



**Thursday, December 14, 2017 | 8:00 a.m. to 9:30 a.m.**

**United Way of Denton County, Inc. (1314 Teasley Lane, Denton, TX 76205)**

**Appointees/Ex-Officios Present:** Alice Mankoff, Barton Duffy, Chasz Parker, Commissioner Bobbie Mitchell, Councilman TJ Gilmore, Councilwoman Keely Briggs, Courtney Cross (Ex-Officio), Cynthia Harris, Dani Shaw (Ex-Officio), Gary Henderson (Ex-Officio), Herman Oosterwijk, Isabel Rodriguez, Jessica DeRoche, Kathy Srokosz, Mayor Chris Watts, Monica Glenn, Roy Metzler, Sandra Robinson, Stephen Coffey, Terry Widmer, Thomas Muir, Valerie Foster

**Appointees Absent:** Chief Lee Howell, Mary Jones (regrets), Sherri McDade

**Guests:** Sarah Kuechler (City of Denton), Marshall Dunbar (Christian Community Action), Flora Brewer (Presenter), Indira Mandahar (University of Texas at Arlington), Tyheshia Scott (Giving HOPE, Inc.), Katherine Gonzales (United Way of Denton County)

### **Welcome & Consideration of December Minutes**

Chair Mayor Watts called the meeting to order at 8:00 a.m. He requested a motion to approve August meeting minutes.

Motion: Councilwoman Keely Briggs

2<sup>nd</sup>: Commissioner Bobbie Mitchell

Motion was approved.

### **Innovative Housing Solutions**

Chair invited Flora Brewer to make a presentation on the Palm Tree Apartments, a successful Permanent Supportive Housing project in Fort Worth. Details of Flora's presentation are summarized below:

- Flora stated, "The solution to homelessness is housing," and expressed a frustration in Fort Worth of not seeing any new housing developed to alleviate the issue of homelessness. The Mayor of Fort Worth formed a similar task force to explore increasing housing, but most of their attempts to create Permanent Supportive Housing projects have failed due to community opposition.
- They successfully rezoned an area for mixed use five minutes from downtown Fort Worth.
- Flora broke down the format they were able to successfully utilize to see their Permanent Supportive Housing project come to fruition. The Paulos Foundation oversees capital and overall management, utilizing various partners to oversee on-site property and case management, and to subsidize the units to allow for no acquired debt.
- The Mayor asked if case management and rent were all funded by Project Based Vouchers, and Flora confirmed that was the case.
- Project Based Vouchers go to the developer and stay with the unit. They are a good way to combat income discrimination, and if a client moves they are moved to the 'front of the line' for the next available voucher.



- A Local Housing Authority may use up to 120% Fair Market Rent for Project Based Housing Vouchers.
- The Mayor asked if the Denton Housing Authority has any of these vouchers, and Dani Shaw answered no. Flora stated that a housing authority may use up to 20% of their overall voucher budget for Project Based Vouchers.
- What makes this model work:
  - o Targeted a high traffic homeless area for the project
  - o Refurbished an existing structure that was zoned for apartments
  - o The non-profit model (foundation) allowed for no debt
  - o Blended model of property and case management (case manager collects rents to maintain relationships with residents); developed a retention plan to avoid evictions if possible
  - o Outsourced case management to existing nonprofit, versus hiring a case manager to work on their own (1 FTE); Foundation pays a flat amount to the case management agency annually, and they oversee laundry supplies, etc., which helps to keep units clean
- Funding
  - o All development funding was private – no federal dollars were used in the development process
  - o Project was up and running in 8 months
  - o 2% replacement cost of building and 20% of operating budget in reserves
  - o Still pays property taxes, and the only way it would not is if it were owned by a government agency
  - o Cash flow and net income was positive within the second month of occupancy
  - o 20% of revenue comes from resident incomes; Local housing authority pays the rest
- Financing Challenges Facing Replication
  - o Skyrocketing market for apartment properties and speed for deals to happen
  - o Cost of rehab
  - o Uncertainty of the availability of Project Based Vouchers
  - o City funding can face community opposition
  - o Debt service eliminates ability to pay for case management out of revenue
  - o Developers can't take on risk of post-acquisition funding and vouchers falling through
- Incentives and Municipal Tools
  - o Land banks and trusts – government ownership
  - o Density bonuses
  - o Financial incentives – fee waivers, property tax abatements in exchange for PSH units
  - o Financing districts
  - o HOME and CDBG grants
  - o Low Income Housing Tax Credits
  - o Low interest loans, grants from general obligation bonds

