

Linking Creation of DEI Office and Strategic Direction Yields Significant Results

Michigan State Housing Development Authority
Management Innovation: Human Resources

HFA Staff Contact

Tiffany Edwards

Kingt12@michigan.gov

MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY

As Michigan's Housing Finance Authority, the Michigan State Housing Development Authority (MSHDA) **Mission** is to partner to provide quality housing that is affordable, which is a cornerstone of diverse, thriving communities. Its **Vision** is to make Michigan a place where all people have quality affordable housing as a foundation to reach their full potential. Its **Guiding Principles** are People First, Diversity Equity & Inclusion (DEI), Decision Making, and Partner Collaboration.

BACKGROUND/SUMMARY

In 2018, the State of Michigan Employee Engagement Survey results revealed that although 85% of respondents believed that DEI was important, only 52% felt that sufficient effort was made to get the opinions of people that work at MSHDA ([Attachment A](#)). In a different survey on culture, only 30% believed that it was important enough to dedicate time and resources to DEI. In addition, quite a few of the other survey results showed that most employees felt that their opinions and differences were not valued. This presented a **management challenge**. The Employee Engagement Committee (EEC) was tasked with developing an Action Plan to address the disconnect between MSHDA leadership and staff. Outside of the official Action Plan activities, three EEC members, including the Chair and Vice-Chair, came together to discuss these challenges. The "think piece" document that was created from these conversations spoke to the need for cultural transformation and eventually became the framework for more focus as an agency on diversity, equity, and inclusion (**DEI**). When the Acting Executive Director of MSHDA decided to move forward with the development of such an office, those three EEC members eventually became the first MSHDA staff assigned to what is called the **Office of Equity and Engagement (OEE)**.

OEE has been a transformational force for MSHDA. The OEE was created within the Executive Director's Office to show value and importance. Every OEE staff member obtained a DEI certificate and/or attended multiple trainings. OEE was tasked with leading MSHDA in creation of our strategic direction with MSHDA's Mission, Vision, and Guiding Principles referenced above. The team has interacted with almost every MSHDA work area to demonstrate the benefit of DEI. In addition, a great deal of internal and external programs and policies were created and/or managed by OEE staff ([Attachment B](#)). OEE utilizes an **innovative** and inclusive approach to policy making and is responsible for much of MSHDA's recent success as they have helped MSHDA to embrace diversity of thought. OEE has demonstrated an **effective use of resources** by structuring the workload such that each member has individual responsibilities but regularly brainstorm and collaborate. Although efficient and resourceful in their own right, there is a sense of synergy that has proved to be productive and inspiring. Additionally, the selection of team members who were current staff familiar with MSHDA, involved in employee engagement efforts, and who were already trained in basic equity concerns, allowed them to quickly be able to start strategizing and planning. OEE has laid the framework for and is poised to begin ensuring that all MSHDA's programs, policies, and services are evaluated through an

“equity lens”, which is defined as being deliberately inclusive. The way OEE has operated is easily **replicable** and certainly an example for other HFA’s.

STRATEGIC OBJECTIVES

MSHDA had never had an Office of Equity and Engagement nor had a comprehensive strategy for engaging marginalized communities. To set a solid foundation, OEE connected its formation to current statewide DEI efforts. The new Democratic Governor Gretchen Whitmer had recently taken office and had issued some Executive Directives related to DEI. One of the key Executive Directives, 2019-09, had language that provided rationale and support for DEI related objectives and established that each state agency have an Equity and Inclusion Officer (**Attachment C**). Having the support of the Governor’s Executive Office was an important tool in establishing lines of communication with and seeking constant collaboration with other Equity and Inclusion Officers to identify opportunities in the following areas: education, performance measurement tools, and community engagement and advancing equity.

OEE was responsible for the development of Michigan’s first Statewide Housing Plan (SHP). This primary **strategic objective** resulted in the development of a comprehensive plan, after an intensive and inclusive process that involved thousands of residents and hundreds of organizational partners. The unprecedented scope and scale of the SHP has already been lauded as a reason for it to be a template for other State’s as they prepare to address the housing needs of their residents (**Attachment D**).

