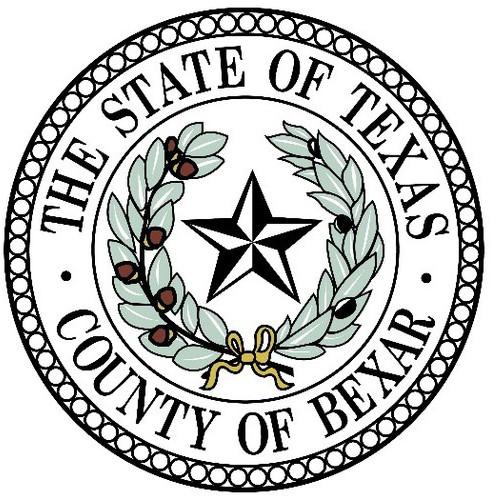


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Versions of document:

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| February 2024 | [Click here](#Summaryofupdates) for summary of updates |
| April 2021 | SO Standards added as an addendum to CoC & ESG Written Standards. |

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**Introduction**

The San Antonio/Bexar County Street Outreach Standards are designed to achieve the following goals for improving the structure and effectiveness of local street outreach efforts:

*Process Goals*

* **Improve strategy and operationalization of outreach in San Antonio,** including developing standard operating procedures for all outreach efforts, defining local outreach and engagement priorities and desired outcomes, and establishing cross-agency policies for client transport and referral processes.
* **Develop shared standards of practice and definitions regarding outreach in San Antonio,** including the desired outcomes from different outreach approaches (i.e., general, clinical, housing-focused) and
* **Define a curriculum for training** to be provided to all outreach workers regardless of their agency affiliation.

*Outcome Goals*

* **Connect people experiencing unsheltered homelessness to the housing and support they need** quickly.
* **Reduce barriers to services** for persons experiencing unsheltered homelessness.
* **Improve relationships and trust building** by ensuring consistency in street outreach efforts and
* **Reduce confusion and frustration** among persons experiencing unsheltered homelessness when accessing and navigating service provision.

**Purpose and Goals of the Street Outreach Standards**

The primary purpose of the San Antonio/Bexar County Homeless Street Outreach Standards is to improve service coordination and collaboration to better respond to the needs of people experiencing homelessness across agencies serving people in unsheltered situations. This will be accomplished by establishing a shared understanding of how street outreach should be conducted and defining desired outcomes for all outreach providers. Street outreach teams conducting shelter/housing-focused outreach utilize a person-centered approach, problem-solving techniques, and a case management focus to build relationships with unsheltered persons to access individualized services.

***Additional co-defined goals include:***

*Service Delivery Alignment*

* Establish community alignment and ethical outreach services that promote dignity through person-centered and trauma-informed approaches.
* Equip everyone who conducts street outreach with an understanding of how to do so respectfully, person-centered, and culturally humble.
* Maintain consistency in outreach provision and access to comprehensive services for a wider group of people in unsheltered situations without duplication of efforts and
* Increase coordination and communication to improve the efficacy of referrals between providers.

*Consistent Documentation of Service Delivery*

* Provide well-documented and standardized information to new outreach staff to help them find and engage people in unsheltered situations, determine how much time to spend in the field, and understand what data and coordination expectations they must meet.
* Provide shared definitions across all agencies as well as shared data quality goals and guidelines, and

Provide prescribed data entry guidelines for street outreach workers that outline what data should be entered, when it should be entered, and how frequently it should be entered into Outreach Grid and HMIS to improve data quality within these systems.

*System Coordination*

* Improve and strengthen communication for street outreach staff to collaborate across agencies and remove existing silos.
* These community-adopted written standards assist the community in understanding the role of street outreach and provide updates through the alliance to house everyone's governance structure for accountability and transparency.
* Provide agencies with a mutual understanding of the services offered by other agencies and build trust that all agencies are similar in how they provide care and
* Establish processes to evaluate and improve how the local homeless response system works to meet individuals' needs impacted by street outreach efforts.

*The San Antonio/Bexar County Homeless Street Outreach Standards is a living document. It is designed to be regularly evaluated and updated to reflect the emerging needs, challenges, and trends regarding street outreach within the community.*

**Statement of Values**

Street outreach providers in San Antonio and Bexar County share the following values and put them into practice when engaging directly with persons experiencing homelessness as well as working together to conduct street outreach activities:

* Respect and dignity
* Open-mindedness and non-judgment
* Person-centered and strengths-based
* Resourcefulness and learning
* Patience
* Commitment, trust, and follow-up
* Integrity
* Empathy
* Confidence
* Collaboration

**Section I: Street Outreach Standards**

1. **Defining Homelessness & Unsheltered**
   1. **Homelessness** The US Department of Housing and Urban Development [(HUD) defines homelessness](https://www.hudexchange.info/homelessness-assistance/coc-esg-virtual-binders/coc-esg-homeless-eligibility/four-categories/category-1/) as an “individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:
      * + Has a primary nighttime residence that is a public or private place not meant for human habitation; or
        + Is living in a publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state and local government programs); or
        + Is exiting an institution where (s)he has resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.”
   2. **Unsheltered Homelessness** The local definition is an individual or family enrolled in Street Outreach or Coordinated Entry (Homelink CE) who either:
      * Has a prior residence of “place not meant for human habitation” (e.g., a vehicle, an abandoned building, bus/train/subway station/airport or anywhere outside).within the past 30 days; OR
      * Has a Current Living Situation\* of “place not meant for habitation” within the past 30 days.
2. **Defining Street Outreach**
   1. Street outreach in San Antonio and Bexar County is defined as a professional homeless services intervention focusing primarily on supporting people in unsheltered situations to access shelter and/or permanent or temporary housing, depending on the client's needs, by building trusting relationships and ongoing rapport.
   2. Street outreach workers seek to engage unsheltered individuals in a culturally humble and trauma-informed manner, to provide links to appropriate services, and to use diversion and problem-solving techniques to connect people with safe shelter or housing options whenever possible. The primary goal of street outreach is to facilitate connections to voluntary wraparound services that promote health and stability, including medical and behavioral health services, ID Recovery, benefits, and employment. Outreach often requires time and multiple interactions with individuals experiencing unsheltered homelessness and is not built upon one-time engagements. Instead, every interaction should be seen as an opportunity for outreach staff to build a relationship and help the client work toward connecting to services, including shelter and housing. Successful outreach and engagement efforts are based on consistent follow-up and building trust with individuals through regular interactions.
   3. Street outreach is an essential component of the system of care for people experiencing homelessness in the community. It is a critical and necessary service to people experiencing unsheltered homelessness in San Antonio and Bexar County.
3. **Types of Street Outreach**
   1. Several types of outreach activities are conducted in San Antonio and Bexar County. Each type of street outreach is unique and essential for engaging people in unsheltered situations and providing them with needed support and connections to shelter, services, or housing. While these outreach types are distinct, they may have overlapping features. These outreach standards apply to all types of street outreach except where otherwise noted. All outreach providers must understand the types of outreach services provided across San Antonio and Bexar County and how these services work together as part of the homeless response system.
   2. **Light-touch outreach** focuses on consistency, relationship building, problem-solving techniques, and meeting immediate needs until an individual is enrolled in a shelter, housing, or ongoing services. Street outreach teams conducting light-touch outreach may have larger caseloads or no defined caseload and may conduct short-term engagements to meet immediate needs. Data collection and input may be limited to the required HUD HMIS data Elements for street outreach providers. Agencies providing light touch outreach are held to the introductory provisions of these community shelter standards, but all community standards may not apply to their work.
   3. **Shelter/housing-focused outreach** builds on general approaches, developing long-term housing-focused to support people in taking the next step towards safe and appropriate shelter and/or housing. This may involve facilitating entrance into shelter/transitional housing while focusing on getting the highest-need, most vulnerable individuals into permanent housing as quickly as possible. For individuals seeking or interested in a housing intervention, all street outreach project enrollments enable individuals to access Homelink housing resources. Personal choice is central to shelter/housing-focused outreach, and street outreach staff supports the decision of the person in an unsheltered situation to go to a shelter or wait for housing. Clear explanations about realistic timelines for obtaining housing and the viability of shelter as a short-term option while waiting for housing are provided.

