

City of Phoenix

*Meeting Location:
City Council Chambers
200 W. Jefferson St.
Phoenix, Arizona 85003*



City of Phoenix

Agenda

Wednesday, October 22, 2025

10:00 AM

City Council Chambers

Community Services and Education Subcommittee

*Councilwoman Kesha Hodge Washington, Chair
Vice Mayor Ann O'Brien
Councilwoman Anna Hernandez
Councilwoman Debra Stark*

If viewing this packet electronically in PDF, open and use bookmarks to navigate easily from one item to another.

OPTIONS TO ACCESS THIS MEETING

Virtual Request to speak at a meeting:

- Register online by visiting the City Council Meetings page on phoenix.gov at least 2 hours prior to the start of this meeting. Then, click on this link at the time of the meeting and join the Webex to speak:

<https://phoenixcitycouncil.webex.com/phoenixcitycouncil/onstage/g.php?MTID=ea48096f0685d989798e80f4d2c0fa796>

- Register via telephone at 602-262-6001 at least 2 hours prior to the start of this meeting, noting the item number. Then, use the Call-in phone number and Meeting ID listed below at the time of the meeting to call-in and speak.

In-Person Requests to speak at a meeting:

- Register in person at a kiosk located at the City Council Chambers, 200 W. Jefferson St., Phoenix, Arizona, 85003. Arrive 1 hour prior to the start of this meeting. Depending on seating availability, residents will attend and speak from the Upper Chambers, Lower Chambers or City Hall location.

- Individuals should arrive early, 1 hour prior to the start of the meeting to submit an in-person request to speak before the item is called. After the item is called, requests to speak for that item will not be accepted.

At the time of the meeting:

- Watch the meeting live streamed on phoenix.gov or Phoenix Channel 11 on Cox Cable, or using the Webex link provided above.

- Call-in to listen to the meeting. Dial 602-666-0783 and Enter Meeting ID 2559 749 9794# (for English) or 2554 034 5151# (for Spanish). Press # again when

prompted for attendee ID.

- Watch the meeting in-person from the Upper Chambers, Lower Chambers or City Hall depending on seating availability.

Para nuestros residentes de habla hispana:

- Para registrarse para hablar en español, llame al 602-262-6001 al menos 2 horas antes del inicio de esta reunión e indique el número del tema. El día de la reunión, llame al 602-666-0783 e ingrese el número de identificación de la reunión 2554 034 5151#. El intérprete le indicará cuando sea su turno de hablar.

- Para solamente escuchar la reunión en español, llame a este mismo número el día de la reunión 602-666-0783; ingrese el número de identificación de la reunión 2554 034 5151#. Se proporciona interpretación simultánea para nuestros residentes durante todas las reuniones.

- Para asistir a la reunión en persona, vaya a las Cámaras del Concejo Municipal de Phoenix ubicadas en 200 W. Jefferson Street, Phoenix, AZ 85003. Llegue 1 hora antes del comienzo de la reunión. Si desea hablar, regístrese electrónicamente en uno de los quioscos, antes de que comience el tema. Una vez que se comience a discutir el tema, no se aceptarán nuevas solicitudes para hablar. Dependiendo de cuantos asientos haya disponibles, usted podría ser sentado en la parte superior de las cámaras, en el piso de abajo de las cámaras, o en el edificio municipal.

CALL TO ORDER

000 CALL TO THE PUBLIC

MINUTES OF MEETINGS

1 **Minutes of the Community Services and Education
Subcommittee Meeting**

Page 6

Attachments

[Attachment A - Oct. 2, 2025 CSE Minutes.pdf](#)

INFORMATION AND DISCUSSION (ITEMS 2-5)

2 **Phoenix Public Library Foundation and Raise the Stacks 2025 - Citywide** Page 16

3 **Head Start Governing Board Orientation - Districts 1, 3, 4, 5, 7 & 8** Page 18

Attachments

[Attachment A - Shared Leadership and Governance.pdf](#)

[Attachment B - Leadership and Governance Key Activities.pdf](#)

[Attachment C - Governance Structure.pdf](#)

4 **Naloxone Program Annual Evaluation and Substance Use Planning - Citywide** Page 25

5 **Strategies to Address Homelessness Plan Refresh - Citywide** Page 27

DISCUSSION AND POSSIBLE ACTION (ITEM 6)

6 **2026-27 Housing and Urban Development Consolidated Annual Action Plan Process - Citywide** Page 31

000 CALL TO THE PUBLIC

FUTURE AGENDA ITEMS

ADJOURN

For further information or reasonable accommodations, please call the City Council Meeting Request line at 602-262-6001. 7-1-1 Friendly.

Persons paid to lobby on behalf of persons or organizations other than themselves must register with the City Clerk prior to lobbying or within five business days thereafter, and must register annually to continue lobbying. If you have any questions about registration or whether or not you must register, please contact the City Clerk's Office at 602-534-0490.

Members:

Councilwoman Keshia Hodge Washington, Chair
Vice Mayor Ann O'Brien
Councilwoman Anna Hernandez
Councilwoman Debra Stark



City of Phoenix

Community Services and Education Subcommittee

Report

Agenda Date: 10/22/2025, Item No. 1

Minutes of the Community Services and Education Subcommittee Meeting

This item transmits the minutes of the Community Services and Education Subcommittee Meeting on October 2, 2025 for review, correction or approval by the Community Services and Education Subcommittee.

THIS ITEM IS FOR POSSIBLE ACTION.

The minutes are included for review as **Attachment A**.

Responsible Department

This item is submitted by Deputy City Manager Gina Montes and the City Manager's Office.

