

The background of the page is a dark blue architectural blueprint. It features various technical drawings, including floor plans, wall layouts, and structural elements. Labels such as 'EXIST. JOISTS', 'WALL REMOVED', 'GUARD', 'CABINET', 'LAUNDRY', and 'POCKET DOOR' are visible. Dimensions like '15'-0"', '7'-10"', and '2'-2"' are scattered throughout. Overlaid on the blueprint are several large, white, stylized geometric shapes that resemble a series of connected chevrons or a jagged roofline, pointing upwards and to the right.

Pathways to Stability

MACV'S APPROACH TO ENDING VETERAN HOMELESSNESS





Pathways to Stability with MACV

Each Veteran who engages with MACV has their own story of how they arrived at our door. Their path to long-term housing stability is just as unique. Established in 1990 to provide supportive housing services for 13 Veterans, MACV now stabilizes thousands of Veterans and their families each year. Over the past 35 years, MACV has expanded to open regional offices in the Twin Cities, Duluth and Mankato. Our organization of over 130 staff shares a single-minded commitment to empowering former service members who took an oath to serve us first.

The team at MACV is proud to offer this book to better explain our services. We created *Pathways to Stability* to describe the programs and resources engaged every day to address Veteran homelessness in Minnesota.

The sections of this resource offer a glimpse into the experiences of Veterans who engage with MACV and the many roles that MACV team members play in achieving our mission. We encourage you to use this guide as a reference for the areas of expertise present in our team, as well as education about how direct services are provided in the real world.

If you or someone you know wants to engage with MACV, visit www.mac-v.org or call (833) 222-6228. We'll take it from there.



MISSION

End Veteran homelessness in Minnesota.



VISION

Every Veteran in Minnesota has access to services and support to avoid homelessness and achieve sustainable housing.



VALUES

Respect & Dignity

We promote the respect and dignity of every Veteran.

Stewardship

We value and utilize all resources effectively and with integrity.

Service Commitment

We work to provide individualized services to Veterans in need.

Community Collaboration

We collaborate to develop innovative solutions across agencies that address the needs of Veterans.

Our Team

We value and empower staff and support their personal and professional growth.

Trustworthiness

We act transparently in all aspects of our operations.

INDIVIDUAL JOURNEYS TO SYSTEMIC CHANGES

MACV exists as part of a service ecosystem addressing Veteran homelessness on individual, regional, and statewide scales. Today, every community in Minnesota has ensured that Veteran homelessness is rare, brief, and unlikely to recur in the future. Does this mean that every Veteran in Minnesota can rest assured that they will never come close or actually lose their housing? In a word, no. Even with the best hospitals nearby, patients get sick or injured. Similarly, the most effective Veteran homelessness response system can't protect every Veteran from ever losing their housing. But the resources to prevent a Veteran from becoming unhoused exist and function well. And when a Veteran does lose their housing, MACV and our partners effectively work with a Veteran to resolve their homelessness.



COMMITMENT TO OUR TEAM AND THOSE WE SERVE

- Acknowledge the structural and societal inequities that impact housing and homelessness.
- Commit to a diverse and inclusive workforce.
- Serve a diverse population and strive to promote equity among all service outcomes.
- Hold ourselves accountable to our equity and diversity vision.

WHO WE SERVE — MACV'S DEFINITION OF A VETERAN

The eligibility criteria for an individual to qualify for MACV services is simple; we serve Veterans living in Minnesota. At MACV, a Veteran is anyone who enlisted for reservist or active duty in any of the military branches, including the National Guard.





Veteran Engagement

The first step to reaching Veterans often takes place at community events, word of mouth, or through referrals from partner agencies and providers. In greater Minnesota, this work is done by team members and leaders within their respective regions. In the Metro Region, an Outreach Team specializes in educating community-based and government partners about our services, which is how the majority of Veterans hear about MACV and decide to take that first step. The outreach efforts also meet Veterans where they are at, with strategic presence at Veteran service events, emergency shelters, encampments, job fairs, transition and re-entry events, and other gatherings, helping us to directly connect with Minnesota Veterans.

Once a Veteran reaches out or is referred to MACV, our intake and triage team completes the initial assessment and then connects Veterans with relevant MACV programs and community resources. The staff assigned to the Veteran then explores their situation and supports the development of the Veteran's service goals.

