greenville together

A Home for All

GREENVILLE TOGETHER:

A Home for All

One-year action plan to reduce unsheltered homelessness

January 2025

Table of Contents

Introduction

The impact of homelessness and housing instability is well-documented. Stable housing improves health, education, and economic well-being. Communities that invest in best practices, tailor solutions, promote equity, and mobilize the community can prevent and end homelessness. A robust community response and supportive policies are crucial for success.

Greenville is advancing a newly coordinated approach to effectively address and end homelessness. Through a collective effort, cross-sector leaders have come together to mobilize resources and develop a comprehensive action plan to significantly reduce unsheltered homelessness in the near term while laying the groundwork to prevent and minimize all types of homelessness in the future.

The **Greenville Together: A Home for All One-Year Action Plan** aims to significantly reduce unsheltered homelessness in the City of Greenville. A second component is currently under development, The Three-Year Comprehensive Action Plan to Reduce All Types of Homelessness. This Plan will be published and launched in 2025 as a supplement to this One-Year Action Plan.

While the Action Plan is focused on the City of Greenville, the Community Task Force is hopeful that other municipalities might be interested in partnering over time, and the Plan could be expanded to incorporate Greenville County residents.

VISION AND IMPACT

Our Vision: Greenville will functionally end unsheltered homelessness through a comprehensive community response to ensure it is prevented whenever possible, or if it can't be prevented, it is a rare, brief, and non-recurring experience.

"Functional zero" is a dynamic milestone that indicates a community has solved unsheltered homelessness. It doesn't mean no one will become homeless. What it does mean is that systems are in place to ensure they are quickly rehoused, and the system can prevent most instances of homelessness from occurring in the first place.

Our Impact: By December 2025, we will rehouse 50 people experiencing unsheltered homelessness within the City of Greenville and assist at least another 30 people to be reunited with family/friends or be linked with local community providers to receive assistance to exit homelessness in the future.

OVERVIEW OF STRATEGIC ACTION AREAS

The **Greenville Together: A Home for All One-Year Action Plan** contains two types of action areas. Implementation Actions will enable our community to make meaningful reductions in unsheltered homelessness, increase public understanding of the causes and solutions, and track progress on our initial goals and metrics. Planning Actions will be undertaken to lay the groundwork for enduring

changes that enable us to reach and sustain our vision to functionally end unsheltered homelessness within the City of Greenville. A summary statement for each focus area is described below:

IMPLEMENTATION ACTIONS

Primary Strategy
- <u>Housing Surge:</u> Implement a housing surge managed through a joint command center to reduce unsheltered homelessness in the near term.

Supporting Strategies
- <u>Public Education and Engagement:</u> Create and foster a shared understanding of unsheltered homelessness across Greenville, mobilizing the community to support effective, long-term solutions.
- <u>Training and Technical Assistance:</u> Provide training and technical assistance for all organizations participating in the initiative, emphasizing equity and best practices to enhance the quality of services, shelter, and housing support.
- <u>Accountability and Sustainability:</u> Ensure data collection, analysis, and reporting are in place to understand needs, track progress, course- correct, and report publicly about unsheltered homelessness.

PLANNING ACTIONS

Future Strategy
- <u>PSH Pipeline:</u> Design and establish a plan to finance and fund a pipeline to develop high-quality permanent supportive housing (single-site, mixed-income, and scattered site).
- <u>Comprehensive Day Services and Housing Needs Assessment:</u> Conduct a comprehensive assessment of the current day services system and unmet needs then identify potential solutions (near-term and long-term) and craft a strategic action plan for better coordinated and more effective housing and day services navigation.

VALUES AND GUIDING PRINCIPLES

We embrace the following values and guiding principles when implementing this plan.

We are guided and led by people with lived experience

Our commitment to equity in this action plan centers on meaningful inclusion and leadership from those with lived experience. We are actively setting the stage for a responsive and transformative system. The expertise and leadership of people with lived experiences of homelessness will be engaged, fairly and consistently compensated, and actively supported. People with lived experience will have the power to drive decision-making across the action plan's operations and governance. Every element of the action plan will demonstrate anti-racist and inclusive practices that affirm the dignity of every person and value the intersectionality of people's identities, experiences, and expertise.

We share accountability for outcomes and quality

Policymakers, funders, and provider organizations will share accountability and hold each other accountable for outcomes and the quality of the full range of crisis response, housing, and service opportunities essential to the success of a housing-focused homelessness response system.

We collaborate and share knowledge
We will collaborate across organizations, sectors, and partners to ensure that all people being served through this action plan and all people working to implement it have the information and knowledge they need to succeed and thrive.

We are committed to continuously learning and improving
Partners will foster a culture of change, innovation, and adaptability, incorporating abundance model principles through which challenges are treated as opportunities for change. They will use data and analyses to support learning and sharpen strategies, test and try new things, and continuously improve.

We will work to address the systemic causes of homelessness
Planning, program design, and implementation activities are grounded in recognizing that homelessness results from failed systems and policies (e.g., affordable housing, transportation), not personal choices or failings. Efforts to assist people experiencing homelessness will be matched by efforts to advocate for changes to systems and policies that create homelessness.

We are purposefully addressing trauma
Trauma-responsive approaches will be implemented to address the effects of past traumas on people being served by and working within the Greenville homelessness response system, and to ensure that people are not traumatized further through their engagement with programs and services.

We support organizational performance and capacity to achieve
All organizations who work in all types of roles to implement the action plan will be supported in developing their staff to have the skills needed to be effective

OVERVIEW OF THE PLANNING PROCESS

The **Greenville Together: A Home for All One-Year Action Plan** was developed through a collaborative community partnership supported by Barbara Poppe and Associates (BPA). This included:

- The **Community Task Force** comprised leaders from various sectors, including the Lived Experience Council. A complete membership roster is included in the appendix. Its role was to develop this one-year action plan and a companion document that is a comprehensive action plan to address all types of homelessness. The Task Force met several times between September 2024 and January 2025 for strategy planning sessions facilitated by the BPA Team. The Task Force adopted the final action plan, and its members committed to support implementation. See appendix for membership roster.

- The **Lived Experience Council** (LEC), a diverse group comprising individuals with past and current experiences of homelessness in Greenville, met to prepare for and debrief the strategy planning sessions, which the BPA Team facilitated. The council provided input into the process and endorsed the final plan. Some members of the Council served on the Community Task Force. A complete membership roster is included in the appendix.

- The **Leadership Team** (LT) guided the plan's development process. Throughout the project term, the LT met with the BPA Team to share project updates, plan for, and make decisions regarding upcoming tasks and activities. All members of the LT served on the Community Task Force. See appendix for membership roster.

- United Way of Greenville County served as the local **Administrative Liaison**, providing support, managing meeting logistics, and ensuring coordination and communication.

Many organizations and individuals participated in listening sessions, focus groups, and planning sessions to inform the plan. A list of organizations that participated is included in the appendix.

Overview of Current State

COORDINATING BODIES

Upstate Continuum of Care (CoC) comprises more than 80 agencies. This body complies with the requirements for the U.S. Department of Housing and Urban Development's annual CoC funding program. By and through it, the Collaborative Applicant (United Housing Connections) applies for this funding for the geographic area composed of 13 counties. Greenville and Laurens County are one of the four regional chapters within the CoC. The Advisory Council organizes several standing committees. In addition to applying for federal funding, the CoC oversees these required functions:
- Homeless Management Information System (HMIS)
- Annual Point in Time Count (PIT)
- Coordinated Entry System (CES)

The Greenville Homeless Alliance (GHA) comprises over 1850 individuals, 565 organizations, and local government (including Greenville County and six municipalities) working as a collective to educate the community, advocate for change, and find innovative solutions to help end homelessness across Greenville County. GHA is governed by a steering committee with members from at least four distinct sectors represented by frontline service providers, healthcare, business, and funders/philanthropy. The Community Foundation of Greenville is the fiscal agent, and United Ministries is the host organization. GHA's vision is safe, affordable homes for all.

The Coffee Club is a group of frontline service providers who meet weekly for case conferencing and joint outreach to identify options and solutions for individuals who frequently cycle between shelters, other institutions, and the streets. Triune Mercy hosts the weekly meeting on Monday, and joint outreach occurs county-wide on Thursday.
- This collaboration has strengthened frontline staff relationships across various community-based homeless assistance providers.
- Sharing information also increases transparency in resources and services, bridging gaps between programs and providing a more holistic response.

INVENTORY OF RESIDENTIAL PROGRAMS

UHC and GHA worked together to develop an overview of the residential programs in Greenville County that serve exclusively or predominantly homeless people (as of 10/1/24). See
- Temporary Programs: Residential programs that are time-limited
- Permanent Programs: Provide units that are not time-limited, and rents are subsidized; provide services that may or may not be time-limited

The capacity is 1,900 beds/spaces, with 65% of the inventory in temporary programs. The Appendix contains a companion document listing the organizations and programs in the inventory. UHC and GHA estimate that 95% of the inventory is currently being utilized.

