall also accomplish other duties as assigned by a majority of the Board from time to time. No member of the Grand County Commission shall serve as Chair.

Vice-Chair duties: The Vice-Chair shall be responsible for presiding over all meetings of the Board, and for executing all documentation representing official actions of the Board in the absence of the Chair. The Vice-Chair shall also accomplish other duties as might be assigned by the Chair or a majority of the Board from time to time.

Chief Administrative Officer duties: The Chief Administrative Officer shall be responsible for communication and acting as a liaison between the Board and other entities, and ensure smooth operation of the District. The Chief Administrative Officer shall also be responsible for implementing and ensuring compliance with the District's privacy program.

Clerk duties: The Clerk shall be responsible for insuring all notices of Board meetings are properly posted and/or published; that all meetings of the Board are documented in accordance with the Utah Open and Public Meetings Act, and that all Board vacancies are properly publicized and shall perform any other duties required under U.C.A. 17A-1-434. The Clerk may delegate some duties to an Administrative Assistant employed by the Board.

Privacy Officer duties: The Privacy Officer shall be responsible for developing, and maintaining the data privacy program for the District, performing the yearly audit and facilitate training for the District as needed. The Privacy Officer shall work with the Chief Administrative Officer when implementing, and improving the District's privacy program. The Privacy Officer can be the Clerk.

Treasurer duties: The Treasurer shall:

1. Determine the cash requirements of the District and provide for the deposit and investment of all monies by following the procedures and requirements of Title 51, Chapter 7, State Money Management Act;

2. Receive all public funds and money payable to the District within three business days after collection, including all taxes, licenses, fines, and intergovernmental revenue;
3. Keep an accurate detailed account of all monies received under Subsection (3)(b) in the manner provided in this part and as directed by the governing body of the District by resolution; and
4. Collect all special taxes and assessments as provided by law and ordinance; and shall perform any other duties required under U.C.A. 17A-1-437.

The Treasurer may delegate some duties to an Administrative Assistant employed by the Board.

UASD Board Representative duties: The UASD (Utah Association of Special Districts) Board Representative shall represent the interests of the CHCSSD Board and may vote on all items of business raised at the annual meeting of the association held each year.

UASD Alternate Board Representative duties: The UASD (Utah Association of Special Districts) Alternate Board Representative shall represent the interests of the CHCSSD Board in the absence of the aforementioned Board Representative and may vote on all items of business raised at the annual meeting of the association held each year.

Article V: Meetings

A. Regular Meetings. The regular meetings of the Board shall be held bi-monthly (every other month) starting in February, or as often as is necessary to conduct District business.

1. Notice of each meeting of the Board. Notice to the public of all meetings will be made pursuant to the Utah Open and Public Meetings Act. Written notice of meetings and agenda information shall be delivered to the appropriate news media and agencies, in accordance with *Utah Code 52-4-101 to 305*.

B. Special Meetings. Special meetings may be called by the Chair. At the request of any two (2) Board members, the Chair must call a special meeting within five (5) working days. The Chair shall mail, fax or otherwise deliver written notice of special meetings to the Board members at least five (5) working days before the date of each special meeting, unless a written waiver of call and notice of call of a special meeting shall be obtained. This notice shall state the business for which the special meeting has been called, and no business other than that stated in the notice shall be transacted at such special meeting. Notice of special meetings shall also be mailed, faxed, or otherwise delivered to the appropriate news media and agencies.

C. Emergency Meetings. The Board may call an emergency meeting to discuss an urgent matter due to unforeseen circumstances. When an emergency meeting is determined necessary the following is required:

1. Give the best notice practicable of the time, location and topics to be considered.
2. Attempt to contact all Board members.
3. A majority of the Board members must approve the meeting. (See *Utah Code 52-4-202(5)*.)

D. Closed Session. A closed session of the Board may be scheduled at any time deemed necessary by the Chair of the Board, in accordance with Utah's Open and Public Meetings Act. A majority vote to go into Closed Session is required in an open meeting, and the vote shall be noted in the minutes. Closed Sessions may be called to discuss sensitive matters allowed by law, including:

1. The character, competence, or health of an individual;
2. The deployment of security personnel, devices, or systems;
3. If a meeting is closed for the above stated reasons, then the presiding officer shall sign a sworn written statement affirming that the sole purpose for closing the meeting was to discuss these issues. No recorded or written minutes are required when a meeting is closed for these reasons
4. Collective bargaining issues;
5. Pending or reasonably imminent litigation;
6. The purchase, exchange, lease, or sale of real property;
7. Investigative proceedings regarding allegations of criminal misconduct.

