

**Guilford County**  
**CoC Services Director**  
**Lead Agency/Collaborative Applicant for NC 504 Guilford County Continuum of Care**

**GENERAL STATEMENT OF DUTIES**

In partnership with the local Continuum of Care (CoC), the CoC Services Director will coordinate efforts to address homelessness and housing instability within the Guilford County. This individual will lead a dedicated team that works collaboratively with various stakeholders including government agencies, non-profit organizations, service providers, and community members to develop and implement strategies aimed at ensuring homelessness brief, infrequent and trauma informed. This position reports to the Assistant County Manager for Successful People within the County Manager's Office with six (6) positions budgeted under its supervision to support a work plan centered on the following:

- Funding and resource allocation
- Monitoring and evaluation
- Policy development
- Data management/dash-boarding
- Public relations/communication
- Managerial and clerical support to the CoC board and its committees
- Stakeholder engagement
- Inter-governmental and inter-local relations
- Crisis management
- Strategic planning/System of Care development

**DISTINGUISHING FEATURES OF THE CLASS**

An employee in this class performs a variety of duties that requires advance knowledge in macro level/systems and human service practice involving the provision of both direct and indirect services to clients, program development, change management and stakeholder engagement. The demonstration of longstanding competencies in HUD policy and service delivery for the unhoused is essential. The individual will provide leadership and management services based on expectations set by a memorandum of understanding with the NC-504 Guilford County Continuum of Care and Guilford County. Supportive leadership skills are critical to ensure CoC members and stakeholders receive guidance and support in the areas of HUD policy adherence, excellent service delivery, cross-service and system collaboration and the practice of continuous quality improvement. Sound budget management skills are needed to establish a braided funding strategy, the development of funding allocation plans based on system and community needs and the ability to leverage public/private partnerships for sustainability. Most importantly, the leader in this role must be a liaison to the community, stakeholders, and CoC members by providing sound understanding of best practices, strong communication, negotiation, problem-solving, facilitation, and critical skills and the promotion of collaboration to cultivate a responsive system of care for the unhoused.

**DUTIES AND RESPONSIBILITIES**

### **Leadership & Supervision**

- Serve as the main point of contact and liaison for the NC-504 Guilford County Continuum of Care and community stakeholders.
- Serve as thought leader and advisor in addressing matters of the unhoused.
- Advise local governing bodies and their staff on matters of concern related to homelessness solutions and strategies.
- Develop and cultivate positive relationships with individuals, elected officials, community organizations and leaders and with colleagues across departments to align strategies around shared services and goals.
- Oversee day to day supervision and guidance of other CoC lead agency/collaborative applicant staff.
- Provide annual gaps analysis and performance information to the CoC, and its stakeholders.
- Support for the Emergency Solutions Grant (ESG) and Notice of Funding Opportunity (NOFO) funding process.
- Attend recommended trainings and conferences to ensure the development of their professional and practice knowledge base.

### **Compliance and Monitoring**

- Develop and conduct an annual performance assessment and a workplan that is aligned with the HEARTH Act, HUD and the local strategic plan depicting progress towards reducing homelessness and a systems-level analysis of impact.
- Direct and oversee the development of policies, procedures and business practices.
- Evaluate goals, priorities, and activities to improve outcomes.
- Provide staff support and technical assistance/policy guidance to the CoC, its members, the Governing body and key stakeholders.
- Identify and/or respond to program requests for technical assistance or program refinement that will result in enhanced performance.
- Extract and analyze local data on homelessness and other special needs populations from HMIS and other data sources to support informed decision making.

### **Planning and Development**

- In partnership, develop and implement a collaborative strategic and operational workplan.
- Administration and management of funding awards and/or contracts for homelessness services, such as shelter, rental assistance, permanent supportive housing, mental health support, and street outreach.
- Develop and submit the community's application for funding under the Continuum of Care program and coordinate the submission of program applications.
- Develop a braided (private/public) funding strategy and funding opportunities to promote sustainability.
- Develop, implement and sustain a coordinated County-wide winter and emergency sheltering response plan.
- Develop an operational, performance and resource dashboard based on key indicators, outcomes and stakeholder interest that is guided by HUD policy and best practice.
- Plan the annual Point-In-Time and Housing Inventory Count.
- In partnership with the Coordinated Entry and HMIS lead, develop and manage a coordinated assessment process that helps identify appropriate interventions for all individuals and

families experiencing homelessness with input and assistance from the CoC and its Governing Body.

