

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

**REGULAR MEETING
March 27, 2025**

**Open to the public
9:00 AM Garfield Township Hall – Feiger Room, 2nd Floor
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@gt pavilions.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.

	<u>HANDOUT#</u>
A. Review and File	
(1) Draft Minutes of the 2/27/25 Board Meeting	1
(2) February Resident Council Minutes	2

7. ITEMS REMOVED FROM CONSENT CALENDAR

8. CHAIRMAN REPORT Verbal

9. SERVICE EXCELLANCE AWARDS 3

10. GRAND TRAVERSE MEDICAL CARE

A. General Information	
(1) Cottage Masterplan Update	Verbal
(2) CEO Update	Verbal
B. Chief Executive Officer Board Report	4
C. Business	
(1) Financials	5
(2) Request to Purchase – Mock Survey Agreement	6
(3) Request to Purchase – Aspen & Birch Roof	7
(4) Request to Purchase – Dump Trailer	8

11. Medical Staff

(1) Michael Norwick, NP for Longevity	9
(2) Leah Buckingham, NP for Longevity	10
(3) Chaz Casey, PA for Longevity	11

G.T.P. Announcements

(1) Next Board Meeting – April 24, 2025	
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12. SECOND PUBLIC COMMENT

Refer to Rules under First Public Comment above.

13. ADJOURNMENT

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

MINUTES OF THE FEBRUARY 27, 2025 MEETING

PRESENT: Mary Marois, Carol Crawford, Karen Griggs Board
Dave Hautamaki, Lindsey Dood, Darcey Gratton Staff
TJ Andrews Commission
ABESENT: None
GUESTS:

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 Mary Marois at Garfield Township.

First Public Comment - none

County Liaison Report – Andrews had no new update to report.

Approval of Agenda – Chair Marois asked if there were additions, changes or corrections to the agenda. Motion was made by Griggs to approve the agenda as presented. Motion seconded by Crawford and carried unanimously.

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

REVIEW AND FILE

- (1) Draft Minutes of the 1/30/25 Board Meeting
- (2) Draft Minutes of the 2/6/25 Board Meeting
- (3) January Resident Council Minutes

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

Items Removed From Consent Calendar – None

Chairman Report – Marois shared over a hundred applicants have been received for the open CEO position and requested for the Board to review the applicants by Wednesday, March 5th to start the process of interviews.

Service Excellence Awards – Marois reviewed January’s Service Excellence Awards.

Department of Licensing and Regulatory Affairs – Abbreviated Survey – Hautamaki reported on the abbreviated survey on January 9, 2025 shared in the packet. Hautamaki handed out a copy of an accepted letter of attestation of compliance.

4th Quarter Foundation Financials –Dood provided the 4th quarter Foundation Financials and answered questions by the board.

Cottage Masterplan Update – Marois shared she'll be meeting with Hautamaki and the Grand Traverse Pavilions Foundation Board President, Deb Jackson in the near future to review the study by architect firm Eckert Wordell and will report back on a plan at the next DHHS Board meeting.

Chief Executive Officer Report – Hautamaki reviewed January's monthly report and answered board members questions. Hautamaki reported that Holly Edmondson accepted the permanent position as Director of Nursing. Daily bed management meetings have been created to help with communication with getting rooms ready for admission. Hautamaki shared he is taking steps to have a mock survey completed to help prepare staff for an annual survey in the fall. Andrews recommended for the County Emergency Operations Director to meet the Pavilions Environmental Services Director for a site visit and emergency preparedness. Hautamaki shared that the Aspen Pavilion is still on schedule to open on July 1, 2025 with an open house in June. The board recognized the accomplishment of moving Quality Measures from a 2 star rating to a 4 star rating with the work by MDS Coordinators and John Delasantos of JMD Health Care Solutions. The Board congratulated all staff on their hard work of quality care, cleanliness and overall improvement over the last year.

Andrews out 9:40 am

BUSINESS

- (1) **Financial Report** – Dood presented the financial operations report for January 2025 and answered board members' questions. The board would like to see the percentage of occupancy for beds added to the dashboard.

Motion made by Crawford to accept the financial operations report as presented. Seconded by Griggs and carried unanimously. Roll call Marois – yes, Crawford– yes, Griggs – yes.

- (2) **2025 Amended Budget** – Crawford shared that she met with Hautamaki and Dood to review the amended budget and reviewed the changes to the Provider Tax and current occupancy with the projected average census as 180 for the year. The budget also included \$60,000 for a fund developer as requested in January's meeting.

Motion made by Crawford to accept the 2025 Amended Budget as presented. Seconded by Griggs and carried unanimously. Roll call Marois – yes, Crawford– yes, Griggs – yes.

- (3) **Request to Purchase – Replacement of Willow Flooring** – Hautamaki reviewed the need to replace the flooring at Willow Cottage. Three bids were received, and the recommended bid was for Floor Covering Brokers based on it being the lowest bid.

Motion made by Crawford to approve the bid from Floor Covering Brokers for \$19,968.96 to replace the flooring at Willow Cottage as presented. Motion was seconded by Griggs and carried unanimously. Roll call Marois – yes, Crawford– yes, Griggs – yes.

- (4) **Request to Purchase – Campus Utility Vehicle** – Hautamaki reviewed the need to purchase a utility vehicle. Three bids were received, and the recommended bid was for Ginop Sales, Inc. based on it being the lowest bid.

Motion made by Griggs to approve the bid from Ginop Sales, Inc. for \$27,995.00 to purchase a utility vehicle as presented. Motion was seconded by Crawford and carried unanimously. Roll call Marois – yes, Crawford– yes, Griggs – yes.

- (5) **Resolution 2025 – 1 – Foundation Trustee Appointment - Croad** – Marois reviewed the proposed Foundation Board of Trustee Nicolina Croad.

Motion was made by Marois to accept the Grand Traverse Pavilions Foundation Board of Trustee candidate Nicolina Croad as presented. Motion was seconded by Griggs and carried unanimously.

Grand Traverse Pavilions Announcements

- (1) Next regular board meeting March 27, 2025.
- (2) Marois noted the board needs to reach out to County Administration to get on their agenda for a presentation.

Second Public Comment

Linda Pepper

Meeting adjourned at 10:17 am

Signatures:

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

Date: _____ Approved
_____ Corrected and Approved

PAVILIONS RESIDENT COUNCIL MEETING
February 20, 2025

The February 2025 meeting of the Grand Traverse Pavilions Resident Council was called to order at 11 am in the Multi-Purpose Room by Hanna Wooters.

All residents were welcomed.

The residents waived their right to a closed meeting.

The Lord's Prayer and the Pledge of Allegiance were recited.

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

Birch Pavilion: 5 Residents attended.

Cherry Pavilion: 4 Residents attended.

Dogwood Pavilion: 5 Residents attended.

Staff members were introduced:

Hanna Wooters, CTRS, Life Enrichment

Clay Wagatha, Marketing/Life Enrichment

Emily Tyrell, Cherry/Elm Pavilion Social Work

Christina Wagatha, RN, ADON – Cherry Pavilion

Christian Andersen, General Manager - Forefront Dining Services

Lisa Telling, Administrative Assistant - Forefront Dining Services

Ryan Hutchins, Environmental Services Director, Environmental Services

Cati Jasso, Environmental Services Assistant Director, Environmental Services

Guest: American Sign Language (ASL) interpreter

Old Business:

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

New Business:

Hanna announced the Mac and Cheese bakeoff happening on 2/28 open to all staff and residents to participate. If residents have a recipe, they'd like to make they will make time to help them make it.

Outings for March 2025:

-Due to high interest in February's mall outing we will have another Mall Outing – 3/5
 10-12:30

-China Fair – 3/12 11-1:30

Walmart – 3/27 10-12

Special Events for March 2025:

- Bingo Store 2/27
- Madi Gras/Fat Tuesday Celebration 3/4
- Mass with Father Joe 3/7
- Salvation Army 3/9
- St. Patty's Day Celebration 3/17
- Resident Council 3/20

Resident Group Interview Questions:

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

Privacy:

- Can you meet privately with your visitors?
All residents said yes.

- Can you make telephone calls without other people overhearing your conversation?
-Yes
-Roommate can hear and I can hear her, but I just tune it out
-Is there a phone available?
-Chrissy, ADON, informed all residents that there is a phone on each unit that can be used at any time that is shared by all residents on that unit.

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

-Yes, all good
-They try their best

1. Discussion regarding food temperature and receiving HS snacks.

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

- One resident asked if vegetables can be cooked more al dente, they seem mushy and are difficult to eat sometimes.
 - Christian, GM of Dining Services replied: They have to be a little softer due to diets. Is there a specific vegetable?
 - Resident responded they all seem to be the same.
 - Christian will look into it with chef.
- I am not fan of the potatoes but still seem to get them often.
 - Christian responded that she can request no potatoes on her meal card.
- I would like to see more eggs and less pancakes.

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

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

- No issues with cleanliness.
- I have been missing my favorite pants since 12/10 and I know that they were labeled. I have a feeling they were mistakenly placed in a wrong closet.
 - Ryan asked for a description and said he will check Lost and Found.
 - Emily, Social Worker, to send out an email with description of the pants to staff

3. Discussion regarding room temperature.

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

- One day my room is roasting and the next day it is too cold, it needs to be adjusted.
 - Another resident followed up with the building doesn't heat up until after dinner
 - Ryan, Environmental Services Director, to look into it
- My roommate had the film put on her window and it was fast and nondisruptive if anyone was worried about that being an issue. It seems to be working well for her
- I have an issue with icicles outside my bedroom
 - Ryan responded we are having an issue throughout the building due with ice at this time and to be please be patient, but if you notice any leaks to please let us know right away

4. Discussion regarding nursing care.

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

- There were no concerns.

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

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

- The time seems to be worse at night and early morning.
 - Christina, ADON Cherry, to follow up with resident's ADON.
- My wristband quit working.
 - Emily, Social Work, We will get you a new one.
- I have to wait to go to the bathroom too often.
 - Christina to follow up with resident's ADON.

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

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

- I get mine on time.
- Me too.

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

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

- There were no concerns.

The floor was opened for additional comments:

Hanna, Recreation Therapist, asked residents how they have been liking activities and if there are any suggestions.

- One resident responded that the activities are good.
- I liked the cardio drumming, I'd like to see it on the schedule more.
 - Hanna replied we can do that.
- How do I know whats going on?
 - Hanna replied that the Pavilions Post that each resident gets has that weeks activities and upcoming outings in it as well as the bulletin boards on each hall
 - Resident replied thank you.

The next Pavilions Resident Council meeting will be held on March 20th at 11:00am in the Multi-Purpose Room. Hanna asked for a volunteer to read over and sign the February 2025 minutes, and X said that she would do this. The Pavilions Resident Council Meeting was adjourned at 11:30 am by Hanna, seconded by X.

Respectfully Submitted,

Clayton Wagatha
Marketing/Life Enrichment

Hanna Wooters, CTRS
Recreational Therapist

X, Cherry Resident

Elm Resident Council Minutes
Meeting Held- February 21st 2025

The March meeting of the Grand Traverse Pavilions Elm Resident Council was called to order at 10:50am in the Elm Common Area.

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

Staff Present:

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

Old Business:

None

New Business:

Asked the residents if they need help do the staff help them.
X stated “yes” and X stated, “pretty good.” X stated, “once in a while.”

Asked the residents if they were being offered a snack before bed.
X stated “of course” and X stated “yeah.” X “maybe.”

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

Asked the residents if the food is good here.
X stated, “delicious and X stated “Perfecto.” X stated “yes, I would say it is.”

Asked the residents if the rooms were getting cleaned.
X stated, “yeah they have” and X stated, “too clean.” X and X stated “yeah.”

Asked the residents if their clothes are getting cleaned.
X stated “yeah” and X stated, “beautiful job.” X stated “yes.”

Asked the residents if the Temperature in the rooms are good.
X stated, “It’s warm.” and X stated, “oh yes.” X stated “yeah” and X stated, “not today.”

Asked the residents if they have enough to do.
X stated “good.” and X stated, “real good.” X stated, “busy enough.”

Questions, Suggestions, Concerns and Comments:

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

Suggestions for upcoming activities:

Shamrock Shakes

St Patrick's Day Green Treats

Indoor Plants

Watch Basketball

Play UNO

Meeting was closed at 11:08am

Respectfully submitted,

Susan Eldred, CTRS

Emily Tyrrell, LLBSW

Naomi Rode, BSN, RN

GRAND TRAVERSE PAVILIONS
Service Excellence Award Program
February 2025

Employee:	Emily Worm
Awarded for:	Emily is a mover and shaker. Always answers all her lights, helps with showers, and steps up to do anything she's asked to help with. Thank you, Emily – great job!
Position:	CNA
Nominated by:	Jeanie Hickman

Employee:	Helen Dean
Awarded for:	Thank you for your excellence care and compassion for my mom in her passing. You were very special to her and my dad.
Position:	CNA
Nominated by:	Jeff Buday – Family Compliment

Employee:	Jeannie Hickman
Awarded for:	Being extremely helpful with residents and assisting people with anything they may need help with. Jeanie helped me as a newer CNA with a new task and it was to the great benefit of the resident.
Position:	CNA
Nominated by:	Shelby Bourbina

Employee:	Darcey Gratton
Awarded for:	Helping troubleshoot an issue on Rehab. We appreciate your effort and help – thank you!
Position:	Administrative Services Director
Nominated by:	Sam Stinson

Employee: Craig Shantz	It was a busy night on Cherry and Craig came and helped put residents to bed and
Awarded for:	helped with whatever was needed. He's always willing to help anyone in need and does his job very well. He's really one of the best!
Position: CNA	
Nominated by: Kayla Mancuso	

Employee: Amanda Lee	Going above & beyond to quickly help get pillows for our two new residents room.
Awarded for:	Thank you for all that you do for Dogwood and our residents, we are so grateful!
Position: Housekeeper	
Nominated by: Mackenzie Beeman	

Employee: Dan Newcomb	Giving a patient excellent education on medication administration prior to discharge so
Awarded for:	that they can go home safely. Your help is much appreciated!
Position: RN	
Nominated by: Susan Olsen	

Employee: Jessica Newberry	Jessica is a Speech-Language Pathologist who is certified in FEES (Fiberoptic Endoscopic Evaluation of Swallowing) to assess dysphagia (swallowing difficulty). This is a highly specialized procedure that can be done right here at the Pavilions by Jessica where an endoscope is passed through the resident's nose and a small fiberoptic camera can visualize how the resident is swallowing. This has assisted the other speech therapists immensely in being able to more accurately determine details that are unknown at bedside; for example if a resident just has a regular cough, or if they are coughing because food or drinks are going into the airway, which can lead to pneumonia. It has also assisted in determining appropriate diet levels and swallowing exercises in order to better treat our residents with dysphagia. Jessica has been able to assess and treat several patients that have extremely complex dysphagia needs who the hospital refers to our facility for rehabilitation. There are very few skilled nursing facilities that have this option of the FEES procedure in-house, and we are very grateful for it!
Awarded for:	
Position: Speech Language Pathologist	
Nominated by: Jacqueline Archer	



Grand Traverse Pavilions
A COMMUNITY CARING FOR GENERATIONS

TO: Grand Traverse County Department of Health and Human Services Board
FROM: Dave Hautamaki, Interim Administrator/CEO
RE: February Report

Census (Average Daily Census)

	Mar-MTD	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24	Sept-24
Medical Care Facility (MCF)	177	180	178	178	163	173	168
Cottages	56	56	58	58	58	61	63

Occupancy	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24	Sept-24
MTD Goal 85% <i>Available beds</i>	90%	89%	85%	85%	85%	85%
YTD Goal 85% <i>Licensed beds</i>	74%	74%				

MCF	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24	Sept-24
Admissions & Re-admits	59	55	64	45	55	52
Discharges	57	55	52	46	55	48
MMC Referrals	231	239	221	169	210	169
MMC Denied	33	41	48	32	35	26
Transfers to LTC	10	2	2	1	5	3

Cottages	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24	Sept-24
Admissions	1	3	2	0	1	3
Respite	10	6	4	4	7	6
Discharges	2	1	2	2	2	0

Finance

	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24	Sept-24
Combined Net Income	\$(451)	\$51,676	\$(778,017)	\$16,634	\$47,415	\$106,264
MCF Net Income	\$54,187	\$117,568	\$(721,830)	\$55,083	\$54,974	\$124,307
Cottage Net Income	\$(54,637)	\$(65,892)	\$(56,187)	\$(38,448)	\$(7,560)	\$(18,043)
Cash Balance	\$7,111,636	\$6,690,775	\$7,677,738	**\$8,789,614	\$3,853,444	\$3,615,910
A/R Days Sales Outstanding	60	60	57	56	58	60

** Certified Public Expenditure of \$903,648 and year-end cost settlements for the year 2022 of \$676,286 & 2023 of \$3,282,428.

MCF Operating Expenses PPD History

	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24	Sept-24
MCF Operating Expenses Actual PPD	\$493	\$471	\$507	\$492	\$468	\$469
MCF Operating Expenses Budgeted PPD	\$492	\$501	\$453	\$457	\$453	\$457
Variance (unfavorable)/favorable	\$(1)	\$30	\$(54)	\$(35)	\$(15)	\$(12)

Facility Reported Incidents

	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24	Sept-24
Medical Care Facility	4	12	7	3	7	4

Wellness Center

Numbers of Patients seen:	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24	Sept-24
Medicare A	38	32	32	21	27	38
Medicare Advantage Skilled	39	42	40	33	36	30
Private Insurance: Inpatient	4	4	4	1	3	2
Private Pay: Inpatient	0	0	0	0	2	0
Auto: Inpatient	0	0	0	0	0	1
Med A/Rehab Inpatient	77	74	76	55	68	71
Totals						
Medicaid	3	2	3	5	5	2
Medicare B: Inpatient	35	30	34	37	42	40
Medicare B Advantage: Inpatient	19	19	16	21	19	14
Med B Inpatient Totals	54	51	53	63	66	56
Medicare B: Outpatient	21	30	22	29	26	20
Medicare B Advantage: Outpatient	35	39	42	47	48	51
Private Insurance: Outpatient	18	17	16	20	21	18
Work Compensation: Outpatient	0	0	0	0	0	0
Private Pay: Outpatient	0	0	0	0	0	0
Auto: Outpatient	0	0	0	0	0	0
Outpatient Totals	74	86	80	96	95	89
Numbers of Wellness Center Visits:						
Aquatic inpatients therapy visits	21	11	14	18	16	20
Aquatic aftercare visits per month	284	294	200	287	312	342
Aquatic outpatient PT visits	141	146	82	175	184	148
Aquatic group class participants	107	88	52	95	89	54
Land therapy visits (PT, OT, SLP)	200	261	212	203	266	208
Total Outpatient therapy visit	341	388	315	378	450	356
Outpatient aquatic therapy revenue	36,150.26	42,946.16	34,317.98	47,778.42	49,639.40	42,934.12
Aftercare monthly revenue	2,840	2,940	2,000	2,870	3,120	3420
Aquatic group class revenue	2,140	1,760	1,040	1900	1,780	1080
Cottages visits	42	95	91	26	41	34
Total Wellness center revenue	41,130.26	47,646.16	37,357.98	46,548.42	54,539.40	47,434.12

Staffing

	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24	Sept-24
Hires	18	18	8	9	15	35
Resignations	5	6	6	3	3	5
Referrals	5	6	9	5	3	9
Total # Employees	337	330	334	338	332	325

Mar 2025 MDT # 351 employees

Talent Sourcing and Recruiting is underway for census to grow to 185 (CNAs, UWs, RNs, Social Worker)

Activities

Recreational Therapists in the life enrichment department continue to complete video chats throughout the month for 5 residents over FaceTime or Google Duo.

Activities, Special Events and Outings that occurred in February included small group activities such as Bird Care; Card Group including Euchre and Uno, Word Games (Name that Tune and Scategories), hand Creative Kitchen group baking items for mocktail hour such as valentine cookies, mac and cheese, and brownies.

Residents engaged in arts and crafts with Valentine cards with childcare, creative coloring, aroma bracelets. In addition to helping fold the weekly Pavilions Post, residents continue to attend book club meetings starting their fifth book, The Women by Kristin Hannah. Residents continue to check out books from the book mobile that visits monthly with rotating reading material to check out. Residents participated in morning stretch/exercise groups throughout the week. Song circle group continues to take place throughout the building including Maple rehab pavilion as a morning and afternoon activity in hallways and common areas.

