

# Memorandum



CITY OF DALLAS

DATE October 7, 2022

TO Honorable Mayor and Members of the City Council

SUBJECT **Office of Homeless Solutions Budget Listening Sessions Feedback and Proposed Modifications**

As a reminder, the Office of Homeless Solutions (OHS) held budget listening sessions during the months of June and July 2022. Staff presented the feedback from the sessions to the Citizens Homeless Commission (CHC), the Housing and Homeless Solutions Committee (HHS), and the Dallas Area Partnership (DAP) This memorandum is to share the responses to questions raised during these meetings and request any additional feedback on the proposed changes to the OHS Four-Track Strategy. **Please see attachment A which highlights the current and proposed modifications.** The final recommended changes to the OHS Four-Track Strategy are tentatively scheduled for City Council action on October 26, 2022.

## Questions and Answer:

- **Question: What is the status of Veteran resources?**  
Answer: There is an array of veteran resources available through the local Continuum of Care (CoC), including housing vouchers specifically for veterans. Any veteran encountered within the CoC has several additional layers of support available to them via these resources.
- **Question: How much funding is needed to support the shelter need per the change to Track One?**  
Answer: OHS proposes to fund shelter overflow through a Request for Proposal, utilizing existing funding of roughly \$1 million and will continue to work with the County to identify additional funding support, both now and for ongoing use. OHS will collect the data netted by this program and come back with an adjusted funding request as needed in the next budget cycle.
- **Question: Is expanding shelter capacity via hotels a viable option concerning occupancy rates?**  
Answer: OHS confirmed that this is a currently successful model utilized by several shelter providers and does not anticipate a disruption in that process. Additionally, we expect this type of emergency mechanism to be used less frequently as additional affordable and supportive housing comes online.

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- **Question: Will any locations in the Central Business District (CBD) be used for Temporary Inclement Weather Shelters (TIWS)?**

Answer: Outside of the Central Library, which OHS will use as TIWS overflow, there will not be any TIWS locations in the CBD and staff is currently negotiating a long-term solution to address the need for Inclement Weather Shelter with further information coming soon.

- **Question: Do faith-based organizations need a permit to be a TIWS?**

Answer: Yes, all TIWS must have a current Certificate of Occupancy and fill out a TIWS application to show that the location may accommodate individuals in a sheltering capacity.

- **Question: Please provide the City's contributions to all shelter providers. Including overall budgets and what percentage of that is the City's portion.**

Answer:

Shelter Partner	Funding source	FY22 Shelter Budget	FY22 City/County funding	City/County funding %
Bridge Step	City	\$14,340,781	\$3,443,847	24.01%
	Dallas County		\$1,000,000	6.97%
Austin Street Center	City	\$8,371,631	\$480,000	5.73%
Family Gateway	City	\$7,561,617	\$1,609,157	21.28%
Family Place	City	\$3,138,354	\$90,000	2.87%
Shared Housing	City	\$48,000	\$48,000	100.00%
The Salvation Army	City	\$10,081,743	\$175,000	1.74%

- **Question: How does OHS keep its mission centered on the unsheltered population while supporting poverty driver removal without shifting too much focus to the drivers of poverty?**

Answer: Efforts to address these issues must be done in partnership with other City departments and partnering municipal and private bodies, who focus on those areas, to ensure that issues are addressed holistically, by all who are impacted. OHS currently meets with Housing and Neighborhood Stabilization (HOU), Office of Community Care (OCC), Code Compliance (CODE), Metro Dallas Homeless Alliance (MDHA), Dallas Housing Authority (HUD), and Dallas County around these issues and housing affordability to ensure that all efforts are working together in the most efficient manner possible.

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- **Question: The current wording on Track three (3) is too vague, what does “low barrier,” mean?**

Answer: The low barrier approach, as part of the Housing First approach, encourages the removal of unnecessary barriers, that may reduce the program’s effectiveness and goal of placing individuals in housing. It is not free of expectations and rules, and does utilize background check as necessary, to ensure that program participants are in compliance with the requirements of their housing applications. It aims to house those with low to moderate barriers such as:

- No rental history
  - Poor rental history (i.e., prior evictions, rent/utility arrears)
  - Insufficient savings
  - Poor credit history
  - Sporadic employment history
  - No high school diploma/GED
  - Recent or current abuse and/or battering (client fleeing domestic violence housing situation)
  - Head of household under 18 years old
  - Large family (three or more children)
  - Criminal background (as applicable to unit standards)
- **Question: Can the lots on Haskell be used for tiny homes?**

Answer: In 2018, OHS evaluated the possible use of three City-owned vacant lots at 1805 N. Haskell Ave., 2009 N. Haskell Ave., and 2011 N. Haskell Ave. Two of the properties are 6,250 sq. ft. and one is 6,850 sq. ft. All three are zoned commercial. Due to the size of the property and need to provide parking, the sites were eliminated from consideration in favor of a larger space to accommodate more residents at one location.

