DWELLING PLACE BOARD OF DIRECTORS
ENCLOSURES LIST
December 2, 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

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Board Applications:
1. Kellie Kitchen ........................................................................................................ p 13
2. Lela Lyons  (forthcoming)
AGENDA

I. 7:30 Mission Moment: Kyd Kane

II. 7:40 Approval of Consent Agenda (Action Required)
   1. Board of Directors minutes (10/07/20)
   2. Committee minutes:
      a. Executive Committee Minutes (09/08/20)
      b. Finance Committee Minutes (08/26/20)
      c. Governance Committee Minutes (09/15/20)
      d. Governance Committee Minutes (10/20/20)
      e. Marketing & Development Committee Minutes (08/25/20)
      f. RED & Asset Management Committee Minutes (09/14/20)
      g. RED & Asset Management Committee Minutes (10/12/20)
      h. Resident Engagement Committee Minutes (09/01/20)
      i. Resident Engagement Committee Minutes (10/06/20)
      j. Succession Planning Committee Minutes (09/24/20)
      k. Succession Planning Committee Minutes (10/22/20)

III. 7:45 New Board Member Election (Action Required)
      1. Kellie Kitchen, Muskegon Heights City Council
      2. Lela Lyons, Roosevelt Apartments Resident

IV. 7:55 Notice of Banking Changes

V. 8:00 Larry Bratschie Award Winner

VI. 8:10 COVID 19 Update

VII. 8:15 Personnel Manual (Action Required)

VIII. 8:30 Annual Planning Schedule Items
      1. Review & Update Strategic Plan
      2. Discussion Regarding Annual Board Goals

IX. 8:50 Updates & Announcements
    1. Succession Planning Committee – Rich Kogelschatz

X. 9:00 Adjournment
Supplemental Materials:
1. Unapproved Minutes
   a. Finance Committee Minutes (10/28/20)
   b. Marketing & Development Committee Minutes (10/27/20)
   c. Resident Engagement Committee Minutes (11/03/20)
2. Letter from Troy Zapolski
3. Board Applications
   a. Kellie Kitchen
   b. Lela Lyons (forthcoming)
MISSION MOMENT

Mr. Sturtevant honored the late Margaret Sellers Walker, a former board member of Dwelling Place in the 1980s who hired Mr. Sturtevant. Ms. Sellers Walker saw the organization through a period of marked financial strain and will be remembered as a person of great public service.

APPROVAL OF CONSENT AGENDA

The consent agenda for the October 7, 2020 meeting contained the following items:

1. Board of Directors minutes (08/05/20)
2. Committee minutes:
   a. Executive Committee Minutes (07/14/20)
   b. Finance Committee Minutes (06/24/20)
   c. Finance Committee Minutes (07/29/20)
   d. Governance Committee Minutes (07/21/20)
   e. Governance Committee Minutes (08/18/20)
   f. Marketing & Development Committee Minutes (07/28/20)
   g. RED & Asset Management Committee Minutes (07/13/20)
   h. RED & Asset Management Committee Minutes (08/10/20)
   i. Resident Engagement Committee Minutes (06/02/20)
   j. Resident Engagement Committee Minutes (07/07/20)
   k. Resident Engagement Committee Minutes (08/04/20)
   l. Succession Planning Committee Minutes (07/23/20)
   m. Succession Planning Committee Minutes (08/27/20)

3. Board Portal Policy

Mr. Byers requested a brief discussion on the board portal policy, suggesting that the phrase, “[documents] essential to board governance” be edited to read, “[documents] useful to board governance.” The board agreed to this note, and the consent agenda for the meeting was approved with noted edits by motion of Annamarie Buller, seconded by David Byers, and carried without objection.

GOVERNANCE POLICIES

As part of the annual board calendar, the Governance Committee reviewed and revised the governance policies to reflect minor changes in board structure and other edits.
At the recommendation of the Governance Committee, approval of the revised governance policies was approved by motion of Rick Stevens, seconded by Francine Gaston, and carried without objection.

**BOARD ELECTIONS**

**Resident Engagement Committee**

**Motion to appoint Bill Anderson, Dondrea Brown, Kristin Moretto, Llena Chavis, and Richard Yidana to serve as members of the Resident Engagement Committee** was made by Annamarie Buller, seconded by Rick Stevens, and carried without objection.

**New Board Slate**

Ms. Buller has resigned her position as Board Chair but will remain on the board and continue serving on several committees. Mr. Castro has offered to move from his position as Vice Chair and act as interim Chairperson.

**Motion to accept Ms. Buller’s resignation and appoint Mr. Castro as interim Chairperson to carry out the remainder of Ms. Buller’s term** was made by David Byers, seconded by Rick Stevens, and carried without objection. Discussion about finding a new Vice Chairperson will occur at a later date.

**CLT MEMBERSHIP**

**DOCUMENTS**

The Dwelling Place Community Land Trust Board held its inaugural meeting in September. Because the DP-CLT is a membership corporation and Dwelling Place the sole member, the board must ratify the bylaws in a set of resolutions drafted by Orlebeke|Mackraz. Mr. Byers noted several surface edits to be made in the document, which Mr. Sturtevant will present to legal counsel. The edited bylaws will go before the CLT board again for these amendments. **Motion to approve these resolutions with the noted edits was made by David Byers, seconded by Rick Stevens, and carried without objection.**

**REFLECTIONS ON STEVE ROBBINS WEBINAR**

Ms. Buller presented the results of the board and staff survey conducted following the DEI webinar with Steve Robbins. The responses were largely positive, with 94% of respondents indicated they were overall satisfied with the event. Desired future topics listed in the comments included racial justice, history of racism in housing, and applying DEI policies to staff and board practices.

The next major step in the DEI Plan will be creating an implementation plan. Each staff department and board committee will brainstorm how to integrate the goals outlined in the plan into their area of Dwelling Place. This feedback will inform the DEI Committee as they develop the work plan.

**OTHER BUSINESS**

Since Heather Ibrahim, Co-Director of Community Building & Engagement, manages all commercial leases for Dwelling Place, staff recommended that the board authorize her to sign these leases on behalf of Dwelling Place.

**Motion to authorize the Co-Director of Community Building & Engagement to sign commercial leases and renewals on behalf of Dwelling Place was made by David Byers, supported by Lee Nelson Weber, and carried without objection.**
Succession Planning Committee
Juan Daniel Castro has joined the committee, which met most recently in September for a kickoff meeting with Third Sector. The first phase of the process is a position profile and organizational assessment, which will begin with interviews of each committee member, several individual staff members, and two group calls with the remaining management team members. The second phase, launching the search, will begin January 2021.

Capital Campaign Funding
The financing gap for the five projects recently under development—Harrison Park, Pine Ave, Ferguson, and both Plaza Roosevelt sites—started around $5 million. About $2.5 million has been raised to help cover these costs. The Frey Foundation, which previously granted $100,000 for Harrison and Pine, has invited Dwelling Place to submit a second grant application for Plaza Roosevelt.

Last year, Dwelling Place received $50,000 from NeighborWorks to develop the CLT; this year an additional $60,000 has been awarded. Dwelling Place has also received a $100,000 grant from DGRI.

NeighborWorks Board Survey
Dwelling Place is required to complete an annual survey as part of its reporting as a NeighborWorks organization. To ensure information about the board is reported accurately, Ms. Post distributed a survey to each board member. Board members are requested to complete the survey by October 16.

ADJOURNMENT
The Board of Directors meeting adjourned at 9:14 AM.
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.
MEMBERS PRESENT: David Byers, Gil Segovia, Sadie Erickson, Angela Sanborn, Holly Jacoby, Troy Stressman, and Michael McDaniels

STAFF PRESENT: Dennis Sturtevant, Steven Recker, Kim Cross, Chris Bennet, Jessica Johnson, Brandon Watson, Laurie Mullennix, Grace Thuo, Rebecca Long, Francisco Ramos Jr., and Karen Monroe

GUESTS PRESENT: Jan Winters, Josh Gibbs, and Brian Hughes

COMMENCEMENT The meeting was convened at 12:04 pm by Mr. Byers

APPROVAL OF JUNE MINUTES Minutes of the Finance Committee meeting of June 24, 2020 were approved by motion of Mr. Segovia, supported by Mr. Mc Daniels and carried unanimously.

SEMI-ANNUAL INVESTMENT REVIEW Mr. Hughes from Northern Trust presented the progress of the Dwelling Place investments. On March 26th six different stocks were purchased such as Amazon, Nike, Chipotle, and Chevron. Northern Trust believe these companies will be performing well post Covid-19, and will enhance the quality of the portfolio. On July 6th a portion of the equity exposure was sold in order to reduce the risk in the portfolio. Similar trades were carried out for the Non-profit Housing Corporation portfolio. The only exception was the purchase of technology stock such as Cisco and Intel. The Dwelling Place Foundation Investment has been aggressive since its inception in 2016, this is reflected in the return of thirty percent cumulative. The investment policy is more conservative for the Non-profit Housing Corporation, with a return of twenty percent cumulative. Overall, the focus has been on bond trading and under investment in equities, in order to reduce the risk and losses. Mr. Byers inquired about the current economic market, and how it is affecting the investment portfolios. Mr. Hughes explained that the market will take longer to recover from the effects of Covid-19, he does not expect the market to recover until 2021/22.

UPDATES AND ANNOUNCEMENTS Mr. Bennet reported great progress in construction, there has been no slowdown in labor and availability of supplies due to Covid-19. Ferguson is ¾ through demolition. There has been a slowdown in leasing at Harrison and Pine Apartments. Mr. Sturtevant reported the progress of the Capital Campaign. The Devos family and the Wege Foundation contributed a significant amount which reduces the 5 million gap to 3 million. Ms. Erickson inquired about the slow lease up at Harrison and Pine Avenue. Ms. Cross explained that the qualification process is taking longer due to Covid-19. Ms. Jacoby inquired about preparation in case of another possible shutdown and the effects on
construction and cash position. Mr. Recker stated that he is comfortable with the cash position. Ms. Monroe reported on the Dwelling Place rent receivables. The United Way grant has been distributed and it is assisting with rent payments. Ms. Long present her receivable analysis.

**PROPOSED AGENDA AND NEXT MEETING DATE**

The next Finance Committee meeting will be held on Wednesday, August 26th from 12:00 PM to 1:30 PM.

**ADJOURNMENT**

The Finance Committee meeting was adjourned at 1:30PM by Mr. Byers.
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
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.
MEMBERS PRESENT  Annamarie Buller, David Byers, Juan Daniel Castro, Holly Jacoby, Rick Stevens, Lee Nelson Weber

STAFF 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.
MEMBERS PRESENT  David Byers, Juan Daniel Castro, Holly Jacoby, Rick Stevens, Lee Nelson Weber

MEMBERS ABSENT  Annamarie Buller

STAFF & GUESTS PRESENT  Zoe Post, Denny Sturtevant
Kellie Kitchen, Muskegon Heights City Council

The meeting convened via conference call at 9:01 AM.

APPROVAL OF MINUTES  Minutes of the Governance Committee meeting of September 15, 2020 were approved by motion of David Byers, supported by Lee Nelson Weber and carried without objection.

BOARD CANDIDATE INTERVIEW  The committee interviewed Kellie Kitchen, a social worker with the State of Michigan and member of the Muskegon Heights City Council, where she serves on the building and lands committee. Ms. Kitchen was also part of the Dwelling Place CLI group to help incorporate Roosevelt Apartments into the broader community. She would be interested in serving on the Resident Engagement Committee of the board.

After concurring that Ms. Kitchen’s qualifications and enthusiasm make her an excellent board member, the committee voted to recommend her appointment to the board of directors by motion of Rick Stevens, support from Lee Nelson Weber, and carrying without objection. Mr. Castro will notify Ms. Kitchen of her nomination.

BOARD CANDIDATE UPDATES  The committee has contacted board candidates Kim Sims, Joyce Starr, and Mo Townsend but has not been able to secure an interview. If these candidates reach out to the committee to pursue board membership, the committee will continue the interview process. Ms. Nelson Weber suggested Gustavo Rotondaro of Michigan United Way as a possible candidate. Mr. Castro will submit his name to the board for review before extending an interview invitation for the November meeting.

DEI WORK PLAN  The committee shared the follow ideas on how to integrate DEI goals into board governance:

- Create more equity in board attendance by allowing for more virtual attendance of meetings and rotating the sites where the meetings are located, including outside Grand Rapids
- Increased measurement and evaluation of current initiatives, such as the board mentorship program
- Adjust board/committee meeting times to accommodate board members with less flexible schedules
- Research best practices for creating an inclusive environment during virtual meetings
- Make the DEI Committee a standing board committee and consider how staff might contribute more directly in other committees as well
- Look closer at community connections of board members and potential board members to build a stronger network
- Create and promote activities and volunteer opportunities for board members to get to know staff and the organization better

**Recommendation to designate the Diversity, Equity, & Inclusion Committee as a standing board committee was made by Rick Stevens, seconded by David Byers, and carried without objection.** This will be added as a separate item on the December board agenda.

**OTHER BUSINESS**

Both Renee Williams and David Byers have expressed interest in serving as the board Vice Chairperson. This will be discussed further at the next meeting.

**ADJOURNMENT**

The Governance Committee meeting adjourned at 10:19 AM.
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.
MEMBERS PRESENT: Rich Kogelschatz, George Larimore, Mike McDaniels, Lee Nelson Weber, Troy Zapolski

MEMBERS ABSENT: Juan Daniel Castro, Eleanor Moreno, Larry Titley

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

Nick Lovelace and Tom Ralston

Kara Harrison, Colliers International

The meeting was convened via conference call at 11:32 AM by Mr. Kogelschatz.

APPROVAL OF MINUTES

Minutes of the Dwelling Place RED & Asset Management Committee meeting of August 10, 2020 were approved by motion of George Larimore, seconded by Mike McDaniels and carried without objection.

