Valley of the Sun United Way
Ending Homelessness
Funding Framework

ENDING HOMELESSNESS:
COMMUNITY OBJECTIVE, STRATEGIES
AND SCOPE OF WORK

FY 15/16
COMMUNITY OBJECTIVE: Reduce homelessness in Maricopa County by 75% by 2020.

In the history of Valley of the Sun United Way (VSUW), funding has been made primarily in the middle section of the bell curve depicted above. **VSUW invests over $3.5 million** annually through its contracting process to partner agencies in the area of Ending Homelessness. This middle section is the emergency response to homelessness and consists of emergency shelter, domestic violence shelter, transitional housing and the supports to operate this emergency system. This system will not end homelessness; it will continue to manage homelessness. The Human Services Campus in Phoenix is representative of the Valley’s current homeless situation—it is overcrowded with more than 1,000 individuals visiting every day. Those 1,000 people cannot all access an emergency bed, and the most chronic users cycle in and out of services which takes away resources from people who are first time homeless. The combined volume and overuse by a small segment of the total homeless population has created a backlog in the system.

It is possible to improve the system and to flatten out the bell curve over time. Other communities have demonstrated through an adoption and implementation of 10 Year Plans to End Homelessness, that by focusing on the highest needs group utilizing the emergency system with Housing First or permanent supportive housing, that the emergency system can become more effective in doing its job.

VSUW is committed to ensuring the implementation of strategies to reach a number of at most 2,000 individuals and families experiencing homelessness on any given night, which would mean that every person could access a shelter bed.

**OUR STRATEGIC RESPONSE:** VSUW has formulated a strategic response to homelessness that draws upon the work of the United States Interagency Council on Homelessness (USICH) to set priorities that will lead to the end of homelessness. As USICH has encouraged communities to prioritize chronic homelessness, VSUW has taken the same step. VSUW is an active participant in the Maricopa Association of Governments (MAG) Continuum of Care and the strategies of VSUW align with and are milestones of the Continuum’s 10-Year Plan. In addition, VSUW participates in the Arizona Commission on Housing and Homelessness and aligns to its strategic initiatives. **Working with volunteers and public, private and faith-based partners, VSUW is aligning all of its resources toward specific strategies geared toward decreasing homelessness. These strategies are:**
Strategy 1: Implement a permanent support housing initiative.
Permanent housing with services ends homelessness and stabilizes individuals and families who have cycled in and out of costly systems of care including emergency shelter. Given this reality, VSUW's efforts to end chronic homelessness and significantly reduce homelessness for families, youth and veterans focus on the implementation of permanent supportive housing, increasing and/or redirecting resources required to develop and sustain units and the systems redesign necessary to affect these changes. Permanent support housing is a successful, cost-effective combination of affordable housing with services that help people live more stable, productive lives. Supportive housing works well for people who face the most complex challenges—individuals who are not only homeless, but who also have very low incomes and serious, persistent issues that may include substance use, mental illness and co-occurring disorders.

The immediate plan for 1,000 units is to virtually eliminate chronic homelessness with a goal of 25% of the units targeted to military veterans. In this funding cycle we are prioritizing permanent supportive housing for chronically homeless individuals. In future years we will have goals for families, youth, and other prioritized sub populations. VSUW will do this to ensure that homelessness is decreased by 75% by 2020.

Strategy 2: Increasing access to shelter, housing and services for those experiencing homelessness.
Due to job loss, home foreclosure or unexpected medical bills—individuals and families will continue to need access to temporary emergency shelter and supportive services. Unfortunately, the current shelter system must turn away thousands of individuals per day due to a shortage of space and support services. Continued investment in shelter and transitional housing services is critical to helping individuals and families get back on their feet. In addition, for certain populations such as homeless and transition-age youth or those individuals leaving the prison system, these services must be customized to meet the critical circumstances in the individuals’ lives—thereby avoiding the start of a perpetual cycle of homelessness. VSUW seeks to ensure that the existing system works for anyone experiencing homelessness for the first time.

Strategy 3: Preserve emergency and basic needs services for individuals at risk of homelessness.
For many families and individuals, homelessness is just one paycheck away. In the case of domestic violence victims, the risk of becoming homeless can play a critical role in whether they can make the decision to leave a dangerous situation. However, with the right combination of services and support, families suffering financial difficulties and/or domestic violence situations can be stabilized and put on a path to avoid homelessness. Basic supports such as temporary financial assistance, foreclosure prevention support, food boxes, linkages to employment supports and domestic violence resources can help individuals get the immediate help they need and put them on a path to avoid future homelessness. Providing access to these supports enables families to maintain their housing—providing stability and potentially avoiding entry into additional service systems. In order to achieve the 2020 goal of reducing homelessness by 75% VSUW will be seeking additional ways to prevent homelessness.

