

**COMMUNITY
ACTION
PROGRAM
PLAN**

SFY 2022-23

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 (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 58 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 \$20 million per year, the City has assisted hundreds of thousands of individuals and families to move from crisis situations to self-sufficiency 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: "Through leadership, collaboration, education, and essential services, the Human Services Department enhances the health, wellness, and quality of life for Phoenix residents".

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 \$194 million for Fiscal Year (FY) 2022-23.

The HSD provides direct services through six of its seven divisions: Business and Workforce Development, Community and Senior Services, Education, Homeless Services, Strategic Initiatives, and Victim Services. To ensure maximum utilization of available community resources, the Department employs 230 caseworkers of its 433 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 six 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 272 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 fifteen Senior Centers, which are geographically located 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 support 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 Assessment (CA) key findings which informed the Strategic Plan:

The Department’s Community Assessment (CA) was finalized in June 2022 by a contracted vendor, Burns & Associates, Inc. ([Attachment 1 2021 Community Assessment](#)). Subsequent annual updates will be completed by June 2023 and June 2024 which may include residual sections pertaining to the impact of the COVID-19 pandemic on the city. The next full CA is scheduled to be finalized in June 2025.

In preparing the Community Action Program (CAP) Plan, the 2022 CA was reviewed by the Human Services Commission and Community Action Agency leadership to determine priorities relative to the Community Services Block Grant (CSBG) funding goals.

The current Community Assessment 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 have been evaluated to inform the finalization of the 2022-2024 HSD Strategic Plan designed to address gaps in services, transportation, employment and education. The following specific sections were obtained from the 2022 CA report, and will be used to drive the Strategic Plan objectives in FY 2022-23:

Demographics

Page 12: *Poverty rates are decreasing.* The percentage of households living in poverty decreased from 17.4 percent to 13.7 percent; individuals living in poverty decreased even more, going from 21.0 percent to 16.2 percent.

Page 12: *One in six residents live in poverty.* Phoenix's overall poverty rate continues to decline (since 2019); however, nearly one in four children live in poverty.

Page 12: *Phoenix is one of the fastest-growing cities in the country.* Population projections indicate the city will grow by over 320,000 by 2040, which represents almost a 20% increase, and will increase demand for HSD services.

Employment

Page 47: *Employment assistance programs may not be reaching some who need these services.* One in five who receive services at family services centers and are participants in the 2021 Resident and Client Community Survey indicated employment assistance and job training were services they desired but had difficulty accessing, while 11 percent of all responding clients identified the lack of good jobs in Phoenix amongst the three greatest challenges in their neighborhood.

Page 47: *Unemployment rates are under four percent.* Phoenix's unemployment rate has fully recovered from the onset of the COVID-19 pandemic. Prior to March 2020 (before the start of the pandemic), the unemployment rate was around 4 percent, it spiked in April 2020 to 13.9 percent and has steadily decreased with the last five months having a rate of under 4 percent

Income Management and Self-Sufficiency

Page 55: *Individuals and families rely on public assistance to meet their basic needs.* Although there was a 3.7 percent decrease in the number of individuals in Phoenix living at or below the FPL, many more individuals and families in Phoenix have incomes that are below a living wage and may still rely on some form of public assistance to afford their basic necessities.

Housing

Page 62: *Housing and rental costs have risen dramatically in the last few years.* Since 2020, both housing and rental costs have increased by more than 50%.

Page 63: *Significant additional rental assistance funding was received during the COVID-19 pandemic, but more assistance is needed.* The eviction moratorium ended in August 2021, and rental costs increased more than 30 percent last year.

Page 63: *There is an insufficient supply of affordable housing in Phoenix.* Phoenix's rental housing supply has only 21 affordable units for every 100 low-income households, while more than 16,000 families remain on the waiting list for a housing choice voucher.

Nutrition

Page 69: *Some residents face food insecurity.* One in nine residents across Maricopa County were considered food insecure in 2019; however, as a result of the COVID-19 pandemic, it is expected that number will grow to one in seven.

Health

Page 77: *Arizona ranks poorly for mental health supports.* As a state, Arizona ranked 35th for adults and 49th for children's mental health supports.

Page 77: *Homeless populations need mental health assistance.* Unsheltered homeless populations in Phoenix and across Maricopa County cite substance abuse and mental health issues as primary barriers to holding a job or living in stable housing.