Moving a person in an unsheltered situation into a shelter or institution of care and direct placement into permanent housing from the street are considered successful outcomes from this outreach engagement.

* 1. **Population-specific outreach** is a shelter/housing-focused outreach subcategory that focuses on connecting with a particular population, such as Veterans or youth/young adults (YYA) experiencing unsheltered homelessness. Street outreach teams providing population-specific outreach may receive training that supplements those listed in the community standards, and staff may have access to more direct pathways to dedicated housing for the persons with whom they work (i.e., YYA and SSVF-funded housing). Population-specific outreach teams are deployed through regular Community Case Conferencing (see section 24) when a person from a particular population is engaged during outreach efforts.
  2. **Clinical outreach** is conducted by a trained clinician to assess and address immediate medical and behavioral health needs and make connections to the homeless response and healthcare systems that results in positive health outcomes for the individual. Facilitating connections to shelter, housing, or an institution of care is also a primary goal of this outreach, as housing and health outcomes are interrelated.
  3. **Encampment outreach** is conducted to individuals residing in an encampment to build relationships and make connections to shelter, housing, and/or services before encampment abatement. Encampment outreach is often mobilized when the City of San Antonio identifies an encampment that presents a health or safety concern for persons residing in the encampment and the surrounding community, requiring quick, "all hands on deck" action to connect persons located in encampments to shelter, housing, and/or services, in addition to restoring the environment.
  4. **"In-reach" outreach** involves efforts to engage with individuals in institutions, including but not limited to hospitals, jails, or the foster care system, and make housing connections before they leave the institution or system of care. Additionally, outreach engagements and service connection activities conducted at Christian Assistance Ministries (CAM), Corazon San Antonio and Haven for Hope Courtyard are considered an "in-reach" activity. Since this type of outreach is not street-based, some community standards may not be applicable. In-reach efforts are provided in coordination with other supports and services to ensure that clients are connected to resources that are accessible, meaningful, and appropriate for their needs.