VSUW desires that programs applying under the Ending Homelessness Community Objective will engage in and support existing community awareness and advocacy efforts related to increasing financial stability in our community. VSUW requests that funded partners support the following activities:

- **Participate in the monthly Project Connect events.** Roles may include serving on the planning committees, providing outreach in the community to potential guests and clients, recruiting volunteers to help with the events, and participating in the monthly Project Connects.
- **Hunger Tactical Plan Working Groups.** Roles may include serving on the VSUW Hunger Tactical Plan Working Groups.
- **Financial Coaching Training.** Roles may include sending staff to VSUW’s Financial Coaching Training and providing ongoing financial coaching to clients.
- **Financial Stability Coalition.** Roles may include participating in monthly Financial Stability Coalition meetings.
- **Volunteer Income Tax Assistance (VITA).** Roles may include hosting a VITA site at your location, providing outreach in the community to potential clients, and recruiting VITA volunteers to assist with tax preparation.
- **Free Rx Discount Cards.** Roles may include distributing discount pharmacy cards through agency networks to low-to-moderate income, uninsured individuals and families—allowing for cost savings and improved health outcomes.
The Federal HEARTH Act has developed metrics that communities must use in order to compete for federal funding to address homelessness. These include:

- Decrease point-in-time count
- Increase emergency shelter diversions
- Reduce length of time people are homeless
- Increase income of assisted households
- Increase permanent housing exits
- Reduce recidivism

VSUW supports these efforts to move the HUD-funded homeless assistance system further in this direction, and will continue to align our investment efforts in support of this community solution focus.

VSUW requires that Homeless Management Information Systems (HMIS) users participate in common data share. Data will be shared for the purpose of service coordination to help decrease duplication of work between the participating organizations and decrease the intake processes for homeless clients. Data sharing between the participating Provider Agencies will decrease duplication of service and assist the community in performing a more efficient delivery of service.

VSUW will assess and align our funding with performance efforts that focus on increased housing placement, diversion, and rapid re-housing. Through improved allocation of resources, we will support work that:

- Places emphasis on prevention, with improved targeting of services
- Promotes immediate placement in permanent housing (rapid rehousing) as an alternative to shelter stay
- Provides permanent supportive housing for the chronically homeless and homeless persons with disabilities
- Explores reuse of general purpose/family shelters and family transitional housing units for permanent affordable or permanent supportive housing
- Re-orient shelter facilities to high/special needs or those facing life-threatening situations
- Targets transitional housing to those with high service needs
- Focus on programs and activities that will facilitate system integration and improvement:
  1. Strengthens and supports the Maricopa Regional Coordinated Access System – as facilitated by the Continuum of Care
  3. Supports the efforts of the Maricopa Association of Governments Continuum of Care
VSUW’s Strategic Approach: Valley of the Sun United Way invests in the Ending Homelessness strategies through a combination of focused program investments, community initiatives and collaborative partnerships and grants in the community. The logic model below outlines how VSUW has aligned all of its resources to work collectively toward the overall goal of reducing homelessness in our community.

### VSUW Strategies

#### STRATEGY 1:
Implement a Permanent Supportive Housing Initiative
- **Aligned Resources/Activities:**
  - VSUW Permanent Supportive Housing Initiative
  - **Contracted Services** (Supportive Services for the Chronically Homeless)

- **Outcomes:**
  - Tenants maintain stable housing
  - Individuals live in a safe environment

#### STRATEGY 2:
Increase Access to Shelter, Housing and Services for those experiencing homelessness
- **Aligned Resources/Activities:**
  - Project Connect
  - Housing Eligibility, Assessment, and Referral Tool (HEART) Coordination
  - SSI/SSDI Outreach, Access and Recovery (SOAR) Initiative
  - Arizona Street Outreach Collaborative
  - **Contracted Services** (Emergency shelter, transitional housing, associated services, day resource centers, street outreach)

- **Outcomes:**
  - Individuals and families’ critical needs are met
  - Individuals and families utilize community resources and move towards safe and permanent housing

#### STRATEGY 3:
Preserve Emergency and Basic Needs Services for individuals at risk of homelessness
- **Aligned Resources/Activities:**
  - Project Connect
  - **Contracted Services** (Domestic violence services, foreclosure prevention/intervention, rent assistance, eviction prevention/intervention, utility assistance, legal assistance)

- **Outcomes:**
  - Individuals and families increase their awareness of resources and options to remain housed
  - Individuals and families are linked to resources to promote financial stability

