

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

**REGULAR MEETING
January 29, 2026**

**Open to the public
9:00 AM Garfield Township Hall – Upstairs Main Hall
3848 Veterans Dr, 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.

A.	Review and File	<u>HANDOUT#</u>
(1)	Draft Minutes of the 12/10/25 Board Meeting	1
(2)	Draft Minutes of the 12/10/25 Study Session Meeting	2
(3)	December Resident Council Minutes	3

7. ITEMS REMOVED FROM CONSENT CALENDAR

8. **CHAIRMAN REPORT** – *C. Crawford* Verbal

9. **FOUNDATION BOARD REPORT** – *None*

10. **PACE North BOARD REPORT** – *None*

11. **SERVICE EXCELLANCE AWARDS** – *C. Crawford* 4

12. GRAND TRAVERSE MEDICAL CARE

A.	Chief Executive Officer Board Report – <i>D. Lavender, CEO</i>	5
B.	General Information	
(1)	Director Presentation – Financial Services - Kory Hansen, CFO	Verbal
(2)	Media Coverage – <i>D. Lavender, CEO</i>	6
C.	Business	
(1)	November Financials – <i>K. Hansen, CFO</i>	7
(2)	December Financials – <i>K. Hansen, CFO</i>	8
(3)	Purchase Request – Freezer Compressor Replacement – <i>D. Lavender, CEO</i>	9
(4)	Purchase Request – Kubota Tractor Repair – <i>D. Lavender, CEO</i>	10
(5)	Resolution 2026 - 1 - Michigan Arts and Cultural Council (MACC) Grand Submission – <i>D. Lavender, CEO</i>	11
(6)	Inclement Weather – <i>C. Crawford</i>	Verbal

G.T.P. Announcements

- (1) February 26, 2026 @ 9:00am – Regular Board Meeting

13. SECOND PUBLIC COMMENT

Refer to Rules under First Public Comment above.

14. **CLOSED SESSION** – *None*

15. ADJOURNMENT

**GRAND TRAVERSE COUNTY
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD**
1000 Pavilions Circle, Traverse City, MI 49684

MINUTES OF THE DECEMBER 10, 2025 MEETING

PRESENT: Carol Crawford, Mary Marois, Karen Griggs Board
Darrell Lavender, Dave Hautamaki, Kory Hansen, Darcey Gratton Staff
ABESENT: TJ Andrews Commission
GUESTS:

The regular meeting of the Grand Traverse County Department of Health and Human Services Board was called to order at 2:00pm by Board Chair Mary Marois at Garfield Township Hall.

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

First Public Comment – None.

County Liaison Report – None.

Approval of Agenda – Chair Crawford asked if there were additions, changes or corrections to the agenda. The board acknowledged that the November financials were purposely not included on the agenda due to the meeting being scheduled earlier in the month, which did not allow sufficient time for completion.

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 11/24/25 Board Meeting
- (2) Closed Minutes of the 11/24/25 Board Meeting
- (3) November Resident Council Minutes

Motion was made by Marois to approve the Consent Calendar as presented. Seconded by Griggs and carried unanimously.

Items Removed From Consent Calendar – None.

Chairman Report – Crawford provided an update on the upcoming County presentation scheduled for December 17th. Crawford noted that Lavender, the CEO and a board member, will be attending and participating in the presentation. In preparation for the event, a slide deck has already been shared with the County for distribution and will be shared with the board.

PACE North Board Report – Crawford provided an update on the PACE North Board, reporting that the Board met on December 8th and signed a non-binding 90-day agreement with a potential partner to further conversations on expanding PACE North.

Service Excellence Awards – Crawford reviewed September’s Service Excellence Awards.

2026 Calendar for Department/Function Board Reports – Lavendar has shared a comprehensive plan for 2026, which includes scheduled department presentations throughout the year. This calendar outlines the planned dates for each department/function to present their updates, strategies, and progress reports to the board.

BUSINESS

- (1) **5-year Capital Budget (2026-2030)** – Hansen reviewed the details of the proposed 2026-2030 capital budget.

Motion was made by Griggs to approve the 5-year Capital budget as presented. Motion seconded by Marois and carried unanimously. Roll Call - Crawford – yes, Marois - yes, Griggs – yes.

- (2) **Resolution 2025 – 6 – Foundation Trustee Appointment – Marois** – Crawford reviewed the proposed Foundation Board of Trustee request for Mary Marois to take the place of Karen Griggs as the DHHS-appointed board member to the Foundation Board.

Motion was made by Crawford to appoint Mary Marois as a Grand Traverse Pavilions Foundation Board of Trustee, as outlined in Resolution 2025-6. The motion was seconded by Griggs. Motion carried.

- (3) **Request to Purchase – Floor Scrubber** – Lavender has reviewed the need to purchase two new floor scrubbers: one compact, handheld scrubber for spot cleaning and one walk-behind scrubber. Three bids were received, and the recommended bid was for KSS Enterprises based on it being the lowest bid and relationship with manufacturer.

Motion made by Marois to approve the bid from KSS Enterprises for \$15,886.87 to purchase two floor scrubbers as presented. Motion was seconded by Griggs and carried unanimously. Roll Call - Crawford – yes, Marois - yes, Griggs – yes.

- (4) **Request to Purchase – NComputing Thin Client** – Lavender has reviewed the need to purchase 60 NComputing thin clients to replace outdated, end-of-life devices and Windows 10 machines that no longer receive security updates. This investment will modernize the infrastructure, enhance security, and ensure reliable support for our cloud migration objectives. Three bids were received, with the recommended bid from Insight Direct, based on their availability and the inclusion of shipping costs, which were not included in the lowest bid.

Motion made by Crawford to approve the bid from Insight Direct for \$22,056.11 to purchase 60NComputing thin clients as presented. Motion was seconded by Griggs and carried unanimously. Roll Call - Crawford – yes, Marois - yes, Griggs – yes.

- (5) **Proposed 2026 DHHS Board Schedule** – The Board reviewed the proposed meeting dates for 2026, noting that April will be the only meeting scheduled on the 3rd Thursday of the month, rather than the usual 4th Thursday. Crawford also noted that the November and December meetings will be scheduled later in the year due to both normal meeting dates falling on holidays.

Grand Traverse Pavilions Announcements

- ## MEDICAL STAFF

- Second Public Comment** – None

Signatures:

**PAVILIONS RESIDENT COUNCIL MEETING
December 18, 2025**

The December 2025 meeting of the Grand Traverse Pavilions Resident Council was called to order at 11:05am in the Multi-Purpose Room by Samantha Mahon

All residents were welcomed.

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

Birch Pavilion: 3 Residents attended.

Cherry Pavilion: 1 Resident attended.

Dogwood Pavilion: 7 Residents attended.

Staff members were introduced:

Samantha Mahon, CTRS, Life Enrichment
Breanna Broering, {LMSW}, Birch Pavilion Social Work
Melanie Farmer RN, ADON – Birch Pavilion
Lisa Tellings, Administrative Assistant - Forefront Dining Services
Ryan Hutchins, Environmental Services Director
Jackie – ASL 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:

No new business to address.

Outings for January 2025:

January 2nd – Festival of the Trains
Walmart shopping – TBD
Cracker Barrell – TBD

Potential trip to Hands on Art based on bus availability

Special Events for January 2025:

January 8th – Sue's Zoo Visit
January 11th – Salvation Army
January 13th – Music with Karine
January 14th – Let's Talk Food
January 15th – Resident Council
January 20th – Music with Rebekah
January 22nd – Bookmobile

Resident Group Interview Questions:

Samantha 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 Grievances.

Grievances:

- Have any of you ever voiced a complaint/grievance to the facility? How did staff react to this? Did they resolve the problem?

No resident in attendance had submitted any grievances. No concerns noted.

- Do you feel free to make complaints to staff? If not, why not?

One resident stated, "I guess so". Other residents had no issues, no concerns noted.

- Is there anything else about life here in the facility that you would like to discuss?

A few residents of the same pavilion brought up the call light times. ADON for that unit already pulled call light record and has followed up with the residents.

1. Discussion regarding food temperature and receiving HS snacks.

One resident reported that he has lived at other facilities and this facility has the best and most balanced meals of the places he has lived. He then went on to say that this is the best facility.

One resident reported she would like to see more variety of the vegetables served.

Another resident reported that the beef vegetable soup she had recently was amazing and very well done.

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

- No concerns or problems noted by any resident in attendance.

3. Discussion regarding room temperature.

- One resident reported that his room is too hot even when his fan is running. A concern form has been submitted.

4. Discussion regarding nursing care.

- No concerns or problems noted by any resident in attendance.

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

- A few residents of the same pavilion brought up the call light times. ADON for that unit already pulled call light record and has followed up with each resident.

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

- One resident reported that his showers are good. No other resident had any concerns.

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

- No concerns reported for nighttime noise level.

The floor was opened for additional comments:

- One resident had a concern about the restorative aid position being replaced following a retirement. A concern forms has been submitted.
- One resident stated that if residents are not happy here then they should move because this is the best facility in the area. Another resident seconded that statement.
- One resident reported that in the pavilion post she really liked when all the activities for the week were listed on one page and she would like to see that more often.

The next Pavilions Resident Council meeting will be held on January 15th at 11:00am in the Multi-Purpose Room. Samantha asked for a volunteer to read over and sign the December 2025 minutes, and X said that she would do this. The Pavilions Resident Council Meeting was adjourned at 11:35am by Samantha seconded by X.

Respectfully Submitted,

_____, CTRS
Recreational Therapist

_____, {what Pavilion}Resident

Elm Resident Council Minutes
Meeting Held- December 15, 2025

The December meeting of the Grand Traverse Pavilions Elm Resident Council was called to order at 2:06pm in the Elm Common Area.

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

Staff Present:

Susan Eldred, Recreation Therapist
Naomi Rode, Assistant Director of Nursing
Emily Tyrrell, Social Worker

Old Business:

None

New Business:

Asked the residents if they need help do the staff help them.
X stated, "yep" and X stated, "maybe." X and X stated, "yes."

Asked the residents if they were being offered a snack before bed.
X stated, "usually."

Asked the residents if the staff were respectful to the residents.
X and X stated, "yes" and X stated, "certainly."

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

Asked the residents if the rooms were getting cleaned.
X, X, X, X and X stated, "yes."

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

Asked the residents if the Temperature in the rooms is good.
X stated, "yes definitely better." X and X stated, "yeah." X stated, "oh sure."

Asked the residents if they have enough to do.
X stated, "yes" and X stated, "most of the time." X stated, "usually."

Questions, Suggestions, Concerns and Comments:

The floor was open for questions, suggestions, concerns and comments.

Suggestions for upcoming activities:

- Snowball Fight
- Sewing
- Purpose project
- NYE celebration
- Candy taste test

Meeting was closed at 2:30pm

Respectfully submitted,

Susan Eldred, CTRS

Naomi Rode, BSN, RN

Emily Tyrrell, LLBSW

GRAND TRAVERSE PAVILIONS

Service Excellence Award Program

December 2025

Employee:	Sam Zeller Sam ALWAYS greets me no matter what he is doing and continually has a warm smile
Awarded for:	and upbeat personality!
Position:	Custodian
Nominated by:	Deb Thomack

Employee:	Entire Staff of Elm Merry Christmas and a huge THANK YOU to the staff on Elm! This job takes a special person to be able to do every day, and they all deserve recognition not just at Christmas time but everyday of the year. Thank you from the bottom of my heart does not seem enough. Wishing you all a joy filled Christmas full of love and best wishes for the New Year!
Awarded for:	
Position:	Nurses and CNA's
Nominated by:	Deb Thomack

Employee:	Jorys Allard
Awarded for:	Always having a positive attitude and jumping in to help when she sees you're in need!
Position:	CNA
Nominated by:	Amelia Davis

Employee:	Kendra Sheiffele Kendra sets a strong example of teamwork through her reliability, positive attitude, and willingness to help wherever she's needed.
Awarded for:	
Position:	CNA
Nominated by:	Adrian Reed



A GRAND MISSION

24 | 7 | 365

GTP Organizational Scorecard FY2026						
Strategy	Measure Name	Metric	+/-	Target	FYTD	NOTES:
Residents First	Evaluate Eden Certification	Achieve	✓	Completed		Q3FY26
	SNF Survey- Residents and families kept informed of care	% Positive Responses	↑	>55%		Baseline is 46.36% , the lowest score with highest coeff to impact overall rating
	Launch Cottages Resident Satisfaction Survey	Overall Satisfaction Score	✓	Obtain Baseline		Compare, >90% are very satisfied benchmark
Team	Launch New Great Place to Work Survey	% Engagement Score	✓	Obtain Baseline		Compare, >85% benchmark
	Team Retention	% Staff Retention	↑	≥74.4%		Michigan benchmark >70%; GTP retention baseline 69.4%; turnover rate of 30.6% includes retirements
	Daily Departmental Huddles & Scorecards	Implement	✓	100%		
Quality Safe Care	Conduct a Safety Culture Survey	% Positive Responses	✓	Obtain Baseline		Compare, >90% favorable benchmark
	Incident Reporting Platform	Implement	✓	Completed		
	Receive The Joint Commission General & Memory Care Certification	Achieve	✓	Completed		Q2FY26
	Conduct 2 Mock Surveys	Achieve	✓	Completed		Q1, Q2 FY26
	Life Safety Inspection: CMS State Survey	# Citations	↓	≤7		2025 baseline is ___ citations
	Health Inspection: CMS State Survey	# Citations	↓	≤10		2025 baseline is 21 citations; fewer citations lead to an increase in 1-Star inspection rating
Operational Performance	Increase SNF Census	Total # Residents	↑	190		Baseline is 180 as of FYE25; State Bed Plan is 85% of 223
	Increase Cottages Occupancy	Total # Residents	↑	58		gradual increase from 58 in January to 67 in Dec 2026; avg=64.5
	Improve Combined Days Cash On Hand	\$ Cash / (\$Operating Expenses/365)	↑	>60		Baseline is 55 days; aim for 90+ days (best practice 120+) benchmark
	Manage Expenses	Total \$ Expenses	↓	\$ 3,286,381		
	Reduce Days Accounts Receivable	net \$ AR / avg daily \$ revenue	↓	<55		Baseline is 73 days; goal is <45 days

At or better than target

Worse than target

Benchmarks reflect NRC Health, Press Ganey, Pinnacle, averages and quartiles

BOLD TEXT indicates GTP level priorities



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

Census (Average Daily Census)

	Jan-MTD	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25	July-25
Medical Care Facility (MCF)	189	175	182	174	180	179	179
Cottages	60	59	58	54	54	53	54

Occupancy	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25	July-25
MTD Goal 85% <i>Available beds</i>	79%	82%	78%	91%	90%	90%
YTD Goal 85% <i>Licensed beds</i>	74%	74%	74%	74%	74%	74%

MCF	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25	July-25
Admissions & Re-admits	62	49	64	52	60	56
Discharges	55	57	58	56	55	55
MMC Referrals	211	183	203	217	217	237
MMC Denied	42	45	44	49	45	55
Transfers to LTC	0	3	2	1	3	3

Cottages	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25	July-25
Admissions	3	4	2	2	6	0
Respite	3	3	4	7	8	8
Discharges	2	2	1	2	2	2

Finance

	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25	July-25
Combined Net Income	\$(100,885)	\$(340,406)	\$(153,003)	\$(118,653)	\$(6,604)	\$538,304
MCF Net Income	\$(20,116)	\$(268,706)	\$(84,306)	\$(46,952)	\$88,504	\$572,354
Cottage Net Income	\$(80,769)	\$(71,700)	\$(68,697)	\$(71,701)	\$(95,108)	\$(34,050)
Cash Balance	\$2,263,847	\$3,046,210	\$4,229,415	\$4,422,774	\$5,171,423	\$5,715,117
A/R Days Receivable Outstanding	79	78	73	71	68	61

MCF Operating Expenses PPD History

	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25	July-25
MCF Operating Expenses Actual PPD	510	533	520	526	\$501	\$507
MCF Operating Expenses Budgeted PPD	488	491	488	491	\$488	\$488
Variance (unfavorable)/favorable	\$(22)	\$(42)	\$(32)	\$(35)	\$(13)	\$(19)

Facility Reported Incidents

	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25	July-25
Medical Care Facility	2	5	2	2	2	4

Wellness Center

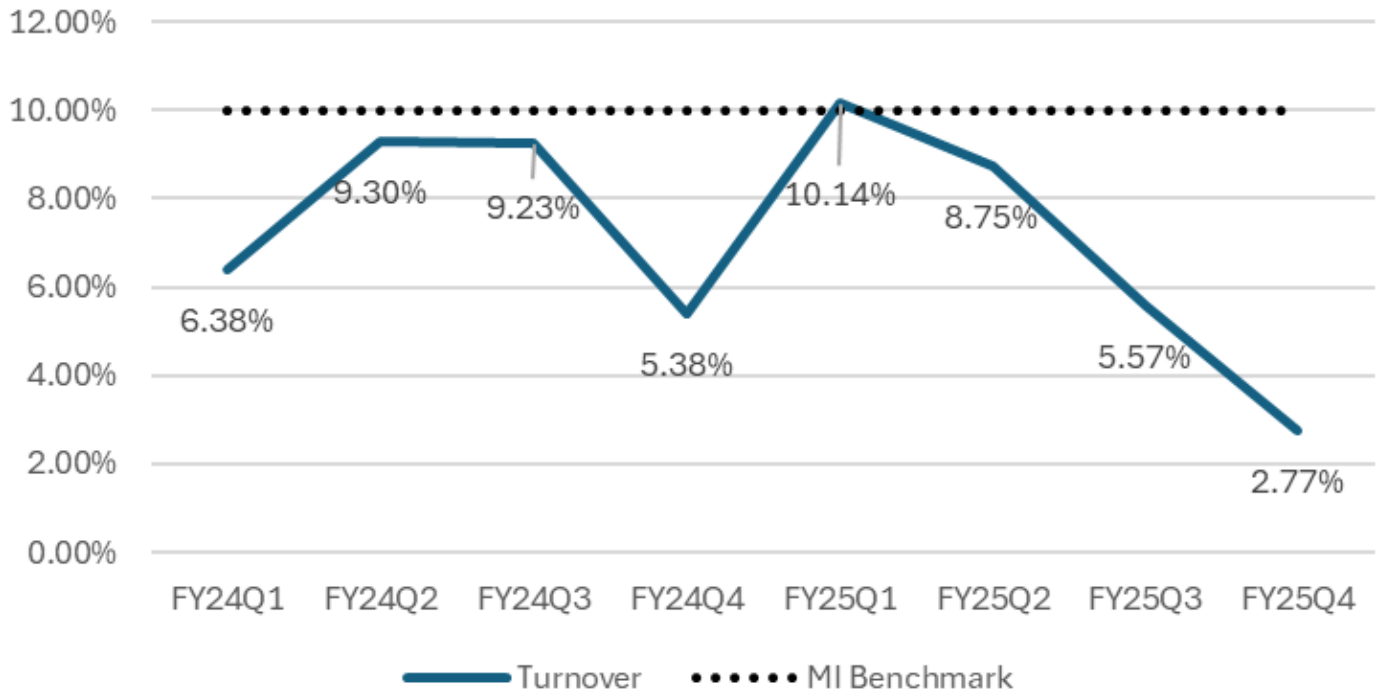
	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25	July-25
Inpatient Rehab						
Medicare A	23	15	24	24	31	32
Medicare Advantage Skilled	45	48	50	45	37	38
Private Insurance: Inpatient	7	9	10	7	7	10
Private Pay: Inpatient	1	1	2	0	1	1
Auto: Inpatient		0	0	0	0	0
Med A/Rehab Inpatient Totals	76	73	86	76	76	32
Medicaid	1	1	3	3	4	4
Medicare B: Inpatient	16	25	20	18	25	20
Medicare B Advantage: Inpatient	23	23	30	22	21	21
Med B Inpatient Totals	40	49	53	43	50	45
Medicare B: Outpatient	27	25	22	31	30	24
Medicare B Advantage: Outpatient	40	48	51	44	43	49
Private Insurance: Outpatient	19	18	22	19	20	19
Work Compensation: Outpatient	0		0	0	0	0
Outpatient Totals	86	91	95	94	93	92
Outpatient/Aquatic Center						
Aquatic inpatients therapy visits	8	12	11	16	7	13
Aquatic aftercare visits per month	232	283	348	336	352	365
Aquatic outpatient PT visits	95	150	201	193	180	201
Aquatic group class participants	76	82	128	96	102	131
Land therapy visits (PT, OT, SLP)	319	204	265	251	212	255
Total Outpatient therapy visit	414	354	466	444	392	456
Outpatient aquatic therapy revenue	41,686	38,352.03	50,703.07	45,693.55	42,758.73	51,416.05
Aftercare monthly revenue	2,320	2,830	3,480	3360	3520	3,560
Aquatic group class revenue	1,520	1,640	2,560	1920	2040	2,620
Cottages visits	127	57	61	75	58	71
Total Wellness center revenue	45,426	42,822	56,743	50,974	48,319	57,686

Staffing

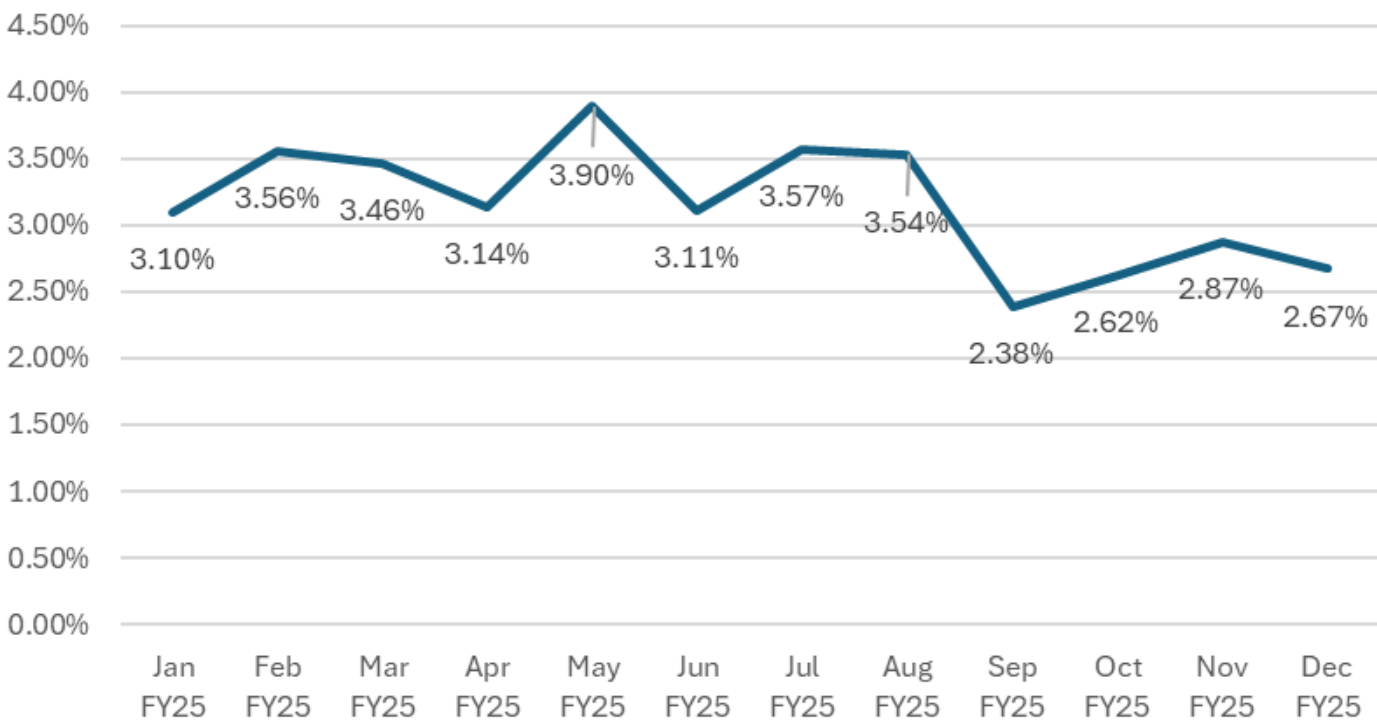
	Dec-25	Nov-25	Oct-25	Sept-25	Aug-25	July-25
Hires	6	9	10	10	11	14
Resignations	4	5	1	5	4	0
Referrals	6	3	4	8	2	8
Total # Employees	358	361	361	358	361	358

January 2026 MDT # 359 employees

Employee Turnover by Quarter



Overtime - Rolling Twelve Months



Environmental Services

Annual pool drain and cleaning was completed.

New floor scrubbers have been ordered. Expected arrival in middle of January.

Started kitchen 3-hole sink area project. Cleaning, wall repairs and updated wall guards and faucets getting installed. Project completion in the beginning of January.

Pavilions Charts New Course for Future

By Beth Milligan

Following several bumpy years that included the turnover of multiple leaders, financial struggles, a lawsuit with PACE North, and staffing challenges, the Grand Traverse Pavilions is under new leadership and working to chart a new course for the future. Pavilions representatives appeared before county commissioners Wednesday to give an update on the facility, including work to improve inspection ratings, attract more residents, and become more efficient operationally.

The Department of Health and Human Services (DHHS) board, which governs the Pavilions, hired new CEO Darrell Lavender this summer. DHHS Chair Carol Crawford said the position of CEO and administrator used to be one combined role for the Pavilions, which was “too much for one person, quite honestly.” The Pavilions is the largest county-owned nursing facility in Michigan, with 240 licensed nursing beds and 79 assisted living apartments. DHHS divided the position into two jobs and chose Lavender – who has extensive healthcare industry experience – from roughly 200 applicants to become CEO, with Lavender expected to soon hire a separate administrator with a nursing home license.

Lavender said he's focusing on four key areas for the Pavilions: quality and safety, residents first, healthcare team, and operational performance. For the first category, he noted that an October rating report gave the Pavilions five stars for staffing and four stars for quality measures, the latter of which he hoped would soon go higher. However, the facility earned only one star in the health inspection category. That brought the overall quality rating for the Pavilions down to two stars.

“That does not reflect the care or of the operations of Grand Traverse Pavilions,” Lavender said. He explained that the one-star rating is the result of the number of citations the facility receives during annual state surveys – about 18-20, he said – “some of them less serious, some of them moderately serious.” Lavender said there's “an art” to scoring well on the surveys, with the Pavilions undertaking mock surveys with consultants to better understand how to improve its results.

However, the facility didn't receive the results of a recent mock survey before the real survey occurred, with state inspectors coming in June instead of fall as expected. County

probably the culture is used to," he added, noting that a major organizational turnaround doesn't happen "overnight."

County Commissioner Rob Hentschel said he was glad to see the new direction for the Pavilions, expressing frustration that the facility is government-owned and thus not paying property taxes – while competing with private providers that do pay taxes – and yet still has struggled to operate in the black. Commissioner Darryl Nelson said he wanted to "recognize the hard work" of Pavilions leaders who have been working to right the ship.

"I like the fact that you're not accepting where you're at, and you're trending up," he said. "I know you had a lot of challenges...this is a lot better."

New leadership outlines plan to improve ratings at Grand Traverse Pavilions TRAVERSE CITY

[New leadership outlines plan to improve ratings at Grand Traverse Pavilions – 910News.com](https://www.910news.com/story/news/2025/07/25/new-leadership-outlines-plan-to-improve-ratings-at-grand-traverse-pavilions/11811111002/)

Leaders at Grand Traverse Pavilions say the county-owned senior care facility is moving in the right direction under a new leadership structure, following a state inspection that resulted in a one-star health rating but higher marks in other categories. During a recent interview, administrators said the overall two-star state rating for the facility reflects a single component — the most recent state health inspection — rather than the full scope of care provided at the Pavilions, which they described as one of the largest providers of senior services in the region.

Grand Traverse Pavilions opened its current buildings about 27 to 28 years ago and offers a wide range of services, including skilled nursing, long-term care, inpatient and outpatient rehabilitation, aquatic therapy, assisted living, independent living and respite care. The facility employs about 360 people and serves roughly 180 residents in its nursing home and about 70 more in assisted living, administrators said. It is the state's largest county-owned medical care facility.

The current administrator formally began the role at the end of July 2025. Leaders described the working relationship between the administrator and CEO as positive and effective.

New leadership outlines plan to improve ratings at Grand Traverse. Much of the recent public attention has focused on the Pavilions' ratings from the Centers for Medicare & Medicaid Services. Administrators emphasized that the star system is made up of several components. They said Grand Traverse Pavilions currently has a five-star rating for staffing, reflecting investments in recruitment, retention, and compensation, particularly for nursing positions, and a four-star rating for quality measures. The overall two-star rating, they said, stems from a one-star health inspection score following a state survey conducted in June. During that inspection, the facility received 20 citations, all of which were corrected on the first plan of correction, administrators said.

Leaders stressed that the inspection score does not reflect staffing levels or the day-to-day quality of care, but rather compliance issues identified at the time of the survey. It can take two to three years for older surveys to fall off the federal scoring system, meaning improvements may not be immediately reflected in star ratings. Administrators said they were preparing for a state inspection later in the fall when surveyors arrived earlier than expected, shortly after a mock survey conducted in June. They emphasized, however, that

CMS Star Rating Messaging

- About 158 nursing homes and hospitals in Michigan (141 SNF 17 hosp) have overall CMS ratings of 2 Stars or less; GTP is one of those facilities.
- There are at least 5 facilities in our area that share those ratings.
- Our Department of Health & Human Services Board recognized this was unacceptable and made leadership changes.
- Mr. Hautamaki, GTP Administrator and myself as GTP's CEO are the two guys to lead change at GTP.
- We have already identified areas of opportunity and developed a plan to improve.
- That implementation begun last summer just prior to our last State inspection.
- I would like to emphasize we have a 4-Star rating in quality and a 5-star rating in staffing. Those are both commendable ratings.
- GTP has invested in quality and safety initiatives along with nurse recruitment and compensation, to achieve those ratings.
- So the overall rating of 2 Stars does NOT reflect the quality of care and staffing that provides care at GTP; but we cannot move beyond a 2 star until we do better with State inspections.
- The 2 Stars do reflect isolated findings by the State inspection from over 35,000 standards and regulations for nursing homes.
- Our last survey had over 20 citations and our plan of correction was cleared in one (1) review.
- We simply do not test well at survey time, and we are committed to doing better when the inspection occurs.
- We deliver great care here at GTP and our ratings must indicate the great work of our healthcare team, anything else is unacceptable.

GRAND TRAVERSE PAVILIONS MEMORANDUM

Financial Operations Report
November 2025

Grand Traverse Pavilions Combined

REVENUE:

The overall revenue for the Pavilions in November was \$2,983,091 resulting in an unfavorable budget variance of \$47,369.

EXPENSES:

The total overall operating expenses for the Pavilions in November were \$3,323,497 resulting in an unfavorable variance to budget of \$293,011.

NET INCOME/LOSS:

There was a net loss of \$340,406 from the combined programs of the Pavilions in November resulting in an unfavorable budget variance of \$340,380.

OPERATING CASH:

Total cash at month-end was \$3,046,210. There was a net decrease in overall cash of \$1,183,205 for the month. The decrease in cash was partially attributed to several factors including: Inservice training union settlement payout \$140,000; Longevity Bonus payout of \$81,000; a second payment to Forefront for the June bill of \$289,000; capital purchases of \$42,000; Relias training annual payment of \$42,000; did not receive a DCW payment of \$90,000 (paid in Dec. 1); state has not paid QMI monthly payment of \$27,000 since October (to be paid in Jan).

VOUCHERS:

Purchase orders, invoices, checks written, and supporting documentation were reviewed for voucher numbers 5704-5712 for the month of November and were in order without exception.

Grand Traverse Medical Care

REVENUE:

Total Revenue was \$2,702,900 which was below the budgeted amount by \$21,367 for a negative variance. The census for November averaged 182 residents which was two above the budgeted census and 8 above the prior month average. Private pay census was ten above budget, Medicare was four

below budget, Medicaid was twelve below budget, while Medicaid Hospice was eight above the budgeted census. The occupancy for November was 75.9% of licensed beds and 82.0% of available beds. Year-to-date occupancy is 74.3% of licensed bed days and 87.8% of available bed days.

The state did extend the non-available bed plan for another year, calling it an interim plan, through September 30, 2025, before a permanent plan would go into effect. The interim plan would have certain restrictions including having to commit to the plan for the entire 12-month period. To manage census to 85% (to avoid a significant reduction in future Medicaid payments) we have increased our available beds to 222 (from 199) effective October 1, 2025. With this, we would need a census of 189 to achieve 85% occupancy. The state has approved our extension of the current non-available bed plan through September 30, 2025.

