

Memorandum



CITY OF DALLAS

DATE May 18, 2018

Honorable Mayor and Members of the City Council:

TO Councilmember Casey Thomas, II (Chair), Deputy Mayor Pro Tem Adam Medrano (Vice Chair), Mayor Pro Tem Dwaine R. Caraway, Councilmember Omar Narvaez, Councilmember Mark Clayton, Councilmember B. Adam McGough

SUBJECT **Homeless Solutions Proposed Strategy**

Summary

On May 21, 2018, the Human and Social Needs Committee will hear a briefing titled "Homeless Solutions Proposed Strategy". The attached briefing documents provide information about the 2018 Point-In-Time Count, the proposed strategy, best practices in other locations throughout the country and a timeline to implement the strategy.

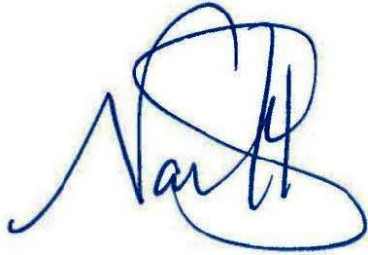
Background

Overall homelessness and unsheltered homelessness has increased 9% and 23% respectively since 2017. This presentation will detail the four-track process to expand shelter capacity, create temporary shelter centers, address bottleneck and availability of housing, and bond implementation to create transitional and permanent supportive housing.

OHS has collaborated with the Citizen Homelessness Commission (CHC) in the development of Track I (Increase Shelter Capacity) and II (Temporary Shelter Centers) and will be forming subcommittees to advise on Track III (Master Lease/Landlord Incentive Program) and IV (Bond Implementation). OHS is also coordinating with the Dallas Area Partnership as it relates to Track IV (Bond Implementation) in their efforts to lead the financial support and investment strategy to increase supportive housing and wraparound services. A City Council briefing is scheduled for June 20, 2018 with tentative implementation August 2018.

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

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Nadia Chandler Hardy
Chief of Community Services

- c: T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Billerae Johnson, City Secretary
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

Homeless Solutions Proposed Strategy

Human and Social Needs
Committee

May 21, 2018

Monica Hardman
Managing Director
Office of Homeless Solutions



City of Dallas

Agenda

- Background
- Proposed Strategy
- Best Practice Case Study Highlights
- Role of CHC and Dallas Area Partnership
- Next Steps

Background – Point-In-Time Count CoC

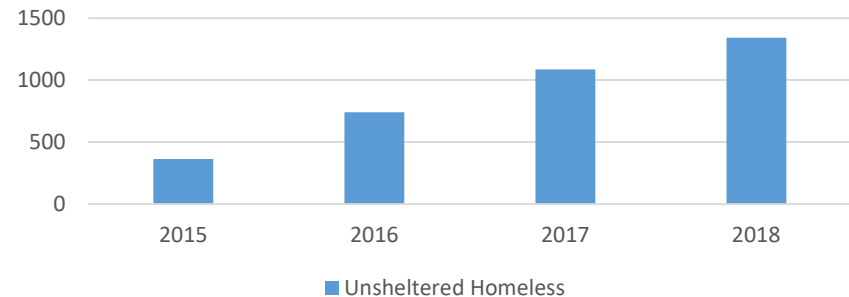
2018 Point In Time (PIT)
Count Results for Dallas
and Collin Counties:

- **4,140** homeless identified (9% increase from 2017)
- **1,341** unsheltered homeless (23% increase from 2017)

