DWELLING PLACE OF GRAND RAPIDS
BOARD OF DIRECTORS
December 1, 2021
7:30-9:00AM

AGENDA

I.  7:30 Mission Moment

II. 7:40 Approval of Consent Agenda (Action Required)
    1. Board of Directors Minutes (10/06/21)
    2. Committee minutes:
       a. Diversity, Equity, & Inclusion Committee Minutes (10/05/21)
       b. Executive Committee Minutes (09/14/21)
       c. Finance Committee Minutes (08/25/21)
       d. Finance Committee Minutes (09/29/21)
       e. Governance Committee Minutes (09/21/21)
       f. Marketing & Development Committee Minutes (09/28/21)
       g. RED & Asset Management Committee Minutes (09/13/21)
       h. RED & Asset Management Committee Minutes (10/11/21)
       i. Resident Engagement Committee Minutes (08/18/21)
       j. Resident Engagement Committee Minutes (09/15/21)
    3. Diversity, Equity, & Inclusion Committee Description

III. 7:45 CoC Grant Renewal Apps (Action Required)

IV. 7:55 Intro to 2022 Budget

V. 8:05 Board and Committee Composition

VI. 8:20 Board Annual Goals

VII. 8:40 Schedule Special January Meeting for Strategic Planning

VIII. 8:50 Updates & Announcements
    1. Update on strategic planning consultant

IX. 9:00 Adjournment
CONSENT AGENDA

I. Board of Directors Minutes (10/06/21)

II. Committee minutes:

1. Diversity, Equity, & Inclusion Committee Minutes (10/05/21)
   • Recommendation to adopt Juneteenth as a company holiday
   • Recommendation to add two personal days and a description of the intention behind this to personnel manual

2. Executive Committee Minutes (09/14/21)
   • Initial discussion of strategic planning
   • Recommendation to appoint Annamarie Buller as Governance Committee Chairperson

3. Finance Committee Minutes (08/25/21)
   • Second quarter financial statements

4. Finance Committee Minutes (09/29/21)
   • Review of investment policy

5. Governance Committee Minutes (09/21/21)
   • Recommendation of new DEI and Resident Engagement Committee members

6. Marketing & Development Committee Minutes (09/28/21)
   • Mid-year review of marketing plan

7. RED & Asset Management Committee Minutes (09/13/21)
   • MFI quarterly report

8. RED & Asset Management Committee Minutes (10/11/21)
   • Approval to seek fee proposal from Pioneer Construction for Weston renovation
   • Authorization to submit an option with The Habitat Company for site design at CLT site in South Haven

9. Resident Engagement Committee Minutes (08/18/21)
   • Resident engagement survey update

10. Resident Engagement Committee Minutes (09/15/21)
    • Support services update
    • Heartside historic mural series review

III. Diversity, Equity, & Inclusion Committee Description
SUPPLEMENTAL MATERIALS

I. Unapproved Committee Minutes
   1. Diversity, Equity, & Inclusion Committee Minutes (11/02/21)
   2. Executive Committee Minutes (10/12/21)
   3. Executive Committee Minutes (11/09/21)
   4. Governance Committee Minutes (11/16/21)
   5. Marketing & Development Committee Minutes (10/26/21)
   6. Resident Engagement Committee Minutes (10/19/21)

II. Financial Dashboard

III. Annamarie Buller Resignation Letter

IV. Board Attendance Sheet

Juan Daniel Castro, Gil Segovia

Chris Bennett, Kim Cross, Jeremy DeRoo, David de Velder, Rebecca Long, Karen Monroe, Rachel Osbon, Zoe Post, Steve Recker, Jenn Schaub, Latrisha Sosebee, Alonda Trammell

Mallory Strobl

The board meeting convened via video conference at 7:34 AM.

Ms. Schaub introduced 2021 Bratschie Award Winner Mallory Strobl, a resident of Martineau Apartments since 2014. Initially looking for a safe home for her and her daughter, Ms. Strobl has flourished in the Heartside neighborhood and has been increasingly involved in community advocacy. Board and staff thanked Ms. Strobl for her exemplary leadership.

The consent agenda for the October 6, 2021 meeting contained the following items:

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. Marketing & Development Committee Minutes (06/29/21)
   e. RED & Asset Management Committee Minutes (07/12/21)
   f. RED & Asset Management Committee Minutes (08/16/21)
   g. Resident Engagement Committee Minutes (03/18/21)
   h. Resident Engagement Committee Minutes (08/18/21)
   i. Succession Planning Committee Minutes (06/24/21)

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

Mr. DeRoo introduced the 2022 strategic planning process, framing this time as a natural opportunity to clarify the “how” and “why” that will drive Dwelling Place in the coming years. Whereas previous strategic plans have focused primarily on technical deliverables, this process will place a greater emphasis on the relational goals that guide the organization. This will allow staff and board to develop a common understanding of the organization’s purpose beyond their usual area of experience. With this in mind, the Executive Committee will discuss recommendations for a consultant to help in this process and an approximate timeline.
The following individuals were nominated to serve on a Dwelling Place committee:

- **DEI:** Regina Bradley, Mariely Meza
- **Resident Engagement:** Niyata Brown, Aaron Estrada, Stacie Petersen
- **Finance:** Emily Cauzillo

After a brief description of each nominee, a motion to approve these individuals to their respective committees was made by Lee Nelson Weber, supported by Annamarie Buller and carried unanimously.

