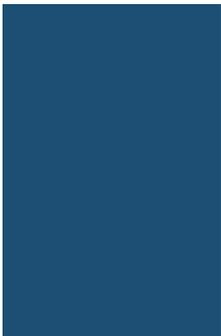


Haven for Hope



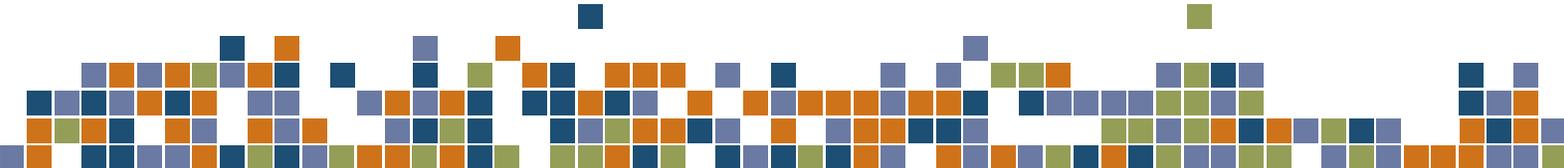
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HAVEN FOR HOPE

IMPACT REPORT

SAN ANTONIO, TX – JULY, 2010



This Impact Report has been prepared by Strategic Development Solutions on behalf of the National New Markets Fund, Wachovia Community Development Enterprises IV, and Haven for Hope



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Disclaimer: Every reasonable effort has been made to ensure that the data contained in this report reflects the most accurate and complete information possible. Many of the figures presented are based on estimates or information from the project sponsor and other projections have been derived from these estimates/information by Strategic Development Solutions (SDS) and Metropolitan Research and Economics (MR+E) using financial modeling software (RIMS) and follow on consultations with project representatives. In the case of projections, an effort has been made to provide the reader with a statement of assumptions that detail the sources of data and/or methods by which statistics were generated. No responsibility is assumed for inaccuracies in reporting by project representatives or any other data source used in preparing this report. No warranty or representation is made by SDS or MR+E that any of the estimates contained in this report will be achieved.

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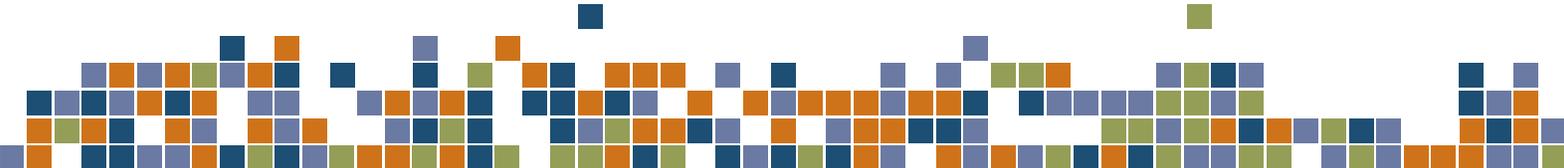
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1.0 INTRODUCTION



1.1 IMPACT REPORT COMPONENTS AND PROCESS

This Project Impact Report seeks to delineate the comprehensive story behind the Haven for Hope project in San Antonio, Texas. In doing so, the report provides a detailed project history and overview and describes real and projected quantitative and qualitative project benefits achieved across four core areas:

- Economic
- Fiscal
- Social and Community
- Environmental

The framework of this report is organized into three narrative sections beyond this Introduction (1.0):

2.0 EXECUTIVE SUMMARY

This section is a high level overview of all impacts included in the report.

3.0 PROJECT OVERVIEW

This section includes a summary of the project, the sponsor's organizational history and overview, the site's history, and the project's financing sources.

4.0 PROJECT IMPACTS

This section details the project's core economic, fiscal, social /community, and environmental impacts.

PROCESS

SDS' process for conducting the research necessary for the Impact Report includes extensive communications and interviews with the following project participants: project sponsor management and staff, development team consultants, contractor and subcontractors, community stakeholders, investors, lenders, and donors.

In addition, SDS conducts research to collect information on project area demographics, socio-economics, and other relevant information to more fully present the complete scope of the project and its qualitative impacts on the surrounding community.

MR+E works directly with SDS to assess the full scope of project characteristics and utilize fiscal policy and economic data to run relevant analyses, considering both construction and operational phases.

1.2 WHY AN IMPACT REPORT IS IMPORTANT

Many project sponsors, as well as project funders, seek a vehicle to effectively communicate the project's economic, fiscal, social/community, and environmental impacts to multiple stakeholder groups. This report uses a combination of quantitative data and qualitative information to comprehensively capture, analyze, and communicate the full scope of a project's benefits and impacts. Stakeholder groups that would benefit from reading a project's impact report include:

INVESTORS/LENDERS

Investors and lenders, whether providing market-rate or below-market investments or loans, want to understand the impacts of the projects they fund. This is often particularly true of bank lenders seeking Community Reinvestment Act (CRA) credit for their investments in low-income communities or other investors seeking to make an impact.

DONORS

Donors, by their very nature, are involved with the project because they want to see their donations make an impact. An Impact Report communicates the comprehensive impacts of their donation. Donors are increasingly seeking the type of transparency and accountability that an Impact Report achieves.

TAXPAYERS

Taxpayers provide the direct subsidies invested in a project via local, state, or federal government programs. Taxpayers do not have a direct vote on the specific project being funded. To ensure continued taxpayer support of such funding efforts and programs the benefit to taxpayers (in terms of jobs and community impacts as well as the financial returns) need to be communicated.

GOVERNMENT

As stewards of the taxpayers' dollars, the local, state or federal government agencies involved in funding the project can utilize the Impact Report to better understand and communicate the value and return on the taxpayers' investment.

COMMUNITIES

The Impact Report helps inform the communities surrounding the project of the resulting jobs, revitalization, and other community benefits.

CDFI FUND

The Impact Report notifies the CDFI Fund of how the project has achieved the NMTC program investment criteria as well as fiscal and impact goals.

1.3 REPORT COLLABORATORS

Outlined below are descriptions of the firms that played an important role in creating and providing the information used for this Impact Report (See Appendix B for further background information on report consultants):



STRATEGIC DEVELOPMENT SOLUTIONS (SDS) is the lead organization in creating this Impact Report, in partnership with Economic Innovation International, Inc and MR+E (below). SDS creates pre- and post-development impact reports tailored to the specific needs of individual clients and projects. SDS also develops innovative market-driven approaches to promote economic development. SDS has built and capitalized more than \$2 billion of Double and Triple Bottom Line private-equity funds with its affiliated partner Economic Innovation International, Inc. Further, these two firms jointly manage the \$125 million National New Markets Fund, LLC (NNMF). www.sdsgroup.com



ECONOMIC INNOVATION INTERNATIONAL is internationally recognized for building more than \$150 billion of privately capitalized funds designed to accomplish civic and public purposes in 37 states and 21 nations within North America, Europe, and Asia since its founding in 1970. Economic Innovation jointly manages the \$125 million National New Markets Fund, LLC with SDS. www.economic-innovation.com



METROPOLITAN RESEARCH + ECONOMICS (MR+E) partners with SDS to provide the fiscal and economic analysis presented in Section 3.0. MR+E is a consulting company operated by David Bergman, an economist nationally recognized in the field of developing econometric projections based on local, state, and federal fiscal and tax policy. www.mrpluse.com



HAVEN FOR HOPE OF BEXAR COUNTY (H4HBC) is the sponsor of the project analyzed in this Impact Report. Haven for Hope is an independent 501(c)3 non-profit organization with the mission to transform and save lives. The core goal is to provide homeless individuals and families with the training, skills and assistance needed to help them become self-sufficient, and to do so in cost-effective and sustainable manner. www.havenforhope.org



NATIONAL NEW MARKETS FUND (NNMF) invested \$15 million in New Markets Tax Credits into the Haven for Hope project. NNMF was formed in 2005 as a joint venture partnership between Strategic Development Solutions and Economic Innovation International, Inc. Its goal is to invest its federal New Markets Tax Credit (NMTC) allocations into catalytic economic and community development projects in economically distressed, low-income communities throughout the nation.



WELLS FARGO & COMPANY is a diversified financial services company providing banking, insurance, investments, mortgage, and consumer and commercial finance through more than 9,000 stores and 12,000 ATMs and the Internet (wellsfargo.com and wachovia.com) across North America and internationally.

2.0 EXECUTIVE SUMMARY



3.1 PROJECT OVERVIEW

Haven for Hope of Bexar County, Texas is the largest, most comprehensive Homeless Transformation Campus in the United States. Its vision is to provide a range of social services addressing the needs of San Antonio's homeless community (25,000 annually) by integrating many critical services into a single multi-service-campus setting. Most importantly, it is specifically designed to tackle the root causes of homelessness. Seventy eight nonprofit and government Partner agencies provide a wide-array of critical services to the homeless and surrounding community, including: education, job training, day care, substance abuse treatment, medical care, identification recovery, case management and animal care services.

3.2 SPONSOR BACKGROUND

In 2006, San Antonio Mayor Phil Hardberger and Bill Greehey, a business and civic leader, met to discuss the serious and growing problem of homelessness in Bexar County. As a result, Mayor Hardberger established the Community Council to End Homelessness composed of community and business leaders who were charged with developing a plan to reduce homelessness in San Antonio. In November 2006, at the Council's recommendation and through the leadership of Bill Greehey, Haven for Hope of Bexar County (H4HBC) was formed as an independent 501(c)(3) non-profit organization. Its mission is to transform and save lives.

3.3 PROJECT IMPETUS

Each year, 25,000 in San Antonio are homeless; nearly 4,000 on any given night. Families with children comprise 47% of the homeless; overall 37% of the homeless are children. From 2006 - June 2007, Haven for Hope planners undertook extensive research to guide their future efforts in building a homeless facility.

TABLE 1: PROJECT OVERVIEW	
PROJECT BASICS	
Location	1 Haven For Hope Way, San Antonio, TX 78207
Asset Type	Mixed Use: Housing, Office, Social Services
Owner/Developer	Haven For Hope of Bexar County
Total Project Cost	\$103 M
NMTC Allocations:	
NNMF	\$15 M
Wachovia CDE IV	\$25M
Project Timeframe	Start Date: 11/2007 End Date: 08/2010
COMMUNITY NEED	
Poverty Rate	33.8% ¹
Unemployment Rate	10.1% ² ; 1.6x national rate
Family Income	51.5% ³
Economic Zones	State Enterprise Zone, Higher Distress, Targeted Population, Medically Underserved and Dental Care Health Professional Shortage Area/Population, Economic Development and Housing Hot Zone
ECONOMIC, FISCAL, SOCIAL & ENVIRONMENTAL IMPACTS	
Construction Jobs	300
Permanent Jobs	150
Economic Impact ⁴	\$531.7M
Fiscal Impact ⁵	\$ 3B
Taxpayer Breakeven	Year 6
20-Year Taxpayer ROI	1105%
Internal Rate of Return	72%
Decrease in Homelessness	
Improved Community Health	
Personal and Workforce Development	
Neighborhood Revitalization	
LEED Certified	
Energy Use and CO ₂ Emission Reduction	

The need for a single integrated location (“single-stop”) became clear as Haven for Hope planners conducted a best practice study reviewing the homeless services in 12 states and the District of Columbia and visited 237 of these homeless facilities. While San Antonio and other communities have services to help the homeless, they are spread across the city limiting their accessibility to the homeless since most lack basic transportation and many cannot afford public transportation. The Board concluded that having a campus with all supportive services in one location is the most efficient and effective way to help the homeless transform their lives.

3.4 PROJECT COMPONENTS

The 37-acre Haven for Hope Campus is adjacent to the Central Business District, one mile west of downtown San Antonio. The location is a formerly depressed industrial area with a large population of homeless. The campus will eventually operate 15 main buildings and courtyards to co-locate the services of 78 governmental, non-profit, and faith-based service providers as well as the residential facilities.

I. The Homeless Transformational Campus

Provides mental health counseling and many key transformational services, including certificate training programs, vocational training programs, religious and spiritual resources, a cardio center, a post office and even a pet kennel. The campus also has four residences designated for men, women, veterans, and family housing.

II. The Prospect’s Courtyard

Provides the homeless with a “safe shelter” for those with immediate and critical needs, in order to get them off the streets. Three meals a day are provided, along with showers, restrooms, day services, and a chapel.

III. Support Services to the Community

Provides medical, dental, vision, and psychiatry services not just to campus residents, but to the public based on income qualifications. Sobering and substance-abuse detoxification services, childcare, education and drug court are available to the pub-

lic regardless of income. The campus also provides referrals to services in the community, such as San Antonio Housing Authority and Rapid Re-housing to individuals who are in danger of becoming homeless.

3.5 SITE BACKGROUND

San Antonio has a disproportionately large number of homeless owing to the hospitable weather and the numerous military installations in the city and Texas overall. Many homeless in San Antonio are veterans that were once locally stationed and returned to a familiar location after becoming homeless. The West-side District where Haven for Hope is located had long been an area suffering from 43.8% poverty and homelessness, and 14.5% unemployment.

In selecting a project site, Haven for Hope, Bexar County sought proximity to jobs and training opportunities as well as existing homeless populations. The district chosen was largely composed of underutilized and vacant light-industrial/warehouse-type facilities. Homeless had already begun to frequent these abandoned buildings. Further, the University Health Care System is nearby and plans to expand to better serve the mentally ill. The current Campus was adjacent to the existing American GI Forum (AGIF) that needed to expand and is now part of the campus, and within 2-3 blocks of the prior site of SAMMinistries, the campus’ residential provider for the men’s, women’s and family housing.

To handle initial opposition the project worked closely with the city and local community on the plans.

3.6 PROJECT FINANCING

To secure the \$103.7 million Phase I financing for acquisition, redevelopment and new construction, Haven for Hope partnered with various public and private entities to secure loans (market and below market), grants, donations, and \$9.2 million tax credit subsidy (\$40 million in allocation), overcoming significant financial hurdles that had stymied previous building redevelopment efforts.

4.1 ECONOMIC IMPACT

The Haven for Hope Campus project generated approximately 300 FTE construction jobs, with average wages of \$35,000, totaling approximately \$10.5 million in payroll. These construction jobs went to local San Antonio construction workers, a majority of whom are minorities. Minority-owned construction firms were also used for the construction project.

The project created 150 new permanent jobs, in addition to the 200 pre-existing permanent jobs among H4HBC and 78 partnering agencies and generates over \$116 million of payroll over 20 years.

4.2 FISCAL IMPACT

The tax revenues generated by the construction costs total \$6.1 million in local, state, and federal tax revenues. The local, state, and federal tax revenue generated from operations totals \$0.8 million net annually, or a net \$16.5 million over 20 years. Haven for Hope's Detox Center keeps the homeless out of the legal system and jail, where municipal costs are generated. Since opening ahead of the campus, it has saved over \$12 million in jail, emergency room and court diversions.

Incorporating the cost savings benefits of the campus, taxpayers will recoup their net \$248 million in local, state, and federal subsidy by Year 6. By Year 20 the project will have generated an additional \$2.7 billion in net new tax revenues. This equals a 1105% taxpayer return on investment, relative to the taxpayer's initial net subsidy. For this project the internal rate of return to the taxpayers on their \$248 million investment will be 72%.

4.3 SOCIAL/COMMUNITY IMPACT

Haven for Hope has dramatically improved the surrounding area through elimination of vacant, derelict properties, including a former waste dump, all formerly frequented by homeless and substance abusers. H4H serves as a stabilizing anchor tenant for the community. Since its inception the free clinics have served over 15,000 with medical, vision, and dental services worth \$2 million.

The Empowered Case Management software system utilized by Haven for Hope to track its program's outcomes will provide a new data source to examine the approach to treatment of homelessness for national study. The data can be used by both the Department of Community Initiative's HMIS and Haven for Hope to assess the effectiveness of different programs in helping homeless individuals become self supportive. No other program will produce such a wealth of data.

4.4 ENVIRONMENTAL IMPACT

The adaptive reuse of nine buildings allowed for the conservation of construction materials and waste from existing buildings that would otherwise go to landfills. The six new and nine existing buildings incorporate a variety of technologies which lower the need for electricity and water such as Energy Star® Roofs and double pane/low E glass. Each building reduces annual CO₂ emissions by between 15 and 75 tons. The area also housed a local waste dump which has been contained and the area cleaned. Their recycling project will be one of the largest in the city due to the size of the campus.

CONCLUSION

On any given night there will be roughly 1,600 individuals residing on the Haven for Hope Campus. The now complete Phase I campus realizes the original vision by co-locating fundamental services; it exceeds the original vision by providing critical services to low-income residents in the area. The initial Campus has already helped transform and save lives in Bexar County. Over 15,000 San Antonio residents have received medical, dental, and/or substance abuse services. Further, the project has served to revitalize the surrounding neighborhood.

Phases II-III will develop affordable, supportive rental housing units furthering the impact of this transformational campus.

3.0 HAVEN FOR HOPE CAMPUS



A NEW APPROACH TO HOMELESSNESS

3.1 PROJECT OVERVIEW

Haven for Hope of Bexar County, Texas is the largest, most comprehensive Homeless Transformation Campus in the United States. The conceptualization of the campus began in 2006; the completion of all construction phases, given its scale and fundraising needs, will not be until 2015.



