



# Ten Year Plan to End Chronic Homelessness Final Briefing

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In 2006, the City of Winston-Salem and Forsyth County adopted the *Ten Year Plan to End Chronic Homelessness*. The bold vision of this plan was:

*Winston-Salem/Forsyth County, with the full support of the community and homeless service providers, will provide effective solutions and accessible services to eliminate chronic homelessness and improve the system's effectiveness for all persons experiencing a housing crisis.*

In order to achieve this vision, the City of Winston-Salem and Forsyth County created the joint Ten Year Plan Commission (TYP). With the partnership of United Way of Forsyth County, Kate B. Reynolds Charitable Trust, and the Winston-Salem Foundation, they have supported dedicated staff for the implementation of this vision. The staff joined United Way in December 2006 and the Commission held its first meeting January 2007.

Over the last 10 years the TYP Commission and staff have focused on the specific goals outlined in the TYP. The following is a summary of those goals and their current status:

- ✓ **The creation of approximately 600 new units of permanent, service-enriched housing for individuals and families who are homeless.**

Done: 716 units (new construction, re-habilitation, housing vouchers, and rapid re-housing "slots" are counted in this total).



5th St Extension Project 1

- ✓ **The development of employment services to ensure that persons who are homeless are assisted in finding work and achieving their employment goals.**

Done/On-going: With the pairing of Coordinated Assessment and the Prosperity Center we are encouraging people who are homeless to connect to employment related programs at Goodwill and utilize the budget planning/ consumer credit counseling services of Financial Pathways.

The SECU Commons, the most recent supportive housing program to open in partnership with the TYP, is a vocationally enriched campus, working with previously homeless households to improve their vocational prospects and become self-supporting.

Our CoC as a whole continues to struggle with outcomes related to increased employment and income. We anticipate this will continue to be an area of focus in the coming plan. However, given the competing goal of decreasing the length of time people are homeless and the focus on transitioning people into mainstream programs for employment services, it is likely we will continue to struggle with employment outcomes, as the homeless service system is not staying engaged with families long enough to meet this outcome.

✓ **Strategies to improve collaboration among service providers.**

Done/on-going: Over the last 9 years, many activities have been completed which have engaged service providers in collaboration, including but not limited to annual retreats, Project Housing and Health Connect(PH2C) (formerly Project Homeless Connect), the Housing Resource Center and the Community Intake Center.



**Figure 1**Housing Placement Day- one stop housing center

Over the last 18 months the WSFC CoC System Coordination Staff have been leading the CoC in a process of Continuous Quality Improvement. The CQI team meets approximately quarterly to set and review progress on short term system goals.

✓ **Adoption of a “Housing First” approach in developing and managing programs.**

Done/On-going: Early in our work we conducted training events to educate local providers on the concept of “Housing First”. We have since developed many housing first policies and programs, including Rapid Re-Housing and the prioritization plan for all Chronically Homeless into Permanent Supportive Housing programs (PSH).

✓ **Develop a series of general system enhancements to ensure that mainstream resources and homeless-specific services are more effective.**

Done/On-going: We have developed Rapid Re-Housing, Coordinated Assessment, Housing Placement Days and improved coordination with the VA & the Housing Authority of Winston Salem (HAWs). In addition, the TYP staff has been coordinating quarterly process improvement clinics with CoC membership in order to focus partners on continuous quality improvement and to keep the partners focused on achieving common community wide goals.

➤ **End Chronic Homelessness**

Almost Done: As of the January 2017 PIT count there were 58 Chronically Homeless people identified. This represents a 73% Decrease in Chronic Homelessness.

While the implementation team is proud of the work we have done in ending chronic homelessness, we are continuing to strive to reach the goal of zero chronically homeless people. One of the new innovations we are using to help us reach this goal is a By Name List (BNL) to track people in our community who are homeless through the housing process. As of the end of March 2017 there were 27 people on the list identified as chronically homeless who were both unhoused and not enrolled in a program to provide them supportive housing services. In addition there are approximately 30 people who are at risk of becoming chronically homeless if they are not able to secure permanent housing in the next 30-90 days. The ability for the CoC as a system to track data and use it both for individual case planning and for community systems planning through such innovations as the by name list is one of the most critical changes we have implemented for the CoC as it will allow us to stay on track and know where to focus our attention and resources to meet this goal.

## Next Steps

In 2015, the CoC adopted a formal governance structure which empowered the Commission on Ending Homelessness as the governing body for the CoC and created an operating cabinet which oversees the operations of the CoC system. As a part of its responsibility to the CoC the Commission is responsible for strategic planning. As such, the Commission is in the process of engaging a consultant to help the CoC develop a new strategic plan. The Commission hopes to have the new plan adopted by the end of 2017.

In developing the priorities for the new strategic plan, the Commission prioritized engaging a consultant who would be able to help our CoC achieve the designation by HUD as a high performing CoC. A key piece of this strategy is to develop the capacity within the CoC to become more effective in using its data for both resource allocation decisions, and program implementation. After an intensive search, the CoC is recommending Focus Strategies as the consultant for developing the next strategic plan because of their unmatched expertise in data driven decision making for homeless service systems.

In addition to this primary goal, the Commission is aware that while we have made significant progress in addressing chronic homelessness, we have not made similar improvements in the services to homeless youth or homeless families. The Commission is committed to including specific goals to meet the needs of these subpopulations in our next strategic plan.

Over the last 10 years, the CoC has made significant change in moving from a loosely organized group of agencies focused on coordinating services to the homeless, to a strong collaborative system which can affect significant community wide impact. We look forward to the new strategic vision and are confident in the capacity of this body to implement it.