



MICHIGAN'S CAMPAIGN TO END HOMELESSNESS

2020-2022 State Action Plan

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EXECUTIVE SUMMARY

We know that for all Michigan citizens to fulfill their potential, they must have a safe, stable place to call home. Having a home is a cornerstone in the pursuit of economic opportunity. It allows them to build strong families and take care of their health. For many persons living in poverty, the lack of stable housing leads to costly cycling through crises-driven systems like emergency rooms, detox centers and jails. Stable housing provides an ideal platform for delivery of health care and social services that improve life outcomes for families and individuals. Too many people experience homelessness in our state, limiting their ability to pursue these opportunities.

Michigan continues to evolve while facing the challenge of ending homelessness by implementing recognized best practices and meeting individuals' unique needs. Because the causes of homelessness are multifaceted, it will take all of us working together, doing our part, to make homelessness rare, brief and one-time. For this to happen, we must work collaboratively together in Continuums of Care and cross-sector with our partners to align our efforts leveraging person-centered strategies. We must build upon our collective knowledge and share our successes so that every community's efforts to end homelessness is supported.

In 2018, 65,104 people experienced homelessness in our state. Of those over 17,000 were children and 8,300 were seniors (55+). Michigan's Continua of Care have made significant progress improving the care for those that experience homelessness since 2006, the outset of the Campaign to End Homelessness. Many regions have seen substantial reductions in homelessness and statewide we have stemmed the tide of the national trends of dramatic increases in un-sheltered homelessness.

In this update to the Campaign to End Homelessness Action Plan, we center on four strategies: Increasing Access to Stable and Affordable Housing, Focusing on Ensuring System Diversion and Homelessness Prevention, Advancing Cross-Sector System Alignment to Impact Social Determinants of Health, and Improving the Quality of the Statewide Service Delivery System. We chart new goals around preventing homelessness and diverting residents from the homeless response system where appropriate. We outline sub-strategies and measurable objectives for completion over the next 3 years that we believe will significantly strengthen our system and increase housing opportunities for those most in need.



OUR COLLECTIVE VISION ON ENDING AND PREVENTING HOMELESSNESS ACROSS THE STATE OF MICHIGAN

In Michigan we believe that ending and preventing homelessness is achievable. Homeless episodes should be rare, brief and one-time in all Michigan communities. It is understood that homelessness is a complex and dynamic issue which will require a multi-faceted set of solutions. To that end, Michigan communities and state leadership are committed to deploying innovative solutions to ensure that any Michigan resident who experiences homelessness does so only once and for the shortest time possible. We are committed to preventing homelessness by practicing homeless system diversion wherever possible. For those experiencing homelessness, we are committed to quickly connecting them with high-quality housing and services tailored to their unique needs to help them achieve housing stability.

BACKGROUND

It is the commitment of statewide partners that brought us together to align resources with the explicit goal of ending and preventing homelessness. The first statewide action plan to end homelessness was written in 2006. What started as community-level action plans, aimed at increasing access to affordable housing and driving self-sufficiency, has evolved into a statewide infrastructure known as the Michigan Campaign to End Homelessness (MCTEH). In early 2015, former Michigan Governor Rick Snyder, through Executive Order 2015-2, appointed the Michigan Interagency Council on Homelessness (Michigan ICH). The council, chaired by state leadership, consists of representation from 12 state departments, non-profit agencies, and the general public, who all work together to address issues that lead to homelessness across the state of Michigan.

In an effort to continue to improve the statewide homeless response system, Michigan looked to the United States Interagency Council on Homelessness (USICH)¹ Federal Plan "Home, Together" to identify opportunities to incorporate the most promising practices into our 2020-2022 strategic plan. Home, Together identifies target populations, lifts up national priorities and lays out strategies for states to adopt to aid them in ensuring that homelessness is rare, brief and one-time. Following USICH's lead, Michigan commits to address barriers to housing security for all populations ranging from veterans to youth. While not all strategies will explicitly name target populations, Michigan recognizes the unique barriers to housing that people of color, those with justice sector involvement, youth identifying as LGBTQIA, families and youth with child welfare sector involvement face. With that knowledge, Michigan is committed to doubling down on the strategies included in this plan with the goal of bridging the divide between key sectors in service of developing population-specific interventions as we make progress. To that end, the forthcoming strategies included in this plan are aimed at driving an overall reduction of homelessness by 15% across all populations by 2022.