POTENTIAL JOINT VENTURE

Mr. Lovelace and Mr. Ralston, with whom Dwelling Place has partnered for two joint ventures (Madison Lofts and Union Suites), have requested Dwelling Place’s involvement in a third joint venture: a 3-story, 52-unit development on Coit Ave. They have been working with neighborhood representatives to develop an area-specific plan that will acquire five parcels and score an estimated 134 points on its 9% LIHTC application. Orion would likely be the general contractor and KMG Prestige would manage the building. After some discussion, motion to proceed with this partnership, pending due diligence by Dwelling Place staff, was made by Mike McDaniels, seconded by Troy Zapolski, and carried without objection, George Larimore abstaining due to a conflict of interest.

POTENTIAL CLT SITES

Mr. de Velder discussed several potential sites for CLT in Grand Rapids, Newaygo, Holland, and Grand Haven.

Grand Rapids
- State land bank: five properties owned by the state land bank would be marketable with an estimated market value of $200,000-$250,000.
- 417 Fuller: the lot located behind Huntington Bank is already owned by Dwelling Place and could be re-zoned to create a single family home or a duplex.

Newaygo
- Vera Wilsie School: site of demolished elementary school owned by Newaygo Public Schools. The City of Newaygo supports developing the site for housing and may be open to negotiating a lower price, but there is still a need for further community engagement. The Fremont
Area Foundation is interested in supporting housing development in the area.

- Muskegon River: several properties along the river owned by a holding company or by the city. The properties furthest south would require inroads to the properties. Collaboration with the Fremont Area Foundation and use of brownfield TIF may make this site affordable.

- Industrial Park: four lots of interest owned by River Valley Developments located behind several retail lots. The ideal lots (21 and 22) have a combined acreage of 2.5 acres and a cost of $250,000.

**Holland**

- 24th and Waverly: a greenfield site with a large amount of site planning already completed by Housing Next that includes multi-family housing and retail space. The Holland Area Foundation and other local philanthropies may help reduce acquisition and development costs.

**Grand Haven**

- Southeast side: site near the airport would require an accessory road for 32 homes in a half-market-rate, half-CLT culdesac. Housing Next is in the acquisition phase with the City of Grand Haven; the city may donate the land if half the units built remain affordable in perpetuity.

As converting rental properties into CLT units will take some time, Mr. Larimore described how use of brownfield TIF could help fund the creation of new CLT homes. Working with the Michigan land bank, Dwelling Place could recapture taxes to use toward repositioning the property for CLT use; this could provide up to two-thirds of the gap between a CLT home’s appraised value and its sale price.

**PROJECT UPDATES**

**Harrison Park:** About 7 apartments are vacant, likely to be occupied within the next 2 months.

**Pine:** Hoping for 4 move-ins in both September and October; it has proven difficult to get income verification and other information on applicants during the pandemic.

**Plaza Roosevelt:** 55-60% complete; Wolverine informed staff of a minor delay on countertops for the development due to COVID-19 that should not significantly affect the scheduled time frame; negotiating a lease with Early Learning Collaborative for commercial space.

**Ferguson:** Proceeding as planned, with 6th floor community space underway and footbridge across Sheldon coming down this week; a meeting with GVSU regarding extension of their lease is scheduled for today.
**Madison Lofts**: closing today or tomorrow; recently began asbestos abatement in the building; construction will begin in earnest following the closing.

**OTHER BUSINESS**  
**Rent Collection**
Total rent delinquency for the entire portfolio is $118,000 with about $54,000 for the month of August; without the Genesis properties included, the total is $99,000 with $41,000 for August. This is an increase of about $15,000 from July. Eligible residents have been asked to fill out applications for rental assistance or to complete necessary paperwork if they live in an income-based apartment and their income has been affected by the pandemic.

**ADJOURNMENT**
The meeting was adjourned at 12:43 PM by Mr. Kogelschatz.
The meeting was convened via conference call at 11:31 AM by Mr. Kogelschatz.

Minutes of the Dwelling Place RED & Asset Management Committee meeting of September 14, 2020 were approved by motion of Lee Nelson Weber, supported by Larry Titley and carried without objection.

Mr. Wynbeek described a joint venture similar to that of St. James Apartments that Dwelling Place and Genesis recently collaborated on: a 38-unit property with 15-19 permanent supportive housing apartments. The venture would feature adaptive reuse of the building at 851 Leonard and Dwelling Place would provide property management services. If Dwelling Place’s partnership is needed, Mr. Wynbeek is planning on applying for the February round of LIHTC funding.

Mr. Bennet mentioned that partnering in this joint venture would not put Dwelling Place over the $3 million LIHTC funding cap. Motion to authorize pursuit of this joint venture was made by Larry Titley, supported by Juan Daniel Castro, and carried without objection, George Larimore abstaining due to a conflict of interest.

Mr. Larimore further explained how the estimated $75,000 funding gap created by selling CLT homes below their appraised value could be partially covered by brownfield TIF. As these funds come in the form of reimbursements over 25-30 years, there remains a challenge of identifying a funding source that could provide immediately available funds. A meeting is scheduled with the City of Grand Rapids brownfield administration to discuss details of this funding model.

Mr. Sturtevant also mentioned that due to increasing community awareness and support for the CLT, it may be prudent to fast-track development of a CLT unit on a Dwelling Place vacant lot to showcase the CLT and how it functions.
Mr. de Velder discussed how potential partnerships with other local nonprofits, such as ICCF, could help locate additional properties and units to include in the CLT and to identify interested buyers.

**DIVERSITY, EQUITY & INCLUSION PLAN**

Housing development staff have met twice to discuss how the department and the committee can integrate diversity, equity, and inclusion (DEI) goals into their work and inform the DEI work plan. Mr. Bennett described four themes of the discussion—partnerships, advocacy and engagement, bidding, and internal actions—and will distribute the notes from these meetings to the committee.

The committee discussed several additional ways in which Dwelling Place is pursuing or could further pursue DEI goals:
- Incentivize hiring MBE and WBE
- Working with Next Steps, a construction company that hires individuals who were formerly incarcerated
- Reducing criminal history check for housing applicants
- Recovery housing initiatives
- Advocating for DEI principles and access to capital in the Association for Builders and Contractors, West Michigan Building Trades, and other similar associations.
- Sponsoring a scholarship for students interested in construction and development
- Recruiting additional members to fill demographic and expertise gaps of the committee

**PROJECT UPDATES**

**Pine Ave:** Five apartments are still vacant but 4 move-ins are expected by the end of the month. It has proven difficult to get documentation from applicants due to the pandemic.

**OTHER BUSINESS**

Ms. Long shared that the total amount of receivables for Dwelling Place at the end of September was about $116,000; nearly $48,000 in the month of September alone, a 8.5% increase from August. Rental assistance funds are continuing to be disbursed.

**ADJOURNMENT**

The meeting was adjourned at 12:50 PM by Mr. Kogelschatz.
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.
MEMBERS PRESENT    Bill Anderson, Dondrea Brown, Annamarie Buller

MEMBERS ABSENT     Leah Carpenter, Kristin Moretto

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

The meeting was convened at 10:04 AM by Ms. Buller.

APPROVAL OF MINUTES  Approval of the September 1, 2020 meeting minutes were approved by consensus.

DEI PLAN
Ms. Buller gave a brief overview of the three DEI goals and some of the ways that Dwelling Place is already implementing these in areas of resident and community engagement. Ms. Schaub explained that the Larry Bratschie resident award is being redeveloped to allow for more resident recognition. The committee also suggested the following:

- Implement measures that ensure the committee and resident survey accurately reflect the population that they serve.
- Place organizational and/or DEI goals at the top of meeting agendas.
- Rotate the board and staff members that lead committee meetings to create a more inclusive environment.
- Pause to consider the implications of a committee decision on different groups that may be affected by it.
- Provide training to staff and residents and create space for these individuals to share what they learned.

Ms. Buller also suggested that staff draft some ideas for the committee to review at future meetings.

RESIDENT SATISFACTION SURVEY
Ms. Schaub presented the results of the resident satisfaction survey for properties with the lowest scores and response rates.

New Hope Homes and Kelsey Apartments, which do not have an RSC on staff and did not have any CB&E activities in 2019, each received only one response. This year, however, staff have intervened at these properties with art activities, mindful money program information, outreach regarding the CLT, and a future playground at New Hope Homes.

Martineau and Chaffee, both located in the Heartside corridor, noted safety concerns due to loitering and smoking in the doorwells and trash collection areas. To address these concerns, a gate will be added between the buildings, cameras and speakers installed at doorways, paint and other repairs made to entrances, planters and decorations added to minimize seating areas, and local artists employed to activate the windows of the vacant Chaffee spaces. Since Martineau will soon host both owners and renters, the committee
suggested adding a question to the resident wellness call script regarding how to navigate these changes. It was also suggested to contact ICCF to gain feedback on best practices for fostering communication between residents.

Weston has a 23% response rate with no single area rated especially high or low. It scored a 68% for resident engagement with half of respondents reporting they had participated in an activity. Several comments mentioned bingo nights as a favorite activity and others reported they had little interest or time in activities of any kind.

Goodrich had a low score but the highest survey response rate (62%). Though there were no major activities specifically for Goodrich, the resident engagement score was 66%, likely due to participation in the community garden at Peterlien apartments. This property will also be targeted in the next wave of the mindful money program.

OTHER BUSINESS

The 2020 resident satisfaction survey will go out in early November. The committee will discuss participation goals at the next meeting.

ADJOURNMENT

The Resident Engagement Committee was adjourned at 11:34 AM by Ms. Buller.
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.
Members Present
Annamarie Buller, Rich Kogelschatz, Rick Stevens

Members Absent
Juan Daniel Castro, Sadie Erickson, Gil Segovia, Renee Williams

Staff & Guests Present
Zoe Post
Jan Glick, Third Sector Company (TSC)

The meeting convened via video conference at 11:03 AM.

Approval of Minutes
Minutes of the September 24, 2020 Succession Planning Committee were approved by consensus.

Third Sector Update
TSC received Mr. Sturtevant's review of the organization, has begun staff interviews, and will have an assessment report and a draft of the position profile ready for the committee by the next meeting. This will allow the committee to consider both these items before launching a search in late January 2021. As a candidate may be selected and available as early as April, TSC will confer with Mr. Sturtevant about the flexibility of his projected July 30 departure date.

For onboarding the new CEO, Mr. Glick recommended having board and staff provide documents and connect the new CEO to community partners rather than creating a prepared training program. The amount of overlap with the former CEO, whether on staff or as a consultant, will be negotiated prior to the new CEO's start date. The committee and TSC will remain in conversation about onboarding as the needs of the new CEO become apparent.

Communication Plan
A newsletter with an announcement of Mr. Sturtevant's departure from Dwelling Place will go out in January. Mr. Kogelschatz will craft the announcement to include Mr. Sturtevant's role and title, select accomplishments, and his impact on the organization.

Diversity, Equity, and Inclusion
In accordance with Dwelling Place's DEI Plan, the committee will document the outreach efforts of TSC to identify a diverse array of CEO candidates. To ensure these values are prioritized by the new executive, questions about implementing DEI goals will be included in interviews and discussions with all the candidates. The plan may also be shared with potential candidates who will be asked for creative solutions to the goals identified in the plan. Skills in addressing these issues will be of primary importance when evaluating the cultural fit of the candidate.

Denny's Departure
The committee discussed how to appropriately honor Mr. Sturtevant’s departure from the organization. Ms. Buller will confer with the Marketing Coordinator to see if there are already some plans in this area.
If there is a major event, it could be a fundraising opportunity as well. This issue will be added to the Executive agenda to be addressed in closed session.

**EMPLOYMENT CONTRACT**

The committee agreed that an employment contract is appropriate, particularly if a candidate must move from out of state. In January, Mr. Kogelshatz will meet with Miller Johnson to discuss an employment contract for the new CEO.

**ADJOURNMENT**

The CEO Succession Planning Committee adjourned at 12:07 PM.
Laurence Bratschie Award

On November 6, 2013, the Dwelling Place Board established an annual award named for former longtime Board member, Larry Bratschie. For more than 25 years Larry quietly contributed to the mission of Dwelling Place, for many of those years as a Board member, including several years as the Board Chairperson. Larry passed away on April 2, 2018 at 90 years of age. Larry was a community activist who raised public awareness of Dwelling Place wherever he went. As a fundraiser, Larry engaged his friends, family, professional colleagues and many of his acquaintances to support our organization. As a volunteer, he went out of his way to support Dwelling Place and many other community organizations in Grand Rapids.

This award was created to honor Larry’s selfless leadership to the community by creating a $500 annual scholarship award to a Dwelling Place resident who best exemplifies extraordinary characteristics of a community builder; who by their actions, contributes substantially to improvements in their community, the neighborhood where they live and/or the apartment community that they call home.

Larry Bratschie stands next to Dwelling Place CEO Denny Sturtevant. Larry received a gift from Grand Rapids-based artist and former longtime Dwelling Place tenant, Reb Roberts of Sanctuary Folk Art.
To: Dwelling Place Board
From: Dennis Sturtevant DS
Re: COVID 19 Update
Date: November 25, 2020

It has been a few months since I last updated the board on the impact that COVID 19 has had on Dwelling Place. With more than 8 months passing since COVID first surfaced as an international pandemic, we are in a better position to make reasonable projections because we now know that Dwelling Place can continue to maintain essential services and supports, even in an environment where most meetings are virtual and where staff operate with much less physical presence at our properties.

Similar to my last report to you, I am breaking my report into several update sections including one for Staffing, Financials and Residents/Commercial Tenants.

