Homeless Collaborative
System Transformation – Status Update
Q. 3, 2020 – Q. 3, 2021

System Governance and Leadership

- MDHA Board and New Homeless Collaborative Governing Board launched

- MDHA Lead Agency Strategic Planning conducted

- MDHA Leadership Transition- New CEO and CPO Onboarded and CoC Membership passes 100 organizations

Next Steps:

- Q4 2021- Annual community-wide needs and gaps analysis + action planning and priory setting

System Planning and Management

- System infrastructure and workgroups built to support change management and test/implement policies and best practices

- CARES Act investments aligned to housing solutions

- Racial equity impact assessment conducted to assess racial disparities in housing outcomes

- Performance and needs evaluation conducted to inform annual CoC Collaborative Application (NOFO)

Next Steps:

- Q4 2021- System analysis and planning to identify interventions and capacity needed to end homelessness and guide equitable resource investment decisions

System Performance

- COVID Recovery Rehousing Program (ESG CARES 1)- 300 Rapid Rehousing (RRH) Placements in 100 days; relaunch challenge 150 veterans housed

- Regional RRH Surge launched (230 of 550 households placed in PH)

- Codesigned collaborative investment model to align funding/scale resources for Dallas R.E.A.L. Time Rapid Rehousing Initiative (DRTRR) to house 2700 people

- DRTRR launched for families, survivors of domestic violence, and encampment decommissioning w/ 4 Public Housing Authorities

Next Steps:

- Q4 2021- Implement DRTRR rehousing for individuals

Dedicated Permanent Housing Expansion

- City Council Approves the Purchase of 3 Motel Sites; 344 Units (1 Site in partnership with Dallas County)

- New sites begin to operate for Covid isolation needs

- System-Wide Landlord Engagement & Incentives Program launched

- Established housing pipeline workgroup to strategically plan for scaling permanent supportive housing

Next Steps:

- Q4 2021- Permanent Housing Expansion Action Plan

1. Brokering Employment Opportunities for DHA families: The case of Red Bird Mall

BACKGROUND

A major employer expanding into the Dallas market place created over 500 jobs to be filled in the Southern sector of Dallas. A public job fair was scheduled for candidates to attend and potentially be interviewed for employment. Over 600 candidates were expected to attend and apply.

STRATEGY

In an effort to broker opportunities for DHA families while fostering inclusive economic development for the local community of Red Bird, DHA's PD&R department conducted a series of analyses to identify among its population working-age individuals (non-elderly, non-disabled), unemployed or earning less than the offered wages, residing in proximity to the employment hub. PD&R also assessed potential barriers to employment access and retention such as access to transportation, childcare, professional clothing, etc.

DHA conducted a series of surveys designed to identify interested and qualified candidates. The survey captured interest in the available positions, skills proficiency, and job experiences, and need for assistance. Thus, and concurrently, we brokered MOUs with major support service providers in Dallas to assist families with employment-related challenges. Finally, PD&R categorized and identified competitive candidates (+200) while linking survey respondents with service providers where needed.

OUTCOME

Upon reviewing the report presented by PD&R, the recruiting agency **set up 50 interviews one week prior to the public job fair event for DHA candidates only**. DHA candidates were able to interview in a one-on-one setting, on a dedicated appointment time slot at a nearby community college facility, with some candidates offered a job the same day. Early recruiting strategy efforts have given DHA participants a competitive advantage while building a tangible fast-track for them to engage in the market place.
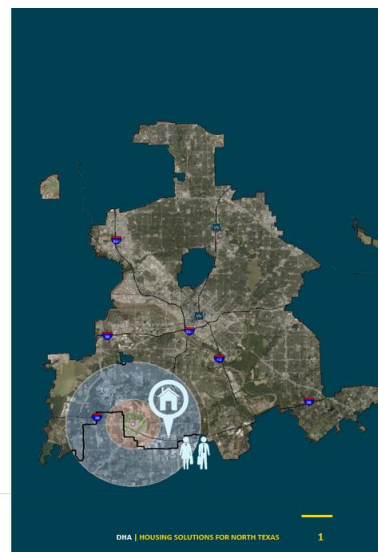
2.   DHA Policy Innovation to support DPD workforce development

BACKGROUND
With a severe staffing shortage and sharp rise in violent crime, our City is facing unprecedented safety challenges which affect the welfare of Dallas residents and communities. Mindful of our role as a resource to the community, DHA seeks to partner with the City of Dallas to address recruiting and retention challenges. Given Dallas' tight labor market, our organization intends to leverage the housing assistance we provide as an incentive to recruit and retain police officers.

REGULATORY RELIEF
To effectuate such partnership, and because DPD officers and new recruits are exceeding income eligibility thresholds, DHA is seeking regulatory relief from the U.S. Department of Housing and Urban Development. The waiver would enable DHA to exclude all DPD income.

PROGRAM INTENT
This partnership seeks (1) recruit and retain DPD officers (2) to foster employment for unemployed and underemployed Housing Choice Voucher tenants and Public Housing residents, (3) to strengthen communities in Dallas, (4) and incentivize new recruits and existing officer to reside within the City of Dallas.

PROGRAM DESIGN
DHA envisions launching a series of targeted outreach campaigns: first, to unemployed and underemployed existing DHA families. Second, and in an effort to further "recruit and invest from within", and to strengthen community ties via new recruits, DHA anticipates reaching out to individuals residing in Racially/Ethnically Concentrated Areas of Poverty (R/ECAP). DHA anticipates receiving referrals from DPD for other/external individuals seeking to join the DPD academy based on DPD's recruiting and retention priorities (i.e. merit-based, seniority-based...)

PROGRAM PARAMETERS
DHA anticipates issuing up to 100 Housing Choice Vouchers or Homeownership vouchers of at least $500/month for first responders (DPD/DFD) and teachers. The program is scheduled to last 5 years. DHA anticipates partnering with the City of Dallas which would offer down payment mortgage assistance for homeownership voucher holders residing within the City. DHA seeks to leverage the City's expertise in recruiting strategies to refine the parameters of this collaborative initiative.

MOVING FORWARD
DHA seeks to submit a joint DHA-City of Dallas letter to the U.S. Department of Housing and Urban Development outlining the initiative's mission, design, and partnerships.

3. [2020 CARES Act Rental Assistance: a tech-driven Equity-focused model of distribution](#)

BACKGROUND

In 2020, City of Dallas committed $10M toward housing assistance for COVID-impacted residents. Unfortunately, early City efforts fell short to reach most impoverished neighborhoods. Thus, City looked for partners with proximity to vulnerable population to distribute funding and bring critical assistance to Dallas residents as rapidly as possible. DHA received $4.5M.

PROGRAM DESIGN

DHA's PD&R team designed an equity-focused model to account for Dallas' variations in neighborhood inequity and vulnerability. The model developed captured social vulnerability across neighborhoods, and accordingly apportioned funding for each district based on their respective share of individuals living in highly vulnerable neighborhoods. In addition, DHA developed a mobile-friendly, multilingual e-application process to remove barriers to participation for LEP population.

To efficiently process applications, DHA's PD&R department developed a [sophisticated system](#) of automated workflows and processes allowing for the agile channeling of applications. The system developed is capable of performing composite logical assessment using a combination of sophisticated codes and algorithms, relying as well on self-certification mechanisms to limit unreasonable documentation burden and to remove barriers to participation.

PERFORMANCE

DHA disbursed all funding ($4.05M) in only 2.5 months, assisting over 1,200 Dallas families. In addition, DHA receive coverage from [the Wall Street Journal](#) regarding its innovative system.

DATA-DRIVEN, EQUITY-FOCUSED MODEL

We designed our operations to accounts for variations in neighborhood inequity and vulnerability, drastically moving away from a first-come first-served approach, and disparity-agnostic model.

DESIGN OPERATIONS:

Chronically under-resourced communities	→	Assess spatial vulnerability / CDC index	Derive district-level $ allocation formula based on vulnerability
Digital divide & Tech disparities	→	Mobile friendly + Multilingual + Streamline doc submittal	
How does the status-quo further inequities?	→	No first come-first served policy but successive lotteries	
High volume demand/ Scale	→	Develop tech processes to automate, triage, prioritize review	

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4. [2021 Emergency Rental Assistance- $18M](#)

BACKGROUND

The City of Dallas identified partners to administer Emergency Rental Assistance to COVID-impacted households in Dallas. DHA received $18M to administer.

PROGRAM DESIGN

DHA's internal PD&R department developed in-house an automation-driven system to review applications and to derive a custom payment schedules (automated workflows, computations, composite logical assessments, application channeling, communication across parties, …) allowing for the efficient and accurate processing of thousands of applications in just a few months. The flexible tech driven system not only ensured the prompt channeling of applications, but also timely communication with applicants and landlords throughout the entire application process.

Mindful that the pandemic has exacerbated participatory challenges conventionally found in governmental assistance programs, DHA purposefully designed its application process to mitigate unreasonable burdens by coupling self-certification mechanisms with optional supporting documentation for income, COVID-impact, and unemployment status. In addition, and to maximize participation, DHA deployed a multilingual, mobile-friendly e-application/process where both landlords and tenants can apply.

Applicants reporting being at risk-of eviction automatically received information about eviction resources available in their community. In an effort to circumvent imminent evictions, DHA acquired, through a partner agency, records of tenants/landlords under eviction proceedings and sent mass text campaigns to the landlords and tenants informing them of the availability of emergency rental assistance.

To best ensure compliance, DHA developed a series of sophisticated codes and algorithms to: 1) automate complex tasks, removing manual, error-prone process such as assistance package computation; and to 2) detect duplicate applications, data inconsistencies, and suspicious, likely-fraudulent information.

PERFORMANCE

In three months, (first week of September 2021) DHA obligated the totality of the funding - $18M; providing relief to over 2,700 households in Dallas. DHA continues to perform recertifications for selectees as required by program regulations.

