



APRIL 2021 BOARD MINUTES

Board: Alix Midgley, Ben Ryan, Brendan Clark, Brian Arnold, Carla Respects Nothing, Elissa Hardy, Jenna Hansen, Jennifer Biess, John Feeney-Coyle, Kelli Barker, Mike Malloy

Staff: Jamie Rife, Julie Winkowski, Layla Said, Rebecca Mayer, Sierra Trujillo

ADMINISTRATIVE

Brian led the group in a Kahoot icebreaker about movies.

CONSENT AGENDA

Brian asked for someone to motion to approve the consent agenda. John moved to approve the consent agenda. Jennifer seconded the consent agenda.

Brian covered the consent agenda.

Vote – John motioned to Approve, Jennifer seconded, all in favor, none opposed

TOPICS

Board Time Change (Brian & Rebecca)

Brian said the thought process behind moving the meeting to the first Tuesday of the month was not needing the most up to date information. He said that this was the night that most people said they could make it. He's excited to see faces like Jenna's who had a conflict with Thursday's time. He said if we continue with this time, the Board will be looking at financials from two months prior. This month we'll be looking at February. Brian said he is good with this.

Rebecca wanted to add that in addition to financials being two months behind, other items in the packet would be behind as well. For example, the Flex Fund and OneHome reports would also be delayed. If we continue to meet on the first Tuesday, it would be too big of a turnaround for the staff to have the prior month's numbers, especially when the meeting falls on or close to the first of the month. She wanted the Board to consider that most reports will be behind in future packets if we kept this time.

Mike added that him and Julie talked. He doesn't want the MDHI team to feel rushed in reporting. He suggested we have an apparatus in place to flag the Board of anything urgent if we keep this date. He asked if Julie had anything she wanted to add. Julie said Mike already stated her concerns. She added that her only concern was financials being two months behind.

Brian added that if we did it on the Third week or fourth week of the month, it would give the staff a little more time to make sure they have everything. Brian wants to make sure we have an apparatus for reporting if there is something wrong the Board needs to know right away.

Ben added that this is a good opportunity to put this sort of apparatus in place. He think it makes sense to notify the Board should anything pop up. The Board should be aware so that it can take the necessary action. Mike asked Rebecca and Julie if they could be a part of this meeting to create an emergency communication protocol. Rebecca said sure. Mike said he would follow up via email.

Governance (John & Ben)

The Board retreat for governance with Bill Charney is scheduled for November 5/6. More details coming soon. We will have an introductory training/conversation with our consultant a few months prior. This will be virtual and during a Board meeting. It will likely take place a few months before the November Retreat.

Now that the size of the Board has been reduced, recruiting is now more important than ever. Please continue communicating with your network and consider our mandate to increase diversity on our Board. Feel free to reach out to Jenna, Ben, or John if you have questions about Board recruitment.

The next item is a call to have people volunteer to join one of our Board committees: finance, governance, and executive. Now that the size of the Board has been reduced, we need everyone to participate in at least one of these committees. The committee meets 1 hour per month, and it is not an especially large time commitment. Layla will be sending out a survey so that people can respond and identify a which committee they are interested in. We are not asking people to commit to more than one.

The last item is that we are approaching the executive team's term limit in June. Again, we need people to step up and take over those executive positions. It is important to have turnover because of the time commitment everyone makes. It is also good for the overall health of our organization and board. John encouraged everyone to think about if they would like to take over one of the executive positions. If you have any questions about the duties or what the position entails, reach out to anyone in governance the governance committee. We are still missing a Vice Chair of Continuum Activities. We need to fill those roles, so think about it and let us know if you would like to. That is all for governance unless there are any questions.

Jennifer asked when people were terming off the Board. John said one person is terming off in June and three are terming off in July. Brian asked for a list of terms and members. John said we could send that to the group.