**Staffing**

Shortly after “Shelter in Place” orders were issued back in March by Governor Whitmer, we realized we would not be able to comply with social distancing requirements without reducing on-site hours for a large number of employees in our administrative offices and at most office sites within our apartment communities. Today, while the Governor’s Executive authority to issue “shelter in place” orders has been substantially limited in recent court actions, the Michigan Department of Health and Human Services (MDHHS) has assumed this role under an existing statute that was adopted during the pandemic of 1918 and continues to require remote work whenever possible.

For a short period of time earlier this year, we did reduce hours for some of our staff. However, as one of the West Michigan’s first recipients of a PPP/SBA Loan for $750,000, we were able to restore hours to most employees, giving them improved access to equipment and technology needed to work remotely. Our Finance staff worked closely with Beene Garter and United Bank to secure those dollars, made possible through a Congressional appropriation under the CARES Act. This loan also carries provisions that allow for full or partial forgiveness under certain circumstances. Our staff are now completing the process to have this loan forgiven, possibly by the end of this fiscal year.

We have managed to ensure that no employee suffered a major financial hardship because of our actions related to COVID 19. We have also temporarily removed the accrual cap on vacation time during COVID 19 because staff are finding it difficult to take their vacation time during the pandemic with travel limitations and added workloads.
Dwelling Place has received confirmation of 5 employees, to date, who contracted COVID-19 and these seemed to be concentrated just several properties. Fortunately, we have not heard about any serious long-term complications thus far. This number has spiked in recent weeks but we remain hopeful that with precautions outlined in our COVID-19 Organizational Plan, we will prevent a more widespread outbreak.

Since March we have been conducting virtual Management Team meetings twice weekly and “ALL STAFF” virtual meetings every Friday morning, with excellent overall participation. We recently introduced a “First Friday” meeting open to both board members and staff where a special topic of interest is presented to take a deeper dive into Dwelling Place programs and services. At our upcoming December “First Friday” call on December 4th we will be hosting a panel discussion of the founding members of Dwelling Place, including Chuck Calati, the first Executive Director and 3 or 4 original board members.

Financials

As of this date, our unrestricted cash has improved from March because several of our largest projects in development have paid off pre-development construction advances from cash reserves and because of developer fee payments and limited dividend payments from several properties. The earlier hit we took in our traded securities accounts has bounced back substantially in recent weeks since the election and the announcement that a vaccine for the virus may soon be available.

Resident and commercial rent receivables have continued to rise, although not as substantially as we had earlier anticipated. With available rent assistance funds and proceeds we anticipate from the forgiveness of our PPP loan, we expect substantial capacity to absorb rental losses for 2020 into 2021. I will ask our CFO, Steve Recker, to provide a more detailed report during the COVID-19 Update portion of the board meeting.

Rent assistance is available to residents, at least through the end of the year, from CARES Act funds being distributed through MSHDA and other groups who are administering those funds. Unfortunately, the CARES Act funding requires that an eviction process be underway before that help can be made available. We also have funds remaining from an $80,000 grant from NeighborWorks for rent assistance that can be applied to some of these balances.

I mentioned in my previous update that approximately one half of our rental portfolio is made up of rent subsidized apartments. The portion of rent paid directly by these residents is automatically reduced when their income decreases. The rent subsidy from HUD or Rural Development increases, in those cases, so the resident never pays more than 30% of their income for rent.

Finally, as I indicated earlier, we are seeking forgiveness of the $750,000 SBA PPP Loan. While we cannot be certain, we do have a high level of confidence that the loan will be
forgiven, which provides us with sufficient cushion to cover the majority, if not all, of the lost residential and commercial rents to date.

**Residents and Commercial Tenants**

Staff have performed far above the call of duty to provide as much support as possible for our residents and commercial tenants. We have posted information about COVID 19 in every property, including CDC and local health department recommendations and guidelines. The information has been posted in English in all locations and in Spanish in many locations.

We have re-deployed our Maintenance and Custodial staff to focus on sanitizing building entrances, hallways and elevators once, twice and sometimes 3 times daily, depending on the property and the number of units in each property. For a brief time when COVID 19 case were beginning to decrease this summer we began responding to routine work orders but we are now back to only completing emergency work orders to protect staff and residents. We are using personal protective equipment (PPE) in all of our on-site work.

Our property management staff, Resident Services Coordinators and Community Building & Engagement staff have been routinely interacting with residents through phone calls, surveys, email, virtual meetings and some limited social distanced meetings.

We have had heard reports of COVID 19 cases in many of our properties but we have not been contacted by any of the local Health Departments to inform us of any concentrated infectious breakout in any of our properties.

This Spring we did receive approval from local Health Departments in Kent, Ottawa and Muskegon Counties to open our Community Gardens with precautions which were observed during the entire growing season. We seemed to have made it through this growing season without evidence of COVID 19 spreading in this activity.

Clearly, like the rest of the world, our residents are feeling much stress from the pandemic. Our staff are doing everything possible to reach out and assist our most vulnerable residents and to mitigate these impacts for the rest of our residents.

If you have any questions about this report or would like further clarification regarding any information shared in this report, feel free to contact me by email at dsturtevant@dwellingplacegr.org or call me on my cell phone at 616-893-2500.

Thanks for your continued engagement and support for myself, our staff and the households served by this organization. Have a safe and peaceful Thanksgiving and holiday season.

**cc**  Management Team

Zoe Post
Personnel Manual

Approved: January 9, 2013
Amended: July 10, 2013; June 4, 2014; April 14, 2015; December 2, 2020

Dwelling Place of Grand Rapids
101 Sheldon Blvd. SE, Suite 2
Grand Rapids, Michigan 49503
This Manual is not a contract. It is the intent of the Dwelling Place Board to set forth in this Manual the working conditions, policies, procedures, and benefits for employees. The Dwelling Place Board reserves the right to modify, rescind, add, or delete the contents of the Manual. Nothing contained in this Manual shall be construed to represent a guarantee of continued working conditions, rights or benefits, nor of guaranteed employment.

It is further intended that this Manual shall in no way be construed as to infringe upon the constitutional or statutory authority and responsibility of the Board of Dwelling Place and its appointed Director, or to interfere with the Agency's sole right to manage the business of Dwelling Place.

Dwelling Place will conduct an annual review of the personnel manual to remain compliant with all state and federal laws.
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SECTION I

PERSONNEL POLICIES

FOR EMPLOYEES OF

DWELLING PLACE OF GRAND RAPIDS
POLICY 1

General Principles

1.1 Development of Policies. General personnel policies for all employees within Dwelling Place of Grand Rapids, under the jurisdiction of the Board of Directors shall be approved by the Board of Directors. When reviewing or developing Agency policy, the Board of Directors may invite participation of staff of various programs employed by the Agency.

1.2 Administration of Policies. The Chief Executive Officer has overall responsibility for the administration of Agency personnel policies. The Chief Executive Officer may delegate responsibility for day-to-day application of policies to appropriate personnel, provided that the designation is done in such a manner that it is understood that the Chief Executive Officer is ultimately responsible for the administration of Agency policies.

1.3 Changes in the Manual. Dwelling Place may amend rules and policies may be changed or supplemented this Manual at any time, and any changes to this Manual are deemed effective immediately upon notice to employees.

1.4 Adherence to Policies. Dwelling Place requires its employees to properly perform their job duties in a diligent manner and at all times to conduct themselves in a responsible manner. Employees must also follow the Agency’s rules and policies. Failure to meet these requirements may result in disciplinary action, up to and including discharge from employment.

1.5 Employment with Dwelling Place is “at-will.” Any employee may terminate his/her employment at any time and for any or no reason, with or without any notice to Dwelling Place. Similarly, Dwelling Place may terminate any employee at any time, with or without cause, and with or without notice.

1.6 Employees are expected to adhere to all Dwelling Place policies and procedures including those which are not presented in this manual. Policies and procedures related to Finance, Property Management, Resident Services, Fundraising and professional behavior, for example, may be in place and not specifically referenced in the Personnel Manual. Employees are expected to be familiar with and abide by these and all other Dwelling Place policies whether explicitly referenced in the Personnel Manual or not. From time to time, policies may be added, amended or removed by Dwelling Place. All changes in policy, whether included in this manual or not, will be communicated in written or electronic form with employees as they occur. In some cases, employees may be asked to acknowledge receipt and understanding of these changes in writing.
POLICY 2

Equal Employment Opportunity

2.1 Dwelling Place is committed to prohibiting discrimination in employment on the basis of race, color, religion, gender, gender identity, sexual orientation, genetic information, national origin, protected disability, age, height, weight, marital status, veteran status, and any other legally protected characteristic. These factors will not be considered by the Agency in recruitment, hiring, training, promotion, retention, salary determination, discipline, discharge, or any other conditions of employment.

2.2 Dwelling Place’s Equal Employment Opportunity (EEO) Plan is designated to promote equal employment opportunities for all, including but not limited to areas of employee selection, promotion, training and development, compensation, termination and disciplinary action. The Chief Executive Officer shall serve as the designated EEO Officer, with the responsibility for monitoring the performance of all programs under this policy and the Equal Employment Opportunity Plan. The EEO Officer shall report directly to the Board of Directors.

2.3 Any Dwelling Place employee who raises an Equal Employment Opportunity question or complaint with his/her supervisor will be referred to the EEO Officer. Each supervisor is required, as part of their overall job duties, to apply and enforce this policy.
POLICY 3

Dwelling Place Employment Philosophy

3.1 Each employee of Dwelling Place shall be treated with courtesy, dignity and consideration. The Agency is committed to fulfilling its obligation to provide services to the public in the most effective and cost efficient manner possible, and to fulfilling its obligations to its employees in regard to compensation, job opportunities, job development, and training. In return, each employee is obligated to give Dwelling Place his/her cooperation, personal interest and best efforts. Each employee is entitled to appropriate wages in return for specific job skills and required levels of performance. Promotional opportunities will be based on employee performance, objective evaluations and Agency requirements. Employment policies will be applied to all in a uniform manner. Dwelling Place is committed to provide safe and healthful working conditions. Each employee has the responsibility to work safely and help maintain Dwelling Place facilities in a safe and healthful condition.
POLICY 4

Employee Orientation & Evaluation

4.1 It is the policy of Dwelling Place to acquaint new employees with their duties and make them feel a part of the Agency as quickly as possible. It is the responsibility of the new employee's immediate supervisor to instruct the new employee in his/her job responsibilities and how to perform required tasks. Additionally, the immediate supervisor will assist the new employee in scheduling an appointment with Human Resources to receive information which shall include:

- The Personnel Manual
- Income Tax Forms
- Information on benefits enrollment, if eligible

4.2 If the employee has any additional questions or needs for clarification, the employee should contact his/her immediate supervisor.

4.3 The first 90 days of employment with the Agency may be treated as a training period and may be subject to a performance review during or following the completion of that period. Satisfactory completion of the training period does not modify an employee’s “at-will” status.

4.4 Employees shall receive annual performance evaluations, which will be conducted by their immediate supervisor(s). All evaluations are subject to final review and approval by the Chief Executive Officer, Chief Financial Officer or the Chief Operating Officer. Completion of an annual evaluation does not necessarily guarantee any adjustments in an employee’s compensation.
POLICY 5

Employee Attendance

5.1 Each employee has the responsibility to be on the job at the prescribed time every day. An essential function of every employee’s job is regular and predictable attendance. Unexpected and unexcused absences disrupt the Agency’s operations and services to the public.

5.2 All employees must timely notify their immediate supervisor prior to an absence. An absence is excused when the employee notifies the supervisor before the absence and the supervisor grants permission for the employee to be absent. An unexcused absence occurs when an employee is absent without management approval. Three (3) unexcused absences in any twelve (12) month period shall be cause for discipline up to and including termination. The supervisor may issue a written reprimand which shall be presented to the employee and entered into the employee's personnel file after each unexcused absence.

5.3 Excused absences in excess of those covered by the policies outlined in this Manual shall be taken by the employee without pay. Because of the Agency's need for reliability and the problems caused by repeated absences of any kind, chronic absences shall be cause for disciplinary measures up to and including termination.

5.4 Tardiness is defined as arriving late at the job. Continuing tardiness problems shall be cause for discipline, up to and including discharge.

5.5 Three (3) consecutive days of absence without reporting or call in by any employee, or three (3) consecutive days of unexcused absence, shall be considered a voluntary termination.

5.6 Excessive absence, whether excused or unexcused, may be considered as a basis for discipline up to and including termination.

5.7 Dwelling Place employees are expected to report to work unless weather conditions are such that the individual employee determines that to reach their work station could place them at unusual risk of an accident or injury. Every employee who makes a decision to remain home during inclement weather will be expected to notify their supervisor before the absence and use personal or vacation time, if available.
POLICY 6
Rules of Conduct

6.1 The following rules do not affect the employee's at-will employment status. Dwelling Place retains the right to terminate any employee at any time, with or without cause and with or without notice.

6.2 General Rules

The following list is given as a guideline for employee conduct and should not be considered exhaustive. Dwelling Place reserves the right to discipline or discharge an employee for situations not specifically covered by these General Rules. Engaging in the following behavior will lead to discipline, up to and including discharge:

- a. Excessive absenteeism.
- b. Insubordination or other exhibitions of failure to accept supervision.
- c. Fighting or disorderly conduct while at work.
- d. Gambling while on Agency property.
- e. Engaging in horseplay, practical jokes, or other activity which can cause accidents or injury.
- f. Failure to use safety devices or violation of safety rules.
- g. Inattention to duties, including loafing, carelessnes, or sleeping while on duty.
- h. Abusive, harassing, threatening, or disrespectful language or behaviors to colleagues, supervisors, customers, or visitors.
- i. Theft or unauthorized possession of Agency, customer, or employee property or equipment.
- j. Falsification of records, reports or any other document.
- k. Misuse or willful damage to Agency property or equipment.
- l. Incompetence or unwillingness to perform one's job.
- m. Conduct or actions which give rise to justifiable public criticism, reflect poorly on the Agency, or render an employee unable to perform his/her job satisfactorily.
- n. Involvement in or failure to terminate involvement in any "conflict of interest" situation.
- o. Release of any confidential information without permission of the Chief Executive Officer.
- p. Dishonesty.
- q. Fraud.
- r. Violation of the Dwelling Place Code of Ethics.
- s. Violation of the Agency's policies, including but not limited to the Weapons Policy, Driving Policy and/or Substance Abuse Policy.