MACV IN ACTION

A Veteran hears about MACV from their County Veteran Service Officer (CVSO) when they fall behind on their rent after paying off a medical bill from an emergency room visit. The CVSO, remembering past training provided by MACV's Outreach Team, calls MACV's intake line during a meeting with the Veteran. An Intake and Information Specialist answers and performs an initial screening to determine whether the Veteran can benefit from MACV services. The intake staff then routes the referral to one of MACV's Housing Stability Case Managers, who follows up with the Veteran to complete the program intake and arranges for an in-person appointment. Identifying a potential need for Financial Stability services and Healthcare Navigation after their initial conversation, the Case Manager makes internal referrals and reaches out to colleagues in those programs to ensure they are available when the Veteran comes to the office.



SERVICES ENGAGED

-  **VETERAN OUTREACH**
-  **VETERAN INTAKE AND TRIAGE TEAM**
-  **HOUSING STABILITY CASE MANAGEMENT**
-  **HEALTH CARE NAVIGATION**
-  **FINANCIAL STABILITY**



VETERAN OUTREACH

MACV's Outreach Team creates opportunities for Veterans to engage with MACV in the communities where they live. Their mission is to provide a proactive approach to outreach, engagement, and education - including building partnerships within the community and increasing access and awareness to MACV's services. The Outreach Team builds trusted relationships with Veterans experiencing a housing crisis, connecting them with resources and support that lead to referrals with the goal of housing stability.

Service scope: *Build and maintain relationships with community partner agencies, connect Veterans with MACV's intake team or other community providers.*

KEY ROLES Outreach Specialist, Outreach Program Manager



VETERAN INTAKE AND TRIAGE

When a Veteran calls, walks in, or submits a request for services online, the Intake team fills out an initial contact screening (ICS) to see if the Veteran is eligible for MACV services. Following the screening, Intake and Triage staff identifies and routes a new client to the resource or service most able to address their particular situation.

Service scope: *Quickly establish rapport with a referred Veteran, determine the best supports to address a Veteran's barriers, complete accurate data collection, retain wide-ranging and accurate knowledge of the services and resources within and external to MACV.*

KEY ROLES Intake and Information Specialist, Intake and Triage Manager

VETERAN SERVICE EVENTS

Our biannual MACV hosted winter and summer Salute events are vital in connecting Veterans with essential resources. Summer and Winter Salute bring together Veterans and service providers in a supportive environment to offer critical assistance to Veterans and their families. Partner-led Veteran service events across Minnesota further expand our reach, ensuring support meets Veterans where they live and work.

Service scope: *Engage Veterans already participating in MACV services as well as new-to-MACV Veterans, in-person service brokering and intake completion, build community networks.*

KEY ROLES All hands on deck! The entire MACV team plays a role in our service events.





Barrier-Specific Services

After the Veteran has connected with their service provider(s), staff immediately begin to address the factors leading to their housing instability or homelessness. Some common situations include eviction, loss of employment, personal relationship crises, unexpected expenses, or recent release from the corrections system. Interventions at this stage range from emergency shelter stays to landlord mediation or emergency financial assistance paid on behalf of the Veteran.

Many times, the crisis that requires the most time-sensitive response is the result of longer-term difficulties or barriers that have arisen over a period of months or years. Following the initial crisis, staff collaborates with the Veteran to identify a path to long-term housing stability. The factors identified and addressed by many of our specialized programs come into play during this stage. These are often more long-term or thematic barriers such as:

- Management of personal finances
- Interpersonal difficulties leading to eviction and/or loss of employment
- Recurring episodes of justice involvement
- Chemical health or mental illness leading to multiple episodes of homelessness

MACV IN ACTION

When the Veteran arrives at the office, they share that their landlord said that if rent wasn't received by the end of the week they plan to file for eviction. The Case Manager confirms MACV's intention to assist with the past due rent – the Case Manager and Veteran have completed the document gathering and approval process already to do so – but the Veteran is still worried about losing his housing. The Case Manager assures the Veteran that they will stay in touch to support their housing stability.

