

Attachment A
City of Phoenix
2024 Heat Response Plan

*DRAFT for City Council Review
February 27, 2024*



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Executive Summary

The Heat Response Plan details the programs and services that Phoenix delivers to residents and visitors to prevent illness, death, and other serious and immediate adverse health outcomes associated with indoor and outdoor heat exposure. Heat-related deaths in the City of Phoenix as reported by the Maricopa County Department of Public Health have risen substantially since 2014, to a new record high of 395 during 2023, the hottest summer in the City's history. The 2024 Heat Response Plan acknowledges these rising impacts by proposing several substantive changes to the City's overall approach to heat response, as well as revisions to several programs.

The Heat Response Plan contains 39 specific heat response actions for which the City holds a leadership role, organized into nine broad strategies:

1. Equip first responders for effective heat response.
2. Leverage data for informed action.
3. Provide publicly accessible cool space.
4. Increase access to drinking water.
5. Support cool and safe home environments.
6. Support cool and safe mobility and recreation.
7. Implement heat safety measures for workers.
8. Engage with the community to build heat readiness.
9. Collaboratively work across department and agency boundaries.

There are 12 new or significantly revised actions in the 2024 Heat Response Plan:

1. Adopt an Incident Management Team (IMT) framework for the heat season.
2. Formalize a tiered heat response framework.
3. Expand operating hours and services at Heat Relief Network locations.
4. Integrate heat outreach programs into other city services.
5. Follow improved heat safety plans for all city departments.
6. Propose new heat safety requirements for City-engaged businesses.
7. Leverage the Phoenix Fire Department's data resources in new ways.
8. Develop more specific strategies for people who use substances.
9. Coordinate with recently added County and State staff positions.
10. Increase the modalities and reach of public messaging.
11. Expand the trail closure policy on heat warning days.
12. Operate the Safe Outdoor Space.

The City of Phoenix 2024 Heat Response Plan was presented for discussion by City Council at the February 27, 2024 City Council Policy meeting.

Purpose and Planning Process

The City of Phoenix Heat Response Plan outlines programs and services intended to protect public health and quality of life from the threats of hot weather. Extreme heat is a leading cause of weather-related deaths in the United States and exerts a significant public health burden in Phoenix. The most acute impacts include heat-caused and heat-related fatalities, as well as heat-related illnesses that require emergency medical service and hospital care. Many other health challenges are also known to be related to prolonged, frequent, or severe heat exposure that are not systematically documented. These challenges include cases of heat illness that are unreported, disrupted sleep patterns, and anxiety over high electricity bills.

While everyone is potentially vulnerable to heat-related illness, certain communities account for a disproportionately high share of the public health burden of extreme heat. Multiple studies of heat-health impacts in Arizona find that rates of heat-related illness and/or death are higher in communities that have lower incomes, lower quality housing, a higher prevalence of elderly individuals, a higher prevalence of people of color, and other indicators of social vulnerability. Public health reports in Arizona further point to people experiencing homelessness and substance users as disproportionately burdened by heat.

Managing the public health risks associated with extreme heat is an integral component of hazard preparedness for the City of Phoenix owing to its geographic positioning in the Sonoran Desert. Prolonged, hot summers are a part of the regional climate. However, the experience of summer heat is highly variable between different neighborhoods in Phoenix and between individual residents. Historical development patterns and varying topography across Phoenix lead to neighborhood-to-neighborhood air temperature differences of 10°F or more on summer days. Exposure to individual people is even more variable depending on their daily activity patterns and access to air-conditioned spaces. Over time, the severity of summer heat in Phoenix is being amplified beyond background conditions by urban development and global-scale climate change. Summer daytime and nighttime temperatures have increased in the City of Phoenix for several decades and temperatures are projected to continue to rise.

To address the significant, inequitable, and growing public health risks associated with extreme heat, the Phoenix City Council unanimously passed the City's first Heat Response Plan in 2022. This document reflects the second annual update to the Heat Response Plan.

The process to update the Heat Response Plan for the 2024 Heat Season began in late summer 2023, with the formalization of an Executive Heat Response Leadership team. This team is comprised of senior staff from Emergency Management, Fire, Public Health, Homeless Solutions, and Heat Response and Mitigation. The Executive Heat Response Leadership team initiated several different types of program evaluation to identify opportunities for improvement toward the goal of preventing heat-associated illness and deaths. Those evaluation activities included a formal after-action analysis of the City's enhanced efforts during summer 2023, a facilitated enterprise risk management workshop with departmental leadership, and review of program performance with each of the individual departments that operate programs and

services relevant to the heat response mission. The Heat Response Plan is also informed by other stakeholder engagements, including the City's participation in a two-day planning workshop with the National Oceanic and Atmospheric Administration in February 2024, an April 2024 Heat, Health, and Homelessness Roundtable, a June 2024 convening of the C40 Cool Cities Network, and the 2023 Arizona Heat Planning Summit.

The 2024 Heat Response Plan presents 39 actions organized into nine broad strategies:

1. Equip first responders for effective heat response.
2. Leverage data for informed action.
3. Provide publicly accessible cool space.
4. Increase access to drinking water.
5. Support cool and safe home environments.
6. Support cool and safe mobility and recreation.
7. Implement heat safety measures for workers.
8. Engage with the community to build heat readiness.
9. Collaboratively work across department and agency boundaries.

The goal of the Heat Response Plan is to enhance public health and community resilience by alleviating adverse effects of heat. Key performance indicators include:

- Heat-related mortality: Strive for year-over-year reductions in the number of fatalities attributed to heat exposure in the City of Phoenix
- Heat-related illnesses: Strive for year-over-year reductions in the number and severity of medical service calls related to heat exposure in the City of Phoenix.

The scope of the Heat Response Plan has been modified from previous iterations to emphasize program and services that either wholly or partially operate on seasonal time scales with a focus on heat, public health, and quality of life. The City of Phoenix also implements and invests in a wide range of other programs and services that support the goals of the Heat Response Plan but are not specifically activated or emphasized for the heat season, and as such are not listed as actions in this document. Examples of those related initiatives include:

- Major investments in affordable housing units and shelter beds, with 1,864 new beds to be created in the 2022–2025 time frame along with 125 affordable housing units.
- Operation of housing repair and weatherization programs.
- Launch of a pilot program to deploy water stations in high density, multimodal areas to enhance access to equitable, free and reliable chilled drinking water.
- Installation of shade structures at transit stops and in the public right of way, including through the Phoenix Sidewalk Shade Project that will include work from local artists.
- Installation of shade structures at schools and youth-focused centers through the Shade for Students grant program.
- Curation of ideas for innovative shade structure designs through an Innovate PHX Challenge that attracted over 170 participants.
- Increases in urban tree canopy through the Community Canopy and Canopy for Kids grant programs, focused on low tree equity score neighborhoods.
- Authorship of a new ShadePHX Plan to replace the 2010 Tree and Shade Master Plan.

Weather and Climate Assessment

The City of Phoenix Heat Response Plan defines May through September as “Heat Season” and June through August as “Summer.”

