



CITIZEN HOMELESSNESS COMMISSION

January 22, 2019

Honorable Mayor and Members of the City Council
City of Dallas
1500 Marilla Street
Dallas, Texas 75201

Re: Citizen Homelessness Commission 2018 Annual Report

Dear Mayor Rawlings and Members of the City Council:

I am pleased to enclose the 2018 Annual Report of the Citizen Homelessness Commission. This report is submitted pursuant to Section 8-1-1 of the Dallas City Code. The CHC is an advisory body established to advise the City Manager and the City Council on issues affecting homelessness, and to assist the City in evaluating new and existing programs and coordinating with other local and regional bodies addressing homelessness, while assuring participation from, and inclusion of, all stakeholders.

During 2018, the Commission, as well as several subcommittees we established during the year, have been active in engaging with the community through public meetings on various issues impacting homelessness, and in initiating and evaluating proposed programs that we hope will help the City make progress in reducing homelessness. While some progress was made in 2018, we hope to complete several initiatives early in 2019 – including finalizing inclement weather and transportation loop proposals and working with the Office of Homeless Solutions to complete RFPs for Tracks 3 (landlord subsidy/rental assistance program) and Track 4 (bond fund implementation) of the four-track strategy plan, all as discussed in the Annual Report.

The Citizen Homelessness Commission is committed to working with the Council, the Office of Homeless Solutions, the Dallas Area Partnership to End and Prevent Homelessness, and other organizations to find ways to increase coordination among the various entities and organizations that are part of our homeless response system, and ultimately to provide the housing and services that are essential to ending and preventing homelessness in our community.

Honorable Mayor and Members of City Council
January 22, 2019
Page 2

If you would like to discuss this Annual Report or the work of the Commission, please feel free to call me at 214-969-1549.

Respectfully submitted,



Kenn W. Webb
Chair, Citizen Homelessness Commission

Enclosure

cc: T.C. Broadnax, City Manager
Biliera Johnson, City Secretary
Jesus J. Salazar, Boards and Commissions Manager, CSO
Sandra E. DuBose, Boards and Commissions Coordinator, CSO
Nadia Chandler-Hardy, Assistant City Manager and Chief Resilience Officer
Monica Hardman, Managing Director, Office of Homeless Solutions
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Genesis Gavino, Assistant to the City Manager and Chief of Staff



City of Dallas

**Citizen Homelessness Commission
Annual Report**

For the year ended December 31, 2018

TABLE OF CONTENTS

	Page
Mission and Purpose	1
Structure and Composition of the Commission	4
Overview of 2018 Activities	5
Outlook for 2019.....	7
Citizen Homelessness Commission Membership.....	9
Subcommittee Reports.....	11

CITIZEN HOMELESSNESS COMMISSION

2018 Annual Report

Mission and Purpose

Mission Statement

The Citizen Homelessness Commission is an advisory body established by the Dallas City Council for the purpose of assuring participation from, and inclusion of, all stakeholders, including those with past or present experience with homelessness, in order to develop policy recommendations to ensure alignment of city services with regional services to enhance the efficiency, quality and effectiveness of the community-wide response to homelessness. (Dallas City Code § 2-147.)

Duties and Functions

- Advise the City Manager and the City Council on issues affecting homelessness.
- Assist the City in evaluating new and existing programs.
- Coordinate with other local and regional bodies addressing homelessness.
- Perform such other duties as may be assigned by the City Manager or City Council.

(City Code § 2-149.)

Guiding Principles

All Citizens Must Have a Voice. The Commission has been established to provide an avenue through which all citizens affected by homelessness will have an opportunity to have input into the development of the policies and programs that are part of the City's response to homelessness. As reflected in the membership requirements discussed in the next section of this report, this includes persons who have personally experienced homelessness. The Commission is guided by the principle that citizens of our city in all circumstances, including in particular those personally experiencing homelessness, have valuable perspectives that may contribute positively to the conversation regarding the issue of homelessness in Dallas.

