

# THE Guidance CENTER

The Guidance Center is proud to be an active partner in Coconino County. Through our participation in the county's multi-stakeholder coalition, we have contributed to identifying key community priorities and aligning our services to meet those needs.

As outlined in the 2025–2026 CHIP, behavioral health remains a critical focus area, with goals centered on harm reduction, expanding access to medications for opioid use disorder, increasing utilization of peer and community health supports, and improving access to psychiatric care.

In support of these shared priorities, The Guidance Center has developed a detailed action plan that directly reflects the county's assessment. Our implementation strategies include expanding harm reduction resources, increasing access to medication-assisted treatment across care settings, integrating peer support and community health workers into our programs, and maintaining essential psychiatric capacity for both voluntary and involuntary care.

This alignment ensures that our organizational efforts are not only responsive to individual patient needs, but also contribute meaningfully to broader, population-level health outcomes across Coconino County. We remain committed to ongoing collaboration with community partners to advance these goals and improve the health and well-being of those we serve.

Sincerely,



Devon Forrest

## **The Guidance Center (TGC) Implementation Action Plan: Behavioral Health Goals from the 2025-2026 Coconino County Community Health Improvement Plan**

### **Goal 1: Increase Harm Reduction Practices**

#### **Action Steps:**

- Maintain and monitor two harm reduction vending machines at TGC facilities, ensuring continuous availability of free resources including NARCAN kits, fentanyl test strips, hygiene kits, CPR masks, etc.
- Promote awareness of vending machine locations through community outreach, partnerships, and resource directories.
- Collaborate with CCHHS and The Guidance Center staff to participate in harm reduction education campaigns and events.

### **Goal 2: Expand Access to Medications for Opioid Use Disorder (MOUD)**

#### **Action Steps:**

- Provide MOUD (including buprenorphine, suboxone, and naloxone) at TGC's hospital, Crisis Stabilization Unit, and SUD residential treatment center.
- Offer MAT (Medication-Assisted Treatment) prescribing for naloxone and suboxone in outpatient settings.
- Maintain active participation in county-wide care coordination meetings to support expansion of MOUD access.

### **Goal 3: Increase Utilization of Peer Support Specialists (PSS) and Community Health Workers (CHWs)**

#### **Action Steps:**

- Employ 9 Peer Support Specialists and 2 Community Health Workers across TGC programs, integrating them into multidisciplinary care teams.
- Sustain on-call partnership with One Small Step to provide after-hours PSS coverage 7 days per week.
- Participate in county-wide efforts to share best practices and support the growth of the behavioral health workforce.

### **Goal 4: Increase Access to Psychiatric Treatment, Specifically Involuntary Level 1 Beds**

#### **Action Steps:**

- Operate the only Level 1 psychiatric hospital in Coconino County outside of the Arizona State Hospital, providing both voluntary and involuntary (Title 36) psychiatric care.
- Maintain capacity and readiness for involuntary admissions, serving as the primary provider for T36 evaluations and treatment in the region.
- Collaborate with community partners, law enforcement, and first responders to ensure timely access and safe transfer for individuals requiring involuntary psychiatric stabilization.

# Coconino County Community Health Improvement Plan Update 2025-2026



Coconino County Health and Human Services

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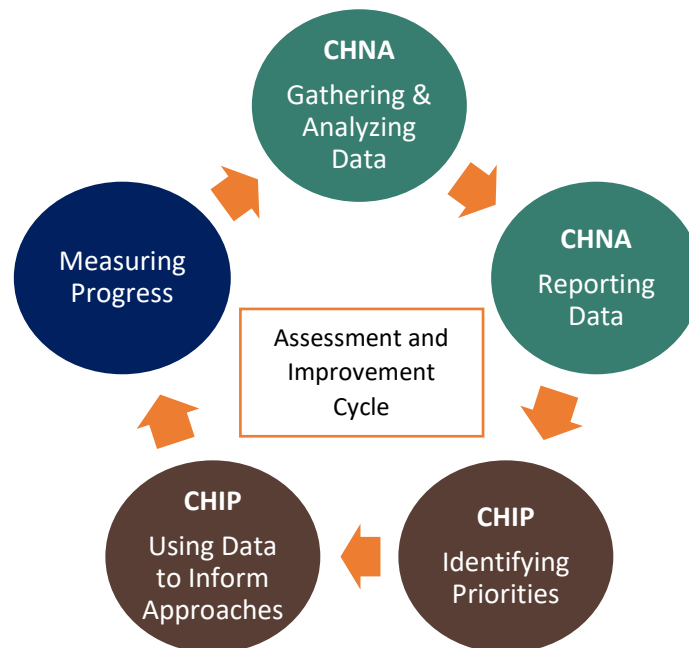
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## Purpose and Summary