1. **Service Orientation**
2. 1. The focus of the street outreach worker is to develop authentic engagement with people in unsheltered situations, minimizing a power dynamic that leads to the perception of the street outreach worker as a healer and the person in an unsheltered situation as wounded, and to develop a partnership that builds upon the strengths of each person. Street outreach workers shall demonstrate empathy in every interaction.
   2. A person-centered and strengths-based approach is necessary for effective street outreach engagement and support. Street outreach workers shall endeavor to create service support plans based on the specific needs and presenting issues of the person in an unsheltered situation and leverage the individual's strengths to help develop and implement a plan to resolve their homelessness.
   3. Trauma and its impacts are widespread within the population experiencing unsheltered homelessness, and as such, street outreach workers employ a trauma-informed approach to all encounters, planning, and actions. The guiding principles of a trauma-informed approach shall be used in street outreach work when encountering and supporting people in unsheltered situations.
   4. Street outreach workers shall communicate with people in unsheltered situations using plain language that is clear and concise and appropriately articulates action steps. Street outreach workers may need to amend their approach to engagement and planning based on the needs of the people in unsheltered situations with whom they work.
   5. Utilizing evidence-based practices, street outreach workers strive to connect individuals with behavioral health needs to appropriate mental health resources, substance use treatment, behavioral health services, and community supports. They shall address the stigma associated with behavioral health. Outreach workers strive to ensure behavioral health needs do not impede individuals' ability to connect with available shelter, housing, and other critical services. Referrals to mental health and substance abuse treatment programs shall be coordinated in advance by outreach staff to ensure bed availability and a smooth client connection to the program.
   6. Street outreach workers shall support harm reduction practices to help address risks and potential harms related to the use of alcohol and other drugs, as well as participation in sex work by people in unsheltered situations. When an outreach worker is prevented from distributing harm reduction supplies by their employer, they shall know where and how a person in an unsheltered situation can access them. All street outreach workers shall be conversant in and practice harm reduction strategies when harm reduction supplies are not needed or unavailable.
   7. Progressive engagement customizes a person's support level in an unsheltered situation based on their assets and strengths. It depends upon the person in an unsheltered situation to demonstrate what they can do independently and be empowered to do so. Increased support is provided only when there is inertia or inability to perform tasks themselves that would expedite their exit from homelessness.
   8. Street outreach practices be individualized to meet people in unsheltered situations where they are and to help them define their own goals and strategies for change. Street outreach workers shall use best practices such as Motivational Interviewing and Assertive Engagement to make the environments and circumstances during outreach more conducive to change and support people in unsheltered situations in directing their change.
   9. Supportive services and choice are necessary for effective engagement, planning, and action. Street outreach workers shall provide meaningful and accurate information to people in unsheltered situations to allow them to discern a course of action that makes the most sense to them, up to and including the reasonable characteristics of the accommodation they seek to exit homelessness. Choice also includes the client declining the services presented, which shall be documented accordingly within Outreach Grid (which interfaces with HMIS).
   10. Street outreach workers shall be sensitive to professional boundaries in developing trust and rapport. Neither communications nor actions shall misconstrue the professional nature of the engagement.
   11. Street outreach workers shall engage in cultural humility and acknowledge and minimize their own biases when working with different cultures and gender-neutral situations, including people who identify as black, indigenous, and other people of color as well as people who identify as lesbian, gay, bisexual, transgender, queer, intersex, and/or asexual. Street outreach workers should share their pronouns and use gender-neutral pronouns until the person in an unsheltered situation self-identifies.
   12. Positive Youth Development (PYD) is an essential framework for supporting youth and young adults (YYA) experiencing unsheltered homelessness in connecting to housing, shelter, and/or services. Street outreach workers engaging with YYA in unsheltered situations should work to build trust and authentically demonstrate that the YYA's experiences and opinions are respected and valued. Language and tone should be person-centered and respectful, and paternalism should be avoided.
3. **Maintaining a Client-Centered Focus**
   1. Street outreach staff shall know the housing process within and outside of Homelink, and resource sharing shall be part of regular Homelink Skilled Assessor meetings.
   2. When housing options are explored independently of Homelink, street outreach staff are required to offer direct support to the person in an unsheltered situation in accessing housing or shelter, and staff should connect the client to the necessary support to assist the client with this transition.
   3. Street outreach staff shall not coerce, force, bribe, trick, or bargain with people in unsheltered situations to get them to accept services. Resources and housing should be driven by client choice.
   4. Once a person moves into housing and is no longer unsheltered, street outreach staff may follow up, engage, and support the person in transferring to other necessary support for up to 90 days (about three months). Additionally, the focus should be on connecting the person to their new case manager during the initial transition period from an unsheltered location to housing.
4. **Coordination and Delivery of Street Outreach Services**
   1. Street outreach staff shall follow their agency's directions regardin coordination. Requests from outside sources do not supersede directions given by employers.
   2. If a funder of an outreach program has a specific request regarding outreach, that request shall be processed by the agency receiving the funding and then directed to the street outreach worker(s).
   3. The Homeless Response System Advisory Committee (HRSAC) of the Close to Home (CTH) Board of Directors, which operates as the Continuum of Care (CoC) Board, serves to inform the community-wide strategy, help address systemic concerns, understand the scope and needs of people experiencing unsheltered homelessness. HRSAC facilitates the development and implementation of community driven policy, procedure and written standards recommendations to the CoC Board that guide both access via street outreach and referrals and connecting with resources that meet individual needs to achieve and maintain permanent housing for individual’s experiencing unsheltered homelessness.. The committee has designated voting seats comprised of representatives from different community organizations and Alliance to House Everyones partners including, individual(s) with lived homeless expertise, Community Case Conferencing Chair (COSA SO Manager), Veteran Case Conferencing Chair, housing providers, prevention providers, the US Department of Veteran Affairs, Bexar County Housing Authority, City and County representatives, and other community stakeholders. The committee is responsible for determining and addressing barriers within and recommending policies and procedures for the operation of the homeless response efforts across San Antonio and Bexar County. This committee is led jointly by CoC board members. [Click here](https://www.closetohomesa.org/uploads/1/4/6/9/146928063/close_to_home_non-profit_and_tx-500_coc_charter_-_updated_11.15.23__1_.pdf) for additional information about the Close to Home Nonprofit and Governance Charter.
   4. Outreach and Access subcommittee of the HRSAC – This subcommittee, consisting of Street Outreach and Emergency Shelter Leadership, meets monthly to discuss issues and take a problem-solving approach to propose recommendations at a macro level. These recommendations are intended to influence system-wide policies, procedures, or written standards within the homeless response system, specifically targeting those impacting individuals currently experiencing homelessness. The subcommittee actively contributes to the improvement of the homeless response system by addressing challenges, identifying gaps and recommending proposals to the HRSAC. There is a commitment to ongoing evaluation and enhancement of the system to better meet the needs of the individual’s experiencing homelessness.
   5. The Chair and Co-Chair of Community Case Conferencing are responsible for staying abreast of, at a high level, available shelter and temporary or permanent housing options and issues regarding Homelink and Priority Pool. The Chair’s responsible for disseminating this information to the outreach team staff and providing updates on these topics at each Community Case Conferencing meeting. Designated staff from CTH provide support. Community Case Conferencing establishes regular coordination and communication regarding people in unsheltered situations referred to housing via the Homelink Priority Pool, the ability to make expedited referrals and follow up on referrals that resolved as unsuccessful.
   6. Centralized Shelter Coordination is a pilot in response to feedback from both outreach workers and shelter providers to ensure equal access to shelter beds, that matches their need, and create a positive experience for unsheltered clients who accept shelter services. This pilot requires:
      * Street Outreach workers maintain knowledge of shelter resources and eligibility and commit to following community guidelines for accessing shelter resources, and
      * Provide a warm hand-off for clients moving into Emergency Shelter and light follow-up for a minimum of two weeks to increase the likelihood of a successful transition.
   7. The development of training modules, cultivation of street outreach expertise, and coordination of training across street outreach workers and agencies shall be the primary driven by compliance with the community training framework, in coordination with the funders of street outreach.
5. **Role of Funders**
   1. Street outreach agencies are guided by their contractual obligations with their funder(s). Among other criteria, the contracts inform the type of outreach and the approach to be used for street outreach, the activities to be performed with the funding, activities that are not permitted with the available funding, hours of service, area(s) to be served, and performance targets.
   2. Funders provide monitoring and oversight to their funding recipients, and each agency is responsible for meeting the expectations of their funders to allow for future investment in street outreach activities.
   3. As the local Continuum of Care (CoC) Lead Agency and Collaborative Applicant, CTH adopts these standards of operating for TX-500: San Antonio/Bexar County CoC, which includes geographic coverage of all of San Antonio and Bexar County.
6. **Role of the City, County, and CoC (CTH)**
   1. Street outreach agencies are also guided by needs and demands from City and County officials and leaders, including the San Antonio/Bexar County CoC (CTH). The City, County, and CoC coordinate requests through Community Case Conferencing and the Homeless Response System Advisory Committee (HRSAC) of the CoC Board, as appropriate and when time allows. The City, County, and CoC may also provide specific direction to agencies that they fund.
   2. As a requirement of federal funding allocated to the community, the City of San Antonio and Bexar County adopt these standards as a part of the ESG and CoC written standards.
7. **Acknowledging the Risks that Come with the Work**
   1. Street outreach agencies and staff are responsible for having a process to address critical incidents appropriately.
8. **Geographic Coverage & Overlap**
   1. Agencies engaging in outreach activities of any type shall strategize and collaborate to ensure adequate service connections and complete geographic coverage of San Antonio and Bexar County. This collaboration happens regularly and in real-time through the HRSAC’s Outreach and Access Subcommittee meeting.
   2. Geographic coverage strategies account for each agency's outreach funding stream and any resulting restrictions.
   3. When more than one street outreach team serves overlapping geographic areas, those teams shall coordinate to reduce duplication of services. This collaboration happens regularly and in real-time through the Outreach and Access Subcommittee meeting.
   4. Most of the time spent by street outreach staff conducting direct outreach within the geographic area shall be spent engaging with people in unsheltered situations outdoors.
9. **Hours of Operation**
   1. Street outreach staff shall provide services within their contractually obligated hours.
   2. When not specified by a particular contract, street outreach teams shall endeavor, at their agency's discretion, to provide outreach services at different times of the day, including early morning and evening hours, and to provide services on weekends when operationally possible.
   3. Funders shall strive to ensure (through their RFP and/or grant award processes) that adequate coverage and services are provided, including during inclement weather.
   4. In geographic areas served by multiple street outreach teams, those teams shall reasonably coordinate to provide the greatest amount of street outreach coverage each day and across multiple days of the week, including weekends, to provide the greatest opportunities for engagement with people in unsheltered situations.
   5. No outreach worker shall conduct outreach activities outside of times designated by their agency.
   6. Occasionally, street outreach staff may encounter people in unsheltered situations whom they know during non-work hours. During those instances, the off-duty street outreach staff is not to acknowledge the person experiencing unsheltered homelessness unless that person initiates acknowledgment first. If the off-duty street outreach staff is with others during the time of acknowledgment with the person experiencing unsheltered homelessness, no information about the person's name, circumstances, services, or care shall be shared with others.
   7. Any interactions with individuals experiencing unsheltered homelessness outside of the context of street outreach, such as volunteer events, should be focused on the current interaction or assistance being provided and not address any street outreach activities or previous street outreach interactions.
10. **Transportation**
    1. Based on their agency guidelines, street outreach teams may provide direct transportation to people in unsheltered situations when a referral is made to shelter, housing, and/or other supportive services.
    2. Before providing transportation to a person experiencing unsheltered homelessness, staff shall determine if it is appropriate to provide transportation based on the individual's current state and health and safety considerations.
    3. If direct transportation is deemed a safety risk for the client or staff, bus passes, taxi vouchers, or other forms of third-party transportation may be offered if available.