Large group activities that were held included: Drum Circles, Cardio Drumming, Bingo, Bingo Store, Balloon Ball, Bowling, Popcorn Fridays & Movies and Tuesday Mocktails. Special events that took place during February were a Superbowl Party, Valentines Party, Guest Performer Rick Hilleary and a Mac and Cheese Cookoff. Livestreaming of church services from Central United Methodist Church, Gaither's Gospel and St. Francis of Assisi continues Sunday's. Catholic church services were attended with Catholic Mass with Father Joe once this month, and Rosary & Holy Communion weekly. Outings that residents signed up for included Leelanau Sands Casino and Grand Traverse Mall for shopping and lunch. Elm residents have participated in various sensory group activities including-sensory cart, coloring, crafts. They engage in song circle twice a week with life enrichment staff. They participate in small group morning exercise. Cognitive groups include trivia, Jeopardy, history, categories, large dice games, Yahtzee, puzzles, book clubs and jokes. Residents participated in a creative kitchen making chocolate Valentines Cookies and Mac and Cheese. Residents engage in weekly intergenerational visits from the children of the Pavilions Day care center..

On February 19th, Let's Talk Food Meeting was held and on February 20th the Pavilions Resident Council meeting for residents was held for all pavilions to come together to meet. Elm Resident Council was held separately on February 21st.

Environmental Services

Remodeling begins at the beginning of April for the pantry, nurses station and sunroom.

The new wall paint in Beech Gym is almost finished. Main gym area is complete. Locker rooms and bathroom are scheduled to be done soon.

New Kubota RTV arrived and will be a very useful piece of equipment outside.

Spring outdoor projects have started. First on the list will be front sign coming into main circle will be getting refreshed with paint, lighting and landscape.

GRAND TRAVERSE PAVILIONS MEMORANDUM

Financial Operations Report
February 2025

Grand Traverse Pavilions Combined

REVENUE:

The overall revenue for the Pavilions in February was \$2,845,643 resulting in a favorable budget variance of \$25,653.

EXPENSES:

The total overall operating expenses for the Pavilions in February were \$2,846,094 resulting in a favorable variance to budget of \$334.

NET INCOME/LOSS:

There was net loss of \$451 from the combined programs of the Pavilions in February resulting in a favorable budget variance of \$25,987.

OPERATING CASH:

Total cash at month-end was \$7,111,636. There was a net increase (more was brought in than was spent) in overall cash of \$421,544 for the month.

Two Quality Assurance Supplement ("QAS") reconciliation payments totaling \$259,722 were received in February. There were no other significant irregular payments received in February.

The schedule of irregular payment (outflows) from GTP includes an adjustment to the expected timing of a few items from February to March and April. In addition to the non-union Pension Bond interest payment of \$53,675, the civil monetary penalty for the last annual survey of \$29,347.50 was paid in February.

PACE North owes the Pavilions \$831,613.03 under the Sublease Deferral Agreement as of December 31, 2024. Based on our interpretation of information provided recently, it appears that the repayments under that agreement should have begun in April, 2023. To date, no payments have been made. Notice of Default was sent to PACE North on or about March 17, 2025.

VOUCHERS:

Purchase orders, invoices, checks written, and supporting documentation were reviewed for voucher numbers 5625-5631 for the month of February and were in order without exception.

Grand Traverse Medical Care

REVENUE:

The census for February averaged 180 residents which was equal to the budgeted census and two more than the prior month. Private pay census was seven above budget, Medicare was three below budget, Medicaid was four below budget and Hospice was equal to the budgeted census. The occupancy for February was 74.9% of licensed beds and 90.3% of available beds. Year to date occupancy is 74.4% of licensed bed days and 89.8% of available bed days. The last day for flexibility in managing census to 85% (to avoid a significant reduction in future Medicaid payments) is September 30, 2025. Efforts to increase the census to 204 (85% of our 240 licensed beds) are underway. Success in that regard is very important for the long-term value of the Pavilions nursing home beds to the community.

The average rate per patient day (“PPD”) for inpatient resident revenue was \$12.87 over budget (favorable). This is largely due to the improvements in capturing details in the MDS (clinical assessment process).

Other revenue was over budget due mostly to higher than budgeted Direct Care Worker Reimbursements and an increase in childcare revenue.

Work has begun on assembling the information required for Plante Moran to prepare the Medicare and Medicaid cost reports for 2024. When complete, Plante Moran will use the filed Medicaid cost report to estimate the per day payment GTP will receive from Medicaid and hospice providers from October 1, 2025 through September 30, 2026.

Because occupancy rose between 2023 and 2024, relatively fixed costs (like the pension plan contributions) per resident day declined and will contribute to a lower reimbursement beginning this fall. Also contributing to lower costs per day is the end of the 3-year amortization of the 2021 pension plan contributions from the bond proceeds. Offsetting those items are retention pay and the first year of amortization of the December 2024 pension plan contribution.

Following through on the Plante Moran strategic planning recommendation to reorganize the cottage operations into a separate legal entity is still a \$50,000 per month benefit to future nursing home Medicaid reimbursements.

EXPENSES:

Operating Expenses were \$.84 per patient day more than budgeted for the month resulting in an unfavorable flexed variance of \$4,225 based on the 5,031 days of care.

NET INCOME/LOSS:

Grand Traverse Medical Care produced net income of \$54,187 for the month, which was \$57,984 more than budgeted.

RECEIVABLES:

Days Revenue Outstanding ("DRO") is 60 days as of 2/28/2025. This is the same as of 1/31/2025. Our goal is to reduce that number to 45 days.

All resident's who have applied for Medicaid have been approved.

There are four private pay residents who have not paid their current bill but have indicated they are in the process of completing a Medicaid application that they believe will cover their outstanding balance.

The audit of the 2022 cost report began in January and we received preliminary adjustments in conjunction with the Audit Exit Meeting held on February 27. Jon Lanczek with Plante Moran attended that meeting to lead a discussion regarding a couple of adjustments that we disagree with. Overall, the audit results were in line with expected results. Plante Moran will prepare a request for an Internal Conference before the filing deadline of April 4 to continue to dispute those material proposed adjustments with which we disagree. Audit adjustments result in payment reconciliations in the future.

The Cottages

REVENUE:

Total revenue of \$273,270 generated a \$32,110 unfavorable variance to the budget.

The average leased occupancy for the Cottages-Assisted Living was 52 apartments during the month (9 below budget, 2 less than the prior month), representing 66.7% occupancy. In addition, there were 90 days (average of 3.2 per night) of overnight respite provided during the month (3 less than the prior month and sixty-two above budget). Hawthorn Lofts-Independent Living average census (excluding the Administrator) was 1 resident per day for 33% occupancy which was the same as the prior month and one below budget. Total average census of 56 residents (two less than the prior month).

Occupancy above included an average of 12 Pace North residents in the Cottages, (the same as the prior month) and 28 days of Respite Care were provided for a Pace North participant (the same as the prior month).

EXPENSES:

Expenses for February (before depreciation) were \$304,586 which was below the budgeted amount by \$113 for a favorable variance.

NET INCOME/LOSS:

The program had a net loss for the month of \$54,637 resulting in an unfavorable variance of \$31,996.

Unassigned Fund Balance

Approved 2025 Operating Budget	\$ 36.5M
Unassigned Fund Balance Target Percentage	20%
Unassigned Fund Balance Target Amount	\$7.3M
Current Unassigned Fund Balance*	\$7.1M
Current Fund Balance as a percentage of Operating Budget	19%
Amount Available Above/ (Below) Target	(\$.2)M

*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.

Grand Traverse Pavilions - SNF
Combined Income Statement
 2/1/2025 to 2/28/2025

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	2,707,480	2,693,519	13,962	2,893,105	2,982,705	(89,600)	5,600,585	5,676,224	(75,639)
Other Revenue	138,163	126,471	11,692	155,508	152,984	2,524	293,671	279,455	14,216
Total Revenue	2,845,643	2,819,990	25,653	3,048,613	3,135,689	(87,076)	5,894,256	5,955,679	(61,422)
Salaries & Wages	1,598,717	1,632,440	33,723	1,736,732	1,808,445	71,713	3,335,449	3,440,885	105,436
Benefits	412,524	423,496	10,972	455,961	455,251	(710)	868,484	878,747	10,262
Other Operating Expenses	711,505	667,684	(43,821)	680,895	703,936	23,041	1,392,400	1,371,620	(20,780)
Interest Expense	27,408	26,867	541	27,408	26,855	553	54,817	53,722	1,095
Depreciation	95,941	95,941	0	95,941	95,935	(6)	191,881	191,876	(5)
Total Operating Expenses	2,846,094	2,846,428	334	2,996,937	3,090,422	93,485	5,843,030	5,936,850	93,819
Net Operating Income	(451)	(26,438)	25,987	51,676	45,267	6,410	51,226	18,829	32,397

Grand Traverse Pavilions - SNF
SNF Income Statement
2/1/2025 to 2/28/2025

Facility #

Page # 1

Include Adjustment Periods: NO Include Closing Periods: NO

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
SNF Resident Revenue																		
Inpatient Revenue																		
Medicare Part A	264,070	305,900	(41,830)	581.65	575.00	6.65	273,344	338,675	(65,331)	511.88	575.00	(63.12)	537,413	644,575	(107,162)	543.94	575.00	(31.06)
Medicare Advantage	323,383	305,900	17,483	610.16	575.00	35.16	306,814	338,675	(31,861)	606.35	575.00	31.35	630,198	644,575	(14,377)	608.30	575.00	33.30
Medicaid	1,450,677	1,431,744	18,933	432.26	419.13	13.14	1,652,108	1,585,147	66,961	433.40	419.13	14.27	3,102,786	3,016,891	85,895	432.87	419.13	13.74
Hospice	114,636	95,765	18,871	502.79	488.60	14.19	108,100	106,024	2,076	502.79	488.59	14.20	222,736	201,789	20,947	502.79	488.59	14.20
Private Pay	213,026	164,259	48,767	460.10	451.26	8.84	205,309	181,855	23,454	465.55	451.25	14.30	418,336	346,114	72,222	462.76	451.26	11.50
Medicare Part B	10,527	12,151	(1,624)	2.09	2.41	(0.32)	14,917	13,455	1,462	2.71	2.41	0.30	25,444	25,606	(162)	2.41	2.41	0.00
TOTAL Inpatient Revenue	2,376,319	2,315,719	60,600	472.34	459.47	12.87	2,560,593	2,563,831	(3,238)	464.89	459.47	5.42	4,936,912	4,879,550	57,362	468.44	459.47	8.97
Outpatient																		
Physical Therapy	53,004	89,477	(36,473)	10.54	17.75	(7.22)	61,156	99,067	(37,911)	11.10	17.75	(6.65)	114,160	188,544	(74,384)	10.83	17.75	(6.92)
Occupational Therapy	4,011	4,603	(592)	0.80	0.91	(0.12)	5,005	5,093	(88)	0.91	0.91	0.00	9,016	9,696	(680)	0.86	0.91	(0.06)
Speech Therapy	1,225	3,682	(2,457)	0.24	0.73	(0.49)	3,380	4,076	(696)	0.61	0.73	(0.12)	4,605	7,758	(3,153)	0.44	0.73	(0.29)
Wellness	4,860	3,590	1,270	0.97	0.71	0.25	4,195	3,972	223	0.76	0.71	0.05	9,055	7,562	1,493	0.86	0.71	0.15
Cont Allow Outpatient	(18,650)	(34,060)	15,410	(3.71)	(6.76)	3.05	(46,712)	(37,708)	(9,004)	(8.48)	(6.76)	(1.72)	(65,362)	(71,768)	6,406	(6.20)	(6.76)	0.56
TOTAL Outpatient	44,449	67,292	(22,843)	8.84	13.35	(4.52)	27,024	74,500	(47,476)	4.91	13.35	(8.44)	71,473	141,792	(70,319)	6.78	13.35	(6.57)
TOTAL SNF Resident Revenue	2,420,769	2,383,011	37,758	481.17	472.82	8.35	2,587,617	2,638,331	(50,714)	469.79	472.82	(3.03)	5,008,385	5,021,342	(12,957)	475.22	472.82	2.40
SNF Other Revenue																		
Revenue - Child Day Care	12,569	9,195	3,374	2.50	1.82	0.67	9,143	10,182	(1,039)	1.66	1.82	(0.16)	21,712	19,377	2,335	2.06	1.82	0.24
Childcare Lunches	1,362	694	668	0.27	0.14	0.13	918	769	149	0.17	0.14	0.03	2,279	1,463	816	0.22	0.14	0.08
Vending Machine Sales	551	292	259	0.11	0.06	0.05	645	322	323	0.12	0.06	0.06	1,196	614	582	0.11	0.06	0.06
Rental Income	194	192	2	0.04	0.04	0.00	200	216	(16)	0.04	0.04	0.00	394	408	(14)	0.04	0.04	0.00
Interest Income	0	1,000	(1,000)	0.00	0.20	(0.20)	60	1,000	(940)	0.01	0.18	(0.17)	61	2,000	(1,939)	0.01	0.19	(0.18)
DCW Wage Reimbursement	79,274	64,940	14,334	15.76	12.88	2.87	86,282	71,897	14,385	15.66	12.88	2.78	165,556	136,837	28,719	15.71	12.88	2.82
Garnishment Fees	0	0	0	0.00	0.00	0.00	35	0	35	0.01	0.00	0.01	35	0	35	0.00	0.00	0.00
Misc Income	0	0	0	0.00	0.00	0.00	2	0	2	0.00	0.00	0.00	2	0	2	0.00	0.00	0.00
QAS Income	207,164	200,521	6,643	41.18	39.79	1.39	217,387	222,004	(4,617)	39.47	39.79	(0.32)	424,551	422,525	2,026	40.28	39.79	0.50
QMI Income	24,010	26,500	(2,490)	4.77	5.26	(0.49)	24,010	26,500	(2,490)	4.36	4.75	(0.39)	48,019	53,000	(4,981)	4.56	4.99	(0.43)
Inter-Company Charges	21,400	21,400	0	4.25	4.25	0.01	21,400	21,400	0	3.89	3.84	0.05	42,800	42,800	0	4.06	4.03	0.03
Bad Debt Expenses	(25,000)	(23,216)	(1,784)	(4.97)	(4.61)	(0.36)	(25,000)	(25,707)	707	(4.54)	(4.61)	0.07	(50,000)	(48,923)	(1,077)	(4.74)	(4.61)	(0.14)
Provider Tax Expense-QAA	(134,110)	(134,110)	0	(26.66)	(26.61)	(0.05)	(134,110)	(134,114)	4	(24.35)	(24.03)	(0.31)	(268,221)	(268,224)	3	(25.45)	(25.26)	(0.19)
Provider Tax Expense-QMIA	(14,409)	(14,409)	0	(2.86)	(2.86)	(0.01)	(14,409)	(14,404)	(5)	(2.62)	(2.58)	(0.03)	(28,817)	(28,813)	(4)	(2.73)	(2.71)	(0.02)
TOTAL SNF Other Revenue	173,005	152,999	20,006	34.39	30.36	4.03	186,563	180,065	6,498	33.87	32.27	1.60	359,568	333,064	26,504	34.12	31.36	2.76
Total Revenue	2,593,773	2,536,010	57,763	515.56	503.18	11.46	2,774,180	2,818,396	(44,216)	503.66	505.09	(7.92)	5,367,953	5,354,406	13,547	509.34	504.18	1.28
SNF Operating Expenses																		
Nursing																		
Salary & Wages - RN	249,258	274,325	25,067	49.54	54.43	4.89	284,252	303,715	19,463	51.61	54.43	2.82	533,510	578,040	44,530	50.62	54.43	3.81
Salary & Wages - LPN	87,475	114,442	26,967	17.39	22.71	5.32	95,617	126,704	31,087	17.36	22.71	5.35	183,092	241,146	58,054	17.37	22.71	5.33
Salary & Wages - CNA	473,213	479,396	6,183	94.06	95.12	1.06	514,923	530,763	15,840	93.49	95.12	1.63	988,136	1,010,159	22,023	93.76	95.12	1.36
Salary & Wages - UW SNF	4,251	12,747	8,496	0.84	2.53	1.68	6,849	14,114	7,265	1.24	2.53	1.29	11,100	26,861	15,761	1.05	2.53	1.48
Longevity - RN	4,777	667	(4,110)	0.95	0.13	(0.82)	4,777	739	(4,038)	0.87	0.13	(0.73)	9,554	1,406	(8,148)	0.91	0.13	(0.77)
Longevity - LPN	2,422	414	(2,008)	0.48	0.08	(0.40)	2,422	456	(1,966)	0.44	0.08	(0.36)	4,844	870	(3,974)	0.46	0.08	(0.38)
Longevity - CNA	12,607	1,496	(11,111)	2.51	0.30	(2.21)	12,607	1,656	(10,951)	2.29	0.30	(1.99)	25,214	3,152	(22,062)	2.39	0.30	(2.10)
FICA - Nursing	59,718	67,587	7,869	11.87	13.41	1.54	69,056	74,832	5,776	12.54	13.41	0.87	128,774	142,419	13,645	12.22	13.41	1.19

