



**STRATEGIES
TO ADDRESS**

Homelessness



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JUNE 2020 REPORT

Dear Neighbors,

Affordable housing and homelessness are top priorities and have been since I became Mayor last year. The Phoenix City Council has been consistent in its support for new investment to assist those suffering this seemingly intractable problem. I am grateful to the Council and to all our partners for sharing their expertise and resources; yet it is clear we need to do more.

The city of Phoenix annually spends nearly \$20 million – across several departments – for services related to homelessness solutions, a total that exceeds county and state commitments combined. Of that \$20 million, \$4.1 million is spent annually with six community-based providers who offer services for single adults, families and youth experiencing homelessness.

This year, in addition to the annual \$20 million, the city of Phoenix has marshalled Coronavirus Relief Fund (CARES Act), Community Development Block Grants and Emergency Solutions Grants funds to add an additional \$10 million to this important effort.

Over the last year, city staff has spent countless hours delving into the challenges surrounding homelessness. They have identified current strategies and gaps associated with those strategies, and have reviewed best practices in place nationwide. They are exploring and activating innovative partnerships with housing providers, social workers and city departments. The result is this long-term plan for combatting homelessness in our community.

It is clear that homelessness is a regional problem, and not one that is limited to the boundaries of the city of Phoenix. I have been and will continue to work with the State of Arizona, Maricopa County, the federal government, the private sector, nonprofits, and our neighboring cities to devise collaborative solutions for this regional challenge.

Thank you for your commitment to join us in this important effort.

Sincerely,



Mayor Kate Gallego



DEFINITION OF *Terms*

Definitions are especially important when multiple organizations are involved in efforts as challenging as people experiencing homelessness. We are aware that, in various stages and settings, different vernacular may be used. By using this definition of terms, we attempt to align and ensure that our understanding of key terms is consistent, and content is translated to the highest quality and aligned. The definitions were provided by the Phoenix Community Alliance, Social and Housing Advancement Committee, Communications Subcommittee, May 27, 2020.

✓ HOUSING

These terms reference types of housing that are central to the dialogue surrounding the shelter to vulnerable populations

Affordable Dwelling/Housing: "Affordable dwelling" is housing for which the occupant(s) is/are paying no more than 30 percent of his/her income for gross housing costs, including utilities.

Source: U.S. Department of Housing and Urban Development

Permanent Supportive Housing: An intervention that combines affordable housing assistance with voluntary support services to address the needs of the chronically homeless. The services are designed to build independent living and tenancy skills, and connect people with community-based health care, treatment and employment services.

Source: National Alliance to End Homelessness

Subsidies: Housing subsidies come in many forms, but the main objective is to supplement or offset monthly housing costs for individuals or families to remain in housing. Forms of subsidies include direct housing subsidies, public housing, rent supplements and some types of cooperative housing.

Workforce Housing: Housing that is affordable (30 percent or less of gross income) to households earning between 60% and 120% of area median income. Workforce housing targets middle income workers including teachers, health care workers, retail clerks, sanitation workers, small business owners, construction workers and young professionals, etc.

Source: Urban Land Institute

✓ PEOPLE

These terms reference the people and populations central and most relevant to the challenge of homelessness.

Chronically Homeless: An unaccompanied individual with a disabling condition who has either been continuously homeless for one year or more OR has had at least four episodes of homelessness in the past three years, where the combined occasions total a length of time of at least 12 months.

Source: U.S. Department of Housing and Urban Development

Experiencing Homelessness: An individual or family that lacks a fixed, regular and adequate nighttime residence, such as those living in emergency shelters, transitional housing or places not meant for human habitation.

First-Time Homelessness: People experiencing homelessness for the first time. Possible causes include job loss, increased rent or domestic/family issues.

Previously Homeless: An individual or family that has advanced into housing or a sustainable living situation. Although no longer experiencing homelessness, they are vulnerable to becoming homeless again.

Severe Mental Illness (SMI): Approximately six percent of Americans are severely mentally ill, compared to the 20-25 percent of the homeless population that suffer from mental illness. Furthermore, 45 percent of the homeless population show history of mental illness. Due to the increase in factors such as substance abuse, individuals experiencing both mental illness and homelessness are more likely to be incarcerated.

Source: National Institute of Mental Health

Vulnerable Population: Vulnerable populations include the economically disadvantaged, the uninsured, low-income children, the elderly, individuals experiencing homelessness and those with chronic health conditions, including severe mental illness. Their health and health care problems intersect with social factors, including housing, poverty and inadequate education.

✓ **SERVICES**

These terms reference the services common to organizations and agencies working on solutions for individuals and families seeking and/or maintaining shelter or affordable housing.

Coordinated Entry: Coordinated entry processes, deployed across an entire community, make it possible for people experiencing or at risk of experiencing homelessness to have their strengths and needs quickly assessed (triage), and to be swiftly connected to appropriate, tailored housing and services within the community. People with the greatest needs receive priority for any type of housing and homeless assistance available, including permanent supportive housing, rapid rehousing and other interventions.

Domestic Violence Priority: The population of individuals with limited economic resources is at increased vulnerability to homelessness. Priority for services is given due to the direct correlation between intimate partner violence and housing instability.

Eviction Prevention: Efforts to prevent the dispossession of a tenant of leased property by force or especially by legal process.

Family Reunification: One-way, one-time transportation assistance to individuals experiencing homelessness (or at imminent risk) who wish to return to their family or other support system in another part of the U.S. Individuals must have family or support systems in place when the relocation occurs.

Triage: As an entry point to resources, a program or caseworker must assess the specific needs of an individual or family in crisis and direct those in need to the appropriate resources.

✓ **TERMS TO AVOID**

Phoenix Community Alliance, Social and Housing Advancement (SHA) Communications Committee recognizes there are terms in the common diction of our social environment, but also recognizes these very terms (below) provide little clarity, or that there are subtle connotations that remove the human element from a very human challenge. The SHA Committee prefers to avoid the following terms:

- “the homeless”
- homeless person
- vagrancy
- transient
- underserved
- attainable housing

✓ **CITY TERMS**

CMO: The City Manager's Office is comprised of an executive team including the City Manager, an Assistant City Manager and five Deputy City Managers. These individuals are responsible for providing leadership and direction to the various city departments/functions and serving as liaison between staff and the City Council.

HSD: The Human Services Department provides a comprehensive array of services to help people meet emergency, short- and long-term needs, and help every individual reach their highest level of self-sufficiency.

NSD: The Neighborhood Services Department focuses on preserving, enhancing and engaging Phoenix neighborhoods and helping residents to access city services and programs.

PDD: The Planning and Development Department guides the physical development of the city by preserving our historic sites, planning what can be built where, and ensuring safe construction of buildings and infrastructure.

PWD: The Public Works Department serves as the Solid Waste arm, provides trash, recycling and other waste diversion services to more than 400,000 households.

HOMELESSNESS *Analysis*

EXECUTIVE SUMMARY

The Phoenix City Council requested a strategic plan to focus on strategies for persons experiencing homelessness, as well as developing best practices to mitigate impacts to surrounding communities and neighborhoods.

Homelessness is an issue in every major city across the United States. According to U.S. Department of Housing and Urban Development (HUD) the definition of homelessness goes beyond not having a home. Homelessness is defined by the lack of a support system, resources, affordable housing, gainful employment, and access to medical and mental health treatment. It should also be noted that evictions are increasing across the country. According to the National Council of State Housing Agencies, it is estimated that in Arizona, by January 2021 there will be an estimated 170,000-250,000 households unable to pay rent and at risk of eviction resulting in 150,000 potential eviction filings. As such, it is vitally important to put forth strategies that address those experiencing homelessness while also preventing individuals and families from becoming homeless.

In developing this plan, 22 meetings were held to receive community feedback. Those meetings were held in various formats including virtually, in person, Spanish-only and at the Heat Respite Center to receive input from those experiencing homeless. Approximately 700 individuals attended these meetings and provided over 2,000 comments. In addition, over 2,200 survey takers provided an additional 3,700 comments to the city. The key findings from the survey were that additional funding and services are needed in the following areas: affordable housing, mental health, supportive services, an advisory group, small specialized shelters and providing a service resource navigator. Specific to an advisory group, the city will create a Homelessness Strategy Taskforce to include neighborhood leaders, homeless services providers, health care providers, business leaders and individuals who have experienced homelessness and will keep this important issue at the front of dialogues. The taskforce will meet at minimum monthly to share ideas, research evidence-based practices, new partnerships, funding opportunities and help to advocate for solutions at the state and county level.

For Fiscal Year 2019-2020, the city of Phoenix spent just under \$20 million annually for services related to homeless solutions across several city departments. Of that \$20 million, \$4.1 million is spent annually with six community-based providers who provide services for single adults, families and youth experiencing homelessness. The services provided are emergency shelter, outreach and engagement, Veteran navigation, case management and rapid rehousing which provides short term rental assistance. Each of these agencies have specific performance metrics outlined in each contract and staff conducts regular and routine program monitoring to ensure contract compliance.

In April 2020, the city of Phoenix received \$9.6 million in Emergency Solutions Grants (ESG) which was used in part to lease a hotel for one year to create a specialty shelter known as Project Haven. This shelter is serving seniors who are experiencing homelessness and who are most vulnerable to contracting COVID-19.

In closing, the city of Phoenix is committed to working with the State of Arizona, Maricopa County, neighboring cities in the region and service providers to implement regional and evidence based-solutions to address homelessness and mitigate impacts to neighborhoods.



Phoenix is the fifth largest city in the country and in 2019 was the fastest growing city in the U.S. For four years in a row, more people have moved to Phoenix than any other city in the country. According to the Housing Phoenix Plan, since 2000, Phoenix's population has grown by 20 percent which equates to approximately 555,013 households and 1.6 million people. As our population grows, many of our resident's experience challenges locating housing within an affordable price range.



HOMELESS NUMBERS

In January 2020, the annual Point-in-Time (PIT) Count was performed across Maricopa County. This annual street and shelter count is an effort to learn more about the individuals and families experiencing homelessness in the county.

In 2020, 7,419 people experiencing homelessness were counted. Of those 51 percent were unsheltered.

The unsheltered count has steadily increased over the years. From 2019 to 2020, the unsheltered count increased at an 18 percent higher rate than the sheltered and overall PIT counts.

Homelessness, which is a growing issue across the country and in Arizona, is principally addressed in the city of Phoenix and local non-profit partners.

PHX Homeless Snapshot

7,419

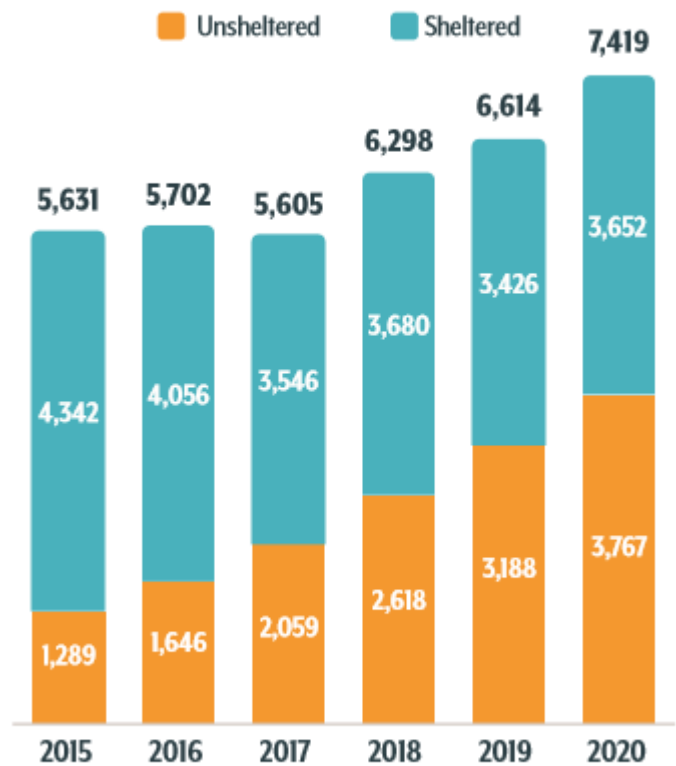
PEOPLE EXPERIENCING HOMELESSNESS IN MARICOPA COUNTY IN JANUARY 2020

ANNUAL COUNT GROWTH **12%**

SHELTERED COUNT GROWTH **7%**

UNSHeltered COUNT GROWTH **18%**

Total PIT Count, 2015-2020



Source: Maricopa Regional Continuum of Care
PIT Count, 2015-2020

CITY'S EFFORTS TO ADDRESS HOMELESSNESS

The city of Phoenix spent just under \$20 million in fiscal year 2019-2020 for services related to homeless solutions across several city departments.

Additionally, the city of Phoenix is part of the Maricopa Regional Continuum of Care (CoC) and serves on its board. The CoC Board, comprised of local officials, service provider agencies, formerly homeless individuals, and advocates, is responsible for addressing regional issues relating to homelessness. This includes approving the annual regional application for homeless assistance funding to the HUD. Aligning with the goals of HUD's Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act, the CoC Board also works towards ending homelessness by focusing on rapid transition to housing solutions.

GUIDING Principles

- ✓ **EVIDENCE-BASED PRACTICES** The city of Phoenix is committed to using evidence-based practices (EBP) to develop and implement homelessness strategies. EBPs are commonly accepted as the conscientious, explicit and judicious use of best evidence in making decisions about the care of the client.
- ✓ **FUNDING** The city of Phoenix is committed to developing budget proposals related to plan strategies for consideration during annual budget cycles. Additionally actively seek partnerships, collaborations, grant opportunities to leverage and maximize benefits for the community as a whole.
- ✓ **HOMELESSNESS WILL NOT BE CRIMINALIZED** The city of Phoenix is committed to ensuring that it is known that being homeless is not a crime. Phoenixians experiencing homelessness are members of the community and will be treated with dignity and respect. However, it is expected that members of the community will obey all laws. As such, strategies to address behavior will be balanced in a way that focuses on interventions that lead to a path of recovery and stable housing.
- ✓ **HOUSING FIRST MODEL** Housing First is an approach that prioritizes providing permanent housing to individuals experiencing homelessness. The Housing First model is guided by the ideology that people require their basic necessities of living (food, shelter, safety) to be met prior to focusing efforts on less crucial needs such as employment, financial management, or substance abuse treatment. Housing First includes rental assistance and supportive services, but places a heavy emphasis on client choice and self-directed service model as this fosters a more successful long-term housing outcome. The city of Phoenix has adopted the Housing First Model utilizing Rapid Rehousing, Housing Choice Vouchers, and Permanent Supportive Housing units when they are available and appropriate for the clients being served.
- ✓ **LEADING WITH SERVICES** To provide the best outcomes from interactions and interventions, the city of Phoenix is committed to leading with services by connecting people experiencing homelessness to community-based providers and services that can best help to provide support and navigate services to lead to much-needed resources and housing stability.
- ✓ **PARTNERSHIPS** The issues surrounding homelessness are complex and extensive. It is critical that a wide range of partners representing diverse interests, perspectives and resources must work together toward achieving effective progress and solutions.
- ✓ **RACIAL EQUITY** Using a racial equity lens, the city of Phoenix is committed to removing barriers and create equity in order to address systemic patterns which often result in people of color, particularly Black and Indigenous people experiencing homelessness in disproportionate numbers. This includes collaborating with other municipalities and organizations locally, regionally and nationwide who are also working towards reaching greater racial equity.
- ✓ **REDUCING NEIGHBORHOOD IMPACT** While the city of Phoenix is committed to leading with services and helping those experiencing homelessness, we are also committed to identify strategies and interventions to address the impact on property owners when those experiencing homelessness seek refuge in or transition through their neighborhoods.
- ✓ **REGIONAL APPROACH** Understanding that the effects and extent of homelessness is not contained to geographical borders, the city of Phoenix is committed to working with and aggressively pursuing intergovernmental agreements with the State of Arizona, Maricopa County and neighboring cities in the metropolitan region to implement a solutions-based approach to address homelessness and mitigate impacts to neighborhoods
- ✓ **TRANSPARENCY** The city of Phoenix is committed to providing open communication to all stakeholders in order to enhance trust and seek feedback in identifying, implementing, and adjusting strategies and solutions.

