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Thank you for your interest in becoming a member of the Board for Dwelling Place of Grand Rapids Nonprofit Housing Corporation. Use this form to provide useful information about yourself to Dwelling Place’s Governance Committee. The following information will be shared with the Dwelling Place Board.

Your name: ___________________________  Today’s date: 12/27/19

Your home phone number: _________________     Cell number: _________________

Your address: ______________________________________________________________

Your email address (please write it carefully):

lmnweber@gmail.com

Employment history (last 5 years):

<table>
<thead>
<tr>
<th>Dates of Employment 1999-2016</th>
<th>Company Name</th>
<th>Job Title</th>
<th>Location</th>
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</tbody>
</table>

Please list your current board and organizational affiliations (name of the organizations and your role(s)):

1. Next Step of West Michigan; Board Member

2. LINC UP; Board Member

3. Coalition to End Homelessness/Continuum of Care; Data Analysis Committee, Chair

4. ACLU West MI; Lawyers Committee, member
Briefly describe why you would like to join our Board of Directors:
I appreciate the longstanding role of Dwelling Place in housing development and provision and in the stabilization / improvement of neighborhoods, including the Heartside area, and would be happy to join with the organization’s leadership in current efforts to increase and maintain the supply of safe, affordable housing for individuals and families.

In which areas would you like to utilize your skills on the Board? Check those that apply:
- Board development
- Strategic planning
- Human Resources
- Real Estate Development
- Real Estate Finance
- Fundraising
- Evaluation
- Community networking
- Property Management
- Marketing
- Affordable Housing
- Social Services / Health

What personal or professional skill(s) do you have that you believe would be beneficial as a board member?
I have a background in the fields of neighborhood development, housing, philanthropy, and civil rights education and enforcement. Having grown up in Grand Rapids, I am deeply connected through family, friends, and colleagues to many parts of the city and county communities and their political, social, and economic structures.

Do you have some personal or professional goals that you are hoping your participation as a board member might help you to achieve?
I look forward to increasing my understanding of real estate, financing, and housing development dynamics from an organizational level. Personally, my goal is to meet and work alongside new colleagues in shared fields of interest related to current and future housing needs.

At this time, are you aware of any barriers that would need to be addressed to allow you to participate fully as a Board member? Check all that apply:
- Schedule
- Technology needs
- Physical accommodation
- Child care
- Transportation
- Other: _____________________________
Please note that Dwelling Place utilizes numerous governmental sources of local, state and federal financing in its programs. Occasionally, Dwelling Place staff and board members are subject to background checks for fraud, embezzlement and similar felony crimes by the Department of Housing and Urban Development (HUD), Rural Development (RD) or the Michigan State Housing Development Authority (MSHDA).

If you join the Board, you agree that you can provide at least 2-4 hours a month in attendance to Board and Committee meetings, and that you are aware of and can comply with the conflict-of-interest policy.

Your signature: 

Date: Dec 27, 2019
DEMOGRAPHIC INFORMATION

(optional)

Dwelling Place is committed to the principles of diversity, equity and inclusion in the recruitment, support and development of its Board of Directors. The Board has adopted a Diversity, Equity and Inclusion Plan that incorporates both the Board and the staff. A copy of that plan is available to anyone requesting it. It is also available on our website at www.dwellingplacegr.org.

Gender: Dwelling Place does not discriminate on the basis of gender, gender identity, sexual orientation or expression. In order to track the effectiveness of our recruiting efforts to maintain diverse representation on the board, please consider answering the following optional question:

What is your gender?

- [ ] Male
- [x] Female
- [ ] Non-binary / Third gender
- [ ] Prefer to self-describe: ________________________

Race and Ethnicity: Dwelling Place does not discriminate on the basis of race, color, ethnicity or country of origin. In order to track the effectiveness of our recruiting efforts to maintain diverse representation on the board, please consider answering the following optional question:

What is your race or ethnicity?

- [ ] African American/Black
- [ ] Asian or Pacific Islander
- [ ] Caucasian/White (not of Hispanic/Latinx origin)
- [ ] Hispanic/Latinx (regardless of race)
- [ ] American Indian or Alaskan Native
- [ ] Multicultural

Age: Dwelling Place does not discriminate on the basis of age. In order to track the effectiveness of our recruiting efforts to maintain diverse representation on the board, please consider answering the following optional question:

What is your age?

- [ ] 25 and under
- [ ] 26-39
- [ ] 40-59
- [ ] 60+
Thank you for your interest in becoming a member of the Board for Dwelling Place of Grand Rapids Nonprofit Housing Corporation. Use this form to provide useful information about yourself to Dwelling Place’s Governance Committee. The following information will be shared with the Dwelling Place Board.

