

HUMAN AND SOCIAL NEEDS
DALLAS CITY COUNCIL COMMITTEE AGENDA

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CITY SECRETARY
DALLAS, TEXAS

MONDAY, DECEMBER 4, 2017
CITY HALL
COUNCIL BRIEFING ROOM, 6ES
1500 MARILLA STREET
DALLAS, TEXAS 75201
11:00 A.M. – 12:30 P.M.

Chair, Council Member Casey Thomas, II
Vice Chair, LGBT Task Force Chair, Deputy Mayor Pro Tem Adam Medrano
Youth Commission Chair, Mayor Pro Tem Dwaine R. Caraway
Senior Citizen Task Force Chair, Council Member Omar Narvaez
Education Task Force, Poverty Task Force, Homeless LGC Co Chair, Council Member Mark Clayton
Council Member B. Adam McGough

Call to Order

1. Approval of November 6, 2017 Minutes

BRIEFINGS

2. Workforce Solutions Overview
(For Information Only)

Laurie Bouillion Larrea
Workforce Solutions Greater Dallas, President

Richard Perez
Workforce Solutions Greater Dallas,
Research Manager
3. Equity Indicators Update

Theresa O'Donnell
Chief of Resilience

Dr. Tim Bray
Institute for Urban Policy Research, Director
University of Texas at Dallas

BRIEFING MEMORANDUM

4. FY2017-2018 Amended and Restated Bridge
Steps Management Services Contract, Phase II
(For Information Only)

Charletra Sharp
Office of Homeless Solutions, Interim Director
5. Resilient Dallas Status Update
(For Information Only)

Theresa O'Donnell
Chief of Resilience
6. Attachments:
 - A. Update on the Gateway to Permanent Supportive Housing Program (November 6, 2017 Meeting)

7. Upcoming Agenda Item(s)

December 13, 2017

A. Agenda Items

Charletra Sharp
Office of Homeless Solutions, Interim Director

8. Committee Forecast

Adjourn



Casey Thomas, II, Chair
Human and Social Needs Committee

EXECUTIVE SESSION NOTICE

A closed executive session may be held if the discussion of any of the above agenda items concerns one of the following:

1. seeking the advice of its attorney about pending or contemplated litigation, settlement offers, or any matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act. [Tex. Govt. Code §551.071]
2. deliberating the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.072]
3. deliberating a negotiated contract for a prospective gift or donation to the city if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.073]
4. deliberating the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee; or to hear a complaint or charge against an officer or employee unless the officer or employee who is the subject of the deliberation or hearing requests a public hearing. [Tex. Govt. Code §551.074]
5. deliberating the deployment, or specific occasions for implementation, of security personnel or devices. [Tex. Govt. Code §551.076]
6. discussing or deliberating commercial or financial information that the city has received from a business prospect that the city seeks to have locate, stay or expand in or near the city and with which the city is conducting economic development negotiations; or deliberating the offer of a financial or other incentive to a business prospect. [Tex Govt. Code §551.087]
7. deliberating security assessments or deployments relating to information resources technology, network security information, or the deployment or specific occasions for implementations of security personnel, critical infrastructure, or security devices. [Tex. Govt. Code §551.089]

HANDGUN PROHIBITION NOTICE FOR MEETING OF GOVERNMENTAL ENTITIES

"Pursuant to Section 30.06, Penal Code (trespass by license holder with a concealed handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a concealed handgun."

"De acuerdo con la sección 30.06 del código penal (ingreso sin autorización de un titular de una licencia con una pistola oculta), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola oculta."

"Pursuant to Section 30.07, Penal Code (trespass by license holder with an openly carried handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a handgun that is carried openly."

"De acuerdo con la sección 30.07 del código penal (ingreso sin autorización de un titular de una licencia con una pistola a la vista), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola a la vista."

Human and Social Needs Committee Meeting Record

Meeting Date: Monday, November 6, 2017

Convened: 11:08 A.M. Adjourned: 12:39 P.M.

Committee Members Present:

Council Member Casey Thomas, II, Chair
Deputy Mayor Pro Tem Adam Medrano, Vice Chair
Mayor Pro Tem Dwaine R. Caraway
Council Member Omar Narvaez
Council Member Mark Clayton
Council Member B. Adam McGough

Committee Members Absent:

Other Council Members Present:

Council Member Phillip T. Kingston

Staff Present:

Marichelle Samples
Barbara Martinez
Theresa O'Donnell
Charletra Sharp

Lori Davidson
Gloria Sandoval
Tracy Holmes
Candy Coblyn

AGENDA:

Call to Order

1. Approval of Minutes from the October 16, 2017 Human and Social Needs Committee Meeting

Presenter(s): Council Member Casey Thomas, II, Chair

Information Only:

Action Taken/Committee Recommendation(s):

A motion was made to approve the October 16, 2017 minutes.

Motion made by: DMPT Medrano, Vice Chair

Item passed unanimously:

Item failed unanimously:

Motion Seconded by: CM Clayton

Item passed on a divided vote:

Item failed on a divided vote:

2. Opportunity Dallas Overview

Presenter(s): Mike Koprowski, Opportunity Dallas, Executive Director

Information Only:

Action Taken/Committee Recommendation(s):

MPT Caraway is pushing for the completion of the Market Value Analysis. He recommends working with Mike Koprowski to collaborate. CM Clayton would like focus on a couple of core things and linking Dallas Independent School District's role into our impoverished areas. CM Narvaez recommends focus around schools, transportation and a housing policy that delivers equity, so all areas are afforded the ability to have the same chance of the American dream. CM Kingston proposes the need for DISD to have a housing policy. He recommends taking a closer look at segregation inside the DISD attendance zones, not focusing too much on physical mobility and solutions on how to fix neighborhoods that are in bad shape.

Motion made by:

Item passed unanimously:

Item failed unanimously:

Motion Seconded by:

Item passed on a divided vote:

Item failed on a divided vote:

3. Proposed Evaluation Criteria for Supportive Housing Sites

Presenter(s): Charletra Sharp, Interim Director of Office of Homeless Solutions

Information Only:

Action Taken/Committee Recommendation(s):

CM McGough suggests looking at transit times as it relates to getting to a grocery store and back using public transportation, and not just the proximity of a bus stop. He also suggests the minimum inspection score for property evaluation be boosted from 80 to 90. He advocates to enhance the definition of “really good” onsite property management and what that looks like. DMPT Medrano recommends looking at Mike Kaprowski’s map to see where more supportive housing sites can be placed.

Motion made by:

Item passed unanimously:

Item failed unanimously:

Motion Seconded by:

Item passed on a divided vote:

Item failed on a divided vote:

4. Resilient Dallas Update

Presenter(s): Theresa O’Donnell, Chief of Resilience

Information Only:

Action Taken/Committee Recommendation(s):

Motion made by:

Item passed unanimously:

Item failed unanimously:

Motion Seconded by:

Item passed on a divided vote:

Item failed on a divided vote:

5. Committee Forecast

Presenter(s):

Information Only:

Action Taken/Committee Recommendation(s):

Motion made by:

Item passed unanimously:

Item failed unanimously:

Motion Seconded by:

Item passed on a divided vote:

Item failed on a divided vote:

APPROVED BY:

ATTEST:

Casey Thomas, II, Chair
Human and Social Needs Committee

Zena Palmer, Coordinator
Human and Social Needs Committee

Memorandum



CITY OF DALLAS

DATE November 30, 2017

Honorable Members of the Human and Social Needs Committee:
Councilmember Casey Thomas, II (Chair), Deputy Mayor Pro Tem Adam Medrano
TO (Vice Chair), Mayor Pro Tem Dwaine R. Caraway, Councilmember Omar Narvaez,
Councilmember Mark Clayton, Councilmember B. Adam McGough

SUBJECT **Workforce Solutions Overview**

Summary

On Monday, December 4, 2017, you will be briefed on the Workforce Solutions Greater Dallas Overview by President Laurie Bouillion Larrea.

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

A handwritten signature in blue ink, appearing to read 'Nadia'.

Nadia Chandler-Hardy
Chief of Community Services

[Attachment]

c: Honorable Mayor and Members of City Council
T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Billerae Johnson, City Secretary (Interim)
Daniel F. Solis, Administrative Judge
Kimberly Bizer 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



WORKFORCE SOLUTIONS
GREATER DALLAS

City of Dallas - Briefing for Human and Social Needs
Laurie Bouillion Larrea, President
Richard Perez, Research Manager

Workforce Solutions Greater Dallas

**exists to ensure competitive solutions
FOR EMPLOYERS through quality people &
FOR PEOPLE through quality jobs.**

IS RECOGNIZED locally and nationally as a best in class workforce system that engages employers and offers the premier solutions for a qualified workforce;

PROVIDES job seekers comprehensive solutions to employment;

CONVENES a community workforce dialogue critical to economic development; and

IS recognized as the responsive and effective solution of choice.

