DWELLING PLACE OF GRAND RAPIDS
BOARD OF DIRECTORS
June 5, 2019
7:30-9:00AM
Dwelling Place Offices at 101 Sheldon Bvld SE, Suite 2

AGENDA

I. 7:30 Welcome and Description of Handout Materials

II. 7:35 Mission Moment (Dwelling Place Corporate Video Debut)

III. 7:40 NeighborWorks Update – Andre Butler, NeighborWorks Relationship Manager

IV. 7:55 Approval of Consent Agenda *(Action Required)*

Enclosures:
1. Board of Directors minutes (04/03/19)
2. Committee minutes:
   a. Executive Committee minutes (03/12/19)
   b. Executive Committee minutes (04/09/19)
   c. Finance Committee minutes (03/27/19)
   d. Governance Sub-committee minutes (03/11/19)
   e. Governance Sub-committee minutes (04/16/19)
   f. Marketing & Development Committee minutes (02/26/19)
   g. RED & Asset Management Committee minutes (03/11/19)
   h. RED & Asset Management Committee minutes (04/08/19)
3. Governance Sub-committee Documents
   a. Board Orientation Plan
   b. Governance Policies
   c. Board of Directors Job Description
   d. Board Application & Conflict of Interest

V. 8:00 Honoring Retiring Board Members
1. Pete VanderVeen
2. Mike McDaniels
3. LaTarro Traylor

VI. 8:05 Renewals for Expiring Board Member Terms *(Action Required)*

VII. 8:10 Board Officer Elections *(Action Required)*
1. Chairperson: Annamarie Buller
2. Vice Chairperson: Juan Daniel Castro
3. Treasurer: David Byers
4. Secretary: Francine Gaston

VIII. 8:15 Ratification of Actions on Behalf of Related Entities

IX. 8:20 Annual Audit Presentation – Beene Garter

X. 8:55 Announcements

XI. 9:00 Adjournment

The meeting was convened at 7:32 AM by Annamarie Buller.

The Board members watched a brief video on the MSHDA website of James Frugé, a resident at Herkimer.

Consent agenda for the April 3, 2019 Board of Directors meeting was approved by motion of Pete VanderVeen, supported by David Byers, and carried unanimously.

Mr. Sturtevant described several items recommended for Board approval by the Governance Sub-committee. The Board gave the following comments, and determined that the Governance Sub-committee will make additional edits and include final drafts in the consent agenda for the next Board meeting.

Governance Sub-committee description: No additional edits.

Board orientation plan: This index of materials for new Board members should specify which documents from NeighborWorks/BoardSource are included.

Board job description: Support was voiced for a 75% attendance guideline for Board meetings; falling short of this expectation would prompt a conversation with the Board Chair. The list of Board responsibilities needs to be cohesive with Governance Policies and clarify whether responsibilities are individual or collective.

Mentorship Program: No additional edits.

Governance policies: The phrase “community building and engagement” will be removed from the mission until it can be reviewed as part of strategic planning; the
Carvel model will be referenced explicitly under Governing Philosophies; EIG principles will be added to the responsibilities of the Board.

**Board Meeting Assessment Tool:** No additional edits. Concerns specific to Dwelling Place that are not addressed can be identified with the annual survey tool.

**Board Application:** The section regarding volunteering if not selected as a member will be eliminated, the optional demographic questions will be condensed, and Mr. Titley will review the Code of Conduct/Conflict of Interest disclosure statement.

Mr. Sturtevant also presented a list of prioritized areas of expertise and demographics to consider in Board recruitment:
- Real estate development and finance
- Human resources
- Marketing
- Resident/consumer representation (CHDO and NeighborWorks criteria)
- Women
- Latinx

Mr. Sturtevant shared a list of potential Board candidates and recruitment approaches, and encouraged Board members to send any additional thoughts to Mr. Castro for consideration by the Governance Sub-committee.

**ANNOUNCEMENTS**

Steve Crandall will be working with the Board on strategic planning throughout May and June; Ms. Post will coordinate dates for two half-day sessions.

Mr. Sturtevant briefly reviewed the results of the Excellence in Governance pre- and post-surveys; further discussion may occur at future meetings.

**ADJOURNMENT**

The Board of Directors meeting was adjourned at 9:06 AM by Denny Sturtevant.
MEMBERS PRESENT

Annamarie Buller, David Byers (via phone), Juan Daniel Castro, Francine Gaston, Richard Stevens, Larry Titley, Renee Williams (via phone)

STAFF PRESENT

Zoe Post, Dennis Sturtevant

The meeting was convened at 8:06 AM by Ms. Buller.

APPROVAL OF MINUTES

Minutes of the Dwelling Place Executive Committee meeting of January 8, 2019 were approved by motion of Larry Titley, supported by Rick Stevens and carried unanimously.

NEIGHBORWORKS 2018 OHTS PERFORMANCE REPORT

After NeighborWorks’ triennial review, Dwelling Place again received an exemplary (highest possible) rating. As the review is based heavily on production and Dwelling Place will see the completion of several projects in 2019, next year’s numbers are expected to be even better than this year.

PROPOSED ORGANIZATION VOLUNTEER DAY

Amy Henderson, the volunteer coordinator, and other employees are organizing opportunities for staff and Board members to volunteer in the community. Considerations over what and how many projects to do, in what area of Grand Rapids to do them, and whether or not to hold the event(s) on a weekend or commit company time during the week are all currently part of the planning process.

UPDATES

Heartside White Paper update

The Heartside Neighborhood White Paper convenings have been growing in impact, and discussions with major Grand Rapids players have yielded the identification of barriers to economic development and behavioral health on Division Ave. Plans to gather specific groups—local business leaders, for example—to address each of these areas are underway. These conversations have already connected many different sectors and led to opportunities for increased collaboration around existing initiatives including an upcoming meeting to discuss a potential FUSE project led by Mercedes Brown of the Corporation for Supportive Housing. A potential Sober Housing initiative is also being considered.

Project Updates

Harrison Park: about 25% complete; completion date around October 2020.
Pine Avenue: asbestos removal is complete and building will soon be demolished; slated to be completed November of 2020.
Ferguson: renovation starts in September; Relocation of current residents will be one of the most significant challenges in this initiative because of the large number who will need to be relocated and the limited availability of temporary housing options in the community.
Plaza Roosevelt: in design planning stage with community beneficiaries group; hoping to break ground in September.
St. James: finished and completely leased up.
Garfield Lofts: about 40% complete and set to finish by the end of 2020.
OTHER BUSINESS  Mr. Sturtevant shared the new Board Application from the Governance Sub-committee; the Committee decided to distribute the document to all Board members for their review and include the edited version in the April Board packet.

Mr. Sturtevant handed out and explained to the Committee the 2019 business plan document sent in to NeighborWorks.

ADJOURNMENT  The Executive Committee entered closed session at 9:20 AM to discuss the CEO evaluation.
The meeting was convened at 8:02 AM by Ms. Buller.

