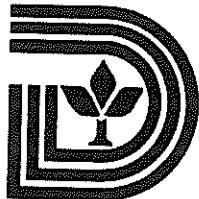


# Memorandum



CITY OF DALLAS

DATE January 23, 2009

TO Members of the Quality of Life Committee: Pauline Medrano, Chair; Vonciel Jones Hill, Vice Chair; Carolyn R. Davis; Angela Hunt; Sheffie Kadane, David A. Neumann; and Steve Salazar

SUBJECT Update of the Bridge

The Environmental and Health Services Department and Metro Dallas Homeless Alliance (MDHA) will be providing an Update of the Bridge at your meeting on Monday, January 26, 2009.

Please contact me if you have questions or need additional information.

A handwritten signature of Forest E. Turner.

Forest E. Turner  
Interim Assistant City Manager

## Attachments

c: Honorable Mayor and Members of the City Council  
Mary K. Suhm, City Manager  
Deborah Watkins, City Secretary  
Thomas P. Perkins, Jr., City Attorney  
Craig D. Kinton, City Auditor  
Judge C. Victor Lander, Judiciary  
Ryan S. Evans, First Assistant City Manager  
Ramon F. Miguez, PE, Assistant City Manager  
Jill A. Jordan, PE, Assistant City Manager  
A.C. Gonzalez, Assistant City Manager  
David K. Cook, Chief Financial Officer  
Helena Stevens-Thompson, Assistant to the City Manager

# An Update of the Bridge

Presented to the Neighborhood Quality of Life  
Committee

January 26, 2009



# Contents

- Background
- Purpose and Goals of the Bridge
- Comparison of Goals and Accomplishments
- Success Stories
- Challenges and Resolutions
- Budget Information
- Next Steps

# Background

- 2004 Dallas Ten Year Plan to End Homelessness Passed by Dallas City Council
  - Plan recommended creation of a 24 hour assistance center
  - Recommended a Homeless Czar convene a diverse group to study the needs of the homeless

