



**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)**

**Agenda**

- |      |  |             |         |
|------|--|-------------|---------|
| I.   | Welcome & Consideration of December 2017 Minutes | T. Gilmore  | 2 min.  |
| II.  | Workgroup Updates                                |             | 40 min. |
|      | • Ad Hoc Exploratory Committee                   | C. Cross    |         |
|      | • Data Workgroup                                 | K. Gonzales |         |
|      | • Housing Workgroup                              | T. Widmer   |         |
|      | • Workforce Development                          | C. Cross    |         |
|      | • Community Conversations Workgroup              | C. Cross    |         |
| III. | Denton County Homeless Coalition Update          | C. Cross    | 15 min. |
| IV.  | Backbone Support Update                          | C. Cross    | 10 min. |
| V.   | New Business                                     | C. Watts    |         |
| VI.  | Adjourn  | C. Watts    |         |

**Next Meeting Date:**  
**Thursday, April 12, 2018 | 8:00 a.m. to 9:30 a.m. |**  
**United Way of Denton County, Inc. (1314 Teasley Lane, Denton, TX 76205)**





**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

# DCHLT Workgroup Reports

January 2018

## DCHLT AD HOC COMMITTEE | HOUSING SOLUTIONS

### Meeting Summary – Monday January 22, 2018

Attendees: Katherine Gonzales, Mayor Thomas Muir, Terry Widmer, Herman Oosterwijk, Alyssa Mostaffa (UWDC Intern), Sheryl English, Councilman TJ Gilmore, Commissioners Bobbie Mitchell, Stephen Coffey, Sarah Kuechler, Dani Shaw, Gary Henderson, Courtney Cross

The committee met for to discuss why the committee was formed, goals for the committee and next steps for the committee to consider. This group was brought together by the Denton County Homelessness Leadership team to address the lack of affordable housing in Denton County. The committee will help create innovative and practical plans to bring affordable housing to Denton County.

The meeting facilitator reviewed DCHLT, the Point in Time count and data pertaining to homelessness in Denton County. The group discussed different ways to present the data that would help appeal to funders and make it easier to understand. Members suggested tracking the data quarterly to keep track of trends and have a way to measure outcomes. The group discussed how the data is gathered, here in Denton County and elsewhere.

The facilitator presented a cost analysis of homelessness in Denton County. This data covered housing, case management cost, and gaps with in the community. It was suggested to look at other areas to “benchmark” what capacity is for case managers in similar positions. This will help provide a more definite number of the cost of need in Denton County.

There have been ongoing conversations with local governments about bringing affordable housing into this community.

The committee agreed that the main goals of this group are to look for affordable housing solutions and to make funding recommendations. The group has room to grow and as the group develops and a plan is put into place more goals will be added. The group discussed different solutions to both goals presented. The idea of not “reinventing the wheel” was mentioned multiple times. The members want to look at other successful programs to best address it in Denton County.

The facilitator presented on Palm Tree, the program in Fort Worth. The group was invited for a site visit. This opened up the conversation to looking at other programs and figuring out what would look best in this community. The group discussed the different routes the program can go, for example through non-profits, for profits, public sector and private sector.

It was agreed that the group will schedule another meeting for March, prior to which backbone support will provide extensive research and information regarding successful models for implementing housing solutions across the country, with comparisons of size and capacity of various communities to Denton County.

#### Short-term Action Plan:

- 30 days – backbone support provide research of housing solutions and identify existing resources to execute large-scale housing affordable/permanent supportive housing development in Denton County
- 60-90 days – make necessary visits/connections with key stakeholders to further vet potential housing solutions
- 90-120 days – make recommendations to the DCHLT

#### Short-term action items

Researching what other successful communities are doing to address this problem and distributing that to the committee before the next meeting

Have a timeline of development for the next meeting

Provide a breakdown of "best-practices" models

Bring "the right people" to the table, making sure that key stakeholders are involved in this committee

### Accomplishments

Informed members of purpose of the Ad Hoc Committee

Agreed on common goals of committee

Opened the conversation for innovative and collaborative ways to address the housing crisis in Denton County

