

# 2009 PROGRESS REPORT

on the



## 2007 Maricopa Association of Governments Regional Human Services Summit



May 2009



# 2009 PROGRESS REPORT

ON THE 2007 REGIONAL HUMAN SERVICES SUMMIT

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# I. Executive Summary

The 2007 Maricopa Association of Governments (MAG) Regional Human Services Summit is an excellent example of how innovative partnerships can create tangible benefits for the region. Nearly two hundred Summit participants spurred hundreds more into action when they developed eight different projects to address pressing human services needs. Since that day in June 2007, significant progress has been made in areas such as serving domestic violence victims through the court system. These achievements illustrate what is possible when people create their own solutions and take action.



June 7, 2007, marked the beginning of an initiative to enhance the quality of life in the region by implementing community-driven projects. The foundation of the event was twofold: build on strengths, and approach issues holistically. Topics were paired in the workshops to facilitate communication and synergy across disciplines. The homeless and domestic violence communities came together to address economic justice and housing stability. Housing providers met with transportation experts to explore how community sustainability could be improved through better coordination. These and other workshops sparked dynamic dialogue about the potential existing in the current infrastructure if certain changes could be implemented. Since that event, the following progress has been made:

## 1. Judges Making a Difference

The Arizona State Supreme Court has delivered domestic violence training to more than 200 judges. In addition, materials have been distributed to all new judges and every presiding judge and court administrator.

## 2. Juvenile Crime Reduction Campaign

The region's youth are accessing new culturally appropriate programs and information through innovative uses of technology and through safe, community-based centers sponsored by the Arizona Center for Afterschool Excellence, PSA Art Awakenings and YMCA.

## 3. Developmental Disabilities and Aging Integration Project

The Division for Developmental Disabilities of the Arizona Department of Economic Security and the Area Agency on Aging are partnering with providers to enhance their ability to serve older adults with developmental disabilities.

## 4. Human Services Unification Project

The Protecting Arizona's Families Coalition (PAFCO) and the Arizona Community Action Association (ACAA) have embarked on vigorous advocacy efforts to unify the community and raise awareness about the impact of human services on the vitality of the region.

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### **5. Housing and Aging Summit and Development of a Blue Ribbon Committee**

The 2008 MAG Housing and Transportation: Human Services Coordination Conference highlighted successful coordination efforts in housing and transportation for older adults and other vulnerable populations. The MAG Human Services Committees complement community efforts such as the Experience Matters initiative sponsored by the Virginia G. Piper Charitable Trust.

### **6. Home Safe Campaign**

The Arizona Coalition Against Domestic Violence has developed a curriculum about economic justice with the goal of promoting housing and financial stability for survivors of domestic violence.

### **7. Affordable Housing and Transportation Civic Education Campaign**

The Arizona Department of Housing, the Arizona Community Foundation, and the Local Initiatives Support Corporation (LISC) have all created compelling campaigns and projects that promote better coordination of housing and transportation. These efforts have already reached more than 1,000 people.

### **8. Maintaining Housing and Self-Sufficiency**

Magellan of Arizona is partnering with community stakeholders to develop a user guide to improve access to the behavioral health system for homeless people and the professionals serving them.

For more information about regional human services planning at MAG, please visit <http://www.mag.maricopa.gov/division.cms?item=65> or call (602) 254-6300.

## II. Introduction

In June 2007, the Maricopa Association of Governments (MAG) Regional Human Services Summit posed the following question, “What can we do with what we have now?” This question related to how solutions could be developed within the existing service capacity to address pressing human services issues. Nearly two hundred Summit participants developed eight projects to address concerns relevant to the region. Impressive progress has been made since 2007 in every project. This report offers an update on the projects proposed at the Summit, recognition for those instrumental to the implementation of these projects, and steps to guide future activity.



