



Stronger Together to Prevent and End Homelessness

Guilford County Continuum of Care Strategic Plan 2021-2023

CONTENTS

I. Executive Summary

II. Guilford County Continuum Of Care Strategic Plan 2020-2022

Appendices

- A. GCCOC 2020-2022 Strategic Planning Assessment Summary**
- B. GCCOC Structure**
- C. GCCOC Strategic Plan Dashboard**

I. Executive Summary: Stronger Together to Prevent and End Homelessness

The Guilford County Continuum of Care (GCCOC) is the planning body in Guilford County, North Carolina, that coordinates the community's policies, strategies and activities toward preventing and ending homelessness. It is comprised of governmental, nonprofit, and for-profit organizations, and community advocates and individuals who are dedicated to preventing and ending homelessness in Guilford County, NC.

GCCOC's work includes gathering and analyzing information in order to determine the local needs of people experiencing homelessness, implementing strategic responses, educating the community on homeless issues, providing advice and input on the operations of homeless services, and measuring CoC performance to ensure the orderly, transparent operations of the CoC governance structure. GCCOC centers this work around implementing evidence and best practices throughout every level of service within the continuum from prevention and emergency shelter to Permanent Supportive Housing. This includes implementation of written standards, Housing First principles and adherence to low barrier and harm reduction practices that are proven to enhance prevention and quick resolution of homelessness.

This year, during a time characterized by a challenging and rapidly changing environment, the GCCOC has developed new partnerships and community strategies and has undertaken a Strategic Planning process to further build its capacity as a Continuum and as individual members to plan and implement successful policies and approaches to prevent and end homelessness.

A formal Strategic Planning Assessment was performed during the period of February – July, 2020. Input for assessment of current internal strengths and areas for improvement, and external opportunities and challenges was solicited through in-person and telephone interviews, a focus group, and on-line surveys. GCCOC membership, GCCOC board members, and community stakeholders including governmental and foundation leadership and those with lived experience, provided input to the assessment. (See *Appendix A: GCCOC 2020-2022 Strategic Planning Assessment Summary* for details of the assessment and data.)The GCCOC Strategic Planning Committee then reviewed the assessment analysis and developed four key goal areas for Strategic Action moving forward. These goal areas were shared with the GCCOC Board and GCCOC membership for their review and input and then finalized with their feedback.

The overarching theme of this strategic work is informed through the assessment, which included consideration of the community's response to the challenge of the viral epidemic that greatly impacted homeless families and individuals and the services supporting them. The way in which the community came together to deal with this crisis provided a model of how intentionally building even stronger partnerships and communication between service sectors and COC members could take efforts to prevent and end homelessness to the next level. This focus on strengthening partnerships became the nucleus of strategic goals for successfully moving forward the work of the GCCOC.

The four key emerging areas of opportunity for strategic work as defined in the Strategic Assessment are shown below.

Key Emerging Opportunities



STRUCTURAL/GOVERNANCE:
CLARIFY GOVERNANCE AND
FUNCTIONALITY AND PROVIDE
BOARD, STAFF, MEMBERSHIP
EDUCATION AND CONSISTENT
REMINDERS



RELATIONSHIPS:
TRANSPARENCY,
INCLUSIVENESS (ACTIONS
MORE THAN WORDS)



NARRATIVE: DEVELOP
(INCLUDING MEANINGFUL
STATISTICS), OWN AND
MANAGE CONSTANTLY
THOUGH
COMMUNICATIONS,
PRESENCE AND ACTION



PERFORMANCE: TIGHTEN
ACCOUNTABILITY OF COC
AND PARTNER AGENCIES

These defined areas of opportunity led to the development of four major goal areas with specific objectives:

GOAL 1: GOVERNANCE: Improve functionality for better efficiency and effectiveness in serving homeless persons in Guilford County

GOAL 2: RELATIONSHIPS: Ensure that all key stakeholders are engaged to provide a comprehensive Continuum of Care to prevent and end homelessness

GOAL 3: NARRATIVE: Build community support by developing and sharing a meaningful narrative about who we are and what we do

GOAL 4: PERFORMANCE: Enhance the strategic use of data to build and demonstrate the capacity of the COC and member organizations

Embedded within the GCCOC Strategic Plan is the Continuum’s continuing focus on implementing evidence and best practices through every level of service from prevention and emergency shelter to Permanent Supportive Housing, and the ways in which strengthened partnerships can move the Continuum’s success in ending and preventing homelessness to the next level.

