

Macomb Continuum of Care (CoC)**Board Meeting Minutes**

Oakland University – Anton Frankel Building
20 South Main St. Mt. Clemens, MI 48043

March 3, 2020

2 p.m.

Present: Natalie Dean-Wood, Heather VanDenburg, Dawn Calnen, Heather El-Khoury, Rev. Kelly Cooper, Lisa Chapman, Julie Hintz, Ricky Garcia, Connie Lasher, Deanne Honeycutt, Dr. Gerald I. F. Curley, Lydia Moore, Jacquelyn Merchant (on phone)

Not Present: Mark Henderson, Dawn Revyn

AGENDA ITEM	DISCUSSION	DECISION/ACTION
1. Meeting Called to Order	The meeting was called to order at 2:12 p.m. by Calnen.	Roll call was conducted. A quorum was present.
2. Introductions	Introductions were conducted.	
3. Approval of the Agenda	Motion made by Lasher to approve the agenda and seconded by El-Khoury.	Motion approved.
4. Approval of the February Meeting Minutes	Motion made by Curley to approve the minutes of February 4, 2020 and seconded by Chapman.	Motion approved.
5. Operations Updates from CoC Lead Agency	<p>Honeycutt reported:</p> <p>HUD Updates</p> <ul style="list-style-type: none">• HUD has not released Tier 2 results. No announcements have been made about funding to the membership to avoid any confusion. Tier 1 funded agencies will be notified of funding results. <p>MSHDA</p> <ul style="list-style-type: none">• HMIS System Administrator Garcia is looking into system performance measures to make sure we qualify for the system performance measures bonus dollars for the upcoming application. <p>Macomb Homeless Coalition Lead Agency Update</p>	

	<ul style="list-style-type: none"> • Two MHC members are attending the Building Michigan Communities Conference. • Calnen added that the BMCC is a good opportunity to learn about many different topics related to CoCs and other subjects. If anyone is attending, please bring information back to share with other Board members. 	
6. HMIS Lead Agency Updates	<p>Garcia reported:</p> <ul style="list-style-type: none"> • Working on data entry for PIT Count, including MC Warming Center and unsheltered count. Turning Point is sending their information. Due to be submitted to HUD by end of April. • Performance measures were submitted to the HUD HDX website last week. • Honeycutt created a snapshot document that was sent out to the membership with basic PIT Count data. Detailed information will be available after all data is entered and submitted to HUD; PIT Count results will be presented to membership. 	
7. CoC President Update	<p>Calnen reported:</p> <p>U.S. Census 2020</p> <ul style="list-style-type: none"> • Calnen stated that Macomb Community Action has Census materials and will make information available at the March membership meeting to ensure information is getting out to people being served. • VanDenburg stated that U.S. Census representatives have been in touch with MCREST and the local Census Field Office can provide materials and information to agencies. • Honeycutt reported that MHC is working with the day centers to make sure unsheltered homeless are counted. • Hintz will bring flyers at the membership meeting. • Moore asked about people staying in motels and if flyers could be placed there or on the cars in their parking lots. <p>CoC Board Orientation</p> <ul style="list-style-type: none"> • Calnen stated that the CoC Board will have an orientation session after the March membership meeting. <p>Infectious Disease Prevention</p> <ul style="list-style-type: none"> • Calnen asked about infectious disease prevention. Calnen noted that HUD emailed out a toolkit today with information for homeless providers. 	

	<ul style="list-style-type: none"> Dean-Wood stated that the most reliable source of information is the CDC website. Hand sanitizers with more than 60% alcohol and Clorox wipes are recommended. <p>CoC Board Member Conflict of Interest Review</p> <ul style="list-style-type: none"> Honeycutt reviewed the conflicts noted on the COI forms submitted by CoC Board members: <p>Cooper: no conflicts</p> <p>Chapman: employed by CHN; CHN receives HUD CPD grant funds through Macomb CoC</p> <ul style="list-style-type: none"> Calnen noted that as a funded agency, this member should not serve on certain committees. Policies are in place to mitigate conflicts of interest. <p>Hintz: no conflicts</p> <p>El-Khoury: no conflicts</p> <p>Merchant: no conflicts noted on form</p> <ul style="list-style-type: none"> Calnen stated that MHC is a funded agency and a conflict should be identified noting Merchant is employed by a funded agency. Merchant stated that the CoC Policies and Procedures and Charter stated that a recusal is required. After discussion, Merchant stated she would amend her COI form in note MHC is a funded agency Calnen noted that as a funded agency, this member should not serve on certain committees. Policies are in place to mitigate conflicts of interest. <p>Calnen: officer/vice president employed by CHN, a funded agency.</p> <ul style="list-style-type: none"> Merchant asked if Calnen's role as a Board member of CHN should be reported. Calnen stated that she is not a Board member of CHN. Calnen noted that as a funded agency, this member should not serve on certain committees. Policies are in place to mitigate conflicts of interest. <p>Lasher: employee of CHN and MCCMH HUD RRH program is funded CoC and I am the administrator of this grant.</p> <ul style="list-style-type: none"> Calnen noted that as a funded agency, this member should not serve on certain committees. Policies are in place to mitigate conflicts of interest. <p>Curley: no conflicts</p>	
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	<ul style="list-style-type: none"> ○ Curley asked if he needed to report the other CoC Boards that he sits on. The Board discussed this and felt it was not necessary to report this as a conflict. <p>Dean-Wood: no conflicts VanDenburg: no conflicts Henderson: no conflicts Revyn: no conflicts Honeycutt: employed by Macomb Homeless Coalition, the CoC Lead Agency</p> <ul style="list-style-type: none"> ○ Calnen noted that as a funded agency, this member should not serve on certain committees. Policies are in place to minimize conflicts of interest. <p>Moore: no conflicts</p>	
8. Three Year Action Plan Vote	<p>Honeycutt reviewed the Action Plan 2020-2022, which was provided to Board members prior to the meeting for review.</p> <ul style="list-style-type: none"> • Design is based on HUD template to cover appropriate domains in each category. • Honeycutt reviewed areas that were added and updated from previous plans. • Calnen stated that this document will be updated again in November after reviewing federal and state plans to align our local plan with these plans. • Chapman asked if it would be possible to receive quarterly updates on the plan goals. Honeycutt stated that there will be a committee that can report on the goals; it could be the same committee that updated the plan. • Cooper asked if this document could be shared with her board; Honeycutt stated it could. • Dean-Wood asked for clarification if this is a strategic plan. Honeycutt indicated that it is both a strategic plan and an action plan. Dean-Wood noted that the goals are not written following the SMART goals format (Specific, Measurable, Achievable, Realistic, and Timely). <p>Motion made by Curley and seconded by Lasher to approve the current three year Action Plan, with the understanding that it will be updated in November.</p>	Motion approved.
9. Standing Committee Updates	<p>a.) Point in Time Committee</p> <ul style="list-style-type: none"> • Garcia reported that there were 52 unsheltered counted. Still working on the unsheltered data. The Warming Center had over 50. Garcia will be following up with agencies on their individual data. 	

