

# Memorandum



DATE April 1, 2016

TO The Honorable Mayor and Members of the City Council

SUBJECT The Bridge - Shelter, Homeless Recovery, and Housing

On Wednesday, April 6, 2016, you will be briefed on The Bridge - Shelter, Homeless Recovery, and Housing. The briefing is attached for your review.

Please let me know if you have any questions.

*Alan E. Sims*  
*for*

Alan E. Sims  
Chief of Neighborhood Plus

c: A.C. Gonzalez, City Manager  
Rosa A. Rios, City Secretary  
Warren M.S. Ernst, City Attorney  
Craig Kinton, City Auditor  
Daniel F. Solis, Administrative Judge  
Ryan S. Evans, First Assistant City Manager  
Eric D. Campbell, Assistant City Manager  
Jill A. Jordan, P. E., Assistant City Manager  
Mark McDaniel, Assistant City Manager  
Joey Zapata, Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Sana Syed, Public Information Officer  
Elsa Cantu, Assistant to the City Manager – Mayor and Council

# The Bridge - Shelter, Homeless Recovery, and Housing

A Briefing to the Dallas City Council  
April 6, 2016



# History – Pre-Opening

- 2003
  - Private and local government leaders determine that Dallas should devise strategies to:
    - Increase shelter capacity to meet the outstanding needs of adults experiencing homelessness
    - Establish a recovery-oriented system of care for people at-risk of or already experiencing long-term homelessness
  - Dallas voters approve a \$3 million bond referendum to begin the planning process for development of a multi-service campus for homeless services
- 2005
  - Led by a task force of business executives, advocates and philanthropists, Dallas voters support a \$23.8 million bond referendum to fund construction of The Bridge
- 2009
  - State of Texas works with The Bridge, City of Dallas and Dallas County to establish a state-wide Homeless Housing and Services Program (HHSP), expanding related activities in our area and throughout the state

## History – Post Opening (2008)

- 2011
  - Campus wins Rudy Bruner Award for Urban Excellence
- 2014
  - State of Texas recognizes The Bridge as an exemplary Recovery-Oriented System of Care (ROSC) and provides grant funding for services expansion through establishment of Healthy Community Collaborative (HCC) program
  - New entrance/intake building constructed and emergency shelter renovated
- 2015
  - City of Dallas extends partnership with The Bridge for an additional five years

# Accomplishments

- Collaborating to help reduce surrounding area crime
  - Serious crime (Part I offenses) downtown has dropped 47% since The Bridge opened, according to Dallas Police Department data
  - Homeless jail stays have been significantly reduced, resulting in millions of dollars of cost benefits, according to Dallas County Criminal Justice data
- Collaborating to help develop surrounding area
- Supported by downtown residents and corporations through fundraising and other volunteer activities
- Supported by Dallas voters
  - Overwhelmingly approved two bond referendums that funded The Bridge's development
  - A survey in 2015 of registered voters by *The Dallas Morning News* indicated that more residents favor reducing funding for law enforcement and parks than cuts to homeless services should the City of Dallas' budget need to be reduced

# Organization Profile

- The Bridge represents Dallas' commitment to providing assistance and recovery services to its most disadvantaged residents
- The Bridge is a private, nonprofit organization that provides services 24 hours a day, 365 days a year and employs more than 100 people
  - 55% female employees; 75% minority employees
  - All employees and contracted staff are paid living wages

# Collaborative Network

- Austin Street Center
- City of Dallas
- Dallas County
- Dallas Housing Authority
- Dallas LIFE
- First Presbyterian Church/The Stewpot
- Legal Aid of NorthWest Texas
- Metrocare Services
- Metro Dallas Homeless Alliance & member organizations
- North Texas Behavioral Health Authority (NTBHA)
- Parkland Health & Hospital System
- The Salvation Army
- Social Security Administration
- Union Gospel Mission
- ValueOptions NorthSTAR & specialty provider networks
- Veterans Affairs
- Workforce Solutions Greater Dallas

# Contributions

	FY2013	FY2014	FY2015
Revenue			
Public			
City	\$3,500,000	\$3,971,561	\$4,137,712
County	1,168,840	1,000,000	1,000,000
TDHCA	746,202	756,818	776,960
TDSHS	-	1,171,313	1,630,587
FEMA	100,185	102,190	111,303
HUD – ESG (via City)	426,796	748,434	378,279
HUD – ESG (via County)	-	-	172,453
Total public	5,942,023	7,750,316	8,207,294
Private	2,146,412	1,657,092	2,034,634
Total revenues	\$8,088,435	\$9,407,408	\$10,241,928

