

# **Traverse City Downtown Development Authority Governance Committee**

**Monday, December 9, 2024**

**12:00 PM**

Committee Room, Governmental Center  
400 Boardman Avenue  
Traverse City, Michigan 49684



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If you are planning to attend and you have a disability requiring any special assistance at the meeting and/or if you have any concerns, please immediately notify the ADA Coordinator.

The City of Traverse City and Downtown Development Authority are committed to a dialog that is constructive, respectful and civil. We ask that all individuals interacting verbally or in writing with board members honor these values.

Downtown Development Authority:  
c/o Harry Burkholder, Executive Director  
(231) 922-2050  
Web: [www.downtowntc.com](http://www.downtowntc.com)  
303 East State Street, Suite C  
Traverse City, MI 49684

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**Welcome to the Traverse City Downtown Development Authority  
meeting!**

**Agenda**

	Page
<b>1. CALL TO ORDER</b>	
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<b>2. ROLL CALL</b>	
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<b>3. APPROVAL OF MINUTES</b>	
A. Consideration of Approving the September 30, 2024 DDA Governance Committee Meeting Minutes (approval recommended) <a href="#">September 30, 2024 DDA Governance Committee Meeting Minutes -         PDF</a>	3 - 4
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<b>4. OLD BUSINESS</b>	
A. Governance Committee Items <a href="#">Executive Director Memo (Burkholder) - PDF</a> <a href="#">DRAFT DDA Governance Committee Roles and Responsibilities -         PDF</a> <a href="#">DDA Board Roles Responsibilities - PDF</a> <a href="#">Draft Revised Handbook - PDF</a> <a href="#">Traverse City DDA Executive Director Workplan - PDF</a>	5 - 31
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<b>5. PUBLIC COMMENT</b>	
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<b>6. ADJOURNMENT</b>	



**Minutes of the  
Downtown Development Authority for the City of Traverse City  
Governance Committee  
Monday, September 30, 2024**

A regular meeting of the Downtown Development Authority of the City of Traverse City was called to order at the Committee Room, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan, at 9 a.m.

The following Board Members were in attendance: Mayor Amy Shamroe, Board Member Todd McMillen, Board Member Peter Kirkwood, and Board Member Hillary Ascroft

The following Board Members were absent: None

Chairperson McMillen presided at the meeting.

(a) **CALL TO ORDER**

The meeting was called to order by Chair McMillen at 1:15pm.

(b) **ROLL CALL**

(c) **CONSENT CALENDAR**

*The purpose of the consent calendar is to expedite business by grouping non-controversial items together to be dealt with by one DDA Board motion without discussion. Any member of the DDA Board, staff or the public may ask that any item on the consent calendar be removed therefrom and placed elsewhere on the agenda for individual consideration by the DDA Board; and such requests will be automatically respected. If an item is not removed from the consent calendar, the action noted in parentheses on the agenda is approved by a single DDA Board action adopting the consent calendar.*

- (1) Motion to Amend Agenda to remove Consent Calendar.

Moved by Amy Shamroe, Seconded by Peter Kirkwood

**Yes:** Amy Shamroe, Todd McMillen, Peter Kirkwood, and Hillary Ascroft

**Absent:** None

**CARRIED. 4-0-0 on a recorded vote**

(d) **ITEMS REMOVED FROM CONSENT CALENDAR**

(e) **OLD BUSINESS**

(1) Governance Committee Items

The following addressed the Committee:

Harry Burkholder

Todd McMillen

Amy Shamroe

Pete Kirkwood

Hillary Ascroft

(f) **NEW BUSINESS**

n/a

(g) **PUBLIC COMMENT**

n/a

(h) **ADJOURNMENT**

Meeting was adjourned by Chair McMillen at 2:15pm.

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Harry Burkholder, Executive Director



Downtown Development Authority  
303 E. State Street  
Traverse City, MI 49684  
harry@downtowntc.com  
231-922-2050

## Memorandum

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To: Governance Committee  
From: Harry Burkholder, DDA Executive Director  
Date: December 6, 2024  
Subject: Governance Committee Items

### **Governance Committee Roles and Responsibilities**

I have included a revised Governance Committee “Roles and Responsibilities” based on our last discussion. Areas which are suggested to be removed under this worksheet are now covered in the “DDA Board Roles and Responsibilities” worksheet (also attached). You will notice that this document references a conflict-of-interest policy. Therefore, I am recommending that we approve the DDA Board Roles and Responsibilities worksheet and add signature lines for the conflict of interest.

### **Employee Handbook**

Parking Services has completed their transition to the city. Therefore, I would like to revise the DDA Employee Handbook (and its associated policies) to reflect a smaller scope of policies and address policies that reflect a post-pandemic office environment. I have included a revised draft Handbook for your review and discussion. After the Governance Committee reviews this draft, it is my intention to send this draft on to the City’s HR department for a review (and recommendations, if needed).

### **Governance Training**

In the past, the DDA Board met and received Governance Training from a third-party consultant. Given the number of relatively new board members, I’d like to discuss how/if we could proceed with Governance Training.

### **Executive Director Priorities**

I have worked with the previous Chair and Vice-Chair to develop short and long-term priorities and benchmarks (see attached) for the Executive Director position (for this year) that will assist the DDA Board in its annual evaluation of the Executive Director (next June). Based on the feedback from the previous Governance Committee meeting, I have revised the document and am seeking Governance Committee input and approval prior to bringing it to the full board.





