

DWELLING PLACE OF GRAND RAPIDS

BOARD OF DIRECTORS MEETING

February 7, 2018

MEMBERS PRESENT Annamarie Buller, Francine Gaston, Pete VanderVeen, Larry Titley, Marvin Thomas, Kyle Irwin, Scott Koop, Rick Stevens, Thomas Carpenter, Rich Kogelschatz, Renee Williams, and LaTarro Traylor

MEMBERS ABSENT David Byers, Gretchen Minnhaar, Juan Daniel Castro, Mike McDaniels, and Tommy Wallace

STAFF PRESENT Dennis Sturtevant, Kim Cross, Steve Recker, Scott Page, Stephen Wooden, Justin Rhodes, Alonda Trammell, Karen Monroe, Rebecca Long, and Cassandra Oracz

GUESTS PRESENT Faye Richardson and Beth Kelly from HR Collaborative

The meeting was convened at 7:30 AM, by Annamarie Buller.

CONSENT AGENDA **Consent agenda for the February 7, 2018 Board of Directors meeting was approved by motion of Larry Titley, supported by Kyle Irwin and carried unanimously.**

STRATEGIC PLAN UPDATES BRANDING- Mr. Sturtevant presented the Board of Directors with the Scott Allen Creative proposal with staff recommendations and the Marketing and Fund Development Committee recommendations.

Rick Stevens motioned to approve the recommendations for the branding proposal by Scott Allen Creative, supported by Francine Gaston and carried unanimously.

HUMAN RESOURCES- Mr. Sturtevant reviewed several of the HR initiatives that have been an outgrowth of the Strategic Planning process. This led to a discussion about approval of the 2018 Dwelling Place budget. Mr. Sturtevant asked for approval of this budget as it now incorporates the new salary scales adopted by Dwelling Place at the January Executive Committee meeting.

Rick Stevens motioned to accept the updated 2018 Dwelling Place budget, supported by Pete VanderVeen and carried unanimously.

LETTER TO THE GOVERNOR

Mr. Sturtevant presented the letter he drafted for the Board to send to Governor Snyder and the Kent County delegation of the Michigan Legislature. The letter outlines the impact of mental health funding cuts on the homeless population in Kent County and the specific impact on our Commerce Courtyard Apartments.

The Board of Directors agreed to send the letter.

GENERATIVE TOPICS

Diversity, Inclusion and Equity Definition

Faye Richardson was present to facilitate a discussion on diversity, inclusion, and equity. She introduced the topic by suggesting some ground rules for the discussion.

The board discussed rules for the discussion. The below guidelines were suggested as ideas for those ground rules.

- Speak your own truth
- Allow yourself to be in discomfort
- Don't run away
- Stay engaged
- Expect and accept non closure
- Listen to what others are saying
- Stay open to the middle place
- First seek to understand, then seek to be understood
- Maintain the self-esteem of your colleges

Mrs. Richardson and the board discussed the next steps for the Board of Directors. The progression for the conversations will take approximately 2 hours. The Executive Committee agreed to review the board evaluation of this first session before planning the next session on this topic.

PROPOSED AGENDA AND NEXT MEETING DATE

The next Board of Directors meeting will be held on April 4, 2018 at 7:30 AM.

ADJOURNMENT

Annamarie Buller adjourned the Board of Directors meeting at 9:05 AM.

DWELLING PLACE OF GRAND RAPIDS

BOARD OF DIRECTORS MEETING

April 04, 2018

MEMBERS PRESENT Annamarie Buller, Francine Gaston, Pete VanderVeen, Larry Titley, Marvin Thomas, LaTarro Traylor, Rick Stevens, Thomas Carpenter, Rich Kogelschatz,, Juan Daniel Castro, and Tommy Wallace.

MEMBERS ABSENT Scott Koop, Mike McDaniel, Renee Williams, David Byers, Kyle Irwin

STAFF PRESENT Dennis Sturtevant, Steve Recker, Justin Rhodes, Alonda Trammell, Laurie Mullennix, Karen Monroe, Rebecca Long, and Julie Kendrick

GUESTS PRESENT Faye Richardson and Beth Kelly from HR Collaborative

Meeting convened at 7:30 AM by Annamarie Buller.

CONSENT AGENDA

Rick Stevens asked if there is a way to have the important information highlighted so as not to miss anything. Future Committee meeting minutes will highlight most important information.

Rich Kogelschatz asked for a definition for the term “financial waterfall” which he frequently sees in the Finance Committee minutes. Mr. Sturtevant explained that most properties are financed with tax credits as tax shelters for investors so provisions are made in the partnership agreements to use flow to fund various management fees and incentive management fees in the partnership to reduce taxable income.

Consent agenda for the April 4, 2018 Board of Directors meeting was approved by motion of Larry Titley , supported by Francine Gaston, and carried unanimously.