Resident Revenue was \$2,520,740 which was under the budgeted amount for a negative variance of \$32,486. The Medicaid reimbursement rate decreased from \$440/day to \$400/day effective 10/1/25 which amounts to about \$150,000 in less revenue. The higher census in November helped to offset this lower reimbursement rate.

Other revenue was \$182,160 resulting in a positive budget variance of \$11,119.

We were notified that we have lost our appeal regarding two audit adjustments from the 2022 cost report audit. This will now close that audit and the audit adjustments will be implemented causing a retroactive decrease to the revised Medicaid rates and result in an amount due back to the State.

EXPENSES:

Operating Expenses totaled \$2,911,094 resulting in an unfavorable budget variance of \$260,567.

NET INCOME/LOSS:

Grand Traverse Medical Care produced a net loss of \$268,706 for the month, which produced a negative budget variance of \$281,935.

RECEIVABLES:

Days Receivable Outstanding ("DRO") is 78 days as of 11/30/2025. This is five more than as of 10/31/2025. Our goal is to reduce that number to 45 days.

Throughout the month of November, we had seven residents who had filed a Medicaid application and were awaiting determination. Five of those applicants were approved during the month and billed accordingly.

We currently have two private pay residents who have not paid their current bill that they are in the process of filing a Medicaid application with an Elder Law Attorney.

The Cottages

REVENUE:

Total revenue of \$286,191 resulted in unfavorable variance of \$41,402 to the budget.

The average leased occupancy for the Cottages-Assisted Living was 56 apartments during the month which was three more than the previous month and five below the budgeted amount, representing 73% occupancy. In addition, there were 60 days (average of 2.0 per night) of overnight respite provided during the month (1.2 more than the prior month and one more than budget). Hawthorn Lofts-Independent Living average census was 1 resident per day for 33% occupancy which was the same as the prior month and one below budget. Total average census of 59 residents (four more than the prior month).

Occupancy above included an average of 13 PACE North residents in the Cottages, (equal to the prior month) and 0 days of Respite Care were provided for a Pace North participant (equal to the prior month).

EXPENSES:

Expenses for November (before building depreciation) were \$334,569 which was over the budgeted amount by \$17,044 for an unfavorable budget variance.

NET INCOME/LOSS:

The program had a net loss for the month of \$71,700 resulting in an unfavorable variance of \$58,446.

Unassigned Fund Balance

Approved 2025 Operating Budget	\$ 36.5M
Unassigned Fund Balance Target Percentage	20%
Unassigned Fund Balance Target Amount	\$7.3M
Current Unassigned Fund Balance*	\$3.0M
Current Fund Balance as a percentage of Operating Budget	8.2%
Amount Available Above/ (Below) Target	(\$4.3M)

*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: Jan 25, 2026
 Time: 16:38:40 EST
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
Combined Income Statement
11/1/2025 to 11/30/2025

Facility #

Page # 1

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	2,813,457	2,886,313	(72,856)	2,792,443	2,982,712	(190,269)	32,017,189	32,135,033	(117,844)
Other Revenue	169,634	144,147	25,487	234,719	152,987	81,732	1,862,984	1,620,978	242,006
Total Revenue	2,983,091	3,030,460	(47,369)	3,027,161	3,135,699	(108,537)	33,880,173	33,756,011	124,162
Salaries & Wages	1,962,632	1,771,120	(191,512)	1,851,713	1,829,456	(22,257)	19,654,366	19,588,645	(65,721)
Benefits	470,410	444,682	(25,728)	457,067	455,276	(1,791)	5,053,678	4,933,852	(119,826)
Other Operating Expenses	767,106	691,876	(75,230)	748,035	703,972	(44,063)	8,412,001	7,664,984	(747,017)
Interest Expense	27,408	26,867	541	27,408	26,867	541	301,491	295,525	5,966
Depreciation	95,941	95,941	0	95,941	95,941	0	1,055,346	1,055,345	(1)
Total Operating Expenses	3,323,497	3,030,486	(293,011)	3,180,164	3,111,512	(68,652)	34,476,882	33,538,351	(938,531)
Net Operating Income	(340,406)	(26)	(340,380)	(153,003)	24,187	(177,190)	(596,710)	217,660	(814,370)

Date: Jan 25, 2026
Time: 16:53:07 EST
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Grand Traverse Pavilions - SNF
SNF Income Statement
11/1/2025 to 11/30/2025

Facility #

Page # 1

Include Adjustment Periods: NO Include Closing Periods: NO

	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
SNF Resident Revenue																		
Inpatient Revenue																		
Medicare Part A	161,309	327,750	(166,441)	683.51	575.00	108.51	177,796	338,675	(160,879)	699.98	575.00	124.98	2,965,424	3,648,950	(683,526)	653.90	575.00	78.90
Medicare Advantage	508,788	327,750	181,038	651.46	575.00	76.46	457,304	338,675	118,629	668.57	575.00	93.57	4,259,609	3,648,950	610,659	636.90	575.00	61.90
Medicaid	1,305,350	1,534,011	(228,661)	389.42	419.13	(29.70)	1,343,565	1,585,145	(241,580)	390.80	419.13	(28.33)	16,047,291	17,078,660	(1,031,369)	424.73	419.13	5.60
Hospice	279,945	102,605	177,340	468.92	488.60	(19.68)	188,230	106,026	82,204	460.22	488.60	(28.38)	2,029,140	1,142,339	886,801	493.47	488.60	4.87
Private Pay	221,677	175,992	45,685	446.93	451.26	(4.33)	301,518	181,858	119,660	493.48	451.26	42.22	3,035,685	1,959,372	1,076,313	470.07	451.26	18.81
Medicare Part B	(151)	13,019	(13,170)	(0.03)	2.41	(2.44)	(3,483)	13,453	(16,936)	(0.65)	2.41	(3.06)	62,207	144,947	(82,740)	1.04	2.41	(1.37)
TOTAL Inpatient Revenue	2,476,919	2,481,127	(4,208)	453.48	459.47	(5.99)	2,464,930	2,563,832	(98,902)	456.81	459.47	(2.66)	28,399,356	27,623,218	776,138	476.70	459.47	17.23
Outpatient																		
Physical Therapy	55,980	95,868	(39,888)	10.25	17.75	(7.50)	73,446	99,064	(25,618)	13.61	17.75	(4.14)	688,769	1,067,336	(378,567)	11.56	17.75	(6.19)
Occupational Therapy	3,655	4,932	(1,277)	0.67	0.91	(0.24)	3,955	5,096	(1,141)	0.73	0.91	(0.18)	56,654	54,904	1,750	0.95	0.91	0.04
Speech Therapy	3,085	3,945	(860)	0.56	0.73	(0.17)	3,525	4,077	(552)	0.65	0.73	(0.08)	55,172	43,923	11,249	0.93	0.73	0.20
Wellness	5,060	3,847	1,213	0.93	0.71	0.21	4,480	3,975	505	0.83	0.71	0.12	52,755	42,825	9,930	0.89	0.71	0.17
Cont Allow Outpatient	(23,959)	(36,493)	12,534	(4.39)	(6.76)	2.37	(33,106)	(37,710)	4,604	(6.14)	(6.76)	0.62	(344,526)	(406,290)	61,764	(5.78)	(6.76)	0.97
TOTAL Outpatient	43,821	72,099	(28,278)	8.02	13.35	(5.33)	52,300	74,502	(22,202)	9.69	13.35	(3.66)	508,822	802,698	(293,876)	8.54	13.35	(4.81)
TOTAL SNF Resident Revenue	2,520,740	2,553,226	(32,486)	461.50	472.82	(11.31)	2,517,230	2,638,334	(121,104)	466.50	472.82	(6.32)	28,908,178	28,425,916	482,262	485.24	472.82	12.42
SNF Other Revenue																		
Revenue - Child Day Care	6,453	9,852	(3,399)	1.18	1.82	(0.64)	7,350	10,180	(2,830)	1.36	1.82	(0.46)	111,501	109,685	1,816	1.87	1.82	0.05
Childcare Lunches	780	743	37	0.14	0.14	0.01	938	768	170	0.17	0.14	0.04	13,353	8,275	5,078	0.22	0.14	0.09
Vending Machine Sales	745	312	433	0.14	0.06	0.08	757	323	434	0.14	0.06	0.08	6,907	3,477	3,430	0.12	0.06	0.06
Rental Income	1,216	205	1,011	0.22	0.04	0.18	(105)	212	(317)	(0.02)	0.04	(0.06)	2,209	2,288	(79)	0.04	0.04	0.00
Interest Income	10,007	1,000	9,007	1.83	0.19	1.65	10,114	1,000	9,114	1.87	0.18	1.70	111,013	11,000	100,013	1.86	0.18	1.68
DCW Wage Reimbursement	91,428	69,578	21,850	16.74	12.88	3.85	88,000	71,898	16,102	16.31	12.88	3.42	954,512	774,639	179,873	16.02	12.88	3.14
Copy Revenue	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	72	0	72	0.00	0.00	0.00
Garnishment Fees	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	245	0	245	0.00	0.00	0.00
Scrap Sales	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	60	0	60	0.00	0.00	0.00
Insurance Proceeds and Refunds	13,524	0	13,524	2.48	0.00	2.48	0	0	0	0.00	0.00	0.00	14,994	0	14,994	0.25	0.00	0.25
Misc Income	0	0	0	0.00	0.00	0.00	71,761	0	71,761	13.30	0.00	13.30	71,892	0	71,892	1.21	0.00	1.21
Donation Income	0	0	0	0.00	0.00	0.00	10,000	0	10,000	1.85	0.00	1.85	36,700	0	36,700	0.62	0.00	0.62
Recruitment Grant Income	3,300	0	3,300	0.60	0.00	0.60	2,700	0	2,700	0.50	0.00	0.50	29,000	0	29,000	0.49	0.00	0.49
QAS Income	198,226	214,844	(16,618)	36.29	39.79	(3.49)	199,658	222,005	(22,347)	37.00	39.79	(2.78)	2,237,341	2,391,926	(154,585)	37.56	39.79	(2.23)
QMI Income	24,000	26,500	(2,500)	4.39	4.91	(0.51)	25,000	26,500	(1,500)	4.63	4.75	(0.12)	265,269	291,500	(26,231)	4.45	4.85	(0.40)
Inter-Company Charges	6,000	21,400	(15,400)	1.10	3.96	(2.86)	21,400	21,400	0	3.97	3.84	0.13	220,000	235,400	(15,400)	3.69	3.92	(0.22)
Bad Debt Expenses	(25,000)	(24,874)	(126)	(4.58)	(4.61)	0.03	(25,000)	(25,703)	703	(4.63)	(4.61)	(0.03)	(275,000)	(276,934)	1,934	(4.62)	(4.61)	(0.01)
Provider Tax Expense-QAA	(134,110)	(134,110)	0	(24.55)	(24.84)	0.28	(134,110)	(134,110)	0	(24.85)	(24.03)	(0.82)	(1,475,214)	(1,475,214)	0	(24.76)	(24.54)	(0.22)
Provider Tax Expense-QMIA	(14,409)	(14,409)	0	(2.64)	(2.67)	0.03	(14,409)	(14,409)	0	(2.67)	(2.58)	(0.09)	(158,494)	(158,494)	0	(2.66)	(2.64)	(0.02)
TOTAL SNF Other Revenue	182,160	171,041	11,119	33.35	31.67	1.68	264,054	180,064	83,990	48.94	32.27	16.67	2,166,359	1,917,548	248,811	36.36	31.90	4.47
Total Revenue	2,702,900	2,724,267	(21,367)	494.86	504.49	(3.96)	2,781,283	2,818,398	(37,115)	515.43	505.09	(6.65)	31,074,537	30,343,464	731,073	521.60	504.71	12.16
SNF Operating Expenses																		
Nursing																		
Nursing																		
Salary & Wages - RN	313,558	293,920	(19,637)	57.41	54.43	(2.98)	269,032	303,717	34,685	49.86	54.43	4.57	3,032,599	3,272,305	239,706	50.90	54.43	3.53
Salary & Wages - LPN	108,282	122,617	14,335	19.82	22.71	2.88	96,745	126,704	29,959	17.93	22.71	4.78	1,028,296	1,365,134	336,838	17.26	22.71	5.45
Salary & Wages - CNA	620,169	513,639	(106,530)	113.54	95.12	(18.42)	563,460	530,760	(32,700)	104.42	95.12	(9.30)	5,907,912	5,718,515	(189,397)	99.17	95.12	(4.05)

Date: Jan 25, 2026
Time: 16:53:07 EST
User: Kory R. Hansen

Grand Traverse Pavilions - SNF
SNF Income Statement
11/1/2025 to 11/30/2025

Facility #

Page # 2

	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
Nursing (con't)																		
Salary & Wages - UW SNF	3,795	13,657	9,862	0.69	2.53	1.83	13,588	14,112	524	2.52	2.53	0.01	87,634	152,049	64,415	1.47	2.53	1.06
Longevity - RN	(5,343)	715	6,058	(0.98)	0.13	1.11	4,777	739	(4,038)	0.89	0.13	(0.75)	42,427	7,961	(34,466)	0.71	0.13	(0.58)
Longevity - LPN	(2,968)	444	3,412	(0.54)	0.08	0.63	2,422	459	(1,963)	0.45	0.08	(0.37)	21,252	4,941	(16,311)	0.36	0.08	(0.27)
Longevity - CNA	(11,241)	1,603	12,844	(2.06)	0.30	2.35	12,607	1,656	(10,951)	2.34	0.30	(2.04)	114,829	17,844	(96,985)	1.93	0.30	(1.63)
FICA - Nursing	75,477	72,414	(3,063)	13.82	13.41	(0.41)	69,478	74,828	5,350	12.88	13.41	0.53	740,763	806,215	65,452	12.43	13.41	0.98
Workers Comp - Nursing	7,636	8,003	367	1.40	1.48	0.08	9,064	8,270	(794)	1.68	1.48	(0.20)	93,986	89,100	(4,886)	1.58	1.48	(0.10)
MERS DB - Nursing	38,126	38,127	1	6.98	7.06	0.08	38,126	38,127	1	7.07	6.83	(0.23)	419,429	419,391	(38)	7.04	6.98	(0.06)
MERS DC: Nursing	21,081	15,825	(5,256)	3.86	2.93	(0.93)	19,065	16,352	(2,713)	3.53	2.93	(0.60)	202,233	176,181	(26,052)	3.39	2.93	(0.46)
Health Ins - Nursing	74,961	78,550	3,589	13.72	14.55	0.82	74,886	81,168	6,282	13.88	14.55	0.67	871,995	874,523	2,528	14.64	14.55	(0.09)
Health Ins - Retirees Nursing	1,500	7,843	6,343	0.27	1.45	1.18	6,453	8,105	1,652	1.20	1.45	0.26	63,825	87,319	23,494	1.07	1.45	0.38
Dental Ins - Nursing	4,390	5,601	1,212	0.80	1.04	0.23	4,601	5,787	1,186	0.85	1.04	0.18	60,127	62,354	2,227	1.01	1.04	0.03
Uniforms - Nursing	0	240	240	0.00	0.04	0.04	0	248	248	0.00	0.04	0.04	4,337	2,676	(1,661)	0.07	0.04	(0.03)
Small Equipment	17,512	5,778	(11,734)	3.21	1.07	(2.14)	11,224	5,971	(5,253)	2.08	1.07	(1.01)	163,616	64,328	(99,288)	2.75	1.07	(1.68)
Nursing Supplies	24,457	21,620	(2,837)	4.48	4.00	(0.47)	24,147	22,341	(1,806)	4.47	4.00	(0.47)	283,945	240,702	(43,243)	4.77	4.00	(0.76)
Briefs	7,089	5,656	(1,433)	1.30	1.05	(0.25)	9,887	5,844	(4,043)	1.83	1.05	(0.78)	75,054	62,967	(12,087)	1.26	1.05	(0.21)
Stock Meds	8,796	2,219	(6,577)	1.61	0.41	(1.20)	1,923	2,293	370	0.36	0.41	0.05	49,584	24,710	(24,874)	0.83	0.41	(0.42)
Flu Vaccine	3,732	2,939	(793)	0.68	0.54	(0.14)	1,039	3,037	1,998	0.19	0.54	0.35	42,502	32,724	(9,778)	0.71	0.54	(0.17)
IV Supplies	373	1,160	787	0.07	0.21	0.15	0	1,198	1,198	0.00	0.21	0.21	5,284	12,912	7,628	0.09	0.21	0.13
Special Equipment Rental	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	200	0	(200)	0.00	0.00	0.00
Non-Legend Drugs	3,576	3,994	418	0.65	0.74	0.08	4,800	4,127	(673)	0.89	0.74	(0.15)	49,262	44,464	(4,798)	0.83	0.74	(0.09)
Professional Services - Medic	3,520	3,520	0	0.64	0.65	0.01	3,520	3,520	0	0.65	0.63	(0.02)	39,220	38,720	(500)	0.66	0.64	(0.01)
Agency Nurse Staffing	26,585	0	(26,585)	4.87	0.00	(4.87)	10,305	0	(10,305)	1.91	0.00	(1.91)	244,475	0	(244,475)	4.10	0.00	(4.10)
Building Repairs-Resident Roo	12,253	2,029	(10,224)	2.24	0.38	(1.87)	2,246	2,096	(150)	0.42	0.38	(0.04)	108,359	22,585	(85,774)	1.82	0.38	(1.44)
Equipment Repairs	335	2,922	2,587	0.06	0.54	0.48	2,233	3,020	787	0.41	0.54	0.13	38,983	32,536	(6,447)	0.65	0.54	(0.11)
Education & Training - Nursing	728	510	(218)	0.13	0.09	(0.04)	135	527	392	0.03	0.09	0.07	23,180	5,677	(17,503)	0.39	0.09	(0.29)
Vehicle Travel	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	3	0	(2)	0.00	0.00	0.00
Med Waste:Nursing-Medical Care	1,144	1,994	850	0.21	0.37	0.16	0	1,994	1,994	0.00	0.36	0.36	21,687	21,933	246	0.36	0.36	0.00
Resident Loss Replacement	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	1,993	0	(1,993)	0.03	0.00	(0.03)
TOTAL Nursing	1,359,524	1,227,539	(131,985)	248.91	227.32	(21.58)	1,255,764	1,267,000	11,236	232.72	227.06	(5.66)	13,838,991	13,660,766	(178,225)	232.30	227.22	(5.07)
Nurse Administration																		
Salary & Wages - Nursing Admin	150,419	131,280	(19,139)	27.54	24.31	(3.23)	152,796	135,656	(17,140)	28.32	24.31	(4.01)	1,578,140	1,461,586	(116,554)	26.49	24.31	(2.18)
Longevity-Nursing Admin	(6,056)	1,100	7,156	(1.11)	0.20	1.31	2,854	1,136	(1,718)	0.53	0.20	(0.33)	22,484	12,244	(10,240)	0.38	0.20	(0.17)
FICA - Nursing Admin	9,539	10,127	588	1.75	1.88	0.13	10,474	10,465	(9)	1.94	1.88	(0.07)	111,871	112,748	877	1.88	1.88	0.00
Workers Comp - Nurse Admin	37	61	24	0.01	0.01	0.00	37	63	26	0.01	0.01	0.00	407	679	272	0.01	0.01	0.00
MERS DB - Nursing Admin	18,711	18,711	0	3.43	3.47	0.04	18,711	18,711	0	3.47	3.35	(0.11)	205,817	205,817	0	3.45	3.42	(0.03)
MERS DC: Nurse Administration	2,084	85	(1,999)	0.38	0.02	(0.37)	1,093	88	(1,005)	0.20	0.02	(0.19)	22,940	943	(21,997)	0.39	0.02	(0.37)
Nurse Admin Consulting	6,622	5,856	(766)	1.21	1.08	(0.13)	6,670	6,051	(619)	1.24	1.08	(0.15)	63,139	65,192	2,053	1.06	1.08	0.02
TOTAL Nurse Administration	181,355	167,220	(14,135)	33.20	30.97	(2.24)	192,634	172,170	(20,464)	35.70	30.85	(4.84)	2,004,798	1,859,209	(145,589)	33.65	30.92	(2.73)
TOTAL Nursing Administrative	1,540,879	1,394,759	(146,120)	282.11	258.29	(23.82)	1,448,398	1,439,170	(9,228)	268.42	257.92	(10.50)	15,843,790	15,519,975	(323,815)	265.95	258.15	(7.80)
Administrative																		
Salary & Wages - Admin	80,974	78,614	(2,360)	14.83	14.56	(0.27)	75,007	80,535	5,528	13.90	14.43	0.53	710,412	745,439	35,027	11.92	12.40	0.47
Longevity - Admin	(2,427)	385	2,812	(0.44)	0.07	0.52	1,313	397	(916)	0.24	0.07	(0.17)	10,703	4,283	(6,420)	0.18	0.07	(0.11)
FICA - Admin	6,193	5,223	(969)	1.13	0.97	(0.17)	5,630	5,397	(233)	1.04	0.97	(0.08)	51,472	58,148	6,676	0.86	0.97	0.10
Workers Comp - Admin	230	41	(189)	0.04	0.01	(0.03)	168	42	(126)	0.03	0.01	(0.02)	569	452	(117)	0.01	0.01	0.00
MERS - Administration	6,757	6,757	0	1.24	1.25	0.01	6,757	6,757	0	1.25	1.21	(0.04)	74,327	74,327	0	1.25	1.24	(0.01)
MERS DC:Administration	5,060	3,757	(1,303)	0.93	0.70	(0.23)	4,510	3,882	(628)	0.84	0.70	(0.14)	40,680	41,823	1,143	0.68	0.70	0.01
Health Ins - Administration	5,820	5,819	0	1.07	1.08	0.01	5,316	6,013	697	0.99	1.08	0.09	54,841	64,787	9,946	0.92	1.08	0.16

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	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 - Retirees - Admin	0	0	0	0.00	0.00	0.00	290	0	(290)	0.05	0.00	(0.05)	290	0	(290)	0.00	0.00	0.00
Dental Ins - Administration	216	243	27	0.04	0.05	0.01	180	251	71	0.03	0.04	0.01	2,083	2,701	618	0.03	0.04	0.01
Small Equipment	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	1,245	0	(1,245)	0.02	0.00	(0.02)
Contract Services	2,765	7,447	4,682	0.51	1.38	0.87	3,576	7,695	4,119	0.66	1.38	0.72	35,043	82,911	47,868	0.59	1.38	0.79
Contract Svcs-Security	0	75	75	0.00	0.01	0.01	0	78	78	0.00	0.01	0.01	669	840	171	0.01	0.01	0.00
Professional Services - Admin	(855)	3,370	4,225	(0.16)	0.62	0.78	1,105	3,482	2,377	0.20	0.62	0.42	5,000	37,518	32,518	0.08	0.62	0.54
Legal Consultants	31,316	32,877	1,561	5.73	6.09	0.35	12,117	33,973	21,856	2.25	6.09	3.84	175,158	366,027	190,869	2.94	6.09	3.15
Dues & Memberships	4,027	3,908	(119)	0.74	0.72	(0.01)	3,500	4,039	539	0.65	0.72	0.08	44,217	43,513	(704)	0.74	0.72	(0.02)
License & Fees	0	444	444	0.00	0.08	0.08	427	459	33	0.08	0.08	0.00	2,540	4,943	2,403	0.04	0.08	0.04
Subscriptions	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	399	0	(399)	0.01	0.00	(0.01)
Education & Training - Admin	700	556	(144)	0.13	0.10	(0.03)	0	574	574	0.00	0.10	0.10	2,087	6,185	4,098	0.04	0.10	0.07
Travel	777	0	(777)	0.14	0.00	(0.14)	0	0	0	0.00	0.00	0.00	11,028	0	(11,028)	0.19	0.00	(0.19)
Board Meeting Expenses	40	17	(23)	0.01	0.00	0.00	0	18	18	0.00	0.00	0.00	641	191	(450)	0.01	0.00	(0.01)
Miscellaneous Expenses	88	120	32	0.02	0.02	0.01	0	124	124	0.00	0.02	0.02	336	1,331	995	0.01	0.02	0.02
TOTAL Administrative	141,681	149,653	7,972	25.94	27.71	1.77	119,897	153,716	33,820	22.22	27.55	5.33	1,223,740	1,535,419	311,679	20.54	25.54	5.00
Finance																		
Salary & Wages - Financial Ma	33,016	25,965	(7,051)	6.04	4.81	(1.24)	29,418	26,831	(2,587)	5.45	4.81	(0.64)	329,919	289,077	(40,842)	5.54	4.81	(0.73)
Longevity - Financial Mgt	(986)	232	1,218	(0.18)	0.04	0.22	499	240	(259)	0.09	0.04	(0.05)	4,004	2,580	(1,424)	0.07	0.04	(0.02)
FICA - Fin Mgmt	2,421	2,004	(417)	0.44	0.37	(0.07)	2,011	2,071	60	0.37	0.37	0.00	23,665	22,312	(1,353)	0.40	0.37	(0.03)
Workers Comp - Fin Mgmt	8	15	7	0.00	0.00	0.00	8	16	8	0.00	0.00	0.00	88	169	81	0.00	0.00	0.00
MERS DB - Financial Management	5,053	5,053	0	0.93	0.94	0.01	5,053	5,053	0	0.94	0.91	(0.03)	55,579	55,579	0	0.93	0.92	(0.01)
MERS DC:Financial Management	559	293	(266)	0.10	0.05	(0.05)	0	303	303	0.00	0.05	0.05	1,829	3,266	1,437	0.03	0.05	0.02
Health Ins - Financial Mgmt	2,660	1,575	(1,085)	0.49	0.29	(0.20)	2,660	1,627	(1,033)	0.49	0.29	(0.20)	24,020	17,531	(6,489)	0.40	0.29	(0.11)
Dental Ins - Financial Mgmt	108	81	(27)	0.02	0.02	0.00	108	84	(24)	0.02	0.02	0.00	1,331	901	(430)	0.02	0.01	(0.01)
Office Supplies	1,655	1,462	(193)	0.30	0.27	(0.03)	1,994	1,511	(483)	0.37	0.27	(0.10)	20,599	16,279	(4,320)	0.35	0.27	(0.07)
Copy Supplies	(1,535)	1,371	2,906	(0.28)	0.25	0.53	642	1,417	775	0.12	0.25	0.13	6,236	15,266	9,030	0.10	0.25	0.15
Computer Supplies	6,433	2,264	(4,169)	1.18	0.42	(0.76)	4,441	2,340	(2,101)	0.82	0.42	(0.40)	36,799	25,208	(11,591)	0.62	0.42	(0.20)
Postage	2,810	626	(2,184)	0.51	0.12	(0.40)	22	647	625	0.00	0.12	0.11	15,016	6,969	(8,047)	0.25	0.12	(0.14)
Small Equipment - IT	5,350	2,999	(2,351)	0.98	0.56	(0.42)	6,357	3,099	(3,258)	1.18	0.56	(0.62)	64,549	33,393	(31,156)	1.08	0.56	(0.53)
Contract Services - Billing	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	1,544	0	(1,544)	0.03	0.00	(0.03)
Professional Services - Finan	1,000	0	(1,000)	0.18	0.00	(0.18)	1,000	0	(1,000)	0.19	0.00	(0.19)	20,685	0	(20,685)	0.35	0.00	(0.35)
Audit Expenses	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	6,100	6,000	(100)	0.10	0.10	0.00
IT Consultants	0	1,566	1,566	0.00	0.29	0.29	0	1,618	1,618	0.00	0.29	0.29	8,583	17,431	8,848	0.14	0.29	0.15
Printing & Binding	(1,192)	577	1,769	(0.22)	0.11	0.33	3,748	597	(3,151)	0.69	0.11	(0.59)	8,280	6,429	(1,851)	0.14	0.11	(0.03)
Data Processing	(5,448)	3,954	9,402	(1.00)	0.73	1.73	4,013	4,086	73	0.74	0.73	(0.01)	34,782	44,022	9,240	0.58	0.73	0.15
Maintenance Agreements Softwa	33,482	26,500	(6,982)	6.13	4.91	(1.22)	36,610	27,383	(9,227)	6.78	4.91	(1.88)	399,460	295,028	(104,432)	6.71	4.91	(1.80)
Equipment Repairs	178	28	(150)	0.03	0.01	(0.03)	0	29	29	0.00	0.01	0.01	178	313	135	0.00	0.01	0.00
Communication Equip Repairs	1,923	2,047	124	0.35	0.38	0.03	450	2,115	1,665	0.08	0.38	0.30	22,579	22,786	207	0.38	0.38	0.00
Education & Training - Fin Mgt	0	151	151	0.00	0.03	0.03	0	156	156	0.00	0.03	0.03	6,272	1,677	(4,595)	0.11	0.03	(0.08)
Travel - Mileage	0	23	23	0.00	0.00	0.00	0	24	24	0.00	0.00	0.00	0	256	256	0.00	0.00	0.00
Other Insurance	28,154	27,768	(386)	5.15	5.14	(0.01)	28,154	28,694	540	5.22	5.14	(0.08)	309,694	309,155	(539)	5.20	5.14	(0.06)
Telephone-Snf	5,964	5,548	(416)	1.09	1.03	(0.06)	5,404	5,733	329	1.00	1.03	0.03	70,494	61,764	(8,730)	1.18	1.03	(0.16)
Internet	9,071	2,871	(6,200)	1.66	0.53	(1.13)	1,554	2,871	1,317	0.29	0.51	0.23	28,955	31,577	2,622	0.49	0.53	0.04
Cellular Phone	2,700	2,968	268	0.49	0.55	0.06	2,597	2,968	371	0.48	0.53	0.05	29,930	32,644	2,714	0.50	0.54	0.04
Television - SNF	2,252	2,123	(129)	0.41	0.39	(0.02)	2,195	2,194	(1)	0.41	0.39	(0.01)	24,051	23,639	(412)	0.40	0.39	(0.01)
Bond Interest Expense	23,588	23,589	1	4.32	4.37	0.05	23,588	23,589	1	4.37	4.23	(0.14)	259,473	259,473	0	4.36	4.32	(0.04)
Bank Charges	2,047	2,414	367	0.37	0.45	0.07	1,708	2,414	706	0.32	0.43	0.12	28,917	26,552	(2,365)	0.49	0.44	(0.04)

