



Balance of State CoCs: Case Study from Out of State

Carolyn Curry

Continuum of Care Director,
Maryland Balance of State Continuum of Care

Suzanne Korff

Senior Policy Officer on Homelessness,
State of Maryland Department of
Housing and Community Development
(DHCD)

Raquel Kooper

Associate, Homeless Planning Team,
Monarch Housing Associates;
Morris County Advisory Board

Housing as a Human Right: From Innovation to Impact

October 9, 2024



**ENDING
HOMELESSNESS
IN MARYLAND.**

TOGETHER.



MARYLAND
BALANCE OF STATE
CONTINUUM OF CARE

MD BoS CoC Overview

- How It Started
- How It Was Built
- How It Operates
- Where It's Going
- Lessons Learned

How it Started



How it Started - the Challenge

- **Several Maryland CoCs NOFO scores were declining** as HUD's requirements increased, and they were **losing funding**.
- **Small rural CoCs faced a high administrative burden** with limited funding for the staffing required to oversee the program, often led by one person under other duties as assigned
- **Local tensions were high** as CoC and State funding required local non-profits to administer funding and monitor peer agencies.

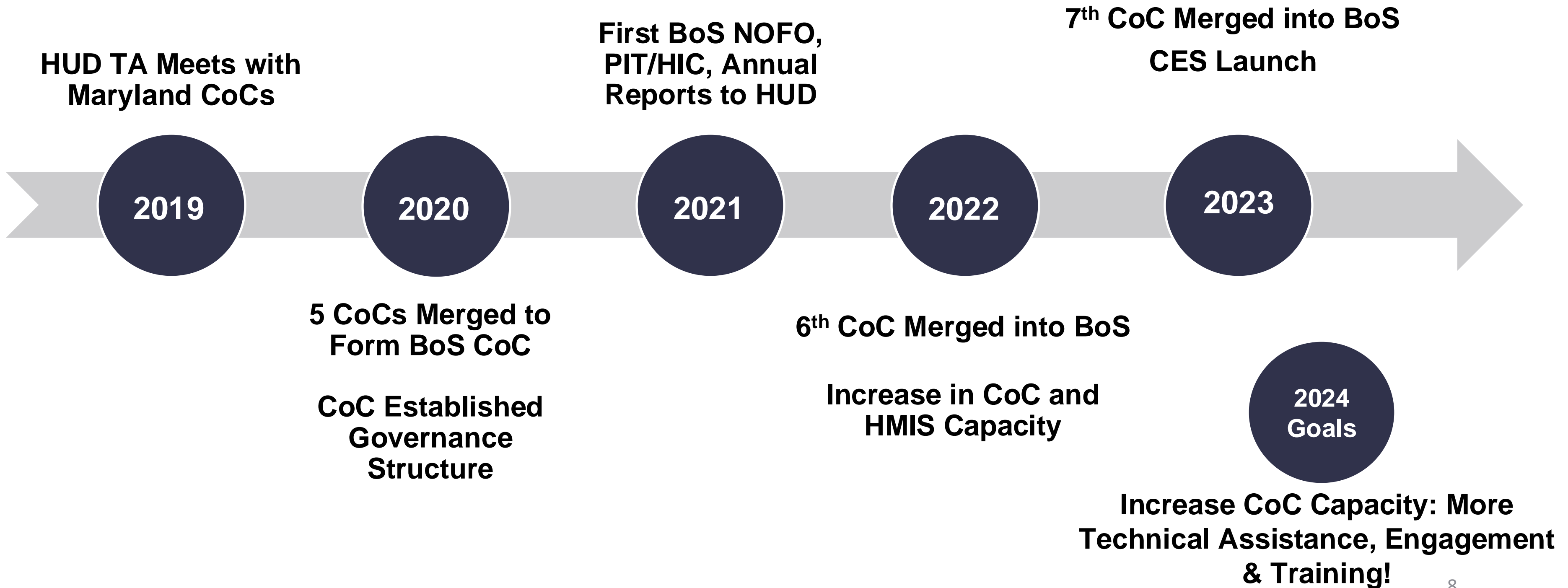
How it Started - the Opportunity

- **The Maryland Homelessness Solutions Program** launched in 2018, merging state and Federal ESG funding into a single state administered program under Maryland Department of Housing and Community Development (DHCD).
- Merging funding allowed DHCD to **increase State-led technical assistance** and training opportunities for all CoCs, increasing trust in DHCD staff.
- In 2019, Maryland was **assigned HUD TA** to provide support to poor performing rural CoCs, and to encourage merging and/or forming a Balance of State.

