

SPECIAL  
HUMAN AND SOCIAL NEEDS  
DALLAS CITY COUNCIL COMMITTEE AGENDA

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CITY SECRETARY  
DALLAS, TEXAS

THURSDAY, AUGUST 10, 2017  
CITY HALL  
COUNCIL BRIEFING ROOM, 6ES  
1500 MARILLA STREET  
DALLAS, TEXAS 75201  
11:30 A.M. – 1:00 P.M.

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

Call to Order

1. Mayor's Task Force on Poverty Update:  
Drivers of Poverty in Dallas  
(Information Only)  
Regina Montoya  
Chair, Mayor's Task Force on Poverty  
Mark Clayton  
City Council Member, District 9  
Chair, and City Council Liaison  
Mayor's Task Force on Poverty
2. Office of Homeless Solutions Overview  
(Information Only)  
Nadia Chandler Hardy  
Chief of Community Services

Adjourn



Casey Thomas, II, Chair  
Human and Social Needs Committee

Public Notice

170790

POSTED CITY SECRETARY  
DALLAS, TX

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

1. Contemplated or pending litigation, or matters where legal advice is requested of the City Attorney. Section 551.071 of the Texas Open Meetings Act.
2. The purchase, exchange, lease or value of real property, if the deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. Section 551.072 of the Texas Open Meetings Act.
3. A contract for a prospective gift or donation to the City, if the deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. Section 551.073 of the Texas Open Meetings Act.
4. Personnel matters involving the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer or employee or to hear a complaint against an officer or employee. Section 551.074 of the Texas Open Meetings Act.
5. The deployment, or specific occasions for implementation of security personnel or devices. Section 551.076 of the Texas Open Meetings Act.
6. Deliberations regarding economic development negotiations. Section 551.087 of the Texas Open Meetings Act.

**NOTICE: Handgun Prohibition Notice for Meetings 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."

# Memorandum



CITY OF DALLAS

DATE August 3, 2017

Honorable Members of Human & Social Needs Committee:

TO (Chair) Casey Thomas, II (Vice Chair), Adam Medrano, Dwaine R. Caraway,  
Mark Clayton, Omar Naravez, B. Adam McGough

SUBJECT **Mayor's Task Force on Poverty Update**

On Monday, August 7, 2017, you will be briefed on the Mayor's Task Force on Poverty Update outlining the Drivers of Poverty in Dallas. The briefing materials are attached for your review.

Please feel free to contact me if you have any questions or need additional information. Thank you.



Nadia Chandler Hardy,  
Chief of Community Services

c: Honorable Mayor and Members of the City Council  
T.C. Broadnax, City Manager  
Larry Casto, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
Kimberly Bizar Tolbert, Chief of Staff to the City Manager  
Majed A. Al-Ghafry, Assistant City Manager  
Raquel Favela, Chief of Economic Development & Neighborhood Services

Jo M. (Jody) Puckett, P.E., Assistant City Manager (Interim)  
Jon Fortune, Assistant City Manager  
Joey Zapata, Assistant City Manager  
M. Elizabeth Reich, Chief Financial Officer  
Theresa O'Donnell, Chief of Resilience  
Directors and Assistant Directors

# Mayor's Task Force on Poverty Update: Drivers of Poverty in Dallas

Human and Social Needs Committee  
August 7, 2017

Regina Montoya, Chair  
Mayor's Task Force on Poverty

Mark Clayton  
City Councilmember, District 9  
Chair and City Council Liaison,  
Mayor's Task Force on Poverty



# Presentation Overview

- Purpose of Presentation
- Dallas Poverty Statistics
- Drivers of Poverty in Dallas
- Short Term Successes
- Actions In Progress