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	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 \$
Finance (cont')															
TOTAL Finance	161,272	146,067	(15,205)	29.53	27.05	(2.48)	164,233	149,710	(14,523)	30.44	26.83	(3.61)	1,843,612	1,627,276	(216,336)
Human Resources															
Salary & Wages - Human Resources	39,204	21,623	(17,581)	7.18	4.00	(3.17)	34,365	22,344	(12,021)	6.37	4.00	(2.36)	315,691	240,734	(74,957)
Longevity - Human Resources	(615)	227	842	(0.11)	0.04	0.15	595	234	(361)	0.11	0.04	(0.07)	5,335	2,526	(2,809)
FICA - Human Res	2,970	1,672	(1,298)	0.54	0.31	(0.23)	2,530	1,727	(803)	0.47	0.31	(0.16)	23,050	18,610	(4,440)
Workers Comp - Human Res	7	10	3	0.00	0.00	0.00	7	11	4	0.00	0.00	0.00	77	113	36
MERS DB - Human Resources	3,018	3,018	0	0.55	0.56	0.01	3,018	3,018	0	0.56	0.54	(0.02)	33,197	33,197	0
MERS DC: Human Resources	1,105	490	(615)	0.20	0.09	(0.11)	767	507	(260)	0.14	0.09	(0.05)	10,834	5,459	(5,375)
Health Ins - Human Resources	1,903	1,291	(612)	0.35	0.24	(0.11)	1,903	1,334	(569)	0.35	0.24	(0.11)	18,620	14,374	(4,246)
Dental Ins - Human Resources	144	126	(18)	0.03	0.02	0.00	144	131	(13)	0.03	0.02	0.00	2,265	1,406	(859)
Life Insurance	580	158	(422)	0.11	0.03	(0.08)	0	163	163	0.00	0.03	0.03	3,029	1,758	(1,271)
Employee Recogn	3,988	2,974	(1,014)	0.73	0.55	(0.18)	3,330	3,073	(257)	0.62	0.55	(0.07)	60,707	33,107	(27,600)
Other Fringe Benefit - Cobra	0	113	113	0.00	0.02	0.02	0	117	117	0.00	0.02	0.02	0	1,259	1,259
Contract Services - HR	2,353	3,534	1,181	0.43	0.65	0.22	5,595	3,652	(1,943)	1.04	0.65	(0.38)	37,630	39,350	1,720
Employee Advertising/Recruiti	7,879	1,859	(6,020)	1.44	0.34	(1.10)	14,219	1,921	(12,298)	2.64	0.34	(2.29)	86,451	20,693	(65,758)
CNA Registry Fee	200	167	(33)	0.04	0.03	(0.01)	280	173	(107)	0.05	0.03	(0.02)	1,860	1,860	0
Testing Fees	1,675	2,828	1,153	0.31	0.52	0.22	2,650	2,922	272	0.49	0.52	0.03	14,935	31,480	16,545
Education & Training - Hum Res	265	345	80	0.05	0.06	0.02	0	356	356	0.00	0.06	0.06	912	3,837	2,925
TOTAL Human Resources	64,676	40,435	(24,241)	11.84	7.49	(4.35)	69,403	41,683	(27,720)	12.86	7.47	(5.39)	614,593	449,763	(164,830)
Community Relations and Volunteer Services															
Salary & Wages - Volunteer &	6,169	0	(6,169)	1.13	0.00	(1.13)	5,962	0	(5,962)	1.10	0.00	(1.10)	22,131	0	(22,131)
FICA - Volunteer & Comm Rel	471	0	(471)	0.09	0.00	(0.09)	455	0	(455)	0.08	0.00	(0.08)	1,691	0	(1,691)
MERS DC: Volunteer & Comm Rel	289	0	(289)	0.05	0.00	(0.05)	269	0	(269)	0.05	0.00	(0.05)	828	0	(828)
Marketing and Fund Raising	1,716	1,973	257	0.31	0.37	0.05	5,025	2,038	(2,987)	0.93	0.37	(0.57)	24,250	21,962	(2,288)
TOTAL Community Relations and Volunteer Services	8,646	1,973	(6,673)	1.58	0.37	(1.22)	11,712	2,038	(9,674)	2.17	0.37	(1.81)	48,900	21,962	(26,938)
Maintenance															
Salary & Wages - ES	78,212	67,662	(10,550)	14.32	12.53	(1.79)	86,732	69,917	(16,815)	16.07	12.53	(3.54)	884,633	753,301	(131,332)
Longevity - Environmental Serv	(2,906)	325	3,231	(0.53)	0.06	0.59	2,319	336	(1,983)	0.43	0.06	(0.37)	20,284	3,624	(16,660)
FICA - Environ Serv	5,858	5,201	(657)	1.07	0.96	(0.11)	6,059	5,374	(685)	1.12	0.96	(0.16)	64,361	57,905	(6,456)
Workers Comp - Plant Ops	2,457	547	(1,910)	0.45	0.10	(0.35)	457	566	109	0.08	0.10	0.02	9,475	6,095	(3,380)
MERS DB - Env. Serv.	6,110	6,110	0	1.12	1.13	0.01	6,110	6,110	0	1.13	1.09	(0.04)	67,212	67,212	0
MERS DC: Environmental Services	1,998	935	(1,063)	0.37	0.17	(0.19)	873	966	93	0.16	0.17	0.01	17,205	10,412	(6,793)
Health Ins - Env Serv	9,709	6,164	(3,545)	1.78	1.14	(0.64)	9,954	6,370	(3,584)	1.84	1.14	(0.70)	100,278	68,630	(31,648)
Health Ins - Retirees - EVS	833	2,150	1,317	0.15	0.40	0.25	2,180	2,222	42	0.40	0.40	0.01	24,111	23,938	(173)
Dental Ins - Env Serv	503	365	(138)	0.09	0.07	(0.02)	613	377	(236)	0.11	0.07	(0.05)	7,644	4,063	(3,581)
Uniforms - Plant Ops	732	913	181	0.13	0.17	0.04	922	943	21	0.17	0.17	0.00	4,759	10,164	5,405
Supplies - Plant Ops	12,591	7,756	(4,835)	2.31	1.44	(0.87)	12,428	8,014	(4,414)	2.30	1.44	(0.87)	126,273	86,346	(39,927)
Small Equipment	6,816	6,271	(545)	1.25	1.16	(0.09)	14,275	6,480	(7,795)	2.65	1.16	(1.48)	80,016	69,821	(10,195)
Building Repairs	13,529	15,522	1,993	2.48	2.87	0.40	15,368	16,039	671	2.85	2.87	0.03	191,826	172,811	(19,015)
Equipment Repairs	5,483	4,844	(639)	1.00	0.90	(0.11)	3,814	5,006	1,192	0.71	0.90	0.19	41,923	53,935	12,012
Vehicle Repair	532	1,073	541	0.10	0.20	0.10	2,131	1,109	(1,022)	0.39	0.20	(0.20)	19,180	11,946	(7,234)
Elevator	749	1,143	394	0.14	0.21	0.07	1,000	1,181	181	0.19	0.21	0.03	17,159	12,727	(4,432)
Lawn, Tree and Brush Services	1,965	996	(969)	0.36	0.18	(0.18)	869	1,029	160	0.16	0.18	0.02	21,721	11,089	(10,632)
Snow Removal - Contract	1,986	1,036	(950)	0.36	0.19	(0.17)	0	1,070	1,070	0.00	0.19	0.19	9,511	11,534	2,024
Education & Training - ES	0	111	111	0.00	0.02	0.02	459	114	(345)	0.09	0.02	(0.06)	1,380	1,232	(148)
Vehicle Fuel	1,054	1,115	61	0.19	0.21	0.01	1,020	1,152	132	0.19	0.21	0.02	12,841	12,417	(424)
Parking Garage Expenses	1,440	1,756	316	0.26	0.33	0.06	1,561	1,814	253	0.29	0.33	0.04	21,890	19,550	(2,340)

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	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)																		
Water	3,353	3,632	279	0.61	0.67	0.06	3,709	3,754	45	0.69	0.67	(0.01)	44,727	40,441	(4,286)	0.75	0.67	(0.08)
Sewer	8,320	7,999	(320)	1.52	1.48	(0.04)	8,191	8,265	74	1.52	1.48	(0.04)	97,405	89,053	(8,352)	1.63	1.48	(0.15)
Electric	22,661	24,112	1,451	4.15	4.47	0.32	27,894	24,916	(2,978)	5.17	4.47	(0.70)	282,381	268,445	(13,936)	4.74	4.47	(0.27)
Natural Gas	16,166	8,306	(7,860)	2.96	1.54	(1.42)	6,763	8,583	1,820	1.25	1.54	0.28	105,556	92,477	(13,079)	1.77	1.54	(0.23)
Refuse Disposal	3,460	3,272	(188)	0.63	0.61	(0.03)	7,360	3,381	(3,979)	1.36	0.61	(0.76)	48,608	36,430	(12,178)	0.82	0.61	(0.21)
TOTAL Maintenance	203,612	179,316	(24,296)	37.28	33.21	(4.07)	223,061	185,088	(37,973)	41.34	33.17	(8.17)	2,322,357	1,995,598	(326,759)	38.98	33.19	(5.79)
Housekeeping																		
Salary & Wages - Housekeeping	91,139	70,843	(20,296)	16.69	13.12	(3.57)	73,603	73,205	(398)	13.64	13.12	(0.52)	734,717	788,722	54,005	12.33	13.12	0.79
Longevity - Housekeeping	431	863	432	0.08	0.16	0.08	2,081	892	(1,189)	0.39	0.16	(0.23)	21,241	9,608	(11,633)	0.36	0.16	(0.20)
FICA - Housekeeping	5,711	5,486	(225)	1.05	1.02	(0.03)	5,178	5,668	490	0.96	1.02	0.06	52,974	61,073	8,099	0.89	1.02	0.13
Workers Comp - Housekeeping	944	695	(249)	0.17	0.13	(0.04)	1,197	718	(479)	0.22	0.13	(0.09)	8,180	7,741	(439)	0.14	0.13	(0.01)
MERS DB - Housekeeping	947	947	0	0.17	0.18	0.00	947	947	0	0.18	0.17	(0.01)	10,429	10,419	(10)	0.18	0.17	0.00
MERS DC:Housekeeping	2,914	1,960	(954)	0.53	0.36	(0.17)	22	2,026	2,004	0.00	0.36	0.36	21,972	21,826	(146)	0.37	0.36	(0.01)
Health Ins - Housekeeping	7,373	8,732	1,359	1.35	1.62	0.27	7,707	9,023	1,316	1.43	1.62	0.19	93,413	97,213	3,800	1.57	1.62	0.05
Dental Ins - Housekeeping	432	572	140	0.08	0.11	0.03	468	591	123	0.09	0.11	0.02	5,167	6,369	1,202	0.09	0.11	0.02
Uniforms - Housekeeping	1,377	131	(1,246)	0.25	0.02	(0.23)	415	136	(279)	0.08	0.02	(0.05)	2,948	1,460	(1,488)	0.05	0.02	(0.03)
Supplies - Housekeeping	8,892	9,004	112	1.63	1.67	0.04	13,938	9,304	(4,634)	2.58	1.67	(0.92)	113,700	100,246	(13,454)	1.91	1.67	(0.24)
Contract Services-Hskpg	199	701	503	0.04	0.13	0.09	199	724	526	0.04	0.13	0.09	5,829	7,802	1,973	0.10	0.13	0.03
TOTAL Housekeeping	120,360	99,934	(20,426)	22.04	18.51	(3.53)	105,753	103,234	(2,519)	19.60	18.50	(1.10)	1,070,570	1,112,479	41,909	17.97	18.50	0.53
Laundry																		
Salary & Wages - Laundry	34,526	29,610	(4,916)	6.32	5.48	(0.84)	33,832	30,598	(3,234)	6.27	5.48	(0.79)	364,047	329,663	(34,384)	6.11	5.48	(0.63)
Longevity - Laundry	(1,472)	197	1,669	(0.27)	0.04	0.31	1,058	204	(854)	0.20	0.04	(0.16)	9,108	2,196	(6,912)	0.15	0.04	(0.12)
FICA - Laundry	2,508	2,280	(228)	0.46	0.42	(0.04)	2,698	2,356	(342)	0.50	0.42	(0.08)	28,175	25,388	(2,787)	0.47	0.42	(0.05)
Workers Comp - Laundry	215	254	39	0.04	0.05	0.01	215	262	47	0.04	0.05	0.01	2,365	2,828	463	0.04	0.05	0.01
MERS DB - Laundry	2,210	2,210	0	0.40	0.41	0.00	2,210	2,210	0	0.41	0.40	(0.01)	24,310	24,310	0	0.41	0.40	0.00
MERS DC:Laundry	667	338	(329)	0.12	0.06	(0.06)	11	350	339	0.00	0.06	0.06	5,977	3,768	(2,209)	0.10	0.06	(0.04)
Health Ins - Laundry	4,260	2,457	(1,803)	0.78	0.46	(0.32)	4,260	2,539	(1,721)	0.79	0.46	(0.33)	44,323	27,353	(16,970)	0.74	0.45	(0.29)
Dental Ins - Laundry	288	178	(110)	0.05	0.03	(0.02)	288	183	(105)	0.05	0.03	(0.02)	2,714	1,977	(737)	0.05	0.03	(0.01)
Supplies - Laundry	6,366	4,677	(1,689)	1.17	0.87	(0.30)	6,907	4,833	(2,074)	1.28	0.87	(0.41)	64,223	52,075	(12,148)	1.08	0.87	(0.21)
Linen Replacements - Laundry	6,842	1,774	(5,068)	1.25	0.33	(0.92)	4,252	1,833	(2,419)	0.79	0.33	(0.46)	38,734	19,749	(18,985)	0.65	0.33	(0.32)
TOTAL Laundry	56,409	43,975	(12,434)	10.33	8.14	(2.18)	55,731	45,368	(10,363)	10.33	8.13	(2.20)	583,975	489,307	(94,668)	9.80	8.14	(1.66)
Dietary																		
Small Equipment - Dietary	1,616	1,072	(544)	0.30	0.20	(0.10)	647	1,108	461	0.12	0.20	0.08	13,787	11,940	(1,847)	0.23	0.20	(0.03)
Contract Svcs-Dining	220,970	235,569	14,599	40.46	43.62	3.17	241,165	235,569	(5,596)	44.69	42.22	(2.48)	2,618,277	2,591,258	(27,019)	43.95	43.10	(0.85)
TOTAL Dietary	222,586	236,641	14,055	40.75	43.82	3.07	241,812	236,677	(5,135)	44.81	42.42	(2.40)	2,632,064	2,603,198	(28,866)	44.18	43.30	(0.88)
Therapy																		
Salary & Wages - Therapy	183,821	143,762	(40,059)	33.65	26.62	(7.03)	155,308	148,554	(6,754)	28.78	26.62	(2.16)	1,715,570	1,600,551	(115,019)	28.80	26.62	(2.17)
Longevity-Therapy	(5,384)	395	5,779	(0.99)	0.07	1.06	2,591	408	(2,183)	0.48	0.07	(0.41)	20,526	4,392	(16,134)	0.34	0.07	(0.27)
FICA - Therapy	12,590	11,028	(1,562)	2.30	2.04	(0.26)	11,386	11,396	10	2.11	2.04	(0.07)	124,462	122,778	(1,684)	2.09	2.04	(0.05)
Workers Comp - Therapy	359	508	149	0.07	0.09	0.03	359	525	166	0.07	0.09	0.03	3,949	5,655	1,706	0.07	0.09	0.03
MERS DB - Therapy	20,628	20,628	0	3.78	3.82	0.04	20,628	20,628	0	3.82	3.70	(0.13)	226,911	226,912	1	3.81	3.77	(0.03)
MERS DC:Therapy	2,850	150	(2,700)	0.52	0.03	(0.49)	6,183	154	(6,029)	1.15	0.03	(1.12)	26,398	1,665	(24,733)	0.44	0.03	(0.42)
Health Ins - Therapy Services	10,730	9,234	(1,496)	1.96	1.71	(0.25)	10,730	9,542	(1,188)	1.99	1.71	(0.28)	125,906	102,802	(23,104)	2.11	1.71	(0.40)
Dental Ins - Therapy	504	491	(13)	0.09	0.09	0.00	504	508	4	0.09	0.09	0.00	6,907	5,468	(1,439)	0.12	0.09	(0.02)
Supplies - Therapy	574	520	(54)	0.11	0.10	(0.01)	196	537	341	0.04	0.10	0.06	4,873	5,784	911	0.08	0.10	0.01
Small Equipment - Therapy	0	286	286	0.00	0.05	0.05	171	296	125	0.03	0.05	0.02	4,973	3,187	(1,786)	0.08	0.05	(0.03)
Professional Service - Medica	0	911	911	0.00	0.17	0.17	753	942	189	0.14	0.17	0.03	11,753	10,144	(1,609)	0.20	0.17	(0.03)

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	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)																		
Advertising-Wellness Center	0	65	65	0.00	0.01	0.01	0	67	67	0.00	0.01	0.01	0	725	725	0.00	0.01	0.01
Consultant - Therapy	3,758	4,885	1,128	0.69	0.90	0.22	4,056	5,048	992	0.75	0.90	0.15	45,331	54,383	9,052	0.76	0.90	0.14
Pool Maintenance	1,051	844	(207)	0.19	0.16	(0.04)	312	872	560	0.06	0.16	0.10	9,236	9,395	159	0.16	0.16	0.00
Dues & Memberships - Therapy	0	40	40	0.00	0.01	0.01	0	42	42	0.00	0.01	0.01	0	447	447	0.00	0.01	0.01
Education & Training - Therapy	0	44	44	0.00	0.01	0.01	0	45	45	0.00	0.01	0.01	6,829	487	(6,342)	0.11	0.01	(0.11)
Travel - Therapy	0	8	8	0.00	0.00	0.00	0	9	9	0.00	0.00	0.00	0	92	92	0.00	0.00	0.00
TOTAL Therapy	231,480	193,799	(37,681)	42.38	35.89	(6.49)	213,177	199,573	(13,604)	39.51	35.77	(3.74)	2,333,624	2,154,867	(178,757)	39.17	35.84	(3.33)
Ancillary																		
Medical Supplies	4,206	3,168	(1,038)	0.77	0.59	(0.18)	4,778	3,273	(1,505)	0.89	0.59	(0.30)	60,002	35,267	(24,735)	1.01	0.59	(0.42)
Tube Feeding Supplies	516	0	(516)	0.09	0.00	(0.09)	1,663	0	(1,663)	0.31	0.00	(0.31)	2,474	0	(2,474)	0.04	0.00	(0.04)
Wound Vac Supplies	122	0	(122)	0.02	0.00	(0.02)	1,693	0	(1,693)	0.31	0.00	(0.31)	1,908	0	(1,908)	0.03	0.00	(0.03)
Oxygen	2,657	3,160	503	0.49	0.59	0.10	2,726	3,265	539	0.51	0.59	0.08	40,159	35,180	(4,979)	0.67	0.59	(0.09)
Legend Drugs	42,503	36,346	(6,157)	7.78	6.73	(1.05)	30,000	37,558	7,558	5.56	6.73	1.17	345,026	404,657	59,631	5.79	6.73	0.94
Lab Services	2,764	1,754	(1,010)	0.51	0.32	(0.18)	1,600	1,812	212	0.30	0.32	0.03	20,169	19,528	(641)	0.34	0.32	(0.01)
Radiology Services	3,474	1,267	(2,207)	0.64	0.23	(0.40)	1,500	1,309	(191)	0.28	0.23	(0.04)	19,982	14,104	(5,878)	0.34	0.23	(0.10)
Misc Medical Services	0	256	256	0.00	0.05	0.05	312	265	(47)	0.06	0.05	(0.01)	2,845	2,855	10	0.05	0.05	0.00
TOTAL Ancillary	56,242	45,951	(10,291)	10.30	8.51	(1.79)	44,272	47,482	3,210	8.20	8.51	0.30	492,565	511,591	19,026	8.27	8.51	0.24
Diversional Therapy																		
Salary & Wages - Life Enrichm	25,620	37,748	12,128	4.69	6.99	2.30	21,718	39,006	17,288	4.02	6.99	2.97	286,369	420,260	133,891	4.81	6.99	2.18
Longevity - Life Enrichment	(1,866)	0	(1,866)	(0.34)	0.00	0.34	1,214	0	(1,214)	0.22	0.00	(0.22)	10,274	0	(10,274)	0.17	0.00	(0.17)
FICA - Life Enrichment	2,313	2,888	575	0.42	0.53	0.11	2,272	2,984	712	0.42	0.53	0.11	28,271	32,150	3,879	0.47	0.53	0.06
Workers Comp - Life Enrichme	94	102	8	0.02	0.02	0.00	94	105	11	0.02	0.02	0.00	1,034	1,131	97	0.02	0.02	0.00
MERS DB - Life Enrichment	2,204	2,204	0	0.40	0.41	0.00	2,204	2,204	0	0.41	0.39	(0.01)	24,246	24,246	0	0.41	0.40	0.00
MERS DC:Life Enrichment	652	903	251	0.12	0.17	0.05	567	933	366	0.11	0.17	0.06	10,197	10,049	(148)	0.17	0.17	0.00
Health Ins - Life Enrichment	3,237	2,447	(790)	0.59	0.45	(0.14)	3,237	2,529	(708)	0.60	0.45	(0.15)	40,345	27,243	(13,102)	0.68	0.45	(0.22)
Dental Ins - Life Enrichment	288	213	(75)	0.05	0.04	(0.01)	288	220	(68)	0.05	0.04	(0.01)	3,307	2,372	(935)	0.06	0.04	(0.02)
Supplies - Diversional Therapy	1,967	723	(1,244)	0.36	0.13	(0.23)	1,622	747	(875)	0.30	0.13	(0.17)	13,376	8,044	(5,332)	0.22	0.13	(0.09)
Activity Supplies - Eden	714	666	(48)	0.13	0.12	(0.01)	709	688	(21)	0.13	0.12	(0.01)	7,816	7,414	(402)	0.13	0.12	(0.01)
Educ. & Training- Activities	0	15	15	0.00	0.00	0.00	0	15	15	0.00	0.00	0.00	0	165	165	0.00	0.00	0.00
Special Functions	5,961	828	(5,133)	1.09	0.15	(0.94)	2,490	856	(1,634)	0.46	0.15	(0.31)	13,938	9,223	(4,715)	0.23	0.15	(0.08)
Beauty Shop Services	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	61	0	(61)	0.00	0.00	0.00
Activity Expenses	0	46	46	0.00	0.01	0.01	0	47	47	0.00	0.01	0.01	282	512	230	0.00	0.01	0.00
TOTAL Diversional Therapy	41,184	48,783	7,599	7.54	9.03	1.49	36,417	50,334	13,917	6.75	9.02	2.27	439,518	542,809	103,291	7.38	9.03	1.65
Human Services																		
Salary & Wages - Human Serv	28,120	20,536	(7,584)	5.15	3.80	(1.35)	22,173	21,220	(953)	4.11	3.80	(0.31)	235,513	228,630	(6,883)	3.95	3.80	(0.15)
Longevity - Human Services	(665)	0	665	(0.12)	0.00	0.12	600	0	(600)	0.11	0.00	(0.11)	5,335	0	(5,335)	0.09	0.00	(0.09)
FICA - Human Serv	1,822	1,571	(251)	0.33	0.29	(0.04)	1,477	1,623	147	0.27	0.29	0.02	15,350	17,490	2,140	0.26	0.29	0.03
Workers Comp - Human Serv	7	20	13	0.00	0.00	0.00	7	21	14	0.00	0.00	0.00	77	226	149	0.00	0.00	0.00
MERS DB - Human Services	757	757	0	0.14	0.14	0.00	757	757	0	0.14	0.14	0.00	8,331	8,331	0	0.14	0.14	0.00
MERS DC:Human Services	971	767	(204)	0.18	0.14	(0.04)	0	793	793	0.00	0.14	0.14	7,032	8,539	1,507	0.12	0.14	0.02
Health Ins - Human Services	1,410	2,557	1,147	0.26	0.47	0.22	1,410	2,643	1,233	0.26	0.47	0.21	21,589	28,473	6,884	0.36	0.47	0.11
Dental Ins - Human Services	72	91	19	0.01	0.02	0.00	72	94	22	0.01	0.02	0.00	1,297	1,011	(286)	0.02	0.02	0.00
Consultant Services-Psych.	0	0	0	0.00	0.00	0.00	1,500	0	(1,500)	0.28	0.00	(0.28)	3,900	0	(3,900)	0.07	0.00	(0.07)
Education & Training - Hum Ser	0	99	99	0.00	0.02	0.02	0	102	102	0.00	0.02	0.02	0	1,098	1,098	0.00	0.02	0.02
TOTAL Human Services	32,494	26,398	(6,096)	5.95	4.89	(1.06)	27,996	27,253	(743)	5.19	4.88	(0.30)	298,424	293,798	(4,626)	5.01	4.89	(0.12)
Child Care																		
Salary & Wages - CC Asst. CDC	12,748	15,192	2,444	2.33	2.81	0.48	11,945	15,698	3,753	2.21	2.81	0.60	143,621	169,132	25,511	2.41	2.81	0.40

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	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
Child Care (con't)																		
Salary & Wages - Facilitator	9,957	8,088	(1,869)	1.82	1.50	(0.33)	9,261	8,358	(903)	1.72	1.50	(0.22)	99,345	90,049	(9,296)	1.67	1.50	(0.17)
Longevity - Child Day Care	102	0	(102)	0.02	0.00	(0.02)	817	0	(817)	0.15	0.00	(0.15)	8,272	0	(8,272)	0.14	0.00	(0.14)
FICA - CDC	1,616	1,781	165	0.30	0.33	0.03	1,545	1,840	295	0.29	0.33	0.04	18,223	19,828	1,605	0.31	0.33	0.02
Workers Comp - CDC	43	0	(43)	0.01	0.00	(0.01)	43	0	(43)	0.01	0.00	(0.01)	473	0	(473)	0.01	0.00	(0.01)
MERS DB - CDC	1,123	1,123	0	0.21	0.21	0.00	1,123	1,123	0	0.21	0.20	(0.01)	12,643	12,355	(288)	0.21	0.21	(0.01)
MERS DC-Child Care	565	603	38	0.10	0.11	0.01	562	623	62	0.10	0.11	0.01	5,670	6,716	1,046	0.10	0.11	0.02
Health Ins - CDC	4,183	2,000	(2,183)	0.77	0.37	(0.40)	2,833	2,067	(766)	0.53	0.37	(0.15)	22,040	22,271	231	0.37	0.37	0.00
Dental Ins - CDC	108	142	34	0.02	0.03	0.01	108	147	39	0.02	0.03	0.01	1,674	1,581	(93)	0.03	0.03	0.00
Uniforms - CDC	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	293	0	(293)	0.00	0.00	0.00
Teaching/Educational Supplies	0	17	17	0.00	0.00	0.00	10	18	8	0.00	0.00	0.00	10	193	183	0.00	0.00	0.00
Small Equipment - CDC	0	99	99	0.00	0.02	0.02	0	102	102	0.00	0.02	0.02	1,447	1,098	(349)	0.02	0.02	(0.01)
Meals - CDC	1,937	641	(1,296)	0.35	0.12	(0.24)	2,249	662	(1,587)	0.42	0.12	(0.30)	27,131	7,138	(19,993)	0.46	0.12	(0.34)
Dietary Snacks - CDC	0	493	493	0.00	0.09	0.09	140	510	370	0.03	0.09	0.07	689	5,490	4,801	0.01	0.09	0.08
Special Functions - CDC	0	7	7	0.00	0.00	0.00	0	7	7	0.00	0.00	0.00	558	73	(485)	0.01	0.00	(0.01)
Child Daycare Supply/Equip	0	0	0	0.00	0.00	0.00	(10)	0	10	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00
Indirect Costs-Childcare	(14,000)	1,400	15,400	(2.56)	0.26	2.82	1,400	1,400	0	0.26	0.25	(0.01)	0	15,400	15,400	0.00	0.26	0.26
Miscellaneous Exp-Childcare	0	66	66	0.00	0.01	0.01	0	68	68	0.00	0.01	0.01	48	732	684	0.00	0.01	0.01
TOTAL Child Care	18,383	31,652	13,269	3.37	5.86	2.50	32,026	32,623	597	5.94	5.85	(0.09)	342,136	352,056	9,919	5.74	5.86	0.11
Equipment Depreciation																		
Depreciation - Office	2,304	2,304	0	0.42	0.43	0.00	2,304	2,304	0	0.43	0.41	(0.01)	25,340	25,340	0	0.43	0.42	0.00
Depreciation Exp - Nursing	4,138	4,138	0	0.76	0.77	0.01	4,138	4,138	0	0.77	0.74	(0.03)	45,513	45,513	0	0.76	0.76	(0.01)
Depreciation - Dietary	1,375	1,375	0	0.25	0.25	0.00	1,375	1,375	0	0.25	0.25	(0.01)	15,123	15,123	0	0.25	0.25	0.00
Depreciation - Furniture	662	662	0	0.12	0.12	0.00	662	662	0	0.12	0.12	0.00	7,281	7,281	0	0.12	0.12	0.00
Depreciation - Maintenance	1,634	1,634	0	0.30	0.30	0.00	1,634	1,634	0	0.30	0.29	(0.01)	17,977	17,977	0	0.30	0.30	0.00
Depreciation - Vehicle	877	877	0	0.16	0.16	0.00	877	877	0	0.16	0.16	(0.01)	9,647	9,647	0	0.16	0.16	0.00
Depreciation-Equip Well, Ctr	200	200	0	0.04	0.04	0.00	200	200	0	0.04	0.04	0.00	2,200	2,200	0	0.04	0.04	0.00
TOTAL Equipment Depreciation	11,189	11,190	1	2.05	2.07	0.02	11,189	11,190	1	2.07	2.01	(0.07)	123,082	123,081	(1)	2.07	2.05	(0.02)
TOTAL SNF Operating Expenses	2,911,094	2,650,526	(260,567)	532.97	490.84	(42.13)	2,805,077	2,725,139	(79,937)	519.84	488.38	(31.47)	30,212,949	29,333,179	(879,771)	507.14	487.91	(19.23)
Net Operating Income	(208,194)	73,741	(281,934)	(38.12)	13.66	(52.21)	(23,793)	93,259	(117,052)	(4.41)	16.71	(20.98)	861,588	1,010,285	(148,698)	14.46	16.80	(2.47)
SNF Building Depreciation																		
Depreciation - Land Improv	1,594	1,594	0	0.29	0.30	0.00	1,594	1,594	0	0.30	0.29	(0.01)	17,534	17,534	0	0.29	0.29	0.00
Depreciation - Building	38,499	38,499	0	7.05	7.13	0.08	38,499	38,499	0	7.13	6.90	(0.24)	423,492	423,492	0	7.11	7.04	(0.06)
Depreciation - Parking Structr	5,437	5,437	0	1.00	1.01	0.01	5,437	5,437	0	1.01	0.97	(0.03)	59,808	59,808	0	1.00	0.99	(0.01)
Depreciation - Bldg Improv	12,328	12,328	0	2.26	2.28	0.03	12,328	12,328	0	2.28	2.21	(0.08)	135,611	135,612	1	2.28	2.26	(0.02)
Depreciation-Bldg Imp WellCtr	2,654	2,654	0	0.49	0.49	0.01	2,654	2,654	0	0.49	0.48	(0.02)	29,190	29,190	0	0.49	0.49	0.00
TOTAL SNF Building Depreciation	60,512	60,512	0	11.08	11.21	0.13	60,512	60,512	0	11.21	10.84	(0.37)	665,636	665,636	0	11.17	11.07	(0.10)
Net Income	(268,706)	13,229	(281,935)	(49.20)	2.45	(52.21)	(84,306)	32,747	(117,052)	(15.62)	5.87	(20.98)	195,952	344,649	(148,697)	3.29	5.73	(2.47)

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Grand Traverse Pavilions - SNF
Cottage Income Statement
11/1/2025 to 11/30/2025

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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	211,602	264,720	(53,118)	191,301	273,544	(82,243)	2,147,498	2,947,213	(799,715)
Room Rental-Cottage-Priv Insur	63,056	26,430	36,626	64,290	27,311	36,979	696,518	294,252	402,266
Respite-Cottages	5,175	2,880	2,295	5,850	2,976	2,874	133,025	32,064	100,961
Registration Fee - Cottages	975	164	811	500	170	330	3,725	1,830	1,895
Ancillary Rev - Cottages	395	9,863	(9,468)	729	10,192	(9,463)	7,621	109,808	(102,187)
Meal Plan	29,175	27,340	1,835	29,473	28,252	1,221	296,913	304,388	(7,475)
Personal Care Services- Privat	2,573	1,315	1,258	2,920	1,359	1,561	21,281	14,641	6,640
Contractual Discount-Private	(8,379)	0	(8,379)	(8,379)	0	(8,379)	(111,649)	0	(111,649)
Contractual Allow MA Waiver	0	0	0	0	0	0	4,844	0	4,844
Contractual Allowance PACE	(16,143)	(5,602)	(10,541)	(16,936)	(5,602)	(11,334)	(184,872)	(61,627)	(123,245)
Scholarships Private Pay	(2,944)	(4,618)	1,674	(2,822)	(4,772)	1,950	(30,746)	(51,412)	20,666
TOTAL Cottage Revenue	285,485	322,492	(37,007)	266,925	333,430	(66,504)	2,984,158	3,591,157	(607,000)
Cottage Other Revenue									
Beauty Shop Income	706	483	223	353	499	(146)	3,919	5,378	(1,459)
Donation Income - Cottages	0	4,618	(4,618)	0	4,772	(4,772)	37,559	51,412	(13,853)
TOTAL Cottage Other Revenue	706	5,101	(4,395)	353	5,271	(4,918)	41,478	56,790	(15,312)
Total Income	286,191	327,593	(41,402)	267,278	338,701	(71,422)	3,025,636	3,647,947	(622,312)
Cottage Operating Expenses									
Salary & Wages - Admin - Cott	18,335	16,480	(1,855)	16,518	17,030	512	164,683	183,479	18,796
Salary & Wages - ES Cottages	9,783	8,329	(1,454)	8,794	8,606	(188)	100,305	92,725	(7,580)
Salary & Wages - Hskpg Cottage	14,090	7,316	(6,774)	7,262	7,560	298	76,776	81,454	4,678
Salary & Wages - RN Cottages	8,932	7,440	(1,492)	8,091	7,687	(404)	90,057	82,827	(7,230)
Salary & Wages - LPN Cottages	0	1,572	1,572	0	1,624	1,624	9,416	17,501	8,085
Salary & Wages - CNA Cottages	26,259	73,646	47,387	20,939	76,101	55,162	367,320	819,924	452,604
Salary & Wages - UW Cottages	112,568	54,848	(57,720)	94,746	56,677	(38,069)	1,012,157	610,644	(401,513)
Longevity - Cottages	3,730	0	(3,730)	3,730	0	(3,730)	41,030	0	(41,030)
Longevity - Cottages Admin	(9,400)	247	9,647	940	255	(685)	0	2,745	2,745
FICA Admin Cottages	589	1,261	672	1,286	1,303	17	11,876	14,036	2,160
FICA - Env Serv Cottages	741	637	(104)	665	658	(6)	7,355	7,094	(261)
FICA - Cottage Housekeeping	1,071	560	(511)	549	578	29	5,806	6,232	426
FICA - RN LPN CNA and UW - Co	10,532	10,519	(13)	10,470	10,870	400	110,913	117,113	6,200
Workers Comp - Cottages	1,076	909	(167)	1,076	939	(137)	13,488	10,120	(3,367)
Workers Comp - Cottage Admin	0	6	6	0	6	6	0	68	68
MERS DB - Cottages	7,182	7,182	0	7,182	7,182	0	80,783	78,998	(1,785)
MERS DB - Cottages Admin	2,166	2,166	0	2,166	2,166	0	23,830	23,831	1
MERS DC-Cottage	4,138	2,397	(1,741)	4,078	2,477	(1,601)	36,419	26,686	(9,733)
MERS DC:Admin Cottages	308	0	(308)	0	0	0	308	0	(308)
Health Ins - Cottages	11,648	11,183	(465)	10,636	11,183	547	136,549	123,010	(13,539)
Dental Ins - Cottages	683	728	45	685	728	43	8,934	8,004	(930)
Supplies - Cottages	0	13	13	(229)	14	243	0	149	149
Supplies Plant Ops - Cottages	35	36	1	596	37	(559)	10,238	402	(9,836)
Supplies Laundry - Cottages	171	60	(111)	229	62	(167)	3,404	667	(2,737)
Activity Supplies - Cottages	512	509	(3)	1,139	526	(613)	6,584	5,670	(914)
Office Supplies - Cottages	0	0	0	(40)	0	40	0	0	0