THE PROCESS

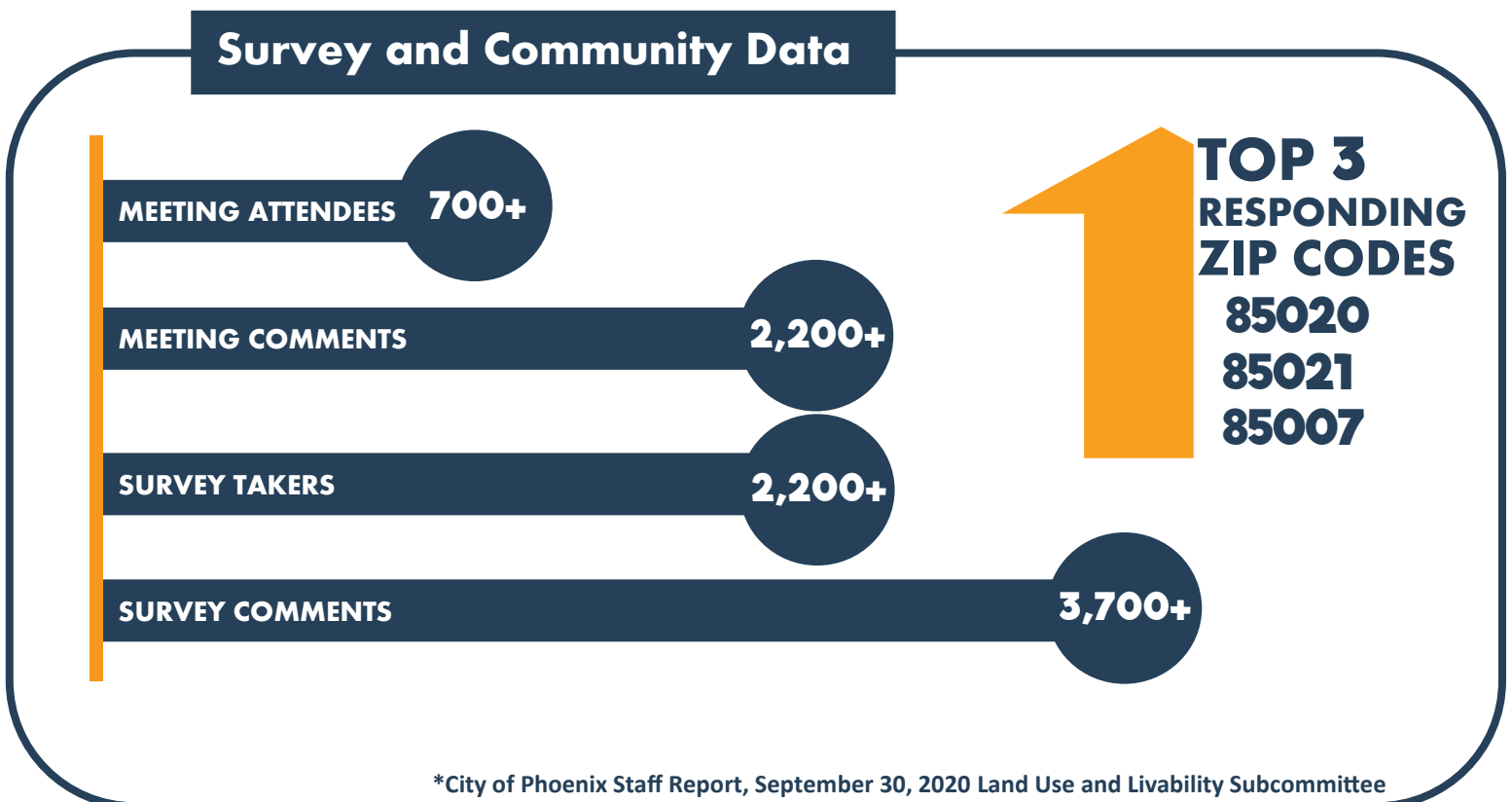
At the direction of Mayor and Council, the City Manager’s Office began convening a Homelessness Strategies Workgroup to begin developing a comprehensive homeless strategies plan. The team was comprised of 14 city departments, their directors and numerous supporting staff. The team worked to develop an initial organizing structure to outline the complex and far reaching problem that homelessness represents in our community.

Members of the Homelessness Strategies Workgroup began by first grouping the challenges of homelessness into nine separate sections. These teams worked to identify current strategies within their subject area, gaps associated with those strategies, and proposed short-term and long-term solutions to address those gaps. They met throughout the spring to develop individual strategy documents for addressing the wide variety of challenges of their specific areas.

WORK GROUPS

- **Outreach and Resources:** Outlines how persons experiencing homelessness can access services.
- **Mental Health:** Outlines mental health challenges faced by persons experiencing homelessness.
- **Workforce Development:** Outlines employment barriers for individuals experiencing homelessness.
- **Housing:** Outlines housing needs within the city of Phoenix to address homelessness.
- **Clean-up:** Outlines strategies to address encampment clean-ups and other neighborhood impacts.
- **Communication:** Outlines communication strategies
- **Policy:** Outlines policy changes and data collection needs to address homelessness.
- **Neighborhoods:** Outlines strategies to address neighborhood impacts of homelessness

Members of the Homelessness Strategies Workgroup reviewed data and responses from the surveys and community meetings and incorporated strategies and solutions into the plan.



OUTREACH & *Resources*

✓ GOAL

To connect those experiencing homelessness to outreach and resources to assist in resolving their homelessness.

✓ GAPS IDENTIFIED

The city of Phoenix recognizes that there are unique populations experiencing homelessness who subsequently require specialized services to best meet their individual needs. These populations include, but are not limited to: single adults, veterans, families, seniors, unaccompanied youth, and people of color, particularly Black and Indigenous people experiencing homelessness in disproportionate numbers and LGBTQ+. The common gaps are as follows:



- Need for specialized shelters and/or transitional housing in order to address the distinctive needs for each of these populations
- Need for pet foster care and/or shelters that accept pets outside of registered service animals
- Need for more adequate substance use/mental health services
- Need for more affordable housing within the individuals city of choice
- Need for specialized employment training to secure higher paying jobs
- Need for low barrier access to housing/shelter regardless of employment history, justice involvement, etc.

✓ PARTNERS

The city of Phoenix contracts with the following agencies to provide services and case management to the individuals and populations listed above:

- Central Arizona Shelter Services (CASS) provides emergency shelter and rapid rehousing for single adults, seniors and medically vulnerable individuals
- United Methodist Outreach Ministries (UMOM) Halle Women’s Center provides emergency shelter and rapid rehousing for single women while the UMOM New Day Center provides emergency shelter and rapid rehousing for families
- Chicanos Por La Casa (CPLC) provides emergency shelter and case management for families
- Native American Connections (NAC) provides rapid rehousing for unaccompanied youth
- Southwest Behavioral Health provides navigation, advocacy, and case management for justice involved individuals
- Community Bridges Inc (CBI) provides rapid rehousing for single adults, navigation and case management for veterans, and street outreach to city of Phoenix street living individuals

✓ STRATEGIES

Outreach and resources strategies include low barrier emergency shelter services, robust street outreach services and engagement plans which are geared towards providing unique and individualized resources and referrals to individuals and families experiencing homelessness. The city of Phoenix is committed to focusing its practice, policies and procedural actions to foster greater diversity, equity, and inclusion. Future partnerships will be designed to provide services to the target populations and are intended to enhance an individual’s/families’ abilities and likelihood to remain housed in a stable environment.

Strategies Timelines

SHORT TERM

**1 YEAR
OR LESS**

SINGLES

Provide Rapid Rehousing for up to nine months for **200** single men and **200** single women.

Coordinate with Maricopa County in transitioning homeless from COVID-19 safe lots to supportive services.

Create shelter opportunities for individuals with pets and service animals. Assist individuals with obtaining service animal and emotional support animal certification, as needed.

FAMILIES

Provide Rapid Rehousing for **200** families for up to nine months.

Expand the UMOM shelter for **25** more beds for one year, which will serve **100** more families annually.

YOUTH

Increase funding for a specialist at NAC to work with Human Services Campus to identify any youth on campus who can be moved to NAC.

SENIORS

Created Project Haven, a hotel for a specialty shelter for seniors to be safe from COVID-19 for one year.

Link the seniors to health care providers to ensure proper health care.

Ensure progressive engagement for those who do not want mental health services.

Incorporate shared housing model to connect seniors with a roommate to share expenses

VETERANS

Increase funding to support move-in costs for Veteran Assisted Supportive Housing (VASH) vouchers for men and women.

Provide funding to relocate and transitionally house Veterans and support the US Vets program

LGBTQ+

Create a LGBTQ+ workgroup to focus on homelessness.

MEDIUM TERM

**1 TO 3
YEARS**

SINGLES

Fund dedicated Mental Health outreach teams.

Ensure future contracts follow evidence-based practices for case management to client ratio.

YOUTH

Coordinate a bi-annual resource day for homeless youth.

LGBTQ+

Coordinate a bi-annual resource day for homeless LGBTQ+ community.

LONG TERM

**3 TO 5
YEARS**

FAMILIES

Work with school districts to identify families on the brink of homelessness and connect them with appropriate services.

Provide funding to relocate and transitionally house Veterans and support the US Vets program

LGBTQ+

Review and revise current prioritization and assessment tools used by the Continuum of Care to address implicit and outward bias built into the tools.

✓ GOAL

Connect individuals experiencing homelessness to affordable and appropriate behavioral health and substance abuse services.

✓ GAPS IDENTIFIED

Affordable and appropriate mental health services are of paramount importance for all city of Phoenix residents. However, according to the Substance Abuse and Mental Health Services Administration (SAMHSA) homelessness and mental illness are inextricably connected. Individuals experiencing both behavioral health needs and homelessness face unique challenges and barriers to finding housing and accessing suitable mental health services. More tools are needed to connect people experiencing homelessness to services and encourage participation in those services, especially those who are not otherwise engaged in services or need additional evaluation for a potential of a General Mental Illness (GMI) or a Serious Mental Illness (SMI) diagnosis.

Additionally, because homeless individuals suffering from mental and behavioral health conditions often do not have access to appropriate services when experiencing a behavioral health crisis, they are likely to be served by a first responder, such as sworn police officers or firefighters. In some, if not many cases, better health and public safety outcomes may be possible if civilian crisis response and behavioral health teams responded. The city of Phoenix supports Maricopa County and the State to Arizona who lead these efforts. The city is currently evaluating its Crisis Response and Behavioral Health Strategies.

✓ STRATEGIES

Increase access to and participation in mental health services.

Strategies Timelines

SHORT TERM

**1 YEAR
OR LESS**

Research funding for mental health outreach teams to better engage and connect individuals experiencing homelessness to mental and behavioral health services, including the ability to complete SMI evaluations in the field.

Exploring alternative service delivery models for delivering service to individuals suffering from behavioral and mental health conditions that require emergency crisis response currently provided through traditional 9-1-1 responders.

Seeking additional mental health-specific/recovery facilities, including supporting the Arizona Department of Housing's initiative to renovate the Birch Building located on the Arizona State Hospital grounds for the purpose of providing approximately 50 units of transitional shelter for persons experiencing homelessness with mental health conditions including persons determined to be seriously mentally ill.

Providing a service resource navigator to staff a desk near the Municipal Court arraignment courtrooms to be available to speak with individuals appearing for arraignment who could benefit from homeless, substance abuse, or general mental health resources. The service resource navigator will conduct an intake assessment, identify specific needs and create a plan for receiving services and treatment.

MEDIUM TERM

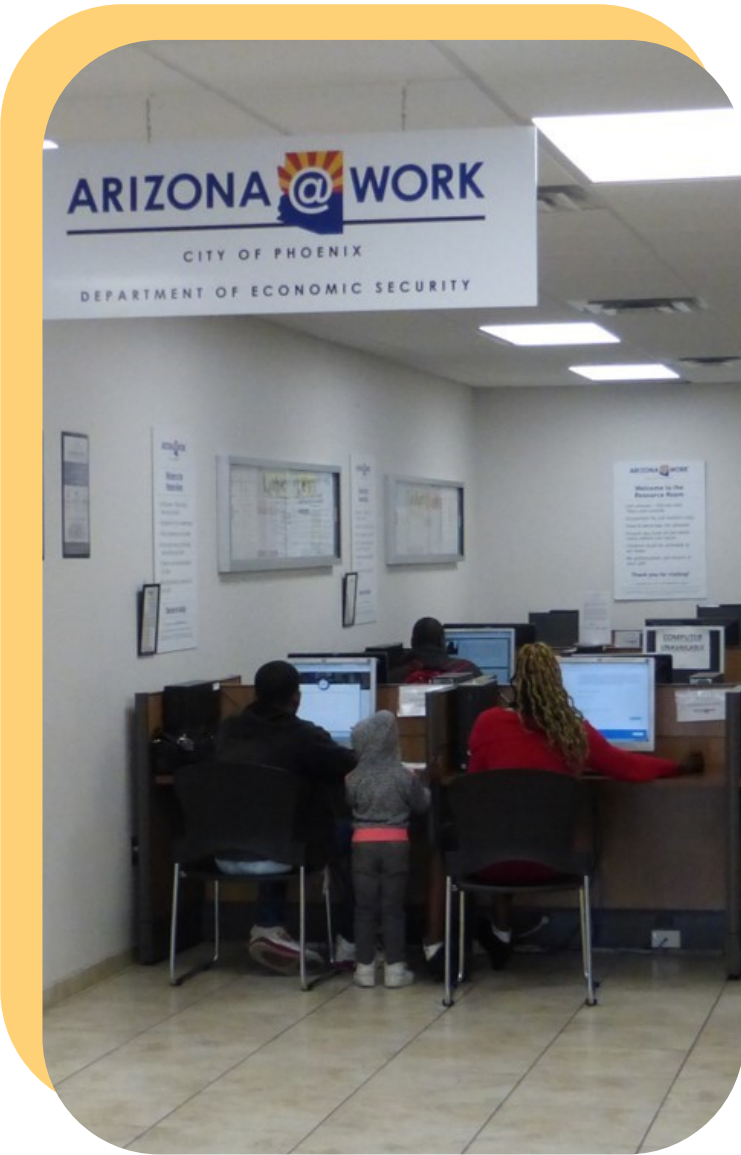
**1 TO 3
YEARS**

Advocate for ability to treat addiction similarly to other mental health disorders for emergency hospitalization evaluation to ensure the appropriate care for individuals who may be self-medicating or have other underlying mental and behavioral health needs.

LONG TERM

**3 TO 5
YEARS**

Advocate for change in Medicaid law to allow funding to be used for mental health facilities with more than 16 beds.



✓ **GOAL**

Increase employment and economic opportunities for jobseekers experiencing homelessness.

✓ **GAPS IDENTIFIED**

In fiscal year 2019-2020, the city of Phoenix assisted 9.8 percent or 336 youth and adults who identified as homeless and were seeking employment services, required assistance with transportation, clothing for job searches, computer lab access or basic computer literacy classes. In addition, individuals who are experiencing homelessness often required referrals to homeless services providers or community organizations for services beyond what are provided, including legal assistance to expunge a criminal record or receive a court ordered conviction of guilt set aside, low-income housing and rental assistance, and intensive case management services. Currently, the city's Human Services Department works with individuals experiencing homelessness to address barriers to employment and training through the use of federal funding to expedite their return to the workforce and financial independence and seek housing opportunities.

✓ **STRATEGIES**

The city will leverage federal resources and increase access to employment and training services and maintain self-sufficiency through employment by working closely with homeless services providers and community organizations. The city is committed to linking current workforce services with rapid rehousing programs to provide direct services through a caseworker for those experiencing homelessness, as well as identifying employers to hire individuals who have experienced homelessness after completion of training or certification program.

Strategies Timelines

SHORT TERM

1 YEAR OR LESS

Identify employers to hire upon a participant's successful completion of training and obtaining applicable certification(s) or credential(s).

Provide career and work readiness services to individuals experiencing homelessness through a Workforce Development Specialist in the Homeless Services Division.

Market job opportunities within the city of Phoenix.

LONG TERM

3 TO 5 YEARS

Increase the economic security for individuals experiencing homelessness through expanding access to employment opportunities, education, training, and supportive services.

Seeking additional opportunities to serve justice-involved individuals, including supporting Maricopa County's Hand in Hand Program.

EVICTON PREVENTION

✓ GOAL

Prevent the loss of housing through eviction prevention.