INNOVATION

OEE began the introduction of DEI efforts to MSHDA staff by ensuring that every staff person participate in DEI training. Once the DEI training was completed by all staff, OEE created a DEI Core Team comprised of 26% of the staff. The selection of the DEI Core Team Members set the tone for inclusivity. Initially, there were 25 applications, but OEE believed it was necessary to have full representation from all work areas, position levels, and be representative of the diversity of staff. An additional 21 staff members were added bringing the total to 46, or 26% of MSHDA staff. Along with the support of the Governor’s Executive Orders, OEE worked closely with the Michigan Department of Civil Rights (MDCR) to incorporate this internal DEI initiative.

BENEFIT

Research has shown that organizations are more profitable when there is true diversity of thought and where different cultures are included in the decision-making process. This profitability is linked to the enhanced creativity and a richer innovative spirit found within diverse organizations. The **benefits** have been reflected in better engagement survey numbers and a more collaborative work environment. The spirit of inclusivity has led to more community and staff engagement which has boosted morale and increased the reach and effectiveness of MSHDA programs. The benefits far outweigh the costs for MSHDA to have established an OEE. Creating OEE was reorganizing in the agency; therefore, no additional staff costs, other than a minimal budget for training. Initially, it takes more time for other work areas to launch policies,

programs, and services to involve OEE staff but the more experience working collaboratively and more staff training, eventually DEI will become operationalized.

REPLICABLE

The Creation of a DEI office as a resource to implement, institutionalize, and operationalize DEI is replicable. The costs to reorganize current staff are minimal. Our OEE has been in operation for three years and with the right leadership support, staff training, and inclusive involvement, any effort is measurably worth it. A couple of additional items that a DEI office can replicate are creating a DEI Core Team which is made up at least 25% of your staff and offering a Book Club. Both provide more opportunities for staff engagement, inclusivity, and knowledge transfer. Starting a Book Club has proved to be one of the most effective vehicles to spark conversations about sensitive issues.

MEASURABLE IMPROVEMENT

- a. Intercultural Development Inventory of the DEI Core Team working with the Michigan Department of Civil Rights resulted in improved cultural competency
- b. Employee Engagement Survey results showing improvements
- c. MSHDA Mission, Vision, and Guiding Principles created with a collaborative and inclusive process, staff frequently use and refer to relating to programs, policies, and services
- d. Two key areas of the agency; e.g., Homelessness and Low-Income Housing Tax Credit engaging in Racial Equity Impact Assessments
- e. Fair Housing Testing implementation
- f. Furthering EEO implementation
- g. Tribal Liaisons established for better communication/consultation with Michigan's twelve federally recognized sovereign Tribes
- h. Continued Employee Engagement Action Planning around DEI
- i. Human-centered management approach incorporated
- j. DEI focus of annual housing conference
- k. DEI related pilot grant programs for apprenticeships, including wrap-around costs
- l. DEI performance measure for all staff
- m. Book Club Expansion from just the DEI Core Team to All MSHDA Staff
- n. DEI focus in Michigan's First Statewide Housing Plan

CONCLUSION

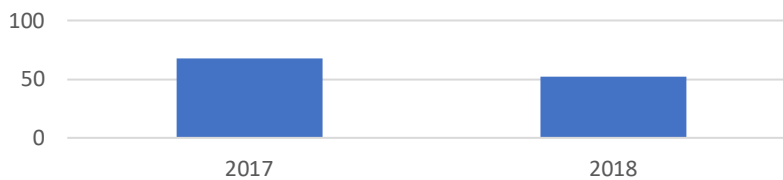
The key objective in creating the Office of Equity and Engagement was in response to employee engagement surveys where the majority of staff agreed that DEI is important; however, it was not being operationalized throughout the agency. Establishing OEE was a management innovation by using current staff with some knowledge of DEI. OEE improved internal operations by working with staff to create MSHDA's strategic direction. It is low cost, yields high rewards, and replicable.

ATTACHMENT A

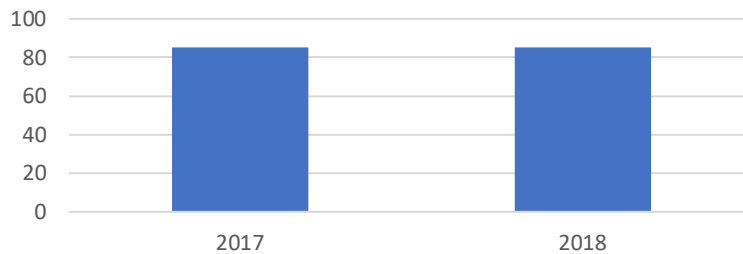
State of Michigan Employee Engagement Survey 2017/2018 AGREE SCORES

