



MEMORANDUM

DATE: June 20, 2017
TO: Honorable Mayor and Members of the City Council
FROM: Chuck Springer, Director of Finance
SUBJECT: City Council Budget Questions and Responses

Information regarding the FY 2017-18 Preliminary Budget was presented to the City Council on June 5th. Below is a summary of the questions and requests, from the City Council as I understand them, and the responses compiled to date.

- 1. Please provide a comparison of transfers to General Fund from municipal owned utilities including ROI, Franchise Fees/Right of Way, Payment In Lieu of Taxes, indirect cost allocation transfers and other transfers.**

Staff conducted an informal survey of transfers to General Fund from municipal owned utilities in Texas. The types of transfers, methodologies and dollars received by the General Fund vary between utilities. The total transfers as a percent of General Fund total revenues varies between 15% and 31%. The results are compiled in [Attachment 1](#).

For Denton, a 0.5% increase in ROI for Electric, Water and Wastewater would equate to approximately \$1.1 million of additional revenue to the General Fund. The impact on rates for each utility would be as follows: The additional ROI expense to Electric would equate to a 0.55% increase in rates, in Water the additional ROI expense would equate to 0.57% increase in rates, and Wastewater the additional ROI expense would equate to 0.60% increase in rates.

- 2. Please provide information on our commitment to fund the Homelessness Coordinator position in conjunction with the United Way.**

- a) Provide the name of who was hire, how long they have been in the position, their job description, and expected deliverables.**

Courtney Cross was hired in February 2016. The job description and the Denton County Homeless Leadership Team (HLT) Strategic Plan are [Attachments 2 and 3](#). Using the collective impact model, the deliverables included to form a quasi-governmental leadership group to address the issue of homelessness, improve data accuracy, and address systems change to move to system-wide collaboration over siloed approaches to homeless assistance programs.

b) Provide the accomplishments and metrics to date, what is remaining to be accomplished.

Accomplishments and metrics to date include the following: the Homeless Coordinator has supported the HLT, its mission and vision, development of their approved Strategic Plan, the HLT housing workgroup, and data workgroup. The Coordinator has played a key role in helping the HLT introduce a housing pilot to identify best practices for housing chronically homeless and document the full extent of resources needed for housing. The Homeless Coordinator will manage both the data collection which will form best practices and the cost analysis which will determine what resources will be needed to scale successful strategies.

[Attachment 4](#) is a 6-month report from the Homeless Coordinator.

It is the Homeless Coordinator's responsibility to ensure the delivery of the strategic plan and to account for the metrics of the plan to ensure successful implementation. In the Strategic Plan metrics were established and approved. Reporting toward metrics will be based on each metric and the workgroups are now setting target dates for all metrics.

Other items on the Strategic Plan include:

1. Implementation of systems change strategies (reducing silos and changing the way we operate as a community)
- ii. Building coalition and collaborative strategies
- iii. Increase Community Awareness and Connection
- iv. Support Strategic Goals of DCHLT Workgroups
 1. Overall Data improvement (including real-time data entry, data quality, ongoing data analysis, regular data reporting to the community and data that ensures data-driven decision making)
- v. Implement Coordinated Entry in Denton County – ensure it is sustainable
- vi. Determine Housing Need
- vii. Develop and Maintain Denton County Homelessness Data Dashboard
- viii. Seek Funding to Support Strategic Objectives (ie. support for CE by supporting HMIS through licenses, training, broad implementation across agencies)
 1. Housing Program and Policy Development and also housing policy recommendations to Denton County and Denton County Cities.
- ix. What is the need? Identify Unmet Housing Needs in Denton County
- x. How do we meet the need? Expand Housing Capacity in Denton County
- xi. How do we keep people housed? Foster Housing Stability in Denton County
- xii. System Maintenance - Influence Public Policy
- xiii. Seek Funding to Support Strategic Objectives

c) Provide information on how long funding will be needed.

The MOU is set to expire September 2017. It is recommended to renew to MOU for 2 additional years to support remaining goals for overall systems change initiatives, resource development for sustainability, and to ensure CE is stable. After that, homeless and housing systems should be in maintenance/sustaining mode and the position absorbed fully by the United Way. The current MOU is [Attachment 5](#).

d) Provide how this position fits with our 2017 Action Plan for Housing and Community Development.

This position is in direct alignment with activities in the Action Plan for Homeless Initiatives. For example:

AP-10 Consultation – 91.100, 91.200(b), 91.215(l)

- i. Action Plan directs coordination with the HLT supported by the Homeless Coordinator position (p.9)
- ii. Coordination with the Continuum of Care. Homeless Coordinator position oversees Coordinated Entry (CE) implementation as approved by the HLT strategic plan. The CoC requires that communities must use CE. As a participating jurisdiction, the Homeless Coordinator position ensures the City is in compliance with this CoC requirement. (p. 10)
- iii. *Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities.* Items 5, 6 and 7 are all homeless focused and the City collaborates to ensure coordination including the HLT supported by the Homeless Coordinator thus meeting this requirement. (P.11-13)
 1. AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)
- iv. In addition to affordable housing, the Homeless Coordinator work plan is in direct alignment with City's support of public services agencies providing services to persons experiencing and at-risk of homelessness. Goals 2 & 6. (p. 21 & 22)
 1. AP-35 Projects – 91.220(d) & AP-38 Projects Summary
- v. Specific projects are listed. (p. 23)
- vi. Project Summaries for homeless project 5 (p 28 & 29) & project 12 (p. 33-34)
 1. *Describe the reasons for allocation priorities and any obstacles to addressing underserved needs*
- vii. Addressing housing barriers. (p. 25). This effort is support by the HLT strategic plan and will provide additional support to the City in reducing barriers.
 1. AP-65 Homeless and Other Special Needs Activities – 91.220(i)

- viii. This entire section on activities is in alignment with the strategy supported by the Homeless Coordinator. Through direct financial support from the City, there is oversight and accountability of the Homeless Coordinator to ensure implementation of strategic initiatives. It includes the financial support of agencies and financial support of activities like the the implementation of Coordinated Entry (CE) as a strategy (p. 38-44). (ie. CE is a direct responsibility of the Homeless Coordinator as directed by the HLT.)

