



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

MEETING MATERIALS

Meeting Agenda	p 3
Consent Agenda		
1. Board of Directors Minutes (10/07/20)	p 5
2. Committee minutes:		
a. Executive Committee minutes (09/08/20)	p 9
b. Finance Committee minutes (08/26/20)	p 11
c. Governance Committee minutes (09/15/20)	p 15
d. Governance Committee minutes (10/20/20)	p 17
e. Marketing & Development Committee minutes (08/25/20)	p 19
f. RED & Asset Management Committee minutes (09/14/20)	p 21
g. RED & Asset Management Committee minutes (10/12/20)	p 25
h. Resident Engagement Committee minutes (09/01/20)	p 27
i. Resident Engagement Committee minutes (10/06/20)	p 29
j. Succession Planning Committee minutes (09/24/20)	p 31
k. Succession Planning Committee minutes (10/22/20)	p 33
Laurence Bratschie Award Information	p 35
Covid 19 Update Memo	p 37
Personnel Manual (Markup Version)	p 41-99
Strategic Plan (08/07/2019)	p 100

SUPPLEMENTAL MATERIALS (separate attachment)

Unapproved Committee Minutes		
1. Finance Committee Minutes (10/28/20)	p 3
2. Marketing & Development Committee Minutes (10/27/20)	p 7
3. Resident Engagement Committee Minutes (11/03/20)	p 9
Letter from Troy Zapolski	p 11
Board Applications:		
1. Kellie Kitchen	p 13
2. Lela Lyons	(forthcoming)	

101 Sheldon Blvd. SE. Suite 2 · Grand Rapids, Michigan 49503
Ph (616) 454-0928 · Fax (616) 454-5249 · TDD: 800 649-3777 · www.dwellingplacegr.org



DWELLING PLACE OF GRAND RAPIDS

FINANCE COMMITTEE

October 28, 2020

Minutes – DRAFT

MEMBERS PRESENT: David Byers, Gil Segovia, Sadie Erickson, Angela Sanborn

MEMBERS ABSENT Michael McDaniels, Troy Stressman, Holly Jacoby

STAFF PRESENT: Dennis Sturtevant, Steven Recker, Chris Bennett, Jessica Johnson, Brandon Watson, Grace Thuo, Rebecca Long, Francisco Ramos Jr., Karen Monroe, Justin Rhodes, and Jessica Beeby

COMMENCEMENT The meeting was convened at 12:03 pm by Mr. Byers

APPROVAL OF AUGUST MINUTES Minutes of the Finance Committee meeting of August 26, 2020 were approved by motion of Ms. Erickson, supported by Mr. Segovia and carried unanimously.

403(b) UPDATE Mr. Recker explained that the plan is reviewed annually by the Officers and summarized changes to the restated plan document for Dwelling Place's 403(b), effective January 1, 2021:

- Automatic Enrollment – new and existing eligible employees will be enrolled at a pre-tax rate of 5% or may opt out. Automatic Enrollment was not previously offered.
- In-Plan Roth Transfer and Conversions – allows plan participants to make a request to convert pre-tax contributions into Roth contributions. The In-Plan option was not previously offered.
- Safe Harbor Contributions – a matching contribution equal to 100% of each participant's elective deferrals but not to exceed 5% of the participant's compensation. The previous maximum match was 4% of compensation.
- Hardship Amendment – language amended to conform to the hardship distribution provisions required under the Bipartisan Budget Act of 2018, effective 1/1/20. The plan does not allow for hardship distributions, but IRS requires plan documents to amend for the language in the Act.

There were additional questions about employee participation in the matching contribution portion of the plan and financial advisor support from Nationwide. While an exact figure wasn't immediately available, Mr. Recker stated that he anticipates a 3-5% increase in participation due to implementing auto-enrollment and estimated approximately 15% of employees would choose to opt out. It was noted that Duncan Purvis (BHS Insurance) has been accessible to all employees, on an individual basis and via the Annual Benefits Briefing, to explain plan

DWELLING PLACE OF GRAND RAPIDS

FINANCE COMMITTEE

October 28, 2020

Minutes – DRAFT

details and options, though he is not a financial advisor per se. Mr. Recker also clarified that Beene Garter's role is as the plan administrator and this includes reviewing the plan for compliance and notifying the Officers of changes during the annual review.