We acknowledge, however, that there are multiple perspectives on the causes of, issues presented by and outcomes that should be sought related to homelessness in Dallas, and these perspectives sometimes appear to conflict. In advising the City on these issues, the Commission will attempt to reflect the idea that programs and policies that directly benefit persons experiencing homelessness, while having due regard for the legitimate concerns of other Dallas citizens, including businesses and homeowners, will ultimately have a positive impact on the City of Dallas as a whole, in terms of quality of life, health and safety, and costs incurred. For example, a policy that increases the number of homeless persons placed into housing will not only benefit the newly-housed persons, but also reduce pressure on the shelter system and neighborhoods with significant homeless populations, while reducing the City's financial burden. The estimated cost of housing one person in permanent supportive housing¹

¹ Permanent supportive housing is low-cost or subsidized housing that provides professional and at-home case management services to assist persons with disabilities in transitioning out of long-term homelessness. The

is approximately \$15,000 per year; in contrast, the estimated cost to taxpayers for the provision of public services, including emergency services and in some cases incarceration, to a single chronically homeless person is \$40,000 per year.²

Best Practices. The Commission seeks to inform itself regarding available data and best practices that have been developed in other communities in making its recommendations and evaluating new and existing programs. One evidence-based best practice is the “housing first” model that is now embodied in grant programs administered by HUD. Housing first is based on the principle that quickly connecting persons and families experiencing homelessness to permanent housing with few or no treatment preconditions, behavioral contingencies or barriers to entry (such as sobriety, participation in treatment programs, or an evaluation of housing “readiness”) improves outcomes, including reducing the likelihood of a subsequent return to homelessness, a significant reduction in the use of emergency and crisis services and institutions and, in many cases, improved physical and mental health of the person placed into housing.³

Another best practice is the enhancement of coordinated access to the system of care, which involves the sharing of data and information among service providers, coordinated and comprehensive outreach efforts and swift connections to the most appropriate form of housing and services based on the specific needs of the homeless person or family.

The Commission will continue to educate itself on best practices that have been shown to be effective and to evaluate how those best practice models may be adapted to Dallas’ specific circumstances.

Diverse Populations. People experience homelessness for a variety of reasons and in differing circumstances, and the Commission recognizes that the City’s policies and programs must take into account the varying needs of specific subpopulations of the homeless population, including families with children, single mothers, couples, veterans, older adults (62+), unaccompanied youth and children, formerly-incarcerated persons, LGBTQ persons, and persons with disabilities, significant medical needs, mental health issues and substance use disorders. We are also mindful of the fact that homelessness disproportionately burdens persons of color in our community.

Community-Wide Cooperation. The Commission will also be guided by the principle that homelessness is a multi-faceted and complex issue that must be addressed with a coordinated, community-wide effort, with all relevant institutions having a common understanding and approach to the issues, consistent metrics for assessing outcomes and ensuring accountability, a plan of action that

“wrap around” services depend on the needs of the individual, and may include behavioral health or addiction treatment or counseling, job-readiness training or other life-skills training, on a voluntary basis. Permanent supportive housing has been shown to be most effective for the chronically homeless; it is part of the broader evidence-based best practice model of “housing first,” discussed below.

² Estimates provided by City of Dallas OHS staff. A study performed in Seattle, Washington, showed that a permanent supportive housing site experienced average savings for the city of \$2,449 per month (more than \$29,000 per annum) *per person* in public service costs, including jail, hospitalizations, detoxification treatments, emergency services and Medicaid-funded services. *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness*, page 7 (USICH, June 2015).