BOARD RESIGNATION

Gretchen Minnhaar resigned from the Board of Directors. She was unable to attend the meeting. An award will be presented by Annamarie Buller for her service and dedication. Annamarie Buller will ask Gretchen for suggestions for any candidate with architectural backgrounds as possible replacements for her on the board.

Rick Stevens motioned to accept Grethen Minnhaar’s resignation with regret, supported by Francine Gaston and carried unanimously.

REVIEW OF 2018 BUSINESS PLAN

Dennis Sturtevant. Board members were able to review the document prior to today's meeting. Dennis Sturtevant welcomed anyone that had questions to contact him at a later date to discuss them.

The Michigan Nonprofit Housing Corporation continues to generate cash distributions from five large projects, mostly on the east side of the state.

Dennis discussed the current and upcoming projects. Burton Street Project with LINC and St. James Apartments with Genesis. Plaza Roosevelt Collaboration with Mercy Health, Dwelling Place, Habit for Humanity, Ferris State University, GRPS, Roosevelt Park Neighborhood, and Cook Arts Center are working together for the Roosevelt Neighborhood.

Rick Stevens motioned to approve the business plan and financial projects for dwelling place in 2018. Supported by Larry Titley and carried unanimously.

STRATEGIC PLAN UPDATES

Presented by Dennis Sturtevant.

Branding: In the process of implementing the board approved recommendations on the branding plan with Jeff Terpstra of Scott Allen Associates. Meeting is scheduled with Jeff Terpstra this upcoming week. Copy of the approved plan is available.

Human Resource Restructuring and Succession Planning: Faye Richardson with HR Collaborative is facilitating the training on Equity, Diversity, and Inclusion. Also, Dennis, Kim and Justin are working with HR Collaborative to address other areas of work with HR Collaborative.

Growth: Real Estate Development Committee has mostly completed its work on this part of the Strategic Plan. This committee served as Ad hoc Growth Committee.

Annemarie Buller has requested that each committee complete and return a Strategic Plan survey. A broader discussion will occur once the surveys are in.

UPDATES AND ANNOUNCEMENTS

Dennis Sturtevant: Announcement made regarding the passing of former board member Larry Bratschie. Card of condolence passed around for attendees to sign. Memorial service will be held Saturday April 7, 2018.

Richard Stevens: presented information about a charity raffle for the Association for the Blind and Visually Impaired. Raffle tickets available for purchase.

Tommy Wallace: a Luau is scheduled for July 14th from 12:00 PM-3:00PM at the Weston apartments. The event is the result of the Leadership Summit Institute that a number of Weston residents participated with in Los Angeles Invitation made for board members to volunteer or participate in the event. Mr. Wallace will be painting a mural with residents and community members.

GENERATIVE TOPICS

Diversity, Equity, and Inclusion. Presented by Faye Richardson Ms. Richardson provided a short review of the first session from February.

PowerPoint presentation titled "What's Stopping Us". Discussion included "Purpose orientated" vs "Mission oriented". Small groups formed to discuss why Dwelling Place exists. Focus placed on the "why" and not the "what" and "how" in order to find purpose. Hopes and fears for Dwelling Place were wrote down and gathered to be addressed before moving forward with Diversity, Equity, and Inclusion.

Ms. Richardson asked for reactions to the work from the board. Annamarie Buller and Marvin Thomas expressed the need for a Board retreat to spend even more time on these issues. Denny Sturtevant reminded everyone that we need remain mindful about these concepts will eventually be implemented as part of the plan. Whatever plan is adopted should also help to inform the work around Branding and Human Resources Restructuring portions of the 2016 Strategic Plan.

PROPOSED AGENDA AND NEXT MEETING DATE

The meeting was adjourned at 9:40 AM. The next Board of Directors meeting will be held on June 6, 2018 at 7:30 AM

ADJOURNMENT

Annamarie Buller adjourned the Board of Directors meeting at 9:40 AM

DWELLING PLACE OF GRAND RAPIDS

BOARD OF DIRECTORS

June 6, 2018

MEMBERS PRESENT Annamarie Buller, Francine Gaston, Larry Titley, Marvin Thomas, Kyle Irwin, Scott Koop, Rick Stevens, Rich Kogelschatz, Renee Williams, Juan Daniel Castro, Michael McDaniels, David Byers, Pete Vander Veen, Thomas Carpenter, Tommie Wallace,

**MEMBERS
ABSENT** Latarro Taylor

**STAFF
PRESENT** Dennis Sturtevant, Kim Cross, Steve Recker, Justin Rhodes, Karen Monroe, Rebecca Long, Deyni Ventura, Laurie Mullennix, Jessica Johnson, Grace Thuo, Jenn Schaub, Brandon Watson

The meeting was convened at 7:27 AM, by Annamarie Buller.

Annamarie asked if there were any corrections or questions about the agenda. Larry Titley mentioned that his name needs correction for minutes and other materials.

