

FY24

HOMELESS RESPONSE
ANNUAL PERFORMANCE
AND SPENDING REPORT



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INTRODUCTION

Addressing homelessness continues to be a priority for the City of San Antonio. Homelessness affects the entire San Antonio community, not just the thousands of individuals who experience homelessness over the course of the year. Through City budget surveys over the last two years, residents have identified addressing homeless outreach and encampment abatements as their highest priorities. The City of San Antonio's role in addressing homelessness includes:

- Planning and Policy Development
- Public Safety
- Coordination and Facilitation
- Financial Investment
- Direct Services

Since the local homeless response system is governed, funded, and operated by several organizations in the community, including the City, the report contextualizes the roles of key entities and includes system wide data and performance.

EXECUTIVE SUMMARY

This report reviews homeless response efforts by the City of San Antonio for Fiscal Year 2024 (October 1, 2023 to September 30, 2024), with an emphasis on the accomplishments of City investments in the homeless response system, including how City funds were allocated and spent. In FY 2024, the City continued to lead implementation of strategic initiatives for people experiencing homelessness and housing instability, largely through the Department of Human Services (DHS).

The report provides an update on the work done in alignment with the community's homeless strategic plan, *San Antonio: Together to End Homelessness*, and City priorities and highlights the accomplishments of the response system in FY 2024. The response system has proven that it works effectively: the count of unsheltered individuals has decreased by 25% in the last five years, and relative to total population, the homeless count has remained nearly flat, growing only 0.4% since 2015.

- Section I of the report provides an overview of the interagency homeless response system with its key housing and shelter elements as well as relative performance to other cities.
- Section II of the report details the sources of City funds to address homelessness, highlights the services of DHS and the City's online system performance dashboard, and describes work to support housing affordability.
- Sections III and IV detail how City funds are allocated toward the six recommendations of the Homeless Strategic Plan, along with other strategies supported by the City Council.
- Section V sets forth priorities for the community and the City in FY 2025.
- Finally, as this is the City's first annual report on homelessness, it includes an appendix outlining ordinances and Council Consideration Requests since FY 2018 that establishes homelessness policy for the city.

The City was a leader in collaborative work in FY 2024 to address homelessness, reflecting an ongoing commitment to provide community-driven interventions and collaborate with community providers to ensure every person has the tools needed to attain and retain stable housing. Key accomplishments in FY 2024 discussed in the report include:

- **Low-Barrier, Non-congregate Shelter:** In partnership with SAMMinistries, the City expanded the low barrier shelter operated by SAMMinistries from 45 rooms to 200 rooms in November 2023. The shelter served 330 individuals in FY 2024, filling a system gap by providing accommodation to people who cannot succeed in other shelters.
- **Centralized Shelter Coordination Pilot:** Through funding from DHS, Haven for Hope developed and operated a system for outreach teams to quickly connect unsheltered clients into shelter bed. Teams from DHS, Corazon SA,

Haven for Hope, SAMMinistries, and Christian Assistance Ministries connected over 500 homeless clients from the street into shelter between January and September 2024.

- **Online Dashboards:** In April, DHS launched a dashboard, updated monthly, showing the flow of people assisted by the response system. In FY 2024, the system helped 2,090 people move from the street to indoor shelter or housing, and 2,919 people move from a shelter bed into long-term housing. At the same time, the dashboard showed 2,271 people were new to the system for the first time, and 650 returned to homelessness after being housed. All told, the system had a net movement of 1,627 individuals moved to a better living situation in FY 2024.
- **Encampment Outreach and Abatements:** In FY 2024, additional DHS and Solid Waste Management staff increased the responsiveness to requests for encampment abatement. In FY 2024, DHS coordinated 1,286 site abatements with 95% conducted within two weeks of resident report. A second online dashboard launched to show monthly statistics on site abatements and to publish each week's upcoming abatement schedule.
- **Permanent Supportive Housing:** In FY 2024, the community saw the opening of 41 new permanent supportive housing units, bringing the total completed since FY 2022 to 124 units. With funding from the City's Affordable Housing bond program, Federal funds, and partnerships, another 366 units are under development, putting the community on track to already achieve half of its goal of 1,000 new PSH units in ten years.
- **Staff Training Framework:** The Close to Home board of directors approved a framework for training of street outreach staff across all agencies. The trainings, identified by front line staff themselves, will further enhance the tools that outreach teams have in engaging clients and helping them navigate community resources. DHS provided funding to Close to Home to support software that tracks participation in training across the system.
- **Skilled Nursing Pilot Program:** Close to Home launched a Skilled Nursing Program Pilot in May 2024, which to date has served three individuals needing round-the-clock medical care who could not access this service otherwise.
- **90 Families in 90 Days challenge:** To free up shelter capacity for families, the response system focused resources on housing 90 families between December 2023 and February 2024. Through improved coordination with Opportunity Home to provide housing vouchers; improved landlord engagement; and creative problem-solving, 95 families were permanently housed out of temporary shelter within 95 days.
- **Homeless Community Court:** A pilot program with the District Attorney's office expand to Municipal Courts in FY 2024, encouraging people experiencing homelessness to work with service providers in lieu of other sentencing. Since inception in 2023, 24 people have graduated by successfully completing a housing plan, and 36 more clients are in the pipeline of the system.
- **Medical Respite Care:** Corazon San Antonio took significant steps toward filling a community gap for providing respite care to homeless individuals with significant medical needs. The City was a partner in this initiative, providing Corazon with \$250,000 in Tax Increment Reinvestment Zone (TIRZ) funding for facility planning in the Cattleman's Square area, and Corazon has funding from UT Health to support the medical staffing needs for the program.
- **Street Psychiatric Care:** CAM launched a psychiatric care pilot program to provide a licensed psychiatrist and medication to those living on the street in crisis, without insurance, and with limited ability to access mental health care. With funding from the First Day Foundation, the program aims to stabilize the mental health of unsheltered clients in need to then build toward housing stability. The City was a partner in this initiative.

To support these new and ongoing activities and accomplishments, the City budgeted \$32.4 million in FY 2024 for homelessness initiatives, with \$28.9 million in actual expenditures. Unspent dollars are largely Federal grant funds to nonprofits, which can cross multiple fiscal years. Of the budgeted funds, nearly half (\$15.2 million) are from the general fund and 38% (\$12.3 million) are from Federal COVID relief grants. Over the last four years, the City has maximized its use of time-limited COVID funding, alongside City funds, to support homeless response initiatives aligned with the Strategic Plan.

This report highlights the work of the Department of Human Services and community partner agencies working together. To maintain progress and continue making strides to reduce homelessness, this report identifies future areas of emphasis for the system and for DHS in FY 2025. Through strategic planning and investments, San Antonio will continue to be a leader in addressing homelessness.



I - SAN ANTONIO'S HOMELESS RESPONSE SYSTEM

The San Antonio and Bexar County homeless response system has evolved over the last 30 years to respond to local needs and federal funding requirements. In the 1990's, the U.S. Department of Housing and Urban Development (HUD) required communities receiving federal homelessness funding to establish Continuums of Care (CoC). The CoC is designed to promote community-wide planning, strategic use of resources, and ensure data collection and performance. In 2009, the federal government amended the McKinney-Vento Homeless Assistance Act to focus on funding permanent housing solutions (Housing First), causing many communities to downsize or eliminate their emergency shelter capacity.¹

Close to Home (CTH) serves as San Antonio's Continuum of Care and the lead homelessness agency. CTH administers funds designated by HUD through annual competitions for homeless funding. Through collaboration at the leadership and direct staff levels between the City of San Antonio, Close to Home, Bexar County, and a network of social service agencies, San Antonio has designed and funded a hybrid network of services, shelter, and housing interventions that support residents in need while moving them to permanent housing as quickly as possible. This includes Haven for Hope, Bexar County's largest homelessness services and shelter provider and the City's largest funding investment².

Summary Table: Interagency Governmental Investments in Homeless Services (FY 2024, estimated, all sources, all providers)

Funding Agency	FY 2024 Allocation
City of San Antonio	\$32,395,099
Bexar County	\$2,335,850
United Way	\$2,990,818
Federal Emergency Food and Shelter Program	\$523,992
State of Texas	\$5,665,920
Federal HUD via Close to Home	\$18,032,607
Federal Veteran-specific	\$17,197,210
Total	\$79,101,496

This level of complexity is feasible in San Antonio because of the depth of relationships with people from institutions and organizations across the crisis response system. It requires a high level of engagement and commitment to continuous innovation and revisiting policies to ensure they align with current demands. Federal policy priorities do not always reflect the full scale of the need in local communities and funds are only authorized for specific populations and select interventions. However, San Antonio's response incorporates:

- 1. Access to funding beyond federal grants (primarily from City of San Antonio and private philanthropy) that increases flexibility to address local needs.**
- 2. Active collaboration model across multi-sector partners that involves homeless response, health, public safety, and justice systems.**
- 3. Robust shelter system and service capacity.**
- 4. High level of HMIS participation that includes over 40 partner agencies, increases efficiency in service delivery, reduces duplication, and increases insight to the client needs.**
- 5. Housing First principals when adequate housing is available, but it is not the only intervention.**

¹US. Department of Housing and Urban Development (2017). Emergency solution grants program. Retrieved from www.hudexchange.info/programs/esg

²A complete analysis of the unique characteristics of the San Antonio's response to homelessness can be found at Dillard Gonzalez, K. "Synchronizing Social Systems" Ladder Logik. 2024. Available upon request. And also at Dillard Gonzalez, K. "Systemic Strategies to Address Homelessness: A Situation Analysis of the Response in San Antonio, Texas." (2022) The New School Pro Quest Dissertations Publishing.