How it Started - the Opportunity

- **CoCs explored options for regional mergers** and lead agencies, DHCD emerged as the strong preference.
- **Created BoS CoC “Merge Process”** – Each CoC had to vote and submit requests to HUD for approval.
- **January 2020: the MD BoS CoC was official**

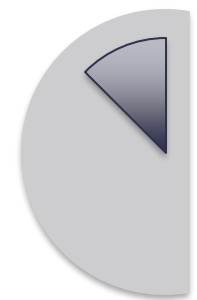
MD Balance of State CoC History



How it was Built



Building the Infrastructure



Identify the Lead

MD Dept of Housing & Community Development: CoC & HMIS Lead Agency
Neutral Party
Funding Leverage
Existing State Agency Partnerships



Identify the CoCs

Started with Smaller, “Non-Entitlement” CoCs
Focus on More Rural CoCs
Voluntarily Voted to Join the BoS



Establish New CoC Governance

Centralized CoC Board with Full LHC Representation
CoC Determines the Priorities, Policies and Direction of the CoC
LHCs Lead Local Service Delivery Coordination
Established Working Committees



Create CoC Policies

Developed CoC Governance Charter & Lead Agency MOUs
CES Policy & Procedures
HMIS Policy & Procedures
Annual Funding Competition Policy

MD-514 Balance of State CoC

✓ **CoC & HMIS Lead Agency, Collaborative Applicant**

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 System Admin**

Institute for Community Alliances

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.