### Ending Homelessness Logic Model

2020 Goal:
- **Individuals and Families Experiencing Homelessness** will be reduced by 75% in Maricopa County.
**COMMUNITY OBJECTIVES**

**2020 Community Objectives:** Reduce homelessness in Maricopa County by 75%
Complete 1,000 units of permanent supportive housing for chronically homeless individuals by 2020

**Intermediate Objectives:** Support a network of providers to deliver a minimum of 75,000 services annually.

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**VALLEY OF THE SUN UNITED WAY FOCUSED PROGRAM INVESTMENTS**

Programs funded through the contracting process continue to play a key role in working toward the VSUW’s collective impact goal of decreasing homelessness. To ensure all resources clearly align with the longest-term community objective, VSUW has developed a scope of work for each strategy that outlines specific activities to be funded through our contracting process, along with shared measures. Partners applying for these dollars will be expected to respond to the scope of work under which their program is aligned.

Within the ending homelessness area, VSUW recognizes that there are a number of collaborative partners working on similar strategies in our community. VSUW Way desires to leverage these efforts to increase our collective impact on reducing homelessness. **Applicants are advised to clearly illustrate how their proposed request will maximize other resources available in the community, avoid duplication of efforts and coordinate with related partnerships and coalitions in the community.**

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**STRATEGY 1: PROVIDING PERMANENT HOUSING SOLUTIONS FOR THE CHRONICALLY HOMELESS.**

**Strategy Definition:** Chronically homeless individuals face incredible challenges each day—the biggest of which is simply surviving in uninhabitable conditions. Living on the street or under a bridge, these individuals are susceptible to crime, abuse, and a range of physical health issues—all of which can exacerbate existing disabilities and/or mental health conditions. The U.S. Department of Housing and Urban Development defines a chronically homeless person as an unaccompanied individual with a disabling condition who has been living in a place not meant for human habitation or in an emergency shelter for at least one year or who has had at least four episodes of homelessness in the past three years. These individuals are some of the people VSUW sees repeatedly throughout the year at the Project Connect events. These individuals will find their way across town to get a hot meal, a new pair of socks and to see the familiar face of a volunteer or staff person.

Extensive research confirms that investment in and expansion of affordable, accessible housing with support services for adults with multiple barriers to housing results in the reduction of the use of emergency homeless shelters, a reduced number of disabled people living on the streets, reduction in criminal justice system involvement, stable property values and positive impact on neighborhoods and communities. Most importantly, investment in affordable housing with services results in improved health and increased independence for some of the most vulnerable members of our society.

Within this strategy area, VSUW is committed to developing, expanding and enhancing housing and supportive services to assist individuals experiencing chronic homelessness in becoming stable and self-sufficient. A main goal of the overall homeless impact area is to end chronic homelessness, which will increase access to limited emergency shelter resources for displaced families and individuals who are seeking emergency shelter for the first time.

Permanent supportive housing utilizing the Housing First philosophy centers on providing people with housing quickly and then providing individualized services as needed. VSUW is working with multiple public and private partners to develop capital financing resources to cover costs associated with acquiring, creating and/or rehabilitating housing units. The Permanent Supportive Housing Initiative seeks to develop both fixed site, single purpose projects which are 100% supportive housing units, and single site, mixed-tenancy development projects that operate a portion of the units as supportive housing and others as affordable or even market-rate housing.
Scope of Work:

VSUW will consider requests for funding to support a range of supportive services to meet the comprehensive needs of permanent supportive housing tenants. VSUW, in conjunction with its community partners, has developed a list of Support Service Standards for Permanent Supportive Housing. All requests in this area must comply with these standards and the measurement and monitoring requirements that accompany the standards. The full Support Service Standards in Permanent Supportive Housing document is available upon request.

Supportive Service Overview: Services to be considered for funding must be tailored to meet the tenant’s needs with enough flexibility to evolve with the person. Effective service delivery will assist the individual in adapting to living independently and maintaining his/her housing. Services should support the development of meaningful life goals; including completing a GED or returning to school for continuing education, finding a job, saving for the purchase of a home or improving relationships with family members. The primary goal of all services is housing stability. Supportive services should be viewed as mandatory for the service provider staff, but not mandatory for the individuals housed.

