

Appendix Cost Model



Cost Model Introduction

The cost model used to determine the 15-year capital budget for the System Master Plan is based on an overall \$/SF methodology. The unit cost is based on historical project data provided by Spectrum Health as well as adjusted national benchmarks from previous Master Plans.

- **What's included in the System Master Plan Budget:**
 - Construction, renovation and demolition costs
 - Soft costs: 15% to 40% depending of project type
Design fees, FF&E, Technology, Medical Equipment, Spectrum Health Administrative costs, other professional fees
 - Contingency: 15%
 - Escalation applied to mid-point of construction phase
(Yr1 = 6.0%, Yr2 = 5.5%, Yr3 = 5.0%, Yr4 = 4.5%, Yr5+ = 4.0%)
 - Property or facility acquisition costs
- **What's NOT included in the System Master Plan Budget:**
 - FAC and FFAMP 10-year projected costs (\$110M FAC + \$220M FFAMP)
 - Lease termination costs
 - Financing costs
 - Major medical equipment (MRI, CT, Lin Acc) unless specified
 - Site development cost including traffic studies, civil engineering work, road improvements, utilities, and other major infrastructure costs

The image displays a detailed 15-year capital budget spreadsheet. The main table lists various projects and their associated costs across 15 years. The right side of the image shows a summary section with bar charts illustrating the cumulative capital budget over the 15-year period.

Cost Model

Butterworth Hospital (1 of 4)

Initiative	ID	Region	Consumer Market	Description	Quantity	Unit	Start Date	End Date	Escalated Project Cost
Butterworth Hospital									\$2,070,205,000
Initiative: Campus and Michigan St Improvements									\$10,861,000
	BW-1	Butterworth	Grand Rapids	Michigan Street Improvements from College to Ionia	3,200	LnFt	1/1/2023	12/31/2026	\$3,927,000
	BW-2	Butterworth	Grand Rapids	Crescent Street Improvements from College to Barclay	1,800	LnFt	12/31/2026	12/31/2027	\$1,218,000
	BW-3	Butterworth	Grand Rapids	Lyon Street Improvements from Ionia to College	3,200	LnFt	1/1/2023	1/1/2024	\$2,751,000
	BW-4	Butterworth	Grand Rapids	Barclay Street Improvement from Crescent to Lyon	500	LnFt	12/31/2027	12/30/2028	\$352,000
	BW-5	Butterworth	Grand Rapids	Lafayette Street Improvements from Hastings to Lyon	1,750	LnFt	12/30/2028	12/30/2029	\$1,281,000
	BW-6	Butterworth	Grand Rapids	College Street Improvements from Hastings to Lyon	1,750	LnFt	12/30/2029	12/30/2030	\$1,332,000
Initiative: Medical Center On-site Parking for Patient and Staff									\$150,145,000
	BW-7	Butterworth	Grand Rapids	Vertical Expansion Ramp 6	400	Spaces	1/1/2021	7/2/2022	\$25,015,000
	BW-8	Butterworth	Grand Rapids	Staff Parking Garage Demolition	210,000	BGSF	7/2/2022	4/2/2023	\$4,654,000
	BW-9	Butterworth	Grand Rapids	New Staff Parking Garage	900	Spaces	4/2/2023	9/30/2024	\$35,143,000
	BW-10	Butterworth	Grand Rapids	New Service Center	100,000	BGSF	4/2/2023	4/1/2025	\$71,240,000
	BW-11	Butterworth	Grand Rapids	New Service Tunnel	800	Lnft	4/2/2023	9/30/2024	\$14,093,000
Initiative: Expand Retail Short Term									\$12,297,000
	BW-12	Butterworth	Grand Rapids	Expand Retail within Existing Buildings	20,000	DGSF	1/1/2021	1/1/2023	\$12,297,000
Initiative: Off-stage Space for Staff									\$4,611,000
	BW-13	Butterworth	Grand Rapids	Create off-stage space for staff - BW Level 01/A/B	10,000	DGSF	1/1/2021	1/1/2023	\$4,611,000
Initiative: HDVCH Strategy									\$21,405,000
	BW-14	Butterworth	Grand Rapids	Vacate 35 MI 2nd Floor	5,000	DGSF	1/1/2021	7/2/2021	\$1,472,000
	BW-15	Butterworth	Grand Rapids	Vacate HDVCH 10th Floor	13,000	DGSF	7/2/2021	1/1/2022	\$5,264,000
	BW-16	Butterworth	Grand Rapids	Relocate IP Pharmacy	1,000	DGSF	7/2/2021	4/2/2022	\$632,000
	BW-17	Butterworth	Grand Rapids	10th Floor Peds Unit	21,700	DGSF	1/1/2022	1/1/2023	\$14,037,000

