



Michigan Disaster Housing Strategy

Prepared by the:
Emergency Management and Homeland Security Division
Michigan Department of State Police



This document was prepared under a grant from the Federal Emergency Management Agency (FEMA) Grant Programs Directorate, United States (US) Department of Homeland Security. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of FEMA's Grant Programs Directorate or the US Department of Homeland Security.

BACKGROUND AND APPROVALS

This Disaster Housing Strategy to the Michigan Emergency Management Plan (MEMP) was prepared by the Michigan State Police / Emergency Management and Homeland Security Division (MSP/EMHSD), in partnership with the Michigan Executive Office, the Michigan Judiciary, Executive Branch departments and agencies, and the local, tribal, nongovernmental, and private sector partners identified in this plan. The MEMP, developed and maintained by the MSP/EMHSD as required under 1976 PA 390, as amended (the Michigan Emergency Management Act), MCL 30.407a(2), provides the framework for the State of Michigan (SOM) to mitigate, prevent, prepare for, respond to, and recover from disasters, emergencies, threats, or incidents – actual, imminent, or potential – that could adversely impact the SOM. The MSP/EMHSD will revise the MEMP and this Support Plan when required by changes in internal or external conditions, and/or as required by the federal government. This Support Plan, as an extension of the MEMP, is approved by the Governor and the State Director of Emergency Management and Homeland Security, as indicated by their signatures on the cover of the core MEMP document. This Support Plan complies with applicable SOM and federal laws, policies, rules, and regulations. It is also consistent and compliant with the National Incident Management System and applicable Standards for Operational Plans set forth by the Emergency Management (EM) Accreditation Program. The MSP/EMHSD will distribute this Support Plan and other MEMP documents to partners and stakeholders that may be affected by their implementation via the distribution system explained below and in the “Planning Preliminaries” section of the MEMP core document.

Table of Contents

Introduction.....	3
Overview	4
Situation and Planning Assumptions	7
State Profile.....	10
State of Michigan Disaster Housing Task Force	16
Disaster Housing Types	18
Assessing Impact and Needs.....	22
Key Resources at the State Level	23
Summary	38
Acronyms	39

Introduction

The Michigan Disaster Housing Strategy (the Strategy), based off and follows the National Disaster Housing Strategy from FEMA, serves two purposes. It summarizes, for the first time in a single document, the many sheltering and housing efforts available in the State and the broad array of organizations that are involved in managing these programs. The Strategy also outlines the key principles and policies that guide the Disaster Housing process.

Second, and more importantly, the Strategy charts the new direction that our Disaster Housing efforts must take if EM professionals are to better meet the emergent needs of disaster victims and communities. Today, EM professionals face a wider range of hazards and potentially catastrophic events than EM professionals have ever faced before. These include terrorist attacks and major natural disasters that could destroy large sections of the State's infrastructure. This new direction must address the Disaster Housing implications of all these risks and hazards and, at the same time, guide development of essential, baseline capabilities to overcome existing limitations. The new direction for Disaster Housing must leverage emerging technologies and new approaches in building design to provide an array of housing options. It must also be cost effective and draw on lessons learned and best practices. Above all, this new direction must institutionalize genuine collaboration and cooperation among the various local, State, Tribal, and Federal partners, nongovernmental organizations (NGOs), and the private sector to meet the needs of all disaster victims.

Current practices in Disaster Housing vary based on the nature and scope of a disaster and can range from providing short-term shelters to arranging temporary and, in some cases, permanent housing. Establishing emergency shelters is generally a well-choreographed effort that unfolds smoothly at the local level as EM officials and NGOs execute their emergency plans. The challenges increase when disaster victims are displaced from their homes for longer periods of time and temporary housing must be provided. The process of meeting individual and household needs becomes more challenging, and the responsibilities and roles of those involved must be absolutely clear. States monitor and support local government efforts and activate their capabilities as needed to augment local capabilities. The Federal Government stands alongside the States as an engaged partner, maintaining Disaster Housing resources and ready to deploy those resources, if required, to fill any emerging gap.

While this process generally works very well, it broke down in August 2005 when Hurricane Katrina struck the coast of Louisiana and Mississippi and overwhelmed the capabilities of responders at all jurisdictional levels. Now, years after Hurricane Katrina, we are still wrestling with many technical and policy issues related to Disaster Housing that Hurricane Katrina brought to light. This Strategy outlines a vision, supported by specific goals, that will point the State in a new direction to meet the Disaster Housing needs of individuals and communities.

Overview

Evolution

Following the catastrophic event of Hurricane Katrina in 2005, FEMA recognized the need for evolution and changes to how the Nation, States, Local, Tribal and Territorial Partners handle post- Disaster Housing assistance. Effective Disaster Housing is a critical step on the road to long-term recovery. More importantly, it is imperative when planning for housing, all levels of government consider and factor in the needs of individuals with disabilities, low incomes, and other special needs, including the elderly, persons living with chronic health challenges, and the homeless. These individuals are often affected more profoundly, and housing options become even more limited following a disaster.

At the time, Hurricane Katrina resulted in the largest national housing crisis since the 1930s. The hurricane destroyed or made uninhabitable an estimated 300,000 homes and sent more than one million people in search of temporary shelter. The consequences of not being prepared with a full range of housing options were devastating for victims and had significant implications for the other States and communities that hosted Hurricane Katrina evacuees.

Traditional approaches to Disaster Housing, which worked well in most disasters, were inadequate to meet the demands of this catastrophic event. Those involved faced the challenge of rapidly registering and housing more than 1.4 million households in large congregate shelters and hotels spread across a multistate area. The challenge to succeed in the midst of the confusion and imperfect information that accompanies a catastrophic event unfolded before the Nation. Throughout the Hurricane Katrina response, responsibilities and roles that seemed clear in previous events became less clear as FEMA and other Federal departments and agencies provided increasing levels of support to State and local officials.

As the demand for support increased, the Federal Government took a greater role in identifying and implementing Disaster Housing solutions. In some instances, FEMA led the coordination with States and local communities in deciding what type of temporary housing to provide and where it would be located. The FEMA engaged directly with disaster victims to meet their housing needs and implemented many of the housing options to provide sheltering, interim housing, and permanent housing, even though FEMA is not a housing agency. By necessity, the relationships among the Federal, State, and Local governments had shifted away from their traditional roles in the midst of a catastrophe of immense proportions. While there was no official change in responsibility, the reality of daily decision-making and action clearly demonstrated a shift in roles.

Lessons learned from Hurricane Katrina and other recent disasters both large and small, have taught us important lessons about Disaster Housing. Key partners have assessed the challenges and analyzed reports, government audits, and other documentation to identify lessons learned. Key lessons include the need for effective communication to manage expectations, proactive planning, and clear delineation of roles and responsibilities in Disaster Housing well before an incident occurs. Additional lessons learned emphasize understanding and meeting individual and household needs and providing a full range of flexible and adaptable housing options, as well as the importance of the connection between housing and community-related services. These lessons are reflected in new policies and processes adopted by the Federal Government.

Congress passed and the President signed into law the Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295), which established the requirement for the National Strategy. The Act also provided new authorities for FEMA to offer disaster case management services, established a disabilities coordinator position at FEMA, authorized a rental repair program, and expanded the authority for permanent construction. Congress also passed and the President approved an Alternative Housing

Pilot Program with \$400 million appropriated to FEMA's Disaster Relief Fund to explore innovative alternatives to travel trailers and manufactured homes. Under this program, FEMA and the Department of Housing and Urban Development evaluated proposals to award funding for up to 5,000 new housing units in the Gulf Coast States.

In addition, on October 6, 2006, the Pets Evacuation and Transportation Standards Act of 2006 was signed into law (Public Law 109–308), amending the Robert T. Stafford Disaster Relief and Emergency Assistance Act. This Act requires FEMA to ensure that State and local emergency plans address the needs of individuals with household pets and service animals prior to, during, and following an emergency or major disaster declaration. The Act also authorizes FEMA to study and develop plans that take into account the needs of individuals with pets and service animals prior to, during, and following disasters.

Despite these significant improvements and the promise of pilot programs still in progress, Disaster Housing remains a challenge. It requires continued focus, creative exploration, and constant refinement by a broad community of partners. This Strategy is intended to focus attention on the ongoing efforts of people and organizations within communities who act to aid those affected by disasters.

Vision

Following the National vision, Michigan will develop a housing effort that engages all levels of government and the nonprofit and private sectors, so that when a disaster threatens or strikes our State, we collectively meet the urgent housing needs of disaster victims and enable individuals, households, and communities to rebuild and restore their way of life.

Goals

To achieve this vision, the Strategy provides a common framework to help integrate existing Disaster Housing efforts and focus our State on the following six goals:

- 1. Support individuals, households, and communities in returning to self-sufficiency as quickly as possible.**
- 2. Affirm and fulfill fundamental Disaster Housing responsibilities and roles.**
- 3. Increase our collective understanding and ability to meet the needs of disaster victims and affected communities.**
- 4. Build capabilities to provide a broad range of flexible housing options, including sheltering, interim housing, and permanent housing.**
- 5. Better integrate Disaster Housing assistance with related community support services and long-term recovery efforts.**
- 6. Improve Disaster Housing planning to better recover from disasters, including catastrophic events.**

The Strategy discusses the key steps needed to achieve these goals, including establishing baseline capabilities at all levels and identifying the resources necessary to build those capabilities. It also addresses the need to provide technical assistance for Disaster Housing, as well as enhanced emergency capabilities for catastrophic events.

Relevant State Authority

Michigan Emergency Management Act (Public Act 390 of 1976, MCL 30.401 et seq.)