CONTINUUM OF CARE COORDINATION

The Close to Home (CTH) Board of Directors is comprised of 19 members representing City and County government, law enforcement, health care, people with lived experience, service providers, and business³. Appointed Board positions include Melody Woosley, Human Services Director, designated by City Manager Erik Walsh and Assistant Chief Robert Blanton, designated by the San Antonio Police Chief William McManus.



The CTH Board of Directors is responsible for decision-making and oversight of CoC activities, including applying to HUD for CoC program funds; evaluating the outcomes of funded projects; reporting data and outcomes to the community; implementing equitable housing prioritization policies; and oversight of the CoC's Homeless Management Information System (HMIS), which is operated by Haven for Hope and includes data from 43 homeless services providers across Bexar County.

DHS leadership and front-line employees actively participate in CTH policy development, funding strategies, goal setting and decision making to ensure the Homeless Response System is aligned with the Strategic Plan recommendations and City of San Antonio funding priorities. The CTH Alliance to House Everyone is comprised of non-profit member organizations providing shelter, permanent housing, and support services in the homeless response system. Through their governing structure, CTH set community goals for 2024 reflected in the chart below.



SHELTER AND HOUSING INVENTORY

Coordinated across these agencies and with other systems, San Antonio's homeless response system relies on a robust and balanced system of housing and shelter options for people to access, based on their situation and need. The chart below provides an overview of the capacity of shelter and housing in those categories:

Type	Inventory Amount	Note
Low-Barrier Shelter	1,012 beds	January 2024 Housing Inventory Count, coordinated by Close to Home
Emergency Shelter	1,656 beds	
Transitional Housing	363 beds	
Rapid Rehousing and Permanent Supportive Housing (Scattered-site)	1,973 units	
Permanent Supportive Housing (site-based)	124 units	Units completed in FY 2022-FY 2024 completed with SHIP partners
Public Housing	6,070 units	Total Opportunity Home inventory
Deeply Affordable Housing	1,598 units	Units constructed or rehabilitated in FY 2022-FY 2024 with SHIP partners

³ Visit Close to Home website for more information about Boards & Committees <https://www.close-to-home.org/board--committees.html>, and about Policies and Procedures https://www.close-to-home.org/uploads/1/4/8/8/148868018/close_to_home_non-profit_and_tx-500_coc_charter_-_updated_07.17.24.pdf

LOW-BARRIER SHELTER provides short-term indoor sleeping with minimal qualifications or prerequisites to entry. In FY 2024, the City funded SAMMinistries to expand their low-barrier non-congregate shelter from a 45-room hotel facility to a 185-room facility, sheltering 330 individuals in FY 2024. The low-barrier capacity at Haven for Hope was designed to shelter 459 people, but can accommodate up to 827 people with overflow spaces activated; all Courtyard clients sleep indoors every night.

EMERGENCY SHELTER provides short-term safe sleeping but may have qualifications to entry. Just over 1,100 emergency shelter beds in the community are on the Haven for Hope campus. Since 2007, the City has invested \$132 million in capital and operations funding to Haven for Hope. More than 85% of people accessing the Homeless Response System enroll at Haven for Hope shelter and services at some point. The Haven for Hope campus incorporates 43 partners delivering services on site and an additional 32 partners across the community. Other community shelter providers, including Family Violence Prevention Services and the Salvation Army, total 540 beds, which fill key sheltering needs.

TRANSITIONAL HOUSING is meant for longer stays than provided by emergency shelters, but not an indefinite term as in permanent housing. The largest example of transitional housing services is the SAMMinistries Transitional Living and Learning Center (TLLC), which has capacity for 40 families (approximately 120 beds) generally for a two-year period. In FY 2024, the YWCA renovated a facility into a new “Live and Learn” center, funded in part by \$2.3 million approved by City Council; this transitional housing program will open in January 2025.

RAPID REHOUSING AND PERMANENT SUPPORTIVE HOUSING (scattered site) are programs that provide monthly rental subsidy and case management for people exiting homelessness. Rapid rehousing generally provides individuals and families with two years of support, while PSH is indefinite in term. Units in this category are leased from housing stock at market or income-based rents and include approximately 1,200 Veterans Affairs Supportive Housing (VASH) vouchers for military veterans. In FY 2024, funding from the City's HOME-ARP allocation supported programs with three providers for an additional 118 highly vulnerable clients exiting homelessness.

PERMANENT SUPPORTIVE HOUSING (site-based) provides indefinite housing with on-site supportive services for people exiting homelessness. The City's Affordable Housing bond program included \$25 million for development of site-based PSH, which has been leveraged with additional Federal funds allocated to the City and Bexar County to create 124 units, with an additional 366 units under development, anticipated for completion in coming years. Developments include Towne Twin Village and the SAMMinistries Hudson Apartments and Commons at Acequia Trails.

PUBLIC HOUSING are housing units owned and managed by public housing authorities with rents below market rates. In San Antonio, Opportunity Home operates 6,070 units of public housing across 74 properties. The City's Affordable Housing bond program has provided Opportunity Home with \$5 million to preserve 224 units of public housing in San Antonio.

DEEPLY AFFORDABLE HOUSING is defined as rental housing affordable to households at or below 30% of Area Median Income. Since FY 2022, the City and SHIP partner agencies have constructed 357 new deeply affordable housing units and rehabilitated 1,241 additional units. In addition, 2,818 more deeply affordable housing units are under development to provide accessible housing for families with low incomes.

SYSTEM IMPACT

Trends identified through the annual Homeless Point in Time (PIT) Count and HMIS data show the San Antonio Homeless Response System is successfully moving individuals and families through the system to permanent housing situations. The PIT count is an annual report and count of people experiencing homelessness, conducted by CTH each January to identify the number of people experiencing homelessness in San Antonio, both in shelters and on the streets.

The charts below show trends in homelessness from 2012-2024.⁴ The 2024 count identified 3,372 people experiencing homelessness with 2,484 in shelters and 888 people living unsheltered, representing an overall increase of 6.8% from 2023. When accounting for population growth across the community, the number of individuals experiencing homelessness has remained relatively level.