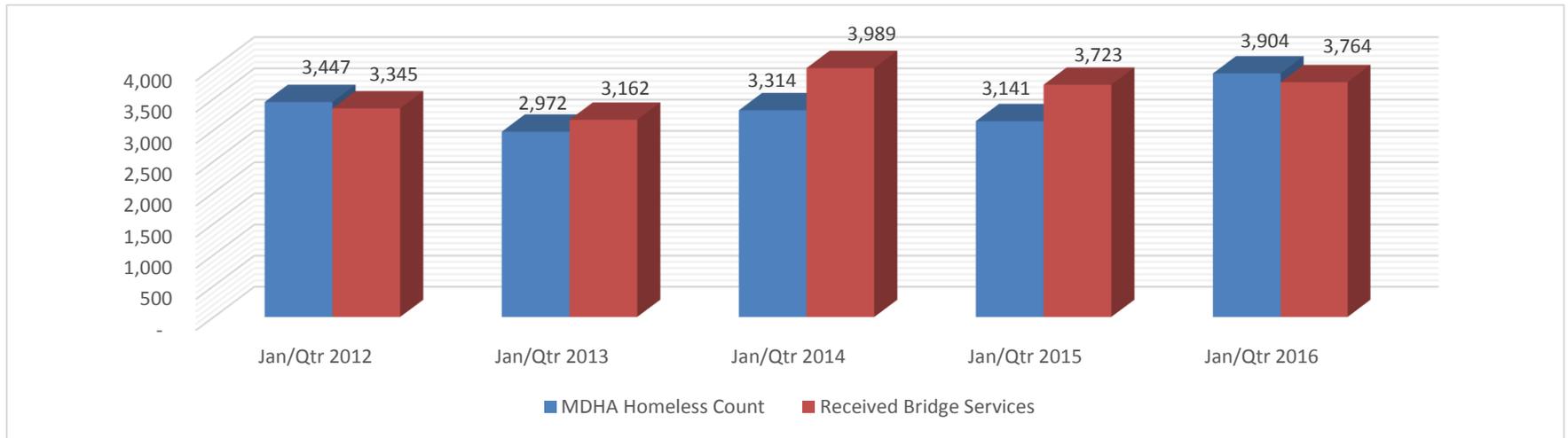
- Funding from the City of Dallas accounts for 40% of the annual budget of The Bridge’s public-private partnership; volunteers and executives work diligently to steward valuable relationships with philanthropists, foundations, Dallas County, State of Texas and federal government to ensure that 60% of contributions are consistent and steadfast

# Key Outcomes

	FY2013	FY2014	FY2015
Emergency services for people experiencing (or at-risk of) homelessness			
Individuals provided shelter services	8,495	8,608	9,147
Individuals provided care coordination	5,404	5,558	6,968
Transitional services for people experiencing (or at-risk of) long-term homelessness			
Individuals engaging in Guests Giving Back	331	1,723	2,279
Individuals provided behavioral health services	1,297	1,534	1,373
Individuals attaining housing	317	323	364
Individuals attaining income	176	204	240

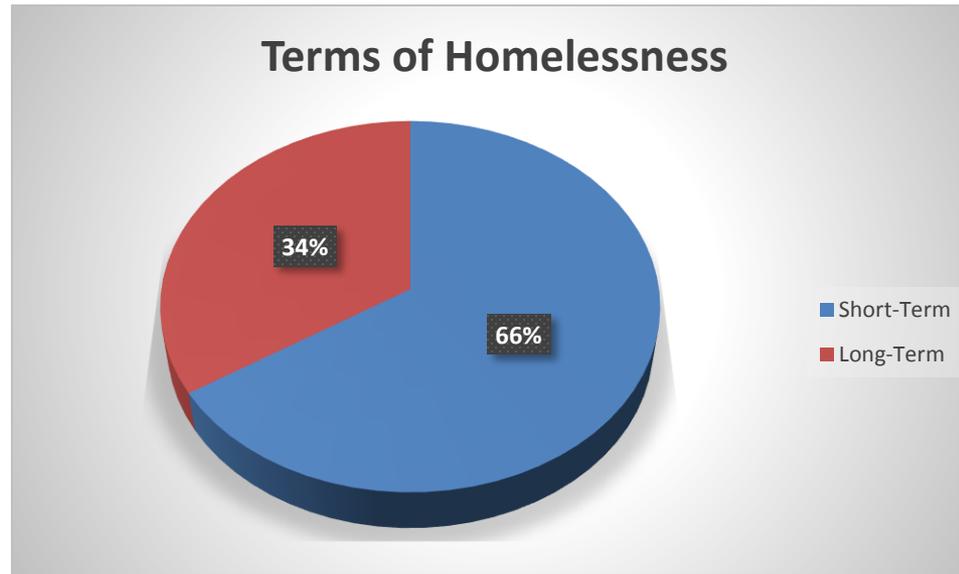
# Key Findings

- The Bridge serves as the “front door” for almost all of Dallas’ adults seeking homeless services



