

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

**REGULAR MEETING  
March 26, 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](mailto: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 02/26/26 Board Meeting	1
(2)	Closed Session Minutes of the 2/26/26 Board Meeting	Handout
(3)	Draft Minutes of the 03/19/26 Special Board Meeting	2
(4)	Closed Session Minutes of the 03/19/26 Special Board Meeting	Handout
(5)	February Resident Council Minutes	3

**7. ITEMS REMOVED FROM CONSENT CALENDAR**

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

**9. FOUNDATION BOARD REPORT – None**

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

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

**12. GRAND TRAVERSE MEDICAL CARE**

A.	General Information	
(1)	Director Presentation – Environmental Services – Ryan Hutchins, Environmental Services Director	5
(2)	Organization Scorecard – D. Lavender, CEO	6
B.	Chief Executive Officer Board Report – D. Lavender, CEO	7
C.	Business	
(1)	February Financials – K. Hansen, CFO	8
(2)	Purchase Request – Boilers – D. Lavender, CEO	9
(3)	Purchase Request – HVAC Controls – D. Lavender, CEO	10
(4)	Resolution 2026 - 2 - Foundation Trustee, Mabey – C. Crawford, Chair	11
(5)	Resident Strategic Discounts Scholarships – D. Lavender, CEO	12
D.	Medical Staff	
(1)	Kayla Yancho, NP – Longevity – D. Hautamaki, Administrator	13
(2)	Catherine Chapin, NP – Longevity – D. Hautamaki, Administrator	14

**G.T.P. Announcements**

(1) April 23, 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 FEBRUARY 26, 2026 MEETING**

**PRESENT:** Carol Crawford, Karen Griggs Board  
Darrell Lavender, Dave Hautamaki, Kory Hansen, Darcey Gratton Staff

**ABESENT:** Mary Marois Board  
TJ Andrews Commission

**GUESTS:** Holly Edmondson, Director of Clinical Services

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

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

**First Public Comment** – None.

**County Liaison Report** – None.

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

**Motion** was made by Griggs to approve the agenda as presented. Seconded by Crawford. Motion carried.

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 01/29/26 Board Meeting
- (2) Draft Minutes of the 02/16/26 Special Board Meeting
- (3) Closed Session Minutes of the 02/16/26 Special Board Meeting
- (4) January Resident Council Minutes
- (5) Fourth Quarter 2025 Foundation Financials

**Motion** was made by Griggs to approve the Consent Calendar as presented. Seconded by Crawford. Motion carried.

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

**Chairman Report** – Crawford reported she had a busy month, including meetings with county officials and Lavender to discuss establishing a specific threshold for the Pavilions’ cash position. Crawford also shared that she attended a board meeting for PACE North and plans to bring back additional information regarding their new organizational structure and how it will support the expansion of services into other areas. She noted that services in Grand Traverse County will not change.

**Foundation Board Report** – Lavender reported that the Grand Traverse Pavilions Foundation met on February 4. The Board discussed current and upcoming grant opportunities, fundraising events, and investment updates. It was also announced that a new Development Director has been hired to support and expand the Foundation’s fundraising efforts. The next Foundation Board meeting is scheduled for May 6.

**PACE North Board Report** – Covered under the Chairman Report.

**Service Excellence Awards** – Crawford reviewed January’s Service Excellence Awards. David Vorpagel, Courtesy Driver won the Employee of the Month for January.

**Director Presentation – Clinical Services – Holly Edmondson, DON** – Holly Edmondson, Director of Nursing (DON), provided an overview of the Clinical Services department and reviewed the departmental scorecard included in the meeting packet. Edmondson highlighted several key areas of focus over the past year, including the implementation and continued maintenance of electronic medical records. She also discussed the integration of the interdisciplinary team, including Nursing, Social Work, Recreational Therapy, Dietary, and Therapy, which has developed focus groups aimed at improving the quality of life for residents.

Edmondson noted that another significant accomplishment for the department was the opening of Aspen. Another area highlighted on the scorecard was the significant increase in census over the past year. Edmondson reported that a year ago the Pavilions averaged a census of 160 residents and is now averaging 180, with a goal this year of averaging 190. This growth has also required increases in staffing, particularly among direct care staff, including positions within the restorative nursing program.

Edmondson concluded her presentation by addressing questions from board members and noted that a mock survey is currently underway to review areas for improvement in policies and best practices, with a focus on maintaining and enhancing quality of care.

**2025 QAPI Report** – Hautamaki reviewed the QAPI dashboard included in the Board packet, which reflects publicly available CMS Quality Measures (QM’s) for both long- and short-stay skilled nursing facility residents. The report provides a summary of 2025 performance and results for January 2026. Hautamaki highlighted key focus areas, fall prevention and hospitalizations. Lavender noted that the report also includes the quality measure scoring table used to determine CMS star ratings, where the organization currently maintains a solid four-star rating and is 178 points away from achieving a five-star rating.

**Organization Scorecard** – Lavender reviewed the Organizational Scorecard for *A Grand Mission*, reflecting performance through January 2026 across four priority areas: Residents First, the Healthcare Team, Quality & Safety, and Operational Performance. Of the 17 organizational priorities, 11 have been initiated and 3 have already met targets, including team retention at 97%, Cottage occupancy at 60 residents (above budget), and expenses tracking more than \$100,000 favorable to budget.

**Media Coverage** – Lavender reported on recent media coverage, noting it has created concern among staff, residents, and families. Administration communicated promptly with staff and residents, and feedback from staff has been positive. The organization remains focused on resident care, and leadership emphasized that regulatory oversight, Board governance, and

internal quality systems remain active. Any legitimate concerns will be addressed while maintaining focus on providing safe, compassionate, high-quality care.

**Chief Executive Officer Report** – Lavender introduced Kim Weckesser as the new HR Director and shared Weckesser brings extensive healthcare human resources and labor relations experience, including prior leadership roles with Munson Healthcare and Munson Healthcare Manistee Hospital. She is currently working with Diane Mallory to ensure a smooth transition. Administration also announced that Jaime Griffis has accepted the position of Executive Director of Development and Community Engagement, with a start date of March 16. She brings more than 20 years of experience in advancement and strategic communications within public higher education, most recently leading strategic communications for Innovation & Online at Central Michigan University. Her background includes annual giving leadership, donor strategy, grant writing, and board engagement.

An update was provided on cash flow and accounts receivable initiatives. Lavender reported that more than 70 improvement tactics have been identified, prioritized, and assigned to work groups. Citrin Cooperman has been engaged to assist with skilled nursing facility billing, excluding private pay, and AR recovery efforts. As of February 19, collections totaled \$909,260, representing approximately 36% of prioritized accounts. Accounts receivable escalation has been halted and days in AR improved slightly during February. Current cash balances are approximately \$2.7 million, with projections above \$2 million by week's end. A conservative rolling 13-week cash forecast does not project any negative cash balance periods.

In follow-up to Crawford's recommendation in January to establish a clear, shared expectation regarding minimum cash reserves to reduce financial risk, Lavender proposed establishing a minimum cash reserve threshold of 55 days cash on hand, approximately \$4.5 million, as a financial risk management benchmark. Should cash levels approach or fall below this threshold, it would automatically trigger enhanced cash management actions, including intensified oversight activities, implementation of a rolling 13-week cash flow forecast, and formal Board discussion and updates, consistent with the process currently underway. Additionally, Lavender recommended that the daily cash balance email notification continue on an ongoing basis to ensure transparency and real-time awareness. Grand Traverse County Administrator Nate Alger and Finance Director Mr. Bott have accepted a proposal for County notification should the cash reserve threshold reach \$2.5 million or less.

Lavender reviewed January census and operational metrics. Skilled nursing facility census averaged 189 residents, one below the budgeted target of 190, while Cottage occupancy was 60 residents, two above budget. Accounts receivable for January totaled approximately \$8.8 million, representing 79 days outstanding. Operating expenses per patient day reflected a favorable variance of \$11. Wellness Services remain strong with 83 Medicare A inpatient rehabilitation patients, 47 Medicare B inpatients, 411 outpatient therapy visits, and 106 Cottage resident therapy visits. Staffing levels totaled 337 employees, with one new hire during January.

Lavender noted that the topic of Cottage discounts will be revisited at the March meeting. To date, no discounts have been granted.

Hautamaki highlighted ongoing mock survey activities, noting that the Life Safety mock survey has been completed and that other survey is currently underway. The focus will be on follow-up training and addressing identified areas for improvement.

## **Business**

- (1) **January Financial Report** – Hansen presented the financial operations report for January 2026, and addressed questions from board members regarding the financial details.

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

- (2) **Purchase Request – UV Bulb Replacement** – Lavender reviewed the request to replace the UV Bulbs and warranty inspection for the Active Pure System.

**Motion** made by Griggs to approve the bid from Garstang Group for \$92,023.19 to replace the UV Bulbs and warranty inspection for the Active Pure system as presented. Seconded by Crawford. Motion carried. Roll Call - Crawford – yes, Griggs – yes

- (3) **Purchase Request – Freezer Compressor Replacement** – Lavender reviewed the request for the additional cost to replace the Walk-in Freezer Compressor in the kitchen. This replacement was previously approved during the January meeting for the amount of \$12,055.47. Due to increased shipping costs, an additional expense of \$2,006.13 has been incurred.

**Motion** made by Crawford to approve the payment to Grand Traverse Refrigeration for \$2,006.13 to cover the additional costs for the Walk-in Freezer Compressor previously approved by the Board in January 2026 as presented. Seconded by Griggs. Motion carried. Roll Call - Crawford – yes, Griggs – yes

## **Medical Staff**

- (1) **Shelly Dale, NP – Sound Physicians** - Hautamaki reviewed the request for Shelly Dale, NP from Sound Physicians, to have consulting privileges as recommended by Medical Director Dr. April Kurkowski, DO.

**Motion** was made by Griggs to approve consulting privileges for Shelly Dale, NP as presented to the board. Seconded by Crawford. Motion carried.

## **Grand Traverse Pavilions Announcements**

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

**Second Public Comment** – None

## **CLOSED SESSION**

**Motion** was made by Crawford seconded by Griggs to go into Closed session pursuant to section 8(h) of the Open Meetings Act, to consider a written opinion letter/memorandum of legal counsel which is exempt from discussion or disclosure pursuant to MCL 15.243(1)(g), the Michigan Freedom of Information Act.

Roll Call - Crawford – yes, Griggs – yes



**GRAND TRAVERSE COUNTY  
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD  
MINUTES OF THE MARCH 19, 2026  
SPECIAL BOARD MEETING**

**PRESENT:** Carol Crawford, Mary Marois, Karen Griggs  
Darrell Lavender, Kory Hansen, Darcey Gratton  
TJ Andrews

Board  
Staff  
Commission

**ABSENT:**  
**GUESTS:** Thomas Werner of Maddin Hauser (virtual)

The special board meeting of the Grand Traverse County Department of Health and Human Services Board was called to order at 9:30 a.m. by Board Chair Carol Crawford in the Board room at Grand Traverse Pavilions.

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

**Public Comment** - none

**CLOSED SESSION**

**Motion** was made by Crawford seconded by Marois to go into Closed session at 9:30a.m. pursuant to section 8(e) of the Open Meetings Act, to consult with legal counsel regarding trial or settlement strategy in connection with pending litigation, Naomi Rode v. Grand Traverse Pavilions Case No. 25-37722-CD

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

**Motion** was made by Marois to come out of Closed Session at 12:04 a.m. Seconded by Crawford and carried unanimously.

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

**Motion** was made by Crawford to accept the recommendations as presented by legal counsel, regarding trial or settlement strategy in connection with pending litigation, Naomi Rode v. Grand Traverse Pavilions Case No. 25-37722-CD. Seconded by Marois and carried unanimously.

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

Meeting adjourned at 12:04 p.m.

Signatures:

\_\_\_\_\_  
Carol Crawford – Chair  
Grand Traverse County Department of Health and Human Services Board

Date: March 26, 2026      Approved  
\_\_\_\_\_  
Corrected and Approved

**PAVILIONS RESIDENT COUNCIL MEETING**  
**February 19, 2026**

The February 2026 meeting of the Grand Traverse Pavilions Resident Council was called to order at 11:00am in the Multi-Purpose Room by Samantha Mahon.

**Members present were introduced:** Residents are marked “X” throughout the minutes.  
**Birch Pavilion:** 3 Residents attended.

**Cherry Pavilion:** 3 Residents attended.

**Dogwood Pavilion:** 6 Residents attended.

**Staff members were introduced:**

Samantha Mahon, CTRS, Life Enrichment  
 Ashley Walters, Dogwood Social Services Designee  
 Chrissy Wagatha, RN, ADON – Cherry Pavilion  
 Lisa Tellings – Forefront Dining Administrative Assistant  
 Christian Anderson – Forefront Dining Culinary Director  
 Ryan Hutchins – Environmental Services Director

**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 addressed.

**Outings for March 2026:**

Residents were given the option to choose where they would like to go and then vote as a group to decide. The residents choose to go to Meijer and China Fair. Dates and times yet to be determined.

**Special Events for March 2026:**

Sunday 3/8 - Salvation Army at 2:00pm

Tuesday 3/10 - Music with Rebekah at 2:00pm

Sunday 3/15 - Nondenominational Church Service 2:00pm

Tuesday 3/17- St. Patrick's Day Celebration

Wednesday 3/18 - Let's Talk Food 2:00pm

Thursday 3/19 - Resident Council 11:00am

Wednesday 3/25 - Audiology Clinic

Wednesday 3/25 - John Denner Performance

Thursday 3/26 - Bookmobile 2:00pm

Tuesday 3/31 - Music with Karine

**Resident Group Interview Questions:**

Samantha discussed with the attending residents that there 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 Privacy.

**Privacy:**

- Can you meet privately with your visitors?

Multiple residents reported yes with no concerns noted.

- Can you make telephone calls without other people overhearing your conversation?

One resident stated "sometimes". Another resident stated, "not really". That resident then went on to say that it is because he uses speaker phone, but he could find privacy if he really needed to. No further concerns are noted.

- Does the facility make an effort to assure that privacy is respected for all residents?

One resident stated, "I have never really thought about it". Another resident reported that the "visual privacy is pretty good, but the auditory privacy is different". No further concerns are noted.

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

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

- One resident stated that he would like his bacon to be crispier.
- Another resident asked about the refrigerators. Discussed how no resident food can be stored in the refrigerators. Only food and snacks provided by the kitchen can be stored.
- Residents requested to have a pizza party. Pizza party to be scheduled for activities in March.
- No concerns noted.

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

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

- Residents reported that the cleanliness of the facility is good. No concerns are noted for laundry services.

### **3. Discussion regarding room temperature.**

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

- One resident reported that his room is too hot, concern form submitted to ES.
- Another resident reported that Ryan, from ES, has been working to get her room temperature adjusted.

### **4. Discussion regarding nursing care.**

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

- One resident recognized the new cna's, stating they have a great sense of humor. This resident did state he would like to see more UW's hired.
- No concerns are noted.

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

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

- Two residents reported that their call light times were good.
- One resident reported that his call light times were long. A concern form was submitted.

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

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

- One resident brought up a lack of shower storage. The resident was provided with options and suggestions from staff to provide more storage.
- No further concerns were raised.

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

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

- One resident reported that his neighbor's tv is too loud at night. A concern form was submitted.

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

- **No additional comments**

The next Pavilions Resident Council meeting will be held on \_\_\_\_\_ at 11:00am in the Multi-Purpose Room. \_\_\_\_\_ asked for a volunteer to read over and sign the February 20\_\_ minutes, and \_x\_\_\_\_\_ said that he/she would do this. The Pavilions Resident Council Meeting was adjourned at \_\_\_\_\_ am by \_\_\_\_\_x\_\_\_\_\_, seconded by \_\_\_\_\_x\_\_\_\_\_.

Respectfully Submitted,

\_{signature}\_\_\_\_\_  
\_\_\_\_\_, CTRS  
Recreational Therapist

\_{signature}\_\_\_\_\_  
\_{name & credentials)\_\_\_\_\_  
\_\_\_\_\_ {what Pavilion} Social Work

\_{signature}\_\_\_\_\_  
\_\_\_\_\_, {what Pavilion} Resident

**Elm Resident Council Minutes**  
**Meeting Held- February 27th, 2026**

The February meeting of the Grand Traverse Pavilions Elm Resident Council was called to order at 10:05am in the Elm Common Area.

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

**Staff Present:**

Susan Eldred, Recreation Therapist  
Emily Tyrrell, Social Worker

**Old Business:**

None

**New Business:**

Asked the residents if they need help do the staff help them.  
X, X, and X all stated “yes.”

Asked the residents if they were being offered a snack before bed.  
X stated “yes” and X stated, “I like to.”

Asked the residents if the staff were respectful to the residents.  
X, X and X stated “yes.”

Asked the residents if the food is good here.  
X stated, “very good” and X stated “good.” X, X, X and X stated “yes.” X stated, “yes I do.”

Asked the residents if the rooms were getting cleaned.  
X, X and X stated “yeah.” X stated, “yes its clean.”

Asked the residents if their clothes are getting cleaned.  
X stated, “oh yeah” and X stated “yes.” X stated, “yeah they are dry enough.”

Asked the residents if the Temperature in the rooms is good.  
X, X, X, X and X all stated “yes.”

Asked the residents if they have enough to do.  
X and X stated “yes.” X stated, “oh yeah” and X stated, “I always have,”

**Questions, Suggestions, Concerns and Comments:**

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

Suggestions for upcoming activities:

- Shamrock Shakes
- Arts and Crafts with the kids
- Plant seeds for the gardens
- Put together more bird feeders
- Make Chocolate Cake
- Make Spring Door Decorations

Meeting was closed at 10:20am

Respectfully submitted,

Susan Eldred, CTRS

Emily Tyrrell, LLBSW

**GRAND TRAVERSE PAVILIONS**  
**Service Excellence Award Program**  
**February 2026**

First Name*	Last Name*	Title of Nominated Employee*	Nominated For*	Nominated By*
Marcos	Andrews	CNA	<p>Marcos came in on his day off to assist a resident at an appointment.</p> <p>This resident identifies Marcos as her favorite care giver, this was a lengthy appointment . Marcos didn't bat an eye at coming in extra to be sure she was able to have him there for support for the appointment. It is his commitment to residents that make GTP a great place to live and work.</p>	Holly Edmondson
Alexandria	Goodman	CNA	<p>Ally provides compassionate, patient-centered care, and the residents love her. I've heard many of them compliment her. She is understanding of the patients feelings and provides personalized, gentle care.</p>	Courtney Spence, SW
Kathryn	Holibaugh	Business Office Manager	<p>Kathryn is an incredibly awesome team player. She has been kind enough to assist us with insurance billing training. We are so appreciative of her and the Pavilions is fortunate to have her!</p>	Diane Mallory
Teresa	Fisher	CNA	<p>Showing kindness and compassion to a resident by noticing food was delivered at the front entrance and bringing the food to the resident without being asked.</p>	Ashley Walters
Ben	Hindenlang	CNA	<p>Ben has received multiple compliments from residents and resident families stating they appreciate the care that he provides and how he interacts with residents.</p>	Melanie Farmer, RN
Kayla	Tilman	RN	<p>Kayla received high praise from a patient on Rehab for the wonderful care she provides. Kayla was recognized for being compassionate and going above and beyond to ensure that optimal pain control was maintained during her shift.</p>	Traci Williams RN



Through February 2026

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24 | 7 | 365

Environmental Services Scorecard FY2026						
Strategy	Measure Name	Metric	+/-	Target	FYTD	NOTES:
Residents First	Reduce Vacant Bed Days	VBD=(total beds x days in period)-resident days	↓	123 days = 98% occupancy	838 days = 86% occupancy	Note the ability to monetize lost revenue \$ by: vacant bed days x net revenue per patient day
Team	Launch Great Place to Work Survey	% Engagement Score	✓	Obtain Baseline	in progress	Compare, >85% benchmark; Admin lead
	"Year of Organization" Plan	Implement	✓	TBD	in progress	The Plan will include initiatives to address inventory storage space, work orders, outsourcing projects/tasks, and staffing
	Daily Departmental Huddles & Scorecards	Implement	✓	Yes	Yes	Mx huddle everyday. CS/HK & Laundry Mon/Fri. Huddles need better structure.
Quality Safe Care	Conduct a Safety Culture Survey	% Positive Responses	✓	Obtain Baseline	no activity	Compare, >90% favorable benchmark; Admin lead
	Receive The Joint Commission General & Memory Care Certification	Achieve	✓	Completed	Apr-Jul window	In progress on required items
	Conduct 2 Mock Surveys	Achieve	✓	Completed	1 of 2	Possible May timeframe for second survey
	Life Safety Inspection: CMS   State Survey	# Citations	↓	≤ 7	Mar-Sept window	2025 baseline is 7 life safety and 1 infection control citations.
	Health Inspection: CMS   State Survey	# Citations	↓	≤ 10	Mar-Sept window	2025 baseline is 21 citations; fewer citations lead to an increase in 1-Star inspection rating
Operational	SNF - Manage ES Hours Per Patient Day (Combined Maintenance & Housekeeping)	PBJ hours / total resident days	↓	≤ 0.66	0.69	MI average is 0.2 and 0.46 respectively.
	Manage (Maintenance+Housekeeping+Laundry) Expenses	Total \$ Expenses	↓	\$ 679,403	\$ 649,560	positive var to budget by \$29,843
	GPO and vendor initiatives	TBD costs	↓	TBD	in progress	address in cost recovery workgroup