Implements a system of services that complement economic development; provides employer services to access quality employees; and assesses, trains and refers individuals to be successfully employed

Administers a broad range of programs to address local workforce issues with business-directed objectives, including labor market information, guidance, job training, workplace education; specialized services to Veterans, displaced workers and workers with disabilities; childcare and educational initiatives to provide the necessary support for every citizen of Greater Dallas to be successful at work.

Funding includes Federal and State government workforce grants, specialized grants, and foundation funding!

Investments

✓ Workforce Innovation Opportunities Act
(Adult, Youth and Dislocated Worker)

✓ SNAP
(Food Stamp E&T)

WORKFORCESOLUTIONS
GREATER DALLAS

✓ Childcare Assistance

✓ CHOICES (TANF)

✓ Adult Education/ESL

✓ Trade, ES, Vets, Vocational Rehabilitation
& Private Funding

Results



11,090 Employers



123,627 Job Seekers

WORKFORCE**SOLUTIONS**
GREATER DALLAS



86,463 Entered Employment



20,030 Kids in Care



9,285 Studying AEL/ESL



1,182 Opportunity Youth

**Ellen Torbert, Southwest Airlines,
Chair**

**Terrance F. Richardson, KPMG,
Treasurer**

Irma Allen, HHSC

**Tré Black On-Target Supplies and
Logistics**

**Cristina Criado, Criado and
Associates**

Holly Crowder, Beck

**Rolinda Duran, Texas Workforce
Solutions, Vocational
Rehabilitation Services**

**Angela Farley, Dallas Regional
Chamber**

BOARD OF DIRECTORS

Lewis Fulbright, Dallas AFL-CIO

**Kevin Faulkner, Texas Workforce
Commission**

**Susan Hoff, United Way of
Metropolitan Dallas**

**Carter Holston, NEC Corporation
of America**

Jim Krause, Krause Advertising

**Leonor Marquez, Los Barrios
Unidos Community Clinic**

**Dr. Joe May, Dallas County
Community College District**

**Kerry McGeath, Desoto Public
Library**

**Bill O'Dwyer, MIINC Mechanical,
Vice Chair**

**Gilbert Gerst, Bank of Texas, Past
Chair**

Jason Oliver, AT&T

Niki Shah, Baylor Scott & White

James Stubbs, Kroger Food Stores

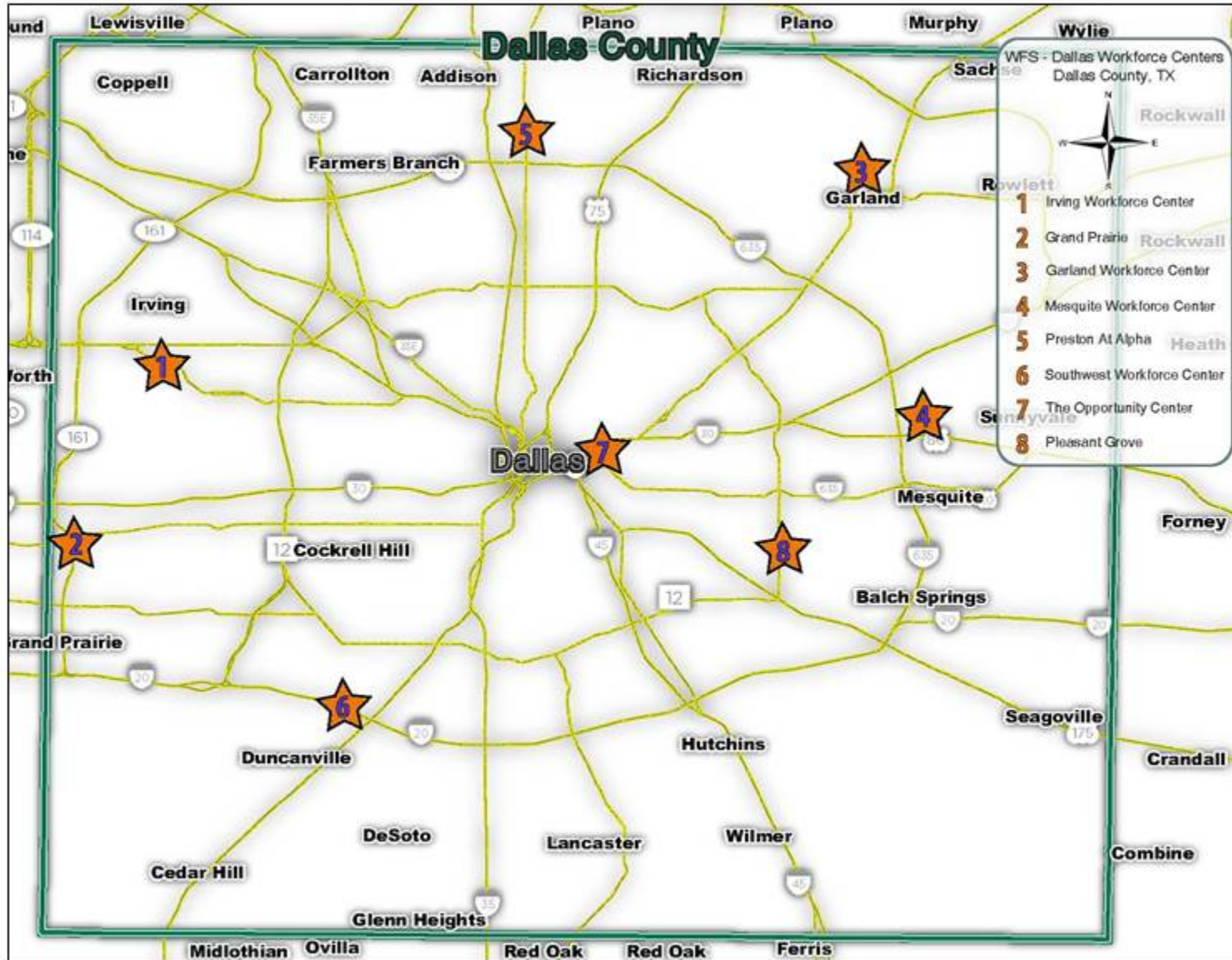
Lee Ann Valerio, Region 10 ESC

Mark York, Dallas AFL-CIO

**Gabriella Draney Zielke, Tech
Wildcatters**

WORKFORCESOLUTIONS
G R E A T E R D A L L A S

Workforce Centers



WFS - Dallas Workforce Centers
Dallas County, TX

1 Irving Workforce Center
2 Grand Prairie
3 Garland Workforce Center
4 Mesquite Workforce Center
5 Preston At Alpha
6 Southwest Workforce Center
7 The Opportunity Center
8 Pleasant Grove

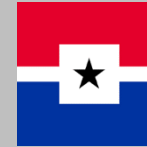
- 1 Irving Workforce Center**
2520 W. Irving Blvd., STE 100
Irving, TX 75061, 972.573.3500
- 2 Grand Prairie Workforce Center**
801 S. State HWY 161, STE 500
Grand Prairie, TX 75051,
972.264.5881
- 3 Garland Workforce Center**
217 N. Tenth St.
Garland, TX 75040, 972.276.8361
- 4 Mesquite Workforce Center**
2110 N. Galloway Ave., STE 116
Mesquite, TX 75150, 972.329.1948
- 5 Preston at Alpha Workforce Center**
5955 Alpha Rd, STE 200
Dallas, TX, 972.388.5600
- 6 Southwest Workforce Center**
7330 S. Westmoreland STE 200
Dallas, TX 75237, 972.709.5377
- 7 The Opportunity Center**
1610 Malcolm X Blvd., #201
Dallas, TX 75226, 469.802.1800
- 8 Pleasant Grove Workforce Center**
1125 South Buckner
Dallas, TX 75217 (coming soon)

