DWELLING PLACE OF GRAND RAPIDS
BOARD OF DIRECTORS
AUGUST 3, 2022, 07:30AM – 09:00AM

Click Here to Join via Zoom
To Call In: (301)715-8592
Digital Meeting ID: 973 7845 2427

As we progress towards building a healthy community, please feel free to join us in our Board Room at 101 Sheldon Blvd., Ste 2. If you are feeling ill, please stay home and rest!

AGENDA ITEMS:

• Mission Moment

• Approval of June 2022 Board Meeting Minutes

• Election of Officers
  o Juan Daniel Castro – Chairperson
  o Rich Kogelschatz – Vice Chairperson
  o Sadie Malady – Treasurer
  o Lee Nelson Weber - Secretary

• Approval of Consent Agenda
  o Limited April Committee minutes; May and June Committee Minutes;
  o Summary of Resolutions and Recommendations

• Review of DEI Plan

• Review of Personnel Policies

• Other Business
  o Tentative: Introduction to Julie Kendrick, Dwelling Place: Prospective Board of Directors Member
  o Strategic Plan: A Look Back
  o Strategic Plan: A Look Forward (Attachment Forthcoming)
  o Review and Signature of Subsidiary Resolutions
    ▪ Dwelling Place NPHC
    ▪ Heartside NPHC
DWELLING PLACE OF GRAND RAPIDS
BOARD OF DIRECTORS DRAFT MINUTES
JUNE 1, 2022, 0730 - 0900

ATTENDEES: 1

Allison Coleman (S)  Justin Hawkes (C)  Lee Nelson Weber (B)
Angela Sandborn (B)  Justin Rhodes (S)  Mason Lundsted (S)
Carol Hubbard (C)  Karen Monroe (S)  Oxtis Henderson (B)
Chris Bennet (S)  Kellie Kitchen (B)  Rebecca Long (S)
David de Velder (S)  Kenneth Blain (G)  Renee Williams (B)
Jalen Palmore (S)  Kim Sims (B)  Rich Kogelschatz (B)
Jenn Schaub (S)  Larissa VanPutten (C)  Sadie Maladie (B)
Jeremy DeRoo (S)  Latrisha Sosebee (S)  Sarah Tafelsky (S)
Jessica Johnson (S)  Lauren Klaasen (S)

CONVENED AT:
7:31AM

AGENDA ITEMS:

Mission Moment: Brandon Copeland, Dwelling Place Artist in Residence

Consent Agenda Approval:

Committee Minutes: Approval February, March, April, and May minutes recommended by each committee to the Board of Directors was unanimously supported and approved without opposition.

February Board of Directors Meeting Minutes: Rich Kogelschatz motioned to approve; Kim Sims seconded the motion. The motion to approve February Board of Directors meeting minutes carried with no opposition.

New Board Member: Rick Stevens motioned to ratify the approval of Oxtis Henderson as a full member of the Board of Directors; Kim Sims and Angie Sandborn supported the motion. Oxtis Henderson is ratified as a full member of the Board of Directors with no opposition.

Ratification of the vote initiated by the CEO to approve an application for a liquor license for the 2080 Union Fundraising Event: Lee supports the motion, all in favor; vote is ratified without opposition.

1 B: Board Member; C: Consultant; G: Guest; S: Staff
RED and Asset Management recommended Procurement Policy: Rich Kogelschatz supported the motion and Angie Sandborn seconded; the motion carried with no opposition.

RED and Asset Management Committee Member: The motion to adopt the recommendation of adding Maurice Townsend as a full voting member of the RED and Asset Management committee was supported unanimously and adopted without opposition.

Approval of New Board Terms: The following Members of the Board of Directors seek renewed terms: Juan Daniel Castro, Renee Williams, Sadie Malady, and Gilbert Segovia. Rick Stevens moved to approve updated terms for each member; Rich Kogelschatz seconded the motion. The motion to approve updated terms for each Member carried with no opposition.

Audit Review: Carol Hubbard of Beane Garter presented Audit Findings, short Ferguson Apartments whose audit is incomplete. No significant deficiencies with internal controls; Management Recommendations included continued Compliance Tracking, Remote Work Controls, Use of Technology and Automation, and Cybersecurity. A single audit of Federal funding and compliance resulted in no deficiencies. Rich Kogelschatz motioned to approve the 2021 Audit, inclusive of a $5,000 variation difference due to Ferguson Apartments. The motion was supported by Lee Nelson Weber and Renee Williams and carried with no opposition.

Election of Officers: Dwelling Place continues efforts to develop and diversify its Board of Directors; additionally, there are continued efforts to identify a strong Slate of Officers for a new term. Rick Stevens motioned to table the nomination of the Slate of Officers to the August Board of Directors meeting. Kim Sims seconded the motion, and the motion carried without opposition. Interest in an Officer position should be directed to Jeremy DeRoo or Juan Daniel Castro.

ADDITIONAL ITEMS:

Michigan Arts and Culture Council Grant: Kyle Irwin motions to approve the Community Building and Engagement team to move forward with grant application; Kim Sims supports the motion. The motion to proceed with the MEACC Grant application carried with no opposition.

MEETING ADJOURNED: 8:39AM
Dwelling Place of Grand Rapids
Board of Directors
Proposed Slate of Officers:

**Chair Person:** Juan Daniel Castro (incumbent)

**Vice Chair Person:** Richard Kogelschatz

**Treasurer:** Sadie Malady (incumbent)

**Secretary:** Lee Nelson Weber (incumbent)
<table>
<thead>
<tr>
<th>Committee</th>
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<tr>
<td>Regional Community Land Trust</td>
<td>05.12.2022</td>
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<td>Regional Community Land Trust</td>
<td>06.09.2022</td>
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<td>DEI Committee</td>
<td>04.05.2022</td>
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<td>DEI Committee</td>
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<td>DEI Committee</td>
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<td>Executive Committee</td>
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<td>Finance Committee</td>
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<td>Governance Committee</td>
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<td>Governance Committee</td>
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<td>Marketing/Development Committee</td>
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<td>Marketing/Development Committee</td>
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<td>RED Asset Management Committee</td>
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<td>RED Asset Management Committee</td>
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<td>Resident Engagement Committee</td>
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<td>Resident Engagement Committee</td>
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### SUMMARY OF RESOLUTIONS:

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<th>Committee</th>
<th>Recommendation</th>
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<tr>
<td>Appeals Committee</td>
<td>Recommendation to approve Committee decisions regarding Barred Individuals and Housing Appeals**</td>
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<tr>
<td>DEI Committee</td>
<td>Recommendation to approve final language in DEI Plan</td>
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<tr>
<td>DEI Committee</td>
<td>Recommendation to approve Jeff Rebman and Felisha Rodriguez as full voting members of the DEI Committee</td>
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<tr>
<td>Governance Committee</td>
<td>Recommendation to approve Gilbert Segovia and Rich Kogelschutz as full voting members of the Executive Committee</td>
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<tr>
<td>Governance Committee</td>
<td>Recommendation to approve Kim Sims and Rich Kogelschutz as full voting members of the Governance Committee</td>
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<tr>
<td>Executive and Governance Committees</td>
<td>Recommendation to include CEO Jeremy DeRoo retroactively in 5% Cost of Living salary increase, effective 07.01.2022</td>
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<tr>
<td>Finance Committee</td>
<td>Recommendation to adopt the draft Accounting Policies and Procedures Manual</td>
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<tr>
<td>Governance Committee</td>
<td>Recommendation to approve Gustavo Rotandaro and Juan Daniel Castro as full voting members of the Resident Engagement Committee</td>
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<tr>
<td>Real Estate Development and Asset Management Committee</td>
<td>Motion to pursue partnership with Motown as a Guarantor in exchange for 20% developer fees</td>
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<tr>
<td>Real Estate Development and Asset Management Committee</td>
<td>Motion to table approval of 900 S. Division UMCH decision until MSHDA approval and share is determined</td>
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<tr>
<td>Real Estate Development and Asset Management Committee</td>
<td>Recommendation to approve Aashna Cross and Jason Smith as full voting members of the Real Estate Development and Asset Management Committee</td>
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**All Minutes and Records from Appeals Committee meetings remain confidential to respect the privacy of each Dwelling Place Community Member. If you have further questions, please contact Rachel Osbon or Jeremy DeRoo**
ATTENDEES:
Lee Nelson Weber (B)
David DeVelder (S)
Jeremy DeRoo (S)
Latrisha Sosebee (S)
Rich Kogelschatz (B)
Mitchell Sevigny (S)

ABSENT:

CONVENED AT:
11:06AM

AGENDA ITEMS:

Approval of April 14 CLT Committee meeting minutes; introduced by Lee Nelson Weber, motion made by Rich Kogelschatz, seconded by Doretha Ardoin; motion carried without objection.

Introduction to WellDesign was initiated by Jeremy DeRoo, who explained the intent of bringing on a consultant to help rethink and unify messaging and language regarding the Community Land Trust on a basic level. While Dwelling Place organizationally understood on a detailed level the way that creating pathways for affordable homeownership within the community, the project at 2080 Union demonstrated that sharing that message was more nuanced than what we had prepared for. Latrisha shared that the WellDesign work was divided into three categories of audiences, each intended to be relatively high-level, including prospective homebuyers, community partners, and the communities that CLT Homes will be part of. Each of the three categories breaks down into the same steps: define the problem using existing data to illustrate, define who a CLT is intended to serve, demonstrate the benefits of a CLT Program, explain how a CLT Program works, and finally an introduction to Dwelling Place’s CLT Program. The design is intended to create clear and consistent language and messaging across different audiences regarding the applicability and benefit of the Community Land Trust. It is important to note that the information is specific to Grand Rapids, and as the CLT Program expands, it will be important to take a closer look at the communities it will serve and collect information regarding the challenges that CLT will help address there. Overall, the work from WellDesign is intended to be a brand guide that is used internally to create common language and value of the CLT Program when working with a variety of external partners.

2080 Union: David DeVelder shared funding updates: shortly after finding out that 2080 Union did not receive HOMES Funding from the City, George Larimore from Michigan State Housing Development
Authority (MSHDA) reached out to let us know that there was “Missing Middle” funding potentially available through the State. Based on Larimore’s most recent Pro Forma, the 2080 Union project would apply for approximately $2 million with the Missing Middle program, which will fill the gaps left from Tax Income Financing (TIF). Roll out period is anticipated for this summer; maximum $50k/unit assistance for housing that will serve households at 105% AMI or under. Receipt of the Missing Middle funding would indicate the start of construction this fall.