This Act provides the Governor with the authority to enable, direct, and support incident recovery by:

- 1) Issuing executive orders, proclamations, and directives related to recovery which have the force and effect of law to implement the Act (30.403);
- 2) Declaring a state of disaster or state of emergency to authorize the deployment of state resources and seek/accept federal assistance for recovery purposes (30.403-404);
- 3) Entering into reciprocal aid agreements or compacts with other states, the federal government, or a province of Canada for the purpose of receiving goods and/or services to support recovery operations (30.404);
- 4) Suspending a regulatory statute, order, or rule prescribing the procedures for conduct of state business, when strict compliance with the statute, order, or rule would prevent, hinder, or delay necessary recovery actions (30.405);
- 5) Transferring the direction, personnel, or functions of state departments and agencies for the purpose of facilitating recovery (30.405);
- 6) Commandeering or utilizing private property necessary to facilitate recovery (30.405);
- 7) Directing and compelling evacuation from and/or controlling ingress and egress to and from stricken / threatened areas if necessary to facilitate recovery activities (30.405);
- 8) Providing for the availability and use of temporary emergency housing to aid in recovery (30.405);
- 9) Providing funding to eligible applicants (in accordance with the provisions set forth in 30.418-419) for eligible recovery-related expenses incurred during a declared disaster or emergency;
- 10) Directing other actions which are necessary and appropriate to facilitate and/or support incident recovery (30.405). This broad authority provides the Governor with considerable latitude and resources to address the plethora of issues that typically are present during incident recovery.

Situation and Planning Assumptions

The functions addressed in this plan each present unique challenges due to their differing characteristics and requirements.

Initial Disaster Conditions

The relocation, sheltering, and care of incident-affected individuals are issues that must be addressed in many disaster scenarios. Any incident that requires the movement of persons from harm's way as a basic protective action will result in individuals being left homeless (temporarily) by property damage and/or other incident-related impacts. In most situations, the number of individuals is typically manageable, and issues can be adequately addressed through local systems and procedures, as specified in local emergency operation plans/emergency action guidelines or support plans. However, as the complexity of the incident increases, local capabilities can quickly become overwhelmed and state support may be necessary.

Disasters which may result in Disaster Housing operations as protective actions, and therefore may require state assistance, include but are not necessarily limited to:

- Tornadoes or severe weather.
- Floods.
- Terrorist attacks that result in significant physical damage and/or areas of contamination from a weapon of mass destruction.
- Nuclear power plant (NPP) incidents.
- Large-scale hazardous material incidents.
- Prolonged electric power failures.
- Mass fires.

General Planning Assumptions

The following is assumed regarding Disaster Housing support operations:

- The successful management of large-scale Disaster Housing operations requires a united, cooperative effort by local, state, and federal agencies, the American Red Cross (ARC) and other NGOs, private sector entities, advocacy groups, and the general public.
- No-notice or little-notice incidents which occur can challenge Disaster Housing capabilities. Pre-planning and pre-development of resources and strategies is necessary for these situations.
- Through effective Disaster Housing planning and organization at the local and state levels, disaster relief efforts will be more expedient, better organized and coordinated, and more effective.

- When notified of an impending catastrophic incident or when a catastrophic incident appears imminent, a relatively high percentage of the general population will take reasonable steps to provide for their personal survival and sustenance.
- The owners of companion animals (household pets), exotic animals, and livestock, will take reasonable steps to shelter and provide for their care and control. Since shelters typically do not accept non-service animals, and past incidents show that many people will not leave dangerous areas without their animals, it is necessary to provide sheltering for animals during Disaster Housing operations. (Refer to the MEMP Animal Care Support Plan.)
- Local EM program jurisdictions will plan for Disaster Housing operations and implement appropriate activities related to each function as required, including identifying, establishing, communicating, and managing local shelters. In a state-initiated or sanctioned incidents, state-owned and operated shelter facilities are utilized first.
- Local Disaster Housing resources will be utilized to their fullest extent before state support assistance is requested. This includes activation of mutual aid agreements, use of regional resources, and use of NGO and private sector resources (donated or otherwise).
- Populations with access and functional needs will be identified as early in the evacuation process as possible, so that sheltering, and care provisions can be made. When possible, local EM programs will provide an estimated total population of individuals with access and functional needs.
- Many individuals with access and functional needs who require Disaster Housing assistance will likely require assistance in evacuating and caring for their companion and service animals. Individuals with access and functional needs, and their care givers or advocates, will take reasonable steps to provide for themselves and those under their care to the best of their ability.
- Disaster housing of individuals with access and functional needs may require additional time, resources, and personnel. Support services for those with access and functional needs will, to the extent possible, be offered at public shelters to meet the needs of all individuals in an equitable manner.
- Public information is a critical component of the Disaster Housing strategy. When informed, the public will generally take reasonable protective measures such as sheltering to the best of their ability. Public information should include locations where companion animals (household pets) may be sheltered. (Refer to the MEMP Animal Care Support Plan for details.)
- Disaster housing activities and operations will be carried out in accordance with applicable federal and state laws and local ordinances, to the extent possible given incident circumstances.
- The length of Disaster Housing operations will vary depending on the nature and complexity of the initiating incident.
- The management of state shelter facilities will be a multi-agency responsibility and will be coordinated through the state emergency operations center (SEOC). The SOM will coordinate with the ARC to manage state shelter facilities unless alternate arrangements have been made with another qualified NGO to manage shelter facilities. Mass shelter operations may have to co-exist with the facility's primary functions.

- Most homes damaged by disaster are insured and will be rebuilt using funding and resources from the property owner's insurance company.
- Populations with the biggest need will include those who do not have property insurance or who are underinsured.
- When requested by a local government in need and authorized through the SEOC, state departments or agencies will provide direct assistance with housing management or operations and resource assistance, to the extent that resources and existing programmatic service delivery commitments will allow.

Regarding functional needs populations during Disaster Housing operations, it is assumed:

Note: There is not universal agreement as to what exactly constitutes a “functional needs population;” therefore, these lists may not include the full range of individuals with special/unique needs. In addition, some functional needs populations are difficult to quantify because they are not tied to a specific assistance program or advocacy group. A US Census-based, county-by-county functional needs population estimate is available online. This list can be used for general operational planning purposes by state departments/agencies and NGO partners in the SEOC. It is expected that, at least in some cases, more reliable and accurate functional needs population estimates will be available from the affected local governments.

- A segment of the access and functional needs population will be classified as “homebound frail” and therefore will be unable to evacuate unless their life is in imminent jeopardy. This may include elderly individuals as well as persons in severely ill health. In-place sheltering may be the only viable option for this population, implemented, if possible, in conjunction with the appropriate advocacy organizations and/or designated caregivers.
- General population shelters established and managed by the ARC will be open to the general public and will allow individuals with service animals.
- Functional needs populations will receive considerable media attention during disasters and emergencies; therefore, support activities related to functional needs populations will also receive considerable scrutiny as the incident progresses.

State Profile

Overview

When preparing for Disaster Housing on the State level, it is important to recognize that the State will not intervene until local and regional resources are inadequate or depleted. Additionally, locals will have a better assessment of their resources, demographics, and needs, prior, during, and after disaster strikes. It is imperative for the State to recognize the diverse geography, risks, demographics, and condition of housing that exists when preparing to assist locals in dealing with their Disaster Housing needs.

Geography

Michigan is 58,216 square miles and has a population of approximately 10.2 million people. Its 83 counties include numerous urbanized areas, including Metropolitan Detroit. Most Michigan residents live within these urbanized areas, which are mainly located in the southern portion of the State. Michigan is completely covered by local, incorporated government entities. This constitutes a general political and taxation structure for Michigan's many communities. Additional districts overlay these areas as well, such as school districts, village boundaries, congressional districts, and special assessment districts.

Michigan is geographically divided into the Lower and Upper Peninsulas. The Lower Peninsula accounts for approximately 70% of Michigan's total land area. The two peninsulas are separated by the Straits of Mackinac. The southern half of the Lower Peninsula is a level to gently rolling surface, where hills rising to elevations between 1,000 and 1,200 feet. (Lakes Michigan and Huron average about 577 feet above sea level.) The northern half of the Lower Peninsula has higher elevations, with hilly belts reaching elevations of 1,200 to 1,700 feet. The eastern half of the Upper Peninsula is relatively level and often swampy. The western half is higher and more rugged. Michigan has borders on four of the five Great Lakes and has the longest shoreline of any inland state—about 3,200 miles. Michigan also has over 10,000 inland lakes and 36,000 miles of streams.

Michigan has a diversified economy based on agriculture, manufacturing, tourism, services, and professional trades. More automobiles and trucks are produced in Michigan than in any other state. Michigan is the nation's top producer of office furniture, a major source of information technology and software, and a national leader in machine tools, chemicals, and plastics. Michigan is also one of the nation's leading agricultural producers. Michigan has a well-developed, multi-modal transportation system that supports the state's diversified economic activities. The highway system consists of a network of interstate, federal, state, and local routes that connect Michigan communities to major metropolitan areas and economic markets around the country. Michigan has 19 airports that offer commercial passenger jet service to major domestic and international destinations. Freight railroad lines link Detroit and other metropolitan areas such as Chicago and other major manufacturing and business centers in the US and Canada. Michigan also offers 40 Great Lakes ports to facilitate waterborne commerce. Each year, Michigan's transportation system helps move 240 million tons of cargo by truck, rail, air, and ship. Michigan currently has four land-based international points of entry with Canada located in Detroit (Windsor Tunnel and Ambassador Bridge), Port Huron (Blue Water Bridge), and Sault Ste. Marie (Sault Ste. Marie Bridge), which accommodate both commercial and personal transportation, travel, commerce, and immigration. Sault Ste. Marie also maintains an international waterway on Lake Superior on the Saint Mary's River with Canada through the Soo Locks.

Risks

Most common disasters which may result in the need of a housing strategy as a recovery effort include but are not necessarily limited to:

- Tornadoes or severe storms.
- Floods.
- Uncontrolled fires.
- Terrorist attacks, acts of war, or other significant areas of physical, chemical, or biological damage or contamination due to weapons of mass destruction.
- The NPP incidents.
- Large-scale hazardous material incidents.
- Prolonged electrical power failures.
- Unforeseen events which cause mass damage to homes or homelessness.

