

COMMUNITY
ACTION
PLAN
SFY 2021-22

Organization: City of Phoenix, Human Services Department

ADES Contract No: AZDES D120-002261

Executive Summary

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I. Agency Overview

Please provide a description of the CAA as an organization, its primary functions, mission, responsibilities, organizational structure, and its association as a part of a larger entity if appropriate:

Organization

Since 1964, when Congress passed the Economic Opportunity Act, the City of Phoenix (the City) has pursued a continued commitment to address the challenging needs of low-income Phoenix residents. In this endeavor, the Human Services Department (HSD or Department) has provided leadership to establish and implement long-term approaches for combating poverty for nearly 50 years. From the implementation of its first Community Action Plan in 1966, to the first contract with the Arizona Department of Economic Security in 1977, to recent contract levels of nearly \$17 million per year, the City has assisted hundreds of thousands of individuals and families to move out of crisis situations through its effective delivery of comprehensive services.

Mission

As the designated Community Action Agency for the City of Phoenix, the Department's mission is as follows: "The Human Services Department is committed to enriching lives and building community within the City of Phoenix through the delivery of quality services."

Description

Services to poor or low-income individuals and families is the highest priority for the Human Services Department. To meet this priority, the Department receives funding from federal direct grants, state assistance (federal pass-through), state direct assistance, and City general funds for a total budget of approximately \$147 million for FY 2021-22.

The HSD provides direct services through five of its six divisions: Business and Workforce Development, Community and Senior Services, Education, Homeless Services, and Victim Services. To ensure maximum utilization of available community resources, the Department employs 204 caseworkers of its 409 employees to coordinate services to the poor, vulnerable, unemployed, unsheltered, and elderly.

The Department has established and maintains strong working relationships with various funding partners along with community agencies, both public and private. These partnerships are leveraged to create maximum impact in serving all Phoenix residents, but particularly communities in need. Each of the five service divisions within the Department are responsible for planning, developing, implementing, coordinating, and operating programs to meet a wide range of "at-risk" and vulnerable populations. In service to this role, the HSD is also a designated applicant for affiliate federal grants such as Head Start, Emergency Solutions Grant, Workforce Innovation and Opportunity Act, and Victims of Crime Act. The HSD receives a combination of 102 federal, state and local fund sources through contracts and/or contract amendments.

Within the HSD, the Community and Senior Services Division operates three Family Services Centers and 15 Senior Centers, which are geographically dispersed throughout the City to coordinate services for individuals, families and seniors who need additional support to meet their basic needs. The Family Services Centers provide emergency utility, rent and mortgage assistance, eviction prevention services and case management to assist low-income individuals and families achieve their highest level of self-sufficiency. The Senior Centers provide individuals 18 and older with a variety of recreational, social, educational, health and wellness, and advocacy supports to sustain their engagement level and combat social isolation. Congregate meal services and transportation assistance are also available to senior center members.

Please identify subcontracting agencies, CSBG funding levels, and services provided by each agency: N/A

SUBCONTRACTING AGENCIES

AGENCY NAME ADDRESS TELEPHONE NUMBER	SERVICES PROVIDED	CSBG FUNDS AWARDED
	TOTAL	

II. Assessment of Community and Clients

Describe below (with page or section references) the Community Needs Assessment (CNA) key findings which informed the Strategic Plan:

The Department’s CNA was finalized in May 2019 by a contracted vendor, Burns & Associates, Inc. (Attachment 1 2019 Community Needs Assessment). An annual update was completed in July 2020 which included a section pertaining to the impact of the COVID-19 pandemic on the City. A subsequent annual update is expected in 2021, with the next full CNA scheduled for completion in 2022.

In preparing the Community Action Program (CAP) Plan, the CNA and annual update was reviewed by the Human Services Commission and Community Action Agency leadership to determine priorities relative to the Community Services Block Grant (CSBG) funding priorities.

The initial and updated CNA was structured around the following 11 domains relevant to the Human Services Department's mission:

Community Needs Assessment Domains:

1. Early Learning
2. Education
3. Employment
4. Income Management and Self-Sufficiency
5. Housing
6. Nutrition
7. Health
8. Safety
9. Emergency Services
10. Services for Seniors
11. Services for Youth

All domains will be evaluated to inform the upcoming development of the FY 2021-23 HSD Strategic Plan designed to address gaps in services, transportation, employment and education. The following specific sections were obtained from the full 2019 and annual 2020 CNA reports, and will be used to drive the Strategic Plan objectives in FY 2021-22:

Outreach/Expanded Services

Page 10: Population projections indicate the City will grow by a quarter-million residents by 2030, which will increase the need for services.

Page 10: 21 percent of residents, including a third of children, are living in poverty.

Page 54: A total of 95,931 households across the City are considered to be in poverty, which is 17.4 percent of all Phoenix households.

Employment

Page 15: The annual median income of Phoenix households is \$52,080, which is 2.7 percent less than the \$53,510 statewide median.

Page 46: Nearly 10 percent of the participants who responded to the 2019 Resident and Client Community Survey indicated employment assistance and job training were desired services but had difficulty accessing. This same issue was true in the 2020 update due to the COVID-19 pandemic.

Client Challenges Require Enhanced Case Management Support

Page 23: Greatest challenges reported by residents in the 2019 Resident and Client Community Survey include drug use, lack of affordable housing, transportation, good jobs, not enough police presence, lack of afterschool activities, properties in poor condition/neighborhood blight, and property and violent crimes.

Education

Page 35: Approximately three in five students in Phoenix do not demonstrate proficiency on standardized State tests. Fewer than one in four students in lower income districts demonstrate proficiency.

Safety

Page 82: Violent crime rates in Phoenix increased by 33 percent since 2014 and is at a 10-year high, a fact that may be tempered by a change in how violent crimes have been categorized and tracked prior to 2014.

Improving Processes

Page 88: Low Income Home Energy Assistance Program (LIHEAP) and rental assistance funding is insufficient to meet the demand. The City of Phoenix LIHEAP funding serves less than 3 percent of eligible residents.

