



City of Dallas

Be The Solution: Proposed Housing Options for Proposition J Bond Program & COVID-19 CARES Act

**Dallas City Council
June 17, 2020**

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Office of Homeless Solutions
City of Dallas

Presentation Overview



- Background
- Data & Service Provision
- Immediate Protective Actions
- Integrated Service Projects
- Public Education & Engagement
- Call to Action





Background



Mission



Positively impact quality of life in the City of Dallas through innovative, collaborative and comprehensive solutions for homelessness.

- **Key Priorities**

- Partner to strengthen the homeless response system
- Prevent and divert homelessness in Dallas
- Protect persons experiencing homelessness
- Promote and provide supportive and affordable housing solutions



Policy Priorities



- **Collective Impact**
 - Longstanding agreements between multiple agencies, working towards a common goal with agreed upon performance measures with government entities serving as a backbone entity.
- **Social Impact Bonds: Outcome-Based Payment**
 - Contracting that ties payment for service delivery to the achievement of measurable outcomes.
- **Racial Equity & Homelessness – SPARC Report**
 - Addressing the overrepresentation of people of color experiencing homelessness as a result of inequities in housing, education, healthcare and justice



Policy Priorities



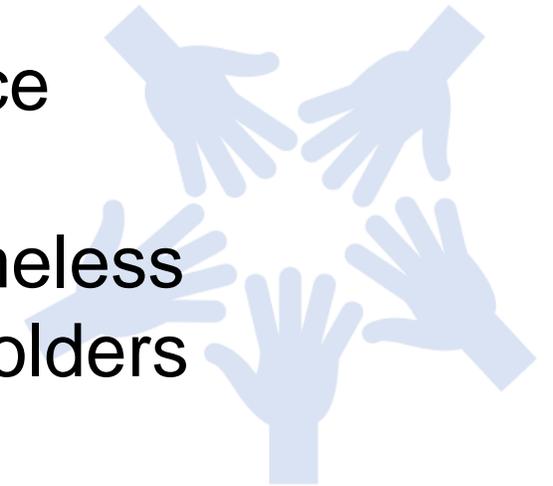
- **Dallas Commission on Homelessness Report**
 - Positions City as lead
 - Need for prompt action
 - Focus on RRH and PSH
- **Dallas Area Partnership Three-Year Strategic Plan**
 - Systemic level changes, consolidated leadership
 - Centralized governance
 - Need for prompt action
- **MDHA “D-One” Strategic Plan**
 - Compilation of all plans, with service prioritization
 - Need for collective swift action



Establishment of Service Priorities



- Build capacity for easier access
- Develop effective triage model
- Increase funding support for sustainable solutions
- Provide for diverse housing models
 - Transitional
 - Rapid Rehousing
 - Permanent Supportive Housing
- Demonstrate success through data and performance monitoring
- Communicate clear messages about the City's homeless response system through collaboration with stakeholders and available media outlets



OHS Homeless Solutions Strategy



1: Expand emergency shelter system
Outcome: 50 Pay-to-Stay Beds, 1,211 guests



2: Temporary Inclement Weather Shelter Program
Outcome: 1300 Served Over Six nights



3: Landlord Subsidized Leasing Program
Outcome: 75 Units Housed



4: Addition of new supportive housing units
Goal: 300 Rapid Rehousing Units



2019 RDI Process



- **Request for Developer Interest (RDI)**
 - 65+ Community Meetings to gather input and inform the procurement process (June 2018-March 2019)
 - Briefing to full City Council (May 2019)
 - Briefing to Human and Social Needs Committee (June 2019)
 - Identified nine (9) sites for development
- **Goals**
 - Direction from City Council for options to pursue
 - Release of RDI
 - Development of Term Sheets for City Council consideration
- **Outcomes**
 - RDI cancelled upon City Manager's direction due to insufficient public education and outreach
 - Reassessment of OHS Strategy as recommended by City Council



Data & Service Provision



What the numbers tell us...