Grand Traverse Pavilions - SNF
 SNF Income Statement
 2/1/2025 to 2/28/2025

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day	Actual \$	Budget \$	Var \$	Actual / Day	Budget / Day	Var / Day
Nursing (con't)																		
Workers Comp - Nursing	10,296	7,469	(2,827)	2.05	1.48	(0.56)	8,091	8,269	178	1.47	1.48	0.01	18,387	15,738	(2,649)	1.74	1.48	(0.26)
MERS DB - Nursing	38,126	38,127	1	7.58	7.56	(0.01)	38,126	38,121	(5)	6.92	6.83	(0.09)	76,253	76,248	(5)	7.24	7.18	(0.06)
MERS DC:Nursing	11,140	14,770	3,630	2.21	2.93	0.72	11,725	16,351	4,626	2.13	2.93	0.80	22,865	31,121	8,256	2.17	2.93	0.76
Health Ins - Nursing	73,724	73,313	(411)	14.65	14.55	(0.11)	76,380	81,170	4,790	13.87	14.55	0.68	150,105	154,483	4,378	14.24	14.55	0.30
Health Ins - Retirees Nursing	4,620	7,320	2,700	0.92	1.45	0.53	6,620	8,102	1,482	1.20	1.45	0.25	11,240	15,422	4,182	1.07	1.45	0.39
Dental Ins - Nursing	5,181	5,227	46	1.03	1.04	0.01	7,176	5,788	(1,388)	1.30	1.04	(0.27)	12,357	11,015	(1,342)	1.17	1.04	(0.14)
Uniforms - Nursing	0	224	224	0.00	0.04	0.04	872	252	(620)	0.16	0.05	(0.11)	872	476	(396)	0.08	0.04	(0.04)
Small Equipment	17,548	5,393	(12,155)	3.49	1.07	(2.42)	8,493	5,968	(2,525)	1.54	1.07	(0.47)	26,041	11,361	(14,680)	2.47	1.07	(1.40)
Nursing Supplies	23,427	20,179	(3,248)	4.66	4.00	(0.65)	20,393	22,338	1,945	3.70	4.00	0.30	43,820	42,517	(1,303)	4.16	4.00	(0.15)
Briefs	6,084	5,279	(805)	1.21	1.05	(0.16)	5,737	5,844	107	1.04	1.05	0.01	11,822	11,123	(699)	1.12	1.05	(0.07)
Stock Meds	2,156	2,071	(85)	0.43	0.41	(0.02)	3,651	2,298	(1,353)	0.66	0.41	(0.25)	5,807	4,369	(1,438)	0.55	0.41	(0.14)
Flu Vaccine	0	2,743	2,743	0.00	0.54	0.54	0	3,040	3,040	0.00	0.54	0.54	0	5,783	5,783	0.00	0.54	0.54
IV Supplies	862	1,082	220	0.17	0.21	0.04	196	1,200	1,004	0.04	0.22	0.18	1,059	2,282	1,223	0.10	0.21	0.11
Non-Legend Drugs	3,923	3,728	(195)	0.78	0.74	(0.04)	4,302	4,125	(177)	0.78	0.74	(0.04)	8,225	7,853	(372)	0.78	0.74	(0.04)
Professional Services - Medic	3,520	3,520	0	0.70	0.70	0.00	3,520	3,520	0	0.64	0.63	(0.01)	7,040	7,040	0	0.67	0.66	(0.01)
Agency Nurse Staffing	12,988	0	(12,988)	2.58	0.00	(2.58)	7,587	0	(7,587)	1.38	0.00	(1.38)	20,575	0	(20,575)	1.95	0.00	(1.95)
Building Repairs-Resident Roo	4,463	1,893	(2,570)	0.89	0.38	(0.51)	0	2,096	2,096	0.00	0.38	0.38	4,463	3,989	(474)	0.42	0.38	(0.05)
Equipment Repairs	8,361	2,728	(5,633)	1.66	0.54	(1.12)	3,320	3,020	(300)	0.60	0.54	(0.06)	11,681	5,748	(5,933)	1.11	0.54	(0.57)
Education & Training - Nursing	108	476	368	0.02	0.09	0.07	165	526	361	0.03	0.09	0.06	273	1,002	729	0.03	0.09	0.07
Med Waste:Nursing-Medical Care	2,054	1,994	(60)	0.41	0.40	(0.01)	2,054	1,993	(61)	0.37	0.36	(0.02)	4,109	3,987	(122)	0.39	0.38	(0.01)
Resident Loss Replacement	25	0	(25)	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	25	0	(25)	0.00	0.00	0.00
TOTAL Nursing	1,122,329	1,148,610	26,281	223.08	227.90	4.82	1,198,913	1,267,000	68,087	217.67	227.06	9.39	2,321,242	2,415,610	94,368	220.25	227.46	7.21
Nurse Administration																		
Salary & Wages - Nursing Admin	131,428	122,528	(8,900)	26.12	24.31	(1.81)	135,826	135,658	(167)	24.66	24.31	(0.35)	267,254	258,186	(9,068)	25.36	24.31	(1.05)
Longevity-Nursing Admin	2,854	1,026	(1,828)	0.57	0.20	(0.36)	2,854	1,138	(1,716)	0.52	0.20	(0.31)	5,708	2,164	(3,544)	0.54	0.20	(0.34)
FICA - Nursing Admin	7,449	9,452	2,003	1.48	1.88	0.39	9,584	10,463	879	1.74	1.88	0.14	17,033	19,915	2,882	1.62	1.88	0.26
Workers Comp - Nurse Admin	37	57	20	0.01	0.01	0.00	37	63	26	0.01	0.01	0.00	74	120	46	0.01	0.01	0.00
MERS DB - Nursing Admin	18,711	18,711	0	3.72	3.71	(0.01)	18,711	18,707	(4)	3.40	3.35	(0.04)	37,421	37,418	(3)	3.55	3.52	(0.03)
MERS DC: Nurse Administration	1,370	79	(1,291)	0.27	0.02	(0.26)	1,745	84	(1,661)	0.32	0.02	(0.30)	3,116	163	(2,953)	0.30	0.02	(0.28)
Nurse Admin Consulting	6,464	5,465	(999)	1.28	1.08	(0.20)	5,233	6,048	815	0.95	1.08	0.13	11,696	11,513	(183)	1.11	1.08	(0.03)
TOTAL Nurse Administration	168,313	157,318	(10,995)	33.46	31.21	(2.24)	173,990	172,161	(1,829)	31.59	30.85	(0.74)	342,302	329,479	(12,823)	32.48	31.02	(1.46)
TOTAL Nursing Administrative	1,290,642	1,305,928	15,286	256.54	259.11	2.57	1,372,902	1,439,161	66,259	249.26	257.91	8.66	2,663,544	2,745,089	81,545	252.73	258.48	5.75
Salary & Wages - Admin	50,751	52,773	2,022	10.09	10.47	0.38	56,714	59,535	2,821	10.30	10.67	0.37	107,465	112,308	4,843	10.20	10.58	0.38
Longevity - Admin	1,313	359	(954)	0.26	0.07	(0.19)	1,313	399	(914)	0.24	0.07	(0.17)	2,626	758	(1,868)	0.25	0.07	(0.18)
FICA - Admin	3,752	4,875	1,123	0.75	0.97	0.22	4,751	5,396	645	0.86	0.97	0.10	8,503	10,271	1,768	0.81	0.97	0.16
Workers Comp - Admin	19	38	19	0.00	0.01	0.00	19	40	21	0.00	0.01	0.00	38	78	40	0.00	0.01	0.00
MERS - Administration	6,757	6,757	0	1.34	1.34	0.00	6,757	6,757	0	1.23	1.21	(0.02)	13,514	13,514	0	1.28	1.27	(0.01)
MERS DC:Administration	3,283	3,506	223	0.65	0.70	0.04	3,488	3,879	391	0.63	0.70	0.06	6,771	7,385	614	0.64	0.70	0.05
Health Ins - Administration	5,134	5,431	297	1.02	1.08	0.06	5,753	6,013	260	1.04	1.08	0.03	10,887	11,444	557	1.03	1.08	0.04
Dental Ins - Administration	205	226	21	0.04	0.04	0.00	314	248	(66)	0.06	0.04	(0.01)	519	474	(45)	0.05	0.04	0.00
Small Equipment	0	0	0	0.00	0.00	0.00	126	0	(126)	0.02	0.00	(0.02)	126	0	(126)	0.01	0.00	(0.01)
Contract Services	3,231	6,951	3,720	0.64	1.38	0.74	3,231	7,697	4,466	0.59	1.38	0.79	6,462	14,648	8,186	0.61	1.38	0.77
Contract Svcs-Security	223	70	(153)	0.04	0.01	(0.03)	0	80	80	0.00	0.01	0.01	223	150	(73)	0.02	0.01	(0.01)
Professional Services - Admin	0	3,145	3,145	0.00	0.62	0.62	0	3,483	3,483	0.00	0.62	0.62	0	6,628	6,628	0.00	0.62	0.62
Legal Consultants	11,698	30,685	18,987	2.33	6.09	3.76	27,835	33,969	6,135	5.05	6.09	1.03	39,533	64,654	25,122	3.75	6.09	2.34
Dues & Memberships	3,500	3,648	148	0.70	0.72	0.03	3,500	4,038	538	0.64	0.72	0.09	7,000	7,686	686	0.66	0.72	0.06

Grand Traverse Pavilions - SNF
 SNF Income Statement
 2/1/2025 to 2/28/2025

	CURRENT PERIOD						PRIOR PERIOD						YEAR TO DATE					
	Actual	Budget	\$	Var \$	Actual / Day	Budget / Day	Actual	Budget	\$	Var \$	Actual / Day	Budget / Day	Actual	Budget	\$	Var \$	Actual / Day	Budget / Day
Administrative (con't)																		
License & Fees	0	414	414	0.00	0.08	0.08	36	458	422	0.01	0.08	0.08	36	872	836	0.00	0.08	0.08
Education & Training - Admin	0	519	519	0.00	0.10	0.10	0	572	572	0.00	0.10	0.10	0	1,091	1,091	0.00	0.10	0.10
Travel	1,784	0	(1,784)	0.35	0.00	(0.35)	0	0	0	0.00	0.00	0.00	1,784	0	(1,784)	0.17	0.00	(0.17)
Board Meeting Expenses	0	16	16	0.00	0.00	0.00	0	17	17	0.00	0.00	0.00	0	33	33	0.00	0.00	0.00
Miscellaneous Expenses	47	112	65	0.01	0.02	0.01	0	119	119	0.00	0.02	0.02	47	231	184	0.00	0.02	0.02
TOTAL Administrative Finance	91,697	119,525	27,828	18.23	23.72	5.49	113,836	132,700	18,864	20.67	23.78	3.11	205,533	252,225	46,692	19.50	23.75	4.25
Salary & Wages - Financial Ma	24,032	24,234	202	4.78	4.81	0.03	28,316	26,828	(1,488)	5.14	4.81	(0.33)	52,348	51,062	(1,286)	4.97	4.81	(0.16)
Longevity - Financial Mgt	499	216	(283)	0.10	0.04	(0.06)	499	236	(263)	0.09	0.04	(0.05)	998	452	(546)	0.09	0.04	(0.05)
FICA - Fin Mgmt	2,296	1,870	(426)	0.46	0.37	(0.09)	3,883	2,071	(1,812)	0.71	0.37	(0.33)	6,180	3,941	(2,239)	0.59	0.37	(0.22)
Workers Comp - Fin Mgmt	8	14	6	0.00	0.00	0.00	8	15	7	0.00	0.00	0.00	16	29	13	0.00	0.00	0.00
MERS DB - Financial Management	5,053	5,053	0	1.00	1.00	0.00	5,053	5,049	(4)	0.92	0.90	(0.01)	10,105	10,102	(3)	0.96	0.95	(0.01)
MERS DC:Financial Management	0	274	274	0.00	0.05	0.05	0	305	305	0.00	0.05	0.05	0	579	579	0.00	0.05	0.05
Health Ins - Financial Mgmt	2,672	1,470	(1,202)	0.53	0.29	(0.24)	3,223	1,626	(1,597)	0.59	0.29	(0.29)	5,895	3,096	(2,799)	0.56	0.29	(0.27)
Dental Ins - Financial Mgmt	114	76	(38)	0.02	0.02	(0.01)	156	81	(75)	0.03	0.01	(0.01)	270	157	(113)	0.03	0.01	(0.01)
Office Supplies	1,566	1,365	(201)	0.31	0.27	(0.04)	2,625	1,511	(1,114)	0.48	0.27	(0.21)	4,191	2,876	(1,315)	0.40	0.27	(0.13)
Copy Supplies	449	1,280	831	0.09	0.25	0.16	645	1,417	772	0.12	0.25	0.14	1,094	2,697	1,603	0.10	0.25	0.15
Computer Supplies	3,752	2,113	(1,639)	0.75	0.42	(0.33)	2,863	2,339	(524)	0.52	0.42	(0.10)	6,615	4,452	(2,163)	0.63	0.42	(0.21)
Postage	1,139	584	(555)	0.23	0.12	(0.11)	295	646	351	0.05	0.12	0.06	1,433	1,230	(203)	0.14	0.12	(0.02)
Small Equipment - IT	7,811	2,799	(5,012)	1.55	0.56	(1.00)	4,270	3,103	(1,167)	0.78	0.56	(0.22)	12,081	5,902	(6,179)	1.15	0.56	(0.59)
Professional Services - Finan	1,775	0	(1,775)	0.35	0.00	(0.35)	1,000	0	(1,000)	0.18	0.00	(0.18)	2,775	0	(2,775)	0.26	0.00	(0.26)
IT Consultants	1,303	1,461	158	0.26	0.29	0.03	0	1,616	1,616	0.00	0.29	0.29	1,303	3,077	1,774	0.12	0.29	0.17
Printing & Binding	596	539	(57)	0.12	0.11	(0.01)	540	597	57	0.10	0.11	0.01	1,136	1,136	0	0.11	0.11	0.00
Data Processing	6,320	3,690	(2,630)	1.26	0.73	(0.52)	3,049	4,086	1,037	0.55	0.73	0.18	9,369	7,776	(1,593)	0.89	0.73	(0.16)
Maintenance Agreements Softwa	35,294	24,733	(10,561)	7.02	4.91	(2.11)	41,812	27,380	(14,432)	7.59	4.91	(2.68)	77,106	52,113	(24,993)	7.32	4.91	(2.41)
Equipment Repairs	0	26	26	0.00	0.01	0.01	0	30	30	0.00	0.01	0.01	0	56	56	0.00	0.01	0.01
Communication Equip Repairs	3,006	1,910	(1,096)	0.60	0.38	(0.22)	541	2,113	1,572	0.10	0.38	0.28	3,548	4,023	475	0.34	0.38	0.04
Education & Training - Fin Mgt	3,088	141	(2,947)	0.61	0.03	(0.59)	190	152	(38)	0.03	0.03	(0.01)	3,278	293	(2,985)	0.31	0.03	(0.28)
Travel - Mileage	0	21	21	0.00	0.00	0.00	0	23	23	0.00	0.00	0.00	0	44	44	0.00	0.00	0.00
Other Insurance	28,154	25,917	(2,237)	5.60	5.14	(0.45)	28,154	28,696	542	5.11	5.14	0.03	56,308	54,613	(1,695)	5.34	5.14	(0.20)
Telephone-Snf	6,183	5,178	(1,005)	1.23	1.03	(0.20)	6,185	5,729	(456)	1.12	1.03	(0.10)	12,368	10,907	(1,461)	1.17	1.03	(0.15)
Internet	1,844	2,871	1,027	0.37	0.57	0.20	2,452	2,867	415	0.45	0.51	0.07	4,297	5,738	1,441	0.41	0.54	0.13
Cellular Phone	2,700	2,968	268	0.54	0.59	0.05	2,693	2,964	271	0.49	0.53	0.04	5,393	5,932	539	0.51	0.56	0.05
Television - SNF	2,098	1,982	(116)	0.42	0.39	(0.02)	2,104	2,195	91	0.38	0.39	0.01	4,202	4,177	(25)	0.40	0.39	(0.01)
Bond Interest Expense	23,588	23,589	1	4.69	4.68	(0.01)	23,588	23,583	(5)	4.28	4.23	(0.06)	47,177	47,172	(5)	4.48	4.44	(0.03)
Bank Charges	3,964	2,414	(1,550)	0.79	0.48	(0.31)	3,522	2,412	(1,110)	0.64	0.43	(0.21)	7,486	4,826	(2,660)	0.71	0.45	(0.26)
TOTAL Finance	169,306	138,788	(30,518)	33.65	27.54	(6.12)	167,667	149,670	(17,997)	30.44	26.82	(3.62)	336,972	288,458	(48,514)	31.97	27.16	(4.81)
Human Resources																		
Salary & Wages - Human Resour	24,626	20,181	(4,445)	4.89	4.00	(0.89)	24,554	22,341	(2,213)	4.46	4.00	(0.45)	49,180	42,522	(6,658)	4.67	4.00	(0.66)
Longevity - Human Resources	595	212	(383)	0.12	0.04	(0.08)	595	236	(359)	0.11	0.04	(0.07)	1,190	448	(742)	0.11	0.04	(0.07)
FICA - Human Res	1,563	1,560	(3)	0.31	0.31	0.00	1,888	1,727	(161)	0.34	0.31	(0.03)	3,452	3,287	(165)	0.33	0.31	(0.02)
Workers Comp - Human Res	7	10	3	0.00	0.00	0.00	7	8	1	0.00	0.00	0.00	14	18	4	0.00	0.00	0.00
MERS DB - Human Resources	3,018	3,018	0	0.60	0.60	0.00	3,018	3,017	(1)	0.55	0.54	(0.01)	6,036	6,035	(1)	0.57	0.57	0.00
MERS DC:Human Resources	795	458	(337)	0.16	0.09	(0.07)	862	506	(356)	0.16	0.09	(0.07)	1,658	964	(694)	0.16	0.09	(0.07)
Health Ins - Human Resources	950	1,205	255	0.19	0.24	0.05	1,400	1,335	(65)	0.25	0.24	(0.01)	2,349	2,540	191	0.22	0.24	0.02
Dental Ins - Human Resources	250	118	(132)	0.05	0.02	(0.03)	267	129	(138)	0.05	0.02	(0.03)	517	247	(270)	0.05	0.02	(0.03)
Life Insurance	0	147	147	0.00	0.03	0.03	323	164	(159)	0.06	0.03	(0.03)	323	311	(12)	0.03	0.03	0.00

Grand Traverse Pavilions - SNF
 SNF Income Statement
 2/1/2025 to 2/28/2025

	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
Human Resources (con't)																		
Employee Recogn	29	2,775	2,746	0.01	0.55	0.54	194	3,071	2,877	0.04	0.55	0.52	223	5,846	5,623	0.02	0.55	0.53
Other Fringe Benefit - Cobra	0	106	106	0.00	0.02	0.02	0	116	116	0.00	0.02	0.02	0	222	222	0.00	0.02	0.02
Contract Services - HR	2,928	3,299	371	0.58	0.65	0.07	2,378	3,655	1,277	0.43	0.66	0.22	5,306	6,954	1,648	0.50	0.65	0.15
Employee Advertising/Recruiti	10,916	1,735	(9,181)	2.17	0.34	(1.83)	5,437	1,917	(3,520)	0.99	0.34	(0.64)	16,352	3,652	(12,700)	1.55	0.34	(1.21)
CNA Registry Fee	160	156	(4)	0.03	0.03	0.00	120	171	51	0.02	0.03	0.01	280	327	47	0.03	0.03	0.00
Testing Fees	0	2,639	2,639	0.00	0.52	0.52	175	2,919	2,744	0.03	0.52	0.49	175	5,558	5,383	0.02	0.52	0.51
Education & Training - Hum Res	0	322	322	0.00	0.06	0.06	300	355	55	0.05	0.06	0.01	300	677	377	0.03	0.06	0.04
TOTAL Human Resources	45,837	37,941	(7,896)	9.11	7.53	(1.58)	41,518	41,667	149	7.54	7.47	(0.07)	87,355	79,608	(7,747)	8.29	7.50	(0.79)
Community Relations and Volunteer Services																		
Workers Comp - Vol & Comm Rel	5	0	(5)	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00	5	0	(5)	0.00	0.00	0.00
Marketing and Fund Raising	0	1,841	1,841	0.00	0.37	0.37	0	2,039	2,039	0.00	0.37	0.37	0	3,880	3,880	0.00	0.37	0.37
TOTAL Community Relations and Volunteer Services	5	1,841	1,836	0.00	0.37	0.36	0	2,039	2,039	0.00	0.37	0.37	5	3,880	3,875	0.00	0.37	0.36
Maintenance																		
Salary & Wages - ES	74,674	63,151	(11,523)	14.84	12.53	(2.31)	79,109	69,917	(9,192)	14.36	12.53	(1.83)	153,784	133,068	(20,716)	14.59	12.53	(2.06)
Longevity - Environmental Serv	2,319	304	(2,015)	0.46	0.06	(0.40)	2,319	340	(1,979)	0.42	0.06	(0.36)	4,638	644	(3,994)	0.44	0.06	(0.38)
FICA - Environ Serv	5,012	4,854	(158)	1.00	0.96	(0.03)	6,015	5,377	(638)	1.09	0.96	(0.13)	11,027	10,231	(796)	1.05	0.96	(0.08)
Workers Comp - Plant Ops	457	511	54	0.09	0.10	0.01	457	566	109	0.08	0.10	0.02	914	1,077	163	0.09	0.10	0.01
MERS DB - Env. Serv.	6,110	6,110	0	1.21	1.21	0.00	6,110	6,112	2	1.11	1.10	(0.01)	12,220	12,222	2	1.16	1.15	(0.01)
MERS DC:Environmental Services	1,338	873	(465)	0.27	0.17	(0.09)	1,357	969	(388)	0.25	0.17	(0.07)	2,696	1,842	(854)	0.26	0.17	(0.08)
Health Ins - Env Serv	7,246	5,753	(1,493)	1.44	1.14	(0.30)	8,337	6,371	(1,966)	1.51	1.14	(0.37)	15,583	12,124	(3,459)	1.48	1.14	(0.34)
Health Ins - Retirees - EVS	1,680	2,007	327	0.33	0.40	0.06	2,180	2,221	41	0.40	0.40	0.00	3,860	4,228	368	0.37	0.40	0.03
Dental Ins - Env Serv	628	341	(287)	0.12	0.07	(0.06)	824	377	(447)	0.15	0.07	(0.08)	1,453	718	(735)	0.14	0.07	(0.07)
Uniforms - Plant Ops	745	852	107	0.15	0.17	0.02	1,189	945	(244)	0.22	0.17	(0.05)	1,933	1,797	(136)	0.18	0.17	(0.01)
Supplies - Plant Ops	11,216	7,239	(3,977)	2.23	1.44	(0.79)	10,178	8,013	(2,165)	1.85	1.44	(0.41)	21,394	15,252	(6,142)	2.03	1.44	(0.59)
Small Equipment	10,131	5,853	(4,278)	2.01	1.16	(0.85)	2,754	6,484	3,730	0.50	1.16	0.66	12,885	12,337	(548)	1.22	1.16	(0.06)
Building Repairs	14,119	14,487	368	2.81	2.87	0.07	6,967	16,041	9,074	1.26	2.87	1.61	21,086	30,528	9,442	2.00	2.87	0.87
Equipment Repairs	2,137	4,522	2,385	0.42	0.90	0.47	2,014	5,007	2,993	0.37	0.90	0.53	4,151	9,529	5,378	0.39	0.90	0.50
Vehicle Repair	4,212	1,001	(3,211)	0.84	0.20	(0.64)	2,585	1,108	(1,477)	0.47	0.20	(0.27)	6,798	2,109	(4,689)	0.64	0.20	(0.45)
Elevator	1,000	1,067	67	0.20	0.21	0.01	1,000	1,183	183	0.18	0.21	0.03	2,000	2,250	250	0.19	0.21	0.02
Lawn, Tree and Brush Services	0	930	930	0.00	0.18	0.18	0	1,030	1,030	0.00	0.18	0.18	0	1,960	1,960	0.00	0.18	0.18
Snow Removal - Contract	4,259	967	(3,291)	0.85	0.19	(0.65)	3,266	1,073	(2,193)	0.59	0.19	(0.40)	7,525	2,040	(5,484)	0.71	0.19	(0.52)
Education & Training - ES	790	103	(687)	0.16	0.02	(0.14)	51	115	64	0.01	0.02	0.01	841	218	(623)	0.08	0.02	(0.06)
Vehicle Fuel	2,568	1,041	(1,527)	0.51	0.21	(0.30)	0	1,156	1,156	0.00	0.21	0.21	2,568	2,197	(371)	0.24	0.21	(0.04)
Parking Garage Expenses	1,300	1,639	339	0.26	0.33	0.07	1,500	1,817	317	0.27	0.33	0.05	2,800	3,456	656	0.27	0.33	0.06
Water	3,254	3,390	136	0.65	0.67	0.03	3,211	3,753	542	0.58	0.67	0.09	6,465	7,143	678	0.61	0.67	0.06
Sewer	8,460	7,465	(995)	1.68	1.48	(0.20)	8,341	8,267	(74)	1.51	1.48	(0.03)	16,802	15,732	(1,070)	1.59	1.48	(0.11)
Electric	18,316	22,504	4,188	3.64	4.47	0.82	18,274	24,913	6,639	3.32	4.46	1.15	36,590	47,417	10,827	3.47	4.46	0.99
Natural Gas	12,550	7,753	(4,797)	2.49	1.54	(0.96)	17,367	8,585	(8,782)	3.15	1.54	(1.61)	29,916	16,338	(13,578)	2.84	1.54	(1.30)
Refuse Disposal	1,033	3,054	2,021	0.21	0.61	0.40	439	3,383	2,944	0.08	0.61	0.53	1,471	6,437	4,966	0.14	0.61	0.47
TOTAL Maintenance	195,554	167,771	(27,783)	38.87	33.29	(5.58)	185,845	185,123	(722)	33.74	33.18	(0.56)	381,399	352,894	(28,505)	36.19	33.23	(2.96)
Housekeeping																		
Salary & Wages - Housekeeping	54,644	66,120	11,476	10.86	13.12	2.26	51,946	73,205	21,259	9.43	13.12	3.69	106,590	139,325	32,735	10.11	13.12	3.01
Longevity - Housekeeping	2,081	805	(1,276)	0.41	0.16	(0.25)	2,081	891	(1,190)	0.38	0.16	(0.22)	4,162	1,696	(2,466)	0.39	0.16	(0.24)
FICA - Housekeeping	3,742	5,120	1,378	0.74	1.02	0.27	3,899	5,669	1,770	0.71	1.02	0.31	7,641	10,789	3,148	0.73	1.02	0.29
Workers Comp - Houskeeping	671	649	(22)	0.13	0.13	0.00	671	722	51	0.12	0.13	0.01	1,342	1,371	29	0.13	0.13	0.00
MERS DB - Housekeeping	947	947	0	0.19	0.19	0.00	947	949	2	0.17	0.17	0.00	1,894	1,896	2	0.18	0.18	0.00
MERS DC:Housekeeping	1,589	1,830	241	0.32	0.36	0.05	1,695	2,026	331	0.31	0.36	0.06	3,284	3,856	572	0.31	0.36	0.05