COVID-19 Pandemic

The unprecedented events of the COVID-19 pandemic significantly impacted Phoenix residents and the ability of businesses to operate across the city, resulting in widespread job loss among a host of related impacts. Multiple provisions to bridge the loss of income have been put in place, including enhanced unemployment benefits, increased federal funding for rent and utility assistance, mortgage forbearance, payroll protection loans for small businesses, eviction and utility disconnection moratoriums, and other measures. These supports provide for temporary relief despite a probable longer term need for many Phoenix residents.

III. Strategic Plan

Describe below (with page or section references) the Strategic Plan objectives which informed this CAP Plan:

Utilizing the current strategic plan, the HSD has identified the following program priorities for Fiscal Year 2021-22:

1. **Maximize operational efficiencies:** The HSD is committed to leveraging technology to improve customer service, streamline business processes, and improve the integrity of programmatic data for the programs offered in the Business and Workforce Development Division, Community and Senior Services Division (three Family Services Centers and 15 Senior Centers), Education Division (Head Start Birth to Five Program), Homeless Services Division, and Victim Services Division. Specific areas of focus are as follows:

Business and Workforce Development Division (BWDD)

- In response to the continuing COVID-19 pandemic, the BWDD implemented virtual adult and youth employment services. This effort will continue for job center customers through FY 2021-22. All new customers referred through a job center, walk-in, or telephone or email inquiry are currently provided services using the Virtual OneStop (VOS) Greeter. The VOS Greeter is the client's first interaction with BWDD staff and

enables the client to determine what services are available. Once this step is complete the VOS Greeter notifies the correct staff member to assist with providing services.

- The BWDD will continue to assist job seekers with improving their skills to gain employment by transitioning from offering in-person employability workshops to on-line curriculums. Virtual employability workshops are also offered to the general public in the areas of LinkedIn, resume building, and interview techniques with one-on-one career counseling. The shift to virtual workshops has doubled participation from 684 attendees between March to December 2019 to 1,223 attendees from March to December 2020.

Community and Senior Services Division (CSSD)

- In response to the continuing COVID-19 pandemic and subsequent temporary closure of all 15 senior centers in March 2021, Senior Program staff were equipped with laptops which included an online telephone programming and VPN connection to support their telework status. This technology allowed staff to engage with and check on the wellness of senior center members weekly, and vulnerable members more frequently. Access to this equipment allowed senior center staff to provide seamless services to over 3,200 seniors per month on average, for a total of 100,778 contacts since July 2020.

Staff and members returned to their respective senior center on June 7, 2021, with Centers for Disease Control and Prevention (CDC) guidelines and COVID-19 protections in place. In-person activities have returned, while some activities will remain virtual and streamed from the senior center to accommodate larger groups of members simultaneously. For FY 2021-22, the senior centers will continue with limited member participation until community COVID-19 benchmarks improve.

- During FY 2020-21 and in response to the continuing COVID-19 pandemic, the Community Services Program (CSP) service delivery model was modified to include more automation by offering telephonic appointments only. The Family Services Centers (FSC) were closed to the public with minimal staffing maintained in the offices, while other staff continued to conduct business in a telework status. A tremendous effort was made by the City to outfit all FSC staff with laptops and other electronic equipment to support their telework status. On March 29, 2021, the City began Phase 1 of 3 of its official reopening plans, which restored 25 percent of staff to their workplace. On June 21, 2021, the City began Phase 2 of 3 which restored staffing to 50 percent in the workplace. In FY 2021-22 the City will continue to move toward Phase 3 to reopen all three Family Services Centers to the public when it is determined safe to do so.
- In response to the continuing COVID-19 pandemic, the CSP implemented a secure document upload component. This process was successfully implemented within all three Family Services Centers in a matter of weeks and will continue beyond the pandemic and into FY 2021-22. The CSP will be continue improving its automation presence online in FY 2021-22 with the emphasis of transitioning the current online

application and document upload tools into a publicly accessible platform. This advance will be followed by adding a secure online application portal for clients to apply for services and schedule an eligibility appointment online.

- The CSP has incorporated the following processes into the current service delivery model to provide more efficient, and timely services:
 1. A data exchange petition approved by the Regional Social Security Office providing access to benefit verification to assist with eligibility determinations. In FY 2021-22, all FSC staff will have access to the data exchange to efficiently serve approximately 4,200 social security benefit recipients annually.
 2. Possible expansion of categorical eligibility through client database updates will be explored, to include consideration of local utility assistance funds.
- The Emergency Rental Assistance (ERA) Program was implemented on March 8, 2021. Communication occurred through a new website at [Phoenix.gov/RentHelp](https://phoenix.gov/RentHelp) with the intent to increase access of information and transparency to the public. The new program's website includes information on the application process, Frequently Asked Questions, eligibility requirements, as well as information on who to contact and how to apply. There is also a link to the City's ERA Program dashboard which shows weekly updates on services provided, number of households and residents served, and expenditures.

Education Division (Head Start Birth to Five Program)

- In March 2020, educational services for families in the Head Start Birth to Five Program transitioned to virtual learning. This transition affected all age groups birth to five. The 2020-2021 school year began with 1,533 preschool children participating in virtual learning, 60 children receiving in-person learning, 112 children receiving in-person childcare, and 240 families participating in virtual home visits. The Head Start Preschool program began offering an in-person option in March 2021, following a State of Arizona Governor's Executive Order requiring schools to provide in-person learning while adhering to the CDC guidelines of social distancing. As of May 2021, the Head Start Birth to Five Program had 728 children participating in virtual learning and 965 children participating in-person. The Education Service providers are pending directives from their respective school districts regarding how the 2021-2022 school year will begin. Depending on each school district, a virtual learning option may be available through January 2022, when the Office of Head Start will require all children to return to in-person learning while adhering to the CDC guidelines.
- In response to the COVID-19 pandemic, caseworkers in the Education Division accepted Head Start applications via telephone and virtual platforms during the 2020-2021 school year. Families utilized Adobe Sign software to sign documents and upload verification through encrypted emails. In FY 2021-22, the application process will continue utilizing virtual platforms in addition to a hybrid version of telephonic and in-person appointments.