Demographics



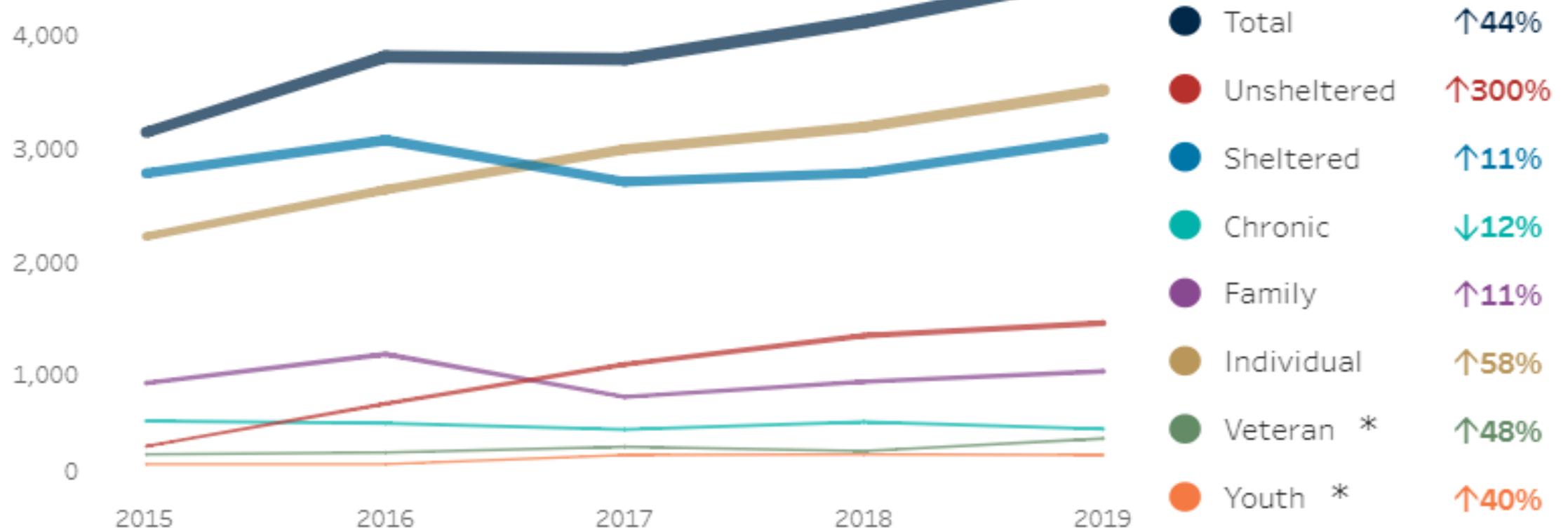
Present HMIS Data (MDHA)		
Age		
18 to 24	253	4%
25 to 34	811	12%
35 to 44	982	15%
45 to 54	1219	18%
55 Plus	2546	38%
Ethnicity		
Hispanic/Latino	644	10%
Asian	28	<1%
American Indian	64	1%
African American	4395	66%
Caucasian	1280	20%
Gender		
Male	4250	64%
Female	2339	36%
Total In System: 6649		

10/1/19 – Present Dallas Homelessness Data (MDHA)		
Age		
20 to 29	150	13%
30 to 39	225	20%
40 to 49	254	23%
50 to 59	324	29%
60 Plus	174	15%
Ethnicity		
Hispanic/Latino	92	8%
Asian	8	1%
American Indian	23	2%
African American	731	62%
Caucasian	318	27%
Gender		
Male	864	77%
Female	263	23%
Total In System: 1127		

2020 KBHCCD Shelter Count		
Age		
20 to 29	153	14%
30 to 39	251	23%
40 to 49	283	25%
50 to 59	290	26%
60 Plus	136	12%
Ethnicity		
Hispanic/Latino	113	10%
Asian	22	2%
American Indian	17	2%
African American	783	70%
Caucasian	178	16%
Gender		
Male	906	81%
Female	207	19%
Total In System: 1113		