Attachment A

Phoenix City Council Community Services and Education (CSE) Subcommittee Summary Minutes Thursday, October 2, 2025

City Council Chambers
200 W. Jefferson St.
Phoenix, AZ

Subcommittee Members Present

Councilwoman Kesha Hodge Washington (Chair)
Vice Mayor Ann O'Brien
Councilwoman Anna Hernandez
Councilwoman Debra Stark

Subcommittee Members Absent

CALL TO ORDER

Chairwoman Hodge Washington called the Community Services and Education Subcommittee (CSE) to order at 10:03 a.m. with Councilwoman Anna Hernandez, and Councilwoman Debra Stark present. Vice Mayor O'Brien attended virtually.

Chairwoman Hodge Washington outlined the purpose of the subcommittee. She noted that it was established to address issues directly impacting residents' daily lives including education, housing, stability, community programs, youth services, and the partnerships that strengthen the City. She stressed that the subcommittee's work aims to enhance the connection between City services and residents while elevating the voices of families, students, educators, and community leaders.

Chairwoman Hodge Washington requested each presenter briefly address the potential effects their respective department may experience from the federal shutdown.

CALL TO THE PUBLIC

None.

CONSENT ACTION

Item 1 was for consent action. No presentations were planned, but staff was available to answer questions.

1. Request Retroactive Approval to Apply for One-Time Supplemental Funding to Enhance Nutrition Services

Councilwoman Stark requested an explanation on how this item will be impacted by the federal shutdown.

Human Services Department Director Jaqueline Edwards noted they had received notification from the federal Department of Health and Human Services that payments for Head Start would continue. Director Edwards stated that grant specialists at the federal level might not be available to provide support for the grant during the shutdown.

Chairwoman Hodge Washington thanked Director Edwards for her update.

Councilwoman Stark thanked Director Edwards for keeping the City Council informed.

Vice Mayor Ann O'Brien made a motion to approve Item 1. Councilwoman Hernandez and Councilwoman Stark seconded the motion which passed unanimously, 4-0.

INFORMATION ONLY (ITEMS 2-5 varies)

2. Head Start Birth to Five Monthly Report – May

Information only. No Councilmember requested additional information.

3. Head Start Birth to Five Monthly Report - June

Information only. No Councilmember requested additional information.

4. Head Start Birth to Five Monthly Report - July

Councilwoman Hernandez noted student's attendance had dropped during the months of June and July. She asked whether there were other programs or initiatives being supported with current funding to assist children and families.

Director Edwards explained attendance typically declines during the summer months. She stated that in the Early Head Start program, which operates year-round, attendance was affected by a transition from home-based services to center-based services. Director Edwards explained Head Start provides comprehensive wraparound support to children and families beyond educational services such as linking children and families to medical and dental providers for necessary checkups.

Councilwoman Hernandez thanked Director Edwards for her explanation.

5. Head Start Birth to Five Monthly Report - August

Information only. No Councilmember requested additional information.

INFORMATION AND DISCUSSION (ITEMS 8-10)

Item 6 - Phoenix Public Library 2025 Summer Reading Program and Partnerships

Library Services Director Erin MacFarlane, Community Relations Director Lee Franklin, and Phoenix Public Library Children and Teen Services Coordinator Wendy Resnik presented the Phoenix Public Library 2025 Summer Reading Program and Partnerships.

Councilwoman Stark asked about the outcome of the district-based reading challenge initiative and how it had been received by participants.

Director MacFarlane stated the district-based reading challenge was successful and offered to provide exact participation numbers to Councilwoman Stark. She noted that for next summer, efforts could be improved through better advertising strategies to build momentum around the challenge.

Councilwoman Stark responded she would be happy to assist in promoting the challenge more effectively next year, noting that she found it to be a fun and engaging activity, and expressed hope that it would continue in future summers.

Councilwoman Hernandez requested information on other uses of the bookmobile and how the bookmobile has been utilized throughout the City.

Director MacFarlane explained the bookmobile serves the southwest portion of the City. She stated that the bookmobile functions as a school library and mobile library offering internet access, cultural passes, and book checkouts with services comparable to a standard library building.

Director MacFarlane stated the bookmobile was a highly active branch of the Phoenix Public Library, balancing both scheduled stops and event participation to reach diverse populations across the City.

Chairwoman Hodge Washington highlighted she was particularly pleased to see feedback indicating the program helped bring families together through shared reading activities. She asked about the factors that contributed to achieving a record number of participants in the program.

Coordinator Resnik explained how offering more programs has helped draw more people into the libraries, which was especially important given the limited advertising budget. Coordinator Resnik also noted staff's enthusiasm, particularly at Burton Barr Central Library, played a significant role in driving participation.

Chairwoman Hodge Washington asked for an explanation on how partnerships with the Public Library to drive public engagement were selected. She also asked whether there were plans to expand partnerships in the future, and what role Council members could play promoting and supporting the program's efforts.

Director MacFarlane explained some partnerships were coordinated through the Maricopa County Library District. Coordinator Resnik added how the library system was always seeking organizations willing to support the summer reading program.

Director MacFarlane clarified that the Public Library does not receive any operational funds from the federal government and would not be affected by the federal government shutdown.

Item 7 - Eviction Legal Services Update

Human Services Department Director Jacqueline Edwards presented an update on Eviction Legal Services.

Councilwoman Stark asked whether any assistance was provided to help the 115 individuals with incomplete applications obtain the necessary documentation, or complete the required paperwork, to potentially qualify in the future.

Director Edwards confirmed assistance was provided to them. She added when clients encounter challenges obtaining the necessary paperwork, staff help facilitate the process and provide guidance on timing and next steps.

Councilwoman Stark asked how the rental assistance program integrates with other eviction prevention efforts. She asked how outcomes were measured and how rental assistance interacts with other cities and county initiatives to help prevent evictions.

Director Edwards explained rental and utility assistance funds were available through the family service centers and community services programs, but funding is limited. She noted that typically, households may receive only one rental assistance payment per 12-month period, averaging around \$1,200 per household, and many needs in the community exceed available resources. Director Edwards stated households seeking rental assistance or those ineligible due to program requirements or funding limitations were connected to the Eviction Legal Services program.