At or better than target

Worse than target

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

BOLD TEXT indicates GTP level priorities



Through February 2026

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GTP Organizational Scorecard FY2026						
Strategy	Measure Name	Metric	+/-	Target	FYTD	NOTES:
Residents First	Evaluate Eden Certification	Achieve	☑	Completed	no activity	by Q3
	SNF Survey- Residents and families kept informed of care	% Positive Responses	⬆	>55%	no activity	Baseline is 46.36% , the lowest score with highest coeff to impact overall rating
	Launch Cottages Resident Satisfaction Survey	Overall Satisfaction Score	☑	Obtain Baseline	in progress	by Q 4; Compare, >90% are very satisfied benchmark
Team	Launch New Great Place to Work Survey	% Engagement Score	☑	Obtain Baseline	in progress	current process expires April 2026; MCMCFC coordinating demos; by Q3
	Team Retention	% Staff Retention	⬆	≥74.4%	97%	
	Daily <i>Departmental</i> Huddles & Scorecards	Implement	☑	100%	40%	4 of 10 do huddles
Quality Safe Care	Conduct a Safety Culture Survey	% Positive Responses	☑	Obtain Baseline	no activity	by Q3; Compare, >90% favorable benchmark
	Incident Reporting Platform	Implement	☑	Completed	in progress	two demos conducted; evaluating ROI
	Receive The Joint Commission General & Memory Care Certification	Achieve	☑	Completed	in progress	Q2FY26
	Conduct 2 Mock Surveys	Achieve	☑	Completed	1 of 2	Q1, Q2 FY26
	Life Safety Inspection: CMS   State Survey	# Citations	⬇	≤7	in progress	2025 baseline is 8 citations
	Health Inspection: CMS   State Survey	# Citations	⬇	≤10	in progress	2025 baseline is 21 citations; fewer citations lead to an increase in 1-Star inspection rating
Operational Performance	Increase SNF Census	Total # Residents	⬆	>190	190	Baseline is 180 as of FYE25; State Bed Plan is 85% of 223
	Increase Cottages Occupancy	Total # Residents	⬆	>59	61	gradual increase from 58 in January to 67 in Sep 2026
	Improve Combined Days Cash On Hand	\$ Cash / (\$Operating Expenses/365)	⬆	≥60	33	aim for 90+ days (best practice 120+) benchmark
	Manage (Combined) Expenses	Total \$ Expenses	⬇	\$ 6,370,954	\$ 6,152,241	postive var to budget by \$218,713
	Reduce Days Accounts Receivable	net \$ AR / avg daily \$ revenue	⬇	≤55	69	Baseline is 79 days; benchmark <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:** February Report

### **Census** (Average Daily Census)

	Mar-MTD	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25
Medical Care Facility (MCF)	186	190	189	175	182	174	180
Cottages	64	61	60	59	58	54	54

<b>Occupancy</b>	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25
MTD Goal 85% <i>Available beds</i>	86%	85%	79%	82%	78%	91%
YTD Goal 85% <i>Licensed beds</i>	79%	79%	74%	74%	74%	74%

<b>MCF</b>	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25
Admissions & Re-admits	46	63	62	49	64	52
Discharges	44	57	55	57	58	56
MMC Referrals	204	253	211	183	203	217
MMC Denied	30	30	42	45	44	49
Transfers to LTC	4	6	0	3	2	1

<b>Cottages</b>	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25
Admissions	4	3	3	4	2	2
Respite	4	3	3	3	4	7
Discharges	1	1	2	2	1	2

### **Finance**

	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25
Combined Net Income	\$5,267	\$184,724	\$(100,885)	\$(340,406)	\$(153,003)	\$(118,653)
MCF Net Income	\$13,214	\$201,085	\$(20,116)	\$(268,706)	\$(84,306)	\$(46,952)
Cottage Net Income	\$(7,947)	\$(16,361)	\$(80,769)	\$(71,700)	\$(68,697)	\$(71,701)
Cash Balance	\$2,721,582	\$1,678,393	\$2,263,847	\$3,046,210	\$4,229,415	\$4,422,774
A/R Days Receivable Outstanding	69	76	79	78	73	71

### **MCF Operating Expenses PPD History**

	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25
MCF Operating Expenses Actual PPD	490	478	510	533	520	526
MCF Operating Expenses Budgeted PPD	506	489	488	491	488	491
Variance (unfavorable)/favorable	16	11	\$(22)	\$(42)	\$(32)	\$(35)

## Facility Reported Incidents

	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25
Medical Care Facility	1	5	2	5	2	2

## Wellness Center

	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25
Inpatient Rehab						
Medicare A	28	34	23	15	24	24
Medicare Advantage Skilled	31	41	45	48	50	45
Private Insurance: Inpatient	8	7	7	9	10	7
Private Pay: Inpatient	1	1	1	1	2	0
Auto: Inpatient	0	0		0	0	0
Med A/Rehab Inpatient Totals	68	83	76	73	86	76
Medicaid	2	1	1	1	3	3
Medicare B: Inpatient	21	20	16	25	20	18
Medicare B Advantage: Inpatient	25	26	23	23	30	22
Med B Inpatient Totals	48	47	40	49	53	43
Medicare B: Outpatient	24	25	27	25	22	31
Medicare B Advantage: Outpatient	41	41	40	48	51	44
Private Insurance: Outpatient	21	19	19	18	22	19
Work Compensation: Outpatient	0	1	0		0	0
Outpatient Totals	86	86	86	91	95	94
Outpatient/Aquatic Center						
Aquatic inpatients therapy visits	21	6	8	12	11	16
Aquatic aftercare visits per month	269	269	232	283	348	336
Aquatic outpatient PT visits	165	135	95	150	201	193
Aquatic group class participants	74	85	76	82	128	96
Land therapy visits (PT, OT, SLP)	253	276	319	204	265	251
Total Outpatient therapy visit	418	411	414	354	466	444
Outpatient aquatic therapy revenue	n/a	42,748	41,686	38,352	50,703	45,694
Aftercare monthly revenue	2,690	2,690	2,320	2,830	3,480	3360
Aquatic group class revenue	1,480	1,700	1,520	1,640	2,560	1920
Cottages visits	78	106	127	57	61	75
Total Wellness center revenue	n/a	44,716	45,426	42,822	56,743	50,974

## Staffing

	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25	Sept-25
Hires	9	1	6	9	10	10
Resignations	10	9	4	5	1	5
Referrals	8	5	6	3	4	8
Total # Employees	353	337	358	361	361	358

## **Environmental Services**

- Life Safety Mock Survey completed. Working through details and fixing small concerns throughout the building. Also, preparing for Joint Commission visit this year.
- New floor scrubbers have come in and are working great in maintaining our floors.
- Clean-up and paint refresh started in employee break room. Great feedback from the refresh and opening of café.
- Kitchen walk-in freezer has been working great since new compressor was installed.
- Active Pure UV bulbs are scheduled to be replaced March 23-24<sup>th</sup>.

# GRAND TRAVERSE PAVILIONS MEMORANDUM

Financial Operations Report  
February 2026

## Grand Traverse Pavilions Combined

### REVENUE:

The overall revenue for the Pavilions in February was \$2,984,403 resulting in an unfavorable budget variance of \$73,492.

### EXPENSES:

The total overall operating expenses for the Pavilions in February were \$2,979,137 resulting in a favorable variance to budget of \$105,420.

### NET INCOME/LOSS:

There was net income of \$5,267 from the combined programs of the Pavilions in February resulting in a favorable budget variance of \$31,928.

### OPERATING CASH:

Total cash at month-end was \$2,721,582. There was a net increase in overall cash of \$1,043,089 for the month. The increase in cash was primarily attributed to collection of outstanding accounts receivable.

### VOUCHERS:

Purchase orders, invoices, checks written, and supporting documentation were reviewed for voucher numbers 5735-5742 for the month of February and were in order without exception.

## Grand Traverse Medical Care

### REVENUE:

Total Revenue was \$2,683,605 which was below the budgeted amount by \$37,141 for a negative variance. The census for February averaged 190 residents which was equal to the budgeted census and one more than the prior month average. Private pay census was seven above budget, Medicare census was equal to budget, Medicaid was eight below budgeted census, while Medicaid Hospice was one above the budgeted census. The occupancy for February was 79.2% of licensed beds and 85.6% of available beds. Year-to-date occupancy is 78.9% of licensed bed days and 85.3% of available bed days.

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

Resident Revenue was \$2,451,766 which provided an unfavorable budget variance of \$20,664.

Other revenue was \$231,838 resulting in a negative budget variance of \$16,477. The negative variance is largely due to a lower QAS income from lower Medicaid census for February with less days in the month.

**EXPENSES:**

Operating Expenses totaled \$2,609,878 resulting in a favorable budget variance of \$84,186. The positive variance is primarily due to unfilled budgeted positions.

**NET INCOME/LOSS:**

Grand Traverse Medical Care produced net income \$13,214 for the month, which produced a positive budget variance of \$49,033.

**RECEIVABLES:**

Days Receivable Outstanding ("DRO") is 69 days as of 2/28/2025. This is seven less than as of 1/31/2026. Our goal is to reduce that number to 45 days.

**The Cottages**

**REVENUE:**

Total revenue of \$310,799 resulted in unfavorable variance of \$36,351 to the budget.

The average leased occupancy for the Cottages-Assisted Living was 60 apartments during the month which was one more than the previous month and two above the budgeted amount, representing 80% occupancy. In addition, there were 14 days (average of 0.5 per night) of overnight respite provided during the month (equal to the prior month and one-half less 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 61 residents (one more than the prior month).

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

**EXPENSES:**

Expenses for February (before building depreciation) were \$295,424 which was under the budgeted amount by \$19,018 for a favorable budget variance.

**NET INCOME/LOSS:**

The program had a net loss for the month of \$7,947 resulting in an unfavorable variance of \$17,105.

**Unassigned Fund Balance**

Approved 2026 Operating Budget	\$ 39.0M
Unassigned Fund Balance Target Percentage	20%
Unassigned Fund Balance Target Amount	\$7.8M
Current Unassigned Fund Balance*	\$2.7 M
Current Fund Balance as a percentage of Operating Budget	6.9%
Amount Available Above/ (Below) Target	(\$5.1M)

\*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: Mar 21, 2026  
 Time: 11:56:46 EDT  
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**Grand Traverse Pavilions - SNF**  
**Combined Income Statement**  
 2/1/2026 to 2/28/2026

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	2,758,956	2,823,764	(64,808)	3,095,293	3,047,031	48,262	5,854,249	5,870,795	(16,545)
Other Revenue	225,447	234,132	(8,685)	262,535	234,132	28,402	487,982	468,264	19,718
<b>Total Revenue</b>	<b>2,984,403</b>	<b>3,057,896</b>	<b>(73,492)</b>	<b>3,357,828</b>	<b>3,281,163</b>	<b>76,665</b>	<b>6,342,231</b>	<b>6,339,059</b>	<b>3,173</b>
Salaries & Wages	1,714,179	1,763,567	49,389	1,856,354	1,951,494	95,140	3,570,533	3,715,061	144,528
Benefits	404,233	463,906	59,673	489,609	478,195	(11,414)	893,843	942,101	48,258
Other Operating Expenses	738,440	731,233	(7,207)	704,856	730,858	26,002	1,443,296	1,462,092	18,796
Interest Expense	26,344	26,300	44	26,344	26,300	44	52,688	52,600	88
Depreciation	95,941	99,550	3,609	95,941	99,550	3,609	191,881	199,100	7,219
<b>Total Operating Expenses</b>	<b>2,979,137</b>	<b>3,084,557</b>	<b>105,420</b>	<b>3,173,104</b>	<b>3,286,397</b>	<b>113,293</b>	<b>6,152,241</b>	<b>6,370,954</b>	<b>218,713</b>
<b>Net Operating Income</b>	<b>5,267</b>	<b>(26,661)</b>	<b>31,928</b>	<b>184,724</b>	<b>(5,234)</b>	<b>189,958</b>	<b>189,991</b>	<b>(31,895)</b>	<b>221,886</b>

Date: Mar 21, 2026  
 Time: 11:53:03 EDT  
 User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**  
**SNF Income Statement**  
 2/1/2026 to 2/28/2026

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	
<b>SNF Resident Revenue</b>																			
<b>Inpatient Revenue</b>																			
Medicare Part A	338,510	261,614	76,897	600.20	622.89	(22.69)	301,832	276,679	25,153	609.76	595.01	14.75	640,343	538,293	102,050	604.67	608.24	(3.57)	
Medicare Advantage	247,730	348,951	(101,221)	607.18	623.13	(15.95)	394,589	368,874	25,715	575.20	594.96	(19.76)	642,319	717,825	(75,506)	587.13	608.33	(21.20)	
Medicaid	1,099,328	1,279,827	(180,498)	391.22	397.46	(6.24)	1,301,663	1,416,683	(115,020)	393.49	397.39	(3.90)	2,400,992	2,696,510	(295,518)	392.45	397.42	(4.98)	
Hospice	208,019	193,200	14,819	460.22	460.00	0.22	250,820	213,900	36,920	460.22	460.00	0.22	458,839	407,100	51,739	460.22	460.00	0.22	
Private Pay	510,744	323,224	187,520	469.43	461.75	7.69	501,366	356,944	144,422	614.42	460.57	153.85	1,012,110	680,168	331,942	531.57	461.13	70.44	
Medicare Part B	352	12,600	(12,248)	0.07	2.37	(2.30)	(8,187)	12,600	(20,787)	(1.40)	2.14	(3.54)	(7,835)	25,200	(33,035)	(0.70)	2.25	(2.95)	
<b>TOTAL Inpatient Revenue</b>	<b>2,404,683</b>	<b>2,419,415</b>	<b>(14,731)</b>	<b>451.84</b>	<b>454.78</b>	<b>(2.94)</b>	<b>2,742,084</b>	<b>2,645,681</b>	<b>96,403</b>	<b>468.73</b>	<b>449.18</b>	<b>19.55</b>	<b>5,146,767</b>	<b>5,065,096</b>	<b>81,672</b>	<b>460.68</b>	<b>451.84</b>	<b>8.85</b>	
<b>Outpatient</b>																			
Physical Therapy	58,000	65,000	(7,000)	10.90	12.22	(1.32)	61,541	65,000	(3,459)	10.52	11.04	(0.52)	119,541	130,000	(10,459)	10.70	11.60	(0.90)	
Occupational Therapy	5,000	6,000	(1,000)	0.94	1.13	(0.19)	5,300	6,000	(700)	0.91	1.02	(0.11)	10,300	12,000	(1,700)	0.92	1.07	(0.15)	
Speech Therapy	5,000	5,000	0	0.94	0.94	0.00	10,035	5,000	5,035	1.72	0.85	0.87	15,035	10,000	5,035	1.35	0.89	0.46	
Wellness	3,230	5,000	(1,770)	0.61	0.94	(0.33)	3,810	5,000	(1,190)	0.65	0.85	(0.20)	7,040	10,000	(2,960)	0.63	0.89	(0.26)	
Cont Allow Outpatient	(24,147)	(27,985)	3,838	(4.54)	(5.26)	0.72	(34,213)	(30,983)	(3,230)	(5.85)	(5.26)	(0.59)	(58,360)	(58,968)	607	(5.22)	(5.26)	0.04	
<b>TOTAL Outpatient</b>	<b>47,083</b>	<b>53,015</b>	<b>(5,932)</b>	<b>8.85</b>	<b>9.97</b>	<b>(1.12)</b>	<b>46,473</b>	<b>50,017</b>	<b>(3,544)</b>	<b>7.94</b>	<b>8.49</b>	<b>(0.55)</b>	<b>93,556</b>	<b>103,032</b>	<b>(9,477)</b>	<b>8.37</b>	<b>9.19</b>	<b>(0.82)</b>	
<b>TOTAL SNF Resident Revenue</b>	<b>2,451,766</b>	<b>2,472,430</b>	<b>(20,664)</b>	<b>460.69</b>	<b>464.74</b>	<b>(4.06)</b>	<b>2,788,557</b>	<b>2,695,698</b>	<b>92,859</b>	<b>476.68</b>	<b>457.67</b>	<b>19.00</b>	<b>5,240,323</b>	<b>5,168,128</b>	<b>72,195</b>	<b>469.06</b>	<b>461.03</b>	<b>8.03</b>	
<b>SNF Other Revenue</b>																			
Revenue - Child Day Care	6,213	10,833	(4,621)	1.17	2.04	(0.87)	5,450	10,833	(5,384)	0.93	1.84	(0.91)	11,662	21,667	(10,004)	1.04	1.93	(0.89)	
Childcare Lunches	765	1,250	(485)	0.14	0.23	(0.09)	759	1,250	(491)	0.13	0.21	(0.08)	1,524	2,500	(976)	0.14	0.22	(0.09)	
Vending Machine Sales	3,316	500	2,816	0.62	0.09	0.53	519	500	19	0.09	0.08	0.00	3,835	1,000	2,835	0.34	0.09	0.25	
Rental Income	399	250	149	0.07	0.05	0.03	71	250	(179)	0.01	0.04	(0.03)	470	500	(30)	0.04	0.04	0.00	
Interest Income	3,020	7,500	(4,480)	0.57	1.41	(0.84)	3,042	7,500	(4,458)	0.52	1.27	(0.75)	6,063	15,000	(8,937)	0.54	1.34	(0.80)	
Longevity I-SNP Income	18,078	11,000	7,078	3.40	2.07	1.33	18,131	11,000	7,131	3.10	1.87	1.23	36,209	22,000	14,209	3.24	1.96	1.28	
Managed Care Shared Savings	5,000	5,000	0	0.94	0.94	0.00	5,000	5,000	0	0.85	0.85	0.00	10,000	10,000	0	0.90	0.89	0.00	
DCW Wage Reimbursement	87,000	90,000	(3,000)	16.35	16.92	(0.57)	90,000	90,000	0	15.38	15.28	0.10	177,000	180,000	(3,000)	15.84	16.06	(0.21)	
Garnishment Fees	35	0	35	0.01	0.00	0.01	35	0	35	0.01	0.00	0.01	70	0	70	0.01	0.00	0.01	
Misc Income	50	0	50	0.01	0.00	0.01	30	0	30	0.01	0.00	0.01	80	0	80	0.01	0.00	0.01	
QAS Income	181,558	213,900	(32,342)	34.11	40.21	(6.09)	219,250	213,900	5,350	37.48	36.32	1.16	400,808	427,800	(26,992)	35.88	38.16	(2.29)	
QMI Income	27,442	25,000	2,442	5.16	4.70	0.46	27,442	25,000	2,442	4.69	4.24	0.45	54,884	50,000	4,884	4.91	4.46	0.45	
Inter-Company Charges	10,000	10,000	0	1.88	1.88	0.00	10,000	10,000	0	1.71	1.70	0.01	20,000	20,000	0	1.79	1.78	0.01	
Bad Debt Expenses	(25,000)	(25,000)	0	(4.70)	(4.70)	0.00	(25,000)	(25,000)	0	(4.27)	(4.24)	(0.03)	(50,000)	(50,000)	0	(4.48)	(4.46)	(0.02)	
Provider Tax Expense-QAA	(75,721)	(85,918)	10,197	(14.23)	(16.15)	1.92	(75,721)	(85,918)	10,197	(12.94)	(14.59)	1.64	(151,443)	(171,836)	20,393	(13.56)	(15.33)	1.77	
Provider Tax Expense-QMIA	(10,316)	(16,000)	5,684	(1.94)	(3.01)	1.07	(10,316)	(16,000)	5,684	(1.76)	(2.72)	0.95	(20,632)	(32,000)	11,368	(1.85)	(2.85)	1.01	
<b>TOTAL SNF Other Revenue</b>	<b>231,838</b>	<b>248,315</b>	<b>(16,477)</b>	<b>43.56</b>	<b>46.68</b>	<b>(3.11)</b>	<b>268,692</b>	<b>248,315</b>	<b>20,376</b>	<b>45.93</b>	<b>42.16</b>	<b>3.77</b>	<b>500,530</b>	<b>496,631</b>	<b>3,899</b>	<b>44.80</b>	<b>44.30</b>	<b>0.50</b>	
<b>Total Revenue</b>	<b>2,683,605</b>	<b>2,720,746</b>	<b>(37,141)</b>	<b>504.25</b>	<b>511.42</b>	<b>(6.98)</b>	<b>3,057,248</b>	<b>2,944,013</b>	<b>113,235</b>	<b>522.61</b>	<b>499.83</b>	<b>19.22</b>	<b>5,740,853</b>	<b>5,664,759</b>	<b>76,094</b>	<b>513.86</b>	<b>505.33</b>	<b>6.79</b>	
<b>SNF Operating Expenses</b>																			
<b>Nursing</b>																			
Nursing																			
Salary & Wages - RN	284,014	278,067	(5,947)	53.37	52.27	(1.10)	284,752	307,860	(23,108)	48.68	52.27	3.59	568,766	585,927	(17,160)	50.91	52.27	1.36	
Salary & Wages - LPN	84,562	85,534	972	15.89	16.08	0.19	106,019	94,699	(11,320)	18.12	16.08	(2.04)	190,581	180,233	(10,348)	17.06	16.08	(0.98)	
Salary & Wages - CNA	518,429	512,899	(5,530)	97.41	96.41	(1.00)	563,967	567,852	(3,885)	96.40	96.41	0.00	1,082,396	1,080,751	(1,645)	96.88	96.41	(0.48)	
Salary & Wages - UW SNF	3,014	9,205	6,192	0.57	1.73	1.16	6,926	10,192	3,265	1.18	1.73	0.55	9,940	19,397	9,457	0.89	1.73	0.84	
Longevity - RN	4,657	4,603	(54)	0.88	0.87	(0.01)	4,657	5,096	(439)	0.80	0.87	0.07	9,314	9,699	385	0.83	0.87	0.03	
Longevity - LPN	2,332	1,841	(491)	0.44	0.35	(0.09)	2,332	2,038	(294)	0.40	0.35	(0.05)	4,664	3,879	(785)	0.42	0.35	(0.07)	

Date: Mar 21, 2026  
 Time: 11:53:03 EDT  
 User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**  
**SNF Income Statement**  
 2/1/2026 to 2/28/2026

