

# Memorandum



CITY OF DALLAS

DATE November 30, 2017

Honorable Members of the Human and Social Needs Committee:  
Councilmember Casey Thomas, II (Chair), Deputy Mayor Pro Tem Adam Medrano  
TO (Vice Chair), Mayor Pro Tem Dwaine R. Caraway, Councilmember Omar Narvaez,  
Councilmember Mark Clayton, Councilmember B. Adam McGough

SUBJECT **FY2017-2018 Amended and Restated Bridge Steps Management Services Contract, Phase II**

## Background

On November 17, 2017, the Office of Homeless Solutions briefed the Citizen Homeless Commission on the Management Services Contract with Bridge Steps as the operator of the City's Homeless Assistance Center ("The Bridge"). The briefing presented is attached.

## Issue

Prior amendments that have been made to the original Management Services Contract (MSC) with the Bridge has not included the original terms. The 2017-2018 agreement will restate the original MSC terms and include additional negotiated terms to increase accountability and transparency as it relates to service and data expectations, outcomes and financial viability, including fundraising efforts. Below is a summary of the terms:

### Restated Terms

- The City will provide funding for operation, programming, and management of City's Homeless Assistance Center (HAC), known as The Bridge
- The Bridge shall:
  - Perform all services necessary to successfully manage and operate the HAC including Drop-In Center, Pavilion, food service section, residential section, and exterior sections of campus
  - Submit a proposed comprehensive plan for operations and operating budget for the following contract year/fiscal year
  - Engage in fundraising efforts to ensure it has funds to meet its required contribution
  - Maintain records to demonstrate proper expenditure of funds
  - Submit monthly unaudited financial statements
  - Secure an annual independent audit and provide to City (including significant deficiencies and material weaknesses), subject to review by City Auditor's Office
- City may request changes in services from time to time

### Additional Terms

- Service Expectations:
  - Shelter First Approach
  - Immediate & Low Barrier Access
  - Housing-Focused, Rapid Exit Services
  - Client-Centered Care
  - Engagement with Shelter Adverse
  - Good Neighbor Policy
- Outcome Expectations:

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- Increased Housing Placements
- Reduction in Length of Shelter Stay
- Reduction in Returns to Homelessness
- Financial Expectations:
  - Increased Fundraising
  - Sustainability
- Data Expectations
  - HMIS Utilization

### Recommendation

On December 13, 2017, the full council will be requested to:

1) authorize an Interlocal Agreement with Dallas County to accept funding in the amount of \$1,000,000 for homeless assistance services at The Bridge for the period October 1, 2017 through September 30, 2018; receipt and deposit of funds from Dallas County in an amount not to exceed \$1,000,000; and execution of the Interlocal Agreement

2) authorize an amended and restated Management Services Contract, Phase II (MSC) with Bridge Steps consistent with the original intent as a low-barrier, housing-focused, shelter with proven results in housing placement, reduction in average length of stay and reduction in returns to homelessness, and to ensure Bridge Steps complies with all conditions for additional funding;

3) funding for the period of October 1, 2017 through September 30, 2018 from General Funds in an amount not to exceed \$4,800,000, which includes \$1,000,000 from Dallas County;

4) funding for the period of September 1, 2017 through August 31, 2018, from Texas Department of Housing and Community Affairs (TDHCA) under the Homeless Housing and Services Program (HHSP) in the amount of \$811,130; and

5) execution of the MSC.

Please contact me if you have any questions or require any additional information.



Nadia Chandler-Hardy  
Chief of Community Services

[Attachment]

c: Honorable Mayor and Members of City Council  
T.C. Broadnax, City Manager  
Larry Casto, City Attorney  
Craig D. Kinton, City Auditor  
Billerae Johnson, City Secretary (Interim)  
Daniel F. Solis, Administrative Judge  
Kimberly Bizar Tolbert, Chief of Staff to the City Manager  
Majed A. Al-Ghafry, Assistant City Manager

Jo M. (Jody) Puckett, Assistant City Manager (Interim)  
Jon Fortune, Assistant City Manager  
Joey Zapata, Assistant City Manager  
M. Elizabeth Reich, Chief Financial Officer  
Raquel Favela, Chief of Economic Development & Neighborhood Services  
Theresa O'Donnell, Chief of Resilience  
Directors and Assistant Directors