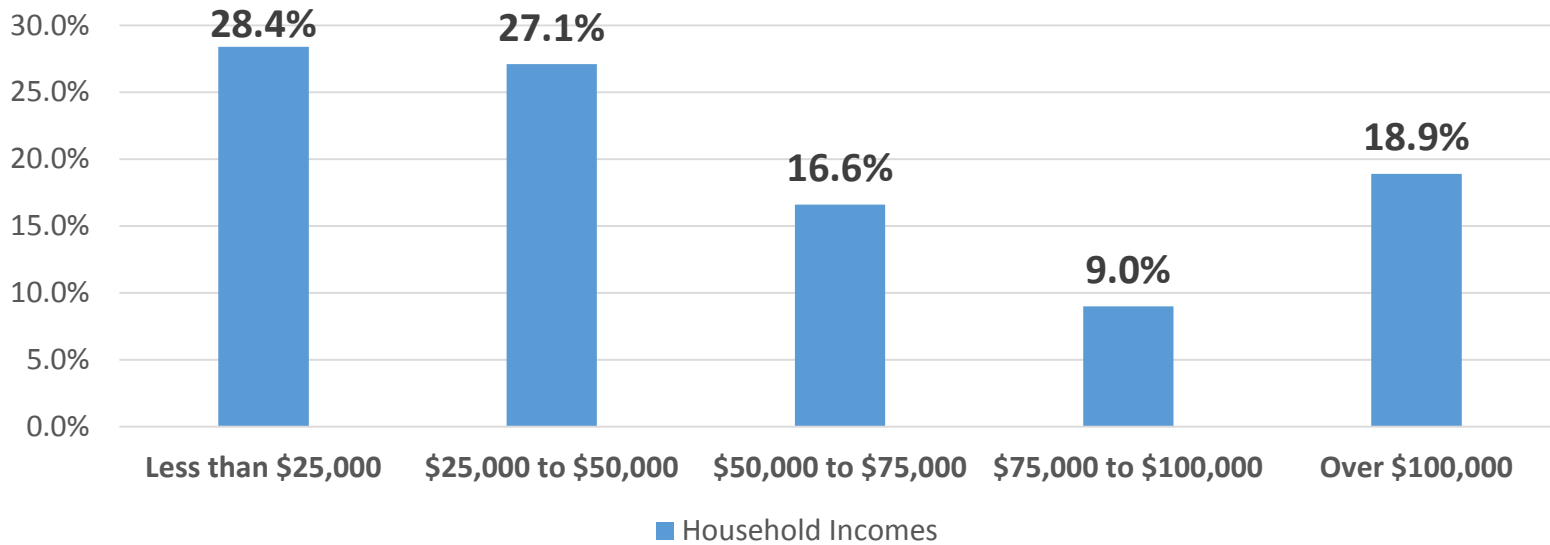
# Purpose

- Provide an update to the Human and Social Needs Committee
- Present Poverty Statistics for Dallas
- Explain Drivers of Poverty in Dallas
- Share the Task Force's Short Term Successes
- Outline Actions In Progress



# Dallas Household Incomes

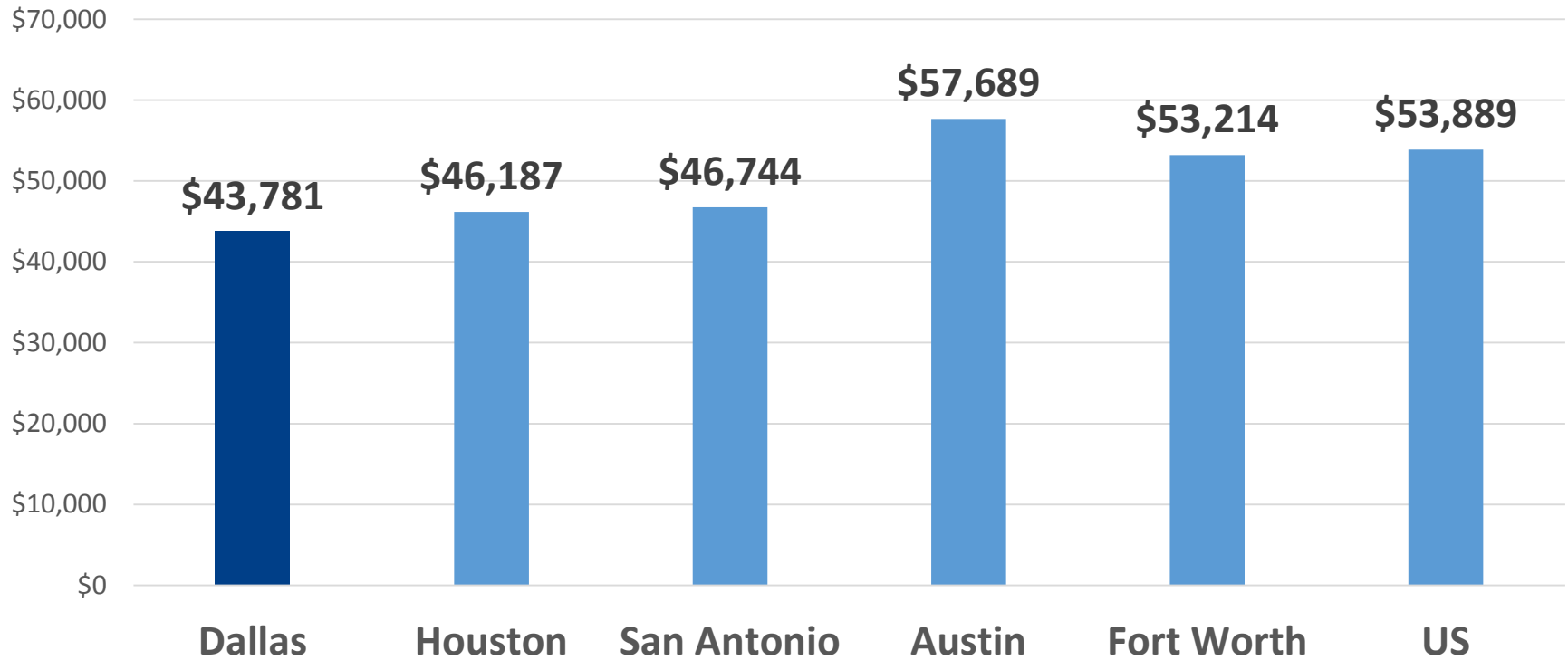
Total Households	Less Than \$25,000	\$25,000 to \$50,000	\$50,000 to \$75,000	\$75,000 to \$100,000	Over \$100,000
477,249	135,539	129,334	79,223	42,295	90,200