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Grand Traverse Pavilions - SNF
Cottage Income Statement
11/1/2025 to 11/30/2025

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	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Cottage Operating Expenses (con't)									
Small Equipment	51	0	(50)	0	0	0	15,045	0	(15,045)
Nursing Supplies - Cottages	185	319	134	0	330	330	3,856	3,550	(306)
Contract Services-Dining	62,975	63,084	109	62,975	63,084	109	694,744	693,921	(823)
Contract Svcs:Security-Cottag	0	228	228	0	228	228	1,988	2,502	514
Advertising - Cottages	149	5,295	5,146	0	5,472	5,472	8,905	58,952	50,047
Referral Fees	0	729	729	0	729	729	9,402	8,022	(1,380)
Printing & Binding - Comm Rel	0	52	52	0	52	52	0	566	566
Building Repairs - Cottages	2,240	842	(1,398)	6,095	842	(5,253)	42,158	9,257	(32,901)
Equipment Repairs - Cottages	4,570	137	(4,433)	0	137	137	14,689	1,512	(13,177)
Elevator-Cottages	200	351	151	1,000	351	(649)	8,945	3,864	(5,081)
Telephone - Cottages	310	357	47	390	357	(33)	3,330	3,926	596
Water - Cottages	1,098	1,736	638	2,400	1,736	(664)	16,629	19,095	2,466
Sewer - Cottages	2,120	1,668	(452)	2,285	1,668	(617)	22,989	18,348	(4,641)
Electric - Cottages	5,243	5,726	483	6,058	5,726	(331)	65,125	62,990	(2,135)
Natrual Gas - Cottages	2,686	1,974	(712)	2,387	1,974	(413)	35,921	21,717	(14,204)
Refuse Disposal - Cottages	1,246	657	(589)	1,246	657	(589)	7,475	7,225	(250)
Television - Cottages	(371)	1,570	1,941	1,353	1,570	217	14,475	17,267	2,792
Special Functions - Cottages	166	106	(60)	221	106	(115)	2,109	1,160	(949)
Beauty Shop Services	1,817	403	(1,414)	0	403	403	3,155	4,434	1,279
Indirect Costs-Cottages	20,000	20,000	0	20,000	20,000	0	220,000	220,000	0
Bond Interest Expense	3,820	3,278	(542)	3,820	3,278	(542)	42,018	36,052	(5,966)
Miscellaneous Exp - Cottages	0	52	52	0	52	52	479	570	91
Depreciation - Equip Cottages	917	917	0	917	917	0	10,088	10,088	0
TOTAL Cottage Operating Expenses	334,569	317,525	(17,044)	312,653	323,938	11,285	3,561,757	3,518,397	(43,360)
Net Operating Income	(48,378)	10,068	(58,446)	(45,375)	14,762	(60,137)	(536,121)	129,551	(665,672)
Cottage Building Depreciation									
Depreciation Bldg - Cottages	19,018	19,018	0	19,018	19,018	0	209,201	209,201	0
Depreciation-Cottage Bldg Impr	4,304	4,304	0	4,304	4,304	0	47,339	47,339	0
TOTAL Cottage Building Depreciation	23,322	23,322	0	23,322	23,322	0	256,541	256,540	(1)
Net Income	(71,700)	(13,254)	(58,446)	(68,697)	(8,560)	(60,137)	(792,662)	(126,989)	(665,673)

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Grand Traverse Pavilions - SNF
 Balance Sheet
 As Of 11/30/2025

Facility #

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	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Assets	0	0	0
Current Assets			
Cash			
County Held Cash			
Cash - County	2,927,110	4,085,069	7,701,794
Cash - Deposits (Cottages)	66,221	66,221	87,767
Cash - M.O.E.	3,319	3,319	3,319
TOTAL County Held Cash	2,996,650	4,154,609	7,792,881
Other Cash			
A/P Cash Clearing Account	22,152	22,152	15,228
Cash - Resident Trust	14,462	14,443	14,626
Cash-Payroll	6,705	6,705	6,705
Cash - Advance Pay Funding Ac	6,241	31,506	31,398
TOTAL Other Cash	49,560	74,806	67,956
TOTAL Cash	3,046,210	4,229,415	7,860,837
Accounts Receivable	8,646,467	7,916,021	4,040,893
Other Receivables			
Medicaid QAS Settlement Rec	820,719	790,346	824,570
A/R QMI	49,000	25,000	0
Interest Receivable	110,000	100,000	0
Due From Other Funds	2,086	0	0
Grants Receivable	0	0	36,048
Due from Foundation	22,926	10,194	6,944
MA Wage Pass Through Receiv	179,428	88,000	83,696
TOTAL Other Receivables	1,184,160	1,013,540	951,257
Inventory	173,266	173,266	173,266
Prepaid Expenses	0	0	0
Other Current Assets			
Prepaid Expenses/Deposits	0	847	0
Prepaid Insurance - General	38,594	66,748	6,300
Prepaid Insurance - Work Comp.	25,322	35,262	0
TOTAL Other Current Assets	63,916	102,857	6,300
TOTAL Current Assets	13,114,019	13,435,098	13,032,553
Non-Current Assets			
Property & Equipment	14,651,037	14,746,978	15,306,973
Other Non Current Assets			
Due from PACE North	947,226	947,226	1,307,535
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	2,954,088	2,954,088	3,314,397
TOTAL Non-Current Assets	17,605,126	17,701,066	18,621,371
TOTAL Assets	30,719,144	31,136,164	31,653,924
Liabilities & Equity			
Liabilities			
Current Liabilities			
Accounts Payable	609,826	817,695	1,129,756
Accrued Expenses	2,355,020	2,284,173	1,799,915

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Grand Traverse Pavilions - SNF
Balance Sheet
As Of 11/30/2025

Facility #

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	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Other Current Liabilities			
Current Portion of Bonds Paya	740,000	740,000	725,000
Interest Payable	104,958	78,092	122,167
Medicaid Cost Settle. Payable	3,293,000	3,260,000	2,930,000
TOTAL Other Current Liabilities	4,137,958	4,078,092	3,777,167
TOTAL Current Liabilities	7,102,804	7,179,960	6,706,839
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	4,420,000
Pension Bonds (Union) Issued	3,960,000	3,960,000	4,190,000
Bonds Payable-Series 2017 Haw	1,150,000	1,150,000	1,380,000
Def Los on Adv Refund-'17	(33,079)	(33,621)	(39,044)
TOTAL Long-Term Liabilities	14,688,446	14,687,904	15,422,481
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	15,471,361	15,470,819	16,205,396
TOTAL Liabilities	22,574,165	22,650,779	22,912,235
Equity			
Equity			
RETAINED EARNINGS - PRIOR	10,499,269	10,499,269	10,499,269
Contributed Capital	126,540	126,540	126,540
TOTAL Equity	10,625,809	10,625,809	10,625,809
Net Income (Loss)	(2,480,830)	(2,140,424)	(1,884,121)
TOTAL Equity	8,144,979	8,485,385	8,741,689
TOTAL Liabilities & Equity	30,719,144	31,136,164	31,653,924

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Grand Traverse Pavilions - SNF
Cash Flow Statement
11/1/2025 to 11/30/2025

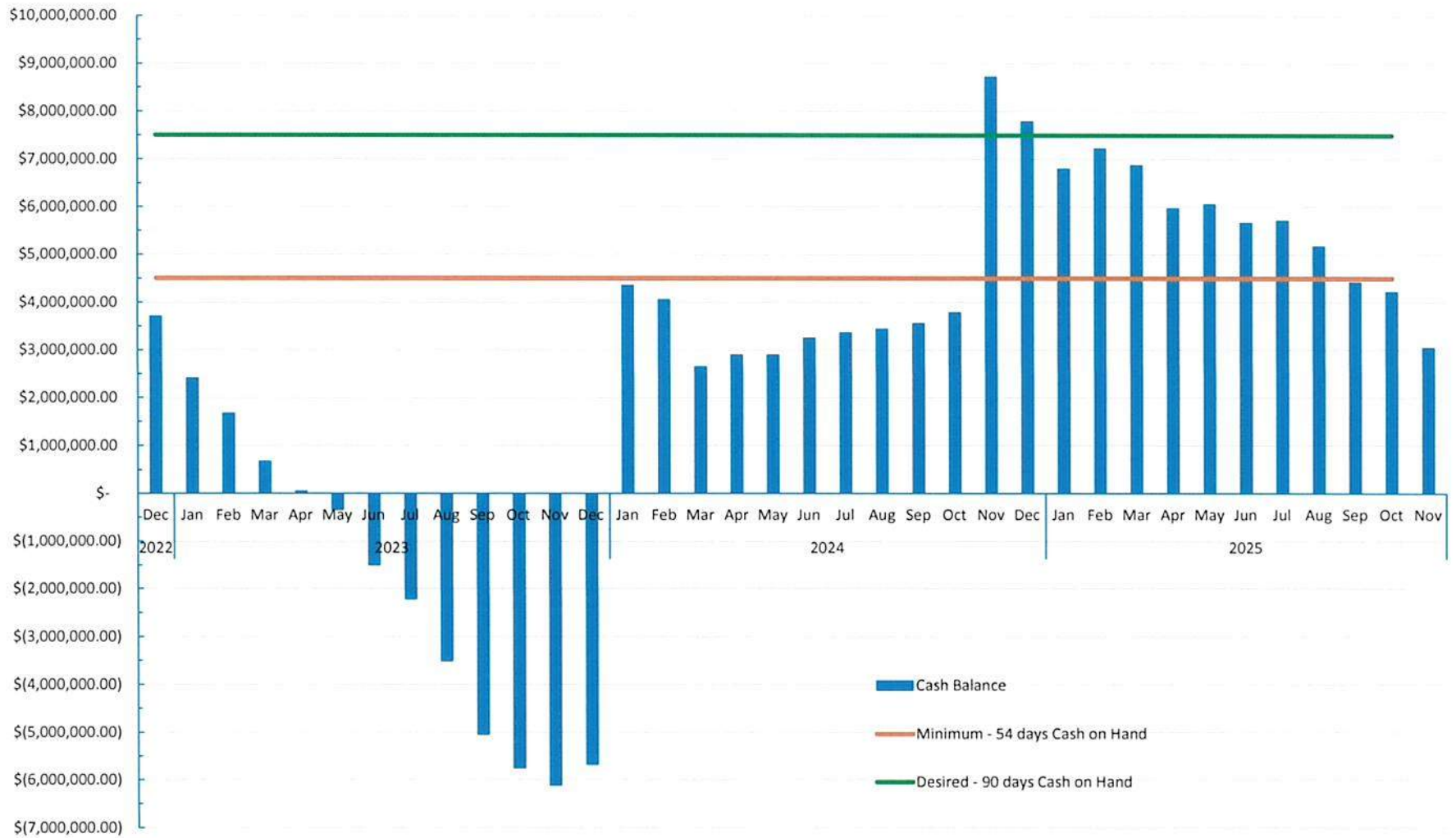
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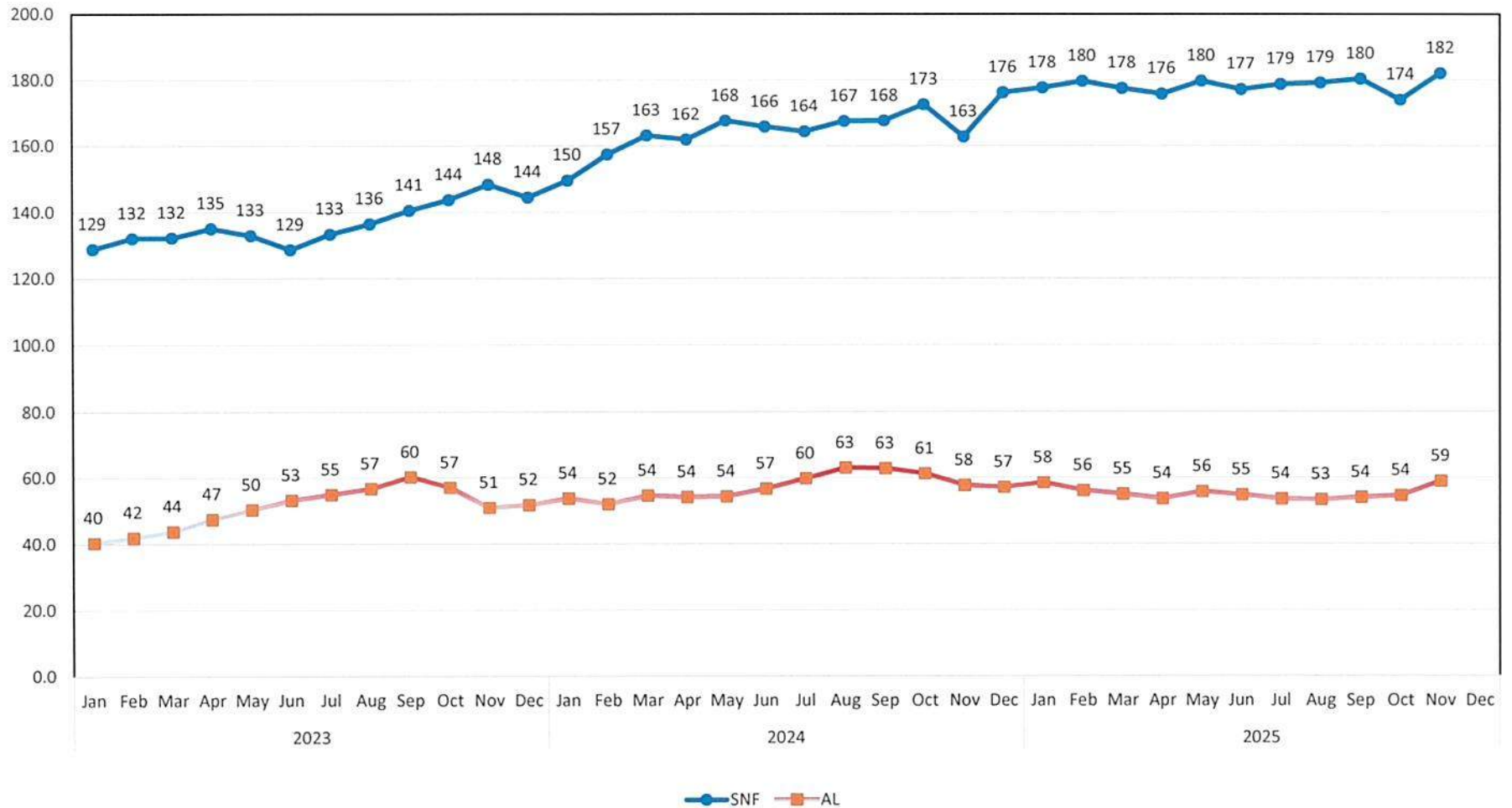
	CURRENT PERIOD	PRIOR PERIOD	YEAR TO DATE
	Actual \$	Actual \$	Actual \$
	0	0	0
Cash from Operating Activity			
Net Income	(340,406)	(153,003)	(596,710)
Net Cash provided by Operating Activities			
Depreciation and Amortization	96,483	96,483	1,061,311
Changes in Working Capital Items			
Accounts Receivable	(730,446)	(316,755)	(4,605,574)
Prepaid Expenses	38,941	38,094	(57,615)
Due to/from	(10,000)	(10,000)	(110,000)
Inventory	0	0	0
Accounts Payable	(207,868)	(272,442)	(522,061)
Other Assets			
Medicaid Settlement Receivable	0	0	0
Employee Retention Credit Receivable	0	0	0
Due From Foundation	(14,818)	(2,900)	(18,068)
Due From Grants			
Grants Receivable	0	(2,700)	36,048
TOTAL Due From Grants	0	(2,700)	36,048
Deferred Outflows			
TOTAL Deferred Outflows	0	0	0
Due From Pace North	0	64,592	360,309
Medicare Settlements Receivable	0	0	0
Medicaid Wage Pass Through Rec	(91,428)	(1,043)	(95,733)
QAS Receivable	(30,373)	(31,805)	3,851
QMI Receivable	(24,000)	(25,000)	(49,000)
TOTAL Other Assets	(160,620)	1,144	237,407
Accrued Payroll & Other Expenses	97,712	431,891	540,026
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	33,000	33,000	363,000
QAS Payable	0	0	0
Net Pension Liability	0	0	0
TOTAL Other Accrued Liabilities	33,000	33,000	363,000
TOTAL Changes in Working Capital Items	(939,282)	(95,068)	(4,154,818)
TOTAL Net Cash provided by Operating Activities	(842,799)	1,415	(3,093,507)
TOTAL Cash from Operating Activity	(1,183,205)	(151,587)	(3,690,216)
Cash from Investing Activity			
Fixed Asset Purchase	0	(41,772)	(399,410)
TOTAL Cash from Investing Activity	0	(41,772)	(399,410)
Cash from Financing Activities			
Long Term Debt	0	0	(725,000)
Short Term Debt/Notes Payable	0	0	0
TOTAL Cash from Financing Activities	0	0	(725,000)
Net Cash Activity	(1,183,205)	(193,359)	(4,814,627)
CASH BEG OF PERIOD	4,229,415	4,422,774	7,860,837
Cash Beginning Balances as of 10/31/2025	4,229,415	4,422,774	7,860,837
Net Cash Activity	(1,183,205)	(193,359)	(4,814,627)
Cash Ending Balance	3,046,210	4,229,415	3,046,210

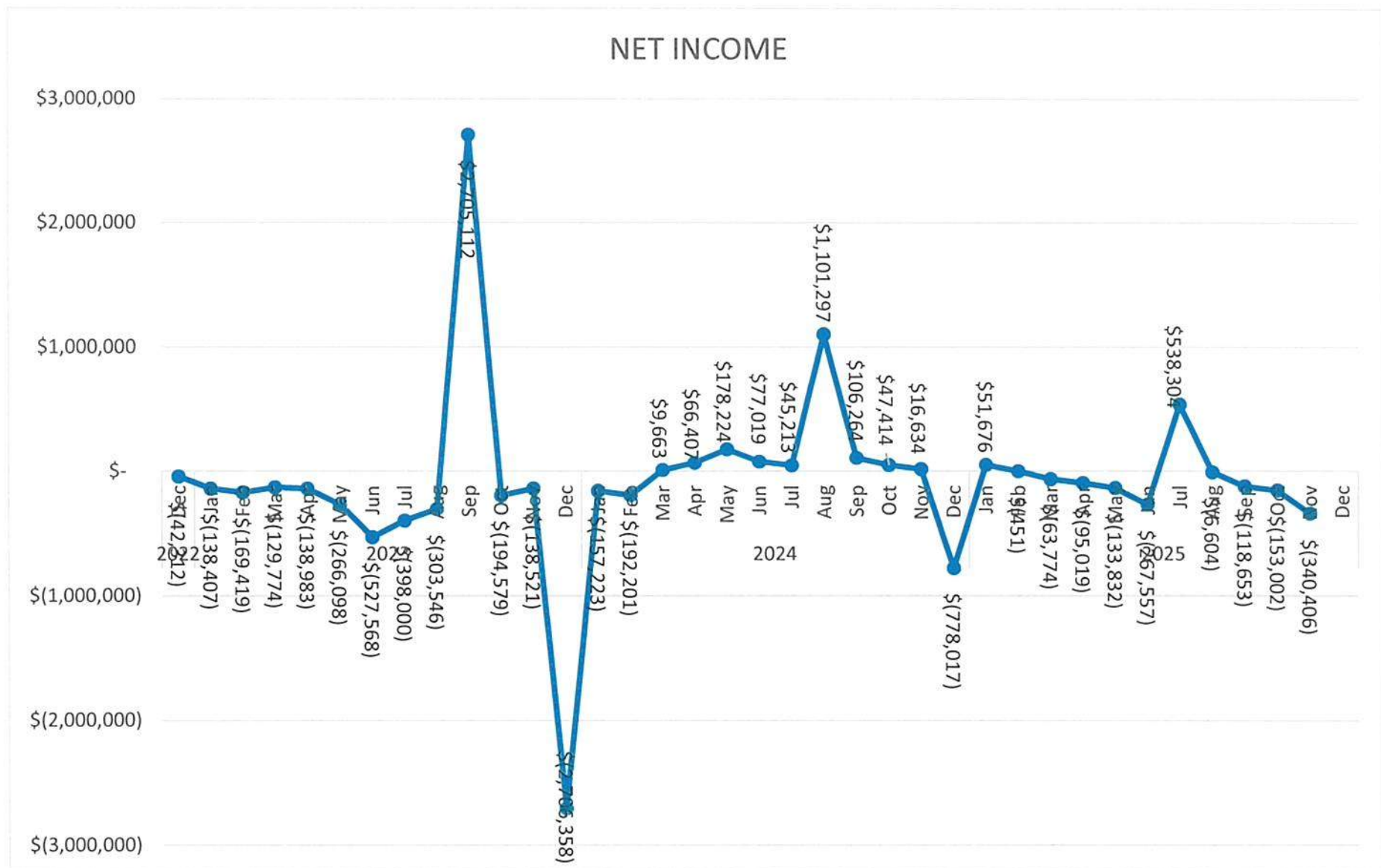
Grand Traverse Pavilions					
Irregular payments					
2025					
Grand Traverse County	union pension bond principal	January	220,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually inc.
Grand Traverse County	union pension bond interest	January	93,581.25	Amortization changes each year	Expensed monthly
Grand Traverse County	Unemployment claims for 2024	January	11,547.00	We share an unemployment account	Billed by the County annually based on paid claims
AFP Specialty	Fire Panel Testing	January	18,495.54	Older invoices received in late December	Expensed in December; billing information updated
Midwest Pools Inc.	Pool bottom refinishing	January	13,625.00	Capital purchase	
Northern Michigan Glass	Front Doors	January	15,465.00	Capital purchase	
Acisure	Cyber liability annual premium	January	12,287.50	Expensed monthly	
Warner Norcross	Attorney Fees	January	52,740.22	December fees paid in January	Expensed in December
Brown & Brown	Mgmt Liability annual premium	January	31,860.00	Expensed monthly	
Payroll	3 payrolls in the month (26 per year)	January	750,000.00	Biweekly pay, two 3 pay period months each year	
West Bend Insurance	Insured portion of Workers Compensation Exp	January	34,401.60	Down payment	Followed by 8 payments of \$11,019.80; expensed monthly
Grand Traverse County	non-union pension bond interest payment	February	53,675.00	Amortization changes each year	Expensed monthly, Paid twice each year
Otis Elevator	Two service contracts	February	7,031.88	Late billings for part of 2024	Estimate expensed monthly
CMS--Medicare	Penalties related to Survey	February	29,347.50		
State of Michigan	Quality Assurance Supplement Reconciliation	February	(259,721.82)	Annual reconciliation-- refund in 2025	
Payroll	Perfect Attendance	February	9,000.00	Quarterly with an annual bonus	for those with perfect attendance
Nationwide Insurance	Liability, property and auto insurance	March	97,900.33	Installment payment 1 of 3	Calendar year policy; expensed monthly
Warner Norcross	Attorney Fees for January	March	28,282.50		
State of Michigan	Outstation worker payments per contract	March	18,725.00	1/2 Paid back to GTP by Pace	Contract renews 10/1--want decision by 6/2 each year
State of Michigan	Quality Assurance Assessment	March	264,677.40	4 months retroactive increase	
State of Michigan	Quality Measures Incentive Assessment	March	22,908.80	4 months retroactive increase	
Ginop Sales	Kubota	March	28,006.00	Board Approved Kubota Utility vehicle	
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	21,907.50	Amortization changes each year	Expensed monthly
Grand Traverse County	Rent--Pace Bond interest	April	41,171.25	Interest decreases each year	Paid by Pace to GTP
Relias	elearning program	April	40,053.40	Annual expense; billed 10/1 each year	Employee e-learning module
NetSmart Technologies	Annual Pmt for legacy healthcare record access	April	25,200.00	Annual payment	annual pmt for legacy healthcare record access
TES Construction	50% down on two roofs (Aspen & Birch)	April	112,500.00	Capital purchase	
Warner Norcross	Attorney Fees for Feb	April	9,750.00	legal fees	
MCMCFC	Annual Dues	April	12,100.00	This is the 2024-25 amount	
CDW	VMWare 1 year license subscription	May	20,622.08	Annual payment	
Various	Aspen Remodel & Reequipped	May	70,889.30		
Brightly Software, Inc.	Maintenance management software	June	13,082.21	Annual renewal for software license	
Plante Moran	Cost Report Preparation	June	11,600.00	Medicare & Medicaid Cost Reports-annual	Benchmarking survey and MA rate projec.
TES Construction	Final 50% down on two roofs (Aspen & Birch)	June	116,000.00	Capital purchase - final 50%	
Nationwide Insurance	Liability, property and auto insurance	June	99,312.99	Installment payment 2 of 3	Calendar year policy; expensed monthly
State of Michigan	Outstation worker payments per contract	June	37,450.00	1/2 due to be paid back to GTP from Pace	Contract renews 10/1--want decision by 6/3
Red Door Design	Aspen - resident room chairs (23)	June	29,803.31	Capitalized	
KONE Elevator	Elevator contracts	June	15,980.02	Annual expense for elevator maintenance	
Warner Norcross	Attorney Fees relating to PACE	June	21,736.79	legal fees	
Payroll	Survey	July	6,500.00	Quarterly payment-\$100 grossed up for F	reimbursed by grant
Payroll	3 payrolls in the month (26 per year)	August	785,000.00		
GT Sealcoating & Striping	Asphalt repairs and parking lot resealing/stripping	August	23,663.99	Capital purchase	
Payroll	Perfect Attendance	August	5,372.02	Quarterly payment-\$100 grossed up for F	for those with perfect attendance
Leading Age	Annual Dues	August	32,861.52	Annual Dues	Updated for actual 24-25 invoice (higher by \$325.00)
Grand Traverse County	union pension bond interest payment	September	89,896.25	Amortization changes each year	Expensed monthly
A & B Equipment	Commercial Dryer	September	7,026.00	Capital purchase - final 50% payment	
Grand Traverse County	non-union pension bond principal	September	275,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually increase
Grand Traverse County	non-union pension bond interest	September	53,675.00	Amortization changes each year	Expensed monthly
Nationwide Insurance	Liability, property and auto insurance	September	97,900.33	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	6,308.00	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
Relias	elearning program	November	42,056.00	Annual expense; billed 10/1 each year	Employee e learning module
Molan Asphalt	Repalce paved path behind Aspen	November	30,950.00	Capital Purchase	
Insight Direct	Firewall Redundancy Equipment	November	10,822.00	Capital	
Longevity Pay	Annual pay based on seniority and hours	November	80,870.00	Annual payment; expensed monthly	Per union agreement and handbook
Payroll	Payment for Relias training	November	140,000.00	one-time payout	negotiated settlement with union
Forefront	Additional monthly payment for June	November	289,000.00	one-off for missed payment	correctly expensed to June
Projected					
State of Michigan	Outstation worker payments per contract	December	18,912.50	2/3 due to be paid back to GTP from Pace	Estimate--contract runs 10/1 to 9/30 each year
Retention Pay	Part of union contract and past practice for other	December	348,000.00	Annual payment during union contract	Includes employer taxes, expensed monthly

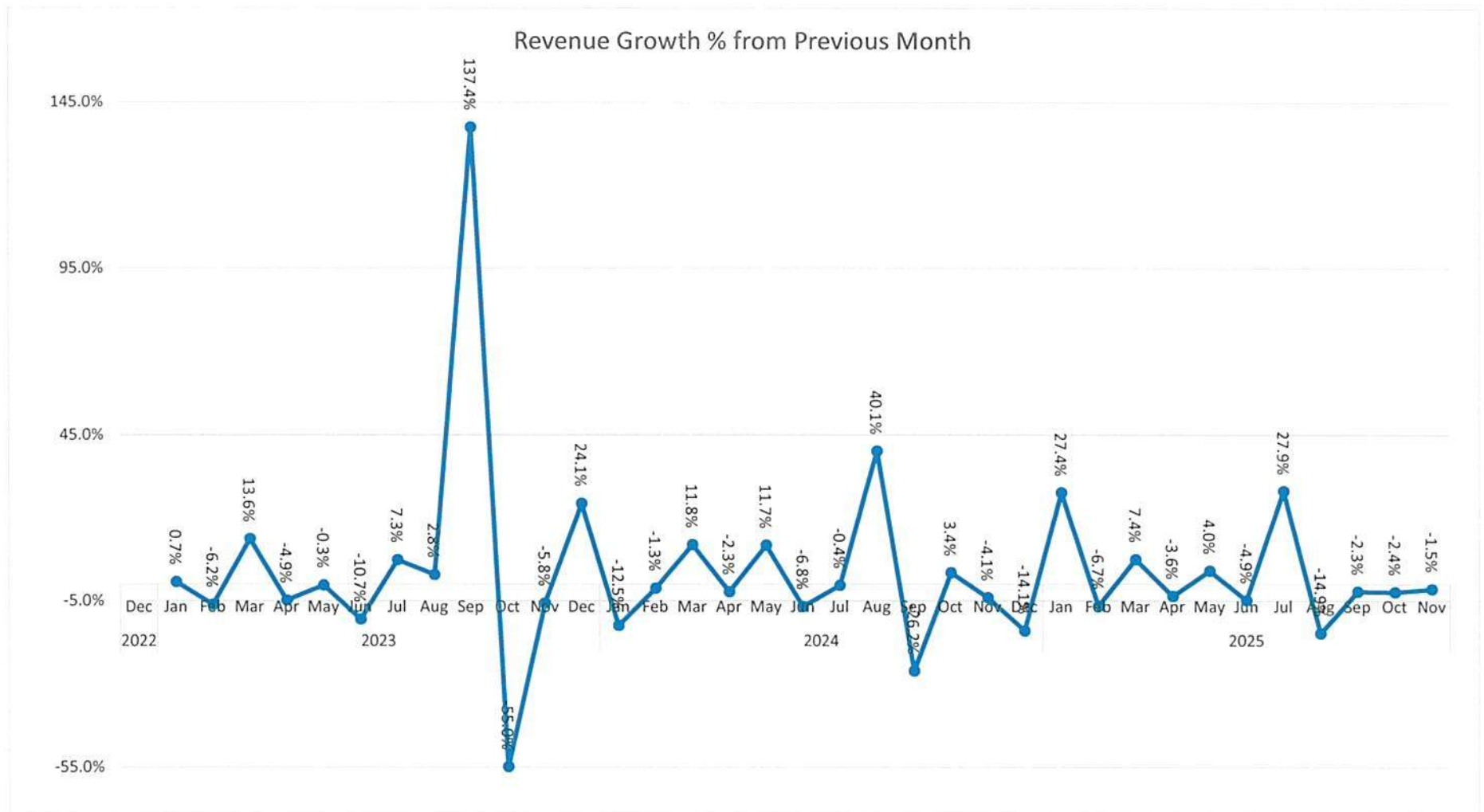
CASH BALANCE

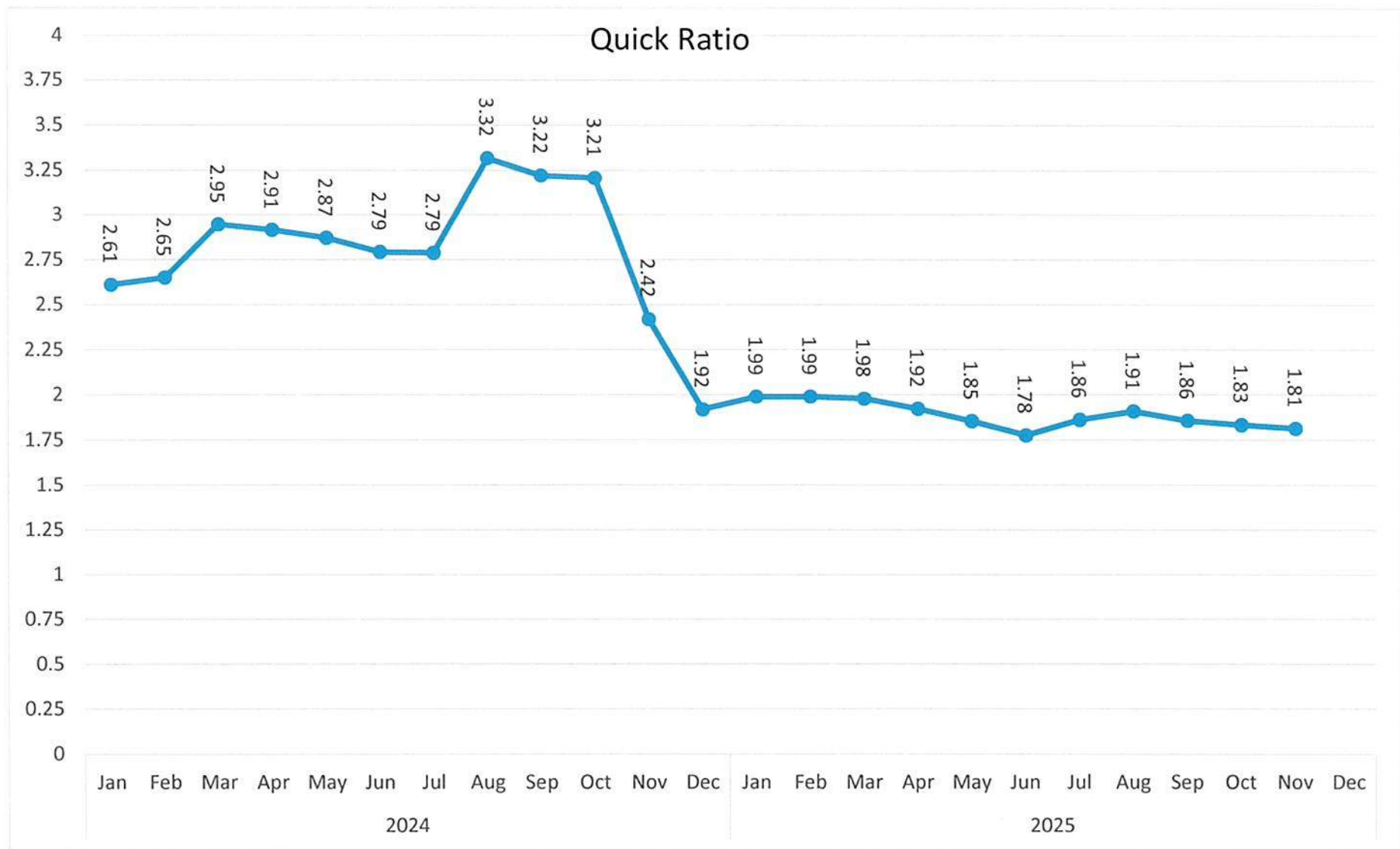


AVG. CENSUS PER DAY









GRAND TRAVERSE PAVILIONS MEMORANDUM

Financial Operations Report
December 2025

Grand Traverse Pavilions Combined

REVENUE:

The overall revenue for the Pavilions in December was \$3,070,121 resulting in an unfavorable budget variance of \$65,578.