¹ USICH is an independent federal agency within the U.S. executive branch, leads the implementation of the federal strategic plan to prevent and end homelessness. USICH is advised by a Council, which includes the heads of its 20 federal member agencies.

COVID-19 IMPACT ON ENDING HOMELESSNESS IN MICHIGAN

While Michigan is committed to leveraging cross-sector solutions to end and prevent homelessness across the state, we must acknowledge the damaging public health and economic impacts of the global COVID-19 pandemic on our state's most vulnerable Michiganders. People experiencing homelessness are at increased risk of contracting COVID-19. Additionally, statewide data revealed that COVID-19 disproportionately impacted people of color and those with complex health needs. As a result, Michigan strategically deployed best practices around deconcentrating congregate living facilities by adding emergency shelter bed locations in the community through the conversion of public facilities or the recruitment of commercial partners with hotel or motel rooms, rapidly re-housing unsheltered persons, and increasing access to personal protective equipment for vulnerable populations to slow the spread of COVID-19. While early statewide efforts contributed to lower infection rates amongst those experiencing homelessness, there is still significant work that must be done to support housing recovery and stabilization across the state, especially for those with complex health and housing needs and people of color. We must recognize the long road ahead as a result of this global crisis. With that reality, the Michigan Campaign to End Homelessness (MCTEH) will work to deploy the strategies under this three-year plan, align with best practices- but must recognize the long road ahead as a result of this global crisis. Consequently, we will need to be nimble in regards to our planned activities, our priorities and expectations over the next few years.

GUIDING PRINCIPLES

Ending and preventing homelessness requires collective buy-in, unwavering commitment and strategic focus. It also requires us to be responsive to existing conditions like racial disparities in the homeless response system, barriers to strategically leveraging data, and the need to learn how to end homelessness directly from those with lived experience. To that end we are prioritizing these principles when creating and deploying strategies and housing solutions:

Strive to address racial disparities across the statewide homeless response system

(includes both active efforts to counteract racial inequity and ensuring that statewide efforts don't perpetuate inequity and/or racial disparities);

Strive to authentically include the participation of persons with lived experience

(in the form of ongoing partnerships- rather than time-bound, single-purpose, one-sided engagements);

Strive to effectively leverage cross-sector data to drive results

(increase data quality, enable cross-system data-matching, increase evaluation, establish shared accountability, etc.);

Strive to drive innovation, collaboration and strategic alignment across systems at the intersection of housing insecurity

(i.e. housing partnership with justice, child welfare, etc.)

It is these guiding principles that underpin the 2020-2022 strategic plan. They will be a thread throughout all of the forthcoming strategies.



As we begin to implement the strategies, we will use the following basis to define and measure our progress. To reach a point where homelessness is rare, brief and one-time across the state, we must first know what it means for homelessness to be rare, brief and one-time.

RARE: Modeled after the federal plan, "Home, Together" the Michigan plan will include strategies that strive to make sure homeless experiences are as infrequent as possible, including homelessness prevention and system diversion whenever possible by driving cross-sector partnerships and system alignment.

BRIEF: Michigan will include strategies that seek to quickly connect people experiencing homelessness to high-quality housing assistance and services to help them achieve housing stability by enhancing the quality and effectiveness of homeless outreach, coordinated entry and permanent and temporary housing programs.

ONE-TIME: Through the plan, Michigan will aim to ensure that people who are housed remain stably housed by improving the quality of the statewide service delivery system, and eliminating barriers to mainstream resources and services where possible.

With that as the frame, Michigan will evaluate our progress by tracking and assessing the following statewide system performance measures quarterly:

The total number of persons experiencing homelessness for the first time

The total length of time a person spends experiencing homelessness

The rate of discharge to permanent housing from homelessness

The rate of returns to homelessness from permanent housing



MICHIGAN'S CAMPAIGN TO END HOMELESSNESS
THE STATE OF HOMELESSNESS IN MICHIGAN

Before we examine the state of homelessness in Michigan, we must first define several commonly used terms to ensure that we have a solid understanding of the work that must be done to make homelessness rare, brief and one-time in all communities. The United States Department of Housing and Urban Development (HUD) established four categories of homelessness to better describe the type of housing crisis a household is experiencing and to evaluate the types of housing interventions for which they are eligible.