The Summit was grounded in the belief that the solution to the region’s needs exists within the region itself. The resources, talents and innovation vital to success are inherent within the people working in the region within the area of human services. This region has often led the country with cutting-edge work. The first Regional Plan to End Homelessness in 2002 was acclaimed as a national model. Soon after, the Homeless Management Information System received national recognition. A Web-based resource offers teens in this region and throughout the country access to information about dating violence. Most recently, the region earned national accolades for coordinating human services transportation when it was chosen as the winner of the United We Ride Leadership Award in the category of major urbanized areas.

While the region is no stranger to success, it does have burdens to bear. While most of the country is reeling from the economic recession, this area has been hit particularly hard. Back in 2007, the Summit asked, “What can we do with what we have now?” Today, perhaps the more pertinent question is “How can we do more with less?” The vitality of the region depends on this answer.

The 2007 Summit paired issues like domestic violence and the legal system, aging and housing, and youth and crime. Facilitators led discussions about solutions to improve human services for each of the pairings. A report released soon after the event synthesized research with their planning to offer viable projects for implementation. Since 2007, MAG and community partners have taken steps to move the projects forward. Some offer untapped opportunities while other projects have matured with proven results. This report presents progress made and potential remaining to be tapped. The next section offers details on activity since 2007.

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### III. Project Updates

This section will present progress made on each of the eight projects proposed at the 2007 MAG Regional Human Services Summit. The projects stem from the following issue pairings:

- Domestic violence and the civil legal system
- Youth and crime
- Aging and developmental disabilities
- Community and government
- Population growth and human services capacity
- Aging and housing
- Homelessness and domestic violence
- Affordable housing and transportation
- Homelessness and mental illness

Each update will include an overview of need, a project description, progress achieved, opportunities remaining, and next steps. Many people are to be thanked for their support of this important work. Their names and contributions are noted with each project. The region has made great strides as a result of their diligence and expertise.

## 1. Name of Project: Judges Making a Difference

**Issue Pairing:** Domestic violence and the civil legal system



**Overview of Need:** In 2007, the State of Arizona's justice system heard more than 8,572 cases involving domestic violence. Of these cases, 44 percent were given a guilty verdict and 55 percent were dismissed, according to the Arizona Administrative Office of the Courts. These numbers reflect both the magnitude and the need for all those working in the courts to be well-versed in the dynamics of domestic violence. Judges have a powerful opportunity to impact the justice domestic violence survivors receive through the judicial process.

The 2007 Morrison Institute on Public Policy report, "System Alert," provided feedback from judges that more training about domestic violence would be beneficial. Many judges surveyed indicated they felt frustration with the system due to the high volume of cases, reticence of survivors to fully engage, incomplete information, complexity of the cases, and the unknown quality and impact of offender treatment. Judges more than any other court professionals did report more general satisfaction with the system, deficiencies notwithstanding. The judges perceived training on domestic violence as an opportunity to maximize what the judicial system has to offer while correcting some of the areas needing improvement.

**Project Description:** Collaborate with the Arizona Supreme Court to offer judges mandatory training about domestic violence that will raise awareness and understanding about the dynamics of domestic violence, including how domestic violence can affect court cases.

**Progress Achieved:** The Arizona State Supreme Court has implemented the following activities since the Summit in 2007:

- The mandatory orientation for new judges now features domestic violence training. Week One provides a case study about domestic violence and Week Two features an hour on domestic violence issues specifically. To date, 119 judges have participated in this orientation.
- A full day of training on domestic violence was offered on October 4, 2007, in conjunction with the Family Law Conference. Additional information was given at a plenary session at this event. Fifty judges attended the domestic violence training and plenary event. The 2008 Family Law Conference featured a one-hour training on domestic violence. Forty-eight judges attended this training.
- The mandatory new rules training for all judges now features information about domestic violence.
- The mandatory 2008 Judicial Conference featured two trainings sessions related to domestic violence. The first session, sponsored by the Committee on the Impact of



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Domestic Violence and the Courts, had 45 attendees. The second session focused on the Arizona Rules of Protective Order Procedure and had 68 attendees.

