

# Memorandum



CITY OF DALLAS

DATE October 12, 2018

Honorable Mayor and Members of the City Council:

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

SUBJECT **Homeless Workforce Sustainability Program**

## Summary

Attached is the briefing presentation on the proposed Homeless Workforce Sustainability Program. OHS is proposing the Homeless Workforce Sustainability Program pilot to intervene in homelessness by providing housing and workforce solutions that promote self-sufficiency and stability. Participants will receive shelter, job training and skill development, part-time employment, and supportive services to include housing navigation and linkage to various resources. The goal is for up to 40 program participants to positively exit the program with necessary skills and resources to maintain stable housing and employment. Presentation highlights program details, budget, evaluation, and best practices.

## Background

Citizen Homelessness Commission informational briefing was held in August 2018 and applicable feedback was incorporated. The Office of Homeless Solutions has projected implementation in 1<sup>st</sup> Quarter FY18-19 upon approval from Human and Social Needs Council Committee.

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  
Assistant City Manager and Chief Resilience Officer

c: T.C. Broadnax, City Manager  
Chris Caso, City Attorney Interim  
Carol A. Smith, City Auditor Interim  
Biliera Johnson, City Secretary  
Preston Robinson, 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  
Directors and Assistant Directors

# Homeless Workforce Sustainability Program

Human and Social  
Needs Committee

October 15, 2018

Monica Hardman  
Managing Director  
Office of Homeless Solutions



**City of Dallas**

# Agenda

- Purpose
- Pilot program description
- Pilot program budget
- Pilot program evaluation
- Case Studies
- CHC Feedback
- Next Steps & Timeline

# Purpose

- OHS is proposing the *Homeless Workforce Sustainability Program* pilot to intervene in homelessness by providing housing and workforce solutions that promote self-sufficiency and stability.
- The goal is for the program participants to positively exit the program with stable housing and employment.
- Staff is requesting feedback from HSN on program concept. Feedback has been received from Citizen Homelessness Commission and will be discussed later in presentation

# Description - Participants

- Up to 40 program participants referred by OHS Street Outreach
  - To include a letter of recommendation from case manager
- Participants will receive:
  - Shelter
  - Job training and skill development
  - Part-time employment
  - Supportive services to include housing navigation and connections to various resources

# Description – Shelter/Housing

- Participants will receive up to 90 days of City-sponsored shelter through Track 1 of the Homeless Solutions Strategy.
- An integral component of the success of this program is a positive exit to stable housing. Supportive services will provide customized assistance to each participant to develop and implement a housing plan as well as provide resources and support.

# Description – Job Readiness Training and Skill Development

- Participants will receive up to 320 hours of job readiness training and skill development
- The training will include effective communication, problem solving, resume building and interviewing, basic computer skills, as well as financial literacy
- The training will also help participants develop soft skills and good work habits that facilitate their ongoing success
- The training service will be competitively procured

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# Description - Employment

- Program participants will receive up to 375 hours of part-time employment with the City as temporary staff through a competitively procured temporary staff provider.
- Participants will be tasked with litter pick up, homeless encampment clean up, site reclamation, and community beautification projects through the Office of Homeless Solutions.
- The City will provide:
  - Training, mentoring, and supervision of program participants
  - Work assignments
  - Provision of personal protection equipment
  - Evaluation of program participants



# Description – Supportive Services

- City staff will provide supportive services to include:
  - assistance with housing navigation
  - development of goals and action plans
  - access to services and resources
  - identification of needs and barriers
- After completion of the pilot program, staff will monitor sustainability quarterly for up to three years

# Homeless Workforce Sustainability Program – Budget

The pilot program has a total budget of \$250,000 as follows:

Activity	Cost	
	Per Participant	Total for 40 Participants
Employment	\$5,055.00	\$202,200.00
Job Training/Skill Development	\$1,195.00	\$47,800.00
<b>Total:</b>	<b>\$6,250.00</b>	<b>\$250,000.00</b>

\*Funding through FY18-19 General Fund allocation



# Homeless Workforce Sustainability Program – Program Evaluation

The pilot will be evaluated to determine eligibility for replication based on the following performance measures:

Metric	Goal
Number of participants who exit with full time employment	32/80%
Number of program participants who exit with permanent supportive housing	32/80%
Number of program participants to exit the program prior to completion	8/20%
Number of program participants with 85% or higher attendance rate in the job training program and part-time employment	32/80%
Number of program participants without disciplinary actions	36/90%
Number of program participants with a 70% or higher on the exit exam for the job training program	32/80%
Number of program participants to maintain housing 6, 12, and 18 months post pilot	30/75%
Number of program participants to maintain employment 6, 12, and 18 months post pilot	30/75%

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# Best Practice Case Study: Fort Worth “Clean Slate” Program

- Established November 2016
- Contracted through Presbyterian Night Shelter (PNS)
- Program mission to break the cycle of homelessness by providing steady employment that restores dignity and provides hope.
- Homeless individuals are hired to pick up litter and debris on designated corridors, twice a day, seven (7) days a week
- Six month term for employment and compensated at \$10/hr.
- Persons are transitioned into permanent supportive housing
- Assigned case workers work with client for three months
- Permanent employment opportunities are offered through the City of Fort Worth and PNS staffing services
- In 2018, Fort Worth city leaders approved \$465,000 increase to Clean Slate program

CLEANSLATE  
A PRESBYTERIAN NIGHT SHELTER ENTERPRISE

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# Citizens Homelessness Commission Feedback

CHC Feedback	OHS Response
Provision of transportation and childcare services	The budget of the pilot doesn't allow for these additional services. However, upon approval of the budget enhancement requests, supportive services such as these could be procured.
Monitor sustainability longer than one year	Included in the pilot implementation and increased monitoring of sustainability quarterly for up to three years.
Address the shelter resistant population	The program has a shelter component to address the unsheltered population. With the additional capacity provided by Council's approval of Track 1, we are hopeful that persons previously resistant to shelter will accept the services

# Citizen Homelessness Commission Feedback Cont.

CHC Feedback	OHS Response
Open enrollment versus single enrollment period	This could be an option if the pilot is successful and adopted as a standard program. For the purposes of the pilot, one cohort will enroll during a single period.
Increase target attendance rate	Increased target attendance rate from 80% to 85%.
Require job applications during the workforce development training	Updated the scope of work for the job readiness/skill development program to include assistance with weekly job applications

# Next Steps & Timeline

- Procurement
  - Job skills/readiness through Administrative Action
  - Employment through RFCSP
- Estimated implementation of pilot during the 1<sup>st</sup> Quarter FY18-19
- Contingent on pilot success, competitive bid by 3<sup>rd</sup> quarter FY18-19

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