

DWELLING PLACE OF GRAND RAPIDS  
DIVERSITY, EQUITY, AND INCLUSION COUNCIL

November 2, 2021

*Unapproved Minutes*

**MEMBERS PRESENT:** Alex Valentine, Angie Sanborn, Grace Thuo, Jeremy DeRoo, Justin Rhodes, Latrisha, Sosebee, Mariely Meza, Richard Stevens

**GUESTS PRESENT:** Regina Bradley, Gretell Torres, Shannon Trout

**MEMBERS ABSENT:** Ken Kaminski

The meeting was convened at 11:05 AM.

**INTRODUCTIONS** Welcome to the new guests Shannon Trout and Gretell Torres.

**APPROVAL OF MINUTES** Minutes of the Diversity, Equity, and Inclusion Council meeting of October 5, 2021, were approved by consensus.

**COMMITTEE DESCRIPTION** Discussions ensued as the committee reviewed the proposed Committee Description drafted by Mr. Stevens. Topics of discussion included the history of the DEI Plan goals, addition of a DEI Coordinator, action items' relevance to the goals, and addition of new members to the committee.

Mr. Stevens confirmed an addition of a "DEI Coordinator" would not affect the Committee Description; however, the committee description can be amended with approval from the Governance Committee's recommendation to the board.

It was also confirmed that members may be added to the DEI Committee by a recommendation of the CEO and Committee Chair to the Governance Committee. An interested board member or employee must write a brief description of their desire to be added to the committee and present that to the CEO and Chairperson.

After these discussions commenced, the DEI Committee approved the Committee Description by consensus. Ms. Valentine will send the Committee Description to Ms. Post to be added to the next Governance Committee agenda.

**WORK PLAN FORMAT CHANGES** With the company's transition to Microsoft Suites, Ms. Valentine drafted the DEI Work Plan in Excel and presented it to the committee. In addition to the Work Plan, Ms. Valentine created sheets within the workbook that document the DEI Plan goals, SMART goal definition, and action item addition requests. The Work Plan itself is protected by the password, "DEICommittee". Columns in the Work Plan tab were created for the management team to write in their progress for each action item.

The committee approved the Work Plan format by consensus. Ms. Valentine will archive the Google Sheets version of the Work Plan.

**MANAGEMENT TEAM  
AND COMMITTEE  
COLLABORATION**

There were several notable points from the committee’s conversation regarding the management team’s feedback on reviewing the DEI Work Plan.

Action Item tie in with DEI Plan Goals:

A concern that both the management team and committee had was how each action item ties in with the DEI Plan goals. Some action items do not address a specific goal. The committee asked itself, can there be too many action items? Should the role of the work plan be organization-wide, or should it continue to include department specific action items? These questions were asked as a reminder that the focus should be accomplishing the DEI goals set in the Plan.

Missing action items and missing department representation:

After review by the management team, they discovered both missing department representation within the work plan, and missing action items to address each goal within the DEI Plan.

How committee members and department heads can collaborate:

The committee discussed strategies on how to move forward. The takeaway was collaboration with one’s department and department head to address the concerns mentioned above. If committee members can commit to relaying the committee’s expectations on what is needed for the work plan to their respective departments, then the department/department head should be receptive. To make this process easier, Ms. Sosebee offered to identify tracking programs that should help in equalizing the responsibility to all members involved.

**NEXT STEPS**

The committee agreed that the next steps in the DEI Work Plan is to review the remainder action items under Goal 3.

**NEXT MEETING**

The next Diversity, Equity, and Inclusion Council Meeting will be held on December 7, 2021, at 11:00 AM.

**ADJOURNMENT**

The meeting was adjourned 12:40 PM.

