

# Memorandum



DATE September 9, 2010

TO Honorable 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, Steve Salazar

SUBJECT The Bridge – Dallas' Way Back Home Briefing

On Tuesday, September 14, 2010, you will be briefed on The Bridge – Dallas' Way Back Home by Mike Faenza, MDHA President and CEO. The briefing material is attached for your review.

If you have questions or need additional information, please let me know.



A.C. Gonzalez  
Assistant City Manager

cc: Honorable Mayor and Members of the City Council  
Mary K. Suhm, City Manager  
Deborah A. Watkins, City Secretary  
Thomas P. Perkins, Jr., City Attorney  
Craig D. Kinton, City Auditor  
C. Victor Lander, Administrative Judge  
Ryan S. Evans, First Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
Forest E. Turner, Assistant City Manager  
Jeanne Chipperfield, Chief Financial Officer  
Frank Libro, Public Information Office  
Helena Stevens-Thompson, Assistant to the City Manager

# The Bridge

## *Dallas' Way Back Home*

Presented to the Quality of Life Committee  
September 14, 2010



City of Dallas



METRO DALLAS HOMELESS ALLIANCE



## Agenda

- **Overview**
- **History**
- **Bridge Goals and Strategies at Opening**
- **MDHA's Role in Bridge Partnership**
- **Outcomes**
- **Services Workload**
- **Finances**
- **Challenges and Risks**
- **Opportunities for Council Support**

## Appendixes:

1. **Contact Information**
2. **Partner Organizations**
3. **Mission**
4. **Demographic Information**
5. **If Revenue is lost**

# History



- 2004-Dallas City Council approves a plan to end chronic homelessness through the development of new services including a homeless assistance center (The Bridge) and supportive housing.
- 2005-City of Dallas voters approve a bond proposal including approximately \$24 MM to purchase land and construct the Bridge.
- 2006-The Dallas City Council designates MDHA as the “authority” on homelessness.
- 2008-The Dallas City Council establishes a contract with MDHA to further develop the homeless assistance center plan, start up the operation and manage the campus.
  - City of Dallas/MDHA contract includes a \$3.5 MM annual cap for City Funds to support Bridge operations
  - MDHA raises additional funds for The Bridge

# Bridge Goals and Strategies at Opening



- Establish 24/365 central entry point for homeless: streets to services
- Increase Dallas' shelter capacity for chronically and long term homeless
- Provide an array of health and human services through co-located agencies
- Prepare homeless individuals for housing, employment and assimilation into community
- Be a Good Neighbor to Downtown

# MDHA Role in the Partnership



- Management of Operations and Client Services
  - Administration and Planning
  - Financial Management
  - Fundraising
  - Contract Management of Food Services and Maintenance
  - Direct Services and case management
  - Security
  - Lead collaboration of co-located services
  - Promote coordination of community wide shelter capacity

# Outcomes: Bridge Targets



- Decrease:
  - Crime Adjacent to The Bridge
  - Incarcerations
  - Psychiatric Emergency Room Visits and Hospitalizations
  
- Increase:
  - Success in Supportive Housing Placements
  - Number of Jobs
  - Participation in Health, Mental Health-Substance Abuse Services

# Outcomes: Crime, Housing and Job Placements



- **Decreased crime in areas adjacent to Bridge:**
  - 3% crime reduction in The Bridge/Farmers Market neighborhood since the property transformed from a vacant lot into the Bridge (evaluated by comparing 2007 Dallas Police Department crime statistics to 2010 Dallas Police Department statistics).
  - 18% crime reduction in downtown Dallas last year (evaluated by comparing 2009 Dallas Police Department crime statistics to 2010 Dallas Police Department crime statistics)
- **Housing Placements**
  - 780 housing placements in 26 months
    - 90% are still stable in housing
- **Job Placements**
  - 1492 job placements in 26 months

# Services Workload: Day Services, Meals, Shelter



## **Day Services for approximately 1,400 people per day including:**

- Computer lab, educational/recreational activities, kennel, laundry, library, mail, meals, hygiene and storage.

**1,600 meals per day through contract with StewPot-First Presbyterian Church**

**On-site night shelter for 325 people per night including emergency and transitional shelter.**

## **Off-site night shelter referrals/placements for more than 875 people per night**

- Collaboration with Austin Street Centre, Dallas Life, The Salvation Army, and Union Gospel Mission.

# Services Workload: Employment, Housing, Care Mgt, Health, Mental Health, Jail Diversion



## **Employment services for more than 75 people per week:**

- More than 600 people per year access employment through The Bridge’s employment services.

## **Housing Services for more than 75 people per week:**

- More than 300 people per year access long-term housing through The Bridge’s housing seeker services.