Total Homeless Identified



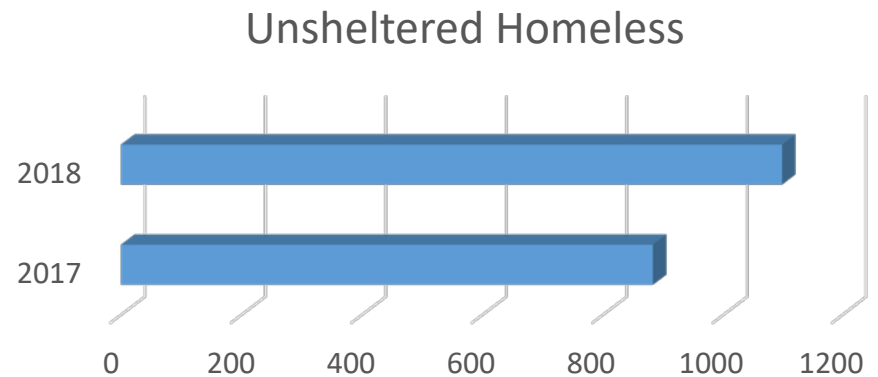
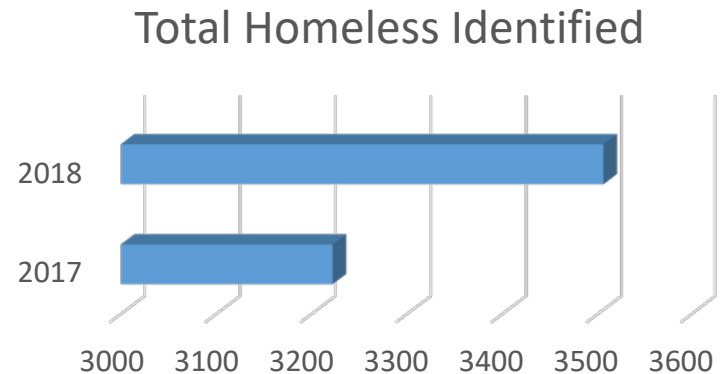
Unsheltered Homeless



Background – Point-In-Time Count Dallas

2018 Point In Time (PIT) Count Results for City of Dallas:

- **3,506** homeless identified (9% increase from 2017)
- **1,098** unsheltered homeless (24% increase from 2017)



Background – Homeless Ranking

No.	CoC Name	Total Homeless 2017	Sheltered Homeless	Unsheltered Homeless
1	New York CoC	76,501	72,565	3,936
2	LA City & County CoC	55,188	13,972	41,216
3	Seattle/King County CoC	11,643	6,158	5,485
4	San Diego City & County CoC	9,160	3,539	5,621
5	District of Columbia CoC	7,473	6,576	897
6	San Jose, Santa Clara City & County	7,394	1,946	5,448
7	San Francisco CoC	6,858	2,505	4,353
8	Las Vegas/Clark County CoC	6,490	2,137	4,353
9	Boston CoC	6,135	5,949	186
10	Philadelphia CoC	5,693	4,737	956
11	Chicago CoC	5,657	4,096	1,561
12	Oakland/Alameda County CoC	5,629	1,766	3,863
13	Phoenix, Mesa, Maricopa County CoC	5,605	3,546	2,059
14	Metropolitan Denver CoC	5,506	4,612	894
15	Honolulu CoC	4,959	2,635	2,324
16	Santa Anna, Anaheim, Orange County CoC	4,792	2,208	2,584
17	Portland, Gresham, Multnomah County CoC	4,177	2,509	1,668
18	Babylon, Islip Counties CoC	3,937	3,873	64
19	Dallas City & County/Irving CoC	3,789	2,702	1,087
20	Miami, Dade County CoC	3,721	2,710	1,011

Proposed Strategy

- Track I: Increase Shelter Capacity
- Track II: Temporary Centers
- Track III: Master Lease/Landlord Incentive Program
- Track IV: \$20M Bond implementation August 2018

Track I: Increase Shelter Capacity



- Pay-to-Stay Shelter Bed concept
- Estimated additional capacity of up to 100 beds
- City to pay \$12 per bed per night
- Up to 90 day stay
- Direct referrals from OHS Street Outreach
- Low Barrier operations
- Case management
- Pilot Implementation – August 2018

7

Track I: Increase Shelter Capacity



- Additional bed capacity of 50 beds
- City to pay \$12 per bed per night
- Direct referrals from OHS Street Outreach
- Budget: FY18 one-time cost \$15K purchase beds and \$55K for services
 - Annual cost approximately \$219K
- Implementation date – August 2018

Track II: Temporary Centers

- Seniors, disabled, families with children, Transitional-Aged Youth (TAY), LGBTQ, and veterans prioritized
- Utilizing city-owned facilities, churches, schools, other private property
- Faith-based partnerships
- Quarterly City Council District rotation



Track II: Temporary Centers cont.

