

Memorandum



CITY OF DALLAS

DATE July 29, 2016

TO The Honorable Mayor and City Council

SUBJECT **Dallas Commission on Homelessness Interim Report**

On Wednesday, August 3, 2016 you will be briefed on the Dallas Commission on Homelessness Interim Report. The briefing materials are attached for your review.

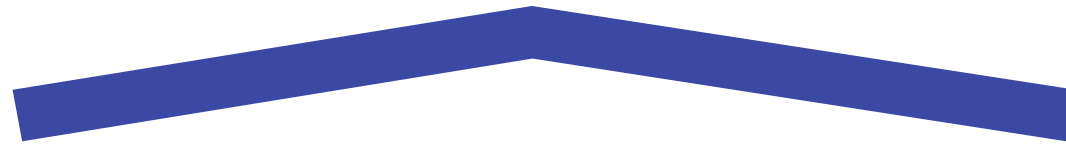
Please let me know if you have any questions or need additional information.


A.C. Gonzalez
City Manager

Attachment

c: Christopher D. Bowers, Interim City Attorney
Craig D. Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
Ryan S. Evans, First Assistant City Manager
Eric D. Campbell, Assistant City Manager

Jill A. Jordan, P.E., Assistant City Manager
Mark McDaniel, Assistant City Manager
Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Sana Syed, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor & Council



DALLAS COMMISSION ON HOMELESSNESS

INTERIM REPORT

AUGUST 3, 2016

Background

- 1-45 Tent Encampment Closure
- Formation of Commission
- Composition of Commission
 - 40 Volunteers
 - Support Organizations
- Charge
 - Analyze Current Environment
 - Best Practices of Others
 - Focused Strategies and Recommendations

Subcommittees

- Community Engagement
- Street Outreach and Mental Health
- Shelters and Shelter Services
- Prevention and Discharge
- Housing
- Data and Innovation

Community Engagement

- Strategies
- Preliminary Survey Results
 - Quality of Life
 - Housing First – Spread Throughout the City

Community Engagement (continued)

