



**DWELLING PLACE BOARD OF DIRECTORS
ENCLOSURES LIST
October 7, 2020**

CALL-IN INFORMATION

Via computer or smart device: <https://global.gotomeeting.com/join/557815069>

Dial in using a phone: 616.749.3122 Access code 557.815.069

MEETING MATERIALS

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Consent Agenda

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- 2. Committee minutes:
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 - b. Finance Committee minutes (06/24/20) p 11
 - c. Finance Committee minutes (07/29/20) p 13
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- 3. Board Portal Policy p 37

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Community Land Trust Membership Documents

- 1. CLT Resolutions p 51-54
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NeighborWorks Board Survey p 75

SUPPLEMENTAL MATERIALS (separate attachment)

Unapproved Committee Minutes

- 1. Executive Committee Minutes (09/08/20) p 3
- 2. Finance Committee Minutes (08/26/20) p 5
- 3. Governance Committee Minutes (09/15/20) p 7
- 4. Marketing & Development Committee Minutes (08/25/20) p 9
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DWELLING PLACE OF GRAND RAPIDS
EXECUTIVE COMMITTEE
UNAPPROVED MINUTES
September 8, 2020

MEMBERS PRESENT Annamarie Buller, David Byers, Juan Daniel Castro, Rick Stevens

MEMBERS ABSENT Francine Gaston, Renee Williams

STAFF PRESENT Zoe Post, Dennis Sturtevant

The meeting was convened via video conference at 8:03 AM by Ms. Buller.

APPROVAL OF MINUTES **Minutes of the Dwelling Place Executive Committee meeting of July 14, 2020 were approved by motion of Juan Daniel Castro and carried without objection.**

COVID 19 UPDATE Staff have completed the PPP loan forgiveness application and are awaiting a response. The moratorium for evictions due to nonpayment of rent has been extended through the end of 2020, and the courts have been less likely to approve evictions for behavioral reasons. Rent receivables are down, and there is an application for residents who cannot make up back rent payments. Dwelling Place has not evicted any residents due to nonpayment and will work to fairly distribute rental assistance funds by the end of the year.

UPDATE FROM GOVERNANCE COMMITTEE Mr. Castro will send out two emails to the full board: the first requesting any information about the candidates currently under consideration by the Governance Committee, and the second informing the board of the change in leadership and requesting recommendations for a Vice Chair. Once the board candidate names are reviewed by the board, members of the Governance Committee may reach out to invite them to an interview.

RESIDENT ENGAGEMENT COMMITTEE The committee added approval of potential Resident Engagement Committee members to the October board agenda.

CLT UPDATE The first CLT board meeting is scheduled for Wednesday, where essential documents—bylaws, land lease, homeowner selection criteria, among others—are set for approval. The CLT will partner with ICCF and Habitat for Humanity to provide homeownership training. Staff are working to have the CLT designated as a tax exempt corporation and are also investigating possible CLT sites in Holland, Newaygo, and Grand Haven. As the CLT is a membership corporation (and Dwelling Place the sole member), approval of bylaws and other documents will need approval from the Dwelling Place Board; this item was added to the October board agenda.

PERSONNEL POLICY AMENDMENTS

After several staff meetings and advice from Tony Comden, staff have updated the Dwelling Place Personnel Policy. Committee members will review the changes and contact Mr. Sturtevant with any additional edits. These will be reviewed by Mr. Comden and added to the December Board meeting agenda.

CAPITAL CAMPAIGN UPDATE

Initially begun to cover funding gaps, the capital campaign for Plaza Roosevelt will cover losses due to COVID-19; about half of the Dwelling Place developer fee will cover the gap in funding. Dwelling Place received \$700,000 from several DeVos Foundations and will apply for a second Wege Foundation grant for \$100,000. Mr. Sturtevant will ask for connections at the board meeting to the Meijer Foundation for a possible grant application.

OCTOBER BOARD MEETING AGENDA

The October board meeting agenda will include:

- Mission Moment and Consent Agenda
- Election of New Board Members, if any; Approval of Resident Engagement Committee Members and New Board Slate
- CLT Membership Documents
- Capital Campaign Funding Update
- Approval of Governance Policies Amendments
- Reflections on Steve Robbins DEI Webinar
- NeighborWorks Board Survey Reminder
- Succession Committee Update
- CEO Evaluation / Exit Survey Discussion

OTHER BUSINESS

Dwelling Place is moving forward with archival work; staff have gathered materials from many sources and converted them into digital format. The City of Grand Rapids will assist by holding the Dwelling Place archive at the public library. Mr. Stevens also suggested developing a searchable database for board and staff use.

