

City of Phoenix Human Services Department Community Needs Assessment

Final Report

August 2025



LeCroy & Milligan
ASSOCIATES, INC.

City of Phoenix Human Service Department Community Needs Assessment August 2025

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Acknowledgments:

The evaluation team is thankful for Carmen Rentas, PHM, Management Assistant II, Susan Hallett, M.Ed, BSW, Deputy Human Services Director, Patricia Kirkland, Deputy Human Services Director, and Jose Garcia, Program Coordinator, at the City of Phoenix Human Services Department, for their efforts and support of this evaluation. We appreciate the staff of this program for their participation and fortitude in data collection. The evaluation team includes Greg Strong, PhD, Steven Wind, PhD, Mireilys E. Ramirez Caraballo, MPA, Kara Jones, MA, MLIS, Nora Carillo, MBA, Karla Galindo, BSW and Rebecca Friesen, PhD, EdM.

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Founded in 1991, LeCroy & Milligan Associates, Inc. is a consulting firm specializing in social services and education program evaluation and training that is comprehensive, research-driven, and useful. Our goal is to provide effective program evaluation and training that enables stakeholders to document outcomes, provide accountability, and engage in continuous program improvement. With central offices located in Tucson, Arizona, LeCroy & Milligan Associates has worked at the local, state, and national level with a broad spectrum of social services, criminal justice, education, and behavioral health programs.

Suggested Citation:

LeCroy & Milligan Associates, Inc. (2025). *City of Phoenix Human Service Department Community Needs Assessment*. Tucson, AZ.

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EXECUTIVE SUMMARY

The City of Phoenix Human Services Department (HSD) provides a comprehensive range of educational and social services designed to help individuals achieve their highest level of self-sufficiency. Programs include early childhood education, tenant assistance, emergency rent and utility assistance, case management, career services (such as career counseling and job placement), services for seniors, support for victims of crime, and strategic initiatives (such as prevention and awareness outreach on human trafficking, youth healthy relationships, and other initiatives). Regular community needs assessments are conducted to determine whether there have been significant changes in the demographics and needs of the participants and are required by the United States (U.S.) Department of Health and Human Services. This assessment is conducted in accordance with federal requirements, including Head Start Program Performance Standards and the Community Services Block Grant (CSBG) guidelines set by the U.S. Department of Health and Human Services. The 2025 Community Assessment identifies the needs and resources available to meet the needs of individuals and families served by HSD programs and service gaps. The report and accompanying appendices provide HSD and with current information from published sources as well as input from service users and other stakeholders to inform strategic planning.

In 2024 LeCroy & Milligan Associates, Inc. (LMA) was contracted to conduct a community needs assessment for the City of Phoenix HSD. The information and findings will be used in the Department's planning process including, but not limited to, the long-term and short-term goals, program and fiscal considerations such as the philosophy, needed services, program options, recruitment area, and selection criteria. Through direct engagement with community members and service providers, along with the analysis of existing data sources, LMA identified various needs of Phoenix residents as well as the capacity of HSD and other key stakeholders to meet those needs. This assessment employed a mixed-methods approach, incorporating direct interviews and focus groups with key populations, staff, and key informants, as well as the analysis of secondary data to inform overarching themes and trends for the city to explore further.

The report includes a demographic overview and information across service domains addressing topics relevant to HSD's client population and planning efforts. Each domain provides an overview of key findings, identified service needs and gaps, analyzed relevant indicators, and summarized community perspectives gathered through surveys and focus groups.

Key findings and recommendations from the assessment are below.

Key Findings and Recommendations

Community Diversity

Phoenix is home to a vibrant and diverse population, with 46% of residents identifying as Hispanic/Latino (compared to 19% nationally), and 35% speaking a language other than English at home, reflecting the city's multicultural strength. Continuing to acknowledge and tap into this strength to better inform and tailor services to the community's need could be beneficial to the city.

Holistic Service Delivery

HSD divisions and external partners provide valuable services to overlapping client populations. Coordinating integration and more structured collaborations could reduce duplication and promote more holistic service delivery.

Client Service Experiences

Clients from several divisions described inconsistent experiences with division staff members, especially case workers and career advisors. HSD could consider implementing additional or collaborative staff training to ensure services provided are consistent and responsive.

Immediate Needs

Rising costs of living, limited availability of affordable housing, and eviction rates have increased. All have increased demand for support from the Community Services & Initiatives Division, yet eligible residents report difficulties making appointments. Improving appointment setting and strengthening support for this division would provide needed services for more eligible residents and valuable wraparound services for other division clients.

Transportation Support

Compared with the national average, Phoenix has a higher proportion of working-age adults and households with children under 18 (31% vs. 28%). Transportation remains a common challenge for clients across several divisions, particularly for individuals seeking employment and families with young children. Offering transportation access (for example, the popular program offered by the Seniors Program) may significantly improve residents' ability to engage with essential services, training opportunities, and job placements.

Employment

Phoenix enjoys relatively low unemployment compared to national figures, yet a higher proportion of residents lack a high school diploma. Additionally, job seekers have reported challenges such as employer unresponsiveness, high competition, and difficulty accessing job fairs. This highlights the importance of and value of HSD's adult education referral and workforce training initiatives in high-demand occupations. HSD should continue to encourage job seekers to improve their skills and persevere in their search.

Head Start

Families consistently express strong appreciation for Head Start Birth to Five. However, the long waitlists—398 for Head Start and 100 for Early Head Start as of May 2025—suggests a need to expand capacity to ensure more families can benefit from these impactful early childhood services.

Victim Services

The 2023 Neighborhood Scout report ranks Phoenix a 7 out 100 (with a score of 100 being the safest), yet staff in Victim Services report capacity to serve a greater number of clients, suggesting the services are underutilized. HSD might seek ways to increase public awareness of the services provided by this Division to ensure more residents know about the support available in times of need.

Immigrants

One out of every five Phoenix residents are foreign-born, and staff members report that these immigrants often face challenges including employment barriers, housing instability, and language access needs—often compounded by fears surrounding immigration status. This division might benefit by building more formal relationships with community-based organizations serving the same population and by strengthening their collaboration with the Community Services & Initiatives Division.

Senior Services

Senior centers in Phoenix play a vital role in reducing isolation and supporting the overall well-being of the city's senior and disabled population. Eligible residents are able to access the services (including social programs, meals, and transportation) and clients seem very pleased with the programs. Continuing to support the centers and offering the popular programming should maintain and enhance these positive outcomes.

INTRODUCTION

The City of Phoenix Human Services Department (HSD) plays a central role in supporting individuals and families through a wide range of integrated services that address immediate needs and promote long-term well-being. HSD's mission is to deliver equitable, high-impact human services that empower residents to reach their full potential. Through its programs, HSD serves thousands of Phoenix residents annually.

To ensure services remain responsive and effective, HSD regularly conducts community needs assessments in accordance with federal requirements, including Head Start Program Performance Standards and the Community Services Block Grant (CSBG) guidelines set by the U.S. Department of Health and Human Services. These assessments help identify shifts in demographic patterns, service gaps, emerging needs, and areas of community strength. This report, prepared by LMA, presents the findings from the community needs assessment and provides actionable insights to guide the department's strategic planning and program development.

The report is organized around key service domains that reflect the structure and focus areas of HSD, including early childhood, economic stability, tenant assistance, employment, victim services, and senior services. Within each domain, the report explores three interrelated dimensions: needs, strengths, and capacity. This framework allows for a comprehensive analysis of where services are most needed, what community assets exist, and how HSD and its partners can effectively respond.

Progress towards Community Services Block Grant National Goals

1. Individuals and families with low income are stable and achieve economic security.

The percentage of Phoenix residents living under the poverty line has been consistently decreasing since 2021.¹ For Phoenix families in 2023, 9.5% lived below poverty level. Median household income is 2.5% higher than the national median household income.

2. Communities where people with low income live are healthy and offer economic opportunity.

Phoenix has become a major hub for diverse industries and economic growth. The unemployment rate in Phoenix has decreased from 6.6% at the end of 2020 and has remained under 4.0% since 2022. In 2023, the Business & Workforce Development Division had 1,550 enrollees, with 82% participants gaining measurable skills, and 72% of adults becoming employed within 12 months of exiting the program.

¹ <https://data.census.gov/>

3. People with low incomes are engaged and active in building opportunities in communities.

In a survey, over 50% of HSD staff members reported that engagement in the community was one of the strengths of their clients, most of whom have low incomes. Head Start focus group members described involvement in community initiatives, such as community gardens.

4. Partnerships among supporters and providers of services to low-income people are achieved.

Head Start’s Parent, Family, Community & Engagement committee focuses on fostering partnerships with other agencies. In Phoenix, the Head Start division leaders readily named many partners with whom they work.² However, some key person interviews indicated that the services provided by the city may not always be as well-known as those of their partners.

5. Agencies increase their capacity to achieve results.

In recognition of the growing need for Head Start and Early Head Start, new sites have been developed throughout Phoenix. 1) In December 2023, Southwest Human Development opened a new Head Start campus at 2702 E Osborn Road. It serves roughly 34 income-eligible children and their families. 2) In 2024, both the Deer Valley Unified School District and Fowler District launched a brand-new Early Head Start program serving infants through to 3-year-olds. In addition, KinderCare started offering Early Head Start in February 2025 and the Booker T. Washington Child Development Center opened a new building in June 2025 to expand its Head Start and preschool offerings in east Phoenix.

6. Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.

Head Start programs in Phoenix strive to strengthen families by empowering parents to become active partners in their children’s development. The program also provides families with access to vital resources and comprehensive social services – helping them achieve personal goals related to education, employment, housing stability, and financial well-being.

² Arizona Head Start Association. (2023). *Arizona Head Start annual report 2023*. <https://www.azheadstart.org/pdfs/AZHSA-2023-Annual-Report.pdf>

METHODOLOGY

LeCroy & Milligan Associates was contracted by the City of Phoenix Human Services Department to conduct a needs assessment of residents' demographics and experiences with services, as well as organizational capacity to meet residents' needs. Following the principles of utilization-focused evaluation described by Michael Quinn Patton³, LeCroy & Milligan Associates collaborated with program staff throughout this evaluation to ensure the utility of evaluation findings for the City of Phoenix.

Evaluation Approach

Evaluation Questions

The needs assessment answered the following key questions:

1. What are the demographics and needs of Phoenix residents served by HSD, and what do these residents need from the Human Services Department?
2. What is the capacity of HSD to meet these needs of residents? Are the needs of the residents aligned with HSD's resources and ability to provide them?
3. What are the roles of key stakeholders and other service agencies in meeting residents' needs? What is the capacity of these organizations to serve residents?
4. What do the residents receiving services like about them? How have they benefited and what do they find helpful?
5. What challenges have residents receiving services faced when looking, applying for, or receiving services? What challenges have service staff encountered in delivering programs? What suggestions for improvements do they have?
6. What services would residents like to have, or what services would they like to see changed, to better accommodate their needs?
7. How can each HSD division incorporate the information collected into their programs?

These questions were answered by conducting a thorough analysis of relevant secondary data about residents of the city of Phoenix and including diverse participants in direct data collection, aiming to represent various geographic areas within the city of Phoenix and multiple service types available to residents.

³ Patton, M. Q. (2008). *Utilization-focused evaluation*. Sage publications.

Data Collection and Analysis

To comprehensively assess the needs of the community and evaluate service delivery across the HSD, the evaluation team employed a multi-method approach. This included both primary and secondary data collection strategies designed to capture a broad range of perspectives and quantitative metrics. Primary data collection consisted of structured interviews, surveys, and focus groups with key stakeholders, including division leaders, staff members, clients, and community partners. These efforts were complemented by secondary data analysis, which provided contextual insights through the examination of publicly available datasets. The following sections outline each data collection method in detail, highlighting the scope, process, and contributions to the overall assessment (Exhibit 1).

Exhibit 1. Data Collected, Purpose, and Analytic Method

Data/Instrument	Purpose	Analysis	Numbers
Existing reports review	Understand existing reporting and needs assessments recently conducted in Phoenix relevant to the evaluation questions.	Systematic analysis of studies and reports	N/A
Analysis of secondary data	Identify current state and general trends about the needs of Phoenix residents.	Quantitative analysis of secondary data	N/A
HSD division interviews	Identify primary functions of division, services offered, and other service agencies	Content analysis of interview responses	8 interviews: Victim Services Division (VSD), Community Services & Initiatives Division (CSID), Office of Refugee & Immigrant Support (ORIS), Senior Programs Division (SPD), Education Division (EDU), Office of Homeless Support (OHS), Strategic Initiatives (SI), Business & Workforce Development (BWD)

Data/Instrument	Purpose	Analysis	Numbers
HSD staff survey	Identify trends in service availability, entry points, and gaps.	Aggregated analysis of quantitative responses, and thematic analysis of open-ended responses	140 completed surveys: CSID: 30%, EDU: 29%, SPD: 14%, VSD: 9%, MSD: 8% (<i>MSD responses not included in HSD totals</i>), OHS: 5%, BWD: 4%, ORIS: 1%
Key informant interviews	Gain a deeper understanding about the division of services within HSD, populations served, services provided, partner agencies and expert informants identified, new entry points to services, and/or challenges certain groups are experiencing.	Content analysis of interview responses	6 interviews Community Assistance Program, International Rescue Committee, Legal Services, Salvation Army, UMOM, Wildfire
Focus groups	Gain a deeper understanding of regional and population-specific service needs and recommendations.	Content and thematic analysis of responses	8 focus groups (62 participants): Travis L Williams FSC (6), Sunnyslope FSC (11), Helen Drake Senior Ctr (12), South Mtn Senior Ctr (6), West Job Ctr (10), Byron Barry ES (6), Head Start virtual group (9), Human Services Commission (2)

Division Interviews



The evaluation team completed 60-minute interviews with the deputy directors (or other leadership) of each HSD division to gather more detailed information about the responsibilities and capacities of each division within the greater human services department. Topic areas included the size of the division, the populations served, specific services offered, and the outside agencies and experts the division utilizes. Divisions interviewed included: Community Services & Initiatives, Homeless Solutions, Education (including Head Start Birth to Five), Business and Workforce, Victim Services, Strategic Initiatives, Refugee and Immigration Support, and Senior Programs.



Staff Survey

The evaluation team designed and administered an online survey for HSD staff. The survey included both multiple-choice questions to quantify service delivery metrics and open-ended questions to capture qualitative insights into staff perspectives on service provision and client needs. The survey aimed to collect a broad range of staff experiences and observations, providing valuable context to the quantitative data collected through other methods. A total of **140 complete surveys** were received.



Key Informant Interviews

To gain expert insights on specific service areas, the evaluation team conducted **6 key informant interviews**. These interviewees were selected based on recommendations from relevant HSD divisions for their expertise in their respective fields. Interviews focused on gathering in-depth opinions and analyses related to community needs, service gaps, and strategic improvements.



Focus Groups

The evaluation team facilitated **8 focus groups** to collect in-depth qualitative data from staff and stakeholders. Of these, seven were conducted in person, and two were held virtually. The focus groups included: [2] Senior Centers, [2] Community Service Centers, [2] Head Start (one of which was virtual), [1] Business and Workforce, [1] Human Services Commission (virtual). Each session was designed to gather perspectives on service needs, operational challenges, and areas for programmatic improvement. A total of 62 HSD clients and other stakeholders served as participants in the eight focus groups.



Secondary Data Analysis

The evaluation team conducted a secondary data analysis to supplement primary data collection efforts. This involved gathering and verifying data from publicly available sources as well as HSD's internal databases. Key focus areas included: Demographics, Housing and Homelessness, Nutrition Needs, Education Needs, Head Start (including both

enrolled families and all eligible families), Health and Social Service needs (including mental health and dental care), Child Care Availability, Transportation and Communication, Disability Services and Resources. Data were cross-referenced and validated to ensure accuracy and completeness. This analysis provided critical context for understanding broader trends and identifying service gaps within HSD's areas of responsibility.

Limitations of the Assessment

While significant efforts were made to comprehensively assess community needs through multiple methods, several limitations impacted the conclusions that can be drawn from this needs assessment:

- Some divisions only had a small number of respondents to the staff survey, which may affect the degree to which their perspectives reflect the division as a whole, limiting the data we could report. Additionally, divisions with fewer than three staff members constrained the ability to gather a diverse range of perspectives through staff surveys and maintain confidentiality.
- Key informant interviews were identified as a critical component for gaining expert insights across different service areas. However, despite repeated outreach efforts, the evaluation team was unable to recruit some key informants suggested by HSD. Therefore, the insight of those not reached could not be included.
- Secondary data analysis was used to supplement primary data collection by examining publicly available information. However, some critical data points were not accessible despite extensive searches. In particular, we were unable to find statistics on the number of first-time HSD clients compared to returning clients. Only statewide data on these statistics were available and were generalized to overall support services and not specific departments or agencies.

Despite these limitations, the evaluation team employed multiple methods to mitigate data gaps, including the use of qualitative surveys, additional interviews where possible, and validation of existing secondary data. These strategies aimed to enhance the robustness of findings and ensure that the assessment reflects a comprehensive view of community needs.

FINDINGS

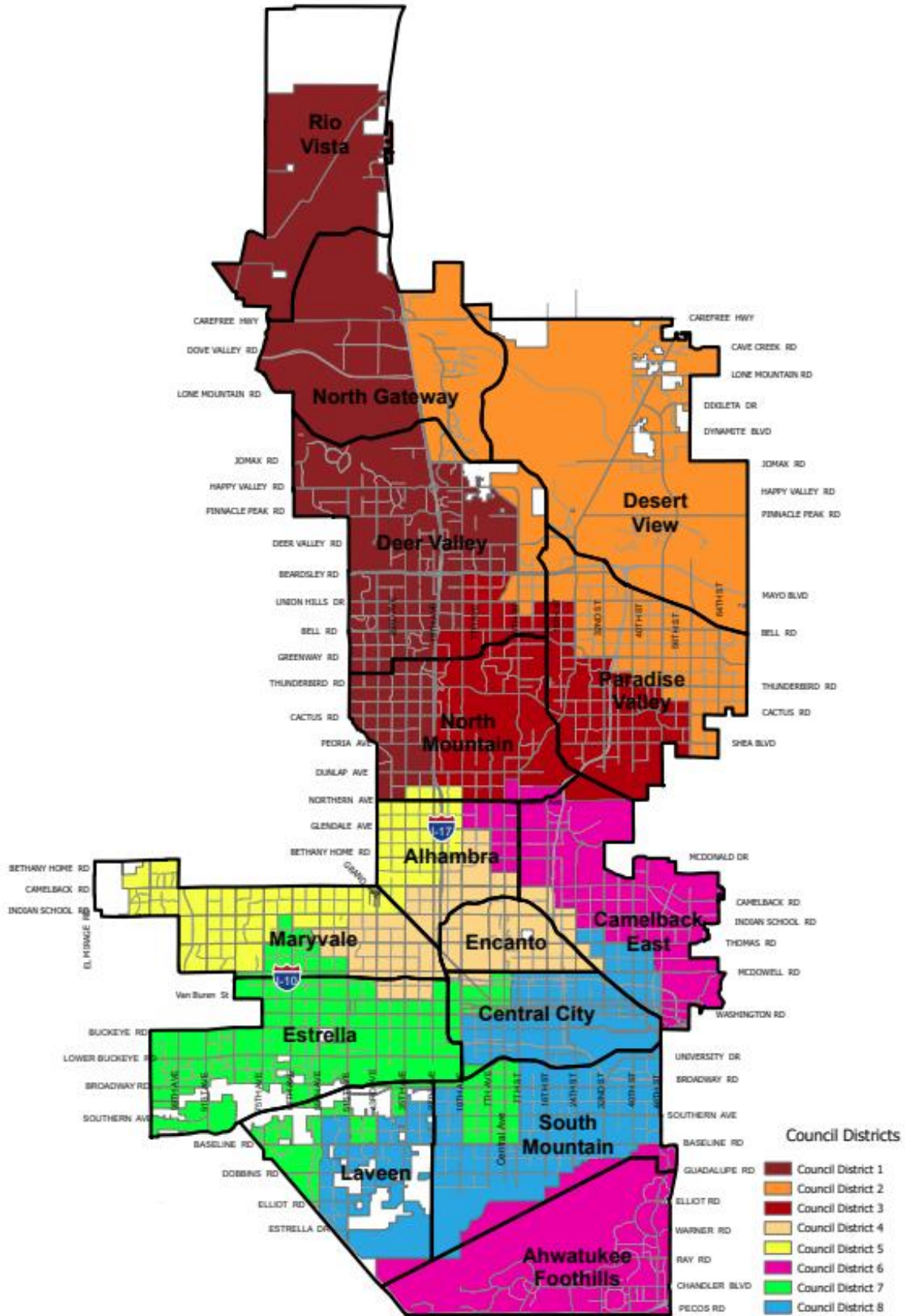
Findings from secondary and primary data are presented by overall population, HSD division, and specific populations served.

Phoenix Population Demographics

Phoenix, the capital of Arizona, continues to experience steady population growth and demographic shifts that reflect both regional trends and national patterns.⁴ As one of the fastest-growing urban centers in the United States (U.S.), Phoenix has drawn attention for its expanding population, diverse age distribution, and balanced gender ratio. The following overview highlights key demographic statistics that help illustrate the city's current profile and its evolution over recent years. Exhibit 2 represents a graphic of the City of Phoenix service area, with neighborhoods and districts identified.

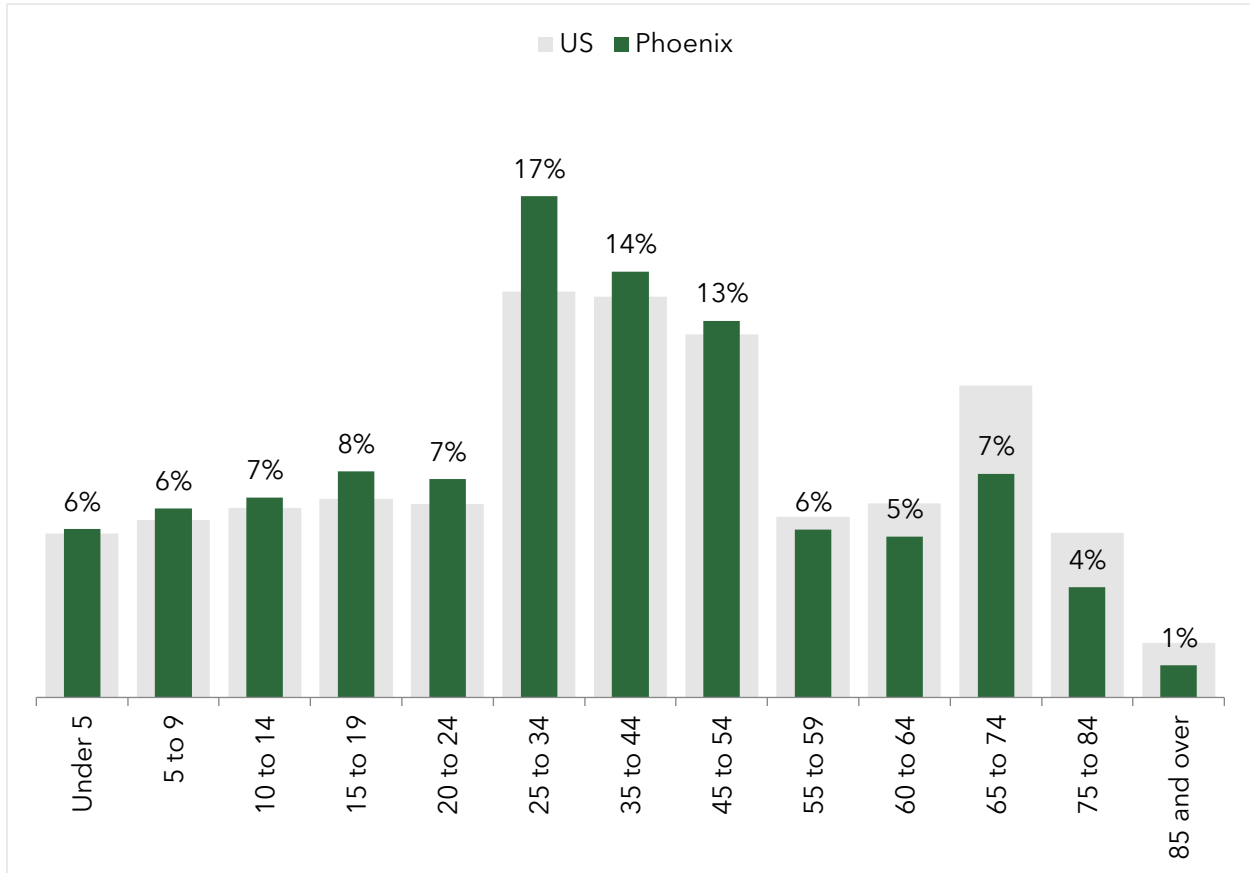
⁴ U.S. Census Bureau (2022) *Fastest-Growing Cities Are Still in the West and South*. Retrieved from: <https://www.census.gov/newsroom/press-releases/2022/fastest-growing-cities-population-estimates.html>

Exhibit 2. City of Phoenix Service Area



According to the U.S. Census, the estimated population in 2024 was 1,673,164 (compared with 1,650,070 in 2023), making Phoenix the fifth largest city in the United States. Compared to the rest of the U.S., Phoenix has a higher percentage of residents under 55 and slightly lower percentage of residents 55 and older⁵ (Exhibit 3). Gender is almost evenly split, with 99 males per 100 females (Exhibit 4).

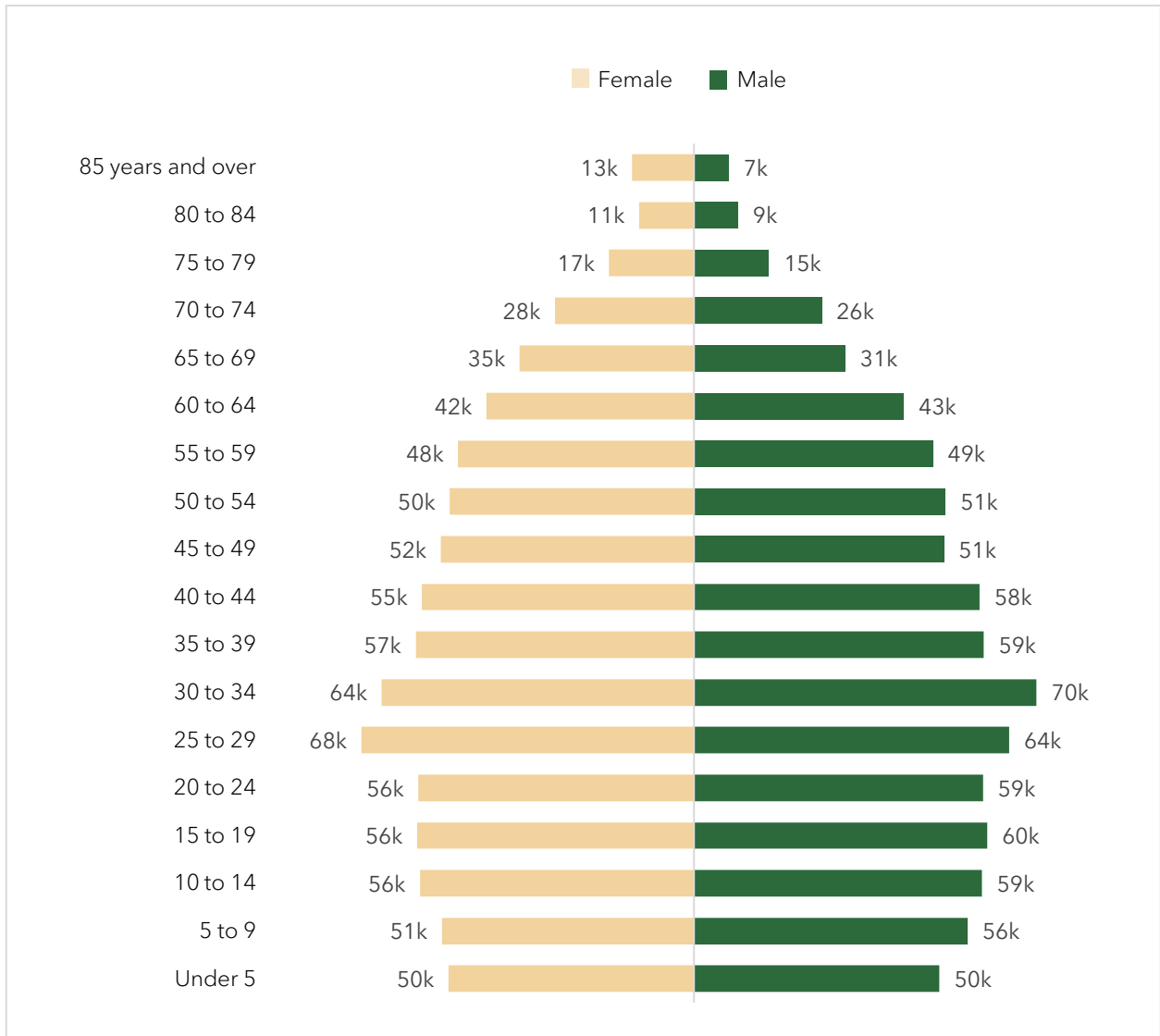
Exhibit 3. Age Categories in Phoenix and US⁶



⁵ U.S. Census Bureau, U.S. Department of Commerce. (2023). Age and Sex. *American Community Survey, ACS 1-Year Estimates Subject Tables, Table S0101*. Retrieved May 7, 2025, from: <https://data.census.gov/table/ACSST1Y2023.S0101?q=Phoenix+city,+Arizona&t=Age+and+Sex&g=010XX00US>.

⁶ American Community Survey 1 and 5 year estimates, U.S. Census Bureau, U.S. Department of Commerce. (2023). *American Community Survey, ACS 1-Year Estimates Subject Tables, Table S0101*. Retrieved May 7, 2025, from <https://data.census.gov/table/ACSST1Y2023.S0101?q=Phoenix+city,+Arizona&t=Age+and+Sex&g=010XX00US>.

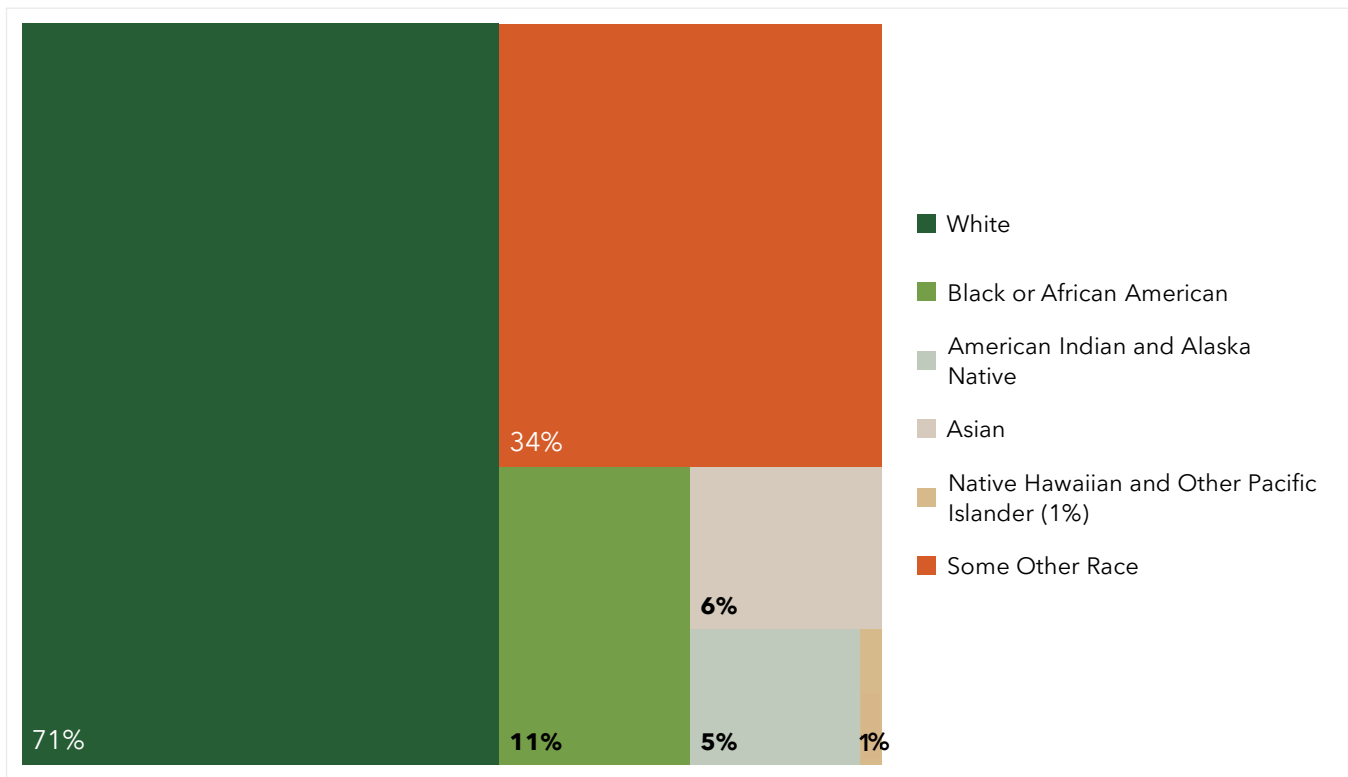
Exhibit 4. Age and Gender in Phoenix⁷



⁷ U.S. Census Bureau, U.S. Department of Commerce. (2023). Age and Sex. *American Community Survey, ACS 1-Year Estimates Subject Tables, Table S0101*. Retrieved May 7, 2025, from <https://data.census.gov/table/ACSST1Y2023.S0101?q=Phoenix+city,+Arizona&t=Age+and+Sex&g=010XX00US>.

Per Census data, three out of four Phoenix residents identified as a single race, with the remaining quarter of the population identifying as more than one race. Of all race categories selected, the most common was White (71%). Black/African American was selected by 11%, Asian by 6%, and American Indian/Alaskan Native by 5%, almost double the national percentage. More than twice as many Phoenix residents (34%) selected “some other race” compared to the U.S. total percentage (16%), suggesting that the racial categories offered do not reflect how Phoenix residents identify their race (Exhibit 5). Phoenix residents of any race also report 42% ethnically Hispanic/Latino more than twice the national average of 19% Hispanic/Latino.

Exhibit 5. Racial Makeup of Phoenix⁸



U.S. Census respondents can select multiple races so percentages shown in the chart exceed 100%.

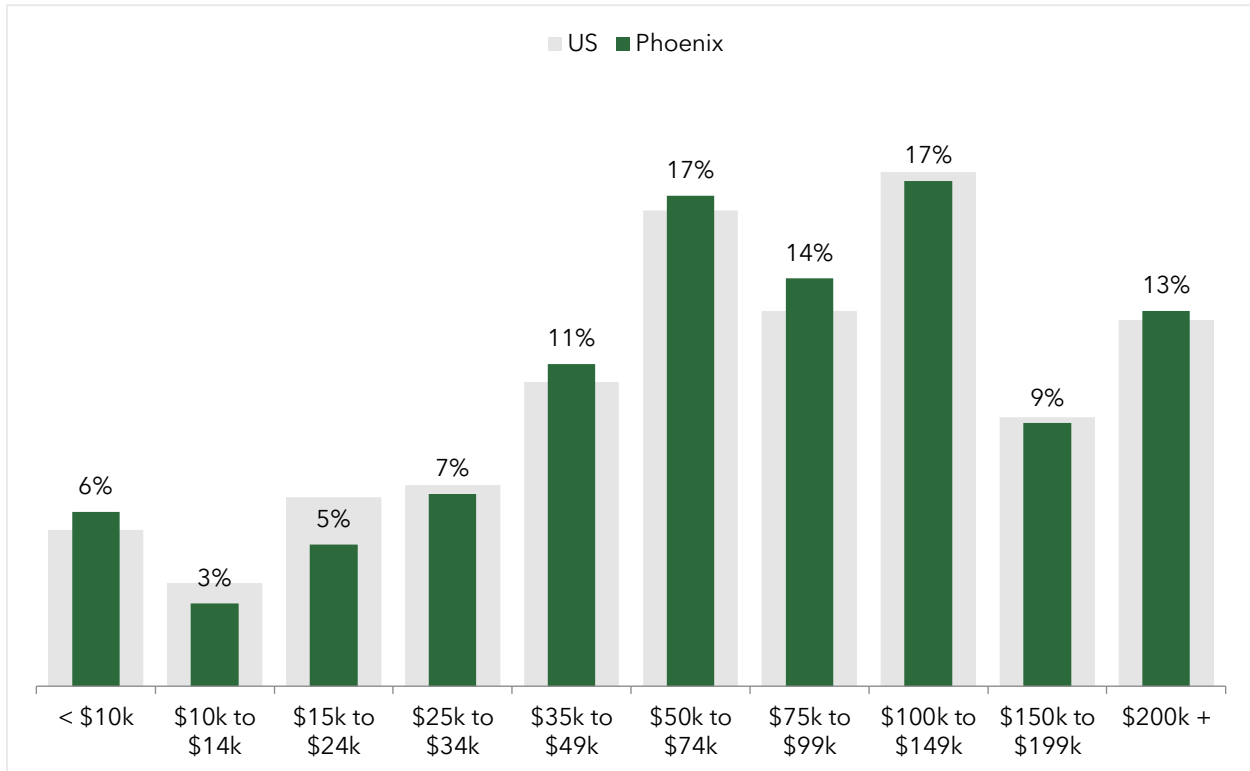
⁸ U.S. Census Bureau, U.S. Department of Commerce. (2023). Selected Population Profile in the United States. American Community Survey, ACS 1-Year Estimates Selected Population Profiles, Table S0201. Retrieved May 7, 2025, from <https://data.census.gov/table/ACSSPP1Y2023.S0201?q=Phoenix+city,+Arizona&t=-00:-01:-02:-03:001:Race+and+Ethnicity&g=010XX00US>.

Income

The U.S. Census Bureau defines a household as all the people who occupy a housing unit as their usual place of residence.⁹ There are two main types of households: family and nonfamily. A family household includes a householder and one or more people living in the same household who are related to the householder by birth, marriage, or adoption.¹⁰ In contrast, a nonfamily household consists of a householder living alone or sharing the home only with individuals to whom they are not related; a roommate, for example.¹¹

Median household income is roughly \$80,000 per year, 2.5% higher than the national median household income. Families, especially those with married couples, tend to have higher median incomes: \$93,000 for families and \$113,000 for married families. Non-family households have considerably lower median incomes at \$53,000 per year (household income distribution shown in Exhibit 6). Thus, non-family households may have a disproportionately higher need for services than family households.

Exhibit 6. Household Income Distribution in Phoenix and US¹²



⁹ U.S. Census Bureau. (2025) Glossary. Retrieved from <https://www.census.gov/glossary/?term=Household>

¹⁰ U.S. Census Bureau. (2025) Glossary. Retrieved from <https://www.census.gov/glossary/?term=Family+household>

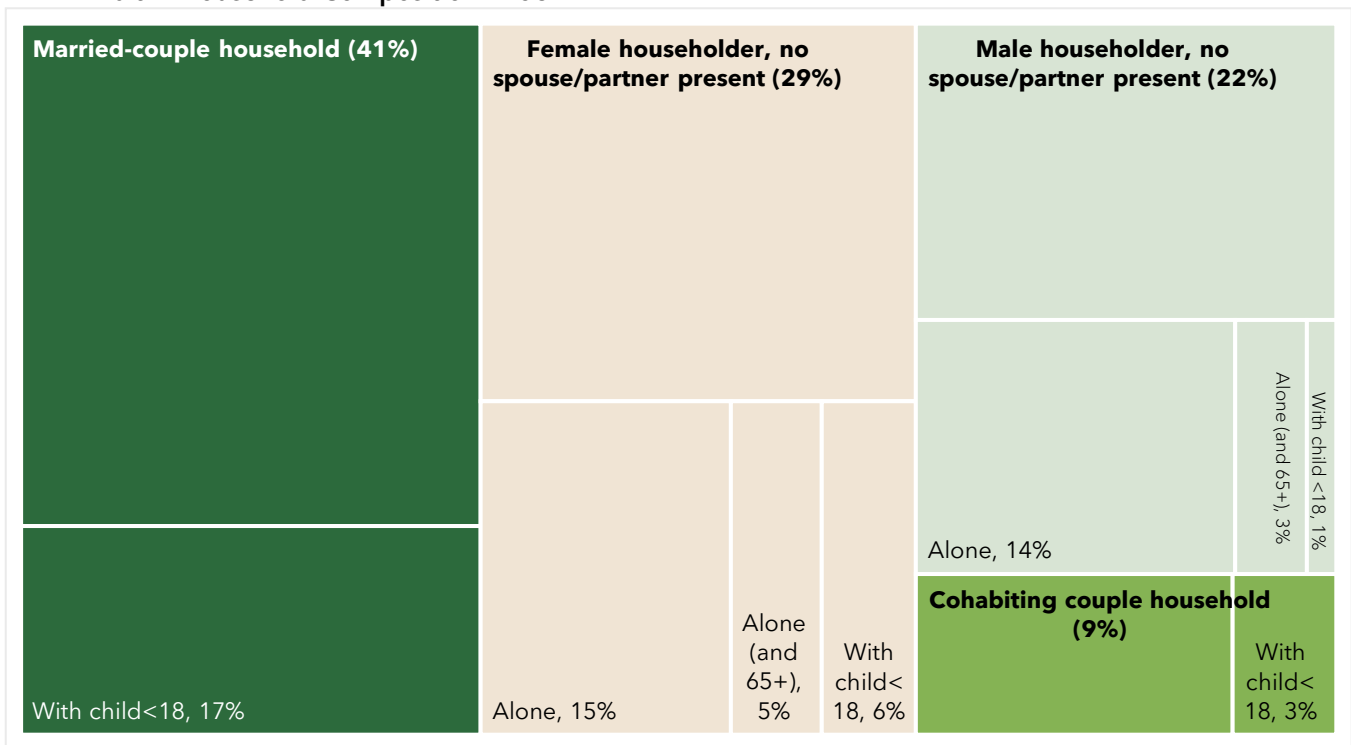
¹¹ U.S. Census Bureau. (2025) Glossary. Retrieved from <https://www.census.gov/glossary/?term=Nonfamily+household>

¹² U.S. Census Bureau, U.S. Department of Commerce. (2023). Income in the Past 12 Months (in 2023 Inflation-Adjusted Dollars). *American Community Survey, ACS 1-Year Estimates Subject Tables, Table S1901*.

Household Composition

Of the approximately 620,000 total households in Phoenix, there are fewer married-couple households (40.5%) than the national average (46.8%). Although some of these households are non-married cohabiting couples (16.8%), most are female-headed households with no spouse or partner present (28.8%), and to a lesser degree, male-headed households with no spouse or partner present (21.8%, which is 3.4% higher than the national average). Nearly a third (31.3%) of households have at least one person under 18 years old, and just under a quarter (24.2%) have at least one person over 64 years old. In the following school districts, 1,584 children are in foster care (Alhambra, Deer Valley, Fowler, Cartwright, Pendergast, Isaac, Murphy, Roosevelt, Wilson, Phoenix Elementary, Laveen, Riverside, and Washington). There are roughly 33,000 females over 64 years old living alone, and about 20,000 males over 64 years old living alone. Together, male and female seniors living alone represent 8.5% of total households (about 620,000) in Phoenix (see Exhibit 7 for more detail). Those figures are almost reversed nationally, with more U.S. households having at least one person over 64 (32.3%) than at least one person under 18 (28.8%). The average Phoenix household size is 2.6 people, and average family size is 3.3 people, both of which are just slightly above the national averages.

Exhibit 7. Household Composition Phoenix¹³



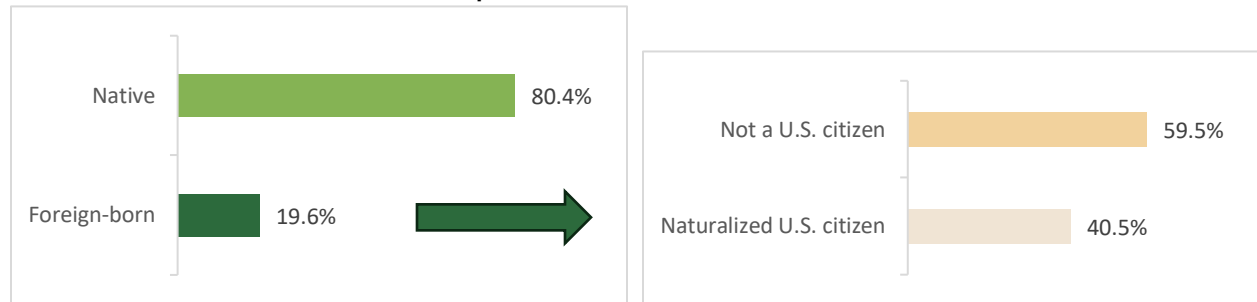
Retrieved May 7, 2025, from <https://data.census.gov/table/ACSST1Y2023.S1901?q=Phoenix+city,+Arizona&t=Income+and+Poverty&g=010XX00US>.

