DALLAS AREA PARTNERSHIP TO

End and Prevent Homelessness

3-YEAR STRATEGIC PLAN   MAY 9, 2018

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INTRODUCTION

The Dallas Area Partnership to End and Prevent Homelessness (Partnership) was established as a collaborative structure to address ending homelessness from the broader community perspective, identify priorities, establish alignment, and bring resources to bear from many sources: federal, state, local, and private sectors. As their work evolves, the Partnership aims to provide overarching system leadership, coordinate community investments and develop and oversee the implementation of a comprehensive plan to guide and direct improvements in the homelessness response system (the coordinated government and community effort to resolve, prevent and end homelessness in the Dallas area).

The 3-year strategic plan defines the Partnership's approach to establishing governance, directing resources and supporting system-level changes to meet the needs of families and individuals who are facing homelessness. Using the 2016 Dallas Commission on Homelessness Final Report to direct key categories of work, the Plan identifies areas for the Partnership to lead and makes recommendations on action items for homeless system partners to adopt. These combined efforts will allow the System to take a bold, collaborative approach to reducing the impact of homelessness in Dallas.

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CURRENT CONDITIONS

Per the 2018 Dallas County Point in Time Homeless Count Results, the number of people experiencing homelessness in Dallas County has increased 9 percent over last year to 4,140. The biggest increase is seen in the number of unsheltered with an increase of 23 percent above 2017 results. Reductions in safe haven units and transitional housing have contributed to the increase in this population.

Among the 319 veterans identified, 66 were unsheltered. Other subpopulations include 934 individuals in families and 64 unaccompanied youth under the age of 18. African Americans made up 60 percent of those identified, and Whites accounted for 37 percent.

The City and County of Dallas have enhanced their efforts to assist those in need of housing and reduce the community impacts of homelessness. These enhancements can be seen in the establishment of the Partnership and the newly developed Office of Homeless Solutions, which is designed to prevent and intervene in homelessness. Given the complexity of homelessness and the need to continuously collaborate, improve performance and innovate, the Partnership has designed a plan to compel prompt action and drive system level changes.

2018 HOMELESS COUNT

4140 TOTAL HOMELESS ↑9%

FEMALE 22%

MALE 78%

WHITE 37%

BLACK 60%
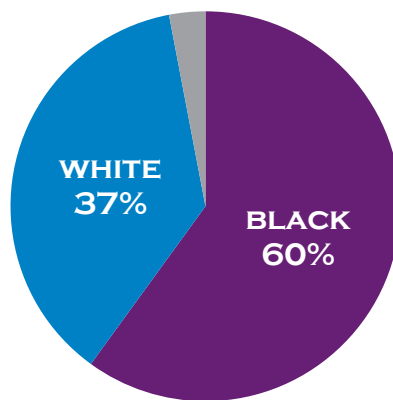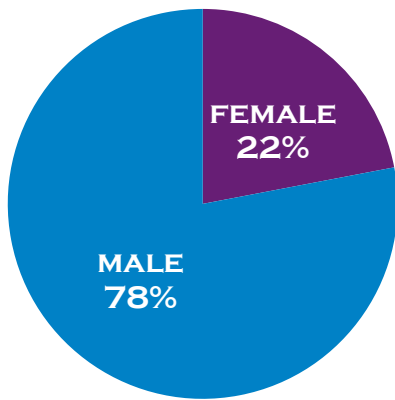
64 UNACCOMPANIED YOUTH UNDER 18

934 INDIVIDUALS IN FAMILIES

319 VETERANS — **21% UNSHELTERED**

↑**23% UNSHELTERED**

PLAN DEVELOPMENT

The strategic plan includes dynamic approaches that layer efforts over several years creating a framework for governance, accountability and data informed, high quality service delivery. This plan was informed by various strategic initiatives on Dallas' homeless response system.

DALLAS COMMISSION ON HOMELESSNESS REPORT

DALLAS AREA PARTNERSHIP TO END AND PREVENT HOMELESSNESS MEETINGS

METRO DALLAS HOMELESS ALLIANCE STRATEGIC PLAN TO ADVANCE THE END TO

NATIONAL BEST PRACTICES, EVIDENCED BASED APPROACH AND PROVEN MODELS

3-YEAR STRATEGIC PLAN

DALLAS COMMISSION REPORT ON HOMELESSNESS was created in response to concerns about homelessness. The Commission, established at the direction of Mayor Mike Rawlings, created a report that detailed Dallas' current environment in relation to homelessness, best practices gleaned from similar cities, and the Commission's overarching recommendations.