ADJOURNMENT

The Executive Committee entered into closed session at 9:14 AM to discuss CEO evaluation.

DWELLING PLACE OF GRAND RAPIDS

FINANCE COMMITTEE

August 26, 2020

Minutes – DRAFT

MEMBERS PRESENT: David Byers, Gil Segovia, Sadie Erickson, Angela Sanborn, Holly Jacoby, and Troy Stressman

MEMBERS ABSENT Michael McDaniels

STAFF PRESENT: Steven Recker, Chris Bennet, Jessica Johnson, Brandon Watson, Grace Thuo, Rebecca Long, Francisco Ramos Jr., and Karen Monroe

COMMENCEMENT The meeting was convened at 12:02 pm by Mr. Byers

APPROVAL OF JULY MINUTES **Minutes of the Finance Committee meeting of July 29, 2020 were approved by motion of Mr. Segovia, supported by Ms. Erickson and carried unanimously.**

ASSET MANAGEMENT 2ND QUARTER

Ms. Long presented the seven Neighborworks metrics as well as Dwelling Place's metrics. These metrics are only for the Dwelling Place properties therefore they do not include the Genesis Non-Profit properties. Net cash flow has increased by 3% as most of the properties are performing better than 2019 2nd quarter. Grandville Homes, Kelsey, and New Hope homes have lower cash flow due to high vacancy. The vacancy percentage was severely impacted by the stay at home executive order. The vacant units were not able to be occupied for a longer time than normal. However, we have had 24 move ins since April. The operating expenses have decreased due to the Covid-19 shut down which deferred maintenance repairs and costs. Collection Rate for rent was also impacted by Covid-19 especially for those properties where residents do not have a subsidy payment. Dwelling place has received rent assistance funds that have been distributed to residents to aid with rent payments. Mr. Segovia inquired about the property's ability to pay their debt due to low collection rate for rent. Mr. Recker explained that most properties are performing well and Dwelling Place can assist through intercompany loans if needed. However, if the trend of high vacancy and low collection of rent continues, he will evaluate how to proceed. The turnover rate is lower than 2019 2nd quarter, this is because Dwelling Place is not evicting tenants for non-payment of rent. Average days vacant has been affected greatly as well; Due to Covid-19, unit turn process, face to face meetings, court closure, and the referral process have been delayed.

Economic vacancy includes bad debt, which is \$30,000 under budget. This is due to low evictions and move outs. Tenant receivables have increased compared to 2019 2nd quarter. Tenants who do not have subsidy are struggling to make rent payments, which increases tenant receivable. Operating income compared to budget was higher. As

DWELLING PLACE OF GRAND RAPIDS
FINANCE COMMITTEE
August 26, 2020
Minutes – DRAFT

mentioned before, there have been deferred operating costs that will be incurred in the 3rd quarter as restrictions are lifted.

**2nd QUARTER
FINANCIALS**

Mr. Recker presented the 2nd quarter financials for Dwelling Place and related entities. The net income is under budget due to vacancy loss, however there was a budgeted deferred development fee that was received in the 2nd quarter. Expenses are under budget due to postponed maintenance repairs and the PPP loan which credited salary expenses. Cash flow is positive largely due to the Ferguson closing. Dwelling Place received \$538,000 from MSHDA as a deferred developer fee. Also, Ferguson's payables to Dwelling Place were paid through the replacement reserve. The financial ratios show that Dwelling Place is performing better than the NeighborWorks peers. Contributions and grants are over budget due to the fundraising initiative from the capital campaign. Other income is over budget due to the sale of the old Ferguson entity during the closing. The Ferguson pre-development costs were reimbursed to Dwelling Place from the new Ferguson entity. The combined balance sheet shows the cash and cash equivalent that is available for current and future construction projects.

**UPDATES AND
ANNOUNCEMENTS**

Mr. Bennet gave an update on the Ferguson construction project. The majority of the demolition is completed, and everything is moving smoothly. Mr. Recker mentioned that the finance team is working on 2021 budgets and starting the process of the PPP loan forgiveness.

**PROPOSED AGENDA
AND NEXT MEETING
DATE**

The next Finance Committee meeting will be held on Wednesday, September 30th from 12:00 PM to 1:30 PM.

ADJOURNMENT

The Finance Committee meeting was adjourned at 1:12PM by Ms. Erickson.

DWELLING PLACE OF GRAND RAPIDS
GOVERNANCE COMMITTEE
UNAPPROVED MINUTES
September 15, 2020

MEMBERS PRESENT Annamarie Buller, David Byers, Juan Daniel Castro, Holly Jacoby, Rick Stevens, Lee Nelson Weber

STAFF & GUESTS PRESENT Zoe Post, Denny Sturtevant

The meeting convened via conference call at 9:03 AM.