Safety

Page 86: *Low-income residents believe more police resources are needed in their neighborhoods.* Participants in the 2021 Resident and Client Community Survey rated drug use as the greatest challenge, lack of police presence as the third, and property crimes as the fourth greatest challenge they face in their neighborhoods.

Emergency Services

Page 91: *LIHEAP funding is insufficient to meet the demand.* The city's LIHEAP funding allocation serves less than 2 percent of eligible Phoenix residents.

Page 92: *Unsheltered homeless populations are increasing.* According to the 2022 annual point in time count, there were 3,096 homeless individuals living on the streets in Phoenix on January 25, 2022. This is a 30 percent increase in the number of unsheltered individuals from the 2020 point in time count.

Page 92: *Increased wraparound and case management are desired.* Both clients and community partners indicate services and outcomes could be improved through case management and wraparound services. They also believe it would be helpful in the short term to continue to provide emergency services to allow time for clients to stabilize as they transition to self-sufficiency.

Services for Seniors

Page 97: *Additional housing and rental assistance.* Seniors and community partners stated the greatest need for seniors is housing and rental assistance. The rapid increase in housing and rental costs has significantly impacted seniors as many are on fixed incomes.

Page 97: *Many seniors have a disability.* One-third of Phoenix residents aged 65 and older have a disability, with the greatest share attributed to an ambulatory disability.

Services for Youth

Page 102: *Youth in lower-income areas may not have sufficient access to quality afterschool activities.* Participants in the 2021 Resident and Client Community Survey listed a lack of afterschool activities as the third greatest challenge facing their neighborhoods, while participants receiving Early Head Start and Head Start services ranked a lack of afterschool activities as the first and second greatest challenge facing their neighborhoods, respectively.

III. Strategic Plan

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

Utilizing the strategic plan as revised in 2022 to include year's 2022-2024, the HSD has identified the program priorities for Fiscal Year 2022-23, as it relates to CSBG and community action needs. The following goals and strategies are referenced in the 2022-2024 strategic plan by the HSD Divisions:

- 1. Increase the quality of efficiency of distributing emergency financial assistance programs through implementation of innovative service delivery models:** The HSD is committed to administering emergency funded programs to enhance customer service, reform business processes, and integrate programmatic data for services offered through the Business and Workforce Development Division, Community and Senior Services Division, (three Family Services Centers and fifteen Senior Centers), Education Division (Head Start Birth to Five Program), Homeless Services Division, Victim Services Division, and Strategic Initiatives section. Specific areas of focus are as follows:

Business and Workforce Development Division (BWDD)

The BWDD will continue implementing virtual adult and youth employment services. This effort will continue for job center customers through FY 2022-23. 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 completed, the VOS Greeter notifies staff to follow-up with those identified service needs.

The BWDD will continue to assist job seekers with improving their skills to gain employment by offering virtual employability workshops and hybrid version opportunities for in-person instruction and guidance as pandemic conditions to improve. 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. Increased engagement of Phoenix job seekers is evidenced by the Adult and Dislocated Worker virtual workshops doubling in participation from 1,300 attendees in 2020 to 2,284 attendees in 2021.

In January 2022, Bloomberg Philanthropies announced the City of Phoenix as one of 15 cities awarded one million dollars for the 2021-2022 Global Mayors Challenge. This worldwide innovation competition supports and spreads the most promising ideas that emerged during the COVID-19 pandemic. Phoenix's award-winning innovation is a data-directed Mobile Career Unit (MCU) that helps unemployed residents overcome barriers and obtain employment. The MCU connects hiring employers with job seekers, within their neighborhoods, filling job vacancies and providing access to employment services. In FY 2022-23, the BWDD will continue to work with the Community Economic Development Department to provide staff and community support during MCU events.

Community and Senior Services Division (CSSD)

In June 2021, and in accordance with City of Phoenix guidelines and COVID-19 protections, the City's 15 Senior Centers reopened at a 50 percent capacity, while continuing to offer virtual programming in addition to in-person activities to senior center members. Various in-person and virtual program topics and activities include site council advisory activities, community engagement, food box events, arts and crafts, music and singing groups, educational activities, food and nutrition classes, fitness and dance classes, as well as games and other socialization activities. Since the beginning of the pandemic, 22,852 duplicate members attended 4,797 virtual activities. In FY 2021-22, 92,841 duplicate members attended in-person activities, and 5,057 duplicate members attended 1,327 virtual activities. Staff will continue to provide virtual classes to engage members unable to attend the centers in-person.

