Introduction to
CT Balance of State (CT BOS)
Continuum of Care (CoC)
March 18, 2026

Agenda

- CT BOS Overview
- Overview of homeless response system
- Key Partners within the CoC
- Governance
- System and Project Performance
- CoC Competition
- Resources

What is a Continuum of Care(CoC)?

Group of private/public sector agencies and individuals working together to prevent and end homelessness

- Required to receive U.S. Department of Housing and Urban Development (HUD) CoC funding
- Promotes community-wide planning & best use of resources
- Improves coordination and integration of mainstream resources (i.e., those not designated for homelessness) with designated programs
- CoCs in CT: CTBOS and Opening Doors Fairfield County (ODFC)

Other Key CoC Responsibilities

- Identify gaps in the system

- Use information to evaluate and improve project and system performance

- Establish policies for providing assistance to Persons Experiencing Homelessness

- Establish policies governing funded projects and decision-making

- Ensure assistance is fair for everyone

Other Key CoC Responsibilities (2)

- Help projects to understand and follow federal and local requirements

- Submit application for the Annual CoC Program Competition

- Ensure effective:
  - Coordinated Entry - Coordinated Access Networks (CANs) & 211
  - Homeless Management Information System (HMIS)
  - Point in Time Counts (PIT)
  - Reporting (Systems Performance, Annual Performance Reports, etc.)

CT BOS CoC Funding
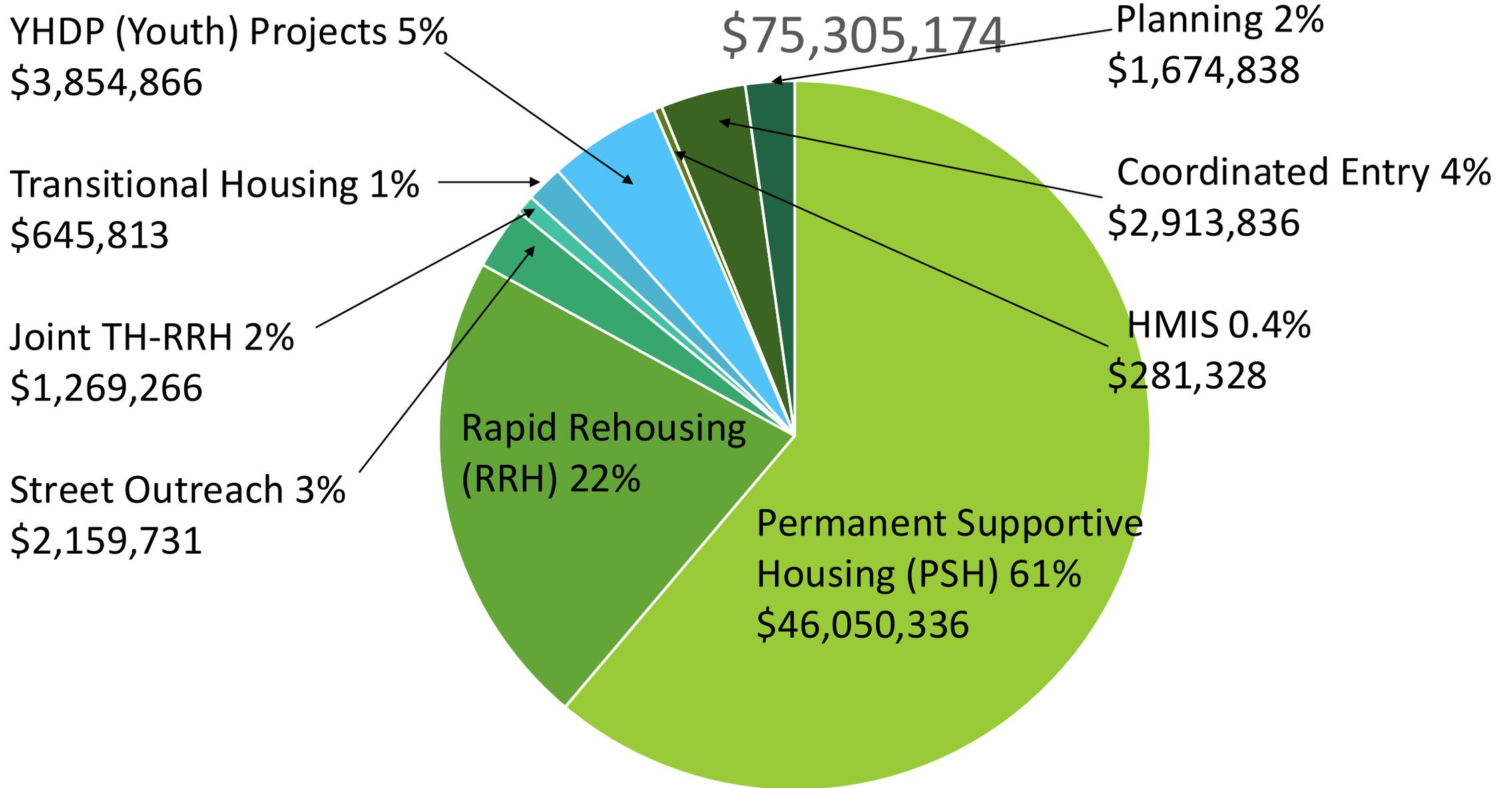
Total Annual Funding=$75,305,174

