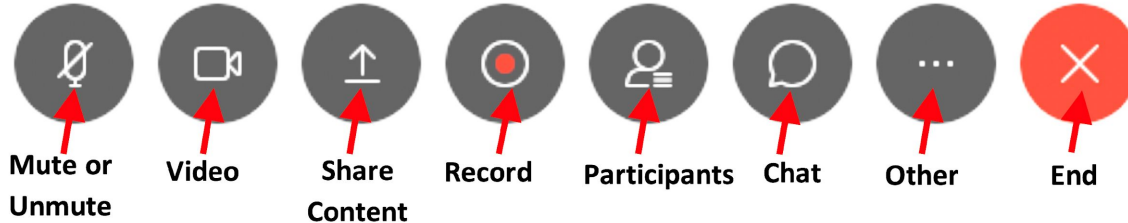


Welcome! We'll get started shortly.

Today's meeting is interactive. To ensure you can fully participate, all attendees are unmuted at entry.

That means we can hear you!

Please mute your phone or use the webex meeting controls now to mute your microphone.



**MD BALANCE OF STATE
CONTINUUM OF CARE**

BOARD ORIENTATION



CoC Lead Staff - DHCD



Stuart Campbell
Director of Community Services

Danielle Meister
Senior Policy Officer

Carolyn Curry
Continuum of Care Lead

Suzanne Korff
Program Officer

Committee & Staff Assignments

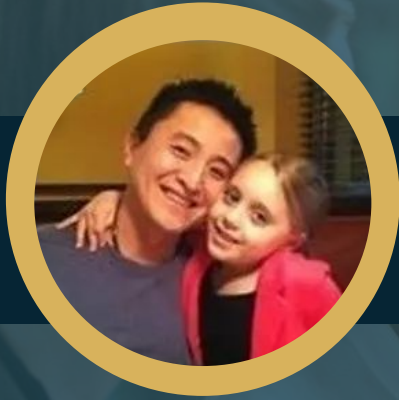
The Board and each committee will have an assigned lead staff person at DHCD who coordinates with and provides administrative/project management support to the committee Chair.

	June-August	September onward
Board	Danielle	Danielle or Carolyn
Executive Committee	Danielle	Danielle or Carolyn
HMIS Committee	Danielle	Carolyn
Coordinated Entry Committee	Carolyn	Suzanne
Performance Review Committee (Rating/Ranking)	Carolyn	Carolyn
Grievance Committee	Carolyn	Suzanne
Youth Action Board	N/A	Suzanne

Charisse Rhoades – CoC Project Monitoring

New Staff – Additional operational staff for the CoC and Coordinated Entry may be needed as system grows

HMIS Lead Staff – Team HMIS



Jason Burns
Systems Administrator



Sam Bochinski
Operations Manager



Jermica Wallace
Data Analyst

HUD Technical Assistance



Judy Perlman

Scott Pruitt

BOARD MEMBERS

Allegany County

David Nedved
Susan Malone

Southern MD

Lanny Lancaster
Corae Young ★
Cynthia Brown
Jacquelyn Culver

Cecil County

Gwen Parrack
Earl Grey

Garrett County

Carrie DiSimone ★
Duane Yoder

Washington County

Mark Sewell
Tyrell Wilson

Persons with Lived Experience

To Be Appointed

State Agencies

Housing and Community Education
Development
Stuart Campbell ★

Labor
Erin Roth

Health
Priya Arokiaswamy

Disabilities
Chelsea Hayman

Valerie Ashton-Thomas

Veterans Affairs
Dana Burl

Human Services
TBD

Public Safety and
Correctional Services
TBD



AGENDA

- Continuum of Care Overview and Q&A
- Seeing CoC Impact
- Role of Data in CoC Operations and Planning
- CoC Partnerships and Collaborations
- A Strong CoC is a Strategic CoC
- Planning for the Future

Survey Feedback - What We Heard!

You said you wanted to leave this orientation with:

1. A deep understanding of what the CoC is charged with, what the intended outcomes are, and what board members are expected to do
2. Shared, clear goals and strategies to address urgent issues
3. Increased partnership and collaboration (both within your county/region and across the BoS)

CoC Overview and Q&A



What do CoCs Do?