CATEGORY 1	LITERALLY HOMELESS	Individuals and families who lack a fixed regular, and adequate nighttime residence and includes a subset for an individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.
CATEGORY 2	AT RISK OF HOMELESSNESS	Individuals and families who will imminently (within 14 days) lose their primary nighttime residence.
CATEGORY 3	OTHER CATEGORIES OF HOMELESSNESS	Unaccompanied youth, and families with children under other federal statutes, who do not otherwise qualify as homeless under this definition.
CATEGORY 4	FLEEING/ATTEMPTING TO FLEE DOMESTIC VIOLENCE	Individuals and families who are fleeing, or are attempting to flee, domestic violence, dating violence, sexual assault, stalking or other dangerous or life-threatening conditions that relate to violence against the individual or a family member.

Chronic Homelessness is a further subset of Category 1 above and is defined as a single person (or head of household) who has a disabling condition and has been homeless and living in a place not meant for human habitation, a safe haven, or in an emergency shelter continuously for at least 1 year or on at least four separate occasions in the last 3 years, where the cumulative total of the four occasions is at least 12 months. It is important to note that HUD's definition of homelessness does not include individuals who move in with family or friends, also commonly known as "doubled up" or "couch surfing." Some agencies, such as the Michigan Department of Education, are guided by other federal definitions and, therefore, include broader estimates of the number of school children experiencing homelessness.



THE STATE OF HOMELESSNESS IN MICHIGAN CONTINUED

In 2018, 65,104 people experienced literal homelessness across the state of Michigan. This represents a slight increase of 3% from 2017, which likely resulted from changes in coordinated entry practices in a few communities. As these communities learned from experience and best practices, they refined their policies and strategies to better document homelessness. Additionally, some communities are experiencing severe shortages in affordable housing. Prior to COVID-19, Michigan's economy had improved, but that improvement had not translated into vast improvements in the number of people living at or seriously below the poverty line, which causes delays in connecting people to permanent housing in some regions of the state. This was confirmed by the most recent study published by the National Low Income Housing Coalition, which identified a substantial need for more affordable housing across Michigan to meet the demand.

2018 brought reductions in homelessness for several populations and statewide housing policy changes that could ultimately contribute to reductions in the coming years. Most notably, we continued to observe a steady decrease in youth and veteran homelessness across the state. These reductions come on the heels of extensive statewide efforts to strategically address barriers to housing for both veterans and youth through community participation in state and national movements and demonstration pilots.

Though 2018 brought clear successes, we are acutely aware of the work that needs to be done to drive down homelessness across the state of Michigan. As we move forward with this new strategic plan, we are prepared to address barriers to obtaining and maintaining adequate income, the impact of justice sector involvement on securing housing, the lack of adequate behavioral health and supportive services, and the over representation of people of color in the statewide homeless response system. The forthcoming strategies were developed in response to those and others barriers to housing security for all Michiganders.