\The specific strategies, responsibilities, timelines, and metrics for advancing these objectives are detailed below in **II. Guilford County Continuum of Care Strategic Plan 2021-2023**. The GCCOC Assessment which informed development of the plan is shown in *Appendix A: GCCOC 2021-2022 Strategic Planning Assessment Summary*.

The GCCOC structure for implementing this strategic plan to is shown in *Appendix B: GCCOC Structure*. GCCOCs Charter, Written Standards, and other supporting documentation are available at: <http://guilfordcoc.org/> .

Appendix C: GCCOC Strategic Plan Dashboard shows dashboard metrics to provide tracking and accountability as the plan is implemented. These dashboard metrics show the coordination and distinction between HUD mandated COC work and the broader community work that the Guilford County COC has determined to undertake on behalf of ending homelessness in Guilford County.

II. Guilford County Continuum of Care Strategic Plan 2021-2023

GOAL 1- Governance: Improve functionality for better efficiency and effectiveness in serving homeless persons in Guilford County				
	Strategy 1.1: Define and fully execute governance function and responsibilities of the COC Membership	Responsible Party	Timeline	Success Metrics/Status
1.1.1	Review current functionality	Governance Committee, Membership Committee	3/31/21	Review completed
1.1.2	Research and study examples of effective COCs	Governance Committee, Membership Committee	3/31/21	Study completed
1.1.3	Recommend changes for efficiency and effectiveness in alignment with HUD regulations and COC charter	Governance Committee, Membership Committee	3/31/21	Memorandum of Recommendations completed
1.1.4	Obtain COC Membership understanding and approval of recommended changes	Governance Committee, Membership Committee	4/30/21	COC Membership approval
1.1.5	Provide continuing education to Membership on roles and responsibilities	Governance Committee, Membership Committee	4/30/21 and ongoing	# Continuing education sessions provided
	Strategy 1.2: Define and fully execute the acting functions and responsibilities of the COC Board	Responsible Party	Timeline	Success Metrics/Status
1.2.1	Review current functionality	Governance Committee, Membership Committee	3/31/21	Review completed
1.2.2	Research and study examples of effective COCs	Governance Committee, Membership Committee	3/31/21	Study completed
1.2.3	Recommend changes for efficiency and effectiveness in alignment with HUD regulations and COC charter	Governance Committee, Membership Committee	3/31/21	Memorandum of Recommendations completed
1.2.4	Obtain COC Membership and Board understanding	Governance Committee,	4/30/21	COC Membership and Board

	and approval of recommended changes	Membership Committee		approval
1.2.5	Provide continuing education to Board on roles and responsibilities	Governance Committee, Membership Committee	4/30/21 and ongoing	# Continuing education sessions provided
	<i>Strategy 1.3: Define and fully execute the implementation functions and responsibilities of the Collaborative Applicant and HMIS Lead</i>	Responsible Party	Timeline	Success Metrics/Status
1.3.1	Review current functionality	Governance Committee, Membership Committee	3/31/21	Review completed
1.3.2	Research and study examples of effective COCs	Governance Committee, Membership Committee	3/31/21	Study completed
1.3.3	Recommend changes for efficiency and effectiveness in alignment with HUD regulations and COC charter	Governance Committee, Membership Committee	3/31/21	Memorandum of Recommendations completed
1.3.4	Obtain COC Membership, Collaborative Applicant, and HMIS Lead understanding and approval of changes	Governance Committee, Membership Committee	4/30/21	COC Membership, Collaborative Applicant, and HIMS Lead approval
1.3.5	Provide continuing education to Collaborative Applicant and HMIS Lead on roles and responsibilities	Governance Committee, Membership Committee	4/30/21 and ongoing	# Continuing education sessions provided

	<i>Strategy 1.4: Ensure continuing fidelity to efficient and effective execution of the three major COC governance responsibilities as defined by HUD: operation of the COC, designation of the HMIS, and planning for the COC to prevent and end homelessness</i>	Responsible Party	Timeline	Success Metrics/Status
1.4.1	Maintain efficient and effective execution of governance responsibilities and ensure accountability through oversight of performance metrics	COC Membership, COC Board, Collaborative Applicant and HMIS Lead	Ongoing	Successful execution of governance functions as defined in Charter and successful performance as defined in Goal 4