Coconino County Health and Human Services (CCHHS) is dedicated to collaborating with the community to identify and address its needs through a systematic process of assessment and action. The Community Health Needs Assessment (CHNA) serves as a critical tool to identify key health challenges, needs, and opportunities for improvement in the community. By conducting this assessment every three years, we ensure that the data remains current and reflective of community voices.

Following the CHNA, the next step is to develop and implement a Community Health Improvement Plan (CHIP), which transforms the identified needs into actionable strategies. The purpose of the CHIP is to create focused initiatives that respond to the most pressing health issues within the community. By involving a wide range of stakeholders, CCHHS ensures that the plan reflects the real needs of the community and is built on a foundation of partnership and inclusivity.



With the 2024 Community Health Needs Assessment complete, the Community Health Improvement Plan needs to be updated to reflect the newly identified health priorities and any shifts in community needs. A fresh look at the CHIP based on the 2024 CHNA ensures that Coconino County's strategies are aligned with the most current data and continue to address the most pressing health concerns in the community.

In this 2025 CHIP Update, you will find goals, strategies, tactics, and partnerships that address the following health needs identified in the 2024 Coconino County CHNA:

- ❖ **Behavioral Health**
- ❖ **Housing**
- ❖ **Food and Nutritional Security**
- ❖ **Transportation**

Action Teams originally convened by CCHHS in 2022 have evolved into multi-stakeholder coalitions that continue to work together to address health priorities identified through both the 2022 CHIP and the updated 2024 CHNA. Now that community partners are leading these teams, it demonstrates a shift toward community empowerment and ensuring that local voices and needs guide the direction of health improvement efforts. This approach has several important benefits:

- **Community ownership:** As the teams are led by community members and organizations, there's greater investment and commitment from those directly affected by the health priorities.
- **Local expertise:** Community partners bring valuable insight into local health challenges, cultural contexts, and specific barriers to care.
- **Sustainability:** By empowering local leaders and organizations to take charge, the teams are likely to be more sustainable and responsive to ongoing community needs.

While CCHHS continues to play a role in these teams, the goals, strategies, and tactics are now determined by the larger coalition of stakeholders. This ensures that the strategies reflect broad community input, shared responsibility, and a variety of expertise and perspectives.

For each priority area, a set of strategic initiatives has been identified. However, this list is not exhaustive of all efforts aimed at improving health and well-being in these or other areas. This document is designed to be a living resource, allowing collaborative community groups to go beyond the initiatives outlined here. As work progresses, they are encouraged to adapt and evolve in response to changing environments and community needs.



## Summary of Goals

This section outlines the goals established to address each priority area. Every priority area includes at least one goal and one strategy, accompanied by specific tactics. The goals represent the desired outcomes of our collaborative efforts. Strategies are more targeted, measurable, and designed to be achieved within a two-to-five-year timeframe. Tactics detail the actions necessary to accomplish the strategies and may be adapted based on the unique needs and cultural considerations of each community or priority population.

### Priority Area: Behavioral Health

- Goal 1: Increase the use of harm reduction practices throughout Coconino County as indicated by current data trends
- Goal 2: Increase access to MOUD in Coconino County
- Goal 3: Increase community utilization of Peer Support Specialists and Community Health Workers
- Goal 4: Increase access to psychiatric treatment in Coconino County

### Priority Area: Housing

- Goal 1: Support local efforts around housing, education, and information
- Goal 2: Reduce the proportion of Arizonans spending more than 30% of their income on housing

### Priority Area: Food and Nutritional Security

- Goal 1: Advocacy – advance policies that support an empowered food-secure northern AZ
- Goal 2: Resource Navigation - public awareness, integration of groups, coordination with other entities and networks, not bound by existing restrictions, accurate and up-to-date information.
- Goal 3: Community Empowerment – people-centered solutions for collective empowerment

### Priority Area: Transportation

- Goal 1: Increase access to transportation for seniors and vulnerable adults
- Goal 2: Increase access to transportation for lower income individuals
- Goal 3: Increase access to and awareness of transportation services throughout Coconino County

## Priority Issues

Community health, also referred to as population health, focuses on the health outcomes of a specific group of individuals. In the context of this Community Health Improvement Plan (CHIP), that group includes everyone who lives, works, and plays in Coconino County. The organizations and individuals involved in addressing CHIP priorities serve a wide range of people and communities.

