

Within Reach: Recommendations					
Strategy #1: Create a Strong Foundation: Support Systems-Level Planning and Coordination					
Priority 1.A	Timeframe	Steps	Status	Details	
Improve system governance by creating and implementing a new CoC structure to guide community-wide planning to reduce and end homelessness. This structure includes collaborative partners, systems of care, and people with lived experience.	Short Term	Restructure the CoC Board (not situated under City or County), identify new CoC Board members. Board should have clear decision-making ability and include partner systems of care, service providers, local government, community stakeholders, and people with lived expertise. Board should create membership base where members can vote and serve on subcommittees.	Nearing completion	Charter developed; membership development underway; charter to be adopted and board to be elected early 2024	
	Short Term	Clarify roles of the CoC Board, CoC Collaborative Applicant/Lead Agency, County, City, and Homeless Coalition.	Nearing completion	Charter includes seats for City and County; MOU between CoC and Lead Agency; Homeless Coalition evolving into CoC membership	
	Short Term	Identify who is responsible for the coordination of different subcommittee bodies. The Alliance recommends this role be filled by dedicated City and County staff.	Nearing completion	Charter specifies Lead Agency to staff Committees	
	Medium Term	Establish system- and program-level performance measures, benchmarks, and goals to set expectations, determine accountability of funded agencies, and identify gaps.	Next steps identified	Will be role of new CoC board	
	Medium Term	Form subcommittees (where needed) in Board structure to work on specific tasks (e.g. funding allocation priorities, equity).	Next steps identified	Identified in new charter; will be established by new board in 2024	
Priority 1.B	Timeframe	Steps	Status	Details	
Increase resources and maximize current investments by developing and maintaining a funding strategy for crisis response and permanent housing solutions.	Medium Term	Create/maintain comprehensive matrix of all funding sources used in the CoC; ensure funding is utilized systemically, not funding ad hoc projects. Identify new government funding sources.	Next steps identified	Early activity for Funding Committee once established	
	Medium Term	Develop a CoC-wide funding plan for homeless housing and services, including City, County, State, Federal, and philanthropic entities.	Next steps identified	Early activity for Funding Committee once established	
	Medium Term	Work with private funders to align their investments with the CoC's priorities, help fill gaps, and understand the need for ongoing investment to ensure long-term sustainability.	Next steps identified	Early activity for Funding Committee once established	
	Medium Term	Ensure providers are aware of funding shifts to allow for time to prepare for changes.	Next steps identified	Funding Committee to lead	
Priority 1.C	Timeframe	Steps	Status	Details	
Lead system change, ensuring transparency, accountability, and equity.	Short/Medium	Ensure equity is centered in all system changes by ensuring diversity in system decision-makers. Implement a targeted universalism approach to reducing homelessness.	Ongoing	Centering equity is continual; anticipate board will appoint Committee or work group to develop approach	
	Medium Term	CoC Board communications committee should educate CoC membership and wider community on system-level performance goals/data, funding priorities, best practices, and how to engage.	Completed	Staff have begun Learning Series during interim period until Community Relations Committee established	
	Medium Term	Develop live, up-to-date dashboards with outreach, diversion, shelter bed utilization, and permanent housing outcomes on the CoC webpage to promote transparency and clarity on progress.	Not yet started	Prerequisite: data improvements currently underway	
	Medium Term	Develop a written process that outlines how decisions (e.g. standards, funding, policy) are being made, who is part of the decision-making, and how the community is engaged.	Nearing completion	Charter details how and who and will be updated annually as process develops	
Priority 1.D	Timeframe	Steps	Status	Details	
Build system and program level capacity through process improvement, training, and technical assistance.	Short Term	Develop and implement a performance improvement framework and process to support system improvements.	In process	Improvements are occurring and ongoing, but framework not developed	
	Medium Term	Incorporate results into the improvements to be implemented into Coordinated Entry System (CES) policies and practices with a sense of urgency.	Not yet started		
	Medium Term	Develop and execute an annual cross-system training schedule to build capacity within the provider community.	Nearing completion	Annual calendar created; will evolve continually with input from new CoC	