### Concerns

Ability to conduct research and make recommendations in a timely manner

### Next Meeting Dates

March 2018

# DCHLT Workgroup Reports

January/ February 2017

## DCHLT DATA WORKGROUP | CHAIR: STEPHEN COFFEY

### Meeting Summary: Friday, February 2, 2018

Members Present: Stephen Coffee (Chair), Wendy McGee, Danielle Shaw, Katherine Gonzales, Keith Henderson, David Mays, Tyheshia Scott, Jordan McCarty, Jesse Hamner, Patrick Mcleod

Guests: Katie Chapman, Hope Nordon, Daisy Martinez, Myles Wood, Wendy Noble, Chris Marchbank, Chris Martin

The DCHLT Data Workgroup and the Homeless Veteran Workgroup joined to have a focused discussion about the Veteran By-Name list. Case Managers updated the list by identifying households they've helped house. Currently the Veteran By-Name List includes 43 households that need housing. Regular meetings will be held to improve referral and reporting processes as Denton County housing and homeless service providers strive to end Veteran homelessness. Next meeting is scheduled for February 14<sup>th</sup> and the group will identify several households that will be prioritized to receive assistance next.

A sub-committee comprised of case managers and direct service providers has been created to start updating Denton County's Housing Priority List (HPL) similar to the Veteran By-Name List. This will be done by identifying households most vulnerable (highest VI-SPDAT score) on the list and prioritizing them to receive available housing assistance; contacting households that do not receive assistance about limited housing assistance availability; updating out-dated VI-SPDAT assessments; and exiting households that have been housed or we are unable to contact. The Case Conferencing Committee is scheduled to meet March 2<sup>nd</sup>.

Lastly, Keith Henderson gave an update on baseline data that will be used to start identifying System Performance Measures for the Denton County Data Dashboard. In the upcoming weeks Front Door and Receiving Agencies will work on updating VI-SPDAT assessments that are outdated and identifying duplicate clients to ensure baseline data is as accurate as possible.

### Short-term action items

Data Clean-up for Data Dashboard Baseline Data

Complete Data Improvement Plan

Secure date for Texas Homeless Network visit – HMIS Training

First Case Conferencing Committee Meeting – Clean-up Housing Priority List

### Accomplishments

Coordinated Entry Policies and Procedures Approved by the Texas Balance of State, Texas Homeless Network

Denton County Coordinated Entry Process HUD compliant

Current Veteran By-Name List

### Concerns

Time and capacity required to contact households to update HPL/ VI-SPDAT assessments

### Next Meeting Dates

February 23, 2018



## 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>	

## AVERAGE COSTS OF APARTMENT RENTALS IN DENTON COUNTY

City	Apartment Complex	Studio/Efficiency	One Bedroom	Two Bedroom
Denton	Salem Ridge Apartments	\$715	\$875	\$1,150
	Oaks of Denton	\$695	\$785	\$1,077
	Denton North	\$600	\$750	\$875
	The Adagio	\$859	\$1,109	\$1,504
	Victoria Village	\$899	\$949	\$1,099
	19Twenty	-	\$715	\$845
	The Conventry	-	\$902	\$1,069
	Timberlinks	-	\$969	\$1,135
	Victoria Heights	\$829	-	-
	Greenlee	\$829	-	-
	The Warehouses	\$869	-	-
<b>DENTON AVERAGE</b>		<b>\$787</b>	<b>\$882</b>	<b>\$1,094</b>
Lewisville	St. Charles Place	\$534	\$734	\$879
	Rose Ridge Apartments	\$680	\$860	\$990
	Discovery at the Realm	\$985	\$1,061	\$2,135
	75067 Properties	\$525	\$875	\$1,100
	Windsor Court	\$734	\$786	\$957
	Fox Hollow	\$735	\$810	\$1,135
	Lone Oak Apartments	\$710	-	-
	Emery Bay	-	\$1,106	\$1,289
	Oak Forest	-	\$897	\$1,091
<b>LEWISVILLE AVERAGE</b>		<b>\$700</b>	<b>\$891</b>	<b>\$1,197</b>
Rural Areas (Sanger/Krum)	Estate Villas - Krum	-	\$999	\$1,270
	The Trails of Sanger	-	\$1,000	\$1,222
	Krum Apartments	-		\$825
	<b>RURAL AVERAGE</b>		<b>-</b>	<b>\$1,000</b>
<b>FAIR MARKET RENT*</b>		<b>689</b>	<b>\$837</b>	<b>\$1,031</b>
<b>AVG MONTHLY RENT IN DENTON COUNTY</b>		<b>\$752</b>	<b>\$903</b>	<b>\$1,138</b>
<b>INCLUDING AVG MONTHLY UTILITIES OF \$200</b>		<b>\$952</b>	<b>\$1,103</b>	<b>\$1,338</b>