HUD System Performance Measures (Rebecca)

Rebecca said we meant to send the NDAs out for logins this month, but we will send them to the Board after this meeting. She said some good feedback she has gotten from the Board is the need for some basic foundational knowledge about the things we are doing, and she believes these measures will help inform conversations as we work to improve our performance. Rebecca said these metrics should look familiar because they align with our logic model. These System Performance Measures (SPM) are HUD-mandated. MDHI turns them in every year. We just turned them in a few weeks ago. So what is the purpose of SPM? Rebecca noted that we want to look at overall performance as a system and not just at the project level. In general, these metrics are capturing the combined efforts of all programs within the system. Rebecca also emphasized that these metrics are really dependent on data quality and completeness. Most of this data comes from HMIS, and it is not just from COC/ESG-funded programs. We are also looking at emergency shelters and places that are not mandated to use HMIS. We want good coverage around the region and good data quality. Since we are only capturing the data that is entered into the system, we really need complete and quality data.

This is also a part of our NOFA score, which is the big application that talks about our CoC. In that application we are putting in those metrics and being scored on them. Rebecca also gave a huge shoutout to the HMIS team. The metrics are very detailed and take a lot of effort to compile, and their efforts made it possible.

The first metric is "length of time homeless." If you hover over 'here for more context,' the metric is spelled out. These are for Emergency Shelters (ES) and Safe Havens (SH). The SPM looks at successful exits. This is looking at people that were housed, exit housing, and return to homelessness (over a two year period). This is important because we want people to be exiting to a successful destination and not returning to homelessness. You will notice that the data is separated by two colors for AES and Clarity. We previously had a vendor that wasn't good, and the data being entered into the HMIS system was being lost in a black hole. We then brought the system in-house, and contracted with a new provider, which we have been very happy with. The third metric is not fully from HMIS, some of it is from the PIT Count. This would be the unsheltered portion. The fourth SPM is for CoC funded projects only. It is about people increasing

their income, whether it is earned income or through benefits. We are also checking noncash benefits as well. I think it will be interesting for us to look at the impact of this year, although 2020 is not that different from other years, so we will see what this year brings us. The fifth metric is the number of persons experiencing homelessness. Rebecca noted that a lot of these are HUD definitions and metrics. There is no metric number 6 because HUD has one that is not applicable to any CoC. Metric 7 looks at successful placements in or retention of permanent housing. Different exits are deemed successful or unsuccessful. If you are exiting to emergency shelter, then that would be considered unsuccessful. If you are exiting to an apartment because you've been able to achieve self-sufficiency, that is successful. Rebecca concluded that the purpose of this was to give an overview of what we'll be looking at moving forward. This is not just about turning in numbers once a year to HUD, but about making the data actionable. Rebecca added that she just gave this to our Process Improvement Committee as well.

Kelli had a question. She said she knows HUD has definitely elevated the need for equity. She wondered if there were any talks of adding metrics around equity to the SPM. Rebecca said it's a great question. She knows they are looking at different ways for us to collect data on race and ethnicity. She knows they have put things out on prioritization. However, she has not heard anything about SPM specific to racial equity. Built for Zero with Community Solutions has some of their own metrics. Right now we are looking at what metrics BFZ is offering. Rebecca thinks it's something that can be brought up at HUD office hours.

Brian asked if they are counting the stimulus as earned income. Rebecca said she is not positive, although she doesn't believe it will be counted. She asked the group if anyone knew. Kelli thinks that it would be included somewhere under the tax credit option. Brian asked if we think 2020 numbers will be low because of the eviction moratorium. Rebecca thinks the moratorium staved off a lot about what could have happened. Rebecca said the downside is the rental arrears and the draconian fees that are being accrued. Once the moratorium is lifted, we are bracing for the need of prevention dollars. What does it look like helping someone with a few months' rent versus \$10,000 of rent. Brian said it was good and thanked Rebecca for her report. Mike said the stimulus falls under the Recovery Rebate Credit and is not counted as income.