✓ GAPS IDENTIFIED

Arizona continues to have a very high eviction rate and current programs are assisting too few households. The lack of affordable housing and ever-increasing rents are resulting in cost burdened households that are at high risk of being evicted. The restrictive eligibility requirements for federal funds and lack of additional, unrestricted funds, reduce the city's ability to assist lower to moderate income households. The eviction process in Arizona is very quick. Tenants who are unaware of their rights and/or lacking legal representation can lose their housing in as little as 30 days from the initial notice. This is especially magnified by COVID-19 as well as data by leading experts regarding the number of seniors who are at risk of eviction or foreclosure.

✓ STRATEGIES

Increase funding and staffing for eviction prevention programs. Provide outreach to tenants, with eviction education, resources, navigation, and legal representation through eviction proceedings. Keeping people housed is a key strategy in preventing homelessness.



Strategies Timelines

SHORT TERM

**1 YEAR
OR LESS**

Partner with the Arizona Department of Housing to utilize their funding allocated for rent assistance for Phoenix residents.

Utilize Emergency Services Grant Funding for rent assistance.

Utilize Low Income Energy Assistance Program (LIEAP) funds for utility assistance.

Provide additional resource material, outreach, and training for landlords and tenants. Educate landlords on resources and programs to refer tenants with hardship. Educate tenants on their rights and

responsibilities as a tenant, the eviction process and available resources to assist them. Provide assistance with rental deposits.

MEDIUM TERM

**1 TO 3
YEARS**

Explore additional partnerships and sources for long-term funding and expanded service delivery for eviction prevention and rental assistance programs.

Work with federal partners and advocacy groups to expand the threshold of program eligibility to include more low to moderate income families and individuals.

SHELTERS

✓ GOAL

Provide adequate, accessible, smaller and specialized shelters and temporary housing for persons experiencing homelessness. Also, support and expand bridge and transitional housing opportunities for persons requiring additional medical, behavioral health, or other intensive supportive services before moving to permanent housing.

✓ GAPS IDENTIFIED

There is a chronic shortage of beds and a need for additional capacity that should be met with smaller and specialized scatter site shelter facilities. Furthermore, there is a need for more low barrier facilities that accept partners, pets and possessions. Additionally, people are often met with wait lists for temporary (bridge) housing facilities while transitioning from emergency shelter to a more permanent housing.

✓ STRATEGIES

Regional solution that provides shelters throughout Maricopa County so that no one city or neighborhood bears the brunt of providing shelter services for individuals experiencing homelessness. This requires working with non-profits and other valley cities to provide smaller, specialty/scattered site shelters that can provide decentralized case management and client services tailored to specific populations such as the seriously mentally ill, substance abuse/misuse, seniors, youth, LGBTQ+, disabled, families with children, individuals with spouses/partners and re-entry from the correctional system. This model is based upon the approach that small, specialty/scattered site shelters also have less impact on neighborhoods because shelter and services for individuals experiencing homelessness are not congregated in one neighborhood. These smaller, specialty shelters could also include tiny home shelter communities, modular units, or sprung structures for temporary shelter that can be easily deconstructed when more permanent options are found.

Continue use of Emergency Solutions Grant (ESG) funds, Community Development Block Grant (CDBG) funds and Housing Opportunities for Persons with Aids (HOPWA) to assist with increasing bridge and transitional housing.

Strategies Timelines

SHORT TERM

**1 YEAR
OR LESS**

Utilize a vacant hotel to provide **12 months temporary supportive housing** for the most **COVID vulnerable** while assisting with rapid rehousing or housing vouchers.

Provide funding to relocate and transitionally house Veterans and support the US Vets program.

MEDIUM TERM

**1 TO 3
YEARS**

Utilize Emergency Services Grant (ESG) and Community Development Block Grant (CDBG) funding to increase shelter capacity and modify services for social distancing provide additional rapid rehousing units, add resources to place homeless in housing vouchers.

Increase overall funding and resources for shelter facilities.

Partner with non-profits and health care organizations to expand successful, specialty shelter models.

Create and implement a regional strategy to increase the number of emergency and low barrier shelter beds valley-wide and bridge housing.

Identify vacant buildings that can be repurposed to provide shelter facilities.

Form partnerships and support organizations and other government entities to provide transitional facilities for substance abuse/misuse, mental illness, and correctional re-entry housing.

Seek partnerships, grants, demonstration programs, and foundations to expand transitional housing opportunities.

Utilize pass-through Federal HOME Program and Community Development Block Grant (CDBG) funding to assist housing providers with the acquisition/rehabilitation of facilities for transitional housing/recovery programs.

PERMANENT SUPPORTIVE HOUSING



✓ GOAL

Expand options and efficiently utilize Permanent Supportive Housing (PSH) opportunities for persons experiencing homelessness.

✓ GAPS IDENTIFIED

PSH is an evidence-based intervention that combines affordable housing assistance with comprehensive wrap-around support services to address the needs of chronically homeless people. There are not enough PSH units in Phoenix to fully implement the Housing First Model and justice-involved persons are often difficult or impossible to place in PSH.

Currently there are 9,340 units of site-based PSH located in Maricopa County. The city of Phoenix also provides the 1,468 tenant-based PSH using Section 8 Housing Choice Vouchers with wrap-around supportive services. There are wait lists for all of these PSH units, a hodgepodge of funding for the services, and a shortage of landlords willing to accept these tenants. Maintaining existing PSH is costly, requiring ongoing funding for both rental subsidies and the intensive casework and services. The limited funding streams available inhibit the expansion of PSH and can jeopardize the long-term viability of that PSH. Additional PSH units are needed for the growing homeless community, but the efficient utilization of existing PSH would also provide more housing opportunities for eligible homeless persons.

The City of Phoenix is engaged in a Moving On program in partnership with the Continuum of Care, other valley Public Housing Authorities, and PSH provider partners. PSH is an intensive housing strategy and, over time, some clients in PSH may no longer need or want the intensive services offered in PSH but continue to need assistance to maintain their housing. For those clients, the U.S. Department of Housing and Urban Development (HUD) encourages communities to offer other housing options. Helping participants move to a less service intensive environment is a cost-effective strategy for communities. It frees up PSH resources for those who are currently experiencing homelessness and need the housing and the intensive services package.

Another barrier to expanding PSH is a limited number of Phoenix landlords that are willing to accept the tenant-based PSH vouchers. This is a barrier for all Section 8 voucher holders and is the product of a housing shortage, increasing rents, bureaucracy involved in the Section 8 program, and the perception/expectations of voucher holders.

✓ **STRATEGIES**

Increase funding for PSH. It is important to prioritize the limited funding that is available for affordable housing to support the maintenance and production of PSH. The City Council determines community priorities for the competitive award of Federal funding and serving vulnerable populations such as the chronically homeless is a consistent priority. City departments should ensure all their competitive processes involving federal funding for affordable housing includes priority scoring for providing PSH. Funding should also be set aside specifically to serve hard to place individuals experiencing homelessness.

Continue and expand the “Moving On” commitment to free up PSH units for chronically homeless persons. In the initial year of the “Moving On” program, Phoenix Housing identified 25 Section 8 vouchers to be used for residents “moving on” from PSH. This makes room for 25 homeless persons to move into PSH. Other Valley Public Housing Authorities also identified vouchers for this program in its initial year. Additional vouchers should be earmarked for this program should demand exceed the original commitment.

Incentivize landlords to participate in the Section 8 Housing Choice Voucher Program. In a hot rental market like Phoenix, incentives provide a way to attract landlords to a program they might not otherwise consider. Landlord incentives can include: signing bonuses, security deposits, damage loss mitigation, vacancy loss protection, a dedicated landlord liaison, a 24-hour customer service hotline, and streamlining Section 8 processes.

Strategies Timelines

SHORT TERM

1 YEAR OR LESS

Implement priority scoring in all competitive processes for federal funding to be utilized for the construction or acquisition and rehabilitation of facilities for Permanent Supportive Housing.

Continue to pressure the Arizona Veteran’s Administration to provide additional referrals to fill unused VASH vouchers.

Utilize CARES Act funding and seek additional funding to provide landlord incentives such as signing

bonuses, damage loss mitigation, security deposits, vacancy loss protection, and enhanced landlord customer service in the Section 8 Program.

Continue to streamline Section 8 Housing Choice Voucher application and contract processes, inspections, notifications and payments to landlords to encourage participation in the program.

MEDIUM TERM

1 TO 3 YEARS

Pilot a program to provide rental assistance and supportive services for justice-involved persons experiencing homelessness.

Phoenix unveiled their first-ever Housing Phoenix Plan, which establishes a goal of creating or preserving 50,000 homes by 2030 to address the housing shortage in Phoenix.



AFFORDABLE HOUSING

✓ GOAL

Increase the availability of housing for Phoenix residents at all income levels by implementing the nine strategies in the Housing Phoenix Plan to create or preserve 50,000 housing units by 2030.

✓ GAPS IDENTIFIED

Phoenix is the fifth largest city in the country and continues to grow. In 2019, Phoenix was the fastest growing city in the U.S. For four years in a row, more people have moved to Phoenix than any other city in the country. As our population grows, many of our residents experience challenges locating housing within an affordable price range. While Phoenix has experienced consistent population growth, the housing market has not grown at the same rate.

The current housing shortage has caused rapidly rising rents and home prices that leave many moderate or low-income residents in overcrowded or substandard housing or, ultimately homeless. To address this issue, the overall supply of housing must be increased. Research for the Housing Phoenix Plan included performing a gap analysis of the current housing need and available housing stock. It was found that Phoenix currently has a need for 163,067 additional housing units. The 163,067 units includes the following breakdown; 63,486 market rate units and 99,581 subsidized units (affordable to households with lower income levels).

The lack of housing supply and affordable housing options is resulting in overcrowding, unacceptable living conditions, and extreme cost burden on low income households. Cost burdened households pay more than 30% of their income toward rent. The Housing Phoenix Plan identified approximately 200,000 Phoenix households that are cost burdened and, thus are at very high risk of becoming homeless. To mitigate this risk, Phoenix needs to address the issues and barriers to creating more affordable housing options for residents.

STRATEGIES

In June 2020, the Phoenix City Council approved the Housing Phoenix Plan which includes a comprehensive review of current housing needs, a goal to create and preserve 50,000 housing units by 2030, and nine strategies to meet that goal. These strategies address the significant barriers faced by housing developers, include the redevelopment of city-owned land for affordable housing, enhance public private partnerships and alternative funding sources, and include an education campaign to debunk myths about affordable housing and promote affordable housing options.

The nine strategies with specific tasks and timelines can be found in the Housing Phoenix Plan.



✓ *According to Housing and Urban Development's Fair Market Rents, in Arizona the cost of a two-bedroom apartment is \$1,097. To afford this level of rent, as well as utilities, a household would need to earn \$43,892 annually, or an hourly wage of \$21.10 – more than nine dollars above Arizona's minimum wage. To assist residents with this challenge, Phoenix Mayor Kate Gallego announces the city's first-ever Housing Phoenix Plan, which establishes a goal of creating or preserving 50,000 homes by 2030 to address the housing shortage in Phoenix.*

The Housing Phoenix Plan documents the findings of the city's Affordable Housing Initiative, which launched in 2019 with the goal of completing a housing needs assessment and establishing policy recommendations to address the city's current housing challenge. Through extensive research and community outreach, the plan identifies the community's housing needs, documents the housing gap, compiles nationwide best practices, and recommends nine strategies. Read and learn more on the Housing Phoenix Plan at Phoenix.gov/housing.



✓ GOAL

The overall goal is to maintain a healthy and safe environment in public right-of-way including streets, alleyways, parks and parks preserves.

✓ GAPS IDENTIFIED

While we strive to meet our goal of maintaining healthy and safe right-of-way and public space, there is a need for long-term funding to accomplish this timely and consistently. The clean-up process has several identifiable gaps. A few examples are staffing for biohazard clean-ups as well as needing consistent policy for repeated clean-ups, community outreach and marketing, and legal direction for abandoned personal belongings. Stronger communication with the neighboring residents and businesses about PHX C.A.R.E.S. activities is needed along with additional staff to ensure all metrics are kept timely and accurately.

✓ STRATEGIES

To clean-up abandoned homeless encampments within the city of Phoenix on public property in a timely and responsive manner. This will be achieved with the support from Public Works, Parks and Parks Preserves, and the Street Transportation departments. Clean-ups are performed by work crews and contractors to remove debris from encampments in public right-of-way including streets, alleyways and parks and parks preserve.

With additional marketing and shared metrics, the city of Phoenix will work with businesses and residents to achieve the set goals of this program.

Strategies Timelines

SHORT TERM

**1 YEAR
OR LESS**

Utilize the Phoenix at Your Service (PAYS) website and newsletter that is inserted into the City Services Bill to provide contact information about reporting abandoned encampments. We will also use the City of Phoenix social media accounts to provide additional contact information for the program.

Create an outreach and metrics portion of the C.A.R.E.S. program more visible by creating fliers and putting the information in a more accessible place on the website.

Update and or create policies and procedures for clean-ups and abandoned property (see policy strategy).

Hire additional staff to focus efforts on biohazard cleanup.

Work with the HSD to identify a rehabilitation program to include those affected by homelessness in the clean-up efforts.

LONG TERM

**3 TO 5
YEARS**

Research and identify partnerships for homeless rehabilitation/ticket/restitution program that helps with clean ups

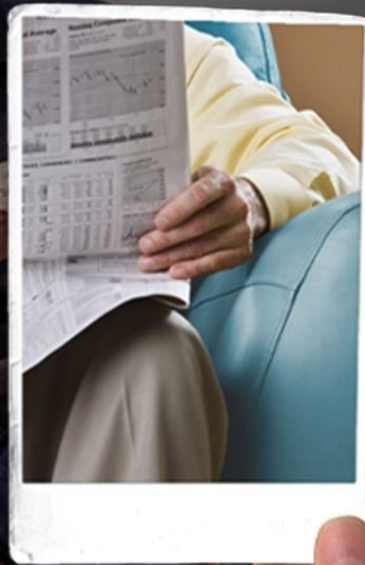
Research a funding source to contract with a provider to focus on biohazard clean-up. Permanent staffing is currently being discussed along with funding needs for contracted vendors for both short- and long-term goals.

Contract a private vendor to work with Human Services Campus for weekly clean-ups.

Hire permanent staff to take on coordination and reporting roles for the clean-up effort.

**HEALTHY
GIVING
CAN
CHANGE
A LIFE**

GiveSmartAz.Org



Every day of the year is a struggle for those experiencing homelessness in Maricopa County, but generous people who want to help can give in a way that has meaning and impact beyond one meal.

By giving food, clothing, or other supplies to people on the streets, there are unintended consequences, such as wasted food, trash, unsanitary conditions and unsafe communities. Also, fewer people seek help from services available for them to get off the streets and get the supportive services they need to help with the underlying causes of their homelessness.

With a mission of helping people in the long run, the Healthy Giving Council, a group of concerned citizens, faith leaders, social services providers, business and government entities joined forces to make our community aware of best ways to give and have a long-term impact. Learn more at GiveSmartAZ.org.

✓ **GOAL**

Provide proactive and timely communication surrounding the multifaceted issues related to homelessness.

✓ **GAPS IDENTIFIED**

Through the process of community feedback the following areas were identified as important when communicating to the public about homelessness in Phoenix: transparency, public engagement, successes, volunteer opportunities, access to data, resources and knowledge on homelessness.

A centralized location from information from the city of Phoenix surrounding city efforts to address homelessness. Information from departments is reported out but is not easily consumable and does not live in a centralized location for residents, neighborhood groups and stakeholders to access.

✓ **STRATEGIES**

Utilize the existing website designated for outreach during the community solicitations for the Homeless Strategies Plan to become a regular resource for the community to see current city efforts, successes, supportive and resource information associated with homelessness while linking to regional.

Keep the communication simple and easy to understand while maintaining transparency by allowing access through a centralized website to timely information from the city.

Develop ongoing and engaging social media content that share information, resources, successes and challenges.

Aside from the traditional media's limited reporting on the issues surrounding homelessness, the city will develop ongoing and relative content for the PHX Newsroom and city social medial platforms to engage and report to the public.



Strategies Timelines

SHORT TERM

1 YEAR OR LESS

Maximizing the current web page traffic in the community and quickly transitioning into an interactive resource page.

Research funding for a dedicated communication lead that can developing medium and long term plans to meet identified strategies.

MEDIUM TERM

1 TO 3 YEARS

The dedicated communication lead will formulate and streamline the city's internal and external communication strategies.