Director Edwards concluded that integrating rental assistance with eviction legal services allows the City to intervene earlier in the process, reducing stress for tenants and streamlining resolutions for landlords and property managers.

Councilwoman Stark thanked Director Edwards for the explanation and expressed hope that the City would continue to seek additional funding for rental assistance.

Councilwoman Hernandez asked for clarification regarding the rental assistance program, specifically confirming whether the program for the City of Phoenix was administered by Maricopa County.

Director Edwards clarified the rental assistance funds for the City of Phoenix were administered directly by the City of Phoenix.

Councilwoman Hernandez asked for clarification regarding the eligibility requirements for the rental assistance program. She requested a more detailed explanation of what it means for a household to be considered at risk of eviction.

Director Edwards explained a household was considered at risk of eviction if it demonstrates an inability to pay rent and identifies the issue early enough in advance. She stated households that have received a five-day notice automatically trigger eligibility for legal representation through the eviction prevention program. For other

households that anticipate difficulty paying rent but have not yet received formal notice, they may qualify for mediation services.

Councilwoman Hernandez thanked her for the clarification then asked Director Edwards how the Human Services Department was promoting eviction legal services.

Director Edwards stated outreach strategies include social media campaigns, and partnerships with over 30 community-based agencies in areas with high eviction filings to engage clients directly including high eviction zip code areas.

Councilwoman Hernandez asked whether the City had considered door-to-door canvassing in apartments located in high eviction zip code areas as part of the outreach strategy.

Director Edwards confirmed that the City has identified specific areas where door-to-door canvassing may be effective.

Councilwoman Hernandez asked what data was being used to identify high-need zip codes for targeted outreach.

Director Edwards explained eviction filing data from the Maricopa County Justice Courts was used to identify high-needed areas.

Councilwoman Hernandez asked about the City's efforts to increase family participation, inquiring how successful outreach has been in helping families access the rental assistance program.

Director Edwards noted the Human Services Department has seen month-over-month increases in applications and referrals.

Councilwoman Hernandez asked whether City staff facilitate connections for individuals who call in seeking assistance.

Director Edwards confirmed that City staff actively connect individuals seeking rental assistance to the appropriate program.

Vice Mayor O'Brien asked whether the 18 eviction cases that were dismissed resulted in those households being able to remain in their housing.

Director Edwards confirmed that the households were not evicted.

Vice Mayor O'Brien requested Director Edwards provide the committee members the top 10 zip codes experiencing the highest number of evictions.

Director Edwards confirmed the requested information was available and stated she would provide the committee with the top 10 zip codes experiencing the highest eviction filings.

Vice Mayor O'Brien thanked Director Edwards.

Courtney LeVinus expressed concern that data from legal aid providers can be inconsistent, affecting decisions regarding effective and efficient program spending. Ms. LeVinus encouraged the City work with providers to improve data consistency, highlighting efforts to reduce evictions.

Chairwoman Hodge Washington asked Ms. LeVinus for clarification regarding the data inconsistencies reported by legal aid providers and inquired if there were specific areas the City should focus on to improve data collection.

Ms. LeVinus suggested providing more detailed data on prevented evictions and clarifying what constitutes a successful outcome to better understand the effectiveness of legal aid assistance.

Chairwoman Hodge Washington acknowledged data inconsistencies but stated the Human Service Department was working to standardize reporting and offered to share detailed eviction outcomes outside the meeting.

Sebastian Del Portillo expressed support for the eviction legal services program and commended the ongoing advocacy by community members for right-to-counsel initiatives.

Andrea Luna noted her belief that the program was making a real difference for families and was validated by community experiences and recent data. She asked how City departments were sharing information, referencing the Phoenix Public Library as a successful example.

Councilwoman Hernandez asked Ms. Luna whether she had specific suggestions for increasing community engagement with the rental assistance and eviction services program, in addition to her comment about cross collaboration among departments.

Ms. Luna noted the ongoing collaboration with Director Edwards and emphasized many neighborhood associations are active and want to support residents but may not be aware of available programs.

Councilwoman Hernandez thanked Ms. Luna for her input.

Chairwoman Hodge Washington asked Director Edwards how the eviction legal services program is being shared in collaboration with other departments.

Director Edwards explained the Human Services Department partners with multiple departments to promote the eviction legal services program, including neighborhood associations.

Chairwoman Hodge Washington asked for clarification on data collection, specifically how the City ensures vendors meet reporting requirements and how data validation and follow-ups were conducted.

Director Edwards explained service providers were required to complete a six-page monthly report covering multiple measures. These measures were developed in collaboration with City Council and the Arizona Bar Foundation to ensure meaningful outcomes and reductions in negative impacts. Providers also submit invoices identifying closed cases, which were cross-referenced with their reports. Additionally, monitoring procedures allow staff to review case files and request further information as needed to ensure data accuracy and validation.

Chairwoman Hodge Washington asked for additional information on strategies to address data collection concerns. She suggested written information should be provided to participants and asked what measures were taken to improve data collection size.

Director Edwards acknowledged the survey sample was very small but confirmed the department will meet with each service provider to review the satisfaction survey and identify ways to improve client experience.

Chairwoman Hodge Washington reiterated the importance of rental assistance and emphasized eviction legal services must be provided in conjunction with rental support, noting many program users were rent-burdened.

Chairwoman Hodge Washington inquired about the cost-benefit analysis of the program. She asked whether there was any data showing that the average deferred fees or deferred rent exceeds the cost of operating the program, and whether the City can quantify the program's overall financial impact and value.