The Veteran's Housing Stability Case Manager then introduces the Veteran to their Health Care Navigator to discuss the Veteran's health-related needs and gets to work on processing the financial assistance request. The Navigator discovers that the Veteran never applied for VA health care coverage, as they relied on employer coverage through their working years and did not live close to a VA hospital. The Navigator informs the Veteran that they are also eligible for Medicare coverage, which will broaden their options for healthcare, and together they complete an application.

The Veteran meets briefly with the Financial Stability team before leaving the office; the Financial Stability team determines that the Veteran is skilled at budgeting his limited income and only fell behind due to the unexpected medical expenses. However, the Veteran has been spending some of his fixed income on expenses that are a lower priority than his rent payment. The Financial Stability Coordinator advises him on the protections he has from debt collection.

SERVICES ENGAGED



DIRECT FINANCIAL ASSISTANCE



HOUSING STABILITY CASE MANAGEMENT



HEALTH CARE NAVIGATION



FINANCIAL STABILITY

HEALTHCARE NAVIGATION

The Healthcare Navigation team is dedicated to increasing healthcare access and decreasing healthcare disparities faced by Veterans. Staff work with Veterans to identify their healthcare-related goals and assist in goal attainment through engagement with a variety of medical resources and services.

Service scope: *Increasing healthcare access by assisting with enrollment in Medical Assistance, Minnesota Care, or VA health care, support addressing healthcare needs that act as barriers to housing stability.*



KEY ROLES Healthcare Navigator, Healthcare Navigation Program Manager

VETLAW

Vetlaw's mission is to address legal barriers related to housing stability and access to housing. MACV's Vetlaw team is dedicated to improving understanding of the legal system and increasing Veterans' access to justice. The Vetlaw team works to remove legal barriers to accessing or maintaining housing and provides legal guidance to Veterans experiencing or at risk of homelessness to help them understand their legal options.

Service scope: *Continuum of interventions ranging from brief legal services, advice and counsel, informed referrals and legal information, and direct representation.*

KEY ROLES Staff Attorneys, Vetlaw Program Coordinator, Vetlaw Director

JUSTICE INVOLVED VETERANS

The Justice Involved Veterans (JIV) program ensures that Veterans engaged in the criminal justice system have the services and support to remain in their communities. JIV staff partner with primary housing case management teams to ensure that Veterans have housing options upon release from incarceration, which helps reduce long-term and chronic homelessness and break the cycle of re-incarceration, a prime indicator of future episodes of homelessness. JIV also assists with cases in which a Veteran has been released for some time, but experiences ongoing difficulties with housing stability due to their conditions of release or noncompliance with community supervision.

Service scope: *Address justice involvement-related barriers to housing stability such as warrants, pending cases, incarceration, and other justice-specific issues. Staff closely partner with MACV housing case management staff, the Minnesota Department of Corrections/county jail staff, Veterans Treatment Courts, Veteran Service Organizations, and other community resources to support Veterans navigating the complexities of their justice involvement.*

KEY ROLES Justice Involved Veterans Case Manager, Justice Involved Veterans Program Manager



Creating Housing Opportunities

As we continue to track the path a MACV-served Veteran may take after they hear about us, we move from initial crisis diversion to the long-term stabilization, preventing future episodes of homelessness.