The vision for the Campus is to provide a wide range of social services addressing the needs of San Antonio's homeless community (25,000 annually). The new campus realizes this vision by integrating many critical services into a single multiservice-campus setting. Most importantly, while Haven for Hope provides shelter, food, and clothing to the homeless, it is specifically designed to tackle the root causes of homelessness. Seventy eight nonprofit and government Partner agencies (40 housed on site) provide a wide-array of critical services, including: education, job training, day care, substance abuse treatment, medical care, identification recovery, case management and animal care services. (See full listing in Appendix D)

Haven for Hope was specifically designed to tackle the root causes of homelessness, not just the symptoms.

Phase I of the Haven for Hope Campus cost \$104 million. This phase adapted and constructed 15 building on the 37 acre site. In total there is more than half of a million square feet of service space. On any given night there will be roughly 1,600 individuals residing on the Haven for Hope Campus. The now complete Phase I campus realizes the original vision by co-locating fundamental services; it exceeds the original vision by providing critical services to low-income residents in the area. The initial Campus has already helped transform and save lives in Bexar County. Over 15,000 San Antonio residents have received medical, dental, and/or substance abuse services. Effective treatment also reduces the number of homeless individuals in the criminal justice and public medical systems. Further, the project has served to revitalize the surrounding neighborhood through its addition of high quality new construction of six buildings and the renovation of nine abandoned buildings.

Phases II-III will begin in Summer 2011. The \$22 million Phase II and III will develop affordable, supportive rental housing units. Phase II will create 140 units expected to be completed by 2012. Phase III will create an additional 60 units by 2015. Residents will pay below market-based rents and continue to receive services to help them fully transition from living on campus to living independently in the community. Phases II-III are currently under review of the community and City to establish support and to ensure zoning and permits.

3.2 SPONSOR BACKGROUND

ORGANIZATIONAL HISTORY

In 2006, San Antonio Mayor Phil Hardberger and Bill Greehey, a business and civic leader, met to discuss the serious and growing problem of homelessness in Bexar County. The county's homeless population was



Dr. Marbut

estimated to be higher than any other county in Texas; effectively assisting this population was gaining increasing importance. As a result of this meeting, Mayor Hardberger established the Community Council to End Homelessness composed of community and business leaders who were

charged with developing a plan to reduce homelessness in San Antonio. The group, led by Dr. Robert Marbut Jr., conducted extensive research on homelessness detailed in Section 3.3.

In November 2006, at the recommendation of the Community Council to End Homelessness and through the leadership of Bill Greehey, Haven for Hope of Bexar County (H4HBC) was formed as an independent 501(c)(3) non-profit organization. Its mission: to transform and save lives.

Mission: To provide homeless individuals and families with the training, skills and assistance needed to help them become self-sufficient, and to do so in cost-effective and sustainable manner.

As its first step towards achieving its mission, the organization would focus on developing the Haven for Hope Campus. This multi-service center designed to serve the holistic life needs of homeless individuals and families in the San Antonio-Bexar County. To do so involved coordinated between faith-based, government, and non-profit groups. Haven for Hope is the only facility that combines all three under one roof.

H4H is governed by an independent Board of Directors. The Board then appoints the President to oversee the facility's operations. Bill Greehey was selected as Founding Chairman and Patti Radle was selected as Vice-Chairwoman.

One of the Board's first actions was to hire Dr. Robert Marbut Jr. as the President/CEO in December 2006. Dr. Marbut is a tenured professor at Northwest Vista College and has previous experience serving as a White House staffer under President George H.W. Bush, Chief of Staff for Special Projects and Politics for Mayor Henry Cisneros and city councilmember and Mayor Pro-Tem of San Antonio. Under Dr. Marbut's direction, he and a team of community representatives as well as agencies providing services to the homeless and food assistance spent 18 months conducting a national best practices study, visiting 237 homeless centers across the country. The study was completed June 2007 (See Appendix K for Executive Summary). With the hiring of Dr. Marbut, H4HBC began intensive fundraising efforts to acquire land to build the H4H campus. While portions of the campus were opened and operational beginning as early as 2008, Phase I construction was completed and the grand opening was held on April 14, 2010.



George Block

In June 2010 George Block, formerly the organization's Chief Operating Officer and Vice President, took over as CEO on an interim basis for Dr. Marbut, who is now focusing on the next phase of the Haven for Hope master plan, which is affordable housing for those who graduate from

the transformation program. On September 8, 2010, Mr. Block was unanimously selected by the Board of Directors to continue as CEO of Haven for Hope on a permanent basis. Prior to joining Haven for Hope on July 1, 2009 Mr. Block was an educator and successful coach in San Antonio for 36 years, and was heavily involved in the community. Mr. Block is one of the founders of the San Antonio Sports Foundation and Voices for Children - San Antonio, an early childhood advocacy organization.

“I was hooked in two weeks. I signed on as an employee two months later. What hooked me was just listening about the mission and the completeness of it. This is a mission that serves the homeless with dental care, eye care, child care, detox, everything.”

—STEVE OSWALD, CHIEF FINANCIAL OFFICER

H4H offers an array of services to the homeless through its program agreements with nonprofit and government partner agencies. H4HBC is achieving its mission and goal through the creation of the Haven for Hope Campus, which provides a wide array of critical social services on a centralized campus.

See Appendix F for further information on key organizational members.



From left: County Judge Nelson Wolff, Patti Radle, Bill Greehey, Mayor Phil Hardberger, City Manager Sheryl Sculley



3.3 PROJECT IMPETUS

UNDERSTANDING THE PROBLEM

Homelessness is a social problem that has only recently begun to be better understood. Research suggests that as many as 80% of the homeless are in and out of shelters in a matter of days and typically do not come back.⁶ However, among the remaining 20% are the chronically homeless - those with mental and physical disabilities and serious substance abuse problems that place an enormous financial strain on social and healthcare services. One University of California, San Diego Medical Center study followed a group of chronically homeless individuals for 18 months and found that over that period each individual had on average almost 28 emergency-room visits and hospital bills of \$100,000.⁷

At the other end of the spectrum are the transitionally homeless who experience a major event such as a job loss, home fire, or domestic violence incident and only need a small amount of support before getting back on their feet. Because the chronically homeless vary so significantly from the transitionally homeless, it is difficult to estimate what the average homeless person costs the public. The nearby University of Texas conducted a two-year survey that found the cost of healthcare for one homeless person to be \$23,223 per year in 2010 dollars although this figure is likely to be understated as the rate of healthcare price increases has outpaced general inflation in the time since the survey was conducted.⁸ In and around the San Antonio area, it estimated that the number of homeless people in the Bexar County Jail system is around 450 per night. At a base cost of \$50 per night this equals an annual cost of \$8.2 million. In healthcare, the Baptist Health System recorded \$610,680 in care provided to homeless patients over a one year period beginning in 2006.⁹ Although it is very difficult to separate out the effect, homelessness also entails indirect costs to a region by negatively affecting economic activity in business districts if people perceive these areas to be less safe.

TABLE 2: HOMELESSNESS IN SAN ANTONIO – THE COMMUNITY NEED ¹⁰	
Each year, 25,000 in San Antonio are homeless; almost 4,000 on any given night	
47% of the homeless are families with children	
12% of homeless families cite domestic violence as the reason	
37% of the homeless are children (2003 CoC Census); average age of the homeless is just 9 years	
30% of the homeless are U.S. veterans	
Over 60% of homeless suffer from mental illness and / or substance abuse; Texas ranks 49th in per capita funding for mental health services	
27% of the homeless are employed, but nearly half of them earn less than \$350 per month	
80% of San Antonio residents are just one paycheck from possible homelessness	
From 2005-2006 Texas had the highest number of homeless children ¹¹	

UNDERSTANDING POSSIBLE SOLUTIONS

From 2006 - June 2007, the Haven for Hope planners undertook extensive research to guide their future efforts in building a homeless facility. The need for a “single-stop” concept became clear as Haven for Hope planners conducted a best practice study reviewing the homeless services in 12 states and the District of Columbia and visited 237 of these homeless facilities throughout the country. Campuses in San Diego, Miami, Phoenix and St. Louis were among some of the operations reviewed and analyzed to develop a set of operational best practices.

The study indicated that treating the root causes of homelessness (unemployment, mental illness, substance abuse, domestic violence, poverty, a lack of affordable housing and limited life skills) with a wide array of social services in a single and central location resulted in a 60% success rate. Success is defined as a year of totally self-sufficient living. Additionally, the study showed a reduction in crime and increased property values as evidenced in the following cities:

Phoenix Facility (opened Fall 2005):

- Crime decreased by 19.5% from '05-'06
- Property values increased avg. 2.1% from '06-'07

San Diego Facility:

- Crime decreased by 1.6% from '05-'06; stable or reduced rates every year for 25 years
- 85% of families do not return to the street
- 70% of single adults get into permanent housing

Miami Facility (opened in 1995):

- Homeless population decreased nearly 88% (from 8,000 in 1993 to 994 in 2010)
- \$40 million dining club and major motion picture production studio built adjacent to the facility where crack houses once stood

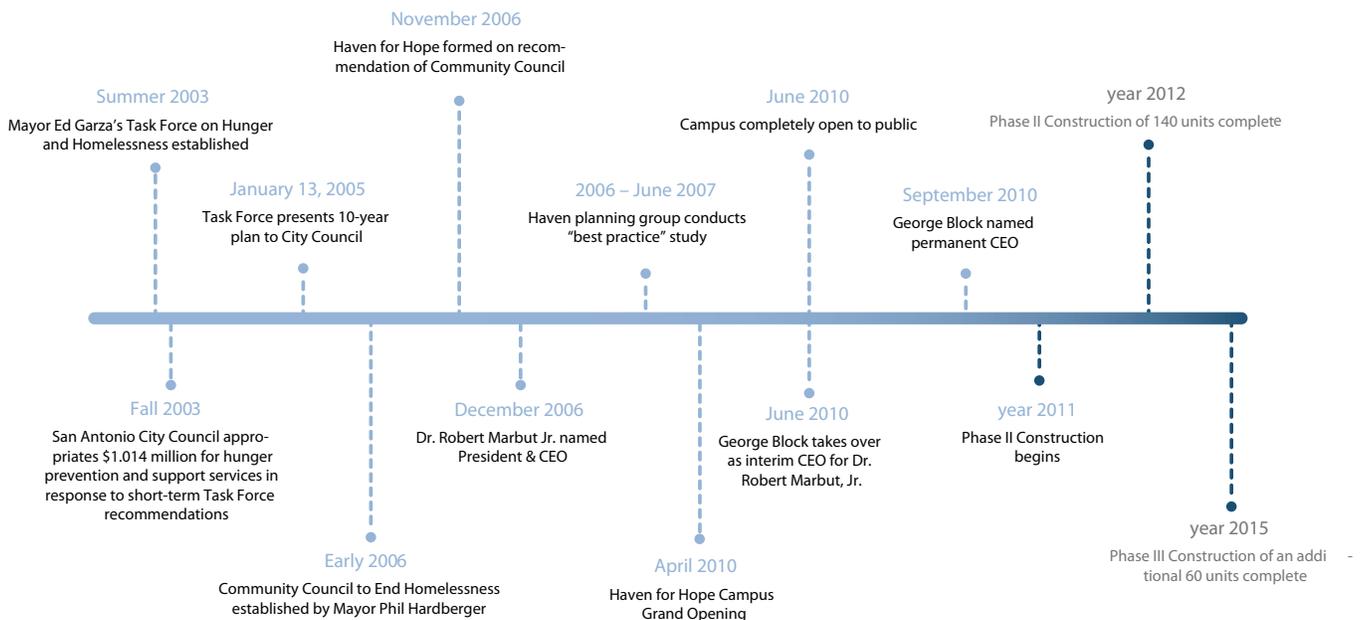
While San Antonio and other communities have services to help the homeless, they are spread across the city limiting their accessibility to the homeless since most lack basic transportation and many cannot afford public transportation. For example, the American GI Forum (AGIF) and Lifetime Recovery (formerly Bexar ARC) were located five miles away from one another. Now they are housed on the same campus in satellite offices at Haven for Hope. Also, since one service is often necessary to obtain others (eg. proper identification must be obtained to access job placement opportunities) the homeless are less likely to take advantage of all the services available to them.

H4H'S SEVEN GUIDING PRINCIPLES:

Through the "lessons learned," Haven for Hope established the following guiding principles (these principles are outlined fully in Appendix E):

1. Move to a Culture of Transformation (versus the Old Culture of Warehousing)
2. Co-location and Virtual E-integration of as Many Services as Possible
3. Must Have a Master Case Management System that is Customized
4. Reward Positive Behavior
5. Consequences for Negative Behavior
6. External Activities Must be Redirected or Stopped
7. Panhandling Enables the Homeless and Must be Stopped

It was determined that the facility should also be managed by an independent board, free of political influence and red tape. The Board concluded that having a campus with all supportive services in one location is the most efficient and effective way to help the homeless transform their lives.



3.4 HAVEN FOR HOPE CAMPUS

The 37-acre Haven for Hope Campus is adjacent to the Central Business District, one mile west of downtown San Antonio. The location is a formerly depressed industrial area with a large population of homeless. The campus will eventually include approximately 440,000 square feet of space, with 15 separate buildings and courtyards to co-locate the services of 78 governmental, non-profit, and faith-based service providers as well as the residential facilities.



The entire campus is physically arranged to support the holistic multi-step transition from homelessness to achieving self-supportive shelter and employment.

Client Profile: Steve Guzman ran a landscaping business until someone ran a red light and plowed into his pickup, totaling the truck and destroying his equipment. The driver didn't have insurance, and neither did Guzman. So he ended up on the streets. Three months later at Haven for Hope, he's planning to become an X-ray technician. "You got to keep busy," Guzman said. "Otherwise you'll never get out of the program, and that's what I want to see."¹²

PHASE I CAMPUS COMPONENTS

The H4H Campus is composed of three core functional areas designed to serve homeless clients, low-income community residents, as well as the general San Antonio population:



I. THE HOMELESS TRANSFORMATIONAL CAMPUS

The Homeless Transformational Center is the heart of the campus. This 65,000 square foot multi-building complex provides mental health counseling and many other key transformational services. There is an array of certificate training programs, including GED and English as a Second Language (ESL) classes provided by The San Antonio Independent School District, vocational training programs provided by Alamo College and partners, religious and spiritual resources, a cardio center, and a post office. The facility even includes a pet kennel. These services are critical to helping the homeless transition to mainstream society.

One key deterrent to homeless people seeking help is that facilities do not allow pets. Haven for Hope has sought to eliminate this barrier to transformation by providing a kennel onsite. However, not everyone can bring a pet. Applicants go through an evaluation process, which includes meeting the animal, checking vaccinations and learning the animal's history. If approved, they must follow rules that include daily feedings, grooming, washing down kennels and setting up monthly health checks.



Marion Wright's dog Rudy is one of 10 dogs and two cats kept at Haven for Hope. "If Haven didn't have a kennel, I wouldn't be there," Wright said. "My dog calms me down."¹³

The campus also has four residences designated for men, women, veterans, and family housing. These include rooms with multiple bunks as well as Single Residence Occupancies (SRO) which are temporary supportive housing. SROs include a bed, desk, closet, microwave and fridge in the unit and share a community kitchen, laundry and television room. The residence area includes a dining hall and cafeteria.

II. THE PROSPECTS COURTYARD

The Courtyard provides the homeless with a "safe shelter" for those with immediate and critical needs, in order to get them off the streets. Three meals a day are provided, along with showers, restrooms, day services, and a chapel. Protocols have been designed to encourage the individuals in the Prospect Courtyard to embrace transition into more permanent housing facilities – which would move them into the Homeless Transitional Campus. For this reason, while they are given a safe place to stay and meals, they are not provided full living amenities. Only upon these individuals embracing "transition" and committing to the rules and emerging member requirements can they move from the Courtyard to the Transformational Campus. They are however provided a safe place to sleep outdoors and a cushioned sleeping mat, but do not undergo the extensive treatment, education and detoxification that is expected of those that have made a commitment and therefore live in the Trans-

formational Campus.

The Prospects Courtyard will eventually have a nightly capacity of 500 individuals, who will usually sleep outdoors on mats, with an indoor housing facility for inclement weather. The Prospects Courtyard accepts inebriated individuals who San Antonio police officers would otherwise be forced to spend hours processing into holding tanks and traditional homeless shelters. For this reason, security will be prominent in the Courtyard.

"This is where I live. It makes me feel good. At least I've got a place to lay my head."

- STEVE NORMAN, 49, a Navy veteran who suffers from schizophrenia, depression and other mental illnesses.¹⁴ While Steve may not be ready to make the full transformation, he now has a safe place to sleep and bathe, meals, and is off the street.

Prospect Courtyard Guest

- Must be 18 years or older
- Can enter Courtyard 8 AM-10:00 PM when room is available
- Must be willing to go through security screening for drugs/alcohol/weapons
- Can stay on Courtyard indefinitely without a commitment to program
- Can be "under the influence" but cannot bring substances on Courtyard

III. SUPPORT SERVICES TO THE COMMUNITY

The campus provides medical, dental, vision, and psychiatry services not just to campus residents, but to the public based on income qualifications. Sobering and substance-abuse detoxification services, child-care, education and drug court are available to the public regardless of income. The campus also provides referrals to services in the community, such as San Antonio Housing Authority and Rapid Re-housing to individuals who are in danger of becoming homeless.