(MANAGEMENT CHALLENGE)

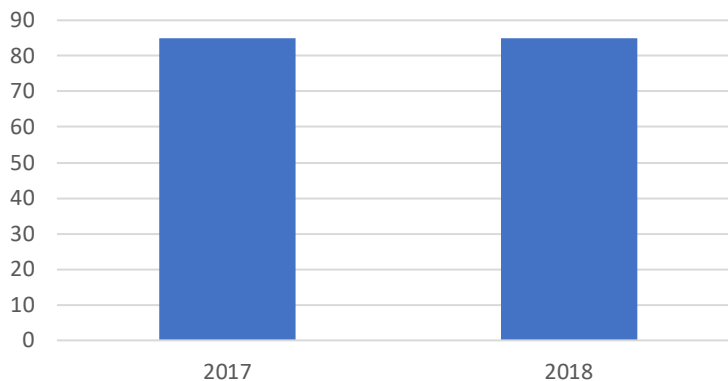
Sufficient effort is made to get the opinions of people who work here. (68%)(52%)



The SOM has an inclusive work environment where individual differences are respected. (62%)(53%)



I believe that employee diversity is important to our success (85%)(85%)



ATTACHMENT B

THE OFFICE OF EQUITY & ENGAGEMENT

LIST OF RESPONSIBILITIES

1. Statewide Conference-Building Michigan Communities Conference (BMCC)
2. Strategic Planning/Direction for the Authority.
3. Creation of Michigan's first Statewide housing plan ever
4. Oversee Grant Management, Authorities Grants budget, Grants Governance Committee
5. Creation of DEI Core Team-26% of staff on team-diverse group
6. Perception Survey with MDCR
7. Strategic Planning in 2019 with staff and LEO Leadership with Mission, Vision, Guiding Principles and Strategic Focus Areas
8. Appointed Equity & Inclusion Officer
9. Tribal Liaisons
10. Administered Mandatory Racial Equity Training for MSHDA staff by Civil Rights
11. Administered Mandatory Implicit Bias Training by SOM
12. Leadership Team spearheaded by Legal reviewing Governor's Executive Orders and Directives
13. Governor's DEI Calendar, Lunch & Learn for Black History Month, Women's History Month/MSHDA Women in Leadership
14. As part of DEI Core Team charge with EEC – reviewing all regulations, rules, policies, practices, services with equity lens
15. Homeownership Report / Statewide Housing Needs Assessment
16. DEI Resource Library
17. DEI Performance Measure for FY 2020/2021
18. Sense of Place Council
19. Eviction Diversion Program – Covid Emergency Rental Assistance Program
20. MI 10K DPA Loan up to \$10k in 236 zip codes
21. Grants – apprenticeship programs, MAP guidebook of best practices on Accessory Dwelling Units
22. QAP LIHTC
23. Set asides
24. Tribal Meeting
25. QAP LIHTC – Racial Equity Assessment
26. Covid-19 Response & Recovery Plan
27. Benchmarking
28. PAC
29. Employee Engagement Survey
30. SOM PAC

31. Draft Priorities – Goals – Strategies

ATTACHMENT B

THE OFFICE OF EQUITY & ENGAGEMENT

LIST OF RESPONSIBILITIES

- a. Equity priority AND equity throughout ALL Goals Equitable pathways to housing
- 32. Equity Expert Review
- 33. Solutions Workgroups
- 34. Lived Experience
- 35. Public Feedback Loops
- 36. MI Housing and Community Development Fund
- 37. Will be Responsible for the DEI Strategic Plan
 - a. DEI Book Club -used as model for other State agencies
 - b. DEI Discussion Group
 - c. Intranet site with library of resources
 - d. DEI Performance Objective Now required by all staffs (2nd year)
- 38. DEI Related
- 39. Contractors Assistance
- 40. META-consortium of 10 different State agencies around development-MSHDA chairs
(COLLABORATIVE EFFORTS)
- 41. Sense of Place Council- MSHDA coordinates and co-leads with Michigan Municipal League-
40+ Private/Public Partnerships
- 42. Two Tribal Liaisons
- 43. Fair Housing brought into OEE-received complaints
- 44. First time ever compiled Statewide FH complaints
- 45. Coordinating with FH Centers to do training and testing-gathering information.
- 46. MSHDA MBE/WBE database, certification process
- 47. Leading effort to do a Racial Equity Impact Analysis (REIA)
- 48. Lead MSHDA's Employee Engagement Committee
- 49. Along with HR, receives discriminatory complaints-reports directly to the Governor's office
- 50. Working collaboratively across divisions to be a resource for constituents who are in our
programs
- 51. MSHDA-unique because of LEO as umbrella org-Lunch and Learns -horizontal and vertical
integration of equity
- 52. Placemaking Expertise
- 53. Resource for other work areas and staff when it comes to DEI