- Develop and implement strategies to promote access to housing in partnership with the municipal community development and the local housing authority efforts and interest.
- Conduct ongoing review and analysis of literature on homeless and other special needs populations.
- Ensure staffing for the following meetings: CoC Membership, Governing Body, CoC, Coordinated Entry, HMIS Committee, and others as needed.

#### **SUPERVISORY RESPONSIBILITIES:**

- Directly supervise CoC lead agency/collaborative applicant staff.
- Carry out supervisory responsibilities under the organization's policies and applicable laws.
- Responsibilities include interviewing, hiring, and training employees; planning, assigning and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

Perform other related duties as assigned.

#### **Knowledge, Skills and Abilities**

**Diversity** - Demonstrates knowledge of EEO policy; Shows respect and sensitivity for cultural differences; Educates others on the value of diversity; Promotes a harassment free environment; Builds a diverse workforce.

**Ethics** - Treats people with respect; Keeps commitments; Inspires the trust of others; Works with integrity and ethically; Upholds organizational values.

**Adaptability** - Adapts to changes in the work environment; Manages competing demands; Changes approach or method to best fit the situation; Able to deal with frequent change, delays, or unexpected events.

**Analytical** - Synthesizes complex or diverse information; Collects and researches data; Uses intuition and experience to complement data; Designs workflows and procedures.

**Change Management** - Develops workable implementation plans; Communicates changes effectively; Builds commitment and overcomes resistance; Prepares and supports those affected by change; Monitors transition and evaluates results.

**Customer Service** - Manages difficult or emotional customer situations; Responds promptly to customer needs; Solicits customer feedback to improve service; Responds to requests for service and assistance; Meets commitments.

**Delegation** - Delegates work assignments; Matches the responsibility to the person; Gives authority to work independently; Sets expectations and monitors delegated activities; Provides recognition for results.

**Dependability** - Follows instructions, responds to management direction; Takes responsibility for own actions; Keeps commitments; Commits to long hours of work when necessary to reach goals; Completes tasks on time or notifies appropriate person with an alternate plan.

**Design** - Generates creative solutions; Translates concepts and information into images; Uses feedback to modify designs; Applies design principles; Demonstrates attention to detail.

**Initiative** - Volunteers readily; Undertakes self-development activities; Seeks increased responsibilities; Takes independent actions and calculated risks; Looks for and takes advantage of opportunities; Asks for and offers help when needed.

**Innovation** - Displays original thinking and creativity; Meets challenges with resourcefulness; Generates suggestions for improving work; Develops innovative for approaches and ideas; Presents ideas and information in a manner that gets others' attention.

**Interpersonal Skills** - Focuses on solving conflict, not blaming; Maintains confidentiality; Listens to others without interrupting; Keeps emotions under control; Remains open to others' ideas and tries new things.

**Judgment** - Displays willingness to make decisions; Exhibits sound and accurate judgment; Supports and explains reasoning for decisions; Includes appropriate people in decision making process; Makes timely decisions.

**Leadership** - Exhibits confidence in self and others; Inspires and motivates others to perform well; Effectively influences actions and opinions of others; Accepts feedback from others; Gives appropriate recognition to others.

**Managing People** - Includes staff in planning, decision-making, facilitating and process improvement; Takes responsibility for subordinates' activities; Makes self-available to staff; Provides regular performance feedback; Develops subordinates' skills and encourages growth; Solicits and applies customer feedback (internal and external); Fosters quality focus in others; Improves processes, products, and services.; Continually works to improve supervisory skills.

**Motivation** - Sets and achieves challenging goals; Demonstrates persistence and overcomes obstacles; Measures self against standard of excellence; Takes calculated risks to accomplish goals.

**Oral Communication** - Speaks clearly and persuasively in positive or negative situations; Listens and gets clarification; Responds well to questions; Demonstrates group presentation skills; Participates in meetings.

**Organizational Support** - Follows policies and procedures; Completes administrative tasks correctly and on time; Supports organization's goals and values; Benefits organization through outside activities; Supports affirmative action and respects diversity.

**Planning/Organizing** - Prioritizes and plans work activities; Uses time efficiently; Plans for additional resources; Sets goals and objectives; Organizes or schedules other people and their tasks; Develops realistic action plans.

**Problem Solving** - Identifies and resolves problems promptly; Gathers and analyzes information skillfully; Develops alternative solutions; Works well in group problem-solving situations; Uses reason even when dealing with emotional topics.

**Professionalism** - Tactfully approaches others; Reacts well under pressure; Treats others with respect and consideration regardless of their status or position; Accepts responsibility for own actions; Follows through on commitments.

