

STRATEGIES TO ADDRESS HOMELESSNESS

PLAN

CITY OF PHOENIX

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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 CofC 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

3.1 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)

4.1 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.

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.	 

5.1 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		
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.		
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.		
Gap: Phoenix needs 99,581 new affordable housing units and 63,486 new market rate units.		
Long-Term Objectives:		
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.		



6.1 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.

Strategy 1		Lead Partner(s)
		
<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>		
Long-Term Objectives:		
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 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.	



8.1 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.	



9.1 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.	
<p>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.</p>	
<p>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.</p>	
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.



Strategy 2	
This strategy focuses on clean ups, including biohazards of abandoned homeless encampments at bus stops.	
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.	
Gap: Funding and staffing.	
Long-Term Objectives:	
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.



Strategy 3	
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).	
Current Condition / Solution:	
<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.	
<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.	
<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.	
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.	
Long-Term Objectives:	
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

10.1 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.	

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.	

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.I.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.	

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		 
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.		
Current Condition / Solution: Portions of the canal banks are used for homeless encampments.		
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.		
Long-Term Objectives:		
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		 
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.		
Current Condition / Solution: Caps at 16 beds for involuntary mental commitment.		
Gap: State concern about federal limit for funding.		
Long-Term Objectives:		Tools
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.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.	 
	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.	 

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

11.1 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

12.1 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

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.	  