Funded Activities:
- Permanent Supportive Housing (PSH)
- Rapid Rehousing (RRH)
- Unsheltered Outreach
- Transitional Housing (TH) for Youth and Domestic Violence (DV)
- Joint TH & RRH
- Youth Homeless Demonstration Project (YHDP) Diversion/Rapid Exit
- YHDP Youth Navigator
- YHDP Crisis Housing
- Homeless Management Information System (HMIS)
- Coordinated Access Network (CAN)
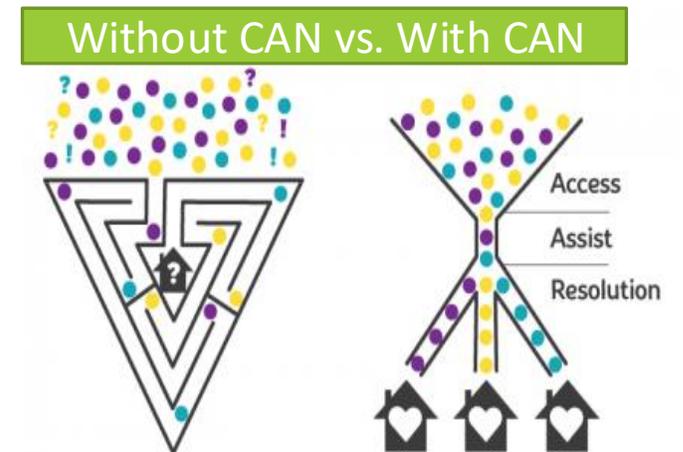- Coordinated Entry (CE)
- Planning

CT BOS CoC Funding
$75,305,174

- YHDP (Youth) Projects 5% $3,854,866
- Transitional Housing 1% $645,813
- Joint TH-RRH 2% $1,269,266
- Street Outreach 3% $2,159,731
- Rapid Rehousing (RRH) 22%
- Permanent Supportive Housing (PSH) 61% $46,050,336
- Planning 2% $1,674,838
- Coordinated Entry 4% $2,913,836
- HMIS 0.4% $281,328