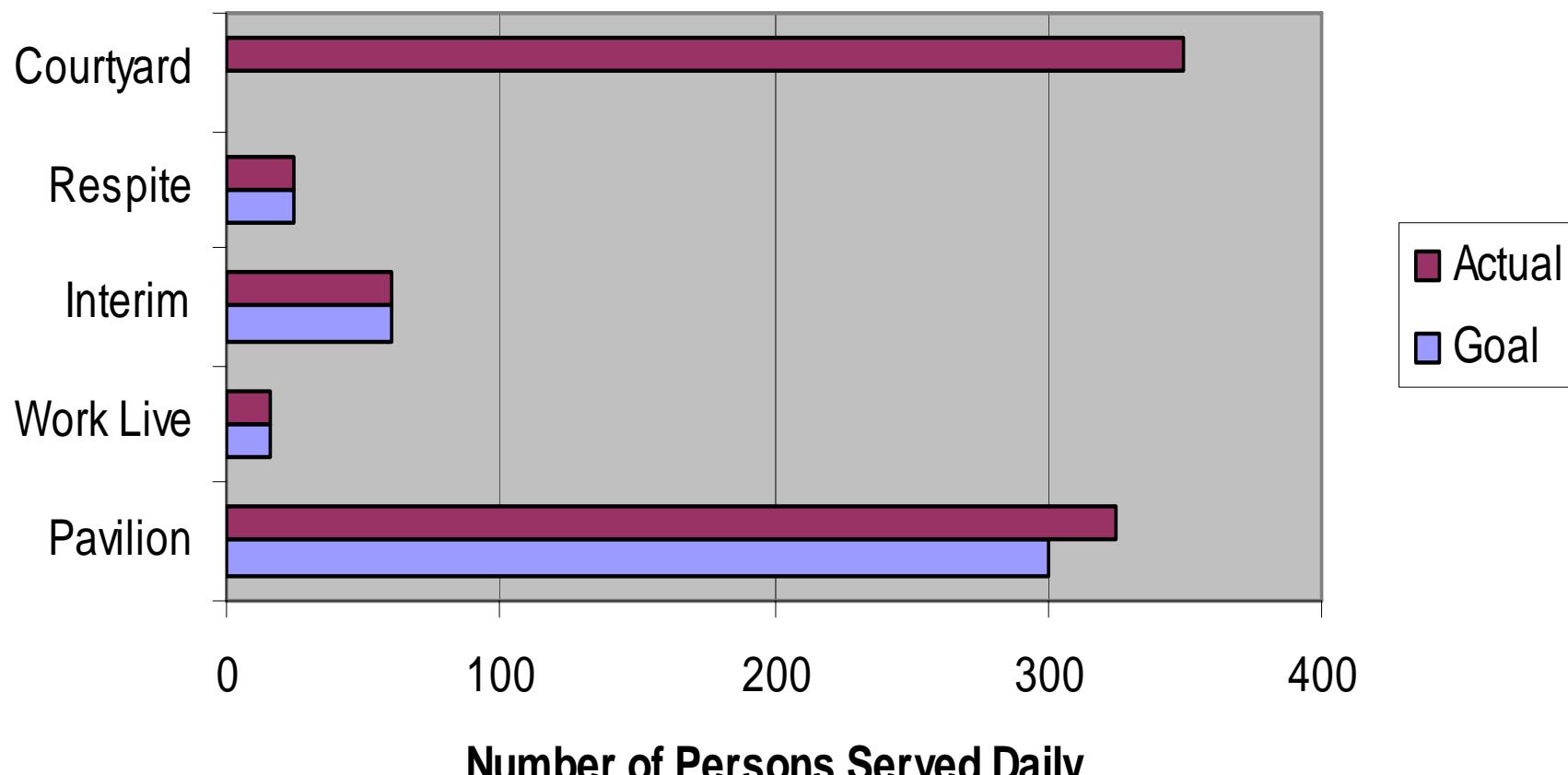
# Background

- In 2004 and 2005 Citizens approved \$27.8 million in bond funds to design, build the homeless center, and create new permanent supportive housing for the homeless
  - \$ 24.3 million to acquire land, design and build the facility
  - \$ 2.5 million for permanent supportive housing
- 2008 City Council contracted with the Metro Dallas Homeless Alliance (MDHA)to operate the facility based on the MDHA commitment to raise substantial operational funds for the center
  - The contract called for a maximum payment to MDHA of the lesser of 70% of the operating cost or \$3.5 million
    - for an initial 8 year period with 2 five year renewal options

