

# A Blueprint for Hope

15 Years of Community Impact and Outcomes at Haven for Hope

Haven for  Hope

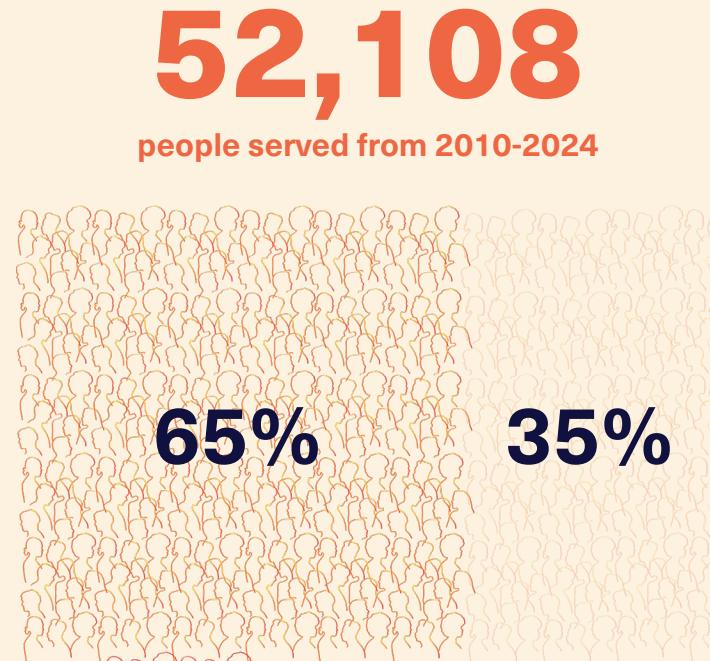
Haven for Hope of Bexar County is a purpose built, one-stop campus designed to serve individuals and families experiencing homelessness in San Antonio and Bexar County. Haven for Hope is located adjacent to downtown, in the near west side of San Antonio, Texas. Opened in 2010, Haven operates a 22-acre transformational campus, a kind of community campus which was designed to operate like a small town dedicated to addressing homelessness rather than a traditional shelter.

By providing a centralized location where clients receive services from Haven for Hope staff and from dozens of partner agencies, the Haven system has transformed the way homelessness is addressed in San Antonio and Bexar County.

Over the last 15 years (2010 to 2024), Haven served 52,108 people on the campus. Comparing single stay clients vs. multiple stay clients highlight insights more noteworthy than other combinations of data.

## Research Questions

1. How many clients did Haven serve?
2. What services and support did people receive while they were at Haven?
3. How long did people stay at Haven?
4. Did clients return to homelessness after their stay at Haven?



### Single Stay Clients

**65% (34,059)** of all clients came to Haven **only once** in 15 years

### Multiple Stay Clients

**35% (18,049)** of all clients came to Haven **at least twice** in 15 years

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## Single Stay Findings

### Stay Lengths

65.4% (22,275) of the people who only came to Haven once stayed for less than 90 days (3 months)

### Community Retention

After leaving Haven, clients did not return to homelessness at rates over 90%. This was consistent at the 1-, 5-, and 10-year intervals.

### Program Pathways

There were 585 different pathways and service combinations that people accessed while on the campus

**Access the executive summary and full report at:**

[www.havenforhope.org](http://www.havenforhope.org)

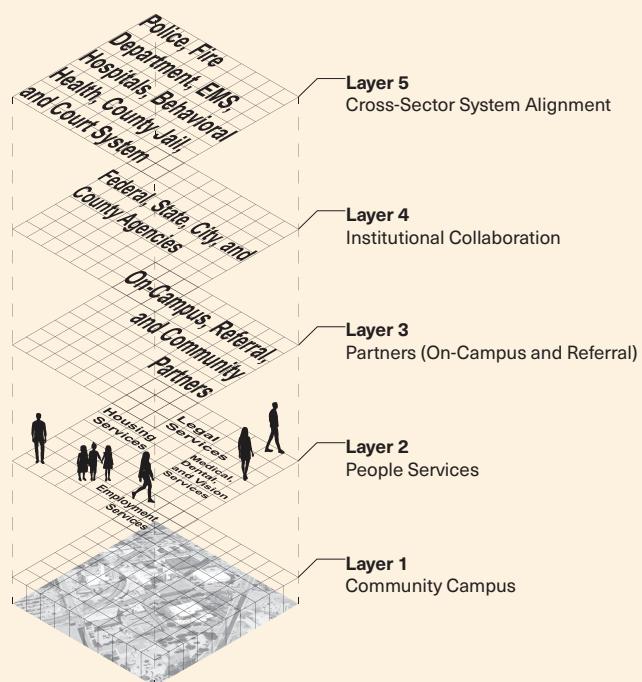
## Creating an Integrated Community System<sup>1</sup>

San Antonio created alternatives to the traditional interventions across the crisis response systems that provide additional options beyond emergency rooms, county jail, and/or psychiatric units. There are 5 layers that sustain the complex services and relationships across San Antonio's Community System model. Each one is a critical component that is needed to shift the response from individual interventions to a community-wide system of care to better serve people.

