Strategic Plan Addendum for 2024-2025

GUILFORD COUNTY CONTINUUM OF CARE

Working to End Homelessness in Guilford County

Guilford County Continuum of Care Strategic Plan Addendum for 2024 - 2025

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Executive Summary

The Guilford County Continuum of Care (GCCOC) has performed a careful review of its current strategic plan, assessing progress made and work remaining, and has determined specific strategic priorities for their focus of action in the years 2024-2025.

The GCCOC obtained and assessed feedback from its full membership at the "Gather in Guilford" GCCOC Membership Meeting April 11, 2024. During that meeting, members participated in a breakout session of focus groups for a Strategic Plan Review.

The Strategic Planning Committee subsequently met May 22, 2024, and again June 11, 2024, to review and consider the analyzed and coded membership responses. Members of the Strategic Planning Committee then individually provided their assessment of progress on each of the current strategies supporting the current strategic goals to delineate current successes and to set recommended priorities for strategic action for 2024-2025.

The Strategic Priorities cited in this Addendum have been determined to guide the continued strategic work of the GCCOC through 2024-2025 based on all input and feedback from GCCOC Members, Board, Strategic Planning Committee, and the GCCOC Gaps Analysis.

GCCOC Strategic Priorities for 2024-2025:

> *GOAL 1: GOVERNANCE: Improve functionality for better efficiency and effectiveness in serving homeless persons in Guilford County*
>
> - *Develop more clarity of roles and responsibilities, interfacing with HUD as needed*
> - *Communicate clarified roles and responsibilities to membership*
>
>
> *GOAL 2: RELATIONSHIPS: Ensure that all key stakeholders are engaged to provide a comprehensive Continuum of Care to prevent and end homelessness*
>
> - *Continue and increase communication and collaboration within GCCOC*
> - *Continue targeted outreach to key stakeholders, particularly to persons with lived experience*
> - *Working within strong stakeholder relationships, fully deploy the comprehensive continuum of resources of COC participants and partners 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**

- *Continue to build on our Stronger Together work and concept*
- *Continue outreach and public engagement*
- *Fill Chair position of Advocacy and PR Committee*

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

- *Create and communicate stronger policies internally, including accountability standards*
- *Increase sharing of performance data with community partners and funders in coordination with Goal 3*
- *Increase evaluation of performance data against COC standards to enhance accountability and meet COC goals related to preventing and ending homelessness*

Methodology

The GCCOC employed a focus group methodology for a full Membership review of the current strategic plan. The "Gather in Guilford" GCCOC Membership Meeting on April 11, 2024, included time for a breakout session for the Strategic Plan Review, which lasted approximately 50 minutes. 10 tables represented focus groups consisting of 8-10 participants each. Within the focus groups, each person responded in writing to the questions on the question sheet. Then a volunteer Table Leader led the table in the discussion. The facilitator then asked for Table Leaders to volunteer to share key thoughts from their group's discussion with the full group. All written individual comments were given to the facilitator.

All responses were then coded and analyzed for development of recommendations for updating the Strategic Plan to carry the work through 2025. Some respondents gave multiple answers to some questions; some respondents did not answer all questions. 334 separate responses were recorded.

Subsequently, the Strategic Planning Committee met May 22, 2024, and again June 11. 2024 to review and consider the coded responses of the Membership, to determine the level of progress made on current goals, and to set recommended priorities for strategic action for 2024-2025.

Members of the Strategic Planning Committee individually provided their assessment of progress on each of the current strategies to delineate current successes and ongoing priorities. Those assessments were averaged to provide a sense of the prevailing considerations around the most critical work going forward.

Utilizing a meta-analysis approach, all Membership feedback, the Strategic Planning Committee assessment, and the GCCOC Gaps Analysis report were examined to determine the Strategic Priorities for 2024-2025.

Results: Progress on Goals and Strategies to Date and Areas for Continued Work

Numerous areas of strategic work have seen good progress, with significant achievements accomplished. At the same time, key areas of continued work were seen as needed within every current goal. Assessments by the Membership and by the Strategic Planning Committee were highly correlated, with similar evaluations of progress from both groups. These internal assessments were also correlated with the GCCOC Gaps Analysis, which indicated similar areas of success and remaining gaps. A summary of assessments of progress and work remaining on individual strategic goals is below, followed by the detail of responses from Membership and from the Strategic Planning Committee regarding each goal.

