

Memorandum



CITY OF DALLAS

DATE September 23, 2022

TO Honorable Members of the Housing & Homelessness Solutions Committee: Casey Thomas (Chair), Jesse Moreno (Vice-Chair), Carolyn King Arnold, Paula Blackmon, Cara Mendelsohn, Paul Ridley, Jaynie Schultz

SUBJECT **Office of Homeless Solutions Budget Listening Sessions Feedback**

The purpose of this memorandum is to provide the committee with answers to questions posed by the Citizens Homeless Commission (CHC), the Housing and Homeless Solutions Committee (HHS), and the Dallas Area Partnership (DAP) during the Budget Listening Sessions held to discuss proposed changes to the Office of Homeless Solutions (OHS) Four-Track Strategy, in June and July of 2022.

Questions and Answer:

- **Question: What is the status of Veteran resources?**
Answer: There is an array of veteran resources available through the local Continuum of Care (CoC), including housing vouchers specifically for veterans. Any veteran encountered within the CoC has several additional layers of support available to them via these resources.
- **Question: How much funding is needed to support the shelter need per the change to Track One?**
Answer: OHS proposes to fund shelter overflow through a Request for Proposal, utilizing existing funding of roughly \$1 million and will continue to work with the County to identify additional funding support, both now and for ongoing use. OHS will collect the data netted by this program and come back with an adjusted funding request as needed in the next budget cycle.
- **Question: Is expanding shelter capacity via hotels a viable option concerning occupancy rates?**
Answer: OHS confirmed that this is a currently successful model utilized by several shelter providers and does not anticipate a disruption in that process. Additionally, we expect this type of emergency mechanism to be used less frequently as additional affordable and supportive housing comes online.
- **Question: Will any locations in the Central Business District (CBD) be used for Temporary Inclement Weather Shelters (TIWS)?**

Answer: Outside of the Central Library, which OHS will use as TIWS overflow, there will not be any TIWS locations in the CBD and staff is currently negotiating a long-term solution to address the need for Inclement Weather Shelter with further information coming soon.

- Question: Do faith-based organizations need a permit to be a TIWS?**

Answer: Yes, all TIWS must have a current Certificate of Occupancy and fill out a TIWS application to show that the location may accommodate individuals in a sheltering capacity.

- Question: Please provide the City's contributions to all shelter providers. Including overall budgets and what percentage of that is the City's portion.**

Answer:

Shelter Partner	Funding source	FY22 Shelter Budget	FY22 City/County funding	City/County funding %
Bridge Step	City	\$14,340,781	\$3,443,847	24.01%
	Dallas County		\$1,000,000	6.97%
Austin Street Center	City	\$8,371,631	\$480,000	5.73%
Family Gateway	City	\$7,561,617	\$1,609,157	21.28%
Family Place	City	\$3,138,354	\$90,000	2.87%
Shared Housing	City	\$48,000	\$48,000	100.00%
The Salvation Army	City	\$10,081,743	\$175,000	1.74%

- Question: How does OHS keep its mission centered on the unsheltered population while supporting poverty driver removal without shifting too much focus to the drivers of poverty?**

Answer: Efforts to address these issues must be done in partnership with other City departments and partnering municipal and private bodies, who focus on those areas, to ensure that issues are addressed holistically, by all who are impacted. OHS currently meets with Housing and Neighborhood Stabilization (HOU), Office of Community Care (OCC), Code Compliance (CODE), Metro Dallas Homeless Alliance (MDHA), Dallas Housing Authority (HUD), and Dallas County around these issues and housing affordability to ensure that all efforts are working together in the most efficient manner possible.

