**GRAND TRAVERSE COUNTY**
**DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD**

**REGULAR MEETING**
**August 28, 2026**

**Open to the public**
**9:00 AM Grand Traverse Pavilions – Board Room**
1000 Pavilions Circle, Traverse City, MI 49684

Persons with disabilities which the foregoing opportunities for participation will not address should contact Darcey Gratton at (231) 932-3010 or dgratton@gtpavilions.org with questions or concerns.

## AGENDA

1. **CALL TO ORDER**

2. **ROLL CALL**

3. **FIRST PUBLIC COMMENT**
   Any person shall be permitted to address a meeting of the Grand Traverse County Department of Health and Human Services Board which is required to be open to the public under the provisions of the Michigan Open Meetings Act, as amended. (MCLA 15.261, et.seq.) Public comment shall be carried out in accordance with the following Board Rules and Procedures:
   1. Any person wishing to address the Board shall state his or her name and address.
   2. Persons may address the Board on matters which are relevant to Grand Traverse Pavilions issues.
   3. No person shall be allowed to speak more than once on the same matter, excluding time needed to answer Board Members questions. The Chairperson shall control the amount of time each person shall be allowed to speak, which shall not exceed three (3) minutes.
      a) Chairperson may, at his or her discretion, extend the amount of time any person is allowed to speak.
      b) Whenever a group wishes to address the Board, the Chairperson may require that the group designate a spokesperson; the Chairperson shall control the amount of time the spokesperson shall be allowed to speak, which shall not exceed fifteen (15) minutes.

   The Board shall not comment or respond to a person who is addressing the Board. Silence or non-response from the Board should not be interpreted as disinterest or disagreement by the Board.

   Please be respectful and refrain from personal or political attacks.

4. **COUNTY LIAISON REPORT**

5. **APPROVAL OF AGENDA**

6. **CONSENT CALENDAR**

The purpose of the consent calendar is to expedite business by grouping items to be dealt with by one Board motion without discussion. Any member of the Board, or staff may ask that any item on the consent calendar be removed and placed elsewhere on the agenda for discussion. Such requests will be automatically respected.

If any item is not removed from the consent calendar, the item on the agenda is approved by a single Board action adopting the consent calendar.

| | HANDOUT# |
|---|---|
| A. Review and File | |
| (1) Draft Minutes of the 7/30/26 Board Meeting | 1 |
| (2) July Resident Council Minutes | 2 |
| (3) July Let's Talk Food Minutes | 3 |

**7. ITEMS REMOVED FROM CONSENT CALENDAR**

| | |
|---|---|
| **8. CHAIRMAN REPORT** – *M. Marois, Vice Chair* | Verbal |
| **9. FOUNDATION BOARD REPORT** – *M. Marois, Vice Chair* | |
| (1) GT Pavilions Foundation Report | 4 |
| **10. SERVICE EXCELLENCE** – *M. Marois, Vice Chair* | 5 |
| **11. GRAND TRAVERSE MEDICAL CARE** | |
| A. General Information | |
| (1) Compliance & Risk Report – Ty Antkoviak, Director of Quality, Safety, Compliance, Risk | 6 |
| B. Chief Executive Officer Board Report – *D. Lavender, CEO* | 7 |
| C. Administrator Report – *M. Johnson, Administrator* | *8* |
| D. Business | |
| (1) July Financials – *K. Hansen, CFO* | 9 |
| (2) Resolution 2026-4-Supporting Modification of FY 2027 Medicaid Rate Calculations to Address Direct Care Worker (DCW) and Non-Clinical Wage Funding Changes – *K. Hansen, CFO* | 10 |
| (3) Request for Purchase – Outdoor Walk-In Freezer – *D. Lavender, CEO* | 11 |
| (4) Request for Purchase – Concrete Pad for Outdoor Walk-In Freezer – *D. Lavender, CEO* | 12 |
| E. Medical Staff - – *M. Johnson, Administrator* | |
| (1) Amanda Smith, MD – Sound Physicians | 13 |
| (2) Shannon Snider, PA – Sound Physicians | 14 |
| (3) Mohammed Saif Siddiqui, MD – Sound Physicians | 15 |

**G.T.P. Announcements**

(1) September 24, 2026 @ 9:00am Board Meeting @ Garfield Township

(2) Upcoming Concerts on the Lawn:
September 3, 2026 @ 7:00pm – Re-scheduled Elvis Tribute Artists – Jake Slater

**12. SECOND PUBLIC COMMENT**

Refer to Rules under First Public Comment above.

**13. CLOSED SESSION** – None

**14. ADJOURNMENT**

# GRAND TRAVERSE COUNTY
# DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD

1000 Pavilions Circle, Traverse City, MI 49684

## MINUTES OF THE JULY 30, 2026 MEETING

| | | |
|---|---|---|
| **PRESENT:** | Carol Crawford, Karen Griggs, Mary Marois | Board |
| | Darrell Lavender, Dave Hautamaki, Kory Hansen, Darcey Gratton | Staff |
| | TJ Andrews | Commission |
| **ABESENT:** | | |
| **GUESTS:** | Kim Weckesser, Human Resources Director | |

The regular meeting of the Grand Traverse County Department of Health and Human Services Board was called to order at 9:00am by Board Chair Carol Crawford at Garfield Township's Feiger Room.

Roll Call - Crawford – yes, Marois – yes, Griggs – yes

**First Public Comment** – None.

**County Liaison Report** – Commissioner Andrews provided an update on county matters and thanked Grand Traverse Pavilions for hosting the recent strategic planning session, noting that the meeting was valuable, insightful, and well attended. She shared that many of the challenges facing the county are similar to those experienced by other public service organizations, including aging infrastructure, significant facility investment needs, and workforce challenges.

Andrews discussed the ongoing difficulty of balancing increased service demands with available resources, highlighting workforce shortages across county departments. She noted that staffing challenges, including a shortage of probation officers, have resulted in the closure of diversion courts to new participants and increased pressure on the county jail system. She emphasized the impact of rising costs of living and the challenge of attracting and retaining employees when public sector wages struggle to remain competitive.

Andrews acknowledged the shared challenges facing public organizations, including Grand Traverse Pavilions, and expressed appreciation for the continued partnership and service provided by board members.

Andrews also provided clarification regarding the upcoming appointment process for the DHHS Board. She explained that Board member Griggs current term expires at the end of October; however, she will continue serving until a successor is appointed. She noted that Griggs has reapplied for the position, and the County Board of Commissioners will follow its standard appointment process, including committee review unless she is the only applicant and the Chair determines further review is unnecessary.

**Approval of Agenda** – Chair Crawford asked if there were additions, changes or corrections to the agenda.

> **Motion** was made by Marois to approve the agenda as presented. Seconded by Griggs and carried unanimously.

The purpose of the Consent Calendar is to expedite business by grouping items to be dealt with by one Board motion without discussion. Any member of the Board or staff may ask that any item on the Consent Calendar be removed and placed elsewhere on the agenda for discussion. Such requests will be automatically respected.

**REVIEW AND FILE**

(1) Draft Minutes of the 06/25/26 Board Meeting
(2) Draft Minutes of the 07/23/26 Study Session
(3) June Resident Council Minutes
(4) June Let's Talk Food Minutes

**Motion** was made by Crawford to approve the Consent Calendar as presented. Seconded by Marois and carried unanimously. Marois commented on the June Resident Council and *Let's Talk Food* meeting minutes, noting increased resident participation and engagement in the meetings. Marois also noted a more positive tone in resident feedback, with improved satisfaction regarding call light response, snacks, quietness, and food services. Appreciation was expressed for the responsiveness of the Culinary team in addressing resident requests, and the Board recognized the positive progress reflected in the resident feedback and overall meeting discussions.

**Items Removed From Consent Calendar** – None.

**Chairman Report** – Crawford expressed her appreciation to Lavender and everyone involved in planning the recent strategic planning session. She described the session as well-organized, concise, informative, and efficient use of participants' time. She noted that the pre-work materials helped attendees arrive prepared, allowing for more productive discussions and meaningful input from board members, county leaders, community leaders, and other stakeholders. Chair Crawford stated that the feedback gathered will be used to develop a comprehensive strategic plan that will be brought back for further Board review and discussion. Crawford also announced that she would be absent from the August Board meeting and will be led by Vice Chair Marois. The Board took a moment to recognize CEO Darrell Lavender's one-year anniversary with Grand Traverse Pavilions and noted that the Board plans to conduct a formal performance evaluation in recognition of his first year of leadership.

**Foundation Board Report** – None

**Service Excellence Awards** – Crawford reviewed June's Service Excellence Awards. Amber Pelton, CNA, won the Employee of the Month for June.

**Director Presentation – Kim Weckesser, Human Resources Director** – Weckesser provided an overview of Human Resources initiatives and organizational priorities after joining Grand Traverse Pavilions in late February. She reported that, despite the fast-paced environment and a small HR team, progress has been made on several key scorecard initiatives. Weckesser highlighted the successful revision of the organization's earned time off policy to ensure compliance with Michigan's Earned Sick Time Act (ESTA) while maintaining the existing benefit structure for non-union employees. She also discussed efforts to strengthen workers' compensation management, improve recruitment and position management processes, enhance employee engagement through updated survey tools, and focus on employee retention, survey readiness, and operational performance. She noted that the department is actively recruiting to fill a vacant Human Resources Generalist position.

Board members discussed the organization's planned employee safety culture survey, which will measure staff perceptions related to communication, teamwork, reporting of safety concerns, and overall workplace safety. Leadership explained that survey results will be used to identify improvement opportunities, develop targeted action plans, and strengthen the organization's culture of safety through initiatives such as daily huddles, enhanced communication, and leadership accountability. The discussion also addressed the importance of fostering a respectful workplace culture, improving collaboration among employees of varying experience levels, and updating policies to reinforce professionalism, accountability, and effective communication in support of resident care and employee safety.

Weckesser out 9:42 a.m.

**Chief Executive Officer Board Report** – Lavender reviewed the Organizational Scorecard through June 2026, reporting that progress continues across several strategic priorities. While some goals remain in progress, he noted continued improvement in key financial indicators, including increased days cash on hand and reduced accounts receivable days. Six organizational priorities remain near target and will be considered complete once fully implemented.

Lavender recognized Interim Administrator Dave Hautamaki for his leadership and service over the past year and a half, thanking him for his contributions to the organization and his support during the leadership transition. He announced that Dave's final day will be August 14 following a transition period with incoming Administrator Mellissa Johnson. He also announced a community open house on August 26 to welcome Ms. Johnson, introduce the new Center for Rehabilitation branding, and provide campus tours.

Lavender informed the Board that Grand Traverse Pavilions' CMS 5- star staffing rating temporarily dropped to one star due to a rejected Payroll-Based Journal (PBJ) data submission rather than changes in staffing performance. Information Services has verified subsequent submissions and implemented additional verification procedures to prevent similar issues in the future.

As part of leadership development efforts, Lavender reported that the Director of Development and Community Relations has applied to participate in the Leadership Grand Traverse program, noting its value for professional growth, community engagement, and succession planning. He also shared that resident satisfaction surveys have been completed and results will be presented at a future meeting after required state and federal reporting. Additionally, he highlighted the success of the July 22 Employee Appreciation Picnic and thanked employees, volunteers, and county commissioners who attended. He also expressed appreciation to participants in the July 23 strategic planning session and stated that the organization is developing a comprehensive plan to guide Grand Traverse Pavilions from stabilization to future growth.

Lavender reviewed key operational statistics, reporting a skilled nursing census of 187 residents and a cottages census of 65. He noted that cash reserves increased to approximately $4 million while accounts receivable days continued to decline. Wellness Center activity remained strong with increased outpatient therapy visits and consistent rehabilitation volumes. Staffing activity for the month included 13 new hires and nine resignations.

During Board discussion, members asked for clarification regarding fluctuations in reported workforce totals, and Lavender agreed to provide additional information at a future meeting. Board members also acknowledged the continued improvement in cash balances, increasing daily census, and strong occupancy within the cottages, recognizing the positive operational progress being made.

Interim Administrator Dave Hautamaki reflected on his tenure serving as CEO/Administrator, highlighting the significant organizational progress achieved during a year and a half of leadership transition. He noted key accomplishments, including leadership changes within Clinical Services and Finance, completion of the Aspen Hall renovation, implementation of operational improvements, and the use of mock surveys and performance measurement tools to strengthen organizational readiness. He also recognized CEO Darrell Lavender's arrival and the successful transition to a revised leadership structure with clearer organizational roles and responsibilities. Hautamaki emphasized that quality, safety, and resident-centered care remains the organization's highest priorities. He highlighted improvements in census, staff education, quality initiatives, and financial stewardship through enhanced operational oversight. He concluded by expressing confidence that Grand Traverse Pavilions is well-positioned for continued success, with a strong foundation for ongoing improvements in resident care, regulatory performance, and financial stability.

Board members expressed their sincere appreciation to Hautamaki for his exceptional leadership and unwavering commitment during a pivotal period for Grand Traverse Pavilions. They credited him with bringing stability, strengthening the leadership team, improving organizational morale, and guiding meaningful operational changes that positioned the organization for long-term success. Members recognized that he stepped into a challenging environment with professionalism, optimism, and a solutions-focused approach, serving as a transformational leader rather than simply maintaining day-to-day operations.

The Board also acknowledged Hautamaki's willingness to return and lead the organization (2025-present) during an unexpected leadership transition, praising his dedication, steady guidance, and lasting impact on the organization. Members expressed their gratitude for the strong foundation he helped establish and recognized his contributions and the positive direction of Grand Traverse Pavilions moving forward.

**Business**

(1) **June Financial Report** – Hansen presented the June 2026 financial operations report noting that combined operating revenue totaled approximately $3.22 million, slightly exceeding budget, while expenses were above budget, resulting in a net operating loss of approximately $131,000 for the month. Cash on hand increased to nearly $4.0 million, primarily due to continued collections of outstanding accounts receivable. He also advised the Board that July's cash balance would be impacted by a three-payroll month and higher scheduled expenditures. The Medical Care Facility experienced a monthly loss due to census remaining slightly below budget, unbudgeted insurance settlement costs, increased staffing expenses associated with higher resident volumes, vaccine purchases, and building repairs. Accounts receivable days continued to improve, declining to 66 days outstanding. The Cottages maintained strong occupancy, generated revenue close to budget, remained under budget on expenses, and recorded a small positive net income for the month.

During Board discussion, members reviewed how cost-based Medicaid reimbursement is influenced by organizational spending and the timing of reimbursement adjustments.

Hansen explained that while allowable expenditures can increase future reimbursement rates, those adjustments typically occur 18 to 24 months later, requiring careful financial planning. Board members noted that prior operational improvements have significantly strengthened the organization's financial position compared to previous years and acknowledged that Grand Traverse Pavilions is now operating from a much stronger financial foundation while continuing to monitor opportunities for long-term sustainability.

**Motion** made by Crawford to accept the financial operations report for May as presented. Seconded by Marois and carried unanimously.
Roll Call - Crawford – yes, Marois – yes, Griggs – yes

(2) **GTP Foundation Board of Trustees 2026-2027** – Crawford reviewed the need for approval of the 2026-2027 Grand Traverse Pavilions Foundation membership roster. As indicated in the Foundation Bylaws, the DHHS appoints annually.

**Motion** was made by Marois to appoint the Grand Traverse Pavilions Foundation Board of Trustees membership roster for a one-year term for 2026-2027 as presented, seconded by Griggs and carried unanimously.

**Medical Staff**

(1) **Jack Daniels Ip, MD – Sound Physician** - Crawford reviewed the request for Jack Ip, MD from Sound Physician, to have consulting privileges as recommended by Medical Director Dr. April Kurkowski, DO.

**Motion** was made by Marois to approve consulting privileges for Jack Ip, MD as presented to the board. Seconded by Griggs. Motion carried.

**Grand Traverse Pavilions Announcements**

(1) August 27, 2026 @ 9:00am – Regular Board Meeting @ Garfield Township
(2) Upcoming Concerts on the Lawn:
July 27, 2026 @ 7:00pm – Petoskey Steel Drum Band
August 6, 2026 @ 7:00pm – Remembering patsy Cline Featuring Judy Harrison
August 13, 2026 @ 7:00pm – Backroom Gang
August 20, 2026 @ 7:00pm – K. Jones and the Benzie Playboys
September 3, 2026 @ 7:00pm – Re-scheduled Elvis Tribute Artist – Jake Slater

**Second Public Comment** – None

Meeting adjourned at 10:20 a.m.

Signatures:

__________________________________
Mary Marois – Vice Chair
Grand Traverse County Department of Health and Human Services Board

Date: August 27, 2026 Approved
__________________ Corrected and Approved

**PAVILIONS RESIDENT COUNCIL MEETING**
**July 16, 2026**

The July 2026 meeting of the Grand Traverse Pavilions Resident Council was called to order at 11 am in the Multi-Purpose Room by Hanna Wooters.

All residents were welcomed.
The residents waived their right to a closed meeting.
The Lord's Prayer and the Pledge of Allegiance were recited.

**Members present were introduced:**Residents are marked "X" throughout the minutes.

**Aspen:**1 resident attended.

**Birch Pavilion:**1 resident attended.

**Cherry Pavilion:**4 residents attended.

**Dogwood Pavilion:**7 resident attended.

**Staff members were introduced:**
Hanna Wooters, CTRS, Life Enrichment
Beth Matteson , LLMSW, Cherry Pavilion Social Work
Becca Corby, RN, ADON – Aspen Pavilion
Christian Anderson, Director Culinary Services  - Forefront Dining Services
Lisa Telling, Administrative Assistant – Forefront Dining Services
Beth Eisch- Ombudsman
Jackie- ALS Interpreter

**Old Business:**

There was not any old business from the previous meeting that needed to be brought up for discussion or to follow-up on.

**New Business:**

Hanna made the following announcements:

Thursday, July 16th concert on the lawn has been cancelled due to hazardous air quality.

**Outings for August 2026:**
Northwestern Michigan Fair- Date TBD
Walmart- Date TBD
China Fair or Buffet- Date TBD

**Special Events for August 2026:**

July 31st- Talent Show and Karaoke
August 3rd- Billy McAllister Performance 11:00am
August 9th- Salvation Army Music Performance 2:00pm
August 12th- Music with Karine 2:00pm
August 13th- Bible Study with Pastor Jen 10:00am
August 16th- Nondenominational church service 2:00pm
August 19th- Let's Talk Food Meeting 2:00pm
August 20th- Resident Council Meeting 11:00am
August 21st- Bob and Tally 10:30am
August 27th- Bible Study with Pastor Jen 10:00am
- Book Mobile 2:00pm

Concerts on the lawn continue

**Resident Group Interview Questions:**

Hanna discussed with the attending residents that are 12 resident rights that are reviewed during the group interview with the State Surveyors during our annual survey, and today we will be reviewing Abuse and Neglect.

**Abuse and Neglect:**

- We are going to ask about abuse and neglect. If you would prefer to discuss a specific situation privately with your nurse or social worker, we can meet with you today after the meeting.

- Are you aware of any instances in which a resident was abused or neglected? How did you find out about it?

  No residents reported any instances of concern.

- Are you aware of any instances in which a resident had personal property taken from them by a staff member without permission? How did you find out about it?

  All residents stated there are no instances to report.

- Is there enough staff here to take care of everyone?

One resident stated, “absolutely not”, with other residents in agreement.
Another resident reported that staff “have to work extra hard to make up for it”.
While another residents reported delayed care.

**1. Discussion regarding food temperature and receiving HS snacks.**

The floor was open for residents to make comments, suggestions, concerns, and or ask questions:

One resident reported missing items on her meal tray as well as items arriving not as ordered. She also voiced concern about meals arriving late. Christian noted the concerns and will check with kitchen staff to clarify menu confusion.

Another resident requested more brats on the menu. Christian stated that brats are currently on the menu one time during the menu cycle.

Multiple residents requested fruit to be cut into small pieces. Christian noted this to be addressed to kitchen staff.

**2. Discussion regarding the cleanliness of the facility and laundry being returned promptly.**

The floor was open for residents to make comments, suggestions, concerns, and or ask questions:

No residents reported any concerns.

**3. Discussion regarding room temperature.**

The floor was open for residents to make comments, suggestions, concerns, and or ask questions:

One resident reported his room feels like an “ice box”. Concern from completed.

No further concerns noted.

**4. Discussion regarding nursing care.**

The floor was open for residents to make comments, suggestions, concerns, and or ask questions:

One resident reported towels not being restocked during night shift for morning use. Staff responsible for replacing towels was discussed with Aspen ADON.

Another resident questioned when bed linens are to be changed in correlation with shower days. Becca reported bed linens should be getting changed on shower days.

**5. Discussion regarding call lights being answered in a timely manner.**

The floor was open for residents to make comments, suggestions, concerns, and or ask questions:

One resident reported it is “fine” as well as another stating “good”,

Another resident reported waiting anywhere between 5-25 minutes depending on other residents’ needs.

**6. Discussion regarding receiving showers as needed/as requested.**

The floor was open for residents to make comments, suggestions, concerns, and or ask questions:

> One resident reported not receiving a shower for three weeks prior to this week. ADON reported recent documentation states refusals of showers for previous weeks, and staff is to document refusals for resident as well as reason for refusal.
>
> No further concerns noted.

**7. Discussion regarding the nighttime noise level on your Pavilion.**

The floor was open for residents to make comments, suggestions, concerns, and or ask questions:

No concerns were reported on this date.

**The floor was opened for additional comments:**

One resident requested trash cans to be placed in each courtyard. Follow up with ES has been made.

Another resident reported difficulty navigating the brick pavers in the courtyard due to uneven surfaces. Concern form has been submitted to ES.

Another resident voiced concern about residents occasionally participating in two bingo games a day. Hanna discussed bingo day rules, and those residents are not to receive additional tickets when playing a second game.

Michigan Long Term Care Ombudsman shared bookmarks and additional information for residents to take with them.

The next Pavilions Resident Council meeting will be held on August 20th at 11:00am in the Multi-Purpose Room. Hanna asked for a volunteer to read over and sign the July 2026 minutes, and X said that she would do this. The Pavilions Resident Council Meeting was adjourned at 11:50am by Hanna, seconded by X.

Respectfully Submitted,

__________________________

Hanna Wooters, CTRS

__________________________

X, Cherry Pavilion

**Elm Resident Council Minutes**
**Meeting Held- July 20, 2026**

The July meeting of the Grand Traverse Pavilions Elm Resident Council was called to order at 10:35am in the Elm Common Area.

**Members Present were:** Residents are marked "X" throughout the minutes.
16 Residents attended.

**Staff Present:**
Susan Eldred, Recreation Therapist
Emily Tyrrell, Social Worker

**Old Business:**
None

**New Business:**
Asked the residents if they need help do the staff help them.
X and X stated "yeah." X stated, "at times."

Asked the residents if they were being offered a snack before bed.
X and X stated "sometimes" X stated "yeah" and X stated "yeah, ice cream."

Asked the residents if the staff were respectful to the residents.
X, X and X stated "yeah." X stated "sometimes."

Asked the residents if the food is good here.
X, X, X stated "yes." X stated, "I like the food."

Asked the residents if the rooms were getting cleaned.
X stated "sometimes" and X stated "mostly." X stated, "its ok."

Asked the residents if their clothes are getting cleaned.
X and X stated "yes." X stated, "I guess."

Asked the residents if the Temperature in the rooms is good.
X stated "ok" and X stated "nice. X stated "good" and X stated, "its fine."

Asked the residents if they have enough to do.
X stated, "yes I have enough to do" and X stated, "depends on the job." X stated "yes."

**Questions, Suggestions, Concerns and Comments:**
The floor was open for questions, suggestions, concerns and comments.

Suggestions for upcoming activities:

-hang bird houses
-ice cream social
-watermelon social
-funnel cakes

Meeting was closed at 10:55am

Respectfully submitted,

Susan Eldred, CTRS                                        Emily Tyrrell, LLBSW

**Let’s Talk Food** **July 15th, 2026**

**Forefront Representatives in Attendance:** Lisa Telling

**Residents in Attendance:** Residents are marked “X” throughout the minutes.

**11 Residents attended**

X really enjoyed today's beef tips and noodles. She also likes the salmon and baked fish. She says the lasagna and chicken salad are also very good. She likes the sloppy joes but thinks they need more of the “sloppy” filling on the bun.

X suggested breaking the spaghetti noodles into smaller pieces before cooking to make cutting easier for residents and CNA’s. She also says when she orders melon, she is getting a lot of rind in it.

X says the bacon cheeseburgers have been making her sick. She doesn’t order them anymore.

X enjoys the pierogies….but would enjoy them with smoked sausage occasionally. He enjoys the goulash-and would like a baloney sandwich every once in a while.

X also enjoys the chicken salad and the sloppy joes.

# FOUNDATION BOARD FINANCIAL REPORT

Six Months Ended June 30, 2026

## BOARD MESSAGE

**The Foundation is financially strong and mission-active: revenue grew, more than $70,000 was directed to programs, operations remained profitable before investment gains, and total assets exceeded $3 million with no liabilities.**

| | | | |
|---|---|---|---|
| **Operating revenue** | **$150,640**<br>+9.7% vs. 2025 | **Program support** | **$70,764**<br>47% of operating revenue |
| **Operating surplus** | **$45,906**<br>Positive before investments | **Investment income** | **$223,129**<br>+88.8% vs. 2025 |
| **Net income** | **$269,034**<br>+69.3% vs. 2025 | **Total assets** | **$3.02M**<br>$0 liabilities |
| **Cash** | **$499,251**<br>16.5% of assets | **Fully loaded cost to raise $1** | **$0.39**<br>$2.58 raised per $1 spent |

## What the Board Should Know

- Mission delivery is visible: $70,764 supported senior housing, televisions, pet care, and campus beautification.
- Core operations are sustainable: operating activity generated a $45,906 surplus before investment income.
- Investments added significant strength, but most gains were unrealized and should not be treated as recurring operating cash.
- The balance sheet is exceptionally strong, although most invested assets are restricted and not freely spendable.
- The fully loaded cost to raise a dollar is approximately $0.39 after including $34,000 of allocated wages and benefits; this is the clearest opportunity for improvement.

# 1. Performance Dashboard

| Measure | 2026 YTD | 2025 YTD | Change | Board Interpretation |
|---|---|---|---|---|
| **Operating revenue** | $150,640 | $137,331 | +$13,309 / +9.7% | Fundraising and event revenue improved. |
| **Operating expenses** | $104,734 | $96,617 | +$8,117 / +8.4% | Expenses grew more slowly than revenue. |
| **Operating surplus** | $45,906 | $40,714 | +$5,192 / +12.8% | Positive without relying on investments. |
| **Investment income** | $223,129 | $118,210 | +$104,919 / +88.8% | Strong market contribution; largely unrealized. |
| **Net income** | $269,034 | $158,924 | +$110,111 / +69.3% | Substantial improvement in overall financial position. |

# 2. Mission Support

| Program | Amount | Share of Program Support |
|---|---|---|
| Senior housing support | $47,805 | 67.6% |
| Television initiative | $10,189 | 14.4% |
| Pet Care Fund | $8,685 | 12.3% |
| Campus beautification | $4,085 | 5.8% |
| **Total** | **$70,764** | **100.0%** |

**Board takeaway:** Approximately 47 cents of every operating-revenue dollar was directed to mission programming through June.

# 3. Major Revenue Drivers

| Revenue source | Amount | Why it matters |
|---|---|---|
| Grand Traverse Community Foundation distribution | $40,470 | Demonstrates long-term community relationships. |
| Agnes Hayden unrestricted gift | $40,000 | Provides maximum flexibility for priority needs. |
| Michigan Arts & Culture Council grant | $16,000 | Supported Concerts on the Lawn. |
| Concert sponsorships | $19,249 | Improved from approximately $17,000 in 2025. |
| Golf sponsorships and ticket sales | $23,720 | Improved participation and event revenue. |

## 4. Event Economics

| Event | Identifiable Revenue | Direct Expense | Net Contribution | Direct Cost per $1 |
|---|---|---|---|---|
| **Golf event** | $26,255 | $10,058 | $16,197 | $0.38 |
| **Concerts on the Lawn** | $35,844 | $12,484 | $23,360 | $0.35 |

**Interpretation:** Both events generated positive direct returns before staff time and shared overhead. Future event reports should add attendance, new donors, sponsor retention, and follow-up gifts so the board can judge both financial and relationship value.

## 5. Cost to Raise a Dollar

| Calculation | Amount | Result |
|---|---|---|
| Direct fundraising expenses | $24,427 | $0.16 per $1 raised |
| Allocated wages and benefits | $34,000 | Added to fully loaded cost |
| **Total fundraising cost** | **$58,427** | **$0.39 per $1 raised** |
| **Fundraising revenue** | **$150,640** | **$2.58 raised per $1 spent** |

**Board interpretation:** The direct cost appears efficient, but the fully loaded measure shows that personnel cost materially changes the result. The Foundation should use the fully loaded measure for governance and the direct measure for event-level management.

## 6. Path Toward a $0.10-$0.20 Goal

| Priority tactic | Board-level action | Expected effect |
|---|---|---|
| **Grow major and unrestricted gifts** | Manage a top 25-50 donor portfolio with assigned relationships and next steps. | Raises more revenue without proportional cost growth. |
| **Bundle annual sponsorships** | Offer one annual package across golf, concerts, programs, and visibility. | Secures revenue earlier and reduces repeated solicitation. |
| **Measure event net return** | Require a post-event scorecard including staff time, donor acquisition, and renewals. | Focuses resources on events with financial and strategic value. |
| **Increase recurring giving** | Add monthly giving and structured renewal/upgrade requests. | Builds predictable revenue at low incremental cost. |
| **Use board members for relationships** | Set annual expectations for introductions, thank-you calls, visits, and renewals. | Expands reach without adding paid staff cost. |

## 7. Balance Sheet and Investment Position

| Financial position | Amount | Board interpretation |
|---|---|---|
| **Unrestricted cash** | $438,809 | Strong liquidity for approved priorities. |
| **Restricted cash** | $60,442 | Available only for specified purposes. |
| **Restricted investments** | $2,521,579 | Long-term strength, but not freely spendable. |
| **Total assets** | $3,020,830 | Exceptionally strong asset base. |
| **Liabilities** | $0 | No debt or unpaid obligations reported. |
| **Benevolent Endowment** | $2,390,594 | Nearly 95% of investments are concentrated in this restricted fund. |

### Investment Perspective

- Investment income totaled $223,129, including $197,202 of unrealized gains and $25,926 of interest and dividend income.
- April and May produced approximately $260,000 in gains; June declined by approximately $16,000.
- Approximately 83% of 2026 net income came from investments. These gains strengthened the balance sheet but should not be assumed to recur or be fully available for spending.

## Board Decisions and Follow-Up

- Adopt one standard quarterly dashboard using the measures in this packet.
- Approve a consistent definition of direct and fully loaded cost to raise a dollar.
- Set a rolling 12-month fully loaded target, initially below $0.30, with a longer-term aspiration of $0.20 or less.
- Require event scorecards and a top-donor pipeline report beginning with the next quarter.
- Develop a multi-year funding strategy linking unrestricted capacity and donor-restricted funds to GTP resident, workforce, program, and capital priorities.

## Closing Statement

> *"The Foundation entered the second half of 2026 with growing revenue, meaningful program support, positive operating performance, and more than $3 million in assets with no liabilities. Our next responsibility is to turn that strength into measurable impact while improving fundraising efficiency and protecting donor intent."*

### Source Notes

Prepared from the Grand Traverse Pavilions Foundation income statements for the six months ended June 30, 2025 and June 30, 2026; the June 30, 2026 balance sheet; Finance Director second-quarter notes; and the Foundation Board Financial Analysis dated August 2026. Event results exclude staff time and shared overhead unless specifically stated. Cost-to-raise-a-dollar calculations use $150,640 of year-to-date operating revenue, $24,427 of direct fundraising expense, and $34,000 of allocated wages and benefits.