Director Edwards reported each closed eviction case costs about \$800 in provider time, billed at approximately four hours at \$200/hour. On average, tenants saw \$1,120 in reduced back rent and \$668 in waived fees. Director Edwards also stated that the typical client's monthly rent was just over \$1,400, meaning the combined reductions and benefits exceed the program's cost. She added City rental assistance programs provide about \$1,200 per household, further supporting housing stability.

Chairwoman Hodge Washington followed up with a question about the types of housing where users reside, specifically asking whether they were living in private rental residences or other housing types.

Director Edwards stated 46 percent of program applications come from non-subsidized multifamily apartment units, followed by 35 percent from non-subsidized single-family homes, with the remainder from a mix of other housing types.

Chairwoman Hodge Washington emphasized the data highlights an opportunity to engage multifamily housing associations to help disseminate information to tenants who may be facing eviction and potentially coordinate on rental assistance.

Item 8 - Youth and Education Office Update

Chairwoman Hodge Washington requested an update on the federal shutdown impact to the Youth and Education Office.

Youth and Education Director Tim Valencia stated the Youth and Education Office has no federal funding, noting the last federally funded program concluded the previous fall.

Director Valencia presented the Youth and Education Office Update.

Councilwoman Hernandez asked whether the office was tracking socioeconomic and racial demographics across its programs.

Director Valencia confirmed the office does track socioeconomic and racial demographics. He shared parents were surveyed through family resource centers or the Great Start program about their monthly income.

Councilwoman Hernandez noted the presentation included numbers on literacy programs and asked whether those figures reflected the last program year or the most recent calendar year.

Director Valencia clarified the numbers referred to the 2024–25 school year or Fiscal Year and noted the current year was 2025–26.

Councilwoman Hernandez asked about the Family's First Resource Centers, specifically whether the centers operate year-round and whether they were accessible to all families in the community.

Director Valencia explained the centers operate year-round, Monday through Friday, with a minimum of one Saturday per month as required by their contract with First Things First organization.

Councilwoman Hernandez asked about the program's outreach efforts, specifically how the centers inform schools and the community about the Family Resource Centers.

Director Valencia explained outreach was primarily conducted through a database of over 400 schools in Phoenix, including principals and some counselors.

Councilwoman Hernandez expressed her appreciation and stated she looks forward to partnering to expand awareness and improve student outcomes.

Chairwoman Hodge Washington acknowledged the seriousness of 13,000 Phoenix students not reading at grade level. She expressed a desire for the Office of Youth and Education to challenge themselves to reduce both the percentage and number of struggling readers as well as chronic absenteeism.

Director Valencia shared their current media campaign addressing chronic absenteeism in partnership with Valley of the Sun United Way.

Chairwoman Hodge Washington stated she looks forward to future updates on progress and strategies to improve outcomes.

CALL TO THE PUBLIC

None.

FUTURE AGENDA ITEMS

None.

ADJOURNMENT

Chairwoman Hodge Washington adjourned the meeting at 11:48 a.m.

Respectfully submitted,

Dayana Rosas
Management Fellow



Phoenix Public Library Foundation and Raise the Stacks 2025 - Citywide

This report provides the Community Services and Education Subcommittee with an overview of the Phoenix Public Library Foundation (PPLF) and the annual Raise the Stacks Fundraiser supporting Phoenix Public Library (PPL) programs and services.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary

Founded in 1997, the PPLF was initially conceived to oversee the capital campaign raising funds for Burton Barr Central Library and quickly evolved to champion a broader library mission. Dedicated to enhancing the lives of children, families, seniors, and new readers, the Foundation bridges the gap between traditional tax-based funding and community needs. Funding is secured for vital library programs and services through strategic partnerships and proactive private fundraising efforts. The PPLF prioritizes four areas of focus:

- Library programs that improve early literacy and reading skills for children and families.
- Access to educational resources for those seeking to achieve high school, college, and career goals.
- Meaningful library spaces that are learning, collaborative, and creative environments.
- Supporting Phoenix Public Libraries as premier cultural destinations and community venues.

In recent years, the PPLF and its fundraising efforts have supported PPL's Summer Reading Program, Storywalk installations, early literacy interactive installations at multiple PPL locations, College Depot's GRIT and FAFSA application completion programs, 3D printing and computer coding as part of makers space programming, and more.

One significant effort that raises both funds and awareness for these critical library programs is the annual "Raise the Stacks." More than just a fundraiser, this event held for 40 years, offers attendees a unique after-hours Burton Barr Central Library

experience. This year's event will recognize PPL's 500th Kindergarten Bootcamp series. Kindergarten Bootcamp is a signature early literacy program that prepares soon-to-be-kindergartners and their families with school readiness skills that can be practiced in the home. This year's "Raise the Stacks" kicks off with an online silent auction which is open to all community members and concludes with a ticketed in-person event where guests will be able to mingle on Burton Barr Central Library's iconic 5th floor. Funds are raised through sponsorships, ticket sales, silent and live auctions, raffles, and direct donations with all proceeds supporting PPL programs and services.

This year's event officially opens with the online auction on November 7, 2025 and the in-person "Raise the Stacks" event is scheduled for Friday, November 14, 2025 from 5:30-8:00 p.m. To learn more and purchase a ticket, visit raisethestacks.org.

Responsible Department

This item is submitted by City Manager Jeffrey Barton and the Library Department.



Head Start Governing Board Orientation - Districts 1, 3, 4, 5, 7 & 8

This report provides an overview of the roles and responsibilities of the Community Services and Education Subcommittee, which serves as the City of Phoenix Head Start Birth to Five Governing Board as outlined by the Office of Head Start.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary

The Office of Head Start requires all grantees to establish an inclusive leadership structure comprised of three entities: a Governing Board, a parent Policy Council, and a management team. These entities are responsible for providing leadership, direction, and guidance to ensure program function execution as mandated by the Head Start Program Performance Standards and the Head Start Act of 2007.

