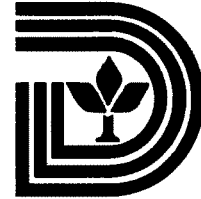


Memorandum



CITY OF DALLAS

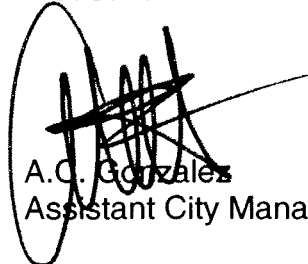
DATE September 3, 2010

TO Housing Committee Members: Steve Salazar, Chair, Carolyn R. Davis, Vice-Chair, Tennell Atkins, Dwaine Caraway, Ann Margolin, Pauline Medrano

SUBJECT City of Dallas Permanent Supportive Housing Briefing

On Tuesday, September 7, 2010, you will be briefed on City of Dallas Permanent Supportive Housing Briefing. A copy of the briefing is attached.

Please let me know if you have any questions.

A handwritten signature in black ink, appearing to be 'A.C. Gonzalez', enclosed in a hand-drawn oval.

A.C. Gonzalez
Assistant City Manager

Attachment

c: The Honorable Mayor and Members of the City Council
Mary K. Suhm, City Manager
Deborah Watkins, City Secretary
Tom P. Perkins, Jr., City Attorney
Craig Kinton, City Auditor
C. Victor Lander, Administrative Judge, Municipal Court
Ryan S. Evans, First Assistant City Manager
Forest Turner, Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Jerry Killingsworth, Housing/Community Services Director
Helena Stevens-Thompson, Assistant to the City Manager

CITY OF DALLAS PERMANENT SUPPORTIVE HOUSING BRIEFING

A Briefing to the
Housing Committee

September 7, 2010



HISTORY

- In 2006 at the City's request, Corporation for Supportive Housing completed a study that identified a need of an additional 1200 permanent supportive housing units
- At that time, the City had 338 units of permanent supportive housing concluding that the City needed about 1500 + units of this type of housing
- January 28, 2009, Council approved Resolution 09-0344, a plan to authorize 700 permanent supportive housing units (PSH) in 5 years for the chronically homeless by 2014
 - ✓ 200 voucher based units
 - ✓ 500 project based units consisting of new construction or rehab
- Mid 2009, Mayor created a task force lead by Council members Davis and Salazar due to difficulty in executing this plan
- In June 2010, the Housing and Community Affairs Department briefed the Housing Committee on their initial recommendations for the City of Dallas and was instructed to refine those recommendations and return in August 2010

Status of Current PSH units by Council District

- A report was issued on July 30th illustrating, by Council District, that the City of Dallas had 41,523 subsidized housing units
- 1298 PSH units were included in that total
- There is about a 52%/48% split of PSH units between the Northern Sector and the Southern Sector
- 6 Council districts have 73% of the PSH units (Districts 2, 7,8,9,10,13)
- An additional 512 units are in the pipeline (See page 5 for detail)
- 1810 PSH units are either in service or in pipeline

Subsidized Housing Report

Subsidized Housing in Dallas (data compiled by MDHA, DHA, City of Dallas)
Operating Housing Units By Council Districts

City Council Districts	Low Income Units through Dallas Housing Authority				Operating Units Funded through Other Subsidies		Total
	DHA Owned Housing Units	Low Income Housing Tax Credit Units	**Section 8 Housing Choice Vouchers (HCV)	***Current Planned Project Based Assistance PSH Units	Permanent Supportive Housing	Privately Developed LIHTC Units Not Subsidized by DHA Vouchers	
District 1 Jasso	227	0	333	0	72	396	1,028
District 2 Medrano	542	136	560	0	109	1,493	2,840
District 3 Neumann	907*	152	1,570	17*	36	4,711	7,393
District 4 Caraway	25	0	1,147	0	30	1,694	2,896
District 5 Hill	11	0	2,159	0	20	1,952	4,142
District 6 Salazar	0	0	431	0	48	1,737	2,216
District 7 Davis	626	310	1,584	0	152	3,108	5,780
District 8 Atkins	291	0	2,430	0	250	3,837	6,808
District 9 Ladane	0	0	587	40	111	806	1,504
District 10 Allen	603	0	789	50	72	224	1,688
District 11 Loop	0	0	462	0	49	1,015	1,526
District 12 Natinsky	135	0	274	0	2	316	727
District 13 Margolin	0	0	222	40	126	369	717
District 14 Hunt	26	290	384	0	74	1,354	2,128
Total	3,393	888	12,932	147	1,151	23,012	41,523