Grand Traverse Pavilions - SNF
 SNF Income Statement
 2/1/2025 to 2/28/2025

	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
Housekeeping (con't)																		
Health Ins - Housekeeping	8,645	8,150	(495)	1.72	1.62	(0.10)	10,945	9,020	(1,925)	1.99	1.62	(0.37)	19,591	17,170	(2,421)	1.86	1.62	(0.24)
Dental Ins - Housekeeping	600	534	(66)	0.12	0.11	(0.01)	649	592	(57)	0.12	0.11	(0.01)	1,250	1,126	(124)	0.12	0.11	(0.01)
Uniforms - Housekeeping	0	122	122	0.00	0.02	0.02	249	134	(115)	0.05	0.02	(0.02)	249	256	7	0.02	0.02	0.00
Supplies - Housekeeping	9,503	8,404	(1,099)	1.89	1.67	(0.22)	9,475	9,306	(169)	1.72	1.67	(0.05)	18,978	17,710	(1,268)	1.80	1.67	(0.13)
Contract Services-Hskpg	0	654	654	0.00	0.13	0.13	446	724	278	0.08	0.13	0.05	446	1,378	932	0.04	0.13	0.09
TOTAL Housekeeping	82,423	93,335	10,912	16.38	18.52	2.14	83,003	103,238	20,235	15.07	18.50	3.43	165,426	196,573	31,147	15.70	18.51	2.81
Laundry																		
Salary & Wages - Laundry	30,442	27,636	(2,806)	6.05	5.48	(0.57)	33,701	30,597	(3,104)	6.12	5.48	(0.64)	64,143	58,233	(5,910)	6.09	5.48	(0.60)
Longevity - Laundry	1,058	184	(874)	0.21	0.04	(0.17)	1,058	204	(854)	0.19	0.04	(0.16)	2,116	388	(1,728)	0.20	0.04	(0.16)
FICA - Laundry	2,486	2,128	(358)	0.49	0.42	(0.07)	2,746	2,360	(386)	0.50	0.42	(0.08)	5,233	4,488	(745)	0.50	0.42	(0.07)
Workers Comp - Laundry	215	237	22	0.04	0.05	0.00	215	265	50	0.04	0.05	0.01	430	502	72	0.04	0.05	0.01
MERS DB - Laundry	2,210	2,210	0	0.44	0.44	0.00	2,210	2,210	0	0.40	0.40	(0.01)	4,420	4,420	0	0.42	0.42	0.00
MERS DC:Laundry	316	316	0	0.06	0.06	0.00	333	350	17	0.06	0.06	0.00	650	666	16	0.06	0.06	0.00
Health Ins - Laundry	3,253	2,293	(960)	0.65	0.45	(0.19)	3,691	2,537	(1,154)	0.67	0.45	(0.22)	6,944	4,830	(2,114)	0.66	0.45	(0.20)
Dental Ins - Laundry	238	166	(72)	0.05	0.03	(0.01)	260	184	(76)	0.05	0.03	(0.01)	498	350	(148)	0.05	0.03	(0.01)
Supplies - Laundry	4,865	4,366	(499)	0.97	0.87	(0.10)	5,409	4,836	(573)	0.98	0.87	(0.12)	10,274	9,202	(1,072)	0.97	0.87	(0.11)
Linen Replacements - Laundry	3,516	1,656	(1,860)	0.70	0.33	(0.37)	2,112	1,832	(280)	0.38	0.33	(0.06)	5,628	3,488	(2,140)	0.53	0.33	(0.21)
TOTAL Laundry	48,600	41,192	(7,408)	9.66	8.17	(1.49)	51,735	45,375	(6,360)	9.39	8.13	(1.26)	100,334	86,567	(13,767)	9.52	8.15	(1.37)
Dietary																		
Small Equipment - Dietary	0	1,001	1,001	0.00	0.20	0.20	0	1,111	1,111	0.00	0.20	0.20	0	2,112	2,112	0.00	0.20	0.20
Contract Svcs-Dining	229,660	235,569	5,909	45.65	46.74	1.09	227,775	235,568	7,793	41.35	42.22	0.86	457,435	471,137	13,702	43.40	44.36	0.96
TOTAL Dietary	229,660	236,570	6,910	45.65	46.94	1.29	227,775	236,679	8,904	41.35	42.42	1.06	457,435	473,249	15,814	43.40	44.56	1.16
Therapy																		
Salary & Wages - Therapy	137,622	134,178	(3,444)	27.35	26.62	(0.73)	147,219	148,555	1,336	26.73	26.62	(0.11)	284,841	282,733	(2,108)	27.03	26.62	(0.40)
Longevity-Therapy	2,591	368	(2,223)	0.52	0.07	(0.44)	2,591	404	(2,187)	0.47	0.07	(0.40)	5,182	772	(4,410)	0.49	0.07	(0.42)
FICA - Therapy	9,630	10,293	663	1.91	2.04	0.13	11,714	11,393	(321)	2.13	2.04	(0.08)	21,344	21,686	342	2.03	2.04	0.02
Workers Comp - Therapy	359	474	115	0.07	0.09	0.02	359	524	165	0.07	0.09	0.03	718	998	280	0.07	0.09	0.03
MERS DB - Therapy	20,628	20,628	0	4.10	4.09	(0.01)	20,628	20,632	4	3.75	3.70	(0.05)	41,257	41,260	3	3.91	3.89	(0.03)
MERS DC:Therapy	1,179	140	(1,039)	0.23	0.03	(0.21)	1,304	155	(1,149)	0.24	0.03	(0.21)	2,482	295	(2,187)	0.24	0.03	(0.21)
Health Ins - Therapy Services	10,240	8,618	(1,622)	2.04	1.71	(0.33)	13,447	9,538	(3,909)	2.44	1.71	(0.73)	23,688	18,156	(5,532)	2.25	1.71	(0.54)
Dental Ins - Therapy	697	458	(239)	0.14	0.09	(0.05)	890	506	(384)	0.16	0.09	(0.07)	1,588	964	(624)	0.15	0.09	(0.06)
Supplies - Therapy	748	485	(263)	0.15	0.10	(0.05)	0	534	534	0.00	0.10	0.10	748	1,019	271	0.07	0.10	0.02
Small Equipment - Therapy	0	267	267	0.00	0.05	0.05	0	296	296	0.00	0.05	0.05	0	563	563	0.00	0.05	0.05
Professional Service - Medica	2,384	850	(1,534)	0.47	0.17	(0.31)	1,171	940	(231)	0.21	0.17	(0.04)	3,555	1,790	(1,765)	0.34	0.17	(0.17)
Advertising-Wellness Center	0	61	61	0.00	0.01	0.01	0	69	69	0.00	0.01	0.01	0	130	130	0.00	0.01	0.01
Consultant - Therapy	3,940	4,559	619	0.78	0.90	0.12	4,237	5,044	807	0.77	0.90	0.13	8,177	9,603	1,426	0.78	0.90	0.13
Pool Maintenance	707	788	81	0.14	0.16	0.02	2,511	871	(1,640)	0.46	0.16	(0.30)	3,218	1,659	(1,559)	0.31	0.16	(0.15)
Dues & Memberships - Therapy	0	38	38	0.00	0.01	0.01	0	39	39	0.00	0.01	0.01	0	77	77	0.00	0.01	0.01
Education & Training - Therapy	0	41	41	0.00	0.01	0.01	0	45	45	0.00	0.01	0.01	0	86	86	0.00	0.01	0.01
Travel - Therapy	0	8	8	0.00	0.00	0.00	0	7	7	0.00	0.00	0.00	0	15	15	0.00	0.00	0.00
TOTAL Therapy	190,726	182,254	(8,472)	37.91	36.16	(1.75)	206,072	199,552	(6,520)	37.41	35.76	(1.65)	396,798	381,806	(14,992)	37.65	35.95	(1.70)
Ancillary																		
Medical Supplies	1,632	2,956	1,324	0.32	0.59	0.26	2,681	3,274	593	0.49	0.59	0.10	4,313	6,230	1,917	0.41	0.59	0.18
Oxygen	3,622	2,949	(673)	0.72	0.59	(0.13)	3,398	3,266	(132)	0.62	0.59	(0.03)	7,020	6,215	(805)	0.67	0.59	(0.08)
Legend Drugs	17,816	33,923	16,107	3.54	6.73	3.19	26,835	37,560	10,725	4.87	6.73	1.86	44,651	71,483	26,832	4.24	6.73	2.49
Lab Services	2,575	1,637	(938)	0.51	0.32	(0.19)	2,050	1,815	(235)	0.37	0.33	(0.05)	4,625	3,452	(1,173)	0.44	0.33	(0.11)
Radiology Services	1,366	1,182	(184)	0.27	0.23	(0.04)	705	1,309	604	0.13	0.23	0.11	2,071	2,491	420	0.20	0.23	0.04

Grand Traverse Pavilions - SNF
 SNF Income Statement
 2/1/2025 to 2/28/2025

	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
Ancillary (con't)																		
Misc Medical Services	0	239	239	0.00	0.05	0.05	27	267	240	0.00	0.05	0.04	27	506	479	0.00	0.05	0.05
TOTAL Ancillary	27,012	42,886	15,874	5.37	8.51	3.14	35,696	47,491	11,795	6.48	8.51	2.03	62,707	90,377	27,670	5.95	8.51	2.56
Diversional Therapy																		
Salary & Wages - Life Enrichm	28,354	35,231	6,877	5.64	6.99	1.35	27,011	39,007	11,996	4.90	6.99	2.09	55,365	74,238	18,873	5.25	6.99	1.74
Longevity - Life Enrichment	1,214	0	(1,214)	0.24	0.00	(0.24)	1,214	0	(1,214)	0.22	0.00	(0.22)	2,428	0	(2,428)	0.23	0.00	(0.23)
FICA - Life Enrichment	2,603	2,695	92	0.52	0.53	0.02	2,794	2,983	189	0.51	0.53	0.03	5,398	5,678	280	0.51	0.53	0.02
Workers Comp - Life Enrichme	94	95	1	0.02	0.02	0.00	94	103	9	0.02	0.02	0.00	188	198	10	0.02	0.02	0.00
MERS DB - Life Enrichment	2,204	2,204	0	0.44	0.44	0.00	2,204	2,206	2	0.40	0.40	0.00	4,408	4,410	2	0.42	0.42	0.00
MERS DC:Life Enrichment	1,033	842	(191)	0.21	0.17	(0.04)	976	930	(46)	0.18	0.17	(0.01)	2,009	1,772	(237)	0.19	0.17	(0.02)
Health Ins - Life Enrichment	4,383	2,284	(2,099)	0.87	0.45	(0.42)	4,897	2,526	(2,371)	0.89	0.45	(0.44)	9,279	4,810	(4,469)	0.88	0.45	(0.43)
Dental Ins - Life Enrichment	315	199	(116)	0.06	0.04	(0.02)	343	221	(122)	0.06	0.04	(0.02)	658	420	(238)	0.06	0.04	(0.02)
Supplies - Diversional Therapy	1,087	674	(413)	0.22	0.13	(0.08)	1,022	743	(279)	0.19	0.13	(0.05)	2,109	1,417	(692)	0.20	0.13	(0.07)
Activity Supplies - Eden	709	622	(87)	0.14	0.12	(0.02)	714	688	(26)	0.13	0.12	(0.01)	1,423	1,310	(112)	0.13	0.12	(0.01)
Educ. & Training- Activities	0	14	14	0.00	0.00	0.00	0	16	16	0.00	0.00	0.00	0	30	30	0.00	0.00	0.00
Special Functions	151	773	622	0.03	0.15	0.12	416	858	442	0.08	0.15	0.08	567	1,631	1,064	0.05	0.15	0.10
Activity Expenses	0	43	43	0.00	0.01	0.01	0	50	50	0.00	0.01	0.01	0	93	93	0.00	0.01	0.01
TOTAL Diversional Therapy	42,147	45,676	3,529	8.38	9.06	0.69	41,685	50,331	8,646	7.57	9.02	1.45	83,832	96,007	12,175	7.95	9.04	1.09
Human Services																		
Salary & Wages - Human Serv	21,290	19,167	(2,123)	4.23	3.80	(0.43)	18,646	21,219	2,573	3.39	3.80	0.42	39,936	40,386	450	3.79	3.80	0.01
Longevity - Human Services	600	0	(600)	0.12	0.00	(0.12)	600	0	(600)	0.11	0.00	(0.11)	1,200	0	(1,200)	0.11	0.00	(0.11)
FICA - Human Serv	1,224	1,466	242	0.24	0.29	0.05	1,345	1,625	280	0.24	0.29	0.05	2,569	3,091	522	0.24	0.29	0.05
Workers Comp - Human Serv	7	19	12	0.00	0.00	0.00	7	22	15	0.00	0.00	0.00	14	41	27	0.00	0.00	0.00
MERS DB - Human Services	757	757	0	0.15	0.15	0.00	757	761	4	0.14	0.14	0.00	1,515	1,518	3	0.14	0.14	0.00
MERS DC:Human Services	481	716	235	0.10	0.14	0.05	467	790	323	0.08	0.14	0.06	948	1,506	558	0.09	0.14	0.05
Health Ins - Human Services	1,410	2,387	977	0.28	0.47	0.19	3,435	2,643	(792)	0.62	0.47	(0.15)	4,846	5,030	184	0.46	0.47	0.01
Dental Ins - Human Services	173	85	(88)	0.03	0.02	(0.02)	274	92	(182)	0.05	0.02	(0.03)	447	177	(270)	0.04	0.02	(0.03)
Education & Training - Hum Ser	48	92	44	0.01	0.02	0.01	0	100	100	0.00	0.02	0.02	48	192	144	0.00	0.02	0.01
TOTAL Human Services	25,991	24,689	(1,302)	5.17	4.90	(0.27)	25,532	27,252	1,720	4.64	4.88	0.25	51,523	51,941	418	4.89	4.89	0.00
Child Care																		
Salary & Wages - CC Asst. CDC	10,715	14,179	3,464	2.13	2.81	0.68	12,874	15,695	2,821	2.34	2.81	0.48	23,589	29,874	6,285	2.24	2.81	0.57
Salary & Wages - Facilitator	7,713	7,549	(164)	1.53	1.50	(0.04)	7,723	8,358	635	1.40	1.50	0.10	15,437	15,907	470	1.46	1.50	0.03
Longevity - Child Day Care	817	0	(817)	0.16	0.00	(0.16)	817	0	(817)	0.15	0.00	(0.15)	1,634	0	(1,634)	0.16	0.00	(0.16)
FICA - CDC	1,369	1,662	293	0.27	0.33	0.06	1,716	1,842	126	0.31	0.33	0.02	3,086	3,504	418	0.29	0.33	0.04
Workers Comp - CDC	43	0	(43)	0.01	0.00	(0.01)	43	0	(43)	0.01	0.00	(0.01)	86	0	(86)	0.01	0.00	(0.01)
MERS DB - CDC	1,123	1,123	0	0.22	0.22	0.00	1,123	1,125	2	0.20	0.20	0.00	2,246	2,248	2	0.21	0.21	0.00
MERS DC-Child Care	393	563	170	0.08	0.11	0.03	398	623	225	0.07	0.11	0.04	791	1,186	396	0.08	0.11	0.04
Health Ins - CDC	1,973	1,867	(106)	0.39	0.37	(0.02)	2,042	2,069	27	0.37	0.37	0.00	4,015	3,936	(79)	0.38	0.37	(0.01)
Dental Ins - CDC	211	133	(78)	0.04	0.03	(0.02)	278	145	(133)	0.05	0.03	(0.02)	489	278	(211)	0.05	0.03	(0.02)
Teaching/Educational Supplies	0	16	16	0.00	0.00	0.00	0	19	19	0.00	0.00	0.00	0	35	35	0.00	0.00	0.00
Small Equipment - CDC	0	92	92	0.00	0.02	0.02	509	100	(409)	0.09	0.02	(0.07)	509	192	(317)	0.05	0.02	(0.03)
Meals - CDC	2,405	598	(1,807)	0.48	0.12	(0.36)	2,620	666	(1,953)	0.48	0.12	(0.36)	5,025	1,264	(3,760)	0.48	0.12	(0.36)
Dietary Snacks - CDC	0	460	460	0.00	0.09	0.09	0	508	508	0.00	0.09	0.09	0	968	968	0.00	0.09	0.09
Special Functions - CDC	124	6	(118)	0.02	0.00	(0.02)	0	4	4	0.00	0.00	0.00	124	10	(114)	0.01	0.00	(0.01)
Indirect Costs-Childcare	1,400	1,400	0	0.28	0.28	0.00	1,400	1,400	0	0.25	0.25	0.00	2,800	2,800	0	0.27	0.26	0.00
Miscellaneous Exp-Childcare	0	61	61	0.00	0.01	0.01	102	67	(35)	0.02	0.01	(0.01)	102	128	26	0.01	0.01	0.00
TOTAL Child Care	28,286	29,709	1,423	5.62	5.89	0.27	31,645	32,621	976	5.75	5.85	0.10	59,931	62,330	2,400	5.69	5.87	0.18
Equipment Depreciation																		