PROGRAMS: PROCESS AND SERVICES PROVIDED

MULTISTAGE SERVICE PROCESS

When a client enters the residential program, from the street or transitioning from Prospects Courtyard they initiate a multistage process:

Intake Interview/Assessment

Program pathways are determined based on a “primary presenting” assessment, as opposed to diagnosis. For instance someone who suffer from addiction would begin the sobering program and life skills, whereas someone who recently lost their job would move through a different pathway. This assessment sets individuals on particular pathways at the campus based on whether their homelessness is chronic or situational. After assessment a client can move through the various stages of services.

“Guest Member”

When entering the program, a client undergoes a one-week period during which he/she is transitioned to the appropriate dorm (men, women, veteran, or family). Based on the initial assessment, the client also begins a series of program orientations, workshops, intake services, goal setting sessions and interviews.

- Guest completes intake at Intake Department (1 Haven for Hope Way) Mon-Fri 7AM-7 PM; Sat-Sun 10am-4pm
- Must be 18 years or older or accompanied by a legal guardian
- Must have valid government issued ID
- Must be drug and alcohol free
- Cannot be a registered sex offender
- Must be considered homeless by HUD definition: An individual who lacks a fixed, regular, and adequate nighttime residence.
- Must be willing to participate in five classes in seven days on the Haven Campus to become a Guest Member

“Emerging Member”

If the client decides to continue, the program operates within a traditional reward and consequence system. When goals and targeted benchmarks are achieved,

a client receives better living accommodations (such as more personal storage space and larger sleeping quarters), campus privileges, free movie tickets, etc. Similarly, not following set rules and guidelines has negative consequences on privileges and opportunities available. To become an emerging member, a guest member must:

- Successfully complete five assigned classes in seven days
- Commit to working up to 40 hours of productive work time each week on Campus
- Commit to being drug and alcohol free
- Commit to working with a case manager toward a goal of sustained, self-sufficient living



“I couldn’t believe all this place is for a homeless person,” Xavier Orosco said, surveying the cafeteria while waiting in line for breakfast. “Look at this place. It’s like a Luby’s [Cafeteria].” Now clean and sober after more than two decades of injecting heroin and cocaine, Orosco’s dream is to own a bakery and deli. With the help of Haven staff, he has applied for financial aid and is planning to attend St. Philip’s College.¹⁵





Families:

- For two-parent families, verification of marriage or a common law certificate must be presented to live together in a family dorm.
- Families with children will be given priority for Campus housing

Specific services are required for those living in the facility such as financial literacy and parenting education, if they have children. Other services, such as education and job skills, are tailored to the specific needs and goals of the client, as determined by client and case manager.

Upon completion in August 2010, the Campus began offering the following integrated and co-located services:

Housing

The site features 998 beds and a sheltered courtyard area with the capacity to eventually sleep around 500 additional homeless individuals (approximately 1,600 homeless people will be able to reside on campus at any one time).



- Includes emergency and long-term shelter
- Designated areas for men, women, veterans and families
- Designated areas for long-term supportive care for senior citizens and the sick and disabled

Health



This includes medical, dental, vision, mental health, substance abuse detoxification center and drug treatment, hospice, nutrition, immunizations and other preventative healthcare. While some

of these services already existed in the community, the detox and drug treatment center is new as is the walk-in vision center. Those existing services such as Central Med have doubled in size and have extended their hours to accommodate the population they are serving, staying open until 10pm and opening on weekends.

Job / Employment

Job skills, life skills courses, and job searching support are all provided on Campus. Job training programs include: culinary, janitorial, painting, grounds/landscaping, and light maintenance. The culinary program has already graduated 16 of 32 enrollees in 8-week and 15-week classes, some of whom have already found employment.

Education

Clients have access to GED workshops, ESL courses, Associates degree program, Library, learning center and tutoring support.

Financial

A credit union (still to be secured) and financial counseling and education will be available onsite.

Social Support Services

Social services provided include: Hotline/crisis counseling, emergency food, transportation, shelter, individual assessment/service planning, individual/group counseling, advocacy and court/legal assistance, and public benefits (food stamps, social security income, etc.)



Legal

St. Mary's University provides a legal clinic and Texas Rio Grande Legal Aid (TRLA) provides legal aid and identification recovery assistance.

Case Management

Case Management Tracking System (CMTS) software is used to track services provided to the homeless. All services, such as substance abuse, counseling, education, vocational services, and spiritual counseling are tracked through the CMTS software to monitor program effectiveness and ensure services are coordinated and comprehensive.

Spiritual

Spiritual care is provided through the unified efforts and services of partners and volunteers. Haven for Hope recognizes that holistic healing and transformation includes the spirit, the body, and the mind. There is a chapel building on campus and spiritual services include: "PrayerNet" (prayer social network), Morning Prayer groups, prayer circles, faith-based counseling, and access to San Antonio faith groups.

Targeted Population Services

Specialized services are provided such as, veterans administration assistance and services, sexual abuse and violence intervention services, HIV/AIDS services, ex-offenders programs, pregnant teen services, disabled support, and animal kennel/shelter support.

Other Services

Additional services provided to the Campus include: food services (including culinary training), childcare center, after-school program and education, mail center, barber shop, exercise and recreational areas, clothing closet/store area, telephone areas, central transportation desk, and outreach services.

CORE CAMPUS SERVICE PROVIDERS

The Campus is unique in concept and scale, providing support services in one integrated campus where homeless as well as low-income and substance abusing residents can find critical life-changing support services at one location. The co-location and overall interconnectedness of 78 organizations leads to a high level of holistic support and data/idea exchanges amongst service providers.

INCREASED EFFICIENCY THROUGH CO-LOCATION

Haven for Hope of Bexar County (HFHBC) is responsible for both the development of the Campus and for its long-term oversight and management. H4HBC will provide the Campus coordination, general administration, master case management and centralized facilities security and property management. HFHBC will provide the necessary tools for service partners to deliver transformative services in a coordinated fashion: educational and job training/work study programs, spiritual services coordination, and IT services, including case management coordination software and training. HFHBC also oversees the campus administration, finances, human resources, and fundraising. Service partners are organized into three tiered groups levels, based on their relationship and focus of service.

The Haven for Hope campus increases the effectiveness of 78 nonprofit service providers, who are now able to collaborate (40 housed on-site). By bringing service providers together, H4H can realize its goal of treating the root causes of homelessness. In 2009 alone, several thousand homeless individuals utilized shelter, counseling, substance abuse, and medical services.

By providing one central location for so many critical services, H4H has created programmatic efficiencies that enable each governmental, non-profit, and faith based service provider to increase its impact:

- Reduced rents and other overhead costs
- Expanded service capacity
- Increased resources
- Better coordination and tracking of clients - more effective service overall

- Co-location -- client ease of receiving services is more effective and efficient
- Higher quality facilities

TIER 1 SERVICE PARTNERS (9)

Tier I organizations offer primary services to the general client-base and/or serve as anchor service organizations at the campus. These entities usually maintain larger facility space on-site and are responsible for the management and maintenance of their own designated facilities:

- American GI Forum (AGIF):
The largest Federally Chartered Hispanic Veterans organization in the United States, providing education and scholarship information
- Center for Healthcare Services (CHCS):
Mental health, developmental disability and substance abuse services
- CentroMed:
Network of clinics providing medical, dental, behavioral health (counseling) and nutritional services
- I Care Services:
Provides vision screening and corrective eyewear
- San Antonio Christian Dental Clinic:
Provides dental care to adults in San Antonio who would otherwise go without
- San Antonio Food Bank:
Provides free food for the needy
- SAMMinistries:
Interfaith ministry whose mission is to help the homeless and those at risk of becoming homeless attain self-sufficiency by offering -- with dignity and compassion -- shelter, housing and services. Provides men's, women's, and family housing
- Society of St. Vincent de Paul:
Spiritually-focused charity organization (food services)
- YMCA:
Provides a child care center and after school program

San Antonio Dental Clinic

The Dental clinic was formed by two churches and has existed for 20-25 years in the basement of a church. The new space at Haven for Hope that houses the Dental clinic is triple the size of their previous location. They have been able to expand their capacity by doubling the number of chairs from 8 to 16 and adding four surgery rooms.

The clinic has received major donations providing cutting-edge equipment. This in turn attracted dental students to unpaid internships where they are exposed to this equipment and they assist homeless clients with top quality dental oversight. The clinic now pays \$1 in rent, but pays for upkeep of the common area (still only 25% of market rate).

Another benefit to the clinic is that they have higher visibility in the community due to the positive media attention, this visibility increases the amount and quantity of donations received each year.



“Since I’ve been at Haven for Hope, I’ve received Community Based Counseling that is helping me organize my life. I’ve been placed on the waiting list for VASH which is a Section 8 Voucher Program for homeless Veterans.

I may be about to get my own place to live within two months. Anger Management is a required class here and I’ve learned more than I could have imagined. Every human being needs this class. I also got new glasses and I can see so much better.” – MARIA DOOLITTLE

TIER II SERVICE PARTNERS

(34 PARTNERS)

These organizations provide secondary services and/or niche services targeting specialized populations (disabled, HIV/AIDS, rape crisis, animal shelter, etc.). They offer their services on-site, but unlike Tier I providers who function semi-independently, H4HBC maintains their on-campus space and manages their overhead.

COMMUNITY REFERRALS

(35 PARTNERS)

These are community-based referral agencies that have entered into partnership agreements with H4H-BC. Their services are mainly provided at off-campus sites within the greater San Antonio area in coordination with the H4H campus and the Tier I and II Partners, and utilize the same case management tracking software. Bus tickets are provided to those who cannot afford to travel to off-site providers.

For a full listing of all partners see Appendix D.

“We need to respect the individual, but not respect the condition of homelessness,”

–ROBERT MARBUT, DIRECTOR OF HAVEN FOR HOPE’S
SUPPORTIVE HOUSING

SAVING AND TRANSFORMING LIVES OF HOMELESS

This year Davey “Blessed” Moreno was evicted from the SAMMinistries shelter after he shattered a window. Arrested for possession of marijuana then released he went from job to job, inking tattoos in cheap motels for cash and feeding a substance addiction. About 6:30 a.m. Wednesday, he is washing hundreds of trays in the Food Bank’s massive, stainless-steel kitchen on the new campus for the homeless. It’s a job he volunteers for every morning, arriving before sunrise and waiting to eat breakfast until after his fellow residents have eaten. “I like it,” he said. “It’s like a college atmosphere. That’s why I’m volunteering.”¹⁶



Studies show that up to 80% of people who become homeless can quickly regain self-sufficiency if they receive supportive services such as those found at Haven for Hope. Following best practices based on thorough research on homelessness and substance abuse, the campus provides holistic treatment by combining: Housing, Food, Health, Job/Employment, Education, Financial, Social Support Services, Case Management, Spiritual and Targeted Population Services within a single campus. Since becoming operational (April 14, 2010) the following has occurred on-site:

- Over 1,900 people have entered the campus;
- 6,300 medical care visits
- 7,700 dental appointments; and
- 1,200 vision exams/care.

NEW TEST MODELS

Research conducted by the Haven for Hope founders revealed that the majority of homeless people (37%) are actually children; 30% are veterans; 60% suffer from mental illness and/or substance abuse; and 27% are employed, but earn too little to afford shelter. To address the different needs of these diverse homeless groups, H4H combines the best practices found at over 150 facilities throughout the US into a single multiservice campus setting.

“When you can tie sobriety to getting a job, (and) a GED, the incentives are tremendous”

KATHRYN JONES, HAVEN FOR HOPE DIRECTOR OF
SUBSTANCE ABUSE SERVICES.

Ann Hutchinson Meyers, PhD, Haven’s for Hope’s previously Vice President of Transformational Services, has been instrumental in ensuring that H4H does not merely become a large homeless shelter with a few services, but a test model where research is conducted, data collected, and best practices can continue to emerge from the cross-fertilization of services. Therapists, substance abuse counselors, spiritual leaders, and educators all collaborate on techniques to address psychological challenges, personal trauma, substance abuse, personal economics, and career development. Specific programs also separately address the needs of children, families, and veterans.

EMPOWERED CASE MANAGEMENT (ECM)

Haven for Hope incorporates Case Management Tracking Software to both track services and more importantly, to monitor and assess outcomes. This web-based software is a central repository for client assessments, program enrollment, goal tracking, and services provided. Initially, Haven for Hope utilized an existing license-based Homeless Management Information System (HMIS). This system was not meeting the reporting needs of the campus and the approximately \$123,000 annual cost of licensing individual users (\$40 an individual/month) was another factor in the decision to build a new system. Haven

for Hope met with all of their service providers and the greater community continuum of care to gather their business and funding requirements in order to build a system that could produce tailored forms and reports. The ECM system was designed in partnership with Empowered Solutions Group, a leading provider of Social Impact Technology software.

Currently, 40 organizations can log-on to the ECM system to input direct client data. There are 300 users, including:

- Resource Monitors
- Case Managers
- Security
- Mental Health Advisors
- Substance Abuse Advisors
- Job Training Personnel
- Education Personnel

FIGURE 1: ECM SOFTWARE COST SAVINGS



“This tracking system allows us to fully integrate and coordinate our efforts across multiple service providers while collecting data that give us a real and complete understanding, from a qualitative and a dollar amount, of the impact of our work with clients and where we may be able to improve.

– SCOTT ACKERSON, VICE PRESIDENT OF
TRANSFORMATIONAL SERVICES

The benefit of using one database to store client information is the streamlining of a system that has a tendency for duplication. Providers are able to make real time referrals and schedule appointments utilizing a common calendar. The centralized case management enables each organization that receives a referral to access the care that has been provided to an individual as well as the treatment plan that has been created and initiated. The data can be used by both the Department of Community Initiative’s HMIS and Haven for Hope to assess the effectiveness of different programs in helping homeless individuals become self supportive. (For a sample report see Appendix H)



Campus



Men's Emergency Dorm bunk and locker

3.5 SITE BACKGROUND

AREA/NEIGHBORHOOD HISTORY

TABLE 3: CORE PROJECT DETAILS	
AREA PROFILE	
Location	San Antonio, Texas
Area	Downtown - Adjacent to the Central Business District
Site Status	Underutilized
Previous Use	Light Industrial
Degree of Blight	Severe
Unemployment Rate ¹⁷	14.5%
Area Median Income ¹⁸	51.5%
Poverty Rate ¹⁹	43.8%
Special Economic Zones	Enterprise Zone, Higher Distress, Targeted Population
Barriers to Development	Need to Gain Political Support; Environmental Clean-Up of Soil Contamination
BUILDING AREA BREAKDOWN	
Residential Areas	118,208 sq ft
Transformational Services	75,700 sq ft
Food Services	15,987 sq ft
Child Care	13,706 sq ft
Public Safety Triage / Detox Center	10,684 sq ft
COSA	10,595 sq ft
GI Forum Vets	9,569 sq ft
Community Court	4,647 sq ft
SAPD	800 sq ft
TOTAL INDOOR	259,856 sq ft
Warehouse	46,900 sq ft
Prospects Courtyard	28,157 sq ft
Members' Courtyards	11,910 sq ft
Outdoor Multipurpose Area	8,000 sq ft
Golf Carts / Segway Parking	5,400 sq ft
Child Care Playgrounds	4,400 sq ft
Garbage and Recycling Area	1,200 sq ft
Kennels	1,097 sq ft
TOTAL OUTDOOR	107,064 sq ft

The City of San Antonio, with a population of 1.3 million, is the 2nd largest city in Texas and 7th largest city in the United States. It encompasses approximately 467 square miles geographically within Bexar County. Haven for Hope's campus is located 1.2 miles west of San Antonio's Central Business District. It is bounded by Ruiz Street to the north, North Frio and Salado streets to the east, and the Union Pacific Railroad to the south and west. The heart of the campus lies at the intersection of Perez and Comal streets.

I. THE NEED

San Antonio has a disproportionately large number of homeless - nearly 4,000 on any given night - owing to the hospitable weather and the numerous military installations in Texas and San Antonio. Many homeless in San Antonio are veterans that were once locally stationed and have chosen to return to a familiar location after becoming homeless. The Westside District where Haven for Hope is located had long been an area suffering from deep poverty and homelessness. The area also has a very high population density. In 2007 the Westside's population was 106,481 - almost twice the population of comparison areas in San Antonio. The population is over 95% Hispanic with a median age of 30 years. Additionally, almost 35% of the adult population has less than a ninth grade education and nearly 58% do not have a high school diploma. Median income is \$25,160 in comparison with \$42,335 in the Northside. Only 2.3% of Westside residents over 25 are college graduates, compared to 23% citywide.²⁰ Area poverty is 43.8% with 14.5% unemployment. Additionally, Bexar County had lobbied unsuccessfully for years to obtain funding for a detox center.