Bexar County CoC - PIT Count vs. Population

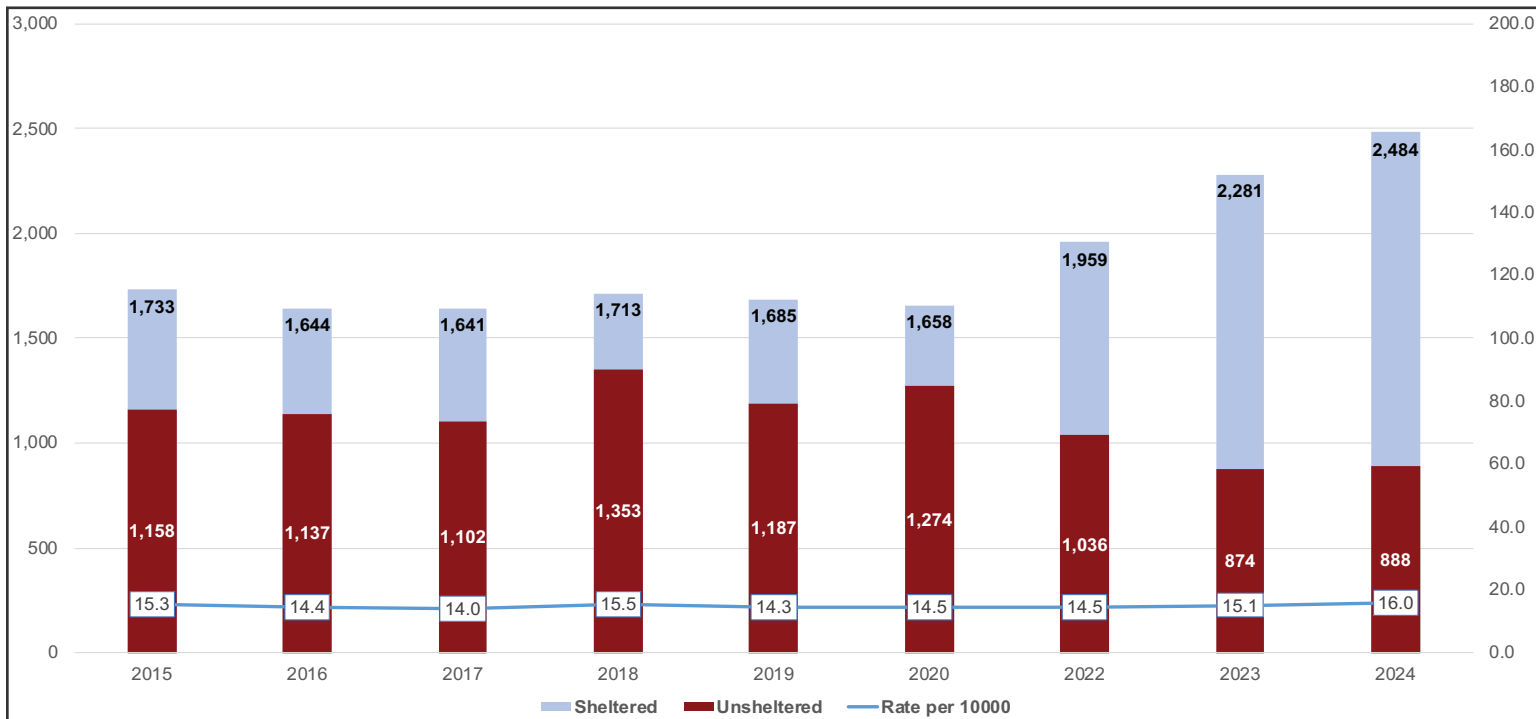
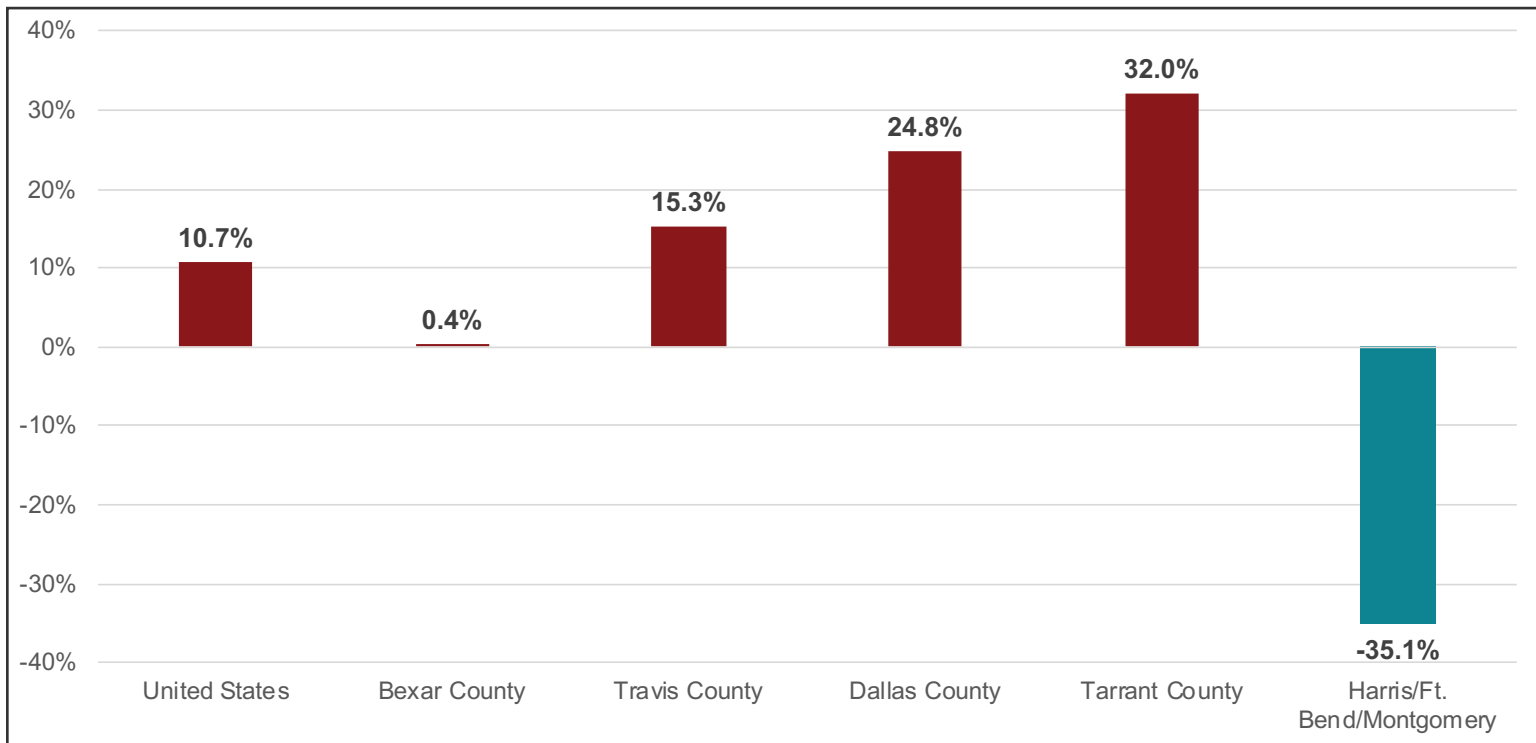


Figure: This figure shows the number of homeless individuals per 10,000 individuals in the Bexar County population. Source: Bexar County Point in Time – Close to Home 2015-2024. U.S. Census Bureau 1 Year American Community Survey (2015-2023) DP05; Bexar County

Change in Homelessness per 10,000 People since 2015



⁴ The Point in Time Count is conducted every year by Close to Home and reported to HUD. PIT Counts by Continuum of Care since 2007 can be found at HUD Exchange www.hudexchange.info/resource/3031/pit-and-hic-data-since-2007

The previous chart compares the change in homelessness to other communities across the state between 2015 and 2023.⁵ San Antonio has experienced a 0.4% increase in homelessness per 10,000 people over that period compared to increases of 15.3% in Austin, 24.8% in Dallas, and 32.0% in Fort Worth. Unique among Texas cities, Houston reports a 35.1% decline in homelessness since 2015. San Antonio Homeless Response System has proven that it works effectively, specifically in the following aspects:

San Antonio's homeless response system has proven that it works effectively, specifically⁶:

- HUD reports a national increase in overall homelessness of 33.8% since 2014, while San Antonio has seen an increase of 16.6% over the same time.
- In Bexar County the count of unsheltered individuals (that is, those living on the street rather than in a shelter), decreased over the past five years by 25% (2019-2024), while the U.S. has seen an increase in unsheltered homelessness of 29.7%.
- Nationwide in 2024, 35.5% of the total homeless population was unsheltered, compared to 26.3% of people experiencing homelessness in San Antonio. The chart below shows San Antonio's progress bringing indoors an increasing share of the homeless population.
- Individuals experiencing chronic homelessness (those homeless for more than one year) represent 20% of the nation's homeless population, compared to 14% of San Antonio's. Notably, only 27% of chronically homeless individuals in Bexar County are unsheltered, compared to 65% nationally.
- Family homelessness increased in Bexar County by 11.7% between 2023 and 2024, while nationally it increased by 39.4%.

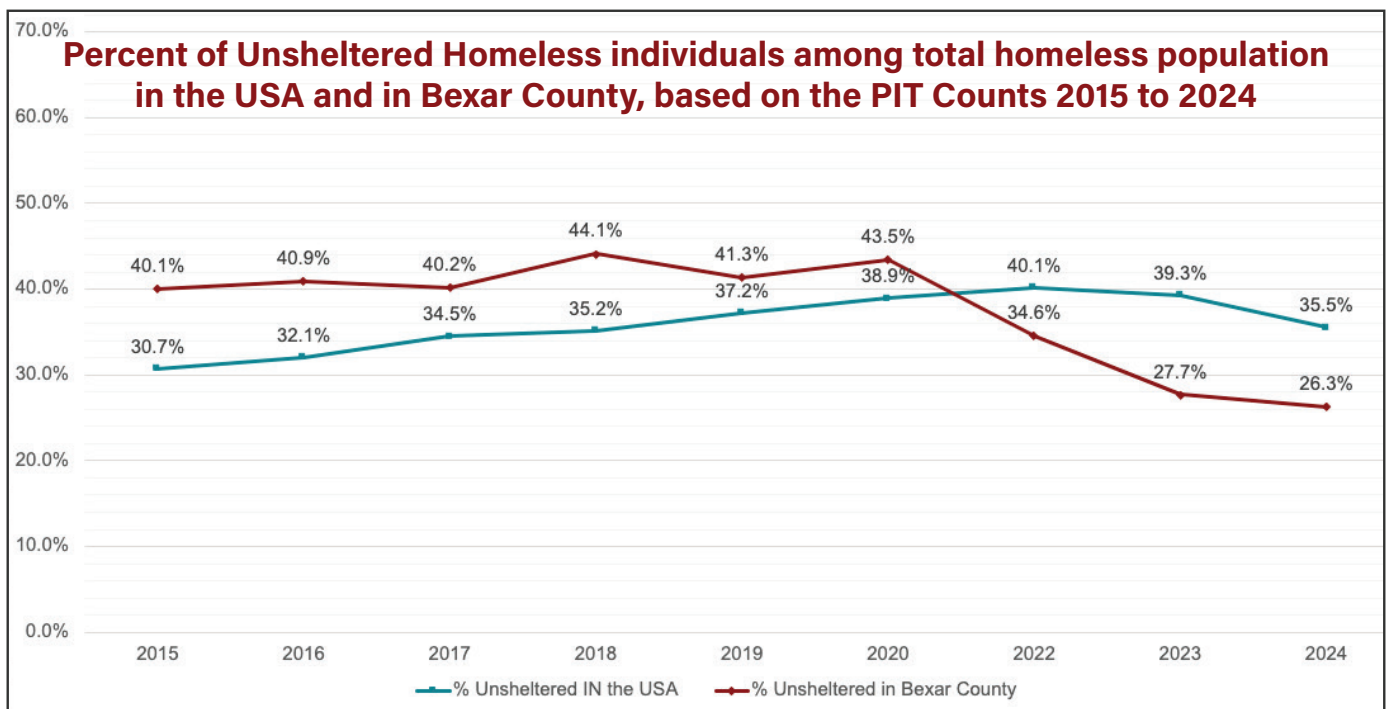


Figure: This figure shows the percent of unsheltered individuals out of the homeless population in the United States and Bexar County. In 2024, unsheltered homelessness was at 26.3%, a decrease from 2023. The 2024 Annual Homeless Assessment Report (AHAR) that provides data on the national trend of homelessness is anticipated to be released by HUD late December 2024. Source: Bexar County Point in Time - Close to Home 2015 - 2024; HUD AHAR 2015 - 2023

The shelter and housing capacity created through the Haven for Hope campus; City funded SAMMinistries (SAMM) low-barrier shelter; Permanent Supportive Housing options at SAMM and Towne Twin Village partially funded by City 2022 bonds; and homeless preference housing vouchers from Opportunity Home San Antonio allows for more system-level flexibility in temporarily and permanently housing people experiencing homelessness. Additionally, implementation of new innovative and targeted interventions funded by the City, community funders, and HUD is increasing connection to shelter; prevention and diversion; skilled nursing; youth specific shelter beds, and income and health benefits encourages people to move off the streets while working on identifying housing.