■ High-Level Themes

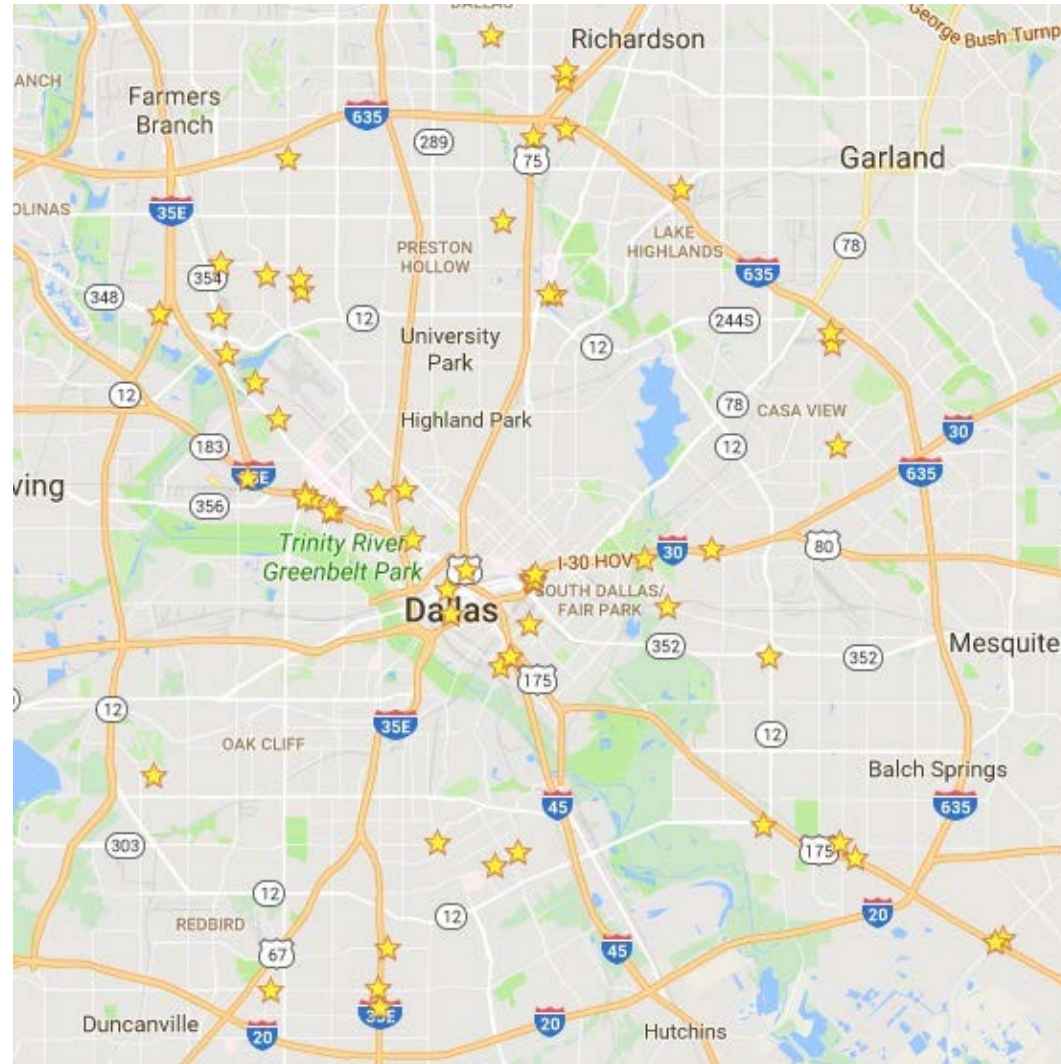
- The current level of homelessness is unacceptable for our community.
- All of us – nonprofits, city and county government, businesses, and community members – share the responsibility to address homelessness as a community and all 14 city council districts should participate in housing solutions.
- To effectively address homelessness, we must make it a civic priority, which starts with leadership from our elected officials.
- A centralized system of accountability is essential to ensuring that the work advances, that organizations align, and that resources are spent wisely.
- There is no simple answer to end homelessness, but an array of strategies should be employed with supportive housing as the key.

Environment in Dallas

- Poverty
- Fair Housing
- Homeless Population
 - PIT Count (One Night)
 - 21% Increase
 - 3,810 – Total Homeless
 - 300 – Veterans
 - 599 – Chronic
 - Annualized – >10,000
 - Families
 - Children

Environment in Dallas – Encampments

- Tent City
- Coombs
- Haskell



Environment in Dallas – Shelters

- Five Primary Shelters
- Downtown Dynamic
 - Lowering Barriers

Shelters	Beds Available	Open Beds	% Utilization
Austin Street	411	0	100
The Bridge	250	50	80
Dallas Life	320	100	69
Salvation Army	600	(Temporary) 40	93
Union Gospel Mission	700	(Temporary) 50	93
Total	2281	240	89

Environment in Dallas (continued)

- Nonprofits / CoC
 - Bottom Quartile
- Data Gap
- Cost of “Super-Utilizers”
- Housing Market
 - Shortage of PSH
 - Apartments
 - Unused Vouchers (DHA)

Best Practice of Others

- General Accomplishments
 - Achieved Notable Reduction in Homelessness
 - Reduction or Elimination of Veteran Homelessness
 - Reduction or Elimination of Chronic Homeless
 - System Alignment and Single Data Platform
 - Reduction in Reactive Service Cost (Jails, Hospitals, Police)
 - Significant Increase in Supportive Housing

Houston

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- 2011 HUD Priority
- Since:
 - Reduced Overall Homelessness by 50%
 - Eliminated Veterans Homelessness
 - Reduced Chronic Homelessness by 70%
 - Added Thousands of PSH Units
- Broad Strategy
 - Leadership
 - Investment
 - Collective Impact