5. [$70M Dallas Rapid Rehousing Program: $32M Rental Assistance; $8M EHVs](#)

BACKGROUND
The Dallas R.E.A.L. Time Rapid Rehousing Initiative Project seeks to house approximately 2,762 families experiencing homelessness in the local Continuum of Care. The types of housing assistance available under this DRTRR Project includes Emergency Housing Vouchers (EHV) and Rental Assistance for up to 12 months. DHA will serve as the rental administrator for the Project, processing applications and payments.

PROGRAM DESIGN
Metro Dallas Homeless Alliance has identified 15 partner agencies to provide housing navigation and case management services to an estimated +2000 DRTRR applicants by deploying ~80/100 case managers/navigators. In the absence of a common, centralized technological infrastructure to allow for this multi-agency group to track and manage of rapid rehousing applications, DHA has created a web portal.

To assist, DHA created a web portal allowing caseworkers/navigators to seamlessly manage their rapid rehousing portfolio and to request changes and actions where necessary. The DHA web portal is fully integrated which allows for these actions/requested changes to be instantly received and analyzed by DHA's primary review software. To review and process application, as well as caseworkers' requests, DHA developed an automation-driven system allowing the controlled channeling of these actions/applications across stages as described below.
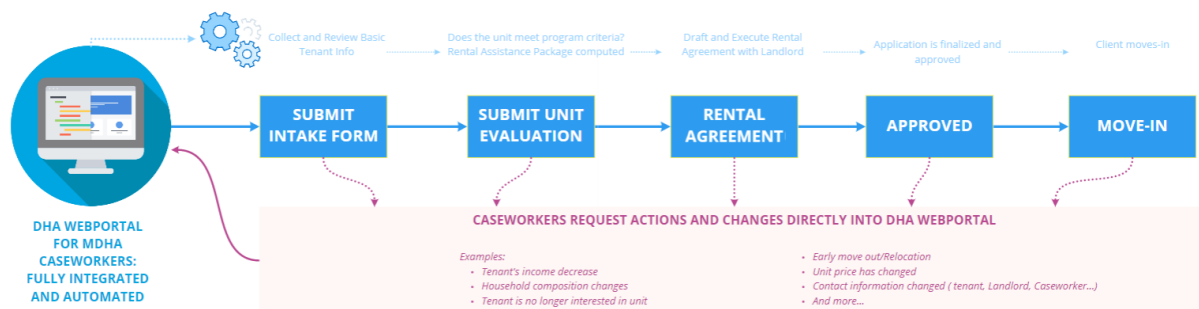
STATUS
Ongoing. DHA is s processing EHV applications referred by CoC and developing the necessary infrastructure to support multi-agency collaboration on Rental Assistance program.

Resident Characteristics Report

Program Type: All Voucher funded Assistance
Effective Dates Included: 06/01/2020 through 09/30/2021
Property: All Properties

Units Information

ACC Units	Family Report (50058) Required	Family Report (50058) Received
540	0	18,802
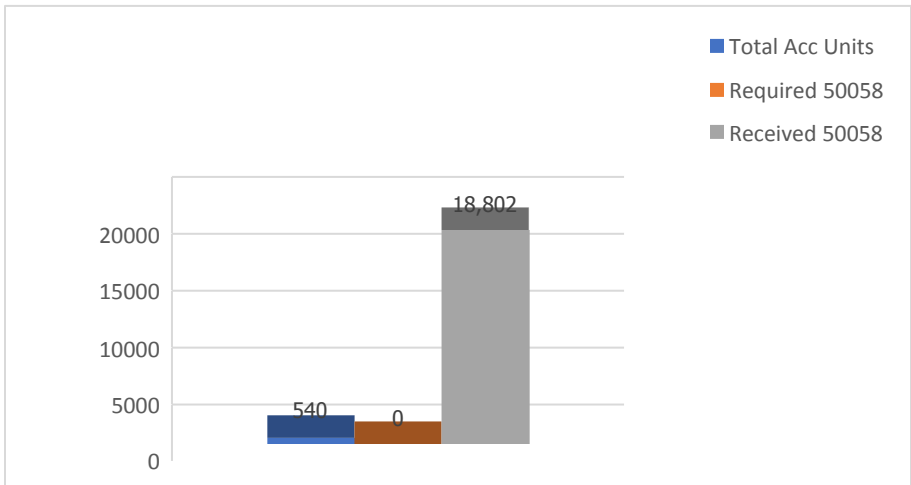
Distribution by Income. Average Annual as a % of 50058

Extremely Low Income, 0% - 30% of Median		Very Low Income, 31% - 50% of Median		Low Income, 51% - 80% of Median		Above Low Income 81% + of Median	
Count	Percent	Count	Percent	Count	Percent	Count	Percent
15,536	83	2,507	13	694	4	74	0
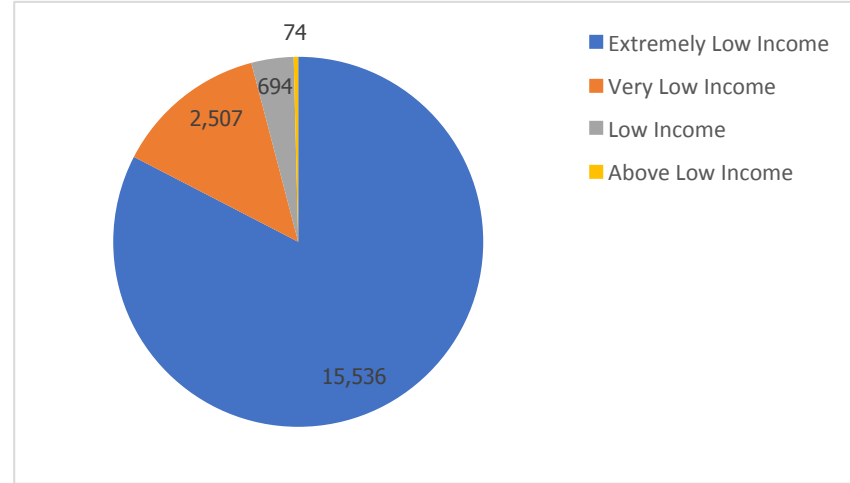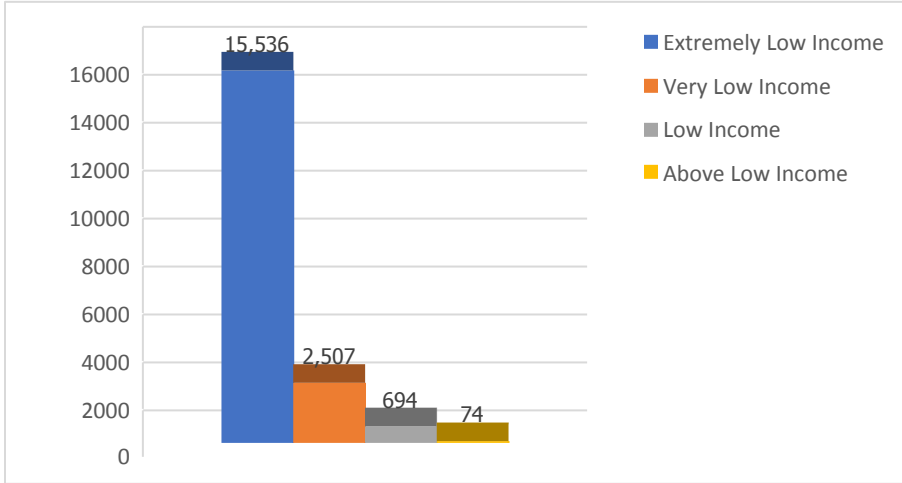
Average Annual Income ($)

Average Annual Income
13,401

Distribution by Income as a % of 50058

$0	$1 - $5000	$5001 - $10,000	$10,001 - $15,000	$15,001 - $20,000	$20,001 - $25,000	Above $25,000
17	10	25	17	10	7	15
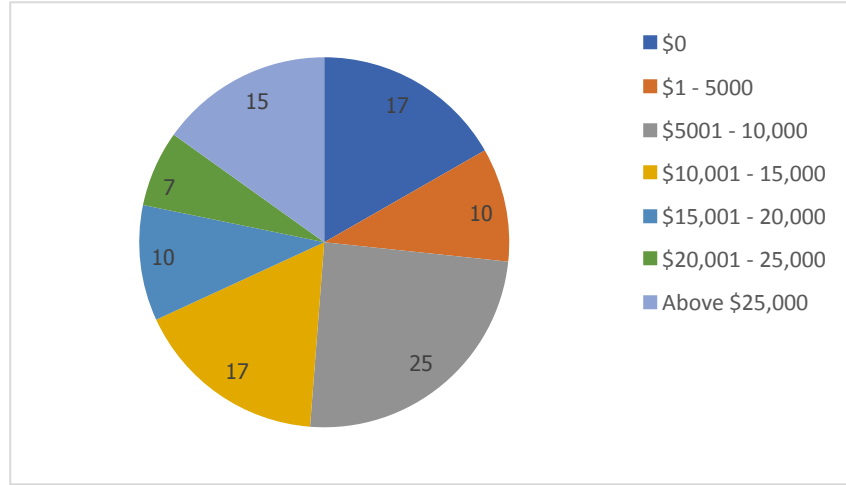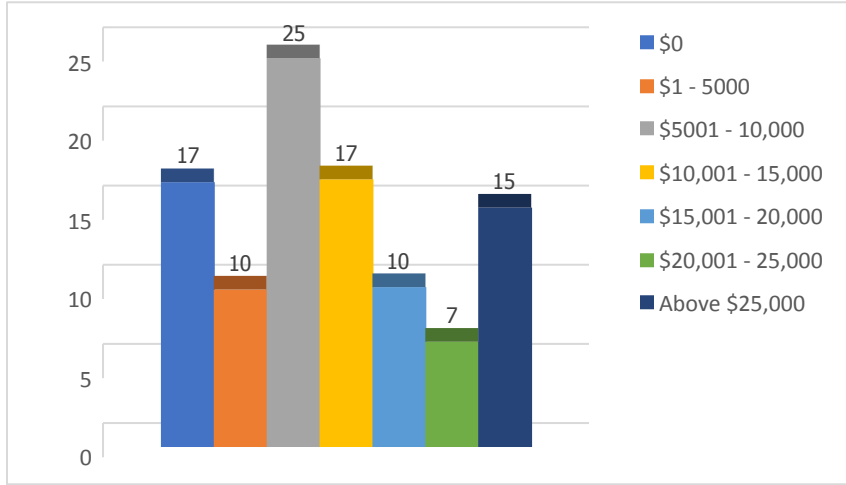
**Distribution by Source of Income as a % of 50058 ** Some families have multiple sources of income **