WORKFORCE ECOSYSTEM

grow South



Dallas County
Community
College District



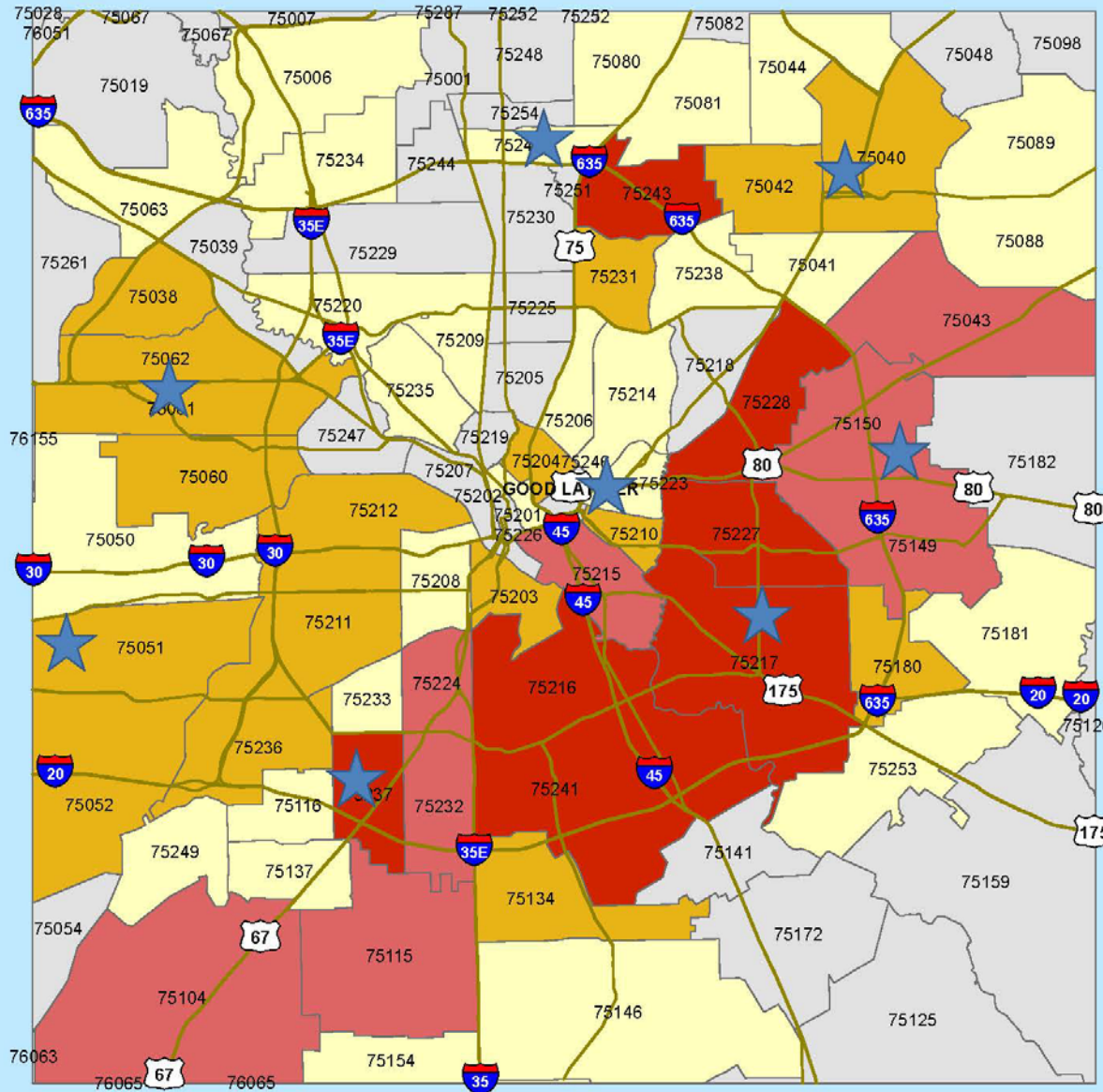
WORKFORCESOLUTIONS
GREATER DALLAS



UNITED WAY OF
METROPOLITAN DALLAS



Dallas County Choices Customers by Zip Code 12 months by resential zip code



Legend

— TRANS_HIGHWAYS_line

BND_ZIPCODES_poly

Choices

0 - 14

15 - 36

46 - 77

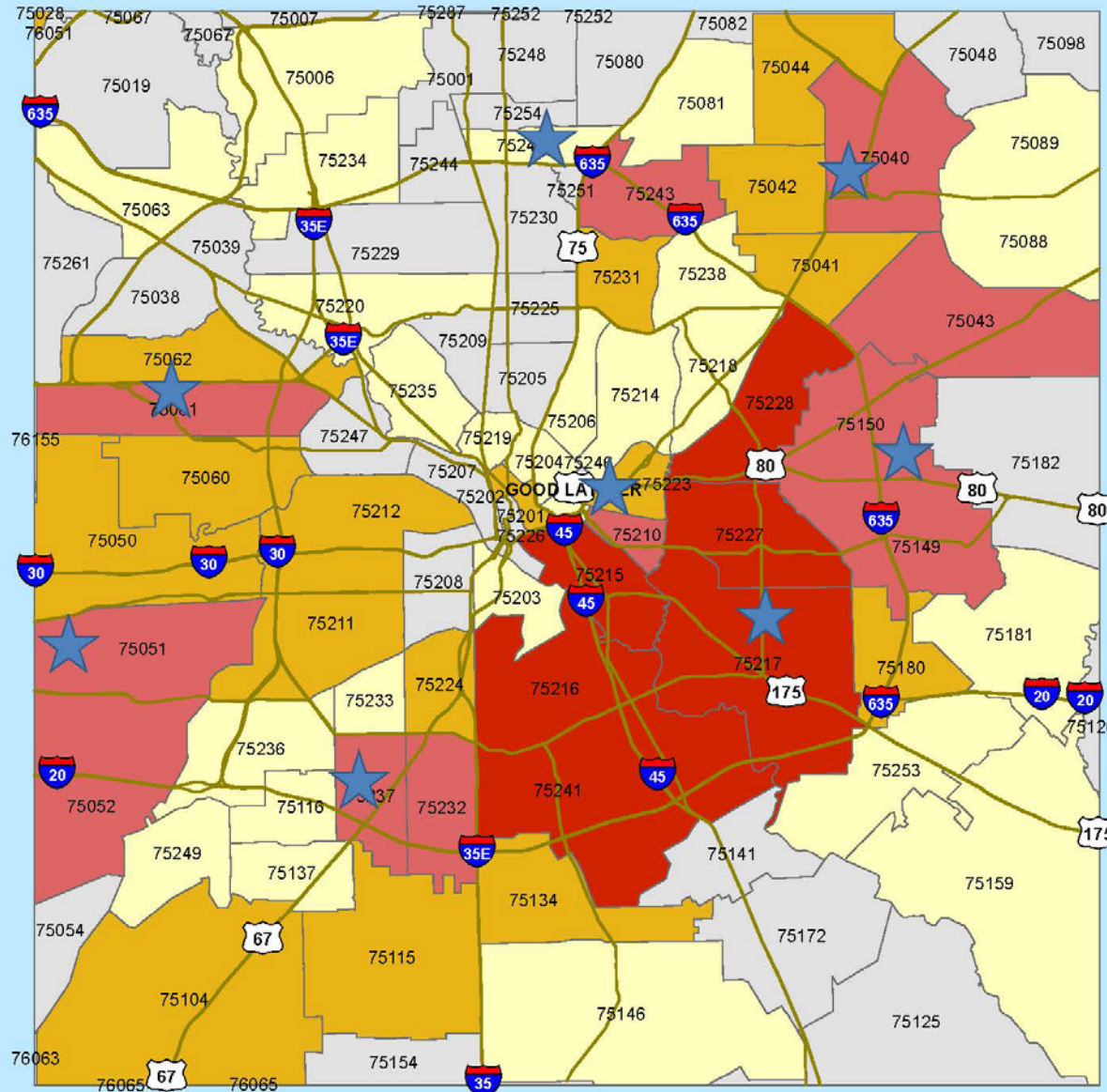
86 - 137

160 - 296

★ = Workforce Centers

CHOICES is the Texas Workforce Commission title for welfare services. Adults are assigned to receive our assistance.