Residential Inventory for Homeless Programs, Greenville County, n=1900

Permanent, 668, 35%

Temporary, 1232, 65%
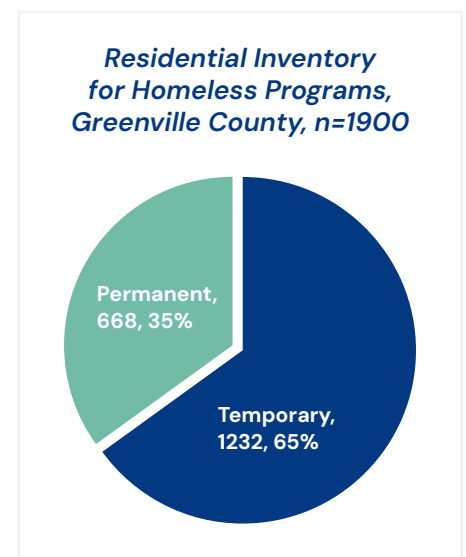
PEOPLE EXPERIENCING UNSHELTERED HOMELESSNESS

UHC identified and provided two sources of data about who experiences unsheltered homelessness within the City of Greenville:

- The **Point-in-Time** (PIT) Count counts sheltered and unsheltered people experiencing homelessness within the City of Greenville on a single night in January 2024.
- The **Coordinated Entry System (CES) Prioritization List** are the households assessed for Coordinated Entry between 9/1/23 and 9/1/24, and their current zip code is reported as being in Greenville City Limits. For Families/Multi-Person Households, data is collected on the head of household.
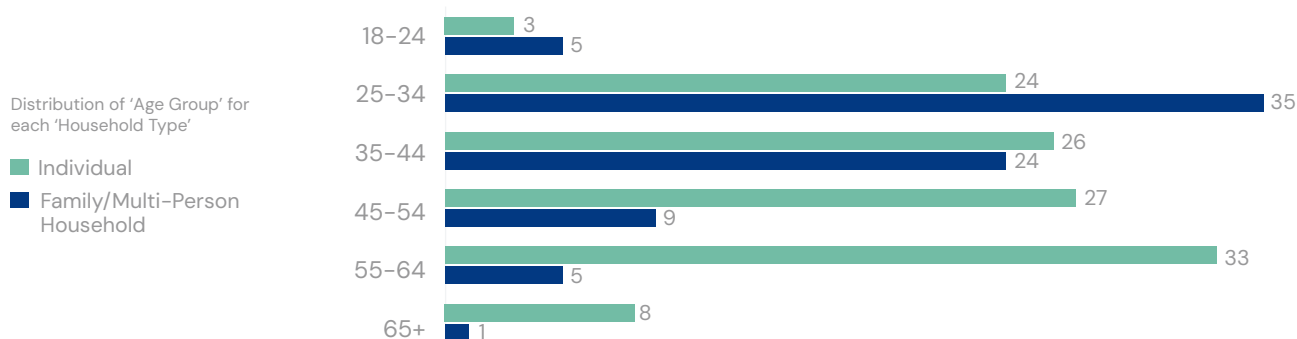
Both data sources are undercounts of the population who experience unsheltered homelessness but are the best available local data about this population.

One hundred forty-nine (149) individuals were identified during the PIT Count as unsheltered or accessing cold weather shelters. The latter would have been unsheltered the night of the Count if the temperature had been above the threshold for opening the cold weather shelters. Those counted in outdoor spaces not meant for human habitation were primarily in the 29609 and 29601 zip codes. One hundred twenty-four (124) unsheltered people were identified as male. The greatest proportion identified as Black, with a range of ages. Comparing the unsheltered population to the general population of the City of Greenville revealed significant racial disparities, with Black or African American households being three times more likely to experience unsheltered homelessness compared to white households.

Racial Disparities:
Comparison of City of Greenville to Unsheltered Population
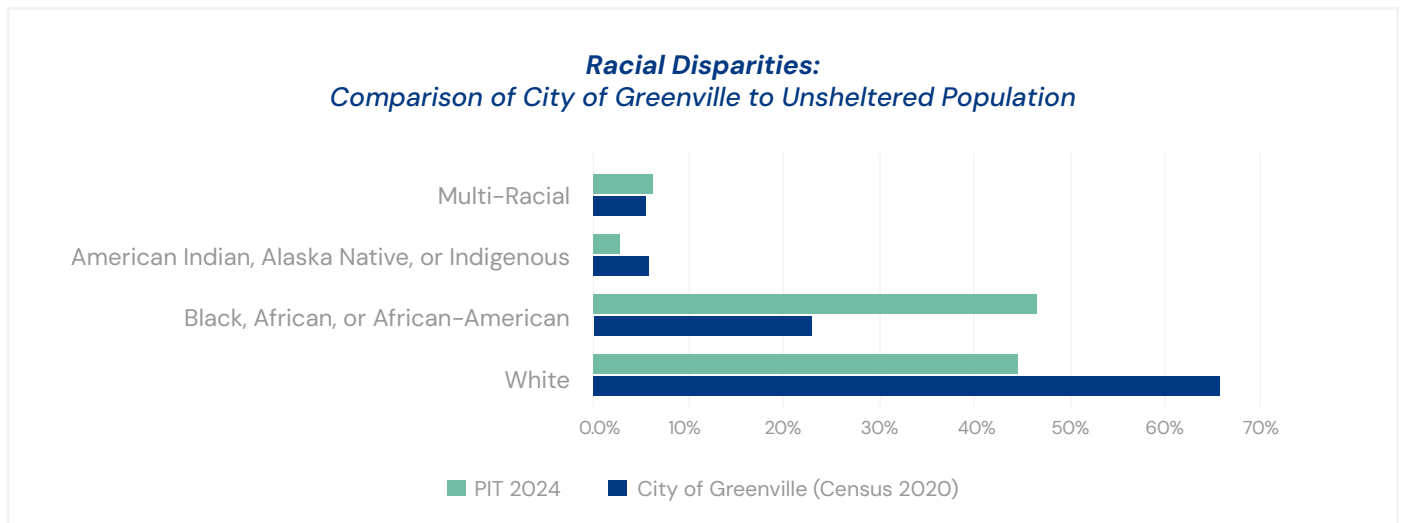
Within the CES dataset (n=304), 104 households experienced unsheltered homelessness, and 61% were single adult households. The largest proportion identified as Black, with a range of ages for the head of household. 85% of single adults who experienced unsheltered homelessness reported a disability or disabling condition with an average monthly income of $1,147. 44% are chronically homeless with a disabling condition, and most have income ($1436.70 average monthly income).

CES Dataset: *Unsheltered by Household Type and Age*

Distribution of 'Age Group' for each 'Household Type'

■ Individual
■ Family/Multi-Person Household

Age Group	Individual	Family/Multi-Person Household
18–24	3	5
25–34	24	35
35–44	26	24
45–54	27	9
55–64	33	5
65+	8	1

COMMUNITY PERSPECTIVES ABOUT UNSHELTERED HOMELESSNESS

During an onsite visit in September 2024 and November 2024, the BPA team conducted listening sessions and focus groups with people who experienced homelessness or worked on the frontlines at provider organizations. This included:

- Eight (8) participated in the Lived Experience Council
- Twelve (12) participated in focus groups for people with lived experience of homelessness and unsheltered homelessness. We also spoke to two (2) more people at the soup kitchen.
- Fifty-five (55) other individuals, representing 28 organizations, attended one or more activities.

COMMON THEMES

The content below summarizes what the BPA team learned from these community perspectives.

- **More housing options:** The lack of accessible and affordable housing was repeatedly flagged as a significant concern. Housing options are limited due to high costs, background checks, and drug convictions. Even with disability benefits, housing remains unaffordable for many. The lack of permanent supportive housing (PSH), affordable housing, and other options was cited. This gap was noted for those served by street outreach, emergency shelter, and day services programs.
- **Improved shelters:** Many appreciate current shelters, but others can feel restricted due to religious and other requirements, rules, and limited privacy. Shelter admission criteria require some families to be separated and stay at different facilities to be accommodated (i.e., couples, two-parent families, and families with teenagers). Shelter environments can be overwhelming for individuals with mental health issues. To create a safe, respectful environment, more flexibility, better support, separate sleeping areas, enhanced security, and staff trained in addiction recovery and mental health support are needed.
- **Enhanced support for unsheltered people:** Outreach provides essentials like food and clothing, but more targeted support is needed, especially in accessing affordable housing. Better public services like waste management and access to restrooms for unsheltered people were noted. Many participants shared that interactions with law enforcement are often negative and lead to increased distrust. They involve being asked to move, with little focus on offering help or support.
- **Better public transportation:** The bus system needs improvements, especially in availability, reliability, and connections to job locations. People reported using ride-share services to get to work and appointments.

