HEADING HOME: MINNESOTA'S PLAN TO PREVENT AND END HOMELESSNESS

Endorsed by the Minnesota Interagency Council on Homelessness, December, 2013

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TABLE OF CONTENTS

Letter from Governor Dayton....4
Letter from Commissioners Tingerthal and Jesson....5
Executive Summary....6
Two-Year Action Plan at a Glance....10
The Plan....12
Measuring Success....46
Acknowledgments....53
Glossary....55

LETTER FROM GOVERNOR DAYTON

I am pleased that *Heading Home: Minnesota's Plan to Prevent and End Homelessness* reflects public input and strong interagency collaboration among the 11 agency commissioners and staff.

I strongly believe all Minnesotans should have access to safe and stable housing and I am committed to the plan's objectives and strategies. Stable housing results in better educational outcomes for our children, a stronger workforce now and in the future, increased public safety, better health, reduced health care costs, and reduced disparities among communities.

The plan to prevent and end homelessness lays out concrete action steps for state agencies and opportunities for the state to partner with the private sector. These steps build on the progress my administration has made through bonding support for housing for Minnesotans at risk of homelessness, increased funding for the Homeless Youth Act, and rental assistance for families with school-age children and those most likely to become homeless.

Minnesotans care deeply about ending homelessness. We believe working people should be able to afford a place to live, and that people with physical or mental health needs must have a place to call home. However, there is no easy solution, and certainly state government cannot do it alone. Based on our values, both individually and collectively, we must solve the problem of homelessness together—as Minnesotans, as communities, as non-profits and businesses, and as government.

By working as a statewide team to implement this plan, Minnesota can and will solve big problems like homelessness and deliver results for Minnesotans.

Mark Dayton, Governor
State of Minnesota

LETTER FROM COMMISSIONERS TINGERTHAL AND JESSON

As co-chairs of the Minnesota Interagency Council on Homelessness, we are honored to present Minnesota's Plan to Prevent and End Homelessness: a plan that both builds on what has been working to end homelessness for some of Minnesota's most vulnerable people and presents new, coordinated strategies to stabilize housing for all Minnesotans, including children, who experience or are at risk of homelessness.

Over the past year, the Council has been re-formed to include Commissioners from eleven state agencies: Corrections, Education, Employment and Economic Development, Health, Higher Education, Human Rights, Human Services, Housing, Public Safety, Transportation and Veterans Affairs. These Commissioners, along with the Governor's Chief of Staff, comprise the Council, which began its work by engaging a new state director to prevent and end homelessness and drafting a new state plan.

This plan differs from previous efforts to address homelessness among Minnesotans, primarily because it establishes accountabilities for all Commissioners and their staff. In addition to a plan with a long-term vision, we asked our senior leaders and state director to bring clear actions that agencies will implement over the next two years. The plan identifies these actions and describes the results we want. We will measure these results and hold each other accountable for producing them.

The Council drew ideas for the plan and the actions to be accomplished in the next two years from a broad spectrum of stakeholders across Minnesota, as well as from work being done at the federal level and in other states. We expect to continue consulting the community and adjusting the plan as needed over the course of its implementation. The Council has adopted the actions included in the plan and committed the agencies to participating in full. The Council will continue to meet and measure our progress and report on that progress to the people of Minnesota.

We stand ready to work with our colleagues – and partners throughout the state – to make government work better for our fellow Minnesotans in greatest need. We feel privileged to be working together for a better Minnesota: a Minnesota that honors the dignity of each and maximizes the potential of all.

Lucinda Jesson, Commissioner
Department of Human Services

Mary Tingerthal, Commissioner
Minnesota Housing

EXECUTIVE SUMMARY

"There is nothing more important than a good, safe, secure home."

Rosalynn Carter

Stable housing is out of reach for far too many Minnesotans. Systemic changes over the past several decades have resulted in incomes not keeping pace with the cost of housing. In addition to the more than 10,000 Minnesotans who are homeless on any given night, another 248,000 are paying more than half of their income on housing. This disconnect between incomes and the cost of housing undermines our state's ability to improve educational outcomes for our children, build a stronger workforce, improve health, and reduce disparities. While we are aware that the full solution to homelessness, including addressing income inequality, will require the commitment of many sectors and all levels of government, this plan focuses on strategies and actions state agencies are and can be pursuing. These strategies set us on a path not only to *end* homelessness for more families and individuals, but also to substantially *prevent* homelessness, by addressing some of the most significant barriers to maintaining housing stability.

The Vision

The long-term vision of the Minnesota Interagency Council on Homelessness is **Housing Stability for All Minnesotans**. The Interagency Council is contributing to this overarching result by focusing on solving the most egregious form of housing instability – homelessness. The role of the Council is to lead the state in efforts to prevent and end homelessness for all Minnesotans.

What does it mean to prevent and end homelessness?

Preventing Homelessness means that families and individuals are helped to reduce their likelihood of becoming homeless and avoid crises that, without intervention, would precipitate a loss of housing.

Ending Homelessness means that if a family or individual does become homeless, we will have a crisis response system to assess their needs and quickly provide them the opportunity to access stable housing. It does **not** mean that no one will experience homelessness ever again.

Why does it matter to prevent and end homelessness?

Preventing and ending homelessness matters to Minnesota's future. Children and youth need stable homes to succeed in school, to develop relationships with peers and community, and eventually to contribute to society as adults. Families and single adults, including Veterans, need stable homes to secure and maintain health and employment.

Preventing and ending homelessness also matters to the future financial health of our community. Homelessness is expensive. By turning expenditures on homelessness to investments in housing stability, we can both advance the well-being of Minnesotans and maximize the value of public investments in housing.

Ending homelessness means quickly providing opportunities to access stable housing when someone becomes homeless.

The Outcomes We Seek for Minnesotans

Our long-term objective is to prevent and end homelessness for **all** Minnesotans. We intend to decrease each year the number of all people experiencing homelessness. Toward this objective, The Interagency Council on Homelessness is prioritizing these measurable outcomes:

- **Prevent and End Homelessness for Families with Children and Unaccompanied Youth by 2020**

  We will make preventing and ending family and child homelessness a priority focus area. While we have made progress in other populations, family and child homelessness continues to rise in our state (Wilder, 2012). We must reverse this trend now – for the future of our children and our state.

- **Finish the Job of Ending Homelessness for Veterans and for People Experiencing Chronic Homelessness by 2015**

  We have already made significant progress on ending homelessness for Veterans and people with disabilities and, with the Federal government's continued investment on behalf of these populations, we could be the first state in the country to essentially "end" Veteran and chronic homelessness.

The Two-Year Action Plan

Earlier this year the Interagency Council on Homelessness requested that the State Director to Prevent and End Homelessness identify a core set of actions with the greatest potential for progress toward these objectives. The Director worked with leaders and key staff within the eleven Council agencies, as well as a broad group of community stakeholders, to create a collective two-year action plan. To guide the development of the action plan, the Council identified nine areas of opportunity that hold the greatest potential to create change.

These guiding "levers" are:

- Prevent homelessness, especially at transition points of youth and adult systems of care
- Reduce barriers and increase access to critical mainstream programs and services
- Improve the coordination and compatibility of existing resources
- Improve targeting of existing resources to ensure they are most effective
- Improve the quality and access to data to drive policy and better service delivery
- Reduce disparities through culturally responsible actions and approaches
- Increase investments in what we know works
- Align with and build on our work with Federal, local and tribal plans to end homelessness
- Increase public education, awareness and engagement

The Strategies and Actions

Using these levers as guides, The Minnesota Interagency Council has identified twelve strategies and associated actions that the State can take that will have the biggest impact on preventing and ending homelessness for Minnesota families and individuals over the next two years.

1. **Because stable housing is out of reach for far too many Minnesotans…**

   We will pursue **increased investments in affordable housing and rental assistance** in order to assist Minnesota families and individuals trying to afford a safe place to call home.

2. **Because children and youth make up nearly one-half of all people experiencing homelessness in Minnesota and homelessness has especially detrimental and long-term impacts on children…**

   We will create **new supportive housing opportunities** for the most vulnerable families and provide them with the support necessary to maintain their housing and ensure that the developmental needs of young children are met.

3. **Because a decent paying job is the best defense against homelessness…**

   We will **evaluate current workforce training and employment programs** to assess and improve access to these programs with the goal of increasing incomes for adults and youth experiencing or at risk of homelessness.
   We will **identify and address common risk factors of job seekers** who are homeless, such as a lack of transportation and/or child care. We will **increase identification, outreach and engagement with students who are experiencing homelessness while pursuing higher education** to increase the likelihood of graduation.

4. **Because we know that many people experiencing homelessness have difficulty accessing existing resources, such as food support, primary health care, early childhood programs, and childcare…**

   We will **identify and assess publicly-funded income, health and social services that can help families and individuals avoid homelessness**. These programs will be reviewed for capacity, eligibility, and other potential barriers that may exclude or make access difficult for people without stable housing.

5. **Because we believe that housing stability is critical to a person's health…**

   We will **maximize the use of health care funding and services to promote improved health outcomes** through stable housing for people with disabilities experiencing homelessness.

6. **Because people involved in the correctional system are more likely to return to that system when they do not have stable housing…**

   We will work with corrections agencies and community providers to facilitate access to stable housing for offenders supervised in the community who are most at-risk of homelessness in order to **increase the effectiveness of existing interventions.**

7. **Because we are poised to end Veterans homelessness in this state…**

   We will aggressively focus on finishing the job by **ending homelessness for Veterans on a Veteran-by-Veteran basis**. Collaboration between the VA and other homeless service providers will ensure that each Veteran experiencing homelessness has the tools they need to become stably housed.

8. **Because at-risk young people emerging into adulthood are highly vulnerable to becoming homeless…**

   We will focus on **improving the transitions** young people face when they leave foster care, juvenile corrections, or other systems, by identifying those youth most likely to become homeless. We will connect these youth to critical, holistic services with the goal of ensuring long-term stability and avoiding negative outcomes, including sexual exploitation.

9. **Because homeless and highly mobile students are at an enormous academic disadvantage…**

   We will work with local school districts to **identify homeless and highly mobile students and connect them and their families with services**. We will train school liaisons, increase access to resources where needed, and require formal connections with local homeless service collaboratives.

10. **Because the racial disparities represented among people experiencing homelessness are unacceptable and undermine all other efforts to reduce disparities and close the achievement gap…**

    We will, in partnership with culturally specific communities, including Tribal Nations, **prioritize funding** for efforts most successful at improving housing stability in communities disproportionately impacted by homelessness.

11. **Because we must use limited resources in the most effective way possible...**

    We will improve our ability to provide the right services at the right time for families and individuals experiencing homelessness. We will work with local communities throughout Minnesota to **develop a coordinated assessment** process and tools.

12. **Because high quality data drives better planning, policy and results…**

    We will create an **Ending Homelessness dashboard** that is updated regularly and linked to this plan. To do this, we will strengthen Minnesota's Homeless Management Information System and homeless point-in-time counts, and connect these data sources with statewide mainstream systems. We will work to **integrate data systems** that pull data for assessment, research, and evaluation.

In adopting this plan, The Minnesota Interagency Council on Homelessness commits our agencies to working together to implement these twelve strategies and their accompanying actions (found in detail in the body of the report). We know we cannot do this alone and we look forward to working with our local government, community, philanthropic, and private sector partners to ensure that all Minnesotans have a place to call home.

TWO-YEAR ACTION PLAN AT A GLANCE

The Minnesota Interagency Council on Homelessness has adopted a Plan to Prevent and End Homelessness. With key agency leaders, the Council's eleven commissioners have identified 12 strategies and associated actions that state government will pursue over the next two years. State leaders look forward to working with local government, community, philanthropic, and private sector partners to implement these actions and ensure that all Minnesotans have a place to call home.