**Over half of Dallas households make less than \$50,000 per year**<sup>4</sup>

# Average Median Income

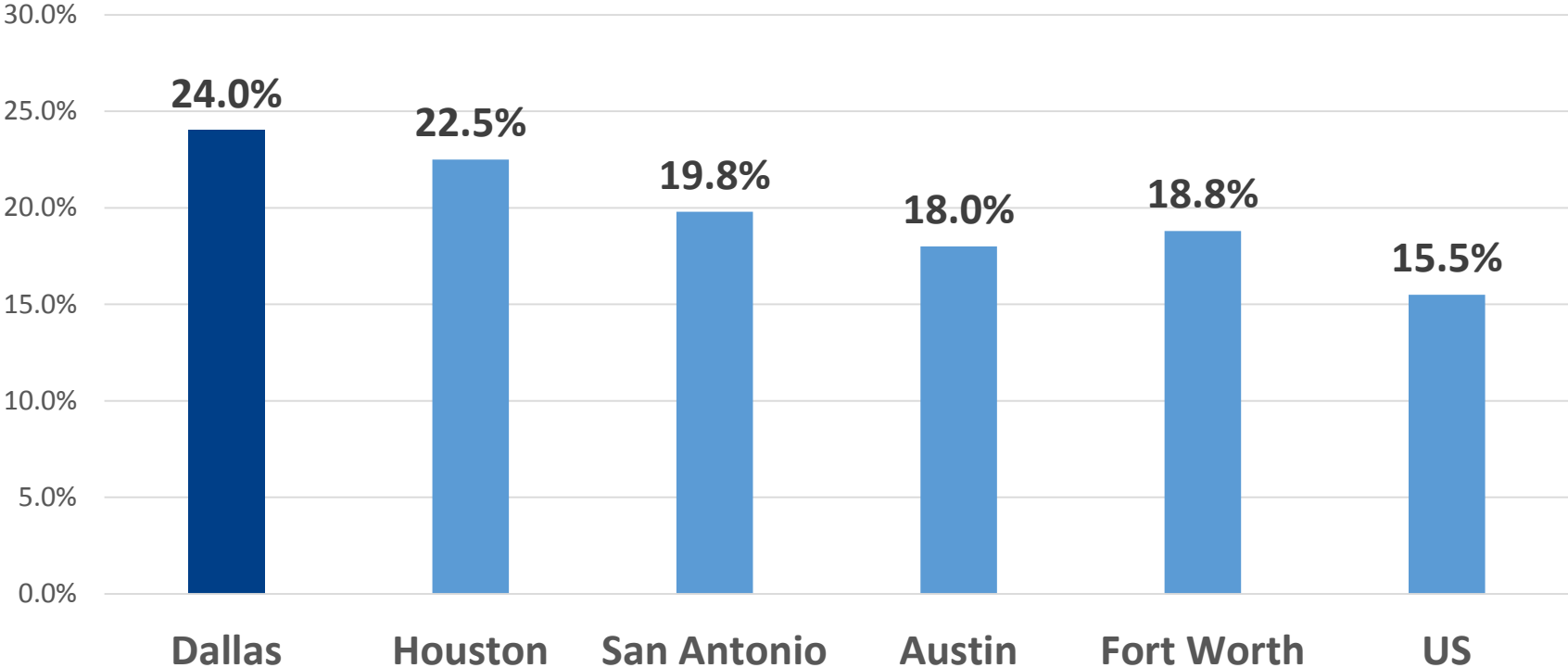
Median Income in 2015 Dollars



