

Using Data to Plan for Contingency and Resiliency Planning

2025 NATIONAL CONFERENCE ON
ENDING HOMELESSNESS



June 30–July 2, 2025 🌞 Washington, D.C. 🌞 #NAEH2025

Brittney Ackerson

Day Center Director
Corazon Ministries

Albert Townsend

Director of Lived Experience
National Alliance to End Homelessness

Stanley Sorrell

Public Policy and Advocacy Manager
San Antonio Food Bank

The work to end homelessness can change rapidly, and often without warning. That makes it essential for every provider to have contingency and resiliency plans. Learn how to analyze program data to help get through abrupt changes that can threaten your programs.



Agenda

- Objectives
- Contingency Planning
- Resiliency Planning
- Why Planning is Critical Now
- Brittney Ackerson
- Albert Townsend
- Small Group Scenarios
- Group Discussion
- Q&A



Stanley Sorrell, Public Policy & Advocacy Manager, San Antonio Food Bank

Stanley Sorrell is the Public Policy and Advocacy Manager at the San Antonio Food Bank. He advocates for policies that feed families and individuals at the local, state, and federal levels.

In addition, Stanley is a lived experienced member of the Community Strategic Team with the National Alliance to End Homelessness.



Ending Homelessness is Possible.



Objectives

1. Help learners create a contingency/resiliency plan
2. Search for past data to find possible ways to build a leaner strategy
3. Create a Dashboard to help learners understand how to keep track



Contingency Planning

- The process of developing backup plans to address potential risks and unexpected events.
- Identifies essential operations, resources, and actions needed during emergencies (e.g., extreme weather, funding cuts).
- Helps ensure consistent care, communication, and coordination during a crisis.



Resiliency Planning

- A proactive approach to prepare to withstand and recover from disruptions
 - Potential disruptions can include:
 - Natural disasters/extreme weather
 - Funding cuts
 - Pandemic
- A long-term strategy to strengthen an organization's ability to adapt, recover, and grow through challenges.
- Focuses on building systems, partnerships, and capacity to maintain services during ongoing or future disruptions.
- Goes beyond emergency response—aims to create stability and sustainability for both staff and clients.



Why Planning is Critical Now

- As this field faces challenges, it's crucial to be prepared to tackle situations that may arise.
- Rising rates of homelessness and complex client needs require flexible, rapid responses.
- Climate events, public health crises, and housing system pressures are increasing in frequency.
- Frontline organizations must stay prepared to protect vulnerable populations when systems are strained.



Brittney Ackerson, Day Center Director Corazon Ministries

Brittney Ackerson is the Director of the Corazon San Antonio Day Center where she assists the unsheltered population receive resources and make successful life changes. She is a person with lived experience meaning, she was homeless off and on for 12 years, a substance user for 15 years and also navigates her own mental health battles. She has been working with the unsheltered population for 11 years and advocates on many levels for systemic changes. Brittney partners with several different organizations such as emergency shelters, local police, city leaders, hospital systems, criminal justice systems etc. Brittney's passion is to get to the "root cause" of someone's homelessness and help address untreated trauma, mental health and substance use.



Ending Homelessness is Possible.



CORAZON

DAY CENTER + RESOURCE HUB

504 Avenue E. SATX 78215

Open Mon-Fri 8:30am - 4:00pm

Daily Hot Meals (M-F | 12-1 pm)

Showers (T, Th | 1:00-2:45 pm Fri | 9:30am-11:30am)

ID Recovery (M | 8:30am)

Case Management (M-F)

HARM REDUCTION (Mon-Fri | 8:30am-4:30pm)

Naloxone overdose reversal kit, syringe exchange, sharps disposal, safe injection/smoking kit, safe sex kit, hygiene, first aid kits, recovery coaching, referrals to detox, medication assistance treatment, and more.

FREE Health Screenings (M-F | 9 am - 3 pm)

WoundCare, BloodPressure, Glucose

HIV, HCV, and Syphilis Testing

Wellness Classes (Mondays | 11 am)

Contact us for more information

Day Center (210) 238-5958 Harm Reduction (210) 238-5564



Ending Homelessness is Possible.

Data is Necessary!

Types of Data

- Outreach Data (boots on the ground)
- Shelter data and capacity
- Clients with vulnerabilities
- Clients who can't meet ADL's
- Youth
- Costs around running operations

How it can help

- Proper and extensive data truly shows the need (creates revenue)
- Can assist with trends for future preparation
- Assists with systemic changes
- Results will show gaps, needs and successes

Ending Homelessness is Possible.