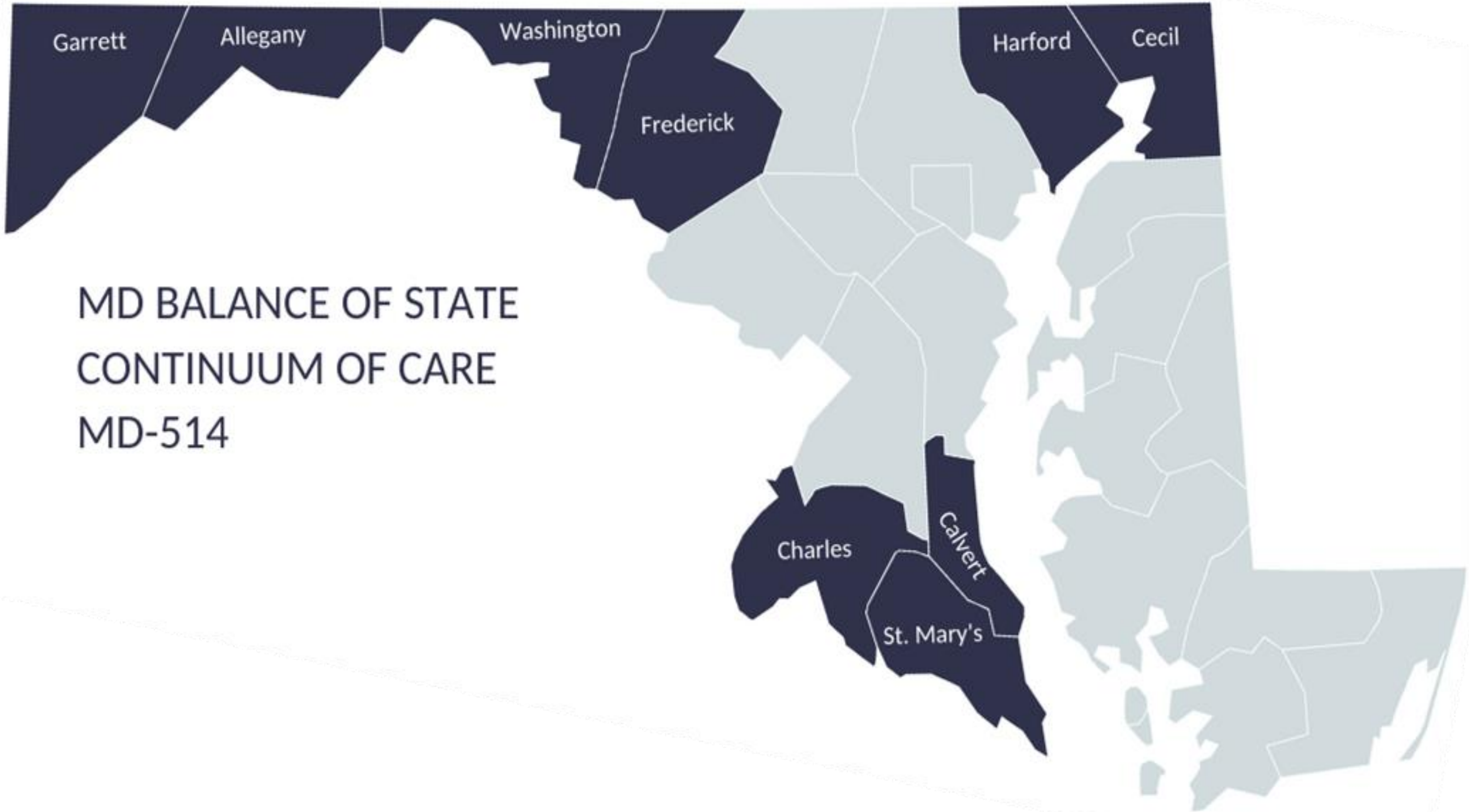
CoC Governance Structure

Key Partners

- 9 Counties
- 7 Local Homelessness Coalitions
- 13 Public Housing Authorities
- 5 Con Plan Jurisdictions
- 3 VA Medical Centers

CoC Board Composition

- 16 LHC Members
- 1+ Lived Experience
- 7 State Agencies
 - Labor, Disabilities, Human Services, Education, Health, Veterans