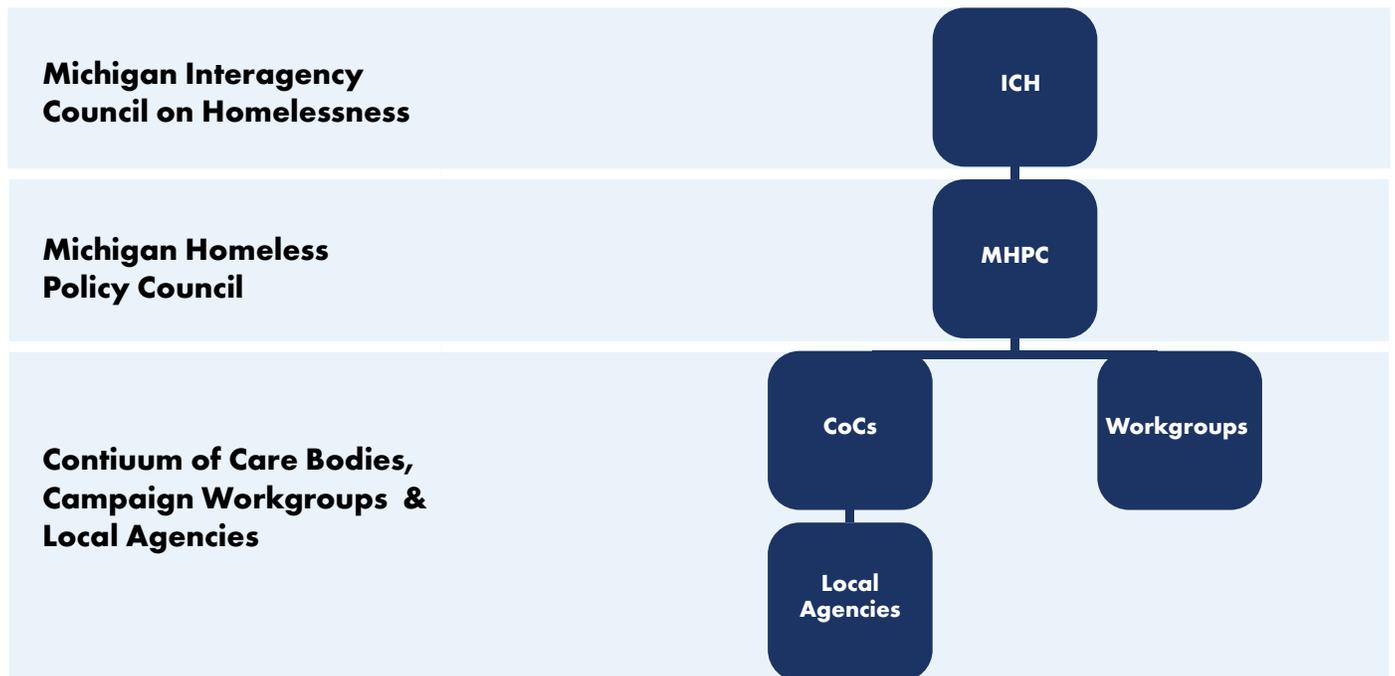


MICHIGAN'S CAMPAIGN TO END HOMELESSNESS STRUCTURE

To accomplish the goals of the Action Plan, the Michigan Campaign to End Homelessness (MCTEH) established a campaign infrastructure to align efforts and maximize efficiency. The Michigan Interagency Council on Homelessness (Michigan ICH) was established in 2015 by Executive Order of the Governor to act in an advisory capacity and serve as a statewide homelessness planning and policy development resource for the Governor and the state of Michigan. The Michigan Homeless Policy Council (MHPC), exists to advise the MICH and lead in reducing homelessness in Michigan. MHPC consists of leaders of state and nonprofit service agencies, convenes monthly, and works at the structural level to better align resources, ensure consistency in programs and outcomes, bring innovative training opportunities to Michigan, and make recommendations to Michigan's ICH. The MHPC is currently co-chaired by staff from the Michigan Department of Health and Human Services (MDHHS) and the representative of Michigan Community Action (MCA).

Over the past year, the MHPC improved its governance structure and expanded its membership to include a broader cross section of state departments, non-profit leaders, and representation from local Continua of Care poised to address barriers to housing security across the state of Michigan. The addition of the local leadership will better position the MHPC to hear directly from the field on statewide barriers to responding to homelessness effectively.

The high-level infographic shown below provides a snapshot of the current campaign structure, denoting the relationships between the various bodies. Under the 2020-2022 Action Plan, campaign leaders and community stakeholders will work during the last two quarters of the year to identify the most optimal campaign structure to complete this work.