With any Wages	With any Welfare	With any SSI/SS/Pension	With any other Income	With no Income
28	6	48	24	16
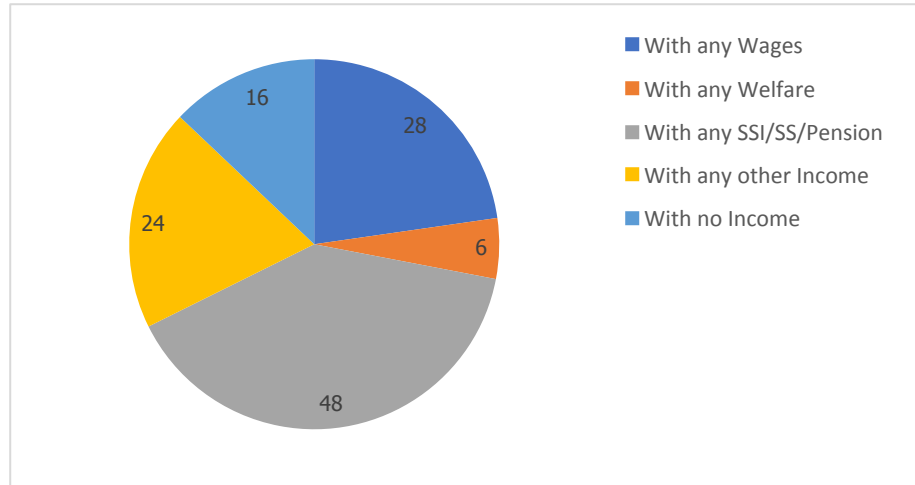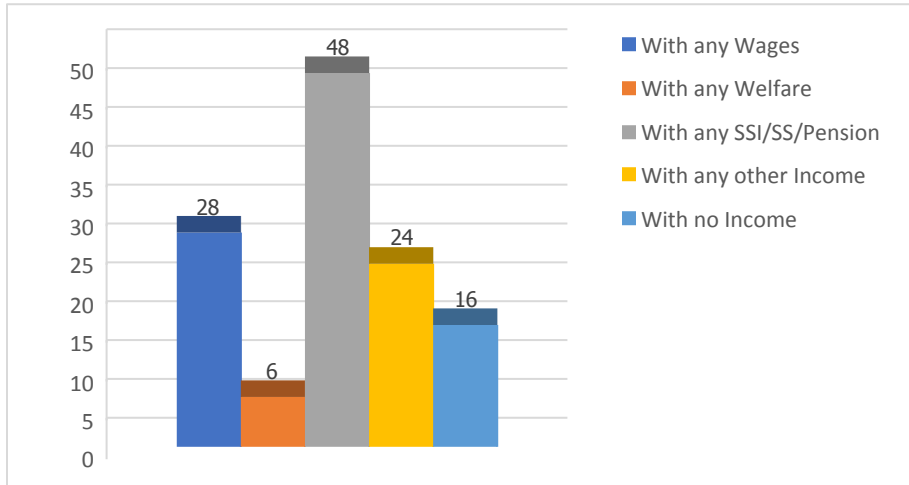
Distribution by Total Tenant Payment as a % of 50058

$0	$1 - $25	$26 - $50	$51 - $100	$101 - $200	$201 - $350	$351 - $500	$501 and Above
14	0	9	4	7	34	12	20
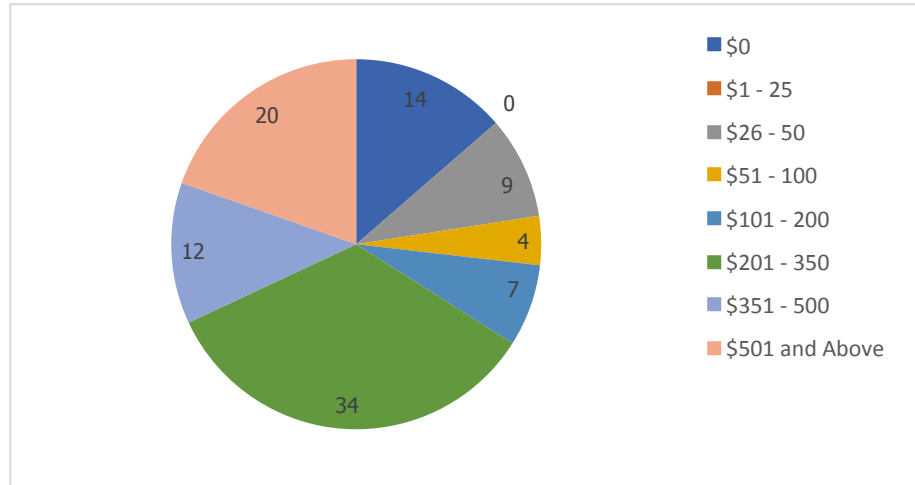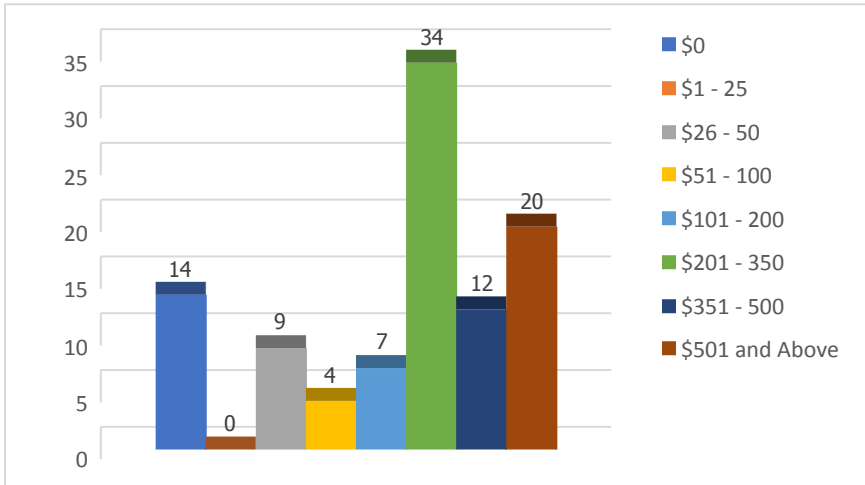
Average Monthly TTP ($)

Average Monthly TTP
316

Distribution of Family Type as a % of 50058

Elderly, No Children, Non-Disabled		Elderly, with Children, Non-Disabled		Non-Elderly, No Children, Non-Disabled		Non-Elderly, with Children, Non-Disabled		Elderly, No Children, Disabled		Elderly, with Children, Disabled		Non-Elderly, No Children, Disabled	
Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
847	5	62	0	4,456	24	6,603	35	3,052	16	148	1	2,612	14

Non-Elderly, with Children, Disabled		Female Head of Household, with Children	
Count	Percent	Count	Percent
1,103	6	7,560	40

Average TTP by Family Type ($)

Elderly, No Children, Non-Disabled	Elderly, with Children, Non-Disabled	Non-Elderly, No Children, Non-Disabled	Non-Elderly, with Children, Non-Disabled	Elderly, No Children, Disabled	Elderly, with Children, Disabled	Non-Elderly, No Children, Disabled	Non-Elderly, with Children, Disabled	Female Head of Household, with Children
283	374	173	406	306	422	305	418	406