- Promote a community-wide commitment to the goal of ending homelessness;
- Provide funding for efforts to quickly re-house individuals and families who are homeless, which minimizes the trauma and dislocation caused by homelessness;
- Promote access to and effective use of mainstream programs;
- Optimize self-sufficiency among individuals and families experiencing homelessness;
- Develop and implement a long-term plan to address homelessness, including housing and service gaps, in the CoC;
- Apply for the annual CoC Program Notice of Funding Availability (NOFA).

Who makes up the CoC?

In order to carry out the primary purpose of the COC Program, HUD requires representatives of relevant organizations to form a Continuum of Care to serve a specific geographic area. These representatives include:

nonprofit homeless providers	victim services providers	faith-based organizations	governments	businesses
advocates	public housing agencies	school districts	social service providers	mental health agencies
hospitals	universities	affordable housing developers	law enforcement	organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless individuals

History of CoCs

- 1987 -First federal law specifically addressing homelessness: **McKinney-Vento Homeless Assistance Act**
- May 2009 -the **Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act** of 2009 was signed into law, consolidating HUD's competitive grant programs
- July 2012 -**CoC Program Interim Rule** was published, which codified the basic structure and duties of a CoC

OUR CONTINUUM OF CARE

MD-514: Maryland Balance of State CoC



CoC Lead Agency

Maryland Department of Housing and Community Development

Leads annual application process for HUD funding, provides staffing support to CoC, monitors projects for compliance, improves system and project performance.



HMIS Lead

Team HMIS - Jason Burns

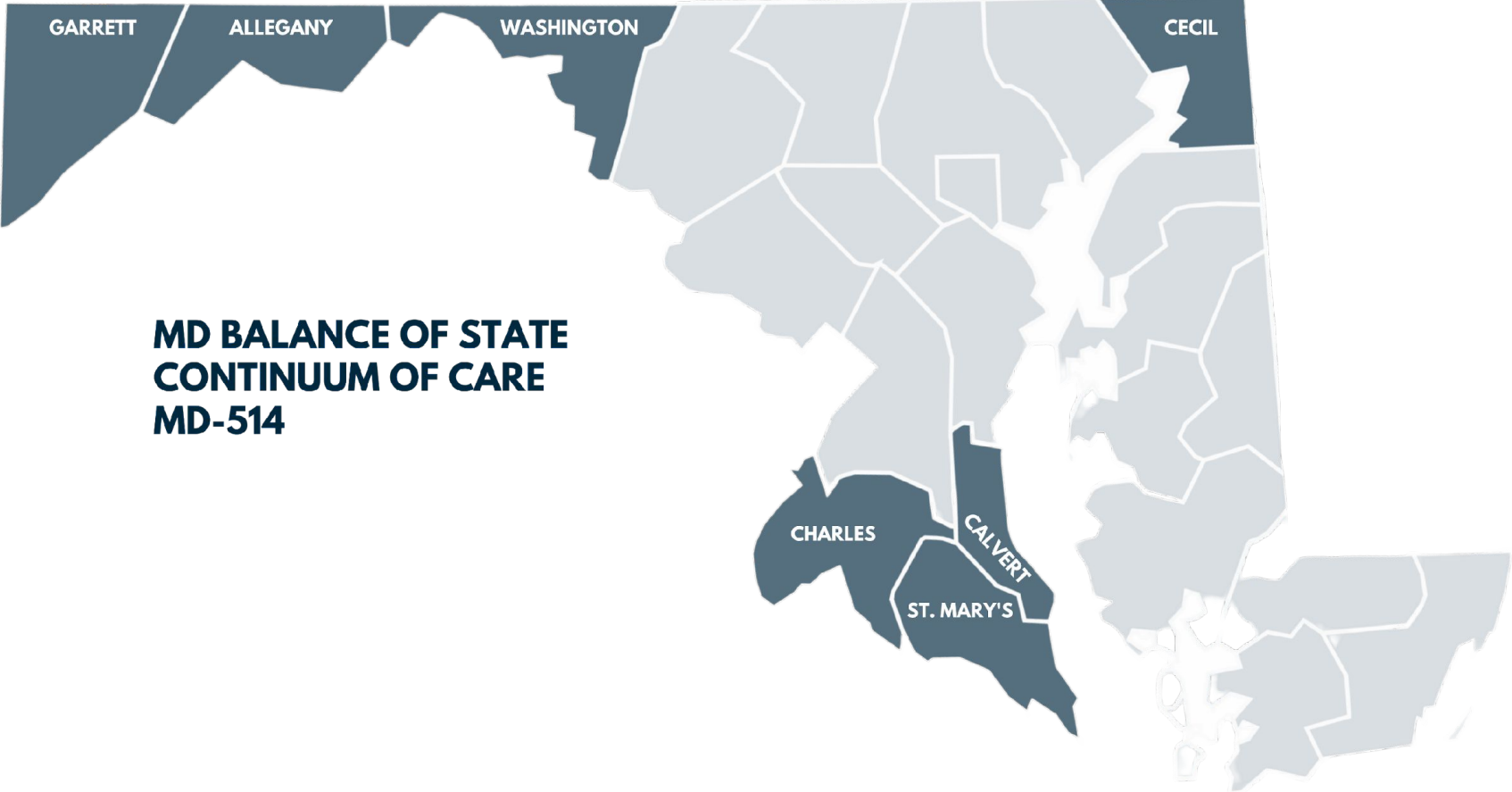
Oversees HMIS system implementation, provides training and end user support for data collection and reporting. Works with CoC Lead and Board to improve system and project performance.