OUR APPROACH TO ADDRESSING HOMELESSNESS IN MICHIGAN

Michigan was one of the earliest states to retool our crisis response system by implementing coordinated entry statewide, standing up a standardized assessment and prioritization structure, and shifting our resources toward permanent housing and services for those with the deepest needs. Over the last three years, we have continued to build on our success by being unwavering in our commitment to using innovative strategies to house those with the most complex housing and services needs by centering our efforts on: aligning health and housing sector efforts to impact the social determinants of health, creating and enhancing the high-quality of housing, prioritizing the use of data-driven housing and services interventions, and directly addressing barriers to economic security for those living in poverty. It was that framework that contributed to the following successes across the state:

- Implemented housing policy changes through the Qualified Allocation Plan (QAP) for the Low Income Housing Tax Credit (LIHTC) program that led to the increase in high-quality, permanent supportive housing and extremely low-income units;
- Leveraged resources from the Center for Medicare & Medicaid Services (CMS) through the State Innovation Model (SIM) initiative and the Michigan State Housing Development Authority (MSHDA) to create the nation's first multi-site frequent users pilot to create permanent supportive housing for high utilizers of Medicaid and the homeless response system;
- Received a competitive HUD Youth Homeless Demonstration Program (YHDP) grant to reduce the number of youth experiencing homelessness in Northern, Michigan;
- Michigan legislature amended state law to enable households experiencing homelessness to receive free state identification cards, removing a significant barrier to obtaining housing;
- Integrated housing supports in the State Medicaid Plan, which will enable permanent supportive housing providers to seek Medicaid reimbursement for housing services.

In addition to the highlights mentioned above, Michigan continues to observe the positive impact of the implementation of rapid re-housing and high-quality permanent supportive housing interventions. We have seen a reduction in the number of households returning to homelessness from these permanent housing programs, a slight increase in the number of people exiting emergency shelters to permanent housing and a reduction in the number of nights spent in emergency shelter over the last few years. These trends drive Michigan's commitment to continuing to center our strategies on leveraging cross-sector interventions to create high-quality, permanent housing solutions for those the most in need.



STRATEGY 1: INCREASE ACCESS TO STABLE & AFFORDABLE HOUSING

Expanding access to new and existing affordable housing is crucial in ending and preventing homelessness. To provide adequate housing opportunities for people experiencing homelessness or at risk of homelessness, it is necessary to expand access to affordable housing for those with extremely low incomes. Strategies to expand supply can be implemented at all levels of government.

Strategy 1A: Increase affordable housing unit production across the state of Michigan by increasing Low Income Housing Tax Credit (LIHTC) unit production for those with the lowest incomes makes affordable housing a reality for more Michigan families

Measurable Objective(s)	2020	2021	2022
1. Increase access to affordable housing through new unit production		Increase by 5%	Increase by 5%
2. 30% and 40% Area Median Income (AMI) unit production goals: Goal to have 15-20% of total units produced at 30% and 40% AMI		Increase by 12%	Increase by 12%
3. Continue to use the Housing Trust fund to produce 30% AMI units	80 LIHTC units	80 LIHTC units	80 LIHTC units
4. Continue allocating 25% of the 9% Low Income Housing Tax Credit (LIHTC) Program for PSH and retain changes made through the 2017-2019 Qualified Allocation Plan (QAP) Addendum III	Q 4		

Strategy 1B: Continue to use the LIHTC program to target PSH developments to areas with the highest need across the state, increase incentives for developments producing a high number of units targeted for households with low/extremely low incomes and continue to ensure that LIHTC is prioritized to develop high-quality Supportive Housing across the state of Michigan

Measurable Objective(s)	2020	2021	2022
1. Implemented in 2021-2022 Qualified Allocation Plan (QAP)			Q 3

Strategy 1C: Explore the innovative use of state and federal resources to fund housing and services (i.e. use Temporary Assistance Needy Families (TANF) for time-limited, non-reoccurring rental assistance



Measurable Objective(s)	2020	2021	2022
1. Explore the use of TANF to provide a non-recurring benefit of four months rental assistance for eligible families		Q 2	

Strategy 1D: Partner with CoCs and local units of government to identify strategies to incentivize landlord to rent at HUD's Fair Market Rent

Measurable Objective(s)	2020	2021	2022
1. Develop toolkit with example ordinances/property tax policies that could be implemented to encourage un-restricted properties to rent at lower, more affordable rental levels		Publish in Q 1	

Strategy 1E: Partner with CoCs and local units of government to promote ordinances that enable greater access to rental housing by limiting landlord screening or amending the current screening process

Measurable Objective(s)	2020	2021	2022
1. Develop white paper with example ordinances that can be used to assist CoCs in their discussions with their local governments		Publish in Q 2	