If a meeting is closed for the remaining reasons listed above the Board *must* record the closed portion of the meeting and *may* keep detailed written minutes. (Utah Code 52-4-206)

Recordings, transcripts, reports and written minutes of closed meetings are protected records.

E. Meeting Minutes. Written minutes and an audio recording shall be kept of all open meetings except for the following where recording is not required to be kept:

1. During a site visit or traveling tour where no vote or action is taken.

When a meeting is required to be recorded, the recording shall be complete and unedited and include all portions of the meeting from the commencement through adjournment of the meeting.

The recorded and any written minutes of a closed meeting shall include:

1. Date, time and location of meeting
2. Names of board members present and absent
3. Names of all others present except where the disclosure would infringe on the confidentiality necessary to fulfill the original purpose of closing the meeting.

E. Annual Meeting. The annual meeting of the Board shall be held in February each year. Proceedings at this meeting shall include reports from Board members and committees relating to the previous year's operations, election of Board members, appointments to various committees and recommendations to staff.

F. Attendance at Meetings. Each member of the Board shall annually attend at least seventy-five (75) percent of the Board meetings and assigned committee meetings, unless excused for exceptional conditions such as sickness or being absent from the community. Failure to attend the

required number of meetings, or three (3) successive unexcused absences, may result in removal from the Board.

- G. Meetings by Telephone or Computer Conferencing.** Members of the Board or any committee therefrom may participate in a meeting of the Board or committee by means of conference telephone, computer conferencing, or similar communications equipment by which all persons participating in the meeting can hear each other at the same time. Such participation shall constitute presence in person at the meeting.
- H. Quorum.** A majority of the entire Board shall constitute a quorum for transaction of business by the Board, and when a quorum is present, a majority in attendance at any meeting may decide any question brought before such meeting, except otherwise provided by *Utah Code 5.2.4* or these bylaws.
- I. Voting.** Each Board member shall have one vote. No business requiring a vote may be conducted without a quorum. The vote of a majority of the members present shall be necessary for the adoption of any matter voted on by the Board members, unless a greater proportion is required by law or these bylaws.

Article VI: Committees

The Board, by resolution adopted by a majority of the Board members, may designate one or more committees, each of which shall consist of one or more Board members and such other people from the District staff or the communities served by the District as the Board deems appropriate. Each committee shall serve for one year and shall report to the Board at bi-monthly meetings. Each committee shall appoint a chair from among its members, unless otherwise specified in these bylaws or by resolution of the Board. The committees shall meet as needed and as called by the chair for each committee.

Committee assignments shall be re-evaluated by the Board at the annual meeting.

Each committee may, at its discretion, recommend to the Board, members from the community to serve on the committee to expand community involvement and understanding. Each committee shall submit minutes of its meetings to the Board.

Committees shall be as follows:

- A. Executive Committee.** The Executive Committee consists of the Chair, Vice-Chair, and the Treasurer. Occasionally, the Executive Committee may meet for planning purposes. Meetings of the Executive Committee will be called by the Chair of the Board. It shall also cause to be prepared and submit to the Board a budget showing expected income and expenses for the ensuing year and make recommendations on the acquisition of major capital expenditures, as well as serve as the investigative arm of the Board, at the request of the Chair.

B. Special Ad-hoc Committees. These various committees may be appointed by the Chair, with concurrence of the Board, for such special tasks as circumstances warrant. A special committee shall limit its activities to the accomplishment of the specific task for which it is appointed and shall have no power to act. Upon completion of the task for which appointed, such special committees shall stand discharged.

Article VII: Compensation

Board members shall serve without compensation. The Board, however, may in its discretion pay reasonable monthly expenses, not to exceed \$200 and other necessary expenses for the members of the Board when transacting business on behalf of, and authorized by, the Board.

Article VIII: Parliamentary Procedure

Roberts Rules of Order (revised) shall be used for the order of business and conduct of all meetings of the Board, except where such would conflict with these bylaws.