1. **Structured Engagement** 
   1. During typical engagements, no more than two street outreach staff shall approach a person experiencing unsheltered homelessness at the same time.
   2. Upon initial interactions, street outreach staff shall identify themselves, their organization, and the intention of their engagement. They must also request permission to engage with the person and/or enter an encampment.
   3. Street outreach workers shall seek and record consent (which can be verbal) to engage with people in unsheltered situations; while engagement can happen with people in unsheltered situations before obtaining consent, street outreach staff cannot record services in Outreach Grid or HMIS as a client will not be enrolled in a program until consent is obtained.
   4. A person in an unsheltered situation receiving street outreach services can request engagement from a different street outreach worker or team at any point in the street outreach process.
2. **Provision of Goods**
   1. To build rapport and assist people in unsheltered situations in obtaining housing and stability, street outreach staff may choose to provide hygiene kits, food, clothing, duffle bags, or other available resources.
   2. All items distributed to persons experiencing unsheltered homelessness must be provided and authorized by the street outreach workers' agency.
3. **Previously Unknown**
   1. Each week, street outreach teams shall dedicate time to identifying people in unsheltered situations who have not previously been connected to street outreach.
   2. When previously unknown people in unsheltered situations are encountered, the street outreach staff shall seek a rapid resolution to their homelessness, including utilization of problem-solving and diversion strategies.
   3. After obtaining consent, street outreach staff shall complete a street outreach enrollment for the outreach program, including all required HUD data. Service Activity must be updated every 30 days to maintain activity within an enrollment.
4. **Staying Connected** 
   1. Each week, street outreach staff shall focus primarily on re-engaging and serving people in unsheltered situations who were previously encountered.
   2. Preferred caseloads range between a minimum of 5 and a maximum of 25 people in unsheltered situations at any given time. However, because levels of engagement may vary, street outreach staff may be connected with more than 25 individuals.
   3. To remain active on a caseload, a person in an unsheltered situation must have At least one service recorded in Outreach Grid and HMIS within a 30-day period. If a person in an unsheltered situation is on the Priority Pool and is hospitalized, incarcerated, or provisionally accommodated for more than 30 days, they will be removed from the Priority Pool. If a person in an unsheltered situation is hospitalized, incarcerated, or provisionally accommodated for more than 60 days, that person shall be exited from the street outreach program in HMIS and Outreach Grid. If they re-engage in the future, the person's record can be reopened and made active. Space on street outreach worker caseload will remain flexible to allow for reengagements, even if this means exceeding the preferred 25-person caseload limit.

Individuals are only considered to be “unsheltered” in terms of reporting, monitoring, and resource planning, if they have been enrolled in Street Outreach or Coordinated Entry (Homelink CE) who either:

* + Has a prior residence of “place not meant for human habitation” (e.g., a vehicle, an abandoned building, bus/train/subway station/airport or anywhere outside). within the past 30 days; OR
  + Has a Current Living Situation\* of “place not meant for habitation” within the past 30 days.
  1. As part of outreach activities with people in unsheltered situations, the street outreach staff shall ensure the person has the appropriate documentation to complete the housing referral process and assist with obtaining missing documentation. This documentation shall be scanned and uploaded into HMIS and Outreach Grid.