APPROVAL OF MINUTES Minutes of the Governance Committee meeting of August 18, 2020 were approved by motion of Annamarie Buller, supported by Rick Stevens and carried without objection.

BOARD CANDIDATE UPDATES The committee discussed the need to prioritize board candidates that may fit the required HUD and NeighborWorks criteria. Assuming no concerns are raised from existing board members, the Governance Committee will contact Kellie Kitchen, Kim Sims, and Mo Townsend about applying and interviewing for the board. Mr. Sturtevant will also check about the former homelessness status of residents Christy Knetsch, Crystal Rockafellow, and Lela Lyons. To ensure all candidates receive the same basic information, Mr. Sturtevant will draft and send a list of possible discussion items for committee members to review with board candidates. Once the committee has given its feedback, Ms. Post will distribute the board application and position description, and assign a committee member to contact each candidate.

BOARD AND COMMITTEE ATTENDANCE With an increasing number of ways to participate in Dwelling Place operations, the committee decided to include participation in ad-hoc committees and ancillary boards in the attendance sheet. There remains no mandatory attendance rate for the board, though an average rate below 75% may prompt a conversation with the board chair. Ms. Post will adjust the attendance sheet and distribute it every 4 months at the board meeting.

DEI WORK PLAN Each organizational department and board committee will be asked to review its specific policies and consider how to incorporate the goals outlined in the Diversity, Equity, & Inclusion Plan. The DEI Committee will convene this month and will create a list of questions for each group to consider. This will be added to the October agenda.

OTHER BUSINESS As Mr. Castro will be stepping in as Vice Chair, this position may remain open until the next board meeting.

The board portal policy approved by the committee in July will be added as its own agenda item for the October board meeting.

The frequency of board meetings may be added as a future Governance Committee agenda item.

ADJOURNMENT The Governance Committee meeting adjourned at 10:26 AM.

DWELLING PLACE OF GRAND RAPIDS
MARKETING & DEVELOPMENT COMMITTEE
August 25, 2020
UNAPPROVED MINUTES

MEMBERS PRESENT Leah Carpenter, Kyle Irwin, Rick Stevens

STAFF PRESENT Jenn Schaub, Zoe Post, Latrisha Sosebee

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

APPROVAL OF MINUTES **Minutes of the Marketing and Development Committee meeting of July 28, 2020 were approved by consensus.**

DONATIONS SINCE LAST MEETING Compared to last year, Dwelling Place has received fewer donations but a larger total sum of money, even when capital grants are excluded. Though the overall funding goal has been met, staff have reworked the marketing plan to reflect the changes that have occurred due to the COVID-19 pandemic.

MARKETING PLAN REVIEW **40th Anniversary Celebration**
There will be no in-person 40th anniversary celebration, however, a billboard campaign, coffee table book, and several contests will all highlight Dwelling Place's 40 years in the community.

Social Media / Community Engagement

There has been an increase in engagement via social media, including a record number of visits to the website since it launched. Ms. Sosebee will also be attending an in-depth training on Google analytics to gain further insight into the effectiveness of social media marketing strategies. Most speaking opportunities have fallen through due to the pandemic; the committee identified the Lion's Club and the Rotary Club as possible organizations that may still host a speaking event.

Brand Visibility

The committee discussed what promotional materials or other documents should be produced in Spanish, concluding that any items that are frequently printed--including the Dwelling Place fact sheet and tri-fold brochure--should be reviewed for translation. One concern, however, is that Dwelling Place does not currently have enough Spanish-speaking staff to address any follow-up questions from Spanish speakers who use these documents. Staff will discuss creating a line item in the annual budget for translation and interpreting services and bring this item to HR, property management, and the DEI Council to develop a consistent policy for these services.

An updated and corrected version of the marketing plan will be included in the board packet for the October meeting.

Book Sponsorship

Since there will not be an event at which to promote the Dwelling Place coffee table book, Ms. Sosbee asked how to best distribute the book and solicit donations. The ability of small businesses to donate given the financial strain

of the pandemic has decreased; Ms. Sosebee will contact frequent donors to gauge if they would be able to donate and if a campaign centered around the book would interest them.

**COMMITTEE
RECRUITMENT**

As one of the recruiting priorities of the board is marketing experience, the committee discussed how to bring additional members onto the committee who might later serve on the board. The Ad Club of West Michigan, Jeff Terpstra, and board member Eleanor Moreno were all identified as potential sources of recommendations. Ms. Carpenter will also reach out to some individuals she knows personally to see if they may be interested.

ADJOURNMENT

Mr. Stevens adjourned the meeting at 11:05 AM.