Per the recommendation of the Executive Committee and by unanimous vote, Annamarie Buller was approved as chair of the Governance Committee.

There are several committees with space for new members, both those currently on the board and others from the community. With Ms. Buller taking over as chair of the Governance Committee, there is also an opportunity for board members to chair the Resident Engagement Committee. To adhere to HUD and Neighborworks guidelines, and to enhance the work of the board, the Governance Committee is currently prioritizing Dwelling Place residents and others with lived experience for board and committee membership. Staff is compiling a list of possible residents to fill these roles, and board members with other possible candidates may contact Ms. Buller.

New and tenured board members gave the following considerations regarding the current board orientation process:

- With Dwelling Place extending its reach, the orientation process needs to consider how to best engage board members outside Grand Rapids
- Use the board self-assessment feedback to inform the process going forward
- Contact Andre Butler at Neighborworks to learn what other NWOs are doing to help onboard their board members
- Emphasize progressive engagement throughout orientation; help new board members understand it takes time to learn the organization
- Develop a suggested outline for mentors when meeting with mentees to help new members know what questions to ask
- Use DEI framework to understand where gaps in knowledge and experience are for both mentors and mentees
- Find new ways to get board members to Dwelling Place properties, especially during the pandemic (volunteering for curb appeal evaluations, for example)

The Governance Committee will consider this discussion as it continues to update the orientation process and mentorship program.

**NeighborWorks Grant Awards:** Dwelling Place has received four NeighborWorks grants since August to develop real estate growth capacity, integrate technology for residents, continue community development at Plaza Roosevelt, and enhance resident support services delivery.

**DPCLT Purchases:** The CLT celebrated its first closing in early September and there are three more pending sales set to close soon.
**August Fire at Ferguson Apartments:** Dwelling Place is in the process of getting final approval from insurance companies on costs related to the fire and expects completion in about 6 months.

**NeighborWorks Review:** The written report of the June audit was distributed for review and there were no significant changes made. A final version is expected in November.

**Heartside Historic Murals:** Five artists supported by Dwelling Place have recently completed 5 murals in the Heartside neighborhood. In-person tours are scheduled for the end of the week and digital tours will be available on the website in November.

**ADJOURNMENT**

The Board of Directors meeting adjourned at 8:59 AM.
MEMBERS PRESENT: Alex Valentine, Angie Sanborn, Grace Thuo, Jeremy DeRoo, Justin Rhodes, Ken Kaminski, Latrisha, Sosebee, Mariely Meza, Regina Bradley, Richard Stevens

GUESTS PRESENT: Mariely Meza, Regina Bradley

The meeting was convened at 11:03 AM.

WELCOME

The committee welcomed Ms. Bradley and looks forward to her addition on the committee along with Ms. Meza. Mr. Recker withdrew interest in membership to the committee.

APPROVAL OF MINUTES

Minutes of the Diversity, Equity, and Inclusion Council meeting of September 7 were approved by consensus.

COMMITTEE DESCRIPTION

Working towards the goal of creating a DEI Committee description, Mr. Stevens offered to draft a description using the Governance Committee’s description as a template and the Board Approved DEI Plan to outline the committee’s goals. Once Mr. Stevens completes the draft, he will forward to Mr. DeRoo and Mr. Rhodes for review.

The description will include these specifications regarding membership:

- There shall be no more than twelve members, including a maximum of nine staff members and three board members.
- Any interested board or staff members may attend the DEI Committee as guests pending their approval for membership.
- There will be a goal to maintain at least one staff member from each Dwelling Place department.

JUNETEENTH

After a brief discussion, the committee added a recommendation to adopt Juneteenth as a company holiday to the DEI Work Plan. Ms. Valentine will confirm with Mr. Rhodes on steps to begin this process.

FLOATING HOLIDAYS

Furthering the conversation, the committee considered the idea of floating holidays to recognize the religious and cultural diversity of the Dwelling Place staff. The committee instead decided to recommend the addition of two personal days and a description of the intention in the personnel manual. Ms. Valentine will confirm with Mr. Rhodes on steps to begin this process.

WORK PLAN – GOAL 3A

The committee then continued onto the DEI Work Plan to review and finalize action items under goal 3a.

- Mr. DeRoo confirmed with the Housing and Development Department staff to approve the Real Estate Development action items as written.
- The finance committee assumed responsibility of the creation and maintenance of the MBE and WBE list instead of the Community Building and Engagement Department.
The line 50 action item is under further review. Ms. Meza will connect with the Director of Property Management and Compliance to draft the appropriate measure.

WORK PLAN – GOAL 3B

After review of the action items found under Goal 3B, the committee found no need for edits.

DEPARTMENT UPDATES

As the year is coming to an end, the committee will request updates from the departments on each action item. Mr. Rhodes will present the DEI Work Plan to the management team at the next management team meeting and request that each department provide an update on the work plan spreadsheet by the end of the year.

NEXT MEETING

The next Diversity, Equity, and Inclusion Council Meeting will be held on November 2, 2021, at 11:00 AM.

ADJOURNMENT

The meeting was adjourned 12:29 PM.
MEMBERS PRESENT  
Annamarie Buller, Juan Daniel Castro, Sadie Malady, Rick Stevens, Lee Nelson Weber

MEMBERS ABSENT  
Francine Gaston, Renee Williams

STAFF PRESENT  
Jeremy DeRoo, Zoe Post

The meeting was convened via video conference at 8:02 AM.