Article IX: Place of meeting

All meetings of the Board shall be held in one of the following four locations;
Grand County EMS Building located at 520 E 100 N, Moab, Utah
Larson Building Conference Room located at 285 S 400 E, Moab, Utah
Grand Center located at 182 N 500 W, Moab, Utah
Moab City Hall located at 217 E Center St, Moab, Utah
unless posted differently on the agenda at least twenty-four hours in advance.

Article X: Order of Business

The Board may change its order of business or consider matters out of order at the request of the Chair or by a majority of the Board members. Any member of the Board may place an item on the agenda of the meeting, and that item may not be removed without the written consent of the member who placed it.

Article XI: Protection of Board Members

A. Indemnification. To the extent permitted by applicable law, the District shall indemnify any Board member, officer or employee, or former Board member, officer or employee of the District, against expenses actually and necessarily incurred by him/her in connection with the defense of any action, suit or proceeding, in which he/she has been made a party by reason of being, or having been, a Board member of the District, except in relation to matters with respect to which he/she shall be adjudged to be liable for negligence, misconduct or nonfeasance in the performance of his/her duties. The District may also reimburse any such Board member or officer the reasonable costs of

settlement of any such action, suit or proceeding, if it should be found by a majority of the disinterested Board members that it was in the best interest of the District that such settlement be made and that such Board member or officer was not guilty of negligence or misconduct or nonfeasance in the performance of his/her duties.

- B. Insurance.** The District shall have power to purchase and maintain insurance on behalf of any person who is or was a Board member, officer or employee of the District; against any liability asserted against him/her and incurred by him/her in any such capacity, or arising out of the status as such, whether or not the District would have power by applicable law to indemnify him/her against such liability. The District may also purchase and maintain insurance, in such amounts as the Board may deem appropriate, to insure the District against any liability for the indemnifications provided by this Article.
- C. Limitation on Indemnification.** Notwithstanding any other provisions of these bylaws, the District shall neither indemnify any person nor purchase any insurance in any manner or to any extent that would jeopardize or be inconsistent with qualification as a special service district under laws of the State of Utah.

Article XII: Administration

The Board has the responsibility to appoint a competent administrator (CEO) who shall be its representative in the management of the Canyonlands Care Center. The CEO shall be given the necessary authority and responsibility for the administration of the Canyonlands Care Center in all its activities and departments, subject only to such policies as may be issued by the Board or any of its committees to which it has delegated the power for such action. He/she shall act as the duly authorized representative of the Board in all matters in which the Board has not formally designated someone else to so act.

Insofar as the Board from time to time may enter into an agreement with another party to lease/manage the Canyonlands Care Center and other facilities owned by District, the CEO responsibility for the District shall remain with the Chair of the Board.

Article XIII: Conflicts of Interest

- A. Conflict of Interest.** The Board members, administrative staff members, employees, volunteers, and medical staff members shall exercise the utmost good faith in all transactions in which they are involved in the course of their duties for the District. In their dealings with, and on behalf of the District, they shall be held to a strict standard of honest and fair dealings between themselves and the District. They shall not use their positions, or any knowledge gained therefrom, in such a way that a conflict may arise between the interest of the District and that of the individual.
1. All acts of such persons shall be for the best interest of the District.
 2. Such persons shall not accept any gift, favor or hospitality that will influence their decisions or actions which affect the Long-Term Care Facilities.

3. Any duality of interest or possible conflict of interest on the part of Board members, administrative staff members, employees or medical staff members should be disclosed and made a matter of record through an annual reporting procedure or when the interest is involved in matters for action by such persons.

B. **Duality and Conflict of Interest.** Any duality of interest or possible conflict of interest on the part of any Board member should be disclosed to the Board and made a matter of record, either through an annual procedure or when the interest becomes a matter of Board action.

1. Any Board member having a duality of interest or possible conflict of interest on any matter should not vote or use his personal influence on the matter, and he should not be counted in determining the quorum for the meeting, even where permitted by law. The minutes of the meeting should reflect that a disclosure was made and the abstention from voting.

C. **Board and Annual Review.** Any new Board members, administrative staff members, volunteers and medical staff members shall be advised of policies concurrent with the assumption of their responsibilities.

1. This policy shall be reviewed annually to inform and guide the Board, administrative staff members, volunteers and medical staff members.