3. Please provide additional information on the 135 working days as a sufficient level for Water reserves.

Water budgeted rate revenue versus actual revenue losses from 2002 to 2015: largest annual loss \$3,920,999 or about 36 days. The largest 2 year loss was \$7,142,046 or about 65 days. Water's goal is to maintain 30 days of working capital for cash flow needs, anything above is operating reserve. At the top of the reserve range (180 days), the Water fund could endure approximately 4 years of large revenue shortfalls and / or a large unanticipated capital expense and still have enough working capital left in reserves to meet cash flow needs ($180 - 130 = 50$ days). At the lower end of this range (120 days), the water fund could sustain 2 years of large revenue shortfalls and still have enough working capital left in reserves to meet cash flow needs ($120 - 65 = 55$ days).

4. Please provide more information on the communication/coordination process between City departments for Capital Improvements.

A representative from Water, Wastewater, and Streets schedules monthly coordination meetings and meets separately throughout the month to gather data, facilitate communication, manage the CIP Map, and identify issues to be addressed at the monthly coordination meeting. These monthly meetings are held between Streets, Traffic, Water, Wastewater, DME and Drainage to discuss current and upcoming construction projects among all departments. Most coordination occurs between underground utilities and Streets to ensure all failing underground assets are identified and addressed before new pavement is laid above it. Utilities identify projects from their 5-year CIP which have coordination opportunities with Streets or other utilities, then coordinates scheduling of these projects with the goal of reducing impact to residents. Streets also identifies priority projects then notifies Utilities through the CIP Map in order to allow inspection and repair of underground assets before roadway construction begins.

5. Please provide information on tours at the Water Plant.

Educational plant tours are available at the Lake Lewisville Water Treatment Plant and the Pecan Creek Water Reclamation Plant. The City also provides presentations on a variety of water-related topics, including water conservation and protection, stormwater pollution, and careers in the water industry. Plant tours and presentations can be scheduled by contacting Heather Goins at (940) 349-8610 or Heather.Goins@cityofdenton.com.

6. Please provide information on the volume and numeric goal for wastewater overflows.

There is a numeric goal of 3 or less overflow count per 100 miles. This is an aggressive goal that we are now meeting. It is not possible to set a volume goal.

7. Please provide information the criticality ranking of the Water Reclamation Plant equipment for maintenance purposes.

We have implemented a Computerized Maintenance and Management System at the wastewater plant with a new software last year. These computer programs are just now starting to be used for wastewater treatment plant equipment, and to our knowledge Dallas is the only other city that has implemented this in the DFW Metroplex. It will take some time to get a maintenance database established to fully use the maintenance records and criticality ranking with this software.

8. Please provide information on if criticality ranking of the Water Reclamation Plant equipment had been occurring up to this point, would the process have caught items like the emergency pump replacement that was just needed at the Reclamation Plant.

The raw wastewater pump station upgrade project was underway and modelling was conducted for the flow patterns as part of preliminary design. We experienced unexpected pump failure issues towards the end of the design and had to resort to the emergency purchase. Even with criticality ranking, there will be instances of sudden equipment failure.

9. Please provide information on is the general life expectancy of the equipment included in the assessment.

Yes, life expectancy of equipment is generally known from the vendor and will be included in the asset management plan. However, these are general estimates. Some equipment lasts well beyond the life expectancy while some may not last as long as estimated.

10. Please provide the definition of the term “interceptor.”

Interceptors are large diameter sewer lines that serve a large part of the entire sewer basin generally ranging in size from 16 inch and larger for Denton.

11. Please provide information on how no functionality or quality of service is being lost with Public Outreach in Solid Waste losing 4 FTEs from FY 16 to FY 18 Budget.

In the proposed FY 2017 – 2018 Budget, Public Outreach is eliminating 2 currently unfilled FTEs including the Public Outreach Manager and a Business Account Coordinator. An additional unfilled Business Account Coordinator position is being

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transferred to the Commercial division. The Business Account Coordinator positions have been unfilled for several years. After the departure of the Public Outreach Manager, responsibilities were distributed among other employees within the Public Outreach division. Employees continue to interface with the public on a regular basis, and no functionality or quality of service is being lost.

12. Please provide a comparison of the General Fund 5 Year Forecast for FY 2017-18 versus the projection made five years ago.

The following table displays the FY 2017-18 General Fund projection from the June 5, 2017 City Council presentation to the five year General Fund forecast for FY 2017-18 from the adopted budget of FY 2013-14. The current revenue projection for FY 2017-18 is 6.2% above the projection from FY 2013-14 and projected expenses are 4.9% above the FY 2013-14 projection.

	Preliminary Budget	Projection of FY 2017-18		
	2017-18	in adopted budget		
	(June 5, 2017)	for FY 2013-14	Difference	Percentage
Property Tax	\$ 44,900,237	\$ 40,237,476	\$ 4,662,761	11.6%
Sales Tax	\$ 35,857,000	\$ 30,771,248	\$ 5,085,752	16.5%
Other Revenues	\$ 38,276,558	\$ 41,107,867	\$ (2,831,309)	-6.9%
Total Revenues	\$ 119,033,795	\$ 112,116,591	\$ 6,917,204	6.2%
Base Expenditures	\$ 117,369,129	\$ 112,183,436	\$ 5,185,693	4.6%
New Recurring Expenses	\$ 1,300,000	\$ 1,000,000		
New One-Time Expenses	\$ 364,000	\$ 250,000		
Total Expenditures	\$ 119,033,129	\$ 113,433,436	\$ 5,599,693	4.9%

Utility Transfer to General Fund Methodology Comparison

Municipality	Utility	Utility Transfer Type				
		Franchise Fee/ Right Of Way	Return On Investment	Payment In Lieu Of Taxes	Cost of Service Allocation	Other
Austin	Electric	N/A	N/A	N/A	N/A	Transfer that covers FF, PILOT, COS 12% of Electric based on 3 year average rate revenues
	Water & Wastewater	N/A	N/A	N/A	N/A	8.2% of rate revenues
Bryan	Electric	Electric variable , approx. 3% rate revenues	N/A	N/A	Yes per allocation model	
	Water & Wastewater, Solid Waste	5% rate revenues	N/A	N/A	Yes per allocation model	
Greenville	Electric	5% rate revenues	N/A	CPI adjusted total Assets* AV rate.	Yes per allocation model	
	Water & Wastewater, Solid Waste	5% rate revenues	N/A	Assets+ Inventory * AV rate	Yes per allocation model	
San Antonio	Electric & Gas	N/A	14% gross revenue	N/A	N/A	
	Water & Wastewater	N/A	2.7% projected revenue	N/A	N/A	
San Marcos	Electric	7% rate revenues	N/A	N/A	Yes per allocation model	
	Water & Wastewater	7% rate revenues	N/A	N/A	Yes per allocation model	
Lubbock	Electric	5% rate revenues	N/A	Assets * AV rate	Yes per allocation model	
	Water & Wastewater	5% rate revenues	N/A	Assets * AV rate	Yes per allocation model	
	Solid Waste	5% rate revenues	N/A	Assets * AV rate	Yes per allocation model	
	Storm Water	5% rate revenues	N/A	Assets * AV rate	Yes per allocation model	
Garland	Electric	N/A	3 yr avg of net sales*8% plus Assets * AV rate	N/A	Yes, 13.57% of fund's salaries and benefits	
	Water, Wastewater, & Solid Waste	5% revenues	N/A	Assets * AV rate	Yes, 13.57% of fund's salaries and benefits	
Denton	Electric	5% revenues	3.5% revenues	N/A	Yes per allocation model	
	Water & Wastewater	5% revenues	3.5% revenues	N/A	Yes per allocation model	
	Solid Waste	5% revenues	N/A	N/A	Yes per allocation model	