¹³ U.S. Census Bureau, U.S. Department of Commerce. (2023). Households and Families. American Community Survey, ACS 1-Year Estimates Subject Tables, Table S1101. Retrieved May 7, 2025, from

Nationality and Language

Most Phoenix residents are U.S. citizens, 80% by birth and 8% naturalized. The remaining 12% are not U.S. citizens (Exhibit 8). Compared to the rest of the U.S., Phoenix has 5% fewer U.S. citizens by birth and double the percentage of non-U.S. citizens. 65% of Phoenix residents speak English only at home, compared to 78% nationally. Of the 35% of Phoenix residents who speak a language other than English at home, 12% speak English less than “very well.”¹⁴

Exhibit 8. Phoenix Resident Citizenship Status



Education

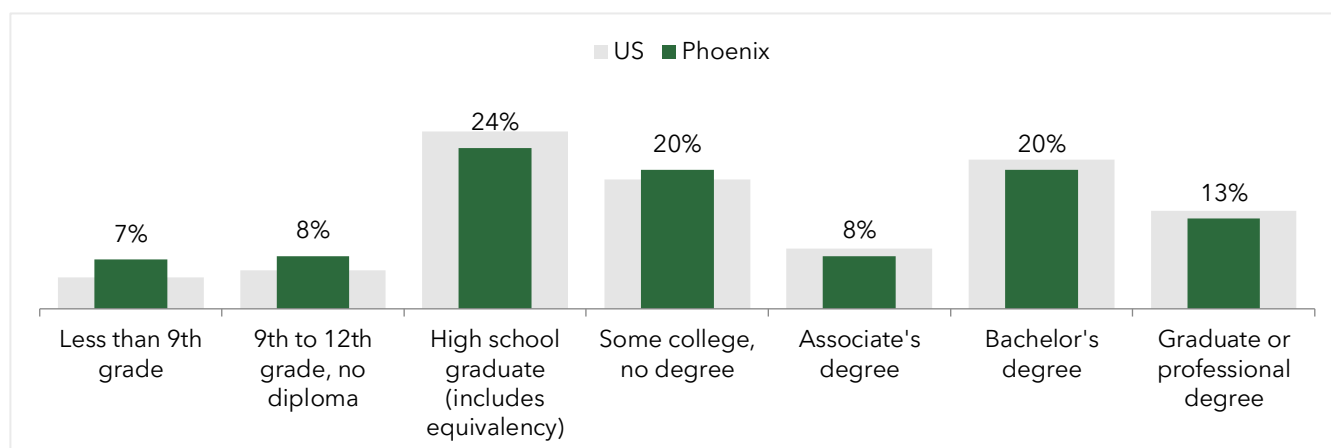
The educational attainment of city of Phoenix residents is slightly below national averages, especially for those who have not completed high school. Out of all adults age 25 and older, nearly 50% more Phoenix residents lack a high school diploma or equivalent (15%) than nationwide (11%). When it comes to higher education, the numbers are more similar: one third of Phoenix residents 25 and older have completed a four-year college degree, just slightly lower than the national average¹⁵ (Exhibit 9).

¹⁴

<https://data.census.gov/table/ACSST1Y2023.S1101?q=Phoenix+city,+Arizona&t=Families+and+Living+Arrangements:Marital+Status+and+Marital+History:Same+Sex+Couples&g=010XX00US>.

¹⁵ U.S. Census Bureau, U.S. Department of Commerce. (2023). Educational Attainment. American Community Survey, ACS 1-Year Estimates Subject Tables, Table S1501. Retrieved May 7, 2025, from <https://data.census.gov/table/ACSST1Y2023.S1501?q=Phoenix+city,+Arizona&t=Education:Education+Attainment&g=010XX00US>.

Exhibit 9. Education Distribution of Phoenix and US



In light of these educational attainment trends among adults, it’s also important to consider the broader demographics of the city’s youngest residents. A closer look at the total population of children under the age of five helps contextualize community needs and future educational demand. Exhibit 10 presents the total number of children under five years of age by geographic location and sex, based on data from the U.S. Census Bureau’s 2018-2022 American Community Survey 5-Year Estimates. This dataset provides a more comprehensive view of where young children reside across the Phoenix service area and helps inform planning efforts by identifying areas with higher concentrations of young children, regardless of income eligibility.

Exhibit 10. Number of Children Under 5 Years by Geographic Location (Home School District) and Sex¹⁶

Geography / School District	Male	Female	Total
Alhambra Elementary District	2,795	4,180	6,975
Cartwright Elementary District	4,625	4,600	9,225
Deer Valley Unified District	7,655	7,340	14,995
Fowler Elementary District	2,125	1,500	3,625
Isaac Elementary District	1,780	1,730	3,510
Murphy Elementary District	425	300	725
Laveen Elementary District	2,105	2,340	4,445
Phoenix Elementary District	1,895	1,785	3,680
Pendergast Elementary District	2,290	2,345	4,635
Riverside Elementary District	295	250	545
Roosevelt Elementary District	4,095	4,680	8,775

¹⁶ National Center for Education Statistics (n.d.) Education Demographic and Geographic Estimates Dataset: 2018-2022. Retrieved from: <https://nces.ed.gov/programs/edge/TableViewer/acsProfile/2022>

Geography / School District	Male	Female	Total
Washington Elementary District	8,875	8,160	17,035
Wilson Elementary District	70	100	170
Total	39,030	39,310	78,340

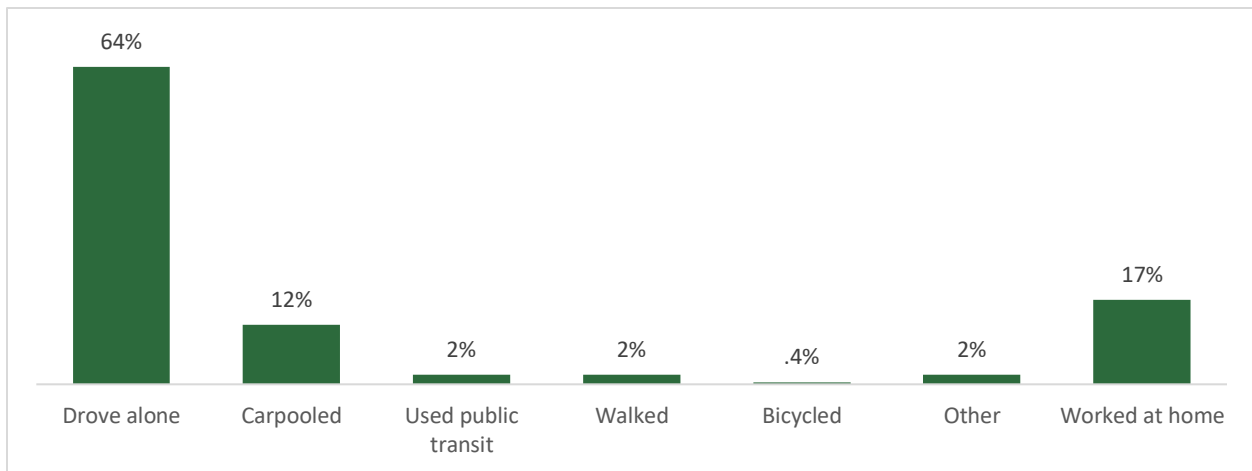
Transportation

The City of Phoenix’s investments in infrastructure continue to grow to meet the needs of its residents and workforce. Among the many improvements will include providing 15-minute frequency to at least half of the buses – meaning the buses will arrive every 15 minutes, extend and add the RAPID service, extend and add the bus service to unserved major streets, add forty-two miles of new light rail, new streetlights, and add more miles of bike lanes.¹⁷

In 2022-2023, a household in the Phoenix metropolitan area spent on average 17.3% of its budget on transportation, as compared to 16.9% nationwide, averaging two cars.¹⁸

Approximately 10 billion vehicle miles travel in Phoenix in a year¹⁹. Almost two-thirds (64%) of workers 16 years of age or older commute to work by car alone with an average commute time of 25.7 minutes²⁰ (Exhibit 11).

Exhibit 11. How Phoenix Residents Commuted to Work



Data are for all people 16 years and older.

¹⁷Phoenix Transportation 2050. (2024). *ANNUAL PROGRESS REPORT FISCAL YEAR 2024*. Retrieved from https://www.phoenix.gov/content/dam/phoenix/publictransitsite/transportation-2050/t2050_2024_annualprogressreport-english.pdf

¹⁸ Bureau of Labor Statistics. (2023). *Consumer Expenditures for the Phoenix Metropolitan Area – 2022–23*.

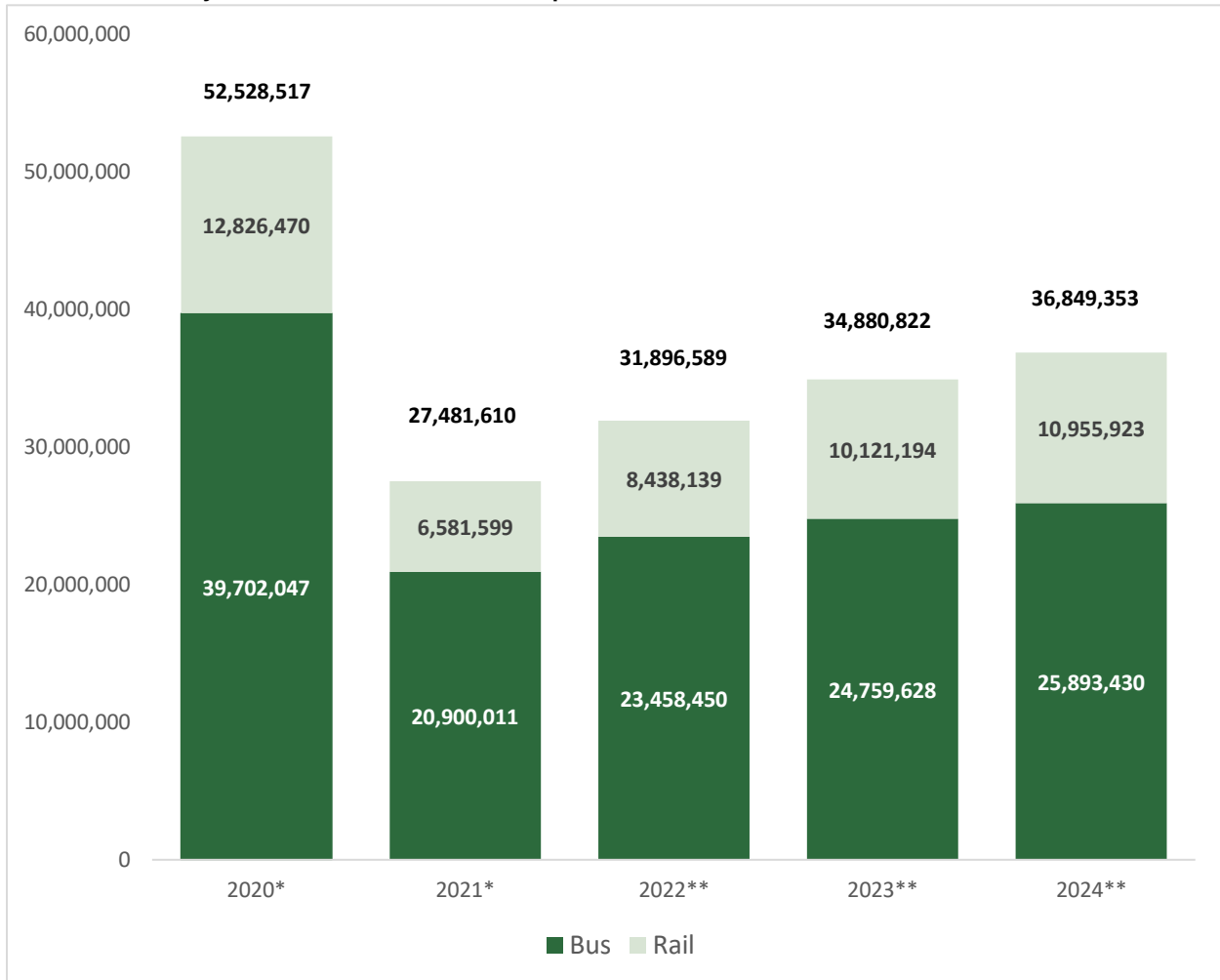
Retrieved from https://www.bls.gov/regions/west/news-release/ConsumerExpenditures_Phoenix.htm

¹⁹ Arizona Department of Transportation. (n.d). Retrieved from <https://azdot.gov/fast-facts>

²⁰ United States Census Bureau. (2023). *QuickFacts Phoenix city, Arizona*. Retrieved from <https://www.census.gov/quickfacts/fact/table/phoenixcityarizona/PST045217>

Valley Metro is the regional public transportation agency for the Phoenix metropolitan area, with buses, light rail, and streetcars being the main mass transit services offered. Ridership peaked in FY 2020 before plummeting due to the Covid-19 pandemic in FY2021. Ridership has gradually increased from the 2021 low but has not recovered to the FY2020 level²¹ (Exhibit 12).

Exhibit 12. Valley Metro Fixed Route Ridership - FY2020-2024



*Ridership was impacted by the Covid-19 pandemic beginning in the last quarter of FY 2020 and throughout FY 2021. **Rail figures included both light rail and streetcar service, with the latter beginning in May 2022.

One extension to the system (Northwest Extension Phase II) began operating in 2024 and others (I-10 West Extension and Capitol Extension) are in the planning and design phase. In 2024, Valley Metro also finalized its Fiscal Year 2025-2030 Strategic Plan, which was developed based on input from riders, peer agencies, city staff, and other stakeholders (Valley Metro).

²¹ U.S. Census Bureau (2023). American Community Survey 1-year estimates. Retrieved from Census Reporter Profile page for Phoenix, AZ <<http://censusreporter.org/profiles/16000US0455000-phoenix-az/>>

Data from Phoenix’s public transit system has been aggregated and analyzed by The Center for Neighborhood Technology (CNT).²² CNT uses the analysis of a transit system’s connectivity, access to land area and jobs, and frequency of service to calculate an overall transit performance score from 0 to 10, with 10 representing a system functioning at the highest level. Phoenix’s public transit system was rated 5.9 in terms of performance, indicating a moderate level of job accessibility and commuting choices.



The average (income-wise) household has four transit routes within a half mile. About 93% of households making less than \$50,000 live within a half-mile of any form of public transit. Of the households that live within a half mile of public transit, 81% live in owner-occupied housing while 94% live in renter-occupied housing. A small percentage (8%) of these households own no vehicles and 37% own one.

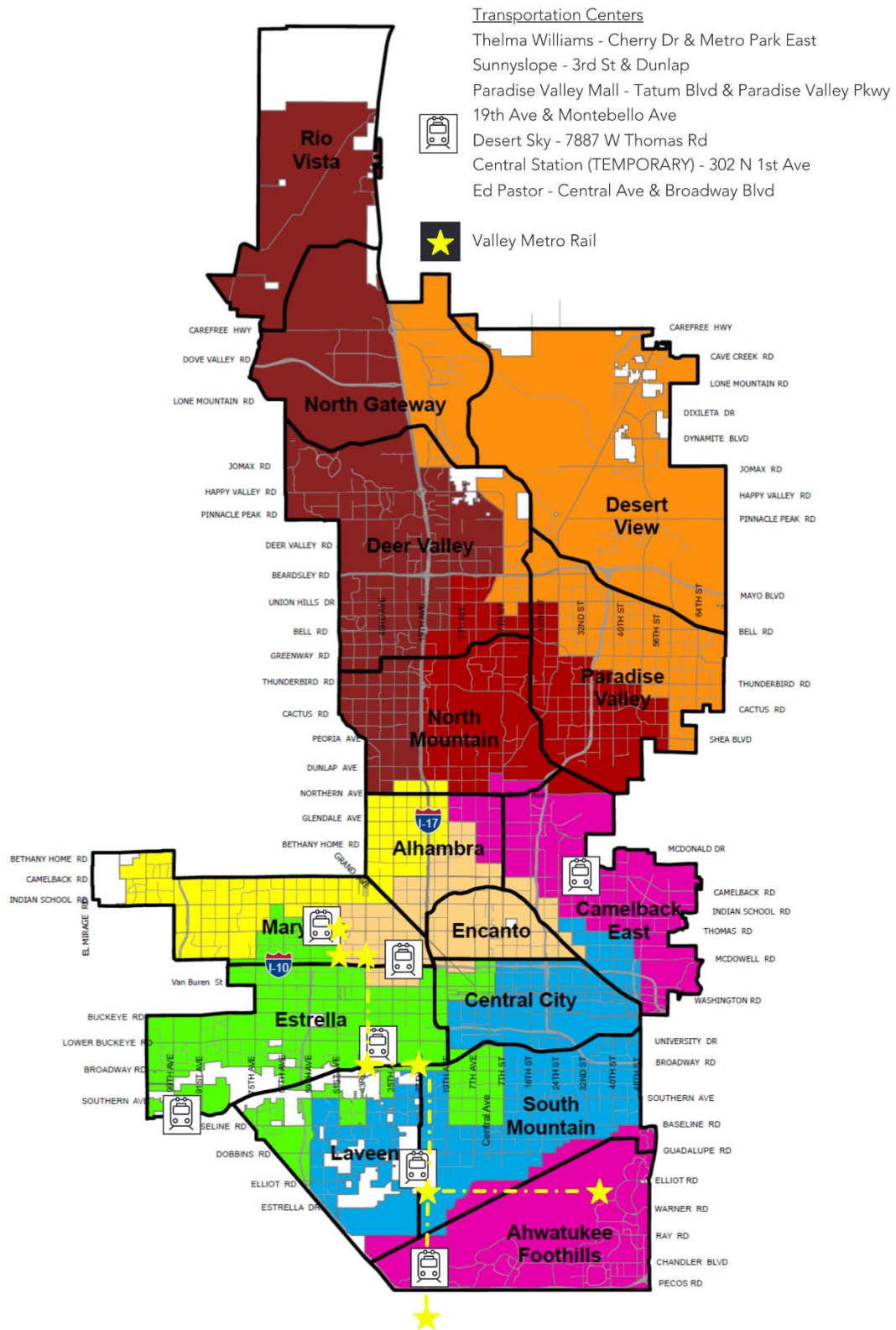
Valley Metro provides mass transit services to Phoenix and surrounding cities, including buses and light rail. Reduced fares on local bus routes and light rail are available to youth ages 6-18, seniors age 65+, persons with disabilities (SSI/SSDI, substance dependency), disabled veterans, and Medicare card holders. Valley Metro offers free transit fares through its ADA Platinum Pass program for eligible individuals with disabilities, allowing them to ride buses and light rail at no cost.²³

To illustrate accessibility of public transit options within the community, Exhibit 13 displays the locations of major transportation centers across the city. These centers serve as key connection points for bus routes, the metro rail lines, and other transit services that many families, seniors, and individuals without personal vehicles rely on. Mapping their distribution provides insight into how well different neighborhoods are served and helps identify areas where limited transportation access may contribute to barriers in reaching other essential services.

²² The Center for Neighborhood Technology. <https://alltransit.cnt.org/fact-sheet/?mapR=248,-112.12480049999999,33.604897497891656,8.744371784788667,place,762>

²³ <https://www.valleymetro.org/fares/reduced-fare-program>

Exhibit 13. Transportation Centers in Phoenix



Communication

Owning a computer or smartphone is vital for residents of Phoenix to be able to access needed services, find employment, make use of on-line education, arrange transportation, and conduct other important tasks of daily life. According to the 2024 U.S. Census Bureau estimates, 96% of households in Phoenix owned a computer.²⁴ For the same period it was estimated that 90% of households had a broadband internet subscription. Despite those relatively high percentages, it is estimated that 1 in 3 unemployed people lack foundational digital skills and would not be competitive for the roughly 75% of job listings that require such skills.²⁵ In 2025, the National Telecommunications and Information Administration recommended the award of a \$11.8 million Digital Equity Competitive Grant to Phoenix. The grant submission recommended including digital skills for workplace readiness training, a borrow-to-own device program with hotspot internet access, training and support services to support broadband related careers, and funding for establishment of a community Wi-Fi network in the Edison-Eastlake Choice Neighborhoods Community that would provide connectivity for more than 1,000 low-income households.

Poverty

Poverty is a complex issue. Determining the exact causes of poverty is a difficult endeavor, but most research agrees it arises from some common factors. Low wages and unemployment are significant causes. Even people who work full-time jobs may not earn enough to pay for basic living expenses. People with disabilities or chronic health conditions may not be able to work enough to make a living. Many employment opportunities are in areas with high housing costs, another factor leading to poverty. Without adequate affordable housing, people are forced to live in crowded or unsafe conditions. Racism and discrimination also play a role in poverty. Women, people of color, and disabled people are more likely to have low incomes and reduced opportunities due to various forms of discrimination. A lack of education and healthcare also affects career prospects, keeping people with less education or health problems in lower paying work. Altogether, these factors of wages, affordable housing, discrimination, education, and healthcare, have significant impact in rates of poverty in the US.^{26,27}

As shown in Exhibit 14, in 2023, 13.6% of the population in Phoenix lived below the poverty line, slightly higher than the average of 12.4% for Arizona. The Phoenix average is down from 13.9% in 2022 and 14.9% in 2021. Nearly 25% of those in poverty are children under 5 years old,

²⁴ United States Census Bureau. (2024). *Computer and Internet Use in the United States: 2021*. Retrieved from <https://www.census.gov/newsroom/press-releases/2024/computer-internet-use-2021.html>

²⁵ State Digital Equity Scorecard. (2021) *The digital opportunity gap in Arizona*. Retrieved from https://state-scorecard.digitalinclusion.org/scorecard/by_state/AZ

²⁶ Retrieved from: <https://www.feedingamerica.org/hunger-in-america/poverty>

²⁷ Poverty in the United States in 2023. (2025, July 18). <https://www.congress.gov/crs-product/R48279>

one third higher than the national average for poverty in children under 5.²⁸ Although Phoenix has a lower percentage of seniors over 64 than the national average, the poverty rates for seniors in Phoenix is slightly higher at 12%, compared to the U.S. average of 10%. The table below shows the percentage of residents living below poverty for 2023 (ref: CSBG Goal 3.2).²⁹

Exhibit 14. Percentage of Arizona and Phoenix Residents Below Poverty Level

		Arizona	Arizona	Phoenix	Phoenix
		Count	%	Count	%
Total		905,418	12.4%	220,087	13.6%
Age	Under 5 years	62,009	16.1%	16,352	17.8%
	5 to 17 years	176,820	15.1%	50,712	17.8%
	18 to 34 years	225,936	13.6%	56,031	13.1%
	35 to 64 years	279,276	10.6%	70,897	11.5%
	65 years and over	161,377	11.4%	26,095	13.1%
Sex	Male	415,718	11.5%	100,906	12.5%
	Female	489,700	13.4%	119,181	14.6%
Race and Hispanic or Latino Origin	White alone	422,360	10.0%	78,483	10.5%
	Black or African American alone	60,680	17.8%	28,645	20.7%
	American Indian and Alaska Native alone	75,843	26.6%	6,895	16.8%
	Asian alone	24,641	9.3%	4,106	5.8%
	Native Hawaiian and Other Pacific Islander alone	1,390	8.8%	N/A	N/A
	Some other race alone	100,239	15.0%	30,644	15.0%
	Two or more races	220,265	15.1%	71,007	17.0%
	Hispanic or Latino origin (of any race)	369,016	16.0%	117,839	17.3%
White alone, not Hispanic or Latino		351,222	9.2%	60,250	9.3%

Calculating poverty is based on the Federal Poverty Guidelines, developed by the Department of Health and Human Services (Exhibit 15).³⁰ The Supplemental Poverty Measure (SPM) is another poverty measure developed by the U.S. Census Bureau that expands the official poverty measure by including noncash benefits and subtracting necessary expenses like taxes and medical costs. The SPM increased in Arizona to 12%³¹, largely due to the elimination of the COVID-19 funding in 2023.

²⁸ Retrieved from: <https://data.census.gov/chart/ACSST1Y2021.S1701>

²⁹ Retrieved from:

https://data.census.gov/table/ACSST1Y2023.S1701?t=Poverty&g=040XX00US04_160XX00US0455000&moe=false

³⁰ Office of the Assistant Secretary for Planning and Evaluation (2025). Poverty Guidelines. Retrieved from <https://aspe.hhs.gov/topics/poverty-economic-mobility/poverty-guidelines>

³¹ United States Census Bureau. (2025). State of Arizona.

<https://data.census.gov/profile/Arizona?g=040XX00US04>

Exhibit 15. 2025 Federal Poverty Guidelines

Persons in household	Poverty guideline
1	\$15,650
2	\$21,150
3	\$26,650
4	\$32,150
5	\$37,650

According to the Consumer Price Index for All Urban Consumers (CPI-U) for the Phoenix area, the consumer price index has advanced 1.8% over the past 12 months ending in February 2025. The food index advanced 2.3%, and the energy index rose 3.9%.³² Massachusetts Institute of Technology calculates the income required in different regions to meet basic needs (see Exhibit 16).³³ In addition, the statewide rate of people without health insurance (11.1%) is 10th highest in the United States, and nearly two percentage points higher than the national average (9.2%).³⁴ These different indicators demonstrate that the overall cost of living, including housing, transportation, communication, health care, and food, has increased in Phoenix.

Exhibit 16. Massachusetts Institute of Technology’s Living Wage Calculator for Phoenix

Number of Adults	Number of children	2022 Living Wage	2025 Living Wage
1 Working Adult	0	\$32,056	\$53,433
	1	\$61,230	\$90,764
	2	\$73,639	\$113,206
2 Adults (1 Working)	0	\$51,690	\$73,840
	1	\$60,832	\$87,272
	2	\$68,592	\$95,480

The wage amount is annual income before taxes.

³² United States Bureau of Labor Statistics. (2025). Consumer Price Index, Phoenix area – February 2025 Retrieved from https://www.bls.gov/regions/west/news-release/consumerpriceindex_phoenix.htm

³³ Massachusetts Institute of Technology’s Living Wage Calculator. (2025). Living Wage Calculation for Phoenix-Mesa-Chandler, AZ. Retrieved from <https://livingwage.mit.edu/metros/38060>

³⁴ Arizona Department of Health Services. (2021). *Arizona primary care needs assessment*. Arizona Department of Health Services.

Housing

In recent decades many large cities across the United States have experienced the related challenges of a shortage of affordable housing and high rates of homelessness³⁵. In 2023, 57% of the housing units in Phoenix, AZ were occupied by their owner. This percentage grew from the previous year's rate of 56%. In 2023, 90% of extremely low-income (ELI) renter households in the US Census Bureau-designated Phoenix-Mesa-Chandler, AZ Metropolitan Statistical Area (MSA) was considered cost-burdened, with a household having to spend more than half its income on housing (Exhibit 17). The same MSA has a deficit of affordable and available rental units of almost 90,000 for ELI renter households and just under 130,000 for renter households at or below 50% of the Area Median Income (AMI). For ELI renter households there were only 19 affordable and available rental units for every 100 households; for those at or below 50% AMI, there 34 such rental units available per 100 households. These data suggest that areas of Phoenix with the highest proportions of residents living near or below the poverty line would be those that would benefit the most from HSD providing information and other assistance for obtaining affordable housing.



In addition, extreme heat significantly exacerbates housing instability and shelter demand among vulnerable populations, particularly those experiencing homelessness, who face a 500-fold increased risk of dying from heat exposure. In 2023, heat-related deaths in Maricopa County reached a record 645, making heat the 10th leading cause of death in Arizona, with 75% of fatalities occurring outdoors. Homeless individuals accounted for 45% of these deaths, while another 25% were among people living independently in unstable housing conditions. Even indoors, heat proved deadly – all indoor deaths occurred in uncooled environments, often with non-functioning AC units (85% of cases), despite their presence. The average indoor temperature in these fatalities was 102°F, highlighting the critical need for accessible cooling solutions and stable housing to mitigate heat's lethal impact on at-risk communities.³⁶

³⁵ Meehan, K., Jurjevich, J. R., Everitt, L., Chun, N. M., & Sherrill, J. (2024). Urban inequality, the housing crisis and deteriorating water access in US cities. *Nature Cities*, 1-11.

³⁶ Maricopa County Department of Public Health, Division of Epidemiology and Informatics. (2024). *2023 Heat-Related Deaths Report*. <https://www.maricopa.gov/>

Exhibit 17. Housing Availability, Burden, and Gaps - Phoenix-Glendale-Mesa AZ MSA - 2023³⁷

	2022	2023	% change
Extremely Low-Income Households and Available Rentals			
Extremely Low-Income Renter Households	110,557	114,880	+4%
Affordable and Available Rental Homes	20,719	24,842	+20%
Surplus (+) / Deficit (-) of Affordable and Available Rental Units			
At or below Extremely Low Income	-89,838	-90,038	0%
At or below 50% AMI	-128,908	-113,596	-12%
Affordable and Available Rental Units per 100 Households at or below Threshold			
At or below Extremely Low Income	19	22	+16%
At or below 50% AMI	34	34	0%
At or below 80% AMI	77	74	-4%
At or below 100% AMI	98	99	1%
Percentage of Renter Households with Cost Burden			
At Extremely Low Income	90%	90%	0%
Extremely Low Income to 50% AMI	89%	85%	-4%
51% to 80% AMI	67%	74%	10%
81 to 100% AMI	41%	43%	5%
Percentage of Renter Households with Severe Cost Burden			
At Extremely Low Income	82%	84%	2%
ELI to 50% AMI	50%	54%	8%
51% to 80% AMI	13%	16%	23%
81 to 100% AMI	4%	4%	0%

Area Median Income (AMI): median family income in the metropolitan or nonmetropolitan area. **Extremely Low-Income (ELI):** Households with income at or below the Poverty Guideline or 30% of AMI, **Very Low-Income (VLI):** Households with income between ELI and 50% of AMI. **Low-Income (LI):** Households with incomes between 51% and 80% of AMI. **Middle-Income (MI):** Households with income between 81% and 100% of AMI. **Above Median Income:** Households with income above 100% of AMI. **Cost Burden:** Spending more than 30% of household income on housing costs. **Severe Cost Burden:** Spending more than 50% of household income on housing costs.

While many low-income families are renters, the cost of purchasing a home and making mortgage payments on it may also be challenging to some Phoenix residents. The median value of a property in Phoenix in 2025 is \$413,083, with more than half (57%) of Phoenix residents

³⁷ National Low Income Housing Coalition. (2025). *The Gap: A Shortage of Affordable Homes*. Retrieved from: <https://nlihc.org/gap/state/az>

owning their own home.³⁸ A major factor affecting the affordability of housing appears to be the area of the city in which a house is located (Exhibit 18, see also Exhibit 80 in Appendix B). The median listing prices of houses for sale varies dramatically by area, although this is not always mirrored by the price per square foot of the house.

Exhibit 18. 2024 House Listing Prices by Neighborhood³⁹

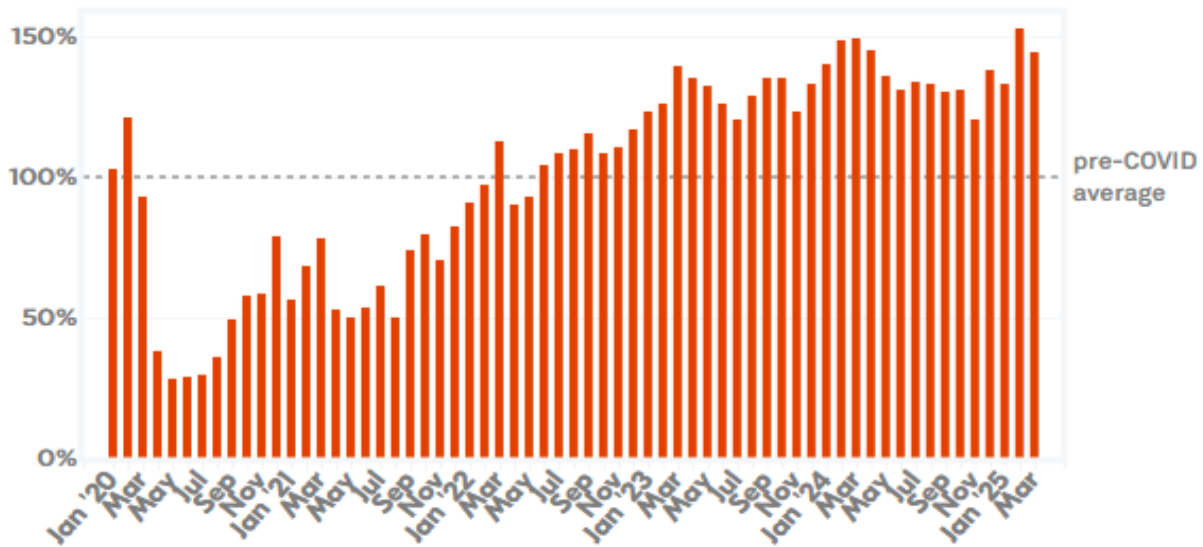
Neighborhood	Median house listing price	Listing price per ft ²
Maryvale	\$364,000	\$244
Alhambra	\$385,000	\$265
Estrella	\$405,900	\$226
North Mountain	\$412,500	\$270
South Mountain	\$437,500	\$265
Central City South	\$442,500	\$300
Garfield	\$444,900	\$461
Deer Valley	\$475,000	\$272
Willo	\$485,500	\$349
Laveen	\$489,900	\$234
Downtown Phoenix	\$525,000	\$428
East Alvarado	\$525,000	\$353
Central Avenue Corridor	\$541,500	\$479
Ahwatukee Foothills	\$599,000	\$296
Coronado	\$660,000	\$376
North Gateway	\$664,900	\$281
Paradise Valley Village	\$675,000	\$362
Desert View	\$844,900	\$348
Arcadia	\$900,000	\$568
Biltmore	\$1,100,000	\$527

³⁸Data USA. (2023). *Phoenix, AZ*. <https://datausa.io/profile/geo/phoenix-az/>

³⁹ Luxury Playbook (2025). Retrieved from <https://theluxuryplaybook.com/phoenix-real-estate-market/#:~:text=This%20article%20provides%20a%20data-driven%20breakdown%20of%20the,trends%2C%20neighborhood%20performance%2C%20rental%20dynamics%2C%20and%20investment%20outlook.>

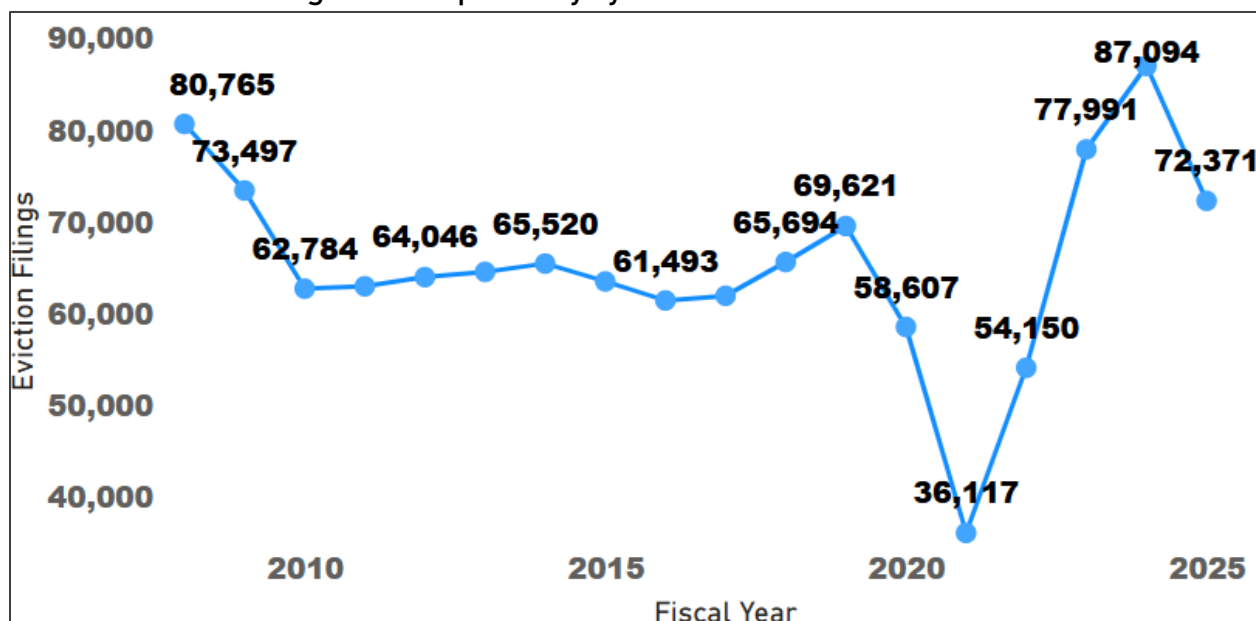
The large deficit in affordable rental homes for low and extremely low-income Phoenix residents as well as the high price of home ownership likely contribute to homelessness in the city. In addition, evictions in Maricopa County have been steadily increasing over the past five years (Exhibit 19), with 87,094 filings in Maricopa County the past year up 40% compared with average pre-pandemic year (Exhibit 20).

Exhibit 19. Monthly Maricopa County Eviction Filings Relative to the Average 2020-2025⁴⁰



⁴⁰ Eviction Lab. *Phoenix, Arizona*. Retrieved from <https://evictionlab.org/eviction-tracking/phoenix-az/>

Exhibit 20. Eviction Filings in Maricopa County by Fiscal Year⁴¹



Homelessness

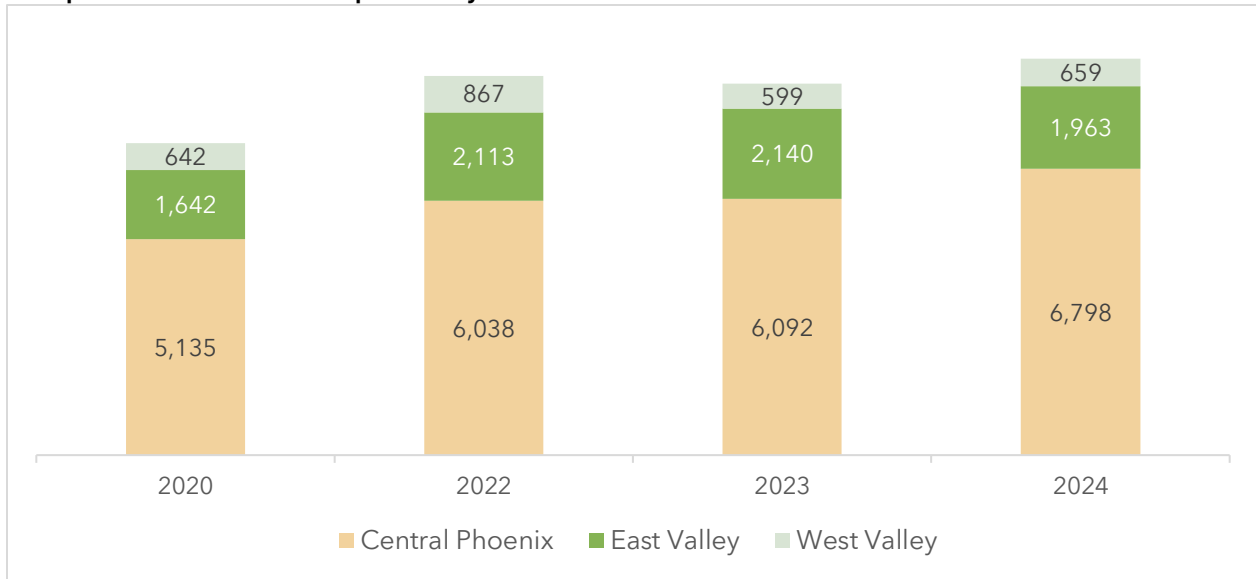
It is impossible to calculate the total number of people who lack housing in Phoenix because available counts do not include people who are temporarily housed with relatives or friends temporarily or even long-term. However, data are available for the annual Point-in-Time (PIT) count of people who are experiencing homelessness on a set date of the year, provided by the Maricopa Association of the Maricopa Regional Continuum of Care which coordinates the response to homelessness in the county. The PIT count includes both unsheltered individuals (e.g., people living in a tent in a wash) and sheltered individuals (e.g., those who have a bed for the night in center run by a non-profit).⁴² From 2023 to 2024, the number of homeless (sheltered and unsheltered) people counted during the PIT Count increased in Phoenix and the West Valley region and decreased in the East Valley (Exhibit 21).

⁴¹ Source: Azcourts.gov

<https://www.azcourts.gov/statistics/Interactive-Data-Dashboards/Justice-Court-Evictions>

⁴² <https://azmag.gov/Programs/Homelessness/Data/Point-In-Time-Homelessness-Count>

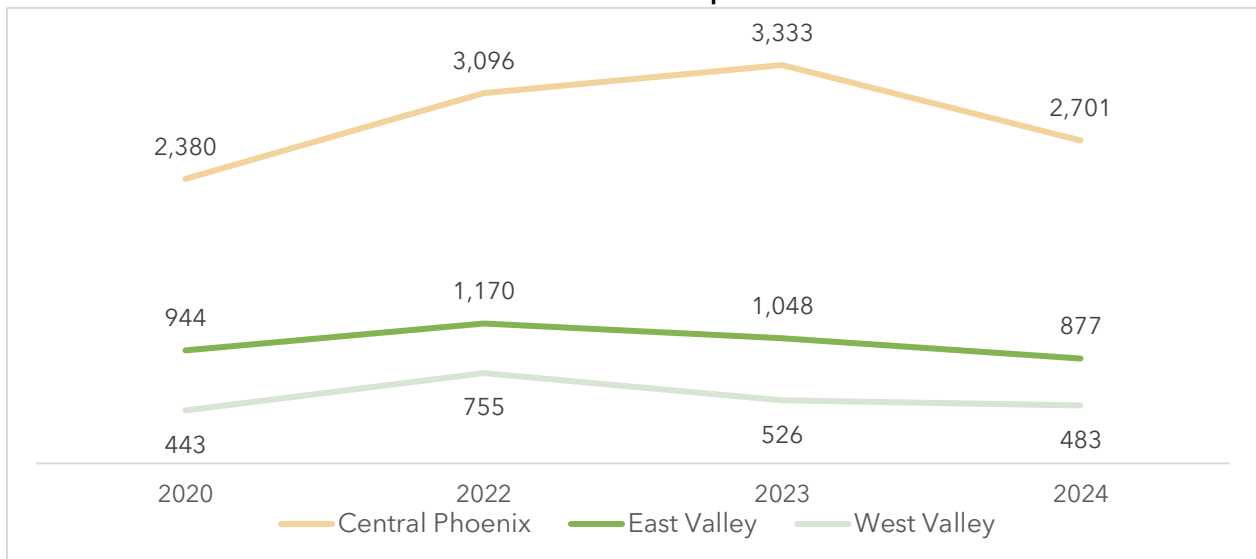
Exhibit 21. 2020-2024 Annual Counts of Homeless People (sheltered and unsheltered) - Phoenix Compared to Rest of Maricopa County



*The PIT Count was not conducted in 2021 due to the Covid-19 pandemic.

Further comparison of Central Phoenix (the Central subregion of the Maricopa County Continuum of Care) to the East Valley and West Valley subregions, we see that all three subregions showed an increase in the count of unsheltered homeless people from 2020 to 2022 (coming out of the COVID-19 pandemic). For all regions however, the numbers dropped from 2023 to 2024 (19% for Phoenix, 16% for the East Valley, and 8% for the West Valley). However, though the total of both valleys together have lower counts in 2024 compared to 2020, Central Phoenix has a greater number of unsheltered homeless in 2024 compared to 2020 (Exhibit 22).

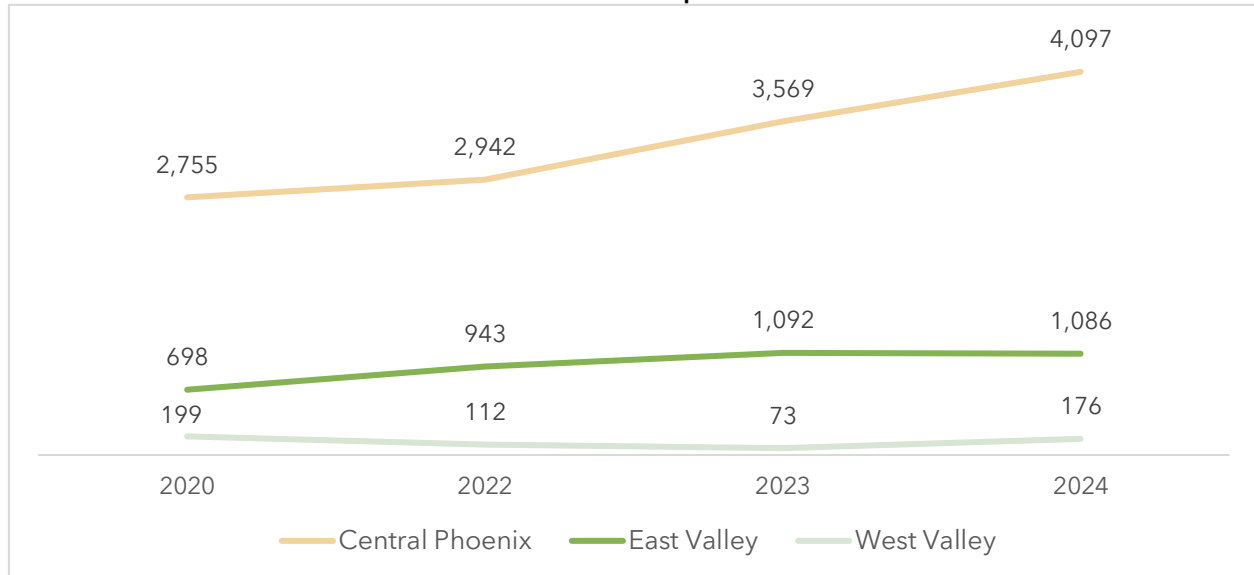
Exhibit 22. 2024 PIT Count of Unsheltered Homeless People



*The PIT Count was not conducted in 2021 due to the Covid-19 pandemic.

