



Winston-Salem Forsyth County Homeless Initiative Update- 2025

Neighborhood Services Department
Housing and Community Services Division

What is a Continuum of Care?

A Continuum of Care is an integrated service delivery system that guides and tracks homeless individuals & families through a comprehensive array of housing & services designed to prevent and end homelessness. It is usually a regional or local planning body that coordinates housing & services designed to address homelessness.

The CoC is **not** a 501c(3) organization.

One of most important activities entrusted to CoCs is the biannual count of the homeless population also known as the Point in Time Count.

The CoC coordinates prevention strategies and homeless assistance programs to assist those at-risk of or experiencing homelessness.

Everyone in the CoC is not a funded agency. Less than 15% of those enrolled are funded partners.

City's Role in the Continuum of Care

*The City is an entitlement City of federal funds.
We also work as the Collaborative applicant for the CoC.
The City also receives the entitlement funds from HUD.*

The City acts as the
Collaborative Applicant for
the CoC.

We are responsible for acting
on behalf of the CoC when
applying for federal grants.

Entitlement Funds:

CDBG-\$2,021,331

ESG- \$178,127

HOME-\$1,207,604.75

Total: \$3,407,062.75

Four Parts of a Continuum of Care's Service System



Coordinated Entry: Outreach, intake, and assessment in order to identify service and housing needs and provide a link to the appropriate level of both;



Interim Housing: Emergency shelter to provide an immediate and safe alternative to sleeping on the streets, especially for homeless families with children;



Transitional housing with supportive services to allow for the development of skills that will be needed once permanently housed; and



Permanent Housing: Rapid rehousing and permanent supportive housing to provide individuals and families with an affordable place to live with services if needed.

Summary of System Shifts

Data reflects the number of people served in Continuum of Care programs during the HUD calendar year of October 1- September 30

	2020	2021	2022	2023	2024	2025 estimated
Number of Households Served	1315	1030	1177	1240	1360	1244
Number of People Served	1632	1297	1491	1598	1754	1582
Avg Days Homeless	100	122	110	103	94	117
Rate of Exits to Permanent Housing	31%	37%	24%	20%	15%	18%
Point in Time Count	504	473	513	396	627	478