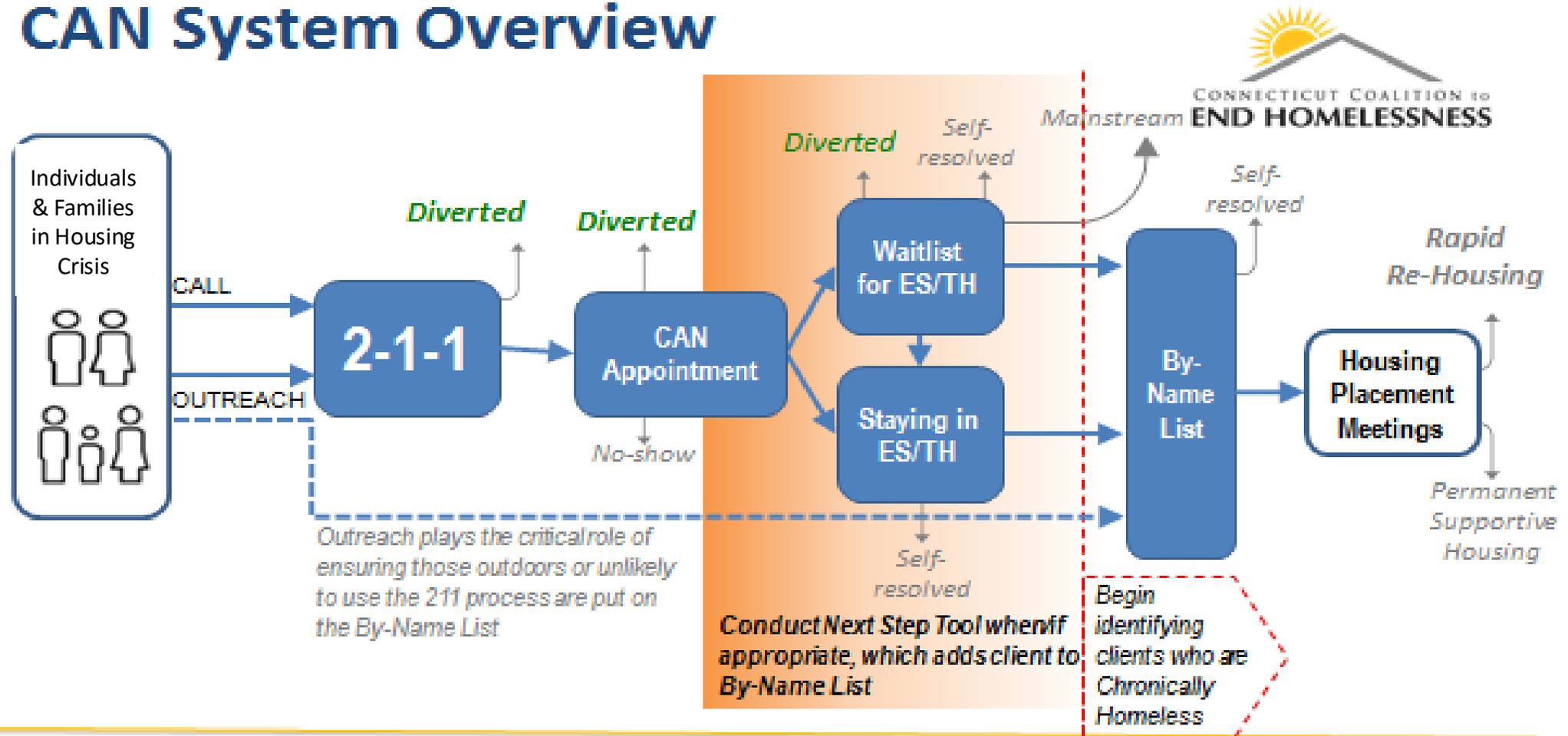# Overview of the Homeless Response System

Core Components of the System

◦ 211* – One-stop connection to local services: utility assistance, food, housing, childcare, after school programs, elder care, crisis intervention and more. For additional information: 211

◦ Coordinated Access Networks (CANs) – each local region coordinates access to homelessness assistance across the state. More specific information: CAN Info
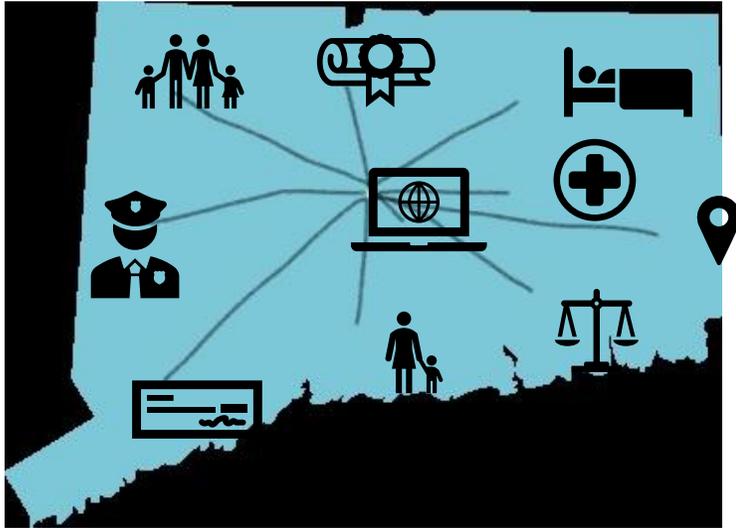
Without CAN vs. With CAN