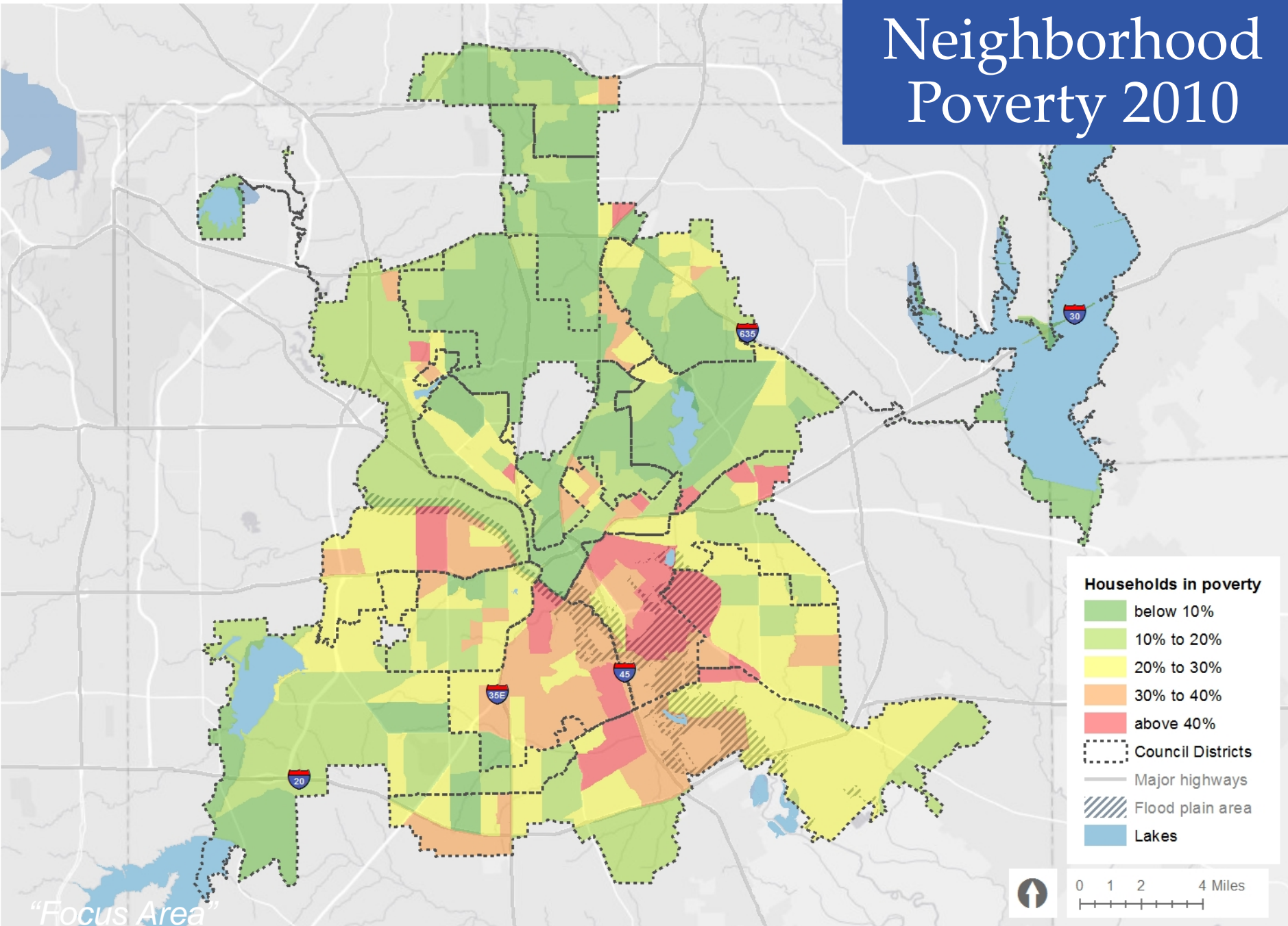


# Percent of Population in Poverty

2015 Poverty Percentages

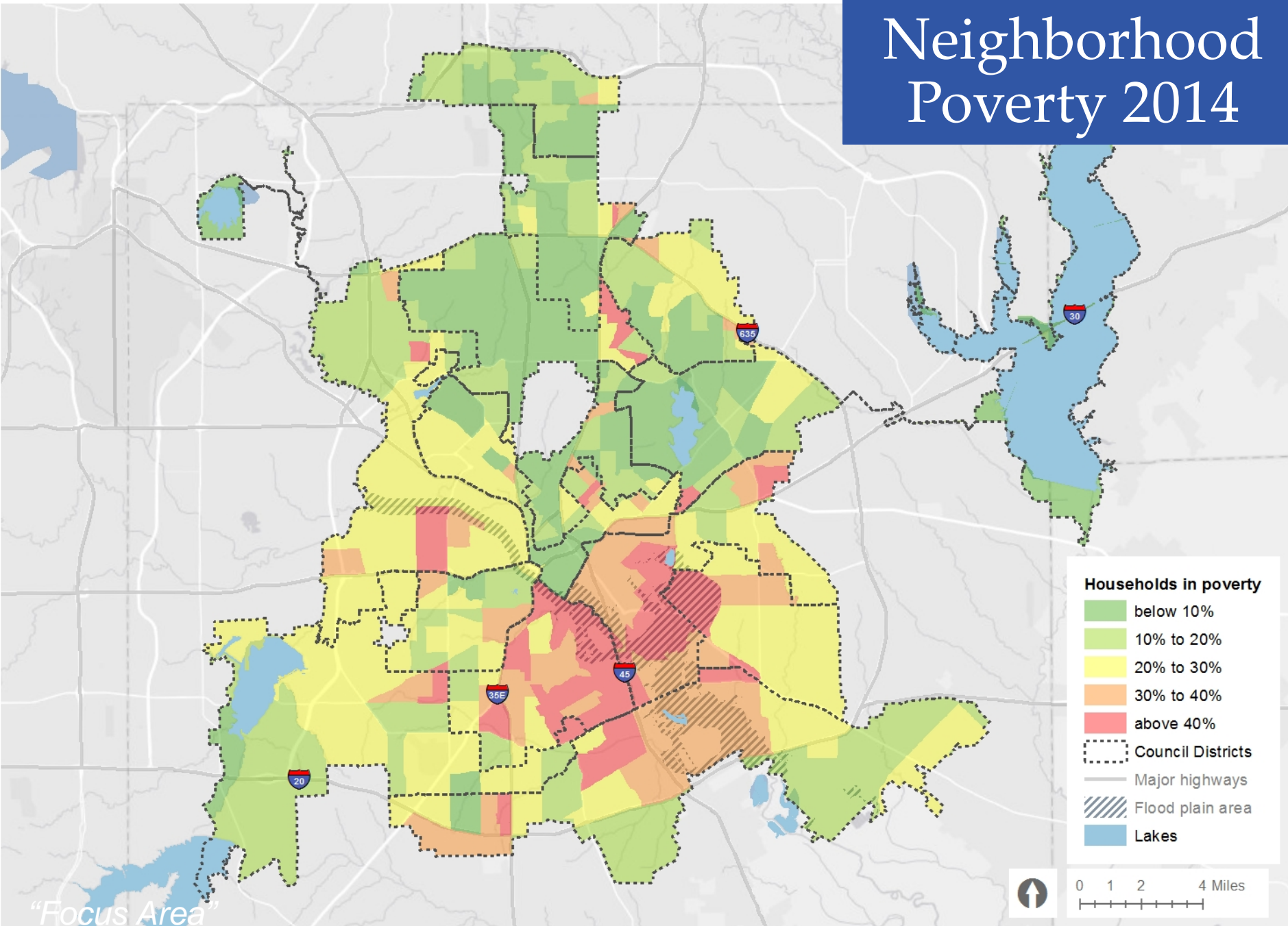


# Neighborhood Poverty 2010



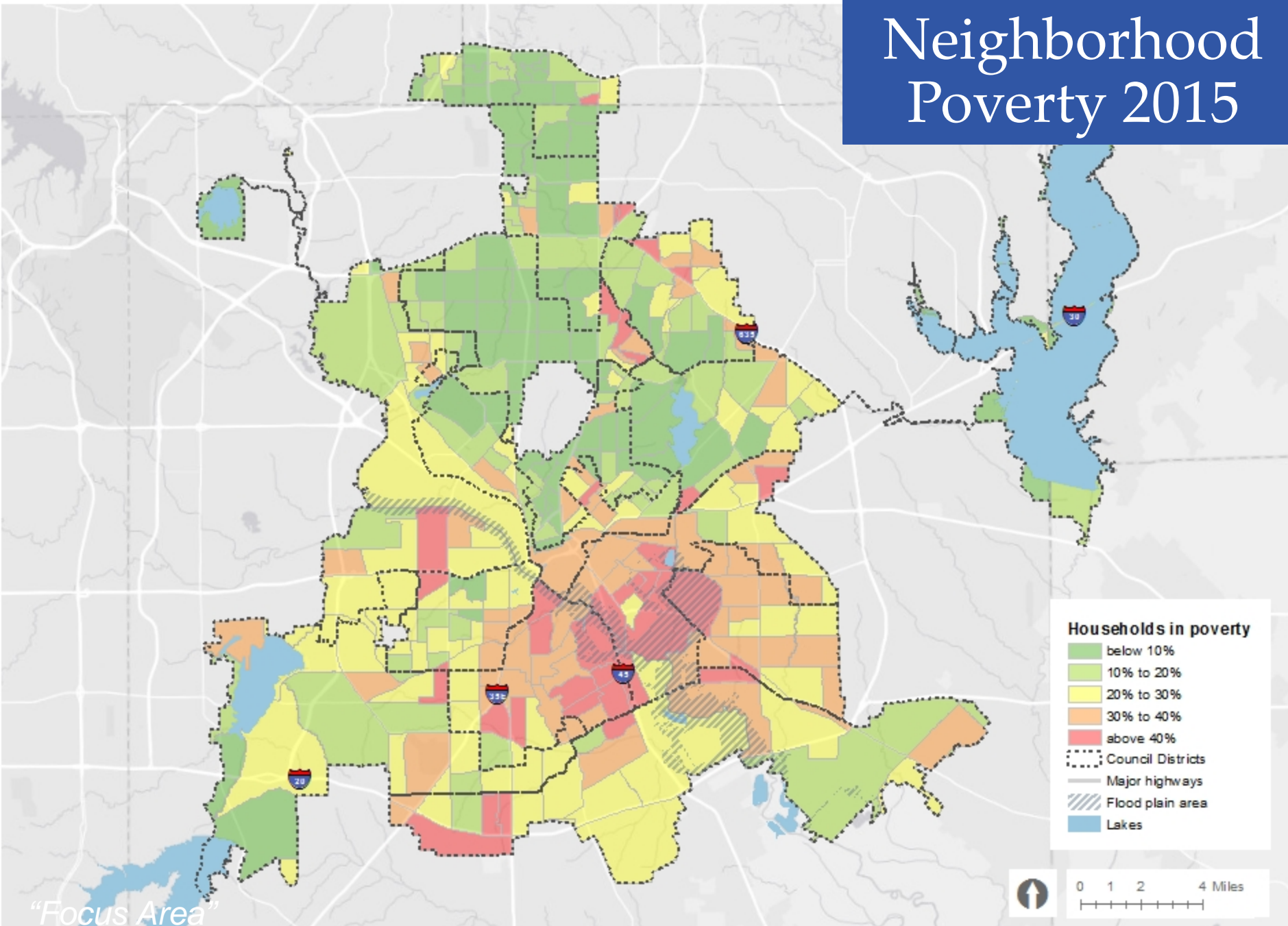
Source: U.S. Census Bureau, Census 1990, 2000, 2010; American Community Survey 2010 5-Year Estimates. Map produced by City of Dallas Department of Planning and Urban Design