APPROVAL OF MINUTES  
Motion to approve the minutes of the August 10, 2021 Executive Committee meeting was made by Lee Nelson Weber, supported by Lee Nelson Weber, and carried unanimously.

STRATEGIC PLANNING  
With the recent departure of Mr. Sturtevant as CEO and over a year left until the expiration of the current strategic plan, there is a natural opportunity to clarify the “how” and “why” that will drive Dwelling Place in the coming years. Articulating the values of the organization may also provide a clear path to integrate DEI goals into the strategic plan. Mr. DeRoo emphasized that evaluating these items may not necessarily result in changes to the mission/vision/values of Dwelling Place, but will define what these terms mean to board and staff and guide the direction of the strategic planning process. He also noted that whereas past strategic plans focused on practical challenges, this process will focus more on culture-building and aligning values.

Other committee members mentioned the opportunity to consider the personnel needs of both staff and board as the organization enters a period of anticipated growth. Involving new board members in the process may also build trust and provide a sense of ownership. Further discussion of the strategic planning process will take place at the October board meeting.

BOARD/COMMITTEE STRUCTURE  
In order to include new voices in the strategic planning process, which is slated to begin in early 2022, the board will need to recruit new members by the end of the year. As residents of Dwelling Place properties and others with lived experience will be essential throughout this process and are necessary to maintain HUD compliance requirements, the Governance Committee will need to develop a flexible training plan to onboard new board members. To head this effort, the committee recommended by consensus that Annamarie Buller serve as Governance Chairperson.

Since there are several other committees needing additional members, Mr. DeRoo will meet with staff who can identify individuals who may be interested in serving on a committee and put those names before the board as soon as possible.
The committee received an email from Rich Kogelschatz regarding Mr. DeRoo’s employment contract. Despite some minor miscommunications, the transition into the CEO role has been going well for Mr. DeRoo. The Succession Planning Committee was authorized to enter into the contract, so no additional action was taken.

The agenda for the October 6, 2021 board committee meeting will include:

- Mission moment: Larry Bratschie Award winner
- Introduction to strategic planning (Mr. DeRoo will provide the board with a memo in advance of the meeting)
- Nomination of Ms. Buller to Governance Committee Chair
- Board recruitment priorities
- DEI committee member recommendation
- Updates:
  - Fire at Ferguson Apartments
  - CLT purchases
  - NeighborWorks Annual Survey
  - Heartside murals
  - NeighborWorks Review

FUSE Update: As Jess Zarik is no longer at Dwelling Place, FUSE partners are working through how to best support this work until a full-time staff person can take over.

The Executive Committee adjourned at 9:19 AM.
MEMBERS PRESENT: Sadie Malady, Holly Jacoby, Gilbert Segovia, Angela Sanborn

MEMBERS ABSENT: Troy Stressman

STAFF PRESENT: Jessica Beeby, Rebecca Long, Karen Monroe, Steve Recker, Jeremy DeRoo, Grace Thuo, Brandon Watson, Mason Lundsted, Sarah Tafelsky, Kim Cross, Rachel Osbon, Chris Bennett

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

APPROVAL OF JULY MINUTES: Minutes of the Finance Committee meeting of July 28, 2021 were approved by motion of Mr. Segovia, supported by Ms. Jacoby and carried unanimously.

REVIEW DEI IMPLEMENTATION AND WORK PLAN: Ms. Malady provided background on the approved organizational plan and the Finance Committee’s current goal. Ms. Sanborn clarified the process of reviewing departmental goals from the perspective of the DEI Committee. Ms. Thuo commented on the focus of the Finance department, including updates to the vendor policy and vendor approval process.

Ms. Malady referred to the investment policy and noted that the Committee chose to invest in a socially responsible fund (ESG), per the recommendation of our financial advisors at Northern Trust. She posed the question of reviewing the investment policy further for other DEI-focused opportunities. There was a consensus that specifying a set dollar amount or percentage for investments may not be helpful, but rather to communicate directions to Northern Trust and review their recommendations. She concluded that there may not be a need to make changes or add new goals immediately but rather it’s something the Committee should review on a regular basis.

Ms. Sanborn inquired if the Committee or Finance Department had set a budget for DEI-related efforts. Mr. Recker clarified that there were no budget items specifically for DEI, although a new position for a DEI Coordinator has been proposed and will be under consideration in the next budget review.

DWELLING PLACE 2ND QUARTER DRAFT FINANCIAL STATEMENT REVIEW: Mr. Recker presented the June 30, 2021 draft financials noting points of interest and answering questions. A few minor errors in the presentation materials were noted. The Committee was advised to watch for corrected materials to be distributed after the meeting.

Revenue was over budget largely due to some contributions from the Michigan Non-Profit Housing Corporation. One of the reserve funds was released because they met the metrics needed for the limited partner. Mr. Recker described that the cash flow is negative because the financial statement is only reviewing cash and there was a $2 million transfer into the
Dwelling Place Non-Profit Housing Corporation trading securities account in February.

He reported that Year-to-Date CLT expenses are also a little over budget due to a combination of factors: the renovations at Grandville Homes are on the former property’s account and construction costs have increased. Mr. Recker met with Mr. DeRoo, David DeVelder and Chris Bennet to discuss the CLT conversion process to better understand the expenses for budgeting and requested a projected Comprehensive Needs Assessment (CNA) for current projects. He promised to share those documents with the Committee when completed.