Utility Transfers as a Percentage of General Fund Revenues

Revenue Sources		Austin ¹	Bryan	Greenville ¹	San Antonio ¹	San Marcos ¹	Lubbock	Garland	Denton
	Electric		\$12,435,095	\$2,500,000		\$1,735,521	\$10,693,318		\$7,866,192
	Water		\$629,300	\$625,335		\$2,849,869	\$4,038,934	\$3,236,317	\$1,882,155
	Wastewater		\$639,450				\$2,149,225	\$1,749,279	\$1,259,062
	Solid Waste		\$391,470	\$224,000			\$1,081,940	\$950,901	\$1,850,914
	Storm water						\$1,182,417		
Franchise Fee / Right of Way²		-	\$14,095,315	\$3,349,335	-	\$4,585,390	\$19,145,834	\$5,936,497	\$12,858,323
	Electric				\$342,747,851			\$19,451,298	\$5,506,335
	Water				\$14,374,768				\$1,334,486
	Wastewater								\$881,344
	Solid Waste								
	Storm water								
Return on Investment		-	-	-	\$357,122,619	-	-	\$19,451,298	\$7,722,165
	Electric		-	\$312,011		-	\$2,138,664		
	Water		-	\$625,088		-	\$3,946,224	\$2,020,898	
	Wastewater		-			-	\$2,250,617	\$3,213,311	
	Solid Waste		-			-	\$436,559	\$75,893	
	Storm water		-			-	\$921,661		
Payment in Lieu of Taxes		-	-	\$937,099	-	-	\$9,693,725	\$5,310,102	-
	Electric		\$731,199	\$312,482	-	\$1,735,521	\$1,066,407		\$2,117,101
	Water		\$433,420	\$369,256	-	\$2,817,242	\$1,700,086		\$1,378,819
	Wastewater		\$549,668		-	\$0	\$615,024		\$985,997
	Solid Waste		\$540,528	\$25,439	-	\$0	\$300,767		\$976,801
	Storm water				-	\$72,497	\$524,679		
Cost Allocation		-	\$2,254,815	\$707,177	-	\$4,625,260	\$4,206,963	\$9,929,444	\$5,458,718
Electric		\$ 108,000,000	-	-	-	-	-	-	-
Water		\$ 42,876,568	-	-	-	-	-	-	-
Austin Transfer		150,876,568	-	-	-	-	-	-	-

Total Revenue from Municipal Utilities		\$150,876,568	\$16,350,130	\$4,993,611	\$357,122,619	\$9,210,650	\$33,046,522	\$40,627,341	\$26,039,206
Percent of General Fund Revenue		16%	25%	22%	31%	15%	19%	26%	21%

Total General Fund Revenue		\$970,556,703	\$66,056,015	\$22,345,380	\$1,135,290,416	\$63,244,027	\$174,769,850	\$158,061,965	\$123,005,055
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(1) These cities have combined water and wastewater utilities and are shown in the water category.

(2) Includes all Franchise Fees to General Fund and Street Improvement Funds for Denton and Lubbock

UWDC STAFF

Job Description

Position Title: Community Impact Coordinator – Homeless Initiatives
Reports to: President & CEO
Status: Full-Time (Salaried)



Basic Functions:

Provide backbone support to a collective impact network of Denton County organizations to support the implementation of innovative homeless/housing programs that will increase and improve the effectiveness of community funding and enable multi-faceted affordable housing options through a framework of collaboration, use of evidence-based practices, and assessment of data for continuous outcome measurements.

Specific Responsibilities:

- Overall project management and backbone support for homeless/housing collective impact efforts.
- Organize, plan, deliver, and coordinate with existing coalitions and stakeholders for greater impact (i.e. community social service organizations, local governments, business groups, and citizen groups).
- Have knowledge of the needs of the adult and youth homeless population, resources, barriers, service gaps, and successful interventions by current organizations.
- Participate in the planning and coordination of ongoing efforts to assess the needs of the community.
- Improve the collection of meaningful data related to homelessness/housing in Denton County.
- Researching evidence based programs and practices initiated by housing resources and the types of financial stability components needed to address homelessness.
- Work with the multiple community organizations providing services to the homeless and evaluate the role of landlords within the coordinated housing project, identify gaps, and the need for new complementary services.
- Develop outreach materials to enhance public education and awareness of homeless/housing needs.
- Develop business plan to significantly reduce homelessness in Denton County.
- Recruit, train and manage volunteers.
- Perform other duties as assigned.

Key Skills/Qualifications:

- Bachelor's level degree required in social work, behavioral science or related degree.
- At least 3 years of post-graduate experience in community development, public administration, collective impact, or macro-social work and previous experience working with Boards, Commissions, and City Councils.
- Knowledge of effective strategies used for analyzing, collecting, and recording data in meaningful ways.
- Experience in program development and macro level system change, including program planning, evaluation, and education.

- Proficiency in Microsoft Office.
- Ability to update and maintain information using data entry systems.
- Ability to establish and maintain collaborative working relationships with community partners.
- Possess excellent communication (written and verbal) and facilitation skills
- Possess strong prioritization and problem-solving skills.
- Must be detail oriented, self-motivated, and have the ability to manage multi-level projects and priorities.

Please send cover letter and resume by 5:00 p.m., on January 15, 2016 to Gary Henderson, President & CEO at Gary@UnitedWayDenton.org or 1314 Teasley Lane, Denton TX 76205.

United Way of Denton County values diversity and promotes equal employment opportunities by implementing guidelines and practices that ensure employees and applicants are not discriminated against with respect to national origin, race, religion, color, gender, marital status, ancestry, sexual orientation, people with disabilities, or age.