- Since March 2020, the Division’s family advocate staff began weekly family visits and bi-weekly socialization through virtual platforms to over 250 families. The family advocates also delivered crayons, scissors, glue sticks, and paper to families to use with their children at home. In FY 2021-22, this service will be available to children participating in virtual learning through January 2022, when the Office of Head Start will require all children to return to in-person learning.
- In response to the COVID-19 pandemic, over 1,700 preschool children participating in the Head Start Program were provided tablets and WiFi access for virtual learning. In FY 2021-22, the electronic devices will be provided to children continuing with virtual learning during the 2021-2022 school year through January 2022, when they will be required to return to in-person learning.
- In March 2020, the Division implemented ContinuED, a learning management system for Grantee and Contractor staff’s professional development. Over 348 training modules that align with the Head Start Program Performance Standards and the Arizona Department of Health Services Childcare Licensure Division, are available to staff. Tracks have been developed based on job duties and new staff requirements. In FY 2021-22, this customized on-line automation will remain accessible to promote training for staff in a remote capacity.

Homeless Services Division

- The Homeless Services Division will continue to employ technology by using mobile devices to access and enter data during coordinated street outreach efforts to capture more real time data for individuals receiving services.
- The Division will continue to utilize an electronic records management system and portable devices to enter all related information into the Homeless Management Information System (HMIS) database.
- In response to the COVID-19 pandemic, Division staff revised current contracts with homeless service provider agencies to include virtual services provisions to be implemented in FY 2021-22.
- In response to the COVID-19 pandemic, Homeless Services staff created Project Haven, an emergency shelter program focused to prioritize shelter beds for medically vulnerable individuals and seniors experiencing homelessness. The program was originally funded by Emergency Solutions Grant (ESG) COVID funds and operated by the following sub-grantee agency, Central Arizona Shelter Services (CASS). The program procured 75 beds at a local hotel wherein shelter, daily meals, case management, medical care, and other stabilization services are provided. This effort will continue through FY 2021-22.

Victim Services Division

- In January 2020, the Arizona Protective Order Initiation and Notification Tool (AZPOINT) was launched, which is an online protective order system developed for

victims to submit petitions for protective orders at any Arizona court. AZPOINT has no fee to use and is available to the public by the Arizona judicial branch, in partnership with the Arizona Criminal Justice Commission. In response to the COVID-19 pandemic, victim advocates have increasingly utilized this on-line service to assist individuals with filing orders of protection, explain how defendants will be served, collaborate on safety planning, and provide coaching/assistance for hearings, if needed.

2. **Increase access to a safe environment for Phoenix residents:** The HSD supports citywide initiatives that address community needs and enhance safe current service delivery, support regional efforts to address homelessness, as well as support the expansion and reach of victim advocacy services.

Strategic Initiatives

- The HSD will continue to support and staff the City of Phoenix Human Trafficking Task Force. On December 6, 2013, the Task Force created and implemented the COMPASS Plan, a five-year roadmap focused on eradicating human trafficking. The major components of the plan include awareness and outreach, training, strengthened law enforcement services, and improved access to services for victims. The Mayor and City Council received an update in January 2020 and approved the Task Force to proceed with activities through FY 2021-22. These activities include:
 - **Community Awareness and Outreach:** Engage the community in conversation and action to stop human trafficking.
 - **Training:** Implement and sustain high-level trainings by creating awareness, prevention, detection and intervention strategies.
 - **Law Enforcement:** Strengthen law enforcement services through community collaborations.
 - **Victim Services:** Create increased access to services through community and collaborations.

The HSD Human Trafficking Task Force will conduct virtual meetings and continue street outreach into FY 2021-22.

- In FY 2021-22, the HSD will continue to support the City's initiative on domestic violence with the continued implementation of "A Roadmap to Excellence: Making the City of Phoenix a National Leader in Preventing and Addressing Domestic Violence". The roadmap summarizes the collective work of the domestic violence workgroup consisting of more than 50 community leaders and City of Phoenix staff who are charged by the Mayor and City Council to explore innovative and bold solutions to this critical issue. The plan was unanimously approved by the Mayor and City Council on April 9, 2013. This will be the ninth year of the campaign, which now incorporates the impacts of the COVID-19 pandemic as reflected by an increase of calls received by the Phoenix Police Department. In response to this increase, continued efforts will focus on providing education and outreach to those in need through increased virtual awareness, websites, billboards and radio advertisement.

- The Department will continue to provide ongoing support in FY 2021-22 to the City's FastTrack Cities Initiative. This initiative focuses on ending AIDS as a public health threat by 2030 through building upon, strengthening, and leveraging existing HIV-related programs and resources. When a city pledges to become a part of FastTrack Cities, it agrees to achieve the following 90-90-90 targets within FY 2021-22:
 - 90percent of HIV positive individuals tested and identified;
 - 90percent of HIV tested individuals retained in medical care and taking medications;
 - 90percent of HIV positive individuals retained in care and were not transmittable; and
 - 0percent stigma and discrimination.

The Mayor and City Council received an update on the current progress of this Ad Hoc Committee in December 2020 and have agreed to continue to support their efforts into FY 2021-22.

- The HSD continues to support the City's "Let's Talk Teal" campaign to promote Sexual Assault Awareness month in April. This initiative was established through a grant received from the Phoenix Police Department's Crime Lab to develop the Sexual Assault Kit Initiative (SAKI). SAKI includes community outreach with populations specifically vulnerable to sexual violence, collaborating with local service providers to improve service provision for survivors, and working with schools to provide sexual violence prevention curricula. Phoenix City Hall will be lit Teal throughout April 2022 to promote Sexual Assault Awareness month. In addition, brochures from the SAKI grant will be distributed throughout City buildings, community organizations and local schools during the 2021-2022 school year. The brochures have information and resources for the general population and specific populations such as the elderly/disabled and teens. In FY 2021-22, trainings will continue to be offered to City employees and the general public by the Police Department's Sex Crimes unit and the Arizona Coalition to End Sexual and Domestic Violence.
- The Strategic Initiatives section aims to combat domestic violence, sexual assault, youth violence, sex trafficking and ending the HIV/AIDS epidemic through prevention, training, service provision improvement and community awareness. A vast variety of partnerships including advocacy groups, businesses, law enforcement agencies, schools and medical professionals will be utilized to achieve this mission. A symposium was originally planned prior to the 2020-2021 school year, however, due to the COVID-19 pandemic and its effects on local schools, this will be pushed back to the 2021-2022 school year and is being planned in a virtual format.