Cost Model

Butterworth Hospital (2 of 4)

Initiative	ID	Region	Consumer Market	Description	Quantity	Unit	Start Date	End Date	Escalated Project Cost
Initiative: OR/ED/Trauma Short-term projects									\$34,482,000
	BW-18	Butterworth	Grand Rapids	OR Short-term Project	20,000	DGSF	1/1/2021	7/2/2022	\$18,965,000
	BW-19	Butterworth	Grand Rapids	ED/Trauma Short-term Project	20,000	DGSF	1/1/2021	7/2/2022	\$15,517,000
Initiative: New Ambulatory Clinic & Center for Personalized Health									\$384,274,000
	BW-20	Butterworth	Grand Rapids	Demo Cook Institute	34,800	BGSF	1/1/2021	1/1/2022	\$2,330,000
	BW-21	Butterworth	Grand Rapids	New Ambulatory Clinic & Center for Personalized Health	450,000	BGSF	1/1/2022	7/1/2024	\$378,276,000
	BW-22	Butterworth	Grand Rapids	New Bridge	240	Lnft	1/1/2022	7/1/2024	\$3,668,000
Initiative: Medical Education									\$5,486,000
	BW-23	Butterworth	Grand Rapids	MSU II	1	Allowance	1/1/2021	7/2/2022	\$5,486,000
Initiative: New Hotel									\$57,159,000
	BW-24	Butterworth	Grand Rapids	New Hotel (100 Rooms)	70,000	BGSF	1/1/2021	7/2/2023	\$51,800,000
	BW-25	Butterworth	Grand Rapids	New Hotel Parking	150	Spaces	1/1/2021	7/2/2023	\$5,359,000
Initiative: 25/35/221 Modernization and Realignment Strategy									\$93,538,000
	BW-26	Butterworth	Grand Rapids	221 Michigan	23,800	DGSF	7/1/2024	7/1/2026	\$13,389,000
	BW-27	Butterworth	Grand Rapids	25 Michigan	67,200	DGSF	7/1/2026	6/30/2030	\$42,526,000
	BW-28	Butterworth	Grand Rapids	35 Michigan	50,820	DGSF	6/30/2030	6/29/2034	\$37,623,000
Initiative: New Hospital Expansion									\$860,067,000
	BW-29	Butterworth	Grand Rapids	330 Barclay Demolition	75,830	BGSF	7/1/2024	7/1/2025	\$1,814,000
	BW-30	Butterworth	Grand Rapids	230 Michigan Demolition	65,449	BGSF	7/1/2024	7/1/2025	\$1,567,000
	BW-31	Butterworth	Grand Rapids	New D&T Podium	375,200	BGSF	7/1/2025	6/30/2029	\$474,895,000
	BW-32	Butterworth	Grand Rapids	New Beds (180 ICUs)	245,700	BGSF	7/1/2025	6/30/2029	\$310,984,000
	BW-33	Butterworth	Grand Rapids	Backfill Podium	100,000	DGSF	6/30/2029	6/30/2031	\$70,807,000

Cost Model

Butterworth Hospital (3 of 4)