Vulnerable Populations

Past disaster experience has proven that property owners who are adequately insured and prepared are the least likely to need Disaster Housing assistance following an event. These prepared populations may need shelter during or immediately following an event but only until insurance companies and contractors are at the ready. Often, their insurance company will be able to cover the cost of temporary housing for the medium to long term rebuilding process.

State and local governments need to identify and be prepared to assist those populations that may not be fortunate enough to rely on insurance or financial resources to rebuild their homes. The following data from the Insurance Institute for Business & Home Safety points to possible vulnerable populations.

- People in lower income brackets often live in the most vulnerable housing and lack the resources to undertake recommended loss-reduction or evacuation measures.
- In 2008, California wildfires destroyed many expensive homes but also left hundreds of mobile home park residents instantly homeless.
- Low-income residents of South Carolina were more likely to receive a slower post-disaster emergency response following Hurricane Hugo because many were living in homes and on roads unfamiliar to emergency workers.
- Senior citizens and the disabled also are at risk. For these populations, taking steps to reduce property losses is not only important for maintaining communities but also as a vital life safety concern.
- Senior citizens living on fixed incomes may lack the disposable income and have physical conditions that prevent them from performing lower cost, but more labor intensive, loss prevention measures. Further, these conditions also may complicate the evacuation process.

- People with disabilities may be unable to undertake self-protective actions before, during or after disasters. According to a 2006 Census Bureau report commissioned by the National Institute on Aging, almost 20% of the US population age 65 and older report some level of disability.
- Those living in older homes, which can be more affordable, may not be subject to the most advanced building codes; deferred maintenance also may increase their vulnerability over time.
- Studies have indicated 45% of all fatalities during tornadoes occur in mobile homes, compared to 26% in traditional site-built houses.
- Low-income residents who live in rental units are dependent on landlords or public housing agencies for structural loss prevention measures.
- Many landlords focus only on short-term financial imperatives and may be reluctant to take actions necessary for long-term property protection, leaving their residents both uninformed and vulnerable. Public housing authorities may not have funding to retrofit properties.
- Vulnerable populations also are more difficult to evacuate before or after a disaster, raising significant life safety concerns.
- African Americans (73%) and Latino Americans (71%) are more likely than Caucasians (59%) to say that they would leave in the event of a government-ordered evacuation.
 - In addition, they also are more likely to have problems doing so:
 - Seven percent (7%) of the African Americans and 10% of the Latino Americans indicated that they would need help, compared to 3% of Caucasians.
 - Of those surveyed, 36% of those 65 and older, and 29% of all low-income residents, said they would not evacuate if ordered to do so.
- Most community evacuation plans assume that residents have access to private automobiles, but in reality, this often is not the case for low-income residents, particularly in urban areas. Additionally, minorities and low-income residents who are unable to evacuate without help may be less prepared to stay in their homes in the aftermath of a major disaster.
- Low-income residents, whose homes have been in their families for generations, may not carry property insurance and because they do not carry a mortgage are not required to do so by a lien holder. Further, low-income residents may not be able to afford flood insurance, even though they know of its availability and benefits.
- Low-income property owners are more likely to take a “do-it-yourself” approach to home maintenance or rely on neighborhood handymen to keep costs down. These local contractors may be unlicensed, undertake work without obtaining building permits, and unaware of building code requirements or loss prevention measures.

COMMUNITY SUMMARY

Michigan
Geography: State

10,098,040 0.06% 2.42 50.0 \$41.1 \$65,287 \$222,633 \$171,318 20.6% 60.2% 19.2%

Population Total Population Growth Average HH Size Diversity Index Median Age Median HH Income Median Home Value Median Net Worth Age <18 Age 18-64 Age 65+



15.5%
Services

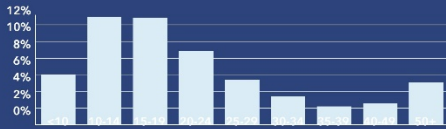


25.0%
Blue Collar



59.5%
White Collar

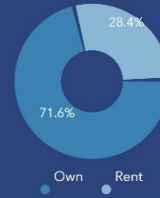
Mortgage as Percent of Salary



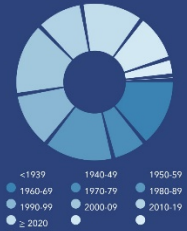
Age Profile: 5 Year Increments



Home Ownership



Housing: Year Built



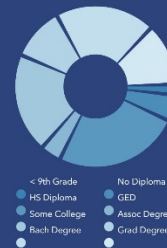
Home Value



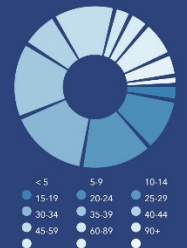
Household Income



Educational Attainment



Commute Time: Minutes



Source: This infographic contains data provided by Esri (2023), ACS (2017-2021).

Dots show comparison to United States

© 2024 Esri

Housing Market Characteristics

Michigan
Geography: State

\$222,633
Median Home Value
2023 Median Home Value
Comparison data is not available

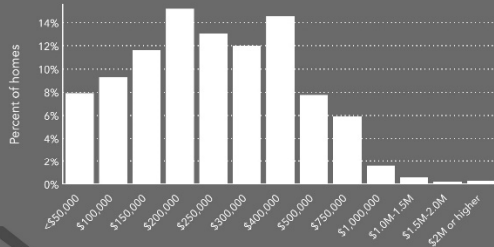
112
Housing Affordability Index

20.5%
Percent of Income for Mortgage

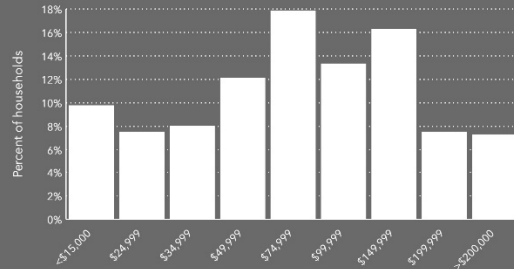
80
Percent of Income for Mortgage (Index)

Age <18 **2,085,720** Age 18-64 **6,077,154** Age 65+ **1,935,166** Total Pop **10,098,040** Pop Growth **0.06%** Average HH Size **2.42** Median Net Worth **\$171,318**

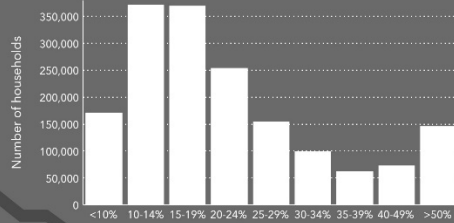
Home Value



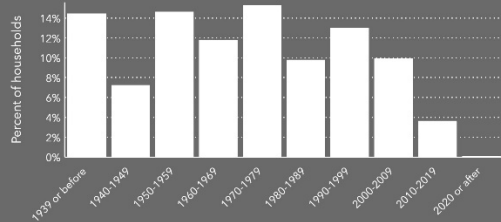
Household Income



Mortgage as % Salary

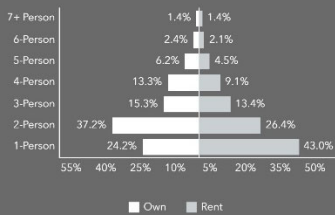


Year Property Built

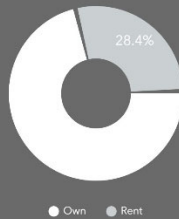


Source: This infographic contains data provided by Esri (2023), ACS (2017-2021), U.S. Census (2020), © 2024 Esri

Census Housing by Size



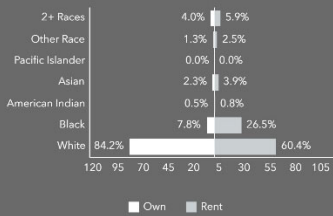
Home Ownership



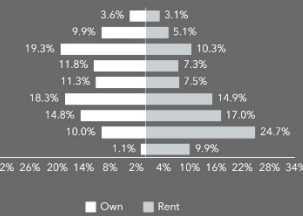
Hispanic Home Ownership



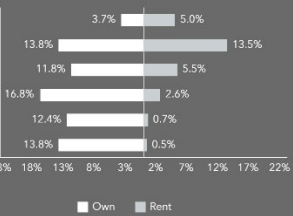
Housing by Race of Householder



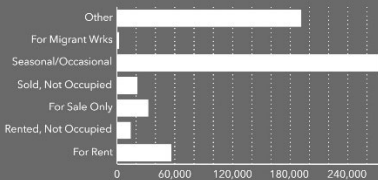
Housing by Age of Householder



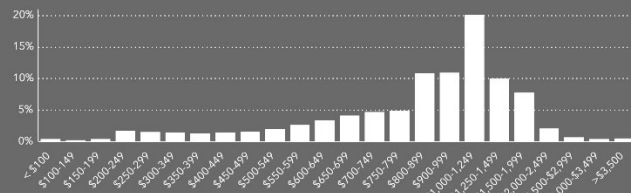
Year Householder Moved In



Vacant Housing Units (Total 589,775)



