

AGENDA



3:00 P.M.

CITY COUNCIL MEETING

WEDNESDAY, OCTOBER 15, 2025

NOTES:

- Meeting room is wheelchair accessible. American Disabilities Act (ADA) accommodations are available upon request. Please phone 928-282-3113 at least two (2) business days in advance.
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GUIDELINES FOR PUBLIC COMMENT

PURPOSE:

- To allow the public to provide input to the City Council on a particular subject scheduled on the agenda.
- This is not a question/answer session.
- No disruptive behavior or profane language will be allowed.

PROCEDURES:

- Fill out a "Comment Card" and deliver it to the City Clerk.
- When recognized, use the podium/microphone.
- State your:
 1. Name and
 2. City of Residence
- Limit comments to **3 MINUTES**.
- Submit written comments to the City Clerk.

1. CALL TO ORDER/PLEDGE OF ALLEGIANCE/MOMENT OF SILENCE

2. ROLL CALL

3. SPECIAL BUSINESS

LINK TO DOCUMENT =

- a. AB 3215 **Discussion/possible direction** regarding the needs assessment and strategic plan to address homelessness with a focus on recommendations, including a regionally coordinated plan for addressing homelessness in Sedona and the Verde Valley.

- b. **Discussion/possible action** regarding ideas for future meetings/agenda items.

4. EXECUTIVE SESSION

Upon a public majority vote of the members constituting a quorum, the Council may hold an Executive Session that is not open to the public for the following purposes:

- a. To consult with legal counsel for advice regarding matters listed on this agenda per A.R.S. § 38-431.03(A)(3).
- b. Return to open session. Discussion/possible action regarding executive session items.

5. ADJOURNMENT

Posted: 10/07/2025

By: DJ

JoAnne Cook, CMC

City Clerk

Note: Pursuant to A.R.S. § 38-431.02(B) notice is hereby given to the members of the City Council and to the general public that the Council will hold the above open meeting. Members of the City Council will attend either in person or by telephone, video, or internet communications. The Council may vote to go into executive session on any agenda item, pursuant to A.R.S. § 38-431.03(A)(3) and (4) for discussion and consultation for legal advice with the City Attorney. Because various other commissions, committees and/or boards may speak at Council meetings, notice is also given that a quorum of members of these other City commissions, boards, or committees may be in attendance.

A copy of the packet with material relating to the agenda items is typically available for review by the public in the Clerk's office after 1:00 p.m. the Thursday prior to the Council meeting and on the City's website at www.SedonaAZ.gov. The Council Chambers is accessible to people with disabilities, in compliance with the Federal 504 and ADA laws. Those with needs for special typeface print, may request these at the Clerk's Office. All requests should be made **forty-eight hours** prior to the meeting.

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CITY COUNCIL CHAMBERS
102 ROADRUNNER DRIVE, SEDONA, AZ

The mission of the City of Sedona government is to provide exemplary municipal services
that are consistent with our values, history, culture and unique beauty.



**CITY COUNCIL
AGENDA BILL**

**AB 3215
October 15, 2025
Special Business**

Agenda Item: 3a

Proposed Action & Subject: Discussion/possible direction regarding the needs assessment and strategic plan to address homelessness with a focus on recommendations, including a regionally coordinated plan for addressing homelessness in Sedona and the Verde Valley.

Department CD-Housing/Jeanne Blum

Time to Present 45 minutes

Total Time for Item 2 hours

Other Council Meetings November 26, 2024; January 29, 2025

Exhibits
A – Strategic Plan to Address Homelessness – DRAFT
B – Needs Assessment –DRAFT
C – August 18, 2025 Stakeholder Meeting Synopsis
D – August 18, 2025 Stakeholder Meeting Attendee List
E – Survey Results
F – Sedona/Verde Valley Resource Mapping Summary

Finance Approval	Reviewed 9/28/25 BGW	Expenditure Required \$ NA Amount Budgeted \$ NA Account No. NA (Description)
City Attorney Approval	Reviewed 9/29/25 KWC	
City Manager's Recommendation	Reviewed 10/02/25 JAD	

SUMMARY STATEMENT

Current Focus: Since January 2025, staff and Viam Advising have engaged in extensive regional outreach to shape a coordinated homelessness response. Through regular coordination between City staff and Viam Advising, the project has advanced steadily, leading to key milestones such as the resource mapping component, the August 18 stakeholder meeting and the development of draft strategic plan recommendations. Discussions with the Arizona Department of Housing (ADOH) have also highlighted opportunities to expand the Coordinated Entry System for greater consistency and collaboration across municipalities.

As part of this process, a Community Engagement Session has been scheduled the morning of October 15, 2025 at the Sedona Performing Arts Center, featuring a large-group presentation followed by small-group discussions regarding homelessness. Outcomes from this session will be shared with Council to help inform priorities in the strategic plan.

This agenda item brings forward updated findings and draft recommendations to help Council set priorities. The discussion is intended to:

- Review data and recommendations from the needs assessment;
- Review the current Coordinated Entry System in the region;
- Review resource mapping strategies and outcomes;
- Identify and prioritize short-term and long-term strategies;
- Discuss potential funding mechanisms; and
- Develop a rational basis for resource allocation, including when, why, and how the City should participate in creating, supporting, or funding homelessness services and programs locally and regionally.

Background/History: In November 2024, Viam Advising presented draft findings from a City-commissioned homelessness needs assessment. The assessment identified key drivers of homelessness in Sedona and the Verde Valley, including the shortage of affordable rental housing, rising housing costs, and service system gaps.

At the January 2025 follow-up meeting, staff presented initial feedback from local agencies and service providers. Council further directed staff to conduct resource mapping of area providers to identify existing programs, capacities, overlaps and gaps. The intent was to build a shared baseline of resources and to clarify where strategic coordination or investment could have the greatest impact.

Community Plan Reference: Page 58, Policy 5.5 –Increase the Verde Valley’s supply of affordable housing for the area’s workforce, homeless, and others in need through regional partnerships.

Climate Action Plan/Sustainability Consistent: ☐Yes - ☐No - ☒Not Applicable

Board/Commission Recommendation: ☐Applicable - ☒Not Applicable

Alternative(s): NA

MOTION

I move to: For discussion and staff direction only.

Exh A - Strategic Plan to Address Homelessness - DRAFT

Regional Strategic Plan to Address Homelessness

Sedona & the Verde Valley

Executive Summary

In March 2025, the City of Sedona commissioned the Homelessness Services and Needs Assessment, the most comprehensive analysis to date of housing instability in the Verde Valley. The assessment found that roughly 600 residents experience homelessness each year, and that the current system falls far short of meeting their needs. System modeling identified requirements for 260 crisis housing beds, 180 rapid rehousing units, 60 permanent supportive housing units, 360 households served annually through a Flex Fund, and 600 people connected to basic needs services. Yet today, the Verde Valley has only 68 shelter beds, 13 PSH units, no rapid rehousing, and no dedicated outreach or prevention resources.

These numbers highlight a central truth: homelessness in Sedona and the Verde Valley is not only growing — projected to rise 6% annually — but is also unfolding in a region without the infrastructure to respond at scale. Housing pressures magnify this crisis. Rents in Sedona average nearly \$2,850 per month, requiring an annual household income of \$114,000 to remain affordable, while the city's median household income is just \$62,901. More than half of Sedona renters are cost-burdened, and home prices exceeding \$800,000 make ownership unattainable for most local workers.

This plan responds with a two-pronged strategy: (1) immediate steps that stabilize the crisis in the next year, and (2) a phased five-year expansion that builds a balanced, rural-appropriate system capable of meeting actual need. Both approaches are grounded in evidence-based practices cited in the Needs Assessment and shaped by the voices of community partners who know this region best.

Needs Assessment Highlights

The Needs Assessment makes clear that homelessness in the Verde Valley is shaped by the unique realities of a rural community: services are scarce, distances are long, and people experiencing homelessness are dispersed and mobile.

Rural Homelessness in the Verde Valley

Here, homelessness does not always appear in large encampments or city blocks. It is more often hidden — in cars parked along roadsides, in crowded motel rooms, in short-term stays with family, or in campsites that must be moved every two weeks. Because of camping prohibitions in Sedona and Cottonwood, and 14-day stay limits on national and state lands, people are frequently displaced. This constant churn makes stability nearly impossible, disrupting jobs, education, and health care.

The Needs Assessment captured these realities through community voices. Parents described the stress of nightly motel-to-motel moves. Seniors spoke of the health risks of living in cars during

summer heat. Workers shared how the lack of stable housing undermined their ability to hold jobs in Sedona’s tourism economy. These stories illustrate that homelessness in the Verde Valley is not an abstract policy issue but a daily crisis of safety, dignity, and opportunity.

Typologies of Homelessness

The Needs Assessment confirmed that homelessness in the Verde Valley follows three predictable patterns, each requiring a different set of solutions:

- **Transitional homelessness (60%)** – short-term crises, often resolvable with modest and timely support.
- **Episodic homelessness (30%)** – repeated bouts of instability, requiring structured rental assistance and case management.
- **Chronic homelessness (10%)** – long-term homelessness compounded by behavioral health or medical needs, requiring permanent supportive housing.

System Gaps

The Verde Valley’s current capacity falls far short of these needs.

Service / Program	Current Capacity	Needed Capacity	Gap
Crisis Housing Beds	68	260	~192
Rapid Rehousing (RRH) Units	0	180	180
Permanent Supportive Housing	13	60	~47
Flex Fund (households/year)	0	360	360
Outreach Team	0	1 team / 600 ppl	Full gap

These gaps mean families are referred out of the region, people experiencing episodic homelessness go without structured supports, and those with chronic needs face wait times measured in years. Without a dedicated outreach team, many never connect to services at all.

Why Regional Coordination is Essential

The Needs Assessment’s conclusion is unequivocal: regional coordination is the only viable path forward. Because people experiencing homelessness move between Sedona, Cottonwood, Camp Verde, Rimrock, and surrounding areas, fragmented services cannot succeed. A regional response allows resources to be pooled, standards to be aligned, and investments to be focused on filling the most critical gaps. For rural communities like the Verde Valley, coordination is not just good practice — it is the lifeline that makes a system possible.

Resource Mapping

Building on the Needs Assessment, a resource mapping effort was conducted to better understand what services are available in the Verde Valley. The mapping confirmed that while there are important supports in place, they are unevenly distributed across the region.

System Function	Camp Verde	Clarkdale	Cottonwood	Rimrock	Sedona
Emergency Shelter & Crisis Housing	2	0	5	0	1
Employment & Income Supports	0	0	1	0	0
Health & Behavioral Health	1	0	11	0	0
Housing & Stabilization Programs	0	0	2	0	0
Prevention & Diversion	1	1	1	0	3
Supportive Services & Basic Needs	3	0	5	1	2
Total	7	1	25	1	6

Strategic Interventions by Typology

The strategies in this plan were not developed in isolation. They reflect a progression of work: first, the Needs Assessment identified the scale of unmet need; next, the resource mapping clarified which services exist locally; and finally, community engagement sessions in August 2025 brought together local governments, providers, first responders, schools, health systems, nonprofits, businesses, and faith partners to determine priorities for action.

Through this process, the community endorsed a set of starting points that combine evidence-based practices cited in the Needs Assessment with local expertise. The interventions described below reflect those choices and represent a shared roadmap for addressing homelessness regionally.

Transitional Homelessness (60%)

Most people experiencing homelessness in the Verde Valley are in this group, and they can often be stabilized with modest assistance. A Flex Fund for deposits, car repairs, or relocation would prevent crises from escalating. Non-congregate temporary housing would create safe short-term shelter. Expanding access to basic needs like showers, food, and laundry would help households maintain jobs and return quickly to stability.

Episodic Homelessness (30%)

For people who repeatedly cycle in and out of housing, more structured interventions are required. Rapid rehousing programs can provide 6–24 months of rental assistance alongside case management and housing navigation. These supports break the cycle of episodic homelessness and reduce the risk of people sliding into chronic homelessness.

Chronic Homelessness (10%)

The most visible and vulnerable residents require permanent supportive housing — long-term subsidies paired with intensive case management and health services. Building a Housing Stability Team dedicated to PSH households will ensure these individuals not only obtain housing but keep it, reducing reliance on emergency rooms and law enforcement.

Immediate Action Plan – Year One

The Verde Valley cannot wait for five years of system build-out. Immediate, evidence-based strategies cited in the Needs Assessment can be launched now to stabilize the crisis and lay the foundation for long-term success.

Priority strategies include landlord engagement, establishing a Flex Fund, and expanding non-congregate temporary housing. These are nationally recognized practices and have proven especially effective in rural contexts.

Five-Year System Plan

Service / Program	Current Target 2029 Gap		
Crisis Housing Beds	68	260	192
Rapid Rehousing Units	0	180	180
Permanent Supportive Housing	13	60	47
Flex Fund (households/year)	0	360	360
Outreach Team	0	1 team	Full gap

Table Note: Targets reflect program capacity needed across the Verde Valley. They are not physical beds or units to be built and not assigned to a single provider. Locations for programs will vary and be determined by future grantees.

Years 1–2: Expand crisis housing by 100 beds, establish the Flex Fund, and launch a dedicated outreach team.

Years 3–5: Build rapid rehousing capacity to 180 households annually, add 47 PSH units, and expand the Housing Stability Team.

The resource mapping underscores why this system build-out is so urgent. While the region has a relatively strong base of **basic needs and health services**, the map shows far fewer programs in areas like **housing stabilization, rental assistance, and employment supports** — and a highly uneven geographic distribution, with Cottonwood functioning as the hub while communities like Clarkdale and Rimrock have almost no coverage. The strategies outlined in this plan directly

address those gaps: expanding crisis housing and rehousing capacity, creating flexible financial tools, and ensuring outreach so people in every part of the region can connect to services.

While much of this work remains ahead, important early progress has already been made. With **\$990,000 in new state funding**, Catholic Charities has launched two cornerstone programs: a flexible rental assistance program (\$875,000 across two years) that bridges prevention and rehousing, and a crisis housing expansion (\$15,000 over three years) that increases short-term shelter capacity. Together, these investments represent a significant down payment on the system envisioned in this plan, demonstrating both feasibility and momentum toward closing critical gaps.

