

Memorandum



CITY OF DALLAS

DATE July 30, 2018

TO Honorable Mayor and Members of the City Council

SUBJECT **Homeless Solutions Proposed Strategy**

Attached is briefing presentation on the Office of Homeless Solutions (OHS) Proposed Strategy. Overall homelessness and unsheltered homelessness has increased 9% and 23% respectively since 2017.

Background

This presentation will detail the proposed four-track process to expand shelter capacity, create temporary shelter centers, address bottleneck and availability of housing, and bond implementation to develop rapid rehousing 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.

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

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 Bizer Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager

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

City Council Briefing
August 1, 2018

Monica Hardman
Managing Director
Office of Homeless Solutions

Nadia Chandler Hardy
Chief, Community Services



City of Dallas

Agenda

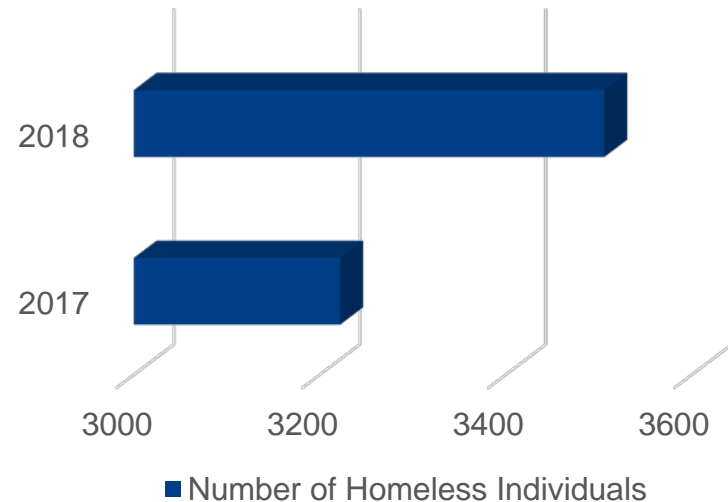
- State of Homelessness
- Proposed Strategy Plan
- Public Outreach & Communication Plan Results
- Next Steps

State of Homelessness

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

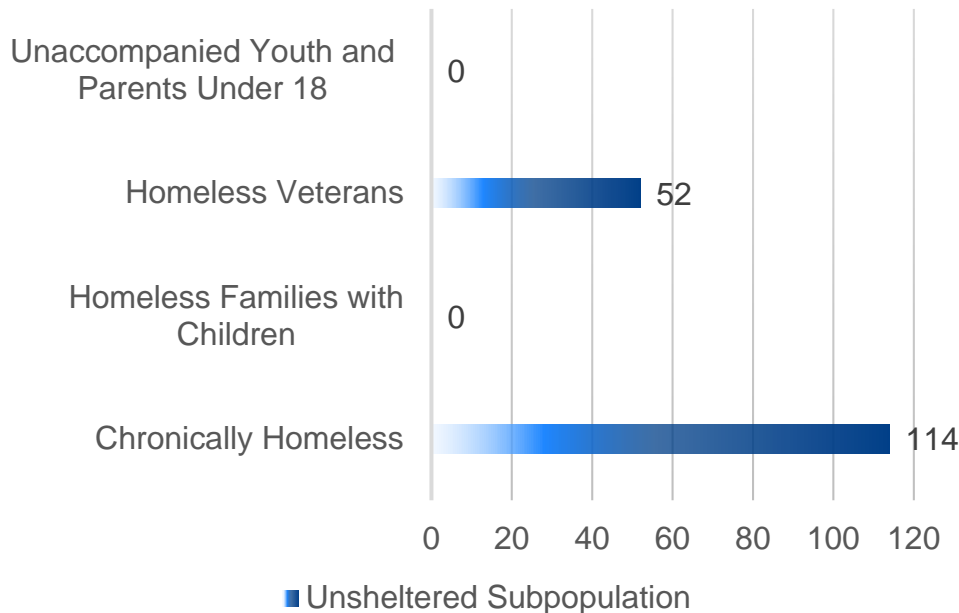
- **3,506 homeless identified (9% increase from 2017)**
- **1,098 unsheltered homeless (24% increase from 2017)**
- Shelter demand exceeds capacity

