AGENDA

I. 7:30 Mission Moment

II. 7:40 Approval of Consent Agenda *(Action Required)*
   1. Board of Directors Minutes (08/04/21)
   2. Committee minutes:
      a. Diversity, Equity, & Inclusion Committee Minutes (07/19/21)
      b. Executive Committee Minutes (08/10/21)
      c. Finance Committee Minutes (07/28/21)
      d. Governance Committee Minutes (07/20/21)
      e. Marketing & Development Committee Minutes (06/29/21)
      f. RED & Asset Management Committee Minutes (07/12/21)
      g. RED & Asset Management Committee Minutes (08/16/21)
      h. Resident Engagement Committee Minutes (03/18/21)
      i. Resident Engagement Committee Minutes (08/18/21)
      j. Succession Planning Committee Minutes (06/24/21)

III. 7:45 Introduction to Strategic Planning

IV. 8:05 Committee Member Nominations *(Action Required)*
    1. DEI Committee: Regina Bradley, Mariely Meza
    2. Resident Engagement Committee: Niyata Brown, Aaron Estrada, Stacie Petersen

V. 8:15 Governance Committee & Board Recruitment
   1. Chair Nomination: Annamarie Buller

VI. 8:35 Board Orientation Process & Mentorship Program

VII. 8:45 Updates & Announcements
    1. NeighborWorks Grant Awards
    2. DPCLT Purchases
    3. August Fire at Ferguson Apartments
    4. NeighborWorks Review
    5. Heartside Historic Murals

VIII. 9:00 Adjournment
Supplemental Materials
1. Finance Committee Minutes (08/25/21)
2. Governance Committee Minutes (09/21/21)
3. Resident Engagement Committee Minutes (08/18/21)
The board meeting convened at 7:32 AM.

MISSION MOMENT
The board welcomed Mr. DeRoo, who brings many years of experience in affordable housing in West Michigan to the organization. The Succession Planning Committee and all staff will assist in Mr. DeRoo's onboarding process in the coming weeks and months.

APPROVAL OF CONSENT AGENDA
The consent agenda for the June 2, 2021 meeting contained the following items:

1. Board of Directors minutes (06/02/21)
2. Special Board of Directors Meeting Minutes (06/30/21)
3. Committee minutes:
   a. Diversity, Equity, & Inclusion Committee Minutes (05/03/21)
   b. Joint Executive/Governance Committee Minutes (05/11/21)
   c. Joint Executive/Governance Committee Minutes (06/08/21)
   d. Finance Committee Minutes (05/26/21)
   e. Marketing & Development Committee Minutes (05/25/21)
   f. Joint Finance/RED & Asset Management Committee Minutes (06/14/21)
   g. RED & Asset Management Committee Minutes (06/14/21)
4. Marketing & Development Committee Description (Updates)

The consent agenda was approved by motion of Rick Stevens, supported by Kim Sims, and carried unanimously.

FINANCE COMMITTEE RECOMMENDATION
To remain competitive in the job market and to retain current employees and attract new employees to Dwelling Place, the Finance Committee has recommended moving the annual salary study, which usually takes effect at year-end, to September 26, 2021. Mr. Recker reported that Dwelling Place is currently about $300,000 under budget for salaries due to several vacant positions and even with the increased salary rates (about 5% overall) would still end the year significantly under budget. Motion to approve the recommendation was made by Angie Sanborn, supported by Rick Stevens, and carried unanimously.

ANNUAL RATIFICATION OF AFFILATE ACTIONS
Dwelling Place is the sole shareholder of each of its corporate subsidiary entities. The following actions were resolved for each subsidiary entity:
- Appoint as directors or managers to the board Jeremy DeRoo (President), Juan Daniel Castro (Vice President), Renee Williams (Vice President), Sadie Malady (Treasurer), Lee Nelson Weber (Secretary).
- Ratify, adopt, and affirm all actions taken by any officer of the subsidiary board in the previous year.
- Authorize amendment, if needed, of the operating agreement of the subsidiary entity to provide for a Board of Managers consisting of at least three and not more than five members.
- Waive any required notice of an annual board meeting.

Ms. Malady noted that her name should be adjusted on the documents to reflect her name change. **Motion to approve these actions, with noted edits, was made by Annamarie Buller, seconded by Angie Sanborn, and carried unanimously.**

The meeting of the Dwelling Place Board of Directors was temporarily suspended at 7:48 AM.

