

# Memorandum



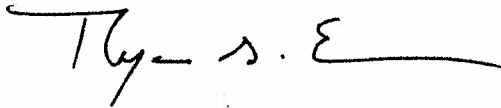
DATE February 17, 2012

TO Housing Committee Members: Carolyn R. Davis, Chair, Scott Griggs, Vice-Chair, Dwaine Caraway, Linda Koop, and Pauline Medrano

SUBJECT Permanent Supportive Housing Plan

On Tuesday, February 21, 2012, you will be briefed on Permanent Supportive Housing Plan. A copy of the briefing is attached.

Please let me know if you have any questions.



Ryan S. Evans  
Assistant City Manager

c: The Honorable Mayor and Members of the City Council  
Mary K. Suhm, City Manager  
Rosa A. Rios, Acting City Secretary  
Tom P. Perkins, Jr., City Attorney  
Craig Kinton, City Auditor  
C. Victor Lander, Administrative Judge, Municipal Court  
A.C. Gonzalez, First Assistant City Manager  
Forest Turner, Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
Joey Zapata, Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Jerry Killingsworth, Housing/Community Services Director  
Stephanie Pegues-Cooper, Assistant to the City Manager

**PERMANENT SUPPORTIVE HOUSING PLAN  
...TO END CHRONIC HOMELESSNESS IN DALLAS, TEXAS**

***METRO DALLAS HOMELESS ALLIANCE***  
*DATA-DRIVEN SOLUTIONS TO HOMELESSNESS*

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**PREPARED FOR CITY OF DALLAS HOUSING COMMITTEE**

**FEBRUARY 21, 2012**

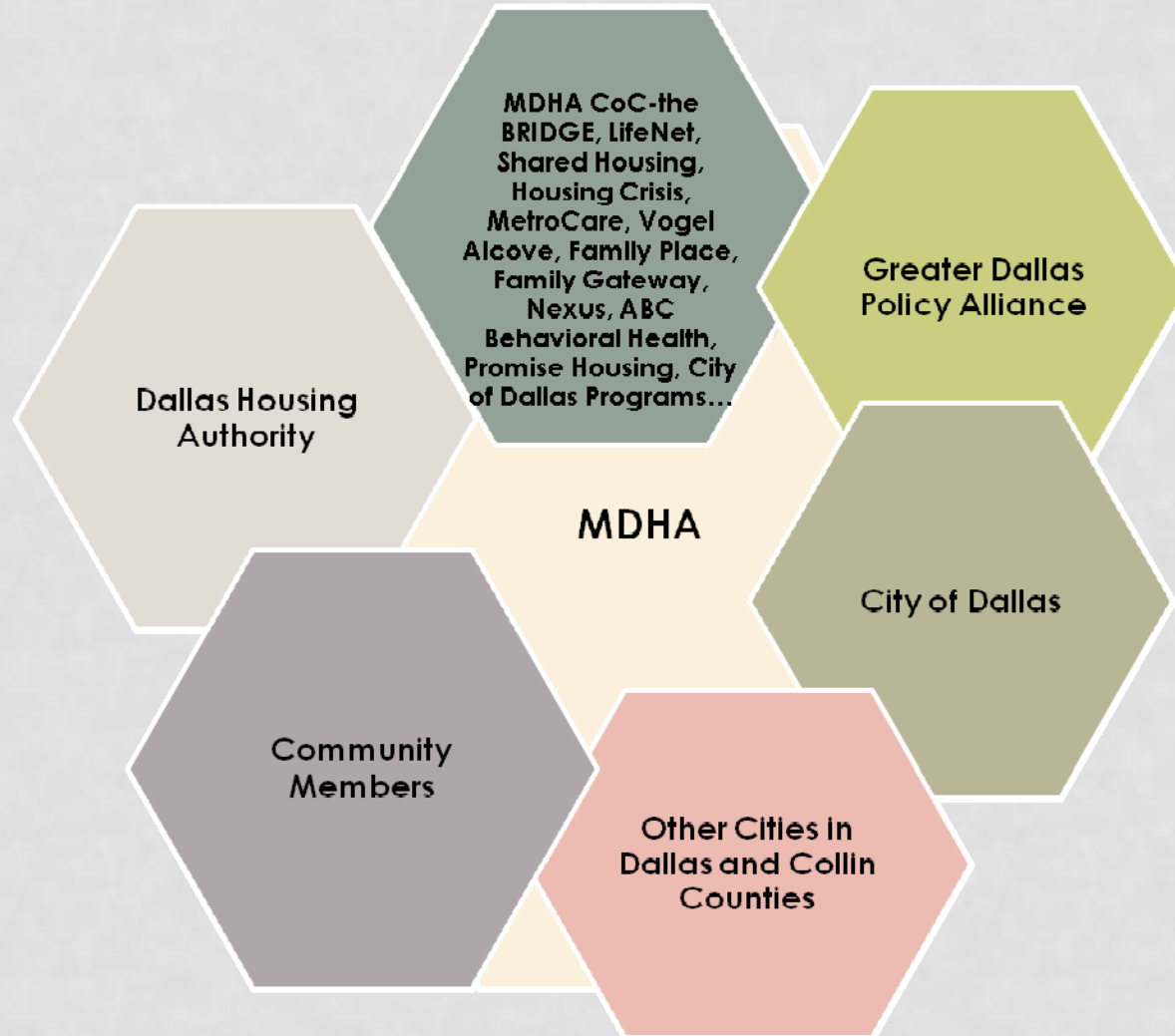
## GOALS OF BRIEFING

- Review the planning framework in place to achieve the mission of ending chronic homelessness
- Highlight Dallas' successful track record of permanent supportive housing
- Recommend strategies that leverage our success, lessons learned and momentum initiated by Mayor Rawlings in 2007
- Present the updated multi-year plan that can end chronic homelessness
- Offer ideas for City of Dallas engagement
- Request the plan be accepted in concept and moved to the City Council for consideration

# MDHA MISSION

**End and Prevent Homelessness  
in North Texas**

# MDHA: THE ALLIANCE COLLABORATION



# METRO DALLAS HOMELESS ALLIANCE: PROGRAMS

... DATA DRIVEN SOLUTIONS TO HOMELESSNESS

- **HUD-MDHA Continuum of Care Stewardship and Oversight**
  - Managing the over \$15 million in HUD providing housing, childcare, case management, and other critical services for homeless individuals and families.
- **Homeless Management Information System**
  - Tracking and monitoring services of HUD-funded agencies via a Federally required integrated software offering. Completed first comprehensive analysis required by HUD
- **Housing and Services Development**
  - As a catalyst and promoter of unique partnerships, including the DHA, developed 1,200 units of housing with support services for homeless individuals and families
- **Public Policy Development and Advocacy**
  - Successfully advocated for state funding to support local homeless services and currently is working to protect mental health care for permanent supportive housing residents.
- **Greater Dallas Homeless Policy Alliance**