Heat Season 2023 Review

The 2023 Heat Season in the City of Phoenix set many records with respect to the severity and duration of extreme heat conditions. After a near-normal May and temperatures below normal for much of June, each month from July through September was ranked among the top six all time, respectively, in Phoenix’s history. Conditions were most severe in July, which became the hottest month on record for any major city in the United States. In July, temperatures reached 110°F or above 30 times and 115°F or above 17 times. The highest recorded temperature during the summer was 119°F, reached three times—all in July. The table below provides a month-by-month comparison of high and low temperatures for the 2023 Heat Season against climatological normals.

Month	2023 Avg. High	Normal Avg. High*	2023 Rank**	2023 Avg. Low	Normal Avg. Low*	2023 Rank**
May	96.0°F	94.5°F	27	70.6°F	69.5°F	16
June	103.3°F	104.2°F	52	75.6°F	78.6°F	39
July	114.7°F	106.5°F	1	90.8°F	84.5°F	1
August	109.5°F	105.1°F	2	88.0°F	83.6°F	1
September	103.4°F	100.4°F	6	78.9°F	78.1°F	11

*per the official 1991–2020 U.S. Climate Normals adopted by the National Oceanic and Atmospheric Administration

**out of 128 recorded years; 1 indicates hottest on record

Other records of note for the 2023 Heat Season include:

- Excessive Heat Warnings were in effect for Phoenix on 42 days, which was the second most on record.
- Daily high temperature records were set or tied on 20 separate days, including on 12 days between July 13 and July 29.
- The daily high temperature of 119°F recorded on three separate days represent the fourth warmest days on record for the City of Phoenix. Temperatures have only reached 120°F and above on three days (all in the 1990s).
- New records for the highest and second highest daily low temperature were set in 2023. The new record high low temperature of 97°F was set on July 19.
- The stretch of 31 consecutive days with daily high temperatures was the longest such streak on record, breaking the prior streak of 18 days set in 1974.

Climate Data for Planning

The table below presents weekly averages, ranges, and probabilities of exceedance for Phoenix Sky Harbor based on 2014–2023 observations. Statistics are based on the previous ten years rather than the official 30-year normals established by the National Oceanic and Atmospheric Administration to ensure that the most recent observations are used and to acknowledge non-stationarity in regional temperature trends. Data are presented for each week of the 2024 Heat Season starting on Sundays.

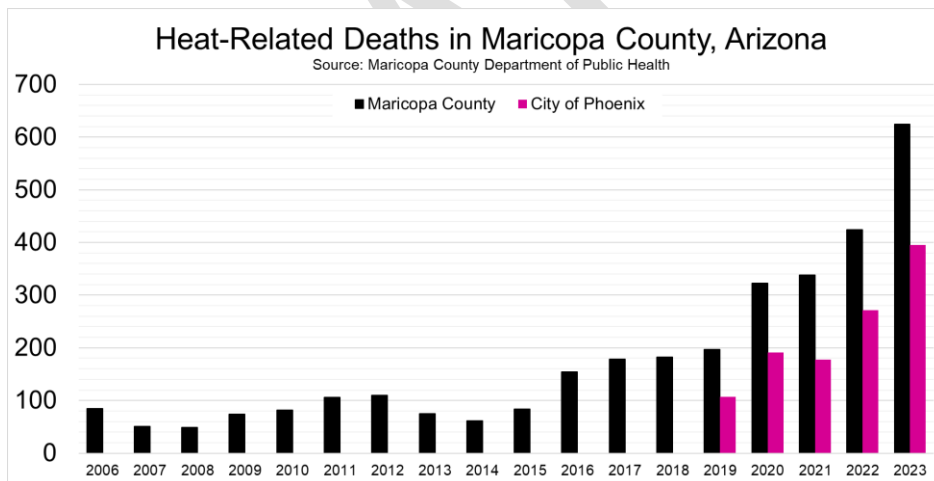
Week	Date	Daily High Temperatures				Daily Low Temperatures		
		Average (°F)	Highest (°F)	100°F or above*	110°F or above*	Average (°F)	Highest (°F)	90°F or above*
1	4/28	92.5	104	16%	0%	66.5	75	0%
2	5/5	92.0	108	26%	0%	67.4	81	0%
3	5/12	94.7	105	33%	0%	69.6	82	0%
4	5/19	93.7	108	24%	0%	69.1	79	0%
5	5/26	99.6	112	54%	3%	73.8	84	0%
6	6/2	104.2	115	81%	13%	77.5	87	0%
7	6/9	104.6	115	83%	16%	79.1	90	4%
8	6/16	108.0	119	96%	37%	81.3	92	11%
9	6/23	107.9	116	99%	36%	83.2	93	9%
10	6/30	107.5	116	96%	33%	84.2	94	3%
11	7/7	109.4	118	99%	56%	86.9	95	33%
12	7/14	107.5	119	96%	29%	86.7	97	29%
13	7/21	107.1	119	89%	39%	86.0	96	30%
14	7/28	106.7	118	91%	36%	85.2	95	24%
15	8/4	106.7	116	91%	31%	84.8	92	16%
16	8/11	106.0	117	84%	29%	83.7	93	16%
17	8/18	103.5	115	77%	11%	82.0	91	6%
18	8/25	106.9	117	94%	27%	84.5	93	13%
19	9/1	104.5	115	86%	10%	83.0	90	1%
20	9/8	102.3	114	69%	7%	80.4	90	1%
21	9/15	100.3	109	53%	0%	77.6	87	0%
22	9/22	97.4	106	53%	0%	74.8	85	0%
23	9/29	95.0	107	21%	0%	71.2	79	0%

*Probabilities of exceedance indicate the percent of days within the given week that temperatures have reached the indicated temperature over the past decade.

Health Assessment

Heat-related deaths are tracked in Maricopa County by the Maricopa Department of Public Health (MCDPH), in partnership with the Maricopa County Office of the Medical Examiner. Heat-related deaths include those that are directly attributable to heat exposure (heat-caused deaths) and those where heat played a contributing role but was not the primary cause of death (heat-contributed deaths). The Maricopa County heat-health system is widely recognized as national and international best practice. Heat-related deaths have been recorded using consistent methods since 2006.

Heat-related deaths have increased year-over-year in Maricopa County each year since 2014 and have set new record highs each year since 2016; this pattern holds true when adjusting for population growth. Particularly large year-over-year increases were evident from 2015 to 2016 (+83%), 2019 to 2020 (+62%), and 2021 to 2022 (+25%). Another large increase is evident from 2022 to 2023, with an increase of more than 47% to a new record high of 625 cases in Maricopa County last summer. Of those, 395 cases occurred in the City of Phoenix and/or were among residents of the City of Phoenix. Approximately 63% of heat-related deaths in Maricopa County over the past two summers have been in the City of Phoenix or among Phoenix residents.



MCDPH produces comprehensive annual reports that detail key risk factors and characteristics of heat-associated deaths, including demographic information, details about housing status, air conditioning availability, and indications of drug/alcohol use.