Grand Traverse Pavilions Foundation
BALANCE SHEET
JUNE 30, 2026

Assets

| | | |
|---|---|---|
| Unrestricted Assets-Cash | | |
| General Cash | 225,877.22 | |
| Annual Events | 72,336.05 | |
| Concert On The Lawn | 123,755.09 | |
| Board Advised Fund | 6,801.00 | |
| Activities | 7,088.64 | |
| Adult Day Unit | 1,136.72 | |
| Memorials | 1,814.29 | |
| Total Unrestricted Cash | | 438,809.01 |
| Restricted Assets-Cash | | |
| Lights of Love | 6,775.00 | |
| Campus Beautification | 33,414.11 | |
| Caregiver Conference | 2,541.10 | |
| Gwen Rauch Memorial Emp Cancer | 14,742.29 | |
| Adult Day Services Fund | 1,764.58 | |
| Cottages | 630.00 | |
| Wellness Center Fund | 575.00 | |
| Total Restricted Cash | | 60,442.08 |
| Total Cash-Restricted and Unrestricted | | 499,251.09 |
| Restricted Assets-Investments | | |
| Employee Education Endowment F | 75,272.43 | |
| Pet Care Endowment Fund | 55,712.39 | |
| Benevolent Endowment Fund | 2,390,593.79 | |
| Total Restricted Assets-Investments | | 2,521,578.61 |
| Total Assets | | 3,020,829.70 |

Liabilities and Equity

| | | |
|---|---|---|
| Liabilities | | |
| Total Liabilities | | .00 |
| Equity | | |
| Retained Earnings | 2,751,795.29 | |
| Retained Earnings-Current Year | 269,034.41 | |
| Total Equity | | 3,020,829.70 |
| Total Liabilities and Equity | | 3,020,829.70 |

Grand Traverse Pavilions Foundation
INCOME STATEMENT

FOR THE SIX PERIODS ENDED JUNE 30, 2026

| | PERIOD TO DATE ACTUAL | YEAR TO DATE ACTUAL |
|---|---|---|
| Revenue | | |
| Donation Inc - Annual Campaign | 40,398.70 | 68,910.91 |
| Donation Inc-Light of Love | .00 | 100.00 |
| Donation Inc - Activities | 1,000.00 | 1,000.00 |
| Donation Inc - Benevolent | .00 | 18,200.00 |
| Donation Inc - Memorials | .00 | 330.00 |
| Sponsorship Inc - Golf Event | 300.00 | 11,550.00 |
| Sponsorship Inc - Concert On T | 4,500.00 | 19,249.00 |
| Ticket Sales - Golf Event | 2,170.00 | 12,170.00 |
| Silent Auction Income-Golf Eve | 40.00 | 2,535.00 |
| Concession Sales - Concert On | 595.00 | 595.00 |
| Grant Income | .00 | 16,000.00 |
| TOTAL Revenue | 49,003.70 | 150,639.91 |
| Gross Profit | 49,003.70 | 150,639.91 |
| Operating Expense | | |
| Programming Exp.-Television | .00 | 10,189.26 |
| Programming Exp.-Campus Beauti | .00 | 4,084.57 |
| Programming Exp. - Pet Care Fu | 8,685.00 | 8,685.00 |
| Programming Exp.-Sr. Housing S | 28,196.00 | 47,805.00 |
| Fundraising Expense - Golf Eve | 214.00 | 10,058.00 |
| Food/Tent Rental-Concert on La | 707.00 | 8,779.47 |
| Printing/Binding | .00 | 465.00 |
| Financial Statement Audit | .00 | 3,000.00 |
| Investment Advisory Fees | .00 | 6,470.18 |
| Bank and Credit Card Fees | 218.12 | 844.69 |
| Meeting Expense - Annual Campa | .00 | 575.00 |
| Entertainment - Concert On The | 2,500.00 | 2,500.00 |
| Sound - Concert On The Lawn | 1,000.00 | 1,000.00 |
| Misc. Expense - Grand Event | 58.81 | 73.81 |
| Misc Expense - Concert on the | .00 | 204.10 |
| TOTAL Operating Expense | 41,578.93 | 104,734.08 |
| Net Income from Operations | 7,424.77 | 45,905.83 |
| Other Income and Expense | | |
| Investment Income (Loss) | | |
| Unrealized Gains (Losses) | (16,154.47) | 197,202.28 |
| Interest and Dividend Income | 9,436.81 | 25,926.30 |
| TOTAL Investment Income (Loss) | (6,717.66) | 223,128.58 |
| TOTAL Other Income and Expense | (6,717.66) | 223,128.58 |
| Earnings before Income Tax | 707.11 | 269,034.41 |
| Net Income (Loss) | 707.11 | 269,034.41 |

# GRAND TRAVERSE
# PAVILIONS FOUNDATION

FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

CPAs

Vredeveld Haefner LLC
CPAs and Consultants

# GRAND TRAVERSE PAVILIONS FOUNDATION

## *TABLE OF CONTENTS*

Vredeveld Haefner LLC
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# INDEPENDENT AUDITORS' REPORT

June 26, 2026

Board of Trustees
Grand Traverse Pavilions Foundation

## Opinion

We have audited the accompanying financial statements of Grand Traverse Pavilions Foundation (a nonprofit organization), which comprise the statement of financial position as of December 31, 2025, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Grand Traverse Pavilions Foundation as of December 31, 2025, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

## Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Grand Traverse Pavilions Foundation and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Grand Traverse Pavilions Foundation's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Grand Traverse Pavilions Foundation's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Grand Traverse Pavilions Foundation's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Vredeveld Haefner LLC

# BASIC FINANCIAL STATEMENTS

# GRAND TRAVERSE PAVILIONS FOUNDATION

## *STATEMENT OF FINANCIAL POSITION*

## *DECEMBER 31, 2025*

| | | |
|---|---|---|
| **Assets** | | |
| Current assets | | |
| Cash and cash equivalents | $ | 443,515 |
| Investments | | 2,308,281 |
| **Total assets** | **$** | **2,751,796** |
| **Liabilities** | | |
| Accounts payable | $ | - |
| **Net assets** | | |
| Without donor restriction | | 362,089 |
| Board designated | | 933,134 |
| With donor restriction | | 1,456,573 |
| **Total net assets** | | 2,751,796 |
| **Total liabilities and net assets** | **$** | **2,751,796** |

The accompanying notes are an integral part of these financial statements.

# GRAND TRAVERSE PAVILIONS FOUNDATION

## *STATEMENT OF ACTIVITIES*

### *FOR THE YEAR ENDED DECEMBER 31, 2025*

| | Without Donor Restrictions | With Donor Restrictions | Total |
|---|---|---|---|
| **Revenue and support** | | | |
| Donations | $ 159,420 | $ 4,922 | $ 164,342 |
| Sponsorships | 31,849 | - | 31,849 |
| Grants | 2,058 | 16,990 | 19,048 |
| Donated services | 23,566 | - | 23,566 |
| Interest and dividends | 9,672 | 62,006 | 71,678 |
| Realized and unrealized gain (loss) on investments | 12,356 | 215,446 | 227,802 |
| Miscellaneous | 27,202 | - | 27,202 |
| Net assets released from restrictions | | | |
| Satisfaction of purpose restrictions | 319,931 | (319,931) | - |
| **Total revenue and support** | 586,054 | (20,567) | 565,487 |
| **Expenses** | | | |
| Program services | 91,978 | - | 91,978 |
| Supporting services | | | |
| General and administrative | 46,866 | - | 46,866 |
| Fundraising | 28,360 | - | 28,360 |
| **Total expenses** | 167,204 | - | 167,204 |
| Change in net assets | 418,850 | (20,567) | 398 283 |
| **Net assets, beginning of year** | 876,373 | 1,477,140 | 2,353,513 |
| **Net assets, end of year** | $ 1,295,223 | $ 1,456,573 | $ 2,751,796 |

The accompanying notes are an integral part of these financial statements.

# GRAND TRAVERSE PAVILIONS FOUNDATION

## *STATEMENT OF FUNCTIONAL EXPENSES*

## *FOR THE YEAR ENDED DECEMBER 31, 2025*

| | | Supporting Services | | |
|---|---|---|---|---|
| | Program Services | Management and General | Fundraising | Total |
| Grants | $ 91,978 | $ - | $ - | $ 91,978 |
| Food services | - | - | 2,585 | 2,585 |
| Entertainment | - | - | 13,600 | 13,600 |
| Bank/investment charges | - | 15,600 | - | 15,600 |
| Advertising and promotion | - | - | 9,278 | 9,278 |
| Accounting and audit | - | 7,700 | - | 7,700 |
| Raffle and auction | - | - | 50 | 50 |
| Donated labor | - | 23,566 | - | 23,566 |
| Miscellaneous | - | - | 2,847 | 2,847 |
| Total expenses | $ 91,978 | $ 46,866 | $ 28,360 | $ 167,204 |

The accompanying notes are an integral part of these financial statements.

# GRAND TRAVERSE PAVILIONS FOUNDATION

## *STATEMENT OF CASH FLOWS*

## *FOR THE YEAR ENDED DECEMBER 31, 2025*

| | |
|---|---|
| **Cash flows from operating activities** | |
| Change in net assets | $ 398,283 |
| Adjustments to reconcile change in net assets to net cash provided (used in) operating activities | |
| (Gain) loss on investments and related earnings | (214,521) |
| Changes in operating assets and liabilities which provided (used) cash | |
| Accounts payable | (3,323) |
| **Net cash provided by (used in) operating activities** | 180,439 |
| **Cash flows from investing activities** | |
| Purchase of investments | (63,003) |
| Sales of investments | 22,316 |
| **Net cash provided by (used in) investing activities** | (40,687) |
| Net increase (decrease) in cash and cash equivalents | 139,752 |
| **Cash and cash equivalents, beginning of year** | 303,763 |
| **Cash and cash equivalents, end of year** | $ 443,515 |

**Noncash transactions**

The Pavilions Foundation received $23,566 of contributed labor during the year.

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

***Organization and Nature of Activities***

The mission of Grand Traverse Pavilions Foundation (the Foundation) is to cultivate constituent relationships that support the initiatives of Grand Traverse Pavilions and assure its viability for future generations. The Foundation is primarily supported by donor contributions and investment income.

***Basis of Presentation***

The Foundation financial statements have been prepared on the accrual basis of accounting in conformity with accounting principles generally accepted in the United State of America. The Foundation is required to report information regarding its financial position and activities according to two classes of net assets depending on the existence or absence of donor-imposed restrictions: net assets without donor restrictions and net assets with donor restrictions.

***Use of Estimates***

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of income and expenses during the reporting period. Actual results could differ from those estimates.

***Cash and Cash Equivalents***

The Foundation considers all demand deposits, cash on hand and highly liquid investments with a maturity of three months or less when purchased to be cash equivalents. The Foundation maintains depository accounts at banks that are insured by the Federal Deposit Insurance Corporation up to $250,000. Management believes that the Foundation is not exposed to any significant interest rate or other risk on these deposits.

***Investments***

Investments are composed of various mutual funds investing in debt and equity securities that are carried at fair value. Investment income and gains and losses are included as changes in net assets without donor restrictions or with donor restrictions in the accompanying statement of activities based on donor stipulations.

***Fair Value Measurements***

Fair value refers to the price that would be received to sell an asset or paid to transfer a liability (an exit price) in an orderly transaction between market participants in the market in which the reporting entity transacts such sales or transfers based on the assumptions market participants would use when pricing an asset or liability. Assumptions are developed based on prioritizing information within a fair value hierarchy that gives the highest priority to quoted prices in active markets and the lowest priority to unobservable data, such as the reporting entity's own data.

For assets and liabilities recorded at fair value, it is the Foundation's policy to maximize the use of observable inputs and minimize the use of unobservable inputs when developing fair value measurements for those financial instruments for which there is an active market. In cases where the market for a financial asset or liability is not active, the Foundation includes appropriate risk adjustments that market participants would make for nonperformance and liquidity risks when developing fair value measurements. Fair value measurements for assets and liabilities for which limited or no observable market data exists are accordingly based primarily upon estimates and are often calculated based on the economic and competitive environment, the characteristics of the asset or liability, and other factors. Therefore, the results cannot be determined with precision and may not be realized in an actual sale or immediate settlement of the asset or liability. Additionally, there may be inherent weaknesses in any calculation technique and changes in the underlying assumptions used, including discount rates and estimates of future cash flows, could significantly affect he results of current or future values. For a further discussion of fair value measurements, refer to the following notes on investments and fair value measurement.

### *Interpretation of Relevant Law*

The Board of Trustees of the Foundation has interpreted the State Prudent Management of Institutional Funds Act (SPMIFA) as requiring the preservation of the original gift as of the gift date for donor-permanently restricted funds. To the extent of available investments, the foundation credits interest and investment earnings to donor-permanently restricted and donor-purpose restricted gifts. As a result of this interpretation, the Foundation classifies as donor restricted net assets (a) the original value of gifts donated, (b) the original value of subsequent gifts donated, (c) accumulations of earnings, (d) less any balances released from purpose restriction.

In accordance with SPMIFA, the Foundation considers the following factors in making a determination to appropriate or accumulate donor-restricted funds:

- The duration and preservation of the fund;
- The purposes of the Foundation and the donor-restricted fund;
- General economic conditions;
- The possible effect of inflation and deflation;
- The expected total return from income and the appreciation of investments; and
- Other resources of the Foundation.

### *Contributions and Foundation Grants Revenue Recognition*

Contributions received are recorded as net assets without donor restrictions or with donor restrictions depending on the existence of any donor restrictions. All donor-restricted contributions are reported as an increase in net assets with donor restrictions. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restriction.

### *Donated Services and Facilities*

Certain professional services and facilities are donated to the Foundation by the Grand Traverse Pavilions. Since these donations meet the criteria for recognition, they are recorded at fair value at the date of donation.

### *Functional Allocation of Expenses*

The costs to provide the various programs and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Contributed labor is allocated between management and general and fundraising activities based on estimated of time and effort expended on each activity.

### *Income Taxes*

The Foundation is a not-for-profit organization exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code and has reported no provision for federal income taxes. Generally, income tax returns filed within the last three years remain open and subject to audit by regulatory authorities. The Foundation concludes that there are no significant uncertain tax positions requiring recognition in the financial statements.

### *Subsequent Events*

In preparing these financial statements, management has evaluated significant events and transactions for potential recognition or disclosure subsequent to December 31, 2025 and through the auditors' report date, the date the financial statements were available to be issued. No such events or transactions were identified.

## 2. FAIR VALUE MEASUREMENTS

The following table sets forth by level, within the fair value hierarchy, the Foundation's investments measured at fair value at December 31, 2025:

| | Total | Level 1 | Level 2 | Level 3 |
|---|---|---|---|---|
| Money market mutual fund | $2,308,281 | $2,308,281 | $ - | $ - |

Fair value is defined by generally accepted accounting principles as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in an orderly transaction between market participants at the measurement date and in the principal or most advantageous market for that asset or liability.

In addition to defining fair value, accounting standards establish a three-level fair value hierarchy that prioritizes the inputs used to measure fair value. This hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities, and the lowest priority to unobservable inputs. The three levels of inputs used to measure fair value are as follows:

Level 1 - inputs are unadjusted quoted market prices in active markets for identical assets or liabilities in active markets that the Foundation has the ability to access.

Level 2 - inputs to the valuation methodology include:

a. quoted prices for similar assets and liabilities in active markets
b. quoted prices for identical or similar assets and liabilities in markets that are not active
c. other inputs that are observable or can be corroborated by observable market data
d. inputs that are derived from or corroborated by observable market data by correlation or other means. If the asset or liability has a specified (contractual) term, the level 2 input must be observable for substantially the full term of the asset or liability.

Level 3 - inputs are generally unobservable and significant to the fair value measurement. Such inputs typically reflect management's estimates of assumptions that market participants would use in pricing the asset or liability, including certain pricing models, discounted cash flow methodologies and similar techniques that use significant unobservable inputs.

## 3. LIQUIDITY AND AVAILABILITY

The Foundation is supported by restricted contributions. Because a donor's restriction requires resources to be used in a particular manner or in a future period, the Foundation must maintain sufficient resources to meet those responsibilities with donors. Thus, financial assets may not be available for general expenditure within one year. As part of the Foundation's liquidity management, it has a policy to structure financial assets to be available as its general expenditures, liabilities and other obligations come due.

The Foundation's financial assets at year-end are as follows:

| | |
|---|---|
| Current financial assets at December 31, 2025 | $2,751,796 |
| Less those unavailable for general expenditure within one year due to donor specified time or purpose restrictions | 1,502,182 |
| **Financial assets available to meet cash needs for general expenditures within one year** | **$ 1,249,614** |

## 4. ASSETS HELD BY OTHERS

Through its fundraising activities, the Foundation accepts donations directly or encourages donors to contribute to the Grand Traverse Pavilions Endowment Fund and the Grand Traverse Senior Housing Endowment Fund maintained by the Grand Traverse Community Foundation (Community Foundation). The Community Foundation's Board of Trustees (the Trustees) retains variance power and has the authority to modify any restriction or condition on the distribution of funds for any specific charitable purpose or to a specific organization if, in the sole judgment of the Trustees, such restrictions or conditions become, in effect, unnecessary, incapable of fulfillment or inconsistent with the charitable needs of the community served. Accordingly, the account is not included in the financial statements of the Foundation. Summary financial information for the Community Foundation endowment funds for the year ended December 31, 2025 are as follows.

| | **Endowment Fund** | |
|---|---|---|
| | **Pavilions** | **Senior Housing** |
| Beginning net assets | $575,880 | $470,218 |
| Grants | (20,740) | (16,990) |
| Earnings (loss) | 86,371 | 68,156 |
| Ending net assets | **$641,511** | **$521,384** |

## 5. RELATED PARTY TRANSACTIONS

The Foundation Board of Trustees is appointed by the Grand Traverse County Department of Health and Human Services Board which operates the Pavilions (an enterprise fund of Grand Traverse County).

The Grand Traverse Pavilions donated labor to the Foundation of $23,566 during the year.

The Foundation provided grants to the Grand Traverse Pavilions and scholarships to Grand Traverse Pavilions residents of $91,978 during the year.

## 6. NET ASSETS

Net assets with donor restrictions at December 31, 2025 were as follows:

| | |
|---|---|
| Specific purpose restriction | |
| Caregivers conference | $ 2,541 |
| Canine | 51,300 |
| Gwen Rauch memorial cancer fund | 14,742 |
| Campus beauty | 37,498 |
| Sr. housing benevolence | 1,271,720 |
| Adult daycare | 1,765 |
| Wellness | 575 |
| Employee education | 69,128 |
| Lights of love | 6,675 |
| Cottage fund | 629 |
| **Total net assets with donor restrictions** | **$1,456,573** |

Net assets released from donor restrictions during the year ended December 31, 2025 are as follows:

| | |
|---|---|
| Satisfaction of purpose restriction | |
| Sr. housing benevolence | $262,446 |
| Cottage support | 20,785 |
| Canine | 16,316 |
| Miscellaneous other | 10,000 |
| Employee education | 6,000 |
| Wellness | 4,384 |
| **Total restrictions released** | **$319,931** |

# GRAND TRAVERSE PAVILIONS
## Service Excellence Award Program
## July 2026

*Employee of the month (in yellow)*

5

| First Name* | Last Name* | Title of Nominated Employee* | Nominated For* | Nominated By* |
|---|---|---|---|---|
| Lori | Kaltenbach | Child Care Facilitator | I would like to nominate Lori for her outstanding compassion and dedication to our residents.<br><br>At the end of her shift, Lori was on her way to her car when she noticed a family member with a resident who needed assistance returning from a walk. Without hesitation, she stepped in to help, ensuring they made it safely back to the main lobby and elevator.<br><br>Although her workday was over, Lori chose to put our residents first. Her kindness, initiative, and willingness to go above and beyond reflect the values we strive to provide every day. Thank you, Lori, for making such a meaningful difference. | Sara Faught |
| Kaitlyn | Horchner | CNA | I would like to nominate Kaitlyn Horchner for going above and beyond in patient care. Despite a short-staffed afternoon shift, she took the initiative to provide a rehab patient with a shower after learning it had not been completed during the morning. Although the patient was not part of her assignment, she made the time to ensure his needs were met. The patient expressed heartfelt appreciation. Kaitlyn’s selflessness and commitment to excellent patient care are truly deserving of recognition. Her willingness to help beyond her assigned duties reflects exceptional teamwork, compassion, and commitment to patient-centered care. | Angela Monte de Ramos |
| Alex | Alysworth | Admin Asst. | Alex has been such a wonderful help to the FM team. She stays on top of her core responsibilities while juggling any additional tasks sent her way with smile and positive attitude. Her willingness to help has been so impactful and made a real difference to the team. Thank you Alex! | Kathryn Holibaugh |

| | | | | |
|---|---|---|---|---|
| Shelly | Coddington | Central Supply Manager | Shelly has done an excellent job of maintaining stock since switching over our inventory from scanning to the unit charging to each unit instead of the residents themselves.  This has been a big change resulting in higher levels of stock being used.  She has been on top of the inventory pars and her organization and work ethic make her Outstanding and a Extremely Valuable Asset not only to the facility but also the residents that require something special or unique for their personal health and well being. | Barb Hoseit |
| Krissie | Kackman | RN | When Krissie learned that one of our residents was approaching his 70th wedding anniversary, she recognized how meaningful this milestone was to him. She went above and beyond her nursing responsibilities by reaching out to the resident's family to gather photographs of him and his wife. Using those photos, she created a personalized gift that celebrated their big milestone. Krissie saw an opportunity to create joy and honor what mattered most to her resident.<br><br>Krissie's thoughtful gesture had a profound impact on the resident and his family. In a thank-you card, the resident's daughter wrote:<br><br>"Dear Krissie,<br>Thank you so very much for making my dad and mom's 70th wedding anniversary so special for my dad. You have no idea how much he appreciated it. He has always been the endless romantic, and this was a very big deal to him.<br><br>Your heart is beautiful and has made a wonderful impression on both of my parents. Thank you many times over for going above and beyond the call of duty. You and your fellow RNs and LPNs are so fantastic, kind-hearted, generous, and beyond words. Our appreciation for each of you goes beyond our ability to express it." | Chrissy Wagatha |

# GRAND TRAVERSE PAVILIONS
## Service Excellence Award Program
## July 2026

*Employee of the month (in yellow)*

| | | | | |
|---|---|---|---|---|
| Carrie | Aprill | CNA | Carrie recently stayed beyond her scheduled shift to complete an additional shower, ensuring the resident received excellent care and providing extra support to her coworkers so all residents' needs were met. Her willingness to go above and beyond demonstrates her commitment to quality resident care and teamwork. | Chrissy Wagatha |
| Rick | Harner | Maintenance | When we completely ran out of towels in the pool with multiple therapists in the pool,  Rick went to laundry and actually got towels from the dryer, folded them and brought them to us in the pool (still warm! ;-))  Thank you so much for always watching out for us and taking such good care of the pool, both in and out of the water! | Carrie Baldwin |
| Chrissy | Wagatha | Adon | Taking time to stop and buy flowers and a card so that one of her residents would have them to give to his wife. They were celebrating their 70th wedding anniversary.  Thank you Chrissy!!! | Beth Riffle |

## Grand Traverse Pavilions

## Compliance & Risk Dashboard

**Reporting Period:** Jan-July 2026

**Presented by:** Ty Antkoviak, Corporate Compliance Officer and the Director of Quality, Safety, Risk, and Compliance.

**Board Assurance**

Grand Traverse Pavilions maintains an active Compliance Program designed to prevent, identify, investigate, and correct compliance concerns while promoting quality of care. We are also strengthening the Ethics component of the program, bringing together administration, nursing leadership, the Medical Director, and legal counsel, as appropriate, to guide policy and decision-making on complex issues involving quality of life and care, advance directives, intimacy, relationships, and other ethical considerations.

In 2026, our focus has increasingly shifted toward preventing risk before harm or noncompliance occurs. Through education, monitoring, auditing, confidential reporting, risk assessment, and leadership oversight, we seek to identify vulnerabilities early. When concerns are identified, they are evaluated, investigated as appropriate, corrected, and monitored to ensure improvement is sustained. Findings and trends are also connected to our quality, safety, and risk-management activities to strengthen resident care, regulatory compliance, and organizational integrity.

We would characterize this work as moving Grand Traverse Pavilions from a collection of individual compliance activities toward an integrated compliance, ethics, quality, safety, and enterprise-risk system:

**Identify Risk → Report → Investigate → Correct → Monitor → QAPI → Educate → Report to Leadership/Board → Prevent Recurrence**

This report provides the DHHS Board with high-level oversight of these activities and organizational risks while appropriately protecting confidential resident, employee, investigative, and legally sensitive information.

**1. Board Compliance & Risk Dashboard**

| Oversight Area | YTD / Current Status |
|---|---|
| Compliance Program & Committee | Program active; quarterly oversight established |
| Compliance education | Education and reporting expectations reinforced |

| | |
|---|---|
| Monitoring & auditing | Expanded monitoring program being implemented |
| Confidential reporting | Reporting and non-retaliation processes established |
| Compliance investigations | Concerns reviewed and investigated as appropriate |
| Corrective action monitoring | Tracking and effectiveness monitoring being strengthened |
| Regulatory / survey readiness | Active improvement and monitoring |
| Ethics Program | Program development underway |
| Incident reporting / risk system | Implementation underway |
| Claim management | Increased coordination between Administration, Compliance/Risk, Insurance Carriers, and Legal |
| Board compliance oversight | Quarterly reporting framework advancing |

**2. Year-to-Date Risk Profile**

| Risk Area | Risk Trend | Management Response |
|---|---|---|
| Resident Quality & Safety | ↓ | Monitoring, QAPI and improvement activities |
| Regulatory / Survey Compliance | ↓ | Corrective actions and survey-readiness work |
| Clinical Documentation | → | Education, monitoring and targeted review |
| Billing / Reimbursement | → | Routine auditing and monitoring |
| Privacy / Information Security | → | Privacy controls and ongoing monitoring |
| Workforce / Screening / Credentials | → | Screening and oversight controls |
| Fraud, Waste & Abuse | → | Reporting and monitoring systems |

| | | |
|---|---|---|
| Vendor / Contract Risk | ↓ | Enhanced contract and relationship review |
| Resident Rights / Ethical Issues | → | Policy review and Ethics Program development |

***Trend: ↑ Increasing Risk → Stable ↓ Improving***

### 3. Corrective Action & Prevention

Management continues to strengthen the connection between identified risk, corrective action, and sustained improvement.

| Area | Primary Prevention / Corrective Strategy | Status |
|---|---|---|
| Quality & Clinical | QAPI, monitoring, leadership escalation and follow-up | *Improving* |
| Regulatory / Survey | Corrective action, mock survey and readiness monitoring | *Improving* |
| Documentation / Billing | Targeted review, auditing and education | *Building* |
| Policy / Process | Policy reconciliation and standardization | *On track* |
| Privacy / Security | Access controls, confidentiality and HIPAA safeguards | *On track* |
| Contract / Vendor | Enhanced legal, regulatory and financial-risk review | *Improving* |
| Workforce | Screening, education and accountability | *On track* |

Compliance and risk concerns are assigned to responsible leaders, corrective actions are tracked, and follow-up monitoring is used to determine whether improvements are effective and sustained.

### 4. 2026 Compliance, Ethics & Risk Work

A. Compliance & Governance

- Strengthened the Corporate Compliance Officer function and clarified reporting relationships with administration, the Compliance Committee, and DHHS Board.
- Reviewed the Corporate Compliance Program against CMS §483.85 requirements.
- Defined recurring responsibilities for investigations, monitoring, auditing, education, corrective action, and reporting.
- Established a quarterly Compliance Committee structure and Board reporting process.

- Strengthened confidential reporting, non-retaliation, and employee speak-up expectations.
- Began peer benchmarking and Compliance Coordinator shadowing to identify additional best practices.

B. Quality, Safety & Regulatory Risk

- Strengthened the connection among Compliance, QAPI, Quality, Safety and Risk Management.
- Implemented structured leadership huddles and escalation pathways for resident, staffing, infection, equipment, safety, and operational concerns.
- Advancing organizational expectations for reporting unsafe behavior.
- Strengthened mock-survey and regulatory survey readiness.
- Finetuning claims management through insurance carriers and legal.
- Advanced implementation of an electronic incident-reporting system as a central source for safety and risk information.
- Achieved Joint Commission Nursing Care/Memory Care Certification.

C. Ethics, Resident Rights & Privacy

- Strengthening the Code of Conduct and expectations for ethical behavior, confidentiality, reporting, and non-retaliation. An updated version coming soon.
- Began development of a more formal Ethics Program for complex resident-care and quality-of-life decisions.
- Reviewed resident policies and agreements for consistency involving admission, discharge, transportation, medication, resident rights, and Residential Services.
- Strengthened HIPAA, confidentiality, EMR access, and Business Associate Agreement protections.
- Evaluated the appropriate relationship among incident reporting, the medical record, QAPI, compliance, and Patient Safety Organization protections.

D. Financial, Contract & Operational Risk

- Implemented more rigorous contract review before execution and renewal.
- Strengthened contractual protections involving indemnification, liability, privacy, regulatory violations, penalties, recoupments, and vendor performance.
- Increased oversight of Medicare/Medicaid billing, medical necessity, documentation, overpayments, and fraud/waste/abuse risks.

- Incorporated vendor screening, exclusion/sanction review, and contractor compliance into the broader program.
- Strengthened supply-chain governance so vendor decisions consider quality, compliance, operational risk, service, and financial value—not price alone.

**5. Compliance & Risk Priorities — Next Quarter**

1. Implement the electronic Incident Reporting System and establish routine trend reporting.
2. Complete scheduled compliance audits and monitoring, with particular attention to higher-risk areas.
3. Continue development of the Ethics Program, including structure, membership, referral process, and policy support.
4. Strengthen staff education on compliance reporting, confidentiality, non-retaliation, and individual responsibility.
5. Review regulatory, billing, clinical, and documentation risks and identify opportunities for prevention.
6. Further integrate Compliance, QAPI, Quality and Risk Management data to identify trends and systemic risks earlier.
7. Apply peer-organization best practices.

**6. Matters Requiring Board Attention**

☐ None this quarter

☐ Board awareness requested: ____________________________________

☐ Board action requested: _______________________________________

**Confidentiality Note:** This public report intentionally presents compliance information in summary form. Details involving residents, employees, investigations, protected health information, legal matters, or other confidential information are not included in the public dashboard and will be handled in accordance with applicable law and GTP procedures.

Grand Traverse Pavilions

Through July

A GRAND MISSION

24 | 7 | 365

## GTP Organizational Scorecard FY2026

| Strategy | Measure Name | Metric | +/- | Target | FYTD / Month | NOTES: |
|---|---|---|---|---|---|---|
| Residents First | **Evaluate Eden Certification** | **Achieve** | ✓ | **Completed** | no activity | Q3 |
| Residents First | **SNF Survey- Residents and families kept informed of care** | **% Positive Responses** | ↑ | >55% | **93.7%** | Good+Great responses. Benchmark=85.6%. Action needed-more responses from good to excellent. 2025 rate was 46.36%. |
| Residents First | **Launch Cottages Resident Satisfaction Survey** | **Overall Recommendation Satisfaction Score** | ✓ | **Obtain Baseline** | **96.6%** | Good + Great responses. Benchmark= 93.5. Action needed-move more responses from good to excellent. |
| Team | **Launch New Great Place to Work Survey** | **% Engagement Score** | ✓ | **Obtain Baseline** | Deploy Sept. | Current process expired April 2026; relaunch as an annual survey. |
| Team | **Team Retention** | **% Staff Retention** | ↑ | ≥74.4% | pending | pending data/software validation |
| Team | **Daily *Departmental* Huddles & Scorecards** | **Implement** | ✓ | **100%** | **100%** | Fully deployed July 7. |
| Quality Safe Care | **Conduct a Safety Culture Survey** | **% Positive Responses** | ✓ | **Obtain Baseline** | in progress | Q4; Compare >90% favorable benchmark |
| Quality Safe Care | **Incident Reporting Platform** | **Deploy** | ✓ | **Completed** | Go Live Oct. 1st | Vendor selected. Build and deploy. |
| Quality Safe Care | **Receive The Joint Commission General & Memory Care Certification** | **Achieve** | ✓ | **Completed** | **Completed** | Survey complete! Good experience. Submitting plan of correction. |
| Quality Safe Care | **Conduct 2 Mock Surveys** | **Achieve** | ✓ | **Completed** | **Completed** | Life Safety survey + CMS mock survey |
| Quality Safe Care | **Life Safety Inspection: CMS \| State Survey** | **# Citations** | ↓ | ≤7 | **11** | 2026 POC in progress. 2025 baseline is 7 citations |
| Quality Safe Care | **Health Inspection: CMS \| State Survey** | **# Citations** | ↓ | ≤10 | **10** | 2026 POC in progress. 2025 baseline is 20 citations; fewer citations lead to an increase in Star inspection rating |
| Operational Performance | **Increase SNF Census** | **Avg. Total # Residents** | ↑ | ≥190 | **196** | Baseline is 180 as of FYE25; State Bed Plan is 85% of 223 |
| Operational Performance | **Increase Cottages Occupancy** | **Avg. Total # Residents** | ↑ | ≥63 | **63** | Gradual increase from 58 in January to 67 in Sep-Dec 2026 |
| Operational Performance | **Improve Combined Days Cash On Hand** | **$ Cash / ($Operating Expenses/365)** | ↑ | ≥60 | **35** | Aim for 90+ days (best practice 120+) benchmark |
| Operational Performance | **Manage (Combined) Expenses** | **Total $ Expenses** | ↓ | **$ 22,681,014** | **$ 22,874,456** | Negative variance to budget by ($193k) YTD |
| Operational Performance | **Reduce Days Accounts Receivable** | **net $ AR / avg daily $ revenue** | ↓ | ≤55 | **65** | Postive trajectory! Baseline is 79 days; benchmark <45 days |

At or better than target

Worse than target

**BOLD TEXT indicates GTP level priorities**

Grand Traverse Pavilions
A COMMUNITY CARING FOR GENERATIONS

**TO**: Grand Traverse County Department of Health and Human Services Board
**FROM**: Darrell Lavender, CEO
**RE**: July Report

## Census (Average Daily Census)

| | Aug-MTD | July-26 | Jun-26 | May-26 | Apr-26 | Mar-26 | Feb-26 |
|---|---|---|---|---|---|---|---|
| Medical Care Facility (MCF) | 198 | 196 | 187 | 194 | 185 | 184 | 190 |
| Cottages | 66 | 63 | 65 | 64 | 63 | 63 | 61 |

| **Occupancy** | July-26 | June-26 | May-26 | Apr-26 | Mar-26 | Feb-26 |
|---|---|---|---|---|---|---|
| MTD Goal 85% *Available beds* | 88% | 84% | 85% | 83% | 83% | 86% |
| YTD Goal 85% *Licensed beds* | 79% | 78% | 81% | 78% | 78% | 79% |

| **MCF** | July-26 | June-26 | May-26 | Apr-26 | Mar-26 | Feb-26 |
|---|---|---|---|---|---|---|
| Admissions & Re-admits | 56 | 58 | 58 | 51 | 59 | 61 |
| Discharges | 51 | 54 | 54 | 57 | 54 | 63 |
| MMC Referrals | 224 | 207 | 207 | 203 | 180 | 184 |
| MMC Denied | 37 | 23 | 23 | 14 | 15 | 15 |
| Transfers to LTC | 1 | 1 | 1 | 1 | 0 | 2 |

| **Cottages** | July-26 | June-26 | May-26 | Apr-26 | Mar-26 | Feb-26 |
|---|---|---|---|---|---|---|
| Admissions | 1 | 2 | 2 | 2 | 3 | 4 |
| Respite | 3 | 8 | 6 | 4 | 6 | 4 |
| Discharges | 1 | 0 | 1 | 2 | 1 | 1 |

## Finance

| | July-26 | June-26 | May-26 | Apr-26 | Mar-26 | Feb-26 |
|---|---|---|---|---|---|---|
| Combined Net Income | $(93,912) | $(130,738) | $(95,559) | $(131,162) | $(3,082) | $5,267 |
| MCF Net Income | $(109,932) | $(156,872) | $(78,929) | $(110,288) | $(7,376) | $13,214 |
| Cottage Net Income | $(13,800) | $1,319 | $(16,630) | $(20,873) | $4,294 | $(7,947) |
| Cash Balance | $2,853,791 | $3,982,001 | $3,568,593 | $3,161,363 | $2,962,896 | $2,721,582 |
| A/R Days Receivable Outstanding | 65 | 66 | 68 | 70 | 71 | 69 |

## MCF Operating Expenses PPD History

| | July-26 | June-26 | May-26 | Apr-26 | Mar-26 | Feb-26 |
|---|---|---|---|---|---|---|
| MCF Operating Expenses Actual PPD | 504 | 528 | 508 | 511 | 503 | 490 |
| MCF Operating Expenses Budgeted PPD | 487 | 494 | 489 | 494 | 489 | 506 |
| Variance (unfavorable)/favorable | $(15) | $(33) | $(19) | $(17) | $(14) | 16 |

## Facility Reported Incidents

| | July-26 | June-26 | May-26 | Apr-26 | Mar-26 | Feb-26 |
|---|---|---|---|---|---|---|
| Medical Care Facility | 1 | 1 | 3 | 2 | 4 | 1 |

## Wellness Center

| Inpatient Rehab | July-26 | June-26 | May-26 | Apr-26 | Mar-26 | Feb-26 |
|---|---|---|---|---|---|---|
| Medicare A | 33 | 28 | 35 | 32 | 28 | 28 |
| Medicare Advantage Skilled | 31 | 29 | 27 | 34 | 32 | 31 |
| Private Insurance: Inpatient | 11 | 16 | 16 | 12 | 9 | 8 |
| Private Pay: Inpatient | 1 | 1 | 1 | 1 | 1 | 1 |
| Auto: Inpatient | 0 | 0 | 1 | 1 | 0 | 0 |
| Med A/Rehab Inpatient Totals | 76 | 74 | 80 | 80 | 70 | 68 |
| | | | | | | |
| Medicaid | 3 | 5 | 2 | 1 | 3 | 2 |
| Medicare B: Inpatient | 37 | 25 | 28 | 25 | 24 | 21 |
| Medicare B Advantage: Inpatient | 34 | 29 | 30 | 29 | 21 | 25 |
| Med B Inpatient Totals | 74 | 59 | 60 | 55 | 48 | 48 |
| | | | | | | |
| Medicare B: Outpatient | 32 | 30 | 33 | 33 | 32 | 24 |
| Medicare B Advantage: Outpatient | 48 | 43 | 41 | 38 | 35 | 41 |
| Private Insurance: Outpatient | 14 | 14 | 20 | 21 | 19 | 21 |
| Work Compensation: Outpatient | 0 | 0 | 0 | 0 | 0 | 0 |
| Outpatient Totals | 94 | 87 | 94 | 92 | 86 | 86 |
| | | | | | | |
| Outpatient/Aquatic Center | | | | | | |
| Aquatic inpatients therapy visits | 24 | 9 | 9 | 16 | 14 | 21 |
| Aquatic aftercare visits per month | 328 | 342 | 323 | 302 | 244 | 269 |
| Aquatic outpatient PT visits | 223 | 205 | 206 | 210 | 167 | 165 |
| Aquatic group class participants | 94 | 63 | 61 | 77 | 74 | 74 |
| Land therapy visits (PT, OT, SLP) | 303 | 292 | 136 | 262 | 252 | 253 |
| Total Outpatient therapy visit | 526 | 497 | 342 | 472 | 419 | 418 |
| | | | | | | |
| Outpatient aquatic therapy revenue | 56,900.87 | 54,407.52 | 44,198 | 53,370 | 44,773 | 42,913 |
| Aftercare monthly revenue | 3,280 | 3,420 | 3,230 | 3,020 | 2,440 | 2,690 |
| Aquatic group class revenue | 1,880 | 1260 | 1,420 | 1,540 | 1,480 | 1,480 |
| Cottages visits | 73 | 50 | 48 | 83 | 104 | 78 |
| Total Wellness center revenue | 62,060.87 | 59,087.52 | 48,848 | 57,929 | 48,692 | 47,083 |

## Staffing

| | July-26 | June-26 | May-26 | Apr-26 | Mar-26 | Feb-26 |
|---|---|---|---|---|---|---|
| Hires | N/A | 13 | 8 | 9 | 12 | 9 |
| Resignations | N/A | 9 | 10 | 13 | 7 | 10 |
| Referrals | N/A | 5 | 10 | 8 | 10 | 8 |
| Total # Employees | N/A | 355 | 390 | 385 | 355 | 353 |

**Environmental Services**

- Landscaping around all buildings is near completion.
- We have 2 new wheelchair swings on the way for our interior courtyards.