Governance and Implementation Structures

The Greenville Together: A Home for All One-Year Action Plan is organized as a collective impact effort with these key elements:
- Common agenda.
- Shared measurement.
- Mutually reinforcing activities.
- Continuous communication.
- Backbone support.

These elements alone are essential but insufficient; alignment with these eight practices is necessary to achieve success:
- Design and implement the initiative with a priority on equity.
- Include community members in the collaborative.
- Recruit and co-create with cross-sector partners.
- Use data to continuously learn, adapt, and improve.
- Cultivate leaders with unique system leadership skills.
- Focus on program and system strategies.
- Build a culture that fosters relationships, trust, and respect across participants.
- Customize for local context[1].

The work of ending homelessness requires that we center equity. Collective Impact, which centers on equity, adopts these five strategies:
- Ground the work in data and context and target solutions.
- Focus on systems change, in addition to programs and services.
- Shift power within the collaborative.
- Listen to and act with the community.
- Build equity leadership and accountability.

Applying these principles and strategies has accelerated and driven enduring community change to reduce homelessness in other communities.

STEERING COMMITTEE

The Steering Committee provides strategic direction and champions the work of the Greenville Together: A Home for All One-Year Action Plan. The Governing Council/Steering Committee includes representatives from all sectors: government, nonprofit, business, philanthropy, civic, academic, and faith communities. Representatives from the Lived Experience Council are well represented. The nonprofit sector includes organizations providing housing, healthcare, and homelessness services. The Governing Council/Steering Committee is responsible for developing and updating the common

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[1] https://collectiveimpactforum.org/blog/collective-impact-principles-of-practice-putting-collective-impact-into-action/

[2] https://collectiveimpactforum.org/resource/how-homelessness-is-solvable-with-a-collective-approach/
https://collectiveimpactforum.org/resource/what-collective-change-can-you-make-in-100-days/

agenda, data strategy, progress indicators, and the charge to each WG. It will also coordinate the WGs and oversee the backbone partnership to ensure equity, efficiency, and effectiveness. The Community Task Force will establish the membership of the initial Steering Committee; after that, the Steering Committee will monitor its effectiveness and make adjustments as needed to optimize its functioning.

LIVED EXPERIENCE COUNCIL

The Lived Experience Council (LEC) is a dedicated group of current and formerly homeless individuals who bring invaluable perspectives to the action plan. Representing diversity across race, gender, age, and lived experience—among other factors—the LEC provides essential, real-time feedback from the perspective of those being served to guide decision-making and ensure the plan's responsiveness. To further support the action plan, establishing a structured system to fund, facilitate, and sustain meaningful engagement with the LEC will be essential, led by a dedicated leader to ensure that the voices of those with lived experience are central to addressing homelessness in Greenville. LEC members will host regular meetings to provide insights on key elements of the action plan and will participate actively in the Steering Committee, Implementation Workgroups, and other collaborative efforts. Through these roles, the LEC will be instrumental in shaping strategies, promoting equitable outcomes, and driving sustainable change within Greenville's homelessness response efforts.

IMPLEMENTATION WORK GROUPS

The implementation workgroups (WGs) execute the action plans through cross-sector partnerships centered on equity. The WG should be led by two collaborative, action-oriented co-chairs committed to the mission. WG members also should be collaborative, action-oriented, and knowledgeable about the content area. The co-chairs and the WG members must commit the time to do the expected work. The WG is accountable for the strategy and indicator development, coordinating and implementing activities and strategies, and providing updates to and learning from the steering committee, other WGs, and the backbone. The WG serves as the champion for the focus area and, importantly, aligns their individual organizations to the goals, indicators, and strategies of the WG. The "work" of the WG uses a continuous cycle of "plan, do, review." Each WG should have 6–8 members in addition to the co-chairs. At least two members should be representatives from the Lived Experience Council. The WGs are supported by the Backbone as needed.

The Community Task Force will establish the initial WG membership; the Steering Committee will monitor WG's effectiveness and adjust and optimize its functioning.

The implementation WGs will include:

PRIMARY STRATEGY:
WG1: Housing Surge

SUPPORTING STRATEGY:
WG2: Public Education and Engagement
WG3: Training and Technical Assistance
WG4: Accountability and Sustainability

FUTURE STRATEGY:
WG5: PSH Pipeline
WG6: Comprehensive Day Services and Housing
         Needs Assessment

The Command Center (organized for the Housing Surge) will also coordinate implementation activities across all six WGs. This approach uses an emergency management structure and processes to resolve unsheltered homelessness by organizing critical local government agencies and service providers under a unified command structure, such as Emergency Support Functions (ESF), used during disaster response.

The Housing Surge Command Center will manage and coordinate:
- Systematic identification of unsheltered people
- A centralized, community-wide plan for rehousing them
- Dedication of housing and supportive services resources to support the rapid delivery of housing and services to unsheltered people.
- Increased intensity of clinical supports, such as mental health, substance use, health care, and aging care.

The charge for each of the WGs is included in the following section of the report.

FUNDERS COLLABORATIVE

While many organizations, governmental agencies, and foundations have been working to address homelessness for many years, these efforts have usually been uncoordinated and too often fragmented. This makes it difficult for housing and service providers to assemble the necessary resources to scale efforts to meet needs comprehensively.

Greenville Together: A Home for All Funders Collaborative will comprise public and private organizations that provide capital, operations, rental assistance, and services funding. The Funders Collaborative will bring public and private partners together to align funding priorities around the Greenville Together: A Home for All action plan. The intent will be to create a unified and streamlined application process that supports the ability of private and public partners to make funding decisions collaboratively. The strategies to be used will likely vary but could include pooled funding, aligned RFP/RFI, and independent by aligned decision-making. A Funders Collaborative will enable the community to better test innovative solutions to identified challenges. The membership of the Funders Collaborative is open to any public or private funding organization that commits $10,000 or more to support the implementation of the Greenville Together: A Home for All action plan. The Steering Committee will monitor its effectiveness and adjust to optimize its functioning.

BACKBONE PARTNERSHIP

For the Greenville Together: A Home for All One-Year Action Plan to be successful, the backbone support will need to guide vision and strategy, support the alignment of all activities, establish shared measurement practices, cultivate community engagement and ownership, advance policy, and mobilize resources[3]. Research on practical collective impact efforts found that the backbone support is critical to success.

The Community Taskforce determined that backbone support should be provided through a partnership rather than a single organization. Greenville Together: A Home for All Backbone will be a partnership among three local organizations serving three functions: overall lead and project manager, data manager, and LEC coordinator. The Backbone Partnership will support this Action Plan, and the upcoming Comprehensive Action Plan be developed in early 2025.

[3] https://collectiveimpactforum.org/wp-content/uploads/2021/12/Backbone-Starter-Guide.pdf

BACKBONE LEAD AND PROJECT MANAGER

Primary Roles
Supporting all planning and implementation activities of the Greenville Together: A Home for All action plan. This may include facilitating the Steering Committee, Funders Collaborative and all WGs.

Additional Roles
Serves as the fiduciary agent for investments by the Funders Collaborative to support the Action Plan, including holding contracts with organizations that serve as the Backbone Data Manager and the LEC Coordinator.

Manages meeting support required, e.g. supplies, food, administrative, etc.

Coordination
Leads the organizations that make up the Backbone partnership. Coordinates with Backbone LEC Coordinator and Backbone Data coordinator.

Staff
2.0 FTE

BACKBONE DATA MANAGER

Primary Roles
Supporting all data planning, activities of the Greenville Together: A Home for All action plan. Oversee monthly Street Count, manage the Surge Database, including data collection, quality, analysis and reporting, support data needs for SC, LEC, FC, and all 6 WGs (inclusive of qualitative and quantitative data collection, analysis, and reporting).

Additional Roles
Support publication of progress reports. Attend and present at meetings, as requested, by the Backbone Lead.

Coordination
Participate actively in Backbone partnership.   Coordinates with Backbone Lead and Backbone Data coordinator.

Staff
1.0 FTE

BACKBONE LEC COORDINATOR
Primary Roles Recruiting, training, supporting, and overseeing participation of LEC members, facilitating the LEC meetings, supporting LEC participation in all WG's and supporting the planning and evaluation conducted by all WG. Provides compensation for LEC members.
Additional Roles Recruiting and supporting people with lived experience of homelessness (PWLEH) for focus groups. Provides compensation Manages meeting support required, e.g. supplies, food, administrative, etc.
Coordination Participate actively in Backbone partnership.   Coordinates with Backbone Lead and Backbone Data coordinator. Attend and present at meetings, as requested, by the Backbone Lead.
Staff 0.5 FTE

COMMUNICATIONS PLAN

Effective communication is essential to the success of the Greenville Together: A Home for All Action Plan. It ensures transparency, builds public trust, and educates the community on homelessness. This high-level plan outlines the core strategies for consistent messaging, community education, and engagement with each implementation group (WG).