EXPENSES:

The total overall operating expenses for the Pavilions in December were \$3,171,006 resulting in an unfavorable variance to budget of \$59,494.

NET INCOME/LOSS:

There was a net loss of \$100,885 from the combined programs of the Pavilions in December resulting in an unfavorable budget variance of \$125,072.

OPERATING CASH:

Total cash at month-end was \$2,263,847. There was a net decrease in overall cash of \$782,363 for the month. The decrease in cash was primarily attributed to several factors including: Final Medicaid settlements for FY 2020, 2021 and 2022 from the state with the completion of the FY2022 audit that resulted in an amount due to the state of \$682,000. This was partially offset by FY2022 QAS settlement that resulted in payment to the Provider of \$222,000. Additionally, the Retention bonus was paid out in December totaling approximately \$348,000.

VOUCHERS:

Purchase orders, invoices, checks written, and supporting documentation were reviewed for voucher numbers 5713-5724 for the month of December and were in order without exception.

Grand Traverse Medical Care

REVENUE:

Total Revenue was \$2,801,482 which was below the budgeted amount by \$16,916 for a negative variance. The census for December averaged 175 residents which was five below the budgeted census and 7 less than the prior month average. Private pay census was seven above budget, Medicare was eight below budget, Medicaid was eleven below budget, while Medicaid Hospice

was seven above the budgeted census. The occupancy for December was 72.8% of licensed beds and 78.7% of available beds. Year-to-date occupancy is 74.2% of licensed bed days and 86.9% of available bed days.

The state did extend the non-available bed plan for another year, calling it an interim plan, through September 30, 2025, before a permanent plan would go into effect. The interim plan would have certain restrictions including having to commit to the plan for the entire 12-month period. To manage census to 85% (to avoid a significant reduction in future Medicaid payments) we have increased our available beds to 222 (from 199) effective October 1, 2025. With this, we would need a census of 189 to achieve 85% occupancy. The state has approved our extension of the current non-available bed plan through September 30, 2025.

Resident Revenue was \$2,420,202 which was under the budgeted amount for a negative variance of \$218,132. The Medicaid reimbursement rate decreased from \$440/day to \$400/day effective 10/1/25 which amounts to about \$150,000 in less revenue. The lower census in December also contributed to the lower revenue.

Other revenue was \$381,280 resulting in a positive budget variance of \$201,216. The positive variance was largely due to the state releasing the new provider bed tax rates and amounts for FY26. The Pavilions was able to achieve a lower tax rate for FY26 by being among the top 50 Medicaid census providers in the state which results in a different rate tier. The new rate is almost half as much as what we were paying in FY25. As the state was charging the FY25 amount until it released the new rates an adjustment to the expense for October and November was made in December and a refund should be forthcoming.

We were notified that we have lost our appeal regarding two audit adjustments from the 2022 cost report audit. This will now close that audit and the audit adjustments will be implemented causing a retroactive decrease to the revised Medicaid rates and result in an amount due back to the State of approximately \$682,000.

EXPENSES:

Operating Expenses totaled \$2,761,086 resulting in an unfavorable budget variance of \$35,947.

NET INCOME/LOSS:

Grand Traverse Medical Care produced a net loss of \$20,116 for the month, which produced a negative budget variance of \$52,863.

RECEIVABLES:

Days Receivable Outstanding ("DRO") is 79 days as of 12/31/2025. This is one more than as of 11/30/2025. Our goal is to reduce that number to 45 days.

Throughout the month of December, we had five residents who had filed a Medicaid application and were awaiting determination. Three of those applicants were approved during the month plus two more approved from the previous month.

We currently have three private pay residents who have not paid their current bill that they are in the process of filing a Medicaid application with an Elder Law Attorney.

The Cottages

REVENUE:

Total revenue of \$288,638 resulted in unfavorable variance of \$50,062 to the budget.

The average leased occupancy for the Cottages-Assisted Living was 56 apartments during the month which was three more than the previous month and five below the budgeted amount, representing 73% occupancy. In addition, there were 60 days (average of 2.0 per night) of overnight respite provided during the month (1.2 more than the prior month and one more than budget). Hawthorn Lofts-Independent Living average census was 1 resident per day for 33% occupancy which was the same as the prior month and one below budget. Total average census of 59 residents (four more than the prior month).

Occupancy above included an average of 13 PACE North residents in the Cottages, (equal to the prior month) and 0 days of Respite Care were provided for a Pace North participant (equal to the prior month).

EXPENSES:

Expenses for December (before building depreciation) were \$346,085 which was over the budgeted amount by \$22,147 for an unfavorable budget variance. Contributing to negative variance was settlement payout to the former Residential Services Director.

NET INCOME/LOSS:

The program had a net loss for the month of \$80,769 resulting in an unfavorable variance of \$72,209.

Unassigned Fund Balance

Approved 2025 Operating Budget	\$ 36.5M
Unassigned Fund Balance Target Percentage	20%
Unassigned Fund Balance Target Amount	\$7.3M
Current Unassigned Fund Balance*	\$2.3M
Current Fund Balance as a percentage of Operating Budget	6.3%
Amount Available Above/ (Below) Target	(\$5.0M)

*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: Jan 24, 2026
 Time: 19:40:44 EST
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
Combined Income Statement
 12/1/2025 to 12/31/2025

Facility #

Page # 1

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	2,715,750	2,982,712	(266,962)	2,813,457	2,886,313	(72,856)	34,732,939	35,117,745	(384,806)
Other Revenue	354,371	152,987	201,384	169,634	144,147	25,487	2,217,354	1,773,965	443,389
Total Revenue	3,070,121	3,135,699	(65,578)	2,983,091	3,030,460	(47,369)	36,950,293	36,891,710	58,583
Salaries & Wages	1,766,615	1,829,456	62,841	1,962,632	1,771,120	(191,512)	21,420,981	21,418,101	(2,880)
Benefits	544,371	455,276	(89,095)	470,410	444,682	(25,728)	5,598,049	5,389,128	(208,921)
Other Operating Expenses	736,671	703,972	(32,699)	767,106	691,876	(75,230)	9,148,672	8,368,956	(779,716)
Interest Expense	27,408	26,867	541	27,408	26,867	541	328,899	322,392	6,507
Depreciation	95,941	95,941	0	95,941	95,941	0	1,151,287	1,151,286	(1)
Total Operating Expenses	3,171,006	3,111,512	(59,494)	3,323,497	3,030,486	(293,011)	37,647,888	36,649,863	(998,025)
Net Operating Income	(100,885)	24,187	(125,072)	(340,406)	(26)	(340,380)	(697,595)	241,847	(939,442)

Date: Jan 24, 2026
Time: 19:43:28 EST
User: Kory R. Hansen

Grand Traverse Pavilions - SNF
SNF Income Statement
12/1/2025 to 12/31/2025

Facility #

Page # 1

Include Adjustment Periods: NO Include Closing Periods: NO

	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
SNF Resident Revenue																		
Inpatient Revenue																		
Medicare Part A	263,761	338,675	(74,914)	683.32	575.00	108.32	161,309	327,750	(166,441)	683.51	575.00	108.51	3,229,185	3,987,625	(758,440)	656.21	575.00	81.21
Medicare Advantage	358,369	338,675	19,694	667.35	575.00	92.35	508,788	327,750	181,038	651.46	575.00	76.46	4,617,977	3,987,625	630,352	639.17	575.00	64.17
Medicaid	1,289,446	1,585,145	(295,699)	371.06	419.13	(48.07)	1,305,350	1,534,011	(228,661)	389.42	419.13	(29.70)	17,336,737	18,663,805	(1,327,068)	420.21	419.13	1.08
Hospice	210,781	106,026	104,755	460.22	488.60	(28.38)	279,945	102,605	177,340	468.92	488.60	(19.68)	2,239,921	1,248,365	991,556	490.14	488.60	1.54
Private Pay	266,989	181,858	85,131	475.07	451.26	23.81	221,677	175,992	45,685	446.93	451.26	(4.33)	3,302,674	2,141,230	1,161,444	470.47	451.26	19.21
Medicare Part B	(3,801)	13,453	(17,254)	(0.70)	2.41	(3.11)	(151)	13,019	(13,170)	(0.03)	2.41	(2.44)	58,407	158,400	(99,993)	0.90	2.41	(1.51)
TOTAL Inpatient Revenue	2,385,545	2,563,832	(178,287)	440.30	459.47	(19.17)	2,476,919	2,481,127	(4,208)	453.48	459.47	(5.99)	30,784,901	30,187,050	597,851	473.66	459.47	14.20
Outpatient																		
Physical Therapy	54,925	99,064	(44,139)	10.14	17.75	(7.62)	55,980	95,868	(39,888)	10.25	17.75	(7.50)	743,693	1,166,400	(422,707)	11.44	17.75	(6.31)
Occupational Therapy	7,465	5,096	2,369	1.38	0.91	0.46	3,655	4,932	(1,277)	0.67	0.91	(0.24)	64,119	60,000	4,119	0.99	0.91	0.07
Speech Therapy	8,490	4,077	4,413	1.57	0.73	0.84	3,085	3,945	(860)	0.56	0.73	(0.17)	63,662	48,000	15,662	0.98	0.73	0.25
Wellness	2,600	3,975	(1,375)	0.48	0.71	(0.23)	5,060	3,847	1,213	0.93	0.71	0.21	55,355	46,800	8,555	0.85	0.71	0.14
Cont Allow Outpatient	(38,823)	(37,710)	(1,113)	(7.17)	(6.76)	(0.41)	(23,959)	(36,493)	12,534	(4.39)	(6.76)	2.37	(383,349)	(444,000)	60,651	(5.90)	(6.76)	0.86
TOTAL Outpatient	34,657	74,502	(39,845)	6.40	13.35	(6.95)	43,821	72,099	(28,278)	8.02	13.35	(5.33)	543,480	877,200	(333,720)	8.36	13.35	(4.99)
TOTAL SNF Resident Revenue	2,420,202	2,638,334	(218,132)	446.70	472.82	(26.12)	2,520,740	2,553,226	(32,486)	461.50	472.82	(11.31)	31,328,381	31,064,250	264,131	482.03	472.82	9.21
SNF Other Revenue																		
Revenue - Child Day Care	6,548	10,180	(3,632)	1.21	1.82	(0.62)	6,453	9,852	(3,399)	1.18	1.82	(0.64)	118,049	119,865	(1,816)	1.82	1.82	(0.01)
Childcare Lunches	866	768	98	0.16	0.14	0.02	780	743	37	0.14	0.14	0.01	14,219	9,043	5,176	0.22	0.14	0.08
Vending Machine Sales	2,665	323	2,342	0.49	0.06	0.43	745	312	433	0.14	0.06	0.08	9,572	3,800	5,772	0.15	0.06	0.09
Rental Income	367	212	155	0.07	0.04	0.03	1,216	205	1,011	0.22	0.04	0.18	2,576	2,500	76	0.04	0.04	0.00
Interest Income	10,011	1,000	9,011	1.85	0.18	1.67	10,007	1,000	9,007	1.83	0.19	1.65	121,024	12,000	109,024	1.86	0.18	1.68
DCW Wage Reimbursement	89,430	71,898	17,532	16.51	12.88	3.62	91,428	69,578	21,850	16.74	12.88	3.85	1,043,941	846,537	197,404	16.06	12.88	3.18
Copy Revenue	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	72	0	72	0.00	0.00	0.00
Garnishment Fees	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	245	0	245	0.00	0.00	0.00
Scrap Sales	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	60	0	60	0.00	0.00	0.00
Insurance Proceeds and Refunds	0	0	0	0.00	0.00	0.00	13,524	0	13,524	2.48	0.00	2.48	14,994	0	14,994	0.23	0.00	0.23
Misc Income	10	0	10	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	71,902	0	71,902	1.11	0.00	1.11
Donation Income	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	36,700	0	36,700	0.56	0.00	0.56
Recruitment Grant Income	0	0	0	0.00	0.00	0.00	3,300	0	3,300	0.60	0.00	0.60	29,000	0	29,000	0.45	0.00	0.45
QAS Income	204,132	222,005	(17,873)	37.68	39.79	(2.11)	198,226	214,844	(16,618)	36.29	39.79	(3.49)	2,441,473	2,613,931	(172,458)	37.57	39.79	(2.22)
QMI Income	33,326	26,500	6,826	6.15	4.75	1.40	24,000	26,500	(2,500)	4.39	4.91	(0.51)	298,595	318,000	(19,405)	4.59	4.84	(0.25)
Inter-Company Charges	20,000	21,400	(1,400)	3.69	3.84	(0.14)	6,000	21,400	(15,400)	1.10	3.96	(2.86)	240,000	256,800	(16,800)	3.69	3.91	(0.22)
Bad Debt Expenses	(25,000)	(25,703)	703	(4.61)	(4.61)	(0.01)	(25,000)	(24,874)	(126)	(4.58)	(4.61)	0.03	(300,000)	(302,637)	2,637	(4.62)	(4.61)	(0.01)
Provider Tax Expense-QAA	41,057	(134,110)	175,167	7.58	(24.03)	31.61	(134,110)	(134,110)	0	(24.55)	(24.84)	0.28	(1,434,157)	(1,609,324)	175,167	(22.07)	(24.50)	2.43
Provider Tax Expense-QMIA	(2,132)	(14,409)	12,277	(0.39)	(2.58)	2.19	(14,409)	(14,409)	0	(2.64)	(2.67)	0.03	(160,626)	(172,903)	12,277	(2.47)	(2.63)	0.16
TOTAL SNF Other Revenue	381,280	180,064	201,216	70.37	32.27	38.10	182,160	171,041	11,119	33.35	31.67	1.68	2,547,639	2,097,612	450,027	39.20	31.93	7.27
Total Revenue	2,801,482	2,818,398	(16,916)	517.07	505.09	(3.03)	2,702,900	2,724,267	(21,367)	494.86	504.49	(3.96)	33,876,019	33,161,862	714,157	521.23	504.75	10.87
SNF Operating Expenses																		
Nursing																		
Nursing																		
Salary & Wages - RN	330,646	303,717	(26,929)	61.03	54.43	(6.60)	313,558	293,920	(19,637)	57.41	54.43	(2.98)	3,363,245	3,576,022	(212,777)	51.75	54.43	(2.68)
Salary & Wages - LPN	111,901	126,704	14,803	20.65	22.71	2.05	108,282	122,617	14,335	19.82	22.71	2.88	1,140,197	1,491,838	351,641	17.54	22.71	(5.16)
Salary & Wages - CNA	662,703	530,760	(131,943)	122.32	95.12	(27.20)	620,169	513,639	(106,530)	113.54	95.12	(18.42)	6,570,615	6,249,275	(321,340)	101.10	95.12	(5.98)

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Grand Traverse Pavilions - SNF
SNF Income Statement
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	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
Nursing (con't)																		
Salary & Wages - UW SNF	7,155	14,112	6,957	1.32	2.53	1.21	3,795	13,657	9,862	0.69	2.53	1.83	94,789	166,161	71,372	1.46	2.53	1.07
Longevity - RN	(42,427)	739	43,166	(7.83)	0.13	7.96	(5,343)	715	6,058	(0.98)	0.13	1.11	0	8,700	8,700	0.00	0.13	0.13
Longevity - LPN	(21,252)	459	21,711	(3.92)	0.08	4.00	(2,968)	444	3,412	(0.54)	0.08	0.63	0	5,400	5,400	0.00	0.08	0.08
Longevity - CNA	(114,829)	1,656	116,485	(21.19)	0.30	21.49	(11,241)	1,603	12,844	(2.06)	0.30	2.35	0	19,500	19,500	0.00	0.30	0.30
FICA - Nursing	82,166	74,828	(7,338)	15.17	13.41	(1.76)	75,477	72,414	(3,063)	13.82	13.41	(0.41)	822,929	881,043	58,114	12.66	13.41	0.75
Workers Comp - Nursing	20,243	8,270	(11,973)	3.74	1.48	(2.25)	7,636	8,003	367	1.40	1.48	0.08	114,229	97,370	(16,859)	1.76	1.48	(0.28)
Unemployment Expenses	15,032	0	(15,032)	2.77	0.00	(2.77)	0	0	0	0.00	0.00	0.00	15,032	0	(15,032)	0.23	0.00	(0.23)
MERS DB - Nursing	38,089	38,127	38	7.03	6.83	(0.20)	38,126	38,127	1	6.98	7.06	0.08	457,518	457,518	0	7.04	6.96	(0.08)
MERS DC:Nursing	23,985	16,352	(7,633)	4.43	2.93	(1.50)	21,081	15,825	(5,256)	3.86	2.93	(0.93)	226,217	192,533	(33,684)	3.48	2.93	(0.55)
Health Ins - Nursing	75,136	81,168	6,032	13.87	14.55	0.68	74,961	78,550	3,589	13.72	14.55	0.82	947,131	955,691	8,560	14.57	14.55	(0.03)
Health Ins - Retirees Nursing	10,740	8,105	(2,635)	1.98	1.45	(0.53)	1,500	7,843	6,343	0.27	1.45	1.18	74,565	95,424	20,859	1.15	1.45	0.31
Dental Ins - Nursing	4,684	5,787	1,103	0.86	1.04	0.17	4,390	5,601	1,212	0.80	1.04	0.23	64,811	68,141	3,330	1.00	1.04	0.04
Uniforms - Nursing	0	248	248	0.00	0.04	0.04	0	240	240	0.00	0.04	0.04	4,337	2,924	(1,413)	0.07	0.04	(0.02)
Small Equipment	9,112	5,971	(3,141)	1.68	1.07	(0.61)	17,512	5,778	(11,734)	3.21	1.07	(2.14)	172,729	70,299	(102,430)	2.66	1.07	(1.59)
Nursing Supplies	17,863	22,341	4,478	3.30	4.00	0.71	24,457	21,620	(2,837)	4.48	4.00	(0.47)	301,808	263,043	(38,765)	4.64	4.00	(0.64)
Briefs	8,772	5,844	(2,928)	1.62	1.05	(0.57)	7,089	5,656	(1,433)	1.30	1.05	(0.25)	83,826	68,811	(15,015)	1.29	1.05	(0.24)
Stock Meds	3,029	2,293	(736)	0.56	0.41	(0.15)	8,796	2,219	(6,577)	1.61	0.41	(1.20)	52,613	27,003	(25,610)	0.81	0.41	(0.40)
Flu Vaccine	5,575	3,037	(2,538)	1.03	0.54	(0.48)	3,732	2,939	(793)	0.68	0.54	(0.14)	48,077	35,761	(12,316)	0.74	0.54	(0.20)
IV Supplies	74	1,198	1,124	0.01	0.21	0.20	373	1,160	787	0.07	0.21	0.15	5,358	14,110	8,752	0.08	0.21	0.13
Special Equipment Rental	50	0	(50)	0.00	0.00	(0.01)	0	0	0	0.00	0.00	0.00	250	0	(250)	0.00	0.00	0.00
Non-Legend Drugs	5,640	4,127	(1,513)	1.04	0.74	(0.30)	3,576	3,994	418	0.65	0.74	0.08	54,902	48,591	(6,311)	0.84	0.74	(0.11)
Professional Services - Medic	3,520	3,520	0	0.65	0.63	(0.02)	3,520	3,520	0	0.64	0.65	0.01	42,740	42,240	(500)	0.66	0.64	(0.01)
Agency Nurse Staffing	17,647	0	(17,647)	3.26	0.00	(3.26)	26,585	0	(26,585)	4.87	0.00	(4.87)	262,122	0	(262,122)	4.03	0.00	(4.03)
Building Repairs-Resident Roo	3,340	2,096	(1,244)	0.62	0.38	(0.24)	12,253	2,029	(10,224)	2.24	0.38	(1.87)	111,699	24,681	(87,018)	1.72	0.38	(1.34)
Equipment Repairs	834	3,020	2,186	0.15	0.54	0.39	335	2,922	2,587	0.06	0.54	0.48	39,817	35,556	(4,261)	0.61	0.54	(0.07)
Education & Training - Nursing	221	527	306	0.04	0.09	0.05	728	510	(218)	0.13	0.09	(0.04)	23,401	6,204	(17,197)	0.36	0.09	(0.27)
Vehicle Travel	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	3	0	(2)	0.00	0.00	0.00
Med Waste:Nursing-Medical Care	0	1,994	1,994	0.00	0.36	0.36	1,144	1,994	850	0.21	0.37	0.16	21,687	23,927	2,240	0.33	0.36	0.03
Resident Loss Replacement	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	1,993	0	(1,993)	0.03	0.00	(0.03)
TOTAL Nursing	1,279,646	1,267,000	(12,646)	236.18	227.06	(9.12)	1,359,524	1,227,539	(131,985)	248.91	227.32	(21.58)	15,118,638	14,927,766	(190,872)	232.62	227.21	(5.41)
Nurse Administration																		
Salary & Wages - Nursing Admin	138,728	135,656	(3,072)	25.61	24.31	(1.29)	150,419	131,280	(19,139)	27.54	24.31	(3.23)	1,716,868	1,597,242	(119,626)	26.42	24.31	(2.11)
Longevity-Nursing Admin	(22,484)	1,136	23,620	(4.15)	0.20	4.35	(6,056)	1,100	7,156	(1.11)	0.20	1.31	0	13,380	13,380	0.00	0.20	0.20
FICA - Nursing Admin	12,375	10,465	(1,910)	2.28	1.88	(0.41)	9,539	10,127	588	1.75	1.88	0.13	124,246	123,213	(1,033)	1.91	1.88	(0.04)
Workers Comp - Nurse Admin	95	63	(32)	0.02	0.01	(0.01)	37	61	24	0.01	0.01	0.00	502	742	240	0.01	0.01	0.00
MERS DB - Nursing Admin	18,711	18,711	0	3.45	3.35	(0.10)	18,711	18,711	0	3.43	3.47	0.04	224,528	224,528	0	3.45	3.42	(0.04)
MERS DC: Nurse Administration	2,352	88	(2,264)	0.43	0.02	(0.42)	2,084	85	(1,999)	0.38	0.02	(0.37)	25,292	1,031	(24,261)	0.39	0.02	(0.37)
Nurse Admin Consulting	3,650	6,051	2,401	0.67	1.08	0.41	6,622	5,856	(766)	1.21	1.08	(0.13)	66,789	71,243	4,454	1.03	1.08	0.06
TOTAL Nurse Administration	153,427	172,170	18,743	28.32	30.85	2.54	181,355	167,220	(14,135)	33.20	30.97	(2.24)	2,158,226	2,031,379	(126,847)	33.21	30.92	(2.29)
TOTAL Nursing Administrative	1,433,073	1,439,170	6,097	264.50	257.92	(6.59)	1,540,879	1,394,759	(146,120)	282.11	258.29	(23.82)	17,276,863	16,959,145	(317,718)	265.83	258.13	(7.70)
Administrative																		
Salary & Wages - Admin	75,617	80,535	4,918	13.96	14.43	0.48	80,974	78,614	(2,360)	14.83	14.56	(0.27)	786,029	825,974	39,945	12.09	12.57	0.48
Longevity - Admin	(10,703)	397	11,100	(1.98)	0.07	2.05	(2,427)	385	2,812	(0.44)	0.07	0.52	0	4,680	4,680	0.00	0.07	0.07
FICA - Admin	6,206	5,397	(809)	1.15	0.97	(0.18)	6,193	5,223	(969)	1.13	0.97	(0.17)	57,678	63,545	5,867	0.89	0.97	0.08
Workers Comp - Admin	517	42	(475)	0.10	0.01	(0.09)	230	41	(189)	0.04	0.01	(0.03)	1,085	494	(591)	0.02	0.01	(0.01)
MERS - Administration	6,757	6,757	0	1.25	1.21	(0.04)	6,757	6,757	0	1.24	1.25	0.01	81,084	81,084	0	1.25	1.23	(0.01)
MERS DC:Administration	6,454	3,882	(2,571)	1.19	0.70	(0.50)	5,060	3,757	(1,303)	0.93	0.70	(0.23)	47,134	45,705	(1,429)	0.73	0.70	(0.03)