- In December 2007, the Administrative Office of the Court's Court Services and Education Services divisions collaborated to produce a training CD on Project Passport (protective order forms) and the Arizona Rules of Protective Order Procedure. A copy of the CD was provided to every presiding judge and court administrator (limited and general jurisdiction) for judicial and staff training.

**Opportunities Remaining:** Additional training opportunities are available at annual New Judge Orientations and the Judicial Law Conferences.

**Next Steps:** MAG and other stakeholders can continue to collaborate with the Arizona State Supreme Court to ensure judges receive current training on domestic violence. A significant amount of training has been implemented since the Summit in 2007, thanks to the commitment of the Arizona State Supreme Court.

## 2. Name of Project: Juvenile Crime Reduction Campaign

**Issue Pairing:** Youth and Crime

**Overview of Need:** According to the 2008 Arizona Youth Survey prepared by the Arizona Criminal Justice Commission, the percentage of youth who report that they have been decreased from 8.5 percent in 2007 to 8.3 percent in 2008. Since 2002, the highest percentage reported was 8.9 percent in 2004. The majority of youth in the eighth, tenth and twelfth grades indicate they have never belonged to a gang while just over eight percent report having belonged to or currently belonging to a gang. While these areas show promise, modest increases in antisocial behavior were seen in statistics on suspensions from high school and selling illegal drugs.

According to the Annie E. Casey Foundation, the rate of juvenile arrests in this state is 117 per 1,000 youth. This is lower than the national rate of 125. While minority youth continue to be overrepresented in Arizona's juvenile justice system at twice the rate of white youth, this is lower than the national rate of three to one. The 2008 Kids Count Book reports that Arizona is 27th in the country for the number of juveniles in correctional facilities with a percentage of 246 for every 1,000 youth. The national percentage is 295 per 1,000 youth. While this area ranks better than the national average in some areas, much could be learned from states ranking higher than Arizona. Reducing juvenile crime can impart significant cost savings to the region. Justice Quarterly reports that every youth redirected from a life of crime saves the community between \$1.5 and \$1.8 million.

**Project Description:** Develop a grassroots campaign to engage community members in juvenile crime reduction and prevention. This campaign will be designed to empower the community through education. Parents, families and communities will receive information about issues and resources for juveniles, with the goal of prevention of and intervention in juvenile crimes.

**Progress Achieved:** Research indicates that the majority of delinquent youth engage in illegal or antisocial behaviors between the hours of 3:00-6:00 p.m. This makes afterschool programs critical to keeping youth on a positive trajectory. The Arizona Center for Afterschool Excellence is launching an online database that maps the afterschool programs throughout the region. This searchable database will help families, advocates and professionals find the programs that will have the most impact on youth. The map will be available at <http://www.azafterschool.org/Home.aspx>.

Other programs are successfully reaching out to youth through a variety of mediums. PSA Art Awakenings and YMCA are partnering to offer a number of afterschool and drop-out prevention programs using art therapy. This medium has been particularly adept at engaging minority youth. YMCA is becoming more integrated into the community and is no longer seen as a "swim and gym." As safe, neutral centers, the YMCA is able to offer services without the stigma. This increases the parity and opportunities within distressed areas. Both agencies broadly market their services to raise awareness and to engage youth in services that are proven strategies in the reduction of juvenile crime.

**Opportunities Remaining:** Continue to sustain and expand opportunities to divert youth from crime.

**Next Steps:** Support programs like the Arizona Center for Afterschool Excellence, PSA Art Awakenings, and YMCA that successfully reduce juvenile crime.



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### 3. Name of Project: Developmental Disabilities and Aging Integration Project

**Issue Pairing:** Aging and developmental disabilities

**Overview of Need:** Thanks to advances in medicine and adaptive devices, people with developmental disabilities are living longer than ever before. This presents benefits as well as concerns. As people with developmental disabilities live longer, their needs change and programs may not concurrently evolve to meet these new needs.



