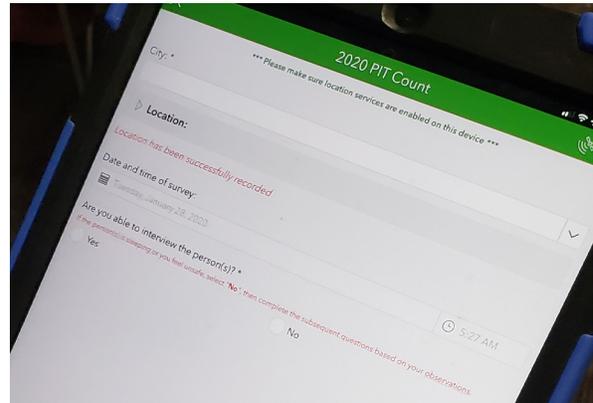


# Municipal Responses to Homelessness





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# Acknowledgments



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# Introduction

**Homelessness is an issue that reaches across municipal boundaries. As a community, regional cities and towns have a large stake in addressing homelessness issues. The annual Point in Time (PIT) homeless count is a snapshot of an annual street and shelter count to determine the number of people experiencing homelessness in Maricopa County during a given point in time. The PIT Count shows that the number of homeless individuals and families has remained fairly steady, while the unsheltered numbers have increased every year. PIT count has demonstrated the location of Individuals and families experiencing homelessness is less central and more broadly spread across the region than years past, highlighting the need for coordination and collaboration.**

Many jurisdictions are already engaged in innovative solutions and funding projects that help to address the issue. In an effort to better respond and end homelessness in the MAG Region, a regional collaborative approach is needed to achieve the goal of ending homelessness.

At the October 25, 2017 Maricopa Association of Governments (MAG) Regional Council meeting, members expressed interest in compiling best practices toward responding to homelessness. On September 26, 2018, the Regional Council adopted the Municipal Responses to Homelessness Report. This update acknowledges the growing partnerships in addressing the issue of homelessness in the region and shows the increased commitment of local governments in deploying new strategies to meet the need. The goal of this document is to understand what communities are currently doing to help those who are experiencing homelessness, and to inspire future opportunities for collaboration between communities. As unsheltered homelessness

continues to increase and spread across the region, effective solutions will require increased collaboration within the region.

The United States Interagency Council on Homelessness identified best practices include:

- **Housing First:** Provide funding for local homeless services providers requiring the provider to use a Housing First approach. “Housing First is a proven method of ending all types of homelessness and is the most effective approach to ending chronic homelessness. Housing First offers individuals and families experiencing homelessness immediate access to permanent affordable or supportive housing. Without clinical prerequisites like completion of a course of treatment or evidence of sobriety and with a low-threshold for entry, Housing First yields higher housing retention rates, lower returns to homelessness, and significant reductions in the use of crisis service and institutions.” (USICH)
- **Supportive Housing:** “Supportive housing links decent, safe, affordable, community-based housing with flexible, voluntary support services designed to help the individual or family stay housed and live a more productive life in the community. There is no time limitation, and tenants may live in their homes as long as they meet the basic obligations of tenancy. While participation in services is encouraged, it is not a condition of living in the housing. Housing affordability is ensured either through a rent subsidy or by setting rents at affordable levels.” (USICH)
- **Rapid Re-Housing:** “Rapid re-housing is an intervention designed to help individuals and families that don’t need intensive and ongoing supports to quickly exit homelessness and return to permanent housing. Rapid re-housing assistance is offered without preconditions—like employment, income, absence of criminal record, or sobriety—and the resources and services provided are tailored to the unique needs of the household.” (USICH)

# Introduction (continued)

- **Affordable Housing:** Encourage affordable housing development. “Housing needs to be affordable to those households with the lowest incomes who are most at risk of homelessness, and make efforts to increase access to affordable housing proportional to the local need.” (USICH)
- **Landlord Engagement:** Support landlord engagement programs to encourage landlords to rent to individuals and families exiting homelessness. Private market landlords are a critical partner in order to quickly provide housing opportunities for people experiencing homelessness. (USICH)
- **Public Housing Authority Preference:** Public Housing Authority has a homeless admission preference in its Housing Choice Voucher program. (USICH)
- **Partnership with Schools:** Build school/housing partnerships for families experiencing homelessness. For children and youth experiencing homelessness, schools can be a lifeline. They provide safety, stability, and a connection to community that can help mitigate the impact of homelessness. They can also help make sure these vulnerable children and youth do not fall behind academically, which can impact their ability to stay stably housed and achieve their goals in the future. (USICH)
- **Workforce Development:** Align workforce development and homeless services. One of the most effective ways to support individuals as they move out of homelessness and into permanent housing is increasing access to meaningful and sustainable job training and employment. Like other Americans, people experiencing homelessness want to work, in fact, many are employed, but that employment is often precarious due to significant challenges created by lack of stable housing. (USICH)
- **Outreach Connected to Housing:** Shelters, street outreach, and other crisis services are the front line of any community’s response to homelessness. They can help people meet basic survival needs like shelter, food, clothing, and personal hygiene. Homelessness is only truly ended for people when they obtain and maintain stable housing. This requires communities to shift from a set of services that simply ameliorate the immediate crisis of homelessness to a crisis response system that can help prevent and resolve it by connecting people swiftly to permanent housing opportunities. (USICH)
- **Low-Barrier Shelter:** Provide funding for Low-Barrier shelter that connects people swiftly to permanent housing opportunities. (USICH)
- **Funds Street Outreach to Housing:** Provide funding for street outreach that connects people swiftly to permanent housing opportunities. (USICH)
- **Pursue Policies that do not Criminalize Homelessness:** While homelessness has many causes, some of which have to do with larger economic forces, it is also caused and exacerbated by the policy choices we make in our communities and as a nation. When communities pursue policies that criminalize homelessness, when we severely punish people for minor drug possession or for assault charges related to mental health decompensation, or when we fail to adequately assist people leaving jails or prisons to obtain housing, services, and employment, we contribute to and worsen the problem of homelessness, particularly the unsheltered homelessness. (USICH)
- **Collaboration with Law Enforcement:** Law enforcement collaborates with behavioral health and social services providers. (USICH)
- **Training for Law Enforcement:** Law enforcement is trained around interacting with people exhibiting psychiatric symptoms. (USICH)
- **Jail Diversion:** Provide increased access to jail diversion and alternatives to incarceration. (USICH)

# Municipal Practices Table



Best Practices																
Provides increased access to jail diversion and alternatives to incarceration.	Law enforcement is trained around interacting with people exhibiting psychiatric symptoms.	Law enforcement collaborates with behavioral health and social service providers.	Work to pursue policies that do not criminalize homelessness.	Fund outreach services.	Fund low-barrier emergency shelter.	Outreach services are connected to housing.	Align workforce development and homeless services.	Partnership with schools for families experiencing homelessness.	PHA Housing choice Voucher homeless preference.	PHA Housing homeless preference.	Support landlord engagement programs.	Encourage affordable housing development.	Fund rapid re-housing programs.	Fund supportive housing programs.	Fund "Housing First" homeless services.	Jurisdiction
●	●	●	●	●		●	●	●			●	●				Apache Junction
	●	●		●	●	●	●	●				●				Avondale
●	●	●														Carefree
	●	●	●	●	●	●	●	●	●	●	●		●	●	●	Chandler
	●	●				●	●	●								El Mirage
	●	●						●								Fountain Hills
●	●	●			●	●	●	●	●			●		●		Gilbert
●	●	●		●	●	●		●	●	●	●	●	●	●	●	Glendale
●	●	●														Goodyear
		●						●			●	●				Guadalupe
								●							●	Litchfield Park
●	●	●	●		●	●	●		●	●	●	●	●		●	Maricopa County
●	●	●		●	●	●	●		●		●	●	●	●	●	Mesa
●	●	●				●		●						●		Paradise Valley
●	●	●	●	●	●	●	●	●				●		●		Peoria
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						●	●		●	●	●	●				Pinal County
●	●	●						●								Queen Creek
	●	●	●		●	●	●				●	●				Surprise
	●	●	●	●		●	●	●	●	●	●	●		●	●	Tempe
				●		●		●				●				Tolleson
	●	●									●					Wickenburg

## Practices:

- **Affordable Housing**
- **Landlord Engagement**
- **Partnership with Schools**
- **Workforce Development**
- **Outreach Connected to Housing**
- **Pursue Policies that do not Criminalize Homelessness**
- **Collaboration with Law Enforcement**
- **Training for Law Enforcement**
- **Jail Diversion**

## Description of practices:

### Affordable Housing

The City of Apache Junction is a willing partner that works with developers who seek support from the community on Low Income Housing Tax Credit projects.

### Landlord Engagement

The City encourages landlords to take advantage of the Arizona Landlord Incentive Program through the Arizona Department of Housing (ADOH). Outreach is conducted to share information and engage landlords in local rental programs.

### Partnership with Schools

The Apache Junction Unified School District and several local charter schools participate in a variety of programs and community events supporting the homeless population. The McKinney Veto staff and leadership are members of the Homeless Coalition. Not only does the school district help lead community donation drives that bring resources to the children in the community, but they are also recipients of those fundraisers.

### Outreach Connected Housing and Workforce Development

The award winning Apache Junction Community

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
108	88	56	43	57	8	9

### CONTACT:

**Heather Patel, Program and Resource Manager**  
**City of Apache Junction**  
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**480-474-2635**



Resource Center was established in 2017. The center aligns directly with the coalition’s mission to create a collaborative network of quality resources and services to assist the homeless and at risk residents of Apache Junction. The Center recently relocated to a designated private office space in order to expand services and hours. The Center welcomes a variety of service providers that include employment, housing, medical, mental health, addiction services, benefit services, and so much more.

### Pursue Policies that do not Criminalize Homelessness

The Apache Junction Homeless Coalition conducted an extensive Strategic Plan on Homelessness. The coalition’s mission is to create a collaborative network of quality resources and services to assist people who are experiencing homelessness, as well as, at-risk residents of Apache Junction. This plan resulted in a Policy Review Subcommittee tasked with reviewing and revising harmful policies, establish new services and develop different



approaches to better serve the Apache Junction homeless population while working to keep all residents safe and healthy.

### **Collaboration with Law Enforcement and Training for Law Enforcement**

The Apache Junction Police Department has a Homeless Outreach Team and participates with the Apache Junction Homeless Coalition. The Police Department staff undergoes regular Crisis Intervention Team (CIT) training. The Police Department is currently pursuing a partnership with a mental health care provider to conduct joint outreach activities.

### **Jail Diversion**

The Apache Junction Municipal Court offers a community service work program that allows individuals to pay off their fines. The Apache Junction Municipal Court also offers a daily walk-in court program to help with warrant resolutions. In 2018, the court began a mental health diversion program which offers alternatives to incarceration and ways to eliminate fines.

## **What other practices do you follow in your community?**

### **Food Bank Partnership**

Apache Junction supports and partners with the food bank and soup kitchen through financial resources, community support, and technical assistance which has been ongoing for years. This partnership benefits the recipients for food services and the community by helping those in need.

### **Resource Center**

The City hosts a Resource Center that opened in September of 2017 that invites guest organizations to share information and provide services. This program benefits people experiencing homelessness by connecting them with services and resources to remove obstacles which hinder their path to permanent housing and holding a job.

### **Hydration Stations and Heat Respite Site**

Since 2013, the City has worked with local organizations to collect and distribute water at locations throughout the City during the summer months. This program benefits general public health and safety.

### **Bike Program**

A bike program was created in 2017 to provide donated used bikes to those in need. The program helps to provide transportation to get to employment opportunities.

### **Mentoring/Navigator Services**

Starting in January 2017, services provide one-on-one help to navigate systems and remove barriers to seeking services.

### **Apache Junction Homeless Coalition**

The City hosts a local Homeless Coalition. The Coalition began meeting in May 2016 and continues to meet to discuss programs, services, partnerships, policy and other related issues to help address homelessness in Apache Junction.

### **Balance of State Continuum of Care**

As a member of the Balance of State Continuum of Care (BOSCoC), the City participates in the Pinal County and state efforts to end homelessness.

### **Semi-annual Mayor's Breakfast**

The City hosts a semiannual Mayor's Breakfast. The Mayor's Breakfast invites local organizations and community members to discuss issues relating to helping individuals and families who are experiencing homelessness.

## **Practices under consideration:**

- Housing

## Big Ideas:

1. The City would like to see more information and resource-sharing across counties, as well as, sharing between each Continuum of Care.
2. Increased funding for housing and services would help gain access to the coordinated entry system in the East Valley. Existing East Valley access points are too far for people not only experiencing homelessness, but who don't also have access to public transportation.
3. Increased coordination with other cities for street outreach.
4. Increased funding for affordable housing.



## Practices:

- **Affordable Housing**
- **Partnership with Schools**
- **Workforce Development**
- **Outreach Connected to Housing**
- **Low-Barrier Shelter**
- **Collaboration with Law Enforcement**
- **Training for Law Enforcement**

## Description of practices:

### Affordable Housing

The City of Avondale has administered significant investment into the development and rehabilitation of affordable housing through its Community Development Block Grant (CDBG) and HOME programs. The City of Avondale has operated a Substantial Home Repair Program for 11 years. Through the provision of this programs, the city has assisted 75 homeowners with comprehensive repairs to their homes.

### Partnership with Schools

The City of Avondale partners with A New Leaf and the Avondale Elementary School District to offer the Siemer Family Stability Program. The program serves families with children enrolled in the Avondale Elementary School District who are homeless or at imminent risk of becoming homeless. Family Case Managers meet with families who are in crisis at the Care1st Avondale Resource Center, where they are connected to a variety of human services including utility and rental assistance. Case Workers help families to address issues related to education, attendance, housing, employment, legal issues, and other human service needs.

### Workforce Development

The City of Avondale has partnered with Goodwill to provide employment services via a Goodwill Career Center located at the Care1st Avondale Resource Center. The career center will offer access to a Career Advisor, career preparation,

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
56	35	13	27	37	20	12

### CONTACT:

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**623-333-2711**

job readiness services, resume development and critiquing, mock interviews, career planning advice, job search assistance, employment verification, and on-site employer job fairs benefitting resource center participants.

### Outreach Connected to Housing Services

The City of Avondale received CSBG funding from Maricopa County and utilizes these resources to contract with Phoenix Rescue Mission to provide navigation services.

### Collaboration and Training with Law Enforcement

The Avondale Police Department has a Community Services Bureau that provides training to the department regarding best practices on a wide variety of issues including: crime prevention, mental health, substance abuse, domestic violence and homelessness. The Police Department coordinates with the Neighborhood and Family Services Department to connect members of the community with resources to promote quality of life and well-being. The Avondale Police Department also works closely with Community Bridges, Inc. (CBI). The CBI Prevention Partnership provides community-based prevention programs that promote healthy lifestyles to youth, families, and community members. CBI provides educational workshops for parents, teachers, law enforcement, the faith community, and the community at large. CBI presentations elevate awareness about local substance abuse trends, signs and symptoms of abuse, and local resource information.