The Committee reviewed Board member attendance at Board and Committee meetings within the past 12 months. The absence of the Resident Engagement Committee on the sheet inspired a discussion over resident engagement needs at all Dwelling Place properties (not just Heartside properties), and how to best structure a Committee to understand and address those needs. Mr. Sturtevant, Ms. Buller, Ms. Gaston, and various other staff and Board members will meet to discuss the committee and return with a recommendation.

The Committee decided to table Board attendance concerns until after the Governance Sub-committee establishes a participation threshold, taking into account the aggregate attendance rate of Board members. Mr. Sturtevant will also include information about ad hoc committees for the Sub-committee to review.

Steve Crandall is ready to meet with the Board to work on strategic planning; Executive Committee members will meet one-on-one with Mr. Crandall prior to two half-day planning sessions with the full Board. Ms. Post will schedule these dates and distribute an information packet in advance of the meetings.

The Committee tabled this discussion for the May Executive Committee meeting.

### Project Updates

- **Harrison Park**: About two months behind schedule due to lack of framers.
- **Pine**: Demolition of school building is complete.
- **Ferguson**: Still working through relocation problems.
- **Plaza Roosevelt**: Still in design stage; investor proposals look promising.
- **Garfield Lofts**: Everything going well.

**Heartside White Paper**

The meeting with the Director of the Corporation for Supportive Housing regarding a potential Kent county FUSE project was a success. If post-meeting surveys reveal that interest is still high, funding from MSHDA, HHS, and/or philanthropies will be sought out and a second meeting focused on business development scheduled.

The Executive Committee entered closed session at 9:14 AM to discuss CEO compensation.
MEMBERS PRESENT: Chelsea Schaefer, Angela Sanborn, Sadie Erickson, Holly Jacoby (phone),
Michael McDaniels (phone)

MEMBER ABSENT: David Byers

STAFF PRESENT: Karen Monroe, Steve Recker, Rebecca Long, Laurie Mullennix, Jessica Johnson,
Brandon Watson, Grace Thuo, Liz Mui, Jessica Beeby, Kim Cross, Dennis Sturtevant

The meeting was convened at 12:00 pm by Chelsea Schaefer.

APPROVAL OF FEBRUARY MINUTES

Minutes of the Finance Committee meeting of February 27, 2019 were approved by motion of Michael McDaniels, supported by Sadie Erickson and carried unanimously.

REVIEW OF 2018 DRAFT FINANCIAL STATEMENTS

Mr. Recker presented the 2018 Draft Financial Statements. On the dashboard, which is a view of the entire company, he explained that income is over budget due to timing of the Michigan Non-Profit Housing Corporation (MNPHC) contributions from the properties and the Federal Home Loan Bank grant for Roosevelt. Cash flow is negative mostly due to construction projects in process. But, he noted that considering the ratios, the company is doing well.

Total days cash is slightly under, but it does not include our trading securities account because it's not included in cash/cash equivalents. Ultimately, Mr. Recker does not anticipate a need for trading in any securities and clarified that if there was a need for concurrent construction projects, we would utilize the Northern Trust line of credit before trading in any securities. The credit line is not shown in the statements, but we have up to $2,000,000 available. It is also expected that we will receive additional cash infusions from MNPHC as well as a few other sources.

He briefly discussed the expanded version of the ratios, which provides a comparison to prior years and some NeighborWorks peer information, and the combined balance sheet mostly shows the cash and cash equivalents for Dwelling Place.

In reviewing the Dwelling Place Combined Income Statement, he explained that all of the sponsor loans go through the Administrative category. This includes large contributions in grants from the MNPHC, a grant for Harrison Park from Fund Development ($875,000), as well as a Federal Home Loan Bank Grant ($662,000). Mr. Sturtevant pointed out that as of 2020, MNPHC contributions will see significant reductions. The projects and developer fees have almost all been paid out and from an accounting standpoint will be a distribution coming to the balance sheet as a cash flow item around $500,000-$700,000 per year. Mr. McDaniels asked if the 2019 budget income
reflect the anticipation of receiving MNPHC contributions. Mr. Recker clarified that we will be under budget in 2019 by about $300,000; there was an effort to estimate the variance as best as possible at year end. Mr. Recker noted that Unrealized Gains have already recovered from losses in the fourth quarter of 2018.

Affordable Housing
Mr. Recker pointed out that there have been some changes with accounting standards related to functional expenses. This will no longer be a program or if it is, many of the costs will have to be taken out and put into management and general. The statement may still be presented in this format because it represents the cost of having a management company, but we may also have to prepare a matrix, internally, to show the costs separated further.

Mr. Recker noted that for Housing Development, Other Income and Expenses shows a difference of $120,000 due to purchasing Harrison Park for more than it was sold to the partnership.

Under Fund Development, Contributions are over budget due to grants received from foundations for Harrison Park, other Expenses and grants out are largely to the Harrison Park sponsor loan.

Support Services receives contributions from Dwelling Place to support the program. It is a little over budget, due to the addition of staff at the end of last year, partially because of the loss of funding for two positions via Pine Rest for Herkimer and Commerce.

Neighborhood Revitalization is over budget in vacancy loss. Mr. Recker explained that some spaces are currently vacant because of planned renovations. The department also added staff.

Dwelling Place Properties and Related Entities
Mr. Recker reviewed the document, describing each individual property’s notes, identifying both usual and outlying activities.

Ms. Sanborn requested more information about understanding the performance metrics and/or the operating expectations for each property. Mr. Recker offered to share the Asset Management Plan. There was also discussion about other property orientation materials that would be helpful for new committee members, as well as a refresher for others. Ms. Cross added that Ms. Post has been working on a property orientation book for new Board members and will inquire to see if it’s ready to be distributed. The Finance Committee members may have a need for more in-depth information on financials and performance metrics, so pulling from multiple resources could be useful.

Ms. Jacoby asked for clarification on the vacancy issues related to HAP referral properties: Commerce, Ferguson, and Verne Barry Place. Ms. Long explained that there was more vacancy than expected in 2018, when we transitioned to the HAP referral system, originally a one-to-one model that was not effective in addressing those vacancies due to the length of time expended in
connecting with referrals and collecting paperwork. In July 2018, HAP agreed to supply more referrals and internally we are now review vacancies for those properties collectively and directing referrals to available vacancies depending on the applicant’s preferences, eligibility, and completion/collection of paperwork.

**UPDATES / ANNOUNCEMENTS**

The committee did not discuss any updates or announcements.

**PROPOSED AGENDA AND NEXT MEETING DATE**

The next Finance Committee meeting will be held on Wednesday, April 24, 2019 at 12:00 pm.

**ADJOURNMENT**

The Finance Committee meeting was adjourned at 1:23 pm by Sadie Erickson.
DWELLING PLACE OF GRAND RAPIDS
GOVERNANCE SUB-COMMITTEE
March 11, 2019
Approved April 16, 2019

MEMBERS PRESENT
Annamarie Buller, Juan Daniel Castro, Holly Jacoby (via phone), Larry Titley

MEMBERS ABSENT
David Byers, Rick Stevens, LaTarro Traylor

STAFF PRESENT
Zoe Post, Dennis Sturtevant

The meeting was convened at 9:04 AM by Juan Daniel Castro.