VSUW will consider requests for the following identified services, geared toward chronically homeless individuals, which are components of a comprehensive service delivery system for individuals in permanent supportive housing:

<table>
<thead>
<tr>
<th>General Supportive Services</th>
<th>Independent Living Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>New tenant orientation &amp; tenant right education</td>
<td>Housekeeping skills</td>
</tr>
<tr>
<td>Case management/service coordination, including</td>
<td>Transportation skills/using public transportation</td>
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<tr>
<td>substance abuse counseling, behavioral health counseling</td>
<td>Medication management</td>
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<tr>
<td>Psychosocial assessment and goal development</td>
<td>First aid skills</td>
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<tr>
<td>Individualized service planning</td>
<td>Stress management</td>
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<tr>
<td>Crisis intervention</td>
<td>Safety and hazard recognition</td>
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<tr>
<td>Peer Mentoring</td>
<td>Employment services</td>
</tr>
<tr>
<td>Support groups</td>
<td>Education</td>
</tr>
<tr>
<td>Recreation/social opportunities</td>
<td></td>
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<tr>
<td>Transportation</td>
<td></td>
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<tr>
<td>Health and wellness activities</td>
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</tbody>
</table>

Outcome(s): The general outcome that VSUW is seeking and aligning this work to is:

Outcomes

- Tenants maintain stable housing.

Indicator Measurements: Activities/programs within this strategy are required to report on the following indicators:

<table>
<thead>
<tr>
<th>Indicator Measurement:</th>
<th>Measurement Tools:</th>
</tr>
</thead>
<tbody>
<tr>
<td>#/ % of tenants who maintain permanent supportive housing for 6 months</td>
<td>Arizona Self Sufficiency Matrix or similar tool approved by VSUW staff</td>
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<tr>
<td>#/ % of tenants who maintain permanent supportive housing for 12 months</td>
<td></td>
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<tr>
<td>#/ % of tenants who maintain permanent supportive housing for 24 months</td>
<td></td>
</tr>
<tr>
<td>#/ % of tenants who maintain permanent supportive housing for 36 months</td>
<td></td>
</tr>
<tr>
<td>#/ % of tenants in program 12 months or less who improve their global score on Arizona self-sufficiency matrix or similar self-sufficiency evaluation tool</td>
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</tbody>
</table>
• #/% of tenants in program 12 months or less who improve their score “Housing” on Arizona self-sufficiency matrix or similar self-sufficiency evaluation tool by at least 1 point
• #/% of tenants in program 12 months or less who improve their score “Income” on Arizona self-sufficiency matrix or similar self-sufficiency evaluation tool by at least 1 point
• #/% of tenants who move into independent permanent housing

Output Measurements: Programs applying within this Strategy area will be required to report on the following output measurements:

<table>
<thead>
<tr>
<th>Outputs</th>
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<tbody>
<tr>
<td># of unduplicated clients served</td>
</tr>
<tr>
<td># of case management/support service hours delivered</td>
</tr>
<tr>
<td># of tenants who participate in activities</td>
</tr>
<tr>
<td># of social/recreational activities provided</td>
</tr>
<tr>
<td># of new tenants during the last calendar year</td>
</tr>
<tr>
<td># of average length of stay (days)</td>
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</tbody>
</table>

Measurement Tools: Appropriate measurement tools for the indicators assigned to this strategy will include the Arizona Self-Sufficiency Matrix or a similar tool—with approval from VSUW staff. In addition to the matrix, applicants will be required to utilize the tools outlined in the Supportive Service Standards document (i.e. Skills Checklist) as part of the program monitoring procedures.

Please note that the community as a whole, is moving towards the implementation of the Service Prioritization Decision Assistance Tool (SPDAT/FSPADAT (for families) tool and VSUW will also require all COC approved tools and timelines.

Priority Populations/Target Communities: The target population for this strategy includes chronically homeless individuals in Maricopa County. VSUW adheres to the definition of chronic homelessness as an individual who suffers from a significant disability such as mental illness and have been continuously homeless for 12 months or longer, or who has had at least four episodes of homelessness in the last three years. All applicants will be required to utilize the Housing Eligibility Assessment Referral Tool (HEART) to determine tenant eligibility for housing and services.

Other Specifications: VSUW is primarily interested in supporting evidence-based, promising practice programs that have been shown to produce valid, reliable results. Programs applying under this area will be expected to provide an explanation of the theory of the approach and to provide appropriate references to research supporting the proposed activities. All applicants should review the Support Service Standards document to ensure proposed programs have appropriately trained staff. Preference will be given for programs that are currently partnering in the Permanent Supporting Housing Initiative. Additionally, VSUW requests that funded agencies support planning efforts and/or participate in the monthly Project Connect events as specified in the Homelessness Investment Framework (page 3).

Reporting Requirements: Reporting will occur on a quarterly basis: October 15, January 15, April 15 and July 15.

STRATEGY 2: INCREASING ACCESS TO SHELTER, HOUSING AND SERVICES FOR THOSE EXPERIENCING HOMELESSNESS.