Health inequities, avoidable and often unjust differences in health status, are largely driven by social, economic, and environmental conditions. Recognizing this, the CHIP Action Teams aim to address health priorities in ways that benefit the broader community and support groups experiencing disproportionate levels of poor health due to inequities.

This CHIP Update emphasizes improving population health outcomes, advancing health equity, and addressing the factors influencing them. By adjusting and initiating systems that promote health and well-being, the plan seeks to support both populations facing inequities and the community as a whole. While ensuring that individual-level services are accessible and effective is important, the CHIP's strategies are designed to enhance community-wide health rather than focus on treatment for individual conditions.

The action plans outlined in this section track activities and milestones toward achieving the goals set for each priority area. Although these plans represent the teams' best efforts to identify effective goals, strategies, and tactics, they are intended to be flexible. As teams continue to evaluate data and respond to evolving community needs, the plans will adapt and evolve accordingly.

## Behavioral Health

The Coconino County Behavioral Health Action Team is comprised of a broad range of behavioral health providers, community agencies, and stakeholders invested in addressing the behavioral health needs and gaps in Coconino County. This coalition of stakeholders meets quarterly to pursue these aims. Coconino County Health & Human Services serves as the convenor for this action team.

Priority Area: Behavioral Health		
Goal 1: Increase the use of harm reduction practices throughout Coconino County as indicated by current data trends		
Objective	Strategy	Implementation Partners
Increase the number of operational harm reduction vending machines	<ul style="list-style-type: none"> <li>• Determine current inventory and location of harm reduction vending machines</li> <li>• Publicize locations on resource website(s)</li> <li>• Apply for grants to fund an expanded number of machines</li> <li>• Develop primer for agencies to utilize when discussing opportunities to host machines at their locations</li> </ul>	<ul style="list-style-type: none"> <li>• The Guidance Center</li> <li>• Coconino County Health &amp; Human Services</li> <li>• Flagstaff Medical Center</li> <li>• Community partners, meetings, and word of mouth</li> </ul>
Expand community awareness and agency utilization of harm reduction practices (Alcohol use disorder & MOUD)	<ul style="list-style-type: none"> <li>• Community outreach and education</li> <li>• Participation in Project ECHOs</li> <li>• Internal staff training</li> <li>• Harm reduction events</li> <li>• Expansion of services</li> </ul>	<ul style="list-style-type: none"> <li>• Coconino County Health &amp; Human Services</li> <li>• HOPE Coconino</li> <li>• BCBS Health Choice</li> <li>• The Guidance Center</li> </ul>

Priority Area: Behavioral Health		
Goal 2: Increase access to MOUD in Coconino County		
Objective	Strategy	Implementation Partners

Identify current MOUD treatment providers	<ul style="list-style-type: none"> <li>• Contact providers on SAMHSA list to confirm they are providing MOUD</li> </ul>	<ul style="list-style-type: none"> <li>• Southwest Behavioral</li> <li>• The Guidance Center</li> <li>• Private Providers</li> </ul>
Support development of additional treatment locations within Coconino County	<ul style="list-style-type: none"> <li>• Collect data to show the need for additional resources</li> <li>• Develop post overdose linkage to treatment in the community</li> <li>• Facilitate regular care coordination meetings with providers for post overdose linkage program</li> </ul>	<ul style="list-style-type: none"> <li>• Coconino County Health &amp; Human Services</li> <li>• Flagstaff Medical Center</li> <li>• Southwest Behavioral</li> <li>• The Guidance Center</li> <li>• Spectrum</li> <li>• Community Medical Services</li> <li>• BCBS Health Choice</li> </ul>