	<ul style="list-style-type: none"> • Honeycutt noted that in the previous two years, the unsheltered count was 20 and 28. Increased training and targeted outreach provided a more accurate number this year. Additionally, it was noted that 19 people were observed and not counted. • Calen thanked everyone who participated. <p>b.) Coordinated Entry Systems Committee</p> <ul style="list-style-type: none"> • Honeycutt stated that a CE Self Assessment document was sent out; this is a HUD tool. A few items were noted that were not fully implemented. • Chapman stated that this is a system evaluation and noted that evaluation is needed from customers and agencies as well. Honeycutt stated that a survey will be used for this part of the evaluation. • CE schedule was sent out to membership. <p>c.) Grant Ranking Committee</p> <ul style="list-style-type: none"> • Honeycutt reported she is working on the tools from HUD and will be providing the committee members with more information. <p>d.) Compliance Committee</p> <ul style="list-style-type: none"> • Curley reported that the committee is working on MOUs and has drafts in progress. <p>e.) HMIS and Data Quality Committee</p> <ul style="list-style-type: none"> • Garcia will be contacting each agency to make sure all information is up to date and accurate. • Garcia is still working on improving data quality practices. Still working on improving the history of homelessness, length of homelessness, and chronic/not chronic and how questions are asked and data is entered. <p>f.) Awareness and Advocacy Committee</p> <ul style="list-style-type: none"> • Honeycutt has cards available with access points listed. • Meetings are the last Tuesday of each month at 2 p.m. at MCFRC or VerKuilen Building. • VanDenburg stated MCREST received a donation of 100 sleeping bag coats. <p>g.) Mainstream Resources</p>	
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	<ul style="list-style-type: none"> • El-Khoury reported that the committee is planning to implement the 5 minutes reports from agencies at the upcoming Membership meetings, including the next meeting in May. A flyer will go out to agencies. 	
10. Other items	<p>Cooper asked for resources to connect a client who needs help with Section 8; it was suggested to refer the client to Macomb Homeless Coalition.</p> <p>Motion made by Lasher and seconded by El-Khoury to approve Lydia Moore as a member of the CoC Board.</p>	Motion approved.
11. Close	Motion to adjourn made by Lasher seconded by Dean-Wood at 3:34 p.m.	
12. Next Meeting	CoC Board Meeting, Tuesday, April 7 at 2 p.m. at Oakland University.	Agenda will be sent prior to meeting.

Respectfully submitted by Julie Hintz.

CoC Coordinator Report
Macomb County CoC BOD Meeting
Tuesday, March 3, 2020 -2:00 PM
OU – Anton Frankel Building; 20 S Main St, Mount Clemens, MI 48043

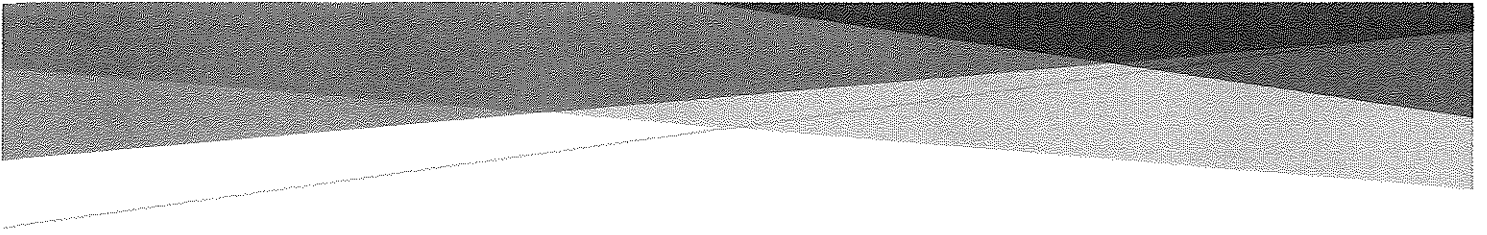
I. HUD Updates:

- a. Still waiting for Tier 2 Results. Waiting to Release to avoid confusion.

II. MSHDA: HMIS System Administrator Enrique Garcia is looking into SPM's to make sure we qualify for the SPM bonus dollars for the upcoming application.

