

Memorandum



CITY OF DALLAS

DATE August 3, 2017

Honorable Members of Human & Social Needs Committee:

TO (Chair) Casey Thomas, II (Vice Chair), Adam Medrano, Dwaine R. Caraway,
Mark Clayton, Omar Naravez, B. Adam McGough

SUBJECT **Office of Homeless Solutions Overview**

On Monday, August 7, 2017, you will be briefed on the Office of Homeless Solutions Overview. The briefing materials are attached for your review.

Please feel free to contact me if you have any questions or need additional information. Thank you.



Nadia Chandler Hardy,
Chief of Community Services

c: Honorable Mayor and Members of the City Council
T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager
Raquel Favela, Chief of Economic Development & Neighborhood Services

Jo M. (Jody) Puckett, P.E., Assistant City Manager (Interim)
Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Theresa O'Donnell, Chief of Resilience
Directors and Assistant Directors

Office of Homeless Solutions

Human and Social Needs Committee

August 7, 2017

Nadia Chandler Hardy
Chief of Community Services
City of Dallas



Presentation Overview

- Background
- Mission & Overview
- Budget Summary
- General Fund Activities
- Grant Fund Activities
- Encampment Strategy and Reclamation

Background

- Previous Structure
 - Homeless Services Division
 - Housing & Community Services Department
 - Housing Council Committee reporting
- City re-organization in March 2017
 - Established Homeless Services
 - Reorganized into City Manager's Office
 - Human & Social Needs Council Committee reporting
- FY2018 Proposed Name
 - Homeless Services Office is proposed to be renamed Office of Homeless Solutions (OHS)



Office of Homeless Solutions

Mission

- To prevent and intervene in homelessness in the City of Dallas and address its impact on the public's health and safety by providing leadership, resources, coordination, and community mobilization



Office of Homeless Solutions

Overview

- Systems oriented, *based on Collective Impact Model*
- Increased accountability
 - Best practices
 - Data-informed decisions
 - Prescribed performance outcome expectations
- Enhanced, housing-focused street outreach
- Community Mobilization





Office of Homeless Solutions

Budget Overview

- FY2016-17 Actual Budget - \$24.7M
 - General Fund: \$8,241,767 (33%)
 - Grant Funds \$16,515,999 (67%)
- FY2017-18 Proposed Budget- \$24.2M
 - General Fund: \$10,281,328 (42%)
 - Grant Funds: \$13,959,822 (58%)
- 46 employees

General Fund

- Provides the following through City staff:
 - Crisis Intervention and Encampment Clean-Up
 - Street Outreach and Supportive Services
 - Case Management
 - Administration
- Provides the following by contract:
 - Emergency Shelter – The Bridge
 - Homeless Continuum of Care Planning & HMIS – MDHA
 - Job Readiness & Recidivism Data – Unlocking DOORS



CoC Grant Budget

Activity	FY16-17 Actual	FY17-18 Actual
Shelter Plus Care (serves a minimum of homeless individuals and families through tenant-based rental assistance, with chronically homeless prioritized)	\$1,540,810	\$1,463,770
My Residence Program (Rapid Re-Housing) (serves a minimum of 37 homeless families through tenant-based rental assistance)	\$491,080	\$421,215
Gateway to Permanent Supportive Housing (serves a minimum of 70 chronically homeless individuals through project-based rental assistance)	\$802,120	\$692,063
Shelter Plus Care Operation Relief Center (serves a minimum of 10 homeless veterans with disabilities through sponsor-based rental assistance)	\$101,408	\$101,408
Hillcrest House (grant transferred to subrecipient, AIDS Services of Dallas, effective 5/1/2017)	\$288,401	\$0
Total	\$3,223,819	\$2,678,456

ESG Grant Budget

Activity	FY16-17 Actual	FY17-18 Proposed
Emergency Shelter (includes Operations and Essential Services, as well as Renovation proposed for FY2017-18)	\$676,451	\$1,587,807
Street Outreach	\$50,428	\$69,072
Rapid Re-Housing (includes Financial Assistance/Rent and Housing Relocation & Stabilization)	\$292,452	\$1,065,784
HMIS Data Collection	\$40,000	\$69,000
ESG Administration	\$90,735	\$155,877
OHS Total	\$1,150,066	\$2,947,540
Homeless Prevention	\$61,400	\$170,000
ESG Total	\$1,211,466	\$3,117,540