Arizona leads the nation in the provision of services to people with developmental disabilities living in non-institutional placements. This imparts cost savings as institutionalized care is avoided. This living arrangement can create challenges as parents of people with developmental disabilities age and require more care themselves. The parents are less able to assist their grown children who have developmental disabilities, precisely at a time when traditional programs may not adequately meet the needs of their children.

**Project Description:** Implement a pilot project to integrate persons with developmental disabilities who are over the age of 60 into senior center services and adult day centers. Caregivers will also benefit from respite, education, and training.

**Progress Achieved:** The Division for Developmental Disabilities of the Arizona Department of Economic Security and the Area Agency on Aging are partnering with providers to enhance their ability to serve older adults with developmental disabilities. The existing programs will be better prepared to serve this new population with training specific to developmental disabilities and how this impacts programs serving older adults without developmental disabilities.

**Opportunities Remaining:** Given funding, the project could expand to directly integrate adults age 60 and over with developmental disabilities into senior center services and adult day centers. To date, the project has focused on enhancing access to existing programs rather than to develop new programs.

**Next Steps:** It is unlikely given the current instability of funding of existing programs that funding could be secured for new services. However, there is the ability of all parties to work with programs to enhance their ability to accept persons with developmental disabilities into their programs. Utilizing both training and what funds do exist will enhance the region's ability to accomplish this goal. The need for this project will continue. In the future, financial support could be solicited when the economic outlook is more positive.

## 4. Name of Project: Human Services Unification Project

**Issue Pairing:** Community and government; population growth and human services capacity

**Overview of Need:** The Community and Government workshop participants developed a vision of a unified message illustrating why human services are critical for the development of strong, healthy, and environmentally vibrant communities. This vision was aligned with the project developed by the Population Growth and Human Services Capacity workshop to increase funding and resources for human services by speaking with a unified voice.

Participants in both workshops spoke to the impact of improving the connection between policy makers and all members of the public, especially the disenfranchised. Seamless communication between the two groups could result in fewer needs going unmet as priorities would be established and solutions would be developed collaboratively.

The Summit participants could not have foreseen the turmoil the human services field is currently experiencing. Unstable funding and the escalating need for assistance burden hard-won alliances. It would be natural, however detrimental, to splinter into factions fighting for survival. The need for and strain on this project is greater now than in 2007.

**Project Description:** Implement a marketing campaign and outreach plan that will increase awareness about the importance of human services. This will be done to raise the profile of human services. The campaign will also work to protect funding for human services programs during budget cuts and to promote collaboration among agencies to maximize the funding currently available.

**Progress Achieved:** Protecting Arizona's Family Coalition (PAFCO) has undertaken an "Unfinished Agenda Project" to unify the voice of human services and advocate for funding. They promote this as a three-year educational and advocacy strategy. The agenda was first published in 2007. The focus is raising awareness and mobilizing action around the needs of the poor and most vulnerable in the region. The effort strives to keep the importance and impact of human services on the radar screens of the legislature, funders, and the general public. Two years later, PAFCO remains diligent about finding solutions to unify and strengthen human services. More information may be accessed at <http://www.pafcoalition.org/agenda/>.

Since then, the Arizona Community Action Association (ACAA) has partnered with local foundations to launch an initiative, The Changing Face of Poverty. The goal of this effort is to raise awareness about people in need throughout the State, and correspondingly, to increase public support and funding for human services programs. The initiative's Web site, [www.ChooseToHelp.org](http://www.ChooseToHelp.org), serves as a portal to information and opportunities to get involved. Their message is to acknowledge the evolving needs of the community and to unify in the commitment to proactively meet these needs.

**Opportunities Remaining:** The steps taken since 2007 to unify the message and the providers within human services have been extremely positive. In this time of uncertainty, it will be critical to vigilantly hold fast to this message. Doing so will help preserve funding, clarify priorities, and increase awareness.