III. Macomb Homeless Coalition Lead Agency Update: 2 members attending the Building Michigan Communities Conference.

Respectfully Submitted,
Deanne Honeycutt
CoC Coordinator - Macomb
Macomb Homeless Coalition
March 3, 2020



MACOMB COUNTY CONTINUUM OF CARE
CAMPAIGN TO END HOMELESSNESS

ACTION PLAN
2020 – 2022

Authors and Contributors:

CoC Board of Directors:

Dawn Calnen, Community Housing Network (CHN) – Board President
Heather VanDenburg, MCREST – Board Vice President
Julie Hintz, Macomb Community Action (MCA) – Board Secretary
Heather El-Khoury, Oakland University Mt Clemens
Dawn Revyn, Volunteers of America
Gerald Fisher-Curley, Department of Veterans Affairs
Connie Lasher, Macomb County Community Mental Health (MCCMH)
Jacquelyn Theriot Merchant, Macomb Homeless Coalition (MHC)
Mark Henderson, Ray of Hope/Macomb County Warming Center
Deanne Honeycutt, Macomb Homeless Coalition (MHC)
Natalie Dean-Wood, Macomb County Health Department
Lisa Chapman, Community Housing Network (CHN)
Reverend Kelly Cooper, Devine Life Ministries

Strategic Planning Committee:

Deanne Honeycutt -MHC, CoC Coordinator & CoC Board Member
Jacquelyn Theriot Merchant-MHC, Executive Director & CoC Board Member
Ricky Garcia-MHC, HMIS System Administrator
Dawn Calnen-CHN, Vice President & CoC Board Member
Janet Smith – VA Coordinated Entry Specialist
Dr. Gerald I. F. Curley-VA Director of Homeless Programs & CoC Board Member

Acknowledgements:

The authors wish to thank all those who supported the data collection, analyses and provided information and expertise in preparation of this report.

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Macomb County Continuum of Care
Macomb County, Michigan

TABLE OF CONTENTS

- I. Executive Summary
- II. Our Vision
- III. Our History
- IV. Continuum of Care Structure
- V. Homelessness in Macomb County
- VI. Addressing Homelessness in Macomb County
- VII. The Action Plan
- VIII. The Action Plan Design
 - Goal 1: Increase Access to Affordable and Stable Housing
 - Goal 2: Leadership, Collaboration and Civic Engagement
 - Goal 3: Increase Economic Security
 - Goal 4: Improve Health and Stability
 - Goal 5: Evaluate the Homeless Crisis System Improve Health and Stability
 - Goal 6: End Veteran Homelessness
- IX. The CoC Plan for the 2020-2022 Planning Process
- X. List of CoC Members and Partners

EXECUTIVE SUMMARY

The Macomb Homeless Coalition (MHC) has served as Macomb County's Lead Agency on solutions to ending Homelessness since 1984. As the Continuum of Care (CoC) Lead, MHC is the official Macomb CoC designee authorized to apply for Department of Housing and Urban Development (HUD) homeless funding in Macomb County. The CoC Lead annually secures over \$1.2 million dollars in federal funds. The federal funding supports local service agencies in their vision of eliminating homelessness in Macomb County. As the Continuum of Care Lead for the Homeless Management Information System (HMIS), we coordinate the process for providing comprehensive data on homelessness to our partner agencies, the Macomb County Community and HUD. Our database is designed to ensure we have accurate information on who is homeless, what their needs are, and what steps are being taken to address the needs of our homeless citizens in Macomb County.

In its roles as the Emergency Solutions Grant (ESG) Fiduciary and the Housing Assessment Resource Agency (HARA) for Michigan State Housing and Development Authority (MSHDA), Macomb Homeless Coalition secured over \$463,000 in funding in 2019. This funding also supports local service agencies in their vision of eliminating homelessness.

MHC, along with members of the Macomb County CoC, work with our community partners and elected officials to advocate for policy solutions to end homelessness among individuals, youth, families, and veterans in our community. Together we help to provide a "Better Tomorrow" for Macomb County's Homeless Families and Individuals. Our member Agencies are proactive in engaging with those they serve. From July 1, 2018 through June 30, 2019, 1,536 citizens sought services from member organizations to better their living situations.

With the Macomb Homeless Coalition as the Lead Agency, the Macomb County CoC promotes communitywide planning and strategic use of resources to: prevent and end homelessness; improve coordination and integration of mainstream resources and other programs targeted to people experiencing homelessness; improve data collections and performance measurement; and ensure that every individual and family in Macomb County has an affordable place to call home and the resources and supports to remain there.

The Macomb County Continuum of Care, Campaign to End Homelessness Action Plan 2020-2022 can be found on the Macomb Homeless Coalition website. Please visit the website at www.macombhomelesscoalition.com.

OUR VISION

We the members of the Macomb County Continuum of Care believe that housing is a basic need and the elimination of homelessness is an achievable goal. No man, woman, or child should be forced to sleep on the streets, in the woods, or on a cot in a shelter on any night, in any town or city in Macomb County, Michigan. Any homeless experience should be brief, rare, and non-recurring.

Our vision is to end homelessness by providing the most vulnerable members of our society with timely access to requisite housing services and income supports. Our campaign attempts to bring together all interested constituent groups: shelters, housing providers, service providers, federal, state, and local agencies, foundations, education entities, businesses, and private citizens. We aspire to use the best data and use the best evidence-based practices to end homelessness. We will regularly measure our progress and continuously make any needed changes to improve our systems of care, which will lead to the elimination of homelessness.

In the end, we will realize our vision of ending homelessness in Macomb County because the collective capacity of our compassion is greater than the depth of this challenge.

OUR HISTORY

Prior to the creation of the Macomb County CoC Membership Body, the Macomb Homeless Coalition served as the Continuum of Care for Macomb County. When the Macomb Coalition for Emergency Shelter (MCES) was founded in 1984, it was for the purpose of creating a place for homeless men and women to find shelter from the elements. While MCES considered transitional shelter, their first concern was developing emergency shelters. A non-profit association of service providers was created and named to reflect that commitment. Until 1984, the only shelter for those without permanent housing was Turning Point, which had been founded in 1979 as a facility for survivors of domestic assault, primarily women and their children.