³ Sources: *Home, Together: The Federal Strategic Plan to Prevent and End Homelessness*, U.S. Department of Housing and Urban Development and U.S. Interagency Council on Homelessness (USICH) (July 2018); *Core Principles of Housing First and Rapid Rehousing* (USICH, July 22, 2014 Webinar); and *Housing First Checklist: Assessing Projects and Systems for a Housing First Orientation* (USICH, September 2016).

assigns mutually-reinforcing, rather than duplicative, activities, and open and ongoing communication among the participants. We recognize that Dallas' current homelessness response system has not fully achieved these goals and will work with the OHS and others to facilitate the collective action that will be necessary to establish a more effective approach to reducing and ultimately ending homelessness in Dallas. The Commission will engage with Carl Falconer, the recently-hired CEO of the Metro Dallas Homeless Alliance (MDHA), on these issues, including the enhancement of coordinated access to the system of care. The MDHA, as the coordinating agency of the Continuum of Care, is the entity with primary responsibility for facilitating coordination among the community of homelessness service providers.

Structure and Composition of the Commission

Pursuant to Section 2-148 of the Dallas City Code, as amended, the Commission consists of 15 members including the Chair appointed by the Mayor and one member appointed by each of the other 14 members of the City Council. The City Council appoints a Vice-Chair from among those members. Two members of the Commission must have past or present experience as homeless persons, and at least one member must represent a faith-based organization. Several members resigned from the Commission during 2018 due primarily to time constraints. As a result, the Commission currently has ten members and does not satisfy the composition requirements mentioned above. The terms of the current members end on September 30, 2019.

Kenn Webb was appointed by Mayor Mike Rawlings and serves as Chair of the Commission. Tanya Ragan, who was appointed to the Commission by Council Member Narvaez, was appointed by the City Council on December 12, 2018 to serve as Vice Chair of the Commission. Ms. Ragan replaces Cara Mendelsohn as Vice Chair. Ms. Mendelsohn resigned from the Commission in November 2018, when she announced her candidacy for election to City Council, District 12.

The Commission receives staff support from the City's Office of Homeless Solutions (OHS), and works closely with the OHS on the development and evaluation of proposals for consideration by City Council. The OHS staff most actively involved with the Commission are Monica Hardman, Managing Director; Charletra Sharp, Program Administrator; Zena Palmer, Boards and Commissions Manager; and Latrisce Johnson, Executive Assistant to the Director. We have also received valuable support from Nadia Chandler-Hardy, who oversees the Office of Homeless Solutions in her role as Assistant City Manager and Chief Resilience Officer.

Overview of 2018 Activities

Calendar year 2018 was the first full year of the Citizen Homelessness Commission's existence. Some of the highlights of our activities during the year are listed below. Late in 2017 and early in 2018, we established several subcommittees, and much of the substantive work of the Commission has been conducted by these subcommittees, each of which reports and make recommendations to the full Commission. A report of the activities of each subcommittee is included below.

Overview

- The Commission worked with the OHS on the development of a four-track Strategy Plan presented to City Council on August 1, 2018:
 - Track 1: Expansion of shelter capacity
 - Resulted in the addition of 50 beds at the Bridge, with the City paying \$12 per bed for each night used
 - Track 2: Establishment of temporary shelter facilities on a scattered-site basis
 - Being reevaluated and restructured as instructed by Council.
 - May include inclement weather sheltering
 - Track 3: Master Lease/Landlord Incentive Program
 - Proposed RFCSP currently being reviewed for release by Office of Procurement
 - Track 4: Use of \$20 million of funding approved for homeless facilities in City's 2017 bond package.
 - Commission's Housing Subcommittee has recommended focusing on the needs of situational homelessness, in light of focus of other funding (including HUD) on permanent supportive housing.
 - RFP currently being developed.
- Our Community Outreach Subcommittee worked with OHS to develop an outreach plan and organized a series of public meetings to solicit public input on the Strategy Plan.
- Held a series of public meetings, coordinated by our Housing Subcommittee, to solicit public input on the use of bond funds (Track 4 of the Strategy Plan, above).
- Held a public forum, coordinated by our Community Outreach Subcommittee, during National Hunger & Homelessness Awareness Week (Nov. 10-18, 2018) at which a group of service providers with diverse perspectives participated in a panel discussion on feeding homeless persons in the City; subcommittee compiled ideas generated by discussion and is in process of developing next steps.
- Evaluated and provided feedback on the proposed renewals of the City's contracts with Bridge Steps and MDHA.
- In October 2018, the Commission approved recommendations from our Short-Term Solutions Subcommittee regarding RFPs for a proposed inclement weather plan and a shuttle service connecting homelessness service providers and other important destinations for the homeless population. We are currently working with the City through OHS to ensure compliance with City regulations and to finalize the RFPs.
- Through our Coordination and Strategic Planning Subcommittee, we are currently evaluating, and will provide input on, the proposed allocation of HUD funding under the City's five-year Consolidated Plan for 2019-24, including the 2019-20 fiscal year Consolidated Plan budget.