Current Funding Sources Used for Homeless Initiatives



Continuum of Care Funds:
HUD

**Community Development
Block Grant:**
HUD

Emergency Solutions Grant:
HUD

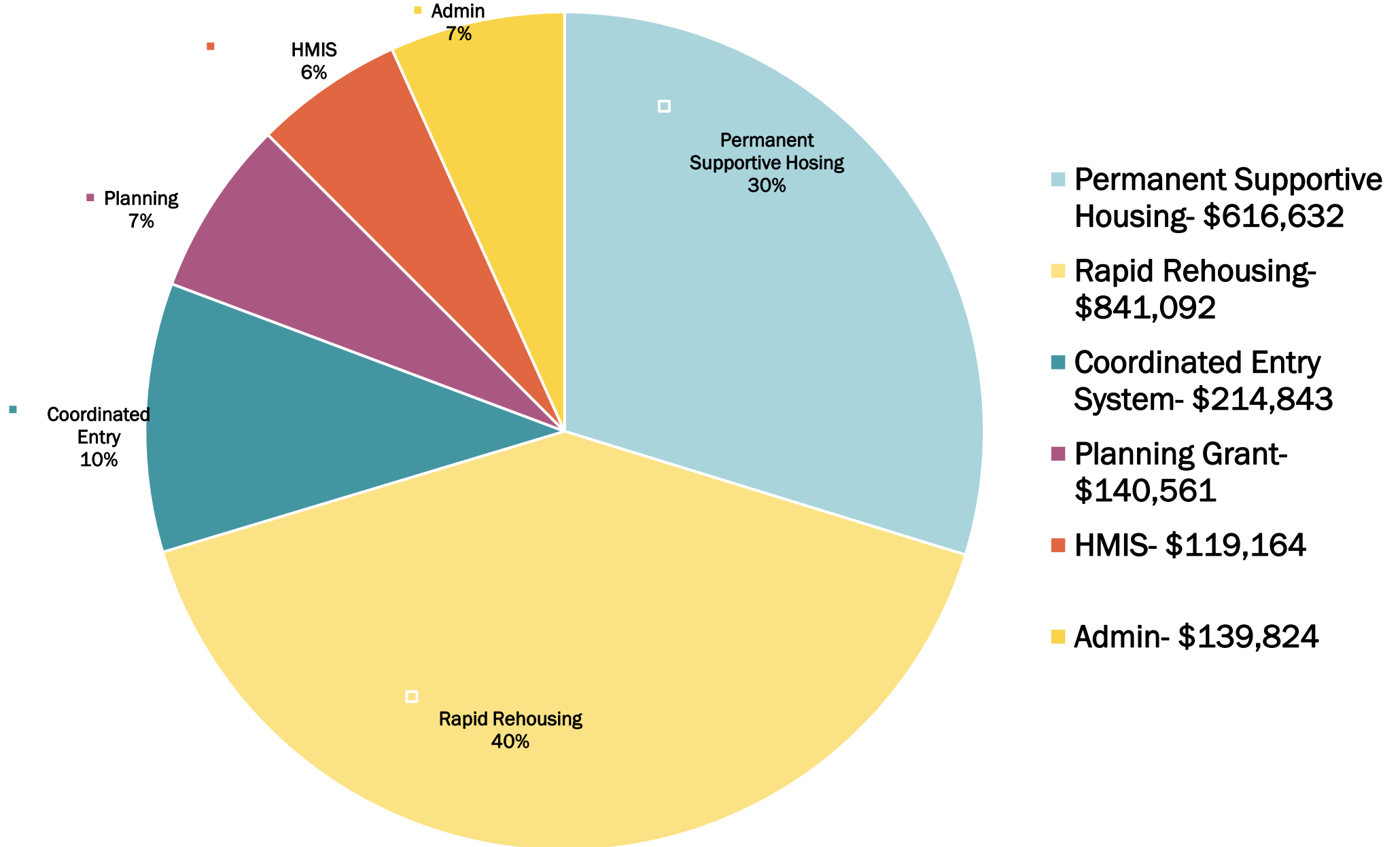
NC Emergency Solutions Grant:
HUD

Continuum of Care (CoC): HUD- **\$3,015,656**

Eligible Activities:

1. Acquisition
2. Rehabilitation
3. New Construction
4. Leasing
5. Rental Assistance
6. Supportive Services
7. Operating Costs
8. HMIS

- Funds cannot be used for emergency shelter or street outreach services.