The Work Begins: MCES founders began the campaign which would result in The Salvation Army MATTS (Macomb's Answer to Temporary Shelter) facility opened in Warren. Subsequent to that, MCES participated in helping form MCREST (Macomb County Rotating Emergency Shelter Team) founded in 1988 by a small number of volunteers and dedicated churches.

Today: The Macomb Homeless Coalition attracts diverse agencies, non-profit organizations, business leaders, government entities, and interested county citizens to collaborate closely on the needs, solutions, and efficient delivery of services to our county's citizens who are homeless or at-risk of becoming homeless. Our Point-in-Time Count of February 27, 2019 showed 265 citizens, including 48 children were homeless on that one night. From July 1, 2018 through June 30, 2019, over 1,536 of our homeless citizens, including over 496 children, sought services from the CoC member agencies. The Macomb Continuum of Care oversees the analysis and coverage of services while dedicated service providers assess, assist and refer the individual need. Statistics are maintained for results measurement and show that Coalition members have provided over 1600 county citizens a more permanent housing solution over the past three years.

The Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act) amended the McKinney-Vento Homeless Assistance Act. The HEARTH Act amendments to the McKinney-Vento Homeless Assistance Act codified in law the role and functions of the Continuum of Care (CoC); thus, each community must establish a CoC in compliance with the new CoC Program interim rule. HUD published the Continuum of Care Program interim rule (24 CFR Part 578) in the Federal Register on July 31, 2012. The rule now governs the CoC Program.

In 2015, the Macomb County CoC Membership Body was formed, and began meeting as a formal body in January of 2016.

The Macomb County Continuum of Care coordinates the implementation of a housing and service system that meets the needs of all persons experiencing homelessness throughout its geography. The Homeless Prevention and Response System includes:

- Outreach, engagement, and assessment;
- Shelter, housing, and supportive services; and
- Homelessness prevention and diversion strategies

OUR HISTORY (cont.)

A Governance Charter outlines the roles and responsibilities of the Macomb Continuum of Care, the Macomb Continuum of Care Board, Continuum of Care Committees, the Continuum of Care Lead Agency, the Collaborative Applicant and the Homeless Management Information System (HMIS) Lead.

Below is a brief description of each entity:

- **The Macomb Continuum of Care** is a year-round planning body of representative stakeholders in the community's work toward ending homelessness. Its work includes gathering and analyzing information in order to determine the local needs of people experiencing homelessness, implement strategic responses, and measure results.
- **The Macomb Continuum of Care Board** is a group of elected leaders of the Continuum of Care who have authority to make decisions on behalf of the Continuum of Care.
- **The Continuum of Care Committees** are the action planning components of the Continuum. In the Committees, strategies are developed, deepened and expanded into timed work plans.
- **The Continuum of Care Lead Agency** provides technical, administrative and meeting support to the Continuum of Care, Continuum of Care Board, and the Committees.
- **The Collaborative Applicant** is designated by the Continuum of Care to prepare and submit the Continuum of Care funding application to HUD each year.
- **The HMIS Lead** is designated to provide oversight and implementation support to the Macomb Continuum of Care's HMIS.

CONTINUUM OF CARE STRUCTURE

The Macomb County Continuum of Care (CoC) promotes community-wide planning and strategic use of resources to: prevent and end homelessness; improve coordination and integration of mainstream resources and other programs targeted to people experiencing homelessness; improve data collection and performance measurement; and, ensure that every individual and family in Macomb County has an affordable place to call home and the resources and supports to remain there.

The Macomb County CoC in conjunction with the Macomb Homeless Coalition as Lead Agency (LA)/ Housing Assessment and Resource Agency (HARA), and the Macomb County Human Services Coordinating Body, lead the charge to end homelessness by nurturing ongoing communications and training efforts with any organization or individual that aligns with the purpose of the Macomb County CoC.

The Macomb County CoC is established as a member organization. Membership is open to any individual or organization that submits a signed application attesting to their commitment to work to end homelessness in Macomb County and participate as an active member of the CoC. Membership is automatic upon verifying eligibility and attestation. Members reaffirm their commitment and attestation each year at the annual meeting in January. The CoC is comprised of individuals and a variety of organizations, including, but not limited to:

Non-Profit Homeless Assistance Providers	Veteran Service Organizations/SSVF Providers
Faith-Based Organizations	For-Profit Companies
Government Departments	Service Funders
Business	Homeless and Formerly Homeless Individuals
Advocates	Elected and Public Officials
Public Housing Agencies	Representatives of the Judicial System
School Districts	Landlord and Landlord Associations
Social Service Providers	Tenant Associations
Mental Health Agencies	HIV/AIDS Service Providers
Hospitals	Head Start & Preschool Programs
Colleges & Universities	Maternal & Infant Health Home Support Agency
Affordable Housing Developers	Law Enforcement