DENTON COUNTY HOMELESSNESS LEADERSHIP TEAM

Making homelessness rare, brief and nonrecurring

2017 – 2020 Strategic Plan

A Collective Impact Initiative of:



United Way
of Denton County, Inc.
UnitedWayDenton.org

Mission

The Denton County Homelessness Leadership Team fosters an effective and coordinated system of homelessness prevention and intervention, resulting in homelessness that is rare, brief and nonrecurring through:

- Community awareness and connection
- Data-driven, evidenced-based, fiscally responsible recommendations
- Innovative solutions around affordable housing, access to primary and behavioral health care services, adequate incomes and coordinated services
- Mobilizing, advocating and empowering public-private community-wide collaboration

Vision

Every person in Denton County has a place to call home that is safe, affordable, accessible and supported by community resources.

Overall Strategy – Collective Impact

Common Agenda

- All participants **share a vision for change** that includes a common understanding of the problem and a joint approach to solving the problem through agreed-upon actions.

Shared Measurement

- All participating organizations **agree on the ways success will be measured and reported**, with a short list of common indicators identified and used for learning and improvement.

Mutually Reinforcing Activities

- A diverse set of stakeholders, typically across sectors, coordinate a set of differentiated activities through a **mutually reinforcing plan of action**.

Continuous Communication

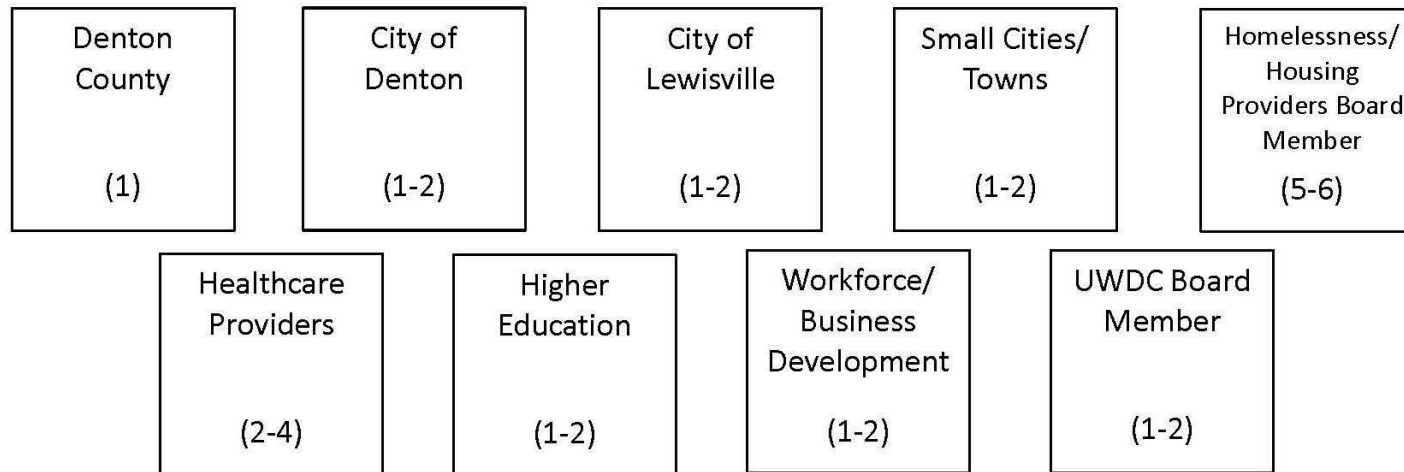
- All players engage in **frequent and structured open communication** to build trust, assure mutual objectives, and create common motivation.

Backbone Support

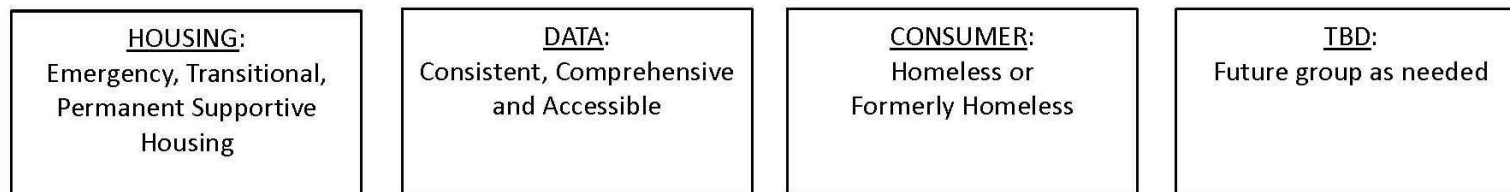
- An **independent, funded staff dedicated to the initiative** provides ongoing support by guiding the initiative's vision and strategy, supporting aligned activities, establishing shared measurement practices, building public will, advancing policy, and mobilizing resources.

Denton County Homelessness Leadership Team Structure

(14-23 Total Members)



Work Groups



**DCHLT HOUSING WORKGROUP STRATEGIC GOAL:
INCREASE ACCESS TO HOUSING FOR RESIDENTS OF DENTON COUNTY**

Objectives	Strategies	Metrics	Status
What is the need? Identify Unmet Housing Needs in Denton County	<ul style="list-style-type: none"> Develop Housing Crisis Response System Determine level of housing need for Denton County through utilization of housing study/homelessness data Identify available housing resources and types of housing* (short-term assistance, long-term assistance, independent living) Expand housing and rental availability databases (student housing market; general housing market) 	<ul style="list-style-type: none"> Develop Housing Priority List <ul style="list-style-type: none"> Develop and Implement Priority Matrix** Clearly define percentages of diversified types of housing to serve literal homeless (short-term assistance, long-term assistance, independent living) Develop comprehensive supportive housing inventory Identify occupancy rates; rental rates 	<ul style="list-style-type: none"> In progress In progress In progress Pending
How do we meet the need? Expand Housing Capacity in Denton County	<ul style="list-style-type: none"> Develop replicable supportive housing program protocol Network with private landlords Utilize data to increase diverse stock of supportive/affordable housing 	<ul style="list-style-type: none"> Add 10 units of supportive housing in Denton County by March 2018 Generate program overview for replicable supportive housing pilot Create database of private landlords Research landlord risk mitigation funds⁺ to provide incentives for landlords to participate in programs Evaluate relationship between transportation and access to housing Support addition of necessary number of units <ul style="list-style-type: none"> DCHLT compose letters of support for addition of supportive/affordable housing units in Denton County 	<ul style="list-style-type: none"> In progress In progress Pending Pending Pending As needed
How do we keep people housed? Foster Housing Stability in Denton County	<ul style="list-style-type: none"> Identify and reduce barriers to access Support case management capacity of local agencies; encourage uniformity Collaboration between agencies to create seamless transition to maintain long term housing stability 	<ul style="list-style-type: none"> Assess capacity of local economy; analyze household income levels of Denton County residents compared to housing costs Assess case management capacity and needs of local agencies and make necessary funding recommendations to DCHLT Assess Availability/accessibility of wrap-around services Assess capacity of local agencies to provide diversionary services to people experiencing homelessness 	<ul style="list-style-type: none"> Pending Pending Pending Pending