⁵ National Alliance to END HOMELESSNESS, State of Homelessness: 2024 Edition endhomelessness.org/homelessness-in-america/homelessness-statistics/state-of-homelessness

⁶ TX-500 Bexar County CoC PIT data and National Alliance to END HOMELESSNESS, State of Homelessness: 2024 Edition endhomelessness.org/homelessness-in-america/homelessness-statistics/state-of-homelessness

II - CITY OF SAN ANTONIO HOMELESSNESS RESPONSE

ROLE OF THE CITY

The City of San Antonio engages in the local homeless response system via a multitude of departments. The Department of Human Services (DHS) is the primary department responsible for allocating and administering federal and state homelessness funding granted to municipalities, along with significant general fund investment. In 2024, federal grant resources included American Rescue Plan Act (ARPA)/ COVID State and Local Recovery Fund, HOME-ARP, Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), Housing Opportunities for Persons with AIDS (HOPWA), and Texas Department of Housing and Community Affairs (TDHCA) Homeless Housing Services Program (HHSP). Additionally, the Neighborhood Housing Services Department (NHSD) manages the City's 2022 Housing Bond Program, which includes \$25 million dedicated to expanding Permanent Supportive Housing units over 5 years.

Other departments engaging directly or indirectly in the homeless response system include the San Antonio Police Department (SAPD), San Antonio Fire Department (SAFD)/Emergency Medical Services (EMS), Solid Waste Management Department (SWMD), Development Services Department (DSD), Public Works (PW), and Parks and Recreation.

For Fiscal Year 2024, the City budgeted a total of \$32.4 million in homelessness initiatives provided by City departments and external non-profit homeless services providers. Of the \$32.4 million in direct funding for homelessness initiatives, \$15.2 million (47%) was funded through the city's general fund, and 38% was from COVID Grants. Indirect expenditures related to Police and Fire/EMS response to homeless individuals was just over \$20 million. The chart below details funding allocated by source in FY 2024.

CITY OF SAN ANTONIO INVESTMENTS

Table I: City of San Antonio - Homeless Investments by funding source- FY 2024

Summary Table by Funding Sources		Fiscal Year 2024 Budget	FY 2024 Actual Expenditure
Breakout of Direct Cost	%		
Local Sources (General Fund & Solid Waste Fund)	47%	\$15,222,238	\$14,944,237
Federal HUD Grants	13.8%	\$4,454,524	\$3,352,289
State Grants	1.3%	\$417,481	\$428,982
Federal COVID Grants	38%	\$12,300,856	\$10,045,866
Total Direct Cost	100.0%	\$32,395,099	\$28,771,374
Breakout of Indirect Cost			
Local - General Fund			\$19,683,577
STRAC PICC Grant			\$409,644
Total Indirect Cost			\$20,093,221
Grand Total (Direct + Indirect Cost)			\$48,864,595



Table II: City of San Antonio - Indirect Cost for Homeless Response - FY 2024 Actual

Department/Program	Funding Source	FY 2024 Actual Expenditure
Police: Homeless Outreach, IMPACT, High Utilizer Program, Mental Health Unit, Downtown Bike Patrol, SAFFE	General Fund	\$16,417,944
Police (STRAC PICC Grant)	STRAC PICC Grant	\$409,644
Fire/EMS: Homeless Medical Response	General Fund	\$3,100,827
COSA DSD-Code Enforcement	General Fund	\$77,668
Fire/EMS: Homeless Medical Response	General Fund	\$87,138
Total Indirect Public Safety Costs		\$20,093,221

ROLE OF DEPARTMENT OF HUMAN SERVICES

The Department of Human Services supports City Council policy direction and the community's efforts to end homelessness through planning, coordination and oversight of the City's homelessness investments. These include both direct services provided by the Homeless Services Division and contracts with external providers for outreach, shelter, housing, and services. Specifically, DHS's primary roles and responsibilities include management and monitoring of federal, state, and City funds; implementation of the Strategic Plan to Respond to Homelessness; public reporting on City and system performance; coordination with homeless providers, stakeholders, and community; representation on homelessness-related boards and steering committees; and provision of direct services.

Community Connections Hotline

The Community Connections Hotline (formerly Homeless Connections Hotline) provides residents experiencing homelessness and those in danger of becoming homeless connections to available resources, including housing, prevention, and diversion from shelter. The Hotline can be reached at 210-207-1799.

Homeless Street Outreach

The Street Outreach team works across all ten council districts to identify unsheltered persons experiencing homelessness and serve as an access point to the homeless response system. The Team coordinates with outreach partners to ensure alignment in policies and practice and with area neighborhood residents and businesses to provide information and updates.

Encampment Abatement Coordination

Homeless encampments reported through 311, Council District offices, and stakeholders are assessed by staff who provide notice and connection to services and schedule site abatement within two weeks.⁷

Homeless Veteran Coordination

The Homeless Veteran Liaison leads the community's response to veteran homelessness, provides services and referrals to identified veterans, and monitors federal benchmarks related to Ending Veteran Homelessness.

⁷ City of San Antonio. "Encampment Abatements." Accessed at: stories.opengov.com/sanantonio/published/4jkGdXe_

Homeless Youth Assistance

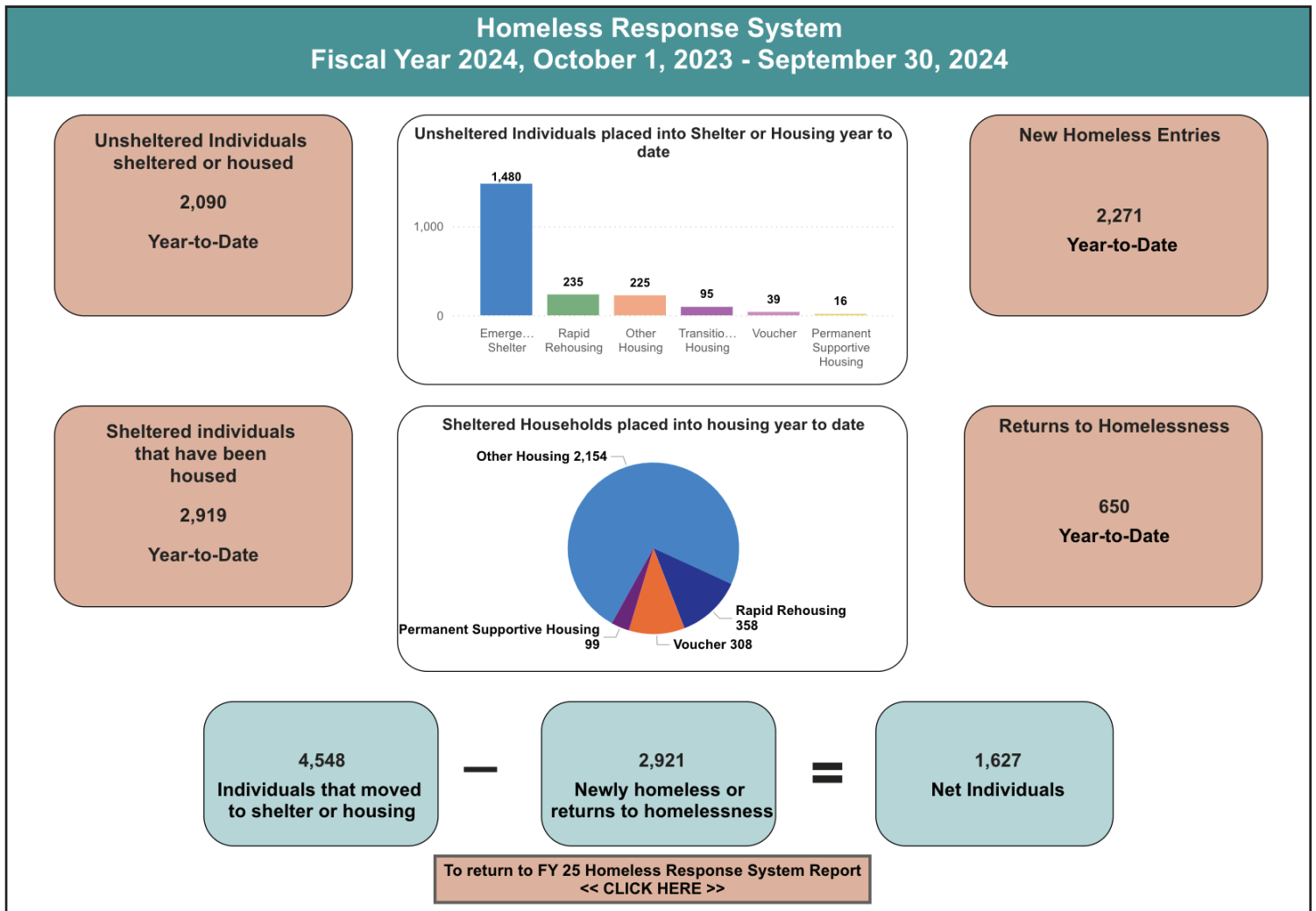
Youth-oriented services ensure people aged 18-24 are quickly connected to appropriate services, based on their needs to limit their time experiencing unsheltered homelessness.