Local Homelessness Coalitions

County/Regional Leadership

LHCs lead the local/regional response to homelessness and work closely with the BoS lead agencies and Board to develop policy, implement CoC initiatives, increase access to housing and services in their communities, and coordinate the CoC members in their area.



GARRETT

ALLEGANY

WASHINGTON

CECIL

**MD BALANCE OF STATE
CONTINUUM OF CARE
MD-514**

CHARLES

CALVERT

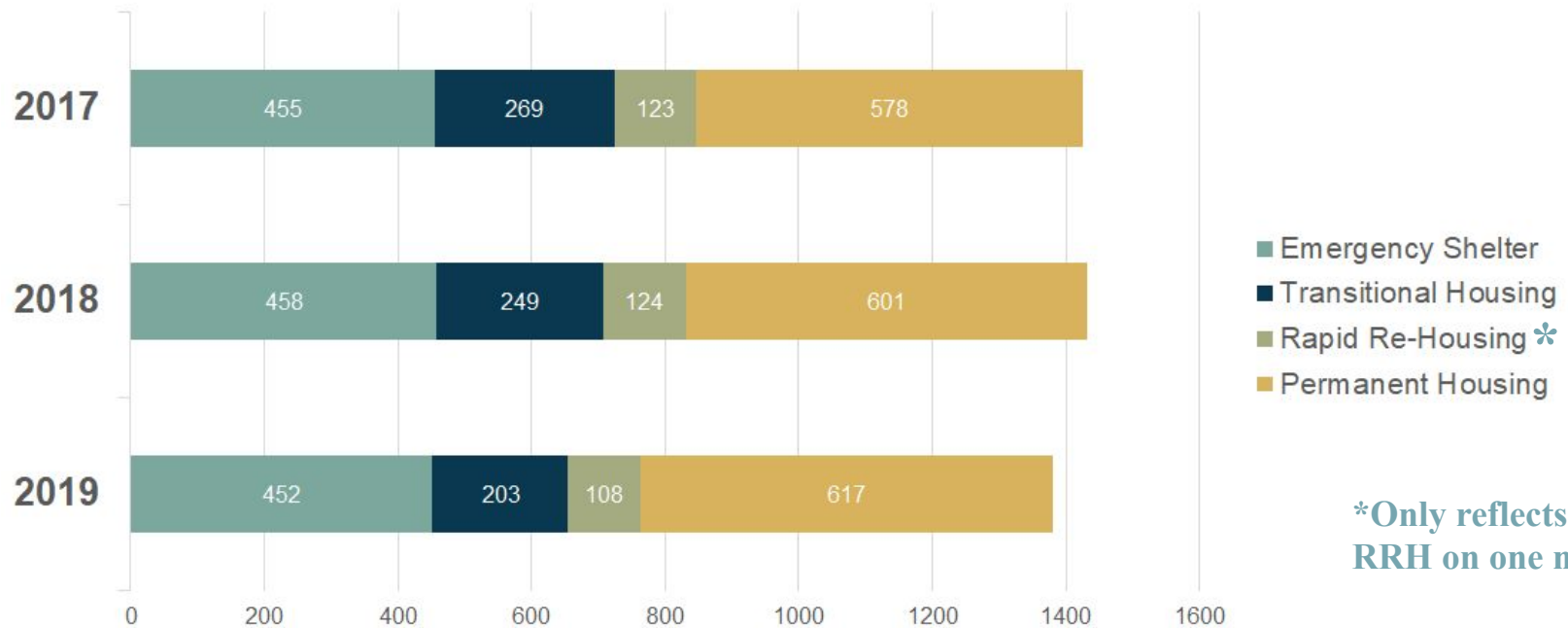
ST. MARY'S

Key Concepts

Project Types

- **Emergency Shelter (ES)** provides short-term shelter and services (typically under 90 days)
- **Transitional Housing (TH)** provides medium-term shelter and services (typically under 2 years)
- **Rapid Re-housing (RRH)** provides housing without a designated length of stay where the agency provides short or medium-term rental assistance and services to people who are homeless
- **Permanent Supportive Housing (PSH)** provides permanent, open-ended housing assistance and services to people who are homeless and have disabilities

Balance of State Housing Inventory



**Only reflects people in RRH on one night*

Key Concepts

Housing First

- Housing First is both a **philosophy of services** and a **program model**
- It means that participants may receive **housing before anything else**, without preconditions of sobriety or service participation
- It also means participants **can't be denied** or **terminated** from housing based on non-participation in supportive services
- HUD **rewards** CoCs for using Housing First

100% of CoC-Funded Projects in the Balance of State are Formally Committed to Housing First

Key Concepts

Coordinated Entry

- **Coordinated Entry (CE)** –a standardized access, assessment, and referral process for housing and other services across agencies in a community.
- All HUD funded projects **must** receive their referrals via CE. Goal is to have all housing and services projects participating in CE, regardless of funding sources.