Approval of the updates to the 403(b) Plan were approved by motion of Mr. Segovia, supported by Ms. Erickson and carried unanimously.

The Board resolutions for the restated 403(b) plan document will go to the Executive Committee for approval in order to meet the December 1st deadline, as the next full Board meeting is not until December 2nd.

**MSHDA AND RURAL
DEVELOPMENT 2020
PROPERTY BUDGET
REVIEW**

Mr. Recker presented the 2020 budget review for MSHDA and Rural Development properties, adding that the budgets were averaged but do take into account the annual survey data and current vacancy loss and turnover rates. He noted that property performance compared to the budget would be addressed in the quarterly review presentation and that auditors will also comment if they have concerns during their review.

Each property was discussed individually, noting properties with surplus cash and/or break even pro forma and anticipated changes in cash flow within the next 2-3 years, related to various deal structures or expected changes, such as the transition to the Community Land Trust (CLT) model for Martineau and New Hope or re-syndication for Verne Barry Place (2022).

**DEI PLAN
IMPLEMENTATION
DISCUSSION**

Mr. Sturtevant provided background on the Dwelling Place Diversity, Equity, and Inclusion (DEI) Plan and the suggested generative questions for facilitating discussion on the plan and its goals with the intention to gather feedback from all departments and committees to develop a specific DEI work plan.

In alignment with the third goal of the plan, Mr. Recker described how some Dwelling Place accounts will be transitioned away from PNC Bank to United Bank. This was in part motivated by a reduction in bank fees, but also to strengthen the existing community partnership as United Bank is a commercial tenant and active local community member, including their participation in Dwelling Place's Mindful Money Program, a resident-focused financial capabilities education initiative.

DWELLING PLACE OF GRAND RAPIDS

FINANCE COMMITTEE

October 28, 2020

Minutes – DRAFT

Ms. Erickson noted that the third goal (3.a) suggested a review and update of existing vendor procurement policies to increase opportunities neighborhood-based and minority- and women-owned business enterprise and this may be an area that the Finance Committee could review. Mr. Sturtevant added that this was a focus of the Real Estate Development and Asset Management Committee – to explore other options for contractors and sub-contractors, including a potential collaboration with Next Steps (Mel Trotter), which employs returning citizens. Along the same line, Ms. Sanborn suggested further review of Dwelling Place's investments in an effort to be involved with more socially responsible companies. There was a general consensus that this information would be valuable as part of the analysis considering a complete investment opportunity.

Related to the first goal of the plan, Mr. Recker shared that the Finance Department staff has committed to additional communication measures to increase inclusion, including: a daily email thread, weekly team briefing, and quarterly team building events. Mr. Byers indicated he would like to explore ways something similar could be implemented between the non-staff Finance Committee members.

Mr. Sturtevant requested that the notes related to the DEI discussion be sent separately to Alex Valentine and/or Zoe Post.

UPDATES AND ANNOUNCEMENTS

There was a brief discussion about the upcoming deadline for filing 990s and Mr. Recker explained that he is waiting to file in order to include a K-1 from a partnership organization, but also noted that the information could be included in next year's tax return so it will not prevent him from filing on time.

PROPOSED AGENDA AND NEXT MEETING DATE

The next Finance Committee meeting will be held on Wednesday, December 9th from 12:00 PM to 1:30 PM.

ADJOURNMENT

The Finance Committee meeting was adjourned at 1:35PM by Mr. Byers

**DWELLING PLACE OF GRAND RAPIDS
MARKETING & DEVELOPMENT COMMITTEE**
October 27, 2020
UNAPPROVED MINUTES

MEMBERS PRESENT Leah Carpenter, Kyle Irwin, Rick Stevens

STAFF PRESENT Brian Molhoek, Zoe Post, Jenn Schaub, Latrisha Sosebee, Denny Sturtevant

The meeting was convened via video conference at 10:03 AM by Rick Stevens.