Calculation of CoC Rental Assistance Programs

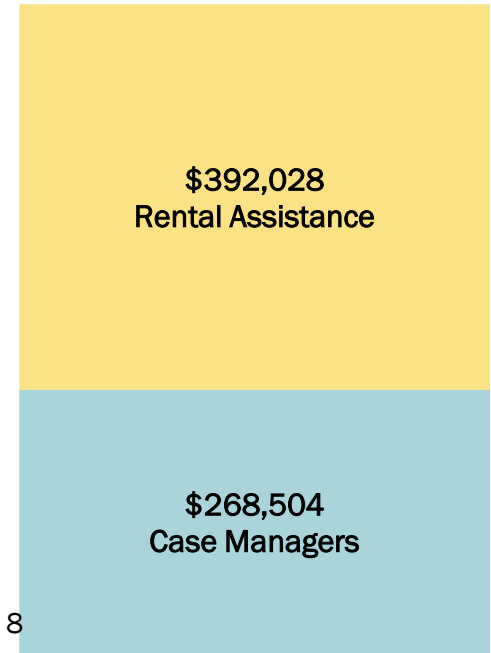
■ Case Managers & Supportive Services

■ Rental Assistance Costs

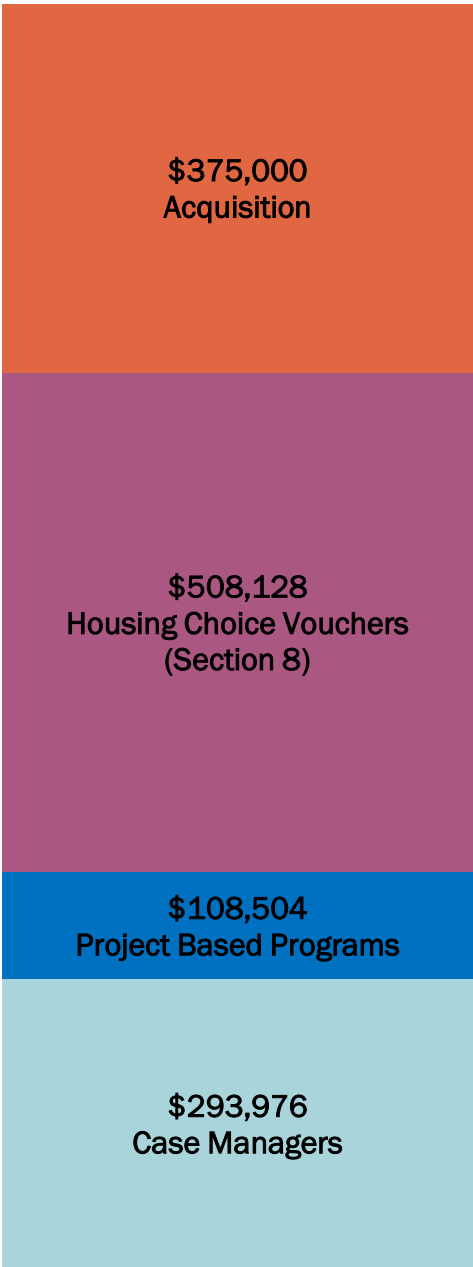
■ Project Based Programs

■ Housing Choice Vouchers

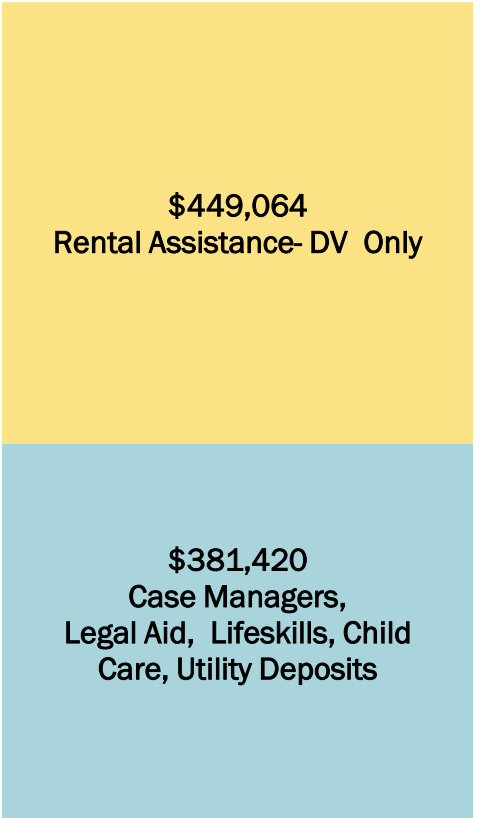
■ Acquisition



RAPID REHOUSING