Dallas County SNAP E&T by Zip Code 12 months by resential zip code



Legend

— TRANS_HIGHWAYS_line

BND_ZIPCODES_poly

SNAP17

0 - 16

18 - 41

48 - 80

86 - 149

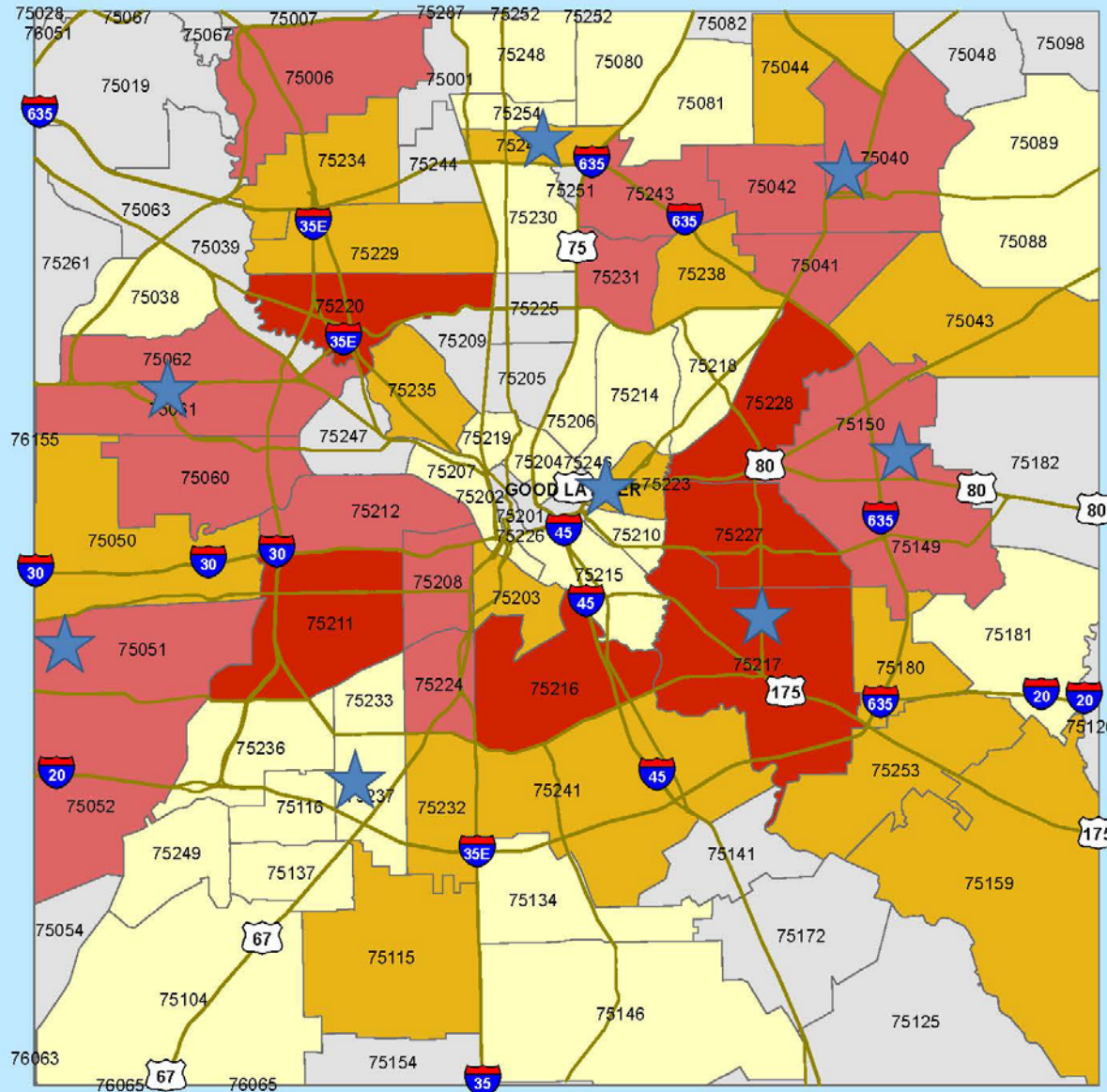
156 - 261



= Workforce Centers

SNAP is the federal name for food stamps, and working families must keep working to keep benefits! We are there to help!

Dallas County Population by zip code with no Diploma or GED ACS Table S1501 5yr estimates



Legend

TRANS_HIGHWAYS_line

BND_ZIPCODES_poly

AEL_2

0 - 1388

1476 - 3582

3685 - 6713

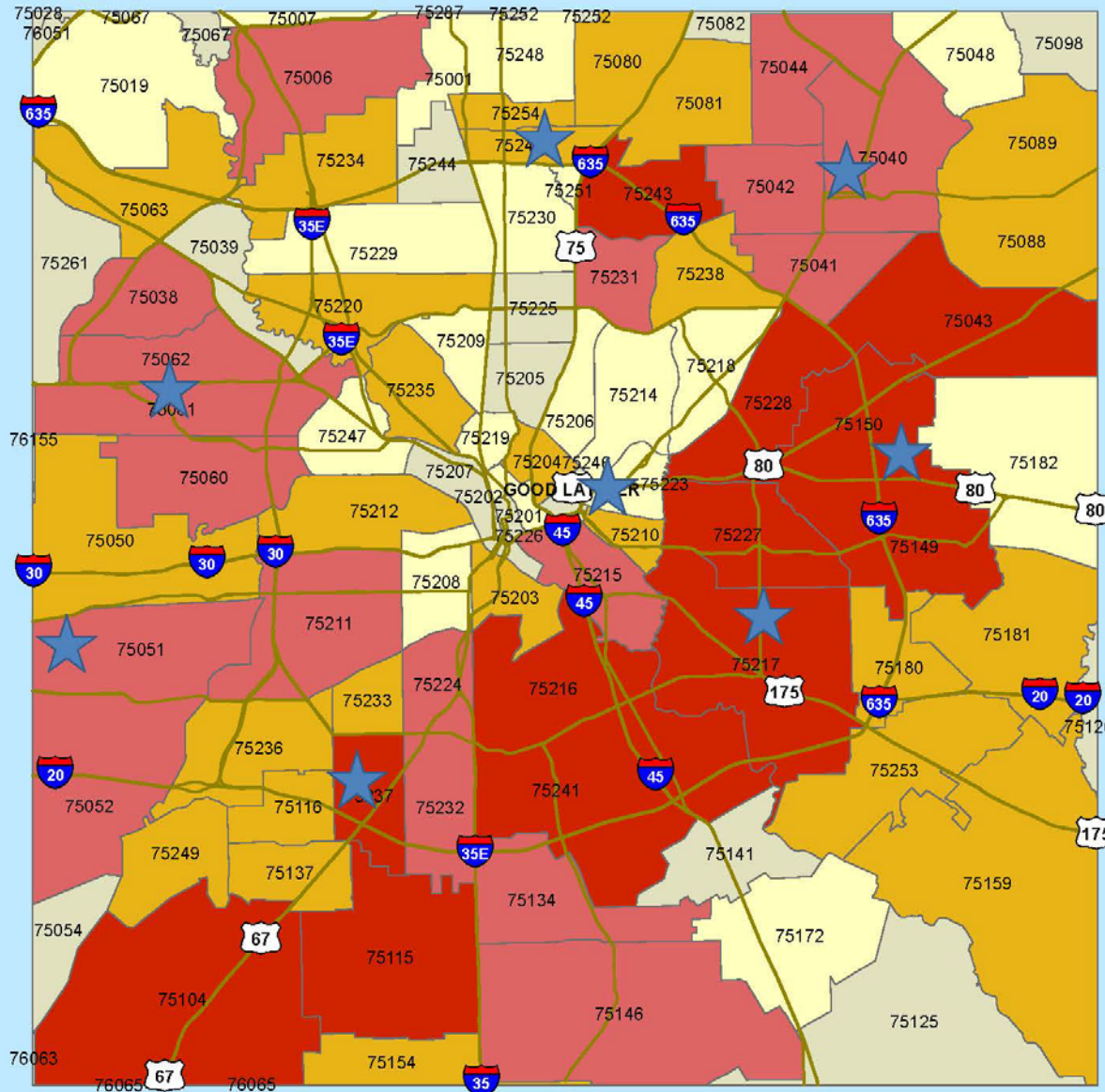
7435 - 12530

13681 - 23571

★ = Workforce Centers

In the most recent years, WFSDallas became the driver for Adult Education! The Consortium with DCCCD serves 10,000+

Dallas County subsidized children in childcare 12 months by resential zip code



Legend

TRANS_HIGHWAYS_line

BND_ZIPCODES_poly

CC2017

0 - 12

15 - 51

58 - 120

124 - 223

265 - 496

★ = Workforce Centers

Since 2000, we have been the administrator of subsidized childcare for working families! Federal policy & underfunding challenges us!

We have been here FOR Dallas since 1983!
We continue to find new and better ways to meet our objectives!

We are active in GrowSouth, CARES, Commit!, and Early Matters Dallas!

Nationally, we are recognized for innovation, best practices, technical expertise, exemplary workforce and employer services!

USCM Workforce Development Council
Texas Association of Workforce Boards
Workforce National Association of Workforce Boards.

Starbuck's 100K
AARP
LEAP2



2018

WORKFORCESOLUTIONS
G R E A T E R D A L L A S

We are expecting a “something” new in the NEW YEAR!
Stay tuned!

Memorandum



CITY OF DALLAS

DATE November 30, 2017

Honorable Members of the Human and Social Needs Committee:
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 **Equity Indicators Update**

Summary

On December 4, 2017, the Human and Social Needs Committee will hear a briefing titled "Equity Indicators Update" presented by Theresa O'Donnell, Chief Resilience Officer, and Dr. Tim Bray, Director of the Institute for Urban Policy Research at the University of Texas at Dallas.

Background

The Human and Social Needs Committee received background information on the Equity Indicators during the October 16, 2017 committee briefing titled "100 Resilient Cities Update."