Subcommittees

The following are the Commission's four currently-active subcommittees. A report from each subcommittee is included at the end of this Annual Report.

Short-Term Solutions. Members: Tanya Ragan (Chair), Chad Crews, Chris Culak, Chase Headley, Alan Tallis. A committee to address immediate or short-term solutions for the benefit of the City and its homeless population.

Community Engagement. Members: Linda Garner (Chair), Chase Headley, Louis Henry. A committee to recommend ways to ensure that all stakeholders and citizens of Dallas have ongoing opportunities to have input on the City's policies and practices related to homelessness.

Housing. Members: Chris Culak (Chair), Casey McManemin. A committee to work with the OHS and other City bodies to develop recommendations related to permanent supportive housing and rapid rehousing policies based on a review of best practices, existing and potential funding sources, tax-based and other tools to incentivize developers and property owners, and barriers to development; and to review and make recommendations relating to supportive services provided to persons experiencing homelessness, or formerly homeless persons who have been placed into supportive housing.

Coordination and Strategic Planning. Members: Chad Crews (Chair), LeTitia Owens, Alan Tallis. A committee to review and recommend ways to enhance cooperation and coordination among the many participants in the homelessness response system, including recommendations for improvement or development of policies and practices related to the prevention of homelessness; and to serve as the Commission's primary point of contact with the Office of Homeless Solutions to assist the OHS in the development of a strategic plan for the City of Dallas' role in the homelessness response system.

Ongoing Education

At its meetings held during the year, the Commission received briefings from the following persons, in addition to regular reports from the Office of Homeless Solutions. Time is also allotted for public comment at each meeting.

- Josh Cogan, Director of Outlast Youth, and Hillary Evans, Director of After8toEducate, on the topic of youth homelessness
- MDHA Staff (written responses to Commission inquiries)
- Blake Fetterman, CEO of Salvation Army-Dallas
- Bruce Butler, CEO of Union Gospel Mission
- Robert Sweeney, Director of Dallas Life
- Ericka Johnson, City Operations & Performance Manager, report on Clean Up Dallas
- Daniel Roby, Director of Austin Street Center
- Joe Dingman, COO of Catholic Housing Initiative, report on St. Jude Center
- Wayne Walker, Executive Director and Pastor, OurCalling
- Ellen Magnis, CEO, Family Gateway

Outlook for 2019

There continues to be a crisis of homelessness in Dallas. The point-in-time count conducted by MDHA in January 2018 identified 3,506 homeless persons in the City (among 4,140 in Dallas and Collin Counties), an increase of 9%, and 1,098 unsheltered homeless persons (among 1,341 in Dallas and Collin Counties), an increase of 24%. These numbers include just those persons who were contacted on a single evening in January; some estimate that there may be more than twice as many homeless persons in Dallas on any given night. There are not enough shelter beds and supported housing units available for our homeless population. Economic conditions in Dallas, including a lack of affordable housing, put pressure on this system by placing many more persons at risk of becoming homeless. Currently, there is not enough funding available to address this lack of housing.