HOPWA Grant Budget

Activity	FY16-17 Actual	FY17-18 Proposed
Emergency/Tenant Based Rental Assistance (Financial Assistance)	\$2,430,204	\$2,130,000
Emergency/Tenant Based Rental Assistance (Housing Services/Staff)	\$557,000	\$577,000
Housing Facilities Operations	\$876,000	\$753,615
Supportive Services	\$1,355,170	\$1,238,313
Housing Facilities Rehab/Repair	\$500,000	\$704,345
Housing Information/Resource Id	\$168,480	\$151,212
Program Administration/City	\$192,270	\$172,980
Program Administrator/Project Sponsor	\$330,000	\$272,880
OHS Subtotal	\$6,019,124	\$6,000,345
Emergency/Tenant Based Rental Assistance (Financial Assistance)	\$390,000	\$470,000
HOPWA Total	\$6,409,124	\$6,470,345

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State Grant: Health Community Collaborative (HCC)

- Grantor: Texas Health and Human Services Commission (HHSC), formerly Texas Department of State Health Services (TDSHS)
- Purpose: For individuals who are homeless and who suffer from mental illness or co-occurring psychiatric and substance use disorders
- Budget:
 - FY2016-17 - \$4,113,607
 - FY2017-18 - \$1,500,000
- Current Partners: Bridge Steps, Austin Street Shelter, City Square, and Association of Persons Affected by Addiction
- Contract renewals for FY2017-18; to be re-bid for FY2018-19
- 100% private match required

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State Grant: Homeless Housing and Services Program (HHSP)

- Grantor: Texas Department of Housing and Community Affairs (TDHCA)
- Purpose: To provide for the construction, development, or procurement of housing for homeless persons, and to provide local programs funding to prevent and eliminate homelessness
- Budget
 - FY2016-17 - \$811,130
 - FY2017-18 - \$833,481
- Current Partner: Bridge Steps
- Contract renewal for FY2017-18
- No match required



Office of Homeless Solutions

Operations

- To build systems through contract management
- Targeted Street Outreach
- Enhanced Encampment cleanup strategy
- Staff liaison to the Citizen's Homeless Commission
- Implement proposed 2017 \$20M bond for permanent supportive housing and rapid rehousing *(if approved)*
- Share the role of implementation partner with the county for the Dallas Area Partnership

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Encampment Cleanups

- Create a public safety concern
 - exposure to human waste, drug paraphernalia and/or inclement weather
- Cost between \$2,000 and \$50,000
 - based on the square footage and presence of hazardous material located at the site
- The City of Dallas has approximately 200 unduplicated encampments ranging from 5 persons to 100 persons
- **FY2018 Proposed Budget- \$1.6M enhancement**
 - Five prioritized encampments

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The Process

- City staff proactively identify or are notified of an encampment site through 311.
- Site assessment and prepare action plan
- Mobilize community partners to explore and plan reclamation
- Notices issued over two week period
- City will clean up the site, through contracted partner to meet Dallas Municipal Code standards for public health and safety.
- Site Reclamation or hardening occur once the site has been cleaned to help prevent the encampment from returning

Site Reclamation & Hardening

- **Site Reclamation** is the process of making public and private spaces safer and more welcoming for people who live or work in the area to be, while discouraging criminal activity and loitering
 - Dog parks, trails, public art, etc.
- **Site Hardening** is the placing of natural or manmade barriers to create a less appealing environment for encampments to occur
 - Boulders, trees, lighting, etc.
- **Crime Prevention through Environmental Design (CPTED)**
Lower or prevent environmental factors from creating an opportunity for crime and unwanted behavior.

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Community Mobilization

- Community mobilization is centered on the premise that the City and the Community will work together to activate a cleaned site, coordinate program efforts and/or build the necessary public private partnerships to keep the site attractive, clean, and safe.
- As part of the cleanup process, staff from the Office of Homeless Solutions will facilitate a community meeting of interested partners to discuss and plan reclamation efforts.

Important Dates

- In August and September:
 - **August 9, 2017**
 - Adopt HUD Budget (ESG & HOPWA Grant Funds)
 - **September 2017**
 - Accept Continuum of Care Grant Funds
 - Accept State HHSP Grant Funds
 - Adopt General Fund Budget
 - Approve OHS contracts
 - **October 1, 2017 - Implement Projects**

Office of Homeless Solutions

Human and Social Needs Committee

August 7, 2017

Nadia Chandler Hardy
Chief of Community Services
City of Dallas