Distribution by Head of Household's Race as a % of 50058

White Only	Black/African American Only	American Indian or Alaska Native Only	Asian Only	Native Hawaiian/ Other Pacific Islander Only	White, American Indian/ Alaska Native	White, Black/ African American	White, Asian	All Other Combina- tions
11	85	0	2	1	0	0	0	0
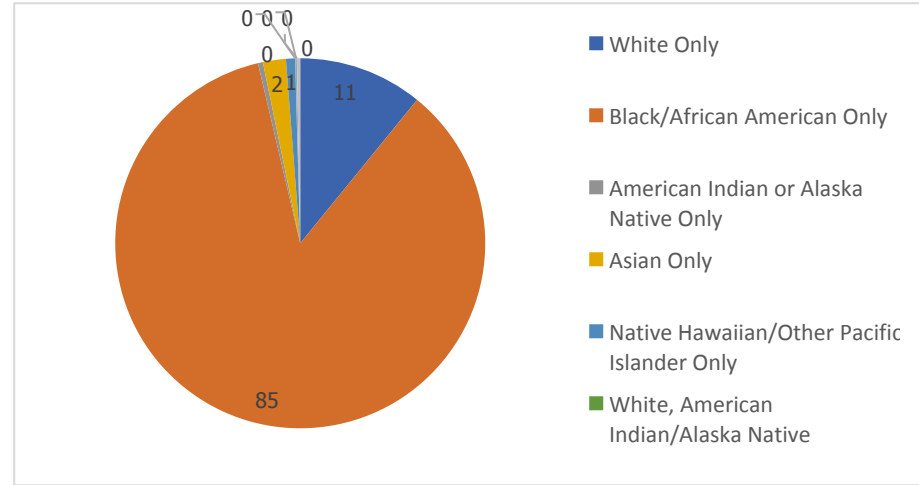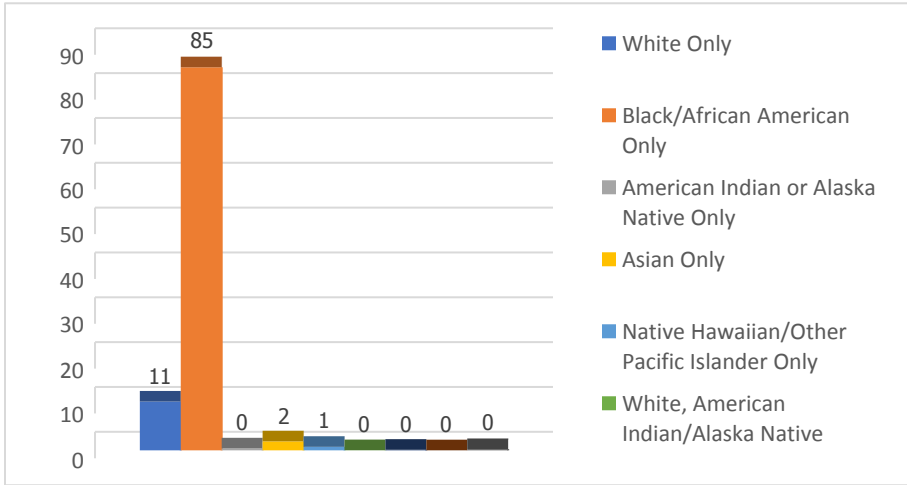
Distribution by Head of Household's Ethnicity as a % of 50058

Hispanic or Latino	Not Hispanic or Latino
7	93
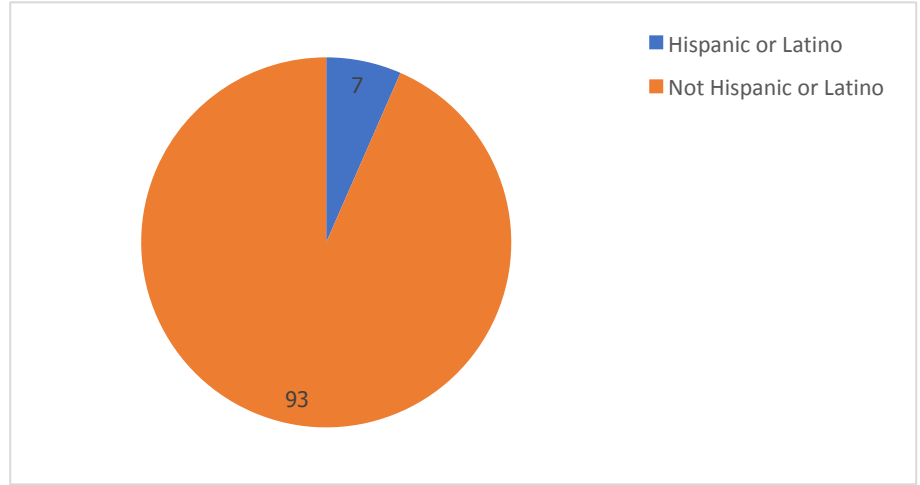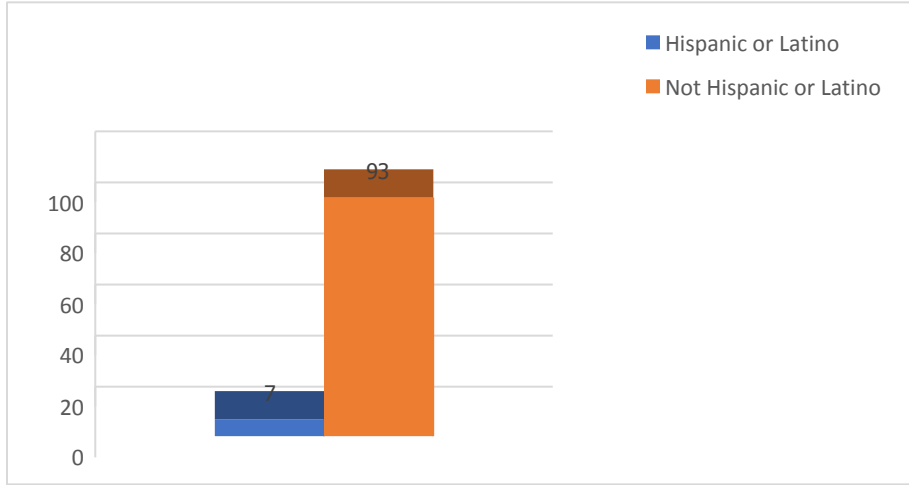
Distribution by Household Member's Age as a % of Total Household Members

0 - 5		6 - 17		18 - 50		51 - 61		62 - 82		83+	
Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
4,363	10	14,740	34	16,606	38	3,812	9	4,079	9	328	1
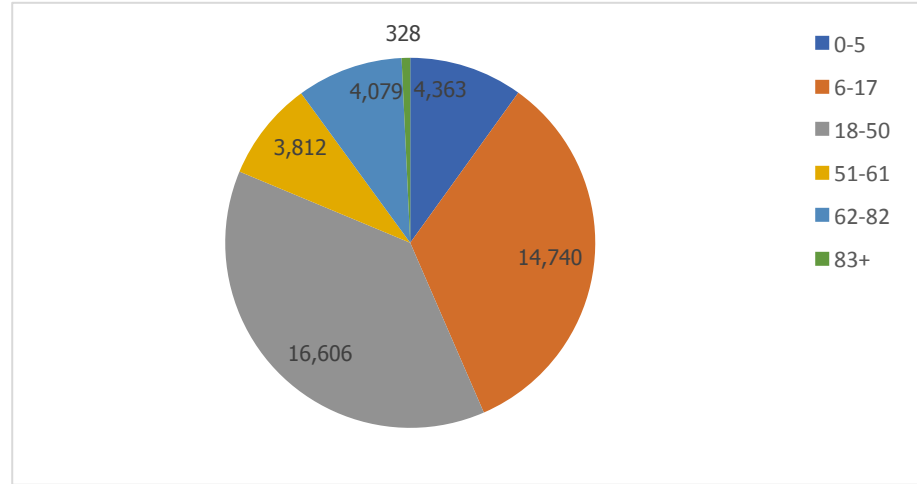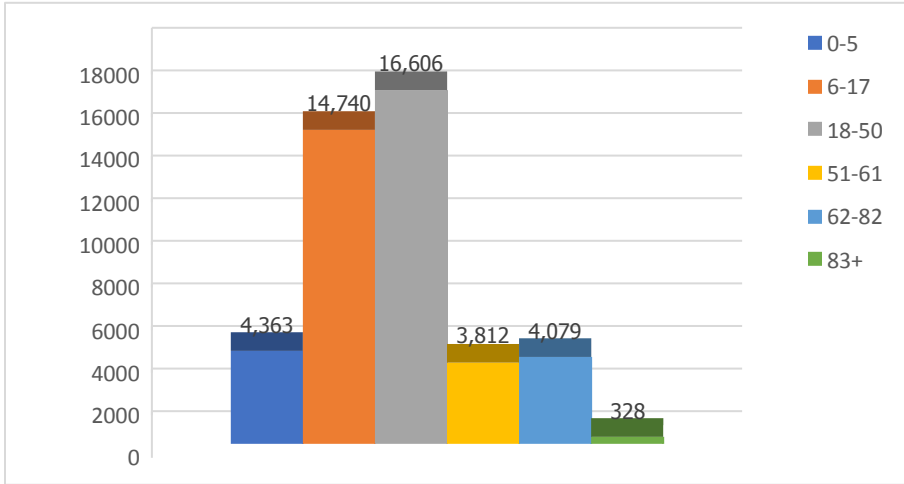
Distribution by Household Size as a % of 50058

1 Person	2 Persons	3 Persons	4 Persons	5 Persons	6 Persons	7 Persons	8 Persons	9 Persons	10+ Persons
48	14	14	12	7	3	1	1	0	0
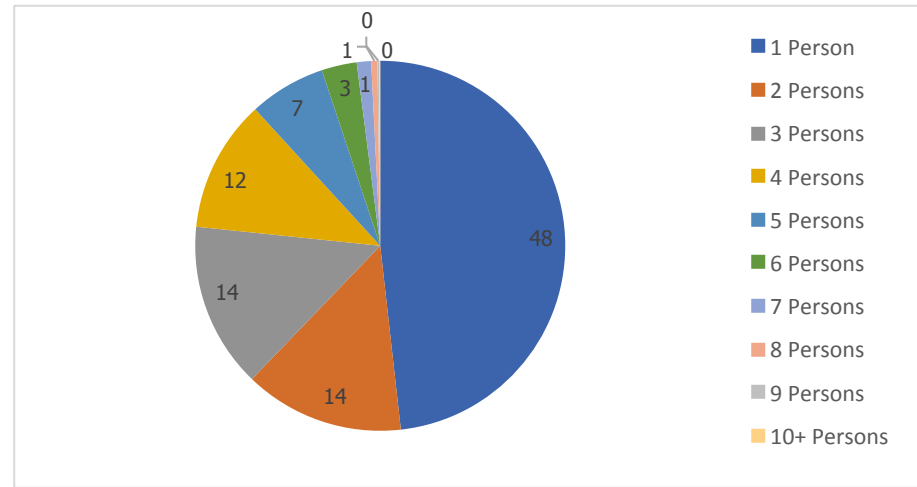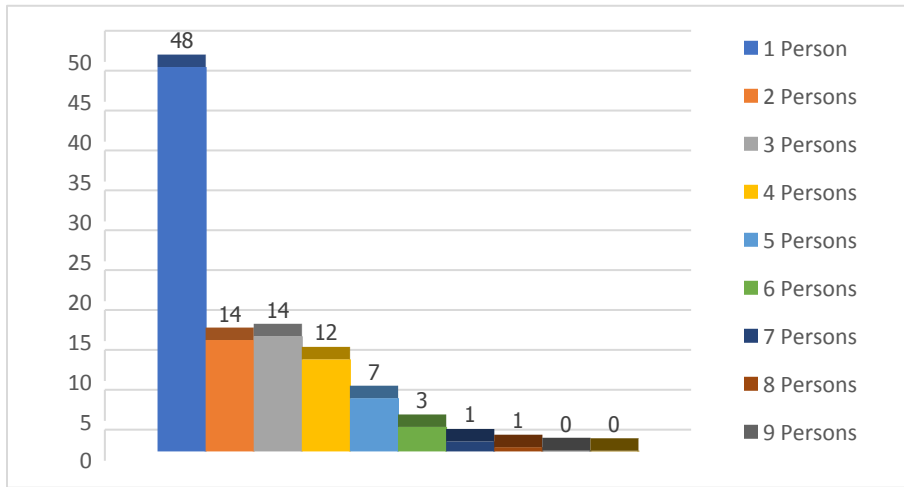
Total Household Members and Average Size