Topic	Strategies and Actions	Responsible Agencies
HOUSING	**1. Increase investments in affordable housing and rental assistance.** • Preserve existing subsidized affordable housing, seek bonding for new housing creation, and develop funding plan. • Incent private sector landlords to rent to more families and individuals who are at risk of or are experiencing homelessness.	• Minnesota Housing
	2. Create new supportive housing opportunities for the most vulnerable families experiencing homelessness. • Based on data, determine number of units and locations of new family supportive housing needed and develop a funding plan. • Identify services most beneficial for families and their children and link families in supportive housing to these resources.	• Minnesota Housing • Department of Human Services
EMPLOYMENT AND INCOME	**3. Evaluate current workforce training, employment and education programs.** • Decrease barriers to accessing existing workforce training and employment programs for people experiencing homelessness. • Actively engage and enroll people experiencing or at-risk of homelessness into workforce development and training. • Build employment opportunities around the existing and potential skills of Minnesotans experiencing homelessness. • Provide high-quality workforce services to youth aging out of foster care. • Support students experiencing homelessness to succeed in higher education.	• Department of Employment and Economic Development • Department of Human Services • Office of Higher Education
	4. Identify, assess and improve key mainstream programs by each state agency that could prevent and end homelessness for families and individuals. • Review existing state and federal programs and services that each agency manages and identify opportunities to improve access for people experiencing homelessness. • Reform income supplement programs for persons with disabilities to allow greater flexibility and increase housing options.	• Interagency Council Senior Leadership Team • Department of Human Services

Topic	Strategies and Actions	Responsible Agencies
EFFECTIVE USE OF SERVICES	**5. Maximize the use of health care funding and services to promote improved health outcomes through stable housing.** • Build capacity of current homeless and housing providers to bill health funding sources (e.g. Medicaid). • Develop person-centered Housing Stability Services for persons who are homeless or at-risk and have a disability.	• Department of Human Services • Department of Health • State Council on Disability
	6. Work with corrections agencies and community providers to facilitate access to stable housing for offenders supervised in the community. • Inventory potential housing resources, connect offenders living in the community to stable housing, and enhance existing exit planning processes. • Target resources for ex-offenders who experience high barriers to accessing housing. • Ensure culturally responsive and respectful discharge planning.	• Department of Corrections • Minnesota Housing • Department of Human Services
	7. End homelessness for Veterans on a Veteran-by-Veteran basis. • Form regional teams of Veterans services and housing/homeless providers to identify and reach out to individual Veterans experiencing homelessness—working to solve each unique Veteran's situation.	• Department of Veterans Affairs • State Councils on underserved populations
EDUCATION, CHILDREN AND YOUTH	**8. Improve the transitions of young people from foster care, juvenile corrections, or other systems.** • Plan exits from youth systems starting at time of entry, but no later than by age 16. • Identify youth served in foster care and juvenile corrections who are most likely to become homeless and connect them to needed resources.	• Department of Human Services • Department of Corrections
	9. Identify homeless and highly mobile students and connect them and their families with services. • Work with local school districts to increase the impact of homeless school liaisons. • Create an intentional link between schools, community mental health resource, and liaisons.	• Department of Education • Department of Public Safety • Department of Human Services
TARGETING RESOURCES	**10. Prioritize funding for efforts most successful at improving housing stability for communities disproportionately impacted by homelessness.** • Work with local communities to identify strategies that are most likely to end homelessness within communities of color. • Change grant guidelines to include and support culturally-specific organizations that possess unique cultural advantages for success.	• Interagency Council Senior Leadership Team • State Tribal liaisons • State Councils on underserved populations
	11. Develop a statewide Coordinated Assessment process and tools. • Fully implement Coordinated Assessment systems statewide to simplify access, quickly assess needs and strengths, develop person-centered solutions, create standards for service provision, and provide referrals with follow-up. • Create a statewide policy for supportive housing that ensures targeting of resources to those most in need. • Streamline the emergency assistance system. • Improve cross-agency coordination of the homeless-targeted grant making process.	• Interagency Council Senior Leadership Team • Minnesota Housing • Department of Human Services
	12. Improve data quality and access. • Create a better functioning Homeless Management Information System (HMIS). • Improve point-in-time homeless counts. • Make effective use of interagency data sharing. • Develop high quality public reporting processes. • Support research and evaluation.	• Interagency Council on Homelessness Senior Leadership Team

THE PLAN

Stable housing is out of reach for far too many Minnesotans. Systemic changes over the past several decades have resulted in incomes not keeping pace with the cost of housing. In addition to the more than 10,000 Minnesotans who are homeless on any given night, another 248,000 are paying more than half of their income on their housing. This disconnect between incomes and the cost of housing undermines our state's ability to improve educational outcomes for our children, build a stronger workforce, improve health, and reduce disparities. While we are aware that the full solution to homelessness, including addressing income inequality, will require the commitment of many sectors and all levels of government, this plan focuses on strategies and actions state agencies are and can be pursuing. These strategies set us on a path not only to *end* homelessness for more families and individuals, but also to substantially *prevent* homelessness, by addressing some of the most significant barriers to maintaining housing stability.

The Vision

Housing stability for all Minnesotans is the ultimate quality of life result we are striving to achieve. Housing stability means that all people in our state have access to a safe and affordable place to live, as well as the resources and supports (if necessary) to maintain their housing. Ideally, housing stability also means that people have choices in where they live, and if and when they move.

Housing stability is a platform for better educational outcomes for our children, a stronger workforce both now and in the future, increased public safety, better health, reduced health care costs, and reduced disparities among populations.

The Minnesota Interagency Council on Homelessness is contributing to this overarching result of housing stability by focusing on solving the most egregious form of housing **instability** – homelessness. This effort links directly to the statewide dashboard and the indicator of the number of Minnesotans who are homeless on a given day.

The role of the Interagency Council on Homelessness is to lead the state in efforts to prevent and end homelessness for all Minnesotans.

What does it mean to prevent and end homelessness?

Preventing Homelessness means that families and individuals are helped to reduce their likelihood of becoming homeless and avoid crises that, without intervention, would precipitate a loss of housing.

Ending Homelessness means that if a family or individual does become homeless we will have a crisis response system to assess their needs and quickly provide them the opportunity to access stable housing. It does **not** mean that no one will experience homelessness ever again.

Why does it matter to prevent and end homelessness?

Preventing and ending homelessness matters to Minnesota's future. Children and youth need stable homes to succeed in school, to develop relationships with peers and community, and eventually to contribute to society as adults. Families and single adults, including Veterans, need stable homes to secure and maintain health and employment.

Preventing and ending homelessness also matters to the future financial health

This disconnect between incomes and the cost of housing undermines our state's ability to improve educational outcomes for our children, build a stronger workforce, improve health, and reduce disparities.

of our community. Homelessness is expensive. By turning expenditures on homelessness to investments in housing stability, we can both advance the well-being of Minnesotans and maximize the value of public investments in housing.

The Outcomes We Seek for Minnesotans

The long-term objective is to prevent and end homelessness for **all** Minnesotans. We intend to decrease each year the numbers of all people experiencing homelessness. Toward this objective, The Interagency Council on Homelessness is prioritizing these measurable outcomes:

- **Prevent and End Homelessness for Families with Children and Unaccompanied Youth by 2020**

  We will make preventing and ending family and child homelessness a priority focus area. While we have made progress in other populations, family and child homelessness continues to rise in our state. This is extremely concerning for the future of our children and our state.

- **Finish the Job of Ending Homelessness for Veterans and for People Experiencing Chronic Homelessness by 2015**

  We have already made significant progress on Veteran and chronic homelessness and, with the Federal government's continued investment on behalf of these populations, we could be the first state in the country to essentially "end" Veteran and chronic homelessness.

The Two-Year Action Plan

Earlier this year the Interagency Council on Homelessness requested that the State Director to Prevent and End Homelessness identify a core set of actions with the greatest potential for progress toward these objectives. The Director worked with leaders and key staff within the eleven Council agencies, as well as a broad group of community stakeholders, to create a collective two-year action plan. To guide the development of the action plan, the Council identified nine areas of opportunity that hold the greatest potential to create change.

These guiding "levers" are:

- Prevent homelessness, especially at transition points of youth and adult systems of care
- Reduce barriers and increase access to critical mainstream programs and services
- Improve the coordination and compatibility of existing resources
- Improve targeting of existing resources to ensure they are most effective
- Improve the quality and access to data to drive policy and better service delivery
- Reduce disparities through culturally responsible actions and approaches
- Increase investments in what we know works
- Align with and build on our work with Federal, local and tribal plans to end homelessness
- Increase public education, awareness, and engagement

The strategies and actions our agencies will take together over the first two years of this initiative will be evaluated on a consistent basis and adjusted as needed to ensure maximum effectiveness. A detailed account of the *inter-* and *intra-* agency actions for each of the twelve strategies, the population and performance measures we will monitor, and initial timelines for achieving each action follow.

1

BECAUSE STABLE HOUSING IS OUT OF REACH FOR FAR TOO MANY MINNESOTANS…

We will pursue **increased investments in affordable housing and rental assistance** in order to assist Minnesota families and individuals trying to afford a safe place to call home.

Increase investments in what we know works

Outcome

More families and individuals experiencing homelessness have access to affordable housing.

Indicators of success[1]

- Number of people in Minnesota experiencing homelessness
- Number of people who experience repeat episodes of homelessness

Strategy 1

Increase statewide investments in affordable housing opportunities and rental assistance for persons experiencing and at-risk of homelessness.

Context

Minnesotans experiencing homelessness state that the number one reason they are homeless is that they cannot afford housing (Wilder interview data). Across the country, between the years 2007-2011, incomes declined by 8.3 percent and the cost of housing increased by 15.1 percent. Housing is simply out of reach. In Minnesota, between 2010-2011, there was an 8 percent increase in low-income renter households with severe housing cost burden (households paying more than 50 percent of their income on their housing).

Actions	Lead Agencies[2]	Timeline
a. Preserve existing subsidized affordable housing.	Minnesota Housing	Ongoing
b. Seek bonding authority to support affordable and supportive housing developments that meet competitive funding criteria.	Minnesota Housing	May 2014
c. Using available data, including data from the Wilder Research statewide survey and the HUD point-in-time count, determine the amount of new affordable housing opportunities needed.	Minnesota Housing	May 2014

1 The indicators in this report are meant to serve as general guidelines for measuring success in the plan. Further research is needed to determine the specific indicators that will be used and how they will be operationalized. If data to measure the indicator are not currently available, the indicator will be added to the plan's Data Development Agenda.

2 The majority of the action items in this plan will require the commitment and partnership of many stakeholders, both public and private, and they are not all listed here. The Lead Agencies listed in this plan are the one or two State agencies that will be taking the lead in facilitating the implementation of the action item.

d. Determine the mix of new housing opportunities to be made available through new construction, acquisition/rehabilitation, and rental assistance, taking into consideration cost-effectiveness, choice, and portability.	Minnesota Housing	May 2014
e. Develop funding plan for new affordable housing opportunities needed, including identification of: • public and private funding sources, • opportunities to reallocate or access existing resources, and • need for new funding.	Minnesota Housing	August 2014

Performance Measures[1]

- Increase in number of households experiencing homelessness who access affordable housing
- Increase in long-term housing stability of households who have experienced homelessness

Strategy 2

Incent private sector landlords to rent to more families and individuals who are at risk of or experiencing homelessness.

Context

Private sector landlords are often reluctant to rent to people with poor or minimal rental histories or other barriers. There are strong models to learn from both here and around the country to increase private market housing opportunities for people experiencing homelessness.