The number of people experiencing homelessness who were counted in shelters on the day of the annual PIT County rose in Central Phoenix every year in which there was count from 2020 to 2024 (Exhibit 23).

Exhibit 23. 2024 PIT Count of Sheltered Homeless People



*The PIT Count was not conducted in 2021 due to the Covid-19 pandemic.

The racial makeup of the unhoused population is a notable datapoint of the 2024 PIT Count that bears review when considering the populations with housing needs that may seek HSD assistance. The 2024 PIT allowed people to select “Hispanic or Latino” for race as well as for ethnicity, enabling people to better self-identify themselves. The resulting annual data for Maricopa County showed the percentage of individuals who identified their race Hispanic or Latino persons experiencing homelessness was 12% in 2024. At the same time the percentage of people who identified their race as White decreased from 61% in 2023 to 49% in 2024. At the same time Black people were overrepresented in the 2024 PIT Count of people experiencing homelessness in the county, making up 29% of those counted as compared to 6% of the population according to American Community Survey estimates. In terms of the demographics of the those counted in the 2024 PIT Count, it is also worth noting that 598 families consisting of 2,089 people were recorded as experiencing homelessness in the county in 2024.

In the school districts of Alhambra, Deer Valley, Flower, Cartwright, Pendergast, Isaac, Murphy, Roosevelt, Wilson, Phoenix Elementary, Riverside, and Washington, 2,372 children were experiencing homelessness as defined by McKinney-Vento. Furthermore, 28 children aged 0-5 were experiencing homelessness in Deer Valley, Paradise Valley, and Roosevelt.

People experiencing homelessness in Maricopa County who were counted in the 2024 PIT Count were also asked to identify whether they were experiencing various life challenges such as having a mental illness or having experienced domestic violence. While a breakdown of these data just for Phoenix is not available in the published report of finding, given that three-fourths

of those identified through the PIT Count are recorded for the Central Region makes these data relevant to this needs assessment. The number of people experiencing these life challenges varied over recent years. Mental illness or substance use issue were most common in every reported year. Additionally, the number of people experiencing each of these challenges is greater in 2024 than it was in 2020, which suggests a need to wholistically address multiple needs of unhoused people (Exhibit 24).

Exhibit 24. Life Challenges Experienced by People Counted in PIT Counts

	2020	2022	2023	2024
Mental Illness	965 (13%)	1,022 (11%)	1,333 (14%)	1,309 (14%)
Substance Use	1,110 (15%)	1,104 (12%)	1,220 (13%)	1,300 (14%)
HIV/AIDS	157 (2%)	135 (1%)	149 (2%)	181 (2%)
Domestic Violence	576 (8%)	470 (5%)	637 (7%)	667 (7%)

The City of Phoenix has recognized housing as a major issue the city must address. This recognition is evidenced by the city’s 2020 release of Housing Phoenix, a 10-year plan to create or preserve 50,000 homes by 2030 and to increase the supply of market, workforce and affordable housing through a variety of policy initiatives.⁴³ The city announced in February 2025 that it had surpasses the 10-year goal by creating or preserving 53,000 homes in five years. At the same time, the city announced some of the policy changes proposed in Housing Phoenix had already been enacted, particularly ones related to zoning ordinance changes.⁴⁴

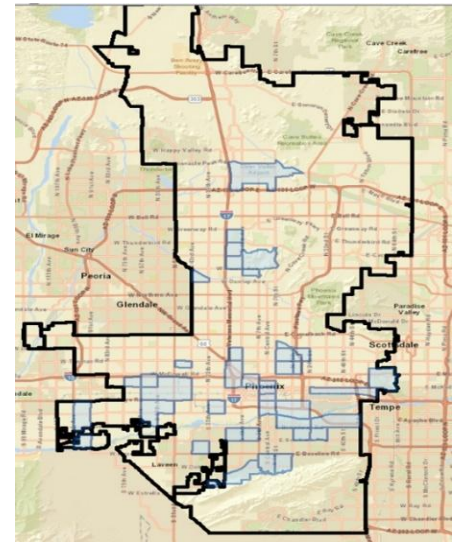
⁴³ City of Phoenix. (2020). *Housing Phoenix Plan*. Retrieved from <https://www.phoenix.gov/administration/departments/housing/housing-phoenix-plan.html>

⁴⁴ Leasure, Bailey. (2025) *Phoenix reaches housing creation and preservation goal 5 years early*. Retrieved from <https://ktar.com/arizona-news/phoenix-reaches-housing-goal/5659289/>

Food/Nutrition

Food insecurity is defined by the United States Department of Agriculture as the lack of access to sufficient food for an active, healthy life and is associated with numerous adverse social and health outcomes and is increasingly considered a critical public health issue. Access to affordable and nutritious food is crucial, yet food insecurity remains an issue for many residents of Phoenix. According to Feeding America, 12% of Phoenix residents were food insecure as of 2022, approximately 530,930 people.⁴⁵ 59% of students in Phoenix’s public schools qualify for free or reduced price lunch.⁴⁶ In addition, many people live in a food desert, an area with low access to affordable and nutritious food. Exhibit 25 displays food deserts in blue.⁴⁷

Exhibit 25. Food Deserts in Phoenix



Government Assistance Programs

A number of public assistance programs exist to help Phoenix residents with the rising costs of living. The Department of Economic Security (DES) offers programs that address basic needs, including the Low-Income Home Energy Assistance Program (LIHEAP). In addition, Maricopa County provides programs that help eligible residents navigate with emergency situations, and the U.S. Department of Housing and Urban Development (HUD) in Arizona funds rent relief and eviction resources.

Programs such as Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), free and reduced lunch programs and Social Security play crucial roles keeping people out of poverty, with Social Security having the largest anti-poverty impact, assisting 27.6 million people in the United States.⁴⁸ As of 2022, there were 467,705 SNAP recipients in Maricopa County

In Arizona, the lifetime limit for Temporary Assistance for Needy Families (TANF) cash assistance is 12 months, compared with the federal lifetime limit of 5 years, making Arizona’s limit one of the most restrictive in the country.

⁴⁵ <https://map.feedingamerica.org/county/2022/overall/arizona/county/maricopa>

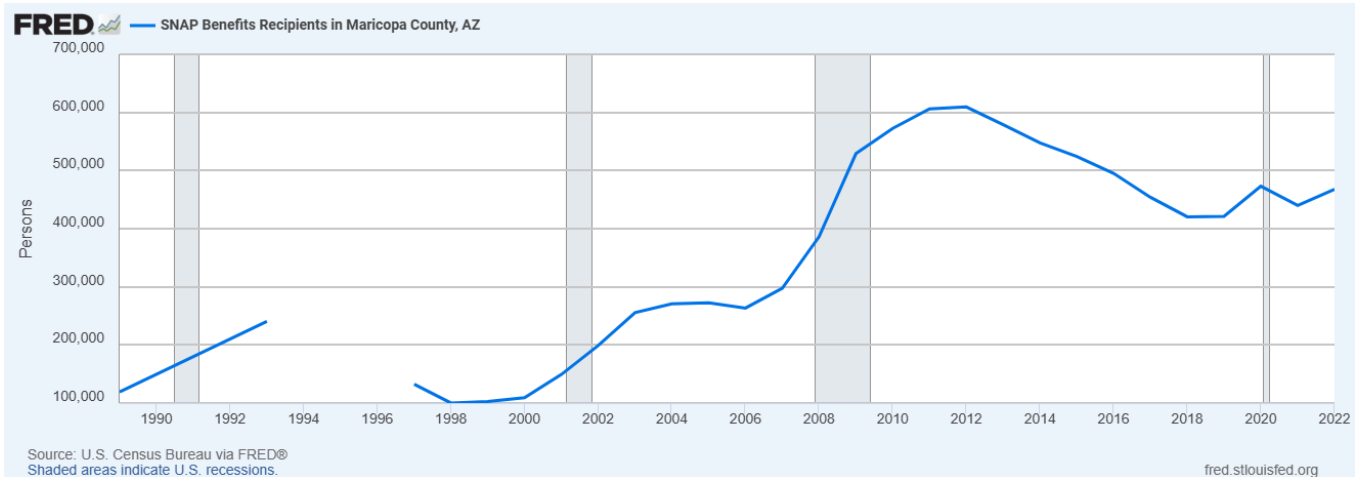
⁴⁶ <https://www.azed.gov/hns/frp/>

⁴⁷ <https://www.phoenix.gov/administration/departments/oep/oep-programs/food.html>

⁴⁸ United States Census Bureau. (2024). How Do Policies and Expenses Affect Supplemental Poverty Rates? <https://www.census.gov/library/stories/2024/11/supplemental-poverty-measure-visualization.html>

(Exhibit 26). In addition, Phoenix hosts numerous food banks and food pantries throughout the city.⁴⁹

Exhibit 26. SNAP Recipients in Maricopa County



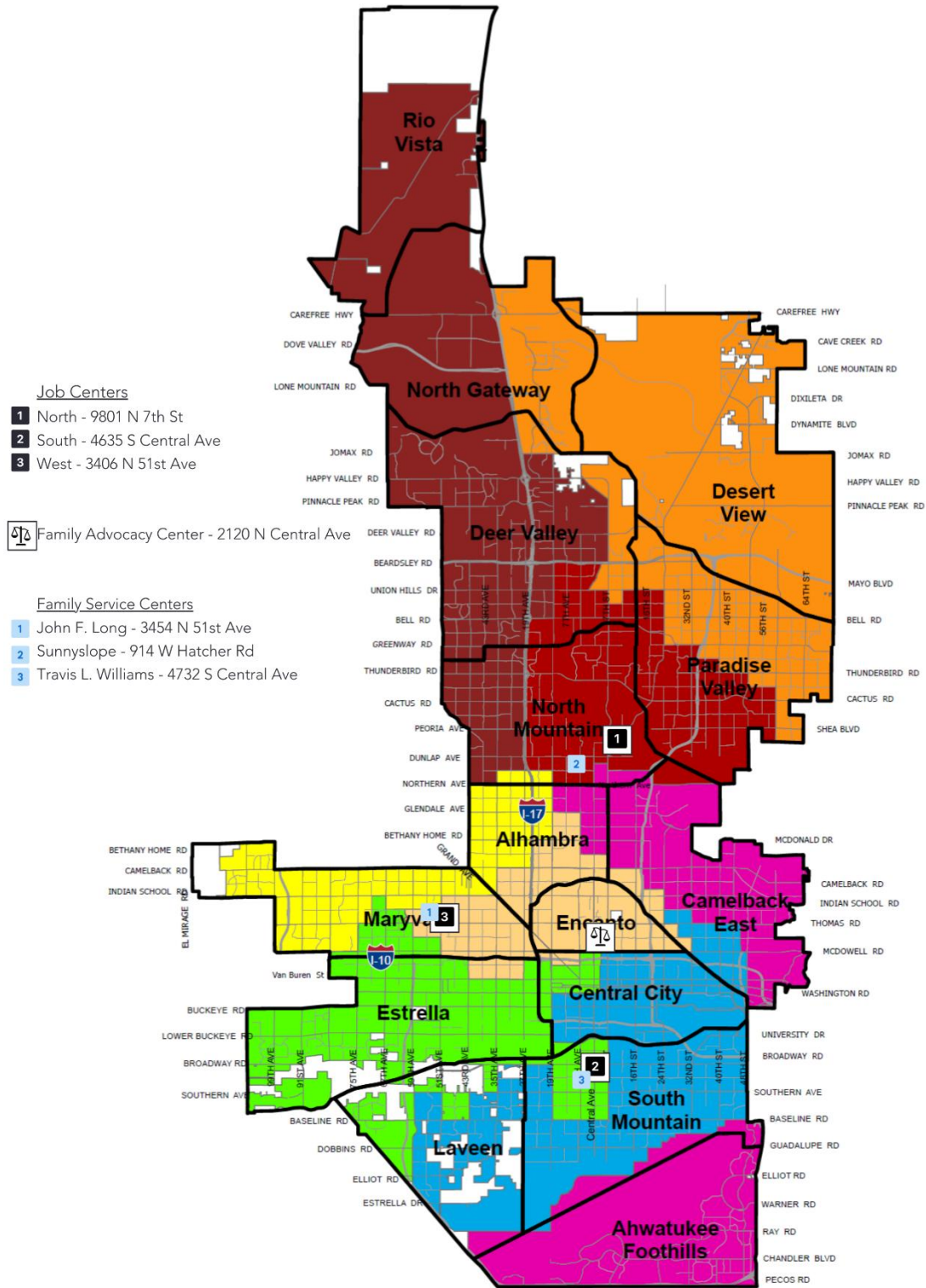
⁴⁹ <https://www.foodpantries.org/ci/az-phoenix>

Community Services & Initiatives

The Community Services & Initiatives Division (CSID) of the City of Phoenix Human Services Department (HSD) addresses poverty by providing emergency assistance to families with immediate needs through three family services centers: the John F. Long Center, the Travis L. Williams Center, and the Sunnyslope Center. They also offer case management to ensure that all residents can connect with the resources, including TANF, mental health services, and employment programs. They also provide short-term financial needs such as rent/utilities, tax prep, eviction legal services, and a landlord-tenant program to inform resident regarding their rights.

Exhibit 27 shows the locations of service centers across the city of Phoenix. These centers include the Family Service Centers, Job Centers, and the Family Advocacy Center. These facilities provide essential support services such as case management, employment assistance, parenting resources, and crisis interventions. For families experiencing poverty or instability, these centers may serve as critical access points for both immediate and long-term support.

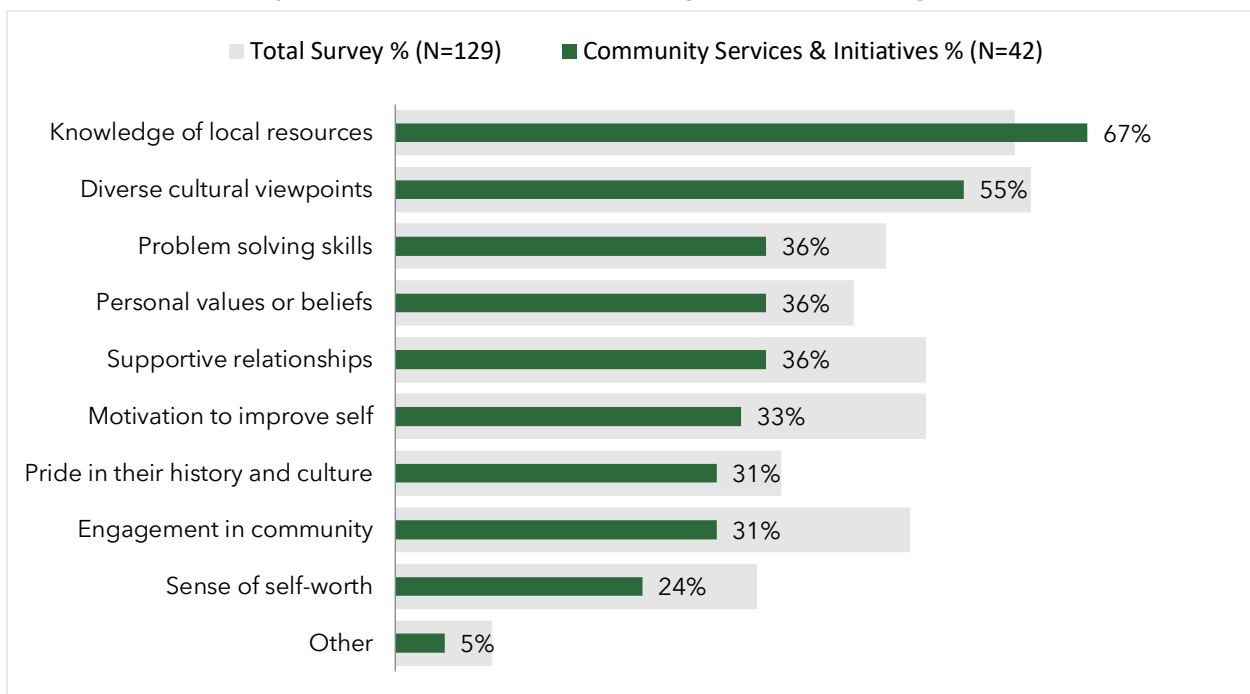
Exhibit 27. Services Center Locations in Phoenix



Client Strengths

When surveyed about the strengths of the clients they serve, CSID staff members agreed with several response choices (Exhibit 28). Over two-thirds reported “knowledge of local resources” and over half said “diverse cultural viewpoints” represented strengths of the clients they serve. Only a quarter of the staff members chose “sense of self-worth” as a strength.

Exhibit 28. Community Services & Initiatives Staff Ratings of Clients’ Strengths

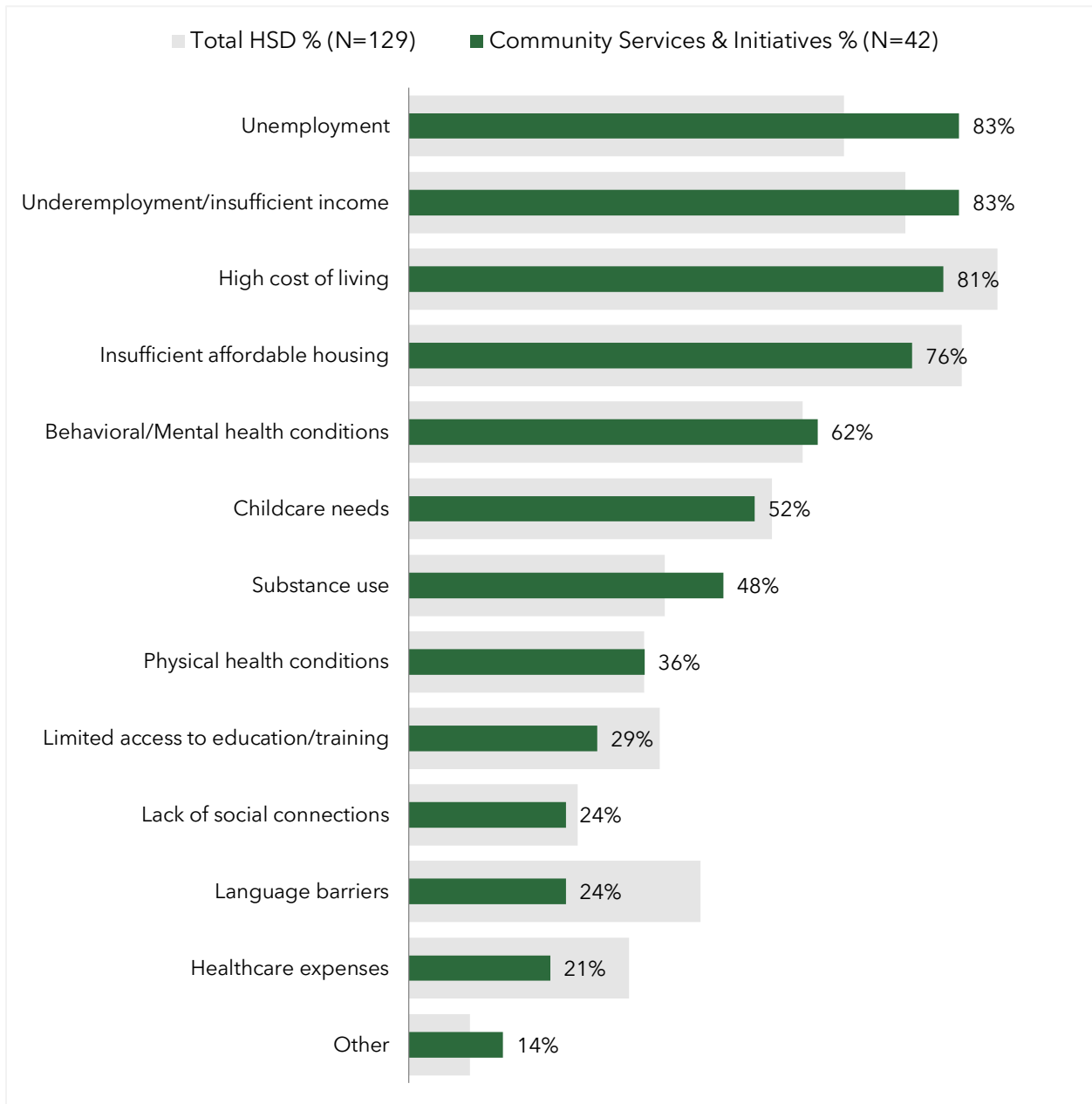


*The categories presented reflect the exact response options from the staff survey and were not accompanied by additional definitions. Interpretations may vary based on individual staff members’ understanding and experience.

Primary Causes of Poverty

All HSD staff members were asked via survey to identify root causes of poverty (Exhibit 29). For those who primarily worked in CSID, over 80% of staff respondents highlighted employment problems and noted financial cost strain as causes of poverty among those they serve. More than half also perceived mental/behavioral health and childcare needs as primary contributors to poverty.

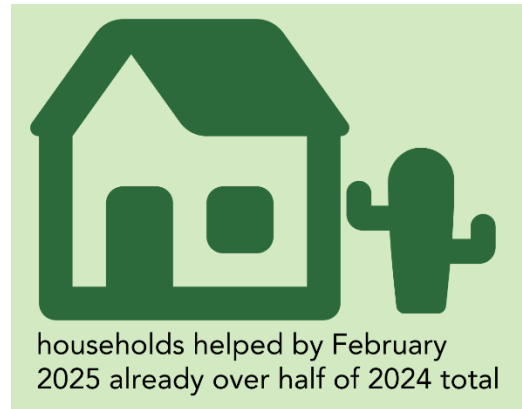
Exhibit 29. Community Services & Initiatives Staff Ratings of Primary Causes of Poverty



HSD Capacity to Provide Emergency Assistance Services

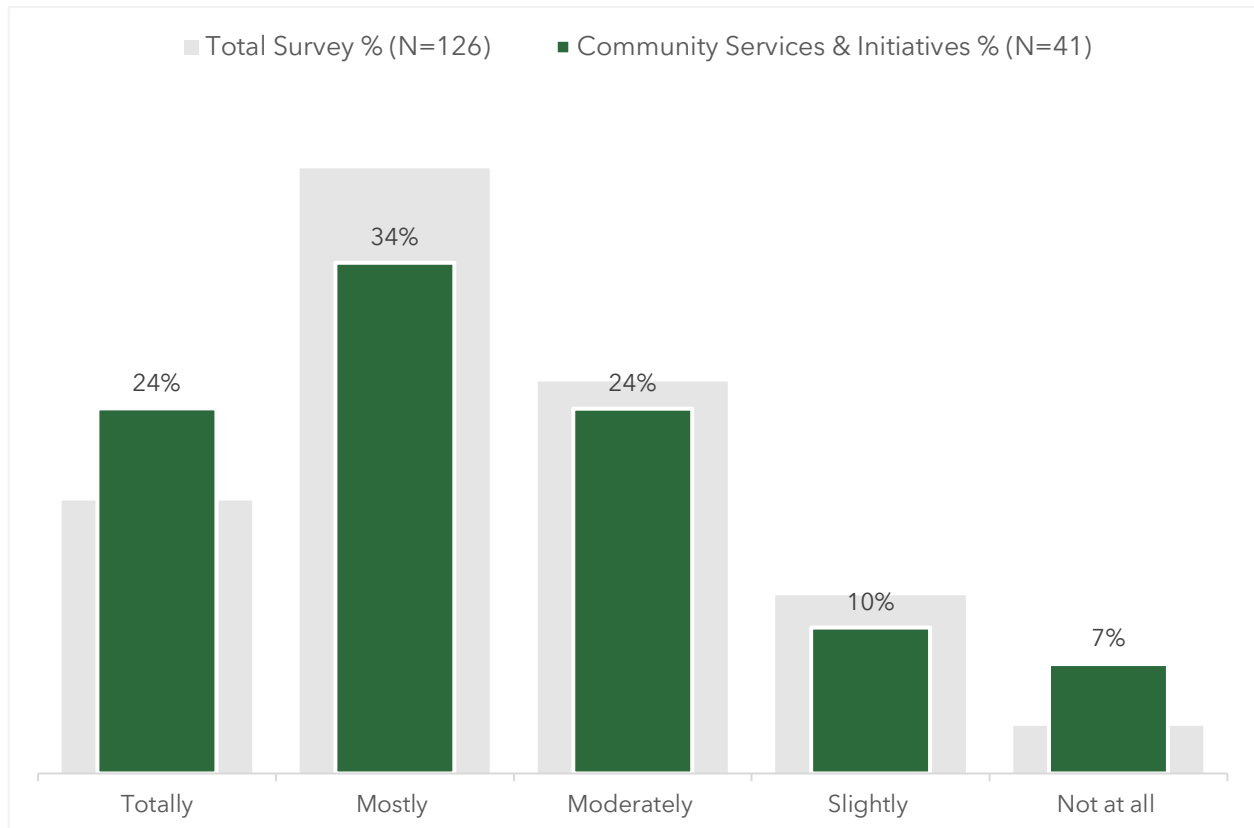
The Community Services & Initiatives Division provide multiple services to many recipients.

- According to the HSD division leaders, the landlord-tenant program is used by people throughout Arizona, offering three counselors for 20,000 people annually.
- Every year, 200-300 volunteers help clients with tax preparation at 14-20 sites.
- In 2024, 463 households received help with emergency services such as preventing eviction, paying rent or utilities. However, as of the end of February, they have already helped 257 households in 2025.



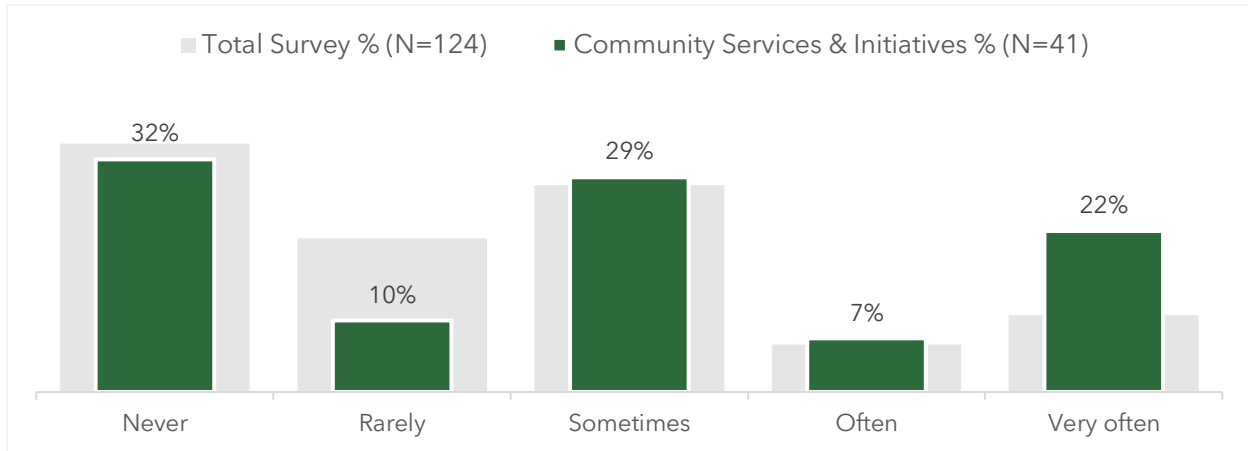
Over four-fifths of staff members who completed the survey indicated that the resources provided by the CSID were “moderately to totally” sufficient for meeting clients’ needs (Exhibit 30).

Exhibit 30. Community Services & Initiatives Staff Ratings of Resources Meeting Clients’ Needs



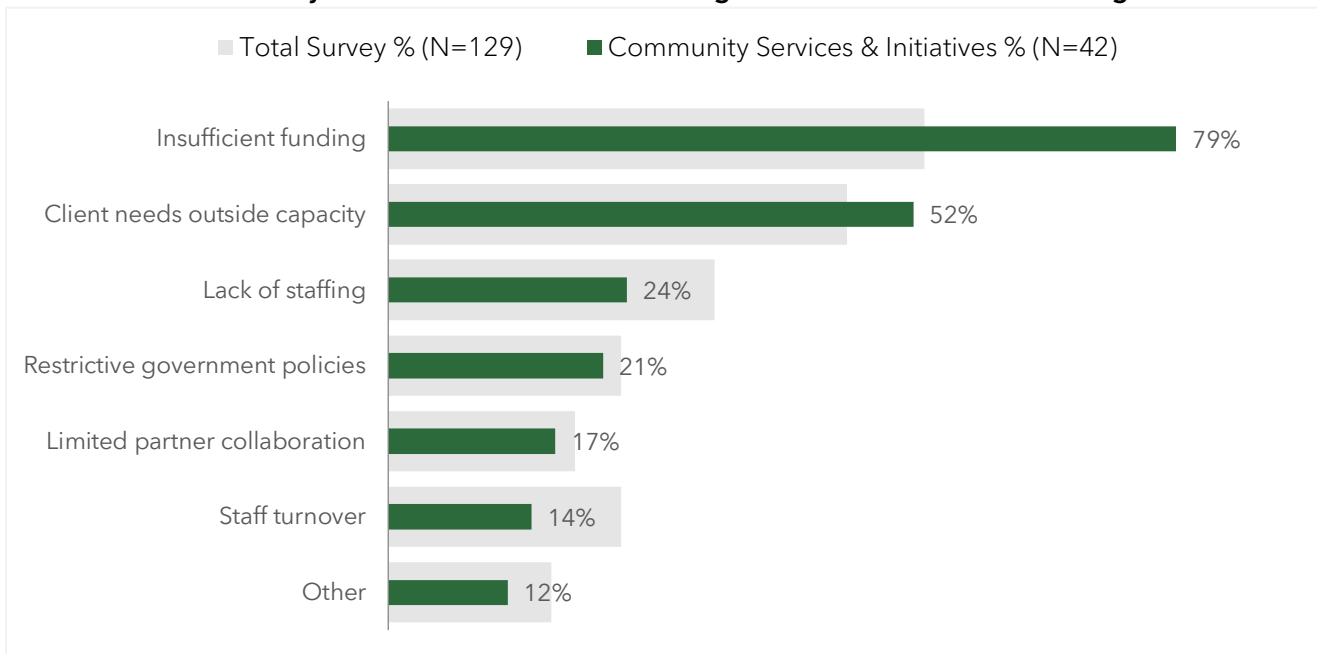
Staff members were also asked how often they had to turn away clients (Exhibit 31). Most of them (31%) said they never turned away clients, but 22% said they very often did. This discrepancy might be explained by different staff members working with different programs.

Exhibit 31. Community Services & Initiatives Staff Ratings of Frequency of Turning Away Clients



Staff were asked about the greatest challenges they faced in their work in the past year (Exhibit 32). Most reported insufficient funding or crucial client needs outside their capacity/scope as the primary challenges they faced.

Exhibit 32. Community Services & Initiatives Staff Ratings of Division's Greatest Challenges



A total of 28 staff members were asked about their perspectives about the most successful programs or strategies over the past year. They primarily felt that community engagement

events; partnering with other organizations and divisions; increasing accessibility by offering online, phone and in-person appointments; and training that promoted empathy and viewing circumstances from a client's perspective.

Service Agencies

According to one key informant interview, the most urgent and recurring needs among students and families include affordable housing, food, utilities, medical care, transportation, and childcare. "We have a significant amount of kids that literally are sleeping on the streets," they noted. "Families lose everything and they're completely homeless with nowhere to go." Many students face poor hygiene, lack of clothing, and hunger. A growing number are being raised by grandparents, who themselves need added support. Beyond basic needs, they pointed to deeper, systemic issues intensified by the COVID-19 pandemic, such as chronic absenteeism is a persistent challenge. "The solutions," they stressed, "must go beyond short-term fixes."

They advocated for upstream, preventive strategies that engage families before they're in crisis. As one key informant described, "By the time we hear from people, it's not about education anymore—it's 'I'm being evicted. I need help right now so my kids can stay in the same school.' How are we being proactive in making sure people get resources before it becomes more complex?"

According to the Maricopa County Department of Public Health and Human Services Department, the greatest dissatisfaction in the county is for Mental Health and Behavioral Health services (36% unsatisfied), followed by services for the Unhoused (33%), Legal Assistance (31%), and Transportation Assistance (29%). They also found the longest wait times were for services in Home Repair (16% reported still waiting) and Rental Assistance or Public Housing Referrals (16%). On the positive side, Food and Nutrition services (such as SNAP and WIC) were given high satisfaction ratings (74%), as were Abuse and Neglect Prevention and Stabilization services (73%). The department also ran statistical tests to determine which services were most likely to be utilized by the same residents concurrently (i.e., people using multiple services) and found that Food and Nutrition support was highly correlated with other reported needs.⁵⁰

Child Crisis Arizona, an organization that works to support vulnerable children, youth, and families, reported on several strengths and needs of Phoenix families in their 2022 Annual Report. The greatest strengths (areas families felt they had the resources to address) were in Nutrition Services, where several categories had high strength-to-need ratios (where many more people rated it as a strength vs a need), including: Assistance applying for WIC, community food banks, nutrition classes and information, and information on low-cost meal preparation. Other community services where strengths were much higher than needs included early education programs and preschool programs, child development classes, diaper banks,

⁵⁰ Retrieved from: <https://www.maricopa.gov/5302/Public-Health>

family resource centers, assistance applying for Arizona Health Care Cost Containment System (AHCCCS), and community libraries. Services that had high needs-to-strength ratios (where need for a service was much more highly rated than strength) were primarily in adult education services, such as job training, computer classes, and literacy, including ESL classes and GED classes in Spanish. Other areas that had high needs-to-strength ratios were adult low-cost dental services, children’s after school programs and options for child sports, workshops on dealing with stress, and feelings of security within communities.⁵¹

Faith based organizations also serve important community services. A survey of Hispanic churches by Urban Strategies, an organization dedicated to equip, resource, and connect faith and community based groups, found that 94% of Hispanic churches provide social services for community residents, the top three services being related to Health, Food Security, and Youth Development. These churches also tend to operate under restricted budgets (85% of churches less than \$300,000 per year), yet produce an estimated \$1.3 billion in volunteer hours.⁵² Another faith based organization, Catholic Charities, assisted over 25,000 individuals throughout Phoenix and Arizona statewide between 2023 and 2024, providing housing and rental assistance, legal aid for refugees and immigrants, and help with domestic violence, substance abuse, parenting classes, and adoption and foster care services.⁵³

Local school districts work closely with a wide network of community-based organizations to meet urgent basic needs. From emergency shelter through the Salvation Army to food assistance via St. Mary’s Food Bank and Produce on Wheels, these partnerships have become lifelines for families. Though the City of Phoenix HSD also provides valuable services and partners with many of these agencies to assist those in need, the services or partnerships may not be clearly identified.

In addition to over 40 food banks and food pantries, other organizations in Phoenix address emergency needs, including Keys to Change⁵⁴, St. Vicent De Paul⁵⁵, and A New Leaf⁵⁶ (see Appendix A for a complete list).

Wildfire is a statewide organization serving individuals and families across Arizona, with a focus on low-income households and those facing economic hardship.⁵⁷ Through programs like SNAP Outreach, the Home Energy Assistance Fund, and the Wildfire Family Resilience Fund, the organization helps people meet basic needs such as food, housing, and utility costs.

⁵¹ Retrieved from: <https://www.childcrisisaz.org/>

⁵² <https://urbanstrategies.us/wp-content/uploads/2023/08/Annual-Report-2022-Web-Version-1.pdf>

⁵³ <https://www.catholiccharitiesaz.org/2024-community-impact-report>

⁵⁴ <https://keystochangeaz.org/>

⁵⁵ <https://www.stvincentdepaul.net/>

⁵⁶ <https://www.turnanewleaf.org/>

⁵⁷ <https://wildfireaz.org/>

Working with over 75 community and faith-based partners and all major state utility companies, Wildfire plays a critical role in coordinating services. In addition to direct support, Wildfire provides training and technical assistance to Community Action Agencies and leads advocacy efforts to influence policies affecting low-income communities. Wildfire is seeing a surge in demand amid rising utility rates and economic strain. Looking ahead, the organization is committed not only to sustaining its services but also to tackling systemic barriers to financial stability.

The **Salvation Army** has several locations throughout Phoenix and provide services such as emergency shelter for families (24 units), case management and wraparound support services, youth services, emergency assistance that provides utility and rental assistance, a street outreach program, a Kroc Center (recreation center in a low-income area), senior services such as rental programs and meals on wheels, and an adult rehabilitative center for substance abuse.⁵⁸ They also provide families with diapers, bus passes, emergency food through food pantries and all of their locations offer some heat relief.

The demand for the services of the Salvation Army is very high. They open the utility and rental line on the 1st of the month, and it usually closes within two days. In Phoenix alone, they served 14,000 children through their Angel Program (Christmas gifts for low-income children). However, they largely depend on the Emergency Food and Shelter Program (EFSP), a FEMA-funded program authorized by the McKinney-Vento Homeless Assistance Act of 1987 and the continuation of this funding is uncertain.⁵⁹

Three law firms provide free legal services for those facing eviction, mostly seniors and families, with **Community Legal Services** being the largest one, receiving about 300 new cases, primarily referrals, per month. According to a spokesperson, Community Legal Services is very responsive and serves a large number of people facing eviction. Although they received funding from the City of Phoenix, Peoria, Maricopa County and independent funding from Legal Services, this funding has been reduced and seven staff members' jobs were cut at the end of March 2025. Having legal services prevents eviction for many people, but the current amount of free legal services offered in Phoenix is insufficient and the funding for these limited services has recently been cut.

⁵⁸ <https://www.salvationarmyphoenix.org/>

⁵⁹ Emergency Food and Shelter National Board Program. (2025).

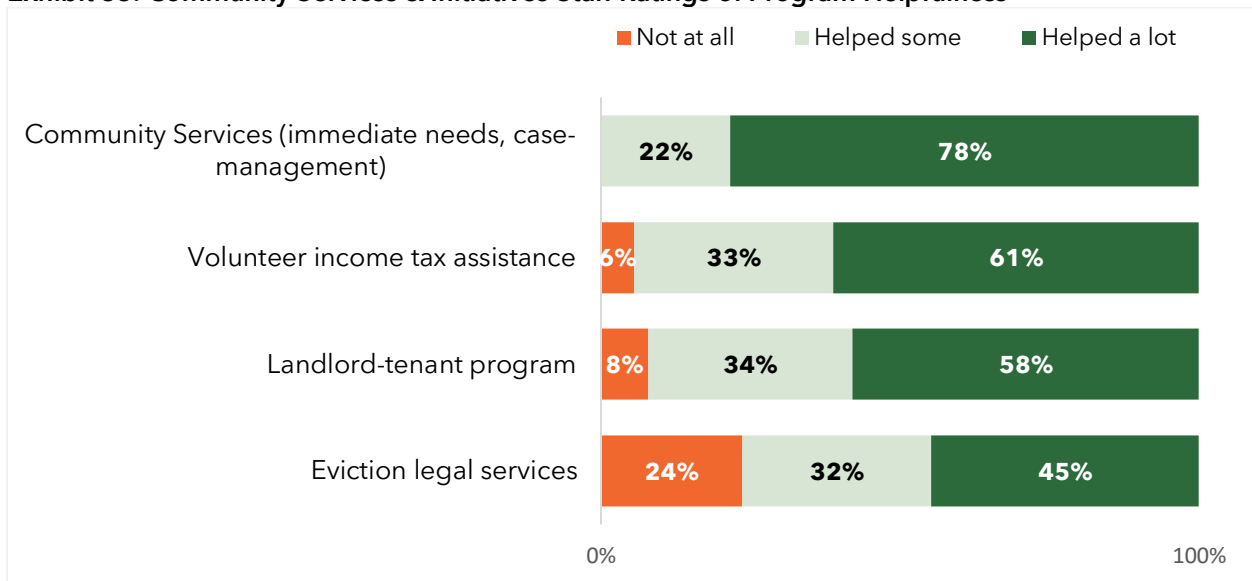
<https://www.efsp.unitedway.org/efsp/website/websiteContents/index.cfm?template=latestNews.cfm?LatestNewsNo=47>

Residents' Experiences with Services

Satisfaction

Staff members were asked about the extent to which each program in the CSID helped the populations they serve (Exhibit 33). Most believed that their programs helped their clients “a lot.” However, about one-fifth of staff members felt that eviction legal services did not help at all. This may be due to those staff members working with programs for whom the participants did not need help with eviction legal services.

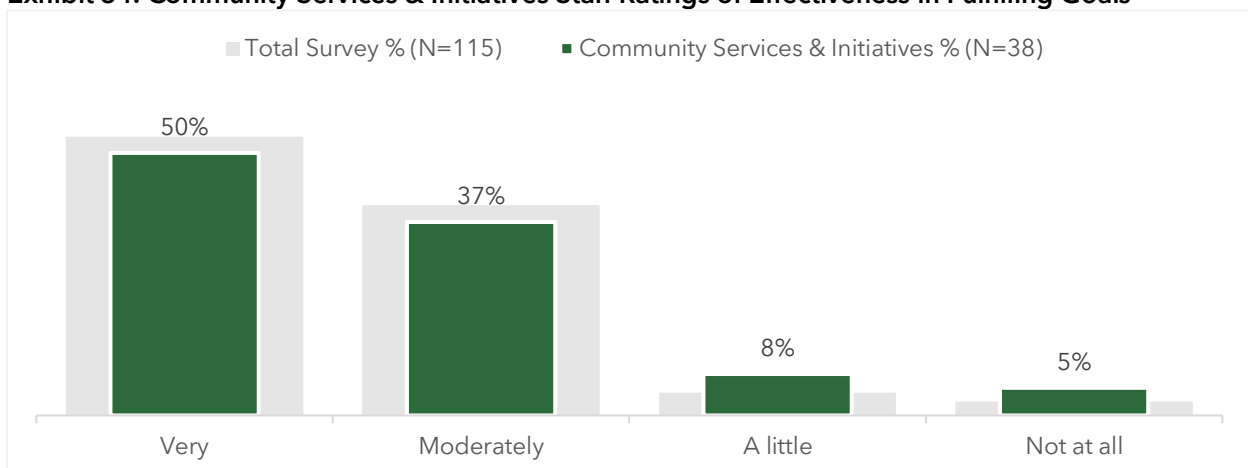
Exhibit 33. Community Services & Initiatives Staff Ratings of Program Helpfulness



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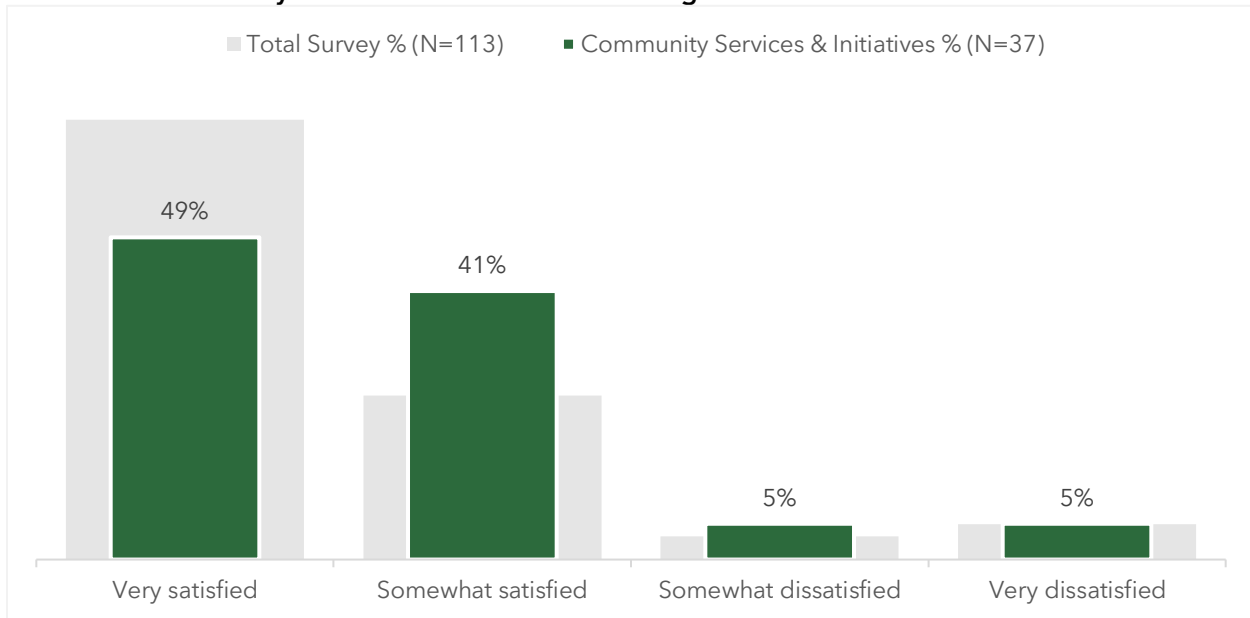
Staff members also rated the effectiveness of the CSID in fulfilling its stated goals/objectives (Exhibit 34). Most felt the division was moderately to very effective in achieving its goals.

Exhibit 34. Community Services & Initiatives Staff Ratings of Effectiveness in Fulfilling Goals



Staff members reported how satisfied they thought their clients were (Exhibit 35). Most reported that their clients were somewhat to very satisfied.