Your name:  ___________________________  Today's date: 12/12/19

Your home phone number: _________________     Cell number: _____________________

Your address: ______________________________________________________________

Your email address (please write it carefully):

  troy@innercircleholdings.net

Employment history (last 5 years):

<table>
<thead>
<tr>
<th>Dates of Employment</th>
<th>Company Name</th>
<th>Job Title</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 2008-July 2019</td>
<td>Land &amp; Company</td>
<td>General Manager &amp; EVP</td>
<td>Wyoming, MI</td>
</tr>
<tr>
<td>August 2002-Present</td>
<td>ICH Capital</td>
<td>President</td>
<td>Rockford, MI</td>
</tr>
</tbody>
</table>

Please list your current board and organizational affiliations (name of the organizations and your role(s)):

1. Fair Housing Center of West Michigan

2. ________________________________

3. ________________________________

4. ________________________________
Briefly describe why you would like to join our Board of Directors:
I spent over 10 years on the Dwelling Place board and resigned in 2012 to focus on a personal tragedy with my step-son. It was a very difficult decision to leave the board; however, my focus had to be on my family. I truly enjoyed my time as a board member and have strong interests in ensuring all individuals have access to quality housing.

In which areas would you like to utilize your skills on the Board? Check those that apply:
- ☐ Board development
- ☐ Real Estate Finance
- ☐ Property Management
- ☐ Strategic planning
- ☐ Fundraising
- ☐ Marketing
- ☐ Human Resources
- ☐ Evaluation
- ☐ Affordable Housing
- ☐ Real Estate Development
- ☐ Community networking
- ☐ Social Services / Health

What personal or professional skill(s) do you have that you believe would be beneficial as a board member?
I have spent more than 3 decades as commercial real estate lender, mortgage lender, mortgage banker, consultant, operator, and developer of multifamily properties, including LIHTC properties. Received extensive knowledge and experience in property management as General Manager and EVP of Land & Co, which owned over 6,750 apartment units. Was board member for Dwelling Place for over 10 years.

Do you have some personal or professional goals that you are hoping your participation as a board member might help you to achieve?
Personal goal of helping as many individuals as possible obtain quality housing at affordable prices.

At this time, are you aware of any barriers that would need to be addressed to allow you to participate fully as a Board member? Check all that apply:
- ☐ Schedule
- ☐ Child care
- ☐ Technology needs
- ☐ Transportation
- ☐ Physical accommodation
- ☐ Other: ____________________________
Please note that Dwelling Place utilizes numerous governmental sources of local, state and federal financing in its programs. Occasionally, Dwelling Place staff and board members are subject to background checks for fraud, embezzlement and similar felony crimes by the Department of Housing and Urban Development (HUD), Rural Development (RD) or the Michigan State Housing Development Authority (MSHDA).

If you join the Board, you agree that you can provide at least 2-4 hours a month in attendance to Board and Committee meetings, and that you are aware of and can comply with the conflict of interest policy.

Your signature: ________________________________

Date: 12/12/19

(Please see reverse for optional demographic questions.)
DEMOGRAPHIC INFORMATION

(optional)

Dwelling Place is committed to the principles of diversity, equity and inclusion in the recruitment, support and development of its Board of Directors. The Board has adopted a Diversity, Equity and Inclusion Plan that incorporates both the Board and the staff. A copy of that plan is available to anyone requesting it. It is also available on our website at www.dwellingplacegr.org.

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- [ ] Female
- [ ] Non-binary / Third gender
- [ ] Prefer to self-describe:
  ______________________________________

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What is your race or ethnicity?

- [ ] African American/Black
- [ ] Asian or Pacific Islander
- [ ] Middle Eastern
- [ ] Caucasian/White (not of Hispanic/Latinx origin)
- [ ] Hispanic/Latinx (regardless of race)
- [ ] American Indian or Alaskan Native
- [ ] Multicultural

Age: Dwelling Place does not discriminate on the basis of age. In order to track the effectiveness of our recruiting efforts to maintain diverse representation on the board, please consider answering the following optional question:

What is your age?

- [ ] 25 and under
- [ ] 26-39
- [ ] 40-59
- [ ] 60+
Diversity, Equity, & Inclusion Plan

Dwelling Place of Grand Nonprofit Housing Corporation
Board and Executive Message

February 5, 2020

To the Community,

On behalf of Dwelling Place, we are pleased to share our 2020-23 Diversity, Equity, and Inclusion Plan with the community.

Dwelling Place was founded in 1980 by a dedicated group of community members concerned for residents in the Heartside Neighborhood of Grand Rapids who were low-income or struggling with homelessness. Today, more than four decades later, we offer affordable housing opportunities to low and moderate income households in more than 30 apartment communities across four counties in West Michigan.

Moving beyond the one-dimensional labels we often see assigned to these households in the media, Dwelling Place aspires to raise community awareness and celebrate the genuine diversity present in the residents we serve. Similarly, we believe that our capacity to serve the community will be enhanced if we work towards maintaining a board and employees whose demographic makeup closely parallels that of the neighborhoods and communities we serve.