Data Reporting, Dashboards, & Policy Research

In April 2024 the DHS worked with CTH and Haven for Hope to develop a series of dashboards using HMIS data that monitors the flow of individuals through the Homeless Response System. This public dashboard is available from the DHS web page at System Response Dashboard.

The dashboard provides monthly data on the number of new and returning homeless individuals as well as the number of clients progressing toward shelter and/or housing. The dashboard for FY 2024 indicates that 4,548 people experiencing homelessness transitioned from being unsheltered into shelter (2,090) or from shelter to housing (2,919)⁸. This data shows us that people are moving through the homeless response system, rather than remaining unsheltered or in shelter. Since the goal is to transition people to housing, it requires people currently in shelter to transition to housing, which creates space for people who are unsheltered.

Additionally, 2,921 individuals were new (2,271) or returned to homelessness (650) in FY 2024. HMIS captures the returns to homelessness at a high rate due to the robust representation of service providers entering data on the platform.



⁸ These numbers represent the number of homeless individuals that were unsheltered and went to shelter/housing (2,090), or that were sheltered and went into housing (2,919), removing (461) duplicates from October 1st 2023 to September 30th 2024.

Performance Management

DHS monitors performance measures for both internal programs and contracted partners providing services. DHS and delegate agencies' performance measures are available at:

Homeless Dashboards - [SA.gov/Directory/Departments/DHS/Homeless-Services/Dashboards](https://sa.gov/Directory/Departments/DHS/Homeless-Services/Dashboards)

The following priority goals for the City's homelessness investments guide development of program metrics and funding decisions:

- **Reduce chronic and unsheltered homeless population.**
- **Reduce the number of homeless families.**
- **Increase youth homeless in shelter, housing, and services.**
- **Veterans are placed into permanent housing within 90 days.**
- **Increase households enrolled in HOPWA projects that access and maintain permanent housing.**



ALIGNMENT OF HOMELESSNESS AND HOUSING

Research showing the strong relationship between housing market conditions and rates of homelessness in metro areas across the country provide a caution for San Antonio, a community with a relatively low rate of homelessness per capita.⁹ Maintaining an affordable and accessible housing market for a growing population is essential to avoid growth in the number of people experiencing homelessness. To that end, San Antonio's Housing Continuum is comprised of various housing options available through three categories: Crisis Response Housing, Non-Market Housing, and Market Housing. The diagram below provides the types of housing within each category.¹⁰

THE HOUSING CONTINUUM

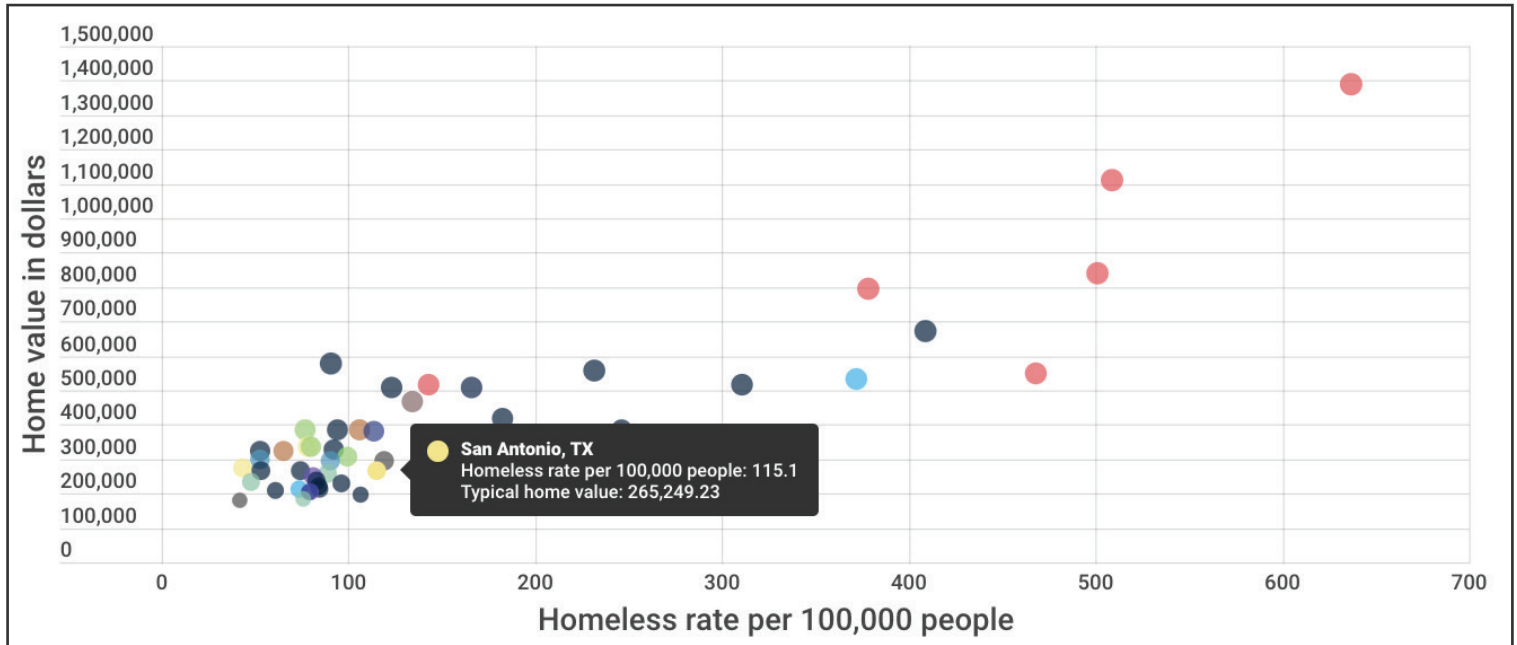


⁹Colburn, G. and Aldern, C. *Homelessness is a Housing Problem*, U. of California Press, 2022.

¹⁰Adapted from *About Affordable Housing in Canada*, Canada Mortgage and Housing Corporation, 2018

Community efforts to address homelessness must incorporate a holistic response that integrates the housing system across the full continuum. The availability of market rate housing units directly impacts non-market housing units that have a cascading effect on crisis response housing.

As an example, an analysis of national data shows an 87.9% correlation between home prices and homelessness.¹¹ The following scatter plot shows that correlation among U.S. metro areas, plotting home values against the homeless rate for 2023. San Antonio has a homeless rate of 115.1 per 100,000 people and a typical home value of \$265,249, as indicated below.¹²



The City of San Antonio began intently focusing on housing efforts beginning in 2017 with the Mayor's Housing Policy Task Force and the subsequent development in 2020 of the Strategic Housing Implementation Plan (SHIP) through the leadership of the Neighborhood and Housing Services Department (NHSD). The goals of the SHIP's development were to:

- **Establish a shared definition of affordable housing**
- **Establish new affordable housing production and preservation targets**
- **Develop comprehensive new strategies to meet the new targets**
- **Identify funding for these strategies**
- **Chart the course for public engagement and accountability throughout implementation**
- **Actualize the City's Public Participation Principles**

From the SHIP, the City developed a first-ever \$150 million Affordable Housing Bond program, with funding for several categories of the housing continuum to support a balanced housing ecosystem. Voters approved the program in May 2022. The \$25 million in the bond program for permanent supportive housing for people exiting homelessness is a key intervention for ending people's experiences of homelessness, but the entire bond program supports the prevention of homelessness by maintaining a strong housing continuum for all San Antonians. By the end of 2024, the bond program has supported the development or preservation of 4,176 homes, including the development of 242 new PSH units.

Since implementation of the 2022 Affordable Housing Bond, NHSD has funded and coordinated with housing providers so that nearly half of the community's goal of 1,000 new PSH units are now in the pipeline for development. As PSH units come online, they will be prioritized for the most vulnerable individuals among the homeless population, yielding further progress in addressing chronic and unsheltered homelessness.

¹¹ Brannon, Matt. *Home Values vs. Homelessness in the U.S.: A Concerning Connection (2023 Data)*, July 10, 2023. <https://homebay.com/home-values-vs-homeless-2023/>

¹² *ibid*





III - BUDGET AND PERFORMANCE BY STRATEGIC PLAN RECOMMENDATIONS

In 2019, DHS contracted with HomeBase to work with the community to develop a strategic plan to address homelessness in San Antonio. The plan was finalized in late 2020 and adopted by CTH as the community's homelessness strategic plan in 2021. It included the following key recommendations¹³:

1. **Implement a single collective-impact leadership group for San Antonio and Bexar County.**
2. **Increase investment in community-based housing and service options.**
3. **Increase capacity and effectiveness of outreach through improved structure for coordinating diverse outreach efforts across San Antonio/Bexar County and expansion of homeless outreach clinician pilot program.**
4. **Conduct a Frequent User System Engagement (FUSE) analysis to identify high utilizers of public resources among those experiencing homelessness and connect them to appropriate resources.**
5. **Develop detailed prioritization policies and targeted interventions to most effectively connect persons experiencing unsheltered homelessness to stable housing.**
6. **Increase focus on consumer engagement and equity throughout the response system.**

¹³ City of San Antonio, Department of Human Services. *San Antonio, Together to End Homelessness: Strategic Plan Summary and Call to Action*. December 2020 www.sanantonio.gov/Portals/0/Files/HumanServices/HomelessServices/StrategicPlan-Summary.pdf

Table III: City of San Antonio - Homeless Investments by Strategic Priority - FY2024

Summary Table by Strategic Plan Recommendation	Fiscal Year 2024	Fiscal Year 2024
Strategic Plan Recommendation	Budgeted	Actual Expense
1. Collective Impact Leadership	\$1,391,803	\$825,572
2. Housing and service options	\$5,031,581	\$3,616,396
3. Street Outreach	\$4,637,275	\$4,131,915
4. FUSE Analysis	\$55,549	\$41,556
5. Connecting Unsheltered to Housing	\$16,536,417	\$15,396,375
Outside Strategic Plan Recommendations	Budgeted	Actual Expense
Encampment Abatements (direct & indirect*)	\$2,806,420	\$3,029,596
Homeless Prevention and Diversion	\$1,700,506	\$1,538,407
Homeless Veterans Coordination	\$195,549	\$191,556
Total	\$32,355,099	\$28,771,374

*COSA DSD, COSA Parks & Rec, and SAPD-SAFFE indirect costs total \$880,959

This section outlines alignment between the City’s FY 2024 Budget and each of the six recommendations. Within each strategic plan recommendation area is a summary of the recommendation, progress over the last five years, and an overview, by program, of FY 2024 budget allocation, expenditures to date, and performance metrics. The numbers of clients served reflect the specific program that the City funds. Where programs fall outside the six strategic plan recommendations, we also note the rationale for the programs’ implementation.