During 2019, the Commission will look for ways to maximize the impact of programs that it suggests or helps evaluate in light of this scarcity of resources. For example, the RFPs for Tracks III and IV of the OHS Strategy Plan, discussed above, will encourage partnerships among developers, landlords, service providers, nonprofits and others in order to combine the funds available through government sources with other funds to increase the overall impact of these initiatives.

The Commission also recognizes that, while it is often said that a home is the ultimate answer to homelessness, addressing the homelessness crisis also requires a focus on necessary support services. In recommending and evaluating programs, we will be focused on the availability of adequate “wrap-around” services including, for example, behavioral health services, including addiction and substance misuse counseling and treatment, and the development of skills necessary to obtain and maintain employment. We recognize that homeless persons have other needs that must be addressed, including the need for adequate access to medical services, transportation and childcare.

The overall success of efforts to reduce and ultimately eliminate homelessness in Dallas will require the concerted effort of numerous entities, and coordination among the City, shelters and other service providers and stakeholders will be crucial. We look forward to working with the OHS, the MDHA under its new leadership, and others to foster increased cooperation and coordination within the homelessness response system. The Commission, through its Coordination and Strategic Planning Subcommittee, will explore ways in which the City can participate in a coordinated, community-wide effort with the numerous entities engaged in the effort to end and prevent homelessness in Dallas. Our Short-Term Solutions Subcommittee recently requested that OHS staff initiate a conversation with AT&T about the possibility of AT&T working with the City to establish a new “hotline” to facilitate prompt, round-the-clock access to homelessness services, using AT&T’s call center technology.

In addition, under the leadership of our Community Engagement Subcommittee, we will continue to focus on ensuring the all relevant stakeholders, including persons experiencing homelessness, have the ability to have input on the City’s policies and programs.

As part of its mission to coordinate with other local and regional bodies addressing homelessness, the Commission intends to coordinate closely with, and avoid duplication of efforts with, the Dallas Area Partnership to End and Prevent Homelessness (the DAP), a local government corporation created jointly by the City of Dallas and Dallas County, once the DAP becomes more established. During 2018, the establishment of a Joint Advisory Committee was proposed, but such a committee has not yet been established. We understand that the Joint Advisory Committee will include representatives from the DAP and the Commission, and potentially other organizations.

As noted under “Overview of 2018 Activities” above, several initiatives that were started in 2018 will carry over into 2019, including finalization of RFPs for Tracks 3 and 4 of the Strategy Plan and for a City-sponsored Inclement Weather Plan and Shuttle Service, and the formulation of a formal request related to the allocation of HUD funds under the City’s five-year Consolidated Plan.

Citizen Homelessness Commission Membership

As of December 31, 2018

Fifteen members, one appointed by each City Council member. All terms end September 30, 2019.

District 01 ROBERT CHRISTOPHER CULAK W M 01 I Appointed 08/09/2017
GENERAL PUBLIC Nominated by: GRIGGS
Terms served: 0
Member since: 8/18/2017

District 02 LINDA A GARNER W F 02 I Appointed 09/27/2017
GENERAL PUBLIC Nominated by: A. MEDRANO
Terms served: 0
Member since: 10/6/2017

District 03 LETITIA C OWENS B F 03 I Appointed 12/06/2017
GENERAL PUBLIC Nominated by: THOMAS
Terms served: 0
Member since: 12/27/2017

District 04 VACANT Nominated by: ARNOLD

District 05 VACANT
(Due to resignation) Nominated by: CALLAHAN
Terms served: 0
Member since:

District 06 TANYA RAGAN W F 06 I Appointed 08/15/2018
GENERAL PUBLIC Nominated by: NARVAEZ
VICE CHAIR Terms served: 0
Member since: 08/31/2018

District 07 LOUIS W. HENRY B M 07 I Appointed 09/13/2017
GENERAL PUBLIC Nominated by: FELDER
Terms served: 0
Member since: 9/27/2017

District 08 VACANT
(Due to resignation) Nominated by: ATKINS
Terms served: 0
Member since:

District 09 MATTHEW CHASE HEADLEY
GENERAL PUBLIC

W M 09 I Appointed 09/20/2017
Nominated by: CLAYTON
Terms served: 0

District 10 VACANT
(Due to resignation)

Nominated by: MCGOUGH
Terms served: 0

District 11 ALAN TALLIS
GENERAL PUBLIC

W M 11 I Appointed 09/05/2018
Nominated by: KLEINMAN
Terms served: 0
Member since: 09/17/2018

District 12 VACANT
(Due to resignation)

Nominated by: GREYSON
Terms served: 0
Member since:

District 13 WILLIAM CASEY McMANEMIN
GENERAL PUBLIC

W M 13 I Appointed 06/28/2017
Nominated by: GATES
Terms served: 0
Member since: 7/14/2017

District 14 JOHN CHADWICK CREWS
GENERAL PUBLIC

W M 14 I Appointed 06/07/2017
Nominated by: KINGSTON
Terms served: 0
Member since: 6/23/2017

District 15 KENN W WEBB
GENERAL PUBLIC
CHAIR

W M 15 I Appointed 06/28/2017
Nominated by: RAWLINGS
Terms served: 0
Member since: 7/14/2017

Staff Support:
OFFICE OF HOMELESS SOLUTIONS
CHARLETRA SHARP,
PROGRAM ADMINISTRATOR
CITY HALL – 6BN
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Subcommittee Reports

Short-Term Solutions Subcommittee Report submitted by Tanya Ragan, Chair

Completed:

Short Term Solutions Subcommittee recommended the City of Dallas pay for up to 210 emergency shelter beds at \$12 per person per night to immediately remove up to 150 people from the streets, utilizing space available but not currently used because providers did not have the operational dollars to serve additional clients. The Bridge opened up 50 additional beds through this program. Dallas Life pulled out of the program prior to execution, taking 140 beds away from the program. The remaining 140 beds were not used.

In Progress:

Short Term Solutions Subcommittee drafted a Request for Proposal for a Homeless Shuttle Service circular route to stop/rotate at area shelters, library, hospitals, workforce and day centers, social security office, etc. Additional stops and frequency during inclement weather. Recommended and approved by CHC on October 11, 2018. RFP has not yet been released.

Short Term Solutions Subcommittee drafted a Request for Proposal for Inclement Weather Shelter presented to CHC and approved on October 11, 2018. Key bid items include: location of site, staff to manage, outreach and casework, communication plan, support services, shuttle service, service providers, professional services, security, information collection, best practices, tracking, etc. RFP has not yet been released. Item to go to Human and Social Needs in January, 2019 for approval.

Community Engagement Subcommittee Report submitted by Linda Garner, Chair

Two significant public outreach efforts undertaken by the Community Engagement Subcommittee in 2018 were:

- Worked with Monica Hardman, Managing Director of the Office of Homeless Solutions, and Nadia Chandler-Hardy, Assistant City Manager and Chief Resilience Officer, on presentation content for Public Outreach Meetings related to the proposed four-track Strategy Plan.
- Organized and presented a public forum entitled *Compassion Through Giving: A Discussion on Feeding the Homeless in Dallas*, as part of National Hunger and Homelessness Awareness Week. The forum, which was held on November 13, 2018 at Harry Stone Rec Center, was centered on street-level feeding of the homeless and aimed to address and discuss the food insecurity within the complexity of Dallas citizens experiencing homelessness. The format included a diverse group of panelists dialoguing on how street-level food options for the homeless intersect and impact each other, moderated by CHC Commissioner Chase Headley. Panelists included: those who feed the homeless outdoors and in facilities; a representative from a homeless shelter with food and night shelter services; a community member impacted by street-level services; and a formerly homeless person. The panelists were Zahid Hussain, Director Hunger Prevention, [ICNA Relief DFW Area, Muslims For Humanity](#); Cynthia D. Webb, formerly homeless; Flora Webb, Faith Formula; Veronica Simmons, Downtown Dallas Community Leader; LaDonna York, Executive Director and Founder of [Homeless Nexus, Atheists Committed to Helping Homeless](#); and Dr. David Woody, President and CEO of [The Bridge Homeless Resource Center](#). Attendees included Dallas County Commissioner Theresa Daniel; Dallas Police Sgt. Robert Arredondo and Officer Jeanette Stinson; Dallas Code Compliance officers; Martin Kramer, President of Downtown Dallas, Inc.; Brenda Snitzer, Executive Director of The Stewpot; OHS staff; CHC Commissioners; several reps from various organizations that serve the homeless; and citizens from all over Dallas.