- Coordinated Entry is overseen by the **CE Committee in partnership with Local Homelessness Coalitions**

Key Concepts

- The CoC **NOFA** (Notice of Funding Availability) is the catchall term for funding opportunities eligible under the CoC Program. It includes two activities:
 - CoC Operations (CoC Planning Grant, HMIS)
 - CoC Program project funding
- Individual organizations are awarded CoC Program funds to run “CoC Program projects” through an **annual competition**
- **Project types** funded in CoC Program: Permanent Supportive Housing (PSH), Rapid Re-housing (RRH), Transitional Housing (TH), Joint Component Transitional Housing –Rapid Re-housing (TH-RRH), Coordinated Entry Supportive Services Only (SSO), and HMIS

Balance of State CoC Portfolio

- 25 CoC-funded housing projects, 3 planning grants (merging)
- \$4,458,921 in annual funds
- More detail to come at July Board meeting!

CoC Mission

Our collective mission is to make homelessness....

RARE	Prevent homelessness as much as possible, reduce the number of people in shelter and on the street
BRIEF	Transition households out of homelessness and into permanent housing as quickly as possible
NON-RECURRING	Permanent housing placements should be stable and adequate community supports are in place to prevent a return to homelessness

CoC Q&A

Seeing CoC Impact



Balance of State example: Colorado

Colorado's Balance of State retooled its Project Ranking Committee into a **FUNDING STRATEGIES** Committee.

- A subcommittee still carries out all rating/ranking responsibilities
- Revised “purpose and responsibilities” for the full committee include:
 - Research new grant opportunities and partnerships
 - In collaboration with Data and Performance Committee, review fund distribution in each participating region, based on agreed-upon BoS priorities

Balance of State example: Colorado

What does this achieve for the Colorado Balance of State (BoS) CoC?