Article XIV: General Provisions

A. **Calendar Year.** The District will operate from January 1 to December 31 of each year.

B. **Account Books, Minutes and Records.** The District shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of its Board and committees. All books and records of the District may be inspected by any Board member or his accredited agent or attorney, for any proper purpose at any reasonable time.

C. **Conveyances and Encumbrances.** Property of the District may be assigned, conveyed or encumbered by such Board members and the District as may be authorized to do so by the Board. The sale, exchange, lease or other disposition of all or substantially all the property and assets of the District shall be authorized only in the manner prescribed by applicable statute.

D. **Dissolution of District.** Upon dissolution of the District, and after payment of just debts and liabilities, all remaining assets shall be the property of Grand County.

Article XV: Amendments

Any provision of these bylaws may be altered, amended or repealed and new bylaws may be adopted by the Board at any regular or special meeting of the Board, called for such purpose, provided that a full statement of such proposed amendment shall have been published in the notice calling the meeting and

a quorum is present at such meeting. These bylaws will become effective at the time of their adoption by the Board of the District.

These bylaws were amended by a majority vote of the Board at the regular monthly meeting held the 9th day of April, 2026.

Signatures:

District Chair, Dan Cook

Date

District Clerk, Debbie Testa

Date



Request for Proposal (RFP) for Professional Services to Prepare a Master Plan for Eight Acres of Land Located in Moab City, Utah

Introduction

The Canyonlands Health Care Special Service District (CHC SSD) is a public agency established to support and advance the continuum of healthcare needs for residents in Grand County, Utah. A key mission of CHC SSD is to ensure that the senior population of Grand County has access to high-quality health care, housing, and community resources at every stage of aging. The CHC SSD has been responsible for the development of the MAPS (Moab Area Partnership for Seniors) campus. Most of the property has been developed, and the remaining land is available to complete the MAPS master plan.

The MAPS campus is a 28 acre parcel of land located in the heart of the City of Moab. The campus was created to be a small mixed-use community that allows for Moab's aging population to age in place with access to health care and senior services. **The campus currently includes the Moab Regional Hospital, the Canyonlands Care Center, the Grand Center (providing meals, recreational activities, events), and the MAPS Senior Apartments (36 unit mix income 1-2 bedroom apartments).**

The remaining eight acres have yet to be developed with the vision of independent housing for seniors 55+ years and additional mixed-use opportunities that support aging in place by ensuring access to resources, services and experiences for older residents within the district. The mixed use development includes commercial and residential parcels that can include retail, food/beverage services, and other types of services that will enhance the lives of senior independent living. The campus is intended to function as a small-scale retirement community for aging seniors, integrated into the broader community with clear multimodal connections to downtown Moab, nearby services, and adjacent properties that may support future expansion.

Vision Statement and Objectives

The final phase of the MAPS Campus will establish an integrated senior community woven into the fabric of Moab's landscape, healthcare network, and daily civic life. It will be a place where people of all ages and income levels can age in place with dignity, connection, and a true sense of belonging.

The completed campus will serve as a model for small rural communities, demonstrating sustainable, human-centered solutions to the challenges of an aging population. More than a place to live, it will be a community people actively choose to be part of, one that fosters engagement, purpose, and continuity over time.

The MAPS goals include:

- Create a cohesive, integrated series of developments that have a sense of place through all phases of development.
- Organize transportation and circulation to minimize vehicle/pedestrian conflicts and maximize accessibility.
- Provide continuity throughout the development with pathways, seating, and light standards.
- Create multi-generational open space/community park that serves needs unmet by other parks in the community.
- Maximize the comfort, safety, and use of open space in the MAPS development

Schedule

RFP Posted	May 2026
Proposal Due	June 30, 2026
Proposal Review	July, 2026
Applicants Interview	August 2026
Selection/Contract	September 2026
Kickoff	October/November 2026

Scope of Work

The selected team will prepare a comprehensive master plan for the remaining eight acres of the MAPS Campus (site map attached). The plan will assist in campus development, grant applications, developer outreach, and a master plan that serves as a long-term guide for campus development and stewardship.

The contract for professional services resulting from the RFP award will extend through December 2027 with possible extensions or new procurement after that period.

