AGENDA

I. 7:30 Mission Moment

II. 7:35 Approval of Consent Agenda *(Action Required)*
   Enclosures:
   1. Board of Directors minutes (08/07/19)
   2. Committee minutes:
      a. Executive Committee minutes (07/09/19)
      b. Executive Committee minutes (08/13/19)
      c. Finance Committee minutes (06/26/19)
      d. Finance Committee minutes (07/31/19)
      e. Governance Sub-committee minutes (07/16/19)
      f. Marketing & Development Committee minutes (06/25/19)
      g. Marketing & Development Committee minutes (08/27/19)
      h. RED & Asset Management Committee minutes (06/10/19)
      i. Resident Engagement Committee minutes (07/16/19)
      j. Resident Engagement Committee minutes (08/13/19)
   3. Updated Committee Descriptions:
      a. Executive Committee Description
      b. Finance Committee Description
      c. Marketing & Development Committee Description
      d. RED & Asset Management Committee Description

III. 7:40 Heartside NPHC CoC Grants *(Action Required)*

IV. 7:45 Review of Draft Annual Board Calendar and Meeting Location Rotations *(Action Required)*

V. 7:50 Board Recruitment & Retention Plan *(Action Required)*
   Appendices:
   1. Board Job Description (Approved 06.05.2019)
   2. Board Skills Matrix
   3. Matrix of Community Partners *(Board Input for Governance Committee)*
   4. Board Orientation Plan (Approved 06.05.2019)
   5. Board Member Equity Checklist *(Action Required)*
   6. Mentorship Program (Amended 04.03.2019)

VI. 8:10 Presentation from Community Building & Engagement Department – Jenn Schaub
   1. Economic Development Initiatives
   2. Volunteer Engagement
   3. Marketing and Branding
   4. Community Gardening
   5. Community Arts
   6. Resident Leadership
   7. Review and Approval of Resident Engagement Committee Restructure *(Action Required)*
      a. Resident Engagement Committee Description
      b. Resident Governance Procedures
c. Project Evaluation/Selection Criteria
d. Resident Leadership Council (RLC) Structure Template

VII. 8:55 Announcements
   1. October 11, 2019 Senior Exercise Park Volunteer Day

VIII. 9:00 Adjournment

Supplemental Materials:
1. Board Attendance Sheet (To be distributed at meeting)
2. Unapproved Committee minutes
   a. Finance Committee minutes (08/28/19)
3. MiBiz Article: "Nonprofits working on homelessness turn attention to LGBTQ youths"
MEMBERS PRESENT  
Annamarie Buller, David Byers, Thomas Carpenter, Juan Daniel Castro, Sadie Erickson, Francine Gaston, Kyle Irwin, Rich Kogelschatz, Gil Segovia, Rick Stevens, Marvin Thomas, Larry Titley, Tommie Wallace

MEMBERS ABSENT  
Renee Williams

STAFF AND GUESTS PRESENT  
Chris Bennett, Kim Cross, Amy Henderson, Rebecca Long, Liz Mui, Zoe Post, Steve Recker, Justin Rhodes, Jenn Schaub, Latrisha Sosebee, Dennis Sturtevant, Grace Thuo, Stephen Wooden

Steve Crandall, Crandall Associates

The meeting was convened at 7:34 AM by Annamarie Buller.

MISSION MOMENT  
Attendees watched a video featuring residents from Midtown Village Apartments.

ELECTION OF NEW BOARD MEMBERS  
Mr. Segovia and Ms. Erickson introduced themselves; each has a banking background and serve on the Finance Committee. **Appointment of Sadie Erickson and Gil Segovia to the Board of Directors was approved by motion of David Byers, supported by Francine Gaston, and carried unanimously.**

APPROVAL OF CONSENT AGENDA  
The consent agenda for the August 7, 2019 meeting contained the following items:

1. Board of Directors minutes (06/05/19)
2. Committee minutes:
   a. Executive Committee minutes (05/14/19)
   b. Executive Committee minutes (06/11/19)
   c. Finance Committee minutes (04/24/19)
   d. Finance Committee minutes (05/29/19)
   e. Governance Sub-committee minutes (05/21/19)
   f. Governance Sub-committee minutes (06/18/19)
   g. Marketing & Development Committee minutes (04/30/19)
   h. Marketing & Development Committee minutes (05/28/19)
   i. RED & Asset Management Committee minutes (05/13/19)
   j. Resident Engagement Committee minutes (05/14/19)
   k. Resident Engagement Committee minutes (06/18/19)

**Consent agenda for the Board of Directors meeting was approved by motion of Juan Daniel Castro, supported by Francine Gaston, and carried unanimously.**

2019-2022 STRATEGIC PLAN  
Mr. Crandall congratulated the Board on producing a succinct and achievable strategic plan and described the five key initiatives of the plan: Growth, CEO Succession, Board Succession, Community Awareness, and Staff Development. The plan reflects significant progress in conceptual groundwork; the challenge for Dwelling Place going forward is execution. Mr. Crandall stressed the importance of using the plan to guide where staff and Board devote their time.
Mr. Sturtevant also distributed a memo to the Board: a growth plan designed for organizational capacity-building describing the need for six new staff positions at Dwelling Place to be added in the coming months. Mr. Byers added that the Finance Committee will be adding members to assist in the organization's capacity to take on the significant growth outlined in the strategic plan.

**Motion to accept the 2019-2022 Strategic Plan was made by Rick Stevens, supported by Kyle Irwin and carried unanimously.**

### RATIFICATION OF ACTIONS ON BEHALF OF RELATED ENTITIES

As Dwelling Place is the sole shareholder of each of its corporate subsidiary entities, the Board resolved to convene all annual shareholder meetings, appoint Dennis Sturtevant, Annamarie Buller, David Byers, and Francine Gaston as directors of each subsidiary, ratify actions of the Boards of Directors taken on behalf of those entities in the previous year, and waive any annual meeting notice otherwise required. **Motion to accept the resolution was approved by motion of Rick Stevens, supported by David Byers and carried unanimously.**

The Dwelling Place Board of Directors temporarily suspended action and convened the Heartside NPHC Board meeting.

The Heartside NPHC Board, as the sole shareholder of each of its corporate subsidiary entities, resolved to convene all annual shareholder meetings, appoint Dennis Sturtevant, Annamarie Buller, David Byers, and Francine Gaston as directors of each subsidiary, ratify actions of the Boards of Directors taken on behalf of those entities in the previous year, and waive any annual meeting notice otherwise required. **Motion to accept the resolution was approved by motion of Annamarie Buller, supported by Francine Gaston and carried unanimously.**

The Heartside NPHC Board meeting concluded at 8:21AM and the Dwelling Place Board of Directors resumed its meeting.

### RESOLUTIONS

#### Ferguson

Dwelling Place adopted two resolutions: 1) to authorize, as necessary, execution of all loan documents, MSHDA documents, and syndication documents required for the Ferguson project; 2) to authorize the guaranty of the obligations of New Ferguson LLC; and 3) to authorize, as necessary, the making or granting of loans to support the project. **Motion to accept these resolutions was made by Gil Segovia, seconded by Juan Daniel Castro and carried unanimously, Sadie Erickson abstaining due to a conflict of interest.**

The Dwelling Place Board of Directors temporarily suspended action and convened a meeting of New Ferguson LLC.

The New Ferguson LLC Board of Managers adopted three resolutions, authorizing execution of all loan documents, MSHDA documents, and syndication documents. **Motion to accept these resolutions was made by Juan Daniel Castro, seconded by Francine Gaston, and carried unanimously.**
The New Ferguson LLC Board meeting concluded at 8:24AM and the Dwelling Place Board of Directors resumed its meeting.

Plaza Franklin
The Dwelling Place Board adopted a resolution: 1) to authorize, as necessary, execution of Huntington National Bank loan documents and syndication documents for the Plaza Franklin project; 2) to approve Dwelling Place’s sponsor loan to Plaza Franklin; and 3) to authorize the guaranty of the obligations of DP Franklin LLC.

Motion to accept this resolution was made by Rick Stevens, seconded by Larry Titley, and carried unanimously.

The Dwelling Place Board of Directors temporarily suspended action and convened a meeting of DP Franklin LLC.

The DP Franklin LLC Board of Managers adopted resolutions to approve financing for the Plaza Franklin project, including the Huntington National Bank loan and a loan from Dwelling Place, and authorized execution, as necessary, of all syndication documents. Motion to accept this resolution was made by Francine Gaston, seconded by Annamarie Buller, and carried unanimously.

The DP Franklin LLC Board meeting concluded at 8:27AM and the Dwelling Place Board of Directors resumed its meeting.

Plaza Grandville
The Dwelling Place Board adopted a resolution: 1) to authorize, as necessary, the Huntington National Bank loan documents and syndication documents for the Plaza Grandville project; 2) to approve Dwelling Place’s sponsor loan to Plaza Franklin; and 3) to authorize the guaranty of the obligations of DP Franklin LLC. Motion to accept this resolution was made by Juan Daniel Castro, seconded by Larry Titley, and carried unanimously.

The Dwelling Place Board of Directors temporarily suspended action and convened a meeting of DP Grandville LLC.

The DP Grandville LLC Board of Managers approved resolutions to approve financing for the Plaza Grandville project, including the Huntington National Bank loan and a loan from Dwelling Place, and authorized execution, as necessary, of all syndication documents. Motion to accept this resolution was made by David Byers, seconded by Francine Gaston and carried unanimously.

MARKETING UPDATES

Our Westside Story Fundraising Event (Sept 25)
Sponsorship is currently at $39,000 for the fundraising event that will take place at the Bissell Tree House. The evening will consist of music, hors d’oeuvres, a silent auction, and presentation of a resident-created video to celebrate community partners involved with DP projects on the West Side of Grand Rapids. Save the dates will go out soon, advertising $100 tickets (available through Ms. Sosebee or on the Dwelling Place website) to support the event.

Volunteer Appreciation Event (August 8)
With more than 200 volunteers logging over 1000 hours in the past year, Dwelling Place is celebrating volunteers at an appreciation event at St. James Apartments.
Board members are invited to attend and meet other people who have donated their time and talents to Dwelling Place.

**Capital Campaign**

To cover the gap in funding for six affordable housing developments, Dwelling Place is launching a capital campaign. Mr. Sturtevant aims to cut the $3.4 million gap in half by reaching out to foundations and philanthropies. Board members are encouraged to share any contacts they might have to support this goal.

**Year-to-Date Donor List and Breakdown Charts**

Ms. Post gave an overview of the information tracked for each donation in 2019, including type, source, restriction, and donor history, and reviewed the donor list through the month of July.

**BOARD RECRUITMENT & RETENTION PLAN REVIEW**

The Board Recruitment & Retention Plan, including a matrix of community partners to which Board members are encouraged to contribute, was distributed for review and will be discussed and voted on at the October Board meeting.