## **Care Management services for more than 600 people per week:**

*Healthcare, Mental Health/Substance Abuse Services Coordination, Housing Placement, Jail Diversion/Re-entry Services.*

## **Health/Mental Health/Substance Services for more than 600 people per week:**

*Screenings, Treatment, Mental Health/Chemical Dependency/Dual Diagnosis Services, and Recovery Services.*

## **Services for more than 600 criminal justice/law enforcement involved people per week:**

*Shelter, Care Management, Community Service Coordination, and Probation/Parole Coordination.*

Felicia

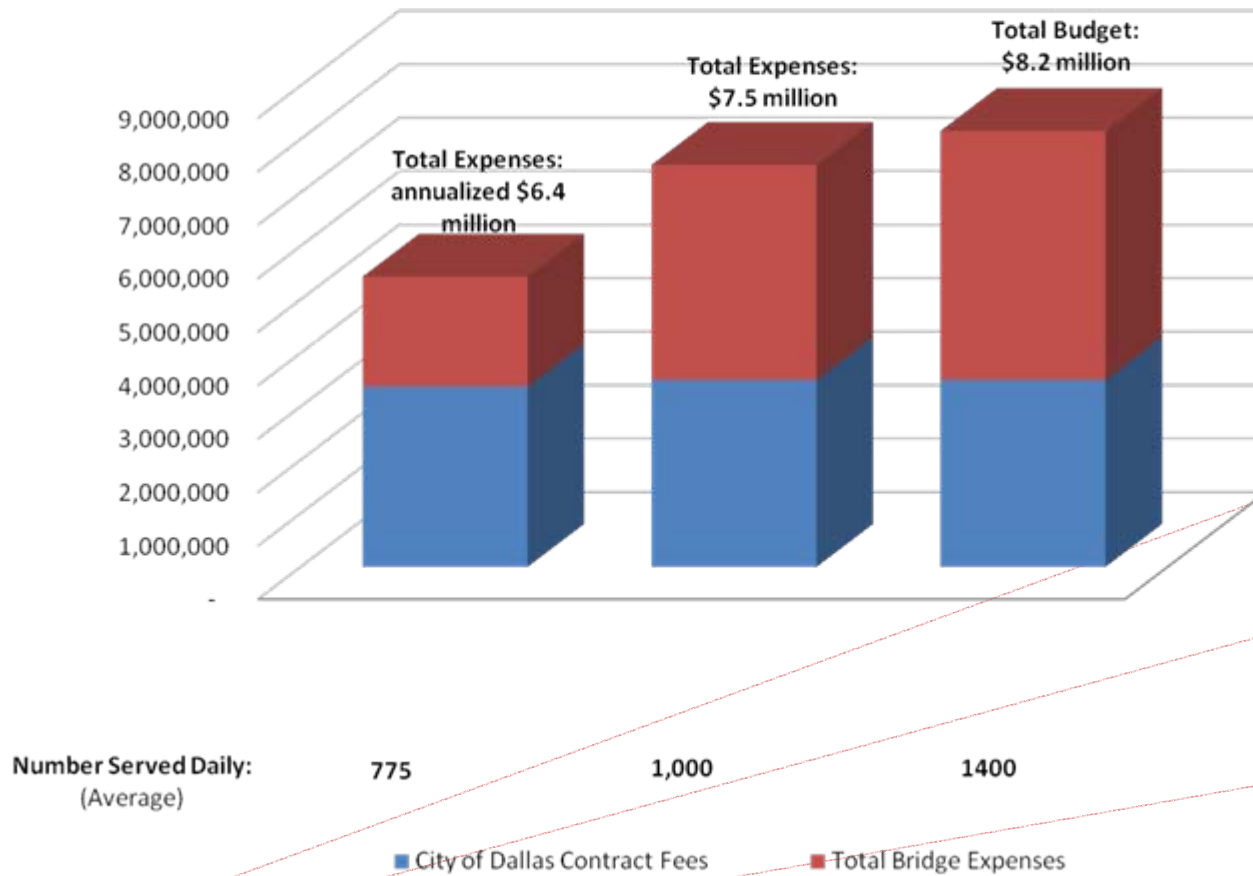


## Felecia's Recovery



- Felicia, representative of hundreds of people participating in Bridge services each day, was a teacher. But, after her behavioral health deteriorated, she became homeless. Felicia panhandled for income and criminally trespassed on public and private properties to find places to sleep. She came to The Bridge after being institutionalized several times; she came to The Bridge seeking to recover from homelessness. Felicia established a shelter residency and improved her behavioral health. Now she's spending her time participating in homeless recovery services and volunteering to clean at and around The Bridge. While she's doing so, Bridge personnel are seeking supportive housing and disability income for her. Felicia's continuing to recover from homelessness, with Dallas' continuing help. Felicia's quality of life will continue to improve and the Dallas area's will continue to improve with her.