DALLAS AREA PARTNERSHIP TO END AND PREVENT HOMELESSNESS (PARTNERSHIP) was established in response to the 2016 Dallas Commission Report as a collaborative structure to addresses ending homelessness from the broader community perspective, identify priorities, establish alignment, and bring resources to bear from many sources: federal, state, local, and private sectors. The vibrant discussions, thoughts and ideas shared at Partnership meetings influenced the 3-year plan.

METRO DALLAS HOMELESS ALLIANCE (MDHA) STRATEGIC PLAN TO ADVANCE THE END OF HOMELESSNESS was developed from meetings held with 70 community leaders involved in addressing and ending homelessness in Dallas. The results of the gathering are intended to guide the work of the Continuum of Care, its homeless service providers, and the community as a whole. The Partnership supports the beliefs held in MDHA's strategic plan to include the belief that *ending homelessness is possible through employing innovative, low barrier, person-centered approaches for all persons within a system of care that is held accountable for high quality services.*

NATIONAL BEST PRACTICES, EVIDENCED BASED APPROACH AND PROVEN MODELS were used to identify new approaches that have been successfully implemented in other cities to include models in Houston, Chicago and Los Angeles.

APPROACH

Guided by the six recommendations detailed in the Dallas Commission on Homelessness Report, the strategic plan organizes each recommendation into three key opportunity areas with actionable steps that employ an **intentional use of innovative approaches** to address homelessness. The selected approaches represent the areas where the Partnership can make the greatest and most immediate impact within the 3-year plan period.

Each strategy is directly aligned with one or more of the six recommendations as seen below:

1 INCREASE STABLE, AFFORDABLE HOUSING

ADD HOUSING

INCREASE SUPPORTIVE HOUSING

ADDRESS CAPACITY

FACILITY DEVELOPMENT & SHELTER CAPACITY

2 DEVELOP A COMPREHENSIVE, COORDINATED, SYSTEMIC APPROACH TO ENDING AND PREVENTING HOMELESSNESS

GET ORGANIZED

COMMUNITY-WIDE LEADERSHIP

ACT NOW

MANAGE IMMEDIATE CHALLENGES

PREVENT HOMELESSNESS

SYSTEM-WIDE CONTROLS

3 INCREASE SUPPORT FOR LEADERS AND ORGANIZATIONS TASKED WITH ENDING AND PREVENTING HOMELESSNESS

USE TECHNOLOGY

COORDINATED ENTRY AND HMIS

INCREASE STABLE, AFFORDABLE HOUSING

Homelessness cannot be effectively addressed without an adequate supply of affordable housing. Investing in a range of permanent and affordable housing options creates strong families and strong neighborhoods. Accessing available affordable and private market housing stock and developing creative housing solutions are critical to ensuring everyone is afforded **stable and affordable housing**.

STRATEGY 1: PROTECT, RETAIN AND INCREASE SUPPLY OF HIGH QUALITY AFFORDABLE HOUSING			
ACTION ITEM	Year 1	Year 2	Year 3
POLICY Explore the feasibility of and possibly advocate for new city policies that will directly lead to an increase in privately-produced housing for the homeless.			**X**
Work with existing housing developments to prioritize housing for the homeless by creating limited preferences for housing the homeless and work with public and community partners, including the Dallas Department of Housing and Neighborhood Revitalization and the Texas Department of Housing and Community Affairs to prioritize the development of new affordable housing opportunities, specifically permanent supportive housing.			**X**

National Best Practice (Chicago, Los Angeles and Houston)

X: The period where the greatest progress against the established action item is achieved.

STRATEGY 1: SYSTEM SUPPORT

The Partnership recognizes that a **coordinated, system-led response** is needed to effectively respond to homelessness. Therefore, the Partnership recommends adoption of the following action items by the listed lead agencies to support improvements across the entire system, maximize resources, create alignment amongst system members.