Strategy 1F: Examine tenant selection policies within LIHTC and PHA properties and work with owners and property management companies to adopt screening practices that are more inclusive to persons with prior criminal justice involvement

Measurable Objective(s)	2020	2021	2022
1. Convene property management, CoC and other stakeholders starting in 3rd quarter 2020 to begin discussions on tenant screening practices		Q 2	
2. Meet with Michigan chapter of the National Association of Housing and Redevelopment Officials (NAHRO) to discuss PHA tenant screening practices		Q 4	



STRATEGY 2: FOCUS ON ENSURING SYSTEM DIVERSION AND HOMELESSNESS PREVENTION

Preventing unnecessary emergency shelter stays by stabilizing households at risk of homelessness is essential in addressing statewide homeless system inflow. Evidence-based practices demonstrate that homeless episodes, however brief, can have long-term, damaging effects on persons experiencing homelessness. Homeless Diversion and Prevention programs often incorporate the use of financial and non-financial resources to prevent homelessness by salvaging safe housing options whenever possible. Diversion and Prevention programs can lead to reductions in the number of households experiencing homelessness and drive down shelter waiting lists.

Shelter Diversion is an approach that prevents homelessness for people seeking shelter by helping them identify immediate alternative housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing.

Homelessness Prevention is an approach that targets people at imminent risk of experiencing homelessness. Prevention strategies often include pairing eligible households with financial assistance to prevent eviction or relocate households to more affordable housing.

Strategy 2A: Leverage best practices and resources to develop and promote programming that supports shelter diversion.

Measurable Objective(s)	2020	2021	2022
1. Create and distribute a Shelter Diversion toolkit that can inform statewide efforts and provide individualized support to local communities		Q 3-4	
2. Partner with Continuums of Care (CoC, through the local Coordinated Entry Systems (CES), to effectively integrate prevention and diversion activities into local intake and assessment processes		Q 2-4	Q 1-4
3. Develop a reporting mechanism to track the number of individuals and families successfully diverted from shelter		Q 2-4	

Strategy 2B: In order to reduce the number of people entering homelessness due to eviction, the MCTEH will create a blueprint for the expansion of eviction diversion programs across the state of Michigan

Measurable Objective(s)	2020	2021	2022
1. Create a statewide registry of Eviction Diversion Programs and collect information on practice models	Q 3		
2. Secure funding to support the operation of Eviction Diversion Programs in local courts	Q 3-4		



<p>3. <i>Support local eviction diversion programs through dedicated funding that offsets rental arrearages</i></p>	<p>Q 4</p>		
<p>4. <i>Develop tools to help communities develop new eviction diversion programs</i></p>	<p>Q 4</p>		
<p>5. <i>Encourage the development of new local Eviction Diversion programs in all district courts</i></p>	<p>Q 4</p>	<p>Q 1-4</p>	



STRATEGY 3: ADVANCE CROSS-SECTOR SYSTEM ALIGNMENT TO IMPACT THE SOCIAL DETERMINANTS OF HEALTH

Addressing and ending homelessness in Michigan will require a collective and coordinated response to the various barriers to housing. MCTEH will strategically partner with state departments and key stakeholders to deploy efforts in response to the key social determinants of health that are often the primary contributors of housing insecurity for households across the state of Michigan. The state will prioritize efforts that seek to bridge service gaps in the housing sector by promoting cross-sector, collaborative strategies to address the needs of the most vulnerable.

Strategy 3A: By engaging our partners in health care and behavioral health, MCTEH can encourage and support the development of local partnerships resulting in the prioritization, outreach and stabilization of people experiencing homelessness

Measurable Objective(s)	2020	2021	2022
1. Develop a technology solution to ensure data is used to identify populations experiencing homelessness with significant health vulnerabilities and provide that information for resource and service prioritization		Q 4	
2. Produce a set of tools and guidance for local CoCs to replicate successful hospital and/or substance abuse treatment discharge planning programs		Q 3	
3. Partner with local CoCs to establish ongoing strategic relationships between housing providers, Prepaid Inpatient Health Plans (PHIPs) and Community Mental Health (CMH) agencies which encourages the shared value and utilization of tenancy supports to improve physical and behavioral health outcomes for shared clients experiencing homelessness		Q 1-4	Q 1-4
4. Develop mechanisms within the Michigan Medicaid Plan and PIHP contracts that support the coverage and utilization of Medicaid for tenancy supports		Q 2	