The Subcommittee presented the following findings and recommendations from the *Compassion Through Giving* public forum to the full Commission at its December 2018 meeting:

1. Finding: Street feedings provide meals to homeless, but rarely case management, connections to services, or tracking. How can a meal event start the path to exiting homelessness, rather than enable another night on the street?
Recommendation – OVERHAUL 311 Request for homeless feeding to connect homeless to case management, and track:
 - Require all organizations to register 311 as a means for OHS Outreach notification (Currently only DPD present at events)
 - OHS Outreach attend all street-level meal events for case management, connect to services, tracking
 - Require person/organizations provide meals in designated parking lots of homeless service providers to connect homeless with case management, services, and tracking

2. Finding: Street feedings have unintended consequence of excessive litter, wasted food, Styrofoam, etc., for many city blocks. How can people serve without encroaching upon public health to communities?
Recommendations:
 - Have persons provide meals in designated parking lots of homeless service providers, where meals are consumed on premises, and require clean up after.
 - “After-feeding Follow-Up” – Request that 311 registrants enlist a focused trash pickup and haul away, separate from meal event. Can be in tandem with homeless feeding registration.
 - PSA on negative impact of trash. Can include an education component within 311 registration
3. Finding: Homeless persons need more than a meal. When the average citizen encounters a homeless person in need, what resource can they use to help this person on the spot?
Recommendation:
 - CoD needs accessible, comprehensive website for the general public displaying services, requirements, meal time, etc. Enter zip code to display homeless services and needs (to prevent duplication, and show where services lacking)
 - PSA on homeless hotline, and how to “help without hurting,” etc.
4. Finding: Many organizations are helping homeless, and many citizens are wanting to help. How can we all coordinate and collaborate without duplicating services?
Recommendation:
 - Simple, nonprofit-driven, website for the general public that lists all non-profits/orgs helping homeless. This website is not affiliated with the city, but is much like a listerv or meet-up website.
 - Google doc that orgs fill out, listing services, location, contact, wish lists, etc. This doc uploads to a central, searchable website
 - Enter zip code to display homeless services/needs (prevents duplication, and shows where services lacking)
 - Website “maps” addresses, overlapping with heat map PIT count, and concentrated poverty (perhaps)
 - Meals could be coordinated to a family in a hotel room, rather than left on the street to rot.
5. Finding: Random street feedings often attract “shelter resistant” population, which includes homeless-by-choice persons. No plan to address this population of homeless.
Recommendation:
 - Focus/study this group(s). Identify the nuances of this population, and address the positive/negative impacts
6. Finding: Churches could “adopt” a homeless person or family. (ex. Congregation Shearith Israel launched The Ladder Project – a congregational effort to “lift the life of one homeless person” into self-sufficiency <https://www.shearith.org/the-ladder-project.html>)
Recommendation:
 - City of Dallas provide template for church congregations to “foster” homeless, with point person for services that could assist these entities

Housing Subcommittee

Report submitted by Chris Culak, Chair

The primary focus of the Housing Subcommittee has been working with the Office of Homeless Solutions on the development of proposals for Track 3 and Track 4 of the four-track Strategy Plan. Below is a summary of the most recent report on these efforts presented by the Subcommittee to the full Commission.