Total Number of Household Members	Average Household Size	Number of Households
43,928	2	18,802

Resident Characteristics Report

10/28/2021

Distribution by Number of Bedrooms as a % of 50058

0 Bedrooms	1 Bedrooms	2 Bedrooms	3 Bedrooms	4 Bedrooms	5+ Bedrooms
1	31	28	25	12	3
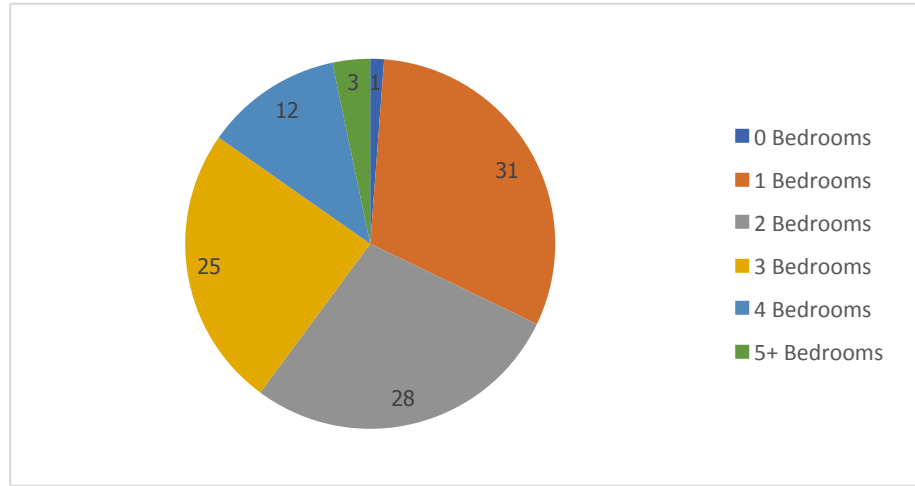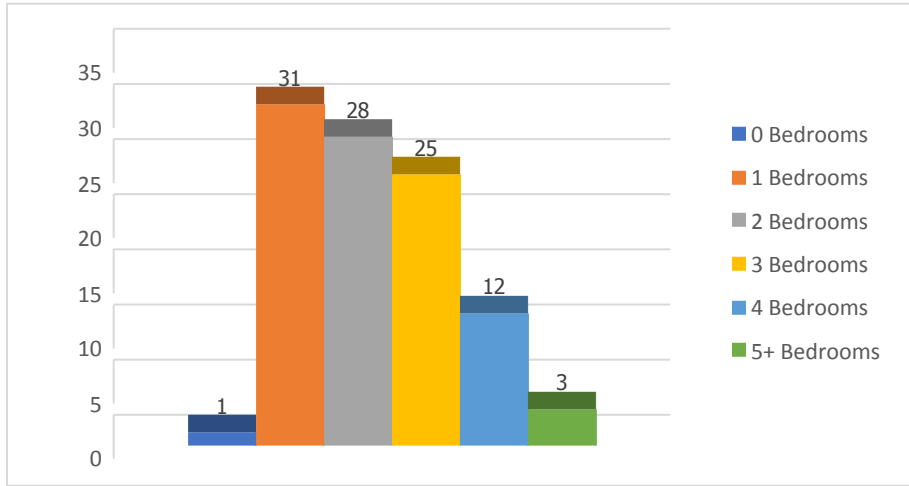
Distribution by Length of Stay as a % of 50058 (currently assisted families)

Less than 1 year		1+ to 2 years		2+ to 5 years		5+ to 10 years		10+ to 20 years		Over 20 years	
Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
3,395	18	624	3	3,004	16	4,442	24	4,605	24	2,732	15
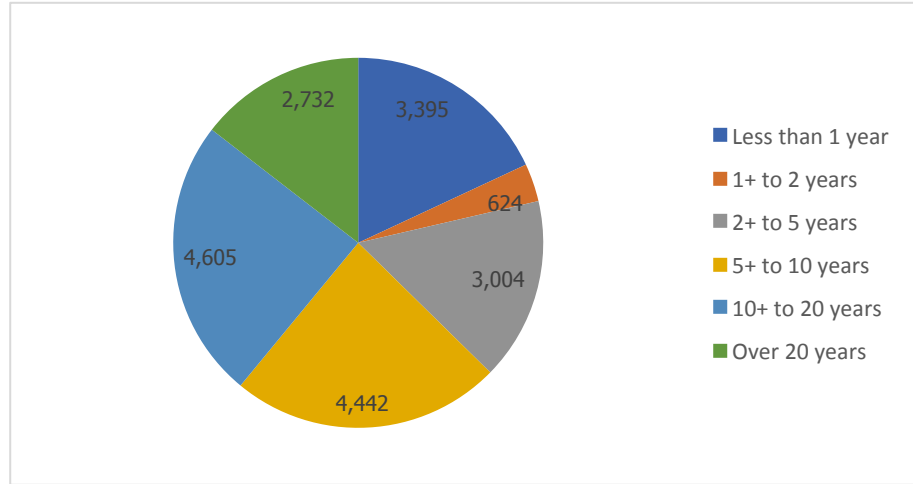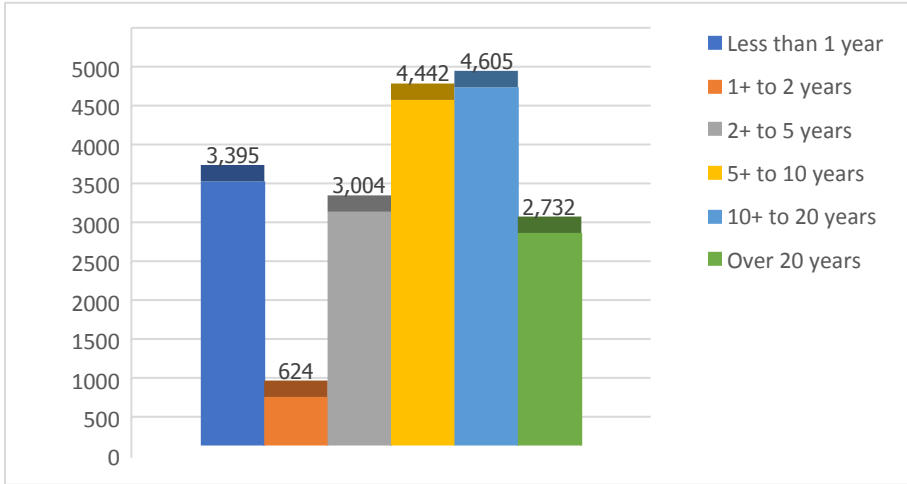
Program Type: Public Housing
Effective Dates Included: 06/01/2020 through 09/30/2021
Property: All Properties

Units Information

ACC Units	Family Report (50058) Required	Family Report (50058) Received
0	0	3,047
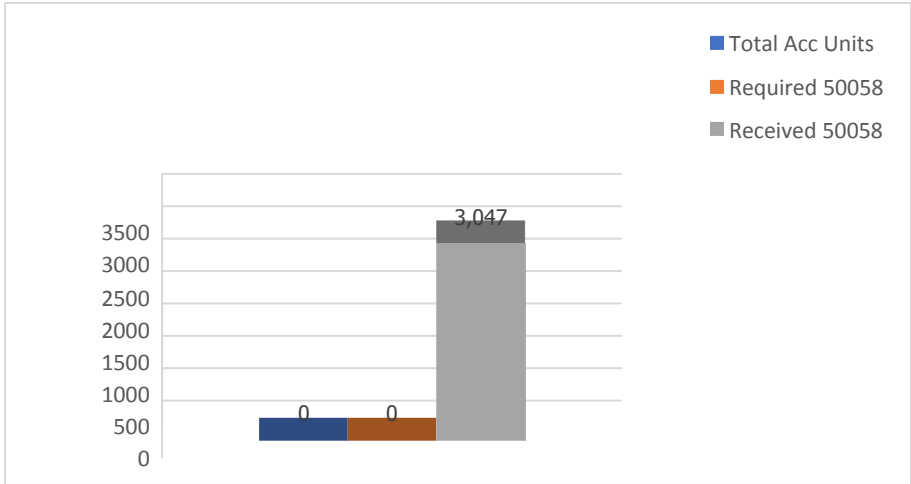
Distribution by Income. Average Annual as a % of 50058