Strategy 3B: Partner with CoCs to establish stronger linkages between domestic violence programs and the homeless response system to more effectively serve survivors experiencing homelessness



Measurable Objective(s)	2020	2021	2022
1. Encourage partnerships between emergency shelters and domestic violence organizations by including the option of funding on-site advocates for persons fleeing domestic violence through Homeless and Department of Victim Services (DVS) funding opportunities		Q 3	
2. Continue training and technical assistance opportunities to expand the number of domestic violence receiving HUD permanent housing resources		Q 3	
3. Conduct training and provide technical assistance to local CoCs and Domestic Violence Organizations (DV) on engaging and partnering in their local homeless response system		Q 3-4	Q 1-4

Strategy 3C: Partner with CoCs to improve access to mainstream benefits, employment programs and services to reduce people’s financial vulnerability to homelessness

Measurable Objective(s)	2020	2021	2022
1. Build partnerships at the state level to prioritize assistance for people experiencing homelessness to access employment supports		Q 4	Q 1-4
2. Pilot embedding access to MDHHS benefits and services in local Homeless Assistance Resource Agencies (HARAs) in multiple counties		Q 4	Q 1-4
3. Increase the number of homeless services providers who are MI Bridges community partners to assist individuals experiencing homelessness with leveraging and maintaining financial supports (Temporary Assistance for Needy Families (TANF), Food Assistance, Veterans benefits, Medicaid, etc.)		Q 3	Q 1-4
4. Increase access to SSI/SSDI benefits for individuals with a disability experiencing or at-risk for homelessness through expansion of the SOAR program	Q 4	Q 1-4	Q 1-4
5. Increase the number of coordinated entry (CE) systems that, during intake, are assessing individuals and families experiencing homelessness for employment and income and referring to workforce development resources		Q 1-4	Q 1-4



Strategy 3D: Improve services coordination and support to children and families experiencing homelessness

Measurable Objective(s)	2020	2021	2022
<p>1. Partner with CoCs and local Coordinated Entry System providers to develop referral linkages and strengthen coordination with the McKinney-Vento school liaisons and coordinators located in their community</p>		<p>Q 3-4</p>	
<p>2. Analyze data on homeless families to identify key areas of coordination and support with early childhood, head start and K-12 programs</p>		<p>Q 3-4</p>	<p>Q 1</p>



STRATEGY 4: IMPROVING THE QUALITY OF THE STATEWIDE SERVICE DELIVERY SYSTEM

The Michigan Campaign to End Homelessness (MCTEH) is committed to being responsive to racial inequity, better leveraging data, establishing authentic partnerships with persons with lived experience and driving cross-sector systems alignment to contribute to stronger outcomes for those with the highest needs across the state. To that end, the MCTEH is further committed to supporting individual, agency and community growth and professional development in order to make that a reality. Through strategy four, the MCTEH will better partner and collaborate with communities in the ways outlined below.

Strategy 4A: In partnership with CoCs, MCTEH will work to enhance industry proficiency by offering evidenced-based trainings and ongoing capacity building support in line with community needs. Examples of trainings include, but are not limited to: trauma-informed case management and supervision, housing first fidelity, harm reduction, low barrier shelter practices, etc.

Measurable Objective(s)	2020	2021	2022
1. Conduct a statewide training assessment to identify the most salient topical training needs of the housing and homelessness industry	Q 4		
2. Partner with CoCs to evaluate the current MCTEH campaign structure, trainings, convening's and other offerings identify opportunities to enhance the campaign structure and establish the infrastructure needed to advance the work of ending homelessness	Q4 – Q1 2021		
3. In partnership with CoCs, develop and publish the updated campaign structure, training and capacity building agenda	Q4 – Q1 2021		
4. In partnership with CoCs, Implement the new campaign structure (trainings, convening's, summit, etc.)		Q 1-4	
5. In partnership with interested CoCs, implement statewide learning collaborates to enable opportunities for CoCs to engage in peer learning, to share best practices, align/coordinate efforts where relevant, etc. *Learning Collaborative Examples: Medicaid Academies, Best Practices in Increasing Income & Employment, Supportive Housing Collective, Coordinated Entry System, Industry Succession Planning, Authentic Engagement with Persons with Lived Experience, Racial Equity Collaborative, Diversion & Prevention, etc.		Pilot 1-2 sites in Q 3-4	Q 1-4
6. Partner with CoCs and those in the Higher Education sector to identify innovative approaches to better leverage the expertise of persons with lived experience in program and system design efforts.		Q 4	Q 1-2



