

Bridge Steps Management Services Contract



City of Dallas

**Housing & Homelessness
Solutions Committee
September 22, 2020**

Kevin Oden, Interim Director
Office of Homeless Solutions
City of Dallas

Presentation Overview



- Purpose
- Background/History
- Contract Compliance
- Proposed Action
- Staff Recommendation
- Next Steps



Purpose



- Provide overview of September 23rd agenda items related to the Bridge Management Services Contract
- Agenda Items Include:
 - Extend the Amended Management Services Contract for one year from October 1, 2020 to September 30, 2021 with up to one year extension option, to competitively bid services
 - Providing funding for FY21 in the amount of \$4,443,847 (offset by \$1,000,000 in County revenue)
 - Providing funding for FY21 in the amount of \$219,000 for up to 50 pay-to-stay shelter beds for up to 90 days
 - Providing funding for FY21 in the amount of \$792,800 in State Funds
 - Interlocal Agreement with Dallas County to accept \$1,000,000 in revenue for homeless services at The Bridge



Background/History



- In 2008, the City of Dallas used 2005 Homeless Assistance Bond funds to build the Bridge Homeless Assistance Center located at 1818 Corsicana.
- The Bridge opened on May 20, 2008 – to provide a centralized entry point for homeless persons to access multiple services at one location.
- The City owns the facility, but contracts with Bridge Steps (private non-profit organization) to operate and provide on-site services and programming at the facility, under a Management Services Contract.



Background/History



- Since December 2007, the MSC has been amended each year to include annual funding by the City and County.
- Last year (FY19), MSC was amended for 1-year:
 - Consistent with the original intent of The Bridge as a low-barrier, housing-focused shelter
 - Continued compliance with Good Neighbor Agreement
 - Continued Homeless Management Information System (HMIS) Participation
 - Financials and Internal Controls



Contract Compliance



- Financial Expectations:

- Fundraising/Sustainability: Bridge Steps continues to move toward sustainability through private philanthropic funding and reduce the percentage of the annual operating budget funded under the MSC. Total MSC funds contributed by the City to Bridge Steps will not exceed the following percentages:
 - FY20 – MSC Funds equaled 55% of *The Bridge* annual budget
 - FY21 – MSC Funds will not exceed 44% of *The Bridge* annual budget
 - Bridge Steps *Projected* FY21 Budget: \$10,023,859
 - Total City MSC Contributions: \$4,455,657



Contract Compliance



- Financial Expectations:
 - Financial Management:
 - Bridge Steps:
 - Submitted a proposed annual comprehensive plan for operations, including an annual operating budget, staffing plan, and fundraising plan by February 2
 - Continued steps to mitigate the risk of financial loss by monitoring credit worthiness of banking institutions where funds are deposited
 - Submitted copies of bank statements for all accounts related to *The Bridge*
 - Maintains a minimum cash reserve in a separate account, equal to the lesser of 2 months expenses or \$1,500,000



Contract Compliance



- Service and Data Expectations:
 - Best Practices: Bridge Steps continues to follow best practices for emergency shelters, including shelter first/housing first approach; immediate and low barrier access; safe and appropriate diversion; housing-focused, rapid exit services; client-centered care, and using data to measure performance.
 - HMIS: Bridge Steps participates in the local HMIS system. Bridge Steps provides monthly reports from the HMIS system to document and notes any discrepancies in the HMIS data compared to Bridge Steps internal systems and efforts to resolve those discrepancies with the HMIS lead agency (MDHA).



Contract Compliance



- Good Neighbor Expectations:
 - Good Neighbor Commitment:
 - Operates *The Bridge* in a manner that is respectful of its neighbors and surrounding community and uses its best efforts to abate quality of life nuisances.
 - Acknowledges the importance of establishing and maintaining positive relationships with neighbors and preserving safety and well-being of all in the neighborhood.
 - Expects its staff and guests to show respect for their neighbors by obeying all laws and community standards.
 - Responds quickly to any questions or concerns from neighbors and provide contact information whenever requested.