During FY 2021-22, the Community Services Program (CSP) updated the service delivery model to restore in-person application submittals while continuing with telephonic appointments and on-line services. In August 2021, the three Family Services Centers (FSC) opened their lobbies to a 50 percent capacity to accommodate clients lacking access to technology for application submittals and those needing additional personal assistance. On May 25, 2022, FSCs began accepting in-person appointments with lobby capacity not to exceed 80 percent. In FY 2022-23, all three FSCs are expected to transition to 100 percent capacity while still allowing telephonic appointments for those who prefer this service option.

The City of Phoenix's \$106 million Emergency Rental Assistance (ERA) Program was implemented on March 8, 2021. To date, \$92,082,319 expenditures have occurred, serving 12,896 Phoenix households. Communication and information are frequently updated on-line at [Phoenix.gov/RentHelp](https://phoenix.gov/RentHelp) as a measure of increased transparency to the public. To increase efficiency and timeliness, the program launched a new process using geographic income proxy categorical eligibility, which identifies specific census block areas where 60 percent or more of resident incomes are at or below 80 percent of the Area Median Income (AMI) for Maricopa County. In FY 2022-23, the program will expand service availability for City of Phoenix Water customers with past-due bills of three months or more.

The Volunteer Income Tax Assistance (VITA) Program implemented an on-line appointment system for volunteers to schedule appointments with clients for the 2021-22 tax season. Eligible clients were 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 guidelines.

Education Division (Head Start Birth to Five Program)

Head Start caseworkers continued to accept applications via telephone and virtual platforms during the 2021-2022 school year; while some in-person applications were accepted at sites that allowed visitors.

Since July 2020, the Division has virtually conducted all Head Start Birth to Five Policy Council meetings resulting in quorum being met for every meeting. As meetings return to in-person, the Division plans to offer a hybrid option for attendance. This will help ensure a quorum for future meetings and allow parents with childcare or transportation issues to participate from home.

The Head Start Birth to Five Program began the 2021-2022 school year with 1,961 preschool children returning to the classroom for in-person instruction. The Deer Valley Unified and Alhambra Elementary School Districts continued to offer on-line classes through December 2021; only 25 children participated in on-line learning between the two districts. For Early Head Start programs, childcare partners continued with in-person care for 120 infants and toddlers, and home-based options continued virtually with weekly home visits to 175 families. All program options continued to follow the Center for Disease Control (CDC) guidelines to ensure the safety of children and staff.

Families with infants and toddlers enrolled in the Early Head Start Home-Based program continued virtual home visits through December 2021. The Office of Head Start required all programmatic operations to return to in-person as of January 1, 2022. Due to the high number of coronavirus cases in Maricopa County, in-person bi-weekly socializations continued virtually through the end of March 2022. Enrolled families without technology were offered an iPad with built-in internet for use with virtual home visits and socialization events. The iPads provide families an opportunity to access educational platforms designed to support their child's development from their home.

Preschool children in the Head Start Birth to Five Program will continue to be offered on-line learning through December 2022 using provided devices to access virtual learning. All other preschool children will return to in-person learning for the 2022-2023 school year.

The Division continues to utilize ContinuED, a learning management system which has expanded professional development opportunities for all staff through onboarding tracks focused on specific job duties for each position. The trainings are prerecorded to be readily available for staff anytime and offers credit upon completion.

In FY 2021-22, the Division began using SurveyMonkey to collect data for program self-assessment and continuous quality improvement. Surveys have been sent to Head Start families, contractors, and staff to identify needs, satisfaction with the program and services, and suggestions for improvement.

Homeless Services Division

The Homeless Services Division will continue to employ technology utilizing mobile devices to access and enter data during coordinated street outreach efforts to capture more real time data for individuals receiving services. Data is captured and analyzed through a Homeless Management Information System (HMIS) database.

The Division collaborated with community partners and Maricopa County to create a 200-bed emergency shelter in preparation of the 2022 summer months. The shelter will continue to operate through FY 2022-23 providing up to 200 daily shelter beds with services included to achieve positive outcomes.