Actions	Lead Agencies	Timeline
a. Identify successful pilots and programs that strengthen relationships with private landlords (e.g. landlord indemnification fund, trainings from "rapid exit" housing specialists) and what it would take to bring them to scale.	Minnesota Housing	November 2014
b. Expand 1-2 successful strategies.	Minnesota Housing	May 2015

Performance Measures

- Increase in number of units owned by private sector landlords who are willing to rent to people experiencing homelessness

1 The performance measures in this report are meant to serve as general guidelines for measuring success within the action items. Further research is needed to determine the specific performance measurements that will be used and how they will be operationalized. If data to measure the performance measurement are not currently available, the performance measurement will be added to the plan's Data Development Agenda.

2

BECAUSE CHILDREN AND YOUTH MAKE UP NEARLY ONE-HALF OF ALL PEOPLE EXPERIENCING HOMELESSNESS IN MINNESOTA AND HOMELESSNESS HAS ESPECIALLY DETRIMENTAL AND LONG-TERM IMPACTS ON CHILDREN…

We will create **new supportive housing opportunities** for the most vulnerable families and provide them with the support necessary to maintain their housing and ensure that the developmental needs of young children are met.

Increase investments in what we know works

Outcome

More families with children experiencing homelessness have access to permanent supportive housing.

Indicators of success

- Percent of families in Minnesota experiencing homelessness
- Percent of families who experience repeat episodes of homelessness

Strategy 1

Create new supportive housing opportunities for families with children experiencing long-term homelessness and families who are identified as having a high likelihood of experiencing repeat episodes of homelessness. Ensure young children are connected to resources to meet their developmental needs.

Context

For households with significant barriers to maintaining housing stability, supportive housing is a nationally recognized, evidence-based practice for preventing and ending homelessness. Using available data, we can more successfully target when housing linked with support services is an appropriate and needed intervention and structure the kinds of supports that homeless young children need. The achievement gap for homeless students emerges early and persists or worsens (Dr. Masten, U of M). Early education services are likely to have a high return on investment for these children.

Actions	Lead Agencies	Timeline
a. Based on data on the needs of families and children experiencing homelessness, determine the units, locations and services needed for new family supportive housing.	Minnesota Housing Department of Human Services	May 2014
b. Seek advice from State Councils on underserved populations and other stakeholders on assessing housing needs for large and/or multigenerational families. Include in funding plan.	Minnesota Housing	May 2014

c. Develop funding plan for new supportive housing opportunities needed, including identification of: • public and private funding sources, • opportunities to reallocate or access existing resources, and • need for new funding.	Minnesota Housing Department of Human Services	August 2014
d. Identify services available to families living in supportive housing. Link them to available culturally appropriate community resources, coordinate existing resources, and increase funding where needed. Focus on ensuring the developmental needs of young children are met and addressing the housing and service needs of female-headed households who have experienced domestic violence.	Department of Human Services Department of Public Safety	November 2015
e. Examine best ways to add or connect to supplemental reading programs for pre-K and school age children living in shelter or supportive housing, as literacy adds a strong protective factor to children and youth living in homelessness.	Minnesota Housing Department of Education	November 2015
f. New family supportive housing opportunities are available.	Minnesota Housing	November 2016

Performance Measures

- Increased percent of families experiencing long-term homelessness accessing permanent supportive housing
- Increased percent of families stably housed in supportive housing for at least 2 years
- Increased percent of children in supportive housing with improved school attendance
- Increased percent of adults in supportive housing receiving needed treatment or care for a disability or illness

3

BECAUSE A DECENT PAYING JOB IS THE BEST DEFENSE AGAINST HOMELESSNESS…

We will **evaluate current workforce training and employment programs** to assess and improve access to these programs with the goal of increasing incomes for adults and youth experiencing or at risk of homelessness. We will **identify and address common risk factors of job seekers** who are homeless, such as a lack of transportation and/or child care. We will **increase identification, outreach and engagement with students who are experiencing homelessness while pursuing higher education** to increase the likelihood of graduation.

Reduce barriers and increase access to mainstream resources for people at-risk or experiencing homelessness

Outcome

Adults and youth experiencing or at risk of homelessness increase their earned income and their potential for future earnings.

Indicators of success

- Percent of target population with sustainable earnings

Strategy 1

Decrease barriers to accessing existing workforce training and employment programs that particularly impact people experiencing homelessness.

Context

Many adults experiencing or at risk of homelessness are disconnected from employment and training programs. Often those that are employed do not earn wages sufficient to afford housing. These actions aim to increase the quantity and quality of intersections between homelessness individuals and employment and training providers.

Actions	Lead Agencies	Timeline
a. Examine existing workforce training and employment programs for the number of people being served who are homeless.	Department of Employment and Economic Development	February 2014
b. Identify local workforce development program capacity to serve persons experiencing homelessness and specify gaps.	Department of Employment and Economic Development	July 2014
c. Create and conduct an inventory of local workforce development programs that are serving people experiencing homelessness to identify promising practices and lessons learned. Identify areas where disincentives to serving people experiencing homelessness may unintentionally exist.	Department of Employment and Economic Development	August 2014

d. Develop and issue standard protocols for identifying and serving persons experiencing homelessness within workforce development programs.	Department of Employment and Economic Development	August 2014

Performance Measures

- Increased percent of persons experiencing homelessness successfully completing a training or employment program, compared to overall population
- Increased percent of persons experiencing homelessness who obtain job after participating in a workforce program, compared to overall population
- Increased percent of persons experiencing homelessness who increase credentials to obtain jobs in high-growth occupations

Strategy 2

Actively engage and enroll people experiencing or at-risk of homelessness in appropriate and available workforce development and training programs.

Context

A large number of people experiencing or at-risk of homelessness are unemployed or underemployed and lack the skills and/or credentials to obtain and sustain employment at a livable wage.

Actions	Lead Agencies	Timeline
a. Research and seek Department of Labor opportunities to supplement effective programs.	Department of Employment and Economic Development	Ongoing
b. Examine the quality of data currently available in WorkForce One related to people experiencing homelessness or at risk of homelessness. Identify ways to modify and improve WorkForce One data on homelessness. Identify and consider better linkages between WorkForce One and HMIS.	Department of Employment and Economic Development	November 2014
c. Explore strategies for employment services for homeless families with trained job counselors who have knowledge about homelessness and smaller caseloads.	Department of Employment and Economic Development	August 2015

Performance Measures

- Increased percent of people experiencing homelessness enrolling in workforce and training programs

Strategy 3

Build employment opportunities around the existing and potential skills of Minnesotans at risk of or experiencing homelessness. Increase access to and support for individualized strategies designed to connect people to employment, such as the Employment First approach and Individual Placement and Support practice (IPS), the evidence-based practice of supported employment.

Context

People experiencing homelessness are often stereotyped as unemployed and unemployable. We know, however, that significant numbers are employed, and others – including people with physical and mental disabilities – can be employed given the right settings and removal of barriers. Employment First is a philosophy emphasizing the full inclusion of people with the most significant disabilities in the workplace and community.

Actions	Lead Agencies	Timeline
a. Use Wilder research and additional sampling, if necessary, to assess capabilities of Minnesotans who are experiencing homelessness today. Challenge common misperceptions held by employers and/or workforce center staff.	Department of Employment and Economic Development Department of Human Services	August 2014
b. Focus on building opportunities that connect those skills with the needs of the workplace.	Department of Employment and Economic Development	February 2015
c. Examine the existing IPS pilot project that combines IPS and Supportive Housing to identify the key factors needed to successfully embed IPS in permanent supportive housing programs.	Department of Employment and Economic Development Department of Human Services	August 2015
d. Collaborate with Minnesota's 2013 Olmstead Plan to implement an Employment First policy in Minnesota.	Department of Employment and Economic Development Department of Human Services	November 2015
e. Identify the funding and infrastructure needs that would be required to expand IPS to additional supportive housing programs in Minnesota.	Department of Employment and Economic Development Department of Human Services	November 2015

Performance Measures

- Increased percent of adults experiencing homelessness with disabilities who increase their earned income
- Increased number of individuals with mental illnesses experiencing homeless who participate in IPS in a supportive housing program

Strategy 4

Minnesota's youth workforce system will partner with human services staff and social workers to provide high-quality services to youth aging out of foster care.

Context

A high percentage of youth aging out of Minnesota's foster care system are at risk of homelessness. Consistently, these youth identify their desire to find meaningful employment, pursue their dreams of higher education, and contribute to their communities.

Actions	Lead Agencies	Timeline
a. Identify promising practices for serving youth experiencing or at risk of homelessness in Minnesota's workforce system. Identify specific practices that are culturally responsive.	Department of Employment and Economic Development	February 2014
b. Explore partnerships to expand statewide youth-focused internships, apprenticeships and training opportunities with employers.	Department of Employment and Economic Development	February 2015
c. Develop and implement strategies to support youth ages 18-21 in foster care to pursue post-secondary education.	Department of Human Services	February 2015

Performance Measures

- Increased percent of youth aging out of foster care who access employment or post-secondary education

Strategy 5

Support students experiencing homelessness to succeed in higher education.

Context

Students experiencing homelessness are at especially high risk of not completing their educational goals, resulting in debt load and no new marketable skills. Few postsecondary institutions track or provide services targeted to homeless students.

Actions	Lead Agencies	Timeline
a. Learn best practices for identifying and supporting students who are homeless, or at risk of homelessness.	Office of Higher Education	April 2014
b. Work with higher education institutions to develop a process to identify homeless students registered at their postsecondary institution, connect them to existing resources and track outcomes.	Office of Higher Education	May 2014
c. To facilitate retention and better opportunity for future employment, work with postsecondary institutions to develop policies and procedures to effectively support students who are homeless or at risk of being homeless while pursuing postsecondary education.	Office of Higher Education	November 2014

Performance Measures

- Increased year-to-year retention rates and graduation rates of formerly homeless students in post-secondary education
- Increased number of institutions that provide services deemed essential for homeless students to achieve educational goals

4

BECAUSE WE KNOW THAT MANY PEOPLE EXPERIENCING HOMELESSNESS HAVE DIFFICULTY ACCESSING EXISTING RESOURCES, SUCH AS FOOD SUPPORT, PRIMARY HEALTH CARE, EARLY CHILDHOOD PROGRAMS, AND CHILDCARE…

We will **identify and assess publicly-funded income, health and social services that could help families and individuals avoid homelessness**. These programs will be reviewed for capacity, eligibility, and other potential barriers that may exclude or make access difficult for people without stable housing.

Reduce barriers and increase access to mainstream resources for people at-risk or experiencing homelessness

Outcome

Individuals and families experiencing or at risk of homelessness are receiving all mainstream services and supports that they are eligible for.

Indicators of success

- Percent of target population accessing income support, as compared to participation rates for the total population
- Percent of target population accessing food support, as compared to participation rates for the total population
- Percent of target population accessing childcare, as compared to participation rates for the total population
- Percent of homeless or at-risk families, children, and individuals accessing healthcare, including behavioral health services, as compared to participation rates for the total population

Strategy 1

Review existing state and federal programs and services that each agency manages and identify opportunities to improve access for people experiencing or at-risk of homelessness. Create an implementation strategy for improving the use of resources to address homelessness.

These resources include (but are not limited to):

- **Early Head Start and Head Start**
- **Child Care Assistance Program (CCAP)**
- **Home Visiting through the Health Department**
- **Children and Adult behavioral health services**
- **Help Me Grow (Part C/Part B)**
- **Transportation assistance**
- **Food support, including SNAP and WIC**
- **Income supplement programs, including MFIP, GA, GRH, SSI/SSDI and MSA**
- **Health insurance**

Context

The high mobility of families and individuals experiencing homelessness can result in disruptions in services with long intervals before they can re-apply and eligibility is re-established, if ever. This can be particularly detrimental to young children who lose ground developmentally when they stop receiving early childhood services. According to the Wilder Homeless Survey, during the 12 months preceding the study, one-fifth of homeless adults reported that they had lost at least one service or benefit that they had previously received. One-quarter of homeless adults reported that they needed assistance in applying or reapplying for services or benefits. Potential actions for change include: 1) Making eligibility and application requirements more flexible for persons experiencing homelessness, 2) Improving communication processes for persons experiencing homelessness, 3) Prioritizing persons experiencing homelessness for certain services or resources where limited and target population is underserved, and 4) Developing new methods of service delivery that may be more effective for persons experiencing homelessness.