Implementation & Accountability

The Local Coalition to End Homelessness (LCEH), coordinated by Catholic Charities, provides the countywide framework for system coordination. Catholic Charities convenes this body on behalf of the Arizona Department of Housing and has a commitment to support the coordination of homelessness response throughout the entire county. This plan strengthens that structure by activating a Verde Valley-specific response — one that addresses local needs while remaining aligned with the broader system.

In the Verde Valley, the role of the LCEH must now be more clearly defined. To function effectively, it should serve as the convening body for regular case coordination meetings, establish clear expectations for system performance, and ensure that diverse sectors — including businesses, schools, health systems, and faith partners — are fully engaged. The LCEH should also function as the local point of connection to the statewide 211 system, making sure that resource data remains accurate and accessible. Clarifying and strengthening this role will provide the organizational backbone needed to move from planning to sustained implementation.

A critical next step will be the development of an investment strategy to support the phased expansion outlined in this plan. This strategy will need to identify and layer diverse funding sources — public, private, and philanthropic — to close gaps and sustain progress over time. Establishing a clear investment approach will be essential to translating this plan into practice and achieving the scale of response envisioned by the community.

Conclusion

The Homelessness Services and Needs Assessment commissioned by the City of Sedona revealed both the scale of homelessness in the Verde Valley and the depth of the gaps in the response system. This strategic plan translates those findings into action: immediate steps in Year One, followed by a phased five-year build-out that matches resources to need.

What lies ahead is equally important. Continued **community engagement** will be necessary to refine the role of the LCEH and ensure all system partners are fully aligned. An **investment strategy** must be pursued to assemble the resources required to meet the community's goals. And ongoing **coordination and accountability** will be needed to sustain momentum, track progress, and adapt as new challenges emerge.

Together, these steps provide a pathway for the Verde Valley to transform its homelessness response into a system that is more coordinated, more responsive, and more effective for the people it serves.



City of Sedona

Sedona Homelessness Services and Needs Assessment and Strategic Plan



Acknowledgements

Viam Advising would like to thank the City of Sedona for bringing forth the opportunity to assess the needs and services of the homeless population in the region. The intention to deeply understand the structural challenges related to ending homelessness in Sedona and the Verde Valley is commendable and will ultimately improve the lives of the most vulnerable in the community. Viam Advising would also like to thank the many individuals with lived experience of homelessness that we interviewed for their respective wisdom and insights – a holistic understanding of homelessness in Sedona is not possible without your participation. Finally, we would like to thank the following organizations for their part in this process – the opportunities ahead are not possible without you.

Arizona Complete Health, Arizona Department of Housing, Catholic Charities Community Services in Northern Arizona, City of Prescott, City of Sedona, Community Library Sedona, Cottonwood Police Department, Greater Sedona Chamber of Commerce, Hope House of Sedona, Housing Solutions of Northern Arizona, NACOG (Northern Arizona Council of Governments), Northern Arizona Interfaith Council, Polara Health, Salvation Army, SAVCO (Sedona Area Veteran's Outreach), Sedona Area Homeless Alliance (SAHA), Sedona Charter School, Sedona Community Center, Sedona Community Food Bank, Sedona Fire District, Sedona Lodging Council, Sedona Police Department, Sedona-Oak Creek Unified School District, Society of St. Vincent De Paul, Solari Crisis and Human Services, Spectrum Health, Town of Camp Verde, Town of Clarkdale, U.S. Forest Service, U.S. Vets, Verde Valley Habitat for Humanity, Verde Valley Homeless Coalition, Verde Valley Regional Economic Organization, Verde Valley Sanctuary, Yavapai College, Yavapai County, Yavapai County Community Health Services, Yavapai County Sheriff's Office

Consultant Background

Jonathan Danforth has over a decade of experience in rehousing individuals experiencing unsheltered homelessness, improving crises response in encampments, and optimizing Coordinated Entry Systems. As the founder and principal consultant at Viam Advising, Jonathan serves as an advisor to the U.S. Department of Housing and Urban Development (HUD) and the National Alliance for Ending Homelessness (NAEH) and brings formal academic training in economics, background in data analysis, and deep experience implementing CoC projects. Jonathan founded Viam Advising as a vehicle for accompanying CoCs as they grow their homeless response systems. He is currently working with communities in Oregon, Arizona, Tennessee, Kentucky, Texas, and Virginia to optimize homeless response systems and transform the lives of those experiencing homelessness.

For the past 25 years Matt White has been working with communities to design and implement effective systems for people experiencing homelessness and at imminent risk of homelessness. He specializes in homeless system policy development and implementation, research and evaluation, and refinement of Coordinated Entry System (CES) processes. Mr. White's homeless system technical assistance expertise includes improving data collection and analysis capabilities, evaluating the effectiveness of homelessness systems, and leading strategic planning and facilitation engagements to reorient homelessness services. Mr. White is now a Senior Associate with Housing Innovations, a consulting collaborative of practitioners with direct community experience implementing solutions to homelessness.

Assessment Background

The City of Sedona enlisted the professional services of Jonathan Danforth and Matt White to conduct a comprehensive homelessness needs and services assessment to understand homelessness in the region. The Viam Advising consulting team has analyzed both quantitative and qualitative data on the extent and scope of homelessness in the greater Sedona area and Verde Valley region to determine how many people experience homelessness, the nature of people's experience while homeless, and the types of service strategies and interventions most likely to reduce and/or prevent homelessness. The following report describes these findings and identifies recommendations in the areas of addressing basic needs, connecting people to housing and employment resources, and better aligning and coordinating homelessness services across the Verde Valley.

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Executive Summary

Each year, an estimated 600 of Sedona and the Verde Valley's most vulnerable residents experience homelessness—a number that's only expected to rise in the coming years. Driven by surging rental costs and stagnant wages, projections indicate a 6% increase in homelessness over the next five years. This troubling trend mirrors the broader crisis unfolding across Yavapai County, where structural challenges—such as a lack of affordable housing development, constrained wage growth, and limited tenant protections—continue to push more residents toward housing instability.

...estimated 600 of Sedona and the Verde Valley's most vulnerable residents experience homelessness...

Sedona, nestled in the heart of the Coconino National Forest, is a community rooted in natural beauty and compassionate values. Yet, it now finds itself at a crossroads over how to address homelessness effectively. Some stakeholders worry that expanding services will attract more unhoused individuals, while others argue that increased support is essential to meet immediate needs and mitigate the long-term housing crisis. In fact, research indicates that enhanced safety net services do not inherently draw more people experiencing homelessness to a given area.³



People experiencing homelessness and the organizations that support them consistently cite the widening gap between rising rents and stagnant incomes as a primary cause of housing instability. Areas of Sedona with the highest vacancy rates also tend to have the highest rental costs, with much of the housing stock reserved for seasonal or short-term tourism. Zoning restrictions further limit opportunities for multifamily housing, with only 14% of the city zoned for such developments⁹ and just 6.2% of the housing stock consisting of multifamily units¹. While increasing multifamily housing is a necessary long-term solution, current rental rates already exceed what many local workers can afford. Consequently, those with limited resources often face three options:

1. Sharing housing costs by living with multiple families or individuals in a single household.
2. Seeking housing in relatively more affordable nearby areas like Camp Verde or Cottonwood, though these options are becoming increasingly scarce.
3. Living without a fixed address by couch-surfing, camping, or residing in a vehicle in the Sedona area.

*...enhanced safety net services **do not** inherently draw more people experiencing homelessness to a given area.³*

Challenges of Homelessness in Sedona and the Verde Valley

Interviews with individuals experiencing homelessness reveal that all these options carry ongoing risks to housing and employment stability. While some resort to vehicle living to manage housing costs, most report that this is not a sustainable or desirable solution. Homelessness is defined not just by the lack of a permanent address but also by restricted access to essential resources such as food storage, clean water, hygiene facilities, and the stability needed to maintain employment and health.

The economic impact of homelessness is significant. Without stable housing, everyday challenges become more burdensome. Those living without shelter must spend more on prepared food, face frequent disruptions in employment, and struggle to afford vehicle maintenance when their car also serves as their home. In the Verde Valley, restrictive laws on tent and vehicle camping further complicate life for the unhoused. Camping is prohibited in Sedona and Cottonwood, and even in surrounding national forest and state trust lands, stays longer than 14 days are not permitted. These restrictions leave individuals vulnerable to displacement or legal consequences.

Understanding Transitional, Episodic, and Chronic Homelessness

Most homelessness in the region is transitional, caused by short-term crises such as job loss, relationship breakdowns, transportation issues, or sudden rent increases. However, there is also a significant presence of episodic and chronic homelessness, which presents greater barriers to stability.

Individuals in these groups often face complex challenges, including legal issues, past evictions, criminal histories, health complications, and untreated behavioral health or substance use disorders. These factors limit their ability to secure stable housing or share living arrangements with others. As a result, those experiencing episodic and chronic homelessness are more visibly present in population centers like Sedona and Cottonwood, where they have better access to economic opportunities and essential services.

While access to basic needs is critical for improving stability and helping some individuals transition out of homelessness independently, deeper structural challenges persist. The ongoing housing cost burden, combined with the barriers that homelessness itself creates, necessitates additional support to achieve lasting housing stability.

The Need for a Coordinated Regional Response

Addressing homelessness in the Verde Valley requires a unified, cross-jurisdictional effort that aligns resources and coordinates services throughout the region. Both service providers and individuals experiencing homelessness report a lack of accessible information about available services, a gap confirmed by this assessment.

National best practices suggest that a Coordinated Entry System (CES) is the most effective approach for managing homelessness with limited resources.

While Yavapai County operates a CES through the Arizona Department of Housing in partnership with Catholic Charities Community services of Northern Arizona, its impact in the Verde Valley remains limited. Many local service providers are engaged in coordinated efforts, but due to rural geography and capacity constraints, full integration into the CES remains a challenge. This can prevent some unhoused individuals from accessing the most direct pathways to stable housing.

Evidence from countywide CES data suggests that available resources, including housing placements and social services, are underutilized in the Verde Valley. For CES to be effective, it must be expanded to include:

- Targeted interventions tailored to the unique needs of the region.
- Adequate funding to scale services appropriately.
- A coordinated regional strategy to align efforts across jurisdictions.

Strengthening CES in the Verde Valley will provide individualized support and connections to existing housing and stabilization services. By doing so, Sedona and its neighboring communities can not only reduce homelessness but also prevent further increases in housing instability throughout the region.

Regional Context

The consulting team analyzed various geographic regions to assess the needs of the homeless population in Sedona. While part of Uptown Sedona extends into neighboring Coconino County, this area was excluded due to the absence of relevant service providers and a minimal homeless population. As a result, this analysis focuses on Yavapai County as the broadest geographic unit of study.

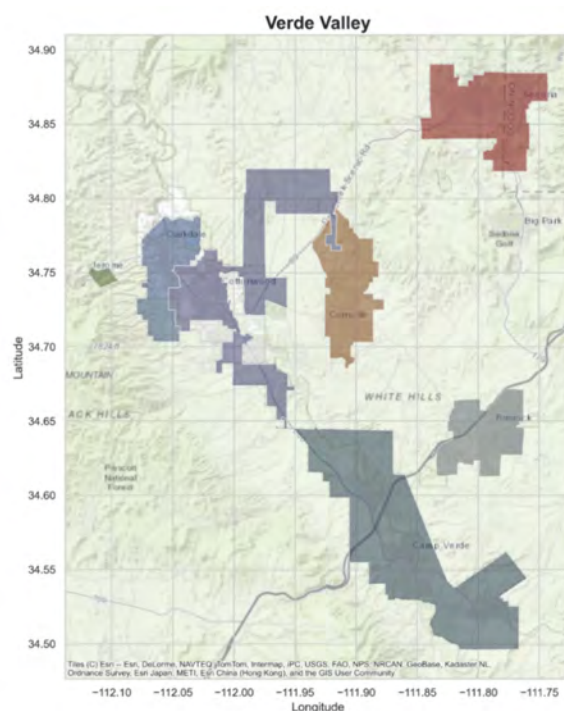
The Arizona Department of Housing tracks homelessness data at the county level for planning, evaluation, and resource allocation. While this data provides broad context, it is too general to capture the specific nature of homelessness in Sedona. To address this gap, the consulting team gathered qualitative data through interviews to develop a localized understanding of homelessness in the area.

Interviews were conducted with 35 individuals experiencing homelessness and key stakeholders from faith-based and nonprofit organizations providing services. These discussions revealed significant mobility among the homeless population, particularly between Cottonwood, Camp Verde, Clarkdale, Cornville, and Sedona. Many individuals travel within this region to access services, seek employment, or relocate to public lands for overnight camping.

The Verde Valley, located in central Arizona, is bounded by the Mingus and Woodchute mountain ranges. It comprises a mix of incorporated cities and towns, unincorporated communities, and federal and state public lands. Incorporated areas include Sedona, Cottonwood, Camp Verde, Jerome, and Clarkdale, while unincorporated communities such as Rimrock and Cornville also lie within the region. The valley holds deep historical and cultural significance, encompassing the ancestral territories of Indigenous peoples. The Yavapai-Apache Nation is also located within the Verde Valley.

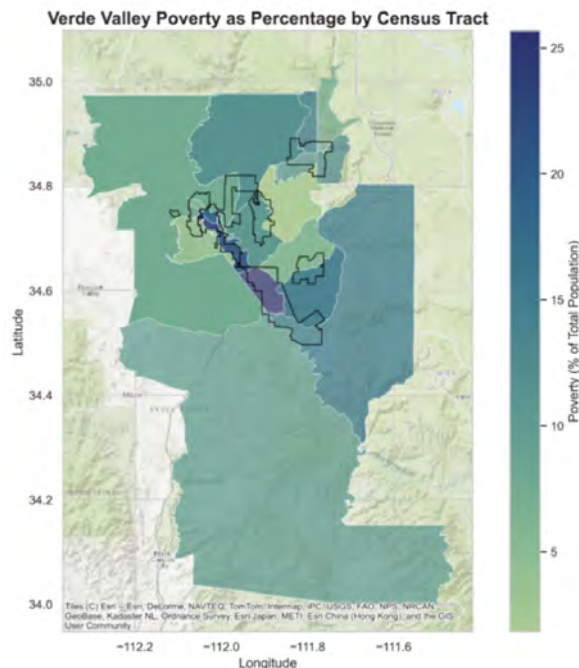
Based on these findings, the consulting team defined the City of Sedona and the broader Verde Valley region as the primary geographic focus for this needs assessment, as illustrated in Exhibit 1. By analyzing homelessness at the sub-regional level within Yavapai County, this report aims to provide a more accurate representation of local conditions and inform response strategies that align with regional goals through a coordinated approach.