Victim Services Division

The Victim Services Division continues to utilize the Arizona Protective Order Initiation and Notification Tool (AZPOINT). Launched in 2020, AZPOINT is an on-line protective order system developed for victims to submit petitions for protective orders at any Arizona court. AZPOINT requires no fee to use and is available to the public through Arizona judicial courts, 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, explaining how defendants will be served, collaborating on safety planning, and providing coaching/assistance for hearings, if needed.

In FY 2022-23, the Family Advocacy Center will continue to offer all essential services remotely or in a limited hybrid model for victims who are unable visit the center for in-person services.

2. **Increase coordination of social services for Phoenix residents in need:** The HSD supports citywide initiatives and partnerships to address community needs, sustain current service delivery, and establish resources.

Community and Senior Services Division (CSSD)

The Senior Programs will continue to increase in-person programming at the fifteen Senior Centers to include classes on credit fraud, scams targeting the elderly, and discussion groups with other city department programs throughout FY 2022-23.

In September 2020, Senior Programs launched Memory Cafés in support of the City's Dementia Friendly Phoenix initiative designated to promote wellness, socialization and support for individuals with moderate to severe dementia and their caregivers. The City will continue partnering with Dementia Friendly Arizona to provide a variety of enrichment activities including music therapy, memory stimulation, story sharing, arts & crafts, and mindfulness activities. The program was allocated \$2 million of American Rescue Plan Act (ARPA) funds to expand memory café offerings and programming to all areas of the city. Five positions are currently being recruited to expand the program from two activities a month to at least five a week at various senior centers throughout the city. In FY 2022-23, the new team will focus on community outreach, increasing member participation, and expanding collaborative efforts with other local agencies, non-profits and stakeholders who provide services or advocacy for individuals and their families living with dementia.

The Community Services Program (CSP) Family Services Centers continues to promote community-based partnerships with Aeroterra Permanent Supportive Housing, Community Justice Resource Center, and Tiger Mountain Foundation.

- The Aeroterra Apartment complex offers a Permanent Supportive Housing (PSH) Program for chronically homeless individuals and families to work on barriers to self-sufficiency through intensive case management. There are 33 units reserved for PSH program participants; 25 units for families and eight units for individuals.
- The Community Justice Resource Center is stationed in the City of Phoenix Municipal Court for individuals who are attending court proceedings to resolve misdemeanor and lower offense legal matters. The HSD has designated on-site caseworkers to provide service assessments, community resources, and access to Department information.
- The Tiger Mountain Foundation maintains a community garden located in south Phoenix to promote self-sufficiency to volunteer residents seeking employment skills. The HSD has designated caseworkers to provide wraparound case management services to these residents focused on returning to the workforce.

In FY 2022-23, the Community Initiatives Programs will continue to partner with local community colleges, high schools, libraries, and non-profits to administer Volunteer Income Tax Assistance (VITA) Program services. VITA provides free tax preparation to low-to-limited income households, 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. VITA was able to open 16 sites for the 2021-22 tax season during the pandemic with 178 volunteers completing 2,485 tax returns totaling \$3,167,817 in federal refunds. Beginning June 2022, VITA will have two sites providing year-round tax preparation services for individuals needing to file amended tax returns or filing up to three prior 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 the City of Phoenix Tenants Eviction Assistance Project (TEAP) program, in collaboration with Community Legal Services, to receive legal assistance, advocacy and representation to resolve eviction court proceedings. In FY 2021-22, TEAP processed 4,223 cases impacting 8,026 individuals, in addition, LTP Counselors educated 3,970 tenants, landlords, and community members on Landlord and Tenant rights and responsibilities.

Education Division (Head Start Birth to Five Program)

In December 2021, the Education Division held its fifth annual Fatherhood Summit in collaboration with the City of Phoenix's My Brother's Keeper Program and the Greater Phoenix Urban League. The hybrid platform provided over 250 attendees the opportunity to hear experts talk about the difference between male and female brain development, the positive impact fathers can have on their child's development, and the great lengths fathers have gone to support their children. Keynote speaker, Michael Gurian, a New York Times bestselling author, social philosopher, and counselor, provided ways to nurture and protect boys' social-emotional development. Mayor Kate Gallego provided the opening remarks at the Summit. The Division will continue to collaborate with My Brother's Keeper, and the Greater Phoenix Urban League for the upcoming sixth annual Fatherhood summit in December 2022.

