

HRAP Working Group Summary

Shared Commitments, Contributions & Breakout Themes

February 4, 2026 — Synthesized from Working Group Input with 29 members in attendance.

The Homeless Response Action Plan (HRAP) Workgroup met for their first strategic planning session on Wednesday, February 4, 2026. Facilitators introduced the principles guiding this project, presented findings from community data collection, shared effective practices from other communities, and guided breakout discussion about strengths and challenges for possible implementation of such practices in Cattleman Square. This document summarizes themes from discussion.

Housing-Focused Principles Guiding This Project

Housing Ends Homelessness

When matched with the right level of supportive services and housing assistance, people exiting homelessness remain housed the majority of the time.

Everyone Deserves A Safe Place to Call Home

Regardless of any factors or any circumstance, every human being deserves a safe place to sleep, live and thrive.

People Most Impacted Are Closest to the Solution

People with lived experience of homelessness must be at all design, brainstorming, implementation and improvement tables as a critical partner.

Shared Commitments & Draft Vision Statement

The following draft vision statement and shared commitments were synthesized from Working Group members' responses to two prompts: *What excites you about Project DC and the opportunity to better support people residing here?* and *What do you feel you can contribute to this process?*

These commitments reflect what the Working Group collectively expressed and are anchored to the housing-focused principles guiding this project. They are intended to serve as shared reference points as we develop the Homeless Response Action Plan together.

Draft Vision Statement

As a community, we will build a coordinated response to homelessness in Cattleman's Square that centers the voices of people with lived experience and expands housing and support to help people stay housed — starting with those who are most vulnerable.

Shared Commitments

1. Centering the Voices of People with Lived Experience

We are committed to centering the perspectives and expertise of people with lived experience of homelessness in Cattleman's Square as we develop this plan together. Working as a community—across organizations, systems, and experiences—we will seek out and listen to the people closest to the problem, because they are closest to the solution.

Guiding Principle: People Most Impacted Are Closest to the Solution.

People with lived experience must be at all design, brainstorming, implementation and improvement tables as a critical partner in addressing homelessness.

From the Working Group: *Collaboration (multiple members); collective strategizing; advocacy; working together as a community; "I come from experience, and can lead folks to resources"; being part of the solution and learning*

2. Housed and Supported

We envision a Cattleman's Square where housing and shelter options are expanded, accessible, and designed without unnecessary barriers—and where the supportive services people need to stay housed are just as available as the housing itself. The goal is not just a front door into housing, but a foundation people can build a life on.

Guiding Principle: Housing Ends Homelessness

When matched with the right level of supportive services and housing assistance, people exiting homelessness remain housed the majority of the time.

From the Working Group: *200-bed site-based PSH; no-barrier sheltering; increased housing capacity; housing supports; additional shelter near transportation and resources; behavioral health/SUD/primary care contributions; street medicine for acute needs*

3. Every Person Matters Here

Cattleman's Square belongs to everyone who is part of it—including the people, businesses, and service providers that call this area home. We are committed to caring for all of our neighbors, and especially the most vulnerable among us, with the belief that every person deserves a safe place to sleep, live, and thrive. Every person can be reached with the right approach and the right support.

Guiding Principle: Everyone Deserves A Safe Place to Call Home

Regardless of any factors or any circumstance, every human being deserves a safe place to sleep, live and thrive.

From the Working Group: *Caring for all neighbors including businesses; helping the most vulnerable; addressing the needs of those on the streets; supportive of the community I serve; people on the streets the longest; “excited about the possibility of reimagining the area”*

4. A Coordinated System, Not a Fragmented One

We will be strategic in examining the needs in the immediate area—drawing on data, lived experience, historical knowledge, and a systems-level view—to build a coordinated response where people can access housing, healthcare, behavioral health services, veteran services, and peer support without having to navigate fragmented systems on their own.

Guiding Principle: Housing Ends Homelessness

When matched with the right level of supportive services and housing assistance, people exiting homelessness remain housed the majority of the time.

From the Working Group: *Being strategic in examining needs and developing responsive plans; data advocacy; system view of needs; building systems; historic knowledge; VA expertise; psychiatric services via Street Medicine; getting veterans connected to resources*

5. Permanent Solutions, Not Temporary Fixes

We are pursuing permanent, lasting solutions to a persistent challenge. This Homeless Response Action Plan will create immediate, medium, and long-term strategies to improve how our community coordinates and cares for people experiencing homelessness in Cattleman’s Square—and in doing so, lay a foundation that the neighborhood’s broader redevelopment can build upon.

Guiding Principle: Everyone Deserves A Safe Place to Call Home

Regardless of any factors or any circumstance, every human being deserves a safe place to sleep, live and thrive.