GOAL 2- Relationships: Ensure that all key stakeholders are engaged to provide a comprehensive Continuum of Care to prevent and end homelessness				
	Strategy 2.1: Create a “Stronger Together” Committee to identify, nurture and maintain key relationships	Responsible Party	Timeline	Success Metrics/Status
2.1.1	Create and codify strategic responsibilities of a “Stronger Together Committee” similar to the Stronger Together Task Force	Executive Committee	6/30/21	Responsibilities codified
2.1.2	Appoint COC Members/Board Members (some may be Stronger Together Task Force Members) to the committee, ensuring that some committee members are perceived in the community as neutral and unbiased with regard to funding or agency status	Executive Committee	6/30/21	Members appointed
	Strategy 2.2: Identify key stakeholders who should be at the table	Responsible Party		
2.2.1	Identify all key stakeholders as required by HUD and local needs who should be fully represented in the COC, including: <ul style="list-style-type: none"> • membership organizations, • Board members, • collaborative applicant, • HMIS lead, • County elected officials and staff, • City elected officials and staff (GSO and HP), • persons with lived experience, • HUD, 	Stronger Together Committee, Governance Committee, Membership Committee	8/31/21	Stakeholders identified in accordance with HUD requirements and defined local needs

	<ul style="list-style-type: none"> • local and other funders. And • advocates 			
	Strategy 2.3: Define the type of relationship needed with each stakeholder (transactional, cooperative, collaborative)	Responsible Party		
2.3.1	Determine for each stakeholder what type of relationship is needed and desired	Stronger Together Committee, Governance Committee, Membership Committee	8/31/21	Determinations of relationships completed
	Strategy 2.4: Provide outreach to key stakeholders for continuing nurturing and maintenance of relationships	Responsible Party		
2.4.1	Determine appropriate outreach strategy and messaging for key stakeholders, focusing on narrative in Goal 3 around a vision for a brighter future for homeless persons in the community that can be built by continuing and expanding the critical work of the COC	Stronger Together Committee, Advocacy and PR Committee, Membership Committee	10/1/21	Determination of outreach strategies completed
2.4.2	Appoint specific committee members to provide outreach to each key stakeholder	Stronger Together Committee, Advocacy and PR Committee, Membership Committee	10/1/21 and ongoing	Members appointed and outreach provided (80% of identified stakeholders reached)
	Strategy 2.5: Develop specific outreach to increase inclusion and participation of persons with lived experience	Responsible Party		
2.5.1	Determine best procedures and structures to meaningfully include persons with lived experience and incorporate their knowledge	Stronger Together Committee, Advocacy and PR Committee,	8/31/21	Procedures determined

		Membership Committee		
2.5.2	Provide continuing outreach and ensure inclusion and participation of persons with lived experience	Stronger Together Committee, Advocacy and PR Committee, Membership Committee	10/1/21 and ongoing	50% increase in participation of persons with lived experience
	<i>Strategy 2.6: Working within strong stakeholder relationships, fully deploy the comprehensive continuum of resources of COC participants and partners to prevent and end homelessness</i>	Responsible Party	Timeline	Success Metrics/Status
2.6.1	Provide a full continuum of resources utilizing evidence based and best practices including prevention, outreach, Coordinated Entry, Emergency Shelter, Transitional Housing, Permanent Supportive Housing, and Rapid-Re-Housing, and supportive health and human services to meet COC goals of preventing and ending homelessness	GCCOC Membership, GCCOC Board		Full continuum of resources provided and successful performance achieved as defined in Goal 4

GOAL 3 – Narrative: Build community support by developing and sharing a meaningful narrative about who we are and what we do				
	Strategy 3.1: Develop a narrative to increase understanding of who we are	Responsible Party	Timeline	Success Metrics/Status
3.1.1	Develop a draft “elevator speech” for members to share with community	Advocacy & Public Relations Committee, all membership (staff support: Collaborative Applicant)	1/1/21	Speech drafted
3.1.2	Confirm elevator speech with membership input and begin and continue sharing	Advocacy & Public Relations Committee, all membership (staff support: Collaborative Applicant)	1/1/21	Membership confirmation Beginning of sharing commenced (% of identified targets reached)
3.1.3	Develop other materials and media using this narrative	Advocacy & Public Relations Committee, all membership (staff support: Collaborative Applicant)	1/1/21	Materials and media completed
	Strategy 3.2: Develop a narrative to show COC successes and value to the community	Responsible Party	Timeline	Success Metrics/Status
3.2.1	Develop narrative and materials to showcase historical COC successes (show we are much more than just the HUD required structure): <ul style="list-style-type: none"> reducing homelessness through housing and prevention services (share numbers of those helped, diverted, in transitional housing; 	Advocacy & Public Relations Committee, all membership (staff support: Collaborative Applicant)	1/1/21	Narrative and materials created