Strategy Definition: As a result of the economic downturn, many individuals and families are experiencing homelessness for the first time. Unfortunately, one of the growing homeless sub-populations is families with young children. According to the National Law Center on Homelessness and Poverty (2011), families with young children now account for 40% of the nation's homeless population and in the course of the year, more than 1.3 million children are homeless. Local statistics mirror the national trends. According to the Maricopa Association of Governments (MAG), the number of families living on the street increased by 27% in 2010. Further, surveys indicate that 40% of those attending VSUW’s Project Connect events throughout the Valley were homeless for the first time. Reasons topping the list for homelessness among families include unemployment, lack of affordable housing, poverty, low-paying jobs and domestic violence. Due to the economic
situation, many of these families are unable to access emergency shelter when they most desperately need it. According to the U.S. Conference of Mayors 2010 Status Report on Hunger and Homelessness, an average of 27% of homeless persons needing shelter assistance over the last year did not receive it. Across the survey cities over the last year, an average of 18 percent of homeless persons needing assistance did not receive it. Because no beds are available for them, emergency shelters in two-thirds of the survey cities must turn away homeless families with children; shelters in 70 percent of the cities must turn away unaccompanied individuals.\textsuperscript{1}

For homeless youth, access to emergency shelter with age appropriate support and interventions is critical. The term “homeless youth” typically refers to youth that are unaccompanied by parents or guardians and who are not in the care of public systems or institutions. Nationwide, five to eight percent of youth (up to 1.6 million) experience homelessness each year. Lesbian, gay, transgender and questioning youth are disproportionately represented among the homeless population. Because they are vulnerable to abuse and susceptible to a variety of physical and mental health issues including depression and suicide, youth need specialized services. In addition, youth who are transitioning out of the foster care system face their own series of challenges as they are released into adulthood—often times without a significant support system to help them navigate critical life choices. In fact, 25 percent of former foster youth nationwide reported that they had been homeless at least one night within two-and-a-half to four years after exiting foster care.\textsuperscript{1}

Veterans are also a significant proportion of the homeless population in need of emergency shelter and services. Sadly, younger veterans returning from tours of duty to the Middle East are among the “new faces of homelessness.” Struggling with post-traumatic stress disorder (PTSD), substance abuse issues or other psychosocial and physical issues, these individuals often have difficulty adjusting to civilian life. Unfortunately, according to the Department of Veterans Affairs, VA programs fail to meet the needs of over 50% of homeless veterans in need of assistance.

Yet another population of individuals in need of homeless services is the thousands of people released from prisons every year. Unfortunately, research indicates that justice system involvement can be both a cause and effect of homelessness. For example, 26% of people in jail report they were homeless in the year prior to incarceration, and individuals who have been released from prison, but do not have housing are seven times more likely to violate parole.\textsuperscript{2} Having a shelter or transitional program to help adjust back into the community is critical in decreasing recidivism and putting a stop to a perpetual cycle of prison, parole, homelessness, hospitalization, technical violation and re-incarceration.

Homelessness clearly cuts across all backgrounds and individual and family situations. A \textit{strong safety net of emergency shelter and transitional programs with comprehensive services to meet the needs of all populations is critical to quickly serving those who experience homelessness. Regardless of age, gender, mental or physical health status, or substance abuse status, a shelter system is a vital component of ending homelessness.}

\textbf{Scope of Work:} Within this strategy area, VSUW seeks to support programs that meet the unique, critical needs of individuals and families facing immediate homelessness and that provide a continuum of shelter and housing options throughout Maricopa County.

\textbf{Types of activities to be considered for funding:}

- \textbf{Emergency Shelter:} VSUW will consider requests for programs that provide emergency shelter for individuals and families experiencing homelessness. Preference will be given for programs that work to leverage access to all existing shelter beds. In addition, it is desired that shelter programs incorporate opportunities for clients to access additional supports (housing case management, employment support, counseling, etc.) that will allow clients to move into the next stage of the housing continuum—as opposed to cycling from one shelter program to another shelter program. VSUW is seeking to support shelter programs that facilitate housing placements for a long-term solution to ending an episode of homelessness and align to the Continuum of Care/HEARTH goals.

- \textbf{Transitional Housing:} VSUW will consider requests for transitional housing programs that are designed to provide families and individuals with temporary housing (up to 24 months), along with a range of supportive services geared toward increasing housing stability once the program has ended. VSUW seeks to invest in

\textsuperscript{1} National Alliance to End Homelessness: Federal Policy Brief. August 2009.

\textsuperscript{2} Corporation for Supportive Housing.
transitional programs that demonstrate a clear need for this type of program for the population being served in order to ensure that resources are utilized for the strongest outcomes. Priority will be given to programs that are participating in the Continuum of Care technical assistance process and are assessing future program capacity, including identifying movement toward permanent supportive housing.