- **Question: Do other cities have city led TIWS?**

Answer: TIWS are typically stood up by private non-profits, not cities.

- **Question: What are OHS’s internal measures that correspond with the Four-Track Strategy?**

Answer: OHS has standard performance measures and Racial Equity Measures which gauge our effectiveness year over year. These are broken out into two sections below:

- OHS Racial Equity Plan Key Department Actions-
  - Progress Measures:
    - By December 2022 formalize a partnership between HOU, OCC, MDHA, and Dallas County to address permanent supportive housing for residents with no-to-low-income.
    - In partnership with the Office of Governmental Affairs (OGA) and the Office of Equity and Inclusion (OEI), recommend a source of income discrimination legislation by December 2023.
    - By July 2024, in partnership with HOU, OCC, MDHA, and Dallas County create a city-wide plan for permanent supportive housing for residents with no-to-low income.
    - Decrease the number of unsheltered single, Black men by 10% by 2025.

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- In partnership with HOU, OCC, MDHA, and Dallas County add an additional 248 units to the availability of permanent supportive housing stock by December 2027.
  - Decrease the average placement time from program enrollment to housing placement for single, Black Dallas R.E.A.L. Time Rapid Rehousing applicants from an average of 77 days to an average of 59 days by December 2027.
- FY22-23 Performance Measures

Description	FY 21-22 Target	FY 22-23 Proposed	FY 23-24 Planned
1. Percentage of service requests resolved within 21 days.	80.0%	85.0%	85.0%
2. Percentage of unduplicated persons placed in permanent housing who remain housed after six months.	85.0%	85.0%	85.0%
3. Percentage of persons exited to positive destinations through the Landlord Subsidized Leasing Program.	80.0%	80.0%	80.0%
4. Percentage of persons connected to services through street outreach.	85.0%	90.0%	90.0%
5. Percentage of beds utilized under the Pay-to-Stay program.	80.0%	80.0%	80.0%
6. Unduplicated number of homeless clients who have a mental illness or who might also have co-occurring substance use or primary care health issues to receive outreach/ engagement/ screening/ assessment/ triage services.	0	1,400	1,400

### Proposed Modifications to the Four-Track Strategy

Upon reviewing the above questions and answers, your feedback on the proposed changes to the Four-Track Strategy listed below is requested. Upon receipt of this feedback, OHS will update the proposed changes to the Four-Track Strategy and bring them forward to City Council at a later date. Proposed changes to the Four-Track Strategy are shown in bold, in the right-hand column.

Current Four-Track Strategy	Proposed Four Track Strategy
Track 1: Increase Shelter Capacity <ul style="list-style-type: none"> <li>• Expand capacity of existing providers through contracted pay-to-stay shelter beds</li> </ul>	Track 1: Increase Shelter Capacity <ul style="list-style-type: none"> <li>• Expand capacity of existing providers through contracted <b>shelter overflow programs</b></li> </ul>
Track 2: Inclement Weather Shelters <ul style="list-style-type: none"> <li>• Allow private &amp; faith-based organizations to provide shelter on days when the actual</li> </ul>	Track 2: Inclement Weather Shelters <ul style="list-style-type: none"> <li>• Allow <b>entities with Chapter 45 Temporary Inclement Weather Shelter permits</b> to provide</li> </ul>

