

Municipal Responses to Homelessness



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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 counts show a fairly steady number of homeless individuals and families, while the unsheltered numbers are increasing every year. The PIT count has demonstrated the location of homeless individuals and families 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 address 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. In early November, MAG staff distributed a questionnaire based on best practices identified by the United States Interagency Council on Homelessness (USICH).



The goal of this document is to understand what communities are currently doing to address homelessness and to inspire future collaboration between communities. As unsheltered homelessness continues to increase and spread across the region, effective solutions will require increased collaboration within the region.

The USICH-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 approach that offers people experiencing homelessness permanent housing as quickly as possible. It also provides people with the supportive services and connections to community-based resources they need to keep their housing and avoid returning to homelessness. (USICH)
- **Supportive Housing:** Provide funding for supportive housing. Supportive housing is a proven means of reintegrating people experiencing chronic homelessness and other highly vulnerable families and individuals into the community by addressing their basic needs for housing and providing ongoing support. (USICH)
- **Rapid Re-Housing:** Provide funding for Rapid Re-Housing. Rapid Re-Housing is an intervention designed to help individuals and families quickly exit homelessness and return to permanent housing. (USICH)
- **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

Introduction (continued)

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.	Housing choice Voucher homeless preference.	Public 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
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Phoenix
						●	●			●	●					Pinal County
	●	●														Queen Creek
	●	●					●					●				Surprise
	●	●	●	●		●	●	●	●	●	●	●		●	●	Tempe
								●								Tolleson
		●														Wickenburg

Practices:

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

Description of practices:

Collaboration with Law Enforcement and Training for Law Enforcement

The Apache Junction Police Department has a Homeless Outreach Team. They have also taken Crisis Intervention Team training.

Jail Diversion

The Apache Junction Municipal Court offers a community service work program to allow individuals to pay off fines. In addition, the Municipal Court offers a daily walk-in court to help with warrant resolution.

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 on-going 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 with guest organizations that share information and provide services (Sept. 2017). This program benefits people experiencing homelessness by connecting them with services and resources to remove obstacles which hinder their path to housing and work.

Point-in-Time Unsheltered Count, 2014-2018				
2018	2017	2016	2015	2014
53	43	57	8	9

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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 to provide greater access to employment opportunities.

Mentoring/Navigator Services

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

Chronic Homeless Committee

The city hosts a local Chronic Homeless Committee. The Committee began meeting in May 2016 and discusses 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, the city participates in the Pinal County and state efforts to end homelessness.

Semi-annual Mayor's Breakfast

The city hosts a semi annual Mayor's Breakfast which brings local organizations and community members to discuss issues relating to homelessness and individuals and families at risk of homelessness.



Practices under consideration:

- Housing

Big Ideas:

1. The city would like to see more information and resource sharing across counties as well as between each Continuum of Care.
2. Increased funding for housing and services would help to gain access to the coordinated entry system in the East Valley. Existing East Valley access points are too far for people experiencing homelessness and having no 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**
- **Emergency Shelter**
- **Collaboration with Law Enforcement**
- **Training for Law Enforcement**

Description of practices:

Affordable Housing

The City of Avondale has administered significant investment in the development and rehabilitation of affordable housing through its CDBG and HOME programs. The City has operated a Substantial Home Repair Program for 10 years. In that time, the City has assisted 71 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 who are homeless or at imminent risk of becoming homeless with children enrolled in the Avondale Elementary School District. Family Case managers meet with families who are in crisis at the Care1st Avondale Resource Center where they can get connected to 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 Maricopa County Human Services Department to create a hub for regional workforce investment services for youth and young adults. The agreement was established in 2014. The goals of the program are to increase the employment, retention, and earnings of participants. A full range of services were developed to

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

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provide them to economically disadvantaged youth 14 through 24 years of age who may face barriers to staying in school, completing high school or finding stable employment. The Avondale hub continues to serve as a comprehensive youth workforce development center for the southwestern section of Maricopa County. At the hub, Career Guidance Specialists provide outreach, eligibility and case management services to youth on a full-time basis. The center offers a computer lab and a multi-purpose classroom. These rooms will be used to provide on-site GED classes, tutoring, assessments, pro-social activities, various workshops and specialized training. This program continues to prioritize people experiencing homelessness. Its Workforce Development division also partners with the City's resource center to provide outreach and workforce services for adults who may be experiencing barriers to employment.

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, 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.

Emergency Shelter

The City of Avondale partners with Lutheran Social Services to offer a Homeless Emergency Lodging Program (HELP). I-HELP 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 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.

Collaboration 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 department also works closely with Community Bridges, Inc. 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?

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, English tutoring and health screenings through 20 in-house partners and direct service and referrals with over 100 human service providers. Currently, the Center serves nearly 5,000 people per month, with over 50,000 served in 2017. Over 350,000 people have been served since the doors opened.

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 Avondale Police Department and Neighborhood and Family Services Department have conducted several meetings in the past few months to develop a comprehensive homeless strategy and a coordinated approach to serving the homeless population. Additional steps may include partnering with a non-profit organization to provide homeless outreach in coordination with the Avondale Police Department and Neighborhood Family Services Department.

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 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.

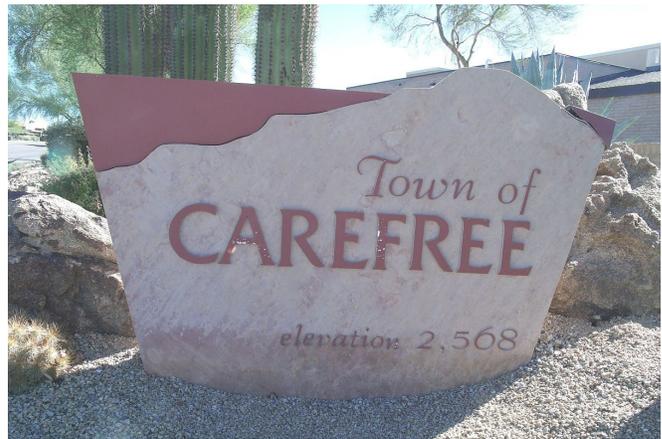
Big Idea:

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

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

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Practices:

- **Housing First**
- **Rapid Re-Housing and Permanent Housing**
- **Landlord Engagement**
- **Public Housing Authority Preference**
- **Partnership with Schools**
- **Workforce Development**
- **Outreach Connected to Housing**
- **Funds Shelter**
- **Funds Outreach Connected to Housing**
- **Collaboration with Law Enforcement**
- **Training for Law Enforcement**

Description of practices:

Housing First

The City of Chandler 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.