Actions	Lead Agencies	Timeline
a. Each agency reviews all non-homeless-specific resources and services to determine how and when people experiencing homelessness are using them. If access is limited, identify capacity, eligibility, cultural competence/racism, or other characteristics that prevent resources from being more easily accessed by families and individuals who are homeless or most at risk of homelessness. Look at questions of access through different cultural/racial lenses. Create a standard template with questions for each agency for use in this review.	Interagency Council on Homelessness Senior Leadership Team	May 2014
b. Solicit additional input on barriers and strategies for change from external stakeholders, including counties, tribes, State Councils on underserved populations, service providers and people experiencing homelessness.	Interagency Council on Homelessness Senior Leadership Team	August 2014
c. Agencies report on findings and prepare an action plan, including an implementation strategy developed with specific policy changes or action steps outlined. Action plans should include: • Strategies for increasing outreach to people experiencing homelessness • Methods for providing application assistance to people experiencing homelessness, where applicable • Strategies for reducing any barriers that were identified	Interagency Council on Homelessness Senior Leadership Team	November 2014

d. Where transportation is a barrier to accessing services or resources, create a plan to reduce barriers.	Department of Transportation	February 2015
e. Create a mechanism to receive ongoing feedback from local providers and clients.	Interagency Council on Homelessness Senior Leadership Team	Ongoing

Performance Measures

- TBD, based on specific services/resources identified in agency plans for action. Example: Increased percent of families experiencing homelessness who receive MFIP

Strategy 2

Reform income supplement programs for persons with disabilities (Group Residential Housing and Minnesota Supplemental Aid) to allow greater flexibility and increase housing options by promoting choice and access to integrated settings.

Context

Minnesota has two income supplement programs for persons with disabilities, GRH and MSA Housing Assistance. Both programs are part of a Maintenance of Effort agreement with the Social Security Administration. Over the past several years, some pilot and demonstration projects, aimed at persons experiencing homelessness, have been implemented to use these income supplements in market rate housing where the tenant holds their own lease. The results of these pilot and demonstration projects indicate that these income supplements could be changed to work better in non-congregate settings and that enabling people to live in the housing of their choice has been very successful.

Actions	Lead Agencies	Timeline
a. Prepare proposal for 2015 Legislature session.	Department of Human Services	November 2014
b. Implement program changes authorized by the Legislature.	Department of Human Services	February 2016

Performance Measures

- Increased percent of people with disabilities who have experienced homelessness receiving income supplement programs to support them in the housing of their choice

5

BECAUSE WE BELIEVE THAT HOUSING STABILITY IS CRITICAL TO A PERSON'S HEALTH…

We will **maximize the use of health care funding and services to promote improved health outcomes** through stable housing for people with disabilities experiencing homelessness.

Reduce barriers and increase access to mainstream resources for people at-risk or experiencing homelessness

Outcome

Families and individuals experiencing or at risk of homelessness who have disabilities have improved health due to increased access to health-related services and stable housing.

Indicators of success

- Housing stability for persons experiencing homelessness or at-risk of homelessness who have a disability or chronic health condition
- Use of emergency medical interventions, including inpatient medical and psychiatric hospitalizations, emergency room visits, and ambulance transports by persons experiencing homelessness
- Percent of persons experiencing homelessness or at-risk of homelessness who have established a relationship with a primary care provider whom they have seen within the last year

Strategy 1

Maximize the use of health care funds to promote increased health through housing stability. Build capacity of current homeless and housing providers to bill health funding sources (e.g. Medicaid) for health-related services.

Context

According to the 2012 Wilder Homeless Study, 72 percent of homeless adults have a serious mental illness, chronic health condition, substance abuse disorder, or evidence of a traumatic brain injury or cognitive impairment. Between one-quarter and one-third have not recently received care for their conditions. Increased access to health care and services available through Medicaid and other health-funding sources for people experiencing homelessness is critically important. However, homeless service providers are not often using these services because: 1) They lack the administrative capacity to do so; and 2) Issues related to the population they are serving (example: eligibility for services has not been established due to lack of proper assessment or diagnosis).

Actions	Lead Agencies	Timeline
a. Collaborate in the development of behavioral health homes to ensure care is available for people experiencing homelessness.	Department of Human Services Department of Health	February 2014

b. Work with housing/homeless providers to identify individuals who may qualify for additional services through Medicaid or other health funding sources.	Department of Human Services State Council on Disability	August 2014
c. Develop plan to build capacity with providers to deliver and bill for effective Medicaid funded services. Include exploring the development of provider partnerships, third party billing opportunities, and/or other partnerships with local community health agencies that have experience in providing Medicaid-covered services.	Department of Human Services	November 2014
d. Explore the role of Community Health Care Workers (CHWs) and Certified Peer Specialists to provide culturally specific health care including mental health within communities, especially at critical transition points. Review and consider reimbursement policy changes for CHWs.	Department of Health Department of Human Services	November 2014
e. Use lessons learned to identify and recommend potential policy changes that would result in better access to health care and improved health outcomes for individuals and families experiencing homelessness.	Department of Health Department of Human Services	February 2015

Performance Measures

- Increased percent of persons served by homeless providers receiving Medicaid or other health-related services
- Improved health of persons receiving homeless services

Strategy 2

Develop person-centered Housing Stability Services for persons who are homeless or at-risk and have a disability, and explore funding through Medicaid.

Context

Stable housing can improve stability of employment, save health care dollars and contribute to personal and family stability. Improved housing stability reduces costly institutional, crisis, and treatment services. In Minnesota, the recent expansion of Medicaid eligibility to a broader group of adults without children has created an opportunity to serve those individuals who traditionally have "fallen through the cracks" of our existing system.

Actions	Lead Agencies	Timeline
a. Conduct stakeholder discussions.	Department of Human Services	August 2014
b. Prepare proposal for Housing Stability Services for 2015 Legislative session. Examine relevance for Minnesota of recent expansions in use of Medicaid for housing stability in CA and NY.	Department of Human Services	November 2014
c. Implement a state-funded Housing Stability Services pilot.	Department of Human Services	February 2016
d. Begin development of a plan for potential Medicaid CMS proposal.	Department of Human Services	May 2016

Performance Measures

- Improved health for persons receiving Housing Stability Services
- Improved housing stability for persons receiving Housing Stability Services
- Decrease in use of emergency services
- Increase connection to community health resources

6

BECAUSE PEOPLE INVOLVED IN THE CORRECTIONAL SYSTEM ARE MORE LIKELY TO RETURN TO THAT SYSTEM WHEN THEY DO NOT HAVE STABLE HOUSING…

We will work with corrections agencies and community providers to facilitate access to stable housing for offenders supervised in the community who are most at risk of homelessness in order to **increase the effectiveness of existing interventions**.

Prevent homelessness whenever possible, especially at transition points from adult and youth systems of care

Outcome

People involved in the correctional system have access to and maintain stable housing while in the community.

Indicators of success

- Percent of people involved in the correctional system experiencing homelessness
- Percent of people leaving correctional institutions who experience homelessness within 3 years

Strategy 1

Work with corrections agencies and community providers to facilitate access to stable housing for offenders supervised in the community who are experiencing homelessness or at-risk of homelessness.

Context

The majority of people involved in the correctional system live in our Minnesota communities under supervision. If the person under supervision does not have access to stable housing, the likelihood of re-offending increases. The goal is to assist offenders with securing stable housing at the beginning of their involvement with the correctional system in order to avoid future homelessness and recidivism.

Actions	Lead Agencies	Timeline
a. Build on existing community partnerships to identify an inventory of potential housing resources and interventions for persons in corrections system.	Department of Corrections	February 2014
b. Track and report people who are involved in the corrections systems and are discharged into homelessness. Report on outcomes of Department of Corrections housing-targeted resources.	Department of Corrections	May 2014
c. Connect offenders living in the community on supervision who are homeless or at-risk of homelessness with safe and stable housing, and increased opportunities for employment, at the first possible moment.	Department of Corrections	January 2015

d. Enhance existing exit planning processes for offenders identified as homeless at time of entry or at high risk of homelessness upon exit. Provide more intensive services to this population, particularly around benefits assistance and housing. Match assessed needs with resources.	Department of Corrections	January 2015

Performance Measures

- Increased housing stability for target population
- Decrease in the number of additional offenses for target population
- Increased number of connections to services and health care for target population

Strategy 2

Target resources for ex-offenders who experience high barriers to accessing housing, employment and services due to their criminal background.

Context

Many ex-offenders, who are disproportionately people of color, are barred from housing, employment services and other services due to their criminal record. This greatly impacts their ability to rebuild a more stable and productive life.

Actions	Lead Agencies	Timeline
a. Identify individuals experiencing homelessness whose criminal records prevent them from accessing housing and have the potential to be expunged. Connect these individuals to specialized assistance to begin the expungement process.	TBD	May 2015
b. Target a portion of permanent supportive housing options for individuals whose criminal backgrounds present barriers to housing in the private rental market.	Department of Corrections Minnesota Housing	May 2015
c. Expand use of critical time interventions (CTI) for persons with mental illness transitioning from corrections.	Department of Corrections Department of Human Services	August 2015

Performance Measures

- Increased number of ex-offenders experiencing homelessness whose records are expunged
- Increased number of permanent supportive housing opportunities available for ex-offenders
- Increased housing stability for persons with mental illness transitioning from corrections and receiving CTI services

Strategy 3

Ensure discharge planning staff and resources are culturally responsive.

Actions	Lead Agencies	Timeline
a. Provide routine cultural competency training for professionals involved in discharge planning.	Department of Corrections	May 2014
b. Outreach to organizations and agencies that provide culturally-specific services that serve (or could serve) people leaving correctional institutions. Create an inventory of cultural resources and regularly update.	Department of Corrections	May 2014
c. Facilitate semi-annual joint learning events for discharge planning staff and cultural organizations with the goal of building relationships and increasing the success of referrals.	Department of Corrections	August 2014

Performance Measures

- Increased percent of ex-offenders who receive culturally-specific services or resources
- Reduced percent of people of color who are discharged to homelessness, as compared to the overall population

7

BECAUSE WE ARE POISED TO END VETERANS HOMELESSNESS IN THIS STATE…

We will aggressively focus on finishing the job by **ending homelessness for Veterans on a Veteran-by-Veteran basis**. Collaboration between the VA and other homeless service providers will ensure that each Veteran experiencing homelessness has the tools they need to become stably housed.

Align with and build on our work with the Federal plan and local community and tribal plans to end homelessness

Outcome

Prevent and end homelessness for Veterans by 2015.

Indicators of success

- Number of Veterans experiencing homelessness
- Number of Veterans experiencing repeat episodes of homelessness

Strategy 1

Aggressively focus on finishing the job of ending homelessness for Veterans on a Veteran-by-Veteran basis.

Context

In Minnesota, according to the most recent point-in-time count (January, 2013), only 350 Veterans were identified as homeless on that day. While some Veterans experiencing homelessness may not have identified themselves, this relatively small number gives us hope that, with continued focused effort, we can finish the job of ending homelessness for Minnesota's Veterans.