LONG TERM

3 TO 5 YEARS

Change the community's perception of the city's messaging to a more transparent and trusted source of information, resources and services for those experiencing homelessness.

DEVELOP CITY POLICY TO ADDRESS ABANDONED PROPERTY

✓ GOAL

People experiencing homelessness have personal belongings that are left behind and cause blight. The city of Phoenix will draft a city policy regarding the city-wide need to address the treatment of abandoned property with proper notice and opportunity to retrieve. The city policy should address how to recognize the difference between abandoned and unattended property because that affects the proper treatment of the property. Currently we tag shopping carts. Residents or city staff report abandoned, empty shopping carts in public areas, which are removed by the city's contractor. Unattended, filled shopping carts are entered into PHX C.A.R.E.S., tagged and referred to PWD to be emptied of abandoned contents. Once the cart is empty, the cart is referred back to NSD to have it removed by the city's contractor. Beyond shopping carts, the city policy should address treatment of personal property in encampments and the notice that must be given before removal of unattended property that is neither trash nor abandoned.

✓ GAPS IDENTIFIED

Revisit previous code-change suggestions (Abandoned Property A.R.) for consistent handling of abandoned property.

✓ STRATEGIES

Draft revisions to the Phoenix City Code sections regarding Abandoned Property. Draft policy and procedures for the notification of encampment clean-ups and property removal.

Draft strategy for managing personal left behind on city property.

CLARIFY GRAND CANAL BANK USE

✓ GOAL

The purpose of the canal banks is to provide an interactive fully functioning multi-use path for all city of Phoenix residences and visitors alike to use and enjoy, away from traffic and the demands of a large city. The canal banks are used for homeless encampments and with that, making the public recreational use of the canal banks less accessible and a potential liability for the city. For individuals camping along the path it could potentially pose, not only a safety hazard for them, but a liability for the city as well. Moving forward, when any person/ persons who set up encampments are identified, outreach services will be offered and encouraged to those individuals who are experiencing homelessness.

✓ GAPS IDENTIFIED

The Grand Canal banks are under Federal Authority. The City and the Salt River Project currently lack legal authority to close canal banks to camping. Federal interpretations make it difficult to prohibit individuals camping on the canal banks.

✓ STRATEGIES

Request an explanation from Salt River Project (SRP) for their legal foundation for not prohibiting camping activities on the canal system by the Bureau of Reclamation (BOR).

City of Phoenix and SRP are requesting BOR to determine the steps needed to pursue a Special Use Designation for the SRP canals related to the control of encampments.

BOR is looking into drafting a policy revision allowing a Special Use Designation for the SRP canals related to the control of encampments.

Research opportunities during the next budget cycle to increase frequencies of maintenance along the canal including replacement and/or new landscaping.



INSTITUTIONS OF MENTAL DISEASE EXCLUSION WITH MEDICAID

✓ GOAL

Advocate for changes to federal law to allow for Medicaid to fund mental health services in facilities with more than 16 beds.

✓ GAPS IDENTIFIED

Current law, prohibits states from using Medicaid to pay for care provided in Institutions of Mental Disease (IMD). IMDs are defined in title 19 of the Social Security Act to mean a “hospital, nursing facility, or other institution of more than 16 beds, that is primarily engaged in providing diagnosis, treatment, or care of persons with mental diseases, including medical attention, nursing care, and related services.” The specific exclusion from funding IMDs is under section 1905(a) of the Act, which generally prohibits Medicaid payment for any services provided to any individual who is under age 65 and who is residing in an IMD. Therefore, we would like to lobby to allow a greater number of beds to allow greater efficiency.

The goal is for federal Medicaid law to be modified to allow for payment of mental health treatment delivered in inpatient settings known as IMDs. Based on community feedback and the need that exist we know that inpatient psychiatric care is an essential component of some individual's treatment. This is not a new issue and many advocacy organizations have been lobbying for this change for years. That said, this would be a long-term goal. In order to be successful, the City will have to partner with national and local organizations that support this goal. Part of the process will include collecting data that supports the need.

✓ STRATEGIES

Work at the federal and state level to pursue changes that allow for more efficient service delivery.

Strategies Timelines

SHORT TERM

**1 YEAR
OR LESS**

Draft revisions to the Phoenix City Code sections regarding abandoned property. Draft policy and procedures for the notification of encampment clean-ups and property removal.

Research opportunities during the next budget cycle to increase frequencies of maintenance along the canal including replacement and/or new landscaping.

Partnering with SRP to request explanation legal foundation as to why BOR cannot prohibit camping activities on the canal system.

City of Phoenix and SRP are requesting BOR to determine the steps needed to pursue a Special Use Designation for the SRP canals related to the control of “camping-like” activities and the erection of “camps”.

MEDIUM TERM

**1 TO 3
YEARS**

BOR is looking into drafting a policy revision allowing a Special Use Designation for the SRP canals related to the control of “camping-like” activities and the erection of “camps”.

Policy to increase the number of beds. Policy to pursue any state or federal law changes related to this issue. Work with intergovernmental department to determine lobby efforts.

There is no question that people experiencing homelessness have significant health and wellness needs. However, this plan also seeks to address the impacts on property owners when people experiencing homelessness seek refuge in, or transition through, their neighborhoods. Without readily accessible or convenient shelter, restroom access, waste receptacles, healthcare and general privacy, many behaviors of those experiencing homelessness conflict with the generally established norms of the neighborhood. This can result in neighborhood concerns regarding blight and safety.



While many neighborhoods express similar concerns, each neighborhood is impacted differently, and requires a unique set of strategies and solutions. However, it is important to note that the most effective long-term solutions are providing appropriate housing and services to address issues for those experiencing homelessness and give tools for recovery and breaking the homelessness cycle. Priorities and strategies related to those resources are listed in other sections of this plan (Outreach and Resources, Housing, Workforce Development and Mental Health), rather than the Neighborhoods Section. There are also portions of the Policy, and the Clean-up sections of the report that are also critical to the concerns voiced by neighborhoods that are not covered in this section. The Neighborhoods section should be reviewed in concert with those sections, rather than an all-encompassing collection of strategies for neighborhoods within this section alone.

It is also important to note that some of the most serious issues neighborhoods experience are not representative of all people experiencing homelessness, but caused by behaviors of a small segment of the community who may be experiencing homelessness, and are committing crimes and violating ordinances. It is essential to read this section with this context in mind, so as to avoid misinterpreting the use of any of these strategies to be used to address homelessness as a whole, or be used to target people experiencing homelessness to penalize them through the justice system or other means. It must be stressed that this section should not be misconstrued to be a strategy to target people whose mere existence may upset some members of the community.

NEIGHBORHOOD ENGAGEMENT

✓ GOAL

More effectively engage neighborhoods to identify the issues they are experiencing and develop solutions.

✓ GAPS IDENTIFIED

While many neighborhoods are actively engaged and coordinated regarding issues they associate with homelessness, many are not. Those neighborhoods need a clear path to assistance to help provide education and information regarding the issue in Phoenix, the resources available, and the value of working together as a neighborhood to create a plan of action.

✓ **STRATEGIES**

Provide clear and easy to follow instructions for requesting help from multiple city departments. Publish this information in a centralized website along with other information about homelessness, through social media, and to neighborhoods listed with the Neighborhood Services Department (NSD).

Develop information and resource guides to better educate neighborhoods on available resources. Publish this information in a centralized website along with other information about homelessness, through social media, and to neighborhoods listed with the Neighborhood Services Department.

Use PHX C.A.R.E.S. data to determine hot spots for encampments and other issues to directly engage with impacted neighborhoods.

Develop Neighborhood College class or series to help educate neighborhoods and community members on the homeless crisis in Phoenix, causes of homelessness, what neighborhoods can do about issues they face, and volunteer opportunities to serve people experiencing homelessness.

Create a Homeless Taskforce to include neighborhood leaders, homeless services providers, health care providers and individuals who have experienced homelessness. At minimum, the taskforce will meet monthly to share ideas, research evidence-based practices, new partnerships, funding opportunities while advocating for solutions at the state and county level.

SUPPORTIVE INFRASTRUCTURE

✓ **GOAL**

Provide opportunities for additional infrastructure to mitigate issues neighborhoods are experiencing.

✓ **GAPS IDENTIFIED**

Additional infrastructure would increase the feeling of safety and reduce blight in neighborhoods. Dark streets and alleys can limit visibility and can make some neighborhoods feel unsafe. Many neighborhoods with alleys have expressed substantial support for expanding the initial two-neighborhood Gated Alley Program Pilot due to the misuse of alleys resulting in regular, sometimes daily, cleaning of their alleys. Lack of appropriate facilities limits access for people experiencing homelessness to be, use the restroom, and sleep. Limitations on personal items allowed in some service provider facilities results in discarded/abandoned items or discouraged would-be customers who then do not have access to those available services. Finally, there is a lack of temporary heat relief areas in critical parts of the city to help persons experiencing homelessness.

✓ **STRATEGIES**

Continue to implement and evaluate the Gated Alley Program Pilot which has been expanded from the initial two neighborhoods to up to 10 alley segments in each City Council District, based on neighborhood support, with competitive grant opportunities for Low- and Moderate-Income (LMI) neighborhoods. Funding was provided by an initial \$400,000 of available funds from the Neighborhood Block Watch Program. Analysis of the impact of those gates on the issues neighborhoods experience will be analyzed to determine efficacy and interest in continued expansion.

Explore partnership opportunities to address public restrooms and waste receptacles in supportive neighborhoods. Considerations to be evaluated with partner agencies and the neighborhood include maintenance, cleaning, safety and sustainable funding. This may be implemented as a pilot to determine efficacy, value and scalability.

Provide avenues for neighborhoods to apply for additional street and/or alley lighting in strategic areas. The process should include engaging the neighborhood to ensure the additional lighting is generally supported by the surrounding residents.

Explore opportunities to encourage and grow the group of non-profit partners to participate annual heat relief stations in critical areas to serve persons experiencing homelessness during the summer months.

OPPORTUNITIES FOR SERVICE-RESISTANT INDIVIDUALS

✓ GOAL

Ensure service-resistant individuals experiencing homelessness have every opportunity to engage in services when they are ready.

✓ GAPS IDENTIFIED

Some individuals experiencing homelessness are not ready to engage in services. They may not be ready to stay at a shelter that requires sobriety, enter a rehab program, work on mental health challenges, develop job skills, and so on. The decision to engage will always be an individual choice. However, when they do decide to engage in services, it is critical to ensure those services are available and accessible at that moment. Often, this moment comes after multiple engagements from an outreach team (see Outreach and Resources section).

Sometimes, that moment may come after committing a crime that results in the individual entering the criminal justice system. Through an innovative collaboration between the city of Phoenix Municipal Court, Prosecutor's Office and Public Defender's Office, there are currently specialty courts dedicated to helping provide services to veterans and individuals with behavioral health needs that focus on a therapeutic approach addressing the root, underlying issues rather than punishment and conventional penalties. While these specialty courts are effective and helpful for veterans and individuals with behavioral health problems, many of which also struggle with homelessness or securing permanent housing, there are many individuals that are not eligible to participate in either of those specialty courts. They may not have an opportunity to choose, in that moment, a better option to engage in services. The city does participate in Maricopa County Regional Homeless Court, however, if the individual is not connected to the Human Services Campus to utilize the services there, then they are left with the traditional court system to resolve the criminal charge.



✓ STRATEGIES

Explore a partnership to create an asset map app for those experiencing homelessness to know where services are and how to access them when ready.

For those individuals experiencing homelessness who are charged with a crime, implement a triage process between the Prosecutor's Office and Public Defender's Office for individuals who appear at arraignment court to determine if they are experiencing homelessness and are open to restorative services in order to resolve their matters through a therapeutic approach. These individuals will meet with service resource navigators at arraignment court who will conduct intake assessments, identify specific needs, and create an individualized plan. The team will then review the individual's plan and progress at a subsequent setting on a dedicated court docket to address any additional needs of the individual and resolution of the case.



PROMOTE HEALTHY GIVING

✓ GOAL

Reduce the neighborhood impact of unhealthy giving practices.

✓ GAPS IDENTIFIED

Much work has been done in recent years through the Healthy Giving Council, a multi-agency collaboration including various levels of diverse government, volunteer and faith-based organizations, and the efforts of Phoenix City Council Offices and the Communications Office to discourage misguided efforts of those whose hearts are in the right place, but methods are contrary to best serving those experiencing homelessness, through street-feeding or giving to panhandlers. Services currently exist to ensure meals and shelters are generally available to those who need it, and also make available and encourage participation in restorative services to help people get out of the cycle of homelessness. Street feeding also often results in litter and debris that ends up as a nuisance to surrounding neighborhoods.

✓ STRATEGIES

Continue to provide education campaigns in partnership with the Healthy Giving Council on the destructive nature of street feeding and supporting panhandling, and better ways to provide a sustainable positive impact on people experiencing homelessness.

Work with City Manager's Office to designate a liaison to work with Maricopa County Department of Public Health on State law govern foods prepared and served to the public and Arizona Administrative Code R9-8-102 and Arizona Revised Statute 36-136.1.4.a which have been cited as providing exemptions to enforcing upon those who provide food to those experiencing homelessness within city Right of Way or on other city property, likening this activity to a private potluck.



HUMAN SERVICES CAMPUS AND OTHER HIGHLY IMPACTED AREAS

✓ GOAL

Provide resources for highly impacted areas.

✓ GAPS IDENTIFIED

In the spring of 1985, the Phoenix City Council approved the development of Central Arizona Shelter Services (CASS), the first emergency shelter for individuals experiencing homelessness at 12th Ave. and Madison St. Two decades later, the Human Services Campus (HSC), a \$23 million non-profit, private, government and community collaboration that provides wrap-around services for adults experiencing homelessness, was built on the 10-acres surrounding CASS. The founding members of the HSC collaboration intended the downtown location to be one of many across the region. Today, the downtown location remains the largest access point for homeless services and hosts nearly 20 independent agencies that offer a range of services. CASS remains the largest emergency shelter in Arizona. While the HSC partners provide vital coordinated services and substantial shelter capacity, it has also become a destination for many who do not stay in CASS or fully engage in services. The result is a fluctuating level of encampments along the streets, defecation in public—sometimes on private property, litter and debris, public drug use, lewd acts, theft and other property and violent crimes. While the HSC management and providers take care of their immediate property, they do not have the resources to mitigate the neighborhood impacts of those drawn to the area by their services, which far exceeds impacts faced by any other neighborhood in Arizona. However, there are other neighborhoods in the city that also see high concentrations of issues related to homelessness due to their proximity to services, or other areas where people experiencing homelessness tend to congregate. Additional tools could provide much needed relief for residents of these impacted areas.

✓ STRATEGIES

Explore developing a private property clean-up program to help private property owners disproportionately impacted by issues related to homelessness in the area around the Human Services Campus.

Continue the installation of gates for 10 alley segments in the general area around the Human Services Campus, as previously authorized by City Council.

Strategies Timelines

SHORT TERM

**1 YEAR
OR LESS**

Provide clear and easy to follow instructions for requesting help from multiple city departments. Publish this information in a centralized website along with other information about homelessness, through social media, and to neighborhoods listed with the Neighborhood Services Department.

Develop information and resource guides to better educate neighborhoods on available resources. Publish this information in a centralized website along with other information about homelessness, through social media, and to neighborhoods listed with the Neighborhood Services Department.

Use PHX C.A.R.E.S. data to determine hot spots for encampments and other issues to directly engage with impacted neighborhoods.

Develop Neighborhood College class or series to help educate neighborhoods and community members on the homeless crisis in Phoenix, causes of homelessness, what neighborhoods can do about issues they face, and volunteer opportunities to serve people experiencing homelessness.

Create a Homeless Taskforce to include neighborhood leaders, homeless services providers, health care providers and individuals who have experienced homelessness. The taskforce will meet monthly to share ideas, research evidence-based practices, new partnerships, funding opportunities and advocate for solutions at the state and county level.

Continue to implement and evaluate the Gated Alley Program Pilot which has been expanded from the initial two neighborhoods to up to 10 alley segments in each City Council District, based on neighborhood support, with competitive grant opportunities for Low- and Moderate-Income neighborhoods. Funding was provided by an initial \$400,000 of

available funds from the Neighborhood Block Watch Program. Analysis of the impact of those gates on the issues the included neighborhoods experience will be analyzed to determine efficacy and interest in continued expansion

Explore partnership opportunities to address public restrooms and waste receptacles in supportive neighborhoods. Considerations to be evaluated with partner agencies and the neighborhood include maintenance, cleaning, safety and sustainable funding. This may be implemented as a pilot to determine efficacy, value and scalability.