**Traverse City Downtown Development Authority (DDA)**  
**Board of Directors**  
**Governance Committee – Roles & Responsibilities**  
*Draft Established: December 9, 2024*

Pursuant to the DDA Board’s by-laws, the Governance Committee is a standing committee of the DDA Board of Directors. The Governance Committee is charged with oversight, review and recommendations regarding board operations to enhance the quality and future viability of the Board. The Governance Committee has the following roles and responsibilities:

1. Meet at least quarterly and provide meeting minutes to the full Board of Directors.
2. Lead the board in regularly reviewing and updating its understanding of its roles, responsibilities, and expectations of individual board members.
3. Serve as the planning and review team for organizational strategic planning activities.
4. Assess, on an on-going basis, the current and anticipated needs for board composition.
5. Develop and recommend the following documents, practices, and policies; conduct annual review of all these items and make recommendations for any updates that may be needed:
  - a. Board Committee job descriptions;
  - b. ~~DDA Board Roles and Responsibilities Statement~~ Code of Conduct Policy;
  - c. ~~Board Conflict of Interest Policy and annual statement for signing;~~
  - d. ~~Qualifications and Characteristics Grid for consideration of potential new board members, including knowledge, attributes, skills, abilities, influence, background, etc;~~
  - e. Board Orientation and Operating Manual;
  - f. New member on-boarding process, including protocols, content, and schedule;
  - g. Board annual self-assessment protocol and tool;
  - h. ~~A general Board-CEO-Executive Director Responsibilities Policy, distinguishing the respective roles, responsibilities and relationships;~~
  - i. Grievance Policy;
  - j. Board process and format for conducting an annual performance and compensation review of the ~~CEO~~ Executive Director;
  - k. Any other board policies as needed.
6. Establish and conduct reviews of the ~~Downtown Development Authority Employment Handbook~~ Employee Compensation Plan, including wages and fringe benefits, every other year and make recommendations to the Board for any adjustments.

7. Review the DDA Board's by-laws annually and make recommendations for any changes if needed.
8. Assist the ~~CEO~~ Executive Director in planning and implementing board retreats, as desired.
9. Regularly review the board's practices and status regarding member participation, confidentiality, attendance and conduct, and provide any recommendations as needed to enhance board effectiveness.
10. Any other periodic or regular Board Governance matters as desired by the Board of Directors.

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## **DDA Board Roles & Responsibilities**

### **Assure service to the designated constituents**

1. Create, regularly review/modify, and monitor progress on the organization's Strategic Plan.
2. Establish goals, strategies, and priorities based on the mission and community needs.
3. Ensure adequate resources to accomplish the organization's mission and goals.
4. Periodically review and evaluate funding priorities and goals to ensure effectiveness and impact.
5. Be guided by the organization's values/guiding principles.
6. Promote diversity and demonstrate equity and inclusion in all matters.
7. Participate in a regular schedule of strategic planning to maintain excellence and refine the organization's future direction.

### **Serve as a continuous link between the organization and the community**

1. Act as the organization's ambassador to the community consistent with the organization's communications strategy and at the request of, or in coordination with, the Executive Director.
2. Periodically review the organization's communication plan and strategies.
3. Be an advocate for the organization consistent with the organization's advocacy/communications strategy, and at the request of, or in coordination, with the Executive Director.
4. Do not respond to internal or external hearsay but report it to the Executive Director for discussion and clarification.

### **Hire, support, and evaluate the Executive Director**

1. Clearly identify roles, responsibilities, and accountabilities of the Executive Director.
2. Establish criteria to monitor and evaluate the performance of the Executive Director.
3. Establish channels of communication with the Executive Director that will provide continuous input regarding responsibilities, expectations, and performance.
4. Establish and maintain the highest possible levels of mutual trust and confidence with the Executive Director.
5. Conduct an annual formal performance review with the Executive Director.
6. Approve the Executive Director's annual compensation package.



### **Ensure legal, ethical, and fiscal integrity**

1. Establish monitoring policies and procedures, relative to the Strategic Plan and the organization's progress.
2. Exercise fiduciary responsibility and oversight for all assets.
3. Adopt an annual operating budget and regularly assess budget status.
4. Oversee the provision of a regular financial audit by an independent auditor.
5. Faithfully review and understand the financial statements.
6. When representing the organization, act consistently in public with its overall strategy, values, and communication plans.
7. Cause no harm to the organization; instead, pursue board member duties as an advocate for excellence.

### **Ensure continuing effectiveness of the Board**

1. Establish criteria to monitor the Board's performance.
2. Conduct board self-evaluations every other year (at a minimum).
3. Recruit and orient new board members.
4. Develop and implement an on-going Board Learning and Development Plan.
5. Develop and periodically assess/strengthen board policies.

### **Learning and board participation expectations**

1. Steward the organization's vision, mission, goals, and objectives.
2. Embody the organization's values and guiding principles.
3. Focus on the overall strategy, policy, and integrity of the organization; respect the Executive Director's role in administering and operating the organization.
4. Adhere to all board policies and state and federal laws regarding avoidance of harassment and discrimination.
5. Strive to attend at least 75% of board meetings annually
6. Serve in leadership positions or undertake committee assignments or special assignments willingly when asked.
7. Represent the organization at community events, as requested by the board Chair or Executive Director
8. Keep abreast of trends in the field.
9. Prepare for and actively participate in Board and committee meetings and other organizational activities.
10. Ask timely, relevant, and substantive questions.
11. Respect and maintain confidentiality of the Board discussions.
12. Suggest agenda items periodically for Board and committee meetings, to ensure that significant strategy, policy, fiscal, and reputational matters are addressed in a timely fashion.
13. Participate in fund development activities as specified for individual board members (if applicable).
14. Adhere to federal and state laws regarding the Open Meetings Act and other public organizational legal requirements (if applicable).



### **Avoid Conflict**

1. Serve the mission and community as a whole, rather than special interest groups.
2. Publicly and privately support the majority-voted decisions and positions of the board.
3. Represent the entire constituency as opposed to one or more sub-sets.
4. Avoid even the appearance of a conflict of interest and disclose any possible or potential conflicts in advance.
5. Maintain independence and objectivity and do with a sense of fairness, ethics, and personal integrity dictate.
6. Never accept or offer favors or gifts from or to, anyone who may be affiliated with the organization.

### **Relationship with Staff**

1. Counsel the Executive Director as appropriate and offer support.
2. Respect the distinction between your role and that of the Executive Director. Do not assign tasks give directions, or provide performance feedback to the Executive Director's staff.
3. Avoid judgements on the basis of internal hearsay and urge those with concerns to work directly with the Executive Director.
4. Understand that board members are largely selected on the basis of skills, background, and experience primarily for the purpose pf policy, fiscal integrity, and strategy.
5. Make a distinction between your roles as a board member vs. as a volunteer on a specific project of program.

### **Relationships with other Board Members**

1. Bring a sense of openness, honesty, respect, patience, and good humor to the Board's deliberations.
2. Do not remain silent. Express your ideas, opinions, and questions.
3. Promote candor among Board members to create trust in each other's judgement and the acceptance of differing opinions.
4. Deal openly and honestly with difference of opinion, without personal rancor or resentment.
5. Following full consideration of issues, support the majority decision of the Board outside of the boardroom.
6. Suggest potential nominees for the Board when needed.