Regional Convening Updates (Jamie)

Brian asked Jamie to give her updates on the convening. Jamie enthusiastically said that 'we did it.' The convening happened March 18th and a lot of people have reached out since. But what happens next? At that event we talked a lot about how Built for Zero (BFZ) is a framework for us to make data-driven decisions and coordinate what's happening at the local level regionally. Jamie showed the group a quick video on BFZ because she thought it explained the framework well. Jamie thought the video would be helpful for people who are new to BFZ. That first convening was really about bringing people to the table that can start supporting the work that is already being done in local communities. Phase 2 is really convening the Homeless Coordinating Teams (HCT), Technical Advisory Committees (TAC), and Subregional Forums (SF). This is our regional coordination. Each will have their subcommittees that carry out local planning. Our goal is to reduce veteran homelessness by 50% at the end of the year. The HCT have the community lead, providers, housing authority's, and data leads. The SF are made of elected officials, who appoint people to the TAC. The TAC are the ones really interacting with the HCT. The TAC will communicate with the electeds so that they can clear the path towards our shared aim.

Today, an email went out to elected officials to ask them to join the Subregional Forums. I am already excited about the number of people reaching out to be involved. There is a lot of support from the Metro Mayors Caucus, DRCOG, and the State. We are in a place to really get this happening at the local level so that MDHI can coordinate regionally. Does that make sense? Questions?

Brian said he was at the Aurora and Housing Redevelopment meeting recently. The other city council members asked one member to sign the pledge, and they wouldn't sign even though we are just asking that you be a part of the process. But as it trickles down to people that didn't get on the call, how do we get everyone up to speed? He said he can't see Jamie presenting at every city council meeting. Jamie said the pledge was intentionally written to be very broad. There is no fiscal tie to this pledge. It's about helping us stand up the HCT, SF, and TAC and being a part of the conversations that

are happening regionally. Jamie said we are doing our best by sending briefings weekly via email. We are getting key people in each of the regions that can be champions for this movement. We have had someone from 20 out of 38 cities in our region sign the pledge.

Brian wanted to confirm that Melanie from Community Solutions would talk to our Board in June. She has a great way of framing BFZ. Jamie said she can send the Board a recording of the convening and the slide deck as well. Alix added that this is awesome and exciting, and it is tremendous to hear we already have pledges from 20 cities. She added that unincorporated Adams County has a large percentage of the unhoused or unstably housed population. She said because of the way our jurisdictions work, there are a lot of funding implications for that. She thinks it would be important to pull in the county commissioners office in as well to make sure things are trickling through to unincorporated Adams. Jamie thanked Alix for pointing this out.

Stakeholder and Lived Experience Updates (Carla & Elissa)

Elissa said were originally looking at having a 'Youth Action Board' and 'Lived Experience Advisory Board,' but we are now looking at the calling them a 'Committee' versus a 'Board.' We were working on this before COVID, and the timing of that made it especially hard to connect with people who don't have easy access to tech. Elissa acknowledged this as a challenge and gave a shoutout to Layla and Sierra for keeping members engaged with stipends and tech access. With that said, they are working on making the Young Adult Leadership Committee Stronger. A few members have aged out or dropped off, and we are working on pulling the group back together. Before we develop a Lived Experience Committee of adults, we really need to keep engaging with groups that already exist in the community and build relationships and trust. In that process, we are working on the youth piece first before going to the adults. We also plan on going to shelters, Denver Homeless Out Loud, the Native talking circles, and the Safe Outdoor Spaces. It is a great community that is being built at the SOS site. We want information from people who have experienced homelessness and who are experiencing it currently that have that expertise. Elissa asked the group for questions before asking Carla to talk about the Talking Circles.

Carla said it was decided to start back up the talking circles in the park along with the COVID regulations. They meet biweekly. First they create a meal and take it to the circle. The most they had was about 20 people, located in a central part downtown on Broadway. The focus of the circle is to connect with homeless relatives on the streets. Prior to the Talking Circle Carla and others would conduct outreach on the streets. There are other coworkers and providers that participate in the Circle. Carla said she is glad to get it going again and connect to the homeless on the streets so we can see what they're dealing with. She said today they we went out to promote again and a lot of people experiencing homelessness didn't even know they can get SNAP and SSDI. She said she is trying to figure out where they are at and work with other collaborative organizations to meet their needs on the street.