Rapid Re-Housing and Permanent 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 20 households. The City partners with AZCEND to provide wrap around supportive services while tenants are receiving a rental subsidy, as well as transitional support as they move on to permanent housing and their greatest level of independence. In administering the program, the City notes the importance of matching

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

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the clients with the appropriate level of supportive services for success.

The City supports a full-time Housing Stability Specialist position at AZCEND to support individuals and families experiencing homelessness in stabilizing and moving toward independence while in Rapid Re-Housing provided by AZCEND, and Permanent Housing provided by the City through Public Housing and Section 8 Housing Choice Vouchers. 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.

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 notes the need to increase marketing of the program and to create or access Risk Mitigation funds to encourage increased landlord participation.

Public Housing/Housing Choice Voucher Chronic Homeless Preference

In 2017, the City 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.

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 Cities Chandler, the City launched Operation Back to School, which provides over 200 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 specifically to this population.

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. Thirty percent of participants obtain 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, outreach and engagement services were expanded to serve all persons experiencing homelessness in Chandler. The City provides this service through contracted vendors licensed to provide behavioral health services, which employ peer navigators. Navigators conduct outreach, engage families and individuals experiencing homelessness, and proactively initiate and facilitate services and activities to assist persons living unsheltered obtain housing and services.

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.

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, City Prosecutor's Office, Neighborhood Resources, Law, Community Services, and Public Works. 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, Prosecutor's 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.

Training for Law Enforcement

In 2017, a computer based training presentation was created to educate Chandler Police Officers about homeless outreach and engagement services, and 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.

Practices under consideration:

Chandler is developing an educational campaign to provide the public with information about homelessness, available services and resources, and how they can be part of the solution. New technologies such as "Text To Donate" are being considered to maximize impact. Chandler is also in process of expanding specialty courts to include high Justice System utilizers and persons with General Mental Health and Substance Abuse concerns.

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
- Works to Pursue Policies that do not Criminalize Homelessness
- Collaboration with Law Enforcement
- Training for Law Enforcement
- Jail Diversion

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.

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

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Practices under consideration:

- Housing First
- Smart Growth Environments and Affordable Housing

Three Big Ideas:

1. Increase affordable housing
2. Develop Housing First model
3. Smart Growth



Practices:

- Partnership with Schools
- 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 Maricopa County Sheriff’s Office (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.

MCSO will provide transportation for individuals experiencing homelessness in Fountain Hills to the East Valley Men’s Center (EVMC) Shelter-Mesa – A New Leaf.

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

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Practices:

- Permanent Supportive Housing
- Affordable Housing
- Low-Barrier Shelter
- Workforce Development
- Training for Law enforcement
- Partners with Schools
- Outreach Connected to Housing
- Jail Diversion

Description of practices:

Permanent 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 homeless veterans and their families 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, 2014-2018				
2018	2017	2016	2015	2014
4	2	1	1	0

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Low-Barrier Shelter

The Town of Gilbert funds Low-Barrier Emergency Shelter at Central Arizona Shelter Services, A New Leaf , Chrysalis 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 Interfaith Homeless Emergency Lodging Program (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.

Workforce Development

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

Training for Law Enforcement

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

Partnership with Schools

Each of the school districts in Gilbert (Higley & Gilbert) have a homeless liaison officer that 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.

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.

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 effort to support regional efforts to end homelessness.

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.

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**
- **Permanent Supportive Housing**
- **Rapid Re-Housing**
- **Affordable Housing**
- **Landlord Engagement**
- **Public Housing Authority Engagement**
- **Partnership with Schools**
- **Outreach Connected to Housing**
- **Low-Barrier Shelters**
- **Funds Street Outreach Services**
- **Law enforcement collaborates with behavioral health and social service providers**
- **Law enforcement is trained around interacting with people exhibiting psychiatric symptom**
- **Provides increased access to jail diversion and alternatives to incarceration**

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 provides funding for Rapid Re-Housing to two non-profit partners, and funds homeless prevention programs. In FY 2016-17, Glendale invested \$251,851 in housing interventions and served 1,105 individuals. In FY 2017-18, the City will invest \$296,672.

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

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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, Glendale operates and/or provides funding for homeless prevention activities for residents in danger of becoming homeless. Referrals are received through coordinated entry for Rapid Re-Housing. In FY 2016-17, Glendale invested \$60,920 in Rapid Re-Housing and served 62 individuals. In FY 2017-18, the City will invest \$31,325.

Landlord Engagement

Glendale is addressing 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 available housing stock, increasing rents, and the sell 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 Engagement

The Community Housing Division (formerly known as the Glendale Housing Authority) was created in 1941 and first received federal funding from

the United States Housing Authority (now known as The Department of Housing and Urban Development (HUD)), to build affordable rental housing. 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 which also 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 PH community needs, goals, and objectives.

Partnership with Schools

The Community Action Programs (CAP) division has been a lead agency in developing partnerships with local social 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 social services throughout the year. CAP also partners with the school district for the Annual Glendale Family Resource Fair which provides a multitude of social service resources to families struggling with homelessness in Glendale.

CAP maintains open communication with the Glendale school district through the Community Development Advisory Commission 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. 90 percent 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 with Housing

In order to provide much-needed outreach to the homeless, Glendale is working with nonprofit partners, Community Action Program staff, local park rangers and others to reach out to homeless individuals in an effort to get them into decent, safe and sanitary housing. Phoenix Rescue Mission has committed to providing outreach to homeless in the downtown and surrounding areas at least twelve hours per month. Community Action Program 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. In FY 2017-18, the City via its Community Development Advisory Board elected to reassign \$9,248 in unused ESG funds to Phoenix Rescue Mission in an effort to increase the time they are able to assist in the community. 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 CAP division works with the Phoenix Rescue Mission by coordinating direct referrals for families and individuals who are homeless in Glendale. Through this referral process, residents are being screened for the ESG Rapid Re-Housing funding at faster pace and allows coordination of funds between CDBG/ESG funding. CAP also provides direct referrals to the Phoenix Rescue Mission for homeless folks that are encountered in the downtown area or during program outreach. This 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 \$633,201 in direct social 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 homeless individuals living throughout many areas of the city. CAP has been working with the Phoenix Rescue Mission staff; Neighborhood Revitalization; Community Housing and the Police Department-CAT teams to reduce homelessness. Numerous departments participated in the annual Homeless Point-In-Time (PIT) count in 2018. Recently through coordinated efforts with more agencies, city departments and volunteers, the PIT count increased by 187 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 Shelters

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 2017/18, 9 percent of its public services allocation and 59 percent of its ESG allocation were used to fund Low-Barrier shelters.