DWELLING PLACE OF GRAND RAPIDS  
EXECUTIVE COMMITTEE  
October 12, 2021  
DRAFT MINUTES

**MEMBERS PRESENT** Annamarie Buller, Juan Daniel Castro, Francine Gaston, Sadie Malady, Rick Stevens

**MEMBERS ABSENT** Lee Nelson Weber, 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 September 14, 2021 Executive Committee meeting was made by Annamarie Buller, supported by Rick Stevens, and carried unanimously.**

**STRATEGIC PLANNING**

**Overview**

Dwelling Place has recently received several grants targeting different aspects of the organization. The work that staff and committees will be completing in these areas will help inform practical goals for the strategic plan while the board focuses primarily on relational elements.

**Consultant**

The Committee will work with Mr. DeRoo to draft a summary of the goals for the strategic planning process and request a letter of intent from several possible consultants/firms, including: Nadia Brigham, Steve Crandall, Deanna Rolffs, and Inclusive Performance Strategies. The consultant would work with the board to develop its mission and values and help tie this into the work done by staff and in committees.

**Timeline**

The Committee hopes to interview and select a consultant by the end of the year, then finalize the process and recommend approval of the consultant to the board at a special January meeting. The board will plan an in-person retreat (if possible) for two half-days in the spring to work on the strategic plan and an additional half-day in the fall to add to this the practical goals developed by staff and committees. The final strategic plan will be approved at the October or December 2022 board meeting.

**OTHER BUSINESS** Ms. Gaston will connect with Kellie Kitchen to see if she is interested in joining the Executive Committee and Ms. Malady will ask Kim Sims if she is interested in joining the Governance Committee.

**ADJOURNMENT** The Executive Committee adjourned at 8:55 AM.

DWELLING PLACE OF GRAND RAPIDS  
EXECUTIVE COMMITTEE  
November 9, 2021  
DRAFT MINUTES

**MEMBERS PRESENT** Sadie Malady, Rick Stevens, Lee Nelson Weber

**MEMBERS ABSENT** Annamarie Buller, Juan Daniel Castro, Francine Gaston, Renee Williams

**STAFF PRESENT** Jeremy DeRoo, Zoe Post

The meeting was convened via video conference at 8:20 AM.

**APPROVAL OF MINUTES** **Minutes of the October 12, 2021 Executive Committee meeting were not approved, there being no quorum present.**

**STRATEGIC PLANNING** Mr. DeRoo reviewed the strategic plan RFP, which outlines the 5 strategic planning goals already established, prioritizes articulating core values of the organization, and identifies areas of growth within Dwelling Place. The committee also suggested developing a rolling three-year plan and engaging in strategic planning in some form every year, as well as identifying possible areas of research, innovation, and opportunity in all aspects of the organization. The Executive Committee will send the RFP out to the full board for review and then to several possible consulting firms along with the recent NeighborWorks report.

**DECEMBER BOARD MEETING** The December board meeting will include the follow agenda items:

- Review and approval of annual budget
- Establish annual board goals
- Schedule special January meeting for strategic planning
- CoC grant renewal applications
- Update on strategic planning consultant

**ADJOURNMENT** The Executive Committee adjourned at 9:11 AM.



DWELLING PLACE OF GRAND RAPIDS  
GOVERNANCE COMMITTEE  
November 16, 2021  
*Unapproved Minutes*

**MEMBERS PRESENT** Juan Daniel Castro, Rick Stevens

**MEMBERS ABSENT** Lee Nelson Weber

**STAFF PRESENT** Jeremy DeRoo, Zoe Post

The meeting convened at 10:02 AM.

**APPROVAL OF MINUTES** **Minutes of the Governance Committee meeting of September 21, 2021 were approved by consensus.**

**BOARD/COMMITTEE RECRUITMENT PRIORITIES** The committee reviewed a list of resident names that various staff members suggested as possible board members. A few names were removed from consideration based on comments from support staff, and Mx. Post will contact the property management staff for their comments on the remaining individuals. After the candidates have been notified that they should expect a call, members of the committee will reach out regarding an interview.