1. **Operational Documentation**
   1. Street outreach staff shall ensure all Universal Data Elements (UDEs) are recorded accurately in HMIS and/or Outreach Grid within two business days of contact with someone in an unsheltered situation. This serves to maintain client activity on the Resource Eligibility List. If there is a significant life event or change in a person's living situation, this should be updated and documented in HMIS and/or Outreach Grid.
   2. Street outreach staff must meet all additional documentation requirements of their program and/or funding source.
   3. Street outreach staff shall ensure case notes about street outreach encounters are recorded completely in HMIS and/or Outreach Grid within two business days of contact with a person in an unsheltered situation.
   4. Street outreach staff will assist with completing documentation to verify chronicity using community standardized forms, when applicable.
2. **Outreach Grid**
   1. Street outreach workers in San Antonio and Bexar County utilize Outreach Grid to coordinate outreach efforts, enter information about outreach encounters in the field, and update client records as necessary and appropriate.
   2. In most cases, direct outreach staff are assigned an Outreach Worker role in Outreach Grid, which provides access to client management, camp management, case management, agency projects, Point-in-Time (PIT) Count tools and PIT Count Command Center, referrals (to other agencies or within their own agency) and managing incidents. Outreach workers may create and update client records through Outreach Grid, assign themselves as a client's case manager, and refer their clients to shelters. Outreach workers can inform other users of a missing client using a BOLO (Be on the Lookout) alert.
   3. Designated team members may be assigned the role of Case Manager in Outreach Grid. Case Manager users have the same access as Outreach Worker users, including access to reports and housing tools. Users assigned the Case Manager role can also assign other users to a client and have edit and duplication access on any client assessment.
   4. Other roles in Outreach Grid, including First Responder, Shelter Operator, Housing Navigator, Administrator, and Reader, are assigned by the City of San Antonio to persons involved in the delivery, planning, and coordination of street outreach services in San Antonio and Bexar County as necessary and appropriate.
3. **Street Outreach Coordination with Homeless Response System (Homelink)**
   1. Persons enrolled in street outreach programs are automatically added to the Resource Eligibility List (REL). Homelink, the local Coordinated Entry system, employs a no-wrong door hybrid model. All Emergency Shelter, Street Outreach and Safe Haven project enrollments result in individuals being added to the REL. Additionally individuals experiencing unsheltered homelessness, fleeing domestic violence and/or falls into one of HUD’s other definitions of homelessness are able to connect to the REL by using a Homelink Hub, including the COSA Homeless Connections Hotline. Individuals remain on the REL if they are actively enrolled in their ES or SO and have received a qualifying service that has been documented in HMIS within the most recent 60 days.
   2. Outreach staff whose clients are referred to a housing provider should be available for Community Case Conferencing Meetings to connect clients to the housing provider. If street outreach staff cannot be present, they shall send a proxy with knowledge of the client's case. If the housing provider and street outreach staff cannot connect prior to case conferencing, but after the referral is made and the case conferencing document is uploaded in HMIS, neither party is required to be present for Community Case Conferencing.
   3. There must be collaboration between street outreach staff and the housing referral partner to complete all necessary documentation for housing to ensure timeliness and reduce barriers.
4. **Consent** 
   1. Street outreach teams shall receive explicit consent from any person in an unsheltered situation to provide a service to them. Street outreach staff must ensure they receive a verbal or signed Release of Information (ROI) from people in unsheltered situations to share or disclose data as needed to coordinate care and access to services. Client consent must be entered into HMIS through Outreach Grid via scan or picture.
   2. Outreach agencies are responsible for maintaining all required records of consent.
5. **Confidentiality**

* 1. For rare occasions where a person in an unsheltered situation cannot consent due to behavioral health challenges, street outreach staff shall work with a behavioral health provider to conduct a capacity assessment.
  2. Agencies and staff conducting street outreach activities shall adhere to all confidentiality, privacy, and security standards established by the CoC's [HMIS Standard Operating Procedures](https://www.havenforhope.org/wp-content/uploads/2024/01/HMIS-Policies-and-Procedures-January-2024-Final.pdf).
  3. Street outreach staff shall maintain the confidentiality and identity of all people in unsheltered situations encountered through their professional efforts unless there is explicit consent to share that information with others, as documented through a signed 20.5 Release of Information (ROI) uploaded to HMIS or via documentation of verbal consent, or a legal duty to report.
  4. Electronic information records shall be password-protected to decrease the potential of a privacy breach.
  5. Any written notes related to outreach activities shall be kept confidential.

1. **Record Keeping** 
   1. Agencies and staff conducting street outreach activities shall adhere to all documentation and record-keeping standards established by the CoC's HMIS Standard Operating Procedures.
   2. Street outreach staff are responsible for meeting or exceeding their employer's requirements for record-keeping and all record-keeping requirements identified in their funding contract.
2. **Case Conferencing**
   1. Community Case Conferencing meetings are led by the City of San Antonio's Homeless Outreach Manager (Chair) and an agency partner (Co-Chair). The Chair of Community Case Conferencing regularly attend the Homeless Response System Advisory Committee (HRSAC) to report on identified system issues and make policy recommendations and has a designated seat on that committee. CTH designates a Homelink (Coordinated Entry) representative to serve as part of Community Case Conferencing to provide administrative support for the Chair and Co-Chair, supply updates on Coordinated Entry, the Priority Pool as needed and ensure to collaborate with CCC Chairs to ensure that case conferencing system issues are brought to the HRSAC when identified.
   2. Community Case Conferencing occurs weekly.

* To support Street outreach staff and teams in improving engagement and services and follow-up with people in unsheltered situations to help them access shelter, housing, and services.
* Front door partners (street outreach/shelter) and referral partners (housing providers) in communication, collaboration, and follow-through for individuals experiencing homelessness who have been referred to housing via the Priority Pool.
* General on-the-ground coordination between teams
* Identification of new and priority encampments
* Space for case conferencing on specific clients
* Discussion on upcoming housing referrals through Homelink
* Check-ins on clients who are identified as missing and are active on the BOLO list.
* Information about new community programs, procedures and resources.

1. **Collaboration and Participation in Meetings**
   1. Staff participating in Community Case Conferencing shall ensure appropriate client consent is in place before sharing information. Community Case Conferencing includes only approved staff; all attendees must have HMIS access.
   2. Street outreach staff shall make their knowledge and skills available to assist with the annual Point-In-Time (PIT) count.
   3. Outreach workers and agency management staff are encouraged to participate in the Outreach and Access Subcommittee meeting. These meetings are open to applicable organizations’ leadership and cover the following areas regularly:

* Consult on needs and barriers.
* Make system level recommendations to the HRSAC for street outreach policies, procedures, and standards.
* Resource sharing
  1. Meetings may include full community participation, but when specific street outreach clients are discussed, the attendees must be limited to people with the authority to access and share client data.
  2. Street outreach staff are expected to work effectively and in collaboration with law enforcement conducting outreach activities in their designated geographic areas, so long as those activities are not related to enforcement.
  3. Street outreach staff are expected to work effectively and collaborate with members of the broader community, including neighborhood businesses and residents, using 3-1-1 and/or Outreach Grid.