Initiative	ID	Region	Consumer Market	Description	Quantity	Unit	Start Date	End Date	Escalated Project Cost
Initiative: Existing Beds Modernization									\$180,183,000
	BW-34	Butterworth	Grand Rapids	North Tower - Level 04	13,500	DGSF	6/30/2029	12/30/2029	\$10,779,000
	BW-35	Butterworth	Grand Rapids	North Tower - Level 05	13,500	DGSF	6/30/2029	12/30/2029	\$6,887,000
	BW-36	Butterworth	Grand Rapids	North Tower - Level 06	13,500	DGSF	12/30/2029	6/30/2030	\$7,023,000
	BW-37	Butterworth	Grand Rapids	North Tower - Level 07	13,500	DGSF	12/30/2029	6/30/2030	\$10,992,000
	BW-38	Butterworth	Grand Rapids	Central Tower - Level 02	6,800	DGSF	6/30/2030	12/30/2030	\$1,883,000
	BW-39	Butterworth	Grand Rapids	Central Tower - Level 03	12,100	DGSF	6/30/2030	12/30/2030	\$3,350,000
	BW-40	Butterworth	Grand Rapids	Central Tower - Level 04	14,250	DGSF	12/30/2030	6/30/2031	\$7,710,000
	BW-41	Butterworth	Grand Rapids	Central Tower - Level 05			12/30/2030	6/30/2031	\$0
	BW-42	Butterworth	Grand Rapids	Central Tower - Level 06	13,250	DGSF	1/1/2021	7/2/2021	\$7,262,000
	BW-43	Butterworth	Grand Rapids	Central Tower - Level 07	13,250	DGSF	6/30/2031	12/30/2031	\$11,442,000
	BW-44	Butterworth	Grand Rapids	Central Tower - Level 08			6/30/2031	12/30/2031	\$0
	BW-45	Butterworth	Grand Rapids	Central Tower - Level 09	13,250	DGSF	6/30/2031	12/30/2031	\$7,311,000
	BW-46	Butterworth	Grand Rapids	South Tower - Level 02	15,400	DGSF	12/30/2031	6/29/2032	\$8,664,000
	BW-47	Butterworth	Grand Rapids	South Tower - Level 03			12/30/2031	6/29/2032	\$0
	BW-48	Butterworth	Grand Rapids	South Tower - Level 04	15,100	DGSF	12/30/2031	6/29/2032	\$13,298,000
	BW-49	Butterworth	Grand Rapids	South Tower - Level 05	15,100	DGSF	6/29/2032	12/29/2032	\$13,562,000
	BW-50	Butterworth	Grand Rapids	South Tower - Level 06	14,800	DGSF	6/29/2032	12/29/2032	\$4,431,000
	BW-51	Butterworth	Grand Rapids	South Tower - Level 07	14,725	DGSF	12/29/2032	6/29/2033	\$8,616,000
	BW-52	Butterworth	Grand Rapids	MHC - Level 04	24,150	DGSF	12/29/2032	6/29/2033	\$7,373,000
	BW-53	Butterworth	Grand Rapids	MHC - Level 05	24,150	DGSF	6/29/2033	12/29/2033	\$7,520,000
	BW-54	Butterworth	Grand Rapids	MHC - Level 06	24,150	DGSF	6/29/2033	12/29/2033	\$7,520,000
	BW-55	Butterworth	Grand Rapids	MHC - Level 07	24,150	DGSF	12/29/2033	6/29/2034	\$7,668,000
	BW-56	Butterworth	Grand Rapids	MHC 8 ICU - Relocate Security/Misc. Offices	2,500	DGSF	1/1/2021	4/2/2021	\$548,000
	BW-57	Butterworth	Grand Rapids	MHC 8 ICU - Laboratory	4,000	DGSF	4/2/2021	10/1/2021	\$1,494,000
	BW-58	Butterworth	Grand Rapids	MHC 8 ICU - Blood Draw + Lab / Blood Bank	5,980	DGSF	4/2/2021	10/1/2021	\$2,310,000
	BW-59	Butterworth	Grand Rapids	MHC 8 ICU - Cardio Thoracic + Structural Heart and Valve Ce	7,100	DGSF	10/1/2021	4/2/2022	\$3,384,000
	BW-60	Butterworth	Grand Rapids	MHC 8 ICU - 230 MI 3rd Floor Renovation	14,100	DGSF	1/1/2021	7/2/2021	\$3,112,000
	BW-61	Butterworth	Grand Rapids	MHC 8 ICU - 230/330 2nd Floor - Conference Rooms	2,300	DGSF	7/2/2021	10/1/2021	\$692,000
	BW-62	Butterworth	Grand Rapids	MHC 8 ICU - Renovation to 24 ICUs	24,150	DGSF	4/2/2022	4/2/2023	\$15,352,000