Objectives	Strategies	Metrics	Status
System Maintenance Influence Public Policy	<ul style="list-style-type: none"> Advocate and support on-going housing initiatives at all levels of government <ul style="list-style-type: none"> City/County) State Federal Student Housing - Address need for student housing; affect future planning of universities to increase student housing 	<ul style="list-style-type: none"> Explore inclusionary zoning and other housing policy to support objectives Network and communicate advocacy goals at various levels of government: <ul style="list-style-type: none"> City/County – Chambers of commerce, city government committees, North Central Texas Council of Governments State – Denton County Delegates in Texas Legislature Federal – Denton County Delegates in Federal Government 	<ul style="list-style-type: none"> Pending Pending
Seek Funding to Support Strategic Objectives	<ul style="list-style-type: none"> Seek funding to supportive objectives 	<ul style="list-style-type: none"> Make funding recommendations to address needs that result from strategic objectives: <ul style="list-style-type: none"> Case Management Capacity Increase diverse housing stock Landlord Risk Mitigation Funds 	<ul style="list-style-type: none"> Pending

*Types of Housing –

- Short-Term Assistance – Financial and/or case management assistance that may last 30 days to two years and may consist of the following: emergency shelter, hotel/motel vouchers, short-term rental subsidy (Rapid Re-Housing/RRH) that may or may not include supportive services, Transitional Housing (TH), etc.
- Long-Term Assistance – Financial and/or case management assistance that lasts more than two years; may occur in the form of Housing Choice Voucher (formerly Section 8) programs or Permanent Supportive Housing (PSH) programs
- Independent Living – Permanent solutions that allow Denton County residents to find and maintain units they can afford based on their income (paying 30% or less of household income toward housing); may also consist of short-term assistance to keep people at-risk of homelessness house (Housing Prevention/HP)

**Priority Matrix – This tool is meant to help communities determine, in conjunction with the Comprehensive Assessment Tool, which households should be prioritized for services. The goal of this tool is to keep waiting lists for services short and to provide clarity and objectivity for providers in selecting clients for their services.

⁺Landlord Risk Mitigation Funds – A mitigation fund is essentially an added protection for landlords who are willing to reduce screening criteria to rent to someone with limited income, a poor rental history, or a criminal history. If there are excessive damages to the unit, lost rent, or legal fees beyond the security deposit, landlords can be reimbursed for damages up to a specified amount (Source: <https://www.usich.gov/news/using-incentives-to-engage-landlords-risk-mitigation-funds>)

**DCHLT DATA WORKGROUP STRATEGIC GOAL:
CONTINUOUS IMPROVEMENT OF HOMELESSNESS DATA MANAGEMENT IN DENTON COUNTY**

Objectives	Strategies	Metrics	Status
Implement Coordinated Entry in Denton County	<ul style="list-style-type: none"> Define Denton County Coordinated Entry Process Identify Phases of Coordinated Entry Implementation <ul style="list-style-type: none"> Prioritize Veterans Denton Supportive Housing Pilot Address capacity and barriers of agencies to implement Coordinated Entry at staff and governing board levels <ul style="list-style-type: none"> Encourage consistent utilization of HMIS Database & Housing Priority List <ul style="list-style-type: none"> Increase access to and training/support for use of HMIS database Conduct assessment of equipment and personnel needed for implementation and maintenance of Coordinated Entry Process in Denton County 	<ul style="list-style-type: none"> Develop Coordinated Entry Policy and Procedure Document for Denton County and corresponding protocol training materials <ul style="list-style-type: none"> Identify critical measures for success (ex: adjustment of internal processes at agencies) Establish baseline goals for amount of time people experience a housing crisis (7 days, 14 days, 30 days, 90 days, etc.) Determine which agencies will serve as points of entry for capturing housing need Identify roles of agencies throughout Coordinated Entry process (administer common assessment, place people onto Housing Priority List, remove people from Housing Priority List, etc.) Develop Logic Model to track inputs, outputs and outcomes throughout Coordinated Entry Implementation Define and Develop Priority Matrix for Denton County Track use of system and tools throughout Denton County including but not limited to: <ul style="list-style-type: none"> Number of individuals/families entered in HMIS via Coordinated Entry process Number of people placed on Housing Priority List Number of people house (taken off Housing Priority List) Number of agencies using HMIS Number of licenses at each agency Number of agencies practicing real-time data entry (entering data into HMIS at time of assessment) 	<ul style="list-style-type: none"> Pending Pending Pending Pending
Determine Housing Need	<ul style="list-style-type: none"> Utilize local data to identify gaps in needed housing and services by DCHLT homeless definition category: <ul style="list-style-type: none"> Category 1: Chronic/Literal Category 2: At-Risk Category 3: Youth Category 4: Domestic Violence Use data to inform policy recommendations 	<ul style="list-style-type: none"> Track Coordinated Entry Process metrics in addition to following measures to determine housing need (including but not limited to) <ul style="list-style-type: none"> School district homelessness numbers Number of people on Denton Housing Authority wait list Denton County Census Cost Burdened Estimates Utilize Denton Supportive Housing Pilot as case study for Coordinated Entry implementation; consistently measure progress 	<ul style="list-style-type: none"> Pending In process