PERMANENT SUPPORTIVE HOUSING



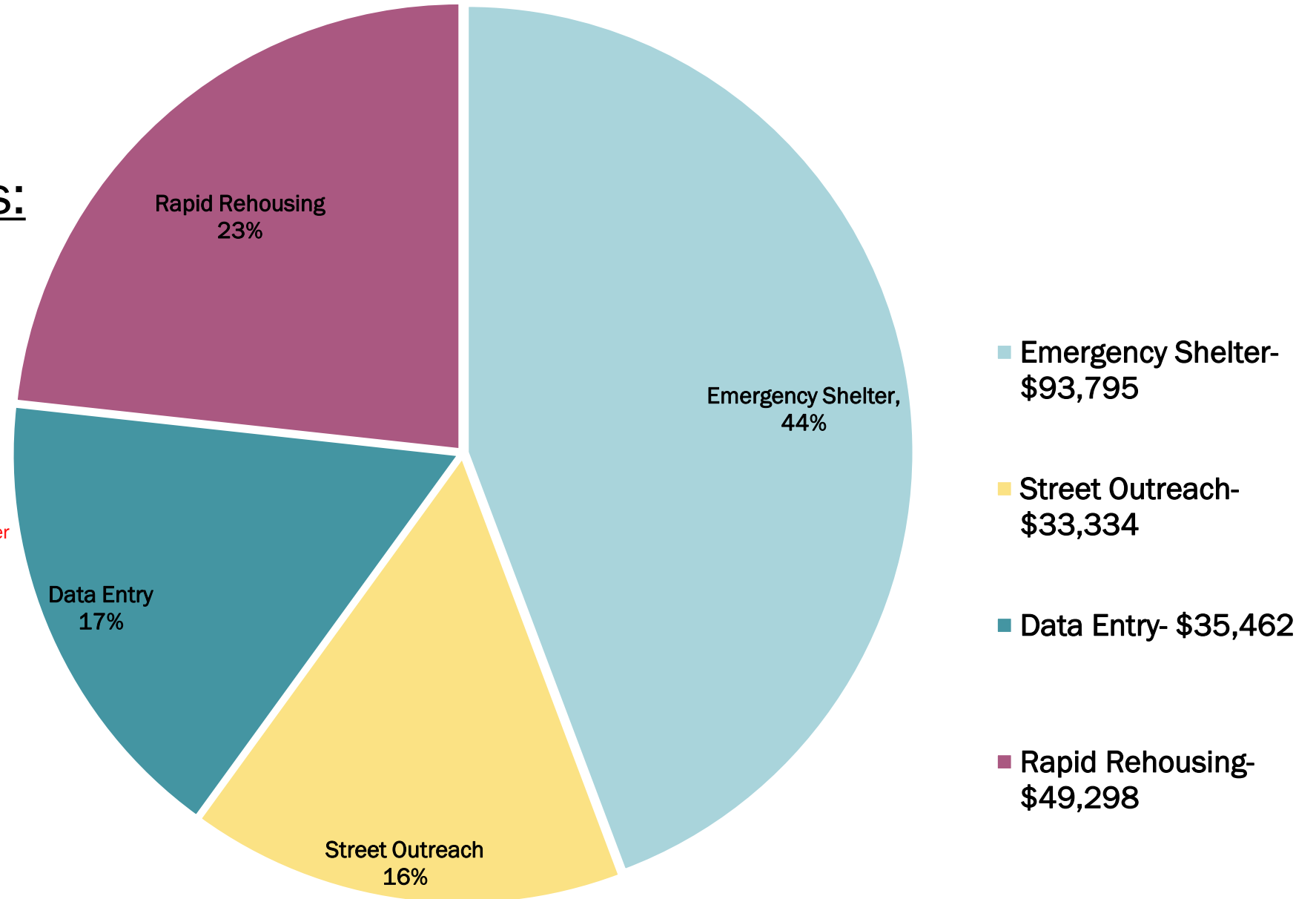
RAPID REHOUSING- DV ONLY

NC Emergency Solutions Grant: HUD

\$211,889

Eligible Activities:

- Street Outreach
- Emergency Shelter
- Homeless Prevention
- Rapid Rehousing
- HMIS
- Admin
- *Only 60% of funds can be use for shelter services and street outreach