Dwelling Place is committed to achieving the goals outlined in this plan. We pledge to engage with the community to increase our cultural competence as individuals and as an organization. By cultivating a working environment that engenders a sense of belonging for everyone and a governance and staffing structure that is equitable for all who participate in it, Dwelling Place hopes to reach its greatest potential as a diverse, inclusive, and equitable organization.

We look forward to implementing this plan and are hopeful that it will help guide our path to reaching our highest potential. We are pleased to share this plan with the community. We encourage your thoughtful review of this plan and welcome your input or related questions.

Dennis Sturtevant
Chief Executive Officer

Annamarie Buller
Board Chairperson
The Dwelling Place Mission Statement

The mission of Dwelling Place is to improve the lives of people by creating quality affordable housing, providing essential support services, and serving as a catalyst for neighborhood revitalization.

Core Values and Beliefs

We Believe:

- Diversity in people and in the use of land builds healthy neighborhoods.
- All people deserve a choice of quality affordable housing environments.
- Dwelling Place should act as a leader in the field of housing development.
- Our residents are our customers and they deserve and expect professionalism in the services they receive.
- The input of our customers, and an ingrained respect and trust of the broader community, is crucial to our success.
- Staff and Board must have opportunities for professional development and personal growth.
- Financial stability is crucial in order to fulfill its mission.

We Value:

- High standards of ethics and conduct of the staff and Board.
- An open and inclusive decision-making process.
- Substantial and significant communication between all of our constituents.
- Collaboration and alliance building with others in order to encourage neighborhood revitalization and stabilization.
Plan Overview

Dwelling Place is pleased to share its Diversity, Equity, and Inclusion Plan. The mission of Dwelling Place is to improve the lives of people by creating quality affordable housing, providing essential support services, and serving as a catalyst for neighborhood revitalization. The plan is rooted in a belief that cultural competence in the board and employees of Dwelling Place are essential elements in achieving that mission.

The Dwelling Place Diversity, Equity, and Inclusion Plan (The Plan) aspires to create a common understanding among the board and employees in the meaning and importance for valuing diversity, equity, and inclusion at Dwelling Place. It outlines the process through which Dwelling Place has approached the creation of the plan and it establishes measureable goals that can be evaluated against desired outcomes in a process of continuous improvement.

Dwelling Place is committed to building a diverse, fair, and high-performing organization where board members, employees, and residents will report a strong sense of community and belonging. This plan is designed to align the organization’s work to meet the needs of the residents and the communities we serve, while empowering all participants in that process to engage fully. This plan will be reviewed and updated on an annual basis.

Background

Since its founding in 1980, Dwelling Place has maintained a strong commitment to equal opportunity and affirmative action. Historically, evidence of this commitment was documented in Affirmative Action Plans, Equal Opportunity policies and through periodic reporting about the demographic makeup of our board and employees. The broad expansion of Dwelling Place’s efforts to serve and empower disadvantaged and disenfranchised populations is further evidence of that historic commitment.

Today, however, we recognize that maintaining our effectiveness as a non-profit, community development organization, is predicated on building a deeper understanding for the meaning of diversity in our work. We also recognize the importance of maintaining an organization that fosters inclusiveness and equitable treatment within our board, our employees, and in the community.

In 2015, Dwelling Place became affiliated with NeighborWorks of America, a national intermediary created by Congress in 1978 to further the work of community development across the United States. Through this affiliation, the Dwelling Place Board was afforded an opportunity to participate in an 18-month board training program called “Excellence in Governance”. As part of that process, which ended in 2018, the Board made a decision to focus more attention on issues related to diversity, equity, and inclusion within the organization. HR Collaborative was contracted as a consultant to assist the Board and
employees in the creation of a formal “Diversity, Equity, and Inclusion Plan” for Dwelling Place.

In 2018, HR Collaborative engaged Faye Richardson-Green to facilitate an initial conversation with the Board as part of an effort to create a common understanding (definitions) for diversity, equity, and inclusion. This process resulted in the establishment of a Diversity, Equity, and Inclusion Council (Council), comprised of employees and board members. Two full board meetings were devoted to this effort with Diversity, Equity, and Inclusion Council meetings convened between those meetings. In June of 2018, the Board formally adopted definitions recommended by the Council.

Definitions

**Diversity:** Diversity includes all the ways in which people differ, encompassing the many characteristics that make one individual or group different from another. While diversity is often used in reference to race, ethnicity, and gender, we embrace a broader definition that includes, but is not limited to age, national origin, religion, ability status, sexual orientation, economic class, education, familial status, and language. Being diverse means engaging the broadest possible representation of individuals, experiences, and perspectives in pursuit of our mission.

**Equity:** Equity is fair treatment, access, and opportunity for all people, while at the same time striving to identify and eliminate barriers that prevent full participation. Improving equity involves increasing justice and fairness within procedures, processes, and distribution of resources. Addressing equity issues requires an understanding of the root causes of outcome disparities within our society.