DWELLING PLACE OF GRAND RAPIDS
RESIDENT ENGAGEMENT COMMITTEE
UNAPPROVED MINUTES
September 1, 2020

MEMBERS PRESENT Bill Anderson, Dondrea Brown, Annamarie Buller, Leah Carpenter, Kristin Moretto

MEMBERS ABSENT Bill Anderson

STAFF & GUESTS PRESENT Hannah Anderson, Kim Cross, Julia Ervin, Heather Ibrahim, Katie James, Brian Molhoek, Zoe Post, Jenn Schaub, Latrisha Sosebee, Haley Stitchman, Dennis Sturtevant, Alonda Trammel

The meeting was convened at 10:02 AM by Ms. Buller.

APPROVAL OF MINUTES Approval of the August 4, 2020 meeting minutes were approved by consensus.

RESIDENT SATISFACTION SURVEY

Ms. Schaub presented the first portion of the results of the resident satisfaction survey, focusing on the top performing properties. Ms. Schaub and Mr. Sturtevant mentioned the disclaimer that with an overall response rate of just 30% and without data that is valid and reliable, the committee should be judicious when drawing conclusions.

Ten properties scored 80% or higher on overall satisfaction, all of which had a community garden on site and 7 of which had an RSC and/or CB&E programming. Senior properties had a higher than average response rate and scored the highest overall, followed by permanent supportive housing properties.

The committee offered several suggestions to improve response rates:

- Create an online survey; after the survey is completed, residents can submit their name in a separate survey to qualify for a raffle.
- Be mindful of using the official Dwelling Place logo on envelopes; a Dwelling Place logo could elicit negative associations with overdue rent notices or similar correspondence.
- Send the survey in a brightly-colored envelope with “resident engagement survey” printed on it.
- Include the incentive in the envelope by adding \$2-\$5 in each one and offer an additional nominal amount for a completed survey.
- Have site staff drop off the envelopes at the doors of residents and inform them why the survey is important.
- Implement methods used by the CB&E team to collect information for the COVID-19 impact survey (resident emails, phone calls, visits).

To get a deeper understanding of what would be helpful to residents, the committee suggested holding focus groups with residents who are already engaged in a specific area of programming, such as community arts or gardening. It also suggested randomly selecting a focus group from a list of

residents that interact regularly with RSCs. Ms. Moretto recommended that the focus groups consider questions of equity and what barriers to improving quality of life residents face (internet access, technology access) and how Dwelling Place programs might help address those concerns.

The final three properties discussed—Roosevelt, Calumet, and Ferguson—had a low number of respondents (5, 3, and 7, respectively), but offered several suggestions for improvements, including cooking classes, groups of residents to visit Art Prize, and bingo/game nights.

ADJOURNMENT

The Resident Engagement Committee was adjourned at 11:21 AM by Ms. Buller.

DWELLING PLACE OF GRAND RAPIDS
CEO SUCCESSION PLANNING COMMITTEE
UNAPPROVED MINUTES
September 24, 2020

MEMBERS PRESENT Annamarie Buller, Sadie Erickson, Rich Kogelschatz ,Gil Segovia, Rick Stevens, Renee Williams

MEMBERS ABSENT Troy Zapolski

STAFF & GUESTS PRESENT Zoe Post

Jan Glick & Heyward Watson, Third Sector Company (TSC)

The meeting convened via video conference at 11:05 AM.

APPROVAL OF MINUTES **Minutes of the August 27, 2020 Succession Planning Committee were approved by consensus.**

THIRD SECTOR TEAM Mr. Glick reviewed Third Sector’s approach to executive search and transition, which is broken down into four phases:

1. Organizational Assessment and Position Profile: TSC will interview about 15 individuals (board members and senior staff) to develop a position profile and performance goals for the first two years the CEO is employed. TSC will share the completed profile with the committee at its November 19th meeting.
2. Outreach & Screening: TSC will conduct mini-interviews with a wide variety of candidates and share 5-7 high-potential candidates with the committee.
3. Interview & Selection: After one or two days of interviews, the committee advances 2-3 candidates. TSC contacts five references for each candidate and senior staff meet the finalists prior to the final interviews. The committee decides on a single candidate to recommend to the board and extends an offer.
4. Onboarding: The new executive and board collaborate to align a work plan with the evaluation criteria established in phase one.

The committee discussed what members of board and staff to contact for the interviews and whether or not to include community stakeholders in this list as well. Mr. Kogelschatz will draft a list and request feedback from Mr. Sturtevant before sharing it with TSC.

BOARD COMMUNICATION Mr. Glick emphasized the importance of maintaining the confidentiality of candidate identities throughout the process. Once the committee has decided on a single candidate and a full board meeting is called to confirm the candidate, the committee may share specific details of the search process and answer questions from board and staff.