Two Year Report Review: highlights buyer orientations, sales, and grants – which totalled up to $900,000. We were able to highlight 2080 Union as a project that was in the pipeline. We have our first buyer scheduled for closing in a month. David DeVelder: this was a collaboration with NeighborWorks and our progress is measurable, but the lack of CLT Programs in the State is a hinderance. Also included are several recommendations to improve the CLT Program. One notable challenge is that because the land of the CLT is not eligible for Principal Residence Exemption, CLT Buyers end up paying significantly more in property taxes. The goal for the next round of CLT is a 90-day closing; the ultimate goal will be 30-day closing (which is standard).

Production Schedule: essentially unchanged because we have not had any closings; when that happens, there will be less negatives with Dwelling Place’s side. A close could be planned in May, a second possibly towards the end of July. None of these should change our plan or expectation for financial standing at the end of 2022.

Post-Orientation CLT: Created by Mitchell to give useful information and carry on the relationship between prospective clients and the DPCLT. It includes homebuyer information and where to find additional resources; breaks down the Community Land Trust curriculum, and the rights and responsibilities through the mortgage process and as future homeowners.

2080 Union Fundraiser: Invites here, formal invites will be sent next week. Local DJ + food trucks + beer + yard games; neighborhood event, every buyer who has gone through orientation will also receive an invite.

$50,000 Grant Ideas: something that needs to be improved with one of our properties, or one of our communities – ideas to Latrisha. Down payment assistance – Jeremy idea; Fuller land – for the CLT – if the city adopts the Brownfield idea.

ACTION ITEMS:

- Latrisha will send a copy of the brand standard for CLT to the committee

NEXT AGENDA:

MEETING ADJOURNED AT:
12:24PM
DWELLING PLACE OF GRAND RAPIDS
COMMUNITY LAND TRUST COMMITTEE MINUTES
JUNE 9, 2022, 1100 – 1230
APPROVED JULY 14, 2022

ATTENDEES:
George Larimore (G)        Jeremy DeRoo (S)
Lee Nelson Weber (B)        Kim Cross (S)
Scott Page (S)              Matt Szuminski (S)
David de Velder (S)        Kim Sims (B)
Gil Segovia (B)            Chris Bennett (S)

CONVENEDE AT:
11:06am

AGENDA ITEMS:

Approval of May Minutes: The motion to approve the May 12, 2022 Dwelling Place Regional Community Land Trust minutes was made by Gil Segovia and seconded by Kim Sims; the motion carried with no opposition, May Minutes are approved.

2080 Union SE Celebration: There will be yard games, food trucks, DJ, drinks, very informal gathering and party. Currently raised over $10,000 and the overall spend is less than $3,000. Goals are to build relationships with the neighborhood and raise funds. Sponsors include Beane Garter, Wolverine Building Group, Mercantile Bank, Buiten Insurance, and a few others. Any special guests, please let Jeremy DeRoo know so he can personally welcome and introduce them to Dwelling Place. Lee would like Maureen Kirkwood invited; Dave de Velder will reach out.

Brokerage Subsidiary: Document has been drafted, Jeremy DeRoo, Chris Bennett, and David de Velder will be reviewing, and a more final version will be prepared for presentation to the DPCLT Board at the next meeting. The document will outline terms of the transaction between prospect buyers; this will allow Dwelling Place to make steps towards managing the contracts and sales for CLT homes as opposed to outsourcing the entire process or shifting the role to the Stewardship Manager. Further review will go into the sustainability of the Stewardship Manager’s role in the process, as well as intentional division between the sale of the home and the grounds lease of the property.

Production Schedule and Cash Flow: Primarily unchanged, except for a May home closing at the Grandville Homes. This will show under the cash income column. A second home will be scheduled to close during June, with a total turnover time of less than 30 days. Agreement with Michigan State Housing Development Authority (MSHDA) that will allow funding for Martineau residents; two of those are anticipated to sell in August. NeighborWorks will be supporting the upgrade of bathrooms and kitchens in some of the Community Land Trust Homes. Finally, our closing planned for June is a Section 8 buyer and will close in just over 30 days. Gil Segovia recommended incorporating a line item dedicated to grant funding, to show the Dwelling Place
commitment in proportion to community support. The Committee conceded, and David deVelder will add a grant and outside funding line item to the Production Schedule and Cash Flow.

**Dwelling Place Regional Community Land Trust Progress Report:** 70 homebuyer applications have been received; advocacy and outreach continue in Dwelling Place residences that will be transitioning from rental to ownership properties. David de Velder and Latrisha Sosebee had a successful presence at the Grand Rapids Neighborhood Summit. Dwelling Place approached the City of Grand Rapids regarding a Brownfield loan; however, there is some funding that would still need to be accounted for. Should Dwelling Place secure the remainder of the Brownfield loan, the $2 million in MSHDA funding would close the funding gap. The City of Grand Rapids continues to hold the position that it is not legal to hold sales price discounts on the total value of a housing project; receiving guidance from the Attorney General on this is the element we continue to wait on. The $14 million project, with proposed mix of affordable and market rate housing, there is a $5 million gap to close. Ideally, groundbreaking would start in October. June/July 2023 would be the ideal timeline for homes to become available for purchase/move-in. Dwelling Place is pursuing construction financing and City of Grand Rapids to make the request to involve the Community Land Bank (request must be initiated by the City Manager). Dwelling Place will be going to the Planning Commission today; City Commission will review the next Brownfield Plan next month.

**South Haven Community Land Trust:** The City secured a site assessment grant from the DEQ; investigation work will be done onsite while waiting for the co-developer to apply for LIHTC in the fall. This will better prepare us for a site planning and infrastructure perspective to consider the ecology of the land and potentially make Dwelling Place eligible for additional ecological grants.

**ACTION ITEMS:**

- **Brokerage Subsidiary Review** will be completed by David de Velder, Chris Bennett, and Jeremy DeRoo; a more finalized and polished version is anticipated for presentation at the July CLT Board Meeting

- **Special invitation to the 2080 Union Celebration** will be extended to Maureen Kirkwood, per request of Lee Nelson Weber, by David de Velder

- **The Production Schedule and Cash Flow spreadsheet** will have a line item added by David de Velder to offer insight into the grant and donor funding in proportion to Dwelling Place committed investment in the Community Land Trust homes

- **Dwelling Place will be attending the final Planning Commission meeting at the City of Grand Rapids this afternoon**

**MEETING ADJOURNED AT:**
11:48am
ATTENDEES:
Sadie Malady, Lee Nelson-Weber, Rick Stevens, Juan Daniel Castro, Jeremy DeRoo, Jessie McCormick

ABSENT:
Renee Williams

CONVENED AT:
08:03AM

AGENDA ITEMS:

Approval of Minutes: Minutes from the April 12 Executive Committee meeting were introduced for approval. Lee motioned to approve the April 12 minutes and Sadie Malady seconded the motion; the motion carried without objection.

Jeremy picked up the discussion with Strategic Planning and introduced the topic to the committee. Rick stated that he was unsure of the connection between the retreat and the strategic plan, although he did not see the retreat as lacking in value. Lee agreed, sharing her hope that after experiencing the second portion of the retreat, she would be able to see how it connected to Dwelling Place’s strategic plan. All Members expressed how good it was to see each other in person. Due to the excused absence from the first portion of the Board Retreat, Sadie inquired if there was anything specific that the other Members did not find helpful. Rick indicated that he did not find it to be applicable to Dwelling Place; its focus on DEI and listening skills were elements he already experienced with Dwelling Place. Lee agreed the exercises did not seem relevant to the way they were applied. Jeremy shared that one of the goals of the first part of the retreat was really to focus on relationship building, but also gave some insight on how staff was included in pulling together strategic planning and sharing another aspect of the work. An overview of the agenda for Pt. II of the Board Retreat was shared, with emphasis on how together, we were working towards alignment of values and integrating ‘below the blue’ line inter-organizationally, similar to what Dwelling Place had identified as a client-centric strength. Board Members of the Executive Committee each shared a common concern of reaching the end of the Retreat and not feeling equipped with the skill or ability to integrate the ‘above and below the blue line,’ which separates mechanical from relational operations. Jeremy used examples of the Real Estate Growth Cohort proposal and the CORES Document, with the expectation that by having conversations about where our values lie, we can align our everyday behaviors, actions, and short/long term goals alongside them. There was consensus that the way each value is carried out in different departments, with the Board as opposed to the staff, etc., however, that shared meaning would create a standard for Dwelling Place to measure itself to and with. There was discussion on whether this training would be carried out with staff, and how it may look different, even when values are identified, the way that differ between the Board and different staff departments. There was interest in integrating the staff with the Board, with recognition that effort would be needed on the
part of the facilitator to ensure both groups were comfortable contributing. Lee stated that her hope is that Dwelling Place can narrow down our values and what it looks like to tangibly carry them out, finding gaps between where our ideals lie on paper and what our daily operations look like. Jeremy mentioned the example of the incredible staff of Dwelling Place, and how in addition to succession planning, finding spaces for existing staff to grow and move forward would be critical. Lee added the necessity of including DEI work and adopting the broadest definitions of diversity, not just as race but as culture and compassion. Jeremy shared that he found the first part of the Board retreat helpful because he was able to step back and really get to know something about each Board Member and their ‘why’ of joining Dwelling Place’s Board of Directors.

**Slate of Officers:** Each member present stated they were comfortable in their position, however, would be willing to step down if another Board Member was interested. Jeremy expressed the significance of having Officers who were both veteran and new to Dwelling Place’s work. There was discussion that Renee Williams, Vice Chairperson, may wish to vacate her current position, as well as confirmation that she was not interested in stepping into the Chairperson role. Jessie will reach out to all Board Members letting them know that the Slate of Officers will be elected in June and should any Member wish to nominate themselves or another Member, to please contact Jeremy or Juan Daniel.

There was information shared about the **June 16 CLT Fundraising event at 2080 Union**; invites being sent this week.

Lee requested information about a tool only accessible with NCRC Membership, and Jeremy confirmed this was a resource available via LincUp.