*Of the 924 DHA Owned Housing and Project Based Assistance PSH Units in District 3, 50 units at Cliff Manor are planned PSH.

** Section 8 HCV based on locations within census tracts by Council District. Tenants can choose to use the Section 8 HCV at any property that accepts the voucher.

*** DHA is currently negotiating Housing Assistance Payment Contracts with property owners. Units are not currently online.

Status of 700 PSH Unit Goal

- 98 units of non DHA vouchers + 147 DHA vouchers either in housing are about to be placed (245 units)
- 33 additional DHA units @ Oak Cliff Manor
- 129 non DHA units in 5 projects in pipeline
- 350 DHA units through RFP's in the very near future (may include children and families and formerly incarcerated) which were not included in the 700 unit goal definition of chronically homeless
- Total of 757 units, if all are placed into operation

PERMANENT SUPPORTIVE HOUSING (PSH) UNITS BY COUNCIL DISTRICT

City Council Districts	PSH Units Funded Through Dallas Housing Authority		PSH Units funded Through Other Subsidies		PSH Units In Pipeline	TOTAL SUBSIDIZED UNITS
	Counted Towards 700		Counted Towards 700		Counted Towards 700	
	YES	NO	YES	NO	YES	
District 1 Jasso	0	0	0	72	0	72
District 2 Medrano	0	0	0	109	77	186
District 3 Neumann	17	0	0	36	49	102
District 4 Caraway	0	0	0	30	0	30
District 5 Hill	0	0	0	20	0	20
District 6 Salazar	0	0	44	4	0	48
District 7 Davis	0	0	0	152	14	166
District 8 Atkins	0	0	30	220	0	250
District 9 Kadane	40	0	0	111	0	151
District 10 Allen	50	0	0	72	0	122
District 11 Koop	0	0	0	49	0	49
District 12 Natinsky	0	0	0	2	0	2
District 13 Margolin	40	0	24	102	0	166
District 14 Hunt	0	0	0	74	22	96
	0	0	0		350*	350
	147	0	98	1053	512	1,810.00

* Locations Unknown – DHA to issue RFP

ANALYSIS OF PSH UNITS PRODUCTION VS GOAL

- 2006 Study indicated 1200 PSH units needed in addition to the 338 existing units (1500 + units)
 - ✓ Currently there are 1810 units identified as either operating (1298) or in the pipeline (512)
 - ✓ The big jump in units identified in 2010 is a result of the roughly 500 PSH vouchers announced by DHA in the last few months
- The 5 year plan announced in 2009 set a goal of 700 units
 - ✓ Current production since 2009 (245) + units in pipeline (512) results in 757, units if all of the pipeline units are put in service
 - ✓ Again, the big push in units in 2010 is a result of the 500 + or - units from DHA vouchers

OBSERVATIONS

- If all of the pipeline units are placed into service over the next year, the PSH goals identified in 2006 and 2009 will have been met
- 600 + units could be coming on line in the next year and could stretch the capabilities of the service providers
- Based upon the economic downturn since 2007, the # of PSH units now needed may have increased

RECOMMENDATIONS

- Establish the following procedure for City of Dallas PSH projects (real estate or voucher only) in pipeline
 - ✓ When PSH units identified, require meeting with appropriate Councilmembers
 - ✓ Brief appropriate Councilmembers and seek names of neighborhood groups and other stakeholders with which to meet
 - ✓ After neighborhood meetings, then brief Housing Committee on project
 - ✓ Seek recommendation to move to Council for up or down vote