**Inclusion:** Inclusion is the active, intentional, and ongoing engagement of all stakeholders, creating authentic and empowered participation. An inclusive culture fosters respect in words and actions for all people and exists when each person feels valued and encouraged.

Assessment of Current State/Culture

In their role as the consultant for development of a Diversity, Equity, and Inclusion Plan, HR Collaborative facilitated a process to assess the current state of diversity, equity, and inclusion within the organization, providing the Council with recommendations for initial year plan goals. All of the supporting documentation is available upon request.

Survey Outcomes:

In December of 2018, Dwelling Place administered surveys to its board members and employees to measure engagement and perception around diversity, equity, and inclusion practices. Several main areas for focus surfaced following an analysis of the survey results.
These include:

1. Finding ways to improve the sense of value and respect that board members and employees convey to each other in their interactions.
2. Improving our effectiveness in recruiting for diversity for employees and board membership, and
3. Offering training, orientation and professional development opportunities with an emphasis on equity for access by all employees and board members.

Focus Group Interview Outcomes:

During March and April of 2019, HR Collaborative conducted focus groups with Dwelling Place board members, employees, and residents to further inform development of the plan. Findings from the focus groups led HR Collaborative to make the following suggestions for further improvements:

1. Create strategies to increase employee and board awareness about training and development opportunities.
2. Enhance the orientation and onboarding experience for employees and board members to engage them in the work and culture of the organization more effectively.
3. Develop formal protocol for adopting, updating and communicating organizational policies and procedures to increase clarity and consistency.

Community, Board, and Employee Demographics:

The demographic makeup of the board and employees for Dwelling Place fairly represents the makeup of the community it serves. The tables provided in Appendix A show a summary of demographics for the board, employees, and the residents who live in our apartment communities. Please also note that requests for demographic information from residents is largely optional, so the tables in Appendix A may underrepresent certain demographic categories.

Goals

Recommendations:

The Diversity, Equity, and Inclusion Council determined, based on experiences, assessments, surveys, and focus group themes, that much of the first year’s work should be focused on addressing foundational objectives to set the stage for more progressive action in future years’ plans. They determined that purposeful work toward strengthening overall communication, recognition, and training of employees and board members should be the primary focus for The Plan. Goals 1 and 2, therefore, reflect a focus on internal development of employees and board members. Goal 3, on the other hand, is more focused on external actions and relationships in the community.
Goal 1: Create a culture of inclusion where board members, employees, and volunteers are emotionally and intellectually invested in Dwelling Place and Dwelling Place in them.

a) Hold a minimum of two organization-wide events annually.
b) Engage board members, employees, and volunteers in ongoing focus groups and/or surveys to measure engagement and program effectiveness.
c) Create and implement programs to ensure individuals are recognized in meaningful ways.
d) Develop a strategy to inform and engage board members, employees, and volunteers about the importance of diversity, equity, and inclusion.
   1. Offer training programs to promote the DEI goals and actions for board members, employees, and volunteers.
   2. Ensure consistent and effective verbal and written communication.
   3. Plan for annual Employee/Board/Resident workgroups to discuss ways to create, enhance, and implement inclusion strategies.

Goal 2: To recruit, train, and retain board members, employees, and volunteers in an environment where differences are respected, cultural competence is aspired to, and highest potential is nurtured.

a) Establish and ensure access to a standard operating and reporting system with clear policies and procedures for board members and employees.
b) Identify and address barriers that may be preventing equitable participation, opportunities, or advancement including:
   1. Review and update Job Descriptions to reflect necessary job competencies and soft skills.
   2. Determine the needs of the employees in both job competencies and soft skills, at all levels.
   3. Ensure equity in job training.
c) Create a mentorship program for board members, employees, and volunteers with a focus on successful integration and acceptance.
d) Create a multi-faceted plan to recruit underrepresented groups for board members, employees, and volunteers.

Goal 3: Dwelling Place will build upon existing community partnerships and create new community partnerships in support of efforts to plan, promote, implement, and evaluate the effectiveness of its diversity, equity, and inclusion work.

a) Review and update existing vendor procurement policies to increase opportunities for neighborhood-based and minority and women-owned business enterprise (MBE and WBE) to participate in the delivery of products and services to Dwelling Place.
b) Establish and annually assess policies and procedures associated with organizational communication and marketing to ensure that all segments of the community have access to information about Dwelling Place in a manner that is both understandable and effective for their use.