A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Month	2025	Jan	Feb	Mar	Apr	May	Jun	6 mo	July	Aug	Sep	Oct	Nov	Dec **	12 mo
Corazon Day Center															
	Clients Served	4148	3649	2891	3462	2626	0	16776	0	0	0	0	0	0	16,776
	Id Recovery	24	24	32	44	45	36	205	0	0	0	0	0	0	205
	Showers	366	313	478	434	428	283	2302	0	0	0	0	0	0	2302
	Total Placements	28	18	18	36	35	0	135	0	0	0	0	0	0	135
	Volunteers Engaged	76	57	73	50	71	53	380	0	0	0	0	0	0	380
	Volunteer Hours	310.5	194.55	311.25	163	308.95	177	1465.25	0	0	0	0	0	0	1465.25
	Meals Served	3718	3608	3392	4453	4639	3045	22,855	0	0	0	0	0	0	22855
Plmnts	Emergency Shelter, Crisis Respite Home	22	9	5	15	22	0	73	0	0	0	0	0	0	73
Plmnts	Hospital, Nursing Facility, Assisted Living	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Plmnts	PSH, TH, RRH or Other Housing Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Plmnts	Detox, Treatment Facility, Sober Living	6	9	12	19	13	0	59	0	0	0	0	0	0	59
Plmnts	Housing with Family or Friends	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Plmnts	Afterlife (Deceased)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Plmnts	Other	0	0	1	2	0	0	3	0	0	0	0	0	0	3
	Children	3	9	9	15	7	16	59	0	0	0	0	0	0	59
	New to Day Center	16	30	28	73	0	0	147	0	0	0	0	0	0	147
	Groups Led by DC (Number)		0	0	0	0	0	0	0	0	0	0	0	0	0
	Groups Led by DC (Attendance)		0	0	0	0	0	0	0	0	0	0	0	0	0
	Staff OT - Hourly Only	8.44	26.7					35.14							35.14
Culinary															
	Total Meals Served	7001	5851	5377	6213	6059		30501							30501
	Avg. Cost Per Meal	\$0.57	\$0.64	\$0.64	\$0.67	\$0.68	#DIV/0!	#DIV/0!							#DIV/0!
	Volunteers Engaged	57	58	156	94	67		432							432
	Volunteer Hours	577	520	440	527	550		2623							2623

Ending Homelessness is Possible.



Month	2025	Jan	Feb	Mar	Apr	May	Jun	6 mo	July	Aug	Sep	Oct	Nov	Dec	**	12 mo	
	Interns Hours	0	0					0								0	**
Harm Reduction Drop-In Center & Outreach																	
	Drop Ins / Client Connections	2119	2023	2307	2504	2282		11235								11235	
	Syringes Exchanged (IN)	45705	42982	50184	54436	46972		240279								240279	
	Overdose Reversals Reported	75	63	64	76	63		341								341	
	Total Placements	12	21	22	16	16	0	87								87	
	Volunteers Engaged	92	62	48	62	40		304								304	
	Volunteer Hours	454	343	154.5	87.5	202		1241								1241	
Plmnts	Detox/ Residential Treatment	4	17	11	13	9		54								54	
Plmnts	Housing, Sober Living	6	1	5	1	5		18								18	
Plmnts	Other (Emergency Shelter, Family, Jail, Hospital)	2	3	6	2	2		15								15	
	Medication Assisted Treatment	14	13	14	24	16		81								81	
	Staff OT - Hourly Only							0								0	
Corazon Health																	
	Health Services Sign-In	711	639	741	693	521		3305								3305	
	Wound Care	55	62	79	162	85		443								443	
	HIV, HCV, and Syphilis Testing :Rapid Tests	33	30	36	23	30		152								152	
	Referrals/RX/Providers/Linkage to care	27	21	31	62	39		180								152	
	Volunteers Engaged	7	4	6	7	43		67								67	
	Volunteer Hours	19	16	20	25	233		313								313	
	Staff OT - HourlyOnly	0	0	0				0								0	

Ending Homelessness is Possible.