- Question: The current wording on Track three (3) is too vague, what does "low barrier," mean?**

Answer: The low barrier approach, as part of the Housing First approach, encourages the removal of unnecessary barriers, that may reduce the program's effectiveness and goal of placing individuals in housing. It is not free of expectations and rules, and does utilize

background check as necessary, to ensure that program participants are in compliance with the requirements of their housing applications. It aims to house those with low to moderate barriers such as:

- No rental history
 - Poor rental history (i.e., prior evictions, rent/utility arrears)
 - Insufficient savings
 - Poor credit history
 - Sporadic employment history
 - No high school diploma/GED
 - Recent or current abuse and/or battering (client fleeing domestic violence housing situation)
 - Head of household under 18 years old
 - Large family (three or more children)
 - Criminal background (as applicable to unit standards)
- **Question: Can the lots on Haskell be used for tiny homes?**
Answer: In 2018, OHS evaluated the possible use of three City-owned vacant lots at 1805 N. Haskell Ave., 2009 N. Haskell Ave. and 2011 N. Haskell Ave. Two of the properties are 6,250 sq. ft. and one is 6,850 sq. ft. All three are zoned commercial. Due to the size of the property and need to provide parking, the sites were eliminated from consideration in favor of a larger space to accommodate more residents at one location.
 - **Question: Do other cities have city-led TIWS?**
Answer: TIWS are typically stood up by private non-profits, not cities.
 - **Question: What are OHS's internal measures that correspond with the Four-Track Strategy?**
Answer: OHS has standard performance measures and Racial Equity Measures which gauge our effectiveness year over year. These are broken out into two sections below:
 - OHS Racial Equity Plan Key Department Actions-
 - Progress Measures:
 - By December 2022 formalize a partnership between HOU, OCC, MDHA, and Dallas County to address permanent supportive housing for residents with no-to-low-income.
 - In partnership with the Office of Governmental Affairs (OGA) and the Office of Equity and Inclusion (OEI), recommend a source of income discrimination legislation by December 2023.
 - By July 2024, in partnership with HOU, OCC, MDHA, and Dallas County create a city-wide plan for permanent supportive housing for residents with no-to-low income.
 - Decrease the number of unsheltered single, Black men by 10% by 2025.
 - In partnership with HOU, OCC, MDHA, and Dallas County add an additional 248 units to the availability of permanent supportive housing stock by December 2027.
 - Decrease the average placement time from program enrollment to housing placement for single, Black Dallas R.E.A.L. Time Rapid Rehousing applicants from an average of 77 days to an average of 59 days by December 2027.

▪ FY22-23 Performance Measures

Description	FY 21-22 Target	FY 22-23 Proposed	FY 23-24 Planned
1. Percentage of service requests resolved within 21 days.	80.0%	85.0%	85.0%
2. Percentage of unduplicated persons placed in permanent housing who remain housed after six months.	85.0%	85.0%	85.0%
3. Percentage of persons exited to positive destinations through the Landlord Subsidized Leasing Program.	80.0%	80.0%	80.0%
4. Percentage of persons connected to services through street outreach.	85.0%	90.0%	90.0%
5. Percentage of beds utilized under the Pay-to-Stay program.	80.0%	80.0%	80.0%
6. Unduplicated number of homeless clients who have a mental illness or who might also have co-occurring substance use or primary care health issues to receive outreach/ engagement/ screening/ assessment/ triage services.	0	1,400	1,400

Upon reviewing the above questions and answers, your feedback on the proposed changes to the Four-Track Strategy, listed in the aforementioned Listening Session Feedback presentation (see attached), is requested. Upon receipt of this feedback, OHS will update the proposed changes to the Four-Track Strategy and share them with the Housing and Homelessness Solutions Committee. If the Committee recommends the changes for approval, they will be brought forward to City Council at a later date. In the meantime, should you have any questions or concerns please contact me.