Emergency Solutions Grant: HUD

\$177,650

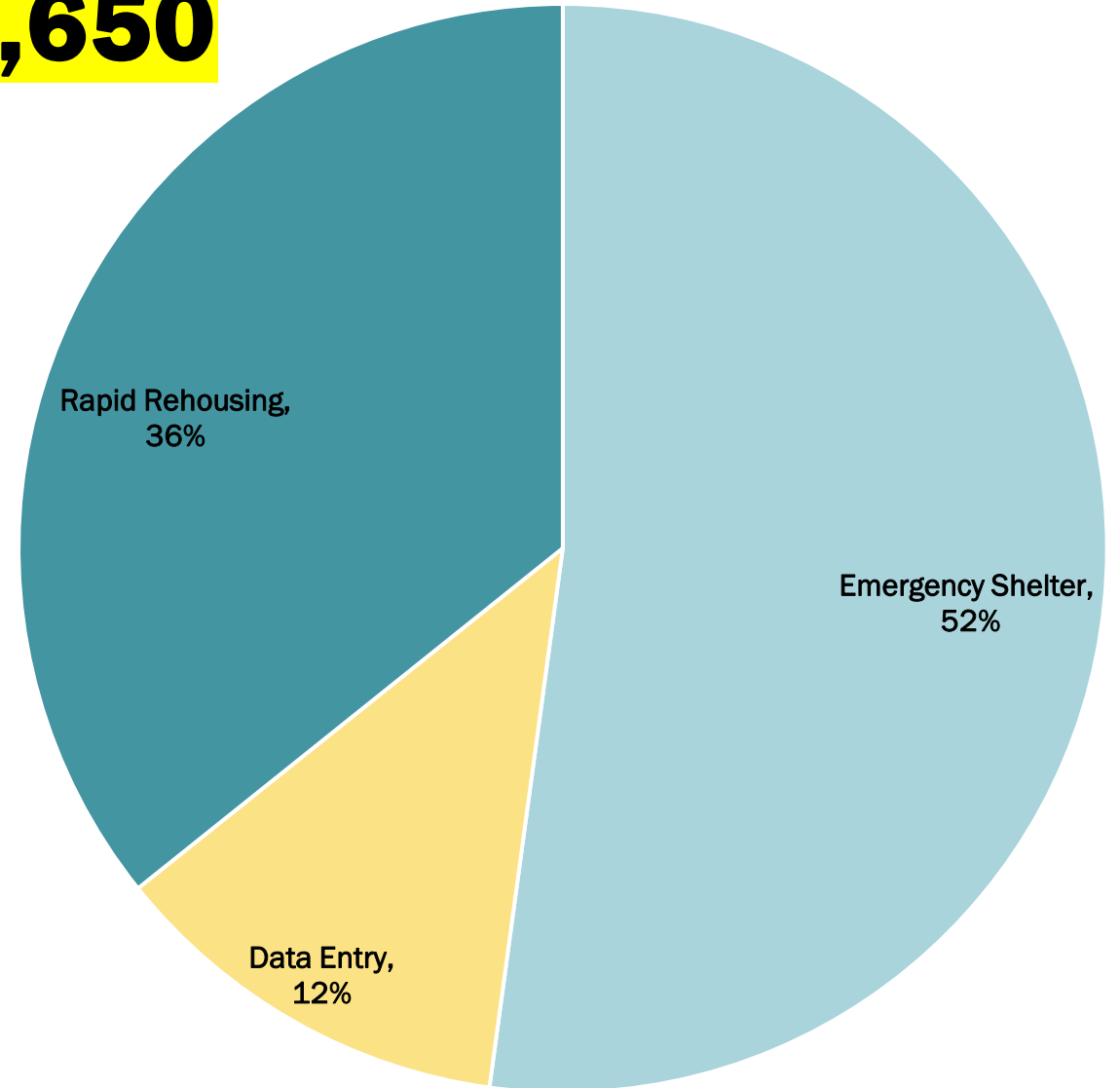
Eligible Activities:

- Street Outreach
- Emergency Shelter
- Homeless Prevention
- Rapid Rehousing
- HMIS
- Admin
- *Only 60% of funds can be used for shelter services and street outreach