Austin

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- Dramatic Reductions
- Housing First
 - Doubled PSH (2010-2015)
 - Significant Savings
 - 80% Fewer Cases Community Court
 - Average Retention of 3 Years
 - 95% Saw Increased Income
 - Goal for 2018
 - Add 400 (300 new / 100 leased)
 - Financing Model (45% / 55%)
 - Landlord Incentives

Other Cities

- Salt Lake City
 - Adopted a Statewide Policy of Housing First
 - Brought Nearly 2,200 Housing Units Online Across the State Since 2005
- Denver
 - Developed a Social Impact Bond Initiative to Ensure the City Is Paying for the Most Effective Services
 - Housing First with Assertive Community Treatment (ACT) Model of Intensive Case Management
- Orlando
 - 1,000 Veterans Have Been Housed over the Past Three Years
 - Annual Point-In-Time Count Showed a 23% Drop in Homelessness in Just One Year

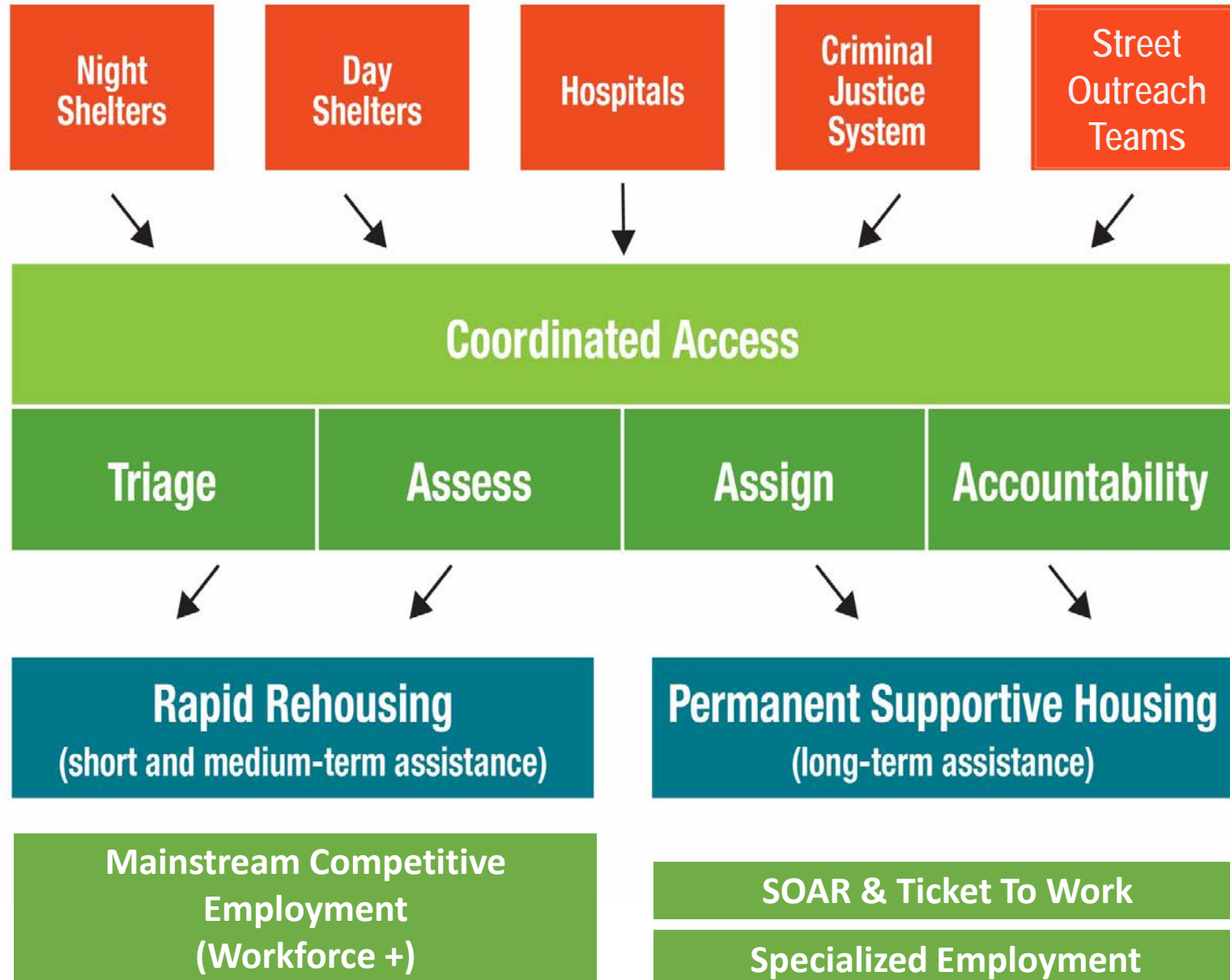
Strategies for System Reform

- Immediate
 - Coordinated Access and Single System HMIS
 - Target Plan Street Outreach, Housing Placement and Supportive Services to Manage Encampments and Utilize Existing Capacity.
- Longer Term
 - Feasibility of Shelter Expansion and Facilities
 - Increase Permanent Supportive Housing to Match Demand
 - System of Accountability

Coordinated Access

- Coordinated Access and Single-System HMIS
 - Aligning Existing Resources Against System Priorities
 - Veterans
 - Chronic
 - Implement HMIS System
 - Goal: Full System (All Providers) Engaged by December 2017

Expanding and Enhancing the System



Target Plan

- Street Outreach and Supportive Services to Manage Encampments
 - Formal Protocol for Encampment Closure
 - Assessment Ongoing
 - Decision to Close Based on Health and Safety
 - 45-day Engagement Window
 - Housing Expectation / Shelter Capacity as Needed
 - Street Outreach Teams to Engage and Provide Assessment and Case Management
 - Housing Navigation Team to Identify Available Units Through Scatter Site Model