**ACTION ITEMS:**
Jessie will reach out to the Board with an announcement regarding Officer nominations

**NEXT AGENDA:**
Will discuss any nominations received for Slate of Officers

**MEETING ADJOURNED AT:**
0915 by Lee Nelson Weber
ATTENDEES:
Sadie Malady, Lee Nelson-Weber, Rick Stevens, Juan Daniel Castro, Jeremy DeRoo, Jessie McCormick

ABSENT:
Renee Williams

CONVENCED AT:
08:03AM

AGENDA ITEMS:

Approval of Minutes: A motion to approve the May 10 Executive Committee minutes with an amendment to Rick Stevens’ name was made by Lee Nelson Weber, supported by Sadie Malady; the Motion carried with no opposition.

Slate of Officers: Rich Kogelschatz stepped forward with interest in the Vice Chairperson position; approval of Slate will be proposed to Governance Committee on June 21.

OTHER BUSINESS:

Governance Committee Planning:

• Mr. Sheridan and Mr. Blain will be interviewed next week
• Kelly has expressed interest in joining the Governance Committee

Motion to recommend to the board of directors that the planned 5% salary increase for staff include the CEO, Jeremy DeRoo; motion made by Rick Stevens, seconded by Lee Nelson Weber; motion carried with no opposition.

ACTION ITEMS:

• Jess will ensure Kim receives Governance Committee invite
• Jess will email Justin, Latrisha, Fernanda, and Rick that DEI is on the agenda for the August Board meeting

NEXT AGENDA:
Next month: Review the August Board meeting (Personnel Policy and DEI Plan)

MEETING ADJOURNED AT:
8:36am
MEMBERS PRESENT: Sadie Malady, Angela Sanborn, Emily Cauzillo, Holly Jacoby, Gilbert Segovia

MEMBERS ABSENT

STAFF PRESENT: Steve Recker, Jessica Beeby, Jeremy DeRoo, Sarah Tafelsky, Karen Monroe, Rebecca Long, Jessica Johnson, Mason Lundsted, Kim Cross, Jalen Palmore, Allison Coleman, Lauren Klaassen

COMMENCEMENT

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

APPROVAL OF APRIL MINUTES

Minutes of the Finance Committee meeting of April 27, 2022 were approved by motion of Ms. Sanborn, supported by Mr. Segovia and carried unanimously.

REVIEW 2021 DRAFT AUDITED FINANCIAL STATEMENTS

Mr. Recker presented the 2021 draft audited financial statements, answering questions and noting points of interest. He disclosed that the single audit just arrived, but there were no significant changes from the prior year; it lists Federal Awards and Expenditures. He added that the combined statements will be reviewed in greater detail and will also go to the Board of Directors for approval.

Overall, Assets showed an increase in cash from the previous year. The income statement showed vacancy loss from the lease-up at newly completed properties: Bright Ave, Bright SW, and Ferguson (renovation), because the countdown begins when the certificate of occupancy is awarded. The Developer Fee appeared small because Dwelling Place is its own agent and those numbers are eliminated, so it represents other partnerships, such as Genesis and Madison Lofts. Salaries and Maintenance costs continued to drive inflation.

Mr. Recker disclosed the highlighted numbers in yellow related to Ferguson were estimates. He explained the numbers will be updated after they receive the depreciation, but added the estimates are not expected to change significantly.

He announced that Kelsey Apartments had just surpassed its 15th year in service and Dwelling Place will have to a pay balloon mortgage. He also detailed that West Shore Apartments is in the process of exiting the Rural Development (RD) program this summer, similar to the process that Harvest Hill went through last year.

Mr. Recker concluded the summary with a brief review of properties, adding that the audit did not present any surprises only confirmed that inflation continues to be a concern. He indicated that a formal memo to management will be sent regarding the audit, but they had already received an informal all
clear with no significant comments. There was a minor comment related to keeping up with cyber security training as the remote working model remains in effect. Mr. Recker noted that a draft of the remote work policy is in process. Dwelling Place also has cyber security coverage and IT continues to provide regular cyber security training.

**Recommendation of the draft Audited Financial Statements, pending asset & depreciation updates of less than $500,000 aggregate for Ferguson, to the Board of Directors was approved by motion of Ms. Jacoby, supported by Ms. Malady and carried unanimously.**

Mr. Recker explained a HUD requirement to document the Committee’s annual review of the Accounting Policies and Procedures Manual. The revised draft added the topic to the Finance Committee meeting agenda calendar in January (page 31).

**Recommendation of the draft Accounting Policies and Procedures Manual to the Board of Directors was approved by motion of Ms. Sanborn, supported by Mr. Segovia and carried unanimously.**

While reviewing the Accounting Policies and Procedures Manual, Ms. Jacoby inquired whether any rents were collected by ACH. Mr. Recker responded that residents can complete a form to request payment via ACH, but online payments are not available. Ms. Cross added that online payments will eventually be an option with the upcoming implementation of RentCAFE and RightSource (Yardi). It was noted that the policy for rental payments should be updated to reflect those changes when the Committee reviews the manual in January.

Mr. Recker provided an update on future construction and development projects. One new, confidential, project in Grand Rapids was under review. If approved, the project has already received a LIHTC award and Dwelling Place would replace the current partner. Construction at Weston was also under review for fine tuning. He explained that the budget gap was currently $5,000,000 when it should be $1,000,000-$2,000,000, largely due to higher than normal construction costs. He noted that there are some areas where costs may be reduced, such as door locks, while others may not have as much flexibility, such as the elevators or the sandstone exterior at 50 Weston.

Mr. Segovia raised a concern about inflation and inquired about the number of ongoing construction projects and if they’ve been able to stay on budget. Mr. Recker explained that the only ongoing projects are Ferguson Apartments, which is nearly complete, and readying units at CLT properties for sale, which has been manageable. He added that improvements have
been made when working with general contractors for upcoming projects. He also stated that we are continuing to work with The Employer’s Association (TEA) regarding trends in salaries to remain competitive with the market and plan the budget accordingly.

**PROPOSED AGENDA AND NEXT MEETING DATE**

The next Finance Committee meeting is scheduled for Wednesday, June 29, 2022 from 12:00 PM to 1:30 PM.

**ADJOURNMENT**

The Finance Committee meeting was adjourned at 12:48 pm by Ms. Malady.
Dwellingplace

DWELLING PLACE OF GRAND RAPIDS
GOVERNANCE COMMITTEE MINUTES
MAY 17, 2022, 1000 - 1130
APPROVED JUNE 21, 2022

ATTENDEES:
Juan Daniel Castro (B)
Rick Stevens (B)
Lee Nelson Weber (B)
Jeremy DeRoo (S)
Jessie McCormick (S)

CONVENEED AT:
10:03AM

AGENDA ITEMS:

• Approval of April Governance Committee Minutes

• Review of Prospective Board Members:
  o Kenneth Blain: Will attempt to schedule interview for June Governance Committee meeting
  o Patrick Sheridan: Will coordinate with Resident Services for more information and attempt to schedule interview for June Governance Committee meeting

• Board Orientation Plan: Will be visited again in the fall, with the entire Board of Directors, to promote diversification of mentees and availability

• Slate of Officers for Election: Interest and nominations for Officer positions should be directed to Jeremy DeRoo or Juan Daniel Castro

ACTION ITEMS:
• Jessie McCormick will reach out to Regina Bradley to look for more information on Patrick Sheridan, a resident who may be interested in joining the Dwelling Place Board of Directors

• Orientation Plan will be added to the Board of Directors agenda for August where it can enjoy the most diverse options for Mentor/Mentee matching and programmatic reconstruction

• Jeremy/Jessie will touch base with OM Law Group to ensure the legality of tabling the Election of Officers until the August Board Meeting

NEXT AGENDA:
Tentative Interview with Kenneth Blain and Patrick Sheridan, prospective Board Members

MEETING ADJOURNED AT:
11:09AM
DWELLING PLACE OF GRAND RAPIDS
GOVERNANCE COMMITTEE MINUTES
JUNE 21, 2022, 1000 - 1130
APPROVED JULY 19, 2022

ATTENDEES:
Juan Daniel Castro (B)
Rick Stevens (B)
Lee Nelson Weber (B)
Jessie McCormick (S)

CONVENED AT:
10:03AM

AGENDA ITEMS:

- Approval of May Governance Committee Meetings
- Prospective Board Members
- Review of Slate: Rich Kogelschatz will be the only change to the existing Slate of Officers
- Committee Member Recommendations: add Kim Sims to the Governance Committee; add Gil Segovia to the Executive Committee; add Gustavo and Juan Daniel onto the Resident Engagement committee
- Recommendation: include Jeremy in 5% Cost of Living Salary Increase effective July 1, 2022
- Review of August Board Items: Personnel Policies and DEI Plan
- Additional items:
  - Tablets for Board Member participation?

MEETING ADJOURNED AT:
10:28am
ATTENDEES:
Rick Stevens (B)                              Juan Daniel Castro (B)
Latrisha Sosebee (S)                          Jessie McCormick (S)
Kyle Irwin (B)                                Jeremy DeRoo (S)
Jenn Schaub (S)                               

CONVENED AT:
10:06AM

AGENDA ITEMS:

Approval of Meeting Minutes: Rick Stevens proposed, Juan Daniel Castro has no objections; minutes accepted as proposed. Kyle Irwin joins and affirms, minutes accepted as proposed.

2080 Union Celebration: Approximately 80 guests, with just over $12,000 raised for the Homeownership Fund

Larry Bratschie Awards: Need to decide if this is a fundraising event, a Resident Recognition event, or both. There will be discussion about integrating it with other events and relocating it to individual properties. Further discussion will occur during the Resident Engagement Committee.

Strategic Planning Update: Organizational presence in the community and the opportunities it creates are significant to the Strategic Plan. Shifting the purpose of community familiarity and leverage from fundraising and philanthropy to a potential housing development partner and collaborator will have the strongest impact. Part of this will include continuing to investigate how we emphasize and communicate what we do – across the spectrum of housing human services, and community development.