**BOARD ORIENTATION PLAN REVIEW** Mr. DeRoo described proposed changes to board orientation that would extend the process over a year rather than an information-heavy initial meeting and follow-up by a mentor. The Governance Committee would lead lunch-and-learn-style discussions in months without a board meeting on topics related to the upcoming board meeting. Current board members would also be invited to attend as part of continuing board education. The committee supported these changes and will discuss specifics at a future meeting.

**DEI COMMITTEE DESCRIPTION REVIEW** After reviewing the Diversity, Equity, & Inclusion (DEI) Committee Description, the committee edited the document to clarify that all committee members—including staff—have equal voting power. **The DEI Committee Description was approved with noted edits by consensus of the committee.**

**OTHER BUSINESS** As the 2022 budget has not yet been reviewed by the Finance Committee, the board will not be able to discuss and approve the document at its December meeting. The committee added two items in its place:

1. An introduction to the budgeting process
2. Board and committee composition

**ADJOURNMENT** The Governance Committee meeting adjourned at 10:39 AM.



DWELLING PLACE OF GRAND RAPIDS  
MARKETING & DEVELOPMENT COMMITTEE  
October 26, 2021  
*Unapproved Minutes*

**MEMBERS PRESENT** Kyle Irwin, Rick Stevens

**MEMBERS ABSENT** Abby Cribbs

**STAFF PRESENT** Jeremy DeRoo, Brian Molhoek, Zoe Post, Jenn Schaub, Latrisha Sosebee

The meeting was convened via video conference at 10:08 AM.

**APPROVAL OF MINUTES** **Minutes of the Marketing and Development Committee meeting of September 28, 2021 were approved by consensus.**

**FUNDRAISING FOR DWELLING PLACE BOOK** The Dwelling Place book is nearing completion, with about 65 pages in their final draft form. A local printer will likely require a 500 book minimum and staff estimate the cost at about \$20/book. Ms. Sosebee has reviewed the list of past business donors and expects 20-25 possible sponsors who will receive a donor packet mailing. This is a separate mailing from the year-end ask, which will feature excerpts from the book and offer to send a copy of the book to donors giving at a specific level, whereas sponsors will have their name or logo printed in the book itself. Ms. Sosebee will meet with Mr. Stevens and Ms. Irwin on Wednesday to review the donor list and personalize the donor packets.

**ORGANIZATIONAL FINANCIAL NEEDS** In an effort to more closely align the marketing and development plan with the organization's capital needs, Ms. Sosebee reviewed the development pipeline. Upcoming fundraising may be needed for renovations at Weston, Villa Esperanza, and Harvest Hill apartments, as well as the Burton CLT homes. There are additional funding gaps for the CB&E and Support Services departments. Future capital campaigns will center around specific developments or organizational programs and use donor-specific messaging that highlights resident stories to raise funds.

**OTHER BUSINESS** Ms. Schaub described a fundraising strategy where individual donors are encouraged to give a small monthly amount (\$15) that adds up over time. This could be promoted at community and volunteer events, with an emphasis on the number of donors that sign up to give rather than a specific dollar amount. Donors would be able to give with a credit card and receive updates via email. Given the committee's support for the strategy, monthly giving will be incorporated into the goals identified in the marketing and development plan.

Ms. Schaub also described a thank-a-thon that would have management team members and/or board members set aside a few hours to call donors to thank them and answer any questions about upcoming projects or programs. Some committee members expressed hesitation with the amount of staff time that would be required for such an event. The committee agreed to test this strategy on a small scale first to see if it is effective.