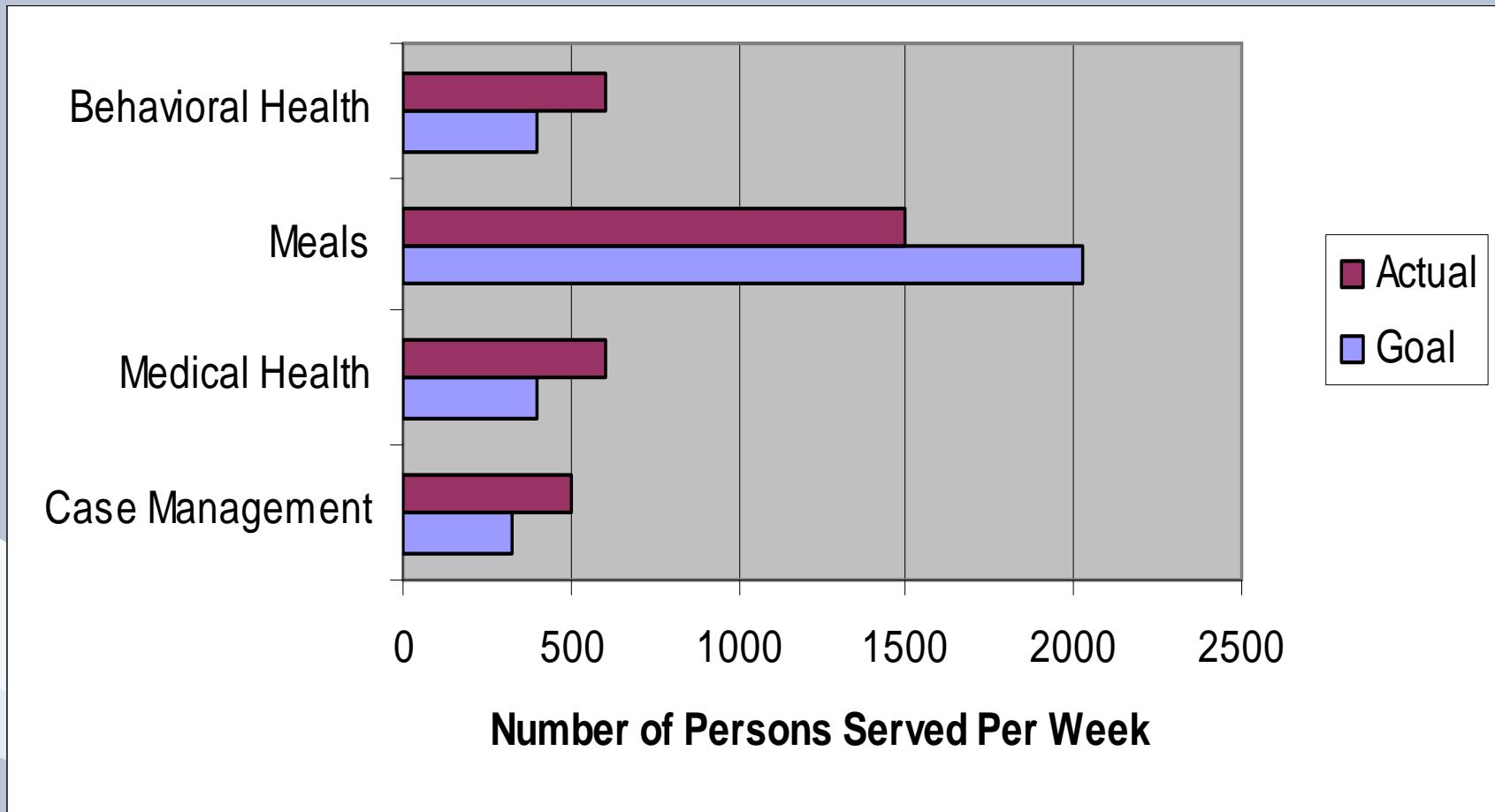
# Purpose and Goals

- Highly effective central entry point for services to the homeless and chronically homeless
- Provide basic needs and comprehensive social services
  - Restrooms
  - Laundry
  - Case Management
  - Meals
  - Interim Housing and Medical Care
- Move large numbers of people from the streets

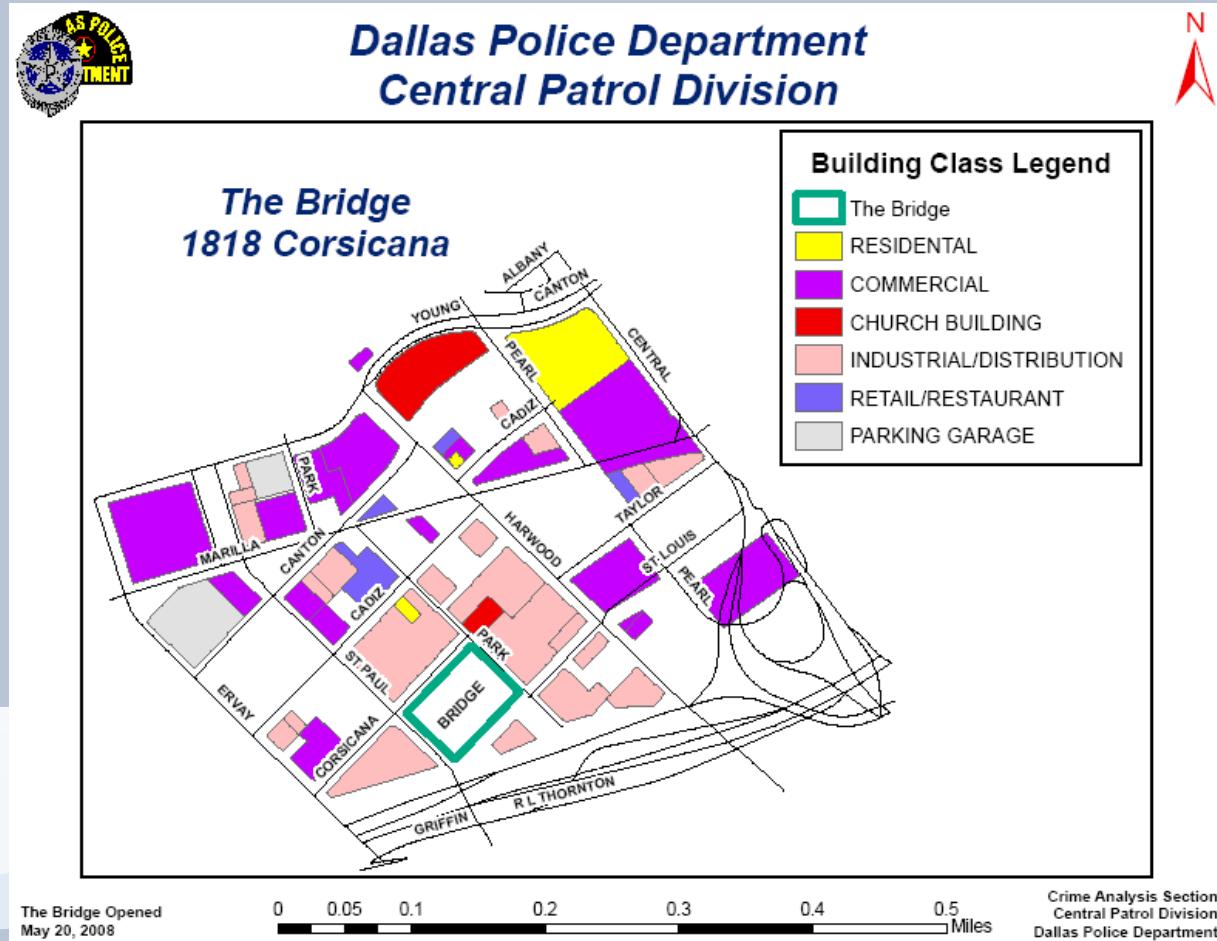
# Projected Housing Use Compared to Actual Use