MEETING ADJOURNED AT:
11:06am
ATTENDEES:
Rich Kogelschatz (B)  Stephen Wooden (S)
Lee Nelson Weber (B)  Chris Bennett (S)
Juan Daniel Castro (B)  David DeVelder (S)
Scott Page (S)  Jessie McCormick (S)
Jeremy DeRoo (S)  Marcus Ringnalda (G)
Maurice Townsend (C)  Eric Williams (G)
Rachel Osbon (S)  Carla Moore (G)
Mike McDaniels (C)  George Larimore (C)
Steve Recker (S)  Larry Titley (C)

CONVENCED AT:
11:31AM

AGENDA ITEMS:

**UMCH Holland 900 Division:** 9% Tax Credit project that they’ve been awarded through MSHDA, they’re hoping to partner with us. Eric and Carla are here from UMCH to discuss the project. Primary Driver was to update capacity, second driver was to serve the community. Project includes a six-classroom childcare center for infants and toddlers (ages 0-2), activity center for older adults, and affordable housing for seniors. Wolverine Building group has been contracted to work with UMCH on this project, as well as DP+, a minority-owned architecture firm in DC, with assistance from Q Architecture, a local firm. Due to the increase in construction costs, there has been an effort to seek funding from all available sources. Current status is awaiting MSHDA permission to transition into solely 9%. Expected cost for the housing and programs is $27 million. The housing at 9% is estimated to be $13.6 million of that $27 million. There is a note that current funding does not include support staff, with acknowledgement that with the growth and population of the housing, this service and associated expenses may eventually need to be integrated. **Vote for approval will be tabled until next month when more factors, including the decision from MSHDA and the share between Dwelling Place and UMCH is determined.**

**Motown Joint Venture:** The project would include Dwelling Place primarily as Guarantor; if a partnership was initiated, it would only be to get the project off the ground. The partnership would offer 20% development fees to Dwelling Place. The development is planned between Cass and Lafayette, Assisted Living for Seniors aged 55+. The project includes funding from Grand Rapids Housing Commission and MSHDA. Like many projects, costs have increased due to construction costs increased; the total increase for this project is an estimated $1.3 million. The project includes several familiar and trusted Dwelling Place partners around the project and will include 100% affordable assisted living. The benefits include existing tax credit awards, which give significantly less risk to Dwelling Place as an organization. Total project cost increased from ~$13 million to an estimated ~$15 million. Dwelling Place would be part of a construction completion guarantee, which would make Dwelling Place liable to ensure the project is finished, no matter the end cost. Approaching as a Guarantor would decrease the risk to Dwelling Place for acquiring negative points for MSHDA. A partner agreement is yet to be finalized, but staff have
positive regard with the relationship history between the non-profits. Larry Titley made a motion to continue pursuit of this project, Juan Daniel seconded; the motion carried without opposition.

Minutes: Motion to approve the May RED & Asset Management Minutes was made by George Larimore and seconded by Maurice Townsend; the May Minutes were approved without opposition.

OTHER BUSINESS:

- **Vacancies** continue to be a challenge, especially in properties that require outside referrals. There have been conversations with the Coordinated Entry team, but there are still some delays in matching the referrals to open units. Vacancy has been and will continue to be a focus for Dwelling Place in 2022.

- **Aashna Cross**: Resume will be reviewed by the committee; if no objections, Ms. Cross will be invited to the next RED & Asset Management Committee meeting in order to engage in a discussion and vote on her appointment to the Committee.

MEETING ADJOURNED AT:
12:14pm
ATTENDEES:
Jeremy DeRoo (S)       Jenn Schaub (S)
Rich Kogelschatz (B)   Jalen Palmore (S)
Mitchell Sevigny (S)  Rasheedah Gillespie-Muhammad (S)
Rebecca Long (S)       Stacie Petersen (C)

ABSENT:
Dondrea Brown (C)      Latrisha Sosebee (S)
Aaron Estrada (C)      Kellie Kitchen (B)
Heather Ibrahim (S)    Alonda Trammell (S)

COMMITTEE CONVENED:
10:08am

AGENDA ITEMS:
Approval of May 18, 2022 minutes: Stacie Peterson moved to approve the May Residential Engagement Council meeting minutes, and Rich Kogelschatz seconded; the motion carried with no opposition.

Building Leaders Building Communities Update

Logic Model Update

ADDITIONAL BUSINESS:
Creating avenues for Dwelling Place residents to actively engage in and make meaningful impact as part of the Board of Directors

MEETING ADJOURNED AT:
11:04am
Dwellingplace

Diversity, Equity, &
Inclusion Plan

Board Approved 08.05.2020
Amended 08.03.2022

Dwelling Place of Grand Nonprofit Housing Corporation
Board and Executive Message

June 29, 2020

To the Community,

On behalf of Dwelling Place, we are pleased to share our 2020-23 Diversity, Equity, and Inclusion Plan with the community.

Dwelling Place was founded in 1980 by a dedicated group of community members concerned for residents in the Heartside Neighborhood of Grand Rapids who were low-income or struggling with homelessness. Today, more than four decades later, we offer affordable housing opportunities to low and moderate income households in more than 30 apartment communities across four counties in West Michigan.

Moving beyond the one-dimensional labels we often see assigned to these households in the media, Dwelling Place aspires to raise community awareness and celebrate the genuine diversity present in the residents we serve. Similarly, we believe that our capacity to serve the community will be enhanced if we work towards maintaining a board and employees whose demographic makeup closely parallels that of the neighborhoods and communities we serve.

We also feel it is important to note that during the drafting of this plan, the nation underwent a major social upheaval following the death of George Floyd, a black man, at the hands of law enforcement in the City of Minneapolis. That event and the protests that followed throughout the United States, served to raise public awareness to the consequences of racism, both personal and systemic, which is still prevalent in all of our major institutions. Dwelling Place accepts its responsibility to be an agent for change in offering housing and employment opportunities to all persons in an equitable manner, mindful of the influences of implicit bias and disparate impact in our work.

Dwelling Place is committed to achieving the goals outlined in this plan. We pledge to engage with the community to increase our cultural competence as individuals and as an organization. By cultivating a working environment that engenders a sense of belonging for everyone and a governance and staffing structure that is equitable for all who participate in it, Dwelling Place hopes to reach its greatest potential as a diverse, inclusive, and equitable organization.

We look forward to implementing this plan and are hopeful that it will help guide our path to reaching our highest potential. We are pleased to share this plan with the community. We encourage your thoughtful review of this plan and welcome your input or related questions.

Jeremy DeRoo                Dennis Sturtevant
Chief Executive Officer      Board Chairperson

Juan Daniel
Castro
Annamarie Buller
The Dwelling Place Mission Statement

The mission of Dwelling Place is to improve the lives of people by creating quality affordable housing, providing essential support services, and serving as a catalyst for neighborhood revitalization.

Core Values and Beliefs

We Believe:

- Diversity in people and in the use of land builds healthy neighborhoods.
- All people deserve a choice of quality affordable housing environments.
- Dwelling Place should act as a leader in the field of housing development.
- Our residents are our customers and they deserve and expect professionalism in the services they receive.
- The input of our customers, and an ingrained respect and trust of the broader community, is crucial to our success.
- Staff and Board must have opportunities for professional development and personal growth.
- Financial stability is crucial in order to fulfill its mission.

We Value:

- High standards of ethics and conduct of the staff and Board.
- An open and inclusive decision-making process.
- Substantial and significant communication between all of our constituents.
- Collaboration and alliance building with others in order to encourage neighborhood revitalization and stabilization.
Plan Overview

Dwelling Place is pleased to share its Diversity, Equity, and Inclusion Plan. The mission of Dwelling Place is to improve the lives of people by creating quality affordable housing, providing essential support services, and serving as a catalyst for neighborhood revitalization. The plan is rooted in a belief that cultural competence in the board and employees of Dwelling Place are essential elements in achieving that mission.

The Dwelling Place Diversity, Equity, and Inclusion Plan (The Plan) aspires to create a common understanding among the board and employees in the meaning and importance for valuing diversity, equity, and inclusion at Dwelling Place. It outlines the process through which Dwelling Place has approached the creation of the plan and it establishes measureable goals that can be evaluated against desired outcomes in a process of continuous improvement.

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. This plan is designed to 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. This plan will be reviewed and updated on an annual basis.

Background

Since its founding in 1980, Dwelling Place has maintained a strong commitment to equal opportunity and affirmative action. Historically, evidence of this commitment was documented in Affirmative Action Plans, Equal Opportunity policies and through periodic reporting about the demographic makeup of our board and employees. The broad expansion of Dwelling Place’s efforts to serve and empower disadvantaged and disenfranchised populations is further evidence of that historic commitment.

Today, however, we recognize that maintaining our effectiveness as a non-profit, community development organization is predicated on building a deeper understanding for the meaning of diversity in our work. We also recognize the importance of maintaining an organization that fosters inclusiveness and equitable treatment within our board, our employees, and in the community.

In 2015, Dwelling Place became affiliated with NeighborWorks of America, a national intermediary created by Congress in 1978 to further the work of community development across the United States. Through this affiliation, the Dwelling Place Board was afforded an opportunity to participate in an 18-month board training program called "Excellence in Governance". As part of that process, which ended in 2018, the Board made a decision to focus more attention on issues related to diversity, equity, and inclusion within the organization. HR Collaborative was contracted as a consultant to assist the Board and
employees in the creation of a formal "Diversity, Equity, and Inclusion Plan" for Dwelling Place.

In 2018, HR Collaborative engaged Faye Richardson-Green to facilitate an initial conversation with the Board as part of an effort to create a common understanding (definitions) for diversity, equity, and inclusion. This process resulted in the establishment of a Diversity, Equity, and Inclusion Council (Council), comprised of employees and board members. Two full board meetings were devoted to this effort with Diversity, Equity, and Inclusion Council meetings convened between those meetings. In June of 2018, the Board formally adopted definitions recommended by the Council.

Definitions

**Diversity:** Diversity includes all the ways in which people differ, encompassing the many characteristics that make one individual or group different from another. While diversity is often used in reference to race, ethnicity, and gender, we embrace a broader definition that also includes, but is not limited to age, national origin, religion, ability status, sexual orientation, economic class, education, familial status, and language. Being diverse means engaging the broadest possible representation of individuals, experiences, and perspectives in pursuit of our mission.

**Equity:** Equity is fair treatment, access, and opportunity for all people, while at the same time striving to identify and eliminate barriers that prevent full participation. Improving equity involves increasing justice and fairness within procedures, processes, and distribution of resources. Addressing equity issues requires an understanding of the root causes of outcome disparities within our society.

**Inclusion:** Inclusion is the active, intentional, and ongoing engagement of all stakeholders, creating authentic and empowered participation. An inclusive culture fosters respect in words and actions for all people and exists when each person feels valued and encouraged.

Assessment of Current State/Culture

In their role as the consultant for development of a Diversity, Equity, and Inclusion Plan, HR Collaborative facilitated a process to assess the current state of diversity, equity, and inclusion within the organization, providing the Council with recommendations for initial year plan goals. All of the supporting documentation is available upon request.