CONSENT AGENDA Consent agenda for the June 6, 2018 Board of Directors meeting was approved by motion of Francine B. Gaston, supported by Larry Titley and carried unanimously.

**BOARD
APPOINTMENTS
AND OFFICER
ELECTIONS** Ms. Buller spoke with Rick Stevens and Scott Koop prior to the meeting who are two board members with completed terms. Rick Stevens agreed to accept another term while Scott Koop is not renewing his term due to increasing responsibilities at work. Ms. Buller would like to honor Mr. Koop at the next board meeting and asked that he return for the July or August meeting for a formal presentation. Ms. Buller thanked Mr. Koop for all his time and service and also thanked Rick and all of the board members. The slate for officers was then presented for the Board to consider. The slate for officers includes Ms. Buller as Chairperson, David Byers as Vice Chairperson and Treasurer, and Francine B. Gaston as Secretary.

**RENEWALS FOR
EXPIRING
BOARD** Ms. Buller asked for an endorsement of the current board slate and an acceptance of Rick Stevens renewal of his term. Ms. Buller motioned to

approve these members with their positions, seconded by Michael McDaniels and carried unanimously.

**RATIFICATION
OF ACTIONS ON
BEHALF OF
AFFILIATED
ENTITIES**

Mr. Sturtevant suggested that Ratification of Actions on Behalf of Affiliates be pulled from the agenda at the request of our legal counsel. Tim Orlebeke will suggest an action item for the board to consider at their next meeting to address concerns about authorizing actions on behalf of affiliates.

**ADOPTION OF
AUTHORIZING
RESOLUTIONS-
HARRISON
PARK**

Mr. Sturtevant provided background on the adoption of authorizing resolutions for the Harrison Park Apartment projects. The resolutions grant authority to Mr. Sturtevant to act on behalf of Dwelling Place and the Harrison Park entities. Mr. Titley made a motion to support the Dwelling Place resolution on behalf of the board, supported by Mr. Byers and carried unanimously. Mr. Sturtevant suggested that someone from the Executive Committee make a motion to adopt the Harrison Park Family Housing resolution, because he and the Executive Committee members comprise the board of all of our affiliate entities including the Harrison Park entity. Mr. Byers motioned to adopt the resolution, supported by Ms. Gaston and carried by the board and the executive committee unanimously.

**APPROVAL GRANT
SUBMISSION
MCACA**

Mr. Sturtevant introduced the board resolution to submit a grant request to the Michigan Council for Arts and Cultural Affairs. A brief description was included in the packet. Board resolution is required to allow us to submit that application. Ms. Buller asked if there are any questions regarding the application, and if anyone would like to make a motion to support it. Mr. Castro made a motion to support the submission of the grant. Ms. Gaston seconded. Mr. Byers had a question about the community arts initiative wanting to know if it is a body, a DBA, or an association. Ms. Buller said that it is a working group within the resident engagement committee, called Community Arts. Ms. Buller added that Dwelling Place has similar initiatives for gardening, peer support and leadership programs within Resident Engagement. Mr. Sturtevant stated that the grant goes to Dwelling Place to support the activities of the Community Arts initiative. The board passed the motion unanimously.

**RESIDENT
DEMOGRAPHICS
FOR 2017
PRESENTATION**

Mr. Sturtevant introduced Ms. Schaub and Ms. Long who made presentations on year end results for resident outcomes and in our resident engagement programs. Ms. Long's presentation focused on data

from 2017 showing turnover and vacancy for all the properties including Genesis NPHC properties. Dwelling Place's data was compared to other NeighborWorks organizations performance data in the Midwest region. Ms. Long explained the reasons people are moving out, specifically noting the percentages of households who moved out for eviction related causes along with their average length of tenancy prior to move out. There were 207 move outs in 2017. Ms. Long shared move out data specifically related to the permanent supportive housing properties, who serve individuals who are homeless, special needs, victims of domestic violence and additional categories. Mr. Byers asked if it is difficult to ask for veteran data. Ms. Long said that data needs to be collected at the beginning. Mr. Sturtevant said that we can collect this information for future new residents. Ms. Buller said that we have to do a survey to collect this information for current residents. Ms. Buller thanked Ms. Long for the great report.

**COMMUNITY
BUILDING &
ENGAGEMENT
PROGRAM
PRESENTATION**

Ms. Schaub began her presentation with a short video about a resident named Felicia, one of several videos filmed at the Community Media Center of residents interviewing other residents about their experiences in their housing. Ms. Schaub also presented information about properties and resident surveys conducted. Ms. Schaub shared about residents that helped lead Aquinas students at a neighborhood cleanup and a project residents conducted to convert existing space into a greenhouse and meeting space for the community gardeners. Some of the initiatives for resident engagement include, the Weston Luau coming up in July, and community gardening. Ms. Schaub referenced another initiative for voter registration in all of our properties. Per Ms. Schaub the record shows that 60% of residents are registered to vote but this doesn't mean they are actually voting. She then described a new program called National Night Out which is a collaboration with local police officers and neighborhood associations to connect and foster relationships between police officers and the community in which they serve.