# Projected Services Compared to Actual Services



# Bridge Geographical Area



# **Police Stats (Bridge Geographic Area)- Comparison Part I Offenses**

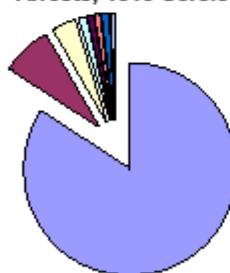
- Reported crime decreased in areas below:
  - Business Robbery
  - Business Burglary
  - BMV & Accessory Theft
  - UUMV
- Reported crime increased in areas below:
  - Individual Robbery
  - Aggravated Assault
  - Other Theft

**Central Patrol Division**  
**Arrests and 911 Calls Associated with The Bridge**  
**Opening (May 20, 2008) to November 17, 2008**

Arrests		911 Calls - Synopsis of Top 10 Call Categories						
Within 100 Feet of The Bridge		Addressed at 1818 Corsicana			Addressed at 1818 Corsicana			
Location	Total	1818 Corsicana	Total	% of Grand Total	Problem	Total	% of Top 10 Calls Total	% of Grand Total, All Bridge Calls
01818 CORSICANAST	107	90	84%		8X - Major Dist (Violence)	221	48%	42%
01800 CORSICANAST	27	8	7%		40 - Other	67	15%	13%
01900 ST LOUIS ST	8	4	4%		46 - CIT	42	9%	8%
01000 PARK AVE	4	1	1%		09 - Theft	31	7%	6%
01000 ST PAUL ST	2	1	1%		34 - Suicide	23	5%	4%
01800 ST LOUIS ST	2	1	1%		08 - Intoxicated Person	20	4%	4%
01815 CORSICANAST	1	1	1%		40/01 - Other	20	4%	4%
CORSICANA & PARK	1	1	1%		16 - Injured Person	14	3%	3%
<b>Grand Total:</b>	<b>152</b>	<b>107</b>			8XA - Major Dist Ambulance	11	2%	2%
<b>Of All Arrests Made Within 100 Feet of The Bridge, 107 (70%) Were Addressed at the Bridge</b>		<b>Of the 532 Total 911 Calls Received from the Bridge, 107 (20%) Resulted in an Arrest</b>			46A - CIT w/Ambulance	9	2%	2%
					<b>Total, Top 10 Calls:</b>	<b>458</b>		<b>86%</b>
					<b>Grand Total, All Bridge Calls:</b>	<b>532</b>		

**Arrests, 1818 Corsicana**



Public Intox	Assault	Others	Agg. Assault
Warrants	DWI	Narcotics	Vandalism

**Top 10 911 Calls, 1818 Corsicana**



8X - Major Dist (Violence)	40 - Other
46 - CIT	09 - Theft
34 - Suicide	08 - Intoxicated Person
40/01 - Other	16 - Injured Person
8XA - Major Dist Ambulance	46A - CIT w/Ambulance

# Successes

- How many persons have found permanent employment?
  - 476 People Placed in Permanent Employment
    - Customers are in care management for six months to help them retain their jobs
- How many people have secured permanent housing?
  - 216 Persons placed in permanent housing
    - 20 elderly homeless included in housing placement

# Seniors Move to Permanent Supportive Housing

- MDHA Care Managers arranged for 20 homeless senior citizens to receive permanent supportive housing at the Mountain Valley Apartments.