Objectives	Strategies	Metrics	Status
Develop and Maintain Denton County Homelessness Data Dashboard	<ul style="list-style-type: none"> • Determine information needs of community (regarding homelessness data) • Determine sources of homelessness and housing data • Develop web-based dashboard of comprehensive Denton County Homelessness Data • Continuous evaluation of System Performance Measures in HMIS • Determine resources needed to maintain dashboard • Identify funding and resource needs to develop and maintain dashboard 	<ul style="list-style-type: none"> • Identify data sources • Establish master template for consistent reporting of data from multiple data sources • Conduct community focus group discussions to assess community information needs to inform dashboard <ul style="list-style-type: none"> ○ Establish timeframe ○ Track number of discussions conducted • Utilize System Performance Measures to monitor effectiveness of Denton County's Housing Crisis Response System: <ul style="list-style-type: none"> ○ Number of System Performance Measures tracked through HMIS ○ Number of agencies reporting towards SPMs 	<ul style="list-style-type: none"> • In process • Pending • Pending • Pending
Seek Funding to Support Strategic Objectives	<ul style="list-style-type: none"> • Seek funding to support objectives 	<ul style="list-style-type: none"> • Make funding recommendations to address needs that result from strategic objectives: <ul style="list-style-type: none"> ○ Access to necessary number of HMIS licenses at each agency ○ Personnel needed to oversee and support Coordinated Entry Process in Denton County ○ Personnel needed 	<ul style="list-style-type: none"> • Pending

**DCHLT BACKBONE SUPPORT STRATEGIC GOAL:
SUPPORT THE MISSION AND VISION OF THE DENTON COUNTY HOMELESSNESS LEADERSHIP TEAM**

Objectives	Strategies	Metrics	Status
Increase Community Awareness and Connection	<ul style="list-style-type: none"> • Create Speakers Bureau slide presentation to be administered by DCHLT Appointees at civic groups throughout Denton County • Coordinate with regional homelessness initiatives and groups throughout Denton County and the North Texas region to align efforts and raise awareness 	<ul style="list-style-type: none"> • Track number of Speakers Bureau presentations conducted throughout Denton County on a quarterly basis • Track number of work session presentations to city councils and Denton County Commissioners Court • Host annual homelessness awareness events 	<ul style="list-style-type: none"> • In progress • In progress • Nov. 2016 – Denton County Homelessness Summit
Support Strategic Goals of DCHLT Workgroups	<ul style="list-style-type: none"> • Track progress of workgroup goals and objectives of DCHLT Workgroups: <ul style="list-style-type: none"> ○ DCHLT Housing Workgroup ○ DCHLT Data Workgroup ○ DCHLT/DCBHLT Community Conversations Workgroup 	<ul style="list-style-type: none"> • Provide monthly Workgroup Reports to DCHLT Appointees • Provide Monthly/Quarterly Workplan Updates to DCHLT Appointees 	<ul style="list-style-type: none"> • In progress • In progress

DCHLT Housing Workgroup Workplan 2017-2020

Objective: Identify unmet housing need in Denton County.

Strategies	Metrics	Timeframe	Collaborative Partners	Outcomes

Objective: Expand housing capacity in Denton County.

Strategies	Metrics	Timeframe	Collaborative Partners	Outcomes

Objective: Foster housing stability in Denton County.

Strategies	Metrics	Timeframe	Collaborative Partners	Outcomes

Objective: Influence public policy.

Strategies	Metrics	Timeframe	Collaborative Partners	Outcomes

Objective: Seek funding to support objectives.

Strategies	Metrics	Timeframe	Collaborative Partners	Outcomes

DENTON COUNTY'S COMPREHENSIVE DEFINITION OF HOMELESSNESS

CATEGORY 1: Chronic/Literal

People who are living in a place not meant for human habitation, in emergency shelter, in transitional housing, or are exiting an institution where they temporarily resided.

CATEGORY 2: At-Risk

People who are losing their primary nighttime residence, which may include a motel or hotel or a doubled-up situation, within 14 days.

- May include *Cost Burdened* Families: Families who pay more than 30 percent of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation and medical care. An estimated 12 million renter and homeowner households now pay more than 50 percent of their annual incomes for housing. A family with one full-time worker earning the minimum wage cannot afford the local fair-market rent for a two-bedroom apartment anywhere in the United States.

CATEGORY 3: Youth

Families with children or unaccompanied youth who are unstably housed and likely to continue in that state.

CATEGORY 4: Domestic Violence

People who are fleeing or attempting to flee domestic violence, have no other residence, and lack the resources or support networks to obtain other permanent housing.

SYSTEM PERFORMANCE MEASURES

Accurate, high quality data is important when measuring community efforts toward ending homelessness. Performance measurements help communities understand if elements of a Housing Crisis Response System are working effectively together to achieve their goals of preventing and ending homelessness.

The implementation of a Coordinated Entry System will assist Denton County's Housing Crisis Response System in collecting information and data about people experiencing homelessness in the community. Consistent monitoring of the following performance measures will assist in identifying gaps in homeless and housing services and where to channel collective impact efforts.

Number – Reduce number of people experiencing homelessness

Length – Reduce the length of time households are enrolled in emergency shelter and transitional housing experiencing homelessness.

First Time Homeless – Reduce the number of persons who become homeless for the first time

Recidivism – Reduce the number of people who return to homelessness after receiving permanent housing

Barriers – Increase access to housing through a variety of successful housing placement options

Income – Increase income of homeless adults being served

Outreach – Identify vulnerable populations

HOUSING TERMS

Organizational Structure

Balance of State (BoS) – Texas’s largest CoC. The Texas Balance of State CoC is made up of all service providers, advocates, local government officials, and citizens who work to eliminate homelessness in over 213 counties in Texas outside of most major metropolitan cities. DCHC is a member. Texas Homeless Network (THN) serves as the CoC lead agency, HMIS administrator and the applicant for the HUD Continuum of Care (CoC) Program for the Balance of State.

Continuum of Care (CoC) – CoC’s are authorized by HUD, CoC’s are designed to promote communitywide commitment to the goal of ending homelessness. CoC’s apply to HUD and are awarded CoC grants that then provide funding for efforts by nonprofit providers, state, and local governments to end homelessness.

US Department of Housing and Urban Development (HUD) – One of the many things offered by HUD are grants and programs related to the topic of homelessness.

Grants – Local Grants related to Homelessness (not all inclusive):

COD – City of Denton Human Services Grant
 ESG – Emergency Solution Grant
 EFSP – Emergency Food and Shelter Program
 SHP – Supportive Housing Grant
 CoC – Continuum of Care Grants

Programs – List of some homeless program types (not all inclusive):

Affordable Housing – Defined as paying 30% or less than an individual’s income for housing.

Coordinated Entry – Process used in communities to streamline access, assessment, and referral process for housing and other services across agencies in a community. In a coordinated system, each system entry point (‘Front Door’) uses the same assessment/intake tool and makes decisions on which programs families are referred based on a comprehensive understanding of each program’s specific requirements, target population, and available beds and services.

Emergency Shelter – Shelter provided to address the immediate needs of homeless persons living on the street by providing temporary housing.

Diversion – Diversion is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing.