APPROVAL OF
MINUTES
Minutes of the Governance Sub-committee meeting of January 15, 2019 were approved by motion of Larry Titley, supported by Holly Jacoby and carried unanimously.

OTHER ISSUES

Board assessments
After some discussion, the Sub-committee recommended to the Executive Committee that a collective Board assessment using materials from Board Source be conducted annually. Individual assessments will also be performed once a year; Board members will be expected to reach 75% of the requirements outlined in the BoardSource self-assessment tool.

Board application and background checks
Sub-committee members suggested placing the signature line at the bottom of the Board Application Form, along with some other minor edits.

Equity and inclusion initiatives
The Sub-committee discussed equity and inclusion initiatives that would best use the $10,000 that Dwelling Place received from completing its Excellence in Governance program. With ideas ranging from team-building activities to provision of iPads, the Sub-committee determined that further research into the Board’s variety of needs is required. The Sub-committee will review past Board meeting assessments and evaluate the mentorship program to determine where equity and inclusion gaps are and how they could be addressed.

The Sub-committee recommended the Board Source document, “Board Meeting Assessment” for use at future Board meetings.

Other Board tasks to consider in 2019
Mr. Sturtevant distributed a list of Board tasks to complete in 2019, including 3 major tasks and 11 additional tasks compiled from suggestions given during various meetings in the past year. The Sub-committee was particularly interested in property tours for Board members, entertaining the possibility of a future bus trip to familiarize Board members with each other and with the ongoing work at Dwelling Place.

The Sub-committee reviewed the recruitment strategy questions sent by Ms. Julie Burmania, offering the following feedback to be synthesized into an outline of a Board recruitment work plan:
Defining the Brand:

- Benefits of Dwelling Place housing: location, cost, diversity, inclusion
- Resident perceptions of Dwelling Place: great low-income housing, but long waiting lists and few opportunities for “the missing middle”
- Contributor perceptions: what Dwelling Place does, it does well
- Desired perceptions: a full, broad understanding of the cumulative impact Dwelling Place has across West Michigan

Defining Strategy:

- Outreach strategies: utilizing Board member networks to connect with candidates that fit recruitment priorities
  - Organizational outreach to the Latino Community Coalition, West Michigan Hispanic Chamber of Commerce, Latinas Network of West Michigan, Inforum Michigan, YWCA, GROW, Progressive Women’s Alliance
  - Working with Community Building & Engagement staff to identify resident leaders
  - Personal connections with CEOs and other business leaders

Community Outreach Strategy:

- Board member motivations: provide safe, dignified housing so people in the community can improve many aspects of their lives
- Overlooked target groups: non-CEO officers of major companies, young adults, LGBTQ community

Ms. Post will contact Sub-committee members who were absent from the meeting for further feedback to be given to Ms. Burmania.

**ADJOURNMENT**

The Governance Sub-committee meeting was adjourned at 10:33 AM by Juan Daniel Castro.
MEMBERS PRESENT  Annamarie Buller, David Byers (via phone), Juan Daniel Castro, Holly Jacoby (via phone), Rick Stevens, Larry Titley

MEMBERS ABSENT  LaTarro Traylor

STAFF & GUESTS PRESENT  Julie Burmania and Brianna Marshall of HR Collaborative
Zoe Post, Dennis Sturtevant

The meeting was convened at 8:36 AM by Juan Daniel Castro.

APPROVAL OF MINUTES  The Sub-committee clarified that Board assessments referenced in the minutes will be collective, and if individual assessments are necessary, the Sub-committee will make a recommendation accordingly. Minutes of the Governance Sub-committee meeting of March 11, 2019 were approved by motion of Annamarie Buller, supported by Rick Stevens and carried unanimously.

REVIEW OF GOVERNANCE DOCUMENTS  The Sub-committee reviewed Governance documents, making the following edits:

Board Orientation Plan
The NeighborWorks document, "12 Principles of Governance..." was added.

Governance Policies
Removed references to community building and engagement in the mission statement until it can be addressed during strategic planning, and added a description of the mission, vision, and values appendix to the table of contents.

Board of Directors Job Description
No additional edits.

The Sub-committee reached consensus to recommend the Governance Policies listed above to the Board of Directors for approval.

Board Application
The code of conduct and conflict of interest statement was tabled until the next meeting.

List of potential Board candidates
Rick Meyering, Randall Meyering, Israel Ledesma, Mel Trombley, and Katherine Williams were added to the list. Mr. Sturtevant reminded the Sub-committee that the list of candidates is only preliminary at this point; sorting through the full list, taking into account Board recruitment needs, will occur at a future date.

BOARD RECRUITMENT WORKPLAN REVIEW  Ms. Brianna Marshall of HR Collaborative, who will be working alongside Ms. Burmania, introduced herself to the Sub-committee. Ms. Burmania reviewed her 2019 Board Recruitment and Retention Plan; the Sub-committee made the following suggestions:
Section 1
- Include neighborhood revitalization in brand statement.
- Change job description to reflect latest version taken from Governance Policies and add as an appendix.
- Add the updated, blank Deloitte matrix as a tool for skill gap analysis.
- Clarify that the role of Sub-committee is to make recommendations to the full Board of Directors (not to the Executive Committee).
- Include current financials, annual report, board job description, and minutes from recent meetings in recruitment packet.
- Adjust specific markets grid to align with Board recruitment priorities list.

Section 2
- Address Community Outreach Strategy at a future meeting to develop a database of Board networks and relationships.

Section 3
- Allow for additional vetting prior to Board review in interview document.

Section 4: tabled for next meeting.

OTHER ISSUES
Mr. Sturtevant introduced concerns regarding Board participation in ancillary committees and affiliate entities. How to best organize these committees will be addressed at a future meeting.

ADJOURNMENT
The Governance Sub-committee meeting was adjourned at 10:11 AM by Juan Daniel Castro.
MEMBERS PRESENT  Kyle Irwin, Richard Stevens

MEMBERS ABSENT  Annamarie Buller, Leah Carpenter, Thomas Carpenter, Juan Daniel Castro, LaTarro Traylor, Tommie Wallace

STAFF/GUESTS PRESENT  Kim Cross, Zoe Post, Jenn Schaub, LaTrisha Sosebee, Dennis Sturtevant

The meeting was convened at 10:04 AM by Rick Stevens.

APPROVAL OF MINUTES  Minutes of the Dwelling Place Marketing & Development Committee meeting of January 29, 2019 were approved by motion of Rick Stevens and carried unanimously.

REVIEW OF DONATIONS AND TRACKING GRAPHS  Ms. Post explained the donation tracking system used for 2018 and how categorizing funding sources will differ slightly in the 2019 system. The Committee reviewed 2018 year-end numbers including breakdown graphics, as well as a sample 2019 year-to-date dashboard; the former will be included in the Board of Directors packet, the latter in future Committee meetings.

BRANDING PLAN UPDATE AND REVIEW  Swag  Ms. Sosebee presented several items with the new Dwelling Place logo: canvas bags, distributed at the Neighbor Knowledge Exchange; T-shirts, given out to Dwelling Place Board and staff members; and scarves, worn by volunteers during community events. Additional items like mugs, hats, and jackets will be considered as part of the ongoing branding initiative.