Access

Assist

Resolution

Map of CANs

CAN Map

Legend:
- Fairfield CAN
- Greater New Haven CAN
- Meriden/Middlesex/Wallingford CAN
- Waterbury / Litchfield CAN
- Central CT CAN
- Greater Hartford CAN
- Eastern CAN

Housing Crisis Response System

Core Components -HMIS

◦ **Homeless Management Information System (HMIS)** - HUD requirement for CoC and Emergency Shelter Grant programs

◦ Statewide database

- Providers collect and enter data
- Data uses, include:
  o CANs/service coordination
  o System Performance Measures
  o Point in Time (PIT) Count/Housing Inventory Chart (HIC)
  o APRs/Renewal Evaluation
- Advancing CT Together (ACT) is the HMIS Lead for CT BOS.

For additional information, including a training schedule: https://www.cthmis.com/

Core Components – Project Types

◦ **Permanent Supportive Housing (PSH)** - Targeted to those homeless the longest with the most intensive service needs; pairs housing with supportive services; not time limited

◦ **Rapid ReHousing (RRH)** – Provides quick access to housing through rental assistance and supportive services; Re-evaluated regularly to assess ongoing need and limited to less than 12 months **Transitional Housing (TH)** – Temporary supportive housing which serves as a bridge between homelessness and permanent housing; goal is less than 12 months.

◦ **Supportive Services Only/Coordinated Entry (SSO-CE),** supports CANs

◦ **Street Outreach –** Assists unsheltered persons by providing basic needs like food, hygiene supplies, and first aid and linking people to: housing, health care and behavioral health services and benefits.

◦ **Homeless Management Information Systems (HMIS)**

◦ **CoC Planning –** Supports CoC operations

Core Components - YHDP

Youth Housing Demonstration Projects (YHDP) - Projects for youth aged 18 to 24

- ◦ Crisis Housing – provides immediate access to beds and services for youth who are literally homeless
- ◦ Diversion/Rapid Exit – one-time financial assistance to keep young people out of homelessness or help them get housing quickly
- ◦ Navigators – assist w/CAN intake, provide light case management, help identify housing opportunities
- ◦ RRH for youth
- ◦ CT Department of Housing is the YHDP Lead. For more info:YHDP Info

Core Components – DV Rapid Rehousing

Domestic Violence (DV) Rapid Rehousing Projects

- Rental Assistance and Housing Coordination administered through CCADV

- Services provided by 19 DV organizations throughout the state

Rapid Rehousing and Joint Transitional Housing (TH-RRH) for survivors of Domestic Violence

Core Components – Prevention & Diversion

o Occurs at CAN level and via 211

o Prevents homelessness at the beginning of a housing crisis

o Helps people identify immediate housing arrangements

o Connects people with services & financial assistance to support a return to permanent housing

o Shelter/Diversion Info

Core Components - Outreach

- Focuses on people living unsheltered

- Engages into services, provides housing navigation and some case management
  - Projects for Assistance in Transition from Homelessness (PATH) serves client with serious mental illness including those with a co-occurring substance use disorder (1 project per CAN)
    - Funded by SAMSHA and administered by DMHAS
  - Supplemental Notice of Funding Opportunities (SNOFO) provides new outreach funds in all 6 CANs in BOS
  - Some communities have outreach teams in addition to PATH
  - DOH received Coronavirus stimulus funds - distributed additional outreach funding statewide
  - Outreach Trainings

Core Components - Emergency Shelter

- Short-term places for individuals and families with nowhere else to stay

- Meet basic needs: shelter, food, safety and hygiene

- Offer support to seek and obtain housing (level of case management varies)

- Funded primarily by HUD ESG, CT Department of Housing (DOH), and private sources

Core Components - HUBs

- 14 HUBs throughout the state
- Provide services such as:
  - Housing Stabilization and Diversion
  - Drop-in and Basic Needs
  - Case management
  - Access to clinical and health services
  - Employment and Income Assistance