**ADJOURNMENT** The Marketing & Development Committee adjourned at 11:28 AM.





DWELLING PLACE OF GRAND RAPIDS  
RESIDENT ENGAGEMENT COMMITTEE  
UNAPPROVED MINUTES  
October 19, 2021

**MEMBERS PRESENT** Niyata Brown, Annamarie Buller, Rich Kogelschatz, Stacie Petersen

**MEMBERS ABSENT** Dondrea Brown, Aaron Estrada, Kellie Kitchen

**STAFF PRESENT** Kim Cross, Jeremy DeRoo, Carolyn Niehaus, Mitchell Seigny, Latrisha Sosebee

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

**APPROVAL OF MINUTES** **Minutes of the September 15, 2021 Resident Engagement Committee meetings were approved by consensus.**

**BUILDING LEADERS COMMUNITY GRANT** Dwelling Place recently received \$10,000 from NeighborWorks America to create a resident leadership experience to help inspire neighbors to take an active role in their communities. There are two parts to this work;

- October—December: Learning alongside national cohort of community members (train the trainer)
  - Partnering with Habitat (1 staff person) and Roosevelt Park Neighborhood Association (1 staff person)
  - 4 residents from Roosevelt Park Neighborhood (1 from Dwelling Place properties, 3 from neighborhood)
  - Staff members Jenn Schaub & Rasheedah Muhammad
- January—April: Create and execute resident leadership experience

**DIGITAL DIVIDE GRANT** Dwelling Place also received a \$37,000 grant from NeighborWorks America to help address the technology needs of low-income residents. Staff discovered from resident wellness assessments that a large number of Verne Barry Place residents did not have regular internet access. The grant will help address three central goals:

- Providing accessible Wi-Fi throughout the building, giving residents internet access within their apartments.
- Purchasing a number of computers and partnering with GRPL and others to conduct training on using the technology
- Integrating technology use and civic engagement

Staff hope to reach about 30 residents through this program and will conduct a series of required classes to encourage buy-in. The committee recommended the following to help implement the program:

- Connect with 3-1-1 and neighborhood association
- Connect with Neighborhood Association
- Pre-education on Master Planning and Participatory Budgeting process so residents are prepared once engagement opportunities open up
- City will launch education program via classes on their website

- Zoom training
- Training etiquette for participating in virtual spaces (meetings and chat rooms/apps like NextDoor)
- Introduction to basic computing
- Tech safety (what to click & download)

**ENGAGEMENT OPPORTUNITIES FOR WESTON RENOVATION**

Mr. DeRoo introduced the future renovation of Weston Apartments. The renovation of 190 units of section-8 housing across 2 buildings is estimated to start at the end of 2022 or early 2023. The committee made the following comments on engaging residents:

- Problem solving through resident engagement to address changes/needs that may be needed that are not on the development teams and property staff’s radar
- Renovations bring huge disruption to residents' lives. Estimated \$100k per unit renovation cost.
- Create more social capital in the building to create an empowering space for residents.
- Suggestions on approaching resident conversations regarding the development process:
  - Utilize bulletin boards so residents have a regular place to go and get information
  - Creating space to bring residents together before jumping into renovation discussions
  - Develop a survey to highlight what residents love about their buildings vs what they’d like to see improved, using data from resident survey as a starting place
  - Survey/Focus groups with Ferguson residents to gather feedback on their process
  - Survey Ferguson staff about what they did to prepare for renovation
  - Research best practices offered by the state or NeighborWorks Organizations
  - Ensure residents have access to information before hearing or reading about it through the press
  - Increased RSC support

**OPPORTUNITIES TO ENGAGE FAMILIES**

Dwelling Place has increased the number of units serving families over the past several years. Some recent family outreach included assisting residents with information about the child tax credit and working with the Early Learning Neighborhood Collaborative to promote preschool enrollment. Suggestions for further outreach included:

- Family resource website
- Existing newsletters
- Parent groups
- Contacting GRPS