# Neighborhood Poverty 2014



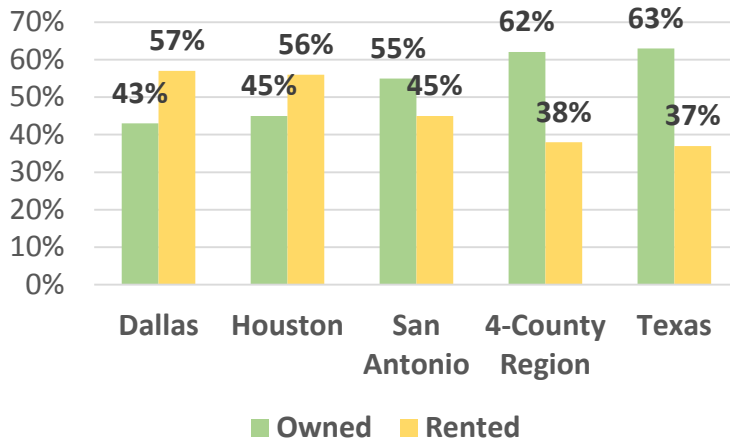


# Neighborhood Poverty 2015

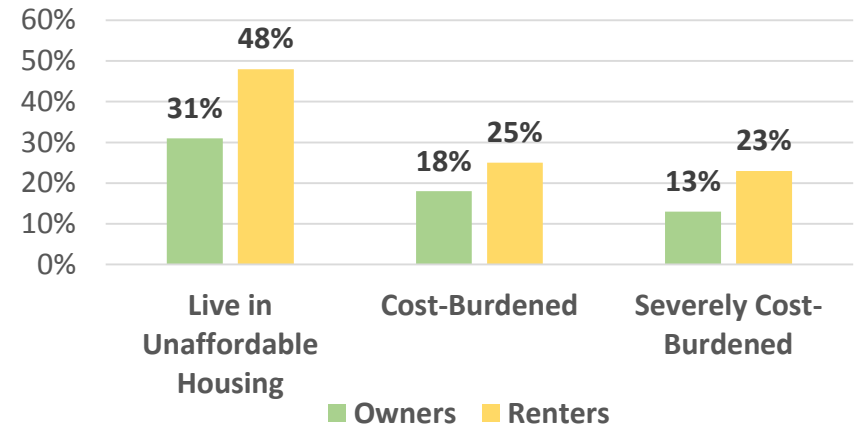


# Homeownership Rates in Dallas

## Housing Stock



## Housing Affordability



- 20% of single-family homes in Dallas are rentals
- 47% of Dallas' housing stock is multifamily
- 12.3% of total housing units in Dallas are vacant

- Cost-Burdened is defined as paying more than 30% of income on housing
- Severely Cost-Burdened is defined as paying more than 50% of income on housing

# Unaffordable Properties

Fifteen Metropolitan Areas with *Highest* Number of *Unaffordable* Properties in Terms of Transportation Costs

MSA name	Number of affordable properties	Total number of properties	% of properties affordable
Columbus, OH	82	217	37.79
Cincinnati-Middletown, OH-KY-IN	90	260	34.62
Cleveland-Elyria-Mentor, OH	75	262	28.63
Dallas-Plano-Irving, TX	60	212	28.3
Atlanta-Sandy Springs-Marietta, GA	63	246	25.61
Detroit-Livonia-Dearborn, MI	48	208	23.08
Indianapolis-Carmel, IN	43	195	22.05
Houston-Sugar Land-Baytown, TX	46	240	19.17
Pittsburgh, PA	57	321	17.76
Buffalo-Niagara Falls, NY	24	145	16.55
San Antonio-New Braunfels, TX	18	133	13.53
Riverside-San Bernardino-Ontario, CA	11	129	8.53
Tampa-St. Petersburg-Clearwater, FL	5	182	2.75
Phoenix-Mesa-Glendale, AZ	5	191	2.62
Warren-Troy-Farmington Hills, MI	1	147	0.68





















# Drivers of Poverty in Dallas

- Sharp decline in median income and the declining share of middle income households/Increasing Numbers of “Have” and “Have-Nots” Neighborhoods
- Lack of Affordable Transportation
- Lack of Home Ownership/High Rental Percentage/Single Family Rentals
- Neighborhoods of Concentrated Poverty, which are increasing



# Drivers of Poverty in Dallas

- High Number of Households with Children Living in Poverty
- Lack of educational attainment
- High percentage of limited English-proficiency residents
- High teen birth rates
- High Poverty Rates for Single Women Heads of Households with Children



# Short Term Successes

- Defining the scope of the problem, including refining the drivers of poverty
- Compiling poverty indicators through data and maps
- Chapter 27 Minimum Housing Standards passed
- Shifting focus of poverty to issues affecting the working poor (including homeless families) and dispelling myths surrounding poverty
- Implementation of MTFP Recommendation – Office of Welcoming Communities and Immigrant Affairs



# Short Term Successes

- Additional focus of the CDBG program to include an emphasis on alleviating poverty
- Coordination/Briefing with City staff regarding poverty drivers – e.g. lack of affordable housing
- Designing a public/private partnership prototype to tackle drivers of poverty – e.g. English Language acquisition and literacy
- Collaborating and supporting Office of Resiliency's efforts to create a more equitable Dallas

# Short Term Successes

- Focus on DART and its impact on the working poor through the appointment of new DART Board members
- Budget expenditure of \$3M targeting food deserts
- Grant of \$100,000 to Bonton Farms
- Establishment of workforce training partnership in West Dallas to increase workforce readiness (from Trinity Groves TIF)





# Short Term Successes

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# Short Term Successes

- Dallas Morning News Editorial on Dallas' Working Poor
- Collaboration with the Office of Resilience to highlight equity in the Resilient Dallas strategy process

**EDITORIAL: PART 1 OF 3-PART SERIES**

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DALLAS' WORKING POOR

## AMERICAN DREAM DENIED

For thousands in Dallas, hard work isn't enough to escape poverty

**EDITORIAL: PART 2 OF 3-PART SERIES ON DALLAS' WORKING POOR**

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TRANSPORTATION

## A TRANSIT PROBLEM

DART's focus on rail hurts those who need transit most

**EDITORIAL: PART 3 OF 3-PART SERIES ON DALLAS' WORKING POOR**

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SOLUTIONS

## PATH TO THE MIDDLE CLASS

Dallas is good at discussing problems, but now it's time to act

# In Progress

- Collaborating with the Office of Economic Development and Neighborhood Services regarding the following:
  - City/Corporate partnerships regarding improving literacy rates and English-language proficiency
  - Initiative to reducing food deserts
- Increasing home ownership opportunities through a variety of initiatives including analysis of the following:
  - Development of zoning incentives that encourage affordable housing
  - Coordination of various City offices and departments, including Economic Development (TIFs, public/private Chapter 380 grants, bonds); Housing (CDBG, HOME, bonds) and Code through unified plan
  - Homestead preservation districts
  - Coordinated land assembly policies and redesign of Land Bank

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# In Progress

- Collaborating with the Office of Economic Development and Neighborhood Services and its Chief, Raquel Favela, to create a “hands-on”, neighborhood approach that focuses on market analysis and data-driven decision-making
- Collaborating with City staff to prioritize and score budget expenditures with a focus on alleviating poverty
- Designing public/private partnership/campaign with private sector employers to offer ESL classes/programs on-site and to collaborate with DISD regarding potential use of its facilities to deliver services to residents
- Analyzing best practices to design one-stop, wrap-around support services by leveraging existing facilities such as community centers, libraries, schools

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# In Progress

- Supporting intergovernmental programs regarding educational attainment (including GED); teen pregnancy; and financial literacy
- Designing initiatives which promote access to safe, decent, and affordable housing:
  - Focus on housing programs that impact children living in poverty
  - Revise home repair program
  - Analyze impact of Chapter 27 implementation and development of initiatives that focus on displaced households.