II. SITE SELECTION

The site search was conducted in 2007. In selecting a project site, H4HBC sought a site with 37 contiguous acres. Two of the 22 sites put forward were seriously considered. The industrial and warehouse district in which Haven for Hope has been built is an ideal location for the large 37-acre campus. The site chosen has the advantage of being close to downtown, providing proximity to jobs, training opportunities

and existing homeless populations. The campus area was largely composed of underutilized and vacant light-industrial/warehouse-type facilities. Ten campus buildings already existed (see Table 4) and most were vacant and in poor condition.

FIGURE 2: HAVEN FOR HOPE CENSUS TRACT



-  HAVEN FOR HOPE,
1 Haven for Hope Way San Antonio, TX 78207
-  CENSUS TRACT 0600,
Poverty: 43.8%, Unemployment: 14.5%
-  DOWNTOWN SAN ANTONIO

Homeless had already begun to frequent abandoned buildings there as businesses began to decline due to economic downturns. Further, the University Health Care System is nearby and plans to expand to better serve the mentally ill. The current Campus was also attractive because of the pre-existing homeless services provided in the area. The site was adjacent to the existing American GI Forum (AGIF) that needed to expand and is now part of the campus, and within 2-3 blocks of the prior

site of SAMMinistries, the campus' residential provider for the men's, women's and family housing.

III. EXISTING HOMELESS SERVICES

SAMMinistries provides an array of programs and services available to the homeless of San Antonio, Texas. Programs include life skills, job training, financial management, computer skills, and parenting classes. Guests have access to medical and dental facilities and each program is designed to provide guests with the basic tools necessary to return to the path of self-sufficiency. In 2003, the San Antonio Metropolitan Ministries (SAMMinistries), a residential provider, reported turning away 40 families per month for emergency shelter.

The AGIF, established in 1948 by Dr. Hector Perez Garcia, an Army Veteran Medical Doctor, is the largest Federally Chartered Hispanic Veterans organization in the United States with Chapters in 40 States and Puerto Rico. The AGIF supports education, youth leadership, employment opportunities, civil and human rights and their legislation.

IV. OBTAINING COMMUNITY SUPPORT

NIMBY-ism ("Not in My Backyard") and homeless centers are oftentimes inseparable. Communities often fear such projects will attract an even greater number of homeless who would then drift from the campus into the neighborhood, bringing blights such as crime and trash. Haven for Hope was no exception. Much of this community opposition was placated by the strong support of leaders such as Bill Greehey, who understood that H4H would not be just another homeless shelter.



“As part of our effort to gain local neighborhood support for the Haven for Hope Campus, I took a handful of the most opposed residents to visit Father Joe’s Village in San Diego, which is the oldest and one of the best run ‘transformational campuses’ in the USA. They were amazed at how good a ‘transformational campus’ was for a neighborhood. This became the turning point in making our Campus a reality. Upon returning to San Antonio, these individuals became the most ardent advocates for the Haven for Hope Campus which directly lead to the successful zoning of our Campus site.”

- ROBERT G. MARBUT JR., PH.D.

FOUNDING PRESIDENT AND CEO, HAVEN FOR HOPE

Additionally, ten individuals, including members of the zoning commission and the top opponents to locating the facility in their neighborhood were flown to Father Joe’s Village in San Diego. They were able to tour the village and have lunch with Father Joe himself.

To handle the initial opposition to the campus, the city council also unanimously approved revisions to some of San Antonio’s quality-of-life ordinances. The changes, including a 1,000 foot buffer zone where containers of alcohol are prohibited, increase limitations on homeless activity outside of the campus. There is an on-site security presence along with cooperation from San Antonio city police officers. Natural barriers (railroads, highways, abandoned warehouses) as well as artificial barriers around the Campus are used to protect residential neighborhoods from possible increases in crime and decreases of property value. The original campus design was also adjusted to place the Prospect’s Courtyard further from the residential areas. Also, the Phase II-III supportive housing will be constructed in what used to be commercially zoned property. Campus residents are also required to either find employment or improve the campus through activities such as gardening, laundry, and cooking which reduces idleness. Haven for

Hope also was able to successfully lobby the state for \$6.1 million to fund the first public triage and detox unit in Bexar County.

FIGURE 3: SAN ANTONIO QUALITY OF LIFE ORDINANCE REVISIONS



- Haven for Hope Campus
- Haven for Hope Buffer (No open alcohol containers)
- Former central business district boundary
- New central business district boundary
- Stalled construction, occupied by homeless

To help coordinate the community concerns with the project’s design, Assistant City Manager, Peter Zaroni, has come to every board meeting and executive team meetings and is an active participant, though non-voting, de facto board member. Of note is that when the supportive housing Phases were brought before the community, rather than opposition, it found overwhelming support.



THE BUILDINGS AND SITE LAYOUT

H4HBC leaders, along with Overland Partners Architects, chose to modify nine of the existing buildings because of their structural integrity, their adaptability for new uses, and to save tons of building materials from going to landfills. These buildings now serve as medical clinics, therapy space, and a cafeteria, for example:

- The Food Services and Childcare Buildings were vacant warehouses.
- The Transformational Services Building was a RADIO CAP Co., Inc. warehouse.
- The Security Building was an Alamo Bio-Diesel factory
- The Medical/Dental/Vision Building was formerly an ice-cream maker.
- The Texas waste system building was completely demolished, but the foundation was preserved to build a parking lot.

The University Health Care System building in use did not require modification. It provides mental health services to anyone without insurance and is planning a major expansion in the next five years.

Six buildings are new construction. All four dorms are new in adherence to the first guiding principle to avoid a culture of warehousing. The residences needed to be in new buildings and the buildings that were re-used would be the offices and training space. This principle turned out to align with the construction budget also since building code regulations made it more cost-effective to start from scratch to meet resi-

dential plumbing requirements. The chapel (pictured below) is also a new building – H4H leaders envisioned a small, yet modern building to encapsulate the spiritual heart of the campus where homeless and staff alike can seek spiritual refuge.

To give the campus cohesion, almost all of the buildings, excluding the Family residence and Prospect's Courtyard, were designed to open onto the internal Main Campus. Dr. Marbut had previously worked on the designs of Olympic Villages that have a major boulevard. Haven for Hope's center was designed at 5/8 scale. The road is narrower, though still accessible by designated and emergency vehicles, and street lights are a reduced height to work proportionately with the smaller campus size and setting.

#	NEW FACILITY NAME/ FUNCTION	STATUS	OPERATIONAL DATE
1	Medical/Dental Intake	Reuse	3/09
2	Security	Reuse	5/10
3	Transformational Center	Reuse	3/10
4	Child Care Center	Reuse	8/10
5	Family/Women's Residential Dorm	New	6/10
6	Chapel	New	5/10
7	Food Services	Reuse	4/10
8	Prospect Courtyard (indoor)	Reuse	5/10
9	Prospect Courtyard (outdoor)	New	5/10
10	Men's Residential Dorm	New	4/10
11	Men's Residential Courtyard	New	4/10
12	Donation Center and Main Campus Warehouse	Reuse	5/10
13	American GI Forum	New	11/09
14	University Health Care System	Existing Building	N/A
15	Public Safety Triage / Detox / Community Court	Reuse	4/08

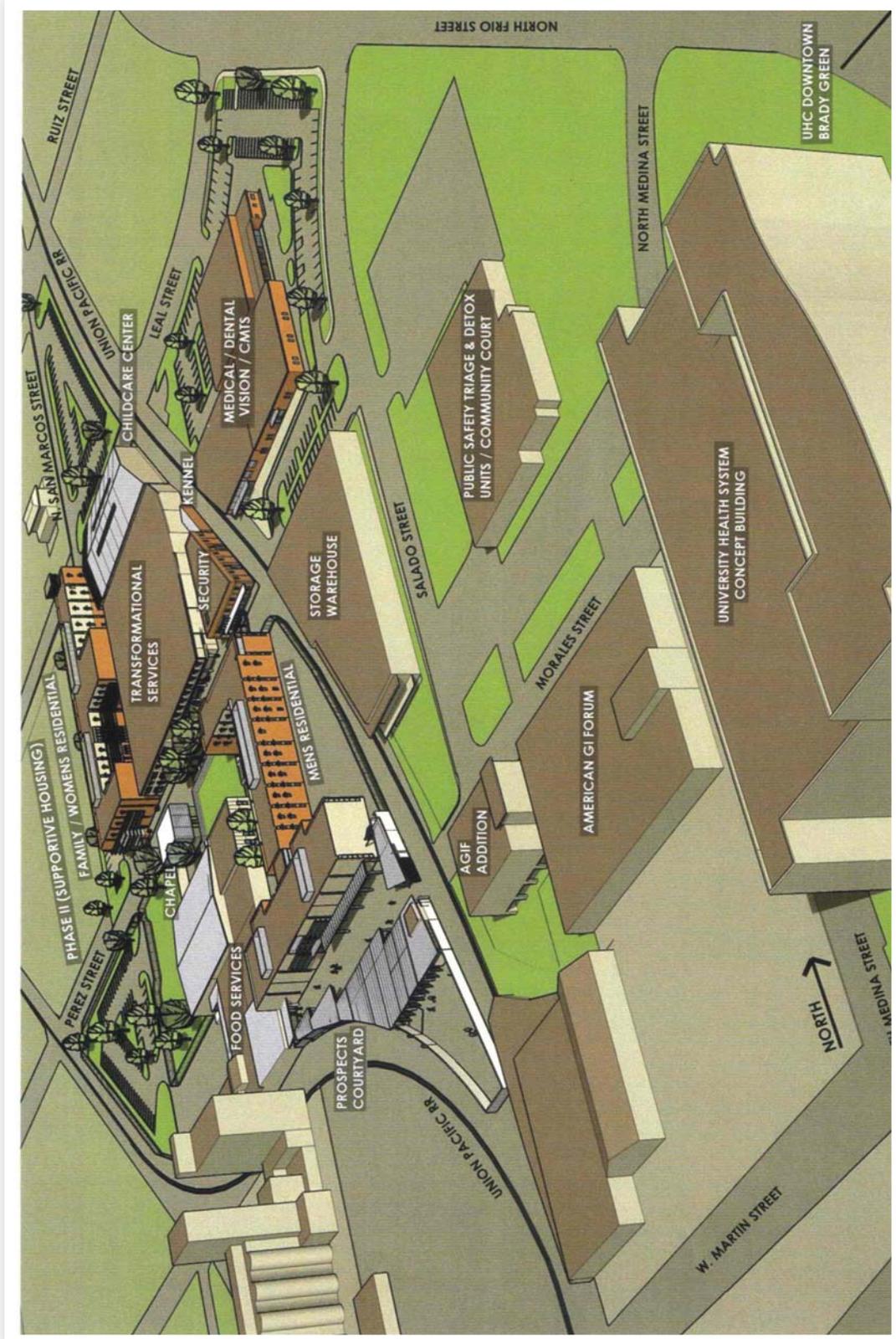


FIGURE 4: HAVEN FOR HOPE CAMPUS MAP

3.6 HAVEN FOR HOPE FINANCING

Haven for Hope of Bexar County (H4HBC) is an independent, non-profit organization and project sponsor that developed the Haven for Hope (H4H) campus. To secure the \$103.7 million financing for acquisition, redevelopment and new construction, H4HBC partnered with various public and private entities to secure loans (market and below market), grants, donations, and tax credit subsidy, overcoming significant financial hurdles that had stymied previous building redevelopment efforts. Ultimately, the project was financed by the following sources:

GOVERNMENT (GRANTS /LOANS):

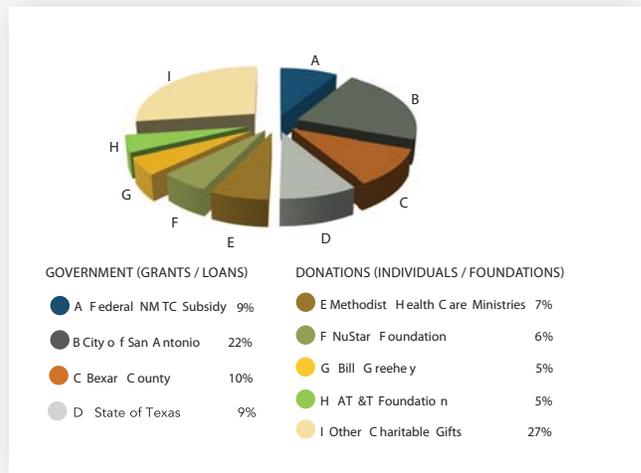
New Markets Tax Credits: Wachovia Community Development Enterprises IV and National New Markets Fund contributed \$25 million and \$15 million in allocation respectively.	\$9.2M (net subsidy)
City of San Antonio, TX: Contributed \$12.5 million and purchased the land for \$10 million, providing H4HBC with a 60 year, \$1/year lease.	\$22.5M
County of Bexar, TX: Contributed \$11 million in three grant appropriations derived from proceeds from different municipal bonds programs.	\$11.0M
State of Texas: Utilizing the general fund, the State provided \$6.1 million for the Restoration Center, and another \$3.4 million for the main campus.	\$9.5M
TOTAL GOVERNMENT FUNDING NET SUBSIDY:	\$52.2M

DONORS:

Methodist Health Care Ministries (MHM): The faith-based healthcare organization is the largest non-public source for community healthcare in San Antonio and South Texas supporting under-served residents.	\$7.1M
NuStar Foundation	\$6.0M
Bill Greehey, Chairman of the Boards of Haven for Hope, NuStar Energy L.P. and NuStar GP Holdings, LLC	\$5.2M
AT&T Foundation	\$5.0M
Other Charitable Gifts: Hundreds of smaller foundations and individual donations funded the remaining construction costs.	\$28.2M
TOTAL DONATIONS:	\$51.5M
TOTAL FUNDING:	\$103.7M

TABLE 5: PHASE I INVESTMENT OVERVIEW	
PROJECT DETAILS	
Project Timeframe	Start Date: 11/2007 ; End Date: 8/2010
Investment Date	May 18, 2009
Asset Type	Mixed-Use: Homeless Shelter, Cafeteria, Medical/Dental Clinic, Chapel and Education/Therapy
Development Type	Adaptive Reuse and New Construction
Area Developed	440,000 sq.ft., 15 buildings and courtyards on 37 acres
PROJECT FINANCING	
Financing Sources	
Capital Campaign Donations	\$51.5M
Government Subsidy	\$52.2M
Total Financing	\$ 103.7M

FIGURE 5: HAVEN FOR HOPE FINANCING



4.0 PROJECT IMPACTS

This section of the report outlines the Haven for Hope Campus project's core economic, fiscal, social/community, and environmental impacts. Table 6 provides a brief summary of the core project impacts. Sections 4.1-4.4 will describe each in detail.

4.1 ECONOMIC IMPACTS

This section explains how this development project produces positive economic impacts, such as job creation, increased wages, operational savings, area economic revitalization, etc.

4.2 FISCAL IMPACTS

This section details taxpayer subsidies and how this development produces fiscal impacts, such as tax revenues generated, taxpayer breakeven timeframe, 20-year tax payer return on investment, internal rate of return, etc.

4.3 SOCIAL AND COMMUNITY IMPACTS

This section describes the benefits that the project creates as experienced by a variety of stakeholder groups: residents, community members, staff, clients, and general public. This includes the provision of important business and community support services, social equity features, community revitalization, etc.

4.4 ENVIRONMENTAL IMPACTS

This section shows the positive environmental features and outcomes created through the facility design and construction, operational procedures, and client services.

ECONOMIC IMPACTS	
Total Permanent Jobs Created and Retained	350 (150 created; 200 retained)
Total Economic Output (20-Year)	\$532M
FISCAL IMPACTS	
Total Government Subsidy (NPV)	\$230M
Total Tax Generated (20-year)	\$22.2M
Total Benefits from Reduced Homelessness (20-year)	\$2.7B
Total Government Savings (20-Year)	\$3B
SOCIAL AND COMMUNITY IMPACTS	
Saving and Transforming Lives of Homeless and Community Residents	
Creation of a New Test Model for Treating Homelessness Root Causes	
Increased overhead and capacity and improved communications and synergy for the local Service Provider, Nonprofit, and Faith Communities	
Increased Community Health and Safety	
ENVIRONMENTAL IMPACTS	
Reduction in Co2 Emissions	15-75 tons per building annually
Reduction in Overall Water Usage	Reuses HVAC water byproduct
Adaptive Reuse	9 buildings reused
Reduction in Overall Energy Usage	✓
Use of Non-Toxic Materials Throughout the Campus	✓

4.1 ECONOMIC IMPACTS

METHODOLOGY

In establishing the effectiveness of the public investment made in the Haven for Hope (H4H) project, SDS, Economic Innovation and MR+E applied quantitative economic analysis to the project data. MR+E, which specializes in quantitative analysis, is responsible for the economic model that determined the projections for this section. The economic impact analysis provides a forecast of the project's employment and output effects on the San Antonio metro area economy. Two time periods are considered: first, a construction period that covers the development of the project from site acquisition to completion; and second, the annual recurring on-site operations.

The impacts in Table 7 are drawn from Regional Input-Output Modeling System (RIMS) II, an industry standard economic modeling program in wide use in both the public and private sectors to estimate the regional economic impacts of events and public investments. The program uses a national inputs and outputs table along with regional economic multipliers to estimate impacts. These measures estimate the changes in output, income, and employment associated with an investment in a project. (See Appendix C for further details)

Note: The numbers and amounts derived through the analysis in this section are projections based on the project and assumptions (see Appendix F). To fully understand the real impact of the project, the authors of this report recommend that the numbers be reviewed 24 months after construction completion. These new real numbers can then be re-analyzed to ascertain updated economic and fiscal projections.