**RATIFICATION OF ACTIONS ON BEHALF OF RELATED ENTITIES OF HEARTSIDE NPHC**

The Heartside NPHC Board of Directors convened at 7:48 AM.

Heartside NPHC is the sole shareholder of each of its corporate subsidiary entities. The following actions were resolved for each subsidiary entity:

- Appoint as directors or managers to the board Jeremy DeRoo (President), Juan Daniel Castro (Vice President), Renee Williams (Vice President), Sadie Malady (Treasurer), Lee Nelson Weber (Secretary).
- Ratify, adopt, and affirm all actions taken by any officer of the subsidiary board in the previous year.
- Waive any required notice of an annual board meeting.

Ms. Malady noted that her name should be adjusted on the documents to reflect her name change. **Motion to approve these actions, with noted edits, was made by Sadie Erickson, seconded by Lee Nelson Weber, and carried unanimously.**

The meeting of the Heartside NPHC Board of Directors adjourned at 7:50 AM and the meeting of the Dwelling Place Board of Directors resumed.

**LARRY BRATSCHE AWARD**

Each year, five finalists are selected for the Larry Bratschie award, which identifies residents that demonstrate exemplary leadership in their community. The committee of staff and AmeriCorps members received 13 nominations and identified Martineau resident Mallory Strobl as this year’s award winner. Ms. Strobl is the Co-chair of the Heartside Downtown Neighborhood Association and has been an active presence in the community, especially at the start of the COVID-19 pandemic. She advocated on behalf of her unhoused neighbors to ensure that even in the midst of organizations shutting down, they still had the resources they needed. In addition, she is an Education Lead for the Mosaic Film Experience, where she supports youth in the creative industry.

The other finalists—Paula Abagela, Richard Venema, William Wade, and Pat Sheridan—will be highlighted in the coming months in newsletters and other media. An additional unnamed finalist, who is a resident at a property for DV
survivors, will be honored in other ways to protect their safety. **Motion to accept these residents as finalists for the Larry Bratschie award was made by Annamarie Buller, supported by Rick Stevens, and carried unanimously.**

### DISPARATE RACIAL IMPACT OF CRIMINAL HISTORY SCREENING

Ms. Long presented information about the disparate racial impact of criminal history screenings in resident selection. Incarceration statistics from the Equal Justice Initiative indicate that 2.2 million people in the US are incarcerated, and data from the Prison Policy Initiative indicate that people of color are incarcerated up to six times as frequently than their white peers. This can cause a disparate impact in housing when criminal history is included as part of the resident selection process. However, a 2019 study that included two NeighborWorks Organizations found that 11 of 15 criminal offenses measured did not have any significant effect on success in housing.

Three Dwelling Place properties—Ferguson, Verne Barry Place (VBP), and Commerce Courtyard Apartments—serve similar populations that all come from a referral process, but only Commerce is a “housing first” property, that is, there is no criminal or credit history check at the property level. Ms. Long reviewed referral data from all three properties and found that of all persons of color referred to Ferguson and VBP, 58% and 68%, respectively, were denied, compared to only 16% at Commerce. The denial rate for white referrals was 20% and 43% at Ferguson and VBP, and 4% at Commerce. Despite the lack of criminal screening at Commerce, there were no more negative move-outs than Ferguson or VBP.

Because of these findings, staff have been meeting monthly to discuss resident selection criteria. In July, revised criteria for Ferguson was submitted to MSHDA. If approved, the lookback period for felony criminal offenses will be only 1 year. Further examination of resident selection criteria at other Dwelling Place properties will begin with PSH properties for chronically homeless individuals and progress to other types of properties.

### BOARD ASSESSMENT SURVEY

The BoardSource board self-assessment indicated that Dwelling Place scored higher in all four major metrics (people, culture, work, and impact) than average. Board satisfaction was one area that the board identified could improve, noting that meetings are held early in the morning and are often business-heavy. The board may work with the DEI committee to examine how to accommodate the needs of board members while still tending to the many business aspects of the organization. Reviewing the onboarding process and reevaluating meeting times will be part of the next Governance Committee agenda and will be included in the strategic planning process. **Motion to accept the results of the 2020 board self-assessment survey was made by Rick Stevens, seconded by Kim Sims and carried unanimously.**

### UPDATES & ANNOUNCEMENTS

The Succession Planning Committee will meet with Third Sector next week to check in about the CEO onboarding process.