**Acknowledgment**

To be reviewed and signed by each board member annually.

I have read and reviewed the roles and responsibilities of the Board and its individual members. I understand and accept my role, and I agree to comply with the responsibilities of this office.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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## **Downtown Development Authority Employment Handbook**

Welcome to the Traverse City Downtown Development Authority (DDA). We are excited to have you join our team. The work of the DDA has a great impact on the culture of our community through the work that we do by providing infrastructure support to the downtown district **and** supporting our merchants through our work with the Downtown Traverse City Association (DTCA), **and providing parking enforcement in the city.**

This Employee Handbook is provided as a guide and is not to be considered a contract. The Handbook will help you understand what you can expect from the DDA and what we expect from you.

The DDA reserves the right to make changes to the policies, procedures, and other statements made in this Employee Handbook. Business conditions, federal and state laws, and DDA needs change and may require that portions of the Handbook be amended as necessary to successfully provide the appropriate employment relationship and to obtain the goals of the DDA.

### **I. Employment Policies**

#### **Employment At-Will**

The DDA is an “At-will” employer and operates under the provision that employees have the right to resign their position with or without notice and with or without cause at any time. The DDA has similar rights to terminate the employment relationship with or without notice and with or without cause at any time.

#### **Equal Employment Opportunity**

Our policy is to select, place, train and promote the best-qualified individuals based upon relevant factors such as work quality, attitude and experience, so as to provide equal employment opportunity for all our employees. This will be in compliance with applicable local, state and federal laws. This will be done without regard to non-work-related factors such as to race, color, religion, sex, national origin, age, disability, genetic information, marital status, height, weight, familial status, sexual orientation, status as a covered veteran, or any other status protected by applicable law. This equal opportunity policy applies to all terms and conditions of employment, including, but not limited to recruiting, hiring, training, transfers, compensation, leave of absence, promotions and benefits.

#### **Disability Accommodation**

The DDA is committed to complying fully with all applicable provisions of the Americans with Disabilities Act (ADA) and related state law. Those laws prohibit discrimination against a qualified employee or applicant with a disability who can perform the essential functions of his or her job, with or without a reasonable accommodation.

An employee requiring an accommodation must notify the DDA as soon as the need for accommodation becomes known. The DDA will engage in the interactive process with the

employee in good faith in order to determine what, if any, reasonable accommodation would allow the employee to perform the essential functions of his or her job.

Documentation from a medical provider may be necessary to verify the presence of a disability or to assist in developing a reasonable accommodation. The DDA will accommodate the disabilities of qualified employees and applicants who are able to perform the essential functions of their position with or without a reasonable accommodation unless undue hardship or a direct threat to safety of the employee, co-workers, or others would result.

Under state law, an employee must notify the employer in writing of the need for an accommodation within 182 days of when the employee knew or reasonably should have known that an accommodation was needed.

### **Anti-Harassment Policy**

The DDA is committed to a work environment in which all individuals, including employees, vendors, consultants, clients and the general public in our work areas are treated with respect and dignity. DDA expects that all relationships among individuals in the workplace will be professional and free of bias, prejudice and harassment. Each employee has the right to work in an environment free from harassment and discrimination. Conduct prohibited by these policies is unacceptable in the workplace and in any work-related setting including events outside the workplace, such as during business trips, business meetings and business-related social events.

Conduct or communications based on an individual's race, color, religion, sex, national origin, age, disability, genetic information, marital status, height, weight, familial status, sexual orientation, status as a covered veteran, or any other status protected by applicable law will not be tolerated.

Harassment is any unwelcome or unsolicited verbal, non-verbal, physical or sexual conduct that has the purpose or effect of unreasonably interfering with an employee's job performance or creating an intimidating, hostile or offensive work environment. Discriminating or harassing conduct is not allowed in the workplace, on Organization time, and using Organization equipment like phones, computers, via e-mail, text and voice messages, tweets, blogs, social networking sites or other means.

Examples of harassing conduct include but are not limited to:

- Negative stereotyping;
- Threatening, intimidating or hostile acts;
- Denigrating jokes, disparaging remarks, and the use of degrading nicknames and slurs;
- Unwelcome or unsolicited touches or threats of physical harm;
- Written or graphic material that denigrates or shows hostility or aversion toward an individual or group

Sexual harassment is defined as unwanted verbal or non-verbal sexual conduct or communications that are intended to or do in fact substantially interfere with an employee's employment or create and intimidating, hostile, or offensive work environment.

This definition includes many forms of offensive behavior and includes gender-based harassment of a person of the same sex as the harasser.

Examples of conduct or communications that constitute sexual harassment include but are not limited to, unwanted sexual advances, offering employment benefits in exchange for sexual favors, threatening reprisals after a negative response to sexual advances, leering, making sexual gestures, displaying sexually suggestive objects, pictures, or cartoons, derogatory comments or jokes, use of sexually degrading words to describe an individual, suggestive or obscene letters, notes, or invitations, sexual touching or assaults, and the impeding or blocking of movements.

Unwelcome sexual conduct or communications constitute sexual harassment when: submission to the conduct is made either implicitly or explicitly a condition of an individual's employment; submission to or rejection of the conduct is used as the basis for an employment decision affecting the employee; or the harassment has the purpose or effect of substantially interfering with the employee's work performance or creating an environment that is intimidating, hostile, or offensive to the employee.

#### **Discrimination / Harassment Complaint Process**

If an employee experiences or is a witness to sexual or other unlawful discrimination or harassment in the workplace, they should immediately report it to your supervisor or the Executive Director of the DDA. If an employee experiences or is a witness to sexual or other unlawful discrimination or harassment in the workplace by the Executive Director, they should immediately report it to the DDA Board Chair.

DDA will promptly and thoroughly investigate all reports of discrimination and/or harassment and appropriate remedial action will be taken on a timely basis. Complaints will be kept confidential to the extent possible, but confidentiality cannot be guaranteed. When the investigation is completed, the individual making the complaint will be informed of the outcome of the investigation. Any employee found to be engaging in unlawful discrimination or harassment will be subject to disciplinary action up to and including termination of employment.

Supervisors and members of management shall be responsible for the enforcement of this policy. Any manager or supervisor who becomes aware of possible illegal harassment or discrimination must immediately report such conduct so it can be properly investigated, and appropriate remedial action can be taken.