GCCOC Strategic Goals

Goals of GCCOC Strategic Plan

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

Goal 1: Governance

Progress: Governance has been greatly clarified, and increased efficiency and functionality have been achieved, particularly with Guilford County now serving as the Collaborative Applicant. The Strategic Planning Committee cited the most progress occurring in the improved functioning of the Board (Strategy 1.2), and more effective execution of the three major COC governance responsibilities of operation of the COC, designation of the HMIS, and planning for the COC to prevent and end homelessness (Strategy 1.4). The GCCOC Gaps Analysis noted the engagement at COC meetings and the involvement of County staff as areas of success.

Areas for Continued Work: Increased clarity of roles and responsibilities, interfacing with HUD as needed, and more communication and training of membership.

GCCOC Membership Assessment – Goal 1

Feedback:
GCCOC's 20242023 Strategic Plan focused on four major goals (listed above). What do you think is the most important thing that GCCOC has accomplished in each of these areas since beginning to implement its current Strategic Plan?

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

(41 responses)

Improved clarity of Charter, roles, and accountability

Improved connection and collaboration, including County, GSO, and HP coordinating

Improved communication (in-person meetings, emails)

County role in administration and as Collaborative Applicant improves functionality and efficiency

Improved Coordinated Entry

Improved Crisis Response

Goal 1: Continuing Work

Still need more clarity of roles and responsibilities

Need more inclusion of newer organizations and definition of roles

Need more training and communication

GCCOC Strategic Planning Committee Assessment of Goal 1 Strategies

Average Ranking by Strategic Planning Committee

3 = Good Progress

2 = Some Progress

1 = Not Much Progress

	GOAL 1- Governance: Improve functionality for better efficiency and effectiveness in serving homeless persons in Guilford County
2.17	*Strategy 1.1: Define and fully execute governance function and responsibilities of the COC Membership*
2.5	*Strategy 1.2: Define and fully execute the acting functions and responsibilities of the COC Board*
2.3	*Strategy 1.3: Define and fully execute the implementation functions and responsibilities of the Collaborative Applicant and HMIS Lead*
2.5	*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*

Goal 2: Relationships

Progress: The Stronger Together committee has been a resounding success, with targeted outreach to key stakeholders and much greater coordination between municipalities and more participation by elected officials. The Stronger Together committee was the highest ranked strategy by the Strategic Planning Committee in terms of positive progress (Strategy 2.1). Identification of key stakeholders who should be at the table (Strategy 2.2) was also ranked by the Strategic Planning Committee as an area of strong progress. Improved outreach and engagement of stakeholders (Strategy 2.4) and collaboration were cited by members and by the Strategic Planning Committee as areas of progress.

Areas for continued work: Continued and increased communication and collaboration within the COC, more targeted outreach especially to persons with lived experience (also cited as a gap in the GCCOC Gaps Analysis) and utilizing strong stakeholder relationships to fully deploy the resources of the COC were identified as areas for ongoing focus.

GCCOC Membership Assessment – Goal 2

Feedback:
GCCOC's 2021-2023 Strategic Plan focused on four major goals (listed above). What do you think is the most important thing that GCCOC has accomplished in each of these areas since beginning to implement its current Strategic Plan?

Goal 2 Accomplishments
RELATIONSHIPS: Ensure that all key stakeholders are engaged to provide a comprehensive Continuum of Care to prevent and end homelessness
(53 responses)

Much improvement in engagement and collaboration

Improved communication though emails and meeting with member agencies

Improved communication to community and elected officials

Increased medical participation

More street outreach collaboration

Goal 2: Continuing Work

Still need targeted outreach

Need to continue and increase communication and meetings

Need more in-person participation by elected officials

Need more development and inclusion of stakeholders and non-traditional partners, including those with lived experience