EXHIBIT 1: AREA OF STUDY FOR SEDONA HOMELESSNESS NEEDS ASSESSMENT



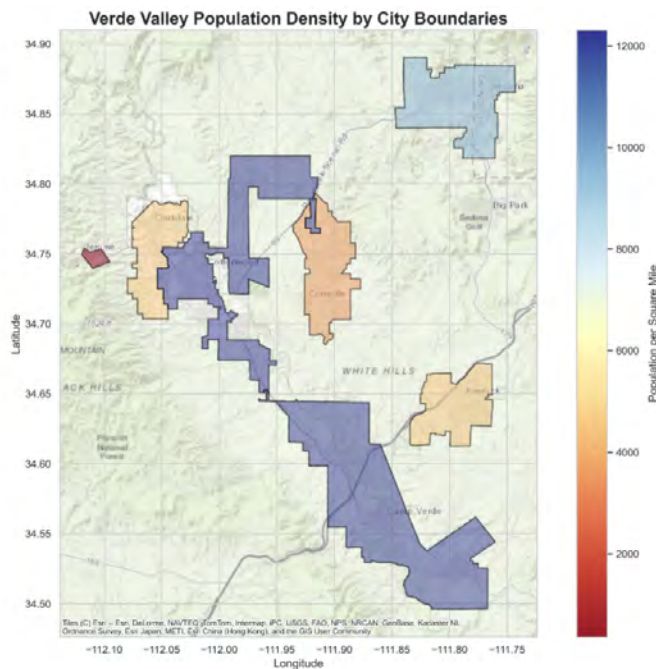
The poverty rate for the Verde Valley is 15.9% with 7.4% experiencing deep poverty, defined here as income levels 50% below the federal poverty line. Exhibit 2 shows the differences in poverty rates throughout the Verde Valley. The highest rates of poverty are seen in Camp Verde, Cottonwood, and Jerome with Camp Verde seeing the highest rate at 22.9% of the total population where poverty was determined. Lower poverty rates are seen in Sedona, Cornville, Clarkdale, and Rimrock with Clarkdale and Rimrock having the lowest poverty rates in the valley.

EXHIBIT 2: POVERTY IN THE VERDE VALLEY



Population density among localities can be seen in Exhibit 3. The greatest levels of population density are seen in Cottonwood, Camp Verde, and Sedona. Conversely, Jerome and Cornville have the lowest population densities in the valley. Further analysis at the census tract level shows greater variability in population density within localities. For example, Sedona has a sizable variability in population density with the northwestern census tract having some of the lowest population density in the valley. Population density is largely constrained to census tracts within Cornville, Cottonwood, and Camp Verde.

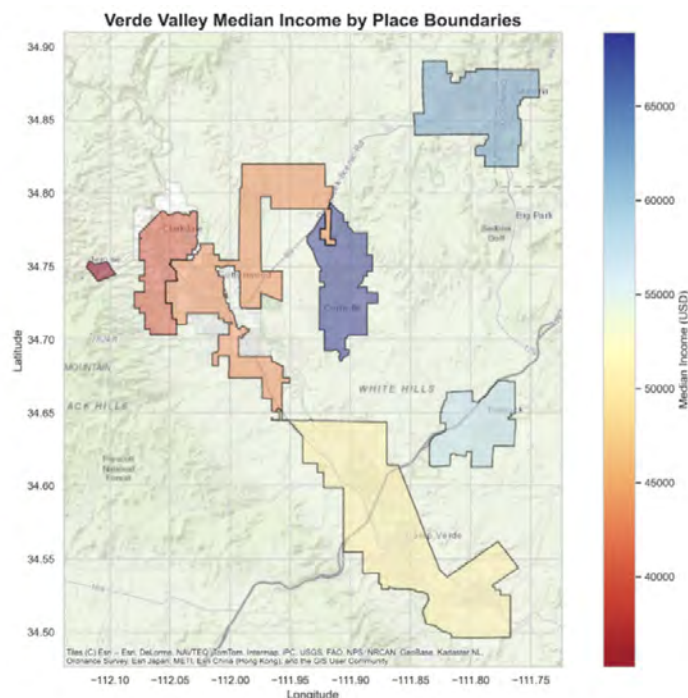
EXHIBIT 3: POPULATION DENSITY OF THE VERDE VALLEY



Income Distribution in the Verde Valley

Exhibit 4 presents median income levels across localities in the Verde Valley, revealing significant variability. Some areas report median incomes nearly double those of others. Surprisingly, Cornville CPD has the highest median income in the region at \$69,929, despite also exhibiting notable rates of poverty and deep poverty. This contrast suggests substantial income inequality within Cornville. Sedona follows with a median income of \$62,901, while Jerome reports the lowest median income at \$35,208, highlighting its economic challenges.

EXHIBIT 4: INCOME LEVELS IN THE VERDE VALLEY



Census tracts spanning southeastern Sedona, northern Rimrock, and Cornville consistently report high median incomes. Conversely, Clarkdale exhibits pronounced income inequality, with census tracts representing both the highest and lowest median incomes in the area. Camp Verde has the lowest overall median income levels in the region.

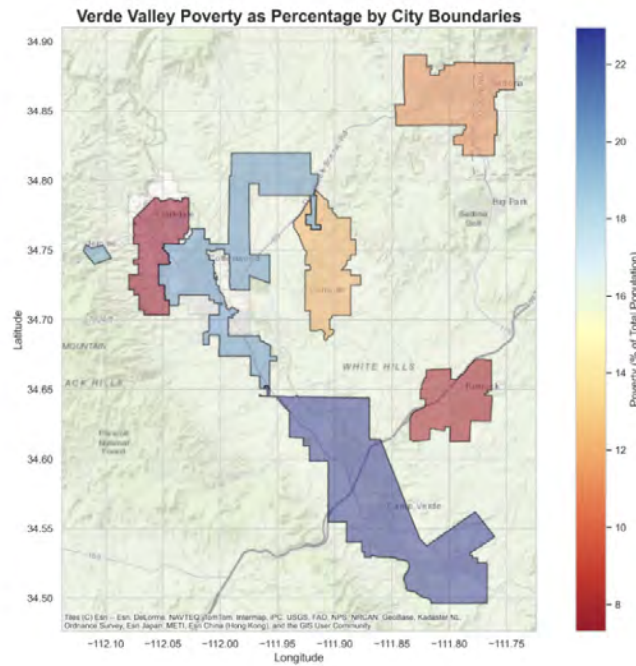
A notable trend emerges—census tracts with higher median incomes tend to have lower population densities. This correlation suggests that zoning policies, particularly density restrictions, may influence the spatial distribution of income throughout the Verde Valley.

Poverty Distribution in the Verde Valley

Exhibit 5 illustrates poverty rates within census tracts that intersect place-level boundaries, highlighting significant geographic variability. The highest poverty rates are concentrated in a contiguous area spanning four census tracts within Camp Verde and Cottonwood, while poverty levels decrease in other parts of these localities.



EXHIBIT 5: POVERTY IN THE VERDE VALLEY LOCALITIES

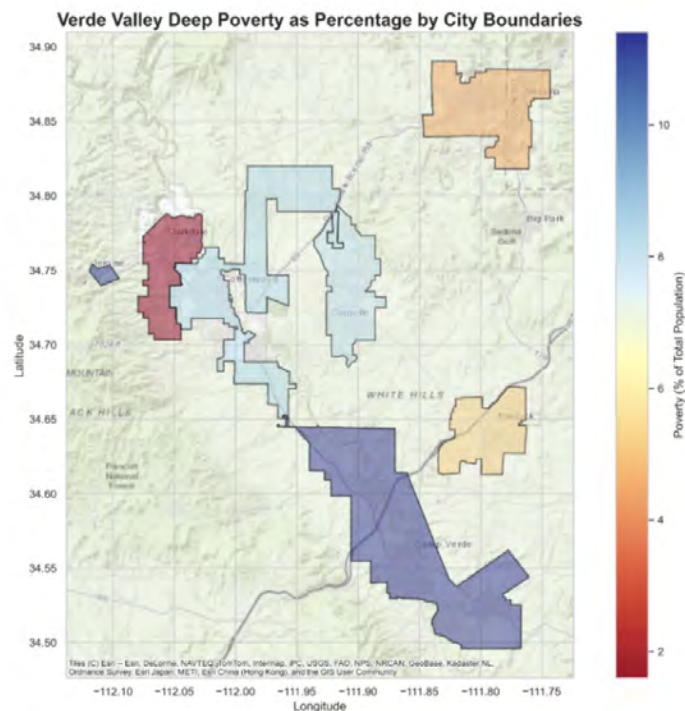


Sedona also exhibits internal disparities, with the northwestern and southeastern census tracts experiencing the highest poverty rates. Additionally, a correlation appears to exist between high poverty rates and areas of greater population density, suggesting that demographic and zoning factors may influence the spatial distribution of poverty across the region.

Deep Poverty Distribution in the Verde Valley

Rates of poverty and deep poverty are largely similar across localities, though some distinctions are evident, as shown in Exhibit 6. Deep poverty is most severe in Camp Verde and Jerome, with Rimrock's population facing a significant proportion of individuals in deep poverty. A similar pattern is observed in Cornville, where deep poverty is a major concern.

EXHIBIT 6: DEEP POVERTY IN THE VERDE VALLEY

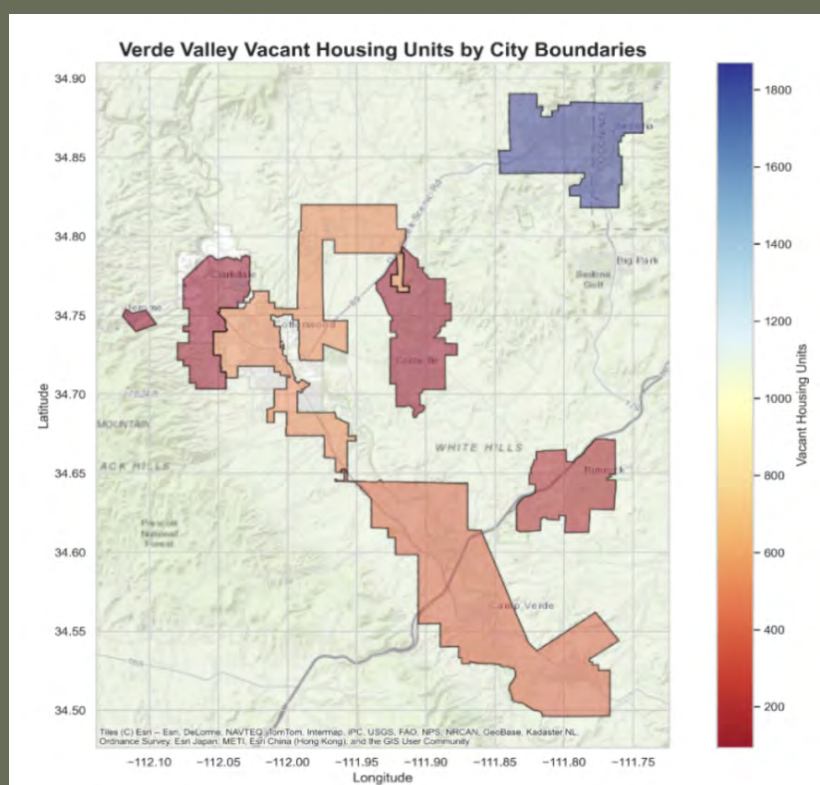


Further analysis reveals that deep poverty is most concentrated in the central tracts of the Verde Valley, with the highest rate found in a Cottonwood census tract. Sedona and Rimrock exhibit similar geographic patterns of poverty and deep poverty, further underscoring the uneven distribution of economic hardship across the region.

Housing Availability in the Verde Valley

A critical factor in homelessness is the availability of vacant housing units and its influence on the local and regional housing market. Exhibit 7 illustrates geographic variability in vacant housing units across localities in the Verde Valley. Surprisingly, Sedona has the highest number of vacant units among the localities. However, this is largely driven by the influence of the tourism industry, which plays a significant role in the housing market. Previous housing assessments have found that the majority of Sedona's vacant units are seasonal or recreational, supporting the tourism sector. Notably, 17% of Sedona's housing inventory consists of short-term rentals, which contribute to limited housing availability for local residents.^{1, 2}

EXHIBIT 7: HOUSING VACANCY IN THE VERDE VALLEY



In contrast, Rimrock, Cornville, Clarkdale, and Jerome report the lowest vacancy levels. While these areas have fewer vacant units, they face challenges with affordability, as the demand for housing remains high, particularly in proximity to Sedona.

At the census tract level, both high- and low-poverty areas exhibit low vacancy rates, with the two census tracts experiencing the highest poverty rates also showing the least availability of vacant units. A potential driver of this issue is the high cost of living, particularly housing costs, in areas like Sedona. As a result, workers employed in Sedona's tourism and hospitality sectors may attempt to secure more affordable housing options in nearby towns such as Camp Verde and Cottonwood. This migration contributes to lower vacancy rates in those areas as well.

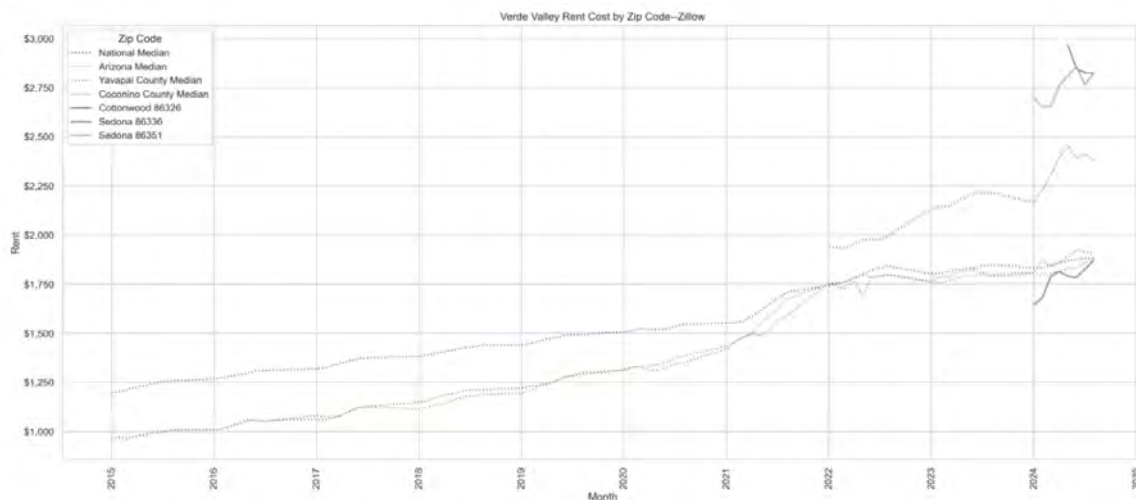
Housing Affordability and Rental Market Pressures in the Verde Valley

Research has shown that regional increases in homelessness are primarily driven by the affordability and availability of rental units, rather than individual factors such as poverty, mental illness, or substance abuse.³ Furthermore, rental market pressures are closely tied to the broader housing market. When home values and the ability to secure a mortgage become out of reach for certain income groups, higher-income households can exert downward pressure on lower-income households, making it more difficult for them to access rental housing. Additionally, this competition for rental units from higher-income households can drive up rental prices.

