

MISSION

We exist to ensure everyone has a place to call home in San Antonio and Bexar County.

THEORY OF IMPACT

We accomplish our mission by strengthening our coordinated system of care, promoting sustainable strategies, focusing on measurable impact, and advocating for people experiencing homelessness.

BELIEFS

We believe in the dignity and value of every human being. We work intentionally to create equitable outcomes for everyone.

Homelessness is caused by a lack of affordable housing and services, systemic inequities, and trauma.

Ongoing partnerships with people who have experienced homelessness are paramount to impactful systems change.

Collaboration and coordination are critical to driving systems change and closing gaps. No single organization can solve homelessness.

Everyone can be successful in housing with the appropriate intervention and supportive services.

The integrity and understanding of our data are essential to inform decision-making and improve performance.



VALUES

*We are **Empowering Partners.***

We see the potential in people, lead with trust, embrace differences, and elevate strengths.

*We are **Resourceful Problem Solvers.***

We embrace optimism, innovation, and excellence as we face adversity and tackle problems.

*We are **Relentless Learners.***

We strive to be subject matter experts and recognize setbacks as opportunities for growth.

*We are **Systems Leaders.***

We cultivate collaboration and nurture the health of the whole.

VITALS

Number of People Experiencing Homelessness

Number of People Experiencing Unsheltered Homelessness

Number of People Experiencing Chronic Homelessness

Number of Families, Veterans, and Youth & Young Adults Experiencing Homelessness

Number of Households Moving to Permanent Housing

Number of Returns to Homelessness

Engagement of CoC Partners, Staff, and Board of Directors

CoC Funding Level

Community Awareness Index Score



3-Year Vision — OKR 1

Build a Thriving Community of Partners

- **New Funding Opportunities.** Present at least three funding opportunities annually to CoC Partner Agencies.
- **Thought Leadership.** SARAH is viewed as a homelessness expert evidenced by presenting at local and national conferences, being the community's first phone call for any news story related to homelessness, and increasing the number of targeted news stories on homelessness.
- **Authentic Lived Experience Partnerships.** People who have experienced homelessness are a vital part of the ongoing planning process, as evidenced by committee involvement and decision-making input for policy change and direction.
- **Essential Facilitator.** SARAH staff facilitates discussion effectively as evidenced by training in Results-Based Facilitation, improved discussion and productivity in committee meetings, and cultivating conversations with diverse ideas and voices.
- **Improve Federal Grant Recipient Performance.** Agencies receiving federal grants for homeless assistance programs improve performance, as evidenced by System Performance Measures, CoC Scorecard outcomes, quarterly site reviews, NOFO score improvements, local standards implementation, and metrics alignment with the City of San Antonio/Bexar County.
- **Diversity, Equity, and Inclusion Leadership.** Develop a DEI framework for partners to implement and share regular learnings with the CoC.
- **Homelink Recognition and Ownership.** Homelink is recognized as the essential first step to connect to homeless services. People experiencing homelessness and partners have an understanding of Homelink. Ownership of its success is shared by CoC partners, evidenced by referral outcome improvements and surveys measuring awareness.
- **Unified Funding Agency.** Meet requirements of becoming a UFA as evidenced by completing the three-year action plan.
- **Street Outreach.** Fully implement Street Outreach Standards across San Antonio and Bexar County.
- **Homeless Strategic Plan and Coordinated Community Plan Implementation.** Achieve objectives outlined in the Homeless Strategic Plan and the Youth Homelessness Demonstration Program Coordinated Community Plan.



3-Year Vision — OKR 2

Leverage Data to Drive Continuous Learning and Systems Improvement



- **Public Dashboards.** Community Homelessness and Vitals Dashboard are updated and published quarterly along with a narrative summary highlighting trends, insights, and progress toward the Homeless Strategic Plan and SARAH's Strategic Compass.
- **Permanent Supportive Housing Leaders.** Data and trends on Permanent Supportive Housing (PSH) are available to the community, evidenced by publishing an annual report that includes public dashboards and progress with PSH.
- **State of Homelessness.** Publish an annual report that highlights the breadth of needs and underlying causes among people experiencing homelessness and provides recommendations.
- **Equitable Outcomes Tracking.** Use data insights to track and advance equitable outcomes.
- **Homelink Prioritization Tool.** Implement, monitor, and regularly share findings from the new vulnerability and prioritization tool.
- **Sustainable Homelink Workflow.** Rebuild the technical workflow in the Homeless Management Information System (HMIS) to accomplish an efficient, accurate, and widely understood process for housing the most vulnerable.
- **Homelink Data Quality and Insights.** Improve Coordinated Entry data quality in critical workflows, evidenced by monitoring Homelink referrals and outcomes.
- **Homelink Program Performance.** Publish a quarterly report that demonstrates the performance of Homelink programs (PLACE, voucher programs, diversion, etc.).



3-Year Vision — OKR 3

Strengthen Education and Advocacy Efforts

- **Story Sharing.** Share stories that support the vision of the CoC through quarterly spotlights in the CoC's monthly newsletter.
- **Elevate the Awareness of Promising Practices.** Conduct ongoing research of promising practices shared with the CoC annually to inform strategic decisions and annual planning.
- **Advocacy Process.** Establish a process for advocating for policy change and resource acquisition to include quarterly progress reports shared with the CoC Board of Directors and partners.
- **Improve Awareness of Key Services.** Ensure the services available and how to access them are well understood throughout San Antonio and Bexar County, as evidenced by surveys conducted twice per year.
- **Homelessness Prevention.** Provide leadership in how people at risk of homelessness may access support, evidenced by measuring awareness from the agency's public communication and surveys.
- **Stigma Reframing.** Provide ongoing leadership in reframing the stigma about homelessness through at least one annual public relations campaign.
- **Youth Action Board Advocacy Goals.** Support the achievement of the advocacy goals established by the YAB.
- **Homelessness 101.** Develop and maintain a dedicated space on the CoC website for the community to learn about homelessness and provide training throughout San Antonio and Bexar County.