**AUDIT
PRESENTATION
BEENEGARTER**

Staff from Beene Garter made a presentation of the 2017 audit. Carol explained the compliance aspects and engagement of audit. As auditors the responsibility is to uphold the financial statements. Management has full responsibility for financial statements, governance is responsible for managers and financial statements. At the present time 40% of the Revenue is derived from US Department of Housing and Urban Development. There were no difficulties in the audit, there was one minor adjustment to one of the housing projects. A Management Letter was issued and this information was provided in the packet. Dwelling Place needs to continue to refine the donor list and continue to work with branding committees. There are CRM software systems which would be

beneficial in capturing information in regards to volunteer tracking, donor database, and additional items that will benefit our record keeping. Dwelling Place should continue to look at the Yardi (accounting and property management software) system to increase accuracy and to fully utilize the system. There were some tenant file discrepancies that were reviewed with management, as well as internal reviews, 100% of the Herkimer and Weston properties. The single audit, Beene Garter refers to as a compliance audit. This covers 22.5 million dollars of the federal funding including home funds and community development. Home funds make up 11.6 million dollars. The 21 million of awards can have compliance periods of 15-50 years. There are no findings during this audit. Dwelling Place recorded \$450,000 of the Grand Rapids Foundation grant to Harrison Park. Dwelling Place also received \$200,000 grant from the WEGE Foundation for Harrison Park. The graph on Liabilities and Net Assets are show large short term liabilities due to construction activity. There is a nice steady growth pattern in the organization. Annamarie said that charts and graphs are very helpful to the board members without a financial background.

**PROPOSED
AGENDA AND
NEXT MEETING
DATE**

The next Board of Directors meeting will be held July 2018 at 7:30 AM. More information to come in regards to July 11 or July 18 meeting.

ADJOURNMENT

Annamarie Buller adjourned the Board of Directors meeting at 9:10 AM.

DWELLING PLACE OF GRAND RAPIDS

BOARD OF DIRECTORS COMMITTEE

July 11, 2018

**MEMBERS
PRESENT**

AnnaMarie Buller, Renee Williams, David Byers, Francine Gaston, Thomas Carpenter, Larry Titley, Kyle Irwin, Marvin Thomas, Latarro Traylor, Juan Daniel Castro

**MEMBERS
ABSENT**

Rich Stevens, Rich Kogelschatz, Mike McDaniels, Tommie Wallace,

**STAFF
PRESENT**

Rebecca Long, Justin Rhodes, Jessica Beeby, Chris Bennett, Kim Cross, Steve Recker, Deyni Ventura

The meeting was convened at 7:31 am, by Annamarie Buller.

Ms. Buller welcomed everyone to the meeting and thanked the committee for taking time to meet during this busy July month.

MISSION MOMENT

Resident Peer Support Services- Ms. Buller shared a video of a resident named Doreen. Doreen is from Rockford, Michigan and has lived in Cedar Springs, Caledonia, and Grand Rapids. She became involved in this program because of her sister who struggled in various areas. Doreen mentioned that Discovery Academy wants to help the community understand issues of individuals struggling with alcohol, drug addiction and the mental illness component. The video explained The Discover Academy and Peer Support Specialist Program. A peer support specialist uses their own unique, life-altering experiences in order to guide and support others who are in some form of recovery. Doreen said that The Peer Support Specialist is a person who has been trained to listen to people and helps to provide support during difficult situations. She has offered herself to help at Ferguson and acts as a "sounding board" for the residents. She also helps to find resources and information for barriers that come up. The video portion ended. Ms. Buller said there is information in the packet that explains the Resident Peer Support training and schedule. This is part of the resident engagement work for the Peer Support Services group. The classes will be starting soon and the sites for resident recruitment are Weston, Ferguson, Herkimer and Reflections. The plans are to engage 7 to 10 residents in the extensive training program, and the kickoff is July 11, 2018.

Ms. Buller introduced Deyni Ventura to the board as the Administrative Assistant who helps maintain organization through mailings, scheduling and coordination of the board and several committees. Ms. Buller did not share an introduction at the last board meeting but mentioned that Ms. Ventura is a wonderful addition to the organization. The minutes for the Board of Directors Committee, Marketing and Fund Development Committee, and Finance Committee were distributed. These minutes are presently in draft format and will be discussed and approved at the August 1 meeting.