Mr. Kogelschatz will prepare a brief to share with the board in the packet for the upcoming meeting and use this as a talking point when updating the board at the meeting.

OTHER BUSINESS

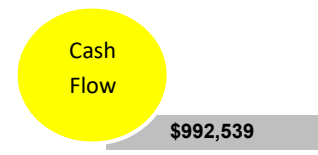
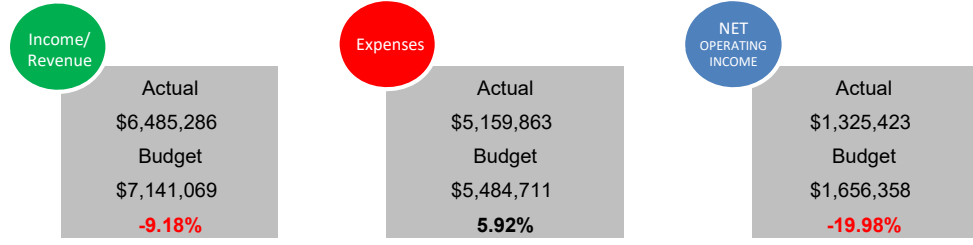
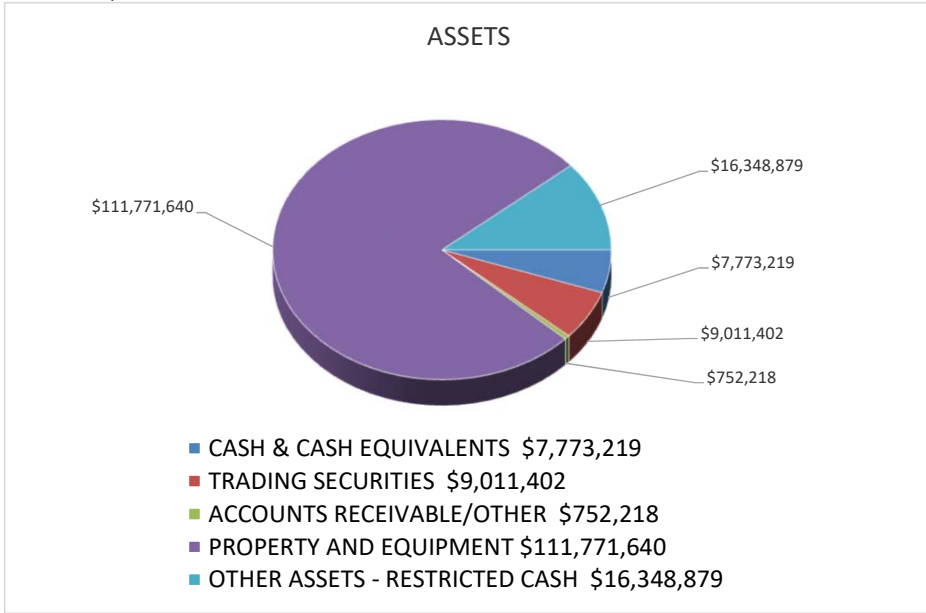
Juan Daniel Castro will be asked to join the committee as he will be acting as board chair when Ms. Buller steps down in October. Ms. Buller will remain on the committee.

ADJOURNMENT

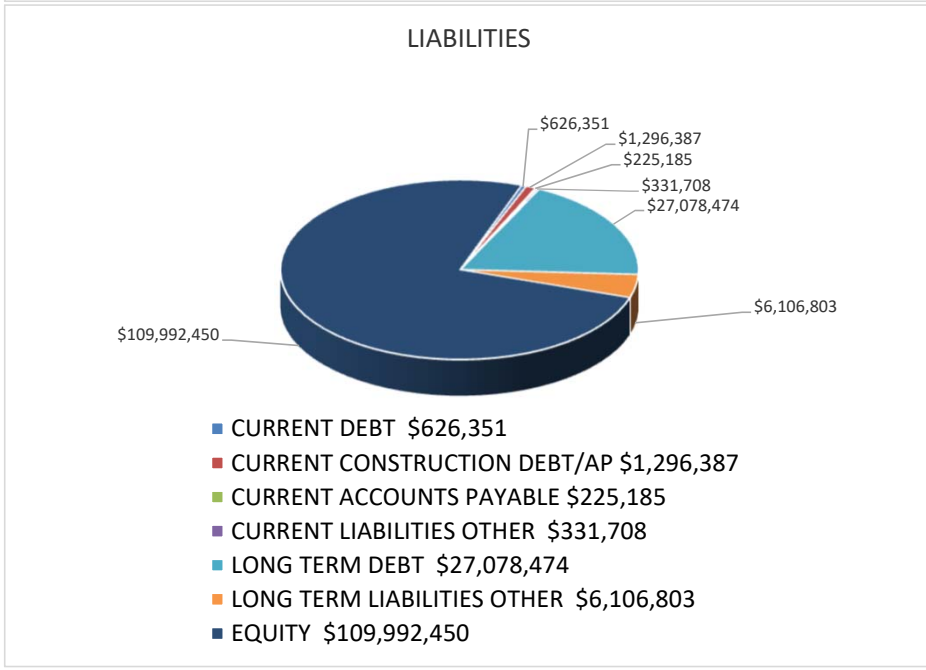
The CEO Succession Planning Committee adjourned at 1:08 PM.