Key details for City of Phoenix cases (total = 395) in 2023:

- 224 cases were considered heat caused and 171 cases were considered as heat contributed.
- 340 cases had a place of injury in Phoenix. Among these cases, 257 were among Maricopa County residents, 23 were among residents of other counties in Arizona, and 80 had out of state or unknown residency.
- 268 cases had a known place of injury *outdoors*; 73 cases had a known place of injury *indoors*.
- Among 268 outdoor cases, 200 occurred in an urban area, and 225 were men
- Among 73 indoor cases, 60 occurred with either a non-functioning air conditioning unit (50), an air conditioning unit that was turned off (8), or in a unit without electricity (2). Women accounted for 1/3 of the indoor cases, versus less than 1/6 of the outdoor cases.
- 213 of the 395 total cases were individuals known to be experiencing homelessness and another 59 were among people with an unknown living situation.
- 290 of the 395 cases involved drugs or alcohol in the cause of death. Methamphetamine/amphetamines were present in 240 of those cases and fentanyl/fluorofentanyl were present in 143. Of the 290 substance use cases, 190 were among people experiencing homelessness.
- 252 cases occurred in July.
- ZIP codes with especially high rates of place of injury or place of residence for heat-related deaths in Phoenix in 2023 included 85006, 85007, 85009, 85017, and 85034.

A key lesson learned from MCDPH and Arizona State University (ASU) analysis of heat-associated death and illness data is that *serious health impacts from heat are not confined to only the hottest summer days*. While the hottest days do bring the highest risk of heat-associated death and illness, cases begin to be seen at temperatures that would be considered mild by most Phoenixians. These findings imply that a seasonal approach to heat management, rather than one only focused on intermittent “heat waves” is necessary in our hot desert city. While the days with the highest temperatures and National Weather Service Excessive Heat Warnings in effect are indeed the most dangerous, there are many more days without warnings and with lower temperatures that also require vigilance and sufficiently protective programs and services. In 2023 in the City of Phoenix:

- 210 heat-related deaths (53.2%) occurred on the 22 Heat Season days with temperatures reaching 115°F or above.
- 115 heat-related deaths (29.1%) occurred on the 33 Heat Season days with temperatures reaching 110°F to 114°F.
- 67 heat-related deaths (17.7%) occurred on the 98 Heat Season days with temperatures not reaching 110°F.

City staff from multiple departments are continuing to analyze heat-related medical dispatch data collected by the Fire Department. This analysis has informed actions in the 2024 Heat Response Plan and will be posted when finalized.

Heat Response Programs and Services

In 2024, the City of Phoenix will take the lead or play a significant role in executing 39 heat response programs and services. This comprehensive portfolio comprises a mix of ongoing programs continuing from previous years, revised existing programs, and new initiatives introduced for the summer of 2024. The responsibility and support for these programs and services, encompassing budget and staffing needs, are distributed across more than 15 different City departments and functions.

There are 12 new or significantly revised actions in the 2024 Heat Response Plan:

1. Adopt an Incident Management Team (IMT) framework for the heat season (see Action 9.1).
2. Formalize a tiered heat response framework (2.1).
3. Expand operating hours and services at Heat Relief Network locations (3.2, 3.3).
4. Integrate heat outreach programs into other city services (8.6).
5. Follow improved heat safety plans for all city departments (7.1).
6. Propose new heat safety requirements for City-engaged businesses (7.3).
7. Leverage the Phoenix Fire Department's data resources in new ways (2.2).
8. Develop more specific strategies for people who use substances (8.4)
9. Coordinate with recently added County and State staff positions (9.5).
10. Increase the modalities and reach of public messaging (8.1).
11. Expand the trail closure policy on heat warning days (6.4).
12. Operate the Safe Outdoor Space (3.4).

The subsequent pages feature an inventory of all programs and services organized by strategy, presented in table format. Following the table, a short narrative is provided for each action to provide a more complete perspective of the components of the Heat Response Plan.

Strategies	Actions	2024 Status	City Departments
Equip First Responders for Effective Heat Response	1.1 Activate Summer Heat Response Protocols	CONTINUED	FIRE
Leverage Data for Informed Action	2.1 Adopt a Tiered Heat Response Framework	NEW	OEM, FIRE, OHRM, OPH
	2.2 Monitor City of Phoenix Dispatch and First Responder Calls	CONTINUED	OEM, FIRE, OHRM, OPH
	2.3 Monitor Regional Data with the Arizona Heat Resilience Work Group	CONTINUED	OEM, FIRE, OHRM, OPH
Provide Publicly Accessible Cool Space	3.1 Designate City Facilities as Cooling Centers in the Heat Relief Network	REVISED	LIBRARY, OHRM
	3.2 Offer Extended Hours at City of Phoenix Cooling Centers	NEW	LIBRARY, OHRM, OPH, OEM, FIRE
	3.3 Establish Overnight Respite and Navigation Centers at City Facilities	NEW	LIBRARY, HSD, OHRM, OPH, OEM, FIRE
	3.4 Operate Safe Outdoor Space	NEW	OHS
	3.5 Provide Shade and Cooled Rest Areas at The Key Campus	CONTINUED	OHS
	3.6 Distribute Heat Relief Network signage to participating facilities	NEW	OHRM, FINANCE
Support Publicly Accessible Drinking Water	4.1 Distribute Bottled Water to Community Organizations and Heat Relief Network Sites	CONTINUED	OHRM, FINANCE
	4.2 Distribute Reusable Water Bottles Through Heat Response Programs	CONTINUED	OHRM, PWD, OHS, PRD
	4.3 Deploy Mobile Water Unit	NEW	WSD, PWD, OHRM
	4.4 Designate City Facilities as Hydrations Stations in the Heat Relief Network	CONTINUED	PRD, HSD, OHRM
Support Cool and Safe Home Environments	5.1 Promote and Enforce Cooling Ordinance for Rental Housing Units	CONTINUED	NSD, HSD, COMMS
	5.2 Provide Emergency Utility Assistance	CONTINUED	HSD
	5.3 Offer Low-flow Water Services Program	REVISED	WSD
	5.4 Educate the Community About Electric Utility Disconnection Rules	CONTINUED	COMMS, OHRM, 311
	5.5 Offer Telephone-based Heat Wellness Checks	REVISED	OHRM, VOL
Support Cool and Safe Mobility and Recreation	6.1 Promote Take a Hike, Do It Right Heat Safety Messaging	REVISED	PRD, OHRM, FIRE
	6.2 Provide Heat Safety Messaging to Transit Riders	REVISED	PTD, LRT, OHRM
	6.3 Operate City Pools for Cool Recreation	CONTINUED	PRD
	6.4 Close Select Trailheads on Excessive Heat Warning Days	REVISED	PRD
Implement Heat Safety Measures for Workers	7.1 Implements Heat Safety Plans in City Departments	CONTINUED	HR
	7.2 Promote State Emphasis Program on Heat Safety	REVISED	HR, COMMS, OHRM
	7.3 Develop and Adopt Heat Safety Expectations for City Contractors	NEW	HR, LAW, FINANCE, OHRM
	8.1 Operate a Comprehensive Heat Response Public Education Campaign	REVISED	COMMS, OHRM, OPH, OEM, FIRE
	8.2 Provide Heat Relief Funding to Community Partners	CONTINUED	OHRM