Key Partners

Key Partner:
Housing and Urban Development (HUD)

HUD Office of Special Needs Assistance Programs (SNAPS)

o Create rules and scoring criteria for annual CoC Competition - Notice of Funding Opportunity (NOFO) and scores applications

o Develops Regulations, Notices and other federal policies governing CoC projects

o Provides guidance to Field Offices and grantees

HUD Hartford Field Office - Phone: (860) 240-4800

o Issues contracts
o Processes grant amendments
o Monitors grants
o Provides guidance to grantees

Key Partners – State of CT

Department of Mental Health and Addiction Services (DMHAS)

◦ Collaborative Applicant

◦ Contracts with and oversees Housing Innovations and CCEH

◦ PSH grantee

◦ Provides services funding for PSH

◦ Provides behavioral health services

◦ Administers PATH & CoC funded outreach

◦ Alice Minervino, CoC Steering Committee Chair

Key Partners – State of CT (2)

Department of Housing (DOH)

◦ RRH grantee

◦ YHDP Lead

◦ Oversees CANs

◦ Funds 211

◦ Administers Emergency Shelter Grant (ESG)

　◦ Provides Shelter Funding

◦ Provides Moving-On Vouchers & Other Affordable Housing

◦ Administers UniteCT, Rental Assistance Programs, and additional outreach funding

◦ Steve DiLella, CoC Steering Committee Chair

Key Partners - CCEH

CT Coalition to End Homelessness **(CCEH)**

◦ Leads CT CAN End Homelessness Campaign

◦ Holds trainings

◦ Conducts research, analysis and advocates on a range of issues

◦ Runs shelter diversion programs

◦ Runs YHDP programs

Key Partners – Data Strategy Board

o Determines guiding principles for HMIS implementation

o Approves HMIS policies and user agreements

o Establishes the minimal data elements to be collected by all HMIS participating programs

o Advises ACT and the CT BOS Steering Committee on a range of issues, including selection of the HMIS software and other vendors

o Establishes data quality benchmarks

o Provides regular opportunities for feedback related to HMIS from users and other stakeholders

o Reviews and prioritizes requests for system improvements

Key Partners – ACT CT

Advancing CT Together (ACT)

o Umbrella agency that encompasses three programmatic divisions: AIDS CT; CT Association for Human Services and CT Center for Harm Reduction

o Provides broad range of services and ensures all people impacted by HIV/AIDS and related health issues have access to health, housing and support services.

◦ HMIS Lead Agency for CT

◦ Contracts with and oversees Nutmeg (HMIS Helpdesk)

◦ Leads Longitudinal System Analysis (LSA) and System Performance Measures (SPM) submissions to HUD

o RRH Rent Administrator

o John Merz, CT BOS Steering Committee Chair

ADVANCING
TOGETHER

CT Coalition Against Domestic Violence (CCADV)

- Advocates to strengthen state and federal laws & provides training about help available for survivors
- Coordinates 18 member organizations providing services and housing to survivors
- DV RRH Rent Administrator

cca|DV

Connecticut Coalition Against Domestic Violence

Key Partners – CLIP

- Goal of CLIP is to add more voices of people with lived experience in the decision-making process of the CoC
- CCEH trains and supports people with lived experience to become consultants who can co-lead project work and discussions and provide feedback to the CoC
- CLIP members also serve as the Community Reps to the SC

Partnership for Strong Communities

- Not-for-profit that promotes equitable change in housing policy by coordinating advocacy, advancing research, and uniting diverse partners.
- Their vision is for everyone to have a safe, stable home, that is affordable to them in community of their choice.