# In Progress

- Collaborating with DART to complete the following:
  - Analysis of impact of DART fare increases on low-income residents of Dallas and development of strategies to address it
  - Analysis of DART's role in reducing "Last Mile" solutions to employment centers, such as the Inland Port, Medical District, top 10 employment centers
  - Analysis of DART's efforts to reduce travel time to under one hour for significant percentage of its riders
- Collaborating with DISD and serving as Catalyst for Pre-K Education opportunities for children in poverty
- Formalizing individual citizen and stakeholder subcommittees focusing on individual drivers of poverty

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# In Progress

- Creating metrics for success of the MTFP
- Formalizing MTFP – website, data acquisition
- Developing a strategy for coordination of efforts of nonprofits; and creating a matrix of nonprofits which describes services, location, times, and cost
- Working with providers for free Wi-Fi to at least one neighborhood of concentrated poverty
- Analyzing the feasibility of an “Affordable Street of Dreams” program that would develop well-designed affordable infill housing options using city-owned or land bank through a partnership between the Dallas Homebuilders Association and the City.



# Mayor's Task Force on Poverty Update: Drivers of Poverty in Dallas

Human and Social Needs Committee  
August 7, 2017

Regina Montoya, Chair  
Mayor's Task Force on Poverty

Mark Clayton  
City Councilmember, District 9  
Chair and City Council Liaison,  
Mayor's Task Force on Poverty





# Memorandum



CITY OF DALLAS

DATE August 3, 2017

Honorable Members of Human & Social Needs Committee:

TO (Chair) Casey Thomas, II (Vice Chair), Adam Medrano, Dwaine R. Caraway,  
Mark Clayton, Omar Naravez, B. Adam McGough

SUBJECT **Office of Homeless Solutions Overview**

On Monday, August 7, 2017, you will be briefed on the Office of Homeless Solutions Overview. The briefing materials are attached for your review.

Please feel free to contact me if you have any questions or need additional information. Thank you.



Nadia Chandler Hardy,  
Chief of Community Services

c: Honorable Mayor and Members of the City Council  
T.C. Broadnax, City Manager  
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# Office of Homeless Solutions

Human and Social Needs Committee

August 7, 2017

Nadia Chandler Hardy  
Chief of Community Services  
City of Dallas



# Presentation Overview

- Background
- Mission & Overview
- Budget Summary
- General Fund Activities
- Grant Fund Activities
- Encampment Strategy and Reclamation

# Background

- Previous Structure
  - Homeless Services Division
  - Housing & Community Services Department
  - Housing Council Committee reporting
- City re-organization in March 2017
  - Established Homeless Services
  - Reorganized into City Manager's Office
  - Human & Social Needs Council Committee reporting
- FY2018 Proposed Name
  - Homeless Services Office is proposed to be renamed Office of Homeless Solutions (OHS)



# Office of Homeless Solutions

## *Mission*

- To prevent and intervene in homelessness in the City of Dallas and address its impact on the public's health and safety by providing leadership, resources, coordination, and community mobilization





# Office of Homeless Solutions

## Overview

- Systems oriented, *based on Collective Impact Model*
- Increased accountability
  - Best practices
  - Data-informed decisions
  - Prescribed performance outcome expectations
- Enhanced, housing-focused street outreach
- Community Mobilization



# Office of Homeless Solutions

## *Budget Overview*

- FY2016-17 Actual Budget - \$24.7M
  - General Fund: \$8,241,767 (33%)
  - Grant Funds \$16,515,999 (67%)
- FY2017-18 Proposed Budget- \$24.2M
  - General Fund: \$10,281,328 (42%)
  - Grant Funds: \$13,959,822 (58%)
- 46 employees

# General Fund

- Provides the following through City staff:
  - Crisis Intervention and Encampment Clean-Up
  - Street Outreach and Supportive Services
  - Case Management
  - Administration
- Provides the following by contract:
  - Emergency Shelter – The Bridge
  - Homeless Continuum of Care Planning & HMIS – MDHA
  - Job Readiness & Recidivism Data – Unlocking DOORS





# CoC Grant Budget

Activity	FY16-17 Actual	FY17-18 Actual
<b>Shelter Plus Care</b> (serves a minimum of homeless individuals and families through tenant-based rental assistance, with chronically homeless prioritized)	\$1,540,810	\$1,463,770
<b>My Residence Program (Rapid Re-Housing)</b> (serves a minimum of 37 homeless families through tenant-based rental assistance)	\$491,080	\$421,215
<b>Gateway to Permanent Supportive Housing</b> (serves a minimum of 70 chronically homeless individuals through project-based rental assistance)	\$802,120	\$692,063
<b>Shelter Plus Care Operation Relief Center</b> (serves a minimum of 10 homeless veterans with disabilities through sponsor-based rental assistance)	\$101,408	\$101,408
<b>Hillcrest House</b> (grant transferred to subrecipient, AIDS Services of Dallas, effective 5/1/2017)	\$288,401	\$0
<b>Total</b>	<b>\$3,223,819</b>	<b>\$2,678,456</b>