EMPLOYMENT AND INCOME

CONSTRUCTION JOBS

The Haven for Hope Campus project generated approximately 300 FTE construction jobs, with average wages of \$35,000, totaling approximately \$10.5 million in payroll. These construction jobs went to local San Antonio construction workers, a majority of whom are minorities. Minority-owned construction firms were also used for the construction project.

PERMANENT JOBS

The project created 150 new permanent jobs, in addition to the 200 pre-existing permanent jobs among H4HBC and 78 partnering agencies and generates over \$116 million of payroll over 20 years.

Haven for Hope's construction and ongoing activity will generate \$532 million of total economic output over 20 years.

AREA REVITALIZATION

Catalytic economic benefits are expected due to the project's location within a designated revitalization area and the nature of the project. The Campus received a high degree of political and financial support from the City of San Antonio and Bexar County because they recognized the need to both combat homelessness and to revitalize a depressed area. H4H is not expected to dramatically increase the tax base because H4HBC and its 78 partner organizations are public sector and nonprofit entities, which do not pay income tax and sales are not generated.

CONSTRUCTION	18 MONTHS	20 YEAR TOTAL
Employee Compensation	\$38.2M†	NA
Economic Output	\$144.4M	NA
OPERATIONS	ANNUAL	20 YEAR TOTAL*
Employee Compensation	\$6.3M	\$ 116.6M
Economic Output	\$20.9M	\$ 387.3M
Value of Services	\$8.7M	\$ 160.4M
TOTALS	20 YEAR TOTAL	
Total Income	\$ 154.8M	
Total Economic Output	\$ 531.7M	
AREA IMPACTS	TOTAL	
Construction Jobs	300	
Permanent Jobs New and Retained	350 (150 new; 200 retained)	

†Compensation determined by MR+E includes both hard and soft construction costs

*Total includes 18 months of Construction and 18.5 years of Operation

4.2 FISCAL IMPACTS

The fiscal impacts analysis of Haven for Hope shows that the project will provide substantial financial returns to the taxpayers: \$2.7 billion in net taxpayer benefits over 20 years. This takes into account all publically-provided subsidy for construction and operations, as well as the fiscal benefits of the taxes generated (local, state, and federal) during construction and operations, as well as the taxpayer savings as individuals exit homelessness and end their reliance on costly public services. This \$2.7 billion in benefits generates an annual internal rate of return of 72% to the taxpayers, or these benefits represent more than 11 times the construction and operational taxpayer subsidy of \$248 million over 20 years. Within six years from the start of construction, the tax revenues generated and the taxpayer savings accrued pay for the net present value of all the construction and operational subsidies required for 20 years. The sections below detail the methodology and assumptions used to derive these amounts and percentages.

Net Taxpayer Revenues (for 20 years):	\$2.7B
Taxpayer Breakeven:	Year 6
Taxpayer ROI (for 20 years):	1105%
Taxpayer IRR (for 20 years):	72%

TAXPAYER REVENUE AND SAVINGS VS TAXPAYER SUBSIDIES

Assessing the fiscal impacts of Haven for Hope involves a complex and multi-tiered analysis. The subsidy provided by taxpayers includes the upfront construction subsidy as well as the facility's annual operational expenses which we anticipate will be supported by taxpayer dollars: city, county, state and federal. The tax revenues resulting or generated from the project, which can be viewed as the 'pay back' of the upfront and ongoing taxpayer subsidies, includes the tax revenues generated not just during the construction but also during the ongoing operations of the facility over 20 years. The more complex analysis lies in measuring the savings to taxpayers that result from homeless persons successfully exiting their homeless status through services received at Haven for Hope. These taxpayer costs include medical

care, emergency medical assistance, crisis services, and incarceration, and their use is reduced upon a homeless person becoming more self-sufficient. Table 9 provides a synopsis of the overall subsidies, revenues and savings. How these are derived is detailed in the sections below.

TAX REVENUES AND TAXPAYER SAVINGS		\$3.0B
Construction Tax Revenues:		\$ 6M
Operational Tax Revenues:		\$18M
Taxpayer Benefits of Reduced Homelessness:		\$2.9B
TAXPAYER SUBSIDIES		\$248M
Facility Construction Subsidy:		\$ 52M
Facility Ongoing Operational Subsidies:		\$196M
NET TAXPAYER REVENUE		\$2.7B

TAXPAYER SUBSIDY

The analysis of the subsidies used for Haven for Hope include two time periods:

1. Construction: acquisition and construction costs
2. Operations: annual recurring costs

Table 10 shows the net taxpayer subsidy to pay for the construction and Haven for Hope facility operations over 20 years is \$230 million. The sections below detail how these amounts were calculated.

SUBSIDY	20-YEAR NET PRESENT VALUE (NPV)
Construction	\$ 48M
Operations	\$182M
Total Taxpayer Investment Subsidy	\$230M

TAXPAYER CONSTRUCTION SUBSIDY/INVESTMENT

The Haven for Hope Phase I cost for land and construction is \$103 million. The net present value of the taxpayer subsidy in 2010 dollars, including all local,

state and federal subsidies contributed to the project, as shown in Table 11, totals \$48.3 million.

GOVERNMENT SOURCE	SUBSIDY (CONSTRUCTION)	NPV
NMTCs ²²	\$ 9.2M	\$ 8.5M
State of Texas	\$ 9.5M	\$ 8.8M
Bexar County	\$ 11M	\$ 10.2M
City of San Antonio	\$ 22.5M	\$ 20.8M
Total Taxpayer Investment Subsidy	\$ 52.2M	\$ 48.3M

TAXPAYER OPERATIONAL SUBSIDIES

The largest investment taxpayers are making in the Haven for Hope campus is not the \$52.2 million subsidy for the land and construction costs – it is the ongoing annual operational subsidies required to operate the facility. As detailed in Table 12, The Haven for Hope campus has an annual operational budget of \$9.7 million for its four key operational divisions.

\$8.2 million annual operational subsidy needed for the facility

The rent generated from partner tenants is approximately \$1.5 million; these funds go towards the facility's operational expenses. Thus the remaining operational expenses are \$8.2 million per year (2010 dollars). While only a few of the longer-term sources have been committed, such as the city of San Antonio's 38 year commitment to provide \$2 million annually, our analysis, in seeking to be conservative, assumes the remaining \$8.2 will also need to be provided by government/taxpayer sources (even though some portion is likely to be covered by private and foundation donations). For the analysis, we have used a 20-year timeframe starting in the year construction started 2009 (Year 1). The first 18 months entailed the construction phase, a period when operational subsidies were obviously not used. The operational subsidies needed during the 20 year period and adjusted for inflation are \$196 million.

System:	I. Campus Operations Partner Services	II. Life Safety	III. Case Management Social Work	IV. General	TOTAL
STAFF	30	40	42	11	123
SERVICES	<ul style="list-style-type: none"> Repairs Upkeep Information Technology <p>Haven for Hope training courses</p> <ul style="list-style-type: none"> Custodial Grounds Events Painting Utilities 	5 contractors Security specializes in handling homeless and their specific needs and issues	Intake Case Management Tracking Software	Finance Human Resources	All Services
COST	\$3.3M	\$2.1M	\$3.2M	\$1.1M	\$9.7M

TAXPAYER REVENUES AND SAVINGS

TAXPAYER REVENUES/SAVINGS	20-YEAR NPV
Taxpayer Revenues from Construction	\$ 5.6M
Taxpayer Revenues from Operations	\$16.5M
Taxpayer Benefits of Reduced Homelessness	\$ 2.7B
Total Taxpayer Revenues and Benefits	\$ 2.7B

While the taxpayers are clearly investing a substantial amount to construct and operate the Haven for Hope facility, \$230 million (2010 NPV) over 20 years, it is critically important to account for the taxpayer revenues and benefits that will result from the Haven for Hope activities. There are three sources of taxpayer revenues and benefits accounted for in this analysis. As Table 13 illustrates, these three areas of tax revenue/saving generated a net \$2.7 billion over 20 years. The sections below detail how these amounts were derived.

TAXPAYER REVENUES

METHODOLOGY

The impacts outlined in Table 14 and 15 are derived by the analysis team by utilizing the Regional Input-Output Modeling System (RIMS) II. RIMS II was developed and is managed by the Bureau of Economic Analysis (BEA) incorporating BEA's national inputs and outputs table, which shows the input and output structure of nearly 500 U.S. industries along with regional economic multipliers to show a region's industrial structure and trading patterns. These measures estimate the changes in output, income, and employment associated with an investment in a project. RIMS II is an economic modeling program in wide use in both the public and private sectors to estimate the regional economic impacts of events and public investments. See Appendix C for more detail on the RIMS II system.

CONSTRUCTION REVENUES

The tax revenues generated by the \$103 million of construction costs totals \$6.1 million in local, state, and federal tax revenues (Table 14) during the 18 months of construction. These revenues are primarily the income taxes paid by the construction companies and their workers.

TAX LEVEL	REVENUE
Federal	\$ 6M
State	\$ 14K
Local	\$127K
TOTAL	\$6.1M

OPERATIONAL REVENUES

The local, state, and federal tax revenue generated from facility operations, accounting for inflation averages \$900,000 annually, or a net \$16.5 million (net present value) over 20 years (Table 15).

TAX LEVEL	YEAR 1 OPERATIONS	TOTAL 18.5 YEARS (NPV)*
Local	\$0.1M	\$ 2.0M
Federal	\$0.7M	\$14.5M
TOTAL	\$0.8M	\$16.5M

*Accounts for Inflation

The tax revenues in the analysis are generated primarily from the wages of employees on site as the ownership of the facility is a 501(c)(3) nonprofit. These revenues are generated at the federal and local level as Texas does not have a state income tax. For the analysis, only the 150 new employees, not the 200 retained employees of on-site partners who were relocated from other parts of San Antonio, are included. The total operational revenues over the 20 year period also only account for an 18.5 year period given the 18 months of construction.

TAXPAYER SAVINGS

TAXPAYER SAVINGS	AVERAGE ANNUAL SAVINGS	TOTAL 18.5 YEARS (NPV)
Benefits from Reduced Homelessness	\$148M	\$ 2.7B

Haven for Hope generates substantial taxpayer benefits in its first 20 years: \$2.7 billion (NPV). An important consideration was determining the appropriate public-sector savings that occurs when an individual becomes self-sufficient. The taxpayer savings is the most significant fiscal impact quantified. As an example of this, the taxpayer savings became apparent even before Haven for Hope became fully operational. The Center for Health Care Services, the 501(c)3 which runs H4H's Restoration Center, opened ahead of the full campus in 2008 and conducted a 12-month study interviewing publically paid for services to determine taxpayer savings resulting from Haven for Hope to the City of San Antonio and Bexar County (Appendix H). Based on 1,900 homeless intakes 2008-2009, in less than 18 months the on-site Detox Center had already diverted \$12 million in costs away from existing publically-funded services, as shown in Table 17. The free clinics have served over 15,000 with medical, vision, and dental services worth \$2 million. These are only a few of the savings accounted for. The analysis below seeks to quantify the wider array of savings over the 20 year period.

	EMERGENCY ROOM (PRE-DETOX CENTER)	HAVEN FOR HOPE - DETOX CENTER
Intake Percentage	100%	98% (2% require the Emergency Room)
Police Process Time	1-6 hours	15 minutes
Overdose Deaths	1 every 45 days	None since it opened April 2008
Cost	\$1,200 plus cost of treatment	\$35

Savings to Date: \$12M

In quantifying the longer-term taxpayer savings from Haven for Hope, time was spent with program operators to formulate realistic assumptions which include:

- Of the 1,600 total spaces each night, around 1,350 will be used each night.
- 120 day average length of stay means that about 4,000 unique individuals will be served annually.
- 30% graduation rate (while graduation estimates were initially provided in the 40-50% range, the analysis team used a more conservative estimate for this model). The resulting graduate impacts are categorized as follows:

Accelerated Exit:

Graduates who would have likely exited their homeless situation by attending other programs or receiving other services. In this case, we calculate the annual benefit from each graduate across three years. On average 8% of the graduates are assumed to have an Accelerated Exit.

Partial Exit:

But for Haven for Hope these graduates would have remained homeless; however this portion has recidivism. We calculate the annual benefit from each graduate across seven years. On average 41% of the graduates are assumed to have a Partial Exit.

Lifetime Exit:

But for Haven for Hope, these graduates likely would have remained in a state of homelessness or in and out of homelessness for the rest of their life. Based on age at graduation and life expectancy, the average annual benefit of each graduate is calculated across 40 years. As the analysis is only for a 20 year period the full lifetime taxpayer savings is not fully accounted for and therefore understated. On average 51% of the graduates are assumed to have a lifetime exit.

In determining the appropriate 'savings' amount to be used for each person exiting homeless as a graduate of the Haven for Hope program, the analysis team sought to understand the analyses already conducted around the country and to ensure that conservative

amounts were used. Of the many studies conducted in the field of homelessness, and the wide range of those initially reviewed by our analysis team, a smaller subset was more specifically focused on for this analysis.²⁵ The range of savings was broad, with some studies such as a two-year University of Texas survey, showing the publically-supported costs of a homeless person being \$14,000 dollars per individual, and studies such as the one conducted by University of California, San Diego Medical Center, showing costs of over \$100,000 per year for an individual. The difference and vast disparity was often a direct result of the specific populations under observation within the respective study. For the above examples the former focused on only a few specific costs primarily on overnight jail cost savings, and thus not the broader array of savings for medical and other purposes; the latter example focused on emergency room visits and hospital costs.

One of the more recent studies of more than 48,000 individuals in Los Angeles had both a substantial sample size as well as a more wide-ranging homeless population with similarities to San Antonio, particularly relative to homeless veteran populations. This study found that while at the high end a homeless individual uses more than \$105,000 of public-sector services a year, including emergency room, jail and other crisis services, the average for the larger homeless population was closer to \$18,000. For the analysis of this report, we utilize \$18,000 as the average level of savings. In addition to reviewing the national studies looking at cost savings, the analysis team had extensive discussions with both past and current senior management of Haven for Hope as well as with professionals in the field of homeless services.

This model showed that over 20 years (18.5 years of actual operations), the taxpayer savings due to moving individuals out of homelessness are nearly \$3 billion. We should note that a number of other factors that would have increased the net taxpayer benefits, but were not factored into this model, include: savings during the time individuals are being provided with Haven for Hope services and therefore not utilizing other taxpayer supported services and future incomes and income taxes generated by program graduates.

Both factors would have increased the revenues recouped by taxpayers through their investment.

THE TAXPAYERS AND THEIR RETURN ON INVESTMENT

 **TABLE 18: TAXPAYER RETURN²⁶**

Net Taxpayer Revenues (for 20 years):	\$2.7B
Taxpayer Breakeven:	Year 6
Taxpayer ROI (for 20 years):	1105%
Taxpayer IRR (for 20 years):	72%

METHODOLOGY

The total Taxpayer Return on Investment was calculated with an accounting based approach that used existing fiscal policy, current tax rates at local, state, and federal levels.²⁷ Three levels of government revenues were accounted for: federal, state of Texas, and the city of San Antonio. The value of anticipated revenues was then compared to the capitalized value of the total public support for the project. Further assumptions regarding methodology are in Appendix G.

TAXPAYER BREAKEVEN, RETURN ON INVESTMENT, AND INTERNAL RATE OF RETURN

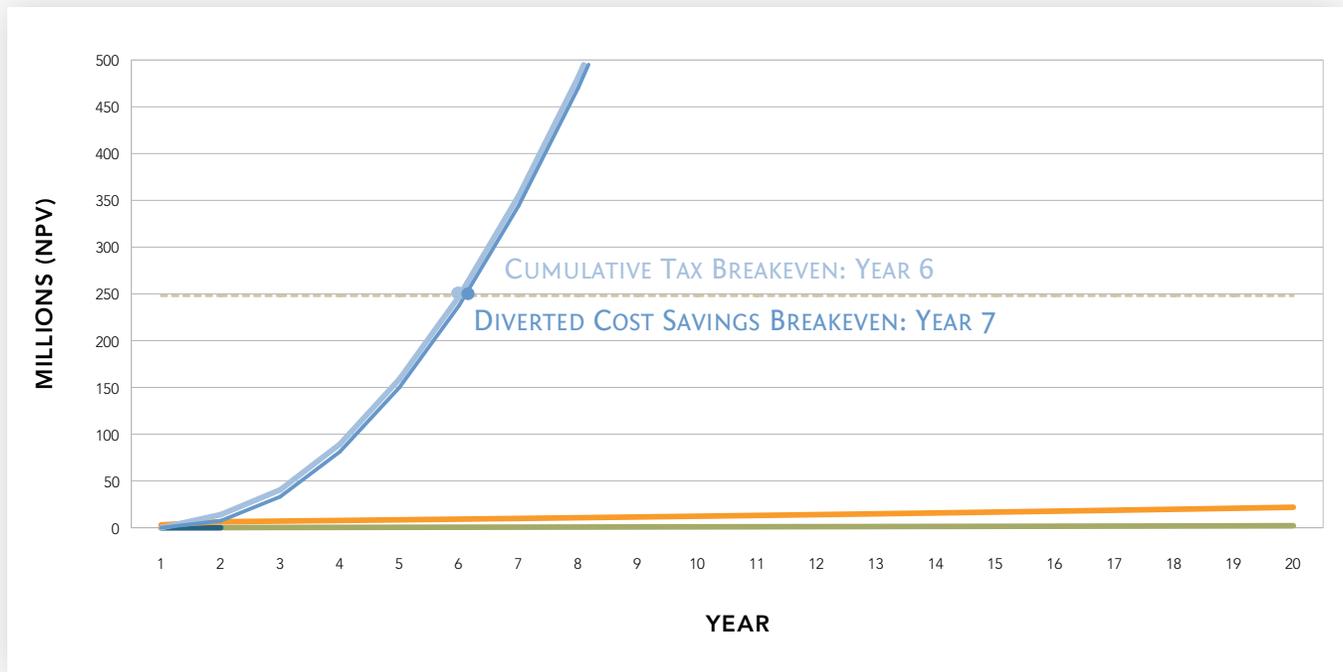
The payback to the taxpayers' investment/subsidy is substantial. The 20 year cumulative analysis in the sections above shows Net Taxpayer Revenues and Savings of more than \$2.7 billion, which translates into a Breakeven point for the taxpayers in Year 6, a Return on Investment of more than 1100%, and an Internal Rate of Return (IRR) of 72% (annualized return). As Figure 6 illustrates, the driver of the taxpayer benefit comes from the savings derived from diverting individuals away from a lifetime of being homeless and utilizing costly publically supported services.