Cost Model

Butterworth Hospital (4 of 4)and Blodgett Hospital

Initiative	ID	Region	Consumer Market	Description	Quantity	Unit	Start Date	End Date	Escalated Project Cost
Initiative: Demo West Building									\$255,697,000
	BW-63	Butterworth	Grand Rapids	New Administrative Support Building	140,000	BGSF	6/30/2029	6/30/2031	\$92,735,000
	BW-64	Butterworth	Grand Rapids	New Parking Garage	500	Spaces	1/1/2021	1/1/2023	\$24,675,000
	BW-65	Butterworth	Grand Rapids	Make Ready Projects	100,000	DGSF	6/30/2029	6/29/2032	\$72,205,000
	BW-66	Butterworth	Grand Rapids	West Building Demolition	345,000	BGSF	6/29/2032	12/29/2033	\$30,427,000
	BW-67	Butterworth	Grand Rapids	Site Improvements / Surface Parking	1	Allowance	12/29/2033	6/29/2035	\$11,962,000
	BW-68	Butterworth	Grand Rapids	New Façade	1	Allowance	12/29/2033	12/29/2034	\$23,693,000
Blodgett Hospital									\$56,214,000
Initiative: Reconfigure Emergency Department									\$8,470,000
	BH-1	Blodgett	Grand Rapids	ED Renovation	18,933	DGSF	1/1/2022	1/1/2024	\$8,470,000
Initiative: Ambulatory									\$43,437,000
	BH-2	Blodgett	Grand Rapids	Gaslight Expansion	5,000	DGSF	1/1/2021	1/1/2022	\$2,395,000
	BH-3	Blodgett	Grand Rapids	POB Floor 1	21,809	DGSF	1/1/2021	1/1/2022	\$10,444,000
	BH-4	Blodgett	Grand Rapids	POB Floor 2	24,166	DGSF	12/31/2025	12/31/2026	\$14,627,000
	BH-5	Blodgett	Grand Rapids	POB Floor 3	24,965	DGSF	1/1/2023	1/1/2024	\$13,307,000
	BH-6	Blodgett	Grand Rapids	POB New Public Elevator	1	Allowance	1/1/2023	1/1/2024	\$2,664,000
Initiative: Expand Bed Capacity									\$4,307,000
	BH-7	Blodgett	Grand Rapids	3rd Floor (1956/62 Building)	15,466	DGSF	1/1/2023	7/1/2024	\$4,307,000

Cost Model

Other Greater Grand Rapids Projects

Initiative	ID	Region	Consumer Market	Description	Quantity	Unit	Start Date	End Date	Escalated Project Cost
Greater GR									\$293,287,000
Initiative: Expand Ambulatory Coverage									\$57,863,000
	GGR-1	Greater GR	Grand Rapids	New Convenient Care/UC Locations	4,500	BGSF	1/1/2021	1/1/2023	\$1,479,000
	GGR-2	Greater GR	Grand Rapids	Bradford "Sister"	90,000	BGSF	12/31/2024	12/31/2026	\$53,413,000
	GGR-3	Greater GR	Grand Rapids	Bradford "Sister" Parking	350	Spaces	12/31/2024	12/31/2026	\$2,971,000
Initiative: Consolidate/Modernize Existing Locations									\$235,424,000
	GGR-4	Greater GR	Grand Rapids	Ortho ASC/Clinic	100,000	BGSF	1/1/2022	1/1/2024	\$60,676,000
	GGR-5	Greater GR	Grand Rapids	Ortho ASC/Clinic Parking	380	Spaces	1/1/2022	1/1/2024	\$2,826,000
	GGR-6	Greater GR	Grand Rapids	PEDS Ambulatory Center of Excellence @ South Pavilion	41,800	DGSF	1/1/2023	7/1/2024	\$15,033,000
	GGR-7	Greater GR	Grand Rapids	4069 Lake Drive Acquisition	1	Allowance	1/2/2020	1/2/2020	\$55,000,000
	GGR-8	Greater GR	Grand Rapids	4069 Lake Drive Modernization	1	Allowance	1/1/2023	12/31/2024	\$25,484,000
	GGR-9	Greater GR	Grand Rapids	4100 Lake Drive Acquisition	1	Allowance	1/2/2020	1/2/2020	\$40,000,000
	GGR-10	Greater GR	Grand Rapids	4100 Lake Drive Modernization	1	Allowance	1/1/2023	12/31/2024	\$25,484,000
	GGR-11	Greater GR	Grand Rapids	West Pavilion Modernization	30,000	DGSF	1/1/2023	12/31/2024	\$10,921,000
Systemwide Initiatives									\$394,024,000
Initiative: Support Services									\$349,596,000
	SW-1	Systemwide	Grand Rapids	Distribution Center	1	Allowance	1/1/2021	1/1/2023	\$42,406,000
	SW-2	Systemwide	Grand Rapids	CTI	300,000	BGSF	1/1/2021	1/1/2023	\$193,691,000
	SW-3	Systemwide	Grand Rapids	CTI Parking Structure	1,700	Spaces	1/1/2021	1/1/2023	\$74,307,000
	SW-4	Systemwide	Grand Rapids	Priority Health Building	60,000	BGSF	1/1/2021	7/2/2022	\$18,338,000
	SW-5	Systemwide	Grand Rapids	Priority Health Building Parking	600	Spaces	1/1/2021	1/1/2022	\$20,854,000
Initiative: Post Acute									\$44,428,000
	SW-6	Systemwide	Grand Rapids	Fuller Replacement	1	Allowance	1/1/2021	4/2/2022	\$41,489,000
	SW-7	Systemwide	Grand Rapids	OP Rehab Locations	7,500	DGSF	1/1/2021	7/2/2022	\$2,939,000