Actions	Lead Agencies	Timeline
a. Identify potential affordable and supportive housing resources available for Veterans, including supporting local communities in applying for future federal HUD-VASH resources (Section 8 vouchers linked with VA services).	Department of Veterans Affairs Minnesota Housing	February 2014
b. Determine "Veteran to Veteran" approaches to encourage Veterans to self-identify as homeless and to trust and access services.	Department of Veterans Affairs	May 2014
c. Form regional teams of Veterans services and housing/homeless providers dedicated to ending homelessness for Veterans through Veteran-by-Veteran responses. These collaborations can vary by area, and will include Veterans' health care agencies, as well as multiple other state and local stakeholders.	Department of Veterans Affairs	August 2014

d. Regional teams will identify and reach out to all homeless Veterans in their local area, especially communities of color.	Department of Veterans Affairs State Councils on underserved populations	May 2015
e. Regional teams will meet regularly to discuss cases and form solutions for Veterans experiencing homelessness in their area, including connecting to benefits, housing and service resources.	Department of Veterans Affairs	May 2015

Performance Measures

- Increased percent of Veterans experiencing homelessness connected to Veterans' benefits
- Increased percent of Veterans who have experienced homeless who are stably housed
- Improved health outcomes for Veterans who have experienced homelessness and are stably housed
- Decrease in time it takes for Veterans experiencing homelessness to obtain permanent housing

8

BECAUSE AT-RISK YOUNG PEOPLE EMERGING INTO ADULTHOOD ARE HIGHLY VULNERABLE TO BECOMING HOMELESS…

We will focus on **improving the transitions** young people face when they leave foster care, juvenile corrections, or other systems, by identifying those youth most likely to become homeless. We will connect these youth to critical, holistic services with the goal of ensuring long-term stability and avoiding negative outcomes, including sexual exploitation.

Prevent homelessness whenever possible, especially at transition points from adult and youth systems of care

Outcome

All youth in Minnesota who transition from systems of care have access to safe and stable housing.

Indicators of success

- Percent of youth leaving systems of care who experience homelessness within 2 years of transition

Strategy 1

Improve the transitions young people face from foster care, juvenile corrections, or other systems. Plan exits from youth systems, starting at time of entry, but no later than by age 16.

Context

According to Wilder Research (2012 survey), 58 percent of homeless youth (age 21 and younger) had been in an out-of-home placement prior to becoming homeless (out-of-home placements include foster care, treatment facilities and juvenile corrections facilities). Youth who exit these systems into homelessness are vulnerable to exploitation and are more likely to become homeless as adults. The goal is to ease these transitions as youth leave welfare, behavioral health and juvenile justice systems and learn to negotiate new (adult) education, employment and service systems.

Actions	Lead Agencies	Timeline
a. Receive the recommendations of the Emerging Adults Advisory Committee, dated November 13, 2013. Identify specific recommendations (not already included in this report) that agencies will move forward on.	Interagency Council on Homelessness Senior Leadership Team	February 2014
b. Track, report and evaluate exits into homelessness from child welfare, behavioral health, and juvenile justice systems for 18 months. Determine prevention protocols based on findings.	Department of Human Services Department of Corrections	August 2014

c. Identify youth served in foster care and juvenile corrections who are most likely to become homeless.	Department of Human Services Department of Corrections	February 2015
d. Evaluate potential strategies for preventing homelessness for identified youth. Explore connecting each identified youth by age 16 to an individualized multi-disciplinary transition team, including non-professional adult mentors, focused on ensuring long-term stability. Involve and collaborate with culturally specific organizations to ensure culturally responsive approaches.	Department of Human Services Department of Corrections	August 2015

Performance Measures

- Decreased percent of youth served who experience homelessness within 2 years of transition
- Increased percent of youth served who are able to identify a positive connection with a caring adult
- Increased percent of youth served with a mental illness diagnosis who have received treatment
- Increased percent of youth served who have a comprehensive individualized transition plan that includes education, employment, housing and/or any needed support services

9

BECAUSE HOMELESS AND HIGHLY MOBILE STUDENTS ARE AT AN ENORMOUS ACADEMIC DISADVANTAGE…

We will work with local school districts to **identify homeless and highly mobile students and connect them and their families with services**. We will train school liaisons, increase access to resources where needed, and require formal connections with local homeless service collaboratives.

Improve effectiveness of existing resources by improving the coordination/ compatibility of resources

Outcome

Children experiencing homelessness receive the services and supports needed to maintain or improve academic performance.

Indicators of success

- Number of families with children identified as homeless or highly mobile
- Academic performance among children experiencing homelessness

Strategy 1

Work with local school districts to maximize the impact of McKinney Vento Homeless school liaisons.

Context

According to Dr. Ann Masten, Professor of Child Development at the University of Minnesota, achievement gaps for homeless students emerge early and persist or worsen. Since schools are in a unique position to identify youth and children at-risk of or experiencing homelessness, there should be greater support and an expectation for schools to adhere to practices as outlined in the federal McKinney-Vento Act.

Actions	Lead Agencies	Timeline
a. Enhance the role of McKinney-Vento Liaisons by mandating that all districts have an **active** liaison. Use regional collaboration and partnership with other local agencies where there are lower numbers of homeless and highly mobile children.	Department of Education	March 2014
b. Establish consistent expectations and accountability for the McKinney-Vento liaisons across districts. Develop a standard protocol for responding to students identified as homeless or highly mobile, including an educational needs assessment and plan. Require consistent reporting and communication among Department of Education, homeless liaisons, and local Continuum of Care committees.	Department of Education	May 2014
c. All liaisons attend the statewide training (already in place).	Department of Education	August 2014

d. Establish McKinney-Vento liaison network to regularly share information and best practices across school districts.	Department of Education	August 2014
e. Identify areas where homeless and highly mobile families and youth may not be accessing needed services including educational, health, housing, and family supports, such as domestic violence services. Develop culturally appropriate infrastructure to support these connections. Focus on identifying children and youth who may lack these connections (e.g. refugees and immigrants).	Department of Education Department of Public Safety	November 2014
f. Create an intentional link between school and community mental health resources and the McKinney-Vento liaisons to improve access and outcomes of mental health services.	Department of Education Department of Human Services	November 2014

Performance Measures

- Increase in homeless liaisons (or regional designee) attending statewide training
- Increased homeless and highly mobile children and youth with a mental health diagnosis accessing mental health services

10

BECAUSE THE RACIAL DISPARITIES REPRESENTED AMONG PEOPLE EXPERIENCING HOMELESSNESS ARE UNACCEPTABLE AND UNDERMINE ALL OTHER EFFORTS TO REDUCE DISPARITIES AND CLOSE THE ACHIEVEMENT GAP…

We will, in partnership with culturally specific communities, including Tribal Nations, **prioritize funding** for efforts most successful at improving housing stability in communities disproportionately impacted by homelessness.

Reduce disparities through culturally responsible actions and approaches

Outcome

Eliminate racial disparities among persons experiencing homelessness and receiving homeless services or resources.

Indicators of success

- Percent of people experiencing homelessness who are people of color, compared to the general population
- Percent of people experiencing repeat episodes of homelessness who are people of color, compared to the general population
- Percent of people experiencing long-term homelessness who are people of color, compared to the general population

Strategy 1

In partnership with culturally specific communities, including Tribal Nations, prioritize funding for efforts most successful at improving housing stability in communities disproportionately impacted by homelessness.

Context

Racial disparities among people experiencing homelessness in Minnesota are startling, persistent, and unacceptable. For example, according to Wilder Research (2012 Survey), while African Americans make up only 5 percent of all Minnesotans, they represent 37 percent of all people experiencing homelessness in the state. Similarly, while only 1 percent of all Minnesotans are Native American, they represent 10 percent of all people experiencing homelessness in the state.

Actions	Lead Agencies	Timeline
a. Examine and address barriers that prevent American Indian tribal nations from directly accessing funding designed to end homelessness.	Interagency Council on Homeless Senior Leadership Team State Tribal liaisons	February 2014
b. Work with local communities to identify strategies that are most likely to end homelessness within communities of color. Bring people experiencing homelessness to the table with their own solutions.	Interagency Council on Homeless Senior Leadership Team State Councils on underserved populations	May 2014

c. Change grant guidelines to include and support culturally specific organizations that possess unique cultural advantages for success. As needed, partner with these organizations to build capacity. Require guidelines in RFPs to demonstrate how disparities will be addressed and reduced.	Interagency Council on Homeless Senior Leadership Team State Councils on underserved populations	February 2015
d. Prioritize funding for promising work that is already being done within communities of color and within culturally–led organizations. Make funding flexible enough to accommodate multi-generational and non-nuclear family compositions.	Interagency Council on Homeless Senior Leadership Team State Councils on underserved populations	May 2015
e. Increase incentives to providers that meet established performance measurements related to housing stability for people of color.	Interagency Council on Homeless Senior Leadership Team State Councils on underserved populations	May 2015
f. Coordinate with Health Equity Initiative.	Department of Health	August 2015

Performance Measures

- Increased housing stability for people of color receiving homeless services
- Increase in client satisfaction of homeless services

11

BECAUSE WE MUST USE LIMITED RESOURCES IN THE MOST EFFECTIVE WAY POSSIBLE...

We will improve our ability to provide the right services at the right time for families and individuals experiencing homelessness. We will work with local communities throughout Minnesota to **develop a coordinated assessment** process and tools.

Improve targeting of existing resources to ensure that we are utilizing existing resources in the most effective ways possible

Outcome

Connect households and individuals to the right supports at the right time.

Indicators of success

- Percent of households who experience repeat episodes of homelessness
- Average length of time individuals and families experience homelessness

Strategy 1

Develop and implement a coordinated assessment process for people experiencing homelessness statewide.

Context

When a person or family becomes homeless or is at-risk of becoming homeless, it can be very difficult for them to find help due to the complexity of the current system. There is no central or coordinated way to access homeless services, and referrals to housing and supports are generally haphazard at best. A coordinated assessment process is intended to:

- Simplify access to supports when people need them,
- Quickly assess the household's strengths and needs,
- Develop a person-centered solution to the individual or family's housing needs,
- Create standards for service provision and homeless response system, and
- Provide a referral with follow-up to the appropriate services and supports.

Critical to this process is a credible assessment at the front end that will result in better targeting of resources and improved outcomes. A well-developed coordinated assessment will also provide much-needed systemic information about the most effective strategies for ending homelessness for various populations. Local communities are developing coordinated assessment tools now (as required by the HEARTH Act) and are asking for additional state guidance and support to ensure statewide consistency of effort.

Actions	Lead Agencies	Timeline
a. Identify lead state agency to guide coordinated assessment efforts at local level	Interagency Council on Homelessness Senior Leadership Team	February 2014
b. Support and guide the identification of common elements of Coordinated Assessment via Continuum of Care regions	TBD	May 2014

c. Develop Technical Assistance (as identified by local Continuum of Care regions) to help Coordinated Assessment planning, development and implementation.	TBD	February 2015
d. Identify any funding needs and sources for purchasing assessment tool, data reporting modules, initial training, providing technical assistance, etc.	TBD	May 2014
e. Identify state-funded homeless programs/ funding where participating in the local Coordinated Assessment system will be a condition of funding. Collaborate with private funders. Establish requirements related to what qualifies as a functioning coordinated assessment system.	TBD	November 2014
f. Fully implement Coordinated Assessment systems statewide.	TBD	May 2015

Performance Measures

- Increased percent of households exiting prevention/diversion programs, emergency shelter and transitional housing to permanent housing
- Decreased average length of stay in emergency shelter and/or homeless
- Decreased percent of households returning to Coordinated Assessment system
- Increase in client satisfaction of homeless services

Strategy 2

Create a statewide policy for supportive housing that ensures targeting of resources to those most in need and an efficient and equitable system for accessing supportive housing.