To better understand the Verde Valley housing market, Zillow's Observed Rental Index (ZORI) dataset was analyzed for available zip codes. The ZORI dataset provides the mean listed rents between the 35th and 65th percentile, which helps identify typical rental prices in a given area. The dataset included two zip codes within Sedona and one within Cottonwood, although the sample size for these zip codes was small. To provide a comparative perspective, these zip codes were plotted alongside the median rent data for the national, state, and county levels.

Exhibit 8 displays the mean rent values at different geographic scales. While the data does not allow for detailed analysis of rent trends over time, it clearly shows significant disparities in rent costs within the region. Sedona zip codes have the highest rents, ranging between \$2,750 and \$3,000 in the available sample. These rates are nearly one-third higher than rents in the national, state, Yavapai County, and Cottonwood areas. Coconino County also has higher-than-average rent costs, but they still fall about \$400 below the Sedona zip codes at the end of the sample period.

EXHIBIT 8: RENTAL COST IN THE VERDE VALLEY



By the end of the sample range, rent in Sedona zip codes averages around \$2,850 per month. To avoid being cost-burdened, a household would need an annual income of at least \$114,000 to afford this rent. However, the median income for Sedona is \$62,901, which indicates that typical households in Sedona would face significant housing cost burdens when trying to secure rental housing in these zip codes.

Rental and Homeownership Affordability in the Verde Valley

Cottonwood's rental market closely tracks national and state averages, though it has experienced a sharp increase in recent years, reaching these levels. At the end of the sample period, the typical rent in Cottonwood is approximately \$1,875. To afford this rent without being cost-burdened, a household would need an annual income of \$75,000. However, with a median income of \$43,273, a typical household in Cottonwood cannot afford this rent without being housing cost-burdened.

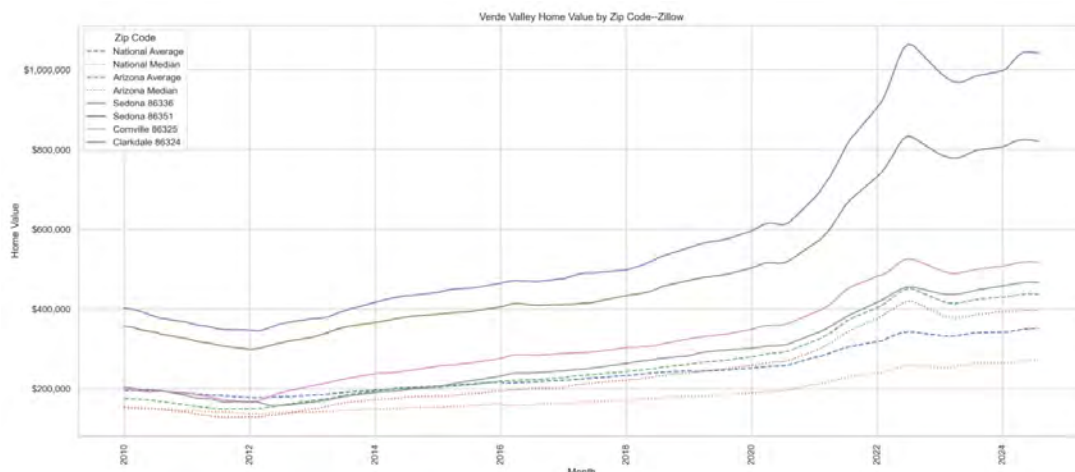
Given the steep rental prices in Sedona and Coconino County, it is likely that the workforce supporting Sedona's tourism and hospitality industries seeks more affordable housing options in nearby areas like Cottonwood. This is supported by prior research indicating that 72.4% of Sedona's workforce resides outside the city.²

To further understand how the broader housing market influences rental costs, the Zillow Home Value Index (ZHVI) was analyzed. Like ZORI, the ZHVI tracks typical home values within the 35th to 65th percentile across different geographies,

providing insights into market trends over time. The ZHVI dataset offers a more comprehensive view of the Verde Valley than ZORI. To enhance readability, only selected Verde Valley zip codes were visualized, along with national and state averages for comparative analysis.

As shown in Exhibit 9, the dynamics of housing costs in the Verde Valley reflect similar trends to those in the rental market. Sedona home values are an outlier in the region. While home value disparities within Sedona existed before the onset of the COVID-19 pandemic, they became more pronounced during the pandemic and have remained elevated since.

EXHIBIT 9: HOME VALUE IN THE VERDE VALLEY



Typical home values in Sedona zip codes exceed \$800,000, nearly double the home values found in other localities within the Verde Valley, as well as the national and state averages. Assuming a 20% down payment on a 30-year fixed-rate mortgage at a 6.5% interest rate, the monthly mortgage payment for an \$800,000 home would be around \$4,045. To afford this mortgage, a household would need an annual income of \$161,809 and a down payment of \$160,000. Given that the median income for Sedona is \$62,901, the typical household in Sedona cannot afford these home values.

As a result, homeownership is likely out of reach for the typical Sedona household, forcing many to compete for rental housing. This increased competition and demand in the rental market exacerbates affordability challenges in the area.

Housing Affordability and Cost Burden in the Verde Valley

Cottonwood remains one of the most affordable housing markets in the Verde Valley, aligning with trends observed in the ZORI analysis. Currently, the typical home value in Cottonwood is approximately \$400,000, making it the most affordable of all analyzed zip codes. This price is also below the state average and in line with the state median home value, suggesting that Cottonwood's housing market closely reflects broader statewide trends.

While home values have risen across the region since pre-pandemic levels, growth appears to be slowing. However, despite this stabilization, homeownership remains largely out of reach for most households in the Verde Valley. Even the highest median incomes in the region fall short of the income needed to secure a mortgage on the most affordable homes, given current prices and interest rates.

Exhibit 10 illustrates the proportion of renter households who are housing cost-burdened, meaning they spend more than 30% of their income on housing costs. The data reveal that the Verde Valley is experiencing widespread affordability challenges, with many census tracts reporting that over 40% of renters are cost-burdened. While there are notable concentrations of cost-burdened renters in Sedona and Jerome, every jurisdiction in the region exceeds the national average for housing cost burden.

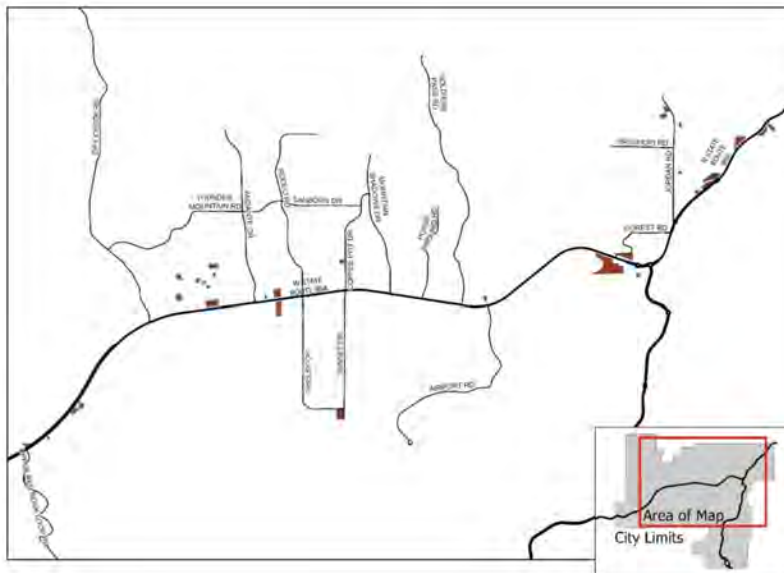
Taken together, these findings indicate that the overall housing market in the Verde Valley is unaffordable for typical households. A key factor exacerbating these conditions is the composition of housing types in the region. Previous research found that traditional apartments make up only 6.2% of available¹ housing in the Verde Valley—a rate nearly 10% lower than the state average at the time. This limited supply of multifamily housing has increased reliance on single-family homes and mobile homes within the rental market. With both home values and rental rates continuing to rise over the past five years, the region's housing ecosystem is under growing strain as demand far outpaces supply.

EXHIBIT 10: HOUSING COST BURDEN IN THE VERDE VALLEY

VERDE VALLEY LOCALITY	HOUSING COST BURDEN*
Camp Verde, Arizona	46.51%
Clarkdale, Arizona	42.13%
Cornville CDP, Arizona	43.11%
Cottonwood, Arizona	43.48%
Jerome, Arizona	54.29%
Rimrock CDP, Arizona	30.97%
Sedona, Arizona	56.62%

In Sedona, in particular, the lack of traditional apartments and low housing density appear to be key drivers of current market conditions. Exhibit 11 highlights the three zoning districts designated for multifamily housing—RM-1, RM-2, and RM-3—within the city, illustrating the limited availability of land for new multifamily development. Sedona’s Community Plan states that only 14% of land within the city is zoned for multifamily housing, significantly restricting opportunities for expanding affordable housing options.⁹ This zoning limitation, combined with high housing costs and demand pressures from the tourism industry, continues to intensify the affordability crisis within the city.

EXHIBIT 11: CURRENT VACANT MULTI-FAMILY DEVELOPMENT ZONES IN SEDONA



...housing development alone is not a sufficient strategy to address homelessness in the region.

Due to the constrained multifamily development zones in Sedona, increasing housing density through redevelopment or amending zoning regulations and development standards will likely be necessary to manage the housing crisis in the long run. However, housing development alone is not a sufficient strategy to address homelessness in the region. As a result, this assessment will expand upon a regional approach to addressing housing and service needs through tangible, tested strategies.

Homelessness in the Verde Valley

How Many People Experience Homelessness?

Understanding the full scope of homelessness in Sedona and the Verde Valley requires a nuanced approach, as rural homelessness is often less visible and harder to measure accurately compared to urban areas. Individuals experiencing homelessness in rural settings tend to be more dispersed, living in vehicles, moving frequently, and camping in remote public lands not intended for long-term habitation.⁴ National studies indicate that rural homelessness is increasing six times faster than overall homelessness, highlighting a growing crisis that is particularly difficult to document in less densely populated areas.⁵

Sedona and the Verde Valley present unique challenges in measuring homelessness due to the area's highly concentrated tourism economy. The region's outdoor lifestyle, spiritual culture, and reputation as a destination for free-spirited living may attract some individuals who are experiencing housing instability. Additionally, the tourism industry provides numerous entry-level service jobs, but these positions are often seasonal, inconsistent, and fail to provide full-time wages that align with the area's high cost of housing. This economic dynamic places many workers in a precarious situation, where employment does not necessarily equate to stable housing.

To better document the scale of homelessness and the number of individuals at imminent risk of losing housing, the consulting team utilized both quantitative data and qualitative insights. The Arizona Department of Housing Homelessness Management Information System (HMIS), the annual Point-in-Time (PIT) count, and data from the Yavapai County Coordinated Entry System (CES) provided a foundational quantitative assessment. However, given the transient nature of homelessness in the region, qualitative refinements were applied to contextualize and strengthen the usability of these data sources. This mixed-methods approach ensures a more accurate representation of homelessness in Sedona and the broader Verde Valley, allowing for more effective response strategies.

Despite the common perception that individuals experiencing homelessness are highly mobile, national studies suggest otherwise. Research indicates that homeless individuals are actually less mobile and transient than the general state population. This challenges the widely held belief that homelessness is primarily characterized by frequent movement. Moreover, evidence suggests that most people experiencing homelessness remain in the state where they previously lived, even after losing stable housing.³

Additionally, while individuals experiencing homelessness often face co-occurring conditions such as mental health disorders and substance use issues, these challenges do not necessarily drive increased mobility. Instead, structural factors—such as the availability of affordable housing, access to supportive services, and economic stability—play a far more significant role in determining whether individuals can exit homelessness or remain trapped in cycles of instability.

It is important to recognize that each dataset used to assess homelessness in the Verde Valley has inherent limitations and does not provide a complete or exact representation of the issue.

- **Homeless Management Information System (HMIS) Data:** HMIS data is based on service interactions and only captures individuals who engage with the homelessness response system. As a result, it does not account for those experiencing homelessness who have not sought services. Additionally, much of the data is self-reported, which may introduce inconsistencies.
- **Point-in-Time (PIT) Count:** The PIT count offers a one-day snapshot of homelessness, but given that homelessness is a dynamic experience rather than a fixed state, it cannot capture the full scale of the issue. Variations in local methodologies for unsheltered counts, combined with the inherent challenge of identifying all individuals experiencing homelessness, make it unlikely that any community achieves a fully comprehensive count. External factors such as weather and visibility conditions on the count day further impact the accuracy of results. For these reasons, the consulting team has determined that PIT data is not useful for this study.
- **Coordinated Entry System (CES) Data:** CES data provides insights into how housing subsidies—such as rapid rehousing (RRH) and permanent supportive housing (PSH)—are allocated across Yavapai County. While this data helps contextualize service pathways, it lacks standardized data elements and collection protocols, limiting its analytical utility.

To mitigate the limitations of these datasets, a combined analysis approach was used to generate a more comprehensive understanding of homelessness in the Verde Valley. However, it is crucial to recognize that even with this approach, the findings represent a minimum baseline—a "floor" rather than a "ceiling"—of the true extent of homelessness in the region.

Exhibit 12 presents a breakdown from the Arizona Department of Housing's Homeless Management Information System (HMIS) Flow Dashboard, detailing the annualized number of households accessing homeless services throughout Yavapai County. The inflow numbers represent households that enter the system for the first time or those that have not received services in the past 24 months. The outflow figures capture households that have either moved to a new living situation or become inactive due to lack of service contact.