Coordination

The Office of Resilience has coordinated with internal staff, the City University of New York Institute for State and Local Government, the University of Texas at Dallas as our lead data research agency, and additional universities and data experts.

Staff Request

The Office of Resilience is seeking feedback from the Human and Social Needs Committee on proposed equity domains and indicators.

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



Theresa O'Donnell
Chief of Resilience

c: Honorable Mayor and Members of the City Council
T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Billerae Johnson, City Secretary (Interim)
Daniel F. Solis, Administrative Judge
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M. Elizabeth Reich, Chief Financial Officer
Nadia Chandler Hardy, Chief of Community Services
Raquel Favela, Chief of Economic Development & Neighborhood Services
Directors and Assistant Directors

Equity Indicators Update

Human and Social Needs Committee

December 4, 2017

Theresa O'Donnell,
Chief Resilience Officer
City of Dallas

Dr. Tim Bray
Director,
Institute for Urban Policy Research
University of Texas at Dallas



Presentation Overview

- Recap of Equity Indicators Project
- Seek Committee Guidance on Proposed Domains and Indicators
- Timeline and Next Steps

Dallas Equity Indicators

Equity Indicators Project is funded by the Rockefeller Foundation

- City University of New York, Institute for State and Local Governance
- Partnering with University of Texas at Dallas as lead data research agency
- Additional universities and data experts will participate on an advisory basis – UTA, SMU, UNT, Community Council of Dallas, Commit, etc



The
**ROCKEFELLER
FOUNDATION**



Dallas Equity Indicators

- Goal: To design a framework of indicators to measure progress toward achieving greater equity in Dallas over time
 - Policy tool that can be used by communities, government agencies, researchers, and policy groups
 - Use same methodology as NYC, but working to create tailored tools for Dallas
- Focus:
 - People who experience inequities
 - The areas in which they experience inequity
 - The current state of equity in these areas
 - How the state of equity changes over time?



Process of Developing Tool

1. Identify goals/objectives and priority areas

- Based on City priorities, Mayor's Taskforce on Poverty, Resilience Strategy, prior community input, etc.

2. Identify relevant inequalities and groups

- Local and national

3. Develop initial draft of framework

- Themes, topics, and sample indicators
- Disadvantaged groups

4. Solicit feedback and suggestions, including for indicators

- Human and Social Needs Committee, Dallas residents, City departments, universities, data researchers and policy groups



Process of Developing Tool

5. Revise framework and create initial list of indicators

- Framework revisions based on feedback and suggestions
- Initial list of indicators within each topic

6. Test indicators

- To determine availability of data and whether indicators make sense in light of data

7. Create full tool and solicit feedback

- Themes, topics, indicators, and groups identified

8. Finalize tool



Scores Over Time

Four levels

- City score
- Theme score
- Topic score
- Indicator score

Static scores

- From 1 to 100 (highest **inequity** to highest **equity**)
- Aggregate lower level scores to produce higher level scores

Change scores

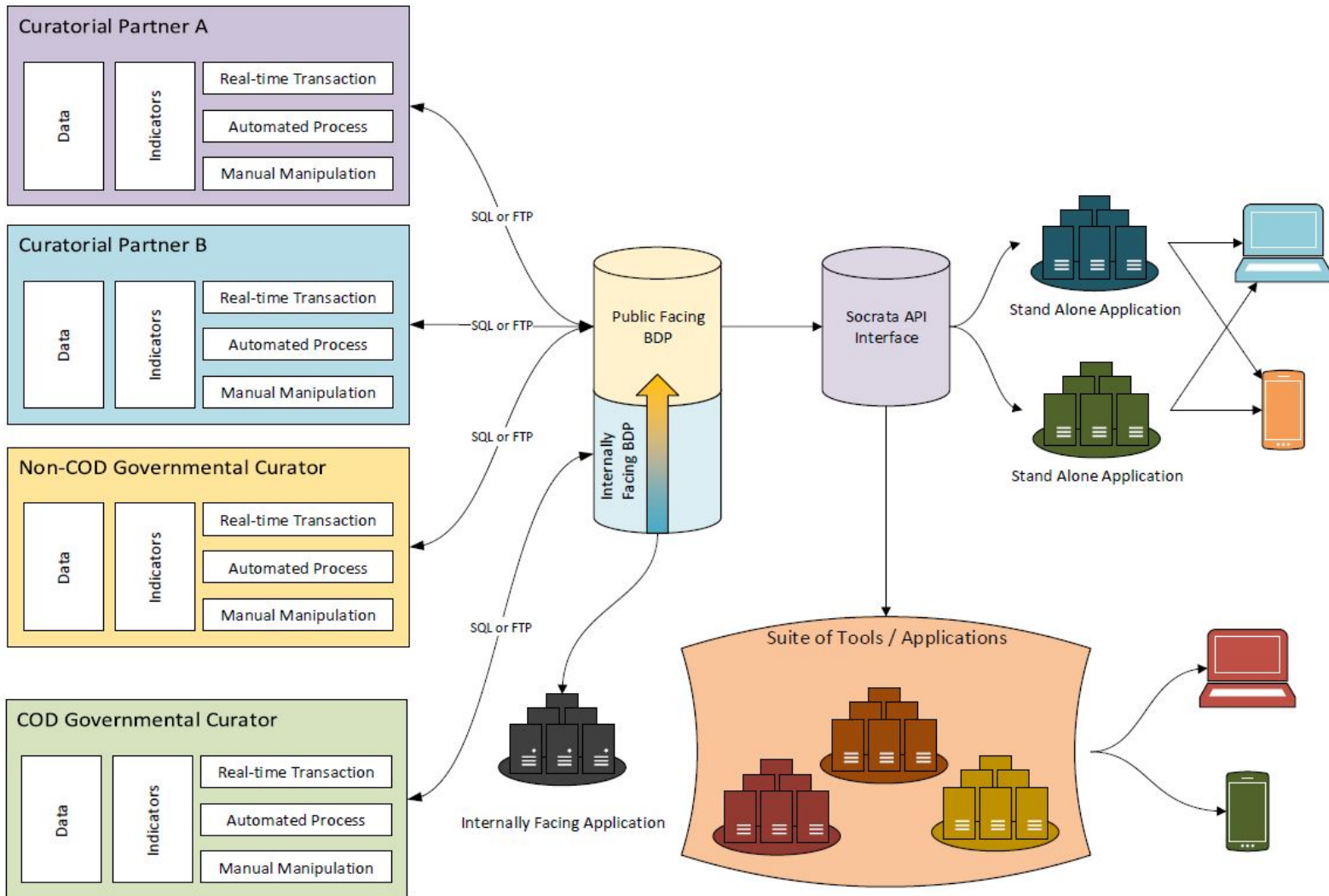
- Increase (+), decrease (-), no change (0)
- Change score = current year's score – baseline

Data Sharing and Collaboration

Numerous organizations have expressed a strong desire to share data and collaborate on an Equity Indicators project



Potential Data Sharing Model



Equity Domains and Indicators

Want to look at:	What is a group that might be affected?	Indicator
Access to transportation	Transit dependent workers	Distance to bus stop or rail station from home
Public Health	Teen girls	Ratio between the percentages of African American and non-Hispanic white teen pregnancy
Arrest rates	Racial minorities	Ratio between the arrest rates for African American and non-Hispanic whites

Potential Equity Domains and Indicators

ECONOMIC OPPORTUNITY	Poverty	Concentrated poverty, child poverty, full-time workers in poverty, asset/liquid asset poverty, food security
	Employment	Unemployment rates, job opportunities (e.g., # of jobs), job types (and skill levels), unemployment by education
	Income	Wages, income for full-time workers, household income, benefits
	Business Development	Business establishment (e.g., # of businesses), business ownership, business revenue
COMMUNITY INFRASTRUCTURE	Housing	Affordability/ cost burdened, ownership, land bank data
	Physical Conditions	Blighted/vacant lots, abandon structures, urban heat islands, building quality, street condition
	Essential Services	Grocery stores, healthcare, day care, internet coverage
	Community Resources	Parks and recreation centers, libraries, places of worship, community spaces, social service providers
PUBLIC HEALTH	Environmental Factors	Flood risk, air quality
	Health Care	Health insurance, access/delivery of primary and preventive care, access to healthy food, teen pregnancy
	Behavioral Risk Factors	Physical activity, smoking rates, substance use
	Population Health	Maternal and child health, contagious and chronic disease, life expectancy and mortality, mental health