**ADJOURNMENT**

The Board of Directors meeting was adjourned at 9:08 AM by Annamarie Buller.
MEMBERS PRESENT  
David Byers, Juan Daniel Castro, Francine Gaston, Rick Stevens, Larry Titley

MEMBERS ABSENT  
Annamarie Buller, Renee Williams

STAFF & GUESTS PRESENT  
Zoe Post, Dennis Sturtevant

Gil Segovia, Northern Trust

The meeting was convened at 7:59 AM by Mr. Castro.

INTRODUCTION OF MR. SEGOVIA  
Mr. Segovia introduced himself to the Committee, mentioning his background in banking and his appreciation of Dwelling Place’s business model. The Committee and CEO shared their expectations of a Board member: passion for the Dwelling Place mission, willingness to engage and ask questions, and contributing one’s unique talents to the Board.

APPROVAL OF MINUTES  
Minutes of the Dwelling Place Executive Committee meeting of June 11, 2019 were approved by motion of Larry Titley, supported by Francine Gaston and carried unanimously.

STATUS FOR ORIENTATION OF NEW BOARD MEMBERS  
Recommendation of Chelsea Sheafor, Gil Segovia, and Sadie Erickson to the Board of Directors was approved by motion of Rick Stevens, supported by David Byers and carried unanimously.

STRATEGIC PLANNING PROGRESS REVIEW/DISCUSSION  
Steve Crandall drafted a concise strategic plan based on the planning sessions in May and June. The Committee suggested adding specific metrics and timelines to the document and clarifying that the Board will consider the creation of a CLT. Mr. Crandall will review these edits and present the revised strategic plan to the full Board at the August meeting.

NEIGHBORWORKS GRANT REQUESTS STATUS  
Supplemental Grant: The regional $25,000 grant has been tentatively approved, pending completion of an online application by Friday, July 12th.

Strategic Investment Fund: Application for up to $50,000 of this national, points-based grant was completed to gain funding for CLT initiatives.

Real Estate Growth Cohort: Awaiting an award letter from NeighborWorks for this portfolio-strengthening grant.

PREPARATION FOR AUGUST 2019 BOARD MEETING  
Diversity, Equity, and Inclusion Plan Review
Though the completed plan may not be ready by the August Board meeting, a draft of the DEI Plan will be included on the agenda. Committee members suggested a staff person—perhaps Justin Rhodes, HR Director—should chair the committee. Though the cost of hiring Steve Robbins for continued consulting may be out of reach, the Committee will consider hearing a pitch
about inclusion from him or another qualified consultant. The Committee also suggested including staff specializing in I&D at other agencies in the DEI Committee to help build off this framework.

**PROJECT UPDATES**

**Harrison Park:** Completion projected for November/December 2019; an open house will likely occur after the September Westside event.

**Pine Avenue:** About 40% complete; funding gap covered by developer fee.

**Ferguson:** All necessary relocation move-outs are scheduled; planning to close in August with Insite (Chemical Bank affiliate); meeting scheduled with GVSU to decide whether they want to expand their lease space.

**Plaza Roosevelt:** Large funding gap of about $1.5 million; anticipating a significant portion of the gap will be covered by various foundations.

**Garfield Lofts:** The joint venture with LINC UP is under budget and likely to be completed early.

Mr. Sturtevant intends to combine these projects into one proposal and ask local philanthropies for participation in one or more development projects.

**ADJOURNMENT**

The Executive Committee was adjourned at 9:08 AM by Juan Daniel Castro.
MEMBERS PRESENT  Annamarie Buller, David Byers, Juan Daniel Castro, Rick Stevens, Larry Titley, Renee Williams (by phone)

MEMBERS ABSENT  Francine Gaston

STAFF PRESENT  Zoe Post, Dennis Sturtevant

The meeting was convened at 8:07 AM by Ms. Buller.

APPROVAL OF MINUTES  Minutes of the Dwelling Place Executive Committee meeting of July 9, 2019 were approved by motion of Larry Titley, supported by Juan Daniel Castro and carried unanimously.

REVIEW OF AUGUST BOARD MEETING EVALUATION  Ms. Post introduced an analysis of Board meeting assessments from the past three meetings that ranks eleven criteria in order based on the overall percentage of positive responses (Agree or Strongly Agree). Highest scoring items were #1 and #9, concerning background materials and meeting facilitation, respectively; the lowest scoring items were #6 and #8, concerning a diversity of opinions expressed and assigned next steps. Comments suggested concern over the large amount of content for the hour and a half meeting time.

The Committee discussed ways to address these concerns—longer meetings, providing an executive summary, limiting the number of staff in attendance—and ultimately opted to create a rolling agenda with time-sensitive items first and subsequent items to address as time allows. The Committee will review agenda items in advance of the Board meeting and determine how best to present them to the Board and allow sufficient time for discussion.

The Committee also considered essential themes to put before the Executive and Governance Committees, including term limits, the CEO search process, adjusting committee descriptions, and the addition of Board/committee members. These items will be added to future agendas.

ONBOARDING STATUS FOR NEW BOARD MEMBERS  Mr. Castro plans to meet with Mr. Segovia on Friday and Mr. Byers will meet with Ms. Erickson next week to discuss the Board orientation materials.

A list of all Dwelling Place properties categorized by type and geography was distributed; mentors can share this with new Board members to select properties to tour. Other Board members will be invited to join these tours.
Diversity Equity and Inclusion Plan Review: The DEI Committee will present the plan to the Board as a separate agenda item and solicit feedback. The Committee will then review and edit the Plan and return it to the Board for approval at the December meeting.

Presentation from Community Building & Engagement Department:
Staff will give an update on departmental activities, focusing especially on the motivation and purpose behind CB&E activities and how they are informed by DEI issues.

Review & Approval of Resident Engagement Committee Restructure:
The REC will make a recommendation to the Board to prompt discussion as a separate agenda item.

The Board attendance sheet will be distributed as part of the Board packet but not included in the agenda.

ADJOURNMENT
The Executive Committee entered closed session at 9:22 AM.
MEMBERS PRESENT: David Byers, Michael McDaniels, Angela Sanborn, Chelsea Schaefor

MEMBERS ABSENT: Holly Jacoby, Sadie Erickson

GUEST PRESENT: Larissa Van Putten, Beene Garter LLP

STAFF PRESENT: Karen Monroe, Steve Recker, Scott Page, Laurie Mullennix, Grace Thuo, Jessica Johnson, Dennis Sturtevant, Justin Rhodes, Brandon Watson, Rebecca Long, Jessica Beeby, Liz Mui

The meeting was convened at 12:00 pm by David Byers.

APPROVAL OF MAY MINUTES

There was a change that included a request for an updated rate summary and claims history. Minutes of the Finance Committee meeting of May 29, 2019 were approved with changes pertaining to the request by motion of David Byers, supported by Michael McDaniels and carried unanimously.

990 Draft Review

Mr. Recker presented a page by page review of the Dwelling Place 990. Additional financial information, including the balance sheet and income statement were also references. The Dwelling Place 990 is available upon request and is not published on the website. A request was made to have the 990 email to all Board Members.

Page 6 - 16a - Mr. McDaniels questioned whether Dwelling Place had an arrangement with John Wheeler Construction as a taxable entity. Mr. Recker confirmed he had already sent a message to Carol Hubbard, Beene Garter, to clarify the question.

Page 38 to 39 - A request was made to revise the wording of FORM 990, PART XI, LINE 2C to read: “OVERSIGHT OF THE AUDIT FINANCE COMMITTEE RECOMMENDS PRESENTATION OF THE AUDITED FINANCIAL STATEMENTS TO THE BOARD”.

Mr. Recker also presented a page by page review of the following forms:

Heartside Nonprofit Housing Corporation 990

Dwelling Place Foundation 990

Elmdale Apartments 990

SAWKAW Inc. 990
A motion was made by Mr. McDaniels that the Finance Committee recommends presentation of the 990 to the board with the changes discussed, supported by Ms. Sanborn and carried unanimously.

**UPDATES / ANNOUNCEMENTS**

A proposal to add up to five new positions within the organization will be presented at the next meeting in July, which may include a three year projection of growth and sustainability. There is a need to evaluate available space, parking issues, and costs of relocation.

Dwelling Place recently applied to become a part of a Neighborworks Real Estate Growth Cohort to further explore different ways to grow the organization.

**PROPOSED AGENDA AND NEXT MEETING DATE**

The next Finance Committee meeting will be held on Wednesday, July 31, 2019 at 12:00 pm.

**ADJOURNMENT**

The Finance Committee meeting was adjourned at 12:48 pm by Chelsea Schaefor, who had taken over the meeting when Mr. Byers had to leave.
MEMBERS PRESENT: David Byers, Michael McDaniels, Angela Sanborn, Holly Jacoby, Sadie Erickson, Gil Segovia

GUESTS PRESENT: Brian Hughes, Jan Winters

STAFF PRESENT: Karen Monroe, Steve Recker, Scott Page, Laurie Mullennix, Grace Thuo, Jessica Johnson, Justin Rhodes, Brandon Watson, Rebecca Long, Jessica Beeby, Liz Mui, Chris Bennett, Kim Cross

STAFF ABSENT: Dennis Sturtevant, Steven Wooden

The meeting was convened at 12:05 pm by David Byers.

APPROVAL OF JUNE MINUTES

Minutes of the Finance Committee meeting of June 26, 2019 were approved by motion of Michael McDaniels, supported by Gil Segovia and carried unanimously.

NORTHERN TRUST SEMI-ANNUAL REVIEW

Mr. Hughes from Northern Trust presented on the Dwelling Place Foundation and Non-Profit Housing Corporation (NPHC) accounts. An updated portfolio and supplement materials were distributed to all in attendance. In terms of the long-term outlook, we can expect and prepare for a mild recession within the next few years. As for the short-term outlook, the U.S. Economic Growth Overview showed that we do not expect a recession to take place within the next 6 months to a year. Mr. Hughes reiterated that the focus should remain on the long-term returns, as he expects economic growth will slow down over the next 5 years.

Mr McDaniels questioned the fluctuation of invested capital on page 6 of the portfolio. Mr. Hughes explained that the negative numbers are due fees used to support programs.

Ms. Jacoby was interested in comparing the growth versus value proposition from the asset list on page 39. Mr. Hughes offered to send additional documents identifying assets as growth or value.

The rate of return for the Foundation account as of June 30, 2019 is 7.59% per year, or 25% cumulative, with a total gain of $283,128. The rate of return for Dwelling Place NPHC as of June 30, 2019 is 5.34% per year, or 19% cumulative, with a total gain of $850,125.
Ms. Cross summarized a memo from Mr. Sturtevant regarding the pace of growth at Dwelling Place. Dwelling Place is currently involved in the development and construction of two new apartment communities, Harrison Park Apartments and Pine Avenue Apartments. Three new projects are expected to begin in September, Grandville Apartments, Franklin Apartments and the resyndication and renovation of Ferguson Apartments. To manage this growth, Dwelling Place needs and plans to add 6 new positions: Accountant, Receptionist, Real Estate Development Associate, Compliance Manager, Resident Service Coordinator, and Maintenance Director.

Mr. Recker reviewed a 3-year projection of revenue and expense to demonstrate the sustainability of the plan to add additional staff.