From 2018 to 2023, the annual number of individuals engaged in homeless services in Yavapai County fluctuated between 2,000 and 4,000, with an overall upward trend. Notably, HMIS data reveals a steady increase in the number of "Actively Homeless" individuals from 2018 to 2022, with 2023 marking the first decrease in five years. Despite this decrease, there was still a 92.7% increase in the number of "Actively Homeless" individuals engaged with the system from 2018 to 2023, indicating a significant rise in homelessness within the county over the past six years. This suggests that service providers are likely struggling to meet the demand for crisis response and rehousing efforts due to capacity and funding constraints.

EXHIBIT 12: ANNUALIZED HOMELESS HOUSEHOLD DETAILS (HMIS DATA)

	2018	2019	2020	2021	2022	2023
Active - All Clients	2,020	3,486	3,124	2,997	3,834	3,850
Actively Homeless	1,627	2,843	2,410	2,543	3,255	3,135
Inflow - All Clients	1,124	1,703	1,315	1,260	1,397	1,540
Outflow - All Clients	999	1,529	1,293	1,052	1,347	1,456
Total Inflow	856	1,276	1,007	1,018	1,113	1,168
Total Outflow	800	1,150	999	859	1,075	1,105
	2018	2019	2020	2021	2022	2023
New Client	481	785	605	553	586	625
Returned from Housing	70	47	33	62	66	60
Returned from Inactive	254	371	311	350	411	437
Total Inflow	856	1,276	1,007	1,018	1,113	1,168
	2018	2019	2020	2021	2022	2023
Total Housed - All Types	239	349	318	227	237	258
Unknown/Negative Exit	561	801	681	632	838	847
Total Outflow	800	1,150	999	859	1,075	1,105
	2018	2019	2020	2021	2022	2023
Housed - Housing Move-In Date	119	197	133	93	94	117
Housed - Positive Exit	136	179	221	155	167	156

A major contributing factor to the increase in homelessness is the persistent gap between inflow and outflow totals, coupled with a significant rise in returns from inactive status. Throughout the sample period, the outflow has never surpassed the inflow, meaning that to reduce homelessness, outflow must exceed inflow. Without this, homelessness rates will continue to rise. Additionally, Yavapai County saw a 72% increase in returns from inactive clients between 2018 and 2023. A key driver behind this is the Negative/Unknown Destination Exits, which increased by 51% over the same period, with 2023 recording the highest number of such exits (847 individuals).

These returns and exits to unknown or negative destinations suggest that the system is struggling to sustain rehousing placements for a significant portion of individuals seeking assistance. As a result, 32% of individuals experiencing homelessness in Yavapai County in 2023 are cyclically interacting with the system, further compounding homelessness in the region. Additionally, an average of 23% of new homelessness occurs annually in Yavapai County, indicating that without targeted strategies to reduce inflow and increase exits to stable housing, the homeless population will likely continue to grow.

Given the above data, combined with Point-in-Time (PIT) counts, requests for assistance to the Yavapai-wide Coordinated Entry System (CES), and other local sources, the consulting team estimates that a defensible annual count of persons experiencing homelessness in the Sedona-Verde Valley region is around 600 unique individuals. This estimate includes 520 single adults and 80 people in households with dependent children (approximately 33 unique families). Based on the observed trends, it is reasonable to assume that the Verde Valley will experience similar annual increases in first-time homelessness as Yavapai County, with projections suggesting annual increases of 6% over the next five years, as illustrated in Exhibit 13.

EXHIBIT 13: PROJECTED GROWTH IN VERDE VALLEY HOMELESSNESS

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
ACTIVELY HOMELESS	600	636	674	715	757
NEWLY HOMELESS	36	38	40	43	45

What Services Are Currently Available?

An analysis of the Housing Inventory Count (HIC) for Yavapai county shows the number of programs within Yavapai County that report available homeless program beds to HUD. The HIC categorizes these interventions as emergency shelter, transitional housing, rapid rehousing, safe haven, permanent supportive housing, and other permanent housing. As seen in Exhibit 14, the HIC reveals that the majority of rehousing resources in Yavapai County are concentrated outside the Verde Valley, with the largest number in Prescott.

EXHIBIT 14: 2024 HOUSING INVENTORY COUNT OF HOMELESS PROGRAMS IN YAVAPAI COUNTY (HMIS)

PROJECT TYPE	Ash Fork	Cottonwood	Prescott	Prescott Valley	Sedona	Grand Total
EMERGENCY SHELTER	0	40	32	12	28	116
OTHER PERMANENT HOUSING	0	0	20	0	0	20
PERMANENT SUPPORTIVE HOUSING	0	13	223	0	0	245
RAPID RE-HOUSING	2	0	92	0	0	94
TRANSITIONAL HOUSING	0	0	10	18	0	28
GRAND TOTAL	2	53	377	30	28	490

Within the Verde Valley, the HIC identifies only 68 emergency shelter beds and 13 permanent supportive housing (PSH) beds available. Emergency shelter beds serve as a temporary solution for individuals in immediate need, while PSH is considered a more permanent solution designed to help the highest-need households resolve their homelessness indefinitely. However, the limited number of PSH beds means that once a household is placed into permanent housing, the resource is no longer available until there is unit turnover. Furthermore, PSH resources are generally reserved for individuals who meet the U.S. Department of Housing and Urban Development's (HUD) definition of chronic homelessness. This means that households experiencing homelessness for the first time or those not meeting chronic homelessness criteria are left with insufficient access to permanent housing resources.

To contextualize what this means for the Verde Valley, service providers were asked to directly report the number of beds they have available. Exhibit 15 shows a localized view of housing and shelter options for the homeless population, highlighting a critical gap in emergency and long-term housing options within the region.

EXHIBIT 15: HOMELESS PROGRAM BEDS IN THE VERDE VALLEY

ORGANIZATION	# of Emergency Shelters	# of Transitional Housing	# of Permanent Housing	Notes
VERDE VALLEY HOMELESS COALITION	20	6	0	Shelter beds and transitional beds are designated for single adults.
HOPE HOUSE	0	9	0	Transitional housing beds are designated for women and children
VERDE VALLEY SANCTUARY	28	6	0	Shelter beds and transitional housing beds are designated for victims of domestic and sexual violence regardless of gender and their children.
STEPS TO RECOVERY	12	8	0	Shelter beds and transitional housing beds are designated for structured sober living.
OAK WASH/HSNAJ	0	0	32	Housing units are designated for low income households, providing income based rent
CATHOLIC CHARITIES	0	0	13	Housing units are designated for households experiencing chronic homelessness, providing a permanent rental subsidy and case management (PSH)

Given this scarcity of resources, it is likely that surrounding cities in Yavapai County are absorbing the burden of rehousing Verde Valley residents experiencing homelessness. Data from the Balance of State (BoS) system underscores this point: in June of 2024, 22 out of 317 individuals on Yavapai County's Coordinated Entry System (CES) prioritization list had Verde Valley zip codes as their last permanent address. Due to the shortage of rehousing resources within the Verde Valley, these households are likely to be prioritized for resources outside of the area, or, in the absence of available resources, could experience cyclical homelessness, potentially progressing toward chronic homelessness.

One of the most effective tools for addressing homelessness and stabilizing individuals in housing is the Housing Choice Voucher (HCV) program. The HCV program is the backbone of many RRH and PSH initiatives and is recognized as one of the most effective means for reducing homelessness and preventing recidivism into homelessness.⁶ The program provides a long-term rental subsidy that lowers rent to affordable levels—typically 30% of a household’s income. Research consistently demonstrates the effectiveness of these long-term rental subsidies in reducing recidivism, particularly for families.⁷

Exhibit 16 analyzes the HCV lease-up rate and attrition rates in the state of Arizona, providing insights into the demand and availability of HCV resources. However, given the overwhelming demand for these programs across the state, the availability of Housing Choice Vouchers in the Verde Valley remains limited, and households experiencing homelessness may be left without access to this vital resource.

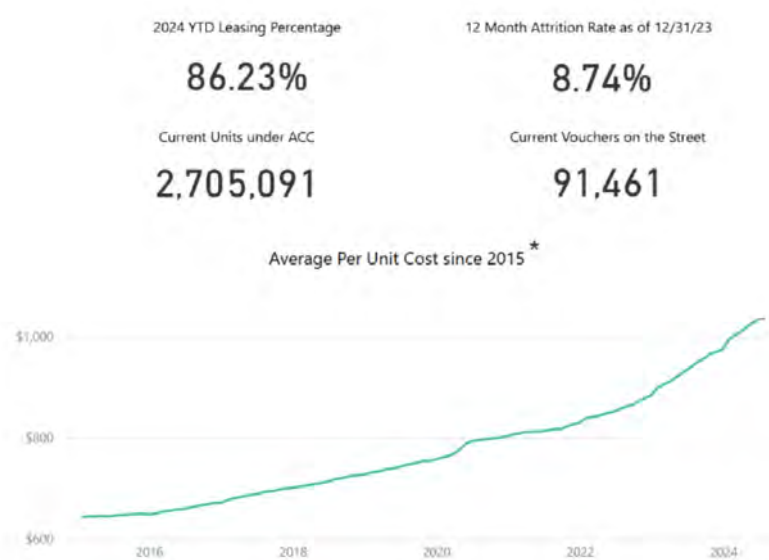
EXHIBIT 16: ARIZONA DEPARTMENT OF HOUSING HCV UTILIZATION DATA



Housing Choice Vouchers (HCV) in Yavapai County and Opportunities for Improvement

Currently, approximately half of the State of Arizona's HCV allocation to Yavapai County is leased, which is roughly 33% below the national average, as shown in Exhibit 17. This represents a significant opportunity for communities within the Verde Valley to increase their access to HCVs and, in doing so, improve the overall lease-up rates for the state's administering department of HCVs.

EXHIBIT 17: NATIONAL HCV UTILIZATION DATA



However, despite this opportunity, there is also a notable higher attrition rate with HCVs in Arizona compared to the national average, by nearly 10%. This suggests that while vouchers are being allocated, many of the individuals or families holding them are unable to successfully transition into stable housing. One contributing factor to this issue is the lack of affordable housing options, particularly the limited availability of traditional apartments within the Verde Valley. This makes it particularly challenging for voucher holders to find units where the voucher can be used effectively.

In light of these challenges, there are several strategies that could improve housing stability and increase successful lease-up rates for HCV holders in the region:

1. **Increase Multifamily Housing Development:** The Verde Valley would benefit from the development of more multifamily housing, particularly through initiatives like Low-Income Housing Tax Credits (LIHTC) paired with Section 8 cooperation requirements. This would help create more affordable housing options for low-income residents, including those utilizing HCVs.
2. **Housing Navigators:** Given the limited multifamily units in the region, voucher holders could greatly benefit from housing navigators. These professionals assist individuals in finding rental properties where vouchers are accepted, navigating the complex process of securing housing. Housing navigators would also be instrumental in identifying and evaluating the availability of mobile or manufactured homes that would be willing to lease HCVs, considering the high proportion of this housing type in the region.
3. **Support Services for Lease-Up Success:** To address the high attrition rate, it is crucial to provide additional housing stabilization resources, such as those offered in rapid rehousing (RRH) and permanent supportive housing (PSH) programs. These services would support voucher holders not only in securing housing but also in maintaining it long-term, reducing the risk of homelessness recidivism.

By implementing these strategies, the Verde Valley could see increased success in using Housing Choice Vouchers to address housing instability and reduce homelessness, while also improving the overall effectiveness of the housing assistance system in the region.

Characteristics of People Experiencing Homelessness in the Verde Valley

To gain a more nuanced understanding of homelessness in the Verde Valley, the consulting team conducted interviews with individuals experiencing homelessness as well as stakeholders providing services and interacting with this population. These interviews, combined with HMIS data, allowed the team to group the annual prevalence count of homelessness into smaller, more specific subpopulations based on their unique characteristics and needs. These findings align with Dennis Culhane's typology of homelessness, a widely accepted framework in homelessness and poverty research, which distinguishes between different types of homelessness based on shelter usage.⁸

Culhane's Typology of Homelessness:

1. **Chronic Homelessness:** This refers to individuals who experience long-term homelessness and are often highly vulnerable with complex needs. These individuals typically have mental health disorders, substance use issues, and long-standing poverty. They are often in need of permanent supportive housing (PSH) and long-term stabilization services.
2. **Episodic Homelessness:** Individuals in this group experience repeated bouts of homelessness, often of varying durations. These individuals may cycle in and out of homelessness multiple times throughout their lives. They are often able to find temporary shelter or accommodation but may not have the resources or support needed to break the cycle of homelessness permanently.
3. **Transitional Homelessness:** This group typically experiences one-time homelessness and faces more short-term housing crises. Their homelessness might be triggered by a specific life event, such as job loss, family breakdown, or economic hardship. This group is more likely to be able to exit homelessness quickly with access to rapid rehousing (RRH) programs or temporary financial support.

Implications for Service Provision:

These subpopulations have distinct needs:

- Chronic Homelessness requires permanent supportive housing with access to healthcare, mental health services, and substance use treatment. Intensive case management and long-term support are critical for this group.
- Episodic Homelessness may benefit from short-term interventions that offer both housing and supportive services to prevent repeat bouts of homelessness. This includes temporary rental assistance, case management, and crisis intervention services.

- Transitional Homelessness individuals may require rapid rehousing programs and short-term rental subsidies to stabilize their living situation and return to permanent housing quickly.

Sedona's Response: For Sedona and the Verde Valley, developing targeted responses for each of these subpopulations will be essential for ensuring the success of homelessness interventions. Tailoring interventions to meet the specific needs of individuals experiencing chronic, episodic, or transitional homelessness will enable the community to reduce homelessness more effectively and prioritize resources to where they are most needed.

Exhibit 18 provides further details on these profiles, summarizing the key characteristics of each subpopulation and their needs for appropriate housing and support services.