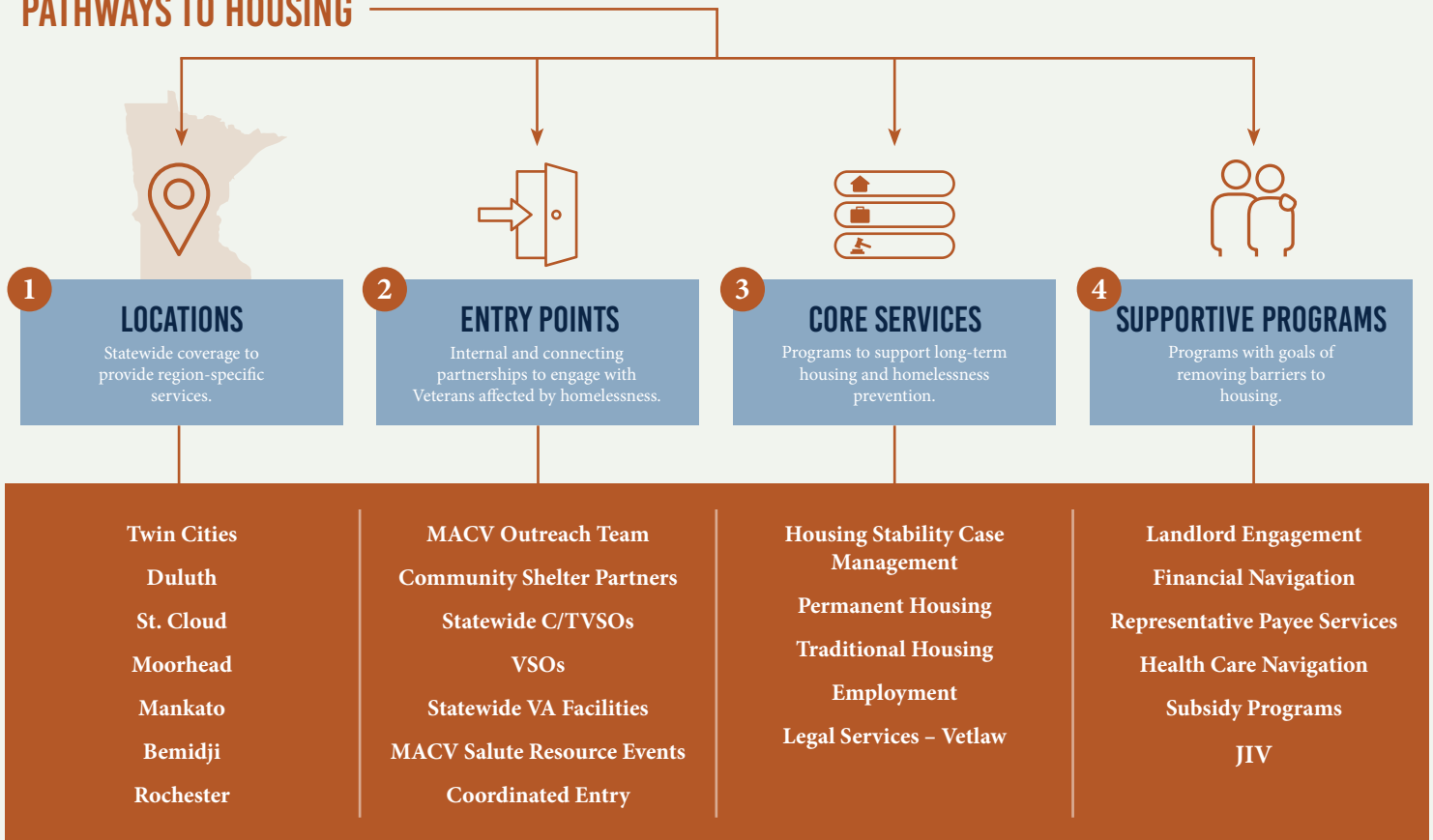
Programs that boost long-term housing stability address three primary barriers:

1. Disconnect between a Veteran and supportive resources.
2. Insufficient income to afford housing.
3. Community shortage of affordable housing suited to the needs of Veterans.

Without any of these three service pillars, a Veteran emerging from a housing crisis may only experience a short reprieve before the next emergency occurs.

Connection to essential resources and services form the backbone of case management. Three of our programs deliver either general or specialized forms of this essential service, the primary means by which Veterans secure housing that fits their specific needs. The affordable housing crisis makes household income a key determinant in a Veteran's long-term stability. Finally, increasing the housing options available to Veterans with significant barriers to success in rental housing or homeownership addresses the final hurdle that hundreds of Minnesota's Veterans face every year.

PATHWAYS TO HOUSING



MACV IN ACTION

With the immediate rent payment addressed, the Case Manager keeps the case open to track that the Veteran is able to self-pay the next month's rent. A few weeks later, the Veteran contacts the Case Manager to share that they received a notice of non-renewal from their landlord, and that they must vacate by the end of the following month. The Veteran shares that they are afraid they won't be able to find another affordable unit in time. The Case Manager makes an internal referral to the Subsidy team, who screens the Veteran as a good candidate for MACV's Subsidy Program.