The Governing Board is responsible for governing and supervising legal and financial affairs related to the Head Start Birth to Five Program. This encompasses the approval of policies, procedures, funding applications, financial stewardship, and the enforcement of compliance with applicable laws.

The Office of Head Start mandates that the Grantee conduct an orientation for the governing body to ensure that members comprehend the relevant information and can perform their duties effectively. Such orientation must be conducted within 180 days for all newly appointed members and at the commencement of each new term.

Attachments A-C are included for additional background information.

The orientation will be conducted annually for the Governing Board and individually for any new members within the current term.

Location

Alhambra Elementary School District, 4510 N. 37th Avenue

Black Canyon KinderCare, 10653 N. 25th Avenue

Cartwright Elementary School District, 5220 W. Indian School Road

Deer Valley Unified School District, 20402 N. 15th Avenue

Fowler Elementary School District, 1617 S. 67th Avenue

Isaac School District, 3348 W. McDowell Road
Laveen KinderCare, 755 S. 51st Avenue
Laveen Elementary School District, 5601 W. Dobbins Road
Murphy Elementary School District, 3140 W. Buckeye Road
Pendergast Elementary School District, 3802 N. 91st Avenue
Phoenix Elementary School District, 1817 N. 7th Street
Riverside Elementary School District, 1414 S. 51st Avenue
Roosevelt Elementary School District, 6000 S. 7th Street
Washington Elementary School District, 4650 W. Sweetwater Avenue
Wilson Elementary School District, 3025 E. Fillmore Street
Council Districts: 1, 3, 4, 5, 7, and 8

Responsible Department

This item is submitted by Deputy City Manager Gina Montes and the Human Services Department.



Shared Leadership and Governance

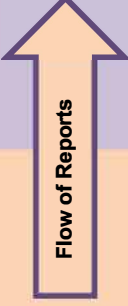




Leadership and Governance Key Activities

Activity	Management Team	Policy Council/Committee	Governing Body
<p>Developing Bylaws</p>	<ul style="list-style-type: none"> • Draft governing body and Policy Council bylaws and amendments • Draft policies and procedures for consideration by Policy Council and governing body • Oversee the implementation of approved policies and procedures • Provide training to governing body/ and Policy Council • Focus on continuous quality improvement • Oversee management and protection of program data • Maintain automated accounting and recordkeeping system • Monitor goals, objectives, and regulatory compliance • Establish and manage parent committees to: <ul style="list-style-type: none"> ○ Advise staff on parent engagement activities ○ Communicate with Policy Council/Committee ○ Participate in the recruitment and screening of Head Start employees 	<ul style="list-style-type: none"> • Submit decisions regarding Policy Council bylaws to governing body/ • Approve and submit to the governing body/ decisions regarding: <ul style="list-style-type: none"> ○ Activities to actively involve parents and ensure responsive services ○ Recruitment, selection, and enrollment priorities ○ Funding applications and amendments ○ Budget planning, including policies supporting Policy Council activities ○ Policy Council bylaws and election procedures ○ Head Start program personnel policies and decisions, including criteria for employment and dismissal of program staff ○ Recommendations on delegates and service areas 	<ul style="list-style-type: none"> • Adopt bylaws and amendments for governing body/ and Policy Council • Select delegate agencies and service areas • Establish procedures and criteria for recruitment, selection, and enrollment • Review results and follow-up from federal monitoring • Review and approve: <ul style="list-style-type: none"> ○ Funding applications and amendments ○ Major policies and procedures, including self-assessment and financial audit ○ Progress on implementing the Head Start grant, including corrective actions ○ Personnel policies regarding the hiring, evaluation, termination, and compensation of agency employees, including the Head Start director and management team ○ Financial management, accounting, and reporting policies
<p>Developing Governance Structure</p>			

Activity	Management Team	Policy Council/Committee	Governing Body
<p>Developing Governance Structure</p>			<ul style="list-style-type: none"> ○ Major expenditures and operating budget ○ Selection of an auditor and actions to correct audit findings • Adopt: <ul style="list-style-type: none"> ○ Procedures for accessing and collecting information ○ Standards of conduct, including conflicts of interest and complaints ○ Procedures for selecting Policy Council members ○ Procedures for utilizing advisory committees
<p>Providing Leadership and Strategic Direction</p>	<ul style="list-style-type: none"> • Outline planning process and protocols for the planning committee, including staffing considerations • Review key reports and recommend program and school readiness plans • Prepare goals and objectives • Use program plans to support reporting, ongoing monitoring, and self-assessment • Outline required adjustments to goals and objectives 	<ul style="list-style-type: none"> • Work with staff to select planning committee with focus on parent engagement • Review recommendations for planning committee • Approve goals and objectives • Respond to progress reports • Use data for ongoing oversight and correction • Approve adjusted goals and objectives 	<ul style="list-style-type: none"> • Work with management staff to select planning committee, including governing body/ representation • Review recommendations for planning committee • Ratify goals and objectives • Respond to progress reports • Use data for ongoing oversight and correction • Ratify adjusted goals and objectives