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
<b>Nursing (con't)</b>																		
Longevity - CNA	12,639	12,274	(365)	2.37	2.31	(0.07)	12,639	13,589	950	2.16	2.31	0.15	25,278	25,863	585	2.26	2.31	0.04
FICA - Nursing	68,484	68,274	(210)	12.87	12.83	(0.03)	70,730	75,589	4,859	12.09	12.83	0.74	139,215	143,863	4,649	12.46	12.83	0.37
Workers Comp - Nursing	6,921	6,200	(721)	1.30	1.17	(0.14)	7,774	6,200	(1,574)	1.33	1.05	(0.28)	14,695	12,400	(2,295)	1.32	1.11	(0.21)
Unemployment Expenses	1,000	1,000	0	0.19	0.19	0.00	1,000	1,000	0	0.17	0.17	0.00	2,000	2,000	0	0.18	0.18	0.00
MERS DB - Nursing	45,277	45,800	523	8.51	8.61	0.10	45,277	45,800	523	7.74	7.78	0.04	90,554	91,600	1,046	8.11	8.17	0.07
MERS DC:Nursing	723	21,000	20,277	0.14	3.95	3.81	54,357	21,000	(33,357)	9.29	3.57	(5.73)	55,080	42,000	(13,080)	4.93	3.75	(1.18)
Health Ins - Nursing	48,066	87,500	39,434	9.03	16.45	7.42	86,390	87,500	1,110	14.77	14.86	0.09	134,456	175,000	40,544	12.04	15.61	3.58
Health Ins - Retirees Nursing	4,620	7,000	2,380	0.87	1.32	0.45	4,620	7,000	2,380	0.79	1.19	0.40	9,240	14,000	4,760	0.83	1.25	0.42
Dental Ins - Nursing	(478)	4,500	4,978	(0.09)	0.85	0.94	13,669	7,650	(6,019)	2.34	1.30	(1.04)	13,191	12,150	(1,041)	1.18	1.08	(0.10)
Uniforms - Nursing	0	500	500	0.00	0.09	0.09	4,416	500	(3,916)	0.75	0.08	(0.67)	4,416	1,000	(3,416)	0.40	0.09	(0.31)
Small Equipment	6,144	7,500	1,356	1.15	1.41	0.26	4,381	7,500	3,119	0.75	1.27	0.52	10,525	15,000	4,475	0.94	1.34	0.40
Nursing Supplies	17,862	20,000	2,138	3.36	3.76	0.40	13,216	20,000	6,784	2.26	3.40	1.14	31,078	40,000	8,922	2.78	3.57	0.79
Briefs	7,923	7,000	(923)	1.49	1.32	(0.17)	7,237	7,000	(237)	1.24	1.19	(0.05)	15,161	14,000	(1,161)	1.36	1.25	(0.11)
Stock Meds	2,152	3,500	1,348	0.40	0.66	0.25	3,822	3,500	(322)	0.65	0.59	(0.06)	5,974	7,000	1,026	0.53	0.62	0.09
Flu Vaccine	10,188	3,500	(6,688)	1.91	0.66	(1.26)	11,692	3,500	(8,192)	2.00	0.59	(1.40)	21,880	7,000	(14,880)	1.96	0.62	(1.33)
IV Supplies	710	500	(210)	0.13	0.09	(0.04)	661	500	(161)	0.11	0.08	(0.03)	1,372	1,000	(372)	0.12	0.09	(0.03)
Non-Legend Drugs	4,628	4,000	(628)	0.87	0.75	(0.12)	4,685	4,000	(685)	0.80	0.68	(0.12)	9,313	8,000	(1,313)	0.83	0.71	(0.12)
Professional Services - Medic	3,520	4,500	980	0.66	0.85	0.18	3,520	4,500	980	0.60	0.76	0.16	7,040	9,000	1,960	0.63	0.80	0.17
Agency Nurse Staffing	10,525	20,000	9,475	1.98	3.76	1.78	18,606	20,000	1,394	3.18	3.40	0.22	29,131	40,000	10,869	2.61	3.57	0.96
Building Repairs-Resident Roo	1,670	5,000	3,330	0.31	0.94	0.63	0	5,000	5,000	0.00	0.85	0.85	1,670	10,000	8,330	0.15	0.89	0.74
Equipment Repairs	1,696	3,500	1,804	0.32	0.66	0.34	578	3,500	2,922	0.10	0.59	0.50	2,274	7,000	4,726	0.20	0.62	0.42
Education & Training - Nursing	747	1,000	253	0.14	0.19	0.05	377	1,000	623	0.06	0.17	0.11	1,124	2,000	876	0.10	0.18	0.08
Med Waste:Nursing-Medical Care	572	2,100	1,528	0.11	0.39	0.29	575	2,100	1,525	0.10	0.36	0.26	1,147	4,200	3,053	0.10	0.37	0.27
Resident Loss Replacement	400	250	(150)	0.08	0.05	(0.03)	30	250	220	0.01	0.04	0.04	430	500	70	0.04	0.04	0.01
<b>TOTAL Nursing</b>	<b>1,152,998</b>	<b>1,228,547</b>	<b>75,549</b>	<b>216.65</b>	<b>230.93</b>	<b>14.28</b>	<b>1,338,906</b>	<b>1,335,915</b>	<b>(2,991)</b>	<b>228.87</b>	<b>226.81</b>	<b>(2.06)</b>	<b>2,491,904</b>	<b>2,564,462</b>	<b>72,557</b>	<b>223.05</b>	<b>228.77</b>	<b>5.72</b>
<b>Nurse Administration</b>																		
Salary & Wages - Nursing Admin	150,006	153,425	3,419	28.19	28.84	0.65	139,230	169,863	30,633	23.80	28.84	5.04	289,237	323,288	34,051	25.89	28.84	2.95
Longevity-Nursing Admin	2,669	2,762	93	0.50	0.52	0.02	2,669	3,058	389	0.46	0.52	0.06	5,338	5,819	481	0.48	0.52	0.04
FICA - Nursing Admin	11,114	11,507	393	2.09	2.16	0.07	10,391	12,740	2,348	1.78	2.16	0.39	21,506	24,247	2,741	1.92	2.16	0.24
Workers Comp - Nurse Admin	504	500	(4)	0.09	0.09	0.00	504	500	(4)	0.09	0.08	0.00	1,008	1,000	(8)	0.09	0.09	0.00
MERS DB - Nursing Admin	19,586	19,600	14	3.68	3.68	0.00	19,586	19,600	14	3.35	3.33	(0.02)	39,172	39,200	28	3.51	3.50	(0.01)
MERS DC: Nurse Administration	6,435	2,200	(4,235)	1.21	0.41	(0.80)	1,106	2,200	1,094	0.19	0.37	0.18	7,541	4,400	(3,141)	0.67	0.39	(0.28)
Nurse Admin Consulting	34,345	5,000	(29,345)	6.45	0.94	(5.51)	12,595	5,000	(7,595)	2.15	0.85	(1.30)	46,941	10,000	(36,941)	4.20	0.89	(3.31)
<b>TOTAL Nurse Administration</b>	<b>224,660</b>	<b>194,993</b>	<b>(29,667)</b>	<b>42.21</b>	<b>36.65</b>	<b>(5.56)</b>	<b>186,082</b>	<b>212,960</b>	<b>26,879</b>	<b>31.81</b>	<b>36.16</b>	<b>4.35</b>	<b>410,742</b>	<b>407,953</b>	<b>(2,788)</b>	<b>36.77</b>	<b>36.39</b>	<b>(0.37)</b>
<b>TOTAL Nursing</b>	<b>1,377,659</b>	<b>1,423,540</b>	<b>45,881</b>	<b>258.86</b>	<b>267.58</b>	<b>8.72</b>	<b>1,524,987</b>	<b>1,548,875</b>	<b>23,888</b>	<b>260.68</b>	<b>262.97</b>	<b>2.29</b>	<b>2,902,646</b>	<b>2,972,415</b>	<b>69,769</b>	<b>259.81</b>	<b>265.16</b>	<b>5.34</b>
<b>Administrative</b>																		
Salary & Wages - Admin	72,051	69,041	(3,010)	13.54	12.98	(0.56)	74,455	76,438	1,984	12.73	12.98	0.25	146,506	145,479	(1,026)	13.11	12.98	(0.14)
Longevity - Admin	1,213	921	(292)	0.23	0.17	(0.05)	1,213	1,019	(194)	0.21	0.17	(0.03)	2,426	1,940	(486)	0.22	0.17	(0.04)
FICA - Admin	5,595	5,247	(348)	1.05	0.99	(0.06)	5,435	5,811	376	0.93	0.99	0.06	11,029	11,058	29	0.99	0.99	0.00
Workers Comp - Admin	280	500	220	0.05	0.09	0.04	288	500	212	0.05	0.08	0.04	568	1,000	432	0.05	0.09	0.04
MERS - Administration	13,833	8,800	(5,033)	2.60	1.65	(0.95)	8,773	8,800	27	1.50	1.49	(0.01)	22,606	17,600	(5,006)	2.02	1.57	(0.45)
MERS DC:Administration	3,206	1,800	(1,406)	0.60	0.34	(0.26)	3,469	1,800	(1,669)	0.59	0.31	(0.29)	6,675	3,600	(3,075)	0.60	0.32	(0.28)
Health Ins - Administration	1,516	1,500	(16)	0.28	0.28	0.00	1,516	1,500	(16)	0.26	0.25	0.00	3,032	3,000	(32)	0.27	0.27	0.00
Dental Ins - Administration	252	250	(2)	0.05	0.05	0.00	0	0	0	0.00	0.00	0.00	252	250	(2)	0.02	0.02	0.00
Small Equipment	0	1,000	1,000	0.00	0.19	0.19	0	1,000	1,000	0.00	0.17	0.17	0	2,000	2,000	0.00	0.18	0.18
Contract Services	2,647	2,500	(147)	0.50	0.47	(0.03)	2,367	2,500	133	0.40	0.42	0.02	5,013	5,000	(13)	0.45	0.45	0.00
Professional Services - Admin	0	2,000	2,000	0.00	0.38	0.38	464	2,000	1,536	0.08	0.34	0.26	464	4,000	3,536	0.04	0.36	0.32

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**Grand Traverse Pavilions - SNF**  
**SNF Income Statement**  
**2/1/2026 to 2/28/2026**

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	
<b>Administrative (con't)</b>																			
Legal Consultants	15,701	10,000	(5,701)	2.95	1.88	(1.07)	14,739	10,000	(4,739)	2.52	1.70	(0.82)	30,440	20,000	(10,440)	2.72	1.78	(0.94)	
Dues & Memberships	3,850	4,500	650	0.72	0.85	0.12	8,820	4,500	(4,320)	1.51	0.76	(0.74)	12,670	9,000	(3,670)	1.13	0.80	(0.33)	
License & Fees	390	250	(140)	0.07	0.05	(0.03)	30	250	220	0.01	0.04	0.04	420	500	80	0.04	0.04	0.01	
Subscriptions	0	100	100	0.00	0.02	0.02	0	100	100	0.00	0.02	0.02	0	200	200	0.00	0.02	0.02	
Education & Training - Admin	0	600	600	0.00	0.11	0.11	255	600	345	0.04	0.10	0.06	255	1,200	945	0.02	0.11	0.08	
Travel	644	750	106	0.12	0.14	0.02	966	750	(216)	0.17	0.13	(0.04)	1,610	1,500	(109)	0.14	0.13	(0.01)	
Board Meeting Expenses	13	50	37	0.00	0.01	0.01	31	50	19	0.01	0.01	0.00	44	100	56	0.00	0.01	0.00	
Miscellaneous Expenses	124	100	(24)	0.02	0.02	0.00	0	100	100	0.00	0.02	0.02	124	200	76	0.01	0.02	0.01	
<b>TOTAL Administrative</b>	<b>121,314</b>	<b>109,909</b>	<b>(11,406)</b>	<b>22.79</b>	<b>20.66</b>	<b>(2.14)</b>	<b>122,821</b>	<b>117,719</b>	<b>(5,102)</b>	<b>20.99</b>	<b>19.99</b>	<b>(1.01)</b>	<b>244,135</b>	<b>227,627</b>	<b>(16,508)</b>	<b>21.85</b>	<b>20.31</b>	<b>(1.55)</b>	
<b>Finance</b>																			
Salary & Wages - Financial Ma	22,788	27,770	4,981	4.28	5.22	0.94	33,507	30,745	(2,761)	5.73	5.22	(0.51)	56,295	58,515	2,220	5.04	5.22	0.18	
Longevity - Financial Mgt	524	600	76	0.10	0.11	0.01	524	600	76	0.09	0.10	0.01	1,048	1,200	152	0.09	0.11	0.01	
FICA - Fin Mgmt	1,726	2,148	421	0.32	0.40	0.08	2,508	2,378	(130)	0.43	0.40	(0.02)	4,234	4,526	292	0.38	0.40	0.02	
Workers Comp - Fin Mgmt	112	250	138	0.02	0.05	0.03	112	250	138	0.02	0.04	0.02	224	500	276	0.02	0.04	0.02	
MERS DB - Financial Management	3,552	3,600	48	0.67	0.68	0.01	3,552	3,600	48	0.61	0.61	0.00	7,104	7,200	96	0.64	0.64	0.01	
MERS DC - Financial Management	1,006	400	(606)	0.19	0.08	(0.11)	190	400	210	0.03	0.07	0.04	1,197	800	(397)	0.11	0.07	(0.04)	
Health Ins - Financial Mgmt	1,802	2,000	198	0.34	0.38	0.04	1,802	2,000	198	0.31	0.34	0.03	3,604	4,000	396	0.32	0.36	0.03	
Dental Ins - Financial Mgmt	72	100	28	0.01	0.02	0.01	0	0	0	0.00	0.00	0.00	72	100	28	0.01	0.01	0.00	
Office Supplies	1,234	1,500	266	0.23	0.28	0.05	1,849	1,500	(349)	0.32	0.25	(0.06)	3,083	3,000	(83)	0.28	0.27	(0.01)	
Copy Supplies	660	650	(10)	0.12	0.12	0.00	528	650	122	0.09	0.11	0.02	1,188	1,300	112	0.11	0.12	0.01	
Computer Supplies	0	2,850	2,850	0.00	0.54	0.54	1,602	2,850	1,248	0.27	0.48	0.21	1,602	5,700	4,098	0.14	0.51	0.37	
Postage	1,172	1,000	(172)	0.22	0.19	(0.03)	683	1,000	317	0.12	0.17	0.05	1,855	2,000	145	0.17	0.18	0.01	
Small Equipment - IT	267	2,750	2,483	0.05	0.52	0.47	4,662	2,750	(1,912)	0.80	0.47	(0.33)	4,929	5,500	571	0.44	0.49	0.05	
Contract Services - Billing	7,150	2,500	(4,650)	1.34	0.47	(0.87)	2,500	2,500	0	0.43	0.42	0.00	9,650	5,000	(4,650)	0.86	0.45	(0.42)	
Professional Services - Finan	1,000	1,250	250	0.19	0.23	0.05	1,000	1,250	250	0.17	0.21	0.04	2,000	2,500	500	0.18	0.22	0.04	
Audit Expenses	0	600	600	0.00	0.11	0.11	0	600	600	0.00	0.10	0.10	0	1,200	1,200	0.00	0.11	0.11	
IT Consultants	0	1,250	1,250	0.00	0.23	0.23	858	1,250	393	0.15	0.21	0.07	858	2,500	1,643	0.08	0.22	0.15	
Printing & Binding	515	625	110	0.10	0.12	0.02	1,536	625	(911)	0.26	0.11	(0.16)	2,052	1,250	(802)	0.18	0.11	(0.07)	
Data Processing	3,477	2,000	(1,477)	0.65	0.38	(0.28)	1,882	2,000	118	0.32	0.34	0.02	5,360	4,000	(1,360)	0.48	0.36	(0.12)	
Maintenance Agreements Softwa	46,211	29,333	(16,878)	8.68	5.51	(3.17)	24,620	29,333	4,713	4.21	4.98	0.77	70,832	58,667	(12,165)	6.34	5.23	(1.11)	
Communication Equip Repairs	4,819	2,500	(2,319)	0.91	0.47	(0.44)	769	2,500	1,731	0.13	0.42	0.29	5,588	5,000	(588)	0.50	0.45	(0.05)	
Education & Training - Fin Mgt	0	400	400	0.00	0.08	0.08	0	400	400	0.00	0.07	0.07	0	800	800	0.00	0.07	0.07	
Travel - Mileage	0	25	25	0.00	0.00	0.00	0	25	25	0.00	0.00	0.00	0	50	50	0.00	0.00	0.00	
Other Insurance	30,629	30,000	(629)	5.76	5.64	(0.12)	30,629	30,000	(629)	5.24	5.09	(0.14)	61,258	60,000	(1,258)	5.48	5.35	(0.13)	
Telephone-Snf	6,178	5,700	(478)	1.16	1.07	(0.09)	5,960	5,700	(260)	1.02	0.97	(0.05)	12,137	11,400	(737)	1.09	1.02	(0.07)	
Internet	2,494	2,500	6	0.47	0.47	0.00	2,468	2,500	32	0.42	0.42	0.00	4,961	5,000	39	0.44	0.45	0.00	
Cellular Phone	2,382	3,000	618	0.45	0.56	0.12	2,903	3,000	97	0.50	0.51	0.01	5,285	6,000	715	0.47	0.54	0.06	
Television - SNF	2,252	2,200	(52)	0.42	0.41	(0.01)	2,252	2,200	(52)	0.38	0.37	(0.01)	4,504	4,400	(104)	0.40	0.39	(0.01)	
Bond Interest Expense	22,912	23,300	388	4.31	4.38	0.07	22,912	23,300	388	3.92	3.96	0.04	45,824	46,600	776	4.10	4.16	0.06	
Bank Charges	3,836	2,500	(1,336)	0.72	0.47	(0.25)	3,156	2,500	(656)	0.54	0.42	(0.12)	6,992	5,000	(1,992)	0.63	0.45	(0.18)	
<b>TOTAL Finance</b>	<b>168,771</b>	<b>155,301</b>	<b>(13,470)</b>	<b>31.71</b>	<b>29.19</b>	<b>(2.52)</b>	<b>154,963</b>	<b>158,407</b>	<b>3,443</b>	<b>26.49</b>	<b>26.89</b>	<b>0.40</b>	<b>323,734</b>	<b>313,708</b>	<b>(10,027)</b>	<b>28.98</b>	<b>27.98</b>	<b>(0.99)</b>	
<b>Human Resources</b>																			
Salary & Wages - Human Resour	(1,605)	31,912	33,517	(0.30)	6.00	6.30	36,472	35,331	(1,140)	6.23	6.00	(0.24)	34,867	67,244	32,377	3.12	6.00	2.88	
Longevity - Human Resources	645	736	91	0.12	0.14	0.02	645	815	170	0.11	0.14	0.03	1,290	1,552	262	0.12	0.14	0.02	
FICA - Human Res	(246)	2,493	2,739	(0.05)	0.47	0.51	2,740	2,760	20	0.47	0.47	0.00	2,495	5,253	2,759	0.22	0.47	0.25	
Workers Comp - Human Res	168	250	82	0.03	0.05	0.02	168	250	82	0.03	0.04	0.01	336	500	164	0.03	0.04	0.01	
MERS DB - Human Resources	4,094	4,200	106	0.77	0.79	0.02	4,094	4,200	106	0.70	0.71	0.01	8,188	8,400	212	0.73	0.75	0.02	