Branded website as an information hub
- A branded website will serve as the central information hub, hosting monthly progress updates, resources for individuals experiencing homelessness, and educational materials for the broader community.
- This website will enhance transparency and help foster public trust.

Public dissemination through media releases and briefings
- To keep the community and key stakeholders informed, the plan includes regular press releases and quarterly briefings with the City Council and media to announce major developments, partnerships, and milestones, demonstrating accountability and commitment to reducing homelessness.

Social media engagement for broad reach
- Social media campaigns will extend the plan's reach, leveraging cost-effective, accessible content like images and graphics to engage audiences on homelessness issues.
- Social media provides a broad reach, enabling targeted ads and user engagement to maximize impact at a lower cost than traditional video production, which often requires more significant equipment, editing, and production resources.

Integration with Implementation Workgroups (WGs)
- Each Implementation Workgroup (WG) will contribute updates on their progress to ensure a unified communication approach, with designated communication liaisons in each WG maintaining alignment across messaging.

Monitoring and adapting communications
- Performance metrics will be tracked to monitor engagement, and feedback will guide adjustments to ensure the communications remain responsive to public needs and interests.
- This streamlined communications plan, supported by more detailed guidance from the Public Education and Engagement WG, will provide a structured approach to keep the community engaged, informed, and supportive of the action plan's mission to reduce homelessness.

TIMELINE

January – March 2025
- Funding and in-kind commitments are secured.
- Launch Steering Committee and all work groups.
- Lived Experience Council meets at least monthly.
- The backbone partner organizations have filled positions and are supporting the collaboration.
- The best practices training series is completed for all provider organizations that are participating in the Housing Surge
- The Lead Housing Surge provider is selected via a competitive Request for Information (RFI).
- The Housing Surge process, partnerships, and protocols are collaboratively designed.
- The Command Center is operational.
- Public education and engagement activities have been launched.
- Monthly street counts establish a baseline to measure the impact of the Surge.

April – June 2025
- The Housing Surge is underway – admissions, housing placements, and community connections have begun. Unsheltered people are reduced within the area designated for the Surge.
- Public education and engagement activities continue.
- The Planning Workgroups for PSH Pipeline and the Day Services Assessment have been launched.
- The Steering Committee and all work groups continue to meet.
- First quarterly progress report is issued.

July – December 2025
- The Housing Surge continues with 50 people enrolled and stabilized in "Street to Home" housing. Additionally, more unsheltered people leave the streets through improved linkages to local programs and "Rapid Exit" assistance.
- Public education and engagement activities continue.
- The Planning Workgroups for PSH Pipeline and the Day Services Assessment conclude and present their recommendations to the Steering Committee.
- The Steering Committee and all work groups continue to meet.
- 2nd and 3rd quarterly progress reports are issued.
- Activities to support the Three-Year Comprehensive Plan begin.
- The Steering Committee adopts the 2026 Action Plan to continue reductions in unsheltered homelessness using lessons learned during the 2025 Action Plan and to continue implementation of the Three-Year Comprehensive Plan

Primary Strategy: Housing Surge

FOCUS

The Housing Surge will connect people currently and repeatedly unsheltered in central Greenville to permanent housing and other stable situations. We will ensure that services are person-centered, emphasizing participants' self-defined assets and preferences while balanced with the housing options available within the local market. We will optimize housing placements and service linkages by providing coordinated housing navigation, engaging housing providers and landlords, linking and providing supportive services, and identifying financial support to cover costs related to move-in, housing, and other needs. We will also work to improve access to critical public services (e.g., restrooms, water, trash, etc.). This effort will be coordinated through a Command Center, a shared effort between the City of Greenville, nonprofit providers, and civic leaders from the business, faith, and philanthropic community.

The Housing Surge Lead Provider will be selected through a competitive process initiated by the Funders Collaborative in partnership with the Lived Experience Council. The Backbone Lead Partner will manage the RFI (request for information) process.

RATIONALE

Unsheltered people live in the City of Greenville. We want to test a collaborative Housing Surge approach to reduce this number. The Surge will focus on a limited geographic area to increase impact. This model has been effective in other communities and could jumpstart overall progress in reducing unsheltered homelessness. The Housing Surge is a demonstration project to test innovative practices to reduce unsheltered homelessness.

INTENDED RESULT AND IMPACT

We will reduce the number of unsheltered people and test three components of the Housing Surge ["street to home," "rapid exit," and "community care"] for broader replication and scaling. The result should be to increase public satisfaction with the community response to homelessness.
- At least 50 unsheltered households will exit homelessness by December 31, 2025
- At least 30 additional unsheltered households will be connected to improved stability through local community programs, housing units, and/or family and friends by December 31, 2025

LIVED EXPERIENCE ENGAGEMENT AND EXPERTISE

People with lived expertise will participate at all levels and action steps, including as decision-makers in the planning process and within the Command Center structure. The Lived Experience Council (LEC) will review all tools, materials, and protocols. The LEC will partner with the Funders Collaborative to select the Housing Surge Lead Provider.

EQUITABLE OUTCOMES
The rate of placement and stabilization will be equitable regarding race, gender, and disability.

OBJECTIVES

Objective 1
Organize and implement a housing surge to re-house a "target number" of frequently unsheltered people through diverse housing options

Objective 2
Improve access to critical public services (e.g. restrooms, water, trash, etc.) through an inclusive public space management approach

Objective 3
Provide data to the WG on Public Education and Engagement to identify opportunities to reduce public concerns and complaints about contacts with people with appear to be unsheltered

Objective 4
Implement the housing command center using management structure and processes by organizing critical local government agencies, service providers, and other key leaders

HOUSING SURGE DEMONSTRATION PROJECT DESCRIPTION

A specific geographic area will be the focus of the Surge and be selected based on the number of unsheltered people that the Surge can serve. The Housing Surge Lead Provider will implement the Housing Surge Demonstration Project in partnership with street outreach providers, the City of Greenville, the Greenville Police Department, the Greenville Homeless Alliance's Housing Navigator, and treatment, social services, and housing providers. An assessment and prioritization process will determine the level of assistance offered. The Housing Surge Provider team will be staffed to provide clinically and culturally appropriate intensive case management and be supported by an income and benefits specialist and a clinical supervisor. The types of help available are described below.

"Street to Home"
"Street to Home" housing resources – an average of two years of housing assistance and services – will be provided to people with the longest histories of unsheltered homelessness in Greenville. Medically fragile people will also be prioritized for "Street to Home". The individualized housing and services package will be used to bridge the individual to permanent supportive housing, other federally assisted housing, or independent housing. There will be a strong focus on health stabilization and increasing income.

"Rapid Exit"
All unsheltered people will be assessed for "Rapid Exit" support (e.g., transportation, one-time move-in help, etc.) and, if eligible, receive it. This could include reunification with family and friends and, for those with a stable income, help to establish independent or shared housing through financial assistance to move into an apartment.

"Community Care"
All unsheltered people will be linked to "Community Care," which includes referral to available temporary housing beds and other community resources (e.g., UHC coordinated entry system, board and care, etc.).

IMPLEMENTING ORGANIZATIONS

- City of Greenville
- Greater Greenville Mental Health
- Greenville Homeless Alliance
- Lived Experience Council
- New Horizons Family Health Services
- SHARE
- Triune Mercy Center
- United Housing Connections/ Upstate Continuum of Care
- United Ministries
- United Way of Greenville County

PARTNERING ORGANIZATIONS

Shelter providers:
- Miracle Hill Ministries
- Pendleton Place
- The Salvation Army
- Others, as needed

Permanent housing providers:
- Pendleton Place
- Project Care
- Safe Harbor
- Others, as needed

Others:
- Compass of Carolina
- Downtown faith-based community
- Downtown residents & businesses
- Gateway
- Greenville Housing Fund
- Philanthropic organizations
- Phoenix Center
- The Greenville Housing Authority (landlord engagement, housing vouchers)
- Upper State Apartment Association
- VA (US Department of Veterans Affairs)
- Visit Greenville

COST ESTIMATE

Cost is estimated to be $2.5–2.8 million over 2.5 years to cover the period from outreach, enrollment, stabilization, and exit to long-term housing. Costs include housing assistance, operations, and services for 80 households who exit unsheltered homelessness during Calendar Year 2025. More information is included below.