1. IMPLEMENT A SINGLE COLLECTIVE-IMPACT LEADERSHIP GROUP FOR SAN ANTONIO AND BEXAR COUNTY

Objective:

This recommendation called for a leadership group to coordinate overall homeless planning, emergency response, and alignment of the strategic plan. The goal is to strengthen coordination and alignment to reduce the duplication of efforts and address gaps in services.

Progress:

- In early 2020, key agency leaders, including DHS, Close to Home, Bexar County, Haven for Hope, and SAMMinistries, formed to coordinate a pandemic response across the homeless response system.
- In 2021, the Close to Home board of directors adopted the strategic plan as the community’s homeless strategic plan.
- Close to Home coordinated the monitoring of progress toward the plan’s recommendations through the Homeless Strategic Plan Advisory Board. This group, composed of funding agencies (City, County, State, United Way, and Close to Home), sets priorities, monitors progress, and aligns performance measures across the community.
- The City of San Antonio coordinates a bi-weekly “Homeless Huddle” of homeless service provider CEOs who continuously problem solve and activate in crisis, as needed.

- Examples of improved collaboration from these forums include a successful systems push to house 90 families in 90 days in early 2024; public messaging around Hunger and Homelessness Awareness week; increased collaboration with the District Attorney's Office and Guardianship Program; coordination of a skilled nursing model; and development of Centralized Shelter Coordination for outreach workers to connect unsheltered clients faster.

Table IV: Strategic Priority #1: FY 2024 Budget and Expenditures

Service Provider	Program Name	Funding Source	FY24 Budgeted	FY24 Actual	FY 2025 Budget
COSA DHS	Homeless Administration (fiscal and contract monitoring)	Local- General Fund; Federal- HUD & Covid	\$1,199,803	\$710,137	\$1,120,697
Close to Home	CoC Support & Training System	Local- General Fund	\$192,000	\$115,4345	\$192,000
Total			\$1,391,803	\$825,572	\$1,312,697

2. INCREASE INVESTMENT IN COMMUNITY-BASED HOUSING AND SERVICE OPTIONS

Objective:

This recommendation calls for new development of permanent housing with supportive services for people exiting homelessness. In sync with the Strategic Housing Implementation Plan (SHIP), the community goal is to develop 1,000 new permanent supportive housing (PSH) units, while also acknowledging the importance of flexibility in service models to include programs like rapid rehousing.

Progress:

- The voter-approved 2022 Housing Bond included \$25 million for PSH development, which has been leveraged into over \$40 million using Federal ARPA grant dollars allocated by the City and County through a joint solicitation for PSH funding.
- PSH developments in the pipeline combine to put the community on track to meet nearly half of the SHIP's ten-year, 1,000-unit goal within three years. Developments include SAMMinistries' Hudson and Commons at Acequia and Housing First Community Coalition's Towne Twin Village.
- Since 2020, Opportunity Home San Antonio has allocated 534 additional housing vouchers through Close to Home and the Homelink System for people exiting homelessness to access stable housing.
- Through strong annual system performance coordinated by Close to Home, Continuum of Care grant funding from HUD has grown from \$10 million in 2020 to over \$22 million by 2024. This funding expands Permanent Supportive Housing, Rapid Re-Housing, Transitional Housing, and system infrastructure.

Table V: Strategic Priority #2: FY 2024 Budget and Expenditures and Performance Measures

Service Provider	Program Name	Funding Source	FY24 Budgeted	FY24 Actual	Clients served FY24	FY24 Service Target	FY 2025 Budget	FY25 Target
SAMMinistries	Rapid Rehousing Program	Federal-HUD	\$ 505,940	\$137,713	18	55	\$523,623	55
Beat AIDS	Long Term Rental Assistance & Newly Empowered Women	Federal-HUD	\$767,000	\$668,953	50	46	\$1,061,526	52
San Antonio AIDS Foundation	Long Term Rental Assistance & Transitional Housing	Federal-HUD	\$977,135	\$615,263	77	105	\$558,108	65*
THRU PROJECT	Educational Housing Programs	State	\$ 163,762	\$ 163,762	12	10	\$163,762	10
Haven for Hope	Youth Dorm Operations	State	\$89,570	\$ 64,592	123	90	0	N/A
Family Violence Prevention	Battered Women's Shelter Operations	Local-General Fund & Federal-Covid	\$503,174	\$503,174	1,197	1,250	\$503,174	1,250
THRU PROJECT	Housing Stability for Foster Youth	Federal-Covid	\$ 205,000	\$ 318,361	320	300	\$85,417	300
Endeavors	Rental Assistance	Federal-Covid	\$641,013	\$ 403,126	56	170	\$815,405	103
Salvation Army	Rental Assistance	Federal-Covid	\$886,642	\$ 557,600	48	60	\$815,405	60
SAMMinistries	Rental Assistance	Federal-Covid	\$292,345	\$ 183,853	14	35	\$535,856	35
Total			\$5,031,581	\$3,616,396			\$5,062,276	

* Target only for HOPWA Long Term Tenant Based Rental Assistance Program.



3. INCREASE CAPACITY AND EFFECTIVENESS OF OUTREACH THROUGH IMPROVED STRUCTURE FOR COORDINATING DIVERSE OUTREACH EFFORTS ACROSS SAN ANTONIO/BEXAR COUNTY AND EXPANSION OF HOMELESS OUTREACH CLINICIAN PILOT PROGRAM.

Objective:

This recommendation called to increase the capacity of professional street outreach across the city to engage with unsheltered clients, provide case management toward stable housing, and to connect individuals into shelter.

Progress:

- In 2020, DHS established a professional street outreach team; opened the and Homeless Connections Hotline; and funded partner agencies to add street outreach capacity.
- DHS worked with partner organizations to develop outreach standards, which were adopted by the CoC, including a street outreach training regimen for all community outreach workers to standardize care for clients.
- With the growth of street outreach services, housing referrals by street outreach have increased from approximately 25% of total referrals to 45%.
- In FY 2024, DHS funded Haven for Hope to launch a Centralized Shelter Coordination system to streamline street outreach connection into shelter beds. Since inception, 740 people have moved from the streets to shelter.



Table VI: Strategic Priority #3: FY 2024 Budget and Expenditures and Performance Measures

Service Provider (Agency Name)	Program Name	Funding Source	FY24 Budgeted	FY24 Actual	Clients served FY24	FY24 Service Target	FY 2025 Budget	FY25 Target
COSA DHS	Youth Case Management	State	\$93,000	\$46,955	277	250	\$86,741	250
COSA DHS	Homeless Mobile Shower	Local-General Fund	\$62,478	\$10,801	6	92	N/A	N/A
COSA DHS	Outreach Operations	Local-General Fund-Federal HUD	\$2,022,002	\$1,604,363	544	150	\$2,035,710	200
COSA DHS	Emergency Services (Hygiene Kits, Outreach vehicle repairs)	Federal-Covid	\$61,668	\$61,668	2,825*	--	N/A	N/A
Haven for Hope	Outreach	Local-General Fund	\$50,000	\$49,998	79	50	\$50,000	50
SAMMinistries	Homeless Outreach	General Fund & Federal-Covid	\$157,995	\$186,430	161	100	\$157,995	100
San Antonio AIDS Foundation	Congregate Hot Meals	Federal-HUD	\$367,921	\$290,057	365	500	\$387,187	500
Christian Assistance Ministry	Shower Hub	Local-General Fund	\$72,424	\$72,424	759	360	\$72,424	360
Corazon Ministries Inc.	Day Center and Outreach	Local-General Fund	\$446,652	\$409,395	527	380	\$446,652	380
Corazon Ministries Inc.	Advancing Mental Health Stability	Federal-Covid	\$401,757	\$401,757	175	500	-	
American GI Forum	Outreach & Assistance	Federal-Covid	\$901,378	\$998,068 **	385	525	-	
Total			\$4,637,275	\$4,131,915			\$3,236,709	

* Services provided by DHS Street Outreach, includes water, food, hygiene kit, etc.