### **Ad Hoc Exploratory Committee – Housing Solutions**

Chair & Co-Chair presented the need for an ad hoc exploratory committee to determine the best next steps to mobilize the necessary resources to meet the most pressing housing needs of Denton County citizens.



Requests for consideration were made to a few individuals prior to the meeting, and if were requested to inform Courtney of their interest in participation.

Chair requested a motion to approve the addition of the ad hoc committee.

Motion: Terry Widmer

2<sup>nd</sup>: Commissioner Bobbie Mitchell

Motion was approved.

### **Workgroup Updates**

Courtney Cross provided an update of overall DCHLT progress (see attached DCHLT 2017 Progress Update). Courtney also notated that the Doors for Denton County landlord outreach initiative will roll out in tandem with the Denton County Barriers Fund (a joint effort of the Denton County Homeless Coalition).

In addition to workgroup updates, appointees reviewed updated Coordinated Entry data, which included a cost estimate of the gap analysis for Denton County’s current Housing Crisis Response System (see attached).

### **Denton County Homeless Coalition Update**

Courtney reminded the group of the upcoming 2018 Point-In-Time Count, January 25<sup>th</sup>, and informed the group that Mary Jones will be the 2018 chair of the Denton County Homeless Coalition. Mary is also a board member for Denton Affordable Housing Corporation, and will represent them on the DCHLT.

### **Backbone Support Update**

The group viewed a video that accompanied Mayor Chris Watts’ Outstanding Community Service Award from the Texas Homeless Network. Courtney provided an update on DCHLT presentations throughout the county.

### **New Business**

Keely made note of the City of Denton’s updated homeless utility deposit waiver.

Mayor Watts adjourned the meeting at 9:25 a.m.

### **Next Meeting Date:**

**Thursday, February 8, 2018 | 8:00 a.m. to 9:30 a.m. |**

**United Way of Denton County, Inc. (1314 Teasley Lane, Denton, TX 76205)**

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Secretary

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Date



# DCHLT 2017 PROGRESS UPDATE

## GOAL

### Continuous Improvement of Homelessness Data Management Implement Coordinated Entry in Denton County

- Created Logic Model to track Coordinated Entry inputs, outputs, and outcomes
- Created Coordinated Entry Policies and Procedures
- Established and Implemented a Coordinated Entry Process across 7 Front Doors and Receiving Agencies (Denton County Friends of the Family, Giving HOPE Inc., Journey to Dream, Monsignor King Outreach Center, Our Daily Bread, Salvation Army Denton)
- Identified agencies joining the Denton County CE Process in 2018 (Good Will Career Center, Denton Housing Authority)
- Real-time data entry at all Front Doors
- Created Eligibility and Priority Matrices
- Working Denton County Housing Priority List, Including a Veteran By-Name List

### Determine Housing Need

- Ability to determine growing housing needs based on information gathered by Coordinated Entry assessments administered
  - \*Rapid Re-housing (RRH) and Transitional Housing (TH) - **359 households**
  - \*Permanent Supportive Housing (PSH) - **149 Households**

### Determine and Maintain Denton County Homelessness Dashboard

- Created Master template for consistent reporting of data from multiple data sources
- Established timeline for data-clean up to pull initial baseline measurements

### Seek Funding to support Strategic Objectives

- \$18,000 allocated for Homeless Management Information System license and support costs via the City of Denton Human Services Grant
- \$4,000 allocated by the City of Lewisville to support CE initiatives
- \$40,000 allocated by the City of Denton to support Homeless Initiatives Coordinator/HMIS Administrator
- \$40,000 allocated by the City of Denton to support the Director of Homelessness Initiatives