These examples of employee conduct and work rules are not all-inclusive. The level of discipline for violation of these rules will be in Dwelling Place's sole discretion.
POLICY 7

Weapons Policy

7.1 Employees may not, at any time while on any property owned, leased or controlled by Dwelling Place or anywhere that agency business is conducted, possess or use any weapon. Regardless of whether an employee possesses a concealed weapons permit or is allowed by law to possess a weapon, weapons are prohibited on any Dwelling Place property and in any location in which the employee represents the agency for business purposes. Only the Chief Executive Officer may authorize trained personnel to have a weapon on company property when the Chief Executive Officer determines that this possession is necessary for safety and security purposes.
POLICY 8
Driving Policy

8.1 Dwelling Place expects the following of employees who drive while on agency business:

a. Employees who drive while on agency business must have a valid driver’s license and automobile liability insurance policy as required by law in the State of Michigan.

b. Employees who drive while on agency business must notify Human Resources **within five (5) days** if there are any changes to their driving record that would cause the employee to have more than two (2) violations in the past three (3) years; any major offenses, including but not limited to a DUI or OUI, in the past five (5) years; or more than seven (7) points on his/her license at any given time.

c. While driving on agency business, employees must operate the vehicle safely and without distraction. *Dwelling Place will not reimburse fines for traffic or parking violations.*

d. Employees are strictly prohibited from driving for agency business while under the influence of alcohol or any intoxicating substances.

e. Employees are prohibited from transporting *customers/residents/clients* unless express permission is granted by the CEO, COO, or CFO of Dwelling Place for a specific event or duration of time.

f. Under no circumstances may an employee who is driving on agency business send or read text messages or emails from a cell phone or PDA.

g. *Dwelling Place discourages employees from talking on the cell phone while driving a vehicle on agency business. Whenever reasonably possible, employees should safely stop their vehicle when it is necessary to make or receive a cell phone call.*

g-h. *Dwelling Place reserves the right to annually request driving records for any and all employees who drive a vehicle while on Dwelling Place business.*
Policy 9

Employee Behavior and Discipline

9.1 The Agency retains the right to terminate any employee at any time, with or without cause, and with or without notice. Disciplinary actions may range from verbal warnings to discharge. While Dwelling Place may afford the employee the opportunity to correct his/her behavior prior to being discharged, it necessarily reserves the right to terminate employment with or without cause, and with or without notice, for a first offense.
10.1 An employee may seek an answer to any complaint or problem by following these steps to bring it to the Agency's attention unless otherwise specified in this manual:

a. An employee should first bring the complaint or problem to his/her immediate supervisor.

b. If the employee is not satisfied with the supervisor’s answer to a complaint or problem, or if bringing the concern to his/her immediate supervisor would be uncomfortable because of the nature of the concern, the employee may also raise the concern with Human Resources.

c. If the employee remains dissatisfied with resolution of his/her concern, the employee may appeal the decision to the Chief Executive Officer. Such appeal and the employee’s desired resolution of the complaint shall be submitted in writing providing a detailed description of what occurred. The Chief Executive Officer’s decision will be final.
POLICY 11
Employee’s Personnel Records

11.1 As required by law, Dwelling Place maintains personnel records for all employees. The following basic principles will be applied in the collection and retention of such information.

a. Dwelling Place will maintain a complete record of each employee which will include information pertaining to the employment application, copies of pertinent documents such as military papers, performance evaluations, letters of commendation or other indications of performance, notices of suspension or written disciplinary records and other such information as required by law.

b. Each program supervisor may maintain a file on each employee in his/her charge including performance evaluations, attendance records, notes, memos, letters, or other information relating to an employee's job and personal performance. All such information shall be forwarded for maintenance in the complete file maintained by Human Resources.

11.2 Dwelling Place will maintain employees’ personnel file confidentially and will disclose personnel records only as may be legally required. Employees’ personnel records will generally be available to the following persons:

a. Duly appointed representatives of the Chief Executive Officer.

b. Management-level staff whose job duties require them to review personnel records.

c. Agency legal counselors whom the Chief Executive Officer authorizes on a case-by-case basis.

d. Other Agency program supervisors in the event the employee is being considered by said program supervisor for possible transfer.

11.3 Employees may review their personnel file within a reasonable period of time after the employee makes a written request. When an employee wishes to see his/her personnel file, he/she must make a written request to Human Resources. The employee must review the file in the presence of a Human Resources employee or a Dwelling Place Officer. No employee is allowed to remove any item from any personnel file. If an employee disagrees with any information in the file, he/she must immediately notify the Human Resources representative. The employee may submit a written statement of disagreement with any item in the file which will be attached to the specific document questioned.

11.4 All requests for information about a current, retired or terminated employee must be referred to the Chief Executive Officer. The Chief Executive Officer will obtain the written consent of the affected individual before releasing any information contained in a current or former employee's file to an outside source. Exceptions to the requirements of written consent are:

a. Disclosure to prospective employers of dates of employment, final title or position, and job location.

b. Duly authorized and served requests from law enforcement agencies or courts, including investigations, summons, subpoenas and judicial orders.

11.5 Dwelling Place will keep all Social Security numbers confidential to the extent practicable. Should any document containing a Social Security number need to be disposed of, such document will be shredded prior to disposal. Dwelling Place prohibits the unlawful disclosure of Social Security
numbers. Any employee found to have unlawfully disclosed another person’s Social Security number or to have otherwise violated this policy will be subject to discipline up to and including discharge.

11.6 Employees must promptly report any changes of address, telephone number, emergency contact or other pertinent information to Human Resources as they occur.
POLICY 12
Unlawful Harassment

12.1 It is the policy of Dwelling Place that all employees are responsible to conduct themselves so that the workplace is free from harassment based on any protected classification. Because of the Agency's strong disapproval of such conduct, all employees must avoid any action which violates this policy. This policy also protects employees from harassment by clients, residents, visitors, or other third parties with whom they come into contact at work. Any employee who engages in such conduct will be subject to discipline up to and including discharge.

12.2 For purposes of this policy, sexual harassment includes:

a. Unwelcome sexual advances or requests for sexual favors.
b. Verbal comments, abusive language, degrading comments, or sexual flirtation or innuendo.
c. Other verbal or physical conduct of a sexual nature that substantially interferes with an employee’s work performance or creates an intimidating, hostile, or offensive work environment.
d. Making submission to or rejection of sexual advances the basis for employment decisions.

12.3 This policy also addresses other types of harassment based on any protected classification. Examples may include verbal comments, ethnic slurs, racial epithets, visual displays, abusive language, degrading comments, or other comments or behavior which disparage or denigrate others based on a protected classification.

12.4 Any employee who has a concern about possible harassment at work by anyone, including supervisors, co-workers, customers, or the public must immediately bring the problem to the attention of any department head, Human Resources or a Dwelling Place Officer. All issues of potential harassment will be promptly handled through the following procedures.

All information disclosed in the procedure will be handled with discretion and will only be disclosed on a need-to-know basis in order to investigate and resolve the matter.

a. Step 1—Any problems or concerns brought to the attention of management will be referred immediately to the Chief Executive Officer. The Chief Executive Officer, or his or her designee, will discuss the nature of the concern with the reporting employee. The employee may be required, in order to aid investigation, to confirm the facts involved in writing. The Chief Executive Officer, or his/her designee, may suspend the person who is alleged to have harassed the complaining party while investigating the complaint.

b. Step 2—The Chief Executive Officer or his/her designee will promptly investigate the matters brought to his/her attention, including conducting interviews with any persons who might assist in resolution of the complaint. All employees are required to respond to any concerns and to fully cooperate in Dwelling Place’s investigation of the alleged harassment.

c. Step 3—Upon completing the investigation, the Chief Executive Officer, or his or her designee, will inform the complaining party and the alleged harasser of the investigation’s results. Persons found to have violated this policy will be subject to discipline up to and including discharge.

12.5 Dwelling Place will not retaliate against any employee who makes a good-faith complaint of harassment under this policy.
POLICY 13

Job Descriptions

13.1 Timing—Job Descriptions will be prepared when a new job or position is created or when an existing position is significantly altered. Revisions should be made as quickly as possible after a position's character changes.

13.2 Responsibilities for Preparation—Job Descriptions shall be prepared by the Chief Executive Officer or his/her designee, with assistance from Human Resources and the program supervisor for the particular position under consideration.

13.3 Approved Procedure—Each new or revised Job Description must be reviewed and approved by a Dwelling Place Officer.

13.4 Employees who believe their job duties have changed so that their job description is no longer accurate should inform their supervisor and Human Resources.
14.1 This directive outlines the procedures relating to administration of Dwelling Place's policy for a drug-free workplace. All employees are expected to abide by the terms of this policy.

14.2 Dwelling Place does not condone the use or possession of illegal drugs or the abuse of legal drugs or alcohol while on Dwelling Place property or when otherwise engaged in Dwelling Place business. Depending on the circumstances, constructive disciplinary measures may be used to provide motivation to seek assistance. Normal Agency benefits, such as sick leave and the group medical plan, may be available to give help in the rehabilitation process. However, the manufacture, sale, purchase, distribution, use or possession of illegal drugs or drugs which have not been legally obtained by employees is prohibited. Arriving for work under the influence of drugs or alcohol is prohibited. In such cases, disciplinary action up to and including termination will be imposed. An employee must notify Dwelling Place in writing of any criminal drug statute conviction for a violation occurring in a workplace no later than five (5) calendar days after such conviction.

14.3 Drug testing of employees can be an effective means by which to identify those in need of counseling, treatment, and/or disciplinary action. As a condition to hiring, all respective candidates will be. All new employees hired by the Agency will be required to submit to a drug test. Dwelling Place may require employees to submit to a drug test on a random basis, when reasonable cause exists to believe that the drug-free policy has been violated, or whenever Dwelling Place deems testing is necessary based on its sole discretion. Refusal to submit to a drug test when required by Dwelling Place will result in an employee's immediate discharge from employment.
15.1 Pursuant to our effort to voluntarily comply with Public Act 198 of 1986, individuals shall not be permitted to smoke or vape in facilities owned or operated by Dwelling Place which are used by the general public or serve as a place of work for employees of Dwelling Place.

Clean Indoor Air and LEED ordinances shall be followed as related to smoking or vaping. The Clean Indoor Air Ordinance is intended to protect public health, safety and welfare by reducing nonsmoker exposure to secondhand smoke – a known carcinogen. The policy applies to all residents, customers, visitors, employees, and contractors. This means that:

a. Smoking is prohibited in all enclosed areas within the property that are open to the public. This includes common work areas, private offices, elevators, hallways, stairs, restrooms, community rooms, conference and meeting rooms, employee lounges, employer-owned or leased vehicles, and all other enclosed facilities.

b. There shall be no smoking, ashtrays, or smoking receptacles within 25 feet of building entrance doors, windows, and ventilation systems.

c. Prominent signs communicating the policy will be posted at all public entrances to the building.

As many organizations are eager to help smokers quit, information regarding local cessation resources may be requested from these resources or a doctor.
POLICY 16

Social Media Policy

16.1 Dwelling Place recognizes that many of its employees use social media for personal communication and enjoyment. This policy is designed to protect the Agency’s legitimate business interests while allowing employees to engage in the use of social media as freely as possible. Violations of this policy may result in discipline up to and including discharge.

16.2 Social media includes:

a. Social networking sites, e.g., Facebook and MySpace
b. Video and photo sharing websites, e.g., Flickr and YouTube
c. Micro-blogging sites, e.g., Twitter
d. Weblogs, including corporate, personal, or those hosted by traditional media publications.
e. Forums and discussion boards.
f. Online encyclopedias, e.g., Wikipedia
g. Any other website that allows individuals to publish their own content or comment on content posted by others.

16.3 Some employees, as part of their job duties and responsibilities with Dwelling Place, may be authorized to create social media content on behalf of the Agency. These employees will be notified by management and may receive written authorization describing the content they are entitled to create and any restrictions or policies that apply to their individual circumstances.

16.4 Employees who use social media for personal use are reminded that they are personally responsible for the content of any social media they create. If an employee chooses to utilize social media, they must:

a. Make it clear that the views they express are theirs alone and do not necessarily reflect the views of Dwelling Place. They should neither claim nor imply that they are speaking on Dwelling Place’s behalf. If they identify themselves as a Dwelling Place employee, refer to the work done by the Agency, or in its industry, or provide a link to the Dwelling Place website, they are required to include the following disclaimer in a reasonably prominent place: “The views expressed are mine and do not necessarily reflect the views of Dwelling Place.”

b. Do not disclose any information that is confidential or proprietary to Dwelling Place or to any third party who has disclosed information to us, including, but not limited to, information about customers, clients, residents, or visitors of Dwelling Place.

c. Do not use any Dwelling Place logo in any social media posting.

d. Social media postings should not violate any other applicable Agency policy. They may not harass, threaten, defame, demean, or threaten any other person or entity.

e. Assume the social media posting is accessible to the general public. Be respectful to Dwelling Place, its employees, customers, clients, residents, partners, affiliates, and others.

f. Refer the employee member of the news media or blogger to the Chief Executive Officer when an employee about a social media posting that concerns Dwelling Place that person should be referred to the Chief Executive Officer.
POLICY 17

Internet & Email Acceptable Use Policy

17.1 Dwelling Place Internet and email usage is a privilege and not a right. A user must bear the responsibility of his or her use of the system.