Survey Outcomes:

In December of 2018, Dwelling Place administered surveys to its board members and employees to measure engagement and perception around diversity, equity, and inclusion practices. Several main areas for focus surfaced following an analysis of the survey results.
These include:

1. Finding ways to improve the sense of value and respect that board members and employees convey to each other in their interactions.
2. Improving our effectiveness in recruiting for diversity for employees and board membership, and
3. Offering training, orientation and professional development opportunities with an emphasis on equity for access by all employees and board members.

**Focus Group Interview Outcomes:**

During March and April of 2019, HR Collaborative conducted focus groups with Dwelling Place board members, employees, and residents to further inform development of the plan. Findings from the focus groups led HR Collaborative to make the following suggestions for further improvements:

1. Create strategies to increase employee and board awareness about training and development opportunities.
2. Enhance the orientation and onboarding experience for employees and board members to engage them in the work and culture of the organization more effectively.
3. Develop formal protocol for adopting, updating and communicating organizational policies and procedures to increase clarity and consistency.

**Community, Board, and Employee Demographics:**

The demographic makeup of the board and employees for Dwelling Place fairly represents the makeup of the community it serves. The tables provided in Appendix A show a summary of demographics for the board, employees, and the residents who live in our apartment communities. Please also note that requests for demographic information from residents is largely optional, so the tables in Appendix A may underrepresent certain demographic categories.

**Goals**

**Recommendations:**

The Diversity, Equity, and Inclusion Council determined, based on experiences, assessments, surveys, and focus group themes, that much of the first year’s work should be focused on addressing foundational objectives to set the stage for more progressive action in future years’ plans. They determined that purposeful work toward strengthening overall communication, recognition, and training of employees and board members should be the primary focus for The Plan. Goals 1 and 2, therefore, reflect a focus on internal development of employees and board members. Goal 3 and 4, on the other hand, is more focused on external actions and relationships in the community.
Goal 1: Create a culture of inclusion where board members, employees, and volunteers are emotionally and intellectually invested in Dwelling Place and Dwelling Place in them.

a) Hold a minimum of two organization-wide events annually.

b) Engage board members, employees, and volunteers in ongoing focus groups and/or surveys to measure engagement and program effectiveness.

c) Create and implement programs to ensure individuals are recognized in meaningful ways.

d) Develop a strategy to inform and engage board members, employees, and volunteers about the importance of diversity, equity, and inclusion.
   1. Offer education and training programs to promote the DEI goals and actions for board members, employees, and volunteers.
   2. Ensure consistent and effective verbal and written communication.
   3. Plan for annual Employee/Board/Resident workgroups to discuss ways to create, enhance, and implement inclusion strategies.
   4. Ensure that implementation and allocation of resources will be prioritized by all leaders of the organization.

Goal 2: To recruit, train, and retain board members, employees, and volunteers in an environment where differences are respected, cultural competence is aspired to, and highest potential is nurtured.

a) Establish and ensure access to a standard operating and reporting system with clear policies and procedures for board members and employees.

b) Identify and address barriers that may be preventing equitable participation, opportunities, or advancement including:
   1. Review and update Job Descriptions to reflect necessary job competencies and soft skills.
   2. Determine the needs of the employees in both job competencies and soft skills, at all levels.
   3. Ensure equity in job training.

  c) Create a mentorship program for board members, employees, and volunteers with a focus on successful integration and acceptance.

  d) Create a multi-faceted plan to recruit underrepresented groups for board members, employees, and volunteers.
**Goal 3:** Dwelling Place will build upon existing community partnerships and create new community partnerships in support of efforts to plan, promote, implement, and evaluate the effectiveness of its diversity, equity, and inclusion work.

a) Review and update existing vendor procurement policies to increase opportunities for neighborhood-based and minority and women-owned business enterprise (MBE and WBE) to participate in the delivery of products and services to Dwelling Place.

b) Establish and annually assess policies and procedures associated with organizational communication and marketing to ensure that all segments of the community have access to information about Dwelling Place in a manner that is both understandable and effective for their use.
   1. Incorporate “person-first” and “gender-inclusive” language in all communications and marketing materials utilized by Dwelling Place.
   2. Complete and publicly share an annual demographic summary of resident composition for all apartment communities owned and managed by Dwelling Place.
   3. Develop and maintain a timetable for publicly disseminating Dwelling Place’s new Diversity, Equity and Inclusion Plan, including ongoing updates as these occur.

c) Review and update outreach and referral contact lists for all Affirmative Fair Marketing Plans for apartment communities owned and managed by Dwelling Place.

d) Annually review and update policies designed to engage neighbors, persons with lived experience and potential housing applicants in the planning, design and lease up of new housing projects.

e) Evaluate all Dwelling Place facilities for accessibility by all segments of the population.

f) Identify and engage with advocacy groups (Fair Housing Center, Urban League, Hispanic Center, Grand Rapids HQ, YWCA, etc.) to seek input on Diversity, Equity and Inclusion Plan.

g) Conduct an annual literature review for best practices to remove disparate impact of protected classes in employment and housing screening policies and procedures.

**Goal 4:** Dwelling place will ensure that we are creating equitable spaces for our residents, tenants, and employees that foster opportunities for growth and empowerment.

a) Enhance opportunities for visibility, civic engagement, and feedback for our residents and business owners that are accessible, meaningful, and effective.

b) Enhance opportunities for growth and development at properties and within neighborhoods through resources, education, and linkage to services.

c) Reduce barriers to accessing housing for applicants.

g)
Monitoring Progress

The goals identified in the initial year of the Diversity, Equity, and Inclusion Plan for Dwelling Place will serve as a roadmap to foster a diverse, inclusive, and high-performing organization, providing opportunities for all participants to remain actively engaged. The Council is responsible for setting responsibilities and timelines to recommend to the Board. The group will report progress on at least a semi-annual basis to the Board. The Council will also be responsible to recommend amendments to the plan on an annual basis and more frequently as the need might arise.

Established goals in the plan will be tracked through the use of an interactive work plan and reviewed monthly by the Council. As the work plan is created, the work plan and progress reports will be shared widely with the board and employees. It will be available to others upon request.

Diversity, Equity, and Inclusion Council

In June 2018, the Diversity, Equity, and Inclusion (DEI) Council was formed by the Dwelling Place Board with volunteers from the Dwelling Place Board and employees. The Council has been instrumental in the creation of this plan and will continue in its role to monitor and report on progress to achieve the goals and outcomes outlined in the plan, as well as recommending amendments to the plan.

**2022 DEI Council Members include:**

Regina Bradley, Resident Services Coordinator
Jeremy DeRoo, Chief Executive Officer
Kellie Kitchen, Board Member
Fernanda Munoz, Administrative Assistant
Jeffrey Rebman, Maintenance Manager
Justin Rhodes, Human Resources Manager
Felisha Rodriguez, Senior Property Manager
Angela Sanborn, Board Member
Latrisha Sosebee, Marketing Coordinator
Rick Stevens, Board Member
Grace Thuo, Accountant
Gretell Torres, Assistant Property Manager
Shannon Trout, Resident Services Coordinator
Board of Directors Include:

Juan Daniel Castro - Chairperson
Richard Kogelschatz - Vice Chairperson
Sadie Malady – Treasurer
Lee Nelson Weber – Secretary
Angela Sanborn
Gil Segovia
Gustavo Rotondaro
Kellie Kitchen
Kimberly Sims
Kyle Irwin
Oxtis Hendricks
Renee Williams
Rick Stevens

2018-2019 DEI Council Members include:

Annamarie Buller, Board Chair
Ken Kaminski, Maintenance Technician
Laurie Mullennix, Accountant
Zoe Post, Executive Assistant
Justin Rhodes, Director of Human Resources
Raphael Shamsid-Deen, Assistant Property Manager
Latrina Sorebee, Marketing Coordinator
Rick Stevens, Board Member
Dennis Sturtevant, CEO
Grace Thuo, Accountant
Alex Valentine, Receptionist

Board of Directors Include:

Annamarie Buller - Chairperson
Juan Daniel Castro - Vice Chairperson
David A. Byers – Treasurer
Sadie Erickson – Secretary
Francine Gaston
Kyle Irwin
Rich Kogelschatz
Eleanor Moree
Gil Segovia
Rick Stevens
Tommie Wallace
INTENT

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

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

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

PERSONNEL POLICIES

FOR EMPLOYEES OF

DWELLING PLACE OF GRAND RAPIDS
POLICY 1

General Principles

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

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

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

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

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

1.6 Employees are expected to adhere to all Dwelling Place policies and procedures including those which are not presented in this manual. Policies and procedures related to Finance, Property Management, Resident Services, Fundraising and professional behavior, for example, may be in place and not specifically referenced in the Personnel Manual. Employees are expected to be familiar with and abide by these and all other Dwelling Place policies whether explicitly referenced in the Personnel Manual or not. From time to time, policies may be added, amended or removed by Dwelling Place. All changes in policy, whether included in this manual or not, will be communicated in written or electronic form with employees as they occur. In some cases, employees may be asked to acknowledge receipt and understanding of these changes in writing.
2.1 Dwelling Place is committed to prohibiting discrimination in employment on the basis of race, color, religion, gender, gender identity, sexual orientation, genetic information, national origin, protected disability, age, height, weight, marital status, veteran status, and any other legally protected characteristic. These factors will not be considered by the Agency in recruitment, hiring, training, promotion, retention, salary determination, discipline, discharge, or any other conditions of employment.

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

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

Dwelling Place Employment Philosophy

3.1 Each employee of Dwelling Place shall be treated with courtesy, dignity and consideration. The Agency is committed to fulfilling its obligation to provide services to the public in the most effective and cost efficient manner possible, and to fulfilling its obligations to its employees in regard to compensation, job opportunities, job development, and training. In return, each employee is obligated to give Dwelling Place his/her cooperation, personal interest and best efforts. Each employee is entitled to appropriate wages in return for specific job skills and required levels of performance. Promotional opportunities will be based on employee performance, objective evaluations and Agency requirements. Employment policies will be applied to all in a uniform manner. Dwelling Place is committed to provide safe and healthful working conditions. Each employee has the responsibility to work safely and help maintain Dwelling Place facilities in a safe and healthful condition.
4.1 It is the policy of Dwelling Place to acquaint new employees with their duties and make them feel a part of the Agency as quickly as possible. It is the responsibility of the new employee's immediate supervisor to instruct the new employee in his/her job responsibilities and how to perform required tasks. Additionally, the immediate supervisor will assist the new employee in scheduling an appointment with Human Resources to receive information which shall include:

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

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

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

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

Employee Attendance

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

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

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

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

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

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

5.7 Dwelling Place employees are expected to report to work unless weather conditions are such that the individual employee determines that to reach their work station could place them at unusual risk of an accident or injury. Every employee who makes a decision to remain home during inclement weather will be expected to notify their supervisor before the absence and use personal or vacation time, if available.
6.1 The following rules do not affect the employee's at-will employment status. Dwelling Place retains the right to terminate any employee at any time, with or without cause and with or without notice.

