



A Place to Call Home for Everyone

2025

**Alliance to House
Everyone**

One-Year Action Plan

October 2024

Table of Contents

One-Year Action Plan Introduction 01

Background and Context 01

Measuring Impact in 2025 02

2025 Strategic Priorities 02

One Community, One Plan 02

2025 Strategic Priorities:

Objective 1: Prevent Homelessness and Reduce Inflow 03

Objective 2: Expand Housing Options and Accelerate
Housing Placements 04

Objective 3: Strengthen Homeless Response and Services for
Youth and Young Adults (YYA) 05

Objective 4: Improve Coordination and Access to Domestic
Violence Services 06

Objective 5: Improve Access to Healthcare Services 07

Objective 6: Strengthen Street Outreach Coordination 08

Objective 7: Effectively Address Equity and Accessibility 09

Objective 8: Strengthen System and Partner Capacity 10

Acknowledgements 11

Prepared by:





A Place to Call Home for Everyone

The **2025 Alliance to House Everyone One-Year Action Plan** supports the current Strategic Plan and the Alliance's long held vision for addressing homelessness while identifying eight critical priorities and associated actions to accelerate progress towards our goals in the next calendar year.

Background and Context

The 2020-2025 San Antonio-Bexar County Strategic Plan to Respond to Homelessness was developed in 2019 and adopted by the San Antonio City Council in 2020 and the Close to Home CoC Board of Directors in 2021. Four years into the plan, progress continues, and it is important to complete the cycle with a clear path for action in 2025. The 2025 One-Year Action Plan directs the work of local governing bodies and outlines priorities for the Continuum of Care Lead Agency, Close to Home. This one-year action plan is supported by an organizational compass focusing the work of Close to Home.

2021

The City of San Antonio and Close to Home's CoC Board of Directors Adopted the Five-Year Strategic Plan to Address Homelessness.

2022

Close to Home's Board of Directors formed the Homeless Strategic Plan Advisory Board to monitor the implementation of the Five-Year Plan.

Summer
2024

Close to Home shared a progress update on the first four years of the Five-Year Strategic Plan with a full-length 2024 State of Homelessness report.

Summer/ Fall
2024

Close to Home led a local process to define the 2025 priorities and critical actions that will be accomplished in the final year of the Five-Year Plan. Close to Home engaged with the the Alliance to House Everyone Board and membership, the Lived Expertise Advisory Board, the Youth Action Board, and other partners to create this 2025 One-Year Action Plan.

Measuring Impact in 2025



The Alliance to House Everyone aims to **reduce the number of people experiencing homelessness** and to **facilitate positive housing connections for those who do experience homelessness**. In 2025, the Alliance will evaluate the following baseline metrics for the homeless response system and for specific populations, including people experiencing Chronic Homelessness, Families, Youth and Young Adults, and those experiencing homelessness due to instances of domestic violence.

2025 Baseline Metrics

- # of people experiencing homelessness
- # of people experiencing unsheltered homelessness
- # of people experiencing homelessness for the first time
- # of positive housing exits
- # of returns to homelessness from positive housing exits

Each of the 2025 Strategic Priorities will be evaluated using one or more of these baseline system-level metrics. Additionally, each objective includes key performance indicators (KPI) critical to understanding the impact of actions taken in support of the objectives in 2025.

2025 Strategic Priorities

The eight Strategic Priorities outlined in this plan set the framework for the Alliance to House Everyone to make significant progress in 2025. The objectives and key actions enable the community to collect baseline data and better understand known challenges, such as the depletion of federal [ARPA](#) relief funds, which will inform a longer strategic planning process for 2026 and beyond.

- Prevent Homelessness and Reduce Inflow
- Expand Housing Options and Accelerate Housing Placements
- Strengthen Homeless Response & Services for Youth & Young Adults
- Improve Coordination & Access to Domestic Violence Services
- Improve Access to Healthcare Services
- Strengthen Street Outreach Coordination
- Effectively Address Equity and Accessibility
- Strengthen System and Program Capacity

One Community, One Plan

Implementation of the 2025 One-Year Action Plan begins immediately. Close to Home and the Homeless Strategic Plan Advisory Board will identify bodies within the governance framework to move the work forward, and they will continuously monitor progress.