GCCOC Strategic Planning Committee Assessment of Goal Strategies

Average Ranking by Strategic Planning Committee

3 = Good Progress

2 = Some Progress

1 = Not Much Progress

GOAL 2- Relationships: Ensure that all key stakeholders are engaged to provide a comprehensive Continuum of Care to prevent and end homelessness	
3.0	Strategy 2.1: Create a "Stronger Together" Committee to identify, nurture and maintain key relationships
2.8	Strategy 2.2: Identify key stakeholders who should be at the table
1.4	Strategy 2.3: Define the type of relationship needed with each stakeholder (transactional, cooperative, collaborative)
2.0	Strategy 2.4: Provide outreach to key stakeholders for continuing nurturing and maintenance of relationships
1.8	Strategy 2.5: Develop specific outreach to increase inclusion and participation of persons with lived experience
2.17	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

Goal 3: Narrative

Progress: Some progress was cited in this area, including improved relationships and networking, connections with elected officials, and collaboration among municipalities. The Strategic Planning Committee cited some successes in building a narrative to increase understanding (Strategy 3.1) and engaging new partnerships and resources (Strategy 3.4).

Areas for continued work: Continued development of a strong narrative that shows GCCOC successes and value were highlighted (Strategy 3.2 was ranked by Strategic Planning Committee members as the area of least progress overall); continued outreach and public engagement also were highly ranked as areas for work. The Strategic Planning Committee also noted the need to fill the position of Chair of the Advocacy and PR Committee.

GCCOC Membership Assessment – Goal 3

Feedback:
GCCOC's 2021–2023 Strategic Plan focused on four major goals (listed above). What do you think is the most important thing that GCCOC has accomplished in each of these areas since beginning to implement its current Strategic Plan?

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

(45 responses)

- Stronger Together was great
- Narrative is more visible
- Fellowship, networking, events have built relationships and these build narrative
- Improved connections with elected officials
- Improved collaborations among municipalities
- Increase in partnerships and involvement

Goal 3: Continuing Work

Need more outreach and public engagement to share narrative

Website and social media effective but need more use for community engagement

Need more information and training for those new to the work

GCCOC Strategic Planning Committee Assessment of Goal 3 Strategies

Average Ranking by Strategic Planning Committee

3 = Good Progress

2 = Some Progress

1 = Not Much Progress

GOAL 3 – Narrative: Build community support by developing and sharing a meaningful narrative about who we are and what we do	
2.0	Strategy 3.1: Develop a narrative to increase understanding of who we are
1.2	Strategy 3.2: Develop a narrative to show COC successes and value to the community
1.8	Strategy 3.3: Share these narratives in ways tailored to specific stakeholders
2.2	Strategy 3.4: Engage new partnerships and resources through the sharing of these narratives

Goal 4: Performance

Progress: Performance standards and data collection were cited as areas of progress by members and by the Strategic Planning Committee (Strategies 4.1 and 4.2). Data sharing was also noted as an area of progress (Strategy 2.4).

Areas for continued work: Increased internal accountability and increased sharing of data with the community to support Goal 3 were highlighted by both the Membership feedback and the Strategic Planning Committee analysis of strategies as areas for focus going forward. Increased data collection and reporting were also noted as a need in the GCCOC Gaps Analysis.

GCCOC Membership Assessment – Goal 4

Feedback:

GCCOC's 2021-2023 Strategic Plan focused on four major goals (listed above). What do you think is the most important thing that GCCOC has accomplished in each of these areas since beginning to implement its current Strategic Plan?

Goal 4 Accomplishments

PERFORMANCE: Enhance the strategic use of data to build and demonstrate the capacity of the COC and member organizations
(34 responses)

Much improvement - more data being collected

Clear expectations communicated

Regular updates by CE and HMIS leads

More data driven decisions

Data beginning to contribute to narrative

PIT Count more effective

Goal 4: Continuing Work

- Need more resources for frontline staff
- Need more accountability – performance tied to funding
- More good quality data still needed

