

Memorandum



CITY OF DALLAS

DATE May 30, 2019

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, Councilmember Carolyn King Arnold

SUBJECT **Office of Homeless Solutions Update on Homeless Response System Audit**

Summary

Attached is briefing presentation on Office of Homeless Solutions Update on Homeless Response System Audit.

Background

The City Auditor released *Audit of Homeless Response System Effectiveness (Report No. A18-004)* results in December 2017. The audit report detailed a fragmented and uncoordinated homeless response system which impacted ability to evaluate performance.

The Audit Report provides 25 recommendations based on identified deficiencies in the following three areas:

1. Homeless Management Information System Participation, Implementation, Procurement, and Oversight Affect City's Homeless Response System Effectiveness
2. City Oversight of The Bridge
3. City Evaluation of the Effectiveness of Homeless Services

This presentation provides a general update on how OHS is progressing in these main areas. The City Auditor is scheduled to release a Follow-Up of Prior Audit Recommendations report on June 3, 2019.

The Office of Homeless Solutions will continue to assess internal and external policies, controls, and performance to evaluate and enhance the Homeless Response System to improve efficiency and outcomes of persons experiencing homelessness.

Should you have any questions or concerns, please contact myself or Monica Hardman, Director of Office of Homeless Solutions.

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

Nadia Chandler-Hardy
Assistant City Manager and Chief Resilience Officer

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SUBJECT **Office of Homeless Solutions Update on Homeless Response System Audit**

C: T.C. Broadnax, City Manager
Mark Swann, City Auditor
Chris Caso, City Attorney (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
Michael Mendoza, Chief of Economic Development and Neighborhood Services
M. Elizabeth Reich, Chief Financial Officer
Laila Aleqresh, Chief Innovation Officer
Directors and Assistant Directors

Office of Homeless Solutions Update on Homeless Response System Audit

Human & Social Needs
June 3, 2019

Monica Hardman, Director
Office of Homeless Solutions

Nadia Chandler-Hardy
Assistant City Manager
Chief Resilience Officer



City of Dallas

Purpose

Provide status update implementation of City Auditor's recommendation in Audit of Homeless Response System Effectiveness (Report No. A18-004)

- Update on agreements with The Bridge and Metro Dallas Homeless Alliance, including progress on selection of new Homeless Management Information System
- Discuss next steps

Background

- Homeless Response System: stakeholders that provide services along the continuum of care (emergency shelter, housing, street outreach, behavioral health services, case management, homelessness prevention, jail diversion, etc.) to prevent and intervene in homelessness
- According to City Auditor's *Audit of Homeless Response System Effectiveness* (December 2017), the system is fragmented and uncoordinated which makes it difficult to evaluate how well its performing

Review of Audit's Findings/Recommendations

- The Audit Report is divided into three sections and provides 25 recommendations for identified deficiencies:
 - I. Homeless Management Information System Participation, Implementation, Procurement, and Oversight Affect City's Homeless Response System Effectiveness (***Recommendations I-IV***)
 - II. City Oversight of The Bridge (***Recommendations V-XVI***)
 - III. City Evaluation of the Effectiveness of Homeless Services (***Recommendations XVII-XXV***)

Section I- HMIS Participation, Implementation, Procurement, and Oversight Affect City's Homeless Response System Effectiveness

Implementation Status of Recommendations I-IV

- In Process: Contract Negotiations
 - Provide \$50,000 for system analysis and reporting for the Dallas Homeless Response System (DHRS); assist new agencies in sharing data with the Homeless Management Information System (HMIS)
 - Aligns with City Auditor recommendations in 2017 Audit Report
 - Contingent on the success of this contract, Staff will seek City Council's consideration for a more comprehensive contract for FY19-FY20
- In Process: Procurement of HMIS System
 - MDHA has completed the procurement process to select a new HMIS provider; final selection is pending Board approval which includes three City of Dallas staff

Section II- City Oversight of The Bridge

Implementation Status of Recommendations V-XVI

- Completed: Enhanced reporting requirements
 - Includes financial, HMIS, and performance reports
 - OHS staff has strengthened internal controls and performs desk reviews
- In Process: Good Neighbor
 - Monthly Good Neighbor collaborative meeting
 - Pilot initiative outside of contract boundaries has had successful outcomes
- In Process: Improved Communication
 - OHS and Bridge leadership participate in a standing monthly meeting

Section III- City Evaluation of the Effectiveness of Homeless Services

Implementation Status of Recommendations

XVII-XXV

- Completed: Creation of Homeless Solutions Strategy Plan to address gaps in homeless response system
- In Process: OHS enhancements
 - Creation of Operations and Performance Division
 - Performance measures and outcomes included in procurement process and contract development
 - Development of Strategic Plan
- In Process: Outsourcing and Transition of Continuum of Care Two of the four projects have been approved by City Council and HUD to transition to new grantees
 - The remaining two Shelter Plus Care grants did not receive proposals during the initial procurement process; HUD has approved a restructure of the grant that will reduce the match requirement
 - New procurement process is underway

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Next Steps

- City Auditor's Office (CAO) will publish a report in June 2019 describing recommendations implemented by September 30, 2018
- OHS will continue to make progress on implementing recommendations that were not fully implemented during the review period
- Future updates will be provided after the formal report is released

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