# **Discussion of Upcoming Council Agenda Item: Bridge Steps Management Services Contract**

**Citizen Homelessness Commission  
November 17, 2017**

**Charletra Sharp  
Interim Managing Director  
Office of Homeless Solutions**



# Purpose

- Provide an overview of the agenda item going to full council on December 13, 2017 requesting Council to authorize:
  1. An amended and restated Management Services Contract (MSC), Phase II with Bridge Steps consistent with the original intent as a low-barrier, housing-focused shelter with proven results in housing placement, reduction in average length of stay and reduction in returns to homelessness and to ensure the Bridge complies with all conditions for additional funding;
  2. Funding for the period October 1, 2017 through September 30, 2018 from General Funds in an amount not to exceed \$4,800,000 (includes \$1M County contribution)
  3. Funding for the period September 1, 2017 through August 31, 2018 from Texas Department of Housing and Community Affairs (TDHCA) Grant Funds, under the Homeless Housing and Services Program (HHSP); and
  4. Execution of the MSC.

# Background

- **[12/12/2007-09/30/2015]** Initial term of Original Agreement (Years 1-8)
  - Agreement allows for two renewals
- **[10/1/2015-9/30/2020]** First Five-Year Renewal (Year 9-13)
  - Currently under this renewal
- **[10/1/2020-9/30/2020]** If City elects, Second Five-Year Renewal (Years 14-18)
- Each year the Master Service Contract has been amended to include funding allocated by the City and County for the applicable fiscal year and did not include the original terms
  - The new agreement will restate the original terms as well as additional terms to ensure that expectations are clear and increase accountability with additional housing-focused measurable outcomes

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# Overview of Draft 2017-2018 Management Services Contract

- **Original terms being restated**
  - City provide funding for operation, programming, and management of City's Homeless Assistance Center (HAC), known as The Bridge
  - Bridge operate the HAC, including Drop-In Center, Pavilion, food service section, residential section, and exterior sections of campus (includes facility maintenance and coordination of co-located services)
  - Bridge must receive City approval for Change in Scope of Services
  - Bridge submit a proposed comprehensive plan for operations and operating budget for the following contract year/fiscal year

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# Overview of Draft 2017-2018 Management Services Contract

- **Original terms being restated, cont.**
  - Quarterly advance of General Funds based on projected monthly expenses from annual budget and City prorated portion
  - Bridge engage in fundraising efforts to ensure it has funds to meet its required contribution
  - Ownership remains with City and Bridge is the independent contractor
  - HAC utilities shall be in Bridge's name and included in operating budget
  - Bridge responsible for preventive, routine, and landscaping maintenance; City responsible for major maintenance

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# Overview of Draft 2017-2018 Management Services Contract, Cont.

- **Original terms being restated, cont.**
  - Bridge shall develop staffing plan for employees, contractors, subcontractors, vendors, co-located agencies, and volunteers based on anticipated resident occupancy and services to be provided
  - Grounds for termination include:
    - Default by the Bridge;
    - At convenience of the City; and
    - For non-appropriation of City's contribution
  - Bridge will maintain records to demonstrate proper expenditure of funds, submit monthly unaudited financial statements, and secure an annual independent audit and provide to the City

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# Overview of Draft 2017-2018 Management Services Contract, Cont.

- Terms added in earlier amendments
  - **[FY16]** Use of HMIS for all funding under the agreement and required coordination with Continuum of Care
  - **[FY17]** Revised scope of services to specify performance goals for housing attainment and day and night services
  - **[FY17]** Included additional provisions around program funding, data collection, monitoring, and additional payment requirements

# Overview of Draft 2017-2018 Management Services Contract, Cont.

- **Additional/modified terms for FY18**
  - Service expectations
    - Shelter first approach
    - Immediate and low barrier access
    - Housing-focused, rapid exit services
    - Client-centered care
    - Engagement w/ shelter adverse persons
    - Good Neighbor Policy
  - Outcome Expectations
    - Increased housing placements
    - Reduction in average length of shelter stay
    - Reduction in returns to homelessness
  - Financial Expectations
    - Sustainability and increased fundraising
  - Data Expectations
    - HMIS utilization for all funding sources



# Next Steps

- **[12/4/17]** Brief Human and Social Needs by memorandum
- **[12/13/17]** Seek Council's authorization to execute contract



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