## GOAL

### Increase Access to Housing

#### Identify Unmet Housing Needs in Denton County

- Developed Housing Priority List
- Identifies Occupancy Rates

#### Expand Housing Capacity in Denton County

- Added 2 units of supportive housing for Veterans
- Generated Program Overview for replicable housing pilot
- Researched Landlord Risk Mitigation funds
- Developed framework for collaborative, county-wide Landlord Outreach initiative

#### Foster Housing Stability in Denton County

- Collaboratively established a Denton County Barriers Fund to promote housing stability through Client Assistance, Landlord Outreach and Special Projects of the Denton County Homeless Coalition

## GOAL

### Support the Mission & Vision of the DCHLT

#### Increase Community Awareness & Connection

- Conducted 17 DCHLT Presentations across Denton County
- Conducted 1 work session with Denton City Council
- Conducted 1 presentation to Lewisville City Council
- Provided 9 Workgroup Reports per workgroup to DCHLT Appointees

## DENTON COUNTY HOMELESSNESS DATA REPORT

Category	Metric	HMIS Need YTD	Source
<b>Assessments Completed (As of 12/06/17)</b>	Individual	597	VI-SPDAT
	Families	38	F-VI-SPDAT
	<b>Total</b>	<b>635</b>	VI-SPDAT & F-VI-SPDAT
<b>Veteran Status</b>	<b>Total</b>	<b>45</b>	VI-SPDAT & F-VI-SPDAT
<b>Housing Need (As of 12/06/17)</b>	Diversion - Individuals	123	VI-SPDAT & F-VI-SPDAT
	Diversion- Families	3	
	<b>Diversion Total</b>	<b>126</b>	
	RRH - Individauls	345	VI-SPDAT & F-VI-SPDAT
	RRH - Families	14	
	<b>RRH Total</b>	<b>359</b>	
	PSH - Individuals	128	VI-SPDAT & F-VI-SPDAT
	PSH - Families	21	
	<b>PSH Total</b>	<b>149</b>	
<b>Total Housing Need</b>	<b>508</b>	VI-SPDAT & F-VI-SPDAT	
<b>Housing Referrals Made to Receiving Agencies (As of 12/06/17)</b>	Giving HOPE: HP; TH; RRH;PSH	295	Provider HPL
	Catholic Charities: RRH	29	Provider HPL
	Salvation Army: ES	3	Provider HPL
	Journey to Dream: ES; TH	3	Provider HPL
	MKOC: ES	6	Provider HPL
	Denton County MHMR: PSH	43	Provider HPL
	<b>Total</b>	<b>379</b>	Provider HPL
<b>People Housed</b>	HP		HPL CE Status
	TH & RRH	3	HPL CE Status
	PSH		HPL CE Status
	<b>Total</b>	<b>3</b>	

# DENTON COUNTY HOMELESSNESS DATA REPORT

## Gaps in Housing Assistance

Housing Type	Need	Capacity*	Gap	Estimated Cost to fill Gap**
Rapid Re-Housing (3-6 months rent on average)	359 units/yr 33 units/mo	84 units/yr 7 units/mo	275 units/yr 14 units/mo	\$1,047,475.00 - \$1,957,450.00
Permanent Supportive Housing (long-term rental assistance & case management support)	149 units/yr	41 units/yr	108 units/yr	\$1,483,488.00

\*Capacity based on funding availability to provide support; does not include availability of units throughout the county; capacity estimate for 84 units based on 188 projected individuals served by Rapid Rehousing programming through the Emergency Solutions Grant

\*\*Estimated Cost to fill Gap based on \$903 average monthly rent of a one-bedroom apartment in Denton County, monthly utility cost of \$200 and a one-time security deposit of \$500; does not include cost of supportive staff or additional wrap-around services; Estimate for Rapid Re-Housing is for a one-time cost of 3 months of assistance; Estimate for Permanent Supportive Housing is for an annual cost of 12 months of assistance