Surge Program Components
- Staffing
  - o Program Director
  - o Case Managers (4)
  - o Income and Benefits Specialist
  - o Clinical Supervisor
- Street to Home fund
- Rapid Exit fund

Evaluation
- Formative and impact evaluation

Backbone partnership support (data collection, analysis and reporting, LEC, administrative, project coordination, and logistics).

POTENTIAL FUNDING SOURCES

- Businesses
- City of Greenville
- Civic organizations
- Faith-based community
- Health care systems and Managed Care Plans
- Philanthropy
- Other

LEVERAGED RESOURCES

- Housing assistance, including arrearages
- Outreach and identification
- Referrals
- Utility assistance, including arrearages
- "Community care" support for medical, mental health, substance use disorders, income and employment, transportation
- "Welcome Home" set-ups for "Street to Home" and "Rapid Exit" Participants

Supporting Strategy: Public Education and Engagement

FOCUS

The Public Education & Engagement Strategy aims to foster a shared understanding of unsheltered homelessness across Greenville, mobilizing the community to support effective, long-term solutions. This strategy emphasizes the importance of comprehensive and accessible education, from foundational "Homelessness 101" overviews to in-depth explorations of related issues such as mental health, workforce development, and economic prosperity. By equipping the public with knowledge, we empower them to be advocates for equitable and sustainable change within our community.

RATIONALE

To address homelessness in a meaningful way, Greenville needs a community-wide understanding of the systemic causes and related challenges. Community education and mobilization are critical in reshaping perceptions around homelessness and fostering empathy. Providing strategic foundational education is essential in building awareness around not only homelessness but also the interconnected issues of mental health, economic inequality, and access to workforce opportunities. An informed public is better positioned to support and advocate for the policies and resources needed to address homelessness and create pathways toward economic security for all residents.

INTENDED RESULT AND IMPACT

- By October 2025, public knowledge of systemic causes of homelessness will increase, as measured by surveys among workshop participants and attendees of public events.
- Mobilize at least 500 community members to act, such as volunteering, attending training sessions, or supporting local homelessness initiatives.
- Reduce community misconceptions about homelessness, tracked through social media sentiment analysis and post-campaign feedback, indicating a positive shift in public perceptions.
- Build trust within the community by providing quarterly public updates on the strategy's progress, aiming for surveyed community members to report increased confidence in local homelessness initiatives and transparency by the end of the project.

LIVED EXPERIENCE ENGAGEMENT AND EXPERTISE

The Lived Experience Council (LEC) will guide the narrative and shape specific educational content, ensuring that the messaging remains relevant and grounded in the realities of homelessness. Including firsthand insights will enrich the community's understanding, driving empathy and support for practical solutions.

EQUITABLE OUTCOMES

- Enhance engagement from underrepresented groups in public education and community efforts
- Shift community perspectives by addressing racial and economic biases related to homelessness
- Amplify voices from marginalized communities by featuring their stories and experiences in public messaging
- Establish regular feedback channels to support ongoing inclusivity and adapt messaging as needed
- Ensure public communications reflect a solid commitment to inclusivity and responsiveness across all outreach efforts

OBJECTIVES

Objective 1
Develop a layered educational campaign for targeted audiences that promotes Equity in messaging and initiatives. Begin with "Homelessness 101" foundational sessions, building up to deeper examinations of the structural causes of homelessness, such as lack of affordable housing, economic inequality, unemployment, and racial discrimination.

Objective 2
Mobilize local businesses, organizations, and residents to actively contribute to homelessness reduction initiatives. Provide a clear call-to-action that allows community members to support effective, equity-driven solutions

Objective 3
Maintain transparency around the actions taken and progress achieved by the initiative, with regular public reporting to build trust and ensure accountability within the community.

`IMPLEMENTING ORGANIZATIONS

- City of Greenville
- Greenville Homeless Alliance
- Lived Experience Council
- United Ministries
- United Way of Greenville County

PARTNERING ORGANIZATIONS

- GOAL Justice Network
- Greenville County
- Greenville County Schools
- Hispanic Alliance
- Hospital systems
- REEM – Racial Equity Economic Mobility Commission
- Local journalists and media
- Miracle Hill Ministries
- Mill Village Ministries
- YMCA of Greenville Diversity & Inclusion Global Initiative Network (DIG)

COST ESTIMATE

$110,000–130,000 (2025 calendar year)

- Outreach and marketing (digital ads, print flyers, public relations, website updates)
- Community events (venues, supplies, AV, speakers, volunteer materials)
- Content development (video production, printed materials, translation services)
- Backbone partnership support (data collection, analysis and reporting, LEC, administrative, project coordination, and logistics).

POTENTIAL FUNDING SOURCES

- Local government grants (City of Greenville, county initiatives)
- Nonprofit partnerships (local foundations, United Way)
- Corporate sponsorships (local businesses)
- Federal or state grants (HUD, Health and Human Services)

LEVERAGED RESOURCES

- Steering Committee and WG member organizations
- Local media

Supporting Strategy: Training and Technical Assistance

FOCUS

Provide training and technical assistance for all organizations participating in the initiative, emphasizing equity and best practices to enhance the quality of services, shelter, and housing support. This approach will ensure that all participating organizations and their staff are equipped with the skills and knowledge to effectively support Greenville's housing surge. The training will be delivered virtually and in person and grounded in a collaborative learning approach.

RATIONALE

All organizations and staff responding to homelessness must have the skills and knowledge necessary to support Greenville's housing surge. Capacity building through training and technical assistance ensures that service providers are prepared to deliver high-quality services while centering equity and inclusion. This effort may also help improve programs operated by organizations providing shelter and housing.

INTENDED RESULT AND IMPACT

The intended result is to build a sustainable service delivery system that effectively enhances service providers' ability to house and support people experiencing unsheltered homelessness. Key impacts will include increased provider competency, reduced housing instability, and improved long-term housing outcomes for individuals.

LIVED EXPERIENCE ENGAGEMENT AND EXPERTISE

People with lived expertise will be involved in co-designing training content, serving as peer educators, and providing direct input on training gaps and areas of improvement. Their voices will guide the approach to service delivery and ensure that the training is practical and responsive to real-world challenges.

EQUITABLE OUTCOMES

Prioritizing training that addresses racial and gender disparities in homelessness.

Emphasizing trauma-informed care, harm reduction, and culturally responsive approaches in service provision.

Inclusive, collaborative, collective training – multiple training and diverse trainers. Options will include in-person, virtual, train-the-trainer, and archived programs available through a central location.

OBJECTIVES

Objective 1
Develop a Training and Technical Assistance Plan: Create targeted training for housing surge support, emphasizing housing focused outreach and case management. rapid rehousing, trauma-informed care, harm reduction, and culturally responsive services. Secure ongoing technical support to assist organizations in applying new skills and best practices effectively.

Objective 2
Implement Intensive Training Programs: Deliver focused training sessions, using a "Train-the-Trainer" model and accessible formats to equip all providers with essential skills for quick, effective housing placements.

Objective 3
Evaluate Impact on Outcomes: Measure training effectiveness on key housing surge metrics like placement speed, service quality, and client satisfaction through assessments and follow-ups.

Objective 4
Adapt and Improve Continuously: Regularly refine training based on feedback and emerging needs, with lived experience input to ensure responsiveness and sustainability.

IMPLEMENTING ORGANIZATIONS

- Homeless services provider organizations
- Lived Experience Council
- United Way of Greenville County

PARTNERING ORGANIZATIONS

- United Housing Connections/Upstate Continuum of Care
- Greenville Homeless Alliance

COST ESTIMATE

$80,000-120,000 (2025 calendar year)
- National Alliance to End Homelessness (bulk pricing for online courses)
- Training development (learning management, materials, translation, if necessary)
- Technical assistance/training delivery (fees, ongoing support, travel, event rentals/ materials)
- Technology and resource implementation (software and tools for technical assistance)
- Backbone partnership support (data collection, analysis and reporting, LEC, administrative, project coordination, and logistics).

POTENTIAL FUNDING SOURCES

- City of Greenville
- HUD Technical Assistance Program
- Federal grants for capacity building
- Philanthropic grants (local foundations or national grants for capacity building)

LEVERAGED RESOURCES

- HUD Technical Assistance and Training

Supporting Strategy: Accountability and Sustainability

FOCUS

Ensure data collection, analysis, and reporting are in place to understand needs, track progress, course-correct, and report publicly about unsheltered homelessness.

RATIONALE

This Action Plan is shifting the culture and practices of the local homelessness response system and the funder of the system to be data-driven and data-informed. This shift will focus on shared accountability for outcomes and quality, cross-organization knowledge sharing and collaboration, continuous learning and improvement, and supporting organizational performance and capacity to achieve. Both quantitative and qualitative data and analysis will be required.