A request was made to have Mr. Rhodes send out a breakdown of positions within each department to have a better understanding of the organization structure.

No updates or announcements were discussed.

The next Finance Committee meeting will be held on Wednesday, August 28, 2019 at 12:00 pm.

The Finance Committee meeting was adjourned at 1:16 pm by David Byers.
The meeting was convened at 9:02 AM by Juan Daniel Castro.

APPROVAL OF MINUTES

Minutes of the Governance Sub-committee meeting of June 18, 2019 were approved by motion of David Byers, supported by Annamarie Buller and carried unanimously.

STATUS REPORT ON BOARD RECRUITMENT AND ONBOARDING PLAN

The Sub-committee discussed how to best organize the matrix of community partners, opting to create an appendix for the plan that can be updated annually to reflect any changes in relationships or points of contact. Possible additions included fraternities and sororities, the local chapter of the NAACP, The Employer’s Association, the Society for Human Resource Management, and the AIGA. A draft of the plan will be sent to the Board for discussion at the August meeting, at which point members may offer suggestions about the plan and additional contacts to further populate the matrix.

Also discussed was the timetable for orientation of new Board members. Essential aspects to organize were: general orientation with the CEO, property tours, the Board meeting, and breakfast/lunch with mentors and other Board members. Mr. Sturtevant will organize properties into categories, from which new Board members can select three to tour during September/October. All new board members, their mentors, and the CEO will meet in August for orientation. Ms. Post will schedule the breakfast/lunch and invite Board members at the August meeting.

UNFINISHED TASKS

New Board Member Equity Checklist

The Sub-committee added “text” to the list of means of communication and a question about the best time of day to communicate with the new Board member. The second question was altered to address any barriers to full Board participation and provide a space to describe requested accommodations. Other minor wording changes were suggested. New Board members will complete this form at the conclusion of their orientation and discuss it with their mentor.

OTHER BUSINESS

Rather than use the $10,000 EIG grant from NeighborWorks on accommodations for a few Board members, the Sub-committee discussed using it for a training for Board and staff members from Steve Robbins. Ideally, Mr. Robbins would review the DEI Plan draft and offer feedback, then assist in kicking off and implementing the plan. Mr. Sturtevant and Mr. Castro will follow up with Mr. Robbins and discuss further details with the Sub-committee.
Committee Descriptions
Ms. Post distributed all committee descriptions, updated with minor changes made in an effort toward consistency across Board committees. The Sub-committee will review these changes more in depth at the next meeting and make a recommendation to the full Board for the October meeting.

ADJOURNMENT
The Governance Sub-committee meeting was adjourned at 10:35 AM by Juan Daniel Castro.
MEMBERS PRESENT  Thomas Carpenter, Kyle Irwin, Richard Stevens, Tommie Wallace

MEMBERS ABSENT  Leah Carpenter

STAFF/GUESTS PRESENT  Amy Henderson, Zoe Post, Jenn Schaub, LaTrisha Sosebee, Dennis Sturtevant

The meeting was convened at 10:05 AM by Rick Stevens.

APPROVAL OF MINUTES  Minutes of the Dwelling Place Marketing & Development Committee meeting of May 28, 2019 were approved by consensus of the Committee.

DONATIONS SINCE LAST MEETING  Donations since the last meeting included a donation from the Bethlehem Neighborhood Park Association that was given following a cleanup/picnic event at Roosevelt, and a grant from Huntington for CB&E programs at Plaza Roosevelt.

The Committee decided to provide the donation charts and a list of donors to the Board for feedback at the August meeting.

VIDEO ADAPTATIONS  Ms. Sosebee described subtitling services (English and Spanish) from Scott Allen for the new Dwelling Place videos viewed at the last meeting. The cost for all 12 videos in both languages would total $3000 ($1845 for subtitles, $1200 for translation), plus a possible $75/hour cost. The Committee decided to investigate whether Scott Allen uses a subcontractor for translation service and if so, for Mr. Sturtevant and Mr. Castro to vet them before continuing with the subtitles. Assuming a satisfactory result, the Committee reached consensus to proceed with the subtitles and translations.

FUNDRAISER UPDATE  Design Planning
The small event committee is comprised of staff, Board, and West side community members. Outreach will include sponsorship letters signed by Board members and the creation of a sub-committee to sell 70 event tickets. Rather than donating to neighborhood associations, Dwelling Place will use money from ticket sales to sponsor West side neighborhood programs. Well Design Studio was selected to create event invitations, programs, and signs featuring a logo based on the West Side Story playbill.

Event Video
The Committee discussed a list potential interviewees to highlight community partnerships in the event video to be created by resident videographer Mallory Patterson.

Event Program
The Committee suggested identifying specific needs that the silent auction will fund, setting a cap (10-20) on the amount of auction items, adding tiered price points, and allowing adequate time for donors to collect auction items before the conclusion of the event. The program will include a progression of
events throughout the night to keep guests engaged, including cocktails, music, a video presentation, and an interactive map where guests can add pins to mark their favorite West side places.

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<th>REVIEW COMMITTEE DESCRIPTION &amp; CRITERIA</th>
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<td>● Remove language surrounding “fund development.”</td>
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<td>● Add reference to mission and strategic plan.</td>
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<td>● Edit description to read, “All staff will be assigned by the CEO...” and ensure all other committee descriptions are consistent with this change.</td>
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<td>● Remove “review and approval of annual United Way funding requests” from committee responsibilities.</td>
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The Committee will review this document annually. **The Committee reached consensus to recommend these changes to the Board for approval.**

| COMMITTEE RECRUITMENT | Committee members will recommend organizations to which they have a personal connection and compile a list of these groups to contact for committee recruitment. |

| ADJOURNMENT | The Marketing & Development Committee meeting was adjourned at 11:17 PM by Rick Stevens. |
MEMBERS PRESENT  Rick Stevens, Kyle Irwin, Leah Carpenter, Tommie Wallace

MEMBERS ABSENT  Thomas Carpenter

STAFF PRESENT  Denny Sturtevant, Kim Cross, Latrisha Sosebee

The meeting was convened at 10:05am by Dennis Sturtevant.

APPROVAL OF MINUTES  Minutes of the Marketing and Development Committee meeting of June 25, 2019 were approved by motion of Kyle Irwin, supported by Leah Carpenter and carried unanimously.

DONATIONS SINCE LAST MEETING  $47,241 in donations have been received since the last meeting for a total of $85,000 year to date. A good amount of this is due to the sponsorships for the Our Westside Story fundraiser. The yearly goal is $305,000, leaving around $220,000 to go to meet this goal.

Huntington Foundation donated $10,000 this year for CB&E Activities at Plaza Roosevelt and donated $10,000 last year for support services at Harrison Park. CDV5 donated $7,500 to support the Heartside FUSE project.

OUR WESTSIDE STORY UPDATE  Ms. Sosebee noted that we are just about halfway to our $100,000 sponsorship goal at $47,000. Committee members noted that Irwin Seating and Dominican Sisters should be making sponsorship contributions. Ms. Irwin added that it is important to have representatives from each of the neighborhood associations as well as offering tickets to specific persons we want to be at the event.

Ms. Sosebee went over the general layout of the event talking about music, silent auction, food, and other details. Mr. Sturtevant reminded the committee that ticket sales for the event will essentially go back to the neighborhood associations in support to events or activities that they are doing in their communities.

STRATEGIC PLAN REVIEW  Minor changes were made to the Marketing and Development Committee Description. Motion to approve the revised description was made by Kyle Irwin, seconded by Tommie Wallace and carried unanimously.

The committee discussed Strategic Plan 2019-2020, specifically Initiative V, Community Awareness. Mr. Stevens recommended that the Committee put together a plan outlining when and how it reaches out to the community and that the plan line up with the other initiatives outlined in the strategic plan. Overall the Marketing and Branding plan will include social awareness, one-on-ones, fund development, and branding such as building signage or billboards.
The Committee talked about spreading the word about Harrison Park and Pine Avenue and different promotional tools that can be used to stimulate community awareness. Ms. Irwin mentioned virtual tours as a way of bringing in a younger demographic. Mr. Sturtevant mentioned working with Challenge Scholars to stimulate community awareness around both Dwelling Place and the Challenge Scholars program.

**VIDEO DISTRIBUTION**

Ms. Sosebee is working with IT to identify how to correct the link back to the Dwelling Place website so that it shows a preview. Mr. Sturtevant noted that the video MSHDA made about Muskegon Heights is on the front page of their website.

**WEBSITE ANALYTICS**

Ms. Sosebee put together an analysis of how the website has been performing over the last 3 months. Currently, on average there are 424 visitors a day. Mr. Stevens asked how this compares to the past or other organizations. Mr. Sturtevant recommend reaching out to the NeighborWorks Marketing group to gather some benchmarks to compare website traffic. Ms. Sosebee will work to incorporate Google Analytics to better understand website traffic.

**UPDATES / ANNOUNCEMENTS**

Information about Harrison Park and Pine Avenue Apartments is now online. Mr. Sturtevant and Ms. Cross determined that there needs to be some further discussion about how these properties are advertised.

**NEXT MEETING DATE**

The next Committee meeting will be held on Tuesday, October 24, 2019 10:00am – 11:30am.

**ADJOURNMENT**

Mr. Stevens adjourned the meeting at 11:31 AM.
MEMBERS PRESENT
Juan Daniel Castro, Mike DeVries, Rich Kogelschatz, George Larimore, Mike McDaniels, Pete VanderVeen

STAFF PRESENT
Jessica Beeby, Chris Bennett, Kim Cross, Scott Page, Zoe Post, Steve Recker, Dennis Sturtevant, Stephen Wooden
Brad Gruizinga, Nick Lovelace, and Tom Ralston, 200 Madison
Kara Harrison, Colliers International

The meeting was convened at 11:31 AM by Mr. Kogelschatz.

THANK YOU TO RETIRING BOARD MEMBER
Mr. Sturtevant thanked Mr. McDaniels for his years of service on the Board of Directors. Though retired from the Board, Mr. McDaniels will continue to serve on the RED & Asset Management Committee.

APPROVAL OF MINUTES
Minutes of the Dwelling Place RED & Asset Management Committee meeting of May 13, 2019 were approved by motion of Mike McDaniels, supported by George Larimore and carried unanimously.

200 MADISON
Guests from 200 Madison presented a 22-unit adaptive reuse development of a former church building in Heritage Hill. With strong community support, experienced partners, and substantial completed legwork, the group believes the project could be a success with support from Dwelling Place to acquire necessary LIHTC points (alone, their score is 121). The Committee inquired about several aspects of the project, and discussed details and financing.

Contingent upon 1) satisfactory review of financials, 2) 200 Madison’s willingness to proceed with the LINC UP agreement template, and 3) provision of personal guarantees of any shortfalls that might prevent Dwelling Place from receiving its full developer fee, a motion to authorize staff to proceed with the project was made by Mike McDaniels, supported by Juan Daniel Castro, and carried unanimously, George Larimore abstaining due to a conflict of interest.