# SNF Resident Survey Results

*Thank you for the care you provide every day*

Resident Welcome & Quality Survey | June 15–August 5, 2026 | n=79 responses

**Overall, residents and families see GTP SNF as safe, caring, and *highly recommendable.***

## BIG WINS

| 96.2% | 97.5% | 97.5% | 97.5% | 96.2% | 93.7% |
|---|---|---|---|---|---|
| would recommend GTP | rated staff Good/Excellent | rated care Good/Excellent | feel safe and secure | say management is responsive | feel informed about updates and changes |
| *Peer: 93.5%* | *Peer: 96.2%* | *Peer: 93.0%* | *Peer: 97.3%* | *Peer: 90.4%* | *Peer: 85.6%* |

## WHAT RESIDENTS AND FAMILIES SAID

- Staff are kind, compassionate, and treat residents like family.
- Residents feel safe, respected, and well cared for.
- Nursing, rehabilitation, and communication were frequently praised.
- The community, activities, and campus environment are valued.

## TOP OPPORTUNITIES

### 1. Food & Dining

Residents want improvements in freshness, variety, flavor, temperature, meal timing, and the overall dining experience.

### 2. Engagement & Responsiveness

Residents want more individualized activities, outdoor time, companionship, and faster response and follow-through.

## WHAT COMES NEXT

- Improve food and dining across the full resident experience.
- Strengthen individualized activities, engagement, and responsiveness.
- Continue recognizing and spreading the staff behaviors residents value most.

*Our opportunity: turn more 'Good' experiences into 'Excellent' ones.*

*Thank you for making a difference for our residents and families.*

# ASSISTED LIVING RESIDENT SURVEY RESULTS

*Thank you for the care you provide every day!*

Resident Welcome & Quality Survey | June 15–August 5, 2026 | n=29 responses

**Overall, residents and families see GTP Assisted Living as safe, caring, and *highly recommendable.***

## BIG WINS

| | | | | | |
|---|---|---|---|---|---|
| **96.6%** | **96.6%** | **100%** | **96.6%** | **93.1%** | **93.1%** |
| would recommend GTP | rated staff Good/Excellent | rated care Good/Excellent | feel safe and secure | say management is responsive | feel informed about updates and changes |
| *Peer: 93.5%* | *Peer: 96.2%* | *Peer: 93.0%* | *Peer: 97.3%* | *Peer: 90.4%* | *Peer: 85.6%* |

## WHAT RESIDENTS AND FAMILIES SAID

- Staff are friendly, kind, and respectful.
- Residents feel safe, supported, and well cared for.
- Care, communication, and daily support are appreciated.
- Friendship, community, and comfortable apartments enhance daily life.

## TOP OPPORTUNITIES

### 1. Food & Dining

Residents want improvements in freshness, variety, flavor, temperature, meal timing, and the overall dining experience.

### 2. Activities, Socialization & Responsiveness

Residents want more individualized activities, outings, outdoor time, companionship, and faster response and follow-through.

## WHAT COMES NEXT

- Improve food and dining across the full resident experience.
- Strengthen activities, outings, socialization, and responsiveness.
- Continue recognizing and spreading the staff behaviors residents value most.

*Our opportunity: turn more 'Good' experiences into 'Excellent' ones.*

*Thank you for making a difference for our residents and families.*

# BUILDING THE FUTURE OF GRAND TRAVERSE PAVILIONS

Your Voice Matters — Employee Feedback Summary

| | | |
|---|---|---|
| **55**<br>employee responses | **5**<br>open-ended questions | **275**<br>opportunities to share input |

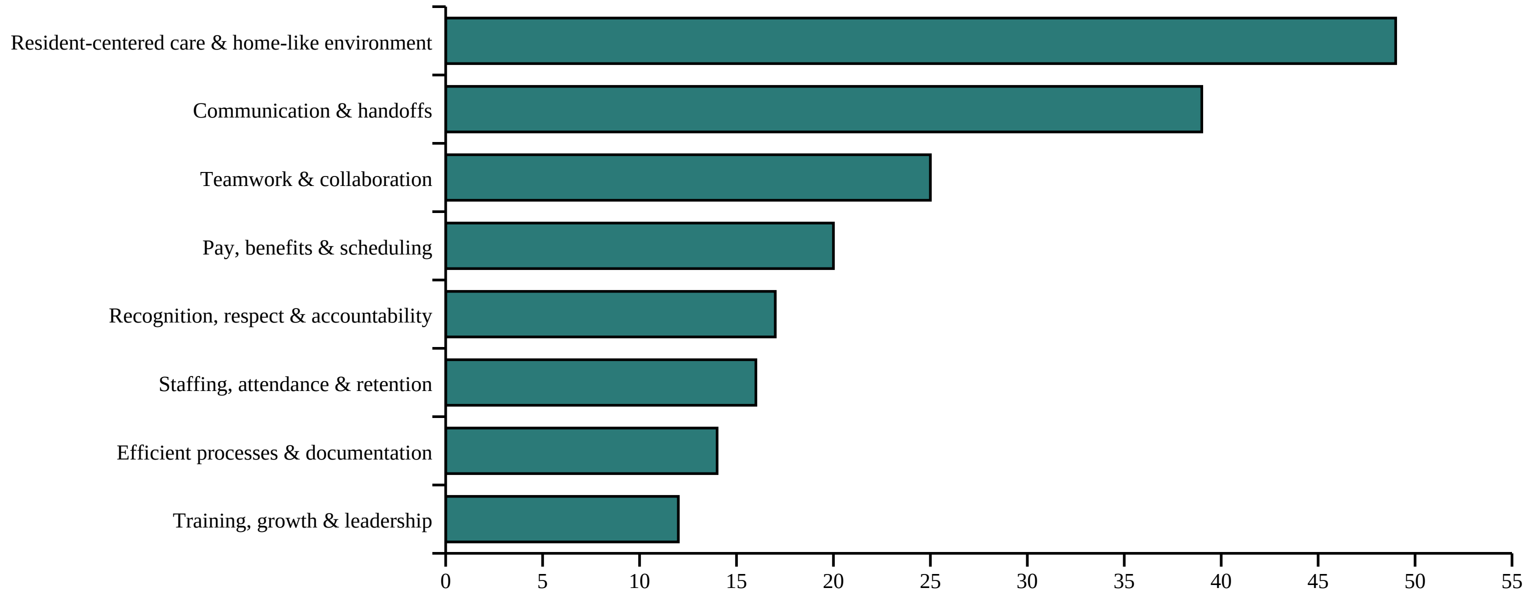
## Words and ideas heard throughout the feedback

QUALITY
STAFF
CONNECTION
CONSISTENCY
GROWTH
ACTIVITIES
RESIDENTS
CARE
COMMUNICATION
TEAMWORK
HOME-LIKE
COWORKERS
SUPPORT
APPRECIATION
RECOGNITION
RELATIONSHIPS
RESPECT
ACCOUNTABILITY
STAFFING
LISTENING
FAMILY
COLLABORATION
PURPOSE
EFFICIENCY
TRAINING

The strongest messages centered on **staff, residents, care, communication, and teamwork.** Employees described meaningful relationships and a home-like environment as important strengths, while also identifying opportunities to improve staffing, recognition, accountability, training, and efficient work processes.

# KEY THEMES & OPPORTUNITIES

Number of respondents who referenced each theme in at least one answer




| WHAT EMPLOYEES VALUE | OPPORTUNITIES IDENTIFIED |
|---|---|
| • Residents and meaningful relationships | • Strengthen communication across departments and shifts |
| • Making a difference through quality care | • Improve staffing, attendance, and retention |
| • Coworkers, teamwork, and shared purpose | • Increase employee recognition and accountability |
| • A welcoming, home-like environment | • Simplify documentation and inefficient processes |
| • Commitment to Grand Traverse Pavilions | • Expand training, growth, and leadership support |

**Suggested focus:** Preserve the strong resident-centered culture while creating reliable communication practices, supporting and recognizing employees, and removing barriers that take time away from resident care.

August 13, 2026

Darrell Lavender
CEO
Grand Traverse County
1000 Pavilions Circle,
Traverse City, MI 49684-3098

Joint Commission ID: 598201
Program: Nursing Care Center Accreditation
Accreditation Activity: 60-day Evidence of Standards Compliance
Accreditation Activity Completed : 8/11/2026

Dear Mr. Lavender:

On behalf of Joint Commission, it is a privilege to share Joint Commission's accreditation decision of Accredited for all services surveyed following your recent survey. For all services surveyed under the applicable manual below, you have been **ACCREDITED.**

- **Comprehensive Accreditation Manual for Nursing Care Center**

This accreditation award represents your commitment to upholding the highest standards of healthcare quality and safety for your patients, workforce and community. We share that commitment and value the collaboration between our organizations so that all people experience the safest, highest quality, best value healthcare across all settings.

This accreditation cycle is effective beginning June 18, 2026 and is customarily valid for up to 36 months, although, Joint Commission may, in certain situations, shorten the duration of the cycle.

Knowing the power of the Gold Seal in inspiring confidence and trust in your community, we provide resources so that you can promote your accreditation decision. You can find information and tips in the "Publicity Kit" link located on your secure extranet site, Joint Commission Connect.

To recognize your commitment and achievement to quality, Joint Commission will update your accreditation decision on the Find Accredited Organizations page of our website. Congratulations on your accomplishment.

Sincerely,

Ken Grubbs, DNP, MBA, RN
Chief Nursing Executive & Executive Vice President
Division of Accreditation and Certification Operations

August 13, 2026

Darrell Lavender
CEO
Grand Traverse County
1000 Pavilions Circle ,
Traverse City, MI 49684-3098

Joint Commission ID: 598201
Memory Care Certification
Accreditation Activity: 60-day Evidence of Standards Compliance
Certification Expiration Date : 6/18/2029

Dear Mr. Lavender:

Joint Commission is pleased to certify your organization for Memory Care Certification.

This certification cycle is effective beginning June 18, 2026 and is customarily valid for up to 36 months. Please note, Joint Commission reserves the right to shorten the duration of the cycle.

Should you wish to promote your certification decision, please view the information listed under the 'Publicity Kit' link located on your secure extranet site, Joint Commission Connect.

Joint Commission has updated your certification decision on the Find Accredited Organizations page of our website.

Sincerely,

Ken Grubbs, DNP, MBA, RN
Chief Nursing Executive & Executive Vice President
Division of Accreditation and Certification Operations

# GRAND TRAVERSE PAVILIONS
## MEMORANDUM

Financial Operations Report
**July 2026**

### Grand Traverse Pavilions Combined

REVENUE:

The overall revenue for the Pavilions in July was $3,349,542 resulting in a favorable budget variance of $62,379.

EXPENSES:

The total overall operating expenses for the Pavilions in July were $3,443,454 resulting in an unfavorable variance to budget of $153,559.

NET INCOME/LOSS:

There was a net loss of $93,912 from the combined programs of the Pavilions in July resulting in an unfavorable budget variance of $91,180.

OPERATING CASH:

Total cash at month-end was $2,905,298. There was a net decrease in overall cash of $1,092,298 for the month. The decrease in cash was primarily attributed to three payrolls paid out during the month which is about $860,000; additional contributing factors were CPE repayment, insurance settlement payment, capital domestic water heater replacement and pension bond semi-annual interest payment.

VOUCHERS:

Purchase orders, invoices, checks written, and supporting documentation were reviewed for voucher numbers 5779-5789 for the month of July and were in order without exception.

### Grand Traverse Medical Care

REVENUE:

Total Revenue was $3,003,669 which was above the budgeted amount by $53,655 for a positive variance. The census for July averaged 196 residents which was six above the budgeted census and nine more than the prior month average. Private pay census was five below budget, Medicare census was two above budget, Medicaid was nine above budgeted census, while Medicaid Hospice was equal to the budgeted census. The occupancy for July was 81.5%

of licensed beds and 88.1% of available beds. Year-to-date occupancy was 78.8% of licensed bed days and 85.2% of available bed days.

We have an approved non-available bed plan that puts our available/maximum census at 222 until 9/30/26. The state continues to develop a permanent non-available plan would go into effect 10/1/26. We need to have an average census 189 to achieve 85% occupancy.

Resident Revenue was $2,713,206 which provided a favorable budget variance of $17,508.

Other revenue was $290,463 resulting in a positive budget variance of $36,147. The positive variance was mainly due to a lower QAAP provider tax and higher QAS reimbursement due to higher Medicaid census.

EXPENSES:

Operating Expenses totaled $3,053,089 resulting in an unfavorable budget variance of $174,782. The negative budget variance was due to several factors, including insurance settlement payment, health insurance costs, CNA and therapy wages, MERS pension-DC and electricity costs.

NET INCOME/LOSS:

Grand Traverse Medical Care produced a net loss of $109,932 for the month for a negative budget variance of $119,139.

RECEIVABLES:

Days Receivable Outstanding ("DRO") is 65 days as of 7/31/2026. This is one day less than as of 6/30/2026. Our goal is to reduce that number to 45 days.

## The Cottages

REVENUE:

Total revenue of $326,054 resulted in unfavorable variance of $21,096 to the budget.

The average leased occupancy for the Cottages-Assisted Living was 60 apartments during the month which was one less than the previous month and one below the budgeted amount, representing 82% occupancy. In addition, there were 37 days (average of 1.2 per night) of overnight respite provided during the month (0.9 less than the prior month and 0.2 more than budget). Hawthorn Lofts-Independent Living average census was 2 resident per day for 67% occupancy which was the same as the prior month and equal to budget. Total average census of 63 residents (two less than the prior month).

Occupancy above included an average of 11 PACE North residents in the Cottages, (same as the prior month) and 0 days of Respite Care were provided for a Pace North participant (equal to the prior month).

EXPENSES:

Expenses for July (before building depreciation) were $316,531 which was under the budgeted amount by $19,008 for a favorable budget variance.

NET INCOME/LOSS:

The program had a net loss for the month of $13,800 resulting in an unfavorable budget variance of $1,861.

## Unassigned Fund Balance

| | |
|---|---|
| Approved 2026 Operating Budget | $ 39.0M |
| Unassigned Fund Balance Target Percentage | 20% |
| Unassigned Fund Balance Target Amount | $7.8M |
| Current Unassigned Fund Balance* | $2.9 M |
| Current Fund Balance as a percentage of Operating Budget | 7.4% |
| Amount Available Above/ (Below) Target | ($4.9M) |

*Fund balance is different from a cash balance as it includes other assets and is net of current liabilities. Those items do not generally change significantly so we are reporting here on the cash balance amount.

Date: Aug 21, 2026
Time: 12:13:23 EDT
User: Kory R. Hansen

# Grand Traverse Pavilions - SNF
## Combined Income Statement
## 7/1/2026 to 7/31/2026

Facility #



**Include Adjustment Periods:** NO **Include Closing Periods:** NO

| | CURRENT PERIOD | | | PRIOR PERIOD | | | YEAR TO DATE | | |
|---|---|---|---|---|---|---|---|---|---|
| | Actual $ | Budget $ | Var $ | Actual $ | Budget $ | Var $ | Actual $ | Budget $ | Var $ |
| Service Revenue | 3,073,450 | 3,047,031 | 26,419 | 2,944,469 | 2,968,609 | (24,139) | 20,741,761 | 20,941,105 | (199,344) |
| Other Revenue | 276,092 | 240,132 | 35,960 | 276,286 | 240,132 | 36,154 | 1,868,521 | 1,661,425 | 207,096 |
| Total Revenue | 3,349,542 | 3,287,163 | 62,379 | 3,220,755 | 3,208,741 | 12,015 | 22,610,281 | 22,602,529 | 7,752 |
| Salaries & Wages | 1,941,206 | 1,953,494 | 12,288 | 1,888,060 | 1,890,519 | 2,458 | 13,142,039 | 13,354,581 | 212,541 |
| Benefits | 554,104 | 478,193 | (75,911) | 525,214 | 473,398 | (51,816) | 3,560,271 | 3,323,476 | (236,795) |
| Other Operating Expenses | 825,859 | 732,358 | (93,501) | 815,587 | 733,108 | (82,478) | 5,316,095 | 5,122,008 | (194,087) |
| Interest Expense | 26,344 | 26,300 | 44 | 26,344 | 26,300 | 44 | 184,407 | 184,100 | 307 |
| Depreciation | 95,941 | 99,550 | 3,609 | 95,941 | 99,550 | 3,609 | 671,584 | 696,850 | 25,266 |
| Total Operating Expenses | 3,443,454 | 3,289,895 | (153,559) | 3,351,145 | 3,222,875 | (128,271) | 22,874,396 | 22,681,014 | (193,381) |
| Net Operating Income | (93,912) | (2,732) | (91,180) | (130,390) | (14,134) | (116,256) | (264,114) | (78,485) | (185,629) |

Date: Aug 21, 2026
Time: 12:15:37 EDT
User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**
**SNF Income Statement**
**7/1/2026 to 7/31/2026**

Facility #



**Include Adjustment Periods:** NO **Include Closing Periods:** NO

**CURRENT PERIOD**

| | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day |
|---|---|---|---|---|---|---|
| **SNF Resident Revenue** | | | | | | |
| **Inpatient Revenue** | | | | | | |
| **Medicare Part A** | 296,491 | 276,679 | 19,812 | 521.07 | 595.01 | (73.94) |
| **Medicare Advantage** | 304,172 | 368,874 | (64,702) | 568.55 | 594.96 | (26.41) |
| **Medicaid** | 1,546,436 | 1,416,683 | 129,753 | 390.12 | 397.39 | (7.27) |
| **Hospice** | 216,443 | 213,900 | 2,543 | 470.53 | 460.00 | 10.53 |
| **Private Pay** | 272,953 | 356,944 | (83,991) | 514.04 | 460.57 | 53.47 |
| **Medicare Part B** | 15,119 | 12,600 | 2,519 | 2.50 | 2.14 | 0.36 |
| **TOTAL Inpatient Revenue** | 2,651,614 | 2,645,681 | 5,934 | 437.63 | 449.18 | (11.55) |
| **Outpatient** | | | | | | |
| **Physical Therapy** | 78,490 | 65,000 | 13,490 | 12.95 | 11.04 | 1.91 |
| **Occupational Therapy** | 11,155 | 6,000 | 5,155 | 1.84 | 1.02 | 0.82 |
| **Speech Therapy** | 6,605 | 5,000 | 1,605 | 1.09 | 0.85 | 0.24 |
| **Wellness** | 5,345 | 5,000 | 345 | 0.88 | 0.85 | 0.03 |
| **Cont Allow Outpatient** | (40,003) | (30,983) | (9,020) | (6.60) | (5.26) | (1.34) |
| **TOTAL Outpatient** | 61,592 | 50,017 | 11,575 | 10.17 | 8.49 | 1.68 |
| **TOTAL SNF Resident Revenue** | 2,713,206 | 2,695,698 | 17,508 | 447.80 | 457.67 | (9.87) |
| **SNF Other Revenue** | | | | | | |
| Revenue - Child Day Care | 8,879 | 10,833 | (1,954) | 1.47 | 1.84 | (0.37) |
| Childcare Lunches | 996 | 1,250 | (254) | 0.16 | 0.21 | (0.05) |
| Vending Machine Sales | 1,589 | 500 | 1,089 | 0.26 | 0.08 | 0.18 |
| Rental Income | 168 | 250 | (82) | 0.03 | 0.04 | (0.01) |
| Interest Income | 7,512 | 7,500 | 12 | 1.24 | 1.27 | (0.03) |
| Longevity I-SNP Income | 21,983 | 11,000 | 10,983 | 3.63 | 1.87 | 1.76 |
| Managed Care Shared Savings | 5,000 | 5,000 | 0 | 0.83 | 0.85 | (0.02) |
| DCW Wage Reimbursement | 93,882 | 90,000 | 3,882 | 15.49 | 15.28 | 0.21 |
| Copy Revenue | 122 | 0 | 122 | 0.02 | 0.00 | 0.02 |
| Garnishiment Fees | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 |
| Insurance Proceeds and Refunds | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 |
| Misc Income | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 |
| Donation Income | 5,000 | 6,000 | (1,000) | 0.83 | 1.02 | (0.19) |
| Recruitment Grant Income | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 |
| QAS Income | 218,926 | 213,900 | 5,026 | 36.13 | 36.32 | (0.18) |
| QMI Income | 27,442 | 25,000 | 2,442 | 4.53 | 4.24 | 0.28 |
| Inter-Company Charges | 10,000 | 10,000 | 0 | 1.65 | 1.70 | (0.05) |
| Bad Debt Expenses | (25,000) | (25,000) | 0 | (4.13) | (4.24) | 0.12 |
| Provider Tax Expense-QAA | (75,721) | (85,918) | 10,197 | (12.50) | (14.59) | 2.09 |
| Provider Tax Expense-QMIA | (10,316) | (16,000) | 5,684 | (1.70) | (2.72) | 1.01 |
| **TOTAL SNF Other Revenue** | 290,463 | 254,315 | 36,147 | 47.94 | 43.18 | 4.76 |
| Total Revenue | 3,003,669 | 2,950,013 | 53,655 | 495.74 | 500.85 | (5.11) |
| **SNF Operating Expenses** | | | | | | |
| **Nursing** | | | | | | |
| **Nursing** | | | | | | |
| Salary & Wages - RN | 313,359 | 307,860 | (5,499) | 51.72 | 52.27 | 0.55 |
| Salary & Wages - LPN | 97,974 | 94,699 | (3,275) | 16.17 | 16.08 | (0.09) |

**PRIOR PERIOD**

| | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day |
|---|---|---|---|---|---|---|
| **SNF Resident Revenue** | | | | | | |
| **Inpatient Revenue** | | | | | | |
| **Medicare Part A** | 257,040 | 271,658 | (14,618) | 637.82 | 603.68 | 34.14 |
| **Medicare Advantage** | 240,780 | 362,233 | (121,453) | 552.25 | 603.72 | (51.47) |
| **Medicaid** | 1,722,517 | 1,371,064 | 351,453 | 411.69 | 397.41 | 14.28 |
| **Hospice** | 250,151 | 207,000 | 43,151 | 492.42 | 460.00 | 32.42 |
| **Private Pay** | 48,177 | 345,704 | (297,527) | 523.66 | 460.94 | 62.72 |
| **Medicare Part B** | 11,031 | 12,600 | (1,569) | 1.96 | 2.21 | (0.25) |
| **TOTAL Inpatient Revenue** | 2,529,695 | 2,570,259 | (40,563) | 449.88 | 450.92 | (1.04) |
| **Outpatient** | | | | | | |
| **Physical Therapy** | 69,634 | 65,000 | 4,634 | 12.38 | 11.40 | 0.98 |
| **Occupational Therapy** | 7,401 | 6,000 | 1,401 | 1.32 | 1.05 | 0.27 |
| **Speech Therapy** | 6,385 | 5,000 | 1,385 | 1.14 | 0.88 | 0.26 |
| **Wellness** | 4,515 | 5,000 | (485) | 0.80 | 0.88 | (0.08) |
| **Cont Allow Outpatient** | (37,246) | (29,984) | (7,262) | (6.62) | (5.26) | (1.36) |
| **TOTAL Outpatient** | 50,689 | 51,016 | (328) | 9.01 | 8.95 | 0.06 |
| **TOTAL SNF Resident Revenue** | 2,580,384 | 2,621,275 | (40,891) | 458.90 | 459.87 | (0.97) |
| **SNF Other Revenue** | | | | | | |
| Revenue - Child Day Care | 8,681 | 10,833 | (2,152) | 1.54 | 1.90 | (0.36) |
| Childcare Lunches | 943 | 1,250 | (307) | 0.17 | 0.22 | (0.05) |
| Vending Machine Sales | 1,359 | 500 | 859 | 0.24 | 0.09 | 0.15 |
| Rental Income | 202 | 250 | (48) | 0.04 | 0.04 | (0.01) |
| Interest Income | 7,515 | 7,500 | 15 | 1.34 | 1.32 | 0.02 |
| Longevity I-SNP Income | 15,016 | 11,000 | 4,016 | 2.67 | 1.93 | 0.74 |
| Managed Care Shared Savings | 5,000 | 5,000 | 0 | 0.89 | 0.88 | 0.01 |
| DCW Wage Reimbursement | 92,596 | 90,000 | 2,596 | 16.47 | 15.79 | 0.68 |
| Copy Revenue | 309 | 0 | 309 | 0.05 | 0.00 | 0.05 |
| Garnishiment Fees | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 |
| Insurance Proceeds and Refunds | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 |
| Misc Income | 1,444 | 0 | 1,444 | 0.26 | 0.00 | 0.26 |
| Donation Income | 13,685 | 6,000 | 7,685 | 2.43 | 1.05 | 1.38 |
| Recruitment Grant Income | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 |
| QAS Income | 217,256 | 213,900 | 3,356 | 38.64 | 37.53 | 1.11 |
| QMI Income | 27,442 | 25,000 | 2,442 | 4.88 | 4.39 | 0.49 |
| Inter-Company Charges | 10,000 | 10,000 | 0 | 1.78 | 1.75 | 0.02 |
| Bad Debt Expenses | (25,000) | (25,000) | 0 | (4.45) | (4.39) | (0.06) |
| Provider Tax Expense-QAA | (75,721) | (85,918) | 10,197 | (13.47) | (15.07) | 1.61 |
| Provider Tax Expense-QMIA | (10,316) | (16,000) | 5,684 | (1.83) | (2.81) | 0.97 |
| **TOTAL SNF Other Revenue** | 290,410 | 254,315 | 36,094 | 51.65 | 44.62 | 7.03 |
| Total Revenue | 2,870,794 | 2,875,591 | (4,797) | 510.54 | 504.49 | 6.05 |
| **SNF Operating Expenses** | | | | | | |
| **Nursing** | | | | | | |
| **Nursing** | | | | | | |
| Salary & Wages - RN | 292,460 | 297,929 | 5,469 | 52.01 | 52.27 | 0.26 |
| Salary & Wages - LPN | 95,694 | 91,644 | (4,050) | 17.02 | 16.08 | (0.94) |

**YEAR TO DATE**

| | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day |
|---|---|---|---|---|---|---|
| **SNF Resident Revenue** | | | | | | |
| **Inpatient Revenue** | | | | | | |
| **Medicare Part A** | 2,059,305 | 1,911,647 | 147,658 | 591.41 | 601.15 | (9.74) |
| **Medicare Advantage** | 2,139,027 | 2,548,912 | (409,885) | 619.47 | 601.16 | 18.31 |
| **Medicaid** | 10,225,057 | 9,688,687 | 536,370 | 399.63 | 397.40 | 2.23 |
| **Hospice** | 1,599,775 | 1,462,800 | 136,975 | 466.54 | 460.00 | 6.54 |
| **Private Pay** | 2,049,445 | 2,442,409 | (392,964) | 493.37 | 460.83 | 32.54 |
| **Medicare Part B** | (3,208) | 88,200 | (91,408) | (0.08) | 2.19 | (2.27) |
| **TOTAL Inpatient Revenue** | 18,069,402 | 18,142,655 | (73,253) | 450.56 | 450.41 | 0.15 |
| **Outpatient** | | | | | | |
| **Physical Therapy** | 464,150 | 455,000 | 9,150 | 11.57 | 11.30 | 0.27 |
| **Occupational Therapy** | 51,270 | 42,000 | 9,270 | 1.28 | 1.04 | 0.24 |
| **Speech Therapy** | 46,850 | 35,000 | 11,850 | 1.17 | 0.87 | 0.30 |
| **Wellness** | 29,725 | 35,000 | (5,275) | 0.74 | 0.87 | (0.13) |
| **Cont Allow Outpatient** | (235,427) | (211,884) | (23,543) | (5.87) | (5.26) | (0.61) |
| **TOTAL Outpatient** | 356,568 | 355,116 | 1,452 | 8.89 | 8.82 | 0.07 |
| **TOTAL SNF Resident Revenue** | 18,425,970 | 18,497,771 | (71,801) | 459.45 | 459.23 | 0.22 |
| **SNF Other Revenue** | | | | | | |
| Revenue - Child Day Care | 57,173 | 75,833 | (18,660) | 1.43 | 1.88 | (0.46) |
| Childcare Lunches | 6,576 | 8,750 | (2,174) | 0.16 | 0.22 | (0.05) |
| Vending Machine Sales | 8,320 | 3,500 | 4,820 | 0.21 | 0.09 | 0.12 |
| Rental Income | 1,560 | 1,750 | (190) | 0.04 | 0.04 | 0.00 |
| Interest Income | 33,656 | 52,500 | (18,844) | 0.84 | 1.30 | (0.46) |
| Longevity I-SNP Income | 121,597 | 77,000 | 44,597 | 3.03 | 1.91 | 1.12 |
| Managed Care Shared Savings | 35,000 | 35,000 | 0 | 0.87 | 0.87 | 0.00 |
| DCW Wage Reimbursement | 645,270 | 630,000 | 15,270 | 16.09 | 15.64 | 0.45 |
| Copy Revenue | 431 | 0 | 431 | 0.01 | 0.00 | 0.01 |
| Garnishiment Fees | 175 | 0 | 175 | 0.00 | 0.00 | 0.00 |
| Insurance Proceeds and Refunds | 3,500 | 0 | 3,500 | 0.09 | 0.00 | 0.09 |
| Misc Income | 2,427 | 0 | 2,427 | 0.06 | 0.00 | 0.06 |
| Donation Income | 29,157 | 22,500 | 6,657 | 0.73 | 0.56 | 0.17 |
| Recruitment Grant Income | 12,600 | 0 | 12,600 | 0.31 | 0.00 | 0.31 |
| QAS Income | 1,488,725 | 1,497,300 | (8,575) | 37.12 | 37.17 | (0.05) |
| QMI Income | 192,095 | 175,000 | 17,095 | 4.79 | 4.34 | 0.45 |
| Inter-Company Charges | 70,000 | 70,000 | 0 | 1.75 | 1.74 | 0.01 |
| Bad Debt Expenses | (175,000) | (175,000) | 0 | (4.36) | (4.34) | (0.02) |
| Provider Tax Expense-QAA | (530,049) | (601,425) | 71,376 | (13.22) | (14.93) | 1.71 |
| Provider Tax Expense-QMIA | (72,214) | (112,000) | 39,786 | (1.80) | (2.78) | 0.98 |
| **TOTAL SNF Other Revenue** | 1,930,999 | 1,760,708 | 170,291 | 48.15 | 43.71 | 4.44 |
| Total Revenue | 20,356,969 | 20,258,479 | 98,489 | 507.60 | 502.94 | 4.66 |
| **SNF Operating Expenses** | | | | | | |
| **Nursing** | | | | | | |
| **Nursing** | | | | | | |
| Salary & Wages - RN | 2,067,877 | 2,105,363 | 37,486 | 51.56 | 52.27 | 0.71 |
| Salary & Wages - LPN | 692,884 | 647,616 | (45,268) | 17.28 | 16.08 | (1.20) |