MEDIUM TERM

**1 TO 3
YEARS**

Provide avenues for neighborhoods to apply for additional street and/or alley lighting in strategic areas. The process should include engaging the neighborhood to ensure the additional lighting is generally supported by the surrounding residents.

Explore opportunities to work with non-profit partners to develop annual heat relief stations in critical areas to serve persons experiencing homelessness during the summer months.

Explore a partnership to create an asset map app for those experiencing homelessness to know where services are and how to access them when ready.

For those individuals experiencing homelessness who are charged with a crime, implement a triage process between the Prosecutor's Office and Public Defender's Office for individuals who appear at arraignment court to determine if they are experiencing homelessness and are open to restorative services in order to resolve their matters through a therapeutic approach. These individuals will meet with service providers and partners at arraignment court who will conduct intake assessments, identify specific needs, and create an individualized plan. The team will then review the individual's plan and progress at a subsequent setting on a dedicated court docket to address any additional needs of the individual and resolution of the case.

Explore developing a private property clean-up program to help private property owners disproportionately impacted by issues related to homelessness in the area around the Human Services Campus.



COMMUNITY
ACTION
RESPONSE
ENGAGEMENT
SERVICES

A coordinated response to work with neighborhoods and individuals experiencing homelessness to educate and focus on solutions

602-262-6251
Phoenix.gov/phxcares

For those experiencing homelessness, PHX C.A.R.E.S. sends trained outreach teams, who take the time to build rapport and trust with people on the street, to encourage them to accept the services and resources that are offered to help end their homelessness.

PHX C.A.R.E.S. also unifies city resources and community partners to respond to the impacted neighborhood and business with services and education.

In the city of Phoenix, the COVID-19 pandemic and economic downturn is intensifying the already existing housing crisis. Phoenix residents, as well as residents in other cities across the country, are experiencing job losses, which can make it even more challenging to afford a place to live.

According to Housing and Urban Development's Fair Market Rents, in Arizona the cost of a two-bedroom apartment is \$1,097. To afford this level of rent, as well as utilities, a household would need to earn \$43,892 annually, or an hourly wage of \$21.10 – more than nine dollars above Arizona's minimum wage.

To assist residents with this challenge, Phoenix Mayor Kate Gallego announces the city's first-ever Housing Phoenix Plan, which establishes a goal of creating or preserving 50,000 homes by 2030 to address the housing shortage in Phoenix.

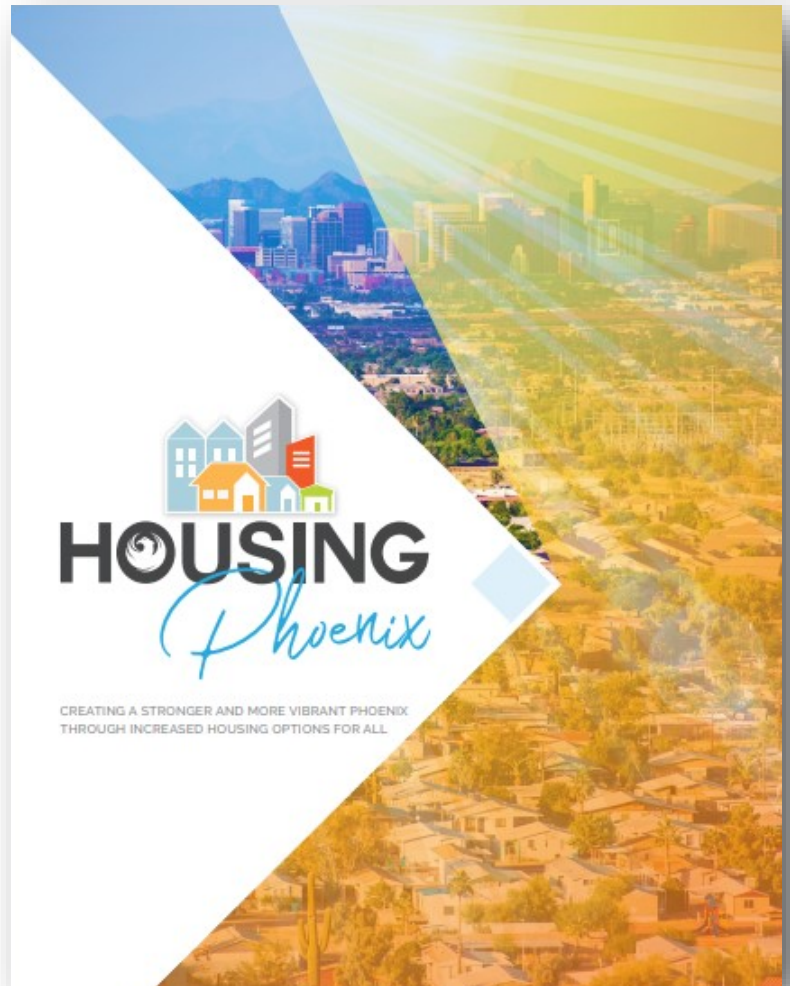
"In June of this year, the Phoenix City Council unanimously approved the first-ever Housing Phoenix Plan. As the fastest growing city in the nation, this initiative works to address our many housing needs and recommends innovative, solution-oriented policies to create a better Phoenix for all. This plan brings us a step closer to becoming the city we all want for ourselves, our children, and our future," says Mayor Kate Gallego.

The Housing Phoenix Plan documents the findings of the city's Affordable Housing Initiative, which launched in 2019 with the goal of completing a housing needs assessment and establishing policy recommendations to address the city's current housing challenge. Through extensive research and community outreach, the plan identifies the community's housing needs, documents the housing gap, compiles nationwide best practices, and recommends the following nine policy initiatives to reach the goal of creating a stronger and more vibrant Phoenix through increased housing options for all:

- Prioritize New Housing in Areas of Opportunity
- Amend Current Zoning Ordinance to Facilitate More Housing Options
- Redevelop City-Owned Land with Mixed-Income Housing
- Enhance Public-Private Partnerships and Increase Public, Private and Philanthropic Financing
- Building Innovations and Cost-Saving Practices
- Increase Affordable Housing Developer Representation
- Expand Efforts to Preserve Existing Housing Stock
- Support Affordable Housing Legislation
- Education Campaign

As the fifth largest city in the country, Phoenix has experienced consistent population growth which has outpaced the growth of the housing market. A housing gap analysis of the current housing need and the available housing stock shows that Phoenix currently has a need for 163,067 additional housing units.

For more information about the Housing Phoenix Plan, please visit [Phoenix.gov/housing](https://phoenix.gov/housing).



The following resources are provided from the Maricopa Association of Governments (MAG) during the annual Point-In-Time count.

VETERANS AND VETERAN FAMILIES

VA Community Resource and Referral Center (CRRC)

1500 East Thomas Road,
Suite 106 (back of building)

Phoenix, AZ 85014

(602) 248-6040

Open Monday - Friday 7:30 a.m. to 4:30 p.m.

Veterans also call the National Homeless Call Center

(877) 424-3838

FAMILIES AND CHILDREN

Family Housing Hub (FHH)

3307 E. Van Buren Street #108

Phoenix, AZ 85008

(602) 595-8700

Open Mondays 8 a.m. to 7 p.m. and Tuesdays through Thursdays 8 a.m. to 4 p.m. and Fridays 10 a.m. to 4 p.m.

Pat Gilbert Center (Mesa CAN)

635 E. Broadway

Mesa, AZ 85204

Tuesday Only: 8 a.m. – 4 p.m.

Save the Family Foundation

125 E. University Dr.

Mesa, AZ 85201

Wednesday Only: 8 a.m. – 3 p.m.

Maryvale Community Service Center - CPLC

6850 W. Indian School Road

Phoenix, Az 85033

Thursday Only: 8a.m. – 4 p.m.

SINGLE ADULTS AND UNACCOMPANIED YOUTH

Brian Garcia Welcome Center on the Human Services Campus

234 S. 12th Ave., Phoenix, AZ 85007

on the corner of 12th Ave. and Madison

(602) 229-5155

YOUTH (18-24 YEARS OLD)

Youth Resource Center

Tempe First United Methodist Church

215 E. University Drive

Tempe, Az 85281

(480) 868-7527

Open Monday through Friday

12 p.m. to 3:30 p.m.

OUTREACH TEAMS

Tempe HOPE Team

(480) 858-7993

PATH Team

Services for people with serious mental illness and/or substance use disorders

(844) 691-5948

24/7 Peer Access to Care Line

You can describe your unique needs and ask specific questions

(877) 931-9142

STRATEGIES TO ADDRESS HOMELESSNESS

PLAN

CITY OF PHOENIX

JUNE 2020



Photo courtesy of Valley of the Sun United Way

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2. ABOUT HOMELESSNESS IN PHOENIX

2. ABOUT HOMELESSNESS IN PHOENIX

2.1. Introduction

The Phoenix City Council has requested a strategic plan to focus on strategies for persons experiencing homelessness as well as developing best practices to mitigate impacts to surrounding communities and neighborhoods. The city is committed to serving along with the State of Arizona, Maricopa County, and neighboring cities in the metropolitan region to focus on solutions for persons experiencing homelessness. In addition, various community-based providers are integral to helping implement a solutions-based approach to address homelessness. In January 2020, the annual Point-in-Time (PIT) Count was performed across Maricopa County. This annual street and shelter count is an effort to learn more about the individuals and families experiencing homelessness in the county. This year, 7,419 people experiencing homelessness were counted. Of those 51 percent were unsheltered. The unsheltered count has steadily increased over the years. From 2019 to 2020, the unsheltered count increased at an 18 percent higher rate than sheltered and overall PIT counts. Homelessness, which is a growing issue across the country and in Arizona, is principally addressed by the City of Phoenix and local non-profit partners.

2.2 History

The city of Phoenix has invested in preventing and ending homelessness since 1982 when urban camps emerged in the downtown area. In the spring of 1985, the Phoenix City Council approved the development of Central Arizona Shelter Services (CASS), the first emergency shelter for individuals experiencing homelessness at 12th Ave. and Madison St.

Two decades later, the Human Services Campus (HSC), a \$23 million non-profit, private, government and community collaboration that provides wrap-around services for adults experiencing homelessness, was built on the 10-acres surrounding CASS. The founding members of the HSC collaboration intended the downtown location to be one of many across the region. Today, the downtown location remains the largest access point for homeless services and hosts nearly 20 independent agencies that offer a range of services with CASS serving as the largest emergency shelter in Arizona. Recently, the HSC submitted a special permit rezoning request to add additional beds and expand the boundaries of the campus. The expansion area includes Andre House, to allow for a low barrier shelter. HSC has had several neighborhood meetings related to this request. The rezoning request has not been scheduled for public hearings yet.

2.3. City Efforts to Address Homelessness

The city of Phoenix spends just under \$20 million annually for services related to homeless solutions across several city departments. Additionally, the city of Phoenix is part of the Maricopa Regional Continuum of Care (CoC) and serves on its board. The CoC Board, comprised of local officials, service provider agencies, formerly homeless individuals, and advocates, is responsible for addressing regional issues relating to homelessness. This includes approving the annual regional application for homeless assistance funding to the U.S. Department of Housing and Urban Development (HUD). Aligning with the goals of HUD's Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act, the CoC Board also works towards ending homelessness by focusing on rapid transition to housing solutions.

2.4. Phoenix C.A.R.E.S.

PHX C.A.R.E.S. (Community, Action, Response, Engagement, Services) is a coordinated response to work with neighborhoods and individuals experiencing homelessness to educate and focus on solutions.

Established in late 2017, PHX C.A.R.E.S. is a multi-department program that provides a single point for citizens and departments to report homeless encampments and those individuals experiencing homelessness. Reports come in through PHX At Your Service (PAYS), an on-line reporting site, or through phone calls to the Neighborhood Services Department (NSD) call center. All reported cases are entered into a case relationship management system which allows for the assignment of tasks, case tracking, and reporting.

Outreach and clean-up services are coordinated amongst the following departments:

Human Services:

- Coordinates PHX C.A.R.E.S. efforts throughout the City.
- Contracts with Community Bridges Inc. (CBI) which provides outreach and navigation services to those experiencing homelessness.

Neighborhood Services:

- Assigns PHX C.A.R.E.S. cases and tracks responses.
- Assigns inspectors to work with residents and business owners in the removal and prevention of encampments or debris on private property.

Police:

- Responds to calls for service and assists CBI in homeless outreach.
- Works with the public and businesses to obtain Authority to Trespass documentation.
- Assists Public Works in the clean-ups with advanced review and individual contacts.

Public Works/Street Transportation/Parks and Recreation/Library:

- Removes and clean ups encampment debris from public properties and locations each respective department manages.



3. THIS REPORT

3. THIS REPORT

3.1 **Process:**

At the direction of Mayor and Council, the City Manager's office began convening a Homeless Strategies Workgroup to begin the formulation of a comprehensive homeless strategies plan. The team was comprised of 12 city departments, their directors, and numerous other staff. The team worked to develop an initial organizing structure to address the complex and far reaching problem that homelessness represents.





For phase 1 of the plan, members of the Homeless Strategies Workgroup began by first segmenting the challenges of homelessness into nine separate sections. These sections, worked to identify current strategies within their subject area, gaps associated with those strategies, and proposed long-term and short-term solutions to address those gaps. These subgroups met throughout the spring to develop individual strategy documents for addressing the wide variety of challenges of their specific areas.

3.2 **Work Groups:**

- **Outreach/Navigation:**
Addresses how persons experiencing homelessness can access services.
- **Housing:**
Outlines housing needs within the City to address homelessness.
- **Employment:**
Addresses employment barriers for individuals experiencing homelessness.
- **Mental Health:**
Addresses mental health challenges faced by persons experiencing homelessness.
- **Community:**
Outlines strategies to address encampment clean-ups and other neighborhood impacts.
- **Neighborhoods:**
Outlines strategies to address neighborhood impacts of homelessness.
- **Clean-up:**
Outlines strategies to address encampment clean-ups.
- **Policy:**
Outlines communication strategies, policy changes and data collection needs to address homelessness.
- **Communication:**
Outlines communication strategies.
- **Data :**
Outlines strategies for increasing data collection and sharing.

3.3 **Report Format**

Lead Partner Options:

-  City of Phoenix Government
-  Other Government (e.g. State, County, Federal Gov.)
-  Non-Profit Partners
-  Community (e.g. Neighborhood organizations, schools)




4. OUTREACH / NAVIGATION

4.1 OUTREACH / NAVIGATION STRATEGIES



DESCRIPTION: This section addresses City programs to serve persons experiencing homelessness.



NARRATIVE: The Human Services Department contracts with numerous community agencies which connect housing interventions, street outreach services, and emergency shelter services to individuals experiencing homelessness. These partnerships provide services to the following target populations: single adults, veterans, families, seniors, and unaccompanied youth and are intended to enhance an individual(s) experiencing homelessness to remain housed in a stable environment. All projects are uniquely tailored for the target populations that will be served within the assigned contracts.

Lead Partner(s):













Strategy 1		  
Increase Navigation Services for Singles, Youth and Families		
Current Condition: The City contracts navigation services for those individuals and families experiencing homeless. The contracted navigation services include a 24/7 dispatching for those experiencing homelessness.		
Gap: a) Additional outreach efforts are needed to provide educational opportunities around available services; b) Lack of low barrier shelter/housing opportunities i.e. low barrier housing, transitional housing, bridge housing and emergency shelters.		
Long-Term Objectives:		
O.1.1	Pursue creation of shelter/foster opportunities for pets of those experiencing homelessness.	
O.1.2	Explore additional housing options for the various needs.	
O.1.3	Increase the availability of mental health services.	
Short-Term COVID-19 Emergency Solutions:		
O.1.4	200 single men to receive up to 9 months of Rapid Rehousing with Phoenix providers.	
O.1.5	200 single women to receive up to 9 months of Rapid Rehousing with Phoenix providers.	
O.1.6	UMOM Families contract to provide families emergency shelter and rapid rehousing services.	
O.1.7	Emergency Shelter Services to expand shelter beds by 25 beds.	
O.1.8	Rapid Rehousing services to ensure a minimum of 100 families are enrolled and case managed.	
O.1.9	Increased funding for Shelter operations which includes maintenance, repair, and other supplies necessary for the operation of the emergency shelter.	
O.1.10	Increased funding for Coordinated Entry and Human Services Campus to ensure that unaccompanied youth are directed to Native American Connections to receive services.	
O.1.11	Emergency shelter opportunities for vulnerable seniors in order to reduce their risk of COVID-19 exposure.	
O.1.12	Provide 40 Permanent Supportive Housing vouchers.	