# Bridge Finances: Expenses/Numbers Served 2008-2010

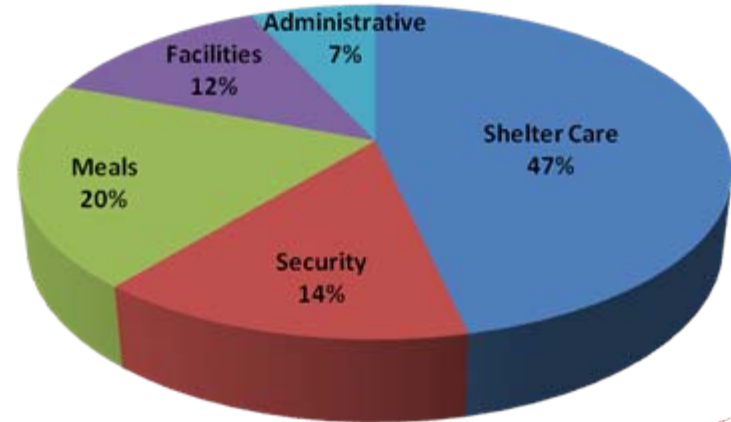


# Bridge Finances: 2010 Budget by Expense Category



- 2010 Bridge Operating Budget: \$8.2 MM
- 2010 Budget by Category

- 14% Security
- 47% Shelter and Care Coordination
- 7% Administration
- 20% Food Services  
(subcontracted with First Presbyterian Church, Dallas/Stewpot)
- 12% Maintenance:  
(subcontracted with LifeNet Community Behavioral Health Care/supportive employment)



# Bridge Finances: 2010 Revenue by Source



- City of Dallas funds (41% of 2010 Budget)
- MDHA Fundraising (33% of 2010 Budget)
- County of Dallas funds (11% of 2010 Budget)
- State of Texas funds (15% of 2010 Budget)