6.2 General Rules

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

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

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

Weapons Policy

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

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

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

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

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

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

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

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

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

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

Employee Behavior and Discipline

9.1 The Agency retains the right to terminate any employee at any time, with or without cause, and with or without notice. Disciplinary actions may range from verbal warnings to discharge. While Dwelling Place may afford the employee the opportunity to correct his/her behavior prior to being discharged, it necessarily reserves the right to terminate employment with or without cause, and with or without notice.
POLICY 10

Problem Solving Policy

10.1 An employee may seek an answer to any complaint or problem by following these steps to bring it to the Agency’s attention unless otherwise specified in this manual.

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

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

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

Employee’s Personnel Records

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

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

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

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

   a. Duly appointed representatives of the Chief Executive Officer.

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

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

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

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

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

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

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

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

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

Unlawful Harassment

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

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

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

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

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

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

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

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

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

Job Descriptions

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

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

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

13.4 Employees who believe their job duties have changed so that their job description is no longer accurate should inform their supervisor and Human Resources.
POLICY 14

Substance Abuse and Drug Testing Policy

14.1 This directive outlines the procedures relating to administration of Dwelling Place's policy for a drug-free work place. All employees are expected to abide by the terms of this policy.

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

14.3 Drug testing of employees can be an effective means by which to identify those in need of counseling, treatment, and/or disciplinary action. As a condition to hiring, all respective candidates will be required to submit to a drug test. Dwelling Place may require employees to submit to a drug test on a random basis, when reasonable cause exists to believe that the drug-free policy has been violated, or whenever Dwelling Place deems testing is necessary based on its sole discretion. Refusal to submit to a drug test when required by Dwelling Place will result in an employee’s immediate discharge from employment.
POLICY 15

Dwelling Place Smoking Policy

15.1 Pursuant to our effort to voluntarily comply with Public Act 198 of 1986, individuals shall not be permitted to smoke or vape in facilities owned or operated by Dwelling Place which are used by the general public or serve as a place of work for employees of Dwelling Place.

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

- a. Smoking is prohibited in all enclosed areas within the property that are open to the public. This includes common work areas, private offices, elevators, hallways, stairs, restrooms, community rooms, conference and meeting rooms, employee lounges, employer-owned or leased vehicles, and all other enclosed facilities.
- b. There shall be no smoking, ashtrays, or smoking receptacles within 25 feet of building entrance doors, windows, and ventilation systems.
- c. Prominent signs communicating the policy will be posted at all public entrances to the building.

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

Social Media Policy

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

16.2 Social media includes:

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

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

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

a. Make it clear that the views they express are theirs alone and do not necessarily reflect the views of Dwelling Place. They should neither claim nor imply that they are speaking on Dwelling Place’s behalf. If they identify themselves as a Dwelling Place employee, refer to the work done by the Agency, or in its industry, or provide a link to the Dwelling Place website, they are required to include the following disclaimer in a reasonably prominent place: “The views expressed are mine and do not necessarily reflect the views of Dwelling Place.”
b. Not disclose any information that is confidential or proprietary to Dwelling Place or to any third party who has disclosed information to us, including, but not limited to, information about customers or visitors of Dwelling Place.
c. Not use any Dwelling Place logo in any social media posting.
d. Not violate any other applicable Agency policy. They may not harass, threaten, defame, demean, or threaten any other person or entity.
e. Assume the social media posting is accessible to the general public. Be respectful to Dwelling Place, its employees, customers, partners, affiliates, and others.
f. Refer the member of the news media or blogger to the Chief Executive Officer about a social media posting that concerns Dwelling Place.
POLICY 17

Internet & Email Acceptable Use Policy

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

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

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

   a. For any purposes which violate U.S. or state laws including, but not limited to: harassment, copyright violations, obscene and/or pornographic materials, electioneering, transmissions of viruses, worms, etc.
   b. To interfere with or disrupt users, services, or equipment.
   c. To send confidential information via e-mail as e-mail is not private and can be read by anyone with the appropriate tools.
   d. To personally sell or use for other commercial benefit.
   e. To send e-mail designed to cause confusion, fear, or uncertainty.
   f. To distribute unsolicited advertising.
   g. To download non-work relates software, games, screen savers, etc.

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

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

Americans with Disabilities Act Policy

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

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

18.3 If an employee requires an accommodation to perform the essential functions of his/her job, they must make that request in writing to Human Resources within 182 days of the date on which he or she knows or reasonably should have known that an accommodation was needed. Upon receipt of the request, Dwelling Place will collect information to determine if there is a way to make a reasonable accommodation to enable the employee to perform their essential job functions. Dwelling Place will then engage in an interactive process with the employee to discuss potential reasonable accommodations. Dwelling Place may require a statement from a healthcare provider supporting the employee’s request for an accommodation and may require the employee to submit to an independent medical examination regarding the accommodation request.
POLICY 19

Nepotism Policy

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

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

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

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

20.1 Preamble

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

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

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

20.3 Employee Interactions

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

20.4 Responsibility to the Employing Agency

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

20.5 Behavior Towards Vendors and Other Organizations

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

20.6 Personal Responsibilities

a. Employees are expected to realistically assess their own personal strengths, limitations, biases and effectiveness. In addition, they shall remain open to feedback and constructive criticism.
b. Employees shall be committed to take personal responsibility for continued growth through further education and training.
c. Employees are obligated to be appropriate role models for residents, and for other staff and Board members.
d. Employees shall refrain from behaviors which reflect poorly upon the agency.
POLICY 21

Whistleblower Policy

21.1 Dwelling Place requires board members, officers, employees, and volunteers to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of the Dwelling Place, all must practice honesty and integrity in fulfilling responsibilities and comply with all applicable laws and regulations.

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

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

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

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

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

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

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

PERSONNEL BENEFITS

FOR EMPLOYEES OF

DWELLING PLACE OF GRAND RAPIDS
ARTICLE 1

Employment Classifications & Compensation

1.1 Definition of full and part-time employment:

a. Part-Time Employment: A staff member hired for less than a regularly scheduled 30-hour week in a position which is expected to continue indefinitely, and in a position which is not acting as a temporary employee, is classified as a part-time employee. Part-time employees do not enjoy the same benefits and conditions of employment as full-time staff; their compensation is prorated in accordance with assigned job classification.

b. Full-Time Employment: A staff member who is regularly scheduled to work 30 hours per week in a position which is expected to continue indefinitely and in a position which is not acting as a temporary employee, is classified as a full-time employee.

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

1.2 Definition of exempt and non-exempt employment:

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

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

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

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

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

Professional Meetings and Continuing Education

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

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

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

Work Week, Flexible Schedule, & Overtime Policy

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

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

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

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

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

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

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

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

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

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

Vacations

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

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

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

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

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

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

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

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

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

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

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

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

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

Holidays

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

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

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

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

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

5.5 Salaried employees required to work on a holiday shall enjoy time off at a later date as mutually agreed upon with their supervisor.
ARTICLE 6

Sick Pay & Workers' Compensation

6.1 Regular full-time employees may accrue 80 hours of paid sick leave per year, up to a maximum of 480 hours. Regular part-time employees shall accrue prorated paid sick leave based on their hourly status.

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

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

6.4 Sick leave may be utilized by an employee for any reason covered under the Michigan Paid Medical Leave Act (MPMLA).

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

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

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

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

Personal Leave

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

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

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

Personal Time in Hours

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

Leaves of Absence

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

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

a. A medical or short-term disability leave may be granted for a maximum of 90 calendar days, which leave may be extended at the agency’s discretion based on appropriate medical evidence. The Agency reserves the right to have employees examined at a reasonable time, at our expense, by a certified physician whose opinion shall be binding.

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

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

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

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

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

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

Family and Medical Leave Act

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

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

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

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

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

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

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

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

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

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

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

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

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

Whenever requesting FMLA leave, employees must provide sufficient information for the Company to determine whether the leave qualifies as FMLA leave and the anticipated timing and duration of the leave. Employees must also inform their supervisor and the Human Resources Department if the requested leave is for a reason for which FMLA leave was previously taken or certified.

Once an employee has requested FMLA leave, Dwelling Place will inform the employee whether he or she is eligible to take FMLA leave and explain the employee’s rights and responsibilities under FMLA. After the employee returns all required forms, Dwelling Place will inform the employee whether or not the leave will be designated as FMLA leave.

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

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

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

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

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

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

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

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

Jury Duty & Court Time

10.1 Jury Duty

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

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

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

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

10.2 Court Time

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

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

Insurance Programs

11.1 Dwelling Place employees who are regularly scheduled to work forty (30) hours per week shall be eligible to participate in group medical, dental, life, and long-term-disability group insurance programs, unless coverage eligibility is otherwise regulated by law (e.g., in cases such as the Patient Protection and Affordable Care Act).

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

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

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

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

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

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

Travel & Expense Reimbursements

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

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

Retirement

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

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

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

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

14.4 “Family members” for whom eligible employees may take paid medical leave include:
   - Children (biological, adopted, foster, stepchildren, legal wards and others to whom the employee stands in loco parentis)
   - Parents (biological, foster, stepparent, adoptive, legal guardian and individual who stood in loco parentis when employee was a minor child)
   - Spouses
   - Grandparents or grandchildren
   - Siblings (biological, foster, and adopted)

14.5 Accrual and Availability. Eligible employees may use all available paid time off balances (i.e., Vacation, Sick Pay, and Personal Leave) for paid medical leave, up to 40 hours per calendar year. This paid medical leave benefit is coordinated with, and is not in addition to, benefits granted under the paid time off policies in the Dwelling Place Employee Handbook.
   - Eligible employees receive paid medical leave upon hire or transfer into an eligible position. However, newly hired employees are required to complete ninety (90) days of employment before utilizing paid medical leave.

