



City of Dallas



*Empowering children & families
affected by homelessness*

Getting to YIMBY

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Dallas City
Council
District 12

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President & CEO
Family Gateway



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YES

NO



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IF YOU ARE ABLE,
PLEASE STAND

Family Gateway History: *Old Model*



- 1986-2016: One family shelter with 30 rooms, first come/first served, and time-limited exit.
 - Any kind of family with children.
- Served 400 families annually between this location and housing program.
- Significant unmet need, uncoordinated in system, with multiple families turned away every

Alignment with Opening Doors



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- 2017: Shifted to low-barrier emergency shelter model. Started community's first Assessment & Diversion program (assessment-based entry instead of first come first served) and started collecting data.
 - Designated as Access Point by CoC Lead Agency to assess and triage families to appropriate intervention and facility
 - 24 x 7 call center operations; most urgent first
- **Put significant strain on downtown facility as was not intentionally built for this high-volume practice.**
 - Divert 500-700 families annually after assessment.

Landscape of Family Shelter System (Non-DV)



Agency	Inventory	Population
Family Gateway	30 rooms – dorm style	Any kind of family with children
The Salvation Army	4 rooms – dorm style	Women/children
Dallas Life	30 rooms – dorm style in pay-to-stay program* <i>Spent \$310K w/this and hotel overflow.</i>	Single parents/children Married couples/children High restrictions Not ES except CoC approved our space used as ES
Center of Hope	30 rooms – dorm style	Women/children High restrictions Not ES but could sometimes get families into this space

Capacity: ~100 rooms; 64 were ES. Approximately 30 new families/month needed ES with average LOS 90-120 days. Paid overflow ES needs by using Dallas Life; other space in this facility designated for long-term, faith-based discipleship program

Family Gateway Downtown



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- Owned by City of Dallas; long-term lease agreement (1986).
 - Expires at end of September 2026
 - **In 2017, real estate developer purchased all property around us, making it impossible for us to expand at this location**
- Extensive history and trusted relationship with City leaders.
 - Founded by a former Mayor of Dallas.

Growth Task Force

- Convened in 2017 to begin exploring our options and what was important to us in where our shelter was placed.
 - Downtown was not important except for proximity to The Stewpot (documents) and Vogel Alcove (childcare).
 - What was important:
 - Willing and supportive Councilmember due to community acceptance and zoning challenges for shelters
 - Larger facility (up to 50 rooms)
 - Close to bus line
 - Walkable to jobs

Land, Buildings and Relationships Explored



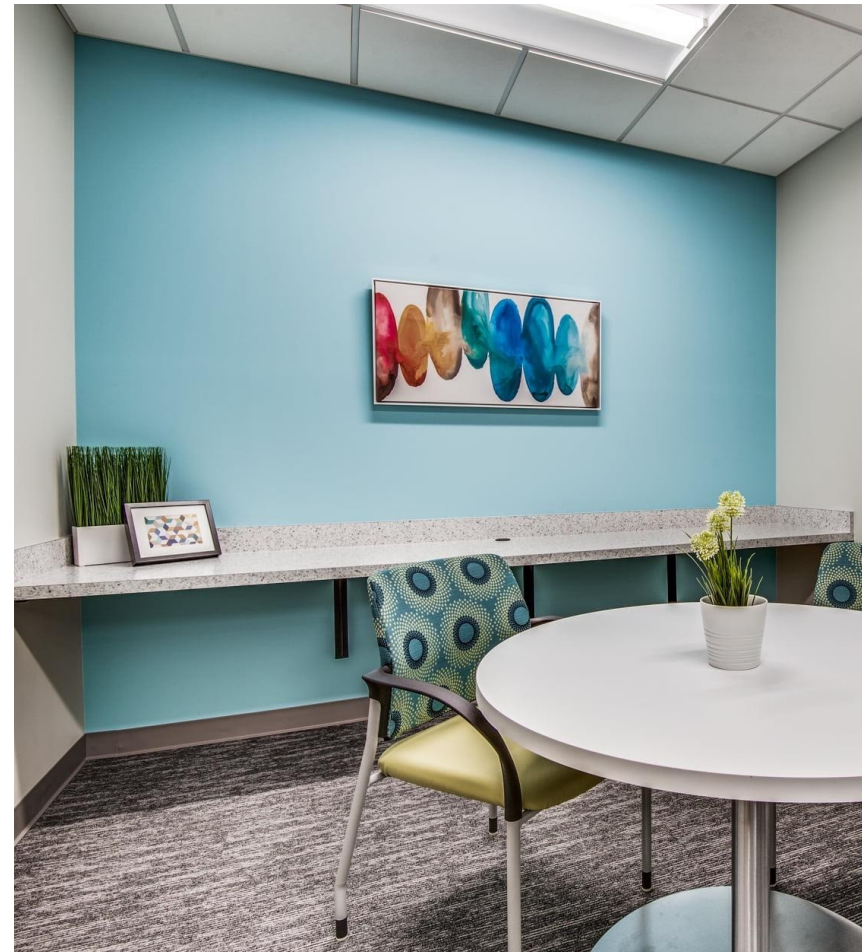
- Met with City Councilmembers, City of Dallas Office of Homeless Solutions staff, MDHA leadership, and real estate professionals
 - Identify opportunities for potential relocation
 - Pitched that we would be the most likable shelter partner
 - Took class with Non-Profit Real Estate 101 Class
- Estimated a \$20 million capital campaign to design and build an entirely new facility.
- **No appropriate properties identified in a 2-year search.**