## What other practices do you follow in your community?

### Street Outreach Program

In coordination with the Avondale Police Department, the Neighborhood and Family Services department has established a partnership with Phoenix Rescue Mission (PRM) to pilot their Street Outreach Program for addressing the issue of homelessness and reducing its negative impact on individuals and communities. Program services are designed to remove barriers and create new life pathways for people experiencing homelessness. At the same time, community stakeholders are educated about how they can leverage PRM and other resources. The comprehensive service package engages people where they are and helps them navigate the often long, winding path toward their exit from homelessness.

### Homeless Services Specialist

The City of Avondale received CSBG funding from Maricopa County to recruit and hire a Homeless Services Specialist for the City of Avondale. The specialist coordinates services and resources for those experiencing homelessness in Avondale. Serving as a central point of contact, the Homeless Services Specialist facilitates communication and collaboration with the Avondale Police Department, Interfaith Homeless Emergency Lodging Program (I-HELP), Phoenix Rescue Mission and other organizations. In addition, the Homeless Services Specialist will participate in applicable Continuum of Care (CoC) meetings and other related activities.

### Emergency Shelter

The City of Avondale partners with Lutheran Social Services to offer an Interfaith Homeless Emergency Lodging Program (I-HELP). I-HELP provides a safe place to sleep and a hot meal every night of the week for adults experiencing homelessness. I-HELP also offers case management services to connect individuals to the vital resources needed to regain stability and break the vicious cycle of



homelessness. The Care1st Avondale Resource Center serves as an intake site for the program.

### Resource Center

The first of its kind in the Southwest Valley, the Care1st Avondale Resource Center is a multifaceted hub for human services made possible by the innovative public and private partnership between the City of Avondale, Care1st Health Plan of Arizona and the Southwest Regional Council for First Things First. This one-stop shop of human and social services was created in 2009 to provide a convenient and comprehensive set of human and housing services to the community by providing space for non-profit organizations to operate. The Resource Center has since grown to provide an array of services that include, but are not limited to: financial education, rental/mortgage/utility assistance, employment services, citizenship classes and English tutoring. They also provide health screenings through 20 in-house partners and direct service and referrals with over 100 human service providers. Currently, the Center serves approximately 5,200 people per month, with over 62,000 served in 2019. Over 412,000 people have been served since the doors opened. The City is currently in the process of building a new 25,000 sq. ft. resource center. Construction is expected to be completed by December 2020. The new facility is designed to expand program capacity and enhance overall service delivery.

## **Funding for Non-Profits**

The Contributions Assistance Program was established by City Council to offer a supplemental funding source to 501(c)3 non-profit organizations providing services to residents of the City of Avondale. Since 2003, City Council has distributed limited funding to organizations providing health and human services. Priority is often given to projects that address critical human needs. Each year a significant percentage of the funding is awarded to local food banks, shelters and other organizations that serve individuals experiencing homelessness.

## **Practices under consideration:**

The City of Avondale is initiating plans to conduct an Avondale specific summer Point-in Time Count to better understand the changing nature of homelessness over time.

## **Big Ideas:**

1. Improved information and resource sharing
2. A regional affordable housing plan
3. Increased funding to support affordable housing



## Practices:

- Collaboration with Law Enforcement
- Training for Law Enforcement
- Jail Diversion

## Description of practices:

### Collaboration with Law Enforcement and Training for Law Enforcement

The Town of Carefree contracts with Maricopa County Sheriff's Office (MCSO) which provides training to their personnel.

### What other practices do you follow in your community?

The Town of Carefree has provided funding in the past to local nonprofits such as the Foothills Caring Corps and the Foothills Food Bank which provide programs and services to assist vulnerable populations.

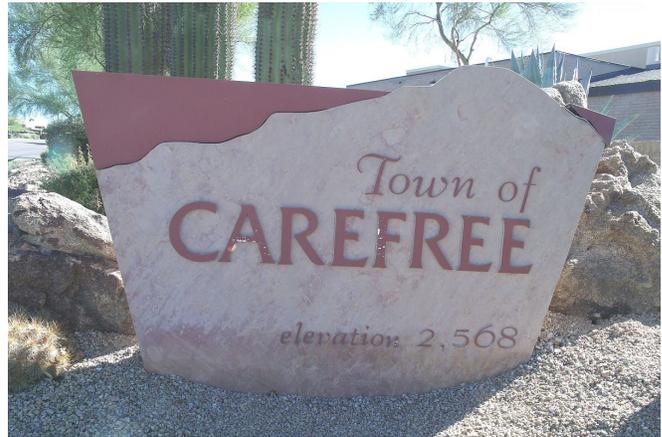
### Big Idea:

Carefree would like to see regional programs established and funded through regional entities.

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
0	0	0	0	0	0	0

### CONTACT:

Gary Neiss, Town Administrator  
Town of Carefree  
gary@carefree.org  
480-488-3686



## Practices:

- **Housing First**
- **Supportive Housing**
- **Rapid Rehousing**
- **Landlord Engagement**
- **Public Housing Authority Preference**
- **Partnership with Schools**
- **Workforce Development**
- **Funds Street Outreach to Housing**
- **Low-Barrier Shelter**
- **Funds Street Outreach to Housing**
- **Collaboration with Law Enforcement**
- **Training for Law Enforcement**

## Description of practices:

### Housing First

The City of Chandler’s Plan to End Homelessness is rooted in a Housing First approach. Housing and supportive service resources are targeted toward housing to the maximum extent possible. One hundred percent of the City’s Tenant Based Rental Assistance dollars are designated to persons experiencing homelessness, and all public housing resources have a preference for persons experiencing chronic homelessness. The ultimate goal is to ensure homelessness is rare, brief and non-recurrent.

### Supportive Housing

In 2013, the City began a Tenant-Based Rental Assistance (TBRA) program for single individuals and families experiencing homelessness. The program provides medium-term rental housing assistance for 25 households. The City partners with AZCEND to provide wraparound supportive services to tenants receiving rental subsidies. They offer transitional support during clients’ move to permanent housing—their greatest level of independence. In administering the program, the City notes the importance of matching the clients with the appropriate level of supportive services for success.

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
75	54	54	27	14	31	18

### CONTACT:

**Riann Balch, Community Resources Manager**  
**City of Chandler**  
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**480-782-4352**

In addition, the City supports a full-time Housing Stability Specialist position at AZCEND to support individuals and families experiencing homelessness while transitioning into Rapid Rehousing. The Housing Stability Specialist assists participants in achieving and maintaining independence through a variety of activities such as navigating landlord relationships, staying connected to medical and behavioral health care services, and managing household finances. Lastly, the Housing and Stability Specialist connects participants with other social services available in Chandler.

### Landlord Engagement

In 2015, the City of Chandler significantly increased efforts to engage landlords in opportunities to partner with the City and local non-profit organizations to serve households experiencing homelessness. The initiative began with outreach to the local realtors association about the benefits of participating in the Section 8 program as a landlord. Efforts continued with the development of a quarterly landlord newsletter dispelling myths typically associated with public housing programs, publication of a landlord’s guide to participation, designation of city staff responsible for landlord outreach and engagement, and maintenance of a real-time landlord listing. The City of Chandler once again increased the marketing of the program in 2019 and is still working to expand while noting the need to create or access risk mitigation funds to encourage increased landlord participation.



## Public Housing Authority Preference

In 2017, the City of Chandler instituted a preference for persons experiencing chronic homelessness for its 303 Public Housing units (200 multi-family units and 103 single-family scattered sites) and 486 Section 8 Housing Choice Vouchers. The intent of the preference is to assist persons who are extremely vulnerable in accessing housing resources. In 2019, City of Chandler opened their Section 8 Housing Choice Voucher wait list.

## Partnership with Schools

The City of Chandler works hand-in-hand with the Chandler Unified School District to increase opportunities for success in school for vulnerable children and families. In 2013, in partnership with For Our City Chandler, the City of Chandler launched Operation Back to School, which provides over 2,000 children with clothing and school supplies. In 2017, the City implemented the ASPIRE Read to Succeed program at public housing family sites. The literacy based program assists children identified as at-risk readers through tutoring services twice a week. Finally, the City of Chandler supports at-risk youth and youth experiencing homelessness through funding to multiple non-profit organizations providing services, activities, and resources including food, clothing, alternative education and training, support, internet safety and suicide prevention.

## Workforce Development

In 2015, the City of Chandler, in partnership with AZCEND, established the coordination of employment services with housing and homeless assistance to ensure job development and training opportunities are available for persons participating in the I-HELP (emergency shelter for individuals and families) and TBRA programs. Annually, Chandler partners with ARIZONA@WORK to provide a one-day employment and training event, which includes job placement, resume writing, and access

to the East Valley Job Center; with a success rate of 30% of the participants obtaining jobs. In addition, St. Joseph the Worker has a weekly presence at AZCEND to provide employment-focused case management services. The City notes future plans to cultivate new workforce development partners and continue work with ARIZONA@WORK and St. Joseph the Worker.

## Outreach Connected to Housing

In 2013, the City of Chandler initiated homeless outreach and engagement services as part of the launch of the TBRA program for persons experiencing homelessness. In 2017, services were expanded to seven days per week through a contracted vendor. Peer navigators conduct outreach, engage families and individuals experiencing homelessness, and proactively initiate and facilitate services and activities to assist persons living in unsheltered situations obtain housing and services. In 2020, the City created an internal Community Navigator position to further enhance the City's ability to serve residents experiencing homelessness and respond to community concerns.



## Training for Law Enforcement

In 2017, a computer based training presentation was created to educate Chandler Police Officers about homeless outreach and engagement services, in addition to other resources within the Chandler community. The training is required of all sworn staff. In addition, the Police Department has increased the amount of Crisis Intervention

Training (CIT) required for police officers, resulting in improved outcomes for persons in crisis. Chandler notes the need for increased access to behavioral health services in the community, which would provide Police with essential resources for alternatives to arrest.

## What other practices do you follow in your community?

In June 2009, The City of Chandler initiated “For Our City Chandler” to foster collaboration between municipal, non-profit, community, and faith-based organizations serving Chandler residents in need. Under the “For Our City Chandler” umbrella, the City created the Chandler Homeless Advocacy Team (CHAT) to coordinate the efforts of organizations and groups serving persons experiencing homelessness. The Chandler I-HELP was CHAT’s first initiative. CHAT also assists TBRA program participants with furnishings and household supplies when they move-in to their new home.

### Funds Shelter

The Interfaith Homeless Emergency Lodging Program (I-HELP), which began in 2013, provides a safe place to sleep and a hot meal for adults experiencing homelessness every night of the week. I-HELP also offers case management services to connect individuals to vital resources needed to regain stability and end their homelessness. The “Chandler Clean Machine,” a mobile shower unit, provides guests a warm shower, and more importantly, health and dignity. The program is operated by AZCEND, which partners with a network of faith-based organizations, including 18 religious congregations that provide food and shelter for the program. The program has very few requirements, with the intention of serving persons with multiple barriers.

In addition, City of Chandler funds A New Leaf and Save the Family to provide emergency shelter services for families experiencing homelessness. A New Leaf provides emergency shelter and supportive

services to families with minor age children. Families stay in 1 or 2 apartment units for up to 120 days while they engage in activities to strengthen their financial, educational, and social stability. Save the Family provides scattered-site long-term shelter, allowing Chandler families to stay integrated in their community and near their natural support systems, while they are in transition to permanency. Families stay in apartment units while engaging in case coordination and gaining stability.

City of Chandler also funds Chrysalis and National Advocacy & Training Network (NATN) to provide shelter specifically to support adult and child victims of domestic abuse. Chrysalis provides emergency shelter including basic needs, counseling, referrals, and support groups as well as Transitional Housing including case management, referrals, and support services. Outpatient counseling and Victim Advocacy is also available to individuals within the programs. NATN provides transitional housing and comprehensive support services, including on-the-job training, mentoring and support services.

Lastly, the Chandler City Council approved funding to provide emergency lodging via hotel stay for individuals and families experiencing homelessness that are referred by the Chandler Fire Department Crisis Response Team, the Chandler Police Department, or Neighborhood Resources Department. These funds are utilized only when no other shelter option can be identified and eligibility criteria are met.

### Collaboration with Public Safety

The Chandler Police, Fire and Neighborhood Resources Departments have worked closely together to serve persons experiencing homelessness for many years. In 2017, the City formalized and expanded this partnership with the establishment of an Interdepartmental Homeless Operations Team (IHOT) to ensure a coordinated citywide response to ending homelessness. IHOT member departments include Police, Fire, Courts,, Neighborhood Resources, Law, Community Services (Parks, Recreation, Libraries), and Public Works and Utilities.

IHOT members meet monthly to discuss opportunities and concerns impacting multiple departments, develop plans to assist vulnerable residents and impacted neighborhoods and businesses, and leverage resources and expertise. The Police, Courts and Neighborhood Resources Departments work collaboratively to reduce arrest and incarceration through coordinated outreach, diversion, and specialty courts. Chandler notes limited availability of affordable housing leads to longer episodes of unsheltered homelessness and subsequent neighborhood concerns, particularly in parks and public spaces.

### **ChangeUp Campaign**

In 2018, Chandler developed an educational campaign to provide the public with information about homelessness, available services and resources, and how they can be part of the solution. The Campaign which launched in early 2019 features a “Text to Donate” option, as well as, online donations. These efforts are used to deter panhandling and to increase diversion opportunities. In addition, the ChangeUp Campaign has created a conversation starter in the community about the importance of resources and how to get involved in helping to alleviate homelessness in Chandler. Events such as a showing of “The Public”, a community chat on homelessness, and Workplace Giving campaigns have expanded ChangeUp’s impact.

### **Homelessness 101**

In 2019, Chandler began offering a professional development class to City employees to understand homelessness and discuss available resources throughout the City of Chandler. The class has allowed employees to understand what homelessness is like, what the City is doing to address homelessness, and how as a City employee they can help someone that they may encounter in their work environment.

### **Fair Housing Education and Counseling**

Chandler is conducting fair housing activities to affirmatively further fair housing and promote free

housing choice in the City of Chandler. Activities include outreach, counseling, and referral services to provide information on fair housing rights and on the availability of housing in a wide variety of locations. Fair housing activities are conducted in person at community gatherings, festivals, and educational workshops; through the worldwide web and social media; and through print and promotional materials. In addition, all individuals receive fair housing materials at their Public Housing Authority briefing.