Lead Partner(s):

Strategy 2		 
Identify Specialized outreach teams for Singles, Youth and Families		
Current Condition: The current outreach contractor for the City only provides generalized homeless outreach and engagement services.		
Gap a) Outreach contractor contract does not specify the use of specialized navigation teams.		
Long-Term Objectives:		
O.2.1	Analyze available data to determine necessary specialized teams.	
O.2.2	Identify funding for outreach contracts with specialized teams.	

Strategy 3		 
Enhancing Services for Veterans Experiencing Homelessness		
Current Condition: The City provides services to Veterans experiencing homelessness in Phoenix which includes housing vouchers, contracted navigation services, and outreach and referrals. The City also participates in the Built for Zero nationwide effort to end Veteran Homelessness.		
Gap: a) Additional outreach efforts are needed to provide educational opportunities around available services; b) Lack of available housing units who accept Veterans Affairs Supportive Housing (VASH) vouchers throughout the City; c) Lack of low barrier shelter/housing opportunities for veterans (i.e. pets, substance use, criminal record, etc.); d) There is limited staffing in Veterans Affairs (VA) system to serve the number of homeless Veterans.		
Long-Term Objectives:		
O.3.1	Additional Veterans Administration staff are necessary to serve the homeless Veteran population.	
Short-Term COVID-19 Emergency Solutions:		
O.3.2	Funding to support move in costs for VASH vouchers for men.	
O.3.3	Funding to support move in costs for VASH vouchers for women.	

4.2 SUMMARY LONG-TERM OBJECTIVES

Section	Long-Term Strategy Objectives		Lead Partner(s)
OUTREACH / NAVIGATION	O.1.1	Pursue creation of shelter/foster opportunities for pets of those experiencing homelessness.	 
	O.1.2	Explore additional housing options for the various needs.	 
	O.1.3	Increase the availability of mental health services.	 
	O.2.1	Analyze available data to determine necessary specialized teams.	 
	O.2.2	Identify funding for outreach contracts with specialized teams.	 
	O.3.1	Additional VA resources are necessary to serve the homeless Veteran population.	 


5. HOUSING

5.1 HOUSING STRATEGIES


DESCRIPTION: This section pertains to housing needs related to homelessness. Areas of focus are Prevention, Shelter, Recovery Housing, Bridge Housing, Supportive Housing, and Affordable Housing, all of which are steps in the Phoenix Homeless Housing Continuum.

NARRATIVE: The City provides public housing, Section 8 housing choice vouchers, affordable rental apartments and single-family homes to more than 35,000 area residents. This includes partnering with non-profit and for-profit community organizations on the preservation and development of affordable housing units. The City also manages and partners with others to provide affordable housing and permanent supportive housing for special populations such as chronically homeless, disabled, and veterans.

Lead Partner(s)



Strategy 1		
Prevention: Prevent Loss of Homes through Eviction or Foreclosure: Keeping people housed is a key strategy in preventing homelessness.		
Current Condition / Solution: Both the State of Arizona and the City of Phoenix have Eviction Prevention Programs and Homeless Diversion Services. The Community Services Program provides an eviction prevention program aimed at stabilizing households facing eviction. This program provides clients who have been identified through partner referrals with emergency financial assistance and wraparound case management for a 90-day period to sustain their housing.		
Gap: a) Current programs are assisting too few households and the City continues to have a high eviction rate; Lack of affordable housing, lack of funding, restrictive eligibility requirements, landlords not required to work with renters, eviction prevention court process favors landlords.		
Long-Term Objectives:		
H.1.1	Support legislation to promote tenant rights, including due process to slow down the eviction process and allow time to obtain representation.	
H.1.2	Explore partnerships and sources for long-term funding and expanded service delivery for eviction prevention and rental assistance programs.	
H.1.3	Expand the federal threshold of program eligibility for families and individuals.	
Short-Term COVID-19 Emergency Solutions:		
H.1.4	Eviction prevention funds from Arizona Department of Housing; potential for additional funds once initial allocation is expended.	
H.1.5	City COVID-19 funds for rent/utility assistance.	

Lead Partner(s)



Strategy 2		
Provide Adequate Shelter: For individuals experiencing homelessness, easily accessible shelter should be available.		
Current Condition / Solution: In the city of Phoenix currently there currently exist 14 shelter options.		
Gap: Chronic shortage of beds – need additional capacity with scattered site shelter/bridge facilities and additional low barrier facilities.		
Long-Term Objectives:		
H.2.1	Increase number of emergency and low barrier shelter beds region wide.	
H.2.2	Utilize vacant hotel/motel/apartment(s). Partner with Non-profits to operate/provide services.	
H.2.3	Tap AHCCCS/Healthcare community housing funds for operating costs.	

H.2.4	Partner with state to open transitional shelter for seriously mentally ill persons experiencing homelessness.
Short-Term COVID-19 Emergency Solutions:	
H.2.5	Provided CDBG funds to increase shelter capacity, rapid rehousing, voucher placement and lease of hotel for vulnerable population.
H.2.6	County opened vacant lots.
H.2.7	Social distancing inside CASS.
H.2.8	Increased capacity at Circle the City.

Lead Partner(s)

Strategy 3		 
Bridge Housing: Bridge Housing provides short-term housing with comprehensive supportive services and assistance with transitioning to more permanent housing.		
Current Condition / Solution: In the city of Phoenix currently there currently exists 21 Bridge Housing options across the city offering housing to individuals, families, and youths.		
Gap: Need additional funding and facilities; assistance with program fees for residents; need more youth/senior specific facilities; need reentry bridge housing.		
Long-Term Objectives:		
H.3.1.	Utilize vacant hotel/motel/apartment(s). Partner with Non-profits to operate/provide services.	
H.3.2	Tap AHCCCS/Healthcare community housing funds for operating costs.	
Short-Term COVID-19 Emergency Solutions:		
H.3.3	Use CDBG/ESG funds to lease vacant hotel to provide 12 months temporary supportive housing for most vulnerable.	



Lead Partner(s)

Strategy 4		 
Supportive Housing: Permanent Supportive Housing (PSH) is designed for persons who need support to live stably in their communities. PSH combines affordable housing with supportive services that include case management, substance abuse or mental health counseling, access to health care, access to educational opportunities, advocacy, and assistance in finding and maintaining employment.		
Current Condition / Solution: Maricopa County and the city of Phoenix have the following supportive housing options: 1,300 units of Rapid Rehousing (County Total); 9,340 units of Permanent Supportive Housing (County Total); 275 Section 8 Housing Choice Vouchers for Chronically Homeless (Phx); 99 Section 8 Single Room Occupancy Vouchers (Phx); 191 Section 8 Mainstream Housing Choice Vouchers (Phx); 903 Section 8 Veterans Assistance Supportive Housing Vouchers (Phx).		
Gap: Clients staying too long in PSH; unleased Section 8 Vouchers; limited number of participating landlords. Need additional facilities in Phoenix.		
Long-Term Objectives:		
H.4.1	Implement Moving-On Program to transition stable residents to less supportive housing.	
H.4.2	Obtain additional VASH referrals from the VA.	
H.4.3	Improved coordination of referrals for set-aside vouchers.	
H.4.4	Improve Section 8 Landlord outreach and provide incentives to rent to voucher holders.	
H.4.5	Use NSP/CDBG funds to purchase & rehab vacant hotel property for PSH for chronically homeless.	
H.4.6	Support legislation to prevent income discrimination by landlords.	
Short-Term COVID-19 Emergency Solutions:		
H.4.7	Additional Housing Opportunities for Persons With Aids program funds to expand housing and health care assistance.	
H.4.8	Additional Housing Assistance Payment funds from HUD to help fill Section 8 rent gap.	

Strategy 5		Lead Partner(s)
<p>Affordable Housing: Affordable housing is of critical importance to a community's health and viability. Access to affordable housing can improve health by providing stability, freeing up resources for food and health care, and increasing access to schools and amenities in quality neighborhoods. Housing is considered affordable when no more than 30 percent of an individual's income goes towards their monthly housing cost.</p>		
<p>Current Condition / Solution: Phoenix has 81,492 rental units available for low and extremely low-income households and 49,256 rental units available for workforce/moderate income households. There is an overall shortage of 163,067 units of housing in Phoenix due to housing construction not keeping up with rapid population growth. About 200,000 Phoenix households are cost-burdened, meaning they are paying more than 30 percent of their income toward rent.</p>		
<p>Gap: Phoenix needs 99,581 new affordable housing units and 63,486 new market rate units.</p>		
<p>Long-Term Objectives:</p>		
H.5.1.	Prioritize new housing in areas of opportunity.	
H.5.2	Amend current zoning ordinances to facilitate more housing options.	
H.5.3	Redevelop City-owned land with mixed-income housing.	
H.5.4	Enhance public-private partnerships.	
H.5.5	Build innovations and cost saving practices.	
H.5.6	Increase affordable housing developer representation.	
H.5.7	Expand efforts to preserve existing housing stock.	
H.5.8	Support affordable housing legislation.	
H.5.9	Conduct an Education Campaign.	

5.2 SUMMARY LONG-TERM OBJECTIVES

Section	Long-Term Strategy Objectives	Lead Partner(s)
HOUSING	H1.1 Support legislation to promote tenant rights, including due process to slow down the eviction process and allow time to obtain representation.	
	H1.2 Explore partnerships and sources for long-term funding and expanded service delivery for eviction prevention and rental assistance programs.	
	H1.3 Expand the federal threshold of program eligibility for families and individuals.	
	H.2.1. Increase number of emergency and low barrier shelter beds region wide.	
	H.2.2 Utilize vacant hotel/motel/apartment(s). Partner with Non-profits to operate/provide services.	
	H.2.3 Tap AHCCCS/Healthcare community housing funds for operating costs.	
	H.2.4 Partner with state to open transitional shelter for seriously mentally ill persons experiencing homelessness.	
	H.3.1. Utilize vacant hotel/motel/apartment(s). Partner with Non-profits to operate/provide services.	
	H.3.2 Tap AHCCCS/Healthcare community housing funds for operating costs.	
	H.4.1. Implement Moving-On Program to transition stable residents to less supportive housing.	

Section	Long-Term Strategy Objectives	Lead Partner(s)	
HOUSING	H.4.2	Obtain additional VASH referrals from the VA.	 
	H.4.3	Improved coordination of referrals for set-aside vouchers.	 
	H.4.4	Improve Section 8 Landlord outreach and provide incentives to rent to voucher holders.	 
	H.4.5	Use NSP/CDBG funds to purchase & rehab vacant hotel property for PSH for chronically homeless.	 
	H.4.6	Support legislation to prevent income discrimination by landlords.	 
	H.5.1	Prioritize new housing in areas of opportunity.	  
	H.5.2	Amend current zoning ordinances to facilitate more housing options.	  
	H.5.3	Redevelop City-owned land with mixed-income housing.	  
	H.5.4	Enhance public-private partnerships.	  
	H.5.5	Build innovations and cost saving practices.	  
	H.5.6	Increase affordable housing developer representation.	  
	H.5.7	Expand efforts to preserve existing housing stock.	  
	H.5.8	Support affordable housing legislation.	  
H.5.9	Conduct an Education Campaign.	  	



6. WORKFORCE DEVELOPMENT

6.1 WORKFORCE DEVELOPMENT STRATEGIES

DESCRIPTION: This section covers employment needs for individuals experiencing homelessness. Area of focus is helping individuals who exit homelessness to remove employability barriers and to find employment success.

NARRATIVE: The Human Services Department, Business and Workforce Development Division (BWDD) is responsible for initiating state and federally funded workforce development programs under the Workforce Innovation and Opportunity Act (WIOA). As part of the statewide workforce development network, BWDD aims to increase employment and economic opportunity for jobseekers facing barriers to employment, including homeless jobseekers. Services are provided at no-cost and include support services, referrals, skills training and work readiness training.

		Lead Partner(s)
Strategy 1		
<p>Career Services: Address the barriers individuals struggle with as they seek employment while homeless. Provide clients the opportunity to receive skills training using Workforce Innovation and Opportunity Act (WIOA) funding to obtain training across various demand industries that have a potential to expedite their return to the workforce to become financially independent and seek housing opportunities.</p>		
<p>Current Condition / Solution: Currently, jobseekers are offered help with securing employment, skills training, support services and a network of employers seeking to hire potential employees. Last fiscal year, approximately 11.6 % of adults and 19% of youth enrolled customers identified as homeless. Those individuals seeking employment services also required assistance with transportation (bus passes), clothing for job search, computer lab access and basic computer literacy classes. In addition, homeless jobseekers often require referrals to homeless services providers to assist with services beyond what WIOA can provide including legal assistance to expunge criminal record or get court ordered conviction of guilt set aside, low-income housing and rental assistance and intensive case management services.</p>		
<p>Gap: Better align with homeless service providers and other stakeholders to partner with BWDD to leverage WIOA funds and increase the access to employment services and maintain self-sufficiency through employment. Link rapid rehousing programs to incorporate employment support through BWDD. Need to develop partnerships with employers and access to meaningful employment opportunities for homeless jobseekers.</p>		
<p>Long-Term Objectives:</p>		
W.1.1	Through the utilization of grant funding, create a position in the Human Services Department, Homeless Services Division to act as a liaison between participants and employers to lower the barrier for those with lived experience of homelessness.	
W.1.2	Provide training to Homeless Services Division and ongoing peer support on WIOA employment programs.	
W.1.3	Expanding access to employment opportunities, education, training and supportive services for individual jobseekers facing barriers to employment, including homelessness.	
W.1.4	Identify employers willing to hire upon a client's successful completing training and obtaining applicable certifications or credentials.	

6.2 SUMMARY LONG-TERM OBJECTIVES

Section	Long-Term Strategy Objectives		Lead Partner(s)
WORKFORCE DEVELOPMENT	W.1.1	Through the utilization of grant funding, create a position in the Human Services Department, Homeless Services Division to act as a liaison between participants and employers to lower the barrier for those with lived experience of homelessness.	
	W.1.2	Provide training to Homeless Services Division and ongoing peer support on WIOA employment programs.	
	W.1.3	Expanding access to employment opportunities, education, training and supportive services for individual jobseekers facing barriers to employment, including homelessness.	
	W.1.4	Identify employers willing to hire upon a client's successful completing training and obtaining applicable certifications or credentials.	



7. MENTAL HEALTH

7. MENTAL HEALTH STRATEGIES

DESCRIPTION: This section pertains to the availability of and needs for mental health services within the population experiencing homelessness.

NARRATIVE: Mental health is important for all residents. It may also be one cause of, or a result of homelessness. Mental health can also be a sensitive subject, and the need for ensuring access and participation in these services requires important conversations regarding individual rights, and community needs.

Lead Partner(s)

Strategy 1		
Increase Access to Mental Health Services		
Current Condition: Many individuals experiencing homelessness struggle with mental health. While a variety of mental health services are available, opportunities exist to provide additional resources to provide connections to services.		
Gap: Additional services are needed to effectively serve the needs of the homeless community.		
Long-Term Objectives:		
M.1.1	Advocate for changes to increase the current limitation of 16 beds for Institutions for Mental Disease (IMDs) receiving Medicaid funds to allow for additional capacity.	
M.1.2	Identify additional opportunities to connect needed services to individuals released from detention centers or other correctional facilities.	
M.1.3	Seek additional mental health-specific/recovery facilities.	

Lead Partner(s)

Strategy 2		
Increase Participation in Mental Health Services		
Current Condition: Several tools exist to encourage participation in necessary mental health services, including street outreach to individuals experiencing homelessness, diversion opportunities in Homeless Court, and the emergency hospitalization for evaluation.		
Gap: a) Existing tools only encourage participation in mental health services; b) Develop additional strategies to increase outreach to persons who do not accept or complete treatment.		
Long-Term Objectives:		
M.2.1	Identify opportunities to provide greater efficacy in outreach services targeted to encourage participation in mental health services.	
M.2.2	Advocate for ability to treat addiction similarly to other mental health disorders for emergency hospitalization evaluation.	
M.2.3	Explore additional court diversion opportunities for addiction/mental health treatment alternatives.	
M.2.4	Fund mental health outreach teams for homeless individuals who are experiencing a mental health emergency.	