- Enlists CoC members and Board in “looking beyond the CoC NOFA” to leverage new program funds and partnership opportunities
- Ensures that funding allocations are based on articulated priorities of all BoS communities and members, i.e., not simply based on population count
- Creates a transparent framework to examine allocations as they evolve over time – based in part on performance but also on addressing BoS priorities

Balance of State example: Colorado

Relevance for Maryland Balance of State CoC and its Board:

The Maryland Board is moving to set up committees; drawing on this expansive strategic vision sets up useful expectations for the CoC's funding activities:

- Board members expected to leverage existing relationships in other sectors
- CoC funds are viewed as the “floor” for renewal and modest new project investments; additional funds are actively brought in to expand the pie to serve newly-unstable households
- The BoS Board articulates strategic priorities, which strengthen the allocation process

Balance of State example: Washington State

Washington Balance of State leveraged the Department of Commerce Data Warehouse to develop a system modeling tool that supports local strategic planning and tracking, as well as statewide planning.

- The system modeling tool helps inform progress on strategic goals and set new goals in the future
- Goals of the plan include:
 - Improving Coordinated Entry engagement and placements
 - Addressing service inequities

Balance of State example: Washington State

What does this achieve for the Washington BoS?

- Uses existing data to demonstrate progress on goals and illuminate performance improvements in innovative ways
- Allows each locality to set benchmarks and priorities consistent with the BoS vision and also reflecting local concerns
- Communicates local achievements not captured in HUD System Performance Measures to BoS leadership and state partners

Balance of State example: Washington State

Relevance for Maryland Balance of State CoC and its Board:

The Maryland BoS Board has a unique connection to DHCD data resources. Washington shows ways to leverage that relationship for planning:

- Use data provided by the state to showcase achievements and set goals
- BoS objectives are collective expectations, but each locality can set benchmarks to “meet them where they are” and add goals based on local priorities
- This communicates priorities and progress in a strategic and measurable way that can be leveraged for future funding opportunities

Role of Data in CoC Operations and Planning



What is HMIS?

HMIS stands for “Homeless Management Information System.” It is a shared database designed to record and store client-level information on the characteristics and service needs of homeless persons. Homeless and homeless prevention agencies use HMIS to coordinate care, manage their operations, and better serve their clients. It’s a great way we use the power of technology to help both those experiencing homelessness and the agencies trying to help. While HMIS is a name for the type of system, Community Point (formerly ServicePoint) is the specific HMIS software used by our CoC. The terms are somewhat interchangeable.

Our HMIS encompasses all five of the former CoCs that comprise the MD Balance of State CoC.

HUD and other funders at the federal, state and local levels use aggregate HMIS data to obtain better information about the extent and nature of homelessness over time. Specifically, an HMIS can be used to produce an unduplicated count of homeless persons and measure the effectiveness of homeless programs.

Data Collection

- **Universal Data Elements**
 - Client Demographics
 - Project Start and End Dates
 - Prior Living Situation (Homeless Data)
- **Program Specific Data Elements**
 - Income
 - Non-Cash Benefits
 - Health Insurance
 - Disabilities
- **Data Quality**
 - Varies by funding source and project type
 - In general, we wish to meet/exceed data thresholds by project type below:
 - ES: 80%
 - RRH: 90%
 - PSH: 90%
 - SVCS: 90%

How will the new HMIS look & function?

- The new HMIS will look nearly identical to your current system
- The URL (web address) will be different
- Your login information (username & password) will remain the same
- All historical data will be migrated over
- For the average user, everything will remain the same
- Target date for the complete migration is September 2, 2020
 - Each CoC will be migrated to the new site starting with Garrett County on 6/5
 - Allegany County HMIS migration 7/1
 - Cecil County HMIS migration 7/22
 - Washington County HMIS migration 8/12
 - Southern MD HMIS migration 9/2

HMIS Migration

New provider tree structure:

- LEVEL 1: Maryland BoS HMIS
 - LEVEL 2: Allegany County HMIS (all current providers will be pushed down 1 level)
 - LEVEL 2: Cecil County HMIS (all current providers will be pushed down 1 level)
 - LEVEL 2: Garrett County HMIS (all current providers will be pushed down 1 level)
 - LEVEL 2: Southern MD HMIS (all current providers will be pushed down 1 level)
 - LEVEL 2: Washington County HMIS (all current providers will be pushed down 1 level)

HMIS Migration

Will the HMIS migration affect how we report to Sage, HUDHDX, and the VA?

