

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

MINUTES OF THE DECEMBER 10, 2025 STUDY SESSION

PRESENT:	Carol Crawford, Mary Marois, Karen Griggs Darrell Lavender, Dave Hautamaki, Darcey Gratton	Board Staff
ABSENT:	TJ Andrews	Commission
GUESTS:	Ann McMann, Residential Services Director	

The regular meeting of the Grand Traverse County Department of Health and Human Services Board was called to order at 3:00pm by Board Chair Mary Marois at Garfield Township Hall.

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

First Public Comment – None.

During the meeting, Lavender provided an overview of the organization's development strategy, focusing on the core mission, vision, and alignment with Grand Traverse County priorities. He emphasized the importance of daily operations guided by clear values, building a positive organizational culture, and aligning efforts with a "Grand Mission" through four key strategies: 1. Safety & Quality, 2. Residents First, 3. Team, 4. Operational Performance. Lavender also outlined goal-setting methods, such as scorecards and performance reviews, as well as problem-solving techniques, including PDSA and A3 thinking. Communication was highlighted as a priority through cascading huddles, and the need for standardized work procedures to ensure efficiency was discussed.

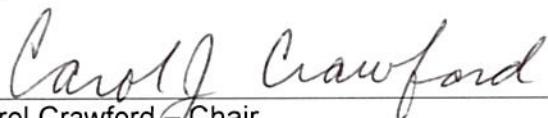
Additionally, Lavender and Residential Services Director Ann McMann presented an update on the Cottages Service Lines, covering market assessments and strategic considerations for both the current state and future opportunities. Immediate and long-term next steps were outlined, with a focus on leadership priorities and continued strategic planning efforts.

Lavender shared that a strategic planning retreat is tentatively scheduled for March 2026 and will encompass all service lines at Grand Traverse Pavilions and asked for feedback from the Board on when and preferences for identifying deliverables.

Second Public Comment – None

Meeting adjourned at 4:26 p.m.

Signatures:



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

Date: January 29, 2026 Approved

Corrected and Approved