Activity	Management Team	Policy Council/Committee	Governing Body
<p>Monitoring Program Performance</p>	<ul style="list-style-type: none"> Generate reports to monitor compliance and goal attainment that include: <ul style="list-style-type: none"> U.S. Department of Health and Human Services (HHS) secretary communication Financial statements Program information summaries Ongoing monitoring results Data on school readiness Enrollment U.S. Department of Agriculture (USDA) nutrition reports Financial audit Self-assessment Community assessment Program Information Report (PIR) 	<ul style="list-style-type: none"> Review related reports Use data for ongoing oversight, correction, and self-assessment 	<ul style="list-style-type: none"> Review related reports Use data for ongoing oversight, correction, and self-assessment
<p>Ensuring Consensus</p>	<ul style="list-style-type: none"> Develop procedures with governing body/ and Policy Council and facilitate selection of mediator and arbitrator 	<ul style="list-style-type: none"> Jointly establish written procedures for resolving internal disputes between governing body/ and Policy Council in a timely manner that include impasse procedures. These procedures: <ul style="list-style-type: none"> Demonstrate the governing body/ considers proposed decisions from the Policy Council and vice versa Require the governing body/ and the Policy Council to notify the other in writing why it does not accept a decision Describe a decision-making process and a timeline to resolve disputes and reach decisions that are not arbitrary, capricious, or illegal If the agency's decision-making process does not result in a resolution and an impasse continues, governing body/ and Policy Council must select a mutually agreeable third-party mediator and participate in a formal process of mediation that leads to a resolution of the dispute If no resolution is reached with a mediator, governing body and Policy Council must select a mutually agreeable arbitrator whose decision is final. This does not apply to American Indian and Alaska Native (AIAN) programs 	<p style="text-align: center;">Flow of Reports</p> 



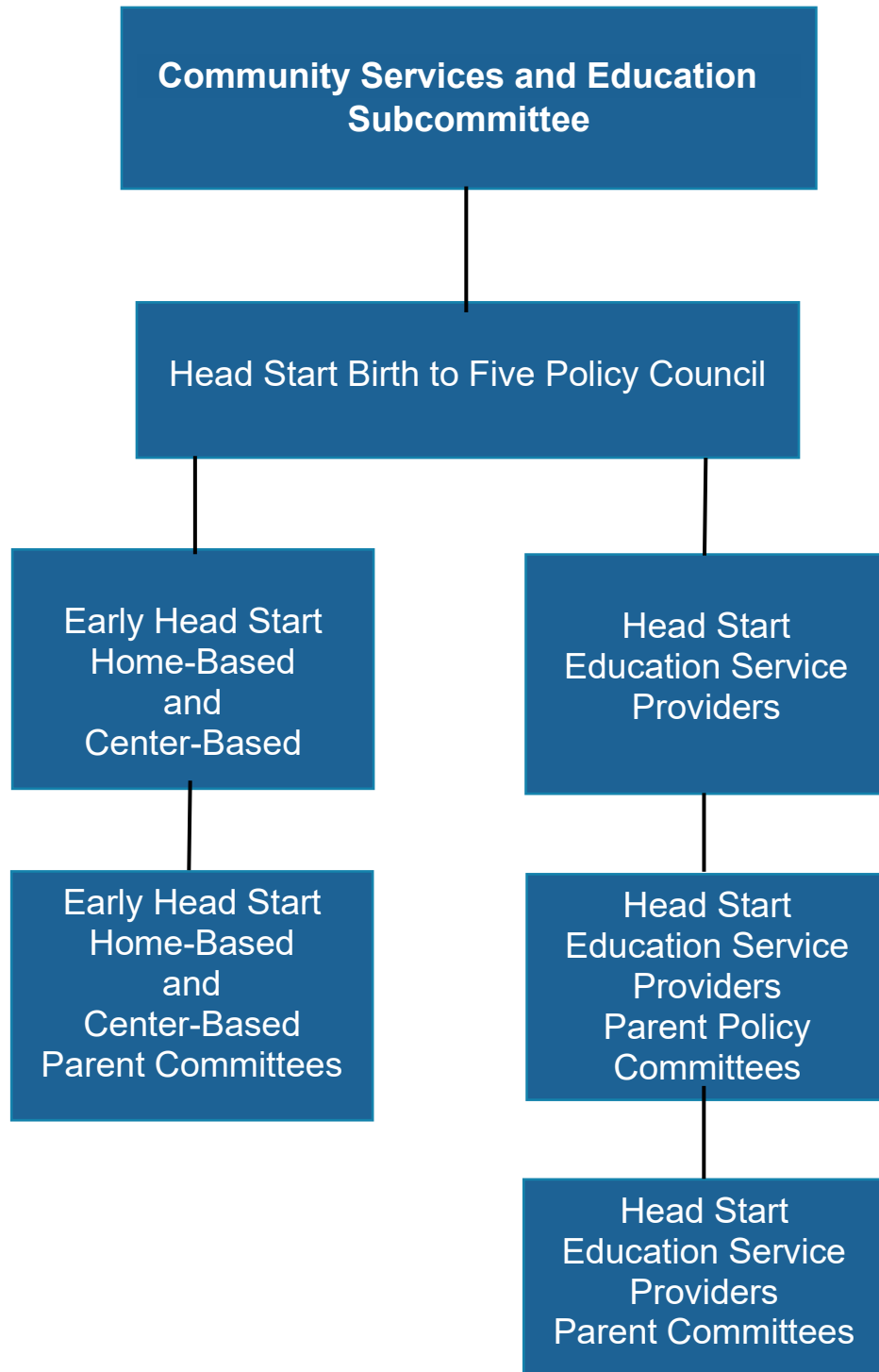
NATIONAL CENTER ON

Program Management and Fiscal Operations

<https://eclkc.ohs.acf.hhs.gov/npcmfo>



City of Phoenix Head Start Birth to Five Governance Structure





Naloxone Program Annual Evaluation and Substance Use Planning - Citywide

This report provides the Community Services and Education Subcommittee an overview of the results of the second annual evaluation of the City of Phoenix Naloxone Program.

THIS ITEM IS FOR INFORMATION AND DISCUSSION

Summary

In response to the escalating opioid overdose crisis, the City of Phoenix launched its Naloxone Program in August 2023. The program was established through Administrative Regulation 1.99 and is led by the Office of Public Health (OPH). The Naloxone Program equips City staff and community members with Opioid Overdose Reversal Kits and provides training on how to administer naloxone. The overarching goal of the program is to reduce the number of fatal opioid overdoses in Phoenix by increasing access, knowledge, self-efficacy, and use of naloxone in an opioid overdose situation.