Cost Model

Lakeland and Big Rapids

Initiative	ID	Region	Consumer Market	Description	Quantity	Unit	Start Date	End Date	Escalated Project Cost
Lakeland Division									\$130,000,000
Initiative: Master Plan Implementation									\$130,000,000
	LD-1	Lakeland	Lakeland	Hospital Projects	1	Allowance	1/1/2021	1/1/2021	\$108,000,000
	LD-2	Lakeland	Lakeland	Ambulatory Projects	1	Allowance	1/1/2021	1/1/2021	\$22,000,000
Big Rapids									\$70,844,000
Initiative: Ambulatory - Linden									\$14,304,000
	BR-1	Big Rapids	Northeast	Renovate 650 Linden Building	37,500	DGSF	1/1/2021	1/1/2023	\$11,709,000
	BR-2	Big Rapids	Northeast	Demo 705 Oak Building	30,000	BGSF	1/1/2023	7/2/2023	\$662,000
	BR-3	Big Rapids	Northeast	Surface Parking (New Property)	150	Spaces	1/1/2022	1/1/2023	\$1,087,000
	BR-4	Big Rapids	Northeast	Demo 722 Locust Building	10,000	BGSF	1/1/2023	7/2/2023	\$221,000
	BR-5	Big Rapids	Northeast	Surface Parking (After Demo)	80	Spaces	7/2/2023	7/1/2024	\$625,000
Initiative: Ambulatory									\$4,219,000
	BR-6	Big Rapids	Northeast	New Primary Care Clinic	10,000	BGSF	1/1/2022	1/1/2023	\$4,219,000
Initiative: New Regional Healthplex Model of Care									\$52,321,000
	BR-7	Big Rapids	Northeast	Partial Replacement	53,500	BGSF	1/1/2024	12/31/2025	\$48,749,000
	BR-8	Big Rapids	Northeast	Demo Exceeds Capacity	140,700	BGSF	12/31/2025	12/31/2026	\$3,572,000