ATTACHMENT C



GRETCHEN WHITMER
GOVERNOR

STATE OF MICHIGAN
OFFICE OF THE GOVERNOR
LANSING

GARLIN GILCHRIST II
LT. GOVERNOR

EXECUTIVE DIRECTIVE

No. 2019-9

To: State Department Directors and Autonomous Agency Heads
From: Governor Gretchen Whitmer
Date: January 7, 2019
Re: Equal Opportunity in State Employment, State Contracting and Grant and Loan Programs, and the Provision of State Services

In Michigan, all political power is inherent in its people and state government has been instituted for their equal benefit, security, and protection. Given this constitutional charge, the State of Michigan must be a model of equal opportunity—reaching out to people, knocking down barriers, treating everyone fairly, and dispelling prejudices that hold Michigan and its residents back. The policies and practices of the State of Michigan should promote public confidence in the fairness and integrity of state government.

Michigan has been a leader in expanding opportunities for all citizens. State government has long provided for equal opportunity for employment in the state classified service without discrimination and based on merit, efficiency, and fitness. Discrimination based on sexual orientation was prohibited in state employment for the first time by Executive Directive 2003-24. This prohibition was incorporated by the Civil Service Commission in its Rule 1-8.1 on prohibited discrimination in 2004. Discrimination based on gender identity or expression in state employment was prohibited by Executive Order 2007-24. The first Michigan law prohibiting discrimination based on sexual orientation—the Regional Convention Facility Authority Act—was enacted a year later. More recently, in 2018, the Michigan Civil Rights Commission, exercising its constitutional authority, formally determined that discrimination because of “sex”, as used in the Elliott-Larsen Civil Rights Act, 1976 PA 453, as amended, MCL 37.2101 to 37.2804, includes discrimination based on gender identity and discrimination based on sexual orientation.

Michigan must do more. State government has an obligation to all Michigan residents to maintain its leadership position. The State of Michigan should be open for business to all. The diversity of Michigan’s people is one of our state’s greatest strengths. When the State of Michigan acts inclusively, the state benefits from the enhanced contribution, commitment, participation, and satisfaction of its employees, improved workplace relationships, and through increased productivity and health outcomes.

State policies and procedures that encourage non-discriminatory and equal treatment provide desirable models for local government and the private sector and build upon

successful procedures of public and private-sector job providers.

All Michigan residents deserve fair treatment and respect from their government—in employment, state contracting, and when accessing services from state government. This administration is firmly committed to strengthening and developing equal opportunities in the State of Michigan.

Acting pursuant to Article 5, § 1 and § 8 of the Michigan Constitution of 1963, I hereby direct the following:

1. Equal Employment Opportunities

A department, board, commission, or other agency subject to supervision by the Governor under Article 5, § 8 of the Michigan Constitution of 1963 shall provide equal employment opportunities in the classified service for all persons and for unclassified state employees in accordance with this directive and with applicable Civil Service Commission rules and regulations.

2. Prohibited Employment Discrimination

(a) A department, board, commission, or other agency subject to supervision by the Governor under Article 5, § 8 of the Michigan Constitution of 1963 shall not do any of the following:

- (i) Fail or refuse to hire, recruit, or promote; demote; discharge; or otherwise discriminate against a person with respect to employment in the classified service or as an unclassified state employee, compensation, or a term, condition, or privilege of employment in the classified service or as an unclassified state employee, because of religion, race, color, national origin, age, sex, height, weight, marital status, partisan considerations, or a disability or genetic information that is unrelated to the person's ability to perform the duties of a particular job or position.
- (ii) Limit, segregate, or classify an employee or applicant for employment in the classified service or as an unclassified state employee in a way that deprives or tends to deprive the employee or applicant of an employment opportunity or otherwise adversely affects the status of an employee or applicant because of religion, race, color, national origin, age, sex, height, weight, marital status, partisan considerations, or a disability or genetic information that is unrelated to the person's ability to perform the duties of a particular job or position.