Thank you cards  Thank you cards have been updated with three new photos, a longer version to fit in a standard letter envelope, and classic, embossed cards for formal correspondence. The Committee discussed the need to begin to standardize branding for all aspects of Dwelling Place.

Website  Due to go live by the end of March, the website is still undergoing evaluation; the most significant challenge is clarifying leasing information and language. Though Scott Allen Associates has provided a cohesive branding concept, some concerns over yet incomplete projects will be addressed in a meeting with John Terpstra regarding the contract with Dwelling Place.

2019 ANNUAL EVENT/FUNDRAISER  Ms. Schaub distributed a comprehensive list of past event donor information to be used as a starting point for reaching out to potential sponsors for 2019 events. Ms. Irwin, Mr. Larry Titley, and CB&E staff will have a separate meeting to elaborate on and strengthen this list.

Committee members discussed characteristics of successful events and donor outreach, and hope to have an event date by the next meeting.
2019 RESOURCE DEVELOPMENT PLAN  Staff will reassess the Resource Development Plan after considering potential sponsors and events. Donor tracking will be updated to reflect these goals.

NEXT MEETING DATE  The next Marketing & Development Committee meeting is scheduled for March 26, 2019.

ADJOURNMENT  The Marketing & Development Committee meeting was adjourned at 11:35 PM by Rick Stevens.
MEMBERS PRESENT: Juan Daniel Castro, Mike DeVries, Rich Kogelschatz, Mike McDaniels (via video conference), Pete VanderVeen

MEMBERS ABSENT: George Larimore

STAFF & GUESTS PRESENT: Chris Bennett, Kim Cross, Rebecca Long, Zoe Post, Steve Recker, Dennis Sturtevant, Stephen Wooden

Alan Minert, Luanne Stanley-Hook, Stephen Steggerda (First United Methodist Church of Holland)
Peter Boogaart, Bob Jordan, Susanne Jordan (Hope Christian Reformed Church)
Ryan Kilpatrick (Ottawa Housing Next)

The meeting was convened at 11:33 AM by Mr. Kogelschatz.

APPROVAL OF MINUTES: Minutes of the Dwelling Place RED & Asset Management Committee meeting of February 11, 2019 were approved by motion of Pete VanderVeen, supported by Mike McDaniels and carried unanimously.

24TH AND WAVERLY PROPOSAL: Mr. Kilpatrick introduced a 220-260-unit, mixed-income, multi-story housing development to be constructed at a Holland site currently owned by Lumir LLC and situated between a major employer, a local mission, and a Meijer store. Housing Next is in the acquisition phase of the project and looking for a LIHTC-savvy partner that can co-develop a site plan and carry it to completion. The development would likely be a joint venture project, Dwelling Place offering insight as to how much affordability could be included in the project while maintaining financial viability.

The Committee determined that the project fits Dwelling Place’s mission and reached consensus to join Housing Next in continuing site development by motion of Mike DeVries, supported by Rich Kogelschatz, and carried unanimously.

DOWNTOWN HOLLAND DEVELOPMENT PROPOSAL: Mr. Bennett met with City of Holland staff, who voiced support for an affordable housing development on property located near First United Methodist Church and Hope Christian Reformed Church. Representatives from the churches expressed the desire for at least part of the space to be designed for the long-term care of adults with developmental disabilities. The venture could require the acquisition of nearby property as well as unique funding sources—perhaps the HUD 811 voucher program—to make the project viable. Next steps include discussing the workability of the site with an architect and seeking to buy the properties in question. The Committee voted to move forward with this project by motion of Juan Daniel Castro, supported by Pete VanderVeen, and carried unanimously.
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<th>1438 LLC OWNERSHIP STRUCTURE PROPOSAL</th>
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<td>Dwelling Place was approached with a joint venture opportunity with 1438 LLC: a small, mixed-use building located at 1438 S Division. Dwelling Place would own 90% of and complete a LIHTC application for the residential condo space; 1438 would own the commercial space and work jointly on community engagement. <strong>The Committee moved to propose an ideal ownership structure of 100% ownership to 1438 LLC by motion of Pete VanderVeen, supported by Juan Daniel Castro, and carried unanimously.</strong></td>
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<th>OTHER BUSINESS</th>
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<td>Community Land Trust</td>
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<td>Mr. Sturtevant and Stephen Wooden met with James Jones, an expert on limited equity co-ops, and with ICCF, which has already formed its land trust entity, to gain insight on starting a CLT venture in the near future.</td>
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<th>Sober Housing Initiative</th>
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<td>Genesis NPHC is interested in a new sober housing initiative that would focus primarily on court-ordered housing for people with opiate abuse disorder. Dwelling Place may partner with Genesis depending on the site and if it fits Dwelling Place’s mission.</td>
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<th>ADJOURNMENT</th>
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<td>The meeting was adjourned at 1:11 PM by Mr. Kogelschatz.</td>
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MEMBERS PRESENT  Juan Daniel Castro, Rich Kogelschatz, George Larimore & Mike McDaniels (via video conference), Pete VanderVeen

MEMBERS ABSENT  Mike DeVries

STAFF PRESENT  Jessica Beeby, Chris Bennett, Kim Cross, Rebecca Long, Scott Page, Zoe Post, Steve Recker, Dennis Sturtevant, Stephen Wooden

The meeting was convened at 11:33 AM by Mr. Kogelschatz.

APPROVAL OF MINUTES  Minutes of the Dwelling Place RED & Asset Management Committee meeting of March 11, 2019 were approved by motion of Pete VanderVeen, supported by Mike McDaniels and carried unanimously.

2018 YEAR-END NW MFI QUARTERLY REPORT REVIEW  Ms. Long distributed a 4th quarter breakdown of bin scores for all properties and presented a complete property-by-property strategic plan detailing 2019 short- and long-term goals based on 2018 year-end data. Additional comments and notable items not included in these documents are as follows:

Calumet, Elmdale, Goodrich, Herkimer, Kelsey, LHA, Martineau, Midtown, New Hope, Reflections, Villa Esperanza: No additional comments.

Portfolio-wide: Staff are developing a new process to address causes of a high average days vacant rate (maintenance issues, slow referral process).

Biermeister: Only metric with a bin score lower than 1 was curb appeal (bin 4) due to graffiti and some exterior paint.

Chaffee: As with other properties along Division, low resident satisfaction rate because of safety and security concerns.

Commerce: A change in the referral process and several deaths caused high turnover and vacancy, which has been improved but still needs attention. The new RSC position will cause a lower cash flow rate but should help improve tenant receivables, recertification time, and resident satisfaction rates. CRM software will also address communication issues between staff and residents.

Ferguson: Improved average days vacant from 191 to 115. No longer accepting referrals, as staff are still finding temporary housing for residents during the upcoming renovation. Future MFI data will count the property as inactive until the renovation is complete (estimated November of 2020).

Grandville: May be used to house Ferguson residents during renovation.