COMMUNITY LAND TRUST DISCUSSION
Dwelling Place has submitted a grant request to NeighborWorks for $50,000 to cover costs associated with the CLT, including Michael Brown consulting and other pre-development costs. A preliminary budget was created for this project and distributed to the Committee; more specific numbers will follow appraisals and capital needs assessments. This will inform the structure of the CLT and direct further conversations with Michael Brown.
NeighborWorks has encouraged network organizations with 500 or more housing units to join a cohort aimed at supporting portfolio and production growth. (The associated $50,000 grant is separate from the Strategic Investment Fund and Supplemental Fund grants that Dwelling Place is currently pursuing for strategic planning and CLT work.) Mr. Sturtevant will submit an application for the cohort by Friday, June 14th.

**Harrison Park:** Progressing well; about 40% completion. Neighborhood meeting was well-attended and community involvement is high.

**Pine Ave:** 10-15% completion.

**Garfield Lofts:** A month ahead of schedule and under budget.

**Ferguson:** Number of residents needing to be placed in the community during renovation has been reduced to about 30. Two weekend volunteer events have been scheduled to help residents move out. RAD Section 8 conversion application is being finalized.

**Bethlehem Park (Muskegon Heights):** Nearing end of neighborhood enhancement program and construction of a new shed in the park.

**Plaza Roosevelt:** Numbers are still up in the air due to underground parking and other unexpected costs.

**ADJOURNMENT**

The meeting was adjourned at 1:20 PM by Mr. Kogelschatz.
MEMBERS PRESENT
Annamarie Buller, Leah Carpenter, Thomas Carpenter, Tommie Wallace

MEMBERS ABSENT
Marvin Thomas

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

The meeting was convened at 12:02 AM by Ms. Buller.

APPROVAL OF MINUTES
Minutes of the Resident Engagement Committee meeting of June 18, 2019 were approved by motion of Tommie Wallace, supported by Thomas Carpenter and carried unanimously.

REVIEW OF UPDATED COMMITTEE DOCUMENTS RECOMMENDED FOR BOARD APPROVAL
The Committee made some final changes—largely wording and punctuation—to the revised documents. Discussion about the Resident Engagement Budget Request made apparent the need for more substantial edits, particularly surrounding documentation of grants and how to include both narrative descriptions and specific, financial data in the budget request.

The Resident Governance Procedures and sample organizational structure also required updates, such as outlining diversity and inclusion initiatives. Since the programs described within these documents are necessary for grant compliance, Mr. Sturtevant and Ms. Schaub will review those requirements and ensure they are adequately addressed in both written and implemented procedures.

The Committee decided to suspend its recommendation of all documents to the Board until all edits have been finalized.

FORMING A FUTURE AGENDA AND WORK PLAN
The Committee will use the results of the resident survey to form future meeting agendas. This may include overall impressions, as well as exploring what factors affected especially high- or low-scoring properties.

NEXT MEETING
The next meeting of the Resident Engagement Committee is scheduled for Tuesday, August 13, 2019 at 12:00PM.

ADJOURNMENT
The Resident Engagement Committee was adjourned at 12:22 PM by Annamarie Buller.
The meeting was convened at 12:12 AM by Ms. Buller.

APPROVAL OF MINUTES

Minutes of the Resident Engagement Committee meeting of July 16, 2019 were approved by motion of Tommie Wallace, supported by Leah Carpenter and carried unanimously.

ANNUAL CALENDAR DRAFT

Ms. Schaub distributed a detailed calendar of tasks for the Committee that aligns with the Dwelling Place financial calendar and NeighborWorks reporting. January through March will center around review of survey feedback; March through May around vetting potential programs in response to the survey; May through July around finalizing a budget recommendation; the rest of the year implementing and updating resident programming.

In alignment with this calendar, the September meeting will review CB&E tracking tools; staff will include 2018’s year-end report for the next meeting packet and feature a recent CB&E event to demonstrate the tracking tools currently in use.

RESIDENT LEADERSHIP COUNCIL (RLC) UPDATES

Staff recently met to revise documents related to the Resident Advisory Council (now Resident Leadership Council). These updates are intended to keep these groups focused on property-level facilitation of resident engagement, leadership, and community building, rather than policy matters. These RLCs will start as pilot programs at properties where such bodies are required and eventually expand to other Dwelling Place properties. The Committee suggested that the RLC structure template include a membership agreement for council members to sign upon joining the RLC.

The Committee will review and recommend all finalized Committee documents at the September meeting.

AMERICORPS SUPPORT FOR RESIDENT LEADERSHIP

Dwelling Place has hired AmeriCorps Volunteer Julia Ervin to assist with the Heartside Resident Satisfaction Survey and resident leadership initiatives, including capacity-building within RLCs, assisting resident work groups, and providing support for workshops and trainings for residents.

OTHER BUSINESS

The Committee engaged in discussion surrounding the resources available for mental health needs at Dwelling Place properties and within the community.

ADJOURNMENT

The Resident Engagement Committee was adjourned at 1:41 PM by Ms. Buller.
DESCRIPTION

The Board of Directors establishes the Executive Committee, pursuant to provisions within the Dwelling Place bylaws. The composition and duties of this committee are described in the bylaws. The Chief Executive Officer shall serve as staff to the Committee. The Chairperson of the Board shall chair the Committee.

The Committee shall meet monthly or as necessary and appropriate at the call of the Chairperson of the Committee. The Committee shall maintain minutes of all meetings, which will be regularly approved by the Committee and distributed to the Board. A majority of the Committee members shall constitute a quorum.

EXCERPT FROM THE DWELLING PLACE BYLAWS:

ARTICLE IV, Section 8: Executive Committee

The Executive Committee shall be composed of the Chairperson, Vice Chairperson, Secretary, Treasurer, and one or more other members of the Board of Directors. The Executive Committee shall be vested with the power to act on behalf of the Board of Directors between Board meetings. The Executive Committee shall report all actions taken between Board meetings to the Board of Directors at the next regularly scheduled meeting of the Board of Directors.

Notwithstanding the powers granted in the above paragraph, the Executive Committee may not take action, make decisions, incur obligations, or exercise power without the ratification of the Board of Directors with respect to:

(a) the sale of all or substantially all of the assets and property of the Corporation;

(b) any amendment or restatement of the Articles of Incorporation or these Bylaws that would materially and adversely affect the purpose and affairs of the Corporation;

(c) any action that would result in a material change in the character of the Corporation’s business;

(d) any act that would make it impossible for the Corporation to carry on its ordinary business;

(e) any act that would dissolve the Corporation or cause it to go out of business; or

(f) any act that would contravene any provision of the Articles of Incorporation, these Bylaws, or the Michigan Nonprofit Corporation Act.
DESCRIPTION

The Chairperson of the Board shall appoint a Finance Committee, consisting of no fewer than five (5) members, inclusive of the Board Treasurer and at least two other Directors. The Chief Executive Officer and Chief Financial Officer shall serve as staff to the Committee. The Committee may include other non-Director persons whose experience in accounting, finance, or business may assist the Committee and the Board in the performance of their financial oversight responsibilities. A majority of the Committee members shall constitute a quorum. The Committee reports to the Board. The Treasurer shall chair the Committee. The Committee shall meet no fewer than six times per year, at the call of the Chairperson of the Committee or the Chief Financial Officer, and shall maintain minutes of all meetings, which shall be regularly approved by the Committee and made available for distribution to the Board.

COMMITTEE RESPONSIBILITIES

The Finance Committee, in accordance with the mission and aligned with the strategic plan:

- Coordinates the Board’s financial oversight responsibilities.
- Shall be responsible for the planning, development, implementation, monitoring, and evaluation of Dwelling Place’s policies and programs for financial management.
- Functions as the Audit Committee in reviewing the annual audit reports and in conducting a periodic review of the auditing firm.
- Conducts an annual review of the insurance programs for Dwelling Place and periodically conducts a review of the performance of the insurance vendor or broker.
- Monitors the financial performance of Dwelling Place and its affiliated entities and programs. It does so by reviewing:
  - Financial statements to be presented to the Board
  - The annual budget and recommends it to the full Board for approval
  - Monitoring budget implementation and financial procedures
  - Anticipating financial problems
  - Monitoring and ensuring safeguards for assets
  - Monitoring compliance with federal, state, and other financial reporting requirements
  - Helping the Board to understand Dwelling Place finances.

The Committee shall work with the Chief Financial Officer and the Chief Executive Officer in developing long-range financial and capital plans and shall perform such other duties as may from time to time be required by the Board.
MARKETING & DEVELOPMENT
COMMITTEE DESCRIPTION

DESCRIPTION
The Chairperson of the Board shall appoint a Marketing and Development Committee consisting of no fewer than five (5) members including at least two Directors. The Committee may also include other non-Director persons whose experience in branding, marketing and/or fundraising may assist the Committee and the Board in the performance of their branding, marketing, and fundraising oversight responsibilities. Staff will be assigned by the CEO to offer support for the Committee. The Committee shall also include the Chief Executive Officer and may include other staff with assigned responsibilities to the committee by the Chief Executive Officer. The Chairperson of the Dwelling Place Board shall appoint the Chairperson of this committee. The presence of a majority of the appointed Committee members shall constitute a quorum. The Committee reports to the Board and shall maintain minutes of all meetings, which shall be regularly approved by the Committee and made available for distribution to the Board. The Committee shall meet monthly or more frequently if needed at the call of the Chairperson.

COMMITTEE RESPONSIBILITIES
The Marketing and Development Committee, in accordance with the mission and aligned with the strategic plan:

- Coordinates the Board’s marketing and branding oversight responsibilities including but not limited to:
  - Review, approval, and monitoring of annual plans for marketing and branding.
  - Review, approval, and monitoring of consulting/vendor contracts for Marketing and Development programs.
  - Review, approval, and monitoring of annual Marketing and Development budgets.
  - Review and approval for major marketing/branding collateral materials.
  - Monitoring for the effectiveness of marketing and fundraising strategies.
  - Helping the Board to understand their roles and responsibilities in marketing and branding on behalf of Dwelling Place.

- Coordinates the Board’s fundraising, planning, and oversight responsibilities including but not limited to:
  - Review, approval, and monitoring of plans for cultivating individual, church, and corporate fundraising.
  - Review, approval, and monitoring of plans for special events fundraising.
  - Review and approval of direct mailing fundraising campaigns.
  - Review and approval of special grant requests for operational support of Dwelling Place programs.
  - Monitoring donor recognition programs.
  - Helping the Board to understand their roles and responsibilities for fundraising on behalf of Dwelling Place.