In its second year, the Naloxone Program achieved several key milestones. A total of 14,660 Naloxone Overdose Reversal Kits were distributed through 15 participating City Departments and Offices, marking a 38 percent increase in total distribution from year prior. Notably, naloxone administration prior to Emergency Medical Services (EMS) arrival increased by 134 percent since program inception, suggesting that an increase in naloxone saturation is associated with readiness to respond in an overdose situation. Finally, a reduction in opioid overdose fatalities was observed between 2023 and 2024, where the number of fatalities dropped from 868 to 711 across Phoenix. In total since program inception, over 25,000 Naloxone Overdose Reversal Kits have been distributed to community members and City staff alike, marking one of the largest no-cost distribution streams of naloxone in the City.

Naloxone Distribution

Naloxone kits made available through the City of Phoenix Naloxone Program include: two doses (4mg) of Narcan® nasal spray, one pair of nitrile gloves, and instructional pamphlets in English and Spanish. The following City Departments and Offices continue to support and participate in the Naloxone Program: Aviation Department,

Human Resources Department, Office of Homeless Solutions, Municipal Court, Parks and Recreation Department, Library Services Department, Housing Department, Neighborhood Services Department, Human Services Department (including Victim Services, Workforce Development, Senior Services, Head Start, and Family Service Centers), Office of Heat Response and Mitigation, and the Fire Department Community Assistance Program. Within these Departments and Offices, there are 50 distribution sites Citywide.

Year 3 Next Steps

In the third year of the program, OPH plans to strengthen distribution in existing locations and establish new distribution points across the City using data. This will increase access throughout the community and help ensure kits are accessible to those who need them most. Other proposed next steps for the Naloxone Program are expanding and diversifying training opportunities, furthering volunteer recruitment and retention, launching a public awareness campaign, and promoting program sustainability.

To address the overdose crisis holistically, OPH plans to implement complementary initiatives building upon the work of this program. While the Naloxone Program is key for curbing morbidity and mortality, implementation of programs focused on health promotion, prevention, and treatment are needed to interrupt the cycle of substance use. Potential opportunities include supporting provider training, peer navigation programs, youth coalitions, community agencies, and interdepartmental partnerships.

Financial Impact

The Naloxone Program is funded through the One Arizona Agreement Opioid Settlement funds. Naloxone is an approved abatement strategy and allowable expense under the agreement. Naloxone and most supplies needed for kit production are provided by internal and external partners, and the partnership with VolunteerPHX makes kit packing achievable relative to level of demand. In the program's second year, total cost of supplies to the City was \$46,612.84.

Responsible Department

This item is submitted by Assistant City Manager Lori Bays and the Office of Public Health.



Strategies to Address Homelessness Plan Refresh - Citywide

This report provides an overview of the refreshed Strategies to Address Homelessness Plan to the Community Services and Education Subcommittee.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary

Background

In 2020, the City of Phoenix released its Strategies to Address Homelessness Plan (STAHP), the first strategic plan dedicated to addressing homelessness. Since the 2020 plan adoption, significant progress was made in advancing the City's homelessness response and finding innovative solutions to address homelessness. The work has led to meaningful progress, including expanding shelter and housing capacity, transforming its outreach approach, and improving service coordination. The Office of Homeless Solutions (OHS) creation was an important change that elevated Phoenix's role from funder to direct service provider and regional leader. These efforts laid the groundwork for a more effective, responsive, and accountable system.

Understanding this progress is helpful context for the strategic plan refresh, which is designed to build on and strengthen these efforts. In any large city, challenges continue to emerge and it is essential that a homeless response is adaptable. As the City builds on its progress, there is a growing need to focus on preventing homelessness before it occurs and increasing long-term, permanent solutions.

Plan Refresh

In November 2024, the City started the plan development process with Bloomberg Associates (BA), a philanthropic consulting arm of Bloomberg Philanthropies. BA works with client cities to improve resident quality of life taking an innovative, collaborative, and data-driven approach to make cities stronger, safer, and more efficient with a focus on equity. The plan development process began with reflecting on work accomplished, brainstorming, analyzing data, and developing initiatives to achieve the City's vision relating to homelessness. Further, close to 50 individual interviews were conducted with Mayor and Council, neighborhood leaders, City staff, business owners, contracted partners, and the STAHP Task Force (neighborhood

leaders, service providers, and homeless advocates) who created the 2020 plan. This plan development work resulted in the plan's vision and framework.

Community Engagement

To refine the plan, the team gathered input from stakeholders and system leaders. This included the STAHP Task Force, the Continuum of Care (CoC) Lived Experience Coalition, homeless system providers, and the public which have been critical in shaping the final recommendations. To further inform, engage the community, and develop a refreshed plan that responded to neighborhood concerns, various opportunities were developed to encourage internal and external stakeholders to provide feedback. Opportunities included the individual interviews mentioned above, public meetings, and an online survey.

The City hosted two public meetings in August, one in person and one virtual. At each public meeting, Spanish interpretation was available. The public meetings were advertised through various electronic message distribution to neighborhood leaders, the City's website, social media, and shared with Council offices. In addition to collecting comments during the meetings, the City hosted an online survey, offered in English and Spanish, at phoenix.gov/solutions. Through the survey, participants were provided the opportunity to review individual components of the plan and leave comments specific to each section. Over 600 participants completed the survey.

Additionally, many individuals sent emails, and spoke directly to staff, outlining their perspective and strategies for addressing homelessness in Phoenix. This report also includes an overview of the updates incorporated into the plan based on community feedback including service providers, neighborhood stakeholder groups, individuals with lived experience, and business community representatives.