Community and Senior Services Division (CSSD)

- In response to the COVID-19 pandemic, the Family Services Centers have installed plexiglass and increased disinfection and sanitization efforts at each of the three facilities to promote social distancing and ensure the safety of staff and the public. These efforts will continue into FY 2021-22.

- During weekly wellness calls to senior center members, Senior Programs staff provided ongoing outreach and education on issues of prevention and victim services to include domestic violence, credit fraud and other scams targeting the elderly population. In response to the COVID-19 pandemic, these calls also shared safety tips with senior center members including social distancing, heat safety, COVID-19 scams, COVID-19 testing and vaccine information, appointment scheduling, staying active, and general wellness suggestions. Periodic outreach calls will continue into FY 2021-22, prioritizing members not seen through on-site activities and events.

Homeless Services Division

- In FY 2021-22, the Homeless Services Division will continue to represent the City of Phoenix on the Maricopa County Continuum of Care Board and participate in various workgroups at the regional level to address homelessness. Strategies will include eviction prevention and diversion, Housing First, Rapid Rehousing, Permanent Supportive Housing, Built for Zero, and enhanced outreach services.
- In March 2020, the Phoenix City Council requested a strategic plan to focus on solutions for persons experiencing homelessness as well as developing best practices to mitigate impacts to surrounding communities and neighborhoods. The City Manager's Office convened a Homeless Strategies Workgroup Task Force to formulate the guiding principles and foundations for building the Strategies to Address Homelessness Plan. The Phoenix City Council previously approved a revised Strategies to Address Homelessness Plan at the October 2020 City Council Policy Session. The Task Force is currently in the process of prioritizing their intentions for FY 2021-22.

Victim Services Division

- The Victim Services Division operates the Family Advocacy Center (FAC), which provides comprehensive services for victims of violent crime and their families, victims of intimate partner violence, sexual assault, and sex trafficking. Additionally, the FAC operates four satellite locations, and partners with multiple agencies including assisting the Phoenix Police Department with on-scene activities. These collaborations strengthen the FAC and allow them to provide continual services through FY 2021-22. These essential services include:
 - Investigative interviews
 - Forensic nursing exams
 - Victim advocate support
 - Safety planning
 - Assistance with orders of protection
 - Needs assessment and assistance
 - Criminal case assistance and victims' rights education
 - Emergency shelter assistance
 - Counseling and support group referrals
 - Victim Compensation Program application assistance
 - Address Confidentiality Program application assistance
 - Information and referral services

- In response to the COVID-19 pandemic, the Phoenix Municipal Court implemented telephonic hearings enabling individuals to complete the court hearing process in a safe and secure location while practicing social distancing. This technology has allowed victim advocates to provide essential services remotely. In FY 2021-22, the FAC will continue to offer all essential services in a limited hybrid model or remotely for victims who are unable to come to the center for in-person services.

3. **Create opportunities for Phoenix residents to achieve their full potential:** In FY 2021-22, the HSD will continue to support the City of Phoenix’s low-income residents to achieve self-sufficiency through the following activities:

Community and Senior Services Division (CSSD)

- The Coronavirus Aid, Relief, and Economic Security (CARES) Act in 2020 and the Coronavirus Response and Consolidated Appropriations Act in 2021 provided federal funding to assist households impacted by the COVID-19 pandemic. CARES Act funding implemented several programs to address household expenses, including mortgage, rent and utility payments. The Consolidated Appropriations Act continued many of these programs by adding new phases and allocations, to address issues related to the continue COVID-19 pandemic. These efforts will continue into FY 2021-22 with additional Emergency Rental Assistance (ERA) Program funding noted below.

- Emergency Rental Assistance (ERA) Program Funding

In December 2020, the United States Department of Treasury enacted a \$25 billion Emergency Rental Assistance (ERA) Program under the Consolidated Appropriations Act 2021. The ERA Program is intended to assist renter households impacted by the COVID-19 pandemic with paying up to 15 months of rent and 12 months of utility payments. The City of Phoenix was awarded \$51.1 million and assigned it to the HSD for distribution. The HSD retained \$26.1 million to administer through the Family Services Centers infrastructure, utilizing the existing CMS database and Central Intake phone line to accept applications from Phoenix residents. To support the influx of federal funding, the HSD hired 22 temporary positions; 16 Caseworker I and six Customer Service Clerk positions. An additional \$25 million was contracted to Wildfire, who subcontracted with eleven local community-based organizations throughout Phoenix. As of June 13, 2021, the City of Phoenix has served 930 households with \$6,937,265.92 and Wildfire has served 797 with \$5,943,441. The program will continue through FY 2021-22, with additional funding being allocated through the American Rescue Plan Act (ARPA).

- In response to the COVID-19 pandemic, all 15 Phoenix Senior Centers were temporarily closed in March 2020, and in-person programs were subsequently transitioned to virtual programs in April 2020. Staff continued to address elements of healthy living which included physical fitness, mental health, socialization and nutrition through virtual programming with Zumba, line dancing, relaxation through music, mindfulness meditation, chair exercises, gentle yoga, nutrition groups and

more. Virtual programming will continue to be implemented through FY 2021-22, while in-person programming resumes due to the centers reopening on June 7, 2021.