Exhibit 35. Community Services & Initiatives Staff Ratings of Client Satisfaction

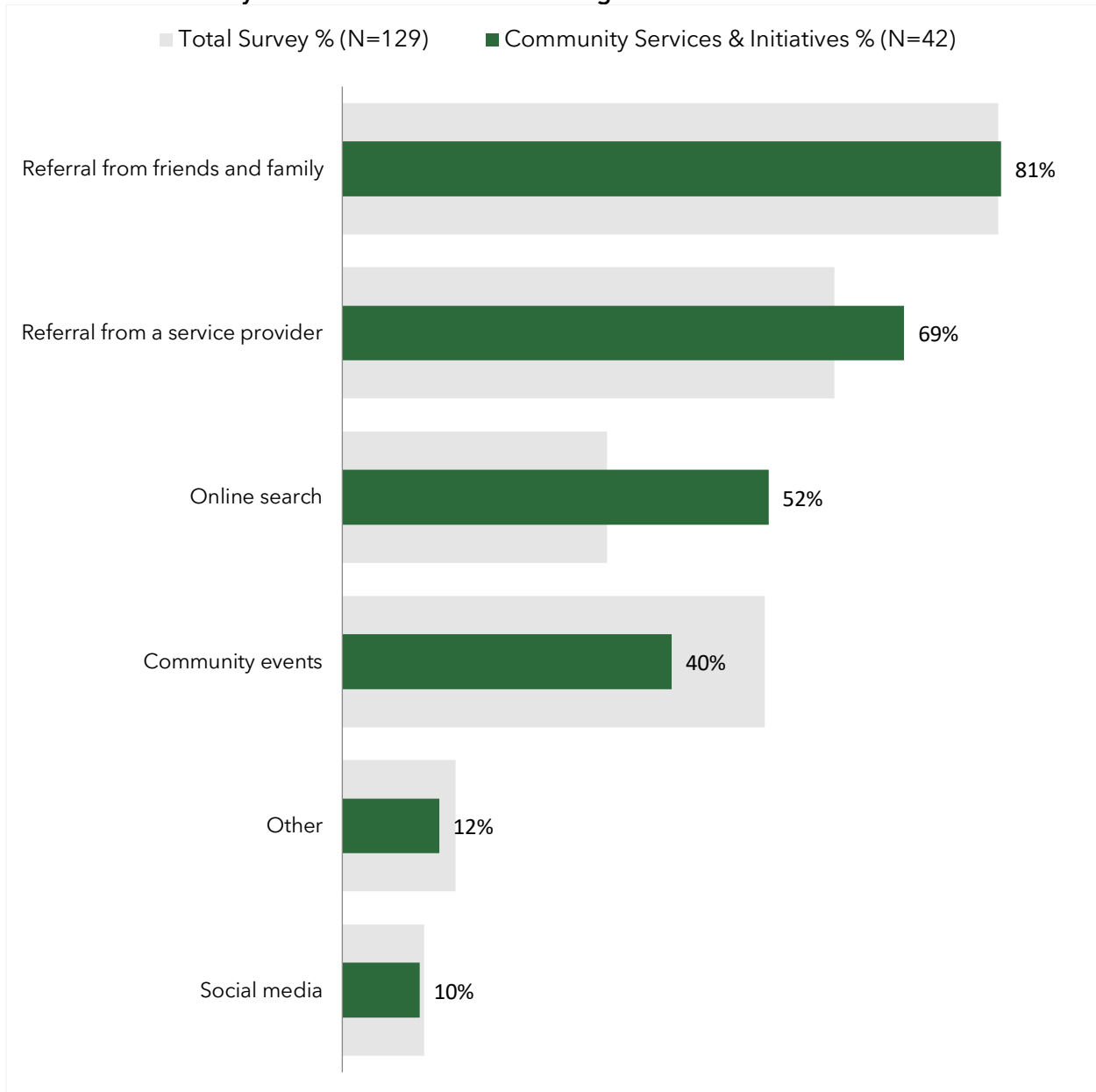


The participants in the focus group described their experiences with the services provided by the Community Services & Initiatives Division. One participant explained why she needed case management: “I want case management because I want to be self-sufficient. I want to be able to take care of my children. I want to be where I’m not relying on all this.” Another participant described her case manager as “very, very resourceful.” Another participant reported a friend’s experience: “Once she was hooked up with services, everything just kind of fell into place but she said everyone here, case managers, everybody has been very helpful.” Likewise, several participants highlighted the importance of the services they received: “We got on the program to help with the electrical bills for like six months. It really made a big, big difference in helping get that little bit extra money a month.”

Accessing Services

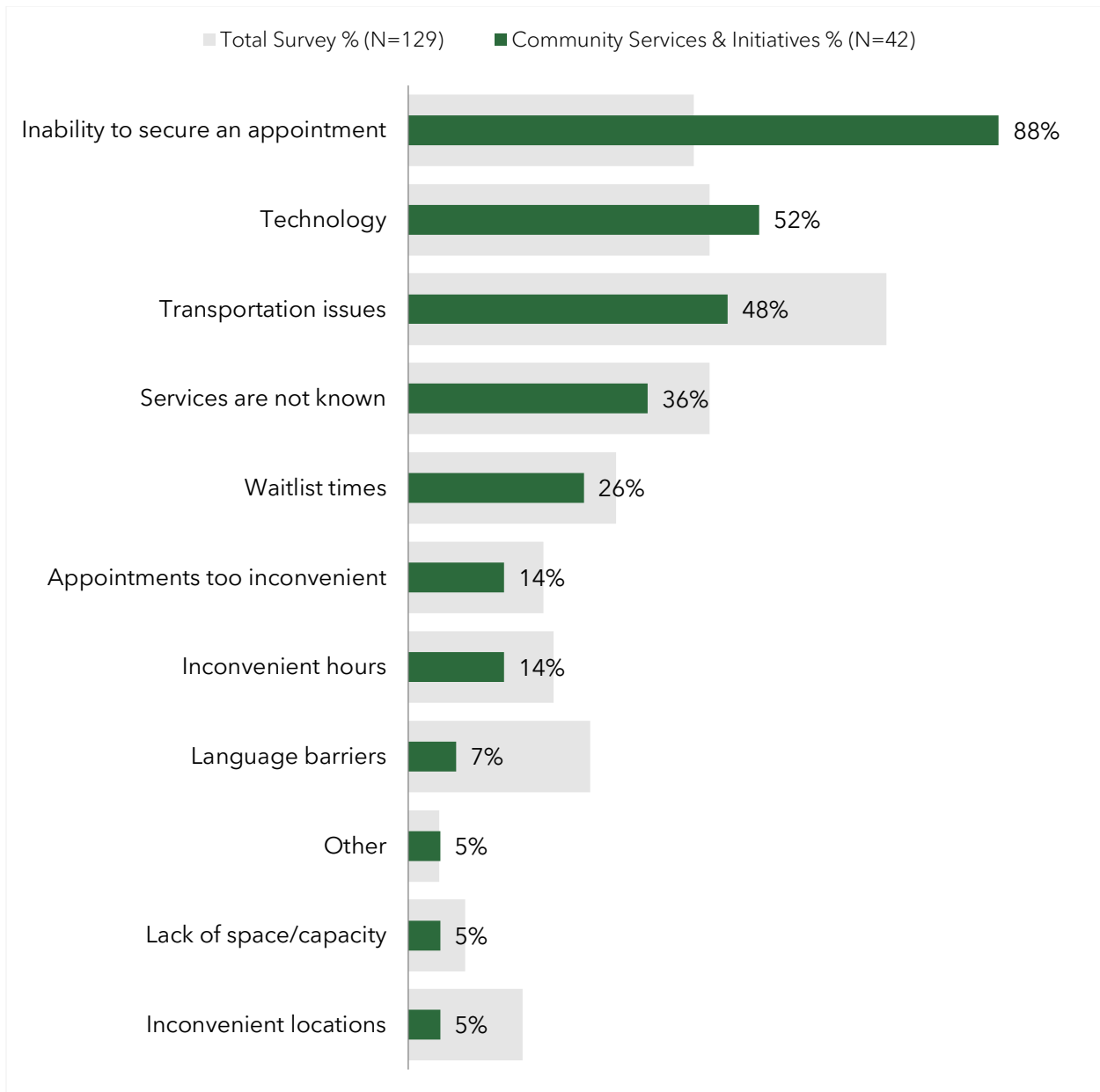
Most of the focus group participants learned about services through social workers. The staff survey participants indicated what they heard clients report about finding their services, with the majority coming from a personal referral or provider referral (Exhibit 36).

Exhibit 36. Community Services & Initiatives Staff Ratings of How Clients Discover Services



The staff members endorsed all the barriers to services identified by the clients, adding “requirements/documentation” and “funding amounts” (Exhibit 37). The primary barrier identified by staff members was the inability to secure an appointment.

Exhibit 37. Community Services & Initiatives Staff Ratings of Client Barriers to Receiving Services



Many of the focus group participants highlighted the difficulties in connecting with the center, describing being on hold for a long time and not knowing what was available or the process to get all services. As one participant described, “The only thing I don’t like about that is you do have to call every single Monday. And you’re just on hold...they do have where you can get on the computer and fill out the form. However, every time I pop on there, it just automatically says, ‘There’s no assistance available.’” Another participant reported that “It took me three weeks to get through.” Other participants described the challenges involved in having limited phone minutes: “I got 250 minutes in a month. Please don’t leave me on hold.”

Suggestions for Improvement

Focus group participants, totaling 23 individuals, along with staff members, offered suggestions to improve services. They emphasized that there is a strong need for clearer communication regarding the assistance provided. The current appointment system is seen as unfair and difficult to navigate, especially for seniors and new clients. Some suggestions from clients included offering assistance with applications and streamlining paperwork for multiple services. Both staff and participants indicated that clients need more targeted support when it comes to employment opportunities, ensuring that job fairs and resources align with their interests and skills. Finally, staff members also suggested strengthening collaboration among programs and other divisions, with the primary goal of providing wrap-around services to the clients.

Key Takeaways for Community Services

Staff generally thought the services they were provided were effective, needed, and liked by clients.

Staff felt that community engagement events, partnering with other organizations, increasing accessibility, and trainings that promoted empathy was most successful.

Most clients found the services through referrals, but many found it difficult to make an appointment. 88% of Community Service staff members reported inaccessibility of appointments a barrier.

Other community organizations offer similar services, though all face the same funding uncertainties.

Community services are needed by many of the clients in other divisions. Compared with all HSD staff, twice as many CSID staff members reported being unable to meet all needs.

Despite the need to prevent eviction, almost a quarter of staff members felt that the eviction legal services were not helping enough.

Head Start Birth to Five

Overview

The HSD Education Division oversees early childhood education initiatives, with the Head Start Birth to Five Program (hereafter referred to as “Head Start”) as its cornerstone. Head Start is a federally funded initiative that provides comprehensive early childhood education and support services to eligible low-income families with children from birth to age five, as well as pregnant women.⁶⁰ Rooted in the goal of promoting school readiness, Head Start focuses not only on child development but also on strengthening families through a holistic, two-generation approach.⁶¹ The program plays a critical role in supporting the early growth and long-term success of children by engaging parents as active partners in their child’s education and well-being.⁶²

Understanding the impact and reach of Head Start requires first examining how demographic factors intersect with the broader social and economic challenges facing the families served. This contextual foundation is critical for identifying client strengths, tailoring responsive services, assessing program capacity, and strengthening collaborative partnerships to ensure every child has the opportunity to thrive.

Demographics and Eligibility

First Things First, an Arizona citizens’ initiative that partners with parents and communities to help young children be successful, noted in their 2024 needs assessments for North Phoenix and South Phoenix, that 37% of children aged 3-4 in North Phoenix were estimated to be enrolled in preschool or kindergarten. This number had stayed consistent for over 10 years even as preschool enrollment in the rest of Arizona fell. In South Phoenix, the percentage of children enrolled in preschool or kindergarten is 23%, which is over a third lower than in the northern part of the city. First Things First also examined childcare availability in both areas. North Phoenix has approximately 29,911 childcare slots to serve around 40,000 children, reaching about 75% capacity. In contrast, South Phoenix has 17,454 childcare slots available for roughly 32,354 children, accommodating only 54% of families in need.⁶³

⁶⁰ U.S. Department of Health & Human Services (n.d.) Poverty Guidelines and Determining Eligibility for Participation in Head Start Programs. Retrieved from: <https://headstart.gov/ersea/article/poverty-guidelines-determining-eligibility-participation-head-start-programs>

⁶¹ Office of Head Start an Office of the Administration for Children & Families. Head Start Services. Retrieved from: <https://acf.gov/ohs/about/head-start>

⁶² Head Start Birth to Five Program. Retrieved from: <https://www.phoenix.gov/administration/departments/humanservices/programs-services/early-education-head-start.html>

⁶³ Retrieved from: <https://www.firstthingsfirst.org/>

According to Census data, in the Phoenix service area, there are more than 90,000 children under the age of five. Almost 20% of that population is eligible for Head Start services.⁶⁴ This population is spread across multiple school districts, each with varying levels of need. Some districts have higher concentrations of eligible children, reflecting localized patterns of poverty. The geographic distribution of eligibility underscores the importance of tailoring services to meet community-specific needs. Exhibit 38 provides a breakdown of eligible children by school district.

Exhibit 38. Eligible Children Under Age 5 by Geographic Location (Home School District) and Sex⁶⁵

Geography / School District	Male	Female	Total
Alhambra Elementary District	1,093	1,803	2,896
Cartwright Elementary District	1,606	1,621	3,227
Deer Valley Unified District	638	375	1,013
Fowler Elementary District	403	358	761
Isaac Elementary District	758	493	1,251
Murphy Elementary District	142	75	217
Laveen Elementary District	340	365	705
Phoenix Elementary District	472	458	930
Pendergast Elementary District	636	343	979
Riverside Elementary District	32	0	32
Roosevelt Elementary District	859	745	1,604
Washington Elementary District	1,818	1,629	3,447
Wilson Elementary District	1	67	68
Total	8,798	8,332	17,130

Among eligible population, as shown on Exhibit 39, the majority identify as Hispanic/Latino. This reflects the rich diversity of Phoenix’s young population and underscores the importance of culturally responsive approaches to service delivery.

⁶⁴ U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates. (n.d.) Table S0101 Age and Sex. Retrieved from: https://data.census.gov/table/ACSST5Y2023.S0101?t=Age+and+Sex&g=040XX00US04_160XX00US0455000

⁶⁵ U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates. (n.d.) Table B17001 Poverty Status in the Past 12 Months by Sex by Age. Retrieved from: https://data.census.gov/table/ACSST5Y2023.B17001?t=Age+and+Sex:Poverty&g=040XX00US04_060XX00US0401390867_160XX00US0455000_9500000US0400600,0401680,0403060,0403960,0404290,0405400,0406210,0406300,0407020,0407080,0409060,0409390

Exhibit 39. Eligible Children Under Age 5 by Geographic Location (Home School District)

Geography / School District	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Some Other Race	Two or More Races	White, Not Hispanic or Latino	Hispanic or Latino
Arizona	29,861	6,488	6,459	834	240	8,167	19,295	14,493	41,765
Phoenix	6,981	3,322	428	311	66	3,123	5,417	1,894	13,573
Alhambra Elementary District	981	585	42	13	0	359	916	76	2,182
Cartwright Elementary District	1,092	301	112	20	0	768	934	150	2,667
Deer Valley Unified District	759	0	2	0	6	28	219	559	352
Fowler Elementary District	182	178	72	0	0	184	145	12	516
Isaac Elementary District	470	80	72	0	0	160	469	0	1,117
Murphy Elementary District	67	28	0	0	0	61	61	0	189
Laveen Elementary District	375	99	0	43	0	124	64	0	583
Phoenix Elementary District	219	384	0	0	0	101	226	18	505
Pendergast Elementary District	436	336	0	0	0	96	111	65	571
Riverside Elementary District	0	0	0	0	0	32	0	0	32
Roosevelt Elementary District	427	320	0	22	0	234	601	85	1,177
Washington Elementary District	1,222	545	39	105	0	441	1,095	651	1,931
Wilson Elementary District	0	0	0	0	0	0	68	0	67

Language diversity is also a defining feature of the Head Start-eligible population. While English is the primary language in many areas, Spanish is widely spoken across the service area. Based on data from the school districts in Phoenix, as shown in Exhibit 40, 54% (7 out of 13 districts) had a higher number of individuals who reported speaking Spanish at home, while 46% (6 out of 13) reported more English speakers. In addition to English and Spanish, there is also representation from households speaking other languages like Indo-European, Asian, and Pacific Island. This multilingual environment presents both challenges and opportunities for equitable service provision.

Exhibit 40. Languages Spoken at Home by School District⁶⁶

Geography / School District	English	Spanish	Other Indo-European Language	Asian and Pacific Island Languages	Other Languages
Arizona	541,888	218,362	14,321	15,871	45,332
Phoenix	111,387	82,479	3,877	4,198	6,932
Alhambra Elementary District	6,832	11,657	391	458	1,121
Cartwright Elementary District	7,128	13,779	35	250	618
Deer Valley Unified District	13,768	888	708	338	488
Fowler Elementary District	2,504	2,637	29	72	62
Isaac Elementary District	2,792	7,279	0	172	194
Murphy Elementary District	888	1,946	0	0	13
Laveen Elementary District	3,391	1,594	61	71	153
Phoenix Elementary District	7,370	4,130	245	147	371
Pendergast Elementary District	3,431	3,985	42	199	112
Riverside Elementary District	549	460	0	0	5
Roosevelt Elementary District	11,062	7,884	246	179	215
Washington Elementary District	22,071	10,242	691	1,222	1,876
Wilson Elementary District	321	465	0	1	8

⁶⁶ U.S. Census Bureau, U.S. Department of Commerce. "Poverty Status in the Past 12 Months by Age by Language Spoken at Home for the Population 5 Years and Over." American Community Survey, ACS 5-Year Estimates Detailed Tables, Table B16009. Retrieved from: https://data.census.gov/table/ACSDT5Y2023.B16009?t=Age+and+Sex:Language+Spoken+at+Home:Poverty&g=040XX00US04_060XX00US0401390867_160XX00US0455000_9500000US0400600,0401680,0403060,0403960,0404290,0405400,0406210,0406300,0407020,0407080,0409060,0409390.

Many children within the eligible population face increased vulnerability due to unstable living conditions. According to the Adoption and Foster Care Analysis and Reporting System (AFCARS), during the 2023 fiscal year, 913 children under the age of one and 3,058 children aged 1-5 were in foster care in the state of Arizona.⁶⁷ Additionally, data from the Annie E. Casey Foundation reports that in 2023, approximately 20,000 children in the city of Phoenix were living with neither parent. A child is considered not to be living with a parent if the householder does not identify them as a biological, adopted or stepchild, or as a child in a subfamily as defined by the U.S. Census Bureau. This classification also includes children who are themselves the householder or the spouse/partner of the householder, or a roommate or other nonrelative of the householder. Children living in group quarters are also categorized as not living with a parent.⁶⁸ These circumstances may hinder consistent access to early learning and development support, making coordinated services and specialized resources critical for promoting school readiness.

According to the latest U.S. Census data, nearly one-third of all children under the age of five in Arizona who have a disability and live below the poverty level reside in the city of Phoenix – representing approximately 280 children.⁶⁹ The census only reports estimated counts of children under the age of 5 based on two indicators: hearing difficulty and vision difficulty.⁷⁰ Of those 280 children identified in Phoenix, 126 are reported to have a hearing difficulty and 238 have a vision difficulty. The Census defines hearing difficulty as being “deaf or having serious difficulty (DEAR)”, while vision difficulty is defined as “blind or having serious difficulty seeing, even when wearing glasses (DEYE).”⁷¹

Southwest Human Development, an organization dedicated to early childhood development, found that its “Smart Support” program, designed as an infant and early childhood mental health consultation system produced significant growth in several outcomes, including:

⁶⁷ The AFCARS Dashboard. Retrieved from: https://tableau-public.acf.gov/views/afcars_dashboard_in_care/demographics?%3Aembed=y&%3AisGuestRedirectFromVizportal=y

⁶⁸ The Annie E. Casey Foundation (n.d.) Statistics on children, youth and families in Arizona from the Annie E. Casey Foundation and Children's Action Alliance. Retrieved from: <https://datacenter.aecf.org/data/tables/111-children-living-with-neither-parent?loc=4&loct=3#detailed/3/73,84,96/false/2545/any/439,440>

⁶⁹ U.S. Census Bureau, U.S. Department of Commerce. (n.d.) Age by Disability Status by Poverty Status. American Community Survey, ACS 1-Year Estimates Detailed Tables, Table B18130, Retrieved from: https://data.census.gov/table/ACSDT1Y2023.B18130?t=Disability:Poverty&g=040XX00US04_060XX00US0401390867_160XX00US0455000_9500000US0400600,0401680,0403060,0403960,0404290,0405400,0406210,0406300,0407020,0407080,0409060,0409390.

⁷⁰ U.S. Census Bureau, U.S. Department of Commerce (03.2021). Childhood Disability in the United States: 2019. Retrieved from: <https://www.census.gov/content/dam/Census/library/publications/2021/acs/acsbr-006.pdf>

⁷¹ Retrieved from: https://www.census.gov/topics/health/disability/about/glossary.html#par_textimage_977095563

classroom mental health climate, teacher self-efficacy, teacher-child relationships, children's self-regulation, children's attachment, children's initiative, children's risk of expulsion, and teachers' negative attributions of individual children. The program itself was also rated very positively by the teachers and mental health consultants who participated.⁷²

Head Start programs have a strong history of providing services to children with disabilities and suspected developmental delays. Programs are required to ensure that at least 10% of their actual enrollment consists of children eligible for services under the Individuals with Disabilities Education Act (IDEA).^{73,74} Head Start provides a range of individualized support to ensure children with disabilities can fully participate and thrive in early learning environments. These programs use tools such as Individualized Family Plans (IFPs) and Individualized Education Programs (IEPs) to guide personalized teaching strategies aligned with each child's developmental goals.⁷⁵ Disabilities services coordinators work closely with educators and families to select appropriate strategies based on the child's unique needs and learning style. In addition to classroom support, Head Start regulations (1302 Subpart F) require programs to offer comprehensive services for children and their families, and to coordinate closely with local agencies responsible for implementing IDEA.⁷⁶

Client Strengths

The survey also asked staff members to identify the primary strengths they observe among the clients they serve. The results, shown in Exhibit 41, highlight a range of perceived strengths, reflecting the diverse capabilities and resilience of the client population. They identified the diverse cultural viewpoints and supportive relationships as the primary strengths of the clients they serve.

⁷² Retrieved from: <https://www.swhd.org/>

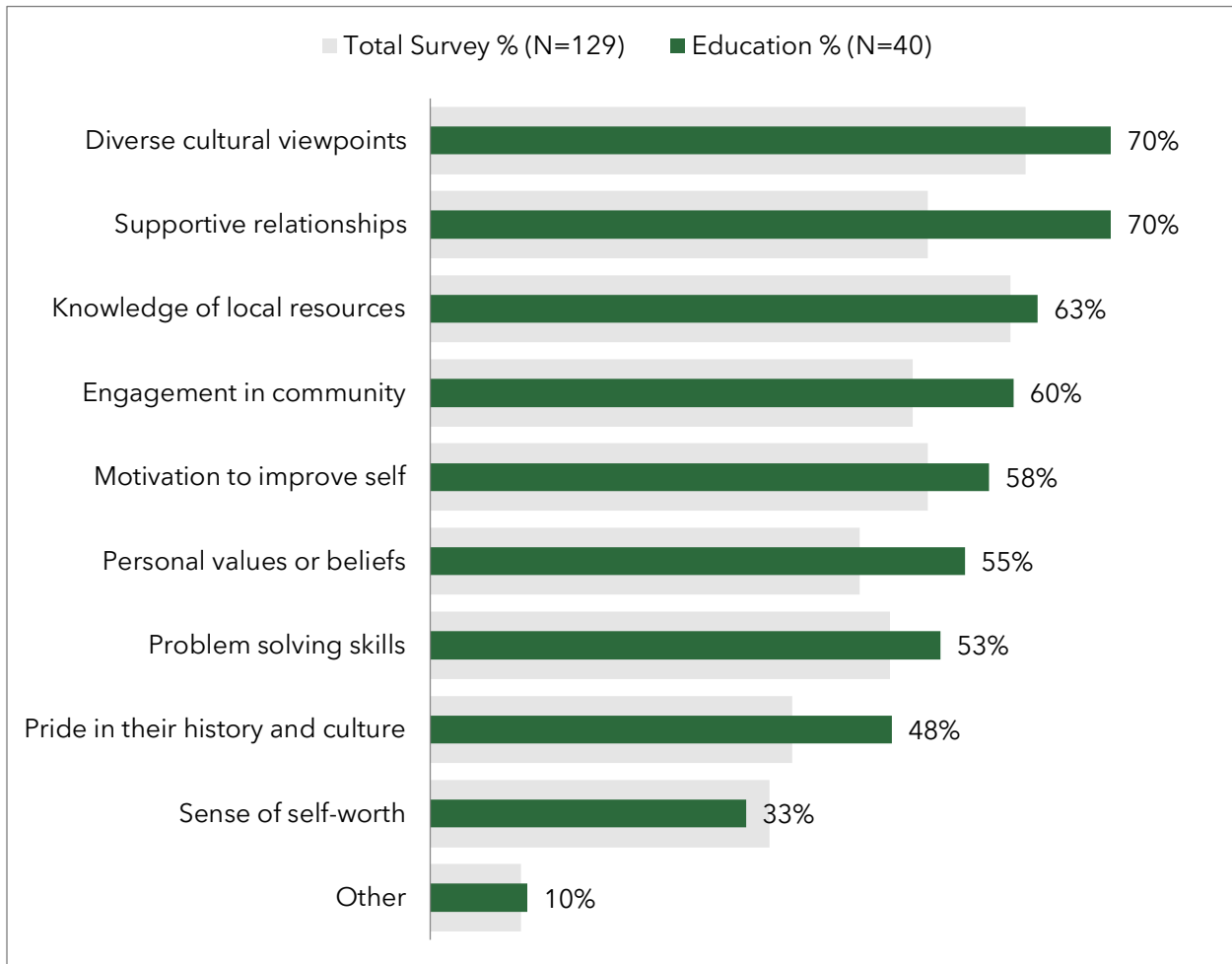
⁷³ U.S. Department of Health & Human Services (n.d.) Calculating 10% Actual Enrollment for Disability Requirement. Retrieved from: <https://headstart.gov/ersea/article/calculating-10-actual-enrollment-disability-requirement>

⁷⁴ U.S. Department of Health & Human Services (n.d.) Head Start FAQs. Retrieved from: <https://www.headstart.gov/about-us/article/head-start-faqs>

⁷⁵ U.S. Department of Health & Human Services (n.d.) Children with Disabilities. Retrieved from: <https://headstart.gov/children-disabilities>

⁷⁶ U.S. Department of Health & Human Services (n.d.). Head Start Policy and Regulations. Retrieved from: <https://headstart.gov/policy/45-cfr-chap-xiii/1302-63-coordination-collaboration-local-agency-responsible-implementing-idea>

Exhibit 41. Perceived Client Strengths* as Reported by Staff

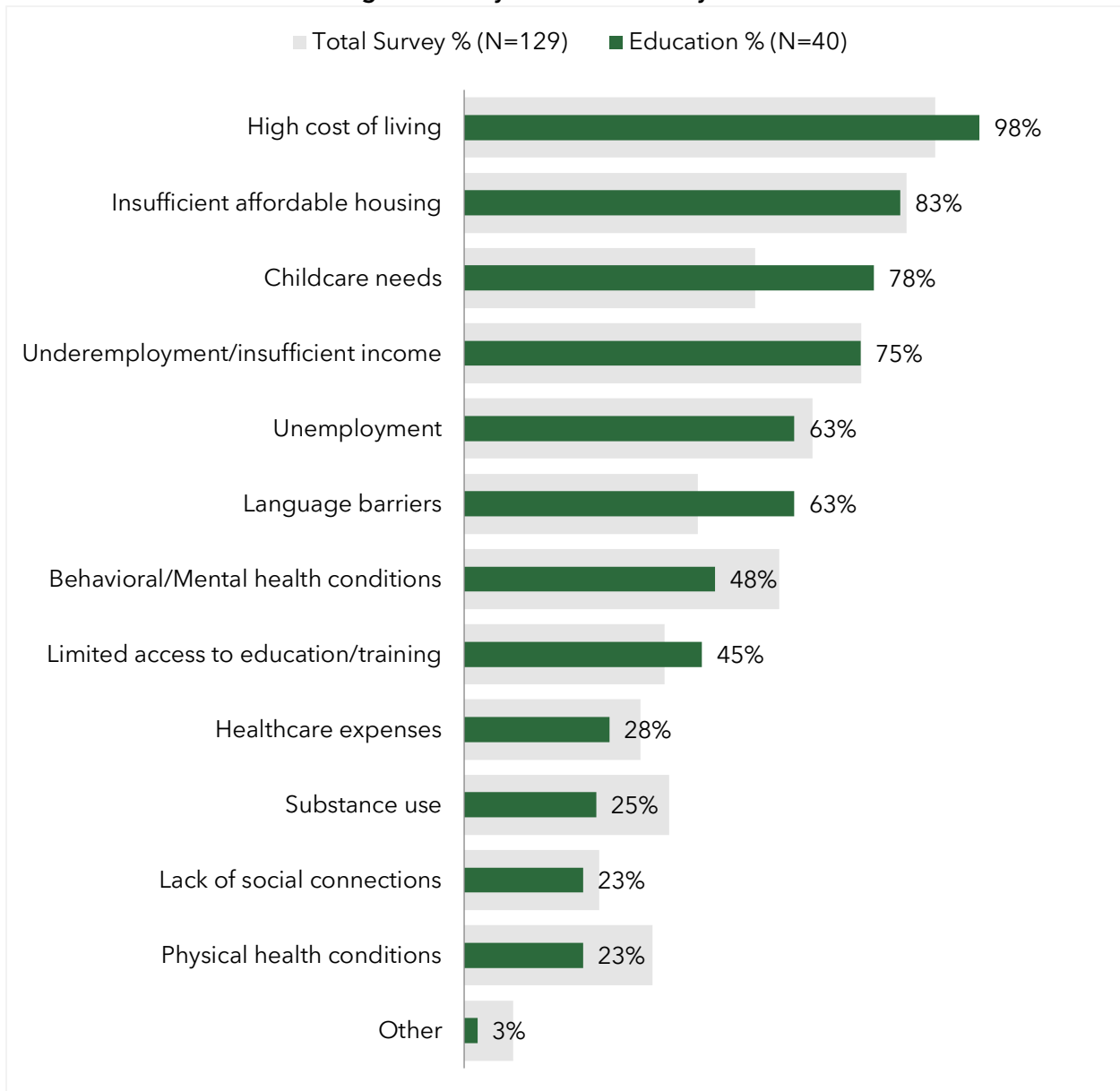


*The categories presented reflect the exact response options from the staff survey and were not accompanied by additional definitions. Interpretations may vary based on individual staff members' understanding and experience.

Primary Causes of Poverty

Families participating in Head Start often face significant economic challenges as poverty continues to impact many households with young children in the Phoenix area. According to staff members of the HSD Education Division who responded to the survey, the three main causes of poverty within the families participating in the Head Start program are high cost of living, lack of affordable housing, and childcare needs (Exhibit 42).

Exhibit 42. Education Staff Ratings of Primary Causes of Poverty



These interconnected challenges – rising living costs, housing instability, and limited access to affordable childcare – create significant barriers for families striving to achieve financial stability while raising young children. Recognizing these needs, the HSD Education Division offers a comprehensive list of services that not only prepare children for school but also support families in navigating and overcoming the conditions of poverty.⁷⁷ The following section

⁷⁷ City of Phoenix Human Services Department 2024 Community Assessment 2-Year update. Retrieved from: <https://www.phoenix.gov/content/dam/phoenix/humanservicessite/documents/hsd-2024%20hsd%20community%20assessment%20report%20year%202%20update%20and%20appendices%20-%20final.pdf>

outlines the key services provided through the program and how they address both immediate needs and long-term family well-being.

Services Provided by Head Start

The Head Start program provides comprehensive services that promote school readiness and support the healthy development of children from birth to age five, as well as pregnant women. These services include early childhood education, health screenings, nutrition support, and family engagement activities, all designed to meet the needs of low-income families. In addition to education, the program addresses the broader needs of families through comprehensive health and nutrition services. Children receive developmental screenings, immunizations, dental exams, and referrals to medical providers as needed. Nutritional support is also a key component, with healthy meals and snacks provided daily and individualized plans for children with dietary needs.

Services are delivered through two primary models: center-based and home-based. In the center-based model, children attend early learning centers where they receive structured instruction in a classroom setting that promotes cognitive, social, and emotional development. These environments are staffed by trained educators who implement evidence-based curricula to prepare children for kindergarten. In contrast, the home-based model involves weekly home visits from trained home visitors who work directly with parents to enhance the learning environment in the home. These visits focus on strengthening parent-child relationships and supporting developmental progress through individualized activities. Families participating in the home-based option also attend regular group socialization events to build connections and support peer learning.⁷⁸



Division Capacity for Early Education

According to division leaders, the Education division serves children in both home-based and center-based models. Early Head Start serves 252 children (64 in home-based and 188 in center-based) from birth to age three, with the center-based program operating year-round. Head Start preschool serves 1,957 children aged three to five in center-based programming, which follows a traditional school-year schedule from August through May. The program also includes

⁷⁸ Office of Head Start an Office of the Administration for Children & Families. Head Start Services. Retrieved from: <https://acf.gov/ohs/about/head-start>

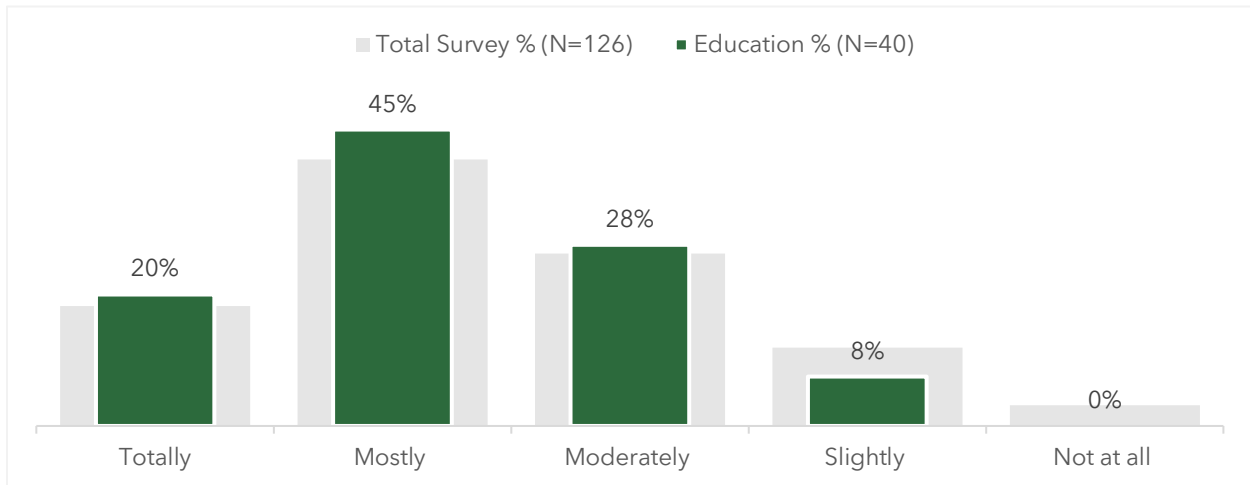
classrooms located in two public housing communities and one in a family service center, expanding their reach into high-need areas.

However, in 2024, the division experienced notable financial and operational challenges that impacted its capacity to meet immediate community needs. A major issue cited was the shift away from flexible COVID-era funding, which had previously allowed for greater spending adaptability. With the renewal of the five-year grant cycle on July 1, 2024, concerns have emerged about sustaining service quality amid growing financial demands. These increasing expenses will likely require strategic financial planning to maintain program standards and staff retention. In addition to financial challenges, operational barriers have also persisted. Staff reported that enrollment and attendance have been negatively affected by factors such as parental illness, limiting consistent participation in school readiness programs. They also reported that transportation remains a key barrier for many families, further impacting access and engagement.

Despite these difficulties, the division has achieved several significant successes. Most notably, it strengthened its school readiness programs by grounding them in data collected directly from parents. This has led to higher levels of family engagement and more responsive service delivery. The adoption of quarterly self-assessments represented a major operational innovation, allowing for ongoing program evaluation rather than relying solely on annual reviews. This has improved responsiveness to emerging needs and fostered stronger outcomes for participating families. These improvements are further supported by strategic planning efforts informed by data analysis, providing a clearer framework for decision-making and continuous updates. These practices have positioned the division to better navigate evolving community needs and resource constraints.

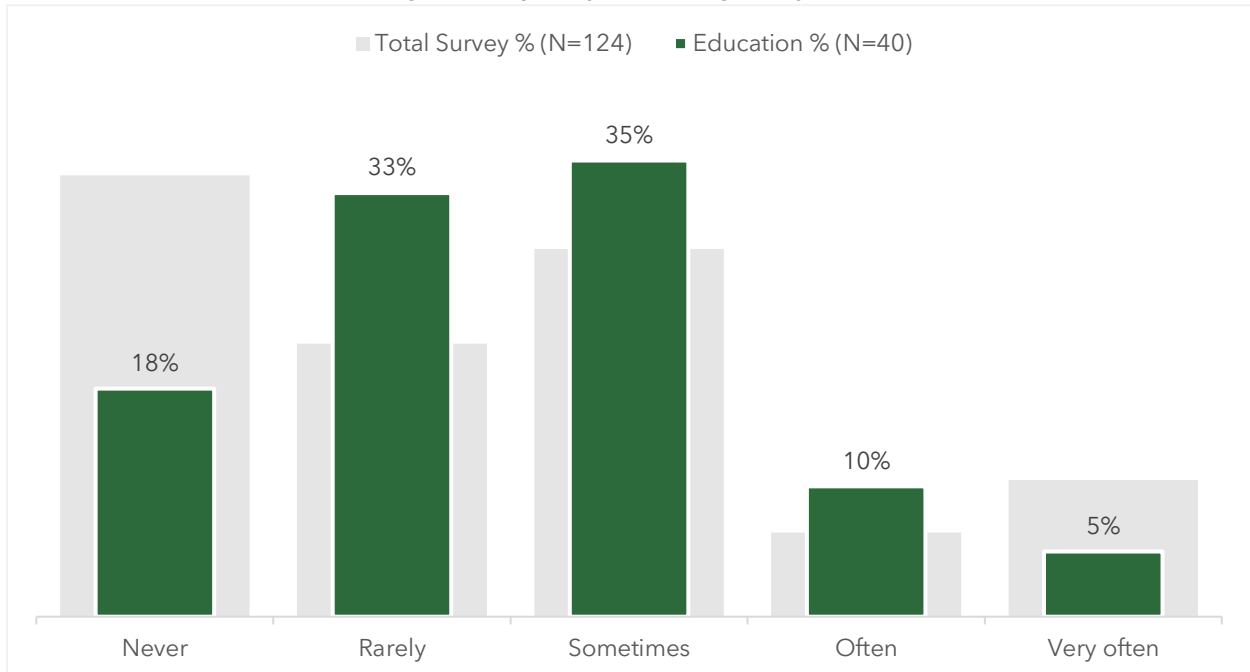
Survey responses from staff add further context to these findings. For example, more than half of respondents indicated that the resources provided by the Head Start and Early Head Start were “mostly to totally” sufficient for meeting clients’ needs (Exhibit 43). This feedback suggests a general alignment between available resources and client needs, even though challenges remain.

Exhibit 43. Education Staff Ratings of Resources Meeting Clients' Needs



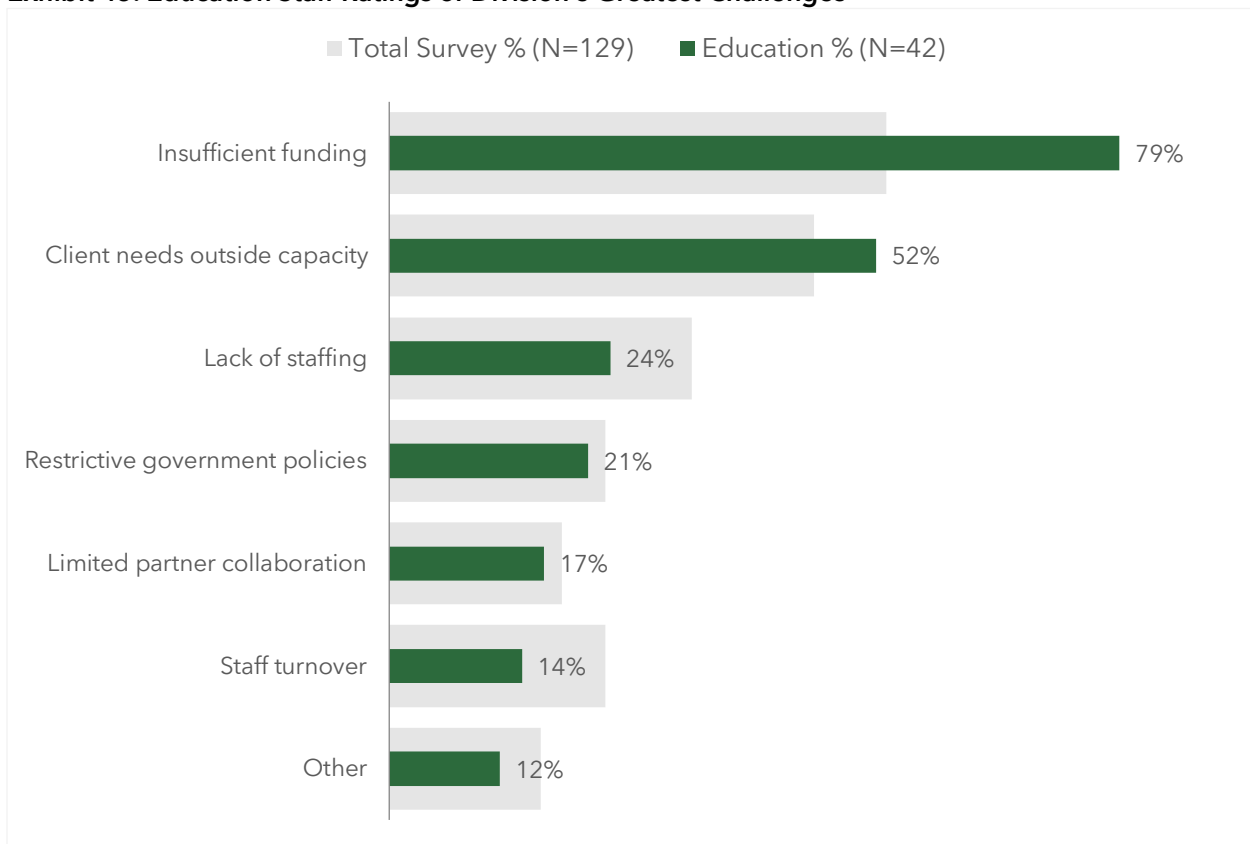
While the majority of staff indicated that the resources available through HSD are generally sufficient to meet the clients' needs, this perception is tempered. When asked how frequently they had to turn away clients, responses varied (Exhibit 44). A small portion of the staff reported doing so "very often" (5%) or "often" (10%), while a larger share indicated it happens "sometimes" (35%). An additional 33% said they "rarely" turn clients away, and 18% reported "never" encountering this situation. While many staff can meet clients' needs most of the time, a small number still face situations where available services fall short. In such cases, staff often pre-screen families and, when available, connect them with other resources. If families are eligible and intake is completed, they are placed on a waitlist.

Exhibit 44. Education Staff Ratings of Frequency of Turning Away Clients



The frequency with which staff must turn clients away reflects broader systemic pressures that impact service delivery. These pressures may be further underscored by the challenges staff identifies as most significant in their day-to-day work. Insufficient funding (79%) emerged as the most commonly cited issue, while many staff also pointed to client needs that fall outside the program’s scope or capacity (52%). Staffing shortages (24%) and restrictive policies (21%) also pose ongoing barriers, limiting the division’s agility and its ability to scale services effectively. This highlights both concerns about the division’s ability to sustain service levels and the overwhelming realities families face (Exhibit 45).

Exhibit 45. Education Staff Ratings of Division’s Greatest Challenges



A total of 24 staff members described the most successful programs or strategies over the past year. Staff primarily felt that the family engagement and support were most successful, such as *Men All Need to be Caring, Actively-Engaged, Vested & Encouraged (M.A.N.C.A.V.E.)*⁷⁹ and Princess in Me events. They highlighted community partnerships that provided community resources and outreach/recruitment. Staff members also mentioned appreciating being able to be flexible

⁷⁹ Greater Phoenix Urban League (n.d.) M.A.N.C.A.V.E. Retrieved from: <https://www.gphxul.org/mancave/>

for families and accommodating their needs. Finally, the staff reported that team-building efforts were especially successful.

According to the Arizona Department of Health Services, there are approximately 547 childcare providers in Phoenix, including center-based and family childcare homes. While these providers contribute significantly to the early education landscape, many do not serve children under federal poverty guidelines or offer comprehensive services like Head Start.

Service Agencies

Parents discussed their experiences with various community partners involved in supporting Head Start families. School districts were praised for providing essential on-site services such as speech, occupational, and behavioral therapy. Community centers were viewed positively for offering accessible extracurricular activities for children. However, some parents expressed challenges when navigating certain city services outside of Head Start, particularly in interactions with caseworkers and at some library locations. Despite these concerns, parents consistently viewed community centers and Head Start itself as strong, reliable partners in meeting their families' needs.