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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
<b>Human Resources (con't)</b>																		
MERS DC:Human Resources	2,009	800	(1,209)	0.38	0.15	(0.23)	417	800	383	0.07	0.14	0.06	2,425	1,600	(825)	0.22	0.14	(0.07)
Health Ins - Human Resources	451	1,000	549	0.08	0.19	0.10	1,051	1,000	(51)	0.18	0.17	(0.01)	1,502	2,000	498	0.13	0.18	0.04
Dental Ins - Human Resources	108	100	(8)	0.02	0.02	0.00	0	0	0	0.00	0.00	0.00	108	100	(8)	0.01	0.01	0.00
Life Insurance	322	300	(22)	0.06	0.06	0.00	289	300	11	0.05	0.05	0.00	611	600	(11)	0.05	0.05	0.00
Employee Recogn	1,242	2,000	758	0.23	0.38	0.14	416	2,000	1,584	0.07	0.34	0.27	1,658	4,000	2,342	0.15	0.36	0.21
Contract Services - HR	16,586	2,500	(14,086)	3.12	0.47	(2.65)	7,259	2,500	(4,759)	1.24	0.42	(0.82)	23,845	5,000	(18,845)	2.13	0.45	(1.69)
Employee Advertising/Recruiti	1,375	4,500	3,125	0.26	0.85	0.59	3,602	4,500	898	0.62	0.76	0.15	4,977	9,000	4,023	0.45	0.80	0.36
License & Fees - NAT	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	100	100	0.00	0.01	0.01
CNA Registry Fee	360	125	(235)	0.07	0.02	(0.04)	160	125	(35)	0.03	0.02	(0.01)	520	250	(270)	0.05	0.02	(0.02)
Testing Fees	175	1,250	1,075	0.03	0.23	0.20	4,600	1,250	(3,350)	0.79	0.21	(0.57)	4,775	2,500	(2,275)	0.43	0.22	(0.20)
Education & Training - Hum Res	3,500	3,750	250	0.66	0.70	0.05	3,500	3,750	250	0.60	0.64	0.04	7,000	7,500	500	0.63	0.67	0.04
<b>TOTAL Human Resources</b>	<b>29,184</b>	<b>55,967</b>	<b>26,783</b>	<b>5.48</b>	<b>10.52</b>	<b>5.04</b>	<b>65,413</b>	<b>59,632</b>	<b>(5,781)</b>	<b>11.18</b>	<b>10.12</b>	<b>(1.06)</b>	<b>94,597</b>	<b>115,599</b>	<b>21,002</b>	<b>8.47</b>	<b>10.31</b>	<b>1.84</b>
<b>Community Relations and Volunteer Services</b>																		
Salary & Wages - Volunteer &	5,385	12,044	6,659	1.01	2.26	1.25	5,962	13,334	7,373	1.02	2.26	1.24	11,346	25,378	14,032	1.02	2.26	1.25
Longevity - Volunteer & Comm	0	192	192	0.00	0.04	0.04	0	212	212	0.00	0.04	0.04	0	404	404	0.00	0.04	0.04
FICA - Volunteer & Comm Rel	412	921	509	0.08	0.17	0.10	455	1,019	564	0.08	0.17	0.10	867	1,940	1,073	0.08	0.17	0.10
Workers Comp - Vol & Comm Rel	56	100	44	0.01	0.02	0.01	56	100	44	0.01	0.02	0.01	112	200	88	0.01	0.02	0.01
MERS DB - Volunteer & Comm Rel	1,534	1,600	66	0.29	0.30	0.01	1,534	1,600	66	0.26	0.27	0.01	3,068	3,200	132	0.27	0.29	0.01
MERS DC: Volunteer & Comm Rel	0	300	300	0.00	0.06	0.06	135	300	165	0.02	0.05	0.03	135	600	465	0.01	0.05	0.04
Volunteer Recognition	0	200	200	0.00	0.04	0.04	0	200	200	0.00	0.03	0.03	0	400	400	0.00	0.04	0.04
<b>TOTAL Community Relations and Volunteer Services</b>	<b>7,386</b>	<b>15,356</b>	<b>7,970</b>	<b>1.39</b>	<b>2.89</b>	<b>1.50</b>	<b>8,142</b>	<b>16,766</b>	<b>8,624</b>	<b>1.39</b>	<b>2.85</b>	<b>1.45</b>	<b>15,528</b>	<b>32,122</b>	<b>16,594</b>	<b>1.39</b>	<b>2.87</b>	<b>1.48</b>
<b>Maintenance</b>																		
Salary & Wages - ES	73,058	75,178	2,120	13.73	14.13	0.40	75,690	83,233	7,543	12.94	14.13	1.19	148,748	158,411	9,662	13.31	14.13	0.82
Longevity - Environmental Serv	2,394	2,148	(246)	0.45	0.40	(0.05)	2,394	2,378	(16)	0.41	0.40	(0.01)	4,788	4,526	(262)	0.43	0.40	(0.02)
FICA - Environ Serv	5,499	5,830	331	1.03	1.10	0.06	5,708	6,455	747	0.98	1.10	0.12	11,206	12,285	1,079	1.00	1.10	0.09
Workers Comp - Plant Ops	476	500	24	0.09	0.09	0.00	476	500	24	0.08	0.08	0.00	952	1,000	48	0.09	0.09	0.00
MERS DB - Env. Serv.	5,858	6,000	142	1.10	1.13	0.03	5,858	6,000	142	1.00	1.02	0.02	11,716	12,000	284	1.05	1.07	0.02
MERS DC:Environmental Services	10,940	1,800	(9,140)	2.06	0.34	(1.72)	897	1,800	903	0.15	0.31	0.15	11,837	3,600	(8,237)	1.06	0.32	(0.74)
Health Ins - Env Serv	4,844	5,200	356	0.91	0.98	0.07	5,199	5,200	1	0.89	0.88	(0.01)	10,042	10,400	358	0.90	0.93	0.03
Health Ins - Retirees - EVS	1,680	2,500	820	0.32	0.47	0.15	1,680	2,500	820	0.29	0.42	0.14	3,360	5,000	1,640	0.30	0.45	0.15
Dental Ins - Env Serv	1,081	1,000	(81)	0.20	0.19	(0.02)	0	0	0	0.00	0.00	0.00	1,081	1,000	(81)	0.10	0.09	(0.01)
Uniforms - Plant Ops	516	500	(16)	0.10	0.09	0.00	761	500	(261)	0.13	0.08	(0.05)	1,278	1,000	(278)	0.11	0.09	(0.03)
Supplies - Plant Ops	5,226	8,000	2,774	0.98	1.50	0.52	5,499	8,000	2,501	0.94	1.36	0.42	10,726	16,000	5,274	0.96	1.43	0.47
Small Equipment	13,118	5,000	(8,118)	2.46	0.94	(1.53)	5,101	5,000	(101)	0.87	0.85	(0.02)	18,220	10,000	(8,220)	1.63	0.89	(0.74)
Building Repairs	6,411	15,000	8,589	1.20	2.82	1.61	7,987	15,000	7,013	1.37	2.55	1.18	14,398	30,000	15,602	1.29	2.68	1.39
Equipment Repairs	3,084	3,500	416	0.58	0.66	0.08	4,587	3,500	(1,087)	0.78	0.59	(0.19)	7,671	7,000	(671)	0.69	0.62	(0.06)
Vehicle Repair	1,009	1,250	241	0.19	0.23	0.05	1,018	1,250	232	0.17	0.21	0.04	2,027	2,500	473	0.18	0.22	0.04
Elevator	700	1,250	550	0.13	0.23	0.10	700	1,250	550	0.12	0.21	0.09	1,400	2,500	1,100	0.13	0.22	0.10
Lawn, Tree and Brush Services	0	1,250	1,250	0.00	0.23	0.23	0	1,250	1,250	0.00	0.21	0.21	0	2,500	2,500	0.00	0.22	0.22
Snow Removal - Contract	3,660	1,250	(2,410)	0.69	0.23	(0.45)	1,859	1,250	(609)	0.32	0.21	(0.11)	5,519	2,500	(3,019)	0.49	0.22	(0.27)
Education & Training - ES	0	100	100	0.00	0.02	0.02	810	100	(710)	0.14	0.02	(0.12)	810	200	(610)	0.07	0.02	(0.05)
Vehicle Fuel	965	1,000	35	0.18	0.19	0.01	1,438	1,000	(438)	0.25	0.17	(0.08)	2,403	2,000	(403)	0.22	0.18	(0.04)
Parking Garage Expenses	1,850	2,000	150	0.35	0.38	0.03	1,750	2,000	250	0.30	0.34	0.04	3,600	4,000	400	0.32	0.36	0.03
Water	3,047	4,000	953	0.57	0.75	0.18	3,695	4,000	305	0.63	0.68	0.05	6,742	8,000	1,258	0.60	0.71	0.11
Sewer	7,502	9,000	1,498	1.41	1.69	0.28	9,235	9,000	(234)	1.58	1.53	(0.05)	16,737	18,000	1,263	1.50	1.61	0.11
Electric	19,610	25,000	5,390	3.68	4.70	1.01	19,855	25,000	5,145	3.39	4.24	0.85	39,464	50,000	10,536	3.53	4.46	0.93
Natural Gas	5,331	8,500	3,169	1.00	1.60	0.60	21,616	8,500	(13,116)	3.70	1.44	(2.25)	26,947	17,000	(9,947)	2.41	1.52	(0.90)

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**Grand Traverse Pavilions - SNF**  
**SNF Income Statement**  
 2/1/2026 to 2/28/2026

Facility #

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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	
<b>Maintenance (con't)</b>																			
Refuse Disposal	5,039	3,000	(2,039)	0.95	0.56	(0.38)	2,970	3,000	30	0.51	0.51	0.00	8,009	6,000	(2,009)	0.72	0.54	(0.18)	
<b>TOTAL Maintenance</b>	<b>182,899</b>	<b>189,756</b>	<b>6,857</b>	<b>34.37</b>	<b>35.67</b>	<b>1.30</b>	<b>186,783</b>	<b>197,666</b>	<b>10,883</b>	<b>31.93</b>	<b>33.56</b>	<b>1.63</b>	<b>369,682</b>	<b>387,422</b>	<b>17,740</b>	<b>33.09</b>	<b>34.56</b>	<b>1.47</b>	
<b>Housekeeping</b>																			
Salary & Wages - Housekeeping	62,039	64,438	2,400	11.66	12.11	0.46	71,885	71,342	(542)	12.29	12.11	(0.18)	133,923	135,781	1,857	11.99	12.11	0.13	
Longevity - Housekeeping	2,131	1,841	(290)	0.40	0.35	(0.05)	2,131	2,038	(93)	0.36	0.35	(0.02)	4,262	3,879	(383)	0.38	0.35	(0.04)	
FICA - Housekeeping	4,644	5,063	419	0.87	0.95	0.08	5,340	5,605	265	0.91	0.95	0.04	9,984	10,668	685	0.89	0.95	0.06	
Workers Comp - Housekeeping	536	750	214	0.10	0.14	0.04	1,172	750	(422)	0.20	0.13	(0.07)	1,708	1,500	(208)	0.15	0.13	(0.02)	
MERS DB - Housekeeping	3,249	3,300	51	0.61	0.62	0.01	3,249	3,300	51	0.56	0.56	0.00	6,498	6,600	102	0.58	0.59	0.01	
MERS DC:Housekeeping	0	2,500	2,500	0.00	0.47	0.47	1,342	2,500	1,158	0.23	0.42	0.20	1,342	5,000	3,658	0.12	0.45	0.33	
Health Ins - Housekeeping	3,742	4,000	258	0.70	0.75	0.05	3,819	4,000	181	0.65	0.68	0.03	7,561	8,000	439	0.68	0.71	0.04	
Dental Ins - Housekeeping	432	400	(32)	0.08	0.08	(0.01)	0	0	0	0.00	0.00	0.00	432	400	(32)	0.04	0.04	0.00	
Uniforms - Housekeeping	0	200	200	0.00	0.04	0.04	0	200	200	0.00	0.03	0.03	0	400	400	0.00	0.04	0.04	
Supplies - Housekeeping	8,972	9,500	528	1.69	1.79	0.10	8,492	9,500	1,008	1.45	1.61	0.16	17,463	19,000	1,537	1.56	1.69	0.13	
Contract Services-Hskpg	187	1,000	813	0.04	0.19	0.15	684	1,000	316	0.12	0.17	0.05	872	2,000	1,128	0.08	0.18	0.10	
<b>TOTAL Housekeeping</b>	<b>85,931</b>	<b>92,992</b>	<b>7,061</b>	<b>16.15</b>	<b>17.48</b>	<b>1.33</b>	<b>98,113</b>	<b>100,236</b>	<b>2,123</b>	<b>16.77</b>	<b>17.02</b>	<b>0.25</b>	<b>184,045</b>	<b>193,229</b>	<b>9,184</b>	<b>16.47</b>	<b>17.24</b>	<b>0.76</b>	
<b>Laundry</b>																			
Salary & Wages - Laundry	36,469	30,992	(5,477)	6.85	5.83	(1.03)	31,003	34,312	3,310	5.30	5.83	0.53	67,472	65,304	(2,168)	6.04	5.83	(0.21)	
Longevity - Laundry	1,028	921	(107)	0.19	0.17	(0.02)	1,028	1,019	(9)	0.18	0.17	0.00	2,056	1,940	(116)	0.18	0.17	(0.01)	
FICA - Laundry	2,703	2,424	(279)	0.51	0.46	(0.05)	2,403	2,684	281	0.41	0.46	0.04	5,106	5,108	2	0.46	0.46	0.00	
Workers Comp - Laundry	224	250	26	0.04	0.05	0.00	224	250	26	0.04	0.04	0.00	448	500	52	0.04	0.04	0.00	
MERS DB - Laundry	1,565	1,600	35	0.29	0.30	0.01	1,565	1,600	35	0.27	0.27	0.00	3,130	3,200	70	0.28	0.29	0.01	
MERS DC:Laundry	0	700	700	0.00	0.13	0.13	323	700	377	0.06	0.12	0.06	323	1,400	1,077	0.03	0.12	0.10	
Health Ins - Laundry	1,902	2,000	98	0.36	0.38	0.02	1,902	2,000	98	0.33	0.34	0.01	3,804	4,000	196	0.34	0.36	0.02	
Dental Ins - Laundry	288	300	12	0.05	0.06	0.00	0	0	0	0.00	0.00	0.00	288	300	12	0.03	0.03	0.00	
Supplies - Laundry	4,288	5,500	1,212	0.81	1.03	0.23	4,803	5,500	697	0.82	0.93	0.11	9,091	11,000	1,909	0.81	0.98	0.17	
Linen Replacements - Laundry	1,763	3,000	1,237	0.33	0.56	0.23	2,351	3,000	649	0.40	0.51	0.11	4,114	6,000	1,886	0.37	0.54	0.17	
<b>TOTAL Laundry</b>	<b>50,231</b>	<b>47,686</b>	<b>(2,545)</b>	<b>9.44</b>	<b>8.96</b>	<b>(0.47)</b>	<b>45,601</b>	<b>51,065</b>	<b>5,464</b>	<b>7.80</b>	<b>8.67</b>	<b>0.87</b>	<b>95,833</b>	<b>98,752</b>	<b>2,919</b>	<b>8.58</b>	<b>8.81</b>	<b>0.23</b>	
<b>Dietary</b>																			
Small Equipment - Dietary	1,000	1,000	0	0.19	0.19	0.00	4,026	1,000	(3,026)	0.69	0.17	(0.52)	5,026	2,000	(3,026)	0.45	0.18	(0.27)	
Contract Svcs-Dining	242,063	249,000	6,937	45.48	46.80	1.32	239,445	249,000	9,555	40.93	42.28	1.34	481,508	498,000	16,492	43.10	44.42	1.33	
<b>TOTAL Dietary</b>	<b>243,063</b>	<b>250,000</b>	<b>6,937</b>	<b>45.67</b>	<b>46.99</b>	<b>1.32</b>	<b>243,471</b>	<b>250,000</b>	<b>6,529</b>	<b>41.62</b>	<b>42.44</b>	<b>0.83</b>	<b>486,534</b>	<b>500,000</b>	<b>13,466</b>	<b>43.55</b>	<b>44.60</b>	<b>1.05</b>	
<b>Therapy</b>																			
Salary & Wages - Therapy	146,333	138,865	(7,469)	27.50	26.10	(1.39)	159,838	153,743	(6,095)	27.32	26.10	(1.22)	306,171	292,608	(13,563)	27.41	26.10	(1.30)	
Longevity-Therapy	2,366	2,455	89	0.44	0.46	0.02	2,366	2,718	352	0.40	0.46	0.06	4,732	5,173	441	0.42	0.46	0.04	
FICA - Therapy	11,062	10,586	(476)	2.08	1.99	(0.09)	11,903	11,721	(183)	2.03	1.99	(0.04)	22,965	22,307	(658)	2.06	1.99	(0.07)	
Workers Comp - Therapy	672	750	78	0.13	0.14	0.01	672	750	78	0.11	0.13	0.01	1,344	1,500	156	0.12	0.13	0.01	
MERS DB - Therapy	17,722	18,000	278	3.33	3.38	0.05	17,722	18,000	278	3.03	3.06	0.03	35,444	36,000	556	3.17	3.21	0.04	
MERS DC:Therapy	5,728	2,700	(3,028)	1.08	0.51	(0.57)	1,380	2,700	1,320	0.24	0.46	0.22	7,108	5,400	(1,708)	0.64	0.48	(0.15)	
Health Ins - Therapy Services	5,907	6,000	93	1.11	1.13	0.02	5,907	6,000	93	1.01	1.02	0.01	11,813	12,000	187	1.06	1.07	0.01	
Dental Ins - Therapy	505	500	(5)	0.09	0.09	0.00	0	0	0	0.00	0.00	0.00	505	500	(5)	0.05	0.04	0.00	
Supplies - Therapy	157	400	243	0.03	0.08	0.05	240	400	160	0.04	0.07	0.03	397	800	403	0.04	0.07	0.04	
Small Equipment - Therapy	0	500	500	0.00	0.09	0.09	0	500	500	0.00	0.08	0.08	0	1,000	1,000	0.00	0.09	0.09	
Professional Service - Medica	962	1,500	538	0.18	0.28	0.10	1,000	1,500	500	0.17	0.25	0.08	1,962	3,000	1,038	0.18	0.27	0.09	
Advertising-Wellness Center	281	1,000	719	0.05	0.19	0.14	128	1,000	872	0.02	0.17	0.15	409	2,000	1,591	0.04	0.18	0.14	
Consultant - Therapy	3,546	3,500	(46)	0.67	0.66	(0.01)	3,838	3,500	(338)	0.66	0.59	(0.06)	7,383	7,000	(383)	0.66	0.62	(0.04)	
Pool Maintenance	541	1,000	459	0.10	0.19	0.09	1,818	1,000	(818)	0.31	0.17	(0.14)	2,359	2,000	(359)	0.21	0.18	(0.03)	
Dues & Memberships - Therapy	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	100	100	0.00	0.01	0.01	

Date: Mar 21, 2026  
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**Grand Traverse Pavilions - SNF**  
**SNF Income Statement**  
**2/1/2026 to 2/28/2026**

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
<b>Therapy (con't)</b>																		
Education & Training - Therapy	0	750	750	0.00	0.14	0.14	300	750	450	0.05	0.13	0.08	300	1,500	1,200	0.03	0.13	0.11
Travel - Therapy	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	100	100	0.00	0.01	0.01
<b>TOTAL Therapy</b>	<b>195,781</b>	<b>188,606</b>	<b>(7,175)</b>	<b>36.79</b>	<b>35.45</b>	<b>(1.33)</b>	<b>207,110</b>	<b>204,381</b>	<b>(2,729)</b>	<b>35.40</b>	<b>34.70</b>	<b>(0.70)</b>	<b>402,891</b>	<b>392,987</b>	<b>(9,904)</b>	<b>36.06</b>	<b>35.06</b>	<b>(1.01)</b>
<b>Ancillary</b>																		
Medical Supplies	6,070	5,000	(1,070)	1.14	0.94	(0.20)	6,129	5,000	(1,129)	1.05	0.85	(0.20)	12,199	10,000	(2,199)	1.09	0.89	(0.20)
Tube Feeding Supplies	1,755	1,250	(505)	0.33	0.23	(0.09)	0	1,250	1,250	0.00	0.21	0.21	1,755	2,500	745	0.16	0.22	0.07
Wound Vac Supplies	0	1,250	1,250	0.00	0.23	0.23	365	1,250	885	0.06	0.21	0.15	365	2,500	2,135	0.03	0.22	0.19
Oxygen	1,053	3,750	2,697	0.20	0.70	0.51	1,467	3,750	2,283	0.25	0.64	0.39	2,520	7,500	4,980	0.23	0.67	0.44
Legend Drugs	33,507	31,000	(2,507)	6.30	5.83	(0.47)	21,137	31,000	9,863	3.61	5.26	1.65	54,644	62,000	7,356	4.89	5.53	0.64
Lab Services	859	1,750	891	0.16	0.33	0.17	1,500	1,750	250	0.26	0.30	0.04	2,359	3,500	1,141	0.21	0.31	0.10
Radiology Services	2,204	1,750	(454)	0.41	0.33	(0.09)	2,000	1,750	(250)	0.34	0.30	(0.04)	4,204	3,500	(704)	0.38	0.31	(0.06)
Misc Medical Services	(143)	300	443	(0.03)	0.06	0.08	250	300	50	0.04	0.05	0.01	107	600	493	0.01	0.05	0.04
<b>TOTAL Ancillary</b>	<b>45,305</b>	<b>46,050</b>	<b>745</b>	<b>8.51</b>	<b>8.66</b>	<b>0.14</b>	<b>32,848</b>	<b>46,050</b>	<b>13,202</b>	<b>5.62</b>	<b>7.82</b>	<b>2.20</b>	<b>78,153</b>	<b>92,100</b>	<b>13,947</b>	<b>7.00</b>	<b>8.22</b>	<b>1.22</b>
<b>Diversional Therapy</b>																		
Salary & Wages - Life Enrichm	17,636	28,537	10,901	3.31	5.36	2.05	19,704	31,595	11,890	3.37	5.36	2.00	37,341	60,132	22,791	3.34	5.36	2.02
Longevity - Life Enrichment	1,184	1,534	350	0.22	0.29	0.07	1,184	1,699	515	0.20	0.29	0.09	2,368	3,233	865	0.21	0.29	0.08
FICA - Life Enrichment	664	2,301	1,637	0.12	0.43	0.31	2,134	2,548	414	0.36	0.43	0.07	2,799	4,849	2,051	0.25	0.43	0.18
Workers Comp - Life Enrichme	168	250	82	0.03	0.05	0.02	168	250	82	0.03	0.04	0.01	336	500	164	0.03	0.04	0.01
MERS DB - Life Enrichment	2,622	2,700	78	0.49	0.51	0.01	2,622	2,700	78	0.45	0.46	0.01	5,244	5,400	156	0.47	0.48	0.01
MERS DC:Life Enrichment	1,152	600	(552)	0.22	0.11	(0.10)	296	600	304	0.05	0.10	0.05	1,448	1,200	(248)	0.13	0.11	(0.02)
Health Ins - Life Enrichment	1,902	1,800	(102)	0.36	0.34	(0.02)	1,752	1,800	48	0.30	0.31	0.01	3,654	3,600	(54)	0.33	0.32	(0.01)
Dental Ins - Life Enrichment	252	250	(2)	0.05	0.05	0.00	0	0	0	0.00	0.00	0.00	252	250	(2)	0.02	0.02	0.00
Supplies - Diversional Therapy	798	1,150	352	0.15	0.22	0.07	1,597	1,150	(447)	0.27	0.20	(0.08)	2,395	2,300	(95)	0.21	0.21	(0.01)
Activity Supplies - Eden	825	725	(100)	0.15	0.14	(0.02)	749	725	(24)	0.13	0.12	0.00	1,574	1,450	(124)	0.14	0.13	(0.01)
Special Functions	471	700	229	0.09	0.13	0.04	700	700	0	0.12	0.12	0.00	1,171	1,400	229	0.10	0.12	0.02
Beauty Shop Services	246	0	(246)	0.05	0.00	(0.05)	0	0	0	0.00	0.00	0.00	246	0	(246)	0.02	0.00	(0.02)
<b>TOTAL Diversional Therapy</b>	<b>27,920</b>	<b>40,548</b>	<b>12,628</b>	<b>5.25</b>	<b>7.62</b>	<b>2.38</b>	<b>30,907</b>	<b>43,766</b>	<b>12,859</b>	<b>5.28</b>	<b>7.43</b>	<b>2.15</b>	<b>58,827</b>	<b>84,314</b>	<b>25,487</b>	<b>5.27</b>	<b>7.52</b>	<b>2.26</b>
<b>Human Services</b>																		
Salary & Wages - Human Serv	33,181	27,616	(5,565)	6.23	5.19	(1.04)	27,866	30,575	2,709	4.76	5.19	0.43	61,048	58,192	(2,856)	5.46	5.19	(0.27)
Longevity - Human Services	535	650	115	0.10	0.12	0.02	535	650	115	0.09	0.11	0.02	1,070	1,300	230	0.10	0.12	0.02
FICA - Human Serv	2,471	2,110	(361)	0.46	0.40	(0.07)	1,869	2,336	466	0.32	0.40	0.08	4,340	4,445	105	0.39	0.40	0.01
Workers Comp - Human Serv	168	250	82	0.03	0.05	0.02	168	250	82	0.03	0.04	0.01	336	500	164	0.03	0.04	0.01
MERS DB - Human Services	3,538	3,600	62	0.66	0.68	0.01	3,538	3,600	62	0.60	0.61	0.01	7,076	7,200	124	0.63	0.64	0.01
MERS DC:Human Services	333	800	467	0.06	0.15	0.09	426	800	374	0.07	0.14	0.06	759	1,600	841	0.07	0.14	0.07
Health Ins - Human Services	902	1,000	98	0.17	0.19	0.02	902	1,000	98	0.15	0.17	0.02	1,804	2,000	196	0.16	0.18	0.02
Dental Ins - Human Services	144	150	6	0.03	0.03	0.00	0	0	0	0.00	0.00	0.00	144	150	6	0.01	0.01	0.00
Consultant Services-Psych.	1,500	1,500	0	0.28	0.28	0.00	1,600	1,500	(100)	0.27	0.25	(0.02)	3,100	3,000	(100)	0.28	0.27	(0.01)
Education & Training - Hum Ser	0	125	125	0.00	0.02	0.02	0	125	125	0.00	0.02	0.02	0	250	250	0.00	0.02	0.02
<b>TOTAL Human Services</b>	<b>42,773</b>	<b>37,801</b>	<b>(4,972)</b>	<b>8.04</b>	<b>7.11</b>	<b>(0.93)</b>	<b>36,905</b>	<b>40,836</b>	<b>3,931</b>	<b>6.31</b>	<b>6.93</b>	<b>0.62</b>	<b>79,678</b>	<b>78,637</b>	<b>(1,041)</b>	<b>7.13</b>	<b>7.01</b>	<b>(0.12)</b>
<b>Child Care</b>																		
Salary & Wages - CC Asst. CDC	4,364	11,737	7,373	0.82	2.21	1.39	10,959	12,995	2,036	1.87	2.21	0.33	15,323	24,732	9,408	1.37	2.21	0.83
Salary & Wages - Facilitator	9,315	8,208	(1,107)	1.75	1.54	(0.21)	8,420	9,088	668	1.44	1.54	0.10	17,735	17,296	(439)	1.59	1.54	(0.04)
Longevity - Child Day Care	817	921	104	0.15	0.17	0.02	817	1,019	202	0.14	0.17	0.03	1,634	1,940	306	0.15	0.17	0.03
FICA - CDC	1,061	1,611	550	0.20	0.30	0.10	1,469	1,784	315	0.25	0.30	0.05	2,530	3,395	865	0.23	0.30	0.08
Workers Comp - CDC	224	250	26	0.04	0.05	0.00	224	300	76	0.04	0.05	0.01	448	550	102	0.04	0.05	0.01
MERS DB - CDC	1,678	1,700	22	0.32	0.32	0.00	1,678	1,700	22	0.29	0.29	0.00	3,356	3,400	44	0.30	0.30	0.00
MERS DC-Child Care	402	400	(2)	0.08	0.08	0.00	250	400	150	0.04	0.07	0.03	651	800	149	0.06	0.07	0.01