	ACTION ITEM	YEAR 1	YEAR 2	YEAR 3	LEAD
POLICY	Maximize development opportunities set forth in the bond issue proposition passed in November 2017 to fund economic development and housing.	X			OFFICE OF HOMELESS SOLUTIONS
PRIORITIZATION	Work to effectively assist people experiencing homelessness through the prioritization on the housing waiting list or conversion of up to 20 percent of a Housing Authority's Section 8 Tenant-based assistance to project-based assistance.		X		DALLAS HOUSING AUTHORITY
LANDLORD ENGAGEMENT	Develop and implement a coordinated, citywide landlord outreach strategy to recruit new rental partners. Secure funding for the development of new financing options or access to flexible pools for landlords in exchange for affordable tenancy; thereby, preserving the affordability and quality of the existing housing stock.	X			OFFICE OF HOMELESS SOLUTIONS

CAPACITY	Increase the capacity of the rapid rehousing program to enable non-disabled households with income to locate housing and exit homelessness quickly by blending federal, city, and private resources to scale intervention up to the maximum number of households eligible.	**X**			**OFFICE OF HOMELESS SOLUTIONS**
	Expand shelter capacity, create respite facilities for those discharged from hospitals, increase transitions from shelter to housing, and explore temporary housing option.	**X**			**OFFICE OF HOMELESS SOLUTIONS**
INNOVATION	Evaluate alternate housing options to address limited housing inventory: Tiny homes, motel or apartment conversion, home sharing, host home programs, or roommate matching for low-income households and youth, shared housing and shelters for women and families.	**X**			**OFFICE OF HOMELESS SOLUTIONS**

▮ Dallas Commision on Homelessness Final Report

▮ National Best Practice (Chicago, Los Angeles, Houston)

▮ Dallas Area Partnership to End and Prevent Homelessness

X: The period where the greatest progress against the established action item is achieved.

DEVELOP A COMPREHENSIVE, COORDINATED, SYSTEMIC APPROACH TO ENDING HOMELESSNESS

Dallas requires a transparent, equitable, comprehensive crisis response system that quickly and compassionately assesses a household's needs and provides tailored resources to individuals and families in crisis. By moving beyond a decentralized approach to a set of more strategic and efficient interventions, Dallas can reduce the number of people entering the homeless system and quickly stabilize people who are already experiencing homelessness. This can be done by creating a person-centered crisis response system that provide prevention and diversion services and ensures homelessness is a rare, brief, and non-recurring experience.

STRATEGY 2: CREATE AN EFFECTIVE CRISIS RESPONSE SYSTEM THAT PREVENTS HOMELESSNESS WHENEVER POSSIBLE AND RAPIDLY RETURNS PEOPLE WHO EXPERIENCE HOMELESSNESS TO STABLE HOUSING				
	ACTION ITEM	YEAR 1	YEAR 2	YEAR 3
ACCOUNTABILITY	Develop shared goals and clear performance measures and benchmarks that all system agencies will be measured against. Monitor progress against those goals.	X		
EQUITY	Support and where possible advance the recommendations of the Supporting Partnerships for Anti-Racist Communities report.			X
INNOVATION	Blend public and private resources to ensure Dallas' emergency shelter and housing system has the capacity to meet the needs of all households in crisis.			X

▬ Dallas Commision on Homelessness Final Report

▬ National Best Practice

▬ MDHA Strategic Plan

X: The period where the greatest progress against the established action item is achieved.

STRATEGY 2: SYSTEM SUPPORT

The Partnership recognizes that a **coordinated, system-led response** is needed to effectively respond to homelessness. Therefore, the Partnership recommends adoption of the following action items by the listed lead agencies to support improvements across the entire system, maximize resources, create alignment amongst system members.