Harvest Hill: Complications with the RD program mean the prepayment of RD mortgage has been cancelled; after reamortization paperwork is processed, prepay paperwork will be resubmitted to exit the RD program.
Lenox: Turnover improvement rate was corrected on the strategic plan—it should be 44%, not 22%.

Peterlien: Improved collection rate to 70%, but still needs to create incentives for residents to reach threshold. An area adjacent to the parking lot, already torn up from a burst pipe, will be used to expand the community garden program.

Roosevelt: Referral process is running smoothly.

Verne Barry: HAP referral process brought average days vacant down to 29 days, which meets the threshold for this property. Curb appeal noted some graffiti and the need for masonry repair.

West Shore: Neighboring parcel has been sold.

Weston: Plans are in early stages of development to explore possibility of building on the empty lots next to Weston as part of the long-term plan.

White River: One of the lowest ratings from the Resident Satisfaction Survey; a NeighborWorks-funded AmeriCorps VISTA volunteer for rural community gardens may help to address these concerns.

1434 ALPINE AVE NW ACQUISITION

The owner of a parcel neighboring Harrison Park has discussed possibly selling her land for the amount quoted on Zillow. The parcel could be used to house Ferguson residents or as part of the greater Harrison Park project. **The Committee reached consensus for staff to explore this possible acquisition and return with a recommendation.**

OTHER BUSINESS

Mr. Sturtevant requested to bring in Michael Brown of Burlington Associates to advise in the process of creating a community land trust (CLT). The cost of the consultation could be deferred by a NeighborWorks grant. **The contract with Mr. Brown of Burlington Associates was approved by motion of Pete VanderVeen, supported by Juan Daniel Castro and carried unanimously.**

PROJECT UPDATES

Burton: On schedule.

Harrison Park: About two months behind schedule due to lack of framers. Still projected to meet delivery schedule.

Pine: Demolition of school building is complete.

Plaza Roosevelt: Still in design stage and slated to close in September; investor proposals look promising.

ADJOURNMENT

The meeting was adjourned at 1:12 PM by Mr. Kogelschatz.
Board Orientation 06/05/19

I. Dwelling Place mission, vision and history

II. Document Review (Orientation Manual)
   a. Strategic Plan
   b. Current board member and key staff list
   c. Organizational Chart
   d. Board member and CEO job description and expectations
   e. Mentorship Program Description
   f. Current financial reports, audited financial statements and 990 tax return
   g. Previous 12 months of board meeting minutes
   h. Articles of Incorporation, Bylaws and Certificate of Incorporation
   i. IRS 501c3 Determination Letter of tax exempt status
   j. Board Governance Policies
   k. Sexual Harassment Policy
   l. Conflict of Interest policy and questionnaire
   m. Reimbursement policy
   n. Diversity, Equity and Inclusion Plan (when available)
   o. Whistleblower policy
   p. Annual report
   q. List of committees, their charters/descriptions and membership (Attendance at one or more meetings or meeting with the chair of each standing committee within first year of board tenure is strongly encouraged.)
   r. Corporate Entity Chart
   s. NeighborWorks orientation materials
      i. 12 Principles of Governance that Power Exceptional Boards
   t. Calendar of meetings for the year
   u. Recent publicity
   v. Corporate video, website orientation and other collateral materials
   w. Property Orientation Booklet

III. Committee Orientation
   a. Standing Committees
      i. Executive
      ii. Finance

1 ©BoardSource—Building Effective Nonprofit Boards, www.boardsource.org
iii. Marketing & Development  
iv. Real Estate Development (RED) & Asset Management  
v. Resident Engagement  
b. Other Committees  
i. Appeals  
ii. Diversity, Equity, & Inclusion  
iii. Governance  
iv. Human Resources  

IV. Board Member Liability  
a. Board member liability limitations under Michigan law  
b. Indemnification by Dwelling Place  
c. Directors’ and Officers’ insurance coverage  

V. Property Tours  
a. Main Office  
b. Property tour  

VI. Assignment of and Introduction to Board Mentor  

VII. Create Educational Plan aligned with new Board Member needs  

VIII. Breakfast lunch or dinner with CEO, Mentor and Chairpersons for the Board and Governance Sub-Committee (other board members are also welcome to attend)
GOVERNANCE POLICIES OF DWELLING PLACE OF GRAND RAPIDS NPHC

Original Approval: 02/02/2000
Amended by Board: 11/12/2002
Amended by Board: 03/03/2004
Amended by Board: 11/07/2012
Amended by Board: 06/05/2019
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APPENDIX A – Dwelling Place Mission, Vision, Values
DWELLING PLACE OF GRAND RAPIDS NPHC

I. POLICY TYPE: ENDS

POLICY TITLE: MISSION STATEMENT

1.0 Dwelling Place improves the lives of people by creating quality affordable housing, providing essential support services, and serving as a catalyst for neighborhood revitalization.

POLICY TITLE: DP AS COLLABORATOR IN NEIGHBORHOOD REVITALIZATION AND COMMUNITY BUILDING AND ENGAGEMENT

1.1 Dwelling Place will work closely with recognized leadership in neighborhood organizations and institutions to understand neighbor and community needs and design neighborhood revitalization programs and community building and engagement programs accordingly. Dwelling Place will seek the support and participation of at least one community/neighborhood partner in every major neighborhood or community initiative.

POLICY TITLE: CUSTOMER SERVICE PROGRAMS

1.2 DP will design programs to improve the quality of life for individuals and the neighborhoods in which they reside. The primary outcome measure for this end will be an annual random survey of residents to determine satisfaction with the quality of Dwelling Place housing and related services. A 90% overall satisfaction rate shall be the minimum acceptable level.

POLICY TITLE: COMMUNITY DEVELOPMENT

1.3 DP will advocate for maximum housing opportunity. The primary outcome measure for this end will be the establishment and monitoring of minimum housing production objectives.

POLICY TITLE: GOVERNING COMMITMENT

2.0 The Board of Dwelling Place is accountable to all its stakeholders, including neighborhoods and communities where services are offered. The Board is responsible for fulfilling its mission legally, ethically, and prudently.

POLICY TITLE: GOVERNING PHILOSOPHIES

2.1 The Dwelling Place Board of Directors recognizes that it has dual responsibilities to represent the interests of the community, as well as the interests of the organization. In upholding these responsibilities, the Board will govern with a steadfast focus on its mission: Dwelling Place improves the lives of people by creating quality affordable
housing, providing essential support services, and serving as a catalyst for neighborhood revitalization.

The Board will:

- Practice collegiality, cooperation, and mutual support of each other's talents, ideas and contributions.
- Remain committed to ongoing learning about the organization's governance and operations.
- Respect and appreciate inclusivity and diversity of ideas and individual backgrounds.
- Exercise financial stewardship and accountability.
- Support a board culture conducive to accomplishing its responsibilities.
- Take the time for many voices to be heard, but then speak and act with one voice.
- Make meaningful use of meeting time through individual board preparation, respect for the agenda and role of the Board Chair, upholding policy making principles in accordance with this document (Carver model)

POLICY TITLE: RESPONSIBILITIES OF THE BOARD

2.2 The purpose of the Board of Directors of Dwelling Place is to plan and ensure the future of the organization, while fulfilling its mission: Dwelling Place improves the lives of people by creating quality affordable housing, providing essential support services and serving as a catalyst for neighborhood revitalization.