INTENDED RESULT AND IMPACT

By designing and implementing metrics and processes for program and system improvement that measure progress over time, the Action Plan execution will achieve the intended impact of reducing unsheltered homelessness.

LIVED EXPERIENCE ENGAGEMENT AND EXPERTISE

People with lived expertise will participate at all levels and in all action steps, including participation as decision-makers in the process.

EQUITABLE OUTCOMES

To ensure equity in access to the homelessness response system, the types of housing and services offered and utilized and the types of exits from the homelessness response system will be analyzed. We will disaggregate the data analysis by race, gender, age, disability, and other categories.

We will conduct focus groups and interviews with people who are experiencing homelessness (sheltered and unsheltered) and with frontline staff working across the homelessness response system.

OBJECTIVES

Objective 1
Recommend metrics and plan for data collection/analysis and progress reporting for each WG.
Prepare quarterly progress report to the community
Objective 2
Support Housing Surge:
- Review program evaluation and other data/information about recent pilots
- Complete a system analysis of inflow/outflow including an assessment and map of resources available to assist unsheltered people
- Create process for real-time data tracking for the Housing Surge Team
- Conduct monthly street/shelters counts (sheltered and unsheltered)
- Develop process to measure satisfaction with public services access (for homeless people)
- Develop process to measure improved public satisfaction with community response (residents, businesses, etc.)
- Produce public progress reports and/or a dashboard for Housing Surge (or overall initiative)
- Evaluate the effectiveness of Housing Surge
Objective 3
Support PSH needs assessment and evaluation.
Objective 4
Support other WG's as requested
- Day Services & Housing Needs assessment and evaluation
- TBD

IMPLEMENTING ORGANIZATIONS

- City of Greenville
- Hollingsworth Funds
- Lived Experience Council
- Miracle Hill Ministries

- Piedmont Health Foundation
- Upstate Continuum of Care
- United Way of Greenville County

PARTNERING ORGANIZATIONS

- Bon Secours St. Francis
- Colleges/ universities: USC Upstate School of Nursing, Furman University, others
- Greenville Police Department
- Greenville Human Relations Commission
- Prisma Health Care System

- Homeless services providers
  o Greater Greenville Mental Health
  o Miracle Hill Ministries
  o New Horizons Family Health Services
  o Pendleton Place
  o Project Care
  o Safe Harbor
  o SHARE
  o The Salvation Army
  o Triune Mercy Center
  o United Ministries

COST ESTIMATE

$100,000–150,000 (2025 calendar year)
- Consultant to complete a comprehensive system analysis of inflow/outflow, including an assessment of day services, outreach, shelter, PSH, and housing and a map of resources available to assist unsheltered people

- Evaluation of the Housing Surge
- Backbone partnership support (data collection, analysis and reporting, LEC, administrative, project coordination, and logistics).

POTENTIAL FUNDING SOURCES

- Businesses
- City of Greenville
- Civic organizations
- Faith-based community

- Health care systems and Managed Care Plans
- Local Banks
- Philanthropy
- Other

LEVERAGED RESOURCES

- UHC Upstate Continuum of Care
- HUD Technical Assistance

Future Strategy: Permanent Supportive Housing Pipeline

FOCUS

Design and establish a plan to finance and fund a pipeline to develop high-quality permanent supportive housing (single-site, mixed-income, and scattered site) that aligns with Housing First practices.

RATIONALE

Supportive housing (sometimes also called permanent supportive housing or PSH) is an intervention that combines affordable housing assistance with voluntary support services to address the needs of people with a history of chronic homelessness[4]. The services provided with supportive housing are designed to build independent living and tenancy skills and to connect people with community-based health care, treatment, and employment services. Since supportive housing is paired with a robust set of services and an ongoing subsidy, not everyone experiencing homelessness (or even chronic homelessness) necessarily needs the intensity of support provided by this intervention. However, supportive housing is an important part of an effective homeless response system so that the most vulnerable in a community can stabilize in housing. [National Alliance to End Homelessness]

Additionally, PSH can accommodate people who are at risk of becoming chronically homeless (i.e. disabled but not yet long-term homeless).

The need is far greater than currently available PSH units.
- According to the 2024 PIT, 245 City of Greenville residents (predominately single people) may have needed PSH to exit homelessness.
  o 128 people were counted as experiencing chronic homelessness (93 sheltered individuals and 35 unsheltered individuals).
  o 117 sheltered individuals were disabled but had not yet reached the long-term homeless threshold.
- The most recent data from United Housing Connections and Greenville Homeless Alliance GHA indicates only 323 PSH units currently operate in Greenville County, with 36 additional PSH units coming online soon (Church Street Place). If there is a turnover rate of 10% for existing units, about 32 individuals would be accommodated.
- Nationally, chronic homelessness has increased by 79 percent, far outpacing overall homelessness, and homelessness among individual adults. Further, the analysis finds people with patterns of chronic homelessness account for two-thirds of the total increase in homelessness since 2016, per the U.S. Department of Housing and Urban Development. [National Alliance to End Homelessness, October 8, 2024]. Local trend data has been requested from the Upstate Continuum of Care.

Bringing on new PSH units is critical to reducing unsheltered homelessness and achieving the vision of functionally ending homelessness in Greenville.

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[4] People who are chronically homeless have experienced homelessness for at least a year – or repeatedly – while struggling with a disabling condition such as a serious mental illness, substance use disorder, or physical disability.

INTENDED RESULT AND IMPACT

According to 2023 HUD report,
- Several studies have found that, compared with the treatment first model, Housing First approaches offer greater long-term housing stability, especially among people experiencing chronic homelessness.
- Some studies have found that Housing First programs may also reduce costs by shortening stays in hospitals, residential substance abuse programs, nursing homes, and prisons.

Research suggests that Housing First programs successfully house people with intersecting vulnerabilities, such as veterans and people with a history of substance abuse, mental illness challenges, domestic violence, and chronic medical conditions such as HIV/AIDS.

Developing appropriately targeted Housing First PSH will reduce homelessness and be critical to functionally ending unsheltered homelessness.

LIVED EXPERIENCE ENGAGEMENT AND EXPERTISE

People with lived expertise will participate at all levels and in all action steps, including participation as decision-makers in the planning process. The plan for the PSH Pipeline will ensure that this level of involvement and decision-making will be part of the implementation recommendations.

EQUITABLE OUTCOMES

The needs assessment will include performance data analysis to ensure equity in access to PSH, the types of housing units and services offered, the utilization of housing and services, and the types of exits from supportive housing, including returns to homelessness. We will disaggregate the data analysis by race, gender, age, disability, and other categories.

We will conduct focus groups and interviews with people who are experiencing chronic homelessness (sheltered and unsheltered) and with frontline staff working in street outreach, shelter, and PSH.

OBJECTIVES

Objective 1
Create public conversation about high quality PSH – communications plan and strategy
Objective 2
Assess need for PSH, including for current needs and prevent inflow and evaluation of existing PSH
Objective 3
Assess options to finance and fund: capital, operations, and services
Objective 4
Develop landlord engagement strategy (build upon Housing Surge).
Objective 5
Set a goal and develop strategic action plan.

PLANNING ORGANIZATIONS

- Greenville Housing Fund
- Greenville Mental Health
- Homes of Hope
- Lived Experience Council
- New Horizons Family Health Services
- Phoenix Center
- The City of Greenville
- UHC

PARTNERING ORGANIZATIONS

Public funders of housing and services
- Greenville County
- Greenville County Redevelopment Authority (GCRA)
- The City of Greenville
- Upstate Continuum of Care

Homeless services/housing providers
- Gateway
- Miracle Hill Ministries
- Property owners/managers
- The Greenville Housing Authority (TGHA)
- United Ministries

Health care systems
- Prisma
- Bon Secours

Philanthropy
- Hathaway Family Foundation
- Hollingsworth Funds
- The Community Foundation
- United Way of Greenville County (UWGC)

COST ESTIMATE

$25,000–35,000 (2025 calendar year)
- Consultant to assess options for finance and funding capital, operations, and services and facilitate the strategic action plan
- Backbone partnership support (data collection, analysis and reporting, LEC, administrative, project coordination, and logistics).

*Costs associated with determining PSH target numbers, types of PSH, etc., are included in the overall comprehensive system analysis of inflow/outflow.

POTENTIAL FUNDING SOURCES

- City of Greenville
- HUD Section 4
- Local banks
- Philanthropy

LEVERAGED RESOURCES

- Local corporate or business facilitation support

Future Strategy: Comprehensive Day Services and Housing Needs Assessment

FOCUS

Conduct a comprehensive assessment of the current day services system and unmet needs, then identify potential solutions (near-term and long-term) and craft a strategic action plan for better coordination and more effective housing and day services navigation.