(b) Discriminatory harassment is prohibited in any department, board, commission, or other agency subject to supervision by the Governor under Article 5, § 8 of the Michigan Constitution of 1963. Reporting requirements established by the Civil Service Commission and regulations established by the State Personnel Director relating to discriminatory harassment under Civil Service Rule 1-8.3 are applicable to all employees within the executive branch of state government. As provided in rules promulgated by the Civil Service Commission, an employee who engages in

discriminatory harassment against another employee or a member of the public may be disciplined by the appointing authority, up to and including dismissal. If a report of discriminatory harassment is substantiated, or there is reasonable cause to believe that an allegation of discriminatory harassment is true, the appointing authority shall take appropriate corrective and remedial action, as authorized under Civil Service Rule 1-8.3(c)(3).

- (c) An appointing authority within a department, board, commission, or other agency subject to supervision by the Governor under Article 5, § 8 of the Michigan Constitution of 1963 may establish a bona fide occupational qualification based on religion, national origin, sex, age, marital status, height, or weight, only if consistent with applicable law and if approved in advance by the State Personnel Director, as provided under Civil Service Rule 1-8.4.
- (d) An appointing authority within a department, board, commission, or other agency subject to supervision by the Governor under Article 5, § 8 of the Michigan Constitution of 1963 may adopt or carry out a plan to eliminate the present effects of past discriminatory practices with respect to religion, race, color, national origin, sex, or disability if the plan is approved in advance by the State Personnel Director and is otherwise consistent with applicable law, as provided under Civil Service Rule 1-8.5.
- (e) Consistent with Civil Service Rule 1-8.6, nothing in § 1 or § 2 of this directive should be construed to prohibit the Civil Service Commission or an appointing authority from applying a different standard for compensation or different terms, conditions, or privileges of employment under a bona fide seniority or merit system approved by the Civil Service Commission or the State Personnel Director.
- (f) Consistent with Civil Service Rule 1-8.7, nothing in § 1 or § 2 of this directive should be construed to limit the authority of an appointing authority to issue a work rule that regulates verbal or physical conduct or communication that does not rise to the level of prohibited discrimination or discriminatory harassment as defined under Civil Service Commission rules.
- (g) A department, board, commission, or other agency subject to supervision by the Governor under Article 5, § 8 of the Michigan Constitution of 1963 shall take appropriate action to ensure that its policy statements, programs, and procedures adequately reflect equal employment opportunities consistent with § 1 and § 2 of this directive.
- (h) The Civil Service Commission is requested to issue rules, regulations, orders, and instructions as it deems necessary to extend the equal employment protections of § 1 and § 2 of this directive to all employees within the classified service and, to the extent permissible, unclassified state employees.

3. Equal Opportunities in State Contracting and Grant and Loan Programs

- (a) A department, board, commission, or other agency within the executive branch of state government shall include in any contract with another person or entity a requirement that the person or entity, and any subcontractor under the contract, not discriminate against an employee or an applicant for employment in hiring, any terms and conditions of employment, or matters related to employment because of religion, race, color, national origin, age, sex, height, weight, marital status, partisan considerations, or a disability or genetic information that is unrelated to the person's ability to perform the duties of a particular job or position. The requirements of this § 3(a) apply to contracts for the purchase of, the contracting for, and the providing of supplies, materials, services, insurance, utilities, third-party financing, equipment, printing, and all other items as needed by state departments and agencies, including contracts for the construction, alteration, repair, or demolition of a facility.
- (b) The provisions of section 3(a) apply, without limitation, to the exercise of procurement authority by the Department of Technology, Management, and Budget under § 261 of The Management and Budget Act, 1984 PA 431, as amended, MCL 18.1261, and to contracts entered into by departments or agencies exercising procurement authority delegated by the Department of Technology, Management, and Budget under that section.
- (c) The Director of the Department of Technology, Management, and Budget may issue, alter, or rescind administrative and procedural directives pursuant to § 131 of The Management and Budget Act, 1984 PA 431, as amended, MCL 18.1131, and adopt changes to the Administrative Guide to State Government as necessary to implement § 3(a) of this directive.
- (d) A department, board, commission, or other agency within the executive branch of state government subject to supervision by the Governor under Article 5, § 8 of the Michigan Constitution of 1963 shall include in any agreement for the provision of a grant or loan involving state money to another person or entity a requirement that the person or entity and any contractor of the person or entity, subcontractor of the contractor, or sub-recipient of the grant or loan, not discriminate against an employee or an applicant for employment in hiring, any terms and conditions of employment, or matters related to employment because of religion, race, color, national origin, age, sex, height, weight, marital status, partisan considerations, or a disability or genetic information that is unrelated to the person's ability to perform the duties of a particular job or position.
- (e) In exercising general supervisory control over the functions and activities of all administrative departments, boards, commissioners, and officers of the state, and of all state institutions as required by § 3 of 1921 PA 2, as amended, MCL 17.3, the State Administrative Board may monitor compliance with the requirements of § 3 of this directive.
- (f) Section 3 of this directive does not apply to employment contracts subject to the jurisdiction of the Civil Service Commission.