**UPDATES AND ANNOUNCEMENTS**

Ms. Malady announced Troy Stressman accepted a job opportunity outside of Grand Rapids and submitted his resignation for the Board of Directors and by extension the Finance Committee. There was a consensus that a discussion of recruiting a replacement for his seat on the Committee should be added to the September meeting agenda.

Ms. Malady inquired about the fire at Ferguson Apartments on August 22nd and the potential financial impact. Mr. DeRoo stated that there will be a $250,000-$300,000 claim that is anticipated to be fully covered. He noted there is still a question about additional impact if the investigation determines a fault in the solar panel equipment, as the same panels are located at other properties. Mr. Recker observed that there is a $10,000 deductible for the insurance claim. Ms. Cross commented that there was minimal water damage to residences and resident personal belongings.

Mr. Recker provided the Investment Policy document for review. Ms. Jacoby proposed discussing the investment policy at the next meeting and Mr. Recker suggested inviting Northern Trust advisors to be available for comment.

**PROPOSED AGENDA AND NEXT MEETING DATE**

The next Finance Committee meeting will be held on Wednesday, September 29, 2021 from 12:00 PM to 1:30 PM.

**ADJOURNMENT**

The Finance Committee meeting was adjourned at 1:11 pm by Ms. Malady.
MEMBERS PRESENT: Sadie Malady, Holly Jacoby, Angela Sanborn

MEMBERS ABSENT: Gilbert Segovia

STAFF PRESENT: Jessica Beeby, Rebecca Long, Karen Monroe, Steve Recker, Jeremy DeRoo, Grace Thuo, Brandon Watson, Mason Lundsted, Sarah Tafelsky, Kim Cross, Chris Bennett

GUESTS PRESENT: Jan Winters (Northern Trust), Sam Ellis (Northern Trust), Josh Gibbs (Northern Trust)

COMMENCEMENT: The meeting was convened at 12:03 pm by Ms. Malady

APPROVAL OF AUGUST MINUTES: Minutes of the Finance Committee meeting of August 25, 2021 were approved by motion of Ms. Jacoby, supported by Ms. Sanborn and carried unanimously.

REVIEW OF INVESTMENT POLICY: Jan Winters began the presentation with an overview of the Dwelling Place investment portfolio evolution to date. Josh Gibbs and Sam Ellis continued with a review of considerations for updating the investment policy, including several suggestions aimed at defining or clarifying existing rates, ranges and/or timeframes in areas of investment objectives and asset allocations. The presentation included an example report showing the current policy compared to the proposed allocation revisions and their potential increased risk versus return. It was also suggested that the Committee explore working toward creating an Investment Committee independent of the Finance Committee as Dwelling Place grows, as this is common in other non-profit organizations.

Ms. Jacoby prepared a comparison of current benchmarks to the Montcalm Community College (MCC) Foundation and promised to share it with the Committee. She also commented that the Committee may need to consider the context of Dwelling Place’s more conservative approach when comparing to other organizations.

There was a consensus that further discussion about changes to the investment policy and Northern Trusts recommendations should be added to October’s agenda.

RECRUITING FOR OPEN COMMITTEE POSITION DISCUSSION: Prior to the meeting, Ms. Malady shared a resume of a potential candidate for the open Committee position, Emily Cauzillo. She commented further on Ms. Cauzillo’s work and committee experience, noting that she holds a master’s degree in accounting and has experience with LIHTC programs but does not live in Grand Rapids. Ms. Jacoby supported further consideration. Mr. DeRoo suggested adding consideration of her appointment to the Governance
Committee review of other non-Board Committee members in October. Ms. Malady agreed to send a brief introduction of Ms. Cauzillo along with her resume to the Governance Committee for their review.

UPDATES AND ANNOUNCEMENTS

Mr. DeRoo provided an update on the investigation of the Ferguson fire. It was determined that a shut off adapter was overheating on the solar panels and there may be a state-wide recall as a result. All the adapters at Ferguson and other properties with the same solar panels have been removed as a precaution and the solar panels are still inactive. A search is underway for an alternative adapter so that the part can be replaced and the panels re-activated. The panels are under warranty, so the cost would be covered. All the residents have moved back in, and construction has resumed, though there is currently a delay with reinstallation of the roof due to a backorder of materials.

PROPOSED AGENDA AND NEXT MEETING DATE

The next Finance Committee meeting will be held on Wednesday, October 27, 2021 from 12:00 PM to 1:30 PM.

ADJOURNMENT

The Finance Committee meeting was adjourned at 1:29 pm by Ms. Malady.
MEMBERS PRESENT  Annamarie Buller, Juan Daniel Castro, Rick Stevens, Lee Nelson Weber

STAFF PRESENT  Jeremy DeRoo, Zoe Post

The meeting convened at 9:02 AM.

APPROVAL OF MINUTES  Minutes of the Governance Committee meeting of July 20, 2021 were approved by motion of Lee Nelson Weber, supported by Rick Stevens, and carried unanimously.

BOARD/COMMITTEE RECRUITMENT PRIORITIES  The committee identified the following gaps in board and committees:

- Residents of qualified census tracts
- Individuals who were formerly homeless
- Dwelling Place residents
- Human resources expertise
- Community engagement/organizing expertise

Mr. DeRoo will contact Dwelling Place staff members for possible candidates. Once the Governance Committee has reviewed the list and staff have reached out to gauge initial interest, the candidate names will be given to the board before continuing with the application and interview process. Ms. Post will also send out a map of qualified census tracts for the committee to review.