- In FY 2020-21, Senior Programs staff developed a survey to help determine strategies to reopen the senior centers, gather input on members preference for programming, and to gauge member interest in continuing virtual activities once centers reopened. This feedback will continue to be utilized in FY 2021-22 as the City works to restore the senior centers to full operations.
- Senior Programs launched Memory Cafés twice a month in September 2020 in support of the City’s Dementia Friendly Initiative designation and to promote wellness, socialization and support for individuals with moderate to severe dementia and their caregivers. The cafés provide a variety of enrichment activities including music therapy, reminiscing, story sharing, arts, crafts, and mindfulness activities. This program will continue to be offered through FY 2021-22.
- In FY 2020-21 and due to the COVID-19 pandemic, senior center congregate meals service transitioned to a weekly frozen meals delivery service for senior center members to ensure their nutritional needs continued to be met. Senior Nutrition Meals Program staff coordinated with meals program vendor, Selrico Services, Inc., to deliver meals every week to members that requested through a reservation. This ensured the most vulnerable members received a meal without having to leave their homes and put themselves at risk. Frozen meals deliveries will continue through FY 2021-22. Additionally, a limited number of meals will be available for pick-up at the senior centers now that they have reopened.
- In FY 2021-22, the Community Initiatives Programs will continue to administer the Volunteer Income Tax Assistance (VITA) Program to ensure low-to-limited income households receive free tax preparation services including filing for the Earned Income Tax Credit (EITC). The EITC has proven to be the largest and most effective anti-poverty program in the nation. Despite VITA having to suspend services in March 2020 due to the COVID-19 pandemic, 301 volunteers were able to prepare 2,941 returns with over \$4,981,792 in federal and \$814,729 in state tax returns. VITA was able to open a reduced number of sites for the 2020-21 tax season during the duration of the pandemic. Beginning June 2021, VITA has one site providing year-round tax preparation services for individuals needing to file amended tax returns or filing up to the last three years of taxes.
- The Landlord and Tenant Program (LTP) educates both landlords and tenants throughout Arizona on their rights and responsibilities under the Arizona Residential Landlord and Tenant Act (ARLTA) and the Mobile Home Parks and Residential Landlord and Tenant Act. In addition, this program provides referrals for Phoenix tenants to obtain interior inspections of their rental properties to address any health and safety concerns. To navigate the end of the eviction moratorium, the LTP also refers tenants to Community Legal Services for legal assistance, advocacy and/or representation with eviction court proceedings, and to the HSD for emergency rent

and utility assistance. In FY 2021-22, the LTP will partner with various high schools to educate students on rental rights and responsibilities under the ARLTA. In addition, quarterly workshops on the ARLTA will be available to statewide governmental agencies and their staff.

- In response to the COVID-19 pandemic, the VITA Program implemented an on-line appointment system in February 2021 for volunteers to schedule appointments with clients. Eligible clients are given a designated time to drop-off documents to have their tax returns completed virtually. This process offered minimal physical contact between volunteers, clients, and staff to ensure safety while adhering to social distancing requirements.

Education Division (Head Start Birth to Five Program)

- In December 2021, the Education Division will host the sixth annual Fatherhood Summit focusing on the "Men All Need to be Caring, Actively-engaged, Vested and Encouraged" (M.A.N.C.A.V.E) Initiative. The summit is planned to be held virtual, with the possibility of in-person attendance, if safe to do so. Over 300 participants are expected to attend. Attendees will learn the distinctions between a boy and girl's brain activity, strategies for helping children to remain focused, and tools that will help fathers build relationships with their children.
- The Education Division will partner with the Parks and Recreation Department to offer additional virtual sessions in FY 2021-22 to Phoenix residents. The virtual workshops will introduce families to school readiness and the importance of preparing children for their first years of school.
- In FY 2021-22, the Education and Business and Workforce Development Divisions will continue to partner on the Family Centered Employment Initiative. Head Start staff will refer families to a Workforce Employment Center for resources, virtual job fairs and assistance to obtain employment. The Education Division plans to create a track for families interested in becoming teachers and collaborating with the Education Service Providers for job placement.
- In FY 2021-22, the Division will implement the Tiered Intervention Model for various assessments to target and individualize services for families based on their highest needs. Tier 1 interventions will provide access to parent education, essential family supports, and health prevention information and/or services. Tier 2 interventions will include intensive case management to stabilize families and achieve self-sufficiency. Tier 3 interventions will focus on families experiencing a crisis or other insurmountable events in their lives.

Homeless Services Division

- In FY 2020-21, the Homeless Services Division entered a partnership with the Burton Barr Central Library and St. Vincent de Paul to offer accessible and centrally located drop in-style services for homeless individuals seeking case management and community-based services. The mission of this project is to ultimately engage

individuals utilizing a non-traditional outreach methodology and thereby offering services and case management opportunities in a more expansive manner. However, as a result of the COVID-19 pandemic, the Burton Barr Library was temporarily closed postponing the partnership activities to the fall 2021.

- In response to the COVID-19 pandemic, the City of Phoenix determined additional emergency housing and rapid rehousing services were needed to address the economic hardships and impact of vulnerable seniors and at-risk individuals facing homelessness. The Homeless Services Division partnered with Central Arizona Shelter Services (CASS) on a joint project titled Project Haven to provide emergency housing, stabilization services, and the provision of a pathway to permanent housing for vulnerable seniors and at-risk individuals currently experiencing homelessness. This project began in June 2020 and will conclude in September 2021. The Division will continue its partnership with CASS to provide emergency housing, case management, housing identification and document readiness, care coordination, and access to emergent housing stabilization through March 31, 2022.

4. **Develop and maintain a highly performing workforce:** The HSD continuously extends opportunities for professional development through City sponsored trainings. HSD employees accumulated a total of 2,289 hours of training in FY 2020-21 to enhance staff's workforce skills and knowledge.

Business and Workforce Development Division (BWDD)

- In FY 2021-22, the Business and Workforce Development Division will continue to offer staff and contractors the opportunity to achieve certification through the National Association of Workforce Development Professionals (NAWDP) as a Certified Workforce Development Professional (CWDP). The CWDP is a nationally recognized and portable credential developed by the NAWDP, the latest organization of workforce development professionals. The credential was established in 1999 to highlight individuals in the field who show a high level of expertise across nine workforce competencies.

Community and Senior Services Division (CSSD)

- In September 2020, ATC Group Services LLC (ATC) was retained to provide re-opening plans for City of Phoenix Senior Centers. A re-opening plan was developed to address concerns regarding the COVID-19 pandemic and how to protect the vulnerable senior center client base. The goal of these plans was to mitigate the potential for COVID-19 transmission in the senior center facilities. In order to meet this goal, ATC provided training on May 17 and 18, 2021 to all Senior Programs staff members and several Parks and Recreation staff members on how to implement the re-opening plan. The training provided an overview of COVID-19 and covered risk factors, sanitization protocols, social distancing requirements, and other hazard reduction measures.
- In January 2021, twenty Senior Programs team members completed training to become a Dementia Friend. Dementia Friends USA is a program that helps everyone

in the community understand what dementia is and how it affects people. A Dementia Friend is someone who has learned what it's like to live with dementia and then turns that understanding into action by telling friends about the program, visiting individuals with dementia, and bringing awareness of dementia to the community. Staff will utilize this training to better identify and assist senior center members living with dementia.