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Grand Traverse Pavilions - SNF
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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual	Budget	\$	Var	Actual / Day	Budget / Day	Actual	Budget	\$	Var	Actual / Day	Budget / Day	Actual	Budget	\$	Var	Actual / Day	Budget / Day
Administrative (con't)																		
Health Ins - Administration	5,820	6,013	194	1.07	1.08	0.00	5,820	5,819	0	1.07	1.08	0.01	60,660	70,800	10,140	0.93	1.08	0.14
Health Ins - Retirees - Admin	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	290	0	(290)	0.00	0.00	0.00
Dental Ins - Administration	216	251	35	0.04	0.04	0.01	216	243	27	0.04	0.05	0.01	2,299	2,952	653	0.04	0.04	0.01
Small Equipment	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	1,245	0	(1,245)	0.02	0.00	(0.02)
Contract Services	2,190	7,695	5,505	0.40	1.38	0.97	2,765	7,447	4,682	0.51	1.38	0.87	37,233	90,606	53,373	0.57	1.38	0.81
Contract Svcs-Security	0	78	78	0.00	0.01	0.01	0	75	75	0.00	0.01	0.01	669	918	249	0.01	0.01	0.00
Professional Services - Admin	0	3,482	3,482	0.00	0.62	0.62	(855)	3,370	4,225	(0.16)	0.62	0.78	5,000	41,000	36,000	0.08	0.62	0.55
Legal Consultants	9,519	33,973	24,454	1.76	6.09	4.33	31,316	32,877	1,561	5.73	6.09	0.35	184,677	400,000	215,323	2.84	6.09	3.25
Dues & Memberships	7,131	4,039	(3,092)	1.32	0.72	(0.59)	4,027	3,908	(119)	0.74	0.72	(0.01)	51,348	47,552	(3,796)	0.79	0.72	(0.07)
License & Fees	778	459	(319)	0.14	0.08	(0.06)	0	444	444	0.00	0.08	0.08	3,318	5,402	2,084	0.05	0.08	0.03
Subscriptions	35	0	(35)	0.01	0.00	(0.01)	0	0	0	0.00	0.00	0.00	434	0	(434)	0.01	0.00	(0.01)
Education & Training - Admin	0	574	574	0.00	0.10	0.10	700	556	(144)	0.13	0.10	(0.03)	2,087	6,759	4,672	0.03	0.10	0.07
Travel	2,344	0	(2,344)	0.43	0.00	(0.43)	777	0	(777)	0.14	0.00	(0.14)	13,371	0	(13,371)	0.21	0.00	(0.21)
Board Meeting Expenses	142	18	(124)	0.03	0.00	(0.02)	40	17	(23)	0.01	0.00	0.00	783	209	(574)	0.01	0.00	(0.01)
Miscellaneous Expenses	(88)	124	212	(0.02)	0.02	0.04	88	120	32	0.02	0.02	0.01	249	1,455	1,206	0.00	0.02	0.02
TOTAL Administrative	112,933	153,716	40,783	20.84	27.55	6.70	141,681	149,653	7,972	25.94	27.71	1.77	1,336,672	1,689,135	352,463	20.57	25.71	5.14
Finance																		
Salary & Wages - Financial Ma	28,242	26,831	(1,411)	5.21	4.81	(0.40)	33,016	25,965	(7,051)	6.04	4.81	(1.24)	358,161	315,908	(42,253)	5.51	4.81	(0.70)
Longevity - Financial Mgt	(4,004)	240	4,244	(0.74)	0.04	0.78	(986)	232	1,218	(0.18)	0.04	0.22	0	2,820	2,820	0.00	0.04	0.04
FICA - Fin Mgmt	2,394	2,071	(323)	0.44	0.37	(0.07)	2,421	2,004	(417)	0.44	0.37	(0.07)	26,060	24,383	(1,677)	0.40	0.37	(0.03)
Workers Comp - Fin Mgmt	21	16	(5)	0.00	0.00	0.00	8	15	7	0.00	0.00	0.00	109	185	76	0.00	0.00	0.00
MERS DB - Financial Management	5,053	5,053	0	0.93	0.91	(0.03)	5,053	5,053	0	0.93	0.94	0.01	60,632	60,632	0	0.93	0.92	(0.01)
MERS DC: Financial Management	675	303	(372)	0.12	0.05	(0.07)	559	293	(266)	0.10	0.05	(0.05)	2,504	3,569	1,065	0.04	0.05	0.02
Health Ins - Financial Mgmt	3,260	1,627	(1,633)	0.60	0.29	(0.31)	2,660	1,575	(1,085)	0.49	0.29	(0.20)	27,280	19,158	(8,122)	0.42	0.29	(0.13)
Dental Ins - Financial Mgmt	72	84	12	0.01	0.02	0.00	108	81	(27)	0.02	0.02	0.00	1,403	985	(418)	0.02	0.01	(0.01)
Office Supplies	2,376	1,511	(865)	0.44	0.27	(0.17)	1,655	1,462	(193)	0.30	0.27	(0.03)	22,975	17,790	(5,185)	0.35	0.27	(0.08)
Copy Supplies	704	1,417	713	0.13	0.25	0.12	(1,535)	1,371	2,906	(0.28)	0.25	0.53	6,940	16,683	9,743	0.11	0.25	0.15
Computer Supplies	2,822	2,340	(482)	0.52	0.42	(0.10)	6,433	2,264	(4,169)	1.18	0.42	(0.76)	39,621	27,548	(12,073)	0.61	0.42	(0.19)
Postage	887	647	(240)	0.16	0.12	(0.05)	2,810	626	(2,184)	0.51	0.12	(0.40)	15,903	7,616	(8,287)	0.24	0.12	(0.13)
Small Equipment - IT	5,756	3,099	(2,657)	1.06	0.56	(0.51)	5,350	2,999	(2,351)	0.98	0.56	(0.42)	70,305	36,492	(33,813)	1.08	0.56	(0.53)
Contract Services - Billing	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	1,544	0	(1,544)	0.02	0.00	(0.02)
Professional Services - Finan	600	0	(600)	0.11	0.00	(0.11)	1,000	0	(1,000)	0.18	0.00	(0.18)	21,285	0	(21,285)	0.33	0.00	(0.33)
Audit Expenses	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	6,100	6,000	(100)	0.09	0.09	0.00
IT Consultants	3,025	1,618	(1,407)	0.56	0.29	(0.27)	0	1,566	1,566	0.00	0.29	0.29	11,608	19,049	7,441	0.18	0.29	0.11
Printing & Binding	1,269	597	(672)	0.23	0.11	(0.13)	(1,192)	577	1,769	(0.22)	0.11	0.33	9,549	7,026	(2,523)	0.15	0.11	(0.04)
Data Processing	9,126	4,086	(5,040)	1.68	0.73	(0.95)	(5,448)	3,954	9,402	(1.00)	0.73	1.73	43,907	48,108	4,201	0.68	0.73	0.06
Maintenance Agreements Softwa	24,968	27,383	2,415	4.61	4.91	0.30	33,482	26,500	(6,982)	6.13	4.91	(1.22)	424,428	322,411	(102,017)	6.53	4.91	(1.62)
Equipment Repairs	0	29	29	0.00	0.01	0.01	178	28	(150)	0.03	0.01	(0.03)	178	342	164	0.00	0.01	0.00
Communication Equip Repairs	10	2,115	2,106	0.00	0.38	0.38	1,923	2,047	124	0.35	0.38	0.03	22,588	24,901	2,313	0.35	0.38	0.03
Education & Training - Fin Mgt	0	156	156	0.00	0.03	0.03	0	151	151	0.00	0.03	0.03	6,272	1,833	(4,439)	0.10	0.03	(0.07)
Travel - Mileage	0	24	24	0.00	0.00	0.00	0	23	23	0.00	0.00	0.00	0	280	280	0.00	0.00	0.00
Other Insurance	32,294	28,694	(3,599)	5.96	5.14	(0.82)	28,154	27,768	(386)	5.15	5.14	(0.01)	341,988	337,849	(4,138)	5.26	5.14	(0.12)
Telephone-Snf	6,040	5,733	(307)	1.11	1.03	(0.09)	5,964	5,548	(416)	1.09	1.03	(0.06)	76,534	67,497	(9,037)	1.18	1.03	(0.15)
Internet	2,468	2,871	403	0.46	0.51	0.06	9,071	2,871	(6,200)	1.66	0.53	(1.13)	31,422	34,448	3,026	0.48	0.52	0.04
Cellular Phone	2,985	2,968	(17)	0.55	0.53	(0.02)	2,700	2,968	268	0.49	0.55	0.06	32,915	35,612	2,697	0.51	0.54	0.04
Television - SNF	2,252	2,194	(58)	0.42	0.39	(0.02)	2,252	2,123	(129)	0.41	0.39	(0.02)	26,303	25,833	(470)	0.40	0.39	(0.01)
Bond Interest Expense	23,588	23,589	1	4.35	4.23	(0.13)	23,588	23,589	1	4.32	4.37	0.05	283,062	283,062	0	4.36	4.31	(0.05)

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Grand Traverse Pavilions - SNF
SNF Income Statement
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	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual	Budget	\$	Var	Actual / Day	Budget / Day	Actual	Budget	\$	Var	Actual / Day	Budget / Day	Actual	Budget	\$	Var	Actual / Day	Budget / Day
Finance (cont')																		
Bank Charges	1,602	2,414	812	0.30	0.43	0.14	2,047	2,414	367	0.37	0.45	0.07	30,519	28,966	(1,553)	0.47	0.44	(0.03)
TOTAL Finance	158,484	149,710	(8,774)	29.25	26.83	(2.42)	161,272	146,067	(15,205)	29.53	27.05	(2.48)	2,002,095	1,776,986	(225,109)	30.80	27.05	(3.76)
Human Resources																		
Salary & Wages - Human Resour	38,480	22,344	(16,136)	7.10	4.00	(3.10)	39,204	21,623	(17,581)	7.18	4.00	(3.17)	354,172	263,078	(91,094)	5.45	4.00	(1.45)
Longevity - Human Resources	(5,335)	234	5,569	(0.98)	0.04	1.03	(6,15)	227	842	(0.11)	0.04	0.15	0	2,760	2,760	0.00	0.04	0.04
FICA - Human Res	3,018	1,727	(1,291)	0.56	0.31	(0.25)	2,970	1,672	(1,298)	0.54	0.31	(0.23)	26,068	20,337	(5,731)	0.40	0.31	(0.09)
Workers Comp - Human Res	18	11	(7)	0.00	0.00	0.00	7	10	3	0.00	0.00	0.00	95	124	29	0.00	0.00	0.00
MERS DB - Human Resources	3,018	3,018	0	0.56	0.54	(0.02)	3,018	3,018	0	0.55	0.56	0.01	36,215	36,215	0	0.56	0.55	(0.01)
MERS DC: Human Resources	1,295	507	(788)	0.24	0.09	(0.15)	1,105	490	(615)	0.20	0.09	(0.11)	12,130	5,966	(6,163)	0.19	0.09	(0.10)
Health Ins - Human Resources	1,903	1,334	(569)	0.35	0.24	(0.11)	1,903	1,291	(612)	0.35	0.24	(0.11)	20,523	15,708	(4,815)	0.32	0.24	(0.08)
Dental Ins - Human Resources	108	131	23	0.02	0.02	0.00	144	126	(18)	0.03	0.02	0.00	2,373	1,537	(836)	0.04	0.02	(0.01)
Life Insurance	0	163	163	0.00	0.03	0.03	580	158	(422)	0.11	0.03	(0.08)	3,029	1,921	(1,108)	0.05	0.03	(0.02)
Employee Recogn	5,572	3,073	(2,499)	1.03	0.55	(0.48)	3,988	2,974	(1,014)	0.73	0.55	(0.18)	66,279	36,180	(30,099)	1.02	0.55	(0.47)
Other Fringe Benefit - Cobra	0	117	117	0.00	0.02	0.02	0	113	113	0.00	0.02	0.02	0	1,376	1,376	0.00	0.02	0.02
Contract Services - HR	2,304	3,652	1,348	0.43	0.65	0.23	2,353	3,534	1,181	0.43	0.65	0.22	39,934	43,002	3,068	0.61	0.65	0.04
Employee Advertising/Recruti	10,451	1,921	(8,530)	1.93	0.34	(1.58)	7,879	1,859	(6,020)	1.44	0.34	(1.10)	96,903	22,614	(74,289)	1.49	0.34	(1.15)
CNA Registry Fee	160	173	13	0.03	0.03	0.00	200	167	(33)	0.04	0.03	(0.01)	2,020	2,033	13	0.03	0.03	0.00
Testing Fees	0	2,922	2,922	0.00	0.52	0.52	1,675	2,828	1,153	0.31	0.52	0.22	14,935	34,402	19,467	0.23	0.52	0.29
Education & Training - Hum Res	0	356	356	0.00	0.06	0.06	265	345	80	0.05	0.06	0.02	912	4,193	3,281	0.01	0.06	0.05
TOTAL Human Resources	60,993	41,683	(19,310)	11.26	7.47	(3.79)	64,676	40,435	(24,241)	11.84	7.49	(4.35)	675,586	491,446	(184,140)	10.39	7.48	(2.91)
Community Relations and Volunteer Services																		
Salary & Wages - Volunteer &	7,191	0	(7,191)	1.33	0.00	(1.33)	6,169	0	(6,169)	1.13	0.00	(1.13)	29,322	0	(29,322)	0.45	0.00	(0.45)
FICA - Volunteer & Comm Rel	550	0	(550)	0.10	0.00	(0.10)	471	0	(471)	0.09	0.00	(0.09)	2,241	0	(2,241)	0.03	0.00	(0.03)
Workers Comp - Vol & Comm Rel	32	0	(32)	0.01	0.00	(0.01)	0	0	0	0.00	0.00	0.00	32	0	(32)	0.00	0.00	0.00
MERS DC: Volunteer & Comm Rel	331	0	(331)	0.06	0.00	(0.06)	289	0	(289)	0.05	0.00	(0.05)	1,158	0	(1,158)	0.02	0.00	(0.02)
Marketing and Fund Raising	4,797	2,038	(2,759)	0.89	0.37	(0.52)	1,716	1,973	257	0.31	0.37	0.05	29,047	24,000	(5,047)	0.45	0.37	(0.08)
TOTAL Community Relations and Volunteer Services	12,901	2,038	(10,863)	2.38	0.37	(2.02)	8,646	1,973	(6,673)	1.58	0.37	(1.22)	61,800	24,000	(37,800)	0.95	0.37	(0.59)
Maintenance																		
Salary & Wages - ES	98,339	69,917	(28,422)	18.15	12.53	(5.62)	78,212	67,662	(10,550)	14.32	12.53	(1.79)	982,971	823,218	(159,753)	15.12	12.53	(2.59)
Longevity - Environmental Serv	(20,284)	336	20,620	(3.74)	0.06	3.80	(2,906)	325	3,231	(0.53)	0.06	0.59	0	3,960	3,960	0.00	0.06	0.06
FICA - Environ Serv	7,258	5,374	(1,884)	1.34	0.96	(0.38)	5,858	5,201	(657)	1.07	0.96	(0.11)	71,619	63,279	(8,340)	1.10	0.96	(0.14)
Workers Comp - Plant Ops	1,155	566	(589)	0.21	0.10	(0.11)	2,457	547	(1,910)	0.45	0.10	(0.35)	10,630	6,661	(3,969)	0.16	0.10	(0.06)
MERS DB - Env. Serv.	6,110	6,110	0	1.13	1.09	(0.03)	6,110	6,110	0	1.12	1.13	0.01	73,322	73,322	0	1.13	1.12	(0.01)
MERS DC: Environmental Services	2,163	966	(1,197)	0.40	0.17	(0.23)	1,998	935	(1,063)	0.37	0.17	(0.19)	19,368	11,378	(7,990)	0.30	0.17	(0.12)
Health Ins - Env Serv	11,621	6,370	(5,251)	2.14	1.14	(1.00)	9,709	6,164	(3,545)	1.78	1.14	(0.64)	111,899	75,000	(36,899)	1.72	1.14	(0.58)
Health Ins - Retirees - EVS	4,193	2,222	(1,971)	0.77	0.40	(0.38)	833	2,150	1,317	0.15	0.40	0.25	28,304	26,160	(2,144)	0.44	0.40	(0.04)
Dental Ins - Env Serv	649	377	(272)	0.12	0.07	(0.05)	503	365	(138)	0.09	0.07	(0.02)	8,293	4,440	(3,853)	0.13	0.07	(0.06)
Uniforms - Plant Ops	2,058	943	(1,115)	0.38	0.17	(0.21)	732	913	181	0.13	0.17	0.04	6,817	11,107	4,290	0.10	0.17	0.06
Supplies - Plant Ops	12,648	8,014	(4,634)	2.33	1.44	(0.90)	12,591	7,756	(4,835)	2.31	1.44	(0.87)	138,920	94,360	(44,560)	2.14	1.44	(0.70)
Small Equipment	5,399	6,480	1,081	1.00	1.16	0.16	6,816	6,271	(545)	1.25	1.16	(0.09)	85,415	76,301	(9,114)	1.31	1.16	(0.15)
Building Repairs	18,628	16,039	(2,589)	3.44	2.87	(0.56)	13,529	15,522	1,993	2.48	2.87	0.40	210,454	188,850	(21,604)	3.24	2.87	(0.36)
Equipment Repairs	8,116	5,006	(3,110)	1.50	0.90	(0.60)	5,483	4,844	(639)	1.00	0.90	(0.11)	50,039	58,941	8,902	0.77	0.90	0.13
Vehicle Repair	875	1,109	234	0.16	0.20	0.04	532	1,073	541	0.10	0.20	0.10	20,055	13,055	(7,000)	0.31	0.20	(0.11)
Elevator	(610)	1,181	1,791	(0.11)	0.21	0.32	749	1,143	394	0.14	0.21	0.07	16,549	13,908	(2,641)	0.25	0.21	(0.04)
Lawn, Tree and Brush Services	0	1,029	1,029	0.00	0.18	0.18	1,965	996	(969)	0.36	0.18	(0.18)	21,721	12,118	(9,603)	0.33	0.18	(0.15)
Snow Removal - Contract	4,150	1,070	(3,080)	0.77	0.19	(0.57)	1,986	1,036	(950)	0.36	0.19	(0.17)	13,661	12,604	(1,056)	0.21	0.19	(0.02)
Education & Training - ES	0	114	114	0.00	0.02	0.02	0	111	111	0.00	0.02	0.02	1,380	1,346	(34)	0.02	0.02	0.00

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	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 (cont)																		
Vehicle Fuel	1,259	1,152	(107)	0.23	0.21	(0.03)	1,054	1,115	61	0.19	0.21	0.01	14,100	13,569	(531)	0.22	0.21	(0.01)
Parking Garage Expenses	1,522	1,814	292	0.28	0.33	0.04	1,440	1,756	316	0.26	0.33	0.06	23,412	21,364	(2,048)	0.36	0.33	(0.04)
Water	3,163	3,754	591	0.58	0.67	0.09	3,353	3,632	279	0.61	0.67	0.06	47,890	44,195	(3,695)	0.74	0.67	(0.06)
Sewer	7,941	8,265	324	1.47	1.48	0.02	8,320	7,999	(320)	1.52	1.48	(0.04)	105,346	97,318	(8,028)	1.62	1.48	(0.14)
Electric	19,649	24,916	5,267	3.63	4.47	0.84	22,661	24,112	1,451	4.15	4.47	0.32	302,031	293,361	(8,670)	4.65	4.47	(0.18)
Natural Gas	13,127	8,583	(4,544)	2.42	1.54	(0.88)	16,166	8,306	(7,860)	2.96	1.54	(1.42)	118,683	101,060	(17,623)	1.83	1.54	(0.29)
Refuse Disposal	2,867	3,381	514	0.53	0.61	0.08	3,460	3,272	(188)	0.63	0.61	(0.03)	51,476	39,811	(11,664)	0.79	0.61	(0.19)
TOTAL Maintenance	211,997	185,088	(26,909)	39.13	33.17	(5.96)	203,612	179,316	(24,296)	37.28	33.21	(4.07)	2,534,354	2,180,686	(353,668)	38.99	33.19	(5.80)
Housekeeping																		
Salary & Wages - Housekeeping	86,401	73,205	(13,196)	15.95	13.12	(2.83)	91,139	70,843	(20,296)	16.69	13.12	(3.57)	821,119	861,927	40,808	12.63	13.12	0.49
Longevity - Housekeeping	(21,241)	892	22,133	(3.92)	0.16	4.08	431	863	432	0.08	0.16	0.08	0	10,500	10,500	0.00	0.16	0.16
FICA - Housekeeping	6,788	5,668	(1,120)	1.25	1.02	(0.24)	5,711	5,486	(225)	1.05	1.02	(0.03)	59,761	66,741	6,980	0.92	1.02	0.10
Workers Comp - Housekeeping	2,144	718	(1,426)	0.40	0.13	(0.27)	944	695	(249)	0.17	0.13	(0.04)	10,324	8,459	(1,865)	0.16	0.13	(0.03)
MERS DB - Housekeeping	936	947	11	0.17	0.17	0.00	947	947	0	0.17	0.18	0.00	11,366	11,366	0	0.17	0.17	0.00
MERS DC:Housekeeping	3,632	2,026	(1,606)	0.67	0.36	(0.31)	2,914	1,960	(954)	0.53	0.36	(0.17)	25,605	23,852	(1,752)	0.39	0.36	(0.03)
Health Ins - Housekeeping	7,073	9,023	1,950	1.31	1.62	0.31	7,373	8,732	1,359	1.35	1.62	0.27	100,487	106,236	5,749	1.55	1.62	0.07
Dental Ins - Housekeeping	432	591	159	0.08	0.11	0.03	432	572	140	0.08	0.11	0.03	5,599	6,960	1,361	0.09	0.11	0.02
Uniforms - Housekeeping	0	136	136	0.00	0.02	0.02	1,377	131	(1,246)	0.25	0.02	(0.23)	2,948	1,596	(1,352)	0.05	0.02	(0.02)
Supplies - Housekeeping	13,562	9,304	(4,258)	2.50	1.67	(0.84)	8,892	9,004	112	1.63	1.67	0.04	127,262	109,550	(17,712)	1.96	1.67	(0.29)
Contract Services-Hskpg	0	724	724	0.00	0.13	0.13	199	701	503	0.04	0.13	0.09	5,829	8,526	2,697	0.09	0.13	0.04
TOTAL Housekeeping	99,728	103,234	3,506	18.41	18.50	0.09	120,360	99,934	(20,426)	22.04	18.51	(3.53)	1,170,299	1,215,713	45,414	18.01	18.50	0.50
Laundry																		
Salary & Wages - Laundry	44,187	30,598	(13,589)	8.16	5.48	(2.67)	34,526	29,610	(4,916)	6.32	5.48	(0.84)	408,234	360,261	(47,973)	6.28	5.48	(0.80)
Longevity - Laundry	(9,108)	204	9,312	(1.68)	0.04	1.72	(1,472)	197	1,669	(0.27)	0.04	0.31	0	2,400	2,400	0.00	0.04	0.04
FICA - Laundry	2,951	2,356	(595)	0.54	0.42	(0.12)	2,508	2,280	(228)	0.46	0.42	(0.04)	31,126	27,744	(3,382)	0.48	0.42	(0.06)
Workers Comp - Laundry	550	262	(288)	0.10	0.05	(0.05)	215	254	39	0.04	0.05	0.01	2,915	3,090	175	0.04	0.05	0.00
MERS DB - Laundry	2,210	2,210	0	0.41	0.40	(0.01)	2,210	2,210	0	0.40	0.41	0.00	26,520	26,520	0	0.41	0.40	0.00
MERS DC:Laundry	683	350	(333)	0.13	0.06	(0.06)	667	338	(329)	0.12	0.06	(0.06)	6,661	4,118	(2,543)	0.10	0.06	(0.04)
Health Ins - Laundry	4,260	2,539	(1,721)	0.79	0.46	(0.33)	4,260	2,457	(1,803)	0.78	0.46	(0.32)	48,582	29,892	(18,690)	0.75	0.45	(0.29)
Dental Ins - Laundry	288	183	(105)	0.05	0.03	(0.02)	288	178	(110)	0.05	0.03	(0.02)	3,002	2,160	(842)	0.05	0.03	(0.01)
Supplies - Laundry	6,337	4,833	(1,504)	1.17	0.87	(0.30)	6,366	4,677	(1,689)	1.17	0.87	(0.30)	70,559	56,908	(13,651)	1.09	0.87	(0.22)
Linen Replacements - Laundry	2,000	1,833	(167)	0.37	0.33	(0.04)	6,842	1,774	(5,068)	1.25	0.33	(0.92)	40,734	21,582	(19,152)	0.63	0.33	(0.30)
TOTAL Laundry	54,358	45,368	(8,990)	10.03	8.13	(1.90)	56,409	43,975	(12,434)	10.33	8.14	(2.18)	638,333	534,675	(103,658)	9.82	8.14	(1.68)
Dietary																		
Small Equipment - Dietary	3,117	1,108	(2,009)	0.58	0.20	(0.38)	1,616	1,072	(544)	0.30	0.20	(0.10)	16,904	13,048	(3,856)	0.26	0.20	(0.06)
Contract Svcs-Dining	237,404	235,569	(1,835)	43.82	42.22	(1.60)	220,970	235,569	14,599	40.46	43.62	3.17	2,855,681	2,826,827	(28,854)	43.94	43.03	(0.91)
TOTAL Dietary	240,522	236,677	(3,845)	44.39	42.42	(1.98)	222,586	236,641	14,055	40.75	43.82	3.07	2,872,586	2,839,875	(32,711)	44.20	43.22	(0.97)
Therapy																		
Salary & Wages - Therapy	169,511	148,554	(20,957)	31.29	26.62	(4.66)	183,821	143,762	(40,059)	33.65	26.62	(7.03)	1,885,081	1,749,105	(135,976)	29.00	26.62	(2.38)
Longevity-Therapy	(20,526)	408	20,934	(3.79)	0.07	3.86	(5,384)	395	5,779	(0.99)	0.07	1.06	0	4,800	4,800	0.00	0.07	0.07
FICA - Therapy	12,467	11,396	(1,071)	2.30	2.04	(0.26)	12,590	11,028	(1,562)	2.30	2.04	(0.26)	136,929	134,174	(2,755)	2.11	2.04	(0.06)
Workers Comp - Therapy	910	525	(385)	0.17	0.09	(0.07)	359	508	149	0.07	0.09	0.03	4,859	6,180	1,321	0.07	0.09	0.02
MERS DB - Therapy	20,628	20,628	0	3.81	3.70	(0.11)	20,628	20,628	0	3.78	3.82	0.04	247,540	247,540	0	3.81	3.77	(0.04)
MERS DC:Therapy	3,128	154	(2,974)	0.58	0.03	(0.55)	2,850	150	(2,700)	0.52	0.03	(0.49)	29,526	1,819	(27,707)	0.45	0.03	(0.43)
Health Ins - Therapy Services	10,880	9,542	(1,338)	2.01	1.71	(0.30)	10,730	9,234	(1,496)	1.96	1.71	(0.25)	136,786	112,344	(24,442)	2.10	1.71	(0.39)
Dental Ins - Therapy	504	508	4	0.09	0.09	0.00	504	491	(13)	0.09	0.09	0.00	7,411	5,976	(1,435)	0.11	0.09	(0.02)
Supplies - Therapy	252	537	285	0.05	0.10	0.05	574	520	(54)	0.11	0.10	(0.01)	5,125	6,321	1,196	0.08	0.10	0.02

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Grand Traverse Pavilions - SNF
SNF Income Statement
12/1/2025 to 12/31/2025

Facility #

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	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	296	296	0.00	0.05	0.05	0	286	286	0.00	0.05	0.05	4,973	3,483	(1,490)	0.08	0.05	(0.02)
Professional Service - Medica	2,886	942	(1,944)	0.53	0.17	(0.36)	0	911	911	0.00	0.17	0.17	14,639	11,086	(3,553)	0.23	0.17	(0.06)
Advertising-Wellness Center	0	67	67	0.00	0.01	0.01	0	65	65	0.00	0.01	0.01	0	792	792	0.00	0.01	0.01
Consultant - Therapy	2,750	5,048	2,298	0.51	0.90	0.40	3,758	4,885	1,128	0.69	0.90	0.22	48,081	59,431	11,350	0.74	0.90	0.16
Pool Maintenance	522	872	350	0.10	0.16	0.06	1,051	844	(207)	0.19	0.16	(0.04)	9,758	10,267	509	0.15	0.16	0.01
Dues & Memberships - Therapy	0	42	42	0.00	0.01	0.01	0	40	40	0.00	0.01	0.01	0	489	489	0.00	0.01	0.01
Education & Training - Therapy	0	45	45	0.00	0.01	0.01	0	44	44	0.00	0.01	0.01	6,829	532	(6,297)	0.11	0.01	(0.10)
Travel - Therapy	0	9	9	0.00	0.00	0.00	0	8	8	0.00	0.00	0.00	0	101	101	0.00	0.00	0.00
TOTAL Therapy	203,912	199,573	(4,339)	37.64	35.77	(1.87)	231,480	193,799	(37,681)	42.38	35.89	(6.49)	2,537,536	2,354,440	(183,096)	39.04	35.84	(3.21)
Ancillary																		
Medical Supplies	3,082	3,273	191	0.57	0.59	0.02	4,206	3,168	(1,038)	0.77	0.59	(0.18)	63,084	38,540	(24,544)	0.97	0.59	(0.38)
Tube Feeding Supplies	557	0	(557)	0.10	0.00	(0.10)	516	0	(516)	0.09	0.00	(0.09)	3,032	0	(3,032)	0.05	0.00	(0.05)
Wound Vac Supplies	12,780	0	(12,780)	2.36	0.00	(2.36)	122	0	(122)	0.02	0.00	(0.02)	14,688	0	(14,688)	0.23	0.00	(0.23)
Oxygen	6,133	3,265	(2,868)	1.13	0.59	(0.55)	2,657	3,160	503	0.49	0.59	0.10	46,292	38,445	(7,847)	0.71	0.59	(0.13)
Legend Drugs	39,322	37,558	(1,764)	7.26	6.73	(0.53)	42,503	36,346	(6,157)	7.78	6.73	(1.05)	384,348	442,215	57,867	5.91	6.73	0.82
Lab Services	0	1,812	1,812	0.00	0.32	0.32	2,764	1,754	(1,010)	0.51	0.32	(0.18)	20,169	21,340	1,171	0.31	0.32	0.01
Radiology Services	2,638	1,309	(1,329)	0.49	0.23	(0.25)	3,474	1,267	(2,207)	0.64	0.23	(0.40)	22,620	15,413	(7,207)	0.35	0.23	(0.11)
Misc Medical Services	396	265	(131)	0.07	0.05	(0.03)	0	256	256	0.00	0.05	0.05	3,241	3,120	(121)	0.05	0.05	0.00
TOTAL Ancillary	64,908	47,482	(17,426)	11.98	8.51	(3.47)	56,242	45,951	(10,291)	10.30	8.51	(1.79)	557,473	559,073	1,600	8.58	8.51	(0.07)
Diversional Therapy																		
Salary & Wages - Life Enrichm	29,374	39,006	9,632	5.42	6.99	1.57	25,620	37,748	12,128	4.69	6.99	2.30	315,743	459,266	143,523	4.86	6.99	2.13
Longevity - Life Enrichment	(10,274)	0	10,274	(1.90)	0.00	1.90	(1,866)	0	1,866	(0.34)	0.00	0.34	0	0	0	0.00	0.00	0.00
FICA - Life Enrichment	2,709	2,984	275	0.50	0.53	0.03	2,313	2,888	575	0.42	0.53	0.11	30,981	35,134	4,153	0.48	0.53	0.06
Workers Comp - Life Enrichme	240	105	(135)	0.04	0.02	(0.03)	94	102	8	0.02	0.02	0.00	1,274	1,236	(38)	0.02	0.02	0.00
MERS DB - Life Enrichment	2,204	2,204	0	0.41	0.39	(0.01)	2,204	2,204	0	0.40	0.41	0.00	26,450	26,450	0	0.41	0.40	0.00
MERS DC:Life Enrichment	786	933	147	0.15	0.17	0.02	652	903	251	0.12	0.17	0.05	10,983	10,982	(1)	0.17	0.17	0.00
Health Ins - Life Enrichment	3,087	2,529	(558)	0.57	0.45	(0.12)	3,237	2,447	(790)	0.59	0.45	(0.14)	43,433	29,772	(13,661)	0.67	0.45	(0.22)
Dental Ins - Life Enrichment	216	220	4	0.04	0.04	0.00	288	213	(75)	0.05	0.04	(0.01)	3,523	2,592	(931)	0.05	0.04	(0.01)
Supplies - Diversional Therapy	1,203	747	(456)	0.22	0.13	(0.09)	1,967	723	(1,244)	0.36	0.13	(0.23)	14,579	8,791	(5,788)	0.22	0.13	(0.09)
Activity Supplies - Eden	869	688	(181)	0.16	0.12	(0.04)	714	666	(48)	0.13	0.12	(0.01)	8,685	8,102	(583)	0.13	0.12	(0.01)
Educ. & Training- Activities	0	15	15	0.00	0.00	0.00	0	15	15	0.00	0.00	0.00	0	180	180	0.00	0.00	0.00
Special Functions	1,058	856	(202)	0.20	0.15	(0.04)	5,961	828	(5,133)	1.09	0.15	(0.94)	14,996	10,079	(4,917)	0.23	0.15	(0.08)
Beauty Shop Services	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	61	0	(61)	0.00	0.00	0.00
Activity Expenses	0	47	47	0.00	0.01	0.01	0	46	46	0.00	0.01	0.01	282	559	277	0.00	0.01	0.00
TOTAL Diversional Therapy	31,472	50,334	18,862	5.81	9.02	3.21	41,184	48,783	7,599	7.54	9.03	1.49	470,989	593,143	122,154	7.25	9.03	1.78
Human Services																		
Salary & Wages - Human Serv	36,117	21,220	(14,897)	6.67	3.80	(2.86)	28,120	20,536	(7,584)	5.15	3.80	(1.35)	271,630	249,850	(21,780)	4.18	3.80	(0.38)
Longevity - Human Services	(5,335)	0	5,335	(0.98)	0.00	0.98	(665)	0	665	(0.12)	0.00	0.12	0	0	0	0.00	0.00	0.00
FICA - Human Serv	2,552	1,623	(929)	0.47	0.29	(0.18)	1,822	1,571	(251)	0.33	0.29	(0.04)	17,902	19,113	1,211	0.28	0.29	0.02
Workers Comp - Human Serv	18	21	3	0.00	0.00	0.00	7	20	13	0.00	0.00	0.00	95	247	152	0.00	0.00	0.00
MERS DB - Human Services	757	757	0	0.14	0.14	0.00	757	757	0	0.14	0.14	0.00	9,088	9,088	0	0.14	0.14	0.00
MERS DC:Human Services	1,134	793	(341)	0.21	0.14	(0.07)	971	767	(204)	0.18	0.14	(0.04)	8,166	9,332	1,166	0.13	0.14	0.02
Health Ins - Human Services	1,410	2,643	1,233	0.26	0.47	0.21	1,410	2,557	1,147	0.26	0.47	0.22	22,999	31,116	8,117	0.35	0.47	0.12
Dental Ins - Human Services	72	94	22	0.01	0.02	0.00	72	91	19	0.01	0.02	0.00	1,369	1,105	(264)	0.02	0.02	0.00
Consultant Services-Psych.	3,000	0	(3,000)	0.55	0.00	(0.55)	0	0	0	0.00	0.00	0.00	6,900	0	(6,900)	0.11	0.00	(0.11)
Education & Training - Hum Ser	0	102	102	0.00	0.02	0.02	0	99	99	0.00	0.02	0.02	0	1,200	1,200	0.00	0.02	0.02
TOTAL Human Services	39,725	27,253	(12,472)	7.33	4.88	(2.45)	32,494	26,398	(6,096)	5.95	4.89	(1.06)	338,149	321,051	(17,098)	5.20	4.89	(0.32)

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Grand Traverse Pavilions - SNF
SNF Income Statement
12/1/2025 to 12/31/2025