EXCELLENCE IN GOVERNANCE ONSITE TRAINING

The agreements are a useful tool to use in order to establish the correct frame for conversation per Ms. Buller. There are two different sets of agreements are there any changes, corrections, ideas and edits. If we change the document significantly, then the board can transition towards approval at the August meeting. It was pointed out that there was a typing error in the document entitled Diversity Inclusion and Equity Conversation document under section 1. **Speak your own truth** (in the third sentence) it says "some are action oriented and area always looking for solutions" it will be corrected to say, some are action oriented and are

The following points were shared by board members

- We need to hold each other accountable, and practice being thoughtful about people sharing perspectives
- The board should adhere to the agreements
- Language should sound less imperative, phrases such as "you may, or may not" may need revising
- Maintain the esteem of colleagues
- Let's continue sharing ideas to bring document to life
- "meeting each other in the middle" we might not come to a conclusion or decision after all conversations take place
- Three principles: materiality (which means I acknowledge and respect you), consent and feasibility of agreements
- Dwelling Place has a mission as well as rules of governance

EXCELLENCE IN GOVERNANCE PRESENTATION AND SUMMARY

Ms. Buller lead the Power Point presentation entitled, Board Member Agreements and Rules of Engagement. Exceptional Board governance highlights the importance of culture, principles are aspirational and provide a framework. The key areas are strategic focus, commitment to diversity inclusion and revitalization, technical problems, and adaptive challenges. As a board, we should continue to work together and challenge ourselves with our guiding principles. We should come prepared, rise to the occasion, expect to be intellectually challenged, provide consequential question, prioritize relationships and trust tough conversations. The input

from board members continued during Ms. Buller's presentation. It was shared that there is input to bring to the table at our meeting. Members need to share great information, but how do we "weigh in" utilizing each members background and expertise. For example, there can be "feelings" but how do we challenge for facts. This is our governance it doesn't seem that in a board meeting we need to discuss all the details. There is a structure in place for various task forces and committees and sometimes it's hard to measure if someone is engaged or not.

Planning efforts:

- Board Leadership -CEO Succession Planning and preparation for future board members.
- Balance work and integrate others into our organization
- \$10,000 grant coming to strengthen governance, use for strategic planning, childcare, transportation costs.
- Board composition- expectations, duties and responsibilities
Who is needed on the board, and what knowledge is needed?
- Continue the discussion and plans about sharing the work within established groups instead of creating another committee.

**DWELLING PLACE
BOARD RETREAT**

September 13, 2018 from Noon-5:00 pm. Discussion about ideas and topic suggestions will continue August 1.

**ANNOUNCEMENTS
AND UPCOMING
EVENTS**

Weston Hawaiian Luau Flair on July 14 Noon-3PM a brilliant event flyer was shared per Ms. Buller. First Friday Garden Tours and Resident Market August 3 6-9 pm.

ADJOURNMENT

Annamarie Buller adjourned the Dwelling Place Board of Directors meeting at 9:10 AM

DWELLING PLACE OF GRAND RAPIDS
BOARD OF DIRECTORS COMMITTEE

August 1, 2018

**MEMBERS
PRESENT**

AnnaMarie Buller, David Byers, Francine Gaston, Larry Titley, Kyle Irwin, Marvin Thomas, Latarro Traylor, Rick Stevens, Pete Vander Veen, Michael McDaniels, Tommie Wallace, Daniel Castro (via telephone)

MEMBERS ABSENT

Renee Williams, Rich Kogelschatz, Thomas Carpenter

STAFF PRESENT

Denny Sturtevant, Rebecca Long, Laurie Mullennix, Stephen Wooden, Amy Henderson, Karen Monroe, Brandon Watson, Justin Rhodes, Jessica Beeby, Steve Recker, Deyni Ventura

Ms. Buller welcomed the Board of Directors and explained that Deloitte Exercise to self-identify Board member demographics and expertise, needs to be completed before members leave today.

The meeting was convened at 7:30 am, by Annamarie Buller.

MISSION MOMENT

Weston Luau Event took place on July 14. Mr. Wallace spoke about resident participation and shared that he painted a beach scene mural for the Luau. Mr. Thomas filled in for one of the speakers who was unable to come. Overall a successful Weston Apartments community event.

**APPROVAL OF
CONSENT AGENDA**

The Real Estate Development and Asset Management minutes are in draft and will need corrections and additions per Mr. McDaniels. A request was made to review today's agenda, itemize the consent agenda and provide description of inclusions in the packet. Ms. Buller reviewed the list of documents. It was suggested to have an information section on the agenda to include articles and draft minutes. It was proposed that going forward unless the minutes have been approved by the committee, it will show in the information only section on agenda. **Ms. Irwin made a motion to approve the consent agenda, supported by Larry Titley and carried unanimously.**

**NORTHERN TRUST
LINE OF CREDIT
HUNTINGTON**

Mr. Sturtevant reported a construction loan is due August 4 for Roosevelt Park Apartments. He presented a resolution to open a \$2 million line of credit with Northern Trust to pay down the loan balance until we receive

equity to pay off the entire loan. A loan extension fee will cost less if the balance is lower. We are waiting for an equity installment of \$7 million from our investor partner NEF. Rick Stevens made the motion to support the approval of the Northern Trust Line of Credit and authorize the CEO to open the account and CEO, COO, and CFO to have authorization to sign on the account, Pete V. seconded, and board carried unanimously.