Potential Equity Domains and Indicators

TRANSPORTATION	Access to Transportation	Transit coverage/connectivity, cost, % of transit dependent population living in proximity to transit
	Quality of Transportation	Public transit frequency, level of service, reliability of public transit, capacity
	Access to Services and Opportunities	Commuting time, access to employment, education, health care, food shopping and services, major destinations
	Maintenance	Maintenance of roads, maintenance of bridges, public transit station upkeep (bus shelters/DART stations)
EDUCATION	Early Education	Access, enrollment, quality, funding, kindergarten readiness
	Elementary and Middle School Ed.	Quality, funding, academic performance, student-teacher ratios, teacher experience
	High School Education	Graduation rates, dropout rates, suspensions, academic performance, college readiness
	Education of General Population	Adult Literacy, English proficiency, vocational training
JUSTICE AND GOVERNMENT	Victimization	Violent victimization rates, family violence, rates of hospitalization for injuries
	Law Enforcement	Trust in police, traffic stops, arrest rates, police force diversity, police training
	Incarceration	Jail admission rates, juvenile incarceration rates, length of stay, fines and fees
	Fairness/Legitimacy of Local Government	Trust in government, representation in government, voting rates, political empowerment, transparency, accountability

Committee feedback and discussion

Assembling an appropriate list of Domains and Indicators to advance Equity over time

- ✓ Economy opportunity
- ✓ Community
Infrastructure
- ✓ Housing
- ✓ Public Health
- ✓ Transportation/Mobility
- ✓ Education
- ✓ Justice and Government

Timeline and Next Steps

- November – December: Finalize framework, identify initial indicators, collect data
- December - January: Analyze data and draft initial report
- January - February 2018: Community engagement meetings coordinated with other City efforts
- February – March: Releasing the final set of indicators and report



Equity Indicators Update

Human and Social Needs Committee

December 4, 2017

Theresa O'Donnell,
Chief Resilience Officer
City of Dallas

Dr. Tim Bray
Director,
Institute for Urban Policy Research
University of Texas at Dallas



Memorandum



CITY OF DALLAS

DATE November 30, 2017

Honorable Members of the Human and Social Needs Committee:
Councilmember Casey Thomas, II (Chair), Deputy Mayor Pro Tem Adam Medrano
TO (Vice Chair), Mayor Pro Tem Dwaine R. Caraway, Councilmember Omar Narvaez,
Councilmember Mark Clayton, Councilmember B. Adam McGough

SUBJECT **FY2017-2018 Amended and Restated Bridge Steps Management Services Contract, Phase II**

Background

On November 17, 2017, the Office of Homeless Solutions briefed the Citizen Homeless Commission on the Management Services Contract with Bridge Steps as the operator of the City's Homeless Assistance Center ("The Bridge"). The briefing presented is attached.

Issue

Prior amendments that have been made to the original Management Services Contract (MSC) with the Bridge has not included the original terms. The 2017-2018 agreement will restate the original MSC terms and include additional negotiated terms to increase accountability and transparency as it relates to service and data expectations, outcomes and financial viability, including fundraising efforts. Below is a summary of the terms:

Restated Terms

- The City will provide funding for operation, programming, and management of City's Homeless Assistance Center (HAC), known as The Bridge
- The Bridge shall:
 - Perform all services necessary to successfully manage and operate the HAC including Drop-In Center, Pavilion, food service section, residential section, and exterior sections of campus
 - Submit a proposed comprehensive plan for operations and operating budget for the following contract year/fiscal year
 - Engage in fundraising efforts to ensure it has funds to meet its required contribution
 - Maintain records to demonstrate proper expenditure of funds
 - Submit monthly unaudited financial statements
 - Secure an annual independent audit and provide to City (including significant deficiencies and material weaknesses), subject to review by City Auditor's Office
- City may request changes in services from time to time

Additional Terms

- Service Expectations:
 - Shelter First Approach
 - Immediate & Low Barrier Access
 - Housing-Focused, Rapid Exit Services
 - Client-Centered Care
 - Engagement with Shelter Adverse
 - Good Neighbor Policy
- Outcome Expectations:

DATE November 30, 2017

SUBJECT **FY2017-2018 Amended and Restated Bridge Steps Management Services Contract, Phase II**

- Increased Housing Placements
- Reduction in Length of Shelter Stay
- Reduction in Returns to Homelessness
- Financial Expectations:
 - Increased Fundraising
 - Sustainability
- Data Expectations
 - HMIS Utilization

Recommendation

On December 13, 2017, the full council will be requested to:

1) authorize an Interlocal Agreement with Dallas County to accept funding in the amount of \$1,000,000 for homeless assistance services at The Bridge for the period October 1, 2017 through September 30, 2018; receipt and deposit of funds from Dallas County in an amount not to exceed \$1,000,000; and execution of the Interlocal Agreement

2) authorize an amended and restated Management Services Contract, Phase II (MSC) with Bridge Steps consistent with the original intent as a low-barrier, housing-focused, shelter with proven results in housing placement, reduction in average length of stay and reduction in returns to homelessness, and to ensure Bridge Steps complies with all conditions for additional funding;

3) funding for the period of October 1, 2017 through September 30, 2018 from General Funds in an amount not to exceed \$4,800,000, which includes \$1,000,000 from Dallas County;

4) funding for the period of September 1, 2017 through August 31, 2018, from Texas Department of Housing and Community Affairs (TDHCA) under the Homeless Housing and Services Program (HHSP) in the amount of \$811,130; and

5) execution of the MSC.

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



Nadia Chandler-Hardy
Chief of Community Services

[Attachment]

c: Honorable Mayor and Members of City Council
T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Billerae Johnson, City Secretary (Interim)
Daniel F. Solis, Administrative Judge
Kimberly Bizzor Tolbert, Chief of Staff to the City Manager
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Discussion of Upcoming Council Agenda Item: Bridge Steps Management Services Contract

**Citizen Homelessness Commission
November 17, 2017**

**Charletra Sharp
Interim Managing Director
Office of Homeless Solutions**



Purpose

- Provide an overview of the agenda item going to full council on December 13, 2017 requesting Council to authorize:
 1. An amended and restated Management Services Contract (MSC), Phase II with Bridge Steps consistent with the original intent as a low-barrier, housing-focused shelter with proven results in housing placement, reduction in average length of stay and reduction in returns to homelessness and to ensure the Bridge complies with all conditions for additional funding;
 2. Funding for the period October 1, 2017 through September 30, 2018 from General Funds in an amount not to exceed \$4,800,000 (includes \$1M County contribution)
 3. Funding for the period September 1, 2017 through August 31, 2018 from Texas Department of Housing and Community Affairs (TDHCA) Grant Funds, under the Homeless Housing and Services Program (HHSP); and
 4. Execution of the MSC.

Background

- **[12/12/2007-09/30/2015]** Initial term of Original Agreement (Years 1-8)
 - Agreement allows for two renewals
- **[10/1/2015-9/30/2020]** First Five-Year Renewal (Year 9-13)
 - Currently under this renewal
- **[10/1/2020-9/30/2020]** If City elects, Second Five-Year Renewal (Years 14-18)
- Each year the Master Service Contract has been amended to include funding allocated by the City and County for the applicable fiscal year and did not include the original terms
 - The new agreement will restate the original terms as well as additional terms to ensure that expectations are clear and increase accountability with additional housing-focused measurable outcomes

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Overview of Draft 2017-2018 Management Services Contract

- **Original terms being restated**
 - City provide funding for operation, programming, and management of City's Homeless Assistance Center (HAC), known as The Bridge
 - Bridge operate the HAC, including Drop-In Center, Pavilion, food service section, residential section, and exterior sections of campus (includes facility maintenance and coordination of co-located services)
 - Bridge must receive City approval for Change in Scope of Services
 - Bridge submit a proposed comprehensive plan for operations and operating budget for the following contract year/fiscal year

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Overview of Draft 2017-2018 Management Services Contract

- **Original terms being restated, cont.**
 - Quarterly advance of General Funds based on projected monthly expenses from annual budget and City prorated portion
 - Bridge engage in fundraising efforts to ensure it has funds to meet its required contribution
 - Ownership remains with City and Bridge is the independent contractor
 - HAC utilities shall be in Bridge's name and included in operating budget
 - Bridge responsible for preventive, routine, and landscaping maintenance; City responsible for major maintenance

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Overview of Draft 2017-2018 Management Services Contract, Cont.

- **Original terms being restated, cont.**
 - Bridge shall develop staffing plan for employees, contractors, subcontractors, vendors, co-located agencies, and volunteers based on anticipated resident occupancy and services to be provided
 - Grounds for termination include:
 - Default by the Bridge;
 - At convenience of the City; and
 - For non-appropriation of City's contribution
 - Bridge will maintain records to demonstrate proper expenditure of funds, submit monthly unaudited financial statements, and secure an annual independent audit and provide to the City

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Overview of Draft 2017-2018 Management Services Contract, Cont.