The Committee shall work with the Director of Marketing and Development in developing long-range and short-range marketing and fundraising plans and shall perform such other duties as may from time to time be required by the Board.
REAL ESTATE DEVELOPMENT & ASSET MANAGEMENT COMMITTEE DESCRIPTION

DESCRIPTION

The Chairperson of the Board shall appoint a Real Estate Development Committee consisting of no fewer than five (5) members including at least two Directors. The Committee may also include other non-Director persons whose experience in real estate development, real estate finance, asset management and/or property management may assist the Committee and the Board in the performance of their real estate development and asset management oversight responsibilities. The Director of Housing and Community Development and the Director of Asset Management shall serve as staff to the Committee. The Committee shall also include the Chief Executive Officer, the Chief Financial Officer and the Chief Operating Officer and may include other staff with assigned responsibilities to the committee by the Chief Executive Officer. The Chairperson of the Board shall appoint the Chairperson of this committee. A majority of the Committee members shall constitute a quorum. The Committee reports to the Board and shall maintain minutes of all meetings, which shall be regularly approved by the Committee and made available for distribution to the Board. The Committee shall meet monthly or more frequently if needed at the call of the Chairperson.

COMMITTEE RESPONSIBILITIES

The Real Estate Development and Asset Management Committee, in accordance with the mission and aligned with the strategic plan:

- Coordinates the Board’s Real Estate Development planning and oversight responsibilities including but not limited to:
  - Determining whether proposed new projects are aligned with the Dwelling Place mission for consideration.
  - Reviewing underwriting assumptions in new projects.
  - Determining whether capacity exists in Dwelling Place and within any of the proposed partners to undertake a new project.
  - Reviewing and making recommendations to the Board regarding the acceptance of gifts of real estate.
  - Making “Go” “No go” recommendations to the board about new real estate projects.
  - Participating in the selection of an Architect and/or Construction Contractor for major real estate development projects.
  - Review and approval of final development budgets for new projects.
  - Ensuring that community engagement is a hallmark of all new projects in accordance with the Board Real Estate Development Policy.
  - Monitoring the design and construction process through lease up.

- Coordinates the Board’s Asset Management oversight responsibilities including but not limited to:
  - Ensuring that Asset Management Plans are reviewed and approved for each new real estate development project.
  - Ensuring that Asset Management Plans for all properties are updated, reviewed and approved on an annual basis.
  - Ensuring that Capital Needs Assessments are completed, reviewed and approved on each property at least once every 5 years.
  - Monitoring compliance issues associated with Asset Management on behalf of
the board.
  o Monitoring the performance of Dwelling Place assets across its portfolio through quarterly performance reports.
  o Helping the Board to understand Dwelling Place Asset Management Planning.

The Committee shall work with the Director of Real Estate Development and the Director of Asset Management in developing long-range and short range asset management and capital plans and shall perform such other duties as may from time to time be required by the Board.
HEARTSIDE NONPROFIT HOUSING CORPORATION

BOARD RESOLUTION

TO APPLY FOR RENEWAL OF FUNDING FROM
U.S. DEPARTMENT OF HOUSING AND URBAN
DEVELOPMENT RENEWAL OF CONTINUUM OF CARE (CoC)
GRANT FOR COMMERCE APARTMENTS

IT IS RESOLVED that Heartside NonProfit Housing Corporation is authorized to renew funding from U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) to help with Operating and Administration of Commerce Apartments.

IT IS FURTHER RESOLVED that the President of Heartside Nonprofit Housing Corporation is fully authorized to act on behalf of the Corporation to make such application with all the powers necessary, including but not limited to signing on behalf of the corporation, all forms, certifications, and responses to requests for information from HUD.

Certification

I hereby certify that the above resolution was presented to and approved by the Board of Directors of Heartside NonProfit Housing Corporation at its meeting on the 2nd day of October, 2019.

ATTEST:

__________________________
Francine Gaston, Secretary of Board of Directors
Heartside NonProfit Housing Corporation
HEARTSIDE NONPROFIT HOUSING CORPORATION

BOARD RESOLUTION

TO APPLY FOR RENEWAL OF FUNDING FROM
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
RENEWAL OF CONTINUUM OF CARE (CoC) GRANT FOR
FERGUSON APARTMENTS

IT IS RESOLVED that Heartside NonProfit Housing Corporation is authorized to renew funding from
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) to help with Support
Services and Administration of Ferguson Apartments.

IT IS FURTHER RESOLVED that the President of Heartside Nonprofit Housing Corporation is
fully authorized to act on behalf of the Corporation to make such application with all the powers
necessary, including but not limited to signing on behalf of the corporation, all forms, certifications, and
responses to requests for information from HUD.

Certification

I hereby certify that the above resolution was presented to and approved by the Board of Directors of
Heartside NonProfit Housing Corporation at its meeting on the 2nd day of October, 2019.

ATTEST:

Francine Gaston, Secretary of Board of Directors
Heartside NonProfit Housing Corporation
HEARTSIDE NONPROFIT HOUSING CORPORATION

BOARD RESOLUTION

TO APPLY FOR RENEWAL OF FUNDING FROM
U.S. DEPARTMENT OF HOUSING AND URBAN
DEVELOPMENT RENEWAL OF CONTINUUM OF CARE
(AdCoC) GRANT FOR VERNE BARRY PLACE

IT IS RESOLVED that Heartside NonProfit Housing Corporation is authorized to renew funding from U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) to help with Operating of Verne Barry Place.

IT IS FURTHER RESOLVED that the President of Heartside Nonprofit Housing Corporation is fully authorized to act on behalf of the Corporation to make such application with all the powers necessary, including but not limited to signing on behalf of the corporation, all forms, certifications, and responses to requests for information from HUD.

Certification

I hereby certify that the above resolution was presented to and approved by the Board of Directors of Heartside NonProfit Housing Corporation at its meeting on the 2nd day of October, 2019.

ATTEST:

___________________________________________
Francine Gaston, Secretary of Board of Directors
Heartside NonProfit Housing Corporation

___________________________________________
Board of Directors
Annual Planning Schedule
Board Approved: TBD

February
- Review of Mission and Bylaws
- Conflict of Interest Disclosure Update
- Review of Signing Authority for Financial Accounts

April
- Review of Board Governance Policies
- Review of Annual Fund Development Plan

June
- Annual Audit Review
- Election of Dwelling Place of Grand Rapids NPHC Officers
- Appointment/Election of Dwelling Place Foundation Board of Directors and Officers
- Acknowledgement of Retiring Board Members

August
- Review of Personnel Policies
- Review of Diversity, Equity, and Inclusion Plan

October
- CEO Annual Review

December
- Review and Approval of Annual Budget
- Review and Update Strategic Plan
- Establish Annual Board Goals
Dwelling Properties With Board Meeting Accommodations

1. Reflections Senior Apartments *(Available anytime but tight parking)*
2. Harrison Park Apartments *(Available anytime in 2020)*
3. Franklin Apartments *(Available in 2021)*
4. Herkimer and Commerce Courtyard Apartments *(Available anytime)*
5. Weston Apartments *(Available anytime but tight parking)*
6. Midtown Apartments *(Available anytime but in Holland)*
7. Roosevelt Apartments *(Available anytime but in Muskegon Heights)*
8. St. James Apartments *(Available anytime)*
9. 106 S. Division Avenue Offices *(Available anytime but tight parking)*
10. Ferguson Apartments *(Available in 2021)*
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INTRODUCTION

In the interest of preparing a comprehensive approach to Board recruitment and successful integration of new Board members, the Dwelling Place Board Governance Sub-Committee has prepared the Recruitment and Retention Plan for ongoing use by its members. The system shall be followed for every search, ensuring consistency and fairness in Board placements, while positioning each new member for meaningful contribution to the overall strategic plan.

SECTION 1: TALENT RECRUITMENT STRATEGY

Aligning board recruitment and development activities with the mission and goals of the strategic plan is essential to enhance new member engagement and contributions. The Board Governance Sub-Committee reviews the mission, vision, goals and strategies, and then determines any new skills, knowledge, community contacts and other attributes future board members will need to advance the mission and strategic plan.

DWELLING PLACE BOARD BRAND

**Brand Statement:** Everyone Deserves a Dwelling Place

Where... growth, safety, creativity, enrichment, affordability, relationships, familiarity, contributions are supported

Continuing the growth of affordable, quality housing, neighborhood revitalization and community engagement for low-income residents of West Michigan through diligent, attentive and informed participation – we connect and understand Dwelling Place residents and staff.

Benefits of Dwelling Place housing: location, cost, diversity, inclusion

Board member motivations: provide safe, dignified housing so people in the community can improve many aspects of their lives

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

POSITION AND ROLE DISCOVERY

**Job Description** – Appendix 1

**Skill Gap Analysis**

Determine the board composition needed to ensure it is adequately structured to achieve the mission and goals of the strategic plan. Factor in the upcoming leadership needs of each committee as well.

**Board Matrix** – Appendix 2

**STEPS OF AN EFFECTIVE RECRUITING PROCESS**
Roles within the Governance Sub-Committee
Dwelling Place Governance Sub-Committee members are responsible for designing and implementing a board member recruiting process.

- Drive the process
- Assess board needs in relation to goals
- Inventory current Board composition
- Pre-screen list for outreach – circulate fully with board
- Recruit potential new members
- Interview potential new members
- Recommendation to full Board

The Dwelling Place Board Recruitment Packet
- Bylaws
- Annual Report Highlights
- Financial Statements
- Current BOD List
- BOD job description
- Strategic Plan
- Meeting Minutes
- Current collateral information, including website

SECTION 2: COMMUNITY OUTREACH STRATEGIES
Dwelling Place will utilize Board member networks to connect with candidates that fit recruitment priorities. Once the committee has identified prospects, it will develop a recruiting and interview plan with deadlines and assign tasks to board members and Dwelling Place leadership as appropriate.

SPECIFIC, DIVERSITY-FOCUSED MARKETS

Matrix of Current Community Partners – Appendix 3

Identify Future Talent Pipeline
Identify local organizations to maintain contact with for recruitment of specific expertise and/or demographics. Conduct outreach: review the list of staff members and board members of the organizations; review on LinkedIn and social media to find common connections and offer opportunities for their members to get involved in the community.

Networking
Ongoing opportunities/events to engage staff, board, and residents together to aid in identifying future talent, and expose them to the networks of residents and staff; personal outreach, relationship building.

Pre-Screening Techniques
Members of the Governance sub-committee will review the list of potential candidates with the full board in order to explore any experiences, background, or potential conflicts that may exist.

SECTION 3: SELECTING NEW MEMBERS – STRATEGIC INTERVIEW PROCESS
INTERVIEW AND SELECTION GUIDELINES

Share the Selection Process with Candidate
The board chair or governance committee chair should reach out as soon as possible to a board candidate, introduce her or himself, thank the candidate for his/her interest in the board, explain the interview and selection process, and establish a timeframe for the whole process, including:

- How many weeks the interview process is expected to take
- When the board anticipates the candidate election decision will be made
- When we anticipate the new board member’s service would begin
During this initial conversation or email exchange, to avoid delays and potential disengagement, we will schedule a tour and the interviews.

**Dwelling Place tours, Board meeting observation, and Interviews**
Every potential board member should feel a connection to the leader and have the chance to ask him/her questions about Dwelling Place, its mission, goals and vision. The leader should have an opportunity to share feedback and insights about each candidate with the governance committee.

Consider combining this meeting with a tour which would include:
- Reviewing Dwelling Place’s history (including recent successes and hurdles), mission, programs, while touring the main office; visiting one or two residences, getting a sense of the population and culture.