**ACTION ON
FREQUENCY OF
BOARD MEETINGS**

Ms. Buller led the discussion to reach a consensus of a monthly or bi-monthly board meeting. The extra meeting was held in July because there were additional business items to cover. Some of the discussion topics included the care and nurturing of the board and agenda for succession planning. Ms. Buller proposed to put the decision on hold until after the board retreat approximately 2 to 3 months. The board agreed to wait until the retreat to make a decision about meeting frequency.

**RETREAT
PLANNING AND
REVIEW**

The board retreat is scheduled for September 13 12pm to 5pm at the Law Office of Varnum Rittering. Mr. Titley and Ms. Williams will not be available to attend. Mr. Sturtevant suggested several ideas for topic for the retreat. The upcoming Strategic Plan can be a main topic. Michael Butchko from NeighborWorks will provide facilitation for the retreat. Andre Butler from NeighborWorks will be present at the retreat. He is our new relationship manager.

**DIVERSITY EQUITY
AND INCLUSION
PLAN UPDATE**

Two meetings have taken place at Dwelling Place with HR Collaborative. The board discussed definitions for Diversity, Equity and Inclusion. The board agreed to refer the matter back to committees to make recommendations to the board.

**GOVERNANCE
COMMITTEE
STRUCTURE**

A consensus was reached that the Governance Committee will be under the direction of the Executive Committee. Juan Daniel Castro has agreed to chair the effort.

**PROPOSED
AGENDA AND NEXT
MEETING DATE**

The next meeting will be held October 3 at 9:30 am at Dwelling Place. **Board Retreat** will be held September 13 12-5pm at the Board Room of Varnum LLP Law Offices.

ADJOURNMENT

Ms. Buller adjourned the Board of Directors meeting at 9:02 AM

DWELLING PLACE OF GRAND RAPIDS
BOARD OF DIRECTORS
October 3, 2018
Approved December 5, 2018

MEMBERS PRESENT: Annamarie Buller, Francine Gaston, Larry Titley, Marvin Thomas, Kyle Irwin, Rick Stevens, Rich Kogelschatz, Juan Daniel Castro, David Byers, Pete Vander Veen, Thomas Carpenter

MEMBERS ABSENT: Renee Williams, Tommie Wallace, LaTarro Traylor, Michael McDaniels

STAFF PRESENT: Dennis Sturtevant, Kim Cross, Rebecca Long, Chris Bennett, Stephen Wooden, Jessica Beeby

The meeting was convened at 7:35 am by Annamarie Buller

Ms. Buller asked if there were any corrections or questions about the agenda. Ms. Gaston asked for more information about the \$25,000 grant cited in the Real Estate Development and Asset Management Committee minutes from August. Mr. Sturtevant provided background. The grant is from MSHDA to make improvements in a pocket park one block from our Roosevelt Apartments in Muskegon Heights. It is a collaboration with Bethlehem Park Neighborhood Association in Muskegon Heights.

Mr. Sturtevant reminded the Board that unapproved minutes are included for their information but will not appear on the consent agenda until approved in their respective committee.

Amendment to the August 1 Board of Directors minutes, Retreat Planning and Review section, from "Varnum Rittering" to "Varnum Riddering".
In the Governance Committee Structure section, change from "Governance Committee" to "Governance Sub-Committee"

**APPROVAL OF
CONSENT AGENDA**

Consent agenda for the October 3, 2018 Board of Directors meeting was approved by motion of Larry Titley, supported by Kyle Irwin and carried unanimously with the following revisions.

Mr. Sturtevant presented a resolution regarding Garfield Lofts, which did not receive all of the signatures required from the Executive Committee when it was circulated as a consent resolution between board meetings. The resolution is an authorization for the CEO to sign all necessary documents related to Garfield Lofts.

The resolution for Garfield Lofts was approved by motion of Larry Titley, supported by Rick Stevens and carried unanimously.

A copy will be attached to the minutes for the record.

2018 RETREAT SUMMARY REVIEW AND DISCUSSION

Excellence in Governance Panel Discussion

Ms. Buller thanked everyone who attended and contributed to the discussion. The notes from the brainstorming session were developed into the one-page document: Summary of Primary Issues and Concerns from Board Retreat.

Governance Sub-Committee

The first meeting will be held on October 16, 2018, beginning with drafting a charter, working from previously established source material, to outline the work of the sub-committee. Board members were directed to contact Juan Daniel Castro or Dennis Sturtevant if they are interested in participating.

Mr. Byers stated that Holly Jacoby expressed interested in participating and asked the Board for their feedback as she is not a Board member, although she serves on the Finance Committee. There was a general consensus that Ms. Jacoby could join the sub-committee.