Actions	Lead Agencies	Timeline
a. Research and develop policy that specifies: • Criteria for target population to be served through supportive housing • Centralized process for accessing supportive housing • Regular assessments to determine ongoing need for supportive housing • Process and resources for moving on from supportive housing where no longer needed (step-down housing)	Minnesota Housing Department of Human Services	November 2014
b. Implement supportive housing policy as an integrated part of Coordinated Assessment	Minnesota Housing Department of Human Services	May 2015

Performance Measures

- Decreased average wait time for accessing supportive housing resources
- Increased percent of positive exits from supportive housing

Strategy 3

Streamline the emergency assistance system, including county-administered Emergency Services, Family Homeless Prevention and Assistance Program (FHPAP), and other similar programs. Ensure families and individuals experiencing or at-risk of homelessness are easily able to access one-time funding for housing assistance and directed to more intensive support when needed.

Context

The existence of multiple funding streams that provide one-time emergency funding to resolve housing crises has resulted in a fragmented system that makes it difficult for individuals and families to know where to go to find help. Furthermore, families that could benefit from more intensive assistance may not be getting the help they need to maintain housing in the long term.

Actions	Lead Agencies	Timeline
a. Convene group to create recommendations for improvements to the emergency assistance system.	Department of Human Services Minnesota Housing	February 2014
b. Report on recommended systems changes.	Department of Human Services Minnesota Housing	May 2014

Performance Measures

- Decrease in number of households using emergency assistance more than two times in a three-year period
- Increased public awareness of the availability of emergency assistance and how to access it

Strategy 4

Improve cross-agency coordination of the homeless-targeted grantmaking process so that the funding process is simplified and more strategic.

Context

Community-based homeless service agencies often need to navigate different funding processes and requirements of state-funded programs. There may be opportunities to gain efficiencies for providers, more effective targeting of resources, and better outcomes for consumers by increasing the coordination of these programs and simplifying processes.

Actions	Lead Agencies	Timeline
a. Inventory current state-funded programs designed specifically to end homelessness. Identify potential areas of increased collaboration through the grant-making process.	Interagency Council on Homelessness Senior Leadership Team	August 2014
b. Integrate recommendations for coordinated funding process into the 2016-2017 state biennium funding cycle.	Interagency Council on Homelessness Senior Leadership Team	November 2014

Performance Measures

- Decrease in average number of state-funded grants administered by individual homeless service agencies
- Decrease in service area gaps identified through Continuum of Care system mapping process

12

BECAUSE HIGH QUALITY DATA DRIVES BETTER PLANNING, POLICY AND RESULTS…

We will create an **Ending Homelessness dashboard** that is updated regularly and linked to this plan. To do this, we will strengthen Minnesota's Homeless Management Information System and homeless point-in-time counts, and connect these data sources with statewide mainstream systems. We will work to **integrate data systems** that pull data for assessment, research, and evaluation.

Improve our data, both quality and access, and use it to drive policy

Outcome

Homeless and housing policy decisions are based on timely and accurate data.

Indicators of success

- Accurate, easy-to-understand data on homelessness and homeless services that is regularly updated
- Increased public awareness of homelessness and how Minnesota is addressing it
- An integrated data system that pulls data from multiple agencies for assessment, research and evaluation while protecting data privacy of the households being served
- Fully informed policy decisions based on quality data and research
- Higher quality of services supported by improved data and cross-agency data sharing

Overall Strategy Areas

Homeless Management Information System (HMIS)

- Support HMIS planning in implementing forthcoming HUD Technical Assistance recommendations for improving Minnesota's HMIS.
- Develop effective data sharing practices across agencies and providers with the purpose of improving service for individuals and families.
- Reform the current funding and governance of HMIS to ensure long-term sustainable funding and strategic decision-making.

Point-in-time counts

- Improve annual HUD point-in-time counts to ensure higher quality data.

Interagency data sharing

- Determine where and how information on homelessness status is collected across all state agencies and increase consistency.
- Assess feasibility of creating an HMIS that integrates homeless-specific data with relevant data from state agencies to facilitate assessment, research and evaluation.
- Explore the development of an Ending Homelessness Data governance function.

Public reporting

- Create an Ending Homelessness dashboard that is updated regularly, linked to this plan, and both informs and is informed by ongoing research and evaluation.

Research and evaluation

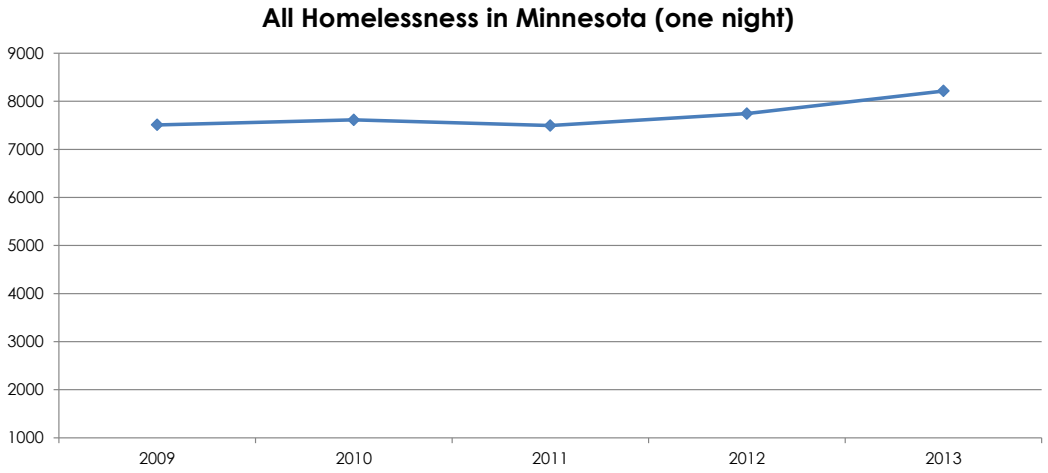
- Develop an ongoing Ending Homelessness research agenda to evaluate plan, vet new initiatives, and track overall progress towards preventing and ending homelessness.
- Increase knowledge of children and families experiencing homelessness and the impact of homelessness on children's well-being.

MEASURING SUCCESS

What follows are the key trend lines we will monitor as we implement this action plan. These trend lines will inform whether or not we are making progress toward decreasing homelessness and increasing housing stability for all Minnesotans.

Where are we now?

For overall context, we have included the Point-In-Time data for all homelessness in Minnesota since 2009. While homelessness for some populations is trending downward, overall homelessness in Minnesota is growing.



Source: HUD annual point in time (PIT) data for all homelessness in Minnesota since 2009.

What are our stakes in the ground?

These stakes and their accompanying indicators will be the "dials" we monitor as we work to achieve our stated results. We are committed to making annual progress for all Minnesotans who are experiencing homelessness. These indicators have been chosen because they:

While homelessness for some populations is trending downward, overall homelessness in Minnesota is growing.

- Communicate Minnesota's rate of progress
- Hold proxy power, connecting with real change in people's lives
- Have annual data to monitor, or a data development agenda

This entire effort is done in the framework of continuous improvement. We will learn from these indicators, improve upon them when possible, and adjust as needed. The Action Plan is created specifically with the goal of bending the curves down on each of these indicators. While we may not be able to prevent every crisis that leads a family or individual into homelessness (absolute zero), we do believe we can prevent homelessness to a much greater degree and that we can more quickly reconnect people to stable housing to end their homelessness to the level identified in the stake (functional zero).

For Minnesota's Students

The Stake

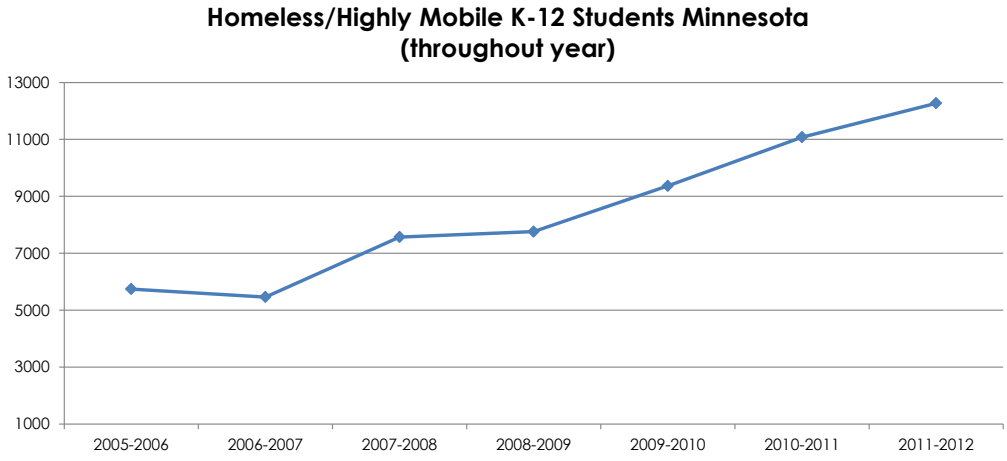
By 2020, all students in Minnesota will have a stable place to call home. We will continually track our progress in reducing the number of homeless and highly mobile students in Minnesota.

Rationale for this stake

In 1987, Congress passed the McKinney-Vento Education for Homeless Children and Youth program, as part of legislation directed at many aspects of homelessness. To address problems that homeless children and youth face in enrolling, attending, and succeeding in school, the program requires states to ensure that each homeless child and youth has equal access to the same free, appropriate public education, including a public preschool education, as other children and youth.

Annually, Minnesota public schools count the number of homeless and highly mobile students. These numbers have been rising consistently for the past several years. The University of Minnesota conducted research showing that students who were homeless and highly mobile had lower school success than students on free and reduced lunch, indicating that housing stability, in and of itself, plays a significant role in student achievement.

Current Baseline:



Source: Minnesota Department of Education

For Minnesota's Families with Children

The Stake

By 2020, no family with children in Minnesota will experience more than two weeks without access to safe and stable housing. We will continually track our progress in reducing the number of families in Minnesota who experience homelessness.

Rationale for this stake

While we have made significant progress bending the curve on Veteran and chronic homelessness, we have not made progress in reducing family homelessness.

According to Wilder Research:

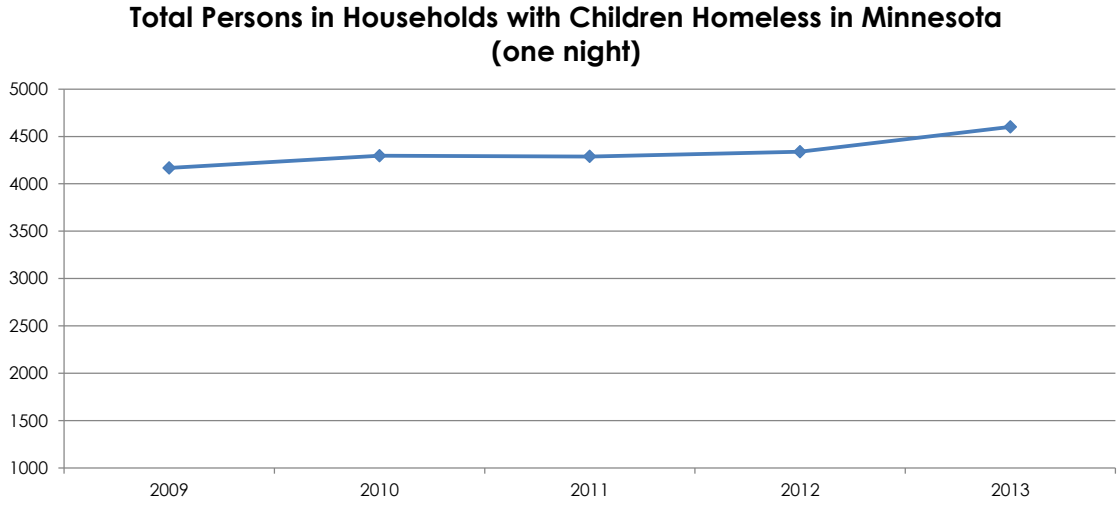
- Young people are most at risk for homelessness. Children and youth age 21 and younger make up 46 percent of Minnesota's homeless population. According to the census, they make up just 30 percent of its overall population.
- Homelessness is especially traumatic for children. Studies of homeless children show that they have more health problems than children with housing, more trouble developing healthy relationships, and more difficulty staying on track in school.
- Long-term studies show that homeless children are more likely than other children to be homeless as adults, and that young adulthood is a particularly risky time of life for them.