- Triage assessments include behavioral health and psychosocial screenings in order to identify people struggling with urgent and emergent issues
  - Persons with urgent or emergent issues are offered Bridge night shelter and day services, as capacities allow
  - Persons with more routine issues are referred to partner night shelters, as capacities allow, the majority of whom return for Bridge day services

## Key Findings (Cont.)



- Nearly 66% (approximately 5,775 people per year) rapidly exit The Bridge’s collaborative network after receiving emergency services
- Nearly 34% (approximately 2,975 people per year) experience (or are at-risk of) long-term homelessness because:
  - Need for night shelter exceeds supply
  - Need for affordable and supportive housing exceeds supply

# Night Shelter Challenges/Opportunities

- Need exceeds supply:
  - Many people participating in Bridge services are not able to access night shelter because of lack of capacity
  - As a result, they reside in unsafe encampments or other places not intended for habitation
- Prospects for expansion:
  - While negotiations are still taking place, my team and I are confident about increasing community-wide shelter and homeless recovery capacity by an additional 200-250 beds
    - After reviewing options for “new” facilities with City, County, State officials and partner shelters, we recommend increasing utilization of “current” facilities, as an immediate next step
      - Shelters partnering with The Bridge to explore expanding capacities include Austin Street Center, Dallas LIFE, Salvation Army, and Union Gospel Mission
    - City and Bridge officials are working to identify best practices for increasing utilization of “current” facilities, both at The Bridge and at partner shelters, while abiding by important code and fire-rescue guidelines

## Night Shelter Challenges/Opportunities (Cont.)

- Expansion cost:
  - City and Bridge officials are forecasting annual investments of \$1,825,000-\$2,281,250 million will cover the expenses associated with such activities, including payments to partner shelters
- Cost sharing proposal:
  - My team and I are offering to raise private funds to kickoff such expansions and will work with the State of Texas to have such investments matched
  - We need additional investments from City of Dallas and Dallas County to take next steps

# Affordable and Supportive Housing Challenges

- Need exceeds supply:
  - While there are many reasons why encampments exist, the lack of available affordable and supportive housing units is most significant
  - This housing deficiency creates a bottleneck in the homeless recovery system because shelter beds are used by individuals who have vouchers and are ready to transition out of homelessness, but cannot find anywhere to go
  - On average, only 40% of the people for which we partner with the Dallas Housing Authority to provide subsidies are able use them to transition from shelters to housing before their subsidies expire



# Affordable and Supportive Housing Opportunities

- Prospects for expansion:
  - The Bridge partners with several organizations/agencies to increase access to affordable and supportive housing for special needs populations through Dallas County's Behavioral Health/Housing Work Group
    - Regular participants include:
      - Dallas County, City of Dallas, Dallas Housing Authority, property development/management associations, tenant associations, The Meadows Foundation, North Texas Behavioral Health Authority (NTBHA), ValueOptions NorthSTAR, Metrocare Services and The Salvation Army
    - Consensus amongst the group is still being formed, but Bridge representatives have recognized the following best practices:
      - Scattered-site housing is preferable to single-site projects because they lessen Not-In-My-Back-Yard (NIMBY) issues
      - Nonprofit ownership is imperative because it ensures rent revenue can be allocated for supportive services
      - Local investment in addition to state and federal programs is essential in order for people transitioning from homelessness to regularly access adequate housing

# Models for Local Investment

- Boston
  - Residential developers set aside 13% of units for low-income tenants or pay into the Neighborhood Housing Trust Fund
    - 2,000 affordable units developed
    - \$74 million for the trust fund since 2000
  - Commercial developers contribute \$8.34 per square foot (for new construction exceeding 100,000 square feet) to the Neighborhood Housing Trust Fund
    - \$7 million for the trust fund annually
- Miami
  - More than \$23 million was raised in 2015 alone for homeless and housing programs via a dedicated tax on meals totaling more than \$100
- Seattle
  - More than \$388 million has been raised since 1981 for affordable housing via a dedicated property tax

## Guests' Story

When Dallas native Ricky Rand and his wife Patricia were connected to The Bridge by DPD Crisis Intervention last summer, they believed their stay would be short. After all, they both had all of their identification documents; neither struggled with mental illness or chemical dependency; and neither had a criminal background.

But their stay has been longer than expected, because after receiving a housing voucher more than three months ago, they have been unable to find a landlord willing to accept it. They explored units in Dallas, Addison, Carrollton, Duncanville and Garland, but no one has been willing to accept a voucher, even landlords who had in the past, because of the hot housing market.

Ricky's and Patricia's voucher is now expired, and they are awaiting an extension. But even if that is granted, the couple is unsure how successful they will be in their search.

"The Bridge has truly been a blessing to me and my husband, but we are ready to move into our own apartment now," Patricia says. "We just need a place to go."

# Questions/Comments