1. Incorporate “person-first” and “gender-inclusive” language in all communications and marketing materials utilized by Dwelling Place.
2. Complete and publicly share an annual demographic summary of resident composition for all apartment communities owned and managed by Dwelling Place.
3. Develop and maintain a timetable for publicly disseminating Dwelling Place’s new Diversity, Equity and Inclusion Plan, including ongoing updates as these occur.

c) Review and update outreach and referral contact lists for all Affirmative Fair Marketing Plans for apartment communities owned and managed by Dwelling Place.

d) Annually review and update policies designed to engage neighbors and potential housing applicants in the planning, design and lease up of new housing projects.

e) Evaluate all Dwelling Place facilities for accessibility by all segments of the population.

f) Identify and engage with advocacy groups (Fair Housing Center, Urban League, Hispanic Center, Grand Rapids HQ, YWCA, etc.) to seek input on Diversity, Equity and Inclusion Plan.

Monitoring Progress

The goals identified in the initial year of the Diversity, Equity, and Inclusion Plan for Dwelling Place will serve as a roadmap to foster a diverse, inclusive, and high-performing organization, providing opportunities for all participants to remain actively engaged. The Council is responsible for setting responsibilities and timelines to recommend to the Board. The group will report progress on at least a semi-annual basis to the Board. The Council will also be responsible to recommend amendments to the plan on an annual basis and more frequently as the need might arise.

Established goals in the plan will be tracked through the use of an interactive work plan and reviewed monthly by the Council. As the work plan is created, the work plan and progress reports will be shared widely with the board and employees. It will be available to others upon request.
Diversity, Equity, and Inclusion Council

In June 2018, the Diversity, Equity, and Inclusion (DEI) Council was formed by the Dwelling Place Board with volunteers from the Dwelling Place Board and employees. The Council has been instrumental in the creation of this plan and will continue in its role to monitor and report on progress to achieve the goals and outcomes outlined in the plan, as well as recommending amendments to the plan.

2018-2019 DEI Council Members include:

Annamarie Buller, Board Chair
Ken Kaminski, Maintenance Technician
Liz Mui, Human Resources Assistant
Alex Valentine, Receptionist
Laurie Mullennix, Accountant
Zoe Post, Executive Assistant
Justin Rhodes, Director of Human Resources
Raphael Shamsiddeen, Assistant Property Manager
Latrisha Sosebee, Marketing Coordinator
Rick Stevens, Board Member
Dennis Sturtevant, CEO
Grace Thuo, Accountant

Board of Directors include:

Annamarie Buller, Chairperson
Juan Daniel Castro, Vice Chairperson
David A. Byers – Treasurer
Francine Gaston – Secretary
Thomas Carpenter
Sadie Erickson
Kyle Irwin
Rich Kogelschatz
Gil Segovia
Rick Stevens
Larry Titley
Tommie Wallace
Renee Williams
Developers increasingly weigh adding solar installations to projects

BY SYDNEY SMITH  Sunday, January 05, 2020 05:08pm

GRAND RAPIDS — The 308 solar panels installed atop St. James Apartments and Townhomes will help reduce electricity costs included in the rents for residents in the project’s 36 affordable housing units.

The panels should generate 125,000 kilowatt hours per year, covering approximately 40 percent of the building’s annual power consumption. The project, located at 750 1st Ave. NW in Grand Rapids and funded through low-income housing tax credits, also received a federal incentive for the solar panels.

Mike Linsea, project manager and owner of Shelbyville-based Solar Winds Power Systems LLC that installed the solar panels on St. James Apartments, said solar installations have become less expensive in recent years, with savvy developers also layering in federal incentives to reduce costs even further.
That combination of factors has generated the most interest in solar panels since Linsea founded his company 11 years ago.

“People and companies are waking up more and more and giving in to renewables,” Linsea told MiBiz. “It’s that utility offset. A lot of our customers have wanted to do this for a long time, and they’re finally doing it.”

Solar Winds designs and builds solar projects for commercial, residential and light industrial uses. Many of its projects are on individual homes, though as costs for the technology continue to decrease, Linsea anticipates more large-scale projects like St. James Apartments.

The number of solar panel installations continues to grow in Michigan, spiking by nearly 57 percent in 2018, according to the Michigan Public Service Commission. The MPSC runs the state’s legacy net metering program, which allows people to generate their own electricity mainly through solar and wind projects to reduce the energy they buy off the grid. The commission has phased out the program, replacing it with a distributed generation program that shrinks customer credits for the surplus power they generate.

Experts attribute the rise in popularity in solar projects to the dramatic fall in costs to install solar panels. Mike Troupos, an energy engineer at Grand Rapids-based Foresight Management, said a decade ago, the return on investment for solar panels took 25 to 30 years. With advancements in technology and federal incentives, that ROI now comes within four to six years, he said.

Foresight advises companies on energy management, and recently moved from Zeeland to Grand Rapids’ Creston neighborhood. The company has also seen interest in solar projects growing in recent years.

Despite the growth, the construction industry has some catching up to do, Troupos said.

“In a lot of regards, it’s starting to get to the point where it’s getting a little silly not to build solar,” he said. “Some of it is we find the construction industry, though not everyone, is pretty conservative. This can be scary for a developer or a project manager or an engineering firm. Some engineering firms still spec old lighting technology because that’s what they’ve specced for years.”