Funds Street Outreach Services

The City of Glendale anticipates providing funding for street outreach services through its HUD grants. In FY 2017-18, the City via its Community Development Advisory Board elected to reassign \$9,248 in unused ESG funds to Phoenix Rescue Mission in an effort to increase the time they are able to assist in the community. 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. In addition, Community Action Program staff and the park rangers



have committed to provide outreach to homeless in the downtown and surrounding areas.

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, MAG, HUD, Maricopa County, MMIC, Coordinated Entry, MROP, 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. Recently, the City of Glendale took the lead in creating the West Valley Municipal Human Services Collaborative.

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.

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 16-17, the CAP division served 83 households with CDBG funding (\$60,869) that prevented homelessness. This was entirely eviction prevention funding for 83 households. During that same fiscal year 16-17 CAP housed two homeless families with ESG funding (\$1,829) for first-month move-in costs.

In the current fiscal year 17-18, the CAP division has served 58 households in CDBG (\$44,586) funding for eviction prevention to prevent

homelessness. CAP has assisted 15 homeless families/individuals with ESG funding (\$19,515) to reduce the number of homeless.

In addition, through various agencies the City invested \$132,427 in homeless prevention in FY 2016-17 and helped 669 individuals. In FY 2017-18, the City will invest \$109,302.

3. In 2016, the City of Glendale embarked on an effort to 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 an appropriate funding source.
- 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 code to assist the police and park ranger enforcement of community property violations concerning homelessness activities, considered unintended uses.

The City hired a Homeless Coordinator in 2018, coordinated inter-department training regarding internal and external resources available to all city staff and Glendale residents, began the exploration of a standardized data collection system across multiple departments 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 the homeless. CAP recently started working directly with the Phoenix Rescue Mission & Coordinated Entry System staff on a direct referral system which targets the homeless and fully utilize 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 homeless people and work with the local business owners to address their concerns.
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. Increase support of supportive services to help individuals and families maintain their housing.



Practices:

- 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 situation due to a crisis. Trained officers have more tools to deal with an issue, other than the use of force.

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.

The West Valley Veterans Success Center which opened November 2017 to provide programs and connection with services for veterans experiencing homelessness.

Practices under consideration:

A resource packet for officers to distribute as an alternative to jail.

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

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Three Big Ideas:

1. Intentional coordination among cities in the West Valley.
2. Additional coordinated entry access points in the West Valley.
3. Coordination of the Homeless Management Information Systems database and police and fire databases to enable systems to “talk to each other.”



Practices:

- **Housing First**

Description of practices:

Housing First

The City supports Homeless Youth Connection, an organization that identifies homeless youth 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 effort to support regional efforts to end homelessness.

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

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Practices:

- **Encourage Affordable Housing Development**
- **Support Landlord Engagement Programs**
- **Partnership with Schools for Families Experiencing Homelessness**
- **Law Enforcement Collaborates with Behavioral Health and Social Service Providers**

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

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Description of practices:

Encourage Affordable Housing Development

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

Support Landlord Engagement Programs

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 for Families Experiencing Homelessness

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.

Law Enforcement Collaborates with Behavioral Health and Social Service Providers

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.

Practices:

- **Housing First**
- **Rapid Re-Housing**
- **Affordable housing**
- **Landlord Engagement**
- **Public Housing Authority Engagement**
- **Workforce Development**
- **Outreach Connected to Housing**
- **Low-Barrier Shelters**
- **Collaboration with Law Enforcement**
- **Works to Pursue Policies that do not Criminalize Homelessness**
- **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 and Emergency Shelter.

Rapid Re-Housing (RRH)

The County has been operating RRH with navigation services since 2014. The focus had been housing those served at the Human Services Campus/Overflow Shelter. In 2017, the County's Notice of Funding Announcement moved priorities to projects in the East and West Valley with a priority for justice-engaged households and youth. Outcomes for the project include 87 percent positive exits; 13 percent of participants were progressively engaged to PSH after receiving SMI determinations while in housing or receiving other necessary services (e.g., substance abuse treatment). Monthly project management meetings, dashboard review, and budget projections have

Point-in-Time Unsheltered Count, 2014-2018

For Maricopa Totals See Page 43

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helped drive the success of the program. Contracts outline the outcome measures and are reviewed each month.

Affordable Housing

Partnerships with Housing Authority of Maricopa County (HAMC) (e.g. Madison Heights) leverage local resources to support housing for formerly homeless households. CDBG and HOME funds are used to support the development of affordable housing in the Valley.

Landlord Engagement

Hosting a roundtable with property managers, PHA, Correctional Health Services, and service providers, to increase access to housing for justice engaged households. The County is exploring the development of a landlord mitigation fund for County housing assistance programs.

Public Housing Authority Preference

HSD and HAMC work closely on a number of



programs to support prioritization for people experiencing homelessness. HAMC does have a priority for homeless households and supports set asides for public housing programs.

Low Barrier Shelter

The County, in partnership with Funder's Collaborative, has worked with CASS since 2014 on rule reductions and implementing a Housing First approach. Maricopa County Human Services Division, City of Phoenix, Valley of the Sun United Way (VSUW), and Arizona Department of Economic Security have been partnering with Central Arizona Shelter Services, and meeting monthly to review data and implement new programming. In 2017, the County and VSUW moved to a performance-based contract with specific benchmarks to support low barrier shelter access and supporting system performance measures associated with Emergency Shelter.

Outreach Connected to Housing

The County's RRH program is paired with navigation services to engage participants where they are—unsheltered or sheltered. This pairing of navigation services has allowed program to increase leasing, provide flexible services, and provide CM services to eligible participants who elect not to stay in Emergency Shelter.