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**Grand Traverse Pavilions - SNF**  
**SNF Income Statement**  
 2/1/2026 to 2/28/2026

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
<b>Child Care (con't)</b>																		
Health Ins - CDC	488	500	12	0.09	0.09	0.00	488	500	12	0.08	0.08	0.00	977	1,000	23	0.09	0.09	0.00
Dental Ins - CDC	108	100	(8)	0.02	0.02	0.00	0	0	0	0.00	0.00	0.00	108	100	(8)	0.01	0.01	0.00
Uniforms - CDC	0	25	25	0.00	0.00	0.00	0	25	25	0.00	0.00	0.00	0	50	50	0.00	0.00	0.00
Teaching/Educational Supplies	0	50	50	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	100	100	0.00	0.01	0.01
Small Equipment - CDC	0	150	150	0.00	0.03	0.03	0	150	150	0.00	0.03	0.03	0	300	300	0.00	0.03	0.03
Meals - CDC	2,000	2,500	500	0.38	0.47	0.09	2,034	2,500	466	0.35	0.42	0.08	4,034	5,000	966	0.36	0.45	0.08
Dietary Snacks - CDC	0	75	75	0.00	0.01	0.01	58	75	17	0.01	0.01	0.00	58	150	92	0.01	0.01	0.01
Special Functions - CDC	13	75	62	0.00	0.01	0.01	0	75	75	0.00	0.01	0.01	13	150	137	0.00	0.01	0.01
<b>TOTAL Child Care</b>	<b>20,470</b>	<b>28,302</b>	<b>7,832</b>	<b>3.85</b>	<b>5.32</b>	<b>1.47</b>	<b>26,397</b>	<b>30,660</b>	<b>4,263</b>	<b>4.51</b>	<b>5.21</b>	<b>0.69</b>	<b>46,867</b>	<b>58,962</b>	<b>12,095</b>	<b>4.20</b>	<b>5.26</b>	<b>1.06</b>
<b>Equipment Depreciation</b>																		
Depreciation - Office	2,304	2,500	196	0.43	0.47	0.04	2,304	2,500	196	0.39	0.42	0.03	4,607	5,000	393	0.41	0.45	0.03
Depreciation Exp - Nursing	4,138	4,500	362	0.78	0.85	0.07	4,138	4,500	362	0.71	0.76	0.06	8,275	9,000	725	0.74	0.80	0.06
Depreciation - Dietary	1,375	1,250	(125)	0.26	0.23	(0.02)	1,375	1,250	(125)	0.24	0.21	(0.02)	2,750	2,500	(250)	0.25	0.22	(0.02)
Depreciation - Furniture	662	750	88	0.12	0.14	0.02	662	750	88	0.11	0.13	0.01	1,324	1,500	176	0.12	0.13	0.02
Depreciation - Maintenance	1,634	2,000	366	0.31	0.38	0.07	1,634	2,000	366	0.28	0.34	0.06	3,269	4,000	731	0.29	0.36	0.06
Depreciation - Vehicle	877	1,000	123	0.16	0.19	0.02	877	1,000	123	0.15	0.17	0.02	1,754	2,000	246	0.16	0.18	0.02
Depreciation-Equip Well. Ctr	200	250	50	0.04	0.05	0.01	200	250	50	0.03	0.04	0.01	400	500	100	0.04	0.04	0.01
<b>TOTAL Equipment Depreciation</b>	<b>11,189</b>	<b>12,250</b>	<b>1,061</b>	<b>2.10</b>	<b>2.30</b>	<b>0.20</b>	<b>11,189</b>	<b>12,250</b>	<b>1,061</b>	<b>1.91</b>	<b>2.08</b>	<b>0.17</b>	<b>22,379</b>	<b>24,500</b>	<b>2,121</b>	<b>2.00</b>	<b>2.19</b>	<b>0.18</b>
<b>TOTAL SNF Operating Expenses</b>	<b>2,609,878</b>	<b>2,694,064</b>	<b>84,186</b>	<b>490.39</b>	<b>506.40</b>	<b>16.01</b>	<b>2,795,651</b>	<b>2,878,308</b>	<b>82,658</b>	<b>477.89</b>	<b>488.68</b>	<b>10.79</b>	<b>5,405,529</b>	<b>5,572,373</b>	<b>166,844</b>	<b>483.85</b>	<b>497.09</b>	<b>13.24</b>
Net Operating Income	73,726	26,681	47,045	13.85	5.02	8.84	261,597	65,705	195,893	44.72	11.16	33.26	335,324	92,386	242,938	30.01	8.24	21.67
<b>SNF Building Depreciation</b>																		
Depreciation - Land Improv	1,594	2,000	406	0.30	0.38	0.08	1,594	2,000	406	0.27	0.34	0.07	3,188	4,000	812	0.29	0.36	0.07
Depreciation - Building	38,499	38,500	1	7.23	7.24	0.00	38,499	38,500	1	6.58	6.54	(0.04)	76,999	77,000	1	6.89	6.87	(0.02)
Depreciation - Parking Structr	5,437	5,500	63	1.02	1.03	0.01	5,437	5,500	63	0.93	0.93	0.00	10,874	11,000	126	0.97	0.98	0.01
Depreciation - Bldg Improv	12,328	13,500	1,172	2.32	2.54	0.22	12,328	13,500	1,172	2.11	2.29	0.18	24,657	27,000	2,343	2.21	2.41	0.20
Depreciation-Bldg Imp WellCtr	2,654	3,000	346	0.50	0.56	0.07	2,654	3,000	346	0.45	0.51	0.06	5,307	6,000	693	0.48	0.54	0.06
<b>TOTAL SNF Building Depreciation</b>	<b>60,512</b>	<b>62,500</b>	<b>1,988</b>	<b>11.37</b>	<b>11.75</b>	<b>0.38</b>	<b>60,512</b>	<b>62,500</b>	<b>1,988</b>	<b>10.34</b>	<b>10.61</b>	<b>0.27</b>	<b>121,025</b>	<b>125,000</b>	<b>3,975</b>	<b>10.83</b>	<b>11.15</b>	<b>0.32</b>
<b>Net Income</b>	<b>13,214</b>	<b>(35,819)</b>	<b>49,033</b>	<b>2.48</b>	<b>(6.73)</b>	<b>9.22</b>	<b>201,085</b>	<b>3,205</b>	<b>197,880</b>	<b>34.37</b>	<b>0.54</b>	<b>33.60</b>	<b>214,299</b>	<b>(32,614)</b>	<b>246,913</b>	<b>19.18</b>	<b>(2.91)</b>	<b>22.03</b>

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**Grand Traverse Pavilions - SNF**  
**Cottage Income Statement**  
 2/1/2026 to 2/28/2026

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 \$
<b>Cottage Revenue</b>									
Room Rental-Cottage-Private	227,405	244,650	(17,245)	227,399	244,650	(17,251)	454,804	489,300	(34,496)
Room Rental-Cottage-Priv Insur	64,570	62,000	2,570	60,070	62,000	(1,930)	124,640	124,000	640
Respite-Cottages	3,150	8,350	(5,200)	3,600	8,350	(4,750)	6,750	16,700	(9,950)
Registration Fee - Cottages	500	250	250	750	250	500	1,250	500	750
Ancillary Rev - Cottages	793	1,000	(207)	510	1,000	(490)	1,303	2,000	(697)
Meal Plan	29,605	30,000	(395)	31,815	30,000	1,815	61,420	60,000	1,420
Personal Care Services- Privat	3,981	8,000	(4,019)	4,886	8,000	(3,114)	8,867	16,000	(7,133)
Contractual Discount-Private	(8,379)	(5,000)	(3,379)	(8,379)	(5,000)	(3,379)	(16,758)	(10,000)	(6,758)
Contractual Allowance PACE	(18,575)	(7,500)	(11,075)	(17,243)	(7,500)	(9,743)	(35,818)	(15,000)	(20,818)
Scholarships Private Pay	(2,837)	(2,500)	(337)	(2,880)	(2,500)	(380)	(5,717)	(5,000)	(717)
<b>TOTAL Cottage Revenue</b>	<b>300,212</b>	<b>339,250</b>	<b>(39,038)</b>	<b>300,528</b>	<b>339,250</b>	<b>(38,722)</b>	<b>600,740</b>	<b>678,500</b>	<b>(77,760)</b>
<b>Cottage Other Revenue</b>									
Beauty Shop Income	587	400	187	52	400	(348)	639	800	(161)
Donation Income - Cottages	10,000	7,500	2,500	10,000	7,500	2,500	20,000	15,000	5,000
<b>TOTAL Cottage Other Revenue</b>	<b>10,587</b>	<b>7,900</b>	<b>2,687</b>	<b>10,052</b>	<b>7,900</b>	<b>2,152</b>	<b>20,639</b>	<b>15,800</b>	<b>4,839</b>
<b>Total Income</b>	<b>310,799</b>	<b>347,150</b>	<b>(36,351)</b>	<b>310,580</b>	<b>347,150</b>	<b>(36,570)</b>	<b>621,379</b>	<b>694,300</b>	<b>(72,921)</b>
<b>Cottage Operating Expenses</b>									
Salary & Wages - Admin - Cott	14,907	14,882	(25)	16,582	16,477	(105)	31,489	31,359	(131)
Salary & Wages - ES Cottages	9,972	8,285	(1,687)	8,479	9,173	693	18,451	17,458	(994)
Salary & Wages - Hskpg Cottage	6,729	6,904	175	7,290	7,644	354	14,020	14,548	528
Salary & Wages - RN Cottages	7,308	7,364	57	8,091	8,153	63	15,398	15,518	119
Salary & Wages - CNA Cottages	32,802	34,367	1,565	17,018	38,049	21,031	49,821	72,416	22,596
Salary & Wages - UW Cottages	81,955	87,526	5,571	102,776	96,011	(6,765)	184,731	183,537	(1,195)
Longevity - Cottages	3,730	3,682	(48)	3,730	4,077	347	7,460	7,759	299
Longevity - Cottages Admin	600	690	90	600	764	164	1,200	1,455	255
FICA Admin Cottages	1,116	1,151	35	1,203	1,274	71	2,319	2,425	106
FICA - Env Serv Cottages	636	614	(22)	647	679	32	1,283	1,293	10
FICA - Cottage Housekeeping	512	537	25	551	595	44	1,062	1,132	69
FICA - RN LPN CNA and UW - Co	8,618	10,065	1,447	10,376	11,143	767	18,994	21,208	2,214
Workers Comp - Cottages	1,120	1,250	130	1,120	1,250	130	2,240	2,500	260
MERS DB - Cottages	7,855	8,500	645	7,855	8,500	645	15,710	17,000	1,290
MERS DB - Cottages Admin	1,953	2,250	297	1,953	2,250	297	3,906	4,500	594
MERS DC-Cottage	7,801	3,500	(4,301)	2,188	3,500	1,312	9,989	7,000	(2,989)
MERS DC:Admin Cottages	0	500	500	0	500	500	0	1,000	1,000
Health Ins - Cottages	7,409	12,500	5,091	7,409	12,500	5,091	14,817	25,000	10,183
Dental Ins - Cottages	1,806	850	(956)	0	850	850	1,806	1,700	(106)
Supplies Plant Ops - Cottages	992	500	(492)	342	500	158	1,334	1,000	(334)
Supplies Laundry - Cottages	0	300	300	23	300	277	23	600	577
Activity Supplies - Cottages	667	600	(67)	385	600	215	1,052	1,200	148
Small Equipment	0	2,000	2,000	981	2,000	1,019	981	4,000	3,019
Nursing Supplies - Cottages	531	500	(31)	505	500	(5)	1,035	1,000	(35)
Contract Services-Dining	62,975	62,500	(475)	62,975	62,500	(475)	125,949	125,000	(949)
Contract Svcs:Security-Cottag	270	375	105	0	0	0	270	375	105
Advertising - Cottages	1,281	4,000	2,719	1,973	4,000	2,027	3,254	8,000	4,746

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**Grand Traverse Pavilions - SNF**  
**Cottage Income Statement**  
**2/1/2026 to 2/28/2026**

Facility #

Page # 2

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
<b>Cottage Operating Expenses (con't)</b>									
Referral Fees	2,400	2,500	100	2,400	2,500	100	4,800	5,000	200
Building Repairs - Cottages	928	4,000	3,072	622	4,000	3,378	1,550	8,000	6,450
Equipment Repairs - Cottages	0	750	750	653	750	97	653	1,500	847
Elevator-Cottages	700	750	50	700	750	50	1,400	1,500	100
Telephone - Cottages	350	400	50	350	400	50	700	800	100
Water - Cottages	785	1,500	715	835	1,500	665	1,621	3,000	1,379
Sewer - Cottages	1,284	2,000	716	1,419	2,000	581	2,703	4,000	1,297
Electric - Cottages	6,056	6,000	(56)	5,873	6,000	127	11,929	12,000	71
Natrual Gas - Cottages	3,468	3,200	(268)	10,092	3,200	(6,892)	13,560	6,400	(7,160)
Refuse Disposal - Cottages	11	625	614	0	625	625	11	1,250	1,239
Television - Cottages	1,027	1,625	598	1,027	1,625	598	2,054	3,250	1,196
Special Functions - Cottages	10	400	390	245	400	155	255	800	545
Beauty Shop Services	512	200	(312)	0	200	200	512	400	(112)
Indirect Costs-Cottages	10,000	10,000	0	10,000	10,000	0	20,000	20,000	0
Bond Interest Expense	3,432	3,000	(432)	3,432	3,000	(432)	6,863	6,000	(863)
Miscellaneous Exp - Cottages	0	50	50	0	50	50	0	100	100
Depreciation - Equip Cottages	917	1,250	333	917	1,250	333	1,834	2,500	666
<b>TOTAL Cottage Operating Expenses</b>	<b>295,424</b>	<b>314,442</b>	<b>19,018</b>	<b>303,619</b>	<b>332,039</b>	<b>28,420</b>	<b>599,043</b>	<b>646,481</b>	<b>47,438</b>
Net Operating Income	15,374	32,708	(17,333)	6,961	15,111	(8,150)	22,335	47,819	(25,483)
<b>Cottage Building Depreciation</b>									
Depreciation Bldg - Cottages	19,018	19,050	32	19,018	19,050	32	38,037	38,100	63
Depreciation-Cottage Bldg Impr	4,304	4,500	196	4,304	4,500	196	8,607	9,000	393
<b>TOTAL Cottage Building Depreciation</b>	<b>23,322</b>	<b>23,550</b>	<b>228</b>	<b>23,322</b>	<b>23,550</b>	<b>228</b>	<b>46,644</b>	<b>47,100</b>	<b>456</b>
Net Income	(7,947)	9,158	(17,105)	(16,361)	(8,439)	(7,922)	(24,309)	719	(25,027)

Date: Mar 21, 2026  
 Time: 11:57:17 EDT  
 User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**  
**Balance Sheet**  
**As Of 2/28/2026**

Facility #

Page # 1

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
<b>Assets</b>	0	0	0
<b>Current Assets</b>			
<b>Cash</b>			
<b>County Held Cash</b>			
Cash - County	2,579,514	1,548,616	1,293,564
Cash - Deposits (Cottages)	50,019	54,582	66,221
Cash - M.O.E.	14,840	3,319	3,319
<b>TOTAL County Held Cash</b>	<b>2,644,373</b>	<b>1,606,517</b>	<b>1,363,104</b>
<b>Other Cash</b>			
A/P Cash Clearing Account	17,830	19,642	18,152
Cash - Resident Trust	14,462	14,462	14,462
Cash-Payroll	13,705	6,705	579,007
Cash - Advance Pay Funding Ac	31,213	31,168	31,350
<b>TOTAL Other Cash</b>	<b>77,209</b>	<b>71,976</b>	<b>642,970</b>
<b>TOTAL Cash</b>	<b>2,721,582</b>	<b>1,678,493</b>	<b>2,006,074</b>
<b>Accounts Receivable</b>	<b>7,816,333</b>	<b>8,840,146</b>	<b>9,000,730</b>
<b>Other Receivables</b>			
Medicaid QAS Settlement Rec	643,735	643,735	606,043
A/R QMI	0	0	82,326
Interest Receivable	126,000	123,000	120,000
A/R - Other	10,000	5,000	0
Grants Receivable	(7,700)	0	0
Due from Foundation	25,626	25,626	25,626
Due from Foundation - Cottages	20,000	10,000	0
MA Wage Pass Through Receiv	177,000	90,000	178,238
<b>TOTAL Other Receivables</b>	<b>994,661</b>	<b>897,361</b>	<b>1,012,233</b>
<b>Inventory</b>	<b>173,266</b>	<b>173,266</b>	<b>173,266</b>
<b>Prepaid Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Current Assets</b>			
Prepaid Insurance - General	58,846	89,475	0
Prepaid Insurance - Work Comp.	14,947	13,078	0
<b>TOTAL Other Current Assets</b>	<b>73,793</b>	<b>102,553</b>	<b>0</b>
<b>TOTAL Current Assets</b>	<b>11,779,635</b>	<b>11,691,819</b>	<b>12,192,303</b>
<b>Non-Current Assets</b>			
<b>Property &amp; Equipment</b>	<b>14,419,322</b>	<b>14,490,268</b>	<b>14,564,153</b>
<b>Other Non Current Assets</b>			
Due from PACE North	850,338	882,634	914,930
Deferred Outflows-Pension Plan	1,784,863	1,784,863	1,784,863
Deferred Outflows-OPEB	221,999	221,999	221,999
<b>TOTAL Other Non Current Assets</b>	<b>2,857,200</b>	<b>2,889,496</b>	<b>2,921,792</b>
<b>TOTAL Non-Current Assets</b>	<b>17,276,522</b>	<b>17,379,765</b>	<b>17,485,945</b>
<b>TOTAL Assets</b>	<b>29,056,157</b>	<b>29,071,584</b>	<b>29,678,248</b>
<b>Liabilities &amp; Equity</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Accounts Payable	631,394	677,497	498,905
Accrued Expenses	1,524,315	1,483,321	1,891,711

Date: Mar 21, 2026  
 Time: 11:57:17 EDT  
 User: Kory R. Hansen

**Grand Traverse Pavilions - SNF**  
**Balance Sheet**  
**As Of 2/28/2026**

Facility #

Page # 2

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
<b>Other Current Liabilities</b>			
Current Portion of Bonds Paya	740,000	740,000	740,000
Interest Payable	26,800	52,927	117,022
Medicaid Cost Settle. Payable	2,664,452	2,654,452	2,922,489
<b>TOTAL Other Current Liabilities</b>	<b>3,431,252</b>	<b>3,447,379</b>	<b>3,779,511</b>
<b>TOTAL Current Liabilities</b>	<b>5,586,961</b>	<b>5,608,197</b>	<b>6,170,127</b>
<b>Non-Current Liabilities</b>			
<b>Long-Term Liabilities</b>			
Net Pension Liabilities	5,471,525	5,471,525	5,471,525
Pension Bonds (Non-Union) Iss	4,140,000	4,140,000	4,140,000
Pension Bonds (Union) Issued	3,730,000	3,730,000	3,960,000
Bonds Payable-Series 2017 Haw	1,150,000	1,150,000	1,150,000
Def Los on Adv Refund-'17	(31,452)	(31,994)	(32,536)
<b>TOTAL Long-Term Liabilities</b>	<b>14,460,073</b>	<b>14,459,531</b>	<b>14,688,989</b>
<b>Other Non-Current Liabilities</b>			
Deferred Inflow-OPEB	782,915	782,915	782,915
<b>TOTAL Other Non-Current Liabilities</b>	<b>782,915</b>	<b>782,915</b>	<b>782,915</b>
<b>TOTAL Non-Current Liabilities</b>	<b>15,242,988</b>	<b>15,242,446</b>	<b>15,471,904</b>
<b>TOTAL Liabilities</b>	<b>20,829,949</b>	<b>20,850,643</b>	<b>21,642,031</b>
<b>Equity</b>			
<b>Equity</b>			
RETAINED EARNINGS - PRIOR	10,499,269	10,499,269	10,499,269
Contributed Capital	126,540	126,540	126,540
<b>TOTAL Equity</b>	<b>10,625,809</b>	<b>10,625,809</b>	<b>10,625,809</b>
<b>Net Income (Loss)</b>	<b>(2,399,601)</b>	<b>(2,404,868)</b>	<b>(2,589,592)</b>
<b>TOTAL Equity</b>	<b>8,226,208</b>	<b>8,220,941</b>	<b>8,036,217</b>
<b>TOTAL Liabilities &amp; Equity</b>	<b>29,056,157</b>	<b>29,071,584</b>	<b>29,678,248</b>