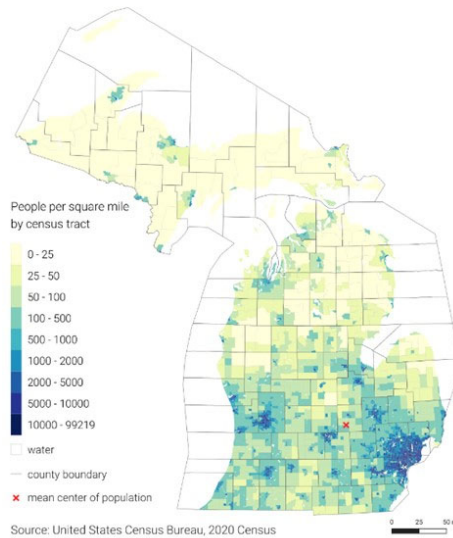
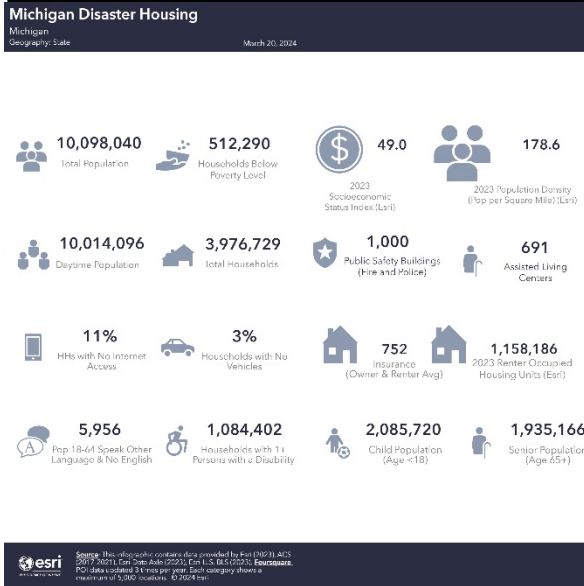
Gross Rent



Source: This infographic contains data provided by Esri (2023), ACS (2017-2021), U.S. Census (2020), © 2024 Esri

Michigan Housing Statistics at a Glance

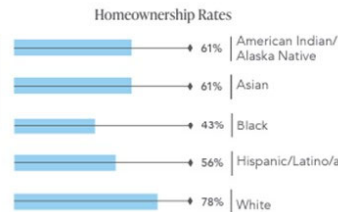
Based on US Census Bureau 2022 estimates



- Across Michigan, 1.5 million, or 38 percent of households struggle to afford the basic necessities of housing, child care, food, technology, health care and transportation.
- Homeownership and homelessness show significant disparities along racial lines. In 2019, 78% of Whites (non-Hispanic/Latino/a) owned their homes, compared to 43% of Blacks and 56% of Hispanic/Latinos/a, 61% of Asians, and 61% of American Indians/Alaska Natives. Among the state's homeless population, 52% are Black, despite being only 14% of Michigan's overall population.
- Housing affordability is a major barrier in Michigan. Before the pandemic, 48% of Michigan renters and 18% of homeowners paid too much for housing (over 30% of their income). This situation worsened after the pandemic.
- Between January 2013 and October 2021, the average sales price for a home in Michigan increased by 84%. During that same period, the asking rent for a Michigan apartment increased in price by 20%, with the highest increases registered in mid-market properties most likely to contain affordable units.
- Many users of Housing Choice Vouchers find that locating rental units where they can use their subsidy is very challenging. This is due to a relative lack of quality units for rent and a shortage of landlords who wish to participate in the program.
- According to U.S. Census Bureau research, throughout most of the pandemic, about 239,000 Michigan residents reported little or no confidence that they could make their rent or mortgage payments on time. About half of this group indicated that an eviction was very or somewhat likely.
- Michigan's housing stock is aging; 47% of all housing units in the state were built prior to 1970.
- Construction of new units is occurring at a much slower pace than normal. The average number of building permits is less than half of the state's pre-Great Recession levels.

38%

of households struggle to afford the basic necessities of housing, child care, food, technology, health care and transportation.



84%

Between January 2013 and October 2021, the average sales price for a home in Michigan increased by 84%.

47%

of all housing units in the state were built prior to 1970.

Source: Michigan Statewide Housing Plan, 2022

State of Michigan Disaster Housing Task Force

Overview

As encouraged by the National Disaster Housing Strategy, Michigan is tasked with creating a Disaster Housing Task Force (Task Force). The main obligation of the Task Force is to support and build State and local Disaster Housing preparedness, response, and recovery efforts.

Formation and Function

When a disaster threatens or strikes that may require victims to be temporarily housed or permanently relocated, the Task Force will convene. Housing experts from all levels of government, non-governmental, and the private sector will come together to tailor housing plans to meet the needs of that disaster. The Task Force must develop the Implementation Plan to achieve the goals within the Strategy and address the challenges in Disaster Housing.

The Task Force doesn't only focus on housing but also the services and essential life functions housing provides to both the human and animal populations. This broad range of services includes infrastructure, police, fire, trash, water, air, food, beds, clothes, and even entertainment, among others. Health, social, and religious services are also essential to provide at this time of need. In other words, when a disaster destroys a community, the Task Force must continue to provide community services to the victims including housing.

Timeline

The nature and magnitude of a disaster drive the size, scope, and scale of housing assistance and determine duration of assistance that may be required, with catastrophic events likely to require substantial permanent housing assistance for extended periods of time. While all disasters begin and end at the local level, when the disaster displaces housing, time is of the essence. The Task Force must be at the ready to assist with housing victims almost immediately after it is determined that the local resources are critical or depleted.

Severity and Need

Upon displacement, the determination of severity and need shall be assessed in order to effectively respond to the crisis. Analysts at the State and local levels must communicate to the Task Force the types of housing needed. Based on this information, the Task Force can more quickly mobilize resources, locate shelter areas, and determine if Federal assistance is needed.

The Task Force is charged with making decisions which will be made as to which populations have precedence to ensure that everyone is housed to best suit their individual needs. Items the task force may consider when determining housing priorities are:

- **Medical Needs.** Any person who may not remain in optimum health in a shelter or other emergency facility. Such persons may include those dependent on oxygen or dialysis equipment. However, disaster victims with medical needs should not be provided with housing until the services they need to assist them are available. One consideration for housing locations is proximity to facilities that will assist in meeting their medical needs.
- **Accessibility Requirements.** As outlined in the Unified Federal Accessibility Standards (UFAS), a UFAS compliance checklist is used to determine accessibility and strategic consideration is

given to the number of UFAS-compliant units that will be required as well as which residents will be placed specifically into UFAS-compliant units.

- **Court Restrictions.** Although the Task Force may not discriminate against housing applicants, court orders take precedence. Applicants with court orders excluding them from living in proximity to specified groups or individuals may not be suitable for housing in a community site. Special housing arrangements will need to be provided and State and local partners should be engaged to help facilitate the placement of these applicants. Other disaster-dependent considerations may be made for first responders, any person who has a need to remain in the community to help in the response and recovery for the event. Such persons may include police, firefighters, medical staff, and other emergency personnel.

In the following section the Strategy will highlight the types of Disaster Housing options.

Disaster Housing Types

Overview

The FEMA recognizes three different types of Disaster Housing based on the severity of the disaster: sheltering, interim, and permanent.

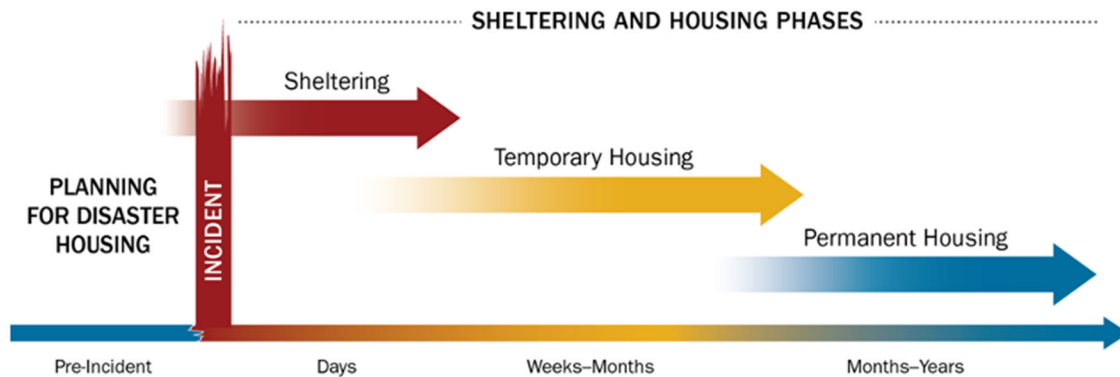


Figure 1 - Sheltering and Housing Phases

Sheltering

In the face of an approaching disaster or after a disaster strikes, individuals and households may be forced to leave their homes to seek shelter. Providing shelters for disaster victims is a complex operation that requires collaborative planning across a wide range of organizations, timely decisions by local officials, and coordinated implementation among all involved, including NGOs, the private sector, and various levels of government. Those involved in this process must balance the challenge of providing services with the urgency of meeting basic human needs.

Sheltering is typically conducted at the local level by NGOs working closely with the local government to plan and operate facilities that meet local needs. When required, additional support is provided by the State and, if necessary, by the Federal Government. In most cases, shelter residents can return home within a short time or locate other housing on their own. However, in large-scale or catastrophic disasters, extended shelter stays may be required. As soon as shelters open, officials must begin working to address longer term housing needs, ensuring that individuals can either return home or transition to interim or permanent housing. Shelters are not designed for, nor should they be used for extended periods.

Shelters serve multiple purposes. Not only do they provide temporary refuge, but they also offer a place for families and households to regroup, register for disaster assistance, and obtain updates regarding damages, casualties, and response and recovery efforts. Shelters provide access to disaster recovery services that can help meet the immediate needs of individuals and households while the community responds to the disaster and begins the recovery process.

Individuals have a range of shelter needs that communities must be prepared to address. These individuals may have to make important sheltering decisions under difficult circumstances with less than perfect information and may face complicated personal situations. When communities develop

comprehensive shelter plans, they provide options to meet those needs and various contingencies. The plans include accommodations for the general population and those with special needs, including persons who are elderly or have disabilities. Sheltering household pets must also be taken into consideration. Community needs will drive shelter configuration and the requirements for support services, specially trained staff, supplies, and equipment.

