

# Interim Report of the ad hoc Task Force on Permanent Supportive Housing to the Fort Worth City Council

---

*February 3, 2015*

## **Background**

On August 26, 2014, the Fort Worth City Council created an ad hoc Task Force on Permanent Supportive Housing (PSH) and requested that it perform the following tasks:

- (a) Conduct an inventory and analysis of existing permanent supportive housing in Fort Worth and Tarrant County;
- (b) Investigate best practices among comparable cities and urban counties in Texas and other states;
- (c) Formulate appropriate criteria for the development of permanent supportive housing in Fort Worth and Tarrant County; and
- (d) Evaluate alternative policies and strategies for the development of permanent supportive housing and advise the City Council accordingly.

The Council further requested that the Task Force produce an interim report of findings and, after receipt of public comment from interested citizens, a final report of the Task Force's conclusions and recommendations be delivered to the Council no later than April 28, 2015.

### **Task Force Members**

- |  |                        |
|--|------------------------|
| 1. Councilmember Kelly Allen Gray, Chair | 8. Perry Pillow        |
| 2. Councilmember Danny Scarth            | 9. Alex Jimenez        |
| 3. Councilmember Dennis Shingleton       | 10. Flora Brewer       |
| 4. Tarrant County Judge Glen Whitley     | 11. Norbert White      |
| 5. Andy Taft                             | 12. MaryEllen Wellbaum |
| 6. Barbara Holston                       | 13. David Zappasodi    |
| 7. Lee Nicol                             |                        |

## **Activities to Date**

To date, the PSH Task Force has met four times.

### **October 23, 2014**

- Window tour through Fort Worth eastside neighborhoods;
- Discussion of the CitySquare portfolio of affordable and permanent supportive housing;
- Tour of CityWalk@Akard, a permanent supportive housing development in the central business district of Dallas;
- Tour and discussion of CitySquare Opportunity Center (also located in Dallas), a comprehensive project that will provide a food distribution center, wellness center, and employment training center, and
- Window tour of the site of The Cottages, an \$8 million housing project for the chronically homeless.

### **November 24, 2014**

- Fernando Costa provided an overview of the task force charge and work plan;
- Heather Lyons, a consultant with the firm, CSH, provided information on the “dimensions of quality in supportive housing” as well as detailed descriptions of supportive housing activities in other communities; and
- Otis Thornton provided an overview of existing supportive and affordable housing throughout Fort Worth

### **December 22, 2014**

- Otis Thornton presented an overview of the City’s Directions Home plan and the final report of the 2014 ad hoc Task Force on Homelessness
- Heather Lyons presented a permanent supportive housing financial and production model for Fort Worth

### **January 26, 2015**

- Deirdre Brown of MHMR Tarrant County provided an overview of supportive services in permanent supportive housing;
- Naomi Byrne of the Fort Worth Housing Authority shared information on the development and operation of mixed-income housing, including lessons learned; and
- Otis Thornton and Heather Lyons presented on permanent supportive housing development policies

## Key Concepts

The Task Force on Permanent Supportive Housing has studied and discussed a great breadth of material. Three key concepts that have emerged include:

1. Permanent supportive housing delivered with a Housing First approach, improves public safety, reduces public sector costs, and helps the most vulnerable members of our large and fast-growing city, live better lives.
2. Permanent supportive housing is a subset of quality, affordable, accessible housing.
3. Quality, affordable, accessible housing that is well-designed, strategically located, and professionally managed is a financial and social benefit to neighborhoods and the community at large.

## Work In Progress

The Task Force is currently working on a set of guidelines and recommendations to better communicate our expectations for acceptable permanent supportive housing. It is hoped that these guidelines and recommendations can be informative and useful to policymakers at the City and County as well as neighborhoods, private sector funders, developers, property managers, and service providers.

A **draft** set of guidelines have been developed with the help of the consulting firm, CSH, Inc. A copy of the current version of the working document is included in this report. A final version will cover topics such as, dispersion and inclusion, resident services, target populations, property management, affordability, architecture and design, good neighbor agreements, and potential City incentives.

The Task Force plans to continue its review and discussion of these points in the coming months. For example, important work remains to be done to articulate expectations around the important issues of dispersal and inclusion in a way that conforms with Fair Housing law, promotes the orderly growth of the City, and allows for strategic redevelopment.