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	
1	Month	2025	Jan	Feb	Mar	Apr	May	Jun	6 mo	July	Aug	Sep	Oct	Nov	Dec	**	12 mo
2	Mobile Medical Unit																
3		Clients Engaged					186	150		336							336
4		Medical Care (vitals, testing, seen by Street Med)						141		141							141
5		Wound Care					25	28		53							53
6		Harm Reduction Kits Provided					434	554		988							988
7		Meals Provided					26	206		232							232
8		Volunteers Engaged						4		4							4
9		Volunteer Hours						30		30							30

6		Inclement Weather															
7		Total Client Connections/Served	3592														
8		Number of Clients Sheltered Overnight	1463														
9		Total Emergency Meals Served	4708														
0		Total Volunteers Engaged	186														
1		Total Volutneer Hours	572.7														
2		Total Outreach Hours	254														

Case Assignments



■ Brittney Ackerson

Case Manager	Case Assignments	Unduplicated Clients	Active Clients	Inactive Clients
Brittney Ackerson	676	598	0	598
Totals :	676	598	0	598



PARTNERSHIPS are EVERYTHING!

- Mental health providers
- Recovery Houses
- Inpatient Treatment Centers
- Insurance Providers
- Street Medicine
- Criminal Justice
- Courts
- Harm Reduction
- City Leaders
- Politicians
- Non-profits
- EVERYONE!



Ending Homelessness is Possible.



Albert Townsend,

Director of Lived Experience and Innovation,

National Alliance to End Homelessness

Albert Townsend supports community leaders in developing and implementing the Alliance's plan to partner with people with lived experience.

He develops the Alliance's position around incorporating people with lived experience to assure the organization is practicing diversity, inclusion and equality.

His role will create face to face, virtual, and social dialogues that intentionally support unsheltered and formerly unsheltered advocates on how to make change in their communities and be the best possible version of themselves.

Albert will be building a network of coalitions and creating a community framework to assure all community voices are heard, and that the Alliance's infrastructure is aligned to provide ongoing support and guidance for community advocates to be the developers, creators, and implementers of their work.



Ending Homelessness is Possible.



National Alliance to End Homelessness

People Partnerships Through a Lived Experience
Leader, Advisor, Expert and Every Day Lived
Experience Working Relationship

Ending Homelessness is Possible.



National Alliance to End Homelessness Data Dashboard

Coc Data Partnership Through a Development,
Design, Deliberation and Deployment Plan

Ending Homelessness is Possible.



Resiliency/Contingency

1. Sustainability Relationship Building

- A. 50|50 Partnership Assessment
- B. Sustainability Planning
- C. Collective Decision Making
- E. Impact and Outcome of Working Together
- F. Progress Thru Transitioning Working Component Into Community



Interactive Scenario Planning

- Sudden Shelter Closure
- Spike in Unsheltered Homelessness due to weather
- Major loss of public/private funding
- Loss of Key Funder and Partnership Withdrawal
 - Tasks:
 - Identify what data is needed
 - Discuss how data could drive decisions
 - Name the biggest barriers to accessing or acting on this data
 - Suggest one real action their organization could take in the next 60 days

Split into groups of about 5-6 to discuss your scenario

Ending Homelessness is Possible.



Scenario #1

- One of your largest year-round shelters (75 beds) is forced to close for safety reasons following a structural issue. The closure must happen within 48 hours.
- **Your Task:**
 - a. What data would you use to assess the impact (e.g., number of clients affected, demographics, alternative beds)?
 - b. How would you prioritize who gets placed elsewhere?
 - c. What data sources or dashboards would help you plan short-term and longer-term?
 - d. What partnerships or MOUs would be helpful now—but may not be in place?



Scenario #2

- The city is forecasting multi-day extreme cold weather with wind chills well below freezing. You're asked to activate a warming center on short notice, but space and staffing are limited.
- **Your Task:**
 - a. What data helps you estimate how many people are at risk unsheltered in your area?
 - b. What client-level vulnerabilities should you prioritize?
 - c. How would you track outcomes during and after the event?
 - d. What data would help you advocate for more resources before the next winter storm?



Scenario #3

- A key HUD grant covering half your street outreach staff is not renewed. Services are at risk of being cut within 30 days unless new funding is secured.
- **Your Task:**
 - a. What data can show the impact of this team (e.g., engagement rates, housing placements)?
 - b. What story can your data tell to funders or city leadership?
 - c. How could you identify which services to protect or reduce first?
 - d. What partnerships or regional data sharing would support your resiliency?