Dallas' Historical Homeless Census



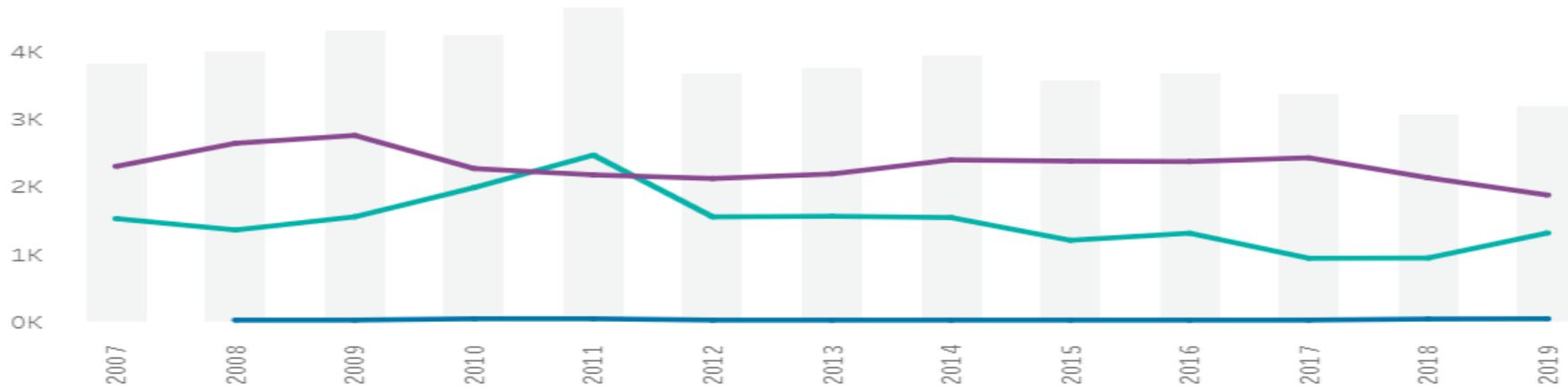
Source: National Alliance to End Homelessness



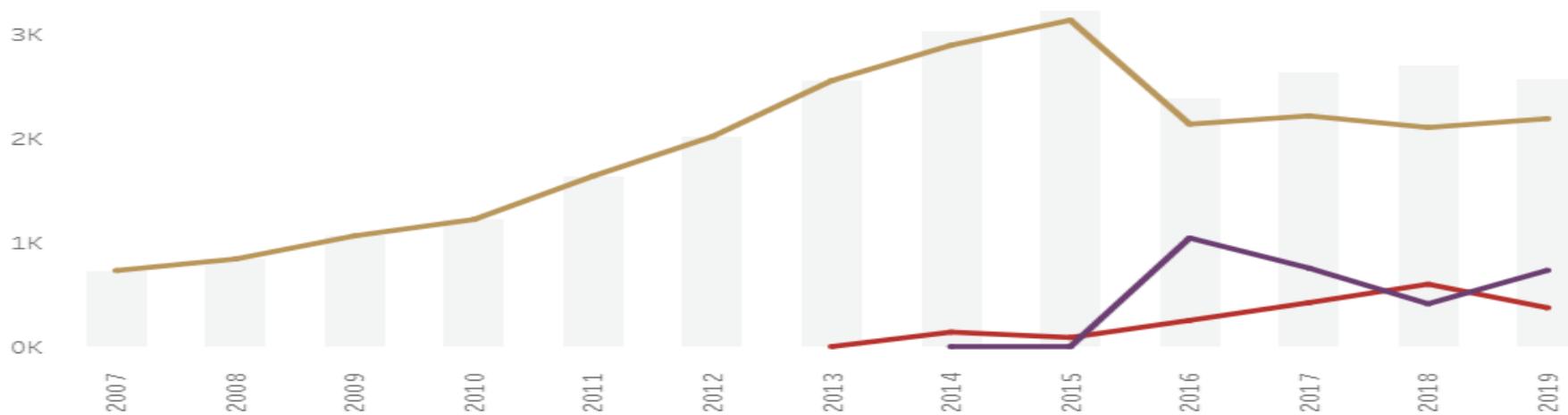
Dallas' Historical Housing Options



Temporary Housing (Total Beds | ES Beds | TH Beds | Safehaven Beds)