2017 and 2018 PIT Counts
Total Homeless Identified in
the City of Dallas

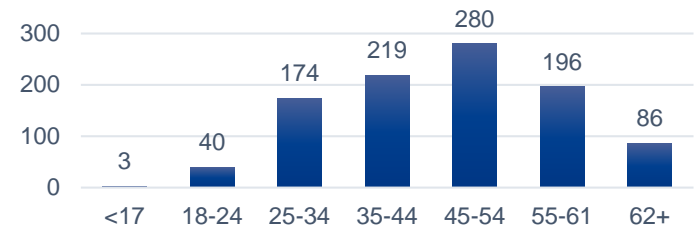


State of Homelessness

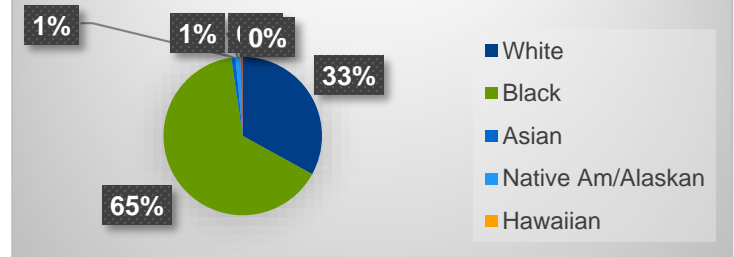
DALLAS UNSHELTERED SUBPOPULATIONS



2018 PIT Age of Unsheltered: Dallas



2018 Dallas Unsheltered Race



16.5% unsheltered identified ethnicity as Hispanic

Homeless Solutions Strategy Plan



Overall homelessness and unsheltered homelessness has increased 9% and 23% respectively since 2017. The Office of Homeless Solutions' proposed Homeless Solutions Strategy consists of four tracks to address homelessness in Dallas.

TRACK 1

INCREASE SHELTER CAPACITY

Expand capacity of existing providers through contracted pay-to-stay shelter beds.

TRACK 2

TEMPORARY HOMELESS CENTERS

Provide shelter and support services for up to 90 days in the 4 quadrants of the city simultaneously.

TRACK 4

NEW DEVELOPMENTS

Funding for permanent supportive housing targeting chronic homeless; rapid rehousing addressing the elderly, disabled, families with children and young adults; Day Centers for seamless wrap-around services.

TRACK 3

MASTER LEASE/LANDLORD INCENTIVE

Provide security deposits, rent, utilities, and incentives to tenants as well as incentives and risk mitigation services to participating landlords.

TRACK 1

INCREASE SHELTER CAPACITY

Expand capacity of existing providers through contracted pay-to-stay shelter beds.

Target Population: Chronically Homeless

Strategy	Metrics	City Council Action Required (proposed for August 2018)
<ul style="list-style-type: none">• Provide access to an additional 150 shelter beds• City to pay \$12 per night per bed• Provide shelter beds for unsheltered homeless for up to 90 days• Direct referrals from OHS staff• Efforts to address shelter-resistant homeless population	<ul style="list-style-type: none">• Number of referrals• Percent of housing plans implemented• Percent exited to housing• Shelter bed utilization rate• Average length of stay• Number of unduplicated clients served	<ul style="list-style-type: none">• Consideration of Dallas Life contract• Consideration of The Bridge contract amendment

*Forwarded by CHC to HSN and City Council for consideration

FY18 Budget Savings

- Staff recommends a redirection of FY2018 savings to begin implementation of Track 1
 - Seeking full Council consideration on August 22nd
 - Track 1 (Increase Shelter Capacity): \$675,000
 - Up to 50 beds at the Bridge (up to \$235,000)
 - Up to 100 bed at Dallas Life (up to \$440,000)

TRACK 2

TEMPORARY HOMELESS CENTERS

Provide shelter and support services for up to 90 days in the 4 quadrants of the city simultaneously.