Priority Area: Behavioral Health		
Goal 3: Increase community utilization of Peer Support Specialists and Community Health Workers		
Objective	Strategy	Implementation Partners
Expand agency utilization of Peer Support Specialists and Community Health Workers in Coconino County	<ul style="list-style-type: none"> <li>• Explore fiscal sustainability models</li> <li>• Leverage agency knowledge on systems required to bill for CHW services</li> </ul>	<ul style="list-style-type: none"> <li>• Coconino County Health &amp; Human Services</li> <li>• North Country Health Care</li> </ul>
Share and pursue additional funding opportunities to continue expanding the CHW/PSS workforce	<ul style="list-style-type: none"> <li>• Add recurring item to BH CHIP Team agenda to create the opportunity for partners to share funding opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Coconino County Health &amp; Human Services</li> <li>• North Country Health Care</li> </ul>

Priority Area: Behavioral Health		
Goal 4: Increase access to psychiatric treatment in Coconino County		
Objective	Strategy	Implementation Partners
Support development of additional treatment locations within Coconino County	<ul style="list-style-type: none"> <li>• Collect data to show the need for additional resources</li> </ul>	<ul style="list-style-type: none"> <li>• Coconino County Health &amp; Human Services</li> </ul>
Increase total number of involuntary level 1 beds in Coconino County	<ul style="list-style-type: none"> <li>• Strategies to be developed with implementation partners</li> </ul>	<ul style="list-style-type: none"> <li>• Community Bridges</li> <li>• Care 1st</li> <li>• AHCCCS</li> </ul>

## Community Impact 2022-2024

- CCHHS, in collaboration with multiple grant-funded initiatives, centralized the resource platform on CoconinoResources.com. This interactive platform includes behavioral health resources, as well as a variety of other community resources. Ongoing work through the CHIP team is under way to bring a centralized behavioral health resource to community agencies.
- Mental health provider’s expansion of new providers to Coconino County, including Community Bridges, STAR, and the Northern Arizona Healthcare inpatient expansion.
- Re-entry programming (Pathways to Community) and the Cares Unit are working to reduce recidivism and respond to individual needs that are not in need of law enforcement or fire. Both programs launched a year and half ago focused on meeting community members where they are. Pathways to Community participants experienced a 16% drop in recidivism.
- CCHHS installed a Harm Reduction vending machine in the lobby of the Southern Region Office, located in Flagstaff. This vending machine dispenses free items, such as NARCAN kits, Detera drug disposal bags, Xylazine test kits, and Fentanyl test strips to aid community members in reducing the risk of fatal overdose events.
- Coconino Community College began offering all students free access to online counseling services through BetterMynd.
- Coconino County approved ARPA funding for youth behavioral health programming through CCHHS.

## Housing

The Local Coalition to End Homelessness (LCEH) Executive Committee through the Balance of State acts as the Housing Action Team for Coconino County. It is comprised of housing providers, community agencies, and stakeholders that meet quarterly to address housing needs and gaps in Coconino County. Catholic Charities serves as the convenor for this action team.

LCEH Executive Committee membership consists of City of Flagstaff, Coconino County, Catholic Charities, Flagstaff Shelter Services, Housing Solutions of Northern Arizona, Habitat for Humanity, Northland Family Help Center, Nation’s Finest, Northern Arizona Healthcare, and Sunshine Rescue Mission.

### Priority Area: Housing

#### Goal 1: Support local efforts around housing, education, and information

Objective	Strategy	Implementation Partners
Ensure that the community has knowledge of existing housing resources	<ul style="list-style-type: none"> <li>• Engage in marketing and outreach opportunities to help residents understand available resources</li> </ul>	<ul style="list-style-type: none"> <li>• Coconino County Health and Human Services</li> <li>• LCEH members</li> </ul>

	<ul style="list-style-type: none"> <li>Utilize the Continuum of Care and other community meetings to ensure community agencies are promoting available resources to clients</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders</li> </ul>
Explore policy and funding changes that impact Coconino County residents	<ul style="list-style-type: none"> <li>Seek funding to maintain or increase options for housing resources</li> </ul>	<ul style="list-style-type: none"> <li>Coconino County Health and Human Services</li> <li>LCEH members</li> </ul>
	<ul style="list-style-type: none"> <li>Maintain existing partnerships with LCEH Executive Committee and Wildfire Community Action for advocacy to support housing policy change</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders</li> <li>Wildfire</li> </ul>