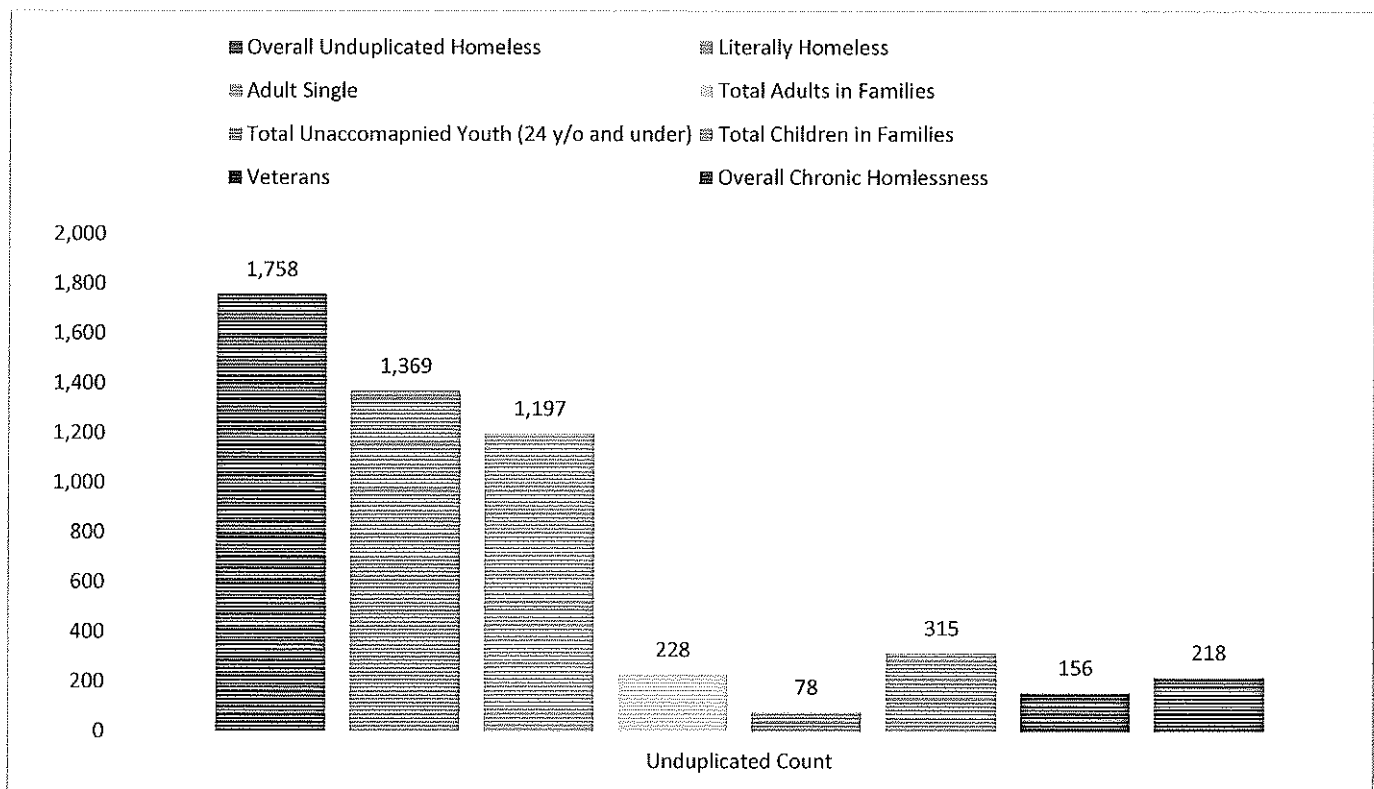
Each member has one vote on items of business brought before the membership for a vote. Members elect a board of directors who serve two-year terms. Among other responsibilities, the members approve and implement an annual plan that includes strategies to end homelessness and increase the supply of permanent affordable and supportive housing in Macomb County.

HOMELESSNESS IN MACOMB COUNTY MICHIGAN

The Macomb County Continuum of Care collects data on the homeless population within the Michigan State Homeless Management Information System (HMIS). HMIS has 9 participating agencies in Macomb County that contribute data from over 27 different projects. This data is used to calculate the number of citizens experiencing homelessness over the year and reports this information to HUD and MSHDA.

In 2018, 1,758 people experienced literal homelessness and another 389 were at imminent risk of homelessness. From 2016 to 2018, there was a 10% decrease in literal homelessness in Macomb County. This information is derived from the HMIS; domestic violence shelters do not report into HMIS for safety reasons.

2018 Homeless Counts in HMIS, Category 1 & 2



In 2019, 37% of those that experienced homelessness did so for the first time. The chronic homeless count in 2019 increased by 5% from 2018; in comparison to the 17% increase in the chronic homeless count that was reported from 2015 to 2016. Clients who meet the definition of being chronically homeless, and have a qualifying disability are prioritized based on vulnerability for permanent supportive housing through the coordinated entry system. Of all those who experienced homelessness in 2019, 34% were adults and children in families. 76% of those families are single parent households. The average age of adults in the families was 36, 40% were woman and 60% were men.

ADDRESSING HOMELESSNESS IN MACOMB COUNTY

The United States Department of Housing and Urban Development (HUD) created 4 categories of homelessness in an effort to better describe the type of crisis our homeless citizens are experiencing. Understanding the type of housing crisis a household is experiencing will enable our continuum of service providers to determine the type of housing program for which a family or individual is eligible. Per HUD the 4 Categories of Homelessness are:

Category 1: Individuals and families who lack a fixed, regular, and adequate nighttime residence and includes a subset for an individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or a place not meant for human habitation immediately before entering that institution;

Category 1 also includes a subset entitled “Chronic Homelessness” which is defined as a single person, head of household, who has a disability and has been homeless and living or residing in a place not meant for human habitation. Chronically Homeless may also be located in a safe haven, or in an emergency shelter continuously for at least 1 year or on at least four separate occasions in the last 3 years, where the cumulative total of the four occasions is at least 12 months.

Category 2: Individuals and families who will imminently lose their primary nighttime residence;

Category 3: Unaccompanied youth and families with children and youth who are defined as homeless under other federal statutes who do not otherwise qualify as homeless under the above definitions*;

* Note: The Macomb CoC works with other agencies, such as the Michigan Department of Education, in conjunction with the Macomb Intermediate School District (MISD) to house families of homeless children, as defined under the McKinney Vento Act, that do not meet HUD’s Category 1 and 2 definitions of homeless, and may be living with family or friends, also known as “doubled up” or “couch surfing”.

Category 4: Individuals and families who are fleeing, or are attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member.