Contract Compliance



- Good Neighbor Expectations:
 - Good Neighbor Agreements:
 - Bridge Steps continues to engage neighborhood bodies representing The Cedars, Farmers Market, and Central Business District
 - Coordinates Monthly Inter-Departmental *Good Neighbor* Meetings
 - Responsive to Resident Concerns



Contract Compliance



- Performance Measures & Outcomes:
 - Bridge Steps reports monthly on progress toward meeting MSC performance and outcome goals (YTD through August 31st, 2020):
 - Overall Unduplicated Persons Served: 6720 persons (4342 persons YTD)
 - Housing Attainment Services: 1450 persons (1686 persons YTD)
 - Unduplicated Persons in Day Services: 6720 persons (4342 persons YTD)
 - Unduplicated Persons in Night Shelter: 2100 persons (1405 persons YTD)
 - Permanent Housing Placements: 365 persons (319 persons YTD)
 - Night Services – Returns to Homelessness within 6 months: 20% reduction (26 of 173 persons placed in housing returned to homelessness in 6 months YTD)
 - Neighborhood Coordination
 - Bridge averages 1047 engagements monthly (pre-COVID) within our neighborhood boundary with 84.5% of those being connected to The Bridge for services. Post COVID our engagements monthly have averaged 407, with predominant redirections to convention center or newly established Welcome Center.



Staff Recommendation



- Extend the Amended Management Services Contract for one year from October 1, 2020 to September 30, 2021 with up to one year extension option, to competitively bid services
 - Providing funding for FY21 in the amount of \$4,443,847 (offset by \$1,000,000 in County revenue)
 - Providing funding for FY21 in the amount of \$219,000 for up to 50 pay-to-stay shelter beds for up to 90 days
 - Authorize funding for FY21 in the amount of \$792,800 in State Funds
- Authorize Interlocal Agreement with Dallas County to accept \$1,000,000 in revenue for homeless services at The Bridge



Next Steps



- In FY21, Staff will:
 - Work with Procurement and City Attorney's to competitively procure long term MSC at *The Bridge*
 - Engage the Public and Community to receive feedback on requirements for Request for Proposals
 - Brief Citizens Homeless Commission on process and use regular feedback in development of the Request for Proposals
 - Provide regular updates and briefing to the HHSC committee on process





Discussion



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APPENDIX



Updates & Highlights



- Dallas Foundation Competitive Funding Deliverables
 - Care Management Evaluation
 - Leadership Training and Organizational Theory of Change Modeling
- Campus *Welcome Center* Men's and Women's Restroom Renovation Completion
- Competitive Resource Development Department Personnel Acquisitions (3)
- Initiation of Pilot Racial Equity Training For All Employees: Racial Equity and Homelessness
 - Facilitated by DTRHT and with support from MDHA
- Street Feeding
 - Regular community meeting involving DPD and Code Enforcement
 - Engaging residents from The Cedars and Farmers Market to facilitate feeder group engagements and on-campus distribution



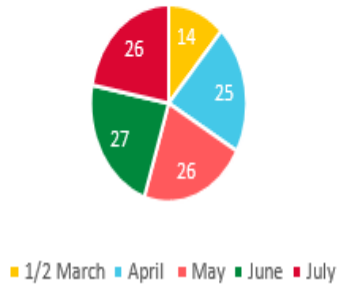
Service Delivery Metrics



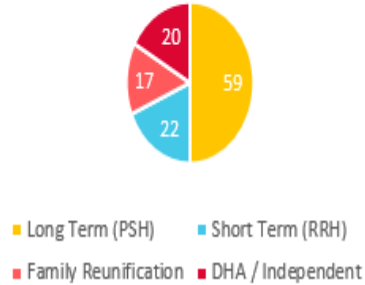
Housing:

- 118 permanently housed through care management efforts throughout the pandemic months.

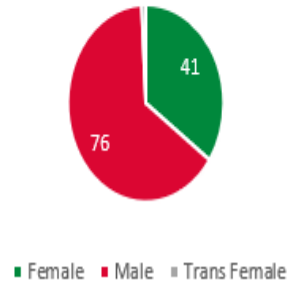
Housing Placement (March 16th through July 31st)



Housing Placement by Program Type



Housing Placement by Gender



Outputs in July

- There were 1,192 unique care management sessions with an average of 4 care management sessions per Guest.
- 95% of all Guests receiving shelter were also connected or reconnected to a care manager that same month.