Cost Model

Gerber and Kelsey

Initiative	ID	Region	Consumer Market	Description	Quantity	Unit	Start Date	End Date	Escalated Project Cost
Gerber Memorial Hospital									\$66,054,000
Initiative: Ambulatory									\$19,021,000
	GM-1	Gerber	Northwest	Multispecialty Clinic Building	40,000	BGSF	1/1/2021	7/2/2022	\$16,196,000
	GM-2	Gerber	Northwest	Women's Health Clinic	3,639	DGSF	7/2/2022	1/1/2023	\$935,000
	GM-3	Gerber	Northwest	Demo 230 Oak Clinic	45,000	BGSF	7/1/2024	12/31/2024	\$1,065,000
	GM-4	Gerber	Northwest	Surface Parking	100	Spaces	12/31/2024	7/1/2025	\$825,000
Initiative: New Regional Healthplex Model of Care									\$45,192,000
	GM-5	Gerber	Northwest	Partial Replacement	42,800	BGSF	12/31/2025	12/31/2027	\$42,182,000
	GM-6	Gerber	Northwest	Demo Exceeds Capacity	109,600	BGSF	12/31/2027	12/30/2028	\$3,010,000
Initiative: Tamarac									\$1,841,000
	GM-7	Gerber	Northwest	Reconfigure Tamarac to Retail OP Rehab	10,000	DGSF	7/1/2024	7/1/2025	\$1,841,000
Kelsey Hospital									\$10,628,000
Initiative: Ambulatory - Rural Health Clinic									\$6,073,000
	KH-1	Kelsey	Northeast	New Rural Health Clinic	15,000	BGSF	1/1/2021	7/2/2022	\$6,073,000
Initiative: Vacate and Demo Kelsey Hospital									\$4,555,000
	KH-2	Kelsey	Northeast	Demo Hospital Building + Create Park	59,687	BGSF	7/2/2023	7/1/2024	\$4,555,000

Cost Model Ludington

Initiative	ID	Region	Consumer Market	Description	Quantity	Unit	Start Date	End Date	Escalated Project Cost
Ludington Hospital									\$40,548,000
Initiative: Ambulatory									\$30,133,000
	LH-1	Ludington	Northwest	Renovate MOB I	45,000	DGSF	1/1/2022	7/2/2023	\$15,396,000
	LH-2	Ludington	Northwest	Renovate MOB II	40,000	DGSF	1/1/2022	1/1/2023	\$13,504,000
	LH-3	Ludington	Northwest	Wayfinding	3,000	DGSF	7/2/2023	7/1/2024	\$1,233,000
Initiative: Acute Care									\$9,798,000
	LH-6	Ludington	Northwest	Renovate all Beds	29,811	DGSF	1/1/2021	1/1/2023	\$9,798,000
Initiative: New Primary Care Clinic									\$617,000
	LH-7	Ludington	Northwest	New Clinic in Whitehall	1,500	DGSF	1/1/2021	1/1/2023	\$617,000

Cost Model Pennock

Initiative	ID	Region	Consumer Market	Description	Quantity	Unit	Start Date	End Date	Escalated Project Cost
Pennock									\$98,784,000
Initiative: ED Modernization									\$8,620,000
	PH-1	Pennock	Southeast	Relocate Lab Services	1	Allowance	1/1/2024	12/31/2025	\$3,681,000
	PH-2	Pennock	Southeast	Reconfigure Imaging Department	3,978	DGSF	12/31/2025	12/31/2026	\$1,606,000
	PH-3	Pennock	Southeast	Modernize and Expand ED	7,940	DGSF	12/31/2026	12/31/2027	\$3,333,000
Initiative: Ambulatory									\$19,907,000
	PH-4	Pennock	Southeast	Expand 1108 W State Clinic	10,000	BGSF	1/1/2022	7/2/2023	\$6,415,000
	PH-5	Pennock	Southeast	Reconfigure 915 Green	20,000	DGSF	1/1/2022	1/1/2024	\$6,935,000
	PH-6	Pennock	Southeast	Replacement of Middleville	5,000	BGSF	12/31/2026	12/31/2027	\$2,623,000
	PH-7	Pennock	Southeast	Replacement of Lake Odessa	7,500	BGSF	12/31/2026	12/31/2027	\$3,934,000
Initiative: New Regional Healthplex Model of Care									\$61,144,000
	PH-8	Pennock	Southeast	Partial Replacement	41,500	BGSF	1/1/2024	12/31/2025	\$37,815,000
	PH-9	Pennock	Southeast	Backfill Renovations	20,000	BGSF	12/31/2025	12/31/2027	\$19,711,000
	PH-10	Pennock	Southeast	Demo Exceeds Capacity	131,800	BGSF	12/31/2027	12/30/2028	\$3,618,000
Initiative: Medical Arts Building									\$9,113,000
	PH-11	Pennock	Southeast	Consolidate Support Services	20,000	DGSF	1/1/2024	12/31/2024	\$4,201,000
	PH-12	Pennock	Southeast	Demo Medical Arts Building	39,800	BGSF	12/31/2024	7/1/2025	\$962,000
	PH-13	Pennock	Southeast	Rebuild Façade	1	Allowance	7/1/2025	12/31/2025	\$2,522,000
	PH-14	Pennock	Southeast	New Canopy	1	Allowance	7/1/2025	12/31/2025	\$420,000
	PH-15	Pennock	Southeast	New Drop Off and Surface Parking	120	Spaces	7/1/2025	12/31/2025	\$1,008,000