Now that the means to pay rent has been identified, the Veteran's Housing Stability Case Manager starts conducting a housing search. Later that week, the Case Manager receives a list of affordable units from the Landlord Engagement team that accommodates the Veteran's specific needs. The Housing Stability Case Manager reaches out to Landlord Engagement to arrange for a tour and application. The Veteran is accepted into the affordable unit and requests help with the first month's rent and security deposit. The Case Manager processes the financial assistance request and assists with the logistics of moving. Within two months of contacting MACV, the Veteran has obtained an affordable unit, reduced their monthly expenses, and avoided experiencing homelessness.

SERVICES ENGAGED



HOUSING STABILITY CASE MANAGEMENT



HOUSING SUBSIDIES



LANDLORD ENGAGEMENT

HOUSING STABILITY CASE MANAGEMENT

Housing Stability Case Managers work with Veterans to help them gain skills needed to access and maintain permanent housing. Ongoing case management services include addressing issues that potentially affect housing, assisting in determining the type and location of affordable housing, assisting with rental payments and regularly meeting with Veterans to ensure their long-term housing stability.

Service scope: *Housing Stability Case Managers collect required documents, put together a stability plan, refer Veterans to additional needed services and benefits screenings, ensure a Veteran has access to food, clothing and personal items, and help them prepare for housing.*

KEY ROLES Housing Stability Case Manager, Housing Stability Program Manager





LANDLORD ENGAGEMENT

Landlord Engagement identifies and creates community-based housing opportunities for Veterans with recent poor rental history, evictions, or serious justice involvement. MACV's Landlord Engagement staff develop relationships with landlords who agree to flex on their normal tenant selection criteria in exchange for MACV's ongoing support with the Veteran's tenancy.

Service scope: *Cultivate landlord relationships with an eye on dignified housing, affordability, and barrier flexibility; address the needs of landlords who provide rental units to MACV-served Veterans, communicate unit availability and support MACV team in accessing housing opportunities on behalf of Veterans, and can provide short-term case management to Veterans who do not have other primary staff after securing housing.*

KEY ROLES High Barrier Leasing Specialist, Tenancy Support Specialist, GPD Case Manager, Landlord Engagement Program Manager



HOUSING SUBSIDIES

MACV administers housing subsidy programs to provide safe and supportive affordable housing choices for low-income Veterans. The subsidy program addresses the long-term financial needs of Veterans residing in mainstream rental housing and pairs case management with financial subsidies to ensure housing affordability.

Service scope: *An enrolled Veteran pays a portion of their income each month towards housing, with the rest of their monthly rent covered by the financial subsidy. Long-term case management addresses non-financial barriers to success in accessing and maintaining housing.*

KEY ROLES Subsidy Case Manager, Subsidy Program Manager, Subsidy Financial Coordinator, Subsidy Referral & Compliance Specialist, Subsidy Program Director

RESIDENTIAL SERVICES

MACV offers a range of supportive services for our property residents. Transitional Housing staff work with temporary MACV tenants to develop a housing stability plan with an end goal of living in mainstream housing. Residential Services staff offer Veterans tenant support and resource navigation on an ongoing, voluntary basis.

Service scope: Veterans partner with staff to create housing stability plans and outline their own goals. Staff provide support ranging from making service referrals, tracking progress toward goals, and helping Veterans navigate the systems and processes needed to gain long-term housing stability. Transitional Housing Case Managers focus on the steps needed to secure tenancy in community settings, while Residential Services staff focus on the skills needed to remain stably housed in MACV supportive housing.

KEY ROLES Residential Services Coordinator,
Residential Housing Case Manager,
Residential Housing Program Manager,
Grant and Per Diem Program Manager



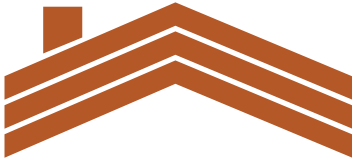
SUPPORTIVE HOUSING

MACV offers a continuum of housing options to address the most urgent needs of Veterans during an acute affordable housing shortage throughout Minnesota. Housing options range from emergency hotel vouchers for Veterans in unsheltered living conditions, temporary housing for a short-term plan for eventual tenancy in community-based housing, as well as flexible supportive housing for Veterans who require ongoing support and assistance to remain stably housed.