Dwelling Place of Grand Rapids, NPHC and Related Entities-Financial Dashboard

June 30, 2020



Major items contributing to the change in Cash Flow are included below:
Ferguson closing, Project level cash flow will be reported next quarter



Key Financial Ratios

Liquidity and Cash Flow Ratios

	DP (excluding construction)	DP (including construction)	NWO 2018 Peer Group	Status (including construction)
Current Ratio	12.80	8.14	1.58	👍
Quick Cash	12.39	7.84	1.26	👍
Total Days Cash*	188.98	253.55	144.00	👍
Unrestricted Current Assets	10.84	8.14	1.07	👍
Unrestricted Quick Cash	5.74	4.21	0.77	👍
Unrestricted Days Cash	188.98	253.55	113.00	👍
Defensive Interval	14.08	16.47	5.37	👍

Leverage & Debt Ratios

Debt Ratio	31.15%	32.42%	222.50%	👍
Short-term Debt Ratio	1.24%	2.25%	14.10%	👍
Capital Ratio	76.25%	75.51%	31.00%	👍

*Total Days Cash does not include Trading Securities

Note: Full Financials Available on the Dwelling Place Portal



Zoe Post <zpost@dwellingplacegr.org>

Changes to the board slate

Annamarie Buller <annamariabuller@gmail.com>

Thu, Sep 24, 2020 at 6:11 PM

To: Dennis Sturtevant <dsturtevant@dwellingplacegr.org>, "Castro, Daniel" <juandaniel.castro@spectrumhealth.org>, Richard Stevens <richardstevens2920@gmail.com>, David Byers <dbyers@byerslawoffice.com>, Lee Weber <leemarie.weber@gmail.com>, Kyle Irwin <ksirwin73@aol.com>, Francine Gaston <Francine.Gaston@att.net>, Sadie Erickson <sadieerickson89@gmail.com>, Rich Kogelschatz <rich@heartlandbuilders.com>, Eleanor Moreno <emoreno@theotherway.org>, Renee Williams <renee.williams@huntington.com>, Gil Segovia <gs110@ntrs.com>, "Sanborn, Angela" <ASanborn@ibcp.com>, Troy Zapolski <troy@innercircleholdings.net>, "Troy.Stressman@crowe.com" <Troy.Stressman@crowe.com>, Zoe Post <zpost@dwellingplacegr.org>

Dear Dwelling Place Board of Directors,

I am writing to notify the Board that I have decided to step down as Chairperson of the Board for personal reasons, effective October 1, 2020. I have discussed my plans with the Governance and Executive Committees and the bylaws provide for the Vice Chairperson to assume the Chairperson role until a successor is appointed by the board so Juan Daniel will be chairing our October Board meeting. I plan to remain on the board for the remainder of my term into 2023 and for the time being plan to continue in my various roles on several committees.

I want to thank everyone so much for your support and encouragement over my term as Chairperson. I have enjoyed my time in this role and have been proud of all the work we have accomplished together. I am constantly inspired and informed by your insights, your creativity and passion for our work and grateful for your friendship. It has been a joy to work with you and our amazing staff.

With gratitude,
Annamarie

--

Annamarie Buller
616-240-4752

Board of Directors Attendance Sheet

Executive Committee														Total	%age	
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct		
Annamarie Buller	P		P		P		P	P	P		P		P		8	100%
David Byers	P		P		P		P	P	P		P		P		8	100%
Juan Daniel Castro	P		P		P		P	P	P		P		P		8	100%
Sadie Erickson																
Francine Gaston	A		A		P		P	A	P		P		A		4	50%
Kyle Irwin																
Rich Kogelschatz																
Eleanor Moreno																
Angela Sanborn																
Gil Segovia																
Rick Stevens	P		P		P		P	P	P		P		P		8	100%
Troy Stressman																
Lee Nelson Weber																
Renee Williams	A		A		P		P	P	P		P		A		5	63%
Troy Zapolski																
Total attendees	4		4		6		6	5	6		6		4		8	
Percentage	67%		67%		100%		100%	83%	100%		100%		67%			

