the ROCk
By Interfaith Community Services

CASE STUDY
Haven for Hope
San Antonio, Texas

A PROVEN MODEL

Haven for Hope, San Antonio, Texas: shelter plus services at one location

Opened in 2010, Haven for Hope is a 22-acre campus designed to serve as an alternative to traditional interventions in San Antonio's crisis response system. It is a service center, not a traditional shelter. Its 15-year report records 52,108 clients served. ICS visited on April 17, 2026 and has met several times with administrative and program leaders from Haven for Hope.

52,108
people served, 2010–2024

65%
came only once in 15 years; most stayed under 90 days

92.6%
of those who left (2020–23) stayed out of homelessness for 12 months

$42
community benefit per $1 invested, per independent analysis

Why it works

One front door. Everyone registers at one intake center and meets a case manager who directs them to necessary services and care.

Shelter with services. A low-barrier South Campus for people not yet ready for more, and a Transformational Campus for those working toward housing.

Partners at one address. More than 80 partner organizations deliver over services, with no limit on how long someone may stay or return.

Lasting results. Over 90% of single-stay clients had not returned to homelessness at the 1-, 5- and 10-year marks.

What we saw on site

Order, at scale. With 2,000 or more people on campus by day, we saw practically no loitering along the fence or in nearby neighborhoods

Accessible to all: Downtown location, near a major transit hub.

A managed perimeter. Badge access, screening at entry, a staffed security center, and close ties with local police.

Open to the community. A public YMCA and affordable housing site sit beside the campus.

Trust built over time. Neighbors were won over one by one throughout the years of service.

Built through collaboration: how Haven for Hope was funded



■ Business and philanthropy ■ City of San Antonio ■ Bexar County ■ State of Texas

Haven's roughly $100 million campus came from private and public partners together. The ROCk follows the same blended path: $15 million to build, about $2.8 million a year to operate, and $1.3 million already invested by ICS.

Sources: A Blueprint for Hope (Haven for Hope, Dec. 2025), including the Nivin (2025) cost-benefit analysis commissioned by Haven; ICS site visit, April 17, 2026. Retention is for single-stay clients leaving to any destination.

SANTA FE'S VERSION OF THE MODEL

The ROCk isn't just more beds.

A housing crisis needs a housing fix, and a homelessness crisis needs a coordinated set of services - not just shelter.

A place people move through, not a place they stay

The ROCk is a critical part of Santa Fe's homeless response system and Continuum of Care. People arrive from the street to stabilize, work with service providers and move on toward safe & stable housing. The goal is not to hold people in place, but to make the next step possible.



Rendering: the ROCk at 1 Emblem Road

Unsheltered today
Streets, arroyos, cars, ER, crisis response

→

The ROCk
Shelter, Day Center, Services Hub

→

Housing
Transitional and permanent, with follow-up support

125
Shelter beds
A safe, staffed place to sleep so people can begin to stabilize and prepare for their next move.

Place to Be
Day Center
Meals, showers, laundry and indoor/outdoor spaces to be during the day.

1
Services Hub, one address
Providers come to one location to provide coordinated care, which helps close the gaps people may fall through.

The cost is already being paid

The cost of unmet needs of the homeless already shows up as higher numbers of ER visits, police calls and repeated crisis response. The ROCk shifts those costs upstream into shelter and life stabilizing services, easing strain on emergency systems and improving community safety.

Why the ROCk can deliver similar results

The same ingredients. Haven for Hope's report credits its success to shelter combined with co-located services. The ROCk puts shelter, a Day Center and a Services Hub all at one address.

A Comprehensive operations plan. Designed with the focus on helping people move from crisis to housing as safely as possible for them and for the surrounding neighborhood & community.

Partners already committed. Five service providers have signed agreements to be on site: medical and behavioral health care, recovery from substance use disorder, housing navigation, pet care, and outreach.

Accountability built in. Street outreach, a neighbor hotline and a Monthly Trust Report mirror the accountability that won over Haven for Hope's neighbors.