APPROVAL OF MINUTES **Minutes of the Marketing and Development Committee meeting of August 25, 2020 were approved by consensus.**

DONATIONS SINCE LAST MEETING The number of donations in 2020 is fewer than that of 2019, but the overall dollar amount is about the same. A \$100,000 grant application for the Frey Foundation is underway to assist with the capital campaign.

Ms. Sosebee discussed possible segmenting of the Dwelling Place donor list. The mailing list currently includes about 1300 contacts, but only 171 unique donors gave to Dwelling Place last year. Despite this disparity, the committee recognized the value of sending marketing materials to the full list in an effort to raise brand awareness.

YEAR-END GIVING “Housing is a solution” (to family instability, healthcare access, homeownership, and other issues) is the theme of this year’s giving campaign, which will feature a two-page mailing and a series of billboards. The campaign will be visually engaging and center around personal stories of how housing has helped individuals and families in various ways. The committee suggested additional wording to highlight Dwelling Place’s 40 years in the community. Ms. Sosebee will email a final draft to the committee before the materials are mailed.

DIVERSITY, EQUITY, & INCLUSION PLAN The committee discussed the following ideas for incorporating DEI goals into the Marketing & Development Committee:

- Create Spanish language promotional videos and add Spanish subtitles to existing videos
- Translate essential Dwelling Place documents into Spanish and ensure there is a staff point of contact with whom prospective residents can follow up
- Promote Dwelling Place involvement opportunities, such as volunteer events and board service, to a broader range of community organizations and groups
- Expand reach to local faith communities, particularly those in census tracts that Dwelling Place serves, to develop a better understanding of community needs and to provide resources about Dwelling Place housing initiatives and involvement opportunities

- Develop a speakers bureau with a variety of individuals who could speak at churches and other groups and promote housing as a social justice cause
- Review photos and language surrounding physical and cognitive ability, gender, ethnicity, and other identity markers to create more inclusive external and internal Dwelling Place materials

VOLUNTEER PROGRAMMING

Heartside Bulb Planting

Mr. Molhoek reported on the first in-person volunteer event since the start of the pandemic, a bulb-planting and gardening event in the Heartside neighborhood. Twenty people, including employees from community partner Progressive A&E, participated in the outdoor event. Volunteer sign-ups were coordinated by United Way as part of its “month of caring” September campaign. The event had a 94% satisfaction rating from the participants and met 70% of ideal outcomes for a volunteer event. Mr. Molhoek mentioned some difficulty holding volunteer orientation virtually and hopes to have follow-up opportunities ready to go following future volunteer events.

The committee suggested creating a calendar of volunteer opportunities, including opportunities for board members, so participants are better able to plan how they volunteer with Dwelling Place.

Collections Drives: Welcome Baskets

As the holiday season draws nearer, Mr. Molhoek will begin to connect to local churches to donate items for welcome baskets for residents at the new Dwelling Place properties available this winter.

ADJOURNMENT

Mr. Stevens adjourned the meeting at 11:38 AM.

DWELLING PLACE OF GRAND RAPIDS
RESIDENT ENGAGEMENT COMMITTEE
UNAPPROVED MINUTES
November 3, 2020

MEMBERS PRESENT	Annamarie Buller, Leah Carpenter
MEMBERS ABSENT	Bill Anderson, Dondrea Brown, Kristin Moretto
STAFF & GUESTS PRESENT	Kim Cross, Heather Ibrahim, Zoe Post, Jenn Schaub, Latrisha Sosebee, Denny Sturtevant, Alonda Trammell, Alex Valentine

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

APPROVAL OF MINUTES	<u>Approval of the October 2, 2020 were not approved, there being no quorum present.</u>
----------------------------	--

STAFF IDEAS FOR RESIDENT QUALITY OF LIFE	Drawing on results of the resident survey, Ms. Schaub presented staff goals and long-term implementation strategies to improve resident quality of life:
---	--

