

# Memorandum



CITY OF DALLAS

DATE September 30, 2011

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

SUBJECT Metro Dallas Homeless Alliance (MDHA) Status Report and Transition of Bridge

On Monday, October 3, 2011, you will be briefed on Metro Dallas Homeless Alliance (MDHA) Status Report and Transition of Bridge. A copy of the briefing is attached.

Please let me know if you have any questions.

A handwritten signature in black ink, appearing to read 'Ryan S. Evans'.

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, Interim Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Jerry Killingsworth, Housing/Community Services Director  
Helena Stevens-Thompson, Assistant to the City Manager

# **Metro Dallas Homeless Alliance (MDHA)**

## **Status Report and Transition of Bridge**

*Prepared for City of Dallas Housing Committee*  
*October 3, 2011*

# **Transition to Two Independent Leadership Organizations**

# CONTENTS

- Rationale for separation of MDHA and the BRIDGE
- Two leadership functions in homeless field
- MDHA Overview
- Bridge Overview

# Rationale for Separation of MDHA-BRIDGE

## BRIDGE

- Crucial addition of earned income for service delivery to funds provided by philanthropy and government contracts
- Leverage expertise in serving disabled adults in other community based programs
- Compete for service delivery funds in health and human services
- Potential closer relationship with public funders
- Create Board structure consistent with development needs

## MDHA

- Focus on supportive housing development
- Focus on data, planning and policy development and advocacy
- Balance planning and advocacy for children and families with individual adults
- Drive benefit to entire continuum of care providers through data driven policy and services initiatives
- Move away from perceived competition with other providers with more balanced engagement with Bridge

# Two Leadership Functions in Homeless Field

## **1.) MDHA: The Dallas Area Center for Data Driven Collaborative Solutions to Homelessness**

- \* Represent the interests of all homeless populations
- \* Data driven community planning and public policy development
- \* Management of regional HMIS (HUD services data system)
- \* Management of MDHA Continuum of Care
- \* Development of Housing Partnerships

## **2.) Bridge: A Comprehensive Center of Integrated, Cost Effective Health and Human Services for Homeless Individuals**

- \* Leverage the high level core competency of the Bridge in serving disabled adults experiencing homelessness
- \* Expand leadership role in providing services at the Bridge and in other venues as an independent non profit organization.

# MDHA OVERVIEW

- Vision, Mission and Values
- Critical MDHA Programs
- Accomplishments
- MDHA Organization
- MDHA 2011-2012 Objectives
- Organization Chart
- Budget

# **MDHA Vision, Mission and Values**

## **VISION**

All people will live with dignity in safe and affordable homes with access to healthcare, nutrition, employment, childcare, and education

## **MISSION**

To prevent and end homelessness in North Texas

## **VALUES**

Accountability, Transparency, Courage

# **CRITICAL MDHA PROGRAMS**

- 1.) (HMIS) Homeless Management Information System redesign and implementation**
  
- 2.) Federal MDHA Continuum of Care planning, grant submission program evaluation and homeless census**
  
- 3.) Continuous development of housing, services and funding partnerships to increase access and quality of permanent supportive housing**
  
- 4.) Development of high quality planning and subsequent government relations activities/advocacy for housing and services to individuals, youth and families experiencing homelessness**
  
- 5.) Coordination, training and technical assistance for public and private providers of services**