1. **Grievances** 
   1. All agencies delivering street outreach services shall have a grievance policy and accompanying procedures for investigating and responding to grievances. The Homeless Strategic Planning Advisory Board is responsible for maintaining a policy regarding the notification of grievances against individual agencies or outreach staff.
   2. Once a person experiencing unsheltered homelessness has consented to receive street outreach services, they shall be made aware of the [grievance policy](https://www.closetohomesa.org/uploads/1/4/6/9/146928063/coc_and_esg_written_standards_12.20.23.pdf#7). Click the following links for the grievance appeal form in [English](https://www.closetohomesa.org/uploads/1/4/6/9/146928063/coc_and_esg_program_grievance_appeal_form_english.pdf) and [Spanish](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.closetohomesa.org%2Fuploads%2F1%2F4%2F6%2F9%2F146928063%2Fcoc_and_esg_program_grievance_appeal_form__spanish___1_.docx&wdOrigin=BROWSELINK).
2. **Monitoring**
   1. The Homeless Strategic Planning Advisory Board (HSPAB) and HRSAC monitor compliance with these street outreach standards as part of their contract and system monitoring activities. The Homeless Response System Advisory Committee is responsible for maintaining a policy regarding notification of violations of the street outreach standards by individual agencies or agency staff.
   2. Any agency funded through CTH, the City of San Antonio, or Bexar County found to be out of compliance with one or more of these street outreach standards may be Performance Improvement Plan or Quality Improvement Plan at the recommendation of the HSPAB to ensure future fidelity to the standards. Failure to remediate findings may result in loss of future funding.
3. **Personal Safety & Equipment**
   1. Street outreach staff perform their work in the community and may witness or encounter first-hand risks inherent in serving people experiencing unsheltered homelessness. Street outreach agencies are responsible for reducing the impacts of those risks on their staff whenever possible, and street outreach staff are encouraged to advocate for necessary support.
   2. Street outreach staff may experience secondary or vicarious trauma as a result of performing the duties of their job. Street outreach provider agencies are responsible for creating an environment that allows and encourages self-care, and staff are encouraged to engage in self-care.
   3. Street outreach agencies and staff are responsible for promoting the personal safety of street outreach staff and taking the necessary measures to decrease risks as is reasonable in the context of street outreach. Street outreach staff shall refer to their agency-specific safety plans and policies.
   4. Street outreach staff shall inform their supervisor(s) of their probable locations during their outreach shift. It shall update their supervisor, as appropriate, if there are deviations from the likely locations identified for the shift.
   5. Street outreach staff shall always have a functional phone with them during the delivery of street outreach duties.
   6. Each street outreach team shall have access to a firstaid kit during the delivery of street outreach duties.
   7. Street outreach staff shall have access to a computer or authorized mobile device for data entry into Outreach Grid, which interfaces with HMIS, to enter case notes, communicate via email, and maintain and provide knowledge of available resources to people in unsheltered situations.
   8. Street outreach staff may engage people at or near their encampment site but shall not enter a tent or other unsafe enclosed space while providing services. Outreach staff shall request assistance from or make law enforcement aware of their location before entering encampments with known or suspected safety concerns.
   9. Street outreach staff shall follow their agency's safety and dress code policies.
4. **Encountering a Person in Distress**
   1. Street outreach staff may encounter a person in an unsheltered situation in distress. Efforts are made to engage the person in an unsheltered situation and address their distress. When necessary and appropriate, street outreach staff shall mobilize resources within the community through 9-1-1 to help address the person's distress in an unsheltered situation.
   2. If the person in distress has not already provided informed consent to receive street outreach services, a 9-1-1 response may still be appropriate.
   3. If a person in an unsheltered situation is in distress and a 9-1-1 response has been activated, the street outreach staff shall make all reasonable efforts to stay with the person in an unsheltered situation until assistance arrives and relay pertinent information to first responders.
   4. When directed by a funder or supervisor to do so, a summary of an incident involving a person in an unsheltered situation in distress and the response shall be provided in alignment with agency policy within 24 hours of the encounter with the person in an unsheltered situation in distress.
5. **Encountering a Deceased Person** 
   1. In infrequent instances, street outreach staff may encounter a person in an unsheltered situation who may be deceased Upon encountering a possible deceased person, emergency services shall be contacted immediately. Street outreach staff are expected to stay on scene until emergency personnel arrive and follow directions given by the 9-1-1 operator.
   2. When appropriate and necessary, trained street outreach staff shall administer efforts to revive the person in an unsheltered situation until first responders arrive, when appropriate.
   3. When directed by a funder or supervisor to do so, a summary of the incident involving the person in an unsheltered situation who is deceased, and the response shall be provided based on agency policy or within 24 hours of the encounter with the deceased person in an unsheltered situation.
6. **Responding to Encampments** 
   1. Agencies shall provide accommodation to staff who have experienced traumatic events. Street outreach staff should lead this process as an expert on their emotional needs.
   2. The location of all currently occupied encampments shall be communicated to the Outreach and Access Subcommittee meeting participants. Similarly, the location of all encampments previously, but not currently, occupied over the past 12 months shall be documented in the Outreach Grid.
   3. Encampment site assessments and abatement events shall be planned weekly and prioritized with the appropriate city department(s), homeless street outreach teams, and partner providers. Street outreach workers shall be provided with a regularly updated list of current encampments and information regarding upcoming encampment abatements as soon as possible to facilitate effective outreach and engagement efforts. The Encampment Abatement Coordinator coordinates this with the City of San Antonio Department of Human Services (COSA DHS).
   4. Outreach efforts shall continue before, during, and throughout the process of encampment abatement to provide emergency shelter coordination, transportation assistance, and other supportive services to individuals interested in accessing services at sites scheduled for abatement to avoid displacement and/or relocation concerns.
   5. Street outreach agencies and staff shall be trained and knowledgeable on how and when to engage partner agencies to respond to the health and safety needs of persons residing in encampments, including but not limited to Child Protective Services (CPS), Adult Protective Services (APS), and the Public Health Department. Outreach staff will involve CPS in specific circumstances where there is an imminent threat to the health and safety of a child under age 18 and will work with SAPD to make any reports. Otherwise, families experiencing unsheltered homelessness are prioritized for housing and shelter options, including access to Haven for Hope any time of day, which allows outreach staff to quickly identify shelter and housing options for these persons without CPS intervention.
   6. Street outreach agencies and staff address encampments through a "clearance with support" framework, which states that encampments need to be abated and closed for public health and safety reasons but ensures that intense services, support, and offers of assistance, including temporary and permanent housing options and storage opportunities, are offered well in advance of closure by street outreach workers if safe conditions exist.
7. **Inclement Weather**
   1. In cases of severe inclement weather, COSA DHS immediately alerts agencies of the upcoming weather and plans. Street outreach staff throughout the community will alert people in unsheltered situations about the current weather risk and the need to take shelter. This includes but is not limited to disseminating information to people in unsheltered situations about approaching inclement weather, assisting with shelter placement, advising people in unsheltered situations to relocate to safe areas if shelter is not accepted, system navigation, providing updates to outreach leadership, and coordinating with community partners for shelter, transportation, and access to services as needed.
8. **Service Restrictions**
   1. In rare circumstances, a person in an unsheltered situation may display actions that present a real and credible threat to street outreach staff or deface or destroy the property of street outreach staff. In these instances, the street outreach staff may issue a service restriction to the person in an unsheltered situation if other attempts to de-escalate the situation have been unsuccessful.
   2. Service restrictions may be issued verbally to the person in an unsheltered situation and shall be documented in Outreach Grid and HMIS, including documentation of de-escalation strategies and attempts.
   3. If a service restriction is implemented, the restriction shall not exceed seven (7) calendar days unless otherwise warranted and shall be documented in HMIS and Outreach Grid.
9. **Engagement on Public Property and Private Property**
   1. Outreach staff shall work alongside the City of San Antonio's Development Services Department and the San Antonio Police Department to conduct outreach activities on private property if assistance is needed.