Priority 1.E	Timeframe	Steps	Status	Details	
Increase provider capacity	Medium Term	Identify non-traditional partners (e.g. faith/business community, smaller community-based organizations) to build system capacity.	Ongoing		
	Medium Term	As part of measuring performance, create system-wide benchmarks for program and services utilization and returns to homelessness by component type (ES, TH, RRRH, PSH).	Next steps identified	To be developed by new CoC board, with input from Committees	
	Medium Term	Establish a technical assistance plan for providers that incentivizes capacity building. Building sophisticated organizations, leaders, and frontline staff will improve outcomes.	In process	Staff are providing TA; TA plan and incentives are not established	
	Medium Term	Establish or re-establish monitoring and evaluation, including fidelity to CoC Standards. Reviews should be standardized and include corrective actions with accountability measures.	In process	Staff developing monitoring plan; CoC Standards to be developed by new CoC board	
	Medium Term	Create Standard of Care requirements for all funded shelters or interim housing sites. This will allow for clear expectations and reduce the desire to program hop from provider to provider.	Next steps identified	To be developed by new CoC board	
Priority 1.F	Timeframe	Steps	Status	Details	
Ensure staff working to end homelessness are properly equipped to be successful	Short Term	Set standards in Asheville-Buncombe CoC contracts for living wage for frontline staff to retain workforce for building institutional knowledge and a high-performing, sophisticated system.	Next steps identified	To be developed by new CoC board	
	Short/Medium	Keep caseloads at a reasonable rate (e.g. 1:15/20, should never exceed 1:30). Document clear guidelines in the Standards of Care, CoC policies, and procedures.	Next steps identified	To be developed by new CoC board	
	Medium Term	Monitor system staff turnover rates by provider and program type to inform future plans.	Next steps identified	To be developed by new CoC board	
Priority 1.G	Timeframe	Steps	Status	Details	
Increase partnership and coordination between the City of Asheville and Buncombe County in efforts to end homelessness.	Short Term	Establish a full-time Homeless Coordinator within Buncombe County to coordinate County homeless activities and participation in larger system.	Completed	Homelessness Program Manager established (Lacy Hoyle)	
	Medium Term	Coordinate performance metrics to align City and County funding sources with Asheville-Buncombe CoC funding priorities.	Ongoing	Not formalized, but early examples include shelter expansion and Code Purple	
Priority 1.H	Timeframe	Steps	Status	Details	
	Short Term	City should support strategies with resources it controls, provide administrative support to CoC Board, continue as Collaborative Applicant and HMIS Lead, participate in and align with CoC.	Ongoing		

Clarify roles in the CoC's action plan to implement recommended strategies.	Short Term	County should support strategies with resources it controls, hire Homeless Coordinator. Safety net resources should be at the forefront of coordination with the CoC.	Ongoing		
	Short Term	Homeless service providers should engage in CoC Board and membership, participate in CoC subcommittees, and participate in Coordinated Entry and HMIS.	Ongoing		
	Short Term	People with lived experience should have voice in all phases of solving homelessness.	Ongoing	Charter requires board and all Committees/work groups to include dedicated seats	
	Medium Term	Private sector funders should align funding to support overall CoC systemic impact goals instead of ad hoc projects and remove any unnecessary funding requirements.	Next steps identified	Funding Committee to lead	
	Medium Term	Community advocates should align with CoC goals and action plan and participate in subcommittees of the CoC Board.	Ongoing		
Strategy #2: Implement Evidence-Based and Inclusive Policy: Create an Equitable, Person-Centered Homeless Response System					
Priority 2.A	Timeframe	Steps	Status	Details	
Establish a Housing Focused System-wide Orientation	Short Term	Provide clear guidance, training, and capacity building to CoC providers on systems-level Housing First principles and approaches.	Ongoing	Staff facilitating training and monthly Housing First Community of Practice	
	Short Term	Educate system stakeholders and policymakers on system-level Housing First principles and approaches.	Ongoing		
	Medium Term	Increase re-housing interventions to reduce the housing placement timeline from 200 days to 100 days.	Not yet started	Strategy to be developed by new CoC board	
	Medium Term	Support change management efforts for providers by convening provider feedback sessions, peer learning, and coordination opportunities.	Ongoing	Staff convening provider groups regularly (e.g. System Leaders, outreach staff, etc.)	