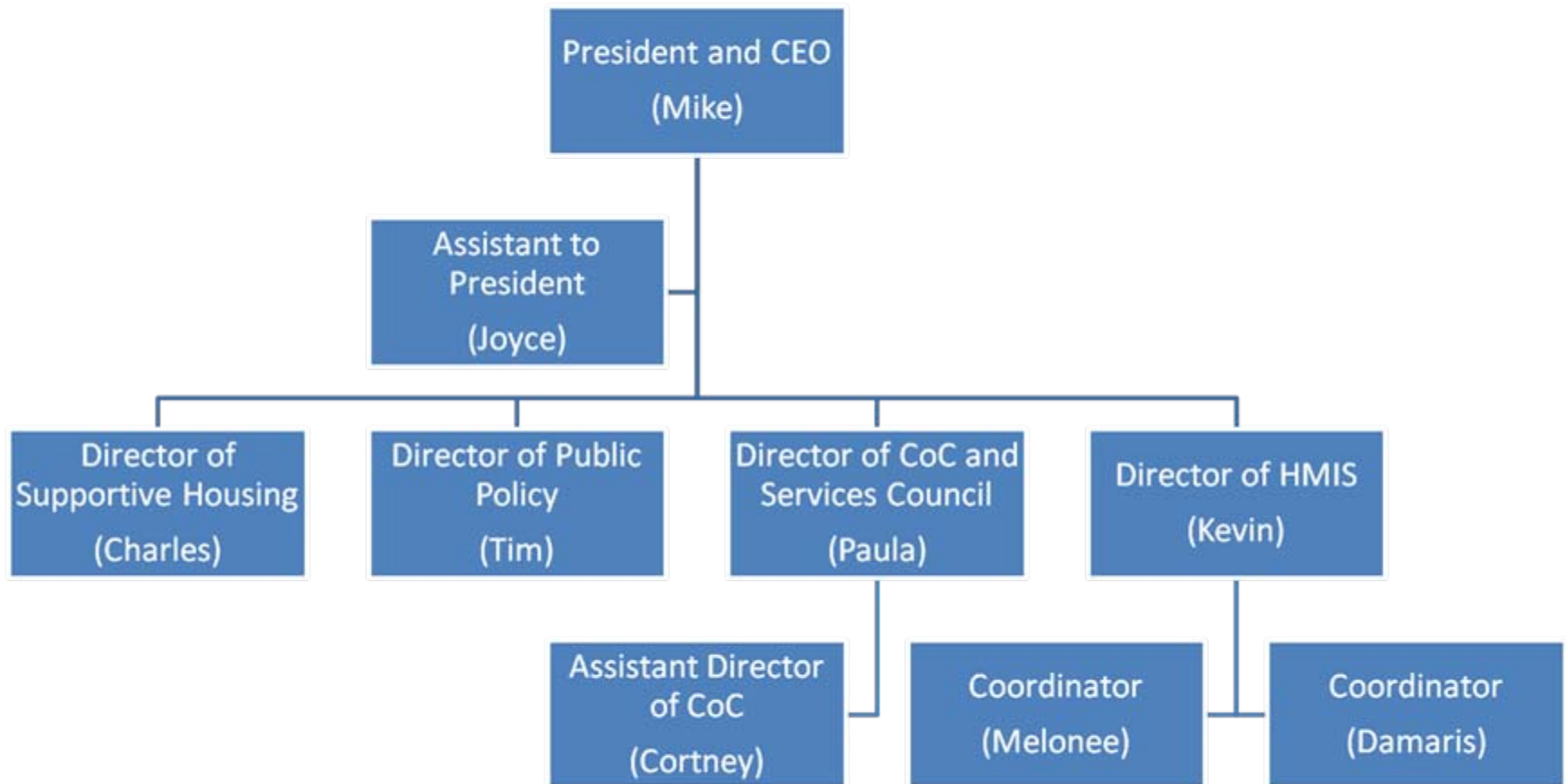


# Accomplishments

- Development and support of over 2000 units of PSH through MDHA Continuum and DHA-MDHA Projects
- Implementation Planning, Launch and Operation of Bridge
- Provided over approximately \$7 M of private sector funding for the Bridge
- Take over and redesign of regional HUD information management system
- Advocacy in Austin to secure \$800,000 for Bridge

# MDHA 2011-2012 OBJECTIVES

- *Develop data driven 2012 plans for \$15 M of HUD funded Continuum of Care*
- *Manage regional information management system for HUD grantees in Dallas and Collin Counties*
- *Development of Supportive Housing Plan with recommendations to City of Dallas, NorthStar, Dallas County, and State of Texas*
- *Assessment of Child and Family services to enable a 2012 Implementation Plan*
- *Ongoing development of permanent supportive housing partnerships for chronically homeless adults and families*
- *Groundwork for advocacy in Austin for state homeless legislation in next session*
- *Develop process for policy development process among multiple government jurisdictions*
- *Develop plan for integration of policy and services planning with Collin County*



# MDHA ANNUAL BUDGET

Annual Budget : @ \$1.2 M

## Revenue Targets:

HMIS Funds (federal agency; HUD)

SHP: \$170,000

HPRP: 150,000

CoC Grant : 60,000

Foundations- 550,000

Events, Ind.- 100,000

Membership- 15,000

PSH Grant 50,000



# **The Bridge: Continuous Improvement**

An overview of transition from Limited Liability Corporation to Nonprofit Corporation

October 2011

# Value Propositions



- Benefit adults experiencing or at-risk of experiencing long-term homelessness by providing:
  - Shelter solutions
  - Homeless recovery solutions
  - Housing solutions
- Benefit the broader community by:
  - Increasing public safety
  - Increasing public health
  - Increasing public quality of life