Date: Aug 21, 2026
Time: 12:15:37 EDT
User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**
**SNF Income Statement**
**7/1/2026 to 7/31/2026**

Facility #



| | CURRENT PERIOD | | | | | |
|---|---|---|---|---|---|---|
| | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day |
| **Nursing (con't)** | | | | | | |
| Salary & Wages - CNA | 597,809 | 567,852 | (29,956) | 98.66 | 96.41 | (2.26) |
| Salary & Wages - UW SNF | 7,416 | 10,192 | 2,776 | 1.22 | 1.73 | 0.51 |
| Longevity - RN | 4,657 | 5,096 | 439 | 0.77 | 0.87 | 0.10 |
| Longevity - LPN | 2,332 | 2,038 | (294) | 0.38 | 0.35 | (0.04) |
| Longevity - CNA | 12,639 | 13,589 | 950 | 2.09 | 2.31 | 0.22 |
| FICA - Nursing | 76,767 | 75,589 | (1,178) | 12.67 | 12.83 | 0.16 |
| Workers Comp - Nursing | 6,046 | 6,200 | 154 | 1.00 | 1.05 | 0.05 |
| Unemployment Expenses | 1,000 | 1,000 | 0 | 0.17 | 0.17 | 0.00 |
| MERS DB - Nursing | 45,277 | 45,800 | 523 | 7.47 | 7.78 | 0.30 |
| MERS DC:Nursing | 37,207 | 21,000 | (16,207) | 6.14 | 3.57 | (2.58) |
| Health Ins - Nursing | 140,175 | 87,500 | (52,675) | 23.13 | 14.86 | (8.28) |
| Health Ins - Retirees Nursing | 5,061 | 7,000 | 1,939 | 0.84 | 1.19 | 0.35 |
| Dental Ins - Nursing | 4,777 | 4,500 | (277) | 0.79 | 0.76 | (0.02) |
| Uniforms - Nursing | 0 | 500 | 500 | 0.00 | 0.08 | 0.08 |
| Small Equipment | 8,095 | 7,500 | (595) | 1.34 | 1.27 | (0.06) |
| Nursing Supplies | 25,353 | 20,000 | (5,353) | 4.18 | 3.40 | (0.79) |
| Briefs | 9,635 | 7,000 | (2,635) | 1.59 | 1.19 | (0.40) |
| Stock Meds | 2,883 | 3,500 | 617 | 0.48 | 0.59 | 0.12 |
| Flu Vaccine | 11,101 | 3,500 | (7,601) | 1.83 | 0.59 | (1.24) |
| IV Supplies | 28 | 500 | 472 | 0.00 | 0.08 | 0.08 |
| Special Equipment Rental | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 |
| Non-Legend Drugs | 5,860 | 4,000 | (1,860) | 0.97 | 0.68 | (0.29) |
| Professional Services - Medic | 3,626 | 4,500 | 874 | 0.60 | 0.76 | 0.17 |
| Agency Nurse Staffing | 15,117 | 20,000 | 4,883 | 2.49 | 3.40 | 0.90 |
| Building Repairs-Resident Roo | 2,148 | 5,000 | 2,852 | 0.35 | 0.85 | 0.49 |
| Equipment Repairs | 825 | 3,500 | 2,675 | 0.14 | 0.59 | 0.46 |
| Education & Training - Nursing | 262 | 1,000 | 738 | 0.04 | 0.17 | 0.13 |
| Med Waste:Nursing-Medical Care | 595 | 2,100 | 1,505 | 0.10 | 0.36 | 0.26 |
| Resident Loss Replacement | 57 | 250 | 193 | 0.01 | 0.04 | 0.03 |
| **TOTAL Nursing** | **1,438,080** | **1,332,765** | **(105,315)** | **237.35** | **226.28** | **(11.07)** |
| **Nurse Administration** | | | | | | |
| Salary & Wages - Nursing Admin | 149,972 | 169,863 | 19,891 | 24.75 | 28.84 | 4.09 |
| Longevity-Nursing Admin | 2,669 | 3,058 | 389 | 0.44 | 0.52 | 0.08 |
| FICA - Nursing Admin | 11,125 | 12,740 | 1,614 | 1.84 | 2.16 | 0.33 |
| Workers Comp - Nurse Admin | 504 | 500 | (4) | 0.08 | 0.08 | 0.00 |
| MERS DB - Nursing Admin | 19,586 | 19,600 | 14 | 3.23 | 3.33 | 0.10 |
| MERS DC Nurse Administration | 3,946 | 2,200 | (1,746) | 0.65 | 0.37 | (0.28) |
| Nurse Admin Consulting | 16,921 | 5,000 | (11,921) | 2.79 | 0.85 | (1.94) |
| **TOTAL Nurse Administration** | **204,723** | **212,960** | **8,237** | **33.79** | **36.16** | **2.37** |
| **TOTAL Nursing** | **1,642,803** | **1,545,725** | **(97,079)** | **271.13** | **262.43** | **(8.70)** |
| **Administrative** | | | | | | |
| Salary & Wages - Admin | 78,102 | 76,438 | (1,663) | 12.89 | 12.98 | 0.09 |
| Longevity - Admin | 1,213 | 1,019 | (194) | 0.20 | 0.17 | (0.03) |
| FICA - Admin | 5,366 | 5,809 | 443 | 0.89 | 0.99 | 0.10 |
| Workers Comp - Admin | 280 | 500 | 220 | 0.05 | 0.08 | 0.04 |
| MERS - Administration | 8,773 | 8,800 | 27 | 1.45 | 1.49 | 0.05 |
| MERS DC:Administration | 5,197 | 1,800 | (3,397) | 0.86 | 0.31 | (0.55) |

| | PRIOR PERIOD | | | | | |
|---|---|---|---|---|---|---|
| | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day |
| **Nursing (con't)** | | | | | | |
| Salary & Wages - CNA | 581,149 | 549,534 | (31,615) | 103.35 | 96.41 | (6.94) |
| Salary & Wages - UW SNF | 7,003 | 9,863 | 2,860 | 1.25 | 1.73 | 0.48 |
| Longevity - RN | 4,657 | 4,932 | 275 | 0.83 | 0.87 | 0.04 |
| Longevity - LPN | 2,332 | 1,973 | (359) | 0.41 | 0.35 | (0.07) |
| Longevity - CNA | 12,639 | 13,151 | 512 | 2.25 | 2.31 | 0.06 |
| FICA - Nursing | 72,964 | 73,151 | 187 | 12.98 | 12.83 | (0.14) |
| Workers Comp - Nursing | 12,035 | 6,200 | (5,835) | 2.14 | 1.09 | (1.05) |
| Unemployment Expenses | 1,000 | 1,000 | 0 | 0.18 | 0.18 | 0.00 |
| MERS DB - Nursing | 49,939 | 45,800 | (4,139) | 8.88 | 8.04 | (0.85) |
| MERS DC:Nursing | 19,270 | 21,000 | 1,730 | 3.43 | 3.68 | 0.26 |
| Health Ins - Nursing | 125,448 | 87,500 | (37,948) | 22.31 | 15.35 | (6.96) |
| Health Ins - Retirees Nursing | 5,421 | 7,000 | 1,579 | 0.96 | 1.23 | 0.26 |
| Dental Ins - Nursing | 5,243 | 4,500 | (743) | 0.93 | 0.79 | (0.14) |
| Uniforms - Nursing | 2,151 | 500 | (1,651) | 0.38 | 0.09 | (0.29) |
| Small Equipment | 3,473 | 7,500 | 4,027 | 0.62 | 1.32 | 0.70 |
| Nursing Supplies | 19,791 | 20,000 | 209 | 3.52 | 3.51 | (0.01) |
| Briefs | 6,889 | 7,000 | 111 | 1.23 | 1.23 | 0.00 |
| Stock Meds | 1,924 | 3,500 | 1,576 | 0.34 | 0.61 | 0.27 |
| Flu Vaccine | 23,721 | 3,500 | (20,221) | 4.22 | 0.61 | (3.60) |
| IV Supplies | 109 | 500 | 391 | 0.02 | 0.09 | 0.07 |
| Special Equipment Rental | 55 | 0 | (55) | 0.01 | 0.00 | (0.01) |
| Non-Legend Drugs | 5,123 | 4,000 | (1,123) | 0.91 | 0.70 | (0.21) |
| Professional Services - Medic | 3,626 | 4,500 | 874 | 0.64 | 0.79 | 0.14 |
| Agency Nurse Staffing | 11,059 | 20,000 | 8,941 | 1.97 | 3.51 | 1.54 |
| Building Repairs-Resident Roo | 4,102 | 5,000 | 898 | 0.73 | 0.88 | 0.15 |
| Equipment Repairs | 2,700 | 3,500 | 800 | 0.48 | 0.61 | 0.13 |
| Education & Training - Nursing | 2,787 | 1,000 | (1,787) | 0.50 | 0.18 | (0.32) |
| Med Waste:Nursing-Medical Care | (379) | 2,100 | 2,479 | (0.07) | 0.37 | 0.44 |
| Resident Loss Replacement | 66 | 250 | 184 | 0.01 | 0.04 | 0.03 |
| **TOTAL Nursing** | **1,374,449** | **1,298,025** | **(76,423)** | **244.43** | **227.72** | **(16.71)** |
| **Nurse Administration** | | | | | | |
| Salary & Wages - Nursing Admin | 162,188 | 164,384 | 2,196 | 28.84 | 28.84 | 0.00 |
| Longevity-Nursing Admin | 2,669 | 2,959 | 290 | 0.47 | 0.52 | 0.04 |
| FICA - Nursing Admin | 11,075 | 12,329 | 1,254 | 1.97 | 2.16 | 0.19 |
| Workers Comp - Nurse Admin | 504 | 500 | (4) | 0.09 | 0.09 | 0.00 |
| MERS DB - Nursing Admin | 19,586 | 19,600 | 14 | 3.48 | 3.44 | (0.04) |
| MERS DC Nurse Administration | 3,502 | 2,200 | (1,302) | 0.62 | 0.39 | (0.24) |
| Nurse Admin Consulting | 11,033 | 5,000 | (6,033) | 1.96 | 0.88 | (1.08) |
| **TOTAL Nurse Administration** | **210,556** | **206,971** | **(3,585)** | **37.45** | **36.31** | **(1.14)** |
| **TOTAL Nursing** | **1,585,005** | **1,504,997** | **(80,009)** | **281.88** | **264.03** | **(17.85)** |
| **Administrative** | | | | | | |
| Salary & Wages - Admin | 76,046 | 73,973 | (2,073) | 13.52 | 12.98 | (0.55) |
| Longevity - Admin | 1,213 | 986 | (227) | 0.22 | 0.17 | (0.04) |
| FICA - Admin | 5,213 | 5,622 | 409 | 0.93 | 0.99 | 0.06 |
| Workers Comp - Admin | 280 | 500 | 220 | 0.05 | 0.09 | 0.04 |
| MERS - Administration | 8,879 | 8,800 | (79) | 1.58 | 1.54 | (0.04) |
| MERS DC:Administration | 3,670 | 1,800 | (1,870) | 0.65 | 0.32 | (0.34) |

| | YEAR TO DATE | | | | | |
|---|---|---|---|---|---|---|
| | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day |
| **Nursing (con't)** | | | | | | |
| Salary & Wages - CNA | 4,054,392 | 3,883,375 | (171,016) | 101.10 | 96.41 | (4.69) |
| Salary & Wages - UW SNF | 43,983 | 69,699 | 25,716 | 1.10 | 1.73 | 0.63 |
| Longevity - RN | 32,599 | 34,849 | 2,250 | 0.81 | 0.87 | 0.05 |
| Longevity - LPN | 16,324 | 13,940 | (2,384) | 0.41 | 0.35 | (0.06) |
| Longevity - CNA | 88,473 | 92,932 | 4,459 | 2.21 | 2.31 | 0.10 |
| FICA - Nursing | 514,138 | 516,931 | 2,794 | 12.82 | 12.83 | 0.01 |
| Workers Comp - Nursing | 56,588 | 43,400 | (13,188) | 1.41 | 1.08 | (0.33) |
| Unemployment Expenses | 7,000 | 7,000 | 0 | 0.17 | 0.17 | 0.00 |
| MERS DB - Nursing | 321,601 | 320,600 | (1,001) | 8.02 | 7.96 | (0.06) |
| MERS DC:Nursing | 180,950 | 147,000 | (33,950) | 4.51 | 3.65 | (0.86) |
| Health Ins - Nursing | 815,703 | 612,500 | (203,203) | 20.34 | 15.21 | (5.13) |
| Health Ins - Retirees Nursing | 40,155 | 49,000 | 8,845 | 1.00 | 1.22 | 0.22 |
| Dental Ins - Nursing | 38,979 | 34,650 | (4,328) | 0.97 | 0.86 | (0.11) |
| Uniforms - Nursing | 6,567 | 3,500 | (3,067) | 0.16 | 0.09 | (0.08) |
| Small Equipment | 43,656 | 52,500 | 8,844 | 1.09 | 1.30 | 0.21 |
| Nursing Supplies | 134,332 | 140,000 | 5,668 | 3.35 | 3.48 | 0.13 |
| Briefs | 54,868 | 49,000 | (5,868) | 1.37 | 1.22 | (0.15) |
| Stock Meds | 19,230 | 24,500 | 5,270 | 0.48 | 0.61 | 0.13 |
| Flu Vaccine | 59,592 | 24,500 | (35,092) | 1.49 | 0.61 | (0.88) |
| IV Supplies | 1,647 | 3,500 | 1,853 | 0.04 | 0.09 | 0.05 |
| Special Equipment Rental | 5,557 | 0 | (5,557) | 0.14 | 0.00 | (0.14) |
| Non-Legend Drugs | 37,837 | 28,000 | (9,837) | 0.94 | 0.70 | (0.25) |
| Professional Services - Medic | 25,379 | 31,500 | 6,121 | 0.63 | 0.78 | 0.15 |
| Agency Nurse Staffing | 81,786 | 140,000 | 58,214 | 2.04 | 3.48 | 1.44 |
| Building Repairs-Resident Roo | 21,518 | 35,000 | 13,482 | 0.54 | 0.87 | 0.33 |
| Equipment Repairs | 13,084 | 24,500 | 11,416 | 0.33 | 0.61 | 0.28 |
| Education & Training - Nursing | 5,544 | 7,000 | 1,456 | 0.14 | 0.17 | 0.04 |
| Med Waste:Nursing-Medical Care | 4,059 | 14,700 | 10,641 | 0.10 | 0.36 | 0.26 |
| Resident Loss Replacement | 863 | 1,750 | 887 | 0.02 | 0.04 | 0.02 |
| **TOTAL Nursing** | **9,487,165** | **9,158,806** | **(328,360)** | **236.56** | **227.38** | **(9.18)** |
| **Nurse Administration** | | | | | | |
| Salary & Wages - Nursing Admin | 1,041,601 | 1,161,644 | 120,042 | 25.97 | 28.84 | 2.87 |
| Longevity-Nursing Admin | 18,683 | 20,910 | 2,227 | 0.47 | 0.52 | 0.05 |
| FICA - Nursing Admin | 89,546 | 87,123 | (2,423) | 2.23 | 2.16 | (0.07) |
| Workers Comp - Nurse Admin | 3,528 | 3,500 | (28) | 0.09 | 0.09 | 0.00 |
| MERS DB - Nursing Admin | 137,102 | 137,200 | 98 | 3.42 | 3.41 | (0.01) |
| MERS DC Nurse Administration | 24,980 | 15,400 | (9,580) | 0.62 | 0.38 | (0.24) |
| Nurse Admin Consulting | 114,144 | 35,000 | (79,144) | 2.85 | 0.87 | (1.98) |
| **TOTAL Nurse Administration** | **1,429,585** | **1,460,777** | **31,192** | **35.65** | **36.27** | **0.62** |
| **TOTAL Nursing** | **10,916,750** | **10,619,582** | **(297,168)** | **272.21** | **263.64** | **(8.57)** |
| **Administrative** | | | | | | |
| Salary & Wages - Admin | 527,066 | 522,740 | (4,326) | 13.14 | 12.98 | (0.16) |
| Longevity - Admin | 8,491 | 6,970 | (1,521) | 0.21 | 0.17 | (0.04) |
| FICA - Admin | 38,190 | 39,729 | 1,539 | 0.95 | 0.99 | 0.03 |
| Workers Comp - Admin | 1,968 | 3,500 | 1,532 | 0.05 | 0.09 | 0.04 |
| MERS - Administration | 67,627 | 61,600 | (6,027) | 1.69 | 1.53 | (0.16) |
| MERS DC:Administration | 25,702 | 12,600 | (13,102) | 0.64 | 0.31 | (0.33) |

Date: Aug 21, 2026
Time: 12:15:37 EDT
User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**
**SNF Income Statement**
**7/1/2026 to 7/31/2026**

Facility #



| | CURRENT PERIOD | | | | | | PRIOR PERIOD | | | | | | YEAR TO DATE | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day |
| **Administrative (con't)** | | | | | | | | | | | | | | | | | | |
| Health Ins - Administration | 1,478 | 1,500 | 22 | 0.24 | 0.25 | 0.01 | 1,315 | 1,500 | 185 | 0.23 | 0.26 | 0.03 | 10,783 | 10,500 | (283) | 0.27 | 0.26 | (0.01) |
| Dental Ins - Administration | 409 | 250 | (159) | 0.07 | 0.04 | (0.03) | 193 | 250 | 57 | 0.03 | 0.04 | 0.01 | 1,812 | 1,500 | (312) | 0.05 | 0.04 | (0.01) |
| Small Equipment | 865 | 1,000 | 135 | 0.14 | 0.17 | 0.03 | 0 | 1,000 | 1,000 | 0.00 | 0.18 | 0.18 | 1,401 | 7,000 | 5,599 | 0.03 | 0.17 | 0.14 |
| Contract Services | 9,656 | 2,500 | (7,156) | 1.59 | 0.42 | (1.17) | 2,421 | 2,500 | 79 | 0.43 | 0.44 | 0.01 | 24,913 | 17,500 | (7,413) | 0.62 | 0.43 | (0.19) |
| Professional Services - Admin | 5,875 | 2,000 | (3,875) | 0.97 | 0.34 | (0.63) | 0 | 2,000 | 2,000 | 0.00 | 0.35 | 0.35 | 6,339 | 14,000 | 7,661 | 0.16 | 0.35 | 0.19 |
| Legal Consultants | 48,003 | 10,000 | (38,003) | 7.92 | 1.70 | (6.22) | 71,785 | 10,000 | (61,784) | 12.77 | 1.75 | (11.01) | 212,841 | 70,000 | (142,841) | 5.31 | 1.74 | (3.57) |
| Dues & Memberships | 4,733 | 4,500 | (232) | 0.78 | 0.76 | (0.02) | 8,733 | 4,500 | (4,233) | 1.55 | 0.79 | (0.76) | 38,278 | 31,500 | (6,778) | 0.95 | 0.78 | (0.17) |
| License & Fees | 20 | 250 | 230 | 0.00 | 0.04 | 0.04 | 0 | 250 | 250 | 0.00 | 0.04 | 0.04 | 1,460 | 1,750 | 290 | 0.04 | 0.04 | 0.01 |
| Subscriptions | 0 | 100 | 100 | 0.00 | 0.02 | 0.02 | 0 | 100 | 100 | 0.00 | 0.02 | 0.02 | 0 | 700 | 700 | 0.00 | 0.02 | 0.02 |
| Education & Training - Admin | 0 | 600 | 600 | 0.00 | 0.10 | 0.10 | 392 | 600 | 208 | 0.07 | 0.11 | 0.04 | 1,742 | 4,200 | 2,458 | 0.04 | 0.10 | 0.06 |
| Travel | 4,203 | 750 | (3,453) | 0.69 | 0.13 | (0.57) | (1,288) | 750 | 2,038 | (0.23) | 0.13 | 0.36 | 8,549 | 5,250 | (3,299) | 0.21 | 0.13 | (0.08) |
| Board Meeting Expensess | 529 | 50 | (479) | 0.09 | 0.01 | (0.08) | 40 | 50 | 10 | 0.01 | 0.01 | 0.00 | 631 | 350 | (281) | 0.02 | 0.01 | (0.01) |
| Miscellaneous Expenses | 0 | 100 | 100 | 0.00 | 0.02 | 0.02 | 78 | 100 | 22 | 0.01 | 0.02 | 0.00 | 464 | 700 | 236 | 0.01 | 0.02 | 0.01 |
| **TOTAL Administrative** | 174,701 | 117,967 | (56,735) | 28.83 | 20.03 | (8.80) | 178,971 | 115,281 | (63,690) | 31.83 | 20.22 | (11.61) | 978,258 | 812,089 | (166,169) | 24.39 | 20.16 | (4.23) |
| **Finance** | | | | | | | | | | | | | | | | | | |
| Salary & Wages - Financial Ma | 22,003 | 30,745 | 8,742 | 3.63 | 5.22 | 1.59 | 25,611 | 29,753 | 4,143 | 4.55 | 5.22 | 0.67 | 189,582 | 210,258 | 20,676 | 4.73 | 5.22 | 0.49 |
| Longevity - Financial Mgt | 524 | 600 | 76 | 0.09 | 0.10 | 0.02 | 524 | 600 | 76 | 0.09 | 0.11 | 0.01 | 3,668 | 4,200 | 532 | 0.09 | 0.10 | 0.01 |
| FICA - Fin Mgmt | 1,878 | 2,378 | 500 | 0.31 | 0.40 | 0.09 | 1,902 | 2,301 | 400 | 0.34 | 0.40 | 0.07 | 15,447 | 16,263 | 816 | 0.39 | 0.40 | 0.02 |
| Workers Comp - Fin Mgmt | 112 | 250 | 138 | 0.02 | 0.04 | 0.02 | 112 | 250 | 138 | 0.02 | 0.04 | 0.02 | 784 | 1,750 | 966 | 0.02 | 0.04 | 0.02 |
| MERS DB - Financial Management | 3,552 | 3,600 | 48 | 0.59 | 0.61 | 0.02 | 3,552 | 3,600 | 48 | 0.63 | 0.63 | 0.00 | 24,864 | 25,200 | 336 | 0.62 | 0.63 | 0.01 |
| MERS DC:Financial Management | 952 | 400 | (552) | 0.16 | 0.07 | (0.09) | 635 | 400 | (235) | 0.11 | 0.07 | (0.04) | 6,483 | 2,800 | (3,683) | 0.16 | 0.07 | (0.09) |
| Health Ins - Financial Mgmt | 2,032 | 2,000 | (32) | 0.34 | 0.34 | 0.00 | 2,032 | 2,000 | (32) | 0.36 | 0.35 | (0.01) | 13,514 | 14,000 | 486 | 0.34 | 0.35 | 0.01 |
| Dental Ins - Financial Mgmt | 201 | 100 | (101) | 0.03 | 0.02 | (0.02) | 146 | 100 | (46) | 0.03 | 0.02 | (0.01) | 958 | 600 | (358) | 0.02 | 0.01 | (0.01) |
| Office Supplies | 953 | 1,500 | 547 | 0.16 | 0.25 | 0.10 | 1,201 | 1,500 | 299 | 0.21 | 0.26 | 0.05 | 8,819 | 10,500 | 1,681 | 0.22 | 0.26 | 0.04 |
| Copy Supplies | 594 | 650 | 56 | 0.10 | 0.11 | 0.01 | 758 | 650 | (108) | 0.13 | 0.11 | (0.02) | 4,298 | 4,550 | 252 | 0.11 | 0.11 | 0.01 |
| Computer Supplies | 2,796 | 2,850 | 54 | 0.46 | 0.48 | 0.02 | 1,988 | 2,850 | 862 | 0.35 | 0.50 | 0.15 | 14,996 | 19,950 | 4,954 | 0.37 | 0.50 | 0.12 |
| Postage | 543 | 1,000 | 457 | 0.09 | 0.17 | 0.08 | 1,200 | 1,000 | (200) | 0.21 | 0.18 | (0.04) | 6,623 | 7,000 | 377 | 0.17 | 0.17 | 0.01 |
| Small Equipment - IT | 2,490 | 2,750 | 260 | 0.41 | 0.47 | 0.06 | 267 | 2,750 | 2,483 | 0.05 | 0.48 | 0.43 | 27,942 | 19,250 | (8,692) | 0.70 | 0.48 | (0.22) |
| Contract Services - Billing | 16,810 | 2,500 | (14,310) | 2.77 | 0.42 | (2.35) | 15,518 | 2,500 | (13,017) | 2.76 | 0.44 | (2.32) | 77,513 | 17,500 | (60,012) | 1.93 | 0.43 | (1.50) |
| Professional Services - Finan | 1,000 | 1,250 | 250 | 0.17 | 0.21 | 0.05 | 1,000 | 1,250 | 250 | 0.18 | 0.22 | 0.04 | 7,000 | 8,750 | 1,750 | 0.17 | 0.22 | 0.04 |
| Audit Expenses | 0 | 600 | 600 | 0.00 | 0.10 | 0.10 | 0 | 600 | 600 | 0.00 | 0.11 | 0.11 | 0 | 4,200 | 4,200 | 0.00 | 0.10 | 0.10 |
| IT Consultants | 350 | 1,250 | 900 | 0.06 | 0.21 | 0.15 | 613 | 1,250 | 638 | 0.11 | 0.22 | 0.11 | 16,540 | 8,750 | (7,790) | 0.41 | 0.22 | (0.20) |
| Printing & Binding | 0 | 625 | 625 | 0.00 | 0.11 | 0.11 | 0 | 625 | 625 | 0.00 | 0.11 | 0.11 | 3,057 | 4,375 | 1,318 | 0.08 | 0.11 | 0.03 |
| Data Processing | 1,897 | 2,000 | 103 | 0.31 | 0.34 | 0.03 | 3,251 | 2,000 | (1,251) | 0.58 | 0.35 | (0.23) | 24,026 | 14,000 | (10,026) | 0.60 | 0.35 | (0.25) |
| Maintenance Agreements Softwa | 27,436 | 29,333 | 1,897 | 4.53 | 4.98 | 0.45 | 39,101 | 29,333 | (9,768) | 6.95 | 5.15 | (1.81) | 265,897 | 205,333 | (60,564) | 6.63 | 5.10 | (1.53) |
| Communication Equip Repairs | 4,692 | 2,500 | (2,192) | 0.77 | 0.42 | (0.35) | 4,685 | 2,500 | (2,185) | 0.83 | 0.44 | (0.39) | 21,054 | 17,500 | (3,554) | 0.52 | 0.43 | (0.09) |
| Education & Training - Fin Mgt | 645 | 400 | (245) | 0.11 | 0.07 | (0.04) | 113 | 400 | 287 | 0.02 | 0.07 | 0.05 | 1,084 | 2,800 | 1,716 | 0.03 | 0.07 | 0.04 |
| Travel - Mileage | 0 | 25 | 25 | 0.00 | 0.00 | 0.00 | 0 | 25 | 25 | 0.00 | 0.00 | 0.00 | 0 | 175 | 175 | 0.00 | 0.00 | 0.00 |
| Other Insurance | 30,629 | 30,000 | (629) | 5.06 | 5.09 | 0.04 | 30,629 | 30,000 | (629) | 5.45 | 5.26 | (0.18) | 226,403 | 210,000 | (16,403) | 5.65 | 5.21 | (0.43) |
| Telephone-Snf | 6,151 | 5,700 | (451) | 1.02 | 0.97 | (0.05) | 6,244 | 5,700 | (544) | 1.11 | 1.00 | (0.11) | 43,275 | 39,900 | (3,375) | 1.08 | 0.99 | (0.09) |
| Internet | 2,824 | 2,500 | (324) | 0.47 | 0.42 | (0.04) | 1,912 | 2,500 | 588 | 0.34 | 0.44 | 0.10 | 17,203 | 17,500 | 297 | 0.43 | 0.43 | 0.01 |
| Cellular Phone | 2,885 | 3,000 | 115 | 0.48 | 0.51 | 0.03 | 3,203 | 3,000 | (203) | 0.57 | 0.53 | (0.04) | 20,426 | 21,000 | 574 | 0.51 | 0.52 | 0.01 |
| Television - SNF | 1,879 | 2,200 | 321 | 0.31 | 0.37 | 0.06 | 0 | 2,200 | 2,200 | 0.00 | 0.39 | 0.39 | 14,971 | 15,400 | 429 | 0.37 | 0.38 | 0.01 |
| Bond Interest Expense | 22,912 | 23,300 | 388 | 3.78 | 3.96 | 0.17 | 22,912 | 23,300 | 388 | 4.07 | 4.09 | 0.01 | 160,385 | 163,100 | 2,715 | 4.00 | 4.05 | 0.05 |
| Bank Charges | 2,834 | 2,500 | (334) | 0.47 | 0.42 | (0.04) | 2,520 | 2,500 | (20) | 0.45 | 0.44 | (0.01) | 21,354 | 17,500 | (3,854) | 0.53 | 0.43 | (0.10) |
| **TOTAL Finance** | 161,575 | 158,507 | (3,068) | 26.67 | 26.91 | 0.24 | 171,626 | 157,438 | (14,188) | 30.52 | 27.62 | (2.90) | 1,238,166 | 1,104,104 | (134,062) | 30.87 | 27.41 | (3.46) |
| **Human Resouces** | | | | | | | | | | | | | | | | | | |

Date: Aug 21, 2026
Time: 12:15:37 EDT
User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**
**SNF Income Statement**
**7/1/2026 to 7/31/2026**