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Equipment Depreciation (con't)																		
Depreciation - Office	2,304	2,304	0	0.46	0.46	0.00	2,304	2,300	(4)	0.42	0.41	(0.01)	4,607	4,604	(3)	0.44	0.43	0.00
Depreciation Exp - Nursing	4,138	4,138	0	0.82	0.82	0.00	4,138	4,133	(5)	0.75	0.74	(0.01)	8,275	8,271	(4)	0.79	0.78	(0.01)
Depreciation - Dietary	1,375	1,375	0	0.27	0.27	0.00	1,375	1,373	(2)	0.25	0.25	0.00	2,750	2,748	(2)	0.26	0.26	0.00
Depreciation - Furniture	662	662	0	0.13	0.13	0.00	662	661	(1)	0.12	0.12	0.00	1,324	1,323	(1)	0.13	0.12	0.00
Depreciation - Maintenance	1,634	1,634	0	0.32	0.32	0.00	1,634	1,637	3	0.30	0.29	0.00	3,269	3,271	2	0.31	0.31	0.00
Depreciation - Vehicle	877	877	0	0.17	0.17	0.00	877	877	0	0.16	0.16	0.00	1,754	1,754	0	0.17	0.17	0.00
Depreciation-Equip Well, Ctr	200	200	0	0.04	0.04	0.00	200	200	0	0.04	0.04	0.00	400	400	0	0.04	0.04	0.00
TOTAL Equipment Depreciation	11,189	11,190	1	2.22	2.22	0.00	11,189	11,181	(8)	2.03	2.00	(0.03)	22,379	22,371	(8)	2.12	2.11	(0.02)
TOTAL SNF Operating Expenses	2,479,074	2,479,295	221	492.76	491.92	(0.84)	2,596,100	2,704,080	107,981	471.33	484.60	13.27	5,075,174	5,183,376	108,202	481.56	488.08	6.52
Net Operating Income	114,699	56,715	57,984	22.80	11.25	11.50	178,081	114,316	63,765	32.33	20.49	11.43	292,780	171,030	121,750	27.78	16.10	11.46
SNF Building Depreciation																		
Depreciation - Land Improv	1,594	1,594	0	0.32	0.32	0.00	1,594	1,594	0	0.29	0.29	0.00	3,188	3,188	0	0.30	0.30	0.00
Depreciation - Building	38,499	38,499	0	7.65	7.64	(0.01)	38,499	38,502	3	6.99	6.90	(0.09)	76,999	77,001	2	7.31	7.25	(0.06)
Depreciation - Parking Structr	5,437	5,437	0	1.08	1.08	0.00	5,437	5,438	1	0.99	0.97	(0.01)	10,874	10,875	1	1.03	1.02	(0.01)
Depreciation - Bldg Improv	12,328	12,328	0	2.45	2.45	0.00	12,328	12,332	4	2.24	2.21	(0.03)	24,657	24,660	3	2.34	2.32	(0.02)
Depreciation-Bldg Imp WellCtr	2,654	2,654	0	0.53	0.53	0.00	2,654	2,650	(4)	0.48	0.47	(0.01)	5,307	5,304	(3)	0.50	0.50	0.00
TOTAL SNF Building Depreciation	60,512	60,512	0	12.03	12.01	(0.02)	60,512	60,516	4	10.99	10.85	(0.14)	121,025	121,028	3	11.48	11.40	(0.09)
Net Income	54,187	(3,797)	57,984	10.77	(0.75)	11.50	117,568	53,800	63,769	21.35	9.64	11.43	171,755	50,002	121,753	16.30	4.71	11.46

Grand Traverse Pavilions - SNF
 Cottage Income Statement
 2/1/2025 to 2/28/2025

Include Adjustment Periods: NO Include Closing Periods: NO

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Cottage Revenue									
Room Rental-Cottage-Private	193,055	247,072	(54,017)	209,595	273,544	(63,949)	402,650	520,616	(117,966)
Room Rental-Cottage-Priv Insur	61,520	24,668	36,852	62,488	27,309	35,179	124,008	51,977	72,031
Respite-Cottages	19,575	2,688	16,887	20,150	2,976	17,174	39,725	5,664	34,061
Registration Fee - Cottages	0	153	(153)	250	171	79	250	324	(74)
Ancillary Rev - Cottages	676	9,205	(8,529)	554	10,191	(9,637)	1,230	19,396	(18,166)
Meal Plan	23,623	25,518	(1,895)	28,748	28,250	498	52,370	53,768	(1,398)
Personal Care Services- Privat	1,568	1,227	341	1,979	1,359	620	3,547	2,586	961
Contractual Discount-Private	(7,795)	0	(7,795)	(7,795)	0	(7,795)	(15,590)	0	(15,590)
Contractual Allowance PACE	(16,778)	(5,602)	(11,176)	(17,830)	(5,607)	(12,223)	(34,608)	(11,209)	(23,399)
Scholarships Private Pay	(2,662)	(4,310)	1,648	(2,712)	(4,770)	2,058	(5,374)	(9,080)	3,706
TOTAL Cottage Revenue	272,781	300,619	(27,838)	295,427	333,423	(37,996)	568,208	634,042	(65,834)
Cottage Other Revenue									
Beauty Shop Income	489	451	38	406	500	(94)	895	951	(56)
Donation Income - Cottages	0	4,310	(4,310)	0	4,770	(4,770)	0	9,080	(9,080)
TOTAL Cottage Other Revenue	489	4,761	(4,272)	406	5,270	(4,864)	895	10,031	(9,136)
Total Income	273,270	305,380	(32,110)	295,833	338,693	(42,860)	569,103	644,073	(74,970)
Cottage Operating Expenses									
Salary & Wages - Admin - Cott	15,232	15,382	150	15,709	17,027	1,318	30,941	32,409	1,469
Salary & Wages - ES Cottages	8,844	7,773	(1,071)	8,755	8,606	(149)	17,599	16,379	(1,220)
Salary & Wages - Hskpg Cottage	3,393	6,828	3,435	3,946	7,562	3,616	7,339	14,390	7,051
Salary & Wages - RN Cottages	6,698	6,944	246	7,415	7,688	273	14,113	14,632	519
Salary & Wages - LPN Cottages	1,835	1,467	(368)	556	1,626	1,070	2,391	3,093	702
Salary & Wages - CNA Cottages	35,926	68,736	32,810	42,524	76,099	33,575	78,450	144,835	66,385
Salary & Wages - UW Cottages	75,884	51,192	(24,692)	92,128	56,675	(35,453)	168,012	107,867	(60,145)
Longevity - Cottages	3,730	0	(3,730)	3,730	0	(3,730)	7,460	0	(7,460)
Longevity - Cottages Admin	940	230	(710)	940	252	(688)	1,880	482	(1,398)
FICA Admin Cottages	1,154	1,177	23	1,162	1,300	138	2,316	2,477	161
FICA - Env Serv Cottages	706	595	(111)	670	658	(11)	1,376	1,253	(123)
FICA - Cottage Housekeeping	253	522	270	300	580	280	552	1,102	550
FICA - RN LPN CNA and UW - Co	9,128	9,818	690	9,569	10,869	1,300	18,697	20,687	1,990
Workers Comp - Cottages	1,076	848	(228)	1,076	941	(135)	2,152	1,789	(363)
Workers Comp - Cottage Admin	0	6	6	0	8	8	0	14	14
MERS DB - Cottages	7,182	7,182	0	7,182	7,178	(4)	14,363	14,360	(3)
MERS DB - Cottages Admin	2,166	2,166	0	2,166	2,171	5	4,333	4,337	4
MERS DC-Cottage	2,294	2,237	(57)	2,224	2,476	252	4,518	4,713	195
Health Ins - Cottages	10,699	11,183	484	14,485	11,180	(3,305)	25,184	22,363	(2,821)
Dental Ins - Cottages	922	728	(194)	1,123	724	(398)	2,045	1,452	(593)
Supplies - Cottages	0	13	13	229	14	(215)	229	27	(202)
Supplies Plant Ops - Cottages	17	34	17	3,212	39	(3,173)	3,229	73	(3,156)
Supplies Laundry - Cottages	0	56	56	0	61	61	0	117	117
Activity Supplies - Cottages	531	475	(55)	395	529	134	925	1,004	79
Small Equipment	3,965	0	(3,965)	0	0	0	3,965	0	(3,965)
Nursing Supplies - Cottages	1,235	298	(937)	465	326	(139)	1,700	624	(1,076)
Contract Services-Dining	60,773	63,084	2,311	60,773	63,081	2,308	121,547	126,165	4,618

Grand Traverse Pavilions - SNF
 Cottage Income Statement
 2/1/2025 to 2/28/2025

	CURRENT PERIOD			PRIOR PERIOD			YEAR TO DATE		
	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$	Actual \$	Budget \$	Var \$
Cottage Operating Expenses (con't)									
Contract Svcs:Security-Cottag	663	228	(435)	0	222	222	663	450	(213)
Advertising - Cottages	3,946	4,942	996	3,151	5,470	2,319	7,097	10,412	3,315
Referral Fees	0	729	729	0	732	732	0	1,461	1,461
Printing & Binding - Comm Rel	0	52	52	0	46	46	0	98	98
Building Repairs - Cottages	1,967	842	(1,125)	814	837	23	2,781	1,679	(1,102)
Equipment Repairs - Cottages	0	137	137	6,542	142	(6,400)	6,542	279	(6,263)
Elevator-Cottages	1,000	351	(649)	1,000	354	(646)	2,000	705	(1,295)
Telephone - Cottages	320	357	37	320	356	36	640	713	73
Water - Cottages	878	1,736	858	793	1,735	942	1,671	3,471	1,800
Sewer - Cottages	1,783	1,668	(115)	1,551	1,668	117	3,334	3,336	2
Electric - Cottages	5,476	5,726	250	5,272	5,730	458	10,748	11,456	708
Natrual Gas - Cottages	7,735	1,974	(5,761)	11,001	1,977	(9,023)	18,736	3,951	(14,785)
Refuse Disposal - Cottages	0	657	657	623	655	32	623	1,312	689
Television - Cottages	1,006	1,570	564	1,506	1,567	61	2,512	3,137	625
Special Functions - Cottages	100	106	6	34	100	66	134	206	72
Beauty Shop Services	394	403	9	326	404	78	720	807	87
Indirect Costs-Cottages	20,000	20,000	0	20,000	20,000	0	40,000	40,000	0
Bond Interest Expense	3,820	3,278	(542)	3,820	3,272	(548)	7,640	6,550	(1,090)
Miscellaneous Exp - Cottages	0	52	52	0	50	50	0	102	102
Depreciation - Equip Cottages	917	917	0	917	918	1	1,834	1,835	1
TOTAL Cottage Operating Expenses	304,586	304,699	113	338,403	323,905	(14,497)	642,988	628,604	(14,384)
Net Operating Income	(31,315)	681	(31,997)	(42,570)	14,787	(57,357)	(73,886)	15,468	(89,354)
Cottage Building Depreciation									
Depreciation Bldg - Cottages	19,018	19,018	0	19,018	19,021	3	38,037	38,039	2
Depreciation-Cottage Bldg Impr	4,304	4,304	0	4,304	4,299	(5)	8,607	8,603	(4)
TOTAL Cottage Building Depreciation	23,322	23,322	0	23,322	23,320	(2)	46,644	46,642	(2)
Net Income	(54,637)	(22,641)	(31,996)	(65,892)	(8,533)	(57,359)	(120,529)	(31,174)	(89,356)

Grand Traverse Pavilions - SNF
 Balance Sheet
 As Of 2/28/2025

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Assets	0	0	0
Current Assets			
Cash			
County Held Cash			
Cash - County	6,952,891	6,526,504	7,518,011
Cash - Deposits (Cottages)	87,767	87,767	87,767
Cash - M.O.E.	3,319	3,319	3,319
TOTAL County Held Cash	7,043,978	6,617,590	7,609,098
Other Cash			
A/P Cash Clearing Account	15,228	19,935	15,228
Cash - Resident Trust	14,443	14,642	14,626
Cash-Payroll	6,705	6,705	6,705
Cash - Advance Pay Funding Ac	31,282	31,219	31,398
TOTAL Other Cash	67,658	72,501	67,956
TOTAL Cash	7,111,636	6,690,091	7,677,054
Accounts Receivable	4,319,113	4,290,782	4,040,893
Other Receivables			
Medicaid QAS Settlement Rec	669,023	881,769	824,570
Grants Receivable	0	0	36,048
Due from Foundation	6,944	6,944	6,944
MA Wage Pass Through Receiv	79,274	86,282	83,696
TOTAL Other Receivables	755,241	974,995	951,257
Inventory	173,266	173,266	173,266
Prepaid Expenses	0	0	0
Other Current Assets			
Prepaid Insurance - General	(5,860)	22,294	6,300
Prepaid Insurance - Work Comp.	25,541	24,462	0
TOTAL Other Current Assets	19,681	46,755	6,300
TOTAL Current Assets	12,378,937	12,175,890	12,848,770
Non-Current Assets			
Property & Equipment	15,117,913	15,206,905	15,302,846
Other Non Current Assets			
Due from PACE North	823,675	823,315	823,228
Deferred Outflows-Pension Plan	1,784,863	1,784,863	1,784,863
Deferred Outflows-OPEB	158,071	158,071	158,071
TOTAL Other Non Current Assets	2,766,609	2,766,249	2,766,162
TOTAL Non-Current Assets	17,884,522	17,973,154	18,069,008
TOTAL Assets	30,263,459	30,149,044	30,917,778
Liabilities & Equity			
Liabilities			
Current Liabilities			
Accounts Payable	1,057,204	1,044,167	1,024,071
Accrued Expenses	1,304,283	1,209,187	1,796,521
Other Current Liabilities			
Current Portion of Bonds Paya	725,000	725,000	725,000
Interest Payable	28,643	55,452	122,167
Medicaid Cost Settle. Payable	2,996,000	2,963,000	2,930,000

Grand Traverse Pavilions - SNF
 Balance Sheet
 As Of 2/28/2025

	CURRENT PERIOD	PRIOR PERIOD	PREVIOUS YEAR
	Actual \$	Actual \$	Actual \$
Other Current Liabilities (con't)			
TOTAL Other Current Liabilities	3,749,643	3,743,452	3,777,167
TOTAL Current Liabilities	6,111,130	5,996,807	6,597,759
Non-Current Liabilities			
Long-Term Liabilities			
Net Pension Liabilities	5,471,525	5,471,525	5,471,525
Pension Bonds (Non-Union) Iss	4,420,000	4,420,000	4,420,000
Pension Bonds (Union) Issued	3,970,000	3,970,000	4,190,000
Bonds Payable-Series 2017 Haw	1,380,000	1,380,000	1,380,000
Def Los on Adv Refund-'17	(37,959)	(38,501)	(39,044)
TOTAL Long-Term Liabilities	15,203,566	15,203,024	15,422,481
Other Non-Current Liabilities			
Deferred Inflow-OPEB	925,946	925,946	925,946
TOTAL Other Non-Current Liabilities	925,946	925,946	925,946
TOTAL Non-Current Liabilities	16,129,512	16,128,970	16,348,427
TOTAL Liabilities	22,240,641	22,125,776	22,946,186
Equity			
Equity			
RETAINED EARNINGS - PRIOR	10,499,269	10,499,269	10,499,269
Contributed Capital	126,540	126,540	126,540
TOTAL Equity	10,625,809	10,625,809	10,625,809
Net Income (Loss)	(2,602,992)	(2,602,541)	(2,654,218)
TOTAL Equity	8,022,817	8,023,268	7,971,592
TOTAL Liabilities & Equity	30,263,459	30,149,044	30,917,778

Grand Traverse Pavilions - SNF
 Cash Flow Statement
 2/1/2025 to 2/28/2025

	CURRENT PERIOD	PRIOR PERIOD	YEAR TO DATE
	Actual \$	Actual \$	Actual \$
Cash from Operating Activity	0	0	0
Net Income	(451)	51,676	51,226
Net Cash provided by Operating Activities			
Depreciation and Amortization	96,483	96,483	192,966
Changes in Working Capital Items			
Accounts Receivable	(28,330)	(249,890)	(278,220)
Prepaid Expenses	27,074	(40,455)	(13,381)
Due to/from	0	0	0
Inventory	0	0	0
Accounts Payable	12,630	19,847	32,477
Other Assets			
Medicaid Settlement Receivable	0	0	0
Employee Retention Credit Receivable	0	0	0
Due From Foundation	0	0	0
Due From Grants			
Grants Receivable	0	36,048	36,048
TOTAL Due From Grants	0	36,048	36,048
Deferred Outflows			
TOTAL Deferred Outflows	0	0	0
Due From Pace North	(359)	(87)	(447)
Medicare Settlements Receivable	0	0	0
Medicaid Wage Pass Through Rec	7,008	(2,586)	4,421
QAS Receivable	212,746	(57,199)	155,547
QMI Receivable	0	0	0
TOTAL Other Assets	219,395	(23,825)	195,569
Accrued Payroll & Other Expenses	68,693	(653,799)	(585,107)
Other Liabilities			
TOTAL Other Liabilities	0	0	0
Other Accrued Liabilities			
Medicare Advanced Payment	0	0	0
Deferred Inflows			
TOTAL Deferred Inflows	0	0	0
CPE and Medicaid Audit Reserve	33,000	33,000	66,000
QAS Payable	0	0	0
Net Pension Liability	0	0	0
TOTAL Other Accrued Liabilities	33,000	33,000	66,000
TOTAL Changes in Working Capital Items	332,461	(915,122)	(582,661)
TOTAL Net Cash provided by Operating Activities	428,944	(818,639)	(389,695)
TOTAL Cash from Operating Activity	428,493	(766,963)	(338,469)
Cash from Investing Activity			
Fixed Asset Purchase	(6,949)	0	(6,949)
TOTAL Cash from Investing Activity	(6,949)	0	(6,949)
Cash from Financing Activities			
Long Term Debt	0	(220,000)	(220,000)
Short Term Debt/Notes Payable	0	0	0
TOTAL Cash from Financing Activities	0	(220,000)	(220,000)
Net Cash Activity	421,544	(986,963)	(565,418)
CASH BEG OF PERIOD	6,690,091	7,677,054	7,677,054
Cash Beginning Balances as of 1/31/2025	6,690,091	7,677,054	7,677,054
Net Cash Activity	421,544	(986,963)	(565,418)
Cash Ending Balance	7,111,636	6,690,091	7,111,636