### **Practices under consideration:**

Chandler is working to expand specialty courts to include high Justice System utilizers and persons with General Mental Health and Substance Abuse concerns. In addition, the City of Chandler is looking to expand opportunities to serve persons experiencing homelessness with pets.

### **Three Big Ideas:**

1. Regional collaboration to expand affordable and permanent supportive housing.
2. Development of I-HELP for families experiencing homelessness.
3. Creation of bridge housing to reduce length of stay in shelter and increase rate of stabilization.

## Practices:

- Partnership with Schools
- Workforce Development
- Outreach Connected to Housing
- Collaboration with Law Enforcement
- Training for Law Enforcement

## Description of practices:

### Workforce Development

The City of El Mirage and the City of Surprise have partnered to manage allocations of Community Action Program (CAP) funds to administer these programs. CAP funds are used to provide assistance to residents in need of crisis management. In addition, residents have access to the Surprise Resource Center, which connects residents to community resources including workforce development services.

### Collaboration with Law Enforcement

The El Mirage Police Department has partnered with other local law enforcement agencies and medical facilities to implement strategies to best serve those in crisis and provide alternatives to incarceration as well as ensure proper handling of interactions with persons experiencing homelessness.

## What other practices do you follow in your community?

The City of El Mirage collaborates with neighboring communities administering CAP funds to ensure the City is following best practices by using the most current methods and strategies for assistance. The City also attends various training opportunities to continuously improve our crisis outreach services. In fall 2019, the City of El Mirage, in partnership with neighboring communities, will launch I-HELP.

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
9	7	2	0	0	0	0

### CONTACT:

Autumn Grooms, Grants and Special Programs  
Administrator, El Mirage  
[agrooms@elmirageaz.gov](mailto:agrooms@elmirageaz.gov)  
623-876-2973



### Big Idea:

1. I-HELP



## Practices:

- Partnership with Schools
- Collaboration with Law Enforcement
- Training for Law Enforcement

## Description of practices:

### Partnership with Schools

A Maricopa County Sheriff’s Office School Resource Officer identifies youth in need.

### Training for Law Enforcement

The Town of Fountain Hills contracts with (MCSO) for law enforcement services. MCSO provides direct training and support services to Fountain Hills’ deputies related to homelessness.

## What other practices do you follow in your community?

The Town of Fountain Hills provides funding to the Extended Hands Food Bank, a local non-profit. Community volunteers also play a major role in volunteering with and supporting the food Bank. In addition, Fountain Hills provides supportive funding to the local Boys & Girls Club, a local non-profit.

Fountain Hills collaborates with local churches and faith organizations to provide assistance to vulnerable Populations and cooperates with local veterans’ groups to provide assistance and supportive services.

Additionally, MCSO will provide transportation for individuals experiencing homelessness in Fountain Hills to the A New Leaf East Valley Men’s Center (EVMC) Emergency shelter located in Mesa.

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
0	0	0	0	0	0	0

### CONTACT:

Ken Valverde, GIS Technician/CAD Operator  
 Fountain Hills  
[kvalverde@fh.az.gov](mailto:kvalverde@fh.az.gov)  
 480-816-5107



## Practices:

- Supportive Housing
- Affordable Housing
- Public Housing Authority Preference
- Partnership with Schools
- Workforce Development
- Outreach Connected to Housing
- Low-Barrier Shelter
- Collaboration with Law Enforcement
- Training for Law enforcement
- Jail Diversion

## Description of practices:

### Supportive Housing

The Town of Gilbert funds House of Refuge and Save the Family through their non-profit grant process. Funds have been provided for the organizations for five to eight years. The benefits of both programs is that families receive supportive services such as case management that allow stabilization that results in moves into permanent and market rent housing. The Town notes that funding can be a challenge since the program relies on general fund dollars. In 2015, Gilbert entered into an Intergovernmental Agreement for the Housing Choice Voucher Veteran Affairs Supportive Housing Program with the Mesa Housing Authority. This program allows the use of rental assistance vouchers for veterans and veteran families experiencing homelessness in the Town of Gilbert.

### Affordable Housing

All allocated funds from the Town’s annual HOME Investment Partnerships Program (HOME) is utilized to finance affordable housing in Gilbert. Gilbert partners with nonprofit affordable housing developers to create new affordable rental homes in Gilbert. These units typically remain affordable for 30 or more years.

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
9	2	4	2	1	1	0

### CONTACT:

Melanie Dykstra, Community Resources Supervisor  
 Town of Gilbert  
[melanie.dykstra@gilbertaz.gov](mailto:melanie.dykstra@gilbertaz.gov)

Gilbert allocates a significant portion of its CDBG funds to the Emergency and Minor Home Rehabilitation program. This program assists income eligible homeowners with health and safety repairs to keep them housed. Gilbert assists 50-80 homeowners per year.

### Partnership with Schools

Each of the school districts in Gilbert (Higley & Gilbert) have a homeless liaison officer who works directly with the students and families experiencing homelessness. The Town of Gilbert supports donation drives (school supplies, Title 1 summer school support) and donation programs that adopt families in crisis. The Town funds Matthew’s Crossing Food Bank that provides backpacks filled with food sent home with school children for the weekend and offers food closets in the schools. Gilbert has been working with the schools for more than 10 years. The benefits to the schools are the extra support and marketing provided by the Town.

### Workforce Development

Gilbert provides funding to the Community Action Program (CAP) who provide assistance to residents in need of crisis management.

### Outreach Connected to Housing

Gilbert funds organizations that are providing supplies and support to those in need including Shoebox Ministries, United Food Bank, A New Leaf, and CASS. Funding has been provided for more than eight to ten years and the programs have wrap-around services that assist those to become stabilized.

## Low-Barrier Shelter

The Town of Gilbert funds low-barrier emergency shelter at Central Arizona Shelter Services (CASS), A New Leaf, Chrysalis, Community Alliance Against Family Abuse and My Sister's Place. In addition, programs at House of Refuge and Child Crisis Center receive funding.

The faith based community in Gilbert participates in the (I-HELP). One night a week or month the churches open their facilities to provide a safe place to sleep for homeless individuals or those temporarily without shelter.

## Collaboration with Law Enforcement

The Gilbert Police Department has an MOU with Community Alliance Against Family Abuse to provide shelter for those experiencing a crisis and officers also receive training about services and protocols. In addition, a commander meets quarterly with the Community Resources supervisor to provide updates on the street situation to identify possible resources and solutions.

## Training for Law Enforcement

Gilbert has a Crisis Intervention Team program that trains officers in best practices for response to residents with mental illness.

## Jail Diversion

Gilbert has both adult and youth diversion programs that can apply for minor first offenses. In addition, Gilbert collaborates with the county on homeless and veteran court cases.

## What other practices do you follow in your community?

Gilbert participates in the annual homeless Point in Time Count to support regional efforts to end homelessness. Gilbert also works with local businesses and residents in the community to collect and distribute water throughout the Town during



the summer months. This benefits the general public health and safety.

Gilbert has provided funding to the local all-volunteer food pantry to assist in updating their facility, adding refrigeration and a box truck. This support benefits Gilbert residents experiencing food insecurity.

## Resource Center & Resource Guide

Gilbert renovated a facility in 2018 that now operates as the Heritage Resource Center. On-site non-profit organizations provide numerous social services including financial, medical, health & wellness, and education to those in need. Specific services include rent & utility assistance; children's dental care, hearing and vision screening, immunization clinics, counseling services, nutrition services for women, infants and children, plus a family resource center offering parent educational workshops.

Gilbert has created a Community Resource Guide that provides a brief listing of organizations and providers that are available to residents. This guide is intended to connect residents in need of services with resources near Gilbert. The guide is utilized by the call center, police volunteers, park rangers, and other staff to provide information to those in need.



## For Our City

Gilbert staff are the liaison to For Our City and supports the annual iRun for Good event that raises money for a non-profit serving the Gilbert community. Proceeds raised are typically \$12,000 and have been donated to AZCEND, United Food Bank and Gilbert's N2N program that allowed for funding of those providing mental health and substance abuse services.

## Fair Housing Education

Gilbert offers fair housing workshops to the community to promote and educate residents and landlords about their rights. Gilbert also maintains a webpage with additional resources.

## Practices under consideration:

Explore use of HOME funds to support a tenant based rental assistance program in Gilbert with Maricopa County as the lead agency.

## Three Big Ideas:

1. Gilbert would like to participate in a landlord outreach campaign.
2. Increase support for affordable housing.
3. Explore the development of regional networks to deliver homeless services.

## Practices:

- **Housing First**
- **Supportive Housing**
- **Rapid Re-Housing**
- **Affordable Housing**
- **Landlord Engagement**
- **Public Housing Authority Preference**
- **Partnership with Schools**
- **Outreach Connected to Housing**
- **Low-Barrier Shelter**
- **Funds Street Outreach to Housing**
- **Collaboration with Law Enforcement**
- **Training for Law Enforcement**
- **Jail Diversion**

## Description of practices:

### Housing First

The City of Glendale utilizes its available Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) funds to support a number of housing interventions for its residents to ensure that the most appropriate form of housing is available to its homeless citizens. To this end, CDBG and ESG funds are provided to support shelter for singles and families, and those fleeing domestic violence and trafficking. The City of Glendale provides funding for Rapid Re-Housing to two non-profit partners, and funds homeless prevention programs. In FY 2018-2019, Glendale invested \$259,297 in housing interventions and served 902 individuals. In FY 2019-2020, the City will invest \$385,072.

### Rapid Re-Housing

The City of Glendale provides funding to two nonprofit partners to provide Rapid Re-Housing for Glendale residents. Individuals whose last place of residence was in Glendale or who want to locate in Glendale qualify for assistance. In addition,

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
170	194	164	57	44	25	39

### CONTACT:

**Stephanie Small, Community Services Director**  
**City of Glendale**  
[ssmall@glendaleaz.com](mailto:ssmall@glendaleaz.com)  
**623-930-3567**

Glendale operates and/or provides funding for homeless prevention activities for residents at risk of becoming homeless. Referrals for Rapid Rehousing interventions are received through the Maricopa Regional Coordinated Entry System. In FY 2018-2019, Glendale invested \$60,720 in Rapid Re-Housing and served 62 individuals. In FY 2019-2020, the City will invest \$77,709.

### Landlord Engagement

Glendale is addressing the shortage of affordable housing for (program and non-program) families by engaging in open discussions and partnering with various organizations regarding the presumptions and misperceptions regarding Housing Choice Voucher and Community Action Programs. The shortage of available housing stock, increasing rents, and the sale of rental units due to a growing seller's market has impacted numerous communities nationwide. Various forums and educational opportunities have been made available to share ideas and to increase the understanding of these essential programs.

### Public Housing Authority Preference

The City's three Public Housing (PH) Communities include a total of 155 units with a homeless admission preference. The communities are: Lamar Homes (51 units), built in 1941, Glendale Homes (70 units), built in 1952, and Cholla Vista Apartments (34 units), built in 1980. In addition, the City administers a 1,054 Housing Choice Voucher program that has a homeless admission preference.

Opportunities to participate on the City Council appointed Community Development Advisory Committee (CDAC) are available for low to moderate income Glendale residents. This opportunity aids in ensuring first-hand representation of public housing community needs, goals, and objectives.

### **Partnership with Schools**

The Community Action Programs (CAP) Division has been a lead agency in developing partnerships with local human service agencies such as the Glendale Elementary School District (GESD). CAP staff work closely with the school district in coordinating CAP program outreach to families in need of human services throughout the year. CAP also partners with the school district for the Annual Glendale Family Resource Fair which provides a multitude of resources to families experiencing homelessness in Glendale.

CAP maintains open communication with the Glendale School District through the Community Development Advisory Committee in which the Glendale Elementary School District holds an automatic seat on this board. The GESD representative on CDAC is pro-active for all City services or events that school district families can benefit from. The vast majority (90%) of students attending the school district meet the federal poverty level guidelines for free/reduced lunch programs. The City partnership efforts continuously assist residents in need of social services that help people become self-sufficient.

### **Outreach Connected to Housing**

In order to provide much-needed outreach to the homeless, Glendale is working with nonprofit partners, CAP staff, local park rangers and others to reach out to homeless individuals to get them into decent, safe and sanitary housing. Phoenix Rescue Mission (PRM) has committed to providing outreach to homeless in the downtown and surrounding areas at least twelve hours per month. CAP staff have committed to provide outreach to homeless

in the downtown and surrounding areas at least six hours per month. Park Rangers, working with outreach partners, have been successful in getting approximately a dozen homeless out of the parks and into housing. Other partners, such as U.S. Vets and A New Leaf, have helped when they are able to do so.

These partners made a commitment to assist the City of Glendale without any compensation even though their own budgets are limited or dwindling. The City Council recently approved a set-aside for CDBG and ESG resources in FY 2020-21 to ensure resources are designated to priority homelessness initiatives for the City.

The CAP Division works with the Phoenix Rescue Mission by coordinating direct referrals for families and individuals who are experiencing homelessness in Glendale. Through this referral process, residents are being screened for Rapid Re-Housing assistance at a faster pace. The process allows for coordination of funds between CDBG and ESG. CAP also provides direct referrals to the Phoenix Rescue Mission for homeless people encountered in the downtown area or during program outreach. This referral process allows direct access to all homeless services. CAP continuously provides referrals for any residents/homeless in need of emergency food to the Phoenix Rescue Mission/Hope for Hunger Food Bank located in Glendale.

The CAP Division utilized \$886,511 in direct human service funding to the public this past fiscal year. This includes all emergency services that assist in keeping people housed and living in a stable environment. In recent years, Glendale has been tasked with more individuals experiencing homelessness living throughout many areas of the City. CAP has been working with the Phoenix Rescue Mission staff; Community Revitalization; Community Housing and the Police Department-CAT teams to reduce homelessness.

Numerous departments participated in the annual

Homeless Point-In-Time (PIT) unsheltered count in 2019. Recently through coordinated efforts with more agencies, City departments and volunteers, the PIT count increased by 18 percent for Glendale. This initiative provided additional information regarding the homeless population and assisting staff and human service providers in understanding the needs of the individuals the City strives to serve.

### Low-Barrier Shelter

The City of Glendale provides funding for low-barrier shelters through ESG and its public services allocation from its Community Development Block Grant (CDBG). In FY 2018-19, 7 percent of its public services allocation and 50 percent of its ESG allocation were used to fund low-barrier shelters.

### Funds Street Outreach to Housing

The City of Glendale routinely provides funding for street outreach services through its HUD grants. The City Council recently approved a set-aside for ESG resources in FY 2020-21 to ensure resources are designated to priority homelessness initiatives for the City. The Community Development Advisory Committee has recommended that the City Council approve additional CDBG and ESG resources in FY 2018-19 for homeless outreach as well as for a homeless navigator.