- **Associated services:** These services may include wrap around services that are often provided in shelter and/or transitional housing programs such as: family case management, substance abuse treatment and recovery, counseling, primary health care services, housing relocation assistance, public benefit eligibility and enrollment, job skills, life skills, access to basic necessities (clothing, shoes, house wares, etc.), connections to community and building a support network. The services should lead to increased progress toward housing stability.

- **Day resource centers:** VSUW will consider funding programs that provide safe, engaging environments where individuals and families experiencing homelessness can access a variety of resources such as housing support, employment support, healthcare resources, financial assistance, case management resources, vital records/identification, and others.

- **Street Outreach:** VSUW will consider funding programs/activities geared toward identifying individuals and families of all backgrounds experiencing homelessness on the streets and connecting them to services via street and community outreach efforts.

**Outcomes:** The general outcomes that VSUW is seeking and aligning this work to are:

<table>
<thead>
<tr>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Clients live in a safe environment</td>
</tr>
<tr>
<td>• Clients critical needs are met</td>
</tr>
</tbody>
</table>

**Indicator Measurements/Tools:** Programs in this Strategy will only report indicators and outputs relevant to the population being served. For example a single men’s shelter will only report on “Individual Adults.” If a program serves more than one population, then measurements for each population will be reported. All measurements are required, unless indicated as “Optional.” VSUW Staff will work with agencies individually to determine if the Optional measurements are relevant to a specific program.

<table>
<thead>
<tr>
<th>Individual Adults</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicator Measurement:</strong></td>
</tr>
<tr>
<td>• #/% of clients who improve their global score on the Arizona self-sufficiency matrix or similar self-sufficiency evaluation tool</td>
</tr>
<tr>
<td>• #/% of clients who improve their score on “Housing,” “Employment,” “Health Care,” or “Mental Health” on Arizona self-sufficiency matrix or similar self-sufficiency evaluation tool by at least 1 point</td>
</tr>
<tr>
<td>• #/% of people turned away or on waiting list</td>
</tr>
<tr>
<td>• #/% of clients who move to a transitional shelter</td>
</tr>
<tr>
<td>• #/% of clients who move to permanent housing</td>
</tr>
<tr>
<td>• #/% of clients who are employable obtain employment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Families</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicator Measurement:</strong></td>
</tr>
<tr>
<td>• #/% of clients who improve their global score on the Arizona self-sufficiency matrix or similar self-</td>
</tr>
</tbody>
</table>
sufficiency evaluation tool
- #/% of clients who improve their score on “Housing,” “Employment,” “Health Care,” or “Mental Health” on Arizona self-sufficiency matrix or similar self-sufficiency evaluation tool by at least one point
- #/% of people turned away or on waiting list
- # of children 0-5 who received a developmental screening in the past year *
- # of children for whom you provided developmental screenings directly*
- #/% of children who achieve developmental milestones established by teacher and parent/guardian/caregiver*
- #/% of clients who apply for adequate health care coverage for their family
- #/% of clients who are employable obtain employment

### Youth up to age 18

<table>
<thead>
<tr>
<th>Indicator Measurement:</th>
<th>Measurement Tools:</th>
</tr>
</thead>
<tbody>
<tr>
<td>#/% of clients who improve their global score on the Arizona self-sufficiency matrix or similar self-sufficiency evaluation tool</td>
<td>Arizona Self Sufficiency Matrix or similar tool (with VSUW staff approval)</td>
</tr>
<tr>
<td>#/% of clients who improve their score on “Housing,” “Employment,” “Health Care,” or “Mental Health” on Arizona self-sufficiency matrix or similar self-sufficiency evaluation tool by at least 1 point</td>
<td></td>
</tr>
<tr>
<td>#/% of youth who demonstrate coping and life management skills</td>
<td></td>
</tr>
<tr>
<td>#/% of youth who report reduced stress and a feeling of hope and empowerment</td>
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</tr>
<tr>
<td>#/% of youth who exit to a stable living situation</td>
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<tr>
<td>#/% of youth who develop a case management plan</td>
<td></td>
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<tr>
<td>#/% of youth who obtain safe housing</td>
<td></td>
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<tr>
<td>#/% of clients who are employable obtain employment</td>
<td></td>
</tr>
</tbody>
</table>

Output Measurements: Activities/programs within this strategy must report on the following output measurements:
(Please note—some are optional as indicated by parenthesis.)