RECOMMENDATION

- Absorb existing pipeline and insure that services are stabilized before being proactive on new units
- Delay the earlier 10% PSH set aside recommendation for projects involving City funds until it is determined that additional PSH units (beyond the current pipeline) are needed
- In mid 2011, commission a study to determine the current PSH unit need

Additional Recommendation

- Invite both the DHA and the MDHA to brief the Housing Committee in October on their PSH plans

Next Steps

- October 13th – Council vote to approve Department's PSH recommendations
- October – MDHA and DHA brief the Housing committee on their PSH plans

Appendix

- Other Cities Best Practices

Permanent Supportive Housing

City	# units Produced/goal	Fixed Set-aside	Subsidy	Policies/Regulations to Foster Permanent Supportive Housing
<p><u>Denver</u></p> <p>Created the Denver's Road Home 10-year Plan approved by City in July 2005 : number one goal is permanent supportive housing</p> <p><u>Goal of 3,193 u. over 10 yrs by July 2015:</u></p> <p>2,080 permanent affordable housing units for transitional homeless (homeless for the first time)</p> <p>942 permanent supportive housing units for chronic homeless (homeless for 12 months or more than 3 times in 5 years) part of which includes some transitional housing units for persons preparing the live in PSH</p> <p>171 transitional housing</p>	<p>1,500 new units produced over 4 years, including 425+ for the chronic homeless. Plan is to add 500 more units in next 2 years.</p> <p>Goal 300 units/yr</p>	<p>No set dollar amount set aside specifically for production of supportive housing units</p> <p>\$18M designated for development consisting mainly of \$11M for 100 tax credit units</p> <p>Housing Authority has committed apprx 900 u. (with or without rental assistance) for the homeless with incomes 0 – 30% AMI over 10 yrs. (25 % of vacated u. per yr.)</p> <p>50 public housing units set aside annually for families</p>	<p>40 S8 vouchers/yr, \$600,000/yr for tenant based assistance: 100 vouchers have been provided for first 3 years for chronic homeless</p>	<p>Efforts to reform zoning, building, and development codes to facilitate production of affordable units for the homeless listed in the 10-Year Plan goals include, but are not limited to:</p> <ul style="list-style-type: none"> • Zoning has been changed to permit permanent homeless shelters to be located in mixed-use zone districts in conjunction with neighborhood input process • Denver's zoning Code Task Force is recommending changes to the zoning code that reduce barriers to increasing affordable stemming from efforts of housing developers, funding agencies and affordable housing advocates to review existing zoning, building, and housing codes to identify changes to facilitate construction of affordable units • Hold monthly community meetings for 4 committees open to the public and post meeting schedules. Seek neighborhood input and advise the public in advance of implementing activities to addressing housing efforts • Require community oversight boards and neighborhood memorandums of understanding for new permanent and

City	# units Produced/goal	Fixed Set-aside	Subsidy	Policies/Regulations to Foster Permanent Supportive Housing
<p>units for episodic homeless (youth and ex-offenders who periodically experience incidents of homelessness for short periods of time)</p> <p>Unit production includes acquisition and rehab, new construction, and rental subsidies.</p>		<p>City has issued proclamations supporting development of: 482 new affordable housing units, 942 PSH un. (8/08)</p> <p>Other: CDBG, HOME, foundation grants, private</p> <p>Through aggressive fund raising initiatives has raised \$46M to implement the first 4 years of the plan. Goal is to rely less on foundation and private funding and secure 88% of plan funding (permanent financing) from government sources by the 7th year of the plan.</p>		<p>temp. shelters supported by the Denver Commission to end Homelessness.</p> <ul style="list-style-type: none"> • Develop neighborhood agreements and partner with developers, United Way and other community agencies, foundations, and the community to implement a collaborative effort • Assist providers and neighborhoods by developing Neighborhood Memorandums of Understanding template or document • Conduct ongoing evaluation of programs to assess effectiveness and identify needed changes • Collaborative effort: DRH in partnership with City and County of Denver, Mile High United Way, and Housing Authority. Involves all segments of the community: shelter providers, foundations, private sector, the community, and the homeless.
<p>Phoenix</p> <p>Does not provide permanent supportive</p>	NA	NA	8-10 S8 vouchers	