### ADJOURNMENT

The Board of Directors meeting adjourned at 8:57 AM.
MEMBERS PRESENT: Alex Valentine, Dennis Sturtevant, Richard Stevens, Angie Sanborn, Justin Rhodes, Latrisha Sosebee, Grace Thuo, Ken Kaminski, Jason Vanwormer

The meeting was convened at 10:57 AM.

FUTURE OF DEI COMMITTEE 
With the arrival of our new CEO, Mr. Deroo, the committee discussed the future make-up of the committee: who to recruit and how to add members.

The role of the DEI Committee and their responsibility to track the work plan action items needs to be determined.

APPROVAL OF MINUTES Minutes of the Diversity, Equity, and Inclusion Council meeting of May 3, 2021, were approved by consensus.

DEPARTMENT UPDATES Community Building and Engagement:
Goals are tracked on a spreadsheet that is shared with the department. Each goal is assigned to the appropriate staff and updates and notes are added.

Background checks:
The revised resident selection criteria for Permanent Supportive Housing was approved. The goal of the revisions is to lesson the desperate impact on people of color in the selection process. The background check policy for employment screening is the next to be reviewed.

Real Estate Development (RED):
The RED Committee is looking at their relationships with minority vendors and how to make changes to improve those relationships and to create new ones.

Finance Department:
The finance team discusses DEI topics in their quarterly team building meetings. In the past, they reviewed the Bike and Build program.

Resident Services:
Resident Services found the need for a few documents to be translated in Spanish. A process to request translation services with the Hispanic Center needs to be created and shared with all Dwelling Place Staff. They also discussed the desire for ethics training.

GOAL ONE AND TWO CORRECTIONS The committee reviewed previous action items not yet finalized and made corrections making the language of the action items more precise and included measures. Further review is necessary for the action item regarding rental and employment screening. Mr. Rhodes will convene with the Officers to complete.
AFFINITY GROUPS  
Mr. Sturtevant and Mr. Stevens shared publications on affinity groups. The committee discussed the benefits and considerations of creating affinity groups at Dwelling Place. The considerations are as follows:
  • Employees will need to be given time to participate.
  • Are there enough employees to sustain the different groups?
  • Will a DEI Coordinator need to be hired to successfully create and facilitate the groups?
  • Affinity groups will bring employees together from the different departments.
  • Is there potential for other organizations in the industry to come together to create affinity groups?

DENNY’S FAIRWELL  
Wishing the very best!

NEXT MEETING  
The next Diversity, Equity, and Inclusion Council Meeting will be held on Tuesday, September 7, 2021 at 11:00 AM

ADJOURNMENT  
The meeting was adjourned 12:46 PM.
MEMBERS PRESENT Juan Daniel Castro, Sadie Malady, Rick Stevens, Lee Nelson Weber

MEMBERS ABSENT Annamarie Buller, Francine Gaston, Renee Williams

STAFF PRESENT Jeremy DeRoo, Zoe Post

The meeting was convened via video conference at 8:07 AM.

CEO ONBOARDING AND TRANSITION UPDATE
The Succession Planning Committee recently met with the management team prior to Mr. DeRoo’s start date. Mr. Stevens reported a productive meeting, and that the staff had asked to prioritize communication throughout the onboarding process. In response, Mr. DeRoo has set up one-on-one meetings with each of the management team members and will tour each of the Dwelling Place properties within his first two months. The Succession Planning Committee will hold a follow-up meeting with TSC to review their contract.

ENHANCING THE BOARD EXPERIENCE
As Ms. Gaston will retire from the Dwelling Place board in December 2021 and with Troy Stressman’s recent resignation, the board is in need of additional members. Both Ms. Gaston and Mr. Stressman were residents of CHDO-qualified census tracts; NeighborWorks requires that these areas are represented by at least one-third of the board. The Governance Committee will need additional members to accomplish these recruitment goals. The committee suggested contacting United Way and community partners in Holland and Newaygo for potential board and committee members.

