



**MDHI Board Meeting Minutes  
February 9th, 2017**

**Board members attending:** Melanie Lewis Dickerson, Bob Munroe, Maryjane Carr, Debra Eakin, Lu Horner, Shehila-Rae Stephens, Patricia Hall, Shelley McKittrick, Daphne McCabe, Brenton Hutson  
**Board members attending via phone:** Artie Lehl, Claire Clurman, Eugene Medina, Andrew Alsip  
**MDHI staff:** Will Connelly, Rebecca Mayer, Joe Baker, Justin Russell, Ian Fletcher, Diane Howald, Gary Sanford  
**Guests attending:** None

**Call to Order, Welcome, and Overview of Agenda**

Will Connelly introduced the consent agenda to the board and a proposed meeting structure change. During the staff retreat in January, three strategic anchors were identified--regional, data-driven, and housing-focused. These strategic anchors will help to define MDHI's success going forward. The Board was asked to break into three groups to discuss key questions related to each of the anchors.

Will Connelly asked for a minor amendment to the board agenda; moving financials and 990 approval ahead of the small group work. Melanie Lewis-Dickerson asked for questions about board packet or any agenda items before meeting starts and gave time for the board to review packet and items. Daphne McCabe asked whether PIT has been reported on yet – Will Connelly answered that feedback surveys have been sent to volunteers and agencies, and will be reviewed by staff and committee, with a report to the board to follow. Bob Munroe asked that we give more time for the board to digest additional programmatic information and room in the agenda for questions. Will Connelly stated that the board will be given an opportunity to give anonymous feedback about the board meeting structure and agenda.

Bob Munroe made a motion to accept consent agenda as proposed (including January board meeting minutes, Executive Director's Report, Organizational Health Overview, OneHome update, PIT update, and HMIS updates). Lu Horner seconded. The vote carried unanimously.

**Treasurer's Report**

Bob Munroe gave an overview of the December financial statements. The Statement of Activities recorded more of a loss than budgeted due to lag in HUD drawdowns but program service fees will start showing up in January and February. The larger loss in salaries was due to two Executive Directors on payroll during the month of December. Bob reported that the financial statement showed less cash than normal due to the temporary overages. Change in Net Assets had date corrected due to error on form. Daphne McCabe asked what Bob's opinion about the cash balance. Bob Munroe replied that we will catch up soon and statements should reflect updates. Shehila-Rae Stephens asked about the billing procedure and why books are lagging. Bob Munroe explained the delay in invoicing some contracts due to new vendors coming on board.

Melanie Lewis-Dickerson asked for a motion to approve financials: Artie Lehl motions to approve, Debra Eakin seconded. Claire Clurman abstained. The motion carried.

Bob Munroe explained the revised financial policies and operational procedures. He stated that we are working to improve processes due to the growth in staff. Changes were in section 13, separation of duties, due to the recommendation of the auditors. The governance committee reviewed the revisions and weighed in on

the changes to the policies. Debra Eakin explained that duplicate bank statements could be sent to multiple people for process improvements.

Melanie Lewis-Dickerson entertained a motion to approve the updated financial policies.

MaryJane Carr asked about section 4; payments to board for travel reimbursement.

Bob Munroe amended the motion to include revisions to section 4 adding lodging as a reasonable expense. Bob Munroe motioned to approve, Pat Hall seconded. The vote carried unanimously.

Bob Munroe reported on the form 990. He walked through the revenue sources in the audit statements, as well as the board roster with average hours worked on board activities as reported by each member.

Bob Munroe made the motion to accept 990 as presented, Andrew Alsip seconded. The vote carried unanimously.

### **Framing Success: Regional, Housing-Focused, and Data Driven (3 Strategic Anchors)**

Will Connelly introduced the breakout sessions and assigned attendees into three groups. Phone attendees were assigned to the Housing group led by Melanie Lewis-Dickerson and Ian Fletcher. The Data group was led by Joe Baker and Shehila-Rae Stephens. The Regional group was led by Rebecca Mayer and Gary Sanford.

*Notes from each of the breakout groups included below:*

#### **Regional**

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Shelley McKittrick reported on behalf of the regional group.