Priority 2.B	Timeframe	Steps	Status	Details	
Integrate the voices and experience of persons with lived experience of homelessness in system and program level decision-making, service delivery, and system policy.	Short Term	Ensure meaningful participation and compensation of persons with lived experience on the CoC Board and its subcommittees.	In process	Participation is occurring; framework under development; compensation source and structure not yet identified	
	Short Term	Require that all organizations funded through the CoC, no matter the funding stream, have meaningful lived experience representation on their Board of Directors and throughout.	In process	Currently included in CoC and ESG scorecards	
	Medium Term	Add dedicated seats to the CoC Board and in subcommittees for people with lived experience to increase participation in system and program planning and feedback.	Completed	Current CoC board has dedicated seat; new charter includes 2 dedicated board seats and requires each Committee to include at least one person with lived experience	
	Medium Term	Invest in training, coaching, and mentoring of people with lived experience to support them moving into employment and leadership roles within the system of care.	Not yet started	Overall framework under staff development for new board consideration	
Priority 2.C	Timeframe	Steps	Status	Details	
Implement cross-system training in best practices such as cultural competency, race equity, conflict resolution, Fair Housing, de-escalation, trauma-informed care, and harm reduction.	Medium Term	Build system and provider capacity to successfully implement client-focused approaches. Identify consultants to provide full-system training.	Ongoing	Ongoing; trainings occurring and annual training calendar under development	
	Medium Term	Contracts for system and program funding should include clear requirements for training and should hold agencies accountable to practices these approaches.	Not yet started		
Priority 2.D	Timeframe	Steps	Status	Details	
Implement an encampment resolution policy and strategy that reduces negative impacts of enforcement on people experiencing homelessness and displacement and increases engagement to service utilization.	Short Term	Create a CoC workgroup to include key City and County staff along with identified stakeholders to create a comprehensive policy based on best practices.	Ongoing	HIAC work group completed policy considerations; staff to develop next steps	
	Short/Medium	Conduct facilitated discussions to review City and County's policy related to enforcement of encampments, identifying necessary changes and setting expectations for services provided.	Ongoing	HIAC work group completed policy considerations; staff to develop next steps	
	Short/Medium	Determine realistic timeframes for successfully resolving encampments.	Ongoing	HIAC work group completed policy considerations; staff to develop next steps	
	Medium Term	Identify resources necessary to help people leave encampments; convene shelter workgroup to make shelter beds accessible; review program requirements to reduce barriers.	Ongoing		
	Long Term	Develop system performance metrics that support greater flow through emergency shelter and shorter length of time homeless.	Not yet started	To be developed by new CoC board with support from System Performance Committee	
Priority 2.E	Timeframe	Steps	Status	Details	
Have a clear and transparent written process of how to access homeless services on the CoC website.	Medium Term	Structure a clear public-facing process of how to access services if one is to become homeless.	In process	Coordinated Entry work group currently identifying access points	
	Long Term	Ensure funded partner agencies use same messaging on their respective website to ensure consistent practices are being followed.	Not yet started		
Strategy #3: Improve System Performance Through Program Design: Decrease Inflow and Increase Outflow in the Homelessness System					
Priority 3.A	Timeframe	Steps	Status	Details	
Prevention - Align current homelessness prevention activities with best practices and utilize data to target most vulnerable households.	Medium Term	Analyze current disaggregated prevention data to determine who is receiving what services at what cost, who is accountable for ownership, and how effective it is.	Next steps identified	System Performance Committee to lead	
	Medium Term	Develop written standards for a system-wide prevention strategy based on best practices.	Next steps identified	To be developed by new CoC board with support from System Planning and Implementation Committee	
	Medium Term	Identify local, state, or private funding to support prevention efforts, perhaps outside of the homeless sector resource allocation.	Next steps identified	Funding Committee to lead	
	Medium Term	Establish a standardized prevention assessment tool that adopts a problem-solving approach to use across populations, regardless of funding source.	Next steps identified	To be developed by new CoC board	
	Medium Term	Establish performance metrics and goals for all prevention programs that can be tracked in HMIS.	Next steps identified	System Performance Committee to lead	
Priority 3.B	Timeframe	Steps	Status	Details	
Diversion - Align current diversion activities with best practices and increase diversion interventions each year.	Short Term	Identify system-wide protocols for conducting diversion.	Next steps identified	System Planning and Implementation Committee to lead	
	Medium Term	Refine and formalize the CoC/Coordinated Entry System written standards for diversion.	Next steps identified	To be developed by new CoC board with support from System Planning and Implementation Committee	
	Medium Term	Conduct system-wide training on diversion practices and include all agencies/people who make regular referrals to the homeless system.	In process	Staff currently coordinating for 2024	