#### **Retaliation**

DDA prohibits retaliation against any employee who, in good faith, reports discrimination or harassment, files a complaint, or who participates in a complaint investigation. Any employee who, after investigation, has been determined to have retaliated against any employee will be subject to disciplinary action up to and including termination of employment.

An employee who believes they have been retaliated against should immediately notify your supervisor or the Executive Director.

Employees who make false and malicious complaints of harassment, discrimination or retaliation that are not made in good faith will be subject to disciplinary action up to and including termination of employment.

### **Workplace Violence/Bullying**

It is expected that all employees will always be treated with respect and courtesy. Behavior that is dangerous, intimidating or offensive to others is not allowed.

In addition, weapons, firearms, explosives or other hazardous substances or devices are not allowed on **Organization DDA property, including the parking lot.**

Conduct that may reasonably be perceived as threatening, intimidating, bullying or which coerces another employee, a customer, or any person, including during work and/or non-work time, will not be tolerated and will be subject to Performance Improvement up to and including termination of employment.

### **Health Information Privacy (HIPAA) Compliance**

It is our intent to protect the privacy of your health information. While the organization's exposure to your health information is limited, we have implemented a Privacy Program to protect our employee's private health information that is in compliance with the Health Insurance Portability and Accountability Act (HIPAA).

- The Organization will not release Protected Health Information (PHI) without your authorization.
- Employees should respect the privacy of others and refrain from discussing or asking other employees about their health. (don't ask/don't tell).
- Employees who choose to share their health information should do it on a need-to-know basis (for example, letting a supervisor know why you are absent).

If you have any questions or feel your privacy has been compromised, please contact the **Executive Director.**

### **Tobacco and Vape-Free Workplace**

Tobacco use and vaping on **organization DDA** premises or in **organization DDA** owned vehicles is prohibited. Use of these products is permitted during unpaid breaks (lunch) while off premises and not in **organization DDA** vehicles.

### **Attendance**

Your attendance is important. The organization recognizes that employees are ill from time to time and need time away from work. If you must be absent from work because of an illness, injury or emergency, please notify your **supervisor** as soon as possible.

Full time employees who are absent are required to use available Paid Time Off (see the PTO Policy) while they are absent.



If you are absent for more than three (3) days or your injury or illness was serious, a written statement from your physician and/or evaluation by the organization's physician may be required before you return to work.

It is important that you are at your work space promptly at the start of your scheduled shift. Frequent tardiness and excessive time away from work that is not scheduled is harmful to the organization.

Excessive absenteeism is defined as more than four (4) unscheduled absences in a 12-month period. Consecutive days of absence would be treated as one occurrence (counted as one absence only). An unscheduled absence is an absence with less than 24 hours' notice. This does not include Military or other qualifying leaves.

Each situation will be evaluated, but with general attendance issues, the following steps may be taken by supervisors.

No. of Absences (unscheduled)	Action
4	Supervisor brings to employee's attention
5	Counseling discussion with documentation
6	Written warning
7	Termination

Note: There may be other instances of absenteeism or tardiness which may require disciplinary action up to and including termination. This guideline does not alter the "at-will" status of employment.

### **Dress Code**

Although no formal dress code exists, employees are asked to wear articles of clothing suitable to the type of work they do and the environment in which they work. Articles of clothing should be neat, clean, in good taste, and not constitute a safety hazard. Interpretation of this code will be left to the DDA Executive Director.

### **Traverse City Parking Services (TCPS) Uniforms**

The employer shall furnish at no expense to employees, short sleeved and long sleeved shirts that have the TCPS logo. Employees in all TCPS operational areas shall wear them during their scheduled shifts. Employees are not permitted to wear open-toed footwear in any of the operational areas. In addition to shirts, overalls and winter coats may be provided based on job functions. All furnished uniforms shall remain the property of the employer. Some employees will be provided uniform reimbursement up to a maximum of one hundred fifty dollars (\$150.00) per fiscal year toward the purchase of approved safety shoes or footwear that is used as work related clothing. Reimbursable uniform items shall remain the property of the employee.

## **Gifts**

Employees and administrators are prohibited from accepting gifts of a value in excess of \$25, or gratuities from individuals and firms with which the employer does business. We believe that acceptance of such gifts is unprofessional, unbusinesslike, and places administrators and employees in compromising positions which are not in the best interests of the employer, its employees, or the citizens. It is also against policy to give gifts to those with whom the employer does business.

## **Drug-Free Workplace Policy**

We recognize alcohol and drug abuse as potential health, safety and security problems. It is expected that all employees will assist in maintaining a work environment free from the effects of alcohol, drugs or other intoxicating substances. Compliance with this Drug-Free Workplace Policy is made a condition of employment.

Employees are prohibited from the following when reporting for work, while on the job, on Organization or customer premises or surrounding areas including the parking lot, or in any vehicle used for DDA business:

- The unlawful use, possession, transportation, manufacture, sale, dispensation or other distribution of an illegal or controlled substance or drug paraphernalia. "Illegal drug" includes a drug not legally obtained and a drug not being used for its intended purpose or in its prescribed quantity.
- The unauthorized use, possession, transportation, manufacture, sale, dispensation or other distribution of alcohol or marijuana.
- Being under the influence of alcohol having a detectable amount of an illegal or controlled substance in the blood or urine without a valid medical explanation ("controlled substance" means a drug or other substance as defined in applicable federal laws on drug abuse prevention).
- Possession or use of marijuana during work hours is not permitted.

The DDA reserves the right to require any employee to immediately submit to a drug and/or alcohol screen upon reasonable suspicion that the employee is under the influence or has otherwise violated this policy. Employees involved in a work-related injury or accident or safety violation may be required to submit to a drug and/or alcohol test provided there is a reasonable possibility that drug or alcohol use by the employee could have been a contributing factor to the injury, accident, or violation. Employees who test positive for drugs shall be offered the opportunity to take a second confirmatory test.

Any employee who refuses to comply with the DDA's requirements for drug testing, who tampers with a test sample, or otherwise violates this policy shall be subject to discipline up to and including termination of employment. Drug and alcohol testing will be carried out in compliance with any applicable state and federal laws.