STRATEGIC PLANNING 2022-2025
In the past, the board conducted strategic planning during an all-day retreat led by an outside consultant. As in-person gatherings may not be possible in the near future, Mr. DeRoo suggested smaller group meetings where board members can share their thoughts on the organization and its goals for the next three years. This may be accomplished within the committee structure or with additional meetings. Mr. DeRoo will also consult with leadership staff to determine what is feasible in terms of growth. Further discussion of this topic will be added to future agendas.

OTHER BUSINESS
Mr. DeRoo informed the committee of a possible cost-of-living salary increase for the COO and CFO positions.

ADJOURNMENT
The Executive Committee adjourned at 8:50 AM.
MEMBERS PRESENT: Sadie Erickson, Holly Jacoby, Troy Stressman

MEMBERS ABSENT: Gilbert Segovia, Angela Sanborn

STAFF PRESENT: Jessica Beeby, Jessica Johnson, Rebecca Long, Karen Monroe, Steve Recker, Dennis Sturtevant, Grace Thuo, Brandon Watson, Mason Lundsted, Sarah Tafelsky, Justin Rhodes, Kim Cross, Chris Bennett

GUESTS: Sam Ellis (Northern Trust), Josh Gibbs (Northern Trust), Jan Winters (Northern Trust), Larissa Van Putten (Beene Garter)

COMMENCEMENT: The meeting was convened at 12:02 pm by Ms. Erickson

APPROVAL OF MAY MINUTES: Minutes of the Finance Committee meeting of May 26, 2021 were approved by motion of Ms. Jacoby, supported by Mr. Stressman and carried unanimously.

NORTHERN TRUST ANNUAL INVESTMENT REVIEW: Sam Ellis (Northern Trust) presented the annual investment review. Overall, both Dwelling Place Foundation and Dwelling Place Non-Profit portfolios have performed well, displaying growth since last year and since inception. During the review of Asset Class Performance for both portfolios, Mr. Ellis pointed out that there was only a 1% difference between the rates of return benchmarks (MSCI ACWI ND 15%) and Equities (14%) since inception. In the review of Dwelling Place Non-Profit’s Asset Allocation Profile, Mr. Ellis reported that there was an increase due to funds distributed earlier in the year. He clarified that the 20.6% under international developed represents the ESG investments discussed during Northern Trust’s presentation to the Committee in January 2021.

Mr. Ellis concluded with the Economic Commentary, in particular noting that the global equities valuation summary is showing valuations 30x what is currently being seen and advised that increases to the portfolio over time would be more conservative to minimize risk and there wasn’t a need to act immediately. He then referred to the Review of the Results, commenting that the report is dated to August 2020 and he expected to receive an updated version in the next month and he would share that information with the Committee. He indicated that no significant changes were anticipated and stated that the Global Aggregate (Global Agg.) benchmark would continue to show a 1-2% return for the bond portion of the portfolio, which would result in more modest growth moving forward.

REVIEW OF 990s (DRAFTS): Mr. Recker presented the Dwelling Place NPHC 2020 Draft 990. He reviewed each schedule commenting on points of interest and answering questions. He clarified that an extension was filed, due to outstanding K1s, namely Ferguson’s. Ms. Jacoby asked when the 990s would be filed and he
responded that it would depend on the completion of the K1s, although Dwelling Place NPHC’s will likely be filed the day before the deadline, due to other extensions. Under Disclosure – Section C, Mr. Recker pointed out that our current policy is to provide a copy of 990 upon request, but the Committee and Board of Directors may review a change in this position, including whether to make it available on our website and align with trends in transparency at other organizations.

There were five other 501(c) properties that were sent to the Finance Committee for review. These included: Community Land Trust (CLT), Elmdale, Heartside, Sawkaw, and Dwelling Place Foundation.

**SALARY STUDY IMPLEMENTATION – PROPOSED DATE CHANGE**

Mr. Recker provided background on the annual salary study. The 2022 was completed by The Employer's Association in July, working closely with Mr. Recker and Ms. Cross. Typically, any salary increases, either per the recommendation of the salary study or for Cost of Living (COLA) would be implemented January 1st. To stay competitive, attract and retain workers, it was proposed to change the implementation date to go into effect September 26th. Mr. Recker added that the cost of this change in implementation would be approximately $80,000, but that we are currently under budget by about $200,000.