RATIONALE

People live unsheltered within the City of Greenville. The day services available to them are dispersed geographically across Downtown Greenville in an area dubbed "the homeless services triangle". This includes day centers, meal programs, and case management services. Since some shelters are closed to shelter residents during the daytime hours, sheltered homeless people are also reliant on providers within the "triangle" for day services. The service sites within the "triangle" are not equipped to meet comprehensive needs in a convenient nor efficient way. Additionally, day services ability to provide access to housing to solve for the homeless crisis is very limited or non-existent. Beyond the negative impact on people who experience homelessness, the current fragmented approach that depends on people walking to multiple service sites to access services also impacts residents and businesses located within the "homeless services triangle".

We believe there are benefits associated with providing access to housing and better coordinated and accessible outreach, day services, and shelter, but what improvements are needed and what gaps should be addressed is not known. This assessment will identify current and future needs (based on people currently homeless, providers, and downtown residents/businesses). The assessment will:
- Identify any needs that can be resolved near-term (cost-neutral).
- Evaluate the benefits of better coordinated and accessible outreach, day services, and shelter.
- Determine the benefits and opportunities for co-located and coordinated services (navigation system) to improve efficiency/convenience for serving people and reduce foot traffic.
- Predict the number of permanent housing options needed by type of housing exit based on the needs of people who are homeless.
- Understand how other communities can work together on coordinating a community approach that rehouses people more quickly.

The assessment will then be used to develop a strategic action plan that addresses short-term and long-term solutions, such as access to outreach, basic needs, and crisis beds and increasing the supply of permanent housing options. We will need to identify ownership and accountability for implementing the strategic action plan, ensuring a transparent process for executing the proposed solutions.

At all steps in the process, the perspectives of those with lived experience will be incorporated in the planning process to ensure their needs and experiences inform the proposed solutions.

INTENDED RESULT AND IMPACT

To better meet the needs of people who experience homelessness and reduce the impact of services provision on residents and businesses.

LIVED EXPERIENCE ENGAGEMENT AND EXPERTISE

People with lived expertise will participate at all levels and in all action steps, including participation as decision-makers in the planning process. The action plan for improved housing and services navigation will ensure that this level of involvement and decision-making will be part of the implementation recommendations.

EQUITABLE OUTCOMES

The needs assessment will include performance data analysis to ensure equity in access to outreach, shelter, and housing programs, the types of housing units and services offered, the utilization of those housing and services, and the types of exits, including returns to homelessness. We will disaggregate the data analysis by race, gender, age, disability, and other categories.

We will conduct focus groups and interviews with people who are experiencing chronic homelessness (sheltered and unsheltered) and with frontline staff working in street outreach, shelter, and housing programs.

OBJECTIVES

Objective 1
Assess the effectiveness and efficiency of the array of the current day services within the City of Greenville in ending homelessness. This includes the impact on the resident, businesses, and neighborhoods where day services are provided.

Objective 2
Design options to better meet the needs for housing and day services, develop cost estimates and cultivate partnerships, including organizations to lead.

Objective 3
Assess ways to finance and fund the options to better meet the needs for housing and day services, i.e. to support the cost related to capital, operations, and services.

Objective 4
Develop strategic action plan to implement the best approach better coordinated and more effective housing and day services navigation.

PLANNING ORGANIZATIONS

- City of Greenville (including liaisons to residents, businesses, and merchants)
- Greenville Police Department
- Pendleton Place/Youth Resource Center
- Triune Mercy Center
- United Housing Connections/Street Outreach
- United Ministries/Place of Hope
- United Way's 211

PARTNERING ORGANIZATIONS

Funders of services
- Greenville County
- Hathaway Family Foundation
- Hollingsworth Funds
- State of South Carolina
- The Community Foundation
- United Way of Greenville County (UWGC)

Homeless services and meal providers
- Alston Wilkes Society
- Faith-based organizations
- Miracle Hill Ministries
- Project Host
- The Salvation Army

Health care systems
- Prisma
- Bon Secours

COST ESTIMATE

$25,000–35,000 (2025 calendar year)
- Consultant to assess options for finance and funding capital, operations, and services and facilitate the strategic action plan
- Backbone partnership support (data collection, analysis and reporting, LEC, administrative, project coordination, and logistics).

*Costs associated with needs assessment are included in the overall comprehensive system analysis of inflow/outflow.

POTENTIAL FUNDING SOURCES

- Businesses
- City of Greenville
- Civic organizations
- Faith-based community
- Health care systems and Managed Care Plans
- Local Banks
- Philanthropy
- Other

LEVERAGED RESOURCES

- Colleges/ universities: USC Upstate School of Nursing, Furman University, others

Closing

We are striving to functionally end unsheltered homelessness with the City of Greenville. We are working to ensure unsheltered homelessness is prevented whenever possible, or if it can't be prevented, it is a rare, brief, and non-recurring experience. During the initial year of this work, we will cut unsheltered homelessness by moving at least 80 households off the streets to housing, community services, and greater stability. We will achieve a functional end to unsheltered homelessness by the end of 2027.

We will do this through a comprehensive community response that aligns efforts across multiple sectors and organizations, focusing on equity, efficiency, and effectiveness. We are moving from a collection of individual programs to a community-wide response that is strategic and data-driven. We value the expertise and leadership of people with lived experiences of homelessness who will be engaged to inform and drive decision-making. Our work is grounded in collecting, analyzing, and using data about the needs of those experiencing homelessness to inform how we allocate resources, services, and programs. We will be advocating to address structural changes in our community that may impede our progress on reducing homelessness, including access to affordable rental housing, employment, transportation, other economic supports, and healthcare, including mental health and substance use disorders.

In the future, Greenville's approach to addressing unsheltered homelessness would be marked by a deeply coordinated and equity-centered system, prioritizing resources for those most vulnerable while offering accessible, tailored services that respond to individual needs. Multiple agencies and organizations currently work tirelessly to provide various temporary and permanent housing solutions. However, despite these efforts, resource limitations, high demand for housing, and significant racial disparities present ongoing challenges. Moving forward, our system must ensure that all organizations have sufficient resources and deploy them unified, allowing Greenville to address the complexities of homelessness better holistically.

To achieve better outcomes, we must expand our permanent housing inventory and strengthen our rapid rehousing initiatives to offer more immediate, long-term solutions. While extensive in its support services, the current system requires a stronger focus on housing-first models and flexible financial assistance programs, enabling quicker transitions from homelessness to stable living. Improved access to case management and supportive services, particularly for those with disabilities or chronic health issues, will be essential. We must also evaluate and adjust our assessment tools to better identify and serve people in need, addressing any embedded biases to create a more equitable system for all demographics.

Our goal is a future where homelessness in Greenville is rare, brief, and non-recurring. This requires ongoing collaboration between public, private, and nonprofit sectors, unified by shared goals, data-informed decision-making, and accountability measures. By aligning our policies, resources, and community partnerships, we can reduce barriers and create a more inclusive environment, supporting all residents in achieving housing stability and thriving within our community.

Appendix

COMMUNITY TASK FORCE

COMMUNITY TASK FORCE MEMBERS	
Name	**Affiliation**
Addy Matney	Piedmont Health Foundation
Andrew Ross	Hathaway Family Foundation
April Simpson	Greater Greenville Mental Health Center
Beth Paul	Bon Secours Wellness Arena
Bruce Forbes	Upstate Continuum of Care, SHARE
Bryan Brown	Greenville Housing Fund
Bryant Davis	City of Greenville
Candace Timmerman	Upstate Continuum of Care, United Housing Connections
Carl Sobocinski	Table 301
Charlie Hall	Upstate Warrior Solution
Gage Weekes	Hollingsworth Funds
Pastor Greg Dover	Augusta Heights Baptist Church
Chief Howie Thompson	City of Greenville
J. Brandon Gaffney	New Horizons Family Health Services
Pastor Jennifer Fouse Sheorn	Triune Mercy Center
Jerry Blassingame	Soteria Community Development Corporation
Keisha Stewart	Infinite Possibilities
Lizzie Bebber	United Ministries
Taylor Young	The Salvation Army
Meghan Barp	United Way of Greenville County
Nalisha Henry	United Way of Greenville County
Ryan Duerk	Miracle Hill Ministries
Sarah Branan, DNP, MSN, RN	Community Member
Pastor Sean Dogan	Bon Secours St. Francis
Shannon Lavrin	City of Greenville
Stacey Owens	Spinx/Greenville Homeless Alliance
Stephen Edgerton	The Caine Companies
Susan McLarty	Greenville Homeless Alliance
Tamela Spann	Hollingsworth Funds
Tammy Gibson	Greater Greenville Mental Health Center
Terril Bates	Greenville Housing Authority
Tony McDade	Community Member
Young Nguyen	QuikTrip
Dr. Yvonne Duckett	Greenville County Human Relations Commission