Priority Area: Housing		
Goal 2: Reduce the proportion of Arizonans spending more than 30% of their income on housing		
Objective	Strategy	Implementation Partners
Explore opportunities to help Coconino County residents increase their income	<ul style="list-style-type: none"> <li>Support referrals for workforce training</li> </ul>	<ul style="list-style-type: none"> <li>Chicanos Por La Causa</li> <li>Goodwill of Central Arizona</li> <li>Eckerd Connects</li> </ul>
Increase knowledge on budget management and financial planning	<ul style="list-style-type: none"> <li>Develop internal capacity at CCHHS for financial empowerment facilitation</li> </ul>	<ul style="list-style-type: none"> <li>Coconino County Health and Human Services – Community Action Agency</li> </ul>
	<ul style="list-style-type: none"> <li>Increase financial empowerment course offerings</li> </ul>	<ul style="list-style-type: none"> <li>OWEESTA Corporation</li> </ul>
Provide emergency housing assistance	<ul style="list-style-type: none"> <li>Continue to provide vouchers for qualified households</li> </ul>	<ul style="list-style-type: none"> <li>Coconino County Health and Human Services – Community Action Agency</li> <li>Arizona Department of Economic Security</li> <li>Wildfire</li> </ul>

Community Impact 2022-2024
<ul style="list-style-type: none"> <li>In November 2022, voters passed the Flagstaff Housing Commission Housing Bond for the City of Flagstaff.</li> <li>Transitional housing expansions occurred in Flagstaff and Page. In January 2024, Housing Solutions of Northern Arizona opened a new 40-unit facility, Flagstaff Shelter Services will be opening the Lantern</li> </ul>

with 103 rooms in 2024, and Catholic Charities in Page in April 2024 will be opening a 20-unit facility. The housing programs allow for a 12-month lease for individuals/families experiencing homelessness.

- A \$1.25 million project was completed in Fredonia, AZ focused on supporting schoolteachers to assist and retain new staff. Three duplexes offer three bedroom, two bath units. Teachers can receive a reduced rent of \$1,000 with 20% of their monthly rent going towards a buy/build incentive.
- CCHHS and the City of Flagstaff Housing department applied for grants through the Arizona Department of Housing to help place individuals/families in crisis in temporary lodging.
- Habitat of Northern Arizona has built two starter homes that are 500 square foot residences. Local Coconino Community College students helped construct the homes on land donated by the City of Flagstaff’s Land Trust Program. Another 48 homes are planned in Flagstaff by 2028.
- Coconino County Health & Human Services Community Action Division assisted 907 residents in securing rental & utility assistance through the Arizona State LHEAP portal through the new Navigation resource project (July 2024 through March 2025).

### Food and Nutritional Security

The CHIP team is transitioning to be active members of the Northern Arizona Hunger Action Partnership spearheaded by Flagstaff Family Food Center. Current members consist of Flagstaff Family Food Center, Coconino County HHS, Flagstaff Unified School District, The City of Flagstaff Sustainability Office, Yavapai Food Bank, local churches, Northern Arizona Health Care Equity team, Az Dept. Of Health Services, community members, Winslow Indian Health Center, U of AZ Cooperative Extension, Northern Arizona University School of Communication, Elizabeth Taylor, Pinnacle Prevention, Flagstaff Foodlink, Southside Neighborhood Association, Sunnyside Neighborhood Association, Flagstaff Community Supported Agriculture, local Farmers, St. Mary’s Food Bank, NAU Center for Community Health and Engaged Research, AZ Complete Health, Northern Arizona Council of Governments, FFFC Board Members, and more.

Priority Area: Food and Nutritional Security		
Goal 1: Advocacy – advance policies that support an empowered food-secure northern AZ		
Objective	Strategy	Implementation Partners
Develop legislative guide and communication channel for the group.	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• Hunger Action Partnership members</li> </ul>
Develop network of community liaisons for quick responses	<ul style="list-style-type: none"> <li>• Create a Slack group to be able to quickly respond to relevant advocacy alerts</li> </ul>	<ul style="list-style-type: none"> <li>• Hunger Action Partnership members</li> </ul>
Lead a “Community Organizing 101” event	<ul style="list-style-type: none"> <li>• Asset mapping at the next meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Hunger Action Partnership members</li> </ul>

**Priority Area: Food and Nutritional Security**

**Goal 2: Resource Navigation - Public awareness, integration of groups, coordination with other entities and networks, not bound by existing restrictions, accurate and up-to-date information.**