Facility #



| | CURRENT PERIOD | | | | | | PRIOR PERIOD | | | | | | YEAR TO DATE | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day |
| **Human Resouces (con't)** | | | | | | | | | | | | | | | | | | |
| Salary & Wages - Human Resour | 21,368 | 35,332 | 13,964 | 3.53 | 6.00 | 2.47 | 25,723 | 34,192 | 8,469 | 4.57 | 6.00 | 1.42 | 162,158 | 241,622 | 79,464 | 4.04 | 6.00 | 1.96 |
| Longevity - Human Resources | 645 | 815 | 170 | 0.11 | 0.14 | 0.03 | 645 | 789 | 144 | 0.11 | 0.14 | 0.02 | 4,515 | 5,576 | 1,061 | 0.11 | 0.14 | 0.03 |
| FICA - Human Res | 1,570 | 2,760 | 1,191 | 0.26 | 0.47 | 0.21 | 1,987 | 2,671 | 684 | 0.35 | 0.47 | 0.12 | 11,619 | 18,877 | 7,258 | 0.29 | 0.47 | 0.18 |
| Workers Comp - Human Res | 168 | 250 | 82 | 0.03 | 0.04 | 0.01 | 168 | 250 | 82 | 0.03 | 0.04 | 0.01 | 1,176 | 1,750 | 574 | 0.03 | 0.04 | 0.01 |
| MERS DB - Human Resources | 4,094 | 4,200 | 106 | 0.68 | 0.71 | 0.04 | 4,094 | 4,200 | 106 | 0.73 | 0.74 | 0.01 | 28,658 | 29,400 | 742 | 0.71 | 0.73 | 0.02 |
| MERS DC:Human Resources | 1,225 | 800 | (425) | 0.20 | 0.14 | (0.07) | 872 | 800 | (72) | 0.15 | 0.14 | (0.01) | 7,252 | 5,600 | (1,652) | 0.18 | 0.14 | (0.04) |
| Health Ins - Human Resources | 937 | 1,000 | 63 | 0.15 | 0.17 | 0.02 | 937 | 1,000 | 63 | 0.17 | 0.18 | 0.01 | 5,650 | 7,000 | 1,350 | 0.14 | 0.17 | 0.03 |
| Dental Ins - Human Resources | 256 | 100 | (156) | 0.04 | 0.02 | (0.03) | 256 | 100 | (156) | 0.05 | 0.02 | (0.03) | 973 | 600 | (373) | 0.02 | 0.01 | (0.01) |
| Life Insurance | 287 | 300 | 13 | 0.05 | 0.05 | 0.00 | 286 | 300 | 14 | 0.05 | 0.05 | 0.00 | 2,016 | 2,100 | 84 | 0.05 | 0.05 | 0.00 |
| Employee Recogn | 1,468 | 2,000 | 532 | 0.24 | 0.34 | 0.10 | 9,989 | 2,000 | (7,989) | 1.78 | 0.35 | (1.43) | 13,442 | 14,000 | 558 | 0.34 | 0.35 | 0.01 |
| Contract Services - HR | 3,059 | 2,500 | (559) | 0.50 | 0.42 | (0.08) | 3,269 | 2,500 | (769) | 0.58 | 0.44 | (0.14) | 41,886 | 17,500 | (24,386) | 1.04 | 0.43 | (0.61) |
| Employee Advertising/Recruiti | 1,890 | 4,500 | 2,610 | 0.31 | 0.76 | 0.45 | 265 | 4,500 | 4,235 | 0.05 | 0.79 | 0.74 | 18,019 | 31,500 | 13,481 | 0.45 | 0.78 | 0.33 |
| License & Fees - NAT | 0 | 50 | 50 | 0.00 | 0.01 | 0.01 | 0 | 50 | 50 | 0.00 | 0.01 | 0.01 | 0 | 350 | 350 | 0.00 | 0.01 | 0.01 |
| CNA Registry Fee | 120 | 125 | 5 | 0.02 | 0.02 | 0.00 | 280 | 125 | (155) | 0.05 | 0.02 | (0.03) | 1,480 | 875 | (605) | 0.04 | 0.02 | (0.02) |
| Testing Fees | 0 | 1,250 | 1,250 | 0.00 | 0.21 | 0.21 | 1,125 | 1,250 | 125 | 0.20 | 0.22 | 0.02 | 5,900 | 8,750 | 2,850 | 0.15 | 0.22 | 0.07 |
| Education & Training - Hum Res | 3,500 | 3,750 | 250 | 0.58 | 0.64 | 0.06 | 3,500 | 3,750 | 250 | 0.62 | 0.66 | 0.04 | 24,500 | 26,250 | 1,750 | 0.61 | 0.65 | 0.04 |
| **TOTAL Human Resouces** | **40,587** | **59,732** | **19,146** | **6.70** | **10.14** | **3.44** | **53,395** | **58,477** | **5,082** | **9.50** | **10.26** | **0.76** | **329,242** | **411,750** | **82,508** | **8.21** | **10.22** | **2.01** |
| **Community Relations and Volunteer Services** | | | | | | | | | | | | | | | | | | |
| Salary & Wages - Volunteer & | 18,769 | 13,334 | (5,435) | 3.10 | 2.26 | (0.83) | 16,679 | 12,904 | (3,775) | 2.97 | 2.26 | (0.70) | 87,955 | 91 189 | 3,234 | 2.19 | 2.26 | 0.07 |
| Longevity - Volunteer & Comm | 0 | 212 | 212 | 0.00 | 0.04 | 0.04 | 0 | 205 | 205 | 0.00 | 0.04 | 0.04 | 0 | 1,452 | 1,452 | 0.00 | 0.04 | 0.04 |
| FICA - Volunteer & Comm Rel | 1,435 | 1,019 | (416) | 0.24 | 0.17 | (0.06) | 1,274 | 986 | (288) | 0.23 | 0.17 | (0.05) | 6,722 | 6,970 | 248 | 0.17 | 0.17 | 0.01 |
| Workers Comp - Vol & Comm Rel | 56 | 100 | 44 | 0.01 | 0.02 | 0.01 | 56 | 100 | 44 | 0.01 | 0.02 | 0.01 | 392 | 700 | 308 | 0.01 | 0.02 | 0.01 |
| MERS DB - Volunteer & Comm Rel | 1,534 | 1,600 | 66 | 0.25 | 0.27 | 0.02 | 1,534 | 1,600 | 66 | 0.27 | 0.28 | 0.01 | 10,738 | 11,200 | 462 | 0.27 | 0.28 | 0.01 |
| MERS DC: Volunteer & Comm Rel | 0 | 300 | 300 | 0.00 | 0.05 | 0.05 | 0 | 300 | 300 | 0.00 | 0.05 | 0.05 | 135 | 2,100 | 1,965 | 0.00 | 0.05 | 0.05 |
| Volunteer Recognition | 0 | 200 | 200 | 0.00 | 0.03 | 0.03 | 0 | 200 | 200 | 0.00 | 0.04 | 0.04 | 0 | 1,400 | 1,400 | 0.00 | 0.03 | 0.03 |
| Advertising | 625 | 500 | (125) | 0.10 | 0.08 | (0.02) | 747 | 500 | (247) | 0.13 | 0.09 | (0.05) | 6,860 | 2,500 | (4,360) | 0.17 | 0.06 | (0.11) |
| **TOTAL Community Relations and Volunteer Services** | **22,419** | **17,266** | **(5,154)** | **3.70** | **2.93** | **(0.77)** | **20,291** | **16,796** | **(3,495)** | **3.61** | **2.95** | **(0.66)** | **112,801** | **117,511** | **4,710** | **2.81** | **2.92** | **0.11** |
| **Maintenance** | | | | | | | | | | | | | | | | | | |
| Salary & Wages - ES | 79,510 | 83,233 | 3,723 | 13.12 | 14.13 | 1.01 | 77,440 | 80,548 | 3,108 | 13.77 | 14.13 | 0.36 | 543,870 | 569,205 | 25,336 | 13.56 | 14.13 | 0.57 |
| Longevity - Environmental Serv | 2,394 | 2,378 | (16) | 0.40 | 0.40 | 0.01 | 2,394 | 2,301 | (93) | 0.43 | 0.40 | (0.02) | 16,758 | 16,263 | (495) | 0.42 | 0.40 | (0.01) |
| FICA - Environ Serv | 6,239 | 6,455 | 215 | 1.03 | 1.10 | 0.07 | 5,984 | 6,247 | 263 | 1.06 | 1.10 | 0.03 | 40,686 | 44,142 | 3,456 | 1.01 | 1.10 | 0.08 |
| Workers Comp - Plant Ops | 740 | 500 | (240) | 0.12 | 0.08 | (0.04) | 476 | 500 | 24 | 0.08 | 0.09 | 0.00 | 5,596 | 3,500 | (2,096) | 0.14 | 0.09 | (0.05) |
| MERS DB - Env. Serv. | 8,639 | 6,000 | (2,639) | 1.43 | 1.02 | (0.41) | 5,858 | 6,000 | 142 | 1.04 | 1.05 | 0.01 | 43,787 | 42,000 | (1,787) | 1.09 | 1.04 | (0.05) |
| MERS DC:Environmental Services | 6,007 | 5,000 | (1,007) | 0.99 | 0.85 | (0.14) | 5,564 | 5,000 | (564) | 0.99 | 0.88 | (0.11) | 40,139 | 25,400 | (14,739) | 1.00 | 0.63 | (0.37) |
| Health Ins - Env Serv | 5,130 | 5,200 | 70 | 0.85 | 0.88 | 0.04 | 5,140 | 5,200 | 60 | 0.91 | 0.91 | 0.00 | 35,054 | 36,400 | 1,346 | 0.87 | 0.90 | 0.03 |
| Health Ins - Retirees - EVS | 1,680 | 2,500 | 820 | 0.28 | 0.42 | 0.15 | 1,680 | 2,500 | 820 | 0.30 | 0.44 | 0.14 | 13,440 | 17,500 | 4,060 | 0.34 | 0.43 | 0.10 |
| Dental Ins - Env Serv | 970 | 1,000 | 30 | 0.16 | 0.17 | 0.01 | 785 | 1,000 | 215 | 0.14 | 0.18 | 0.04 | 4,896 | 6,000 | 1,104 | 0.12 | 0.15 | 0.03 |
| Uniforms - Plant Ops | 286 | 500 | 214 | 0.05 | 0.08 | 0.04 | 165 | 500 | 335 | 0.03 | 0.09 | 0.06 | 2,146 | 3,500 | 1,354 | 0.05 | 0.09 | 0.03 |
| Supplies - Plant Ops | 6,313 | 8,000 | 1,687 | 1.04 | 1.36 | 0.32 | 6,665 | 8,000 | 1,335 | 1.19 | 1.40 | 0.22 | 43,954 | 56,000 | 12,046 | 1.10 | 1.39 | 0.29 |
| Small Equipment | 7,172 | 5,000 | (2,172) | 1.18 | 0.85 | (0.33) | 5,521 | 5,000 | (521) | 0.98 | 0.88 | (0.10) | 48,726 | 35,000 | (13,726) | 1.21 | 0.87 | (0.35) |
| Building Repairs | 13,114 | 15,000 | 1,886 | 2.16 | 2.55 | 0.38 | 26,165 | 15,000 | (11,165) | 4.65 | 2.63 | (2.02) | 80,644 | 105,000 | 24,356 | 2.01 | 2.61 | 0.60 |
| Equipment Repairs | 4,328 | 3,500 | (828) | 0.71 | 0.59 | (0.12) | 6,130 | 3,500 | (2,630) | 1.09 | 0.61 | (0.46) | 30,638 | 24,500 | (6,138) | 0.76 | 0.61 | (0.16) |
| Vehicle Repair | 150 | 1,250 | 1,100 | 0.02 | 0.21 | 0.19 | 1,912 | 1,250 | (662) | 0.34 | 0.22 | (0.12) | 8,209 | 8,750 | 541 | 0.20 | 0.22 | 0.01 |
| Elevator | 700 | 1,250 | 550 | 0.12 | 0.21 | 0.10 | 700 | 1,250 | 550 | 0.12 | 0.22 | 0.09 | 5,884 | 8,750 | 2,866 | 0.15 | 0.22 | 0.07 |
| Lawn, Tree and Brush Services | 4,260 | 1,250 | (3,010) | 0.70 | 0.21 | (0.49) | 5,904 | 1,250 | (4,654) | 1.05 | 0.22 | (0.83) | 13,974 | 8,750 | (5,224) | 0.35 | 0.22 | (0.13) |
| Snow Removal - Contract | 0 | 1,250 | 1,250 | 0.00 | 0.21 | 0.21 | 0 | 1,250 | 1,250 | 0.00 | 0.22 | 0.22 | 13,154 | 8,750 | (4,404) | 0.33 | 0.22 | (0.11) |
| Education & Training - ES | 0 | 100 | 100 | 0.00 | 0.02 | 0.02 | 0 | 100 | 100 | 0.00 | 0.02 | 0.02 | 390 | 700 | 310 | 0.01 | 0.02 | 0.01 |

Date: Aug 21, 2026
Time: 12:15:37 EDT
User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**
**SNF Income Statement**
**7/1/2026 to 7/31/2026**

Facility #



| | CURRENT PERIOD | | | | | | PRIOR PERIOD | | | | | | YEAR TO DATE | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day |
| **Maintenance (con't)** | | | | | | | | | | | | | | | | | | |
| Vehicle Fuel | 2,147 | 1,000 | (1,147) | 0.35 | 0.17 | (0.18) | 1,713 | 1,000 | (713) | 0.30 | 0.18 | (0.13) | 10,716 | 7,000 | (3,716) | 0.27 | 0.17 | (0.09) |
| Parking Garage Expenses | 1,720 | 2,000 | 280 | 0.28 | 0.34 | 0.06 | 1,750 | 2,000 | 250 | 0.31 | 0.35 | 0.04 | 10,729 | 14,000 | 3,271 | 0.27 | 0.35 | 0.08 |
| Water | 4,360 | 4,000 | (360) | 0.72 | 0.68 | (0.04) | 3,266 | 4,000 | 734 | 0.58 | 0.70 | 0.12 | 24,038 | 28,000 | 3,962 | 0.60 | 0.70 | 0.10 |
| Sewer | 7,578 | 9,000 | 1,422 | 1.25 | 1.53 | 0.28 | 6,483 | 9,000 | 2,517 | 1.15 | 1.58 | 0.43 | 54,713 | 63,000 | 8,287 | 1.36 | 1.56 | 0.20 |
| Electric | 35,663 | 25,000 | (10,663) | 5.89 | 4.24 | (1.64) | 28,441 | 25,000 | (3,441) | 5.06 | 4.39 | (0.67) | 170,638 | 175,000 | 4,362 | 4.25 | 4.34 | 0.09 |
| Natural Gas | 8,543 | 8,500 | (43) | 1.41 | 1.44 | 0.03 | 7,131 | 8,500 | 1,369 | 1.27 | 1.49 | 0.22 | 66,278 | 59,500 | (6,778) | 1.65 | 1.48 | (0.18) |
| Refuse Disposal | 5,710 | 3,000 | (2,710) | 0.94 | 0.51 | (0.43) | 5,547 | 3,000 | (2,547) | 0.99 | 0.53 | (0.46) | 28,713 | 21,000 | (7,713) | 0.72 | 0.52 | (0.19) |
| **TOTAL Maintenance** | **213,353** | **201,866** | **(11,487)** | **35.21** | **34.27** | **(0.94)** | **212,814** | **198,896** | **(13,918)** | **37.85** | **34.89** | **(2.96)** | **1,357,771** | **1,387,611** | **29,840** | **33.86** | **34.45** | **0.59** |
| **Housekeeping** | | | | | | | | | | | | | | | | | | |
| Salary & Wages - Housekeeping | 75,612 | 71,342 | (4,269) | 12.48 | 12.11 | (0.37) | 67,177 | 69,041 | 1,864 | 11.95 | 12.11 | 0.17 | 490,269 | 487,890 | (2,379) | 12.22 | 12.11 | (0.11) |
| Longevity - Housekeeping | 2,131 | 2,038 | (93) | 0.35 | 0.35 | (0.01) | 2,131 | 1,973 | (158) | 0.38 | 0.35 | (0.03) | 14,917 | 13,940 | (977) | 0.37 | 0.35 | (0.03) |
| FICA - Housekeeping | 5,805 | 5,605 | (199) | 0.96 | 0.95 | (0.01) | 5,089 | 5,425 | 335 | 0.91 | 0.95 | 0.05 | 36,417 | 38,334 | 1,917 | 0.91 | 0.95 | 0.04 |
| Workers Comp - Houskeeping | 630 | 750 | 120 | 0.10 | 0.13 | 0.02 | 504 | 750 | 246 | 0.09 | 0.13 | 0.04 | 4,354 | 5,250 | 896 | 0.11 | 0.13 | 0.02 |
| MERS DB - Housekeeping | 3,249 | 3,300 | 51 | 0.54 | 0.56 | 0.02 | 3,249 | 3,300 | 51 | 0.58 | 0.58 | 0.00 | 22,743 | 23,100 | 357 | 0.57 | 0.57 | 0.01 |
| MERS DC:Housekeeping | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 | 1,342 | 7,500 | 6,158 | 0.03 | 0.19 | 0.15 |
| Health Ins - Housekeeping | 3,807 | 4,000 | 193 | 0.63 | 0.68 | 0.05 | 3,986 | 4,000 | 14 | 0.71 | 0.70 | (0.01) | 25,608 | 28,000 | 2,392 | 0.64 | 0.70 | 0.06 |
| Dental Ins - Housekeeping | 427 | 400 | (27) | 0.07 | 0.07 | 0.00 | 348 | 400 | 52 | 0.06 | 0.07 | 0.01 | 2,361 | 2,400 | 39 | 0.06 | 0.06 | 0.00 |
| Uniforms - Housekeeping | 0 | 200 | 200 | 0.00 | 0.03 | 0.03 | 0 | 200 | 200 | 0.00 | 0.04 | 0.04 | 201 | 1,400 | 1,199 | 0.01 | 0.03 | 0.03 |
| Supplies - Housekeeping | 11,193 | 9,500 | (1,693) | 1.85 | 1.61 | (0.23) | 7,212 | 9,500 | 2,288 | 1.28 | 1.67 | 0.38 | 64,867 | 66,500 | 1,633 | 1.62 | 1.65 | 0.03 |
| Contract Services-Hskpg | 775 | 1,000 | 225 | 0.13 | 0.17 | 0.04 | 1,345 | 1,000 | (345) | 0.24 | 0.18 | (0.06) | 9,476 | 7,000 | (2,476) | 0.24 | 0.17 | (0.06) |
| **TOTAL Housekeeping** | **103,629** | **98,136** | **(5,493)** | **17.10** | **16.66** | **(0.44)** | **91,042** | **95,588** | **4,547** | **16.19** | **16.77** | **0.58** | **672,555** | **681,314** | **8,760** | **16.77** | **16.91** | **0.14** |
| **Laundry** | | | | | | | | | | | | | | | | | | |
| Salary & Wages - Laundry | 30,609 | 34,312 | 3,704 | 5.05 | 5.83 | 0.77 | 31,338 | 33,205 | 1,867 | 5.57 | 5.83 | 0.25 | 225,675 | 234,652 | 8,977 | 5.63 | 5.83 | 0.20 |
| Longevity - Laundry | 1,028 | 1,019 | (9) | 0.17 | 0.17 | 0.00 | 1,028 | 986 | (42) | 0.18 | 0.17 | (0.01) | 7,196 | 6,970 | (226) | 0.18 | 0.17 | (0.01) |
| FICA - Laundry | 2,496 | 2,684 | 188 | 0.41 | 0.46 | 0.04 | 2,593 | 2,597 | 4 | 0.46 | 0.46 | (0.01) | 17,632 | 18,354 | 722 | 0.44 | 0.46 | 0.02 |
| Workers Comp - Laundry | 224 | 250 | 26 | 0.04 | 0.04 | 0.01 | 224 | 250 | 26 | 0.04 | 0.04 | 0.00 | 1,568 | 1,750 | 182 | 0.04 | 0.04 | 0.00 |
| MERS DB - Laundry | 1,565 | 1,600 | 35 | 0.26 | 0.27 | 0.01 | 1,565 | 1,600 | 35 | 0.28 | 0.28 | 0.00 | 10,955 | 11,200 | 245 | 0.27 | 0.28 | 0.00 |
| MERS DC:Laundry | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 | 323 | 2,100 | 1,777 | 0.01 | 0.05 | 0.04 |
| Health Ins - Laundry | 1,801 | 2,000 | 199 | 0.30 | 0.34 | 0.04 | 2,017 | 2,000 | (17) | 0.36 | 0.35 | (0.01) | 14,080 | 14,000 | (80) | 0.35 | 0.35 | 0.00 |
| Dental Ins - Laundry | 124 | 300 | 176 | 0.02 | 0.05 | 0.03 | 243 | 300 | 57 | 0.04 | 0.05 | 0.01 | 1,478 | 1,800 | 322 | 0.04 | 0.04 | 0.01 |
| Supplies - Laundry | 5,196 | 5,500 | 305 | 0.86 | 0.93 | 0.08 | 5,760 | 5,500 | (260) | 1.02 | 0.96 | (0.06) | 34,006 | 38,500 | 4,494 | 0.85 | 0.96 | 0.11 |
| Linen Replacements - Laundry | 2,280 | 3,000 | 720 | 0.38 | 0.51 | 0.13 | 2,432 | 3,000 | 568 | 0.43 | 0.53 | 0.09 | 16,307 | 21,000 | 4,693 | 0.41 | 0.52 | 0.11 |
| **TOTAL Laundry** | **45,323** | **50,665** | **5,343** | **7.48** | **8.60** | **1.12** | **47,201** | **49,439** | **2,238** | **8.39** | **8.67** | **0.28** | **329,220** | **350,326** | **21,106** | **8.21** | **8.70** | **0.49** |
| **Dietary** | | | | | | | | | | | | | | | | | | |
| Small Equipment - Dietary | 1,714 | 1,000 | (714) | 0.28 | 0.17 | (0.11) | 3,094 | 1,000 | (2,094) | 0.55 | 0.18 | (0.37) | 17,979 | 7,000 | (10,979) | 0.45 | 0.17 | (0.27) |
| Contract Svcs-Dining | 249,177 | 249,000 | (177) | 41.13 | 42.28 | 1.15 | 249,871 | 249,000 | (871) | 44.44 | 43.68 | (0.75) | 1,713,313 | 1,743,000 | 29,687 | 42.72 | 43.27 | 0.55 |
| **TOTAL Dietary** | **250,891** | **250,000** | **(891)** | **41.41** | **42.44** | **1.03** | **252,965** | **250,000** | **(2,965)** | **44.99** | **43.86** | **(1.13)** | **1,731,291** | **1,750,000** | **18,709** | **43.17** | **43.45** | **0.28** |
| **Therapy** | | | | | | | | | | | | | | | | | | |
| Salary & Wages - Therapy | 170,276 | 153,743 | (16,533) | 28.10 | 26.10 | (2.00) | 151,198 | 148,784 | (2,415) | 26.89 | 26.10 | (0.79) | 1,095,898 | 1,051,404 | (44,495) | 27.33 | 26.10 | (1.22) |
| Longevity-Therapy | 2,366 | 2,718 | 352 | 0.39 | 0.46 | 0.07 | 2,366 | 2,630 | 264 | 0.42 | 0.46 | 0.04 | 16,562 | 18,586 | 2,024 | 0.41 | 0.46 | 0.05 |
| FICA - Therapy | 12,721 | 11,721 | (1,000) | 2.10 | 1.99 | (0.11) | 11,633 | 11,342 | (290) | 2.07 | 1.99 | (0.08) | 82,780 | 80,153 | (2,626) | 2.06 | 1.99 | (0.07) |
| Workers Comp - Therapy | 672 | 750 | 78 | 0.11 | 0.13 | 0.02 | 672 | 750 | 78 | 0.12 | 0.13 | 0.01 | 4,704 | 5,250 | 546 | 0.12 | 0.13 | 0.01 |
| MERS DB - Therapy | 17,722 | 18,000 | 278 | 2.92 | 3.06 | 0.13 | 17,722 | 18,000 | 278 | 3.15 | 3.16 | 0.01 | 124,054 | 126,000 | 1,946 | 3.09 | 3.13 | 0.03 |
| MERS DC:Therapy | 4,991 | 2,700 | (2,291) | 0.82 | 0.46 | (0.37) | 3,274 | 2,700 | (574) | 0.58 | 0.47 | (0.11) | 24,753 | 18,900 | (5,853) | 0.62 | 0.47 | (0.15) |
| Health Ins - Therapy Services | 5,801 | 6,000 | 199 | 0.96 | 1.02 | 0.06 | 5,938 | 6,000 | 62 | 1.06 | 1.05 | 0.00 | 41,318 | 42,000 | 682 | 1.03 | 1.04 | 0.01 |
| Dental Ins - Therapy | 685 | 500 | (185) | 0.11 | 0.08 | (0.03) | 444 | 500 | 56 | 0.08 | 0.09 | 0.01 | 3,263 | 3,000 | (263) | 0.08 | 0.07 | (0.01) |
| Supplies - Therapy | 378 | 400 | 22 | 0.06 | 0.07 | 0.01 | 591 | 400 | (191) | 0.11 | 0.07 | (0.03) | 2,189 | 2,800 | 611 | 0.05 | 0.07 | 0.01 |

Date: Aug 21, 2026
Time: 12:15:37 EDT
User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**
**SNF Income Statement**
**7/1/2026 to 7/31/2026**

Facility #



| | CURRENT PERIOD | | | | | | PRIOR PERIOD | | | | | | YEAR TO DATE | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day |
| **Therapy (con't)** | | | | | | | | | | | | | | | | | | |
| Small Equipment - Therapy | 0 | 500 | 500 | 0.00 | 0.08 | 0.08 | 0 | 500 | 500 | 0.00 | 0.09 | 0.09 | 3,498 | 3,500 | 2 | 0.09 | 0.09 | 0.00 |
| Professional Service - Medica | 550 | 1,500 | 950 | 0.09 | 0.25 | 0.16 | 650 | 1,500 | 850 | 0.12 | 0.26 | 0.15 | 3,877 | 10,500 | 6,623 | 0.10 | 0.26 | 0.16 |
| Advertising-Wellness Center | 1,233 | 500 | (733) | 0.20 | 0.08 | (0.12) | 500 | 500 | 0 | 0.09 | 0.09 | 0.00 | 4,986 | 4,500 | (486) | 0.12 | 0.11 | (0.01) |
| Consultant - Therapy | 3,782 | 3,500 | (282) | 0.62 | 0.59 | (0.03) | 7,306 | 3,500 | (3,806) | 1.30 | 0.61 | (0.69) | 25,644 | 24,500 | (1,144) | 0.64 | 0.61 | (0.03) |
| Pool Maintenance | 435 | 1,000 | 565 | 0.07 | 0.17 | 0.10 | 1,003 | 1,000 | (3) | 0.18 | 0.18 | 0.00 | 6,535 | 7,000 | 465 | 0.16 | 0.17 | 0.01 |
| Dues & Memberships - Therapy | 0 | 50 | 50 | 0.00 | 0.01 | 0.01 | 0 | 50 | 50 | 0.00 | 0.01 | 0.01 | 0 | 350 | 350 | 0.00 | 0.01 | 0.01 |
| Education & Training - Therapy | 634 | 750 | 116 | 0.10 | 0.13 | 0.02 | 0 | 750 | 750 | 0.00 | 0.13 | 0.13 | 1,125 | 5,250 | 4,125 | 0.03 | 0.13 | 0.10 |
| Travel - Therapy | 0 | 50 | 50 | 0.00 | 0.01 | 0.01 | 44 | 50 | 7 | 0.01 | 0.01 | 0.00 | 44 | 350 | 307 | 0.00 | 0.01 | 0.01 |
| **TOTAL Therapy** | **222,247** | **204,381** | **(17,866)** | **36.68** | **34.70** | **(1.98)** | **203,340** | **198,956** | **(4,384)** | **36.16** | **34.90** | **(1.26)** | **1,441,230** | **1,404,044** | **(37,187)** | **35.94** | **34.86** | **(1.08)** |
| **Ancillary** | | | | | | | | | | | | | | | | | | |
| Medical Supplies | 2,024 | 5,000 | 2,976 | 0.33 | 0.85 | 0.51 | 2,239 | 5,000 | 2,761 | 0.40 | 0.88 | 0.48 | 28,607 | 35,000 | 6,393 | 0.71 | 0.87 | 0.16 |
| Tube Feeding Supplies | 2,429 | 1,250 | (1,179) | 0.40 | 0.21 | (0.19) | 918 | 1,250 | 332 | 0.16 | 0.22 | 0.06 | 8,158 | 8,750 | 592 | 0.20 | 0.22 | 0.01 |
| Wound Vac Supplies | 0 | 1,250 | 1,250 | 0.00 | 0.21 | 0.21 | 0 | 1,250 | 1,250 | 0.00 | 0.22 | 0.22 | 365 | 8,750 | 8,385 | 0.01 | 0.22 | 0.21 |
| Oxygen | 6,352 | 3,750 | (2,602) | 1.05 | 0.64 | (0.41) | 787 | 3,750 | 2,963 | 0.14 | 0.66 | 0.52 | 26,890 | 26,250 | (640) | 0.67 | 0.65 | (0.02) |
| Legend Drugs | 35,296 | 31,000 | (4,296) | 5.83 | 5.26 | (0.56) | 24,654 | 31,000 | 6,346 | 4.38 | 5.44 | 1.05 | 200,276 | 217,000 | 16,724 | 4.99 | 5.39 | 0.39 |
| Lab Services | 5,061 | 1,750 | (3,311) | 0.84 | 0.30 | (0.54) | 2,280 | 1,750 | (530) | 0.41 | 0.31 | (0.10) | 9,596 | 12,250 | 2,654 | 0.24 | 0.30 | 0.06 |
| Radiology Services | 2,174 | 1,750 | (424) | 0.36 | 0.30 | (0.06) | 1,329 | 1,750 | 421 | 0.24 | 0.31 | 0.07 | 11,547 | 12,250 | 703 | 0.29 | 0.30 | 0.02 |
| Misc Medical Services | 364 | 300 | (64) | 0.06 | 0.05 | (0.01) | 598 | 300 | (298) | 0.11 | 0.05 | (0.05) | 1,887 | 2,100 | 213 | 0.05 | 0.05 | 0.01 |
| **TOTAL Ancillary** | **53,699** | **46,050** | **(7,649)** | **8.86** | **7.82** | **(1.04)** | **32,805** | **46,050** | **13,245** | **5.83** | **8.08** | **2.25** | **287,327** | **322,350** | **35,023** | **7.16** | **8.00** | **0.84** |
| **Diversional Therapy** | | | | | | | | | | | | | | | | | | |
| Salary & Wages - Life Enrichm | 27,154 | 31,595 | 4,441 | 4.48 | 5.36 | 0.88 | 27,523 | 30,575 | 3,052 | 4.89 | 5.36 | 0.47 | 170,858 | 216,066 | 45,207 | 4.26 | 5.36 | 1.10 |
| Longevity - Life Enrichment | 1,184 | 1,699 | 515 | 0.20 | 0.29 | 0.09 | 1,184 | 1,644 | 460 | 0.21 | 0.29 | 0.08 | 8,288 | 11,616 | 3,328 | 0.21 | 0.29 | 0.08 |
| FICA - Life Enrichment | 1,986 | 2,548 | 562 | 0.33 | 0.43 | 0.10 | 2,141 | 2,466 | 325 | 0.38 | 0.43 | 0.05 | 12,936 | 17,425 | 4,489 | 0.32 | 0.43 | 0.11 |
| Workers Comp - Life Enrichme | 168 | 250 | 82 | 0.03 | 0.04 | 0.01 | 168 | 250 | 82 | 0.03 | 0.04 | 0.01 | 1,176 | 1,750 | 574 | 0.03 | 0.04 | 0.01 |
| MERS DB - Life Enrichment | 2,622 | 2,700 | 78 | 0.43 | 0.46 | 0.03 | 2,622 | 2,700 | 78 | 0.47 | 0.47 | 0.01 | 18,719 | 18,900 | 181 | 0.47 | 0.47 | 0.00 |
| MERS DC:Life Enrichment | 1,471 | 600 | (871) | 0.24 | 0.10 | (0.14) | 778 | 600 | (178) | 0.14 | 0.11 | (0.03) | 5,607 | 4,200 | (1,407) | 0.14 | 0.10 | (0.04) |
| Health Ins - Life Enrichment | 1,988 | 1,800 | (188) | 0.33 | 0.31 | (0.02) | 1,788 | 1,800 | 12 | 0.32 | 0.32 | 0.00 | 13,084 | 12,600 | (484) | 0.33 | 0.31 | (0.01) |
| Dental Ins - Life Enrichment | 78 | 250 | 173 | 0.01 | 0.04 | 0.03 | 78 | 250 | 173 | 0.01 | 0.04 | 0.03 | 829 | 1,500 | 671 | 0.02 | 0.04 | 0.02 |
| Supplies - Diversional Therapy | 1,555 | 1,150 | (405) | 0.26 | 0.20 | (0.06) | 1,200 | 1,150 | (50) | 0.21 | 0.20 | (0.01) | 9,375 | 8,050 | (1,325) | 0.23 | 0.20 | (0.03) |
| Activity Supplies - Eden | 744 | 725 | (19) | 0.12 | 0.12 | 0.00 | 744 | 725 | (19) | 0.13 | 0.13 | (0.01) | 5,295 | 5,075 | (220) | 0.13 | 0.13 | (0.01) |
| Special Functions | 1,173 | 700 | (473) | 0.19 | 0.12 | (0.07) | 520 | 700 | 180 | 0.09 | 0.12 | 0.03 | 5,271 | 4,900 | (371) | 0.13 | 0.12 | (0.01) |
| Beauty Shop Services | 0 | 0 | 0 | 0.00 | 0.00 | 0.00 | 43 | 0 | (43) | 0.01 | 0.00 | (0.01) | 460 | 0 | (460) | 0.01 | 0.00 | (0.01) |
| **TOTAL Diversional Therapy** | **40,123** | **44,016** | **3,894** | **6.62** | **7.47** | **0.85** | **38,789** | **42,860** | **4,071** | **6.90** | **7.52** | **0.62** | **251,898** | **302,082** | **50,183** | **6.28** | **7.50** | **1.22** |
| **Human Services** | | | | | | | | | | | | | | | | | | |
| Salary & Wages - Human Serv | 31,370 | 30,575 | (794) | 5.18 | 5.19 | 0.01 | 32,761 | 29,589 | (3,172) | 5.83 | 5.19 | (0.64) | 216,685 | 209,096 | (7,589) | 5.40 | 5.19 | (0.21) |
| Longevity - Human Services | 535 | 650 | 115 | 0.09 | 0.11 | 0.02 | 535 | 650 | 115 | 0.10 | 0.11 | 0.02 | 3,745 | 4,550 | 805 | 0.09 | 0.11 | 0.02 |
| FICA - Human Serv | 2,385 | 2,336 | (49) | 0.39 | 0.40 | 0.00 | 2,177 | 2,260 | 83 | 0.39 | 0.40 | 0.01 | 15,225 | 15,973 | 747 | 0.38 | 0.40 | 0.02 |
| Workers Comp - Human Serv | 168 | 250 | 82 | 0.03 | 0.04 | 0.01 | 168 | 250 | 82 | 0.03 | 0.04 | 0.01 | 1,176 | 1,750 | 574 | 0.03 | 0.04 | 0.01 |
| MERS DB - Human Services | 3,538 | 3,600 | 62 | 0.58 | 0.61 | 0.03 | 3,538 | 3,600 | 62 | 0.63 | 0.63 | 0.00 | 24,766 | 25,200 | 434 | 0.62 | 0.63 | 0.01 |
| MERS DC:Human Services | 0 | 800 | 800 | 0.00 | 0.14 | 0.14 | 0 | 800 | 800 | 0.00 | 0.14 | 0.14 | 8,095 | 5,600 | (2,495) | 0.20 | 0.14 | (0.06) |
| Health Ins - Human Services | 808 | 1,000 | 192 | 0.13 | 0.17 | 0.04 | 1,308 | 1,000 | (308) | 0.23 | 0.18 | (0.06) | 3,344 | 7,000 | 3,656 | 0.08 | 0.17 | 0.09 |
| Dental Ins - Human Services | 333 | 150 | (183) | 0.06 | 0.03 | (0.03) | 252 | 150 | (102) | 0.04 | 0.03 | (0.02) | 1,257 | 900 | (357) | 0.03 | 0.02 | (0.01) |
| Consultant Services-Psych. | 2,308 | 1,500 | (808) | 0.38 | 0.25 | (0.13) | 1,700 | 1,500 | (200) | 0.30 | 0.26 | (0.04) | 10,945 | 10,500 | (445) | 0.27 | 0.26 | (0.01) |
| Education & Training - Hum Ser | 0 | 125 | 125 | 0.00 | 0.02 | 0.02 | 0 | 125 | 125 | 0.00 | 0.02 | 0.02 | 196 | 875 | 679 | 0.00 | 0.02 | 0.02 |
| **TOTAL Human Services** | **41,444** | **40,986** | **(458)** | **6.84** | **6.96** | **0.12** | **42,439** | **39,924** | **(2,515)** | **7.55** | **7.00** | **(0.55)** | **285,434** | **281,444** | **(3,991)** | **7.12** | **6.99** | **(0.13)** |
| **Child Care** | | | | | | | | | | | | | | | | | | |
| Salary & Wages - CC Asst. CDC | 8,450 | 12,995 | 4,544 | 1.39 | 2.21 | 0.81 | 7,531 | 12,575 | 5,044 | 1.34 | 2.21 | 0.87 | 55,273 | 88,866 | 33,593 | 1.38 | 2.21 | 0.83 |

Date: Aug 21, 2026
Time: 12:15:37 EDT
User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**
**SNF Income Statement**
**7/1/2026 to 7/31/2026**