4. Prohibited Discrimination in the Provision of State Services

A department, board, commission, or other agency subject to supervision by the Governor under Article 5, § 8 of the Michigan Constitution of 1963 shall not discriminate, harass, or retaliate against a member of the public when providing governmental services or administering a government program because of religion, race, color, national origin, age, sex, height, weight, marital status, partisan considerations, or a disability or genetic information unless a federal or state law mandates contrary action.

5. Implementation

- (a) To assist in educating state employees about the requirements of this directive and monitoring compliance with this directive, each director of a principal state department and head of an autonomous agency subject to supervision by the Governor under Article 5, § 8 of the Michigan Constitution of 1963 shall designate an individual within the department or agency as an Equity and Inclusion Officer.
- (b) The Equity and Inclusion Officer for a department or agency shall engage in proactive efforts to educate employees of the department or agency about the requirements of this directive and related Civil Service rules and directives issued by the Governor or the Director of the Department of Technology, Management, and Budget. The Equity and Inclusion Office may request assistance from the Department of Civil Rights or the Civil Service Commission, or both, in complying with the requirements of this § 5(b).
- (c) The Equity and Inclusion Officer for a department or agency shall receive complaints regarding noncompliance with the requirements of this directive by the department or agency and recommend measures to remedy the noncompliance to the department director or agency head. The Equity and Inclusion Officer for a department or agency shall report to the Governor's Chief Compliance Officer all complaints received regarding noncompliance with this directive and actions taken by the department or agency to remedy the noncompliance.
- (d) Nothing in this directive alters the right to freedom of worship or religious belief that the People of the State of Michigan have guaranteed under Article 1, § 4 of the Michigan Constitution of 1963.
- (e) This directive supersedes Executive Directive 2007-24. Executive Directive 2007-24 is rescinded in its entirety, without affecting its rescission of Executive Directive 2003-24.
- (f) This directive supersedes Executive Directive 2018-7. Executive Directive 2018-7 is rescinded in its entirety.
- (g) This directive is effective immediately. A contract, grant, or loan subject to this directive and entered into or modified after the effective date of this directive must comply with this directive.

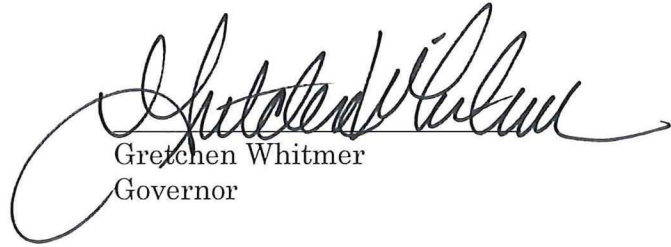
6. Definitions

As used in this directive:

- (a) “Appointing authority” means the term as defined by Civil Service Rule 9-1.
- (b) “Civil Service Commission” means the Michigan Civil Service Commission created under Article 11, § 5 of the Michigan Constitution of 1963.
- (c) “Classified service” means the state classified service as provided for under Article 11, § 5 of the Michigan Constitution of 1963.
- (d) “Discriminatory harassment” means unwelcome advances, requests for favors, or other verbal or physical conduct or communication based on religion, race, color, national origin, age, sex, height, weight, marital status, partisan considerations, disability, or genetic information under any of the following conditions:
 - (1) Submission to the conduct or communication is made a term or condition, either explicitly or implicitly, to obtain employment.
 - (2) Submission to or rejection of the conduct or communication by a person is used as a factor in decisions affecting the person’s employment.
 - (3) The conduct or communication has the purpose or effect of substantially interfering with a person’s employment or creating an intimidating, hostile, or offensive employment environment.
 - (4) The conduct or communication concerns the status of another individual with whom the person has a real or perceived past or present relationship or association and has the purpose or effect of substantially interfering with a person’s employment, or creating an intimidating, hostile, or offensive employment environment.
- (e) “Gender identity or expression” means the perception by an individual or another person of the gender identity, appearance, behavior, or expression of the individual whether or not that gender identity, appearance, behavior, or expression is different from the gender identity, appearance, behavior, or expression traditionally associated with the sex assigned to the individual at birth.
- (f) “Genetic information” means the term as defined by Civil Service Rule 9-1.
- (g) “Regulation” means the term as defined by Civil Service Rule 9-1.
- (h) “Rule” means the term as defined by Civil Service Rule 9-1.
- (i) “Sex” includes sexual orientation and gender identity or expression.
- (j) “Sexual orientation” means the term as defined by Civil Service Rule 9-1.