2019: Opened Simmons Family Gateway Resource Center



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- Moved administration and A&D to new location to maximize downtown shelter space.
- Put Access Point in neutral location for easier referral to all family-serving shelters and to relieve stress on facility.
- Intentionally built space for Assessment & Diversion with consultation rooms surrounding a play area.



What Else Happening?



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- The Salvation Army was in a 3-year property search and then 2-year zoning battle to build a new campus, moving into another Council district.
 - Confirmed our strongest desire was willing and supportive Councilmember.
- Council turnover/elections in 2019
 - Councilmember Mendelsohn visited to let us know family homelessness was her area of passion.
- New policy in discussion for every Council district to have something for homeless services.
 - We started ruling out Council districts that had “taken their share” of homeless response facilities.



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COVID

Covid-19 Ad Hoc Committee

Homeless Service Availability Discussions had already begun

Funding Availability – had \$, now had a lot of \$

Homeless Services in the Spotlight – Loss of Capacity

Special Sheltering to Expand Capacity - Expensive

List of Possible Locations Throughout City Already Developed

Every District Has a Homeless Shelter



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DISTRICT 12

On outskirts of City

Annexed 1978, many not familiar

Highly residential "suburban"

High density

Perceived as White, high income

No social services located in district

Three Housing Authority properties, Market rate



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PROS

CONS

Pandemic Effect on Family Shelter System: 2020



Agency	Inventory	Population
Family Gateway	35 rooms – dorm style	Any kind of family with children
The Salvation Army	Reallocated space to serve individuals	Made this decision together while also working on long-term strategy
Family Gateway Overflow	Variable using hotel rooms to offset loss of shelter space and for COVID isolation	Any kind of family with children <i>Spent \$670K.</i>
Dallas Life and Center of Hope	Closed	COVID outbreak; opted not to reopen and only served those already inside

Capacity: 35 ES rooms. Approximately 40 new families/month needed ES with average LOS 81 days. Paid overflow ES needs using hotels. Some suppression of need due to CARES Act and extra unemployment benefits (and eviction ban) but harder to divert families. More housing opps drove faster flow through.

District 12 Signals Desire for Family Shelter



- Federal dollars flowed into communities for municipalities to purchase properties to help with homeless response; City purchased several facilities.
 - Operations put out for competitive bid.
 - D12 designated for family sheltering.
- Work during quiet period of RFP to try to identify the property.

What Were We Looking For?



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Important to Us	Did this D12 Property Offer?
Willing, supportive Councilmember	Yes – she worked with her District for more than a year to determine the population they wanted to serve – families with children.
Larger facility	Yes – 60 room hotel that could be brought to 50 rooms after renovation
Close to bus line	Yes – 2 blocks away but not as frequent service; plans in this district to extend rail line are underway
Walkable to jobs	Yes – numerous opportunities within a few blocks
Not close to single family dwellings, schools or places of worship – which would drive zoning challenges	Two immediate business neighbors; fence separates behind the facility to apartment complex. Other business neighbors.
Price	Free to us; seed funding for two years; renovations needed but originally estimated at \$1.5 million (with \$500K from City)

Engagement of Full Council

- Common practice for us to routinely update Councilmembers and City staff with data or significant news stories about our agency or family homelessness.
 - Once new Mayor elected, did a personal briefing with him to be sure he knew we were “go to” for any needs around family homelessness.
 - Any new Councilmembers are provided with basic information on family homelessness, our data, offered a tour, etc.
- Matched Board members with their own Council members and where relationships existed when we needed them to be aware of a pending agenda item; common talking points.
- One Board member with extensive homeless experience in a prior City tagged to consult with a new Councilmember on homelessness.