<b>Objective</b>	<b>Strategy</b>	<b>Implementation Partners</b>
Enhance communication within the community	<ul style="list-style-type: none"> <li>Asset mapping of existing networks and resources at the next quarterly meeting and creating a communication channel</li> </ul>	<ul style="list-style-type: none"> <li>Hunger Action Partnership members TBD</li> </ul>
Explore platforms (Google Groups, Slack, Discord) for communication and create a resource navigation channel	<ul style="list-style-type: none"> <li>Identify strengths and specialties within the group and our organizations</li> </ul>	<ul style="list-style-type: none"> <li>Hunger Action Partnership members TBD</li> </ul>
Integration with existing networks to ensure accurate, up-to-date information	<ul style="list-style-type: none"> <li>Investigate and promote the closed-loop referral system</li> </ul>	<ul style="list-style-type: none"> <li>Hunger Action Partnership members TBD</li> </ul>
Develop tiered priorities and evolve strategies, especially for rural connections	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>Hunger Action Partnership members TBD</li> </ul>

**Priority Area: Food and Nutritional Security**

**Goal 3: Community Empowerment – people-centered solutions for collective empowerment**

<b>Objective</b>	<b>Strategy</b>	<b>Implementation Partners</b>
Provide tools and resources at both individual and community levels	<ul style="list-style-type: none"> <li>Further define workgroup structure, roles, and function at next quarterly meeting to best serve the community</li> </ul>	<ul style="list-style-type: none"> <li>Hunger Action Partnership members TBD</li> </ul>
Meet people where they are	<ul style="list-style-type: none"> <li>Further define workgroup structure, roles, and function at next quarterly meeting to best serve the community</li> </ul>	<ul style="list-style-type: none"> <li>Hunger Action Partnership members TBD</li> </ul>
Promote education as a foundation for empowerment	<ul style="list-style-type: none"> <li>Further define workgroup structure, roles, and function at next quarterly meeting to best serve the community</li> </ul>	<ul style="list-style-type: none"> <li>Hunger Action Partnership members TBD</li> </ul>
Engage in boots-on-the-ground efforts – show up and be present	<ul style="list-style-type: none"> <li>Continue networking and asset mapping at quarterly HAP meetings</li> </ul>	<ul style="list-style-type: none"> <li>Hunger Action Partnership members TBD</li> </ul>

## Community Impact 2022-2024

- Grand Canyon Food Pantry (GCFP) organized an after-school snack program with St. Mary's Food Bank, the Town of Tusayan, and CCHHS.
- Grand Canyon Food Pantry expanded their backpack program collaboration with Tusayan using lockers to put backpacks into for family pick-up. This decreases the stigma of participating in the program.
- In 2022, Flagstaff Family Food Center (FFFC) expanded services through a community-based model to reach people in Flagstaff and surrounding communities.
- CCHHS Health Disparities program awarded funding to Circle of Page for \$73,796.52, to Grand Canyon Food Pantry for \$78,796.52, and FFCC for \$246,019.40
- Northern Arizona Hunger Action Partnership, organized by the Flagstaff Family Food Center, is created to collaboratively work on hunger and nutrition goals in Northern Arizona.

## Transportation

Although a single team does not exist within Coconino County that is focused on transportation, Coconino County Health and Human Services participates with and gathers information from a number of groups who are working on transportation-related issues across the county. These groups include, but are not limited to: Metro Plan, NACOG, Mountain Line, Coconino County Community Action Advisory Board, Health and Human Services programming, non-profit entities, and both formal and informal community partnerships.

### Priority Area: Transportation

#### Goal 1: Increase access to transportation for seniors and vulnerable adults

Objective	Strategy	Implementation Partners
Increase the utilization of the Page Express transit service to transport vulnerable adults in the northern region of Coconino County	<ul style="list-style-type: none"> <li>• Employ a transit manager to analyze data and oversee Page Express services for Quality Connections</li> </ul>	<ul style="list-style-type: none"> <li>• Quality Connections</li> <li>• NACOG</li> <li>• Coconino County Health and Human Services</li> <li>• Northern region community partners</li> </ul>
	<ul style="list-style-type: none"> <li>• Participate in an ADOT planning grant to analyze transit in Page and the northern region to plan for next steps</li> </ul>	
Increase access to transportation for seniors in accessing basic needs	<ul style="list-style-type: none"> <li>• Utilize existing funding to support transportation for seniors in outlying areas to access medical appointments and other needed resources</li> </ul>	<ul style="list-style-type: none"> <li>• NACOG</li> <li>• Mountain Line Coordinated Mobility Council</li> </ul>