Workforce Development

The County continues to prioritize people experiencing homelessness within Workforce Development Division (WDD). In 2014, WDD co-case managed participants in the County's RRH program. Lessons learned were: service flexibility was helpful, coordination and communication with housing case manager assisted in more effective service delivery. WDD identified multiple barriers to employment for some participants with long histories of homelessness or chronically homeless participants including; transportation, need for dental work, gaps in employment history, lack of education/training.

Collaboration with Law Enforcement

Maricopa County Smart Justice program partners Maricopa County Sheriff's Office, Human Services, Correctional Health Services, and Arizona@Work to target limited County resources for treatment, supports diversion, and access to community based support services people at risk of reoffending. The County has also collaborated with City of Phoenix Police Department, through the Funder's Collaborative, to address issues around the Human Services Campus. 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

In partnership with Correction Health Services, Mercy Maricopa Integrated Care, and other partners, the County has developed Hand-in-Hand—a community collaborative to serve homeless, justice-engaged households, and reduce recidivism. The program priorities services and housing for homeless participants cycling in and out of the jail.

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 impact of alignment.

External Partnerships—development of 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, accountability and better outcomes.



Practices under consideration:

The County has investigated Navigation Centers, a practice followed in San Francisco. In addition, the County is working on Homeless Prevention Prioritization to strengthen alignment with regional community action programs to identify and serve households most at risk of homelessness, and support formerly homeless households who face returning to homelessness due to crisis.

Three Big Ideas:

1. A regional affordable housing and landlord engagement plan.
2. Explore the development of regional networks to deliver homeless services.
3. Develop Bridge Housing and ensure shorter shelter stays.



Practices:

- **Housing First**
- **Permanent Supportive Housing**
- **Rapid Re-Housing**
- **Affordable Housing Development**
- **Landlord Engagement**
- **Public Housing Authority Engagement**
- **Workforce Development**
- **Outreach Connected to Housing**
- **Low-Barrier Shelters**
- **Street Outreach Services**
- **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. to administer this program for 14 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, 2014-2018				
2018	2017	2016	2015	2014
144	130	95	155	55

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- 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 (RRH)

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 \$144,663 and serve approximately 74 families annually. Referrals are received through Coordinated Entry.

Housing Choice Voucher Program Homeless 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 7/1/2017 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 2017 to allow the City to serve special populations, like homelessness, in conjunction with existing contracts or memorandums of understanding, to ensure wrap around 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.

Affordable Housing Development

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

City of Mesa Housing Authority (MHA) conducts an annual Landlord Briefing to update and encourage landlords to participate in our housing rental assistance programs. Annually face-to face visits are made to current, previous, and potential landlords to recruit and retain local landlords, build stronger relationships, and provide landlords with excellent

customer service. MHA has a quarterly newsletter that informs landlords with any updates to the program.

Workforce Development

The City provides funding to Marc Community Resources for workforce development programs for those who experience homelessness. Referrals and services are provided at Paz de Cristo, a local nonprofit that serves a large number of persons experiencing homelessness. The Employment Training program uses a three-pronged approach and anticipated serving between 600-700 Mesa clients. The first step consists of “center-based training” in which Marc contracts with corporations to assemble, shrink wrap, barcode, box, and ship finished goods to Walmart, Costco, and Target just to name a few. The program trains individuals with the “real” work environment in order to develop various skills such as taking instruction, accepting constructive criticism, respectful communication, and getting along with co-workers.

The second approach is through using “mobile community work crews” in order to work and train within the community. Business partnerships are established in which the trainees can work side-by-side with employees. Each individual is supported by a job coach while doing a job, getting paid, and building a resume just as any other person may do.

The last piece is “direct placement” in which immediate placement into a community job occurs. The clients have built resumes, and are applying for jobs, sitting through mock interviews, and attending interviews.

Outreach Connected to Housing

The City provides funding for navigation services with CDBG funds. The contracts with Community Bridges and anticipates serving between 75-100 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 Shelters

With ESG and Human Service funds, Mesa provides support to the following shelters with a total of 840 beds.

- Autumn House
- Central Arizona Shelter Services
- East Valley Men’s Center
- East Valley Women’s Shelter
- La Mesita
- Lutheran Social Services I-Help program

Street Outreach Services

Mesa has four, soon to be five, dedicated navigators that do 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 fifth will augment where most needed. 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.

Collaboration with Law Enforcement

In January 2018, the Mesa Police Department (PD)

and the City Manager reassigned a mental health detective from the PD's Crisis Response Team to the City Manager's Office to become the Homelessness Coordinator for the city. For more than a decade, Mesa PD 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, PD 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 PD 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, PD 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 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 PD 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.

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 one-time security and utility deposit assistance for low-income Mesa residents. Eligibility is based on income requirement limits recognized and suggest by HUD guidelines on a yearly basis. Assisted families must be at or below 50 percent of the Area Median Income (AMI). Approximately 200 families or individuals are assisted annually.





Paradise Valley

Practices:

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

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

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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 Officers are trained in Crisis Intervention which provides officers skills and tactics when working with aide persons experiencing mental illness.





Practices:

- Supportive Housing
- Affordable Housing
- Partnership with Schools
- Workforce Development
- Outreach Connected to Housing
- 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 CASS (Phoenix) and 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, purchase/rehabilitation and resale programs. 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.

Partnership with Schools

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

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

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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 (shown above) Family Resource Center – 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, Sojourner Center, 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 an annual targeted resource event specifically for homeless individuals in the City and nearby jurisdictions. Various service providers are on-site all day to help homeless individuals and families receive aid including immediate housing. At the last event (October 2017), the Path Team provided four apartment vouchers for homeless individuals, A New Leaf provided a single mother and her four children with housing, Phoenix Rescue Mission transported one male to their shelter for housing and additional services and the Veteran's Administration assisted a homeless Veteran and his wife with housing.

Additionally, the Police Department ensures that Peoria homeless individuals have transportation to nearby Project Connect events (most recently held in the City of Surprise) 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, StreetLightUSA, Phoenix Rescue Mission, Homeless Youth Connection, Chrysalis Shelter, CASS, Deep Within Rehab, Shoebox Ministry, Sojourner Center and A New Life Center.

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 Detective 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.