Interim

Housing disaster victims become more challenging the longer they are displaced from their primary residence. For most disasters and emergencies, short-term sheltering is the only form of housing assistance needed. Once the danger has passed, individuals are generally able to return to their homes within hours or, at most, after a few days. For more serious disasters, where homes or communities have been destroyed, damaged, or contaminated to such an extent that they are uninhabitable for an extended period, additional housing options are required. This intermediate period of housing assistance that covers the gap between sheltering and the return of disaster victims to permanent homes is referred to as interim housing. Generally, this period may span from the day after the disaster to approximately 18 months. In catastrophic or major disasters where the damage to housing infrastructure is substantial or in rural areas where rental housing is limited, this period may be longer.

Delivering interim housing is more challenging than sheltering for a number of reasons. Where sheltering operations are often managed by NGOs, such as the ARC interim housing includes greater government involvement across various departments and agencies (e.g., EM, housing authorities, social services, economic development) and all levels of government (local, State, Tribal, and Federal). Interim housing brings into play numerous legal authorities and the associated costs are generally more significant than for sheltering. Because the assistance involves government programs, disaster victims must formally register for the programs and meet eligibility requirements. With more organizations involved, there is an increased need for cooperation and collaboration among all players.

Providing the actual structures to house disaster victims during this interim period is the most tangible challenge that government officials face. The options vary depending on the nature of the event. When the local infrastructure is not badly damaged and the number of individuals with needs is manageable, the use of rental properties is the simplest and, in many ways, the best option. However, if the damage to the community's infrastructure is more significant or the venue is rural and rental property is unavailable, other options must be considered, thus increasing the complexity as more levels of government become involved. Decisions made for interim housing may have substantial implications for long-term recovery.

The needs and expectations of disaster victims in interim housing are greater than those in shelters, and our experience has taught us the importance of addressing these issues early in disaster response and throughout the recovery process. Given these expectations, additional support, such as case management, must be integrated into interim housing options. The challenge of providing interim housing increases in direct proportion to the scope of the event. For catastrophic events, the housing challenges are profound and will almost certainly require State and Federal assistance. For such events, traditional interim housing approaches may not be sufficient, and innovative and nontraditional methods will be required.

Based on lessons learned, changes are required to ensure that interim housing needs are more fully understood and met with a greater range of solutions. Ultimately, providing suitable interim housing options requires realigning roles and understanding how all involved can work together effectively to meet the needs of disaster victims, including people with disabilities.

Permanent

Permanent housing for disaster victims relies on the successful intersection of individual and community choices and financial ability. One of the key goals of Disaster Housing is to move disaster victims into permanent housing as quickly as possible. Many individuals and households may be able to return and live in their homes following a disaster, even while repairs are underway. Yet when the housing infrastructure of a community has been severely damaged, attaining permanent housing in a timely manner becomes an immense challenge that requires choices and, ultimately, alignment of individuals and the local government, and the provision of financial resources through both public- and private-sector sources.

For disaster victims lodged in interim housing, many factors affect the process of attaining permanent housing. These factors represent an intricate matrix of individual and community decisions along with issues of personal, private-sector, and public resources. Current practices in permanent housing focus on three distinct groups: renters, homeowners, and landlords.

Displaced renters are not necessarily tied to a damaged property, allowing for some flexibility in obtaining a permanent housing solution. This mobility increases the uncertainty for their landlords as well as others working to identify housing requirements for the community. In contrast, a displaced homeowner has an owned or mortgaged asset. The homeowner's permanent housing solution depends on his or her desire to repair or rebuild the damaged property or seek alternative permanent housing, and his or her financial ability to achieve a permanent housing goal. For homeowners with a mortgage, the bank or mortgage company also retains an important interest that must be taken into consideration to complete the transition to permanent housing. Finally, landlords also have unique challenges. While landlords themselves may be displaced, they must determine whether it is in their financial interest to rebuild. The aggregate decisions by rental property owners in an area can have a significant impact on the supply of permanent rental housing, especially affordable permanent rental housing.

Several factors or obstacles may affect the ability of these groups to retain, obtain, or create permanent housing. They include:

- Their financial ability to secure and/or repair or rebuild permanent housing. For renters, this includes their ability to find and afford post disaster rental housing. For homeowners and landlords, this includes whether they had adequate insurance and/or the ability to finance the cost of repairs or rebuilding.
- The timeliness and effect of local land use decisions, environmental and historic preservation laws, building codes, and permitting processes, including the implications for where, how, and whether homes can be rebuilt.
- The availability and cost of labor and building materials.
- The ability to obtain and afford adequate hazard and flood insurance in the future.
- Decisions by neighboring property owners to rebuild or abandon damaged structures. Many owners deciding not to rebuild can create substantial problems for the neighbors that do rebuild.
- Storm surges and shifts in high tide/low tide lines. Both may claim land previously inhabited, leaving property to the sea or on public beaches.
- Local economic conditions, particularly the continued availability of jobs.

- Recovery of the community infrastructure, such as police, fire service, healthcare, public transportation, and schools.

The most difficult decision individuals and local governments must make is whether a home, neighborhood, or community should be rebuilt or relocated. Some decisions may have national impacts on economic sectors such as energy or food that necessitate Federal Government-level discussions as well. The local government's decision not to rebuild an area must be made rapidly, as individuals often begin rebuilding quickly and their actions may reduce or eliminate the efficacy of such a decision. This is an especially pressing issue when a property or community has had repetitive losses from recurring disasters. For local governments, it is often extremely difficult to decide not to rebuild a neighborhood or community. While neither the State nor the Federal Government can make local decisions about whether to rebuild, States may choose to influence the decision, and Federal policymakers can decide whether to provide resources and financial incentives to communities choosing to rebuild in dangerous or high-risk areas. These funding parameters may prompt local governments to develop recovery plans that facilitate a relocation strategy prior to a disaster.

As with sheltering and interim housing, catastrophic events magnify the scope of decisions that must be made, the number of resources required, and the capacity needed to implement programs to move households back into permanent housing. When catastrophic events occur, there is a much greater likelihood that the Federal Government will have to play a leading role in facilitating permanent recovery, thus requiring extraordinary solutions.

Assessing Impact and Needs

Key Principles

The following key principles apply to shelter operations:

1. Are primarily conducted at the local level.
2. Can appear deceptively simple but are extraordinarily complex.
3. Require sophisticated planning across a wide range of organizations to meet urgent needs quickly.
4. For catastrophic events enter a new realm of planning and coordination.

The following key principles apply to interim housing:

1. Effective interim housing starts with clear expectations among all those involved.
2. Extends well beyond simply providing a structure.
3. Must be safe, secure, and accessible.
4. Is temporary.
5. Catastrophic incidents extend stays in interim housing and present many interim housing challenges.

The following key principles apply to permanent housing:

1. Rebuilding usually takes more time than people would like, and individuals need to prepare for the eventuality.
2. Individual and community preparedness before disaster strikes is essential to post Disaster Housing recovery.
3. Repaired or replacement housing should be better than the housing it replaces and be adequately insured.
4. Some interim housing solutions can become permanent housing.
5. Catastrophic incidents require extra coordination and resources to achieve permanent housing.
6. Identifying clusters of permanent housing opportunities can speed and enhance recovery.

Key Resources at the State Level

The following key resources (i.e., organizations, programs, personnel, equipment, facilities, and resources) have been identified as being potentially relevant to addressing functional needs populations and general needs during state-level Disaster Housing support operations:

State and Local Shelter Facilities (listed in the Michigan Critical Incident Management System (MICIMS) and/or the National Shelter System (NSS)):

The NSS is a nationwide listing (administered by the ARC) of shelter facilities identified and entered into the database by federal, state, and local agencies, the ARC, and other NGOs. A number of facilities in Michigan are (or eventually will be) included in the NSS – including state facilities that could potentially be used as mass shelters. Each Michigan state department / agency and local government is currently responsible for entering and maintaining its own shelter information in the MICIMS. The MICIMS shelter listing (and eventually the NSS database) will serve as the primary facility identification (ID) mechanisms used when additional shelter facilities are required to supplement local mass shelter efforts, and/or the State has agreed to accept out-of-state evacuees as part of a regional or national evacuation effort. Refer to Attachments 1 and 2.

Administration for Community Living and Supports (ACLS):

The ACLS maintains current lists of frail homebound seniors covering all parts of the state. If an evacuation is required, these individuals in the affected areas can be quickly identified from the lists and appropriate assistance can be rendered. Unless their lives are in imminent danger, in-place sheltering of these individuals may be the preferred protective action in most cases.

Michigan Rehabilitation Services (MRS):

The MRS, housed within the Michigan Department of Labor and Economic Opportunity (LEO), provides a wide array of assistance services to persons with disabilities to enable them to gain employment and function independently. The MRS also operates the Michigan Career and Technical Institute (MCTI) for eligible adults who have a physical, mental, or emotional disability. The MCTI provides vocational and technical training programs and supportive services to prepare persons with disabilities for gainful employment. Any of these programs would be available to long-term evacuees with qualifying disability status. The MRS counselors are also available at the 25 Michigan Works! Service Centers located around the state.

Division on Deaf and Hard of Hearing (DDHH):

The Michigan Department of Civil Rights (MDCR) DDHH provides services to, and advocates on behalf of, deaf/hard of hearing individuals. The DDHH can provide assistance to deaf or hard of hearing victims.

Bureau of Services for Blind Persons (BSBP):

The BSBP, housed within the Licensing and Regulatory Affairs (LARA), provides services to blind or visually impaired individuals so that they can achieve employability and/or function independently. The BSBP can provide assistance to blind/visually impaired victims.

Michigan School for Deaf:

The Michigan School for Deaf, located in Flint, which could be of assistance to school-age long-term victims who are deaf.

Cultural Organizations:

Coordination with appropriate cultural organizations will be accomplished early in Disaster Housing operations, as required, to ensure that non-English speaking and/or traditionally “non-mainstream” populations are aware of the need to evacuate and the locations of housing facilities. If circumstances allow, consideration will be given to designating shelter space for culturally adherent

individuals and groups so that they may continue traditional customs and practices; however, this may not always be possible.