1. Better connect residents to neighborhood activities and associations
2. Improve resident pride
 - Trash cleanup, improvement projects, involve residents in decorating the property and facilitating events
3. Improve awareness of Resident Services Coordinator support
 - Work with RSCs to determine outreach tools at Commerce, BSP, and Weston
4. Improve feelings of safety
 - Safety tips on easy-to-read sheets, connect residents with property management and local police, address safety areas in parking lots and other areas
5. Activate common areas
 - Decorating lobbies, hallways, and doors; property improvement projects
6. Promote getting out and staying Covid-19 safe
 - Connect residents to free parks and recreation activities, physical activities including gardening, and social zones
7. Build on existing successful programs
 - Walking tours, gardening, Mindful Money program and business classes, volunteer events, mental health training
8. Feedback loop/Learn more about resident interests
 - Focus groups for property-specific challenges and interests, resident success stories, evaluate best times for events
9. Better promotion of programs and improvements
 - Resident wellness assessment interest followup, promote property improvements and conduct focus groups

The committee supported the many initiatives suggested by staff and discussed how to best prioritize them. Essential to the conversation is the input of property staff, who will receive the resident survey results soon and may be able to make additional suggestions for resident engagement.

To foster resident sense of safety with engagement activities, the committee suggested making CSAs more visible, informing residents when their feedback is used to make a change at their property, and finding ways for neighbors to get to know one another, such as a newsletter with staff and resident mini-biographies.

The committee also proposed volunteer projects to decorate for the holidays at different properties, and involving local organizations, clubs, or churches to sponsor these and other volunteer projects to connect residents to the broader community.

OTHER BUSINESS

Resident Engagement Survey

Surveys will be mailed this week and respondents asked to submit their completed survey by November 20th. A gift card drawing, eye-catching envelope, and digital version of the survey were added to improve participation.

Resident Wellness Assessments

378 assessments have been completed across Dwelling Place properties; this reduced number may be due to divided staff time and busy residents. Staff will work with Alonda Trammell and Kim Cross to determine if assessments should continue for all residents or only those with high needs scores.

UPDATES

- A digital tour of the window gallery exhibition “Home in the Time of Quarantine” at 106 S Division is now available.
- A video highlighting Dwelling Place gardens will be added to the website in lieu of the annual in-person garden tour.
- The Mindful Money program has been featured in [The Radian](#); the participants will graduate from the program next Wednesday.

ADJOURNMENT

The Resident Engagement Committee was adjourned at 11:34 AM by Ms. Buller.

Troy A. Zapolski
7281 Davies Drive NE, Rockford, MI 49341

October 21, 2020

Juan Daniel Castro
Chairperson
Dwelling Place of Grand Rapids
101 Sheldon Blvd. SE, Suite 2
Grand Rapids, MI 49503

Dear Juan Daniel,

It is with heavy heart that I am writing to inform you of my decision to resign my position on the Board and various committees (RED, CEO Search, CLT) of Dwelling Place, effective immediately.

My other commitments and related travel have become too great for me to be able to fulfill the requirements of my position on the Board and committees, and I feel it is best for me to make room for someone with the time and energy to devote to the position. I truly regret rejoining the Board and having to depart so quickly, but I vastly underestimated the changes I would encounter with attempting to retire in 2020.

It has been a pleasure being a part of Dwelling Place over the last 18 years. I am so proud of all the accomplishments of the organization and I have no doubt the Board will continue these successes in the future.

Best regards,



Troy A. Zapolski

CC Via Email: Juan Daniel Castro
Rich Kogelschatz
Lee Nelson Weber
Zoe Post

Board of Directors

APPLICATION FORM



Thank you for your interest in becoming a member of the Board for Dwelling Place of Grand Rapids Nonprofit Housing Corporation. Use this form to provide useful information about yourself to Dwelling Place's Governance Committee. The following information will be shared with the Dwelling Place Board.