Extremely Low Income, 0% - 30% of Median		Very Low Income, 31% - 50% of Median		Low Income, 51% - 80% of Median		Above Low Income 81% + of Median	
Count	Percent	Count	Percent	Count	Percent	Count	Percent
2,628	86	323	11	82	3	15	0
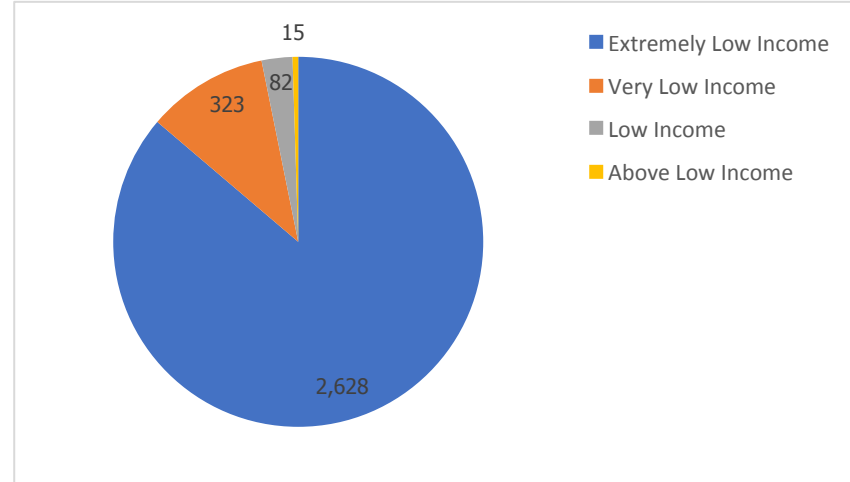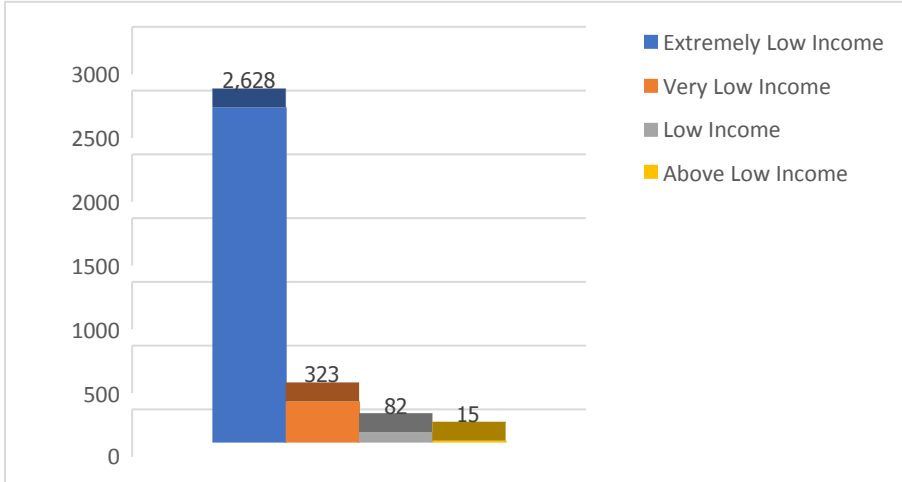
Average Annual Income ($)

Average Annual Income
12,345

Distribution by Income as a % of 50058

$0	$1 - $5000	$5001 - $10,000	$10,001 - $15,000	$15,001 - $20,000	$20,001 - $25,000	Above $25,000
5	20	33	16	9	5	12
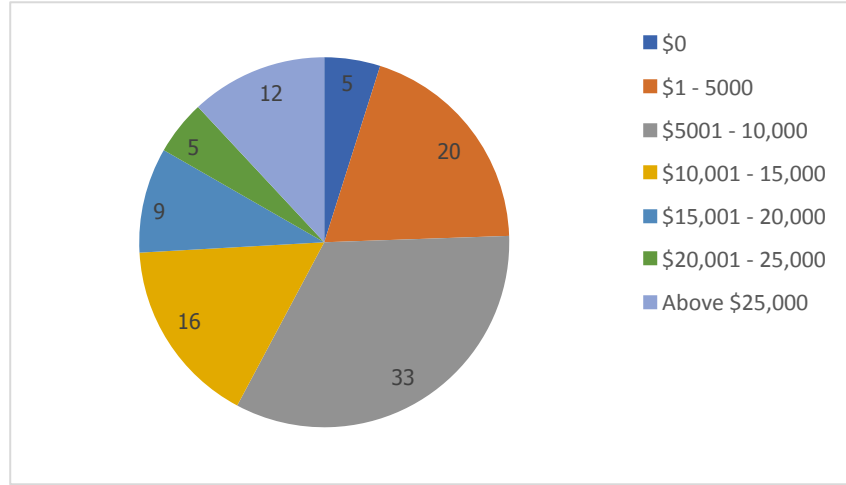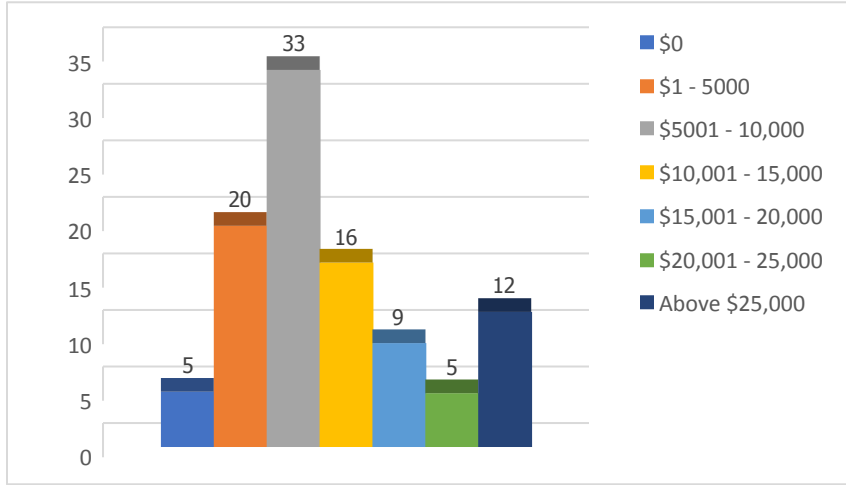
Distribution by Source of Income as a % of 50058 ** Some families have multiple sources of income **

With any Wages	With any Welfare	With any SSI/SS/Pension	With any other Income	With no Income
27	5	52	30	4
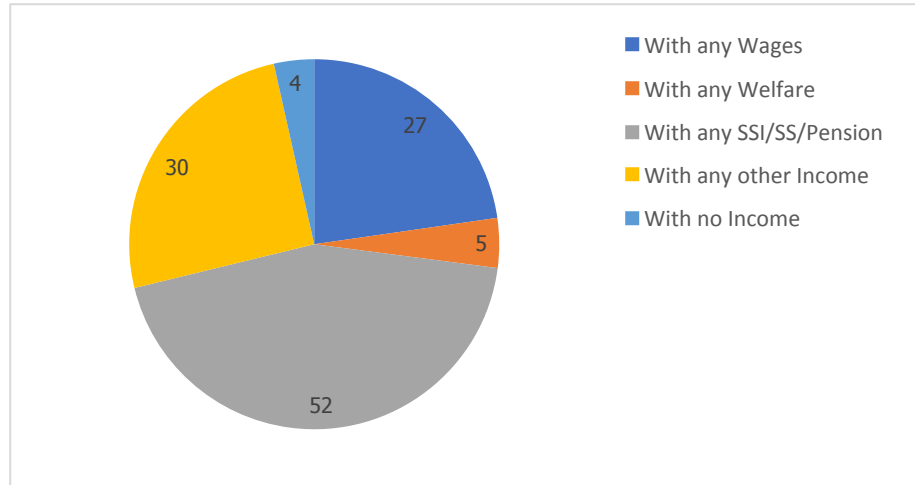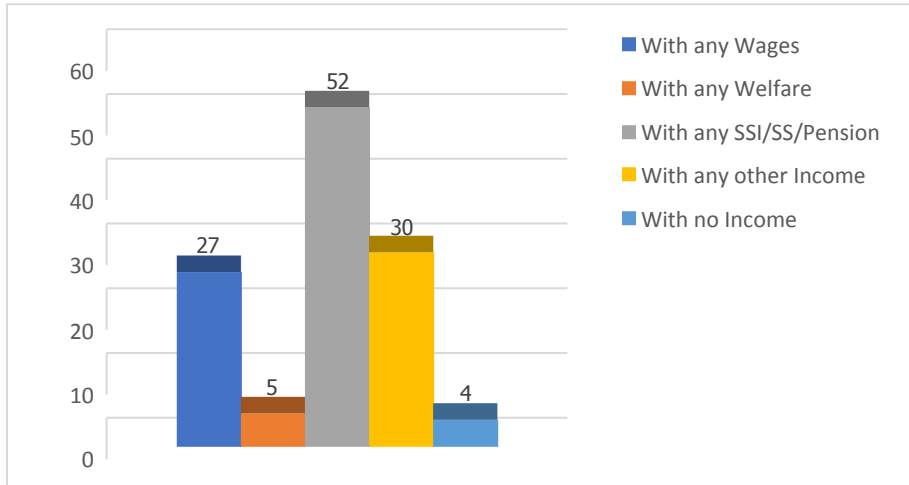
Distribution by Total Tenant Payment as a % of 50058