Deliverables

The following deliverables are required. Proposals should describe in specific terms how the team will approach each, what the work product will look like, and how it will be useful to the CHCSSD beyond the planning process itself.

1. Existing Conditions Assessment

Document site conditions (topography, utilities, zoning, easements, adjacencies) and identify constraints and opportunities, focusing on connectivity, accessibility, stormwater, and environmental assets. Analyze connections to nearby parcels and facilities to ensure continuity, compatibility, and ease of access. The City of Moab and/or Grand County will provide GIS shape files for recent site-specific elevation data and base map data as requested.

2. Community Engagement Plan and Needs Assessment

Conduct a multi-phase engagement process with seniors, families, care providers, hospital staff, and the broader community. The process should include a needs assessment survey to capture both quantitative and qualitative input and use accessible outreach methods to reach seniors who may not be online.

3. Site and Housing Plan

- a. Site Plan - Develop two or more conceptual site plans exploring land use, building placement, open space, circulation, phasing, and connections to the existing campus and surrounding community. Present trade-offs and refine one final plan aligned with CHCSSD priorities.
- b. Housing Plan - Analyze housing types and unit mix to support independent living, assisted living, and end-of-life care. Use an integrated approach with shared amenities, affordability targets, accessibility requirements, and clear site and architectural design guidance for plan implementation.
- c. Mixed-Use - Recommend retail, dining, services, and gathering spaces that activate the campus for all ages. Include site and architectural design guidance for mixed-use parcels as well as integration with existing campus amenities.

4. Financial Feasibility Analysis

Evaluate CHCSSD development options (ground leases, land sales, direct development, public-private partnerships). Compare costs, revenues, risks, and governance. Include assumptions for grants, private equity, and philanthropic capital.

5. Phasing and Implementation Strategy

Provide a phased plan prioritizing near-term projects alongside long-term buildout. Identify what can begin immediately, what depends on other steps, and what can be delivered within five to six years versus longer-term.

6. Final Master Plan Document

Deliver a professional, presentation-quality document for grant applications, public presentations, developer outreach, and campus management. Include visual clarity, actionable guidance, general construction cost estimates, and implementation steps.

Other Considerations

These items should be integrated into the master plan rather than treated as separate deliverables:

- **Care Center Expansion:** The potential expansion of the Canyonlands Care Center, while a separate project with its own cost and feasibility analysis, should be addressed in the master plan as a coordinated parallel track. The site plan should accommodate and not foreclose the expansion, and the phasing strategy should identify how the two projects sequence together.
- **Campus Connectivity:** The MAPS Campus should be planned as part of the broader community with clear connections for walking, biking, and vehicle access to downtown Moab, nearby services, and adjacent properties that could extend the campus's reach. We are specifically looking for a team with demonstrated expertise in community building.
- **Team Expectations:** The MAPS Campus master plan represents a nontraditional project, and it calls for more than a conventional team. The selected team should have a strong understanding of how successful places are created through the integration of programming, hospitality, and design. We are particularly interested in firms that can provide clear examples of past work where their approach has resulted in environments that foster connection, belonging, and long-term community values, places that people actively choose and care deeply about.

Contract Budget

The contract should not exceed \$100,000 in the initial term. Proposals should include expected timeframes and breakdown of estimated costs.

Submittals and Evaluation

The consultant's response to this RFP shall provide a clear, concise proposal that will outline their abilities, experience, planned approach, and costs in complying with the scope of work. Maximum proposal length: 15 pages (double-sided printing is allowed).

Evaluation Criteria:

Proposals will be scored by the CHCSSD Board by using a weighted set of criteria that reflects their priorities, with a strong emphasis on design innovation and community programming. These criteria include:

- **Relevant Experience and Results (25%)**
Demonstrated success delivering comparable projects, with clear, measurable outcomes.

- **Design Approach and Programming (20%)**
Quality of the design approach, including integration of nature, wellness, and active campus programming.
- **Community Engagement (15%)**
Clear, inclusive, and feasible plan for engaging stakeholders and incorporating input into the process.
- **Financial Approach and Feasibility (15%)**
Strength of financial assumptions, scenario planning, and a realistic phasing strategy.
- **Understanding of Vision and Context (10%)**
Demonstrated grasp of the MAPS vision and sensitivity to the rural Utah setting.
- **Team and Work Plan (10%)**
Qualifications of the team, clarity of roles, and a practical, well-organized work plan.
- **Cost and Value (5%)**
Overall fee in relation to scope, with a clear and reasonable cost breakdown.