Engage with the Community to Build Heat Readiness	8.3 Distribute Youth Heat Safety Books	CONTINUED	OHRM, LIBRARY, COMMS, OAC
	8.4 Improve Engagement Strategies for People Who Use Substances	CONTINUED	OPH, OHRM, COMMS
	8.5 Support Media Requests Related to Heat Response	CONTINUED	OHRM, COMMS
	8.6 Distribute Heat Relief Supplies to People Experiencing Homelessness	REVISED	OHS, OHRM
	8.7 Train Volunteers to Support Heat Response Programs	REVISED	VOL, OHRM
	8.8 Attend Community Events to Share Heat Safety Resources	CONTINUED	OHRM
Collaboratively Work Across Department and Agency Boundaries	9.1 Build Incident Management Team for Coordinated Heat Response	NEW	OEM
	9.2 Convene Regular Meetings with Departmental Liaisons	NEW	OHRM
	9.3 Collect Comprehensive Evaluation Data to Support Heat Response	REVISED	OHRM
	9.4 Provide Weekly Updates on Heat Response Programs	CONTINUED	OHRM
	9.5 Participate in and Lead Cross-Agency Engagement	REVISED	OHRM

Department key: OHRM – Office of Heat Response and Mitigation; PD – Police; COMMS – Communications; VOL – Volunteer Programs; OAC – Arts and Culture; HSD – Human Services; HR – Human Resources; NSD – Neighborhood Services; OPH – Public Health; OEM – Office of Emergency Management; PWD – Public Works Department; PRD – Parks and Recreation Department; WSD – Water Services Department; PTB – Public Transit Department; LRT – Light Rail Transit.

Status key: NEW indicates new programs for 2024; REVISED indicates programs with significant changes from 2023; CONTINUED indicates programs that will operate largely unchanged from 2023 and/or operate on an ongoing basis year-round.

STRATEGY 1: EQUIP FIRST RESPONDERS FOR EFFECTIVE HEAT RESPONSE



► Activate summer heat response protocols

Action 1.1

The City of Phoenix Fire Department responded to more than 2,000 calls for heat emergencies in the 2024 Heat Season. The life-saving measures taken by the Fire Department for heat emergencies include chilled intravenous therapy and other innovative strategies designed to reduce case severity. The Fire Department Heat Stress Management Standard Operation Procedure (MP 206.19) provides a robust framework for minimizing the effects of heat stress on first responders, which would have a cascading adverse impact on the community. The framework focuses on health assessments, rest, hydration, and temperature regulation for personnel exposed to high temperatures. Protective directives engage when temperatures exceed 105°F, deploying additional resources and implementing enhanced rehabilitation measures. Training exposures comply with ADOSH guidelines, further ensuring the well-being of civilian personnel.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	FIRE
2024 STATUS	CONTINUED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT
RESOURCES / MORE INFO.	https://www.phoenix.gov/fire/publications/standard-operating-procedures
IN EFFECT	TIER 1

STRATEGY 2: LEVERAGE DATA FOR INFORMED ACTION



► Adopt a tiered heat response framework

Action 2.1

Heat Response actions for 2024 will be activated as follows:

Tier 1 actions are in effect May 1 through September 30. Most actions in the Heat Response Plan are activated for Tier 1 but may receive additional emphasis or investment during Tier 2.

Tier 2 is in effect June 15–August 15 to reflect peak efforts for the portion of the summer that typically has the most significant public health impacts.

Tier 3 actions are in effect on days when the National Weather Service issues an Excessive Heat Warning for any region that includes the City of Phoenix.

The start and end dates for Tier 1 and Tier 2 actions may be modified by City Management and the Incident Management Team based on available intelligence and operational capabilities.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OEM, FIRE, OHRM, OPH
2024 STATUS	NEW
2023 STATUS / METRICS	N/A
RESOURCES / MORE INFO.	https://www.weather.gov/psr/heat for NWS Excessive Heat Warning information

► Monitor City of Phoenix dispatch and first responder data

Action 2.2

City staff are analyzing the Phoenix Fire Department's dispatch and patient care data resources in new ways to guide and evaluate heat response programs and services more effectively. New dashboards and reporting tools have been developed to support internal planning and response and to provide updates to City Council and the public.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OEM, FIRE, OHRM, OPH
2024 STATUS	REVISED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT / DISPATCH DATA WERE ANALYZED WEEKLY
RESOURCES / MORE INFO.	N/A
IN EFFECT	TIER 1

► Monitor regional data with the Arizona Heat Resilience Work Group

Action 2.3

The AZ Heat Resilience Work Group meets to convene stakeholder organizations from around Arizona to monitor heat forecasts/warnings from the National Weather Service, review community health indicators provided by health agencies, share best practices relating to heat response and relief, and to encourage collaboration, coordination, and development of novel responses to preparedness and resilience to extreme heat. Diverse stakeholders participate in the Work Group, including local, county, state, and federal government officials, regional non-profits, faith-based institutions, academic and research partners, and community advocates. Multiple City departments participate in the Work Group's biweekly virtual meetings in the Heat Season, and staff from the Office of Heat Response and Mitigation serve on the Work Group's steering committee.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OEM, FIRE, OHRM, OPH
2024 STATUS	CONTINUED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT / STAFF ATTENDED ALL MEETINGS
RESOURCES / MORE INFO.	https://globalfutures.asu.edu/sustainable-cities/az-heat-resilience-workgroup/
IN EFFECT	TIER 1 AND YEAR-ROUND

STRATEGY 3:

PROVIDE PUBLICLY ACCESSIBLE COOL SPACE



► Designate City facilities as Cooling Centers in the Heat Relief Network

Action 3.1

The regional Heat Relief Network is coordinated by the Maricopa Association of Governments (MAG) and consists of Respite Centers, Cooling Centers, Hydration Stations, and Donation Sites. Cooling Centers are indoor, air-conditioned locations that also offer hydration. 17 City of Phoenix Library locations served as Cooling Centers throughout the 2023 Heat Season and the City will continue this commitment in 2024. All participating City facilities are listed on a publicly accessible web map and directory hosted by MAG. A new research partnership with the Arizona State University Knowledge Exchange for Resilience will generate data concerning the role of Cooling Centers in reducing physiological heat stress.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	LIBRARY, OHRM
2024 STATUS	REVISED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT / 17 PARTICIPATING COOLING CENTERS
RESOURCES / MORE INFO.	https://azmag.gov/Programs/Heat-Relief-Network
IN EFFECT	TIER 1

► Offer extended hours at City of Phoenix Cooling Centers

Action 3.2

Participating facilities in the regional Heat Relief Network typically provide services coincident with their normal hours of business operation. This model creates gaps in network availability, particularly in the late afternoon and evening hours, as well as on weekends. To address this deficiency, the City of Phoenix is preparing to extend the hours of three Cooling Centers to 10pm each day of the week and add capacity from noon to 10pm on Sundays throughout the heat season. The three locations identified for this mission based on analysis of public health and community vulnerability data as well as operational capabilities are Cholla Library, Harmon Library, and Yucca Library. Staffing and operational models are still in development as of the publication of the Heat Response Plan.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	LIBRARY, OHRM, OPH, OEM, FIRE
2024 STATUS	NEW
2023 STATUS / METRICS	N/A
RESOURCES / MORE INFO.	N/A
IN EFFECT	TIER 1