- For the most part, reporting will remain the same
- We will follow the [HMIS Reporting Deadlines](#) schedule
- Team HMIS will reach out to all projects regarding upcoming deadlines

System Performance Measures

What is System Performance?

- Continuum of Cares (CoC) are charged with designing a local "system" to assist those experiencing homelessness.
- The McKinney-Vento Act as amended by the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act broadened the Federal performance paradigm.
- System Performance creates accountability for how well the CoC has served people and maximizes resources.

System Performance Measures

Purpose of System Performance Measures:

- Reduce Homelessness: Ensure collective and common understanding of the system's intent and goals.
- How it all works together to achieve the goal: Focus on measuring the impact of programs vs. individual program.
- Helps CoC and community monitor progress systemically toward the goals of ending and preventing homelessness.
- Helps HUD monitor progress on Federal goals and how their funds are used.
- Identify Improvements: Identify areas of improvement, high performance and/or need.
- Meet HEARTH Act requirements.

System Performance Measures

Who is responsible?

- Systems performance measures are a product of the collective efforts of all within the system.
- Service providers provide services and enter client data and services in the system.
- Homeless Management Information System (HMIS) leads maintain and analyze the data.
- CoC Leadership develop plans, strategies and goals to improve measures and set priorities to affect change.

System Performance Measures

HUD's System Performance Measures

- Measure 1: Length of Time Persons Remain Homeless
- Measure 2: The Extent to Which Persons Who Exit Homelessness Return to Homelessness
- Measure 3: Number of Homeless Persons
- Measure 4: Employment and Income Growth for Homeless Persons in CoC Program-funded Projects
- Measure 5: Number of Persons who Become Homeless for the First Time
- Measure 6: Homelessness Prevention and Housing Placement of Persons Defined by Category 3 of HUD's Homeless Definition in CoC Program-funded Projects
- Measure 7: Successful Placement from Street Outreach and Successful Placement in Retention of Permanent Housing

System Performance Measures

National Average for Each Performance Measure

1. Median LOS in Days (ES/SH) = 29 days
2. % 24-month Homeless Recurrence = 19 %
3. % Increase income (Stayers and Leavers) = 35%
4. % Outreach successful placements = 36%
5. % Permanent Housing Placement = 42%
7. % Permanent housing retention = 96%

MD BoS CoC System Performance Measures Rankings (in MD, out of 16)

	SPM 1	SPM 2	SPM 3	SPM 4		SPM 5	SPM 7	
Continuum of Care (CoC)	ES-SH-TH Median (Days)	Total Persons Returns in 24 mths (should include both the 6- and 12-month cohort)	Total HIMIS Count	Percent Stayers increased total income	Percent Leavers increased total income	ES-SH-TH-PH 1st Time Homeless	Percent with Successful ES, TH, SH, PH-RRH Exit	Percent with Successful PH Retention or Exit
Allegany County	15	1	15	14	9	1	5	14
Cecil County	11	2	13	16	16	3	3	1
Southern MD	6	7	7	5	14	11	9	7
Garrett County	14	13	16	15	15	2	1	2
Washington County	12	5	14	3	5	6	2	15

view entire [Sys PM FY18 \(MD CoCs\)](#)

Point in Time & Housing Inventory Count

- PIT & HIC data collection must be collected in a uniform way across the MD BoS CoC
- All PIT data will be entered into HMIS by Team HMIS
- Local HIC will be created and maintained by Team HMIS
- Custom PIT assessment questions may be allowed for specific local jurisdictions, as long as the HUD required questions are collected
 - Jurisdictions that wish to have custom PIT questions must use the standard MD BoS CoC PIT survey form, and may add their custom questions at the end. This makes data entry easier.
 - Custom PIT questions will not be entered into the MD BoS CoC HMIS
- Planning for the 2021 PIT & HIC should start in mid to late November