American Red Cross (ARC) or Non-Governmental Organizations (NGO):

The ARC, Michigan Voluntary Organizations Active in Disaster (MIVOAD), Salvation Army, and other NGOs may provide limited support in the care of access and functional needs populations in shelters. This support may include human and material resources or sheltering guidance. The “Initial Intake and Assessment Tool” developed by the ARC and US Department of Health and Human Services can be utilized to assist shelter workers screen individuals to help determine needs of functional needs clients.

A number of NGOs may potentially be involved in Housing operations at the local and state levels. For state-level housing support purposes, the ARC has a primary role and will staff the SEOC and collaborate with the Michigan Department of Health and Human Services (MDHHS), other support state departments/agencies, and other NGOs through the MIVOAD.

The ARC provides services to all disaster victims as part of a broad program of disaster relief as outlined in its charter provisions enacted by the US Congress in January 1905, and the federal Stafford Act regardless of state or federal declaration. In support of housing operations, the ARC’s role may include but is not necessarily limited to:

- 1) Establishing and operating shelters and feeding facilities, and supporting the management and coordination of sheltering and feeding activities for disaster victims and emergency workers;
- 2) Providing supplemental disaster-related health and mental health services;
- 3) Coordinating the bulk distribution of emergency relief items;
- 4) Supporting family reunification efforts;
- 5) Mobilizing stockpiles of essential emergency relief supplies (e.g., cots, blankets, food and beverages, clean-up kits, personal comfort kits, etc.) from ARC chapters throughout the state, as well as Disaster Field Supply Centers located around the country.

Church or Religious Organizations:

Coordination with appropriate church or religious organizations will be accomplished, as deemed necessary, to identify and attempt to meet the needs of individuals or groups that have “non-traditional” religious beliefs and/or customs and practices that might be considered disruptive or undesirable in a traditional shelter setting. If incident circumstances allow for the accommodation of these functional needs, then such efforts will be made.

Interpreter or Translator Services:

Interpreter or translator services for functional needs victims may be arranged through several state departments or agencies, the ARC and/or other NGOs, which may have translation capabilities or may be partners with organizations which have them.

- The MDHHS can arrange for interpreters or translators for non-English speaking victims through its internal staff with bilingual capabilities and/or through the use of contracted or volunteer services arranged through the Department of Technology, Management and Budget (DTMB).

- The LEO may be able to arrange for interpreters or translators through its cadre of volunteers.
- The MDCR Division on Deaf, Blind, and Hard of Hearing can arrange for interpreters for deaf or hard of hearing evacuees.
- The LARA Bureau of Services for Blind Persons can provide services to assist blind or visually impaired victims.
- The MDHHS Health Volunteer Registry can be searched to identify potential volunteers with bilingual capabilities.
- Within the MDCR, the Hispanic or Latino Commission of Michigan, Michigan Asian Pacific American Affairs Commission, and Michigan Council on Arab Chaldean American Affairs may have bilingual staff available for service or may be able to assist in identifying other appropriate individuals who can provide bilingual services.
- The ARC, MIVOAD, and other NGO partners may be able to provide or locate individuals with bilingual capabilities to assist in a shelter setting.
- During federally declared incidents under the Stafford Act, FEMA may be able to provide bilingual interpreters or individuals to assist in communicating with other functional needs victims through its cadre of disaster employees, and/or via mission assignment to a federal agency that has such resources available.

Department of Technology, Management and Budget (DTMB):

If state facilities are used in the shelter operation – supplemental to local shelters or as primary shelters – then the following DTMB resources and services may be brought to bear:

- The ID and procurement of state owned or operated facilities or space for sheltering purposes.
- Procurement of equipment and supplies needed to support the sheltered population (in conjunction with other support agencies, the ARC, and other NGOs.)
- Procurement of equipment, operators and supplies needed for making ID cards, wristbands, or other ID markers for the sheltered population.
- Procurement of state and/or leased transportation vehicles needed to transport the sheltered population to medical appointments or other required destinations (in conjunction with other support agencies.)
- Procurement of security services (as required) to supplement the services provided by state and local law enforcement personnel or volunteers.
- Procurement of cleaning services (as required) to supplement any such services provided by local and state staff, NGOs, or volunteers.
- Procurement of other required resources or support services not provided by local agencies or organizations, state or federal agencies, the ARC, or other NGOs.

Michigan Department of Military and Veterans Affairs (MDMVA) Training Centers:

If the incident results in a large number of victims requiring shelter, then there will likely be a need to use one or more of the MDMVA training centers as reception or registration facilities and/or temporary shelters. The MDMVA training centers include the Fort Custer Training Center in Augusta, Camp Grayling and Grayling Army Airfield in Grayling, and the Alpena Training Center in Alpena. Collectively, these training centers have a realistic capacity (determined by center commanders) of approximately 6,000 individuals. However, each facility has specific limitations (some significant) that must be considered during the site selection process.

Note: A variety of support services from state departments/agencies, the ARC, other NGOs, and/or private contractors will be required when the above-referenced MDMVA facilities are used as temporary shelters. The type and number of support services varies by the nature and size of the sheltered population. These support requirements are part of the total “package” of using each facility, meaning that the facility should not be used without provisions for the entire array of support services in place. Using the facilities without the corresponding support services potentially endangers the health and safety of the evacuees and facility staff and may negatively impact the continued functionality of the training center.

Michigan Department of Agriculture and Rural Development (MDARD) Migrant Labor Housing:

The MDARD licenses private housing units used by migrant laborers working in Michigan during the growing and harvest seasons. These housing units are usually owned by individual farmers/growers or agricultural businesses and are for use by migrant workers under the employ of these enterprises. Although the number of units varies from year to year, typically there are several thousand licensed living units located around the state at any given time. These housing units tend to be very basic in terms of amenities and accommodations, but they could (if available) be used to temporarily house victims until more permanent housing options could be arranged.

State Parks and Recreation Area Facilities:

Though very basic in terms of amenities and accommodations, state parks and recreation camping areas could (if available) be used to temporarily house victims until arrangements could be made for more permanent housing options. Shelter options include modern and rustic cabins (with various capacities), modern campgrounds with shower and restroom buildings, and primitive campgrounds (without such facilities). In addition, state parks and recreation areas could also be used as resource staging areas or warehouses or emergency personnel camps in support of housing operations.

University Housing Resources:

If available, student dormitories and apartments at Michigan’s 15 public universities could be used to temporarily shelter victims until arrangements could be made for more permanent housing options.

Note: Though an option, displacement of the student population from dormitories and apartments is not likely, except under the most extreme of circumstances, because that would simply create another set of problems to address. In addition, public universities are autonomous institutions and are not considered “state” facilities in the traditional sense – i.e., facilities used by Executive Branch departments and agencies.

State Schools:

If available, student dormitories or other available space at the Michigan School for the Deaf in Flint or the MCTI in Plainwell could be used to temporarily shelter victims, until arrangements could be made for more permanent housing options.

Michigan State Police (MSP) Training Academy:

If available, unused or unoccupied rooms at the MSP Training Academy in the State Secondary Complex (Dimondale) could be used to temporarily shelter victims, until arrangements could be made for more permanent housing options.

State Institutions:

As a last resort, any available shelter space in state owned or operated institutions (e.g., correctional facilities, inpatient mental health facilities, youth training or rehabilitation facilities, military veteran rehabilitation centers) could be used as temporary shelters.

Note: This option only includes space located outside secure areas in these facilities. In no case will evacuees be sheltered with institutional residents or even be allowed contact with the residents.

In Emergency Support Function (ESF):7 Logistics mass shelter support operations, there may be a need to receive additional resources and/or technical assistance to manage the shelter facilities and/or to provide for the basic sustenance needs of the sheltered population. Depending on incident circumstances, the ESF:7 Logistics may be implemented to manage the receipt, handling, and distribution of such assistance to those in need – whether the resources were unsolicited (i.e., in the form of donated goods and services) or formally requested and procured through FEMA, another state (via the Emergency Management Assistance Compact (EMAC)), and/or the private sector.

The LEO is the lead agency and steward for the disaster donations management process. Donated goods can be a cost-effective way to support the sheltered population if they are presented to the State or affected localities in a “value-added” manner (i.e., a needed item, transported to Michigan, and properly packaged/marked/sized for ready distribution). The MSP/EMHSD is the lead agency and steward for the disaster logistics management process. As prescribed in the MEMP, the MSP/EMHSD and LEO will work jointly to implement disaster logistics and/or donations management operations where there is a clearly defined need for large quantities of food, clothing, water, and other basic sustenance items to support the sheltered population, and this need cannot be met with existing resources.

Portable Radiation Detection Devices:

The Michigan Department of Environment, Great Lakes, and Energy (EGLE) has portable radiation detection devices (walk-through portal monitors) that can be placed at the entrances of mass shelter facilities to ensure that radioactive material is not introduced into the shelter environment.

Online Volunteer Registries:

The Michigan Volunteer Registry (MVR), administered by the MDHHS - Health, and Volunteer Michigan, administered by the LEO - Michigan Community Service Commission (MCSC), can be searched as necessary to obtain the names of individuals that are trained and experienced in housing or shelter management and/or that have expressed an interest in volunteering for housing operations. The MSP/EMHSD and MDHHS will work with the MDHHS - Health and/or LEO - MCSC to generate and vet a list of possible candidates for available positions based on situational needs.

Other Volunteer Sources:

Other potentially available sources for volunteers to assist with housing operations include but are not limited to:

- The ARC through local chapters.
- The MIVOAD, through its various member organizations.
- Michigan Citizen Corps, through Community Emergency Response Team (CERTs).
- The LEO - MCSC, through the AmeriCorps program and Local Volunteer Centers.

- The Area Agency on Aging (AAA), for senior volunteers.
- Michigan Volunteer Defense Force (MVDF).
- Community-based groups (e.g., school or church-affiliated, service clubs, scouts, etc.)