# Seniors Move to Permanent Supportive Housing



- The Furniture Bank allowed the guests to come and pick out their furnishings.
- The Senior Source is donating foods for their pantries.
- The Ladies' of Charity supplied each of the guest with kitchen supplies, to include plates, glasses, utensils, etc. They also donated fresh foods for their refrigerators.
- Wrap around services have been carefully planned for each of these guests who will be in close contact with their Care Managers for the next six months, to include home visits.

# Challenges and Resolutions

- Unplanned courtyard sleeping has resulted in:
  - Diminished resources
  - Higher costs of security
  - Caused unmanageable caseloads
- MDHA and the City have partnered with Union Gospel Mission, Dallas Life, and the Salvation Army to move homeless to those facilities effective December 1, 2008.
  - 350 People moved to alternative shelters for overnight sleeping.
  - No sleeping in courtyard effective December 1

# Challenges and Resolutions

- Lack of storage space for clients has resulted in the disposal of personal property of some guests
  - Customers have complained that their medications and other items are often thrown away and they are unable to retrieve them
- MDHA has posted signs that unattended bags will be disposed of with no notice. However, MDHA has agreed to check the bags for medication and other personal items such as identification prior to elimination.

# Facility Challenges

- Actual operations versus planned/ programmed use
- Functionality concerns
- Contractor involved solutions
- Ongoing maintenance and maintenance training

# Comparison of Budgets for 2007 / 2008 and 2008/2009

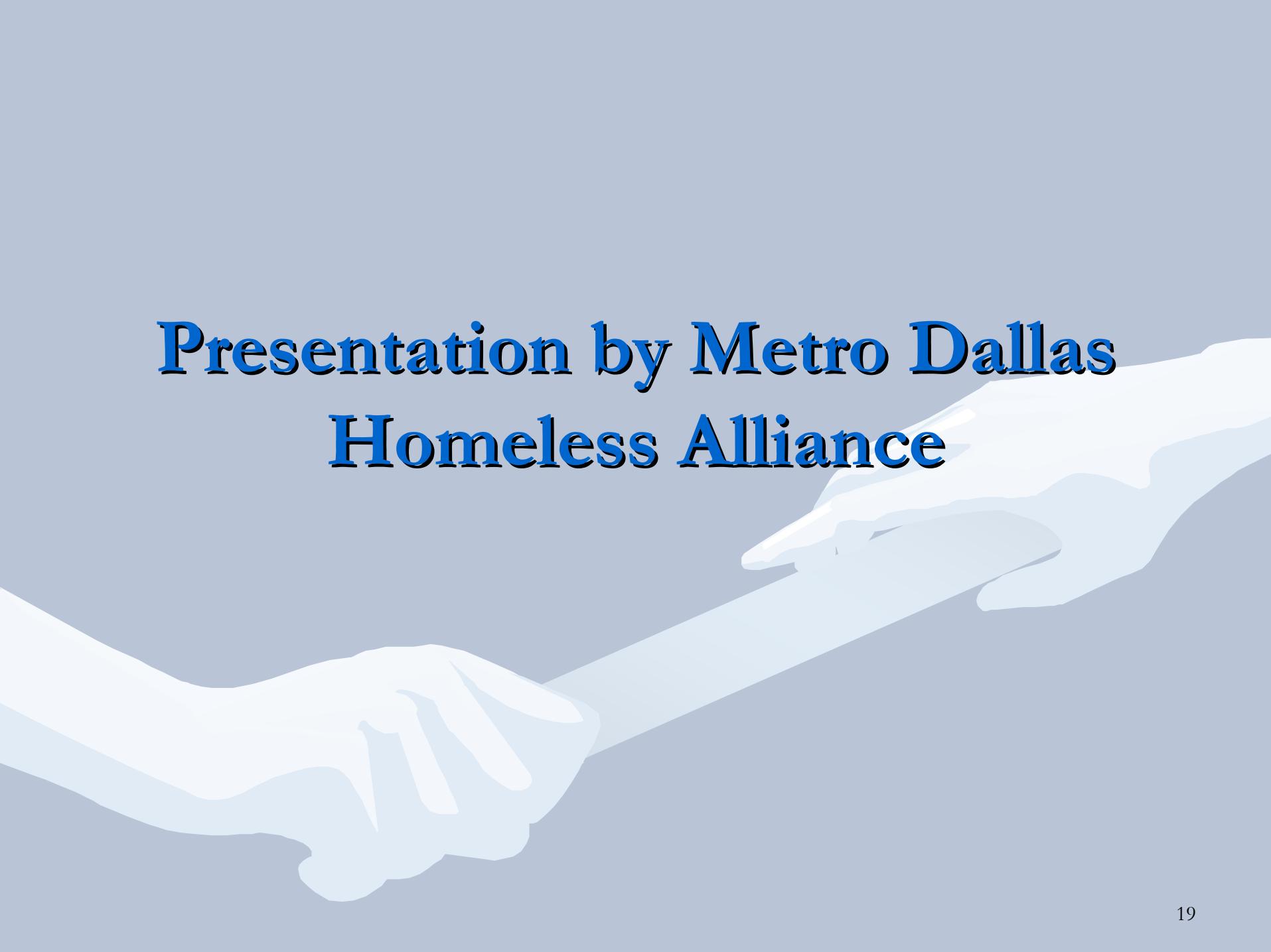
	2007-2008 Budget – 5 Months	2007-2008 Actual Through 9/30/08 – Months	Original FY 08- 09 Budget -12 Months	FY 08-09 Actual YTD December 2008	Revised FY 08-09 Budget -12 Months
Operating Expenses	\$3,190,214	\$3,267,400	\$7,115,894	\$2,046,546	\$7,300,0000
Funding					
City of Dallas Contributions	\$2,233,214	\$2,266,214	\$3,500,000	\$875,000	\$3,500,000
MDHA Funding					
Dallas County	\$416,667	\$416,667	\$1,000,000	\$166,666	\$1,000,000
MDHA Private Sources	\$540,426	\$617,519	\$2,615,894	\$1,004,880	\$2,800,000 *
Total MDHA Funding	\$957,093	\$1,034,186	\$3,615,894	\$1,171,546	\$3,800,000