Service scope: Two teams provide services for MACV's supportive housing program. The property management team does day-to-day oversight of the property and the Veteran tenants, collects rent, and is responsible for leasing vacant units to prospective tenants. The Property Maintenance team provides property maintenance support to all residents. Transitional housing leases are month-to-month, while long-term supportive housing have annual leasing.

KEY ROLES Residential Housing Program Manager,
Residential Services Coordinator,
Property Manager, Facilities Manager





Financial Empowerment

Developing the skills and knowledge to succeed in a complex financial world has proven one of the most important services MACV can offer to Veterans. This goal takes two main forms: Reliably earning income through work, and making informed decisions about how to responsibly increase and manage income. While Veterans' discipline and hard work often translates into successful civilian careers, the evolving role of employment in a population with a median age of 52 creates more diversity in the goals and expectations attached to employment, especially for Veterans with disabilities.

Financial decision-making plays a significant role in Veterans' long-term stability. Financial scams, mismanagement of income and emergencies such as unplanned medical costs or vehicle repairs, paired with low income, can lead to deepening of Veterans' housing crises. Our team collaborates with each Veteran to determine the best way to reach their financial goals and connects participants with information and services that can transform a Veteran's long-term housing stability in a matter of weeks or months.

MACV IN ACTION

While the Veteran and their Housing Stability Case Manager search for suitable housing, the Veteran is also developing skills to prevent future crises like falling behind on rent due to lack of income. The Veteran enrolls with the Financial Stability program to rework the Veteran's monthly budget and check the balance of their checking account using a mobile application. These changes, combined with better health insurance coverage, substantially lower the Veteran's likelihood of a future housing crisis.

SERVICES ENGAGED



EMPLOYMENT



FINANCIAL STABILITY



EMPLOYMENT

The mission of the Employment team is to empower Veterans to overcome homelessness through comprehensive, personalized employment support. MACV's Employment Services team connects Veterans with resources for skills development, financial assistance, and career exploration opportunities.

MACV utilizes various educational approaches to increase the employability of Veterans. Topics range from reentering meaningful employment, employment searches, developing resumes and other professional documents, barrier-specific issues, and professional conduct in the workplace.

Service scope: Veterans engage in career exploration, training, and supportive services to address barriers to employability which affect their housing stability. Employment staff coordinate training opportunities with community partners to increase vocational, basic life, and soft employment skills.

KEY ROLES Employment Case Managers, Employment Program Manager



FINANCIAL STABILITY

MACV's Financial Stability team works to improve Veterans' financial stability so they may gain or maintain housing. Veterans engaged with this program have the opportunity to utilize financial coaching to develop strategies to create a realistic budget, reduce debt burdens, increase credit scores, establish bank accounts, and improve their overall financial situation. Veterans can also utilize a free representative payee service to directly receive their income from benefits or employment, ensure the Veteran's basic needs are met, and assist with budgeting the Veterans' remaining funds. This free service, piloted by MACV, is emerging as a national best practice.

Service scope: Financial Stability staff provide financial coaching services which includes one-on-one education about personal finance practices, skills development, and individualized financial goal setting with each Veteran. This program also manages a free representative payee contract.

KEY ROLES Financial Stability Program Manager, Financial Stability Coordinator, Financial Navigation Specialist





MACV's Unique Organizational Model

Our organizational model and operational teams play critical roles in MACV's strength and sustainability. Establishing offices across Minnesota with teams who have their own networks and community connections ensures the relevance of MACV's services to Veterans across urban, suburban, and rural regions. Operations staff such as our finance, fundraising, communications, and staff support teams ensure that MACV's team can pursue achievement of our mission without concern about the stability or quality of their employer.



ORGANIZATIONAL MODEL

MACV is the only nonprofit organization that addresses Veteran homelessness statewide. Our senior leadership recognizes the distinct identities of the North, South, and Metro regions in Minnesota. As a result, three provider teams headquartered in Duluth, St. Paul, and Mankato each operate under their own Regional Director. The three Regional Directors, joined by a Statewide Programs Director and specialized Directors for Vetlaw and Subsidy Programs, cumulatively oversee all services provided by MACV.