	share client success stories) <ul style="list-style-type: none"> • sharing and incorporating best practices to improve services • cooperation and coordination • funding obtained to serve community • highlight work together on COVID Task Force 			
	Strategy 3.3: Share these narratives in ways tailored to specific stakeholders	Responsible Party	Timeline	Success Metrics/Status
3.3.1	Share with service providers (connect on shared issues such as food insecurity, supporting children)	Advocacy & Public Relations Committee, all membership (staff support: Collaborative Applicant)	1/1/21 and ongoing	% of targeted providers reached
3.3.2	Share with elected officials	Advocacy & Public Relations Committee, all membership (staff support: Collaborative Applicant)	1/1/21 and ongoing	% of targeted elected officials reached
3.3.3	Share with general public	Advocacy & Public Relations Committee, all membership (staff support: Collaborative Applicant)	1/1/21 and ongoing	% of general public reached
3.3.4	Share with clientele	Advocacy & Public Relations Committee, all membership (staff support: Collaborative Applicant)	1/1/21 and ongoing	% of clientele reached

	Strategy 3.4: Engage new partnerships and resources through the sharing of these narratives	Responsible Party	Timeline	Success Metrics/Status
3.4.1	Engage new stakeholders and resources in partnerships that will enhance implementation of Goals 1,2, and 4 to increase prevention and ending of homelessness	Advocacy and Public Relations Committee, GCCOC Membership, GCCOC Board	Ongoing	# of new stakeholders engaged % of targeted stakeholders engaged

GOAL 4 – Performance: Enhance the strategic use of data to build and demonstrate the capacity of the COC and member organizations				
	<i>Strategy 4.1: Develop and implement written performance standards</i>	Responsible Party	Timeline	Success Metrics/Status
4.1.1	Define standards to evaluate COC performance from a client and community perspective in addition to the HUD perspective	System Performance and Evaluation Committee, HMIS Committee	4/30/21	Standards defined
4.1.2	Establish standards to evaluate and demonstrate COC effectiveness in both prevention and intervention (including investment in permanent housing and other elements of the housing continuum)	System Performance and Evaluation Committee, HMIS Committee	4/30/21	Standards established
4.1.3	Establish trendlines as well as current performance data	System Performance and Evaluation Committee, HMIS Committee	4/30/21	Trendlines established
4.1.4	Establish measures of effectiveness of services beyond housing	System Performance and Evaluation Committee, HMIS Committee	4/30/21	Measures of effectiveness established
4.1.5	Establish measures of benefit of collective action as COC (would we be working together if not for HUD requirement? What is the benefit from clients' perspective?)	System Performance and Evaluation Committee, HMIS Committee	4/30/21	Measures of benefit established

	Strategy 4.2: Review current HMIS data for completeness to evaluate performance against standards established and implement additional data collection as needed	Responsible Party	Timeline	Success Metrics/Status
4.2.1	Review existing HMIS data in light of ability to be used not only for HUD submission but also to be used strategically for COC evaluation of performance against desired internal standards	System Performance and Evaluation Committee, HMIS Committee	6/30/21	Review completed
4.2.2	Develop additional data collection measure and instruments as needed for strategic use	System Performance and Evaluation Committee, HMIS Committee	6/30/21	Data collection measures established
4.2.3	Share results of review and development with COC and implement collection of data	System Performance and Evaluation Committee, HMIS Committee	6/30/21	Results shared with COC Data collection implemented
	Strategy 4.3: Use data strategically to build COC and member capacity to meet performance standards through a CQI lens	Responsible Party	Timeline	Success Metrics/Status
4.3.1	Provide training to System Performance and Evaluation Committee and COC members in CQI model	Collaborative Applicant	12/31/22	# trainings provided % of Committee and COC members trained
4.3.2	Strategically use data to determine areas for capacity building through the CQI lens	System Performance and Evaluation Committee; HMIS Committee; individual members of COC	9/30/22 and ongoing	Organizations desiring capacity building identified through data
4.3.3	Provide training and technical assistance as needed for capacity building	Collaborative Applicant, other COC members,	9/30/22 and ongoing	Training and TA provided (# and % of identified organizations)