**Recommendation to present the proposed date change for the 2022 salary study implementation to the Board of Directors was approved by motion of Ms. Jacoby, supported by Ms. Erickson and carried unanimously.**

**DEI IMPLEMENTATION AND WORK PLAN REVIEW**

The discussion was tabled for the August meeting to allow for more Committee members to be present. It was noted that the Committee opted to invest $2 million in ESG (Environmental, Social, and Governance) funds, per the recommendation of Northern Trust, which met the goal that was previously set.

**UPDATES AND ANNOUNCEMENTS**

Mr. Sturtevant announced that Genesis NPHC is in the process of becoming a directorship corporation. Beene Garter prepared a recommendation regarding the liquid assets. He added that this information can be sent to the Finance Committee, but it would not be relevant unless Genesis NPHC is merged or dissolved.

**PROPOSED AGENDA AND NEXT MEETING DATE**

The next Finance Committee meeting will be held on Wednesday, August 25, 2021 from 12:00 PM to 1:30 PM.

**ADJOURNMENT**

The Finance Committee meeting was adjourned at 1:30 pm by Ms. Erickson.
MEMBERS PRESENT  Juan Daniel Castro, Rick Stevens, Lee Nelson Weber
STAFF PRESENT  Zoe Post, Denny Sturtevant

The meeting convened at 9:04 AM.

APPROVAL OF MINUTES  Minutes of the joint Governance & Executive Committee meeting of June 8, 2021 were approved by motion of Lee Nelson Weber, supported by Rick Stevens, and carried unanimously.

2021 BOARD SELF-ASSESSMENT RESULTS  The BoardSource board self-assessment indicated that Dwelling Place scored higher in all four major metrics (people, culture, work, and impact) than average. The committee discussed topics mentioned in the comments from the survey: underutilizing board members, implementing term limits, creating an engaging and accessible environment for all board members. While the complex nature of the organization makes term limits difficult, the committee did consider increasing the number of board members and adjusting meeting time/frequency to accommodate more board members. Mr. Sturtevant will draft a brief list of generative questions about the self-assessment results for the board to consider prior to its August meeting date. After the meeting, the committee will determine how to incorporate ideas generated from the board into the strategic planning process.

The committee also reviewed the board recruitment matrix, which has proven useful in the past for identifying the needs of the board as well as community connections to help fill those needs. Diversity, equity, and inclusion will be an essential element in revising this document as part of strategic planning.

BOARD GOVERNANCE AND CEO ONBOARDING NEEDS  The Succession Planning Committee will meet with the management team to discuss the onboarding process and how to best work together during this transition.

OTHER BUSINESS  As this is his final Governance Committee meeting, Mr. Sturtevant expressed his appreciation for how much progress has been made in Dwelling Place governance.

ADJOURNMENT  The Governance Committee meeting adjourned at 10:13 AM.
MEMBERS PRESENT: Kyle Irwin, Rick Stevens

MEMBERS ABSENT: Abby Cribbs

STAFF & GUESTS PRESENT: Brian Molhoek, Zoe Post, Jenn Schaub, Latrisha Sosebee, Carolyn Niehaus

The meeting was convened via video conference at 10:00 AM by Rick Stevens.

APPROVAL OF MINUTES: Minutes of the Marketing and Development Committee meeting of May 25, 2021 were approved by consensus.

DONATIONS SINCE LAST MEETING: The number of 2021 donations in Q2 have been slightly lower than those of Q2 2020, though the overall number of donations is slightly higher than 2020. There has not been a push for donations during this time as Ms. Sosebee hopes to generate donations in the coming months for the homeownership assistance fund in honor of Mr. Sturtevant’s retirement.

COMMITTEE DESCRIPTION: The committee reviewed the Marketing & Development Committee Description, recommending that mentions of the “Director of Marketing & Development” be amended to reflect Ms. Sosebee’s title, Marketing Coordinator. As the needs of the committee change over time, no additional edits regarding the expertise of committee members were added. By consensus, the Committee recommended that the revised Marketing & Development Committee Description be approved by the Board of Directors.

WELCOME PACKET: Ms. Sosebee introduced the idea to create a welcome packet for new committee members outlining the time commitment and meeting structure, and including the most recent annual report. If this packet is found useful by new committee members, the basic format could be used for other committees as well. Ms. Sosebee will create a template for the committee to review at its next meeting.