Other nongovernmental agencies that develop strategic alliances with Head Start include:

- The Clothes Silo: offers clothing assistance to families.
- Chicanos Por La Causa: An organization dedicated to human dignity and driving economic and political empowerment, managed to fill 100% of its Early Head Start capacity in Phoenix in 2024-25. They also reached 91% capacity in AZ Migrant & Seasonal Head Start and 99% capacity in Child Care Partnerships Program.⁸⁰
- Arizona Early Intervention Program (AzEIP): statewide system offering early intervention services to families with infants and toddlers, birth through two years of age, who have disabilities or developmental delays. The program supports families in enhancing their children's learning and development through everyday learning opportunities.⁸¹

⁸⁰ <https://cplc.org/media/pages/programs/early-childhood-development/section2/ffc0d02881-1746656644/ece-az-annual-report-2024-2025.pdf>

⁸¹ Arizona Department of Economic Security (n.d.). Arizona Early Intervention Program (AzEIP). Retrieved from: <https://des.az.gov/AzEIP>

- My Brother’s Keeper: support early childhood development and family engagement, particularly for boys and young men of color.⁸² Through initiatives like the M.A.N. C.A.V.E. fatherhood program the provide resources that promote responsible parenting, healthy relationships, and economic mobility for families with young children.⁸³
- Valley of the Sun United Way: enhance early childhood education and family support services in the region. Through initiatives focused on school readiness, literacy development, and parental engagement, they aim to ensure that children from birth to age five have the resources and opportunities needed for long-term academic success.⁸⁴
- Tooth B.U.D.D.S.: improve the oral health of low-income, at-risk populations by providing preventive dental hygiene health care services through evidence-based clinical Best Practices to include: oral hygiene education, screenings, intraoral camera images, dental cleanings, sealants, fluoride treatment and Silver Diamine Fluoride application.⁸⁵
- Arizona Child & Adolescent Survivor Initiative: support the recovery and well-being of survivors of intimate partner violence. The initiative offers free services across the states to caregivers and parent of children and adolescents affected by intimate partner violence, helping them navigate the healing.⁸⁶
- Fresh Start Women’s Foundation: provide women with access to resources to meet their most urgent needs.⁸⁷
- First Things First: support the health and education of children from birth to age five. It promoted early learning, family support, and health services through funding and resources, ensuring children are ready for school.⁸⁸

⁸² City of Phoenix (n.d.). *My Brother’s Keeper*. Retrieved from: <https://www.phoenix.gov/administration/departments/education/get-involved/my-brothers-keeper.html>

⁸³ Arizona PBS (2025). *M.A.N. C.A.V.E. fatherhood program offers tools for positive relationships*. Retrieved from: <https://azpbs.org/horizon/2025/02/m-a-n-c-a-v-e-fatherhood-program/>

⁸⁴ Valley of the Sun United Way (n.d.). *Mighty Change*. Retrieved from: <https://vsuw.org/our-work/mightychange/>

⁸⁵ Tooth B.U.D.D.S.(n.d.). What is Tooth B.U.D.D.S.?. Retrieved from: <https://toothbudds.org/>

⁸⁶ Arizona State University. Family Violence Center. Retrieved from: <https://socialwork.asu.edu/family-violence-center/acasi>

⁸⁷ Fresh Start Woman (n.d.). Community Partners. Retrieved from: <https://freshstartwomen.org/our-partners/community-partners/>

⁸⁸ First Things First (n.d.). *Our Mission*. Retrieved from: <https://www.firstthingsfirst.org/what-we-do/our-mission/>

- The Salvation Army: providing various support services to individuals and families facing poverty, homelessness, and other challenges.⁸⁹
- Read On Phoenix: collaborative effort of schools, community organizations, literacy providers, and local government to accelerate progress toward improved school readiness and K-3 literacy outcomes. Their priority areas include kindergarten readiness/transition, third grade reading proficiency, family engagement, and chronic absence.^{90, 91}

Families' Experiences with Services

Satisfaction

Staff members were asked about the extent to which each program in Head Start helped the populations they serve. All 40 respondents reported that the Head Start programs helped their clients either “a lot” (94%) or “some” (6%). Similarly, all 40 staff members believed that the Early Head Start programs helped their clients “a lot” (79%) or “some” (21%). In addition, 38 staff provided feedback on the overall effectiveness of Head Start in meeting its stated goals/objectives. All of them felt the division was “moderately” (50%) to “very effective” (50%) in achieving its goals.

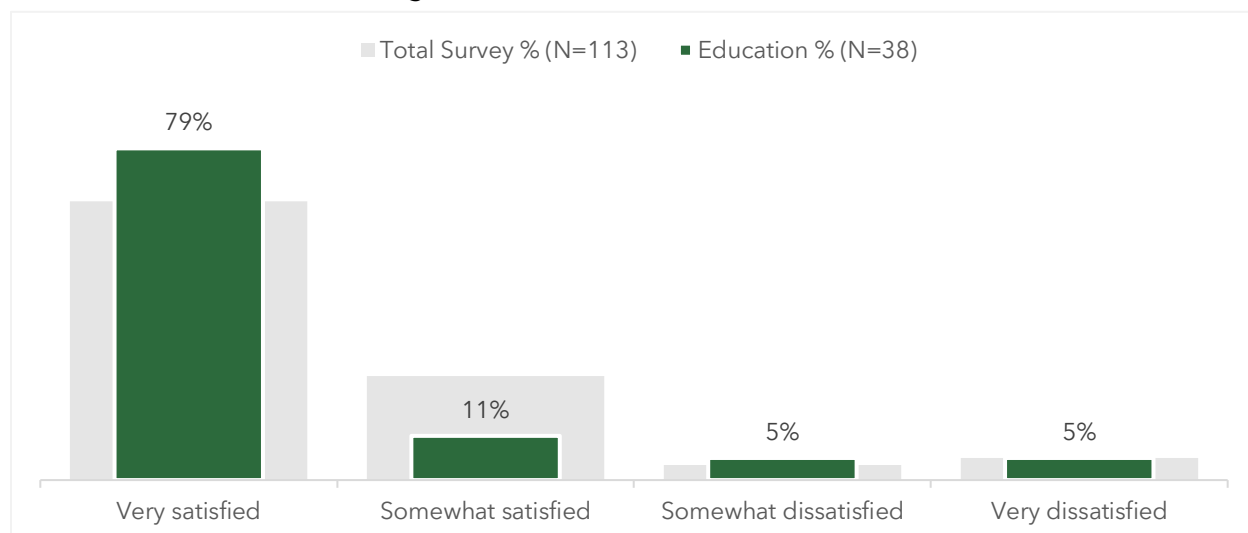
In addition to assessing program impact and goal achievement, staff were also asked to share their perception of client satisfaction with Head Start services. The vast majority (79%) of respondents indicated that clients were “very satisfied” with the services provided, while an additional 11% felt client were “somewhat satisfied.” Only a small proportion of staff perceived any dissatisfaction among clients, with 5% reporting clients were “somewhat dissatisfied” and another 5% indicating they were “very dissatisfied” (Exhibit 46).

⁸⁹ The Salvation Army (n.d.). *Doing the Most Good*. Retrieved from: <https://www.salvationarmyphoenix.org/about-us>

⁹⁰ Read On Arizona (n.d.). *Read On Phoenix*. Retrieved from: <https://readonarizona.org/community/phoenix/>

⁹¹ City of Phoenix (n.d.). *Arizona is battling a literacy crisis*. Retrieved from: <https://www.phoenix.gov/administration/departments/education/get-involved/read-on.html>

Exhibit 46. Education Staff Ratings of Client Satisfaction



To further understand client experiences with Head Start services, feedback was gathered directly from parents through focus groups. This qualitative input provided deeper insight into how families perceive the impact of the program on their children’s development and overall well-being. While the staff survey indicated high perceived satisfaction among clients, these parent voices offered valuable, firsthand perspectives that highlighted both the strengths of the program and areas where improvements could be made.

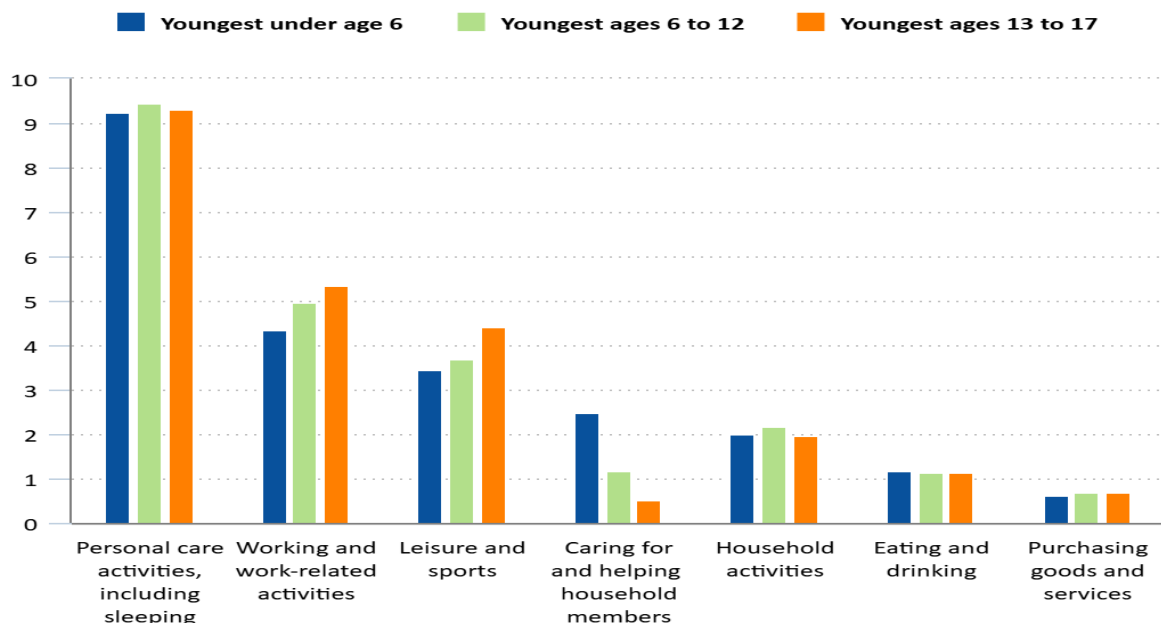
Many parents noted significant satisfaction with the support provided for their children’s speech development, socialization, and routine-building (e.g., helping children adjust to daily structure and expectations). One parent explained that their child had difficulty with separation anxiety, but the teachers helped to ease their child’s transition. Several parents praised the emotional support their children receive, particularly the individual attention from teachers when children struggle with frustration or anxiety. One parent shared, “she is starting to get along with the kids and play with them” while another one stated, “I like the morning routine when they come to the door and they ask them, you know, you want to high-five, a smile, a hug. It kind of calms the child down as well and brings them into better spirits. The safe and nurturing classroom environment was repeatedly mentioned, along with the program’s support for both mothers and fathers – especially through home visits and events like “Father Fun Day.” Convenience was another positive theme, with families appreciating locations close to home or relatives, as well as full-day options for working parents.



Parents' work schedules emerged as a significant factor influencing their ability to participate in school activities and engage with their children during the week. A parent expressed difficulty attending events or staying actively involved in the program due to limited availability during the day. Evening were described as a tight window, with only one to three hours available for family time before bedtime routines began, leaving little room for relaxed, meaningful interaction. Some parents reported making adjustments, such as saving time or considering schedule changes, to be present for school-related activities. Other voiced the internal conflict of wanting to be involved while needing to maintain employment, with one parent noting, "I don't want to quit working either." Flexible options like weekend events, full-day school schedules, and Monday through Thursday models with Fridays off, were seen as valuable in helping working families balance their responsibilities. For self-employed parents, mornings were often more accessible, making early events easier to attend. Overall, parents expressed appreciation for flexible scheduling, but emphasized the ongoing need to accommodate diverse work demands in order to support sustained parent involvement.

These experiences reflect a broader trend observed at the national level. According to the U.S. Bureau of Labor Statistics, parents whose youngest child was younger than the age of 6, dedicated most time to caregiving and household responsibilities, averaging 2.5 hours per day as their primary activity as shown in Exhibit 47.

Exhibit 47. Average hours per day parents spent doing primary activities, by age of the youngest household child, 2021 annual averages⁹²



Source: U.S. Bureau of Labor Statistics

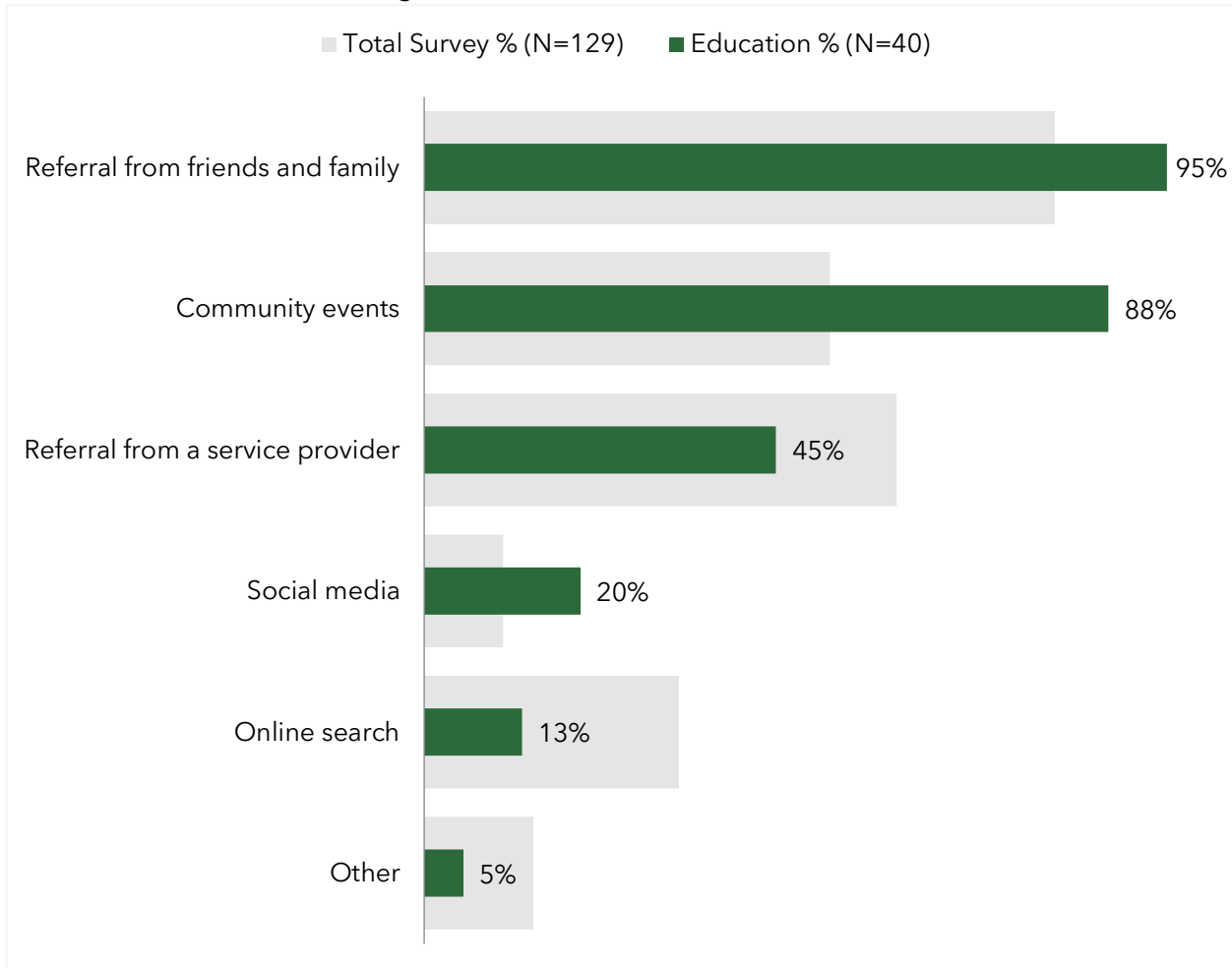
⁹² U.S. Bureau of Labor Statistics. TED: The Economics Daily (07/22/22). Retrieved from: [How parents used their time in 2021 : The Economics Daily: U.S. Bureau of Labor Statistics](#)

While the overall tone of the feedback was positive, a few concerns were raised. One common critique focused on the quality of the lunches provided, with a parent noting, “I don’t really think [lunch] is balanced and nutritious how it should be. It’s not healthy.” Others expressed frustration with accessing external services such as city financial aid offices and public libraries, explaining that they often have felt unwelcome or treated poorly in those spaces. Although these issues are beyond the direct control of Head Start, they highlight the need for continued advocacy and partnership with community agencies to ensure families receive respectful and effective support across all services they rely on.

Accessing Services

Most of the focus group participants learned about services through friends and family or community events. This closely aligns with the staff survey findings, where respondents noted that most clients heard about the program through personal referrals (Exhibit 48).

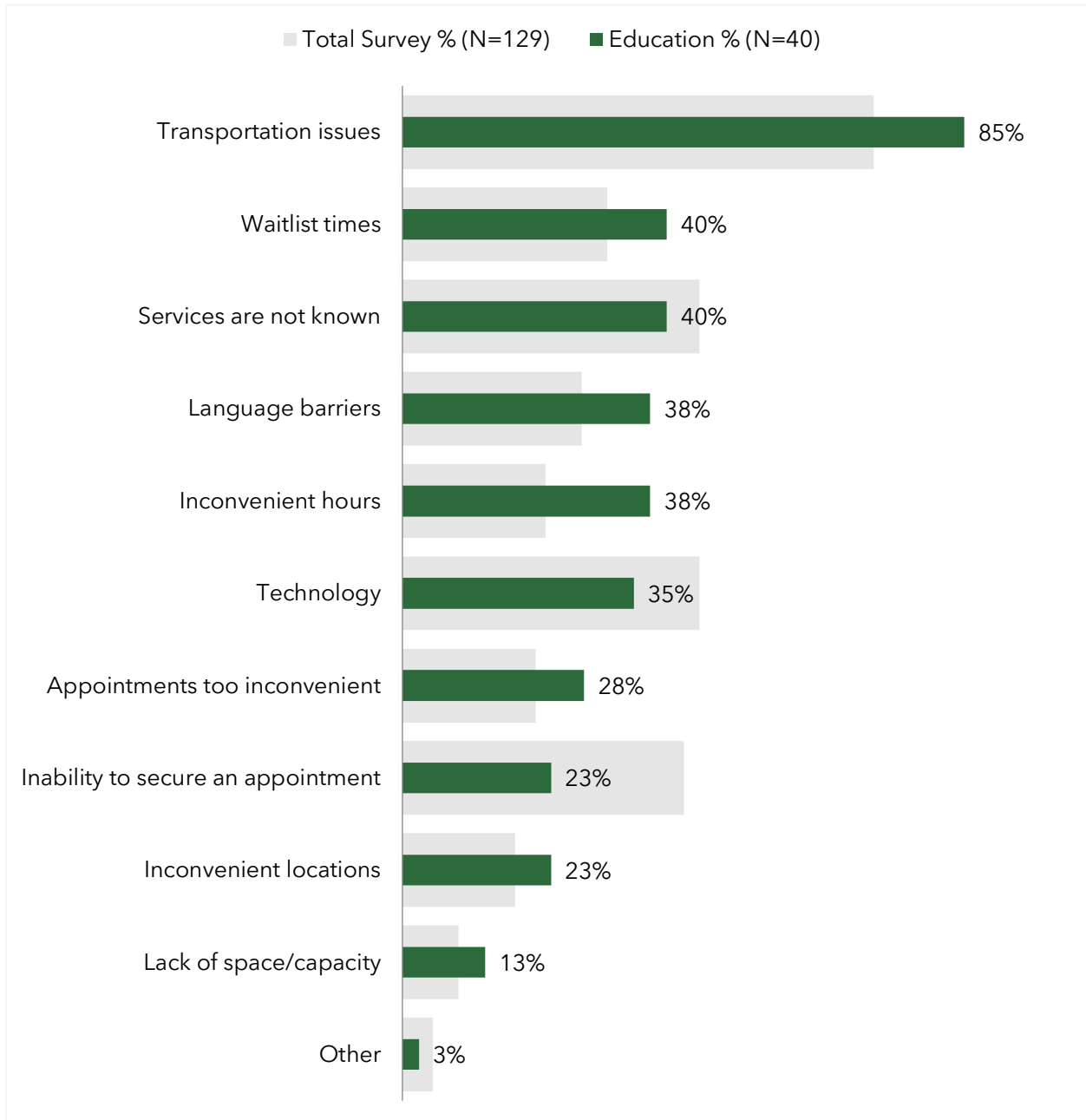
Exhibit 48. Education Staff Ratings of How Clients Discover Services



Staff perspectives on barriers to accessing Head Start services reflected many of the same challenges described by parents (Exhibit 49). In the staff survey, transportation emerged as the

most commonly reported barrier (85%), followed by long waitlists and lack of awareness about services (both at 40%). These findings reinforce the importance of addressing systemic access issues, particularly in underserved areas, to ensure families can fully benefit from available services.

Exhibit 49. Education Staff Ratings of Client Barriers to Receiving Services



Focus group participants generally shared positive experiences with the Head Start enrollment process, describing it as easy to navigate. However, some mentioned challenges related to long

waitlists, which occasionally made timely enrollment difficult, and demonstrates the demand for the program.

In contrast to Education division staff, nearly all focus group participants indicated that transportation was not a barrier – particularly for families whose children were picked up by other family members. It is possible that those able to participate in the program and focus group face less transportation barriers than families who are unable to participate due to transportation. Parents also expressed appreciation for the program’s strong emphasis on safety during the pickup process, which helped ease concerns.



Home visits were viewed as beneficial in supporting children’s transition into school. A few mothers noted that they initially felt somewhat intimidated by them but ultimately found them helpful.

Program hours were also seen as convenient. In particular, the Friday closures were seen as offering added flexibility, allowing families to manage personal schedules more effectively. However, families in some areas expressed concern about site closures and reduced capacity.

While core services were praised, participants reported significant difficulties when trying to access external support, such as utility assistance, often citing long wait times, limited availability, and negative interactions with caseworkers.

Suggestions for Improvement

In focus groups, a total of 23 parents offered some suggestions aimed at improving their experience with Head Start services. Many of these ideas focused on increasing accessibility and family engagement, such as offering more weekend activities and creating more inclusive events for families without a male figure. Parents also recommended expanding classroom capacity, increasing volunteer support, and improving teacher-aid ratios. Additional feedback included concerns about food quality and a desire for more positive interactions with staff at external service agencies. While this feedback reflects the perspectives of parents, staff were also surveyed as part of the evaluation to gather their insights on client needs and service barriers.

A total of 28 staff members also offered suggestions for improving services. They suggested sharing best practices and making sure the services provided are consistent. They also focused on the benefits of partnership building with other programs and parents. Some staff members mentioned a need for technological improvements. Several talked about possible program expansions such as year-round programming, longer hours, and community education programs for children on waitlists.

Key Takeaways for Providing Early Education

Both staff members and focus group participants report high satisfaction with Head Start and Early Head Start programming.

Some clients felt that some events were not inclusive of all family structures. For example, hosting “Dad Nights” may lead to children without a male figure feeling excluded.

Information regarding registration, especially for Early Head Start, could be clearer and more widely advertised.

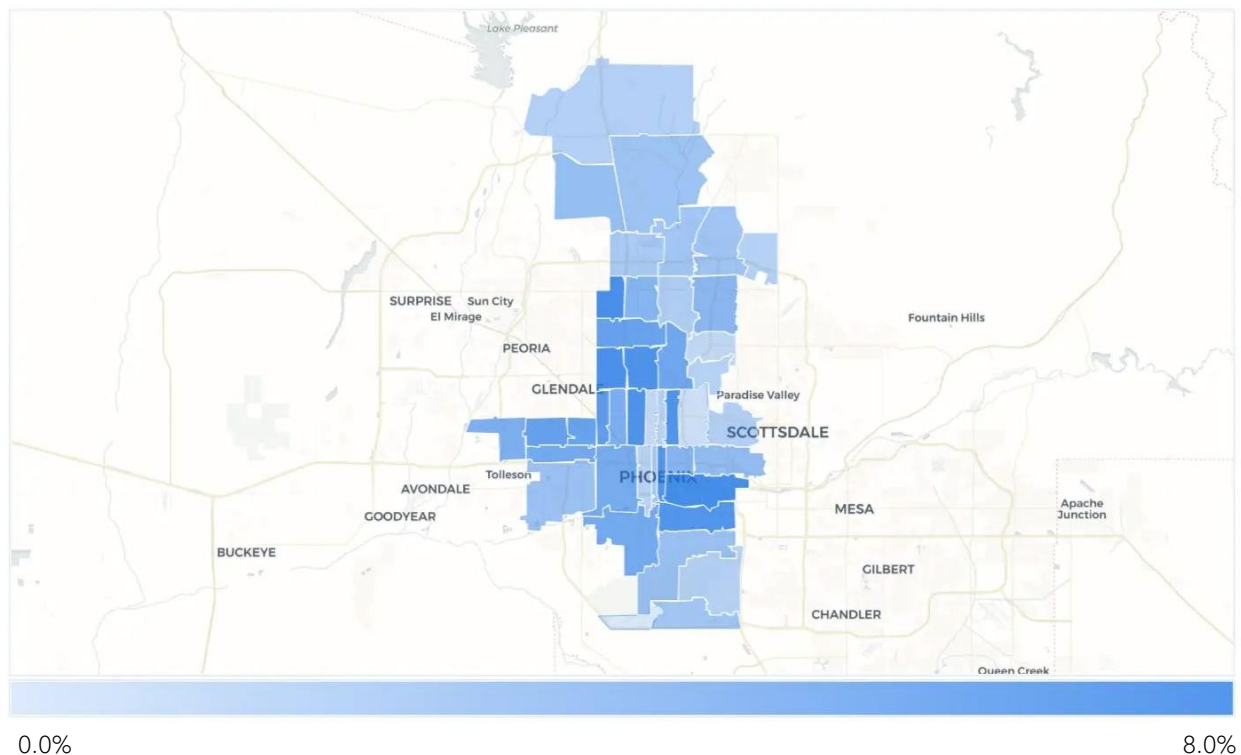
The high demand for early childcare in Phoenix, as evidenced by long waitlists, highlights a growing gap between available placements and community need.

Staff overwhelmingly reported transportation as a key barrier for eligible families who eventually drop out of the program.

Workforce Development

Phoenix is one of the fastest growing cities in the country and is currently the fifth most populous city in the United States. Fast population growth fosters economic stability, increased job growth, and emerging industries. As a result, Phoenix has become a major hub for diverse industries and economic growth. Employment in Phoenix is comparable to the national average, though the total percentage of eligible workers in the city is higher due to the relative youth of the population. As of 2023, 65% of the population over the age of 16 (2,291,310) participated in the labor force in Maricopa County.⁹³ The unemployment rate decreased from 6.6% at the end of 2020 and has remained under 4% since 2022, and was 3.6% in May 2025⁹⁴ It is still lower than the State of Arizona (4.4%) and the United States as a whole (4.5%) (see Exhibit 50 for an illustration of unemployment rate by zip code in Phoenix).

Exhibit 50. Unemployment by Zip Code in Phoenix (2022)⁹⁵



Education and health care/social assistance are the top industries, with one out of every five Phoenix residents employed in those fields. Management, business, science, and arts overall account for 39% of all jobs, especially for women, who also tend to fill more service and sales

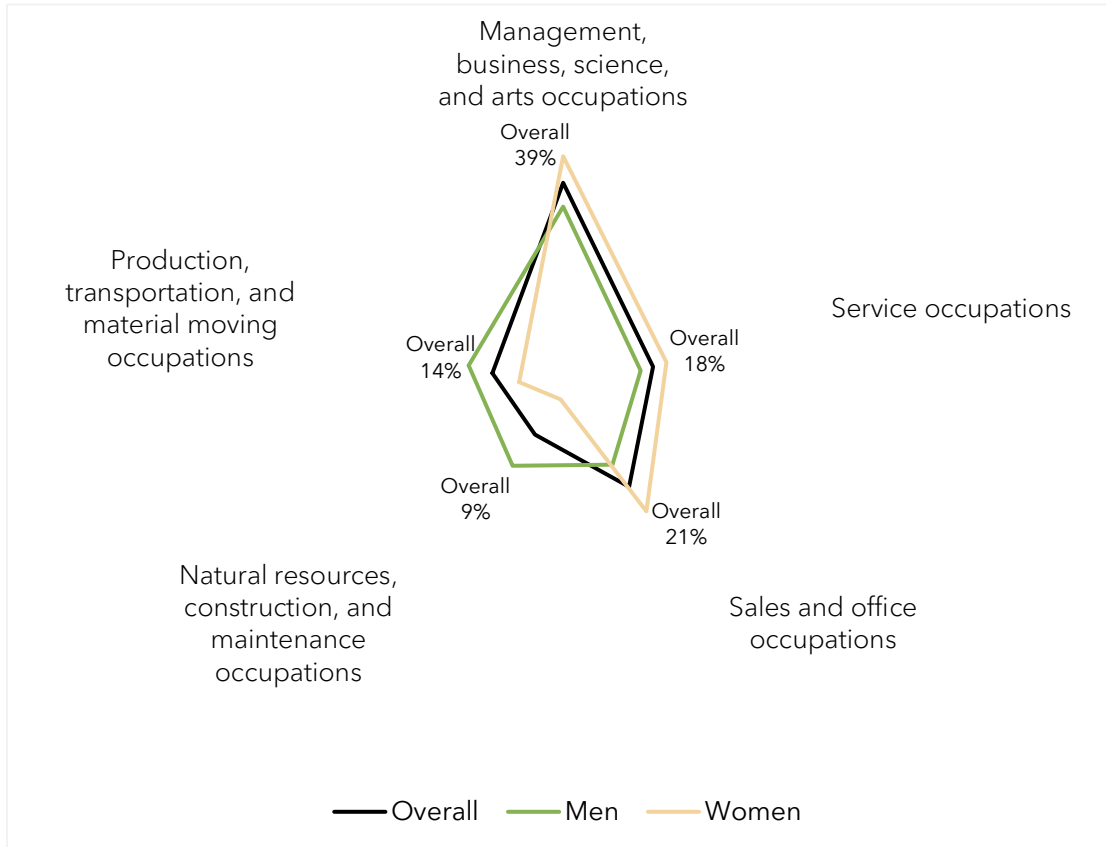
⁹³ Arizona Office of Economic Opportunity. (2023). *Labor*. <https://oeo.az.gov/labor-market/labor-force>

⁹⁴ Retrieved from: https://ycharts.com/indicators/phoenix_az_unemployment_rate

⁹⁵ ZipAtlas. (2025). *Map of Zip Codes with the Highest Unemployment Rate in Phoenix*. Retrieved from <https://zipatlas.com/us/az/phoenix/zip-code-comparison/highest-unemployment-rate.htm#map>

jobs than men. Men are more evenly distributed among the job fields, and greatly outnumber women in production, transportation, and construction jobs (Exhibit 51).

Exhibit 51. Top Industries in Phoenix Overall and by Gender



Employment for Arizona is projected to grow by 1% annually⁹⁶. The sectors projected to have the most growth over the next 2 years are Health Care and Social Assistance (2.8%+), Construction (1.7%+). Healthcare has experienced rapid expansion due to population increases and the growing need for medical professionals, facilities, and services. The construction industry is being driven by rapid population growth and strong demand for housing, commercial developments, and infrastructure projects. In addition to these industries, the Workforce Development Plan 2024–

2.8%
 projected growth in employment within
 Health Care and Social Assistance

⁹⁶ Office of Economic Outlook. (February 20, 2025). *Arizona 2024-2026 Projected Employment Report -Phoenix* Retrieved from <https://gilavalleycentral.net/wp-content/uploads/2025/02/2024-26-Projected-Employment-Report.pdf>

2028 also identified Manufacturing, Technology and Innovation. Manufacturing remains a vital part of Phoenix’s economy, especially in advanced sectors like aerospace and electronics, with major players already established in the region. Phoenix is also emerging as a tech hub, with growth in software development, data centers, and cybersecurity. The top five employers in Phoenix are Banner Health, Honeywell Aerospace, Intel Corporation, Wells Fargo, and American Express.⁹⁷

Primary Causes of Poverty

Division leaders in the Human Services Department reported that unemployment is a root cause of poverty for many people using the services provided by the City of Phoenix. Most of the staff survey respondents (5/6) reported that childcare needs were a primary cause of poverty. As one client focus group participant described, “My biggest whole issue is trying to get where I can get assistance with childcare in order so I can go to work.” In addition, older residents sometimes face age discrimination from employers when trying to enter the workforce. According to one focus group participant, “They’re looking more into the younger generation, even though I have a good skill set.”

Services Provided by Workforce Development



A strong workforce relies not only on the availability of jobs but also on access to relevant training and educational opportunities that help job seekers succeed. To help meet the increasing demand in the growing industries, the Human Services Department – Workforce Development Division provides career services, training, and job search support to help Phoenix residents find employment, enhance skills, and secure long-term career success. Funded by the U.S. Department of Labor, ARIZONA@WORK is

Arizona’s statewide workforce development network, offering free services to both job seekers and employers across the state. The City of Phoenix has two sites for job seekers, located on the South and West side of the city. Both are in close proximity (directly across the street or adjacent) to a Family Service Center. Both workforce sites are also near a bus stop or light rail, thus providing easier access to those job seekers who may not have personal transportation.

To qualify for services offered by ARIZONA@WORK- City of Phoenix, job seekers must either be at least 18 years old and actively seeking employment or dislocated workers who have recently been laid off, displaced homemakers impacted by divorce, death, or a spouse’s loss of

⁹⁷ Phoenix Relocation Guide (2025). *15 Top Major Employers and Businesses*. Retrieved from: <https://phoenixrelocationguide.com/top-major-employers-and-businesses/>

income, transitioning military members and veterans with an honorable discharge, and workers certified under a Petition for Trade Adjustment Assistance under the Trade Act of 1974.

The Workforce Development Services provided include personalized career coaching – such as resume assistance, interview preparation, and career planning – along with job search support through access to job listings and employer connections. Participants can also receive short-term skills training and certifications in high-demand industries. ARIZONA@WORK- City of Phoenix hosts hiring events and job fairs to connect job seekers directly with employers. Career advisors offer one-on-one support with career planning, training resources, resume and cover letter development, and interview prep. Specialized support is also available for veterans and seniors through program partners. This program helps individuals identify their strengths, improve their skills, and explore job opportunities through career guidance, job readiness workshops, assessments, and certification pathways.

The division also provides limited funding for individuals enrolled in an eligible training program, based on a state list of high-demand occupations or industries to pay for things like tuition, books, other support services, transportation assistance, etc.

HSD Capacity to Provide Workforce Development

The services offered by ARIZONA@WORK- City of Phoenix are mainly funded through the Workforce Innovation and Opportunity Act (WIOA). Signed into law in 2014, the WIOA was designated to help job seekers access employment, education, training, and support service to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. In 2023, the program had 1,550 enrollees, with 82% participants gaining measurable skills, and 72% of adults becoming employed within 12 months of exiting the program.⁹⁸

Service Agencies

ARIZONA@WORK partners with the Department of Economic Security (DES) who provides Unemployment benefits for those who have lost a job and helps migrant and seasonal workers find employment after the peak harvest months. In return, the Unemployment Office often refers those applying for benefits to ARIZONA@WORK due to the work search requirements. This division works with local organizations such as Chicanos Por La Causa, the YMCA in the westside, and Neighborhood Ministries to provide youth employment opportunities.

⁹⁸ City of Phoenix Human Services Report (2023). Retrieved from <https://des.az.gov/sites/default/files/media/PY2023-WIOA-Adult-City-of-Phoenix-Annual-Submission.pdf?time=1747694804709>

Clients' Experiences with Services

Most focus group participants reported satisfaction with their career advisors and the support they receive. Most participants described their career advisors as responsive, providing timely feedback, detailed guidance on career selection, assistance with funding applications, and offering various resources such as job fairs to aid in job search efforts. According to one focus group participant, "I feel welcome...She's on top of everything, like she checks up on me to make sure I have what I need. I just feel like I'm important to her."

A majority of participants reported challenges such as the lack of jobs and very few well-paying jobs. One participant described attending a job fair with over two thousand attendees, where several recruiters did not follow up, requiring applicants to repeatedly inquire about their application's status.

Access to Services

Applicants searching for career opportunities begin the process by going on to the ARIZONA@WORK website and creating an account with Arizona Job Connection, uploading a resume, and visiting their nearest ARIZONA@WORK- City of Phoenix location to speak with a career advisor or a placement specialist. The ARIZONA@WORK website also provides a calendar that lists job fairs, resume workshops, and training, apprenticeships, and other services.

When asked about their duration in the program, most participants generally reported involvement for 6 to 8 months. Participants learned about the program through various sources, including referrals from a library in South Phoenix, case managers from ARIZONA@WORK, relatives/spouse, social media such as Instagram, and word of mouth.

Suggestions for Improvement

A total of 10 focus group participants and 6 staff members offered suggestions for improving services. They highlighted the need to: 1) standardize career advising to ensure all participants received the same service and information; 2) tailor services to older participants' knowledge and skill set; 3) provide requirement checklist to facilitate changes in advisors. The staff members suggested better coordinating the services offered by different divisions because many clients will qualify for multiple programs and to allow flexibility in using funding, such as gift cards to purchase job-related supplies.

Key Takeaways for Business and Workforce

Compared nationwide, unemployment is low in Phoenix (3.6%) compared to the national rate (4.5%), but the demand for skilled workers, especially in certain fields such as health care and social assistance, is quickly growing.

The number of adults without a high school diploma (Phoenix: 15% | US: 11%) or higher is nearly 50% above the national average, demonstrating the need for additional training programs.

Those seeking jobs are discouraged by the large number of applicants and unresponsiveness of employers and the difficulty of getting to job fairs and/or interviews.

Clients expressed frustration with inconsistent service provided by career advisors, with some feeling very supported and others feeling ignored.

Victim Services

The City of Phoenix strives to make Phoenix a safer city for its residents. They use the Uniform Crime Reporting (UCR) Program to classify and report crimes. The crimes reported are divided into two categories and their subcategories.

The two categories are Property Crimes and Violent Crimes. Property crime includes the offenses of burglary, larceny-theft, motor vehicle theft, and arson, but there is no force or threat of force against the victims. Violent crime is composed of four offenses: murder and nonnegligent manslaughter, rape, robbery, and aggravated assault.

Violent crimes are defined as those offenses that involve force or threat of force. Neighborhood Scout uses a relational database to associate crime incidences from all 18,000+ local law enforcement agencies in the U.S. to the specific local communities the agency covers, and hence in which community the crimes have occurred. Based on this, Neighborhood Scout report ranks Phoenix a 7 out of 100 (with a score of 100 being the safest) in the Total Crime Index. Meaning that Phoenix is safer than 7% of most cities in the United States.⁹⁹ Neighborhood Scout explains that their data is not about ranking or rating the effectiveness of law enforcement but instead aims to inform the public regarding the safety of their city and compare it to others.

For 2023, Phoenix recorded a total of 54,472 index crimes (violent and property), and for 2024 there were 52,195 total crimes (Property Crimes = 38,892 and Violent Crimes = 13,303) which indicates a decrease of 2,277 crimes reported (Exhibit 52). The crime rate for Phoenix is roughly 32 crimes per 1000 residents. This figure surpasses the state average of 29.9 crimes per 1000 and the national average of 23 people per 1,000 residents.



Exhibit 52. 2024 totals for Property and Violent Crimes¹⁰⁰

Property Crime	Sub groups	2024 Total Reported
Burglary	Forcible entry, unlawful entry- no force, and attempted forcible entry	5,274
Larceny-Theft	Taking of personal property without consent	26,308
Motor Vehicle Theft	Autos, trucks and buses, other vehicles* (motorcycles added as other vehicles in 2015)	7,084

⁹⁹ Neighborhood Scout. (n.d.) *Phoenix, AZ Crime Rates*. Retrieved from <https://www.neighborhoodscout.com/az/phoenix/crime>

¹⁰⁰ https://www.phoenix.gov/content/dam/phoenix/policesite/documents/crime-stats-and-maps/UCR2024_YTD.pdf

Property Crime	Sub groups	2024 Total Reported
Arson	Criminal act of burning or charring property on purpose. arson can be the burning of buildings cars, boats, personal property, and land	226
Criminal Homicide	Murder, non-negligent manslaughter, manslaughter by negligence	146
Total Rape	Rape and attempts to commit rape	1,069
Robbery	With a firearm, knife or cutting instruments, other dangerous weapon, strongarm (hand, fist, feet, etc.)	3,020
Aggravated Assault	Unlawful attack by one person upon another for the purpose of inflicting severe or aggravated bodily injury	9,068

From January-February 2024 to January-February 2025, all types of crimes reported decreased. The most reported crime continues to be Larceny-theft, and the biggest decrease has been Homicides (Exhibit 53).

Exhibit 53. Crime Comparison CY2023 and CY2024¹⁰¹

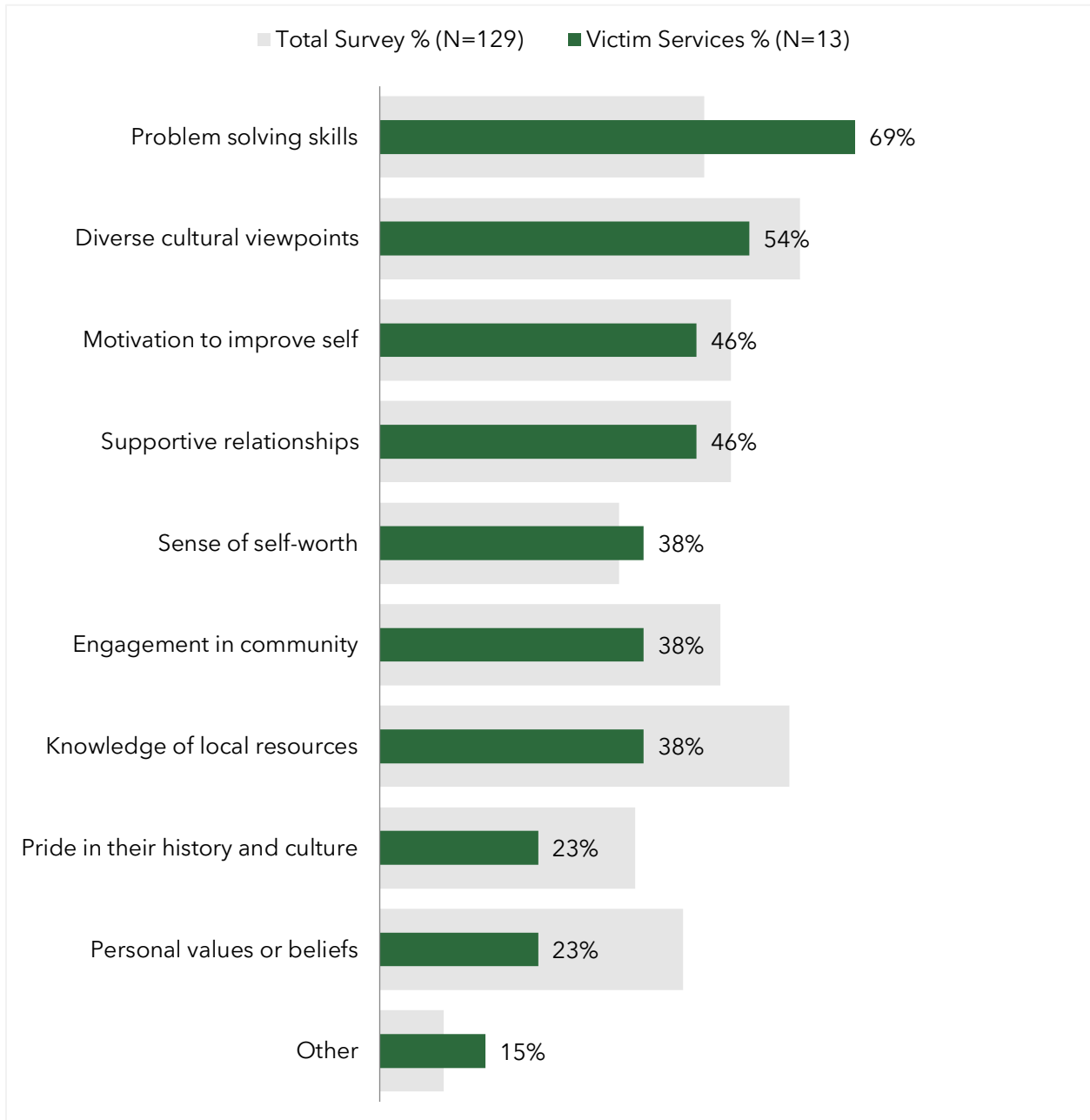
Crime	January 2024	January 2025	Percent Change	February 2024	February 2025	Percent change
Burglary	461	423	8.2%↓	385	337	12.4%↓
Larceny-Theft	2462	2337	5.1%↓	2036	1857	8.8%↓
Motor Vehicle Theft	650	561	13.7%↓	638	491	23.0%
Arson	16	22	50.0%↑	16	16	0%
Homicide	16	13	18.8%↓	16	7	56.3%↓
Rape	88	69	21.6%↓	96	90	6.3↓
Robbery	281	234	16.7%↓	231	197	14.7%↓
Aggravated Assault	697	690	1.0%↓	718	672	6.4%↓

¹⁰¹ https://www.phoenix.gov/content/dam/phoenix/policesite/documents/crime-stats-and-maps/ucr2024_ytd.pdf

Client Strengths

Most staff members (69%) who work with Victim Services reported that their clients had problem solving skills, which is much higher than clients in other divisions, but that their knowledge of local resources was lower than clients in other divisions (Exhibit 54).