Target Populations: Elderly (55+), veterans, disabled, families with children, transitional aged youth (18-24)

Strategy	Metrics	City Council Action Required
<ul style="list-style-type: none">Decentralize shelter beds and servicesServe up to 800 unsheltered (up to 50 per site) over 12 monthsFocus on intense case managementOHS staff to provide referralsLeverage private partnerships through RFCSPPublic participation & outreachGood Neighbor Pledges	<ul style="list-style-type: none">Number of referralsPercent of housing plans implementedPercent exited to housingAverage length of stayNumber of unduplicated clients servedNumber of program enrollments (job-training, education, life skills, etc.)	<ul style="list-style-type: none">Consideration of proposed City Code amendmentsPotential budget enhancement request for FY19

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Track 2: THC 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
- Mental health services
- Workforce development
- Recreational and pro-social activities

Track 2: Center Logistics

- Center will receive guests referred by Street Outreach
- Center guests will be transported to each destination
- Including established off-site service locations, medical appointments, day trainings, events, etc.
- Center Security provided throughout rotation
- Appropriate coordination with Law enforcement
- Out privileges with transportation
- No re-entry after lights-out (time to be determined by operator)
- Case-by-case approval for alternate work schedules, etc.
- Transportation services provided for walk-outs
- Center will adhere to Good Neighbor Pledge

Track 2: Transportation Options

- Procure for professional services
 - 24/7 during operation of temporary centers
 - Established itinerary
 - Assessing existing transportation agreements
 - Office of Community Care
 - Transportation Department
- Considering other “*on-demand*” transportation opportunities
- Best practices
 - Circulated bus service
 - Shared Ride services

Good Neighbor Agreement: Engagement

- Engage a minimum of 30 days before opening to discuss logistical details, receive feedback, and address concerns.
- Conduct a minimum of 2 neighborhood meetings to gain feedback on neighborhood suggestions and concerns. Meetings will be coordinated with City Councilmembers.
- Establish 24 hr contact line to report any concerns regarding operations, guest behavior or other related issues.

Good Neighbor Agreement: Operations

- Operate for a minimum rotation of 90 days
- Guests referred through OHS Street Outreach. No walk-ins allowed.
- Established daily activities/itineraries
- Transportation provided
- No in/out privileges after 10pm.
 - Transportation provided to next location if guest leaves after 10pm
- Patrol surrounding areas to ensure no trash/debris or harassment
- Code of conduct posted

Good Neighbor Agreement: Security

Security required for entire duration of Temporary Center operation (i.e. 8pm-8am)

- Adequately trained security personnel
- Patrols to include leased or allotted parking areas
- Appropriate uniform to identify security personnel
- No fraternizing policy
- Located on premises at least one half hour after closing
- Code of Conduct enforced
- Criminal activity shall be immediately reported to 911
- Flexibility to implement additional measures
- Point of contact's name, phone number, and email will be provided

Proposed Code Amendments

Why are code amendments being considered?

- Code amendments are necessary to allow temporary homeless centers at locations not currently zoned for this use
- A new Chapter would be necessary to give OHS authority through a designation by the City Manager to implement, administer, and enforce temporary homeless centers through a registration process
- OHS will monitor, evaluate, and assess program on biennial basis

Option 1: Public and private facilities and land

Description	Chapter 51A	Temporary Homeless Center Registration (New Ordinance)
<ul style="list-style-type: none"> • Up to 25 THC's registered annually • Registrations requires preapproval by Buildings & Inspections & Dallas Fire • Registration implemented and enforced by the THC Manager • Each THC serve up to 50 persons • City designates periods of operation, up to 90 days at each THC • Four (4) THC's activated at a time; not to exceed 1 per council district at a time • During inclement weather, designate operation of up to 10 THC's at a time • RFCSP process for facilities and services • Public engagement/Good Neighbor 	<p>Plan A: Allow by right subject to registration for private and public facilities</p> <p>Plan B: Require registration and SUP for private. Require registration for public</p> <p>Plan C: Require registration and SUP for both</p> <p>Possible sunset provision</p>	<ul style="list-style-type: none"> • Registration to include all standard building & inspection and fire permit process • Require internal layout plan • Vendors to include emergency preparedness, intake and assessment, health, security, and good neighbor plan in RFCSP submission • Transition and Close Out plan • Monitoring and evaluation process



Option 2: Operated in City facilities only

Description	Chapter 51A	Temporary Homeless Center Licensing (New Ordinance)
<ul style="list-style-type: none"> • Up to 25 THC's registered annually • Registration includes preapproval by Buildings & Inspections & Dallas Fire • Registration implemented and enforced by the THC Manager • Each THC serve up to 50 persons • City designates periods of operation, up to 90 days at each THC • Four (4) THC's activated at a time; not to exceed 1 per council district at a time • 4-6 THC's in operation at a time, only 1 per council district at a time (inclusive of inclement weather) • RFCSP process for operations and services • Public engagement/Good Neighbor 	<p>No amendments necessary; can be accessory to government facility</p>	<ul style="list-style-type: none"> • Registration to include all standard building & inspection and fire permit process • Require internal layout plan • Vendors to include emergency preparedness, intake and assessment, health, security, and good neighbor plan in RFCSP submission • Transition and Close Out plan • Monitoring and evaluation process