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**Grand Traverse Pavilions - SNF**  
**Cash Flow Statement**  
**2/1/2026 to 2/28/2026**

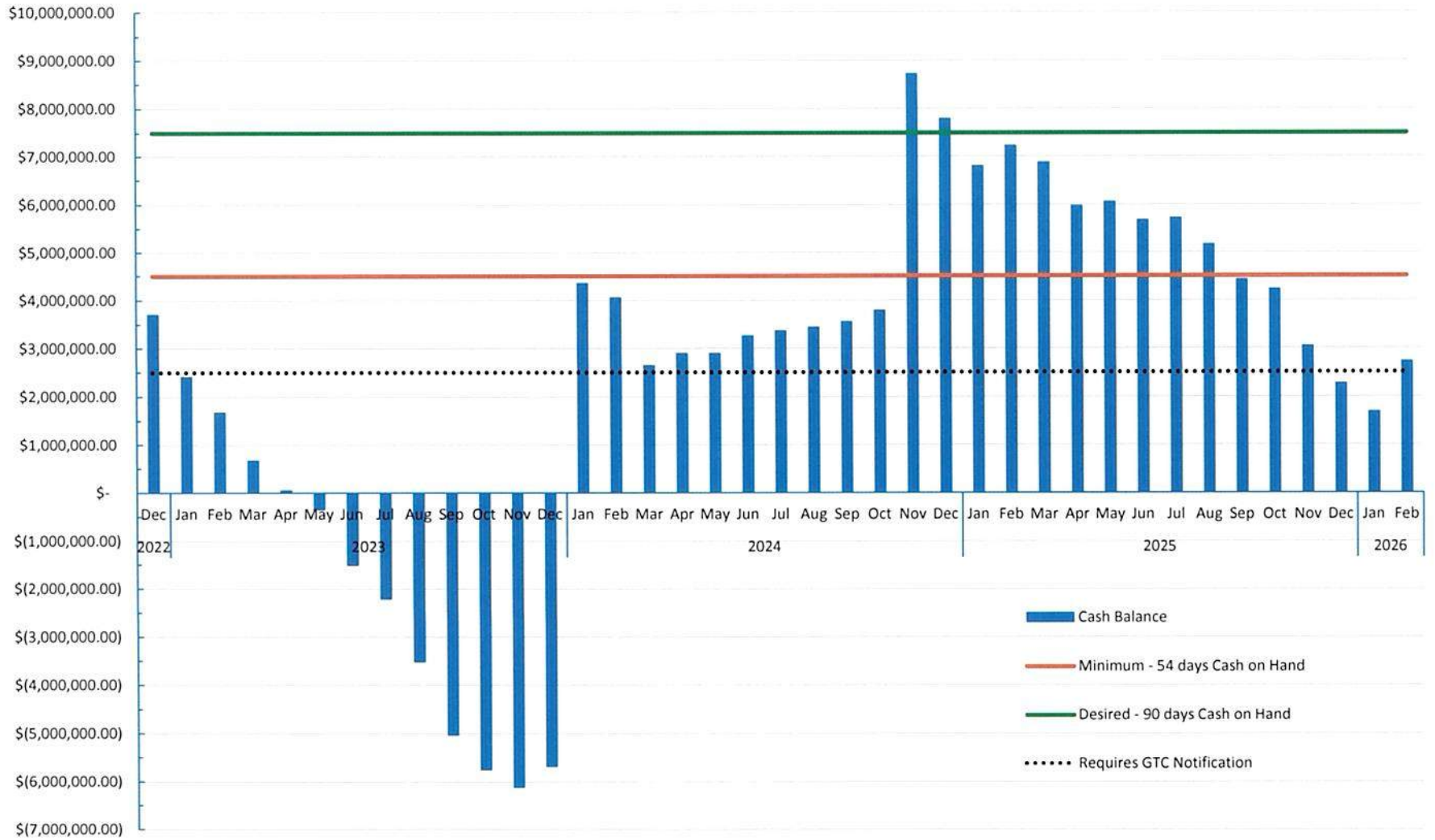
Facility #

Page # 1

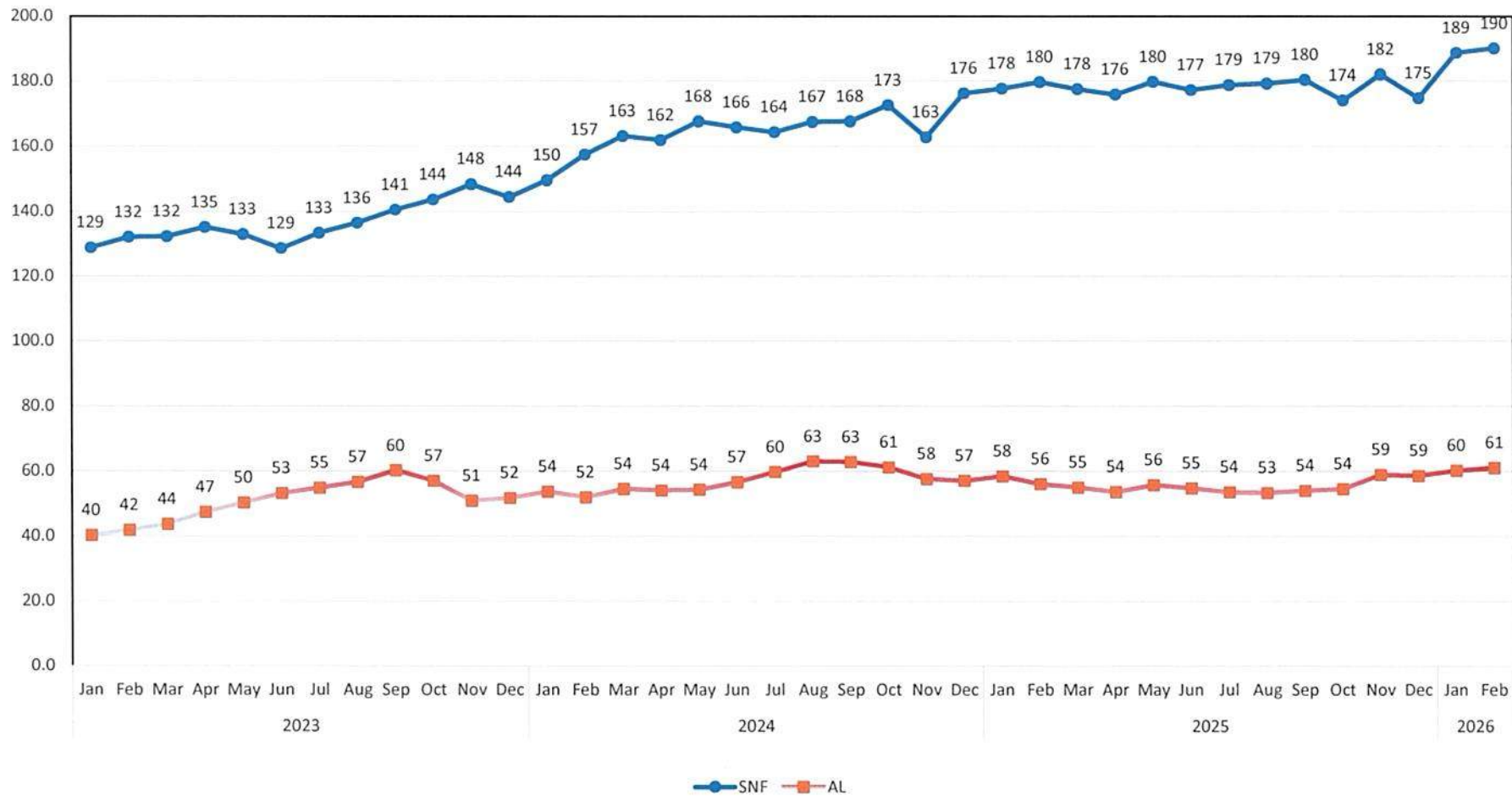
	CURRENT PERIOD	PRIOR PERIOD	YEAR TO DATE
	Actual \$	Actual \$	Actual \$
Cash from Operating Activity	0	0	0
Net Income	5,267	184,724	189,991
Net Cash provided by Operating Activities			
Depreciation and Amortization	96,483	96,483	192,966
Changes in Working Capital Items			
Accounts Receivable	1,023,814	160,583	1,184,397
Prepaid Expenses	28,760	(102,553)	(73,793)
Due to/from	(3,000)	(3,000)	(6,000)
Inventory	0	0	0
Accounts Payable	(46,103)	178,369	132,266
Other Assets			
Medicaid Settlement Receivable	0	0	0
Employee Retention Credit Receivable	(5,000)	(5,000)	(10,000)
Due From Foundation	(10,000)	(10,000)	(20,000)
Due From Grants			
Grants Receivable	7,700	0	7,700
TOTAL Due From Grants	7,700	0	7,700
Deferred Outflows			
TOTAL Deferred Outflows	0	0	0
Due From Pace North	32,296	32,296	64,592
Medicare Settlements Receivable	0	0	0
Medicaid Wage Pass Through Rec	(87,000)	88,238	1,238
QAS Receivable	0	(37,692)	(37,692)
QMI Receivable	0	82,326	82,326
TOTAL Other Assets	(62,004)	150,168	88,164
Accrued Payroll & Other Expenses	14,867	(472,263)	(457,396)
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	10,000	(268,037)	(258,037)
QAS Payable	0	0	0
Net Pension Liability	0	0	0
TOTAL Other Accrued Liabilities	10,000	(268,037)	(258,037)
TOTAL Changes in Working Capital Items	966,334	(356,732)	609,602
TOTAL Net Cash provided by Operating Activities	1,062,817	(260,249)	802,568
TOTAL Cash from Operating Activity	1,068,083	(75,525)	992,558
Cash from Investing Activity			
Fixed Asset Purchase	(24,994)	(22,056)	(47,050)
TOTAL Cash from Investing Activity	(24,994)	(22,056)	(47,050)
Cash from Financing Activities			
Long Term Debt	0	(230,000)	(230,000)
Short Term Debt/Notes Payable	0	0	0
TOTAL Cash from Financing Activities	0	(230,000)	(230,000)
Net Cash Activity	1,043,089	(327,581)	715,508
CASH BEG OF PERIOD	1,678,493	2,006,074	2,006,074
Cash Beginning Balances as of 1/31/2026	1,678,493	2,006,074	2,006,074
Net Cash Activity	1,043,089	(327,581)	715,508
Cash Ending Balance	2,721,582	1,678,493	2,721,582

Grand Traverse Pavilions					
Irregular payments					
<b>2026</b>					
Grand Traverse County	union pension bond principal	January	230,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually inc.
Grand Traverse County	union pension bond interest	January	89,896.25	Amortization changes each year	Expensed monthly
Acrisure	Cyber liability annual premium	January	10,795.00	Expensed monthly	
Brown & Brown	Mgmt Liability annual premium	January	27,325.00	Expensed monthly	
West Bend Insurance	Insured portion of Workers Compensation Exp	January	22,424.00	Down payment	Followed by 8 payments of \$11,215; exp'd monthly
Ginop Sales	Kubota Tractor Repairs	January	9,055.90	Capital purchase	
Maddin Hauser	Attorney Fees	January	8,495.00	December fees paid in January	Expensed in December
Payroll	3 payrolls in the month (26 per year)	January	823,338.71	Biweekly pay, two 3 pay period months each year	
Nationwide Insurance	Liability, property and auto insurance	February	81,984.25	Qtrly. Installment payment 1 of 4	Calendar year policy; expensed monthly
Grand Traverse County	non-union pension bond interest payment	February	51,928.75	Amortization changes each year	Expensed monthly, Paid twice each year
Payroll - extra	Perfect Attendance	February	8,177.54	Quarterly with an annual bonus	for those with perfect attendance
Grand Traverse County	Unemployment claims for 2025	February	5,247.15	We share an unemployment account	Billed by the County annually based on paid claims
MERS - DC	Retro payment for January	February	41,790.40	Jan pmt not made due to change in payroll software issues	
Insight Direct	Thin client device replacements	February	22,056.11	Capital purchase	
<b>Projected</b>					
State of Michigan	Outstation worker payments per contract	March	18,912.50	1/3 Paid back to GTP by Pace-\$12,608	Contract renews 10/1
Maddin Hauser	Attorney Fees	March	27,739.00	January fees paid in March	Expensed in Jan and Feb
Grand Traverse Refrige	Walk-in Freezer Repair-new compressor	March	14,061.60	Capital	
Payroll extra	Survey	March	18,343.72	Quarterly payment-\$100 grossed up for f	reimbursed by grant
Garstang Group	UV bulb replacement	March	18,523.19	20% down pmt + 5 monthly installments	
Grand Traverse County	Hawthorn cottage bond principal payment	April	230,000.00	Level principle payments	Pmts done in 2031-level principle pmts
Grand Traverse County	Hawthorn cottage bond interest payment	April	19,175.00	Amortization changes each year	Expensed monthly
Nationwide Insurance	Liability, property and auto insurance	April	81,984.25	Installment payment 1 of 3	Calendar year policy; expensed monthly
Garstang Group	UV bulb replacement	April	14,700.00	20% down pmt + 5 monthly installments	
MCMCFC	Annual Dues	April	12,100.00	This is the 202-26 amount	
CDW	VMWare 1 year license subscription	May	21,500.00	Annual payment	
Garstang Group	UV bulb replacement	May	14,700.00	20% down pmt + 5 monthly installments	
Brightly Software, Inc.	Maintenance management software	June	13,500.00	Annual renewal for software license	
Plante Moran	Cost Report Preparation	June	12,000.00	Medicare & Medicaid Cost Reports-annu	Benchmarking survey and MA rate projec.
Garstang Group	UV bulb replacement	June	14,700.00	20% down pmt + 5 monthly installments	
State of Michigan	Outstation worker payments per contract	June	37,825.00	1/3 due to be paid back to GTP from Pace	Contract renews 10/1--want decision by 6/3
KONE Elevator	Elevator contracts	June	16,000.00	Annual expense for elevator maintenance	
NetSmart Technologies	Annual Pmt for legacy healthcare record access	June	25,200.00	Annual payment	annual pmt for legacy healthcare record access
Payroll	Survey	July	6,500.00	Quarterly payment-\$100 grossed up for f	reimbursed by grant
Nationwide Insurance	Liability, property and auto insurance	July	81,984.25	Installment payment 2 of 3	Calendar year policy; expensed monthly
Garstang Group	UV bulb replacement	July	14,700.00	20% down pmt + 5 monthly installments	
Payroll	3 payrolls in the month (26 per year)	August	835,000.00		
Payroll	Perfect Attendance	August	6,000.00	Quarterly payment-\$100 grossed up for f	for those with perfect attendance
Leading Age	Annual Dues	August	33,000.00	Annual Dues	
Grand Traverse County	union pension bond interest payment	August	89,896.25	Amortization changes each year	Expensed monthly
Garstang Group	UV bulb replacement	August	14,700.00	20% down pmt + 5 monthly installments	
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	October	81,984.25	Installment payment 3 of 3	Calendar year policy; expensed monthly
MERS	Supplemental Pension Payment	October	30,712.00	Amount varies annually	Expense accrued monthly
Payroll	Perfect Attendance	October	6,500.00	Quarterly payment-\$100 grossed up for f	for those with perfect attendance
Grand Traverse County	Hawthorn cottage bond interest payment	October	19,176.25	Amortization changes each year	Expensed monthly
Relias	elearning program	November	42,056.00	Annual expense; billed 10/1 each year	Employee e learning module
Longevity Pay	Annual pay based on seniority and hours	November	85,000.00	Annual payment; expensed monthly	Per union agreement and handbook
State of Michigan	Outstation worker payments per contract	December	20,000.00	1/3 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 othe	December	360,000.00	Annual payment during union contract	Includes employer taxes, expensed monthly