Exhibit 54. Victim Services Staff Ratings of Clients' Strengths

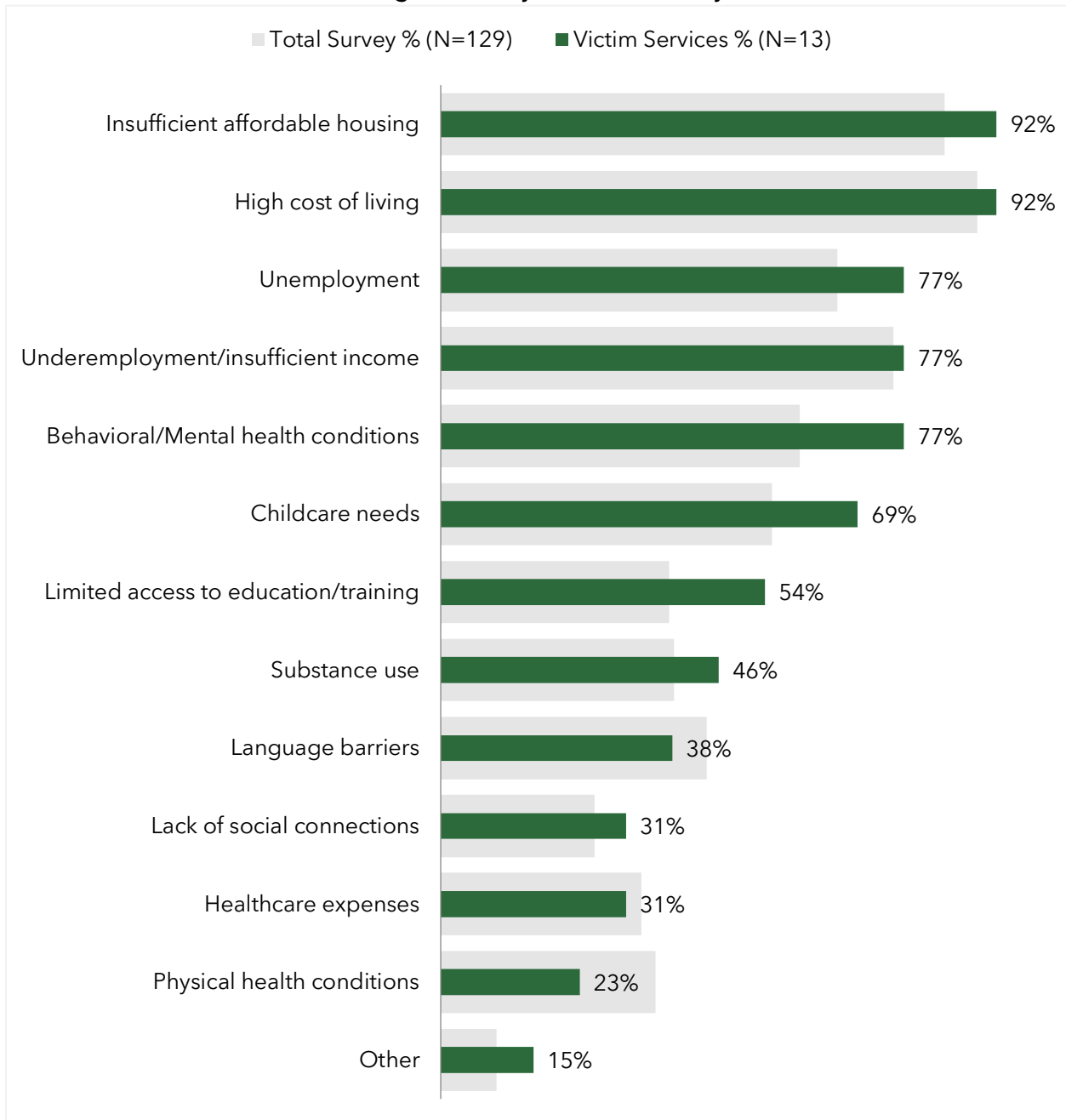


*The categories presented reflect the exact response options from the staff survey and were not accompanied by additional definitions. Interpretations may vary based on individual staff members' understanding and experience.

Primary Causes of Poverty

Consistent with staff from other Humans Services divisions, the Victim Services staff members primarily identified insufficient affordable housing and the high cost of living. Within “other” causes, they also highlighted domestic violence and lack of trauma informed care practices in the community as root causes of poverty for the population they serve (Exhibit 55).

Exhibit 55. Victim Services Staff Ratings of Primary Causes of Poverty



Services Provided by Victim Services

The Victim Services Division “provides safe, confidential, and comprehensive services to victims of domestic violence and sexual assault, homicide, and other violent crimes”¹⁰² through collaboration with community partners. According to the Strategic Plan, the goals for Victim Services are to: 1) address the client’s most immediate needs at initial contact; 2) make referrals to service provider(s) based on needs assessment; 3) promote an environment of continuous self-care; 4) promote and participate in citywide strategic initiatives designed to reduce the incidents of domestic violence, sexual assault and human trafficking; and 5) provide a safe environment for clients and staff at the Family Advocacy Center.

The Family Advocacy Center offers coordinated responses for victimized adults and abused children, including services such as safety planning, filing an order of protection, community resource and referral, navigating the law enforcement and criminal justice systems, and referrals to therapeutic counseling services.

Victim’s Advocates are professionally trained in areas of domestic violence, sexual assault, human and sex trafficking, and other violent crimes such as domestic violence homicides, criminal vehicular fatalities, and fatalities/near fatalities involving encounters with police officers. Advocates also specialize in mobile victim advocacy (on-scene assistance), human trafficking, and protective order assistance at the courthouse.



HSD Capacity to Serve Victims of Violence

In 2024, the Family Advocacy Center Victim Services served 3,010 clients; had 450 orders of protection and injunctions against harassment; completed 842 forensic nurse exams; and provided 127 clients with emergency shelter.¹⁰³ This division offers supportive services, including safety planning, help with protective orders, guidance through the criminal justice process. They also provide referrals to counseling, support groups, and other city resources.

¹⁰² Human Services Strategic Plan 2022-2024 Retrieved from https://www.phoenix.gov/content/dam/phoenix/humanservicessite/documents/hsd-/hsd_stategic_plan_2022-2024_rev_9-2-22.pdf

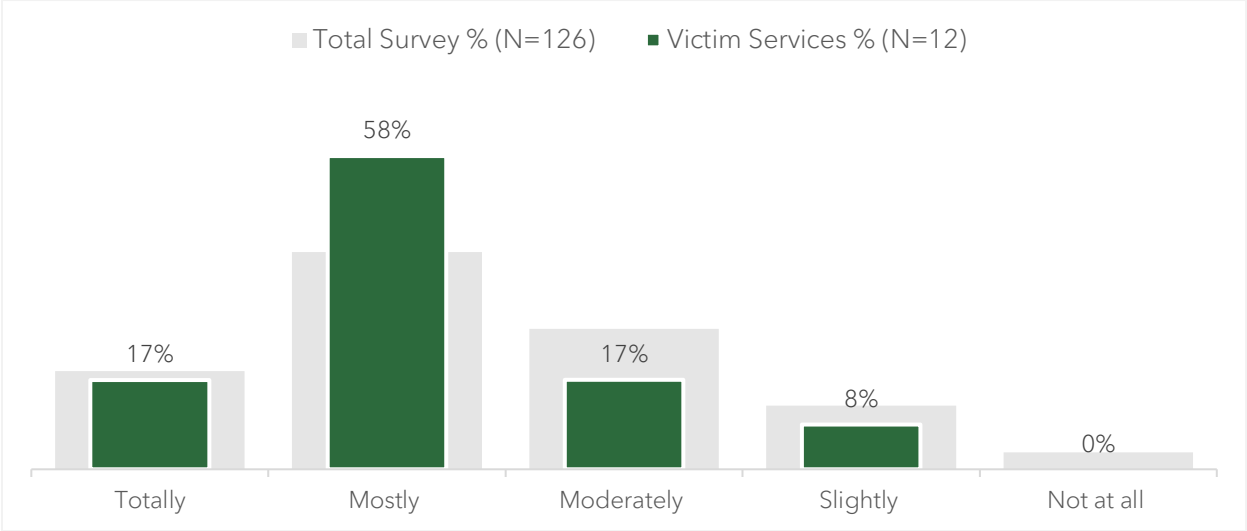
¹⁰³ Human Services Department Annual Report. (2024).



Most clients come through referrals from the Phoenix police department. However, the system has more capacity than clients. The staff members reported that many people either do not know they exist or how to refer to those who need their services. “Well, one of the things I've learned pretty quick is that an amazing number of people who work for the city don't know we exist. In fact, when I came to work here, I didn't know this place existed until I saw an ad and I'd worked for the city for 20 years.” One interviewee pointed out that information regarding Victim Services has been dropped from the Police Academy and Fire Academy training curriculum. As a result, emergency workers don't know about the services provide by Victims Services and are not sending all the people who could benefit.

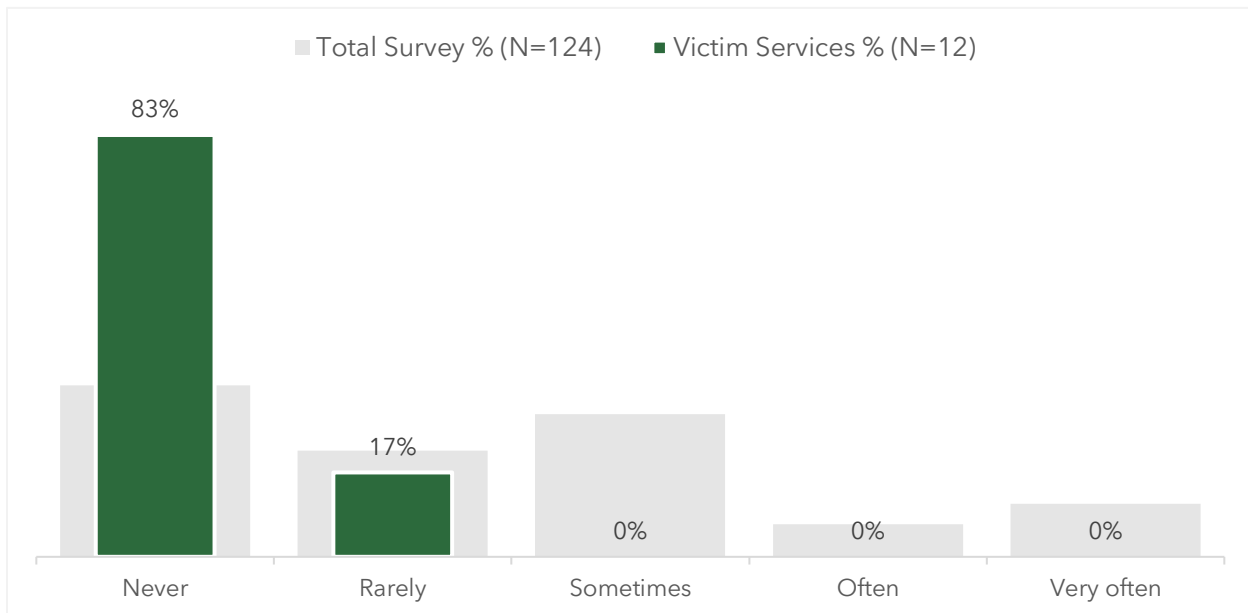
Three-quarters of Victim Services staff members indicated that the resources provided by division were “totally” or “mostly” sufficient for meeting clients’ needs (Exhibit 56).

Exhibit 56. Victim Services Staff Ratings of Resources Meeting Clients’ Needs



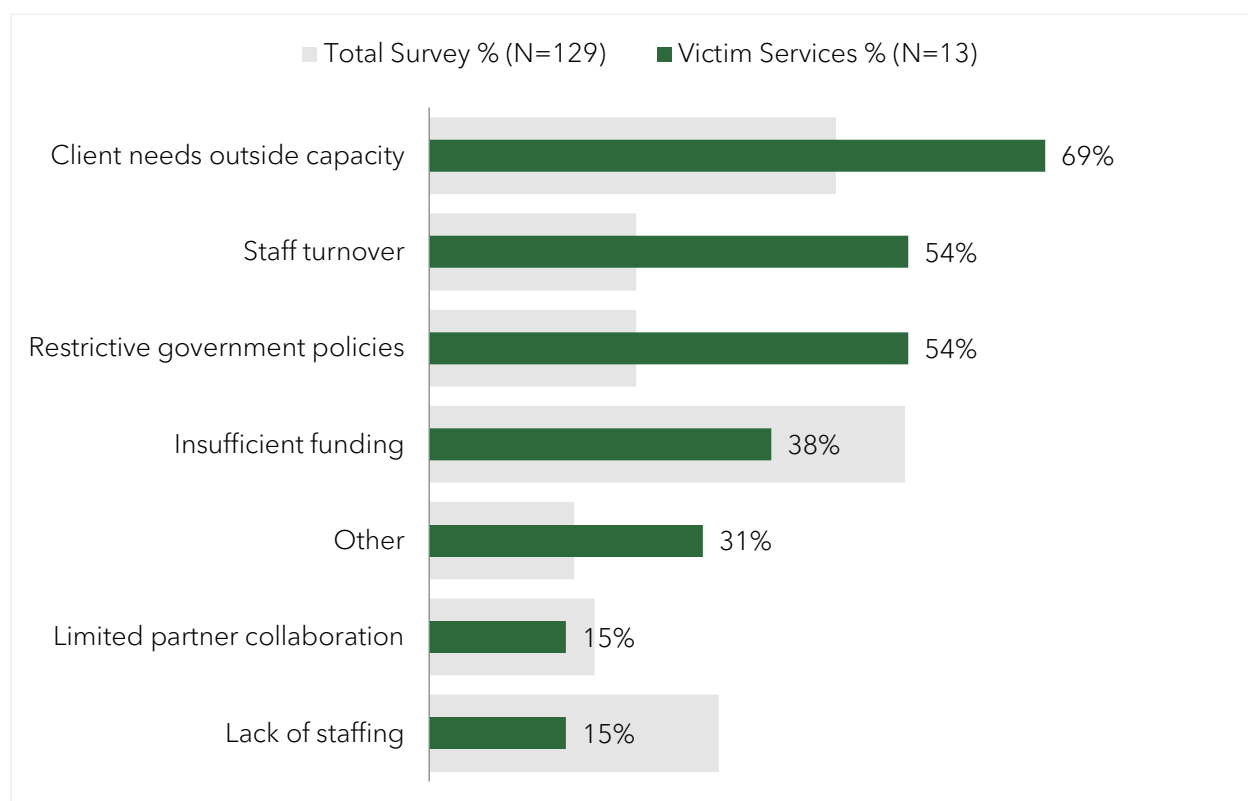
Staff members were also asked how often they had to turn away clients. Most staff members (83%) said they never turned away clients, and rest indicated they rarely did (Exhibit 57).

Exhibit 57. Victim Services Staff Ratings of Frequency of Turning Away Clients



When asked about the greatest challenges they faced in providing services, about two-thirds (69%) indicated that client needs were outside their capacity. Although they may have sufficient funding for their direct services, staff members noted that their clients sometimes have other needs they can't provide. In addition, agencies that provide these needed services have limited funding or space. Approximately half of staff respondents also noted staff turnover and restrictive government policies as challenges. In addition, one staff member described the need for victim advocates to continue to connect with clients and maintain contact (Exhibit 58).

Exhibit 58. Victim Services Staff Ratings of Division’s Greatest Challenges



Service Agencies

Some of the partners of The Family Advocacy Center include the Family Investigations Bureau, City of Phoenix Fire Department, Crisis Response Unit, City of Phoenix Municipal Court, Protective Order Center, Childhelp, and La Frontera Empact Trauma Healing Services. The largest partner is the City of Phoenix Police Department (PPD). According to the 2024 Crime Reduction Plan, the PPD is focused on four strategic priorities (the most dangerous people, the most dangerous places, prohibited possessor, and violent offenders with outstanding warrants).¹⁰⁴ They aim to reduce violent crime by 5% and property crime by 8%, while increasing drug-related apprehensions by 3%, particularly for fentanyl and methamphetamine. Efforts also include reducing juvenile violent crime, expanding crime-fighting technology, and

“The Phoenix Police Department is committed to providing justice and support to victims of crime. It is one of the primary reasons the law enforcement profession exists. Victims of crime have certain legal rights, and the Department strives to provide community members with information, resources, and support to assure those rights are protected.”

- Key Informant Interview

¹⁰⁴ <https://www.phoenix.gov/content/dam/phoenix/policesite/documents/2024crimereductionplan.pdf>

implementing strategic traffic enforcement in high-crime areas to lower serious injury and fatal collisions by 5%.

Access to Services

According to division staff members, victims of crime are uncertain about the services they need, particularly if they are under the influence of substances. The majority of victims are also only served or seen once because of the crisis intervention aspect. Other barriers include the legal status of a victim who is less likely to report a crime and the language barrier which makes it difficult to get services once they are referred.

Suggestions for Improvement

Staff members and division leaders from Victim Services offered some suggestions for improving services, including workshops regarding domestic/sexual violence, on-site therapy, and strengthening partnerships with other programs and shelters.

Key Takeaways for Resident Safety

Phoenix is less safe than most cities with more crime than the national average (32 crimes per 1,000 residents in Phoenix vs 23 per 1,000 nationally).

Staff have sufficient resources to assist clients with direct Services, but lack of resources for other service agencies, including shortages in shelter space, limits their ability to fully help victims.

Despite the high crime rate in the city, division staff report they have capacity to support a greater number of victims. This suggests victims of crime may be unaware of available division services.

Although crime in Phoenix has decreased slightly, it remains significantly higher than state and national averages, and awareness gaps, language barriers, and legal status concerns continue to limit victim access to services.

Strategic Initiatives

Through prevention efforts, training, community education, the Strategic Initiatives division focuses on education and building awareness for five primary areas: domestic violence, sexual assault, unhealthy youth relationships, human trafficking, and ending the HIV/AIDS epidemic. In 2023, the number of people living with HIV/AIDS was 13,611 in Maricopa County.¹⁰⁵

The division leaders in the Strategic Initiatives division reported that the primary challenge they faced was lack of staffing.

Division leaders noted that the division successfully petitioned for city employees to be required to take the human trafficking awareness course through their internal learning management system, which results in 75% of employees completing the training. As a result, the City of Phoenix is receiving a Cities Empowered Against Sexual Exploitation (CEASE) designation from the Arizona Anti-Trafficking Network.

The division partnered with radio stations and Fast Track cities to promote HIV testing and eliminating stigma through social media and public service announcements (PSA). In 2024, the Fast-Track Cities Ad Hoc Committee, approved a \$63,000 partnership with Desert Valley Media for HIV messaging on the media group's three radio stations (Power 98.3 FM, Hot 97.5 FM, and Wow 95.1 FM), along with their respective social media channels that have a reach of more than 1.2M people. The goals of the partnership are to raise awareness regarding HIV, promote testing, encourage safe practices, highlight available resources and treatment, and address stigma. In addition to the radio ads and social media content, the media campaign includes digital ads and interview segments with local HIV organizations featuring their programs and services that air on Desert Valley Media's "Cause We Care" PSA program, which has a listening audience of more than 22,000 people each Sunday.

In 2023, the Strategic Initiatives Department provided 40 healthy youth workshops, reaching 1185 youths and 172 adults. In addition, they also created an exhibit in the main library in Phoenix entitled "What were you wearing?" and displayed what victims of sexual assault were wearing when they were assaulted, to address the problem of victim blaming. Additionally, staff implemented HIV/AIDS testing at senior centers and held many events around domestic violence awareness month.

¹⁰⁵ Arizona Department of Health Services. (2023). *HIV Surveillance 2023 Annual Report*. <https://directorsblog.health.azdhs.gov/hiv-surveillance-2023-annual-report/>

Refugees and Immigrants

Overview

The Office of Refugee and Immigrant Support (ORIS) was established as an HSD division in March 2023.¹⁰⁶ ORIS collaborates with internal city departments, local resettlement agencies, and various partners to allocate resources effectively for immigrant populations, regardless of their immigration, refugee, or visa status. Initially, the division was funded through COVID-era relief funds, which allowed it to support service providers delivering rental and utility assistance, case management, and emergency shelter for asylum seekers released by Customs and Border Protection. Although these contracts ended in December 2024, the division has since focused on coordination and policy work, including initiatives like a language access plan. According to division leaders, Phoenix receives a significant share (60–70%) of refugees resettled in Arizona, positioning ORIS as a central player in regional integration efforts.

According to the U.S. Census Bureau’s American Community Survey (2019-2023), approximately 19% of Phoenix residents are foreign-born, a category that includes naturalized citizens as well as individuals who are not United States citizens at birth.¹⁰⁷ This significant demographic underscores the importance of ORIS’ work in ensuring city services are accessible and responsive to diverse communities. The office serves as a referral partner for individuals of diverse nationalities, connecting them to services such as employment, healthcare, housing, and other programs to facilitate successful community integration. ORIS also plays a strategic role in planning, evaluating needs, and enhancing the accessibility of city services for both new and existing refugees and immigrants.



Primary Causes of Poverty

Understanding the root causes of poverty among refugee and immigrant populations is essential to creating effective policies and services. While refugees make significant social and economic contributions to American communities, as highlighted by the American Immigration






¹⁰⁶ City of Phoenix Refugee and Immigrant Support. Retrieved from: <https://www.phoenix.gov/administration/departments/humanservices/programs-services/refugee-immigrant-support.html>

¹⁰⁷ U.S. Census Bureau. (2023). *American Community Survey 5-Year Estimates, 2019–2023*. Retrieved from: <https://www.census.gov/quickfacts/fact/table/phoenixcityarizona/PST045224>

Council,¹⁰⁸ they continue to face structural barriers that hinder full participation in economic and civic life. Among the most pressing challenges identified by ORIS are limited English proficiency and employment obstacles, both of which significantly contribute to cycles of poverty. Sustainable employment remains difficult to secure due to language barriers, a lack of workforce development programs, and limited access to jobs offering livable wages.

Housing instability further compounds these issues, with many newly arrived or economically vulnerable individuals facing eviction due to unpaid rent or utility bills. These interrelated barriers highlight the need for comprehensive support systems that address both immediate and long-term needs. Key challenges are shown in Exhibit 59.

Exhibit 59. Challenges Faced by Refugees and Immigrants

Challenge	Description
 Language Barriers	Limited English proficiency can hinder access to employment, education, and essential services.
 Employment Challenges	Difficulties in credential recognition and a lack of job opportunities that match skills and experience can lead to underemployment or unemployment.
 Housing Instability	High housing costs and limited affordable housing options can result in overcrowded living conditions or homelessness.
 Limited Access to Healthcare	Navigating the healthcare system can be challenging due to language barriers, lack of insurance, and unfamiliarity with available services.
 Cultural Adjustment	Adapting to a new culture and societal norms can be stressful and may affect mental health and overall well-being.

Services Provided by the Office of Refugee and Immigrant Support

While it operated with pandemic relief funds, the division facilitated approximately \$7.2 million in services through subcontracted providers. These included direct support such as rental and utility assistance, emergency shelters, and case management for vulnerable individuals and

¹⁰⁸ American Immigration Council. (2023) *New Report Reveals Refugees’ Profound Economic Contributions and Integration in the United States*. Retrieved from: <https://www.americanimmigrationcouncil.org/news/new-report-reveals-refugees-profound-economic-contributions-and-integration-united-states>

families – particularly asylum seekers released by federal authorities. Although this temporary funding ended in December 2024, ORIS continues to play a vital role in supporting refugee and immigrant communities through referrals, information sharing, and cross-agency coordination.

Currently, the division focuses on reducing barriers to city services by addressing language access and cultural challenges. ORIS has led the development and translation of key informational materials into different languages, helping residents navigate programs such as the Head Start Birth to Five Program. In addition, ORIS plays a strategic role in facilitating partnerships across city departments and external agencies to promote equitable service delivery for immigrant and refugee populations.



In response to the unique challenges of these communities, the City of Phoenix, through ORIS and other city programs, offers a wide range of support services. These initiatives are designed to bridge access gaps, foster independence, and connect residents to essential resources. These services include:

- **Referral Services:** Connecting individuals to employment, healthcare, housing, and other essential programs.
- **Housing Services:** Providing information to landlords and tenants about their rights under the Arizona Residential Landlord and Tenant Act.
- **Tax Assistance:** Offering free tax preparation through the Volunteer Income Tax Assistance (VITA) Program for eligible individuals.
- **Educational Services:** Through the Head Start Birth to Five Program, providing comprehensive early childhood development and family support services. Additionally, ORIS collaborates with the U.S. Department of Education and local education partners to support refugee, asylee, and immigrant students and their families.

HSD Capacity to Serve Refugees and Immigrants

The success of any city division depends not only on its programs but also on its operational capacity. Although ORIS is relatively new, it leverages strong partnerships and a referral-based model to expand its reach. While specific capacity metrics for ORIS are not publicly detailed, the office plays a critical role as a referral partner, collaborating with various city departments and external agencies to facilitate services for refugees and immigrants. This collaborative approach allows ORIS to extend its reach and effectiveness in addressing the needs of diverse populations within Phoenix.

However, the division’s operational capacity has been significantly reduced since the expiration of federal COVID-era funding. Without contracts in place, they no longer directly fund service provision and instead rely on voluntary coordination with partner agencies. The loss of funding has made it more difficult to mandate cooperation or ensure consistency in service delivery, presenting challenges in both strategic planning and frontline service access. Staffing and resource limitations are anticipated to worsen as federal support diminishes across social services, increasing competition for aid and creating further challenges for vulnerable populations.

These funding and capacity issues are mirrored in the experiences of key partners such as the International Rescue Committee (IRC). The IRC has faced repeated waves of uncertainty – operating on minimal resources just a few years ago, ramping up with increased funding, and now confronting another downturn. This instability has led to significant staff reductions, including the loss of experienced personnel who were critical to program delivery. Many IRC staff members are refugees themselves and have expressed fear and anxiety over the current political climate, including concerns about immigration enforcement – worries that have real implication for both staff morale and client trust. Compounding these challenges is a severe shortage of legal service capacity statewide, leaving many immigrant and asylum seekers without the legal support they are entitled to. As a result, fear has become a significant barrier to access services, with families increasingly hesitant to seek help – potentially affecting not just legal outcomes but also children’s education, family income, and long-term community integration.

Service Agencies

No single organization can address the complex needs of refugee and immigrant populations alone. ORIS collaborates with a network of nonprofit and community-based partners to ensure that comprehensive, culturally responsive services are available across Phoenix. These partnerships play a critical role in helping newcomers navigate housing, employment, legal services, education, and public benefits.

ORIS works closely with the following partners:

- International Rescue Committee (IRC): Provides comprehensive support services, including but not limited to job training, language classes, and cultural orientation, to help migrants and refugees integrate into the Phoenix community. However, the organization faces significant limitations in supporting career advancement due to underfunding.¹⁰⁹

¹⁰⁹ International Rescue Committee (n.d.). *The IRC in Phoenix, AZ*. Retrieved from: <https://www.rescue.org/united-states/phoenix-az>

- Welcome to America Project: Offers newly arrived refugees essential household items, furniture, and other resources to help them settle into their new homes.¹¹⁰
- Lutheran Social Services of the Southwest: Provides different services like pre-arrival housing, case management, navigating basic public services, aiding in educational and employment pursuits.¹¹¹
- Arizona Immigrant and Refugee Services (AIRS): Provides direct support for refugee and immigration populations, particularly in areas related to social and educational services like housing, health navigation, and employment referrals.¹¹²
- Catholic Charities Community Services: Offers refugees and asylum seekers a variety of assistance including essential services like, food pantries, housing, case management, and emergency support services.¹¹³
- Arizona Department of Economic Security (DES): Administers key public benefits such as Refugee Cash Assistance, Refugee Medical Assistance, Refugee Health Promotion, English Language Training, Unaccompanied Refugee Minors Program, Case Management and Employment Services, Refugee School Impact Program, Services for Older Refugees, and AmeriCorps VISTA Project.¹¹⁴

ORIS also coordinates with the City of Phoenix’s Community Action Division and local homeless service providers to ensure housing and emergency shelter options are available for at-risk individuals. Additionally, faith-based organizations, community-based groups (often formed along ethnic lines), and mainstream service providers play important roles – though language barriers and delays in accessing public benefits continue to limit the effectiveness of these broader partnerships.

Despite a shared commitment to service delivery, many agencies encounter systemic operational challenges that limit opportunities for collaboration. The demands of addressing immediate needs often take precedence over long-term planning, making it difficult for staff to engage in consistent coordination efforts. While regular meetings with the government partners help facilitate collaboration and communication, heavy workloads and overlapping responsibilities leave little time for deeper collaboration.

¹¹⁰ Welcome to America Project (n.d.). *How It All Began*. Retrieved from: <https://www.wtap.org/how-we-started/>

¹¹¹ Lutheran Social Services of the Southwest (n.d.). *Refugee & Immigration Services*. Retrieved from: <https://www.lss-sw.org/refugeeservices>

¹¹² Arizona Immigrant & Refugee Services (n.d.). *Who We Are*. Retrieved from : <https://airsaz.org/>

¹¹³ Catholic Charities USA (n.d.). *How do Catholic Charities agencies serve migrants?* Retrieved from: <https://stories.catholiccharitiesusa.org/and-they-shall-know-us-by-our-love/index.html>

¹¹⁴ Arizona Department of Economic Security (n.d.). *Arizona Refugee Resettlement Program*. Retrieved from: <https://des.az.gov/refugee-resettlement>

Key Takeaways for Addressing Needs of Refugees

Refugees often need the services provided by the other divisions and agencies. However, lack of funding and fear may prevent refugees from seeking and obtaining the services needed.

Employment challenges, housing instability, and language barriers within this population may limit access to services.

The division's capacity has been adversely affected by COVID-funding ending.

Strong but fragmented partnerships may foster duplicative efforts as agencies do not necessarily communicate with each other.

Seniors and Older Adults

The United States is experiencing a significant rise in its aging population, with projections indicating that by 2030, one in five Americans will be over the age of 65.¹¹⁵ In addition, 14% of people 65 and over nationwide have incomes below 125% of the poverty threshold.¹¹⁶ In Arizona, the population of people 65 and over has increased 92% since 2000,¹¹⁷ with 12% of the population of Phoenix over the age of 65.¹¹⁸ In addition, 9.4% of seniors (ages 60+) were found to be food insecure in the state of Arizona.¹¹⁹

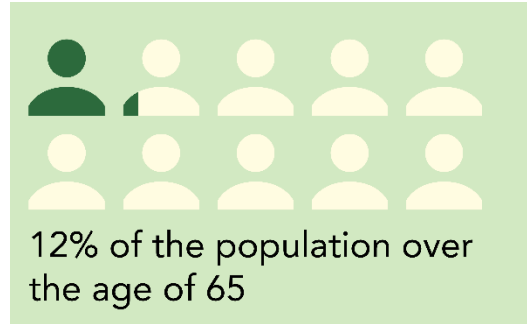
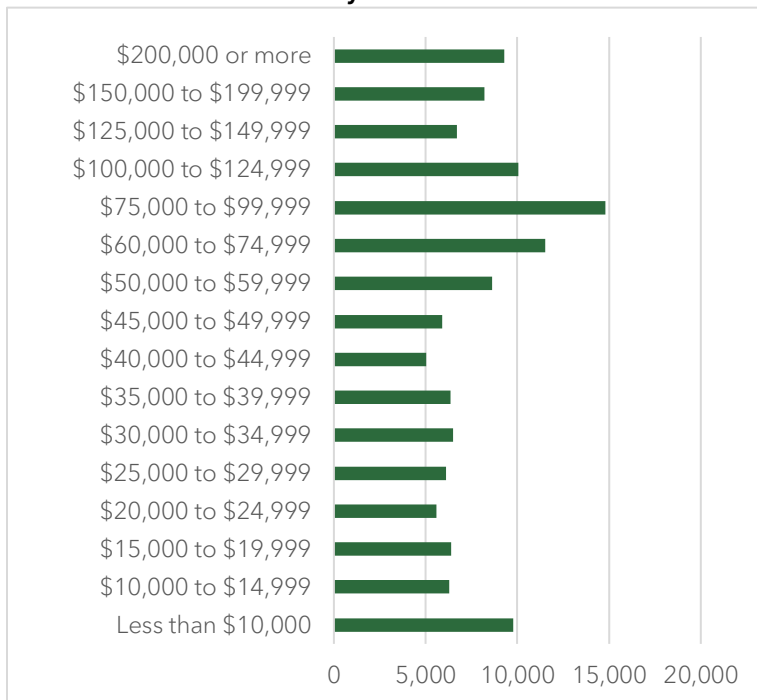


Exhibit 60. Residents 65+ by Income Level



Despite being more active and healthier than previous generations, today's older adults often face chronic illnesses, disabilities, and mental health issues that increase their risk of social isolation. Loneliness is associated with increased mortality, decreased mobility, and a heightened risk of depression, anxiety, dementia, and suicide.

Poor health, limited transportation, and a lack of accessible opportunities for social interaction often make it difficult for seniors to stay connected, further exacerbating isolation.¹²⁰

¹¹⁵ U.S. Census Bureau. (2020). *Demographic turning points for the United States: Population projections for 2020 to 2060*. Retrieved from <https://www.census.gov/library/publications/2020/demo/p25-1144.html>

¹¹⁶ United States Census Bureau. (2024). *Historical Poverty Tables: People and Families - 1959 to 2023*. Retrieved from <https://www.census.gov/data/tables/time-series/demo/income-poverty/historical-poverty-people.html>

¹¹⁷ USA Facts. (2022). *America is getting older. Which states have the largest elderly populations?* Retrieved from <https://usafacts.org/articles/america-is-getting-older-which-states-have-the-largest-elderly-populations/>

¹¹⁸ Neilsberg Research. (2025). *Phoenix, AZ Population By Age*. Retrieved from <https://www.neilsberg.com/insights/phoenix-az-population-by-age/>

¹¹⁹ Hake, M., & Dawes, S. (2024). *Food Insecurity Among Seniors and Older Adults in 2022*. Feeding America.

¹²⁰ Luo Y., Hawkey L. C., Waite L. J., Cacioppo J. T. (2012). Loneliness, health, and mortality in old age: a national longitudinal study. *Social Science & Medicine*, 74(6), 907–914.

Furthermore, certain populations, particularly immigrant and refugee seniors, face additional factors such as racism, discrimination, language barriers, and disrupted or limited social networks contribute to their vulnerability. Many are also separated from friends and family, which heightens their risk of becoming socially isolated.¹²¹

While more than half (61%) of those 65 and older live with a spouse or partner, about 27% live alone, and a relatively small proportion reside in nursing homes.¹²² The cost of nursing homes and assisted living care in Phoenix is a significant concern. The median monthly cost for a semi-private room in a nursing home is \$9,247, which is \$1,491 more than the national average, and assisted living costs in Phoenix average \$3,700 per month.¹²³ Public forums have revealed that increasing inflation has particularly affected those on fixed income, including many seniors, which negatively impacts their housing stability.¹²⁴

In contrast, staying at home with support is usually more cost-effective than institutional care.¹²⁵ Furthermore, many older adults value staying connected to their communities and friends, and remaining in familiar neighborhoods allows them to build social interaction into their daily routines. These social ties can play a key role in supporting brain health and may help reduce the risk of dementia, ultimately leading to better health and quality of life. According to the Area Agency on Aging, listening sessions revealed that the top concerns for seniors include transportation, affordable housing, in-home care, and food availability, with over 40% of their survey respondents indicating that they were food insecure.¹²⁶

To provide a visual representation of available resources for seniors and older adults, Exhibit 61 displays locations of senior centers throughout the city of Phoenix.

MacLeod S., Musich S., Parikh R. B., Hawkins K., Keown K., Yeh C. S. (2018). Examining approaches to address loneliness and social isolation among older adults. *Journal of Aging and Geriatric Medicine*, 2(1),

¹²¹ Johnson, S., Bacsu, J., McIntosh, T., Jeffery, B., & Novik, N. (2021). Competing challenges for immigrant seniors: Social isolation and the pandemic. In *Healthcare Management Forum*, 4(5), 266-271. SAGE .

¹²² Administration for Community Living/ Administration on Aging. (2020). *A profile of older Americans: 2020*. U.S. Department of Health and Human Services. .

<https://acl.gov/sites/default/files/Aging%20and%20Disability%20in%20America/2020OlderAmericanProfile.pdf>.

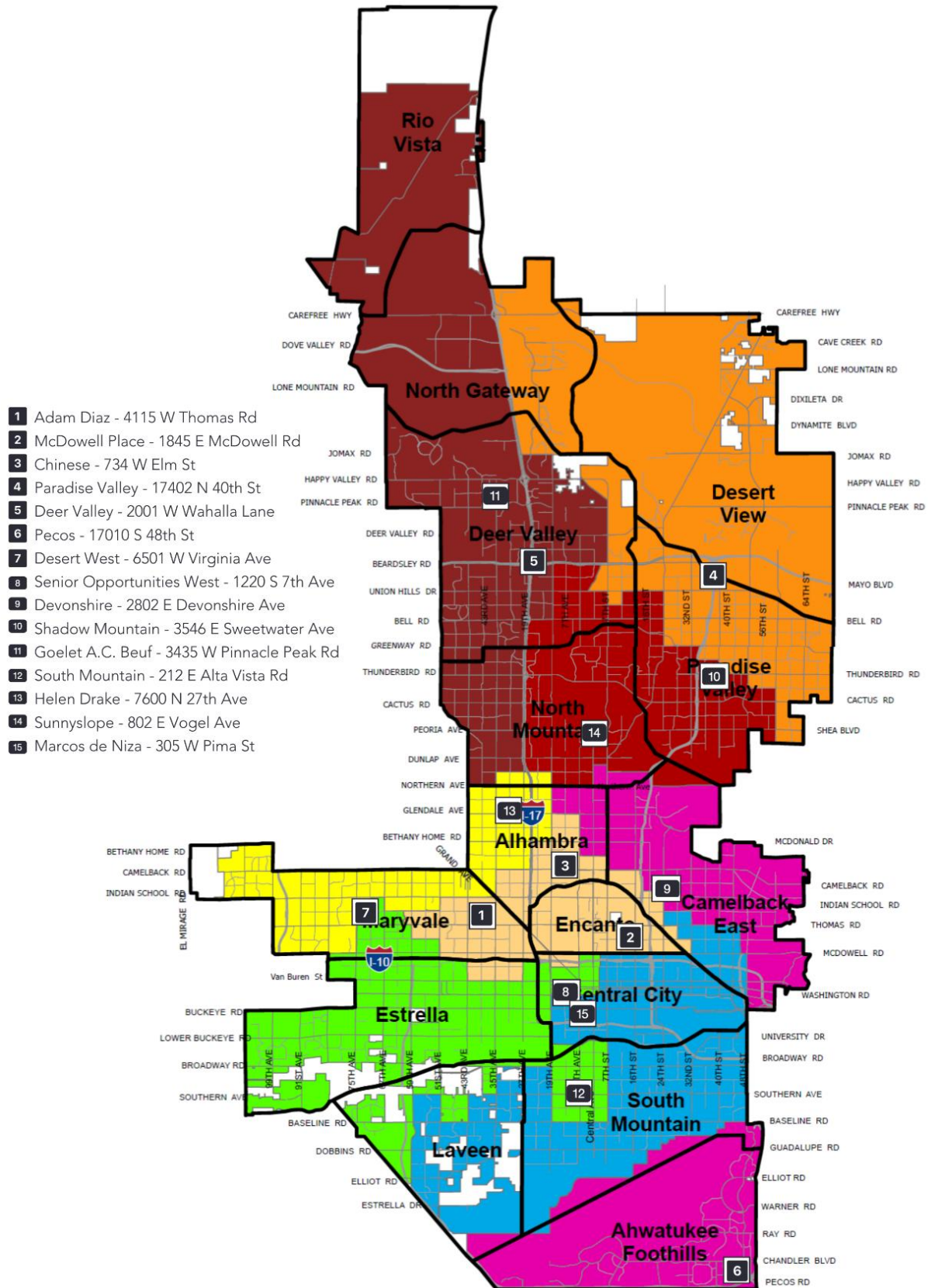
¹²³ Caring. *Nursing Home Communities in Phoenix, AZ* <https://www.caring.com/senior-living/nursing-homes/arizona/phoenix>

¹²⁴ Arizona Department of Economic Security. (2022). *Arizona state plan on aging 2022–2026*.

¹²⁵ Roberts, B., Robertson, M., Ojukwu, E. I., & Wu, D. S. (2021). Home based palliative care: known benefits and future directions. *Current Geriatrics Reports*, 1-7.

¹²⁶ Area Agency on Aging, Region One. (2023). *Needs assessment FY2024–2027*. Retrieved from <https://www.aaaphx.org>

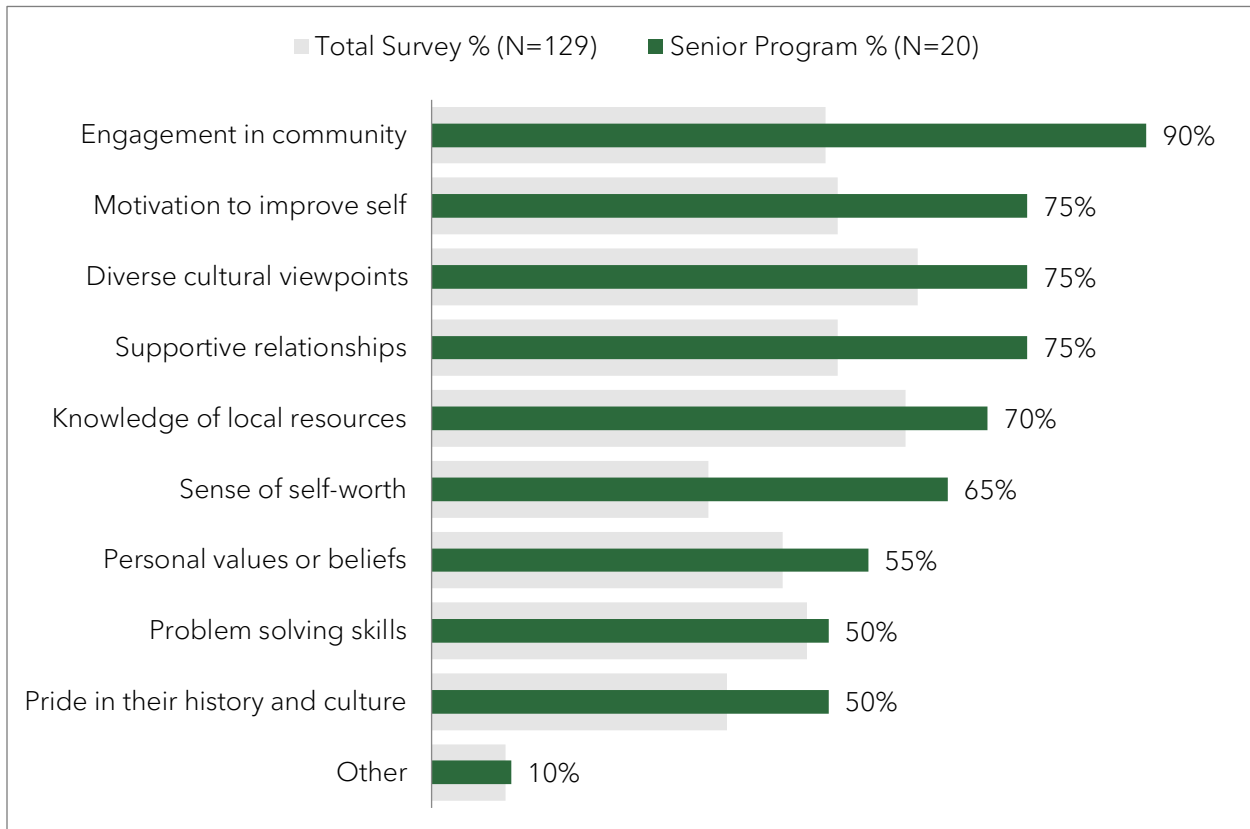
Exhibit 61. Senior Center Locations



Client Strengths

Ninety percent of staff members identified engagement in the community as a client strength. Three quarters also identified motivation to improve themselves, diverse cultural viewpoints, and supportive relationships as primary strengths of the clients they serve.