Any employee convicted under any criminal drug statute for a violation occurring while on the job, on ~~Organization~~ DDA or customer premises, in a ~~Organization~~ DDA vehicle at any time, or

in any vehicle used for Organization DDA business must notify the DDA no later than five days after such a conviction. A conviction includes any finding of guilt or plea of no contest and/or imposition of a fine, jail sentence or other penalty. Employees with such convictions will be subject to Performance Improvement up to and including termination of employment, regardless of whether they happened during working hours or on an employee's own time.

### **Personal and Company Property**

Your personal property is your responsibility. Because many people enter, and leave work areas daily, do not leave valuables where they could be easily picked up. The DDA assumes no responsibility/liability for your personal belongings.

The DDA reserves its right of access to organization property, equipment, facilities (including desks) and Organization DDA vehicles at all times. Any search of Organization DDA facilities or vehicles does not have to be based on reasonable suspicion.

### **Social Security Privacy**

It is the policy of the DDA to protect the confidentiality of social security numbers obtained in the ordinary course of business from employees, clients, vendors, contractors, or others. No employee shall knowingly obtain, store, transfer, use, disclose, or dispose of a social security number that the DDA obtains or possesses except in accordance with the Social Security Number Privacy Act and this policy.

Social security numbers obtained in the ordinary course of business must be held confidential to the extent practical and will be maintained in a secure location. Access to social security numbers will be limited to those with a legitimate business "need to know." Any employee accessing the social security number of another individual without the express authorization of the Executive Director will be subject to discipline and could be subject to criminal prosecution.

### **Social Media**

For the purposes of this policy social media includes blogs, podcasts, social networks (like Facebook, TikTok and Instagram), feeds, discussions and chat rooms and any other form of online activity which displays text and images. This policy applies to the use of social media while at work and when not at work.

Rude or unprofessional behavior toward a customer or anyone in contact with the DDA is not allowed. Employees must be courteous and respectful to customers and any member of the public while in the course and scope of the DDA's business. Employees may not disclose any confidential information related to DDA or its vendors, customers or business partners.

Employees are expected to work in a professional manner with management, customers, and vendors. This includes abiding by our policies that prohibit harassment and discrimination both at work and away from work.

Employees are required to use good judgment when posting on-line and be mindful that on-line activity leaves a digital "footprint" which can be retrieved, even if it is deleted later.

Social media can only be used if it is part of your duties while at work or the employee is on lunch or break. Improper use of social media according to this policy may result in disciplinary action.

### **Performance Evaluation/Goal Setting**

All DDA personnel will be appraised periodically, no less than annually, at the anniversary date of hire on their job performance. This evaluation is deemed necessary for goal setting purposes and all evaluations are confidential and performed for information and goal-setting purposes between supervisors and employee. The appraisals may be utilized when determining job performance or assessing personnel problems.

### **Separation of Employment**

If you decide to resign your position, the DDA requests you provide a minimum of two weeks' notice in writing. This helps with scheduling and enables the employee to be eligible for rehire. Employees are required to return all keys, proximity cards, uniforms (other than those items purchased under the uniform allowance policy), and parking permits to Executive Director.

## **II. Wage and Salary Policies**

### **Anniversary Date**

The first date of your employment for which you are paid is your anniversary date. Certain benefits are based upon this date.

### **Employment Classifications**

All employees are classified as full-time, part-time or temporary. Unless otherwise specified, the employee benefits described in this manual only apply to full time employees. All other policies apply to all employees. Also, all employees are classified as either non-exempt or exempt.

**Full-time Employee.** Any employee who is regularly scheduled to work at least 38 hours per week is considered a full-time employee.

**Part-time Employee.** An employee who is normally scheduled to work less than 29 hours per week on a continuing basis is considered a part-time employee. Part-time employees are not eligible for the benefits provided in this manual, unless indicated or except as granted on occasion or to the extent required by state or federal law.

**Temporary Employee.** The Organization may hire short-term employees for specific tasks or for summer employment. Temporary employees are not eligible for the benefits provided in this manual, except as granted on occasion or to the extent required by state or federal law.

**Non-exempt or Exempt Employees.** By law, employees in certain types of jobs are entitled to overtime pay for hours worked in excess of certain limits. These employees are referred to as "non-exempt". This means they are not exempt from the overtime pay law. See Overtime Policies for a full explanation of overtime payment policies.

If your position meets the rules for “exempt” status, your position is not subject to the overtime provisions of the Fair Labor Standards Act (FLSA).

### **Pay Period**

The normal pay period begins at 12:00 a.m. on Sunday and ends at 11:59 p.m. on Saturday.

### **Payday and Paychecks**

Employees are responsible for recording their time worked and will be trained how to record time worked by their supervisor. If an employee makes an error in recording time, they need to alert their supervisor immediately so the error can be corrected.

Time sheets must be submitted every other Monday and payday is every other Friday.

Any deductions to your pay, including required taxes will be itemized on your paystub. Employees should review this information carefully each payday. If at any time you have questions about the amount or calculations, or notice a potential error, please contact the **Executive Director** immediately.

### **Overtime Pay**

Occasionally, overtime may be required to meet the needs of the organization. Non-exempt employees who work more than 40 hours in a work week shall be compensated at a rate of one and one half (1.5) their hourly rate. Paid Time Off and Paid Holidays will not be counted toward hours worked for the purpose of calculating overtime.

Overtime must be approved by your supervisor in writing prior to working overtime. Employees who fail to obtain approval prior to working overtime hours, will be subject to disciplinary action.

### **Direct Deposit**

Full time and part-time regular employees are required to have their pay deposited directly into their account at a participating financial institution. Direct deposit should be established within 10 days of their start date.

### **Travel Time**

Travel time is considered work time when the following conditions are met:

- When an employee who normally works at one location is sent out of town on a single-day trip, time which is spent traveling is work time;
- An employee who travels away from home overnight is not working when they are a passenger on an airplane, train, boat, bus or automobile outside of the employee's regular work hours, however any time which the employee spends traveling as a passenger on a weekend will be counted as work time if the travel cuts across the hours which the employee would normally work during the week.

### **Work Schedule**

The DDA Offices are typically open from Monday through Friday from 8am to 5pm. **Hours in**

Parking operations vary depending on your position. Please check with your supervisor for schedules.

If you are unable to report to work at your scheduled time, you are required to contact your supervisor promptly. Please leave a voicemail if you are unable to reach them.

### **Breaks and Lunches**

Non-exempt employees are required to punch out for a half hour (30 minute) lunch break.