Foresight is working to educate those types of firms on the benefits of sustainable projects, especially because it is much more cost effective to install solar on a new development versus retrofitting it later, Troupos said.

Another good time to install a solar array comes when installing a new roof.

“Putting a roof on a building is a project that has a cost, but you could get a return on investment for putting a new roof on your building,” Troupos said.
Before investing in solar panels, companies should make sure they are as energy efficient as possible and eliminate energy waste in their buildings, he said, noting that doing so improves the return on investment for solar.

**Solar and development**

Another recent Grand Rapids development to incorporate solar energy was the Bridge Street Market building at 405 Seward Ave. NW, the attached parking garage and an adjacent building.

The $5 million array includes 1,800 solar panels and was completed in partnership with Consumers Energy and Grand Rapids-based Rockford Construction Co. Inc., which owns the buildings. The installation generates enough electricity to power up to 100 homes.

Consumers installed a nearby 500-kilowatt battery that is used to store power to ensure a flow of renewable energy to customers. Along with the battery, the project included reliability upgrades to the electrical grid surrounding the solar installation.

The infrastructure will provide a benefit to west side clients in the future, said Mike VanGessel, co-founder and CEO at Rockford Construction. The project allowed Rockford to look at its 10 acres of holdings on the west side and “change the dynamics of power,” he said.

“It built a resilient program that attracts new businesses and residents, and makes it more cost effective,” VanGessel said.

VanGessel also expects to see more developments deploy solar panels in the future.

“To think we’re ever going to get entirely off fossil fuels in my lifetime, I don’t know. To have alternative energy I think is a wise thing,” he said. “When we have the chance to do it, we should.”

**Financing projects**

The solar industry has become more creative in its efforts to make deals happen, said Troupos at Foresight Management.

“In a lot of regards, you don’t have to spend any capital to get solar,” he said, referencing power purchase agreements that let a user purchase electricity generated from solar panels at a set price for a set amount of time to recoup the costs.

The tactic has been popular for nonprofits, which can have solar projects funded by private companies who receive the federal tax credit and bring down the cost of the installation.

The federal government’s investment tax credit had covered 30 percent of the costs of solar projects, but that decreases to 26 percent in 2020. For residential projects, the tax credit will expire in 2022, as lawmakers declined to pass another extension this month. It will still be available for commercial projects such St. James Apartments, which leveraged the credit for its project, but the amount will be significantly reduced, experts said.
Dwelling Place of Grand Rapids, NPHC and Related Entities-Financial Dashboard

September 30, 2019

Major items contributing to the change in Cash Flow are included below:
- Harrison Park, Pine Avenue construction loans & Ferguson, Plaza Roosevelt pre-dev
- Weston building improvements

Key Financial Ratios

Liquidity and Cash Flow Ratios

<table>
<thead>
<tr>
<th>Ratio</th>
<th>DP (excluding construction)</th>
<th>DP (including construction)</th>
<th>NWO 2017 Peer Group</th>
<th>Status (including construction)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Ratio</td>
<td>7.35</td>
<td>2.82</td>
<td>1.68</td>
<td>C</td>
</tr>
<tr>
<td>Quick Cash</td>
<td>7.07</td>
<td>2.71</td>
<td>1.16</td>
<td>C</td>
</tr>
<tr>
<td>Total Days Cash*</td>
<td>46.60</td>
<td>57.55</td>
<td>124.00</td>
<td>D</td>
</tr>
<tr>
<td>Unrestricted Current Assets</td>
<td>7.04</td>
<td>2.82</td>
<td>1.52</td>
<td>C</td>
</tr>
<tr>
<td>Unrestricted Quick Cash</td>
<td>1.33</td>
<td>0.60</td>
<td>1.08</td>
<td>D</td>
</tr>
<tr>
<td>Unrestricted Days Cash</td>
<td>46.60</td>
<td>57.55</td>
<td>106.00</td>
<td>D</td>
</tr>
<tr>
<td>Defensive Interval</td>
<td>8.88</td>
<td>9.26</td>
<td>5.39</td>
<td>C</td>
</tr>
</tbody>
</table>

Leverage & Debt Ratios

<table>
<thead>
<tr>
<th>Ratio</th>
<th>DP (excluding construction)</th>
<th>DP (including construction)</th>
<th>Status (including construction)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Ratio</td>
<td>48.13%</td>
<td>40.80%</td>
<td>208.10%</td>
</tr>
<tr>
<td>Short-term Debt Ratio</td>
<td>2.06%</td>
<td>4.76%</td>
<td>11.20%</td>
</tr>
<tr>
<td>Capital Ratio</td>
<td>67.51%</td>
<td>71.02%</td>
<td>32.50%</td>
</tr>
</tbody>
</table>

*Total Days Cash does not include Trading Securities

Note: Full Financials Available on the Dwelling Place Portal
January 12, 2020
Weston Apartments/Dwelling Place 01062
Lisa Blackburn
(lblackburn@dwellingplacegr.org)
50 Weston Street SW
Grand Rapids, MI 49503

Dear Lisa Blackburn,

Thank you so much for your partnership with Feeding America West Michigan! Your hard work put food on the plates of many neighbors facing hunger this year, and we are grateful to have been a part of your efforts.