Education Division (Head Start Birth to Five Program)

- In FY 2021-22, Division staff will continue participation in the webinar series provided by the Arizona Trauma Institute and Therapy. This professional development series offers consulting and training to become a trauma certified organization. The series is expected to be finalized in September 2022.
- In FY 2020-21, Division staff participated in mindfulness activities which included yoga stretches and poses. This program promotes inclusion, equity, breathing techniques, and self-regulation. Currently, there are 32 teachers in the process of becoming Imagination Yoga Certified. In FY 2021-22, the Division will implement yoga training sessions through the Department's Qualified Vendor List for all Head Start Birth to Five staff to conduct with children via virtual platforms or in-person during the 2021-2022 school year.
- The Head Start Program is imbedded in the belief that "Every child has the ability to succeed in school and in life". Ending injustice, racism, and bias is fundamental to delivering on this pledge. Through FY 2021-22, Division staff will continue to meet with Education Service providers, Child Care partners and Head Start Policy Council Members to identify inequities in practices, interactions with colleagues and families, and processes. At the end of the journey, the Division will realign practices, interactions, and processes to ensure the equity of everyone.
- In February 2021, the Region IX Head Start Association selected four members of the HSD Education Division leadership team to participate in a Community of Practice Advancing Equity. In FY 2021-22, this cohort comprised of other regional Head Start Programs will continue to receive coaching and training to become an anti-racist organization.

IV. Implementation

Describe below how the Agency will target its activities to such populations:

The HSD primarily provides services through five of its six divisions: Business and Workforce Development, Community and Senior Services, Education, Homeless Services, and Victim Services. For each division, the provision of services to poor or low-income individuals and families is the highest priority. To ensure maximum utilization of available community resources, the Department employs 204 caseworkers of its 409 employees to coordinate services to the poor, vulnerable, unemployed, unsheltered, and elderly. These caseworkers are housed in over 40 offices across the five divisions and located throughout the city to provide necessary services to low-income individuals and families. These offices

are a mixture of multi-service centers and stand alone offices managed by City of Phoenix staff and community partners.

Describe below the Agency’s education strategies for the coming SFY:

For FY 2021-22, the HSD will continue to work on the following activities to strengthen literacy skills in low income families:

Education Division (Head Start Birth to Five Program)

- As part of the continued partnership with Read On Arizona Network of Communities, members of the Education Division's Mentor Coaching team began participating in Language Essentials for Teachers of Reading and Spelling (LETRS) training in February 2021. The trainings will provide staff the necessary skills and strategies to help teachers facilitate children's transition to kindergarten. This partnership will continue to implement additional trainings throughout FY2021-22.

- The Education Division is required each year, as a Head Start Grantee, to develop and implement a written plan defining the policies and procedures for the eligibility, recruitment, selection, enrollment, and attendance of children based on community needs. These requirements ensure the selection of enrollees is fair and systematic and ensures children most in need are served. Children in foster care, families experiencing homelessness, and families receiving public assistance are categorically eligible. Based on information in the Community Needs Assessment, communities with high need populations are targeted for recruitment in order to provide needed education and social services. The current Head Start Policy Council developed its annual plan in the winter of 2020. The plan was approved by the Land Use and Livability Subcommittee and implemented in March of 2021. The next plan will be drafted by the current Head Start Policy Council and presented to the Land Use and Livability Subcommittee for approval and implementation in March of 2022.

Describe below the Agency’s emergency assistance strategy for the coming SFY:

The HSD utilizes a variety of revenue sources to support its operations as a designated Community Action Agency, including funds from the following sources: Arizona Department of Economic Security (Low Income Home Energy Assistance Program, Temporary Assistance to Needy Families, Utility Repair, Replacement and Deposit, Neighbors Helping Neighbors and Community Services Block Grant), U.S. Department of Housing and Urban Development (Emergency Solutions Grant), U.S. Department of Health and Human Services (Office of Head Start Grants), City of Phoenix General Purpose Fund, U.S. Department of Justice (Victims of Crime Act), Arizona Public Service, Southwest Gas, Salt River Project, and City of Phoenix Water Services Project Assist Fund.

As the COVID-19 pandemic continues to impact Phoenix residents, the HSD will continue to implement the Emergency Rental Assistance (ERA) Program with additional funds received from the American Rescue Plan Act to ensure households remain stable.

The HSD strategy is to serve as many low-income households as efficiently as possible. Prioritized efforts include streamlining processes by leveraging technology to reduce time and serve more households and individuals through emergency financial assistance and case management services. Staff from three Family Services Centers utilize laptops to fully telework and deliver emergency financial services and case management telephonically. Each Family Services Center have equipment on-site that equip staff with mobile scanners and WiFi cards to ensure access to the client services database, forms, and any other information needed to determine eligibility for services. A telephone interview process with a secure document upload component was fully implemented in response to the COVID-19 pandemic. In FY 2021-22, this process will be continued utilizing a hybrid version of telephone and in-person appointments. The Community Services Program is also working to increase automation with the expectation to have an increased online presence over the next several years.

Finally, the Education, Homeless Services, Victim Services, and Business Workforce Development Divisions will continue to link families with needed social services in the community and provide high-quality educational experiences to income-eligible children birth through age five.

Describe below the Agency’s civic engagement strategy for the coming SFY:

The HSD has established a large and diverse array of partnerships and linkages with planning associations, neighborhood groups, community-based organizations, government agencies, local non-profit agencies, private industry, public schools, universities, advocacy groups, behavioral health providers, health care providers, oversight commissions, advisory and community councils, shelter and housing providers, volunteer groups, and faith-based organizations. The Department not only seeks to retain these collaborative relationships but also extend its role as a convener and coordinator of community solutions to individuals, families and seniors struggling to meet their basic needs.

The Department provides a comprehensive array of services at each of its three Family Services Centers, including but not limited to eviction prevention, move-in and rental assistance, utility assistance, transportation resources, case management, information and referral, nutritional resources and housing repair referrals. In addition to these City services, other City programs and staff housed in the Family Services Centers include Head Start, Homeless Specialists, Domestic Violence Victim Advocates, Landlord Tenant Counselors, a Phoenix Fire Department Crisis Response Team, and a Phoenix Police Department Bike Patrol. Family Services Center staff also refer clients to outside agencies for other needed resources.