Housing Inventory Count (HIC) – The Housing Inventory Count (HIC) is a point-in-time inventory of provider programs within a Continuum of Care that provide beds and units dedicated to serve persons

who are homeless, categorized by five Program Types: Emergency Shelter; Transitional Housing; Rapid Re-housing; Safe Haven; and Permanent Supportive Housing.

Homeless Management Information System (HMIS) – HMIS tracks the data regarding the homeless and services provided.

Homelessness Prevention (HP) – Short- and/or medium-term rental assistance provided to prevent an individual or family from moving into an emergency shelter or another place not fit for human habitation.

Housing Choice Voucher (HCV) – Formerly known as Section 8 Vouchers; federally funded housing voucher for low-income individuals and families; administered locally by the Denton Housing Authority

Housing Crisis Response System (HCRS) – An effective HCRS identifies all people experiencing or at risk of experiencing homelessness across the community, prevents homelessness whenever possible, provides immediate access through coordinated entry to shelter and crisis services without barriers to entry, as stable housing and supports are being secured, and quickly connects people who experience homelessness to housing assistance and/or services tailored to the unique strengths and needs of households and which enable them to achieve and maintain permanent housing.

Housing First – Housing First is an approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry.

Housing Priority List (HPL) – List of individuals and families who have been assessed using the VI-SPDAT in HMIS and are waiting to be connected to a permanent housing solution

Low-Barrier – Housing solutions that requires a minimum number of expectations of the people who wish to be placed there.

Point-In-Time (PIT) Count – A count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). Each count is planned, coordinated, and carried out locally.

Permanent Supportive Housing (PSH) – Housing for people who need long-term housing assistance with supportive services to stay housed.

Rapid Re-Housing (RRH) – Housing relocation and stabilization services and assistance provided to help a homeless individual or family move as quickly as possible into permanent housing and achieve stability in that housing.

Social Security Disability Insurance (SSDI) – Monthly benefit for people who are living with a disability

Supplemental Security Income (SSI) – Monthly benefit program for people with little income who are also living with a disability

Supportive Housing (SH) and Transitional Housing (TH) – Housing that is provided with case management designed to help client achieve self-sufficiency and exit the program over a determined amount of time

Street Outreach. Essential services and outreach provided to unsheltered homeless people on the street

Veteran Affairs Supportive Housing (VASH) – Combination of Housing Choice Voucher rental assistance and individualized case management services for Veterans experiencing homelessness

VI-SPDAT – The VI-SPDAT is a pre-screening, or triage tool that is designed to be used by all providers within a community to quickly assess the health and social needs of homeless persons and match them with the most appropriate support and housing interventions that are available

Wrap-Around Services. Community based, client centered approach to provide other supportive services as available and as needed for clients to maintain housing stability. Wrap-Around Services might include: Health Care, Child Care, Substance Use Treatment, Mental Health Care, Education, Employment, Legal Services, Counseling, Transportation, etc.

EXHIBIT 2

Date	Accomplishment	Details
Nov. 2015	United Way of Denton County Enters into Public-Private Partnership with the City of Denton	United Way of Denton County Approves \$20,000 match for Community Impact Coordinator - Homelessness Initiatives
Dec. 2015	Mayor's Housing the Homeless Task Force Presents Final Report to Denton City Council	Denton City Council approved priority item in the final budget of \$40,000 to encourage a collaborative public-private partnership to support a community homeless coordinator position.
Feb. 2016	United Way of Denton County Hires Courtney Cross as Community Impact Coordinator for Homelessness Initiatives	The United Way of Denton County hired a Community Impact Coordinator for Homelessness Initiatives to lead the Denton County Homelessness Leadership Team as the backbone organization.
Feb. 2016 - May 2016	UWDC Coordinator meets with key stakeholders and recruits for county-wide collective impact initiative	Coordinator Courtney Cross meets and establishes relationships with key stakeholders from homeless and housing service agencies across Denton County. Shared proposed structure of the Denton County HLT with stakeholders to obtain support and feedback.
June 2016	Inaugural meeting of the Denton County Homelessness Leadership Team held at the United Way of Denton County	22-member appointed body consisting of representation from: local homeless and housing service agency nonprofit board leadership; Cities of Denton, Lewisville and Sanger; Denton County Commissioner's Court; local healthcare providers; higher education institutions; workforce development; United Way of Denton County board leadership.
June 2016	DCHLT Appointees approved Mission and Vision statements, Bylaws and Charter; Appoints 2016-2017 Slate of Officers	Chair: City of Denton Mayor Chris Watts; Co-Chair: Chasz Parker, Christian Community Action; Secretary: Angie Cadena, Denton Affordable Housing; Past Chair: Denton County Commissioner Bobbie Mitchell
August 2016	Denton County Emergency Solutions Grant (ESG) funding loss intervention	DCHLT leadership strategic in securing \$399,500 of one-time stopgap funding from the City of Denton, City of Lewisville and Denton County Commissioners Court.
Ongoing	Provide Backbone Support to DCHLT Workgroups	Housing Workgroup, Data Workgroup and Consumer Workgroup
Ongoing	Support Coordinated Entry Process Development and Implementation	UWDC Coordinator Co-Chairs Coordinated Entry (centralized housing intake) Transition Team.

Denton County Homelessness Leadership Team Appointees

Appointed By:	Appointee Name	Title	Organization
Denton County Commissioners Court	Bobbie J. Mitchell	Commissioner	Denton County Precinct # 3
City of Denton	Chris Watts	Mayor	City of Denton
City of Denton	Keely Briggs	Councilwoman	City of Denton
City of Lewisville	TJ Gilmore	Councilman	City of Lewisville
City of Lewisville	Chasz Parker, Mdiv	Community Member	Christian Community Action
Small Cities/Towns	Thomas Muir	Mayor	City of Sanger
Small Cities/Towns	Valerie Foster	Parent & Homeless Liaison	Sanger ISD & Community Outreach
Serve Denton	Stephen Coffey	Board Member	Serve Denton
Giving Hope, Inc.	Cynthia Harris	Board Member	Giving Hope, Inc.
Denton County Friends of the Family	Alice Mankoff	Board Member	Denton County Friends of the Family
Monsignor King Outreach Center	Roy Metzler	Board Member	Monsignor King Outreach Center
Salvation Army - Denton	Sandra Robinson	Board Member	Salvation Army - Denton
Denton Affordable Housing Corporation	Vacant		
Denton Regional Medical Center	Barton Duffy	Administrative Director	Denton Regional Medical Center
Denton Community Health Clinic	Terry Widmer	Board Member	Denton Community Health Clinic
Denton County Health Department	Isabel Rodriguez	Indigent Health Care Program Coordinator	Denton County Health Department
Texas Health Presbyterian	Kathy Srokosz, MS, RN	Outpatient and Chronic Care Services Director, Education and Professional Practice	Texas Health Presbyterian
Health Services of North Texas	Herman Oosterwijk	Board Member	Health Services of North Texas
North Central Texas College	Jessica DeRoche, Med. NCC, LPC	Director of Flower Mound Campus	North Central Texas College
Higher Education	Vacant		
Workforce/Business Development	Monica Glenn	Board Member	Denton Chamber of Commerce
Workforce/Business Development	Vacant		Lewisville Chamber of Commerce
United Way of Denton County Inc.	Sherri McDade	Board Member	United Way of Denton County Inc.
United Way of Denton County Inc.	Chief Lee Howell	Board Member	United Way of Denton County Inc.