Selected teams will be invited to present their approach to key project questions and overall vision. References will be reviewed to confirm past performance and reliability.

Proposal should include:

- Cover Letter
- Team Description and Qualifications
- Relevant Project Portfolio
- Approach and Methodology
- Scope, Schedule, and Deliverables
- References
- Disclosures

Submission

Proposal should be received by **June 30, 2026** and be submitted to:

Canyonlands Health Care Special Service District
 Chairman Dan Cook
 285 South 400 East
 Moab, UT 84532
 Email: chcssd.ut@gmail.com

March 2026 Bills Payable		
Payee	Amount	Reason
Debbie Testa	\$540.00	Feb 2026 Clerk Services
Kimra Berrelez	\$1,110.00	Feb 2026 Accounting Services
Kirton McConkie	\$5,352.50	Feb 2026 Legal Services
Canyonlands Care Center	\$85,000.00	Operations
State of Utah Dpt of Health and Human Services	\$368,310.13	2025 DSH Seed Payment
Total Amount:	\$460,312.63	
April 2026 Bills Payable		
Kimra Berrelez	\$300.00	March 2026 Accounting Services
Debbie Testa	\$360.00	March 2026 Clerk Services
Kirton & McConkie	\$886.00	March 2026 Legal Services
Utah Association of Special Districts	\$2,286.00	Annual Dues
Larson	\$17,100.00	2025 Financial Audit
Canyonlands Care Center	\$85,000.00	Operations

Utah State Division of Finance	\$203,199.98	#B1013 Bond Payment
Total Amount:	\$309,131.98	

CANYONLANDS CARE CENTER COMPARATIVE OPERATING STATEMENT

Unaudited - Summary

Reporting Period	2026 - JANUARY			YTD 2026			Comments
	Actual	BUDGET	Variance	Actual	BUDGET	Variance	
Medicaid Census	18						
Private Census	15						
Hospice Census	1						
Total Census	34						
Revenue							
	Actual	BUDGET	Variance	Actual	BUDGET	Variance	
Hospice	7,423	6,844	(579.46)	7,423	82,125	\$ 74,702	
Medicaid	127,433	117,378	(10,055.10)	127,433	1,408,535	\$ 1,281,102	Daily Rate \$230.91
Medicaid UPL	63,899	83,333	19,434.33	63,899	1,000,000	\$ 936,101	
Medicare					150,000	\$ 150,000	
Other Income		1,933			23,200	\$ 23,200	
Private Pay	115,540	128,967	13,426.67	115,540	1,547,600	\$ 1,432,060	
Total Revenue	314,295	338,455	22,226	314,295	4,211,460	\$ 3,897,164.77	
Expenses							
Benefits - Administration	50,781	63,077	12,296	50,781	820,000	\$ 769,219	
Event Planning		667	667		8,000	\$ 8,000	
Food Supplies	2,509	3,292	783	2,509	39,500	\$ 36,991	
Incontinent Supplies	5,526	3,542	(1,985)	5,526	42,500	\$ 36,974	
Insurance-Automobile	5,764	6,000	236	5,764	7,500	\$ 1,736	
Insurance-Directors and Officer	2,809	2,375	(434)	2,809	28,500	\$ 25,692	
Insurance Expense-Liability	25,568	26,000	432	25,568	52,000	\$ 26,432	
Laundry Services	6,852	7,167	315	6,852	86,000	\$ 79,148	
Legal and Accounting		833	833		10,000	\$ 10,000	
Licenses and Cerificates	2,666	2,700	34	2,666	4,000	\$ 1,334	
Linen	648	333	(315)	648	4,000	\$ 3,352	
MCD, IRS penalties		0	0			\$ -	
Medicare Ancilliary Expenses		12,500	12,500		150,000	\$ 150,000	
Nursing Supplies	4,087	5,833	1,746	4,087	70,000	\$ 65,913	
On-Boarding Expenses	113	479	366	113	5,750	\$ 5,637	
OTC Medicines	938	458	(479)	938	5,500	\$ 4,562	
Patient Day Assessment	28,713	29,112	399	28,713	349,342	\$ 320,629	
Prescription Medications	213	125	(88)	213	1,500	\$ 1,287	
Recreational Therapy	94	667	573	94	8,000	\$ 7,906	
Resident Incidentals	164	292	128	164	3,500	\$ 3,336	
SSI/month	135	183	48	135	2,200	\$ 2,065	
TV/Cable	602	708	106	602	8,500	\$ 7,898	
Advertising & Promo	112	833	722	112	10,000	\$ 9,888	
Automobile Expense	1,735	625	(1,110)	1,735	7,500	\$ 5,765	Serviced the bus