$0	$1 - $25	$26 - $50	$51 - $100	$101 - $200	$201 - $350	$351 - $500	$501 and Above
0	0	19	6	9	40	11	15
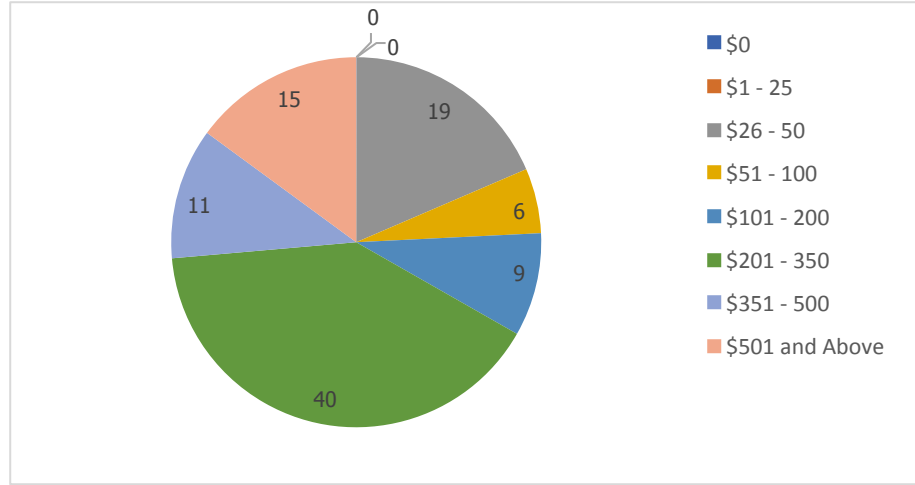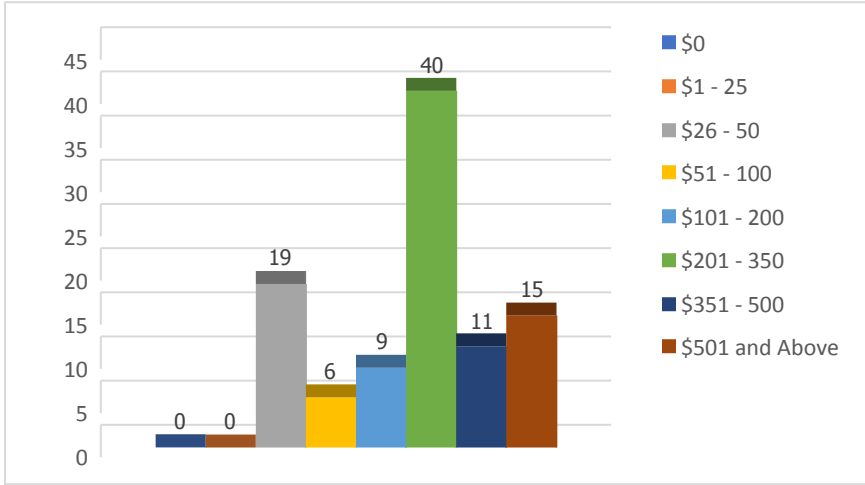
Average Monthly TTP ($)

Average Monthly TTP
292

Distribution of Family Type as a % of 50058

Elderly, No Children, Non-Disabled		Elderly, with Children, Non-Disabled		Non-Elderly, No Children, Non-Disabled		Non-Elderly, with Children, Non-Disabled		Elderly, No Children, Disabled		Elderly, with Children, Disabled		Non-Elderly, No Children, Disabled	
Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
115	4	6	0	381	13	1,255	41	474	16	17	1	628	21

Non-Elderly, with Children, Disabled		Female Head of Household, with Children	
Count	Percent	Count	Percent
182	6	1,392	46

Average TTP by Family Type ($)

| Elderly, No Children, Non-Disabled	Elderly, with Children, Non-Disabled	Non-Elderly, No Children, Non-Disabled	Non-Elderly, with Children, Non-Disabled	Elderly, No Children, Disabled	Elderly, with Children, Disabled	Non-Elderly, No Children, Disabled	Non-Elderly, with Children, Disabled	Female Head of Household, with Children
308	459	304	287	297	479	276	317	292

Distribution by Head of Household's Race as a % of 50058

| White Only	Black/African American Only	American Indian or Alaska Native Only	Asian Only	Native Hawaiian/ Other Pacific Islander Only	White, American Indian/ Alaska Native	White, Black/ African American	White, Asian	All Other Combina- tions
9	89	0	0	1	0	0	0	1
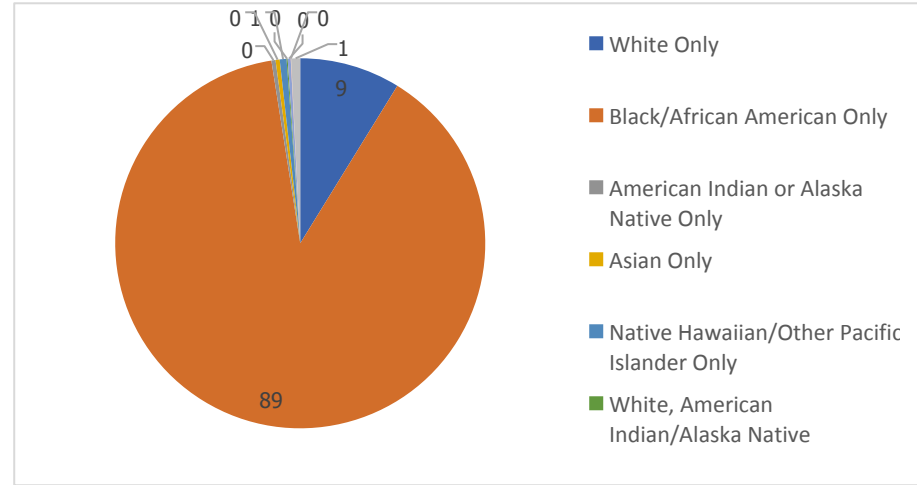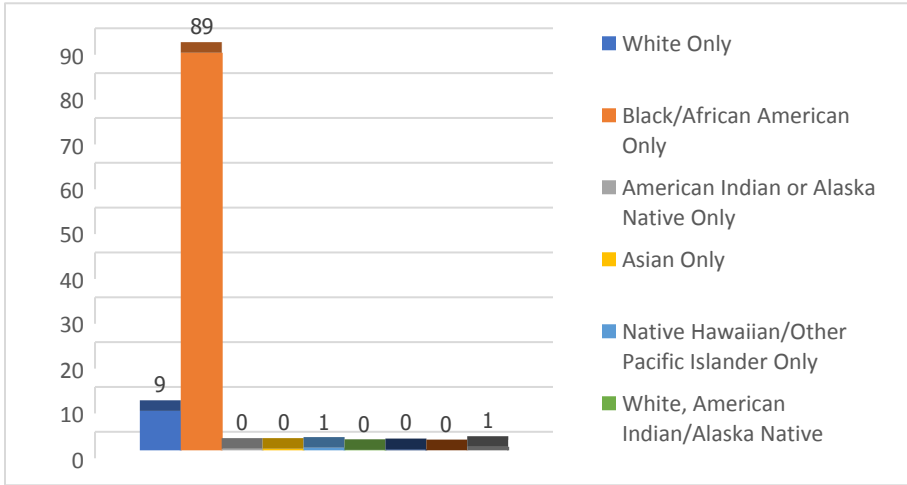
Distribution by Head of Household's Ethnicity as a % of 50058

| Hispanic or Latino	Not Hispanic or Latino
8	92
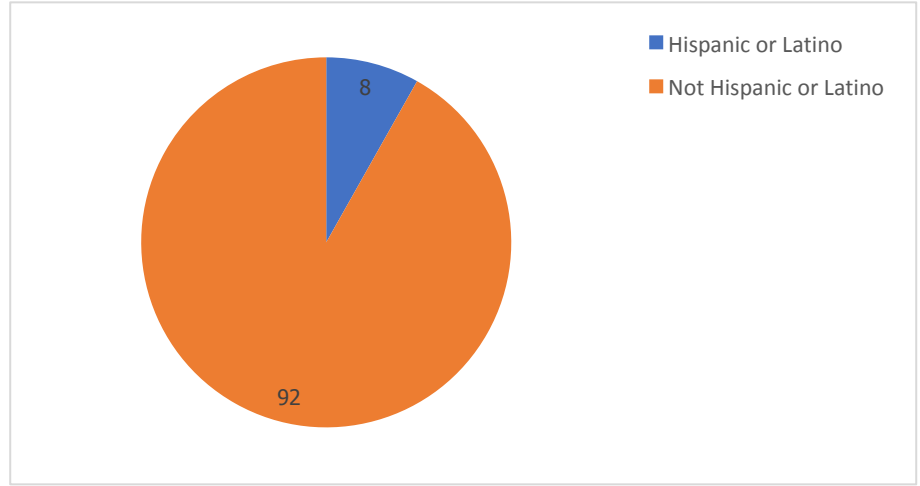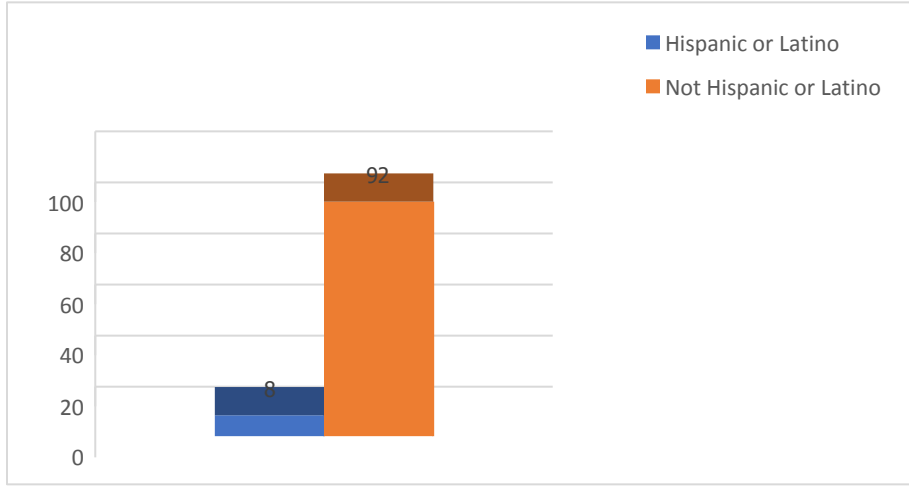
Distribution by Household Member's Age as a % of Total Household Members