Your name: Kellie Kitchen Today's date: 10-12-2020
Your home phone number: _____ Cell number: 231-750-5322
Your address: 3364 Temple St Muskegon Heights, MI. 49444

Your email address (please write it carefully):

kdk_201108@comcast.net

Employment history (last 5 years):

Dates of Employment	Company Name	Job Title	Location
<u>2-1999- Present</u>	<u>State of MI.</u>	<u>CPS Supervisor</u>	<u>Muskegon Co.</u>

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

1. Muskegon Heights Councilwoman
2. Muskegon Heights Optimist Club
3. Bethlehem Neighborhood Association
4. _____

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

In which areas would you like to utilize your skills on the Board? Check those that apply:

- | | | |
|--|---|---|
| <input type="checkbox"/> Board development | <input type="checkbox"/> Real Estate Finance | <input type="checkbox"/> Property Management |
| <input type="checkbox"/> Strategic planning | <input type="checkbox"/> Fundraising | <input type="checkbox"/> Marketing |
| <input type="checkbox"/> Human Resources | <input type="checkbox"/> Evaluation | <input type="checkbox"/> Affordable Housing |
| <input type="checkbox"/> Real Estate Development | <input type="checkbox"/> Community networking | <input type="checkbox"/> Social Services / Health |

What personal or professional skill(s) do you have that you believe would be beneficial as a board member?

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

At this time, are you aware of any barriers that would need to be addressed to allow you to participate fully as a Board member? Check all that apply:

- | | |
|---|---|
| <input type="checkbox"/> Schedule | <input type="checkbox"/> Child care |
| <input type="checkbox"/> Technology needs | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Physical accommodation | <input type="checkbox"/> Other: _____ |

Please note that Dwelling Place utilizes numerous governmental sources of local, state and federal financing in its programs. Occasionally, Dwelling Place staff and board members are subject to background checks for fraud, embezzlement and similar felony crimes by the Department of Housing and Urban Development (HUD), Rural Development (RD) or the Michigan State Housing Development Authority (MSHDA).

If you join the Board, you agree that you can provide at least 2-4 hours a month in attendance to Board and Committee meetings, and that you are aware of and can comply with the conflict-of-interest policy.

Your signature: Kellie Kitchen

Date: 10-12-2020

(Please see reverse for optional demographic questions.)

DEMOGRAPHIC INFORMATION

(optional)

Dwelling Place is committed to the principles of diversity, equity and inclusion in the recruitment, support and development of its Board of Directors. The Board has adopted a Diversity, Equity and Inclusion Plan that incorporates both the Board and the staff. A copy of that plan is available to anyone requesting it. It is also available on our website at www.dwellingplacegr.org.

Gender: Dwelling Place does not discriminate on the basis of gender, gender identity, sexual orientation or expression. In order to track the effectiveness of our recruiting efforts to maintain diverse representation on the board, please consider answering the following optional question:

What is your gender?

- | | |
|---------------------------------|--|
| <input type="checkbox"/> Male | <input type="checkbox"/> Non-binary / Third gender |
| <input type="checkbox"/> Female | <input type="checkbox"/> Prefer to self-describe:
_____ |

Race and Ethnicity: Dwelling Place does not discriminate on the basis of race, color, ethnicity or country of origin. In order to track the effectiveness of our recruiting efforts to maintain diverse representation on the board, please consider answering the following optional question:

What is your race or ethnicity?

- | | | |
|---|--|---|
| <input type="checkbox"/> African American/Black | <input type="checkbox"/> Asian or Pacific Islander | <input type="checkbox"/> Middle Eastern |
| <input type="checkbox"/> Caucasian/White (not
of Hispanic/Latinx origin) | <input type="checkbox"/> Hispanic/Latinx
(regardless of race) | <input type="checkbox"/> American Indian or
Alaskan Native |
| <input type="checkbox"/> Multicultural | | |

Age: Dwelling Place does not discriminate on the basis of age. In order to track the effectiveness of our recruiting efforts to maintain diverse representation on the board, please consider answering the following optional question:

What is your age?

- | | | | |
|---------------------------------------|--------------------------------|--------------------------------|------------------------------|
| <input type="checkbox"/> 25 and under | <input type="checkbox"/> 26-39 | <input type="checkbox"/> 40-59 | <input type="checkbox"/> 60+ |
|---------------------------------------|--------------------------------|--------------------------------|------------------------------|