Christine Crossley

Christine Crossley
Director, Office of Homeless Solutions

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager

Majed A. Al-Ghafry, Assistant City Manager
M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Robert Perez, Assistant City Manager
Carl Simpson, Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager

DATE

September 29, 2022

SUBJECT

Office of Homeless Solutions Budget Listening Sessions Feedback

Jon Fortune, Deputy City Manager

Directors and Assistant Directors

“Our Product is Service”

Empathy | Ethics | Excellence | Equity



City of Dallas

Office of Homeless Solutions FY 22-23 Budget Listening Session Feedback

Christine Crossley, Director
Office of Homeless Solutions
City of Dallas

Presentation Overview



- OHS Four-Track Strategy
- FY 22-23 OHS Listening Sessions
- Feedback Across Sessions
- Major Needs Identified
- Proposed Modifications - OHS Four-Track Strategy
- CHC Feedback
- HHS Feedback
- Next Steps



OHS Four-Track Strategy



- Developed in consultation with the Citizen Homelessness Commission and Dallas City Council
- Approved by the Dallas City Council on August 1, 2018
- Funding for new developments (Track 4) was intended for implementation of Proposition J of the 2017 bond program

TRACK 1 | INCREASE SHELTER CAPACITY

Expand capacity of existing providers through contracted pay-to-stay shelter beds

TRACK 2 | INCREMENT WEATHER SHELTERS

Allow private & faith-based organizations to provide shelter on days when the actual temperature is less than 36° (in winter months) or above 100° during the day with an evening temperature higher than 80 degrees (in summer months)

TRACK 3 | LANDLORD SUBSIDIZED LEASING PROGRAM

Provide security deposits, rent, utilities, and incentives to tenants as well as incentives and risk mitigation services to participating landlords

TRACK 4 | NEW DEVELOPMENTS

Funding for permanent supportive housing targeting chronic homeless; rapid rehousing addressing the elderly, disabled, families with children and young adults; Day Centers for seamless wrap-around services



FY 22-23 OHS Listening Sessions



Topics

- OHS Four-Track Strategy
- FY 21-22 OHS Budget Overview
- FY 21-22 OHS Listening Sessions
- Major Needs Identified FY 21-22
- OHS Four-Track Strategy Updates
- Vouchers and Point-In-Time Count Timeline 2016-2022
- Homeless Services Initiatives By City Council District

Listening Sessions

- June 9, 2022: Citizen Homelessness Commission
- June 13 – 30, 2022: Local Communities by City Council District
- June 29, 2022: Unsheltered individuals at The Bridge
- July 11, 2022: Homelessness Service Providers



Feedback Across Sessions



Track 1	Track 2	Track 3	Track 4
Increase shelter capacity through funding overflow shelter at hotels. This is an existing practice used by some shelters with private funding that needs more support.	Change phrasing from religious orgs and non-profits to "Allow entities with Ch 45 TIWS permit...as led by the City." to shift focus to match progress	Expand to encompass all Supportive Housing. Should be about deposits, fees, rent, incentives to landlords, and wrap around services	<ul style="list-style-type: none"> Expand to "Investments in Facilities that Combat Homelessness" More permanent supportive housing needed
Can more hygiene services be offered to those in encampments like: showers and permanent public restrooms?		Heavier focus on supportive services tied to a stable exit out of homelessness, i.e., increasing income for the individuals	More housing for people with pets and partners (not legally married)
Need for an LGBTQIA+ focused shelter		Ensure services are applicable to the overall goal and not just stabilizing, but lifting people out of poverty (at or below 30% AMI)	More housing for people with criminal backgrounds
		More housing location and transportation services	Tiny homes should be looked at by the City as a part of the overall solution



Major Needs Identified



Focused Expansion

- Services alleviating poverty
- Housing with financial supports and fewer barriers to entry
- **Services**
 - City-subsidized shelter overflow
 - Supportive services that lift people out of and move them beyond poverty
- **Housing**
 - Additional permanent supportive housing needed for the aging and chronically unsheltered population
 - Housing should be low barrier for people with criminal backgrounds
 - More couples housing for those not legally married



Proposed Modifications - OHS Four-Track Strategy



Current Four-Track Strategy

Track 1: Increase Shelter Capacity

- Expand capacity of existing providers through contracted pay-to-stay shelter beds

Track 2: Inclement Weather Shelters

- Allow private & faith-based organizations to provide shelter on days when the actual temperature is less than 36 degrees (in winter months) or above 100 degrees during the day with an evening temperature higher than 80 degrees (in summer months)