Haven for Hope serves three roles in the community to support the ongoing work for the five layers of activities.

- 1. Operational Role:** Provides the operational support for the day-to-day management of a 22-acre campus that serves a design capacity of 1,450 people.
- 2. Service Provision Role:** Delivers client services on the campus directly through their organizational staff and engages partners providing client services (on campus and in the community).
- 3. System Synchronization Role:** Engages in system-level coordination of entities across the community to serve people experiencing homelessness.

As noted by Ramirez, et. al. "Haven for Hope was designed as a small town to improve individual and community outcomes through a systems approach, creating the platform for an innovative policy design to address homelessness...the place served as a site that fostered collaboration, connection, and healing for the larger community in San Antonio, Texas."<sup>2</sup>



<sup>1</sup> Dillard Gonzalez, K. (2025). Synchronizing Social Systems: Redesigning Community Systems to Serve People. Ladder Logik. <https://laddelogik.com/featured-projects>

<sup>2</sup> Ramirez, J.S., Dillard Gonzalez, K., Hudson, T., Blanco, W. (2024). Root Shock's Missing Appendix: Using Situation Analysis for Critical Policy Studies and Beyond. *Built Environment*, 50(2). 304-315.

## Haven System Fiscal Impact

The fiscal and economic impacts of homelessness cut across nearly every sector and aspect of modern society. As a result, no single entity owns the entire issue of homelessness on their own. As explained by Tsai et al. (2024), "One of the reasons why homelessness remains policy resistant is because communities are already spending their budgets on various initiatives that end up siloed or conflicting" and siloed approaches face system friction when attempting to produce durable, transformative results.<sup>3</sup>

The data below provides the 15-year cost-per-stay figure on San Antonio's community campus. This paints a more accurate picture than per-year costs, since average lengths of stay are less than a year, and a single bed will turnover throughout the year, serving multiple clients.

- Average cost per diem (not adjusted for inflation):** \$37.70
- Average Stay Length:** 108 days
- Average cost per stay:** \$4,072

Shortly before the publication of this report, Haven engaged with Dr. Steve Nivin to update the independent Cost-Benefit Analysis of Haven for Hope. The table below provides a summary of the findings.

Net Benefits of Haven for Hope: 2007-2024 <sup>4</sup>	
Total Benefits	\$13,006,181,095
Total Expenses (including capital)	\$313,360,290
Net Benefits	\$12,692,820,805
Benefit-Cost Ratio (Benefits per dollar of expenses)	\$42

The bottom-line of this analysis is that for every \$1 investment into Haven for Hope, there is a \$42 benefit to the community in cost-avoidance, economic contributions, and lifetime earnings from clients securing employment and exiting homelessness.

**Consider the outcomes on the Haven for Hope campus. What would have happened to the 52,108 people experiencing homelessness if they did not have access to this system of care?**

## Building for the Future

Over the last 15 years, the Haven system has:

- Improved its efficiency through reducing lengths of stays
- Enhanced its effectiveness with higher rates of housing exits and reducing rates of return to homelessness
- Engaged with cross-sector cost-saving interventions

There remain additional areas for development and opportunities for improvement, moving forward. The next phase in Haven for Hope's development will continue to focus on innovation at the nexus of a systems design approach to addressing homelessness in San Antonio and Bexar County.

<sup>3</sup> Tsai, J., Dillard Gonzalez, K., Orsinger, R., & Jefferies, K. (2025). Haven for Hope: A Transformational Campus Model to Address Homelessness. *Community Mental Health Journal*, 61(5), 827-833. <https://doi.org/10.1007/s10597-024-01419-8>

<sup>4</sup> Nivin, S. R. (2025). Cost-Benefit Analysis of Haven for Hope [Report]. Steven R. Nivin, Ph.D., LLC. <https://stevennivin.com/wp-content/uploads/2025/12/cost-benefit-analysis-of-haven-for-hope-update-final.pdf>