Practices under consideration:

The City's Homeless Outreach Program/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. The result can be anything from a free health assessment from a Registered Nurse to admission to a housing program or shelter. As previously mentioned, at the last event (October 2017), the program achieved numerous successes.

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. Additionally, the City has experienced great difficulty in finding an agency that provides identification services to be present on event day.

Peoria has researched, but not implemented the following:

- Peoria Mental Health Court.
- Peoria Resource Center.
- Mobile shower facilities for the homeless.
- Regional coordination of outreach services.

Three Big Ideas:

1. Regional homeless outreach model whereby each jurisdiction provides a consistent assistance message.
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 not 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. Community prosecution concept for misdemeanors/MROP similar to the recently implemented program for felony convictions and arrests.

Practices:

- **Housing First**
- **Supportive Housing**
- **Rapid Re-Housing**
- **Affordable Housing**
- **Landlord Engagement**
- **Public Housing Authority Engagement**
- **Partnership with Schools**
- **Workforce Development**
- **Outreach Connected to Housing**
- **Low-Barrier Shelter**
- **Street Outreach to Housing**
- **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 wrap-around support services (aka 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, 2014-2018				
2018	2017	2016	2015	2014
1735	1508	1235	994	771

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- 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 Maricopa Integrated Care (MMIC) 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.
- 101 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 Maricopa Integrated Care, contracted through the Arizona Health Care Cost Containment System, 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 Work Group passed all score cards 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, 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. Quarterly landlord "open houses" are 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 also conducts outreach using post cards and other means to reach past, present and future landlords and encourage them to continue participating in the program while continuing to work on innovative ways to recruit new landlords to participate in 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 at the local and national conferences on the 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, United Methodist Outreach Ministries, 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 Human Services Department, Homeless Services Division team 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:

- Central Arizona Shelter Services (CASS) for emergency shelter for single men and women. Additionally, as a member of the Funders Collaborative (comprised of the entities that fund CASS: 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 United Methodist Outreach Ministries 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 homeless 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.

The Police Department also has a Misdemeanor Repeat Offender Program (MROP) which works with the City Prosecutor's Office and the Human Services Department in an effort to correct the root causes of crimes and quality of life issues caused by repeat offenders. When individuals in the MROP are found to be experiencing homelessness, services are offered such as housing referrals, mental health services, substance abuse and addiction intervention and assistance with veteran's benefits. It is the hope that with referrals and resources the root of the problem can be dealt with, without enforcement action.

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, interactions with persons living with mental illness, and especially 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



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

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 no refusal emergency receiving center that guarantees a with 15-minute "turnaround time" policy for officers so that officers 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 city of Phoenix Prosecutor's Office, Community Prosecution Division 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 departments also work hand-in-hand in the implementation of MROP and assists with activities of the Phoenix Municipal Court's Homeless, Veterans and Mental 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. The city contracts with Southwest Behavioral Health to provide navigation and supportive services to justice involved homeless individuals with repeat misdemeanor offenses related to homelessness

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 (CofC) since its inception. As a member of the governing board and participant in CoC committees, workgroups, and activities, the city plays a leadership role in the implementation of the HEARTH Act and efforts to end homelessness across the region. The city has historically participated in the annual ranking and review process to evaluate and prioritize the mix and level of services supported by the CoC, and works in coordination to fill critical gaps and enhance accessibility to appropriate housing and service interventions.

- 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.
- Participant of Built for Zero (formerly Zero: 2016), a rigorous national change campaign working to help a core group of committed communities end veteran and chronic homelessness. Coordinated by Community Solutions, the national effort supports participants in developing real time data on homelessness, optimizing local housing resources, tracking progress against monthly goals, and accelerating the spread of proven strategies.

- Valley Metro's "Respect the Ride" initiative promotes a rider code of conduct to bolster safety and security while creating a positive rider experience. The code of conduct discourages disruptive behavior on the Valleys 26-mile light rail line and allows for the removal of riders engaging in inappropriate or unsafe behavior. The City of Phoenix assists by supporting a dedicated professional outreach team to engage persons experiencing homeless utilizing the transit system inappropriately.



Three Big Ideas:

1. Increase focus on preventing homelessness by prioritizing effective housing and services for homeless youth. Local non-profits providing homeless youth housing and services have significant success with 18-24 month programs that provide dormitory style housing and supportive services to assist the youth with education, job attainment, and building a social network to become self-sufficient. Less than 15% of these youths return to homelessness. The only federal funding available for this type of successful transitional housing program is via the CoC.
2. Amend the definition of homelessness to include all individuals suffering homelessness regardless of a break in time for housing provided by couch surfing or days provided under shelter on an ad-hoc basis, for example where a charitable organization is able to place the individual in a hotel for a week. Currently, a person who has been couch surfing for a week at a friend, would find that their year of sleeping on the street or being “unsheltered” would not fall under the chronically homeless definition. These types of barriers are being used to deny people opportunities for housing, even though they are still greatly in need of safe and permanent housing. This barrier has repeatedly been used to keep even veterans from being eligible for certain programs and has caused those veterans to remain unhoused at risk on the streets.
3. Regional homeless service delivery plan and regional affordable housing plan.





Practices:

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

Description of practices:

Landlord Engagement

Pinal County Housing Department (PCHD) will conduct 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 169 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 whether it be homelessness, transportation, gaps in employment history, or in

Point-in-Time Unsheltered Count, 2014-2018				
2018	2017	2016	2015	2014
173	94	145	241	0

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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 HOHP (Honoring/Hiring/Helping our Heroes of Pinal County)—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 (CHARA) to reach out to the homeless to provide them with resources and assistance with obtaining decent, safe, and sanitary housing options.

CHARA provides specialized services to people who are homeless, including case management, advocacy, information and referral. CHARA 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 homeless population, 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.

Queen Creek



Practices:

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

Description of practices:

The Town of Queen Creek contracts with 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 several 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.

Additionally, the Town of Queen Creek participates in the annual homeless point in time count to support regional efforts to end homelessness.

Point-in-Time Unsheltered Count, 2014-2018				
2018	2017	2016	2015	2014
5	1	1	0	0

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Practices:

- **Proposed Affordable Housing**
- **Workforce Development**
- **Collaborates with Law Enforcement**

Description of practices:

Affordable Housing

Heritage District Redevelopment, Phase I

The City of Surprise is working with the Maricopa Housing Authority on a proposed project to build 100 new affordable housing units in the city's Heritage District. The project is expected to be complete 2019-2020.