- 1. What are three critical questions we need to explore to be effective regionally?**
- 2. What have we learned from taking more of a regional focus over the last 3 years?**
- 3. What is impeding us from being more effective regionally?**

- What stakeholders do we need to bring in to be effective regionally?
- Role clarification
- Have local elected officials and local representatives had regional viewpoints?
- How to resist efforts to silo
- How can a regional organization such as MDHI help with local capacity?
- How can we educate decision makers?
- How can board hear from local elected officials and learn where they are coming from?
- Is MDHI a member organization (support, contribute)?
- How do localities feel about access to housing and services?
- Filling need for regional leadership (people eager for unbiased, non-political leadership)
- Increased spread of information/visibility
- Building relationships
- Need for accountability
- Helping to build capacity (e.g., Peer Navigators, VISTA, OneHome team)
- OneHome generating increased access to housing region-wide
- Involving voices of those with lived experience
- Close to Home
- Trust in neutral stance of MDHI
- Regional champions
- Metro Mayors Caucus
- Show our successes (using data, showing by city/county, counting all housing placements)
- Communicating about resources available as part of the regional system
- Fill in gaps (diversion, prevention, move-in, ending motel cycle)
- Local control (e.g., ESG funding)

- Systems that are exiting people into homelessness—Targeting messaging to people who can influence these systems
- Who besides MDHI share the regional vision?
- Competition among NPOs and cities/counties
- Communication among cities, i.e., getting on the same page/shared goal
- Getting PHAs and human services agencies to the table
- Lack of awareness of where resources are (Are we assessing programs? Are they effective?)
- People cannot navigate our complex system
- 40 municipalities, 12 PHAs, 6 MHCs, etc.
- Geography

## Housing

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Melanie Lewis-Dickerson reported out on behalf of the housing-focused group.

- 1. As a board, how would you rate MDHI as a housing-focused CoC? Why?**
- 2. How can the board support MDHI in maintaining a focus on housing?**
- 3. What are some impediments to MDHI being housing-focused?**
- 4. There is a landlord recruitment event on March 30<sup>th</sup>, what three things can we do to attract...**
- 5. How can we help each component of our system (street outreach, emergency shelter, transitional housing, and rapid rehousing) become more housing-focused?**

- AVG: PH, shelter convo
- AVG: Foundation is positive
- AVG: NOFA = PSH, PH, OneHome
- AVG: Diversified portfolio needs community engagement, citizens understanding our work and the gap between affordable housing and HSP/CoC
- What does it mean to end homelessness?
  - Shared vision
  - CHFA representation/DOH representation
  - Review data around housing outcomes
- Payment standards with affordable
- Market rate levels
- Know your audience
- What is a CoC? What is it not?
  - Crisis versus long-term sustainability
  - Advocacy in our role
  - Education/ambassador
  - What is the pitch?
- Explain systems of support at HSP
- Owner, property manager
- Communication with ASK
- HUD 42 properties
- Incentivizing, promises/expectations
- Direct request/ASK
- Reframing their value
  - Funder alignment
  - Integrated framework
  - Regional street outreach

## Data

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Joe Baker reported out on behalf of the data-driven group.

- 1. If the board decided to look at data every time it meets, what data should it look at?**
- 2. How can we measure performance more effectively so that providers know how they are performing, funders know what outcomes they are buying, and leaders know what is and isn't working and how to make improvements?**
- 3. How can we strengthen our data systems before a new HMIS vendor is selected? What can we do in the meantime while we implement the HMIS vendor timeline?**

- High-level CoC report
  - By program
    - Number served
    - Number housed
    - Retention benchmarks
  - Total number homeless (based on OneHome definitions)
    - Population demographics
  - Percent of successful lease-up
    - All CoC vouchers
  - Program expenditures, to make sure on track
  - Exit rate for permanent housing
  - HMIS
    - Proposed outcome
    - QA—data completeness
- Performance measurement
  - More consistent “visits” regarding performance
  - CARF/COA—guidelines on service coordination
  - Adherence to HUD guidelines of homelessness
  - USICH benchmarks
  - Annual P&P request
  - Data sharing
  - Strengthen data systems
    - Shelters with HMIS more closely
    - With new vendor, incremental rollout of data sharing
    - Expedite HMIS timeline
    - Funder requirements (DRH and others)

Melanie Lewis-Dickerson asked for feedback regarding the meeting format/small group work. Shelley McKittrick, Pat Hall, Brenton Hutson, and Daphne McCabe all responded with their approval and enthusiasm for the meeting format.

### **MDHI Finances 101**

Bob Munroe gave a summary of nonprofit tax codes and finances for the board. He walked through the 501c tax code and the structure and purpose of an agency. He walked through the board’s responsibilities, especially regarding the financial responsibilities. Stated that MDHI board doesn’t currently track the financial goals but should work towards this in the future.

Bob Munroe walked through the four types of financial statements; internally prepared, externally prepared, tax documents, and annual report. Bob reviewed the types of financial statements; especially the fixed, limited time reports like the statement of financial position. Bob explained external reports, especially the audited financial statements and the need to review the statements carefully as the board is responsible for the public statements of the organization.

Melanie Lewis-Dickerson reminded the board that the matrix and committee gaps are being worked on. Four board members will be terming off this summer, so recruitment for those positions will be tackled by the Governance Committee.

### **Feedback on Meeting Structure**

Will asked the board to write a one minute reflection in order to provide anonymous feedback regarding changes to board meeting structure.

***Meeting Adjourned - Next meeting: Thursday, March 9<sup>th</sup>, 2017***