### Individual Adults
- # of emergency bed nights
- # of average length of stay (days) in emergency shelter
- # of unduplicated clients served
- # of clients who move into permanent housing
- # of clients completing specific job/skill training classes
- # of transitional bed nights (optional)
- # of average length of stay (days) for transitional housing

### Families
- # of emergency bed nights
- # of average length of stay (days) in emergency
- # of unduplicated clients served
- # of clients who move into permanent housing
Priority Populations/Target Communities: The target population for this strategy is any individual or family in Maricopa County that is experiencing homelessness.

Other Specifications: VSUW is primarily interested in evidence-based, promising practice programs that have been shown to produce valid, reliable results. Programs applying under this area will be expected to provide an explanation of the theory of the approach and to provide appropriate references to research supporting the proposed activities. Additionally, VSUW requests that funded agencies support planning efforts and/or participate in the monthly Project Connect events as specified in the Homelessness Investment Framework (page 3).

Reporting Requirements: Reporting will occur on a quarterly basis: October 15, January 15, April 15 and July 15.

STRATEGY 3: PROVIDING EMERGENCY AND BASIC NEEDS SERVICES FOR INDIVIDUALS AT RISK OF HOMELESSNESS.

Strategy Definition: Recent statistics, along with the thousands of for sale signs in local neighborhoods, indicate that job loss and financial crisis have taken their toll on local individuals’ and families’ ability to maintain their mortgages. According to a report from the Arizona Community Action Association, in July 2009, 8.5% of the Maricopa County’s labor force was unemployed—a rate over twice and almost three times the 2000 rate of 3.3%. The current unemployment rate in Maricopa is 6.9% according to Arizona Department of Administration.

Unfortunately, the domino effect of unemployment has sent ripples through the human services community as individuals and families do everything in their power to hold on to their jobs and their homes.

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Even though home foreclosure activity throughout Arizona is slowly improving, the latest report released by RealtyTrac shows the state still has a long ways to go, posting the second-highest foreclosure rate in the nation in the first six months of 2012. Unfortunately, once a family forecloses on their home they can face challenges in renting a home and maintaining permanent housing solutions. As a result of foreclosures, further impact on the homeless services system is highly likely in the foreseeable future. Due to a shortage of affordable housing, many individuals and families struggle with accessing safe and stable housing.

In addition to foreclosures, new Census data reveals that more than one out of five Arizonans live in poverty, a figure higher than anywhere else in the nation except Mississippi. This economic situation has significantly impacted the number of individuals and families trying to access emergency and basic needs services so that they can avoid missing mortgage or rent payments. According to the Arizona Community Action Association (2009), across the state, utility assistance is the number one requested service and agencies are only able serve one in ten of those applying. Locally, the City of Phoenix experienced a 36.5% increase in requests for utility assistance from May, June and July of 2008 to the same period in 2009. Additionally, statistics indicate that utility companies cut off power to 54% more homes in June of 2009 than in June of 2008.

Community Action Programs throughout the state and metro area are indicating an increase in requests for rental assistance and other cash assistance. However, due to increased demand without increased funding, many individuals are being turned away. This scenario holds true for a multitude of services from health insurance, to child care subsidies to food and nutrition assistance.

One population of particular concern in the area of homelessness prevention is victims of domestic violence. Many studies have shown that there is a strong correlation between domestic violence and homelessness. In a series of studies across several states, between 25% to 50% of homeless women indicated that they became homeless due to an abusive relationship. Many individuals in these situations face a difficult cross-road: while wanting to leave an abusive situation, their fear of not having a plan for stable housing once their temporary stay at a shelter is over prohibits them from making a move. In effect, many women in domestic violence situations are continually at risk for homelessness—either as a result of leaving their abuser—or as a result of not having the resources to find stable housing moving forward. Additionally, because of the abuse, these women are often in need of additional ongoing counseling and other supportive services.

As the economy continues to strain individual and public resources to maintain stable housing, we must continue to invest resources in programs that help families and individuals maintain stable housing—a critical aspect to overall quality of life that affects the ability of families to work, educate their children, become financially stable, and take care of their physical and mental health needs. VSUW is seeking collaboration amongst providers to strengthen these efforts, as well as to identify non-financial issues and solutions to address them.

**Scope of Work:** Within this strategy area, VSUW seeks to support programs that prevent homelessness by providing emergency financial assistance and providing access to case management and community resources that help individuals and families maintain permanent housing. This strategy also includes services for domestic violence victims that face housing challenges.