EXHIBIT 18: HOMELESSNESS SCOPE AND CHARACTERISTICS – SEDONA & VERDE VALLEY

HOMELESSNESS TYPOLOGY	CHARACTERISTICS	SERVICE NEEDS
Transitional – 360 People (60% of the total annual homeless population) • Single Adults and Couples without dependent children – 300 individuals • Households with dependent children – 60 individuals, ~25 households	Length of time homeless: Less than 3 months • Transient, a mix of permanent and non-permanent residents • One-time crisis triggers housing instability and homelessness • Lack of local family, personal connections, and/or healthy social supports • Seeking entry-level and/or time-limited employment • Ability to quickly increase economic self-sufficiency through employment when sufficient jobs are available • Often willing/seeking to relocate to another jurisdiction outside the region as a component of their housing resolution strategy	Basic Needs • Crises housing for safe, dependable, temporary night-time accommodation • Restrooms, showers, laundry facilities, food assistance • Time-limited storage of belongings Modest Financial Assistance • Nominal but impactful financial assistance to address one-time crisis that precipitated homelessness (car repairs, bus tickets, etc.) Service Coordination & Support • Relocation assistance • Employment supports
Episodic – 180 People (30% of the total annual homeless population) • Single Adults and couples without dependent children = 160 individuals • Households with dependent children = 20 individuals (~8 households)	Length of time homeless: 3 months to 1 year • People who began their homelessness experience in the Transitional typology but were unable to resolve their housing crisis • Brief periods of tenuous housing stability followed by subsequent homelessness spells • Barriers to housing: legal issues, past evictions, criminal records, lack of consistent employment • Poor health: lack of reliable access to health care to address primary health care needs (infections, dental, skin wounds) • Untreated behavioral health conditions: mental illness, substance use disorders	Same as Transitional + Housing-focused Case Management • Teams of trained clinicians supporting crisis resolution, housing placement, and connection to employment and public benefits (health care, food assistance, job placement and coaching, etc.) Short-term Financial Assistance • Relocation assistance, if applicable • Housing assistance: security deposit, utility assistance, short-term rental assistance,
Chronic – 60 People (10% of the total annual homeless population) • Single Adults and Couples without dependent children – 60 individuals • No households with dependent children	Length of time homeless: Greater than 1 year • More likely to be residents with long histories in the community • Long periods of homelessness have exacerbated physical health conditions and made treatment of behavioral health conditions more difficult and complicated • More acute service needs requiring intensive service supports	Same as Episodic Long-term Financial Assistance • Housing assistance: security deposit, utility assistance, ongoing rental assistance through Section 8 vouchers or other public housing. • Assisted living facilities for persons with late-stage chronic health conditions and persons unable to successfully manage activities of daily living

Planning for a Regional Homelessness Strategy in the Sedona/Verde Valley Region

The Sedona/Verde Valley region is currently facing a fragmented and disjointed approach to addressing homelessness. The area consists of multiple jurisdictions—federal, state, county, and city—each employing its own methods for managing homelessness. This has led to significant challenges, including client dislocation, forced relocations, inconsistent and inequitable service provision, service gaps, and unnecessarily prolonged homelessness. For individuals experiencing homelessness, the lack of a coordinated strategy can result in confusion and fragmented care, where they may struggle to access services and be forced to move between areas without consistent support. This also extends the periods of homelessness and housing instability.

Given these challenges, there is a clear need for a cohesive regional strategy that brings together all public entities and service providers within the Sedona/Verde Valley region. Such a strategy would coordinate the region's resources and ensure that all individuals experiencing homelessness have access to the services and support they need. This regional strategy would provide a framework for addressing homelessness by identifying clear roles and responsibilities for various stakeholders, ensuring that services are more streamlined, and minimizing the gaps that currently exist in the system.



Goal: Institute a Regional Homelessness Strategy for the Verde Valley

One of the primary goals of this strategy would be to improve service coordination across jurisdictions. At the heart of this coordination is ensuring that basic needs—such as food, shelter, and emergency services—are met in a timely and efficient manner. Beyond just meeting basic needs, the strategy would include financial assistance programs that could help prevent homelessness or shorten its duration. For individuals experiencing Transitional homelessness, such as those who are able to self-resolve in less than three months with minimal assistance, providing modest financial support could make a significant difference in stabilizing their housing situation and preventing them from progressing into Episodic or Chronic homelessness.

The regional strategy would also need to ensure that more intensive interventions are available for individuals in the Episodic or Chronic homelessness groups, but only after less intensive strategies have proven unsuccessful. These individuals require more specialized services, and they make up a smaller portion of the homeless population. However, addressing their needs is just as important to breaking the cycle of homelessness in the region.

For the strategy to be effective, it is critical to clearly define the roles and responsibilities of each stakeholder. Local government agencies, homeless-specific service providers, law enforcement, healthcare providers, and behavioral health agencies must all have a clear understanding of what services they are responsible for providing and how they should work together. By defining these roles, the strategy ensures that there is no confusion or overlap in service provision, making the entire system more efficient and accessible for those in need. Furthermore, the strategy should prioritize resources based on the greatest needs, ensuring that the individuals with the highest level of vulnerability—such as those with chronic health issues, mental illness, or families with children—receive the support they need first.

Equally important is the identification of available resources across the region. The strategy should include a comprehensive analysis of current resources—such as emergency shelter beds, housing options, and behavioral health services—and identify where additional resources are required. This should also include a focus on increasing the availability of affordable housing for those at risk of homelessness, as well as long-term housing solutions for those who need more sustained support. By targeting resources to those most in need, the strategy ensures that help is directed where it can make the most impact.

Collaboration between jurisdictions is another key aspect of the strategy. A unified approach would foster cooperation between the various public entities, service providers, and community organizations involved in homelessness response. The strategy would help break down the barriers created by different jurisdictions operating independently and, instead, work toward combining efforts and resources. This collaboration would allow the region to streamline policies, services, and referrals, ensuring that individuals are able to access care more easily and are not forced to navigate a complex and fragmented system on their own.

One of the most important aspects of the strategy is the focus on prevention. For many people experiencing homelessness in the region, particularly those in the Transitional homelessness category, homelessness is a one-time event that can often be resolved with minimal intervention. By providing early financial assistance and support, the strategy could prevent many individuals from falling into homelessness in the first place. Moreover, for individuals who do become homeless, the strategy would ensure that they can access services quickly, thus minimizing the time they spend without stable housing.

Finally, the strategy must include a framework for performance measurement. By regularly tracking the effectiveness of the approach and measuring progress against clear benchmarks, the region can ensure that its homelessness response system is improving over time. This could include tracking key metrics such as reductions in the homeless population, increased access to services, and successful housing placements. Additionally, the region can monitor the impact of prevention programs and the effectiveness of long-term housing solutions, adjusting its strategies as necessary to improve outcomes.

In conclusion, the Sedona/Verde Valley region needs a unified, region-wide strategy to address homelessness effectively. By improving coordination between service providers, streamlining roles and responsibilities, and ensuring resources are targeted to those most in need, the region can create a sustainable and comprehensive response to homelessness. This approach will not only address the immediate needs of individuals experiencing homelessness but also work toward preventing homelessness and ensuring long-term housing stability for all residents in the Verde Valley.



Goal: Address Basic Needs of Those Experiencing Homelessness

The responses gathered through personal interviews with both service providers and individuals experiencing homelessness highlight a significant gap in meeting the very basic needs of those facing homelessness in the Sedona/Verde Valley region. Many individuals in this population struggle to meet essential daily requirements, such as regular bathing, finding and preparing food, storing their belongings, sleeping safely, and maintaining employment. While some funding for basic needs has been secured in the past, it is evident that the community needs to make strategic decisions on which interventions to prioritize to address these gaps more effectively. Below are the options being considered to meet these immediate and fundamental needs.

Option 1: Waive Fees for Public Recreation Centers and Transportation

One proposal is to waive fees for individuals experiencing homelessness to access existing public recreation centers. This would allow for essential services such as showers and running water, which are crucial for personal hygiene. Additionally, waiving fees for the local transportation system could encourage individuals to connect with services regionally, improving their access to available support and resources throughout the Verde Valley.

Option 2: Mobile Shower Unit

Another option involves creating a mobile shower unit that could rotate throughout the community. This would provide short-term, essential services in temporary locations, helping people who do not have access to consistent public facilities. A mobile unit would increase flexibility and ensure that basic hygiene needs are met in multiple areas where homelessness is concentrated.

Option 3: Expanding Food Assistance Locations

Expanding existing food assistance locations and church facilities where individuals can access food and other basic needs is another possible intervention. Additionally, enhancing the current service offerings to provide support for employment, relocation, and transportation could play a key role in assisting people in regaining self-sufficiency. This approach could create more drop-in centers for individuals to find not only food but also critical support services.

Option 4: Dedicated Daytime Drop-In Center

Establishing a dedicated daytime drop-in center is another potential solution. This center would not only provide individuals experiencing homelessness with access to basic needs, but it would also serve as a connection point for support services. Offering access to the Flex Fund, along with support for employment, relocation, and transportation, would create an integrated space where individuals can receive the comprehensive support they need to move toward stable housing.

Option 5: Repurposing Public Recreation Centers

A more extensive approach would be to repurpose public recreation centers for temporary car camping or daytime drop-in centers. These centers could provide a safe place for people experiencing homelessness to stay during the day, offering basic needs such as food, showers, and laundry facilities. In addition to addressing these immediate needs, individuals could have access to resources like the Flex Fund and support services for employment, relocation, and transportation, helping them to stabilize their situation.

Option 6: Emergency Shelter with Comprehensive Services

The most intensive intervention would be to site an emergency shelter specifically designed to meet the urgent needs of individuals experiencing homelessness. This shelter would provide temporary nighttime accommodation and offer access to basic needs like restrooms, showers, laundry facilities, food assistance, and storage. Additionally, it would include access to the Flex Fund and support services aimed at employment, relocation, and transportation. This would provide a more structured and stable environment for individuals while they work to transition out of homelessness.



Each of these options has been thoughtfully considered in terms of their potential impact and feasibility, as outlined in Exhibit 19. The community will now need to explore which of these interventions it is most prepared to adopt to address the immediate basic needs of individuals experiencing homelessness and help support their long-term stability. The choices made will play an important role in shaping the region's ability to develop a more coordinated and effective response to homelessness, ensuring that individuals who are most in need have access to the care and support required to regain stability.

EXHIBIT 19: IMPACT FROM BASIC NEEDS STRATEGIES

INTERVENTION TYPE	Waive Recreation & Bus Fees	Mobile Shower Unit	Expand Food Pantries	Repurpose Existing Recreation Space	Drop-In Service Center	Crises Housing
IMPACT ON BASIC NEEDS	Low	Low	Moderate	High	High	High
IMPACT ON SERVICE CONNECTIONS	Low	Low	Variable	High	High	High
LEVEL OF INVESTMENT	Low	Moderate	Moderate	Moderate	High	Very High

Goal: Prevent and Mitigate the Experience of Homelessness.

Strategy 1: Create a Flex Fund

This strategy proposes the creation of a Flex Fund that would provide modest financial assistance to individuals facing housing crises, helping to prevent homelessness before it escalates. In many cases, limited financial support is all that is needed to resolve a housing issue. The Flex Fund would offer one-time assistance to address specific barriers preventing individuals from obtaining stable housing. Examples of support could include car repairs, bus tickets for relocation, application fees for new rental units, tools for employment, professional licensure costs, or small cash transfers to assist with shared housing arrangements.

Strategy 2: Establish a Street Outreach Team

This strategy involves creating a Street Outreach team in collaboration with the Sedona Police Department to provide a primary point of contact for people experiencing homelessness in the region. The team would consist of several key roles to ensure effective service delivery and engagement:

- **Regional Street Outreach Worker:** This person would regularly travel throughout the Verde Valley to sites where unsheltered homelessness is occurring, providing information about available services, screening for Flex Fund assistance, and assessing individuals for medium- or long-term housing support. The outreach worker would not carry a case load but would provide consistent and higher-level support to ensure individuals are connected to appropriate resources, such as helping with coordination and transportation.
- **Clinical Case Manager:** The clinical case manager would focus on individuals who are identified as chronically homeless and have significant barriers to housing stability. Working within the street outreach team, this case manager would provide clinical support, offering guidance and interventions to help individuals navigate complex challenges. They would carry a small caseload, typically of 5-10 individuals, to provide focused, long-term stabilization services.
- **Resource Officer:** A dedicated Resource Officer would be embedded within the Sedona Police Department and work alongside the City of Cottonwood's Resource Officer. This officer would assist the street outreach team by helping to connect individuals with services and addressing any community concerns related to homelessness. As a first responder, the Resource Officer's role would focus on engagement, building trust, and connecting unhoused individuals to services, rather than using punitive measures. The officer would also serve as a key liaison for Sedona businesses and residents, helping manage concerns in public spaces without resorting to criminalization.

A Note about Engagement vs. Punitive Approaches: Jurisdictions contemplating enhanced engagement approaches with expanded service reach and quality often confront questions related to an unintended consequence of making services more available and attractive to people seeking help for their housing crisis. The impact, disproved through research and evidence, is not one in which enhanced or expanded services create a magnet effect. People will not seek out and relocate to jurisdictions to take advantage of more generous public services and homelessness supports. People are first attracted to Sedona due to the unique cultural climate, the seeming abundance of easy to access service-level employment, and the like-minded nature of outdoor enthusiasts. New arrivals to Sedona find themselves experiencing a housing crisis only after they relocate and experience a one-time crisis such as an ending relationship, loss of employment, health crisis, an out of reach financial burden such as car repair or rental deposit, or other events which trigger the housing crisis. Sedona's investment in enhanced homelessness services will very likely not result in an increase in new homeless arrivals, simply taking advantage of Sedona's generosity...¹⁰

Strategy 3: Establish a Housing Stability Team

This strategy proposes the creation of a dedicated Housing Stability Team to provide targeted support for individuals experiencing episodic and chronic homelessness. The team would function as a part of the Coordinated Entry System (CES), which connects individuals to appropriate housing stability services based on their specific needs. Once individuals are matched with services, the Housing Stability Team would offer assertive community-based case management to support them in securing rental subsidies, locating suitable housing, and obtaining leases. After a lease is secured, the team would continue to provide ongoing housing-focused case management, alongside either short- or long-term financial assistance, to ensure long-term stabilization and successful reintegration into the community.

- **Housing Navigator:** This position would involve meeting individuals experiencing homelessness wherever they are and assisting them with connecting to medium- or long-term housing assistance. The Housing Navigator would carry a caseload of 15-20 individuals, focusing on those actively in the process of securing financial assistance for permanent housing. They would provide direct support by helping individuals with the required documentation, offering transportation to appointments, and ensuring that both financial assistance and housing are secured.
- **Housing Stability Case Manager:** This role would focus on individuals who have been placed into permanent housing programs and are receiving short- or long-term rental assistance. Housing Stability Case Managers would work with individuals throughout the duration of their rental assistance, providing case management to ensure housing retention. Their work would include helping individuals maintain financial assistance, increasing their income, coordinating care, and supporting their integration into the community. This team would play a crucial role in preventing housing instability by offering ongoing support and guidance to ensure long-term housing success.