### **Remote Work Policy**

Full-time employees who wish to work from a location other than the office, must submit a remote work request in writing to the Executive Director. All remote work requests must be approved by the Executive Director. In general, remote work options are limited to no more than eight hours a week and should be applied in an organized and consistent manner at the discretion and approval of the Executive Director. There may be other circumstances where employees are allowed to work remotely to safeguard other employees in the office from “possible” illness, but that the employee feels well enough to work but is concerned about possible exposure to in-office employees. Employees utilizing remote work are expected to be available through existing communication channels (i.e., phone, email, etc.) and complete work in a timely manner. Remote work can be eliminated at any time at the discretion of the Executive Director.

### **On-Call Schedule and Call-In Pay**

Some positions require employees to be “on-call” and ready to report to work at a time other than the regular schedule. This is usually in response to an emergency, maintenance request or unexpected situation. Employees who are scheduled “on-call” must:

- 1) be reachable by phone
- 2) be available to report to work within 30 minutes of a request
- 3) refrain from activities that might impair their ability to perform any assigned duties.

Employees who are scheduled to be “on-call” will receive a \$100 stipend for any weekend they are scheduled. Non-exempt employees who report to work for a call-in shall receive a minimum of two (2) hours’ pay. Call in Pay does not apply to picking up a shift for an ill employee.

### **Remote Support Pay**

Remote support is a phone call that is taken when an employee is in need of assistance for an emergency or unexpected situation and the solution may be handled over the phone. Non-exempt employees who respond to remote support shall receive their current rate of pay. The call shall be rounded up in increments of five (5) minutes.

## **III. Benefits**

### **Insurance**

The DDA offers a benefit package for full-time employees, which are outlined below.

#### Medical Insurance

*Eligibility: Full time employees, first of the month after date of hire.*

Every benefits-eligible employee is encouraged to have medical insurance coverage either by participating in the DDA's plan or having coverage under another plan. The DDA offers medical insurance plans, which may change from time to time. Employees must pay part of the monthly premium, which is determined each year. These plans are described in their respective Summary Plan Descriptions.

Once an employee has elected coverage or opted out of coverage, changes will not be able to be made until the next open enrollment period unless there is a qualified change in status. Qualified change in status includes; marriage, divorce, legal separation, birth or adoption of a child, and change in a child's dependent status. For an extensive list please contact the City HR Department.

Employees are required to contact the City HR Department within 20 days of a status change during the plan year.

The employee contribution is made by payroll deduction through a Cafeteria Plan. This plan deducts the contribution from taxable income, thereby saving taxes and reducing your net cost of coverage.

### **Opt-out Compensation**

The DDA agrees to compensate employees who have other health insurance coverage, three thousand six hundred dollars (\$3,600.00) per year. Opt-out compensation will be equally dispersed through each pay period payable in the last pay in June for eligible employees. Eligible employees will be required to sign a Payment In Lieu of Insurance Waiver and Release form annually.

### **Dental Insurance**

*Eligibility: Full time employees, first of the month after date of hire.*

The DDA provides dental insurance to the employee, spouse and dependents (up to age 26), at no cost to the employee.

### **Vision Insurance (optional)**

*Eligibility: Full time employees, first of the month after date of hire.*

Employees have the option to purchase Vision Insurance through the group vision plan.

### **Short-term Disability Insurance (STD)**

*Eligibility: Full time employees, two months following the date of hire.*

STD insurance provides for partial wage continuation for periods which eligible employees are unable to work in the event of a non-duty related disability. The DDA provides this coverage to employees at no cost to the employee.

Key benefits include:

- Up to 26 weeks of coverage
- Effective on the first day of an accident and the eighth day of illness
- A weekly benefit of up to 66 2/3% of the employee's wage.

## **Long Term Disability Insurance (LTD)**

*Eligibility: Full time employees, two months following the date of hire.*

This benefit begins after the 180-day waiting period, and pays 60% of the first \$6,667 of monthly pre-disability earnings, reduced by deductible income, with a maximum of \$4,000 before reduction by deductible income. The DDA provides this coverage to employees at no cost to the employee.

## **Life Insurance**

Eligibility: Full time employees, two months following the date of hire

The benefit is two (2) times annual earnings, rounded to the next higher multiple of \$500, if not already a multiple of \$500. The maximum benefit amount is \$100,000.

The DDA provides this coverage to employees at no cost to the employee.

*Life insurance amounts in excess of \$50,000 are subject to Federal tax. Tax deductions for life insurance are taken on the final paycheck at the end of the calendar year.*

## **Retirement Benefits**

The DDA will assist employees in saving for retirement and offers a 457 Deferred Compensation plan.

The DDA automatically contributes 4% of the employee's gross wages each pay period. The 457 Plan allows employees to make their own contributions pre or post-tax (Roth). If employees choose to participate via payroll deduction, the DDA will match the employee's deferral up to 6%. Employees can individually choose investment options offered through this program.

For more details, please consult the Summary Plan Description.

## **Paid Time Off (PTO)**

Paid Time Off (PTO) is an all-purpose time off policy for eligible regular full-time employees to use for vacation, illness or injury, and personal business. It combines traditional vacation, sick leave, and personal plans into one, flexible, paid time off policy.

Employees are accountable and responsible for managing their own PTO hours to allow for adequate reserves to cover vacation, illness or disability, appointments, emergencies or other personal business according to their own personal and family needs.

PTO is used to receive pay for absences that are either "scheduled" or "unscheduled." Please see the Attendance Policy for more information. An employee is eligible to earn PTO as described in this policy if they are a regular full-time or part-time employee.

The chart below illustrates the rates at which PTO is accrued based on the years of service. PTO is accrued at the rate per hour worked. Employees can begin to use PTO after they have completed ninety (90) thirty (30) days of employment.

All regular full-time employees shall accrue PTO each pay period as follows:



Years of Service	Accrual Rate
Zero to Four Years	0.06 hours/regular hour worked
Five to Fourteen Years	0.08 hours/regular hour worked
Fifteen Years +	0.10 hours/regular hour worked

For example, a full-time employee who works a regular 40-hour work schedule, will receive 15 (8-hour) days for the first four years, 20 (8-hour) days from years five to fourteen, and 25 (8-hour) days for 15 years or more.