In FY 2022-23, the Education and Business and Workforce Development Divisions will continue to partner on the Family Centered Employment Initiative. Head Start staff refer families to a Workforce Employment Center for resources, virtual job fairs, and assistance to obtain employment. The Education Division plans to create a pathway for families interested in becoming teachers and collaborating with Education Service Providers for job placement. This collaboration for expanding the early childhood workforce in the city will launch in August 2022. Partnerships have been created with the Maricopa County Community College District for individuals pursuing a Childhood Development Credential or an Associate of Arts (AA) degree in Early Childhood. The BWDD has utilized ARPA funds to provide stipends to enrollees to off-set the expenses of attending school.

Homeless Services Division

In FY 2022-23, 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, and enhanced outreach services.

In FY 2021-22, 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. Some strategies include:

- Develop an enhanced Community Outreach Practice Profile to guide best practices and consistency across community street outreach providers.
- Establish meaningful quantitative and qualitative success metrics and outward facing data dashboard for community outreach (including data quality, reporting and focused outreach workforce training).
- Recommend the City Council commit rapid development of additional temporary housing capacity by placing beds and services in all areas of the city.
- Target resources in neighborhoods surrounded by shelters.
- Partner with the Business and Workforce and Development Division to implement a city coordinator position to work directly with homeless service providers on workforce needs.

These implementations will continue through FY 2022-23.

The Division partnered 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 engage with individuals utilizing a non-traditional outreach methodology and thereby offering services and case management opportunities in a more expansive manner. Since October 2021, 327 individuals have been provided services and/or requested information through the pilot project. These endeavors will continue through FY 2022-23.

Strategic Initiatives Division

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 Mayor and City Council received an update in January 2020 and approved the Task Force to proceed with activities through FY 2022-23. These activities include:

- **Community Awareness and Outreach:** Engage the community in conversation and action to stop human trafficking. Plans are currently underway to enhance this component with the upcoming Super Bowl LVII in 2023 at the State Farm Stadium in Glendale, AZ, with many festivities planned for Phoenix.
- **Training:** Implement and sustain high-level trainings by creating awareness, prevention, detection and intervention strategies. Monthly virtual trainings are currently available for City employees and the community. The goal is to train 60 percent of City employees by the end of 2023.
- **Law Enforcement:** Strengthen law enforcement services through community collaborations.
- **Victim Services:** Create increased access to services through community collaborations.
 - The Victim Services workgroup meets quarterly to address survivor needs.
 - Drop-In Centers are scheduled twice a year (May and December) at the Helen Drake Senior Center. Thirty-two attendees participated in December 2021 and 27 attendees participated in May 2022.

- Community organizations and City departments are available to offer resources.

In FY 2022-23, 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. This will be the 10th year of the campaign, which now incorporates the impacts of the COVID-19 pandemic to reflect increased 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 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. A community presentation took place in April 2022 to promote the SAKI project.

Phoenix City Hall was lit Teal throughout April 2022 to promote Sexual Assault Awareness month, and this will repeat in April 2023. In addition, brochures from the SAKI grant will be distributed throughout City buildings, community organizations and local schools during the 2022-2023 school year. The brochures contain information and resources for the general population and specific populations such as the elderly/disabled and teens. In FY 2022-23, trainings will continue to be offered to City employees and the general public by the Phoenix Police Department's Sex Crimes Unit, the Family Advocacy Center and the Arizona Coalition to End Sexual and Domestic Violence.

The Strategic Initiatives section has leveraged HSD staff to meet the demands of many endeavors, which have included over 40 meetings, 33 community presentations/webinars, reaching 1,184 adults and 302 youth throughout FY 2021-22.

In FY 2022-23, the HSD will continue to provide ongoing support 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 2022-23: 90 percent of HIV positive individuals tested and identified; 90 percent of HIV tested individuals retained in medical care and taking medications; 90 percent of HIV positive individuals retained in care and were not transmittable; and 90 percent stigma and discrimination.

In July 2021, the City Council allocated \$250,000 to increase outreach and awareness in local minority communities where the number of positive HIV cases are the highest. The funds were distributed accordingly:

- \$75,000 to Aunt Rita's Foundation
- \$75,000 to Arizona Community Foundation to offer mini grants to local organizations
- \$50,000 as an Intergovernmental Agreement with the Maricopa County Ryan White Part A Program for advertisement
- \$50,000 to the Strategic Initiatives section (\$25,000 for resources and materials and \$25,000 for sponsorship opportunities)

The Phoenix City Council may consider allocating an additional \$250,000 in continued support of these efforts through FY 2022-23.