\*Fair Market Rents (FMRs) are used to determine payment amounts for the Housing Choice Voucher program, rent ceilings in the Emergency Solutions Grant (ESG) program, calculation of maximum award amounts for Continuum of Care (CoCo) recipients and many other HUD programs. (Source: www.huduser.gov)

<b>3 MONTHS RENT W/ ONE-TIME SECURITY DEPOSIT OF \$500</b>	\$3,357	\$3,808	\$4,515
<b>6 MONTHS RENT W/ ONE-TIME SECURITY DEPOSIT OF \$500</b>	\$6,215	\$7,116	\$8,530
<b>12 MONTHS RENT W/ ONE-TIME SECURITY DEPOSIT OF \$500</b>	\$11,930	\$13,731	\$16,560

# 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

# DCHLT Workgroup Reports

January 2018

## DCHLT HOUSING WORKGROUP | CHAIR: TERRY WIDMER

### Meeting Summary – Monday January 22, 2018

Attendees: Alyssa Mostaffa, Courtney Cross, Dani Shaw, Hope Nordon, Jeff Coffey, Katherine Gonzales, Katie Chapman, Kristin English, Melanie Torres, Paige Hoyt, Tyheshia Scott, Terry Widmer (Chair).

The workgroup convened in January to discuss next steps for the landlord outreach initiative known as Doors for Denton County. Members discussed the logistics of coordination between housing case managers and an eventual Housing Navigator, who will act as a liaison between the nonprofit and real estate communities. The workgroup reviewed the Barriers Fund, the pilot program and the DFDC program design.

Workgroup members talked about a previously piloted program that works with community partners to stably house and support people experiencing homelessness. The program overcame a few barriers, the main one being case managers. Members are looking for innovative ways to address these issues while still honoring what the funder originally wanted. Members posed the question of why there was a lack of case managers within Denton County. The group discussed how the lack of funding and other resources contribute to the lack of case managers. The workgroup mentioned how case management with people experiencing or who have experienced homelessness is much more intensive and specialized. Members brainstormed ways to overcome this barrier.

Workgroup members reviewed the Denton County Barriers Fund and Doors for Denton County. Members talked about the tools used for DFDC, specifically the Doors for Denton County Listing Access. The members decided that the best way to keep the boundaries clear, the Housing Navigator will be the only one to have access to this list. The workgroup discussed other ways to keep a list within their own agencies to shift some of the burden from the case managers. The workgroup discussed having clear guidelines when it comes to matching clients with participating landlords.

The workgroup discussed more in-depth about the roles of the Housing Navigator (HN) versus a case manager. The members discussed developing an eligibility matrix that will help the HN to match clients. The HN will be the point person when it comes to contacting the LL's and building those relationships. The HN will also create the Tenant Profile with collaboration from the case managers; it was discussed that the HN will not have direct contact with the clients themselves. The workgroup also talked about having a LL's profile, or working document, that will give the HN a working document to know the preferences of each LL.

Paige Hoyt, attorney from Legal Aid of Northwest Texas, reviewed their services and provided knowledge on Housing Laws that can be applied to education programs for both tenants and landlords. Members talked about the benefits of having education programs for both tenants and landlords.