Facility #



**CURRENT PERIOD**

| | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day |
|---|---|---|---|---|---|---|
| **Child Care (con't)** | | | | | | |
| Salary & Wages - Facilitator | 8,784 | 9,088 | 303 | 1.45 | 1.54 | 0.09 |
| Longevity - Child Day Care | 817 | 1,019 | 202 | 0.13 | 0.17 | 0.04 |
| FICA - CDC | 1,352 | 1,784 | 432 | 0.22 | 0.30 | 0.08 |
| Workers Comp - CDC | 224 | 300 | 76 | 0.04 | 0.05 | 0.01 |
| MERS DB - CDC | 1,678 | 1,700 | 22 | 0.28 | 0.29 | 0.01 |
| MERS DC-Child Care | 2,021 | 400 | (1,621) | 0.33 | 0.07 | (0.27) |
| Health Ins - CDC | 3,672 | 500 | (3,172) | 0.61 | 0.08 | (0.52) |
| Dental Ins - CDC | 83 | 100 | 17 | 0.01 | 0.02 | 0.00 |
| Uniforms - CDC | 0 | 25 | 25 | 0.00 | 0.00 | 0.00 |
| Teaching/Educational Supplies | 0 | 50 | 50 | 0.00 | 0.01 | 0.01 |
| Small Equipment - CDC | 0 | 150 | 150 | 0.00 | 0.03 | 0.03 |
| Meals - CDC | 1,963 | 2,500 | 537 | 0.32 | 0.42 | 0.10 |
| Dietary Snacks - CDC | 61 | 75 | 14 | 0.01 | 0.01 | 0.00 |
| Special Functions - CDC | 0 | 75 | 75 | 0.00 | 0.01 | 0.01 |
| **TOTAL Child Care** | **29,105** | **30,760** | **1,655** | **4.80** | **5.22** | **0.42** |
| **Equipment Depreciation** | | | | | | |
| Depreciation - Office | 2,304 | 2,500 | 196 | 0.38 | 0.42 | 0.04 |
| Depreciation Exp - Nursing | 4,138 | 4,500 | 362 | 0.68 | 0.76 | 0.08 |
| Depreciation - Dietary | 1,375 | 1,250 | (125) | 0.23 | 0.21 | (0.01) |
| Depreciation - Furniture | 662 | 750 | 88 | 0.11 | 0.13 | 0.02 |
| Depreciation - Maintenance | 1,634 | 2,000 | 366 | 0.27 | 0.34 | 0.07 |
| Depreciation - Vehicle | 877 | 1,000 | 123 | 0.14 | 0.17 | 0.03 |
| Depreciation-Equip Well. Ctr | 200 | 250 | 50 | 0.03 | 0.04 | 0.01 |
| **TOTAL Equipment Depreciation** | **11,189** | **12,250** | **1,061** | **1.85** | **2.08** | **0.23** |
| **TOTAL SNF Operating Expenses** | **3,053,089** | **2,878,307** | **(174,782)** | **503.89** | **488.68** | **(15.21)** |
| Net Operating Income | (49,420) | 71,707 | (121,127) | (8.16) | 12.17 | (20.33) |
| **SNF Building Depreciation** | | | | | | |
| Depreciation - Land Improv | 1,594 | 2,000 | 406 | 0.26 | 0.34 | 0.08 |
| Depreciation - Building | 38,499 | 38,500 | 1 | 6.35 | 6.54 | 0.18 |
| Depreciation - Parking Structr | 5,437 | 5,500 | 63 | 0.90 | 0.93 | 0.04 |
| Depreciation - Bldg Improv | 12,328 | 13,500 | 1,172 | 2.03 | 2.29 | 0.26 |
| Depreciation-Bldg Imp WellClr | 2,654 | 3,000 | 346 | 0.44 | 0.51 | 0.07 |
| **TOTAL SNF Building Depreciation** | **60,512** | **62,500** | **1,988** | **9.99** | **10.61** | **0.62** |
| **Net Income** | **(109,932)** | **9,207** | **(119,139)** | **(18.14)** | **1.56** | **(19.70)** |

**PRIOR PERIOD**

| | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day |
|---|---|---|---|---|---|---|
| **Child Care (con't)** | | | | | | |
| Salary & Wages - Facilitator | 9,058 | 8,795 | (263) | 1.61 | 1.54 | (0.07) |
| Longevity - Child Day Care | 817 | 986 | 169 | 0.15 | 0.17 | 0.03 |
| FICA - CDC | 1,201 | 1,726 | 525 | 0.21 | 0.30 | 0.09 |
| Workers Comp - CDC | 224 | 250 | 26 | 0.04 | 0.04 | 0.00 |
| MERS DB - CDC | 1,678 | 1,700 | 22 | 0.30 | 0.30 | 0.00 |
| MERS DC-Child Care | 181 | 400 | 219 | 0.03 | 0.07 | 0.04 |
| Health Ins - CDC | 2,261 | 500 | (1,761) | 0.40 | 0.09 | (0.31) |
| Dental Ins - CDC | 83 | 100 | 17 | 0.01 | 0.02 | 0.00 |
| Uniforms - CDC | 0 | 25 | 25 | 0.00 | 0.00 | 0.00 |
| Teaching/Educational Supplies | 11 | 50 | 39 | 0.00 | 0.01 | 0.01 |
| Small Equipment - CDC | 0 | 150 | 150 | 0.00 | 0.03 | 0.03 |
| Meals - CDC | 1,813 | 2,500 | 687 | 0.32 | 0.44 | 0.12 |
| Dietary Snacks - CDC | 77 | 75 | (2) | 0.01 | 0.01 | 0.00 |
| Special Functions - CDC | 0 | 75 | 75 | 0.00 | 0.01 | 0.01 |
| **TOTAL Child Care** | **24,934** | **29,907** | **4,973** | **4.43** | **5.25** | **0.82** |
| **Equipment Depreciation** | | | | | | |
| Depreciation - Office | 2,304 | 2,500 | 196 | 0.41 | 0.44 | 0.03 |
| Depreciation Exp - Nursing | 4,138 | 4,500 | 362 | 0.74 | 0.79 | 0.05 |
| Depreciation - Dietary | 1,375 | 1,250 | (125) | 0.24 | 0.22 | (0.03) |
| Depreciation - Furniture | 662 | 750 | 88 | 0.12 | 0.13 | 0.01 |
| Depreciation - Maintenance | 1,634 | 2,000 | 366 | 0.29 | 0.35 | 0.06 |
| Depreciation - Vehicle | 877 | 1,000 | 123 | 0.16 | 0.18 | 0.02 |
| Depreciation-Equip Well. Ctr | 200 | 250 | 50 | 0.04 | 0.04 | 0.01 |
| **TOTAL Equipment Depreciation** | **11,189** | **12,250** | **1,061** | **1.99** | **2.15** | **0.16** |
| **TOTAL SNF Operating Expenses** | **2,966,805** | **2,816,859** | **(149,946)** | **527.62** | **494.19** | **(33.43)** |
| Net Operating Income | (96,011) | 58,731 | (154,742) | (17.07) | 10.30 | (27.37) |
| **SNF Building Depreciation** | | | | | | |
| Depreciation - Land Improv | 1,594 | 2,000 | 406 | 0.28 | 0.35 | 0.07 |
| Depreciation - Building | 38,499 | 38,500 | 1 | 6.85 | 6.75 | (0.09) |
| Depreciation - Parking Structr | 5,437 | 5,500 | 63 | 0.97 | 0.96 | 0.00 |
| Depreciation - Bldg Improv | 12,328 | 13,500 | 1,172 | 2.19 | 2.37 | 0.18 |
| Depreciation-Bldg Imp WellClr | 2,654 | 3,000 | 346 | 0.47 | 0.53 | 0.05 |
| **TOTAL SNF Building Depreciation** | **60,512** | **62,500** | **1,988** | **10.76** | **10.96** | **0.20** |
| **Net Income** | **(156,524)** | **(3,769)** | **(152,755)** | **(27.84)** | **(0.66)** | **(27.18)** |

**YEAR TO DATE**

| | Actual $ | Budget $ | Var $ | Actual / Day | Budget / Day | Var / Day |
|---|---|---|---|---|---|---|
| **Child Care (con't)** | | | | | | |
| Salary & Wages - Facilitator | 60,547 | 62,148 | 1,601 | 1.51 | 1.54 | 0.03 |
| Longevity - Child Day Care | 5,719 | 6,970 | 1,251 | 0.14 | 0.17 | 0.03 |
| FICA - CDC | 8,908 | 12,197 | 3,289 | 0.22 | 0.30 | 0.08 |
| Workers Comp - CDC | 1,568 | 1,950 | 382 | 0.04 | 0.05 | 0.01 |
| MERS DB - CDC | 11,746 | 11,900 | 154 | 0.29 | 0.30 | 0.00 |
| MERS DC-Child Care | 3,761 | 2,800 | (961) | 0.09 | 0.07 | (0.02) |
| Health Ins - CDC | 10,723 | 3,500 | (7,223) | 0.27 | 0.09 | (0.18) |
| Dental Ins - CDC | 353 | 600 | 247 | 0.01 | 0.01 | 0.01 |
| Uniforms - CDC | 0 | 175 | 175 | 0.00 | 0.00 | 0.00 |
| Teaching/Educational Supplies | 247 | 350 | 103 | 0.01 | 0.01 | 0.00 |
| Small Equipment - CDC | 171 | 1,050 | 879 | 0.00 | 0.03 | 0.02 |
| Meals - CDC | 12,460 | 17,500 | 5,040 | 0.31 | 0.43 | 0.12 |
| Dietary Snacks - CDC | 375 | 525 | 150 | 0.01 | 0.01 | 0.00 |
| Special Functions - CDC | 13 | 525 | 512 | 0.00 | 0.01 | 0.01 |
| **TOTAL Child Care** | **171,865** | **211,056** | **39,191** | **4.29** | **5.24** | **0.95** |
| **Equipment Depreciation** | | | | | | |
| Depreciation - Office | 16,126 | 17,500 | 1,374 | 0.40 | 0.43 | 0.03 |
| Depreciation Exp - Nursing | 28,963 | 31,500 | 2,537 | 0.72 | 0.78 | 0.06 |
| Depreciation - Dietary | 9,624 | 8,750 | (874) | 0.24 | 0.22 | (0.02) |
| Depreciation - Furniture | 4,633 | 5,250 | 617 | 0.12 | 0.13 | 0.01 |
| Depreciation - Maintenance | 11,440 | 14,000 | 2,560 | 0.29 | 0.35 | 0.06 |
| Depreciation - Vehicle | 6,139 | 7,000 | 861 | 0.15 | 0.17 | 0.02 |
| Depreciation-Equip Well. Ctr | 1,400 | 1,750 | 350 | 0.03 | 0.04 | 0.01 |
| **TOTAL Equipment Depreciation** | **78,325** | **85,750** | **7,425** | **1.95** | **2.13** | **0.18** |
| **TOTAL SNF Operating Expenses** | **20,182,133** | **19,841,011** | **(341,121)** | **503.24** | **492.58** | **(10.66)** |
| Net Operating Income | 174,836 | 417,468 | (242,632) | 4.36 | 10.36 | (6.00) |
| **SNF Building Depreciation** | | | | | | |
| Depreciation - Land Improv | 11,158 | 14,000 | 2,842 | 0.28 | 0.35 | 0.07 |
| Depreciation - Building | 269,495 | 269,500 | 5 | 6.72 | 6.69 | (0.03) |
| Depreciation - Parking Structr | 38,060 | 38,500 | 440 | 0.95 | 0.96 | 0.01 |
| Depreciation - Bldg Improv | 86,298 | 94,500 | 8,202 | 2.15 | 2.35 | 0.19 |
| Depreciation-Bldg Imp WellClr | 18,576 | 21,000 | 2,424 | 0.46 | 0.52 | 0.06 |
| **TOTAL SNF Building Depreciation** | **423,586** | **437,500** | **13,914** | **10.56** | **10.86** | **0.30** |
| **Net Income** | **(248,750)** | **(20,032)** | **(228,718)** | **(6.20)** | **(0.50)** | **(5.70)** |

**Date: Aug 21, 2026**
**Time: 12:15:03 EDT**
**User: Kory R. Hansen**

## Grand Traverse Pavilions - SNF
## Cottage Income Statement
## 7/1/2026 to 7/31/2026

**Facility #**



**Include Adjustment Periods:** NO **Include Closing Periods:** NO

| | CURRENT PERIOD | | | PRIOR PERIOD | | | YEAR TO DATE | | |
|---|---|---|---|---|---|---|---|---|---|
| | Actual $ | Budget $ | Var $ | Actual $ | Budget $ | Var $ | Actual $ | Budget $ | Var $ |
| **Cottage Revenue** | | | | | | | | | |
| Room Rental-Cottage-Private | 240,924 | 244,650 | (3,726) | 243,898 | 240,650 | 3,248 | 1,627,453 | 1,696,550 | (69,097) |
| Room Rental-Cottage-Priv Insur | 51,470 | 62,000 | (10,530) | 54,390 | 62,000 | (7,610) | 398,463 | 434,000 | (35,537) |
| Respite-Cottages | 8,325 | 8,350 | (25) | 14,400 | 8,350 | 6,050 | 62,800 | 58,450 | 4,350 |
| Registration Fee - Cottages | 0 | 250 | (250) | 250 | 250 | 0 | 2,500 | 1,750 | 750 |
| Ancillary Rev - Cottages | 924 | 1,000 | (76) | 469 | 1,000 | (531) | 4,960 | 7,000 | (2,040) |
| Meal Plan | 34,073 | 30,000 | 4,073 | 33,413 | 30,000 | 3,413 | 229,635 | 210,000 | 19,635 |
| Personal Care Services- Privat | 4,397 | 8,000 | (3,603) | 3,072 | 8,000 | (4,928) | 32,248 | 56,000 | (23,752) |
| Contractual Discount-Private | 50 | 0 | 50 | 50 | 0 | 50 | 150 | 0 | 150 |
| Contractual Allowance PACE | (13,197) | (12,500) | (697) | (13,905) | (12,500) | (1,405) | (118,604) | (87,500) | (31,104) |
| Scholarships Private Pay | (6,416) | (2,500) | (3,916) | (6,390) | (2,500) | (3,890) | (42,197) | (17,500) | (24,697) |
| **TOTAL Cottage Revenue** | **320,550** | **339,250** | **(18,700)** | **329,646** | **335,250** | **(5,604)** | **2,197,408** | **2,358,750** | **(161,342)** |
| **Cottage Other Revenue** | | | | | | | | | |
| Beauty Shop Income | 504 | 400 | 104 | 501 | 400 | 101 | 3,075 | 2,800 | 275 |
| Donation Income - Cottages | 5,000 | 7,500 | (2,500) | 5,000 | 7,500 | (2,500) | 68,196 | 52,500 | 15,696 |
| **TOTAL Cottage Other Revenue** | **5,504** | **7,900** | **(2,396)** | **5,501** | **7,900** | **(2,399)** | **71,271** | **55,300** | **15,971** |
| Total Income | 326,054 | 347,150 | (21,096) | 335,147 | 343,150 | (8,003) | 2,268,679 | 2,414,050 | (145,371) |
| **Cottage Operating Expenses** | | | | | | | | | |
| Salary & Wages - Admin - Cott | 16,939 | 16,477 | (462) | 16,173 | 15,945 | (227) | 115,378 | 112,679 | (2,699) |
| Salary & Wages - ES Cottages | 9,090 | 9,173 | 82 | 8,916 | 8,877 | (39) | 64,057 | 62,729 | (1,328) |
| Salary & Wages - Hskpg Cottage | 7,412 | 7,644 | 232 | 7,167 | 7,397 | 230 | 50,714 | 52,274 | 1,560 |
| Salary & Wages - RN Cottages | 10,700 | 8,153 | (2,546) | 9,525 | 7,890 | (1,635) | 61,691 | 55,759 | (5,932) |
| Salary & Wages - LPN Cottages | 3,614 | 0 | (3,614) | 3,517 | 0 | (3,517) | 9,956 | 0 | (9,956) |
| Salary & Wages - CNA Cottages | 20,453 | 38,049 | 17,596 | 19,897 | 36,822 | 16,925 | 154,409 | 260,208 | 105,799 |
| Salary & Wages - UW Cottages | 95,000 | 98,011 | 3,011 | 96,823 | 94,849 | (1,973) | 683,015 | 665,268 | (17,747) |
| Longevity - Cottages | 3,730 | 4,077 | 347 | 3,730 | 3,945 | 215 | 26,110 | 27,879 | 1,769 |
| Longevity - Cottages Admin | 600 | 764 | 164 | 600 | 740 | 140 | 4,200 | 5,227 | 1,027 |
| FICA Admin Cottages | 1,279 | 1,274 | (5) | 1,174 | 1,233 | 59 | 8,462 | 8,712 | 251 |
| FICA - Env Serv Cottages | 693 | 679 | (13) | 675 | 658 | (18) | 4,599 | 4,647 | 48 |
| FICA - Cottage Housekeeping | 565 | 595 | 30 | 542 | 575 | 34 | 3,840 | 4,066 | 226 |
| FICA - RN LPN CNA and UW - Co | 10,089 | 11,143 | 1,054 | 9,776 | 10,784 | 1,007 | 68,429 | 76,204 | 7,775 |
| Workers Comp - Cottages | 1,120 | 1,250 | 130 | 1,120 | 1,250 | 130 | 7,840 | 8,750 | 910 |
| MERS DB - Cottages | 7,855 | 8,500 | 645 | 7,855 | 8,500 | 645 | 54,985 | 59,500 | 4,515 |
| MERS DB - Cottages Admin | 1,953 | 2,250 | 297 | 1,953 | 2,250 | 297 | 13,671 | 15,750 | 2,079 |
| MERS DC-Cottage | 3,346 | 4,000 | 654 | 3,567 | 4,000 | 433 | 28,407 | 28,000 | (407) |
| Health Ins - Cottages | 15,000 | 12,500 | (2,500) | 14,400 | 12,500 | (1,900) | 81,421 | 87,500 | 6,079 |
| Dental Ins - Cottages | 488 | 850 | 362 | 837 | 850 | 13 | 5,923 | 5,950 | 27 |
| Supplies Plant Ops - Cottages | 742 | 500 | (242) | 383 | 500 | 117 | 3,707 | 3,500 | (207) |
| Supplies Housekeeping - Cotta | 0 | 0 | 0 | 0 | 0 | 0 | 72 | 0 | (72) |
| Supplies Laundry - Cottages | 210 | 300 | 90 | 185 | 300 | 115 | 1,226 | 2,100 | 874 |
| Activity Supplies - Cottages | 178 | 600 | 422 | 472 | 600 | 128 | 2,861 | 4,200 | 1,339 |
| Small Equipment | 352 | 2,000 | 1,648 | 529 | 2,000 | 1,471 | 3,821 | 14,000 | 10,179 |
| Nursing Supplies - Cottages | 0 | 500 | 500 | 507 | 500 | (7) | 1,586 | 3,500 | 1,914 |
| Contract Services-Dining | 63,684 | 64,000 | 316 | 63,684 | 64,000 | 316 | 443,353 | 442,000 | (1,353) |
| Contract Svcs:Security-Cottag | 180 | 0 | (180) | 540 | 750 | 210 | 1,260 | 1,500 | 240 |

Date: Aug 21, 2026
Time: 12:15:03 EDT
User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**
**Cottage Income Statement**
**7/1/2026 to 7/31/2026**

Facility #
Page # 2

| | CURRENT PERIOD | | | PRIOR PERIOD | | | YEAR TO DATE | | |
|---|---|---|---|---|---|---|---|---|---|
| | Actual $ | Budget $ | Var $ | Actual $ | Budget $ | Var $ | Actual $ | Budget $ | Var $ |
| **Cottage Operating Expenses (con't)** | | | | | | | | | |
| Advertising - Cottages | 2,798 | 4,000 | 1,202 | 4,000 | 4,000 | 0 | 23,569 | 28,000 | 4,432 |
| Referral Fees | 0 | 2,500 | 2,500 | 0 | 2,500 | 2,500 | 15,180 | 17,500 | 2,320 |
| Building Repairs - Cottages | 3,645 | 4,000 | 355 | 606 | 4,000 | 3,394 | 9,816 | 28,000 | 18,184 |
| Equipment Repairs - Cottages | 0 | 750 | 750 | 117 | 750 | 633 | 1,359 | 5,250 | 3,891 |
| Elevator-Cottages | 700 | 750 | 50 | 700 | 750 | 50 | 5,935 | 5,250 | (685) |
| Telephone - Cottages | 422 | 400 | (22) | 421 | 400 | (21) | 2,809 | 2,800 | (9) |
| Water - Cottages | 3,840 | 1,500 | (2,340) | 2,226 | 1,500 | (726) | 10,376 | 10,500 | 124 |
| Sewer - Cottages | 3,697 | 2,000 | (1,697) | 2,541 | 2,000 | (541) | 13,667 | 14,000 | 333 |
| Electric - Cottages | 7,971 | 6,000 | (1,971) | 6,672 | 6,000 | (672) | 43,934 | 42,000 | (1,934) |
| Natrual Gas - Cottages | 757 | 3,200 | 2,443 | 1,792 | 3,200 | 1,408 | 27,829 | 22,400 | (5,429) |
| Refuse Disposal - Cottages | 484 | 625 | 141 | 748 | 625 | (123) | 1,920 | 4,375 | 2,455 |
| Television - Cottages | 1,613 | 1,625 | 12 | 1,739 | 1,625 | (114) | 9,942 | 11,375 | 1,433 |
| Special Functions - Cottages | 175 | 400 | 225 | 36 | 400 | 364 | 1,176 | 2,800 | 1,624 |
| Beauty Shop Services | 808 | 200 | (608) | 0 | 200 | 200 | 2,469 | 1,400 | (1,069) |
| Indirect Costs-Cottages | 10,000 | 10,000 | 0 | 10,000 | 10,000 | 0 | 70,000 | 70,000 | 0 |
| Bond Interest Expense | 3,432 | 3,000 | (432) | 3,432 | 3,000 | (432) | 24,022 | 21,000 | (3,022) |
| Miscellaneous Exp - Cottages | 0 | 50 | 50 | 12 | 50 | 38 | 12 | 350 | 338 |
| Depreciation - Equip Cottages | 917 | 1,250 | 333 | 917 | 1,250 | 333 | 6,419 | 8,750 | 2,331 |
| **TOTAL Cottage Operating Expenses** | **316,531** | **335,539** | **19,008** | **310,506** | **329,965** | **19,459** | **2,175,424** | **2,307,653** | **132,230** |
| Net Operating Income | 9,522 | 11,611 | (2,089) | 24,641 | 13,185 | 11,456 | 93,255 | 106,397 | (13,142) |
| **Cottage Building Depreciation** | | | | | | | | | |
| Depreciation Bldg - Cottages | 19,018 | 19,050 | 32 | 19,018 | 19,050 | 32 | 133,128 | 133,350 | 222 |
| Depreciation-Cottage Bldg Impr | 4,304 | 4,500 | 196 | 4,304 | 4,500 | 196 | 30,125 | 31,500 | 1,375 |
| **TOTAL Cottage Building Depreciation** | **23,322** | **23,550** | **228** | **23,322** | **23,550** | **228** | **163,253** | **164,850** | **1,597** |
| Net Income | (13,800) | (11,939) | (1,861) | 1,319 | (10,365) | 11,684 | (69,998) | (58,453) | (11,545) |

Date: Aug 20, 2026
Time: 15:28:55 EDT
User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**
**Balance Sheet**
**As Of 7/31/2026**

Facility #
Page # 1

| | CURRENT PERIOD | PRIOR PERIOD | PREVIOUS YEAR |
|---|---|---|---|
| | Actual $ | Actual $ | Actual $ |
| | **0** | **0** | **0** |
| **Assets** | | | |
| **Current Assets** | | | |
| **Cash** | | | |
| **County Held Cash** | | | |
| Cash - County | 2,710,410 | 3,812,419 | 1,096,877 |
| Cash - Deposits (Cottages) | 111,663 | 111,663 | 138,688 |
| Cash - M.O.E. | 12,841 | 3,125 | 10,189 |
| **TOTAL County Held Cash** | **2,834,914** | **3,927,207** | **1,245,754** |
| **Other Cash** | | | |
| A/P Cash Clearing Account | 18,277 | 18,102 | 364,528 |
| Cash - Resident Trust | 14,335 | 14,319 | 14,462 |
| Cash-Payroll | 6,636 | 6,636 | 579,007 |
| Cash - Advance Pay Funding Ac | 31,137 | 31,333 | 31,350 |
| **TOTAL Other Cash** | **70,385** | **70,390** | **989,346** |
| **TOTAL Cash** | **2,905,298** | **3,997,596** | **2,235,100** |
| **Accounts Receivable** | **7,474,046** | **7,402,953** | **9,055,208** |
| **Other Receivables** | | | |
| Medicaid QAS Settlement Rec | 789,861 | 786,494 | 606,043 |
| A/R QMI | 0 | 0 | 82,326 |
| Interest Receivable | 33,000 | 25,500 | 0 |
| A/R - Other | 35,000 | 30,000 | 0 |
| Due from Foundation | 63,375 | 41,728 | 25,626 |
| Due from Foundation - Cottages | 20,391 | 15,391 | 0 |
| MA Wage Pass Through Receiv | 93,882 | 92,596 | 178,238 |
| **TOTAL Other Receivables** | **1,035,509** | **991,708** | **892,233** |
| **Inventory** | **168,229** | **168,229** | **168,229** |
| **Prepaid Expenses** | **0** | **0** | **0** |
| **Other Current Assets** | | | |
| Prepaid Insurance - General | 69,699 | 100,329 | 0 |
| Prepaid Insurance - Work Comp. | 22,790 | 20,921 | 0 |
| **TOTAL Other Current Assets** | **92,490** | **121,250** | **0** |
| **TOTAL Current Assets** | **11,675,573** | **12,681,736** | **12,350,770** |
| **Non-Current Assets** | | | |
| **Property & Equipment** | **14,186,235** | **14,239,777** | **14,630,677** |
| **Other Non Current Assets** | | | |
| Due from PACE North | 688,859 | 746,371 | 914,930 |
| Deferred Outflows-Pension Plan | 1,784,863 | 1,784,863 | 1,784,863 |
| Deferred Outflows-OPEB | 221,999 | 221,999 | 221,999 |
| **TOTAL Other Non Current Assets** | **2,695,721** | **2,753,233** | **2,921,792** |
| **TOTAL Non-Current Assets** | **16,881,956** | **16,993,010** | **17,552,470** |
| **TOTAL Assets** | **28,557,528** | **29,674,747** | **29,903,240** |
| **Liabilities & Equity** | | | |
| **Liabilities** | | | |
| **Current Liabilities** | | | |
| **Accounts Payable** | **703,943** | **898,951** | **590,335** |
| **Accrued Expenses** | **1,738,757** | **2,383,353** | **1,940,367** |
| **Other Current Liabilities** | | | |

Date: Aug 20, 2026
Time: 15:28:55 EDT
User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**
**Balance Sheet**
**As Of 7/31/2026**

Facility #



| | CURRENT PERIOD | PRIOR PERIOD | PREVIOUS YEAR |
|---|---|---|---|
| | Actual $ | Actual $ | Actual $ |
| **Other Current Liabilities (con't)** | | | |
| Current Portion of Bonds Paya | 740,000 | 740,000 | 740,000 |
| Interest Payable | 50,760 | 110,830 | 117,022 |
| Medicaid Cost Settle. Payable | 1,973,926 | 2,149,607 | 2,511,825 |
| **TOTAL Other Current Liabilities** | **2,764,686** | **3,000,437** | **3,368,847** |
| **TOTAL Current Liabilities** | **5,207,385** | **6,282,741** | **5,899,548** |
| **Non-Current Liabilities** | | | |
| **Long-Term Liabilities** | | | |
| Net Pension Liabilities | 5,471,525 | 5,471,525 | 5,471,525 |
| Pension Bonds (Non-Union) Iss | 4,140,000 | 4,140,000 | 4,140,000 |
| Pension Bonds (Union) Issued | 3,730,000 | 3,730,000 | 3,960,000 |
| Bonds Payable-Series 2017 Haw | 920,000 | 920,000 | 1,150,000 |
| Def Los on Adv Refund-'17 | (28,740) | (29,283) | (32,536) |
| **TOTAL Long-Term Liabilities** | **14,232,785** | **14,232,242** | **14,688,989** |
| **Other Non-Current Liabilities** | | | |
| Deferred Inflow-OPEB | 782,915 | 782,915 | 782,915 |
| **TOTAL Other Non-Current Liabilities** | **782,915** | **782,915** | **782,915** |
| **TOTAL Non-Current Liabilities** | **15,015,700** | **15,015,157** | **15,471,904** |
| **TOTAL Liabilities** | **20,223,085** | **21,297,899** | **21,371,452** |
| **Equity** | | | |
| **Equity** | | | |
| RETAINED EARNINGS - PRIOR | 8,615,149 | 8,615,149 | 8,615,149 |
| Contributed Capital | 126,540 | 126,540 | 126,540 |
| **TOTAL Equity** | **8,741,689** | **8,741,689** | **8,741,689** |
| **Net Income (Loss)** | **(474,075)** | **(380,163)** | **(209,901)** |
| **TOTAL Equity** | **8,267,614** | **8,361,526** | **8,531,788** |
| **TOTAL Liabilities & Equity** | **28,490,699** | **29,659,424** | **29,903,240** |

Date: Aug 20, 2026
Time: 15:29:43 EDT
User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**
**Cash Flow Statement**
**7/1/2026 to 7/31/2026**

Facility #

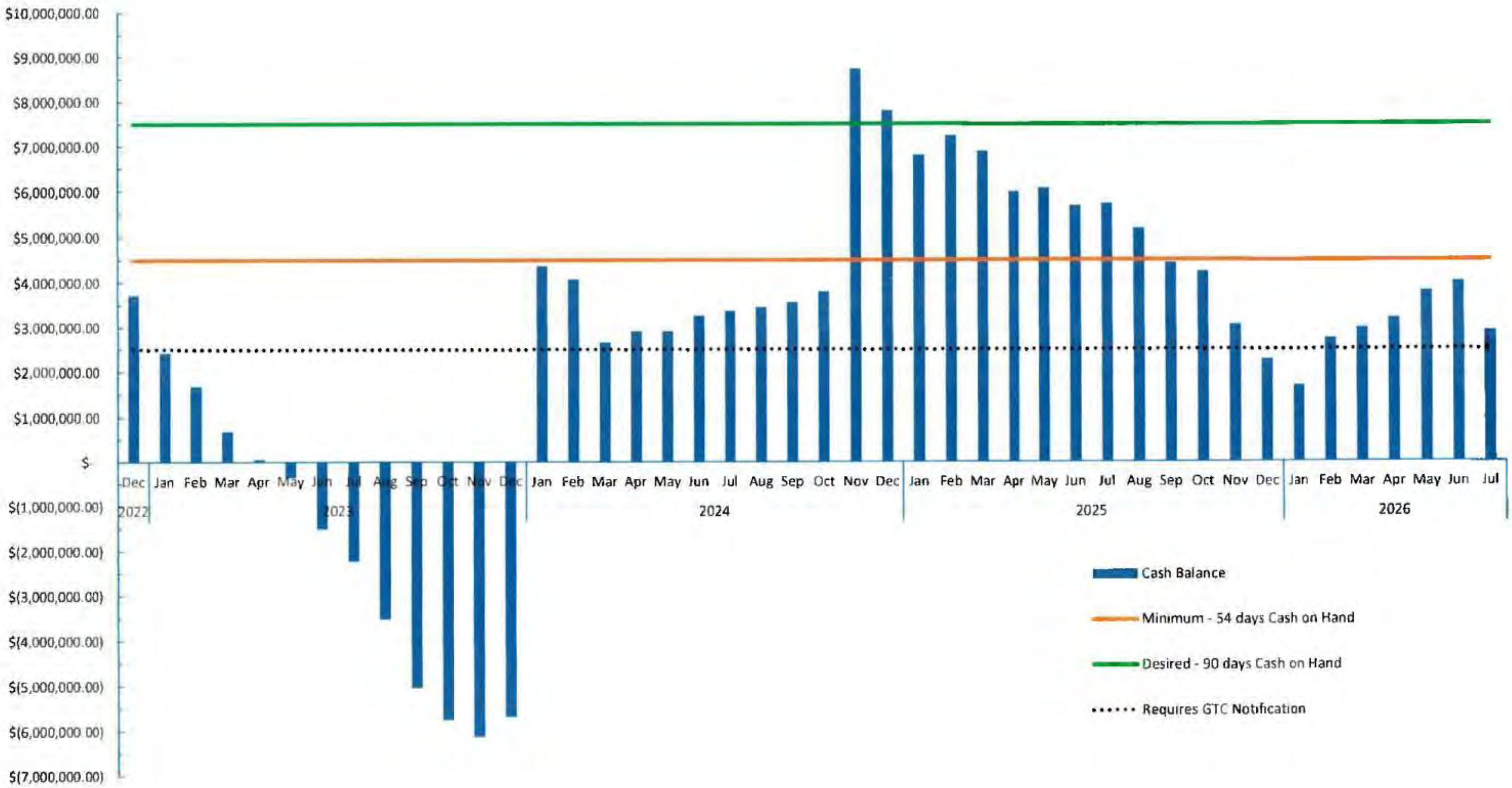


| | CURRENT PERIOD | PRIOR PERIOD | YEAR TO DATE |
|---|---|---|---|
| | Actual $ | Actual $ | Actual $ |
| | 0 | 0 | 0 |
| **Cash from Operating Activity** | | | |
| Net Income | (93,912) | (130,450) | (264,174) |
| Net Cash provided by Operating Activities | | | |
| Depreciation and Amortization | 96,483 | 96,483 | 675,380 |
| Changes in Working Capital Items | | | |
| Accounts Receivable | (71,093) | 170,130 | 1,581,162 |
| Prepaid Expenses | 28,760 | (51,737) | (92,490) |
| Due to/from | (7,500) | (7,500) | (33,000) |
| Inventory | 0 | 0 | 0 |
| Accounts Payable | (195,084) | 202,028 | 121,220 |
| Other Assets | | | |
| Medicaid Settlement Receivable | 0 | 0 | 0 |
| Employee Retention Credit Receivable | (5,000) | (5,000) | (35,000) |
| Due From Foundation | (26,647) | 31,480 | (58,140) |
| Due From Grants | | | |
| TOTAL Due From Grants | 0 | 0 | 0 |
| Deferred Outflows | | | |
| TOTAL Deferred Outflows | 0 | 0 | 0 |
| Due From Pace North | 57,513 | 7,079 | 226,072 |
| Medicare Settlements Receivable | 0 | 0 | 0 |
| Medicaid Wage Pass Through Rec | (1,287) | 4,049 | 84,356 |
| QAS Receivable | (3,368) | (35,698) | (183,818) |
| QMI Receivable | 0 | 0 | 82,326 |
| TOTAL Other Assets | 21,212 | 1,910 | 115,796 |
| Accrued Payroll & Other Expenses | (704,591) | 135,297 | (275,484) |
| Other Liabilities | | | |
| TOTAL Other Liabilities | 0 | 0 | 0 |
| Other Accrued Liabilities | | | |
| Medicare Advanced Payment | 0 | 0 | 0 |
| Deferred Inflows | | | |
| TOTAL Deferred Inflows | 0 | 0 | 0 |
| CPE and Medicaid Audit Reserve | (175,681) | (141,681) | (537,899) |
| QAS Payable | 0 | 0 | 0 |
| Net Pension Liability | 0 | 0 | 0 |
| TOTAL Other Accrued Liabilities | (175,681) | (141,681) | (537,899) |
| TOTAL Changes in Working Capital Items | (1,103,978) | 308,449 | 879,305 |
| TOTAL Net Cash provided by Operating Activities | (1,007,495) | 404,932 | 1,554,685 |
| **TOTAL Cash from Operating Activity** | (1,101,407) | 274,482 | 1,290,510 |
| **Cash from Investing Activity** | | | |
| Fixed Asset Purchase | (42,398) | (83,230) | (227,142) |
| **TOTAL Cash from Investing Activity** | (42,398) | (83,230) | (227,142) |
| **Cash from Financing Activities** | | | |
| Long Term Debt | 0 | 0 | (460,000) |
| Short Term Debt/Notes Payable | 0 | 0 | 0 |
| **TOTAL Cash from Financing Activities** | 0 | 0 | (460,000) |
| **Net Cash Activity** | (1,143,805) | 191,252 | 603,369 |
| CASH BEG OF PERIOD | 3,997,596 | 3,791,022 | 2,235,100 |
| Cash Beginning Balances as of 6/30/2026 | 3,997,596 | 3,791,022 | 2,235,100 |
| Net Cash Activity | (1,143,805) | 191,252 | 603,369 |
| Cash Ending Balance | 2,853,791 | 3,982,274 | 2,838,469 |