17.2 It is acceptable to use Agency Internet and email to promote the mission of Dwelling Place through purposes of, or in support of research, housing information, economic development, public service networks, case management needs, program reporting, grant research, employment listings, outreach, marketing, application processing and other identified job-related needs.

17.3 It is not acceptable to utilize Agency Internet & email in any of the following ways:

   a. For any purposes which violate U.S. or state laws including, but not limited to: harassment, copyright violations, obscene and/or pornographic materials, electioneering, transmissions of viruses, worms, etc.

   b. To interfere with or disrupt users, services, or equipment.

   c. To send confidential information via e-mail as e-mail is not private and can be read by anyone with the appropriate tools.

   d. To personally sell or use for other commercial benefit.

   e. To send e-mail designed to cause confusion, fear, or uncertainty.

   f. To distribute unsolicited advertising.

   g. To download non-work relates software, games, screen savers, etc.

17.4 Alleged or known violations of this Acceptable Use Policy will be reviewed by Dwelling Place on a case-by-case basis. Clear violations of the policy which are not promptly remedied by the offender may result in disciplinary action up to and including termination of employment.

17.5 **Dwelling Place may conduct audits of Dwelling Place Internet and email systems and may monitor employees’ computer use and emails at any time to ensure compliance with Dwelling Place policies. Employees should have no expectation of privacy when using Dwelling Place computer systems and technology, which are intended to be used for business purposes only. Audits of Dwelling Place Internet and email systems may be conducted at any time.**
POLICY 18

Americans with Disabilities Act Policy

18.1 Dwelling Place employees shall abide by all provisions of the Americans with Disabilities Act and Amendments Act, together with the corresponding state law, the Persons with Disabilities Civil Rights Act. Dwelling Place considers the person and not the disability and will not discriminate against any individual who demonstrates the qualifications necessary to perform the essential functions of a position with or without reasonable accommodation.

18.2 Employment, hiring, and advancement shall be based solely on the applicant or employee’s ability to perform the essential functions of the position, with or without reasonable accommodation. The Agency shall provide a reasonable accommodation for an otherwise qualified applicant or employee with a disability unless the accommodation poses an undue hardship or a direct threat to the health or safety of the employee or others, imposes an undue hardship.

18.3 If an employee requires an accommodation to perform the essential functions of his/her job, they must make that request in writing to Human Resources within 20 days of the date on which he or she knows or reasonably should have known that an accommodation was needed. Upon receipt of the request, Dwelling Place will collect information to determine if there is a way to make a reasonable accommodation to enable the employee to perform their essential job functions. Dwelling Place will then engage in an interactive process with the employee to discuss potential reasonable accommodations. Dwelling Place may require a statement from a healthcare provider supporting the employee’s request for an accommodation and may require the employee to submit to an independent medical examination regarding the accommodation request, and will provide confirmation of the reasonable accommodation selected.
POLICY 19

Nepotism Policy

19.1 Nepotism is a conflict-of-interest issue involving favoritism shown to relatives or friends or, more specifically, to the employment of relatives and the supervision of one relative by another. Usually, nepotism refers to employment practices, but it also has implications for Board Members. The simple fact of having family members, spouses and/or domestic partners reporting to each other or serving on the same board raises questions concerning accountability, conflicts of interest and independent-mindedness. At the staff level, it may also foster resentment among colleagues. Other concerns include potential emotional interference with job performance, collusion in grievance disputes, favoritism, morale problems resulting from the appearance of favoritism and conflicts of interest that arise if a staff member is allowed to supervise a relative.

19.2 As a matter of policy, Dwelling Place will not employ or contract with relatives of officers or staff members when such employment or contract would create or give the appearance of creating a conflict of interest or favoritism. To avoid any conflict of interests or any appearance of such conflict of interests, Dwelling Place will generally not employ or contract with relatives of Board members either. The term relative includes father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, domestic partner, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half-brother, half-sister. This policy also generally applies to business entities in which the employee or board member has a significant ownership interest or business entities in which the employee or board member has a significant ownership interest.

19.3 If a circumstance arises in which a conflict with the nepotism policy may appear to exist, the relevant supervisor must first discuss the prospective employment or contracting circumstances with the Chief Executive Officer before the job offer can be made or the contract executed. Under no circumstances will Dwelling Place allow staff members to supervise a related staff member, contractor or consultant to Dwelling Place. Supervisors who are considering creating a contract with relatives of staff members should disclose the nature of the relationship to the Chief Executive Officer for final decision approval.

19.4 If two staff members marry or are parties to a domestic partnership or a staff member marries a consultant or contractor, they must report their relationship to their respective supervisor. The supervisor shall discuss the matter with the Chief Executive Officer to determine whether an actual or potential conflict of interest exists with respect to the staff members’ employment. The final resolution of the matter will be determined in accordance with Dwelling Place Personnel Policies.
POLICY 20

Ethics Policy

20.1 Preamble

The primary obligation of Dwelling Place is to ensure quality housing services to residents. It is essential that the employees be guided by this professional responsibility. Dwelling Place employees shall serve the Agency and customer residents with loyalty, professional responsibility, and competence. This policy establishes professional standards by which these responsibilities can be fulfilled. If an employee has a question or is uncertain about a specific situation or application of this policy, the employee should contact Human Resources for assistance.

20.2 Behavior Towards Customers, which include residents, commercial residents, commercial tenants and applicants for housing or commercial spaces: clients

a. Employees shall not exploit relationships with current or past customer residents for personal gain. For example, employees shall not request or accept gifts of any kind from customers.
b. Employees shall maintain all customer resident-identifying information in the strictest of confidence in order to protect the basic rights of the customer resident and to conform with applicable federal, state and local confidentiality laws.
c. Employees shall not engage in any intimate personal relationships with a customer resident which might reasonably be perceived as inappropriate, unethical or create a conflict of interest for the employee in the performance of their duties. If such a relationship does exist, the employee must immediately disclose the relationship to the Board President-Chair and/or the Chief Executive Officer Executive Director for a determination of possible action.
d. No customer applicant or resident shall be discriminated against on the basis of race, creed, marital status, religion, gender, national origin, sexual preference, age, mental or physical disability, political affiliation, previous criminal record, or income source economic status. The aforementioned are subject, however, to specific project applicant screening criteria.
e. Employees shall recognize that the interest of the customer resident may be better served by a referral to another agency or professional.
f. Customers Residents shall not be expected to perform work for housing unless it is part of a specific authorized project program.
g. Employees shall not solicit customer residents of Dwelling Place as clients for their own business, agency, or private practice.

20.3 Employee Interactions

a. Employees shall at all times treat each other with dignity and respect. They shall cooperate with each other to promote the interest of customer residents and the agency.
b. Employees shall behave professionally, respecting all viewpoints and opinions of colleagues, using appropriate agency channels to express disagreements and settle differences.
c. Employees shall have the obligation to promote ethical and responsible behavior to colleagues and report to Human Resources any to take responsible action with regard to any unethical behavior on the part of another employee.

20.4 Responsibility to the Employing Agency
a. Employees shall support the purposes, goals and functions of Dwelling Place and follow established policies and procedures.
b. Employees have the obligation to work to improve the ethical policies, practices and functions of the agency and to take responsible action with regard to any unethical policies or practices of the agency.
c. Employees shall use resources of the agency only for the purpose for which they were intended.

20.5 Behavior Towards Vendors and Other Organizations

a. Employees shall not undermine other agencies or programs through inappropriate criticism or misrepresentation.
b. Employees shall not solicit clients of other agencies for their own business, private practice or the agency practice.
c. Employees shall refrain from any actions that would violate Dwelling Place Conflict of Interest policies.

20.6 Personal Responsibilities

a. Employees are expected to realistically assess their own personal strengths, limitations, biases and effectiveness. In addition, they shall remain open to feedback and constructive criticism.
b. Employees shall be committed to take personal responsibility for continued growth through further education and training.
c. Employees are obligated to be appropriate role models for residents, and for other staff and Board members.
d. Employees shall refrain from behaviors which reflect poorly upon the agency.
21.1 Dwelling Place requires board members, officers, employees, and volunteers to observe high
standards of business and personal ethics in the conduct of their duties and responsibilities. As
employees and representatives of the Dwelling Place, all must practice honesty and integrity in fulfilling
responsibilities and comply with all applicable laws and regulations.

21.2 This Whistleblower Policy is intended to encourage and enable board members, officers,
employees, and volunteers to raise serious concerns internally so that Dwelling Place can address and
correct inappropriate conduct and actions. It is the responsibility of all the above-mentioned parties to
report concerns about violations of Dwelling Place’s Code of Ethics or suspected violations of law or
regulations that govern Dwelling Place’s operations.

21.3 It is contrary to the values of Dwelling Place for anyone to retaliate against any board member,
officer, employee, or volunteer who in good faith reports an ethics violation, or a suspected violation of
law, such as a complaint of discrimination, or suspected fraud, or suspected violation of any regulation
governing the operations of Dwelling Place. An employee who retaliates against someone who has
reported a violation in good faith is subject to discipline up to and including termination of employment.

21.4 Dwelling Place has an open door policy and suggests that employees share their questions,
concerns, suggestions, or complaints with their supervisor. If an employee is not comfortable speaking
with his/her supervisor or is not satisfied with the supervisor’s response, the employee is encouraged to
speak with the Compliance Officer at Dwelling Place. The designated Compliance Officer at Dwelling
Place is the Chief Executive Officer. Supervisors and managers are required to report complaints or
concerns about suspected ethical and legal violations in writing to the Dwelling Place Compliance
Officer, who has the responsibility to investigate all reported complaints. Employees with concerns or
complaints who feel uncomfortable reporting an incident to the Dwelling Place Compliance Officer are
allowed to submit their concerns in writing directly to the Chairperson of the Dwelling Place Board.

21.5 The Compliance Officer is responsible for ensuring that all complaints about unethical or illegal
conduct are investigated and resolved. The Compliance Officer will report at least annually to the Chairs
of the Executive and Finance Committee on compliance activity.

21.6 The Compliance Officer shall immediately notify the Chair of the Executive Committee of all
written complaints, and include the Chair of the Finance Committee when there are concerns or
complaints regarding corporate accounting, internal control or auditing practices. The Compliance
Officer will work with the committees until the matters are resolved.

21.7 Anyone filing a written complaint concerning a violation or suspected violation must be acting in
good faith and have reasonable grounds for believing the information disclosed indicates a violation.
Any allegations that prove not to be substantiated and which prove to have been made maliciously or
knowingly to be false will be viewed as a serious disciplinary offense.

21.8 Violations or suspected violations may be submitted on a confidential basis by the complainant.
Reports of violations or suspected violations will be kept confidential to the extent possible, consistent
with the need to conduct an adequate investigation.
SECTION II

PERSONNEL BENEFITS

FOR EMPLOYEES OF

DWELLING PLACE OF GRAND RAPIDS
ARTICLE 1

Employment Classifications & Compensation

1.1 Definition of full and part-time employment:

   a. Part-Time Employment: A staff member hired for less than a regularly scheduled 340-hour week in a position which is expected to continue indefinitely, and in a position which is not acting as a temporary employee, is classified as a part-time employee. Part-time employees do not enjoy the same benefits and conditions of employment as full-time staff; their compensation is prorated in accordance with assigned job classification.

   b. Full-Time Employment: A staff member who is regularly scheduled to work 340 hours per week in a position which is expected to continue indefinitely and in a position which is not acting as a temporary employee, is classified as a full-time employee.

   c. Temporary Labor: A person hired for a temporary period of time may not be eligible for employment benefits of any kind.

1.2 Definition of exempt and non-exempt employment:

   a. Certain positions, generally including executive, administrative, and professional employees, are considered “exempt” from overtime laws and are typically paid a set salary regardless of the number of hours they work.

   b. Other positions are considered to be “non-exempt” and are eligible to receive overtime pay for hours worked in excess of 40 in one work week.

1.3 Wages shall be paid on a bi-weekly basis, and compensation schedules shall be reviewed and approved by the Dwelling Place Officers.

1.4 Certain benefits accrue based on the hours as indicated in the employee’s offer letter. The chart below lists the percentage of the accrual.

<table>
<thead>
<tr>
<th>Hours per week</th>
<th>Accrual Percentage</th>
<th>Employee Classification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-15 hours per week</td>
<td>25%</td>
<td>Part-time 25 (PT25)</td>
</tr>
<tr>
<td>16-25 hours per week</td>
<td>50%</td>
<td>Part-time 50 (PT50)</td>
</tr>
<tr>
<td>26-39 hours per week</td>
<td>75%</td>
<td>Part-time 75 (PT75)</td>
</tr>
<tr>
<td>40 hours per week</td>
<td>100%</td>
<td>Full-time</td>
</tr>
</tbody>
</table>
ARTICLE 2

Professional Meetings and Continuing Education

2.1 Employees who desire to attend a meeting, conference, or workshop which is likely to improve their competency may submit written requests to attend to their supervisor. If attendance at such meetings is determined to be in the best interest of the Agency and is within the Agency budget, a Dwelling Place Officer may approve such request. Reimbursement for necessary out-of-pocket expenses shall be governed by current Agency policy.

2.2 In advance of taking an accredited extension or similar course in an area related to his/her work, an employee may apply in writing for a more flexible work schedule. A Dwelling Place Officer shall have full discretion to grant or deny any such request based on the Agency’s needs and the circumstances of the employee’s request.

2.3 All trainings should align with the Training and Development Plan.
ARTICLE 3

Work Week, Flexible Schedule, & Overtime Policy

3.1 Work Week. The normal work week of a full-time employee shall be as consistent as reasonably possible with the standard work week and the normal business hours of the Agency. The normal business hours of the Agency shall be Monday through Friday, 8:30 AM to 5:00 PM, excluding the Agency's recognized holidays.