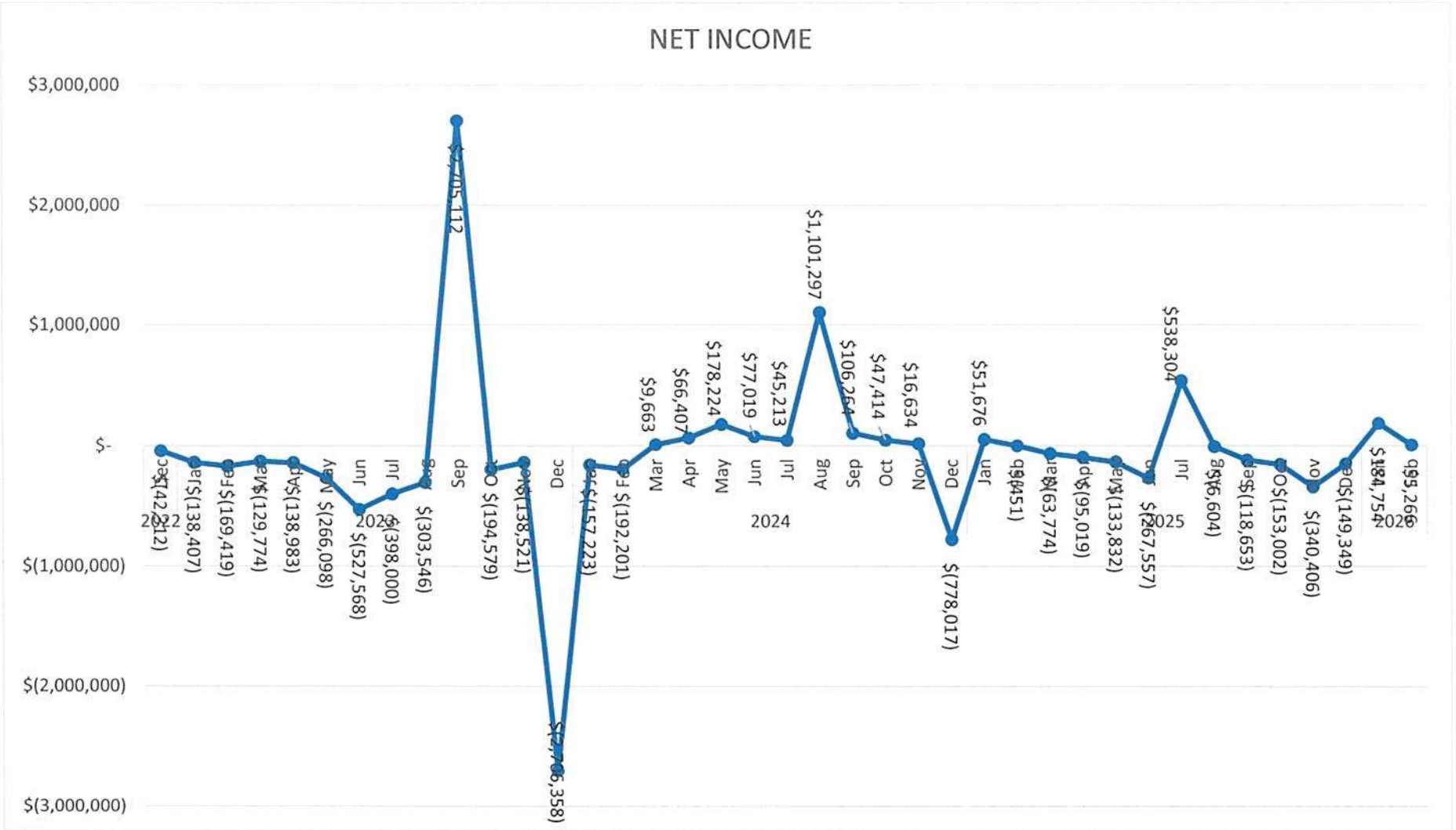
### CASH BALANCE



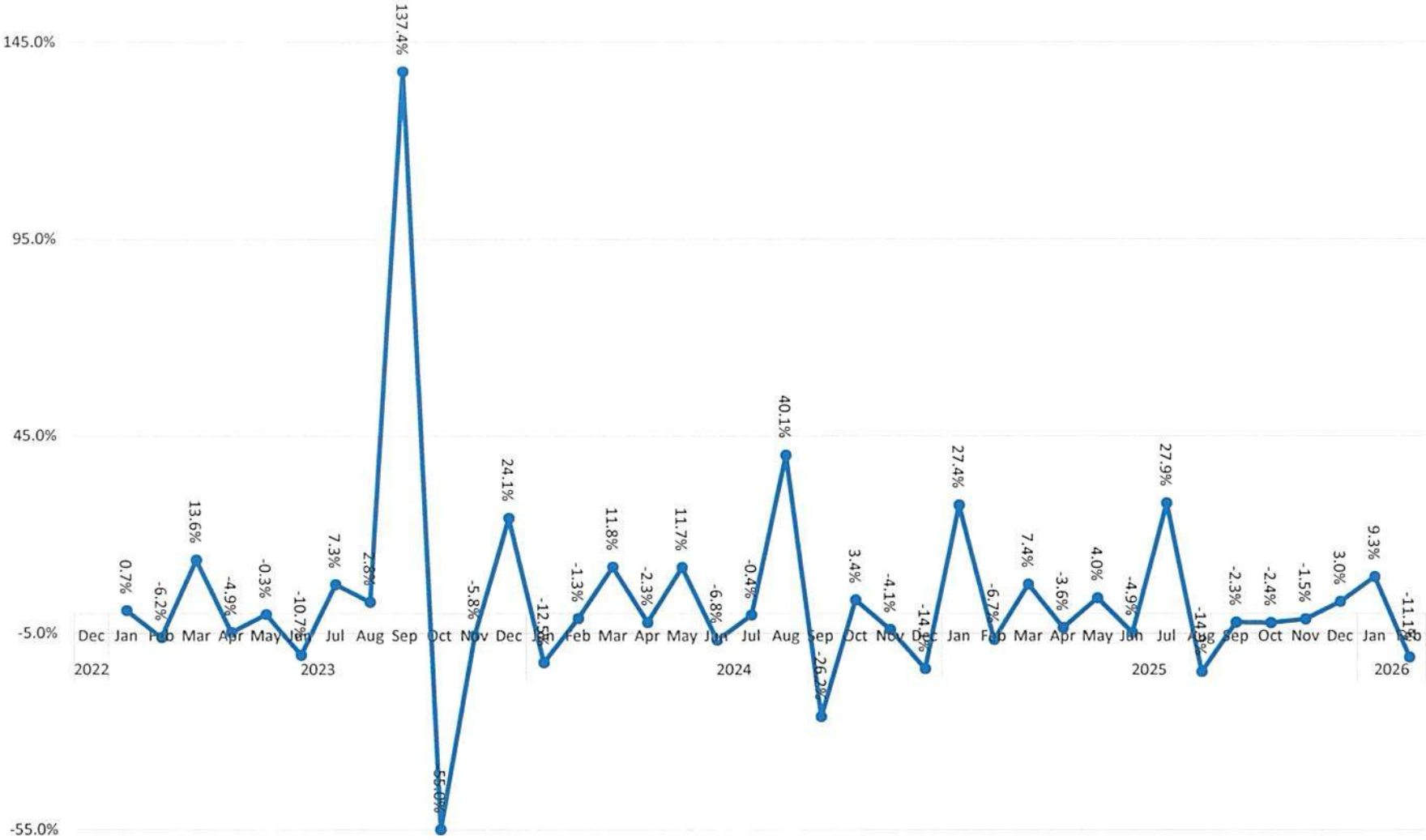
### AVG. CENSUS PER DAY

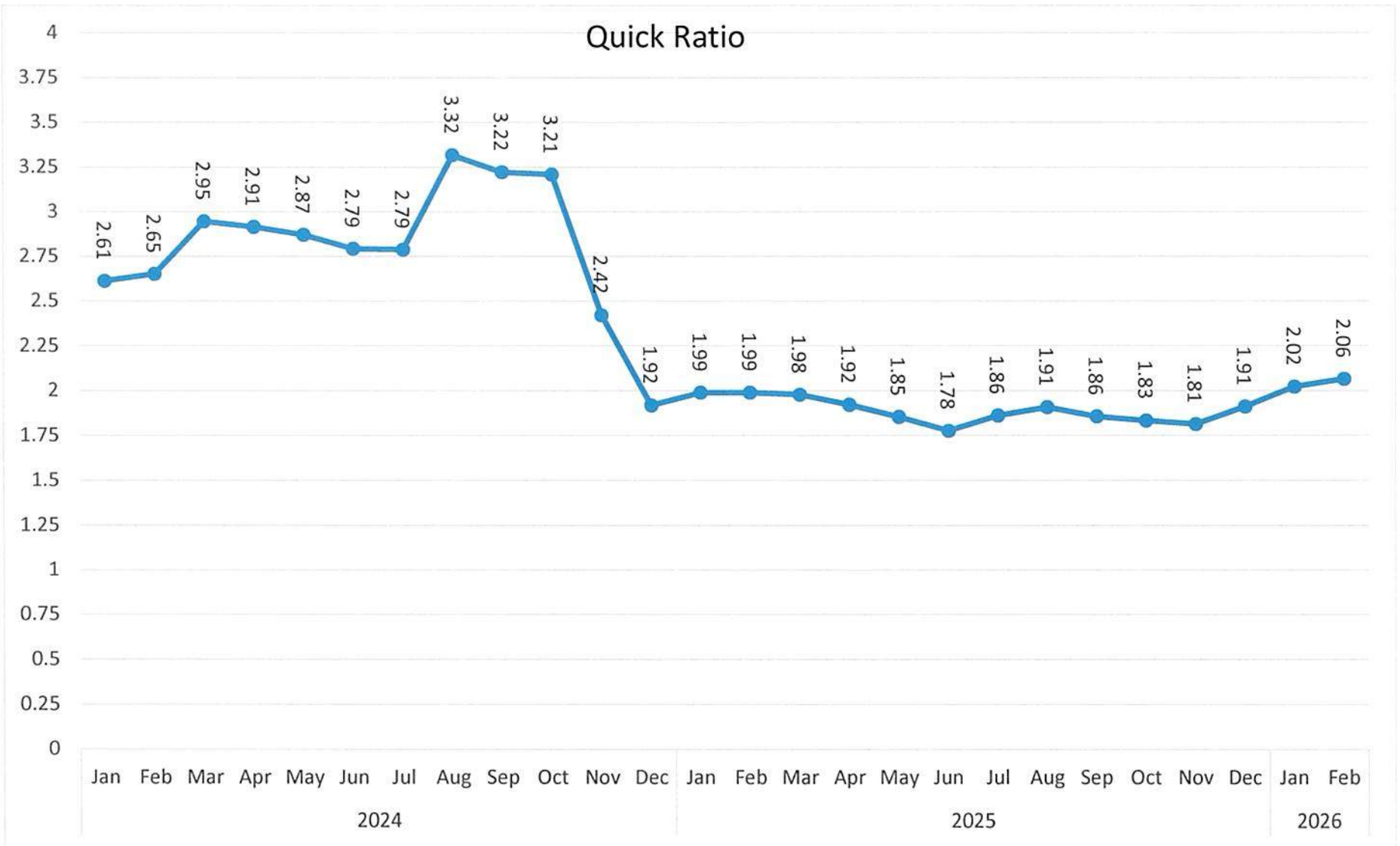


### NET INCOME



Revenue Growth % from Previous Month







**MEMORANDUM**

03/13/2026



# Grand Traverse Pavilions

**TO:** DHHS Board

**FROM:** Ryan Hutchins  
Environmental Services Director

**RE:** Replace a high temp and low temp domestic Hot Water Boilers

## Situation

Approval is requested for the replacement of one high temp domestic hot water boiler and one low temp domestic hot water boiler. Attached are three bids received for this project:

- Moore Mechanical – \$58,440.00
- John E. Green Company – \$86,300.00
- Dean Boiler – \$292,540.00

The highest bid includes high-efficiency boilers; however, those systems would require significant modifications to our current infrastructure to operate properly.

## Background

Our domestic hot water system is critical to daily operations and consists of four gas-fired boilers installed in 1998, all of which have significantly exceeded their expected service life.

- Two high-temperature boilers produce water above 160°F, primarily used in laundry operations to meet sanitation requirements.
- Two low-temperature boilers produce water around 115°F, supplying hot water to all residents and kitchen areas throughout the facility.

Each temperature system is designed with two boilers for redundancy, ensuring continued operation if one unit fails. One of the high-temperature boilers has been non-operational for several months, leaving the remaining boiler to carry the entire high-temperature load.

## Assessment

The domestic hot water system is essential for maintaining sanitation standards, supporting daily operations, and providing reliable hot water to residents, staff, and facility services. The age of all four boilers (installed in 1998) increases the likelihood of additional failures. Loss of either system could impact sanitation requirements and building-wide hot water availability.

## Recommendation

Approve the \$58,440.00 proposal from Moore Mechanical to replace the failing boilers and restore redundancy to the domestic hot water system. Replacing these aging units will ensure reliable hot water production, maintain sanitation standards, and reduce the risk of system failure in a facility that relies heavily on continuous hot water availability.

Thank you,

Ryan Hutchins  
Environmental Services Director



# DEAN BOILER, INC.

January 29, 2026

Proposal 00002931

Ryan Hutchins  
Grand Traverse Pavillions  
1000 Pavillions Cir  
Traverse City, MI 49684

Subject: GT Pavillions Removal and Install of 2 Boilers

Ryan,

In accordance with your request, we are pleased to provide the following proposal on the above referenced subject for your review and evaluation.

We propose to provide the materials and labor to remove 2 of your existing Raypak boilers and replace with 2 CFC-E 1500's (pricing included below). Our scope of supply is as follows:

**Removal of Existing Boilers:**

1. Shut down system to put in tie-in points. This will be done in 1 long day.
2. Begin disconnecting boilers from system.
3. Remove gas, water, venting, and electrical (by others)
4. Rig old boilers out of the room and into the parking lot.

**Installation of New Stacks:**

1. Install 2 new stacks inside the chase.
2. Liner included if necessary.
3. Stacks total roughly 100'

**Install New Boilers:**

1. Prefab what we can in our shop.
2. Rig boilers into the boiler room and onto the pad.
3. Pipe in supply and return water lines.
4. Connect new stack to the boilers.
5. Customer responsible for running power to the boiler panel.
6. Fill and fire system.
7. Perform startup, commissioning, and owners training.
8. Return system to normal service.

**Total Budget Price ..... \$292,540.00**

**Notes/Exclusions:**

1. Boilers have a lead time of 5-6 weeks.
2. Please allow up to 3 weeks of work onsite to complete the job.



## DEAN BOILER, INC.

3. This is a budget number and subject to change.
4. Electrical disconnect from old boilers and connect to new boilers is by others.
5. No building work is included.
6. Another site visit is required to solidify quote.

Please review and contact this office with any questions.

Notes: Due to the nature of the present materials market conditions (daily price fluctuations), we cannot protect the quoted price for more than 5 days. Beyond the 5 days market conditions may dictate a price adjustment. Availability of materials required could also be an issue.

“Down-Time” (unproductive time on the job site) which is a direct result of customer’s indecision, change-of plan, un-preparedness or delay in providing or failure to provide appropriate personnel’s authorization in an expedient manner for proposed work, alterations to proposed work or additional necessary work will result in additional “time and material” charges. Additional charges will be for changes affecting necessary materials as well as charges for lost man and/or equipment hours.

**Upon acceptance of this proposal, please provide your tax exemption certificate that references this quote number and scope of work along with a purchase order. If exemption certificate is not provided, we will be required to add all applicable taxes to your invoice(s). Please send all documents to [steam@deanboiler.com](mailto:steam@deanboiler.com).**

We have NOT included the following: sales, use or excise taxes, payment/performance bond, asbestos abatement if applicable, lead paint removal if applicable, mercury removal if applicable, electrical, insulation or re-insulation, EPA/DNR/Air quality permit, holiday or overtime rates, pipe or valve identification labels or tags, roof seals, building work, concrete pad or opening work, roof truss analysis, plan review, engineered drawings per governing jurisdiction, back flow preventer, sanitary drain lines, chemicals for treatment of boiler water, boil out chemicals, labor, materials or gaskets, combustion air louvers or mechanical draft system or mercury disposal if applicable.

Should you require Dean Boiler to provide any of the above exclusions, please specify, and we will provide a proposal.

Any unknown repairs or modifications will be brought to your attention and quoted prior to work being performed. Equipment, accessories or other parts and components are warranted to the extent of and by the original manufacturer’s warranty to Dean Boiler. Labor charges will apply to replace warranted parts. Prices quoted are in **USD**, credit card payments will be subjected to a processing fee. **Terms: 40% with PO, 50% on equipment shipment, balance NET 10 upon completion.**

Respectfully submitted,

Brendan Brower, Rex Brownell, and Seth Winters



Moore Mechanical  
 101 Gunn Street  
 Cadillac, MI 49601  
 (800) 504-1058  
 www.mooremech.net

**BILL TO**

Grand Traverse Pavillions  
 1000 Pavillions Circle  
 Traverse City, MI 49684 USA

<b>ESTIMATE</b> 193334243	<b>ESTIMATE DATE</b> Feb 26, 2026
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**JOB ADDRESS**

Grand Traverse Pavillions  
 1000 Pavillions Circle  
 Traverse City, MI 49684 USA

**Job:**

**ESTIMATE DETAILS**

Plumbing Install (Install): Standard Plumbing Install Package

SERVICE	DESCRIPTION	QTY	PRICE	TOTAL
Install Plumbing	We are pleased to provide you this proposal for the following scope of work:	1.00	\$58,440.00	\$58,440.00

Per my site visit and walkthrough of your Domestic Hot Water Boiler units on 2-24-26 I offer the following solutions:

We will remove your existing 2- Raypak Boilers sized at 1,400 BTU and 1,200 BTU with the larger unit serving the High Temp Domestic Storage Tank and the smaller the Comfort Use Domestic Water Tank. In their place a new Lochinvar CWN1437PM 1,440 BTU Boiler for the High Temp and a CWN1257PM 1,225 BTU Boiler serving the Comfort Temp.

Each of these selected replacement boilers will be provided with a properly sized Pump. The general configuration of these selected units will allow for minimal changes to be made to both the existing Supply and Return Domestic Piping, Natural Gas Piping, and Flue Breeching. The General Footprint of the units matches the outgoing Raypak units. Currently it is believed that the Boilers are being commanded by Storage Tank Water Temperature. It is assumed that will also command these new units. Any auxiliary controls required or requested shall be by the Owner in conjunction with SBS Controls. Currently it does not appear that the Boiler units are commanding the Outdoor Air Louver position.

We include with this proposal all necessary water piping, Fuel Gas Piping, and Flue Breeching adaptations. Electrical Disconnect and

Reconnect shall be by owner as it relates to both the Boiler Control and  
Furnished Pump.

I have attached a full submittal for the selected equipment for your  
review.

Included with this proposal is the State of Michigan Boiler Permits as  
required. CSD-1 Inspections will be provided for each new Boiler  
Installed as required by the State of Michigan and posted.

We sincerely appreciate the opportunity to provide this proposal to you  
and the chance to earn your business!

Exclusions:

Controls-

Electrical Power Wiring to Boilers and Pumps-

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<b>SUB-TOTAL</b>	\$58,440.00
<b>TAX</b>	\$0.00
<b>TOTAL</b>	\$58,440.00

PLEASE NOTE NEW MAILING ADDRESS. THANK YOU!

Be sure to include your invoice number in the memo of your check.

Payment is due upon receipt. Please see terms and conditions of payment at [www.mooremech.net/terms.html](http://www.mooremech.net/terms.html).

**CUSTOMER AUTHORIZATION**

I hereby authorize work to proceed for the items and tasks as listed on this estimate.

50% down payment required to proceed on projects over \$1,000, full payment due at booking for projects of \$1,000 or less.

Please see [www.mooremech.net/terms.html](http://www.mooremech.net/terms.html) for our terms and conditions associated with rendering services or providing materials. By authorizing the proceeding of any items on an estimate, or by paying any invoice, you hereby accept these terms and conditions and agree to the estimated price of \$58,440.00.

After Customer approval, all estimates are subject to final approval by the Management of Moore Mechanical and Werner Plumbing and Heating. Management reserves the right to revise or void any estimate at any time, for example, in the event of significant cost increases of materials.

A 20% restocking/inconvenience fee may be charged if the Customer cancels the items and tasks after the work has been authorized by the Customer.

Sign here

Date

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John E. Green Company  
601 Porter Street  
Petoskey, MI 49770  
P: 231-348-2875 • F: 231-348-3179  
johnegreen.com

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## PROPOSAL

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Date: March 17, 2026  
To: Grand Traverse Pavilions  
Attn: Ryan Hutchins  
From: Steven Coen  
Project: Grand Traverse Pavilions – Traverse City, MI  
Boiler Replacements  
Estimate No.: EM-26-0064

John E. Green Company ("JEG") proposes to perform the scope of work described below for the Project. This Proposal includes applicable taxes – see below.

**TOTAL BASE BID: \$ 86,300.00**

JEG's scope of work **includes** the following:

1. Per request from Ryan Hutchins on 2/26/2026
2. Demo and remove (2) existing Ray Pak domestic water boilers
3. Furnish and install (2) Lochinvar natural gas boilers w/ pumps
4. Demo and remove (4) boiler isolation butterfly valves
5. Furnish and install (4) boiler isolation ball valves
6. Insulation
7. CSD-1 testing
8. Equipment startup and test
9. Permits
10. Field coordination

JEG's scope of work **excludes** all other work not specifically included above, including but not limited to, the following:

1. Additional repairs outside of work scope
2. Water treatment and/or monitoring
3. Engineering or delegated design
4. Site work
5. Concrete work – scanning, cutting, removal, replacement
6. Excavation and backfill
7. Fire Protection

Piping  
Plumbing  
Fire Suppression  
Design Build  
Fabrication  
HVAC  
Service

8. Painting
9. Structural steel work
10. Premium time labor
11. Seismic restraints
12. Water, sewer, or gas service, assessment, or fees
13. Temporary services or fees
14. Toilet accessories
15. Electrical work, by owner
16. Building controls integration
17. Architectural work, cut and patch of floors, walls, ceilings, and roofs
18. Hazardous material identification, testing, abatement, or disposal
19. Undisclosed site conditions
20. Performance and payment bonds

**Clarifications:**

1. All isolation valves are assumed to be in good working order. Any repairs or replacements will be performed at current time and material rates.
2. This Proposal assumes that the existing materials, equipment, structure, and utilities are properly sized, in good mechanical condition, and have sufficient capacity to handle the new intended loads. Any upgrades or existing utility relocations will require Customer approval before proceeding on a time and material basis or as additionally quoted.
3. This Proposal and Agreement price shall be adjusted to reflect any increases in JEG's costs resulting from changes in customs duties, tariffs, or other government-imposed fees that impact the performance of the Work. Such increases will be passed through to the Customer on a cost-plus basis, including a reasonable markup for overhead and profit. Additionally, JEG shall be entitled to a reasonable extension of time for any scheduling impacts resulting from these changes. JEG will make reasonable efforts to provide the Customer with written notice of any such cost increases or schedule impacts as soon as practicable. Upon request, JEG shall furnish supporting documentation substantiating the adjustments. The price and/or schedule adjustment shall take effect as of the date specified in JEG's written notice to the Customer. The parties shall execute a Change Order to formalize these adjustments.

**Tax:**

1. For taxable projects, applicable taxes have been included in this Proposal.
2. For non-taxable projects, no sales tax has been included in this Proposal. For partially taxable projects, partial sales tax has been included in this Proposal. Both non-taxable and partially taxable projects require the Customer to issue a valid States Sales and Use Tax exemption certificate to receive the tax exemption. If this certificate is not provided to JEG prior to Contract award, full state sales and use tax will be added to the Proposal and Contract prior to acceptance.

This Proposal is subject to JEG's Customer Terms and Conditions which are incorporated by reference and accessible at [www.johngreen.com](http://www.johngreen.com). Please contact us if you have any questions regarding this Proposal. Thank you for your consideration.

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: Upgrade Boilers and Chillers electronic control system.
- C. Specifications: See attached
- D. Bids Solicited From:

- 1. Smart Building Solutions (SBS) City Traverse City, MI Date 01/20/2026
- 2. \_\_\_\_\_ City \_\_\_\_\_ Date \_\_\_\_\_
- 3. \_\_\_\_\_ City \_\_\_\_\_ Date \_\_\_\_\_
- 4. \_\_\_\_\_ City \_\_\_\_\_ Date \_\_\_\_\_

E. Bids Received:

- 1. Smart Building Solutions (SBS) Date 03/04/2026 \$ 6,540.00
- 2. \_\_\_\_\_ Date \_\_\_\_\_ \$ \_\_\_\_\_
- 3. \_\_\_\_\_ Date \_\_\_\_\_ \$ \_\_\_\_\_
- 4. \_\_\_\_\_ Date \_\_\_\_\_ \$ \_\_\_\_\_

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

SBS is our current vendor working with the ES Dept to update and repair the electronic control system for our entire HVAC system.

G. Recommendation: SBS

H. Justification for Recommendation: This equipment is critical to have on our system so we can maintain our Heat, AC and hot water for the entire building.

I. Purchase Budgeted: Yes \_\_\_\_\_ No X

How Funded: Capital Budget

Kenneth R. Hansen 3/17/26  
Finance Director Date  
(Purchase up to \$1,500.00)

Darrell Zwander 3-18-26  
Administrator/CEO Date  
(Purchase up to \$5000.00)

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



# Grand Traverse Pavilions

## **MEMORANDUM**

03/13/2026

**TO:** DHHS Board

**FROM:** Ryan Hutchins  
Environmental Services Director

**RE:** Update Boilers and Chillers electronic control system

### **Situation**

Approval is requested for the attached bid from Smart Building Solutions in the amount of \$6,450 to upgrade the outdated and currently non-functional electronic control system for six hot water boilers and two chilled water systems. These controllers no longer connect to our building automation system, preventing any monitoring or adjusting of these critical HVAC components.

### **Background**

Our facility relies on an electronic building control system to manage heating, cooling, and hot water across our entire facility. This system allows the ES Department to monitor equipment, adjust temperatures, and respond to changing conditions. The controllers for the boilers and chillers have been non-functional for a few years and does not integrate with the online system.

### **Assessment**

Hot water boilers and chilled water systems are vital to maintaining safe and comfortable conditions throughout the facility. Without functional controls and system visibility, staff cannot effectively monitor performance, respond to weather changes, or ensure equipment is operating efficiently, increasing the risk of temperature issues and system failures.

### **Recommendation**

Approve the \$6,450 proposal from Smart Building Solutions to restore connectivity and control of the boilers and chillers. This upgrade will allow proper monitoring, adjustment, and efficient operation of these essential HVAC systems.

Thank you,

Ryan Hutchins  
Environmental Services Director



# PROPOSAL

Date: Mar 4, 2026

Re: Grand Traverse Pavilions - Hot Water and Chilled Water Systems Controller Replacement Only

Attn: Cati Jasso  
Phone: 2316491492  
Email: cjasso@gtpavilions.org  
Company: Grand Traverse Pavilions

File Number: Q25-2931 Version 2  
Property: Grand Traverse Pavilions  
Address: 1000 Pavilions Circle, Traverse City, MI 49684

### SCOPE OF WORK

Smart Building Services (SBS) is pleased to provide a proposal to provide the following:

Provide electrician and technician labor for the following:

Remove the current KMC DDC controllers for the hot water and chilled water systems.

Install a new control panel in the electrical room adjacent to the boiler room.

Extend control wiring, as necessary from the existing control panel in the boiler room to the new control panel in the electrical room.

Install (2) new non-proprietary DDC controllers for the hot water and chilled water systems.

Program the new controllers to control the existing control devices on the hot water and chilled water systems.

Integrate new controllers to the building management system and update graphics as necessary.