Grand Traverse Pavilions					
Irregular payments					
2025					
Grand Traverse County	union pension bond principal	January	220,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually inc.
Grand Traverse County	union pension bond interest	January	93,581.25	Amortization changes each year	Expensed monthly
Grand Traverse County	Unemployment claims for 2024	January	11,547.00	We share an unemployment account	Billed by the County annually based on paid claims
AFP Specialty	Fire Panel Testing	January	18,495.54	Older invoices received in late December	Expensed in December; billing information updated
Midwest Pools Inc.	Pool bottom refinishing	January	13,625.00	Capital purchase	
Northern Michigan Glass	Front Doors	January	15,465.00	Capital purchase	
Payroll	Perfect Attendance	February	9,000.00	Quarterly with an annual bonus	for those with perfect attendance
Acrisure	Cyber liability annual premium	January	12,287.50	Expensed monthly	
Warner Norcross	Attorney Fees	January	52,740.22	December fees paid in January	Expensed in December
Brown & Brown	Mgmt Liability annual premium	January	31,860.00	Expensed monthly	
Payroll	3 payrolls in the month (26 per year)	January	750,000.00	Biweekly pay, two 3 pay period months each year	
West Bend Insurance	Insured portion of Workers Compensation Exp	January	34,401.60	Down payment	Followed by 8 payments of \$11,019.80; expensed monthly
Grand Traverse County	non-union pension bond interest payment	February	53,675.00	Amortization changes each year	Expensed monthly, Paid twice each year
Otis Elevator	Two service contracts	February	7,031.88	Late billings for part of 2024	Estimate expensed monthly
CMS--Medicare	Penalties related to Survey	February	29,347.50		
State of Michigan	Quality Assurance Supplement Reconciliation	February	(259,721.82)	Annual reconciliation--refund in 2025	
Projected:					
Nationwide Insurance	Liability, property and auto insurance	March	97,900.33	Installment payment 1 of 3	Calendar year policy; expensed monthly
Warner Norcross	Attorney Fees for January	March	28,282.50		
Relias	elearning program	March	39,000.00	Annual expense	Employee e learning module
NetSmart Technologies	Annual Pmt for legacy healthcare record access	March	24,000.00	Annual payment	annual pmt for legacy healthcare record access
State of Michigan	Outstation worker payments per contract	March	18,725.00	1/2 Paid back to GTP by Pace	Contract renews 10/1--want decision by 6/2 each year
State of Michigan	Quality Assurance Assessment	March	264,677.40	4 months retroactive increase	
State of Michigan	Quality Measures Incentive Assessment	March	22,908.80	4 months retroactive increase	
Grand Traverse County	Hawthorn cottage bond principal payment	April	230,000.00	Level principle payments	Pmts done in 2031-level principle pmts
Grand Traverse County	Hawthorn cottage bond interest payment	April	21,907.50	Amortization changes each year	Expensed monthly
Grand Traverse County	Rent--Pace Bond interest	April	41,171.25	Interest decreases each year	Paid by Pace to GTP
Warner Norcross	Attorney Fees for Feb	April	12,000.00		
Payroll	Perfect Attendance	April	5,000.00	Quarterly payment-\$100 grossed up for FICA	for those with perfect attendance
Backflow Man	Backflow valve testing/repairs	May	5,000.00	Required annual testing	
MCMCFC	Annual Dues	May	12,100.00	This is the 2024-25 amount	
Plante Moran	Cost Report Preparation	June	12,000.00	Medicare & Medicaid Cost Reports-annual	Benchmarking survey and MA rate projec.
Nationwide Insurance	Liability, property and auto insurance	June	97,900.33	Installment payment 2 of 3	Calendar year policy; expensed monthly
State of Michigan	Outstation worker payments per contract	June	37,450.00	1/2 due to be paid back to GTP from Pace	Contract renews 10/1--want decision by 6/3
Grand Traverse County	union pension bond interest payment	July	89,896.25	Amortization changes each year	Expensed monthly
Otis Elevator	Elevator contracts	July	11,000.00	Annual expense for elevator maintenance	
Brightly Software, Inc.	Maintenance management software	July	11,000.00	Annual renewal for software license	
State of Michigan	2019 Audit payment--after Circuit Court decision	July???	334,731.63	Dif between audited cost and allowed costs	for claims between 10/1/20 and 9/30/21 (1 year)
State of Michigan	2022 Audit payment-audit underway Jan 2025	July??	??	Dif between audited cost and allowed costs	for claims between 10/1/21 to 9/30/23 (2 years)
Payroll	Perfect Attendance	August	5,000.00	Quarterly payment-\$100 grossed up for FICA	for those with perfect attendance
Grand Traverse County	non-union pension bond principal	August	275,000.00	Amortization changes each year	Pmts done in 2039, prin. Gradually increase
Grand Traverse County	non-union pension bond interest	August	53,675.00	Amortization changes each year	Expensed monthly
Payroll	3 payrolls in the month (26 per year)	August	750,000.00		
Leading Age	Annual Dues	September	30,000.00	Annual Dues	Updated for actual 24-25 invoice (higher by \$325.00)
Nationwide Insurance	Liability, property and auto insurance	September	97,900.33	Installment payment 3 of 3	Calendar year policy; expensed monthly
MERS	Supplemental Pension Payment	October	31,000.00	Amount varies annually	Expense accrued monthly
Grand Traverse County	Hawthorn cottage bond interest payment	October	19,176.25	Amortization changes each year	Expensed monthly
Grand Traverse County	Rent--Pace Bond principal paid to County	October	160,000.00	Pmts done in 2037, prin inc by \$5k most years	To be paid by Pace to GTP, subject to sublease payment deferral agreement
Grand Traverse County	Rent-- Pace Bond interest paid to County	October	41,171.25	Interest decreases each year	To be paid by Pace to GTP, subject to sublease payment deferral agreement
Payroll	Perfect Attendance	October	6,000.00	Quarterly payment-\$100 grossed up for FICA	for those with perfect attendance
Grand Traverse County	Rent--Pace Facility	October	31,250.00	Level lease payment	To be paid by Pace to GTP
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	19,000.00	1/2 due to be paid back to GTP from Pace	Estimate--contract runs 10/1 to 9/30 each year
MERS	Defined Benefit Pension Contribution	December	-	Elective payment approved by board (if any)	\$1.2M in 2024
Retention Pay	Part of union contract and past practice for others	December	325,000.00		Includes employer taxes, expensed monthly

GRAND TRAVERSE PAVILIONS
Grand Traverse Medical Care

6

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: Administration

B. Item: Mock Survey

C. Specifications: none

D. Bids Solicited From:

- 1. Lebenbom & Rothman Consulting City Troy, MI Date 3/13/25
- 2. Pathway Health City Lake Elmo, MN Date 3/12/25
- 3. _____ City _____ Date _____
- 4. _____ City _____ Date _____

E. Bids Received:

- 1. Lebenbom & Rothman Consulting Date 3/13/25 \$ 15,200
- 2. Pathway Health Date 3/12/25 \$ 25,200
- 3. _____ Date _____ \$ _____
- 4. _____ Date _____ \$ _____

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

G. Recommendation: Lebenbom & Rothman Consulting

H. Justification for Recommendation: Improve Survey Outcomes

I. Purchase Budgeted: Yes _____ No X

How Funded: Operations

[Signature]

Financial or Clinical Services Director Date
(Purchase up to \$1,500.00)

[Signature] 3/21/25

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

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



Grand Traverse Pavilions

A COMMUNITY CARING FOR GENERATIONS

MEMORANDUM

DATE: March 21, 2025

TO: Grand Traverse County Department of Health and Human Services Board

FROM: Dave Hautamaki, Administrator/CEO 

RE: Mock Survey

The facility would benefit from an in-depth Mock survey administered by peer professionals for the preparation for the annual survey and general compliance recommendations. Systems will be reviewed and recommendations and follow and to identify compliance concerns with State and Federal rules and regulations. We are recommending Lebenbom and Rothman Consulting as they provide their services to many Medical Care Facilities in Michigan and will provide monthly resource services to the key staff leaders of the Pavilions.

We look forward to developing an ongoing relationship with this firm to assist us as a resource in compliance with the State and Federal regulations. The goal is to provide the best possible care to those who depend on us.

VICTORIA A. BURLEW, RN, LNHA
JILL HARDING, RN, LNHA, CLNC

DOUGLAS CAMPBELL, RN, BSN, CDONA, RAC-CT, LNHA
THERESA DELAU, RN, BSN, LNHA

SANDRA PLACE, LNHA, MA
DONALD A. HANEY, NHA, CMA, MBA

March 13, 2025

David Hautamaki
Interim Administrator/CEO
Grand Traverse Pavilions
1000 Pavilions Circle
Traverse City, MI 49684

RE: Mock Survey Proposal

Dear Mr. Hautamaki:

Thank you for your request on behalf of the Quality Assurance Committee for our firm to conduct mock surveys for Grand Traverse Pavilions. Our goal is to provide your staff with the experience of the survey process and your management team with a quality improvement tool. To accomplish this, we complete the following activities following the State Operations Manual:

- Entrance Conference
- Initial Pool Interviews, Observation and Record Review
- Dining Area – Observation of Meals
- 9 Mandatory Survey Tasks
- Abuse Prohibition Program Review
- Incident Reporting Process
- FRI Review
- Triggered Critical Element Pathways
- MDS/Care Plan Reconciliation
- Progress/narrative notes and documentation, skilled charting
- LSC and Emergency Preparedness upon request

We duplicate the survey process as closely as possible. We do not, however, complete the in-depth analysis the state surveyors do. We stop when we have a “finding.” We do not normally provide a review of care systems. We leave it as your team’s responsibility to investigate the findings, determine if there is a deficient practice, and examine your care systems for improvement.

Within fourteen (14) days of our exit, we provide you with a report that lists the concerns, the findings, and detailed recommendations for corrections. We provide resource information. This is an especially useful tool if you wish to correct a deficient practice and ask the surveyors to consider it as Past Non-Compliance. We can discuss it separately if you require this report to be in writing or delivered orally.

This document has been created by and for the QA committee for the purpose of monitoring and evaluating the quality of care in the facility. It is protected from discovery by MCL 333.20175 & 333.21515; 42 USC 1395i-3(b)(1)(b)(ii) and 42 USC 1396r(b)(1)(b) and 42 CFR 483.75(h).

Our surveyors work 10-hour days just as the surveyors do. We bill this as 12.5 hours per on-site day for each surveyor to include the preparation time and reporting time. In addition, there are 10 hours of preparation and 10 hours of report writing for the team leader.

Cost Estimate – 2 days survey with exit on Day 3

RN Surveyor 1 on-site	12.5 hours for 2.5 days @ \$152.00/hr.	\$4,750
RN Surveyor 2 on-site	12.5 hours for 2.5 days @ \$152.00/hr.	\$4,750
LSC & EP Surveyor 3 on-site	12.5 hours for 1 days @ \$152.00/hr.	\$1,900
Behavior Surveyor 4 on-site	6.0 hours for 2.5 days @ \$152.00/hr	\$2,280
TL Report Compilation	10 hours @ \$152.00/hr.	<u>\$1,520</u>
Total		\$15,200

This rate includes a 20% discount for becoming a retainer client for follow-up. In addition, we charge \$51/hr. travel time (MCMCFC discount), mileage at \$.70/mi (IRS rate) and actual overnight expenses.

We are pleased that you want to continue services following the mock survey to assist with your process improvement efforts. Let me introduce you to our consultants. Sandy Place, MA, LNHA addresses behavioral services, Person Directed Care, Emergency Planning, compliance and ethics, building resilience with staff and elders, and a myriad of other areas. Doug Campbell BSN, RN is an expert in regulation, mentoring nursing leaders, daily operations, and MDS Issues and Care Planning. Jill Harding RN is a certified legal nurse consultant and focuses on survey readiness and plans of correction. Theresa DeLau BSN, RN is a regulatory expert and mentor to nurse leaders. Vickie Burlew provides coordination and oversight.

Based on your needs following the survey, we recommend that you purchase a block of up to 42 hours that you may use as you need in the last half of 2025. As a retainer client, you are invited to participate in monthly ZOOM meetings, receive frequent updates from Vickie Burlew, and have priority for emergencies. We automatically allocate 2 hours (5%) for the information Vickie Burlew coordinates and provides your team. That leaves you with up to 40 hours for clinical consulting. This includes:

1. On-site consultation as scheduled by the facility.
2. Virtual meetings
3. Telephonic communication
4. Remote review of electronic records, reports, investigations, regulations, policies, etc.
5. Remote development of plans of correction and IDR / IIDR.
6. Research related to work requested by the facility.
7. Email communication and texting
8. Survey preparation – this may involve any and all of our consultants. If you desire more than one, please coordinate with Vickie.
9. Training on-site or virtually

You elect how to use your hours. For example, you may choose to have weekly virtual meetings in combination with remote reviews and have us on-site only when needed. You may continue to have us on-site on a routine basis. You may use as many or as few hours in a month as you choose.

This document has been created by and for the QA committee for the purpose of monitoring and evaluating the quality of care in the facility. It is protected from discovery by MCL 333.20175 & 333.21515; 42 USC 1395i-3(b)(1)(b)(ii) and 42 USC 1396r(b)(1)(b) and 42 CFR 483.75(h).

With the 20% discount, this is \$6384 for remainder calendar year 2025. Your monthly payment is \$1064.00. In addition to this, you pay separately for travel time at \$51.00 per hour (with the MCMCFC 15% discount), mileage at the IRS rate, and actual overnight expenses.

We bill for this monthly. Our consultants track their actual time with you in 15-minute blocks when exceeding 15-minutes in a single day. We detail these hours on the bill, charge them against your bank, and provide the balance remaining. This provides you with a clear audit trail. When you exhaust your block of time, and upon your approval of additional hours, we reduce our consulting fees by 15% for the remainder of the year.

Our cancelation policy requires you to provide the consultant with seventy-two (72) hour notice unless there is an emergency. While the consultant will make every effort to reschedule, we are under no obligation to do so without sufficient notice.

Of course, this retainer agreement can be terminated at any time, either by you or by us, by written notification thirty (30) days prior to the desired termination date. You will receive electronic invoices from Lebenbom & Rothman, P.C. with the Description of Services as "Lebenbom & Rothman Consulting Services."

If you have any questions or comments, please do not hesitate to contact me.

Please return one copy with your signature of acceptance. We will send you a preparatory letter one week in advance of the survey and will plan to execute the Services Agreement and any applicable Business Associate Agreements, as necessary.

Very sincerely yours,
Lebenbom & Rothman Consulting



Andrew Rothman, President

Acceptance by David Hautamaki, Administrator

Date

LEBENBOM & ROTHMAN CONSULTING
ATTACHMENT A

2025 Consultant Fee Scale

CLINICAL CONSULTING

Nursing, Social Work, Activities, Survey Preparation

Hours On-Site (minimum of 4) Billed in 15-minute increments	\$190 per hour
Hours Offsite Billed in 15-minute increments	\$190 per hour
Emergency, Off Hours, Weekend Billed in 15-minute increments	\$235 per hour
Travel time billed in 15-minute increments	\$60 per hour

Mock Survey

Mock Survey hours are charged at 12.5 hours per on-site day for each surveyor to include the preparation time and reporting writing time. of the mock surveyors. There is an additional 10 hours charged for the team leader for pre-survey preparation and compilation and development of the final report.

STRATEGIC PLANNING, ORGANIZATIONAL DESIGN, and FINANCIAL MANAGEMENT

Strategic planning is a process that helps organizations define their direction, set goals, and identify areas for improvement.

Organizational design (org design) is the process of creating an organization's structure and workflows to achieve its goals.

Finance management is the strategic planning and managing of an individual or organization's finances to better align their financial status to their goals and objectives.

On-site (Full day up to 8 hours)	\$2500/day
Off-site Preparation and Reporting Billed in 30-minute increments	\$300 per hour
Travel time billed in 15-minute increments	\$60 per hour

Travel Expenses: For all services we charge for actual overnight expenses and mileage in whole mile increments at the IRS standard rate.

Definitions

Offsite is defined as: Virtual, Remote, Webcalls, Telephonic, Texting, Research, Email, Report and Recommendation Writing and other time spent on client matters.

Emergency is defined as when the consultant provides services in less than 24 hours on or off site.

Off hours and weekends are defined as hours outside of normal business hours that were not scheduled at least seven (7) days in advance. It does not include mock survey or education scheduled in advance.



Letter of Agreement

Prepared for:

David Hautamaki, Interim CEO
GRAND TRAVERSE PAVILIONS
1000 PAVILIONS CIRCLE
TRAVERSE CITY, MI
49684
dhautamaki@gtpavilions.org
586-854-2939

March 12, 2025

Mock Survey

I. Scope of Project:

Pathway Health will provide a qualified consultants to complete a Mock Survey. The Mock Survey uses CMS survey tools and closely follows the federally mandated survey process. During the mock survey the consultant will:

- Select a resident sample using the CMS selection criteria,
- Conduct resident, staff and family interviews using CMS survey tools
- Complete mandatory survey tasks
- Review policies and procedure associated with findings
- Complete observations of the facility, staff/resident interactions and resident accommodations

A verbal exit report will be provided along with notes about initial resident- specific findings. A written report will follow containing the consultant's detailed findings and recommendations for improvements.

II. Pathway Employment

The **Pathway** Consultant remains an employee of **Pathway** and **Pathway** is responsible for all salary, benefits, and insurance for its employees.

III. Recruitment of Pathway Employee

If any **Pathway** employee is offered employment and accepts employment in any position, facility, or related organizations, the client agrees to pay a one-time fee to Pathway equal to 100% of the annual salary offer.

IV. Direct Care

Pathway Consultants do not and cannot provide direct care to patients or residents in any role or service(s) that is provided during the scope of this project.

V. Pathway Health Employee Testing Records

The Client must provide Pathway Health Services a copy or record of any testing results that were required by and/or done at the Clients facility. These test results include but are not limited to COVID test results, TB/Mantoux test results and etc. A copy of the results should be given to the Pathway Health consultant and a copy of the results should be submitted to the following secure email address:

hrreport@pathwayhealth.com for documentation and recording keeping purposes.

VI. Confidentiality

During the term of this Agreement and for all times following termination of this Agreement, each party shall treat the terms of this agreement and related work as strictly confidential and shall not disclose the terms of this agreement to any third party except that any party may disclose this Agreement to the extent necessary for implementation of this Agreement or to its legal counsel and/or financial consultants in the due course of their representation of such party; provided that each party shall take all necessary action to ensure that such persons treat this agreement and its terms as confidential information and not disclose the terms of this Agreement to any other third party. This agreement may otherwise be disclosed only as required by law; provided that, prior to such disclosure, the party making such disclosure shall use its best efforts to disclose this agreement in such circumstances only to government authorities as confidential information protected from public disclosure.

VII. Data Privacy/HIPAA Business Associate Agreement

Pathway agrees to abide by all applicable state and federal laws and regulations covering the handling and disclosure of private and confidential information concerning individuals and/or data including but not limited to information made non-public by such laws or regulations. Pathway will appropriately safeguard protected health information "PHI" disclosed, created or received via the terms of this contract.

VIII. Indemnification

The Client, shall indemnify and hold Pathway Health Services Inc. harmless from any claim or cause of action arising out of, or in connection with, the indemnifying party's acts or omissions under this agreement, including the acts of its agents and employees, and from any loss or expense or attorneys' fees and court costs arising out of any claim or cause of action.

IX. Intellectual Property

Client acknowledges that Pathway owns all intellectual property rights, including, without limitation, copyrights, patents, trademarks, and trade secrets ("IP Rights"), in Pathway materials used in connection with providing services to Client. All IP Rights in works of authorship and inventions created by or under the direction of Pathway Consultant in connection with providing services to Client ("Work Product") shall be owned by Pathway, as the employer of the Pathway Consultant. To the extent necessary to confirm Pathway's ownership of the IP Rights in Work Product, Client shall and hereby does assign to Pathway any and all rights it might have in Work Product. Subject to Client's compliance with this Letter of Agreement and payment of all fees owed to Pathway, Pathway grants to Client a non-exclusive, non-transferable, revocable, royalty free license to reproduce and display Work Product at Client's facility identified on the cover page of this Letter of Agreement for the benefit of Client only. Client may not sell, sublicense, distribute, or otherwise make available Work Product to any third party.

X. Liability Coverage

The client shall maintain liability insurance coverage of at least \$1 million single and \$3 million aggregate.

XI. Pathway Insurance Coverages

Pathway agrees to maintain workers compensation and liability coverages in reasonable amounts.

XII. Governing Law

“This agreement and all rights, remedies and obligations hereunder shall be governed by the laws of the state of Minnesota.”

XIII. Survival

The Indemnification, confidentiality, data privacy and recruitment clauses and payment terms will continue after the completion of this contract.

XIV. Dates of Service

This contract will start effective *with the signing of this contract and will* continue unless terminated by either party with a written notice of at least two (2) weeks. Any non-refundable expenses incurred as part of this contract will be billed, if two (2) week notice is not given in a written notice.

XV. Change in Scope of Agreement

A material change in the scope of this agreement needs to be accomplished through the completion of an addendum.