Permanent Housing (Total Beds | PSH Beds | RRH Beds | Other Permanent Housing Beds)



Influencing Factors (2015-Present)



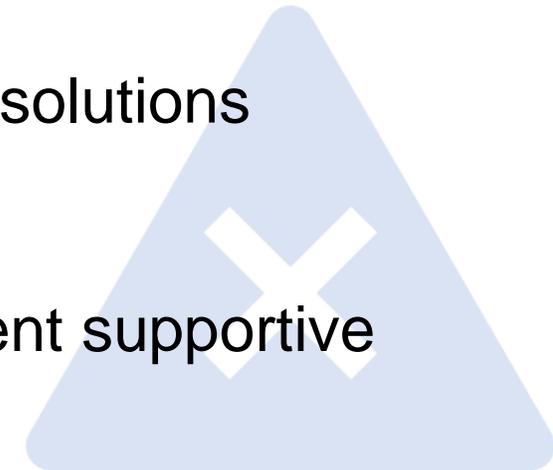
- **Vacancy Rate is Declining**
 - The rental vacancy rate dropped from 8.5% to 7.6% Overall rental units increased by 22,000 over this period
- **Gross Rent has Increased**
 - Median gross rent increased by \$124 or 14.4%
- **Cost Burden has Increased**
 - 29.8% of Dallas renters spend more than 40% of their income on housing (2018 ACS)
 - Renters making less than \$20,000 have a 93% rate of cost burden



System Design Flaws



- **Access Points**
 - **Shelter Capacity Limitations**
 - Street Outreach Incentives
 - Over-reliance on Emergency Shelter
 - Extensive stays (greater than 90 days)
 - System Capacity for real-time bed management and client information
 - **Encampment Resolution**
 - Lack of options for exit of unsheltered state
 - Insufficient use of funding for repetitive cleanings/resolutions
 - **Capacity shortages of supportive housing**
 - Highest need of Rapid Rehousing followed by permanent supportive housing



Racial Equity and Homelessness



- **Disproportionate representation among people of color:**

- Primarily African-American households
 - 24.6% total Dallas population
 - 30% live in deep poverty (0-30% AMI)
 - 70% of total homeless population

- **Dallas must dismantle systemic and institutional bias:**

- Strengthen opportunities for economic mobility in communities of color
- Fold equity measures into the long term strategy for addressing homelessness
- Require diversity of board membership and staff for all non-profits doing business with the City
- Remove systemic barriers to exiting homelessness
- Increase access to education, healthcare, higher wage paying jobs

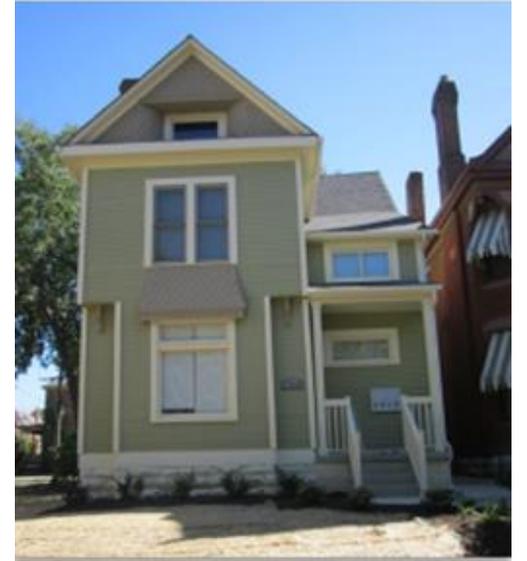
UNEVEN ODDS, UNEQUAL OUTCOMES.

Overall, Black people are **5 times more likely** to experience homelessness than White people.
Native Americans are **4 times more likely** than White people.