The Board is responsible for:

- Trusteeship for the mission, vision, and values of Dwelling Place (Appendix A)
- Fiduciary responsibility for the organization.
- An ongoing process for selecting, supporting, and evaluating the Chief Executive Officer.
- An ongoing process for strategic planning, monitoring and evaluating the organizations' programs and services.
- A policy framework that guides the organization.
- Creating and maintaining positive linkages with the community.
- Commitment to fund development efforts and financial stewardship for the organization.
- An inclusive and diverse Board membership.
- Emphasis on Excellence in Governance principles.

POLICY TITLE: INDIVIDUAL BOARD MEMBER RESPONSIBILITIES

2.3 Each board member of Dwelling Place brings to the Board his or her own particular skills and sphere of influence. The role of the board member is to effectively serve those for whom the organization's programs are designed. Board members' overall focus is on the mission and its impact on the individuals and communities served.
Specifically, board members are expected to:
- Ensure that the mission, vision, and values of DP are carried forth.
- Develop an awareness and understanding of issues and challenges related to the mission of DP.
- Maintain the confidentiality of the organization.
- Govern through diligent, attentive, and informed participation.
- Attend scheduled meetings.
- Provide financial support of DP each year and participate in fundraising activities.
- Match their personal and professional talents to a standing or ad hoc committee of the Board, and contribute willingly to the business of that committee.
- Create and maintain an environment of mutual respect and courtesy to one another.
- Support the role of the Chief Executive Officer with the DP staff and the public.
- Avoid speaking on behalf of DP in a public setting, or to the media, unless authorized by the Board.
- Conduct themselves in a manner that reflects the mission and values of Dwelling Place.

POLICY TITLE: BOARD CHAIRPERSON'S ROLE

2.4 The purpose of the Board Chairperson is to assure an orderly, fair, and disciplined governance process and to speak on behalf of the Board. In fulfilling this role, the Chairperson is authorized to:
- Call meetings of the Board.
- Determine agenda content.
- Facilitate the Board's decision-making and dialogue.
- Make committee assignments.
- Serve as liaison between the Board and the Chief Executive officer.
- Facilitate the performance review of the Chief Executive Officer.
- Facilitate the governance self-assessment of the board.
- Not make decisions on behalf of the Board or unduly influence the Board's decision-making process.

POLICY TITLE: BOARD COMMITTEE PRINCIPLES

Board committees exist to support the work of the Board as a whole. At times, it may be necessary to appoint a committee to support the work of the staff. When staff committees are appointed, Board members may serve on these committees in a volunteer capacity, but they are not acting in their capacity as Board members.

2.5 Standing Committees:
- Accountability: Standing committees are accountable to the full Board.
Authority:

- Make recommendations to the Board.
- Respond to requests made by the Board.
- Allocate resources within the parameters defined by the Board.
- Develop annual objectives.
- Enter into contracts as authorized by the Board.

2.5A Executive Committee: The Executive Committee consists of the officers of the board and two at-large members. It exists to support the board's governance process. Purpose:

- To act on behalf of the Board between regular meetings of the Board.
- To research issues and make recommendations to the Board.
- To determine the annual Board calendar.
- To recruit and orient Board members. (Governance sub-committee)
- To plan and conduct the annual meeting.
- To plan and lead ongoing Board member development. (Governance sub-committee)
- To facilitate Board self-assessment process and Chief Executive Officer performance review. (Governance subcommittee)
- To recommend appropriate Board development activities. (Governance sub-committee)
- To monitor DP governance process. (Governance sub-committee)

2.5B Marketing and Development Committee: The Marketing and Development Committee exists to support the work of the Board in raising community awareness of Dwelling Place and in securing adequate resources to support the accomplishment of the Dwelling Place mission. Committee members are appointed from the Board of Directors and community.

Purpose:

- Develop strategies to support a stable and diverse funding base.
- Make recommendations regarding fund development policies.
- Recruiting professional expertise to support the communication needs of DP.
- Planning and implementation of an overall marketing plan that supports the strategic goals and ends of DP.
- Supporting staff in communicating special events and activities of DP to the general public and targeted markets.
- Evaluating the impact and effectiveness of marketing and communications efforts.

2.5C Finance Committee: The Finance Committee exists to support the work of the Board in protecting and managing the assets of DP. Committee members are appointed from the Board of Directors and community.

Purpose:

- Approving financial procedures and practices, including internal controls.
- Recommending an annual budget for presentation and review by the Board.
- Providing an annual financial report to the Board.
• Recommending a CPA firm to conduct an annual audit.
• Establishing and periodically reviewing DP insurance coverage.
• Developing and implementing a financial plan that maximizes risk-adjusted returns on funds.

2.5D Real Estate Development and Asset Management Committee: The Real Estate Development and Asset Management Committee exists to support the work of the Board in evaluating and recommending new real estate initiatives and to monitor the condition and performance of real estate assets for Dwelling Place. Committee members are appointed from the Board of Directors and community.

Purpose:
• Reviewing new real estate initiatives for mission alignment and financial feasibility.
• Monitoring performance of existing real estate assets coverage.

2.5E Resident Engagement Committee: The Resident Engagement Committee exists to support the work of the Board by promoting new initiatives for increasing resident and neighborhood engagement to improve quality of life within and beyond the housing programs offered by Dwelling Place. Committee members are appointed from the Board of Directors and community.

Purpose:
• To explore and act on means by which residents who live in Dwelling Place properties can become more involved in leadership roles within their apartment communities, the Dwelling Place governance structure and the neighborhoods and cities where they live.
• Recommending new community building and engagement initiatives in neighborhoods where Dwelling Place owns housing.
• Monitoring the impact of community building and engagement programs on quality of life in Dwelling Place properties and the neighborhoods where our housing is located.

2.5F Ad Hoc Committees

Purpose: Ad Hoc Committees may be appointed by the Board to address a specific issue in a time-limited manner.

DWELLING PLACE OF GRAND RAPIDS NPHC

II. POLICY TYPE: EXECUTIVE POLICIES

POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT

3.0 The Chief Executive Officer of DP shall operate in a way that is prudent and in accordance with commonly accepted professional ethics. Accordingly, he or she must:
• Make and maintain conditions, procedures, and decisions that are safe, respectful, non-intrusive, and provide appropriate confidentiality and privacy to customers and/or donors.
• Create conditions that are fair and dignified for staff or volunteers.
• Not allow the development of fiscal liability or substantial deviation of actual expenditures from Board priorities.
• Not allow assets to be unprotected, inadequately maintained, or placed at risk.
• Maintain the fiscal integrity of DP as it relates to employment, compensation and benefits.
• Act in a manner that delivers the Board-defined ends of DP.
• Preserve the public image or credibility of DP.
• Ensure the board is informed on issues of importance to DP.