**Types of activities to be considered for funding:**

- **Housing Related Services for Domestic Violence Victims:** VSUW will consider requests to support services related to providing shelter and stable housing services for domestic violence victims to include emergency shelter, transitional housing programs for domestic violence victims and supportive services such as counseling, case management, and self-sufficiency support services such as employment training, child care and transportation. Within emergency shelter services, preference will be given for programs that work to leverage access to all existing shelter beds. In addition, it is desired that shelter programs incorporate opportunities for clients to access additional supports (housing case management, employment support, counseling, etc.) that will allow clients to move into the next stage of the housing continuum—as opposed to cycling from one shelter program to another shelter program.
• **Foreclosure Intervention/Prevention:** VSUW will consider requests for programs that provide foreclosure invention and prevention services. These programs may include workshops, classes and individual guidance that help clients understand the terms and process of foreclosure and options/programs available to help avoid foreclosure. In addition, these programs may help individuals dealing with foreclosure to understand the next steps in rebuilding/regaining control of their finances.

• **Financial/Rent Assistance (eviction, intervention, prevention):** Often times, individuals and families may just need temporary assistance to help them get through a difficult time period financially. VSUW will consider funding programs that provide temporary financial assistance to help individuals maintain their housing and to avoid additional costs associated with eviction and/or finding another home (deposit costs, transportation, child care, etc.).

• **Utility Assistance:** VSUW will consider requests to support programs that provide temporary utility assistance to individuals and families—enabling them to maintain safe housing and avoid additional costs associated with interruptions in services.

• **Legal Assistance:** VSUW will consider requests to support programs that provide legal assistance to individuals facing challenges in maintaining independence due to legal situations regarding housing, employment, child support and other issues.

• **Transportation Assistance:** VSUW will consider requests to support programs that provide transportation solutions, such as automobile rental/ownership, mass transit fares, etc.

**Outcomes:**
The general outcomes that VSUW is seeking and aligning this work to are:

<table>
<thead>
<tr>
<th>Outcomes</th>
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<tbody>
<tr>
<td>• Clients live in a safe environment</td>
</tr>
<tr>
<td>• Clients critical needs are met</td>
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<tr>
<td>• Clients increase their awareness of resources and options</td>
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</tbody>
</table>

**Indicator Measurements/Tools:** Activities/programs within this strategy must report on the following indicator measures and utilize the measurement tool listed or another approved tool based on the activities being delivered. Domestic Violence programs will only report Domestic Violence Indicators and Outputs. Other prevention programs will only report General Indicators and Outputs.

**General Indicators**

<table>
<thead>
<tr>
<th>Indicator Measurement:</th>
<th>Measurement Tools:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• #/% of clients who gain knowledge of community resources and benefits</td>
<td>Surveys (Approval by VSUW staff)</td>
</tr>
<tr>
<td>• #/% of clients who utilize knowledge of community resources and benefits</td>
<td></td>
</tr>
<tr>
<td>• #/% who avoid foreclosure</td>
<td></td>
</tr>
<tr>
<td>• #/% who maintain permanent housing</td>
<td></td>
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</tbody>
</table>

**Domestic Violence Indicators**

<table>
<thead>
<tr>
<th>Indicator Measurement:</th>
<th></th>
</tr>
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<tbody>
<tr>
<td>• #/% of clients that move into permanent housing</td>
<td>Arizona Self Sufficiency Matrix or similar tool (with VSUW staff approval)</td>
</tr>
<tr>
<td>• #/% of clients that move into transitional shelter</td>
<td></td>
</tr>
<tr>
<td>• #/% of people turned away or on waiting list</td>
<td></td>
</tr>
</tbody>
</table>
### Output Measurements

*Activities/programs within this strategy must report on the following output measurements based on the activities being delivered:*

#### Outputs

- # of utility assists
- $ amount utility assistance
- # of rental assists
- $ amount rental assistance
- # of mortgage/foreclosure prevention assists
- $ amount mortgage/foreclosure prevention assistance (Optional)
- # of units of transportation assistance

#### Domestic Violence Outputs

- # of unduplicated clients served
- # of bed nights
- # of average length of stay (days)
- # of transitional bed nights (Optional)
- # of average length of stay (days) for transitional housing
- # of clients reporting that they need assistance in finding permanent housing
- # of clients reporting that they have a permanent stable home and address to stay in or return to

### Priority Populations/Target Communities

*The priority population for this strategy is anyone at risk of homelessness in Maricopa County including domestic violence victims. Eligibility for assistance will be based on individual program requirements.*

### Other Specifications

*VSUW is primarily interested in evidence-based, promising practice programs that have been shown to produce valid, reliable results. Programs applying under this area will be expected to provide an explanation of the theory of the approach and to provide appropriate references to research supporting the proposed activities. Additionally, VSUW requests that funded agencies support planning efforts and/or participate in the monthly Project Connect events as specified in the Homelessness Investment Framework (page 3).*

### Reporting Requirements

*Reporting will occur on a quarterly basis: October 15, January 15, April 15 and July 15.*