Cost Model

Reed City

Initiative	ID	Region	Consumer Market	Description	Quantity	Unit	Start Date	End Date	Escalated Project Cost
Reed City									\$25,726,500
Initiative: Ambulatory									\$3,038,000
	RC-1	Reed City	Northeast	Reconfigure Clinic in Hospital	9,244	DGSF	1/1/2021	1/1/2023	\$3,038,000
Initiative: New Regional Healthplex Model of Care									\$17,703,000
	RC-2	Reed City	Northeast	Replacement Facility	20,000	BGSF	1/1/2022	1/1/2024	\$16,106,000
	RC-3	Reed City	Northeast	Parking (Site not Included)	200	Spaces	1/1/2024	12/31/2024	\$1,597,000
	RC-4	Reed City	Northeast	Demolition	80,000	BGSF	1/1/2021	1/1/2023	\$2,035,000
Initiative: RNC Renovation									\$3,968,000
	RC-5	Reed City	Northeast	RNC Cosmetic Renovation	13,515	DGSF	1/1/2022	1/1/2024	\$3,968,000

Cost Model

United

Initiative	ID	Region	Consumer Market	Description	Quantity	Unit	Start Date	End Date	Escalated Project Cost
United Hospital									\$38,773,000
Initiative: Ambulatory									\$19,384,000
	UH-1	United	Northeast	New Multidisciplinary Clinic Building	45,000	BGSF	1/1/2021	1/1/2023	\$18,487,000
	UH-2	United	Northeast	Relocate Non-invasive Cardiology	4,063	DGSF	1/1/2023	10/1/2023	\$897,000
Initiative: OB Modernization									\$3,896,000
	UH-3	United	Northeast	OB Cosmetic Renovation	9,479	DGSF	7/1/2025	7/1/2026	\$1,688,000
	UH-4	United	Northeast	OB Expansion - Support	4,343	DGSF	7/1/2025	12/31/2025	\$960,000
	UH-5	United	Northeast	OB Expansion - C-Section	1,860	DGSF	12/31/2025	7/1/2026	\$1,248,000
Initiative: Acute Care									\$11,106,000
	UH-6	United	Northeast	Fit Out of 3rd Floor for M/S + ICUs	15,814	DGSF	1/1/2024	7/1/2025	\$10,413,000
	UH-7	United	Northeast	ICU Renovation to Support	4,356	DGSF	7/1/2025	12/31/2025	\$693,000
Initiative: RNC									\$2,058,000
	UH-8	United	Northeast	Renovate RNC	14,796	DGSF	1/1/2021	1/1/2022	\$2,058,000
Initiative: Parking									\$2,329,000
	UH-9	United	Northeast	New Surface Parking	340	Spaces	1/1/2021	1/1/2022	\$2,329,000

Cost Model

Zeeland

Initiative	ID	Region	Consumer Market	Description	Quantity	Unit	Start Date	End Date	Escalated Project Cost
Zeeland Hospital									\$35,705,000
Initiative: MOB									\$25,869,000
	ZH-1	Zeeland	Southwest	8333 Felch Acquisition	1	Allowance	1/2/2020	1/2/2020	\$12,000,000
	ZH-2	Zeeland	Southwest	MOB Renovation	40,000	DGSF	1/1/2022	1/1/2024	\$13,869,000
Initiative: POB									\$1,959,000
	ZH-3	Zeeland	Southwest	POB Reconfiguration	12,000	DGSF	12/31/2025	9/30/2026	\$1,959,000
Initiative: Increase Bed Capacity									\$6,298,000
	ZH-4	Zeeland	Southwest	Renovate Urology Clinic to Beds	10,304	DGSF	12/31/2025	7/1/2027	\$6,298,000
Initiative: Site Approach									\$1,579,000
	ZH-5	Zeeland	Southwest	Site Work	1	Allowance	1/1/2024	7/1/2024	\$1,579,000