  - Formed ground-breaking group of elected officials across jurisdictions to address challenges to solving homelessness.
- **Community Membership and Public Education**
  - Educates through public meetings, events and publications, including the annual State of Homelessness and Homeless Count and Census reports.

## PERMANENT SUPPORTIVE HOUSING: CENTRAL TO THE SOLUTION TO CHRONIC HOMELESSNESS

- Permanent Supportive Housing is the solution for most homeless individuals with disabilities and homeless families in which a parent is disabled.
- Permanent Supportive Housing should be treated as any other affordable housing in government policy and practice.
- Chronic homelessness is prevented when homeless people with disabilities find permanent housing before they are homeless for one year.
- PSH provides case-managed health and human services that enable residents to live successfully in community.
- Legislative cuts in NorthStar have caused reduced funding available for case management.
- It is essential we identify replacement funds for Case Management services in PSH programs or we will take a big step backwards instead of ending chronic homelessness

## **Permanent Supportive Housing Services Providers**

(All are members of MDHA Continuum of Care)

- ABC Behavioral Healthcare
- AIDS Services of Dallas
- CitySquare
- City of Dallas
- Family Gateway
- Housing Crisis Center
- LifeNet Community Behavioral Healthcare
- LifePath
- Shared Housing
- Metrocare Services of Dallas
- Nexus Recovery Center
- Veterans Administration

### **Other Key MDHA Continuum Partners**

- The Bridge
- Parkland Homes Program
- The Salvation Army
- The Stewpot...

The Family Place  
Vogel Alcove  
Homeward Bound



## THE BRIDGE IS A CORNERSTONE OF PSH SUCCESS

- The Bridge is a highly successful comprehensive services campus focusing on homeless adults with severe mental illnesses, addictive disorders and other medical challenges.
  - **Up to 900 of the individuals who draw upon Bridge Services each day are disabled.**
  - **Some of these disabled individuals are chronically homeless.**
  - **Others become chronically homeless if they do not achieve permanent supportive housing within a year of homelessness.**
- The Bridge has placed more than 1,000 individuals in PSH since opening in 2008 with a stability rate of 90% at six months of placement.
- The Bridge should continue to be a primary referral source and reviewer of all other referrals for DHA vouchers and other publicly funded projects. This should be written into all PSH proposals and implementation strategies that draw upon public resources.
- It is crucial that the Bridge:
  - **Receive a sufficient level of financial support from multiple government entities for continued program and financial sustainability.**
  - **Be empowered to integrate direct care and care management services with all co-located providers.**

## OUR PSH RETENTION IS ABOVE THE NATIONAL AVERAGE

The average retention rate across participating service organizations exceeds the HUD benchmark of 77%.