This One-Year Action Plan represents the alignment of the Alliance to House Everyone towards preventing and ending homelessness in San Antonio and Bexar County. This alignment builds a foundation for the entire community to collaborate under a bold vision for an updated five-year strategic plan to end homelessness beginning in 2026.



Objective 1: Prevent Homelessness and Reduce Inflow

Key Performance Indicators

2025 Baseline:

- # of households and individuals experiencing homelessness for the first time
- # of first time homeless households and individuals enrolled in a prevention program

2025 KPIs:

- Complete a coordinated prevention analysis with the City of San Antonio (COSA), Bexar County, and the United Way

Key Activities

- Define “prevention” and “diversion” and educate the community on the difference.
- Conduct data analysis to estimate the amount of prevention assistance needed and determine what we can do to reduce inflow.
- Explore using data for predictive analytics to forecast trends and needs.
- Convene funders to develop a Coordinated Prevention Strategy to more effectively reduce inflow utilizing all forms of prevention and housing stability supports (also supporting the Housing Commission’s FY 2024-2025 Priorities).
- Convene veteran service providers to discuss homelessness prevention at the point of transition from military service and coordinate with services offered at each military branch transition center.



Objective 2: Expand Housing Options and Accelerate Housing Placements

Key Performance Indicators

2025 Baseline:

- Average time from housing referral to move-in
- Average wait time of CTH Voucher

2025 KPIs:

- Develop a centralized method of tracking housing units available to people exiting homelessness
- # of households enrolled in Rapid Re-housing (RRH) Bridge
- # of households moving from RRH Bridge to Permanent Supportive Housing (PSH)
- # of Permanent Supportive Housing Units
- Implementation of a Shared Housing Strategy in Homelink

Key Activities

- Increase public support for affordable housing and reduce stigma of vulnerable populations in alignment with the Housing Commission's FY 2024-2025 Priorities, by launching a communications campaign.
- Analyze the impact of Diversion and Housing Problem-Solving programs to enhance effective strategies.
- Create a centralized landlord engagement strategy to reduce housing barriers with a focus on previous evictions and people who are dually involved with both the homeless and justice systems.
- Set a baseline for improving rapid rehousing and voucher connections to housing as well as expanding the scope of Close to Home's Risk Mitigation Fund.
- Track and develop a plan to Increase Permanent Supportive Housing capacity in alignment with the city's Strategic Housing Implementation Plan (SHIP).



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

Key Performance Indicators

2025 Baseline:

- # of YYA experiencing homelessness
- # of YYA connected to housing
- # of YYA with severe medical and behavioral health needs

2025 KPIs:

- Complete a housing proposal for YYA with severe medical or behavioral health needs
- Conduct a YYA Community Conversation as part of the annual analysis

Key Activities

- Use the Youth Summit and 2024 Youth Homelessness Demonstration Program (YHDP) Gaps Analysis to develop an implementation plan.
- Develop a YYA system pathway map to improve awareness and accessibility of youth services.
- Strengthen cross-system partnerships to prevent exits to homelessness from foster care and other systems.
- Identify opportunities to expand youth-dedicated services and housing options, including outreach and life skills education opportunities.
- Explore transportation options for YYA.
- Explore options for regular mental healthcare for YYA.

2025 Strategic Priorities



Objective 4: Improve Coordination and Access to Domestic Violence Services

Key Performance Indicators

2025 Baseline:

- # of households and individuals actively fleeing Domestic Violence (DV)
- # of households and individuals actively fleeing DV with severe lethality risk

2025 KPIs:

- Implement safety planning & lethality assessments at all Homelink access points
- Establish a Domestic Violence subcommittee

Key Activities

- Establish a subcommittee to explore and better understand the local needs of people fleeing domestic violence. Ask the subcommittee to explore at least the following elements: a map of current resources for the population, person-centered and trauma-informed screening strategies, prevention and education opportunities, the need for flex funding, and current system strengths and gaps.
- Expand services offered at DV access points by including safety planning and the availability of flexible funding.
- Explore opportunities to educate the community on the changes to the HUD definition of DV and how it impacts eligibility for homeless programs, plus prevention strategies for this population.
- Actively engage the DV commission to develop strategies for improved coordination.
- Collaborate with statewide and national DV coalitions to increase awareness of Homelink resources and improve coordination.