Exhibit 62. Senior Program Staff Ratings of Clients' Strengths



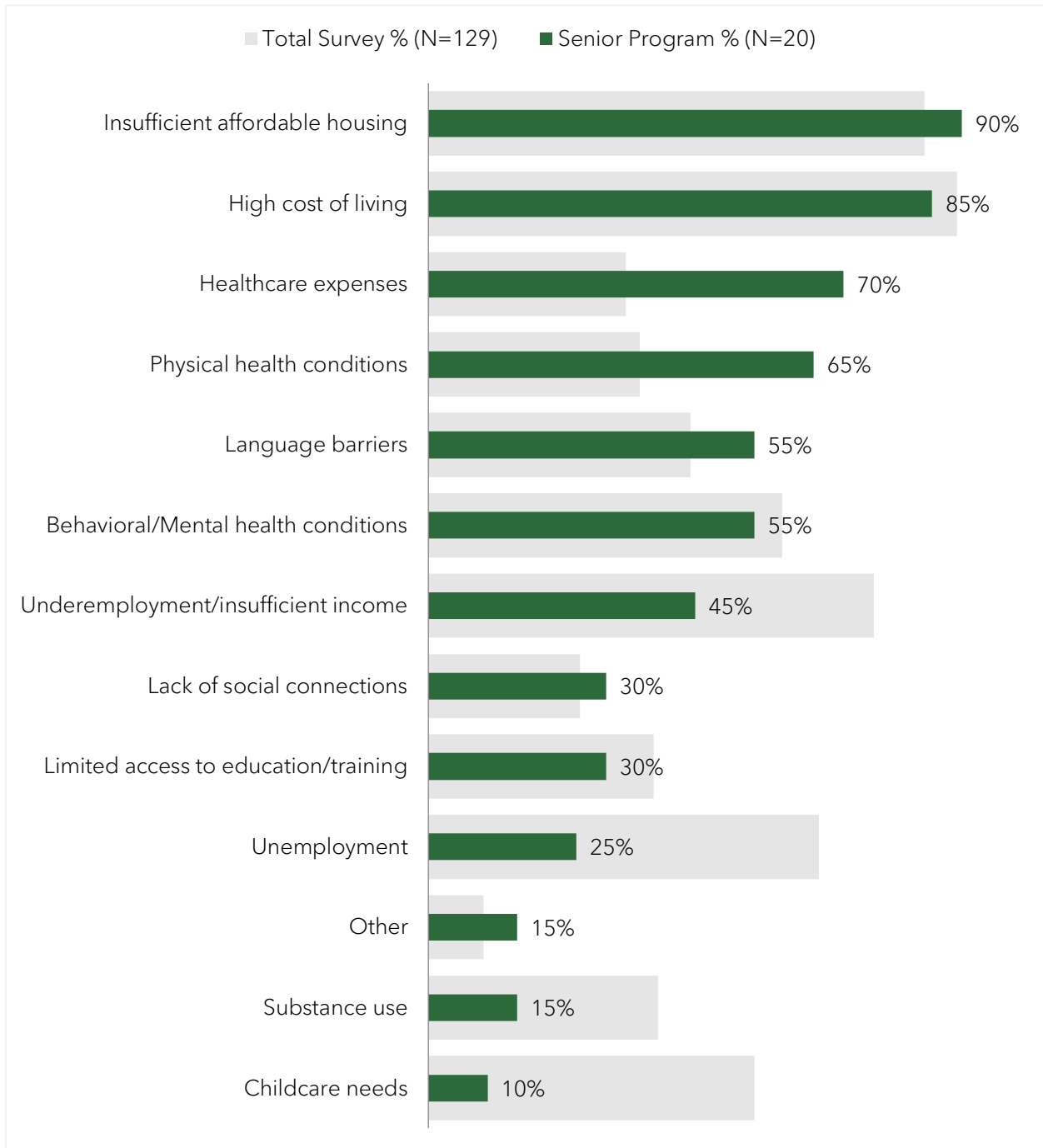
*The categories presented reflect the exact response options from the staff survey and were not accompanied by additional definitions. Interpretations may vary based on individual staff members' understanding and experience.

Primary Causes of Poverty

The Senior Services staff members identified root causes of poverty (Exhibit 63), particularly high cost of living, health conditions, and healthcare costs. More than half also chose language barriers and mental health as causes of poverty for seniors. Likewise, a client focus group participant reported that employers seemed to “looking more into the younger generation, even though I have a good skill set.” In addition, an organization that provides eviction legal services reported that most of their clients were families or seniors. The Area Agency on Aging, Region One found that many local shelters are seeing a sharp increase in those over age 60 experiencing homelessness for the first time.¹²⁷

¹²⁷ Area Agency on Aging, Region One. (2023). *Needs assessment FY2024–2027*. Retrieved from <https://www.aaaphx.org>

Exhibit 63. Senior Program Staff Ratings of Primary Causes of Poverty



Services for Seniors and Older Adults

The Human Services Department’s Programs for Seniors and Older Adults operates 15 senior centers for adults over age 18. Each center (operating hours 9AM-4PM) is dedicated to providing participants with a variety of leisure and recreational activities in a safe and supportive environment. Seven of the 15 senior centers are co-located with the Parks and

Recreation Department. In these sites, members may participate in Parks and Recreation programs in addition to the services available through the senior centers.

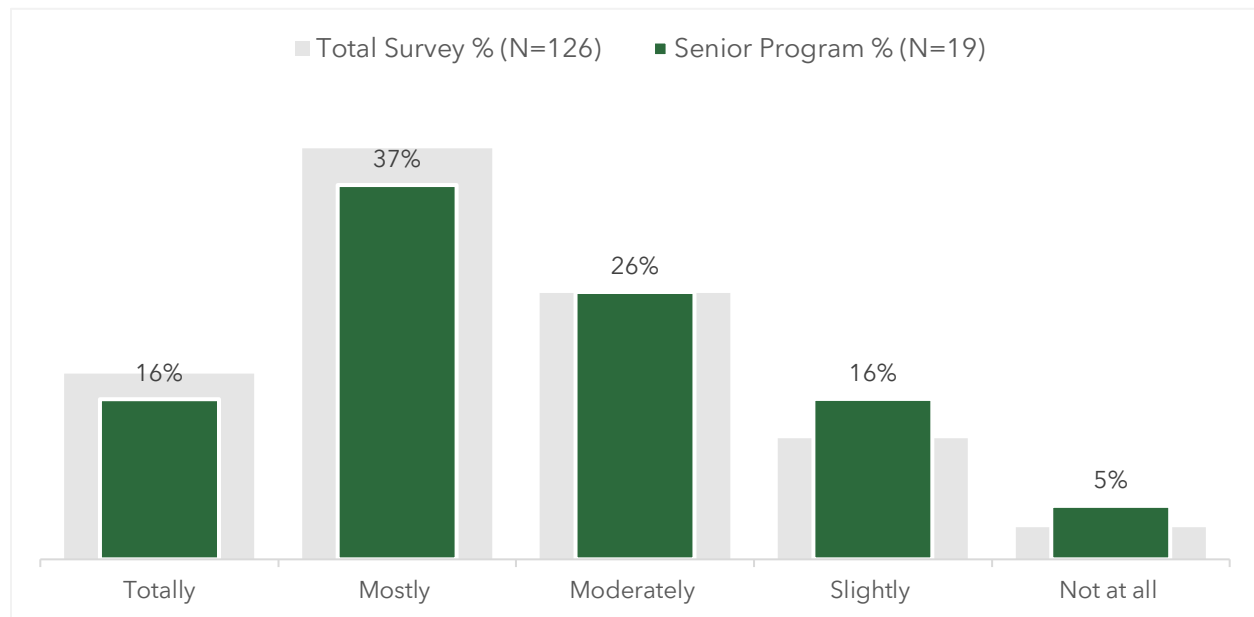
These programs include social activities, fitness programs, fine arts programs, day trips, volunteer opportunities, health and wellness classes and presentations, special events, tax assistance, casework, memory café, meals on site and delivered, group trips, transportation to activities, flu shots, recreation/games, and other activities. The presentations include nonprofit groups who provide informational sessions as well as paid instructors and entertainers.

Through the memory program, individuals are eligible not only to attend a memory café, but also to participate in a caregiver support group. They can receive free memory screenings, and the program provides resources and various activities related to dementia, including educational programs. It also brings community members together to learn about dementia and gain a basic understanding of how to interact with individuals living with the condition in everyday settings.

HSD Capacity to Provide Services for Seniors and Older Adults

Over half of staff members indicated that the resources provided by the Senior Services division were “totally” or “mostly” sufficient for meeting clients’ needs (Exhibit 64).

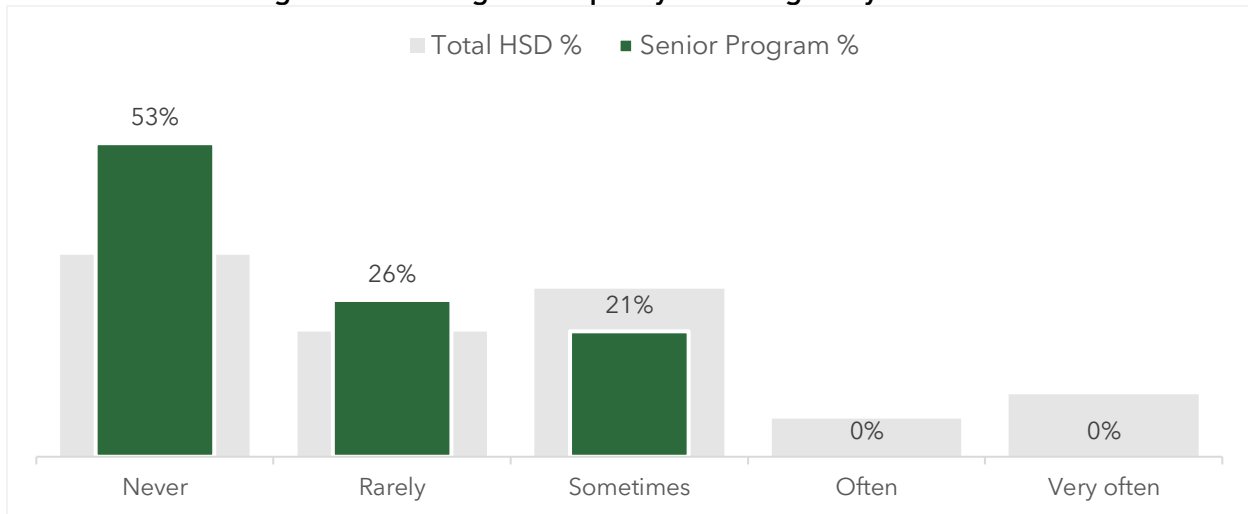
Exhibit 64. Senior Program Staff Ratings of Resources Meeting Clients’ Needs



Staff members were asked how often they had to turn away clients (Exhibit 65). Most staff members (53%) said they never turned away clients, with about one quarter reporting rarely (26%). The services provided by the HSD are very popular. According to the division director, “They’re averaging anywhere between 50 to 75 people in each of those classes depending on the location, and, as we continue, we’re getting more and more requests. So those are classes that

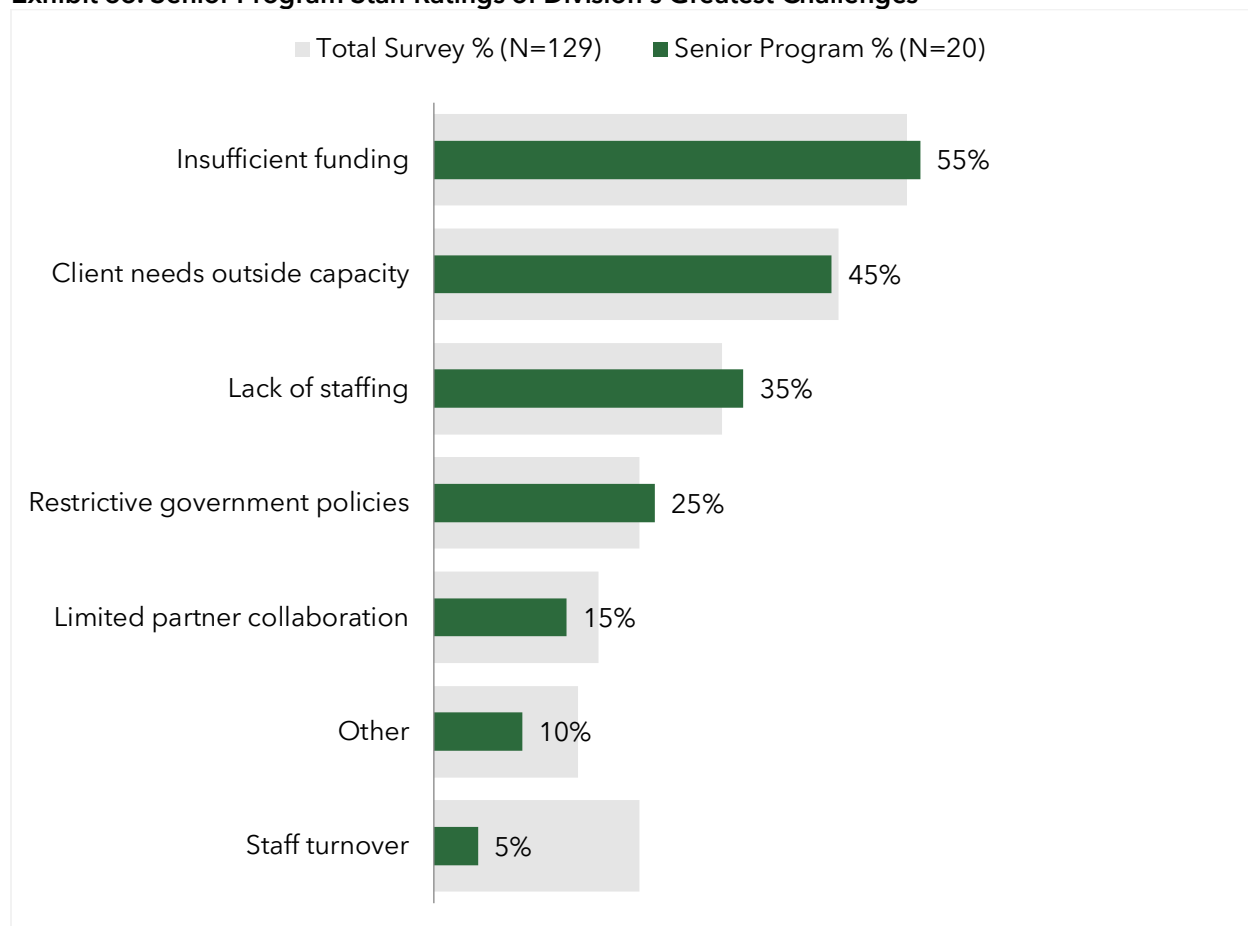
are being offered two, three, and four times a week now at many of our locations because they have that much attendance, and that much attention from our community.”

Exhibit 65. Senior Program Staff Ratings of Frequency of Turning Away Clients



The staff members were asked about the greatest challenges they faced in their work in the past year (Exhibit 66) with most reporting insufficient funding. The division directors pointed out, “The good thing about our senior centers is we’ve had an increase in attendance, which has been great. But then that impacts certain programs. For example, we have a budget for transportation and the more people come, the more transport [is needed].” They added, “Even though we do our best to meet everybody’s needs, obviously, the money can only stretch so far.” In addition, they mentioned “I think that that one of the things that we struggle with is just finding quality entertainers and engaging activities.” They added, “Getting out there in the community to let them know there’s these types of opportunities to make money with your special talents within our senior centers is probably something that that we could improve on.”

Exhibit 66. Senior Program Staff Ratings of Division’s Greatest Challenges



A total of 28 staff members described the most successful programs or strategies over the past year. The staff primarily felt that programming related to health and wellness, socialization opportunities, cultural and recreational activities, technology education classes, and effective outreach and communication efforts were most successful.

Service Agencies

In addition to Meals on Wheels¹²⁸ and the Commodity Senior Food Program, which provides supplemental food packages to seniors,¹²⁹ the Senior and Adult Independent Living (SAIL) program in Maricopa County provides no-cost, in-home case management for eligible older adults and adults with physical disabilities, identifying needs, coordinating supportive services, and continuously monitoring to help individuals live independently. One of the largest organizations in Phoenix dedicated to serving seniors is the Area Agency on Aging, Region One.¹³⁰ Through its 24-Hour Senior HELP LINE, the agency offers a central access point for

¹²⁸ <https://www.mealsonwheelsamerica.org>

¹²⁹ des.az.gov/senior-food-program

¹³⁰ aaaphx.org/area-agency-on-aging-programs/in-home-services

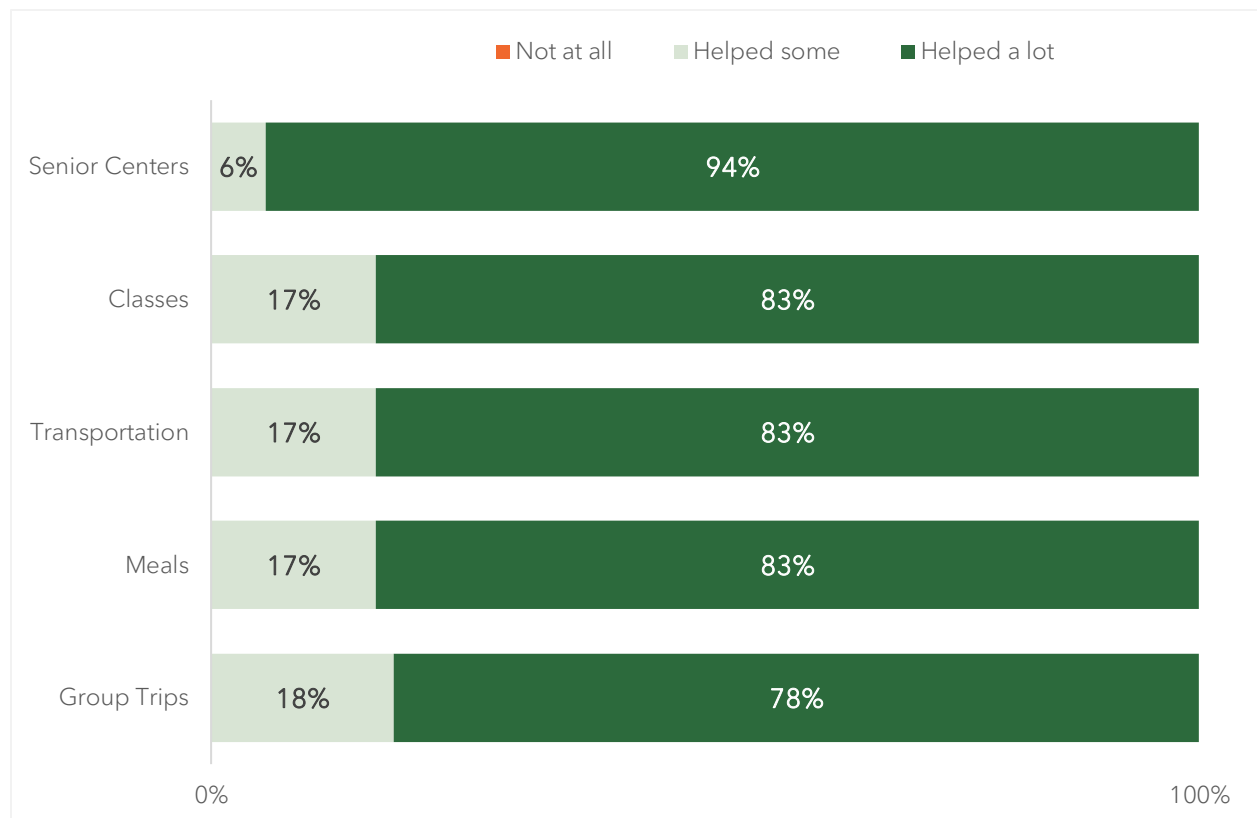
crisis support, needs assessments, and service referrals. In-home services such as personal care, homemaking, and meal delivery enable older adults to safely age in place, reducing reliance on institutional care. Programs also support caregivers through respite services, support groups, and online education, mitigating the risk of caregiver burnout. The agency also offers evidence-based health promotion classes, Medicare benefits counseling, and social connection programs like AmeriCorps Caring Circles. Specialized services for victims of elder abuse, refugee elders, and individuals with HIV ensure underserved populations receive trauma-informed, culturally appropriate support. However, according to a public forum, understanding and accessing various agencies, programs and services can be difficult for aging adults, many of whom do not understand the eligibility requirements, such as age, disability, income, or jurisdiction.¹³¹

Residents' Experiences with Services

Satisfaction

Staff members were asked about the extent to which each program in the Senior Services division helped the populations they serve (Exhibit 67). Most believed that their programs helped their clients “a lot.”

Exhibit 67. Senior Program Staff Ratings of Program Helpfulness

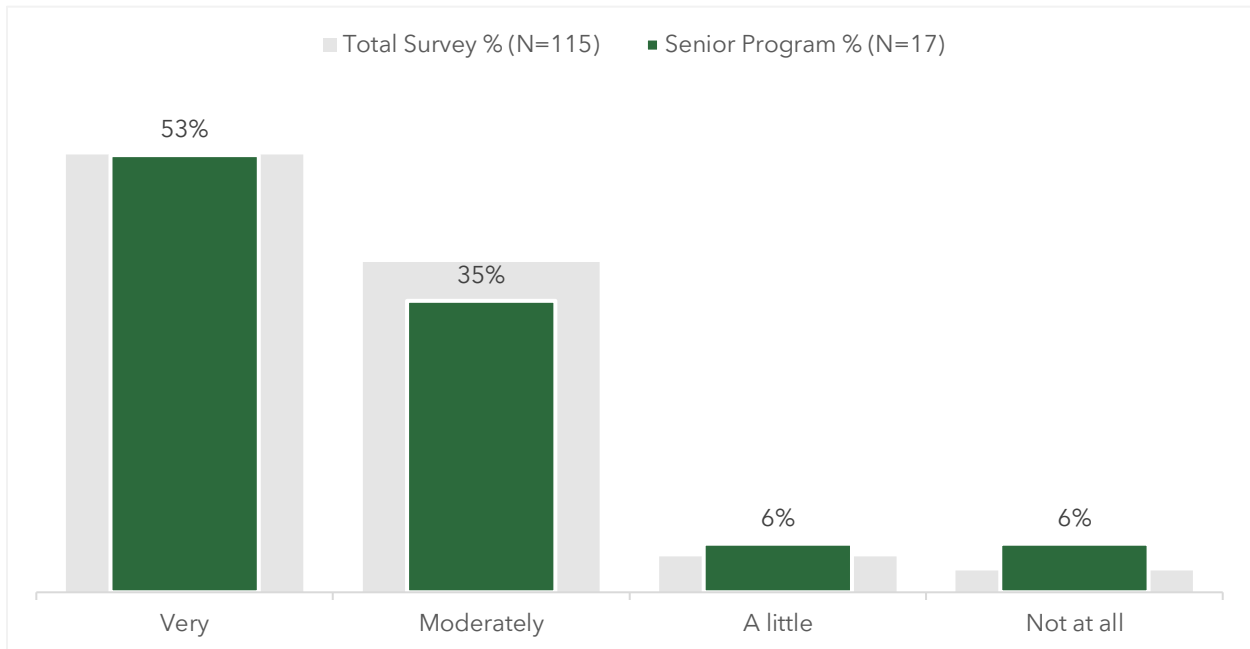


N = 28

¹³¹ Arizona Department of Economic Security. (2022). *Arizona state plan on aging 2022–2026*.

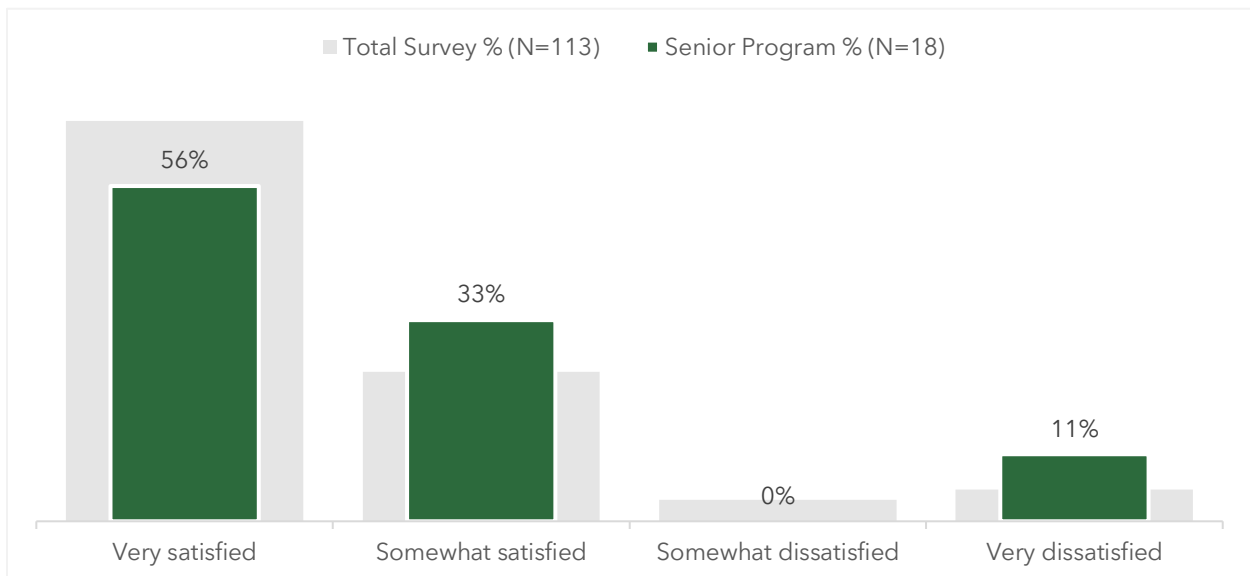
Staff members also rated the effectiveness of the Senior Services Division in fulfilling its stated goals/objectives (Exhibit 68). Most felt the division was moderately (35%) to very effective (53%) in achieving its goals.

Exhibit 68. Senior Program Staff Ratings of Effectiveness in Fulfilling Goals



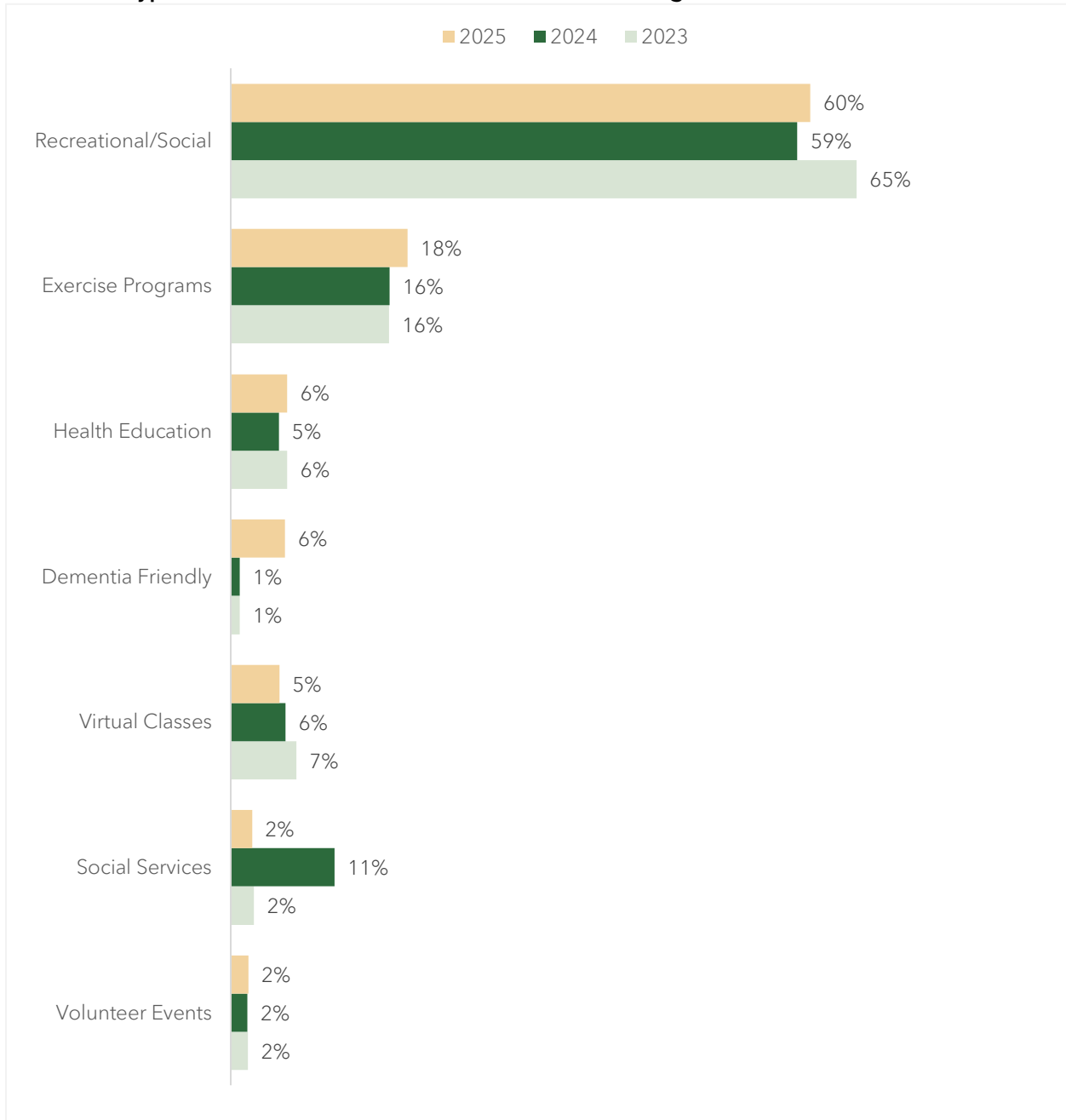
Staff members reported how satisfied they thought their clients were (Exhibit 69). Most that their clients were somewhat to very satisfied.

Exhibit 69. Senior Program Staff Ratings of Client Satisfaction



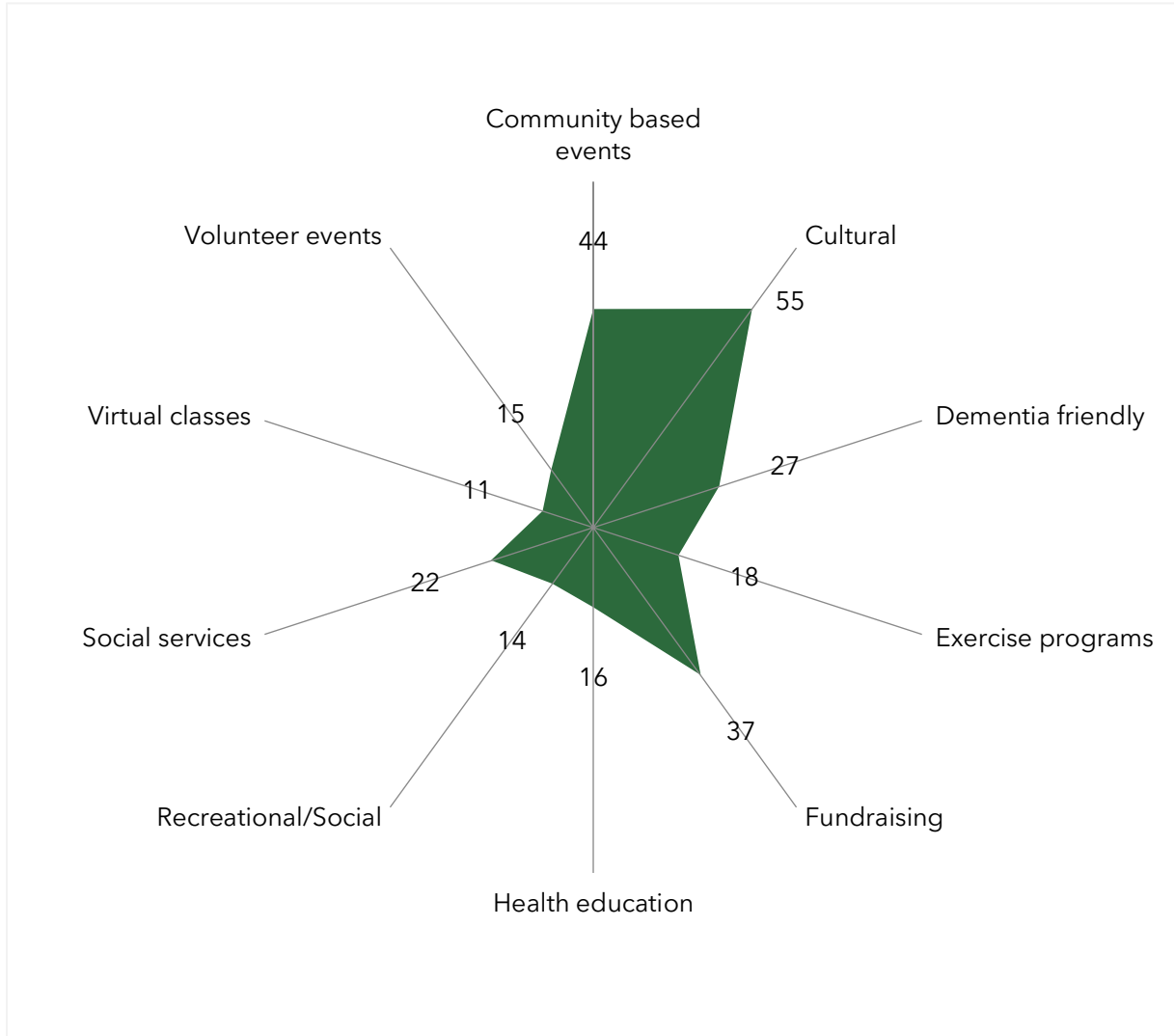
According to division records, the most popular programs for seniors are the recreational/social programs, with the exercise programs as a distant second (Exhibit 70).

Exhibit 70. Type of Senior Center Classes Offered as a Percentage of Total Classes



Average attendance per class also differs, with cultural classes and community-based events being the largest activities, averaging 55 and 44 per class respectively. Virtual classes had the lowest average attendance of 11 people per class (Exhibit 71).

Exhibit 71. Average Number of Attendees per Type of Senior Center Class Offered



Attendance at Deer Valley Senior Center has been declining over time, while attendance at South Mountain, Goelet AC Beuf, Sunnyslope, Chinese, and most notably Paradise Valley Senior Centers have been steadily increasing (Exhibits 72 and 73).

Exhibit 72. Average Monthly Attendance at Each Senior Center, 2023-25 (2025 only Jan-Apr)

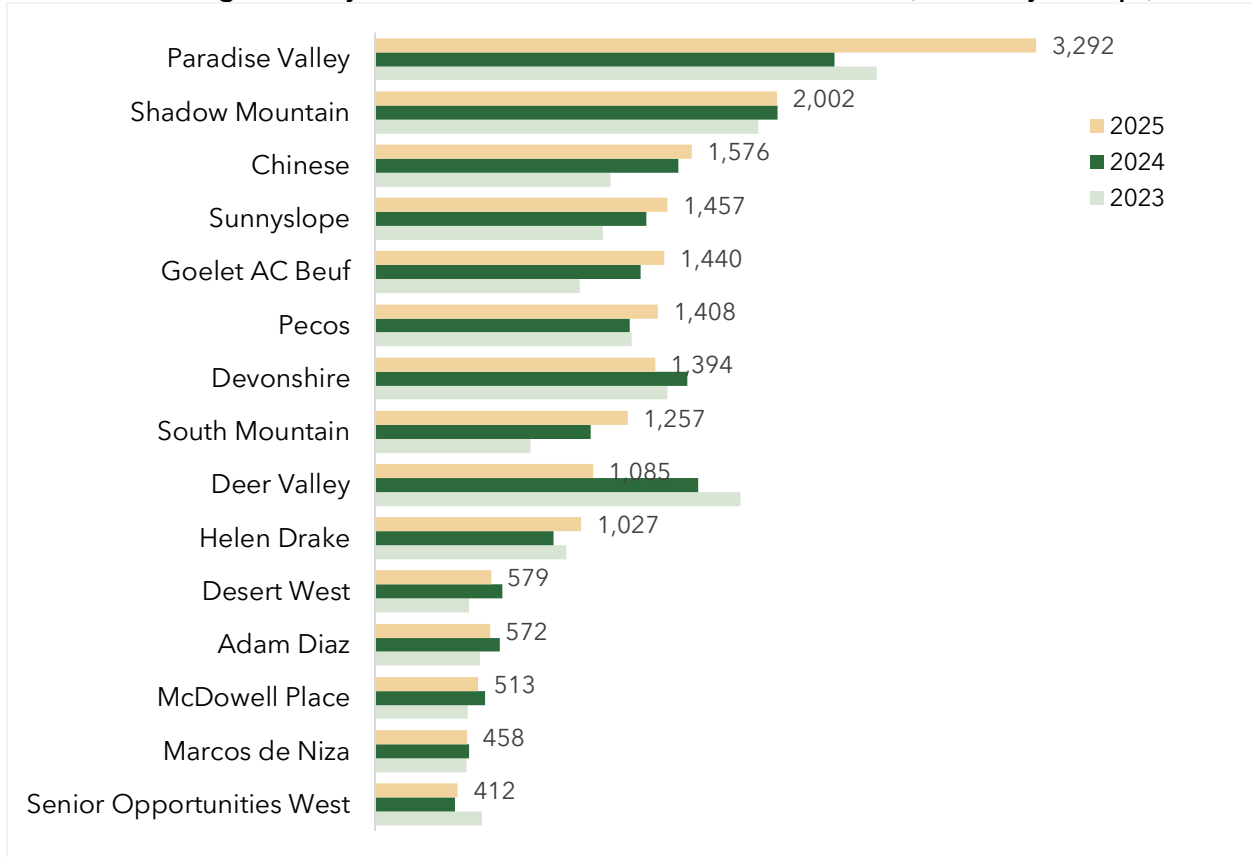
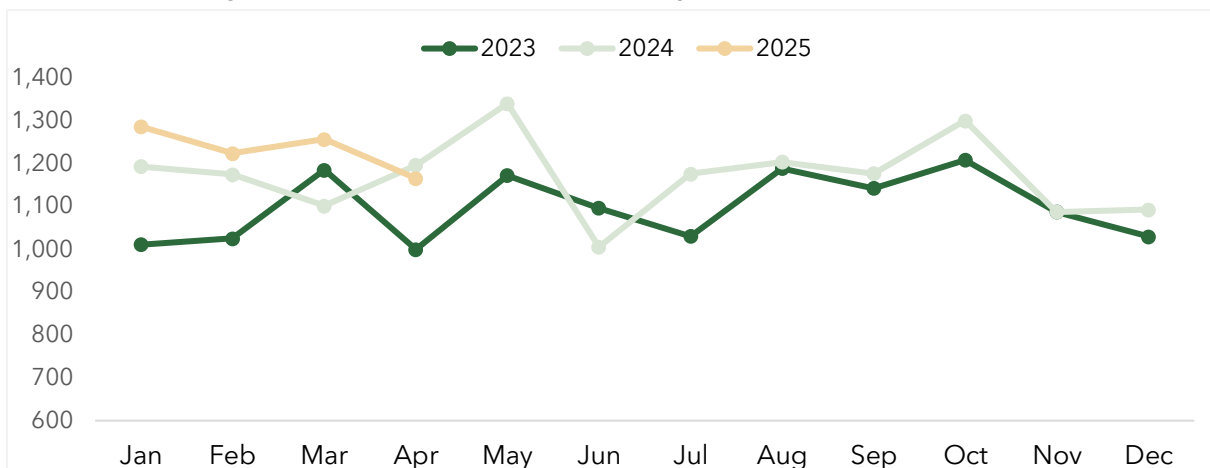


Exhibit 73. Average Attendance at All Senior Centers, per Month (2023-25)



Accessing Services

The senior centers are seen by the division leaders, staff, and participants as a vibrant, diverse community that meets a wide range of needs across generations. As the division director put it, “Just because they’re all over 55 or 65 doesn’t mean they all have the same interests... they have diverse ethnic backgrounds, economic backgrounds, and activities they like to do” adding that “A 55-year-old senior versus an 85-year-old senior – they’re from essentially different generations.” These differences highlight the importance of offering a range of activities, including both tech-savvy activities for younger seniors and more social or traditional options for older members. The client site council describe listening to other clients to understand what they want: “How do they figure out what people want? We ask questions. We walk around and we have meetings just like we’re doing right here.”

“This center really does represent the needs of the community.”

- Focus Group Participant

“Prior to coming to the senior center, they wouldn’t leave their house, and all of a sudden, you know, they turn into this social butterfly that they didn’t know existed.”

- Division Leader

Beyond activities, the center offers connection and purpose. “We’re not a bunch of old folks just sitting around,” one person said, while another added, “We’re active. We’re still young. There’s nothing dead about us unless we want it to be.” Those who were once hesitant to attend have become enthusiastic participants. As the division leaders put it, “next thing you know they’re the site council president... loving everything.”

Others describe deep bonds formed over the years: “We have become our own little family.” Likewise, the clients reported that the staff members are creative and kind.

The staff survey participants indicated what they heard clients report about finding their services, with the majority coming from a personal referral or provider referral (Exhibit 72). The centers also appear to be well-dispersed throughout the city. The division leaders described a new location to be opened within five years in an area that needs the services. According to the staff survey, about a quarter of the clients learned about the program from seeing it when driving or walking by. The

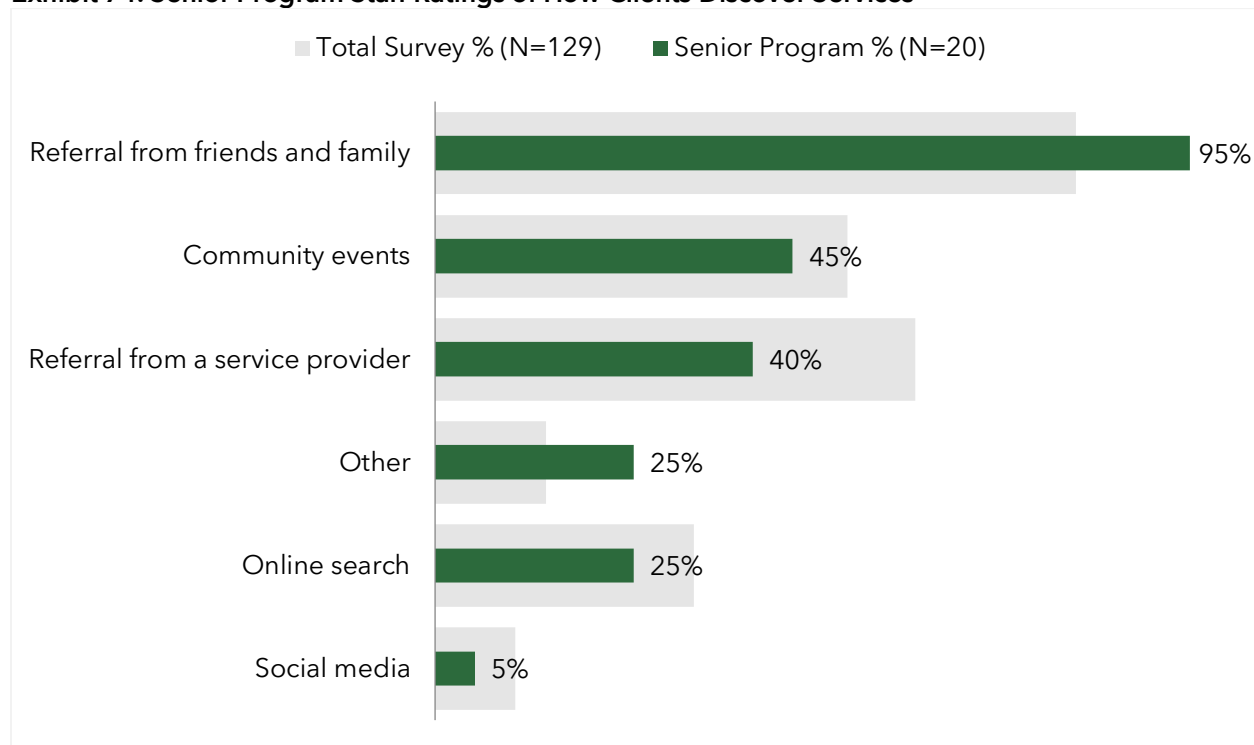


clients in the focus group agreed, with one client explaining, “I pretty much lived in this neighborhood forever... I knew what it was.” Several focus group participants learned about the program from other people. Some focus group participants described learning about the program online.

“I wake up like I have a nine to five job. I’m ready each morning. I’m ready. And I have announced to my daughter tomorrow morning I’m leaving early because I have to do this at the center now.”