While the team undertaking this analysis sought to use conservative estimates for these calculations, it should be noted that these taxpayer benefits are driven by the magnitude of the impact of taking one homeless person off the street and saving \$18,000 per year across multiple years within the 20 year model. If the level of actual graduates is substantially lower than estimated (30%)

or a lower annual taxpayer savings is used, the Taxpayer Return is significantly impacted as these factors drive the taxpayer benefits more than tax revenues generated by construction or new permanent jobs. However, even when using much lower estimates for the graduation rate and the taxpayer savings amount, the taxpayer benefits are still considerable. For example, reducing both the graduation rate and the taxpayer savings by a full 33%, such that the graduation rate is 20% and the

taxpayer savings is \$12,000 (annually), the Breakeven is Year 9, the ROI is 455%, and the Fiscal IRR is 45.1%. These numbers still underscore the dramatic taxpayer benefit when homeless programs are successfully implemented. The full extent of the taxpayer benefits will only be fully determined and understood by thoroughly tracking and reporting on those participating and exiting the program.

FIGURE 6: TAXPAYER RETURN ON INVESTMENT ²⁷



- Local Taxes
- Federal Taxes
- Cumulative Taxes (federal, state, local) and Savings
- State Taxes
- Taxpayer Investment Subsidy Breakeven (NPV)
- Diverted Costs

4.3 SOCIAL AND COMMUNITY IMPACTS

The Haven for Hope Campus provides substantial public benefit to both the thousands of homeless residents directly served on-site as well as to the larger San Antonio community.

COMMUNITY HEALTH AND SAFETY



The campus development revitalized an underused run-down industrial area into a more vibrant state-of-the-art campus, where homeless and other needy residents find sup-

portive services. The H4H campus is leading to an overall improvement in the downtown west-side San Antonio area. Thousands of homeless previously frequented the area without easy access to services, relying on local charities to provide meals. The area was considered depressed and unsafe with vacant buildings and a high incidence of drug usage. H4H is dramatically improving the surrounding area through elimination of vacant, derelict properties and a former waste dump; all formerly frequented by homeless and substance abusers. H4H in essence serves as a stabilizing anchor tenant for the community. The integration of San Antonio Police, new modern construction, and increased lighting serve to improve safety in the larger West-Side Downtown San Antonio Area.

“With fewer people sleeping under bridges, in parks and outside commercial businesses’ front doors, downtown property owners will be able to lease more buildings, reducing the vacancies that are turning into eyesores.”

- MARCO BARROS, PRESIDENT AND CEO OF THE SAN ANTONIO AREA TOURISM COUNCIL.

The Haven for Hope Campus revitalizes the physical neighborhood in San Antonio’s West Side and provides needed community infrastructure. By providing a large,

TABLE 19: SOCIAL IMPACTS
Renovation of vacant, derelict buildings
Decrease in homelessness and substance abuse on the streets
Reduce inappropriate use of incarceration and emergency room
Law enforcement will be more efficient, increasing public safety
Medical and educational services available to the community
Construction of new high quality buildings leads to revitalized neighborhood

sanctioned location for homeless to receive services, the larger downtown area benefits in several fundamental ways.

PUBLIC-HEALTH

- The 78 non-profits that operate on-site provide an array of counseling, substance-abuse, medical, educational, and vocational services for the larger community.
- Homeless, mentally-ill, substance abusers, and low-income local residents can access health and counseling services in one location where they received more effective services, leading to better public-health.
- H4H’s improved delivery of services drastically reduces the impact on public systems – police and ambulatory services are freed-up to focus on more critical emergencies.
- The project cleaned up a local waste dump previously located on-site.



Since its inception the following has occurred on-site:

- 1,900+ have entered the campus;
- 6,300 medical care visits;
- 7,700 dental appointments; and
- 1,200 vision exams/care.

SAFETY

- The drop in substance-abusing homeless in the area makes the streets safer.
- H4H includes several attractive, high quality, modern design buildings as well as the renovation of abandoned buildings, leading to a new perception that the area is less crime-ridden and safe to visit.

H4H also improved the local economy through 300 temporary construction jobs and 350 new permanent jobs, leading to increased traffic in area businesses. The campus also hosts one-time community center events, including a charity event which started its marathon on the campus, and a free backpack giveaway that provided free school supplies. Members of the campus have also taken part in revitalization by removing graffiti in the area. The surrounding community is now much more active and appealing now that the campus buildings have replaced the vacant warehouses.

GLOBAL SERVICES REPORT

The Empowered Case Management (ECM) software system utilized by Haven for Hope to track the outcomes of its programs will provide rich data to assess its success. It will provide an entirely new data source to examine the approach to treatment of the homeless for national study. No other program will produce such a wealth of data. St. Louis Continuum of Care is under contract to roll out the system 1st Quarter next year and several others are in negotiation. (For a sample report see Appendix I)

4.4 ENVIRONMENTAL IMPACTS

TABLE 20: ENVIRONMENTAL IMPACTS
LEED Certification
Approximately 8% Reductions in Electricity Use in Buildings
15- 75 Tons of Co2 Emissions Reduced Annually at Each Building
Tons of Building Materials Saved from Landfills through Adaptive Reuse
Promotion of Sustainable Building Practices
Environmental Remediation of a Trash-Bin Storage Facility
Improved Air Quality

The Haven for Hope Campus was designed and built with the goal of incorporating energy saving features and minimizing landfill waste. This approach is in keeping with the City of San Antonio's city-wide Mission Verde environmental sustainability program begun under Mayor Hardberger. The campus incorporates technologies which decrease energy and water consumption, and associated CO₂ emissions. The adaptive reuse of buildings allowed for the conservation of construction materials and waste from existing buildings that would otherwise go to landfills. The area also housed a local waste dump. The damage has been contained and the area cleaned. Furthermore, the use of many nontoxic building and cleaning materials translates to improvements in air and water quality.



ENERGY SAVING, WATER SAVING, AND NON-TOXIC MATERIALS

New and existing buildings incorporate a variety of technologies which lower the need for electricity and water. Energy Star® Roofs, double pane/low E glass, the use of natural lighting, and high-efficiency air cooling and heating technologies have been incorporated into several buildings as well as insulation, sensors, and the elimination of climate control in unfrequented areas. Each building will have an area for recycling and will recycle plastic, glass, paper, Styrofoam and cardboard. Due to the campus' size, the recycling project will be one of the largest in the city.

Campus heating, ventilation, and air conditioning (HVAC) systems are designed to exceed the minimum requirements of the 2001 International Energy Conservation Code (IECC), the International Residential Code for energy efficiency, which the State of Texas adopted in 2000. The following are estimated energy savings:²⁸

- Men's and Women's / Family Residential Buildings use 8% less electricity than allowable under the IECC code.
- The Transformational Center saves 86,410 kWh annually (65 tons of carbon), through better designed lighting.
- The Child Care Center saves 17,496 kWh annually (13 tons of carbon), through better designed lighting.

The water produced as a by-product of the air conditioning is reused to water the grass. Additionally, carpets, floors and furniture incorporate recycled content and low-VOC materials, which lead to improved air quality for staff and residents. The project is also actively working to determine whether solar installation is viable.



BEFORE: Abandoned Radio Cap Co., Inc. warehouse



AFTER: The Transformational Center

ADAPTIVE REUSE

Significant environmental impacts were achieved through the deliberate adaptive reuse and rehabilitation of existing building stock. New development was only undertaken where absolutely necessary to comply with building codes and/or where costs prohibited reuse (residence halls, courtyard, and the chapel). The design team chose adaptive reuse over demolition (which adds to landfills) and new construction for several buildings to support the environmental benefits. Reuse also saved them the cost of hauling away and disposing of the existing structural materials.

Beyond the intensive building reuse, the entire H4H site required moderate soil remediation because of a trash bin storage facility previously located on-site. This clean-up effort has revitalized a part of San Antonio that otherwise would suffer from a lack of economic development. H4H undertook all necessary remediation activities to clean the property, though it is still undergoing work with the Texas Commission for Environmental Quality (TCEQ) and will continue to monitor soil conditions.

APPENDICES



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APPENDIX B: CREDENTIALS OF REPORT COLLABORATORS

STRATEGIC DEVELOPMENT SOLUTIONS, LLC

Strategic Development Solutions (SDS) creates innovative business and investment strategies that foster economic opportunity in low-income communities and promote positive environmental impacts. SDS develops innovative market-driven approaches to promote economic development. SDS has built and capitalized more than \$2 billion of Double and Triple Bottom Line private-equity funds with its affiliated partner Economic Innovation International, Inc. The three bottom lines of these funds are: (1) market rates of return, (2) positive community/social impacts, and (3) environmental sustainability. Further, the two firms jointly manage the \$125 million National New Markets Fund, LLC, an allocation of federal tax credits for real estate projects in low-income communities.



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MR+E

With over 20 years of experience, MR+E has participated in a broad range of economic development and planning projects. In particular, the firm has worked intensively on issues surrounding the formation of urban and regional development strategies and the role of infrastructure and public improvements in economic development. With a strong background in public policy analysis, the communication of economic development goals to community stakeholders, the work of the firm has focused on the following interrelated disciplines: general plan economics, economic and fiscal impact analysis, redevelopment and community facilities, culture/heritage/historic preservation.



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APPENDIX C: REGIONAL INPUT-OUTPUT MODELING SYSTEM (RIMS) II

SDS and David Bergman undertook an Economic and Fiscal impact analysis based on the anticipated gross impacts of the project using RIMS II along with a fiscal analysis based on existing tax rates in San Antonio. Below is a list of terms used in this report.

METHODOLOGY

RIMS II is an inputs-outputs modeling system that is widely used by both the public and private sectors to estimate the regional economic impacts of events and public investments. Using data from national inputs and outputs table (I-O table) from the Bureau of Economic Analysis (BEA) as well as the BEA's regional economic accounts (used to adjust the national table to better represent the region's industrial structure and trading patterns), RIMS II is a cost effective way to generate regional multipliers used for impact analysis. Users of RIMS II must provide geographically and industrially detailed information on the initial changes in output, earnings, or employment that are associated with the project. The multipliers can then be used to estimate the total impact of the project on the regional output, earnings and employment.

ACCURACY

Multipliers generated by the RIMS II model are statistically similar to those generated by expensive surveys. A comparison of 224 industry-specific multipliers from survey-based tables for Texas, Washington, and West Virginia shows that RIMS II average multipliers overestimated the average multipliers from the survey-based tables by approximately 5 percent.*

ADVANTAGES

Data used to calculate RIMS II multipliers is readily accessible, which makes it possible to estimate economic impacts without performing expensive regional surveys. In addition, the data inputs have a high level of detail, making it possible to avoid aggregation errors that occur when industries are combined. Furthermore, the BEA data are updated to reflect the most recent local-area data

ECONOMIC IMPACT PROJECTIONS:

Direct Economic Impact: Direct economic impact represents expenditures made by a project, including the wages and salaries of project employees. For each project in which NNMF invests, it calculates the direct impact of the project during construction and operations using RIMS II.

Note: Once we have the actual numbers from the project, we replace these estimates with real numbers.

Indirect Economic Impact: The injection of new money by a project results in a ripple effect, or multiplier, that creates income and jobs for individuals not directly associated with the project. Indirect impact represents a project's impact on the region's economy relative to its impacts on other businesses and industries. For example, a project may purchase supplies from several companies in the region. These businesses receive this income and spend it in the region which leads to income and expenditures by other businesses and individuals.

Induced Economic Impact: Induced economic impact is a ripple effect that is represented by changes in spending from households that may or may not be directly or indirectly associated with the project. For example if a project employee spends a part of her salary on an electronic purchase, which then leads to the electronic store employees to spend part of their salaries on clothing, and so on.

Secondary Impact: Secondary impact includes both indirect and induced effects. These result from circulation of the initial spending through the local economy and are captured by the multipliers.

Output: Represents total production or revenue. Direct, indirect and induced output projections can be made.

* Sharon M. Brucker, Steven E. Hastings, and William R. Latham III, "The Variation of Estimated Impacts from Five Regional Input-Output Models," *International Regional Science Review* 13 (1990): 119-39.

APPENDIX D: PARTNER ORGANIZATIONS

TIER I PARTNERS	SERVICE PROVIDED
American GI Forum (AGIF)	Homeless veterans housing, job training
Center for Health Care Services (CHCS)	Rehab and counseling services, crisis care, PCY, IHRP
CentroMed	Primary care medical services, medical case management
I Care Services	Vision screening and corrective eyewear
San Antonio Christian Dental Clinic	Dental services
San Antonio Housing Authority (SAHA)	Housing Vouchers
San Antonio Food Bank	Food services, culinary arts training program
SAMMinistries	Residential services; job training, employment services
Society of St. Vincent de Paul	Food services PCY
YMCA	Child care center and after school program
TIER II PARTNERS	
AARP	Senior employment placement programs; job training
Alamo College District (ACCD)	Preliminary enrollment services
Alamo Labor Properties	Job training, skill development and placement
Alpha Home	Female substance abuse service (inpatient/outpatient)
Anger Solutions Network, Inc.	Anger management classes
Catholic Charities	ID recovery, transportation
Christian Assistance Ministries	ID recovery program PCY; safety net program
Clarity Child Guidance Center	Children's mental health care
COSA DCI Housing Program	Fair housing program
COSA Municipal Court	Court liason; warrants clinic
Family Financial Fitness	Financial education, personal financial literacy
Family Services Association	SSI/SSDI, parent education
Family Violence Prevention Services Inc. (Community Based Counseling)	Individual & group counseling for homeless and victims of domestic violence
Goodwill Industries	Job training/placement
Lifetime Recovery	Male substance abuse services (inpatient/outpatient)
Our Lady of the Lake University (OLLU): Community Counseling & School of Social Work	Individual, couple, and family counseling and psychotherapy; social work interns
Pay It Forward	Housing for sober living
Prevent Blindness	Eye care education, vision screening
Rape Crisis Center	Counseling/crisis intervention for sexual assault victims: family, individual, and children
San Antonio AIDs Foundation (SAAF)	HIV/AIDS education, testing and hospice
San Antonio Family Endeavors (SAFE)	Job training, resume writing, job placement
San Antonio Independent Living Services (SAILS)	Social Security disability benefits; ADA education
San Antonio Independent School District (SAISD)	Adult/early child Education services

San Antonio Housing Authority (SAHA)	Housing vouchers
Service Employment Redevelopment Jobs (SER)	Job placement/case management
Spectrum Health Club	Nutrition class, exercise program, fitness facility support
St. Mary's University – Legal Clinical Program	Civil and immigration law, criminal law assistance, warrants clinic
Texas Department of Assistive and Rehabilitative Services (DARS)	Disability workforce services, placement, support and training
Texas Rio Grande Legal Aid	Civil and criminal legal services
University of Incarnate Word: Feik School of Pharmacy & Nursing Program	Medication reconciliation, adherence and education; hygiene education and skills with children
University of Texas-San Antonio: School of Social Work	Social work interns
University of Texas Health Science Center-Service Learning	Focus groups and workshop implementation
Veterans Administration	Case management and housing options for veterans, vet justice outreach
Voices for Children	Convene stakeholders concerned with children's issues
COMMUNITY REFERRALS	
Arms of Hope	Faith-based residential group care, mother and child care
Avance	Parent/health education classes
Bexar County Detention Ministries	Faith-based substance abuse recovery classes
Bexar County Family Justice Center	Assist Victims of Domestic Violence
Boys & Girls Club	Programs & activities for youth/summer programs
Bridges to Life	Faith-based programs for repeat offenders
Child Protective Services (CPS)	Child welfare services
Childsafe - SA	Child abuse prevention, education, & resources
Chosen Solutions	Private assisted living for elderly and disabled
CHRISTUS VNA Hospice & Palliative Care of San Antonio	Hospice services and campus nurse visits
COSA Metro Health Department	City medical liaison
Cross Point Inc.	Ex-offender assistance (housing/job placement)
Daisy Cares Pet Program	Pet food & basic pet medical care program
Dress for Success	Clothing assistance for men/women entering workforce
Family Justice Center	Assist victims of domestic violence
Good Samaritan	Social resources, programs and services for high-risk youth & families
La Paz	Counseling services / day treatment for mental health
Midcoast Family Services	Mental health and dependency treatment and case management
Respite Care of San Antonio	Children's respite care services
Seton Home	Pregnant teen program for 20 year olds and under
Stand Up For Kids	Runaway teen search program and support
Texas Department of Criminal Justice: Parole / Probation Division	Probation issues and parole assistance

COMMUNITY PARTNERS	
San Antonio Congregation of Churches	Faith community assistance
San Antonio Police Department	Security assistance
Salvation Army	Safety net assistance
Texas Workforce Commission	Job placement
Church Under the Bridge	Feeding and ministry
San Antonio Non-Profit Councils	Non-profit / lobbying assistance
HUD (Housing Placements)	Housing
COSA Parks and Recreations	Job training, service hours support
Social Security Administration	Social security benefits
United States Postal Services	Postal assistance
University of Texas Health Science Center-Dental School	Dental services
University Hospital System	Hospital and mental health services

APPENDIX E: THE SEVEN GUIDING PRINCIPLES OF TRANSFORMATION – MOVING FROM ENABLEMENT TO ENGAGEMENT

1. Move to a Culture of Transformation (versus the Old Culture of Warehousing):

Homeless individuals must be engaged and no longer enabled. Everybody within the services delivery system (eg general public, media, elected politicians, appointed officials, monitors, boards, staffs and volunteers of service agencies and most importantly the homeless themselves) must embrace a culture of transformation. A culture, that through the help of others, homeless individuals can transform and integrate themselves back into society. For moral and fiscal reasons, homelessness must become an unacceptable condition that is not tolerated in the USA.