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<p>temperature is less than 36 degrees (in winter months) or above 100 degrees during the day with an evening temperature higher than 80 degrees (in summer months)</p>	<p>shelter on days when the actual temperature is less than 36 degrees (in winter months) or above 100 degrees during the day with an evening temperature higher than 80 degrees (in summer months) <b>as led by the City</b></p>
<p>Track 3: Landlord Subsidized Leasing</p> <ul style="list-style-type: none"> <li>• Provide security deposits, rent, utilities, and incentives to tenants as well as incentives and risk mitigation services to participating landlords</li> </ul>	<p>Track 3: <b>Subsidized Supportive Housing</b></p> <ul style="list-style-type: none"> <li>• Provide security deposits, rent, utilities, incentives, <b>and supportive services to further the alleviation of poverty</b> to tenants, as well as incentives and risk mitigation services to participating landlords</li> </ul>
<p>Track 4: New Developments, Prop J 2017 Bond</p> <ul style="list-style-type: none"> <li>• Funding for permanent supportive housing targeting chronic homeless; rapid rehousing addressing the elderly, disabled, families with children and young adults; Day Centers for seamless wrap-around services</li> </ul>	<p>Track 4: <b>Investments in Facilities Combatting Homelessness</b></p> <ul style="list-style-type: none"> <li>• Funding for <b>low barrier housing types, to include permanent supportive housing</b>, targeting chronic homelessness; rapid rehousing addressing the elderly, disabled, families with children and young adults, <b>ensuring that program participants are in compliance with the requirements of their housing applications</b>; and Day Centers for seamless wrap-around services</li> </ul>

Please contact me or Christine Crossley, Director of the Office of Homeless Solutions, if you have further questions or additional feedback regarding the proposed revisions to the OHS Four-Track Strategy.



Kimberly Bizer Tolbert  
Deputy City Manager

- c: T.C. Broadnax, City Manager
- Chris Caso, City Attorney
- Mark Swann, City Auditor
- Biliera Johnson, City Secretary
- Preston Robinson, Administrative Judge
- Jon Fortune, Deputy City Manager

- Majed A. Al-Ghafry, Assistant City Manager
- M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
- Dr. Robert Perez, Assistant City Manager
- Carl Simpson, Assistant City Manager
- Jack Ireland, Chief Financial Officer
- Genesis D. Gavino, Chief of Staff to the City Manager
- Directors and Assistant Directors

# Proposed Modifications - OHS Four-Track Strategy



Current Four-Track Strategy	Proposed Four-Track Strategy
<p>Track 1: Increase Shelter Capacity</p> <ul style="list-style-type: none"> <li>Expand capacity of existing providers through contracted pay-to-stay shelter beds</li> </ul>	<p>Track 1: Increase Shelter Capacity</p> <ul style="list-style-type: none"> <li>Expand capacity of existing providers through contracted <b>shelter overflow programs</b></li> </ul>
<p>Track 2: Inclement Weather Shelters</p> <ul style="list-style-type: none"> <li>Allow private &amp; faith-based organizations to provide shelter on days when the actual temperature is less than 36 degrees (in winter months) or above 100 degrees during the day with an evening temperature higher than 80 degrees (in summer months)</li> </ul>	<p>Track 2: Inclement Weather Shelters</p> <ul style="list-style-type: none"> <li>Allow <b>entities with Chapter 45 Temporary Inclement Weather Shelter permits</b> to provide shelter on days when the actual temperature is less than 36 degrees (in winter months) or above 100 degrees during the day with an evening temperature higher than 80 degrees (in summer months) <b>as led by the City</b></li> </ul>
<p>Track 3: Landlord Subsidized Leasing</p> <ul style="list-style-type: none"> <li>Provide security deposits, rent, utilities, and incentives to tenants as well as incentives and risk mitigation services to participating landlords</li> </ul>	<p>Track 3: <b>Subsidized Supportive Housing</b></p> <ul style="list-style-type: none"> <li>Provide security deposits, rent, utilities, incentives, <b>and supportive services to further the alleviation of poverty</b> to tenants as well as incentives and risk mitigation services to participating landlords</li> </ul>
<p>Track 4: New Developments, Prop J 2017 Bond</p> <ul style="list-style-type: none"> <li>Funding for permanent supportive housing targeting chronic homeless; rapid rehousing addressing the elderly, disabled, families with children and young adults; Day Centers for seamless wrap-around services</li> </ul>	<p>Track 4: <b>Investments in Facilities Combatting Homelessness</b></p> <ul style="list-style-type: none"> <li>Funding for <b>low barrier housing types, to include permanent supportive housing</b>, targeting targeting chronic homelessness; rapid rehousing addressing the elderly, disabled, families with children and young adults, <b>ensuring that program participants are in compliance with the requirements of their housing applications</b>; and Day Centers for seamless wrap-around services</li> </ul>

