

# Phoenix's Strategic Plan to Address Homelessness Executive Summary

We've fundamentally changed how Phoenix addresses homelessness. In 2022, with strong support from the City Council, we established the Office of Homeless Solutions (OHS) to lead our efforts. Now, instead of simply funding services, the City delivers them directly. This shift has increased accountability and produced real results.

This plan represents the path forward for Phoenix in our efforts to address homelessness with the goal of making significant progress by 2029.

## Vision

No one in Phoenix should experience homelessness, and no community should feel its negative effects. The City of Phoenix will strive to prevent homelessness when we can, make it brief when it happens, and keep people stable in housing with the supports they need.

## Goals

**1.**

Decrease number of people who become homeless (Prevention)

**2.**

Decrease number of people in an unsheltered situation or in shelter (Safety/Coordination)

**3.**

Reduce length of time in shelter or in an unsheltered situation (Safety/Coordination)

**4.**

Increase housing options and placements (Housing)

**5.**

Increase awareness and effectiveness of available services (Accountability)



# 5 Key Focus Areas

These initiatives will support Phoenix to reduce homelessness and improve our delivery system in order to achieve our vision.



## Prevention

### Preventing people from becoming homeless

Target and expand early intervention efforts and housing-focused reentry services for those exiting the justice or behavioral health systems.

#### INITIATIVE 1:

Utilize Data to Identify Individuals Most at Risk of Becoming Homeless

#### INITIATIVE 2:

Access to Flexible Prevention Funding

#### INITIATIVE 3:

Help People Reunite with Family and Friends

#### INITIATIVE 4:

Help Individuals Who Are Justice Involved Find Work and Housing

## Neighborhood Safety

### Safety for the neighborhood and for people experiencing homelessness

Develop a coordinated, humane enforcement approach that supports outreach and shelter access while clarifying rules around public space use. Strengthen the shelter system through investments in staffing, streamlined housing placements, and a weather relief facility to improve safety, responsiveness, and positive outcomes.

#### INITIATIVE 1:

Develop a Streamlined Process for Enforcement that Balances Services with Enforcing Existing Laws

#### INITIATIVE 2:

Real Time Referral Tool for Outreach Workers

#### INITIATIVE 3:

Improve Shelter Performance and Invest in Quality

#### INITIATIVE 4:

Weather Relief Planning

## Coordination

### Better coordination with other systems such as behavioral health services and employment

Expand access to integrated behavioral health and medical care for unsheltered individuals by embedding specialists in outreach and shelter teams, and coordinating funding streams. Strengthen system accountability and invest in provider capacity, while connecting shelter residents to employment through job training and dedicated support services.

#### INITIATIVE 1:

Better Access and Connection to Behavioral Health Supports

#### INITIATIVE 2:

Shelter and Housing for High Need Individuals

#### INITIATIVE 3:

Increase Capacity and Quality of Services Provided

#### INITIATIVE 4:

Better Connections to Job Training and Employment Opportunities for Individuals Experiencing Homelessness

## Housing

### Dedicated housing for individuals and families experiencing homelessness

Use systemwide modeling to guide allocation of emergency shelter to permanent housing by assessing capacity, needs and prioritizing supportive housing, rental assistance, and affordable development. Secure sustainable funding, streamline housing placements, and expand options like supportive housing, rental subsidies, and innovative housing models to reduce time spent on the street and in shelter.

#### INITIATIVE 1:

Conduct a Systemwide Modeling of Inflow and Outflow to Determine Shelter and Housing Capacity Need

#### INITIATIVE 2:

Stable Funding for Comprehensive Supportive Services for People Exiting Homelessness to Housing

#### INITIATIVE 3:

Improving Outcomes and Placements from Shelter

#### INITIATIVE 4:

Develop New Housing Models

#### INITIATIVE 5:

Invest in Permanent Housing

#### INITIATIVE 6:

Advocate for More Housing Vouchers

## System Accountability

### Improved accountability and transparency for City services and providers

Enhance coordination, transparency, and accountability across the City managed homelessness response system by expanding real-time reporting tools, strengthening cross-department efforts, and building workforce capacity. Improve community engagement through regular updates, education, and partnerships, while using data-driven evaluation and diversified funding to guide and sustain impact.

#### INITIATIVE 1:

Improvements to PHX C.A.R.E.S

#### INITIATIVE 2:

Improve Coordination Across City Departments

#### INITIATIVE 3:

Improve Training and Support for Staff

#### INITIATIVE 4:

Neighborhood Outreach and Education

#### INITIATIVE 5:

Data Collection on Key Indicators

#### INITIATIVE 6:

Evaluation of Performance

#### INITIATIVE 7:

Cultivate Private Partnerships

#### INITIATIVE 8:

Enhance and Promote Healthy Giving Strategies