3.2 Flexible Schedule. Employees are hired to perform work which is not always governed by a standard or fixed work week which consists of a set number of hours in which to accomplish their required duties. As such, an employee’s schedule from week to week may deviate from the standard work week with prior written approval of the Human Resources Manager or supervisor. If an employee disagrees with the decision, the employee may ask their respective officer. A consensus cannot be reached, then the Chief Executive Officer shall make the final determination.

3.3 Overtime Policy for Non-Exempt Employees. (This does not apply to exempt employees.) Regular overtime is calculated at 1.5 times an employee’s regular pay rate for all hours worked over 40 in one week. Sick, vacation, personal and holiday hours are not used in the 40-hour calculation. Holiday overtime is calculated as follows: hourly employees shall receive 1.5 times their regular pay rate for all hours worked on the actual observed holiday (see Article V). If in the workweek wherein an actual observed holiday falls an employee works over 40 hours on non-actual observed holiday days, they will additionally be paid 1.5 times their regular pay rate for these hours.

3.4 On-Call Overtime Policy for Non-Exempt On-Call Employees.

a. If an On-Call employee is called into work for any period of time that does not immediately follow their scheduled work day (i.e., an employee has gone home from work but is immediately or later called back into work for an emergency), Dwelling Place agrees to pay the maintenance On-Call employee at 1.5 times their regular pay rate for the time worked, including mileage and the time for the duration of travel, regardless of the total hours an employee works within the pay period.

b. If an On-Call employee is called in earlier than their scheduled work time for a particular weekday, the overtime pay and travel reimbursement would not apply unless the call-in was more than one hour before their scheduled time to report to work during the week.

c. If an On-Call employee is notified 24 hours in advance of the need to come into work early or stay late on weekdays (i.e., snow removal for predicted winter snow storms), overtime would only be paid if their total work exceeded 40 hours. Mileage would not be paid. Since On-Call employees are not typically scheduled for weekend work, work hours offered at any time over weekends would be compensated at the higher rate, including travel time and mileage reimbursement.

d. If an On-Call employee is aware of a pending emergency or should have been aware of a pending emergency while they were working during their scheduled work period, but still leaves work with the pending issue unresolved, they shall not be eligible for the higher rate of pay or travel reimbursement unless specific permission is granted by the Chief Operating Officer or the Director of Facilities.

Dwelling Place expects all employees to give their best effort to reduce the likelihood of after hour calls and may conduct periodic audits of emergency work order requests and responses to ensure that the above mentioned procedures are being implemented appropriately.
3.54 Salaried, Exempt Employees Do Not Receive Overtime Pay. The assumption made with salaried exempt employees is that there is generally enough time to accomplish the performance responsibilities outlined within the job description in the traditional 40-hour work week. Recognizing the need of varied schedules and occasional extra hours, flexible work week accommodations may be made on a limited basis when arranged and approved by the Human Resources Manager employee’s supervisor in advance. A general “rule of thumb” should be that if the accommodation made is less than half of a day, make arrangements with the supervisor. If the adjustment is more than that, time off should be taken as vacation or as a personal day through use of a “Request Permission for Leave” form.

3.65 If a salaried exempt employee believes that on a regular basis he/she cannot accomplish all job responsibilities within a 40 hour schedule, he/she should discuss this with the supervisor and the Human Resources Manager as well. An assessment of the job duties and the staffing needs for those duties can then be completed to help determine the most appropriate means to address this concern, resolve this dilemma.
ARTICLE 4

Vacations

4.1 **Accrual of Vacation Time** is earned based upon years of service to the Agency. In the first two years of continuous service, an employee may earn the equivalent of two weeks of vacation time per year; from 3 to 5 years of service, an employee may earn the equivalent of three weeks of vacation time per year; and after 5 years of service and beyond, an employee may earn the equivalent of four weeks of vacation time per year.

4.2 Vacation accruals and the total hours any employee may have or carry at a given time will be capped at the following amounts. If an employee’s vacation accruals reach the maximum, as described below, the employee’s accruals will cease until some of the earned time is utilized and the balance drops below the capped amount.

a. Four weeks or equivalent during 0-2 years of service
b. Six weeks or equivalent during 2-5 years of service
c. Eight weeks or equivalent after 5 years of service

4.3 Part-time employees shall be entitled to pro-rated vacation hours based upon the number of regular hours an employee is hired to work as follows:

a. 1-15 hours = 25%
b. Between 16 and 25 hours = 50%
c. Between 26 and 39 hours = 75%

4.4 The following schedule details bi-weekly accrual amounts and corresponding max amounts that an employee may have or carry at any given time, based upon hourly status and years of service.

<table>
<thead>
<tr>
<th>Hourly Status</th>
<th>Accrue / Pay Period</th>
<th>Max Accrual</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-2 years of service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PT 25%</td>
<td>0.77</td>
<td>40</td>
</tr>
<tr>
<td>PT 50%</td>
<td>1.54</td>
<td>80</td>
</tr>
<tr>
<td>PT 75%</td>
<td>2.31</td>
<td>120</td>
</tr>
<tr>
<td>Full Time</td>
<td>3.08</td>
<td>160</td>
</tr>
<tr>
<td>2-5 years of service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PT 25%</td>
<td>1.16</td>
<td>60</td>
</tr>
<tr>
<td>PT 50%</td>
<td>2.31</td>
<td>120</td>
</tr>
<tr>
<td>PT 75%</td>
<td>3.47</td>
<td>180</td>
</tr>
<tr>
<td>Full Time</td>
<td>4.62</td>
<td>240</td>
</tr>
<tr>
<td>5+ years of service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PT 25%</td>
<td>1.54</td>
<td>80</td>
</tr>
<tr>
<td>PT 50%</td>
<td>3.08</td>
<td>160</td>
</tr>
<tr>
<td>PT 75%</td>
<td>4.62</td>
<td>240</td>
</tr>
<tr>
<td>Full Time</td>
<td>6.16</td>
<td>320</td>
</tr>
</tbody>
</table>
4.5 Newly-hired employees that have not worked a full year of continuous service with the Agency have additional restrictions on use of vacation time. They may not utilize any paid vacation time during the first 6 months of employment and may only utilize the equivalent of one week of vacation between 6 to 12 months of service.

4.6 An employee who resigns after at least a full year of continuous service and provides at least two weeks’ advance notice may be paid for his/her earned but unused vacation time. If an employee provides less than two weeks’ advance notice of his/her resignation, he/she may not be paid for unused vacation time.

4.7 If Dwelling Place terminates an employee’s service, that employee shall be compensated for the balance of any unused vacation time for which the employee is eligible, unless Dwelling Place has terminated the employee due to fraud, theft, dishonesty, workplace violence, or other similarly egregious misconduct as determined by Dwelling Place.

4.8 Vacation payout payments will not exceed the former employee’s regular scheduled hours. Payments will be made up to the former employee’s scheduled hours in each subsequent pay period until the balance of eligible vacation time has been exhausted.

4.9 In case of the death of an employee, any unused vacation pay for which the employee is eligible will be paid to the named beneficiary or, in the absence of such designation, to the employee’s estate.

4.10 So far as possible, vacations will be scheduled at the convenience of the employee. Generally, the employee should request vacation at a minimum of the two-week notice. However, the supervisor shall have the right to approve or deny individual vacation schedules in accordance with Agency needs. All vacations must be approved in writing advance by the Supervisor. The payroll system utilized to track these records will suffice as written notification.

4.11 Vacation time used for reasons related to the Michigan Paid Medical Leave Act (MPMLA) will be provided for and granted in accordance with this policy and the Company’s MPMLA policy (see Article 14).
ARTICLE 5

Holidays

5.1 The following holidays are recognized for Agency employees. If the holiday falls on a Saturday or Sunday, the holiday will be observed on closely associated week-day.

   a. New Year's Day
   b. Martin Luther King Day Day after Thanksgiving
   c. Memorial Day
   d. Independence Day Martin Luther King Day
   e. Labor Day
   f. Thanksgiving Christmas Day
   g. Labor Day after Thanksgiving Day
   h. Day before Christmas
   i. Christmas Thanksgiving Day
   j. Day before New Year's

5.2 Part-time employees shall receive prorated holiday pay based on their hourly status.

5.3 Hourly employees shall receive time and a half for hours worked on a holiday in addition to their holiday pay but the hours worked must be assigned or approved by a supervisor in advance. Advance approval is not required for emergencies or snow removal.

5.4 An employee on vacation or a paid leave of absence will be paid for the holiday and will not be charged for vacation time or such leave on the day of the holiday.

5.5 Salaried employees required to work on a holiday shall enjoy time off at a later date as mutually agreed upon with their supervisor.

### Holiday Hours

<table>
<thead>
<tr>
<th>Employee Classification</th>
<th>Hours Paid Per Holiday</th>
</tr>
</thead>
<tbody>
<tr>
<td>PT25</td>
<td>2</td>
</tr>
<tr>
<td>PT50</td>
<td>4</td>
</tr>
<tr>
<td>PT75</td>
<td>6</td>
</tr>
<tr>
<td>Full-Time/Salary</td>
<td>8</td>
</tr>
</tbody>
</table>
6.1 Regular full-time employees may accrue 80 hours of paid sick leave per year, up to a maximum of 480 hours. Regular part-time employees shall accrue prorated paid sick leave based on their hourly status.

6.2 Sick leave may only be used as provided for. An employee utilizing sick leave shall provide such reasonable proof of the bona fide use of sick leave as may be required by the Agency. The advance use of future credits for sick leave shall not be permitted. If absence occurs due to illness and no credit exists, the employee is absent without pay. Dwelling Place will not pay for accrued sick time when an employee or employer terminates employment for any reason. Sick time may only be used as provided for during employment.

6.3 Supervisors in conjunction with Human Resources shall be responsible for ensuring sick time leave is not misused and that records and documentation, such as bi-weekly time sheets and a healthcare provider's doctor's verification of illness, are submitted, as may be required by the Agency.

6.4 Sick leave may be utilized by an employee for any reason covered under the Michigan Paid Medical Leave Act (MPMLA) in the event of his/her illness or injury. Sick leave may be used for any serious illness or injury of his/her immediate family.

6.5 Sick Leave used for reasons related to the Michigan Paid Medical Leave Act (MPMLA) will be provided for and granted in accordance with this policy and the Company's MPMLA policy (see Article 14).

6.6 Under extenuating circumstances, sick leave may be used for medical or dental appointments, if approved in advance by the supervisor. Appointments should be made as much as possible outside of work hours.

6.7 The Agency shall provide coverage for all employees under the Michigan Workers' Compensation Act.

6.7 Employees must immediately report any workplace injury or illness to their supervisor and Human Resources.

### Sick Accrual Rate in Hours

<table>
<thead>
<tr>
<th>Employee Classification</th>
<th>Accrual Per Pay Period</th>
<th>Accrual Per Year</th>
<th>Max Accrual</th>
</tr>
</thead>
<tbody>
<tr>
<td>PT25</td>
<td>0.93</td>
<td>20</td>
<td>120</td>
</tr>
<tr>
<td>PT50</td>
<td>1.85</td>
<td>40</td>
<td>240</td>
</tr>
<tr>
<td>PT75</td>
<td>2.78</td>
<td>60</td>
<td>360</td>
</tr>
<tr>
<td>Full-Time/Salary</td>
<td>3.70</td>
<td>80</td>
<td>480</td>
</tr>
</tbody>
</table>
ARTICLE 7

Personal Leave

7.1 All full-time employees shall be entitled to a total of three (3) personal days per year to be used for personal business, bereavement leave, funerals, religious observations, cultural observations, birthdays, or any reason covered under the MPMLA, or other similar time off needed, not otherwise provided for by these policies. Scheduling of these personal days must receive prior written approval by their supervisor. Part-time and new employees shall be entitled to prorated personal time based on their hire date and hourly status.

7.2 Personal Leave used for reasons related to the Michigan Paid Medical Leave Act (MPMLA) will be provided for and granted in accordance with this policy and the Company's MPMLA policy (see Article 14).

7.32 Personal days may not be carried over into the next year. Dwelling Place will not pay for accrued but unused personal time when an employee's employment is terminated for any reason.

### Personal Time in Hours

<table>
<thead>
<tr>
<th>Employee Classification</th>
<th>If start date is before the first day of the year</th>
<th>If start date is after the first day of the year</th>
<th>Hours Carried Over to the Next Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>PT25</td>
<td>6</td>
<td>.5 times number of remaining months</td>
<td>0</td>
</tr>
<tr>
<td>PT50</td>
<td>12</td>
<td>1 times number of remaining months</td>
<td>0</td>
</tr>
<tr>
<td>PT75</td>
<td>18</td>
<td>1.5 times number of remaining months</td>
<td>0</td>
</tr>
<tr>
<td>Full-Time/Salary</td>
<td>24</td>
<td>2 times number of remaining months</td>
<td>0</td>
</tr>
</tbody>
</table>
ARTICLE 8
Leaves of Absence

8.1 Employees of Dwelling Place are expected to commit themselves to regular attendance to fulfill the responsibilities of their positions and to ensure the Agency’s continued success. We recognize, however, that everyone needs time off from work for a variety of reasons, including civic, medical and personal. Therefore, employees may be eligible for time off as not provided for within other policies in this Manual.