Initial City Contracts



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Seed funding of more than \$1 million annually each year for two years to help us get up and running; option to renew without any funding for 10 years.



\$500K of bond money to use for renovation.



Required plan for how we would absorb the operating costs of this facility after 2-year seed funding: our plan was to come out of our current downtown lease before term ends and transition resources to Family Gateway North.

Rezoning

- Property required rezoning from hotel status to a planned development district due to the social services provided onsite.
 - 2-3-month process that typically gets bogged down with community opposition (often years of struggle).
 - More behind the scenes work done by Councilmember and City staff to help this move quickly.
- When City notified all property owners within a certain radius of rezoning, we followed with a personal visit to drop off information about the project, business card and personal cell should any concerns or questions arise.

Engagement of Community



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- Participated in community meetings hosted by Councilmember and now host one approx. quarterly.
- Developed Good Neighbor Task Force from those living in the District to monitor neighborhood complaints, introduce us to new congregations, develop a Good Neighbor Agreement.
- Tours of facility to show renovation plans.



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HOW DID THE CITY GET TO YIMBY?

Top 10 List of How City Got to YIMBY

1. Community Concerns About Homelessness
2. Staff Recognized Need
3. Want to Look Like They Are Acting On It
4. Had \$\$ They Would Have To Spend –2017 bond
5. City and Other CMs Didn't Think District Would Say Yes Easily... <politics>
6. Squeaky Wheel – ready to go, made it easy
7. Use Your Political Capital – not a game
8. Strong Follow Up with Staff and Other CMs



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HOW DID THE DISTRICT GET TO YIMBY?

**Dallas City Hall
District 12
Enews**
November 13, 2021

Connecting You With City Information, News, and Resources

Happy Fall!

Below are many updates, resources, and ways you can get involved. Every day I am reminded that YOU, the residents of Dallas, are what make Dallas such a great city.

District 12 is so lucky to have the Dallas Animal Services Everyday Adoption Center inside the Petsmart on Coit and Campbell. Adoptions are open to all, including residents of...

DISTRICTS 11, 12 & 13

**COMMUNITY
CONVERSATION**
Homelessness & Panhandling

Join Councilmembers Schultz, Mendelsohn & Willis along with city department representatives to learn and ask questions about the City of Dallas response to homelessness and panhandling.

November 14, 4:00 - 5:30 pm
PTAA, 15720 Hillcrest, 75248
(Former Shelton School location)

RSVP requested, not required to:
District12@dallascityhall.com

**DALLAS POLICE
DEPARTMENT**



VIRTUAL TOWN HALL MEETINGS



City of Dallas

Join us for an informal town hall meeting with an update from City Hall, information from our special guest, and time for you to ask questions and give feedback.

November 30, 7 pm

Special Guest: Kevin Oden,
Office of Homeless Solutions

December 15, 7 pm

Special Guest: Major Hadnot,
Dallas Police Department

Sign up at: <https://forms.gle/H6jBDbmBZ3UCzmzM8>
by 3pm on the day of the meeting to receive the link.
Question or problem? Please email our office.

Come Hear the Latest...

HOMELESS FAMILIES IN FAR NORTH DALLAS & ACROSS THE USA

**Tuesday, September 7
7 pm - 8:30 pm**
**Bentwood Trail
Presbyterian Church
6000 Bentwood Trail
Dallas, Texas 75252**



Kevin Magnis
Family Gateway

Diane Nilan
Founder, Hear Us

on activities at the new Family
shelter in District 12 (formerly
el) and hear about the crisis of
ss the USA from national expert,
and filmmaker Diane Nilan.

for Family Gateway

- Laundry detergent in PODs
- Queen & Twin sized sheets
- Multipurpose cleaner
- Gift cards of \$10/Walmart, etc...

h to donate something for Family
ns in the lobby of the Dallas Police
m @ Hillcrest by noon 9/7.

VIRTUAL TOWN HALL MEETING



Join us for the monthly District 12 informal town hall meeting, held virtually. We'll have an update from City Hall, information from the special guest of the month, and time for you to ask questions and give feedback.