0 - 5		6 - 17		18 - 50		51 - 61		62 - 82		83+	
Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
919	13	2,400	34	2,399	34	667	9	616	9	38	1
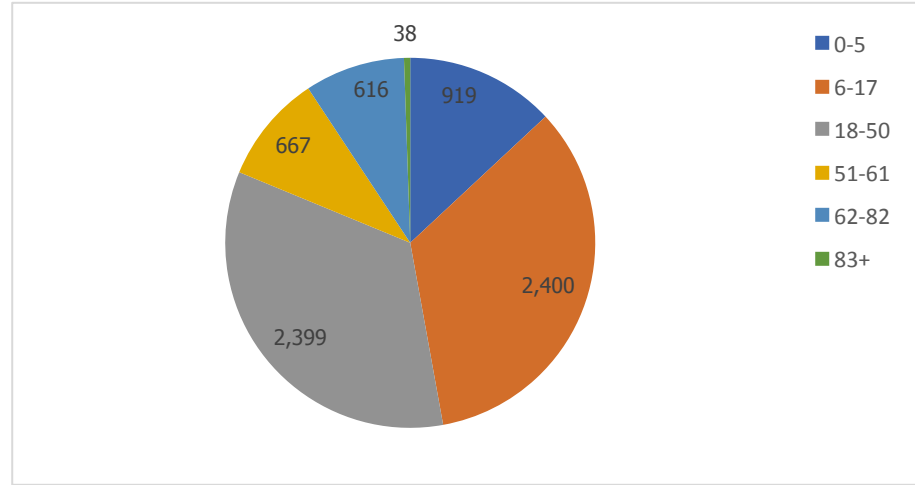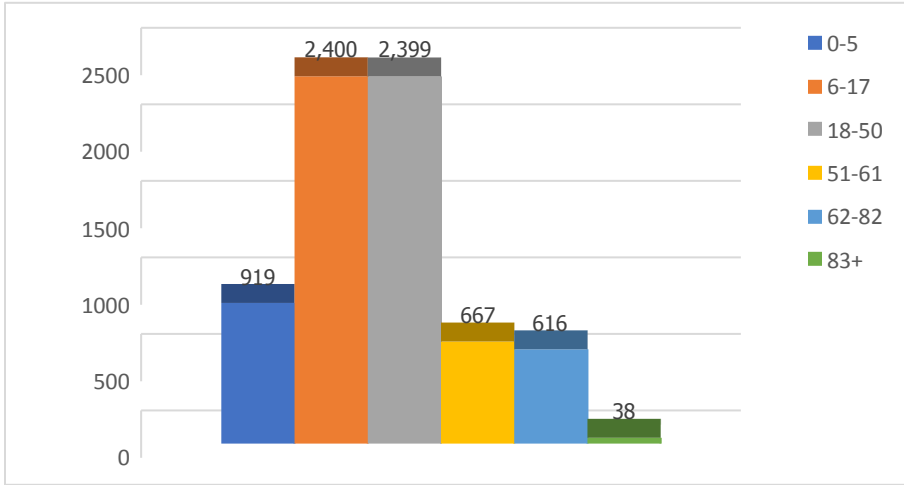
Distribution by Household Size as a % of 50058

| 1 Person	2 Persons	3 Persons	4 Persons	5 Persons	6 Persons	7 Persons	8 Persons	9 Persons	10+ Persons
43	20	17	11	6	2	1	0	0	0
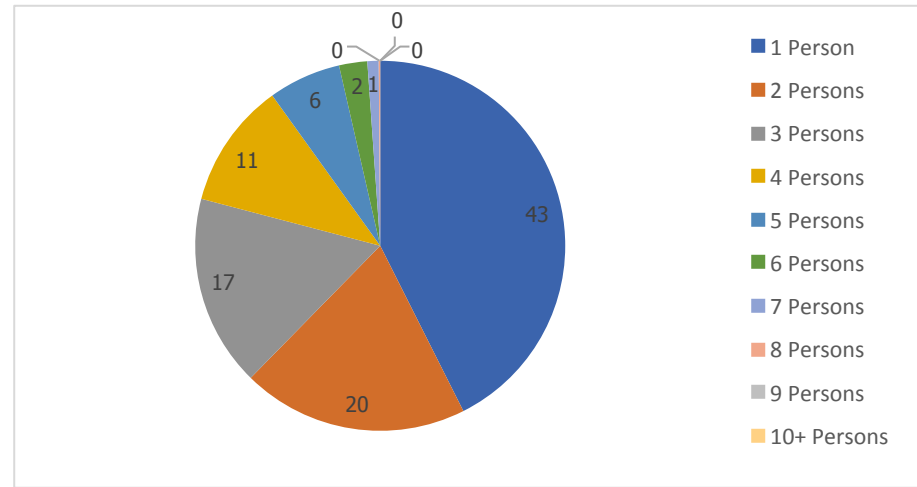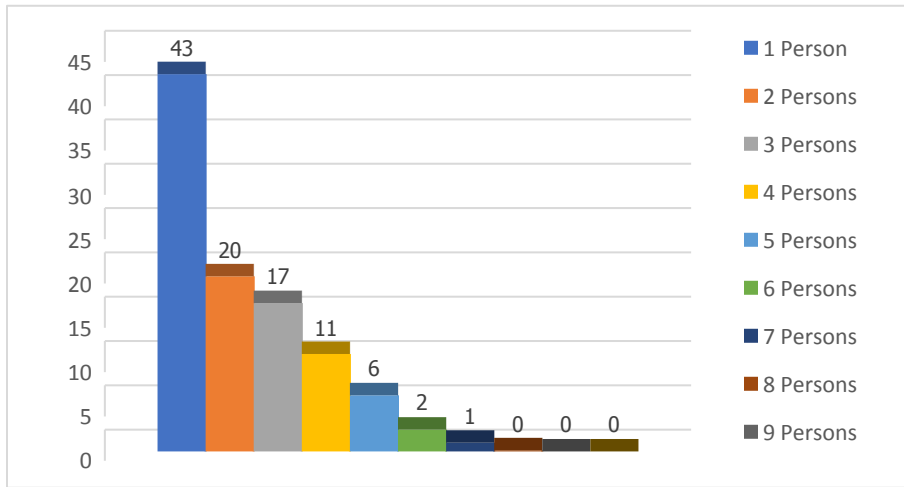
Total Household Members and Average Size

Total Number of Household Members	Average Household Size	Number of Households
7,039	2	3,047

Distribution by Number of Bedrooms as a % of 50058

0 Bedrooms	1 Bedrooms	2 Bedrooms	3 Bedrooms	4 Bedrooms	5+ Bedrooms
6	32	34	24	4	0
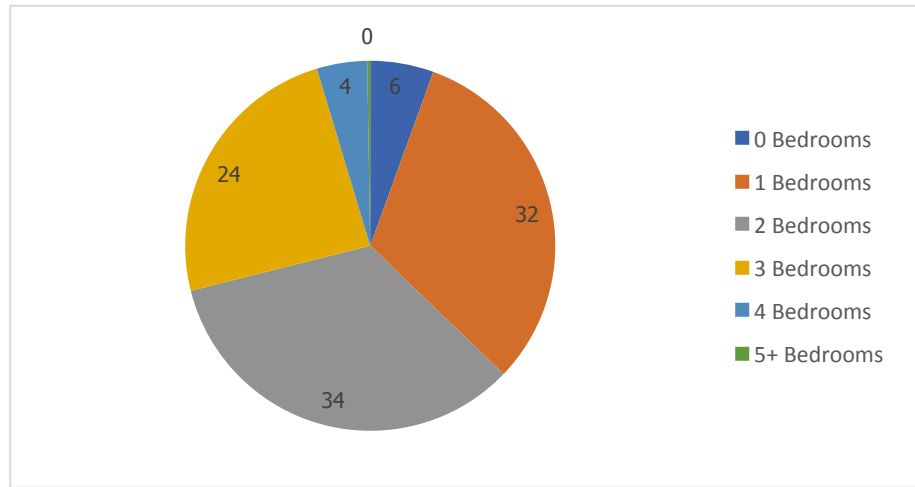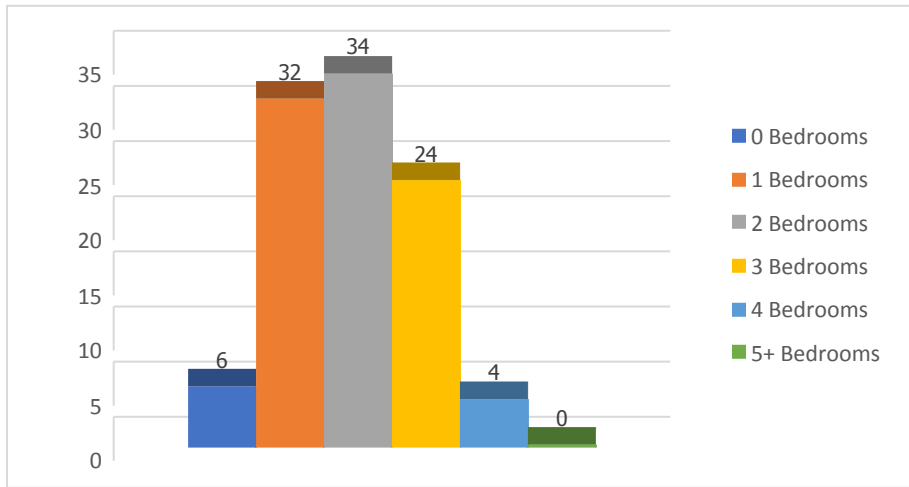
Distribution by Length of Stay as a % of 50058 (currently assisted families)

Less than 1 year		1+ to 2 years		2+ to 5 years		5+ to 10 years		10+ to 20 years		Over 20 years	
Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
230	8	298	10	829	27	722	24	720	24	248	8