		outside trainers as needed		trained)
	Strategy 4.4: Share performance data with community partners and funders in coordination with Goal 3	Responsible Party	Timeline	Success Metrics/Status
4.4.1	Use data to demonstrate collective impact value of COC working together	System Performance and Evaluation Committee, HIMS Committee; Advocacy & Public Relations Committee, all membership (staff support: Collaborative Applicant)	9/30/22 and ongoing	Data shared in coordination with Goal3 and Goal 3 metrics met
	Strategy 4.5: Continuously evaluate performance data against COC standards to enhance accountability and meet COC goals related to preventing and ending homelessness	Responsible Party	Timeline	Success Metrics/Status
4.5.1	Continuously evaluate COC performance against COC standards and goals and implement accountability to ensure goals are met	System Performance and Evaluation Committee, HIMS Committee; GCCOC Membership; GCCOC Board	Ongoing	<ul style="list-style-type: none"> • < 20% of those who exit to permanent housing will return to homelessness within 2 years of exit (all programs) • 23% or less of negative exits • 75% utilization rate (all programs) • 95% HMIS data quality and completeness • Maintain or Exit to permanent housing

				<ul style="list-style-type: none"> ○ 80% - RRH and PSH ○ 75% - Transitional Housing ○ 30% - Emergency Shelter ● Maintain or exit with cash income (earned or benefits) <ul style="list-style-type: none"> ○ 75% - PSH ○ 60% - RRH ○ 70% - TH <p>NOTE: These metrics will be stated in the Written Standards and updated there whenever update by HUD. The Strategic Plan should follow the metrics stated in the Written Standards.</p>
--	--	--	--	---

APPENDICES

Appendix A: GCCOC Strategic Planning 2021-2023 Assessment Summary

Contents

- I. Assessment Executive Summary
- II. Purpose and Methodology
- III. Summary of Findings
 - A. Key Themes
 - Board Survey
 - Board Executive Committee Interviews
 - Membership Survey
 - Membership Focus Group
 - Selected Community Stakeholders:
 - Government Stakeholders
 - Foundation Stakeholders
 - Lived Experience Stakeholders
 - B. SWOT Analysis of All Responses

I. Assessment Executive Summary

Guilford County Continuum of Care (GCCOC) is completing a new Strategic Plan for 2021 – 2023 that will provide a guiding framework for the community’s coordinated, cooperative response to homelessness.

Input for assessment of current internal strengths and areas for improvement, and external opportunities and challenges was solicited through in-person and telephone interviews, a focus group, and on-line surveys during the period of February - May 2020. GCCOC membership, GCCOC board members, and community stakeholders including governmental and foundation leadership and those with lived experience, provided input to the assessment.

Overall, comments indicated that participants in the assessment felt strongly that the concept and mission of the Guilford County COC was a very important and critical one, and were passionate about the goal of preventing and ending homelessness. The collaborations and partnerships developed through the GCCOC were seen as very helpful to its members and to advancing the mission. Networking and sharing information and resources were seen as very positive aspects of the COC. Many participants commented that the GCCOC was experiencing positive energy and moving in the right direction. The ability of the GCCOC to qualify for and access HUD funding and resources was also seen as a strong asset to the community.

However, respondents also noted the challenges of navigating the structural issues around the roles and responsibilities of the GCCOC, its Board, and Partners Ending Homelessness. Lack of clarity around those issues and a sense of conflict or confusion around leadership of the collaborative mission was a frequent concern. Another concern was around fractured or non-existent relationships with key community stakeholders, including governmental partners and homeless individuals. A corollary relational concern was the tendency of member organizations to focus on their own goals to the exclusion of the larger mission and collaboration. Respondents also noted issues around performance and accountability. A frequent concern raised was the lack of a clear and compelling narrative to engage community will around the mission of ending homelessness. There was also concern around the need to be proactive in reaching out through partnerships to better inform homeless persons or those close to homelessness of preventive resources.

Opportunities cited by respondents were the chance to enhance partnerships for funding and resources, as well as increasing the inclusiveness of community stakeholders, including homeless individuals. A strengthened and clarified structure and roles and responsibilities with a renewed emphasis on the collaborative mission was seen as an opportunity to increase impact. Many respondents recommended increasing advocacy, communication and education to increase community understanding and will to support the mission. A focus on clear, specific issues and calls to action was also seen as an opportunity to engage others.

External trends that might impact the GCCOC were also noted. These included the lack of and competition for resources, the flux and uncertainty related to trends in service provision and funding post COVID-19, the insufficient supply of housing to meet the demand, and the limited community and political understanding of GCCOC's work and impact.

II. Purpose and Methodology

To assess current internal strengths and areas for improvement, and external opportunities and challenges, input was solicited from both internal and external stakeholders through in-person interviews, focus groups, and on-line surveys during the period of February – July 2020. The breakdown of methods and responses is shown in the following chart. Due to the relatively small pool of respondents and the lack of random selection, the results cannot be utilized as quantitative analysis, but do provide rich qualitative data.