\* Approx. \$230,000 of the funding in MDHA private sources, funding source has not been identified.

# Next Steps

- Continue ongoing review of the expenses of MDHA
  - Impact of reduced sleeping in courtyard
  - Impact of actual operations
- Develop goals with MDHA and other agencies as specified in the contract
- Work diligently with MDHA to ensure excellent delivery of services

# **Presentation by Metro Dallas Homeless Alliance**

A stylized graphic in the background features two hands, one white and one dark-skinned, reaching across a diagonal white band from opposite sides towards each other. This imagery serves as a metaphor for the partnership and shared mission of the organization.



# 2008 Review and Update

*The Bridge*

January 26, 2009

# Executive Summary

- 1) The Bridge is key step to our plan to end chronic homelessness.
- 2) The Bridge met all goals that we established.
- 3) Major curve ball was when twice as many homeless showed up.
- 4) Significant improvements were made and have moved half of sleeping population to shelters.
- 5) Central Downtown Dallas crime significantly down.
- 6) Small 2009 budget gap exists.

# Summary Chronology of Bridge from May 20, 2008

- **May:**
  - Opened with demand for services double expected
- **June:**
  - MDHA assumed direct management of Care and Housing contract
  - Increased security
  - Increased storage
- **July:**
  - Increased security (to double original coverage)
  - Increased storage
  - Tightened curfew
- **August:**
  - Expanded mental health crisis services capacity and hours
  - Expanded primary care clinic hours
- **November:**
  - planned for 350 people to move to alternative shelter
- **December 1:**
  - 350 moved to alternative shelters

# The Seven Steps Metrics To Date:

*Metrics that measure workload and outcomes towards recovery from homelessness*

## 1.) Outreach and engagement to address most basic needs

Year to date: Meals-average 800 individuals per day

## 2.) Leave the streets for emergency shelter

Year to date: Emergency shelter-average 500 per day

## 3.) Stabilize health and mental health

Year to date: Average 120 per day

## 4.) Enter case management to plan recovery

Year to date: Average 500 people in case management

## 5.) Move into Bridge Transitional Housing

Year to date: Average 80 people in transitional housing each day

## 6.) Secure Job: 534

## 7.) Secure Permanent Housing: 216

# 2008 Goals and Actual Outcomes (6 Months)

	Goal	Actual
<b>Meals</b>		
<i>Per Week</i>	11,375	14,203
<b>Shelter</b>		
<i>Individuals per night</i>	325	750
<i>Stays per week</i>	2,275	4,025
<b>Health Care</b>		
<i>Treatments per week</i>	400	600
<b>Care Management</b>		
<i>Individuals per week</i>	325	500
<i>Sessions per week</i>	400	550
<b>Job Placements:</b>		
<i>Within 6 months</i>	200	476 ( <i>outcome</i> )
<b>Housing Placements:</b>		
<i>Within 6 months</i>	200	216 ( <i>outcome</i> )