Members discuss piloting DFDC. Some voiced concern because of the lack of funds for this program. It was mentioned that the point to piloting now, would be to perfect and work out the kinks of the existing program design. Members suggested that starting to build the knowledge base and relationships with an already interested property management group will only help the program.

The Palm Tree visit has been shifted to the Ad Hoc Committee, but members of the Housing workgroup are welcome to join them on the visit.

### Short-term action items

Pilot DFDC through making connections with a PM company  
Networking the program to various groups and meetings that members attend and are a part of

### Accomplishments

Reviewed a completed draft of DFDC program design  
Made a connection with Legal Aid of Northwest Texas that will help provide an added resource and help create education for LL's and Tenants

### Concerns

Funding to Implement Doors for Denton County on a large scale (for Housing Navigator and Risk Mitigation Funds)

### Next Meeting Dates

February 19, 2018



# DENTON COUNTY BARRIERS FUND

*Promoting housing stability through self-sufficiency.*

## The Challenge

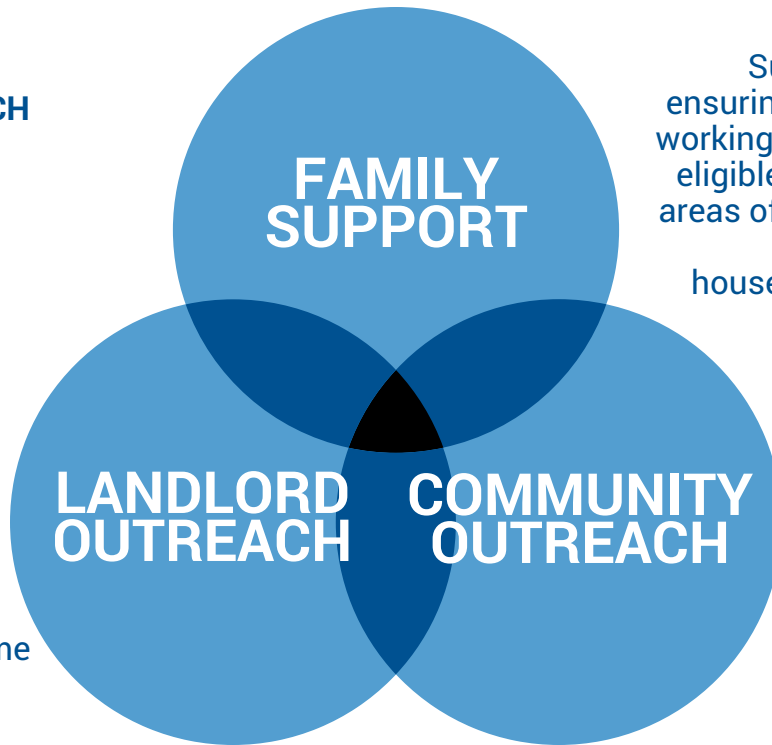
Families throughout Denton County face barriers to getting or staying housed every day, including *criminal or credit histories* and *unforeseen life circumstances* such as a flat tire, a sick kid or a missed day of work.

## The Solution

An innovative, collaborative fund that strengthens nonprofits working to promote housing stability and promote self-sufficiency for families across Denton County.

### LANDLORD OUTREACH

Funds will be made available to local property managers and/or landlords via the Doors for Denton County landlord outreach initiative. These funds will provide financial assurances to landlords concerned with perceived risks, and will ultimately increase housing stability for low-income families in Denton County.



### FAMILY SUPPORT

Supportive services are key to ensuring housing stability. Families working towards self-sufficiency are eligible for additional assistance in areas of critical documents, training or certifications, health care, household items, income support, childcare or transportation.

### COMMUNITY OUTREACH

Special projects of the Denton County Homeless Coalition like the annual census of people experiencing homelessness help us know more about people's needs and how we can improve our system as a whole.

**DONATE:**  
[www.unitedwaydenton.org/dchl](http://www.unitedwaydenton.org/dchl)

The Denton County Barriers Fund is an initiative of the Denton County Homeless Coalition, with the United Way of Denton County as fiscal agent.