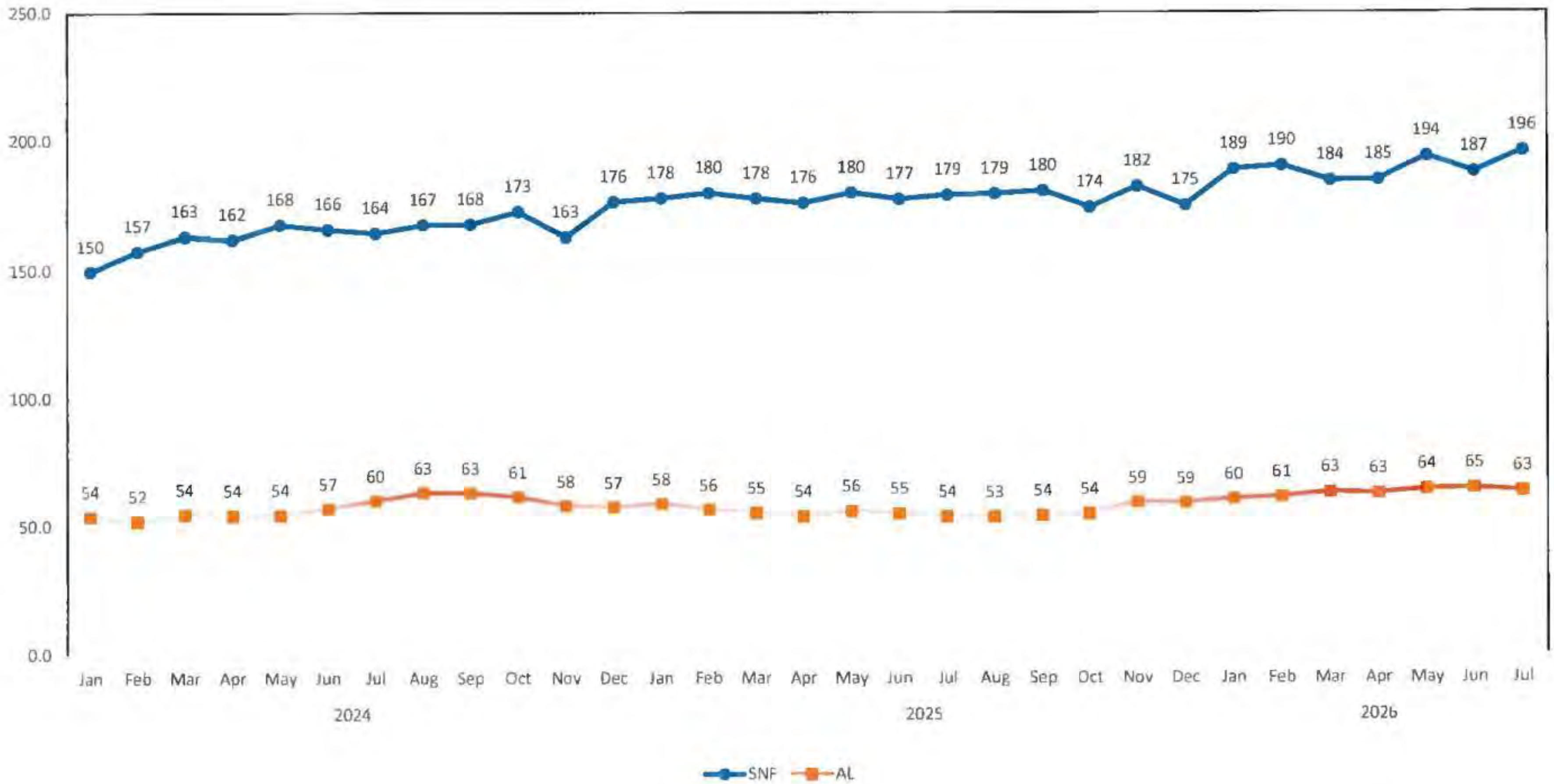
**Grand Traverse Pavilions**
**Irregular payments**

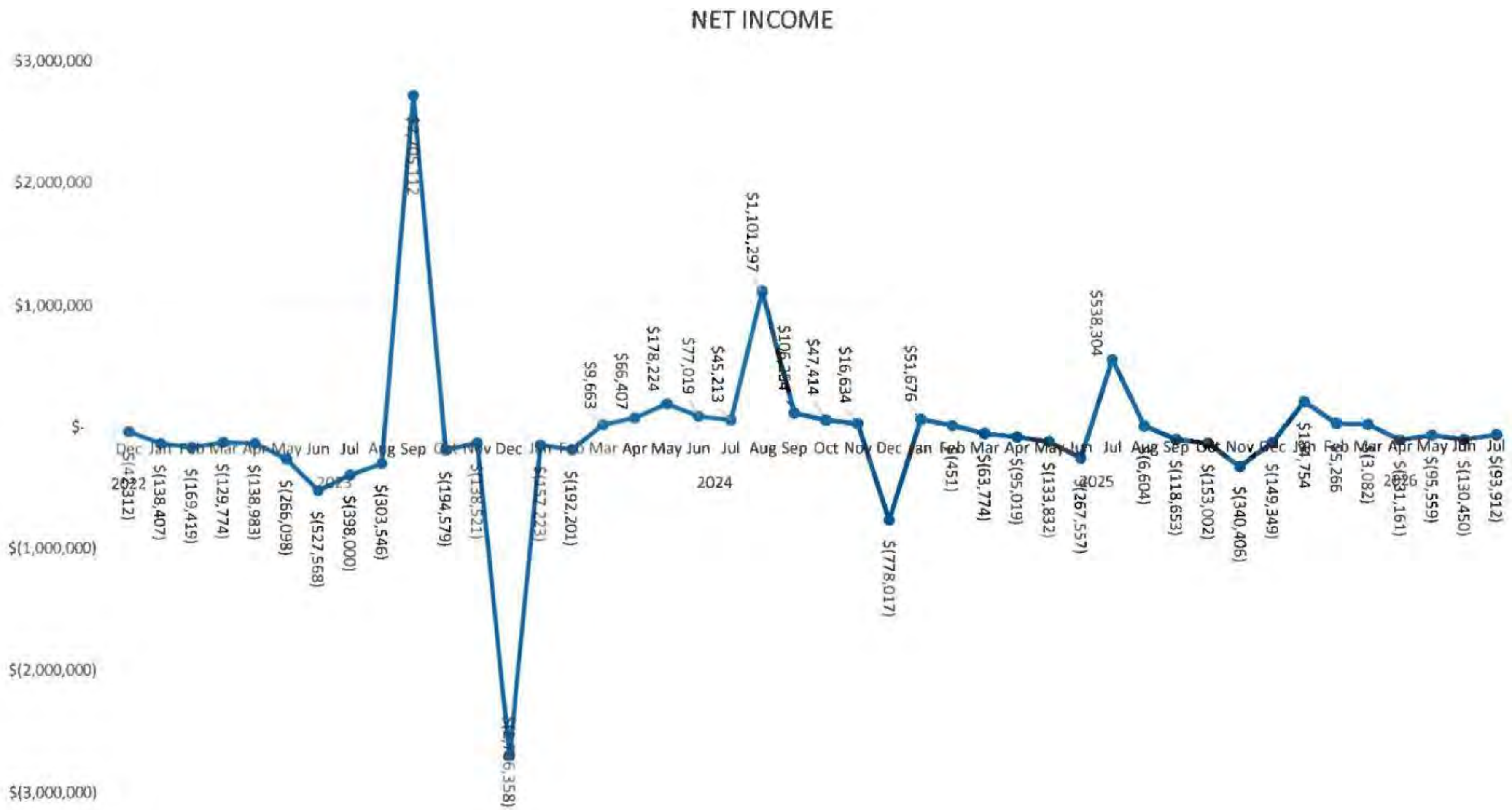
| | | | | | |
|---|---|---|---|---|---|
| **2026** | | | | | |
| Grand Traverse County | union pension bond principal | January | 230,000.00 | Amortization changes each year | Pmts done in 2039, prin. Gradually inc. |
| Grand Traverse County | union pension bond interest | January | 89,896.25 | Amortization changes each year | Expensed monthly |
| Acrisure | Cyber liability annual premium | January | 10,795.00 | Expensed monthly | |
| Brown & Brown | Mgmt Liability annual premium | January | 27,325.00 | Expensed monthly | |
| West Bend Insurance | Insured portion of Workers Compensation Exp | January | 22,424.00 | Down payment | Followed by 8 payments of $11,215; exp'd monthly |
| Ginop Sales | Kubota Tractor Repairs | January | 9,055.90 | Capital purchase | |
| Maddin Hauser | Attorney Fees | January | 8,495.00 | December fees paid in January | Expensed in December |
| Payroll | 3 payrolls in the month (26 per year) | January | 823,338.71 | Biweekly pay, two 3 pay period months each year | |
| | | | | | |
| Nationwide Insurance | Liability, property and auto insurance | February | 81,984.25 | Qtrly. Installment payment 1 of 4 | Calendar year policy; expensed monthly |
| Grand Traverse County | non-union pension bond interest payment | February | 51,928.75 | Amortization changes each year | Expensed monthly, Paid twice each year |
| Payroll - extra | Perfect Attendance | February | 8,177.54 | Quarterly with an annual bonus | for those with perfect attendance |
| Grand Traverse County | Unemployment claims for 2025 | February | 5,247.15 | We share an unemployment account | Billed by the County annually based on paid claims |
| MERS - DC | Retro payment for January | February | 41,790.40 | Jan pmt not made due to change in payroll software issues | |
| Insight Direct | Thin client device replacements | February | 22,056.11 | Capital purchase | |
| | | | | | |
| State of Michigan | Outstation worker payments per contract | March | 18,912.50 | 1/3 Paid back to GTP by Pace-$12,608 | Contract renews 10/1 |
| Maddin Hauser | Attorney Fees | March | 27,739.00 | January fees paid in March | Expensed in Jan and Feb |
| Grand Traverse Refrige | Walk-in Freezer Repair-new compressor | March | 14,061.60 | Capital | |
| Payroll extra | Survey | March | 18,343.72 | Quarterly payment-$100 grossed up for f | reimbursed by grant |
| Garstang Group | UV bulb replacement | March | 18,523.19 | 20% down pmt + 5 monthly installments | |
| | | | | | |
| Grand Traverse County | Hawthorn cottage bond principal payment | April | 230,000.00 | Level principle payments | Pmts done in 2031-level principle pmts |
| Grand Traverse County | Hawthorn cottage bond interest payment | April | 19,175.00 | Amortization changes each year | Expensed monthly |
| Nationwide Insurance | Liability, property and auto insurance | April | 81,984.25 | Installment payment 1 of 3 | Calendar year policy; expensed monthly |
| Garstang Group | UV bulb replacement | April | 14,700.00 | 20% down pmt + 5 monthly installments | |
| MCMCFC | Annual Dues | April | 12,100.00 | This is the 2025-26 amount | |
| | | | | | |
| CDW | VMWare 1 year license subscription | May | 15,279.84 | Annual payment | |
| Garstang Group | UV bulb replacement | May | 14,700.00 | 20% down pmt + 5 monthly installments | |
| HUB International | Surety Bond for settlement payments | May | 12,000.00 | | |
| Fifth-Third | Insurance Settlement Payment | May | 44,444.00 | | |
| | | | | | |
| Garstang Group | UV bulb replacement | June | 14,700.00 | 20% down pmt + 5 monthly installments | |
| State of Michigan | Outstation worker payments per contract | June | 37,825.00 | 1/3 due to be paid back to GTP from Paci | Contract renews 10/1--want decision by 6/3 |
| KONE Elevator | Elevator contracts | June | 18,138.24 | Annual expense for elevator maintenance | |
| NetSmart Technologies | Annual Pmt for legacy healthcare record access | June | 25,200.00 | Annual payment | annual pmt for legacy healthcare record access |
| Fifth-Third | Insurance Settlement Payment | June | 44,444.00 | | |
| State of Mich. | CPE Repayment | June | 154,180.73 | | |
| | | | | | |
| Nationwide Insurance | Liability, property and auto insurance | July | 81,984.25 | Installment payment 2 of 3 | Calendar year policy; expensed monthly |
| Garstang Group | UV bulb replacement | July | 14,700.00 | 20% down pmt + 5 monthly installments | |
| Brightly Software, Inc. | Maintenance management software | July | 16,634.32 | Annual renewal for software license | |
| Fifth-Third | Insurance Settlement Payment | July | 44,444.00 | | |
| State of Mich. | CPE Repayment | July | 154,180.73 | | |
| Nationwide Insurance | deductable | July | 25,000.00 | insurance claim | |
| Moore Mechanical | Replace Domestic Water Boiler | July | 58,440.00 | Capital Expenditure | |
| Kraft | Two new Printers | July | 12,700.00 | | |
| Plante Moran | Cost Report Preparation | July | 12,000.00 | Medicare & Medicaid Cost Reports-annu | Benchmarking survey and MA rate projec |
| Grand Traverse County | union pension bond interest payment | July | 85,871.25 | Interest-only payment | Expensed monthly |
| Payroll | 3 payrolls in the month (26 per year) | July | 855,000.00 | | |
| **Projected** | | | | | |
| Payroll | Perfect Attendance | August | 6,000.00 | Quarterly payment-$100 grossed up for f | for those with perfect attendance |
| Leading Age | Annual Dues | August | 33,000.00 | Annual Dues | |
| Grand Traverse County | non-union pension bond principal | August | 275,000.00 | Amortization changes each year | Pmts done in 2039, prin. Gradually increase |
| Grand Traverse County | non-union pension bond interest | August | 53,675.00 | Amortization changes each year | Expensed monthly |
| Garstang Group | UV bulb replacement | August | 14,700.00 | 20% down pmt + 5 monthly installments | |
| Fifth-Third | Insurance Settlement Payment | August | 44,444.00 | | |
| State of Mich. | CPE Repayment | August | 154,180.73 | | |
| | | | | | |
| Fifth-Third | Insurance Settlement Payment | September | 44,444.00 | | |
| State of Mich. | CPE Repayment | September | 154,180.73 | | |
| | | | | | |
| Nationwide Insurance | Liability, property and auto insurance | October | 81,984.25 | Installment payment 3 of 3 | Calendar year policy; expensed monthly |
| MERS | Supplemental Pension Payment | October | 30,712.00 | Amount varies annually | Expense accrued monthly |
| Payroll | Perfect Attendance | October | 6,500.00 | Quarterly payment-$100 grossed up for f | for those with perfect attendance |
| Grand Traverse County | Hawthorn cottage bond interest payment | October | 19,176.25 | Amortization changes each year | Expensed monthly |
| Fifth-Third | Insurance Settlement Payment | October | 44,444.00 | | |
| State of Mich. | CPE Repayment | October | 154,180.73 | | |
| | | | | | |
| Relias | elearning program | November | 42,056.00 | Annual expense; billed 10/1 each year | Employee e learning module |
| Longevity Pay | Annual pay based on seniority and hours | November | 85,000.00 | Annual payment; expensed monthly | Per union agreement and handbook |
| Fifth-Third | Insurance Settlement Payment | November | 44,444.00 | | |
| State of Mich. | CPE Repayment | November | 154,180.73 | | |
| | | | | | |
| State of Michigan | Outstation worker payments per contract | December | 20,000.00 | 1/3 due to be paid back to GTP from Pac | Estimate--contract runs 10/1 to 9/30 each year |
| Retention Pay | Part of union contract and past practice for othe | December | 360,000.00 | Annual payment during union contract | Includes employer taxes, expensed monthly |
| Fifth-Third | Insurance Settlement Payment | December | 44,444.00 | | |
| State of Mich. | CPE Repayment | December | 154,180.73 | | |

CASH BALANCE



AVG. CENSUS PER DAY




NET INCOME
$3,000,000
$2,000,000
$1,000,000
$-
$(1,000,000)
$(2,000,000)
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2023
2024
2025
$(138,407)
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$(129,774)
$(138,983)
$(266,098)
$(527,568)
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$(194,579)
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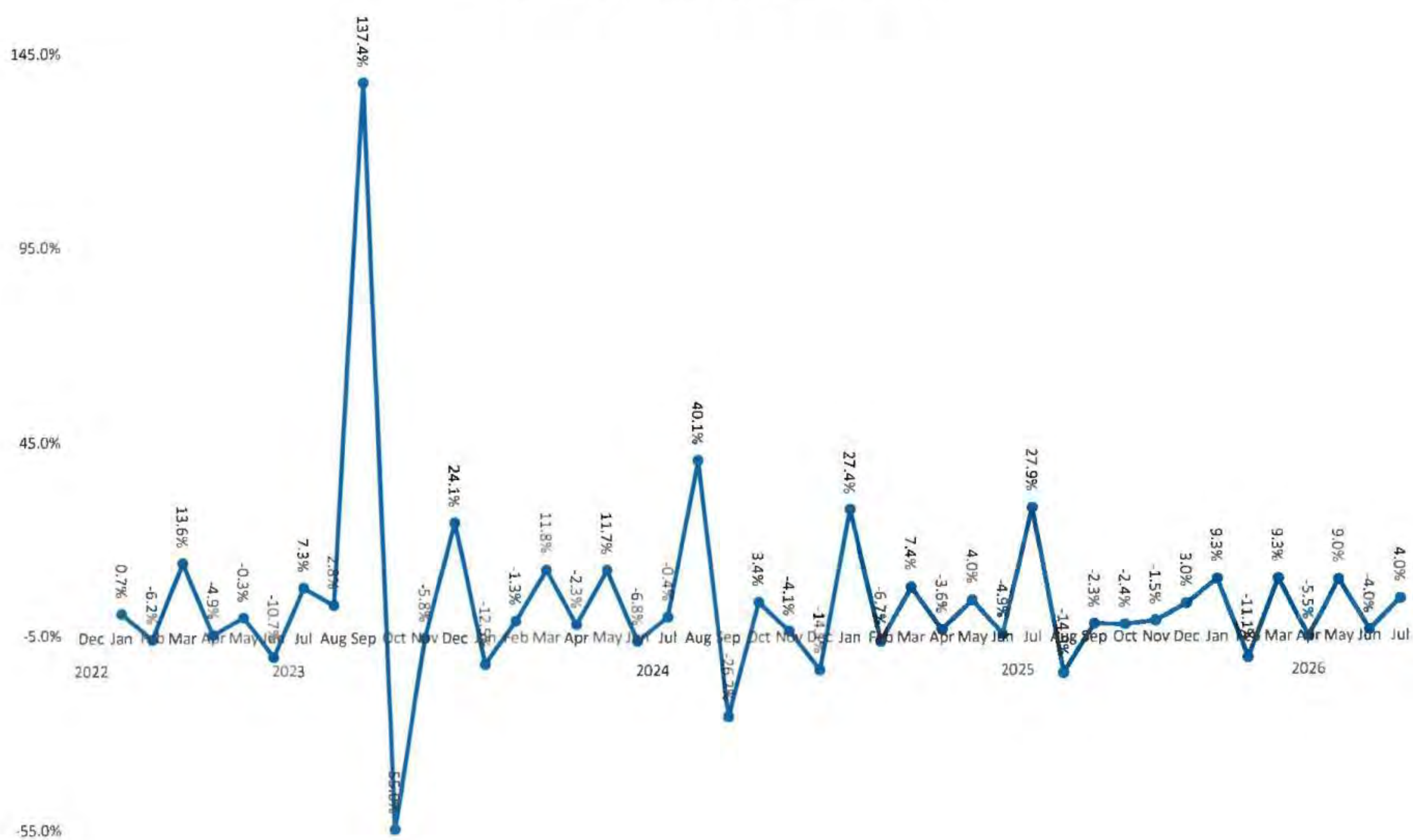
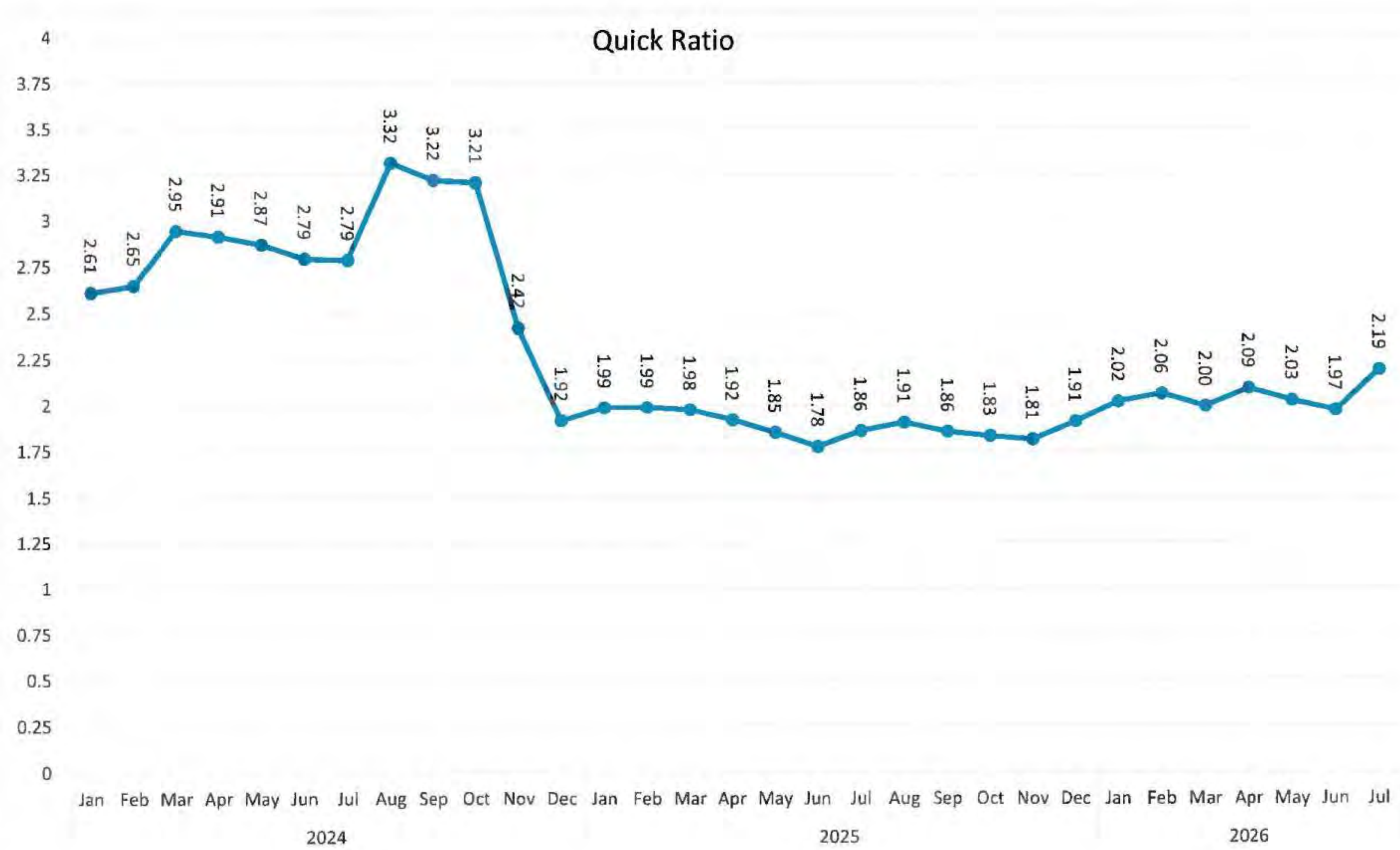
$(130,450)
$(93,912)

Revenue Growth % from Previous Month




Quick Ratio
4
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3.5
3.25
3
2.75
2.5
2.25
2
1.75
1.5
1.25
1
0.75
0.5
0.25
0
2.61
2.65
2.95
2.91
2.87
2.79
2.79
3.32
3.22
3.21
2.42
1.92
1.99
1.99
1.98
1.92
1.85
1.78
1.86
1.91
1.86
1.83
1.81
1.91
2.02
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2.09
2.03
1.97
2.19
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
2024
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
2025
Jan Feb Mar Apr May Jun Jul
2026

**GRAND TRAVERSE COUNTY**
**DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD**
1000 Pavilions Circle, Traverse City, MI 49684
Telephone Number: 932-3000

**Resolution 2026 - 4**
Grand Traverse Pavilions/Grand Traverse Medical Care

## RESOLUTION SUPPORTING MODIFICATION OF FY 2027 MEDICAID RATE CALCULATIONS TO ADDRESS DIRECT CARE WORKER (DCW) AND NON-CLINICAL WAGE FUNDING CHANGES

**WHEREAS,** the FY 2027 State Budget limits Direct Care Worker (DCW) and Non-Clinical Staff wage reimbursement to Medicaid resident days beginning October 1, 2026, and facilities may continue paying these wage enhancements for non-Medicaid resident days but will no longer receive reimbursement for those costs through the current DCW payment methodology; and

**WHEREAS,** since its implementation during the COVID-19 pandemic, the DCW wage enhancement has become an integral part of **GRAND TRAVERSE PAVILIONS**'s (**GTP**) compensation structure and remains a critical tool for recruiting and retaining direct care staff amid an ongoing workforce shortage; and

**WHEREAS,** these wage costs remain allowable Medicaid expenses that will ultimately be recognized through Michigan's cost-based reimbursement system, but because they will not be reflected in Medicaid rates until future cost reports are incorporated into the rate-setting process, **GTP** will experience a significant cash flow delay despite eventually recovering a portion of these costs; and

**WHEREAS,** a proposal has been advanced requesting that the Michigan Department of Health and Human Services (MDHHS) modify the October 1, 2026 Medicaid rate calculation by removing the DCW and Non-Clinical Staff wage reimbursement revenue offset from the 2025 Medicaid cost reports used to establish FY 2027 Medicaid rates, thereby allowing the associated allowable costs to be appropriately reflected in the Medicaid per diem beginning October 1, 2026; and

**WHEREAS,** this approach would allow providers, including **GTP**, to submit an adjusted FY 2025 Medicaid cost report (or other department-approved adjustment) removing the DCW and Non-Clinical wage reimbursement revenue offset, so that adjusted allowable costs flow through the existing Medicaid rate-setting methodology using provider-submitted data, minimizing administrative complexity; and

**WHEREAS,** freezing the support-to-base ratio limits at their FY 2026 levels for purposes of developing FY 2027 Medicaid rates would help ensure that the adjustment is fully reflected in each facility's Variable Cost Limit (VCL) and Medicaid operating rate, while preserving the integrity of the existing reimbursement methodology; and

**WHEREAS,** this proposal requires no new payment mechanism, limits reimbursement to Medicaid resident days consistent with the FY 2027 budget's policy, reduces administrative burden by avoiding a separate settlement or reconciliation process, and helps address the cash flow disruption created by the FY 2027 budget changes by incorporating adjusted allowable costs into the FY 2027 rate calculation beginning October 1, 2026;

**NOW, THEREFORE, BE IT RESOLVED** that the **Grand Traverse County DHHS Board** hereby supports the proposed modification to the FY 2027 Medicaid rate calculation methodology described above, including removal of the DCW and Non-Clinical wage reimbursement revenue offset from the 2025 Medicaid cost reports and a freeze of the FY 2026 support-to-base ratio limits for purposes of developing FY 2027 Medicaid rates; and

**BE IT FURTHER RESOLVED** that the Board authorizes **GRAND TRAVERSE PAVILIONS** Administration to communicate this support to the Michigan Department of Health and Human Services and other relevant state officials, and to take such further action as may be necessary to advocate for adoption of this rate methodology change; and

**BE IT FURTHER RESOLVED** that this resolution shall be submitted to the **Grand Traverse County** Board of Commissioners for review and concurrence; and

**BE IT FURTHER RESOLVED** that this resolution was duly adopted by formal vote of the **Grand Traverse County DHHS Board** at a regular monthly meeting.

APPROVED ____
DISAPPROVED ____

at the August 27, 2026 meeting of the Grand Traverse County Department of Health and Human Services Board.

______________________________________________

Mary Marois, Vice Chair
Grand Traverse County Department of Health and Human Services Board

________________
Date

# GRAND TRAVERSE PAVILIONS

*Grand Traverse Medical Care*

## PURCHASE OF EQUIPMENT AND SERVICES REQUEST FORM

Following is a request for your approval to purchase the detailed equipment or services, with supporting documentation.

A. Requesting Grand Traverse Pavilions Department: Environmental Services

B. Item: New larger outdoor Freezer

C. Specifications: See attached

D. Bids Solicited From:

| | | | | | | |
|---|---|---|---|---|---|---|
| 1. | Stafford Smith | City | Traverse City, MI | Date | 04/09/2026 |
| 2. | Polar King International Inc. | City | Fort Wayne, IN | Date | 05/19/2026 |
| 3. | Walk-in Warehouse | City | Sarasota, FL | Date | 06/25/2026 |
| 4. | | City | | Date | |

E. Bids Received:

| | | | | | |
|---|---|---|---|---|---|
| 1. | Stafford Smith | Date | 08/18/2026 | $ | 67,644.46 |
| 2. | Polar King International Inc. | Date | 08/19/2026 | $ | 61,086.92 |
| 3. | Walk-in Warehouse | Date | 08/18/2026 | $ | 41,800.00 |
| 4. | | Date | | $ | |

F. Variances in Bidder's Equipment or Services Being Offered:
3 different brands. The lowest quotes are only for the freezer, not installation. GTR in Traverse City only works with Stafford Smith and the Kolpak units.

G. Recommendation: Stafford Smith with GTR completing removal and installation.

H. Justification for Recommendation: Local companies and only ones in area for large installations.

I. Purchase Budgeted: Yes X No ____

How Funded: Capital Budget

Kenyon R. Hansen 8/20/26 — Finance Director, Date (Purchase up to $1,500.00)

Darrell Lowe 8-21-26 — Administrator/CEO, Date (Purchase up to $5000.00)

Carol Crawford, Chair    Date

Grand Traverse County Department of Health & Human Services Board

(Purchase over $5000.00)

Grand Traverse Pavilions

***MEMORANDUM***

08/18/2026

***TO***: DHHS Board

***FROM***: Ryan Hutchins
Environmental Services Director

***RE***:

**Situation**
Approval is requested to replace the existing outdoor walk-in freezer, which is over 15 years old and has reached the end of its serviceable life. The project was originally budgeted at $50,000 for the freezer and concrete pad; however, rising equipment and material costs, along with the decision to purchase a larger freezer to better accommodate Kitchen storage needs, have increased the overall project cost beyond the original budget.

**Background**
The existing outdoor freezer has fallen into significant disrepair. Its refrigerant is now obsolete, making continued service and repair increasingly difficult. The existing undersized concrete pad has also contributed to the freezer's deterioration. Due to the weight of the unit and water runoff from the main building roof, movement and deterioration of the concrete have contributed to premature failure at the freezer panel joints.
Replacing the freezer in conjunction with the installation of a new, properly sized concrete pad will address both the equipment and underlying structural concerns.

**Assessment**
Three proposals were received:

Stafford Smith – $67,644.46 – Includes installation with Grand Traverse Refrigeration.
Polar King International – $61,086.92 – Installation not included
Walk-in Warehouse – $41,800.00 – Installation not included

Although the Polar King International and Walk-in Warehouse proposals have lower initial purchase prices, neither includes installation costs. The Stafford Smith proposal provides a more complete project cost by including installation.

The new freezer will also provide several operational improvements:

- Increased freezer storage capacity for Kitchen operations
- Updated and serviceable refrigeration equipment
- Larger, properly constructed concrete foundation
- Improved protection of the freezer structure and concrete pad
- Relocated door placement to improve deliveries and access
- Easier snow removal and winter maintenance around the entrance
- Improved long-term reliability and reduced risk of unexpected freezer failure

**Recommendation**
Approve the purchase and installation of the new outdoor walk-in freezer from Stafford Smith for $67,644.46. While this is the highest initial proposal, it includes better overall equipment options, full installation and a more complete project cost compared with the other two bids.

Replacing the aging freezer along with the new concrete pad will address the existing structural and equipment concerns while providing additional storage capacity, improved delivery access, easier winter maintenance, and a more reliable long-term solution for Kitchen operations.