BOARD ORIENTATION PLAN REVIEW  The committee discussed the strengths and challenges of the board orientation plan, suggesting that the document be used as a framework for onboarding new board members. The interests and strengths of each new board member will help inform the process of tailoring the plan to fit those needs. The committee also suggested adding information on the DPCLT and the board portal to the plan. Ms. Buller and Mr. DeRoo will edit the plan for review at the next committee meeting.

NEW DEI COMMITTEE MEMBERS  Staff members Regina Bradley and Mariely Meza have been recommended to serve on the DEI Committee. Motion to recommend approval by the board of committee membership for these individuals was made by motion of Lee Nelson Weber, supported by Juan Daniel Castro, and carried unanimously.

Niyata Brown (Community Encompass), Aaron Estrada (Mercy Health St. Mary’s), and Stacie Petersen (Health West) have all been regularly attending the Resident Engagement Committee. Motion to recommend approval by the board of committee membership for these individuals was made by Rick Stevens, supported by Juan Daniel Castro, and carried unanimously.

Further discussion of committee structure and function for all board committees will be included in the strategic planning process.
OCTOBER BOARD MEETING
The committee requested that the following items be added to the October board agenda:

- Openings in the Governance and other committees
- Board orientation process
- Board mentorship program and possible future mentors

OTHER BUSINESS
Mr. DeRoo has a standing conflict for the current meeting time. Mx. Post will send a poll to committee members to find a new meeting time.

The committee added these items to the October committee meeting agenda:

- Review orientation plan edits
- Review resident board member candidate applications
- Discuss possible skills matrix survey to send to current board

ADJOURNMENT
The Governance Committee meeting adjourned at 10:15 AM.
MEMBERS PRESENT

Abby Cribbs, Kyle Irwin, Rick Stevens

STAFF PRESENT

Jeremy DeRoo, Brian Molhoek, Zoe Post, Jenn Schaub, Latrisha Sosebee

The meeting was convened via video conference at 10:06 AM.

APPROVAL OF MINUTES

Minutes of the Marketing and Development Committee meeting of June 29, 2021 were approved by consensus.

DONATIONS SINCE LAST MEETING

Overall, there are fewer donations in 2021 than there were in 2020. Nearly $18,000 has been raised for the DPCLT Homeownership Fund, and now that the CLT has a license to solicit, the marketing team will include a fundraising goal in its plan for 2022.

MID-YEAR MARKETING PLAN REVIEW

Ms. Sosebee highlighted the following updates from a mid-year review of the 2021 Marketing Plan:

- Postponing a branding refresh—updated fonts, more accessible color palette, other minor changes—to 2022
- Transitioning to a CRM software in the near future to help meet industry standards for open/click rates for the newsletter
- Diversifying marketing partners, printed materials, and outreach methods
- Continue ordering DP-branded items for staff

Staff will have a draft of the marketing plan ready for the committee to review in November for board approval in February.

ANNIVERSARY BOOK

Ms. Sosebee contacted a number of possible donors for the Dwelling Place anniversary book, “The Story of Dwelling Place: Volume I”. The cover letter from Mr. DeRoo encourages sponsorship of the book in lieu of an in-person fundraising event. Sponsors giving $1,000 or more will be included in the book’s list of contributing partners and will receive a copy of the book. Approximately 250 copies of the book will be printed to share with community partners.

UPDATES

Architecture firm Progressive AE recently joined a landscaping volunteer event at the Brillante apartments, and members of St. Andrew’s helped beautify the Ferguson patio space. Mr. Molhoek is recruiting different groups to conduct curb appeal evaluations on October 14-16.

Given the busyness of the end of December, the committee opted to combine the November and December meetings into one. The committee will meet November 30 at the Dwelling Place main office.

ADJOURNMENT

The Marketing & Development Committee adjourned at 11:16 AM.
The meeting convened via video conference at 11:33 AM.

APPROVAL OF MINUTES

Motion to approve the minutes of the August 16, 2021 RED & Asset Management Committee meeting was made by Larry Titley, supported by Mike McDaniels, and carried unanimously.

MFI QUARTERLY REPORT

Ms. Long presented second quarter MFI numbers, but noted that because the NeighborWorks tool that allows Dwelling Place to compare its metric data to other NeighborWorks organizations has been down, the presentation did not include any peer comparison data. Metrics were compared to the same quarter in 2020. She also noted that Harrison Park, Pine Ave, and both Brillante apartment buildings were added to the portfolio as they reached full occupancy.

Additional comments and notable items discussed are as follows:

Net Cash Flow as % of GPI: Lower (9.61%) than Q2 2020 (11.55%). Due in part to operating reserve draws (BSP, Midtown), high vacancy (Goodrich, Herkimer, VBP), high-cost repairs (Kelsey, LHA), and legal fees for CLT units (Grandville).

Operating Expenses as % of GPR less DSC: Slight improvement from last year (81% to 80%) but not as strong as Q1 (77%). Contributing factors include heating and cooling costs (BSP, Herkimer), awning and masonry repair (Goodrich, LHA), and legal fees and property improvements (Grandville).