### QUALIFICATIONS / EXCLUSIONS

1. Our offer is firm for (60) sixty days from the date listed above.
2. Unless noted in the specific inclusions, our work will be performed during our normal working hours and workweek.

<b>Total Proposal Price.....</b> \$6,540.00
---

Thank you for the opportunity. Please contact us if you have any questions.

Proposal can be executed by authorizing the work (a) ELECTRONICALLY, (b) written in the space provided below or (c) issuance of a client purchase order or subcontract.

Proposal By: Randy Stockfisch, randys@sbsmi.com

### ACCEPTANCE OF PROPOSAL

This proposal represents the entire agreement between the parties. There are no representations, promises or other understandings unless expressly included herein.

Customer Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Printed Name: \_\_\_\_\_ Title: \_\_\_\_\_

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

**Resolution 2026 - 2**  
Grand Traverse Pavilions/Grand Traverse Medical Care

**Approval of Grand Traverse Pavilions Foundation Board of Trustees**

**WHEREAS,** pursuant to the proposed Bylaws of the Grand Traverse Pavilions Foundation, the Grand Traverse County Department of Health and Human Services Board appoints all Trustees to the Grand Traverse Pavilions Foundation Board of Trustees.

**NOW, THEREFORE,  
BE IT RESOLVED,** that pursuant to such Bylaws the following person is hereby appointed as Trustee of the Grand Traverse Pavilions Foundation Board of Trustees:

Joelle Lynn Mabey

APPROVED \_\_\_\_\_  
DISAPPROVED \_\_\_\_\_

at the March 26, 2026 meeting of the Grand Traverse County Department of Health and Human Services Board.

\_\_\_\_\_  
Carol Crawford, Chair  
Grand Traverse County Department of Health and Human Services Board

\_\_\_\_\_  
Date



**Joelle Lynn Mabey**  
Traverse City, MI

**Objective:**

To contribute my experience in community engagement, hospitality, and mission-aligned leadership to Grand Traverse Pavilions by strengthening relationships, elevating donor and community connections, and creating meaningful experiences that honor dignity, compassion, and the well-being of residents and families.

**Professional Summary**

Experienced and results-driven Events Manager skilled in financial support, data accuracy, and office coordination across nonprofit and community-focused environments. Known for clear communication, confidentiality, and strong collaboration in donor support and operational workflows.

**PROFESSIONAL EXPERIENCE**

Visitor Information Specialist  
**Traverse City Tourism – Traverse City, MI**  
*Sept 2022 – Present*

- Serve as a warm, knowledgeable ambassador for the Grand Traverse and Leelanau region, helping visitors craft meaningful, personalized journeys rooted in discovery, joy, and cultural connection.
- Curate tailored recommendations that reflect the natural beauty, creativity, and community spirit of the region, ensuring every guest feels welcomed, included, and inspired to explore.
- Collaborate with event organizers, artists, and local businesses to elevate their stories and connect them with audiences who will appreciate and support their work.
- Shape visitor interactions with intention and clarity, using hospitality and storytelling to foster genuine connection and enhance the overall guest experience.
- Support seamless visitor journeys by anticipating needs, offering thoughtful guidance, and ensuring that each step—from initial inquiry to on-the-ground logistics—feels effortless and inviting.

- Contribute to a cohesive, guest-centered environment at the Visitor Center, helping travelers navigate lodging, dining, attractions, and seasonal activities with confidence and ease.
- Uphold Traverse City Tourism’s mission by transforming information into connection, logistics into discovery, and everyday interactions into memorable experiences that celebrate the spirit of Traverse City.

Event Specialist

**National Writers Series – Traverse City, MI**

*Sept 2022 – Dec 2024*

- Produced high-impact literary events contributing to NWS’s reputation as a year-round book festival and one of northern Michigan’s most influential cultural institutions.
- Supported programming within a decade-long legacy of 250+ author events featuring Pulitzer Prize winners, bestselling authors, journalists, and thought leaders.
- Helped deliver 18+ annual on-stage author conversations, reinforcing Traverse City’s identity as “Michigan’s Book City.”
- Coordinated author hospitality for nationally recognized writers, strengthening NWS’s reputation as a premier stop on national book tours.
- Managed event logistics across major venues for audiences up to 660 guests, ensuring seamless, mission-aligned experiences.
- Supported youth literacy initiatives within the Raising Writers program, serving students across the region through workshops, Battle of the Books, and Front Street Writers.
- Contributed to donor engagement and stewardship through special events, receptions, and mission-centered storytelling.

Sales & Event Designer

**307 Events (now TC Tented Events) – Traverse City, MI**

*Nov 2020 – July 2022*

- Designed and executed weddings, corporate events, and private celebrations using one of northern Michigan’s largest inventories of luxury rentals, including sailcloth tents, clear-top structures, custom lighting, staging, linens, and curated décor collections.
- Partnered with clients, planners, and venue teams to conceptualize full-scale event environments through color palettes, tablescapes, floral selections, tent layouts, and custom design elements.
- Led showroom consultations and design presentations, guiding clients through high-end rental options and bespoke styling packages.

- Managed complex logistics across multiple event timelines, including inventory tracking, tenting requirements, vendor deliveries, installation schedules, and on-site troubleshooting.
- Directed setup and teardown crews, ensuring polished execution and elevated guest experiences.
- Acted as a liaison between clients, vendors, and internal teams, maintaining clear communication and resolving challenges with professionalism.

#### Executive Office Manager

#### **The Wesleyan Church – Bethlehem, PA; Washington, MI; Traverse City, MI**

*1992 – 2017*

- Greeted and assisted visitors, congregants, and community members in person, by phone, and through email, serving as a warm, reliable, and compassionate first point of contact across multiple church campuses.
- Administered church-wide programs, including a long-running dinner theater series that brought the community together and welcomed thousands of guests annually.
- Provided comprehensive administrative support to pastoral and professional staff, managing calendars, communications, document preparation, scheduling, and confidential correspondence with accuracy and care.
- Planned and coordinated a wide range of events, conferences, retreats, and community rentals, ensuring seamless logistics, thoughtful hospitality, and mission-aligned execution.
- Served as wedding and reception coordinator for 12–18 weddings per year, often hosting 300+ guests, guiding couples and families through planning, logistics, décor, volunteer coordination, and day-of support with empathy and professionalism.
- Oversaw daily operations across multiple church locations, maintaining smooth administrative systems, facility scheduling, internal communications, and workflow processes.
- Supported financial stewardship through budget preparation, expense tracking, vendor management, and responsible resource allocation.
- Recruited, trained, and supervised volunteers and administrative staff, fostering a culture of service, collaboration, and community care.
- Partnered closely with pastoral leadership to support strategic initiatives, outreach efforts, and the overall health and vitality of the church community.

#### Front-of-House Manager

#### **The State Theatre & The Bijou – Traverse City, MI**

*2015 – 2020*

- Directed all guest-facing operations for two historic, community-anchored venues, creating a welcoming, safe, and inclusive environment for audiences of all ages, abilities, and backgrounds. Oversaw lobby flow, ticketing, seating, accessibility accommodations, and pre-show ambiance to ensure a polished, mission-aligned experience.

- Recruited, trained, and supervised a large team of ushers and volunteers, cultivating a culture of hospitality, attentiveness, and community service. Provided ongoing coaching in customer care, accessibility protocols, emergency procedures, and conflict resolution.
- Supported donor receptions, film festivals, community talkbacks, and special events by coordinating front-of-house logistics, preparing spaces, and ensuring high-touch hospitality for sponsors, partners, and VIP guests.
- Collaborated with programming and operations teams to adapt front-of-house strategies for diverse events, from high-traffic festival screenings to intimate community gatherings, ensuring smooth transitions and consistent guest satisfaction.
- Implemented improvements to guest flow, signage, and accessibility pathways, enhancing the overall visitor experience and reducing congestion during peak events.
- Responded to real-time guest needs with calm, empathetic problem-solving — from seating challenges and accessibility support to unexpected disruptions — ensuring every visitor felt cared for and valued.
- Coordinated safety protocols and emergency readiness, partnering with venue leadership and local authorities to maintain a secure environment during high-capacity events.
- Served as a visible, steady presence in the lobby and auditorium, modeling exceptional hospitality and reinforcing the theatres' reputation as beloved cultural spaces in the Traverse City community.

#### Leadership Team

##### **Poured Out, Inc. – Disaster Relief & Clean Water Missions (Haiti & U.S.)**

*2010 – 2018*

- Served as a core leader for clean water initiatives in Haiti and the U.S., supporting sustainable, community-driven solutions.
- Coordinated volunteer teams, managed logistics, and ensured safe, culturally respectful project implementation.
- Built trust-based relationships with Haitian community leaders to support long-term impact.
- Facilitated community outreach and education on water safety and hygiene.
- Collaborated with U.S. leadership on budgeting, donor communications, and project reporting.
- Advocated for ethical, sustainable international service practices.

#### Corporate Travel Agent

##### **Apple Vacations – Bethlehem, PA**

*1990 – 1995*

- Delivered high-touch travel planning services for corporate and leisure clients.
- Consistently exceeded sales goals through consultative, relationship-based engagement.
- Managed complex itineraries across multiple vendors with accuracy and care.

Christmas City Tour Guide

**Historic Bethlehem Museums & Sites – Bethlehem, PA**

*1985 – 1990*

- Delivered engaging historical tours that blended education, ambiance, and cultural storytelling.
- Adapted tours for diverse audiences and managed logistics for large groups.

EDUCATION

**Bachelor of Arts in Travel & Tourism**

Penn State University

Relevant coursework: Travel & Tourism, Public Relations, Experience Design

Currently: Back at Penn State in the World Campus program working on a Masters Degree in Professional studies in Organization, Development and Change in the school of Hospitality and Management. Graduation expected April 2027

TECHNICAL & PROFESSIONAL SKILLS

Microsoft Office • Google Workspace • Asana • Salesforce CRM Systems • Budget Oversight • Vendor Relations Public Speaking • Media Coordination • Volunteer Management • Community Outreach • Youth Engagement • Conflict Resolution

HIGHLIGHTS

- Strengthened donor and community relationships through high-impact events and personalized stewardship.
- Produced literary events for large audiences, enhancing cultural access and community connection.
- Coordinated community programs with a focus on hospitality, dignity, and care.
- Led international volunteer teams supporting sustainable clean water initiatives.
- Managed front-of-house operations for historic venues, ensuring safety, accessibility, and exceptional guest care.
- Built long-term partnerships across nonprofits, arts organizations, faith communities, and local businesses.

**GRAND TRAVERSE PAVILIONS**  
*Residential Services*

**RESIDENT STRATEGIC DISCOUNTS & SCHOLARSHIPS**

**POLICY**

**1. Purpose**

This policy authorizes two coordinated financial access tools: Strategic Discounts and Foundation Scholarships to (a) improve occupancy and operational sustainability of the Cottages assisted living apartments, (b) expand access for seniors who fall between Medicaid eligibility and private-pay affordability, and (c) protect the value of a publicly owned asset through responsible occupancy management.

Vacant assisted living apartments generate no revenue while still incurring operational costs, which ultimately increases the burden on other residents and taxpayers.

Grand Traverse Pavilions is a county-owned senior living community charged with serving residents across income levels. A growing number of seniors have too many assets to qualify for Medicaid but insufficient income to afford full private-pay assisted living rates. Structured financial flexibility allows GTP to fill apartments, support access, and maintain financial stability.

Strategic discounts and scholarships can convert nonperforming units into revenue-producing occupancy while maintaining fairness and transparency through governance oversight. This policy establishes a formal policy governing discounts and scholarships to ensure that these tools are applied equitably, responsibly, and in alignment with the mission of serving aging citizens in Grand Traverse County.

**2. Policy Statement**

Grand Traverse Pavilions may provide strategic discounts and/or Foundation-funded scholarships to qualifying assisted living residents at The Cottages. These programs are designed to support occupancy stability, expand financial access to care, and protect taxpayer-owned assets by reducing the financial impact of vacancy.

Both programs may be used independently or in combination, depending on the financial circumstances of the resident and operational needs of the Cottages.

**3. Benefit to Residents and Community**

The Strategic Discount and Scholarship programs provide the following benefits:

- Increase access to assisted living for moderate-income seniors.
- Support aging in place within the Grand Traverse community.

- Convert vacant apartments into revenue-generating occupancy.
- Stabilize operational finances while protecting taxpayer assets.
- Reduce the likelihood that residents prematurely rely on Medicaid-funded nursing home care.
- Strengthen community partnerships and referral relationships.

These programs represent strategic occupancy management, not charitable discounting. When implemented responsibly, receiving partial revenue is financially superior to leaving apartments vacant.

## **SECTION I – STRATEGIC DISCOUNT PROGRAM**

### **4. Program Purpose**

The Strategic Discount Program provides time-limited rate adjustments to encourage occupancy and support residents who are financially close to affording assisted living but require temporary assistance.

Discounts are intended to bridge financial gaps while residents transition through spend-down periods or other temporary financial circumstances.

### **5. Eligibility Criteria**

Discounts may be offered when the following conditions are met:

1. Cottages' occupancy falls below 70 rented units.
2. The resident demonstrates a financial gap between personal monthly income/resources and the full assisted living rate.
3. The projected duration of the financial gap can be reasonably estimated.
4. Financial review indicates the resident is expected to spend down assets within a defined timeframe.
5. The expected monthly underpayment amount and duration of assistance are documented.

Eligibility assessment will consider:

- Personal income and assets
- Expected monthly underpayment
- Estimated months of financial assistance required
- Expected timeline for financial spend-down

### **6. Discount Limits**

To maintain fiscal stewardship and fairness:

- Maximum discount value per resident: \$5,000 total
- Maximum duration: 18 months
- Discounts may be applied monthly or structured across the approved period.

## **7. Authorization**

The following individuals may approve discounts:

- Chief Executive Officer (CEO) & Residential Services Director

Both leaders must confirm eligibility and ensure compliance with policy limits before offering a discount to a prospective resident.

## **8. Oversight and Reporting**

The Strategic Discount Program is subject to annual review by the DHHS Board, which will receive a report including:

- Total number of discounts issued
- Total cost and financial value of discounts
- Individual discount amounts
- Expected duration of discounts
- Reason for discount approval

This reporting ensures transparency and responsible stewardship of public resources.

## **9. Promotional and Strategic Uses**

Discounts may be applied through targeted occupancy initiatives, including but not limited to:

- Veterans and public servant rates
- 90-day Pathway transition programs
- Seasonal move-in incentives
- Bridge-to-Medicaid options
- “Try Before You Live” trial stay programs
- Refer-a-Friend rewards
- Early move-in specials
- Hospital transition partnerships
- Employee family care benefits

Discounts may or may not be publicly promoted, though they may be shared with trusted referral partners when appropriate.

## **SECTION II – FOUNDATION SCHOLARSHIP PROGRAM**

### **10. Program Purpose**

The Foundation Scholarship Program provides financial assistance funded through philanthropic sources to support assisted living residents with demonstrated financial need. These funds are intended to maximize access and help as many residents as possible within available resources.

## **11. Governance**

The Scholarship Program is overseen by the Grand Traverse Pavilions Foundation Board.

Funding sources may include:

- Community Foundation distributions
- Benevolent Fund disbursements

Scholarships cannot exceed approved disbursement amounts authorized by the Foundation.

## **12. Authorization**

The Foundation Board delegates operational scholarship approval authority to:

- Chief Executive Officer & Residential Services Director

These leaders may apply scholarship funds to assist current or prospective residents with assisted living expenses.

## **13. Eligibility**

Eligibility considerations are similar to the discount program and may include:

- Documented financial need
- Monthly income and asset review
- Expected affordability gap
- Alternative financial assistance programs have failed, such as the Aid and Attendance benefit, PACE, and other sources as appropriate
- Resident stability and ability to maintain residency

Unlike the discount program:

- Scholarships are not limited to an 18-month period
- Scholarships are not subject to the \$5,000 cap

However, scholarship awards must remain within available philanthropic funding.

## **14. Promotion**

Scholarship opportunities:

- May or may not be publicly advertised
- May be communicated to referral partners
- Should be framed as community-supported access to assisted living

The spirit of these funds is to assist the greatest number of residents possible within available philanthropic resources.

## **SECTION III – COMBINED USE**

### **15. Coordinated Application**

Strategic Discounts and Foundation Scholarships may be used:

- Independently, when one program sufficiently addresses a resident’s financial gap.
- In combination, when layered assistance best supports resident affordability and operational sustainability.

This flexibility ensures the Cottages remain both mission-driven and financially responsible.

### **16. Policy Review**

This policy shall be reviewed annually by leadership and governing bodies to ensure alignment with:

- Grand Traverse Pavilions Mission
- Financial sustainability
- Community access goals
- Responsible stewardship of public and philanthropic funds

### **17. Policy Principle**

The Strategic Discount and Scholarship programs represent **good stewardship of public and philanthropic resources**.

Rather than allowing apartments to remain vacant, these programs ensure that assisted living units remain productive, accessible, and financially sustainable, supporting both residents and the long-term mission of Grand Traverse Pavilions.

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

**Resolution 2026 - 3**  
Grand Traverse Pavilions/Grand Traverse Medical Care

**Approval of the Resident Strategic Discounts & Scholarships Policy**

**WHEREAS,**

the Grand Traverse Pavilions is a publicly owned senior living community responsible for serving residents across income levels within Grand Traverse County; and

**WHEREAS,**

vacant assisted living apartments at The Cottages generate no revenue while continuing to incur operational costs, thereby increasing financial pressure on existing residents and taxpayers; and

**WHEREAS,**

a growing number of seniors fall between Medicaid eligibility and private-pay affordability, creating a need for structured financial access solutions; and

**WHEREAS,**

the proposed Resident Strategic Discounts & Scholarships Policy establishes two coordinated financial tools—Strategic Discounts and Foundation Scholarships—to improve occupancy, expand access to care, and support long-term financial sustainability; and

**WHEREAS,**

the policy supports the mission of Grand Traverse Pavilions by promoting access to assisted living, supporting aging in place, and protecting the value of taxpayer-owned assets;

**NOW, THEREFORE,**

**BE IT RESOLVED,**

that the Grand Traverse County Department of Health and Human Services Board hereby adopts the Resident Strategic Discounts & Scholarships Policy as presented; and

**BE IT FURTHER  
RESOLVED,**

that the Board authorizes the Chief Executive Officer (CEO) and the Residential Services Director to implement and administer the Strategic Discount and Scholarship Programs in accordance with the policy; and

**BE IT FURTHER  
RESOLVED,**

that all discounts and scholarships shall be applied within the limits, criteria, and governance framework established in the policy; and

**BE IT FURTHER  
RESOLVED,**

that the CEO shall provide an annual report to the DHHS Board summarizing program utilization, financial impact, and compliance with policy requirements; and

**BE IT FURTHER  
RESOLVED,**

that this policy shall be reviewed annually to ensure continued alignment with organizational mission, financial sustainability, and community access goals; and

**BE IT FURTHER  
RESOLVED,**

that this resolution shall take effect immediately upon adoption.

APPROVED \_\_\_\_\_  
DISAPPROVED \_\_\_\_\_

at the March 26, 2026 meeting of the Grand Traverse County Department of Health and Human Services Board.

\_\_\_\_\_  
Carol Crawford, Chair  
Grand Traverse County Department of Health and Human Services Board

\_\_\_\_\_  
Date

GRAND TRAVERSE PAVILIONS

1000 Pavilions Circle
Traverse City, MI 49684

APPLICATION FOR ATTENDING OR CONSULTING PRIVILEGES

Please Check One:

Medical Doctor [ ] Doctor of Osteopathy [ ] Physician Assistant [ ] Certified Nurse Practitioner [x]

ATTENDING [x] CONSULTING [ ]

NAME IN FULL kayla Yancho DATE 02/05/2026
RESIDENCE ADDRESS TELEPHONE
OFFICE ADDRESS TELEPHONE

Premedical Education: School oakland university Date of Graduation 2019
Medical Education: School oakland university Date of Graduation 2024
Internship: Hospital Dates
Residency: Hospital Dates
MICHIGAN LICENSE: Date 06/18/2019 No. 4704353273
NPI# 1649066978

Hospital Staff Memberships:

Medical Society Memberships:

Specialty:

Board Certified: Yes [x] No [ ] Date 11/11/2024

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

SIGNED: [Signature] DATE: 2/5/2026

APPROVED: [Signature] SIGNED: [Signature] DATE: 3/11/26
DISAPPROVED: Medical Director, Grand Traverse Medical Care

APPROVED: SIGNED: DATE:
DISAPPROVED: Chair, Grand Traverse County Department of Health and Human Services Board

GRAND TRAVERSE PAVILIONS

1000 Pavilions Circle
Traverse City, MI 49684

APPLICATION FOR ATTENDING OR CONSULTING PRIVILEGES

Please Check One:

Medical Doctor [ ] Doctor of Osteopathy [ ] Physician Assistant [ ] Certified Nurse Practitioner [x]

ATTENDING \_\_\_\_\_ CONSULTING \_\_\_\_\_ x \_\_\_\_\_

NAME IN FULL catherine Chapin DATE 02/9/26
RESIDENCE \_\_\_\_\_ TELEPHONE \_\_\_\_\_
ADDRESS \_\_\_\_\_
OFFICE ADDRESS \_\_\_\_\_ TELEPHONE \_\_\_\_\_

Premedical Education: School university of Michigan Date of Graduation 4/13/2020
Medical Education: School N/A Date of Graduation N/A
Internship: Hospital \_\_\_\_\_ Dates \_\_\_\_\_
Residency: Hospital \_\_\_\_\_ Dates \_\_\_\_\_
MICHIGAN LICENSE: Date 2/9/2026 No. 4704299607
NPI# 1083293030

Hospital Staff Memberships:

Medical Society Memberships:

Specialty:

Board Certified: Yes [x] No \_\_\_\_\_ Date 2/9/26

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

SIGNED: Catherine Chapin, RGNP DATE: 2/9/2026

APPROVED: [Signature] SIGNED: [Signature] DATE: 3/11/26
DISAPPROVED: \_\_\_\_\_ Medical Director, Grand Traverse Medical Care

APPROVED: \_\_\_\_\_ SIGNED: \_\_\_\_\_ DATE: \_\_\_\_\_
DISAPPROVED: \_\_\_\_\_ Chair, Grand Traverse County Department of Health and Human Services Board