Employees will be required to use available PTO in conjunction with “Unscheduled” absences and/or an FMLA and/or Leave of Absence. The Attendance Policy standards of “scheduled” and “unscheduled” absences apply to the use of PTO.

PTO can be used in minimum increments of one (1) hour. If an employee has an unexpected need to be absent from work, they should notify their supervisor before the scheduled start of the workday. The supervisor must also be contacted on each additional day of unscheduled absence.

To schedule planned PTO, please use the online request system for advance approval from your supervisor. Scheduled PTO must be requested at least 24 hours in advance. Requests will be reviewed based on several factors, including organization needs and staffing requirements and approval of time off is at the discretion of the supervisor.

PTO is paid at your base rate of pay at the time of absence. It does not include overtime or any special forms of compensation. PTO is also not considered “time worked” for overtime premium calculations.

The organization believes that using PTO is important to the health of the employee and the organization. It’s important that employees take occasional breaks from work for recreation and rest and employees do not come to work with an illness that can pass to other employees and customers. DDA encourages employees to use their PTO by the end of their anniversary date.

If PTO is not used before the anniversary date, it is forfeited and cannot roll into the following year. If PTO is not used before the anniversary date, a maximum of 120 hours is eligible for rollover into the next work year and accumulation in the PTO “bucket.” Unused PTO above 120 hours that remains on the anniversary date will be forfeited, unless approved by the Executive Director prior to anniversary date. Upon resignation, employees in good standing will receive payout of any unused balance of their PTO up to 120 hours

An employee who has exhausted the paid leave available to them under the provision of this policy may apply for STD, LTD, or leave of absence without pay.

### **Paid Sick Time**

The DDA recognizes that employees will occasionally need to take time off from work to recover from an illness, to address their medical needs or to address the medical needs of a

family member. Employees may use up to five (5) days of sick time annually (year of anniversary) If sick time is not used before the employee's anniversary, it is forfeited and cannot roll into the following year. Upon resignation, employees will not receive payout of any unused balance of the sick time.

Employees hired before June 30, 2020 may have accumulated Sick Leave time. As of July 1, 2020, Sick Leave time will no longer accumulate. Sick Leave balances will be accessible up to 480 hours until June 30, 2022. After June 30, 2022, Sick Leave pay banks and balances will be eliminated. The balance of Sick Leave time can be used for personal sick or to care for and care for a sick family member.

Upon resignation prior to June 30, 2020, employees in good standing will receive up to 480 hours of the balance of their sick pay, based on the rate of pay in the 2019/2020 budget.

### **Flex Time**

For events, where employees are required to work outside their normal workday & workweek, employees may be able to schedule time away from work to attend occasional, planned events without using Paid Time Off. (PTO)

Scheduling Flex Time needs to be clearly defined and all Flex Time must be communicated with co-workers and approved in advance by a supervisor. Flex time may not result in overtime in the workweek.

Flex Time off can be requested in no less than 30 minutes and no more than 8 hours. Flex Time cannot be consistently requested in a pattern or permanently change the employee's regular hours of work.

Requested Flex Time off must be made up within the defined work week of Sunday through Saturday and must be made up in the next two work weeks. If it is not possible to make up the Flex Time off in the two-week window, the employee must seek prior approval from their supervisor or use PTO for the time off work. If PTO is not available, the time off will be unpaid.

A request for use of Flex Time should include the hours being moved and indicate where the hours will be made up within the two-week work window.

In the event you schedule Flex Time with co-workers and then need to cancel or revise, you may be required to keep the approved Flex Time schedule if others are affected.

### **Leave of Absence**

All regular full-time team members employed for a minimum of ninety (90) days are eligible to apply for a Leave of Absence (LOA).

A Leave of Absence can be used to request an extended period away from work, usually for reasons such as the employee's own medical condition, to care for a dependent, or following the birth, adoption or placement of an employee's child.

A leave of absence (LOA) will be approved on a case-by-case basis taking the needs to the business into consideration. The DDA will not approve a leave for a personal reason such as travel. The employee must request the LOA in writing and submit it to their direct supervisor or the Executive Director. When foreseeable, employees should submit their request at least thirty (30) days in advance of the need of the leave.

A leave of absence may be approved in increments of up to thirty (30) days and the employee will be asked to provide documentation that verifies their need to be off work. Job performance, absenteeism and departmental requirements will all be taken into consideration before a request is approved. Leaves may be extended or renewed with certification from a qualified health professional and at the discretion of the Executive Director.

Employees must use any available/accumulated PTO (or unused sick time if applicable) while on an LOA. The employee is responsible for their portion of the benefits while out on a leave and time off work will not count towards benefit accruals and seniority. The DDA will make every attempt to hold the employee's job but cannot guarantee that the employee will be restored to their original position under this policy, unless otherwise required by law.

You will be asked to provide a Fitness for Duty from your health care provider before returning to work if your leave is for your own serious medical condition. You must return to work on the scheduled return date or the DDA will consider you to have voluntarily resigned from your employment. Extensions of leave will only be considered on a case-by-case basis. Please contact the Executive Director for more information on request procedures.

Employees who need leave as a reasonable accommodation for a disability that is longer than the 30 days of Leave under this policy will have their request addressed under the Disability Accommodation policy.

### **Bereavement and Caregiver Leave**

Bereavement and Caregiver leave shall be granted in case of the death or needed care of any relative living within the household of the employee, of for the death of a spouse, child, father, mother, sister, brother, father-in-law, mother-in-law, sister-in-law, brother-in-law, daughter-in-law, grandparents, or grandchildren. Bereavement Leave will be granted from the date of death to the date of the funeral not-to-exceed three (3) working days. Caregiver Leave will be granted not-to-exceed three (3) working days. Employees may use PTO or request a leave of absence if additional time away is needed.

### **Holidays**

The DDA observes the following Holidays:

- New Year's Eve
- New Year's Day
- President's Day
- Good Friday
- Memorial Day
- Independence Day
- Labor Day

- Thanksgiving Day
- Day after Thanksgiving Day
- Christmas Eve Day
- Christmas Day
- Floating Personal Holiday (8hr day)

Employees who work their last scheduled shift prior to the holiday and their first scheduled shift after the holiday are eligible for Holiday Pay. Full time employees will receive eight (8) hours, and regular part-time employees will receive four (4) hours of Holiday Pay for the Holidays above. Employees on a Leave of Absence are not eligible for Holiday Pay.