■ Emergency Shelter-
\$92,650

■ Data Entry- \$21,500

■ Rapid Rehousing-
\$63,500



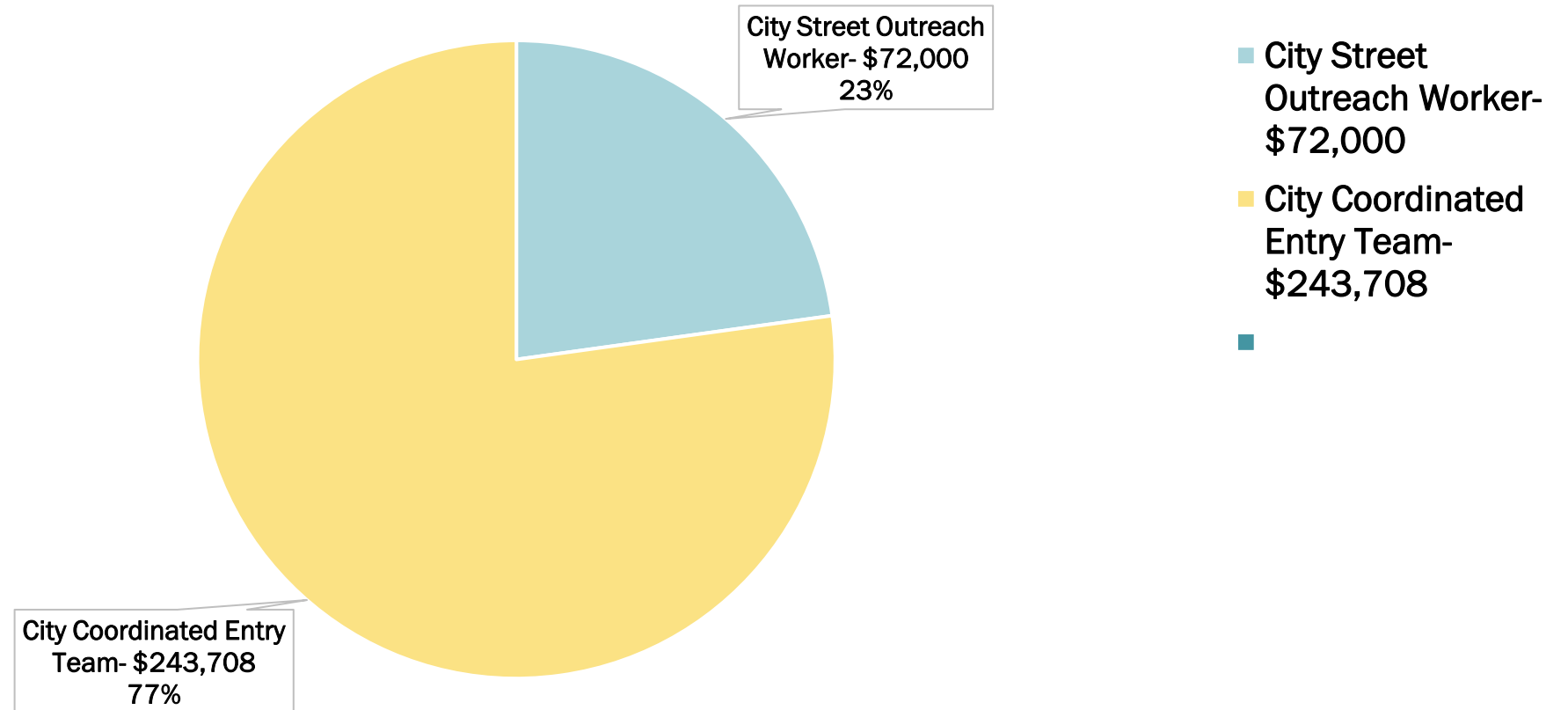
Community Development Block Grant- CDBG: HUD

\$315,708

CDBG Use

Public Services

*15 percent cap on public services.
This also includes other annual
allocations to community agency
programs.*



Continuum of Care:	CoC Funds:	Non-Federal Dollars (City, County)	Funds Used For:	2024 Point in Time Count	City or County Led	
NC 500: Winston-Salem/ Forsyth	\$3,015,656	\$55,000- City \$181,194- County	Street outreach position- FY25 Shelter Operations	627	City	
NC 504: Greensboro/Guilford	\$2,764,232	\$895,000- City	Winter shelter program, pallet shelter, day centers, SOAR	665	County	Housing initiatives and programs also funded by County and City funds not included in this number.
NC 505: Charlotte/Mecklenburg	\$7,959,806	\$17,000,000	\$12m is contracted services for aftercare services (case management), prevention, shelter	2,095	County	Creates different initiatives and programs that can’t be federally funded but can benefit the community such as Keeping Families Together Project.
NC-506: Wilmington/ New Hanover County	\$845,524	\$91,116- FY25 \$118,416- FY24	Various CoC programs around housing, outreach, shelter	593	Cape Fear Council of Governments	Endowment fund to fill in the gaps. This fund is used for needs as they arise.
NC-513: Chapel Hill/Orange County	\$1,200,000	\$1,300,000	Divided between City of Chapel Hill (39.77%), Orange County (39.5%), Carrboro (14.3%), Hillsborough (6.5%)	148	County	Shelter, Street outreach programs, Coordinated Entry, Housing specific
NC-507: Durham County/ Durham City	\$2,993,565	≈ \$300,000- City	Emergency shelter operations, landlord engagement, street outreach, white flag shelter, permanent supportive housing	405	City	Landlord engagement program ran by the City. Matches City ESG with local funds.



What Have We Done?

HEAT Team:

Homeless Encampment Engagement Team



City of Winston-Salem
Neighborhood Services

Code Enforcement
Housing & Community Services



Powered by United Way of North Carolina



Bethesda
Center



B.E.A.R.
Behavioral Evaluation
and Response Team



City of Winston-Salem Collaboration



City of WS-
Department of
Transportation



Code Enforcement
Housing & Community Services



Sanitation
Department







City & County Partnership



- \$181,194 in local agency funding for shelter operations and winter shelter.
- County Commissioner representative on the Commission on Ending Homelessness (Commissioner Woodbury).
- County appointments on Commission on Ending Homelessness- 4
- Increased partnership with the Directors of Public Health, Community & Economic Development, and Social Services as well as staff:
 - Manages the Homeless Caucus on behalf of the City and CoC
 - Ongoing assistance with events and needs for the community
 - Point in Time Count- volunteers, supplies, flu shots
 - Project Homeless Connect
 - Winter Shelter- 2025
 - Day Center or One Stop Shop Conversations
 - Attendance in all Continuum of Care meetings and initiatives
 - Increase referrals and knowledge of available programs within the CoC, City, and County