**The Interview**
Each serious candidate will have an opportunity to meet with a combination of the following:
- CEO
- Board Chair
- Governance Sub-Committee Representative
- Other Board members
- Chair of the committee the candidate would likely serve on if applicable

Every board member should have the candidate’s application, resume, bio, and any other available background information before the interviews

**Suggested interview questions:**
- Why are you interested in serving on a non-profit volunteer board?
- Have you served on other boards before? If so, what are a few aspects of your board service that were notably positive or negative for you?
- Why does this particular board appeal to you?
- What skills, networks, experiences, and other assets will you bring to this board?
- Are there areas of board participation for which you would desire additional training or development, such as financial statement analysis or technology access?
- How will this organization benefit from your participation on the board?
- Can you meet the requirements stated in our Board Member Agreement?
- In particular, how much time do you anticipate being able to devote to board service?
- Do you have any initial preference in terms of committee participation?
- What questions do you have about this board, our expectations for board members, or anything else regarding becoming a member of this board?

**Placement Decision**
Once a candidate completes the interview steps, the governance committee will typically prepare a recommendation for the full board about whether to elect the candidate to the board. We recommend the following steps:

Discuss: The governance committee meets as soon as possible after all interviews are complete to discuss each candidate in depth, including the CEO in the discussions to the extent possible and desired.

Recommend: The governance committee decides whether to present its recommendation(s) for the candidate to the full board or not. The committee should release its recommendation(s) at
least one week prior to a board meeting to allow board members time to review and ask questions.

Notify: Immediately after the vote, let each candidate know the decision as follows:

Candidates elected to the board:
The Board Chair contacts the elected candidate to officially ask him/her to join the board, offering congratulations and welcome. Provide key dates—upcoming board meetings, an upcoming retreat, significant Dwelling Place events, etc. Explain the onboarding process.

Candidates not elected to the board:
The Board strives to complete appropriate vetting early in the process to avoid this outcome. However, should this scenario surface, consider the candidate for other opportunities with the board (for example, could the person join a board committee?). The Board Chair or Governance Committee Chair will contact the individual, thank him/her for interest in the board and, if appropriate, ask if they can maintain contact in the event of future board openings.

SECTION 4: ONBOARDING NEW MEMBERS – TRAINING, DEVELOPMENT, INTEGRATION

TRAINING PRIORITIES
1. Orientation Plan – Appendix 4
   - Introductions and time for socializing: Take time to introduce those around the table and provide name cards so new members can quickly learn names. Each current board member can share his/her own length of board service and personal story (interest in affordable housing, professional interests, etc.), including how he/she came to serve on the board.
   - Overview of the mission, vision, and goals of Dwelling Place. The CEO should highlight the organization’s history, programs, and success; residences and resident impact; and key stakeholders.
   - Responsibilities of board members and committees: Clearly state the board’s policy on attendance at meetings, whether attending by phone/video is permitted or discouraged, and requirements for board member committee participation.
   - Long-term strategic goals, organizational priorities: Include background information on recent key board decisions and those on the horizon.
   - Finances and fundraising: Be explicit about the overall financial situation of Dwelling Place and fundraising expectations, including whether board members are required to either contribute or raise a specified amount of money, or expectations for each board member to give at a personally meaningful level.
   - Cultural aspects of the board: Discuss logistics for meetings (e.g., attire, whether food is provided), behavioral norms, and expected responsiveness to email communication.
   - Development needs: Discuss any areas that the new member would like to develop, such as financial statement analysis, technology access, or others.

EQUITY ASSESSMENT – Appendix 5
Working with the new board member, conduct an assessment of needs, based on the Board of Directors skills matrix, identifying what the new board member will need in order to fully participate; Leads to educational opportunities, skill enrichment.

RETREAT ACTIVITIES
A board retreat can help everyone get to know one another and start on the same page. The retreat can focus on team building and communication styles to establish good working relationships.
If the entire board is able to gather together, it presents an opportunity to reflect on board dynamics, review roles and responsibilities, and consider how successful current processes are and if any changes need to be made.

Consider a new member inclusion-building activity where the group can share their perspectives on what’s working well, what they’ve learned along the way, and what changes they anticipate or desire for the future.

MENTORSHIP PROGRAM
There is high value in pairing a board member liaison with a new member to provide additional context to discussions. This also provides a forum for development of knowledge in areas that the new board member might desire. The new board member should feel comfortable asking questions during the meeting, but also suggest that they identify when they may need additional information, background details, or context.

Reference Appendix 6 for the full New Board Member Mentorship Program guidelines.

SECTION 5: RECRUITMENT PLAN MAINTENANCE
Monitoring and evaluating the effectiveness of the recruitment, selection and development strategies is important to meaningful integration of new board members. The Plan is built to increase the number of potential board members available for consideration, ensure that the most appropriate candidates are invited to the positions, and those selected are given the tools they need to fully participate in meeting the needs of Dwelling Place. Continuous monitoring and data collecting by the Governance Committee will provide necessary information as to whether the strategies are meeting the organization’s needs.

As in the previous steps, this process will involve ongoing assessment of the number of candidates available, well suited, and effectively prepared as follows:

- **Quarterly:** New board member/governance committee check-ins to monitor development plan progress
- **Quarterly:** Governance Committee keeps recruitment plan review as a standing meeting agenda item, ensuring that commitments for networking, outreach, and development are on track
- **Annually:** BOD Recruitment Plan Progress Report to the CEO and Board Chair from Governance Committee
- **Ongoing:** Consider expanding the recruitment effort broader in the community as capacity and budget allows.

The Governance Sub-committee will make annual revisions to the plan as needed per the CEO and Board Chair review and recommendations.
DWELLING PLACE BOARD MEMBER
JOB DESCRIPTION
Board Approved 06.05.2019

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
Using this Matrix Analysis tab, a board may be able to identify existing capabilities as well as areas where board development or additional qualifications are needed. It imports data inputed in Tab 1 ("Matrix") and ultimately relates that information to determine recruitment priorities for the board.

**Directions:** Rate the level of importance for each skill and experience and demographic area as it pertains to your board. Then, see how that compares to your current board representation. Finally, determine recruitment priorities based on this comparison. Ratings to be used for level of importance and priority are a scale of High(3) to Low/Not Applicable (1).

<table>
<thead>
<tr>
<th>Skills &amp; Experience</th>
<th>Current Level of Importance</th>
<th>Current Board Representation</th>
<th>Recruitment Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belief in/Support of Mission</td>
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<tr>
<td>Board Experience</td>
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<tr>
<td>CEO of a Mid/Large Size Org.</td>
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<tr>
<td>Community Affiliation/Access to Leaders</td>
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<tr>
<td>Fundraising/Planned Giving</td>
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<tr>
<td>Physical and Behavioral Health Care Industry</td>
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<tr>
<td>Leadership Experience</td>
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<tr>
<td>Real Estate and Corporate Law</td>
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<tr>
<td>Design/Construction</td>
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<tr>
<td>Higher Education/Training</td>
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<tr>
<td>Property Management</td>
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<tr>
<td>Marketing/Branding</td>
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<tr>
<td>Real Estate Development/Finance</td>
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<td>Human Resources</td>
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<tr>
<td>Age</td>
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<td>25-40</td>
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<td>41-55</td>
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<td>56-70</td>
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<td>Over 70</td>
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<tr>
<td>Ethnicity</td>
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<tr>
<td>African American/Black</td>
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<tr>
<td>Asian, Hawaiian, or Pacific Islander</td>
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<tr>
<td>White/Caucasian</td>
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<tr>
<td>Hispanic/Latino</td>
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<td>American Indian</td>
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<td>Other</td>
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<td></td>
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<tr>
<td>Custom 2</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Notes:**

1. **Priority Legend**
   - **High**: 3
   - **Medium**: 2
   - **Low/Not Applicable (NA)**: 1

2. **Note:** This spreadsheet is locked. To edit this spreadsheet, go to the Unprotect sheet option and enter the password "deloitte".

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This tool is designed to help boards assess the level of experience each director has in various skill areas, as well as the overall composition of the board as it relates to diversity.

**Directions:** In the Skills/Experience Section, rate each board director using a scale of High (3) to Low/Not Applicable (1) to reflect the level of experience possessed in a particular area. In the Demographic Background Section, enter the qualifications as it relates to each director. Once completed, continue to Tab 2 (“Matrix Analysis”).

<table>
<thead>
<tr>
<th>Term Expiration Date</th>
<th>Renee Williams</th>
<th>Francine Gaston</th>
<th>Juan Daniel Castro</th>
<th>Kyle Irwin</th>
<th>Tommie Wallace</th>
<th>Annamarie Buller</th>
<th>Larry Titley</th>
<th>David Byers</th>
<th>Richard Stevens</th>
<th>Marvin Thomas</th>
<th>Thomas Carpenter</th>
<th>Rich Kogelschatz</th>
</tr>
</thead>
</table>

**Skills & Experience**
- Belief in/Support of Mission
- Board Experience
- CEO of a Mid/Large Size Org.
- Community Affiliation/Access to Leaders
- Fundraising/Planned Giving
- Physical and Behavioral Health Care Industry
- Leadership Experience
- Real Estate and Corporate Law
- Design/Construction
- Higher Education/Training
- Property Management
- Marketing/Branding
- Real Estate Development/Finance
- Human Resources

**Demographic Background**
- **Gender**
  - Male
  - Female
- **Age**
  - 25-40
  - 41-55
  - 56-70
  - Over 70
- **Ethnicity**
  - African American/Black
  - Asian, Hawaiian, or Pacific Islander
  - White/Caucasian
  - Hispanic/Latino
  - American Indian
  - Other
### MATRIX OF COMMUNITY PARTNERS
**(BOARD MEMBER RECRUITEMNT & ONBOARDING PLAN)**