- (k) "State Personnel Director" means the director selected by and responsible to the Civil Service Commission under Article 11, § 5 of the Michigan Constitution of 1963.

Thank you for your cooperation in implementing this directive.



Gretchen Whitmer
Governor

Michigan's Statewide Housing Plan *Overview*

The Vision: Michigan's successful housing ecosystem provides safe, healthy, affordable, and attainable housing for all in a community of their choice.

Michigan's first statewide housing plan addresses complex, intersecting challenges through five statewide housing targets, eight priority areas, and 37 goals, plus 134 suggested strategies for addressing the goals. These resulted from an intensive and inclusive process involving thousands of residents and hundreds of organizational partners across the state. Input gathering took place through a public survey, focus groups, meetings, and interviews. Additional research also informed the five year plan.

5

STATEWIDE HOUSING
TARGETS

8

PRIORITY AREAS

37

GOALS

134

STRATEGIES

Statewide Housing Targets

The targets below are the very minimum that will be achieved statewide as a result of Statewide Housing Plan activities. Industry partners will add to these targets to ensure help reaches even more Michigan households.

- **75,000+** new or rehabilitated housing units to include:
 - **39,000+** affordable rental units
 - **21,500+** market-rate units (homeowner and rental)
 - **13,500+** homeownership opportunities for low- and moderate-income households
 - **1,000+** units of workforce housing
- **100,000+** households' housing is stabilized
- Significantly **reduce the equity gaps** in homelessness and homeownership
- Strive to **make homelessness rare**, brief, and one time
- **15,000+** households increase home energy efficiency and make weatherization improvements



Over 7,000 residents and other participants contributed to the Statewide Housing Plan.

The Partner Advisory Council set the vision and identified several concepts, or principles, that were important for the plan: equity, inclusion, human-centeredness, community, intersections between systems, and housing as a social determinant of health.

Across Michigan, 1.5 million, or 38% of households, struggle to afford the basic necessities, including housing.

Michigan residents face a range of housing challenges: low availability of suitably priced homes that fit their needs, older homes that need repairs, gaps in awareness of supportive services and financial products, few options for living independently as they age, and many other concerns.

Michigan also has housing disparities (geographic and demographic) that need correction. The COVID-19 pandemic amplified disparities in housing access as well as other indicators of health and quality of life. For this reason, equity is a foundational principle, a priority area, and addressed throughout the plan.

7,000

Over 7,000 residents and other participants contributed to the Statewide Housing Plan

38%

Across Michigan, 1.5 million, or 38% of households, struggle to afford the basic necessities, including housing

Housing Priorities, Goals, and Strategies

Each of the plan's eight priority areas has a set of goals, strategies, and outcome measures. Action planning and additional metrics will be determined at the state and regional levels. Regions will engage local groups to create the regional action plans.



Equity and Racial Justice

Longstanding disparities in housing have compromised individual and family access to housing and generational wealth-building. To achieve the vision, housing opportunities must be equitable.

Goal Highlights: Using data to identify systemic inequities

- Advocating for policy change to remove barriers to housing access
- Increasing accessible housing for vulnerable and marginalized populations
- Increasing opportunities for resident input in the development process

52%

Of those who are homeless are Black, despite being only 14% of Michigan's overall population

23%

Of renters reported experiencing discrimination in response to a 2021 public survey





Housing Ecosystem

The housing ecosystem consists of components that interconnect across the priority areas of the plan. Attention to the housing ecosystem is foundational to the effectiveness of actions taken to improve housing in the state.