VOLUNTEER PROGRAMMING: Despite Covid-19 restrictions, there have been several successful volunteer events, totalling 182 volunteer hours and over 60 volunteers. The First United Methodist Church work program has helped supply volunteers, many of whom are Heartside residents, for a variety of projects. Property Days volunteers have helped with landscaping, installing new garden beds, and other quality of life improvements. An update on all these activities will go out in the volunteer newsletter.

ADJOURNMENT: The Marketing & Development Committee adjourned at 10:35 to discuss retirement celebration planning for Mr. Sturtevant.
The meeting was convened at 11:33 AM by Mr. Kogelschatz.

**KENDALL PLACE - POSSIBLE JOINT VENTURE**

Mr. Heyboer presented a possible joint venture at 326 W State St in Hastings, MI in the downtown area. Dwelling Place has worked with Mr. Heyboer’s construction company, DHE, in several previous projects. A 9% application for the 45-unit development will be submitted in the upcoming LIHTC round; the self-score for the project is 97. The city of Hastings has expressed support of the 100% affordable housing development, approving the site plan and granting PILOT for the project.

**WALDEN WOODS SENIOR HOUSING**

Mr. Bennett described a vacant senior housing development in Wyoming that could be converted into one-bedroom units for a potential 4% LIHTC project. Mr. Sturtevant suggested looking into developing the site for permanent supportive housing, which could result in a higher score in a 9% LIHTC application. Staff will continue to investigate the site and keep the committee informed of its progress.

**POSSIBLE CLT SITE**

Ryan Kilpatrick of Housing Next and Mr. Larimore identified a site in South Haven where the city hopes to develop affordable home ownership. The site concept includes three phases: two for rental apartments and the third for townhomes to be sold. VanBuren county, where the site is located, is within Dwelling Place’s 15-county operating area, and CLT homeownership has proven to be effective in providing affordable housing in less urban areas. **Motion for staff to proceed with due diligence for this project was made by Lee Nelson Weber, supported by Larry Titley, and carried unanimously, George Larimore abstaining due to a conflict of interest.**

**APPROVAL OF MINUTES**

**Motion to approve the minutes of the June 14, 2021 RED & Asset Management Committee meeting was made by George Larimore, seconded by Larry Titley, and carried unanimously.**

**Motion to proceed with due diligence and drafting a JV agreement was made by Larry Titley, supported by Lee Nelson Weber, and carried unanimously, George Larimore abstaining due to a conflict of interest.**
OTHER BUSINESS  Staff will submit an application today to be a part of the NeighborWorks real estate growth cohort, a program for NeighborWorks affiliates aiming to double their size in the next 7-10 years.

Dwelling Place is examining its screening criteria for its permanent supportive housing (PSH) developments, aiming to reduce the disparate impact that criminal background and credit checks can have on housing for people of color.

As the Dwelling Place strategic plan expires at the end of the year, the committee will discuss what it needs to do to prepare for the strategic planning process at its next meeting.

PROJECT UPDATES  Ferguson: Temporary occupancy on the 3rd floor will begin tomorrow and the 2nd floor should complete turnaround in about 4 weeks. Aiming for full completion for lease-up by late August. The referral process is going well and 8 additional residents have been approved under new screening criteria.

Brillante Apartments: Fully leased-up and way ahead of schedule.

ADJOURNMENT  The meeting was adjourned at 12:45 PM by Mr. Kogelschatz.
DWELLING PLACE OF GRAND RAPIDS
REAL ESTATE DEVELOPMENT & ASSET MANAGEMENT COMMITTEE
August 16, 2021
Committee Approved September 13, 2021

MEMBERS PRESENT
Juan Daniel Castro (via video), Rich Kogelschatz, George Larimore, Mike McDaniels, Larry Titley, Lee Nelson Weber

STAFF & GUESTS PRESENT
Chris Bennett, Kim Cross, Jeremy DeRoo, David de Velder (via video), Steve Recker, Stephen Wooden

The meeting was convened at 11:33 AM by Mr. Kogelschatz.

APPROVAL OF MINUTES
Motion to approve the minutes of the July 12, 2021 RED & Asset Management Committee meeting was made by Lee Nelson Weber, seconded by Larry Titley, and carried unanimously.