# ESG Grant Budget

Activity	FY16-17 Actual	FY17-18 Proposed
Emergency Shelter (includes Operations and Essential Services, as well as Renovation proposed for FY2017-18)	\$676,451	\$1,587,807
Street Outreach	\$50,428	\$69,072
Rapid Re-Housing (includes Financial Assistance/Rent and Housing Relocation & Stabilization)	\$292,452	\$1,065,784
HMIS Data Collection	\$40,000	\$69,000
ESG Administration	\$90,735	\$155,877
<b>OHS Total</b>	<b>\$1,150,066</b>	<b>\$2,947,540</b>
Homeless Prevention	\$61,400	\$170,000
<b>ESG Total</b>	<b>\$1,211,466</b>	<b>\$3,117,540</b>



# HOPWA Grant Budget

Activity	FY16-17 Actual	FY17-18 Proposed
Emergency/Tenant Based Rental Assistance (Financial Assistance)	\$2,430,204	\$2,130,000
Emergency/Tenant Based Rental Assistance (Housing Services/Staff)	\$557,000	\$577,000
Housing Facilities Operations	\$876,000	\$753,615
Supportive Services	\$1,355,170	\$1,238,313
Housing Facilities Rehab/Repair	\$500,000	\$704,345
Housing Information/Resource Id	\$168,480	\$151,212
Program Administration/City	\$192,270	\$172,980
Program Administrator/Project Sponsor	\$330,000	\$272,880
<b>OHS Subtotal</b>	<b>\$6,019,124</b>	<b>\$6,000,345</b>
Emergency/Tenant Based Rental Assistance (Financial Assistance)	\$390,000	\$470,000
<b>HOPWA Total</b>	<b>\$6,409,124</b>	<b>\$6,470,345</b>

# State Grant: Health Community Collaborative (HCC)

- Grantor: Texas Health and Human Services Commission (HHSC), formerly Texas Department of State Health Services (TDSHS)
- Purpose: For individuals who are homeless and who suffer from mental illness or co-occurring psychiatric and substance use disorders
- Budget:
  - FY2016-17 - \$4,113,607
  - FY2017-18 - \$1,500,000
- Current Partners: Bridge Steps, Austin Street Shelter, City Square, and Association of Persons Affected by Addiction
- Contract renewals for FY2017-18; to be re-bid for FY2018-19
- 100% private match required

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# State Grant: Homeless Housing and Services Program (HHSP)

- Grantor: Texas Department of Housing and Community Affairs (TDHCA)
- Purpose: To provide for the construction, development, or procurement of housing for homeless persons, and to provide local programs funding to prevent and eliminate homelessness
- Budget
  - FY2016-17 - \$811,130
  - FY2017-18 - \$833,481
- Current Partner: Bridge Steps
- Contract renewal for FY2017-18
- No match required



# Office of Homeless Solutions

## *Operations*

- To build systems through contract management
- Targeted Street Outreach
- Enhanced Encampment cleanup strategy
- Staff liaison to the Citizen's Homeless Commission
- Implement proposed 2017 \$20M bond for permanent supportive housing and rapid rehousing *(if approved)*
- Share the role of implementation partner with the county for the Dallas Area Partnership

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# Encampment Cleanups

- Create a public safety concern
  - exposure to human waste, drug paraphernalia and/or inclement weather
- Cost between \$2,000 and \$50,000
  - based on the square footage and presence of hazardous material located at the site
- The City of Dallas has approximately 200 unduplicated encampments ranging from 5 persons to 100 persons
- **FY2018 Proposed Budget- \$1.6M enhancement**
  - Five prioritized encampments

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# The Process

- City staff proactively identify or are notified of an encampment site through 311.
- Site assessment and prepare action plan
- Mobilize community partners to explore and plan reclamation
- Notices issued over two week period
- City will clean up the site, through contracted partner to meet Dallas Municipal Code standards for public health and safety.
- Site Reclamation or hardening occur once the site has been cleaned to help prevent the encampment from returning



# Site Reclamation & Hardening

- **Site Reclamation** is the process of making public and private spaces safer and more welcoming for people who live or work in the area to be, while discouraging criminal activity and loitering
  - Dog parks, trails, public art, etc.
- **Site Hardening** is the placing of natural or manmade barriers to create a less appealing environment for encampments to occur
  - Boulders, trees, lighting, etc.
- **Crime Prevention through Environmental Design (CPTED)**  
Lower or prevent environmental factors from creating an opportunity for crime and unwanted behavior.

# Community Mobilization

- Community mobilization is centered on the premise that the City and the Community will work together to activate a cleaned site, coordinate program efforts and/or build the necessary public private partnerships to keep the site attractive, clean, and safe.
- As part of the cleanup process, staff from the Office of Homeless Solutions will facilitate a community meeting of interested partners to discuss and plan reclamation efforts.

# Important Dates

- In August and September:
  - **August 9, 2017**
    - Adopt HUD Budget (ESG & HOPWA Grant Funds)
  - **September 2017**
    - Accept Continuum of Care Grant Funds
    - Accept State HHSP Grant Funds
    - Adopt General Fund Budget
    - Approve OHS contracts
  - **October 1, 2017 - Implement Projects**

# Office of Homeless Solutions

Human and Social Needs Committee

August 7, 2017

Nadia Chandler Hardy  
Chief of Community Services  
City of Dallas