XVI. Fees / Expenses

The fee(s) for the project will be billed at following rate(s):

Consultants \$175.00 per consultant per hour worked plus travel allowance and expenses when travel occurs.

A travel allowance of \$250.00 will be billed per roundtrip, per Consultant when travel occurs.

The following expenses are billable expenses -

Item	Allowable
Mileage	Allowed
Meals up to \$60 per day	Allowed
Hotel/Lodging	Allowed
Airfare	Allowed
Car Rental/Parking	Allowed
All other reasonable expenses	Allowed

A. Overtime

Actual onsite and on call hours in excess of 40 hours, not including travel time, will be billed at time and one half the contracted billable rate(s) for work performed by Consultants.

B. Holiday Pay

If client requires consultant to work on a federal holiday, time will be billed at time and one half the contracted billable rate(s) for work performed.

Sales tax will be charged on products and services, when applicable. If client is tax exempt, client must provide copy of their tax exemption certificate.

XVII. Retainer

A retainer of \$12,600.00 is due upon acceptance of this agreement, prior to work beginning and will be applied to the final invoice. The retainer is a non-refundable deposit credited against the completion of work.

Pathway respectfully requests the retainer and payments be made electronically. ***Account numbers will be provided after the signing of the proposal.***

XVIII. Invoicing***A. Schedule**

Invoices will be forwarded weekly approximately two weeks after services are delivered.

B. Invoice Format

Invoices will be summarized by work performed.

C. Invoice Communication Options

Invoices sent via standard mail delivery.

*** All invoices (charges) are payable net 15 days from date of invoice.**

XIX. Payment Terms

Court costs and attorney fees - If you are in default of the terms of this agreement, you agree to pay all costs of collection that we incur, including court costs and attorney's fees, to the extent permitted by law.

XX. Processing fee/ Interest rate

Payments that are not paid when due and result in additional billing statements may be charged a ten dollar processing fee per additional statement. Payments that are 30 days or more past due may be charged interest at the highest rate permitted by law.

XXI. Non-payment

Pathway Health Services Inc. reserves the right to remove its employees from the client's engagement immediately due to non-payment of bills by the due date.

XXII. Contact Information:

The facility contact information:

David Hautamaki, Interim CEO
 GRAND TRAVERSE PAVILIONS
 1000 PAVILIONS CIRCLE
 TRAVERSE CITY, MI 49684
 dhautamaki@gtpavilions.org
 586-854-2939

Invoices should be sent to:

David Hautamaki, Interim CEO
 GRAND TRAVERSE PAVILIONS
 1000 PAVILIONS CIRCLE
 TRAVERSE CITY, MI 49684
 dhautamaki@gtpavilions.org
 586-854-2939

Pathway Health Services, Inc. contact:

Peter Schuna, Chief Executive Officer
 Peter.schuna@pathwayhealth.com
 11240 Stillwater Blvd N, Suite 100
 Lake Elmo, MN 55042
 Toll Free: 877-777-5463

Pathway Health Services, Inc. billing contact:

Ashley Kessel
 Pathway Health Services, Inc.
 11240 Stillwater Blvd N, Suite 100
 Lake Elmo, MN 55042
 Toll Free: 877-777-5463
ashley.kessel@pathwayhealth.com

www.pathwayhealth.com

Expiration of Contract

This contract expires if not signed and returned within thirty days of the date of the contract.

Signature below acknowledges the acceptance of fees and terms of service:

 GRAND TRAVERSE PAVILIONS
 David Hautamaki, Interim CEO

 Date

 Pathway Health Services, Inc.
 Peter Schuna, CEO

 Date

Please review, sign, date and return via email.

Pathway Health Services, Inc.
 11240 Stillwater Blvd N, Suite 100
 Lake Elmo, MN 55042
 Peter.schuna@pathwayhealth.com
 877-777-5463



Grand Traverse Pavilions

A COMMUNITY CARING FOR GENERATIONS

MEMORANDUM

03/21/2025

TO: DHHS Board

FROM: Ryan Hutchins
Environmental Services Director

RE: Aspen Roof Replacement

Attached are 3 bids to replace the roof on Aspen. First bid from TES Construction at \$119,375.00. Second bid was not received by Northshore Exteriors, but an old bid they gave us is attached at \$141,196.93. Third bid from Story Roofing at \$152,000.00. All these bids are same type of material and include added venting to help prevent ice buildup in the winter.

Aspen's roof still has the original shingles from when the building was built. They are worn and past their expected life limit of 15-20 years. We have also had some problems with leaks, damaged and missing shingles and drainage problems. This has led to increased maintenance costs and potential risks of water damage to the structure. If not addressed soon, these issues could compromise the integrity of the roof and lead to more extensive and costly repairs. Replacing the roof now will help protect the building, improve energy efficiency, and ensure the safety and comfort of everyone inside.

I have also received bids for our Birch roof. TES Construction at \$119,375.00. Total for Aspen and Birch roof replacement at \$238,750.00. Story Roofing at \$144,000.00. Total for both at \$296,000.00.

I recommend TES Construction for our Aspen roof replacement. They come in with the cheapest pricing and they did a great job on our Dogwood and Cherry roofs. If Aspen and Birch are done together, they still come in cheaper than the other bids. Our Aspen roof would be priority before Birch. If both can be done, we would be finished with all our roof replacements for the Main Building.

Thank you,

Ryan Hutchins
Environmental Services Director



T.E.S. CONSTRUCTION, LLC

T.E.S. CONSTRUCTION, LLC

5038 Eastwood Rd.

Boyne Falls, MI

49713

(231)675-7830

tes-construction.com

tesroofs@gmail.com

ESTIMATE

EST2332

DATE

Mar 18, 2025

TOTAL

USD \$119,375.00

TO

Grand Traverse Pavilions/Ryan Hutchins

1000 Pavilions Circle

Traverse City, MI

49684

rhutchins@gtpavilions.org

DESCRIPTION	RATE	QTY	AMOUNT
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REMOVE & REPLACE ROOF - ASPEN WING	\$112,500.00	1	\$112,500.00
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- Remove existing shingles & inspect decking
- Replace with new GAF Timberline UHD Ultra High Definition Shingle.(Weathered Wood)
- 6 nail pattern
- Install ice/water shield per specifications 6' high from eave, 3' split in valleys &18" at all wall junctions.
- Install Synthetic Felt Remaining area of roof. (1" Button Caps)
- Install starter shingle @ rake & eave.
- Install drip edge @ eaves & rake. (Color to match)
- Install hip & ridge cap. (Seal -A-Ridge/Plus)
- Install boot pipe jacks.
- Any/all roofing material to complete project.

- Install new step & counter flashing where needed.

- Low Slope area base of turrets 45-mil PVC
- Re-roof at base of turrets with 45-mill PVC single ply membrane over new substrate.
- Remove & Replace Drains.

DESCRIPTION	RATE	QTY	AMOUNT
-------------	------	-----	--------

(Dogwood & Cherry wings the drains were rusted out).

- Equipment
- Dumpsters
- Porta John
- Permit

Install Edge Vent	\$25.00	275	\$6,875.00
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Edge Vent 48" - Lomanco 4 Deck - Air Intake Vent.

Option for venting lower portion of roof to help with ice build up.

TOTAL			USD \$119,375.00
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Decking/OSB if needed to be replaced:
Material & Labor \$60.00 Per sheet.

Timeline to complete project: 2-4 weeks weather permitting.

Start/End times to be discussed.

Workmanship & Manufactures Warranty

All landscaping to be protected.

Magnet rolled daily for nails & job site debris cleaned up daily.

Terms: To be discussed upon award of bid.



**T.E.S. CONSTRUCTION,
LLC**

T.E.S. CONSTRUCTION, LLC
 5038 Eastwood Rd.
 Boyne Falls, MI
 49713
 (231)675-7830
tes-construction.com
 tesroofs@gmail.com

ESTIMATE
EST2333

DATE
Mar 18, 2025

TOTAL
USD \$119,375.00

TO

Grand Traverse Pavilions/Ryan Hutchins

1000 Pavilions Circle
 Traverse City, MI
 49684
 rhutchins@gtpavilions.org

DESCRIPTION	RATE	QTY	AMOUNT
<p>Remove & Replace Roof - Birch Wing</p> <ul style="list-style-type: none"> -Remove existing shingles & inspect decking -Replace with new GAF Timberline UHD Ultra High Definition Shingle.(Weathered Wood) -6 nail pattern -Install ice/water shield per specifications 6' high from eave, 3' split in valleys &18" at all wall junctions. -Install Synthetic Felt Remaining area of roof. (1" Button Caps) -Install starter shingle @ rake & eave. -Install drip edge @ eaves & rake. (Color to match) -Install hip & ridge cap. (Seal -A-Ridge/Plus) -Install boot pipe jacks. -Any/all roofing material to complete project. -Install new step & counter flashing where needed. -Low Slope area base of turrets 45-mil PVC Re-roof at base of turrets with 45-mill PVC single ply membrane over new substrate. Remove & Replace Drains. 	\$112,500.00	1	\$112,500.00

DESCRIPTION	RATE	QTY	AMOUNT
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(Dogwood & Cherry wings the drains were rusted out).

- Equipment
- Dumpsters
- Porta John
- Permit

Install Eave Vent - Option for venting lower portion of roof to help with ice build up.	\$25.00	275	\$6,875.00
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Edge Vent 48" - Lomanco 4 Deck - Air Intake Vent

TOTAL			USD \$119,375.00
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Decking/OSB if needed to be replaced:
Material & Labor \$60.00 Per sheet.

Timeline to complete project: 2-4 weeks weather permitting.

Start/End times to be discussed.

Workmanship & Manufactures Warranty

All landscaping to be protected.

Magnet rolled daily for nails & job site debris cleaned up daily.

Terms: To be discussed upon award of bid.



Northshore Exteriors LLC > NO BID RECEIVED

3417 Cass Rd
Traverse City, MI 49684
P 231-642-5444

Client: Grand Traverse Pavillions
Property: 1000 Pavillions Circle
Traverse City, MI 49684

Operator: CHANDLER

Type of Estimate: <NONE>

Date Entered: 4/1/2021

Date Assigned:

Price List: MITC8X_MAR21

Labor Efficiency: Restoration/Service/Remodel

Estimate: 2021-04-01-1450

OLD BIN



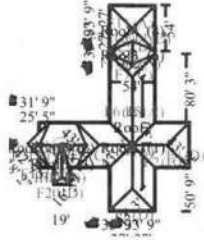
Northshore Exteriors LLC

3417 Cass Rd
 Traverse City, MI 49684
 P 231-642-5444

2021-04-01-1450

Main Level

Roof2



24,783.39 Surface Area
 940.13 Total Perimeter Length
 552.39 Total Hip Length

247.83 Number of Squares
 327.71 Total Ridge Length

DESCRIPTION	QTY	RESET	REMOVE	REPLACE	TAX	TOTAL
1. Remove Laminated - comp. shingle rfg. - w/out felt	247.83 SQ		62.33	0.00	0.00	15,447.24
2. Laminated - comp. shingle rfg. - w/out felt	282.00 SQ		0.00	240.73	0.00	67,885.86
Install GAF Timberline HDZ						
3. Remove Additional charge for steep roof - 7/12 to 9/12 slope	247.83 SQ		14.45	0.00	0.00	3,581.14
4. Additional charge for steep roof - 7/12 to 9/12 slope	282.00 SQ		0.00	52.19	0.00	14,717.58
5. R&R Drip edge	940.13 LF		0.34	2.57	0.00	2,735.77
6. Ice & water barrier	4,967.76 SF		0.00	1.73	0.00	8,594.22
Install ice and water shield 6' on eaves, 3' in valleys and chimneys, 1.5' on walls and roof penetrations						
7. Remove Additional charge for high roof (2 stories or greater)	247.83 SQ		5.45	0.00	0.00	1,350.67
8. Additional charge for high roof (2 stories or greater)	282.00 SQ		0.00	23.05	0.00	6,500.10
9. R&R Exhaust cap - through roof - up to 4"	1.00 EA		9.29	84.64	0.00	93.93
Replace bathroom fan vent with new "gooseneck" style. includes insect screen and damper						
10. Roofing felt - synthetic underlayment	201.83 SQ		0.00	46.22	0.00	9,328.58
11. Flashing - pipe jack	10.00 EA		0.00	48.50	0.00	485.00
Painted aluminum pipe flashing with rubber gaskets that seal to pipe						
12. R&R Ridge cap - composition shingles	880.10 LF		3.19	4.66	0.00	6,908.79
Totals: Roof2					0.00	137,628.88

Flat roofing

DESCRIPTION	QTY	RESET	REMOVE	REPLACE	TAX	TOTAL
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Northshore Exteriors LLC

3417 Cass Rd
 Traverse City, MI 49684
 P 231-642-5444

CONTINUED - Flat roofing

DESCRIPTION	QTY	RESET	REMOVE	REPLACE	TAX	TOTAL
13. R&R Single ply membrane - Mechanically attached - 60 mil	3.00 SQ		79.90	765.60	0.00	2,536.50
Three Flat roofing areas between metal roof turrets and shingle roof gables. Remove EPDM roofing, detach metal roofing and metal siding, install 60 Mill PVC single ply membrane with welded seems. Reset metal roofing and siding after PVC is installed.						
14. R&R Insulation - ISO board, 1"	3.00 SQ		41.81	196.64	0.00	715.35
15. Roof drain - Detach & reset	3.00 EA		0.00	105.40	0.00	316.20
16. Detach & Reset Metal siding/gable vent	HR	50.00	0.00	0.00	0.00	0.00
In order to install new PVC membrane the adjacent metal siding/gable vent will need to be detached and reset after the membrane is installed up the wall, behind the siding. This work will be billed at \$50/hr plus any necessary materials.						
17. Detach & Reset Metal roofing - Standing seam	HR	50.00	0.00	0.00	0.00	0.00
In order to install new PVC membrane the adjacent metal roofing will need to be detached and reset after the membrane is installed up the steep slope 16+", under the metal roofing. This work will be billed at \$50/hr plus any necessary materials.						
Totals: Flat roofing					0.00	3,568.05
Total: Main Level					0.00	141,196.93
Line Item Totals: 2021-04-01-1450					0.00	141,196.93

Grand Total Areas:

0.00 SF Walls	0.00 SF Ceiling	0.00 SF Walls and Ceiling
0.00 SF Floor	0.00 SY Flooring	0.00 LF Floor Perimeter
0.00 SF Long Wall	0.00 SF Short Wall	0.00 LF Ceil. Perimeter
0.00 Floor Area	0.00 Total Area	0.00 Interior Wall Area
1,415.78 Exterior Wall Area	0.00 Exterior Perimeter of Walls	
24,783.39 Surface Area	247.83 Number of Squares	940.13 Total Perimeter Length
327.71 Total Ridge Length	552.39 Total Hip Length	



Northshore's Water-Tight Warranty vs. All Others

	Northshore's Water-Tight Warranty	Standard Manufacturer Warranty	Standard Contractor Warranty
Claiming Warranty Issues	Simply call Northshore	Written notice mailed to manufacturer within 30 days of discovery of leak or problems with proof of purchase. Also may require you to submit, at your expense, samples of materials for testing and photos.	Stipulations, limitations, and and short terms often allow companies to avoid honoring claims.
Unsure of Cause	Northshore checks for free	You have to prove it was specifically a product issue.	You have to prove it was specifically a material issue.
Improper Installation	Covered	Not Covered	Depends on circumstances
Repair Limitations	None	Labor is rarely covered	Materials are rarely covered and there are often cost amount limitations.
Interior Repair*	Covered	Not Covered	Not Covered
Transfer to a New Owner	Warranty transfers with no fees and no transfer limits	May be covered for a fee	Not Covered
Length of Warranty	Material and Labor coverage for 10 years	3-10 yrs of prorated, stipulated, and limited to manufacturer defects	1-5 yrs - We strongly advise you read their warranty's legal language.



231-642-5444

3417 Cass Rd, Traverse City, MI 49684
www.northshoreexteriorsllc.com



www.StoryRoofing.com

Office/Showroom Address:

141 W. Wexford Ave.
Buckley, MI 49620

(231) 269-3210 – Office

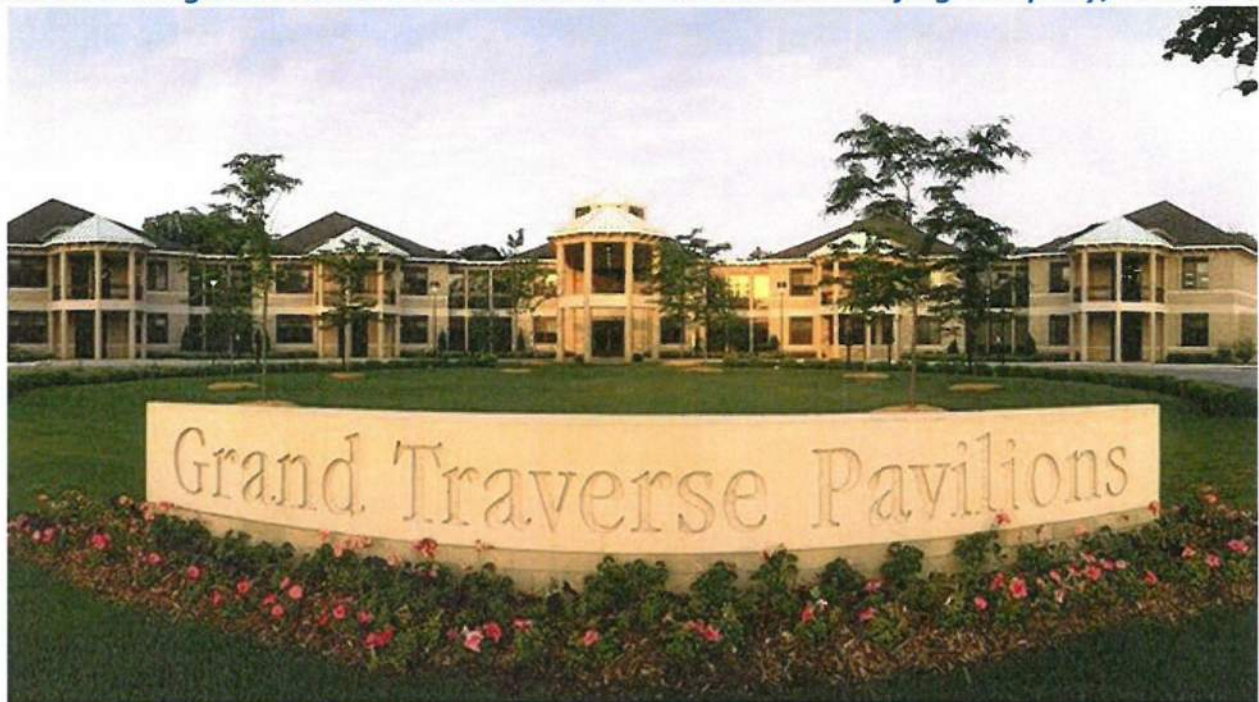
State License #2102197855

Brad@StoryRoofing.com



March 21, 2025

"Northern Michigan's Premiere Residential and Commercial Roofing Company, Since 1971"



Presents This Roofing System Proposal To:

Grand Traverse Pavilions Pavilion #4 & #5

Project Address:
1000 Pavilions Circle
Traverse City, MI 49684

Phone: (231) 932-3022



- Total removal of existing roofing material of **Pavilion #5 with option for #4, excluding any detached structures, barns, sheds, etc.** with protection of adjacent roofs, buildings, structures, decks, landscaping, and grounds. Complete meticulous clean up and disposal of all waste using Story Roofing's mobile dump units or roll-off dumpsters.
- **Gutters:** Removal and reinstallation of gutter and/or gutter guards not included. If gutters need removal to install new roofing, gutters will be removed at a time and material rate, unless removed by homeowner prior to Story Roofing Company arriving. New seamless gutter replacement quote is available upon request. Any existing drip edge incorporated into gutter system to remain intact. **Gutter removal not likely on this project.**
- Remove & replace any deteriorated roof decking, rafter tails, fascia, etc. with like materials per time & material rate schedule listed below (**Applicability and quantities to be determined after existing shingles are removed**). **Currently \$65 per 4'x8' sheet.**



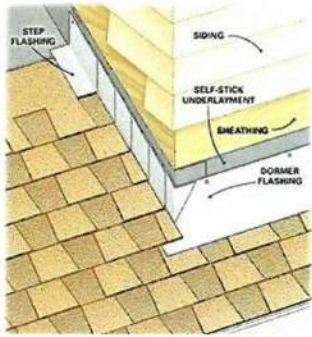
- **GAF Weather Watch Ice and Water Shield Leak Barrier** applied six feet up from all heated eaves, three feet split in valleys and eighteen inches at all wall junctions and chimney.