POLICY TITLE: CUSTOMER SERVICE

3.1 Customer Service: With respect to customers or prospective customers, the Chief Executive Officer shall make and maintain conditions, procedures, and decisions which are safe, respectful, non-intrusive, and which provide appropriate confidentiality and privacy. Accordingly, he or she must:
• Treat all customers with dignity and respect.
• Place the needs of the customer first and foremost.
• Ensure safe conditions.
• Protect confidential or sensitive information of customers.
• Protect the privacy of all donor records, databases and mailing lists.
• Release any customer-specific information or pictures to media sources only with appropriate prior consent.

POLICY TITLE: STAFF, VOLUNTEER/MEMBER MANAGEMENT

3.2 Staff/Volunteer Management: With respect to the management of staff and volunteers, the Chief Executive Officer must maintain conditions that are fair and dignified. Accordingly, he or she must:
• Provide for conflict resolution and/or grievance procedures.
• Attempt to ensure that staff composition reflects the inclusivity/diversity of the community.
• Ensure that staff and/or volunteers safeguard the physical, mental, and emotional well-being customer and families participating in DP programs.
• Maintain and communicate personnel policies.
• Assure that job descriptions and regular performance appraisals take place for all staff.

POLICY TITLE: FINANCIAL MANAGEMENT
3.3 Financial Management: The Chief Executive Officer is required to maintain fiscal responsibility and not allow substantial deviation from the Board's approved budget. Accordingly, he or she must:

- Maintain operating funds at the amount needed to settle payroll and debts in a timely manner.
- Provide all financial reports to appropriate parties in a timely and easily accessible manner.
- Provide a one fiscal year budget for presentation to the Board no later than the December board meeting.
- Monitor the budget throughout the fiscal year.
- Report to the Board any significant operational deviations from the budget.

POLICY TITLE: ASSET PROTECTION

3.4 Asset Protection: The Chief Executive Officer shall protect and maintain the assets of Dwelling Place. Accordingly, he or she must:

- Not use DP assets for personal gain.
- Keep assets in a secure and safe place.
- Not issue checks in excess of the Finance Committee or Board approved policy.
- Not acquire, encumber, or dispose of real property without Board approval.
- Maintain appropriate insurance policies.
- Maintain internal controls consistent with standard accounting practices.
- Prepare and maintain disaster recovery plans.

POLICY TITLE: STAFF COMPENSATION & BENEFITS

3.5 Staff Compensation and Benefits: With respect to employment, compensation, and benefits to employees and contractual workers, the Chief Executive officer must protect the fiscal integrity of DP. Accordingly, he or she must:

- Not change his/her own compensation and benefits.
- Establish current compensation and benefits that are substantially in line with the geographic or professional market for the skills employed.

POLICY TITLE: PROTECTION OF IMAGE

3.6 Protection of Image: The Chief Executive Officer must preserve the public image or credibility of DP. Accordingly, he or she must:

- Understand and articulate the vision, mission, and values of DP.
- Maintain a public image that reflects and supports the core values of DP.
- Act as spokesperson of DP in a public setting or to the media.

POLICY TITLE: COMMUNICATION & COUNSEL TO THE BOARD

3.7 Communication and Counsel to the Board: The Chief Executive officer must keep the Board informed. Accordingly, he or she must:
• Inform the entire Board on all matters essential to the mission and ends of DP in an accurate, unbiased, and thorough manner.
• Approach the Board with respect and an open approach to communicating and actively listening to others.
• Submit information required by the Board in a timely, accurate, and understandable fashion.
• Advise the Board if, in the Chief Executive Officer's opinion, the Board is not in compliance with its own policies.

POLICY TITLE: FACILITIES USE

3.8 Facilities Use: All facilities of DP shall be used to support the mission of the organization. Accordingly, the Chief Executive Officer must:
• Ensure that use of the facility is open to groups and associations that share values common with DP and do not put the image of DP at risk.
• Ensure that use of the facility is not placing DP at risk financially.
• Ensure the safety and cleanliness of the facility.
• Ensure that an emergency response plan is in place in each facility.
• Adhere to policies and procedures governing the use of the facilities.

POLICY TITLE: PERFORMANCE OUTCOMES

3.9 Performance Outcomes: The Chief Executive officer and his/her staff are charged by the Board to deliver the defined ends of DP. Accordingly, he/she must:
• Meet the goals and objectives set by the Board in fulfilling the vision and mission of the organization.
• Develop an annual operating plan to support the fulfillment of the strategic plan.
• Communicate to the Board significant deviations in fulfilling the strategic plan or in program focus.
• Seek, lead and practice continuous quality improvement.

DWELLING PLACE OF GRAND RAPIDS NPHC

III. POLICY TYPE: BOARD/CHIEF EXECUTIVE OFFICER/STAFF RELATIONSHIP

POLICY TITLE: CHIEF EXECUTIVE OFFICER ACCOUNTABILITY

4.0 Accountability: The Chief Executive Officer is accountable to the full board of DP. The Board shall instruct the Chief Executive Officer through written policies. The Board shall delegate the explanation and implementation of policies to the Chief Executive Officer.

POLICY TITLE: DELEGATION TO THE CHIEF EXECUTIVE OFFICER
4.1 Delegation: The Board shall delegate authority to the Chief Executive Officer. In turn, the Chief Executive officer shall delegate authority to the staff. All staff is accountable to the Chief Executive Officer.
   a. The Board will direct the Chief Executive Officer to achieve certain results for certain recipients at a certain cost through the establishment of Ends policies. The Board will limit the latitude the Chief Executive Officer may exercise in practices, methods, conduct and other "means" to the ends through establishment of Executive Policies.
   b. As long as the Chief Executive Officer uses any reasonable interpretation of the Board's Ends and Executive Policies, the Chief Executive Officer is authorized to establish non-Board policies, make decisions, take actions, establish practices and develop activities.

POLICY TITLE: CHIEF EXECUTIVE OFFICER JOB DESCRIPTION

4.2 Job Description: The Chief Executive Officer is responsible for the performance of the organization as a whole.

POLICY TITLE: BOARD COMMITTEE PRINCIPLES

4.3 Performance Review: Any evaluation of the Chief Executive Officer will be made based on the Board's monitoring of organizational performance against its defined Ends and within the Executive Policies. The Board will monitor of the Chief Executive Officer's performance according to Executive Policies.
   a. Internal Report: Documentation of progress/compliance information from the Chief Executive Officer to the Board.
   b. Direct Board Inspection: Documentation of progress/compliance information by a committee or the Board as a whole.

Rev. 06.05.19
APPENDIX A: Mission, Vision, Values

Mission Statement

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

Vision Statement

I. Dwelling Place will provide quality housing and supportive services which respond to the needs of its customers. Commitment and dedication to the wellbeing of the whole person will characterize Dwelling Place.

II. Diversification of housing will be a hallmark of future developments, with efforts made to create varied types of mixed-income housing throughout West Michigan. Dwelling Place will continue to creatively collaborate with others in building healthy neighborhoods with our primary focus being housing creation, which supports economic revitalization and stabilization.