Diversity, Equity, and Inclusion

At the Board Retreat, Ms. Traylor presented the definitions of Diversity, Equity, and Inclusion drafted and recommended by the Diversity, Equity, and Inclusion Committee. Mr. Sturtevant provided background on the work of the committee and emphasized how the definitions form the foundation for the eventual creation of a Diversity, Equity and Inclusion Place which will be presented for adoption to the board. Ms. Buller asked the Board if there were any questions, feedback, or concerns.

There was a discussion about a few proposed grammatical edits to the definition of diversity and general consensus of approval with the understanding that the Board would have another, final opportunity to review the definitions in the context of the Diversity, Equity, and Inclusion plan.

The proposal to adopt the revised definitions of Diversity, Equity, and Inclusion were approved by motion of Rich Kogelschatz, supported by Rick Stevens and carried unanimously.

The adopted definitions will be attached to the minutes for the record.

Strategic Planning

Mr. Sturtevant asked the Board for feedback and discussion about preparing for the next strategic plan, focusing on questions about the time frame and board commitments, selecting a consultant, and defining parameters for the creation of the plan, as well as the general scope. The current Dwelling Place strategic plan will officially end in December and a new plan cannot be developed before the end of the year. Ms. Buller emphasized that the process should begin as soon as possible. NeighborWorks requires all of its organizations to have a strategic plan. Our Relationship Manager, Andre Butler, confirmed that so long as we are actively working on a plan, a short gap is acceptable. A new resident survey and a new staff survey are in progress. Financial and demographic information for Dwelling Place will be provided to the Board in preparation for the strategic planning process.

There was a general discussion in favor of hiring a consultant, requesting RFPs from suggested consultants, and scheduling multiple morning or afternoon meetings rather than full-day commitments.

**INNOVATION IN
HOUSING FOR
GENERATIVE
DISCUSSION**

Frey Foundation Housing \$150,000 Innovation Challenge

Mr. Sturtevant presented information on the Frey Foundation Housing \$150,000 Innovation Challenge, an invitation to organizations to collaborate on innovative ideas to address barriers to affordable housing and specifically aiming to support ALICE (Asset Limited Income Constrained Employed) households. Proposals are due on October 29, 2018 and it was unknown at the time of the meeting whether other organizations intend to submit for the deadline. It is unlikely that Dwelling Place will prepare a proposal, due to the short time frame provided.

Potential Line of New Business

Mr. Sturtevant opened the discussion about potential new lines of business, using an example that could involve a partnership with Innova Lab (Kent County Land Bank), MSHDA and the Michigan Land Bank using modular housing in Kent, Muskegon and Newaygo Counties. He asked the Board for feedback on what information they might want to see or consider when reviewing a potential line of new business.

The idea of modular housing is under consideration because Dwelling Place is being solicited to join as a partner to explore the concept. Other NeighborWorks partners are involved in both rental and home ownership, but Dwelling Place has yet to pursue home ownership opportunities.

Some members expressed concerns about staff capacity for a new line of business, where Dwelling Place has little background or expertise. Other members of the Board expressed support for considering new lines of business as a means to support growth and diversification for Dwelling Place and as an opportunity to serve our mission by meeting a need in rural populations. There was a general consensus that any new business should not be entered into lightly and the Board would like to see detailed research and analysis of the impact on the organization, especially in the key areas of staff capacity, financial feasibility, and impact on the mission, while still serving our established populations and meeting current goals and deadlines.

With the exception of one board member, an informal vote demonstrated support for considering new lines of business so long as the activity would align with our mission, be financially feasible, and not place a strain on our capacity for the work we presently do.

**ANNOUNCEMENTS
AND UPCOMING
EVENTS**

Mission moment: YouTube video of Chaffee Apartments resident, Ryan Wyrick. Mr. Wyrick was an intern of Jenn Schaub's and he has been involved with Avenue of the Arts, the NeighborWorks Community Leadership Institute, and the Resident Engagement Committee.

Technical issues prevented video playback, but the link will be distributed to the Board. Mr. Sturtevant also mentioned that a NeighborWorks Vista volunteer is currently working with Community Building and Engagement on a storytelling project, gathering and recording community stories.

Mr. Sturtevant briefly described each of the following grant awards and funding updates.

HUD Budget and NeighborWorks Budgets in Congress

The budgets were recently approved in Congress. NeighborWorks received an allocation of more than \$150,000,000 which is more funding than they received in 2017.

Michigan Council of the Arts Grant \$12,360

NeighborWorks Portfolio Strengthening Grant \$120,000

Sebastian Foundation Grant \$125,000

NeighborWorks EIG Grant for Board Equity Work \$10,000

September Real Estate closings

Harrison Park closed in September and has begun construction.

Garfield Lofts closed in the last week. Construction will begin soon.

Pine Avenue is due to close in November.

**PROPOSED AGENDA
AND NEXT MEETING
DATE**

The next Board of Directors meeting will be held on Wednesday, December 5, 2018 at 7:30 am.