Thank you,

Ryan Hutchins
Environmental Services Director

STAFFORD-SMITH, Inc.
SINCE 1940

# Quote

08/19/2026

**To:**
GRAND TRAVERSE PAVILIONS
1000 ANDREW WEISZER DRIVE
TRAVERSE CITY, MI 496843181
2319323000

**Project:**
GRAND TRAVERSE PAVILIONS - WALK IN FREEZER
1000 ANDREW WEISZER DRIVE
TRAVERSE CITY, MI 496843181

**From:**
Stafford Smith, Inc.
Joseph George
400 West Front Street
Suite 202
Traverse City, MI 49684
2693431240 1111
231-946-5374 3707 (Contact)

Job Reference Number: 107632

Due to global supply chain issues, freight surcharges and changing tariff rates, Stafford Smith shall not be responsible for any unforeseen surcharges, price increases, tariffs or any other increases in cost after the order is placed. These costs will be passed along to the customer.

| Item | Qty | Description | Sell | Sell Total |
|---|---|---|---|---|
| 1 | 1 ea | **WALK IN FREEZER, MODULAR, REMOTE**<br>Kolpak Model No. OUTDOOR FREEZER<br>1 OUTDOOR FREEZER<br>Compartments:<br>Freezer (Outdoor)<br>Interior Dimensions: 9'-11 1/2" x 18'-7" x 8'-10 5/8"<br>Walls: 4" Class 1 - Foamed in place Urethane<br>Exterior: Galvalume - Embossed 26 Ga<br>Interior: Galvalume - Embossed 26 Ga<br>Ceiling: 4" Class 1 - Foamed in place Urethane<br>Type: Super Ceiling (Reinforced Channel)<br>Attachment: Lock Down<br>Exterior: Galvanized - Smooth 20Ga.<br>Interior: Galvalume - Embossed 26 Ga<br>Floor Application: 4" Class 1 - Foamed in place Urethane<br>Type: Standard 1000# ERA<br>Finish: Aluminum - Smooth Aluminum .100<br>Compartment Accessories:<br>Qty UoM Description<br>53 lf Cove Base, Galvalume Embossed 26 ga 1.25 x 4.25<br>2 ea Light - LED 48IN 120/230V 50/60HZ<br>20 EA Racking Clip<br>1 ea Roof Cap - Sloped Membrane Free Standing (slope 1/4" per foot)<br>115 ea Tapcon Fasteners<br>6 ea Tie Down Angle - 1-1/2" x 1-1/2" x 96" (Int Wall to CL incl | $50,557.96 | $50,557.96 |

| Item | Qty | Description | Sell | Sell Total |
|---|---|---|---|---|

Partitions)
6 ea Tie Down Angle - 1-3/4" x 6" x 96" (W-In FL to Foundation) with Hilti Bolts
204 sf Wainscot Aluminum Diamond Tread .125
* For 48" high on exposed exterior.
Refrigeration:
Qty UoM Description
1 ea KPC448LZOP-3EP
PC448LZOP-3EP, 208-230/60/3, 4-1/2HP, Pre-Charged, Air-Cooled, Scroll, Low Temp Standard Plus Compressor UnitIncludes Head Pressure Control Valve (Headmaster), Amps: 17.1, Ambient Temperature: 90
1 ea KEL26-105-2EC-PR-8
EL26-105-2EC-PR-8, 208-230/60/1, R448A, Low Temp, Electric Defrost,
Standard Unit Cooler, Amps: 9.8
One year parts and labor included

Refrigeration Accessories:
Qty UoM Description
Door: 48" x 84" Right Swing Out
Recessed 0" with 0" Leveling Sand and 0" Tile & Grout.
Frame: Exterior: Galvalume - Embossed 26 Ga Kickplate, Alum .125 Diamond Tread 48" High
Interior: Galvalume - Embossed 26 Ga Kickplate, Alum .125 Diamond Tread 48" High
Plug: Exterior: Galvalume - Embossed 26 Ga Kickplate, Alum .125 Diamond Tread 48" High
Interior: Galvalume - Embossed 26 Ga Kickplate, Alum .125 Diamond Tread 48" High
Door/Opening Accessories:
Qty UoM Description
1 ea Door Closer - Kason 1094 (STD)
1 ea Handle - Kason 27C Brushed Chrome
1 ea Heater Wire, 5 Watt / FT
3 ea Hinge, Kason 1378 Steel Powder Coated / Spring Assisted
1 ea Light Fixture - Kason 1803 LED w/Bulb, Globe & Nightlight 120V 50/60Hz
(STD)
1 ea Locking Bar - Concealed (with Padlock)
1 ea Rainhood
1 ea Ramp - Exterior 48x36
1 ea Switch - Weatherproof Press 120/230V 50/60Hz
1 ea Thermometer - 2 inch Dial Weatherproof
4 lf Threshold, Stainless Steel 14 ga
1 ea Vent - Pressure Relief, Heated 120V 50/60Hz 4/5/6" Thick

| Item | Qty | Description | Sell | Sell Total |
|---|---|---|---|---|
| | | (STD) | | |
| | 1 ea | WARRANTY 3 1/2 HP 2 - 5 YR Extended Compressor Warranty | $687.50 | $687.50 |
| | | | **ITEM TOTAL:** | **$51,245.46** |
| 2 | 1 ea | **SERVICES: INSTALLATION / TRAINING SERVICES**<br>Grand Traverse Refrigeration Model No. INSTALL<br>We propose to:<br>-Demo and dispose of existing walk in and refer equipment<br>-Install (1) new walk in Freezer complete with refrigeration system<br>Includes:<br>-Deliver and assemble complete box<br>-Refer pipe and refrigerant (max 15'each) 1-system<br>-UV Armaflex coating with listed hangers and saddles<br>-Drain lines per spec with heat tape/ insulation<br>-Install provided rubber membrane roof<br>-Hang evaporator and set condenser on top of or adjacent to box<br>-Permits<br>-Start-up and necessary adjustments<br>Does not include:<br>-Structural supporting<br>-Any equipment or controls<br>-Services related to but not limited to electrical, plumbing, fire protection, etc.<br>-Engineered drawings<br>-Trim<br>-Concrete or Flooring work<br>-Leveling beyond 3/8"<br>-Building Roofing<br>-Storage or cleaning of existing equipment | | |
| | | | **ITEM TOTAL:** | |
| 3 | 1 ea | **INFO**<br>Stafford-Smith, Inc. Model No. TAX/FREIGHT NOT INCLUDED<br>Due to varying State, County and City tax regulations, Stafford-Smith may not have included your tax obligation in the total amount quoted. If tax and/or freight were not priced on your quote the appropriate tax and freight will be added at the time of invoicing. If you have questions regarding the tax, please feel free to contact us. | | |

| | |
|---|---|
| Merchandise | $51,245.46 |
| Freight | $4,050.00 |
| Installation | $12,349.00 |
| Total | $67,644.46 |

LEAF™

**Custom Finance Solutions to Fuel Your Business Growth**

**Flexible payment terms***

| | |
|---|---|
| 12-month term: | **$5,981.80** |
| 24-month term: | **$3,155.61** |
| 36-month term: | **$2,218.06** |
| 48-month term: | **$1,751.32** |
| 60-month term: | **$1,473.97** |

*Payments subject to change based on credit approval

**Scan QR code above to apply today**

For assistance, contact:

**Joe Burns**
Mobile: 410.977.2608
jburns@LEAFnow.com

**Rob Wasson**
Mobile: 410.977.2607
rwasson@LEAFnow.com

TERMS: Upon receipt of application for business account, signed quote/purchase order and review by the credit department, the down payment and terms will be established and shared with the customer and account executive. Stafford-Smith reserves the right to progress bill for equipment as needed. This includes items shipped by the manufacturer to Stafford-Smith for storage and is not conditional upon being installed, mechanically connected or operational. You are welcome to inspect all stored materials.

Stafford-Smith, Inc. shall retain security interest in all equipment, parts, small wares, accessories, attachments, additions, and any replacements of the above that have been installed, affixed to or used in connection with the items specified in this proposal until all amounts have been paid. Should the Buyer sell or otherwise dispose of such collateral in violation of the terms of this agreement, Stafford-Smith, Inc. retains an interest in the proceeds from such transactions. Buyer authorizes Stafford-Smith, Inc. to file a financing statement describing the collateral and a copy of this agreement and/or the credit application may be filed as a security agreement for granting a secured interest in Buyer's inventory and sales proceeds thereof.

Past due amounts constitute a default and are subject to finance charges of 1 ½% per month, collection costs, and attorney fees. Warranties are conditioned on your paying the full purchase price for the equipment.

In addition to non-payment, an act of default by the buyer will have occurred if the buyer fails to accept the order of goods or fails to perform any other covenants under this agreement. In the event of default, Stafford-Smith, Inc. may enter any business property and without breach of the peace take possession of any or all collateral and exercise our rights in the event of default of a secured party as specified under the Uniform Commercial Code. Should any disputes arise, Buyer consents to the jurisdiction of the Courts of Kalamazoo County, State of Michigan.

Except as otherwise provided herein, this proposal does not include any applicable State or Federal taxes, any charge for electrical wiring or plumbing and is subject to acceptance by buyer and seller within fifteen (15) days from the date of this quote and only in accordance with the terms stated.

When ordering drop-ship equipment, please be aware to inspect your order immediately upon receipt. You may request the driver wait, for a reasonable amount of time, while you inspect and they must comply to your request. If the driver refuses to wait, please mark the receipt "driver not willing to wait" and contact Stafford-Smith within (48) hours in order for a claim to be filed. If there is damage, you may refuse or you can accept and note the damage. Please take photos, if possible, to assist in filing the claim. You must keep all original cartons, even if you accept the damage, so Stafford-Smith can pursue a freight claim on your behalf. Please send the bill of lading and any additional documentation to your Stafford-Smith representative.

If you don't have time to inspect when delivered, you have up to (48) hours to inspect and notify us immediately if there is an issue so we can address the best way to handle the claim. If not notified within (48) hours, your claim may not be valid.

We have implemented a 3.0% convenience fee on credit card transactions. As an alternative we also accept ACH, ECheck and wire transactions and you can pay directly from our website.

I agree to the terms set forth in the application, this quote hereof and offer to purchase described goods and services as proposed hereby.

Acceptance: ______________________________ Date: ______________________

Printed Name: ______________________________

Project Grand Total: $67,644.46

POLAR KING
INTERNATIONAL, INC.®

We appreciate your interest in a Polar King Product!

Attached, you will find the price quotation for your project. Polar King units are delivered as 1-piece units, with all possible equipment pre-installed and factory tested, thus eliminating the need for additional on-site labor and assembly at the job site.

Our responsibility includes delivery and off-loading of the unit during normal business hours. We will off load the equipment onto a level walk-in slab you have prepared, provided the truck can park within ten feet of the slab. Any slab preparation, flashing, remote system installation, power connection, data communication cables & remote monitoring equipment installation, weather sealing to the building, anchoring, permitting, or tile work is to be completed by others at customer's expense.

Set in place of the unit may require additional equipment and subsequent fees. Unrestricted access for our equipment to deliver the unit is required. If not, additional delivery charges will be assessed. Consult with your sales representative to ensure site details and correct equipment are specified for your project.

I look forward to working with you and please contact me should you have any questions.

Thank you,

**POLAR KING INTERNATIONAL, INC.**

4424 New Haven Avenue; Fort Wayne, Indiana 46803 • 800-752-7178 • 260-428-2530 • FAX: 260-428-2533
www.polarking.com



OUTDOOR WALK-IN COOLERS AND FREEZERS

POLAR KING
INTERNATIONAL, INC.

# PROPOSAL

Ryan Hutchins
Grand Traverse Pavilions
1000 Pavilions Circle
Traverse City, MI 49684

8/18/2026
**Proposal Number:** **45752.1**

**Model Number:** **L1020 Freezer -10°F**

**Installation:** **Free Standing**

**Standard Equipment:**

**25 Year Insulation Warranty**
**12 Year Structural Warranty**
**5 Year Compressor Warranty**
Anti-Microbial Interior Finish
Condensate Line
Defrost Timer
Door Closer/Door Sweep Seal
Exterior Hasp Lock
Heated Door Jamb
Interior Lighting
Lockable Door Latch
Low Ambient Pressure Controls
Magnetic Gasket/Heated Door Jamb
Pre-charged Refrigerant
Rain Cap Above Exterior Doors
Seamless Fiberglass Interior/Exterior
Single Point Electrical Connection

**Included Optional Equipment:**

| | |
|---|---|
| 1 | 48" Door Upgrade |
| 1 | Vinyl Swing Doors |
| 1 | Spring Loaded Hinges |
| 1 | Exterior Door Ramp (48") - Steel |
| 1 | Aluminum Diamond Tread Kick Plate |
| 1 | Shelf Mount Refrigeration |

**Color Choices (choose one):**

_________ Beige
_________ Dunes Tan
_________ Glacier
_________ Light Gray
_________ Safety White
_________ Tundra

**Or choose a palette number from one of the following manufacturers.**

ICI/Glidden # _________

Benjamin Moore # _________

Sherwin Williams # _________

Energy Independence & Security Act Compliant

MIAMI-DADE COUNTY
NOA No. 21-0914.04 Exp. July 2027

**PRICING/DELIVERY**

**Freight To:** Traverse City, MI

**Approximate Delivery:** **8 to 10 Weeks**
**Payment Terms:** **NET30**

| | | |
|---|---|---|
| **Unit Price :** | $ | 55,213.92 |
| **Shelving Cost (Installed) :** | $ | Not Included |
| ***Estimated Sales Tax EXEMPT :** | $ | 0.00 |
| ****Estimated Shipping/Set-In-Place :** | $ | 5,873.00 |
| **Total Price :** | $ | 61,086.92 |

**See Attached Polar King Conditions of Sale**

**This Proposal Valid For 30 Days**
**For any quoted items or services by 3rd parties, pricing will need to be confirmed at time of order**
**An Authorized Representative Shall Initial Page 1 of this Proposal and Sign Page 2 of this Proposal.**
*** Applicable taxes are estimated - see attached Conditions of Sale - Taxes**
****Shipping Subject to change - see attached Conditions of Sale - Delivery**



initial: _________


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www.polarking.com




OUTDOOR WALK-IN COOLERS AND FREEZERS

POLAR KING INTERNATIONAL, INC.

## Polar King Walk-In Conditions of Sale

**Proposal Number:** 45752.1

**GENERAL.** Acceptance of this Proposal is expressly conditioned upon Buyer's assent to the Polar King International, Inc. (PKI) Conditions of Sale as set forth below and this Proposal may not be assigned. PKI agrees to furnish the equipment and services only upon these conditions. The Proposal and the following conditions shall constitute the entire agreement between PKI and Buyer, not withstanding the terms and conditions of any purchase order of the Buyer. Any changes to this Proposal or to the Conditions of Sale shall be reduced to writing and agreed to by PKI and Buyer.

**DELIVERY.** All equipment manufactured, assembled or warehoused in the continental United States is delivered F.O.B. shipping point. Where the scheduled delivery of equipment is delayed by Buyer or by Force Majeure, PKI may deliver the equipment by moving it to storage for the account of and at the risk of Buyer. Shipping dates are based upon prompt receipt of all necessary information and approvals from Buyer. All delivery dates are approximate. Claims for shortages or other errors in delivery must be made in writing to PKI within ten days of delivery. Buyer will be responsible for providing clear access to delivery site for Polar King to unload and set-the-equipment in place. Buyer shall be responsible for additional permitting costs if shipment is delayed or rescheduled by the Buyer. Set in Place fees are included in this Proposal. Delivery site conditions may require additional charges for which PKI, after consulting with Buyer, may require a Change Order to be executed prior to shipment.

**PAYMENT - TITLE.** Except as set forth in the proposal for this order or otherwise agreed to by PKI in writing, payment terms are payment due prior to shipping.. If Buyer delays delivery, payment shall become due on the date PKI is prepared to ship. If payments are not made when due, Buyer shall pay a late charge equal to 1 ½% per month (18% per annum) on all such overdue amounts. Buyer shall pay attorney fees and court costs incurred by PKI in collection of overdue payments. Title to the equipment sold shall remain with PKI until fully paid for in cash.

**FORCE MAJEURE.** PKI shall not be liable for loss, damage, or delay, nor be deemed to be in default from causes beyond its reasonable control or from fire, strikes, floods, tornados, earthquakes, hurricanes, war, terrorism, sabotage, labor difficulties, act or omission of any governmental authority, compliance with import or export regulations, insurrection, riot, embargo, delays or shortages in transportation or inability to obtain necessary labor, materials or manufacturing facilities from usual sources, or from delays in the performance of its suppliers due to any of the foregoing causes. In the event of delay due to any such cause, the time for performance will be extended by a period of time equal to the time lost by reason of such delay and other affected contract provisions shall be equitably adjusted.

**EQUIPMENT WARRANTY.** The foregoing warranties apply only to the original equipment Buyer. PKI warrants the internal foam insulation for walk-in coolers and freezers to be free of defects in both the materials and workmanship for a period of twenty-five (25) years from the date of delivery. This warranty covers only the replacement materials and labor. PKI warrants the structural integrity for walk-in coolers and freezers for a period of twelve (12) years from the date of delivery of the unit. This covers the structure, roof, doors, interior and exterior surfaces and frame to be free of both defects in material and workmanship. This warranty covers only the replacement materials and labor. PKI warrants the refrigeration system and miscellaneous components for walk-in coolers and freezers for the period of one (1) year from the date of delivery of the unit. This covers the motors, compressors, condensers, evaporators, controls, electrical components, valves and piping attached and installed by PKI to be free of both defects in material and workmanship. This warranty covers only replacement materials and labor. PKI warrants the compressor for an extended additional period of four (4) years after the expiration of the (1) year compressor warranty discussed above. This extended additional warranty shall be limited to replacement of the compressor by PKI. The PKI obligation to pay for replacement shall never exceed the wholesale exchanged price for a like compressor that might be purchased locally. This extended additional warranty does not cover or include any cost or expense for refrigerant or labor. This warranty is non-assignable. This warranty is in lieu of all other warranties expressed or implied and does not apply to equipment damage, malfunctions attributed to normal wear and tear, accidents, improper installation, abuse, misuse, flood, fire, war, nuclear contamination, improper and/or unauthorized repairs, negligence, or any casualty unforeseen other than an operating defect or failure within the warranty period. PKI's obligation hereunder shall be limited to the current PKI cost to repair or replace any item. In no event shall PKI be liable for any direct, indirect, or consequential damages for loss due to the defects warranted herein including, but not limited to, the loss of contents stored within the unit, lost profits or revenues. This warranty does not cover any products installed outside of the contiguous United States. All warranty service claims made must be made in accordance with the PKI's "Warranty Work Policy".

**LIMITATIONS OF LIABILITY.** In no event shall PKI or its suppliers be liable, whether arising under performance of this contract, breach of this contract, or otherwise, for loss of anticipated profits, loss by reason of service interruptions, product loss, cost of money, loss of use of capital or revenue, or for any special, incidental or consequential loss or damage. PKI's liability on any claim of any kind, including negligence or strict liability, for any loss or damage arising out of, or resulting from this contract, or from its performance or breach, or from the manufacture, sale, delivery, resale, installation, startup or inspection, repair, operation, or use of any equipment covered by or furnished under this contract shall in no case exceed the purchase price allocable to the equipment, part, or service which gives rise to the claim. In no event, regardless of cause, shall PKI assume responsibility for or be liable for penalties or penalty clauses of any kind or for indemnification of customer or others for costs, damages, or expenses each arising out of or related to the goods or services of this order.

**TAXES.** The Unit Price does not include any federal, state or local property, sales, use, excise, gross receipts, franchise, or other like taxes which may now or hereafter be applicable to the Buyer for this sale. PKI has estimated the sales taxes for this transaction on the Proposal and is required by law to collect these taxes, if applicable, unless the Buyer supplies PKI with an exemption certificate. Buyer agrees to pay or reimburse any such taxes which PKI or its suppliers are required to pay or collect in the event the estimated sales tax is deficient.

**PROPRIETARY INFORMATION - CONFIDENTIALITY.** Any specifications, design, drawings, plans, notes, technical data or other information of PKI submitted to the Buyer remain the exclusive property of PKI and may not, without its consent, be copied or communicated to a third party.

**CANCELLATION.** Any order or contract may be terminated by Buyer only upon written notice and payment of reasonable and proper termination charges, including but not limited to all costs identified to the order or contract incurred up to the later of the date of the notice or PKI's receipt of the notice of termination and all charges incurred by PKI in respect to the termination, plus 10% of the final net selling price.

**PARTIAL INVALIDITY.** If any provision herein or portion thereof shall for any reason be held invalid or unenforceable, such invalidity or unenforceability shall not affect any other provisions or portion thereof, but these Conditions of Sale shall be construed as if such invalid or unenforceable provision or portion thereof had never been contained herein.

**CHOICE OF LAW.** The laws of the State of Indiana shall govern this agreement.

**INVENTIONS, PATENTS, TRADEMARKS, COPYRIGHTS.** PKI warrants that the equipment purchased hereunder shall be delivered free of rightful claims for infringement of any United States patent or trademark, provided however that where equipment is manufactured from patterns, plans, drawings or specifications furnished by Buyer. All right, title and interest in any inventions, developments, improvements or modifications of or for equipment or services furnished to the Buyer shall remain with PKI unless otherwise agreed to in writing between the parties.

**Signature:** ____________________ **Signature:** ____________________ **Date:** __________

Tom Koch **Printed Name:** ____________________



4424 New Haven Avenue; Fort Wayne, Indiana 46803 • 800-752-7178 • 260-428-2530 • FAX: 260-428-2580

www.polarking.com



OUTDOOR WALK-IN COOLERS AND FREEZERS

**Walk-In Warehouse, LLC**
Tax ID : 84-4626270
935 N Beneva Rd
Suite 609
Sarasota Florida 34232
U.S.A
(800) 484-2243

# QUOTE

**# EST-004663**

Bill To
**Grand Traverse Pavilions**

Quote Date : 18 Aug 2026

| # | Item & Description | Qty | Rate | Amount |
|---|---|---|---|---|
| 1 | Brand New Amerikooler Unit<br>Walk-in: Indoor Freezer in: Indoor Freezer in: Indoor Freezer<br>Actual Overall Dimension: 11'-0" x 20'-0" x 9' Actual Overall Dimension: -0" (Rectangular)<br>Description: Indoor Freezer, with Floor Indoor Freezer, with Floor<br>Interior Dim: Interior Dim: 10'-4" x 19'-4" x 8'-4" (w x l x h)<br>Temperature: Temperature: -10°F (95°F ambient)<br>Insulation: 4" thick AK-XPS4 extruded foam with R-values of R-29 for coolers and<br><br>R-32 for freezers with a 50 Year Thermal Warranty.<br>UL Classified Core Flame Spread 15, Smoke Rating less than 165.<br>Warranty: 15 Year Panel Warranty and 1 Year Parts Warranty<br>Finishes: Interior walls: 26 Ga. Stucco Embossed Acrylume<br>Exterior walls: 26 Ga. Stucco Embossed Acrylume<br>Interior ceiling: 26 Ga. Stucco Embossed Acrylume<br>Exterior ceiling: 26 Ga. Stucco Embossed Acrylume<br><br>Floor Type: Type F2-DT-3/4<br><br>Application: Pan Rolling Racks , Dunnage Racks<br>NSF Floor panel rated for 1300 LBS/ SQ. FT.<br>Diamond tread plate .090" Integral. Reinforced with coated 0.75" plywood underlay<br><br>Door: (1) Non-Standard 36" x 76" Left hinged flush door with brushed<br>hardware. Interior & Exterior finish: 26 Ga. Stucco Embossed Acrylume. 36" kickplates to interior and exterior of door. Energy saving temperature regulating thermostat heater wire and heated relief vent. Heavy duty deadbolt handle latch with 1/4 turn inside release. Digital LED Thermometer with pilot light switch. 1807 11w, Vapor Proof, 120V. LED fixture. 82 Lumens /watt Angled face . Strip curtain. Requires 115vac. 2.2 amps.<br>With third hinge, curtain, External Ramp 24" deep x 36" wide<br>Accessories: (3) 48" LED LIGHT STRIP FIXTURE 96 LUMENS /WATT 120VAC, 0.33<br>AMPS - TEMP RANGE: -30°F-104°F, SHIP LOOSE RECOMMENDED ONE FIXTURE EVERY 144 SQ. FT. AT 12' HIGH<br>Freight Freight freight includes with dedicated truck to MI, 49684<br><br>Equipment: Equipment: (1) 5 HP Bohn DOE Compliant Outdoor Condensing Unit,<br>Model BCH0055LBBCZA0000, 208-230/1/60, MCA 44.3 Amps, Low Temperature, Scroll, Air-cooled, R-448A, 1 year | 1.00<br>ea | 41,800.00 | 41,800.00 |

| # | Item & Description | Qty | Rate | Amount |
|---|---|---|---|---|
| | compressor and parts warranty from date of shipment within Continental USA. (16384 Btu/hr @ -10°F room temperature and 95°F ambient)<br>(1) Bohn DOE Compliant BEL0155BS6EEAB0200, 208-230/1/60, Low Profile Electric Defrost, 1.5 Fan Amps with 1-Speed EC Motor (Totally Enclosed) motor<br>(1) Extended 4 year compressor WarrantyRefrigeratio Refrigeration quoted Remote Pre- quoted Remote Pre-Assembled / Pre Assembled / Pre Assembled / Pre-wired with factory wired with factory<br>mounted components. Refrigeration excludes lines an mounted components. Refrigeration excludes lines and Refrigerant. | | | |
| 2 | Delivery to Traverse City, MI included | 1.00 | 0.00 | 0.00 |
| | | | Sub Total | 41,800.00 |
| | | | **Total** | **$41,800.00** |

## Notes

Looking forward for your business.

Sales tax is collected only on Florida orders. Purchasers outside Florida are responsible for reporting and paying any applicable state or local taxes.

## Terms & Conditions

Quotes are good for 30 Days

If using a credit card there is a 3% credit card fee that will be added.

Deposits are Non-Refundable due to the units being placed in production.

Walk-In Warehouse LLC collects and remits sales tax only for orders shipped within the State of Florida. For all sales shipped or delivered outside of Florida, the purchaser acknowledges and accepts full responsibility for the payment of any and all state or local sales or use taxes that may be due as a result of this purchase. The purchaser agrees to indemnify and hold Walk-In Warehouse LLC harmless from any liability, interest, or penalties arising from the nonpayment of such taxes.

# GRAND TRAVERSE PAVILIONS

*Grand Traverse Medical Care*

## PURCHASE OF EQUIPMENT AND SERVICES REQUEST FORM

Following is a request for your approval to purchase the detailed equipment or services, with supporting documentation.

A. Requesting Grand Traverse Pavilions Department: Environmental Services

B. Item: Concrete pad for new outdoor walk-in freezer

C. Specifications: See attached

D. Bids Solicited From:

| | | | | | | |
|---|---|---|---|---|---|---|
| 1. | A+ Concrete | City | Traverse City, MI | Date | 08/12/2026 |
| 2. | JaxCrete Concrete Service | City | Traverse City, MI | Date | 08/05/2026 |
| 3. | LRM Concrete | City | Traverse City, MI | Date | 08/11/2026 |
| 4. | | City | | Date | |

E. Bids Received:

| | | | | | |
|---|---|---|---|---|---|
| 1. | A+ Concrete | Date | 08/16/2026 | $ | 7,820.00 |
| 2. | JaxCrete Concrete Service | Date | N/A | $ | N/A |
| 3. | LRM | Date | N/A | $ | N/A |
| 4. | | Date | | $ | |

F. Variances in Bidder's Equipment or Services Being Offered:

Limited communication and no response for on-site visit from #2 vendor. #3 vendor has surveyed the job site but no proposal received.

G. Recommendation: A+ Concrete

H. Justification for Recommendation: A good local company. Response has been quick and their schedule will work with ours.

I. Purchase Budgeted: Yes ____ No X

How Funded: Capital Budget

[signature] 8/20/26 [signature] 8-21-26

Finance Director (Purchase up to $1,500.00) — Date

Administrator/CEO (Purchase up to $5000.00) — Date

Carol Crawford, Chair — Date

Grand Traverse County Department of Health & Human Services Board

(Purchase over $5000.00)

# Grand Traverse Pavilions

## ***MEMORANDUM***

08/18/2026

| | |
|---|---|
| ***TO***: | DHHS Board |
| ***FROM***: | Ryan Hutchins<br>Environmental Services Director |
| ***RE***: | New Concrete Pad for Outdoor Freezer |

**Situation**
Attached is a bid from A+ Concrete for $7,820.00 to remove the existing concrete and install a new, properly sized pad for the new outdoor walk-in freezer. The concrete work was originally anticipated as part of the overall freezer project budget; however, increased construction costs and the decision to purchase a larger freezer for additional storage capacity require a larger and more substantial concrete pad.

Concrete repairs were originally budgeted to begin in 2027. To help offset these additional project costs and reduce future capital needs, Environmental Services is completing smaller sidewalk and concrete repairs in-house where possible. This approach will help mitigate costs in the upcoming budget year while allowing the freezer project to move forward with the proper foundation needed for long-term reliability.

**Background**
The existing concrete pad was designed for the old outdoor freezer and is not adequate for the size and requirements of the new unit. In addition, water runoff around the current pad has contributed to concerns with deterioration and long-term durability. With the investment in a new outdoor freezer, a properly sized and constructed foundation is necessary to provide adequate support and protect the new equipment.

**Assessment**
Installation of the new concrete pad will:

- Provide a larger and stronger foundation for the new freezer
- Improve drainage and direct water runoff away from the freezer
- Reduce deterioration caused by standing water and moisture
- Help extend the useful life of both the concrete pad and new freezer
- Reduce the potential for future maintenance and repair costs

Three contractors were contacted for proposals. A+ Concrete submitted a proposal for $7,820.00. JaxCrete Concrete Service and LRM Concrete were also contacted but did not submit proposals.

**Recommendation**
Approve the $7,820.00 proposal from A+ Concrete for installation of the new outdoor freezer concrete pad. The improved foundation and drainage will provide proper support for the new freezer while protecting the facility's investment and reducing future maintenance concerns.

Thank you,

Ryan Hutchins
Environmental Services Director

# INVOICE

**A+ Concrete**
9921 Center Rd
Traverse City Mi 49686
231.218.7630
aplusconcrete88@aol.com

TO: Ryan - G.T. Pavillions
1000 Pavillions Cir.
Traverse City, MI

DATE: 8/16/26
PHONE: 231-493-2937
JOB NAME / LOCATION:

| QTY. | DESCRIPTION | UNIT PRICE | AMOUNT |
|---|---|---|---|
| | -Demo existing concrete/asphalt | | |
| | -12'x26' | | |
| | -2x bollards | | |
| | -Form area | | |
| | -12'x26' - raised | | |
| | -Set grade | | |
| | -Min. 6" depth | | |
| | -Compacted | | |
| | -Fill | | |
| | -Wire reinforcement | | |
| | -Pour concrete | | |
| | -Min. 6" thick | | |
| | -4,000 psi mix | | |
| | -Broomed finish - faces | | |
| | -Remove forms | | |
| | -Cut control joints | | |
| | $7,820 | | |

GRAND TRAVERSE PAVILIONS
1000 Pavilions Circle
Traverse City, MI 49684

# APPLICATION FOR ATTENDING OR CONSULTING PRIVILEGES

Please Check One:
Medical Doctor X Doctor of Osteopathy ___ Physician Assistant ___ Certified Nurse Practitioner ___

ATTENDING ________ CONSULTING X

NAME IN FULL Amanda Smith, MD DATE July 28, 2026

RESIDENCE ADDRESS ________ TELEPHONE ________

OFFICE ADDRESS ________ TELEPHONE ________

Premedical Education: School Michigan State University Date of Graduation 12/2013

Medical Education: School Central Michigan University College of Medicine Date of Graduation 05/2018

Internship: Hospital ________ Dates ________

Residency: Hospital Munson Family Practice Residency Dates 08/2021

MICHIGAN LICENSE: Date 7/21/2020-7/21/2029 No. 4301502862 UPIN# ________

Hospital Staff Memberships:
Paul Oliver Memorial

Medical Society Memberships:

Specialty: Family Medicine

Board Certified: Yes X No ________ Date 8/7/2021

In making application, I agree to the rules and policies of the Grand Traverse Medical Care which I understand are available upon request. I also agree to verification of my credentials by the Administrator of Munson Medical Center or other hospital where I have been accepted on staff.

SIGNED: Signed by Amanda Smith, MD DATE: July 28, 2026

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APPROVED: X
DISAPPROVED: ________
SIGNED: [signature] DATE: 8/5/26
Medical Director, Grand Traverse Medical Care

APPROVED: ________
DISAPPROVED: ________
SIGNED: ________ DATE ________
Chairman, Grand Traverse County Department of Human Services Board

GRAND TRAVERSE PAVILIONS
1000 Pavilions Circle
Traverse City, MI 49684

# APPLICATION FOR ATTENDING OR CONSULTING PRIVILEGES

Please Check One:
Medical Doctor ___ Doctor of Osteopathy ___ Physician Assistant X Certified Nurse Practitioner ___

ATTENDING ________ CONSULTING ________

NAME IN FULL Shannon SniderSG DATE July 22, 2026

RESIDENCE ADDRESS ________ TELEPHONE ________

OFFICE ADDRESS ________ TELEPHONE ________

Premedical Education: School The University of Colorado, Boulder Date of Graduation 12/1999

Medical Education: School Philadelphia University Date of Graduation 08/2009

Internship: Hospital ________ Dates ________

Residency: Hospital ________ Dates ________

MICHIGAN LICENSE: Date 11/9/2009-11/9/2027 No. 5601005686 UPIN# ________

Hospital Staff Memberships:
Theoria Medical (11/2024-Current)

Medical Society Memberships:

Specialty: Physician's Assistant

Board Certified: Yes X No ________ Date 09/17/2009-12/31/2027

In making application, I agree to the rules and policies of the Grand Traverse Medical Care which I understand are available upon request. I also agree to verification of my credentials by the Administrator of Munson Medical Center or other hospital where I have been accepted on staff.

SIGNED: DocuSigned by: SShannon Snider DATE: July 22, 2026

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APPROVED: X
DISAPPROVED: ________

SIGNED: ________ DATE: 8/5/26
Medical Director, Grand Traverse Medical Care

APPROVED: ________
DISAPPROVED: ________

SIGNED: ________ DATE: ________
Chairman, Grand Traverse County Department of Human Services Board

GRAND TRAVERSE PAVILIONS
1000 Pavilions Circle
Traverse City, MI 49684

APPLICATION FOR ATTENDING OR CONSULTING PRIVILEGES

Please Check One:
Medical Doctor X Doctor of Osteopathy ___ Physician Assistant ___ Certified Nurse Practitioner ___

ATTENDING ________ CONSULTING X

NAME IN FULL Mohammed Saif Siddiqui DATE July 24, 2026

RESIDENCE ADDRESS ________ TELEPHONE ________

OFFICE ADDRESS ________ TELEPHONE ________

Premedical Education: School N/A Date of Graduation ________

Medical Education: School Windsor University School of Medicine Date of Graduation 5/2014

Internship: Hospital Please see Residency Dates ________

Residency: Hospital Michigan State University at Hurley Medical Center Dates 7/1/2016-6/30/2019

MICHIGAN LICENSE: Date 4/3/2026-4/3/2029 No. EMC0009193 UPIN# ________

Hospital Staff Memberships:
Please see addendum

Medical Society Memberships:

Specialty: Internal Medicine

Board Certified: Yes X No ________ Date 2019

In making application, I agree to the rules and policies of the Grand Traverse Medical Care which I understand are available upon request. I also agree to verification of my credentials by the Administrator of Munson Medical Center or other hospital where I have been accepted on staff.

SIGNED: Signed by: [signature] BE0E8DF956014BA DATE: July 24, 2026

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APPROVED: ✓ SIGNED: [signature] DATE: 8-6-26
DISAPPROVED: ______ Medical Director, Grand Traverse Medical Care

APPROVED: ________ SIGNED: ________ DATE: ________
DISAPPROVED: ______ Chairman, Grand Traverse County Department of Human Services Board