City	# units Produced/goal	Fixed Set-aside	Subsidy	Policies/Regulations to Foster Permanent Supportive Housing
<p>housing, only temporary and transitional</p> <p>Regional effort is underway to develop 10-year plan, which may include provision of 1,000 units: new and existing</p>				
<p><u>Houston/Harris County</u> 10-year plan beginning 2006</p> <p>Collaborative effort including the City and County and other homeless services providers with the Coalition for the Homeless of Houston/Harris County, which is the lead agency (Homeless System Manager) for the Continuum of Care (CoC) Homeless Assistance Grant application. Coalition receives Continuum of Care funds from HUD.</p> <p>Implements the Homeless Management Information System (HMIS) to track and evaluate and report</p>	<p>Not much funding from Houston for permanent supportive housing: most of government funding is from HUD, which is spent mostly on affordable housing</p>	<p>Harris County Housing Authority set aside 200 vouchers annually</p> <p>Houston Housing Authority set aside 300 PSH vouchers in FY2009 for homeless families</p> <p>HUD and Veterans Administration award to Houston Housing Authority for set aside of 385 vouchers from set aside in FY2009 for homeless veterans</p> <p>Harris County is working on plan to create 300+ SROs</p>	<p>Initial 10-Year Plan goal includes</p> <ul style="list-style-type: none"> • 100 S 8 vouchers for chronic homeless • 200 new units provided from HUD 2006 Continuum of Care Grant • up to 200 new lease units acquired and occupied within 12 mos. of plan ratification • advocate for 100 new S8 vouchers for chronic homeless <p>Goals have been</p>	<p>Mayor will not put approval of any facility before the Council if a council member opposes it. There are no policies enacted to facilitate production of units. In 2009, Coalition adopted new strategic goals with new mission expanded from education, advocacy and support to leadership in development and implementation of community strategies to prevent and end homelessness. More aligned with federal strategy involving Homelessness Prevention and Rapid Re-housing Program (HPRP), which has made \$18M+ available to Houston area for prevention and quick re-housing.</p> <p>Revised 10-year plan goals: 1) housing and re-housing, 2) prevention and intervention, 3) policy communication/accountability, 4) specialized outreach to chronically homeless, 5) system management function, 6) catalyst fund development</p>

City	# units Produced/goal	Fixed Set-aside	Subsidy	Policies/Regulations to Foster Permanent Supportive Housing
<p>data re: homeless assistance to meet the needs of the homeless population</p>		<p>within the next year with funding from NSP and 10% set-aside from tax reinvestment zones</p>	<p>met and area is working on additional goals.</p> <p>2009 Accomplishments:</p> <ul style="list-style-type: none"> • CoC provided 169 new PSH units for chronically homeless (unaccompanied individuals) • 139 new PSH beds for chronically homeless under PSH Program funded through CoC. • Planned 147 new PSH units (project based) through SHP Program if approved by HUD 	
<p>Houston Non-Profits With Key Initiatives re: PSH</p>				

City	# units Produced/goal	Fixed Set-aside	Subsidy	Policies/Regulations to Foster Permanent Supportive Housing
<p>New Hope Housing -- has created SROs for adults who live singly on limited income including veterans, the elderly, students, persons with minor disabilities, persons overcoming substance abuse, and the formerly homeless. Plan for properties include acquisition and rehab and new construction.</p>	<p>New Hope currently has 3 properties with a total of 319 units (including Canal St. with 133 u.). Plans underway to add 2 more properties with a total of 315 units. Goal is to develop 1,000 supportive services SROs by 2020.</p>	<p>New Hope - None specifically for the homeless. Canal St. is viewed as a model that could be replicated to target the homeless population.</p>	<p>New Hope - Affordable self-pay units. Tenants must have some income.</p>	<p>Both organizations, New Hope and Housing Corp., work with a number of partner agencies and participate in efforts to garner neighborhood support through education, public relations related activities, neighborhood involvement in the planning process.</p>
<p>Housing Corporation of Greater Houston -- has 14 properties, including 4 permanent housing properties:</p> <ul style="list-style-type: none"> • Jackson Hinds Gardens is a SRO for the chronic homeless • De George is a SRO for homeless veterans -- 100 units -- started long before the 10-Year Plan • Corder Place is a 2-BDRM facility for homeless families with a family member who is HIV positive -- 50 	<p>Jackson Hinds is the only property designed for the chronic homeless, and it is a 110 unit property (acquisition and rehab)</p>		<p>Harris County Housing Authority (HCHA) awarded \$3.5M in 2006 to house homeless over 10 years at Jackson Hines (project based): 72 units are Section 8 until 2014 and 38 are self pay with no subsidy, which include 10 slots for ex-offenders</p> <p>De George receives 95 S 8 vouchers</p>	<p>Worked with neighborhoods 6 -- 12 mos. to engage the community in the design and development process</p>