Using Data to Drive Performance

- Performance data will be monitored on a monthly basis for each participating provider in our HMIS, as well as certain projects, such as Veteran By Name List (BNL) and Permanent Supportive Housing Wait List (PSH Wait List)
 - [Monthly Performance Reports](#) (Washington County)
 - [Dashboard Reports](#) (Washington County)
- A new page will be created on our [TeamHMIS.com](#) site for MD BoS HMIS data
- Data will be shared and posted online to provide us with:
Accountability + Collaboration + Transparency



Accountability

- Increased data accuracy and data entry timeliness
- Increased performance measures
- Increased awareness and funding
- Facilitates CoC rating/ranking and prioritization
- Facilitates monitorings and audits



Collaboration

- Analysis of data for successes and areas in need of improvement
- Sharing of best practices, ideas, methodologies, workflows
- Referrals increased to those providers in need
- Resources made available to those providers in need



Transparency

- Data easily accessible for everyone to view on a single page
- Client counts, performance measures, service counts, etc.
- Decreases workload for all HMIS users and admins
- Analyze + monitor program performance by program type

HMIS Committee Roles & Goals

- General Data Analysis
- Policies & Procedures
- Data Quality Plan
- Monitoring
- End User Agreement
- HMIS Consent Form
- Agency Participation Agreement

Using Data to Advance Racial Equity

Questions we can use data to answer:

- Are certain races and ethnicities disproportionately impacted by homelessness?
- Does our homeless system have racial/ethnic disparities in access to services and in housing outcomes?
 - Access to homeless prevention and shelter resources
 - Access to employment income and benefits
 - Access to permanent housing interventions from the CoC
 - Exits to permanent housing
 - Rate of return to homelessness
- Where and how are those disparities happening? Is it a certain provider or type of housing intervention that is at the root of the issue?

Using Data to Advance Racial Equity

How data can help us change:

- Strategically outreach to communities impacted by racial disparities/more effectively target our communications
- Target cultural competency trainings and performance improvement requirements for programs
- Develop new programs/services that are culturally competent, and partner with orgs that are already experts serving those communities but may not be part of the CoC
- Strategically partner with institutions like criminal justice and child welfare to reduce/eliminate disparities
- Objectively measure our progress and have transparency and accountability

Break Time!

**Please rejoin
In 15 minutes**



15:00

CoC Partnerships & Collaborations



HRDC & Union Rescue Mission

- Challenge to rebuild a strong working relationship with the Union Rescue Mission after staff turnover
- Housing Opportunities Coordinator persistent in continual outreach and partnership
 - Three year process to rebuild relationship
- Daily communication between programs
 - Streamlining & coordinating services and paperwork
 - Rapidly housing clients who present at URM

DSS & Public Health

- The DSS & Health Department collaboration uses Common Customer theme approach to services
- Staff from both agencies meet regularly to develop a unified approach to serve each client
- Able to remove barriers to service, helping clients get more rapid access to shelter and housing

Maryland's WIOA Alignment Group

WHAT?

- Cross agency leadership team for workforce system
- Mix of state and local leaders

WHY?

- Responsible for implementing the State's Workforce Plan
- Positive outcomes of collaborating:
 - Strengthened communication
 - Shared resources
 - Increased awareness of initiatives benefiting shared customers



**A Strong CoC
is a Strategic CoC**



Key Elements of a Strategic CoC

Simultaneously concerned with:

- Leadership and Governance
- Data and Performance Measurement
- Coordinated and Aligned Service Delivery

Key Elements of a Strategic CoC

I. Leadership and Governance

- The CoC ensures inclusive, diverse membership at decision-making table
- Puts in place clear mechanisms for making decisions
- Creates accountability and transparency at all levels
- Cultivates partnerships

Key Elements of a Strategic CoC

2. Data and Performance Measurement

- The CoC uses data to:
 - Understand and illuminate the system and the inventory
 - Look closely at characteristics of users and outcomes
 - Drive system improvement
- The CoC sets strategic priorities based on data: who is not adequately served? What groups are growing and are we prepared to address their needs?
- The CoC uses data to set targets, uses performance metrics to improve outcomes and accountability

Key Elements of a Strategic CoC

3. Coordinated and Aligned Service Delivery

- The CoC produces and supports consistency in service delivery (e.g., standardized assessment and prioritization in Coordinated Entry)
- CoC members actively seek collaboration and coordination to streamline and improve operations and experiences for system users at all levels
- The CoC provides ongoing training and technical assistance on evolving HUD and local priorities