 - Partnership with DHA to Utilize 1,100 Vouchers
 - Enhanced Supportive Services

Target Plan (continued)

- Goal: House All Homeless Veterans (300) and Half of the Chronically Homeless (300) in Year 1
- Goal: Full System Set Up
 - Placement of 600 including All Vets
 - 14-bed Care Facility
 - DISD Engagement
 - Professional Analysis

Longer-Term Strategies

- Feasibility Analysis of Shelter Expansion and Facilities
 - Should we expand capacity at existing shelters?
 - Should we build new shelters?
 - Should we convert city property to shelters, regulated encampments or housing?
 - 90-day initial review – 180-day full review
 - Professional services to support
- Increase PSH Units
 - Projected Need 2,100
 - Approaches: New Housing Policies, Master Lease, Acquisition and Conversion, New PSH Development
 - 90-day Initial Review – 180-day Full Review
 - Professional Services to Support
- Utilization of Group Homes

Longer-Term Strategies (continued)

- System of Accountability
 - How are decisions made on system prioritization?
 - How are private and public funds deployed?
 - How is data analyzed?
 - How is performance measured?
 - What governance controls?

Longer-Term Strategies

- Permanent Supportive Housing
 - Total Needs – 2,100
 - Units by 2021 – 1,000
 - Approaches to PSH
 - Scatter-site
 - Master Lease
 - Acquisition and Conversion
 - Traditional Development
- City Development

City Ask

- Approve Encampment Protocol
- Make Homelessness an Agenda Priority
- Make Homelessness a Budget Priority
 - Fund minimum of 1/3 of Year 1 Project Cost
- Endorse Housing First Approach and Coordinated Access
- Engage Professional Services to Support Initiative

Next Steps

- Commission Work Through November
 - Other Preliminary Subcommittee Recommendations
- Final Report in November
- Implement Immediate Strategies
- Continued Community Engagement
- Consider Future Governance

Thank You