Track 3: Landlord Subsidized Leasing

- Provide security deposits, rent, utilities, and incentives to tenants as well as incentives and risk mitigation services to participating landlords

Track 4: New Developments, Prop J 2017 Bond

- Funding for permanent supportive housing targeting chronic homeless; rapid rehousing addressing the elderly, disabled, families with children and young adults; Day Centers for seamless wrap-around services

Proposed Four-Track Strategy

Track 1: Increase Shelter Capacity

- Expand capacity of existing providers through contracted **shelter overflow programs**

Track 2: Inclement Weather Shelters

- Allow **entities with Chapter 45 Temporary Inclement Weather Shelter permits** to provide shelter on days when the actual temperature is less than 36 degrees (in winter months) or above 100 degrees during the day with an evening temperature higher than 80 degrees (in summer months) **as led by the City**

Track 3: **Subsidized Supportive Housing**

- Provide security deposits, rent, utilities, incentives, **and supportive services to further the alleviation of poverty** to tenants as well as incentives and risk mitigation services to participating landlords

Track 4: **Investments in Facilities Combatting Homelessness**

- Funding for **low barrier housing types, to include permanent supportive housing**, targeting targeting chronic homelessness; rapid rehousing addressing the elderly, disabled, families with children and young adults; Day Centers for seamless wrap-around services



August 11, 2022: Citizen Homelessness Commission Feedback

What is the status of Veteran resources?

- OHS went over the array of veteran resources through the Continuum of Care, including housing vouchers

How much funding is needed to support the shelter need per the change to Track 1?

- OHS proposes to fund shelter overflow through an Request For Proposal, utilizing existing funding of roughly \$1 million. OHS will collect the data netted by this program and come back with an adjusted funding request as needed in the next budget cycle

Is expanding shelter capacity via hotels a viable option concerning occupancy rates?

- OHS confirmed that this is a currently successful model utilized by several shelter providers

What do providers need more of?

- Housing
- Resources for care managers to sustain relationships with unsheltered neighbors and landlords

Track 3's expanded scope is critical in terms of specifically calling out the needs it now highlights, especially concerning building relationships with landlords. Master leasing is also needed

Supports the explicit focus on the specific types of housing in Track 4

August 22, 2022: Housing and Homelessness Solutions Committee

Inclement Weather Shelter

- Will anything be in the CBD? Outside of the Central Library shelter, no
- Do faith-based organizations need a permit to be a temporary inclement weather shelter?

Emergency Shelter Overflow

- Please provide the City's contributions to all shelter providers, their overall budgets, and what percent of that the City's portion is
- The proposed \$1 million from OHS is not enough

How does OHS keep its eye on the unsheltered and support poverty driver removal without going too far afield of our mission statement?

- OHS acknowledges that homelessness cannot be sustainably addressed without focusing on the drivers of poverty which help to create it. This must be done in partnership with other City departments and partnering municipal and private bodies, who focus on those areas, to ensure that issues are addressed holistically, by all who are impacted

Track 3's expanded scope

- The current wording is too vague, IE. low barrier needs to be defined to ensure that people are going into the housing that is best suited to them
- Can the lots on Haskell be used for tiny homes?
- Recognizing that shelter is needed for those who are coupled but not traditionally married and for those who have pets is important

Next Steps



- ~~August 11, 2022: Citizen Homelessness Commission~~
- ~~August 22, 2022: City Council Housing and Homeless Solutions Committee~~
- ~~September 1, 2022: Dallas Area Partnership~~
- September 29, 2022: Memo on finalized changes to City Council Housing and Homeless Solutions Committee
- TBD: City Council vote on any proposed changes to the Four-Track Strategy





City of Dallas

Office of Homeless Solutions FY 22-23 Budget Listening Session Feedback

**Dallas Area Partnership
September 1, 2022**

Christine Crossley, Director
Office of Homeless Solutions
City of Dallas