	Medium Term	Establish performance metrics and goals for diversion that can be tracked in HMIS. Review disaggregated data quarterly to determine effectiveness.	Next steps identified	System Performance Committee to lead	
Priority 3.C	Timeframe	Steps	Status	Details	
Outreach - Build the capacity of street outreach to ensure a multi-disciplinary approach to meet the needs of people experiencing homelessness.	Short Term	Identify and procure training for street outreach staff to ensure best practices. Outreach staff should be connecting individuals in encampments to shelter or permanent housing.	Next steps identified	Working with NAEH to provide	
	Short/Medium	Establish workgroup to create standards for new multidisciplinary street outreach team using new dedicated funding or coordinating existing outreach efforts.	In process	Staff convening outreach providers for weekly multidisciplinary pilot effort	
	Medium Term	Create coordinated outreach strategy.	In process	Outreach providers meeting weekly	
Priority 3.D	Timeframe	Steps	Status	Details	
Shelter Capacity - Increase crisis response capacity to meet 30% of the immediate problem solving/shelter needs of unsheltered homelessness.	Short Term	Implement newly funded effective shelter bed capacity 30%, including non-congregate sites. Retool existing shelter options to be effective.	In process	43 new shelter beds added fall 2023; NAEH providing training on effective shelter February 2024; shelter planning underway for additional long-term beds	
	Short Term	Ensure that interim housing sites are not all concentrated in one region of the County or City.	Ongoing		
	Medium Term	Ensure provider and community training on diversion prevents people from entering shelter if they have alternatives. Create flexible funding to support diversion.	Next steps identified	Diversion initiatives beginning 2024; shelter providers participating in development	
	Long Term	Use HUD tool Stella M to conduct ongoing analysis of crisis/shelter beds and ensure that all new programs are connected to and utilizing Coordinated Entry.	Not yet started	Prerequisite: data collection improvements currently underway	
Priority 3.E	Timeframe	Steps	Status	Details	
Begin the implementation of system improvements to the CoC and Coordinated Entry systems	Short Term	Create a Coordinated Entry Policy Committee of the CoC to develop/revise written standards, policies, and procedures.	In process	HIAC has established a CE work group and CE subCommittee that has begun revisions; work will migrate to new CoC to continue	
	Medium Term	Identify system metrics to track performance of Coordinated Entry.	Ongoing	Currently tracking length and outcomes of CES with demographics included to identify disparities; additional metrics to be determined by new CoC	
	Medium Term	Review and align Coordinated Entry core elements to best practices. Identify an entity to conduct matches to housing opportunities.	In process	HIAC has established a CE work group and CE subCommittee that has begun revisions; work will migrate to new CoC to continue	
	Medium Term	Ensure that access point staff are trained in diversion and only conduct a Coordinated Entry assessment after implementing a diversion strategy.	Not yet started	CE work group and subCommittee still identifying access points	
	Medium Term	Ensure that all people experiencing homelessness are connected to Coordinated Entry and assessed during a specific timeframe (72 hours for funded agencies; 14-30 days for non-funded).	Not yet started	Timeframe not yet established	
	Medium Term	Expand and coordinate access to detox, residential, intensive outpatient, MAT, and community-based supports through Coordinated Entry.	Not yet started	Core homeless service providers still being engaged in CE; expansion not yet begun	
	Medium Term	Conduct quarterly technical assistance with providers to assess data and systems coordination quality improvements and quality assurance needs.	Ongoing	Staff providing regular work sessions for CE participants and CE training to new staff	
Priority 3.F	Timeframe	Steps	Status	Details	
Coordinated Entry System - Expand Coordinated Entry System (CES) training to mainstream systems	Medium Term	Clearly define CES access points for mainstream service partners to refer clients to.	In process	CE work group and subCommittee identifying access points	
	Long Term	Identify all mainstream partners within the CoC and develop regular training for those staff to ensure easy access to the CES.	Not yet started	Core homeless service providers still being engaged in CE; expansion not yet begun	
Priority 3.G	Timeframe	Steps	Status	Details	
Re-Housing - Create a high-utilizer targeted initiative.	Short Term	Develop and implement a housing-focused pilot program for 10-20 high utilizers of multiple systems of care.	Not yet started		
	Short Term	Create a targeted prioritization and exit strategy focused on long stayers in shelter with resources to ensure housing placement.	Ongoing	Length of time homeless is highest priority in CE prioritization scheme	
	Medium Term	Monitor data to ensure successful pilots turn into ongoing programs by building from what was learned.	Ongoing		
Priority 3.H	Timeframe	Steps	Status	Details	
Re-Housing - Promote housing surge for individuals who are chronically homeless and are unsheltered.	Short Term	Convene partners to identify a timeline for housing surge (e.g. 100 day challenge) and create live dashboard for tracking.	Not yet started		
	Short Term	Identify a by-name list and 'hot spots' to be housed.	In process	Community-wide by-name list currently under development; template and process established Nov. 2023 and providers populating now. Can be used for surge but is also primary CE tool.	