Key Partners – Housing Innovations

Housing Innovations (HI)

- Staffs CT BOS CoC
- Provides CoC trainings and technical assistance
- Coordinates HUD CoC Application
- Monitors CoC Projects
- Evaluates Renewals
- Maintains CT BOS website
- Partners with ACT on SPM & Nutmeg on HIC/PIT projects

HOUSING
INNOVATIONS

CT BOS Governance

CT BOS Governance Charter & Bylaws

The Governance Charter and Bylaws outline:

- The core governance structure
- Roles and responsibilities of committees & members
- Mission, vision, and purpose of the CoC
- Operations of the CoC

Governance Charter

CT BOS Steering Committee Members

Community Representatives

Melissa Dzierlatka

Theresa Miles

Cami Hawkins

Ernest Saunders

Tracy Samuel

Ramon Garcia

Kelvin McCullough

CT BOS Steering Committee Members (2)

Government, Not-for-profit Agencies & Other Reps	
CT Department of Mental Health and Addiction Services	The Corporation for Supportive Housing Elected Officials
CT Department of Housing	CT Coalition to End Homelessness
CT Department of Children and Families	Partnership for Strong Communities
CT Department of Education	Advancing CT Together
CT Department of Social Services	CT Housing Finance Agency
CT Department of Correction	CT Coalition Against Domestic Violence
CT Department of Labor	Education Sector Rep
U.S. Department of Veterans Affairs	Public Health Representative
CT CAN End Homelessness	Business Representative Law Enforcement Officials

CT BOS Steering Committee Members (3)

CAN Rep Contact Info

| Coordinated Access Network (CAN) Representatives	
Fenty Lee	Eastern CAN
Kim Jakowski	Eastern CAN
Manssour Hanne	MMW CAN
Stacy Hooker	MMW CAN
Myles Dubay	Western CAN
Kaleihana Acevedo	Western CAN
Amanda Garcia	Central CAN
Anthony Guerrera	Central CAN
Nikki Barnofski	New Haven CAN
Cathleen Meaden	New Haven CAN
Theresa Nicholson	Greater Hartford CAN
Amanda Gordon	Greater Hartford CAN

Steering Committee Members Responsibilities

- Attend meetings and contribute to informed decision-making

- Participate in the activities of the CT BOS CoC Steering Committee:
  - Point-in-Time count
  - HMIS oversight
  - Strategic planning, advocacy and public education efforts to end homelessness
  - Project and system performance reviews
  - Application processes for CoC Homeless Assistance Grants and other funding proposals

- Establish CT BOS policies

- Gather and analyze information to determine system gaps

- Provide direction to CT BOS team (Housing Innovations)

- Follow the By-Laws and CT BOS CoC Code of Conduct

CT BOS Code of Conduct

Code of Conduct helps to ensure high standards for:

- Service/housing quality

- Ethical decision-making

- Professional behavior

- Equity, inclusion & belonging for diverse stakeholders
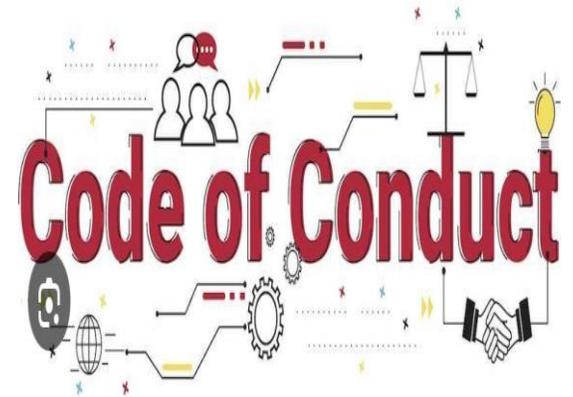
Conflict of Interest/Code of Conduct

Code of Conduct Core Principles and Goals

◦ Foster trust in each other, with the people we serve, and with our community partners.

◦ Foster diversity, equity, inclusion and belonging

◦ Make decisions with integrity

◦ Be accountable to delivering high quality housing and services

◦ Address conflicts of interest with transparency

◦ Ask questions and raise concerns when something doesn't seem right

CoC Conflict of Interest (COI) Policies

Financial

Putting personal financial interests over the interests of the organization

Professional

Awarding jobs or promotions based on preference rather than qualifications

Personal

Prioritizing loyalty to friends and family when making professional decisions

Contractual

Partaking in contractual work on behalf of a direct competitor

- COI are required by HUD. Highlights from CT BOS:

  - Conflicts of interest, and even the appearance of a conflict of interest, should be avoided, but are inevitable.

  - Disclose any conflict or appearance of conflict.

  - Don't vote or make motions on any item that would create a conflict or appearance of conflict. Don't participate in or influence discussions or decisions concerning the award of a grant or other financial benefits to an organization that you represent.