Goal Highlights: Enhancing collaboration among the many organizations that make up the housing ecosystem • Increasing the availability of data on housing needs and opportunities • Increasing the size and diversity of the construction workforce • Offering more opportunity to diverse housing contractors • Increasing affordable high-speed internet access

16%

Drop in Michiganders working in construction between 2000 and 2021

85%

Of Michigan households have access to broadband, although access varies widely by location, income, reliability, etc.



Preventing and Ending Homelessness

Ensuring stability for those who have experienced the lack of a home and who need intensive supports, as well as those who chronically experience housing instability, is the focus of this priority. This area was developed with and aligned to Michigan's Campaign to End Homelessness (MCTEH).

Goal Highlights: Creating an equitable, just, and culturally appropriate homelessness response system • Increasing access to quality housing options • Increasing cross-system partnerships • Using data to understand the needs of households at risk of and experiencing homelessness

22%

Of people experiencing homelessness for the first time are children

8,000

Number of permanent supportive housing units needed but not available in 2019





Housing Stock

Michigan has a pressing need to develop, rehabilitate, and preserve housing across the state at price points for every level of income.

Goal Highlights: Increasing the supply of affordable, accessible, attainable, and workforce housing • Reducing construction and maintenance costs • Meeting state climate and healthy housing goals • Rehabilitating and weatherizing existing housing stock • Expanding zoning practices that increase the housing supply • Preventing displacement from gentrifying neighborhoods

47%

Of Michigan housing units built prior to 1970

44%

Of Michigan's vacant units are vacation properties



Older Adult Housing

Housing for older adults (age 65 or older) is of special concern in Michigan due to the growth of its aging population.

Goal Highlights: Expanding the supply of affordable, accessible rental units for older adults • Helping older adults age in place • Increasing the availability of affordable facilities that offer a continuum of care for their residents

15%

Increase in older adult population in Michigan from 2015 to 2019

2nd Lowest

Older adults had the second lowest annual income compared to all other adults in 2019



Rental Housing

Rental housing is an important housing option for Michigan residents who cannot afford or are not interested in homeownership.

Goal Highlights: Reducing the number of evictions • Reducing the number of people experiencing rent burden • Increasing the quality of rental housing

48%

Of renters paid too much for housing pre-pandemic

28%

Of renters reported extremely low incomes in 2019





Homeownership

Homeownership is another key part of the housing continuum and presents opportunity for household financial benefit, generational wealth building, and community stability.

Goal Highlights: Creating homeownership equity across races and ethnic groups • Increasing homeownership among low- and moderate-income households • Increasing access to homeownership education, products, and services • Helping vulnerable homeowners keep their homes

84%

Increase in the average Michigan home sales price January 2013 to October 2021

Homeownership Rates

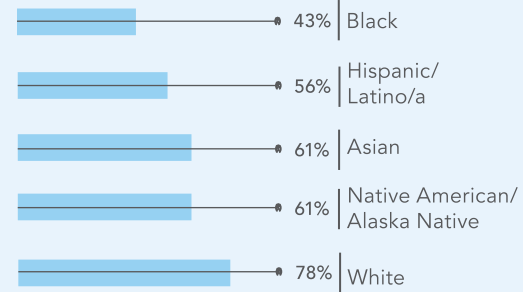


Figure 1. Homeownership Rate by Race/Ethnicity, 2019



Communication and Education

The plan includes a focus on inclusive communication and education, an essential complement to the other areas.

Goal Highlights: Increasing awareness and support for affordable and attainable housing • Increasing understanding of existing housing programs and services • Enhancing awareness of fair housing rights • Increasing financial literacy and wealth-building

45%

Of homeowners and 33% of renters do not know where to go for housing assistance, according to the 2021 public survey conducted for the plan

↑ Highest

The highest number of Michigan Fair Housing complaints are related to disabilities, followed by race



Implementing the Plan

A new statewide housing partnership and regional groups will work in tandem, along with MCTEH, to meet the goals of the plan. The regional consortiums will engage local groups to create the regional action plans for achieving the goals and strategies they select from the eight priority areas. The statewide group will also create an action plan, focusing on those goals and strategies that are most appropriate to that level. Continued inclusion of Michigan's diverse residents and ongoing collaboration are central to success.

Over the course of five years, a public dashboard will report on statewide and regional outcomes, including progress on the statewide targets noted above. To continually push farther toward the vision, action plans will be revised as needed.

The Statewide Housing Plan provides a call to action to all because housing is a basic human need, and everyone deserves to have safe, healthy, affordable, accessible, and attainable housing in a community of their choice.