Scenario #4

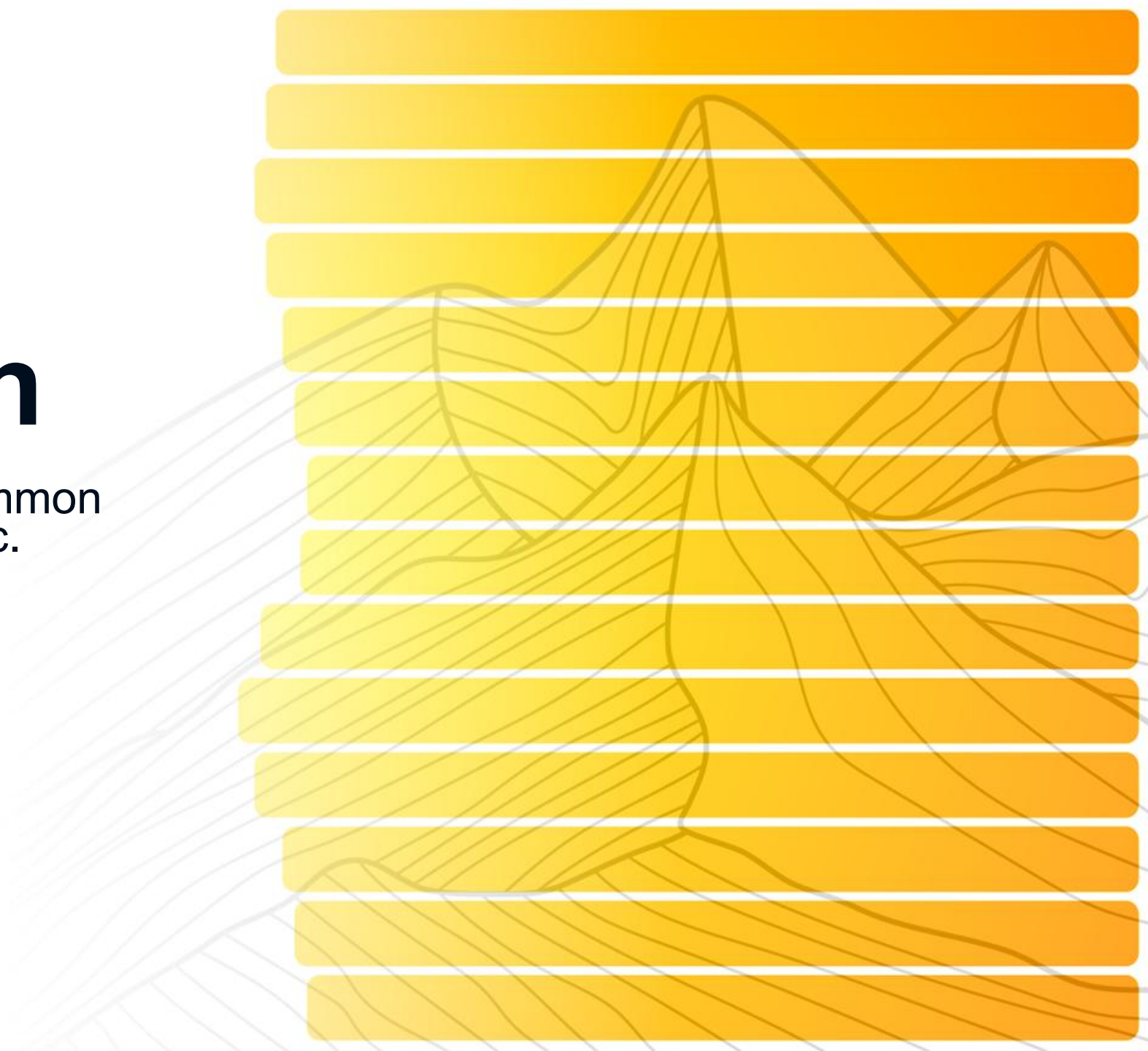
- A major regional nonprofit focused on housing stability has just lost its largest private foundation grant, which constituted 40% of its operating budget. Additionally, a long-time corporate partner has pulled out of a collaborative workforce development program due to internal restructuring. The organization is at risk of scaling back critical services, including eviction prevention and job readiness support.
- Your Task
 - a. What data can demonstrate the effectiveness and reach of eviction prevention and workforce programs (e.g., number of households stabilized, employment outcomes)?
 - b. What story can your data tell to community leaders, funders, or media about the risks of these service reductions for housing stability in your region?
 - c. How would you prioritize which programs or client populations to protect first under financial constraints?
 - d. What local or regional collaborations could help sustain or share the burden of these services in the short- and long-term?