► **Establish Overnight Respite and Navigation Centers at City facilities**

Action 3.3

To further address deficiencies in regional Heat Relief Network availability (see Action 3.2), the City of Phoenix will establish two overnight Respite and Navigation Centers that will operate through the entire Heat Season. These locations will provide water and serve as a safe, cool indoor space for refuge from the heat. They will also provide case management and navigation services, including transportation, to help people access the wide range of other City of Phoenix resources that are aligned with the Heat Response Plan goals. The two locations identified for this mission based on analysis of public health and community vulnerability data as well as operational capabilities are Burton Barr Library and the Senior Opportunities West Senior Center. The Burton Barr Library location is anticipated to have the capacity to operate as a 24/7 Respite and Navigation Center, whereas the Senior Opportunities West location will only be available overnight.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	LIBRARY, HSD, OHRM, OPH, OEM, FIRE
2024 STATUS	NEW
2023 STATUS / METRICS	N/A
RESOURCES / MORE INFO.	N/A
IN EFFECT	TIER 1

► **Operate the Safe Outdoor Space**

Action 3.4

The Safe Outdoor Space at 1537 W. Jackson St. is a key component in the city's strategy to address homelessness around the Key Campus. It is designed as an alternative for those not yet ready for indoor shelter during enhanced engagements, will provide a safer, shaded environment with essential services to aid individuals in ending their homelessness. The unique property, procured with \$5.4 million in grant funding, offers both outdoor and indoor spaces. The operation of the Safe Outdoor Space aligns with recommendations from the Strategies to Address Homelessness Task Force and the City Manager's proposal in April 2022. Partnership with the Arizona State University-led Southwest Integrated Field Laboratory will enable deployment and evaluation of innovative cooling techniques on site to benefit residents.

TARGET POPULATION	PEOPLE EXPERIENCING HOMELESSNESS
LEAD DEPARTMENT(S)	OHS
2024 STATUS	NEW
2023 STATUS / METRICS	N/A
RESOURCES / MORE INFO.	N/A
IN EFFECT	TIER 1 AND YEAR-ROUND

► **Provide shade and cooled rest areas at the Key Campus**

Action 3.5

Multiple investments made over the past three years will provide additional shade and cooled space to individuals experiencing homelessness at the Key Campus. These investments include shade structures and evaporative coolers that are activated on the Campus during the Heat Season.

TARGET POPULATION	PEOPLE EXPERIENCING HOMELESSNESS
LEAD DEPARTMENT(S)	OHS
2024 STATUS	CONTINUED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT
RESOURCES / MORE INFO.	N/A
IN EFFECT	TIER 1

► **Distribute Heat Relief Network signage to participating facilities**

Action 3.6

In partnership with the Maricopa County Department of Public Health, the City of Phoenix will coordinate the distribution of physical signage to facilities that participate in the regional Heat Relief Network. Items to be distributed include A-frame/sandwich board-style signs, yard signs, and window clings. Signage will be available in multiple languages with a regionally consistent brand identity.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OHRM, FINANCE
2024 STATUS	NEW
2023 STATUS / METRICS	N/A
RESOURCES / MORE INFO.	N/A
IN EFFECT	BEFORE HEAT SEASON AND TIER 1

STRATEGY 4: INCREASE ACCESS TO DRINKING WATER



► Distribute water to community organizations and Heat Relief Network sites Action 4.1

The City of Phoenix coordinates a water bottle distribution program that serves community- and faith-based organizations as well as City of Phoenix Heat Relief Network sites. In 2023, nearly 400,000 bottles were distributed to community partners and approximately 100,000 bottles were distributed to Cooling Centers and Hydration Stations. This action relies on a combination of City of Phoenix funding and charitable financial or in-kind contributions. In 2023, this program was reassigned to be managed by Office of Heat Response and Mitigation and Finance Department. The two units collaborated to create a new request management system and logistical workflow for the program.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OHRM, FINANCE
2024 STATUS	CONTINUED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT / 494,112 BOTTLES TO 35 COMMUNITY ORGS. AND CITY
RESOURCES / MORE INFO.	COMMUNITY PARTNERS MAY CONTACT HEATREADYPHX@PHOENIX.ORG
IN EFFECT	TIER 1

► Distribute reusable water bottles through Heat Response programs Action 4.2

City staff will continue to integrate and expand the use of reusable water bottles through heat relief outreach efforts and the City's Heat Relief Network sites. This action provides more durable bottles for community use relative to single use plastic bottles and support's the City's Zero Waste goals. The reusable lightweight aluminum bottles deployed in 2023 featured multiple custom designs printed with Phoenix-specific heat safety information, including QR codes linked to the regional Heat Relief Network map and hiking safety information on the Parks and Recreation Department Take a Hike, Do it Right website.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OHRM, PWD, OHS, PRD
2024 STATUS	CONTINUED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT / 7,248 REUSABLE ALUMINUM BOTTLES DISTRIBUTED
RESOURCES / MORE INFO.	N/A
IN EFFECT	TIER 1

► Deploy mobile water unit**Action 4.3**

The City of Phoenix Water Department and Public Works Department designed and procured a mobile drinking water unit with refrigeration that was completed and delivered by the vendor in late 2023. Staff are now developing operational models and being trained on operational and safety procedures for the mobile water unit in advance of its expected deployment for the 2024 Heat Season. The unit will be deployed to community events and will augment heat relief outreach efforts. The mobile water unit provides the equivalent amount of water as 4,400 single use plastic bottles.

TARGET POPULATION	CITYWIDE, SPECIAL EVENT ATTENDEES
LEAD DEPARTMENT(S)	WSD, PWD, OHRM
2024 STATUS	NEW
2023 STATUS / METRICS	ACTION WAS IN PLANNING STAGE / MOBILE WATER UNIT WAS BUILT
RESOURCES / MORE INFO.	N/A
IN EFFECT	TIER 1 AND YEAR-ROUND

► Designate City facilities as Hydration Stations in the Heat Relief Network**Action 4.4**

The regional Heat Relief Network is coordinated by the Maricopa Association of Governments (MAG) and consists of Respite Centers, Cooling Centers, Hydration Stations, and Donation Sites. Hydration Stations are indoor or outdoor locations that offer bottled water and may offer other heat relief resources. 45 City of Phoenix facilities as Hydration Stations throughout the 2023 Heat Season and the City will continue this commitment in 2024. All participating City facilities are listed on a publicly accessible web map and directory hosted by MAG.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	PRD, HSD, OHRM
2024 STATUS	CONTINUED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT / 45 PARTICIPATING HYDRATION STATIONS
RESOURCES / MORE INFO.	https://azmag.gov/Programs/Heat-Relief-Network
IN EFFECT	TIER 1

STRATEGY 5: SUPPORT COOL AND SAFE HOME ENVIRONMENTS



► Promote and enforce cooling ordinance for rental housing units

Action 5.1

The Neighborhood Services Department enforces the City's cooling ordinance, which sets minimum temperature requirements for cooling systems in all single and multi-family rental housing units. Every rental housing unit must be capable of safely cooling all inhabitable rooms to 86°F if cooled by evaporative cooling and 82°F if cooled by air conditioning. The Human Services Department also operates a Landlord Tenant program that helps parties understand their rights and responsibilities concerning. The City proactively promotes these and related programs throughout the Heat Season.