While we may not be able to prevent every instance of homelessness for children and their families, we must ensure that when families do fall into homelessness we resolve the crisis as soon as possible and assist families to regain housing stability. The shorter their time homeless, the more resilient children are likely to be.

We will improve this indicator by:

- Developing "length of time" homeless data (e.g. from a coordinated assessment process)
- Finding a way to get stronger family and youth data from greater Minnesota, especially for those "doubled-up"

Current baseline:



Source: HUD annual point in time (PIT) data
NOTE: In 2013, the 4600 persons in households with children represent 1068 families.

For Minnesota's Homeless Unaccompanied Youth

The Stake

By 2020, no young person under the age of 25 will experience more than two days without access to safe and stable housing. We will continually track our progress in reducing the number of unaccompanied young persons under the age of 25 who experience homelessness.

Rationale for this stake

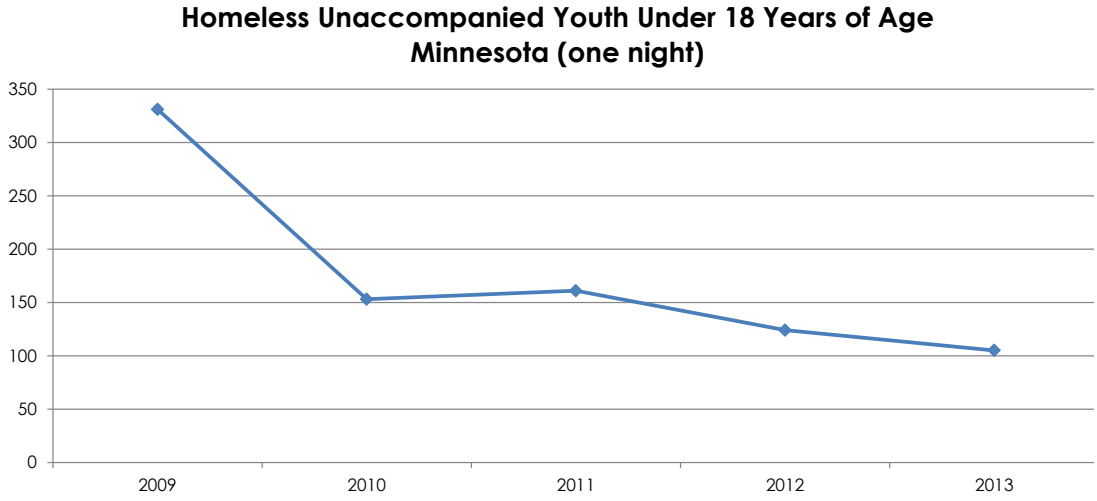
Every night, too many Minnesota youth are sleeping in shelters or in settings that are unsafe and unstable (on the street, in parks and cars, on buses). The number of youth experiencing homelessness between the ages of 18-21 increased 33 percent between 2006 and 2012 (Wilder Research). Every community in Minnesota has youth who are homeless; 40 percent are in Greater Minnesota, 60 precent in the Twin Cities Metro area (Wilder Research). The first 24 hours of homelessness are critical. From their first night, and increasingly thereafter, homeless kids are at far greater risk of being physically and sexually victimized (2007 Symposium on Youth Research). They are far more likely to abuse drugs and alcohol, engage in unprotected sex and commit suicide (Hooks Wayman, Ending Youth Homelessness). Wilder Research has estimated a 4:1 long-term return to society on dollars spent on preventing and ending homelessness for youth, primarily because youth who leave homelessness and join the workforce become taxpayers instead of creating higher social costs.

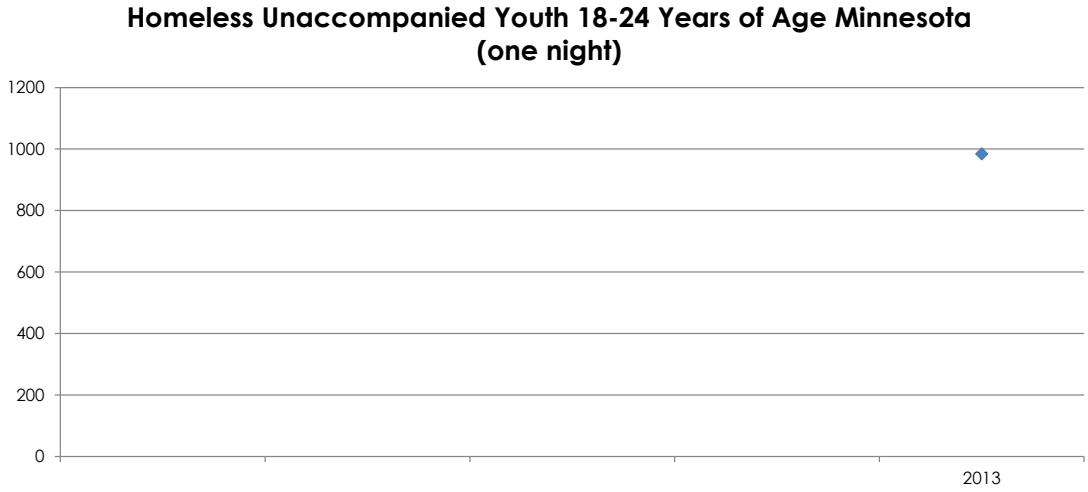
In 2013, we started gathering data on youth ages 18-24 also not connected with their parents. In 2013, there were 651 persons 18-24 without children, and 333 with at least one child. We will have trend data for youth 18-24 going forward, but currently only have one point on the graph.

We will improve this indicator by:

- Recommending changes to the one-night, point-in-time (PIT) data collection process as needed and tracking 18-24 year olds in future years
- Using data from youth in shelter to extrapolate for all youth
- Exploring a composite index approach to track youth experience in a sample set of shelters around the state
- Exploring ways to consistently measure length of time homeless as well as "safe" housing

Current Baseline:





Source: HUD annual point in time (PIT) data

Note: The two graphs above make up the whole population of homeless youth under 25 years of age. We will have trend data going forward for youth 18-24, but currently only have 2013 data for this group.

For Homeless Minnesota Veterans

The Stake

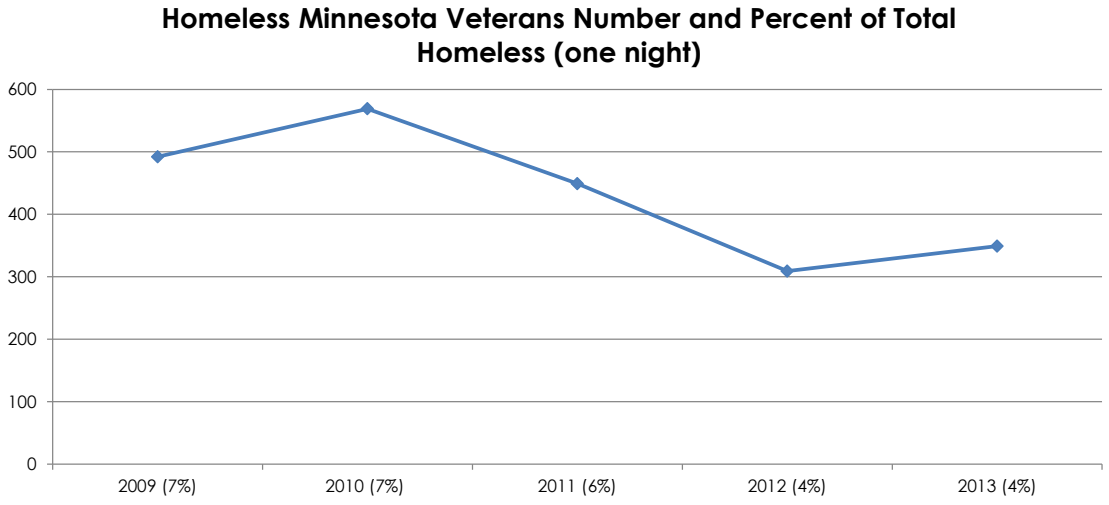
By 2015, homeless Veterans in Minnesota will be at a determined "functional zero," (e.g., less than 1 percent of all people experiencing homelessness in Minnesota, or no more than 100, whichever is less.) We will continually track our progress in reducing the number of homeless Veterans in Minnesota.

Rationale for this stake

Minnesota is leading the nation in ending Veteran homelessness. Between the

years 2010-2011, we reduced Veteran homelessness by 31 percent. Minnesota Veteran homelessness numbers trended up slightly in 2013 (even though their percentage of the homeless population held steady), but with renewed focus, continued federal investment and a commitment to strategic targeting and coordination of resources, the goal of ending Veteran homelessness is within reach. Once again, while we may not be able to prevent every crisis that leads a Veteran into homelessness (absolute zero), we do believe we can prevent and end Veterans homelessness to the level identified in the stake (functional zero).

Current Baseline:



Source: HUD annual point in time (PIT) data

For Minnesota's Chronically Homeless

The Stake

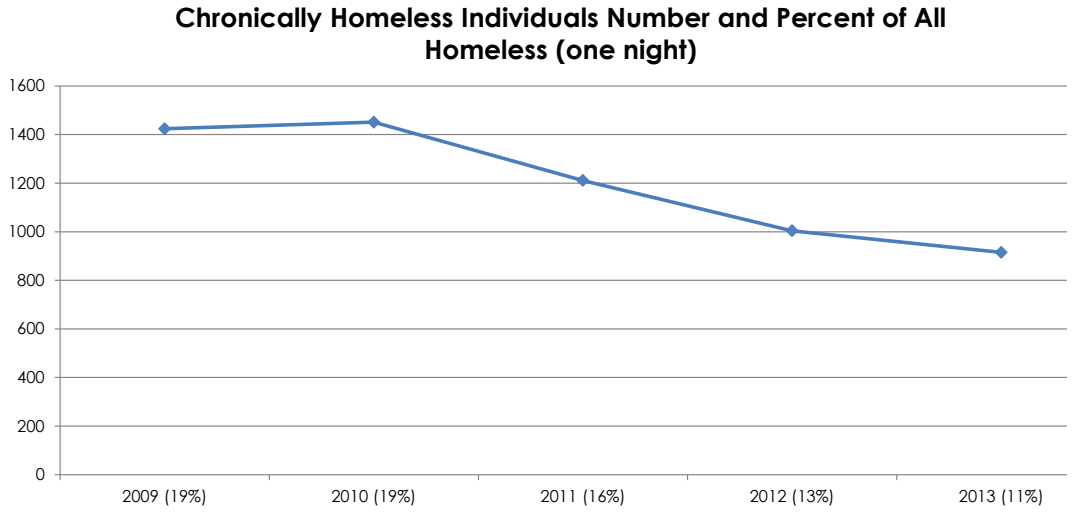
By 2015, the number of people identified as "chronically homeless" will be at a determined "functional zero," (e.g., less than 1 percent of all people experiencing homelessness in Minnesota or no more than 100 people, whichever is less.) We will continually track our progress in reducing the number of people identified as "chronically homeless" in Minnesota.

Rationale for this stake

Progress is being made in Minnesota to reduce chronic homelessness. Between the years 2010-2011, we reduced chronic homelessness by 17 percent, in large part due to the state's commitment to permanent supportive housing for long-term homeless Minnesotans. People who are chronically homeless are often highly vulnerable individuals and families. Housing stabilizes their health and the health of our communities.

Our data for this indicator is a sufficient proxy.