Bank Charges	185	300	115	185	3,600	\$	3,415	
Business License & Permits		208	208		2,500	\$	2,500	
Computer/Internet Expense	1,719	2,188	468	1,719	26,250	\$	24,531	
Continuing Education		1,167	1,167		14,000	\$	14,000	
Depreciation Expense		15,125	15,125		181,500	\$	181,500	
Dues & Subs	3,001	3,000	(1)	3,001	6,500	\$	3,499	
Janitorial Expense	3,249	3,375	126	3,249	40,500	\$	37,251	
Laboratory Fees		125	125		1,500	\$	1,500	
Resident Meals	34,973	35,186	213	34,973	422,237	\$	387,264	
Miscellaneous Expense	435	435	0	435	3,000	\$	2,565	
Office Supplies	812	1,667	855	812	20,000	\$	19,188	
Wages	276,295	239,928	(36,367)	276,295	3,119,063	\$	2,842,768	Overtime
Postage & Delivery	163	50	(113)	163	600	\$	437	
Professional Fees	2,014	2,500	486	2,014	30,000	\$	27,986	
Reference Materials		0	0			\$	-	
Repairs & Maintenance	4,411	6,000	1,589	4,411	72,000	\$	67,589	
Small Equipment		4,167	4,167		50,000	\$	50,000	
Telephone Expense	94	250	156	94	3,000	\$	2,906	
Travel Expense	219	833	615	219	10,000	\$	9,781	
Utilities	5,891	6,667	775	5,891	80,000	\$	74,109	
Vaccines & Medicines		208	208		2,500	\$	2,500	
Total Expense	473,490	491,180	491,180	473,490	5,812,542	\$	5,339,052	
Net Ordinary Income	(159,194)	(152,725)	(468,953)	(159,194)	(1,601,082)	\$	(1,441,888)	
Other Income/Expense								
Other Income								
CDC SSD CY - Operating	85,000	85,000	0	85,000	1,020,000	\$	935,000	
CDC SSD CY - Debt Service		16,942	16,942		203,300	\$	203,300	
Interest Income	6,232	7,500	1,268	6,232	90,000	\$	83,768	
Total Other Income	91,232	109,442	18,210	91,232	1,313,300	\$	1,222,068	
Other Expense								
CDC SSD CY - Debt Service		32,500			32,500	\$	32,500	
Interest Expense		32,500			32,500	\$	32,500	
Total Other Expense	0			0	32,500	\$	32,500	
Net Income	(67,963)	(43,283)	(450,743)	(67,963)	(320,282)	\$	(252,319)	