Street outreach services shall be provided on all public property within any street outreach team catchment area open to all members of the public, such as parks, sidewalks, green spaces, etc.

* 1. Street outreach services may be provided on semi-public property within the catchment area of street outreach services, such as the parking lot surrounding a strip mall or business, unless expressly prohibited by the property owner or operator.
  2. Unless expressly invited by the owner/operator of a private building or in coordination with the City of San Antonio, street outreach activities will not occur within a private building such as a business or restaurant.

1. **Interface with Law Enforcement** 
   1. Street outreach staff shall not be responsible for communicating or leading enforcement activities involving people in unsheltered situations.
   2. In rare circumstances, street outreach staff may witness behavior or actions on the part of a person in an unsheltered situation that may trigger a legal duty to report the incident or information to law enforcement. Street outreach staff shall contact their direct supervisor for guidance on police involvement. If it is determined that law enforcement intervention is appropriate and necessary, street outreach staff shall do so promptly and thoroughly in these rare instances. Note: this does not negate the crisis response process outlined in Section 30 of this document.
   3. Street outreach workers must reach out and build relationships with SAPD SAFFE and/or Bike Patrol officers in their geographic area of operation.
2. **Amending Street Outreach Standards**
   1. These Street Outreach Standards for San Antonio and Bexar County are formally accepted as part of the CoC Written Standards. Therefore, they must be updated and approved by the CoC at least annually.
   2. With regular coordination between street outreach providers, updates and edits to these standards will likely be identified in discussion and problem-solving around on-the-ground work. In this case, it is the responsibility of the Chair of Street Outreach Case Conferencing to track suggested edits and communicate them to the Homeless Response System Advisory Committee of the CoC Board.
   3. If an agency or funder identifies specific standards in need of revision, they may submit the proposed revisions the Coordinated Entry & Outreach Advisory Committee of the CoC.
   4. Changes to these Standards shall be discussed and voted upon by the Chair of Community Case Conferencing and the HRSAC of the CoC Board and ultimately approved by the CoC Board.
   5. The local Homelessness Response System specifically engages people with lived experiences of unsheltered homelessness, including the Lived Expertise Advisory Board (LEAB) and Youth Action Board (YAB) to continuously help inform the outreach standards and practices of San Antonio and Bexar County.
   6. The Homeless Response System Advisory Committee shall recommend changes to the Homeless Street Outreach Standards to the CTH Board of Directors, which operates as the CoC Board. The CTH Board of Directors, in their role as CoC Board, has final approval on all updates and edits to these Standards.
   7. Any amendments changes will be communicated to street outreach services promptly and with an implementation date of at least 30 days after the amendment to the standard has been approved by the CoC Board.

**Section III: Appendices**

## Appendix A: Acronyms and Definitions

**Assertive Engagement:** the process whereby a worker uses their interpersonal skills and creativity effectively to make the environments and circumstances that their service users are encountered in more conducive to change than they might otherwise be, for at least the duration of the engagement.

**Clinical outreach:** outreach that is conducted by a trained clinician in order to assess and address immediate health and behavioral health needs and make connections to the homeless and health care systems that will result in positive health outcomes for the individual.

**Continuum of Care (CoC)**: a group organized to carry out the responsibilities prescribed by HUD in the [CoC Program Interim Rule](https://www.closetohomesa.org/uploads/1/4/6/9/146928063/coc_program_interim_rule_-_formatted_version.pdf) for a defined geographic area. The CoC for San Antonio/Bexar County is the Close to Home (CTH).

**Coordinated Entry (CE):** a process developed to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs.

**Cultural humility:** an ongoing process of self-exploration and self-critique combined with a willingness to learn from others. It means entering a relationship with another person with the intention of honoring their beliefs, customs, and values. It means acknowledging differences and accepting that person for who they are.

**Diversion:** a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing.

**Encampment:** location where multiple people in unsheltered situations are occupying space on public property, whether under a tarp, tent, or other handmade shelter or pre-existing structure or by occupying a building on public property for the purpose of habitation.

**Encampment outreach:** outreach conducted to individuals residing in an encampment to build relationships and make connections to shelter, housing, and/or services prior to an encampment being abated.

**General outreach:** light-touch outreach that focuses on consistency, relationship building, and meeting immediate needs until an individual is ready to accept shelter, housing, or services.

**Harm reduction:** a set of practical strategies and approaches designed to lessen the negative social and/or physical consequences associated with various human behaviors, both legal and illegal, including substance use and other higher risk behaviors.

**Homeless Management Information System (HMIS):** local information technology system used to collect client-level data and data on the provision of housing and services to individuals and families at risk of or experiencing homelessness.

Homeless Strategic Planning Advisory Board**:** committee comprised of representatives from CTH, the City of San Antonio, Bexar County, and the State of Texas.