Strategy 4: Invest in the Rehousing System through the Arizona Department of Housing

A key strategy for addressing homelessness in the Verde Valley is to strengthen and expand the rehousing system administered through the Arizona Department of Housing. The Coordinated Entry System (CES) in Yavapai County is currently used to match individuals experiencing homelessness with existing rehousing programs, providing a streamlined infrastructure that aligns with best practices for ending homelessness. The CES framework is designed to match households based on their specific service needs and can serve as the foundation for a regional approach. It includes specialized program models tailored to both episodic and chronically homeless households. The success of this system depends on a well-trained workforce and the creation of targeted programs, such as rapid rehousing (RRH) and permanent supportive housing (PSH), to meet the unique needs of these populations. These programs, as outlined below, are essential components of an effective rehousing strategy.

1. Create Medium-Term Rental Assistance for Episodically Homeless (Rapid Rehousing)

Rapid rehousing (RRH) programs are designed for individuals and families experiencing episodic homelessness, providing them with a transitional subsidy to access permanent housing. Once housed, recipients are connected with a Housing Stability Case Manager who helps them maintain housing by providing ongoing support and services. The services may include employment assistance, housing stabilization, legal support, and landlord mediation. RRH interventions aim to resolve homelessness quickly and prevent the individual or family from becoming chronically homeless by addressing temporary barriers to self-sufficiency. The rental subsidy and case management can be provided for up to two years, and the focus is on stabilizing the individual's housing situation through targeted support that may include budgeting assistance, life skills development, parenting support, and child welfare services.

2. Create Long-Term Rental Assistance for Chronically Homeless (Permanent Supportive Housing)

Permanent supportive housing (PSH) programs provide individuals with significant barriers to self-sufficiency—such as chronic health conditions or substance abuse issues—access to long-term, stable housing. PSH connects recipients to housing that is either clustered in designated locations or scattered across communities and includes on-site supportive services tailored to the needs of each individual. These services are designed to help residents maintain their housing and address the underlying barriers they face. PSH adopts a harm-reduction approach to engage individuals with serious illness or substance use issues and ensures that support is available for as long as needed. The length and intensity of housing subsidies and services are personalized based on each person's needs. Once placed in housing, individuals receive a comprehensive assessment from a dedicated Housing Stability Case Manager, who develops a long-term service plan aimed at ensuring housing retention and meeting the individual's complex needs. Unlike RRH, PSH is focused on long-term stability and is crucial for individuals who would not be able to sustain housing without ongoing support.

By investing in these rehousing strategies, the Verde Valley can better address both episodic and chronic homelessness, creating a more integrated and effective response system that meets the needs of the most vulnerable populations.

Estimating the Need

Determining the estimated level of need for homelessness services in the Verde Valley requires a comprehensive analysis of the current system, informed by the most up-to-date data on the number of households experiencing or at imminent risk of homelessness. This analysis involves assessing the available resources—such as shelter beds, housing programs, and supportive services—against the needs of the population. By projecting the demand for services and resources over time, the model helps estimate how many units of each program type will be required to address the needs of households experiencing homelessness on an annual basis.

The goal of this analysis is to develop a clear understanding of what an ‘optimal’ homelessness response system would look like for the region. While the concept of an ‘optimal’ system is aspirational and reflects the ideal state to which the region should strive, it provides a directional framework for guiding future improvements and investments. This model considers both the current system's shortcomings and the necessary steps to move toward a more efficient and comprehensive system that better serves the community's needs.

It's important to recognize that the transition toward an optimal system will not happen overnight. Achieving this ideal state will require several years of intentional, phased improvements and significant investments in both infrastructure and services. The projections provided should be seen as a starting point, with the understanding that they need to be regularly updated. This process should involve continuous feedback from community stakeholders, including people with lived experience of homelessness, to ensure that the region remains on track and adjusts to any evolving needs or circumstances.

EXHIBIT 20: PROJECTED LEVEL OF NEED

SERVICES TYPE	Current Units of Service	Current Units of Service Available Annually*	Total Needed Units of Services Annually	Deficit Between Annual Available vs. Need
UNHOUSED SERVICE NEEDS				
BASIC NEEDS	0	0	600	600
CRISES HOUSING*	68	408	600	192
STREET OUTREACH TEAM	0	0	600	600
HOUSING STABILITY NEEDS				
FLEX FUND	0	0	360	360
RAPID REHOUSING	0	0	180	180
PERMANENT SUPPORTIVE HOUSING*	12	1	60	59

*Annual availability is determined by average turnover rates

Projected Level of Need

The projected level of need for homelessness services in the Verde Valley is outlined in Exhibit 20, which estimates the number of housing units and support services required to create a fully optimized homelessness response system. This model accounts for all households entering the homelessness system annually, including those experiencing long-term homelessness. By assessing these needs, Sedona and its regional partners can develop a strategic transition plan that gradually implements targeted investments, strengthening the system over time to create a more comprehensive and effective response to homelessness.

This assessment considers the current inventory of shelter beds, housing programs, and available services, while also factoring in the availability of existing resources through turnover. It then projects the additional beds and services required to close gaps and ensure that all individuals experiencing homelessness have access to the appropriate level of support.

Exhibit 21 further details a phased 5-year implementation plan for system expansion. The estimated expansion of beds and services is designed as a continuous, long-term investment, with yearly goals that build toward an optimized system. Reaching this optimal state will ensure that individuals experiencing a housing crisis can access the most appropriate resources in a timely manner, minimizing the duration of homelessness and supporting long-term stability.

EXHIBIT 21: EXPANSION OF SERVICES OVER 5-YEAR PERIOD

PROGRAM TYPE	Estimated Additional Beds/Services Needed for Optimal System	Year 1 Expansion Goal	Year 2 Expansion Goal	Year 3 Expansion Goal	Year 4 Expansion Goal	Year 5 Expansion Goal
UNHOUSED SERVICE NEEDS						
BASIC NEEDS	600	600		-	-	-
CRISES HOUSING	192	100	92			
STREET OUTREACH TEAM	600	600	-	-	-	-
HOUSING STABILITY NEEDS						
FLEX FUND	360	200	160	-	-	-
RAPID REHOUSING	180	36	36	36	36	36
PERMANENT SUPPORTIVE HOUSING	60	12	12	12	12	

The recommended expansion is phased over five years, prioritizing feasibility and immediate impact. In the first two years, the focus is on rapidly expanding services for unhoused individuals to address urgent crisis housing needs. As the plan progresses, efforts shift toward strengthening housing stability programs, with most of the rapid rehousing (RRH) and permanent supportive housing (PSH) development occurring in years three through five to accommodate the longer lead times required for housing expansion.

Cost Analysis

The City of Sedona and the Verde Valley have access to a range of funding sources to support homelessness response efforts, including the HUD Continuum of Care (CoC) grant, which is awarded through a competitive national process for McKinney-Vento resources. Other potential funding streams include entitlement funds such as Emergency Solutions Grants (ESG), HOME, and Community Development Block Grants (CDBG), as well as private foundation and philanthropic contributions.

To estimate the financial resources required for system expansion, consultants analyzed both local cost data and national averages from jurisdictions operating established best-practice models for emergency shelter (ES), rapid rehousing (RRH), and permanent supportive housing (PSH). These figures, reflected in Exhibit 22, provide a projection of the annual costs associated with achieving an optimized system.

EXHIBIT 22: ESTIMATED AVERAGE ANNUAL HOUSEHOLD COST BY SERVICE TYPE

COST CATEGORY	BASIC NEEDS	CRISES HOUSING	STREET OUTREACH TEAM	FLEX FUND	RRH	PSH
Rent Subsidy/Leasing – 1 Bd FMR	-	-	-	\$1,293	\$15,516	\$15,516
Services	-	-	\$679	\$2,000	\$6,000	\$6,500
Operations	\$1495.40	\$13,500	-	-	-	-
Administration	\$224.31	\$2025	\$101.85	\$493.95	\$3,227.45	\$3,302.40
TOTAL Annual Per Unit Cost	\$1719.71	\$15,525	\$780.85	\$3,786.95	\$24,743.45	\$25,318.40

Projections include most resource intensive versions of the recommended service types. National averages are used where regional cost data is limited.

Exhibit 23 applies the estimated costs per unit against the number of additional beds and services required throughout the Verde Valley, indicating an annual funding gap of nearly \$12 million. This significant shortfall underscores the extent to which the current system is underfunded and highlights the scale of investment needed to create a sustainable and effective response to homelessness in the Verde Valley. Addressing this funding gap will require a coordinated effort to leverage federal, state, and local resources while also seeking private and philanthropic support to build a more comprehensive and resilient system.

EXHIBIT 23: ESTIMATED ADDITIONAL SYSTEM INVESTMENT NEEDED

SYSTEM INVESTMENTS NEEDED	Average Cost Per Unit of Service	Additional Inventory for Optimization	Approx Additional Annual Cost
BASIC NEEDS - HYGIENE	\$1719.71	600	\$1,031,826
BASIC NEEDS - SHELTER	\$15,525	192	\$2,980,800
STREET OUTREACH TEAM	\$780.85	600	\$468,510
FLEX FUND	\$3,786.95	360	\$1,363,302
RAPID RE-HOUSING	\$24,743.45	180	\$4,453,821
PERMANENT SUPPORTIVE HOUSING	\$25,318.40	60	\$1,519,104
TOTAL Annual Per Unit Cost			\$11,817,363

Conclusion

The Sedona Homelessness Services and Needs Assessment and Strategic Plan is designed to establish a unified direction for addressing homelessness in Sedona and the broader Verde Valley. By providing a comprehensive understanding of the extent of homelessness and the most effective response strategies, this plan serves as a foundation for regional collaboration and action.

As a key leader in this effort, the City of Sedona is well-positioned to engage partners across the Verde Valley, fostering a collective approach to reducing homelessness. A crucial next step will be socializing these findings—sharing the data and recommendations with stakeholders and gathering input to ensure broad community support for the proposed strategies. Through open dialogue and collaboration, the city can help align efforts across the region, building consensus on the most effective path forward.

Once a shared framework for addressing homelessness is established, Sedona will work alongside its regional partners to annually assess progress, refine strategies, and identify opportunities for improvement. Addressing homelessness effectively requires sustained engagement from stakeholders across multiple sectors, and the city can help facilitate this collaboration through a structured series of implementation activities over the next five years. This approach will ensure that progress is measured and communicated transparently, keeping the community informed and aligned as efforts evolve to mitigate the homelessness crisis in the region.





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Exh C - August 18, 2025 Stakeholder Meeting Synopsis

Thank you to everyone who joined the August 18 Verde Valley Regional Housing and Homelessness Conversation. We were fortunate to have a wide range of partners at the table—including representatives from local governments, service providers, first responders, healthcare and behavioral health systems, schools, nonprofits, businesses, and faith organizations. The diverse perspectives and experiences shared during this discussion are critical to building a regional response that is both practical and effective.

Needs Assessment Review

To ground the discussion, participants first reviewed findings from the recent **Needs Assessment of homelessness in the Verde Valley**. This assessment provided a clearer picture of the scale of need, highlighted where current crisis response systems are working, and pointed out key service gaps.

- Reviewed findings from the Needs Assessment.
 - Identified challenges in meeting both immediate shelter needs and long-term housing stability.
-

Essential Elements of a Regional Response

Building on the assessment, the group worked to define what a strong, regional response should look like. This discussion focused on strategies to strengthen coordination, expand resources, and formalize the structure of a Local Coalition to End Homelessness (LCEH).

- Expand partnerships with area motels for short-term emergency housing.
 - Launch a mobile outreach team to provide case management and housing navigation.
 - Facilitate regular coordination calls among providers and first responders.
 - Engage new funders (philanthropy, business, faith partners) to support services.
 - Recruit rental property owners to increase access to housing units.
 - Explore innovative options such as:
 - Tiny Homes in RV/mobile home parks
 - Flexible financial assistance fund
 - Pet foster care program
-

Supporting People Not Served by Current Programs

Participants also discussed how to better serve those who fall outside the scope of existing programs—such as households on the brink of eviction or individuals with high service needs who

are not eligible for current programs. The conversation emphasized proactive and flexible approaches.

- Partner with behavioral health providers to connect people with treatment.
- Offer “upstream” rental assistance to prevent evictions for working households.
- Strengthen safety-net responses through multi-sector coordination.
- Explore safe parking programs for area workers experiencing housing instability.

Critical Partners to Engage

To make the regional response effective, stakeholders highlighted additional groups that must be more deeply involved. This reflects the understanding that homelessness cannot be addressed by any one sector alone—it requires partnerships that cut across housing, healthcare, government, business, and community life.

- Behavioral health systems
- Business community and chambers of commerce
- Philanthropic organizations
- Hospital systems
- Corrections/jails
- Tribal partners
- Local public officials
- Public schools
- Rental property owners
- People with lived experience of homelessness

Next Steps

The meeting concluded with a commitment to move from discussion to action. Catholic Charities, in partnership with the Arizona Department of Housing and regional service providers, will refine the existing **Local Coalition to End Homelessness (LCEH)** for the Verde Valley. This coalition will:

- Provide structure for coordinated action.
- Align resources across organizations and jurisdictions.
- Activate both immediate crisis response and long-term housing stability strategies.

The input gathered during the session, together with additional feedback collected through the follow-up survey, will be used to establish the core elements of a regional plan to address homelessness in the Verde Valley. This plan will prioritize strategies that are most relevant, implementable, and impactful, ensuring that the LCEH reflects the shared vision and expertise of the community.

Thank you again for your insights and contributions. By bringing together voices from across the Verde Valley, we are laying the foundation for a collaborative, actionable, and impactful regional response.

Verde Valley Regional Housing and Homelessness Conversation

August 18, 2025

9:00am – 11:30am

APS Verde Valley Service Center

Primary Purpose:

1. Review results of Needs Assessment and accompanying strategic system improvement recommendations
2. Define essential elements of an effective regional response to homelessness and housing instability.
3. Define primary roles and responsibilities for regional homelessness response governance and operations.