Winter Shelter 2025

Plans are still pending

Dwelling Overflow Shelter and Warming

- Pop Up Overflow Shelter/ Warming Space
- CDBG CV funded

Calvary Moravian Family Overflow Shelter

- Family Shelter
- CDBG CV funded

New Story Overflow Shelter

- 20 beds for men
- CDBG CV funded

Annex 2 Overflow Shelter

- Pending County Commissioner approval
- 35 beds for men
- CDBG CV Funded

St. Timothy Overflow Shelter

- 20 beds for women only
- Non-City funded

Maple Springs United Methodist Church

- 20 beds for men
- CDBG-CV funded
- Location to be determined

NIGHTLY FLOW



SHELTER SITE SET-UP | 6:15-6:45 PM

Site Coordinator & Hospitality Volunteers

Site coordinator and volunteers arrive to set-up the space.
set out cots and roll out storage bins
welcome and situate dinner volunteers

THE "GOOD GRUB GANG" | 6:30 PM

Arrives with dinner already prepared by 6:30.
Bring enough for 25-40 people (guests and staff, site specific)
Please provide: Meal, drinks, disposables, and serving utensils

SHELTER CHECK-IN | 6:00-6:30 PM

Location: Anex Building 2
651 Highland Avenue, WSNC

Guests (men & women) will begin checking in at 6:00.
Guests must be present by 6:30 to be eligible for a bed.
Guests transported (women first) to shelters starting at 6:15.

Revamp Coordinated Entry System:



New Coordinated Entry System Collaboration

- City with Dwellings, City of Winston-Salem, Family Services
- Provides in person services at locations that provide access to mainstream and basic need services- Dream Center/ City with Dwellings
- Provides more than one way to connect to services: in person, phone, email, website

Marketing of the CoC with Events & Newsletters

- Increase sponsors and local partnerships.
- Project Homeless Connect
- Monthly Events- Connections Over Coffee

Revision of Prioritization Policy

- Increase connections to resources and case management
- Decrease wait time.
- Increase number of persons served who are long term homeless.
- Light Touch Assistance Program

24/7 Call Center Contract

- Contract with NC 211 to provide call center and resource connection to households who call and are experiencing homelessness.
- Providing 211 access to HMIS system to allow real time data information from call center .

Enhanced Training & Increased Membership & Participation

Education of Best Practices

- Training agencies on best practices such as:
 - FMR vs. Rent Reasonableness
 - Progressive Engagement
 - Advocating and the Housing First
 - Trauma Informed Care

Increase in Membership

- Increase partnership agencies
 - Goodwill
 - Local Religious Organizations
 - Novant Health
 - Baldwin Properties
 - Forsyth County Department of Social Services

Increased Participation

- In person meetings for full Continuum of Care Council
- Increase participation by creating actions groups for each sector of work:
 - Homeless Caucus
 - Emergency Response
 - Street Outreach
 - Rapid Rehousing
 - Permanent Supportive Housing
 - Commission on Ending Homelessness
 - Data and Performance
 - Membership



What Do We Still Need?

Current Needs:

Increase Staff & Agency Capacity

- Wage study shows 60% of front-line staff earn below the living wage. (\$35,006.40 per year)

Increase and Development of Interim Housing

- Shelter opportunities for families and single women.
- Creation of non-congregate shelter options for those with high barriers.