Finance Committee														Total	%age	
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct		
Annamarie Buller																
David Byers		A		P	P		P	P	P	A	P	P	0	0	7	78%
Juan Daniel Castro																
Sadie Erickson		P		A	P		P	P	A	P	P	P	0	0	7	78%
Francine Gaston																
Kyle Irwin																
Rich Kogelschatz																
Eleanor Moreno																
Angela Sanborn		A		P	P		P	A	P	P	P	P	0	0	7	78%
Gil Segovia		P		A	A		P	P	A	A	P	P	0	0	5	56%
Rick Stevens																
Troy Stressman		A		P	P		P	P	A	P	P	P	0	0	7	78%
Lee Nelson Weber																
Renee Williams																
Troy Zapolski									P	A	P				2	67%
Total attendees		2		3	4		5	5	2	4	5	5	0	0	9	
Percentage		40%		60%	80%		100%	83%	33%	67%	100%	100%	0%	0%		

Governance Committee														Total	%age			
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Annamarie Buller	P		P	P	A	A	P	P	P	P	P	P	0	0	0	0	9	82%
David Byers	P		P	P	P	P	P	P	P	P	P	P	0	0	0	0	11	100%
Juan Daniel Castro	P		P	P	P	P	P	P	P	P	P	P	0	0	0	0	11	100%
Sadie Erickson																		
Francine Gaston																		
Kyle Irwin																		
Rich Kogelschatz																		
Eleanor Moreno																		
Angela Sanborn																		
Gil Segovia																		
Rick Stevens	P		P	A	P	P	P	P	P	P	P	P	0	0	0	0	10	91%
Troy Stressman																		
Lee Nelson Weber							P	P	P	P	P	P	0	0	0	0	7	100%
Renee Williams																		
Troy Zapolski																		
Total attendees	4		4	3	3	4	5	5	5	5	5	5	0	0	0	0	11	
Percentage	100%		100%	75%	75%	80%	100%	100%	100%	100%	100%	100%	0%	0%	0%	0%		#REF!

Marketing & Development Committee														Total	%age	
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct		
Annamarie Buller																
David Byers																
Juan Daniel Castro																
Sadie Erickson																
Francine Gaston																
Kyle Irwin	A	P	P		P	A		P	A	P	A	P		0	6	60%
Rich Kogelschatz																
Eleanor Moreno																
Angela Sanborn																
Gil Segovia																
Rick Stevens	P	P	P		P	P		P	P	P	P	P		0	10	100%
Troy Stressman																
Lee Nelson Weber																
Renee Williams																
Troy Zapolski																
Total attendees	1	2	2		2	1		2	1	2	1	2		0	10	
Percentage	50%	100%	100%		100%	50%		100%	50%	100%	50%	100%		0%		#REF!

RED & Asset Management Committee														Total	%age	
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct		
Annamarie Buller																
David Byers																
Juan Daniel Castro	A		P	P	A		P	P	A		A	A	A	0	4	40%
Sadie Erickson																
Francine Gaston																
Kyle Irwin																
Rich Kogelschatz	P		P	P	P		P	P	P		P	P	P	0	10	100%
Eleanor Moreno											P	P	A	0	2	67%
Angela Sanborn																
Gil Segovia																
Rick Stevens																
Troy Stressman																
Lee Nelson Weber							P	P	P		P	P	P	0	6	100%
Renee Williams																
Troy Zapolski							P	P	P		A	P	P	0	5	83%
Total attendees	1		2	2	1		4	4	3		3	4	3	0	10	
Percentage	50%		100%	100%	50%		100%	100%	75%		60%	80%	60%	0%		

Resident Engagement Committee														Total	%age					
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec				
Annamarie Buller	P		P								P	P		P	P	0	0	0	6	100%
David Byers																				
Juan Daniel Castro																				
Sadie Erickson																				
Francine Gaston																				
Kyle Irwin																				
Rich Kogelschatz																				
Eleanor Moreno																				
Angela Sanborn																				
Gil Segovia																				
Rick Stevens																				
Troy Stressman																				
Lee Nelson Weber																				
Renee Williams																				
Troy Zapolski																				
Total attendees	1		1							1	1		1	1	0	0	0	0	6	
Percentage	100%		100%																	