ADJOURNMENT

The Board of Directors meeting was adjourned at 9:09 am by Annamarie Buller.

DWELLING PLACE OF GRAND RAPIDS
BOARD OF DIRECTORS
December 5, 2018
Approved March 6, 2019

MEMBERS PRESENT: Thomas Carpenter, Francine Gaston, Kyle Irwin, Rich Kogelschatz, Mike McDaniels, Richard Stevens, Larry Titley, Pete Vander Veen, Tommie Wallace

MEMBERS ABSENT: Annamarie Buller, David Byers, Juan Daniel Castro, Marvin Thomas, LaTarro Traylor, Renee Williams

STAFF PRESENT: Jessica Beeby, Kim Cross, Rebecca Long, Karen Monroe, Zoe Post, Steve Recker, Dennis Sturtevant

The meeting was convened at 7:32 AM by Larry Titley.

MISSION MOMENT The Board members watched a brief video of Ryan Wyrick, a local artist and Dwelling Place resident.

APPROVAL OF CONSENT AGENDA The consent agenda included approved minutes from the October 16, 2018 meeting of the Governance Sub-Committee and the October 23, 2018 meeting of the Marketing & Development Committee.

Consent agenda for the December 5, 2018 Board of Directors meeting was approved by motion of Pete Vander Veen, supported by Mike McDaniels and carried unanimously.

CORPORATE AUTHORIZATION BOARD RESOLUTION FOR MERCANTILE BANK CD A resolution for an existing account with Mercantile Bank was updated to authorize the following staff and board members as signatories on the account. Mr. Sturtevant, Ms. Cross, Mr. Recker, and Ms. Gaston, and Ms. Buller.

The Corporate Authorization Resolution for Mercantile Bank CD was authorized by motion of Kyle Irwin, supported by Mike McDaniels and carried unanimously.

PROPOSAL TO EXTEND THE 2016-2018 STRATEGIC PLAN **Review of Draft Extended Plan**
Mr. Sturtevant explained difficulty in finding a consultant to create a new strategic plan for Dwelling Place. He detailed the current plan that focuses on four main areas: growth, succession planning for Board and staff, creating greater community awareness of Dwelling Place, and staff training and development. Since these initiatives aligned with the top issues identified at the September 2018 Board retreat, a one-year extension of the current plan was proposed, allowing time to develop a new three-year plan beginning in 2019.

Review of Supplementary Materials
Mr. Sturtevant presented information on Community Land Trusts (CLTs), a new way of converting several Dwelling Place properties—Martineau Apartments, New Hope Homes, and Grandville Homes—into home ownership programs while maintaining long-term affordability. For Dwelling Place, a CLT might function as a subsidiary of the organization, and would continue to own and lease the land to residents, who would own a home on the land.

The concept is still in development; there was discussion over the market conditions under which a CLT would work, how CLTs are currently operating in other Michigan areas, possible collaborative partners, and the success rates of CLT home ownership programs. More specific plans will follow after further research into CLTs.

Mr. Sturtevant reviewed the Portfolio Strengthening Proposal, describing new possible uses for the underutilized surface parking lots of Weston Apartments, along with potential restructuring at the Ferguson Apartments/Spectrum Health site to include a community crisis center.

Mr. Sturtevant also played a video introducing modular housing methodology for new apartment construction, and described opportunities in nearby counties for rural development. **The Board discussed the various aspects of the strategic plan including proposed goals for 2019 and voted to extend by one year the 2016-2018 strategic plan by motion of Kyle Irwin, supported by Rick Stevens, and carried unanimously.**

ANNOUNCEMENTS AND UPCOMING EVENTS

Update on the Heartside White Paper

Mr. Sturtevant described the growing interest of the community in a collective effort to address behavioral health issues and their impact on economic development in the Heartside neighborhood. Local health care, business and governmental leaders will be involved and plan to bring in third party (Public Sector Consultants) led by former state senator, Ken Sikkema, to facilitate multiple wide-scope conversations about systemic change.

Republic Services Foundation Grant

Mr. Sturtevant announced that Dwelling Place received a grant for \$50,000 from Republic Services Foundation and will partner with them to convert five lots behind Roosevelt Apartments into an exercise park. Design plans, as well as ideas for local fundraising, are underway.

Frey Foundation Grant for Harrison Park Apts

Dwelling Place received a grant of \$100,000 from the Frey Foundation for the Harrison Park project. It will require some additional fundraising to cover the remaining funding gap in the project. Alternately, Dwelling Place will have to use its developer fee to cover the funding gap.

Properties Orientation Manual

Ms. Post distributed a sample of a Properties Orientation Manual to provide an overview of all Dwelling Place properties for new Board members. Ms. Post will continue to revise the document and submit it to the Governance Sub-Committee for review.

ADJOURNMENT

The Board of Directors meeting was adjourned at 8:55 AM by Larry Titley.