  - Don't lobby or seek info from any other member if it would create a conflict or the appearance of a conflict.

  - Steering Committee members are required to submit a COI disclosure form annually

CT BOS Steering Committee Member Selection

- CCEH chooses CLIP members who are also Community Reps
- CANs select and a representative and an alternate
- Agencies appoint their Steering Committee Rep
- Elected officials, Education Sector, Business Community, Public Health Rep, and Law Enforcement Officials are nominated and elected each year

CT BOS Steering Committee Co-Chairs

- There are 4 Co-Chairs serving two-year terms. Each year two are up for election
- Currently the BOS Chairs are:
  - Alice Minervino, DMHAS
  - Steve DiLella, DOH
  - John Merz, Advancing CT Together
  - Stephanie Lazarus, Reliance Health

How to Join CT BOS Steering Committee Meetings!

o Register to receive e-mails on CT BOS website homepage

o Steering Committee meetings open to public.

- Held monthly (generally on 3rd Friday from 11:00 am – 12:30 pm) Materials, minutes, and meeting information available on CT BOS website: www.ctbos.org/meetings-trainings/

Systems and Project Performance

CT BOS Renewal Evaluation

o Each year the CoC is required to evaluate CoC funded projects

o CTBOS evaluates:
  ❖ consumer surveys
  ❖ spending
  ❖ performance (e.g. positive exits, increase in income)

o Poor scores result in corrective action:
  ❖ Must submit a corrective action plan
  ❖ Risk losing CoC funding if not corrected

o Renewal Evaluation scores help determine the project ranking order that is submitted to HUD for the CoC competition

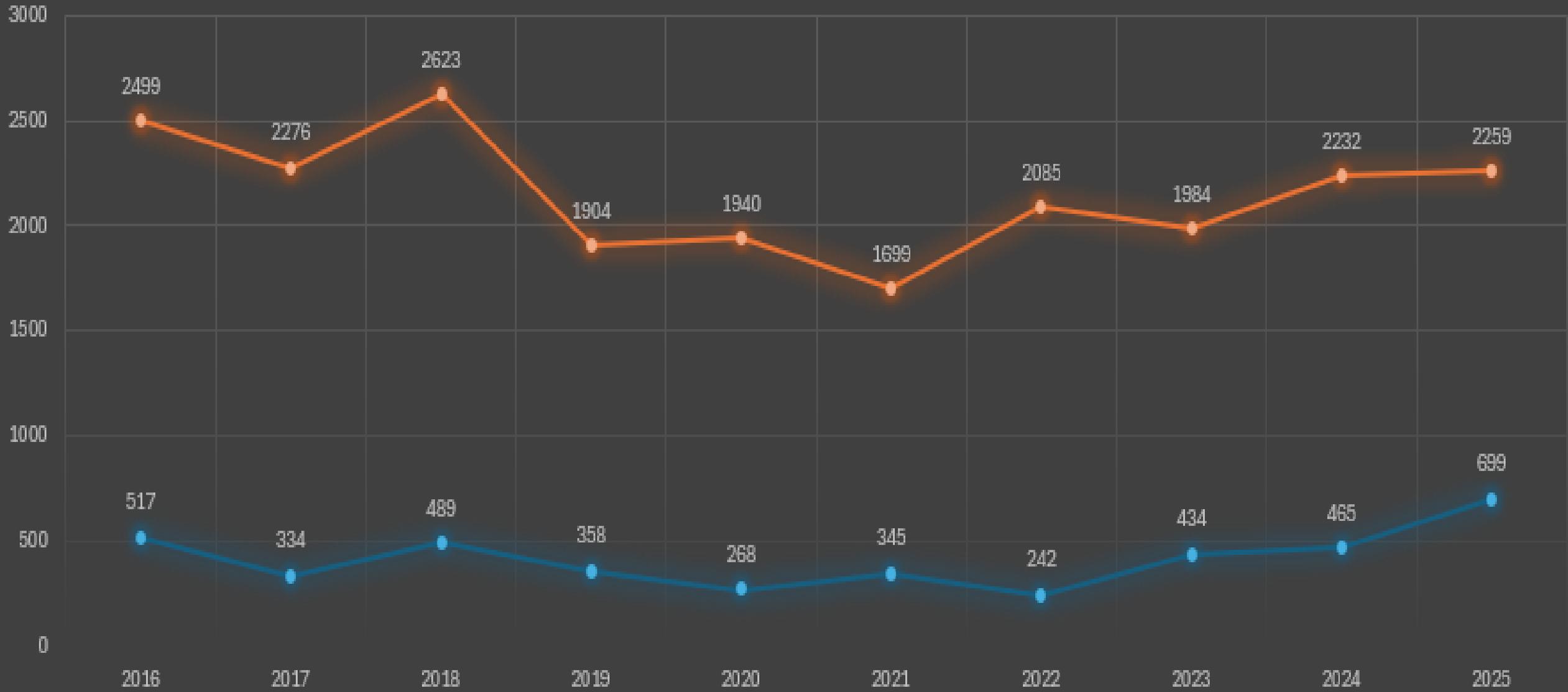# Housing Inventory Count (HIC) & Point in Time Count (PIT)