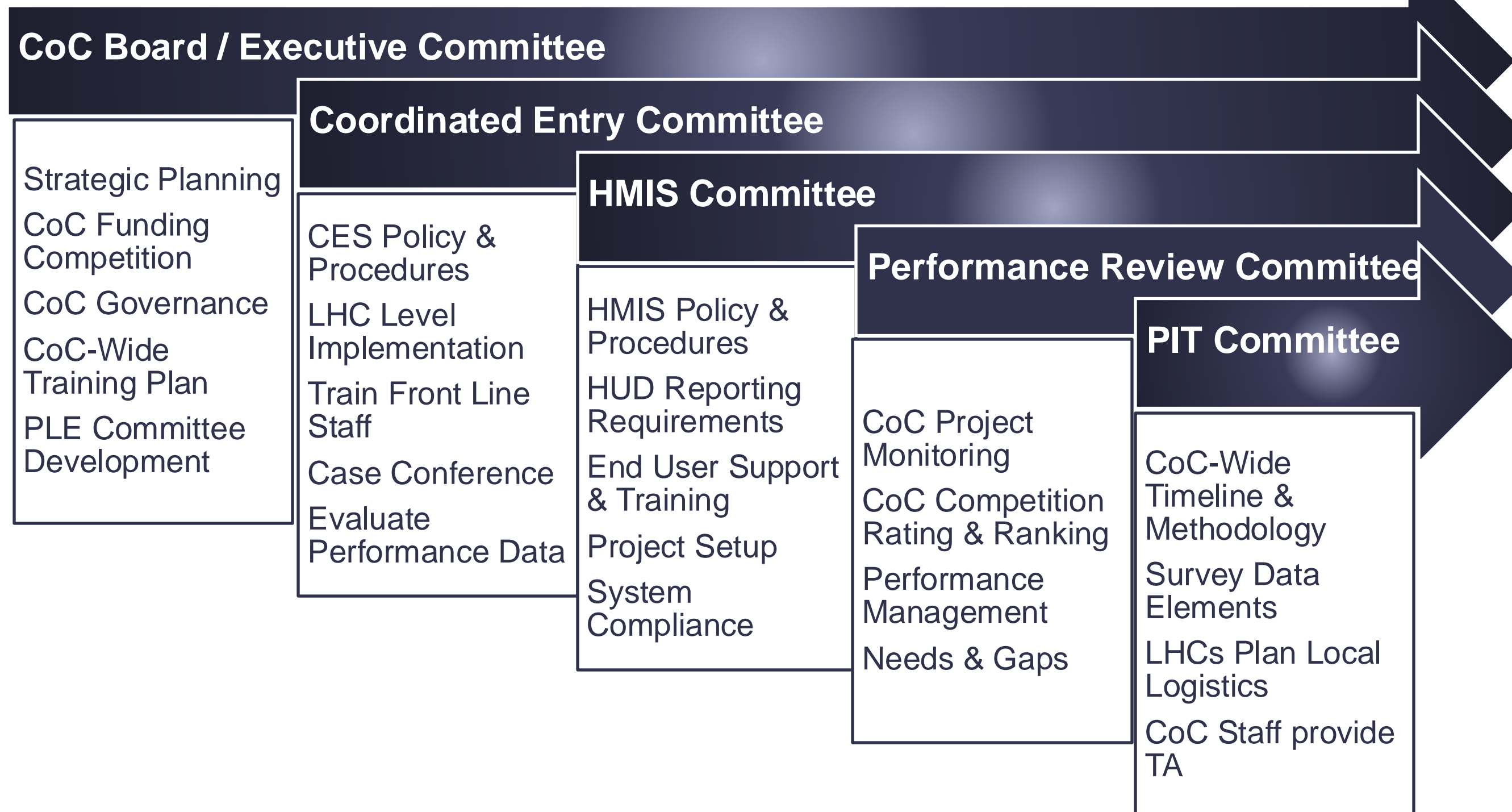


MD BALANCE OF STATE
CONTINUUM OF CARE
MD-514

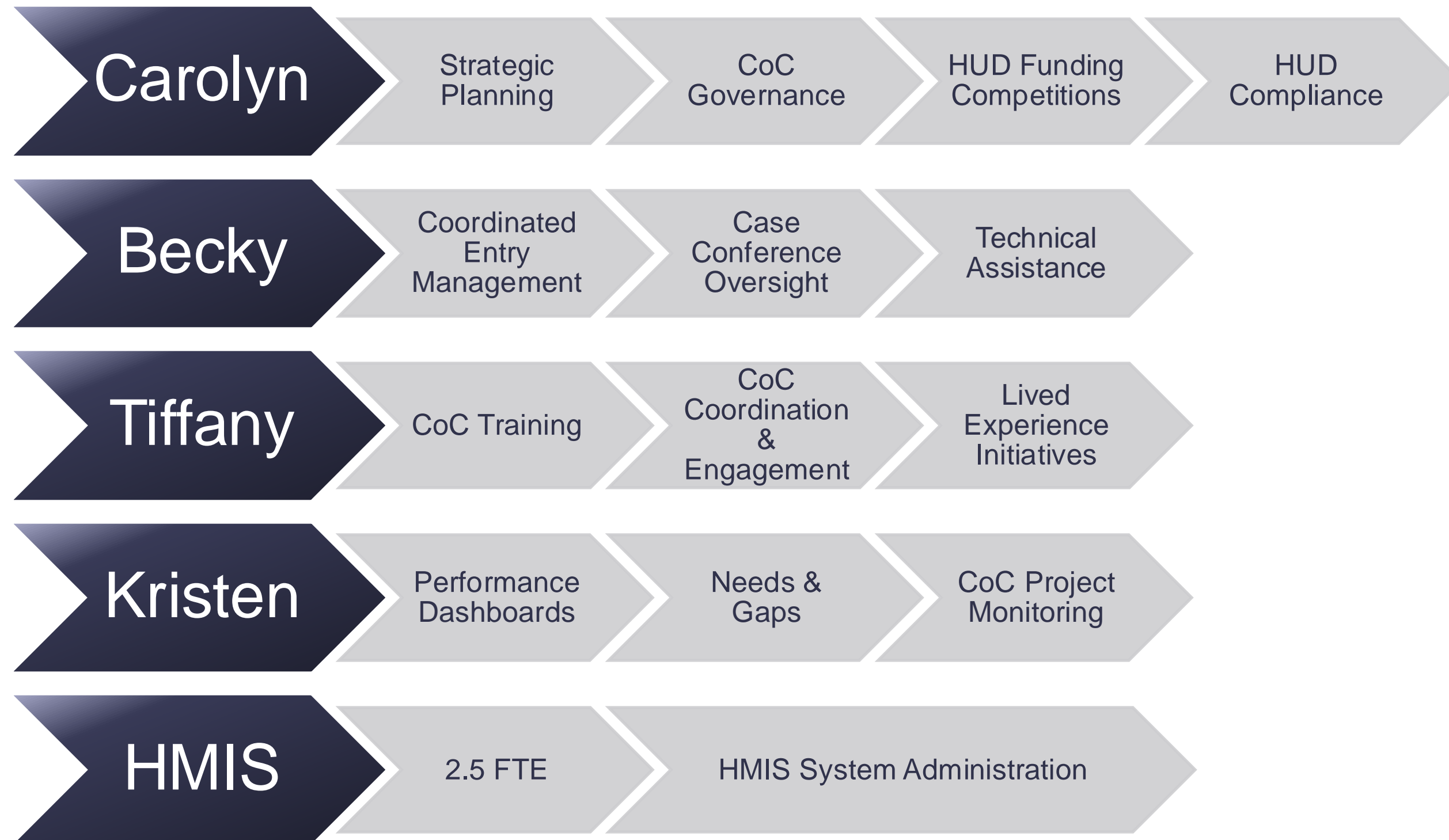
How it Operates



Running the CoC



Staffing the CoC



Where it's Going



Where We're Going: Upcoming Priorities

Strengthen
Front Line
Staff

Focus on
Equity

HMIS
Revamp

Full Project
Compliance

Lived
Experience
Engagement

Performance
Improvement

Lessons Learned



Lessons Learned: Challenges

Feeling Disconnected

- CoC Lead & Local Operations
- Hard to Understand Day to Day Efforts
- Unaware of Local Dynamics

Persons With Lived Experience

- Struggle to Recruit into CoC level initiatives
- Requires Clear Goals & Expectations
- Needs Targeted Recruitment Plan

Knowledge Sharing

- Leadership & Decision-Making Confusion
- CoC-Level Information & Resources Not Shared Adequately

Lack of Staff Resources

- BoS Model Requires Sufficient Level of Staffing
- OR Must Have Highly Involved CoC Members to Take on Projects

Lessons Learned: Successes

Improved Coordination

- Led to Better System Performance
- The CoC is Now More Competitive
- Increased HUD Funding

Single HMIS Implementation

- Improved Data Coordination
- Better Understanding of System Strengths & Challenges
- Can Better Target Improvement Efforts

CES Implementation

- CoC-Wide Consistent Practices can be monitored for ongoing improvement
- Streamlined Process for Client Access & Services
- All LHCs HUD Compliant

CoC Level Policy

- Ensure Best Practices & Compliant Policy Implemented Across the BoS
- PLE Stipend Policy

Leveraging State Funds

- Supplement Planning Grants Lost as a Result of CoC Merge
- Support Stipends for PLE & YAB
- Cover HMIS Vendor & System Administrator Expenses