2. Co-location and Virtual E-integration of as Many Services as Possible:

In order to increase success, all services within a service area must be e-integrated. Virtual e-integration improves coordination of services, enhances performance, reduces “gaming” of the system, engages individuals on the margin of society and increases cost efficiencies within and between agencies. Furthermore, whenever financially possible, services should be co-located. Co-location goes beyond virtual e-integration by increasing the number of “service hits” into a shorter period of time through the reduction of wasted time in transit and minimization of mishandled referrals. Co-location also increases the supportive “human touch.”

3. Must Have a Master Case Management System That is Customized:

Because there are so many different service agencies helping homeless individuals (eg government at multi-levels, non-profits and faith-based), it is critical that ONE person coordinates the services an individual receives and to do so in a customized fashion. The types of service provided is critical, but what is more important is the sequencing and frequency of customized services.

4. Reward Positive Behavior:

Positive behavior of individuals should be rewarded with increased responsibilities and additional privileges. Privileges such as higher quality sleeping arrangements, more privacy and elective learning opportunities should be used as rewards. It is important that these rewards be used as “tools” to approximate the “real world” in order to increase sustainable reintegration into society.

5. Consequences for Negative Behavior:

Too often there are no consequences for negative behavior of individuals. Unfortunately, this sends a message that bad behavior is acceptable. Within the transformational process, it is critical to have swift and proportionate consequences.

6. External Activities Must be Redirected or Stopped:

External activities such as “street feeding” must be redirected to support the transformation process. In most cases, these activities are well-intended efforts by good folks; however, these activities are very enabling and often do little to engage homeless individuals.

7. Panhandling Enables the Homeless and Must Be Stopped:

Unearned cash is very enabling and does not engage homeless individuals in job and skills training which is needed to end homelessness. Additionally, more often than not, cash is not used for food and housing but is instead used to buy drugs and alcohol which further perpetuates the homeless cycle. Homeless individuals who are panhandling should be engaged into the transformational process. Furthermore, most panhandlers are not truly homeless but are preying on the good nature of citizens to get tax free dollars.

APPENDIX F: CIVIC LEADERS RESPONSIBLE FOR CREATING AND FUNDING THE HAVEN FOR HOPE CAMPUS

The following six individuals played a pivotal role in advancing the Haven for Hope project. The \$100M transformational homeless campus would not have been possible without their vision, determination, wisdom and perseverance.

MAYOR PHIL HARDBERGER:

Phil Hardberger served as the mayor of San Antonio, TX between 2005 and 2009. Hardberger attended Baylor University then began his career by joining the U.S. Air Force, where he served as a Captain. He later became executive secretary of the Peace Corps during the administration of U.S. President John F. Kennedy, then special assistant to the director of the U.S. Office of Economic Opportunity under President Lyndon B. Johnson. He was later appointed Associate Justice and then Chief Justice of the Fourth Court of Appeals of the State of Texas.

Hardberger, widely viewed as one of San Antonio's most successful mayors, was instrumental in leading San Antonio's strong response to Hurricane Katrina and Rita, inviting victims to relocate in San Antonio. Mayor Hardberger also oversaw growth in San Antonio's park space with the acquisition of Voelcker Park and the new San Antonio River expansion. Hardberger was key to the inception of Haven for Hope as a new city facility for San Antonio's growing homeless population. During his two terms in office he was responsible for redeveloping Main Plaza to restore the city's original downtown center of government and society (dating to Spanish territorial days), and for helping position San Antonio as an environmentally sustainable city with the Mission Verde initiative.

Mr. Hardberger is a current shareholder at Cox Smith, the largest law firm in San Antonio and a leading Texas business law firm. Hardberger is active in the firm's litigation, appellate, Public Law, and Economic Development practices. Mr. Hardberger is also active in the firm's external affairs and community relations division. In this role Mr. Hardberger continues to support initiatives that improve the quality of life for City of San Antonio residents.

BILL GREEHEY

Bill Greehey is Chairman of the Board of NuStar Energy L.P., and NuStar GP Holdings, LLC. NuStar Energy is one of the largest asphalt refiners and marketers in the U.S. and the third largest independent liquids terminal operator in the world (Valero GP Holdings, LLC was formed as the general partner for Valero L.P. in 2006, assuming the NuStar name in 2007 as part of their separation from Valero Energy). Under Mr. Greehey's leadership, NuStar, formerly known as Valero L.P., has grown from 160 employees with \$400 million in assets and \$46 million net income in 2001, to 1,750 employees with \$4.5 billion in assets and over \$254 million net income in 2008. The company was named the No. 1 best large company to work for in Texas, and is a top Texas employer. Company employees completed a record United Way campaign in 2008 with a top national per capita gift and a record 43,000 hours in community volunteering where NuStar has operations. Mr. Greehey and Valero were featured on the cover of Philanthropy magazine in September 2003.

In 2004, Mr. Greehey established the Greehey Family Foundation which has since donated tens-of-millions of dollars in grants to worthy charities, including a \$25 million grant to the University of Texas Health Science Center to fund research and treatment for children's cancer. Mr. Greehey serves as Chairman of the Boards for Haven for Hope, the Trustee Board of the United Way of San Antonio and Bexar County and the Southwest Foundation for Biomedical Research Board.

In 2009, Mr. Greehey was presented with the Outstanding Volunteer Fundraiser Award by the Association of Fundraising Professionals because of his recognized skills in coordinating and motivating groups of volunteers for noteworthy projects. A native of Fort Dodge, Iowa, Mr. Greehey served four years in the United States Air Force.

PATTI RADLE

Patti Radle is the co-director of Inner City Development, a non-profit and completely volunteer-run organization, providing emergency food and clothing year-round for more than 70,000 families as well as a daily summertime recreation and free lunch program for children. The mission of this organization that serves an impoverished neighborhood is to lift the dignity of the individual. This is done by providing critical, supportive, basic life services and inspires participation in the betterment of their neighborhood through volunteerism. All programs offered are run by volunteer efforts.

ROBERT MARBUT JR.

Robert G. Marbut Jr. was until recently President and CEO of Haven for Hope in San Antonio, and a tenured professor of government and criminal justice at Northwest Vista College. His experience includes serving as a White House staffer in the Executive Office of President George H. W. Bush, a White House Fellow in the Office of National Service. Marbut also served as Chief of Staff for Special Projects and Politics for Mayor Henry Cisneros and held lecturer positions at the University of Texas at San Antonio, Texas State University and the University of Incarnate Word. Dr. Marbut also spends time traveling around the country to speak about the seven guiding principles. He has also served as a city councilmember and Mayor Pro-Tem of San Antonio. Marbut was elected to a senior position with the U.S. Olympic Committee (USOC) as the new Chairman of the USOC's National Governing Body. He holds several degrees, including a doctorate in government from The University of Texas at Austin.

STEVE OSWALD

Steve Oswald, as CFO of Haven for Hope in San Antonio, has led the efforts to finance the \$100 million campus as well as establish a sustainable funding model for ongoing annual operations. Mr. Oswald's outreach efforts are critical to maintaining relationships with non-profit partners, charitable foundations and elected officials. Prior to working at Haven, Oswald had a successful career in finance with AT&T for 28 years before retiring in 2008. Oswald spent decades volunteering for various causes, including free tax preparation for low-income people. Oswald was serving on the board to of Prevent Blindness Texas when Ann Meyers and Robert Marbut recruited Oswald to join the Haven team. Oswald has an MBA from Rutgers University.

ANN HUTCHINSON MEYERS

Meyers, Haven for Hope's Vice President of Transformational Services, has a PhD in psychology and has taught at Our Lady of the Lake University and Capella University, an online school. The Ohio native also has over 20 years experience supporting the needs of homeless residents. Meyers volunteered at the SAMMinistries shelter for years, joining the board in 2003 and assuming the chairperson's position in 2007. Once Greehey began plans to build a transformational center for the homeless with SAMM as a partner, Haven's then-CEO, Robert Marbut Jr. persuaded Meyers to come work for him.

APPENDIX G: REFERENCES, DEFINITIONS AND ASSUMPTIONS

2.0 EXECUTIVE SUMMARY

1. U.S. Census Bureau. 2006-2008 American Community Survey 3-Year Estimates. PUMA5 05601, Texas
2. *ibid.*
3. *ibid.*
4. Quantifies in dollars the economic impacts (using RIMS II) of construction and operations in the first 20 years.
5. Quantifies in dollars the fiscal impacts (using RIMS II) of construction and operations in the first 20 years.

3.3 PROJECT IMPETUS

6. Dennis P. Culhane. "5 Myths about America's Homeless" *The Washington Post* (2010): B2-B2. Available at: http://works.bepress.com/dennis_culhane/96
7. Dunford JV, Castillo EM, Chan TC, Vilke GM, Jenson P, Lindsay SP. Impact of the San Diego Serial Inebriate Program on use of emergency medical resources. *Ann Emerg Med.* 2006;47(4):328-336.
8. Schneid. (1991). *Lives in the Shadows: Some of the Costs and Consequences of a "Non-System" of Care.* Hogg Foundation for Mental Health, University of Texas, Austin, TX.
9. Jesse, Laura E., "Chronically Homeless Cost Taxpayers Millions," *San Antonio Express News* September 23, 2007, Metro ed., sec A: 01A.
10. Haven for Hope research statistics
11. *America's Youngest Outcasts: State Report Card on Child Homelessness*

3.4 HAVEN FOR HOPE CAMPUS

12. Chasnoff, B. and Stoeltje, M. F. (2010, June 4). Homeless find refuge at Courtyard. *San Antonio Express News* Retrieved from: www.mysanantonio.com/news/local_news/homeless_find_refuge_at_prospects_courtyard_95590179.html
13. Davis, V. T. (2010, August 28). Community Helps Homeless Man and His Dog Stay Together. *San Antonio Express News.* Retrieved from: www.mysanantonio.com/pets/community_helps_homeless_man_and_his_dog_stay_together_101725543.html
14. Chasnoff, B. and Stoeltje, M. F. (2010, June 4). Homeless find refuge at Courtyard. *San Antonio Express News* Retrieved from: www.mysanantonio.com/news/local_news/homeless_find_refuge_at_prospects_courtyard_95590179.html
15. Chasnoff, B. (2010, August 27). Recovering Addict Now has Hope. *San Antonio Express News:* www.mysanantonio.com/news/local_news/recovering_drug_addict_now_has_reason_for_hope_101621133.html
16. Chasnoff, B. (2010, July 22). From Homeless to Happy. *San Antonio Express News.* Retrieved from: www.mysanantonio.com/news/local_news/from_homeless_to_happy_98993389.html

3.5 SITE BACKGROUND

17. U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates, PUMA5 05601, Texas.
18. Median income ratio calculated in comparison to statewide median income.
19. U.S. Census Bureau, 2006-2008 American Community Survey 3-Year Estimates, PUMA5 05601, Texas.
20. Westside Development Corporation 2008 Market Analysis study and U.S. Census information

4.1 ECONOMIC IMPACTS

21.

CONSTRUCTION PERIOD						
	Direct Expenditure		Indirect Output (dollars)	Total Output (dollars)	Earnings (dollars)	Employment (jobs)
HARD COSTS						
Non Residential Construction	\$59,755,891		\$67,828,912	\$127,584,803	\$37,000,848	954
Furniture	\$2,084,508		\$1,896,068	\$3,980,576	\$1,113,127	24
SOFT COSTS						
Real Estate Services	\$272,661	4.36%	\$179,984	\$452,645	\$73,210	2
Legal Services	\$182,537	2.92%	\$220,979	\$403,517	\$154,189	3
Architectural and Engineering Services	\$5,329,376	85.22%	\$5,691,774	\$11,021,150	\$3,767,336	87
Management consulting	\$468,949	7.50%	\$528,412	\$997,360	\$366,624	9
Subtotal ¹	\$6,253,523		\$6,621,149	\$12,874,672	\$4,361,359	101
TOTAL	\$68,093,922		\$76,346,129	\$144,440,051	\$42,475,334	1,079

1) Less owner costs and fees

Source: US BEA RIMS II and MR+E

ANNUAL OPERATIONS					
	Direct Expenditure	Indirect Output (dollars)	Total Output (dollars)	Earnings (dollars)	Employment (jobs)
Social assistance, except child day care services	\$4,300,000	\$5,366,400	\$9,666,400	\$3,278,750	150
Life Safety and Security	\$2,100,000	\$2,231,460	\$4,331,460	\$1,299,270	88
Services to buildings and dwellings	\$3,300,000	\$3,637,260	\$6,937,260	\$2,124,540	97
TOTAL	\$9,700,000	\$11,235,120	\$20,935,120	\$6,702,560	335

Source: US BEA RIMS II and MR+E

4.2 FISCAL IMPACTS

22. The 39% subsidy is deployed over 7 years (5% for 3 years; 6% the remaining 4 years); NPV is calculated over 20 years and discounted at 8%.
23. CONSTRUCTION PERIOD: For the purposes of this analysis the costs have been divided in to two separate categories--1) hard costs and 2) soft costs. For hard costs, 64% of the total cost is estimated to be comprised of payroll to individual workers. Of that total payroll 60% is estimated to be taxable income. An effective federal tax rate of 17.5% was used to determine an estimate of federal income taxes received from this activity. Local taxes co-vary with federal amounts. Corporate income taxes are based on an estimate of 8% of revenue as retained earnings. Similar to the hard costs an estimate of income taxes, a value for soft costs is also provided. The difference in this case is that a larger percentage of the total expenditures are assumed to be wages to employees and a higher effective tax rate is associated with the occupations included in this category of work. This is reflected in a higher effective tax rate of 22.4%. This estimate also accounts for Texas Franchise taxes which are calculated at 1 of gross earnings.
24. OPERATIONS: Payroll and corporate income taxes are estimated at the same rates as the construction period above.
25. Reports include:
- Cousineau, Michael R. & Heather Lander. "Homeless Cost Study" United Way of Greater Los Angeles. October 2009.
 - Culhane, Dennis P. "The Cost of Homelessness: A Perspective from the United States." *European Journal of Homelessness* 2.1 (2008):97-114
 - Davis, Paul. "Living on the streets has higher cost to society" *Rhode Island News*. June 2, 2010 http://www.projo.com/news/content/HOUSING_FIRST_06-02-10_H3HQ5MP_v93.19f4075.html
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 - Vaccaro, Amie. "Common Ground: Cutting the Costs of Homelessness" *Triple Pundit*. May 3, 2010 <http://www.triplepundit.com/2010/05/common-ground-homelessness/>
 - "Home for Good: The Action Plan to End Chronic and Veteran Homelessness by 2016." Home for Good LA. Fall 2010 http://www.homeforgoodla.org/Home_For_Good.pdf
 - "JPS Health Network Plans for Central Resource Facility for Homeless." (2009) <http://www.jpshealthnet.org/About-JPS/Partners-Together-For-Health/Central-Resource-Facility-for-Homeless.aspx>
 - "A Plan: Not a Dream How to End Homelessness in Ten Years." National Alliance to End Homelessness.
 - "The SF Plan to Abolish Chronic Homelessness." (2011) North Beach Citizens <http://www.northbeachcitizens.org/>
26. Return on Taxpayer Investment: A 20 year cash flow analysis of the total value of tax revenues collected is compared to a discounted net present value of both state and federal tax credits provided to support the project. The flow of funds is based on the fiscal impact portion of this analysis for both the construction period and ongoing operations. The value of these tax credits is subtracted from the revenues received by all sources to generate a net cash flow.