** Two year contract



4. CONDUCT A FREQUENT USER SYSTEM ENGAGEMENT (FUSE) ANALYSIS TO IDENTIFY HIGH UTILIZERS OF PUBLIC RESOURCES AMONG PERSONS EXPERIENCING HOMELESSNESS AND CONNECT THEM TO APPROPRIATE HOUSE AND RESOURCES.

Objective:

This recommendation calls for a formal analysis of high utilization of medical, mental health, and criminal justice systems by people experiencing homelessness. Also included in the recommendation is creation of a homeless community court.

Progress:

- In 2024, DHS began a collaboration with the Southwest Texas Regional Advisory Council (STRAC), Haven for Hope HMIS, and Close to Home, to match data from homeless service providers with STRAC’s database of safety net medical services and jail bookings. Initial data matching has been completed, and analysis is underway into 2025 to calculate the cost of homelessness to medical and jail systems. The goal of the research is to demonstrate the relative cost of housing chronically homeless clients compared to these publicly borne costs.
- In addition, DHS has served in an advisory and coordinating capacity to the Bexar County District Attorney’s Office in working with municipal and county misdemeanor courts on homeless court dockets, which offer low-level case dismissal for clients progressing in shelter and housing services. The Homeless Community Court enrolled its first participants in April 2023, and 24 have graduated the program or were housed prior to graduation.

Table VII: Strategic Priority #4: FY 2024 Budget and Expenditures and Performance Measures

Service Provider (Agency Name)	Program Name	Funding Source	FY24 Budgeted	FY24 Actual	Clients Served FY24	FY24 Target	FY 2025 Budget	FY25 Target
COSA DHS	Community Court	Local-General Fund	\$45,549	\$41,556	64	N/A	\$46,772	75
STRAC	FUSE Analysis	Local-General Fund	\$10,000	-	-	N/A	N/A	-
Total			\$55,549	\$41,556			\$46,772	

5. DEVELOP DETAILED PRIORITIZATION POLICIES AND TARGETED INTERVENTIONS TO MOST EFFECTIVELY CONNECT PERSONS EXPERIENCING UNSHELTERED HOMELESSNESS TO STABLE HOUSING.

Objective:

This recommendation calls for a review of how homeless clients are prioritized for housing interventions and the development of a step in between streets and housing for unsheltered clients.

Progress:

- Since 2022, San Antonio has been part of an active research project with University of Notre Dame’s Lab or Economic Opportunities (LEO) to analyze San Antonio’s homeless response data and develop a research-based tool for prioritizing housing interventions. The interim tool weighs factors such as disability status, number of homeless episodes, and length of time homeless; a final tool is expected to be presented and approved by Close to Home’s Board of Directors in 2025.

- Since July 2021, the City has funded SAMMinistries to operate a low-barrier, non-congregate emergency shelter that prioritizes unsheltered clients who are progressing in a permanent housing plan. This interim step allows for case management, preparation of documents for move-in, and others supports to increase housing readiness. In FY 2024, the shelter expanded from a 45-room motel to a 200-room hotel, and since then, has served 330 clients with a 36.3% successful placement rate into permanent housing.

Table VIII: Strategic Priority #5: FY 2024 Budget and Expenditures and Performance Measures

Service Provider (Agency Name)	Program Name	Funding Source	FY24 Budgeted	FY24 Actual	Clients served FY24	FY24 Service Target	FY 2025 Budget	FY25 Target
Center for Health Care Services	Integrated Treatment Program	Local-General Fund	\$704,057	\$704,057	132	230	\$704,057	129
Center for Health Care Services	Restoration Center	Local-General Fund	\$1,250,000	\$1,249,992	1,537	No Target	\$1,250,000	No Target
Haven for Hope	Operations, Courtyard, Residential Services, Centralized Sheltering, etc.	Local-General Fund	\$4,915,609	\$4,912,320	3,592	No Target	\$4,980,609	No Target
San Antonio Food Bank	Community Kitchen	Local-General Fund & Federal HUD	\$1,160,619	\$1,160,619	2,722	3,000	\$1,178,302	3000
St. Vinny's Bistro	St. Vinny's Bistro	Local-General Fund & Federal HUD	\$248,905	\$248,905	5,196	4,000	\$248,905	4400
Family Violence Prevention	Community Based Counseling	Federal-HUD	\$150,045	\$150,045	359	380	\$150,045	380
SAMMinistries	Low-Barrier Non Congregate Shelter *	General Fund & Federal Covid	\$8,147,182	\$6,970,437	520	450	\$9,279,024	500
Total			\$16,576,417	\$15,396,375			\$17,790,942	

*Includes the cost of hotel lease.

6. INCREASE FOCUS ON CONSUMER ENGAGEMENT AND EQUITY THROUGHOUT THE HOMELESSNESS RESPONSE SYSTEM.

Objective:

This recommendation calls for forums to include the voices of people with lived experience of homelessness in program development and operations.

Progress:

- The CTH Youth Action Board, comprised of young adults who have experienced homelessness, has been successful at providing guidance of the CoC's Youth Homeless Demonstration Program since 2019.
- In 2022, CTH launched the Lived Expertise Advisory Board as a group to consult with on major program and policy developments.
- Both groups have permanent seats on the CTH board of directors, and members of the advisory boards are compensated for their participation in meetings.
- DHS has included people with lived experience of homelessness in RFP review panels for high profile solicitations since 2020.
- No City funding is reported under this recommendation; funded initiatives have been coordinated by CTH.



IV - OTHER STRATEGIES

BUDGET AND PERFORMANCE

Encampment Abatement

Since 2018, DHS has coordinated an interdepartmental initiative to respond to homeless encampments with outreach, notification, and abatement of sites. In FY 2024, City Council added additional DHS and Solid Waste resources to increase responsiveness to residents and conduct additional site abatements. In FY 2024, DHS coordinated 1,286 total site abatements, with 95% of those conducted within two weeks of resident report of the encampment.

Table IX: Encampment Abatements: FY 2024 Budget and Expenditures and Performance Measures

Service Provider (Agency Name)	Program Name	Funding Source	FY24 Budgeted	FY24 Actual	FY25 Budgeted
COSA DHS	Abatement Outreach	Federal-HUD	\$101,915	\$107,623	\$94,508
COSA DHS	Abatement Outreach	Local-General Fund	\$296,473	\$170,369	\$274,653
COSA SWMD	Illegal Dumping Collection Crew	Local-General Fund	\$1,947,677	\$1,575,096	\$2,446,726
HaZ-CORE Contract	Biohazard Collection	Local-General Fund	\$295,549	\$295,549	\$295,549
COSA DSD*	Code Enforcement	Local-General Fund	\$77,668	\$77,668	-
COSA Parks & Rec*	Personnel Cost	Local-General Fund	\$87,138	\$87,138	-
SAPD-SAFFE*	Personnel Cost	Local-General Fund	-	\$716,152.95	-
Total			\$2,806,420	\$3,029,596	\$3,111,436

* Indirect Cost

Homeless Encampment Abatements Performance Measures, FY 2024		FY25 Target
Number of Sites Abated	1,286	1,300
Average Days to Abatement	17.58	15
Percent Abated Under 15 Days	70%	95%
Homeless Clients Engaged	3,582	N/A
Clients Referred for Services	85	

2,780

**Total Tons
of Solid Waste
Removed**



Prevention and Diversion

Preventing homelessness is a significantly more cost-effective intervention than responding to needs once an individual or family becomes homeless. In FY 2024, NHSD provided \$8.3 million in rental and utility assistance to 2,758 households and \$3.3 million dollars in relocation assistance to 1,237 households to prevent displacement, eviction and homelessness. This is in addition to the \$28 million dollars in expenditures described in Section II. Additionally, DHS funds agencies through Federal Covid funds to provide six months' rental assistance with case management to help people stay housed, both immediate and long-term. In addition, the City's General Fund budget includes \$400,000 to fund diversion programs, providing an average of \$1,100 in assistance to help people avoid entering shelter and sustain their housing long-term. DHS and NHSD are working with Close to Home in 2025 to analyze the effectiveness of these programs at keeping people from needing to access homeless response system services.

Table X: Prevention and Diversion: FY 2024 Budget and Expenditures and Performance Measures

Service Provider (Agency Name)	Program Name	Funding Source	FY24 Budgeted	FY24 Actual	Clients served FY24	FY24 Service Target	FY 2025 Budget	FY25 Target
COSA DHS	Emergency Assistance Fund	State	\$71,149	\$64,104	76	22	\$ -	22
Catholic Charities	Emergency Financial Assistance	Local-General Fund	\$91,174	\$85,596	140	68	\$91,174	68
Close to Home	Diversion Assistance	Local-General Fund	\$400,000	\$400,000	308	300	\$400,000	300
Alamo Area Resource Center	Housing Assistance & Transportation	Federal-HUD	\$184,682	\$187,174	171	120	\$322,104	120
Beat AIDS	Case Management	Federal-HUD	\$280,655	\$248,399	200	200	\$280,655	200
Beat AIDS	Housing Assistance & Supportive Services	Federal-HUD	\$416,000	\$296,288	201	305	\$435,267	110
Endeavors (HOME ARPA)	Homeless Prevention	Federal-Covid	\$161,799	\$161,799	28	32	\$311,291	32
SAMMinistries (HOME ARPA)	Homeless Prevention	Federal-Covid	\$95,047	\$95,047	19	290	\$664,578	290
Total			\$1,700,506	\$1,538,407			\$2,569,173	



Veteran Coordination

In 2015, the U.S. Interagency Council on Homelessness declared San Antonio to have effectively ended veteran homelessness, based on federally set benchmarks for housing availability and effectiveness of housing interventions. Since then, DHS has continued to facilitate case conferencing with service providers and to monitor system wide benchmarks, which the community has met each fiscal year.