Ending Homelessness is Possible.

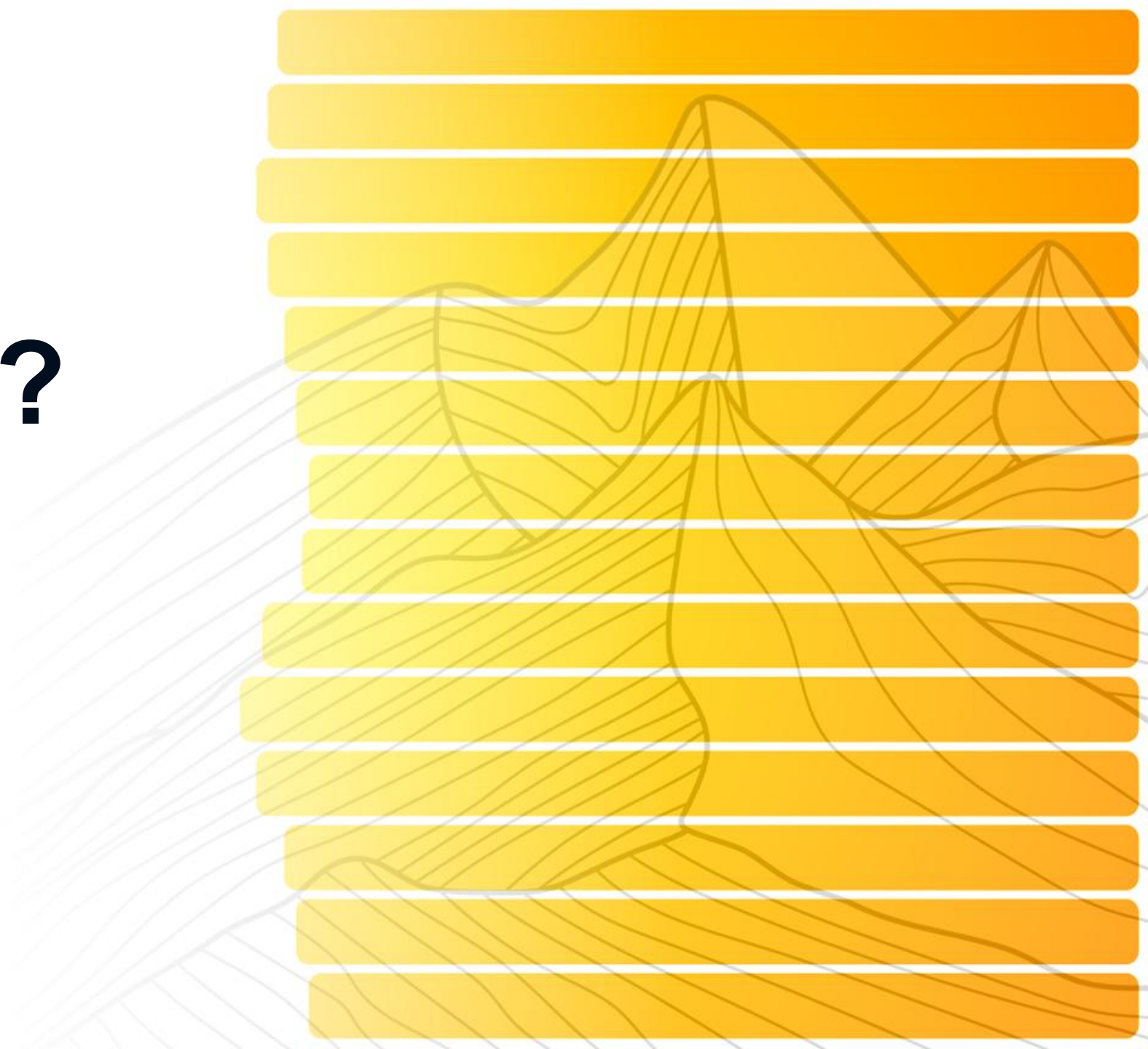


Group Discussion

Groups share highlights, common themes, innovative ideas, etc.



Questions?



Thank You

Brittney Ackerson-
brittney@corazonosa.org

Albert Townsend-
atownsend@naeh.org

Stanley Sorrell-
ssorrell@safoodbank.org