The City of Glendale in partnership with Phoenix Rescue Mission, completed its inaugural year of Glendale Works. This program is a unique street outreach opportunity for homeless individuals to participate in cleaning public areas of the City in exchange for a cash payment each day of \$55—not to exceed \$600 per calendar year. The participants also receive breakfast, lunch, and referrals to various resources and services of which they're in need. These services have ranged from identification documents to GED and vocational services, as well as housing services. In its pilot year, Glendale Works was expected to assist 80 individuals. Instead Glendale Works assisted 250 individuals, with 40 placements in



permanent housing. For FY 2019-20, the City Council approved an increase in CDBG funding from \$41,158 to \$50,000 to supplement the administration of the program by Phoenix Rescue Mission. In addition, the City committed General Funds for FY 2018-19 of \$58,842, and the City has recommitted General Funds for FY 2019-20 of \$60,000 for Glendale Works.

CAP staff and the park rangers have committed to provide outreach to homeless in the downtown and surrounding areas, as well as law enforcement training and collaborations. The City of Glendale has conducted homeless coordination meetings every few months with City staff who touch the homeless/homeless issue in the City. Representatives from departments such as Police, Fire, Courts, Code Compliance, Community Housing, CAP, Community Revitalization, Transportation, Community Engagement, Libraries, City Manager's Office, Mayor/Council administration, and others have attended these meetings. The City has been focusing on bringing presentations to staff from our outreach partners, Maricopa Association of Governments, United States Department of Housing and Urban Development, Maricopa County, Mercy Maricopa Integrated Care, Coordinated Entry, Misdemeanor Repeat Offender Program, and others.

These presentations have helped City staff identify resources and generate ideas on how to provide immediate services to Glendale's homeless.

## Jail Diversion

The City of Glendale has a Mental Health Court for defendants diagnosed as seriously mentally ill and willing to accept services. The program is designed to reconnect defendants with services, treatment and informs them of who to contact in the case of crises. The program is intended to lessen the cost to City by reducing the number of defendants in the jail by connecting them with their caseworker and enforcing case manager's directives for the supportive services. Mental Health Court addresses the defendant's specific and individual needs which has led to reduced recidivism rate for the City of Glendale. This program has been extremely successful in addressing the number of defendants struggling with homelessness who have found their way into the justice system.

## What other practices do you follow in your community?

1. The City of Glendale continues to lead the West Valley Municipal Human Services Collaborative which started in 2018. This group meets on a monthly basis to discuss best practices to address homelessness, coordinate initiatives aimed at serving the most vulnerable residents, and explore opportunities to work collaboratively on resource allocations throughout the West Valley. Current initiatives of the Collaborative include entering into a non-binding resolution with other West Valley cities to collaborate on regional efforts to end homelessness.
2. Homeless Prevention—Homeless prevention refers primarily through the Glendale Community Action Program (CAP). CAP utilizes various programs (state/federal) each year while under

contract with the State of Arizona to reduce poverty in Glendale. The CAP Division cannot operate without CDBG/ESG funding as it plays an important role in serving the most vulnerable population of Glendale. In FY 17-18, the CAP division served 58 households with CDBG funding (\$44,586) that prevented homelessness. This was entirely eviction prevention funding for 58 households. During that same fiscal year 17-18 CAP housed fifteen homeless families with ESG funding (\$19,515) for first-month move-in costs.

In FY 2018-19, the CAP division served 83 households in CDBG (\$65,507) funding for eviction prevention to prevent homelessness. CAP has assisted 13 homeless families/individuals with ESG funding (\$13,239) to reduce the number of homeless. In addition, through various agencies the City invested \$103,385 in homeless prevention in FY 2018-19 and helped 736 individuals. In FY 2017-18, the City will invest \$385,072.

3. In 2016, the City of Glendale embarked on an effort of create a strategic plan to address homelessness.

This resulted in several action items:

- Establish a dedicated Homeless Liaison who can manage the homeless plan across departments and with external agencies and identify appropriate funding sources.
- Address homelessness as a cohesive unit and create a network of homeless champions both internally and externally.
- Improve communication between internal departments and external organizations and community members.
- Create a city-wide standardized data collection system for homeless interactions.
- Evaluate, clarify, and strengthen City ordinances and codes to assist the police and park rangers to enforce community property violations concerning homelessness activities.

# Glendale (continued)

The City of Glendale hired a Homeless Coordinator in 2018, coordinated interdepartmental training regarding internal and external resources available to all City staff and Glendale residents, and began the exploration of a standardized data collection system across multiple department to ascertain the cost for services, gaps in service delivery and frequency of services. In addition, the City is currently reviewing City ordinances and codes to determine their impact on the community.



## Practices under consideration:

Glendale is considering exploring additional funding to outreach and partner with local faith-based organizations that work with people experiencing homelessness. CAP recently started working directly with the Phoenix Rescue Mission & Coordinated Entry System staff on a direct referral system which targets people experiencing homelessness and fully utilizes ESG Rapid Re-Housing funding for residents in need of this resource.

## Three Big Ideas:

1. The City is exploring hiring a homeless navigator to conduct case management for people experiencing homelessness. The navigator would also work with local business owners to address their concerns on homelessness in the area.
2. Increase support for a variety of housing options throughout the West Valley to include educating potential landlords regarding the Housing Choice Voucher Program (Section 8) and addressing perceptions that limit participation.
3. Provide landlords with financial incentives with CDBG funds to encourage their participation in the City's Housing Choice Voucher Program.

## Practices:

- Outreach Connected To Housing
- Collaboration with Law Enforcement
- Training for Law Enforcement
- Jail Diversion

## Description of practices:

### Collaboration with Law Enforcement and Training for Law Enforcement

Since 2016, more than half of Goodyear patrol officers have completed 40 hours of Crisis Intervention Training (CIT) and, as a result, are better equipped to de-escalate potentially violent situations due to a crisis. Trained officers have more tools to deal with an issue, other than the use of force. The Goodyear Police Department has also started a homeless outreach team to address issues surrounding homelessness, and to offer resources to the homeless population in the City.

## What other practices do you follow in your community?

Homeless Youth Connections (HYC), a non-profit that started in Goodyear meets the needs of homeless youth so that they can stay in school and graduate. In partnership with the community, HYC's goal is to provide homeless teens with host families, basic needs and services as they make positive, life-affirming choices toward becoming responsible, productive adults.



Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
23	22	22	7	7	1	2

## CONTACTS:

Sergeant Mary Ward, Homeless Outreach Team  
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Officer Johnnatan Martinez  
 Goodyear Police Department, City of Goodyear  
[jmartinez@goodyearaz.gov](mailto:jmartinez@goodyearaz.gov)  
 623-932-1220

The West Valley Veterans Success Center opened in November, 2017 to connect Veterans experiencing homelessness with services, and provide them with an array of programs.

Goodyear Police Department collaborates with the Peoria Police Department homeless outreach team and participates in coordinating training agencies in crisis intervention training. Goodyear also collaborates with Phoenix Rescue Mission.

## Practices under consideration:

A resource packet for officers to distribute as an alternative to jail in non-violent incidents with no victims.

## Three Big Ideas:

1. Additional coordinated entry access points in the West Valley.
2. Coordination of the Homeless Management Information Systems database and police and fire databases to enable systems to “talk to each other.”
3. Work with police department and City prosecutor's office for diversion on non-violent misdemeanor cases, with the focus on help and resources.



## Practices:

- **Affordable Housing**
- **Landlord Engagement**
- **Partnership with Schools**
- **Collaboration with Law Enforcement**

## Description of practices:

### Affordable Housing

Partner with the Guadalupe Community Development Corporation to provide new construction affordable single family homes for qualified low income families.

### Landlord Engagement

The Pascua Yaqui Tribe and the Town of Guadalupe coordinate efforts to ensure safe and healthy single family homes for families participating in Tribal housing programs.

### Partnership with Schools

First Things First, Kyrene School District, Tempe Elementary School District and Chicanos Por La Causa work together in Guadalupe to combat homelessness and provide services to those families in need of assistance.

### Collaboration with Law Enforcement

The Town of Guadalupe contracts with the Maricopa County Sheriff's Office which connect with local social service agencies to provide those in need with services.

## What other practices do you follow in your community?

The Town of Guadalupe Community Action Program provides food boxes, clothing, toiletries and hydration stations for those experiencing homelessness and rental assistance for those qualified with funds from Maricopa County and the Pascua Yaqui Tribe.

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
22	21	9	0	8	0	5

### CONTACT:

**Jeff Kulaga, Town Manager/Clerk**  
**Town of Guadalupe**  
[jkulaga@guadalupez.org](mailto:jkulaga@guadalupez.org)  
**480-505-5376**





## Practices:

- **Housing First**
- **Partnership with Schools**

## Description of practices:

### Partnership with Schools

The City supports Homeless Youth Connection, an organization that identifies youth who are in jeopardy of becoming homeless, and provides them with support to gain housing, schooling, food and other basic needs to succeed in life. The City has supported the agency since 2012. Their financial support of this program is making a difference in the community and nearby communities.

One challenge is successfully identifying all youth in need and meeting those needs with resources.

## What other practices do you follow in your community?

Litchfield Park participates in the annual homeless Point in Time Count to support regional efforts to end homelessness.

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
0	0	0	0	0	0	0

### CONTACT:

**Sonny Culbreth**  
Interim Assistant City Manager  
Community and Recreation Services Director  
City of Litchfield Park  
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## Practices:

- **Housing First**
- **Rapid Re-Housing**
- **Affordable housing**
- **Landlord Engagement**
- **Public Housing Authority Preference**
- **Workforce Development**
- **Outreach Connected to Housing**
- **Low-Barrier Shelters**
- **Pursue Policies that do not Criminalize Homelessness**
- **Collaboration with Law Enforcement**
- **Training for Law Enforcement**
- **Jail Diversion**

## Description of practices:

### Housing First

All contractors that provide housing for those experiencing homelessness are requested to respond to how the contracting agency is implementing a Housing First philosophy in their applications. Funded projects include Rapid Re-Housing, Navigation, and Emergency Shelter.

### Affordable Housing

Create and rehabilitate affordable housing with development partners throughout Maricopa County. CDBG and HOME funds are used to support the development and/or redevelopment of affordable housing in the Valley.

### Public Housing Authority Preference

The Human Services Department and the Housing Authority of Maricopa County (HAMC) work closely on a number of programs to support prioritization for people experiencing homelessness. HAMC has a priority for homeless households and supports set asides for public housing programs.

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
3767	3188	2618	2059	1646	1289	1053

## CONTACTS:

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**Rachel Milne**  
**Assistant Director Housing & Community Development, Maricopa County**  
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**602-372-1528**

Fiscal Year 2020 Funding Contracted:	
Housing:	\$870,944
Shelter:	\$858,000
Navigation:	\$132,000
Diversion:	\$100,000
Workforce Development:	\$100,000
<b>TOTAL</b>	<b>\$2,060,944</b>

### Workforce Development

The County continues to prioritize people experiencing homelessness within its Workforce Development Division (WDD). In 2019 the Human Services Department created a Workforce Development Coordinator position to assist the unique needs of recently housed individuals who have experienced homelessness to obtain and maintain employment.

### Outreach Connected to Housing

The County's Rapid Re-Housing contracts are paired with navigation services to better engage with participants, who may be sheltered or unsheltered. This pairing of navigation services has allowed programs to increase the number of units leased, provide flexible services, and provide case management to eligible participants who elect not to stay in Emergency Shelter.



## Low Barrier Shelter

Maricopa County funds shelter services throughout the region. CASS, A New Leaf, Native American Connections and Lutheran Social Services provide shelter services to youth, single adults and families that are currently experiencing homeless.

## Collaboration with Law Enforcement

Maricopa County Smart Justice program partners with Maricopa County Sheriff's Office, Human Services, Correctional Health Services, and ARIZONA@WORK to target limited County resources to support diversion, for treatment, and to access community-based support services for people at risk of reoffending. By partnering with law enforcement and other community partners, the County has been able to coordinate more effectively to provide services, coordinate street feeding activities, and ensure public safety.

## Jail Diversion

Maricopa County is investing funds in diversion strategies to quickly resolve homelessness by helping individuals experiencing a housing crisis to identify immediate alternate housing that is safe and appropriate.

## What other practices do you follow in your community?

**Internal Collaboration**—leveraging internal resources (e.g. Community Development Block Grant, Community Services Block Grant) to support homelessness services and measure the impact of alignment.

**External Partnerships**—Maricopa County participate in a local Funder's Collaborative (Maricopa County, Arizona DES, City of Phoenix, Arizona Department of Housing, Valley of the Sun United Way) to coordinate contracts and leverage funding to address common objectives. The Funder's Collaborative has agreed to partnership principles leading to stronger collaborations, increased services, and accountability and better outcomes.



**Navigation for Justice Involved**—In partnership with Maricopa County Correctional Health, Mercy Care, Community Bridges Inc., La Frontera Empact, ABC Housing, and Southwest Behavioral Health, the County has developed Hand-in-Hand, a multidisciplinary approach to meeting the needs of high-utilizers of the justice system that are experiencing homelessness by rapidly connecting individuals with supportive, housing, physical/mental health, and navigation services while in jail, and coordination of community services upon release.

## Practices under consideration:

- Collaborating with East and West Valley leaders to ensure regional solutions to ending homelessness through shelter and housing
- Continuing dedication of full-time Homelessness Program Manager to ensure regional solutions to Maricopa County's homelessness initiatives

## Three Big Ideas:

1. Transform the way in which the homelessness services system approaches workforce development.
2. Explore the benefits of working with local partners to pilot innovative programs and national best practices.
3. Seek out and support strategies and policies to increase the supply of affordable housing in Maricopa County.

## Practices:

- **Housing First**
- **Supportive Housing**
- **Rapid Re-Housing**
- **Affordable Housing**
- **Landlord Engagement**
- **Public Housing Authority Preference**
- **Workforce Development**
- **Outreach Connected to Housing**
- **Low-Barrier Shelters**
- **Funds Street Outreach to Housing**
- **Collaboration with Law Enforcement**
- **Training for Law Enforcement**
- **Jail Diversion**

## Description of practices:

### Housing First and Permanent Housing

The City both operates and funds other housing providers to provide permanent supportive housing with a housing first model in the following ways:

- The HOME-funded Tenant-Based Rental Assistance (TBRA-H) program provides rental assistance to low-income individuals who are experiencing homelessness. The City funds Community Bridges, Inc. (CBI) to administer this program for 11 families. CBI conducts outreach, housing search assistance and wrap-around services for up to two years for each individual/family served.
- The Project-Based Voucher program (PBV) provides additional housing opportunities for very-low and extremely low-income families and individuals. There are currently 88 families receiving PBV rental assistance at Escobedo at Verde Vista, 435 N. Hibbert, Mesa, AZ 85201 and La Mesita Apartments, 2254 W. Main St., Mesa, AZ 85201. The PBV properties provide on-site supportive services.