Facility #

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	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
Child Care																		
Salary & Wages - CC Asst. CDC	15,637	15,698	61	2.89	2.81	(0.07)	12,748	15,192	2,444	2.33	2.81	0.48	159,258	184,830	25,572	2.45	2.81	0.36
Salary & Wages - Facilitator	9,523	8,358	(1,165)	1.76	1.50	(0.26)	9,957	8,088	(1,869)	1.82	1.50	(0.33)	108,867	98,407	(10,460)	1.68	1.50	(0.18)
Longevity - Child Day Care	(8,272)	0	8,272	(1.53)	0.00	1.53	102	0	(102)	0.02	0.00	(0.02)	0	0	0	0.00	0.00	0.00
FICA - CDC	2,016	1,840	(176)	0.37	0.33	(0.04)	1,616	1,781	165	0.30	0.33	0.03	20,239	21,668	1,429	0.31	0.33	0.02
Workers Comp - CDC	111	0	(111)	0.02	0.00	(0.02)	43	0	(43)	0.01	0.00	(0.01)	584	0	(584)	0.01	0.00	(0.01)
MERS DB - CDC	835	1,123	288	0.15	0.20	0.05	1,123	1,123	0	0.21	0.21	0.00	13,478	13,478	0	0.21	0.21	0.00
MERS DC-Child Care	957	623	(334)	0.18	0.11	(0.06)	565	603	38	0.10	0.11	0.01	6,627	7,339	712	0.10	0.11	0.01
Health Ins - CDC	1,483	2,067	584	0.27	0.37	0.10	4,183	2,000	(2,183)	0.77	0.37	(0.40)	23,523	24,338	815	0.36	0.37	0.01
Dental Ins - CDC	108	147	39	0.02	0.03	0.01	108	142	34	0.02	0.03	0.01	1,782	1,728	(54)	0.03	0.03	0.00
Uniforms - CDC	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	293	0	(293)	0.00	0.00	0.00
Teaching/Educational Supplies	0	18	18	0.00	0.00	0.00	0	17	17	0.00	0.00	0.00	10	211	201	0.00	0.00	0.00
Small Equipment - CDC	0	102	102	0.00	0.02	0.02	0	99	99	0.00	0.02	0.02	1,447	1,200	(247)	0.02	0.02	0.00
Meals - CDC	2,301	662	(1,639)	0.42	0.12	(0.31)	1,937	641	(1,296)	0.35	0.12	(0.24)	29,432	7,800	(21,632)	0.45	0.12	(0.33)
Dietary Snacks - CDC	0	510	510	0.00	0.09	0.09	0	493	493	0.00	0.09	0.09	689	6,000	5,311	0.01	0.09	0.08
Special Functions - CDC	0	7	7	0.00	0.00	0.00	0	7	7	0.00	0.00	0.00	558	80	(478)	0.01	0.00	(0.01)
Child Daycare Supply/Equip	192	0	(192)	0.04	0.00	(0.04)	0	0	0	0.00	0.00	0.00	192	0	(192)	0.00	0.00	0.00
Indirect Costs-Childcare	0	1,400	1,400	0.00	0.25	0.25	(14,000)	1,400	15,400	(2.56)	0.26	2.82	0	16,800	16,800	0.00	0.26	0.26
Miscellaneous Exp-Childcare	0	68	68	0.00	0.01	0.01	0	66	66	0.00	0.01	0.01	48	800	752	0.00	0.01	0.01
TOTAL Child Care	24,892	32,623	7,732	4.59	5.85	1.25	18,383	31,652	13,269	3.37	5.86	2.50	367,028	384,679	17,651	5.65	5.86	0.21
Equipment Depreciation																		
Depreciation - Office	2,304	2,304	0	0.43	0.41	(0.01)	2,304	2,304	0	0.42	0.43	0.00	27,644	27,644	0	0.43	0.42	0.00
Depreciation Exp - Nursing	4,138	4,138	0	0.76	0.74	(0.02)	4,138	4,138	0	0.76	0.77	0.01	49,651	49,651	0	0.76	0.76	(0.01)
Depreciation - Dietary	1,375	1,375	0	0.25	0.25	(0.01)	1,375	1,375	0	0.25	0.25	0.00	16,498	16,498	0	0.25	0.25	0.00
Depreciation - Furniture	662	662	0	0.12	0.12	0.00	662	662	0	0.12	0.12	0.00	7,943	7,943	0	0.12	0.12	0.00
Depreciation - Maintenance	1,634	1,634	0	0.30	0.29	(0.01)	1,634	1,634	0	0.30	0.30	0.00	19,611	19,611	0	0.30	0.30	0.00
Depreciation - Vehicle	877	877	0	0.16	0.16	0.00	877	877	0	0.16	0.16	0.00	10,524	10,524	0	0.16	0.16	0.00
Depreciation-Equip Well. Ctr	200	200	0	0.04	0.04	0.00	200	200	0	0.04	0.04	0.00	2,400	2,400	0	0.04	0.04	0.00
TOTAL Equipment Depreciation	11,189	11,190	1	2.07	2.01	(0.06)	11,189	11,190	1	2.05	2.07	0.02	134,271	134,271	0	2.07	2.04	(0.02)
TOTAL SNF Operating Expenses	2,761,086	2,725,139	(35,947)	509.61	488.38	(21.24)	2,911,094	2,650,526	(260,567)	532.97	490.84	(42.13)	32,974,036	32,058,318	(915,718)	507.35	487.95	(19.40)
Net Operating Income	40,396	93,259	(52,862)	7.46	16.71	(9.47)	(208,194)	73,741	(281,934)	(38.12)	13.66	(52.21)	901,984	1,103,544	(201,560)	13.88	16.80	(3.07)
SNF Building Depreciation																		
Depreciation - Land Improv	1,594	1,594	0	0.29	0.29	(0.01)	1,594	1,594	0	0.29	0.30	0.00	19,128	19,128	0	0.29	0.29	0.00
Depreciation - Building	38,499	38,499	0	7.11	6.90	(0.21)	38,499	38,499	0	7.05	7.13	0.08	461,991	461,991	0	7.11	7.03	(0.08)
Depreciation - Parking Structr	5,437	5,437	0	1.00	0.97	(0.03)	5,437	5,437	0	1.00	1.01	0.01	65,245	65,245	0	1.00	0.99	(0.01)
Depreciation - Bldg Improv	12,328	12,328	0	2.28	2.21	(0.07)	12,328	12,328	0	2.26	2.28	0.03	147,940	147,940	0	2.28	2.25	(0.02)
Depreciation-Bldg Imp WellCtr	2,654	2,654	0	0.49	0.48	(0.01)	2,654	2,654	0	0.49	0.49	0.01	31,844	31,844	0	0.49	0.48	(0.01)
TOTAL SNF Building Depreciation	60,512	60,512	0	11.17	10.84	(0.32)	60,512	60,512	0	11.08	11.21	0.13	726,148	726,148	0	11.17	11.05	(0.12)
Net Income	(20,116)	32,747	(52,863)	(3.71)	5.87	(9.47)	(268,706)	13,229	(281,935)	(49.20)	2.45	(52.21)	175,836	377,396	(201,560)	2.71	5.74	(3.07)

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Grand Traverse Pavilions - SNF
Cottage Income Statement
12/1/2025 to 12/31/2025

Facility #

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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	216,771	273,544	(56,773)	211,602	264,720	(53,118)	2,364,270	3,220,757	(856,487)
Room Rental-Cottage-Priv Insur	56,479	27,311	29,168	63,056	26,430	36,626	752,997	321,563	431,434
Respite-Cottages	6,250	2,976	3,274	5,175	2,880	2,295	139,275	35,040	104,235
Registration Fee - Cottages	750	170	580	975	164	811	4,475	2,000	2,475
Ancillary Rev - Cottages	550	10,192	(9,642)	395	9,863	(9,468)	8,171	120,000	(111,829)
Meal Plan	29,573	28,252	1,321	29,175	27,340	1,835	326,485	332,640	(6,155)
Personal Care Services- Privat	3,257	1,359	1,898	2,573	1,315	1,258	24,538	16,000	8,538
Contractual Discount-Private	(8,379)	0	(8,379)	(8,379)	0	(8,379)	(120,028)	0	(120,028)
Contractual Allow MA Waiver	0	0	0	0	0	0	4,844	0	4,844
Contractual Allowance PACE	(14,292)	(5,602)	(8,690)	(16,143)	(5,602)	(10,541)	(199,164)	(67,229)	(131,935)
Scholarships Private Pay	(2,824)	(4,772)	1,948	(2,944)	(4,618)	1,674	(33,570)	(56,184)	22,614
TOTAL Cottage Revenue	288,133	333,430	(45,296)	285,485	322,492	(37,007)	3,272,291	3,924,587	(652,296)
Cottage Other Revenue									
Beauty Shop Income	505	499	6	706	483	223	4,424	5,877	(1,453)
Donation Income - Cottages	0	4,772	(4,772)	0	4,618	(4,618)	37,559	56,184	(18,625)
TOTAL Cottage Other Revenue	505	5,271	(4,766)	706	5,101	(4,395)	41,983	62,061	(20,078)
Total Income	288,638	338,701	(50,062)	286,191	327,593	(41,402)	3,314,274	3,986,648	(672,374)
Cottage Operating Expenses									
Salary & Wages - Admin - Cott	43,500	17,030	(26,470)	18,335	16,480	(1,855)	208,183	200,509	(7,674)
Salary & Wages - ES Cottages	11,880	8,606	(3,274)	9,783	8,329	(1,454)	112,186	101,331	(10,855)
Salary & Wages - Hskpg Cottage	9,592	7,560	(2,032)	14,090	7,316	(6,774)	86,368	89,014	2,646
Salary & Wages - RN Cottages	12,546	7,687	(4,859)	8,932	7,440	(1,492)	102,603	90,514	(12,089)
Salary & Wages - LPN Cottages	0	1,624	1,624	0	1,572	1,572	9,416	19,125	9,709
Salary & Wages - CNA Cottages	32,522	76,101	43,579	26,259	73,646	47,387	399,842	896,025	496,183
Salary & Wages - UW Cottages	123,928	56,677	(67,251)	112,568	54,848	(57,720)	1,136,084	667,321	(468,763)
Longevity - Cottages	(41,030)	0	41,030	3,730	0	(3,730)	0	0	0
Longevity - Cottages Admin	0	255	255	(9,400)	247	9,647	0	3,000	3,000
FICA Admin Cottages	3,252	1,303	(1,949)	589	1,261	672	15,128	15,339	211
FICA - Env Serv Cottages	874	658	(216)	741	637	(104)	8,229	7,752	(477)
FICA - Cottage Housekeeping	727	578	(149)	1,071	560	(511)	6,533	6,810	277
FICA - RN LPN CNA and UW - Co	13,287	10,870	(2,417)	10,532	10,519	(13)	124,200	127,983	3,783
Workers Comp - Cottages	2,720	939	(1,781)	1,076	909	(167)	16,208	11,059	(5,148)
Workers Comp - Cottage Admin	0	6	6	0	6	6	0	74	74
MERS DB - Cottages	5,397	7,182	1,785	7,182	7,182	0	86,180	86,180	0
MERS DB - Cottages Admin	2,166	2,166	0	2,166	2,166	0	25,997	25,997	0
MERS DC-Cottage	6,643	2,477	(4,166)	4,138	2,397	(1,741)	43,063	29,163	(13,900)
MERS DC:Admin Cottages	0	0	0	308	0	(308)	308	0	(308)
Health Ins - Cottages	15,248	11,183	(4,065)	11,648	11,183	(465)	151,797	134,193	(17,604)
Dental Ins - Cottages	793	728	(65)	683	728	45	9,727	8,732	(995)
Supplies - Cottages	0	14	14	0	13	13	0	163	163
Supplies Plant Ops - Cottages	714	37	(677)	35	36	1	10,952	439	(10,513)
Supplies Laundry - Cottages	0	62	62	171	60	(111)	3,404	729	(2,675)
Activity Supplies - Cottages	375	526	151	512	509	(3)	6,959	6,196	(763)
Small Equipment	1,379	0	(1,379)	51	0	(50)	16,424	0	(16,424)

Date: Jan 24, 2026
 Time: 19:42:36 EST
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
Cottage Income Statement
12/1/2025 to 12/31/2025

Facility #

Page # 2

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Cottage Operating Expenses (con't)									
Nursing Supplies - Cottages	643	330	(313)	185	319	134	4,499	3,880	(619)
Contract Services-Dining	52,829	63,084	10,255	62,975	63,084	109	747,573	757,005	9,432
Contract Svcs:Security-Cottag	0	228	228	0	228	228	1,988	2,730	742
Advertising - Cottages	243	5,472	5,229	149	5,295	5,146	9,148	64,424	55,276
Referral Fees	2,250	729	(1,521)	0	729	729	11,652	8,751	(2,901)
Printing & Binding - Comm Rel	0	52	52	0	52	52	0	618	618
Building Repairs - Cottages	4,978	842	(4,136)	2,240	842	(1,398)	47,136	10,099	(37,037)
Equipment Repairs - Cottages	605	137	(468)	4,570	137	(4,433)	15,294	1,649	(13,645)
Elevator-Cottages	(610)	351	961	200	351	151	8,335	4,215	(4,120)
Telephone - Cottages	350	357	7	310	357	47	3,680	4,283	603
Water - Cottages	886	1,736	850	1,098	1,736	638	17,515	20,831	3,316
Sewer - Cottages	1,553	1,668	115	2,120	1,668	(452)	24,542	20,016	(4,526)
Electric - Cottages	5,666	5,726	60	5,243	5,726	483	70,791	68,716	(2,075)
Natrual Gas - Cottages	3,170	1,974	(1,196)	2,686	1,974	(712)	39,091	23,691	(15,400)
Refuse Disposal - Cottages	37	657	620	1,246	657	(589)	7,513	7,882	369
Television - Cottages	1,511	1,570	60	(371)	1,570	1,941	15,986	18,837	2,851
Special Functions - Cottages	321	106	(215)	166	106	(60)	2,431	1,266	(1,165)
Beauty Shop Services	405	403	(2)	1,817	403	(1,414)	3,561	4,837	1,276
Indirect Costs-Cottages	20,000	20,000	0	20,000	20,000	0	240,000	240,000	0
Bond Interest Expense	3,820	3,278	(542)	3,820	3,278	(542)	45,837	39,330	(6,507)
Miscellaneous Exp - Cottages	0	52	52	0	52	52	479	622	143
Depreciation - Equip Cottages	917	917	0	917	917	0	11,005	11,005	0
TOTAL Cottage Operating Expenses	346,085	323,938	(22,147)	334,569	317,525	(17,044)	3,907,842	3,842,335	(65,507)
Net Operating Income	(57,447)	14,762	(72,209)	(48,378)	10,068	(58,446)	(593,568)	144,313	(737,881)
Cottage Building Depreciation									
Depreciation Bldg - Cottages	19,018	19,018	0	19,018	19,018	0	228,220	228,219	(1)
Depreciation-Cottage Bldg Impr	4,304	4,304	0	4,304	4,304	0	51,643	51,643	0
TOTAL Cottage Building Depreciation	23,322	23,322	0	23,322	23,322	0	279,863	279,862	(1)
Net Income	(80,769)	(8,560)	(72,209)	(71,700)	(13,254)	(58,446)	(873,431)	(135,549)	(737,882)

Date: Jan 24, 2026
 Time: 19:58:50 EST
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
Balance Sheet
As Of 12/31/2025

Facility #

Page # 1

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Assets	0	0	0
Current Assets			
Cash			
County Held Cash			
Cash - County	2,120,251	2,927,110	7,701,794
Cash - Deposits (Cottages)	66,221	66,221	87,767
Cash - M.O.E.	3,319	3,319	3,319
TOTAL County Held Cash	2,189,791	2,996,650	7,792,881
Other Cash			
A/P Cash Clearing Account	22,152	22,152	15,228
Cash - Resident Trust	14,462	14,462	14,626
Cash-Payroll	6,705	6,705	6,705
Cash - Advance Pay Funding Ac	30,737	6,241	31,398
TOTAL Other Cash	74,056	49,560	67,956
TOTAL Cash	2,263,847	3,046,210	7,860,837
Accounts Receivable	9,001,207	8,646,467	4,040,893
Other Receivables			
Medicaid QAS Settlement Rec	606,043	820,719	824,570
A/R QMI	82,326	49,000	0
Interest Receivable	120,000	110,000	0
Due From Other Funds	0	2,086	0
Grants Receivable	0	0	36,048
Due from Foundation	25,626	22,926	6,944
MA Wage Pass Through Receiv	178,238	179,428	83,696
TOTAL Other Receivables	1,012,233	1,184,160	951,257
Inventory	173,266	173,266	173,266
Prepaid Expenses	0	0	0
Other Current Assets			
Prepaid Insurance - General	6,300	38,594	6,300
Prepaid Insurance - Work Comp.	0	25,322	0
TOTAL Other Current Assets	6,300	63,916	6,300
TOTAL Current Assets	12,456,853	13,114,019	13,032,553
Non-Current Assets			
Property & Equipment	14,564,153	14,651,037	15,306,973
Other Non Current Assets			
Due from PACE North	914,930	947,226	1,307,535
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	2,921,792	2,954,088	3,314,397
TOTAL Non-Current Assets	17,485,945	17,605,126	18,621,371
TOTAL Assets	29,942,799	30,719,144	31,653,924
Liabilities & Equity			
Liabilities			
Current Liabilities			
Accounts Payable	446,647	609,826	1,129,756
Accrued Expenses	2,185,841	2,355,020	1,799,915
Other Current Liabilities			

Date: Jan 24, 2026
 Time: 19:58:50 EST
 User: Kory R. Hansen

Grand Traverse Pavilions - SNF
Balance Sheet
As Of 12/31/2025

Facility #

Page # 2

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Other Current Liabilities (con't)			
Current Portion of Bonds Paya	740,000	740,000	725,000
Interest Payable	131,824	104,958	122,167
Medicaid Cost Settle. Payable	2,922,489	3,293,000	2,930,000
TOTAL Other Current Liabilities	3,794,313	4,137,958	3,777,167
TOTAL Current Liabilities	6,426,801	7,102,804	6,706,839
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	4,420,000
Pension Bonds (Union) Issued	3,960,000	3,960,000	4,190,000
Bonds Payable-Series 2017 Haw	1,150,000	1,150,000	1,380,000
Def Los on Adv Refund-'17	(32,536)	(33,079)	(39,044)
TOTAL Long-Term Liabilities	14,688,989	14,688,446	15,422,481
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	15,471,904	15,471,361	16,205,396
TOTAL Liabilities	21,898,705	22,574,165	22,912,235
Equity			
Equity			
RETAINED EARNINGS - PRIOR	10,499,269	10,499,269	10,499,269
Contributed Capital	126,540	126,540	126,540
TOTAL Equity	10,625,809	10,625,809	10,625,809
Net Income (Loss)	(2,581,715)	(2,480,830)	(1,884,121)
TOTAL Equity	8,044,094	8,144,979	8,741,689
TOTAL Liabilities & Equity	29,942,799	30,719,144	31,653,924

Date: Jan 24, 2026

Time: 19:37:51 EST

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Grand Traverse Pavilions - SNF

Cash Flow Statement

12/1/2025 to 12/31/2025

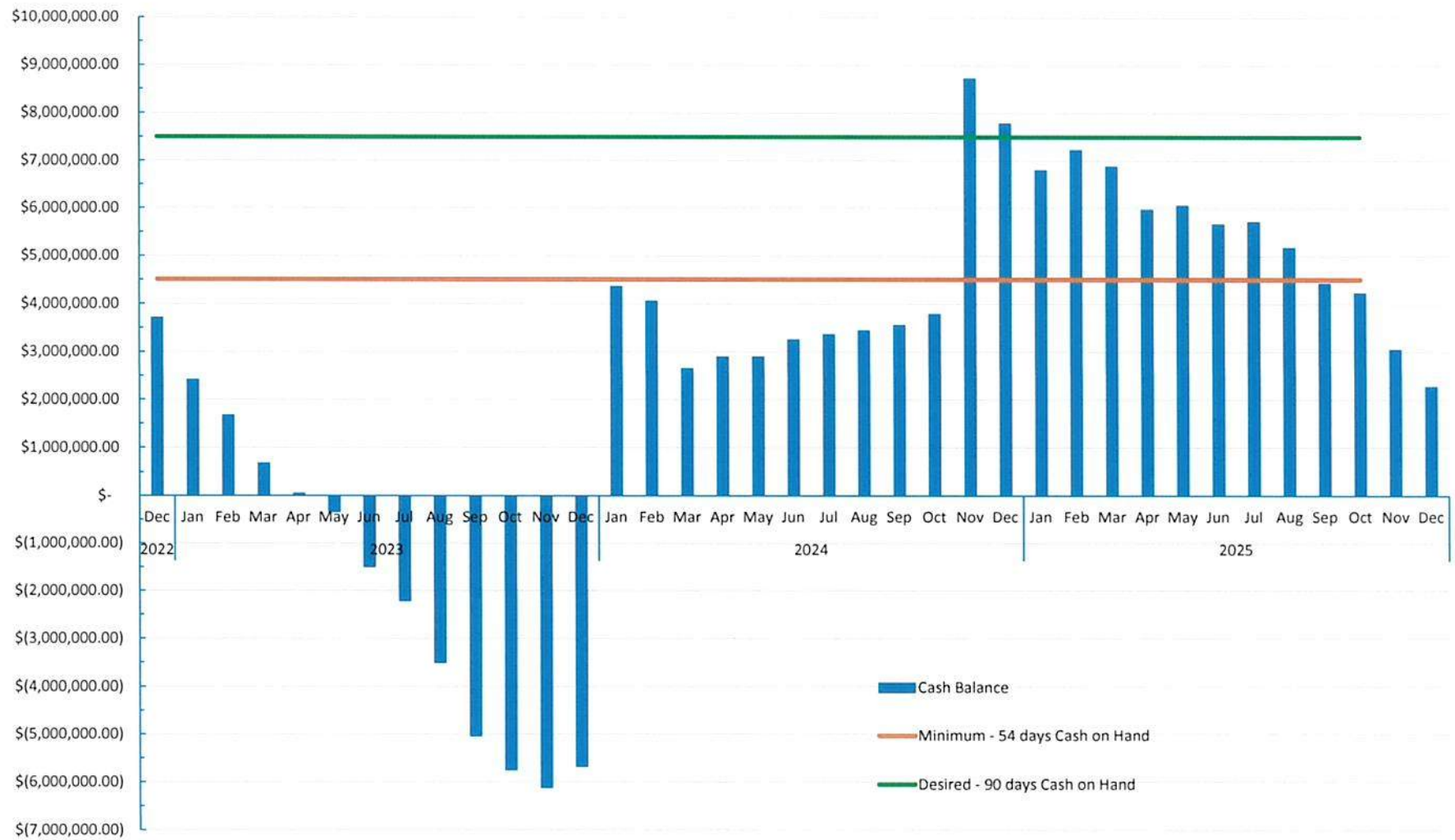
Facility #

Page # 1

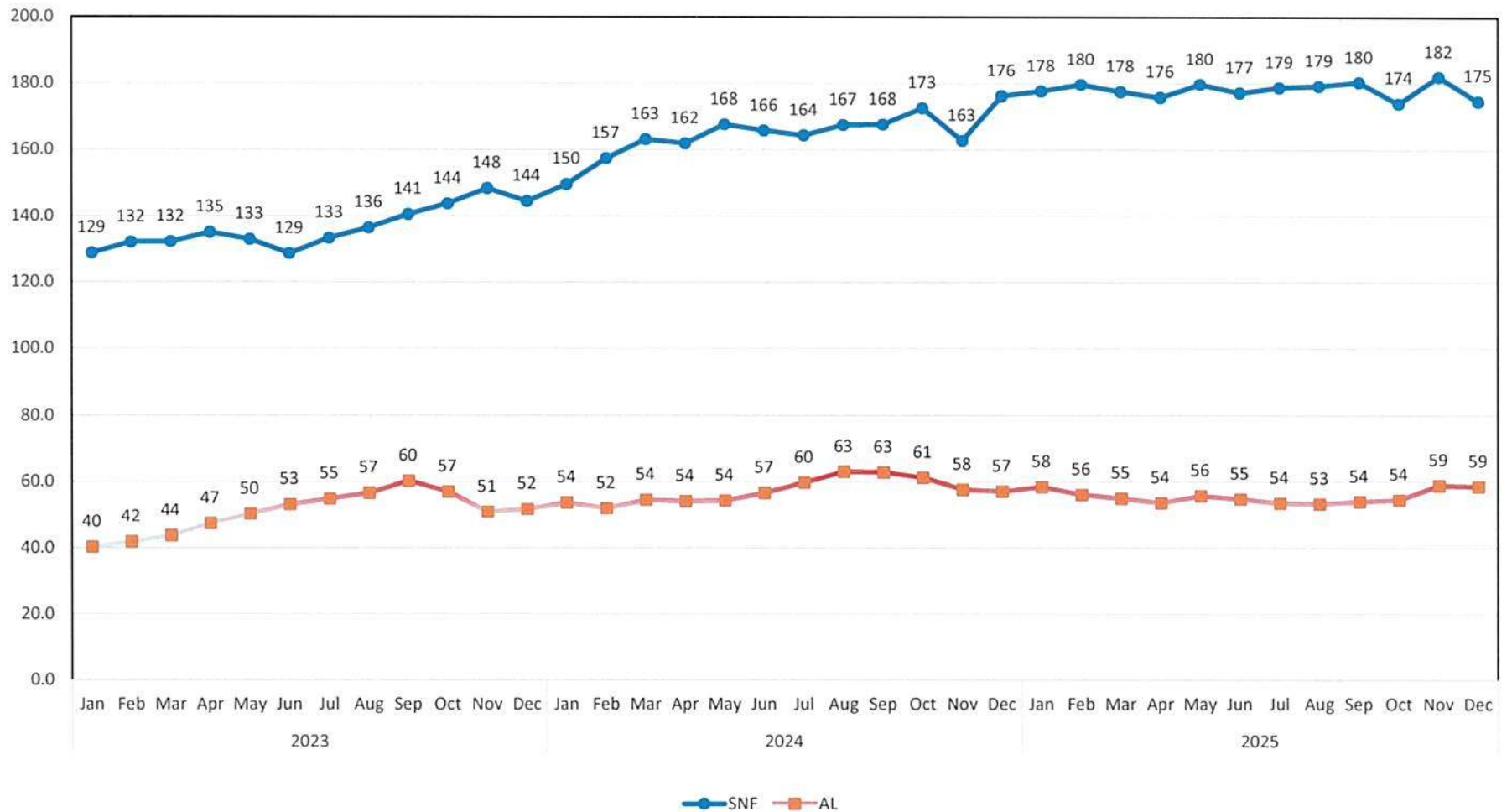
	CURRENT PERIOD	PRIOR PERIOD	YEAR TO DATE
	Actual \$	Actual \$	Actual \$
	0	0	0
Cash from Operating Activity			
Net Income	(100,885)	(340,406)	(697,595)
Net Cash provided by Operating Activities			
Depreciation and Amortization	96,483	96,483	1,157,794
Changes in Working Capital Items			
Accounts Receivable	(354,740)	(730,446)	(4,960,315)
Prepaid Expenses	57,616	38,941	0
Due to/from	(10,000)	(10,000)	(120,000)
Inventory	0	0	0
Accounts Payable	(161,480)	(207,868)	(683,540)
Other Assets			
Medicaid Settlement Receivable	0	0	0
Employee Retention Credit Receivable	0	0	0
Due From Foundation	(613)	(14,818)	(18,682)
Due From Grants			
Grants Receivable	0	0	36,048
TOTAL Due From Grants	0	0	36,048
Deferred Outflows			
TOTAL Deferred Outflows	0	0	0
Due From Pace North	32,296	0	392,605
Medicare Settlements Receivable	0	0	0
Medicaid Wage Pass Through Rec	1,190	(91,428)	(94,543)
QAS Receivable	214,676	(30,373)	218,527
QMI Receivable	(33,326)	(24,000)	(82,326)
TOTAL Other Assets	214,222	(160,620)	451,629
Accrued Payroll & Other Expenses	(144,012)	97,712	396,014
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	(370,511)	33,000	(7,511)
QAS Payable	0	0	0
Net Pension Liability	0	0	0
TOTAL Other Accrued Liabilities	(370,511)	33,000	(7,511)
TOTAL Changes in Working Capital Items	(768,905)	(939,282)	(4,923,723)
TOTAL Net Cash provided by Operating Activities	(672,422)	(842,799)	(3,765,929)
TOTAL Cash from Operating Activity	(773,308)	(1,183,205)	(4,463,524)
Cash from Investing Activity			
Fixed Asset Purchase	(9,056)	0	(408,466)
TOTAL Cash from Investing Activity	(9,056)	0	(408,466)
Cash from Financing Activities			
Long Term Debt	0	0	(725,000)
Short Term Debt/Notes Payable	0	0	0
TOTAL Cash from Financing Activities	0	0	(725,000)
Net Cash Activity	(782,364)	(1,183,205)	(5,596,990)
CASH BEG OF PERIOD	3,046,210	4,229,415	7,860,837
Cash Beginning Balances as of 11/30/2025	3,046,210	4,229,415	7,860,837
Net Cash Activity	(782,364)	(1,183,205)	(5,596,990)
Cash Ending Balance	2,263,847	3,046,210	2,263,847