Track 3: Master Lease/Landlord Incentive Program

Two-part program – Landlord participation agreement (\$100k) & Client assistance program (\$1.2M)

Landlord Participation:

- Landlord participation agreement to cover a unit holding fee (up to 1 month), damage claim (beyond deposit), vacancy loss if evicted or client does not give proper notice to vacate (up to 1 month).
- Landlords must become vendor with city, no outstanding code violations, current on property taxes, submit an annual maintenance schedule, provide pest control, minimum 12 month lease. Landlords asked to overlook past evictions and credit score.

Client Assistance:

- Client assistance program to cover move-in assistance (security deposits and utility assistance) up to \$2,000 and rental assistance, up to 75% of monthly rent based on client's income.
- Clients selected based on prioritization of services as P8-P12 on Continuum of Care Priority List. Must include documentation of homelessness and prior residence information.
- Client must accept case management including home visits and will undergo income recertification quarterly with client's rent contribution increasing as income increases.

Program Structure and Performance:

- To avoid concentration of program clients, apartment buildings will have no more than 3% or 1 unit occupied by program participants and no more than 5% of units in apartment complex. No more than 30% of units to be within 2 miles of a project-based program funded by the City, DHA, or CoC.
- Program will be carried out using Administrative entity through procurement process. Must be a non-profit organization with 24 months direct service to low-income/vulnerable populations with experience in financial subsidies. Must have a 990 or audited financials for review. Fee for service TBD.
- Performance measures will include the number of unduplicated clients receiving assistance, number of units, number of landlord partners, average length of stay, percent stably housed after 6 months, 12 months, 18 months*, average amount of rental assistance per unit, average risk mitigation claim, average number of days from referral to housing placement, number of 311 and 911 calls to apartment unit, a landlord satisfaction survey each 6 months. *Any person not able to be located after 6 months, 12 months, or 18 months will be considered homeless.

Track 4: Bond Implementation

\$20M Bond – The proposition will fund transitional and permanent supportive housing to target chronic homelessness, rapid rehousing for the elderly, disabled and families with children and day centers for seamless wrap-around services.

Background:

- HUD funding of MDHA/Continuum of Care focuses on permanent supportive housing and prioritizes chronic homeless.
- Rapid rehousing has seen cuts in funding availability in our community.
- We have increases in elderly, disabled, and family homelessness.
- Limited funds and many projects needed.

Recommendation:

Given the substantial HUD funding of PSH, the subcommittee recommends the bond funding encourage high quality innovative projects that address the needs of situational homelessness.

- Considering COC minimum standards.
- Want tighter language on service levels, outcome measures and reporting.
- Open public meeting held on October 23, 2018 at the Walnut Hill Rec. Center.

Coordination and Strategic Planning Subcommittee
Report submitted by Chad Crews, Chair

This committee is currently meeting with staff, service providers, and members of the community to consider the new HUD 5-year Consolidated Plan being developed by the Office of Budget and Community Development Commission. Given the changes to city structure since the development of the last consolidated plan - including the separation of Office of Homeless Solutions into an office separate from the Department of Housing - and the considerable percentage of the OHS budget expected to come from HUD entitlement funds under the purview of this plan, this represents an important opportunity for the Commission to influence the funding priorities and inter-departmental partnerships being laid out for the next five years. The committee will make recommendations to OHS staff and the full Commission over the coming months.

In the coming year, the committee also intends to engage with the Metro Dallas Homeless Alliance to ensure active coordination of efforts between MDHA, CoC service providers, and the City of Dallas in the context of new staff and leadership at MDHA and rapidly developing new strategies in OHS; with the Dallas Area Partnership to Prevent and End Homelessness to ensure coordination of City efforts in the context of our broader local government response to homelessness; and with the Office of the District Attorney and Dallas Police Department regarding new policies for alternatives to prosecution of those experiencing homelessness for various non-violent offenses.