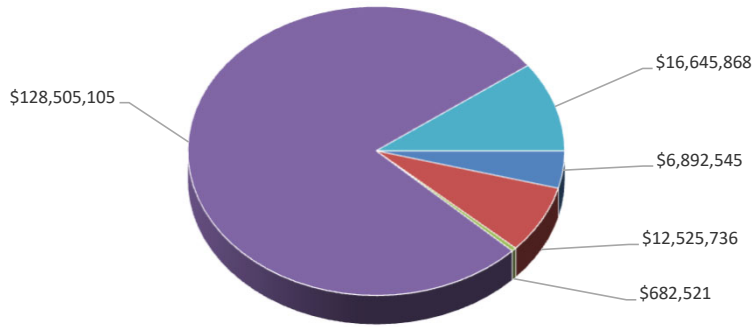
**ADJOURNMENT**

The Resident Engagement Committee was adjourned at 11:14 AM.

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

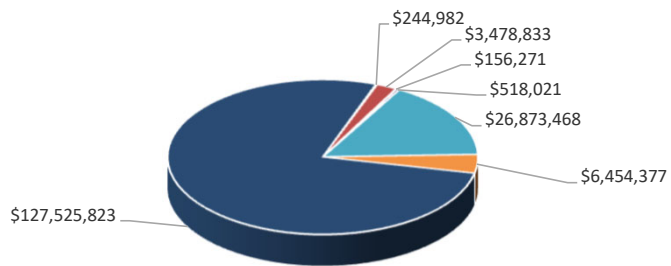
09/2021 - Unaudited

## ASSETS



- CASH & CASH EQUIVALENTS \$6,892,545
- TRADING SECURITIES \$12,525,736
- ACCOUNTS RECEIVABLE/OTHER \$682,521
- PROPERTY AND EQUIPMENT \$128,505,105
- OTHER ASSETS - RESTRICTED CASH \$16,645,868

## LIABILITIES



- CURRENT DEBT \$244,982
- CURRENT CONSTRUCTION DEBT/AP \$3,478,833
- CURRENT ACCOUNTS PAYABLE \$156,271
- CURRENT LIABILITIES OTHER \$518,021
- LONG TERM DEBT \$26,873,468
- LONG TERM LIABILITIES OTHER \$6,454,377
- EQUITY \$127,525,823

**Income/Revenue**

Actual	\$10,706,086
Budget	\$9,664,416
<b>Variance</b>	<b>10.78%</b>

**Expenses**

Actual	\$9,051,491
Budget	\$9,571,524
<b>Variance</b>	<b>5.43%</b>

**NET OPERATING INCOME**

Actual	\$1,654,595
Budget	\$92,891
<b>Variance</b>	<b>1681.22%</b>

**Cash Flow**

Actual	\$872,306
Budget	\$1,757,325
<b>Variance</b>	<b>-50.36%</b>

Major items contributing to the change in Cash Flow are included below:  
 Transferred \$2 million cash into trading securities, MNPHC unbudgeted, early distribution of liquidity reserve of \$695,000. CLT expenses over budget.

## Key Financial Ratios

### Liquidity and Cash Flow Ratios

- Current Ratio
- Quick Cash
- Total Days Cash\*
- Unrestricted Current Assets
- Unrestricted Quick Cash
- Unrestricted Days Cash
- Defensive Interval

DP (excluding construction)	DP (including construction)	NWO 2019 Peer Group	Status (including construction)
7.65	5.28	1.85	👍
7.41	5.13	1.48	👍
143.66	190.37	199.00	👎
6.46	5.28	1.27	👍
2.63	2.28	0.87	👍
143.66	190.37	136.00	👍
13.76	15.98	8.53	👍

### Leverage & Debt Ratios

- Debt Ratio
- Short-term Debt Ratio
- Capital Ratio

26.86%	29.58%	210.50%	👍
2.05%	3.45%	11.40%	👍
78.83%	77.17%	32.20%	👍

\*Total Days Cash does not include Trading Securities

Note: Full Financials Available on the Dwelling Place Portal



## Resignation and gratitude

Annamarie Buller <annamariebuller@gmail.com>

Sun 11/14/2021 18:01

Good evening Board Members and Jeremy,

I hope this email finds you well. First, I want to thank all of you for your support and friendship in my many years of involvement with Dwelling Place. My work with the organization started with an art show on Wealthy Street, and then I became an employee, a resident, a volunteer, and shortly after a resident board member. I have literally 'grown up' at Dwelling Place over the past 14 years (12 on the board and 2 as an employee). It has been an honor to stand with Dwelling Place and walk alongside the organization as it continues to grow and deepen its impact in the region.