Top Performers in Housing

- **Houston (TX): 1,188 units**
 - New Hope Housing – Development of 8 apartment projects for low income and supportive housing
- **Cleveland (OH): 414 units**
 - Purchase of six turn-key Scattered Site Apartment Dwellings
- **Los Angeles (CA): 120 units**
 - Adaptive re-use of existing self-storage facility
- **Dallas (TX): 100 Units**
 - St. Jude Center – Adaptive re-use facility for senior, permanent supportive housing





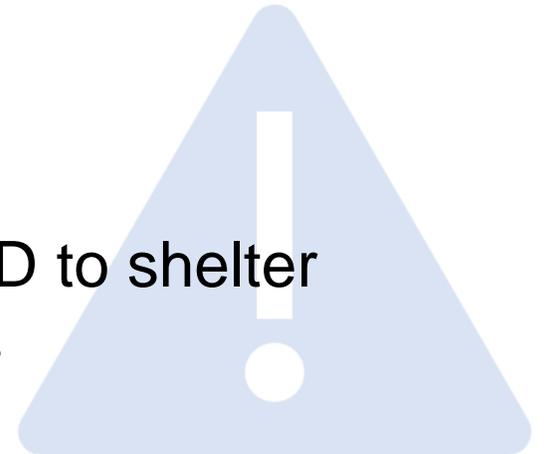
Immediate Protective Actions



Immediate Needs



- **Current Operations**
 - **Shelter Capacity Limitations**
 - Social distancing has reduced 45% of available shelter beds
 - Average nightly guests at KBHCCD Shelter is 375
 - Average guests at Dallas Love Field Hotel is 108
 - **930 new supportive housing units required to meet HUD “High Performing Community Metrics”**
 - **Current Issues**
 - Convention Center as a shelter is unsustainable
 - Guests can be conditionally reintegrated from KBHCCD to shelter system critical need to address growing encampments



Immediate Needs



- **Be The Solutions, Now**
 - City of Dallas must lead efforts to address housing for residents facing housing instability
- **Rapid Rehousing Initiative**
 - **300** rapidly rehoused residents by October 1, 2020
 - **15** landlord engagements with units available for move-in
 - **7** vendors recommended for sub-recipient award
 - Scattered sites throughout the city
- **City Council Approval – June 24, 2020**
 - Implementation July 1, 2020



Immediate Needs



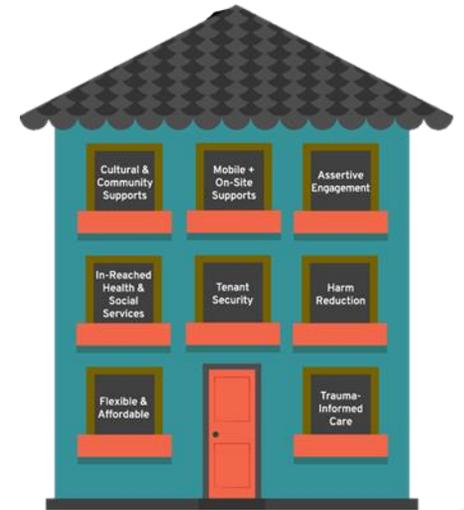
- **Be The Solutions, Now**
 - City of Dallas must lead efforts to address housing for residents facing housing instability
- **Supportive Housing Sites- NEEDED!**
 - **630** new supporting housing units
 - Dispersed throughout 14 City Council Districts
 - Transitional and/or Rapid Rehousing Model
 - Primary focus is on 368 Veterans (2019 PIT Count)
- **Immediate Criteria**
 - Turn-key
 - Minimum 50 units per site, per council district
 - Meets CHC Housing Criteria



Supportive Housing Requirements



- **Community Room/Meeting Space**
 - For onsite services
- **Immediately ready for move-in**
- **Commercial Kitchen**
- **Individual Bathrooms**
- **Sufficient Wrap-around Services**
 - Mental health and well-being support (*if needed*)
 - Case management
 - Workforce and job training
 - Education support
 - Permanent housing plan