# DENTON COUNTY BARRIERS FUND OVERVIEW



## SECTION 1 – BARRIERS FUND OVERVIEW

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### Funding Sources

The Denton County Barriers Fund is collaboratively governed by the Denton County Homeless Coalition (DCHC) Barriers Fund Steering Committee (made up of members from the Coalition Steering Committee), and the Denton County Homelessness Leadership Team (DCHLT) – with the United Way of Denton County (UWDC) as fiscal agent. Funds are issued to qualified service agencies providing direct services to clients experiencing or at-risk of homelessness. *Under no circumstances will cash assistance be provided directly to the client.*

Barriers Fund Steering Committee Members as of October 2017: Roxanne Del Rio (North Central Texas College), Mary Jones (Denton Affordable Housing Corporation), Ashleigh Feryan (City of Lewisville), Daphne Adams (Christian Community Action), Courtney Cross (United Way of Denton County), Ginger Simonson (Military Veteran Peer Network) and Dani Shaw (City of Denton).

### Purpose

The Denton County Barriers Fund has three purposes: Client Assistance, Landlord Outreach and Special Projects. UWDC Backbone Support staff to the DCHLT tracks revenue and expenses to the fund and for what purpose. See below for brief explanations of each use.

#### *Client Assistance*

The Client Assistance Barriers Fund is intended as a “fund of last resort” for supportive services to people who are experiencing or at-risk of homelessness. While the funds are intentionally flexible, eligible uses are restricted to goods and services that are directly related to housing (access and retention or critical supplies), critical documents (birth certificates, IDs, DPS surcharges, immigration documents, etc.), employment and training (GED fees, licensure fees), access to health care services (co-pays, school required immunizations) or transportation. These funds are to be accessed when no other funding is available and the resource is not available within the community.

#### *Landlord Outreach Assistance*

Landlord Outreach Assistance funds are made available to landlords and property managers participating in the Doors for Denton County initiative. Landlord Outreach Assistance funds are reserved to provide financial assurances to landlords concerned about additional risks related to damaged property, non-payment of rent or eviction costs. They are designed to enhance negotiations with property managers and leverage larger housing partnerships. A breakdown of Landlord Outreach Assistance fund can be found in Section 3.

#### *Special Projects*

The DCHC may utilize the Denton County Barriers Fund to support certain special projects, as approved by the DCHC Barriers Fund Steering Committee.

### Oversight & Governance

The DCHC Barriers Fund Steering Committee will provide governing oversight and approval of the use of funds. United Way of Denton County (UWDC) backbone support staff for the DCHLT





will oversee program administration and performance reporting. Unusual requests that fall outside the general uses will be reviewed for eligibility by the DCHC Barriers Fund Steering Committee. Services are to be recorded in the Homeless Management Information System (HMIS) database to record impacts of the Barriers Fund in client housing stability.

**Financial Internal Controls**

Updates of Denton County Barriers Fund revenue and expenses and all related financial records will be provided to the DCHC and DCHLT on a regular basis. The Denton County Barriers Fund will be audited annually, and a portion of contributions (not to exceed 8%) to the fund will be used to pay for the administration of the fund including request reviews, payment administration, and financial management.

DRAFT



## SECTION 2 – CLIENT ASSISTANCE

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### Agency Participation

Any nonprofit organization serving individuals and families experiencing or at-risk of homelessness and may apply for client assistance funds through the Barriers Fund. Such organization must utilize Denton County's HMIS database (or comparable database for Domestic Violence providers with commitment to provide outcome measures) to be considered for funding.

### Eligible Clients

The Denton County Barriers Fund is intended to be a supportive service to people experiencing or at-risk of homelessness. Agency case management staff must apply for funding on behalf of the client and verify the client is working with staff towards housing stability goals. This is intended to be a fund of last resort, and case managers must demonstrate all other avenues to obtain resources have been exhausted.

### Eligible Expenditures

Barriers Fund assistance must directly support a client's ability to obtain or maintain housing stability by accessing or retaining housing, employment, and health care. Requests can be made up to \$800 as the fund allows. Individual households may utilize the funds more than once but with a maximum annual award of \$800. Items fall into the following categories of assistance:

#### *Critical Documents*

Documentation needed to overcome barriers to employment, housing, etc. Examples include driver's license, state identification card, birth certificates, and student records.