# Demographics of Bridge Guests – Self Reports

1,492 homeless individuals interviewed Nov. – Dec. 2008

- Age
  - 40%, ages 41-50
  - 29%, ages 51-64
  - 18%, ages 31-40
  - 13%, other
- Gender
  - 82%, male
  - 17%, female
  - 1%, transgender
- Ethnicity/Race
  - 69%, Black or African American
  - 20%, White or Caucasian
  - 8%, Hispanic or Latino/Latina
  - 3%, other
- Texas County of Prior Residence
  - 83%, Dallas
  - 7%, Texas Counties (Out of DFW Area)
  - 7%, Out of State
  - 3%, DFW Area Counties (Out of Dallas County)
- Education
  - 39%, high school
  - 21%, General Education Development
  - 20%, no diploma
  - 20%, other
- Veteran
  - 82%, no
  - 18%, yes
- Criminal Background
  - 62%, yes
  - 20%, unknown
  - 18%, yes
- \* MH/SA
  - Mental Health/Chemical dependency
  - 66% Yes
  - 34% No

\* Source: 2008 Point in Time Homeless Census

# Comparison of Budgets for 2008 and 2008/09

	2008 Budget – 5 Months	Actual Through 9/30/08 5 Months (a)	Prelim Actual 10/1/08 – 12/31/08	Original 2008/09 Budget – 12 Months	Revised 2008/09 Budget – 12 Months
Operating Expenses	\$3,190,307	\$3,267,400	\$2,129,100	\$7,115,894	\$7,300,000
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City of Dallas Contribution	\$2,233,214	\$2,233,214	\$875,000	\$3,500,000	\$3,500,000
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MDHA Private Sources	\$ 540,426	\$617,519	\$1,004,100	\$2,615,894	\$2,568,488
TBD					\$ 231,512
Total MDHA Funding	\$ 957,093	\$1,034,186	\$1,254,100	\$3,615,894	\$3,800,000
<ul style="list-style-type: none"> <li>• City of Dallas funding capped at \$3.5MM per year</li> <li>• MDHA funding is capped at \$3.5MM per year</li> <li>• Annualized operating/run rate based on 5 months actuals is \$7.8MM – revised budget for 12 months of 2008/09 represents operating adjustment to contain costs and still provide high quality of services</li> </ul>					

# MDHA Private and other Funds Raised

## Cash and Pledges as of January, 2009 in 5 Year Campaign to End Chronic Homelessness

- Organizations: \$100,000
- Corporations: \$100,000
- Individuals: \$2.2 M
- Foundations: \$8.2 M
- Dallas County: \$4.8 M
- **TOTAL:** \$15.40 M (77% of Goal)

# Success Story

- Many senior citizens were amongst the first to access services and shelter at The Bridge
- Off the streets, they initially accessed emergency services
  - Meals
  - Day shelter
  - Night shelter
- Through care management, they accessed income and planned for long-term housing
- The Bridge, The Dallas Housing Authority, and several MDHA member organizations collaborated to provide:
  - Services coordination
  - Housing vouchers
  - Equipment, fixtures, and furniture
  - Food
  - Home visits
- A group of 20 senior citizens transitioned from being homeless neighbors at The Bridge to housed neighbors at an apartment complex in October 2008



# 2009 Bridge Objectives

- 500 people experiencing homelessness attain employment
- 300 people experiencing “chronic” or “long-term” homelessness attain permanent housing
- Bridge becomes an energetic “can do “ culture that brings guests and public together in continuous activity
- Implement specialized mental health case management for 150 people with most severe illness
- Implement integrated data management information systems
  - Identifying
  - Tracking
- Increase effectiveness of personnel through increased training
- Partner with City of Dallas and Dallas County to expand jail diversion/reentry activities
- Partner with universities for program evaluations