A decrease of 11% of literally homeless persons was seen from 2016 to 2018. With the implementation of coordinated entry in 2015, the use of a uniform statewide assessment and prioritization screening tool began in 2014, and a shift in resource allocation toward greater spending on permanent housing resources, Macomb County has implemented best practices in all facets of the homeless crisis response system including:

- Identifying the needs of homeless citizens and matching services and housing interventions to that need
- More coordination across service sectors
- Performance measurement and efforts to share information across service sectors
- Data-driven, system-based decision making for programmatic approaches and funding directions

THE ACTION PLAN

The Macomb County Continuum of Care Action Plan's 6 themes listed below reflect *Opening Doors*, the federal strategic plan to prevent and end homelessness, as amended in 2015, and the Michigan Campaign to End Homelessness 2020-2022 Action Plan:

- Theme 1: Increase Access to Affordable and Stable Housing
- Theme 2: Leadership, Collaboration and Civic Engagement
- Theme 3: Increase Economic Security
- Theme 4: Improve Health and Stability
- Theme 5: Retool the Homeless Crisis System
- Theme 6: End Veteran Homelessness

This Action Plan creates the framework for accomplishing the goals of preventing and ending homelessness. The objectives identify high-level action system change needed to facilitate increased access to housing, economic security, health and stability for specific populations. The strategies articulate collaborative steps that will be taken by the Macomb County Continuum of Care, in partnership with federal, state, and local leaders, to address the differentiated needs of identified homeless populations.

THE ACTION PLAN DESIGN

The Macomb County Continuum of Care (CoC) has developed this action plan as a result of the **HUD CoC Check-up** that includes strategies to improve system capacity and performance, the USICH Federal Strategic Plan, and Health Performance Measures. The CoC Check-up is meant to be a self-improvement process. This action plan includes goals and strategies related to *capacity* (framed around the CoC check-up self-assessment domains, elements and indicators) and improving *performance*.

This Action Plan:

1. Identifies the goals, related strategies and action steps for each goal, responsible party, and timeframe.
2. Identifies relevance of goals and action steps to CoC capacity areas (per Check-up domains/elements/indicators)
3. Identifies relevance of goals and action steps to the Federal Strategic Plan and HEARTH Act performance measures.
4. Identifies relevance of goals and action steps to CoC performance measures listed in the HEARTH Act. Also, the next page includes a short list of all CoC Check-up domains and elements.

USICH Federal Strategic Plan Goals (FSP Goals)

- A. Finish the job of ending chronic homelessness in 5 years
- B. Prevent and end homelessness among Veterans in 5 years
- C. Prevent and end homelessness for families, youth, and children in 10 years
- D. Set a path to ending all types of homelessness

HEARTH Act CoC Performance Measures (HEARTH PMs)

- A. Reduce average length of time persons are homeless
- B. Reduce returns to homelessness
- C. Improve program coverage
- D. Reduce number of families and individuals who are homelessness
- E. Improve employment rate and income amount of families and individuals who are homeless
- F. Reduce number of families and individuals who become homeless (first time homeless)
- G. Prevent homelessness and achieve independent living in permanent housing for families and youth defined as homeless under other Federal statutes

CoC Check-up Domain/Element	Action Plan Item
Domain I: CoC Governance and Structure	
1.1 Element: The CoC has a clear direction and purpose.	<i>Mission/Purpose</i>
1.2 Element: The CoC has a governing structure to oversee the CoC, including CoC planning, infrastructure, and CoC projects.	<i>Governing Structure</i>
1.3 Element: The CoC primary decision-making group and related committees/subcommittees/working groups have active and diverse membership	<i>Membership</i>
1.4 Element: The CoC primary decision-making group has a formal, fair, and transparent process for governing the CoC and making decisions.	<i>Governing & Decision Making Process</i>
1.5 Element: The CoC primary decision-making group uses data (PIT, HMIS, other) in a systematic manner to make informed decisions	<i>Data-Informed Decision Making</i>
Domain II: CoC Plan and Planning Process	
2.1 Element: The CoC has a strategic plan to prevent and end homelessness in the CoC and the plan provides direction for the CoC.	<i>Strategic Plan</i>
2.2 Element: The CoC has an inclusive and transparent process for development of and/or periodic updating of the CoC strategic plan	<i>Plan Development/Update Process</i>
2.3 Element: The CoC has a formal process in place to support implementation of the strategic plan.	<i>Plan Implementation Process</i>
Domain III: CoC Infrastructure and Administrative Capacity	
3.1 Element: Administrative Capacity: The CoC has adequate capacity to manage the administrative responsibilities of the CoC.	<i>Administrative Capacity</i>
3.2 Element: Fiscal Capacity: The CoC has adequate capacity to manage the fiscal responsibilities of the CoC.	<i>Fiscal Capacity</i>
3.3 Element: Information Management Capacity: The CoC has adequate capacity to manage the HMIS responsibilities of the CoC.	<i>Information Management Capacity</i>
Domain IV: CoC Housing and Services	
4.1 Element: The housing and services available in the community(ies) served by the CoC are accessible by persons who are homeless or at-risk of homelessness and are sufficient and effective at preventing and ending homelessness.	<i>Housing/Services Accessibility, Sufficiency & Effectiveness</i>
4.2 Element: The CoC functions as an integrated system of housing and services.	<i>Housing/Services Integration</i>
4.3 Element: People who are homeless or at risk of homelessness in the community have access to relevant community-based services and mainstream resources in the community.	<i>Community-Based Services & Mainstream Resources</i>
4.4 Element: The CoC as a whole has sufficient knowledge and capacity to provide housing and services.	<i>Housing/Services Capacity</i>

Goal 1: Increase access to Stable and Affordable Housing

Increase the availability of the number of permanent affordable housing units provided to persons experiencing homelessness, or who are most and risk of homelessness. The CoC proposes to accomplish this through a combination of strategies that foster and expand partnerships and collaboration between the Macomb County CoC and PHA's, rental housing owners, and developing a Moving-On Initiative,

Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Analyze database information about the homeless population to identify the extent of need for PSH, RRH, ES, and Prevention	Reports to prepare, analyze, and submit to the CoC and HUD: AHAR, HUD SPS, HIC, PIY	CoC Lead (MHG)	On-Going	1.5, 3.1,3.3	D	A,B,C,D,E,F,G
	Populate a Moving Up Waiting List	CoC Lead and PSH Provider (CHN)	By 08-01-2020	1.5, 4.1, 4.5	A	C, E
	Develop a Moving-On Toolkit/Initiative/Policy Document	CoC Lead and PSH Provider (CHN)	Begin by 10-01-2020	4.1, 4.2, 4.4	A	B, C, D, E
	Implement the Moving-On Initiative	TBD	TBD	4.1, 4.2, 4.4	A	B, C, D, E
Expand the supply of permanent housing by obtaining additional Moving Up Vouchers from MSHDA	Explore the feasibility of implementing the "Rent Well" tenant education program, currently being implemented in the Portland Oregon metro area. The program is a 15-hour tenant education program covering key information and skills for becoming a responsible, successful, and stable tenant	CoC Lead (MHC), CoC Board, Others to identified	Review at November 2020 CoC BOD Meeting	4.1, 4.4	D	B
	Explore the feasibility of pairing the above tenant certification program with a Landlord Guarantee Fund (LGF). The Rent Well Landlord Guarantee is an incentive for a landlord to rent to a Rent Well graduate.	CoC Lead (MHC), CoC Board, Others to identified	Review at November 2020 CoC BOD Meeting	4.1, 4.4	D	B
Improve access to federally assisted housing assistance by encouraging prioritization of a portion of their units for people experiencing or most at risk of homelessness	Expand active Conversations and negotiations with local PHAs	CoC Lead (MHC), CoC Board, Others to identified	Review at November 2020 CoC BOD Meeting	4.1, 4.4	D	A, C

Goal 2: Leadership, Collaboration and Civic Engagement

The Macomb County CoC is guided by the principle of Collaboration in our approach to serving the homeless citizens of Macomb County, because we know homeless individuals often need to access multiple agencies and organizations in order have all of their needs met. Our Coordinated Entry Process for servicing our homeless citizens was designed to strengthen collaboration, ensure agency systems are aligned, and help to ensure we utilize our resources more effectively. No longer will agencies and partners work in silos. Our Coordinated Entry Process should enable a broader population to be served, while achieving improved outcomes.

Strategy	Action Steps	Person/ Organization Responsible	Relevance		
			CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Coordinate Collaboration with multiple agencies and organizations to offer services that will meet the needs of the homeless individuals See list of CoC members and partner organizations at the end of the document	The MHC and the Macomb County Human Services Body (MCHSB) will continue to collaborate with private and public organizations, and other partner agencies on issues of increasing housing availability and affordability, mental health stability, economic stability, health and well-being for the purpose of developing a system where episodes of homelessness are rare.	CoC Lead (MHC) and MCHSB	4.1, 4.2, 4.3	D	A,B,E,G
	The Macomb County CoC continue to expand partnerships beyond Macomb into Wayne, Oakland, and St. Clair Counties	CoC Board	1.2, 4.2	D	A,C
	The Macomb County CoC members and partners continue working to increase legislative education and advocacy around bills and policies that support solutions to prevent and end homelessness	CoC Board	4.1, 4.2, 4.3	D	A,B,E,G

Goal 3: Increase Economic Security

Federal and state programs targeted to homelessness are vital, but not enough to achieve the goal of ending homelessness for all Americans. We must also enlist the larger set of federal, state, and local programs that serve low-income citizens. These mainstream resources, like TANF, Medicaid, and Social Security provide healthcare, income supports, and other forms of assistance. It is critical for the homelessness service system to build partnerships with the agencies that administer these programs.

Strategy	Action Steps	Person/ Organization Responsible	Relevance		
			CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Improve access to jobs and earned income	Work with MDHHS to develop a workforce development strategy with a specific focus on working with people experiencing homelessness by exploring innovative collaborations with workforce initiatives in Michigan	CoC Lead (MHC) and MDHHS	1.2.4.2	D	B,E
	Increase CoC member capacity funding to provide additional case management workers to assist homeless persons, and those at risk of homelessness, to develop and implement self-sufficiency plans to gain greater economic self-sufficiency	CoC Member Organizations	1.2.4.2	D	B,E,G
	CoC local service providers to partner with Michigan's re-entry employment initiatives where feasible and to partner with the veteran employment services	CoC Member Organizations	1.2.4.1,4.2	A,B	E,G
	Encourage Macomb County community partners to utilize the Secretary of State ID pilot exception program to obtain ID's for those experiencing homelessness	CoC Member Organizations	1.2.4.3	D	A
Improve Access to Mainstream resources	CoC's continued participation in the State-Wide ID Taskforce Committee	CoC Member Organizations	1.2.4.3	D	A
	Increase the number of housing and homeless service providers that are MI Bridges Community Partners	CoC Member Organizations	1.2.4.1,4.3	D	C,D,E
Improve access to mainstream programs and services to reduce people's financial vulnerability to homelessness	Assist individuals experiencing homelessness with leveraging and maintaining financial supports	CoC Member Organizations	1.2.4.1,4.3	D	A,B,E
	Continue to build and sustain community capacity to implement SOAR and increase access to SSI/SSDI benefits, with a target on families, veterans, and chronically homeless individuals	CoC Lead (MHC)	1.2.4.1,4.3	D	A,B,C,E

Goal 4: Improve Health and Stability

Access to safe, quality affordable housing and the supports necessary to maintain that housing constitute one of the most basic and powerful social determinants of health. In particular, for individuals and families trapped in a cycle of crisis and housing instability due to extreme poverty, trauma, violence, mental illness, addiction or other chronic health conditions, housing can entirely dictate their health and health trajectory. Health care financing systems including Medicaid, Medicare and private payers, are exploring innovative payment models that incentivize greater collaboration between health, housing and social service sectors. With the expansion of eligibility for Medicaid in the State of Michigan, almost all individuals and families who are homeless should qualify for services provided by this system. However, this population still experiences significant barriers to enrollment, maintaining eligibility, and fully accessing services. Adjusting the system to accommodate the characteristics of homelessness would improve the health and stability in housing for households in these circumstances.