Supportive Services

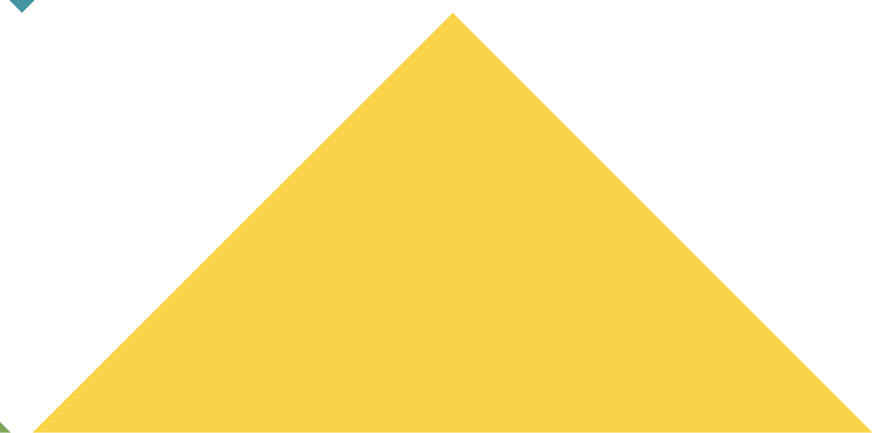
- Increase in kind opportunities for mental health/substance abuse providers.
- Increase & strengthen wrap around services available for clients.

Affordable Housing Opportunities

- **Shelter is short term, so what's next?**
- It costs more to house a household than to provide emergency shelter.
- Increased housing opportunities to utilize housing choice vouchers and rapid rehousing funds as well as affordable housing opportunities for households who are making at or below 80%.

Housing Retention

- Unrestricted dollars to prevent households from becoming homeless.
- Prevention and stabilization of at-risk households avoids families and individuals from experiencing homelessness.



What We Hope to Do

Master Leasing



- An agency (like a nonprofit or housing authority or local government entity) leases an entire building or multiple units from a landlord or property owner.
- The agency becomes the "master tenant" and then subleases the units to individuals or families experiencing homelessness.
- The agency typically provides rent guarantees, property management support, and sometimes on-site services, making it less risky for the landlord.
- People experiencing homelessness benefit by getting immediate access to housing paired with case management and supportive services to help them stabilize.
- 👉 The key benefit: it opens up housing quickly without waiting for affordable housing to be built, and it reduces landlord concerns about renting to tenants who may have poor credit, rental history gaps, or other barriers

Rehab Existing City Owned Properties or Purchase and Rehab Properties for Sale

- Existing City owned property.
- Rehab existing City owned homes or homes on the City's demolition list which are deemed to be viable.
- These homes will be used for affordable housing purposes and sold to interested nonprofits interested in the development and creation of affordable housing.
- These homes will be required to adhere to the City's Housing Justice Act and be prioritized for households with income below 80%.
- Rehab of this property was around \$75,000



Rehab Existing City Owned Properties or Purchase and Rehab Properties for Sale



Rehab of Multi Family/ Investment Properties

- Currently there are owners who are interested in rehab and will allow units to be used for permanent supportive housing or affordable housing.
- All tenants will have assigned case managers through existing local agencies.
- Prioritization will be given for households experiencing homelessness based on the length of time homeless.
- Owner will maintain ownership and will have to adhere to the City's Housing Justice Act on rent amounts.



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Conversion of Commercial Spaces



- **Utilizing commercial spaces to increase residential opportunities.** Conversion of hotels/motels, warehouses, schools, light industrial locations, retail, and other large spaces to create mixed use housing.
- **Increases Housing Supply Quickly-** Vacant commercial buildings already exist, so converting them can be faster than building new housing from the ground up.
- **Revitalizes Underused Areas-** Empty commercial corridors can become vibrant mixed-use communities with people living, working, and spending locally.
- **Creates Opportunities for Permanent Supportive Housing-** Hotels and motels are especially well-suited for conversion into smaller, studio-style units, which work well for individuals experiencing homelessness or needing supportive services.
- **Potential for Mixed-Income Housing- Conversions** can blend affordable units with market-rate units, reducing concentration of poverty and creating more inclusive communities similar to locations downtown that have been rehabbed.

Cottage Homes

- A village of cottage homes can often be built in months instead of years (compared to large apartment developments). Permanent housing rather than emergency shelter
- Cottages can be built as stand-alone villages with shared kitchens, bathrooms, and community spaces, or as individual units integrated into existing neighborhoods.
- Cottages use less energy and resources, supporting sustainable and eco-friendly development.



Eden Village
Wilmington, North Carolina
2 year project on an abandoned Mobile Home park. 400 square feet zoned as RV.

Additional Services for the Unsheltered

- Services that are able to meet unsheltered households in the streets.
- Basic need services such as showers, food, and laundry.
- Increase access to mental health and physical health services meeting individuals where they are.