Vacancy as % GPR: Slightly higher than last year (4.74% from 3.27%) and lower than Q1 (4.85%). Vacancy was caused by carry-overs from 2020 (all bin 4 properties), transfers (BSP, Goodrich), death (BSP, Goodrich, Herkimer), nursing home transfers (Herkimer), commercial move-outs (Kelsey), and a slow referral process (Commerce, VBP).

Collection Rate: Same as last year but slight decrease from Q1 (94% to 93%). Affected by residents at properties without subsidies, who frequently pay late or not at all, and by residents who have submitted CERA applications and have not yet received funds (50 of 85 applicants).
Debt Service Coverage: Lower than last year (2.55 to 2.19) and slightly lower than Q1 (2.31). Some rental loss from Harvest Hill’s departure of the RD program and higher operating expenses/vacancy at Kelsey.

Turnover Percentage, Annualized: Slightly higher than last year (13% to 14%) but improved from Q1 (16%). The annualized (projected) number is likely to improve at Kelsey and Lenox, small properties where there were several move-outs this quarter.

Average Days Vacant: Increase from last year (59 to 68) due to limited maintenance during Covid-19 and difficulty staffing maintenance positions.

PROJECT UPDATES

Amberwood: Following due diligence, the project will not be pursued due to a large gap in funding.

Bright Avenue: Will sign lease with Early Learning Neighborhood Collaborative daycare services soon. Wolverine estimates a construction cost increase at this space ($600k to about $860k), to be addressed with an increase in tenant improvements for ELNC.

Ferguson: Finishing exterior items, repairing damage and replacing panels from recent fire. 26 units left to occupy with an estimated end date in mid-November.

OTHER BUSINESS

Dwelling Place was one of twelve organizations selected to participate in the NeighborWorks Real Estate Growth Cohort to prepare for significant growth in the near future.

ADJOURNMENT

The meeting adjourned at 12:32 PM.
The meeting convened via video conference at 11:33 AM.

APPROVAL OF MINUTES

Motion to approve the minutes of the September 13, 2021 RED & Asset Management Committee meeting was made by Mike McDaniels, supported by George Larimore, and carried unanimously.

WESTON PROPOSAL

Pioneer Construction provided preliminary construction estimates for the infill and parking ramp development planned for the upcoming Weston Apartments renovation and demonstrated professionalism while managing the renovation at Ferguson Apartments. Because of this, staff recommended waiving the RFP usually required and seeking a fee proposal from Pioneer. After some discussion, Mike McDaniels made a motion to waive the procurement requirements to select a general contractor for the Weston Apartments renovation, the Weston Lofts infill development, and the potential parking ramp construction, allowing staff to seek a fee proposal from Pioneer Construction and accept such a proposal if it is deemed reasonable; this was seconded by Rich Kogelschatz and carried unanimously.

REAL ESTATE DEVELOPMENT PIPELINE

Mr. Bennett has created a one-page summary of the real estate development pipeline that will be updated and shared with the committee each month. The document gives an overview of all projects in development and includes areas required for NeighborWorks reporting. Per the request of the committee, Mr. Bennet will update the “Estimated total development cost” column to clarify exactly what costs this number covers.

CLT SOUTH HAVEN

Mr. de Velder described a brownfield site near downtown South Haven for which for-profit developer The Habitat Company has already secured an RFP and conducted extensive site planning and community engagement. Habitat has submitted a LIHTC application for the rental housing portion and proposed that the DPCLT purchase the portion of the land where townhomes, which have an anticipated appraised value of $220,000, will be built. The purchase price for the land is $20,000 plus reimbursement of some pre-development expenses made by Habitat. Brownfield TIF, new market tax credits, philanthropy, and ARPA funds may help cover the gap between the development costs and CLT sales prices. The South Haven city commission will meet Monday to approve the redevelopment agreement. A motion was made by Mike McDaniels to authorize staff to work with legal counsel to prepare and submit an option with The Habitat Company for the for-sale portion of the project with up to $25,000 for legal
fees, Brownfield plan preparation, and engineering and site plan design. This was seconded by Juan Daniel Castro and carried unanimously.

PROJECT UPDATES

Ferguson: Continuing on schedule; working with insurance company to formally approve insurance claim related to the August fire.

Madison Lofts: Construction delayed but should be completed by the end of 2021.

Coit: Progressing slowly; hoping to have more consistent construction pricing in about six months.

Leonard Apartments: Recently submitted a LIHTC application for the development.

OTHER BUSINESS

DEI Work Plan: There are four work plan items assigned to the RED & Asset Management Committee, including creating an AmeriCorps VISTA position for CL1 outreach and several goals aimed at increasing MBE and WBE businesses in the RED process. A motion to approve these items was made by George Larimore, seconded by Mike McDaniels, and carried unanimously.

ADJOURNMENT

The meeting adjourned at 12:32 PM.
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.
MEMBERS PRESENT  Annamarie Buller, Aaron Estrada, Stacie Petersen

MEMBERS ABSENT  Dondrea Brown, Kellie Kitchen

STAFF PRESENT  Kim Cross, Jeremy DeRoo, Rasheedah Gillespie-Muhammad, Heather Ibrahim, Zoe Post, Mitchell Sevigny, Latrisha Sosebee, Alonda Trammell

The meeting was convened via video conference at 10:05 AM by Ms. Buller.

APPROVAL OF MINUTES  Minutes of the March 18, 2021 and August 18, 2021 Resident Engagement Committee meetings were approved by consensus.