Option 3: Overnight sleeping in designated private/public parking lots *(CHC subcommittee recommendation)*

Description	Chapter 51A	Chapter 31.13
<ul style="list-style-type: none"> • Public and private land available for homeless to sleep in cars • Maximum number of cars TBD • Maximum number of sites TBD • Max # per Council District TBD • City permit process TBD • Temporary Shelter Manager TBD • RFCSP process not contemplated • Public engagement/Good Neighbor TBD 	TBD	Amendment needed for sleeping provision



CHC Feedback on Track 2 Options

- CHC met on July 12th for further discussion
- CHC recommends:
 - ✓ Staff pursue public/private facilities & land with preference for City facilities first (Options 1 and 2 respectively)
 - ✓ Include Sunset Provision with a preference for minimal or no changes to Municipal Code
 - ✓ Include distance/proximity measures perimeter for all temporary homeless centers
 - ✗ Against the use of public/private land for sleeping in vehicles but may be reconsidered at a later date (Option 3 proposed by CHC subcommittee)

THC Site Evaluation Criteria

Minimum Threshold Eligibility Requirements

- Compliance with building, fire, and other City code
- Compliance with Texas Accessibility Standards
- Designated sleeping area from 8pm-8am
- Not located within 2 miles of an existing shelter serving 100+ overnight clients

THC Site Evaluation Criteria

Scoring Criteria for sites meeting minimum threshold eligibility requirements

THC Location	
A. Not located in TAAG DPD hot spot area	5
B. Located in census tract with less than 20% poverty rate	5
C. Public transportation located within 1/2 mile of site	4
D. Public library, community center, or recreational center located within 2 miles of site	2
THC Security and Amenities	
E. Monitored Security Alarm (with working cameras- 3 pts; without working cameras- 2 pts)	Up to 3
F. On-site programming (recreational, pro-social, etc)	2
G. Existing storage space for equipment, supplies, and client belongings	2
H. Capacity to add storage space for equipment, supplies, and client belongings	2
I. On-site kitchen	1
J. On-site dining area and equipment for serving meals	1
K. On-site shower facilities	1
L. Secured outdoor gathering area for clients	1
M. WiFi access	1
Total	Up to 30
Site Rating	Score

THC Site Evaluation Criteria

Site Rating	Score	# of Recs/Centers Scored
Does not meet minimum threshold	No score (Ineligible)	8
Unfavorable location	1-10	0
Good location	11-20	18
Ideal location	21-30	20



TRACK 3

MASTER LEASE/LANDLORD INCENTIVE

Provide security deposits, rent, utilities, and incentives to tenants as well as incentives and risk mitigation services to participating landlords.

Target Populations: sheltered persons on the housing priority list

Strategy	Metrics	City Council Action Required
<ul style="list-style-type: none">• Reduce bottleneck and length of time for clients/families to be placed in housing• Serve 100 clients/families over 12 month period• Landlord incentive contract with housing providers• Minimum unit/site standards and criteria developed in partnership with Citizen Homelessness Commission	<ul style="list-style-type: none">• Number of unduplicated clients receiving financial assistance• Number of landlord partners• Number of units• Average length of stay• Percent stably housed after 6 months• Average amount of rental assistance per person• Average risk mitigation claim	<ul style="list-style-type: none">• Consideration of Landlord Subsidized Leasing/Landlord Incentive Program• Consideration of FY19 Budget enhancement

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TRACK 4

NEW DEVELOPMENTS

Funding for permanent supportive housing targeting chronic homeless; rapid rehousing addressing the elderly, disabled, families with children and young adults; Day Centers for seamless wrap-around services.