City	# units Produced/goal	Fixed Set-aside	Subsidy	Policies/Regulations to Foster Permanent Supportive Housing
<p>units, income based at 30% of income, not subsidized</p> <ul style="list-style-type: none"> Midtown is an SRO for individuals who are HIV positive, 36 units <p>Properties include acquisition and rehab or new construction and provide a total of 296 units.</p>			<p>from HCHA under the Veterans Affairs Supportive Housing (VASH) Program, <u>not part of the 10-year plan.</u></p>	
<p><u>San Jose/Santa Clara County</u></p> <p>City of San Jose adopted 10-year plan to end Chronic Homelessness in 2003 and Santa Clara County adopted plan 2005. Combined efforts to form Destination HOME and formed Blue Ribbon Committee to implement plan.</p> <p>They have “excellent permanent supportive housing projects and two housing first projects.”</p> <p>There are currently 397</p>	<p>Goal: House 125 families annually 60% leased and 40% developed within the first 5 years.</p> <p>No yearly goal has been set. The need will be determined after the annual homeless count.</p> <p>Housing Type: 1,000 u. for people with extremely low incomes (0-30% of the area median income)</p>	<p>No set dollar amount set aside specifically for production of supportive housing units.</p> <p>County receives \$10M annually from HUD for SHP: \$3.9M is allocated to PSH and \$2.8M allocated to SPC permanent housing</p>	<p>Funding sources: The Schwab Foundation allocated \$410,000 for Housing First and Sobrato Family Foundation and Housing Industry foundation are contributing \$50,000 each</p> <p>San Jose set-aside \$8 vouchers annually for chronic homeless, 506 vouchers issued as of 2/2010.</p> <p>City/County tenant-</p>	<p><u>San Jose</u> Develop a campaign to educate the public on the causes of homelessness and dispel stereotypes re. the homeless and involve the community in the campaign</p> <p>Per 2010-2015 Con Plan, plans to shift funding from emergency shelter and transitional to PH to work towards goal of ending chronic homelessness</p> <p><u>Santa Clara County</u> Educating Public: Increase awareness and educate residents on the value and need for affordable housing through targeted outreach and provision of key materials produced in three languages, City-sponsored events that disseminate information, Department-provided information accessible to</p>

City	# units Produced/goal	Fixed Set-aside	Subsidy	Policies/Regulations to Foster Permanent Supportive Housing
<p>units of permanent housing for the homeless. Increase by 2,500 units over 10 years the number of PSH to the chronically un-housed people.</p> <p>Methods: master-leasing, building, purchasing and/or rehabilitating units of permanent housing.</p>	<p>500 u. leased and require shallow rental subsidies for 2 years</p> <p>1,000 u. leased and require deep rental subsidies for some period, and then shallower rental subsidies on an on-going basis</p>		<p>based rental assistance provided for chronic homeless while awaiting S8 vouchers</p> <p>100 S8 vouchers annually</p> <p>As of 2009, City coordinated with the Housing Authority of the County of Santa Clara to set aside 200 Section 8 housing vouchers annually for chronically homeless</p>	<p>residents</p> <p>Efforts to acquire, develop or rehab and gain public support of PSH listed in the 10-Year Plan goals include, but are not limited to:</p> <ul style="list-style-type: none"> • Provide incentives for developers to dedicate units by targeting jurisdictional revenue activities which help sustain affordability of the units (i.e., debt reduction, rental subsidies, long-term leases with rental caps) • Engage local landlords and housing developers including through Real Estate Associations to rent/build units • Designate an office, such as in the Housing Authority of Santa Clara County, or through Housing SCC, to be responsible for encouraging landlords to accept this population by conducting outreach and education about homelessness and the availability of support services to resolve problems and facilitate ongoing tenant stability. • Convert transitional housing units currently serving this population to PSH and amend as needed zoning and other regulations to permit conversion.