- CoC/Other Community Service Providers - **79%**
- DHA-MDHA- **81%**
- Bridge Referrals - **90%** retention rate at 6 months.

## PSH IS COST EFFECTIVE

### Dallas Area:

- Success for Housing Stability is High in Dallas. **2,067** Units are presently operating with little negative feedback.
- Of **1,300** Units studied by MDHA in 2011, there were **133** discharges. Half of these were:
  - discharged to another PSH setting,
  - reunited with family, or
  - housed by their own income.

### In National Studies, stabilization in PSH results in:

- **50%** drop in hospitalizations
- **45%** drop in incarcerations
- **84%** drop in substance abuse detox

## A FOCUS ON PSH BUILDS HOUSING

### PROGRESS IN PSH DEVELOPMENT; 2008-2011

| YEAR        | NUMBER OF UNITS                                                    |
|-------------|--------------------------------------------------------------------|
| 1996 – 2008 | <b>338</b> (Known by various permanent housing names at that time) |
| 2008        | <b>530</b> (PSH development era begins)                            |
| 2009 - 2012 | <b>1,199</b>                                                       |

## WE NEED MORE PSH UNITS TO WIN THE BATTLE

### PROJECTED UNMET NEED AND HOUSING UNIT TARGETS THROUGH 2015

#### CURRENT AND FUTURE PROJECTED UNMET NEED

- February 2012 Unmet Unit Need: 1800
- Projected new disabled homeless over four years: 800
- Projected PSH Need through 2015 2600

#### FOUR YEAR UNIT TARGETS BY ORIGINATING HOUSING SOURCE

- **New unit targets over 4 years: 1800 new Units**
  - Continuum of Care 250
  - Tax Credit Projects/DHA/Other affordable housing 350
  - DHA-MDHA Projects 1200
  - Units to be Developed to Meet Projected Need 1800

Plus *2012-2015 unit openings through turnover* 800  
**2600 new placements** 2600

## RECOMMENDED APPROACH FOR ADDITIONAL CAPACITY

### 1.) **New Construction or Rehab-Tax Credit Originated Units**

- One new project of 150 Units per year

### 2.) **New DHA originated Units**

- 300 new units per year

### 3.) **HUD-MDHA Continuum of Care**

- 50 new units per year

## **STRATEGIES FOR PREVENTING CHRONIC HOMELESSNESS**

### **Minimize the number of disabled people who become homeless**

Tactics must be developed, under the leadership of our North Texas Behavioral Health Authority and Value Options, for the prevention of homelessness among individuals with mental illness and addictive disorders.

### **Reduce the time homeless disabled people remain homeless**

- Responsibility is shared throughout the human services network.
- Effective outreach, health stabilization and preparation for PSH (by The Bridge and others providing services to disabled homeless populations) is central to success.
- Sufficient PSH Capacity must be in place

## STRATEGIES FOR MINIMIZING NEW CASES

- Curb new homelessness among people with disabilities, with a goal of at least no more than 200 per year
- Permanently house new cases of disabled homeless within one year
- Carefully track housing status of NorthStar clients and document new cases of homelessness
- Incentivize on-site services for PSH and housing focused case management for homeless clients



## WHAT HAPPENS WHEN WE OVERTAKE CHRONIC HOMELESSNESS IN 2015?

**Much fewer people with mental illness and substance abuse will no longer wander in our streets and our emergency shelters will no longer be overcrowded.**

**We will see dramatic reductions in public costs for:**

- Law enforcement
- Emergency Medical care and Hospitalizations
- Emergency Psychiatric Care
- Incarcerations

**Critical housing and service resources will become available for the prevention of homelessness among families with children, unaccompanied youth (including those aging out of foster care) and others in crisis, but without disabling conditions.**

**The City of Dallas will become a national phenomenon ... A city of prosperity with visible evidence that it cares for its citizens when they are in their greatest need.**

## REQUEST TO THE CITY OF DALLAS HOUSING COMMITTEE

- Support the Plan in Concept and Recommend that the Dallas City Council endorse the following :
  - *Goal of 1800 new units of PSH through 2015*
  - Prioritize eligible HUD funding available to the City for case management/supportive services for PSH projects
  - *Proactively pursue collaboration with at least one new construction or rehab project each year*
  - Identification of land for sufficient PSH construction to meet projections
  - *Require that all PSH projects have MDHA certification of service capability*
  - Require Affordable Housing Projects supported by the City to include housing for formerly homeless residents
  - *Establish an affordable housing trust fund that includes resources for PSH that is seeded through bond elections*