#### *Employment and Training*

Items needed for specific employment or job training. Examples include uniforms, boots, tools, personal protective equipment, and certification, GED exams/courses, or licensing fees.

#### *Health Care*

Items needed to improve a person's health. Examples include co-pays, prescriptions, medical equipment, eyeglasses, and wheelchairs.

#### *Household*

Items needed to sustain housing, household safety, and accessibility. Examples include clocks, basic household furniture, cleaning supplies, fire extinguishers, flashlights, kitchen utensils, cookware, linens, small appliances, window blinds, and grab bars.

#### *Income/Housing Support*

Credit counseling, some assistance with rent where no other sources are available

#### *Transportation*

Car registration, bus passes, transportation fare, gas vouchers, tires, Greyhound tickets to return to locales with table family supporters, or minor car repairs.



Ineligible expenditures include, but are not limited to:

- Tuition and books
- Probation fees
- Furniture (outside of basic household furniture)
- Food

### **Proof of Last Resort**

The Denton County Barriers Fund is designed as a fund of last resort. Agencies applying for funds are expected to have utilized or attempted to utilize all applicable existing funds and resources, and be able to state that no other existing community resources can meet the specific need. (Existence of client income or assets does not necessarily preclude use the fund. However, agency staff must explain why the client cannot pay for the need out of his/her funds, and record this in HMIS).

*Example: A client needs a pair of steel-toed black boots size 12.5 in order to go to work for a construction contractor. The agency contacted Vision Ministries and none were available. Documentation would include date and time of conversation(s) with agencies, or a copy of the e-mail showing the request was made and none were available.*

*Documentation of calls (date/time) and reason for denial; email documentation*

### **Requests for Exceptions**

The Denton County Barriers Fund is meant to fill an unmet need for small assistance that has a high impact of self-sufficiency. The list of eligible expenses is NOT exhaustive.

If agency staff has any concern about the eligibility of an item, they should submit a request at [barriersfund@unitedwaydenton.org](mailto:barriersfund@unitedwaydenton.org), and advocate for the specific need and its connection to the client's housing stability.

### **Payment Process**

The Denton County Barriers Fund will operate under a reimbursement format, with **pre-approved** costs reimbursed to agencies via check from UWDC (check disbursement cycles occur twice a month on the closest working day to the 15<sup>th</sup> and the last working day of the month).

- *Confirm Client Record in HMIS:* The case manager ensures that the client has a current record in HMIS, and is enrolled in active case management, having been accurately assessed, within the last 90 days (Literal Homeless – Coordinated Entry/VI-SPDAT; At-Risk – general program intake/enrollment).
- *Request for Assistance:* The case manager completes the DCHC Barriers Fund Request Form, attaches all necessary documentation, converts them to pdf, and submits via email to [barriersfund@unitedwaydenton.org](mailto:barriersfund@unitedwaydenton.org). The Barriers Fund Client Assistance Request Form (See Appendix) asks for basic information of the client including veteran status, the solution needed, including cost and vendor, articulation of how this will help them obtain or sustain housing, and explanation of why other resources cannot provide this solution.



- *Approval:* Committee reviews requests and communicates approval or denial within 72 business hours.
- *Payment:* Agency makes payment directly to vendor, submits proof of payment and awaits reimbursement from UWDC. UWDC mails a check made out directly to the agency (payment from UWDC is never made to the client or vendor).
- *Reporting:* Agency case management staff report all details above in the client records in the HMIS for performance reporting purposes. Agency agrees that this information is available upon request by the Denton County Barriers Fund Steering Committee.

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## SECTION 3 – LANDLORD OUTREACH ASSISTANCE

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### Partner Properties

Property managers and/or landlords may become *Partner Properties* if they wish to enter into a formal agreement to utilize the pre-screened Tenant Profiles and Social Service Support available through Doors for Denton County. *Partner Properties* may have individualized access to *Risk Mitigation* funding.