**Project Management** - Develops project plans; Coordinates projects; Communicates changes and progress; Completes projects on time and budget; Manages project team activities.

**Quality Management** - Looks for ways to improve and promote quality; Demonstrates accuracy and thoroughness.

**Strategic Thinking** - Develops strategies to achieve organizational goals; Understands organization's strengths & weaknesses; Analyzes market and competition; Identifies external threats and opportunities; Adapts strategy to changing conditions.

**Teamwork** - Balances team and individual responsibilities; Exhibits objectivity and openness to others' views; Gives and welcomes feedback; Contributes to building a positive team spirit; Puts success of team above own interests; Able to build morale and group commitments to goals and objectives; Supports everyone's efforts to succeed.

**Technical Skills** - Assesses own strengths and weaknesses; Pursues training and development opportunities; Strives to continuously build knowledge and skills; Shares expertise with others.

**Visionary Leadership** - Displays passion and optimism; Inspires respect and trust; Mobilizes others to fulfill the vision; Provides vision and inspiration to peers and subordinates.

**Written Communication** - Writes clearly and informatively; Edits work for spelling and grammar; Varies writing style to meet needs; Presents numerical data effectively; Able to read and interpret written information.

**Physical Demands:**

Work is sedentary. Typically, the employee may sit comfortably to do the work. However, there may be some walking, standing, bending, carrying of light items such as papers, books, small parts, driving an automobile, or use of a PCs or other VDTs to accomplish work objectives. No specific physical demands required. Mental demands and normal stress regarding achieving work deadlines are present.

**Working Conditions:**

1. Environment: Work environment involves normal, everyday discomforts or unpleasantness. Work area has adequate light, heat, and ventilation; environment is organized and stable.
2. Hazards: Work presents no significant hazards to employees

### **Minimum Qualifications**

Four (4) year baccalaureate degree from an accredited college or university in a related field, such as Business or Public Administration, Social Work, Public Health, Non-profit Management; Master's degree preferred

- At least five (5) years' experience in a senior leadership role for serving the unhoused.
- Demonstrated administrative or management experience with primary responsibility for overseeing, monitoring, developing, or coordinating a program providing homelessness and housing services with related public outreach, education or engagement.
- Considerable knowledge of the fields of homelessness and housing and experience managing and reporting federal, state, and local funding.
- Demonstrated ability to establish and maintain effective and collaborative working relationships with key stakeholders such as elected officials, government agencies, homeless services providers, etc.
- Demonstrated experience building successful committees; strong systems perspective and proven success at planning, evaluating and implementing high-priority and highly visible projects and programs.
- Demonstrated success in working effectively with target population(s).
- Skilled with Microsoft Office Suite (Outlook, Word, Excel, PowerPoint) or other software for a variety of data processing operations involving a range of problem solving, record keeping, correspondence, and service tracking options.
- Strong writing skill and ability to speak to large groups and present on a range of homelessness and housing topic.
- Certificates, Licenses and Registrations Required:
  - Requires a valid driver's license with own personal transportation.
  - Computer skills required: Proficient in MS Word, Excel, Outlook, Internet Use, and Additional Software, as needed.
- Other Desired Skills:
  - Knowledge and experience in the use of computer-based systems.
  - Demonstrated research ability in identifying, locating, and accessing primary and secondary local, statewide, regional and national statistics, studies, and other research publications on homelessness and related issues and in analyzing/interpreting data/statistics/information resulting from that research.
  - Demonstrated successful grant writing experience to HUD, HHS/ACF, and other federal agencies.
  - Grant administration experience including familiarity with reading and interpreting Federal regulations and guidelines.
  - High level of communication skills.
  - Oral communication skills to include public speaking to small and large groups.
  - Passion for combating homelessness, domestic violence, substance abuse, and mental illness
  - Enthusiastic, self-motivated, possess the ability to motivate others, with little need for supervision.
  - Ability to maintain a positive approach with community partners.

**May Require Driving**

This position may require driving for this position whether driving a County owned or personal vehicle to conduct county business such as but not limited to attending conferences, meetings, or any other county related functions. Motor Vehicle Reports may be verified for valid driver's license and that the driving record is compatible with the county's driving criteria.

If a personal vehicle is operated for county business proper insurance is maintained as per Guilford County's vehicle use policy.

**Special Note:** This generic class description gives an overview of the job class, its essential job functions and recommended job requirements. However, for each individual position assigned to this class, there is available a completed job description with physical abilities checklist which can be reviewed before initiating a selection process. They can provide additional detailed information on which to base various personnel actions and can assist management in making legal defensible personnel decisions.