LIVED EXPERIENCE COUNCIL

MEMBER	
Troy Canty	James Morrison
Michele Copeland	Brian Newton
Neil Inman	Renee Shaw
Sherry Inman	Dan Weathers

LEADERSHIP TEAM

LEADERSHIP TEAM	
Bryan Brown	Greenville Housing Fund
Candace Timmerman	Upstate Continuum of Care, United Housing Connections
Carl Sobocinski	Table 301
Gage Weekes	Hollingsworth Funds
Lizzie Bebber	United Ministries
Meghan Barp	United Way of Greenville County
Nalisha Henry	United Way of Greenville County
Pastor Sean Dogan	Bon Secours St. Francis, Long Branch Baptist Church
Shannon Lavrin	City of Greenville
Tamela Spann	Hollingsworth Funds
Cody Carver	Administrative Support/United Way of Greenville County

ORGANIZATIONS THAT PARTICIPATED IN THE PLANNING PROCESS

Augusta Heights Baptist Church
Bon Secours St. Francis
Bon Secours Wellness Arena
City of Greenville
Greater Greenville Mental Health Center
Greater Greenville Mental Health Center
Greenville County Human Relations Commission
Greenville Homeless Alliance
Greenville Housing Authority
Greenville Housing Fund
Hathaway Family Foundation
Hollingsworth Funds
Infinite Possibilities
Miracle Hill Ministries
New Horizons Family Health Services

Pendleton Place
Piedmont Health Foundation
QuikTrip
SHARE
Soteria Community Development Corporation
Spinx
Table 301
The Caine Companies
The Salvation Army
Triune Mercy Center
United Housing Connections
United Ministries
United Way of Greenville County
Upstate Continuum of Care
Upstate Warrior Solution

INVENTORY OF PROGRAMS THAT SERVE HOMELESS PEOPLE WITHIN GREENVILLE COUNTY

Prepared by the Upstate Continuum of Care and the Greenville Homeless Alliance

Temporary Programs[5]

Agency Name	Project Name	Project Type	Population	Capacity (people)	Location
Alston Wilkes Society	GPD House	Transitional Housing	Veterans, Men Only	37	County
Front Porch Housing	Front Porch Housing	Transitional Housing	Men, Women, Children	158	City
Homes of Hope	Workforce Development	Transitional	Men – Single Adults	12	County
Jasmine Road	Residential Program	Transitional Phase 1–3	Women – Human Trafficking, Prostitution, and Addiction	13	County
		Transitional Phase 4	Women – Human Trafficking, Prostitution, and Addiction	2	County
Miracle Hill Ministries	Greenville Rescue Mission	Emergency Shelter	Men –Year–Round	144	City
		Seasonal Shelter	Men –Seasonal	120	City
		Other	Men– Medical Respite	6	City
		Transitional Housing	Men – Transitional	88	City and County
	Shepherd's Gate	Emergency Shelter	Women – Year–Round	62	County
		Seasonal Shelter	Women – Seasonal	40	County
		Other	Women – Medical Respite	4	County
		Transitional Housing	Women – Transitional Housing	30	City and County
	Overcomers	Addiction Recovery	Men – Year–Round	80	County
	Renewal	Addiction Recovery	Women – Year–Round	44	City

Agency Name	Project Name	Project Type	Population	Capacity (people)	Location
The Family Effect	Parenting	Transitional	Woman & Children – Transitional	30	County
Pendleton Place*	CoC–TH	Transitional Housing	Youth – Transitional	10	County
	FYSB–TH	Transitional Housing	Youth – Transitional	10	
	FYSB–BCP–ES	Emergency Shelter	Minors – Year–Round	4	City
	Young Adult Hall–GCRA–ESG–ES	Emergency Shelter	Youth – Year–Round	6	
*Possible expansion programs coming					
Project Care	Stephen's House	Emergency Shelter	Men– Year–Round	6	City
Safe Harbor	Emergency Shelter*	Emergency Shelter	Domestic Violence (DV) Emergency Shelter – Women and Children	21	City
	Hotel	Emergency Shelter – Scattered Site	DV – Emergency Shelter (Hotel) – Men Primarily, with women for shelter overflow beds	4	County
*Expansion of ES in progress to include standard ES and Family Units					
The Salvation Army of Greenville	Emergency Shelter	Emergency Shelter	Men –Year–Round	48	City
		Seasonal Shelter	Men –Seasonal	20	
		Overflow Shelter Beds	Men - Overflow	5	
		Emergency Shelter	Women & Children– Year–Round	16	
		Seasonal Shelter	Single Women – Year–Round	19	

Agency Name	Project Name	Project Type	Population	Capacity (people)	Location
*Possible expansion programs coming to include additional W–TH, W–MR, M–TH, and M–MR					
SHARE	WE CARE	Transitional Housing	Singles/ Families	12	County
Soteria CDC	Prison Re-entry	Transitional Housing	Women – Re-Entry	16	County
			Men - Re-Entry	16	
Step By Step Hope Project	Re-Entry Program	Emergency Shelter	Men – Year–Round	10	City
		Emergency Shelter	Women – Year-Round	3	County
		Emergency Shelter	Women and Children – Year-Round	12	
United Ministries	Housing	Transitional Housing	Families – Year–Round	124	City and County

PERMANENT PROGRAMS[6]

Agency Name	Project Name	Project Type	Population	Capacity (people)	Location
Alston Wilkes Society	SSVF Rapid Rehousing	Rapid Rehousing	Veterans, Individuals and Families	38	County
Columbus Veterans Affairs Health Care System	HUD VASH	Housing Choice Voucher + PSH Component	Veterans, Individuals and Families	207	County
Gateway	Gateway Apartments	Supportive Housing	Adults w/ chronic mental health condition; rarely children	70	City and County
Greater Greenville Mental Health Center	Rental Assistance Program	Permanent Supportive Housing	Individuals with varied disabling conditions	120	City and County
Mental Health America of Greenville County	Hillcrest Heights	Supportive Housing	Adults w/ chronic mental health condition	12	County
	Victor Village			20	Multiple counties
	McKinney House	Group Home		10	County
Pendleton Place	CoC-RRH	Rapid Rehousing	Youth – Rapid Rehousing	12	County
Project Care	PRIDE–CoC–PSH	Permanent Supportive Housing	Men, Permanent Supportive Housing, HOPWA/HIV	28	City
Safe Harbor	CoC RRH	Rapid Rehousing	DV –Singles and Families	21	County
SHARE	ESG and CoC RRH Programs (2 Projects)	Rapid Rehousing	Singles/Families	42	County
United Housing Connections	Reedy Place	Permanent Supportive Housing	Chronically Homeless Adults w/ Disabling Conditions	12	City
	Reedy II			8	City
	RAVE			18	County
	Sunset Village			14	County
	Home			10	County
	Shelter + Care Greenville			26	County
*36 PSH units coming soon with Church St. Place					

Notes from the Upstate Continuum of Care and the Greenville Homeless Alliance

1. All numbers for inventory are to be read as beds as of 10/1/2024.
2. "County" will be city and/or county at this time, unless already divided.
3. Rapid Rehousing will be the anticipatory or actual inventory per year but may vary. This is largely due to the nature of the specific program. Please contact the HMIS System Administrator for more details if needed.
4. It should be noted that this is not available inventory to the existing unhoused, but 95+% of this is full, and represents real people in existing programs, excluding warming shelters which may be time-specific and temperature specific/unavailable during the data reporting window.
5. Project inventory for projects that are not yet operational have been excluded with a small note below each agency with known expansion and may be added once inventory, locations, and occupancy start dates can be confirmed. (i.e. – they don't reflect available inventory as of that date and have been excluded from this data set)
6. Any additional questions about this specific data sheet should be directed to the following individuals via email:

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Notes from the Upstate Continuum of Care and the Greenville Homeless Alliance
Definitions:

- **Temporary Programs**: Residential programs that are time-limited and exclusively/predominately serve people who are homeless.
- **Permanent Programs**: Provide units that are not time-limited, and rents are subsidized; provide services that may or may not be time-limited and exclusively/predominately serve people who are homeless.
- **Transitional housing** (TH) provides temporary housing with supportive services to individuals and families experiencing homelessness with the goal of interim stability and support to successfully move to and maintain permanent housing. (HUD definition)
- **Rapid Re-housing** (RRH) is permanent housing that provides short-term (up to three months) and medium-term (4-24 months) tenant-based rental assistance and supportive services to households experiencing homelessness. (HUD definition)
- **Permanent Supportive Housing** (PSH) is permanent housing in which housing assistance (e.g., long-term leasing or rental assistance) and supportive services are provided to assist households with at least one member (adult or child) with a disability in achieving housing stability. (HUD definition)