TARGET POPULATION	RENTERS
LEAD DEPARTMENT(S)	NSD, HSD, COMMS
2024 STATUS	CONTINUED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT
RESOURCES / MORE INFO.	https://www.phoenix.gov/nsd/site/Documents/NPD%20Documents/Cooling%20Ordinance%20Flyer.pdf
IN EFFECT	TIER 1 AND YEAR-ROUND

► Provide emergency utility assistance

Action 5.2

The Human Services Department operates the City's utility assistance program for residents, which aids in the coverage of costs for electricity, water, and gas services. Assistance is provided through the Emergency Rental Assistance Program and local utility assistance funding initiatives. Priority populations for this support include seniors, disabled, and medically involved individuals, families with young children, and renters facing an imminent eviction crisis. The utility assistance program operates year-round and will be promoted as a heat response strategy during the heat season.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	HSD
2024 STATUS	CONTINUED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT
RESOURCES / MORE INFO.	https://www.phoenix.gov/humanservices
IN EFFECT	TIER 1 AND YEAR-ROUND

► Offer Low-Flow Water Service Program

Action 5.3

The Water Services Department is continuing and expanding its innovative Low-Flow Water Service Program. This program provides a vital lifeline for customers experiencing difficulty paying their water bills, offering essential water services for up to three months. By ensuring continued access to water for basic needs, such as hydration, while residents work to resolve challenges with bill payment, the City strives to alleviate the burdens associated with extreme heat and financial strain. As part of this update, customers will be directed to [phoenix.gov/resources](https://www.phoenix.gov/resources) for comprehensive assistance with their bills, underscoring our commitment to supporting residents through challenging times and fostering community resilience.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	WSD
2024 STATUS	REVISED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT
RESOURCES / MORE INFO.	https://www.phoenix.gov/waterservices
IN EFFECT	TIER 1 AND YEAR-ROUND

Commented [DH1]: CONTENT NEEDED HERE

► Educate the community about electric utility disconnection rules

Action 5.4

To augment efforts by Arizona Public Service (APS) and Salt River Project (SRP), City staff will deliver public-facing message and provide internal training to relevant departments regarding Heat Season electrical utility disconnection rules. As of the publication of this plan, APS and SRP have different disconnection rules and procedures. APS suspends disconnections for nonpayment between June 1 and October 15; SRP suspends disconnections on National Weather Service Excessive Heat Warning Days. Both utilities offer a wide range of services and support to help customers avoid disconnection.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	COMMS, OHRM
2024 STATUS	CONTINUED FROM PRIOR YEARS
2023 STATUS / METRICS	N/A
RESOURCES / MORE INFO.	https://www.aps.com/en/Residential/Billing-and-Payment/Payment-Policies https://blog.srpnet.com/heat-moratoriums-excessive-heat-warnings-explained/
IN EFFECT	VARIES BY UTILITY

► Offer telephone-based heat wellness checks

Action 5.5

The city will leverage external partners and collaborate with additional city departments to reform and relaunch the Cool Callers outreach program initiated in 2022. Volunteers, trained by City staff, will continue conducting telephone-based wellness checks for residents who opt into the program. These volunteers will inquire about residents' health status and the adequacy of their home cooling systems, while also providing information on the city's emergency utility program, weatherization program, cooling centers, hydration stations, services available from utility companies, and emergency medical services as needed. The goal for this program in 2024 is to expand outreach efforts and reach a broader pool of community members, building upon the successes and lessons learned from the pilot programs conducted in summer 2022 and 2023, with the aim of ensuring the well-being of residents during periods of extreme heat.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OHRM, VOL
2024 STATUS	REVISED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN PILOT STAGE
RESOURCES / MORE INFO.	https://www.phoenix.gov/heat
IN EFFECT	TIER 1

STRATEGY 6:
SUPPORT COOL AND SAFE MOBILITY AND RECREATION



► Promote Take a Hike, Do it Right Heat Safety Messaging

Action 6.1

The Parks and Recreation Department's "Take a Hike, Do it Right" campaign provides consistent messaging regarding heat and trail safety measures with large signage at city trailheads and parallel messaging on city websites and social media feeds. Parks rangers are trained in heat illness symptom recognition and make frequent direct contact with trail users during the summer months to ensure adequate preparedness. On days with temperatures exceeding 110°F, rangers are deployed to selected popular trailheads to provide additional heat safety messaging to residents. Where possible, water is provided in 5-gallon coolers to help hikers refill personal water bottles. Park Stewards known as Camelback Navigators and We're Cool volunteers (primary comprised of members of the Phoenix Community Emergency Response Team) support staff in providing heat safety messaging and resources throughout the Heat Season at select trailheads. Parking lot entrances at select trailheads have extended hours during the summer months to promote hiking during cooler parts of the day. Dogs are prohibited from all City of Phoenix trails when temperatures reach 100°F.

TARGET POPULATION	HIKERS
LEAD DEPARTMENT(S)	PRD, OHRM, FIRE
2024 STATUS	CONTINUED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT / 200+ HOURS OF VOLUNTEER SUPPORT
RESOURCES / MORE INFO.	https://www.phoenix.gov/parkssite/Pages/take-a-hike-do-it-right.aspx
IN EFFECT	TIER 1

► Provide heat safety messaging to transit riders

Action 6.2

Valley Metro and the Office of Heat Response and Mitigation are partnering to increase heat safety messaging for public transit users. New and improved initiatives for summer 2024 include heat relief resource cards for contracted security staff, social media messaging, kiosk posters, pop-up messaging in the Valley Metro app, and audio messaging at platforms. With support from the City of Phoenix Transit and Light Rail Departments, Valley Metro continues to improve the ability for transit system users to monitor bus and train movements in real time, which enables them to spend less time outdoors waiting for services.

TARGET POPULATION	TRANSIT USERS
LEAD DEPARTMENT(S)	PTD, LRT, OHRM
2024 STATUS	REVISED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT
RESOURCES / MORE INFO.	N/A
IN EFFECT	TIER 1

► Operate City pools for cool recreation

Action 6.3

The Parks and Recreation Department operates a network of public pools throughout the city that provide heat relief and safe summer recreational opportunities for residents. Recruitment bonuses were offered for summer 2023 to increase the number of lifeguards on staff, in response to shortages in previous years that constrained pool access. The Departments' "Kool Kids" program reduces or eliminates cost barriers to enter select city pools for Phoenix youth.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	PRD
2024 STATUS	CONTINUED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT
RESOURCES / MORE INFO.	https://www.phoenix.gov/parks/pools
IN EFFECT	VARIES BY LOCATION

► Close select trailheads on Excessive Heat Warning days

Action 6.4

The Parks Board voted in October 2021 to close the summit trails at Piestewa Peak and Camelback Mountain at certain times on summer days for which the National Weather Service has issued an Excessive Heat Warning; Parks staff enforces these trail closures. Parks Board updated the policy in August 2023 to amend the closure times to 9am and 5pm on any days for which the National Weather Service has issued an Excessive Heat Warning; Parks staff enforces these trail closures.

TARGET POPULATION	HIKERS
LEAD DEPARTMENT(S)	PRD
2024 STATUS	REVISED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT / TRAIL CLOSURES ON 42 DAYS
RESOURCES / MORE INFO.	https://www.phoenix.gov/parks/trails/take-a-hike-do-it-right to receive alerts
IN EFFECT	TIER 3

STRATEGY 7: IMPLEMENT HEAT SAFETY MEASURES FOR WORKERS



► Implement heat safety plans in City departments

Action 7.1

The Human Resources Safety division has developed Heat Injury and Illness Prevention Plans with departments whose employees face extreme heat safety dangers during their work duties. These plans work to minimize or eliminate employee exposures to heat related hazards that may lead to serious injuries, illnesses or death. These plans outline each department's safety controls and policies to mitigate heat related hazards, procedures to follow should a heat related illness or injury occur and training to ensure employees are familiar with their department's plan.