Target Populations: sheltered persons on the housing priority list

Strategy	Metrics	City Council Action Required
<ul style="list-style-type: none">• Implementation of \$20 million Bond Program approved by voters• Develop 100-1,000 housing units over next 3-5 years• Creation of NOFA criteria in partnership with Citizen Homelessness Commission• Work with the Dallas Area Partnership to Prevent and End Homelessness to create private investment strategies	<ul style="list-style-type: none">• Number of housing units developed• Number of persons placed in housing• % return to homelessness• Number of Day Centers created (only contained within housing development)• Amount of private dollars leveraged	<ul style="list-style-type: none">• Consideration of NOFA Awards• Future budget enhancement consideration for operating support of development projects

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Partner & Stakeholder Education & Outreach Meetings

- **Approximately 65+ meetings:**
 - Mayor/City Council individual briefings (15)
 - CHC/Subcommittee (7)
 - Human and Social Needs committee (3)
 - Dallas Area Partnership (1)
 - Dallas County Administration (4)
 - Persons currently experiencing homelessness (3)
 - Business community (5)
 - University of North Texas Dallas (1)
 - Presentations to homeless service providers, non-profit organizations, neighborhood groups, and other community stakeholders to include MDHA and CoC General Assembly (20+)

Public Outreach & Communication Plan

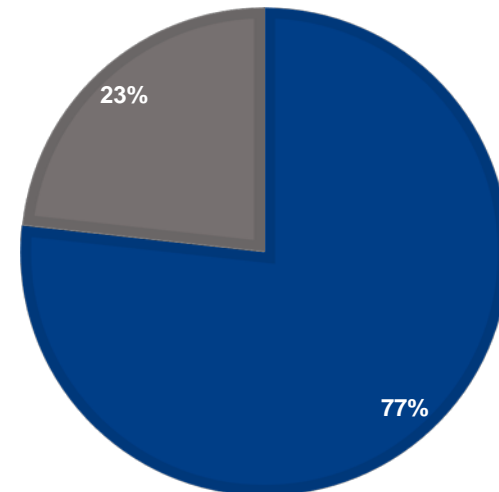
- Citizen Homelessness Commission (CHC) Community Engagement subcommittee collaboration
- Host a total of 14 public meetings from July 10 – August 9
- Two (2) tele townhall meetings citywide
- Phase II community meetings will commence, upon City Council approval of the Proposed Strategy and site identification
 - Community meetings will be district-specific

Public Outreach Results: Major Themes

- Concern for homelessness and quality of life issues
- Anxious to see the City take action immediately
- Willingness to participate in the proposed strategy (via services, fundraising, volunteerism, etc.)

DO YOU AGREE THAT HOMELESSNESS IS A PRIORITY IN THE CITY OF DALLAS?

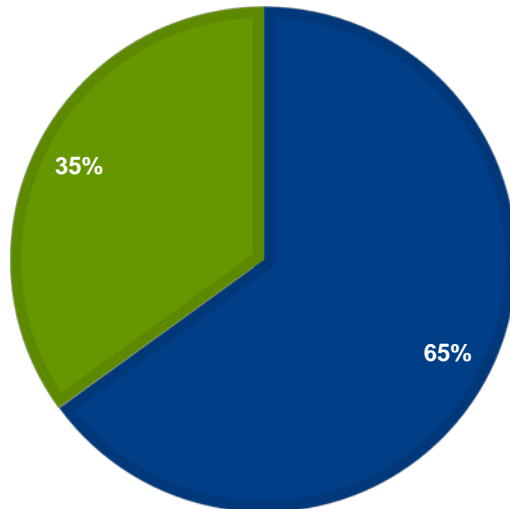
■ Yes ■ No



Public Outreach Results: Major Themes

DO YOU UNDERSTAND THE HOMELESS SOLUTIONS STRATEGY?

■ Yes ■ No



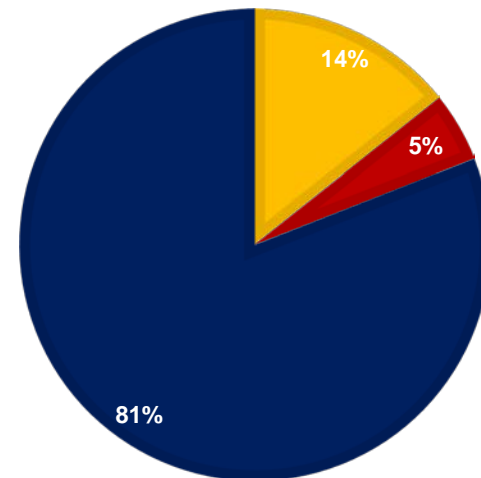
- Supportive of the Homeless Solutions Strategy
- Appreciative for the engagement opportunities

Public Outreach Results: Major Themes

- Supportive of decentralization
- Inquiries about the referral process, shelter resistant population, supportive services for the homeless
- Suggestions to coordinate with other departments (Community Courts, Sanitation, etc.)