Current baseline:



Source: HUD annual point in time (PIT) data

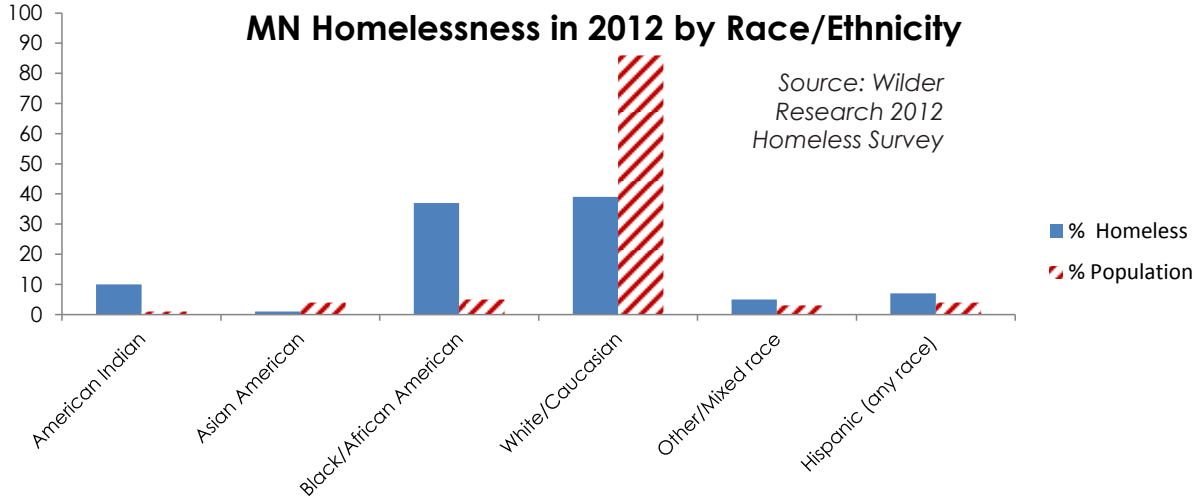
Closing Gaps: Reducing and Eliminating Disparities

The Stake

Within each of the stakes above we will eliminate racial and tribal group disparities. For each of the homeless populations we will continually track our progress in **gaps** (each racial or tribal groups' percentage of homeless compared to their percentage of the overall population), and **gains** (reduction in the actual number of homeless in each group.)

Rationale for this stake

Racial disparities among people experiencing homelessness in Minnesota are startling and unacceptable. For example, according to Wilder Research (2012 Survey), while African Americans make up only 5 percent of all Minnesotans, they represent 37 percent of all people experiencing homelessness in the state. Similarly, while only 1 percent of all Minnesotans are Native American, they represent 10 percent of all people experiencing homelessness in the state. In the following graph we show the disparities for 2012 – these have been steady and persistent since the first findings in 1991.



ACKNOWLEDGMENTS

As we begin implementing this ambitious but actionable plan, we want to thank the hundreds of stakeholders throughout Minnesota who have contributed their valuable expertise and insight to creating this plan. Building on years of surveys, studies and input about homelessness, the planning process included several regional conversations around the state this summer and fall, involving 465 individuals -- service and housing providers, local county and tribal leaders, people who have experienced homelessness, and others. We are grateful for all the past and current insights, ideas and inspirations that people have provided. For a full report on the statewide regional conversations and stakeholder recommendations, see the findings report entitled, "Harvesting Stakeholder Conversations for the Two-Year Action Plan to Prevent and End Homelessness in Minnesota." The actions in this plan will continue to be refined and updated as we work with community partners and learn from stakeholders about what is working and what is not.

A Senior Leadership Team including Deputy and Assistant Commissioners, Division Directors and managers from all eleven Council agencies and the Directors of the Chicano Latino Affairs Council, the Council on Asian-Pacific Minnesotans, the Council on Black Minnesotans, the Minnesota Indian Affairs Council, and the Minnesota State Council on Disability developed the plan's objectives, strategies and actions. Collectively this group operates or oversees most state programs that bear on any aspect of preventing and ending homelessness. They bring a wealth of experience in and outside of government, practical knowledge of how programs work, and the commitment to make them work better.

In addition to the information gathered from stakeholders throughout Minnesota, the Senior Leadership Team was informed by many interrelated state initiatives during the creation of this plan. They will continue to coordinate with these efforts as they lead implementation of the Two-Year Action Plan. They include (but are not limited to):

- Minnesota's 2013 Olmstead Plan
- The Department of Human Services Foster Care Grant
- The Health Equity Initiative
- Adverse Childhood Experiences (ACES) initiative at Department of Health
- State Innovation Model (SIMS) at Department of Health and Department of Human Services
- The work of the Children's Cabinet
- The Visible Child Initiative
- Supportive Housing as EBP (SAMHSA)
- The Emerging Adult Task Force
- The Minnesota Council on Transportation Access
- The Transition from Prison to Community initiative at Department of Corrections
- Minnesota's Safe Harbor initiative for youth who have been sexually exploited

The Senior Leadership Team and The State Director to Prevent and End Homelessness will continue to meet regularly to monitor the Plan's strategic indicators and timelines, work through interagency issues and opportunities, report on progress towards the outcome goals, and improve the Plan. They have been and will continue to be assisted by an ongoing Implementation Team of state staff professionals from all participating agencies.

The Minnesota Interagency Council on Homelessness is proud to partner with Heading Home Minnesota (HHM). HHM is the umbrella initiative for the coordinated public-private partnership to end homelessness in Minnesota. This partnership invests in proven and cost-effective strategies that promote individual and community success and provide a sound return on public and private investments. To learn more about HHM, visit www.headinghomeminnesota.org.

COUNCIL MEMBERS

Dr. Brenda Cassellius, Commissioner, Department of Education
Katie Clark Sieben, Commissioner, Department of Employment and Economic Development
Ramona Dohman, Commissioner, Department of Public Safety
Dr. Edward Ehlinger, Commissioner, Department of Health
Lucinda Jesson, Commissioner, Department of Human Services
Kevin Lindsey, Commissioner, Department of Human Rights
Larry Pogemiller, Commissioner, Office of Higher Education
Tom Roy, Commissioner, Department of Corrections
Larry Shellito, Commissioner, Department of Veterans Affairs
Tina Smith, Chief of Staff, Office of Governor Mark Dayton
Mary Tingerthal, Commissioner, Minnesota Housing
Charlie Zelle, Commissioner, Department of Transportation

Cathy ten Broeke, State Director to Prevent and End Homelessness

SENIOR LEADERSHIP TEAM

Cynthia Bauerly, Deputy Commissioner, Department of Employment and Economic Development
Ellen Benavides, Assistant Commissioner, Policy, Quality, Compliance and Reform, Department of Health
Elia Bruggeman, Assistant Commissioner of Education, Department of Education
Melvin Carter, Director, Office of Early Learning, Department of Education
Loren Colman, Assistant Commissioner for Continuing Care, Department of Human Services
Linda Davis-Johnson, Division Business Manager, Department of Transportation
Jackie Dionne, Director of American Indian Health, Department of Health
Christine Dufour, Director of Communications & Community Relations, Department of Human Rights
Steve Erbes, Employment and Training Program Coordinator, Department of Employment and Economic Development
Hector Garcia, Executive Director, Chicano Latino Affairs Council
Lauren Gilchrist, Special Advisor to the Governor, Office of Governor Mark Dayton
Betsy Hammer, Executive Budget Officer, Minnesota Management & Budget
David Hartford, Assistant Commissioner for Chemical and Mental Health Services, Department of Human Services
Sia Her, Executive Director, Council on Asian Pacific Americans
Anna Marie Hill, Executive Director, Minnesota Indian Affairs Council
Marcie Jefferys, Director of the Children's Cabinet, Director of the Children's Cabinet
Marcia Kolb, Assistant Commissioner, Multifamily, Minnesota Housing
Vern LaPlante, Director, Office of Indian Affairs, Department of Human Services
Jane Lawrenz, Manager, Community Living Supports, Department of Human Services
Scott Leitz, Assistant Commissioner Health Care, Department of Human Services
Raeone Magnuson, Director, Office of Justice Programs, Department of Public Safety
Edward C. McDonald, Executive Director, Council on Black Minnesotans
Sue Mulvihill, Division Director, Employee and Corporate Services, Department of Transportation
Diane O'Connor, Deputy Commissioner, Office of Higher Education
Mary Orr, Director of Community Partnerships and Child Care Services, Department of Human Services
Tonja Orr, Assistant Commissioner for Policy, Minnesota Housing
Rick Smith, Indian Housing Liaison, Minnesota Housing
Ron Solheid, Deputy Commissioner, Department of Corrections
Erin Sullivan Sutton, Assistant Commissioner for Children and Family Services, Department of Human Services
Mark Toogood, Director of Transition to Economic Stability, Department of Human Services
Joan Willshire, Executive Director, Minnesota State Council on Disability
Reggie Worlds, Deputy Commissioner, Department of Veterans Affairs

GLOSSARY OF TERMS

Chronically homeless
Individual or family who is diagnosed with a disability and (a) has been homeless (according to above definition) for one year or more or (b) has been homeless on four or more occasions in the last three years. **Note**: The **State** includes individuals and families that are doubled up in the definition of those homeless and defines **long term homeless** as those that meet the federal definition of chronically homeless but do not have a disability.

HEARTH Act
Federal law passed in 2009 making significant changes to the McKinney-Vento Homeless Assistance Act (see below). Consolidated HUD's competitive grant programs, changed definitions of homelessness and chronic homelessness, and increased prevention resources.

Homeless (Federal)
Individual or family who lacks fixed, regular, and adequate nighttime residence:
1. An individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for a human being, or
2. Individual or family living in a supervised publicly or privately operated shelter for temporary living arrangements, or
3. Individual exiting an institution where he/she temporarily resided if he/she met condition 1 or 2 immediately prior to entering institution ("Temporarily resided" means a period of 90 days or less).

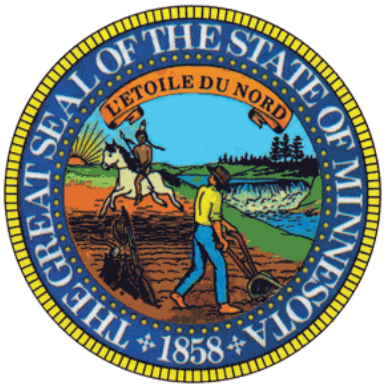
Homeless and Highly Mobile Students (Federal)
Student whose family lives in any of the following conditions because of lacking a fixed, regular and adequate nighttime residence:
- In a shelter (family shelter, domestic violence shelter, youth shelter, or transitional housing program),
- In a motel, hotel, or weekly rate housing,
- Doubled up with friends or relatives because they cannot find or afford housing,
- In an abandoned building, other inadequate accommodation, or in a car,
- On the street,
- In emergency foster care, or
- With friends or family because s(he) is an unaccompanied youth.

McKinney-Vento Homeless Assistance Act
Federal law providing funding for homeless programs, including shelter, transitional housing, and prevention. Originally passed in 1987, the Act has been reauthorized several times over the years.

Point-in-Time Count
A federally required count of sheltered and unsheltered homeless people on a single night in January. Required annually for those in shelter and every other year for those not in shelter.

Supportive housing
Combines affordable housing with services that help people who face the most complex challenges to live with stability, autonomy and dignity. **Transitional housing** is time-limited supportive housing. **Permanent supportive housing** is available until the resident chooses to move.

Unaccompanied youth
Youth on his or her own without a parent or guardian. Includes all youth under age 25. Includes youth living with his/her own children.

For more information, please contact:

Cathy ten Broeke, State Director to Prevent and End Homelessness
Minnesota Interagency Council on Homelessness
651.248.5799 | cathy.tenbroeke@state.mn.us