	ACTION ITEM	YEAR 1	YEAR 2	YEAR 3	LEAD
OUTREACH	Coordinate and expand outreach and engagement resources to create a universal approach and ensure complete coverage throughout the city including outreach to people who are chronically homeless and living on the street.	X			OFFICE OF HOMELESS SOLUTIONS
COORDINATED ACCESS	Refine the Coordinated Access System so that it streamlines and automates the placement process for homeless families and individuals and rapidly connects them to permanent housing with housing stabilization services.		X		LEAD CoC AGENCY
	Create (1) a universal assessment for all persons requesting assistance and connect households to the appropriate intervention and (2) appropriate triage tools for subpopulations and cross system intersections (child welfare, healthcare, etc.).		X		LEAD CoC AGENCY
	Create system capacity for real-time bed management and the electronic transfer of client information for seamless continuity of care ensuring all beds are represented in system data.		X		LEAD CoC AGENCY

PREVENTION & DIVERSION					
	Provide training and technical assistance on the leading evidence-based practices and innovative pilots.		**X**		**OFFICE OF HOMELESS SOLUTIONS**
	Develop a method for targeting homeless prevention assistance to households most at-risk of entering emergency shelter.			**X**	**LEAD COC AGENCY**
	Test shelter diversion models to assess the effectiveness of providing temporary housing alternatives instead of shelter placement.		**X**		**OFFICE OF HOMELESS SOLUTIONS**

Dallas Commision on Homelessness Final Report

National Best Practice (Chicago, Los Angeles, Houston)

MDHA Strategic Plan

X: The period where the greatest progress against the established action item is achieved.

INCREASE SUPPORT FOR LEADERS AND ORGANIZATIONS TASKED WITH ENDING HOMELESSNESS

Dallas' homeless response system is comprised of providers, volunteers, advocates, and systems-level professionals striving to end homelessness. To ensure the strength, resiliency, and creativity of this system, Dallas must support the creation of a performance based data system that drives decision making and program investment. Support can also be provided by actively engaging systems that intersect with homelessness. Successful cross system integration will lead to lasting change by improving access to comprehensive services and continuity of care, by reducing duplication and inefficiency, and by establishing greater accountability for meeting shared goals. Technical assistance that builds system capacity, local expertise, and provider skills to operate innovatively will also create sustained improvements.

STRATEGY 3: ENSURE SYSTEM LEADERSHIP, INFRASTRUCTURE AND PROGRAMS ARE CAPABLE OF IMPLEMENTING A STRONG, RESILIENT CRISIS RESPONSE SYSTEM				
	ACTION ITEM	Year 1	Year 2	Year 3
DATA	Create a "system map" (flow chart) of the Dallas homeless assistance system that will illustrate the flow of households into and out of the system.	X		
INTEGRATION	Identify and document system agency roles and responsibilities as well as agencies external to the homeless response system, but serve people experiencing homelessness.	X		
INTEGRATION	Identify resources to support cross-system integration in order to foster sustained, high-level coordination among government agencies on the issue of ending homelessness.		X	
INNOVATION	Create a private funding pool to incentivize successful implementation of performance measures.			X
INNOVATION	Fundraise for system improvement planning grants that create opportunities for programs to coordinate and implement strategic change.		X	

▬▬▬ MDHA Strategic Planning Session

▬▬▬ National Best Practice (Chicago, Los Angeles, Houston)

X: The period where the greatest progress against the established action item is achieved.

STRATEGY 3: SYSTEM SUPPORT

The Partnership recognizes that a **coordinated, system-led response** is needed to effectively respond to homelessness. Therefore, the Partnership recommends adoption of the following action items by the listed lead agencies to support improvements across the entire system, maximize resources, create alignment amongst system members.

	ACTION ITEM	YEAR 1	YEAR 2	YEAR 3	LEAD
DATA	Create an open HMIS system able to connect with multiple data systems in order to reduce provider time entering data and to provide quality system-level reports on usage and service touchpoints.		X		LEAD CoC AGENCY
	Make better use of all available data sets and identify additional sources of data in order to determine housing and service gaps in homeless assistance system.			X	LEAD CoC AGENCY
TECHNICAL ASSISTANCE	Provide training and technical assistance on the leading evidence-based practices and innovative pilots.	X			OFFICE OF HOMELESS SOLUTIONS
	Ensure implementation of high-quality homeless services to include Housing First.				LEAD CoC AGENCY
	Support providers of homeless services by ensuring sufficient training, skill development, and compensation for staff, as well as the long-term sustainability of programs and agencies.	X			LEAD CoC AGENCY

▬ Dallas Commision on Homelessness Final Report

▬ MDHA Strategic Plan

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