Stakeholder/Data Source	Data instrument
Board	On-line Survey
Board Executive Committee	Interviews
Membership	Focus Group
	On-line Survey
Governmental Stakeholders	Interviews
Foundation Stakeholders	Interviews
Lived Experience Stakeholders	Interviews

Notes: Some respondents gave multiple answers to one or more questions. Some respondents did not answer all questions. Some respondents participated in multiple data instruments (e.g., focus group and survey; survey and interview). As noted above, since the results are not from a large or random enough sample to provide quantitative analysis, the goal was to obtain as much qualitative assessment as possible from all sources, so participants were allowed multiple venues for input.

III. Summary of Findings

A. Key Themes

GCCOC 2020-22 Strategic Planning Data: Key Assessment Data Themes

Source	Key themes
Board	<ul style="list-style-type: none"> Collaboration Strong mission Political infighting Inadequate resources Need for advocacy Political and economic trends impacting funding Need for outreach Strengthening partnerships
Board Executive Committee	<ul style="list-style-type: none"> Collaboration and partnerships Strong mission Capacity Political infighting Inadequate resources Confusion around governance Need for advocacy Political and economic trends impacting funding Need for more training Repair relationships

	Need to hear all voices
Membership	<ul style="list-style-type: none"> Collaboration Strong mission Positive energy Information sharing Sharing resources Relationship issues among partners Unclear structure Need for more advocacy and community engagement Need for additional resources Need for more inclusion Challenges of political and economic trends Strengthening structure
Governmental Stakeholders	<ul style="list-style-type: none"> Advocacy ongoing and needed More leadership and strategy for community engagement Structural issues Need data driven approach Stronger communication and partnerships Resources needed Sustain focus on mission
Foundation Stakeholders	<ul style="list-style-type: none"> Commitment to important mission Collaboration to serve Potential energy Lack of communication of compelling narrative Politics and internal conflict Need for stronger leadership Need for stronger structure Need for more resources Need for more advocacy to build public will
Lived Experience Stakeholders	Need to help people navigate and know where resources are

	<p>Need to be proactive in addressing systemic issues such as mental illness before they result in homelessness</p> <p>Need to communicate clearly internally in order to communicate clearly externally – have the same vision</p>
--	---

Narrative discussion of results

1. Board

Board - On-line surveys	<p>Collaboration</p> <p>Strong mission</p> <p>Political infighting</p> <p>Inadequate resources</p> <p>Need for advocacy</p> <p>Political and economic trends impacting funding</p> <p>Need for outreach</p> <p>Strengthening partnerships</p>
Board Executive Committee - Interviews	<p>Collaboration and partnerships</p> <p>Strong mission</p> <p>Capacity</p> <p>Political infighting</p> <p>Inadequate resources</p> <p>Confusion around governance</p>

	<ul style="list-style-type: none"> Need for advocacy Political and economic trends impacting funding Need for more training Repair relationships Need to hear all voices
--	---

Board members as a whole had positive feelings about the mission and collaborative effort of the COC. There were both positive and negative comments around capacity – the strong work and variety of agencies involved was viewed as a plus, though the overall capacity to meet future needs as trends require more spacing and more resources was a concern. Board members, and particularly Executive Committee members, expressed concern about certain key players being absent from the table, and cited the strong need to repair relationships and build stronger partnerships going forward. The need for agencies to focus on the greater good and put aside competition was also noted, with one respondent stating “the train has to have a caboose.” The Executive Committee in particular focused on the need to clarify the governance structure. Opportunities cited included more training for members, more advocacy and outreach to the community.

2. *Membership*

Membership – On-line Survey	<ul style="list-style-type: none"> Collaboration Strong mission Conflict among members Unclear structure Need for more advocacy and community engagement Need for additional resources Need for more inclusion
Membership – Focus Group	<ul style="list-style-type: none"> Collaboration Positive energy

	<ul style="list-style-type: none"> Information sharing Strong mission Sharing resources Relationship issues among partners Need for more advocacy and outreach Need for more inclusion Need for more resources Challenges of political and economic trends Strengthening structure
--	---

Note: The membership focus group also included some board members who are part of the membership.

Membership respondents also had positive feelings about the COC's mission and collaborative work. They also noted positive points around networking and information sharing, as well as feeling positive energy moving forward. At the same time, membership participants expressed concerns about conflict and relationship issues between members. They also noted the need for more advocacy and outreach, as well as the need for more resources. Though all groups cited a desire for more inclusiveness, the membership noted it most frequently, particularly the need to include more individuals with lived experience. As with the board, members felt the need to clarify and strengthen the governance structure going forward.

