

DWELLING PLACE OF GRAND RAPIDS

BOARD OF DIRECTORS

March 6, 2019

Approved April 3, 2019

MEMBERS PRESENT Annamarie Buller, David Byers (via phone), Rich Kogelschatz, Marvin Thomas, Larry Titley, LaTarro Traylor (via phone), Tommie Wallace, Renee Williams (via phone)

MEMBERS ABSENT Thomas Carpenter, Juan Daniel Castro, Francine Gaston, Kyle Irwin, Mike McDaniels, Richard Stevens, Pete VanderVeen

STAFF AND GUESTS PRESENT Rebecca Long, Zoe Post, Steve Recker, Justin Rhodes, Dennis Sturtevant
Brian Bacon (The Employers' Association)

The meeting was convened at 7:36 AM by Annamarie Buller.

MISSION MOMENT The Board members watched a brief video on the MSHDA website of Cornelia Jenkins, a resident at Reflections.

APPROVAL OF The consent agenda contained the following items:

CONSENT AGENDA

1. Board of Directors minutes (12/05/18)
2. Committee minutes:
 - a. Executive Committee minutes (12/11/18)
 - b. Finance Committee minutes (12/19/18)
 - c. Governance Sub-committee minutes (12/18/18)
 - d. Marketing & Development Committee minutes (11/28/18)
 - e. RED & Asset Management Committee minutes (12/10/18)
 - f. RED & Asset Management Committee minutes (1/14/19)
3. 2019 Budgets and Assumption Descriptions
4. Real Estate Development Policy
5. Purchase Agreement for Vacant Land in Whitehall, Michigan
6. Updated Accounting Policies & Procedures Manual

Consent agenda for the March 6, 2019 Board of Directors meeting was approved by motion of Larry Titley, supported by Rich Kogelschatz and carried unanimously.

**EMPLOYEE
ENGAGEMENT
SURVEY FINDINGS
FROM THE
EMPLOYERS'
ASSOCIATION**

Mr. Brian Bacon presented the results of the Employee Engagement Survey, which contained 68 statistically-validated questions and 4 open-ended questions to analyze employee perceptions of Dwelling Place. In 10 critical areas and in comparison to over 60,000 companies nation-wide, Dwelling Place averages were rated higher in every category except pay. The lowest-rated areas were communication, pay, and employee development and recognition.

Six questions that measured employee engagement placed Dwelling Place employees into 3 categories: disengaged (0%), partially engaged (55%), and engaged (45%), better than national averages of 30%, 52% and 18%. In the open-ended questions, employees cited coworkers, flexibility/creativity, and the work Dwelling Place does as the aspects they enjoy most about their employment. Suggested improvements included pay, training, communication, and written roles, policies, and procedures.

Based on these responses, Mr. Bacon gave recommendations to address these four essential areas for improvement:

- 1) Rules and Policies
 - a) Update and make accessible employee handbook and policies
 - b) Training for employee management and engagement, communication
- 2) Pay
 - a) Update compensation plan and provide total benefits package
- 3) Communication
 - a) Create new and frequent means to share organizational information
 - b) Improve interdepartmental and supervisor/staff communication
 - c) Train management in effective communication skills
- 4) Employee Job Training
 - a) Offer more job-specific training and cross-training opportunities
 - b) Make onboarding training comprehensive for entire organization
 - c) Create new programs for advanced skills training

**GOVERNANCE
SUB-COMMITTEE
REPORT**

The Board tabled the report and discussion until the next meeting.

ANNOUNCEMENTS

Update on the Heartside Neighborhood Plan

Three meetings with Public Sector Consultants have now taken place with community leaders of all sectors, aimed at connecting groups already engaged in Heartside neighborhood to improve economic development and more effectively address behavioral health issues. A community meeting is scheduled for March 29th with Ms. Mercedes Brown of The Corporation for Supportive Housing to discuss a potential Frequent User Systems Engagement (FUSE) project in Kent County. A Phase II process for this work with Public Sector Consultants is anticipated but will require financial support from outside funders in order to proceed.

Kent County Land Bank

The Kent County Land Bank, which formerly identified and repurposed foreclosed properties, is closing, though its work may continue with the state land bank. Future projects. The Land Bank was instrumental in our development of Harrison Park Apartments by assembling parcels for the development and by securing DEQ funds to remove contaminated soils.

ADJOURNMENT

The Board of Directors meeting was adjourned at 9:06 AM by Annamarie Buller.