- Up to 50 persons per site
- Up to 90 day stay
- Contracted shelter operators
- Pilot implementation August 2018 with estimated cost of \$150K
- Annual budget estimated \$2M



Track II: Center Services offered

- Procured vendor to manage shelter operations:
 - Referral and intake process
 - Security
 - Transportation
 - Meals and snacks
 - Hygiene and toiletry services
 - Storage and pest control
 - Case management and transportation services
 - Workforce development
 - Recreational and pro-social activities

Track II: Center Logistics

- Center will receive guests referred by Street Outreach
- Center guests will be transported to each destination
 - Including off-site service locations, medical appointments, day trainings, events, etc.
- Center Security provided throughout rotation
 - Appropriate coordination with Law enforcement
- No in/out privileges
 - No re-entry after lights-out
 - Transportation services provided
- Center will adhere to Good Neighbor Agreements

Track II: Proposed Municipal Code “Temporary Centers”

- **Purpose:** Proposing addition of Unsheltered Crisis & Temporary Shelters to Municipal Code
 - Facilitate provision of shelter beds when existing supply does not meet demand and to address inclement weather
- **Authority:** OHS would be “Temporary Shelter Manager” designated by City Manager to implement, administer, and enforce
 - All city ordinances related to health, building, and safety would apply

Track II: Proposed Municipal Code “Temporary Centers”

- **Partnerships:** Procured vendor for operational management and leveraging of faith-based relationships
- **Engagement:** OHS will lead engagement and public education process; notify of locations, receive feedback, address neighborhood concerns
- **Monitoring/Reporting:** Will require repurpose of one staff member within authorized FTE count

Track III: Master Lease & Landlord Incentive



- Address bottleneck
- City can pay rental subsidy, security and/or utility deposit
- Risk mitigation plan
- Low concentration and dispersed throughout City
- Pilot implementation August 2018 with estimated FY18 budget impact \$120K
 - Annual cost \$1.2M for Master Lease and \$100K for Landlord Incentives
- CHC subcommittee



Track IV: Housing Development

- \$20M Bond approved November 7, 2017
- Permanent, supportive, and transitional housing facilities for the homeless
- Seed funding and gap financing
- Release first NOFA Fall 2018
- 1,000 new PSH units over the next 5 years
- Total need estimated at \$200M
 - Combination of LIHTC, NMTC, Entitlement and State Grants, Private Investment
 - Capital and Operating needs
- CHC Subcommittee

16

2017 Bond Implementation Framework

- Interdepartmental coordination: MVA
- NOFA Criteria
- Competitive procurement process
- Highly leveraged
- Innovation and creativity
- Emphasis on private investment and fundraising from philanthropic community



Best Practice Case Study: TAY

Sheakley Center for Youth in Cincinnati, OH. Developer Lighthouse Youth Services



- First floor shelter, resource center, street outreach
- 39 PSH units floors 2-4
- Adaptive re-use of blighted commercial warehouse (64,000 sq ft)
- LIHTC project
- Total Project Cost \$7.5M
- City provided \$600K in gap financing

Best Practice Case Study: Chronically Homeless



New Hope Housing – Houston, TX

- 160 SRO Units with supportive services
- Total Project Cost \$8.9M
- Public and Private Partnerships
- Financing from individuals, corporations, and foundations



Best Practice Case Study: Chronically Homeless cont.

The Brook – Bronx, NY

- \$43M total project cost
- 190 units
- Mixed use property – community and retail space on the ground floor

Breaking Ground Properties in New York and Connecticut provide supportive housing paired with wraparound services for the chronically homeless, including those with mental illness.



20

Best Practice Case Study: Disabled

Community First! Village – Austin, TX



- 27-acres of manufactured container homes including ADA compliant units
- 250 units planned
- \$12M total project cost
- Private fund financing
- Supportive community for disabled and chronically homeless in Central Texas



Best Practice Case Study: Supportive Services

SEARCH Homeless Services in Houston, TX provides the following to homeless veterans:

- Employment and Training
- Housing
- Legal Services
- Case management
- Food vouchers
- Bus passes
- Work clothing and supplies



Role of Major Stakeholder Groups

Citizens Homelessness Commission

- Advise on policy objectives and goals
- Provide advisory support for OHS staff recommendations
- Coordinate with other local and regional bodies addressing homelessness

Dallas Area Partnership to Prevent and End Homelessness

- Adoption of CSH 3-Yr Strategic Plan
- Spearhead implementation of strategic plan
- Financial support & investment for increased supportive housing and wrap services

Next Steps

- Second HSN presentation June 4th
- City Council briefing June 20th
- City Council Action August
- Continued working group meetings for partners/stakeholders
- Community Outreach & Marketing Plan
- Implementation: Tentatively August 2018

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