- Invest in Training
- Invest in Professional Services & Tools

Lessons Learned: Successes

SysPM Data Quality	All ES, SH				All TH				All PSH, OPH				All RRH				All SO			
	FY20	FY21	FY22	FY23	FY20	FY21	FY22	FY23	FY20	FY21	FY22	FY23	FY20	FY21	FY22	FY23	FY20	FY21	FY22	FY23
Unduplicated Persons Served	1160	640	1132	2015	397	212	290	341	614	582	586	791	912	715	1069	2036	885	534	409	601
Total Leavers	945	525	971	1626	257	133	177	201	133	84	85	144	745	536	699	1428	605	293	224	242
Destination of Don't Know, Refused, or Missing	39	11	42	56	11	2	5	4	5	1	1	1	18	17	14	2	388	122	106	88
Destination Error Rate	4%	2%	4%	3%	4%	2%	3%	2%	4%	1%	1%	.69%	2%	3%	2%	.14%	64%	42%	47%	36%
Error Rate Change	-1%				-2%				-3.3%				-1.9%				-28%			

Lessons Learned: Successes

Total Score: CoC Funding Competition	FY19	FY21	FY22	FY23	Change in Score 19-23
	66.5%	78.9%	78.0%	102.5%	36%

Balance of State Total Award	FY2019	FY2020	FY2021	FY2022	FY2023	Increase from 20-23
	\$5,987,501	\$6,130,145	\$6,248,449	\$6,256,782	\$7,353,991	23%

Q & A



Thank You!





Balance of State CoCs: Case Study from Out of State

Raquel Kooper

Associate, Homeless Planning Team,
Monarch Housing Associates;
Morris County Advisory Board

Housing as a Human Right: From Innovation to Impact

October 9, 2024



Balance of State CoCs:
Case Study from Out of State

Questions?

Thank you for attending the panel!

Housing as a Human Right: From Innovation to Impact

October 9, 2024



Thank you to our Speakers!

Carolyn Curry

<https://www.mdboscoc.org/>

Raquel Kooper

Monarch Housing Associates;
Morris County Advisory Board

Suzanne Korff

<https://www.mdboscoc.org/>

Housing as a Human Right: From Innovation to Impact

October 9, 2024