City	# units Produced/goal	Fixed Set-aside	Subsidy	Policies/Regulations to Foster Permanent Supportive Housing
<p>Seattle City 10 year Plan implemented 2005. City is one three major funders of The Committee to End Homelessness (developed 10-year plan) established the Funders Group. This group is comprised of: department directors and executive directors from King County, City of Seattle, King county Housing Authority, Seattle Housing Authority, the Bill & Melinda Gates Foundation, Building Changes, United Way of King County and suburban cities representatives.</p> <p>Goal includes: Secure 9,500 (4,500 new and 5,000 existing) housing units including 1,000 units of existing rental housing that can be leased or purchased for rehab for PSH units.</p>	<p>7,300 u of PSH housing with in 10 years for single adults (2,500 chronic).</p> <p>1,900 u of PSH for families</p> <p>Within the first 5 years identify and secure 1,000 units of existing rental units that can be leased or purchased and rehabilitated for PSH.</p> <p>Per The Committee to End Homelessness they have opened “3,300 units of PSH and have another 900 in the pipeline.”</p>	<p>Funding sources: CDBG Their 2009 joint Notice of Funding Availability brought together \$41 million from seven funders and 16 funding sources.</p> <p>2009 King County Continuum of Care awarded \$20M of McKinney Vento Homeless Assistance Act funds (\$13.2M to programs in Seattle and remainder to agencies in King County.</p> <p>In July 2010, HUD awarded \$920,300 of McKinney to City of Seattle for 2 PSH projects:</p> <ul style="list-style-type: none"> • Archdiocesan Housing Authority – Bakhita Gardens 	<p>25 Section 8 vouchers/certificate s from Seattle Housing Authority for 1811 Eastlake Project for homeless alcoholics</p>	<p>Gradually shift funding from transitional and shelter housing to PSH</p> <p>Efforts to acquire, develop or rehab and gain public support of PSH listed in the 10-Year Plan goals include, but are not limited to:</p> <ul style="list-style-type: none"> • Convene regular briefings for elected officials and leaders in the nonprofit and business communities; invite them to participate in implementing the plan • Encourage civic, faith, and community groups and communities of color and their institutions and organizations to endorse the plan, participate in efforts to educate the community at large, volunteer in programs that assist homeless and at-risk person, and advocate on behalf of people who experience homelessness in King County • Identify the legislative changes necessary to end homelessness • Develop a baseline survey of community knowledge, attitudes, and beliefs regarding the plight of homelessness to measure progress towards the goal of intolerance <p>Seattle has a paid staff member within the Housing Department dedicated to public</p>

City	# units Produced/goal	Fixed Set-aside	Subsidy	Policies/Regulations to Foster Permanent Supportive Housing
		<p>\$279,300 for 20 semi-private units for chronically homeless women</p> <ul style="list-style-type: none"> • Downtown Emergency Service Center – Canady House <p>\$640,926 for 83 units for chronically homeless men and women</p>		<p>education. However, basically the non-profit organization responsible for the PSH units is responsible for community acceptance.</p> <ul style="list-style-type: none"> • Neighborhood Notification and Community Relations Policy is in place. Includes information about how to notify neighbors, the type of information needed in notification, mechanisms for communication between the housing developer and neighbors including 24-hour contact person and number, if possible, provide opportunities for the neighbors to voice their concerns (helping them to form an advisory council); it also includes a guideline for neighbors, relocation, displacement and real property acquisition, fair contracting practices, and WMBE utilization <p>The Committee to End Homelessness formed a Landlord Liaison Project. It is comprised of landlords, funders, providers and residents.</p>