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
338	206	144	130	95	155	55

### CONTACT:

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**City of Mesa Housing Authority**  
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**480-644-4546**



- The Veteran Affairs Supportive Housing program (HUD-VASH) provides up to 191 vouchers for chronically homeless veterans and their families, while the Veterans Administration (VA) provides case management and clinic services at its medical centers and community clinics. The City of Mesa partnered with the City of Phoenix in its commitment to ending veteran and chronic homelessness by ensuring episodes of homelessness are rare, brief and non-recurring. In December, 2016, the Maricopa Regional Built for Zero collaborative achieved federal benchmarks for establishing a quality by-name list of individuals experiencing homelessness. The partnership with Phoenix includes funding to support veteran specific navigation services.
- City of Mesa partners with ARM of Save the Family for the Continuum of Care Shelter Plus

Care program. The program assists 10 disabled homeless families with rental assistance. Families assisted are also in need of mental illness or substance abuse supportive services.

### Rapid Re-Housing

The City, through its federal funding by HUD and its local Human Services dollars, funds two providers to administer the Rapid Re-Housing program. The RRH programs through Save the Family and A New Leaf receive a combined \$122,433 and serve approximately 72 families annually. Referrals are received through Coordinated Entry.

### Affordable Housing

Since 2000, Mesa has authorized and administers significant investments in the development and rehabilitation of affordable housing units. The City also provides rental assistance to a substantial number of low and moderate-income residents. A variety of programs have been developed to address the diversity of housing needs in the community.

- Approximately \$174 million of Low Income Housing Tax Credits (LIHTC) (881 units) and nearly \$133 million of Private Activity Bonds (1,040 units) have been used to construct or renovate 1,921 units of affordable housing (total cost of \$307 million).
- Over \$20.1 million in Neighborhood Stabilization Program funds have been spent in the acquisition and renovation of 62 single family homes and 37 units of rental housing.
- HOME funds have been used to subsidize the construction of seven LIHTC projects and provide for rent assistance for another 789 families.

### Landlord Engagement

Upon request, the City of Mesa Housing Authority (MHA) will conduct a Landlord Briefing to update landlords who wish to participate in our housing rental assistance programs. MHA has a quarterly newsletter that informs landlords with any updates to the program.

### Public Housing Authority Preference

The City operates the HCV Program for over 1,700 families. Since 2010 the City has had a homeless preference. In December, 2016 the City of Mesa opened its wait list. Applicants who applied prior to July 1st 2017 and determined to meet the chronically homeless preference #1 will retain this priority according to the previous policy. The following definition must be met.

A chronically homeless person as defined by the U.S. Department of HUD: (either (A) a person with a disability who lives either in a place not meant for human habitation, a safe haven, or emergency shelter continuously for at least 12 months, OR (B) on at least four separate occasions in the last three years, where the combined length of homeless occasions is equal to at least 12 months. Each period separating the homeless occasions, or “break,” must consist of seven or more consecutive nights where the individual is not living in a homeless situation.

As the City continues to prioritize homelessness, the following preference was added July, 017 to allow the City to serve special populations, like homelessness, in conjunction with existing contracts or memorandums of understanding, to ensure wraparound services are provided to those experiencing homelessness.

*Special Programs—The City of Mesa Housing Authority operates a number of programs which serve special populations, special needs, or which were designed for special purposes. For these populations and programs, preference will be given to applicants that are referred from various community organizations or divisions of local government which are under a Memorandum of Understand (MOU), Memorandum of Agreement, or a Contract with the Housing Authority in accordance with program policies and HUD regulations.*

### Outreach Connected to Housing

The City provides funding for navigation services with CDBG funds. The contracts with Community

Bridges and Marc Community Resources anticipates serving between 175-200 Mesa clients, linking them to appropriate services, and providing housing via the TBRA program. The City has funded this program for the past six years.

## Low-Barrier Shelter

With ESG and Human Service funds, Mesa provides support to the following shelters with a total of 829 beds.

- Autumn House, A New Leaf
- Central Arizona Shelter Services
- East Valley Men's Center, A New Leaf
- La Mesita, A New Leaf
- Lutheran Social Services I-Help program

## Collaboration with Law Enforcement

In January 2018, the Mesa Police Department and the City Manager reassigned a mental health detective from the Police Department's Crisis Response Team to the City Manager's Office to become the Homelessness Coordinator for the City. For more than a decade, Mesa Police Department has had a robust Crisis Intervention Team training program to provide front-line officers skills and resources in dealing with persons experiencing crisis, including homelessness. In 2016, Police Department started the Crisis Response Team Mental Health Unit consisting of specially trained officers that focus on outreach and connecting people in the highest levels of crisis to services. In 2018, the Police Department is doubling the size of the Crisis Response Team due to the overwhelming need for more outreach. To better serve people experiencing homelessness, in 2017, Police Department completely restructured how it contacts people living on the streets. The new model has been written into policy used to train all officers. The new model leads with outreach and education, then enforcement, rather than enforcement first. This model has enabled significant progress in outreach efforts. The department has used the model with much success to connect persons to services and avoid incarceration for those experiencing homelessness.



## Training for Law Enforcement

Mesa continues to collaborate with the East Valley Crisis Intervention Team training, and continues to increase the number of patrol officers with this training. The Police Department has created a new policy that trains officers on how to outreach and connect community members experiencing homelessness to services. Mesa has also increased the size of the Police Department Crisis/Mental Health Unit. This unit provides street outreach to persons in crisis, and continued in-service training to front line officers on connecting persons in crisis to services.

## Jail Diversion

Mesa has restructured the court system to develop a model that seeks to connect people experiencing homelessness to services in lieu of incarceration. The goal is to get those "service resistant" persons motivated to seek services to resolve their homelessness, substance abuse, and/or mental health needs. This change is used in conjunction with a reformation of how officers contact persons experiencing homelessness. Officers can now divert criminal charges in lieu of acceptance of services at the street contact level for community members experiencing mental illness, substance use addiction and/or mental illness. The City provided one Court Navigator to assist the homeless in this process and is providing funding for two Court Navigators for FY2019/20.

## What other practices do you follow in your community?

### Other Resources for Homeless

Tenant Based Rental Assistance Program (TBRA). City of Mesa Housing Authority administers the TBRA Security and Utility Deposit program that provides security and utility deposit assistance for low-income Mesa residents. Eligibility is based on income requirement limits recognized and suggested by HUD guidelines on a yearly basis. Assisted families must be at or below 50 percent of the Area Median Income (AMI). Approximately 161 families or individuals are assisted annually.

### Street Outreach Services

Mesa has six dedicated navigators that conduct street contact to connect community members in need to services. One navigator is stationed at the Main Library in downtown Mesa. One is specific to downtown Mesa along the light rail, and two are positioned at Paz De Cristo where a large number of people experiencing homelessness get their evening meals. The remaining will augment where most needed in the City. In addition, there have been outreach collaborations between non-profits and the Police Department. These have been very successful at locating people experiencing homelessness and connecting them to services. The collaboration between City departments and community partners has provide very effective. In addition, the City funds a Peer Specialist and an Emergency Medical Technician to assist with medical treatment and counseling for individuals with substance abuse and mental health disorders.





# Paradise Valley

## Practices:

- Supportive Housing
- Partnership with Schools
- Outreach Connected to Housing
- Collaboration with Law Enforcement
- Training for Law Enforcement
- Jail Diversion

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
0	0	0	0	0	0	0

### CONTACT:

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 480-348-3555

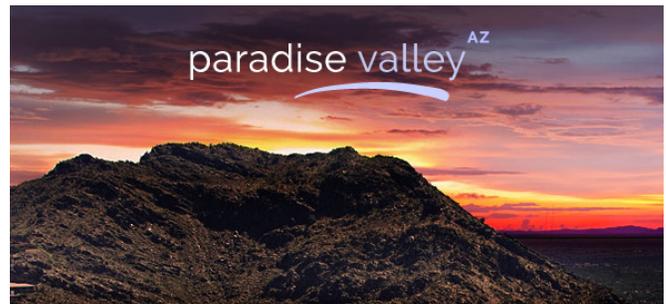
## Description of practices:

### Collaborates with Law Enforcement

Paradise Valley collaborates with behavioral health and social services to help those experiencing homelessness. The Paradise Valley Police Department has partnerships with a food bank and conducts food drives to stock the food bank. The Police Department also annually conducts a needs drive for a valley shelter to assist with those experiencing homelessness.

### Training for Law Enforcement

Paradise Valley Police Officers are trained in Crisis Intervention which provides Police Officers skills and tactics when working to aid persons experiencing mental illness.



## Practices:

- **Supportive Housing**
- **Affordable Housing**
- **Partnership with Schools**
- **Workforce Development**
- **Outreach Connected to Housing**
- **Low Barrier Shelter**
- **Funds Street Outreach to Housing**
- **Pursue Policies that do not Criminalize Homelessness**
- **Collaboration with Law Enforcement**
- **Training for Law Enforcement**
- **Jail Diversion**

## Description of practices:

### Supportive Housing

The City provides funding through CDBG and General Fund grants to non-profit agencies providing supportive housing, particularly Deep Within Rehab (Peoria).

### Affordable Housing

The City provides funding through CDBG and HOME grants primarily to Habitat for Humanity Central Arizona for affordable housing development including new construction, and purchase/rehabilitation/resale programs. The City also funds an Emergency Home Repair Program and a Housing Accessibility Program with CDBG funds. These programs address life/safety issues for individuals and families to help them sustain their housing and avoid the potential of homelessness. Funding has been consistently provided for 20 years. An added benefit of working with affordable housing developers is the ability to target vulnerable populations closer to 60 percent of Area Median Income (normally with children and extended family) and provide strategic placement of housing close to schools and supportive services.

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
83	78	38	22	31	30	13

### CONTACT:

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### Partnership with Schools

The City's Human Services Coordinators (from the Neighborhood and Human Services Department) work very closely with local schools and, in particular, their Homeless Student Coordinators and nurses, to provide connections to organizations providing services.

Some of those organizations providing services to homeless children and youth include:

- Homeless Youth Connections (HYC) – supportive services and temporary housing through foster program.
- NOAH (Neighborhood Access to Health) – one stop medical care including behavioral health and dental services.
- UMOM (formerly Tumbleweed) – mobile shower and laundry facility set-up weekly in Peoria.
- HART Pantry (Helping At Risk Teens) – brown bag lunches delivered directly to students at local high schools.
- Skyview Elementary Family Resource Center (*below*) – 0 to 5 years old programs.





- Letters with resource guides were sent to 37 school principals in the Peoria Unified School District as well as the secretaries, counselors and nurses at each school.
- Peoria Unified School District placed a link to the City's Community Resource Guide directly on their website for students and parents to access.

## **Workforce Development**

Through Community Development Block Grants (CDBG) and City General Fund Grants, the City is able to fund several organizations that provide workforce development and job skills training for homeless individuals. Some of the agencies the City works with include Goodwill, Homeward Bound, CASS, and Deep Within Rehab. In particular, Deep Within Rehab provides their sheltered homeless with positions in the food industry almost immediately after intake. Deep Within Rehab has secured food vendor contracts with multiple sports complexes throughout the Valley. Goodwill has a career center in Peoria that offers various levels of skill training and has connections to employers that are hiring.

## **Outreach Connected to Housing**

The City's approach in this area is multi-faceted. The City's Police Department holds three events each year, called the Homeless Outreach and Providers Events (HOPE), to bring resources and services to homeless. The Police Department coordinates this event alongside the Neighborhood and Human Services Department to bring together community members and resources for the homeless. Resources include addiction treatment centers, shelters, veteran services, mental health services, rehabilitations centers, job/employment resources, adult probation, court diversion programs, identification and birth certificate services, homeless outreach, and pet services. This event is open to all people experiencing homelessness in the West Valley.

Additionally, the Police Department ensures that Peoria homeless individuals have transportation

to nearby Project Connect events and to shelter services outside of Peoria. Through CDBG and City General Fund Grants, homeless shelters receive funding support for homeless outreach including non-profits such as Homeward Bound, Phoenix Rescue Mission, Chrysalis Shelter, CASS, Deep Within Rehab, and A New Life Center.

## **Low-Barrier Shelter**

Peoria provides funding for low-barrier shelters for operating costs and supportive services, as well as funding for facility rehabilitation. Funds are provided through CDBG and General Fund grants to agencies such as CASS, Chrysalis, Homeward Bound, Deep Within, and Streetlight USA. The City has also negotiated with Central Arizona Shelter Services to reserve shelter beds each night of the week for homeless individuals seeking shelter. This program serves both the Street Outreach/ Navigation and Misdemeanor Repeat Offender Program (MROP). Individuals will be transported to the shelter, and will be offered case management and an array of services to assist them in ending their homelessness.

## **Collaboration with Law Enforcement**

The City's Police Department has established strong relationships with behavioral health and social service providers. In particular, the City works closely with Recovery Innovations International, PATH, U.S. Department of Veterans Affairs, West Valley Vet Center, Southwest Behavioral Health Services, Phoenix Rescue Mission and Clean Slate. Additionally, several of these providers participate in homeless events in Peoria, as mentioned above. The Police Department has established direct connections with providers in the event immediate assistance or crisis response is required. For example, the Police Department has collaborated with Vineyard Community Charities to keep emergency food boxes stocked at the main police station, which are used for people in crisis outside of regular business hours.



### Training for Law Enforcement

The Police Department has 62 officers in various stages of training in proper mental health response through the Crisis Intervention Team (CIT) Program. Peoria is also a member of the West Valley CIT Program. The City has tasked a sergeant and two detectives with specific responsibilities related to homeless outreach and homeless assistance. Although this is one of their many tasks, they are extremely involved in the cases of the street homeless in Peoria and have built a strong sense of trust with many hard-to-serve people experiencing homelessness in the jurisdiction.

### Jail Diversion

The City participates in the Misdemeanor Repeat Offender Program (MROP) and utilizes diversion whenever practicable. The program's intent is to provide the opportunity for mental health or substance abuse treatment before any post-conviction recommendations for jail sentences are provided to a judge. The City partners with nonprofit agencies to assist with court diversion. This year, CDBG funds were allocated specifically to Phoenix Rescue Mission for this program.

## What other practices do you follow in your community?

### West Valley Human Services Collaborative

Peoria participates in the West Valley Human Services Collaborative. The Collaborative meets on a monthly basis to discuss best practices and address issues affecting the West Valley. Most recently, the Collaborative has been working on common goals and activities to address the issue of homelessness on a regional basis.

Peoria also has an interdepartmental homeless work group that meets periodically to work on solutions to address the homeless issues in the City.