8.2 Medical Leave (other than leaves under Family and Medical Leave Act)—If an employee is unable to work due to short-term illness or injury, or required leave due to pregnancy, they must provide a doctor’s certificate verifying the nature of the sickness, disability or illness (and the expected date of delivery in the case of pregnancy leave) and the amount of time they are anticipated to be away from work. A short-term illness or injury is one where the employee is unable to work three (3) or more consecutive working days.

   a. A medical or short-term disability leave may be granted for a maximum of 180 calendar days, which leave may be extended at the agency's discretion based on appropriate medical evidence. The Agency reserves the right to have employees examined at a reasonable time, at our expense, by a certified physician whose opinion shall be binding.

   b. During the leave, the employee must provide Dwelling Place with doctor reports to keep the Agency apprised of the medical condition and anticipated return to work date.

   c. When an employee’s illness, injury or disability, has ended, he/she may have to provide a doctor’s certificate stating that the doctor certifies the return to work as of a certain date and that the employee is able to perform the essential functions of their job, with or without reasonable accommodation. If the employee then fails to return to work, he/she will be considered to have voluntarily terminated their employment.

   d. Unless required by applicable law, there is no guarantee that the employee’s former position will be available upon return from a medical leave or short-term disability leave. Nevertheless, the company will try to provide the employee with a job of comparable compensation and rank upon return from leave.

   e. During any period of approved leave, Dwelling Place will pay the employer’s portion of health insurance coverage for up to 90 weekdays. Also, no loss of seniority will occur during the authorized time of the employee’s medical leave. As with other leaves of absence, employees may be required to utilize their accrued vacation or sick leave. Neither sick leave, nor holiday or vacation pay, will accrue while an employee is on a medical or short-term disability leave. Except for these benefits, a medical leave of absence is without pay.

8.3 Personal Leave—For those situations not covered by our Medical Leave Policy (e.g., leaves for personal reasons, unpaid bereavement, etc.), Dwelling Place may, in its discretion, grant you a leave of absence for such periods of time as it may determine, provided you submit a written request seeking such leave of absence prior to the date on which you would like the leave of absence to begin. Unless provided for by applicable law, there is no guarantee that your former position will be available upon return from a leave of absence. Nevertheless, the agency will try to provide you with a job of comparable compensation and rank.
8.4 In considering requests for a leave of absence, Dwelling Place will review the reason for the request, the length of the requested leave, length of service, record of attendance and performance, and the agency’s ability to adequately cover job duties and responsibilities.

8.5 Military Leave—Employees should immediately notify Dwelling Place if called to active military duty and apply for a military leave of absence. Dwelling Place will comply with applicable State and Federal law regarding the circumstances of an employee’s military leave and his/her return to employment following such leave.
ARTICLE 9

Family and Medical Leave Act

9.1 Dwelling Place will provide eligible employees with unpaid leave for covered family and medical reasons, in compliance with the Family and Medical Leave Act (FMLA).

Eligibility: Employees are eligible for FMLA leave only if they have been employed for at least one year and have worked at least 1,250 hours over the previous 12 months.

Basic Leave Entitlement: Eligible employees may take up to a total of 12 workweeks of leave in any 12-month period for the following reasons:

- For the employee’s own serious health condition (defined below) that makes him or her unable to perform the essential functions of the employee’s job.
- To care for the employee’s spouse, child, or parent with a serious health condition.
- For incapacity due to pregnancy, prenatal medical care or child birth.
- To care for the employee’s child after birth, placement for adoption, or foster care placement.
- For an employee’s “qualifying exigency” resulting from the fact that the employee’s spouse, parent or dependent child is on active duty or called to active duty status in the National Guard or Reserves in support of a contingency operation. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment and reintegration briefings.

The amount of FMLA leave time an employee has available (for the above reasons) on any given date is equal to 12 weeks minus the amount the employee has used in the preceding 12 months.

Service member Family Leave: An eligible employee may request up to 26 weeks of FMLA leave in a single FMLA year to care for the employee’s spouse, son, daughter, parent, or next of kin who is a covered service member. A covered service member is either:

- a current member of the Armed Forces who
  - incurred or aggravated a serious illness or injury in line of duty on active duty;
  - may be medically unfit to perform the duties of his office, grade, rank or rating because of the serious illness or injury; and
  - is undergoing medical treatment, recuperation or therapy, or is otherwise in outpatient status, or is otherwise on the temporary disability retired list for a serious injury or illness; OR
- a veteran of the Armed Forces who
  - incurred or aggravated a qualifying injury or illness in line of duty on active duty;
  - is undergoing medical treatment, recuperation or therapy for a serious injury or illness; and
  - was a member of the Armed Forces at any time during the 5 years preceding the date on which the veteran undergoes that medical treatment, recuperation, or therapy.

In a year in which an employee uses leave to care for a covered service member, 26 weeks is the maximum amount of FMLA leave that the employee may use in total for all types of FMLA leave.

Definition of a Serious Health Condition: A “serious health condition” is an illness, injury, impairment, or physical or mental condition that involves either:

- an overnight inpatient stay in a medical care facility, or
- continuing treatment by a health care provider for a condition that either prevents the
employee from performing the essential functions of the employee’s job, or prevents the qualified family member from participating in work, school, or other daily activities. Subject to certain conditions, the continuing treatment requirement may be met by:

- A period of incapacity of more than 3 consecutive full calendar days combined with either (a) at least 2 visits to a health care provider within certain time frames, or (b) one visit to a health care provider within a certain time frame and a regimen of continuing treatment;
- Incapacity due to pregnancy or prenatal care;
- Incapacity due to a chronic condition that continues for an extended period and requires at least two visits to a health care provider per year for treatment; or
- Permanent or long-term incapacity, or conditions requiring multiple treatments.

Use of Leave: When medically necessary, leave may be taken on an intermittent basis or by arranging a reduced work schedule. Employees must make reasonable efforts to schedule leave for planned medical treatment so as not to unduly disrupt the Company’s operations. Leave due to qualifying exigencies may also be taken on an intermittent basis.

Employee’s Responsibility to Give Notice of the Need for Leave: Employees must notify their supervisor and the Human Resources Department of any need to take FMLA leave (including any absence, late arrival, or early leaving related to FMLA leave). Employees must give this notice at least 30 days in advance of a foreseeable need for FMLA leave. If it is impossible to give 30 days’ advance notice, employees must notify their supervisor and the Human Resources Department as soon as practical. Employees must follow all Company rules for calling in to report absence, tardiness, or early leaving.

Whenever requesting FMLA leave, employees must provide sufficient information for the Company to determine whether the leave qualifies as FMLA leave and the anticipated timing and duration of the leave. Employees must also inform their supervisor and the Human Resources Department if the requested leave is for a reason for which FMLA leave was previously taken or certified. Once an employee has requested FMLA leave, Dwelling Place will inform the employee whether he or she is eligible to take FMLA leave and explain the employee’s rights and responsibilities under FMLA. After the employee returns all required forms, Dwelling Place will inform the employee whether or not the leave will be designated as FMLA leave.

Medical Certification: When Dwelling Place requests it, an employee must provide complete and sufficient certification from a health care provider verifying the need for leave (at the employee’s expense). The Agency will provide a form for this purpose. The employee must return the completed certification form to the Agency within 15 days. Failure to do so may result in the delay and/or denial of FMLA leave. Dwelling Place may require subsequent opinions from a different health care provider (at the Agency’s expense). Dwelling Place may also require periodic re-certifications of the need for leave.

Wages and Insurance Benefits During FMLA Leave: Wages are not paid during FMLA leave. Dwelling Place will maintain the employee’s health coverage under any group health plan for covered FMLA leave as long as the employee maintains his or her contributions during the leave.

Using Paid Leave Time During FMLA Leave: An employee taking FMLA leave may elect to use paid leave (vacation, sick leave, personal leave, or paid time off) that the employee has available under Dwelling Place policies. In order to use paid leave during FMLA leave, the employee must comply with the Agency’s policies concerning paid leave. Dwelling Place may require that the employee use available paid leave. Whether or not paid leave is available, all time off which is covered by FMLA will be charged against the employee’s yearly FMLA allowance.
Contact With Dwelling Place During the Leave: While on FMLA leave, employees are required to report to the Human Resources Department regarding their status and intention to return to work. Likewise, it may be necessary for the Agency to contact an employee for those reasons. If the employee cannot be reached at the phone number on file with the Agency and the leave is in excess of 5 working days, the employee must provide a telephone number and address at which they can be contacted.

Returning to Work: Before returning to work from a leave due to the employee’s own serious health condition, the employee must provide medical verification of his or her fitness for duty. Dwelling Place will provide a list of the essential functions of the employee’s job for that purpose. If the employee is taking leave intermittently or on a reduced work schedule, the Agency may require a certification of fitness to return to duty under certain circumstances.

Upon return from FMLA leave, most employees will be returned to their original position or an equivalent one, with equivalent pay, benefits and other employment terms. Use of FMLA leave will not result in the loss of any benefit that accrued prior to the start of the leave. Employees will not continue to accrue benefits while taking FMLA leave.

Termination of FMLA Leave: An employee’s FMLA leave and accompanying benefits will cease under the following circumstances:

- The employment relationship would have terminated if the employee had not taken FMLA leave;
- The employee informs Dwelling Place of his or her intent not to return from leave;
- The employee fails to return a medical certification as required;
- The employee fails to return to work (with any required certification) at the end of an approved FMLA leave;
- The employee continues on unapproved leave after exhausting his or her FMLA leave entitlement;
- The employee fraudulently obtains FMLA leave;
- While on FMLA leave, the employee engages in conduct that is inconsistent with the need for leave; or
- The employee begins employment with another employer or engages in self-employment without Dwelling Place’s approval during FMLA leave.

Enforcement: Any employee who believes that his or her rights under the FMLA have been violated is to report this immediately to their supervisor and the Human Resources Department. Any complaint will be investigated thoroughly and promptly. No employee will be retaliated against for making a good faith complaint. The FMLA also states that employees can file a complaint with the U.S. Department of Labor or in an appropriate court.
ARTICLE 10

Jury Duty & Court Time

10.1 Jury Duty

a. An employee who is called for jury duty shall notify the supervisor immediately upon receiving notice of such call.

b. If an employee serves on jury duty during days normally scheduled for work, the Agency will provide a jury duty pay supplement, for a maximum of two weeks, to make up the differences between the jury duty earnings and his/her normal pay upon presentation of a written statement of jury earnings from the proper Court official.

c. Time spent on jury duty during regular work hours shall be considered as time worked.

c.d. An employee on jury duty must keep his/her supervisor updated about the expected duration of jury duty and must report to work whenever reasonably possible when not engaged in jury service.

10.2 Court Time

a. If an employee is called as a witness in a judicial proceeding or administrative proceeding in connection with his/her employment and other than as a plaintiff, such employee shall receive leave with pay for such attendance.

b. The employee must present a subpoena or other documentation confirming that he/she has been called as a witness to his/her supervisor.
ARTICLE 11

Insurance Programs

11.1 Dwelling Place employees who are regularly scheduled to work forty (340) hours per week shall be eligible to participate in group medical, dental, life, and long-term-disability group insurance programs, unless coverage eligibility is otherwise regulated by law (e.g., in cases such as the Patient Protection and Affordable Care Act).

11.2 A portion of premium may be required from the employee for participation and enrollment in group insurance programs.

11.3 Dwelling Place may change program carriers from time to time.

11.4 All program benefits shall be subject to the terms, provisions, and conditions of the applicable policy or policies.

11.5 Dwelling Place's contributions toward the cost of group medical, dental, life, and long-term-disability group insurance programs provided for eligible employees shall be subject to continuation and/or termination as follows:

a. Such contributions will be in accordance with existing statutory requirements for Workers' Compensation coverage.
b. Such contributions will be continued so long as an employee is on an approved and fully paid leave of absence, or on a leave covered by the Family Medical Leave Act, or if otherwise approved by the CEO.
c. Such contributions shall continue through the month in which employment with the organization is terminated.

11.6 Upon termination of employment, all employees receiving insurance coverage shall receive notification of their rights under COBRA. The employee shall have the sole responsibility for making all arrangements and monthly payments necessary for the continuance of insurance coverage as directed by the COBRA notice.
ARTICLE 12

Travel & Expense Reimbursements

12.1 Employees shall be reimbursed for reasonable mileage and travel expenses in connection with their duties on Agency work pursuant to the Agency's current travel policy. The rate of reimbursement shall be determined by Dwelling Place officers.

12.2 Travel and other expense reimbursements must be submitted to the employee’s direct supervisor for approval by the end of the month in which the expense is incurred. Whenever possible, checks will be made available during payroll weeks (however, on payroll weeks with a holiday, employee reimbursements may not get processed until the following payroll due to time constraints).
ARTICLE 13

Retirement

13.1  All employees are currently eligible to participate in the agency’s 403(b) retirement plan and may make elective deferrals beginning on their date of hire. After one full year of employment, Dwelling Place may also contribute a restricted matching amount on behalf of the employee beginning with the first pay date of the next fiscal quarter. All details of employee retirement options are subject to the approved plan and related documents. As with all policies and benefits, Dwelling Place reserves the right to change, modify, and/or eliminate this benefit, subject to any applicable legal requirements. All employees are eligible to participate in the agency’s 403(b) retirement plan and may make elective deferrals beginning on their date of hire. After one full year of employment, Dwelling Place may also contribute a restricted matching amount on behalf of the employee beginning with the first pay date of the next fiscal quarter. All additional details of employee retirement options are subject to the approved plan and related documents.
ARTICLE 14

Michigan Paid Medical Leave Act Policy

14.1 Dwelling Place provides all eligible employees with paid medical leave, which may be used for certain medical or personal reasons, as provided in the Michigan Paid Medical Leave Act (MPMLA), including those related to: (1) the employee’s personal illness, injury, health condition or preventative care (as defined in the MPMLA); (2) an eligible family member’s illness, injury, health condition or preventative care (as defined in the MPMLA); (3) the employee’s or eligible family member’s victimization by domestic violence or sexual assault (as defined in the MPMLA); and (4) covered reasons related to communicable disease or public health emergency.