3. *Governmental Stakeholders*

Governmental Stakeholders - Interviews	<ul style="list-style-type: none"> Advocacy ongoing and needed More leadership and strategy for community engagement Structural issues Need data driven approach Stronger communication and partnerships Resources needed Sustain focus on mission
---	---

Governmental stakeholders cited the need for more advocacy and a strong narrative to create more community engagement. Stronger leadership and a defined strategy to build public will and educate elected officials were suggested. A need to clarify governance structure and roles between PEH and the COC membership agencies, and to clearly communicate those was also noted, as one respondent provided the analogy of Gladys Knight and the Pips as the way the community as a whole views PEH and the COC: “Everyone knows who Gladys Knight is, but who are the Pips?” The narrative needs to be focused and to be built on real, convincing numbers. Governmental stakeholders also commented on the need for more resources to meet increased need, and toward that end, to keep the COC and the community engaged and focused on the narrative and build strong public will to accomplish the mission.

4. *Foundation Stakeholders*

Foundation Stakeholders – Interviews	<ul style="list-style-type: none"> Commitment to important mission Collaboration to serve Potential energy Lack of communication of compelling narrative Politics and internal conflict Need for stronger leadership Need for stronger structure Need for more resources Need for more advocacy to build public will
---	---

Foundation stakeholders had positive feelings around the importance of and commitment to the mission of ending homelessness. They noted the potential positive energy that can be generated through the collaborative effort. Foundation participants also expressed concerns around the perceived politics and internal conflicts within the COC, and emphasized the need for strong leadership, a stronger and clearer governance structure, and a cohesive and compelling narrative to engage community members and resources. One comment focused on the need for strong servant leadership: “Who is that one person that wakes up every day thinking about what they can do to advance the COC today?”

5. Lived Experience Stakeholders

Lived Experience Stakeholders - Interviews	Need to help people navigate and know where resources are Need to be proactive in addressing systemic issues such as mental illness before they result in homelessness Need to communicate clearly internally in order to communicate clearly externally – have the same vision
---	---

Lived experience stakeholders expressed the need for the COC to help people navigate the system of services and understand where the resources are, and the need to be proactive in addressing systemic community issues such as mental illness before they result in the crisis situation of homelessness. Also noted was the need to be clear within the COC and share the same vision so that external communication is also clear and effective.

B. GCCOC SWOT Analysis

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> -Community collaborations and partnerships -Passion around shared mission and goals -Positive energy, moving in right direction -Important and critically needed mission -Ability to access HUD funding -Networking and shared resources 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> -Structure – lack of clear roles, inclusiveness, and leadership -Relationships that are broken or non-existent -Unclear narrative to community -Focus of organizations on own goals not the bigger mission -Performance issues/lack of accountability -Resources
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> -Enhancing partnerships for funding and resources -More advocacy/communication/education to increase community understanding and will -Focus on specific issues/calls to action -Increase inclusiveness of stakeholders -Strengthen structure and focus on mission 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> -Lack of/competition for resources -Flux and uncertainty related to trends in service provision and funding post COVID-19 -Housing supply vs demand -Limited community and political understanding of work and impact

Key Emerging Issues



STRUCTURAL/GOVERNANCE -
LACK OF UNDERSTANDING OF
THE FUNCTIONALITY AMONG
OF THE THREE GOVERNING
BODIES



RELATIONSHIPS – BROKEN
OR NONEXISTENT ONES
MEAN NOT EVERY ASSET IS
AT THE TABLE TO BE
DEPLOYED IN THE MISSION



NARRATIVE TO DRIVE
COMMUNITY WILL IS
MISSING OR
MISUNDERSTOOD



PERFORMANCE MATTERS
AND MUST BE BROUGHT TO
A HIGH LEVEL BY ALL
PARTIES

Key Emerging Opportunities



STRUCTURAL/GOVERNANCE:
CLARIFY GOVERNANCE AND
FUNCTIONALITY AND PROVIDE
BOARD, STAFF, MEMBERSHIP
EDUCATION AND CONSISTENT
REMINDERS



RELATIONSHIPS:
TRANSPARENCY,
INCLUSIVENESS (ACTIONS
MORE THAN WORDS)