The past year was the most difficult of my life, and I have come through a tremendous storm, knowing significant changes are needed to ensure my future success and wellbeing. In October, I took a new job with Terrapin, and it has been incredible and is an excellent fit for me, but the demands on me are significant. I feel I cannot devote the time and energy needed to keep my commitments to Dwelling Place, which include: Chairing the Governance Committee, Chairing the Resident Engagement Committee, and sitting on Executive Committee and the board.

I share with you my resignation from the Dwelling Place board with a heavy heart, effective immediately. I know that my exit will open up space in the organization for others to make a profound and new impact on Dwelling Place. I am grateful to all of you for your commitment and passion for Dwelling Place and hope if my life changes, I will be able to join in some committee work in a few years, but this next stretch of road I need to focus on my work and myself.

I am grateful for all the learning and the mentorship I have enjoyed as a Dwelling Place board member. Dwelling Place will continue its excellence and not back down from working to meet the region's affordable housing needs and taking on systemic challenges that our communities most vulnerable are facing.

I am excited about the vision and creativity of our new CEO, Jeremy, and look forward to seeing the organization change and grow under his leadership. The board has a wealth of experience and insight, and I know will only continue to lead the organization with great care. Our staff's expertise and commitment to our mission will continue to keep Dwelling Place strong for years to come.

I hope to continue to be a resource and a champion for Dwelling Place, just not as a board member. My resignation is effective immediately. I will not attend future meetings and ask my fellow board members and staff to carry on my work in my absence. Sorry for the inconvenience.

Again, many thanks to all of you for your support and friendship.

Gratefully,  
Annamarie



Dwelling Place Board Attendance Sheet 2021

	12/2/2020	2/3/2021	4/7/2021	5/5/2021	5/19/2021	6/2/2021	6/30/2021	8/4/2021	10/6/2021	Total	Percentage	Committee Percentage	Overall Percentage
Juan Daniel Castro	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	8	88.89%	89.47%	89.36%
Sadie Malady	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	9	100.00%	90.91%	93.55%
Francine Gaston	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	7	77.78%	<b><u>54.55%</u></b>	<b><u>65.00%</u></b>
Kyle Irwin	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	7	77.78%	100.00%	88.89%
Kellie Kitchen	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	7	77.78%	#DIV/0!	77.78%
Rich Kogelschatz	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	8	88.89%	96.67%	94.87%
Gustavo Rotondaro		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	8	100.00%	#DIV/0!	100.00%
Angela Sanborn	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	9	100.00%	<b><u>72.22%</u></b>	81.48%
Gil Segovia	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5	<b><u>55.56%</u></b>	<b><u>59.26%</u></b>	<b><u>58.33%</u></b>
Kim Sims		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	8	100.00%	100.00%	100.00%
Rick Stevens	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	9	100.00%	95.24%	96.08%
Lee Nelson Weber	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	8	88.89%	91.67%	91.23%
Renee Williams	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	6	<b><u>66.67%</u></b>	<b><u>40.00%</u></b>	<b><u>48.28%</u></b>
<b>Total Attendees</b>	10	13	9	11	13	11	13	9	10	*Attendance falling below a 75% threshold is <b><u>bolded and underlined.</u></b>			
<b>Percentage</b>	91%	100%	69%	85%	100%	85%	100%	69%	77%				