Funding Considerations



- **Funding Proposals for Acquisition**

- **City of Dallas - \$26M Committed**

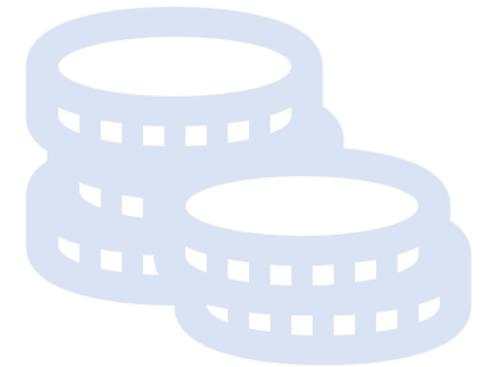
- Proposition J 2017 Bond Program - \$10M
- Coronavirus Relief Act/CARES - \$16M
- CDBG/HOME funds based on eligibility
- Economic Development funds for growth incentivization and mixed used (case by case evaluation)

- **Dallas County Inter-local Agreement –**

- Options for shared cost models

- **Leveraged Partnerships –**

- Philanthropy
- Private fundraising





Integrated Service Projects



Integrated Services Model



- **Identify and develop innovative solutions in an integrated approach**
 - Economic Development
 - Housing
 - Developers
- **Vision:** Community assets that address needs and provide paths out of homelessness and poverty
- **Outcome:** Collaborative development of NOFA and recruitment of developers to design and construct projects
- **Timeline:** 2021 & 2022 Projects
- **Funding Model**
 - Bond (Prop J + Future)
 - Low Income Tax Credits
 - Economic Development
 - Private/Philanthropic



Economic Impacts Evaluation



- **Project Considerations:**
 - Development team's qualifications and experience
 - Financial viability of the project
 - Suitability of project site (zoning, environmental, site control, etc.)
 - Community input





Public Engagement & Education



Public Education Campaign



- **Public Education – “Be The Solution” Campaign**

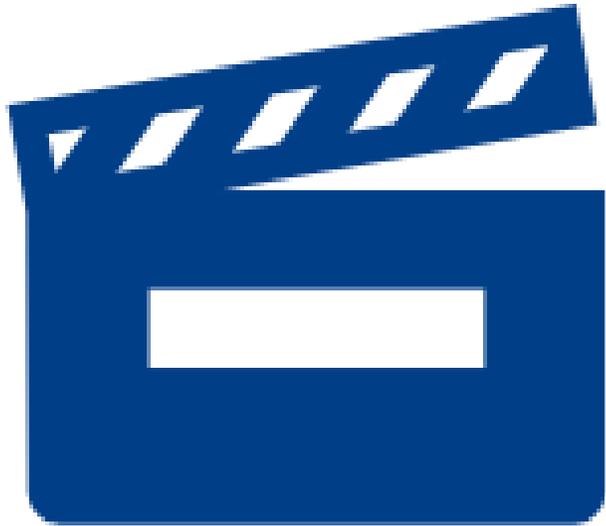
- Three educational videos
- Development of website for
 - Project specific updates, community feedback and prospective partners
 - Host for townhalls, data, and initiatives
 - Estimated 1.1 million impressions

- **Goals**

- Opportunities to highlight specific council member interests and projects under development
- Provide public education on the issues of homelessness in Dallas
- Opportunities to support with charitable contributions
- Special fund set aside to receive donations and fundraise

- **Privately-funded through philanthropic and business community**





Call to Action



Roadmap – June through July 2020



- **Meet with each City Councilmember:**
 - Review potential sites
 - Targeted populations
 - Community engagement and outreach planning
- **Visit locations and develop consensus**
- **Conduct due diligence for property acquisition**
 - Appraisals, environmental scans, inspections (*HOU, CCS*)
 - Potential economic development incentives (*ECO*)
 - Financial viability (*OFS*)
- **Survey potential operators for capabilities**
- **Initiate “Be The Solutions” Education campaign**



Roadmap – August through September 2020



- Continue “Be The Solution” Campaign
- Visit locations and develop consensus
- City Council consideration
 - Approvals for acquisition
 - Briefing session – **TBD**
 - Voting agenda - **TBD**
- Implementation





Discussion





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