*Board Approval: TBD*

<table>
<thead>
<tr>
<th>Recruiting Priority</th>
<th>Organization</th>
<th>Person(s) of Contact</th>
<th>Contact Information</th>
<th>Dwelling Place Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Women</strong></td>
<td>Inforum Michigan</td>
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<td></td>
<td>YWCA</td>
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<td></td>
<td>GROW</td>
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<td></td>
<td>Progressive Women’s Alliance</td>
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<td></td>
<td>GRBJ – Women in Business Honorees</td>
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<td><strong>Latinx</strong></td>
<td>Latino Community Coalition</td>
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<td>Hispanic Center of West Michigan</td>
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<td></td>
<td>West Michigan Hispanic Chamber of Commerce</td>
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<tr>
<td></td>
<td>Latinas Network of West Michigan</td>
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<td><strong>Consumer Representations from Census Tracts where Dwelling Place has Properties (1/3 requirement)</strong></td>
<td>Dwelling Place Staff</td>
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<td>Neighborhood associations</td>
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<td>Neighborhood Business Associations</td>
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<tr>
<td>Recruiting Priority</td>
<td>Organization</td>
<td>Person(s) of Contact</td>
<td>Contact Information</td>
<td>Dwelling Place Contact</td>
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<tr>
<td>C Suite positions from middle or large market businesses</td>
<td>Personal connections with CEOs and other business leaders</td>
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<tr>
<td></td>
<td>Area Chambers of Commerce</td>
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<td>Rotary Club</td>
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<td></td>
<td>Econ Club</td>
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<tr>
<td>Real Estate Finance</td>
<td>Connections with banks</td>
<td></td>
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<tr>
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<td>Accounting Firms</td>
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<td></td>
<td>Other finance organizations</td>
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<td>Real Estate Development</td>
<td>Connections with real estate participants</td>
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<td></td>
<td>Developers</td>
<td></td>
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<tr>
<td></td>
<td>Construction Firms</td>
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<td></td>
<td>Architects</td>
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<tr>
<td>Human Resources</td>
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<td>Marketing</td>
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<td>LGBTQ+ Community</td>
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<td>African Americans</td>
<td>Grand Rapids chapter of NAACP</td>
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</tr>
<tr>
<td>Recruiting Priority</td>
<td>Organization</td>
<td>Person(s) of Contact</td>
<td>Contact Information</td>
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<td>Urban League</td>
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<td>Native Americans</td>
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<tr>
<td>Asian Americans</td>
<td></td>
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</tr>
</tbody>
</table>
1. Dwelling Place mission, vision, and history
   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 Boards¹
   t. Calendar of meetings for the year
   u. Recent publicity
   v. Corporate video, website orientation and other collateral materials
   w. Property Orientation Guide
3. Committee Orientation
   a. Standing Committees
      i. Executive
      ii. Finance
      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
4. Board Member Liability
   a. Board member liability limitations under Michigan law
   b. Indemnification by Dwelling Place
   c. Directors’ and Officers’ insurance

¹ BoardSource – Building Effective Nonprofit Boards, www.boardsource.org
5. Property Tours
   a. Main Office
   b. Property tours
6. Assignment of and Introduction to Board Mentor
7. Create Education Plan aligned with new Board Member needs
8. Breakfast, lunch, or dinner with CEO, Mentor, and Chairpersons for the Board and Governance Sub-Committee (other Board members are also welcome to attend)
DWELLING PLACE
BOARD MEMBER EQUITY CHECKLIST
Board Approved TBD

Dwelling Place of Grand Rapids Nonprofit Housing Corporation has defined equity as, “the 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.”

As a component of Board Governance, one manifestation of this policy can be found in efforts to provide all board members with the supports, resources and technical assistance needed to fully participate in board governance. In some cases, barriers to full participation may require adaptation in the board’s organizational protocol for meetings. The checklist below for member completion, is not intended to be comprehensive. Rather, the checklist is intended to serve as a starting point, creating opportunities for new and long-time board members to identify means through which the Board can increase the level of engagement and participation from every one of its members.

Please complete the checklist at your earliest convenience and submit your response directly to the Board Chairperson or the CEO for consideration.

1. What are your preferred means of communication?
   a. Email
   b. Phone
   c. Text
   d. Regular mail
   e. Other ______________________________

2. What time(s) of day do you prefer to be contacted?
   a. 8:00-11:00 AM
   b. 11:00 AM – 2:00 PM
   c. 2:00-5:00 PM

3. Are there any barriers to your full participation that could prevent you from fully participating in board functions?
   a. No ___
   b. Yes ___
   If yes, please provide a description of the accommodations requested.
   ______________________________________________________________________
   ______________________________________________________________________
   ______________________________________________________________________
   ______________________________________________________________________
4. Would it be helpful to have any specific mentoring/training in a specific area related to your board role that you would like Dwelling Place assistance with in order to fully participate in board functions?
   a. No __
   b. Yes __
      If yes, please describe the area and type of assistance you would like.
      ________________________________________________________________
      ________________________________________________________________
      ________________________________________________________________

5. Will you require any special support or assistance to defray costs associated with child care, lost wages or transportation in order to fully participate in board functions?
   a. No __
   b. Yes __
      If yes, please describe your need.
      ________________________________________________________________
      ________________________________________________________________
      ________________________________________________________________

6. Do you have any physical accessibility needs that might require Dwelling Place accommodations to allow for your full participation in board functions?
   No __
   Yes __
   If yes, please describe your need.
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________

Signature ___________________________ Date ______________
NEW BOARD MEMBER MENTORSHIP PROGRAM
Board Approved 08.02.2017
Amended 04.03.2019

This program provides guidance, support and a board connection for all new board members during their first year of board service by assigning seasoned board members to act as mentors. More specifically, the program focuses on:

- How to fully integrate the new board member by understanding board logistics, and
- Helping the new board member to understand how they can contribute to the board based on their leadership competencies.

The program seeks to accomplish these objectives by seeking to:

- More fully engage a new board member to feel comfortable and welcomed through a one-on-one board member connection.
- Helping the new board member to fully understand Dwelling Place’s strategic priorities and direction, and how best to contribute to future organizational initiatives.
- Facilitating the new board member’s acclimation by learning from another board member’s perspective about board culture, board meetings format, board structure and how things get done at board/committee level, and how best to contribute to board discussions.
- Providing an overview of the board membership, board roles and responsibilities, and expectations for board member meeting preparation and attendance.
- Facilitating and encouraging active board member engagement and contributions for a successful first-year experience.
- Offering recommendations for improvements in the mentoring program.

The Mentoring process will last approximately one year. It will begin soon after appointment to the board. The Board member and their protégé can determine if they would like to continue their mentoring relationship past the one-year time frame. Once a new board member is appointed, the Chairperson and CEO will identify prospective board members to serve as a mentor during the new board member’s first year. Prior to the new appointee’s first board meeting the Chair and CEO will conduct a half-day orientation session with new board member(s) which may cover topics such as but not limited to:

- Dwelling Place origins, history, and Conflict of Interest Policy
- Organizational Structure
- Strategic Priorities
- Board responsibilities
- Board member travel and expenses reimbursed
- How the board operates
- Consent agenda
- Key board decisions

Each mentor will receive the following:

- Welcome letter from the Chairperson
- The New Board Member Mentorship document
- Hard and digital copy of the New Board Member Orientation Packet
Successful mentoring attributes include but are not limited to:

- A demonstrated interest in helping the new board member to develop and empower them to make a meaningful contribution.
- A willingness to provide specific feedback as well as technical/operational expertise.
- A willingness to share knowledge and insights about their experience and what they have learned through board leadership.
- Skills as a good listener, observer and a problem solver
- Approachability and accessibility throughout the mentoring process.
- Willingness to connect with other mentoring board leaders to share ideas on the most effective mentoring techniques?

Mentors are expected to:

- Send “Congratulations” e-mail and include “What to Expect Before Your First Board Meeting” document with that email.
- Include link information from the Dwelling Place website, specifically noting volunteer opportunities, strategic priorities, various committees and the general learning framework.
- Incorporate some personal messaging that says something about what it was like for the mentor as a new board member – What did the mentor expect? How did the mentor learn what to do?
- Utilize the “sample” welcoming email or create their own version of this email to send to the new board member.

Prior to first board meeting mentors should:

- Contact the new board member to provide an overview of the board culture, board roles, committees, and some advice on how to ensure compliance with the Board policies.
- Help the new board member prepare for the meeting.
- Explain that the board chairperson will be in touch regarding committee appointments and will cover the work of the committees.

At the first board meeting mentors should:

- Make introductions to other board members and the Executive Committee if they have not already been introduced.
- Sit next to mentee to facilitate questions.
- Encourage feedback on board meeting evaluation forms.
- Throughout meeting, check with the new board member about their understanding of specific issues.

Following first board meeting the mentor should:

- Follow up on the meeting and answer any questions.
- Discuss committee role and expectations and how meetings are arranged.
- Highlight the need to review board action items from meeting.
- Provide feedback as to the board process and address any questions or comments from the new board member from the board discussion.
- Ask what was most interesting about the meeting?
- Ask them where they could see themselves contributing to an initiative, committee, or to other board work?

Following second meeting the mentor should:

- Follow up on the meeting and answer any questions.
• Ask what was most interesting about the meeting? Ask them where they could see themselves contributing to an initiative, committee, or to other board work?
• Ask for feedback on the mentoring experience thus far and how it might be improved.
• Complete a mentoring program evaluation form if available.

During the mentee’s first year experience, he/she should keep notes about improvements that could be made to improve the mentoring experience. It may also be helpful during the course of the year for the mentor and mentee to have monthly one-on-one conversations before or after board meetings to discuss their impressions.

New Board members/Mentees are expected to:
• Review all materials prior to meetings
• Stay abreast of Board related communications
• Follow-up in a timely manner
• Fully leverage the mentor relationship
• Ask questions
• Keep notes about adaptations that could be incorporated into the mentoring program to improve the program.

The Dwelling Place Mentoring program will serve as an integral element to enhance a new board member’s productivity, engagement and effectiveness. Thank you for your interest/willingness to serve in this very important role!
Sample E-Mail to New Mentor:

Date

Dear ____________,

Congratulations! Thanks so much for agreeing to be a mentor for one of our new board members.

The purpose of our mentoring program is to assist new board members by creating one to one linkages between the new member and a more seasoned board member to provide enhanced opportunities to successfully develop as a board member.

As part of this mentoring process over the next several months, we encourage you to assist the new board member to understand board logistics as well as how he or she can contribute to the board based on their leadership competencies.

Some examples of ways to maximize this opportunity for the new member include:
- Sending them a congratulatory note prior to their first or second Board meeting.
- Setting up a time to chat prior to their first several board meetings.
- Encouraging them to visit and explore the Dwelling Place web site and the board portal.
- Sharing your experience as a new board member.
- Explaining to them what they can anticipate at their first board meeting.
- Asking if they have any questions for you.

On behalf of the Dwelling Place Board, I thank you for your willingness to serve as mentor. Your gifts of time, access and board expertise will greatly benefit new board members and help build a better board. Thank you for making this investment in the board’s future!

Sincerely,

Dwelling Place Board Chairperson

Mentee/Protégé Information:

Name: ________________________________ Title: ________________________________ Institution: ________________________________
Email: ________________________________
Phone: ________________________________
Sample E-Mail to Mentee/Protégé:

Date

Dear   __________,

Congratulations! On behalf of the entire Dwelling Place Board, we’re excited to welcome you as a board member.

The purpose of our mentoring program is to establish key board relationships that will provide you the opportunity to successfully develop as a board member; aid you in your professional and personal development; and enable Dwelling Place to fully develop and build our capacity.

As a way to introduce you to the board process over the next several months, it is my intent to share with you what to expect during your first board meeting, what resources will help you acclimate to the board, and ways to help you discover how you can best contribute to the board based on your leadership interests and skill sets.

Over the next several months, I would like to schedule three or four 30-minute calls or meetings to get to know you better. Here are some proposed dates/times:

In the meantime, I encourage you to review the Board Orientation Manual in some detail and visit the Dwelling Place website and board portal.

And of course, should you have any questions before our first call or meeting, don’t hesitate to reach out! Again, congratulations and look forward to talking with you soon!