Required annually for all CoCs nationally:
- PIT: count of all persons experiencing homelessness on a single day at the end of January
- HIC: inventory all shelter, transitional housing, rapid rehousing, permanent supportive housing and other permanent housing for people experiencing homelessness

Balance of State Homeless - Sheltered and Unsheltered

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Sum of total sheltered-es.sh.th	2499	2276	2623	1904	1940	1699	2085	1984	2232	2259
Sum of total unsheltered	517	334	489	358	268	345	242	434	465	699

System Performance Measures (SPM)

Data from all programs in our system (Street Outreach, ES, TH, RRH & PSH) feed the SPMs.

These measures include:

1. Length of time homeless – Help people move to permanent housing as quickly as possible.
2. Returns to homelessness – Help people stabilize in housing and avoid returns.
3. # of people experiencing homelessness – Reduce number of people experiencing homelessness
4. Employment and Income growth – Help people connect to jobs and benefits.
5. New to the homeless system – Prevent people from becoming homeless in the first place.
6. Exits to permanent housing destinations – Help people who are leaving your project to access permanent housing.

# How SPM and HIC/PIT Data are Used

Evaluate performance

- System Performance impacts the CoC's funding
- Project performance impacts continuation of renewal funding
- Both are used to continuously make the system more effective.

Assess System Gaps

- What interventions are needed, where, and who needs them?

Strategic Planning
- Determine funding priorities
- Improve coordination among projects and sectors
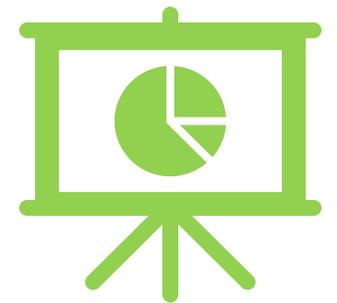
Annual CoC Competition

- HUD awards approximately $4B each year nationally on the HUD CoC NOFO

- CoCs across the country compete with one another.

- 3 Parts of the Consolidated Application
  - **CoC Application**: Homeless count and other performance metrics, Engagement, Strategic Planning, Mainstream Benefits and Additional Policies.
  - **Project Applications:** Renewals and New Projects
    - All projects must submit an application annually
    - New Projects selected through an RFP process
  - **Priority Listing:** Ranked list of all projects

Annual CoC Competition (2)

2025 HUD Notice of Funding Opportunity (NOFO)* has new priorities and different funding principles than in the past including:

- Treatment and recovery
- Mandatory Services
- Work Requirements
- Public Safety – laws prohibiting camping, illicit drug use, enforcement protocols, cooperation with law enforcement
- Limiting funding for permanent housing

*2025 NOFO is not currently in effect given pending lawsuits

OPPORTUNITIES TO LEARN MORE

- o CT BOS Trainings: http://www.ctbos.org/trainings/

- o CCEH Trainings: https://cceh.org/events/

- o HMIS Trainings: https://www.cthmis.com/events

- o DMHAS Trainings: https://portal.ct.gov/-/media/DMHAS/Publications/SH-Training-Catalog.pdf?la=en

- o CT Fair Housing Center: https://www.ctfairhousing.org/trainings/

CT BOS Team (Housing Innovations)

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