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

Workforce Development

The Surprise Resource Center

In partnership with Human Services/Arizona@Work, Maricopa County, and the City of Surprise, a full-time Workforce Development Coordinator assists the public and businesses with employment services. This includes those who are experiencing homelessness.

Collaboration with Law Enforcement

The City of Surprise Police Department works collaboratively with many behavioral health and social service providers to assist with providing solutions for those experiencing homelessness.

The City partnered with United Way and the

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

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Salvation Army to host Project Connect, an event that drew 194 people experiencing homelessness.

The City of Surprise Police, Human Services, and Community Vitality Departments work together on the annual Point-in-Time Count, where the police assist with safety measures and staff and volunteers conduct the surveys.

Practices under consideration:

The community is considering implementing an I-HELP emergency shelter model and outreach strategies.

Three Big Ideas:

1. The city would like to see more access points to the coordinated entry system in the West Valley. Existing West Valley access points are too far for people experiencing homelessness.
2. Increased coordination with other cities for street outreach.
3. Increased funding for affordable housing.

Practices:

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

Description of practices:

Permanent Supportive Housing

The city funds a program to provide those experiencing homelessness with employment through the City of Tempe Public Works Department. For participants, a part-time job is provided. Housing and utilities are given for up to \$12,000 per person for the two-year program. Housing and utilities are paid by Tempe Housing Trust Fund. 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 Maricopa, has the capacity to house 25 homeless people who have been classified as Seriously Mentally Ill.

Temporary Based Rental Assistance

Tempe also provides 25 TBRA vouchers for homeless people and for homeless victims of domestic violence.

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

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homeless outreach program effort
city of tempe

Outreach Services

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 vital to receiving benefits.

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

Law Enforcement

The Tempe Police Department has two dedicated Parks Officers who work 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 a access point for the Hand in Hand program.

What other practices do you follow in your community?

CARE 7 is a City program that assists people in the worst moments of their lives. CARE 7 staff are called out when an emergency happens. They respond to calls involving people experiencing homelessness and provide services.



The Tempe Community Council, the City of Tempe's in-house non-profit, provides funding to 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 Response Pilot Work Flow that outlines the collaborative process to address encampments, from the reporting of the encampment to

initiation of the Encampment Response Pilot 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 Pilot 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 a new Siemer Family Stability Program. 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 homeless people in Tempe, as well as some prevention assistance to help people remain housed or reunite with family.

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. Provide low-barrier shelter and bridge housing that moves people to permanent housing quickly.
3. Increased Rapid Re-Housing that was funded, in part, with Industrial Development Funds, like what was created and accomplished in Phoenix.



Practices:

- **Partnership with Schools**

Description of practices:

Tolleson has been collaborating with the school districts (K-12) for several years under a school city partnership program. The city identifies students of parents who come through the social service system reporting as experiencing homelessness or at risk of experiencing homelessness imminently. Schools provide counseling and social service resources (in addition to social services provided by the city), uniforms, school supplies, and other resources. The city also sets aside resources from city programs for McKinney-Vento students.

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

CONTACT:

Adriana Morado

Tolleson

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623-936-2751

What other practices do you follow in your community?

City staff coordinate with police and fire as needed when working with individuals and families experiencing homelessness who come to the city's attention.

Practices under consideration:

- Rapid Re-Housing

Three Big Ideas:

1. Shelters or transitional housing for families.
2. Shelters or transitional housing for older adults.
3. Additional one-stop shops for those experiencing homelessness.

Practices:

- **Collaboration with Law Enforcement and Partnership with Local Non-profit**

Description of practices:

Collaboration with Law Enforcement and Partnership with Local Non-profit

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.

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, 2014-2018				
2018	2017	2016	2015	2014
2	1	0	0	0

CONTACT:

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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	2018	2017	2016	2015	2014
Apache Junction	53	43	57	8	9
Avondale	13	27	37	20	12
Buckeye	22	0	0	0	0
Carefree	0	0	0	0	0
Cave Creek	1	0	2	1	0
Chandler	54	27	14	31	18
El Mirage	2	0	0	0	0
Fountain Hills	0	0	0	0	0
Gila Bend	8	7	9	0	0
Gilbert	4	2	1	1	0
Glendale	164	57	44	25	39
Goodyear	22	7	7	1	2
Guadalupe	9	0	8	0	5
Litchfield Park	0	0	0	0	0
Mesa	144	130	95	155	55
Paradise Valley	0	0	0	0	0
Peoria	38	22	31	30	13
Phoenix	1735	1508	1235	994	771
Queen Creek	5	1	1	0	0
Scottsdale	67	50	67	0	39
Surprise	39	16	6	7	0
Tempe	276	202	88	24	97
Tolleson	9	0	0	0	2
Wickenburg	2	1	0	0	0
Youngtown	4	2	1	0	0
Maricopa County Total*	2618	2059	1646	1289	1053

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

Appendix A:

Page 1 2018 PIT Unsheltered Count Form

Location: _____ <small>Cross-streets (please include Ave/St/Rd) or specific address</small>	City/Town: _____
Interviewer: _____	Date: _____ Time: _____ AM/PM

Hello, my name is _____ and I'm a volunteer for [your organization/the Point-in-Time Count]. We're conducting a survey to improve programs and services for individuals experiencing homelessness. Has anyone else talked to you about this today?

Yes → [End Survey]

No → Would you be willing to spare about 10 minutes of your time?

Yes → Thank you, your participation is voluntary and your responses won't be shared with anyone outside of our team.

No → [Thank person and use observation tool.]