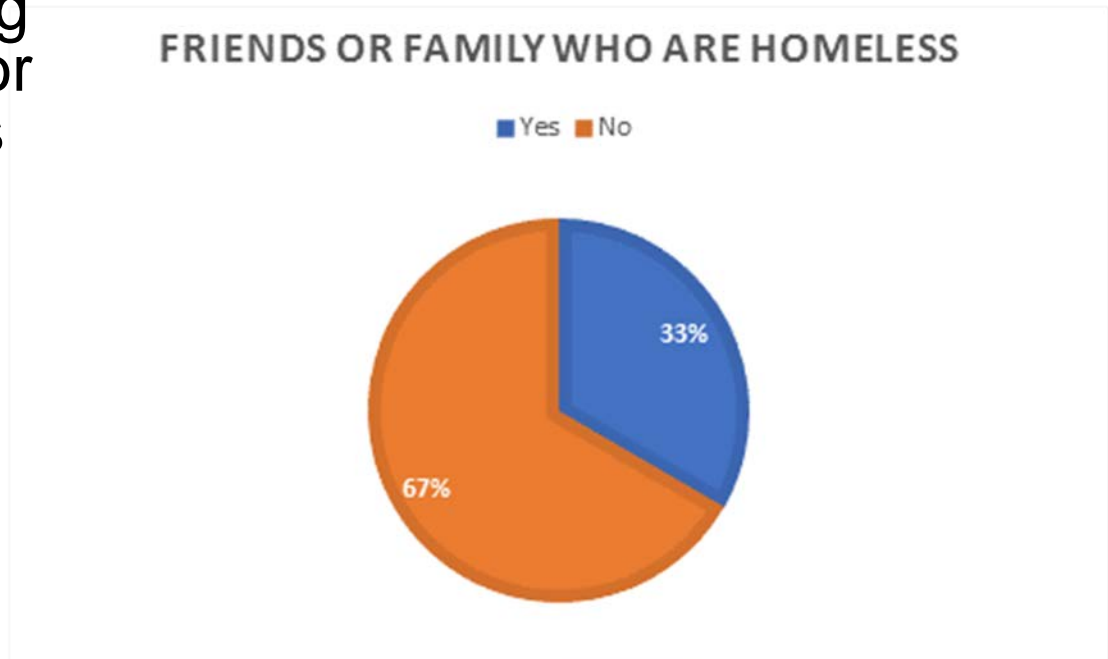
WHICH TYPE OF FACILITY WOULD YOU SUPPORT FOR THE TEMPORARY HOMELESS CENTERS PROPOSED IN TRACK 2?

Publicly-owned Privately-owned Both



Public Outreach Results: Major Themes

- Importance of hosting outreach meetings for homeless individuals to hear the lived experience perspective
- What do homeless want/need and how does strategy address?



Public Outreach Results: FAQ's and Concerns

- Track 1 and 2: What happens after the 90 days?
- Track 1 and 2: How would the referral process work?
- Track 1 and 2: Concern about more shelter beds in City core. What safeguards to prevent increased impact?
- Track 2: Who should be placed in THC-unsheltered or sheltered? Also, belief that utilization of vacant properties is better use than a public facility where current operation will be impacted
- Track 2: Concern about where, what and how day services would be made available and impact to City Core
- Track 4: How will RFCSP work? Access? Release date. City should engage companies and private donors

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Next Steps

- Potential City Council Voting Agenda August 22, 2018
Dallas Life and Bridge contracts (Track 1)
- Community Engagement Meetings
 - Phase II community meetings will commence upon City Council approval of the Proposed Strategy and THC site identification
 - Community meetings will be district-specific
- Continued CHC engagement/subcommittees
- Proposed implementation start date: first quarter of FY2019, pending budget approval

Homeless Solutions Proposed Strategy

City Council Briefing
August 1, 2018

Monica Hardman
Managing Director
Office of Homeless Solutions

Nadia Chandler Hardy
Chief, Community Services



City of Dallas