Through engagement with the community, feedback regarding gaps, solutions, and which strategies the City should prioritize were offered. Many comments were about the general state of homelessness in the region, the need for more affordable housing, homeless prevention and behavioral health, and elements proposed in the draft plan. The information, collected through the feedback meetings and the public survey, have been incorporated into the plan. Key points and themes included:

- Dedicated housing for individuals and families experiencing homelessness.
- Increasing affordable and supportive housing.
- New housing models that make it easier for individuals and families experiencing homelessness to find and rent housing.
- Expanding access to mental/behavioral health and addiction treatment, including

mandatory treatment.

- Improving shelter quality and capacity, and the ability to help people move out of homelessness.
- Shelter and housing for high-need individuals (individuals experiencing challenges with behavioral and/or physical health) and other tailored approaches based on needs (e.g., seniors, veterans, families, people with disabilities, substance users).
- Homelessness prevention funding, including easily accessible funds and relocation assistance.
- Prevention resources for individuals experiencing sheltered homelessness.
- Better connections to paid job training and employment for individuals experiencing homelessness.
- Simplify paperwork, reduce qualifications for assistance, and create more user-friendly access points for shelter and support services.
- Proactive efforts to address crime and enforce laws, quick cleanup of encampments, designated task forces, and clear legal repercussions for repeat offenders.
- Increase neighborhood outreach.
- Improvements to PHX C.A.R.E.S.
- Better coordination across City departments working to address homelessness.
- Better collaboration among City departments, nonprofits, churches, and healthcare providers, as well as streamlined coordination and shared data systems to track progress and support individuals.
- Enhanced education, commitment, and communication with neighborhoods.
- Changing public perceptions about homelessness, fostering community empathy, and providing education on the true causes rather than perpetuating stereotypes.
- Seeing data such as shelter metrics (occupancy, length of stay) and unsheltered population counts and changes.
- Geographically scattered shelters, where people grew up or where they last had a home.
- Address the issues of drug use and younger homeless individuals.

Vision and Goals

To address the complex issues of homelessness in the City of Phoenix and propose strategies to mitigate the effects on those experiencing homelessness as well as the neighborhoods affected by it, the following vision was developed. The vision will guide the activities of the City and its OHS moving forward.

“No person in Phoenix should experience homelessness and no community should feel the negative effects of homelessness. The City of Phoenix will do everything in our

ability to prevent homelessness when we can, make it brief when it happens, and keep people stable in housing with the supports they need.”

Five goals were identified that need to occur in order to achieve this vision:

1. Decrease number of people who become homeless (Prevention).
2. Decrease number of people in an unsheltered situation or in shelter (Safety/Coordination).
3. Reduce length of time in shelter or in an unsheltered situation (Safety/Coordination).
4. Increase housing for individuals and families experiencing homelessness (Housing).
5. Increase awareness and effectiveness of available services (Accountability).

Plan Strategies

The refreshed plan proposes strategies in the following five key focus areas that will guide the City in achieving its goals:

- Prevention - Preventing people from becoming homeless.
- Neighborhood Safety - Neighborhood safety and safety for people experiencing homelessness.
- Coordination - Better coordination with other systems like behavioral health services and employment.
- Housing - Dedicated housing for individuals and families experiencing homelessness.
- System Accountability - Improved accountability and transparency for City services and providers.

Next Steps

The City believes the proposed plan strategies form a collective effort in multiple focus areas to address the issues surrounding preventing homelessness, housing needs, coordination of services, mental health, and system accountability including the impacts on neighborhoods. Staff will continue to work with the community, service providers, and other stakeholders to address homelessness and will commit to updating on plan progress and achievements annually once implemented.

Responsible Department

This item is submitted by Deputy City Manager Gina Montes and the Office of Homeless Solutions.



2026-27 Housing and Urban Development Consolidated Annual Action Plan Process - Citywide

This report requests the Community Service and Education Subcommittee recommend City Council approval of the 2026-27 Consolidated Annual Action Plan process.

THIS ITEM IS FOR INFORMATION AND DISCUSSION

Summary

The 2026-27 Annual Action Plan examines housing and community development needs in the City of Phoenix and defines strategies for addressing those needs throughout the year. The Annual Action Plan contains the planning and application requirements for four major United States Department of Housing and Urban Development (HUD) programs that provide critical funds to entitlement cities like Phoenix every year. The four fund sources are: Community Development Block Grant (CDBG), HOME Investment Partnership (HOME), Emergency Solutions Grants (ESG), and Housing Opportunities for Persons with AIDS (HOPWA). Through adoption of the 2025-29 Consolidated Plan in May 2025, City Council approved the general priorities and plans for these programs. Each year the Annual Action Plan details how federal funds will be spent during the coming year.

The Annual Action Plan process will begin in November 2025. The initial public communication and participation process will include the distribution of a community survey, social media posts and outreach, and a HUD-required public in-person hearing, all to assess community needs throughout Phoenix. Residents and neighborhood leaders will be invited to provide testimony regarding housing, homelessness, social services, and community development issues and concerns. Residents who are unable to attend the public hearing will have the opportunity to submit their comments via e-mail or voicemail. This information, along with a needs assessment, will form the foundation of the draft 2026-27 Annual Action Plan. The draft plan will be available for an advertised 30-day public comment period in both winter 2025 and again in spring 2026. The goal of the Annual Action Plan process, per HUD requirements, is to ensure comprehensive community planning and coordinated service delivery are utilized to meet critical housing and community development needs. City Council will be asked to review and approve the draft 2026-27 Annual

Action Plan in early May 2026 prior to a HUD submittal.

Public Outreach

The City of Phoenix's Annual Action Plan process will include holding two HUD required public hearings in-person, with a virtual option, with the notice of public hearings posted two weeks in advance.

Responsible Department

This item is submitted by Deputy City Managers Alan Stephenson and Gina Montes and the Neighborhood Services, Human Services, and Housing departments and the Office of Homeless Solutions.