**MEMORANDUM OF UNDERSTANDING
BETWEEN THE CITY OF DENTON, TEXAS AND
THE UNITED WAY OF DENTON COUNTY, INC.
COMMUNITY IMPACT COORDINATOR – HOMELESS INITIATIVES**

INTRODUCTION

There is growing recognition that homelessness is a significant issue in our community. The number of homeless will continue to increase and the costs to the community will continue to mount unless immediate action is taken.

A citizen task force organized by the Mayor of the City of Denton, Chris Watts, explored resources and activities that could improve and expand housing solutions for the homeless in Denton. As a result, a plan was produced that would assist homeless citizens in finding and keeping a safe, stable and permanent home. These recommendations for implementing a coordinated community-wide effort to address homelessness included a request for funding a homeless coordinator position to provide leadership in implementing the plan. This position will increase and improve the effectiveness of community funding, ensure multi-faceted affordable housing options are available, and support the implementation of innovative programs. This proposal was accepted and the City Council agreed to fund the position for \$40,000.

Since the position was not fully funded the City approached the United Way of Denton County, Inc. because of its proven track record of seeking collaboration and community-wide solutions to community issues. The United Way agreed to partner in the project by providing additional funds as well as to take on the responsibility of hiring, training, supervising, and organizing the position utilizing its successful collective impact initiative model.

This Memorandum of Understanding will establish an agreement between the City of Denton, Texas (CITY) and the United Way of Denton County, Inc. (UNITED WAY) regarding the implementation of community impact strategies for homeless initiatives, specifically for the creation and support of the position of Community Impact Coordinator – Homeless Initiatives to serve Denton and Denton County.

RESPONSIBILITIES

The City of Denton, Texas

City of Denton, Human Services Coordinator will serve as the key staff position to oversee the Homeless Initiative.

The City of Denton, Texas agrees to:

1. Fund, in part, the Community Impact Coordinator – Homeless Initiatives position to be employed by the UNITED WAY in the amount of \$40,000 per year through the term of the agreement.
2. Work with the UNITED WAY lead staff and partners to identify and update outputs and outcomes associated with this initiative.

3. Lead CITY staff will provide support to the UNITED WAY in the selection of the candidate.
4. Lead representative for the CITY and lead CITY staff will participate in the Collective Impact Committee –Homeless Initiatives.
5. Lead CITY staff will work with UNITED WAY and partners to coordinate services and notify United Way of any related activities addressing homelessness so as not to duplicate efforts.
6. Provide guidance/technical support to the UNITED WAY as it relates to the homeless data and information collected by the City.

United Way of Denton County

United Way Community Impact Coordinator – Homeless Initiatives will serve as the key staff position to oversee the Homeless Initiative.

The United Way of Denton County agrees to:

1. Lead UNITED WAY staff will work with CITY staff to develop job descriptions and hiring process.
2. Lead UNITED WAY staff will work with CITY staff to identify and interview qualified candidates.
3. Lead UNITED WAY staff will work with CITY and community partners to coordinate the volunteer recruitment process for a Community Impact Committee – Homeless Initiatives.
4. Staff the Community Impact Committee – Homeless Initiatives with volunteer leadership and hold regular meetings.
5. Work to identify and update outputs and outcomes associated with this initiative.
6. Participate in ongoing evaluation to examine the need for and make course corrections in a timely manner to ensure outcomes are met.
7. Ensure that all published materials are co-branded with City of Denton.
8. Work to secure additional partnerships and funding sources as needed.
9. Provide the CITY with quarterly reports that include: a) quantitative output/outcome measurement progress, b) narrative implementation report and c) budget spreadsheet.

OUTPUTS AND OUTCOMES

- Overall project management and backbone support for homeless/housing collective impact efforts.
- Organize, plan, deliver, and coordinate with existing coalitions and stakeholders for greater impact (i.e. community social service organizations, local governments, business groups, and citizen groups and the Denton County Behavioral Health Leadership Team).
- Have knowledge of the needs of the adult and youth homeless population, resources, barriers, service gaps, and successful interventions by current organizations.
- Participate in the planning and coordination of ongoing efforts to assess the needs of the community.
- Improve the collection of meaningful data related to homelessness/housing in Denton County.
- Researching evidence based programs and practices initiated by housing resources and the types of financial stability components needed to address homelessness.

- Work with the multiple community organizations providing services to the homeless and evaluate the role of landlords within the coordinated housing project, identify gaps, and the need for new complementary services.
- Develop outreach materials to enhance public education and awareness of homeless/housing needs.
- Develop business plan to significantly reduce homelessness in Denton County.
- Recruit, train and manage volunteers.

DURATION OF THE AGREEMENT

JA This MOU will be executed upon signature of both parties and will apply for the period of ~~February 1, 2016 to January 31, 2018.~~

OCTOBER 1, 2015 To SEPTEMBER 30, 2017

This MOU may be modified, altered, revised, extended or renewed by mutual written consent of all parties, by the issuance of a written amendment, signed and dated by all the parties.

If a Party believes that another Party has violated this Memorandum of Understanding, it shall contact the designated representative of the other Parties to discuss the issue. The Parties shall attempt in good faith to resolve the question. If no agreement is reached, this Memorandum of Understanding shall automatically terminate.

SIGNATURES

BR
George Campbell, City Manager
City of Denton

2/17/16
Date

Gary Henderson, President and CEO
United Way of Denton County

2/2/16
Date

ATTEST:

Jennifer Walters
City Secretary

2/18/16
Date

APPROVED AS TO FORM:

for City Attorney

2/4/16
Date