	Short Term	Create weekly meetings for surge check-ins, including full group and subcommittees with specific tasks.	Not yet started		
	Short Term	Ensure there are landlord engagement activities and practices in place for the housing surge.	Not yet started		
Priority 3.I	Timeframe	Steps	Status	Details	
Employment - increase income and employment opportunities.	Medium Term	Include points in CoC/ESG application scoring for connection to mainstream benefits. Set performance benchmarks and include in monitoring and evaluation.	Next steps identified	Funding Committee of new CoC to lead	
	Medium Term	Increase the number of case managers in both homeless services and mainstream services who are trained in SOAR.	Not yet started		
	Medium Term	Explore expanding Coordinated Entry, including diversion and prevention, to streamline benefit coordination.	In process	Prevention included in CE; overall diversion efforts beginning 2024	
	Long Term	Explore ways to formalize relationships between workforce development programs and current Rapid Rehousing and Permanent Supportive Housing interventions.	Not yet started		
Priority 3.J	Timeframe	Steps	Status	Details	
	Medium Term	Review bed utilization data to better understand where technical assistance is needed to ensure the maximum utilization of existing beds.	Not yet started	Prerequisite: data collection improvements currently underway	

Maximize Existing Resources - Increase utilization of existing Transitional Housing.	Medium Term	Coordinate with Coordinated Entry to ensure timely referrals, analyze average length of time from assessment to referral and referral to housing placement, monitor and evaluate annually.	Nearing completion	Annual evaluation conducted, but does not yet include length of time from assessment to referral. New by-name list will make this possible.
	Medium Term	Establish written standards for transitional housing based on best practices to facilitate willingness for people with the most history of homelessness in encampments to come indoors.	Next steps identified	To be developed by new CoC board with support from System Planning and Implementation Committee
	Medium Term	Create and post for CoC-wide use a system-wide list of existing housing resources outside of the homeless system (e.g. adult care facilities, recovery housing, etc.).	In process	Staff developing now
Strategy #4: Improve Data Quality and Reporting: Improve Data Quality, Increase HMIS Coverage, and Report System Performance				
Priority 4.A	Timeframe	Steps	Status	Details
Improve HMIS utilization and reporting.	Medium Term	Funders should mandate HMIS utilization from funded entities and incentivize non-traditional partners to participate to better understand community needs and set priorities.	Ongoing	Required for CoC and ESG; increasingly required in City/County funding; will be ongoing
Priority 4.B	Timeframe	Steps	Status	Details
Build system and program level capacity for greater understanding and commitment to data-driven decision-making.	Medium Term	Provide ongoing HMIS training in data collection and quality to ensure provider staff are educated on the how and why to utilize HMIS correctly.	Ongoing	Staff heavily investing in capacity building and will continue to maintain investment in training
	Medium Term	Incentivize accurate data quality from providers (e.g. more/bonus points on CoC scoring process).	Next steps identified	To be considered by Funding Committee of new CoC
	Medium Term	Invest in funding for data positions within the provider community for regular quality assurance.	Not yet started	To be considered by new CoC board
	Long Term	Develop public-facing data dashboards reporting information that key stakeholders have requested.	In process	Current dashboards share Point-in-Time and System Performance Measure data
Strategy #5: Invest in the Future: Increase the Production of/Access to Permanent Housing Solutions				
Priority 5.A	Timeframe	Steps	Status	Details
Develop pipeline plan for new supportive housing units over the next 10 years.	Long Term	Identify the number of units needed and work with CoC and HACA leaders to create a plan for how funding will be acquired to bring those units online.	Next steps identified	To be led by System Planning and Implementation Committee
Priority 5.B	Timeframe	Steps	Status	Details