## Next Steps

The PSH Task Force has an ambitious plan for the remainder of its work. The work plan, which is included at the end of this report, and all of the Task Force materials are accessible to the public on the City's website:

<http://fortworthtexas.gov/boards/homelessness/supportive-housing/>

# City of Fort Worth – Permanent Supportive Housing Task Force Proposed Development Guidelines

## General Guidance

1. Permanent Supportive Housing (PSH) is permanent and affordable -- tenants hold leases and acceptance of services is not a condition of occupancy.
2. Comprehensive case management services are accessible by tenants where they live and in a manner designed to maximize tenant stability and self-sufficiency.
3. PSH projects may be either 100% supportive housing or integrated supportive housing where a percentage of the total units are made available to one or more of the target populations.
4. PSH projects should be presented to, and receive an endorsement from, the local Continuum of Care (CoC).
5. PSH projects should utilize a Housing First approach, minimizing barriers to immediate access to housing for targeted populations.
6. PSH projects should have Eviction Avoidance/Problem Resolution Plans.
7. PSH projects should have Tenant Community Integration Plans. Proximity to diverse opportunities does not qualify by itself. Active tenant engagement strategies should be included.
8. PSH projects should come in with full partnerships among developer, service provider, and property management entity. Documentation of this partnership via a Memorandum of Understanding (MOU) is highly recommended.
9. PSH should be near public transportation for tenants.
10. PSH properties should follow appropriate “Site and Neighborhood” standards.

## Target population

PSH projects should follow the CoC Coordinated Assessment policy and target the populations that are most vulnerable, or need PSH the most, such as:

- A. PSH that uses a coordinated assessment and referral system that prioritizes those most in need
- B. PSH that targets frequent or expensive users of primary health care, behavioral health care, or criminal justice systems
- C. Documented emergency shelter long-stayers

## City of Fort Worth – Permanent Supportive Housing Task Force Proposed Development Guidelines

### Design recommendations

When possible, developers should strive to incorporate the following design elements:

1. PSH should have space available for service provision for onsite case management and other services.
2. PSH should have communal space to allow for resident services (i.e., classes, holiday parties, and other community building activities).
3. PSH units have kitchen and full bathroom facilities. If this is not feasible due to structure or rehab options, bathroom and kitchen facilities should be accessible and available.

### Community recommendations

1. PSH project sponsors should establish Good Neighbor Agreements with other community entities (businesses, faith based institutions, etc.)
2. PSH should be near public transportation for tenants.
3. Where feasible, PSH should connect with local community centers, faith based institutions and other community supports to connect tenants to the neighborhood.
4. Resident services should support stable tenancy via community building.





## Permanent Supportive Housing Task Force

<b>Meeting</b>	<b>Meeting Agenda</b>	<b>Working Documents and Presentations</b>	<b>Outcomes</b>	<b>Council-assigned Tasks</b>
<b>October 10/23 1:00 – 5:00 Tour</b>	Scope & Extent of Homelessness in Tarrant County  Definition of Permanent Supportive Housing (PSH)  Tour of PSH: Woodhaven, Dallas	2014 DH Fact Sheet  PSH Basics and Housing First Supplemental Stats	Participants will gain baseline knowledge of the problem to be solved, an introduction to the terminology of PSH, and eyeballs on local supportive housing stock	(3b) Investigate best practices
<b>November 11/24 @ 3 – 5pm*</b>	Best Practices  Distribution of Existing Supportive Housing and Affordable Housing	Best Practices: Dimensions of Quality; Housing First ; Community Profiles (7)  Housing Distribution Maps	Presentations and handouts will provide participants with an understanding of best practice standards, the housing first approach, and the distribution of housing in our community	(3a) Conduct an inventory and analysis of existing PSH
<b>December 12/22 @ 3pm</b>	Overview of Directions Home plan and 2014 Homelessness Task Force Report  Financial and Production Model	Financial & Production Model	Participants will understand how to develop a model for the financing and production of 600 units of PSH	(3b) Investigate best practices  (4) Interim Report
<b>January 1/26 @ 3pm</b>	Overview of Supportive Services in PSH, and Mixed Income Development  Development Criteria  Draft Interim Report to Council	Draft Development Criteria  Draft Interim Report	Final Development Criteria	(3c) Formulate appropriate criteria for the development of PSH
<b>2/3/15 @3pm</b>	Deliver Interim Report to Council	Final Interim Report	Council input on progress to date	(4) Interim Report
<b>February 2/23 @ 3pm</b>	Policy & Strategy Development	Draft Policies & Strategies	Final Policy & Strategy Options	(3d) Evaluate alternative policies and strategies for the development of PSH
<b>March 3/23 @ 3pm</b>	Public Meeting	First Draft Final Report	Task Force members will receive public comments on Draft Report	(4) Conduct one or more public meetings
<b>April 4/6 @ 3pm</b>	Review & Approve Final Report to Council	Second Draft Final Report	Final Report to Council	(4) Final Report
<b>4/21 @ 3pm</b>	Deliver Final Report to Council	Final Report	Council adoption of recommendations	(4) Final Report

\*An agenda for each meeting will be posted on the City's website: <http://fortworthtexas.gov/>. The November meeting will be held at Samaritan House, 929 Hemphill St., Fort Worth, TX 76104; ALL OTHER meetings will be held at City Hall, 1000 Throckmorton Street, Fort Worth, TX 76102, from 3 – 5pm.