### Resource Center

In Fiscal Year 2018-19, The City constructed an addition to the Peoria Community Center for the purposes of opening a Resource Center for Peoria residents. The Community Assistance Resource Center (CARC)



allows Peoria residents, including the homeless, to receive wraparound services at a single centrally located site in order to increase accessibility to direct services and close the gap in unmet needs. The CARC was built with a combination of CDBG and City General Funds. Currently, fourteen non-profit organizations are offering information, programs, assistance and referrals on a number of topics, including rent and utility assistance; benefit eligibility; senior services; disability programs; job training, development and placement; food insecurity services; and homeless and housing navigation.

Staff at the CARC also offer monthly seminars for Peoria residents on a number of topics and host educational workshops and other events during the year. The team also partners with the City of Surprise to offer a resource guide (in English and Spanish) to all citizens in need of services.



### Street Outreach/Navigation

The City has contracted with Phoenix Rescue Mission to provide outreach and navigation to Peoria's street homeless as well as the homeless going through the City's MROP. Phoenix Rescue Mission has established a central phone line where City staff, residents, and local community partners can call to inform them of where the homeless can be reached. Phoenix Rescue Mission will be in Peoria Monday through Friday providing an array of services including outreach, case management, targeted intervention, connection to services, shelter and transportation.



## Practices under consideration:

The City's Homeless Outreach Providers Event has become a model of success for Peoria. In conjunction with other City departments, mental health providers, veterans services, homeless shelters, County probation officers and counseling agencies, the City is able to provide a one-stop location on a given day where police officers and outside agencies can bring street homeless to a single location for all of these services.

This program was established formally in 2016. As the police department has established relationships with many of the people experiencing chronic homelessness, officers are more aware of the services that are needed at the more granular/community level. The largest barrier to services has been determined to be pets owned by those experiencing homelessness and their desire to be sheltered with the pet. Previously, it had been difficult to find an agency to assist with providing identification to those experiencing homelessness. Through a partnership with ADOT, Peoria has overcome that barrier.

Peoria has researched, but not implemented the following:

- Peoria Community Court to include a Mental Health Court and Homeless Court.
- Regional coordination of outreach and navigation services.

## Three Big Ideas:

1. Strategic discussion and analysis on the need and opportunity for emergency shelter services in the West Valley, including what population would be best served by emergency shelter services, and what locations and partners would be of most benefit in the West Valley.
2. Consistency between municipal courts in the system with MROP. Currently, each misdemeanor offense is treated as a single offense within each municipality. The transient population often commits the same offense in multiple municipalities, but can only be sentenced based on the conviction in each municipality, therefore there is no opportunity for enhanced punishment. The enhanced punishment is often the key to getting a subject to accept a diversion/treatment option, rather than jail.
3. The development of a community court that would provide chronic misdemeanor offenders an opportunity to work through some of the underlying problems that lead to criminal recidivism by bringing the community stakeholders together to break the cycle of behavior. The goal of the court is to bring together a number of resources to assist the offenders with the oversight of the court.

## Practices:

- **Housing First**
- **Supportive Housing**
- **Rapid Re-Housing**
- **Affordable Housing**
- **Landlord Engagement**
- **Public Housing Authority Preference**
- **Partnership with Schools**
- **Workforce Development**
- **Outreach Connected to Housing**
- **Low-Barrier Shelter**
- **Funds Street Outreach to Housing**
- **Pursue Policies that do not Criminalize Homelessness**
- **Collaboration with Law Enforcement**
- **Training for Law Enforcement**
- **Jail Diversion**

## Description of practices:

### Housing First and Supportive Housing

The City of Phoenix was an early adopter of housing enriched crisis service models also known as Housing First. In 2003, Phoenix’s Human Services and Police departments partnered to implement “Connection to Care” events to identify and locate the most medically vulnerable (chronic and acute) individuals living on the streets and connect those individuals directly to bridge housing, behavioral health services and permanent supportive housing.

This intervention led to the development of the H3 (Housing, Health, Hope) and H3 Vets Programs, which further formalized the connection between crisis services, immediate access to housing, and wraparound support services; such as navigation and housing stabilization case management. Today, Phoenix supports multiple programs linking front-line crisis services directly to permanent and supportive housing resources, including public housing resources.

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
2380	2030	1735	1508	1235	994	771

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**602-534-0576**



- A set-aside of 275 Section 8 Housing Choice Vouchers for chronically homeless individuals prioritized for permanent supportive housing through the regional coordinated entry system. Phoenix partners with Mercy Care to provide Medicaid-funded navigation, behavioral health and support services for these individuals receiving housing. Community Action Program funds are used to assist with rent and utility deposits at move-in.
- 860 Section 8 Veterans Assisted Supportive Housing (VASH) Housing Choice Vouchers to provide permanent supportive housing for veterans in partnership with the Veterans Administration (VA).
- 43 Project-Based VASH vouchers for homeless veteran individuals and families at four affordable housing communities.
- 99 Mod Rehab/Single Room Occupancy Section 8 Vouchers for homeless individuals at various affordable housing properties.



- A set-aside of HUD HOME funded Tenant Based Rental Assistance subsidies to provide permanent supportive housing for 15 homeless victims of human trafficking and their families. Supportive services are provided by Community Bridges, Inc. (CBI) and funded with Community Development Block Grants (CDBG).
- The City of Phoenix owns the Central City Addiction and Recovery Center (CCARC) facility (formerly known as LARC). Mercy Care, contracted through the Arizona Health Care Cost Containment System (AHCCCS), provides critical detox and recovery services for vulnerable Phoenix residents and immediate access to police and fire personnel in pursuit of public safety. The City is currently constructing 38 new bridge beds at CCARC to provide transition services to clients experiencing homelessness in need of permanent supportive housing.
- 33 units of permanent supportive housing set-aside in the Aeroterra Community for 25 homeless families and 8 homeless individuals. Residents for these units are prioritized through the regional coordinated entry system. City of Phoenix caseworkers provide on-site supportive services.
- In 2017, the City of Phoenix and Maricopa County Ending Veteran Homeless Workgroup passed all scorecards and federal criteria in the goal of ending veteran homelessness. This was done in collaboration with the City of Mesa, VA, CBI, United Methodist Outreach Ministries (UMOM), U.S. Vets, Lodestar Day Resource Center (LDRC), Community Information and Referral, the Maricopa County Continuum of Care (CoC) and other community stakeholders.
- In partnership with the City of Mesa, funded veteran specific homeless services. The funding coordinates the by name list, outreach services, navigation services and houses veterans identified on the list.

### **Rapid Re-Housing**

Through a contract with CBI, the City provides bridge support for individuals moving from unsheltered homelessness to permanent housing. These services provide persons enrolled in a housing program with preliminary stabilization services in order to decrease the length of time between engagement and housing.

### **Affordable Housing**

To encourage the participation of private enterprise and nonprofit entities in providing affordable housing, the Phoenix Housing Department provides HUD HOME and CDBG funding for the acquisition, rehabilitation, and development of permanent supportive housing for chronically homeless individuals and families along with other vulnerable populations. These loans are often layered with Low Income Housing Tax Credits (LIHTC), loans from private institutions, and other federal programs.

### **Landlord Engagement**

The Phoenix Housing Department's Section 8 Housing Choice Voucher Program has a robust landlord outreach and engagement program. An annual landlord "open house" is held to provide relevant program updates, policies, and information on obligations pertaining to the Section 8 program. Guest exhibitors are also included to provide information on Federal Fair Housing Law, the City's Landlord Tenant Program, accessibility, and special programs like VASH and Mainstream.

The City partners with the Arizona Multi-housing Association to stay versed with current industry services, products, educational programs and networking events to provide quality rental housing resources for landlords. In addition to in-person opportunities, the City conducts outreach using social media to encourage current landlords to continue participating in the program while actively working to implement innovative ways to recruit new landlords to the program.

## Partnership with Schools

Head Start is a comprehensive school readiness program that targets low-income families with risk factors such as homelessness. Head Start provides three different services models to accommodate family needs, home-visiting and child-care partnerships for pregnant moms and those with infants and toddlers as well as a classroom option for pre-schoolers. The City of Phoenix Head Start Program works closely with school districts to identify families that may be a good match for services, including those families and children experiencing homelessness, who are given priority in selection. City of Phoenix staff work with local McKinney Vento Homeless Liaisons, and have a liaison on the Head Start Policy Council to give direction to improved services. The Head Start Director also works with the statewide McKinney Vento director, and often presents updates at the local and national conferences on collaborative work.

## Workforce Development

The City of Phoenix recently moved the Business and Workforce Development (BWD) Division from the Community and Economic Development Department to the Human Services Department, which is increasing the opportunities for seamless service for those experiencing homelessness who are seeking employment. The BWD Division partners with agencies such as the United Way, UMOM, St. Joseph the Worker, and A New Leaf for direct referrals of individuals who were homeless to one of the City's three One Stop Career Centers which are a part of Arizona@Work. The BWD Division continues to look at strategies to integrate employment and housing strategies in order to prevent homelessness.

## Outreach Connected to Housing

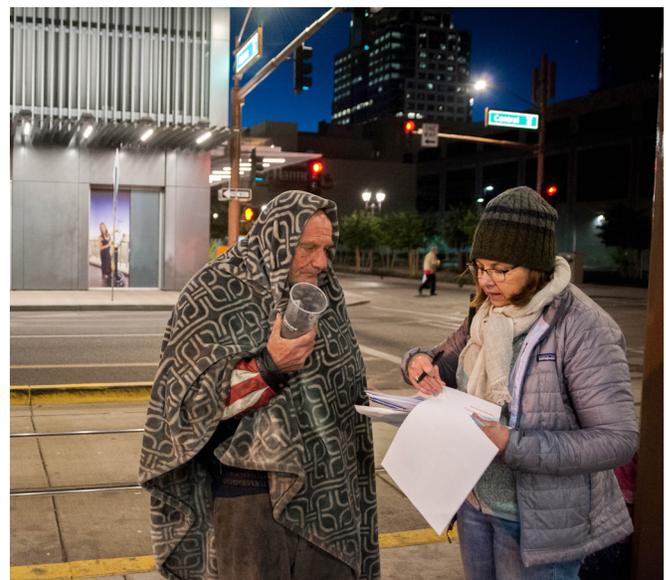
The City contracts with CBI for outreach and navigation services. Six teams focus on outreach (connecting unsheltered individuals with services housing options), two teams are dedicated “navigators” providing intensive case management for individuals experiencing homelessness and one team conducts outreach solely on and adjacent to the

light rail. In addition, there is a Homeless Services Division team from the Human Services Department that is dedicated to connecting unsheltered veterans to housing and the Parks and Recreation Department has park rangers dedicated to assisting with outreach when encountering individuals in the City's parks experiencing homelessness.

## Low Barrier Shelter

The City of Phoenix provides funding to the following low barrier shelters:

- CASS for emergency shelter for single men and women. Additionally, as a member of the Funders Collaborative (comprised of the entities that fund CASS, which include the City of Phoenix, Maricopa County, Valley of the Sun United Way and Arizona Department of Economic Security) Phoenix partners with CASS to review data and enhance and/or create new programs and services.
- Chicanos Por La Causa and UMOM for dedicated emergency shelter services available seven days per week, 24 hours per day used solely for Phoenix Police and Phoenix Fire Departments to immediately place single women and families experiencing homelessness who are encountered in the course of responding to calls for service.



## Collaboration with Law Enforcement

The Police Department has two specialty squads each comprised of a sergeant and eight officers known as the Crisis Intervention Team (CIT). These squads handle court ordered mental health pick-up orders as well as respond to calls for service involving those in crisis. The CIT works with private and public partners in the mental health community to ensure subjects with mental health concerns encountered by the Police Department are provided with the best possible initial care and follow-up where possible. In addition to the Crisis Intervention Team, all patrol officers have the ability to contact a CBI outreach team 24/7 in the event they come into contact with anyone experiencing homelessness.

## Training for Law Enforcement

The Police Department has a minimum of 20% of all patrol officers who are crisis intervention trained under the nationally known “Memphis Model,” which has been held up by experts as the most comprehensive mental-health curriculum for officers in the country. These officers attend a 40-hour training program which includes core components on mental illnesses, medications, cross-cultural mental health issues, drug use/dependency, local services, mental health law, and interactions with persons living with mental health issues, with a focus on crisis de-escalation communications. These officers are spread throughout the City on all shifts performing regular patrol duties.

All call takers/dispatchers are trained on how to speak with individuals who are exhibiting signs of mental health related issues. Additionally, the Police Department is working on a grant to obtain funding for a crisis call taker to sit with call takers/dispatch to assist with these types of calls. Also, all post-academy graduates receive 40 hours of mental health crisis intervention training prior to becoming a fully functioning officer.

In alignment with the Memphis Model, the Police Department works directly with Connections AZ’s Urgent Psychiatric Care Center. This is a one-stop



*Volunteers for the 2018 Point-in-time count in Phoenix.*

no refusal emergency receiving center that guarantees a with 15-minute “turn around time” policy for officers so they can more quickly return to patrol duties. This receiving center provides a single point of entry for immediate assessment and care for the individual in crisis and provides referral to community services as needed and appropriate.

## Jail Diversion

The Phoenix Prosecutor’s Office’s Community Prosecution Bureau works closely with the Phoenix Police and Human Services Departments to implement smart justice programming sensitive to the complex needs of persons experiencing homelessness who become justice involved. The departments work collaboratively to develop the best plan for each individual to reduce crime and recidivism, and increase independence and quality of life.

The police departments also work hand-in-hand in the implementation of Misdemeanor Repeat Offender Program (MROP) and assists with activities of the Phoenix Municipal Court’s Homeless, Veterans, and Behavioral Health specialty courts. Specific to the MROP and Prosecutor’s Office, the City of Phoenix contracts with Southwest Behavioral Health for two navigators who work directly with Phoenix Police and Prosecutor’s Office to provide court ordered services and follow-up to eligible repeat offenders. The goal is to reduce the rate of justice involvement for crimes related to homelessness, reduce individual recidivism, and increase positive outcomes for persons experiencing homelessness including a reduction in jail sentences. For all programs, the City contracts with Southwest Behavioral



Health to provide navigation and supportive services to justice involved individuals with issues related to homelessness.

Further, Human Services and the Prosecutor's Office works with a third navigator through Southwest Behavioral Health within the Initial Appearance Court at the City of Phoenix. This navigator makes direct contact with all homeless individuals who are booked on various offenses. The goal of this navigator is to provide service connection to anyone experiencing homelessness who is booked onto one of these dockets with the hope that they will avoid future justice system involvement. As part of this connectivity, deferred prosecution may be offered.

## What other practices do you follow in your community?

- PHX C.A.R.E.S.(Community-Action-Response-Engagement-Services) was developed in response to a significant increase in requests for services related to persons living without shelter in neighborhoods, parks, and other public spaces. The consumer centric program provides residents with one phone number to report issues related to homelessness and encampments. The City provides a coordinated response leading with services and progressing to clean-ups, enforcement and restoration to a property's intended use as needed.