Michigan Department of Human and Health Services (MDHHS – Health) Regional Healthcare Coalitions:

The MDHHS - Health Regional Healthcare Coalitions can assist local medical and health agencies and involve federal and/or NGO medical and health resources in providing medical and health related services in shelters. This includes the general shelter population as well as any access and functional needs populations that may be sheltered.

Community Mental Health Agencies:

Community Mental Health Agencies can provide mental health services to the sheltered population, in conjunction with any involved federal and/or NGO mental health or crisis counseling resources. Assistance may be provided onsite (at shelters) and/or offsite (in Community Mental Health office settings) once shelters are closed at the conclusion of the shelter operation.

Public Information Templates:

To help ensure consistency and timeliness of public information materials and releases, various pre-scripted templates have been developed by the MSP/EMHSD for ready customization (with incident-specific information) and use by the State Public Information Officer (SPIO) and Joint Information Team when incidents occur. These templates are intended to be a starting point resource for an interagency, intergovernmental, comprehensive public information campaign for Housing operations.

Emergency Management Assistance Compact (EMAC) / Michigan Emergency Management Assistance Compact (MEMAC):

Supplemental resources and/or technical assistance to support housing operations can be procured by the MSP/EMHSD, as necessary, through the national EMAC and/or state-level MEMAC. If necessary, specific types of support services for functional needs populations can also be arranged.

State Animal Response Team (SART) / Community Animal Response Teams (CARTs):

As described in the MEMP Animal Care Support Plan, the SART and CARTs will be mobilized as necessary to address animal care and support issues during Disaster Housing operations. (Refer to the Publication 101c: MEMP Animal Care Support Plan.)

Tasks and Execution:

In addition to the task assignments listed under the ESFs and relevant Disaster-Specific Procedures, plan partners should **consider** all the following task assignments also including those for functional needs populations. Actual incident circumstances will dictate which task assignments are appropriate.

Although tasks are listed numerically, **the number associated with the task has no bearing on its level of importance**; rather it is to assist users of the document to refer to specific tasks within a section and agency's list.

Executive Office of the Governor:

1. Solicit donations of goods and/or services to support functional needs populations.
2. Provide for temporary emergency housing, including the use of temporary emergency housing in certain state facilities. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services, and the MEMP Recovery Support Plan.)

3. Suspend regulatory statutes, orders, or rules. (Refer to ESF 5: Information and Planning.)
4. Directs the SPIO to authorize and control the release of public information through the Joint Information System. (Refer to ESF 15: External Affairs.)
5. Authorize the use of state resources, including personnel, time, facilities, equipment, supplies, materials, and financial resources. (Refer to ESF 7: Logistics, and the MEMP “SEOC Operations” Section.)
6. Seek assistance from the federal government, as appropriate, under federal Stafford Act or other authorities, directed through the MSP/EMHSD. (Refer to the MEMP “Obtaining Federal Assistance” Section.)

Michigan State Police (MSP) / Emergency Management and Homeland Security Division (EMHSD):

1. Procure resources through the National Emergency Management Assistance Compact /EMAC/MEMAC, the ARC, MIVOAD, and other NGOs, and the federal government, as appropriate. (Refer to the Logistics Support and Resource Requirements for Plan Implementation: Mutual Aid Section of the MEMP).
2. Coordinate the ID and procurement of temporary housing resources, as required.
3. Monitor the provision of human services in Presidentially declared disasters through the State Individual Assistance Officer (SIAO).
4. Identify the full range of affected functional needs populations.
5. Fill anticipated or identified resource needs. (Refer to ESF 7: Logistics.)
6. Implement the ESF: 7 Logistics, as required. (Refer to ESF 7: Logistics.)
7. Provide technical assistance to the LEO for disaster donations management, as required. (Refer to the MEMP “Donations Management” Section, ESF 6: Mass Care, Emergency Housing, Temporary Housing, Human Services, and MSP/EMHSD Publication 107.)
8. Monitor the provision of human services in Presidentially declared disasters, including providing a SIAO. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
9. Coordinate the ID and procurement of additional temporary housing resources. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)

Michigan Department of Agriculture and Rural Development (MDARD):

1. Coordinate the use of fairground facilities for possible shelter operations, including a smaller segregated space for those with Access and Functional Needs. (Refer to Disaster Specific Annex: Essential Resource Shortages.)
2. Identify vacant migrant labor housing for use as possible temporary shelter for victims. (Refer to Disaster Specific Annex: Essential Resource Shortages.)

3. Assist with and coordinate animal care and animal health in shelters. (Refer to Publication 101c: MEMP Animal Care Support Plan.)
4. Assist in food procurement, safety and sanitation, and the ID and establishment of warehouses and feeding facilities. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)

Michigan Department of Attorney General:

1. Provide legal assistance to state officials. (Refer to ESF: Information and Planning.)

Michigan Department of Civil Rights (MDCR):

1. Ensure via observations, investigation, and enforcement equal access to disaster-related services, and investigate civil rights violations, operations, and general living environment for sheltered individuals, including for those with access and functional needs. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
2. Monitor and advocate for the recovery needs of individuals with disabilities. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
3. Assist with the pre-deployment ID of likely need based on population models, possible licensing or other modeling using external, publicly available data, or the assessment of data provided by other SOM agencies.

Michigan Department of Health and Human Services (MDHHS - Health):

1. Assist in the analysis of the event to help determine the nature, scope, magnitude, anticipated duration, and resource requirements of the health/medical aspects of the emergency situation.
2. Provide/assist in providing resources to perform basic health/medical screening assessments as needed. This may involve MDHHS-Health personnel, NGO personnel, or local health/medical staff coordination.
3. Facilitate the deployment of volunteer health professionals for emergency response utilizing the MI Volunteer Registry. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.) Volunteers may include but is not limited to the following:
 - a. Persons skilled at working with physically and/or mentally challenged individuals and/or with a willingness to do so.
 - b. Transportation services for physically challenged individuals.
 - c. Interpreter/translator services for non-English speaking, deaf/hard of hearing, or blind individuals.
 - d. Animal care assistance for individuals with companion/service animals (refer to MEMP Animal Care Support Plan).
 - e. Health and medical service practitioners for specific targeted populations.

4. Identify and make available shelter space in (non-secure areas) of state inpatient mental health facilities, as required. (Refer to Disaster Specific Annex: Essential Resource Shortages.)
5. Identify volunteer opportunities for emergent volunteers, in coordination with the MI Volunteer Registry and LEO/MCSC. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
6. Coordinate the investigation and control of communicable disease (in shelters). (Refer to ESF 8: Public Health and Medical Services.)
7. Support the coordination of a mental health needs assessment (for the sheltered population). (Refer to the Disaster Specific Annex: Chemical, Biological, Radiological, Nuclear, and Explosive Incident.)
8. Support the coordination of crisis counseling services with Community Mental Health Services Programs. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
9. Support the coordination of appropriate medical services (for the sheltered population). (Refer to ESF 6: Mass Care, Emergency Services, Temporary Housing, and Human Services.)
10. Provide resources to support emergency operations. (Refer to ESF 7: Logistics.)

Behavioral and Physical Health and Aging Services Administration, Bureau of Aging, Community Living, and Supports (ACLS) Bureau:

1. Conduct a needs assessment of, and coordinate and monitor the provision of assistance to, frail older adult disaster victims, especially homebound older adults. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
 - a. In most cases, in-place sheltering may be the appropriate option. If that option is implemented, the ACLS Bureau and AAAs will ensure that the basic sustenance needs of homebound older adults are provided for.

Michigan Department of Corrections (MDOC):

1. Identify and make available shelter space in non-secure areas of state correctional facilities, as required. (Refer to Disaster Specific Annex: Essential Resource Shortages.)
2. Provide resources to support emergency operations. (Refer ESF 7: Logistics.) This may include but is not limited to:
 - a. Personnel and/or vehicles to transport physically challenged individuals,
 - b. Furniture (e.g., cots, beds, tables, etc.) for physically challenged individuals in shelters,
 - c. Interpreter/translator services for non-English speaking or deaf/hard of hearing individuals,
 - d. Health and medical service practitioners for specific targeted populations.
3. Support law enforcement activities utilizing the MDOC Emergency Response Team. (Refer to ESF 7: Logistics.)

Michigan Department of Education:

1. Authorize the use of US Department of Agriculture commodities for feeding disaster victims. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
2. Coordinate the use of Michigan School for the Deaf resources to support emergency operations, including potential dormitory space. (Refer to ESF 7: Logistics.)

Environment, Great Lakes, and Energy (EGLE):

1. Minimize risks from radiological exposure, including walk-through radiation detection portal monitors. The LARA will provide supportive radiation safety assistance to the EGLE as required. (Refer to ESF 8: Public Health and Medical Services, and Disaster Specific Annex: NPP Incident.)

Michigan Department of Health and Human Services (MDHHS – Human Services):

1. Identify human service and/or cultural organizations that may represent functional needs populations. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.) This may include but is not limited to organizations that specialize in or represent individuals with:
 - a. Specific mental and/or physical disabilities.
 - b. Specific religious, cultural, racial, ethnic, gender or national origin identities.
 - c. Specific socio-economic situations.
2. Assist LARA and DTMB as needed to provide interpreter or translator services, as required from one of several sources: (Refer ESF 15: External Affairs.)
 - a. Several state departments or agencies have staff with bilingual capabilities and/or represent advocacy organizations that may be able to assist with bilingual needs.
 - b. The MDHHS MCSC may be able to arrange for interpreters or translators through its cadre of volunteers.
 - c. The ARC, MIVOAD, and other NGO partners may be able to provide or locate individuals with bilingual capabilities.
 - d. Interpreters or translators can be arranged through contracted services.
3. Provide vocational rehabilitation services through MRS at a Michigan Works! Service Center and/or the MCTI. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
4. Identify and make available shelter space at the MCTI, as required. (Refer to Disaster Specific Annex: Essential Resource Shortages.)

5. Coordinate and monitor the provision of human services to disaster victims. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
6. Identify and make available shelter space at state training and rehabilitation (juvenile justice) facilities, as required.