Strategy 4B: In partnership with CoCs, the MCTEH will help build statewide understanding and capacity around better leveraging state and local performance data to inform service delivery, drive outcome achievement and broader community engagement around housing solutions. MCTEH will support communities in improving data quality and completeness, strengthening data evaluation and reporting skills. Through this strategy the state will begin building capacity and understanding around data and evaluation across the CoCs, reducing fragmentation and service silos

Measurable Objective(s)	2020	2021	2022
<p>1. Leveraging the 2019 Data Governance & Data Quality Evaluation, MCTEH will partner with CoCs to identify additional data needs to explore opportunities to develop a Statewide Data Strategy and subsequent governance model, in line with industry best practices and standards (the focus will extend beyond HMIS and incorporate adjacent sectors such as Health, Justice, Child Welfare, etc.)</p>		Q 1	
<p>2. Based on the evaluation findings, MCTEH will partner with CoCs to develop a Statewide Data Strategy focused on improving reporting access, enhancing data quality/completeness, supporting cross-sector data sharing/matching, etc. to drive multi-sector system alignment and more innovative solutions to preventing and ending homelessness</p>		Q 2	
<p>3. In partnership with CoCs, the MCTEH will begin rolling out and implementing the Statewide Data Strategy</p>		Q 2	Q 1-2
<p>4. To better support CoCs with improving system outcomes and being competitive for federal resources, MCTEH will partner with CoCs to begin reviewing and analyzing the state’s four key performance measures to assess overall system performance</p>		Q 1	
<p>5. MCTEH will explore the use of high-capacity data analytic tools to develop reports to assist Michigan with performing deeper data analysis to inform our understanding of the extent of homelessness and impact of statewide interventions. This work will investigate analysis across multiple data platforms which inform the work in preventing and ending homelessness</p>			Q 3-4

Strategy 4C: Deepen statewide understanding of the root causes and impact of racial inequity in the homeless response system through the use of disaggregated performance and access data. Under this strategy the MCTEH will leverage the HUD Stella Performance (Stella P) platform and a supplemental statewide platform to identify baseline data and establish local and state benchmarks to monitor progress and inform program design



Measurable Objective(s)	2020	2021	2022
1. Partner with CoCs to adopt a standardized outcomes framework to establish state and local benchmarks		Q 2	Q 1-4
2. MCTEH will conduct statewide trainings on how to use various reporting platforms such as Stella P to evaluate local programs		Q 3	Q 1-2
3. MCTEH will publish statewide performance data disaggregated by race and ethnicity		Q 2	
4. In line with national best-practices, evaluate CES data and vulnerability index data to identify potential disparate impact in access to housing and homeless programs for racial and/or ethnic groups			Q 1-2

Strategy 4D: In line with the MCTEH’s commitment to actively responding to racial inequity in the statewide homeless response system, we will leverage training, capacity building, policy and system change strategies to strengthen the industry’s capacity to advance racial equity

Measurable Objective(s)	2020	2021	2022
1. Leverage racial equity impact assessments to evaluate statewide housing and homelessness policies and procedures to ensure that policies don’t perpetuate racial disparities or unfairly disadvantage persons of color experiencing or at risk of homelessness		Q 1	
2. Based the racial equity impact assessment findings, MCTEH will partner with CoCs to develop racial equity action plan to encourage racial equity through potential changes to state and local policies and procedures		Q 2-4	
3. Explore opportunities to implement regional racial equity-based trainings and learning collaboratives		Q 1-2	
4. In partnership with CoCs, philanthropy partners, and local units of government, the MCTEH will explore opportunities to fund efforts that advance racial equity in local CoCs		Q 4	Q 1-3