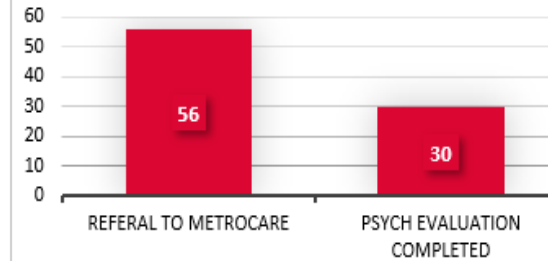
General

- Bridge continues to work with The City to ensure safe referrals to remain at full, COVID allowed, capacity and a 100% Guest COVID-free environment. Current overnight capacity is 247. 82% of pre-COVID overnight capacity.

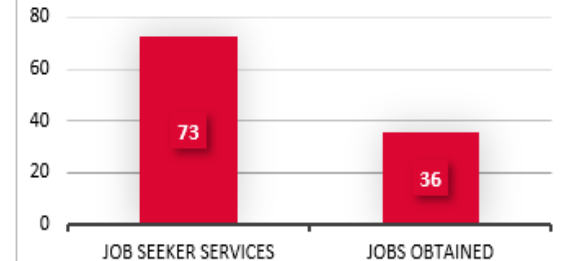
Mental Health and Employment:

- 56 brand new referrals to mental health connections were made, resulting in 30 new patient connections to MetroCare on-site at The Bridge. This is a 54% follow through rate of referrals to mental health care.
- 49% of those seeking job assistance reported obtaining employment.

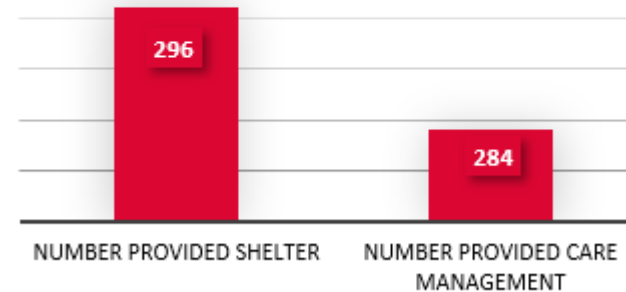
New Mental Health Screenings and Care Connections



Job Connectivity at The Bridge Since Pandemic Started



95% Receiving Night Shelter in July were Assisted by Care Management



Fundraising Data



Citizens' Homelessness Commission Data Request Bridge Steps Selected Revenues Fiscal Years FY17 - FY20 YTD

	FY20 Budget	Awarded during FY20 - July YTD	FY19	FY18	FY17
Revenue					
Public Funds Awarded (Competitively bid)					
TDSHS - HCC	\$504,201	\$1,250,201	\$504,201	\$504,201	\$1,436,401
ESG (COD-Shelter)	\$328,700	\$340,780	\$126,565	\$117,591	\$378,279
ESG (COD-Capital)	\$0	\$0	\$30,000	\$0	\$0
ESG (COD-RRH)	\$0	\$0	\$130,684	\$0	\$0
ESG (TDHCA)	\$329,000	\$329,000	\$19,535	\$199,499	\$53,536
CoC	\$0	\$450,970	\$0	\$0	\$0
FEMA	\$0	\$0	\$55,000	\$35,660	\$0
Total Public - Competitively Bid Awards	\$1,161,901	\$2,370,951	\$865,985	\$856,951	\$1,868,216
Private Fund Raising					
Foundations	\$1,188,880	\$1,059,460	\$1,067,752	\$664,199	\$1,561,864
Corporations & Organizations	\$400,000	\$112,830	\$120,727	\$94,565	\$287,083
Individuals & Small Businesses	\$326,902	\$195,491	\$201,448	\$216,929	\$202,663
Special Events	\$410,000	\$3,125	\$256,982	\$1,019,158	\$0
Private In Kind	\$0	\$108,738	\$75,964	\$153,344	\$103,730
Total Private Fund Raising	\$2,325,782	\$1,479,644	\$1,722,873	\$2,148,195	\$2,155,340
Total Competitively Awards and Private Funds	\$3,487,683	\$3,850,595	\$2,588,858	\$3,005,146	\$4,023,556

David Woody III
President & CEO

Vickie McDaniel
Accounting Ofc.

Sep-20