- Terms added in earlier amendments
 - **[FY16]** Use of HMIS for all funding under the agreement and required coordination with Continuum of Care
 - **[FY17]** Revised scope of services to specify performance goals for housing attainment and day and night services
 - **[FY17]** Included additional provisions around program funding, data collection, monitoring, and additional payment requirements

Overview of Draft 2017-2018 Management Services Contract, Cont.

- **Additional/modified terms for FY18**
 - Service expectations
 - Shelter first approach
 - Immediate and low barrier access
 - Housing-focused, rapid exit services
 - Client-centered care
 - Engagement w/ shelter adverse persons
 - Good Neighbor Policy
 - Outcome Expectations
 - Increased housing placements
 - Reduction in average length of shelter stay
 - Reduction in returns to homelessness
 - Financial Expectations
 - Sustainability and increased fundraising
 - Data Expectations
 - HMIS utilization for all funding sources



Next Steps

- **[12/4/17]** Brief Human and Social Needs by memorandum
- **[12/13/17]** Seek Council's authorization to execute contract



Discussion of Upcoming Council Agenda Item: Bridge Steps Management Services Contract

**Citizen Homelessness Commission
November 17, 2017**

**Charletra Sharp
Interim Managing Director
Office of Homeless Solutions**



Memorandum



CITY OF DALLAS

DATE November 30, 2017

TO Honorable Members of the Human and Social Needs Committee:
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 **Resilient Dallas Status Update**

Summary

This memorandum serves as a status update for the Resilient Dallas Strategy process. At the October 16, 2017 Human and Social Needs Committee, the Chief Resilience Officer presented conceptual recommendations for goals and initiatives for the Resilient Dallas Strategy. These preliminary recommendations were the culmination of an extensive Phase II scope of work. Since the October meeting, staff has worked closely with our four Discovery Area Working Groups, the Community Advisory Committee, our strategy partner (AECOM), additional subject matter experts, and our 100 Resilient Cities (100RC) team to develop these conceptual recommendations into concrete goals and initiatives for inclusion in the Resilient Dallas Strategy.

The purpose of this memorandum is to present these final statements of goals and initiatives for consideration by the Human and Social Needs Committee. These recommendations will become the foundation of an actionable Resilience Strategy and implementation plan for the City and our external partners to guide Dallas in becoming a more equitable City that is resilient to the social, economic, and physical challenges of the 21st century.

Background

In 2015, Dallas was honored to be selected as one of only 100 cities around the world to participate in the prestigious 100 Resilient Cities program, pioneered by the Rockefeller Foundation. The 100RC program has provided a well-documented, field-tested strategy development process to shepherd cities through the creation of a robust resilience plan. With the technical assistance of AECOM, Dallas has methodically adhered to these processes and utilized the analytic tools provided by the 100 Resilient Cities program.

The Dallas Resilience process has greatly benefited from extensive community participation and meaningful stakeholder engagement to gain a comprehensive perspective of the state of Dallas' current conditions and guidance on how we should move forward into the 21st century as an inclusive, vibrant community. Input was gathered through a variety of methods that acknowledge and respect the similarities as well as the notable differences inherent in Dallas' economically and socially diverse population. Throughout Phase I, public surveys, desktop research, and sophisticated analytic tools

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SUBJECT **Resilient Dallas Status Update**

were used to develop a data-driven examination into Dallas' strengths and vulnerabilities. That analytic assessment was evaluated, validated, and enriched through one-on-one interviews, focus groups, listening sessions, and stakeholder advisory meetings with a diverse array of Dallas residents.

This deep examination of data strengthened by community insight confirmed that Dallas' primary resilience challenge is not the threat posed by weather-related disasters that devastate communities across the world every year. Rather, Dallas' future as the robust, economic engine of the prosperous North Central Texas economy is threatened by a series of alarming socio-economic trends that have bound hard working Dallas residents in the grips of financial adversity despite their best efforts to provide a stable, secure lives for themselves and their families. Currently, more than one-half of Dallas households earn less than a living wage. This staggering statistic reveals an unsustainable trend that threatens Dallas' economic vitality now and in the future.

It was this awareness and understanding that shaped the early iterations of the Dallas Discovery Areas. The preliminary Discovery Areas were crafted by residents, business leaders, community experts, and academicians in a variety of stakeholder workshops, discussion groups, and interviews. The synthesis of this work resulted in four final Discovery Areas for Dallas: Inclusive Economy, Healthy Communities, Neighborhood Infrastructure, and Transportation Equity.

- **Inclusive Economy:** Harnessing the power of the robust North Central Texas economy to be more inclusive and create economic resilience for Dallas residents
- **Healthy Communities:** Exploring opportunities to improve public health outcomes and decrease health disparity
- **Neighborhood Infrastructure:** Assessing the conditions in Dallas neighborhoods, and understanding the impacts of climate change on the natural and built environment
- **Transportation Equity:** Preparing for a 21st century urban mobility by leveraging the region's transportation investment to expand mobility options, and improve transportation equity

Strategy Development

These four Discovery Areas became the basis of an extensive Phase II scope of work. Over several months, staff worked with internal and external stakeholders to develop new knowledge, strengthen partnerships, explore opportunities, and understand the challenges that constrain Dallas' resilience future. This work culminated in the development of concrete goals and initiatives that correspond with each of the four Discovery Areas, and are intended to move Dallas toward greater equity on a number of social and economic measures.

The recommended goals and initiatives, as written below, have been crafted by subject matter experts, the 100 RC staff, and our Community Advisory Committee:

Inclusive Economy

GOAL: Reduce income inequality by strengthening access to workforce development training, support services, and financial counseling resources to remove barriers for people who seek to secure living wage employment, and who have limited opportunity to improve their economic mobility.

1.1 Expand Economic Development policies and programs to prioritize workforce and skills development, small business readiness, and access to wrap-around support services that provide vulnerable populations access to living wage jobs and career pathways.

1.2 Collaborate with Workforce Solutions to create an employee-centric focus for outreach, programs, and workforce services for Dallas residents who experience significant barriers to living wage employment.

1.3 Invest in community efforts that ensure all Dallas students have access to a quality education that provides the skills and knowledge necessary to succeed in the 21st century workforce; and ensure that high school graduates are career- and/or college-ready and have access to post-secondary opportunities for education, certification, and employment.

1.4 Partner with key community stakeholders, including Dallas County Community College District, community-based organizations, and local foundations to support implementation of the Financial Empowerment Center model, a model of municipal engagement focused on improving the financial stability of low- and moderate-income residents by offering financial empowerment strategies and services such as financial counseling services and other resources for navigation out of poverty at a community/neighborhood level.

Healthy Communities

GOAL: Strengthen and align existing resources and develop new collaborative strategies to address health disparities for children and families living with the toxic stress generated by adverse economic, social, and environmental conditions of poverty and blight.

2.1 Work with the Milken Institute of Public Health to identify and understand how social determinants of health impact children experiencing adverse childhood experiences and adverse community environments.

2.2 Conduct a geospatial analysis to map specific areas of need and available resources and services. Utilize a data-driven approach to align services and establish partnerships with appropriate agencies, non-profits, and funders to address service gaps.

2.3 Advance operational strategies and public education models that will effectively reduce non-emergency EMS calls and improve public health outcomes by

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expanding community paramedic programs and exploring an enhanced community health worker program.

2.4 Strengthen the Office of Emergency Management's capacity to plan, prevent, respond to, and recover from pandemic public health emergencies and events.

Neighborhood Infrastructure

GOAL: Establish a data-driven, decision-making approach for equitable, public sector investments in underserved neighborhoods to unlock development potential, serve as catalysts for private investment, and increase employment opportunities.

3.1 Create a GIS database that builds on the Market Value Analysis and layers in the social/economic demographics datasets, the social determinants of health, and the environmental conditions developed by the Trust for Public Land and Texas Trees Foundation. Utilize this analytical tool to assess the long-term resource commitments, funding mechanisms, and policies necessary to build and maintain infrastructure and public investment in low- and moderate-income neighborhoods.

3.2 Create a cross-departmental committee with representatives of the Department of Housing and Neighborhood Revitalization, the Department of Public Works, the Department of Transportation, the Office of Economic Development, the Office of Fair Housing, and the Office of Community Care to establish common goals that address the disparities and adverse community conditions (economic, social, physical, and environmental) present in low- and moderate-income neighborhoods.

3.3 Collaborate with non-profits and environmental advocates to conduct an opportunity analysis focused on accelerating environmental health by deploying nature-based solutions.

3.4 Conduct a Greenhouse Gas Emissions inventory by 1Q 2018 to identify largest emissions sources, set reduction goals, and develop innovative, market-driven approaches for achieving those targets.

Transportation Equity

GOAL: Ensure our local and regional transit system provides transit-dependent residents with equitable access to employment, housing opportunities, and quality services that foster well-being.