VOLUNTEER UPDATE  This summer, Dwelling Place has hosted 8 volunteer events with 56 new volunteers, 144 volunteer hours, and several new and developing community connections. Events included door-knocking at the new Brillante apartments, a cleanup event for Dwelling Place board members, and several welcome home basket collections. Curb appeal assessments are planned for this fall.

SUPPORT SERVICES UPDATE  Now that Resident Services Coordinators (RSCs) are back in the office, several support services events have been planned. Ms. Trammell described a life skills curriculum designed in conjunction with United Bank that will begin in October. The 4-week series will center around credit reporting, lending practices, and other financial areas in which residents previously indicated their interest. The next series will connect residents to primary care providers with help from GVSU nursing students. Dwelling Place also recently received a NeighborWorks technology grant that will allow RSCs to work with residents on a laptop to help submit certification paperwork, attend telehealth appointments, and assist with other needs.

HEARTSIDE HISTORIC MURAL SERIES  All five murals in the Heartside historic mural series have been completed. Ms. Sosebee presented photos of the final pieces, all of which celebrate the diverse history of Grand Rapids. Walking tours for the murals will be scheduled in October and photos added to the Dwelling Place website.

DPCLT IN GARFIELD PARK  The Dwelling Place CLT recently celebrated its first homebuyer, Kayla, who purchased a home last week. An additional site at 600 Burton would add 47 CLT homes to the neighborhood. There are two community engagement events scheduled in September to elicit feedback on the development.

ADJOURNMENT  The Resident Engagement Committee was adjourned at 11:04 AM by Ms. Buller.
DIVERSITY, EQUITY, AND INCLUSION
COMMITTEE DESCRIPTION
Board Approved: 12.01.2021

DESCRIPTION

The Chairperson of the Board will, in consultation with the Chief Executive Officer, appoint a Diversity, Equity, and Inclusion Committee (DEI Committee). The committee will consist of no more than three (3) current Board Members and five (5) to nine (9) Dwelling Place staff members from the various departments within Dwelling Place. No more than two staff members will be from the same department.

The Chief Executive Officer and other assigned Dwelling Place employee(s) will serve as staff to the Committee. A majority of the Committee membership will constitute a quorum. All Committee members will have equal voting power. The Committee reports to the Board. The Committee will meet no fewer than six times per year and will maintain minutes of all meetings, which will be regularly approved by the Committee and made available for distribution to the Board.

COMMITTEE RESPONSIBILITIES

Dwelling Place is committed to building a diverse, fair, and high-performing organization where board members, employees, and residents will report a strong sense of community and belonging. The Committee will take the organizational lead on fulfilling this commitment.

The Committee will:

• develop,
• implement,
• review on an ongoing basis,
• report annually, and
• revise as needed

the Dwelling Place Diversity, Equity, and Inclusion Plan (the Plan).

The goal of the Plan will be to create a common understanding among the board and employees in the meaning and importance for valuing diversity, equity, and inclusion at Dwelling Place. The Plan will align the organization's work to meet the needs of the residents and the communities we serve, while empowering all participants in that process to engage fully.
HEARTSIDE NONPROFIT HOUSING CORPORATION

BOARD RESOLUTION

TO APPLY FOR RENEWAL OF FUNDING FROM
U.S. DEPARTMENT OF HOUSING AND URBAN
DEVELOPMENT RENEWAL OF CONTINUUM OF CARE (CoC)
GRANT FOR COMMERCE APARTMENTS

IT IS RESOLVED that Heartside NonProfit Housing Corporation is authorized to renew funding
from U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) to help with
Operating and Administration of Commerce Apartments.

IT IS FURTHER RESOLVED that the President of Heartside Nonprofit Housing Corporation is
fully authorized to act on behalf of the Corporation to make such application with all the powers
necessary, including but not limited to signing on behalf of the corporation, all forms, certifications, and
responses to requests for information from HUD.

Certification

I hereby certify that the above resolution was presented to and approved by the Board of Directors of
Heartside NonProfit Housing Corporation at its meeting on the 1st day of December, 2021.

ATTEST:

______________________________  Lee Nelson Weber, Secretary of Board of
                           Directors Heartside NonProfit Housing
                           Corporation

______________________________
HEARTSIDE NONPROFIT HOUSING CORPORATION

BOARD RESOLUTION

TO APPLY FOR RENEWAL OF FUNDING FROM
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
RENEWAL OF CONTINUUM OF CARE (CoC) GRANT FOR
FERGUSON APARTMENTS

IT IS RESOLVED that Heartside NonProfit Housing Corporation is authorized to renew funding from U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) to help with Support Services and Administration of Ferguson Apartments.

IT IS FURTHER RESOLVED that the President of Heartside Nonprofit Housing Corporation is fully authorized to act on behalf of the Corporation to make such application with all the powers necessary, including but not limited to signing on behalf of the corporation, all forms, certifications, and responses to requests for information from HUD.

Certification

I hereby certify that the above resolution was presented to and approved by the Board of Directors of Heartside NonProfit Housing Corporation at its meeting on the 1st day of December, 2021.