- The City of Phoenix is an active member of the Maricopa County Continuum of Care (CoC) since its inception. As a member of the governing board and participant in CoC committees, workgroups, and activities, the City plays a leader-

ship role in the implementation of the HEARTH Act and efforts to end homelessness across the region.

- The City's three Family Services Centers maintain year-round capacity for providing financial assistance to clients through a voucher system, by utilizing a broad base of funding resources. Through this voucher system, Family Services Center staff are able to assist clients with eviction and foreclosure prevention services, as well as assist families move into more affordable or adequate living environments by assisting with move-in deposits and rental assistance. The department also partners closely with the organizations that provide behavioral health and detox services to individuals and families in crisis.
- On August 1, 2019, the City of Phoenix launched an eviction prevention case management program that is aimed at stabilizing households facing eviction. The program provides clients who have been identified through partner referrals and/or financial assistance appointments with wraparound case management and supportive services to sustain stable housing for a 90-day period.

- The Heat Relief Network is a regional partnership of the Maricopa Association of Governments (MAG), municipalities, nonprofit organizations, the faith-based community, and businesses.



Each year, Human Service Department coordinates the mapping of the Heat Relief Network, which is comprised of partners providing hydration stations, refuge locations, and water donation sites throughout the City of Phoenix with the goal of preventing heat-related and heat caused deaths among vulnerable populations

and people experiencing homelessness. During the four months of the initiative, May 1, 2019 through September 30, 2019, Human Services Department distributed 574,372 bottles of water at Family and Senior Service Centers with help from community partners.

## Three Big Ideas:

1. In collaboration with the Built for Zero initiative, the City of Phoenix has prioritized its rapid re-housing dollars to assist veterans with their initial move-in costs including: security deposit, non-refundable deposit, and utility deposit fees. These dedicated efforts not only support veterans receiving VASH and SSVF housing assistance but will also serve veterans deemed ineligible for the aforementioned services due to income and/or status. The objective of this prioritization of funds is to increase VASH placements and voucher utilization as well as reduce the number of veterans remaining on the By Name List.
2. In 2019, The Human Services Department Homeless Services Division partnered with the Burton Barr Central Library on a joint project designed to offer an accessible and centrally located drop in-style service center for vulnerable/homeless individuals seeking case management and community-based services. The vision of this project is to ultimately engage individuals utilizing a non-traditional outreach methodology and thereby offering services and case management opportunities in a more expansive manner. Human Services and Library Department will evaluate the overall success of the program, in hopes of considering this service at other Phoenix Public Library locations.
3. Create an Affordable Housing Advocate dedicated to developing a comprehensive report on the City of Phoenix's affordable housing needs, existing affordable housing, affordable housing funding mechanisms, and affordable



housing opportunities on City-owned land. The creation of this dedicated position allows the City of Phoenix to compile successful strategies from other city's affordable housing programs, local community meetings, and business forums to craft policy recommendations for the Phoenix Mayor and Council. A comprehensive affordable housing report will facilitate a more strategic approach to implementing affordable housing policies City-wide.



## Practices:

- **Affordable Housing**
- **Landlord Engagement**
- **Public Housing Authority Preference**
- **Workforce Development**
- **Outreach Connected to Housing**

## Description of practices:

### Landlord Engagement

Pinal County Housing Department (PCHD) will conduct an annual landlord briefing to update and encourage landlords to participate in the Housing Choice Voucher Program. Landlord briefing presentation is available on PCHD website to recruit and retain local landlords, build stronger relationships, and provide landlords with excellent customer service.

### Public Housing Authority Preference

Pinal County Housing Department (PCHD) has 584 Housing Choice Vouchers and 139 public housing units. PCHD has a homeless preference for both the Public Housing and HCV programs. Applicants are placed on the waiting list based on preference points and then by date and time of their initial application.

The following criteria must be met.

- Homeless applicants in which the head or sole member is homeless and are receiving assistance from an agency servicing the ongoing needs of homeless persons by providing long term case management, or, has received services from a shelter program.

### Workforce Development

Through the ARIZONA@WORK Pinal County network, the Pinal County Local Workforce Development Board continues to strategize on prioritizing serving individuals with barriers to employment

### Point-in-Time Unsheltered Count, 2014-2020

2020	2019	2018	2017	2016	2015	2014
108	136	173	94	145	241	0

### CONTACT:

**Rolanda Cephas, Operations Manager**  
**Pinal County Housing**  
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**520-866-7207**



whether it be homelessness, transportation, gaps in employment history, or in need of skill upgrades to compete in today's job market. Anchored through its job center in Casa Grande, ARIZONA@WORK Pinal County will concentrate its efforts to further distribute access to its services throughout the county.

ARIZONA@WORK Pinal County will focus on building upon partnerships such as those established with the Coolidge Library where ARIZONA@WORK Pinal County staff serve on an itinerant basis, as well as in Apache Junction where with the ARIZONA@WORK Pinal County Adult and Dislocated Worker Program Received the "2018 Public Partnership Award" for their service to the chronic homeless. Strengthening well established relationships with organizations such as the Community Action Human Resources Agency (CAHRA) and United Way Pinal County, as well as



other establishments serving Pinal County residents will help bridge the gap between homelessness and self-sufficiency. Pinal County veterans will be served through such organizations as the Eloy Veterans Center and Honoring/Hiring/Helping our Heroes of Pinal County (HOHP) partners who continue to address the veteran homeless situation by referring to ARIZONA@WORK Pinal County for employment related supports.

### **Outreach Connected to Housing**

Pinal County Housing Department partners with Community Action Human Resources Agency (CAHRA) to reach out to individuals and families experiencing homelessness to provide them with resources and assistance with obtaining decent, safe, and sanitary housing options.

CAHRA provides specialized services to people who are homeless, including case management, advocacy, information and referral. CAHRA also provides emergency shelter to homeless families and individuals.

## **What other practices do you follow in your community?**

### **Point-in-Time Count**

PCHD participates in the annual homeless Point-in-Time Count to support the efforts to end homelessness.

### **Heat Respite Site**

Pinal County Health Department data shows that the area has experienced an increase in the number of heat related illnesses and deaths in the past few years. To address this disturbing health trend the United Way of Pinal County (UWPC) partnered with Central Arizona Governments (CAG) and the Pinal County Health Department in the development of Pinal County Heat Relief Network.

There are several businesses throughout Pinal County that have partnered with the Pinal County

Heat Relief Network to provide Hydration Stations and Heat Respite Stations.

### **Casa Grande Mayor's Homeless Taskforce**

Casa Grande Mayor Craig McFarland, in partnership with community stakeholders, is proud to announce the establishment of a Mayor's Task Force on Homelessness.

The purpose of this committee is to determine how we can better decrease and support our population experiencing homelessness, and leverage our current community resources to provide more chances and opportunities for success.

- Community partners work to develop strategies to expand affordable housing and mitigate associated barriers, such as land supply and zoning;
- Develop strategies to address shelter and transitional housing needs; and
- Develop strategies to enhance coordination and reduce gaps in support services for individuals, families, and children/youth experiencing homelessness.

### **Balance of State Continuum of Care**

PCHD is a member of the Balance of State Continuum of Care. This Coalition brings together local and regional public and non-profit organizations to support programs and services for the homeless and at-risk individuals. The coalition identified six key strategies to help the chronically homeless: outreach, collaboration, policy, housing, employment, and basic needs.

### **HUD's Veterans Affairs Supportive Housing (VASH)**

Pinal County Housing Department has 15 newly awarded vouchers to administer for the Veterans Affairs Supportive Housing program. The HUD-VASH program combines HUD Housing Choice Voucher (HCV) rental assistance for homeless veterans with case management and clinical services provided by the Department of Veterans Affairs (VA) at its medical centers.



## Practices:

- Partnership with Schools
- Collaboration with Law Enforcement
- Training for Law Enforcement
- Jail Diversion

## Description of practices:

The Town of Queen Creek contracts with the Maricopa County Sheriff’s Office (MCSO) for law enforcement services. MCSO provides direct training and support services to Queen Creek deputies related to homelessness.

## What other practices do you follow in your community?

The Town of Queen Creek provides funding to non-profit organizations that serve the community. One of those organizations, Pan de Vida, provides support services to help prevent homelessness and support those in need in Queen Creek and the surrounding area. The Town of Queen Creek also works with the Queen Creek Unified School District’s Family Resource Center, which provides supportive services to families experiencing homelessness.

Additionally, the Town of Queen Creek participates in the annual homeless Point in Time count, and adopted a resolution in 2019 to partner with Maricopa County and many Valley municipalities on the exploration of solutions and best practices to support regional efforts to end homelessness.

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
2	4	5	1	1	0	0

## CONTACT:

Heather Wilkey  
 Intergovernmental Relations Manager  
 Town of Queen Creek  
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 480-358-3913





## Practices:

- Affordable Housing
- Landlord Engagement
- Public Housing Authority Preference
- Partnership with Schools
- Workforce Development
- Outreach Connected to Housing
- Low-Barrier Shelter
- Funds Street Outreach to Housing
- Pursue Policies that do not Criminalize Homelessness
- Collaboration with Law Enforcement
- Training for Law Enforcement
- Jail Diversion

## Description of practices:

The City of Scottsdale has a Housing Choice Voucher Program (Section 8) as well as Community Development Block Grant Program that provides funds for shelters. Scottsdale also has a Career Advancement Program office. Scottsdale works with law enforcement, and has Police Crisis Intervention Services. Scottsdale is partnering with Chicanos por La Causa to provide direct services to people experiencing homelessness.



Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
102	76	67	50	67	24	39

### CONTACT:

**Greg Bestgen, Human Services Director**  
 City of Scottsdale  
[gbestgen@scottsdaleaz.gov](mailto:gbestgen@scottsdaleaz.gov)  
 480-312-0104

These services include assessments and programming related to housing, employment, health, and behavioral health services. The City of Scottsdale Human Services Department, in collaboration with Scottsdale City Courts, are also establishing a Community Intervention Court program. This program will navigate appropriate defendants into a diversion program that will connect a vulnerable population to needed services and opportunities.

## What other practices do you follow in your community?

Scottsdale participates in the yearly Point in Time Count and has participated the last 17+ years to identify individuals experiencing homelessness. Scottsdale has social workers at 4 centers who are available to meet with persons experiencing homelessness. In 2019, the City of Scottsdale City Council approved new Veterans Advisory Commission.

- Community Action Services (food, employment/ Arizona@Work, financial coaching, rent/utility emergency assistance, shelter referral)
- Rent and Utility Move in Assistance for income-eligible households
- Eviction Prevention (Homelessness Prevention)
- Community Intervention Court
- Veterans Advisory Commission
- Contracted with Chicanos Por La Causa to provide direct services



## Practices under consideration:

Scottsdale has researched the Veterans Administration Housing Program for future consideration as well as Affordable Housing City ordinances. Brick by Brick is a social enterprise program intended to be a community development model working to connect various stakeholders in collaboration toward a common goal.

## Three Big Ideas:

1. Veterans Administration Housing Program.
2. Brick by Brick through Habitat for Humanity.
3. City Ordinances for Affordable Housing.

## Practices:

- Affordable Housing
- Landlord Engagement
- Workforce Development
- Outreach Connected to Housing
- Low-Barrier Shelter
- Pursue Policies that do not Criminalize Homelessness
- Collaboration with Law Enforcement
- Training for Law Enforcement

## Description of practices:

### Affordable Housing

#### *Heritage District Redevelopment, Phase I*

The City of Surprise has partnered with the Housing Authority of Maricopa County (HAMC) on the Heritage at Surprise project to develop a 100 unit permanent supportive rental housing community in the City's Heritage District. The project will be completed by the first quarter of 2020. HAMC project partners include the Arizona Department of Housing, U.S. Department of Housing & Urban Development, LISC, City of Surprise, Enterprise, Chase, Hunt, Mercy Care, and Freddie Mac.

### Workforce Development

#### *The Surprise Resource Center*

In partnership with Arizona@Work Maricopa County, the City of Surprise Resource Center has a full-time Workforce Development Coordinator who assists the public and businesses with employment services. Workforce development services are for all, including those who are experiencing homelessness.

### Collaboration with Law Enforcement

The City of Surprise Police & Fire Medical Departments work collaboratively with many behavioral health and social service providers

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
29	33	39	16	6	7	0

### CONTACT:

**Seth Dyson, Human Service and Community Vitality Director, City of Surprise**

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623-222-1620



*Heritage at Surprise affordable housing complex (architectural rendering) Courtesy of Gorman Company, Inc.*

to assist with providing solutions for those experiencing homelessness. The City of Surprise Police, Human Services and Community Vitality, Public Works, Water Resources, Community Development and Parks & Recreation Departments work together on the annual Point in Time Count. Police assist with safety measures, and staff and community volunteers conduct the surveys.

## What other practices do you follow in your community?

### Homeless Prevention | Community Action Program (CAP) Eviction Prevention

#### *Surprise Resource Center*

With support from Maricopa County, the City of Surprise facilitates the CAP for the El Mirage and Surprise communities. Eviction prevention and utility assistance is available to keep individuals and families housed. Demand for rental assistance continues to be high in our communities.

## **Northwest Region Interfaith Homeless Emergency Lodging Program (I-HELP)**

*Surprise Resource Center*

In October 2019, the NW Region I-HELP program was launched. This temporary shelter and services program is operated by Lutheran Social Services of the Southwest. The geographic area served includes the cities of Surprise, El Mirage, Youngtown, Peoria, and the Sun Cities. This 90-day program supports up to 12 men and women per night in a host facility and all program participants work on a life plan with a case manager.

## **Practices under consideration:**

Surprise collaborates with other West Valley cities through the West Valley Municipal Human Services Collaborative. Continued regional efforts in support of the Continuum of Care system are key to prevent, respond to and plan for homelessness.

## **Three Big Ideas:**

1. Secure additional partners in support of the new NW Regional I-HELP Program.
2. Increased coordination with other cities for street outreach.
3. Return the Arizona Housing Trust Fund to pre-recession levels.

## Practices:

- **Housing First**
- **Supportive Housing**
- **Affordable Housing**
- **Landlord Engagement**
- **Public Housing Authority Preference**
- **Partnership with Schools**
- **Workforce Development**
- **Outreach Connected to Housing**
- **Funds Street Outreach to Housing**
- **Pursue Policies that do not Criminalize Homelessness**
- **Collaboration with Law Enforcement**
- **Training for Law Enforcement**

## Description of practices:

### Supportive Housing

The City funds a program to provide those experiencing homelessness with employment through the City of Tempe Public Works Department. A part-time job is provided to participants. Housing and utilities are given for up to \$10,000 per household per year for the two-year program. Housing and utilities are paid by through a restricted allocation from the City General Fund to support this program. In addition, uniforms, transportation, all the items needed to help someone get and maintain a job are offered to program participants as well as social services as needed through Tempe Community Action Agency and its I-Help program.