Due to the needs of the organization, employees may be scheduled to work during the above holidays. Employees who work on the holidays listed above will receive their regular pay plus eight (8) hours of Holiday Pay. If they work on the Holiday they get 1.5 times the regular rate.

### **Jury Duty**

When an employee is absent from work because of being summoned, and/or serves on a jury, or because of being subpoenaed as a witness at court, the employee shall be paid the difference between his/her regular salary and the fees received as a juror or as a witness for time lost from the employee's regular scheduled workdays.

### **Parking Benefit**

Employees of the DDA have the option of receiving a parking permit at no cost. Employees should park at the Old Town Deck or Hardy Deck during the winter months, and Old Town Deck in the summer.

### **Cell Phone Reimbursement**

Depending on the needs of your position, you may be eligible for cell phone reimbursement. Your Supervisor and the Executive Director will make that determination.

### **Information Security General**

Employees and contractors/agents of the DDA can access customers' personal information only while conducting business for the DDA and Traverse City Parking Services (TCPS). Any employee or contractor/agent found in violation of this policy is subject to disciplinary action up to and including termination and legal action.

### **Credit Card Data Handling**

Only employees and contractors/agents of the DDA explicitly authorized are permitted to process credit and debit cards provided it is done in compliance with this policy. Card numbers, security codes and other related data may be used only to run charges requested by the cardholder. Once the charge has been processed, all account numbers and security codes must be destroyed immediately or must be fully blacked out on both sides of the page on retained forms. No credit card data are allowed to be transmitted via end-user messaging technologies. Employees and contractors/agents of the DDA may not use this data for any other purpose.

### **Driver, Vehicle and/or Related Data**

Driver, vehicle and/or related information obtained from the Michigan Secretary of State may only be used by employees in the conduct of enforcing or processing parking violations. Only employees explicitly authorized by the Parking Director may access this information.

### **Equipment, Accidents, Injury and Reports Department Vehicles**

All Traverse City ~~Parking Services~~ DDA motorized vehicles (maintenance equipment, ~~enforcement vehicles~~, golf cart, etc.) require the employee to maintain a valid state issued driver's license. The employee shall notify the employer if their driver's license validity has lapsed or been suspended. Motorized vehicles may be assigned to any employee as needed to complete job tasks and may not be operated by non-employees.

### **Accident Reports**

Any employee involved in an accident shall report the accident, and the damage to their supervisor. The supervisor may assess the accident and request the employee to contact the Traverse City Police Department. When required by the Employer, the employee shall complete an accident report in writing to include available names and addresses of witnesses, and description of the accident and supporting details. The written report shall be submitted to the employer prior to the beginning of the employee's next shift following the accident.

### **Injury Reports**

Any employee involved in an injury shall report the injury to their supervisor. The supervisor may assess the severity of the injury and request the employee seek medical attention. If medical care is refused by employee, a form of refusal must be submitted and filed. For non-threatening injuries, the employee shall make the employer aware of their intent to seek medical attention. Employees are required to complete specific injury forms and seek medical attention at Munson Community Health Center at 550 Munson Avenue. For accidents that occur after regular business hours, employees should report to the Munson Emergency room. For all injuries, the Employer requires the employee complete an accident report in writing to include available names and addresses of witnesses, and description of the accident and supporting details. The written report shall be submitted to the employer prior to seeking medical treatment and no later than the beginning of the employee's next shift following the injury.

### **Employee Handbook Acknowledgment Form**

I acknowledge that I have received the Traverse City Downtown Development Authority (DDA) Employment Handbook. I also understand it is my responsibility to read and understand the policies as outlined in the Employment Handbook.

I agree to conform to the rules and regulations of the DDA as described in the handbook which is intended as a guide to human resource policies and procedures. I understand that the DDA has the right to change the handbook without notice. It is understood that future changes in policies and procedures will supersede or eliminate those found in this book and that employees will be notified of such changes through normal communication channels.

I also understand and agree that the information contained in these materials does not constitute an employment contract between the DDA and me, and the either I or the DDA may terminate our employment relationship at any time, with or without cause. I understand that no supervisor or representative of the DDA, other than the Executive Director of the DDA, has any authority to enter into any agreement for employment for any specified period, or to make any agreement contrary to the foregoing.

I shall return this acknowledgment form within five (5) working days.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Employee's Name (please print)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Witness

Upon return of this acknowledgement form to your supervisor.

DDA Executive Director Priorities	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Status
	July - Sept.	Oct. - Dec.	Jan. - March	April - June	
<b>Internal Operations</b>					
1. Complete DDA Staffing					
A. Filling the Deputy Director Position		X			✓ Completed
B. Filling the Communications & Marketing Specialist		X			»»» In Process
C. Filling the Engineering Consultant			X		»»» In Process
2. Update Employment Handbook			X		»»» In Process
3. Complete DTCA Financials		X			»»» In Process
4. Fill or Realign DDA Board Membership Requirements			X		● Not Started
5. Facilitate DDA Board Governance Training			X		● Not Started
6. Budget Approval by DDA Board and City Commission				X	● Not Started
7. Create Project Dashboard		X			● Not Started
8. Facilitate Internal Professional Development					»»» In Process
<b>Capital Projects</b>					
1. Complete Hannah Park Overlook		X			»»» In Process
2. Complete West Front Street Staircase				X	■ Stopped
3. Advance Rotary Square Conceptual Design				X	»»» In Process
4. Advance Two-Way Pilot Extension		X			»»» In Process
<b>Long-Term DDA Activities and Initiatives</b>					
1. TIF Communications Ahead of and After November	X				»»» In Process
2. TIF Approval by City Commission		X			■ Stopped
3. Advance Full Time Ambassador (Maintenance) Program				X	»»» In Process
4. Update Service Agreement with the City			X		»»» In Process
5. Advance TIF-97 Capital Project Prioritization		X			»»» In Process
6. Facilitate DTCA Funding and Projects				X	»»» In Process
<b>Items Completed Since March</b>					
Budget negotiated, approved by DDA and City Comm.	X				✓ Completed
MFD TIF Approved by DDA Board	X				✓ Completed
Job positions posted	X				✓ Completed
Completed the Brownfield agreement with Uptown	X				✓ Completed
Ended the Retail Incubator Project	X				✓ Completed
Approve Executive Director Job Description	X				✓ Completed