TARGET POPULATION	CITY EMPLOYEES
LEAD DEPARTMENT(S)	HR
2024 STATUS	CONTINUED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT
RESOURCES / MORE INFO.	N/A
IN EFFECT	TIER 1 AND YEAR-ROUND

► Promote State Emphasis Program on Heat Safety

Action 7.2

The Arizona Division of Occupational Safety and Health launched a State Emphasis Program on Heat Safety in July 2023. The City of Phoenix will promote this program and other state and federal resources related to worker safety as a component of the broader heat response public education campaign.

TARGET POPULATION	WORKERS
LEAD DEPARTMENT(S)	HR, COMMS, OHRM
2024 STATUS	REVISED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT
RESOURCES / MORE INFO.	https://test-az2-ica.pantheonsite.io/sites/default/files/2023-09/Arizona%20Heat%20SEP%20CPL_03-00-024%202.0.pdf
IN EFFECT	TIER 1 AND YEAR-ROUND

► Develop and adopt heat safety expectations for City contractors

Action 7.3

City staff are exploring opportunities to implement new requirements in City procurement processes and/or City contracts related to heat safety. These requirements would ensure that City-engaged businesses (contractors and sub-contractors) have relevant and effective heat safety plans in place.

TARGET POPULATION	WORKERS
LEAD DEPARTMENT(S)	HR, LAW, FINANCE, OHRM
2024 STATUS	NEW
2023 STATUS / METRICS	N/A
RESOURCES / MORE INFO.	N/A
IN EFFECT	N/A

STRATEGY 8: ENGAGE WITH THE COMMUNITY TO BUILD HEAT READINESS



► Operate a comprehensive heat response public education campaign

Action 8.1

The City will increase the modalities and reach of public messaging related to heat response in 2024 through a comprehensive public education campaign. The goal of the campaign is to maximize community awareness of heat illness symptoms, available resources, and opportunities to participate in heat response initiatives. Historically, the City has shared heat safety and cooling resource information through print and digital communication channels, including social media. The City also hosts multiple websites with heat safety information and links to related resources, including [phoenix.gov/heat](https://www.phoenix.gov/heat) and [phoenix.gov/summer](https://www.phoenix.gov/summer). These resources will be updated and new resources will be created for the 2024 heat season to more effectively engage with heat-vulnerable populations and the community at large.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	COMMS, ORHM, OPH, OEM, FIRE
2024 STATUS	REVISED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT
RESOURCES / MORE INFO.	https://www.phoenix.gov/pio/summer
IN EFFECT	TIER 1

► Provide heat relief funding to community partners

Action 8.2

In 2023, the Office of Heat Response and Mitigation established a Heat Relief Grant program to support community organizations whose efforts aligned with the goals of the Heat Response Plan. City Council allocated \$450,000 in American Rescue Plan Act funding to support this program. The grants were intended to augment the efforts of community organizations that offer a wide range of services to meet the needs of heat-vulnerable residents. Heat relief grants for the 2023 and 2024 heat season were awarded to 19 community organizations. To date, grantees have reported more than 45,000 engagements with community members related to this funding. Community members have received heat relief supplies, accessed cooled space, and received case management through this funding.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OHRM
2024 STATUS	CONTINUED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT / 45,061 ENGAGEMENTS SUPPORTED
RESOURCES / MORE INFO.	N/A
IN EFFECT	TIER 1

► Distribute youth heat safety books**Action 8.3**

The City will continue to distribute the “Hot Days, Cool Fun” workbook developed in 2023 to promote heat safety awareness for younger community members. The workbook was developed collaboratively between the Office of Heat Response and Mitigation, Office of Arts and Culture, and Arizona State University. It is available in English and Spanish.

TARGET POPULATION	YOUTH
LEAD DEPARTMENT(S)	OHRM, LIBRARY, COMMS, OAC
2024 STATUS	CONTINUED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT
RESOURCES / MORE INFO.	https://www.phoenix.gov/heatsite/Documents/heatact_book_pdf3.pdf
IN EFFECT	TIER 1

► Improve engagement strategies for people who use substances**Action 8.4**

The Office of Heat Response and Mitigation in partnership with the Office of Public Health will continue efforts to improve heat related outcomes for people who use drugs and alcohol. Substance use was a factor in 73% of heat-related deaths in the City of Phoenix in 2023 and a factor in 89% of the heat-related deaths among people experiencing homelessness. Efforts in 2024 will include the continuation of the naloxone program through heat outreach and cooling centers, education on overdose signs, symptoms, and response. In addition, OHRM and OPH will develop and implement heat risk messaging and tools in partnership with overdose and disease prevention agencies and services supporting people who use drugs.

TARGET POPULATION	SUBSTANCE USERS
LEAD DEPARTMENT(S)	OHRM, OPH, COMMS
2024 STATUS	REVISED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT
RESOURCES / MORE INFO.	https://www.phoenix.gov/healthsite/Pages/Naloxone.aspx
IN EFFECT	TIER 1

► Support media requests related to heat response**Action 8.5**

City staff help build public awareness of heat safety strategies and community cooling resources by participating as subject matter experts in requested interviews. Media requests related to heat response programs are coordinated by the Communications Office and filled by departments as appropriate to the request. The City also hosts a pre-heat season media event coincident with Arizona Heat Awareness Week with a wide range of city departments and external partners available for interviews, and provides periodic media pool availability through the heat season. In 2023, the Communications Office coordinated more than 100 requests from local, national, and international outlets related to the City’s Heat Response Plan and programs.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	COMMS, OHRM, OPH, OEM, FIRE
2024 STATUS	REVISED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT / 100+ MEDIA REQUESTS FILLED
RESOURCES / MORE INFO.	https://www.phoenix.gov/pio
IN EFFECT	TIER 1 AND YEAR-ROUND

► **Distribute heat relief supplies to people experiencing homelessness**

Action 8.6

The City proactively engages with people experiencing homelessness through the daily work of professional outreach specialists from the Office of Homeless Solutions. In the 2024 heat season, these outreach teams will be equipped with heat relief resource kits including water and other heat relief supplies and information about community cooling resources. This is a shift in the City's operational model for distributing heat relief supplies and cooling resource information to people experiencing homelessness, which previously involved a larger share of volunteer efforts through the We're Cool program. The shift leverages increased capacity in the Office of Homeless Solutions, ensures that the most qualified personnel are engaged with a highly vulnerable population, and creates new opportunities for volunteers to support heat programs.