In addition to the Tempe Works Program, the Tempe Housing Services Division, in collaboration with Mercy Care, has the capacity to house 25 homeless individuals/families who have been classified as Seriously Mentally Ill; and 25 homeless individuals/families with General Mental Health/Substance Abuse.

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
396	373	276	202	88	24	97

### CONTACT:

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**480-350-2971**



homeless outreach program effort  
city of tempe

### Outreach Connected to Housing

Homeless Outreach Program Effort (HOPE), City of Tempe’s street-based outreach and engagement team was created to engage those experiencing homelessness with housing interventions that will end their homelessness.

The program offers a variety of services based on each individual or family’s needs. For example, transportation is provided to shelter, such as I-Help, East Valley Men’s Center or Central Arizona Shelter Services. In addition, people are sometimes transported to medical appointments and or housing appointments.

HOPE provides connections to social services agencies, facilitates contact to behavioral health providers, and works to help youth access homeless youth providers. The team provides mediation with families to reunite homeless individuals with their families and assists with securing identification documents such as social security cards, birth

certificates and photo ID, these items are vital to receiving benefits and housing.

The HOPE team is an access point for the Maricopa Regional Coordinated Entry System for individuals without children as well as a connection to the Family Housing Hub for families.

The HOPE Outreach team can also provide diversion for people to be reunited with family through Greyhound bus tickets to places in Arizona and other parts of the country.

### Law Enforcement

The Tempe Police Department has three dedicated parks officers who work directly with the HOPE Outreach team and with people experiencing homelessness in Tempe Parks and other public spaces.

### Jail Diversion

Knowing that people experiencing homelessness often have different abilities and needs, Tempe participates in Regional Homeless Court.

HOPE Outreach provides connection for the Mental Health Court to connect to the Regional Coordinated Entry for single adults. Hope is also an access point for the Hand in Hand program.

## What other practices do you follow in your community?

CARE 7 is a City program that provides crisis intervention services for people in the worst moments of their lives. CARE 7 staff are called out when an emergency happens. The team responds to calls involving people experiencing homelessness and provides services such as transportation to detox/mental health facilities, connection with, and transportation to, substance use treatment facilities, and any other requests from clients. CARE 7 also provides clinical case management services for clients requiring a higher level of care, or those needing assistance with navigating complex systems. These

services are provided to Regional Veteran Court participants, as well as Mental Health Court participants.

CARE 7 oversees four emergency units that are utilized as short-term (up to 90 days) bridge housing for those clients waiting for potential solutions. These clients must be eligible for housing through the Family Housing Hub or the Veterans Administration in order to participate.

The Tempe Community Council, an affiliate partner of the City of Tempe, administers funding allocations and monitoring of human services grants to nonprofit homeless service providers that provide critical supports across the spectrum, from homelessness prevention to housing-base case management.

The Tempe Operations Team, which includes Human Services, Police, Fire and Public Works, has implemented an Encampment Operations Team that outlines the collaborative process to address encampments, from the reporting of the encampment to initiation of the Encampment Response Protocol. The Work Flow includes the following steps: encampments are identified and referred to the Operations Team; the Operations Team coordinates the response (assessment of site, engagement of individuals, police education/enforcement); the Operations Team schedules cleanups as necessary and initiates the encampment cleanup protocol. The Encampment Response protocol has been drafted and reviewed by the City Attorney. The protocol defines trespassing per state statute and City Code urban camping and park hours.

It outlines the removal of obstructions and immediate hazard encampments, removal of non-obstructive encampments and notice requirements, identification of alternative shelter to individuals prior to removing non-obstructing encampments, outreach efforts prior to removal, and encampment site cleanup.





Tempe has implemented a new Siemer Family Stability Program. Tempe Human Services Department has received and implemented a grant provided by Valley of the Sun United Way and the Siemer Institute to improve family financial and housing stability, and a student's educational development.

Through a grant from the Gila River Indian Community, HOPE is able to offer dental and eye health to many to many people experiencing homeless in Tempe, as well as some prevention assistance to help people remain housed or reunite with family.

### **Temporary Based Rental Assistance**

Tempe also provides up to 40 HOME-TBRA vouchers for homeless individuals/families and/or for individuals/families who would be homeless due to fleeing domestic violence.

### **Practices under consideration:**

Rapid Re-Housing has not been implemented by the City as a City program, however the HOPE Team collaborates with other providers that do provide Rapid Re-Housing for Tempe residents. Finally, Tempe considered supporting activities to build or repurposing buildings to provide permanent supportive housing.

### **Three Big Ideas:**

1. Leverage resources to provide regional Permanent Supportive Housing, including a clinic housed within a PSH facility that would be an activity of an East Valley Collaborative.
2. Expand low-barrier shelter and provide bridge housing that moves people to permanent housing quickly.
3. Increase Rapid Re-Housing that was funded, in part, with Industrial Development Funds, similar to what was created and accomplished in Phoenix.



## Practices:

- Affordable Housing
- Partnership with Schools
- Outreach Connected to Housing
- Funds Street Outreach to Housing
- Collaboration with Law Enforcement

## Description of practices:

### Affordable Housing

The City of Tolleson actively seeks and works with developers that are dedicated to the mission of providing more affordable housing for the community.

### Partnership with Schools

Tolleson collaborates with the local school district (K-12) under a school-city partnership program. This partnership allows families who self-identify as homeless to connect with social services that either aide or help alleviate homelessness. Students have the opportunity to receive school based counseling, case management and other resources that are directly linked to student success.

### Collaboration with Law Enforcement

Collaboratively, the Tolleson Police Department and the City of Tolleson work to address the issues of homelessness within the community. The City uses a trauma informed approach that allows clients to connect with local and county resources that provide shelter and other social services.

## What other practices do you follow in your community?

### Food Bank Partnership

With a partnership with the St. Mary's Food Bank, families have access to free food through a food pantry and food box program addressing the need of food insecurity within the community.

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
5	5	9	0	0	0	2

## CONTACT:

**Santiago Cornejo, Human Services Director**  
**City of Tolleson**  
[scornejo@tolleesnaz.org](mailto:scornejo@tolleesnaz.org)  
**623-936-2751**

### Emergency Food Pantry

Our emergency food pantry helps clients with basic need products as needed. Our social worker and Community Action Program staff refers clients who are in need.

### Hydration Station

The Tolleson Community Action Program helps alleviate dehydration by providing clients in need with water during summer months with different Hydrations Stations citywide. This program benefits the health and safety of clients.

The City staff coordinate with police and fire as needed when working with individuals and families experiencing homelessness. The City staff helps clients experiencing homelessness with outreach services connected to housing.

## Practices under consideration:

- Align workforce development and homelessness services
- Fund low-barrier emergency shelter

## Big Ideas:

1. Regional shelters or transitional housing for older adults and families.
2. Increase coordination with other cities to perform outreach.

## Practices:

- Landlord Engagement
- Collaboration with Law Enforcement
- Training for Law Enforcement

## Description of practices:

### Collaboration with Law Enforcement

Various Town of Wickenburg patrol officers have completed Crisis Intervention Training. They are equipped with the knowledge and tools to deal with an issue that may arise, other than using force.

## What other practices do you follow in your community?

### Partnership with Local Non-profit

The Town of Wickenburg collaborates with a local non-profit, Wickenburg Community Action Program, who are equipped to meet the needs of the homeless or financially unstable members of the community. They offer food bank assistance, emergency clothing, weatherization of homes, deposits for utilities, utility payments, eviction prevention and mortgage foreclosure assistance, Dial-a-Ride services, and referrals for other community assistance.

Point-in-Time Unsheltered Count, 2014-2020						
2020	2019	2018	2017	2016	2015	2014
0	2	2	1	0	0	0

### CONTACT:

**Kenny Lutkiewicz, Police Lieutenant**  
**Operations Division, Wickenburg**  
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**928-668-0511**



# Unsheltered Street Count



All communities participate in the unsheltered homeless count conducted during the last week of January. Numbers for all communities with the exception of Phoenix are a direct census of individuals interviewed by volunteers, law enforcement, and outreach workers. The City of Phoenix conducts a survey using an extrapolation method by which areas are designated “high density” or “low density” areas. Direct counts in those areas are then extrapolated to estimate the number of individuals experiencing homelessness in unsheltered situations within the City of Phoenix geographic boundaries.

Municipality	2020	2019	2018	2017	2016	2015	2014
Avondale	56	35	13	27	37	20	12
Buckeye	41	24	22	0	0	0	0
Carefree	0	0	0	0	0	0	0
Cave Creek	0	0	1	0	2	1	0
Chandler	75	54	54	27	14	31	18
El Mirage	9	7	2	0	0	0	0
Fountain Hills	0	0	0	0	0	0	0
Gila Bend	4	4	8	7	9	0	0
Gilbert	9	2	4	2	1	1	0
Glendale	170	194	164	57	44	25	39
Goodyear	23	22	22	7	7	1	2
Guadalupe	22	21	9	0	8	0	5
Litchfield Park	0	0	0	0	0	0	0
Mesa	338	206	144	130	95	155	55
Paradise Valley	0	0	0	0	0	0	0
Peoria	83	78	38	22	31	30	13
Phoenix	2,380	2,030	1,735	1,508	1,235	994	771
Queen Creek	2	4	5	1	1	0	0
Scottsdale	102	76	67	50	67	0	39
Surprise	29	33	39	16	6	7	0
Tempe	396	373	276	202	88	24	97
Tolleson	5	5	9	0	0	0	2
Wickenburg	0	2	2	1	0	0	0
Youngtown	11	18	4	2	1	0	0
<b>Maricopa County Total*</b>	<b>3,767</b>	<b>3,188</b>	<b>2,618</b>	<b>2,059</b>	<b>1,646</b>	<b>1,289</b>	<b>1,053</b>

\* Excludes Apache Junction numbers which are reported in the Balance of State Continuum of Care.

# Appendix A: Big Ideas



Apache Junction	More information sharing across counties and between continuums of care
	Increase access to coordinated entry in East Valley
	Increase street outreach coordination with other cities
	Increase funding for affordable housing
Avondale	Improved information and resource sharing
	A regional affordable housing plan
	Increased funding to support affordable housing
Carefree	Establish regional programs with regional funding
Chandler	Expand affordable and permanent supportive house through regional collaboration
	Develop I-HELP for families experiencing homelessness
	Create bridge housing to reduce length of shelter stays
El Mirage	I-HELP
Gilbert	Participate in a landlord outreach campaign
	Increase support for affordable housing
	Develop regional network to deliver homeless services
Glendale	Hire homeless navigator for case management and public coordination
	Increase support for housing options in West Valley including educating landlords about section 8 and address perceptions
	Provide landlords with financial incentives with CDBG funds to encourage their participation in the City's Housing Choice Voucher Program
Goodyear	Work with police department and City prosecutor's office for diversion on non-violent misdemeanor cases, with the focus on help and resources
	Increase coordinated entry access in West Valley
	Coordinate HMIS systems with Police/Fire
Maricopa County	Workforce Development approaches within homeless services
	Develop regional network to deliver homeless services
	Increase affordable housing
Peoria	Analyze the need for more emergency shelter
	Consistency between municipal courts in the system with MROP
	Community prosecution concept for misdemeanors/MROP
Phoenix	Create an Affordable Housing Advocate dedicated to developing a comprehensive report on the City of Phoenix's affordable housing needs, existing affordable housing, affordable housing funding mechanisms, and affordable housing opportunities on City-owned land.
	Partner with the Burton Barr Central Library to make accessible and centrally located drop in-style service center for vulnerable/homeless individuals seeking case management and community-based services.
	In collaboration with the Built for Zero initiative, the City of Phoenix has prioritized its Rapid Rehousing dollars to assist veterans with their initial move-in costs including: security deposit, non-refundable deposit, and utility deposit fees.
Scottsdale	Veterans Administration Housing Program
	Brick by Brick through Habitat for Humanity
	City Ordinances for Affordable Housing
Surprise	Secure additional partners in support of the new NW Regional I-HELP Program
	Increase street outreach coordination with other cities
	Return the Arizona Housing Trust Fund to pre-recession levels
Tempe	Provide regional Permanent Supportive Housing, including a clinic within PSH facility as activity of East Valley Outreach Collaborative
	Expand low-barrier shelter and bridge housing to reduce length of shelter stays
	Increase Rapid Re-Housing with Industrial development funds (Phoenix Model)
Tolleson	Shelters or transitional housing for families
	Shelters or transitional housing for older adults
	Additional one-stop-shops for those experiencing homelessness

# Appendix B: Big Ideas (continued)



Big Ideas	Apache Junction	Avondale	Carefree	Chandler	El Mirage	Gilbert	Glendale	Goodyear	Maricopa County	Peoria	Phoenix	Scottsdale	Surprise	Tempe	Tolleson	Themes
Information sharing across counties and CoC's	●	●														information sharing/ coordination
Increase access to coordinated entry	●							●								coordinated entry
Increase street outreach coordination regionally	●												●			outreach/coordination
Increase funding/support for affordable housing	●	●				●	●			●		●				funding/affordable housing
Regional collaboration/coordination	●			●												collaboration/ coordination
Establish regional program with regional funding			●													funding
Expand affordable housing and permanent supportive housing				●							●			●		affordable housing/ permanent supportive housing
Develop I-HELP for families				●									●			I-HELP/shelter
Create bridge housing				●												bridge housing/shelter
Develop housing first model					●											housing first
Smart growth					●											smart growth
Landlord outreach/education/engagement						●	●									landlord/education
Develop regional network to deliver homeless services						●			●							coordination/services
Hire homeless navigator for case management and public coordination							●				●					navigation/services
Increase support for supportive services to maintain housing							●									services
Coordinate HMIS with Police/Fire								●								coordination
Consistency with municipal courts with misdemeanor repeat offender program (MROP)										●						MROP
Community prosecution concept for misdemeanors/MROP										●						MROP
Regional homeless service delivery plan and regional affordable housing plan		●							●							affordable housing/ services/plan
Clinic (w/in) PSH facility as activity of East Valley Outreach Collaborative														●		services
Create low-barrier shelter														●		shelter
Increase Rapid Re-Housing with Industrial development funds (Phoenix model)														●		rapid re-housing
Shelter or transitional housing for families and older adults															●	shelter
Additional one-stop-shops for people experiencing homelessness					●										●	services
Workforce Development									●							services
Increase shelters										●						services
Expand Veteran Programing											●	●				services
Brick By Brick—Habitat for Humanity												●				coordination
Return AZ Housing Trust Fund to pre-recession levels													●			funding



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