**Next Steps:** Support the implementation of projects by PAFCO and the ACAA.



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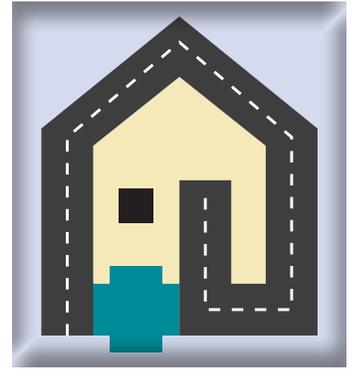
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### 5. Name of Project: Housing and Aging Summit and Development of a Blue Ribbon Committee

**Issue Pairing:** Aging and housing

**Overview of Need:** People age 60 and older represent 15 percent of those living in the region. This number is expected to increase to 26 percent by 2020. On a national basis, baby boomers and retirees are redefining this stage of life to include a second or third career and a more active lifestyle. Somewhat unique to this region, many in this age group have moved here recently to begin their retirement years. As such, they may need to re-establish support systems because family and friends live far away.



As people age, they are more likely to acquire a disability. This can affect the appropriateness of their housing. The poor economy has also impacted housing for older adults as many have seen their retirement plans dwindle, leaving less money for housing and related expenses such as utilities. These issues can lead to increased rates of homelessness when older adults need to choose between paying for housing and other important items like food and medicine.

**Project Description:** Host a summit on aging and housing in order to gather input and community support to develop a model of housing options for older adults that can be replicated throughout our communities. Form a committee to address this topic throughout the year on an ongoing basis.

**Progress Achieved:** In 2008, MAG hosted the "Housing and Transportation: Human Services Coordination Conference." This event brought in national speakers and local leaders to offer the most compelling and innovative information about how to coordinate housing and transportation for older adults, people with disabilities, and people with low incomes. Event participants identified eight strategies to better coordinate transportation, seven strategies for housing, and five strategies to promote better coordination between housing and transportation. The topic of housing was added to this transportation coordination conference already planned as a result of the 2007 Summit. The event has been recognized by the Federal Transit Administration as part of the reason for MAG winning the United We Ride Leadership Award in the category of major urbanized areas.

MAG has not established a separate blue ribbon committee devoted exclusively to this issue. In lieu of this, the MAG Human Services Committees review issues and opportunities as they arise in relation to aging and housing. Other committees from the community are doing impressive work in the area of engaging older adults, such as the Experience Matters initiative launched by the Virginia G. Piper Charitable Trust.

**Opportunities Remaining:** Synergy and positive action could be created by a committee focused on aging and housing. Potential hosts could be invited to explore this idea further.

**Next Steps:** Research how this effort may connect with an existing committee or develop a new committee devoted to these issues.

## 6. Name of Project: Home Safe Campaign

**Issue Pairing:** Homelessness and domestic violence

**Overview of Need:** According to the 2009 Homeless Street Count for the region, the number of homeless people living on the streets increased 20 percent regionally. The results from the 2009 Shelter Count parallel this figure. Data received from the Arizona Department of Education adds more than 6,000 homeless children and adults for a total of more than 22,000 homeless people in the region. The Arizona Department of Economic Security reported 6,052 women and children in domestic violence shelters for FY 2008. Of the single women and women with children in homeless shelters, the Homeless Management Information System reports that at least 30 percent have histories of domestic violence.



The region cannot afford increases in the domestic violence or homeless populations, either in the personal price paid by the individuals or by the cost paid by the community. Significant overlap exists between the homeless and domestic violence populations, adding a level of complexity that makes stability even more out of reach for those affected. Summit participants faced the challenge of how domestic violence victims in shelters could be better assisted to stabilize with the resources and knowledge needed to maintain their own housing and financial independence.

**Project Description:** Provide training about housing rights and financial stability for survivors of domestic violence to shelter staff. This will reduce rates of homelessness and better equip survivors to secure and maintain stable housing.