4.1 Create a holistic and integrated Transportation Strategy that creates policy priorities and aligns funding recommendations with the City's stated goals on transportation equity.

4.2 Formalize policy recommendations on transit equity that prioritize reliable and reasonable access to employment, housing, education, healthcare, and other essential services for all residents.

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4.3 Collaborate with Dallas Area Rapid Transit (DART) and major stakeholders to create mechanisms to fund and operationalize first mile/last mile mobility solutions for major employment centers.

4.4 Create a joint DART/City transit infrastructure needs inventory and urban design standards to guide capital investment in transit facilities and supporting infrastructure.

In addition to the four goals presented above, the Resilience Strategy will also include goals and initiatives on the important cross-cutting topics of equity and immigration. Please see those recommendations below:

Equity

GOAL: Advance Equity and Social Justice to ensure all Dallas residents have an equitable place to live and thrive.

5.1 Develop a City of Dallas Equity Action Plan

5.2 Work with the City University of New York Institute for State and Local Governance, to design and implement Equity Indicators to measure and assess progress towards achieving greater equity in Dallas over time.

Immigration

GOAL: Ensure Dallas is a welcoming City to immigrants and all residents.

6.1 Develop a comprehensive city strategy for immigration reception and integration to fill policy and funding gaps from the federal government.

6.2 Partner with Welcoming America to develop and implement a multi-sector, certified program that evaluates and recognizes achievement of standardized benchmarks for competitive advantages for Dallas to become an inclusive, welcoming place for immigrants and all residents.

Prior Actions

- On September 5, 2017, the Human and Social Needs Committee received a briefing on the 100 Resilient Cities Program and process, the Phase I work, and the Preliminary Resilience Assessment document.
- On October 16, 2017, the Human and Social Needs Committee received a briefing on the Phase II Scope of Work and the analysis and findings to-date. This presentation also outlined preliminary, conceptual recommendations for goals identified by stakeholders and a bulleted list of proposed initiatives.

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Staff Recommendation

These recommended goals and initiatives are the result of an extensive collaborative effort by external stakeholders as well as many contributing city staff from a wide range of departments, including: Office of Community Care, Office of Economic Development, Housing and Neighborhood Revitalization, Office of Welcoming Communities and Immigrant Affairs, Department of Communications and Information Services, Planning and Urban Design, Transportation, Public Works, the Office of Environmental Quality, and Dallas Fire and Rescue. Staff recommends the Human and Social Needs Committee endorse these goals and recommendations for inclusion in the Resilient Dallas Strategy and Implementation Plan.

Next Steps

The Office of Resilience will work with our Strategy Partner, AECOM, to finalize a Resilience Strategy that incorporates these goals and initiatives with the input and feedback from the Human and Social Needs Committee. Staff will also coordinate with internal and external partners to identify lead agencies, important partners, timeframes, associated costs, and funding sources for the initiatives identified in this memorandum.

Please contact me, or the Chief of Resilience, Theresa O'Donnell, if you have any questions or require any additional information.



Theresa O'Donnell
Chief of Resilience

- c: Honorable Mayor and Members of the City Council
T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Billerae Johnson, City Secretary (Interim)
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Nadia Chandler Hardy, Chief of Community Services
Raquel Favela, Chief of Economic Development & Neighborhood Services
Directors and Assistant Directors

Memorandum



CITY OF DALLAS

DATE November 30, 2017

Honorable Members of the Human and Social Needs Committee:
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 **Update on the Gateway to Permanent Supportive Housing Program**

On November 6th, during the Office of Homeless Solutions briefing to the Human and Social Needs Committee on the Proposed Evaluation Criteria for Supportive Housing Sites, Chair Thomas requested an update on the status of the City's Gateway to Permanent Supportive Housing Program. Below is a program update since the transition of the program's transition from Eban Village Apartments.

As of September 30, 2017, all 51 Gateway clients transitioned from Eban Village Apartments to three (3) locations in order to deconcentrate the project-based program; the new sites are The Way Apartments ("The Way") at 5301 Marvin D. Love, Freeway (District 3), The Vineyards at Forest Edge Apartments at ("Forest Edge") 9669 Forest Lane, (Council District 10) and The Vineyards at the Ranch Apartments ("The Ranch") at 9350 Skillman St, (Council District 10). Since the transition, 10 new clients have been enrolled into the new program for total client census of 61. Below is a breakdown of the number of clients who transitioned from Eban Village to the new sites and the number of new clients at the respective sites.

Program Sites	Total # of Units Allocated to Property	# of Total Participants Residing at Program Site	Breakdown of Clients Who Transitioned from Eban Village	# of New Clients Post-Transition from Eban Village
Forest Edge	25	21	21	0
The Ranch	25	22	13	9
The Way	20	18	17	1
Total	70	61	51	10

Currently the program has 9 vacant slots across all three properties and staff is currently collaborating with the Coordinated Intake Representative to identify clients for program sites that have vacant one-bedroom units. All new clients enrolled into the Gateway Program must be pulled from the Continuum of Care's Housing Priority List of the Coordinated Access System.

Client Meetings and Developmental Trainings

A case manager is assigned to each program site and each case manager has monthly resident meetings to provide new information regarding program guidelines, updates from property management and to identify resident concerns. Case managers also have individual meetings

DATE November 30, 2017

SUBJECT **Update on the Gateway to Permanent Supportive Housing Program**

with clients at least _once a month to discuss their individualized goals related to physical and behavioral health, finances, education, housing, and employment, as applicable. During these visits, case managers also discuss any tenant complaints to share with property management staff.

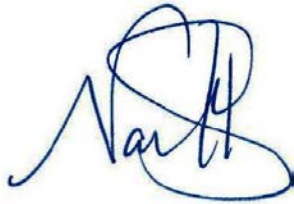
Additionally, Case Managers hold group trainings with their caseload to provide continuing education that will support increased levels of independence and self-sufficiency. Topics include money management and life skills training.

Partnership Meetings

This meeting is utilized as a collaborative effort between The City of Dallas and the Property Management staff. During this meeting, parties discuss the client accounts, including outstanding balances and reconciliation issues. Partners also discuss accomplishments and areas of concerns related to any client's noncompliance with their lease agreement and property conditions. The Partners create an action plan and timeline address the concern(s).

The Program has held Partnership Meetings at all locations and the Management has expressed a vested interest in the success of the Program and clients. They have reported that the Program is a welcomed addition to their location.

Should you have any further questions, please let me know.



Nadia Chandler Hardy
Chief of Community Services

c: T.C. Broadnax, City Manager
Larry Casto, City Attorney
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Upcoming Agenda Item(s)

- A. *Draft* Agenda Item #4: Authorize (1) the rejection of the proposals received for FY 2017-18 Emergency Solutions Grant Program; and (2) the re-advertisement for new proposals - Financing: No cost consideration to the City (city-wide)

- B. **Draft* Agenda Item #8: Authorize (1) an Interlocal Agreement with Dallas County to accept funding in the amount of \$1,000,000 for homeless assistance services at The Bridge for the period October 1, 2017 through September 30, 2018; (2) receipt and deposit of funds from Dallas County in an amount not to exceed \$1,000,000; and (3) execution of the Interlocal Agreement - Revenue: \$1,000,000 (city-wide)

- C. **Draft* Agenda Item #9: Authorize (1) an amended and restated Management Services Contract, Phase II (MSC), with Bridge Steps consistent with the original intent as a low-barrier, housing-focused shelter with proven results in housing placement, reduction in average length stay and reduction in returns to homelessness and to ensure The Bridge complies with all conditions for additional funding for the period October 1, 2017 through September 30, 2020; (2) funding for Bridge Steps for the period October 1, 2017 through September 30, 2018 from General Funds in an amount not to exceed \$4,800,000; (3) funding for Bridge Steps for the period September 1, 2017 through August 31, 2018 from Texas Department of Housing and Community Affairs Grant Funds, under the Homeless Housing and Services Program in an amount not to exceed \$811,130, previously approved on September 13, 2017, by Resolution No. 17-1421; and (4) execution of the MSC - Total not to exceed \$5,611,130 - Financing: General Funds (\$4,800,000) (city-wide)

*These items must be considered collectively

Human & Social Needs Committee - FY2018 Agenda Forecast

Date	Briefing(s)	Presenter
January 16, 2018	Teen Pregnancy Initiative	Office of Community Care
	MDHA Contract	Charletra Sharp, Interim Managing Director Office of Homeless Solutions
	Encampment Mitigation Strategy	Gloria Sandoval, Community Mobilization Coordinator Office of Homeless Solutions Charletra Sharp, Interim Managing Director Office of Homeless Solutions
Future Agendas: 2018	Community Centers: Opportunity Builder	
	ESG	
	Proposition J Update	
	Adult Literacy	
	Education Taskforce Briefing	
	Equity in Service Delivery	