Victim Services Division

In FY 2022-23, the Division will continue to provide comprehensive services for victims of violent crime and their families, domestic violence, sexual assault, and sex trafficking. A Human Trafficking Victim Advocate began working with the Phoenix Police Human Exploitation and Trafficking (HEAT) Unit. This advocate works closely with Police to identify the victims of sex trafficking and provide intervention, resources, and referral services to the victims. The advocate is engaged with the community and participates in various workgroups and meetings which include the following:

- Human Trafficking Prevention Workgroup
- Mayors Human Trafficking Taskforce
- Arizona Coalition to End Sexual and Domestic Violence (ACESDV) Legal Committee Meeting
- Central Arizona United to Stop Exploitation (CAUSE) Taskforce Meeting
- Southwest Family Advocacy Center (SWFAC) Victim Advocacy Peer Review

The Human Trafficking Victim Advocate also participates in various operations which target persons involved in sex trafficking. The HUG Operation is in collaboration with Arizona State University (ASU) and other community partners. ASU is responsible for coordinating the operations which occur monthly. This partnership will continue through FY 2022-23.

IV. Implementation

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

The HSD primarily provides services through six of its seven divisions: Business and Workforce Development, Community and Senior Services, Education, Homeless Services, Victim Services, and Strategic Initiatives. 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 230 caseworkers of its 433 employees to coordinate services to the poor, vulnerable, unemployed, unsheltered, and elderly. These caseworkers are housed in over 40 offices across the six 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, Head Start classrooms, AZ@WORK, and

the Family Advocacy Office, as well as stand alone offices managed by City of Phoenix staff and community partners.

Strategic Initiatives Division

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. The Strategic Initiatives section will also look to leverage Human Services positions, to meet the demands of these endeavors, which has included over 40 meetings, 33 community presentations/webinars, reaching 1184 adults and 302 youth.

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

In FY 2022-23, the HSD will continue to work on the following activities to strengthen literacy skills in low-income families:

Community and Senior Services Division (CSSD)

The Landlord and Tenant Program (LTP) refers tenants to Community Legal Services for legal assistance, advocacy and/or representation with eviction court proceedings, in addition to the Community Services Program for emergency rent and utility assistance. In FY 2022-23, the LTP will continue to partner with various high schools to educate students on rental rights and responsibilities under the Arizona Residential Landlord and Tenant Act (ARLTA). In addition, quarterly workshops on the ARLTA will be available to statewide governmental agencies and their staff.

Community Services and Emergency Rental Assistance (ERA) Program staff continue to participate in community resource events designed to increase awareness and education for Phoenix residents on city programs and services. Educational flyers are routinely updated to ensure the most current information related to access and eligibility for benefit and service programs.

Education Division (Head Start Birth to Five Program)

The Education Division updated the Eligibility, Recruitment, Selection, Enrollment, and Attendance plan in November 2021 to increase the over-income threshold up to 130 percent of the Federal Poverty Guidelines. This modification increased enrollment and provided services to children whose family's annual income is just over the 100 percent threshold. The Community and Cultural Investment Subcommittee, which serves as the Head Start Birth to Five Program's governing board, and the Head Start Birth to Five Policy Council approved the plan in December 2021.

In FY 2022-23, the Education 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 Division is

approaching the last phase of becoming a trauma informed certified organization for all staff by completion of the series in September 2022.

The Education Division regularly updates the Head Start website to ensure the most up-to-date information is available to visitors at: <https://www.phoenix.gov/humanservices/programs/for-families>.

Strategic Initiatives Division

The Strategic Initiatives Division will continue to 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. Additional program activities will include the following:

- 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 in October 2022, Teen Dating Violence Awareness month in February 2023 and Sexual Assault Awareness month in April 2023.
- Coordinate and conduct in-person and virtual healthy relationship trainings during the 2022-2023 school year. Organizations can choose from a number of workshops offered by Strategic Initiatives or community partners.
- Coordinate with the City of Phoenix Parks and Recreation Department to present Project BRAVE (Bringing Reality About Violence Education) in middle schools during the 2022-2023 school year.
- Collaborate with community partners to implement a Sexual Assault Awareness campaign and educational presentations in April 2023 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.
- Expand volunteer recruitment to help facilitate “Safe Dates” and “Healthy Relationship” trainings along with staffing youth resource fairs to 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.