As 2020 kicks off, we will continue to do our best to acquire donations that suit your agency’s unique needs and enable you to stretch your budget.

Many people continue to face hunger in West Michigan and the Upper Peninsula, and we know your agency is doing all it can to serve its neighbors. These efforts take funds, so we hope you’ll continue to count on Feeding America West Michigan as an economical source of food and other necessities for your clients. Our desire is for you to use the funds you save by working with us to grow your impact in your community.

We are encouraging all our agencies to source a minimum of 1,000 pounds of product from us in the next year. Doing so will help us maintain our program so that we can continue to help you serve clients in a cost-effective way.

On the next page, you’ll find a summary of your 2019 ordering activity, including product breakdown and the average cost to your agency for these products.

In the past year, your agency sourced 1,156 pounds of product from us. Based on the estimated market value of the products we provide – $2.17 a pound – your agency has saved around $2,520 by sourcing these products from us, instead of purchasing them at a store. Please share these numbers with your board, staff, volunteers and supporters to highlight how cost-effective it was for your agency to source product from the food bank.

Thank you again for choosing Feeding America West Michigan! You play a critical role in our mission to relieve hunger and increase food security. We could not do it without you.

Sincerely,
Kenneth Estelle, CEO
Weston Apartments/Dwelling Place

Summary of Ordering Activity for 2019

January 12, 2020

Food Grants
In the past twelve months the food pantry at Weston Apartments/Dwelling Place partnered with Feeding America West Michigan Food Bank to provide your community with the following quantities and values of food. This table shows the types of food sourced, along with the costs and service fees. Finally, it shows the approximate value of the food received by your pantry.

<table>
<thead>
<tr>
<th>Type</th>
<th>Pounds</th>
<th>Cost</th>
<th>Fees</th>
<th>Average</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donated</td>
<td>1,156</td>
<td>$</td>
<td>$147</td>
<td>$0.12</td>
<td>$2,520</td>
</tr>
<tr>
<td>Totals</td>
<td>1,156</td>
<td>$</td>
<td>$147</td>
<td></td>
<td>$2,520</td>
</tr>
</tbody>
</table>

Donated – Food donated to Feeding America which is used to provide community pantries.

Pounds – Number of pound in each category.

Cost – Represents the cost of food purchased by Feeding America West Michigan Food Bank, and other charges (e.g.: Mobiles) – Totals may not reflect rounding.

Fees – Amount of charges associated to the category.

Average – Average cost associated to each category.

Food Distributions – The total value of the food sourced, calculated by estimating value per pound.

Based on the number of pounds received from Feeding America West Michigan, you provided 960 meals.
MEMBERS PRESENT  Annamarie Buller, Leah Carpenter, Thomas Carpenter, Tommie Wallace

STAFF PRESENT  Jessica Beeby, Kim Cross, Heather Ibrahim, Zoe Post, Jenn Schaub, Latrisha Sosebee, Haley Stichman, Dennis Sturtevant, Alonda Trammell

The meeting was convened at 9:33 AM by Ms. Buller.

APPROVAL OF MINUTES  Minutes of the Resident Engagement Committee meeting of September 23, 2019 were approved by motion of Tommie Wallace, supported by Thomas Carpenter and carried unanimously.

REVIEW OF GRANTS  Ms. Schaub distributed a breakdown of grant funding for resident engagement programming, including, but not limited to, the following:

- $10,500 (MCACA) for community art projects
- $15,000 (NeighborWorks) for strategy impact work
- $50,000 (Republic Services) for exercise park in Muskegon Heights; the department will reapply for the grant this year as well
- $3,800 and $3,445 (DGRI) for Pekich Park gardening and window activation project in Heartside
- $10,000 (United Way) for Census 2020 work

These grants will go to cover CB&E department costs of about $240,000 (not including salaries or support services). Continued reporting and metrics will demonstrate the essential nature of this high-mission work to the board.

FINANCIAL COACHING BETA TEST PLAN & TIMELINE  Ms. Stichman presented a pilot program still in development that will provide residents with eviction prevention coaching and financial capability classes. Four individuals will attend a NeighborWorks training in December on behalf of Dwelling Place and will help plan the program, which is set to begin in the summer of 2020. The pilot will target both PSH and non-PSH properties with high rates of eviction due to non-payment of rent, then possibly expand to other properties.