7.2 SUMMARY LONG-TERM OBJECTIVES

Section	Long-Term Strategy Objectives	Lead Partner(s)
MENTAL HEALTH	M.1.1 Advocate for changes to increase the current limitation of 16 beds for Institutions for Mental Disease (IMDs) receiving Medicaid funds to allow for additional capacity.	
	M.1.2 Identify additional opportunities to connect needed services to individuals released from detention centers or other correctional facilities.	
	M.1.3 Seek additional mental health-specific/recovery facilities.	
	M.2.1 Identify opportunities to provide greater efficacy in outreach services targeted to encourage participation in mental health services.	
	M.2.2 Advocate for ability to treat addiction similarly to other mental health disorders for emergency hospitalization evaluation.	
	M.2.3 Explore additional court diversion opportunities for addiction/mental health treatment alternatives.	
	M.2.4 Fund mental health outreach teams for homeless individuals who are experiencing a mental health emergency.	



8. NEIGHBORHOOD


8.1 NEIGHBORHOOD STRATEGIES

DESCRIPTION: This section pertains to Neighborhood needs related to the impacts of Homelessness in neighborhoods. Areas of focus are blight and safety.


NARRATIVE: There is no question that persons experiencing homelessness have significant health and wellness needs. However, this plan also seeks to address the impacts on property owners when people experiencing homelessness seek refuge in, or transition through, their neighborhoods. Without readily accessible or convenient shelter, restroom access, waste receptacles, healthcare and general privacy, many behaviors of those experiencing homelessness conflict with the generally established norms of the neighborhood. This can result in neighborhood concerns regarding blight and safety.

While many neighborhoods express similar concerns, each neighborhood is impacted differently, and requires a unique set of strategies and solutions.








Lead Partner(s)

Strategy 1		
Increase Neighborhood Outreach		
Current Condition / Solution: Many neighborhoods are not aware of the partnerships, information and resources available to help address their concerns.		
Gap: Currently no outreach plan exists to encourage neighborhoods to seek help from the City to develop a holistic plan to address overall neighborhood concerns.		
Long-Term Objectives:		
N.1.1	Use multiple media formats to call neighborhoods to action.	
N.1.2	Provide clear and easy to follow instructions for requesting help from multiple City departments.	
N.1.3	Develop information and resource guides to better educate neighborhoods on available resources.	

Lead Partner(s)

Strategy 2		
Address Neighborhood Safety and Blight Concerns		
Current Condition / Solution: Many resources exist within the various City departments that represent the PHX C.A.R.E.S. collaboration. However, even with additional available services, some neighborhoods continue to be adversely impacted.		
Gap: Additional, and expansion of existing, services requiring resources, including staff, funding and partnerships		
Long-Term Objectives:		
N.2.1	Continue to implement and evaluate expansion of the Gated Alley Program Pilot.	
N.2.2	Expand use of illegal dumping cameras to discourage congregation in alleys.	
N.2.3	Explore partnership opportunities to address public restrooms.	
N.2.4	Provide additional lighting for streets and alleys in areas of high concern.	
Short-Term COVID-19 Emergency Solutions:		
N.2.5	Provide additional cleaning of streets around the Human Services Campus.	
N.2.6	Install Gated Alleys near sections around the Human Services Campus.	

8.2 SUMMARY LONG-TERM OBJECTIVES

Section	Long-Term Strategy Objectives	Lead Partner(s)
NEIGHBORHOOD STRATEGIES	N.1.1 Use multiple media formats to call neighborhoods to action.	
	N.1.2 Provide clear and easy to follow instructions for requesting help from multiple City departments.	
	N.1.3 Develop information and resource guides to better educate neighborhoods on available resources.	
	N.2.1 Continue implementation and evaluate expansion of the Gated Alley Program Pilot.	
	N.2.2 Expand use of illegal dumping cameras to discourage congregation in alleys.	
	N.2.3 Explore partnership opportunities to address public restrooms.	
	N.2.4 Provide additional lighting for streets and alleys in areas of high concern.	




9. CLEAN-UP

9.1 ENCAMPMENT CLEAN-UP STRATEGIES

DESCRIPTION: This section covers the current objectives and responsibilities as it pertains to clean-up of homeless encampments within the City.

NARRATIVE: This report addresses the need to document existing strategies to clean up areas impacted by persons experiencing homeless. These services are necessary because the lack of readily available shelters, restroom facilities and waste collection resources create conflicts with generally established norms and impact surrounding areas. Collection items and clean-up efforts include removal of encampment debris, trash, and biohazard waste as needed.

Lead Partner(s)

Strategy 1		
This strategy focuses on efforts to remove trash and debris from alleys, rights of way and the Human Services Campus as well as store personal belongings for people experiencing homelessness.		
Current Condition: The area around the Human Services Campus is impacted by more trash, debris and waste on the streets and in the alleys than average areas of the City. A key contributor to the appearance of more blight is that personal belongings of persons experiencing homelessness are not permitted to be brought into overnight stays at the Central Arizona Shelter Services (CASS). Additionally, the Gated Alley Program has been expanded to the area around HSC to deter the collection of refuse and waste. To deal with the refuse collected near HSC, 3 additional containers have been provided for collection by the City five days a week.		
Gaps: Additional coordination is need to collect data and ensure timely responses for alley encampment clean-ups as well as the PHX C.A.R.E.S program. This coordination and data collection will allow for more timely clean-ups and data collection to evaluate long-term trends, area impacts and what can be done to improve these processes. There is currently no permanent funding for staffing and Biohazard contract clean-up.		
Long-Term Objectives:		
C.1.1	Additional staff resources needed to coordinate and track alley encampment and PHX C.A.R.E.S program services.	
C.1.2	Create a policy and procedures for the notification of encampment clean-ups and property removal for consistency.	
Short-Term COVID-19 Emergency Solutions:		
C.1.3	Identify additional biohazard clean-up funds for the right-of-way around the Human Services Campus.	
C.1.4	Pursue additional storage containers for persons experiencing homelessness to store personal items.	
C.1.5	Alleys closed, and gates added to two alleys with significant trash and debris dumping proximate to the Human Services Campus.	
C.1.6	Additional cleaning related to COVID-19.	
C.1.7	Install wrought iron fence at the southwest corner of 13 th Avenue and Jefferson Street.	
C.1.8	Additional funding for contract cleaning in the area of Hatcher and 15 th Avenue.	

Lead Partner(s)

Strategy 2	
<p>This strategy focuses on clean ups, including biohazards of abandoned homeless encampments at bus stops.</p>	
<p>Current Condition / Solution: Frequent monitoring and response to cases in PHX C.A.R.E.S database. Currently the process is jointly administered by PHX C.A.R.E.S., Police Transit Unit and Public Transit cleaning contractor.</p>	
<p>Gap: Funding and staffing.</p>	
<p>Long-Term Objectives:</p>	
C.2.1	Submit for additional biohazard clean-up funds for transit clean-ups.
C.2.2	Pursue additional city or grant funding for converting bus stop benches to individual chairs. An annual allocation would be necessary to convert a percentage of the benches each year.

Lead Partner(s)

Strategy 3	
<p>This strategy focuses on direct vs. non-direct contact with a park user to address clean-up of washes, preserves and parks properties as part of the PHX C.A.R.E.S. Program. Please note: There is a distinction between standard park property (urban parks) and preserve property (protected under City Charter/Chapter XXVI).</p>	
<p>Current Condition / Solution:</p> <p><u>Direct contact</u> with the individual(s) contributing to trash on parks properties as part of an encampment and request to discard and or remove trash. Refer to existing park rules and regulation to ensure safe and clean parks.</p> <p><u>Direct contact</u> with the individual(s) resulting from a PHX C.A.R.E.S. case. Lead with services while educating individual(s) who are experiencing homelessness on existing park rules and regulation and addressing negative behaviors.</p> <p><u>No direct contact</u> with the individual(s) resulting from a PHX C.A.R.E.S. case. Individual(s) on park property and no one is claiming the encampment items. A trespass notice can be used identifying the area, date and direction to remove encampment items.</p>	
<p>Gap: Unclear circumstances not covered by existing/posted park rules and regulation. A consistent policy and procedures along with legal direction for the notification of encampment cleanup and property removal is needed. Once policy and procedures are put into place, a designated PHX C.A.R.E.S. cleanup crew can address items left in the park as trash and when to address it as lost items.</p>	
<p>Long-Term Objectives:</p>	
C.3.1	Evaluate the effectiveness of designating a single PHX C.A.R.E.S. cleanup crew or project manager to respond to encampments and debris on City property and coordinate the cleanup.
C.3.2	Additional Park Ranger and Maintenance positions assigned to the Natural Resources Division of the Parks and Recreation Department.
C.3.3	Create a consistent policy and procedures for encampment notification and property removal.
C.3.4	Refer to existing park rules and regulations. Ensure they are posted appropriately.
C.3.5	Implement the PRD Code of Conduct.
C.3.6	Seek legal direction on trash vs abandoned or lost items and storage.

9.2 SUMMARY LONG-TERM OBJECTIVES

Section	Long-Term Strategy Objectives	Lead Partner(s)
CLEAN UP	C.1.1 Additional staff resources needed to coordinate and track alley encampment and PHX C.A.R.E.S program services.	
	C.1.2 Pursue expansion of Alley Pilot Program to allow for closure of additional alleys around the Human Services Campus.	
	C.2.1 Additional biohazard clean-up funds for the area around the Human Services Campus as part of the 2020-2021 City budget.	
	C.2.2 Submit for additional biohazard clean-up funds for the right-of-way around the Human Services Campus as part of the 2020-2021 City budget.	
	C.3.1 Evaluate the effectiveness of designating a single PHX C.A.R.E.S. cleanup crew or project manager to respond to encampments and debris on City property and coordinate the cleanup.	
	C.3.2 Additional Park Ranger and Maintenance positions assigned to the Natural Resources Division of the Parks and Recreation Department.	
	C.3.3 Create a consistent policy and procedures for encampment notification and property removal.	
	C.3.4 Refer to existing park rules and regulations. Ensure they are posted appropriately.	
	C.3.5 Implement the PRD Code of Conduct.	
	C.3.6 Seek legal direction on trash vs abandoned or lost items and storage.	



10. POLICY


10. POLICY

10.1 POLICY RECOMMENDATIONS


DESCRIPTION: This section outlines additional policy modifications needed to support services provided to persons experiencing homelessness as well as better managing community impacts.

NARRATIVE: This report addresses the need to document existing strategies to clean up areas impacted by persons experiencing homeless. These services are necessary because the lack of readily available shelters, restroom facilities and waste collection resources create conflicts with generally established norms and impact surrounding areas. Collection items and clean-up efforts include removal of encampment debris, trash, and biohazard waste as needed.


Lead Partner(s)

Strategy 1	
Draft Administrative Regulations - Code of Conduct and Trespass Notice: In public facilities such as parks, libraries, senior centers and public housing facilities, creating and communicating clear behavioral expectations will form a base to promote desired behavior and decrease negative activity.	
Current Condition / Solution: Without consistent codes of conduct for acceptable behavior, and lacking a criminal transgression, it is difficult to address certain negative activities in public spaces.	
Gap: There are no current consistent behavioral expectations in the form of codes of conduct for city facilities such as parks, libraries, senior centers and public housing facilities.	
Long-Term Objectives:	
P.1.1	Draft and implement a citywide Code of Conduct A.R. to create a framework for departments to have individual codes of conduct that address negative behavior in/on city facilities and properties consistently.
P.1.2	Oversee creation and implementation of consistent codes of conduct for City facilities, to include parks, libraries, senior centers and public housing facilities.
P.1.3	Using the Parks and Recreation Department's trespass notice for desert parks and preserve areas, create a general trespass notice to trespass violators of codes of conduct.



Lead Partner(s)

Strategy 2	
Define Human Services Campus impacted area boundaries. The campus and other supporting services is the most significant service area for persons experiencing homelessness in the State. This means that surrounding property owners, neighborhoods and businesses are also impacted. This strategy seeks to define an area and allocate appropriate resources to address the issues identified by the Community. The campus is also located within the Governmental Mall area and requires additional work and outreach with the Arizona Department of Administration on behalf of the state.	
Current Condition / Solution: Currently a MOU between the City and ADOA is being developed, pertaining to development activity. In addition, additional resources have been allocated to provide services for special clean-ups and trash service in an ad-hoc manner to address community concerns.	
Gap: Finalize the MOU with ADOA and develop a defined area and scope of city services for that area to address the issues identified by the community. This also may require additional staff resources depending on the area and scope of services.	
Long-Term Objectives:	
P.2.1	Human Services Campus Impact area, define impacted area for enhanced clean-up and other services.
P.2.2	Work with surrounding property owners to explore additional private property allowances that help them mitigate impacts to their properties.


Lead Partner(s)

Strategy 3		
Draft Personal Property Tagging A.R.: People experiencing homelessness have personal belongings that are left behind and cause blight.		
Current Condition / Solution: Currently we tag shopping carts. Residents or city staff report abandoned, empty shopping carts in public areas, which are removed by the city's contractor. Abandoned, filled shopping carts are entered into PHX C.A.R.E.S., tagged and referred to PWD to be emptied of abandoned contents. Once the cart is empty, the cart is referred back to NSD to have it removed by the city's contractor.		
Gap: Revisit previous code-change suggestions (Abandoned Property A.R.) for consistent handling of abandoned property.		
Long-Term Objectives:		
P.3.1	Draft revisions to the Phoenix City Code sections regarding Abandoned Property. Draft policy and procedures for the notification of encampment clean-ups and property removal.	

Lead Partner(s)

Strategy 4		 
Address Feeding in City Right of Way and on City Property: Feeding people experiencing homelessness in the City Right of Way and on other City property poses public safety hazards and health concerns.		
Current Condition / Solution: Existing County and State health regulations offer exemptions that create enforcement challenges.		
Gap: The Maricopa County Department of Public Health and State law govern foods prepared and served to the public. Arizona Administrative Code R9-8-102 and Arizona Revised Statute 36-136.1.4.a have been cited as providing exemptions to enforcing upon those who provide food to those experiencing homelessness within City Right of Way or on other City property, likening this activity to a private potluck.		
Long-Term Objectives:		
P.4.1	Work with City Manager's Office to designate a liaison to work with Maricopa County Department of Public Health on this issue.	
P.4.2	Participate in strategic discussions with County and State agencies on opportunities to strengthen health regulations and enforcement related to feeding people experiencing homelessness within City Right of Way or on other City property.	

Lead Partner(s)















Strategy 5		
Provide Temporary Provisions (Heat Relief, Shade, Drinking Fountain, etc.): At times people experiencing homelessness need access to additional services such as shade, heat relief, etc.		
Current Condition / Solution: People experiencing homelessness do not have adequate access to shade and thus at times need access to shade structures. To fund these additional services, the funding received to address COVID-19 related issues, were used.		
Gap: Lack of temporary heat relief areas in critical parts of the city to help persons experiencing homelessness.		
Long-Term Objectives		
P.5.1	Explore opportunities to work with non-profit partners to develop annual heat relief stations in critical areas to serve persons experiencing homelessness during the summer months.	
Short-Term COVID-19 Emergency Solutions:		
P.5.2	In light of COVID-19, additional resources were offered to people experiencing homelessness. The city will be providing funding for shade structures at the Justa Center for homeless seniors and shade structures St. Vincent De Paul for three of the facilities.	
P.5.3	In response to the COVID-19 health crisis the city of Phoenix opened up the South Convention Center Building to provide day respite to homeless individuals. At the respite center food, water, clean restrooms and charging stations were provided.	

Strategy 6		Lead Partner(s)
<p>Clarify Grand Canal Bank Use: The canal banks are used for homeless encampments and with that, making the public recreational use of the canal banks less accessible.</p>		
<p>Current Condition / Solution: Portions of the canal banks are used for homeless encampments.</p>		
<p>Gap: The Grand Canal banks are under Federal Authority. The City and the Salt River Project currently lack legal authority to close canal banks to camping. Federal interpretations make it difficult to trespass individuals camping on the canal banks.</p>		
<p>Long-Term Objectives:</p>		
P.6.1	Partnering with SRP to request explanation legal foundation as to why Bureau of Reclamation (BOR) cannot prohibit camping activities on the canal system.	
P.6.2	City of Phoenix and SRP are requesting BOR to determine the steps needed to pursue a Special Use Designation for the SRP canals related to the control of "camping-like" activities and the erection of "camps".	
P.6.3	BOR is looking into drafting a policy revision allowing a Special Use Designation for the SRP canals related to the control of "camping-like" activities and the erection of "camps".	