From the Working Group: *Permanent solution to persistent challenge; meaningful change (multiple members); revitalizing under-utilized area with SO MUCH potential; “excited to work together as a community to help our people in this neighborhood stabilize”*

What the Working Group Brings

Members identified the following contributions they bring to this process, organized by theme.

Contribution Area	From Working Group Members
Direct Service & Clinical Capacity	Street medicine for acute needs; behavioral health/SUD/primary care; VA resources for veterans; clientele to fill housing spots; support with encouraging unsheltered residents
Data, Systems Knowledge & Expertise	Data advocacy; system view of needs; data and context about the homeless response system; systems building
Funding & Strategic Partnership	Potential funding; ongoing strategic partnership and support; collaboration
Historical & Lived Experience Knowledge	Historic knowledge; ideas and things that seem to work; lived experience and leading folks to resources
Community Connection & Advocacy	Communication and advocacy with neighbors; advocacy; visibility; outreach

Breakout Session Themes

During Strategic Planning Session 1, Working Group members participated in small group discussions exploring two questions: *What currently exists that could be leveraged?* and *What barriers and opportunities do you see?* The following themes emerged across the three breakout groups.

Theme	What the Working Group Said	Type
Low/No-Barrier Shelter	All three groups raised this. No low-barrier shelter currently exists in San Antonio. Group support ranged from low-barrier to no-barrier. One group asked: "What if we skipped shelter?" — questioning whether resources should go directly to housing. Suggestion that Haven's South Campus could be dedicated to Cattleman's Square support.	Gap / Idea
Coordinated Entry Needs Adjustment	Widespread frustration that CE lacks transparency and isn't connecting people who are ready with available housing. Throughput is the core issue — limited bed turnover creates bottlenecks. Tension between outreach workers doing crisis response all day and the time needed to get someone into the priority pool. Atlanta model cited. CoC should lead, but providers need clarity on process.	Gap / Existing asset needing improvement

Housing Must Be Local & Supported	Strong consensus that people won't move if they have to leave this geographic area — housing options in Cattleman's Square geography would see higher success rates. Expectations need to be tempered: people won't change overnight. Retention requires ongoing supports (rent, employment, navigating courts/probation, fines). Master leasing discussed as a concrete mechanism. Some RRH currently limited to 3 months; needs to be longer.	Idea / Gap
ID Recovery & Document Coordination	Significant existing asset. Haven for Hope holds 1,300+ forms of ID from abandoned property reviews. CAM coordinates ID recovery across Haven for Hope and First Presbyterian, databased in accounting system and HMIS. Corazon open to storing IDs for anyone not at Haven. CoC forming an ID recovery working group (meeting request just sent). Barriers: some providers won't upload ID copies to HMIS; people hitting lifetime SS card limits. Need universal agreement on policies.	Existing asset needing coordination
Build on What San Antonio Has Done Before	Multiple references to the veteran housing push and 90 Families in 90 Days initiative as local proof points. Consensus that San Antonio has partly implemented many practices discussed but has backslid in recent years. Caution against replicating other cities' models without the underlying cooperation and buy-in — need sustainable, long-term solutions, not just numbers. SAMM developments coming online as new housing supply.	Existing asset / Lesson learned
Haven for Hope: Asset & Tension	Every group touched Haven differently. Recognized as a major asset (ID recovery, jail exit program, scale) but also as a 15-year-old model that needs updating. Questions about what is still strong and working vs. what is missing. Suggestion to assess Haven's current strengths and gaps as part of this process. Reluctance to enter shelter is a significant barrier.	Existing asset / Tension
Outreach System & Coordination	Outreach subcommittee exists and has the structure to coordinate. City covers D1–D10, county covers the rest, nonprofits serve everywhere. But process improvement is needed. Outreach workers are stretched between crisis response and housing-focused case management. City has started shifting to dedicated CMs for records entry. Corazon's territory is larger than most — present in CS daily but other encampments only monthly. Mobile HMIS portal could help but needs a clear coordination plan.	Existing asset needing improvement
Healthcare & Behavioral Health Access	3-month wait for mental health services at CHCS, just two blocks from CS. Street Medicine having difficulty accessing HMIS. UH wants to scale communication with broader provider system (currently communicates with	Gap / Existing asset needing scale