In June 2022, the City of Phoenix launched the City Manager's Performance Dashboard which consists of 130 plus performance metrics from 28 City departments. Metrics will be updated on a monthly basis to serve as a comprehensive and easy-to-understand resource on the services and programs provided to the Phoenix community. The dashboard is an effort to enhance transparency, highlight city achievements, and identify potential areas for improvement. The HSD contributes four distinct metrics to the Dashboard: Head Start Birth to Five enrollment, PHX C.A.R.E.S. calls for service, Eviction Prevention/Rental Assistance (non-ERA funded programs) households served, and Senior Center virtual and in-person activities.

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 through the following sources: Arizona Department of Economic Security (Low Income Home Energy Assistance Program, Temporary Assistance for 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); Workforce Innovation and Opportunity Act (WIOA); U.S. Department of Justice (Victims of Crime Act); local utility assistance funds from Arizona Public Service, Southwest Gas, Salt River Project, and City of Phoenix Water Services; and city General Purpose funds. Each of these fund sources support programs and/or direct services that address barriers Phoenix residents are facing to reach their full potential and achieve self-sufficiency.

As the COVID-19 pandemic continues to impact Phoenix residents, the Department 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. ARPA Tranche 2 funding continues to support city community investment strategies to include workforce training, tuition and small business assistance, homeless, mental health and veteran services and supports, summer heat respite, financial assistance for refugee and asylee populations, and senior programs, to include expanded Memory Cafes and home delivery services for critical medications, sanitation, and critical nutrition items.

Community and Senior Services Division (CSSD)

In response to the COVID-19 pandemic, the Community Services Program will continue to receive additional funding to be administered through the Family Services Centers (FSC). The FSCs provide clients with financial assistance for up to 15 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 2022-23.

In FY 2022-23, the Community Services Program (CSP) will continue utilizing a hybrid version of telephone and in-person appointments. The CSP will be selecting a vendor to develop an on-line application portal to allow clients to apply for services and schedule appointments. CSP is expected to implement this extended accessible platform during FY 2022-23.

Homeless Services Division

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 Division created partnerships to provide case management, care coordination, emergency housing, stabilization services, and provisions of a pathway to permanent housing for vulnerable seniors and at-risk individuals currently experiencing homelessness.

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.

In February 2022, Senior Programs implemented a Senior Center Supervisor Academy for first year positions. This unique opportunity was created to assure all new supervisors receive quality training to include topics such as practical application of business programs, policies and procedures, and general supervisory skills. In FY 2022-23, a Senior Center Assistant Academy is scheduled to begin. Complimenting these academy events are regular agenda items pertaining to the direct service delivery of senior programs and supports, many which constitute emergency components.

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 within the Family Services Centers (FSC) 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. FSC staff also refer clients to outside agencies for other needed resources.

Business and Workforce Development Division (BWDD)

In FY 2022-23, the BWDD 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)

The Community Services Program facilitates Community Councils at each of the three Family Services Centers. Community Council membership consists of local community, business and faith-based partners, along with city program staff, to 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.

Senior Center Advisory Site Councils are present within each of the fifteen senior centers to offer members the opportunity to participate in addressing the diverse interests, needs, programming and decision-making for their respective centers. Senior Center participants are elected to serve as connectors between staff and participants and present recommendations on programming improvements and the service delivery.

The Human Services Advisory Committee, a subcommittee of the HSD Human Services Commission, continues to meet on a monthly basis, bringing a variety of social service issues forward for discussion with community leaders nominated to the Committee. The Committee consists of nine members representing low-income, senior and broad community interests.

Education Division (Head Start Birth to Five Program)

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 are offered the opportunity to serve on the Head Start Birth to Five Policy Council, which helps guide and govern the Grantee. The program invites parents to participate in strategic planning, continuous quality improvement, hiring of new staff, and self-assessment committees.

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. Additional activities that will continue to prioritize youth in FY 2022-23 include:

Business and Workforce Development Division (BWDD)

In FY 2022-23, the BWDD will continue to 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.

The BWDD's Youth Workforce Program will continue to provide youth ages 16-24 with supportive services, career guidance, and post-secondary education support.

The Workforce and Innovation Act (WIOA) Youth Program enrollment increased from 378 participants in FY 2020-21 to 547 participants in FY 2021-22. In FY 2022-23, WIOA Youth Program participants will be offered the opportunity to attend virtual work readiness training in soft skills, financial literacy, coaching, resume writing, and interview skills building.