#### Tenant Profiles

The Housing Navigator will develop a Tenant Profile with information from the Tenant Screening Platform, and information provided from the Case Manager (with consent from the client). (See Section 3 for more details).

#### Social Service Support

Doors for Denton County nonprofit partners will liaise with the Housing Navigator to mediate any issues that may arise with tenants housed through the DFDC initiative. These partners will work behind the scenes to proactively address issues and concerns. They can help tenants overcome obstacles such as loss of employment, medical expenses, food assistance, domestic violence, spiritual counseling, etc.

### Special Reserve Waitlist

The *Special Reserve Waitlist* is made available to property managers and/or landlords who commit to reserving one or more units for tenants placed through Doors for Denton County. The list will be comprised of households with a completed Tenant Profile who are 'next in line' for financial assistance and in search of housing. This model will generate lower vacancy times for the property managers and/or landlords, and provide an avenue for people in crisis to become quickly housed.

### Risk Mitigation

*Risk Mitigation* funds are utilized if a landlord is not satisfied with the basic Doors for Denton County *Partner Property* package of a pre-screened renter and social service support. Risk mitigation funds are reserved to provide financial assurances to landlords concerned about additional risks related to damaged property, non-payment of rent or eviction costs. These funds are negotiated on a case-by-case basis, and are designed to enhance negotiations with property managers and leverage larger housing partnerships.

*Eligible Costs* – The risk mitigation funds may be used to cover damages, unpaid rent and eviction court costs as follows:

- Up to 60 days of rental loss
- Damages beyond normal wear and tear, up to \$2000 per unit, excluding make ready costs
- Eviction court costs, excluding legal fees

*Benchmarks for Success* –



- Short-term assistance placement (Rapid Rehousing/Transitional Housing): If a client/tenant maintains their housing three months after final assistance has been granted, the perceived risk has been mitigated.
- Long-term assistance placement (Permanent Supportive Housing): If a client/tenant fulfills their lease and the property manager/landlord wants to offer a renewal, the perceived risk has been mitigated.
- If a property manager/landlord executes a lease with a new client/tenant after an initial lease agreement has been fulfilled, that is considered a success for the Doors for Denton County initiative.

## Barrier Busting

These funds can be used to facilitate financial barrier busting to permanent housing.

*Eligible Costs* – The barrier busting funds may be accessed up to a total of \$500 per household to cover costs such as:

- Modifications of rental unit to meet Housing Quality Standards (HQS), e.g. bathroom vent fan, etc.
- Application Fees
- Deposits

## Buy Downs

*Buy Downs* are one-time payments submitted to property management to lower the rental contract rate offered to the household. *Buy Downs* are a mechanism to create deeper affordability in market rate rental housing, one unit at a time. *Buy Downs* are a 'last resort' tool.

*Eligible Costs* –

- For household enrolled in a PSH program, the maximum buy down amount will be negotiated on a case-by-case basis, will be applied to a one-year lease, and open for renewal for subsequent leases.
- For a household enrolled in RRH, the maximum buy down amount will be negotiated on a case-by-case basis, and will only be made available for the first year of tenancy.

## Doors for Denton County Listing Access (DDCLA)

DDCLA is a shared housing database that is designed to assist Doors for Denton County partners in locating housing opportunities for households receiving services. DDCLA is a comprehensive and collaborative database tool that replaces fragmented lists of housing opportunities within individual supportive service providers.

## Housing Navigator

The Housing Navigator fills the gap of timely and effective communication between the nonprofit and real estate sectors.



A Case Manager's role is to remain client-focused, and assist their clients in all areas of life (financial, housing, employment, health, social, legal, etc.) The Case Manager is an expert on community resources and uses evidence-based practices to develop treatment plans to meet the needs and goals of the client. The Case Manager works collaboratively with the client, community partners and Housing Navigator to meet the ultimate goal of housing stability.

The Housing Navigator's primary goal is to create collaborative, positive relationships with local property managers and/or landlords, and to act as a liaison between real estate professionals and nonprofit service providers assisting households in their journeys towards housing stability. The Housing Navigator educates property managers and/or landlords, and works to leverage client's strengths to get them stably housed.