27. The function of this analysis is to provide a forecast of tax revenues for the Federal government, State of Texas, and the City of San Antonio that can be anticipated to be generated by this project. Two time periods are considered; first is a construction period which covers the development of the project from site acquisition to completion and second; which is a single stable operating year. The following assumptions were used in the preparation of these estimates:
- All figures are presented in 2010 constant dollars
 - The analysis assumes existing fiscal policies and tax revenue categories
 - The specific rates associated with the State of Texas and the City of San Antonio have been used as the basis of these estimates
 - As a nonprofit social service facility the HFH is not subject to local property taxes
 - All fixtures and equipment will be owned by a nonprofit trust.
 - This study only considers direct first order impacts
 - All impacts are measured as gross impacts; no adjustments have been made for substitution and replacement of existing activities.

4.4 ENVIRONMENTAL IMPACTS

28. Overland Partners Architects, the H4H design firm.

APPENDIX H: PHOTO CREDITS

COVER

Top left: Haven for Hope (July 15, 2010), Overland Partners Architects

Bottom right: Haven for Hope (June 3, 2010), Overland Partners Architects

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Chapel (July 15, 2010), Overland Partners Architects

PAGE 9

Chapel and Green (June 3, 2010), Overland Partners Architects

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Left: "With a storm blowing into the downtown area, a woman makes her way back to Prospects Courtyard at Haven for Hope" (June 4, 2010), Bob Owen, San Antonio Express News

Right: Campus Sign (June 3, 2010), Overland Partners Architects

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Homeless Man and His Dog (August 28, 2010), Bob Owen, San Antonio Express News

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Middle right: Haven for Hope Cafeteria (June 3, 2010), Overland Partners Architects

Bottom right: "Recovering Drug Addict Now Has Reason for Hope" (August 27, 2010), Bob Owen, San Antonio Express News

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Bottom left: SRO Room - Haven for Hope (April 15, 2010), Pat Clifford

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Sample dental exam room of the San Antonio Christian Dental Clinic (April 15, 2010), Pat Clifford

PAGE 18

Wednesday, July 21 Davey "Blessed" Moreno believes the "man upstairs", God, has a plan for him. Right now he volunteers washing trays at Haven for Hope. Moreno once worked at an airbrush and caricature shop in Market Square, airbrushing motorcycles and making art for tourists. He later worked in construction, then became homeless in 2007. Bob Owen, San Antonio Express News

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Bottom: Here is a typical bunk and locker set up in the Men's Emergency Dorm (April 15, 2010), Pat Clifford

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Bottom right: Haven for Hope (July 15, 2010), Overland Partners Architects

APPENDIX I: SAMPLE ECM REPORTING

PROSPECTS COURTYARD REPORT AS OF 9/30/2010

		SEPTEMBER	AUGUST	FYTD	CALENDAR YEAR	RUNNING 12 MONTHS
Prospects Courtyard (Basic)	Total Prospects Served	314	340	1786	1786	1786
	Total Intakes (Badged)	380	439	2047	2047	2047
	Average attendance overnight	265	283	220	220	220
	Peak Attendance	288	298	334	334	334
	# of Prospect expulsions	27	14	62	62	62
	Total Prospects Not Served	66	99	261	261	261
Demographics	#(%) Men	79%	77%	78%	78%	78%
	#(%) Women	21%	23%	22%	22%	22%
	#(%) Hispanic	43%	41%	41%	41%	41%
	#(%) White	38%	36%	36%	36%	36%
	#(%) African American	16%	20%	19%	19%	19%
	#(%) Veterans	10%	12%	12%	12%	12%
Inside Services	# of prospects in First Steps	75	72	413	413	413
	# Receiving Legal Services	3	1	112	112	112
	# Receiving ID Recovery	15	4	113	113	113
	# Case Management Visits	27	13	237	237	237
	# of Showers	3,495	4,068	16,783	16,783	16,783
	# Sobering Admissions	91	118	342	342	342
	# Detox Admissions	0	0	15	15	15
	# IOP Admissions	390	495	1,479	1,479	1,479
Meals	# of Breakfast Meals Served	4,475	5,095	18,397	18,397	18,397
	# of Lunch Meals Served	4,067	3,894	14,386	14,386	14,386
	# of Dinner Meals Served	5,533	5,643	20,580	20,580	20,580
	Average Daily Meals Served	485	505	404	404	404
Demographic Area Prospects Coming From	Inside Bexar County	269	135	401	401	401
	Outside Bexar County (Inside TX)	20	10	30	30	30
	Outside TX	18	9	27	27	27
Graduating to Campus	# of Prospects to Guests	45	55	301	301	301
	# of Prospects to Members	40	57	210	210	210
	Average days in PCY	48	29	24	24	24

APPENDIX J: RESULTS OF EFFORTS TO ADDRESS MENTAL ILLNESS, SUBSTANCE ABUSE AND HOMELESSNESS IN SAN ANTONIO & BEXAR COUNTY

DOCUMENTED AND IMMEDIATE COST AVOIDANCE

APRIL 16, 2008 – MARCH 31, 2009

COST CATEGORY	CITY OF SAN ANTONIO	BEXAR COUNTY	DIRECT COST AVOIDANCE
Public Inebriates Diverted from Detention Facility	\$435,435 A.	\$1,983,574 B.	\$2,419,009
Injured Prisoner Diverted from UHS ER	\$528,000 C.	\$1,267,200 D.	\$1,795,200
Mentally Ill Diverted from UHS ER Cost	\$322,500 E.	\$774,000 F.	\$1,096,500
Mentally Ill Diverted from Magistration Facility	\$208,159 G.	\$371,350 H.	\$579,509
Reduction in Competency Restoration Wait Time in Jail for Hosp Admission 5/08-3/09	0	\$255,055 I.	\$255,055
Reduction in Wait Time in Jail for Outpatient Competence/Wait Time for Restoration compared to Inpatient	0	\$137,898 J.	\$137,898
Reduction in Jail Time for Competency Restoration on Bond and on Return	0	\$385,522 K.	\$385,522
TOTAL:	\$1,494,094	\$5,174,599	\$6,668,693

Total documented savings of \$6,668,693

This total is the direct cost avoidance resulting from current documented processes. We are certain that there will be even greater real savings resulting from engagement and treatment. That figure will be calculated following the second year of operation in accordance with the agreed Bexar County contract performance measure which is: # PI's x Average Days in Bexar County Jail for sample one year prior to first program contact at Restoration Center minus average days in Bexar County Jail for one year for sample after first contact with the Restoration Center x \$50/day. An example of this from current data is that there were [519] homeless people served in the detoxification program during the first year of operation. These individuals would have been placed in detention and our current data reflects that 88% of those arrested for PI have spent time in County Jail during the prior 2 year period. As we collect data on re-incarceration following treatment we will be able to calculate the savings related to those 519 who are in recovery and no longer return to jail.

SUMMARY OF RESULTS:

- Reduced victimization and increased support for the homeless population.
- Greater efficiency in the use of law enforcement, resulting in increased public safety and return of law enforcement officers back to community policing.
- Reduced inappropriate incarceration of persons with mental illness and/or substance abuse issues.
- Reduced inappropriate use of emergency rooms and hospitalizations.
- Increased efficiency and effectiveness in the use of public dollars.

CALCULATION METHODOLOGY

A. # PI's x (City Mag processing cost + SAPD Cost-Officer time)

$$1,914 \times \$227.50 \text{ (@}62.50 \text{ estimated Mag at booking plus one Mag day @} \$65.00 \text{ plus 2 hours of SAPD time at } \$50 \text{ per hour)} \\ = \$435,435$$

B. # PI's x the percentage of PI's with other charges X County processing cost + # PI's x the percentage of PI's with other charges x Average Jail Time (14 days) x \$50 / day

$$(1,914 \times .882 \times \$475) + (1,914 \times .882 \times 14 \times \$50) = \$198,3573.90$$

C. # Injured Prisoners x Average Officer Wait Time Cost

$$1,056 \times 500 \text{ (average wait at ER of 10 hours at } \$50.00 \text{ per hour)} = \$528,000$$

D. # Injured Prisoners x UHS ER Cost

$$1,056 \times \$1,200 = \$1,267,200$$

E. # MI from CCC to Hosp x Average Officer Wait Time Cost

$$645 \times \$500 \text{ (10 hours x } \$50 \text{ per hour)} = \$322,500$$

F. # MI from CCC to Hosp x UHS ER Cost

$$645 \times \$1,200 = \$774,000$$

G. # MI under ED transported by SAPD x Magistrate Processing Cost

$$1,071 \times \$227 - (\text{minus}) \text{ (Sheriff's Deputies cost - } 154 \times \$227 = \$34,958) = \$208,159$$

H. # MI under ED transported by Bexar Co SO x County processing cost + (# MI under ED transported by any Law Enforcement - (minus) # Admitted to Hospital) x Average Jail Days (14 days) x \$50/day

$$(154 \times \$475) + \$298,200 [1071 - 645 \times 14 \times \$50] = \$371,350$$

I. Average Days from Judgment to State Hospital Admit 8/07-4/08 – (minus) Average days from judgment to State Hospital Admit 5/08-3/09 X # Outpatient Competency (OPCR) Patients x \$250.

$$58 \times \$250 \times (64.32 - 46.73) = \$255,055$$

J. Average # of days from Judgment to State Hospital 5/8-3/09 – (minus) average days from judgment to release from Jail to Outpatient Competency (OPCR) restoration 5/08-3/09 x # OPCR's x \$250.

$$46.73 - 4.3 \times 13 \times \$250 = \$137,898$$

K. # Outpatient Competency Restoration 5/08-3/09 Admitted from Bond or State Hospital x Average days from Judgment to State Hospital Admit x \$250

$$33 \times 46.73 \times \$250 = \$385,52$$

APPENDIX K: MAYOR TASK FORCE REPORT - EXECUTIVE SUMMARY

PROJECT DESCRIPTION AND SCOPE

Haven for Hope will be a 22-acre campus for the San Antonio community's homeless that brings together all the necessary services to address the root causes of homelessness. The Campus will provide food, clothing, shelter and an array of social services including but not limited to job training, medical and dental services, and day care to Haven for Hope members, prospective members and the surrounding community.

PURPOSE

Haven for Hope proposes to reintegrate San Antonio's homeless population back into the community through a structured transformational process. Haven for Hope seeks to:

- Provide a wide array of social services to combat the root causes of homelessness in a convenient central location
- Provide open access to emergency shelter for families and individuals experiencing a housing crisis
- To oversee the provision of such services to assist families and individuals to resolve their housing crisis
- Develop and implement a strategy to increase community awareness about the causes of and solutions to homelessness
- Advocate and coordinate community planning for low income housing and other homelessness-related issues
- Reduce homelessness by providing homeless people the resources, skills and assistance necessary to become self sufficient in a manner that's humane, efficient and cost effective

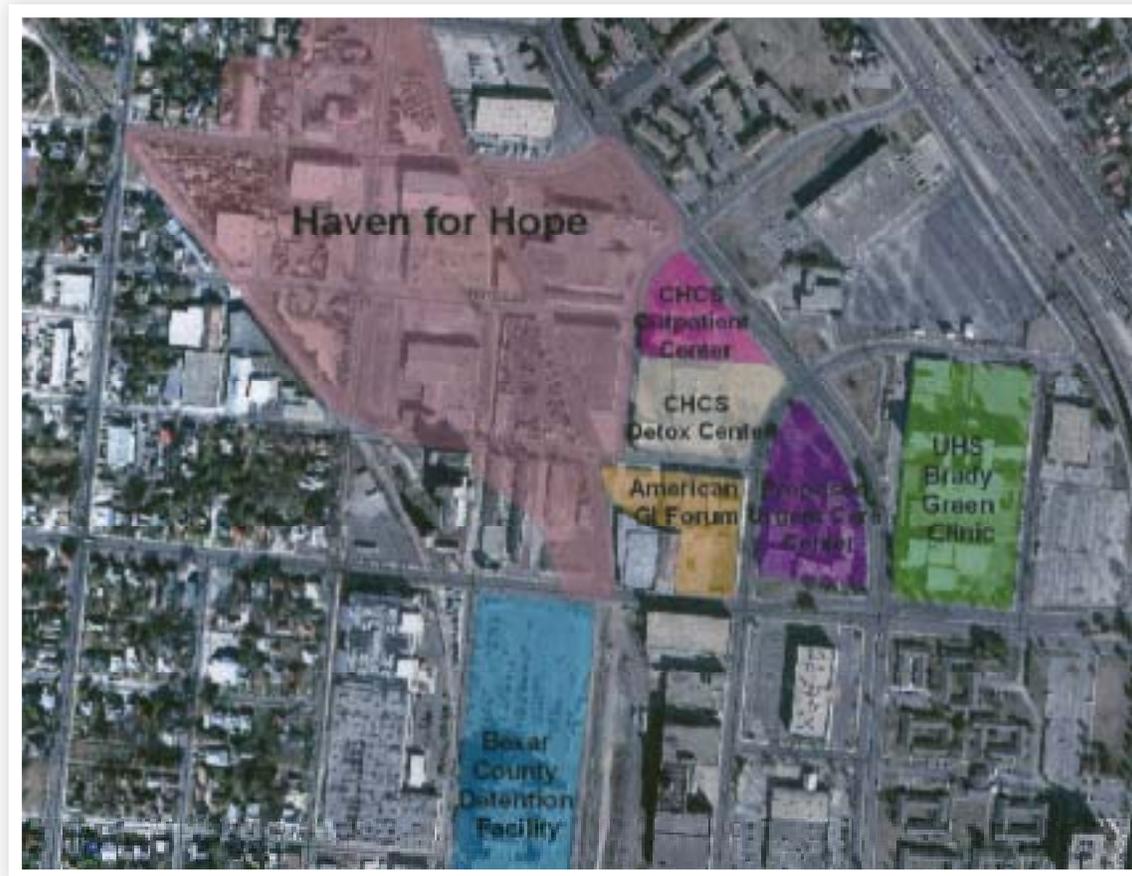
PROJECT HIGHLIGHTS

Services available to members and the community will include:

- Safe indoor and outdoor sleeping zones for those who are engaged in the transformation process (Members)
- Safe indoor and outdoor sleeping zone for those who have not yet chosen to engage in the transformation process (Prospects)
- Single location for a continuum of care for the different levels of transformation (Prospects, Emergency, Emerging, Advanced (Transitional) and Long Term Supportive)
- Dining facilities
- Medical, dental and mental health services
- Education, job training, employment, and life skills
- An array of services for both members of Haven for Hope, Prospects and the community at large

PROJECT LOCATION

Haven for Hope's 22 acre Campus will be located 1.2 miles west of San Antonio's Central Business District. It is bounded by Ruiz Street to the north, North Frio and Salado streets to the east, and the Union Pacific Railroad to the south and west. The heart of the Campus lies at the intersection of Perez and Comal streets. The picture below illustrates the proximity between the Haven for Hope and other key facilities that will be providing care to the surrounding community.



OPPORTUNITIES FOR SYNERGY BETWEEN THE UNIVERSITY HEALTH SYSTEM, THE CENTER FOR HEALTH CARE SERVICES AND THE HAVEN FOR HOPE CAMPUSES

The operational commonalities and the physical proximity between Haven for Hope and the downtown campus of the University Health System (UHS), present a unique planning opportunity to serve the residents of the San Antonio area. Both organizations offer health care services to populations that overlap considerably. The health care facilities at Haven for Hope will serve members, prospects and the surrounding community. The downtown campus of UHS is the heart of their outreach into the community. A third entity, the Center for Health Care Services, provides mental health and substance abuse care.

All three organizations are currently master planning their future facility needs. It would be folly to not take advantages of the potential synergies and efficiencies by letting each entity's master plan inform the other two. The benefits are many. For example:

- Building less space by eliminating duplications
- Improving levels of service by coordinating between agencies, and eliminating barriers to the customer
- Increasing customer convenience by making it easy to walk from building to building, even though they are on different campuses
- Reduced operating costs by taking advantage of economies of scale. For example, one physical plant can heat and cool all of the facilities for less money than treating each campus separate.

HAVEN FOR HOPE PROJECT SCHEDULE

Major milestones of the Preliminary Project Schedule include:

2007

- April 2007 - Begin Programming and Master Planning
- May 2007 - Begin Schematic Design
- August 2007 - Building Demolition
- October 2007 - Begin Site Clearing, General Construction, Renovation and Building Envelope

2008

- April 2008 - Begin hiring core staff
- May 2008 - Development of policies and standard operating procedures
- August 2008 - Staff training of facility use
- September 2008 - Complete hiring staff
- October 2008 - Portions of the facility are ready for move in and operational preparedness

2009

- March 2009 - Entire Facility is operational

KEY PERFORMANCE INDICATORS

There are three key performance indicators that will be used to measure Haven for Hope's success:

- Save and transform lives
- Reduce street homelessness
- Create and operate an appropriate environment for the homeless population

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