REVIEW OF ANNUAL TRACKING TOOLS  The CB&E uses three primary means of tracking resident engagement: sign-in sheets, surveys, and sharing impact through storytelling. Ms. Schaub demonstrated how this manifests using two events: an ice cream social at Verne Barry Place and a mental health first aid training. The number of attendees, CIM/event surveys completed, and persons completing the course were all tracked; further documentation of the events included photos taken and event reports. After the events occurred, stories were shared with the community via photos, social media, and Rapidian articles. All of this reporting informs the planning process for successful CB&E programs in the future.

UPDATES & OTHER BUSINESS  The diverse Community Leadership Institute (CLI) team from Roosevelt Apartments attended a NeighborWorks training in October and will use skills developed there to activate the new park space in Muskegon Heights.

ADJOURNMENT  The Resident Engagement Committee was adjourned at 10:59 PM by Ms. Buller.
MEMBERS PRESENT  Juan Daniel Castro, Tom Erdall, Dick Ortega, Larry Titley (via phone)

MEMBERS ABSENT  Francisco Vega, Renee Williams

STAFF & GUESTS PRESENT  Kim Cross, Jeff Gilman, Brandie Lee, Zoe Post, Dennis Sturtevant

Howard Cutler (Beene Garter)

The meeting was convened at 7:39 AM by Mr. Erdall.

APPROVAL OF MINUTES  Minutes of the SAWKAW Inc. Board of Directors meeting of August 31, 2018 were approved by motion of Dick Ortega, supported by Juan Daniel Castro and carried unanimously.

AUDIT PRESENTATION  The Board discussed the 2018 audit, Mr. Cutler explaining several footnotes but reporting no findings. The property is operating as usual, in compliance with all HUD requirements.

PROPERTY REPORT  Ms. Lee informed the Board that the property is currently at 100% occupancy (though 2 move-outs are expected in the near future), and rent collection is at 99%. There were no major incidents at the property, in part due to the success of the key fobs put in place. Ms. Lee reported 7 outstanding work orders, but most maintenance requests are minor. A Management and Occupancy Review is set for the fall and a REAC assessment and city inspection will occur in March.

1ST QUARTER FINANCIAL STATEMENTS  The Board reviewed the balance sheet and 2019 budget comparison, which did not indicate anything unusual. The property was slightly under budget for total expenses ($67,588 compared to $71,170). The Board may seek out opportunities for increased cash flow if renovations are needed.

The 2018 audit and 2019 financial statements were accepted by motion of Dick Ortega, supported by Juan Daniel Castro and carried unanimously.

ADJOURNMENT  The SAWKAW, Inc. Board of Directors adjourned at 8:30 AM for a property and garden tour.
The meeting was convened at 8:32 AM by Mr. Titley.

**APPROVAL OF MINUTES**

Minutes of the SAWKAW Inc. Board of Directors meeting of June 14, 2019 were approved by motion of Tom Erdall, supported by Juan Daniel Castro and carried unanimously.

**PROPERTY REPORT**

Ms. Lee made some corrections to the property report, noting that the waiting list is 68 for a one bedroom and 12 for a barrier-free apartment. Occupancy is at 100%, rent collection at 99%, and there have been no major incidents, maintenance, or compliance concerns. A REAC (a physical inspection by HUD) and MAM (a file audit contracted out by HUD) inspections will likely be scheduled in early 2020.

The financial statements through September indicated $22,619 in operating checking and an income surplus of $47,874 where $31,428 had been predicted. A make-up air unit (approx. $4,200) needed at the property may be purchased if there is cash at the end of the year to achieve a breakeven budget. Motion to approve this year-end capital purchase, dependent upon funding, was made by Dick Ortega, seconded by Juan Daniel Castro and carried unanimously.

The 2019 financial statements were accepted by motion of Dick Ortega, supported by Tom Erdall and carried unanimously.

**OTHER BUSINESS**

Upcoming Capital Purchases
The retaining wall near the property line will need to be repaired or replaced; staff will request quotes for this project in the spring. As the budget is tight and rent increases are dictated by the Section 8 contract, cash for this project may be taken out of the replacement reserve.

Curb Appeal
Volunteers receive training for curb appeal evaluations, however, the process remains partially subjective. A collection of the last four evaluations indicated some cleaning concerns but gave an overall score of 4/5.

Bylaws Revision
The Board discussed reviewing its bylaws and considering a possible restructuring of the Board, including officer elections and the creation of an
ex-officio or lifetime position. Mr. Sturtevant will give the existing bylaws to Tim Orlebeke to make any necessary revisions before the next meeting.

**NEXT MEETING**

The next meeting is scheduled for May 8, 2020 at 8:30 AM at Villa Esperanza. The agenda will include HUD requirements for restructuring the board and a recommendation from legal counsel regarding the bylaws.

**ADJOURNMENT**

The SAWKAW, Inc. Board of Directors meeting was adjourned at 9:23 AM by Mr. Titley.