Education Division (Head Start Birth to Five Program)

The Education Division's School Readiness Parent Ambassador Program has expanded to include 19 new parents. Parents participate in a three-part series to understand the importance and need to ensure all children are ready to enter kindergarten. The parents will become ambassadors for the upcoming 2022-2023 school year to support the School Readiness team for ensuring children and families are ready for school.

Additionally, the Division will continue the "Your Journey Together" and "Positive Parenting Program" (Triple P) programs during the 2022-23 school year. Both research-based curriculums offer parents the needed tools to support their child's social and emotional development. Sixty parents recently completed "Your Journey Together" and received a \$50 Walmart participation card. In FY 2022-23, parents who complete the Triple P program will also receive a \$100 Walmart participation card.

Strategic Initiatives Division

The Strategic Initiatives Division will continue to offer program activities that include the following:

- Coordinate a domestic violence awareness contest for Phoenix area high schools and charter schools in October 2022.
- Coordinate a Public Service Announcement social media contest on Teen Dating Violence in February 2023.
- Coordinate with the HSD Family Advocacy Center and community mobile advocates to provide a victim advocate at local high schools during the 2022-2023 school year. This will include developing referral guidelines and a tracking process with new protocols as a result of the COVID-19 pandemic.
- 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.
- Increase utilization of social media for adults and youth to promote awareness of the HSD's Strategic Initiatives: Domestic Violence, Teen Dating Violence, Human Trafficking, Sexual Assault and HIV/AIDS awareness.

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.

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 within the Family Services Centers (FSC) 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. FSC staff also refer clients to outside agencies for other needed resources.

Education Division (Head Start Birth to Five Program)

The Division entered its fourth-year collaboration with the Youth and Education Office, Parks and Recreation, Library and Housing Departments for an Inter-Governmental Agreement with First Things First to implement four Phoenix Families First Resource Centers. The centers are located in the following city facilities Aeroterra, Burton Barr Central Library, Cesar Chavez Public Library, and Golet A. Beuf Community Center. Families can visit the location in their community to receive needed resources or participate in child-friendly activities.

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

At the core of its CSBG-funded service delivery system, the HSD Community Services Program 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. Case management services begin with an assessment of the individual or families’ assets and challenges and is documented using a Self-Sufficiency Matrix that measures progress of the client and family across 12 different domains to include employment, education, income, housing, mental health and safety.

Education Division (Head Start Birth to Five Program)

Division staff utilize a strengths-based approach to identify, celebrate, and draw on families' strengths to implement a Family Partnership Agreement (FPA). The FPA allows staff and families to build relationships, combine their strengths, skills and resources to accomplish and nurture positive-oriented goals. The goals of individual families have always been an essential focus for Head Start programs. The FPA is completed with all enrolled families within the 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, 15 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.

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, Link and learn and SimplyBook for the VITA Program. All of these systems assist the programs to collect, report and analyze data.

Business and Workforce Development Division (BWDD)

The BWDD staff and contractors are required to use the Arizona Job Connection (AJC) data management system when providing state and federal workforce programs and services. 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.

In addition, the 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.

Education Division (Head Start Birth to Five Program)

The Division utilizes ChildPlus to provide an 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.

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 in FY 2021-22 and implemented through FY 2022-23:

On-line Application Portal

The Community Services Program will be selecting a vendor to develop an on-line application portal to allow clients to apply for services and schedule appointments. CSP is expected to implement this extended accessible platform during FY 2022-23.

Community Services Program Survey

In May 2022, a Customer Service Satisfaction survey was distributed to over 9,000 clients who received services through one of the Family Services Centers. The surveys were offered in English and Spanish to acquire feedback and suggestions on improving the effectiveness of the overall program. The data will be analyzed during the first quarter of FY 2022-23 to identify prospective strategies and improvements. All proposed items will be prioritized and incorporated in an action plan which is expected to be finalized in second quarter of the fiscal year.

Home Delivered Meals Survey

In June 2022, the Senior Nutrition Meal Program Manager initiated an annual survey of Home Delivered Meals participants through weekly delivery of meal services to 1,500 homebound and disabled seniors. The survey solicited questions about the quality and variety of the meals received to assist with improving the program. Results are expected to be compiled and analyzed during the first quarter of FY 2022-23.