	<ul style="list-style-type: none"> <li>• Explore reimbursement models for on demand transportation services</li> </ul>	<ul style="list-style-type: none"> <li>• Arizona Department of Housing (CDBG)</li> <li>• Coconino County Health and Human Services</li> <li>• Coconino County Community Action Advisory Board</li> <li>• Arizona Department of Economic Security</li> </ul>
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Priority Area: Transportation		
Goal 2: Increase access to transportation for lower income individuals		
Objective	Strategy	Implementation Partners
Evaluate changes in transit structure to improve access to transit services for communities and riders that are generally transit dependent and face financial hardship	<ul style="list-style-type: none"> <li>• Explore the use of vouchers, passes, and zero fare programs</li> </ul>	<ul style="list-style-type: none"> <li>• Metro Plan</li> <li>• Mountain Line</li> <li>• Coconino County Health and Human Services</li> <li>• Community Partners</li> <li>• NACOG</li> </ul>
Evaluate transportation options for communities and riders that face financial hardship	<ul style="list-style-type: none"> <li>• Explore the use of vouchers or other reduced cost transportation options</li> </ul>	<ul style="list-style-type: none"> <li>• Coconino County Health and Human Services</li> <li>• Community Partners</li> <li>• NACOG</li> </ul>

Priority Area: Transportation		
Goal 3: Increase access to and awareness of transportation services throughout Coconino County		
Objective	Strategy	Implementation Partners
Utilize data to support expanded transit options in the northern region	<ul style="list-style-type: none"> <li>• Through ADOT planning grant, collect data to learn what options would complement the basic Page Express service for non DDD clients</li> </ul>	<ul style="list-style-type: none"> <li>• Quality Connections</li> <li>• NACOG</li> <li>• Coconino County Health and Human Services</li> </ul>
	<ul style="list-style-type: none"> <li>• Seek funding to support existing and expanded services</li> </ul>	<ul style="list-style-type: none"> <li>• Northern region community partners</li> </ul>

Continue to explore partnerships and strategies to increase transportation services throughout the county	<ul style="list-style-type: none"> <li>• Explore the use of demand/response transportation options for areas where transit is not readily available</li> </ul>	<ul style="list-style-type: none"> <li>• Metro Plan</li> <li>• Mountain Line</li> <li>• Coconino County Health and Human Services</li> </ul>
	<ul style="list-style-type: none"> <li>• Explore partnerships to support existing and expanded services</li> </ul>	<ul style="list-style-type: none"> <li>• NACOG</li> <li>• Hopi Senom</li> <li>• Groome</li> <li>• Community Partners</li> </ul>

Community Impact 2022-2024
<ul style="list-style-type: none"> <li>• CCHHS launched the Health Disparities Bus Pass program, distributing 1,000+ bus passes monthly.</li> <li>• CCHHS launched the Health Disparities Bike Program, providing bicycles for individuals in need of a transportation option.</li> <li>• CCHHS Health Disparities program was awarded transportation voucher funding to assist Recovery &amp; Resiliency clients with transportation services inside and outside of Coconino County.</li> <li>• Mountain Line published Flagstaff in Motion, a community transit plan that includes several plans/proposals to increase transit access. The Mountain Line TAC team meets quarterly to discuss and implement items from the transit plan.</li> <li>• Flagstaff Metropolitan Planning Organization launches Metro Plan, a group of five jurisdictions working together to facilitate improvements and programs for all transportation modes in the FMPO service area.</li> <li>• Coconino County awarded Flagstaff Shelter Services (FSS) an ARPA grant to provide transit for FSS clients.</li> <li>• Quality Connections begins oversight of the Page Express transit service</li> <li>• NACOG receives an ADOT planning grant for the northern region of Coconino County</li> </ul>

# Monitoring and Evaluation

CCHHS will work with our partners to monitor the progress of goals, objectives, and strategies on a quarterly basis. Process improvements will be identified as needed. Additionally, CCHHS hosts a dashboard on our website to allow the community to track progress toward the identified goals.