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

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

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

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

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

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

14.10 Granting paid medical leave.

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

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

AN AFFIRMATIVE ACTION PLAN

FOR THE EMPLOYMENT OF

PERSONS OF PROTECTED GROUPS

FOR DWELLING PLACE OF GRAND RAPIDS
Part 1

Equal Employment Opportunity Policy

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

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

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

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

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

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

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

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

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

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

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

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

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

Recruiting and Training

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

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

Subcontracting

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

DWELLING PLACE PERSONNEL MANUAL

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

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

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

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

Employee Signature ___________________________ Date _______________________

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

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

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

INITIATIVE I: GROWTH

The Board of Directors affirmed the overall Dwelling Place Growth Plan adopted in June 2017. From 2019-2022, under the guidance of the Real Estate Development and Asset Management Committee, Dwelling Place will pursue the following objectives:

- Grow and improve its Real Estate portfolio by generating a total of 400 new or renovated units by year end 2022 within its 15 county NeighborWorks jurisdiction.

UPDATE: Dwelling Place has created, renovated, or is in process of creating or renovating 401 units during this Strategic Plan Implementation, with 349 units currently completed and 52 in process (not counting CLT units) including:

- St. James Apartments (Joint Venture) 52 units
- Madison Lofts (Joint Venture) 23 units
- Garfield Lofts (Joint Venture) 36 units
- Harrison Park Apartments (includes 3 live/work units) 48 units
- Pine Avenue Apartments 23 units
- Avenida Brillante (Brilliant Avenue Apartments) 24 units
- Suroeste Brillante (Bright Southwest Apartments) 24 units
- Ferguson Apartments (re-syndication and renovation) 119 units
- Union Suites at Coit (In Construction) 52 units

Additionally, Dwelling Place is well situated to sustain growth through its next strategic plan with LIHTC already secured for 229 new units in the first half of 2023, and an additional 249 units well-aligned to secure LIHTC for renovations starting in the second half of 2023, including:
- 9% LIHTC secured for:
  - Union Suites at Michael (Joint Venture) 133 units
  - 900 South Division (Joint Venture with UMCH) 46 units
  - Motown Square (JV with LINC Up and Motown) 52 units

- Applications for submission in 2022:
  - Weston 190 units
  - Pine at 10th 46 units
  - Villa Esperanza and Elmdale 59 units

- Consider the creation of a Community Land Trust (CLT) to convert several existing Dwelling Place properties from rental housing to a shared equity program.

  UPDATE: The Dwelling Place Regional Community Land Trust (DPCLT) is a fully operational, independent 501(c)3 nonprofit organization. It has boasted 3 home sales and holds a list of 300+ low- to moderate-income households interested in pursuing homeownership. The CLT has secured zoning and planning approvals to construct its first new development of 42 homes at 2080 Union SE in Grand Rapids. The CLT has secured funding commitments for approximately $3m of its $6m gap and is aligned to secure remaining funds by yearend 2022.

- Participate in the NeighborWorks Real Estate Growth Cohort

  UPDATE: Dwelling Place was accepted to the Growth Cohort in 2021 and will successfully complete the curriculum in December 2022. The strategies developed in this curriculum are expected to enable Dwelling Place to nearly double the production of housing from 400 to 750 homes created or improved by yearend 2025. Dwelling Place’s participation in NeighborWorks’ Growth Cohort and Portfolio Strengthening have allowed us to submit two grants netting $200,000 of financial support that are currently pending.

- Develop and approve a specific staffing and workspace plan in response to expected growth by January 31, 2020

  UPDATE: Prior to August 2021, Dwelling Place created and filled four positions to accommodate growth, including new Accountant, Receptionist, Resident Services Coordinator, and Community Land Trust Director roles. To accommodate the space for incoming administrative staff, the Community Building & Engagement Staff, Volunteers, and Interns have moved to a building adjacent to the main office at 106 S. Division. This former commercial space serves as expanded office and meeting space and as a hub for community programming.

  In the past year, hiring has been priority, with 19 new staff onboarding since August 1, 2021, including the newly created positions of Maintenance Manager, Asset Management Coordinator, Property Management Coordinator, and additional Accountant. Dwelling Place is anticipating onboarding of an Information Technology Coordinator, Real Estate Development Associate, and Resident Services Manager by the end of 2022.
Dwelling Place had 13 staff onsite when 101 Sheldon was initially inhabited; by December we anticipate 28 staff in this space. Dwelling Place will begin renovations at 101 Sheldon in the immediate future to enhance security and establish additional workstations that accommodate our growth.

INITIATIVE II: CEO SUCESSION

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

- A special Search Committee will be established by March 31, 2020 to oversee this process. This Committee will recommend the hiring of an appropriate Search Firm for this purpose, who will then be responsible for:
  - Recruiting schedule and timeline
  - Job Description update
  - Review of Dwelling Place Mission/Vision/Values
  - Review of Executive Limitations Policies (Governance Documents)
  - Positioning of Dwelling Place as an attractive employer
  - Coordinating candidate sourcing, interviewing, and overall selection process.

  UPDATE: The Board of Directors implemented a CEO succession planning process, resulting in the successful onboarding a new CEO, Jeremy DeRoo, in August 2021.

INITIATIVE III: BOARD SUCESSION

Since the last plan period, the Board of Directors has participated in Excellence in Governance Program through NeighborWorks and created a Governance Committee tasked with developing and implementing a Recruitment, Orientation and Support plan for the Board. Under the direction of the Governance Committee, the Board will implement the 2019 Board Member Recruitment & Onboarding Plan which incorporates:

- Talent Recruitment Strategy

  UPDATE: Through its Governance Committee, a process has been established to conduct an annual review of Board of Directors composition against perceived organizational compliance and governance needs as well as diversity of expertise. Maintaining a diverse board is critical to Dwelling Place’s missional attainment.

  Over the past year, Dwelling Place has implemented the Governance Committee’s recommendations in welcoming one new Member to the Board of Directors and five new Committee members.

- Community Outreach Strategy

  UPDATE: Intraorganizational and individual efforts have been employed to recruit strong prospective Board Members. Successful addition of new
Committee Members can be attributed to exceptional outreach work of the Board of Directors.

- Candidate Interview and Evaluation Process

  UPDATE: A standard process has been developed to evaluate Board Candidates, beginning with the identification, vetting, and interview of candidates by the Governance Committee; introduction and interview with the Board of Directors; and outline of Expectations and Responsibilities clearly communicated to Prospective Members.

- Onboarding of New Board Members: Training, Integration, and Mentorship

  UPDATE: The Board of Directors has adopted a comprehensive Onboarding Policy for new Members including an orientation with current Members and staff and the assignment of a Staff or Board Mentor for one year. Each new Member also receives a comprehensive Orientation Packet for the organization and the Board during Onboarding. Actual property tours have historically been part of the Onboarding process but have been postponed due to the Pandemic. The Governance Committee will be evaluating and improving the Onboarding Process again in late 2022.

INITIATIVE IV: COMMUNITY AWARENESS:

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

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

  UPDATE: The Marketing and Development Committee will receive a draft Annual Marketing and Fundraising Plan early each year for review. Following review, the Plan and any recommended changes will be presented to the full Board of Directors for formal adoption and implementation.

INITIATIVE V: STAFF DEVELOPMENT

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

- Management will continue to consider succession opportunities for next level professional staff using the Talent Capacity Building Plan and other evaluation tools. Formal plans will be shared with the Board and appropriate committees by December 31 of each year.

  UPDATE: Intentional investment will continue in staff identified as potential successors to the CFO and COO.

- An employee development plan will be created, updated, and incorporated in annual performance assessments that identify incumbent training needs and opportunities (Dwelling Place Staff Training Plan) effective with the 2019 employee evaluation cycle but not later than December 31, 2019.

  UPDATE: 2021 performance evaluations have been completed with emphasis on development and growth. Multiple staff have been approved to attend NeighborWorks, Yardi, and other professional trainings. Chief Staff are evaluating the Annual Review process for changes intended to strengthen emphasis on development and growth; changes will be implemented prior to yearend.

- The Management will provide a comprehensive update of staff development progress to the board twice per year.

  UPDATE: Minimal progress has been made on this objective; however, in Fall 2022, the Executive Committee and CEO will develop the relevancy of this goal to determine what information is helpful to the Board of Directors.

- In 2020, Management will explore and recommend ways to enhance internal Human Resource activities, including development of internal training programs, retention strategies, staff engagement activities and other initiatives.

  UPDATE: Significant efforts commenced in 2022 to enhance employee retention and engagement. All Staff calls each Friday are pivotal in providing space for staff to be organizationally informed. Over the past year, the format of Friday Calls has been intentionally adjusted to increase cohesion and communication between staff. DEI Training and Conversations have also been integrated, which staff have reported as an important aspect of their satisfaction with the workplace.

  Dwelling Place has continued to use compensation strategically in the interest of retention, providing an early pay increase in the fall 2021 (as opposed to Q1 2022), supplemented with a partial Cost of Living incentive in July 2022. Additionally, management approved short-term incentive pay for maintenance staff during high staff vacancies to recognize and compensate their essential and critical value.

  Increased in person training opportunities have been integrated to the performance review process in 2022. This not only develops staff skills but staff the opportunity to expand their network and vision for the Mission of Dwelling Place, which has been significantly impeded over much of this Strategic Plan duration due to the Pandemic.
MEMORANDUM

To: Board of Directors of Dwelling Place of Grand Rapids Nonprofit Housing Corporation
From: Timothy Orlebeke/Orlebeke Mackraz PC
RE: Annual Meetings and Ratifications
Date: May 17, 2022

BACKGROUND:

Dwelling Place and Heartside have created corporate and limited liability company subsidiaries to manage their developments. The developments are usually owned by limited partnerships or limited liability companies, but are controlled and managed by subsidiary entities, which are either nonprofit housing corporations or limited liability companies. Dwelling Place has also created subsidiaries to act as successor limited partners upon an equity investor’s exit, successor general partner entities, and in one instance – Elmdale Apartments Nonprofit Housing Corporation – to own property.

Michigan corporate law requires an annual meeting of shareholders or members (or a consent resolution adopted in place of the meeting) to elect directors and to conduct other business properly before the member(s) or shareholder(s). The Michigan Limited Liability Company Act lacks an explicit annual meeting requirement. Dwelling Place as the sole member of its subsidiary LLCs has requested that Dwelling Place appoint, and that each subsidiary be governed by, a Board of Managers and that the Board of Managers consist of the same members and officers as the Board of Directors of each corporate subsidiary.