June 21, 7 pm

Christine Crossley, Director
Office of Homeless Solutions



Sign up once at: <https://forms.gle/FLhqrMeXEYKNR6bA>
and you'll be sent the link the day of the meeting for all town halls.
Question or problem? Please email our office.

Top 10 List of How To Get Community to YIMBY

1. Start with Talking About the Problem, not Solution
2. Community Problem Solving
3. NO LOCATIONS Discussed
4. ID goals for discussion, project
5. Set Criteria, Must Haves,
6. Communicate Often, Set Tone (not staff)
7. Use Your Political Capital
8. Make Personal Invitations to Attend Meetings,
Engage Gentle, Credible Advocates
9. How Community Engages
10. Locations based on 911/crime/nuisance, improve!

No Opposition

- No constituents opposed the project in the numerous opportunities provided for speaking out at Council meetings and City Planning Commission meetings (zoning).
 - Attribute to the extensive work done by the Councilmember to engage her community long before the property was selected.
- No Council opposition. Each time on the agenda, the item stayed on the consent agenda.
 - Attribute to work done by Councilmember to educate and answer questions, along with other efforts from staff and Board members.

Transparency



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- Family Gateway North page for D12 constituents is publicized in every Councilmember e-newsletter.
 - Latest updates on FGN
 - Data on outputs and outcomes
 - How to get involved
 - FAQs
 - Posting of Good Neighbor Agreement
 - Access to staff leaders through online form



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Good Neighbor Agreement

Each guest at Family Gateway North signs a document stating their understanding of the need to respect business owners and neighbors and their properties.

Monthly “house meeting” with all guests in the facility to reinforce the expectations.

We address any complaints/concerns the same day whenever possible, or next day if an overnight occurrence.

Pandemic Effect on Family Shelter System: 2021



Agency	Inventory	Population
Family Gateway	35 rooms – dorm style	Any kind of family with children
Family Gateway @ The Salvation Army	14 rooms – dorm style	Women/children in large families 2 bedroom "suites"
Family Gateway North	50 rooms – hotel suite style	Any kind of family with children; priority for disabilities
Family Gateway Overflow	Variable using hotel rooms to offset loss of shelter space and for COVID isolation	Any kind of family with children <i>Spent \$428K.</i>

Capacity: ~100 rooms; all ES. Approximately 50 new families/month needed ES with average LOS 61 days. Paid overflow ES needs using hotels. Dallas Life and Center of Hope remained closed to intake.

Overall Challenges

- Everything took significantly longer than planned.
 - Extensive delays at City for initial contract and contract for expanded number of years needed to engage private donors to support renovation.
 - We operated for 7 months at our expense without a contract; not reimbursable.
 - Could not start fundraising for renovation until through zoning.
 - We brought several foundations along with us from the start of the journey and updated them regularly so that when zoning was finalized, we submitted applications.

Overall Challenges

- Long delays in getting everything in place meant our renovation cost estimates could not get locked in. Original \$1.5 million estimate in 2020 – now \$2.2 million.
- We started operating in January 2021; final contract executed at the end of August 2022.
 - Education of Council members, escalation to City leaders, behind the scenes work by our Councilmember to push this to fruition.
 - 20-year agreement with two 10-year renewal options; option to convey the property to us during the term.
 - Overcame many one-sided clauses that left agency too vulnerable to future political whims.

Unduplicated Number Served

	Unduplicated # served across programs	Plus lighter touch services from call center	Annual Total Budget All Expenses
2016 <i>Old model</i>	399 households (HH) (1,355 individuals)	NA	\$3.3 million
2021	1,323 HH (4,036 individuals) With addition of A&D, prevention services, expanded sheltering and overflow and increased housing programs.	1,460 HH referred to resources without full assessment 1,132 HH provided resource packet after triage for urgency; asked to call again if situation became more critical	\$6.4 million

Current State: 2022



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Family Gateway North	50 rooms – hotel suite style	Any kind of family with children; priority for disabilities
Family Gateway Overflow	Variable using hotel rooms to offset loss of shelter space and for COVID isolation	Any kind of family with children

Capacity: ~100 rooms; all ES. Approximately 60 new families/month needing ES with average LOS 83 days (fewer housing options). Paid overflow ES using hotels. Dallas Life and Center of Hope reopened but increased barriers; Dallas Life increased pay to stay pricing to make it comparable to hotel stays, so we no longer use them. Occasionally can get families into these two shelters for long-term discipleship programs.