Participants:

State of Arizona, Department of Housing – David Bridge, Economic Security – name?

Arizona Complete Health

Catholic Charities

Community Health Center of Yavapai-Cottonwood

Cottonwood Police

Old Town Mission, Cottonwood

Polara Health – behavioral health treatment

Prescott Area Shelter Services

Salvation Army Verde Valley Service Center

City of Sedona – Housing Department, City Council,

Sedona Area Homeless Alliance (SAHA)

Sedona Community Food Bank

Sedona Police

Spectrum Healthcare – crisis mobile team,

St. Vincent dePaul

Steps to Recovery

Spectrum Healthcare – behavioral health

US Forest Service Enforcement

Verde Valley Homeless Coalition

Verde Valley Sanctuary

Yavapai County – food bank, community services, human services

Agenda

1. Welcome & Introductions a. Ice Breaker Question	10 minutes	Viam Advising
2. Review results of Needs Assessment a. Discuss local data and profile characteristics of each typology b. Discuss recommendations for specific interventions aligned with each typology, key gaps within the system, and need for a regional strategic response	30 minutes	Viam Advising
3. Overview of Catholic Charities Housing Project (AZDoH funded) a. Essential service elements, referral and eligibility determination process b. Partnerships and collaborations, alignment with existing resources and projects	10 minutes	Catholic Charities
4. Overview of City of Sedona emergency motel fund	10 minutes	Sedona Housing/ Sedona Police
5. Breakout Discussions a _j How.should.Catholic.Charities.project.fit.within.the.structure.of.the.LCEH.system? b _j How.should.partners.respond.to.persons.who.don't.meet.target.population.or.eligibility.of.Catholic.Charities.project? c. What.critical.partners.and-or.services.need.to.be.part.of.the.regional.response?but.aren't.in.the.room.today?	60 minutes (3 rounds, 15 minutes for each topic, plus initial framing and ending debrief)	Viam Advising facilities with support from Sedona Housing Dept.
6. Regional Response Strategy Discussion a. Essential Elements i. Initial contact, triage and assessment ii. Prioritization and connection to available resources iii. Data collection and care coordination management b. Roles and Responsibilities	20 minutes	Viam Advising

i. Catholic Charities ii. LCEH iii. Law Enforcement		
7. Next Steps – written plan development a. Further populate and refine the Resource Map b. Document elements of regional response – pathways for specific population typologies c. Clarify roles and responsibilities	10 minutes	

8/18/25 REGIONAL STAKEHOLDER MEETING

ATTENDEE LIST

Name:	Organization:
Jessica Williamson	Citizen
David Bridge	Arizona Department of Housing
Marjorie Harris	Adult Community Center of Sedona
Felicia Coates	Council, City of Cottonwood
Cliff Bryson	Town of Camp Verde
Ann Shaw	City of Cottonwood
Mary A Chicoine	Verde Valley Community Development Organization
Devonna McLaughlin	Housing Solutions of Northern Arizona
Mario Cifuentez	City of Cottonwood
Tom Whitmer	City of Cottonwood
Brian Freudenthal	Cottonwood Police Department
Edward Mezulis	Sedona Fire District
Damien Browning	Steps to Recovery Homes
Rick Contreras	Cottonwood Fire Department
Elizabeth Saline	Hope House of Sedona
Anette B. Spickard	City of Sedona
Sara Shuman	Arizona Housing Analytics Collaborative
Scott Jablow	City of Sedona - Mayor
Kaitlin Muldner	Arizona Complete Health
Bill Tippet	Networx Cabling Systems, Inc.
Sarah Porter	Humane Society of Sedona
Victoria Meier	Polara Health
Carol Lewis	Yavapai County Community Health Services
Christine Kramer	Community Health Center of Yavapai
Christian Roper	Coconino NF
Camie Rasband	Catholic Charities Community Services
Sarah Rendon	Catholic Charities
Kerry Powers	Catholic Charities
Christopher Moller	Catholic Charities
Brian Fultz	City of Sedona
David Seigler	United Way of Yavapai County
David Brandfass	Christ Lutheran Church
Rev. Dr. David Stabenfeldt	Church of the Red Rocks UCC
Kristina Hayden	City of Cottonwood Community Development
Rhonda Bishop	Verde Valley Homeless Coalition
Lauren Lauder	Spectrum Healthcare Group
Erin Loeffler	Sedona Police Department
Julie Gerrish	Christ Lutheran Church - Sedona
Charlotte Hosseini	City of Sedona Planning & Zoning Commission
Wendy Escoffier	Town of Camp Verde
Becky McCall	UNLimited RE
Ryan Glass	Blazin M Ranch

POST-STAKEHOLDER MEETING SURVEY RESULTS

TOTAL SURVEY RESPONDENTS: 38

What rose to the top:

- **Landlord engagement** was the #1 priority. Folks see recruiting and supporting property owners and managers as the single most important step to open up more housing options.
- **Flex Fund** was right behind that. A flexible pot of dollars to help with move-in costs, car repairs, or to prevent eviction was named as one of the most cost-effective and immediate tools we could add.
- **Motel partnerships** rounded out the top three. Given how few shelter beds exist locally, this was highlighted as a practical way to expand safe options quickly.

For households who don't qualify for current programs:

Two strategies came through loud and clear:

1. **Upstream rental assistance** to keep people from falling into homelessness in the first place.
2. **Regular case coordination meetings** where providers, schools, health systems, law enforcement, and others can troubleshoot tough cases together.

Who else needs to be at the table:

Survey responses pointed to three key groups that we need to recruit more consistently:

- Behavioral health providers
- Business community and chambers of commerce
- Public schools

Themes from the open-ended comments:

People really emphasized prevention, better communication and follow-through, stronger behavioral health connections, and some openness to innovative ideas like flexible cash assistance. There was also a lot of recognition of Catholic Charities' leadership and interest in activating a Verde Valley-specific coalition under the LCEH umbrella.

The big takeaway:

There's a lot of alignment. We've got a clear set of immediate strategies most people agree on, plus some strong direction on prevention and coordination. Folks are ready to see action, and Catholic Charities' role — along with a Verde Valley-focused LCEH response — gives us a strong foundation to build from.

Exhibit F

Verde Valley Resource Mapping

Introduction

In response to Sedona City Council’s request following the 2024 Homelessness Needs Assessment, the consulting team partnered with Northern Arizona University (Sara Shuman, AZHAC collaborative), the Arizona Department of Housing, and Solari Inc. (211 Arizona) to develop a comprehensive homelessness resource map.

This effort drew on academic expertise and community surveys to capture the full range of services available in Arizona—from shelter and food programs to health care, transportation, and housing assistance. Importantly, the project was also aligned with a statewide resource mapping initiative, ensuring that the Verde Valley’s data is part of a larger Arizona system.

Today, the resource directory is hosted and maintained by 211 Arizona, operated by Solari. This guarantees the information will remain dynamic, accessible to the public, and updated over time.

Impact on the Verde Valley

While the statewide map provides a broad view, this document focuses specifically on the **Verde Valley subset** of resources. Locally, the **Verde Valley Local Coalition to End Homelessness (LCEH)** will steward the use of this information, helping providers and partners connect to 211 to keep listings fresh and relevant.

This resource mapping has two primary purposes for the Verde Valley:

1. **Clarity on what exists** — It identifies the services currently available in the region, by both function and location, creating a baseline inventory.
2. **Support for regional coordination** — By showing where resources are concentrated and where gaps exist, the mapping reinforces the need for a regional approach that aligns investments, expands access, and addresses unmet needs across Sedona, Cottonwood, Camp Verde, and surrounding communities.

In this way, the Verde Valley resource map serves as both a planning tool and a coordination framework, grounding the regional strategy in real, up-to-date information.

The table below summarizes the distribution of organizations across these system functions. It highlights where resources are relatively strong (e.g., basic needs and health services) and where gaps remain (e.g., dedicated outreach and housing programs).

Verde Valley Resource Mapping – Summary by Homelessness System Function

System Function	Number of Organizations
Prevention & Diversion	6
Emergency Shelter & Crisis Housing	8
Supportive Services & Basic Needs	13
Health & Behavioral Health	10
Housing & Stabilization Programs	2
Employment & Income Supports	1

Services by City

In addition to looking across system functions, the resource mapping also shows how services are distributed geographically across the Verde Valley.

- **Cottonwood functions as the regional hub**, hosting the majority of resources across all categories, including nearly all of the region's health and behavioral health providers.
- **Sedona and Camp Verde** each have a modest but important mix of services. Sedona leans more toward prevention and diversion, while Camp Verde balances shelter, basic needs, and limited health services.
- **Clarkdale and Rimrock** have only a small number of resources, underscoring the importance of transportation and the need for regional coordination to connect people in these outlying areas to the broader system.
- The overall distribution is unbalanced: the region is comparatively strong in basic needs and health services, but has very few housing stabilization or employment supports.

Service Counts by Homelessness System Function and City

System Function	Camp Verde	Clarkdale	Cottonwood	Rimrock	Sedona
Emergency Shelter & Crisis Housing	2	0	5	0	1
Employment & Income Supports	0	0	1	0	0
Health & Behavioral Health	1	0	11	0	0
Housing & Stabilization Programs	0	0	2	0	0

Prevention & Diversion	1	1	1	0	3
Supportive Services & Basic Needs	3	0	5	1	2
Total	7	1	25	1	6

Detailed Resource Descriptions

Emergency Shelter & Crisis Housing (8)

- **Catholic Charities (Cottonwood):** Provides emergency motel stays of up to 3 nights for individuals and families experiencing homelessness.
- **Verde Valley Homeless Coalition (Cottonwood):** Operates an emergency overnight shelter for up to 100 people. Also provides a day-use center, hot meals, computers, charging stations, Wi-Fi, hygiene supplies, camping gear, emergency food pantry, and transportation support.
- **Sedona Homeless Alliance (Sedona):** Provides crisis response, including temporary shelter placement and immediate assistance with basic needs.
- **Motel Emergency Assistance Program – Yavapai-Apache Nation (Camp Verde):** Covers 2 nights of emergency lodging per year for tribal members and households in crisis.
- **Bread of Life Missions (Rimrock):** Offers emergency food boxes and limited lodging support when available.
- **St. Vincent de Paul – Emergency Lodging Assistance (Sedona):** Provides emergency vouchers for lodging when shelter is unavailable.
- **Old Town Mission – Emergency Response (Cottonwood):** Offers emergency assistance, including referrals to shelter or motel programs.
- **Camp Verde Seventh Day Adventist Church (Camp Verde):** Provides food and clothing along with limited emergency crisis support.

Prevention & Diversion (6)

- **St. Vincent de Paul (Sedona):** Offers rent and utility assistance to households at risk of eviction.
- **Department of Economic Security / NACOG (Cottonwood):** Provides access to state and federal rental assistance, utility help, and stabilization resources.
- **Catholic Charities – Rental Assistance (Cottonwood):** Administers flexible short- and medium-term rental assistance to prevent or resolve homelessness.

- **Project Rising Hope (Cottonwood):** Offers weekly support to families, including short-term financial assistance to avoid eviction.
- **Yavapai County WIC Program (Cottonwood):** Provides nutrition benefits to low-income families, reducing financial stress.
- **Community Action Program (Cottonwood):** Offers eviction prevention, relocation assistance, and utility support for households facing crisis.

Supportive Services & Basic Needs (13)

- **Yavapai-Apache Nation Food Bank (Camp Verde):** Provides supplemental groceries for tribal members and the community.
- **Old Town Mission (Cottonwood):** Serves meals, offers a food pantry, provides clothing, hygiene kits, haircuts, and operates as a resource center.
- **Sedona Community Center – Lunch Program (Sedona):** Offers low-cost meals for seniors and low-income residents.
- **Project Rising Hope (Cottonwood):** Runs a weekly food pantry.
- **Camp Verde Seventh Day Adventist Church (Camp Verde):** Runs a free food pantry and clothing program.
- **St. Vincent de Paul (Sedona):** Provides emergency food boxes, clothing, and household goods.
- **Bread of Life Missions (Rimrock):** Distributes emergency food boxes.
- **Northland Cares (Cottonwood):** Offers supportive services alongside housing programs, including food and hygiene supplies.
- **Catholic Charities (Cottonwood):** Provides emergency food and survival supplies.
- **Sedona Homeless Alliance (Sedona):** Distributes food, hygiene kits, and camping gear.
- **Verde Valley Homeless Coalition (Cottonwood):** Provides day center services, meals, hygiene, and other survival needs.
- **Cottonwood Area Transit (Cottonwood):** Provides bus service to help unhoused people access services, jobs, and shelter.
- **Community Food Bank (Cottonwood):** Provides regular food pantry services.

Housing & Stabilization Programs (2)

- **Northland Cares – HOPWA Program (Cottonwood):** Provides housing and rental support for people living with HIV/AIDS.

- **NAZCARE (Cottonwood):** Offers housing stabilization services tied to behavioral health, including peer support and case management.
-

Health & Behavioral Health (10)

- **Verde Community Healthcare (Cottonwood):** Provides primary care and treatment services to low-income and uninsured residents.
 - **Polara Health – Camp Verde Clinic (Camp Verde):** Provides behavioral health services to local residents.
 - **Polara Health – Cottonwood Clinic (Cottonwood):** Provides behavioral health services (newly added site).
 - **HOPE Incorporated (Cottonwood):** Offers behavioral health services including peer support and recovery programming.
 - **NAZCARE (Cottonwood):** Provides wellness and behavioral health services, including peer-led groups.
 - **Catholic Charities (Cottonwood):** Connects clients to behavioral health resources.
 - **Department of Economic Security (Cottonwood):** Assists with Medicaid enrollment.
 - **Yavapai-Apache Nation Health Services (Camp Verde):** Provides health and behavioral health services to tribal members.
 - **Northland Cares (Cottonwood):** Offers HIV/AIDS medical care and case management.
 - **Spectrum Healthcare (Cottonwood):** Provides integrated health and behavioral health services.
-

Employment & Income Supports (1)

- **Arizona@Work (Cottonwood):** Provides workforce development, job readiness training, and employment placement.
-

Summary

This summary provides high-level view of the services available in the Verde Valley and their role in supporting a coordinated regional response to homelessness. For those seeking more detailed information on specific organizations, programs, and contact details, please refer to the attached Verde Valley Resource Map spreadsheet or access the most up-to-date listings through 211 Arizona at search.211arizona.org