Our statewide reach positively impacts the effectiveness of MACV's services. We further enhance our capacity by physically locating program leadership staff in the communities they supervise, encouraging travel between locations for teams to learn and engage with each other, and bringing staff together for shared training experiences. Each practice transforms our varied experiences into valuable assets for ensuring high-quality service delivery to Minnesota's Veterans.



KEY ROLES Chief Executive Officer, Chief Operations Officer, Chief Financial Officer, Chief Programs Officer, Chief Housing Officer, Vetlaw Director, Director of Housing Subsidies, Metro Regional Director, Southern Regional Director, Northern Regional Director, Statewide Programs Director

DATA MANAGEMENT

MACV uses a data-informed approach to our service delivery, making the accuracy and reliability of our data practices of paramount importance. Staff within MACV ensure that specific databases and external tools (i.e. the Minnesota Homeless Veteran Registry) have the data and can track the information our team needs to know to effectively provide services and anticipate the changing needs of Veterans experiencing or facing homelessness. As a statewide organization with regional teams, a high level of data coordination unifies the experience of a Veteran who walks in any MACV door.

KEY ROLES Chief Financial Officer, Salesforce Administrator, Statewide Program Director, Statewide Information Coordinator, Compliance Coordinator, Community Data Coordinator, Property Operations Administrator



PROPERTY OPERATIONS

MACV's Property Operations team's mission is to provide flexible, affordable, and supportive housing for all residents. This team of staff addresses the regular maintenance, upkeep, and troubleshooting of MACV's properties. These staff members also assist with lease signings and the move-in process for MACV-owned or managed properties. On the whole, MACV's Property Operations staff ensure that our supportive housing provides safe and dignified settings for Veterans to build housing stability.

KEY ROLES Chief Housing Officer, Senior Property Manager, Property Manager, Senior Facilities Manager, Residential Services Coordinator, Property Maintenance Specialist, Property Operations Administrator





DEVELOPMENT

MACV's Development team manages our organization's public visibility, secures community support, and pursues funding that keeps MACV operational today and for years to come. The team's responsibilities also include updating our stakeholders through a wide range of online and print publications, speaking engagements, statewide and local news agencies, newsletters, and social media presence. This team collaborates with leaders across MACV to address existing needs and to anticipate MACV's future needs and opportunities.

KEY ROLES Development Director, Grants Officer, Marketing and Public Relations Coordinator



VOLUNTEERISM

The reach and depth of MACV's service provider teams has transformed the landscape of Veteran homelessness in Minnesota. Volunteers and non-traditional partnerships boost the effectiveness of MACV's work beyond what any organization can accomplish alone. We embrace the generosity of champions across the state as one of MACV's most important assets in our mission to end Veteran homelessness in Minnesota. MACV welcomes volunteers in many capacities, from hands-on property maintenance and event support to organizing independent fundraisers and collecting essential supplies for Veterans. Skilled professionals can also contribute through pro bono legal services, internships, and specialized projects. Additionally, MACV values those interested in board service and event sponsorships, ensuring even more ways to support Veterans on their path to stability.

KEY ROLES Chief Operations Officer, Volunteer Coordinator

FINANCIAL RESPONSIBILITY

MACV has expanded its services to build a Veteran homelessness response system that effectively meets the needs of Minnesota's Veterans. MACV's work is made possible by diverse funding sources, including government grants administered by the federal VA and the Minnesota Department of Veterans Affairs, corporate and foundation contributions, individual and match donations, and revenue from supportive housing. These investments sustain our mission and allow us to continue making a meaningful impact on the lives of Minnesota's Veterans. The staff responsible for tracking and distributing these funds have earned MACV a national reputation for excellence in the stewardship of both public and private funding.

KEY ROLES Chief Financial Officer, Senior Finance Coordinator, Accountant, Finance Coordinator



STAFF SUPPORT

MACV is committed to staff sustainability, recognizing that a strong team is key to our mission. We invest in competitive benefits, ongoing training, and professional development to support growth and expertise. Prioritizing work-life balance, we offer flexible policies and wellness resources to ensure a healthy, resilient workforce. By fostering a supportive and inclusive environment, we empower our staff to serve Veterans effectively while sustaining their own well-being.

KEY ROLES Human Resources Manager, Training Coordinator





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