Develop pipeline plan for new Rapid Rehousing units over the next 12 months to 5 years.	Medium Term	Increase RRH-funded slots that include all populations to ensure throughput. Bring all funders together to discuss current programmatic spending and repurpose funding to add RRH slots.	In process	Some new RRH capacity available through ESG, CoC, and HOME; more planned expansion needed
	Medium Term	Identify and apply for philanthropic funding opportunities in order to increase housing navigation and stabilization case management staff.	Next steps identified	To be led by Funding Committee
	Medium Term	Through the annual NOFO scoring and reallocation process, release an RFP for RRH programming.	Next steps identified	To be led by Funding Committee
Priority 5.C	Timeframe	Steps	Status	Details
Implement innovative options to bring in more market-rate landlords to be part of the solution in ending homelessness.	Medium Term	Create master-leasing opportunities to bring on new units and allow for system-level housing placements for some of the harder to place households.	Not yet started	To be led by System Planning and Implementation Committee
	Medium Term	Create a centralized system-wide housing portal where all providers can access units and have negotiated price points.	Not yet started	To be led by System Planning and Implementation Committee
	Medium Term	Identify CoC leaders to engage and build relationships with the local apartment association board to bring in more landlord groups.	Not yet started	To be led by System Planning and Implementation Committee
	Medium Term	Hold quarterly housing fairs and engage landlords to take part in these events to do real-time screening of potential renters.	In process	October 2023 Affordable Housing Fair
	Medium Term	Centralized housing navigator teams should hold weekly 'hot unit' calls to ensure available units are leased up quickly and in a coordinated manner.	Not yet started	
	Long Term	Develop a flexible rent subsidy pool for undocumented or criminally disqualified households to create pathways for people who traditionally have barriers to housing.	In process	Additional subsidy pool not yet developed, but housing providers regularly creating pathways for these populations
Priority 5.D	Timeframe	Steps	Status	Details
Develop and implement a shared housing program within 12 months.	Short/Medium	Create written standards and regulations for a shared housing program in which participants can rent apartments with separate rooms, shared amenities, and split leasing.	Next steps identified	To be led by System Planning and Implementation Committee
	Short/Medium	Identify rapid rehousing and supportive housing scattered site subsidies for people who are willing to participate in shared housing opportunities.	Next steps identified	To be led by System Planning and Implementation Committee
	Short/Medium	Develop strategies to obtain units for shared housing (e.g. master leasing, meaningful landlord incentives).	Next steps identified	To be led by System Planning and Implementation Committee
	Medium Term	Create a messaging strategy to re-brand what shared housing is and isn't, with separate messages for participants and landlords based on what drives each group to participate.	Next steps identified	To be led by System Planning and Implementation Committee
	Medium Term	Train providers on shared housing strategies to help expedite housing placements (matching stabilization, conflict resolution, using rental subsidies).	Not yet started	Staff can provide training; contingent on initiative development
Priority 5.E	Timeframe	Steps	Status	Details
Implement Moving On strategies for long-term supportive housing residents (as appropriate).	Short Term	Create written standards and regulations for Moving On strategies across all providers and programs.	In process	Currently occurring at provider level; not yet occurring at system level; to be led by new CoC board with support from System Planning and Implementation Committee
	Short Term	Identify persons with stays longer than 3 years who may be interested in Moving On strategies.	Not yet started	Currently occurring at provider level; not yet occurring at system level; to be led by new CoC board with support from System Planning and Implementation Committee
	Short Term	Work with HACA to identify permanent subsidies for supportive housing residents who are interested in moving on.	Not yet started	Previous Moving On preference rescinded fall 2023
Timeline Definitions: Short = less than 12 months, Medium = 1 to 4 years, Long = 5+ years				