The Community Services Program facilitates Community Councils at each of the three Family Services Centers. Community Council membership consists of staff from City programs, along with local community, business and faith-based partners and function as a networking and information exchange body to assist the Family Services Centers in identifying and educating communities on services that address the needs of low-income residents.

The older adult population has a diverse set of interests and needs. To address these needs, Advisory Site Councils are established in senior centers, so participants can be included in programming and decision-making with to the senior center they attend. Each of the 15 City of Phoenix Senior Centers has their own elected Advisory Site Council. These Councils ensure participants have a voice in matters related to the delivery of services through the senior centers and to provide recommendations to Senior Programs staff for program improvements. Advisory Site Councils serve as connectors for the exchange of effective communication between staff and participants.

As a Head Start Grantee, the Education Division ensures parents of enrolled children and community members are engaged in all aspects of the program. Parents have the opportunity to serve on the Head Start Birth to Five Policy Council, which helps guide and govern the Grantee. Parents are invited to participate on various committees such as strategic planning, continuous quality improvement, and self-assessment.

Describe below the Agency’s youth and family-oriented strategies for the coming SFY:

The HSD, in coordination with local community partners and other City departments, leads a domestic violence awareness campaign specifically for youth. Activities that will continue to prioritize youth in FY 2021-22 include:

Strategic Initiatives

- Conduct monthly education meetings with community organizations, school personnel and City departments addressing the needs of youth pertaining to youth violence prevention programming, such as education, outreach and collaboration.
- Coordinate a domestic violence awareness contest for Phoenix area high schools and charter schools in October 2021.
- Collaborate with over 50 youth and education organizations and school personnel to facilitate domestic violence resource days at local high schools and youth organizations with a focus on providing information regarding healthy and unhealthy relationships, domestic violence awareness and community resources. These events will continue to be offered year-round with a targeted emphasis during Domestic Violence Awareness month (October), Teen Dating Violence Awareness month (February) and Sexual Assault Awareness month (April).
- Coordinate and conduct virtual “In Their Shoes” trainings during the 2021-2022 school year. This interactive teen dating violence classroom exercise is provided at various local high schools and youth serving organizations throughout the City.
- Coordinate a Public Service Announcement social media contest on Teen Dating Violence in February 2022.
- Coordinate Domestic/Dating Violence Awareness presentations/resources during 2021-2022 high school sporting events.

- Coordinate with the HSD Family Advocacy Center and community mobile advocates to provide a victim advocate at local high schools during the 2021-2022 school year. This will include developing referral guidelines and a tracking process with new protocols as a result of the COVID-19 pandemic.
- Coordinate with the City of Phoenix Parks and Recreation Department to present Project BRAVE (Bringing Reality About Violence Education) in middle schools during the 2021-2022 school year.
- Collaborate with community partners to implement a Sexual Assault Awareness campaign and educational presentations in April 2022 to local high schools and youth organizations. These presentations will be in collaboration with Chicanos Por La Causa and additional youth and education-based organizations to offer Safe Dates presentations. Safe Dates is a school-based prevention program designed for middle and high school students with the goal of preventing or stopping dating violence and victimization. The Safe Dates program includes a curriculum with nine 50-minute sessions covering a variety of dating and relationship topics.
- Coordinate a Sexual Assault Awareness softball game in April 2022 for local high school students.
- Partner with organizations that offer services to homeless youth and youth aging out of foster care to provide “In Their Shoes” presentations and teen dating violence resources.
- Expand volunteer recruitment to help facilitate “Safe Dates” and “In Their Shoes” trainings along with staffing youth resource fairs which would provide information on domestic violence, shelter services, counseling, suicide prevention and various supportive services.
- Partner with the Phoenix Police Department to offer training and resources on each of the five Strategic Initiative Programs (Domestic and Teen Dating Violence, Human Trafficking, Sexual Assault and HIV/AIDS Awareness) and provide information regarding available community resources.
- As part of HSD’s Human Trafficking Initiative, continue to prioritize services for youth with these four areas of focus: Community Awareness and Outreach, Training, Law Enforcement, and Victim Services.
- Participate with the newly formed “Prevention” workgroup of the Human Trafficking Task Force, to implement a curriculum and training at area high schools.
- Increase utilization of social media for adults and youth to promote awareness of each of HSD’s Strategic Initiatives: Domestic Violence, Teen Dating Violence, Human Trafficking, Sexual Assault and HIV/AIDS awareness.

Business and Workforce Development Division (BWDD)

- Partner with community-based organizations and employers to deliver the annual Summer Youth Employment Program, Phoenix Youth RISE (Reach and Invest in Summer Employment). Phoenix Youth RISE offers a four-week work experience in-person or virtually to youth and young adults, ages 16-24, who reside in the City of Phoenix. Participants receive work readiness preparation and financial literacy prior to starting the internship. Employers will host an intern from various sectors including financial and advanced business services, advanced manufacturing, healthcare and construction.

Education Division (Head Start Birth to Five Program)

- Offer virtual training to parents using the parenting curriculum, "Your Journey Together". This research-based curriculum is a trauma-informed platform focused on improving parenting skills to build resiliency in vulnerable children. The eight-week program has provided many parents new strategies to use with their children. Parents are also offered parenting classes through the Triple P: Positive Parenting Program.
- Follow-up with each parent after they complete the module to identify the skills learned through the parenting and family support program. The Triple P program is designed to provide parents with strategies and techniques to use when their children demonstrate negative behaviors.
- Update the Education Division website to include a parent portal titled "Family Connect." This portal will help families find educational opportunities and helpful information. The website will continue to be updated throughout FY 2021-22 to ensure the latest information and education is available. The website is located at: <https://www.phoenix.gov/humanservices/programs/for-families>.

Describe below the Agency's linkages strategy for the coming SFY:

The HSD has established a large and diverse array of partnerships and linkages with planning associations, neighborhood groups, community-based organizations, government agencies, local non-profit agencies, private industry, public schools, universities, advocacy groups, behavioral health providers, health care providers, oversight commissions, advisory and community councils, shelter and housing providers, volunteer groups, and faith-based organizations. The Department not only seeks to retain these collaborative relationships but also extend its role as a convener and coordinator of community solutions to individuals, families and seniors struggling to meet their basic needs.