ATTEST:

__________________________________________

Lee Nelson Weber, Secretary of Board of Directors Heartside NonProfit Housing Corporation
HEARTSIDE NONPROFIT HOUSING CORPORATION

BOARD RESOLUTION

TO APPLY FOR RENEWAL OF FUNDING FROM
U.S. DEPARTMENT OF HOUSING AND URBAN
DEVELOPMENT RENEWAL OF CONTINUUM OF CARE
(CoC) GRANT FOR VERNE BARRY PLACE

IT IS RESOLVED that Heartside NonProfit Housing Corporation is authorized to renew funding from U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) to help with Operating of Verne Barry Place.

IT IS FURTHER RESOLVED that the President of Heartside Nonprofit Housing Corporation is fully authorized to act on behalf of the Corporation to make such application with all the powers necessary, including but not limited to signing on behalf of the corporation, all forms, certifications, and responses to requests for information from HUD.

Certification

I hereby certify that the above resolution was presented to and approved by the Board of Directors of Heartside NonProfit Housing Corporation at its meeting on the 1st day of December, 2021.

ATTEST:

______________________________
Lee Nelson Weber, Secretary of Board of Directors Heartside NonProfit Housing Corporation

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## OFFICERS

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
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<tbody>
<tr>
<td>Chair</td>
<td>Juan Daniel Castro</td>
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<td>Vice Chairperson</td>
<td>Renee Williams</td>
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<tr>
<td>Treasurer</td>
<td>Sadie Malady</td>
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<tr>
<td>Secretary</td>
<td>Lee Nelson Weber</td>
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Board meetings are held the first Wednesday of even months from 7:30-9:00 AM.

## STANDING COMMITTEES

### DIVERSITY, EQUITY, & INCLUSION

(First Monday of the month from 11:30AM-1:00PM)

- Kellie Kitchen
- Angie Sanborn
- Rick Stevens
- Staff: Regina Bradley, Jeremy DeRoo, Ken Kaminski, Mariely Meza, Justin Rhodes, Latrisha Sosebee, Grace Thuo, Alex Valentine

*Mailing list: J.D. Castro, S. Malady, K. Kitchen, G. Rotondaro*

### MARKETING & DEVELOPMENT

(Last Tuesday of the month from 10:00-11:30AM)

- Kyle Irwin
- Chair Rick Stevens
- Abby Cribbs (Non Board Member)

*Mailing list: J.D. Castro, S. Malady, K. Kitchen, G. Rotondaro*

### EXECUTIVE

(Second Tuesday of the month from 8:00-9:30AM)

- Chair Juan Daniel Castro
- Sadie Malady
- Rick Stevens
- Lee Nelson Weber
- Renee Williams

### RED & ASSET MANAGEMENT

(Second Monday of the month from 11:30AM-1:00PM)

- Juan Daniel Castro
- Chair Rich Kogelschatz
- Lee Nelson Weber
- George Larimore (Non Board Member)
- Mike McDaniels (Non Board Member)
- Larry Titley (Non Board Member)

*Mailing list: S. Malady, K. Kitchen, G. Rotondaro*

### FINANCE

(Last Wednesday of the month from 12:00-1:30PM)

- Chair Sadie Malady
- Angie Sanborn
- Gil Segovia
- Emily Cauzillo (Non Board Member)
- Holly Jacoby (Non Board Member)

*Mailing list: J.D. Castro, K. Kitchen, G. Rotondaro*

### RESIDENT ENGAGEMENT

(First Tuesday of the month from 10:00-11:30AM)

- Kellie Kitchen
- Dondrea Brown (Non Board Member)
- Niyata Brown (Non Board Member)
- Aaron Estrada (Non Board Member)
- Stacie Petersen (Non Board Member)

*Mailing list: J.D. Castro, S. Malady, G. Rotondaro*

### GOVERNANCE

(Third Tuesday of the month from 9:00-10:30AM)

- Juan Daniel Castro
- Rick Stevens
- Lee Nelson Weber

*Mailing list: S. Malady, K. Kitchen, G. Rotondaro*
<table>
<thead>
<tr>
<th>AD HOC COMMITTEES &amp; OTHER BOARDS</th>
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<tr>
<td><strong>APPEALS</strong></td>
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<tr>
<td>(~Second Tuesday of the month from 2:00-3:30PM)</td>
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<tr>
<td>Kim Cross</td>
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<td>Jeremy DeRoo</td>
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<td><em>Mailing List: J.D. Castro, S. Malady, G. Rotondaro</em></td>
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<td><strong>DWELLING PLACE FOUNDATION</strong></td>
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<td>(No standing meetings)</td>
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<td>Vice President Juan Daniel Castro</td>
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<td>Kim Cross</td>
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<td>Kyle Irwin</td>
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<td>Steve Recker</td>
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<td><strong>DWELLING PLACE REGIONAL COMMUNITY LAND TRUST</strong></td>
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<td>(Second Thursday of the month from 11:00AM-12:30PM)</td>
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<td>Doretha Ardoin (Non DP Board Member)</td>
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<td>Rich Kogelschatz</td>
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<td><strong>HEARTSIDE NPHC</strong></td>
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<td><strong>GENESIS NPHC</strong></td>
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<td>Dennis Sturtevant</td>
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<td>Larry Titley</td>
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<td><strong>SAWKAW INC</strong></td>
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<td>(Friday in May/Nov 8:30-9:30AM)</td>
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<td>Treasurer Juan Daniel Castro</td>
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<td>Secretary Larry Titley (Non DP Board Member)</td>
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<td>President Tom Erdall (Non DP Board Member)</td>
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