Strategy	Action Steps	Person/ Organization Responsible	Relevance	
			CoC Check-up Element(s)	FSP Goal(s)
Improve access to and utilization of services and treatment for homeless households	Develop working partnerships with local hospitals, health plans, and Federally Qualified Health Centers through the Macomb County Human Services Coordinating Body	CoC Lead (MHC) and MCHSB	1.2,4.4	A
	Develop an outreach plan and/or HMIS referral system for the most medically vulnerable, who have been also identified as homeless, to be quickly connected with the continuum of care	CoC Member Organizations, CES Committee	1.2,4.1,4.4	D
				A,G

Goal 5: Evaluate the Homeless Crisis System

To end homelessness in Macomb County, service providers must maximize the resources already available to ensure clients are being connected to the appropriate housing intervention. To be effective, the Continuum encourages all stakeholders to collaborate and implement best practices. In order to ensure client needs are being served by appropriate resources and housing intervention, it is necessary to evaluate and measure outcomes.

Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance	
				CoC Check-up Element(s)	FSP Goal(s)
Evaluate Macomb County CES	Complete the HUD CE Process Self-Assessment	CES Committee		1.3,	D
	Review the MSHMIS Site Review Motioning Tool From MCAH	CES Committee		1.3.3.3	D
	Review the CES Policy and Procedure Document	CES Committee	At Least Annually, and as needed	1.2.3.3	D
Monitor Macomb County CES Partner Agencies	Site Review – MSHMIS MCAH Tool	CoC Lead Agency (MHC)		1.2.3.3	D
	Ensure all Trainings and necessary Licenses are Maintained by all necessary HMIS Users	CoC Lead Agency (MHC)		1.2.3.3	D
	Provide agencies feedback from review	CoC Lead Agency (MHC)		1.2.3.3	D

Goal 6: Prevent and end Veterans' homelessness by 2022

Strategy	Action Steps	Person/ Organization Responsible	Timeframe	Relevance		
				CoC Check-up Element(s)	FSP Goal(s)	HEARTH PM(s)
Improve collaboration with local VA and ensure local plan align	Continue to invite VA and Veteran Service Organizations to participate on CoC lead decision-making group	CoC lead (MHC) aNd CoC Board	On-Going	1.3	B	C
	Convene meeting to review local VA targeted homeless programs and CoC programs, review plans, and identify collaboration opportunities	CoC Lead (MHC), VA CE Specialist, Veteran BNL Committee	Begin by 01-01-2021	2.1, 2.2	B	C
	Assure alignment of CoC and VA strategic plans	CoC Lead (MHC), VA CE Specialist	Begin by 01-01-2021	2.1, 2.2	B	C
	Create a Macomb County Homeless Veteran Policy Document, Initiate regular VA Outreach at Emergency Shelters, Review CES Partners and the Veteran Referral Processes	CoC Lead (MHC), VA CE Specialist, Veteran BNL Committee	By 01-01-2021	1.3,2.1,2.2	B	C
Increase the number of Positive Housing destinations for Homeless Veterans. Mainstream the CES Partners and clients they serve to the Veteran BNL						
Increase CoC capacity to house veterans in need of PSH	Review CES Policies and Procedures to Prioritize Chronic Homeless Veteran's with Qualifying Disabilities	CES Committee	By 01-01-2021	1.3,2.1	A,B	A,C

2020-2022 CoC Plan and Planning Process

2020-2022 CoC Plan and Planning Process				
Person/Organization Responsible	Action Steps	Timeframe	CoC Check-up Element(s)	Relevance
CoC Board	At the November CoC Board Meeting - Review the Strategic Action Plan. (At the November 2020 Board Meeting ensure a current Strategic Committee is Organized with members to meet in January 2021.)	November 2020, 2021, 2022	2.1, 2.3	
Strategic Planning Committee	Meet in October prior to the CoC Board Review and Report to the Board	October 2021 and 2022	2.2	
	Have Committee Create the Timeline for Review of the Action Plan	January 2021	2.2	
	Create Plan and Timeline for completion of the 2023-2025	By April 2022	2.2, 2.3	

LIST OF MACOMB COUNTY CONTINUUM OF CARE MEMBERS AND PARTNERS

Baker College of Clinton Township	Macomb/ St. Clair Workforce Dev.
Busch Housing Services	MCREST
CARE of SE Michigan	MDHHS
Chuck O'Brien (Individual)	MISD
Community Housing Network	MyCare
Disability Network of Oakland & Macomb	Oakland University - Macomb
Family Youth Interventions	OLSHA
Fraser Department of Public Safety	PACE
Gianna House	Perfecting Community Development
Good Shepherd Coalition	Providence Family Life Center
Hearts for Homes	Renaissance Unity
Henry Ford Macomb Hospital	Roseville Police Dept.
Hope Center in Macomb	Salvation Army
IMS Realty	Second Chance Network
Lakeshore Legal	SMART
Legal Aid & Defenders Association, Inc	SCS Police Dept.
Liberties, Inc.	St Margaret Catholic Church
Macomb 37 th District Court	St Vincent De Paul
Macomb County Community Mental Health	Sterling Heights Police Dept.
Macomb Community Action	Szajna & Associates
Macomb County Habitat for Humanity	Volunteers of America
Macomb County Sheriff's Office	Turning Point
Macomb County Veterans Affairs	US Department of Veteran Affairs
Macomb County Warming Center/Ray of Hope	Utica Police Dept.
Macomb Feeding the Need	Macomb Homeless Coalition