**Homelink:** The name for the Coordinated Entry System used in San Antonio/Bexar County

**Housing Problem-Solving/Problem-Solving:** a person-centered, housing-focused approach to explore creative, safe, and cost-effective solutions to quickly resolve a housing crisis — even if just temporarily — with limited or no financial support. Problem-solving is not a one-time event instead, problem-solving techniques can be used in many

circumstances to support more effective implementation of homelessness prevention, diversion, and rapid exit strategies.

**"In-reach":** outreach involving efforts to engage with individuals and make housing connections before they leave an institution or other system of care, including hospitals, jails, and foster care.

**LGBTQIA+:** common acronym for the Lesbian, Gay, Bisexual, Pansexual, Transgender, Genderqueer, Queer, Intersex, Two- Spirit, Agender, Asexual, and Ally community.

**Mental Health First Aid:** a national program to teach the skills to respond to the signs of mental illness and substance use.

**Motivational Interviewing**: a style of working with individuals that focuses on allowing each person to direct the change rather than telling them what they need to do.

**Outreach Grid:** integrated mobile technology tool that enables outreach workers, social service providers, and enforcement agencies to collaborate on homelessness information on one platform in one language.

**Population-specific outreach: a** subcategory of shelter/housing-focused outreach that focuses on making connections to a particular population, such as Veterans or youth experiencing homelessness.

**Positive Youth Development (PYD):** an intentional, prosocial approach that engages youth within their communities, schools, agencies, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances young people's strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships, and furnishing the support needed to build on their leadership strengths.

**Priority Pool:** a list of prioritized individuals/households by vulnerability and date added. Referral partners obtain their housing referrals for their vacancies from this list.

**Release of Information (ROI):** signed statement by a client authorizing the sharing of information, including personally identifiable information (PII), about themselves and their situation.

**Resource Eligibility List**: list of individuals experiencing homelessness who have had a Homelink assessment completed.

**SACRD:** Acronym for San Antonio Community Resource Directory. [SACRD.org](https://www.sacrd.org/directory/) is a directory of resources offered by congregations, nonprofit agencies, government agencies, and compassionate groups in and around San Antonio.

**Close to Home (CTH):** the local Continuum of Care (CoC) Lead Agency and Collaborative Applicant for CoC funding from the U.S. Department of Housing and Urban Development (HUD).

**Shelter/housing-focused outreach** builds on general approaches, developing long-term relationships to support people in making their next step towards safe and appropriate housing.

**Street outreach:** a professional homeless services intervention that focuses primarily on supporting individuals with accessing shelter and/or permanent or temporary housing, depending on the needs of the client, by building trusting relationships and ongoing rapport.

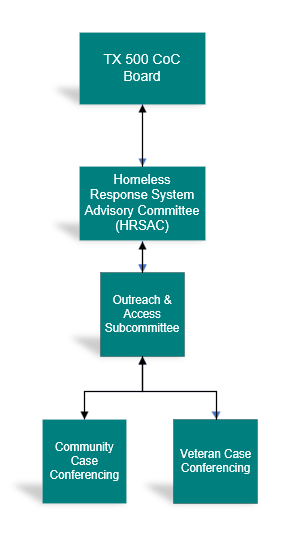
**Trauma-informed care:** an approach in the human service field that assumes that recognizes the presence of trauma symptoms and acknowledges the role trauma may play in an individual's life and circumstances.

**Universal Data Elements (UDEs):** data elements which all HMIS participating projects are required to collect and enter into the system, regardless of funding the project does or does not receive.

**Unsheltered homelessness:** a person experiencing homelessness who resides in a place not meant for human habitation, such as cars, parks, sidewalks, abandoned buildings (on the street).

## Appendix B: Street Outreach Governance Structure

The following graphic demonstrates the local governance structure for policy and practice decisions regarding street outreach in San Antonio/Bexar County.



**Summary of Updates to Homeless Street Outreach Community Written Standards**

February 2024

* **Entire Document** 
  1. Added logos for Corazon and Christian Assistance Ministries (CAM)
  2. Changed Close to Home Governance verbiage to match the changes made January 1st, 2023.
  3. Changed Street Outreach Case Conferencing to Community Case Conferencing.
  4. Grammatical fixes.
  5. Formatting fixes.
* **Section I.1 Defining Homelessness and Unsheltered**
  1. Added Homelessness and Unsheltered definition
* **Section 1.3.7 “In-reach” Outreach**
  1. Included CAM and Corazon
* **Section I.5. Maintaining A Housing Focus**
  1. Changed heading to Maintaining A Client-Centered Focus
  2. Removed section 4.6 because it was redundant and condensed into other sections.
* **Section 1.6. Coordination and Delivery of Street Outreach Services**
  1. Removed the “Taking direction in the” Coordination and Delivery title
  2. Clarified role of HRSAC and named outreach-specific committee seats in section I.6.3
  3. Clarified description of Outreach and Access subcommittee in section I.6.4
  4. Clarified description of Community Case Conferencing in section I.6.5
  5. Added purpose and expectations for Centralized Shelter Coordination in Section I.6.6
* **Section 1.9. Professional Training and Ethics**
  1. Section removed as it will be incorporated into the Community Training Framework.
* **Section I.11. Hours of Operation** 
  1. Condensed section 11.4 into other areas.
* **Section I.12. Transportation** 
  1. Shortened the language in this section to reflect current transportation requirements.
  2. Added 12.3 a disclaimer on what to do if you are unsure what steps to take.
* **Section I.13. Structured Engagement** 
  1. Added language around engagement without consent and not recording services in HMIS.
* **Section I.16. Staying Connected to Existing Unsheltered Persons**
  1. Shortened title to “Staying connected”
  2. Added a section to include language around the new field guy, defining pre-engagement encounters, and how to capture them.
  3. Updated information regarding inactivity.
* **Section I.17 Operational Documentation** 
  1. Added language about assisting with the completion of community standardized forms (i.e., Chronic Homelessness, etc.).
* **Section I.19 Street Outreach Coordination with Homeless Response System (Homelink)**
  1. Shortened the title
  2. Clarified “No-Wrong Door” Hybrid Model.
  3. Added information about new programs and procedures are discussed at Community Case Conferencing
* **Section I.25. Grievances** 
  1. Added language around the current grievance policy offered through the CoC
  2. Added links to Grievance policy and the grievance form in English and Spanish
* **Section I.27. Personal Safety & Equipment** 
  1. Reformatted this section
  2. Added language around responsibility for personal safety and taking necessary measures to reduce risks.
* **Moved section 32 responding to encampments to the training section.**
* **Section I.31. Inclement Weather** 
  1. Renamed entire section to Weather Advisories