Brian said congratulations. He said he knows that it was a rough start. And it is exciting that she stuck with it and didn't get discouraged. He asked if the people coming to the circle have access to vaccines, or is that something that is being talked about. Carla responded that participation at the last meeting was low because of the blizzard. She said she wants to get health orgs in to give people information about the vaccine. She said she asked DIHFS but they were reluctant to help people on the streets. She also asked CCH to come out, but other than that, she is still looking. She said the elders on the streets and especially don't know. The hard part about them is that they are in extreme addiction, and the cultural trauma from before really weighs heavy on them. Brian said some folks at the NAACP have been doing vaccine outreach and might be willing to help. He doesn't know if there are other organizations willing to talk. Jennifer said that the Department of Housing Stability and Denver Dept of Health and Environment have been working very closely since the pandemic. She said she would draft an email and connect them to Carla.

Diversity, Equity, and Inclusion (Sierra)

Sierra thanked Carla and Elissa for their updates. She said we want to get the community outreach going and we are identifying ways now to do that. The talking circle, the young adult leadership committee, DHOL, and the SOS sites are all places to start. MDHI will continue to be a thoughtful participant. This will take the place of the future listening

sessions Matt has talked about. This meets people where they are at. As our service providers start to open up again and we make those connections, we can also meet people in the provider space.

As far as the internal work that we started, we did a deep-dive into racial equity at our staff meeting 2 weeks ago. We invited 'Allies to Abolitionists' to have a discussion with the Team. The video 'Message to the Mayor' came out of a campaign. She asked people to see the documentary if they haven't already. Her intention was to bring 'Allies' in to have questions answered. But what came out of it, which was surprising and great, was how much they relied on MDHI and our data to arm their campaign. It gave them the knowledge they needed to do their activism work. And it started a great relationship and another one that we can keep up moving forward. It was a nice discussion. We all learned a lot, and it gave us an opportunity to see how we can work together.

In the second half of the meeting, the staff looked over the white supremacy culture characteristics. It is something for us all to keep talking about. In her experience, she has used this document with an organization, but nothing ever happens with it. But if this is about changing culture, then it is about going back to it and learning from it. She wanted people to internalize how these characteristics are present within themselves, so she split the staff into affinity groups. There was a BIPOC -caucus and a white ally-caucus. Our time was cut short, but we did what we could. And we did an activity afterwards which was telling of where people are with DEI work. It was nothing to close the loop on because this is continued work. We will have a follow up meeting in the first week of May with some facilitators to do a deeper dive.

As far as internal training goes, Elissa mentioned that we selected a consultant. Their names are Syah and Emily, and their links are in the Board Packet. Both are excellent individuals. Sierra had the privilege of being in a leadership group with them. Syah is going to support the young adult group. We really want to keep that group going and keep that group motivated. There is a lot of funding potential if we really lift this group up and make it a thing of our own. Whoever ages out can be a part of any future groups we have. We are working on their leadership skills and advocacy. Syah will be doing empathy coaching with Sierra and Layla and will also be supporting Layla while Sierra is on maternity leave. There will also be training for the Board and staff, hopefully before Sierra leaves and then again after.

Sierra is looking forward to having them to help support her work. As much as she can do the work to facilitate and lead these trainings, she believes that she should also participate as a staff member rather than lead. That is why it is important to have these consultants on board to support her.

Concluding Remarks (Brian)

Brian asked Rebecca to update the group on staff changes. Brian also said we are looking at having our next Stakeholder Meeting at the beginning of September. In regards to staffing updates, Rebecca said that Matt Richard on the HMIS team has taken a job with Bitfocus, our HMIS vendor. His last day is this Thursday. Annie, our Bookkeeper working from California, is going to be wrapping up next week. Elizabeth Murray also resigned her position last month. She is now at the Arapahoe libraries. Midori and the OneHome team also had a training for 300 people, so we are excited for our next Stakeholder meeting. It'll be good to talk about updating our governance charter, the regional convening, and new ideas to come.

Alix asked if we had a procedure for exit interviews or soliciting feedback from people who left the organization. She thinks some remarkable people have left. Rebecca said we are looking at doing it through Insperity, but currently have no process in place.

Executive Session (Closed)

Closed executive session to discuss Matt Meyer's performance review as Executive Director.