TARGET POPULATION	PEOPLE EXPERIENCING HOMELESSNESS
LEAD DEPARTMENT(S)	OHS, OHRM
2024 STATUS	ENHANCED INITIATIVE FROM 2023
2023 STATUS / METRICS	ACTION WAS IN EFFECT / 29,000+ ITEMS DISTRIBUTED
RESOURCES / MORE INFO.	N/A
IN EFFECT	TIER 1

► **Train volunteers to support heat response programs**

Action 8.7

Volunteers play a critical role in supporting the Heat Response Plan. In previous years, volunteers have participated in street outreach efforts, provided public education, distributed resources, conducted telephone wellness checks, augmented staffing at heat relief network facilities, and helped organize heat relief supplies. The Offices of Volunteer Programs, Heat Response and Mitigation, and Public Health will continue to develop training programs to enable volunteers to support heat response programs as safely and effectively as possible.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OHRM, VOL
2024 STATUS	REVISED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT / 1,700 VOLUNTEER HOURS CONTRIBUTED
RESOURCES / MORE INFO.	https://volunteer.phoenix.gov/
IN EFFECT	TIER 1

► **Attend community events to share heat safety resources**

Action 8.8

The Office of Heat Response and Mitigation will help raise awareness of heat response initiatives by supporting requests to participate in community gatherings, fairs, and outreach events throughout the heat season. Staff will provide an informational booth and engage with attendees to raise awareness about heat safety measures, distribute educational materials, and provide guidance on accessing community cooling resources.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OHRM
2024 STATUS	REVISED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT
RESOURCES / MORE INFO.	N/A
IN EFFECT	TIER 1

STRATEGY 9: COLLABORATIVELY WORK ACROSS DEPARTMENT AND AGENCY BOUNDARIES



► Build Incident Management Team for coordinated heat response

Action 9.1

Beginning in 2024, the City of Phoenix will adopt an Incident Management Team (IMT) framework for the Heat Season. The Office of Emergency Management is well suited to integrate a unified command approach covering all phases of the City's Extreme Heat Response efforts. Implementation of an IMT will effectively provide a command-and-control element to systematically coordinate and manage the collective resources and personnel the City of Phoenix is committing to reduce public health risks associated with extreme heat.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OEM
2024 STATUS	NEW
2023 STATUS / METRICS	N/A
RESOURCES / MORE INFO.	N/A
IN EFFECT	TIER 1 AND YEAR-ROUND

► Convene regular meetings with departmental liaisons

Action 9.2

In coordination with the Incident Management Team, cross-departmental meetings with heat response liaisons from individual departments will be convened on a biweekly basis at minimum through the 2024 heat season. These meetings will help raise collective awareness of the entire portfolio of heat response programs and services offered by the City and provide updates concerning program status, weather forecasts, and health impacts.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OHRM, OEM, OPH
2024 STATUS	NEW
2023 STATUS / METRICS	N/A
RESOURCES / MORE INFO.	N/A
IN EFFECT	TIER 1 AND YEAR-ROUND

► Collect comprehensive evaluation data to support heat response

Action 9.3

The City will continue its efforts to gather and analyze a wide range of data related to the Heat Response Plan. These data include outcome and process measures, as well as qualitative feedback from program administrators, community partners, and individuals receiving City services. The addition of new staff in the Office of Heat Response and Mitigation in 2023 will enable a more rigorous evaluation process for the 2024 Heat Season to ensure that heat response efforts remain adaptive, evidence-based, and responsive to community needs.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OHRM
2024 STATUS	REVISED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT
RESOURCES / MORE INFO.	N/A
IN EFFECT	TIER 1 AND YEAR-ROUND

► Provide weekly updates on heat response programs

Action 9.4

The Office of Heat Response and Mitigation will publish a weekly status report throughout the Heat Season, offering insights into the ongoing implementation of heat response programs and services. This report will feature highlights, recommendations for program adjustments as needed, and summaries of pertinent weather and health data. In response to feedback from city staff and external partners, the format and content of this report have been revised for the year 2024. All weekly heat reports are posted and archived online.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OHRM
2024 STATUS	CONTINUED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT / 12 WEEKLY REPORTS PUBLISHED IN 2023
RESOURCES / MORE INFO.	https://www.phoenix.gov/heat
IN EFFECT	TIER 1

► Participate in and lead cross-agency engagement

Action 9.5

The City will continue to participate in, and where appropriate, lead, heat response initiatives across a wide range of governance scales. Examples of past and ongoing efforts include a two-day regional heat planning workshop convened with the National Oceanic and Atmospheric Administration (NOAA) in February 2023, a City-organized roundtable discussion on heat, health, and homelessness with regional partners in April 2023, and participation as a NOAA Heat and Equity Pilot Project city. Phoenix also participated in the Arizona Heat Planning Summit held in October 2023 and has provided input to the forthcoming Statewide Heat Preparedness Plan. The City recognizes the importance of coordination across governance scales to ensure that resources are deployed as effectively as possible to support the goals of the Heat Response Plan.

TARGET POPULATION	CITYWIDE
LEAD DEPARTMENT(S)	OHRM, OEM, OPH
2024 STATUS	CONTINUED FROM PRIOR YEARS
2023 STATUS / METRICS	ACTION WAS IN EFFECT
RESOURCES / MORE INFO.	https://www.phoenix.gov/heat
IN EFFECT	TIER 1 AND YEAR-ROUND

Acknowledgments

The City of Phoenix appreciates the efforts of all community partners who are working to reduce the adverse impacts of extreme heat. The organizations listed below participate in actions listed in the Heat Response Plan, have provided guidance on the City's heat response strategies, or have published plans and reports from which the Heat Response Plan draws content and inspiration.

City of Phoenix Mayor and Council Offices

Office of Mayor Kate Gallego
Office of Vice Mayor Debra Stark, District 3
Office of Ann O'Brien, District 1
Office of Jim Waring, District 2
Office of Debra Stark, District 3
Office of Laura Pastor, District 4
Office of Betty Guardado, District 5
Office of Kevin Robinson District 6
Office of Yassamin Ansari, District 7
Office of Kesha Hodge Washington, District 8

City of Phoenix Departments and Functions

Arts & Culture, Aviation, City Manager's Office, Communications, Environmental Programs, Fire, Heat Response and Mitigation, Emergency Management, Homeless Solutions, Housing, Human Resources, Human Services, Innovation, Library, Light Rail Transit, Neighborhood Services, Parks and Recreation, Police, Public Health, Public Transit, Public Works, Sustainability, Volunteer Programs, and Water Services.

Local, Regional, and National Partners

Arizona Department of Health Services, Arizona Faith Network, Arizona Heat Resilience Work Group, Arizona Public Service, Arizona State University, Bloomberg Associates, C40 Cool Cities Network, Centers for Disease Control and Prevention, Chispa AZ, Community Bridges, Inc., Crisis Response Network, Healthy Giving Council, Keys to Change, Maricopa Association of Governments, Maricopa County Department of Emergency Management, Maricopa County Department of Public Health, National Oceanic and Atmospheric Administration, National Weather Service Phoenix Forecast Office, Nature Conservancy Arizona Healthy Cities Program, Phoenix Community Emergency Response Team, Phoenix Parks Foundation, Phoenix Revitalization Corporation, Salt River Project, Sustainable Cities Network, University of Arizona, Valley Metro, and Valley of the Sun United Way.

Funding Partners

The City of Phoenix Heat Response initiatives benefit from financial resources made available through grant programs offered by the Arizona Department of Housing, Arizona State University, Environmental Protection Agency, Gila River Indian Community, and Maricopa County Department of Public Health.