**Progress Achieved:** In 2007, the Arizona Coalition Against Domestic Violence (AzCADV) offered an economic advocacy training to professionals working with survivors of domestic violence. The training focused on elements of economic justice such as safe and affordable housing, childcare, transportation and education. It offered tools to manage income through personal economic planning. Since that time, the training has been offered three times with 56 people in attendance.

**Opportunities Remaining:** Given the current economic crisis, this training is even more relevant today. Both professionals and survivors themselves would have much to gain from an updated curriculum and training opportunities.

**Next Steps:** AzCADV plans to offer more economic justice training in the future. Currently, all trainings sessions provided by AzCADV Training Department are done on a request basis.



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### 7. Name of Project: Affordable Housing and Transportation Civic Education Campaign



**Issue Pairing:** Affordable housing and transportation

**Overview of Need:** Housing and Transportation consistently rise to the forefront of any forum engaging the public. Participants in events sponsored by MAG testify repeatedly to the importance of affordable housing and transportation. Many unwittingly increase their transportation costs when they “drive until they qualify” to find lower cost housing. This puts more vehicles on the road and more pollution in their air while draining people’s wallets and time. Many of the outlying parts of the region with more affordable housing have particularly fallen prey to the foreclosure crisis. While this crisis has made the cost of housing more affordable, fewer people can qualify under the new, more stringent mortgage regulations. While families search for housing and transportation they can afford, 60 percent of their budget remains dedicated to just these two areas. The remaining 40 percent is inconceivably stretched to cover basic needs such as medical care and insurance, food, and clothing. This leaves many in the region on the cusp of financial ruin.

The Arizona Community Foundation released a report in 2008 with the findings of their recent survey with employers about the impact of housing and transportation on the business community. This offers a different perspective on an important issue. They found that more than half (54 percent) of employers are very or somewhat concerned about the availability of housing and transportation in the State. More than a third believes that limited availability makes it harder for them to attract and retain employees. More than a third believes that long commute times increases stress for their employees. Just less than a third believed this stress had resulted in employees resigning from their positions.

**Project Description:** A civic information campaign will increase awareness about the relationship between transportation and housing. The ideology of live, work and play is an important part of the strategy. This will change perspectives and break down paradigms to encourage more informed choices. This will be done by researching best practices and putting a face on the issue.

**Progress Achieved:** The Arizona Department of Housing prepared a presentation about the importance of coordinating affordable housing and transportation through the new Center for Affordable Housing and Livable Communities. This was presented at the Rural Conference in the fall of 2007.

As noted, the Arizona Community Foundation has completed their research about the impact of housing and transportation on employers. This information is being used to help guide their grant making through their recoverable grant pool for affordable housing.

Local Initiatives Support Corporation (LISC) Phoenix has completed an initiative called Building Livable Neighborhoods in Metro Phoenix. Through this effort, LISC

has developed a presentation tool and workshop strategy that engages community organizations and civic leaders in discussions of realistic solutions and realistic designs for building sustainable, affordable and healthy neighborhoods. To date, this presentation has been offered to 40 groups with a total of more than 1,000 participants.

**Opportunities Remaining:** Much work has been completed in the past two years in regard to improving the supply of affordable housing and transportation. The U.S. Department of Housing and Urban Development and the U.S. Department of Transportation are now embarking on a partnership to make housing and transportation more available. The task force will identify strategies to develop affordable housing near employment centers; encourage joint planning for land use, housing, transportation, and investment; coordinate housing and transportation plans; include transportation costs in housing affordability measures; and identify ways to evaluate community livability.

**Next Steps:** Support new initiatives such as the new federal task force and existing regional efforts such as those initiated by the Arizona Department of Housing, the Arizona Community Foundation, and LISC. LISC in particular will be completing another round of outreach to generate more presentation requests for 2009.