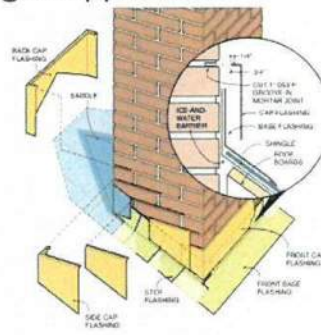
- Remaining balance of roof covered with **GAF Tiger Paw (or equal) high-performance synthetic roof deck protection underlayment**, securely fastened to maintain waterproof integrity.



- Straight flashings and step flashings, properly inspected for wear, damage, or correct application and repaired or replaced as needed to exceed lifespan of roofing material. Any siding work required for proper access to flashings to be completed at time and material rate as specified below. **Siding repair not likely on this project.**



- Any masonry chimney flashings to be cut in and counter flashed with color coordinated metal or sealed with EPDM rubber flashing as applicable.



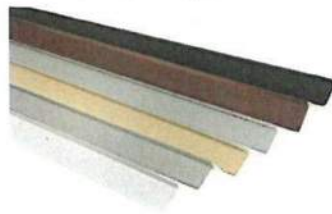
- All replaceable boots replaced, including split boots for non-slip over pipes and electrical masts.



- Existing metal flashings for gas appliance vents, dryer vents, etc. to remain in place unless deteriorated and in disrepair - **additional cost to apply if replacement is required.**



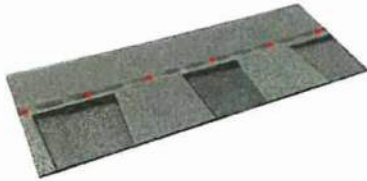
- New color coordinated galvanized steel drip edge at eaves & rakes. Standard colors: **white, brown, black, clay, burnished slate, dark gray & green.**



- GAF Pro Start **Starter Strip Shingles** applied to all eaves and run up all rakes. This application is for maximum wind warranty coverage (130 mph) and the utmost sealing of shingles.



- GAF Lifetime Algae Resistant architectural shingles installed per manufacturer's current specifications, guidelines & **High Wind Nailing Pattern**.



- Timberline UHDZ example: "Weathered Wood" color to match newly installed sections.



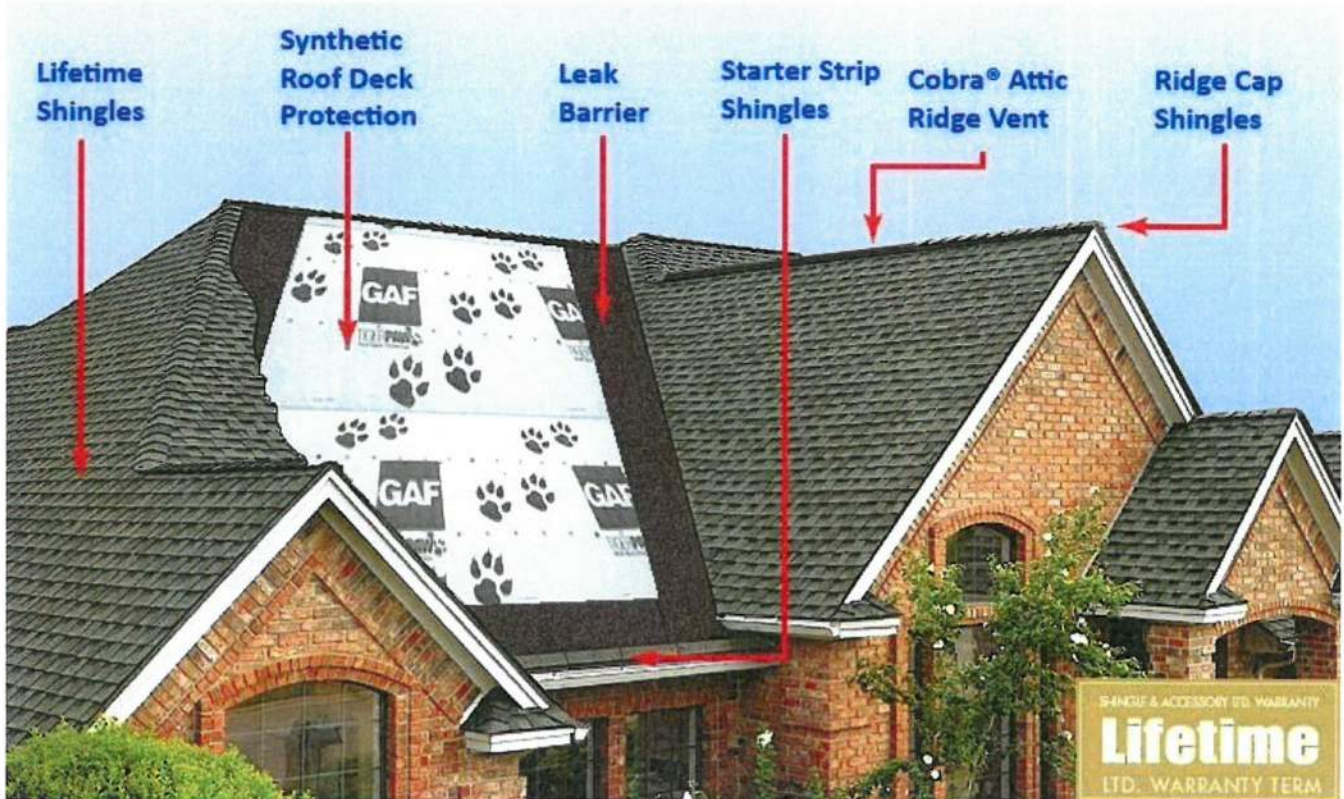
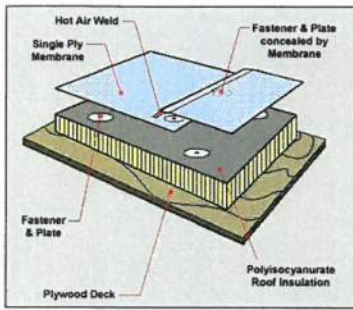
- Installation of **GAF Ridge Ventilation** and **GAF Seal A Ridge Cap Shingles** at all hips & ridges.



- **Option for:** Deck air-intake vents installed up from eave edge to increase roof ventilation – **additional cost to apply.**



- Low slope sections at base of towers to be done in a 45 mil PVC single ply membrane over new substrate (minimum ½" thickness).



- Complete clean up and magnet sweep for nails around entire premises.



- Any additional sheeting applications or repairs needed or requested, not evident until existing roofing material is removed, performed at a time and material rate of \$105.00 per man hour plus materials.

All new roofs include the following warranties, unless noted otherwise:

- 30-year warranty on all shingle workmanship. *
- 30-year StainGuard warranty on algae discoloration. *
- 40-year warranty on all shingle material. *
- 130 mph Wind Rating. *

*Excluding manufacturer's warranties and Mother Nature.



Story Roofing Company, Inc. guarantees all material is to be as specified, and the above project to be performed in accordance with the specifications submitted, completed in a substantial workmanlike manner, and performed by fully roofing comp insured employees of Story Roofing Company.

ASPEN

Pavilion #5: GAF Timberline **UHDZ ULTRA** High-Definition architectural shingle roofing system, including 45 mil PVC at base of turrets for the sum of **\$147,000.00**

Initial if selected. _____

152,000.00

Add: Deck air-intake vents for the sum of **\$5,000.00**

Initial if selected. _____

BIRCH

Pavilion #4: GAF Timberline **UHDZ ULTRA** High-Definition architectural shingle roofing system, including 45 mil PVC at base of turrets for the sum of **\$140,000.00**

Initial if selected. _____

144,000.00

Add: Deck air-intake vents for the sum of **\$4,000.00**

Initial if selected. _____

**Color selections may be limited – please check with me for current availability and lead times.*

****NOTE: We always order more material than we believe is needed to complete the job to ensure there will be no shortages. Any extra material left after completion of the job is the property of Story Roofing and will not be credited to owner's account.**

Thank you very much for your time and consideration of our proposal. If you have any questions or concerns, do not hesitate to contact me at **(231) 434-5323** on my mobile or (231) 269-3211 at our office.



Sincerely,
Brad Stephenson – Residential Sales Estimator
Story Roofing Company Inc.
Brad@StoryRoofing.com



ACCEPTANCE OF PROPOSAL

The above prices, specifications and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. Payments will be made as outlined below.

Date: _____ Product Choice: _____ GAF Timberline UHDZ _____

Signature: _____ Color Choice: _____ Weathered Wood _____

Printed Name: _____ Other: _____

Payment Schedule:

50% of total proposal amount required at time of proposal acceptance. Complete payment due immediately upon completion of roof. Time & material extras, gutter work, line items and other additions to the base roof price may be billed under separate invoice. Credit cards charged 3% premium.

Note: Any alteration or deviation from above specifications involving extra costs will be executed only upon written order and will become an extra charge over and above the estimate.

Note: This proposal is good for a period of 30 days beyond the date on this proposal. Beyond that date proposal is subject to reconfirmation by Story Roofing Company Inc.*

Note: A service charge of 1 ½% per month or 18% per year on balances not paid within 30 days.

*All agreements contingent upon strikes, accidents, or delays beyond our control.



GRAND TRAVERSE PAVILIONS
Grand Traverse Medical Care

8

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: Dump Trailer
C. Specifications: See attached
D. Bids Solicited From:

1.	<u>USA-Trailer</u>	City	<u>Grawn, MI</u>	Date	<u>03/14/2025</u>
2.	<u>Team One Trailers</u>	City	<u>Traverse City, MI</u>	Date	<u>03/17/2025</u>
3.	<u>Michigan Trailers</u>	City	<u>Traverse City, MI</u>	Date	<u>03/17/2025</u>
4.	<u></u>	City	<u></u>	Date	<u></u>

E. Bids Received:

1.	<u>USA-Trailer</u>	Date	<u>03/14/2025</u>	\$	<u>10,699.00</u>
2.	<u>Team One Trailers</u>	Date	<u>03/17/2025</u>	\$	<u>10,400.00</u>
3.	<u>Michigan Trailers</u>	Date	<u>03/17/2025</u>	\$	<u>11,900.00</u>
4.	<u></u>	Date	<u></u>	\$	<u></u>

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

Similar trailers in size and equipment. Different Manufacturers and setup.

G. Recommendation: Team One Trailers

H. Justification for Recommendation: Brand of trailers is one of the better ones. Trailer has a better setup for our needs around campus. Lowest price.

I. Purchase Budgeted: Yes No

How Funded: Capital Budget

Judith Leed 3-18-25 Dail M Pantanel 3/20/25
Finance Director Date Administrator/CEO Date
(Purchase up to \$1,500.00) (Purchase up to \$5000.00)

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



Grand Traverse Pavilions

A COMMUNITY CARING FOR GENERATIONS

MEMORANDUM

03/19/2025

TO: DHHS Board

FROM: Ryan Hutchins
Environmental Services Director

RE: Dump Trailer

Attached please find 3 bids from local dealers. USA-Trailer bid at \$10,699.00 for a Load Trail trailer. Team One Trailers bid at \$10,400.00 for a Rice trailer. Michigan Trailers bid at \$11,900.00 for a Sure-Trac trailer. All 3 trailers are similar with a few differences in build quality and equipment.

We currently lack a utility trailer for transporting equipment and materials. During the Spring and Summer, we need to haul items such as mulch, dirt, and tree branches. In Fall, we manage large volumes of fallen leaves. In recent years, we've rented trailers for the fall season and incurred additional costs in Spring by purchasing bagged materials that we transport manually.

Investing in a new, large dump trailer would streamline these tasks. It would accommodate all types of materials and be capable of hauling equipment like our mini-Kubota tractor. This addition would save both time and money across all seasons, improving the efficiency of campus maintenance.

I recommend Team One Trailers for the Rice Dump Trailer at \$10,400.00. This is a very good brand and the way the trailer is setup up will work the best to assist us throughout the year.

Thank you,

Ryan Hutchins
Environmental Services Director

Traverse City (N.W. Michigan)

Phone: +12312633373
4039 Hamlin Rd
Grawn, Michigan
Email: billjones@usa-trailer.com



2025 Load Trail 83X14 TELESCOPIC 2FT WALLS Dump Trailer

Type	Trailer or Truck Bed	Category	Dump Trailer
Stock#	TC 1973	Location	Traverse City (N.W. Michigan)
Year	2025	Status	Available
Condition	New	Manufacturer	LOAD TRAIL
Model	2025 Load Trail 83X14 TELESCOPIC 2FT WALLS Dump Trailer	Floor Length	168.00in / 14ft
Floor Width	83.00in / 6ft 11in	GVWR	14000
Weight	4270	Payload Capacity	9730
Axles	2	Color	Green
Construction	Steel	Pull Type	Bumper

Suspension Type	Leaf Spring Suspension	Width	83in / 6ft 11in
Length	168in / 14ft		

https://www.usa-trailer.com/tf/units/2025-load-trail-83x14-telescopic-2ft-walls-dump-trailer?stock_number=TC%201973

Price: \$10,699.00

Description

At USA Trailer, we are dedicated to providing top-quality trailers, parts, and accessories while delivering outstanding customer service. With years of experience in the industry, we understand the importance of reliability, durability, and affordability when it comes to trailers. That's why we carry only the best brands and ensure every trailer meets our high standards before it reaches our customers. Our team is committed to helping you find the perfect trailer to fit your needs, whether for work, recreation, or anything in between.

As Michigan's top trailer dealer, we offer the largest selection of trailers in the state. From utility and landscape trailers to equipment, dump, and cargo trailers, we have options for every job. Whether you're hauling tools for work, transporting equipment, or looking for a reliable cargo solution, USA Trailer has you covered. In addition to sales, we provide expert trailer servicing, maintenance, and a full range of parts and accessories to keep your trailer in top shape.

When you choose USA Trailer, you're choosing a team that values quality, selection, and customer satisfaction. We take pride in helping our customers get the right trailer at the right price, backed by knowledgeable support and dependable service.

Call us today at (231) 263-3373

traversecity@usa-trailer.com 4039 Hamlin Rd Grawn, MI 49637

Features

- Doors, Windows & Ramps
 - Slide In Ramps
 - Split Rear Doors
- Exterior Features
 - Fenders
 - Baked Paint
 - D-Ring Installed
 - Powder Coated Paint
 - Side Stack Pockets
- Jack & Coupler Features
 - Manual Jack
 - Leveling Jacks
 - 2 5/16" Coupler



Michigan Trailers

Phone: 2319434007

4288 US 31 South

TRAVERSE CITY, MI

Email: sales@michigantrailers.com



2025 Sure-Trac 7 x 14 HD Low Profile Dump Trailer 14K Telescopic

Stock#: 443902	VIN#: 5JW1D1424S1443902	Year: 2025
Manufacturer: Sure-Trac	Width: 984" or 82'0"	Length: 168" or 14'0"
Weight: 3880	GVWR: 14000	Payload: 10120
Color: BLACK	#Axles: 2	

URL: <https://michigantrailers.com/2025-sure-trac-7-x-14-hd-low-profile-dump-trailer-14k-telescopic-d8ur.html>

Price	\$11,900.00
-------	-------------

Features

- 2 5/16 Coupler	- Manual Jack	- Break away Switch
- Electric Brake(s)	- 8 Hole Wheels	- Spring Suspension
- Powder Coated Paint	- Diamond Plate Fenders	- D-Rings Installed
- Front Tongue Toolbox	- Spare Tire Mount	- 7-Way Plug
- Insulated Wire Harness	- LED Lighting	- DOT Approved Lighting
- Batteries	- Split Rear Doors	

Description

OVERVIEW

The Sure-Trac HD Low Profile Dump Trailer is designed for the professional. The low deck height ensures easy loading and unloading of equipment while maintaining ground clearance when fully engaging the dump mechanism. Smart features like underbody ramp and tool storage save you time, while a heavy-duty tube frame and c-channel cross members provide for superior payload capacity. Available in three different hoist options: Dual Ram, Scissor, and Telescopic lift.

FEATURES

Tube Main Frame
24" Sides
Integrated Side Body Stiffening System

Board Holders
Adjustable 2-5/16" Coupler (12K & 14K Models)
Adjustable 4-Bolt Pintle Eye Coupler (16K Models)
Safety Chains
7-Way RV-Style Molded Plug
Breakaway Switch with Battery
EverLink Wiring Harness
Sealed Brake Connections
Setback 7K Drop Leg Jack (12K Models)
Setback HD 12K Drop Leg Jack (14K & 16K Models)
Stabilizer Jack Receivers (Jacks Optional)
Ramps (Stored Underneath Bed)
HD Reinforced Combo Barn Door Spreader Gate w/ Cambar
Tread Plate Fenders
HD Slipper Spring Axles
Brakes on Both Axles
Radial Tires
Powder Coat Finish
10-Gauge Floor
(5) 1/2" D-Rings
Stake Pockets
Spare Tire Carrier
Side Steps
Integrated Tarp Mount
Mesh Tarp Kit (Installed)
Tongue Mounted HD Control Box with Key Lock
Underbody Secure Tool Storage
All LED Lights
Deep Cycle Battery
Battery Charger, 110-Volt
Limited 3-Year Warranty

While we strive to represent our trailers with 100% accuracy - please call to confirm details of trailer.

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 michael david norwick DATE 2/1/2025

RESIDENCE

ADDRESS

OFFICE ADDRESS

Premedical Education: School Henry Ford community college Date of Graduation 05/15/1993

Medical Education: School Madonna university Date of Graduation 5/15/1999

Internship: Hospital Dates

Residency: Hospital Dates

MICHIGAN LICENSE: Date 7/26/2025 No. 4704207485

NPI# 1164899043

Hospital Staff Memberships:

Blank lines for Hospital Staff Memberships

Medical Society Memberships:

Blank lines for Medical Society Memberships

Specialty: AGNP

Board Certified: Yes [x] No [] Date 10/1/2018

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: Michael D. Norwick DATE: 2/1/2025

APPROVED: [Signature] SIGNED: [Signature] DATE: 2/19/25
Medical Director, Grand Traverse Medical Care

APPROVED: SIGNED: DATE:
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

ATTENDING _____ CONSULTING x

NAME IN FULL Leah Buckingham DATE 02/19/2025

RESIDENCE ADDRESS _____ TELEPHONE _____

OFFICE ADDRESS _____ TELEPHONE _____

Premedical Education: School saginaw valley Date of Graduation 01/2018

Medical Education: School Maryville university Date of Graduation 05/2023

Internship: Hospital _____ Dates _____

Residency: Hospital _____ Dates _____

MICHIGAN LICENSE: Date 10/19/2023 No. 4704312759

NPI# 1609625037

Hospital Staff Memberships:

Medical Society Memberships:

Specialty:

Board Certified: Yes x No _____ Date 08/10/2023

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: Leah Buckingham DATE: 2/25/2025

APPROVED: [Signature] SIGNED: [Signature] DATE: 2/12/2025
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 [x] Certified Nurse Practitioner []

ATTENDING [x] CONSULTING []

NAME IN FULL Chaz Casey DATE 5-21-2025

RESIDENCE ADDRESS OFFICE ADDRESS

Premedical Education: School oakland university Date of Graduation 2019
Medical Education: School Franklin College Date of Graduation 2022
Internship: Hospital Dates
Residency: Hospital Dates
MICHIGAN LICENSE: Date 1/30/2025 No. 5601011588
NPI# 1255039202

Hospital Staff Memberships:

[Blank lines for Hospital Staff Memberships]

Medical Society Memberships:

[Blank lines for Medical Society Memberships]

Specialty:

[Blank line for Specialty]

Board Certified: Yes [x] No [] Date 10-7-2022

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: Chaz Casey DATE: 2/21/2025

APPROVED: [Signature] SIGNED: [Signature] DATE: 3/10/25
DISAPPROVED: [] Medical Director, Grand Traverse Medical Care

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