<p>1. Where did you sleep last night?</p> <p><i>Don't read categories. Check one.</i></p> <p><i>If sheltered (for example: ES, TH, friends, motel, or jail/hospital), end survey.</i></p>	<div style="border: 1px solid black; padding: 5px;"> <input type="checkbox"/> Street or sidewalk <input type="checkbox"/> Vehicle (car, van, RV, truck) <input type="checkbox"/> Park <input type="checkbox"/> Abandoned building <input type="checkbox"/> Bus, train station, airport <input type="checkbox"/> Under bridge/overpass <input type="checkbox"/> Woods or outdoor encampment <input type="checkbox"/> Other location (specify) → _____ </div>
<p>2. Including yourself, how many adults and children are there in your household, <u>who were sleeping in the same location with you last night?</u></p>	<div style="border: 1px solid black; padding: 5px;"> _____ Older Adults (62 and older) _____ Adults (25-61) _____ Young Adults (18-24) _____ Children (17 and younger) </div>

Page 2 FINAL Unsheltered Count Form

	Person 1	Person 2	Person 3	Person 4	Person 5
<p>3. What is your relationship to the head of household?</p> <p><i>Ask for each person in the household.</i></p> <p><i>Person 1 should be the Head of Household (Self)</i></p>	<input type="checkbox"/> Self (Head of household) <input type="checkbox"/> Child <input type="checkbox"/> Spouse/partner <input type="checkbox"/> Other Relative <input type="checkbox"/> Other: Non-relative	<input type="checkbox"/> Self (Head of household) <input type="checkbox"/> Child <input type="checkbox"/> Spouse/partner <input type="checkbox"/> Other Relative <input type="checkbox"/> Other: Non-relative	<input type="checkbox"/> Self (Head of household) <input type="checkbox"/> Child <input type="checkbox"/> Spouse/partner <input type="checkbox"/> Other Relative <input type="checkbox"/> Other: Non-relative	<input type="checkbox"/> Self (Head of household) <input type="checkbox"/> Child <input type="checkbox"/> Spouse/partner <input type="checkbox"/> Other Relative <input type="checkbox"/> Other: Non-relative	<input type="checkbox"/> Self (Head of household) <input type="checkbox"/> Child <input type="checkbox"/> Spouse/partner <input type="checkbox"/> Other Relative <input type="checkbox"/> Other: Non-relative
<p>4a. Would you be willing to state your full name?</p> <p><i>Else Would you be willing to state the first 3 letters of your first name and first initial of last name?</i></p> <p><i>Else What are your initials?</i></p> <p><i>[If person says don't know or refused, write "DK" or "REF"]</i></p>	<p>4a. Person 1 (Head of Household)</p> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>	<p>4b. Person 2</p>	<p>4c. Person 3</p>	<p>4d. Person 4</p>	<p>4e. Person 5</p>
<p>4b-4e. Same for other people in your household?</p>					
<p>5. Would you be willing to tell us your age?</p>					
<p>6. What is your gender?</p> <p><i>Read the categories.</i></p>	<input type="checkbox"/> Female <input type="checkbox"/> Male <input type="checkbox"/> Trans Female (Male to Female) <input type="checkbox"/> Trans Male (Female to Male) <input type="checkbox"/> Gender non-conforming (i.e. not exclusively male or female)	<input type="checkbox"/> Female <input type="checkbox"/> Male <input type="checkbox"/> Trans Female (Male to Female) <input type="checkbox"/> Trans Male (Female to Male) <input type="checkbox"/> Gender non-conforming (i.e. not exclusively male or female)	<input type="checkbox"/> Female <input type="checkbox"/> Male <input type="checkbox"/> Trans Female (Male to Female) <input type="checkbox"/> Trans Male (Female to Male) <input type="checkbox"/> Gender non-conforming (i.e. not exclusively male or female)	<input type="checkbox"/> Female <input type="checkbox"/> Male <input type="checkbox"/> Trans Female (Male to Female) <input type="checkbox"/> Trans Male (Female to Male) <input type="checkbox"/> Gender non-conforming (i.e. not exclusively male or female)	<input type="checkbox"/> Female <input type="checkbox"/> Male <input type="checkbox"/> Trans Female (Male to Female) <input type="checkbox"/> Trans Male (Female to Male) <input type="checkbox"/> Gender non-conforming (i.e. not exclusively male or female)
<p>7. What is your ethnicity?</p> <p><i>Read the categories.</i></p>	<input type="checkbox"/> Non-Hispanic/Non-Latino <input type="checkbox"/> Hispanic/Latino <input type="checkbox"/> DK/REF				

Appendix A: (continued)



Page 3 FINAL Unsheltered Count Form

<p>8. What is your race? You can select one or more races.</p> <p><i>Read the categories.</i></p>	<input type="checkbox"/> American Indian or Alaska Native <input type="checkbox"/> Asian <input type="checkbox"/> Black or African American <input type="checkbox"/> Native Hawaiian or Other Pacific Islander <input type="checkbox"/> White <input type="checkbox"/> Other Please specify →	<input type="checkbox"/> American Indian or Alaska Native <input type="checkbox"/> Asian <input type="checkbox"/> Black or African American <input type="checkbox"/> Native Hawaiian or Other Pacific Islander <input type="checkbox"/> White <input type="checkbox"/> Other Please specify →	<input type="checkbox"/> American Indian or Alaska Native <input type="checkbox"/> Asian <input type="checkbox"/> Black or African American <input type="checkbox"/> Native Hawaiian or Other Pacific Islander <input type="checkbox"/> White <input type="checkbox"/> Other Please specify →	<input type="checkbox"/> American Indian or Alaska Native <input type="checkbox"/> Asian <input type="checkbox"/> Black or African American <input type="checkbox"/> Native Hawaiian or Other Pacific Islander <input type="checkbox"/> White <input type="checkbox"/> Other Please specify →	<input type="checkbox"/> American Indian or Alaska Native <input type="checkbox"/> Asian <input type="checkbox"/> Black or African American <input type="checkbox"/> Native Hawaiian or Other Pacific Islander <input type="checkbox"/> White <input type="checkbox"/> Other Please specify →
	<input type="checkbox"/> DK/REF				

<p>9. Have you served on active duty in the United States Armed Forces (Army, Navy, Air Force, Marine Corps, or Coast Guard)?</p> <p><i>As soon as you come across a vet:</i> <i>With person's permission, one team member should immediately call veteran outreach: 602-248-6040.</i> <i>The other team member should continue with the survey.</i></p>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> DK/REF				
---	--	--	--	--	--

*Questions on the next page are only for adults **18 and older**.*

*For people **under 18**, skip to the last page.*

Page 4 FINAL Unsheltered Count Form

*Only ask the questions on this page to adults **18 and older**. Repeat again that answers are voluntary and don't have to be answered.*