Table XI: Veterans Coordination: FY 2024 Budget and Expenditures and Performance Measures

Service Provider (Agency Name)	Program Name	Funding Source	FY24 Budgeted	FY24 Actual	Clients served FY24	FY24 Target	FY 2025 Budget	FY25 Target
COSA DHS	Administration Veterans Program	Local-General Fund	\$45,549	\$41,556	401	400	\$46,772	400
Haven for Hope	Veteran Navigators	Local-General Fund	\$150,000	\$150,000	322	200	\$150,000	200
Total			\$195,549	\$191,556			\$196,772	

V - HOMELESS RESPONSE SYSTEM 2025 STRATEGIC PRIORITIES

Looking forward, 2025 is the fifth year since the adoption in December 2020 of what was envisioned as a five-year homeless strategic plan. Close to Home plans a refresh in FY 2025 to develop longer-term plans for the community. Still, the 2020 strategic plan remains relevant, and while significant progress has been made, particularly with street outreach, permanent supportive housing, and unsheltered connection programs, work remains for 2025.

CTH facilitated a community-wide process to set strategic priorities for calendar year 2025. Each of the following objectives has Key Performance Indicators for the community attached, as well as key activities, which are assigned to committees and boards of the CTH governing structure.

Objective 1: Prevent Homelessness and Reduce Inflow

Objective 2: Expand Housing Options and Accelerate Housing Placements

Objective 3: Strengthen Homeless Response and Services for Youth and Young Adults (YYA)

Objective 4: Improve Coordination and Access to Domestic Violence Services

Objective 5: Improve Access to Healthcare Services

Objective 6: Strengthen Street Outreach Coordination

Objective 7: Effectively Address Equity and Accessibility

Objective 8: Strengthen System and Partner Capacity

City of San Antonio- 2025 Strategic Priorities

In support of the strategic plan and community objectives, in FY 2025 the City will focus on:

- **Develop Community Connections Hotline.** DHS is piloting a new Community Connections Hotline in FY 2025 to streamline operations and enhance the customer experience. The pilot will combine two programs – Homeless Hotline and Benefits Navigators– into “one front door” hotline and co-located to holistically serve clients. Employees will be cross trained on general homelessness and benefits assistance, so they are better equipped to address the unique needs of each resident. The team also includes specialists to assist youth, older adults, and survivors of trafficking and domestic violence.
- **Increase Housing Options:** To support the housing continuum, NHSD and SHIP partners have coordinated approximately 24,433 multifamily rental housing units in the pipeline for rehabilitation or construction since FY2022. Of those 18,865 are affordable to families at 60% AMI and below. This includes an anticipated 490 units of site-based permanent supportive housing for highly vulnerable people exiting homelessness.
- **Meet objectives of Encampment Response: 1,300 events in FY 2025 and 2-week response time frame.** DHS will continue coordinating the encampment abatement response with a goal to abate 1,300 sites in FY 2025. Assessed sites will be abated within 15 days from when the request was received.
- **Continue and exceed 500 clients placed through Centralized Shelter Coordination.** Since January 2024, DHS has funded a position at Haven for Hope for a Centralized Shelter Coordination system. Outreach teams from DHS, Corazon, Haven, SAMM, and CAM have connected 740 unduplicated clients from the street and into shelter since the program started.
- **Maximize opioid treatment funds/programs for unsheltered clients.** In FY 2022, DHS began funding River City Rehab to provide medication assisted treatment to treat opioid addiction to clients living unsheltered. The program will expand in FY 2025 using Opioid Settlement funds.
- **Advise on five-year strategic plan process to be led by Close to Home.** The 2025 Alliance to House Everyone One-Year Action Plan supports the current Strategic Plan and the Alliance’s vision for addressing homelessness while identifying eight critical priorities and associated actions to accelerate progress toward the city’s goals in the next calendar year. The 2025 plan directs the work of local governing bodies and outlines priorities for the Continuum of Care lead agency, Close to Home.
- **Create annual report on homeless response efforts from City perspective.** The annual report captures the progress the City of San Antonio and its partners have made in implementing key recommendations in the response to homelessness. Recommendations address priorities identified by San Antonio residents through City budget surveys over the last two years.



APPENDIX

Inventory of Reports, Ordinances, and Council Consideration Requests

City Ordinances

In support of the programs outlined in this report, the following provides a list of City Council approved ordinances related to the homeless response system between FY 2018-FY 2024. It includes the ordinance number, date the ordinance was adopted, and a brief overview of the related contents.

FISCAL YEARS 2018-2024		
Ordinance No.	Date	Overview of Ordinance (As Relevant)
FY 2018		
2018-06-21-0503	June 21, 2018	Continued designation of Haven for Hope as the appointed designee for funding allocated from the Texas Department of Housing and Community Affairs Homeless Housing and Services Program.
2018-09-13-0709	September 13, 2018	Adopting the FY 2019 Budget including homeless funding allocations and contract awards
FY 2019		
2019-09-12-0692	September 12, 2019	Adopting the FY 2020 Budget including homeless funding allocations and contract awards
FY 2020		
2020-02-13-0090	February 13, 2020	Accepting funds from TDHCA's HHSP program for youth homelessness.
2020-04-23-0276	April 23, 2020	<ol style="list-style-type: none"> 1. Revised the Community Development Block Grant (CDBG) budget and programs for CDBG-CV allocations. 2. Revised Home Investment Partnerships Program (HOME) budget and program allocations. 3. Revised Housing Opportunities for Person with AIDS (HOPWA) budget and program allocations. 4. Revised the FY2016-2020 HUD Consolidated Plan based on COVID-19 impacts.

Ordinance No.	Date	Overview of Ordinance (As Relevant)
FY 2020		
2020-04-30-0306	April 30, 2020	Continued designation of Haven for Hope as the appointed designee for funding allocated from the Texas Department of Housing and Community Affairs Homeless (TDHCA) Housing and Services Program (HHSP).
2020-09-17-0641	September 17, 2020	Adopting the FY 2021 Budget including homeless funding allocations and contract awards
FY 2021		
2020-10-29-0748	October 29, 2020	Authorized contract with Appledore, Inc. to purchase licenses with Outreach Grid software to support Homeless Outreach programming.
2021-08-12-0564	August 12, 2021	Adoption of the FY2022-2026 Consolidated Plan and the FY22 HUD annual action plan and budget. Approved CDBG, HOME, HOPWA, and ESG funding.
2021-09-02-0629	September 2, 2021	Accepting funds from TDHCA's HHSP program for youth homelessness.
2021-09-16-0678	September 16, 2021	Adopting the FY 2022 Budget including homeless funding allocations and contract awards
FY 2022		
2022-02-17-0119	February 17, 2022	Amending FY2022 HUD action plan and budget for HOME-ARP funds in the HOME budget.
2022-08-04-0543	August 4, 2022	<ol style="list-style-type: none"> 1. Approval of the FY23 HUD annual action plan and budget. 2. Acceptance of the CDBG, HOME, HOPWA, and ESG budgets.
2022-09-15-0674	September 15, 2022	<ol style="list-style-type: none"> 3. Adopting the FY 2023 Budget including homeless funding allocations and contract awards



Ordinance No.	Date	Overview of Ordinance (As Relevant)
FY 2023		
2023-04-20-0258	April 20, 2023	Funding approvals for Towne Twin Village and The Commons at Acequia Trails through the COSA housing bond and COSA HOME-ARP.
2023-06-01-0371	June 1, 2023	Funding approvals for Tenant Based Rental Assistance and Homeless Prevention program services. Funding approvals for FY22 HOME ARP allocations.
2023-06-22-0470	June 22, 2023	Accepting funds from TDHCA's HHSP program for youth homelessness and the Ending Homelessness Fund (EHF) for rental and utility assistance.
2023-08-03-0511	August 3, 2023	Approval of the FY24 HUD annual action plan and budget. Acceptance of the CDBG, HOME, HOPWA, and ESG budgets.
2023-09-14-0623	September 14, 2023	Adopting the FY 2023 Budget including homeless funding allocations and contract awards
FY 2024		
2023-11-09-0850	November 9, 2023	Accept carryover funds from TDHCA HHSP program funds for youth homelessness.
2024-09-19-0701	September 19, 2024	Adopting the FY 2024 Budget including homeless funding allocations and contract awards

COUNCIL CONSIDERATION REQUESTS

Date Filed	Author	Overview
Aug. 2, 2019	Council member Manny Pelaez	Proposal to offer or enhance palliative and hospice care services for homeless San Antonians
Feb. 23, 2023	Council member Jalen McKee-Rodriguez	Encampment Abatement Notification Policy
Oct. 17, 2023	Council member Manny Pelaez	Homeless Encampment Education Campaign (Data sharing and transparency, awareness, and education)
Nov. 13, 2023	Council member Marina Alderete Gavito	Prioritization of Outreach Services and Abatements in Sensitive Community Locations Regarding the Unsheltered Population



FY24

HOMELESS RESPONSE ANNUAL PERFORMANCE AND SPENDING REPORT



HUMAN SERVICES

100 W. Houston St. | Suite 900 | San Antonio, TX 78205
(210) 207-8198 | SA.gov

We aim to make our FY24 Homeless Response Annual Report accessible to everyone.
If you have specific concerns or need assistance, call us at (210) 207-8198. We will respond within 48 hours.



Community Connections

HOTLINE

210-207-1799