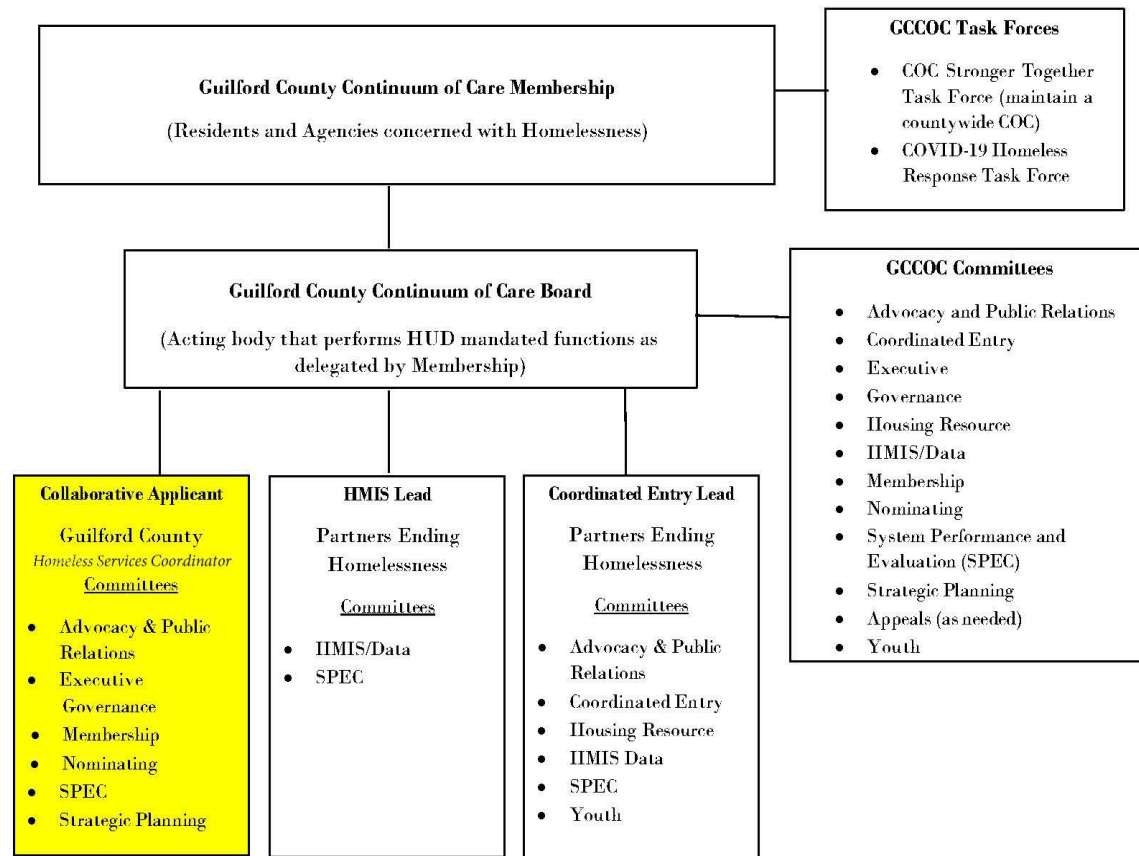


NARRATIVE: DEVELOP
(INCLUDING MEANINGFUL
STATISTICS), OWN AND
MANAGE CONSTANTLY
THOUGH
COMMUNICATIONS,
PRESENCE AND ACTION



PERFORMANCE: TIGHTEN
ACCOUNTABILITY OF COC
AND PARTNER AGENCIES

APPENDIX B: Guilford County Continuum of Care Structure (aligned with HUD 24 CFR 578)



Appendix C: GCCOC Dashboard

- I. Governance and Performance Metrics (show performance on Goals 1 and 4) reflecting performance meeting HUD requirements, as stated in the GCCOC Written Standards. These metrics will be updated in the Written Standards whenever updated by HUD.**

As of 1-20-21, the target metrics were:

- a. < 20% of those who exit to permanent housing will return to homelessness within 2 years of exit (all programs)
- b. 23% or less of negative exits
- c. 75% utilization rate (all programs)
- d. 95% HMIS data quality and completeness
- e. Maintain or Exit to permanent housing
 - i. 80% - RRH and PSH
 - ii. 75% - Transitional Housing
 - iii. 30% - Emergency Shelter
- f. Maintain or exit with cash income (earned or benefits)
 - i. 75% - PSH
 - ii. 60% - RRH
 - iii. 70% - TH

- II. Community Engagement Metrics (show performance on Goals 2 and 3) reflecting performance on GCCOC desired engagement beyond baseline HUD requirements**

- a. % stakeholders reached
- b. # of stakeholders engaged
- c. Increase in engagement of persons with lived experience of homelessness