# History of Development



- 2004
  - Council approved a plan to end chronic homelessness by developing and delivering services: homeless recovery center (The Bridge); supportive housing
  
- 2005
  - Residents voted to contribute approximately \$24,000,000 of developing funds for The Bridge and supportive housing
  
- 2008
  - Council partnered with MDHA, a private membership organization, to leverage public and private resources for The Bridge and supportive housing:
    - City of Dallas contributes \$3,500,000 of delivery funds for The Bridge per year
    - MDHA directs and manages The Bridge through a Limited Liability Corporation (Bridge Steps)

## Benefits (2008-2011)



- Shelter solutions for approximately 1,200 people in need per day
- Recovery solutions (including services coordination, health care services, jail diversion services, income seeker services, and housing seeker services) for approximately 600 people in need per week
- Housing placements for more than 300 people in need per year
- 18% less crime downtown
- 24% less homelessness related health care costs for people participating in Bridge services



# Challenges



- The Bridge needs to sustain and increase:
  - Funding commitments
  - Service commitments
  - Housing commitments

# Strategies for Overcoming Challenges



- Transition The Bridge from Limited Liability Corporation to Nonprofit Corporation
- Rationale:
  - As a subsidiary of the Metro Dallas Homeless Alliance (MDHA), The Bridge benefitted from, but became limited by, MDHA’s broader purpose as an advocacy/membership organization
  - Independent Corporation will focus, exclusively, on sustaining and increasing benefits for adults experiencing or at-risk of experiencing long-term homelessness and the broader community through Bridge solutions

# Leadership & Management



- John Castle, Chair, Board of Directors
  - An accomplished philanthropist
  - A wealth of nonprofit governance experience
  - A personal commitment to ending chronic homelessness
- Jay Dunn, President & Chief Executive Officer
  - Partner for 2004 plan to end chronic homelessness by developing and delivering The Bridge and supportive housing
  - Partner for 2005 funding campaign for The Bridge and supportive housing
  - Partner for Michael Faenza, President of MDHA, and Mike Rawlings, previous Homeless Czar, responsible for managing The Bridge as President of Bridge Steps, LLC since 2008

# 2011 Transition Activities



- Establish an independent Board of Directors
- Establish an independent Development Committee
- Incorporate as an independent Nonprofit Corporation
- Transfer City of Dallas Contract for Bridge Services
- Continue to Deliver Shelter and Homeless Recovery Solutions

# 2012 Transition Activities



- Establish a Services Committee
- Further Integrate Value Propositions and Operating Plans
  - Shelter Solutions
  - Homeless Recovery Solutions
- Develop and Deliver Housing

# Assessments of Opportunities



- Funding:
  - City Contracts/Grants provide:
    - @ \$3,500,000 annually
  - County Contracts/Grants provide:
    - @ \$800,000 annually
  - State Contracts/Grants provide:
    - @ \$850,000 annually
  - Prospects for Other Public Contracts/Grants to provide:
    - @ \$1,000,000 annually
  - Prospects for Private Contracts/Grants to provide:
    - @ \$2,500,000 annually
  - Prospects for Individuals to provide:
    - @ \$500,000 annually

# Assessments of Opportunities ... Continued



- Leveraging Services Resources:
  - Parkland Health and Hospital System
  - NorthSTAR Behavioral Health System
  - Veterans Administration
  - Dallas Police Department
  - Dallas County Criminal Justice
  - Social Security Administration
  - Texas WorkForce Commission

# Assessments of Opportunities ... Continued



- Partnerships for Housing Development:
  - Community Development Corporations
  - Dallas Housing Authority
  - Metro Dallas Homeless Alliance
  - Other Housing Providers



# Unique Opportunities ... City of Dallas



- While Bridge accountabilities to the City of Dallas and opportunities for collaboration are comprehensive, we hope to especially work together on the following initiatives:
  - Development/administration to sustain and continuously improve operations
  - Outreach/jail diversion/law enforcement to increase public safety
  - Affordable housing/supportive housing to end, ultimately, homelessness for our target population and increase quality of life for them and the broader community
- *Additionally, as stewards of a public investment for the betterment of downtown, we hope to partner with other stakeholders, such as Downtown Dallas, the Farmers' Market, the West End, etcetera; we believe that we not only need to provide leadership for homeless specific activities, but also join others as they endeavor to improve downtown.*