**A strategic CoC operates in the
near-term and in the long-term**

Near-Term Strategic Approaches: *We See Something of Concern!*

Issue Areas	Guiding Questions
Types of Inquiry	Unpack – illuminate – go upstream to look for contributing factors – look for promising practices
Leadership	Who's at the table, who's missing from the table, to help understand and address this? What resources do we need to launch our response?
Data	Who is affected? How does impact vary among groups? What demographic or housing/service changes or trends brought us here?
Service Delivery	Where are bottlenecks in our system that contribute to this problem?
What to Produce	ACTION PLAN that: Establishes objectives Sets targets Launch the process

Long-Term Strategic Approaches: *Are We Seeing Progress?*

Issue Areas	Guiding Questions
Types of Inquiry	Analyze – evaluate – gather user input – project future actions/investments/outcomes
Leadership	<p>How do we build on strategic partnerships and new resources for mutual benefit?</p> <p>Is the authority in place for us to address lack of progress, underperforming providers, etc.? Are there other barriers (e.g., political) to a muscular response?</p>
Data	<p>What can we see about our progress? Should we stay the course, or do the data suggest a course-correction?</p> <p>Do our data reveal any unforeseen effects that need attention?</p>
Service Delivery	How can we continue to streamline operations for better, faster outcomes?
What to Produce	<p>IMPLEMENTATION PLAN that:</p> <ul style="list-style-type: none"> Tracks progress Identifies barriers to progress, and guides retooling where needed Uses data to inform stakeholders about progress

Planning for the Future





Preparing for the NOFA

FY2019 Collective CoC Competition Score

CoC Scoring Summary		Averaged Score	
Scoring Category	Max Score Available	CoC Score	Percent Achieved
1. Project Capacity, Review & Ranking	29	18	63%
2. System Performance	60	39	66%
3. HMIS	9	7	82%
4. PIT Count	6	4	67%
5. Performance & Strategic Planning	40	28	69%
6. CoC Coordination & Engagement	56	36	65%
Total CoC Application Score	200	133	67%

Priority Issues/Goals

Top Survey Results

1. Coordinated Entry - Time to IMPLEMENT!
2. Capacity-Building
3. Best Practice Training

Everything = Racial Equity Lens & Plan

*tailor activities to each community - everyone is at a different place

Recruit People with Lived Experience to Board/Committees

- Permanent Housing Resources/Availability
- Comprehensive Gaps and Needs Analysis
 - BOS wide, including local assessment
 - NOFA deep dive to evaluate opportunities for improvement
- Capacity Building:
 - Organizational/Program training (HR, staffing, grant writing and management, data entry skills, etc)
 - Supporting match funding opportunities and small nonprofit challenges with technical expertise, etc
- COVID Response
- Coordinating with local governments about the BOS strategy/plan

Additional Ideas Parking Lot

How can we ensure that the priorities we just set move forward?

Who can provide leadership on these priorities?

Staff:

- Finalize CE policies and procedures
- Finalize implementation timeline for CE launch (including training)
- Ensure technology is in place & working as intended
- Memo to local governments from DHCD about the BOS launch (include progress being made and year 1 action plan)

CE Committee

- Approve policies, launch timeline

Board/LHCs:

- Recruit local agencies to participate in training for new CE process, inform local leaders as to changes, share implementation timeline

Preparing for the NOFA

June

- Launch Performance Review Committee & Identify Leadership from Board
- Draft NOFA Policies and Procedures

July

- NOFA Orientation Materials Provided to Board, CoC Board Approves Policies and Procedures
- DHCD Scores and Ranks Projects

August-September

- Develop CoC Narrative Application & Project Applications – Input from LHCs, State Agencies

September

- CoC Board Approves Project Ranking
- NOFA Submitted to HUD

Homework/Next Steps

- Everyone - Notify Carolyn or Danielle of your intent to join committees
- Everyone - Notify Carolyn or Danielle of any consumers from your community you'd like to nominate to the board / committees
- Everyone - Review the NOFA materials provided before the July board meeting

Key Staff Contact Information

Carolyn Curry

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Jason Burns

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