10. Do any of these situations keep you from holding a job or living in stable housing?

	Person 1		Person 2		Person 3		Person 4		Person 5	
a. Alcohol abuse	<input type="checkbox"/> Yes	<input type="checkbox"/> No								
b. On-going medical condition such as diabetes, cancer or heart disease; this also includes any impairment caused by traumatic brain injury or post-traumatic stress disorder (PTSD)	<input type="checkbox"/> Yes	<input type="checkbox"/> No								
c. Drug abuse	<input type="checkbox"/> Yes	<input type="checkbox"/> No								
d. Developmental disability	<input type="checkbox"/> Yes	<input type="checkbox"/> No								
e. HIV / AIDS	<input type="checkbox"/> Yes	<input type="checkbox"/> No								
f. Mental Illness	<input type="checkbox"/> Yes	<input type="checkbox"/> No								
g. Physical disability	<input type="checkbox"/> Yes	<input type="checkbox"/> No								

<p>11. Are you currently fleeing from physical, emotional, or sexual violence?</p>	<input type="checkbox"/> Yes	<input type="checkbox"/> No								
	<input type="checkbox"/> DK/REF									

Appendix A: (continued)



FINAL Unsheltered Count Form

	Person 1	Person 2	Person 3	Person 4	Person 5
12. Is this the first time you have been homeless? <i>Ask for each person in the household.</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No				
13. What was the approximate date your homelessness started <u>this time</u>? Your best guess at the year and month is fine. <i>Ex: Month/Day/Year (or Month/Year if day unknown)</i>					
<i>If Q12= Yes (first time homeless), then skip all of this question and go to Q15.</i>					
14. Including this time, how many separate times have you stayed in shelters or on the streets in the <u>past 3 years</u>, that is since January 2015? <i>Check one for each person.</i>	<input type="checkbox"/> 1 time <input type="checkbox"/> 2 times <input type="checkbox"/> 3 times <input type="checkbox"/> 4 or more times <input type="checkbox"/> DK/REF	<input type="checkbox"/> 1 time <input type="checkbox"/> 2 times <input type="checkbox"/> 3 times <input type="checkbox"/> 4 or more times <input type="checkbox"/> DK/REF	<input type="checkbox"/> 1 time <input type="checkbox"/> 2 times <input type="checkbox"/> 3 times <input type="checkbox"/> 4 or more times <input type="checkbox"/> DK/REF	<input type="checkbox"/> 1 time <input type="checkbox"/> 2 times <input type="checkbox"/> 3 times <input type="checkbox"/> 4 or more times <input type="checkbox"/> DK/REF	<input type="checkbox"/> 1 time <input type="checkbox"/> 2 times <input type="checkbox"/> 3 times <input type="checkbox"/> 4 or more times <input type="checkbox"/> DK/REF
a. In total, how many months did you stay in shelters or on the streets for those times in the past three years? <i>If less than 1 month, round up to 1 month.</i>	_____ Months <input type="checkbox"/> DK/REF				
15. If you had to pick one thing, what would be most helpful to you right now? <i>Don't read categories. Check one.</i>	<input type="checkbox"/> Employment <input type="checkbox"/> Housing <input type="checkbox"/> Shelter <input type="checkbox"/> Food <input type="checkbox"/> Clothing <input type="checkbox"/> Medical care <input type="checkbox"/> Mental health care <input type="checkbox"/> Other, specify: _____	<input type="checkbox"/> Employment <input type="checkbox"/> Housing <input type="checkbox"/> Shelter <input type="checkbox"/> Food <input type="checkbox"/> Clothing <input type="checkbox"/> Medical care <input type="checkbox"/> Mental health care <input type="checkbox"/> Other, specify: _____	<input type="checkbox"/> Employment <input type="checkbox"/> Housing <input type="checkbox"/> Shelter <input type="checkbox"/> Food <input type="checkbox"/> Clothing <input type="checkbox"/> Medical care <input type="checkbox"/> Mental health care <input type="checkbox"/> Other, specify: _____	<input type="checkbox"/> Employment <input type="checkbox"/> Housing <input type="checkbox"/> Shelter <input type="checkbox"/> Food <input type="checkbox"/> Clothing <input type="checkbox"/> Medical care <input type="checkbox"/> Mental health care <input type="checkbox"/> Other, specify: _____	<input type="checkbox"/> Employment <input type="checkbox"/> Housing <input type="checkbox"/> Shelter <input type="checkbox"/> Food <input type="checkbox"/> Clothing <input type="checkbox"/> Medical care <input type="checkbox"/> Mental health care <input type="checkbox"/> Other, specify: _____
16. Would you like to be connected with some resources? <i>Give them a resource list and StandDown flyer.</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No				
<p>Thanks so much for taking the survey!</p>					

Appendix B: 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	Increase affordable housing
	Develop housing first model
	Smart growth
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
	Increase support for supportive services to help individuals and families maintain their housing
Goodyear	Intentional coordination among West Valley Cities
	Increase coordinated entry access in West Valley
	Coordinate HMIS systems with Police/Fire
Maricopa County	Create regional affordable housing and landlord engagement plan
	Develop regional network to deliver homeless services
	Develop bridge housing and ensure shorter shelter stays
Peoria	Regional homeless outreach model with consistent assistance message across jurisdictions
	Consistency between municipal courts in the system with MROP
	Community prosecution concept for misdemeanors/MROP
Phoenix	Increase focus on preventing homelessness by prioritizing effective housing and services for homeless youth
	Amend the definition of homelessness to include all individuals suffering homelessness regardless of a break in time for housing provided by couch surfing or days provided under shelter on an ad-hoc basis
	Regional homeless service delivery plan and regional affordable housing plan
Surprise	Increase coordinated entry access in West Valley
	Increase street outreach coordination with other cities
	Increase funding for affordable housing
Tempe	Provide regional Permanent Supportive housing, including a clinic within PSH facility as activity of East Valley Outreach Collaborative
	Create 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	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
Communicate prosecution concept for misdemeanors/MROP										●					MROP
Regional homeless service delivery plan and regional affordable housing plan		●									●				affordable housing/ services/ plan
Increase focus on preventing homelessness by prioritizing effective housing and services for homeless youth											●				prevention/youth
Amend the definition of homelessness to include all individuals suffering homelessness regardless of a break in time for housing provided by couch surfing or days provided under shelter											●				homeless definition
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



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