Objective 5: Improve Access to Healthcare Services

Key Performance Indicators

2025 Baseline:

- # of households and individuals with a serious medical condition

2025 KPIs:

- # of households and individuals connected to skilled nursing
- # of households and individuals who enter the system and can't complete Activities of Daily Living (ADL)
- # of households and individuals connected to SSI/SSDI Outreach, Access, & Recovery (SOAR)
- # of households and individuals experiencing Chronic Homelessness without insurance

Key Activities

- Evaluate the impact of the SOAR Pilot and continue implementation.
- Evaluate the impact of the Skilled Nursing Referral Program.
- Define the approach and gather data on how many people are discharged from hospitals to homelessness.
- Develop a plan to expand housing and service options for people who cannot meet ADLs.
- Create informational tools for widespread awareness of existing low-cost healthcare and behavioral health services.
- Expand and improve access to mental health services and substance use supports coordinated through Street Outreach.
- Explore a centralized approach to enrolling individuals in Medicaid/Medicare and increase access to resources in Permanent Supportive Housing units.
- Evaluate options, need, and cost of sober living opportunities.



Objective 6: Strengthen Street Outreach Coordination

Key Performance Indicators

2025 Baseline:

- # of households and individuals who are unsheltered
- # of households and individuals who are unsheltered and move into housing
- # of households and individuals unsheltered by location

2025 KPIs:

- # of households and individuals connected to shelter
- # of households and individuals connected to housing
- # of households or individuals returning to unsheltered homelessness

Key Activities

- Refine the Outreach and Access Subcommittee priorities and support them in developing an action plan.
- Review and update street outreach policies and procedures.
- Increase outreach training opportunities in the Alliance Training Portal (ATP).
- Determine the data system and shared measurement for outreach moving forward, with considerations for implementing HMIS with mobile devices and virtual/self-service outreach options.
- Increase collaboration with non-traditional community partners and strengthen their capacity to be “safe spaces” where people can engage with navigators and outreach workers. (i.e., libraries, transit staff, churches, etc).
- Increase the number of outreach staff with lived experience of homelessness.
- Review outcomes of the pilot and expand centralized shelter coordination.
- Forecast funding needs to replace ARPA-funded low-barrier shelter.
- Monitor street outreach capacity in smaller municipalities.



Objective 7: Effectively Address Equity and Accessibility

Key Performance Indicators

2025 Baseline:

- Identify metrics for establishing Equity & Accessibility Outcomes

2025 KPIs:

- Complete the Lab for Economic Opportunities (LEO) Study
- Approve an Equity & Accessibility Framework and Improvement Plan
- Identify Accessibility Barriers

Key Activities

- Establish shared definitions of “equity,” “accessibility,” and “equitable housing.”
- Create a governance standard defining what it means for housing and services to be inclusive and/or accessible.
- Use the 2024 Equity Analysis to develop an Equity and Accessibility Framework and Improvement Plan.
- Determine ways to improve participants’ understanding and awareness of available resources and increase their ability to access needed services.
- Develop equity outcomes and accountability mechanisms based on the results of the LEO Homelink Pilot Study.
- Establish a Performance Monitoring subcommittee.

2025 Strategic Priorities



Objective 8: Strengthen System and Partner Capacity

Key Performance Indicators

2025 Baseline:

- Improve participant service experiences with increased training opportunities for system staff.

2025 KPIs

- 90% of Skilled Assessors are trained in the Alliance Training Portal
- Improved data quality

Key Activities

- Increase participation of Alliance to House Everyone members in the Alliance Training Portal.
- Develop a plan to expand the Alliance Training Portal beyond funded partner agencies and current Alliance members.
- Improve service delivery and participant experience by aligning Alliance members with local written standards and guidelines for service delivery.
- Connect the training framework with equity and accessibility objectives and actions.
- Understand a broader data set to inform the training framework, including feedback from participants and rates of returns to homelessness.
- Review client satisfaction survey options and explore opportunities to align data collection.

Developed in Partnership with the Alliance to House Everyone



Thank you to the Alliance to House Everyone membership for contributing to this One-Year Action Plan. The collective and continued commitment of all our community partners is integral to our progress in preventing and ending homelessness.

Effective implementation of the 2025 One-Year Action Plan requires the expertise and capacity of our entire community and your continued engagement is needed to accelerate our progress over the coming year, and build an even stronger foundation for the future.