BAZZANI FEE & CONTRACT
Last summer, staff put out an RFP for a general contractor to work on single family homes located near Reflections that would be integrated into the DPCLT, to which only Bazzani Building Company responded. Due to rising construction costs, the recent quote from Bazzani is about 20% higher than it was at the time of the RFP last year. Committee members expressed concern that this would increase the funding gap, which would need to be filled by philanthropy or other government funds. A motion to hold the project and reevaluate bids in six months was made by Mike McDaniels. An amendment was added allowing reevaluation of the bid if the subsidy amount could be reduced to $100,000. The motion was then seconded by Larry Titley and carried unanimously.

AMBERWOOD ACQUISITION
Originally 56 total units, Amberwood condo is located in Park Township in Holland. Twelve of these units were sold in the mid 2000s; Dwelling Place is considering acquiring the remaining 44 units to continue as rental housing that would convert over time to CLT units. Preliminary estimates have budgeted between $80,000 and $110,000 per unit for acquisition costs. Other fees and expenses bring the total project cost to about $6.1M with about a $1M gap in funding. Motion for approval to pursue pre-development of the project, including approval of up to $20,000 to execute a purchase option, was made by Mike McDaniels, seconded by Lee Nelson Weber, and carried unanimously.

KENDALL PLACE JOINT VENTURE
Staff have continued to work with Nate Heyboer of DHE Plumbing & Mechanical to review proformas and other financial information for a 9% LIHTC joint venture in which Dwelling Place would be a 20% owner. Motion to recommend that the Board authorize signing of the developer agreement for this project was made by Mike McDaniels, seconded by Larry Titley and carried unanimously, George Larimore abstaining due to a conflict of interest.

OTHER BUSINESS
Mr. Larimore introduced a roughly one-acre site on 36th and Division, which is located within a qualified census tract, that could house an apartment complex.
with 83 one- and two-bedroom affordable housing units. A 4% gap funding application for the project is due at 5:00pm today. Submission of this application would not require any financial commitment at this time. **Motion to approve submission of this project for the gap funding round was made by Mike McDaniels, seconded by Larry Titley, and carried unanimously, George Larimore abstaining due to a conflict of interest.**

Dégage Ministries is pursuing new market tax credit funding for renovation of their facilities and would like Dwelling Place to participate as a partner in the transaction. Legal counsel has already reviewed the necessary documents. **Motion to approve the Degage investment in the leverage lender was made by Lee Nelson Weber, seconded by Larry Titley, and carried unanimously, George Larimore abstaining due to a conflict of interest.**

### PROJECT UPDATES

**Ferguson:** A fire on the roof occurred at Ferguson yesterday, resulting in some smoke and water damage, but no one was injured. The Red Cross and LaGrave Ave church helped temporarily house affected residents. After required maintenance is completed later today, displaced residents should be able to begin moving back into the building.

**Madison Lofts:** Construction continues but is a few weeks behind schedule.

### ADJOURNMENT

The meeting was adjourned at 1:06 PM by Mr. Kogelschatz.
MEMBERS PRESENT  Bill Anderson, Annamarie Buller

MEMBERS ABSENT  Dondrea Brown, Leah Carpenter, Kristin Moretto

STAFF PRESENT  Jonathan DeHaan, Julia Ervin, Jess Fisher, Heather Ibrahim, Brian Molhoek, Zoe Post, Jenn Schaub, Latrisha Sosebee, Denny Sturtevant, Alonda Trammell

The meeting was convened at 10:09 AM by Ms. Buller.

APPROVAL OF MINUTES  Approval of the February 24, 2021 minutes were approved by motion of Bill Anderson, supported by Annamarie Buller and carried unanimously.

COMMERCIAL TENANTS  Ms. Ibrahim gave an overview of the 45 commercial units owned by Dwelling Place, the majority of which are live/work spaces located throughout Grand Rapids. Tenants operate a variety of businesses, including retail spaces, art studios, food service, and nonprofits. These individuals also connect with Dwelling Place through its Community Building & Engagement staff, who help engage commercial tenants in economic development activities, neighborhood associations, local events, and even service on Dwelling Place committees. As with other residents, commercial tenants were contacted frequently throughout the pandemic by Dwelling Place staff who were able to connect them with essential resources. The continued development of these businesses has helped alleviate some of the behavioral health concerns on Division Ave.