# Bridge Finances: Expenses per Guest over Three Years



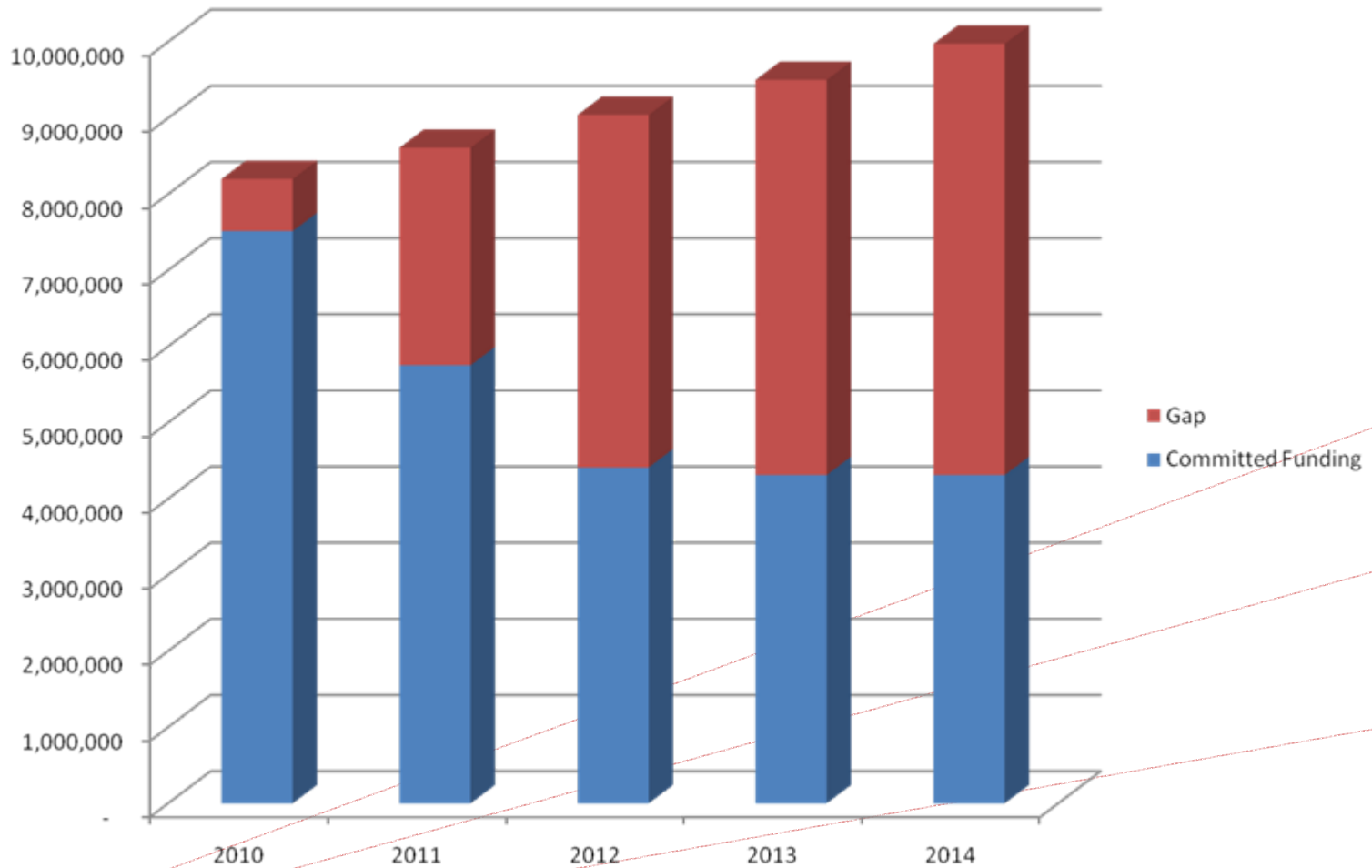
Approximate Expenses per Guest per Day



# Bridge Finances: Five Year Projections



## Five-Year Bridge Gap Projection



# Challenges and Risks



- Poverty and Unemployment
- Funding and Strategy for Mental Health and Substance Abuse Services
- Support and Strategy for Supportive Housing
- Sustaining Government Funding
- Sustaining Private Sector Funding

# Opportunities for Council Leadership and Support



- Reinforce the Success of MDHA and the Bridge: Funders hear positive and negative messages
- Support efforts to raise and contribute funds (City, County, State, and Private) for The Bridge.
- Link your web page to MDHA's web page.
- Volunteer, with your constituents, at The Bridge.
- Continue to lead and support efforts to develop and deliver supportive housing.

# Appendix 1-Contact Information



- Jerry Killingsworth
  - Director, Department of Housing and Community Services
  - City of Dallas
  
- Michael M. Faenza, MSSW
  - President & Chief Executive Officer
  - Metro Dallas Homeless Alliance (MDHA)
    - [MFaenza@MDHADallas.org](mailto:MFaenza@MDHADallas.org)
    - 214.670.1144
  
- Jay Dunn
  - Managing Director, The Bridge
  - Metro Dallas Homeless Alliance (MDHA)
    - [JDunn@MDHADallas.org](mailto:JDunn@MDHADallas.org)
    - 214.670.1135

# Appendix 2-Bridge Partner Organizations



- Association for Persons Affected by Addictions
- City of Dallas Housing & Community Services
- Dallas MetroCare Services
- Dallas County Health and Human Care, Law & Justice
- Legal Aid of Northwest Texas
- LifeNet Community Behavioral Healthcare
- Parkland Health and Hospital System Homeless Outreach
- Social Security Administration
- Stewpot of First Presbyterian Church
- Value Options of Texas
- Workforce Solutions of Greater Dallas
- Veterans Affairs

## Appendix 3-Bridge Mission



To assist adults experiencing homelessness regain hope, health, decent housing and maximum contribution to community through comprehensive health and human services delivered in a safe, wholesome environment.

# Appendix 4-Demographic Information



- Sample Population: Guests Served
  - Male/Female
    - Male 75%; Female 25%
  - Race/Ethnicity
    - African American 65%; Caucasian 24%; Hispanic 9%, Asian 1%, Native American 1%
  - Mental illness/addiction
    - Behavioral Health Disability 43%
  - Criminal justice background
    - Yes 59%; No 41%
  - Last residence by location (Dallas County, other Texas Counties, out of state, etc.)
    - Dallas 82%; Tarrant 3%; Collin 1%; Other Texas Counties 7%, Outside of Texas 7%
- The U.S. Department of Housing & Urban Development (HUD) currently defines Chronic Homelessness as:
  - An individual with a disabling condition (such as serious mental illness disability, or substance abuse disorder)
  - Who has either been continuously homeless for a year or more OR has had at least four (4) episodes of homelessness in the past three (3) years.

## Appendix 5-If Revenue is Lost



- The budget current revenue gap for 2010 is \$1,051,078.
  - For every \$1,000,000 funding loss, per year, The Bridge would likely serve an average of 200 less people per day.
    - If The Bridge serves less people per day, there will be many more people experiencing homelessness, without shelter, in downtown Dallas per day.
    - If The Bridge serves less people per day, homeless related incarcerations will likely increase.
    - If The Bridge serves less people per day, homeless related hospitalizations will likely increase.
    - If The Bridge serves less people per day, fewer people will transition from The Bridge to permanent supportive housing and the percentage of formerly homeless people residing in permanent supportive housing without cycling through institutions will likely decrease.