Sincerely,

Mentor

Signature

Mentor Contact information:
DESCRIPTION

The Chairperson of the Board shall appoint a Resident Engagement Committee consisting of no fewer than three (3) residents of Dwelling Place properties and at least three (3) Directors. The Committee may also include other non-Director persons whose experience with resident engagement, community/neighborhood organizing or leadership development programs may assist the Committee and the Board in the performance of their oversight responsibilities for Resident Engagement programs. The Co-Directors of Community Building and Engagement and the Director of Support Services shall serve as staff to the Committee. The Committee shall also include the Chief Executive Officer and may include other staff with assigned responsibilities to the committee by the Chief Executive Officer. The Chairperson of the Board shall appoint the Chairperson of this committee. A majority of the Committee members shall constitute a quorum. The Committee reports to the Board and shall maintain minutes of all meetings, which shall be regularly approved by the Committee and made available for distribution to the Board. The Committee shall meet monthly or more frequently if needed at the call of the Chairperson.

COMMITTEE RESPONSIBILITIES

The Resident Engagement Committee, in accordance with the mission and aligned with the strategic plan:

- Coordinates the Board’s efforts to increase the level of participation from Dwelling Place residents in the apartment communities, neighborhoods and communities where they live.

- Provides oversight for resident engagement and volunteer programs focused on:
  - Leadership Development
  - Resident to Resident Support
  - Maintenance and Beautification
  - Community Arts
  - Life Skills

- Identifies barriers to be addressed to increase resident participation in programs.

- Identifies training programs and resources that will allow committee members to participate fully in performing the responsibilities assigned to this committee.

- Maintain all oversight responsibilities including but not limited to:
  - Review and analyze annual resident surveys for appropriate responses on a collective and property by property basis.
  - Review and recommend approval for all annual Community Building and Engagement programs and budgets.
  - Monitoring for the effectiveness of resident engagement strategies.
  - Helping the Board to understand their roles and responsibilities with regards to increasing resident engagement.

The Committee shall work with the Co-Directors of Community Building and Engagement in developing short range and long-range plans for increasing and maintaining resident engagement and shall perform such other duties as may from time to time be required by the Board.
Dwelling Place is committed to increasing opportunities for resident engagement in its apartment communities. Much of the emphasis has been on creating programs to increase opportunities for resident participation in leadership development, resident to resident support, maintenance and beautification, community arts, and life skills programs. As these programs are being implemented there is substantial anecdotal evidence that the quality of life for many residents is being affected in positive ways through their involvement in these programs. Dwelling Place intends to continue these programs and ensure metrics are created, maintained, and evaluated.

**OPTION 1: RESIDENT LEADERSHIP COUNCIL (RLC)**

In this structure, 4-12 residents, depending on interest level and number of units in each property, meet regularly to facilitate resident interest and participation in leadership roles within each apartment community as well as adjacent neighborhoods and the community generally. The RLC ensures communication between residents and staff, provides property management with advice on programs and services, supports other residents by facilitating resident engagement programming, and assists staff in building a healthy apartment community. Interested residents who are not under threat of eviction may apply once a year to be members of the RLC; applicants appointed by the CEO of Dwelling Place receive orientation and leadership training for their year-long term. A chairperson is elected from among RLC membership to lead meetings with support from Dwelling Place staff. Council members commit to focusing on issues that benefit the entire property, not just a few residents, and maintain action/decision logs for each meeting.

**OPTION 2: LARGE GROUP MANAGEMENT MEETING**

Residents sometimes request large group meetings (neighbor gatherings) with management to discuss significant policy and quality of life issues within their apartment communities. These types of meetings are often valuable but can be challenging to manage absent a thoughtful “Facilitation Plan.” Such a plan should include clearly stated ground rules for conducting the meeting which are agreed upon in advance by all who participate in the meeting. These types of meetings can also be more productive if residents are given some opportunity in advance to identify topics they would like to have discussed which also helps to give staff a chance to prepare more effectively. Three good survey questions that can be given to residents in advance of this type of meeting include the following:

1. “What is working?”
2. “What isn’t working?” and,
3. “How can we make it better?”

Such a survey can serve as the basis for creating a good meeting agenda from identified topics that are likely to have the most general appeal to the largest number of residents. It is also critical that these types of meetings are led by a resident or staff person with strong
facilitation skills to ensure that agenda items are properly addressed in a respectful and productive manner. The frequency of this type of meeting might vary by property but generally would not be expected to occur more frequently than on a quarterly basis.

**OPTION 3: SOCIAL AND RECREATIONAL GATHERINGS**

Social and recreational gatherings are generally not conducive for addressing policy or management issues and concerns. On the other hand, these gatherings can contribute to building community among residents, making it more likely that residents will feel comfortable engaging in constructive conversations about conditions within their apartment community. Under certain conditions, these events may sometimes afford an opportunity to address an important building issue. Similar to large group meetings, the need for ground rules, a structured agenda and a skilled facilitator are paramount for a successful outcome. Gatherings such as this may occur on a monthly, bi-monthly, or quarterly basis and can be planned by staff, residents, and/or community volunteers.

**NEXT STEPS**

In order to ensure a uniform and consistent organizational approach to resident leadership development for these three options, Dwelling Place intends to provide written guidelines, orientation and training for staff and residents. What follows is an outline of tasks yet to be completed in preparation for use of this protocol at all of our properties with all of our staff and residents in alignment with other plans and goals around resident engagement.

1. Identify multiple media for communication with residents about meeting schedules, agendas and for disseminating minutes from meetings
2. Develop and reinforce the use of a consistent and uniform structure for ground rules and agendas for each specific meeting option type
3. Develop a training curriculum for the Resident Leadership Council (RLC)
4. Develop training protocol to help residents to facilitate some of their own meetings
5. Complete annual survey of RLC members as part of reappointment process
6. Consider incentives for resident participation in certain groups or as floor representatives in their building
IDEA/PROJECT EVALUATION PROCESS

In 2016, the Dwelling Place Board established a Resident Engagement Committee (REC) for the purpose of exploring how Dwelling Place can support residents who wish to become more involved in leadership roles within their apartment communities, the Dwelling Place governance structure and/or the neighborhoods and communities where they live.

The Board has established five focus areas for committee work including:

- Leadership Development
- Resident to Resident Support
- Maintenance and Beautification
- Community Arts
- Life Skills

The process for determining which ideas/projects have the greatest potential to achieve the purpose established by the Dwelling Place Board requires that the committee prioritize ideas/projects against an agreed upon set of criteria. These include:

- Ideas/projects that all within one of the four focus areas established by the Board
- The potential for the idea/project to engage the largest number of residents across the greatest number of apartment communities
- Cost of the project to implement
- The potential for the idea/project to eventually become primarily resident-led

Ideas/projects that are not prioritized are not permanently excluded from consideration but generally will not receive the same level of support from Dwelling Place as ideas/project that are prioritized.

In order for an idea/project to be considered for funding in the Dwelling Place budget, a project budget including income and expenses must be submitted to Dwelling Place by July 31st of each year.
PROJECT SELECTION PROCESS (GO/NO GO)

Will Resident Engagement increase with this project?

Yes

Can project be replicated in other properties?

Yes

Will project engage 10 or more residents?

Yes

Will project require coordination with Support Services?

Yes

Project is not pursued by committee.

No

Staff create Support Services plan including a budget identifying funding sources and expenses for the project.

No

Will project require CB & E Services?

Yes

Staff create a Community Building & Engagement Plan to integrate Dwelling Place efforts with larger neighborhood priorities including budget.

No

Property Management staff coordinate with CB & E and/or Support Services staff to create an adaptation plan with a budget for implementation.

No

Is adaptation in Property Management needed?

Resident Engagement project is fully engaged.
RESIDENT LEADERSHIP COUNCIL
ORGANIZATIONAL STRUCTURE TEMPLATE
Board Approved Unknown
Amended TBD

1. Purpose of the Resident Leadership Council (RLC)
   The Purpose of the RLC is to facilitate resident interest and participation in leadership roles within each apartment community as well as adjacent neighborhoods and the community generally by:
   a. Ensuring good communication between residents and staff.
   b. Providing Property Management with advice on programs and services.
   c. Providing support to other residents by facilitating resident engagement programming within the premises.
   d. Assisting Dwelling Place staff in building a healthy apartment community where neighbors know and respect each other.

2. Meeting Location and Schedule
   a. Meeting location, time, and frequency is determined by the RLC

3. Meeting Agenda
   a. Welcome and icebreaker
   b. Staff follow up report on action/decision log from previous meetings
   c. RLC follow up report on action/decision log from previous meetings
   d. New topics

4. Operating Procedures
   To the extent possible, the RLC should represent the demographic makeup of the resident population of the property. The RLC shall operate under a simple and informal set of procedures designed to make it as easy as possible for residents to participate in helping to achieve the purposes of the RLC. These include the following:
   a. The RLC shall consist of 4 to 12 residents, depending on interest level and number of units in various buildings or floors of each property.
   b. Once a year, residents not under threat of eviction and who express a desire to become a leader within the apartment community may apply to join the RLC. Applicants appointed by the CEO of Dwelling Place will serve for a term of 1 year.
   c. The RLC will elect a chairperson from among their membership to lead meetings with support from Dwelling Place staff.
   d. Council members and staff will be provided with a thorough orientation to their duties and appropriate leadership training and mentoring as needed.
   e. Meeting notices, agendas, and action/decision logs will be emailed or delivered directly to residents at least one week in advance of each scheduled meeting by assigned staff.
   f. There may come a time when a resident’s participation in the Resident Leadership Council may need to be suspended or terminated. Issues that
could proceed suspension or termination could include, but are not limited to, lease violations or other actions considered by staff to be not aligned with Dwelling Place’s mission, vision and values.

When an issue is identified, staff concerns are shared with the Chief Operating Officer, who has the option to suspend the resident’s participation in the council until a review of the situation can be completed. The review is conducted by the Dwelling Place Appeals Committee at which time a final decision can be made to reinstate or terminate participation.

5. General Member Duties
   a. Attend all RLC meetings
   b. Attend and/or assist with resident functions throughout the year
   c. Maintain focus on issues that will benefit the entire property, not just a few residents
   d. Seek out opportunities to serve
   e. Look for ways to strengthen relationships within the apartment community

6. Chairperson Duties
   a. Serves as a recognized leader to the Resident Leadership Council
   b. Develops meeting agendas in conjunction with staff
   c. Presides over meetings
   d. Assigns RLC duties among council members
   e. Oversees council activities
   f. Serves as a liaison between residents and management
   g. Presents and follows up on RLC concerns to management
   h. Reports on council activities to the residents

7. Community Meeting Agreements
   Meeting agreements will be determined by each RLC. Examples include:
   a. Listen more than speak
   b. Withhold judgement until all perspectives and facts are heard
   c. Support the majority even when not in agreement with the majority
   d. Respect other council members
   e. Recognize that others have something to contribute
   f. Speak your own truth
   g. Allow yourself to be in discomfort
   h. Stay engaged
   i. Accept non-closure