14.2 An eligible employee’s use of paid medical leave in compliance with this policy will not be counted as an unexcused or excessive absence or tardy under the Employee Attendance policy.

14.3 This policy applies to all non-exempt Dwelling Place employees who work: 1) on average, at least 25 hours per week per calendar year, and 2) more than 25 weeks per calendar year.

14.4 “Family members” for whom eligible employees may take paid medical leave include:

- Children (biological, adopted, foster, stepchildren, legal wards and others to whom the employee stands in loco parentis)
- Parents (biological, foster, stepparent, adoptive, legal guardian and individual who stood in loco parentis when employee was a minor child)
- Spouses
- Grandparents or grandchildren
- Siblings (biological, foster, and adopted)

14.5 Accrual and Availability. Eligible employees may use all available paid time off balances (i.e., Vacation, Sick Pay, and Personal Leave) for paid medical leave, up to 40 hours per calendar year. This paid medical leave benefit is coordinated with, and is not in addition to, benefits granted under the paid time off policies in the Dwelling Place Employee Handbook.

- Eligible employees receive paid medical leave upon hire or transfer into an eligible position. However, newly hired employees are required to complete ninety (90) days of employment before utilizing paid medical leave.

14.6 Employee Responsibilities. To prevent unnecessary burden on co-workers or disruption to operations, employees must notify their direct supervisor and Human Resources of any need to take paid medical leave (including absence, late arrival, or early leaving). Employees must provide this notice at least seven (7) days in advance of a foreseeable need for paid medical leave. If it is impossible to give seven (7) days advance notice, employees must notify their direct supervisor and Human Resources as soon as practicable. Absent extenuating circumstances, an employee must always notify his or her supervisor and Human Resources no later than before the start of the employee’s shift.

Employees must follow all Dwelling Place rules for calling in to report absences, tardiness, or leaving early, including compliance with the Employee Attendance policy. Failure to comply with this policy will result in an employee being ineligible to utilize paid medical leave and will count as an unexcused and/or excessive absence or tardy under the Employee Attendance policy.

14.7 Documentation. If an eligible employee has been absent from work because of his/her own
illness, injury, or health condition (as defined in the MPMLA) for a period of three (3) consecutive working days, Dwelling Place reserves the right to request documentation from a healthcare provider indicating that an eligible employee is able to return to work.

Dwelling Place expressly reserves the right to require appropriate documentation from the employee to ensure that the use of paid medical leave is in compliance with the uses outlined in MPMLA. When Dwelling Place requests documentation to verify compliant use, the Company will give the employee three (3) days to provide it.

14.8 Increments. Dwelling Place allows employees to use paid medical leave in increments of no less than 15-minutes.

14.9 Carry-Over and Unused Time.

- Carry-over of unused Vacation time, Sick Pay, and Personal Leave time will be made in accordance with the requirements outlined in each policy.
- Accrued but unused Sick Pay and accrued but unused Personal Leave time will not be paid when an employee’s employment is terminated for any reason.
- Payment for accrued but unused Vacation time will be made in accordance with the requirements outlined in that policy.

14.10 Granting paid medical leave.

If an eligible employee requests paid medical leave, Dwelling Place will grant the request so long as: 1) the employee has the amount of time available, 2) the employee has complied with the responsibilities outlined in this policy, and 3) the employee has not utilized more than 40 hours of paid time off in the current benefit year.

Once an eligible employee has utilized forty (40) hours of paid time off in the current benefit year, or if a request is for a reason not covered under MPMLA, Dwelling Place will grant requests in accordance with the applicable policies and as business operations permit (at its sole discretion).
SECTION III

AN AFFIRMATIVE ACTION PLAN

FOR THE EMPLOYMENT OF

PERSONS OF PROTECTED GROUPS

FOR DWELLING PLACE OF GRAND RAPIDS
1.1 It is the policy of the Board to grant equal employment opportunity to all qualified persons without regard to race, color, religion, gender, gender identity, sexual orientation, genetic information, national origin, protected disability, age, height, weight, marital status, veteran status, and any other protected characteristic.

   a. Employment opportunities are, and shall be, open to all qualified applicants solely on the basis of their experience, aptitudes, qualifications, and abilities.

   b. Advancement is, and shall be, based primarily on the individual's achievement, performance, ability, attitude, qualifications, and potential for promotion.

   c. Employees feeling that they have been the victims of discriminatory action should feel free to contact the Agency's designated EEO Officer.

   d. Dwelling Place understands and acknowledges its obligation to implement this policy pursuant to Section 46 of the Public Acts of 1966, as amended, the State Housing Development Authority Act.
2.1 Affirmative Action is defined as efforts made to ensure equal opportunity to all persons and to prevent under-utilization of significant groups within the Agency staff and Board. It includes analyzing the methods, procedures, and results of actions to determine whether qualified persons have been excluded for reasons of race, color, religion, gender, gender identity, sexual orientation, genetic information, national origin, protected disability, age, height, weight, marital status, veteran status, or any other protected characteristic.

2.2 The purpose of this "Affirmative Action Plan" is to set forth a specific program whereby Dwelling Place can increase opportunities for protected groups at all levels of employment.

2.3 The following goals will further the intent of the Dwelling Place policy of affirmative action.

   a. Ensure that recruitment, hiring, and training for all job classifications are done without regard to any protected characteristic.
   b. Ensure the employment decisions further the principle of Equal Employment Opportunity.
   c. Ensure the promotion decisions further the principle of Equal Employment Opportunity and that non-discriminatory criteria for promotions are used.
   d. Ensure that other personnel policies and procedures governing assignments of placement, compensation, benefits, transfers, training, and tuition assistance are administered without regard to any protected characteristic.
Part 3

Responsibility for Implementation

3.1 The coordination and implementation of the Equal Employment Opportunity Affirmative Action Program shall be the responsibility of the Chief Executive Officer of Dwelling Place. His name is Dennis Sturtevant, Dwelling Place, 101 Sheldon Blvd. SE, Suite 2, Grand Rapids, Michigan 49503, (616) 454-0928.

3.2 The goals, objectives, and procedures contained herein shall apply to all employees of Dwelling Place. All employees shall act diligently and expeditiously to accomplish the goals set forth herein.

3.3 All supervisory personnel and department heads shall take the following steps to ensure compliance with the "Affirmative Action Program":

   a. Disseminate the policy to all employees under their supervision.
   b. Ensure that all employees under their supervision know who is responsible for the program's implementation.
   c. Review qualifications of all employees to ensure that they are given equal opportunity without regard to any protected characteristic.
   d. Ensure unbiased administration of all personnel policies.
   e. Post all EEO bulletins, notices, etc.
   f. Ensure compliance with MSHDA and City of Grand Rapids Equal Employment Opportunity Compliance reporting requirements, as implemented by the respective directors of EEO/Fair Housing.
4.1 Internal dissemination of the EEO/Affirmative Action Policy will be accomplished as follows:
   a. Publication of the statement in the personnel policy manual.
   b. Conducting necessary meetings with administrative and other staff to explain the intent of the policy and individual responsibility for implementation.

4.2 External dissemination of the EEO/Affirmative Action Policy will be accomplished as follows:
   a. Employment advertisements will contain the EEO tagline.
   b. Dwelling Place may notify in writing all vendors and suppliers Dwelling Place's policy and will urge appropriate action on their part.
Part 5

Recruiting and Training

5.1 Additional recruiting sources who specialize or are oriented to the placement of persons of protected groups will be of primary emphasis.

5.2 Selection for participation in training programs shall be made primarily on the basis of ability, experience, qualifications, and job requirements, but without regard to any protected characteristic.
Part 6

Subcontracting

6.1 Dwelling Place may contract for construction work on projects it is developing. Minority/female participation may be required in contracts consistent with local, state and federal requirements. All contractors doing business with Dwelling Place may be required to place a copy of their EEO Policy on file with Dwelling Place.
EMPLOYEE ACKNOWLEDGEMENT *

DWELLING PLACE PERSONNEL MANUAL

I acknowledge that I have received a copy of DWELLING PLACE’s Personnel Manual, that I have read and familiarized myself with the Manual, and that I have had an opportunity to ask questions regarding the Manual.

I agree to abide by the rules, regulations, and policies of this Manual. I understand that the statements and policies contained in the Manual do not create a binding contract of employment between me and Dwelling Place, that they constitute only the Agency’s current policies, procedures, and benefits, and they may be revised at any time without notice as (solely) deemed appropriate by Dwelling Place, and that my continued employment will constitute my acceptance of such changes.

I FURTHER ACKNOWLEDGE MY UNDERSTANDING THAT MY EMPLOYMENT WITH DWELLING PLACE IS NOT FOR ANY DEFINITE PERIOD OF TIME, AND THAT I HAVE THE RIGHT TO TERMINATE MY EMPLOYMENT AT ANY TIME, FOR ANY REASON OR NO REASON, WITH OR WITHOUT NOTICE, AND THAT DWELLING PLACE HAS A SIMILAR RIGHT WITH REGARD TO MY EMPLOYMENT. I FURTHER Recognize and understand that my status as an “AT-WILL EMPLOYEE” MAY NOT BE CHANGED, EXCEPT IF IN WRITING AND SIGNED BY THE CHIEF EXECUTIVE OFFICER OF DWELLING PLACE.

I understand and agree that I must bring any claim or suit against Dwelling Place and/or its employees, agents, parents, subsidiaries or other affiliates arising out of my application for employment, employment or termination of employment, including but not limited to claims arising under state or federal civil rights statutes, within the following time limits or be forever barred: (a) for claims requiring a Notice of Right to Sue from the EEOC, within 90 days after the EEOC issues that Notice; or (b) for all other claims, within (i) 180 days of the event(s) giving rise to the claim, or (ii) the time limit specified by statute, whichever is shorter. I knowingly and voluntarily waive any statute of limitations that exceeds this time limit.

___________________________________________
Employee Signature

___________________________________________
Date
*Please sign and return this form to Human Resources.
INTRODUCTION

The Dwelling Place Board of Directors met in June of 2019 to assess current progress on the 2016 Strategic Plan and to form concentrations for the new plan period (remainder of 2019 through 2022). It was agreed that the same core initiatives adopted for the 2016 plan should be continued with updated goals. These core initiatives are:

- Growth
- Succession Planning for Board and Staff
- Creating Greater Community Awareness of the Organization
- Staff Training and Development

INITIATIVE I GROWTH: The board affirmed the overall Dwelling Place Growth Plan that was adopted in June of 2017. For the 2019-2022 time period, Dwelling Place will pursue the following objectives:

Under the guidance of the Real Estate Development and Asset Management Committee, Dwelling Place will:

- Grow and improve its Real Estate portfolio by generating a total of 400 new or renovated units by year end 2022 within its 15 county NeighborWorks jurisdiction.
- Consider the creation of a Community Land Trust (CLT) to convert several existing Dwelling Place properties from rental housing to a shared equity program.
- Participate in the NeighborWorks Real Estate Growth Cohort
- Develop and approve a specific staffing and workspace plan in response to expected growth by January 31, 2020

INITIATIVE II CEO SUCCESSION: The planned retirement date for current CEO, Dennis Sturtevant, is July 30, 2021. A succession plan for his replacement will be determined and implemented by July 30, 2020.

- A special Search Committee will be established by March 31, 2020 to oversee this process. This Committee will recommend the hiring of an appropriate Search Firm for this purpose, who will then be responsible for:
  - Recruiting schedule and timeline
  - Job Description update
  - Review of Dwelling Place Mission/Vision/Values
  - Review of Executive Limitations Policies (Governance Documents)
  - Positioning of Dwelling Place as an attractive employer
  - Coordinating candidate sourcing, interviewing, and overall selection process.
INITIATIVE III BOARD SUCCESSION: Since the last plan period, the Board has participated in Excellence in Governance Program through NeighborWorks and created a Governance Committee charged with developing and implementing a Recruitment, Orientation and Support plan for the Board.

Under the direction of the Governance Committee the Board will implement the 2019 Board Member Recruitment & Onboarding Plan which incorporates:

- Talent Recruitment Strategy
- Community Outreach Strategy
- Candidate Interview and Evaluation Process
- Onboarding of new members: Training, Integration, Mentorship.

INITIATIVE IV COMMUNITY AWARENESS: A comprehensive Branding Plan was adopted in 2018. Collateral materials have been developed but not yet disseminated. Stronger community awareness alerts Dwelling Place of opportunities for growth and helps connect us to key demographics. While fundraising is not the primary purpose of building awareness, it is another benefit that can be realized through a systematic plan.

- Under the guidance of the Marketing and Development Committee, a specific annual plan for various marketing and communication activities will be established by February 1 of each plan year. This plan will include:
  - A schedule of events, activities or information that will further the community understanding and support of Dwelling Place.
  - Marketing resources needed
  - Budget
  - Associated Fundraising Goal
  - Associated Staffing needs

INITIATIVE V STAFF DEVELOPMENT: Much has been done in determining succession for the Officers of the organization and growth plans for next level professionals. Staff surveys have been conducted, and training plans designed. Because this is primarily owned by the Administration rather than the Board, the focus needs to be on the Administration establishing further actions on this topic and determining the best way to inform the Board of progress.

- Management will continue to consider succession opportunities for next level professional staff using the Talent Capacity Building Plan and other evaluation tools. Formal plans will be shared with the Board and appropriate committees by December 31 of each year.
- An employee development plan will be created, updated, and incorporated in annual performance assessments that identify incumbent training needs and opportunities (Dwelling Place Staff Training Plan) effective with the 2019 employee evaluation cycle but not later than December 31, 2019.
- The Management will provide a comprehensive update of staff development progress to the board twice per year.
- In 2020, Management will explore and recommend ways to enhance internal Human Resource activities, including development of internal training programs, retention strategies, staff engagement activities and other initiatives.