Both positions fill necessary gaps of support and coordination to help families maintain housing stability. See below for additional responsibilities and a process overview of the Doors for Denton County initiative.

### **Housing Navigator**

The *Housing Navigator's* role is to increase access to privately-owned rental properties for persons moving from homelessness to permanent housing throughout Denton County. The *Housing Navigator* provides individual housing location for participants in various housing programs, as well as ongoing support and customer service to property managers and/or landlords to balance the interests and expectations of varying stakeholders. Anticipating future trends in housing and identifying traditional and non-traditional housing options will also be responsibilities of the *Housing Navigator*, as well as providing administrative support to programs by maintaining files, entering data, and completing required documentation.

The primary roles of the Housing Navigator include developing Tenant Profiles, and communicating efficiently with property managers and/or landlords and *Case Managers* to quickly place people experiencing homelessness into permanent housing.

#### Build Tenant Profiles

The Housing Navigator will develop a Tenant Profile with information from the Tenant Screening Platform, and information provided from the Case Manager (with consent from the client). The Housing Navigator may suggest the client takes certain steps to strengthen their profile (example: tenant education course), or request additional information from the Case Manager to achieve the same goal (example: proof of consistent payment of a bill over a long period of time).

- [Undetermined Tenant Screening Platform] is a resident screening platform used by property managers to check an applicant's rental, credit, and criminal history. This allows Doors for Denton County to see what the property manager will see when pulling the applicant's history, and to build a compelling Tenant Profile that will appeal to property managers and/or landlords.

#### *Other Responsibilities of a Housing Navigator*

- Establish relationships with landlords to assist in locating appropriate housing for clients who may have multiple barriers to obtaining permanent housing





- Maintain landlord relationships and develop/maintain database on properties and landlord contacts
- Develop outreach materials and agreements with landlords that will provide rental units to help homeless young adults access and maintain permanent housing
- Work with providers to identify and leverage clients' strengths as part of housing location and support to help clients achieve their self-defined goals and maintain stable housing
- Collaborate with various community programs and agencies to advocate for client population needs and provide referrals
- Communicate regularly with Case Managers to support housing placement efforts
- Develop/coordinate training events for landlords
- Maintain statistics and provide monthly reports
- Participate in relevant community meetings related to housing

### **Case Manager**

The *Case Manager's* goal is to connect clients experiencing homelessness with the necessary resources to maintain housing stability. Services to clients are intended to aid them in improving social, economic, financial and education status leading to independence and stability. The position coordinates services for eligible clients in innovative, holistic, and a people-centered way.

#### *Responsibilities of a Case Manager*

- Client interview, intake, assessment of needs.
- Development and implementation of individualized case plans.
- Incorporation of life skills training including budgeting, housing, employment, legal and more
- Making connections with community resources
- Meeting with directly with clients frequently and regularly in the home, community or office
- Provide crisis intervention as needed for the client, their family, and as needed with property managers and/or landlords
- Utilize evidence – based practices, including Motivational Interviewing and Cognitive Behavioral Interventions to strategically address client's needs.
- Collaborate with community partners on a regular basis.
- Maintain updated and accurate client files and documentation.
- Provide supportive case management.
- Provide necessary information to Housing Navigator to quickly and professionally connect client to permanent housing





## **SECTION 4 – SPECIAL PROJECTS OF THE DENTON COUNTY HOMELESS COALITION**

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The DCHC may utilize the Denton County Barriers Fund to support certain special projects, as approved by the DCHC General Body and the Denton County Homelessness Leadership Team Housing Workgroup.

Eligible costs may include the annual Point-In-Time (PIT) Count, costs of DCHC website maintenance, etc. Once approved, requested funds will be provided up front, and will require documentation of used of funds and/or return of funds that were not fully utilized.

Backbone support will document all costs (including marketing materials, etc.) associated with special projects.

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**SECTION 5 – REPORTING & OUTCOME MEASURES**

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To be determined once Barriers Fund overview has been approved by the Denton County Homeless Coalition Steering Committee.

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