	Haven for Hope on discharges). Care not offered on a timely basis. Corazon connected 10 people to detox/inpatient recently — closely tied to jail exit. Need in-house BH solutions, not referrals elsewhere. ACT teams exist but serve a small fraction of the county through CHCS.	
Funding Fragmentation & Grant-Driven Behavior	Everyone is funded differently and for different things. Grant reporting requirements drive prioritization: “If we need to hit 5, then we prioritize hitting 5.” Outreach workers look for specific people rather than responding to whoever needs help. Shared funding is possible but would take significant effort. HMIS is being used as a case management tool rather than a system coordination tool. Homeless Strategic Advisory Board (formed Oct 1) includes funders.	Barrier / Opportunity
Transportation & Safe Storage	No consistency in transportation options; everything is “the other side of downtown.” When transportation exists, safe storage of belongings becomes the barrier. VIA handles 1.5 million transfers annually and could be a partner. Reinforces the case for locating services and housing within Cattleman’s Square geography.	Gap
Employment, Courts & Housing Retention	Once housed, people face rent costs, minor criminal charges making employment difficult, probation requirements, community service hours, and fines. Need navigation and case management focused specifically on employment and court system barriers. Rehab program connected to courthouse and familiar judge mentioned as a model (Amy to follow up). Veterans with 100% service connection are still ending up homeless again — rate is rising. UH studying this area as the poorest zip code in SA and exploring trade programs (e.g., medical assistant training) to increase earning potential and prevent future homelessness.	Gap / Idea
Basic Needs & Dignity	Immediate, tangible needs for people living in Cattleman’s Square: Corazon distributing 6–8 trash bags per week (Pete working on trash bins); need for bathroom/porta potty access (VIA as potential partner). Questions about how Medina and Central Plaza are currently being used and how they could better serve people.	Gap

Additional Meeting Notes

The following observations emerged from the data presentation and group discussion that add context beyond the breakout session themes captured above.

Topic	Key Observations
Cattleman's Square vs. Day Center Populations	Different substance use patterns between the two areas (meth near day center, climax in CS). Fewer people in CS wanting to be transported to day center for basic needs. Day center has 5 years of relationship-building; Corazon only started interacting in CS in the fall and is still building trust. This has implications for how services are designed and delivered in CS specifically.
Neighborhood Hubs Over Centralization	Day center serves 300–400 people daily. Scaling to 600–800 is not the solution, nor is it geographically feasible for people in CS. The group endorsed a neighborhood hub model rather than further centralizing services in one location.
Data Context: December Survey Timing	Food and clothing likely inflated by December charitable giving season (Thanksgiving through New Year's). No one is coordinating charitable giving in the area — a glut during holidays, less accessible the rest of the year. Immigration response and new mutual aid groups (noted by Prosper West) also create shifting dynamics.
Hospital Discharge & Emergency Response	Street-to-hospital described as “not a place of healing.” Most people will not go voluntarily; either EMS won't take them or the person refuses. STRAC conducted a study and is seeing early discharges followed by returns (SAMM shared data with consultant team). Corazon scheduled a meeting with the fire chief over concerns about slower response times to areas serving unsheltered people; bridging with PD already underway.
Length of Homelessness	Group sense that 5+ years is the more accurate figure for this population, consistent with qualitative interview findings.
ACT Team Expansion	Sergio believes hospitals can be engaged in ACT team efforts. CHCS has an existing team in SA that could be a partner. Adds specificity to Breakout Theme 8 (Healthcare & Behavioral Health Access).
Working Group Gaps Identified	Organizations not yet at the table: Endeavors, Centro, Chrysalis Ministries, Housing First Coalition/Towne Twin (PSH for older adults), ACOG (developmental disabilities), Salvation Army.

For Working Group Feedback

1. Do the vision statement and the shared commitments capture what you intended when you shared your responses? Is anything missing or off?
2. Are there any breakout themes that are missing or need additional context?
3. What connections do you see between the commitments and the themes that emerged from the breakout sessions?
4. Are the connection points identified for the master redevelopment plan the right ones? Are there others this group wants to flag?

Flagged for Master Redevelopment Plan

The following ideas surfaced in breakout discussions that connect to both the Homeless Response Action Plan and the master redevelopment plan. They are preserved here for the redevelopment planning team, and represent key connection points between both efforts.

Topic	What Was Said
Affordable Housing Development in Cattleman's Square	Strong consensus across breakout groups that people will not accept housing if it requires leaving this area, and that housing located within the Cattleman's Square geography would see significantly higher success rates. The master redevelopment plan should prioritize developing affordable and supportive housing options within the district for people currently experiencing homelessness here — including PSH, and units available through master leasing or other flexible arrangements. This is the clearest connection point between the HRAP and the master plan.
Integrated Services & Infrastructure	As the master plan considers what gets built in Cattleman's Square, the Working Group expressed interest in physical design that moves beyond a centralized campus model and instead embeds services where people live — including pet-friendly housing, on-site behavioral health, and respite care. Catholic Worker House and Twin Village were referenced as models where housing and services are integrated by design rather than co-located on a campus. The redevelopment plan has an opportunity to design infrastructure that supports the HRAP's service coordination goals from the ground up.