Board of Directors Attendance Sheet

Succession Planning Committee														Total	%age	
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	June	Jul	Aug	Sep	Oct		
Annamarie Buller							P	P	P	A	P	P	P		6	86%
David Byers																
Juan Daniel Castro																
Sadie Erickson							P	P	P	P	P	A	P		6	86%
Francine Gaston																
Kyle Irwin																
Rich Kogelschatz							P	P	P	P	P	P	P		7	100%
Eleanor Moreno																
Angela Sanborn																
Gil Segovia							P	P	P	A	A	A	P		4	57%
Rick Stevens							P	P	P	P	P	P	P		7	100%
Troy Stressman																
Lee Nelson Weber																
Renee Williams							P	P	P	P	P	A	P		6	86%
Troy Zapolski							P	P	P	P	P	A	A		5	71%
Total attendees							7	7	7	5	6	3	6	0	7	
Percentage							100%	100%	100%	71%	86%	43%	86%	###		

DP Regional CLT														Total	%age	
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct		
Annamarie Buller																
David Byers																
Juan Daniel Castro																
Sadie Erickson																
Francine Gaston																
Kyle Irwin																
Rich Kogelschatz													P		1	100%
Eleanor Moreno													A		0	0%
Angela Sanborn																
Gil Segovia													P		1	100%
Rick Stevens																
Troy Stressman																
Lee Nelson Weber													P		1	100%
Renee Williams																
Troy Zapolski													P		1	100%
Total attendees													4	0	1	
Percentage													80%	###		

Diversity, Equity, & Inclusion Committee														Total	%age			
	Oct	Nov	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec		
Annamarie Buller		A	P	P	P					P	P						5	83%
David Byers																		
Juan Daniel Castro																		
Sadie Erickson																		
Francine Gaston																		
Kyle Irwin																		
Rich Kogelschatz																		
Eleanor Moreno																	0	###
Angela Sanborn																		
Gil Segovia																		
Rick Stevens		P	P	P	P					P	A						5	83%
Troy Stressman																		
Lee Nelson Weber																		
Renee Williams																		
Troy Zapolski																		
Total attendees	1	2	2	2						2	1				0	0	0	6
Percentage	50%	100%	100%	100%						100%	50%				###	###	###	

Board of Directors														Total	Board %age	Committee %age	Average	
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct				
Annamarie Buller		P		P		P		P		P		P		0	6	100%	89%	95%
David Byers		P		P		P		P		P		P		0	6	100%	93%	96%
Juan Daniel Castro		P		P		P		P		P		P		0	6	100%	80%	90%
Sadie Erickson		A		P		P		P		P		A		0	4	62%	81%	74%
Francine Gaston		P		P		A		P		P		P		0	5	83%	56%	69%
Kyle Irwin		P		P		P		P		A		P		0	5	83%	60%	72%
Rich Kogelschatz		P		P		P		P		P		P		0	6	100%	100%	100%
Eleanor Moreno										P		P		0	2	100%	50%	75%
Angela Sanborn												P		0	1	100%	78%	89%
Gil Segovia		A		P		P		A		P		P		0	4	67%	59%	63%
Rick Stevens		P		P		P		P		P		P		0	6	100%	95%	98%
Troy Stressman												P		0	1	100%	78%	89%
Lee Nelson Weber						P		P		P		P		0	4	100%	95%	97%
Renee Williams		A		P		P		A		P		P		0	4	67%	73%	70%
Troy Zapolski						P		P		P		P		0	4	100%	79%	89%
Total attendees	7			10		11		10		12		14		0	6			
Percentage	70%			100%		92%		83%		92%		93%		0%				

Appeals Committee														Total	%age
	Jan	Feb	Mar	Apr	May	June	June	Jul	Aug	Sep	Oct				
Annamarie Buller															
David Byers															
Juan Daniel Castro															
Sadie Erickson															
Francine Gaston															
Kyle Irwin															
Rich Kogelschatz															
Eleanor Moreno															
Angela Sanborn															
Gil Segovia															
Rick Stevens															
Troy Stressman															
Lee Nelson Weber				P				P	P	A	P			4	80%
Renee Williams															
Troy Zapolski															
Total attendees	0	0	0	1				1	1	0	1	0		5	
Percentage	###	###	###	100%				100%	100%	0%	100%	###			

Sawkaw Inc					Total	%age
	Dec	Oct	Nov	Dec		
Annamarie Buller						
David Byers						
Juan Daniel Castro		P			1	100%
Sadie Erickson						
Francine Gaston						
Kyle Irwin						
Rich Kogelschatz						
Eleanor Moreno						
Angela Sanborn						
Gil Segovia						
Rick Stevens						
Troy Stressman						
Lee Nelson Weber						
Renee Williams						
Troy Zapolski						
Total attendees	1	0	0	0	1	
Percentage	100%	###	###	###		

*Percentages falling below the 75% threshold are **bolded and underlined**.