RESOLUTIONS:

The following four sets of Resolutions are attached.

1. Resolutions of the Board of Directors of Dwelling Place of Grand Rapids Nonprofit Housing Corporation to: 1) appoint Boards of Directors or Boards of Managers, as the case may be, for its subsidiary entities; and 2) ratify actions taken by those Boards during the previous year.

2. Resolutions of the Board of Directors of Heartside Non-profit Housing Corporation to: 1) appoint Boards of Directors for its subsidiary entities; and 2) ratify actions taken by those Boards during the previous year.

3. Template for Consent Resolutions of the Boards of Directors of each Dwelling Place and Heartside subsidiary corporation to: 1) elect officers of the Board; and 2) ratify actions taken by the Board during the previous year.

4. Template for Consent Resolutions of the Boards of Managers of each Dwelling Place subsidiary limited liability company to: 1) elect officers of the Board; and 2) ratify actions taken by the Board during the previous year.
RESOLUTIONS OF DWELLING PLACE OF GRAND RAPIDS NONPROFIT HOUSING CORPORATION
(Appointing Subsidiary Boards and Ratification)

I HEREBY CERTIFY that I am the duly elected Secretary and keeper of the records of DWELLING PLACE OF GRAND RAPIDS NONPROFIT HOUSING CORPORATION, a Michigan nonprofit corporation (“Corporation”), that the following is a true and correct copy of Resolutions duly adopted at a meeting of the Board of Directors of the Corporation on August 3, 2022, a quorum of the Directors being present and sufficient for the transaction of business; further, that such meeting was called in compliance with all applicable laws and the Bylaw requirements of the Corporation; that such Resolutions do not conflict with any Bylaw of the Corporation nor have such Resolutions been in any way altered, amended or repealed and are in full force and effect, unrevoked and unrescinded as of this date, and have been approved, consented to and ratified by all Directors of the Corporation, and have been entered upon the regular Minute Book of the Corporation as of the date of adoption, and that the Board of Directors of the Corporation has, and at the time of adoption of such Resolutions, had, full power and lawful authority to adopt such Resolutions and to confer the powers granted in such Resolutions to the Officer(s) named in such Resolutions who have full power and lawful authority to exercise those powers:

WHEREAS, the Corporation is the sole shareholder of the following entities, each of which is a general partner in a Corporation-sponsored development, which are collectively called the DP Corporate Subsidiary Entities:

- DP Joint Ventures Nonprofit Housing Corporation
- Dwelling Place Rural Nonprofit Housing Corporation
- Hall Street Nonprofit Housing Corporation
- HPFH Nonprofit Housing Corporation
- LCH36 Nonprofit Housing Corporation
- Liberty Nonprofit Housing Corporation
- Pine Avenue Nonprofit Housing Corporation
- Roosevelt Nonprofit Housing Corporation; and

WHEREAS, the Corporation is the sole shareholder of Elmdale Apartments Nonprofit Housing Corporation, which is the owner of Elmdale Apartments (Elmdale Apartments Nonprofit Housing Corporation shall also be known as one of the DP Corporate Subsidiary Entities); and

WHEREAS, the Corporation is the sole shareholder of Sheldon-Weston, Inc., which is a general partner of Grand Pointe II Limited Partnership, which is the owner of Globe Apartments (Sheldon-Weston, Inc. shall also be known as one of the DP Corporate Subsidiary Entities); and

WHEREAS, the Corporation is the sole member of the following entities, each of which is either a manager, member, or general partner of a Corporation-sponsored development, which are collectively called the DP LLC Subsidiary Entities:
WHEREAS, the Corporation wishes to appoint Boards of Directors of the DP Corporate Subsidiary Entities and Boards of Managers of the DP LLC Subsidiary Entities.

NOW, THEREFORE, the following Resolutions were duly, made, seconded and adopted:

IT IS RESOLVED that the Corporation, as the sole shareholder, appoints the following as directors of each DP Corporate Subsidiary Entity, effective as of August 3, 2022:

Jeremy DeRoo  
Lee Nelson Weber  
Juan Daniel Castro  
Sadie Malady  
Rich Kogelschatz

IT IS FURTHER RESOLVED that the Corporation, as the sole member, appoints the following as the Board of Managers of each of the DP LLC Subsidiary Entities, effective as of August 3, 2022:

Jeremy DeRoo  
Lee Nelson Weber  
Juan Daniel Castro  
Sadie Malady  
Rich Kogelschatz

IT IS FURTHER RESOLVED that the Corporation ratifies the actions of the Boards of Directors and the Boards of Managers taken on behalf of the respective DP Corporate Subsidiary Entities and the DP LLC Subsidiary Entities in the previous year.

IT IS FURTHER RESOLVED that the Corporation hereby waives any annual meeting notice otherwise required.

Dated: August 3, 2022

_____________________________
Lee Nelson Weber
Secretary
Dwelling Place of Grand Rapids
Nonprofit Housing Corporation
RESOLUTIONS OF
HEARTSIDE NON-PROFIT HOUSING CORPORATION
(Appointing Subsidiary Boards and Ratification)

I HEREBY CERTIFY that I am the duly elected Secretary and keeper of the records of HEARTSIDE NON-PROFIT HOUSING CORPORATION, a Michigan nonprofit corporation (“Corporation”), that the following is a true and correct copy of Resolutions duly adopted at a meeting of the Board of Directors of the Corporation on August 3, 2022, a quorum of the Directors being present and sufficient for the transaction of business; further, that such meeting was called in compliance with all applicable laws and the Bylaw requirements of the Corporation; that such Resolutions do not conflict with any Bylaw of the Corporation nor have such Resolutions been in any way altered, amended or repealed and are in full force and effect, unrevoked and unrescinded as of this date, and have been approved, consented to and ratified by all Directors of the Corporation, and have been entered upon the regular Minute Book of the Corporation as of the date of adoption, and that the Board of Directors of the Corporation has, and at the time of adoption of such Resolutions, had, full power and lawful authority to adopt such Resolutions and to confer the powers granted in such Resolutions to the Officer(s) named in such Resolutions who have full power and lawful authority to exercise those powers:

WHEREAS, the Corporation is the sole shareholder of the following entities, each of which is a general partner in a Corporation-sponsored development, and which are collectively called the Heartside Subsidiary Entities:

- Bridge Street Nonprofit Housing Corporation
- Goodrich Nonprofit Housing Corporation
- Grandville-Heartside Nonprofit Housing Corporation
- Herkimer Apartments Nonprofit Housing Corporation
- KBC Nonprofit Housing Corporation
- Kelsey Nonprofit Housing Corporation
- New Hope Homes Nonprofit Housing Corporation; and

WHEREAS, the Corporation wishes to appoint Boards of Directors of the Heartside Subsidiary Entities.

NOW, THEREFORE, the following Resolutions were duly made, seconded and adopted:

IT IS RESOLVED that the Corporation as the sole shareholder appoints the following as directors of each Heartside Subsidiary Entity, effective as of August 3, 2022:

Jeremy DeRoo       Lee Nelson Weber
Juan Daniel Castro  Sadie Malady
Rich Kogelschatz    

IT IS FURTHER RESOLVED that the Corporation ratifies the actions of the Boards of Directors taken on behalf of each Heartside Subsidiary Entity in the previous year.

IT IS FURTHER RESOLVED that the Corporation hereby waives any annual meeting notice otherwise required.

Dated: August 3, 2022

_____________________________
Lee Nelson Weber
Secretary
Heartside Non-Profit Housing Corporation
ACTION BY WRITTEN CONSENT OF THE DIRECTORS
OF

NONPROFIT HOUSING CORPORATION

August 3, 2022

The undersigned, being all the Directors of ____________________ NONPROFIT HOUSING CORPORATION, a Michigan nonprofit corporation (“Corporation”), in lieu of an annual meeting, hereby consent to the following actions in writing and without a meeting pursuant to MCL 450.2407.

The following resolutions with respect to the Officers of the Corporation are hereby adopted:

RESOLVED, that the following are appointed as Officers of the Corporation, effective August 3, 2022, to serve from that date until the next annual meeting of Directors, or until their successors are elected and qualified, or until their earlier death, resignation, or removal:

Jeremy DeRoo                      President
Juan Daniel Castro                Vice President
Rich Kogelschatz                  Vice President
Sadie Malady                      Treasurer
Lee Nelson Weber                   Secretary

FURTHER RESOLVED, that all actions taken since the last annual meeting of the Directors by any Officer of the Corporation while acting in his or her capacity as such Officer are ratified, adopted, and affirmed.

The Directors intend that upon proper execution of this instrument the authorized actions shall be valid for all purposes to the same extent as if authorized at a duly noticed and held meeting of the Directors.

The undersigned Directors have executed this writing effective on the date set forth above.

_______________________________     ________________________________
Jeremy DeRoo                      Sadie Malady

_______________________________     ________________________________
Juan Daniel Castro                Lee Nelson Weber

_______________________________
Rich Kogelschatz
ACTION BY WRITTEN CONSENT OF THE MANAGERS
OF
____________________________ LLC

August 3, 2022

The undersigned, being all the Managers of ________________ LLC, a Michigan limited liability company (“Company”), in lieu of an annual meeting, hereby consent to the following actions in writing and without a meeting.

The following resolutions with respect to the Officers of the Company are hereby adopted:

RESOLVED, that the following are appointed as Officers of the Company, effective as of August 3, 2022, to serve from that date until the next annual meeting of Managers, or until their successors are elected and qualified, or until their earlier death, resignation, or removal:

Jeremy DeRoo  President
Juan Daniel Castro  Vice President
Rich Kogelschatz  Vice President
Sadie Malady  Treasurer
Lee Nelson Weber  Secretary

FURTHER RESOLVED, that all actions taken since the last annual meeting of the Managers by any Officer of the Company while acting in his or her capacity as such Officer are ratified, adopted, and affirmed.

The Managers intend that upon proper execution of this instrument the authorized actions shall be valid for all purposes to the same extent as if authorized at a duly noticed and held meeting of the Managers.

The undersigned Managers have executed this writing effective on the date set forth above.

____________________________  ______________________________
Jeremy DeRoo  Sadie Malady

____________________________  ______________________________
Juan Daniel Castro  Lee Nelson Weber

____________________________
Rich Kogelschatz