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Police Department Bike Patrol. Family Services Center staff also refer clients to outside agencies for other needed resources.

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As a Head Start Grantee, the Education Division ensures parents of enrolled children and community members are engaged in all aspects of the program. Parents have an opportunity to serve on the Head Start Birth to Five Policy Council, which helps guide and govern the Grantee. Parents are invited to participate on various committees such as strategic planning, continuous quality improvement, and self-assessment.

Describe below the Agency’s self-sufficiency strategies for the coming SFY:

At the core of a CSBG-funded service delivery system, the HSD provides case management services for individuals, families and seniors residing in the City of Phoenix who are unable to meet their basic needs or resolve other crisis situations.

Over the past few years, the City of Phoenix began to focus attention on improving its community presence. In FY 2021-22, the Community Services Program will begin collaborating with a community partners to launch a project that works with families in need of obtaining sustainable food and permanent housing. The south Phoenix project will focus on assisting low income residents with sustainable food. This is the first year of this project and reassessment will occur early next year to determine if this project will continue or expand.

Due to the additional funding received in response to the COVID-19 pandemic, the Family Services Centers are able to provide clients with financial assistance for up to 12 months of arrearages for both rent and utilities, along with three months forward rent and utilities to ensure housing stability. These emergency assistance programs will continue in FY 2021-22.

The goals of individual families have always been an essential focus for Head Start programs. The Education Division staff uses a strengths-based approach to identify, celebrate, and draw on families' strengths. As staff and families build relationships, they combine their strengths, skills, and resources to accomplish and nurture positive-oriented goals. This process is called a Family Partnership Agreement (FPA), and it is completed with all enrolled families within the first 90 days of enrollment as required by the Head Start Performance Standards.

V. National Performance Indicator (NPI) Targets

In [eGov](#), please enter the NPI targets related to your program implementation strategies detailed in Section IV. Check the box when complete:

Targets Enter

VI. Observing Achievement of Results

Describe below the Agency's data collection systems and procedures:

The HSD is committed to maintaining a data collection system utilizing an internal Case Management System (CMS) database to gather, organize and analyze performance data. The system is utilized by the three Family Services Centers, fifteen Senior Centers, Landlord and Tenant Program, Homeless Services Division, and Victim Services Division.

CMS is used to:

- Store client household demographic information, confidential eligibility documentation, and case management related documents
- Assess and process all emergency assistance payments
- Monitor program budget allocations

CMS tracks and measures client and family needs and outcomes using the Self-Sufficiency Matrix tool. Case plan goal progress is assessed within each of the 12 functioning domains. Household status is then assessed and determined in each domain and categorized as In Crisis, Vulnerable, Safe, Stable, or Empowered. CMS programming improvements are underway to measure percent of change in status across time working with individuals and/or families.

Business and Workforce Development Division staff and contractors providing state and federal workforce programs and services are required to use the Arizona Job Connection (AJC) data management system. Staff and contractors are required to track individual participant data including eligibility determination, demographics, services received, case notes, outcomes and follow-up data. Timely data entry is required and must be entered within 15 calendar days from the date an activity or service is provided.

The Education Division utilizes ChildPlus to allow analysis of data information and data visualization to support the continuous quality improvement plan. The Office of Head Start data requirements and submission of the annual Program Information Report changes annually. ChildPlus comes with business rules programmed for the current Office of Head Start requirements and eliminates the need for program staff to research changing grant requirements, develop software specifications, and conduct user acceptance testing. In addition, ChildPlus provides a self-service portal for contracted educational service providers, child-care centers, and parents.

In addition, the Business and Workforce Development Division and its contractors are also responsible for meeting or exceeding federal performance levels and any other measures as negotiated by the City of Phoenix Business and Workforce Development Board and the State of Arizona.

HSD utilizes a variety of software systems to collect and report data for program evaluation, some of which are managed by an external agency. The following external systems are designed to serve a specific program’s business needs; Homeless Management Information System (HMIS) for the Homeless Team, CounselorMax for the Landlord and Tenant Program and Taxslayer, Linkandlearn and Schedulicity for the VITA Program. All of these systems assist the programs collect, report and analyze data.

VII. Program Evaluation

Describe below:

- a. Any insights from the most recent program evaluation which informed this CAP Plan.**
- b. Any planned changes to the Agency’s program evaluation process to increase its harvest of actionable insights.**

Based on internal program evaluations conducted among the HSD Community and Senior Services Division management team and employee workgroups, the following efficiencies were identified, implemented in FY 2020-21 and will continue through FY 2021-22:

Telephone Appointment and Document Upload

In FY 2020-21, an online questionnaire was created, and additional automation was implemented in response to the COVID-19 pandemic to support telephonic appointments and promote a more automated environment. Throughout FY 2020-21, continuous evaluation and improvements were implemented to support a seamless virtual environment. Enhancements were made to the document upload feature to request additional missing documentation, send customized messages to clients based on case by case scenario. In FY 2021-22, additional enhancements will be made to improve the customer experience and provide for a more user-friendly process.

Enhanced Senior Center Virtual Programming

In July 2020, the Senior Programs team solicited input from senior center members regarding access to internet service, home technology equipment, and virtual programming interests during their continued absence from in-person activities and classes. 993 members responded with half of the members reporting they would be interested in participating in continued virtual programming. The survey also revealed a little less than half of the respondents do not have internet access in their home, which may account for why they are not interested in virtual classes and activities. This realization led to a recommendation for on-site laptop equipment to allow members to increase their access to virtual programming.

Home Delivered Meals Survey

In March 2021, the Senior Nutrition Meal Program Manager initiated an annual survey of Home Delivered Meals participants through weekly delivery of meal services to 1,400 homebound and disabled seniors. The survey asked questions about the quality and variety of the meals they receive to assist with improving the program. On June 10, 391 survey results were compiled and analyzed. The results of the surveys produced a 99 percent satisfaction rate in the Home Delivered Meals Program, with 66 percent of participants being “Very Happy” and 33 percent being “Happy” with the program.