RESIDENT ENGAGEMENT SURVEY  Ms. Schaub shared the resident survey results for properties scoring below the 80% satisfaction threshold with the following notes:

- All properties achieved a ≥20% response rate, but 5 properties had fewer than 5 residents participate in the survey.
- 5 properties fell just shy of the 80% threshold, scoring 77.24%-78.10%.
  - The Property Management section at 4 of 5 of these properties did achieve the 80% satisfaction rate.
  - Engagement opportunities are limited as there are few community spaces and RSCs.
- The properties with the lowest ratings averaged 73.06% for Property Management and 69.10% for Resident Engagement.
  - Residents at these properties participated in wellness from staff throughout the Covid-19 pandemic.
- Affordable housing properties had a significant increase in apartment management satisfaction (an average increase of 7.72 percentage points)
  - Gardening and art activities have increased at these properties.
Staff will provide an overview dashboard and presentation of the survey results at the April board meeting, explaining to board members that while the survey is not necessarily conclusive, it does allow for an opportunity to dig deeper into engagement activities and ask questions.

**UPDATES/OTHER BUSINESS**

Ms. Post and Ms. Buller will contact committee members to find a recurring meeting time that works for everyone.

Support services staff will give a presentation at the next meeting responding to the resident survey data.

**ADJOURNMENT**

The Resident Engagement Committee was adjourned at 11:33 AM by Ms. Buller.
MEMBERS PRESENT  Dondrea Brown, Annamarie Buller
MEMBERS ABSENT  Kellie Kitchen
STAFF & GUESTS PRESENT  Kim Cross, Jeremy DeRoo, Heather Ibrahim, Zoe Post, Jenn Schaub, Latrisha Sosebee
                      Aaron Estrada (Mercy Health St. Mary’s), Stacie Petersen (Health West)

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

INTRODUCTIONS  Ms. Buller introduced the structure and activities of the committee and all participants introduced themselves and their background. Previous socially-distant resident engagement activities include door decorating, digital programming, and outdoor tours and volunteer activities. The committee recommended additional no-contact activities such as community/property resource mapping, themed activity sheets, and connecting with local high schools for a card-writing event for senior residents. Mr. Estrada also mentioned Aunt Bertha, a resource directory for community development organizations to share information on their programs. A representative of Aunt Bertha may report about this platform at a future committee meeting.

RESIDENT ENGAGEMENT SURVEY UPDATE  Ms. Post described the resident survey process for this year, which involved participation in a cohort of 10 NeighborWorks Affiliates all piloting the same 10-page survey. The survey was mailed to all residents in bright envelopes, sent via email, and was available at a number of community events. Questions ranged from thoughts about property management and maintenance to physical and emotional wellness. 32% of residents responded to the survey, the results of which were tabulated by staff and sent to NeighborWorks for analysis. The survey team hopes to receive this information from NeighborWorks in October and present the data to residents, staff, and the board in a number of formats. Focus groups may be formed in the future to further inform the data.

UPDATES/OTHER BUSINESS  Heartside historic murals are underway and will be discussed more in depth at a future meeting.

Three resident engagement AmeriCorps staff will start at Dwelling Place in early September.

ADJOURNMENT  The Resident Engagement Committee was adjourned at 11:37 AM by Ms. Buller.
The meeting convened via video conference at 11:03 AM.

**APPROVAL OF MINUTES**
Minutes of the March 25, 2021 meeting were approved by motion of Annamarie Buller, supported by Rick Stevens and carried unanimously.

**ONBOARDING**
Mr. Kogelschatz reviewed the CEO orientation toolkit and onboarding schedule for Mr. DeRoo. This will include a 90-day and 6-month check-in to establish CEO goals for the next year. As the current strategic plan is set to expire in 2022, the board will also discuss development of a new strategic plan with Mr. DeRoo during these check-ins. The committee suggested continued regular meetings between the new CEO and current Board Chair throughout the process to ensure effective communication and information sharing.

**CEO INTRODUCTION TO STAFF**
The committee also discussed how to best address some concerns from staff regarding staff involvement in the hiring process. Mr. Kogelschatz will lead a conversation at a July management staff meeting to explain the process; Mr. Castro, Ms. Buller, and Mr. Stevens will attend as well to thank staff for their role in the organization and hiring process, and to answer questions.

**OTHER BUSINESS**
The committee will work with Mr. DeRoo to find an appropriate executive coach and strategic planning firm.

**ADJOURNMENT**
The CEO Succession Planning Committee adjourned at 12:08 PM.
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