Strategy 7		Lead Partner(s)
<p>Institutions for Mental Disease (IMD) Exclusion with Medicaid: Encourage / lobbying to allow a greater number of beds to allow greater efficiency to serve persons with mental health issues.</p>		
<p>Current Condition / Solution: Caps at 16 beds for involuntary mental commitment.</p>		
<p>Gap: State concern about federal limit for funding.</p>		
<p>Long-Term Objectives:</p>		<p>Tools</p>
P.7.1	Policy to increase the number of beds. Policy to pursue any state or federal law changes related to this issue, Work with intergovernmental department to determine lobby efforts.	

10.2 SUMMARY LONG-TERM OBJECTIVES

Section	Long-Term Strategy Objectives	Lead Partner(s)
POLICY SOLUTIONS	<p>P.1.1 Draft and implement a citywide Code of Conduct A.R. to create a framework for departments to have individual codes of conduct that address negative behavior in/on city facilities and properties consistently.</p>	
	<p>P.1.2 Oversee creation and implementation of consistent codes of conduct for City facilities, to include parks, libraries, senior centers and public housing facilities.</p>	
	<p>P.1.3 Using the Parks and Recreation Department's trespass notice for desert parks and preserve areas, create a general trespass notice to trespass violators of codes of conduct.</p>	
	<p>P.2.1 Human Services Campus Impact area, define impacted area for enhanced clean-up and other services.</p>	
	<p>P.2.2 Work with surrounding property owners to explore additional private property allowances that help them mitigate impacts to their properties.</p>	

Section	Long-Term Strategy Objectives		Lead Partner(s)
POLICY SOLUTIONS	P.3.1	Draft revisions to the Phoenix City Code sections regarding Abandoned Property. Draft policy and procedures for the notification of encampment clean-ups and property removal.	
	P.4.1	Work with City Manager's Office to designate a liaison to work with Maricopa County Department of Public Health on this issue.	 
	P.4.2	Participate in strategic discussions with County and State agencies on opportunities to strengthen health regulations and enforcement related to feeding people experiencing homelessness within City Right of Way or on other City property.	 
	P.5.1	Explore opportunities to work with non-profit partners to develop annual heat relief stations in critical areas to serve persons experiencing homelessness during the summer months.	
	P.6.1	Partnering with SRP to request explanation legal foundation as to why Bureau of Reclamation (BOR) cannot prohibit camping activities on the canal system.	 
	P.6.2	City of Phoenix and SRP are requesting BOR to determine the steps needed to pursue a Special Use Designation for the SRP canals related to the control of "camping-like" activities and the erection of "camps".	 
	P.6.3	BOR is looking into drafting a policy revision allowing a Special Use Designation for the SRP canals related to the control of "camping-like" activities and the erection of "camps".	 
	P.7.1	Policy to increase the number of beds. Policy to pursue any state or federal law changes related to this issue, Work with intergovernmental department to determine lobby efforts.	 

11. COMMUNICATION


11. COMMUNICATION

11.1 COMMUNICATION EFFORTS





DESCRIPTION: This section outlines efforts proposed by staff to clearly communicate with stakeholders in the homelessness community as well as keep the broader Phoenix community informed about the efforts the City regarding homelessness efforts.

NARRATIVE: This report addresses strategies to promote open and clear communication of the efforts of the city to provide increased services to the homelessness community. Components such as engagement with the homelessness provider community as well as the compiling homelessness data points to effectively communicate with the public, departments providing services and the various providers assisting with the homelessness make up this section.

Lead Partner(s)

Strategy 1	
Provide Community Outreach and Access to Information about issues related to Homelessness and the Human Services Campus.	
Current Condition / Solution: Community members have expressed concerns regarding the current state of homelessness, and what the City is doing to address the needs of people experiencing homelessness and the community at large. Residents want to better understand the current state and plan to address homelessness in the City of Phoenix and the region.	
Gap: Currently no single location exists for comprehensive and data supported information on Homelessness in the City of Phoenix.	
Long-Term Objectives:	
CO.1.1	Actively engage with community for feedback on proposed plan.
CO.1.2	Actively maintain data sets and information for the public to consume.
CO.1.3	Remain transparent in the role that Phoenix plays in the regional plan to end homelessness.
CO.1.4	Provide consistent reporting/messaging to the community at large.

11.2 SUMMARY LONG-TERM OBJECTIVES

Section	Long-Term Strategy Objectives		Lead Partner(s)
COMMUNICATION	P.1.1	Actively engage with community for feedback on proposed plan.	
	P.1.2	Actively maintain data sets and information for the public to consume.	
	P.1.3	Remain transparent in the role that Phoenix plays in the regional plan to end homelessness.	
	P.1.4	Provide consistent reporting/messaging to the community at large.	

12. DATA


12. DATA

12.1 DATA COLLECTION



DESCRIPTION: This section pertains to data related to the engagement of City of Phoenix departments with those experiencing homelessness.

NARRATIVE: PHX C.A.R.E.S. cases are currently managed by Microsoft Dynamics Customer Relationship Management System (CRM) to create cases, assign tasks, and track case data for all city departments that are part of the program as well as HSD contractor tasks and data. Components such as case and task cycle times, source of cases in addition to details on cleanups, police contacts, engagement with persons experiencing homelessness, plus another 250+ data points. On average PHX C.A.R.E.S. receives an average of 13 cases per day. Since managing the PHX C.A.R.E.S. program with CRM, the case cycle times have dropped from 22 days to 9 days.



Lead Partner(s):

Strategy 1		
PHX C.A.R.E.S.: Improve tracking of homeless persons movements throughout the city and county to better track results of focused efforts.		
Current Condition / Solution: Case and task cycle times, sources of cases in addition to details on cleanups, police contacts, engagement with persons experiencing homelessness, plus another 250+ data points. The CRM system provides data points associated to cases, tasks, and departments. During the time that the group met, new data points were identified and implemented inside of the CRM system.		
Gap: Unable to track movement of persons experiencing homelessness prior to or after PHX C.A.R.E.S. engagement.		
Long-Term Objectives:		
D.1.1	Engaging Maricopa Association of Governments (MAG) to retrieve persons experiencing homelessness movements throughout the county over time which will show the effects of city efforts in focus areas.	

Lead Partner(s):

Strategy 2		 
Create Shelter Bed Availability Platform: Create a mechanism to allow access to bed availability in order to allow for more expedient shelter for those homeless that are requesting it. Through the development of centralized depository that gathers all available shelter, space availability, and contact data providers will be able to provide current, real-time, shelter bed availability.		
Current Condition: When individuals experiencing homelessness who want shelter, there is no system in place to check availability. The ability to locate shelter beds has been limited to the individual's knowledge of what shelters are in the area. Contact with these shelters has also been limited to the ability of individuals to call multiple shelters for availability.		
Gap: No current system in place to track shelter bed availability for individuals experiencing homelessness and who would like services.		
Long-Term Objectives:		
D.2.1.	Enter into a contract to provide bed availability via Crisis Response Network mechanism.	
Short-Term COVID-19 Emergency Solutions:		
D.2.2	Crisis Response Network Crisis Response Network will establish a mechanism for COP to identify accurate and up-to-date, 24/7 shelter availability for general and emergency shelter, throughout Maricopa County.	


















































12.2 SUMMARY LONG-TERM OBJECTIVES








































Section	Long-Term Strategy Objectives		Lead Partner(s)
DATA	P.1.1	Engaging Maricopa Association of Governments (MAG) to retrieve persons experiencing homelessness movements throughout the county over time which will show the effects of city efforts in focus areas.	
	P.2.1	Enter into a contract to provide bed availability via Crisis Response Network mechanism.	




























10. AGGREGATED LIST OF LONG-TERM OBJECTIVES

10. AGGREGATED LIST OF LONG-TERM OBJECTIVES

Section	Long-Term Strategy Objectives		Lead Partner(s)
OUTREACH / NAVIGATION	O.1.1	Pursue creation of shelter/foster opportunities for pets of those experiencing homelessness.	 
	O.1.2	Explore additional housing options for the various needs.	 
	O.1.3	Increase the availability of mental health services.	 
	O.2.1	Analyze available data to determine necessary specialized teams.	 
	O.2.2	Identify funding for outreach contracts with specialized teams.	 
	O.3.1	Additional Veterans Affairs resources are necessary to serve the homeless Veteran population.	 
HOUSING	H1.1	Support legislation to promote tenant rights, including due process to slow down the eviction process and allow time to obtain representation.	 
	H1.2	Explore partnerships and sources for long-term funding and expanded service delivery for eviction prevention and rental assistance programs.	 
	H1.3	Expand the federal threshold of program eligibility for families and individuals.	 
	H.2.1.	Increase number of emergency and low barrier shelter beds region wide.	  
	H.2.2	Utilize vacant hotel/motel/apartment(s). Partner with Non-profits to operate/provide services.	  
	H.2.3	Tap AHCCCS/Healthcare community housing funds for operating costs.	  
	H.2.4	Partner with state to open transitional shelter for seriously mentally ill persons experiencing homelessness.	  
	H.3.1.	Utilize vacant hotel/motel/apartment(s). Partner with Non-profits to operate/provide services.	 
	H.3.2	Tap AHCCCS/HC community housing funds for operating costs.	 
	H.4.1.	Implement Moving-On Program to transition stable residents to less supportive housing.	 
	H.4.2	Obtain additional VASH referrals from the Veterans Affairs.	 
	H.4.3	Improved coordination of referrals for set-aside vouchers.	 
	H.4.4	Improve Section 8 Landlord outreach and provide incentives to rent to voucher holders.	 
	H.4.5	Use NSP/CDBG funds to purchase & rehab vacant hotel property for PSH for chronically homeless.	 
	H.4.6	Support legislation to prevent income discrimination by landlords.	 
	H.5.1	Prioritize new housing in areas of opportunity.	  

Section	Long-Term Strategy Objectives		Lead Partner(s)
HOUSING	H.5.2	Amend current zoning ordinances to facilitate more housing options.	  
	H.5.3	Redevelop City-owned land with mixed-income housing.	  
	H.5.4	Enhance public-private partnerships.	  
	H.5.5	Building innovations and cost saving practices.	  
	H.5.6	Increase affordable housing developer representation.	  
	H.5.7	Expand efforts to preserve existing housing stock.	  
	H.5.8	Support affordable housing legislation.	  
	H.5.9	Conduct an Education Campaign.	  
	WORKFORCE DEVELOPMENT	W.1.1	Through the utilization of grant funding, create a position in the Human Services Department, Homeless Services Division to act as a liaison between participants and employers to lower the barrier for those with lived experience of homelessness.
W.1.2		Provide training to Homeless Services Division and ongoing peer support on WIOA employment programs.	  
W.1.3		Expanding access to employment opportunities, education, training and supportive services for individual jobseekers facing barriers to employment, including homelessness.	  
W.1.4		Identify employers willing to hire upon a client's successful completing training and obtaining applicable certifications or credentials.	  
MENTAL HEALTH	M.1.1	Advocate for changes to increase the current limitation of 16 beds for Institutions for Mental Disease (IMDs) receiving Medicaid funds to allow for additional capacity.	  
	M.1.2	Identify additional opportunities to connect needed services to individuals released from detention centers or other correctional facilities.	  
	M.1.3	Seek additional mental health-specific/recovery facilities.	  
	M.2.1	Identify opportunities to provide greater efficacy in outreach services targeted to encourage participation in mental health services.	  
	M.2.2	Advocate for ability to treat addiction similarly to other mental health disorders for emergency hospitalization evaluation.	  
	M.2.3	Explore additional court diversion opportunities for addiction/mental health treatment alternatives.	  
	M.2.4	Fund mental health outreach teams for homeless individuals who are experiencing a mental health crisis.	  

Section	Long-Term Strategy Objectives		Lead Partner(s)
NEIGHBORHOOD	N.1.1	Use multiple media formats to call neighborhoods to action.	
	N.1.2	Provide clear and easy to follow instructions for requesting help from multiple City departments.	
	N.1.3	Develop information and resource guides to better educate neighborhoods on available resources.	
	N.2.1	Continue implementation and evaluate expansion the Gated Alley Program Pilot.	
	N.2.2	Expand use of illegal dumping cameras to discourage congregation in alleys.	
	N.2.3	Explore partnership opportunities to address public restrooms.	
	N.2.4	Provide additional lighting for streets and alleys in areas of high concern.	
	CLEAN-UP	C.1.1	Additional staff resources needed to coordinate and track alley encampment and PHX C.A.R.E.S program services.
C.1.2		Pursue expansion of Alley Pilot Program to allow for closure of additional alleys around the Human Services Campus.	
C.2.1		Additional biohazard clean-up funds for the area around the Human Services Campus as part of the 2020-2021 City budget.	
C.2.2		Submit for additional biohazard clean-up funds for the right-of-way around the Human Services Campus as part of the 2020-2021 City budget.	
C.3.1		Evaluate the effectiveness of designating a single PHX C.A.R.E.S. cleanup crew or project manager to respond to encampments and debris on City property and coordinate the cleanup.	
C.3.2		Additional Park Ranger and Maintenance positions assigned to the Natural Resources Division of the Parks and Recreation Department.	
C.3.3		Create a consistent policy and procedures for encampment notification and property removal.	
C.3.4		Refer to existing park rules and regulations. Ensure they are posted appropriately.	
C.3.5		Implement the PRD Code of Conduct.	
C.3.6		Seek legal direction on trash vs abandoned or lost items and storage.	
POLICY SOLUTIONS	P.1.1	Draft and implement a citywide Code of Conduct A.R. to create a framework for departments to have individual codes of conduct that address negative behavior in/on city facilities and properties consistently.	
	P.1.2	Oversee creation and implementation of consistent codes of conduct for City facilities, to include parks, libraries, senior centers and public housing facilities.	
	P.1.3	Using the Parks and Recreation Department's trespass notice for desert parks and preserve areas,	

Section	Long-Term Strategy Objectives		Lead Partner(s)
POLICY SOLUTIONS		create a general trespass notice to trespass violators of codes of conduct.	
	P.2.1	Human Services Campus Impact area, define impacted area for enhanced clean-up and other services.	 
	P.2.2	Work with surrounding property owners to explore additional private property allowances that help them mitigate impacts to their properties.	 
	P.3.1	Draft revisions to the Phoenix City Code sections regarding Abandoned Property. Draft policy and procedures for the notification of encampment clean-ups and property removal.	
	P.4.1	Work with City Manager's Office to designate a liaison to work with Maricopa County Department of Public Health on this issue.	 
	P.4.2	Participate in strategic discussions with County and State agencies on opportunities to strengthen health regulations and enforcement related to feeding people experiencing homelessness within City Right of Way or on other City property.	 
	P.5.1	Explore opportunities to work with non-profit partners to develop annual heat relief stations in critical areas to serve persons experiencing homelessness during the summer months.	
	P.6.1	Partnering with SRP to request explanation legal foundation as to why Bureau of Reclamation (BOR) cannot prohibit camping activities on the canal system.	 
	P.6.2	City of Phoenix and SRP are requesting BOR to determine the steps needed to pursue a Special Use Designation for the SRP canals related to the control of "camping-like" activities and the erection of "camps".	 
	P.6.3	BOR is looking into drafting a policy revision allowing a Special Use Designation for the SRP canals related to the control of "camping-like" activities and the erection of "camps".	 
	P.7.1	Policy to increase the number of beds. Policy to pursue any state or federal law changes related to this issue, Work with intergovernmental department to determine lobby efforts.	 
COMMUNICATION	CO.10.1	Actively maintain data sets and information for the public to consume.	
	CO.10.2	Remain transparent in the role that Phoenix plays in the regional plan to end homelessness.	
	CO.10.3	Provide consistent reporting/messaging to the community at large.	
DATA	D.11.1	Engaging Maricopa Association of Governments (MAG) to retrieve persons experiencing homelessness movements throughout the county over time which will show the effects of city efforts in focus areas.	
	D.12.1	Enter into a contract to provide bed availability via Crisis Response Network mechanism.	  

**STRATEGIES
TO ADDRESS**

Homelessness

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