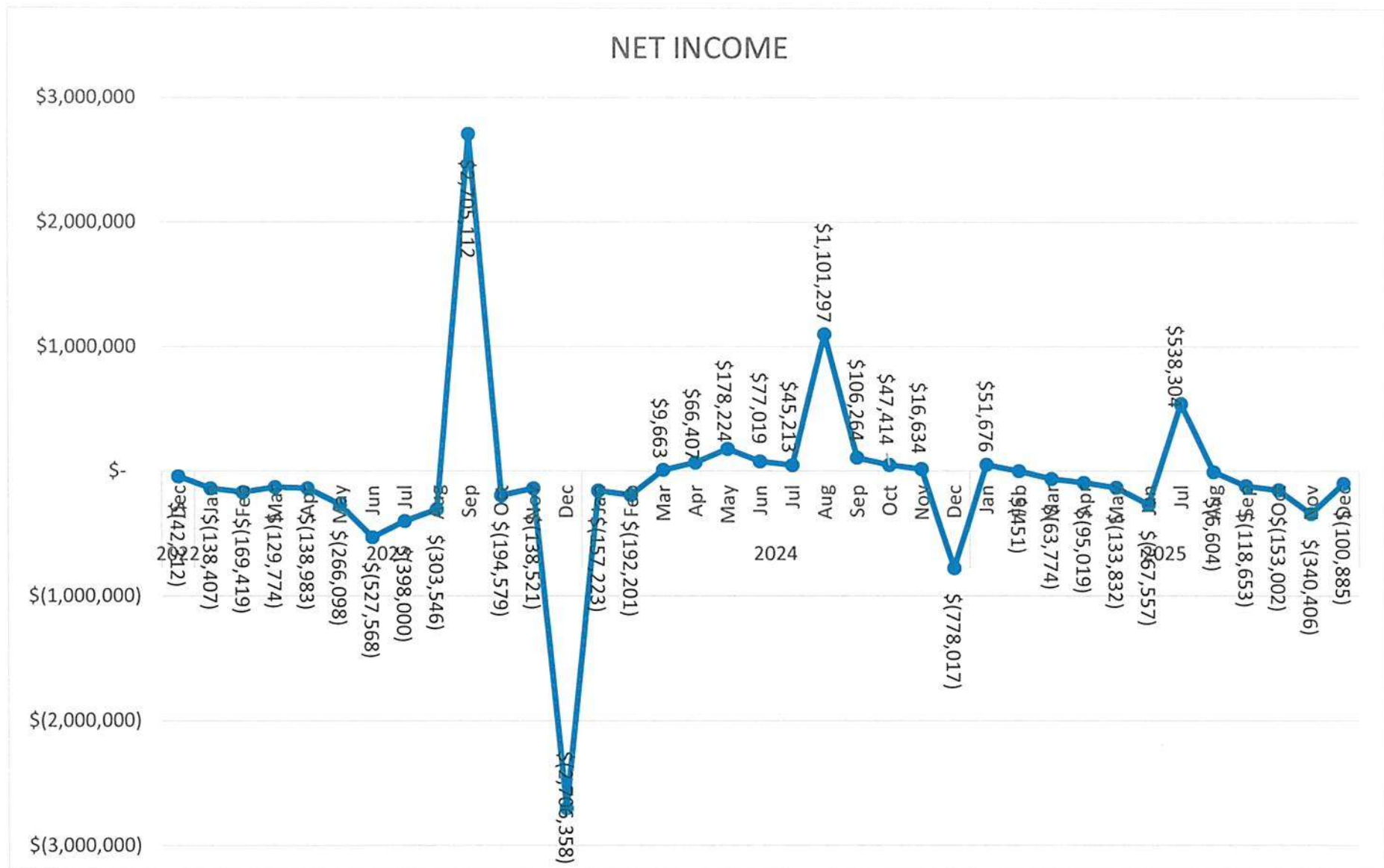
Grand Traverse Pavilions					
Irregular payments					
2025					
Grand Traverse County	union pension bond principal	January	220,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually inc.
Grand Traverse County	union pension bond interest	January	93,581.25	Amortization changes each year	Expensed monthly
Grand Traverse County	Unemployment claims for 2024	January	11,547.00	We share an unemployment account	Billed by the County annually based on paid claims
AFP Specialty	Fire Panel Testing	January	18,495.54	Older invoices received in late December	Expensed in December; billing information updated
Midwest Pools Inc.	Pool bottom refinishing	January	13,625.00	Capital purchase	
Northern Michigan Glass	Front Doors	January	15,465.00	Capital purchase	
Acisure	Cyber liability annual premium	January	12,287.50	Expensed monthly	
Warner Norcross	Attorney Fees	January	52,740.22	December fees paid in January	Expensed in December
Brown & Brown	Mgmt Liability annual premium	January	31,860.00	Expensed monthly	
Payroll	3 payrolls in the month (26 per year)	January	750,000.00	Biweekly pay, two 3 pay period months each year	
West Bend Insurance	Insured portion of Workers Compensation Exp	January	34,401.60	Down payment	Followed by 8 payments of \$11,019.80; expensed monthly
Grand Traverse County	non-union pension bond interest payment	February	53,675.00	Amortization changes each year	Expensed monthly, Paid twice each year
Otis Elevator	Two service contracts	February	7,031.88	Late billings for part of 2024	Estimate expensed monthly
CMS--Medicare	Penalties related to Survey	February	29,347.50		
State of Michigan	Quality Assurance Supplement Reconciliation	February	(259,721.82)	Annual reconciliation--refund in 2025	
Payroll	Perfect Attendance	February	9,000.00	Quarterly with an annual bonus	for those with perfect attendance
Nationwide Insurance	Liability, property and auto insurance	March	97,900.33	Installment payment 1 of 3	Calendar year policy; expensed monthly
Warner Norcross	Attorney Fees for January	March	28,282.50		
State of Michigan	Outstation worker payments per contract	March	18,725.00	1/2 Paid back to GTP by Pace	Contract renews 10/1--want decision by 6/2 each year
State of Michigan	Quality Assurance Assessment	March	264,677.40	4 months retroactive increase	
State of Michigan	Quality Measures Incentive Assessment	March	22,908.80	4 months retroactive increase	
Ginop Sales	Kubota	March	28,006.00	Board Approved Kubota Utility vehicle	
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	21,907.50	Amortization changes each year	Expensed monthly
Grand Traverse County	Rent--Pace Bond interest	April	41,171.25	Interest decreases each year	Paid by Pace to GTP
Relias	elearning program	April	40,053.40	Annual expense; billed 10/1 each year	Employee e-learning module
NetSmart Technologies	Annual Pmt for legacy healthcare record access	April	25,200.00	Annual payment	annual pmt for legacy healthcare record access
TES Construction	50% down on two roofs (Aspen & Birch)	April	112,500.00	Capital purchase	
Warner Norcross	Attorney Fees for Feb	April	9,750.00	legal fees	
MCMCFC	Annual Dues	April	12,100.00	This is the 2024-25 amount	
CDW	VMWare 1 year license subscription	May	20,622.08	Annual payment	
Various	Aspen Remodel & Reequipped	May	70,889.30		
Brightly Software, Inc.	Maintenance management software	June	13,082.21	Annual renewal for software license	
Plante Moran	Cost Report Preparation	June	11,600.00	Medicare & Medicaid Cost Reports-annual	Benchmarking survey and MA rate projec.
TES Construction	Final 50% down on two roofs (Aspen & Birch)	June	116,000.00	Capital purchase - final 50%	
Nationwide Insurance	Liability, property and auto insurance	June	99,312.99	Installment payment 2 of 3	Calendar year policy; expensed monthly
State of Michigan	Outstation worker payments per contract	June	37,450.00	1/2 due to be paid back to GTP from Pace	Contract renews 10/1--want decision by 6/3
Red Door Design	Aspen - resident room chairs (23)	June	29,803.31	Capitalized	
KONE Elevator	Elevator contracts	June	15,980.02	Annual expense for elevator maintenance	
Warner Norcross	Attorney Fees relating to PACE	June	21,736.79	legal fees	
Payroll	Survey	July	6,500.00	Quarterly payment-\$100 grossed up for F	reimbursed by grant
Payroll	3 payrolls in the month (26 per year)	August	785,000.00		
GT Sealcoating & Striping	Asphalt repairs and parking lot resealing/stripping	August	23,663.99	Capital purchase	
Payroll	Perfect Attendance	August	5,372.02	Quarterly payment-\$100 grossed up for F	for those with perfect attendance
Leading Age	Annual Dues	August	32,861.52	Annual Dues	Updated for actual 24-25 invoice (higher by \$325.00)
Grand Traverse County	union pension bond interest payment	September	89,896.25	Amortization changes each year	Expensed monthly
A & B Equipment	Commercial Dryer	September	7,026.00	Capital purchase - final 50% payment	
Grand Traverse County	non-union pension bond principal	September	275,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually increase
Grand Traverse County	non-union pension bond interest	September	53,675.00	Amortization changes each year	Expensed monthly
Nationwide Insurance	Liability, property and auto insurance	September	97,900.33	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	6,308.00	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
Relias	elearning program	November	42,056.00	Annual expense; billed 10/1 each year	Employee e learning module
Molan Asphalt	Repalce paved path behind Aspen	November	30,950.00	Capital Purchase	
Insight Direct	Firewall Redundancy Equipment	November	10,822.00	Capital	
Longevity Pay	Annual pay based on seniority and hours	November	80,870.00	Annual payment; expensed monthly	Per union agreement and handbook
Payroll	Payment for Relias training	November	140,000.00	one-time payout	negotiated settlement with union
Forefront	Additioanl monthly payment for June	November	289,000.00	one-off for missed payment	correctly expensed to June
State of Michigan	Outstation worker payments per contract	December	18,912.50	2/3 due to be paid back to GTP from Pace	Estimate--contract runs 10/1 to 9/30 each year
Retention Pay	Part of union contract and past practice for other	December	348,000.00	Annual payment during union contract	Includes employer taxes, expensed monthly
State of Michigan	Final Settlement - FY22 Cost Report	December	681,548.00		

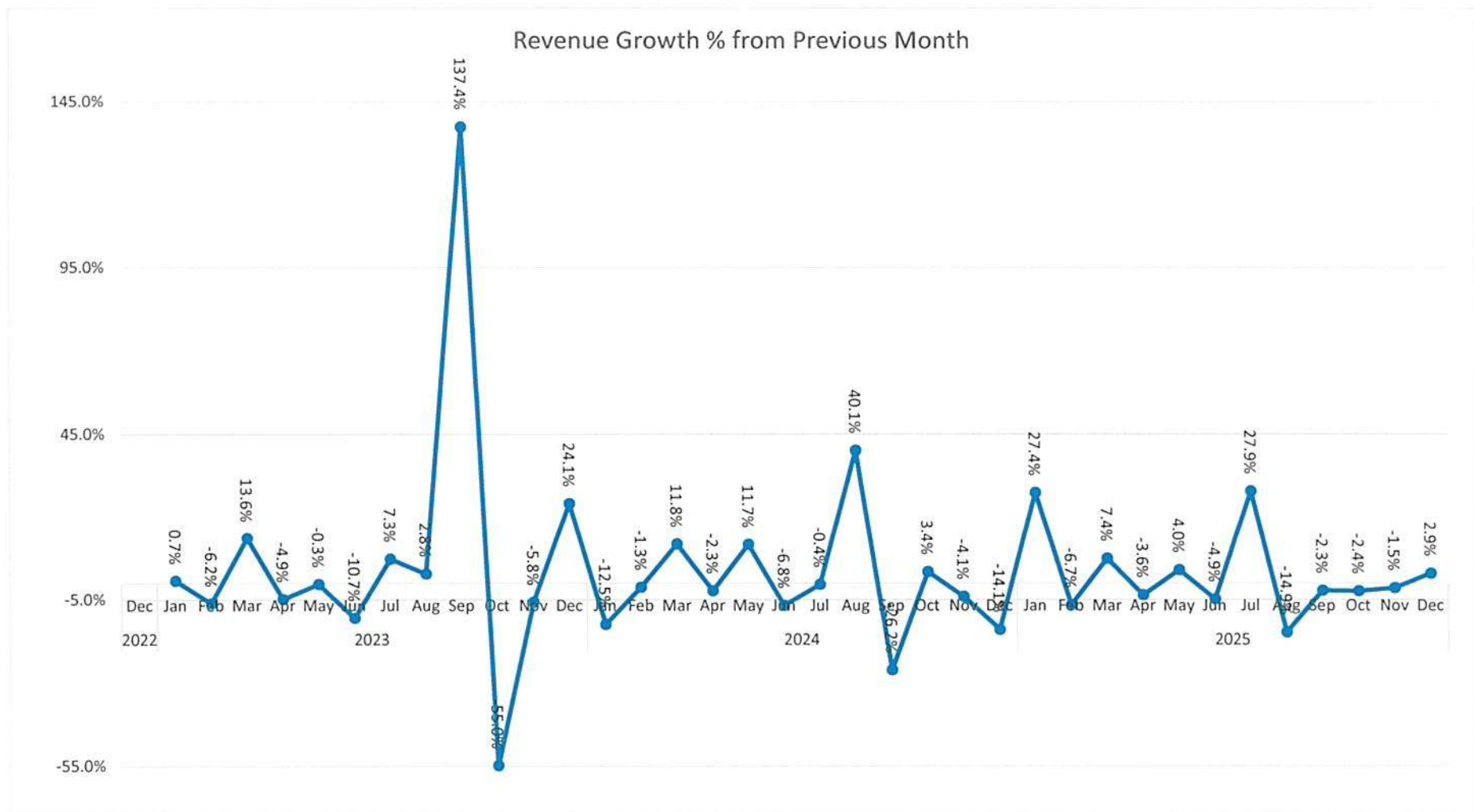
CASH BALANCE

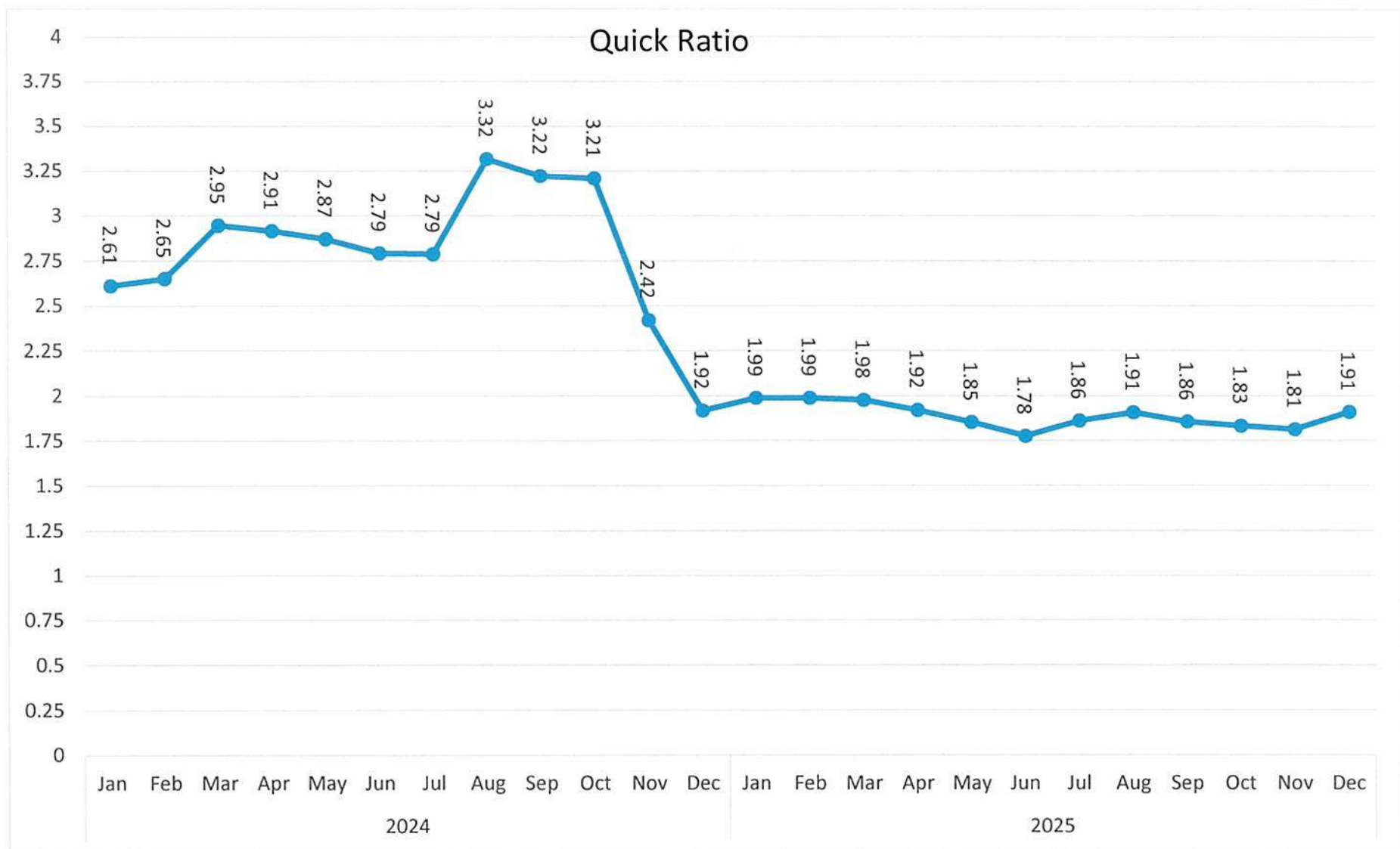


AVG. CENSUS PER DAY









9

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


D. Bids Solicited From:

4. _____ City _____ Date _____

E. Bids Received:

4. _____ Date _____ \$ _____

How Funded: Capital Budget

 1.20.26
Administrator/CEO Date
(Purchase up to \$5000.00)

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Grand Traverse Pavilions

MEMORANDUM

1/15/2026

TO: DHHS Board
FROM: Ryan Hutchins, Environmental Services Director
RE: Emergency Repair, Walk-In Freezer Compressor Replacement

Situation

Attached is a bid for replacement of the compressor for the walk-in freezer located in the Main Kitchen cooler. The total cost is \$12,055.47, which includes the new compressor and all labor for installation.

Background

The walk-in freezer within the Main Kitchen area is essential for daily operations because it allows staff to safely store and access supplies efficiently. Without it, staff would need to repeatedly transport items from the large outdoor walk-in freezer located in the receiving area creating significant storage, workflow inefficiency, and increased labor burden. The existing kitchen cooler/freezer is an aging unit, and replacement part options are limited due to age, increasing the risk of operational failure if repairs are delayed.

Assessment

Prompt repair is critical to:

- Maintain food safety and temperature control compliance
- Prevent interruption of kitchen operations
- Avoid additional labor strain and inefficiency
- Reduce risk of a full system failure due to delayed repair or unavailable parts

Grand Traverse Refrigeration is the primary large-scale refrigeration vendor in our area and has consistently provided reliable service, timely communication, and high-quality workmanship in coordination with the Environmental Services Department.

Recommendation

Approve the urgent repair/replacement of the Main Kitchen walk-in freezer compressor in the amount of \$12,055.47 to prevent disruption to kitchen operations and support safe, efficient food service continuity.

Thank you,

Ryan Hutchins
Environmental Services Director



Grand Traverse Refrigeration, Inc.
1289 South M-37, Traverse City, MI 49685
(231) 943-4451

Estimate 106693432
Estimate Date 12/22/2025

Billing Address
GRAND TRAVERSE PAVILIONS
1000 Pavillions Circle
Traverse City, MI 49684 USA

Job Address
GRAND TRAVERSE PAVILIONS
1000 Pavillions Circle
Traverse City, MI 49684 USA

Description of work

We will recover system refrigerant, remove existing compressor, test for acid in system, add acid away in case of acid found in system, replace filter drier, install new compressor, connect to water lines, test system with nitrogen, pull deep vacuum, charge system to a clear sight glass, and verify proper operation and cooling.

This job will require 2 service techs in order to remove old compressor and set new compress.

Sub-Total	\$12,055.47
Tax	\$0.00
Total Due	\$12,055.47
Deposit/Downpayment	\$0.00

Thank you for choosing Grand Traverse Refrigeration, Inc.

TERMS AND CONDITIONS

THIS IS AN ESTIMATE, NOT A CONTRACT FOR SERVICES. The summary above is furnished by Grand Traverse Refrigeration, Inc. as a good faith estimate of work to be performed at the location described above and is based on our evaluation. All material is guaranteed to be as specified, and the above work to be completed in accordance with the specifications submitted for same and completed in a substantial workmanlike manner. Any alteration or deviation from submitted specifications involving extra costs will be executed only upon written orders and will become an extra charge over and above the estimate. All agreements are contingent upon strikes, accidents, or delays beyond our control. Property owner is to carry fire, tornado, and other necessary insurance on above work. Workman's compensation and public liability insurance on above work is to be taken out by Grand Traverse Refrigeration, Inc.

The proposal may be withdrawn, without further notice by Grand Traverse Refrigeration, Inc. if not accepted within thirty (30) days from the date of this written proposal. THIS IS NOT A GUARANTEE OF THE FINAL PRICE OF WORK TO BE PERFORMED. I agree and authorize the work as summarized on these estimated terms, and I agree to pay the full amount for all work performed.

Signed estimate and payment of one-half the total estimate amount is required to start. Payment in full is required within 30 days of completion.

GRAND TRAVERSE PAVILIONS
Grand Traverse Medical Care

10

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: Repairs for Kubota Tractor

C. Specifications: See attached

D. Bids Solicited From:

1. <u>Ginop Sales Inc.</u>	City <u>Williamsburg, MI</u>	Date <u>12/10/2025</u>	
2. _____	City _____	Date _____	
3. _____	City _____	Date _____	
4. _____	City _____	Date _____	

E. Bids Received:

1. <u>Ginop Sales Inc.</u>	Date <u>12/22/2025</u>	\$ <u>9,055.90</u>	
2. _____	Date _____	\$ _____	
3. _____	Date _____	\$ _____	
4. _____	Date _____	\$ _____	

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



Repairs and parts for Kubota Tractor

G. Recommendation: Ginop Sales Inc.

H. Justification for Recommendation: Only Kubota dealership in area.

I. Purchase Budgeted: Yes _____ No X

How Funded: Capital Budget

 _____ Finance Director (Purchase up to \$1,500.00)	Date <u>1/20/26</u>	 _____ Administrator/CEO (Purchase up to \$5000.00)	Date <u>1.20.26</u>
---	------------------------	--	------------------------

Carol Crawford, Chair
Grand Traverse County Department of Health & Human Services Board
(Purchase over \$5000.00)



Grand Traverse Pavilions

MEMORANDUM

1/15/2026

TO: DHHS Board
FROM: Ryan Hutchins, Environmental Services Director
RE: Kubota Tractor Repairs

Situation

Attached is a copy of the invoice from Ginop Sales Inc. in the amount of \$9,055.90 for repairs completed on the facility's small Kubota tractor. This tractor is used extensively during the winter months for snow removal and salt distribution on facility walkways.

Background

The Kubota tractor is a critical piece of winter operations equipment, necessary to maintain safe and accessible walkways for residents, staff, and visitors. Due to the demanding nature of winter use and insufficient preventive maintenance, the tractor experienced significant wear and tear throughout the last couple seasons, which has led to increasing mechanical issues over time.

Assessment

Prior to the start of this winter season, the tractor experienced mechanical failures that rendered it unusable for winter operations. As part of proactive winter preparedness, repairs were initiated to restore functionality. During the repair process, additional underlying mechanical issues were identified that, if left unaddressed, would have resulted in further equipment failure prior to and during peak winter conditions. These issues were corrected to return the tractor to reliable operating condition and ensure operational readiness for the full winter season.

Recommendation

Approval is requested to acknowledge and ratify the payment already made for these necessary repairs. The completed work was essential to ensure reliable winter operations, reduce the risk of in-season equipment failure, support safety standards, and avoid higher emergency repair costs.

Thank you,

Ryan Hutchins
Environmental Services Director

GINOP SALES

Inc.

www.GINOPSALES.com

☐ 11274 M-68 West
Alanson, MI 49706
(231) 548-2272
1-800-344-4667
Fax (231) 548-2278

☐ 9040 M-72 East
Williamsburg, MI 49690
(231) 267-5400
1-800-304-4667
Fax (231) 267-5477

☐ 20831 M-32 West
Hillman, MI 49746
(989) 742-7500
1-877-334-4667
Fax (989) 742-7419



Kubota Land Pride

SOLD TO
WGTP30 GRAND TRAVERSE PAVILIONS *
RYAN HUTCHINS
1000 PAVILIONS CIR
TRAVERSE CITY, MI 49684

SHIP TO

KUBOTA BX2380V 19 SN: KBUC1BHRAKGJ34536 HR 647.0 W:03
Sold By: JC PO #: BX2380/HYD. LEAK Date 12/22/25 CUSTOMER W/O WW23358
Ship By: Tax #: ON FILE 11:52:16

Tax	D	Qty	Description	Price	Amount
-----	---	-----	-------------	-------	--------

Group: 01
COMMENT

CUSTOMER CPLT
-SOUNDS LIKE THERE IS SEVERAL HYD. LEAKS
TRACTOR/SNOWBLOWER CHECK AND ADVISE

SERVICE INSTR
BROUGHT INTO THE SHOP AND PERFORMED THE FOLLOWING:
-REMOVED THE CAB
-REMOVED FENDERS AND FLOOR
-REMOVED TRANSMISSION
-REPLACED RIGHT AXLE COVER ON TRANSMISSION
-REPLACED THE BRAKES IN THE TRANSMISSION
-REPLACED BRAKE PEDAL
-REPLACED RUSTY HYD. LOADER PIPES
-REPLACED LEAKING HYD. LOADER COUPLER BASE
-REINSTALLED EVERYTHING THAT WAS REMOVED
-REPLACED LEAKING RADIATOR
-REPLACED SNOWBLOWER CHUTE HARNESS AND MOTOR
-REPLACED MISSING HARNESS FOR THE CHUTE
-CHECKED ALL FLUIDS
-CHECKED TIRE PRESSURES-GREASED AND WASHED
-REPLACED STEERING CYLINDER/PITTED
-RE-SEALED LEAKING FRONT AXLE
-PERFORMED A HYD. SERVICE/WITH FLUID AND FILTERS
-PERFORMED A ENGINE OIL/FILTER SERVICE
-REPLACED AIR FILTER

OTHER MISC.

N	1	BX2820A DEFLECTOR KIT		761.00	761.00
N		PARTS COUNTER			
N	2	KUB 70060-01338	SHEAR BOLT F2B	6.27	12.54
N	1	KUB 77700-00775	MOTOR, HYDR EE1D	613.35	613.35
N	1	KUB K2871-43120	ROD, LEFT H	20.36	20.36
N	1	KUB K2871-43110	ROD, BRAKE	11.97	11.97
N	1	KUB K2581-43132	TURNBUCKLE	9.28	9.28
N	1	KUB 02118-50100	NUT CC1C	1.09	1.09
N	1	KUB K1211-91132	COTTER, RUE V5C	.83	.83
N	1	KUB 05511-52520	PIN, SPLIT V5B	.35	.35

TERMS: NET 10TH OF THE MONTH. FINANCE CHARGE OF 1.7% PER MONTH. 20.4% APR WILL BE CHARGED ON ALL PAST DUE ACCOUNTS. ALL CLAIMS AND RETURNED GOODS MUST BE ACCOMPANIED BY THIS INVOICE. I AGREE TO PAY TOTAL AMOUNT ACCORDING TO YOUR TERMS. I AGREE TO PAY TOTAL AMOUNT ACCORDING TO YOUR TERMS.

Dealer Witness: _____ Date: _____
Customer Signature: _____ Date: _____
Pickup/Delivery Date: _____ Customer Initial: _____



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SHIP TO

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Sold By: JC PO #: BX2380/HYD. LEAK Date 12/22/25 CUSTOMER W/O WW23358
Ship By: Tax #: ON FILE 11:52:16

Tax	D	Qty	Description	Price	Amount
N		1	KUB 04013-50100 WASHER, M10 CC1C	.83	.83
N		1	KUB K5112-72740 SPRING, TEN FF1F	11.43	11.43
N		1	KUB K2771-43160 ARM, BRAKE	41.71	41.71
N		1	KUB K2771-43174 PEDAL (BRK	206.76	206.76
N		1	KUB 05122-51250 PIN, JOINT V3D	7.35	7.35
N		1	KUB 05511-50325 COTTOR PIN V5B	.49	.49
N		1	KUB 04013-50120 WASHER, PLA CC1C	.83	.83
N		1	KUB K2871-35713 PIPE (5) *	56.83	56.83
N		1	KUB K2871-35723 PIPE (6) *	56.59	56.59
N		1	KUB K2871-35763 PIPE (7) *	56.59	56.59
N		1	KUB K2871-35743 PIPE, 8 * GG2E	56.78	56.78
N		1	KUB K2871-37540 CUSHION, PI FF1E	2.30	2.30
N		1	KUB 7J627-85010 COUPLER (QUI EE2F	258.45	258.45
N		2	KUB K2871-35490 HOSE (PB, TAN	52.42	104.84
N		1	KUB K2871-35170 HOSE (PUMP)	67.80	67.80
N		1	KUB K2871-41533 PIPE (PS, IN)	56.66	56.66
N		1	KUB K2871-41543 PIPE (PS, OUT	42.20	42.20
N		4	KUB K2871-37540 CUSHION, PI FF1E	2.30	9.20
N		1	KUB K2871-37540 CUSHION, PI FF1E	2.30	2.30
N		3	KUB K2871-37540 CUSHION, PI FF1E	2.30	6.90
N		1	KUB K2063-16500 CYLINDER, S HH1B	354.26	354.26
N		1	KUB K2871-56220 SEAL, OIL (FR V1A	82.35	82.35
N		1	KUB K2871-56220 SEAL, OIL (FR V1A	82.35	82.35
N		2	KUB K2581-15450 O RING, FRO V4A	21.40	42.80
N		2	KUB 6E040-57340 SEAL, OIL V1B	23.98	47.96
N		4	KUB 70000-109000B 1 QT 80W90 BULKOIL	7.93	31.72
N		2	KUB 04717-01000 WASHER, SEA V3C	3.08	6.16
N		2	KUB 04717-01000 WASHER, SEA V3C	3.08	6.16
N		1	KUB HH1J0-32430 FILTER (OIL, B4A	18.18	18.18
N		1	KUB HHK20-36990 BX HST FILT F3	30.84	30.84
N		1	KUB K1211-82320 FILTER, AIR A7	23.96	23.96
N		16	KUB 70000-40200B 1 QT SUDT2 BULKOIL	7.00	112.00
N		4	KUB 70000-10000B 1 QT 15W40 BULKOIL	6.25	25.00
N		1	KUB 37410-16550 SEAL, OIL V1B	18.61	18.61
N		1	KUB K2581-11023 COVER (AXLE, V5E	560.13	560.13
N		2	KUB 05012-00614 PIN	1.09	2.18
N		1	KUB K2581-12620 SEAL, OIL	36.66	36.66
N		1	KUB K2581-13510 LEVER, CAM	155.05	155.05
N		1	KUB 04816-00240 O RING V4C	4.61	4.61
N		1	KUB 04612-00300 CIR-CLIP, E V3B	1.79	1.79
N		1	KUB K2581-13590 ASSY BRAKE FF1D	147.14	147.14
N		1	KUB K2651-42150 DAMPER, HST FF1D	77.40	77.40

TERMS: NET 10TH OF THE MONTH. FINANCE CHARGE OF 1.7% PER MONTH. 20.4% APR WILL BE CHARGED ON ALL PAST DUE ACCOUNTS. ALL CLAIMS AND RETURNED GOODS MUST BE ACCOMPANIED BY THIS INVOICE. I AGREE TO PAY TOTAL AMOUNT ACCORDING TO YOUR TERMS. I AGREE TO PAY TOTAL AMOUNT ACCORDING TO YOUR TERMS.

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Ship By: Tax #: ON FILE 11:52:16

Tax	D	Qty	Description	Price	Amount
N		1	KUB K2651-42133	15.58	15.58
N		1	KUB K7581-24440	6.76	6.76
N		1	KUB 01754-50620	4.03	4.03
N		1	KUB 05122-50825	3.08	3.08
N		2	KUB 77700-06325	21.35	42.70
N		1	KUB K1253-16604	84.78	84.78
N		1	KUB K2C31-85010	590.35	590.35
N		5	KUB 77700-01186	2.17	10.85

** TOTAL PARTS COUNTER 4342.05

** TOTAL SERV. CUSTOMER 3902.85

MISC SHOP SUPPL SHOP SUPPLIES 50.00

COMMENT

-THE DIFFERENCE IN THE PRICE FROM WHEN WE ORIGINALLY QUOTED (\$6,609.20) IS DUE TO FINDING INTERNAL ISSUES THAT WERE UNFORSEEN DUE TO EXTERNAL ISSUES THAT HAD TO BE RESOLVED FIRST. AFTER TALKING TO RYAN WE DISCOVERED THE BRAKES ARE BEYOND ADJUSTMENT AND WILL NEED TO BE REPLACED. HE SAID HE NEEDS EVERYTHING TO BE WORKING SO WE ENDED UP HAVING TO SPLIT THE TRACOR TO GET INTO THE TRANSMISSION TO ACCESS THE BRAKES. -THIS WAS VERY LABOR INTENSE DUE TO THE OVERALL RUST ON THE MACHINE CAUSING THE LABOR AND PART LIST TO RISE. -THE UNIT ALSO WAS MISSING THE WIRING HARNESSSES FOR THE SNOWBLOWER AND CHUTE DEFLECTOR. -IT WAS CHEAPER TO ADD A KIT INSTEAD OF INDIVIDUAL PARTS/PIECES.

TERMS: NET 10TH OF THE MONTH. FINANCE CHARGE OF 1.7% PER MONTH, 20.4% APR WILL BE CHARGED ON ALL PAST DUE ACCOUNTS. ALL CLAIMS AND RETURNED GOODS MUST BE ACCOMPANIED BY THIS INVOICE. I AGREE TO PAY TOTAL AMOUNT ACCORDING TO YOUR TERMS. I AGREE TO PAY TOTAL AMOUNT ACCORDING TO YOUR TERMS.

Dealer Witness: _____ Date: _____

Customer Signature: _____ Date: _____

Pickup/Delivery Date: _____ Customer Initial: _____

** SUBTOTAL 9055.90

Charge Sale

Phone: (231) 932-3022
Page 3 Last Page

PAY THIS
AMOUNT

\$9055.90

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

Resolution 2026-1
 Grand Traverse Pavilions/Grand Traverse Medical Care

**Michigan Arts and Cultural Council (MACC) Grant Approval and Authorization for the Concert
 on the Lawn - 2026 Summer concert series**

WHEREAS, MACC provides Arts grants to non-profit organizations in Michigan, administered locally through NorthSky as the Regional Regranting Agency, and

WHEREAS, the Grand Traverse Pavilions Foundation is the fund raising arm and grant seeking body to exclusively support the Grand Traverse Pavilions programs and services, and

WHEREAS, The Grand Traverse Pavilions Foundation desires to continue presenting and hosting a Summer concert series held on its back lawn for the enjoyment of its residents and their families, employees and the general public, and

WHEREAS, The Concert on the Lawn Summer concert series promotes and showcases the artistic talents of local vocalists and musicians for the advancement of the arts and culture to those attending, and

WHEREAS, The Concert on the Lawn Summer concert series allows Pavilions' frail elderly residents, who are often isolated, the opportunity to maintain their sense of the greater community through the shared experience of entertainment with the general public, and

WHEREAS, The Concert on the Lawn Summer concert series provides a means to invite the general public onto the Grand Traverse Pavilions campus' for exposure and education of Pavilions' programs and services.

**THEREFORE BE IT
 RESOLVED,**

That the Grand Traverse County Department of Health & Human Services Board, on behalf of the Grand Traverse Pavilions Foundation, approves the grant application to be submitted in the amount of \$20,000 from the Michigan Arts and Cultural Council (MACC) for funding towards the 2026 Concert on the Lawn concert series and authorizes Darrell Lavender, CEO (Board Secretary of the Foundation) as the official representative of the Organization/Board.

APPROVED _____
 DISAPPROVED _____

at the January 29, 2026 meeting of the Grand Traverse County Department of Health and Human Services Board.

 Board Chair
 Grand Traverse County Department of Health and Human Services Board

 Date