CANYONLANDS CARE CENTER COMPARATIVE OPERATING STATEMENT

Unaudited - Summary

Reporting Period	2026 - FEBRUARY			YTD 2026			Comments
	Actual	BUDGET	Variance	Actual	BUDGET	Variance	
Medicaid Census	16						
Private Census	12						
Hospice Census	1						
Total Census	29						
Revenue	Actual	BUDGET	Variance	Actual	BUDGET	Variance	
Hospice	6,465	6,844	378.27	13,889	82,125	\$ 68,236	
Medicaid	103,239	117,378	14,139.13	230,672	1,408,535	\$ 1,177,863	Daily Rate \$230.91
Medicaid UPL	53,327	83,333	30,006.71	117,226	1,000,000	\$ 882,774	
Medicare					150,000	\$ 150,000	
Other Income		1,933			23,200	\$ 23,200	
Private Pay	93,280	128,967	35,686.67	208,820	1,547,600	\$ 1,338,780	
Total Revenue	256,311	338,455	80,211	570,606	4,211,460	\$ 3,640,853.88	
Expenses							
Benefits - Administration	54,687	63,077	8,390	105,468	820,000	\$ 714,532	
Event Planning	453	667	214	453	8,000	\$ 7,547	
Food Supplies	3,148	3,292	143	5,658	39,500	\$ 33,842	
Incontinent Supplies	4,404	3,542	(863)	9,931	42,500	\$ 32,569	
Insurance-Automobile		6,000	6,000	5,764	7,500	\$ 1,736	
Insurance-Directors and Officer	1,591	2,375	784	4,400	28,500	\$ 24,100	
Insurance Expense-Liability		26,000	26,000	25,568	52,000	\$ 26,432	
Laundry Services	5,949	7,167	1,218	12,801	86,000	\$ 73,199	
Legal and Accounting		833	833		10,000	\$ 10,000	
Licenses and Cerificates		2,700	2,700	2,666	4,000	\$ 1,334	
Linen	535	333	(201)	1,183	4,000	\$ 2,818	
MCD, IRS penalties		0	0			\$ -	
Medicare Ancilliary Expenses		12,500	12,500		150,000	\$ 150,000	
Nursing Supplies	6,215	5,833	(382)	10,302	70,000	\$ 59,698	
On-Boarding Expenses	28	479	451	141	5,750	\$ 5,609	
OTC Medicines	372	458	86	1,310	5,500	\$ 4,190	
Patient Day Assessment	23,562	29,112	5,550	52,275	349,342	\$ 297,067	
Prescription Medications	38	125	87	251	1,500	\$ 1,249	
Recreational Therapy	521	667	145	615	8,000	\$ 7,385	
Resident Incidentals	(126)	292	418	38	3,500	\$ 3,462	
SSI/month		183	183		2,200	\$ 2,200	
TV/Cable	602	708	106	1,204	8,500	\$ 7,296	
Advertising & Promo	112	833	722	223	10,000	\$ 9,777	
Automobile Expense		625	625	1,735	7,500	\$ 5,765	

Bank Charges	179	300	121	364	3,600	\$	3,236
Business License & Permits		208	208		2,500	\$	2,500
Computer/Internet Expense	1,730	2,188	457	3,450	26,250	\$	22,800
Continuing Education		1,167	1,167		14,000	\$	14,000
Depreciation Expense		15,125	15,125		181,500	\$	181,500
Dues & Subs		318	318	3,001	6,500	\$	3,499
Janitorial Expense	2,111	3,375	1,264	5,360	40,500	\$	35,140
Laboratory Fees		125	125		1,500	\$	1,500
Resident Meals	29,396	35,186	5,790	64,369	422,237	\$	357,868
Miscellaneous Expense	150	250	100	585	3,000	\$	2,415
Office Supplies	475	1,667	1,192	1,286	20,000	\$	18,714
Wages	231,648	239,928	8,280	507,943	3,119,063	\$	2,611,120
Postage & Delivery		50	50	163	600	\$	437
Professional Fees	521	2,500	1,979	2,535	30,000	\$	27,465
Reference Materials		0	0			\$	-
Repairs & Maintenance	4,728	6,000	1,272	9,139	72,000	\$	62,861
Small Equipment		4,167	4,167		50,000	\$	50,000
Telephone Expense	94	250	156	188	3,000	\$	2,812
Travel Expense	404	833	429	623	10,000	\$	9,377
Utilities	4,895	6,667	1,772	10,786	80,000	\$	69,214
Vaccines & Medicines		208	208		2,500	\$	2,500
Total Expense	378,420	488,313	488,313	851,774	5,812,542	\$	4,960,768
Net Ordinary Income	(122,109)	(149,858)	(408,102)	(281,168)	(1,601,082)	\$	(1,319,914)
Other Income/Expense							
Other Income							
CDC SSD CY - Operating	85,000	85,000	0	170,000	1,020,000	\$	850,000
CDC SSD CY - Debt Service		16,942	16,942		203,300	\$	203,300
Interest Income	6,412	6,446	34	12,644	90,000	\$	77,356
Total Other Income	91,412	108,388	16,976	182,644	1,313,300	\$	1,130,656
Other Expense							
CDC SSD CY - Debt Service							
Interest Expense		32,500			32,500	\$	32,500
Total Other Expense	0			0	32,500	\$	32,500
Net Income	(30,696)	(41,470)	(391,127)	(98,524)	(320,282)	\$	(221,758)