Michigan Department of Labor and Economic Opportunity (LEO – MCSC)

1. Identify and coordinate volunteer resources for recovery operations through Volunteer Michigan, AmeriCorps, or other programs. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.) Assistance through voluntary resources may include:
 - a. Persons skilled at working with physically and/or mentally challenged individuals and/or with a willingness to do so.
 - b. Transportation services for physically challenged individuals.
 - c. Interpreter/translator services for non-English speaking, deaf/hard of hearing, or blind individuals.
 - d. Animal care assistance for individuals with companion/service animals. (Refer to MEMP Animal Care Support Plan.)
 - e. Health and medical service practitioners for specific targeted populations.
2. Provide interpreter/translator services, as required, which may include translator services for the blind/visually impaired. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
3. Provide rehabilitation services for the blind through the Bureau of Services for Blind Persons.
4. Identify volunteer opportunities for emergent volunteers through the MCSC, the MVR, and partner NGOs. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
5. Implement the ESF 7: Logistics support, as required, especially if donations and services are expected. (Refer to ESF 7: Logistics.)
6. Identify and mobilize volunteers from the MCSC, the Michigan Citizen Corps volunteers, and the CERTs. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
7. Provide supportive radiation safety assistance to EGLE. (Refer to Disaster Specific Annex: NPP Incidents.)

Michigan Department of Insurance and Financial Services:

1. Provide insurance information to disaster victims. (Refer to ESF 5: Information and Planning.)

Licensing and Regulatory Affairs (LARA):

1. Provide guidance, promulgate regulations, conduct investigations and compliance reviews, and enforce Federal civil rights laws, including their general application to EM and specific application to mass care services, such as the Americans with Disabilities Act, Section 504 of the Rehabilitation Act, and the Civil Rights Act of 1964.
2. Provide construction, engineering, and project management expertise and support for temporary (accessible) housing and sheltering (to include management of temporary roofing support following disasters).
3. Coordinate the establishment of group mobile home sites for temporary Disaster Housing.
4. Provide licensing information to disaster survivors.
5. Expedite licensing for facilities and individual homes, as needed.
6. Implement appropriate economic stabilization measures.
7. Retain a list of licensed transitional healthcare facilities such as adult foster care homes, long term care (nursing home) facilities, homes for the aged, and childcare. (These licensed facilities may be used to identify available and physically accessible housing resources for disaster survivors.
8. Conduct fire safety and prevention inspections through the Bureau of Fire Services. (Refer to ESF 4: Firefighting.)
9. Provide energy resources as needed i.e. back-up power, generators, etc.

Michigan Department of Military and Veterans' Affairs (MDMVA):

1. Identify and make available shelter space at MDMVA facilities, as required. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)

Note: As the above-referenced military facilities (with the exception of the two veterans' homes) are designed primarily for use by able-bodied soldiers and support staff for training and operational activities, the accessibility of certain areas of the facilities for physically challenged evacuees may be minimal or non-existent. As a result, these facilities would be considered shelters of last resort for certain functional needs populations.
2. Identify and mobilize shelter volunteers from the MVDF. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
3. Provide security support at shelters. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services; and ESF 13: Public Safety and Security.)
4. Provide mass feeding support at shelters, including assisting NGOs with on-site food preparation and distribution. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
5. Provide supplemental transportation support at shelters, as a last resort. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services; and ESF 7: Logistics.)

Michigan Department of Natural Resources:

1. Provide security support at shelters. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
2. Supplement transportation and equipment resources. (Refer to ESF 7: Logistics.)
3. Identify and provide shelter space at state parks and recreation areas, if required, to be resource staging areas, warehouses, emergency personnel camps for mass shelter operations. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)

Michigan State Police (MSP):

1. Assist in evacuating areas, controlling traffic, and providing security in the affected area. (Refer to ESF 1: Transportation.)
2. Identify and make available shelter space at the MSP Training Academy, as required.
3. Assist in evacuating areas, controlling traffic, and providing security in the affected area. (Refer to ESF 1: Transportation; ESF 13: Public Safety and Security.)
4. Coordinate with the transportation industry for additional resources to support emergency operations; private sector options are pursued only if governmental and NGO transportation resources are unavailable. (Refer to ESF 14: Cross Sector Business and Infrastructure.)

Department of Technology, Management and Budget (DTMB):

1. Provide state-contracted supplies and services to support functional needs population sheltering operations. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
 - a. The Division on Deaf, DeafBlind, and Hard of Hearing can arrange for interpreters for deaf or hard of hearing individuals,
 - b. The Hispanic or Latino Commission of Michigan may have bilingual staff available and/or can assist in identifying bilingual services for Spanish speaking individuals,
 - c. The Michigan Asian Pacific American Affairs Commission may have bilingual staff available and/or can assist in identifying bilingual services for non-English speaking Asian Pacific Americans,
 - d. The Michigan Council on Arab Chaldean American Affairs may have bilingual staff available and/or can assist in identifying bilingual services for non-English speaking Arab Chaldean Americans.
2. Provide technical assistance, as required, to support the IT aspects of state emergency operations. (Refer to ESF 2: Communications, and ESF 7: Logistics.)

3. Identify and make available shelter space in DTMB owned/managed facilities, as required. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services; ESF 7: Logistics.)
4. Protect employees and visitors at DTMB owned/managed facilities; create facility-specific emergency procedures, as needed. (Refer to ESF 13: Public Safety and Security.)
5. Provide information on state-contracted supplies and services (for emergency procurement). (Refer to ESF 7: Logistics.)
6. Activate the State's donations management website, as required by the Governor's Office, MSP/EMHSD, and the Office of Financial Management (in the State Budget Office). Donations of goods and services will be directed to a centralized Donations Intake and Processing Center. (Refer to ESF 7: Logistics.)

Michigan Department of Transportation:

1. Secure additional mass transportation resources. (Refer to ESF 1: Transportation).

Michigan Economic Development Corporation:

1. Provide temporary housing assistance for functional needs populations.

American Red Cross (ARC):

1. Establish and operate mass care shelters and feeding facilities for disaster victims. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
2. Provide mass care guidance to the MDHHS, support departments / agencies and NGOs. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
3. Support the management and coordination of sheltering, feeding, supplemental disaster health services, and bulk distribution of emergency relief items. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
4. Support reunification efforts through the ARC "Safe and Well" web site, in coordination with the MDHHS. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
5. Provide emergency relief supplies to those in need. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)
6. Provide trained disaster services personnel from its Disaster Services Human Resources system in Michigan. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.)

Michigan Voluntary Organizations Active in Disasters (MIVOAD), Michigan Citizen Corps, and other Nongovernmental Relief Organizations:

1. Provide supplemental support at shelters. (Refer to ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services.) Assistance may include but is not limited to:

- a. Basic sustenance (i.e., food, water, baby formula).
- b. Basic first aid and health screening.
- c. Basic counseling (crisis / spiritual).
- d. Cots, blankets, and bedding.
- e. Transportation assistance (i.e., for essential purposes such as medical appointments, employment).
- f. Childcare assistance (i.e., for essential purposes such as medical appointments, employment).
- g. Essential medical equipment (e.g., wheelchairs, walkers, canes, etc.)

The MIVOAD and other volunteer/nongovernmental agencies and partners may be asked to support disaster response but are not required to. The ARC, MIVOAD, and other NGO assistance will be coordinated through the SEOC, emergency operations centers, and shelter managers. The MICIMS entries will be made to record and coordinate the assistance rendered. The ARC, MIVOAD, and other NGO assistance will not be provided indefinitely.

Summary

The Strategy, as it exists in this document, is acknowledged as a start or beginning to Michigan's Disaster Housing response and recovery. By no means is this strategy a complete or final document, but merely an effort to set the initial standard of a strategy that did not exist prior to conceptualization. Future analyzation, review, and testing through training, exercise, and real-life scenarios are required to further meld its scope and effectiveness. For the time being, the Strategy will be the first time a single document summarizes the broad array of organizations that are involved in providing Disaster Housing. It also serves as the road map the State will follow when disaster strikes.

The effectiveness of our efforts will be determined by the people who fulfill key roles and how they carry out their responsibilities, including their commitment to develop partnerships, conduct joint training and exercises, and achieve shared goals. Ultimately, our success will be evaluated by the individuals and families who are forced from their homes by future disasters.

Acronyms

AAA	Area Agency on Aging
ARC	American Red Cross
CART	Community Animal Response Team
CERT	Community Emergency Response Team (under the Citizen Corps Program)
DTMB	Michigan Department of Technology, Management and Budget
EM	Emergency Management
EMAC	Emergency Management Assistance Compact
EMHSD	Emergency Management and Homeland Security Division
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
ID	Identification
MCSC	Michigan Community Service Commission
MCTI	Michigan Career and Technical Institute
MDARD	Michigan Department of Agriculture and Rural Development
MDCR	Michigan Department of Civil Rights
EGLE	Michigan Department of Environment, Great Lakes, and Energy
MDHHS - Health	Michigan Department of Community Health
MDHHS - Human Services	Michigan Department of Health and Human Services
LARA	Licensing and Regulatory Affairs
LEO	Michigan Department of Labor and Economic Opportunity
MDMVA	Michigan Department of Military and Veterans Affairs
MDOC	Michigan Department of Corrections
MEMAC	Michigan Emergency Management Assistance Compact
MEMP	Michigan Emergency Management Plan
MICIMS	Michigan Critical Incident Management System
MIVOAD	Michigan Voluntary Organizations Active in Disaster
MRS	Michigan Rehabilitation Services
MSP	Michigan State Police
MVDF	Michigan Volunteer Defense Force
MVR	Michigan Volunteer Registry
NGO	Nongovernmental Organization
NPP	Nuclear Power Plant
NSS	National Shelter System
SART	State Animal Response Team (Michigan)
SEOC	State Emergency Operations Center
SIAO	State Individual Assistance Officer
SOM	State of Michigan
US	United States