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### 8. Name of Project: Maintaining Housing and Self-Sufficiency

**Issue Pairing:** Homelessness and mental illness

**Overview of Need:** According to the Homeless Management Information System (HMIS), 22 percent of homeless people in shelters report having mental illness. Research and experience indicate strongly that homeless people living on the streets experience mental illness at greater rates than those in shelter. This suggests that the rates of mental illness in all homeless people are actually greater than 22 percent. Professionals serving homeless people report significant difficulties in assisting those with mental health issues to navigate the behavioral health system. This issue is not unique to people who are homeless. The State of Arizona remains out of compliance with federal regulations for meeting the needs of people with mental illness. *Arnold v. Sarns* brought this deficiency to light through the justice system. Since then, the State has implemented reforms in an attempt to improve the service delivery system.



**Project Description:** Create a handbook about specific eligibility factors and a corresponding training to better inform providers of homeless and behavioral health services about each other's programs. This will build collaborative relationships and improve services.

**Progress Achieved:** Magellan, the Regional Behavioral Health Authority, has convened stakeholders to develop a user guide to better assist homeless people and professionals serving them. The goal of the user guide is to increase and improve the access homeless people have to behavioral health services. The guide is expected out in June 2009.

**Opportunities Remaining:** Promote opportunities to raise awareness about the user guide and offer training to enhance the effectiveness of the guide.

**Next Steps:** The MAG Continuum of Care Regional Committee on Homelessness will collaborate with Magellan to promote the user guide among homeless people and providers of services.

## IV. Conclusion

All eight projects have shown considerable progress since 2007. Work remains to be done, especially in light of the economy and its indelible impact on human services. While the region has yet to see the last of the casualties of the recession, promising opportunities are manifesting. Agencies are more willing to consider collaboration and are increasingly viewing it as necessary to survival. When business as usual is no longer an option, the possibilities for positive change are tremendous. This region stands on the edge of breakthroughs and innovations that can benefit the region for years to come. While funding and support is needed from other parts of the country, the region's best resource is the people working here every day to make this community even stronger.

While many of the projects are well on their way to a successful completion, the dialogue continues. This endeavor began by asking, "What can we do with what we have now?" This question is still relevant today, and in some ways, even more so. MAG will continue to partner with a diverse array of community stakeholders to ensure the answer to this question is responsive to the needs that exist while building on all the region has to offer. For more information about regional human services planning at MAG, or to get involved, please visit <http://www.mag.maricopa.gov/division.cms?item=65> or call (602) 254-6300. This region will be stronger and more vibrant when each person offers their time and talents for the good of the whole.



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## VI. Acknowledgements

### MAG Human Services Coordinating Committee Members

Councilmember Trinity Donovan, Chandler, Chair  
Vice Mayor Rob Antoniak, Goodyear  
Councilmember Dave Crozier, Gilbert  
Susan Hallett, Arizona Department of Economic Security  
Kathleen Hemmingsen, Scottsdale Human Services Commission  
Councilmember Dennis Kavanaugh, Mesa  
Mayor Marie Lopez Rogers, Avondale  
Vice Mayor Manuel Martinez, Glendale  
Carol McCormack, Mesa United Way  
Councilmember Michael Nowakowski, Phoenix, Vice Chair  
Councilmember Onnie Shekerjian, Tempe  
Supervisor Mary Rose Wilcox, Maricopa County

### MAG Human Services Technical Committee Members

Carl Harris-Morgan, Town of Gilbert, Chairman  
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Kyle Bogdon, DES/ACYF  
Patti Evans, City of Goodyear  
Stefanie Garcia, City of Chandler  
Community Services, Inc  
Laura Guild, DES/CPIP  
Jeffery Jamison, City of Phoenix  
Deanna Jonovich, City of Phoenix  
Jim Knaut, Area Agency on Aging  
Margarita Leyvas, Maricopa County  
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Paul Ludwick, City of Scottsdale  
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Carol Sherer, DES/DDD





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302 N. 1st Avenue, Suite 300  
Phoenix, Arizona 85003