III. Dwelling Place will continue to strengthen its internal resources in order to guarantee its long-term effectiveness. This effort will include the initiation of new fund development endeavors to help ensure the long-term financial stability and success of the organization, as well as strengthening staff effectiveness by providing appropriate professional development opportunities.
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.
TITLE:   Dwelling Place Board Member

DESIRABLE QUALIFICATIONS:

1. Demonstrated commitment to Dwelling Place’s mission – “To improve the lives of people by creating quality affordable housing, providing essential support services and serving as a catalyst for neighborhood revitalization.”

2. Broad knowledge in one or more of the following areas:
   a. Real estate and corporate law
   b. Real estate finance
   c. Property management
   d. Building design and construction
   e. Affordable housing development, financing and management
   f. Physical and behavioral health care systems
   g. Nonprofit management or accounting
   h. Human resources
   i. Fundraising
   j. Marketing and branding
   k. Technology
   l. Community engagement
   m. Familiarity and/or experience with neighborhoods/communities served by Dwelling Place
   n. Other areas that help to promote the mission of Dwelling Place

3. Availability and willingness to actively participate in Board events and activities

In addition to the desirable qualifications identified above, Dwelling Place will prioritize recruitment of new board members with unique and diverse connections to the community that can expand support and awareness of Dwelling Place in the community.

COLLECTIVE RESPONSIBILITIES:

1. Trusteeship for the mission, vision, and values of Dwelling Place
2. Fiduciary responsibility for the organization
3. An ongoing process for selecting, supporting, and evaluating the Chief Executive Officer
4. An ongoing process for strategic planning, monitoring, and evaluating the organizations’ programs and services
5. A policy framework that guides the organization
6. Creating and maintaining positive linkages with the community
7. Commitment to fund development efforts and financial stewardship for the organization
8. An inclusive and diverse Board membership
INDIVIDUAL RESPONSIBILITIES:

1. Ensure that the mission, vision, and values of Dwelling Place are carried forth
2. Develop an awareness and understanding of issues and challenges related to the mission of Dwelling Place
3. Maintain the confidentiality of the organization
4. Govern through diligent, attentive, and informed participation
5. Attend scheduled meetings
6. Provide financial support of Dwelling Place each year and participate in fundraising activities
7. Match their personal and professional talents to a standing or ad hoc committee of the Board, and contributed willingly to the business of that committee
8. Create and maintain an environment of mutual respect and courtesy to one another
9. Support the role of the Chief Executive Officer with DP staff and the public
10. Avoid speaking on behalf of Dwelling Place in a public setting, or to the media, unless authorized by the Board
11. Conduct themselves in a manner that reflects the mission and values of Dwelling Place
Dwelling Place Board of Directors Application Form

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.

Today’s date: _______________________

Your name: ________________________________________________________

Your home phone number: ____________ Cell number: ________________

Your address: ______________________________________________________

_______________________________________________________________

Your email address (please write it carefully):

_______________________________________________________________

Employment history (last 5 years):

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

1. 

2. 

3. 

4. 

5. 

Briefly describe why you would like to join our Board of Directors:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

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?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
Do you have some personal or professional goals that you are hoping your participation as a board member might help you to achieve?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

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: ___________________
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 ☐ Prefer to self-describe: ___________ ☐ Female ☐ Non-binary / third gender

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 ☐ American Indian or Alaskan Native
☐ Caucasian/White (not of Hispanic/Latinx origin) ☐ Hispanic/Latinx (regardless of race) ☐ Middle Eastern
☐ 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+
**Conflict of Interests/Gifts Policy**

This Policy applies to everyone who is a board member, committee member, employee or officer of Dwelling Place of Grand Rapids NPHC ("Dwelling Place") and to consultants for Dwelling Place, and is designed to ensure that decisions made on behalf of Dwelling Place are not influenced by competing interests. The people to whom this policy applies will be referred to as "covered persons."

**Conflict of Interests**

No covered person shall participate in the selection, award or administration of a contract with Dwelling Place if a conflict of interests would be involved. A conflict of interests would be involved whenever

(i) any covered person;
(ii) any member of the immediate family of the covered person;
(iii) any partner of the covered person; or
(iv) any organization that employs, or is about to employ, any of the above has a financial or other interest in the person or firm selected for the contract.

**Gifts**

The general rule is that covered persons may not solicit or accept any gifts, that is, gratuities, favors or anything of value, from contractors, potential contractors or other parties doing business with Dwelling Place.

The general rule will not apply to gifts to Dwelling Place for the benefit of the entire staff and/or board of directors of Dwelling Place, such as sponsorship of holiday parties or events to which all members of the staff and/or board of directors are invited. Moreover, the general rule will not apply to gifts to any covered person totaling not more than $100 in any calendar year from any one contractor, potential contractor, or party doing business with Dwelling Place. A covered person may accept gifts from different contractors, potential contractors, and parties doing business with Dwelling Place so long as the total of all gifts in any calendar year from any one such party does not exceed $100.

The CEO and/or Chair of the board of directors may grant additional exemptions to the gifts policy in appropriate circumstances. The CEO will memorialize any such exemptions with a memo in the file.

Covered persons who have received gifts from a contractor, potential contractor or other party doing business with Dwelling Place must disclose all such gifts in the previous calendar year on the Conflicts of Interests/Gifts Disclosure Statement which they must file every year.

**Administration**

1. Covered persons should report violations of this Policy to the CEO with respect to staff or consultants and to the Chair of the board with respect to the CEO or board or committee members. Any such report will be investigated regardless of whether a formal complaint has been made.

Any covered person who is alleged to have violated this policy shall be entitled to
meet with the CEO and/or Chair of the board to discuss the alleged violation and the facts and circumstances surrounding the alleged violation.

3. There will be no retaliation against any party who makes a good faith complaint or participates in an investigation concerning an alleged violation of this Policy, regardless of whether it is ultimately determined that a violation has occurred.

**Discipline**

Any covered person who is determined to have committed a violation of this Conflict of Interests Policy shall be subject to disciplinary action, up to and including termination for staff or removal from the board or committee for board or committee members.

**Dissemination**

Covered persons will be informed of the policy when they are hired by Dwelling Place, elected to the Board of Dwelling Place, or appointed to a committee of Dwelling Place, and on an annual basis thereafter.

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**Conflict of Interests/Gifts Disclosure Statement**

I have read and understand the attached Conflict of Interests/Gifts Policy and affirm that I do not have any actual or potential conflicts of interest other than those listed below. I have and will continue to observe the Policy. If my circumstances change so as to warrant a disclosure of a conflict or potential conflict of interests, I will advise the CEO or chairperson of the board and submit an amended Disclosure Statement within 10 days of my knowledge of the situation.

I have not received any gifts from a contractor, potential contractor, or party doing business with Dwelling Place in the previous calendar year other than those listed below:

<table>
<thead>
<tr>
<th>Signature</th>
<th>Printed Name</th>
<th>Date</th>
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DISCLOSURES:

Actual or potential conflicts:

________________________________________________________________________________________________
________________________________________________________________________________________________
________________________________________________________________________________________________

Gifts received during the previous calendar year (Name of Donor and Value):

________________________________________________________________________________________________
________________________________________________________________________________________________
________________________________________________________________________________________________

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