GCCOC Strategic Planning Committee Assessment of Goal 4 Strategies

Average Ranking by Strategic Planning Committee

3 = Good Progress

2 = Some Progress

1 = Not Much Progress

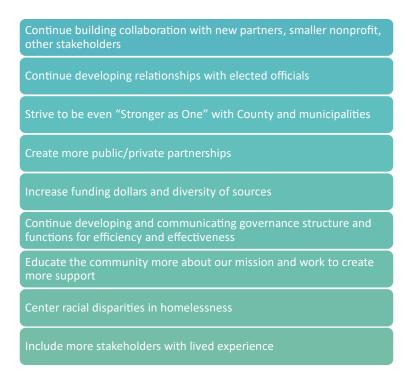| GOAL 4 – Performance: Enhance the strategic use of data to build and demonstrate the capacity of the COC and member organizations	
2.7	*Strategy 4.1: Develop and implement written performance standards*
2.5	*Strategy 4.2: Review current HMIS data for completeness to evaluate performance against standards established and implement additional data collection as needed*
1.6	*Strategy 4.3: Use data strategically to build COC and member capacity to meet performance standards through a Continuous Quality Improvement lens*
2.4	*Strategy 4.4: Share performance data with community partners and funders in coordination with Goal 3*
2.17	*Strategy 4.5: Continuously evaluate performance data against COC standards to enhance accountability and meet COC goals related to preventing and ending homelessness*

Additional GCCOC Membership Responses Regarding Most Important Areas of Focus, New Challenges, and New Opportunities

The GCCOC Membership was also asked three other open-ended questions regarding the most important areas of work for ongoing GCCOC focus, new challenges and new opportunities. The responses reinforced the strategic priorities identified by the feedback on specific goals and strategies. Responses are shown ranked in order of the most frequently cited topics.

Feedback:
What is the most important thing that GCCOC needs to do now moving forward?

(64 responses)

- Continue building collaboration with new partners, smaller nonprofit, other stakeholders
- Continue developing relationships with elected officials
- Strive to be even "Stronger as One" with County and municipalities
- Create more public/private partnerships
- Increase funding dollars and diversity of sources
- Continue developing and communicating governance structure and functions for efficiency and effectiveness
- Educate the community more about our mission and work to create more support
- Center racial disparities in homelessness
- Include more stakeholders with lived experience

Feedback:

Given the current external environment, what do you feel is the most important new challenge that GCCOC needs to focus on at this time?

(59 responses)

- The lack of affordable housing
- Funding for housing and services
- The growing aging population that needs accessible housing solutions
- The needs of youth and families
- Landlord engagement and relationships
- The need for more focus on prevention
- Systemic injustice that leads to homelessness

Feedback:

What new opportunity do you think is available to GCCOC now that may not have been previously available?

(38 responses)

- Increased collaboration and connection between government and nonprofit agencies
- Building more partnerships with private sector/businesses
- Continued community outreach
- County partnership and support
- Potential new funding opportunities
- More sharing and awareness of resources

Conclusion: GCCOC Strategic Priorities 2024 – 2025

The Strategic Priorities to guide the continued strategic work of the GCCOC through 2024-2025 arose from all input and feedback from GCCOC Members, Board, Strategic Planning Committee, and the GCCOC Gaps Analysis. These priorities are:

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

- *Develop more clarity of roles and responsibilities, interfacing with HUD as needed*
- *Communicate clarified roles and responsibilities to membership*

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

- *Continue and increase collaboration and communication within GCCOC*
- *Continue targeted outreach to key stakeholders, particularly to persons with lived experience*
- *Working within strong stakeholder relationships, fully deploy the comprehensive continuum of resources of COC participants and partners 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

- *Continue to build on Stronger Together work and concept*
- *Continue outreach and public engagement*
- *Fill Chair position of Advocacy and PR Committee*

GOAL 4: PERFORMANCE: Enhance the strategic use of data to build and demonstrate the capacity of the COC and member organizations
- *Create and communicate stronger policies internally including accountability standards*
- *Increase sharing of performance data with community partners and funders in coordination with Goal 3*
- *Increase evaluation of performance data against COC standards to enhance accountability and meet COC goals related to preventing and ending homelessness*

Acknowledgements

This Addendum was developed with the input and support of the following GCCOC sources:

GCCOC Membership

GCCOC Board

GCCOC Strategic Planning Committee

GCCOC Gaps Analysis – The Cloudburst Group

Guilford County NC