- Focus Group Participant

Exhibit 74. Senior Program Staff Ratings of How Clients Discover Services



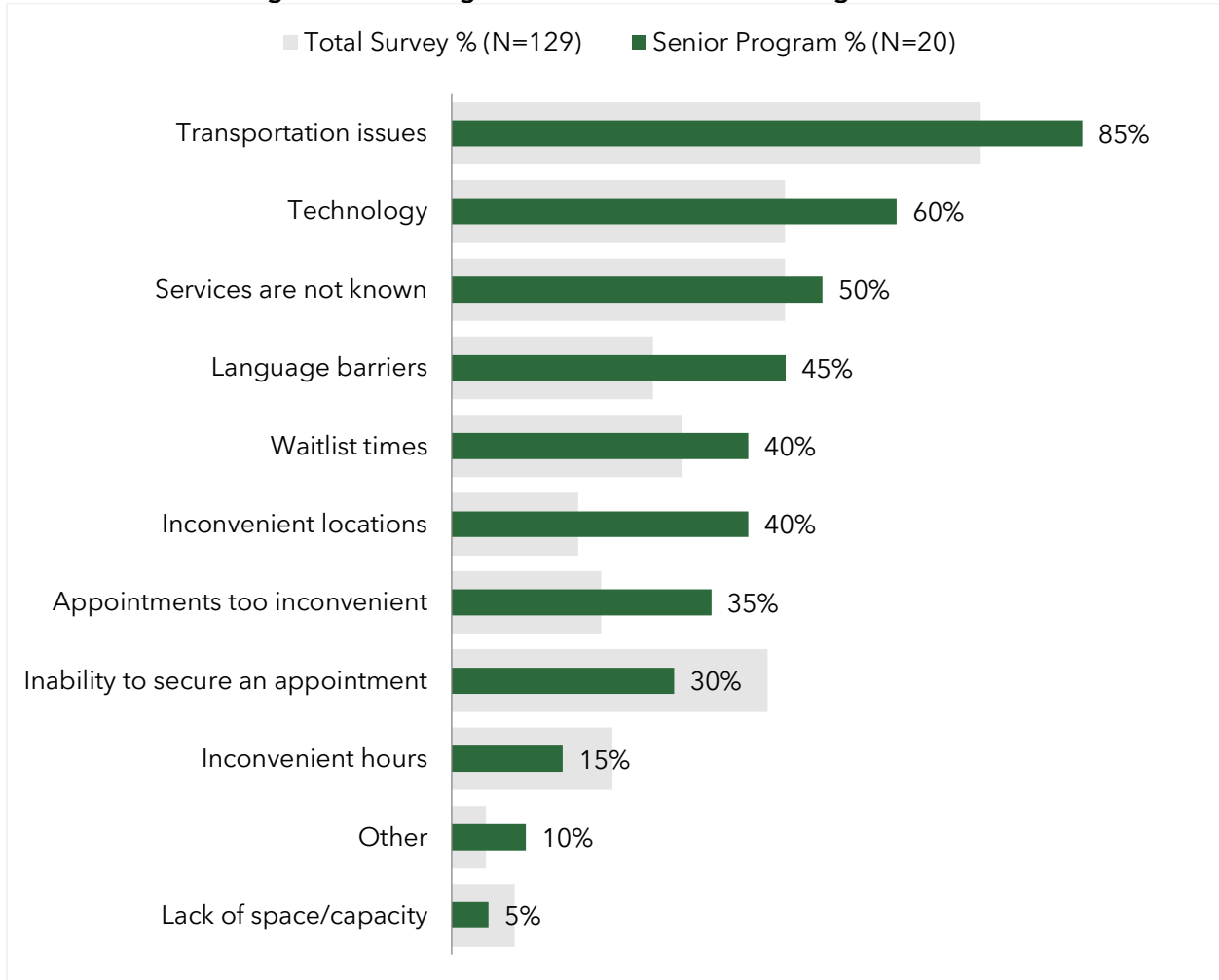
The staff members reported the barriers to services identified by the clients, with transportation and technology being the highest (Exhibit 75). The Area Agency on Aging reviewed numerous needs assessments related to seniors and found that all of them discussed transportation as a challenge for their clients.¹³² However, the participants in the focus group were pleased with the taxi service, which charges seniors \$1.00 per ride (fee waivers are available).

About 40% of the staff surveyed said that waitlists were a barrier, but the clients reported that waitlists were not a problem. One said, “You can get into any class pretty much.” Another clarified, “You just have to kind of know when the signup sheet is going to be open. The

¹³² Area Agency on Aging, Region One Needs Assessment FY2024-2027

calendar says tell you when it opens the registration and when it ends. You better be there on the first day.” The division leaders reported, “We don’t normally have waiting lists because our facilities all have pretty good space and so we’re able to accommodate 50-75 people in in a class easily. And we do get those numbers.”

Exhibit 75. Senior Program Staff Ratings of Client Barriers to Receiving Services



Suggestions for Improvement

Clients made suggestions for improving the programs. The participants said most meals were good. A total of 23 focus group participants expressed some frustration with delays in scheduling programming, but they primarily offered suggested for additional classes, such as CPR, fire safety, and accessible recreational activities such as pickleball or ping pong. The staff members suggested strengthening partnerships with other organizations, especially Parks and Recreation. Some staff members suggested improvements such as better signage or installing security cameras.

Key Takeaways for Programs for Seniors and Older Adults

Both the clients and the staff members indicated that the clients are very satisfied, with social events being the most popular.

Seniors were mostly able to access services at the senior centers and were all very pleased with the transportation services.

Staff members were concerned with the appeal and healthiness of the meals offered to the seniors.

Seniors expressed some frustration with limits to the activities and classes offered, but staff members highlighted difficulties in getting guest speakers.

CONCLUSIONS & RECOMMENDATIONS

Overall, clients seem satisfied with the programs offered by HSD, but access is a problem for some divisions. As demand increases for essential services, access could continue to be an issue. In addition, clients reported inconsistent experiences depending on the caseworker or career advisor they primarily worked with, demonstrating a potential need for training that delivers consistently high service quality. In addition, some divisions may be underutilized, reflecting a possible disconnect between clients' perception of services with the reality of services offered.

Key Findings

Causes of poverty are consistent and have shown small improvements in recent years. In 2023, 13.6% of the population in Phoenix lived below the poverty line, which is slightly lower than the rates in the previous two years. While Phoenix also has a low unemployment rate compared to the national average, high costs of living and high childcare costs contribute to poverty rates. Additional contributing factors relate to the city's diversity, as families with young children, immigrant families, those without a high school diploma/GED, and people experiencing violence face specific financial challenges to meet income needs.

Growing demand for essential services: While the median income of Phoenix residents is slightly higher than the national average, a significant portion of the population still experiences economic hardship. Rising costs of living, including housing, food, and energy, coupled with a shortage of affordable housing and a rise in evictions, have heightened the need for timely and responsive assistance. As a result, the Community Services & Initiatives Division plays a critical role in meeting the immediate needs of residents. Although Victims Services and Senior Services never turned away eligible residents, staff members in these divisions noted their clients' need for the services provided by CSID. Strengthening the division's capacity would enhance support across all HSD divisions and improve outcomes for the community as a whole. Similarly, the presence of waitlists in the Head Start program, particularly for Early Head Start, indicates that more families need these essential services.

Service delivery hindered by limited internal and external collaboration: The various divisions within HSD frequently serve shared client populations, presenting a valuable opportunity for increased collaboration. While divisions currently coordinate to some extent, enhancing cross-divisional communication and alignment could further strengthen service delivery and ensure a more holistic approach to meeting the diverse needs of Phoenix residents. Additionally, HSD has established strong partnerships with many external organizations.

Transportation is a barrier to service access: Navigating around Phoenix requires a car. Only 2% of residents report using public transportation to get to work, whereas 76% use a car. For those without a car, transportation remains a challenge for clients across several HSD divisions, though notable progress has been made in addressing this issue for the senior population. The need for improved transportation access was especially emphasized by clients of the Workforce Development Division and staff from Head Start Birth to Five, most of whom reported transportation as a barrier. However, staff members from the Workforce Development Division

reported that they did offer some assistance with transportation, indicating that communication regarding all services may not be clear.

Satisfied clients. Across divisions, staff believe clients are satisfied with HSD services. Ninety percent of Community Services & Initiatives staff believe clients are “Very” or “Somewhat” satisfied. Clients reported case managers as the source of dissatisfaction with appointment setting efficiency and inconsistent experiences. Ninety percent of Head Start Birth to Five staff thought clients are “Very” or “Somewhat” satisfied and most clients were very pleased with the program, expressing only a few concerns. Workforce focus group participants indicated mixed experiences with career advisors. All the Victim Services staff members thought their clients were clients are “Very” or “Somewhat” satisfied. Although 89% of Senior Services staff thought clients were “Very” or “Somewhat” satisfied, 11% thought they were very dissatisfied. Focus group participants agreed with the majority, expressing high satisfaction with the program and describing the centers as “family.”

Inconsistent case management and limited public communication: Clients from several divisions, including Community Services & Initiatives and Workforce Development, have provided valuable feedback regarding variations in service delivery and information. Families involved in the Head Start program also highlighted the need for increased public communication about Early Head Start offerings. Additionally, considering relatively high crime in Phoenix, Victim Services may be underutilized, perhaps due to limited public communication.

Recommendations

Based on this needs assessment, the following recommendations are respectfully presented to the City of Phoenix Human Services Department for their consideration of ways to improve their services.

Continue excellent programs for seniors. Both staff members and clients indicated high satisfaction and sufficient access for the services provided to seniors. Continuing to offer these excellent services promises to enrich the lives of older adults in Phoenix and avoid preventable problems.

Focus resources on working age adults and families. Phoenix continues to experience significant growth among working age adults and young families, while the senior population remains relatively stable. The demand for resources and support services tailored to working-age adults and families has become increasingly critical. Strategic planning efforts should prioritize programs that address the unique needs of this expanding demographic, while maintaining essential support for seniors.

Provide consistent high-quality training for staff members. Focus group participants reported varying experiences with caseworkers and career advisors, highlighting inconsistencies in service delivery. The HSD may benefit from investing in ongoing staff training on key topics such as cultural competence, trauma-informed care, and motivational interviewing. Standardizing practices and ensuring a shared understanding among staff can help promote

consistency, improve client outcomes, and ensure that all clients receive accurate, empathetic, and effective support.

Strengthen and expand partnerships. Enhancing collaboration across divisions and formalizing partnerships with external agencies could help reduce service duplication and ensure residents receive comprehensive support. For instance, the Community Services & Initiatives Division could play a key role in expanding essential wraparound services, such as eviction prevention and assistance with immediate needs. The HSD may also consider expanding its network of partner organizations, particularly by engaging smaller, community-based agencies that have strong local ties. Strengthening referral systems and promoting awareness of available services can help maximize the use of existing resources, broaden access for eligible residents, and improve overall service coordination across the city of Phoenix.

Improve communication. Many Phoenix residents may be unaware of the services offered by the Victim Services Division and Head Start Birth to Five. Increasing public awareness of these programs is essential to ensuring that those in need can access them. One potential strategy could be requesting the Police Academy reintegrate a session on these services into its training curriculum. Additionally, leveraging trusted community messengers can help build trust and promote awareness within underserved communities. To maximize accessibility, program information should ideally be: 1) readily available; 2) easy to locate; 3) clearly communicated; 4) provided in multiple languages; 5) well understood by all staff.

Increase access. Several Community Services & Initiatives clients and staff have reported challenges in scheduling appointments with case workers. Many clients have limited phone minutes, which are often depleted while waiting on hold. Expanding appointment scheduling options to include online and in-person methods could help alleviate this issue. Additionally, some clients face barriers to accessing services due to fear or lack of transportation. The Human Services Department could evaluate its programs to ensure service sites function as safe and confidential spaces, particularly for clients who also happen to be refugees or immigrants. Providing virtual services can be a cost-effective and accessible alternative, especially for refugees and immigrants. For individuals without reliable internet access, public libraries may serve as a resource, or HSD centers that provide Wi-Fi hotspots should ensure clients are aware of these benefits to help bridge the digital divide.

Strive for early intervention. Stable housing is essential for the well-being of all individuals, particularly for families with children, as housing instability can significantly disrupt education, employment, and health. However, eviction rates among families are on the rise in Phoenix, putting more households at risk of homelessness. Proactively investing in eviction prevention can mitigate the development of more complex and costly social service needs down the line. Access to legal support during eviction proceedings is especially critical, as many residents are unaware of their rights or lack the resources to navigate the legal system. Strengthening eviction prevention services, including legal aid, can provide families with the stability they need to thrive and reduce the strain on emergency shelters and other crisis-response systems.

Potential Action Plan

Based on the above conclusions, below is a potential implementation plan that can inform HSD’s process of prioritizing and acting on this City of Phoenix needs assessment. Potential partners for this action can be found in the Appendix.

Community Domain Areas	Key Finding	Recommended Action	Potential Progress Metrics
Employment	Phoenix has a high number of working-age adults and more Phoenix residents lack a high school diploma or equivalent (15%) than nationwide (11%). Unemployed people often lack technical (computer) skills	Increase access to training programs for working age adults who lack a high school diploma. Recruit volunteer tutors to assist with GED. Provide technical skill courses/tutoring	Percent increase in training programs for working age adults.
Housing	Evictions have been steadily increasing over the past five years, with 86,502 filings in the past year up 35% compared with average pre-pandemic years. Extreme heat is the 10 th leading cause of death in Arizona.	Proactively invest in eviction prevention and legal support to improve residents’ housing stability. Increase the number of cooling station in the city and provide assistance to cool homes.	Number of evictions prevented. Number of residents at cooling stations. Number of residents receiving cooling assistance.
Food	The cost of food has increased 2.3% in the past year, increasing demand for food assistance programs. 12% of residents are food insecure.	Strengthen the capacity of the CSID to provide food assistance. Encourage the establishment of grocery stores in food deserts. More widely advertise existing meals such as the low cost meals at the senior centers available to anyone over 18.	Reduction in emergency assistance wait times. Number of new grocery stores in food deserts.

Community Domain Areas	Key Finding	Recommended Action	Potential Progress Metrics
Transportation	Transportation is a key barrier to accessing Business and Workforce Development and Head Start Birth to Five services.	Increase transportation supports provided to clients. Consider virtual appointments/services.	Number of clients receiving transportation assistance. Percent reduction in client no-shows.
Education/Child Care	Both Head Start and Early Head Start have long waitlists—398 for Head Start and 100 for Early Head Start as of May 2025.	Provide more child care spots in Head Start and Early Head Start.	Reduction in Head Start waitlists.
Health Care	The statewide rate of people without health insurance (11.1%) is higher than the national average (9.2%).	Continue to provide free health programs at Head Start, Family Services and Senior Centers, to eligible clients who qualify.	Number of free health programs provided. Number of recipients of free health programs.
Financial Literacy	Many clients lack important financial literacy.	Increase number of financial workshops and coaching.	Number of financial literacy programs.
Overall Social Network	Head Start families and Seniors feel a strong sense of social connection at their programs	Maintain high quality social programs for head Start families and Seniors.	Staff feedback about client satisfaction.

APPENDIX A. ORGANIZATION LISTS

Exhibit 76. Financial Assistance Organizations

Organization	Example of Services Provided
American Legion Department of AZ	Temporary and Emergency Financial assistance to Veterans and their families
APS	Crisis assistance program- can qualify up to \$1000
Arouet	Income support for formerly/newly released incarcerated women.
Chicanos Por La Causa	Terri Cruz Legacy Program- Qualify up to \$600 for help with utilities with SRP and APS Farm Worker Relief Assistance- Relief Assistance of \$600 for qualified food and farm workers in Arizona
Chrysalis Veteran Services Inc.	Limited financial assistance for utilities to veteran families
D2 Homes for Homeless	GAP Program and flexible assistance to help pay rent
Desert Mission Food Bank	Living Well Program- Emergency financial assistance
Families Raising Hope	Financial assistance for people undergoing cancer treatment
Helping Hands for Freedom	Financial assistance for Active Military, Veterans, Wounded Vet, and Gold Star families with at least one minor in the home to be eligible. Financial assistance with lease, mortgage, insurance, car payment, and utilities
Lutheran Social Services	Limited financial assistance (rent and utilities)
National Kidney Foundation of AZ	Financial assistance for end stage renal disease patients
Salvation Army	Assistance with rent and utilities
Stepping Up for Seniors	Assistance with financial and medical hardship for seniors
St. Vincent de Paul	One time assistance with rent/mortgage and utilities
Transplant Community Alliance	Living assistance fund providing financial aid to organ transplant recipients with rent/mortgage, utilities, and prescription copay
Unlimited Potential	One time assistance with SRP payment up to \$600
Veterans First Limited	Assistance with rent, utilities and gift cards for food and gas
Wildfire	Rent and utility assistance

Exhibit 77. City of Phoenix Human Services Department Facilities

Human Services Locations	Address
Adam Diaz Senior Center	4115 W. Thomas Road
McDowell Place Senior Center	1845 E. McDowell Road
Chinese Senior Center	734 W. Elm St.
Paradise Valley Senior Center	17402 N. 40th St.
Deer Valley Senior Center	2001 W. Wahalla Lane
Pecos Senior Center	17010 S. 48th St.
Desert West Senior Center	6501 W. Virginia Ave.
Senior Opportunities West Senior	1220 S. 7th Ave.
Devonshire Senior Center	2802 E. Devonshire Ave.
Shadow Mountain Senior Center	3546 E. Sweetwater Ave.
South Mountain Senior Center	212 E. Alta Vista Road
Helen Drake Senior Center	7600 N 27th Ave.
Sunnyslope Senior Center	802 E. Vogel Ave.
Marcos de Niza Senior Center	305 W. Pima St.
Family Advocacy Center	2120 N Central Avenue
Job Centers	
City of Phoenix, North	9801 North 7th Street
City of Phoenix, South	4635 South Central Ave
City of Phoenix, West	3406 North 51st Avenue
Family Service Centers	
John F. Long Family Service	3454 N. 51st Avenue
Sunnyslope Family Services	914 W. Hatcher Rd.
Travis L. Williams	4732 S. Central Avenue

Exhibit 78. Child Care Centers

Certificate Number	Account Name
CDC-18085	1st Step To Greatness, L.L.C.
CDC-6172	A.E.S.D.#68 - Alhambra Head Start - Westwood
CDC-18586	A.E.S.D.#68 - Alhambra Preschool Academy
CDC-18360	A.E.S.D.#68 - Alhambra Traditional School
CDC-17677	A.E.S.D.#68 - Cordova Middle School
CDC-14314	A.E.S.D.#68 - Head Start - Granada Primary School
CDC-14313	A.E.S.D.#68 - Head Start - Sevilla Primary School
0020197CDCKC76503725	Academy of Destiny Christian Academy
CDC-10283	Active Learning Center #4
CDC-13631	Active Learning Center #6
CDC-18368	Active Learning Center #7
0020098CDCWO77322625	Active Learning Center 9
CDC-16285	Adams Traditional Beginnings
CDC-16616	Advance U
CDC-5248	Ahwatukee Foothills Montessori Center
CDC-1036	Ahwatukee Preschool
CDC-0179	A Kiddie's Kingdom
CDC-9859	Aldea Montessori School
CDC-1692	All Saints Pre-K Program
0020244CDCNK43781804	Alta Vista School Head Start
0020079CGHWY56349668	AMAURI MONTESSORI SCHOOL, LLC
CDC-0852	American Child Care, #52
CDC-0500	American Child Care #48
CDC-18613	Amici Trilingual Montessori
CDC-5307	Amigo Preschools #2
CDC-18750	A New Leaf's Phoenix Day
0020025CDCLM62274028	Arcadia Montessori 52nd Street Campus
CDC-7039	Arcadia Montessori School
SGH-18918	Arcadian Day School
0020178CDCCC89855857	Arc Estates LLC dba Divine children preschool & Daycare #2
CDC-9228	Arizona Cultural Academy & College Prep. Montessori
CDC-18040	Arizona Sunrays
0020176CDCGV43061754	Ark of Learning
CDC-18198	A Step Ahead Preschool & Montessori
SGH-11327	Auntie Anns Child Care
CDC-8422	Awakening Seed School
CDC-14937	B.E.S.D.#31 - Orangedale Early Learning Center

CDC-15053	Bei Bei Amigos Language Preschool L L C
CDC-10021	Benchmark School
CDC-0871	Beth El Center For Early Childhood Education
CDC-7550	Beyond Care Inc.
0020025CGHYH08663995	Blossom Family Preschool
CDC-19008	Booker T. Washington Cdc - Wilson
CDC-16658	Booker T. Washington - Bethune
0020077CDCXN60920065	Booker T. Washington CDC - ASU Pilgrim Rest
0020078CDCJC58654453	Booker T. Washington CDC - CHAVEZ
CDC-19010	Booker T. Washington Cdc - Hamilton
CDC-19012	Booker T. Washington Cdc - Heard
0020065CDCNM36128998	Booker T. Washington CDC - KING
0020067CDCVJ24052861	Booker T. Washington CDC - LOWELL
0020046CDCOU18976481	Booker T. Washington CDC - PASTOR
0020071CDCGX10531046	Booker T. Washington CDC - SOUTHWEST
CDC-19009	Booker T. Washington Cdc - Sullivan
0020066CDCEG88099197	Booker T. Washington CDC - TG BARR
0020153CDCIE85454137	Booker T. Washington CDC - TRAVIS
0020068CDCFN97338060	Booker T. Washington CDC - VALLEY VIEW
CDC-10139	Booker T Washington Child Development Center
CDC-12281	Booker T Washington Child Development Center
CDC-17533	Bright Horizons At Downtown Phoenix
CDC-11473	Bright Horizons At Norterra
CDC-17967	Bright Ideas Childcare & Learning Center
SGH-18874	Bright Minds Childcare Center Llc
CDC-13163	Busy Bees Arizona Carefree
CDC-3060	Busy Bees Arizona North Phoenix
CDC-11569	Busy Bees Arizona Paradise Valley
CDC-10071	Busy Bees Arizona South Phoenix
CDC-12003	C.C.U.S.D.#93 - Horseshoe Trails Elementary
CDC-18311	C.E.S.D.#14 - Gateway School
CDC-18312	C.E.S.D.#14 - Loma Linda School
CDC-18313	C.E.S.D.#14 - Papago School
CDC-18149	C.E.S.D.#14 - William T. Machan School
CDC-17662	C.E.S.D.#83 - Cartwright Early Childhood Center
CDC-18641	C.E.S.D.#83 - Cartwright Employee Daycare
CDC-16807	Cactus Kids Preschool
0020170CDCHY29137505	Cactus Wren School Head Start
CDC-13632	Calvary Central Day Care, Inc.
CDC-15937	Calvary North Preschool
0020041CDCYK37643653	CalvaryPHX Early Learning Center

CDC-17828	Camelback Holistic Preschool
CDC-15245	Career Success Sage
CDC-18984	Casa Del Sol Montessori, Llc
SGH-10386	Cecy's House Child Care
CDC-10971	Chabad Aleph Bet Preschool
CDC-10891	Chai Childhood Center
CDC-17872	Champion Schools - South Mountain
CDC-10099	Chicanos Por La Causa - Phoenix Early Head Start
CDC-8249	Child Crisis Arizona Early Education Services
CDC-1247	Children's Campus
CDC-14124	Children's Country Club
0020185CDCRE92865299	Children's Place Learning Center
CDC-8382	Children's Playhouse Preschool
CDC-13476	Children Of Hope Child Development Center
CDC-1220	Childtime Childcare
CDC-8443	Childtime Children's Center
CDC-0590	Childtime Children's Center/Childtime Childcare
CDC-2021	Christ Lutheran Preschool
CDC-7609	Chris-Town Y M C A
CDC-5873	Community Montessori School
CDC-15433	Compass Educational Programs
CDC-14322	Covenant Child Care Center
CDC-13636	Creative Beginnings Learning Center
CDC-3255	Creative Bridges Cooperative Preschool
0020240CDCLC55944789	Creative Castle Preschool and Kindergarten
CDC-6138	Creative Center
CDC-0777	Cross Roads Preschool
CDC-11313	D.V.U.S.D.#97 - Anthem School
CDC-12701	D.V.U.S.D.#97 - Boulder Creek Lil Jags Childcare
CDC-13673	D.V.U.S.D.#97 - Canyon Springs
CDC-11720	D.V.U.S.D.#97 - Deer Valley Head Start-Site V I (Sunrise)
CDC-10340	D.V.U.S.D.#97 - Desert Mountain
CDC-16342	D.V.U.S.D.#97 - Desert Mountain Developmental Preschool
CDC-12840	D.V.U.S.D.#97 - Diamond Canyon
CDC-4134	D.V.U.S.D.#97 - Head Start I Constitution
CDC-4140	D.V.U.S.D.#97 - Head Start I I I Esperanza
CDC-4135	D.V.U.S.D.#97 - Head Start I I Village Meadows
CDC-14480	D.V.U.S.D.#97 - Norterra Canyon
CDC-19103	D.V.U.S.D.#97 - Norterra Canyon
CDC-7831	D.V.U.S.D.#97 - Paseo Hills Elementary Rattler's Den

CDC-13037	D.V.U.S.D.#97 - Sandra Day O'connor High School - Eagle Nest
CDC-17386	D.V.U.S.D.#97 - Sonoran Foothills
CDC-12963	D.V.U.S.D.#97 - Sunset Ridge Elementary
CDC-18895	D.V.U.S.D.#97 - Union Park School
CDC-5444	Desert Dawn Private School
CDC-18025	Desert Dreams Daycare
CDC-8042	Desert Garden Montessori
CDC-10082	Desert Marigold School
CDC-2029	Desert Springs Christian Preschool
CDC-9802	Desert Voices Oral Learning Center
CDC-17104	Divine Children Preschool And Daycare
CDC-17041	E.E.I. Compass Educational Partners, Inc.
CDC-8341	Early Explorers Learning Centers DBA Early Beginners Preschool and Daycare
CDC-19168	Early Steps Iv Llc
CDC-18691	Early Steps Learning
SGH-16759	Elite Child Care
CDC-14277	Elite Preschool And Learning Center
CDC-5891	Emmaus Lutheran Child Care Center
CDC-16052	Esperanza Montessori Academy
0020119CGHDE85486622	EstrellaCareLLC
CDC-10484	Explorers In Learning
CDC-14435	F.E.S.D.#45 - Dr. Marvene Lobato Child Care Center
CDC-15330	F.E.S.D.#45 - Head Start At Fowler Elementary School
CDC-12294	F.E.S.D.#45 - Head Start At Sunridge Elementary
CDC-17370	F.E.S.D.#45 - Sun Canyon Preschool
CDC-17371	F.E.S.D.#45 - Tuscano Preschool
CDC-1339	Faith Lutheran Preschool
CDC-19098	Family Care Kids
CDC-4309	Family Of Christ Early Education Center
0020027CGHTQ96288992	Firefly Daycare LLC
CDC-18922	Foundations Early Education Academy
0020156CDCVZ23673912	Fowler Elementary School
CDC-17621	Franklin Phonetic Primary School Sunnyslope Preschool
CDC-16506	Friendly House Early Childhood Development Center
CDC-16381	G.U.H.S.D.#205 - Moon Valley High School C.O.O.P.
CDC-13587	G.U.H.S.D.#205 - Washington High School Coop Preschool
CDC-1244	Gateway Community College Childrens Learning Center
CDC-8875	God's Garden Child Development Center

CDC-18731	Golden Gate
CDC-11059	Grace Garden Christian Preschool
CDC-18320	Greater Phoenix Urban League Head Start - Alta E. Butler
CDC-18902	Greater Phoenix Urban League Head Start - Asu Prep
CDC-19157	Greater Phoenix Urban League Head Start-Avalon Vil
0020103CDCSV11052015	Greater Phoenix Urban League Head Start-Bret Tarver
CDC-17680	Greater Phoenix Urban League Head Start - Byron Barr
CDC-16733	Greater Phoenix Urban League Head Start - Cartwright
CDC-18864	Greater Phoenix Urban League Head Start - Cartwright School
CDC-18868	Greater Phoenix Urban League Head Start - Frank Borman
CDC-18683	Greater Phoenix Urban League Head Start - Frank Davidson
0020104CDCVW37590266	Greater Phoenix Urban League Head Start-Glenn L. Downs
CDC-18904	Greater Phoenix Urban League Head Start - Harris
0020169CDCAS47597918	Greater Phoenix Urban League Head Start-Heatherbrae
CDC-19024	Greater Phoenix Urban League Head Start - Holiday Park
CDC-18861	Greater Phoenix Urban League Head Start - Joseph Zito
CDC-19026	Greater Phoenix Urban League Head Start - Justine Spitalny
0020043CDCVN68840436	Greater Phoenix Urban League Head Start-Manuel Pena
CDC-18142	Greater Phoenix Urban League Head Start - Marcos De Niza
CDC-16669	Greater Phoenix Urban League Head Start - M C Cash
CDC-16668	Greater Phoenix Urban League Head Start - Mitchell School
CDC-17679	Greater Phoenix Urban League Head Start - Moya
CDC-18858	Greater Phoenix Urban League Head Start - Palm Lane
CDC-18903	Greater Phoenix Urban League Head Start - Pendergast Early Learning Center
CDC-17065	Greater Phoenix Urban League Head Start - Peralta Elementary
CDC-18859	Greater Phoenix Urban League Head Start - Pueblo Del Sol
CDC-18002	Greater Phoenix Urban League Head Start - Starlight Park
0020099CDCSJ00427595	Greater Phoenix Urban League Head Start-Sunset
0020042CDCUT12159438	Greater Phoenix Urban League Head Start-Tomahawk
CDC-17067	Greater Phoenix Urban League - Jb Sutton
CDC-17068	Greater Phoenix Urban League - P.T. Coe Elementary
CDC-18318	Great Hearts Academies - Maryvale

CDC-17946	Great Hearts Academies - North Phoenix
CDC-17945	Great Hearts Academies - Veritas
CDC-17465	Guardian Angels Learning Center L.L.C.
CDC-14028	Guardian Angels Preschool Daycare L L C
CDC-13819	Happy Dayz Learning Center
CDC-15544	Happy Dayz Learning Center II
CDC-17566	Happy Kids Child Care Center II
CDC-10217	Hearn Academy
CDC-1502	Hidden Treasures Christian Preschool & Child Care
CDC-18982	Hola Hello Ni Hao Language Preschool
CDC-11258	Horizon Community Learning Center
0020159CDCPT35488146	Imagination Learning Center @ CJ Jorgensen Elementary
CDC-17644	Immanuel Care For Children
CDC-18416	Innovation Learning - St. Theresa
0020074CDCMV24600821	Inspiration Mountain
CDC-16635	Inspire Kids Montessori
0020207CDCAG71712298	Isaac Preschool
SGH-18512	J J's Learning Center
0020243CDCEN79397158	John Jacobs School Head Start
SGH-18501	Jus 4 Me Childcare Group Home
CDC-3054	Just Like Home Day Care & Preschool
CDC-17653	K.C.E. Champions, L.L.C. At Bell Canyon
CDC-18703	K.C.E. Champions Llc At Sun Canyon Elementary
CDC-6298	K.E.S.D.#28 - Cerritos Elementary School
CDC-18355	K.E.S.D.#28 - Colina Elementary
CDC-11523	K.E.S.D.#28 - Esperanza Elementary
CDC-8774	K.E.S.D.#28 - Estrella Elementary
CDC-13653	K.E.S.D.#28 - Kyrene Kids Club - Sierra
CDC-9531	K.E.S.D.#28 - Lagos Elementary
CDC-9540	K.E.S.D.#28 - Lomas Elementary
CDC-9022	K.E.S.D.#28 - Milenio Elementary
CDC-10031	K.E.S.D.#28 - Monte Vista Elementary
CDC-18448	Kaleidoscope Preschool
0020061CGHV65731036	Kathryn Cares
CDC-17979	Katy's Kids At Neighborhood Ministries
CDC-8866	Keystone Montessori Charter School
CDC-9157	Khalsa Montessori
CDC-15287	Khalsa Montessori Primary School Inc.
CDC-18693	Khalsa Montessori Toddler School
CDC-9818	Kid's Country Club

CDC-9817	Kiddie Country Club
CDC-8135	Kiddie Kare #1
CDC-0438	Kiddie Kare #3
0020082CGHVI55742407	Kiddie Land Child care
CDC-17899	Kids Arizona
CDC-7779	Kids Can Doodle
SGH-16380	Kids Club Day Care
SGH-10096	Kids Comfort Corner
CDC-18323	Kids Day Care
CDC-17594	Kids Learning Centers Algodon, L.L.C.
CDC-18202	Kidspark
CDC-18797	Kids Prep Academy, Llc
CDC-18167	Kidworks Academy
CDC-18050	Kidz Kampus
SGH-15043	Kidz World Child Care
CDC-12474	Kindercare Learning Center
CDC-13068	Kindercare Learning Center
CDC-1984	Kindercare Learning Center
CDC-5858	Kindercare Learning Center #1465
CDC-15883	Kindertots
CDC-15938	Kingdom Kids Preschool
CDC-2100	Kreative Kampus
SGH-17132	Kuddle Bugz
0020081CDCOR68758881	KUEHG Corp., KCE Champions LLC @ Amberlea Elementary
0020082CDCDA93511463	KUEHG Corp., KCE Champions LLC @ Desert Horizon Elementary School
0020086CDCSS49994726	KUEHG Corp., KCE Champions LLC @ Pendergast Elementary School
0020083CDCXU98248122	KUEHG Corp., KCE Champions LLC @ Villa De Paz Elementary School
0020085CDCID15142041	KUEHG Corp., KCE Champions LLC @ Westwind Elementary
CDC-16710	L.E.S.D.#59 - M.C.Cash Kids Club
CDC-18937	Lambs And Ivy Childcare Llc
CDC-18079	Learn N' Play, Inc.
0020271CDCTG45904026	Legacy Traditional School - Deer Valley
0020257CDCOV72073905	Legacy Traditional School - Phoenix
0020083CGHSJ05849455	Lidia Sanchez
CDC-17281	Lifeprints Childcare & Learning Center
CDC-19021	Life Time - Biltmore
CDC-16184	Life Time - Scottsdale
CDC-14420	Lil' Paws Learning Center

CDC-18662	Lincoln Family Y.M.C.A.
CDC-1869	Lincoln Learning Center
CDC-18592	Little Angels Montessori School
0020142CDCTW64848954	Little Big Minds Preschool Kennedy
0020108CDCSJ99221841	Little Big Minds Uptown
CDC-17893	Little Explorers 2
0020165CDCQZ13403514	Little Giants Spanish Immersion Preschool at Midtown
SGH-8340	Little Kids Group Home
CDC-6101	Little Kids N Company
CDC-19045	Little Lantanas Montessori
SGH-13725	Little Piggies Daycare
CDC-18627	Little Sprout Preschool
CDC-19015	Little Sprouts Academy
0020013CGHQE52948722	Little Sunshines at Home Childcare
CDC-18546	Little Swans Preschool Inc
CDC-13373	Living Streams Children's Center
0020064CGHGG57673628	Locd In Love Academy LLC
0020089CGHDY08545647	Loving Hearts Child Center
CDC-6237	M.E.S.D.#38 - Camelview- E C P / M A C
CDC-6238	M.E.S.D.#38 - Heights E C P / M A C
CDC-6239	M.E.S.D.#38 - Madison #1 M A C
CDC-6247	M.E.S.D.#38 - Park M A C / E C P
CDC-6236	M.E.S.D.#38 - Rose Lane M A C / E C P
CDC-6241	M.E.S.D.#38 - Simis E C P / M A C
CDC-14465	Ma'am Childcare And Preschool
CDC-0739	Madison Christian Children's Center
CDC-17259	Magical Journey Learning Center
CDC-13919	Magical Star Preschool
CDC-16348	Magic Keys To Learning Children's Development Center
0020247CDCR14186412	Manzanita School Head Start
CDC-14048	Maranatha Child Care Center
CDC-9349	Maranatha Day Care Center
SGH-19075	Mariposa Daycare Llc
SGH-16902	Melinda's Child Care
CDC-17762	Mia Preschool & Childcare, L.L.C.
CDC-10886	Milestones Preschool & Charter School
CDC-0565	Montessori Children's House
CDC-19201	Montessori Cs Llc/Montessori Central School
CDC-11797	Montessori Day Schools - Mountainside
CDC-18820	Montessori Peace Academy Llc

CDC-18929	Montessori Room
0020087CDCHM11422902	Montessori Room
0020030CDCFB96857850	Montessori Room Annex
0020245CDCTA08137099	Moon Mountain School Head Start
0020152CDCXL92048433	Moon Valley Prep
CDC-14345	Most Holy Trinity Roman Catholic Parish Phoenix Child Care Center
0020063CGHZM88433468	Murphy's Home Preschool
CDC-3049	My Little School
CDC-10026	Nana Lupe's Day Care
CDC-15914	Natural Choice Academy
CDC-15581	Neighborhood Ministries ORR Programing
SGH-18350	New Beginnings Family Child Care
SGH-11766	New Birth Child Care and Preschool LLC
CDC-1532	New Creations Day Care & Learning Center
CDC-18991	Ninas Family Child Care L.L.C.
CDC-17849	North Valley Christian Academy
CDC-3259	Northwest Christian Preschool
CDC-6109	NPHX Preschool
CDC-18614	O.E.S.D.#8 - Encanto Elementary School
CDC-17483	O.E.S.D.#8 - Longview Elementary School
CDC-18873	O.E.S.D.#8 - Montecito Community School
CDC-17485	O.E.S.D.#8 - Solano Elementary School
SGH-17540	Ocampo Light Bringer Learning Center
0020249CDCDO93602431	Ocotillo Elementary School Head Start
CDC-19033	One Hundred Leaves Preschool
CDC-7009	Out Of This World Christian Child Care, Inc.
CDC-6330	P.E.S.D.#1 - Emerson Elementary School, Preschool
CDC-10466	P.E.S.D.#1 - Faith North School
CDC-6312	P.E.S.D.#1 - Garfield Elementary School, Preschool
CDC-6328	P.E.S.D.#1 - Herrera Elementary School, Preschool
CDC-6326	P.E.S.D.#1 - Kenilworth Elementary School, Preschool
CDC-6323	P.E.S.D.#1 - Magnet Traditional School, Preschool
CDC-6322	P.E.S.D.#1 - Shaw Montessori School, Preschool
CDC-6321	P.E.S.D.#1 - Whittier Elementary School, Preschool
CDC-9484	P.E.S.D.#92 - Villa De Paz School
CDC-1542	P.U.H.S.D.#210 - Metro Tech Child Care
CDC-6874	P.V.U.S.D.#69 - Boulder Creek Elementary
CDC-7435	P.V.U.S.D.#69 - Cactus View Elementary School
CDC-19109	P.V.U.S.D.#69 - Campo Bello Elementary School
CDC-7138	P.V.U.S.D.#69 - Child Development Centers At James P. Lee Center

CDC-7437	P.V.U.S.D.#69 - Desert Trails Elementary School
CDC-6964	P.V.U.S.D.#69 - Echo Mountain Elementary School
CDC-16347	P.V.U.S.D.#69 - Fireside Elementary School
CDC-7426	P.V.U.S.D.#69 - Indian Bend Elementary School
CDC-18940	P.V.U.S.D.#69 - Larkspur Elementary School
CDC-6877	P.V.U.S.D.#69 - Mercury Mine Elementary
CDC-8270	P.V.U.S.D.#69 - North Canyon High School
CDC-14681	P.V.U.S.D.#69 - Palomino Elementary
CDC-8269	P.V.U.S.D.#69 - Paradise Valley High School
CDC-8873	P.V.U.S.D.#69 - Pinnacle High School
CDC-19121	P.V.U.S.D.#69 - Sky Crossing Elementary School
CDC-8553	P.V.U.S.D.#69 - Sunset Canyon Elementary School
CDC-6883	P.V.U.S.D.#69 - Whispering Wind Elementary School
CDC-12731	P.V.U.S.D.#69 - Wildfire Elementary School
CDC-19034	Panda Bear Learning Center
CDC-9658	Paradise For Tots Christian School
CDC-1046	Paradise Valley Christian School
CDC-3251	Paradise Valley Evangelical Lutheran Preschool
0020193CDCAX69672181	Perform To Learn
CDC-14905	Phoenix Children's Academy Private Preschool # 225
CDC-12619	Phoenix Christian Preschool
CDC-7623	Phoenix Christian School
CDC-16939	Phoenix Hebrew Academy Pre School
CDC-18064	Phoenix Preparatory Preschool & Child Care
CDC-16806	Phoenix Rescue Mission Changing Lives Center
CDC-19062	Pikes Peak Academy Dba Meadow Oaks Academy
CDC-18836	Pioneer Preparatory School
CDC-18479	Pre-Kademy L.L.C.
CDC-8368	Premier Children's Center
CDC-13822	Primrose School Of Ahwatukee
0020209CDCLV48105526	Primrose School of North Phoenix
CDC-19139	Prince Of Peace Lutheran Church And Preschool
CDC-0098	Prince Of Peace Preschool
0020195CDCFH51833063	Quality Interactive Anthem Montessori
CDC-12279	R.E.S.D.#66 - Bernard Black School
CDC-18315	R.E.S.D.#66 - Campbell School
CDC-18316	R.E.S.D.#66 - Ed Pastor School
CDC-18443	Raising Arizona
CDC-16565	Reid Traditional Schools' Painted Rock Academy
0020223CDCLX26141270	Richard E Miller Elementary School Head Start
CDC-10092	Rincon Learning Center

CDC-17676	Rise And Shine Academy Llc
CDC-17327	Rise N Shine
CDC-0267	Robin's Nest
SGH-12610	Rosie's Day Care
CDC-17060	Royalty Learning Center L.L.C.
CDC-14498	S. S. Simon & Jude School
CDC-11616	S.U.S.D.#48 - Hopi Elementary School
CDC-6777	S.U.S.D.#48 - Tavan Elementary School
CDC-18145	Sage Child Development Center
0020250CDCVF21479729	Sahuaro School Head Start
0020203CDCVY12083407	Saint Francis Xavier School
SGH-8851	Sandra E. White
CDC-15394	Scottsdale Christian Academy / Early Childhood
CDC-15206	Scottsdale Preschool
SGH-11317	Secure Childcare
CDC-0851	Shadow Rock Preschool
0020246CDCPS05242976	Shaw Butte School Head Start
CDC-17511	Shellie's Early Start Learning Center #2
CDC-17289	Shellie's Early Start Learning Center #4
CDC-18487	Shellie's Early Start Learning Center #5
CDC-17125	Shellie's Early Start Learning Center L.L.C. #3
CDC-16682	Skyline Education, Inc. Preschool
0020117CDCZS87337431	Small People Preschool
CDC-14823	Smart Children Learning Center Llc
CDC-5239	Sojourner Center Child Development Center
CDC-19164	Sounds Montessori Child Care, Llc
CDC-4709	Southwest Creighton Head Start
CDC-19188	Southwest Early Head Start / Head Start @ Longview
CDC-15893	Southwest Early Head Start / Head Start At Educare
CDC-7346	Southwest Head Start @ Campo Bello
CDC-9608	Southwest Head Start @ Crockett
CDC-4663	Southwest Head Start @ Echo Mountain
CDC-8463	Southwest Head Start @ Encanto
CDC-9609	Southwest Head Start @ Excelencia School
CDC-8105	Southwest Head Start @ Gateway
CDC-4063	Southwest Head Start @ Machan School
CDC-8964	Southwest Head Start @ Montecito
CDC-7158	Southwest Head Start @ Monte Vista School
CDC-4064	Southwest Head Start @ Papago School
CDC-7167	Southwest Head Start @ Pat Tillman
CDC-8046	Southwest Head Start @ Phoenix College

CDC-18558	Southwest Head Start At Brunson Lee
0020208CDCLX87537648	Southwest Human Development Early Head Start and Head Start at Kennedy
0020095CDCJN63904564	Southwest Human Development Early Head Start and Head Start at Palomino
CDC-19187	Southwest Human Development Head Start/Early Head Start @ Solano
0020073CDCZD86310546	Southwest Human Development Head Start @ Park Lee
CDC-14535	St. Agnes Preschool
CDC-15670	St. Francis Xavier Roman Catholic Parish
CDC-14367	St. Gregory Catholic School - Preschool And Extended Care
CDC-14279	St. Jerome Preschool
CDC-14805	St. Joan Of Arc Preschool
0020188CDCDF95279109	St. John Bosco Catholic School
CDC-14341	St. John Bosco Catholic School Program
CDC-0838	St. Mark Lutheran Preschool
CDC-14970	St. Theresa Little Flower Preschool
CDC-16626	St. Thomas The Apostle Catholic School
CDC-14375	St. Vincent De Paul Pre - School
CDC-18893	Starting Blocks Preschool
CDC-16656	Stepping Stones Academy
0020027CDCLN55347572	St Matthew Catholic School
0020054CGHIO59983084	Straight Arrow Explorer Preschool, LLC
CDC-11703	Strong Foundations Early Learning Center
CDC-9276	Summit School Of Ahwatukee
CDC-17604	Sunrise Preschools #113
CDC-17601	Sunrise Preschools #136
CDC-17618	Sunrise Preschools #137
CDC-17607	Sunrise Preschools #144
CDC-17614	Sunrise Preschools #147
CDC-18923	Sunrise Preschools #329
CDC-18413	Sun Valley Preschool
CDC-1622	Susie's Mama Bear
CDC-17434	Sweet Pea Learning Center
CDC-15521	T.E.S.D.#17 - Desert Oasis Elementary School
CDC-15520	T.E.S.D.#17 - Sheely Farms Elementary School
CDC-13100	T.E.S.D.#3 - Nevitt T.O.T.S. Preschool
CDC-6126	T.U.H.S.D.#213 - Mountain Pointe Early Learning Center
CDC-11634	Teach N Tots Inc
CDC-4157	The Family School
SGH-15143	The Gift That Keeps On Giving L L C

CDC-18994	The Learning Experience - Happy Valley
0020216CDCWD01463917	The Learning Experience - Phoenix
SGH-13731	The Lerner's Place Daycare
SGH-18970	The Quail's Nest Preschool
CDC-18184	The Salvation Army Ray And Joan Kroc Community Center
CDC-11999	The S A R R C Community School
CDC-18966	The Son's Children - 36th Street
CDC-8922	The Village Preschool, Inc.
CDC-0032	The Weekday School
CDC-10363	Tiny Treasures Pre-School
CDC-16488	T L C Child Enrichment
CDC-15222	Todays Tomorrow Learning Academy
CDC-10371	T R C C - Ray Rd Inc
CDC-17586	Tree Of Life Preschool Academy, L.L.C.
0020252CDCPG88049834	Tumbleweed School Head Start
CDC-13839	Tutor Time Child Care/ Learning Centers
CDC-13842	Tutor Time Child Care/ Learning Centers
CDC-13845	Tutor Time Child Care/ Learning Centers
CDC-13852	Tutor Time Child Care/ Learning Centers
CDC-13854	Tutor Time Child Care/ Learning Centers
CDC-13861	Tutor Time Child Care/ Learning Centers
CDC-14845	Tutor Time Child Care/ Learning Centers
CDC-10827	United Cerebral Palsy Of Central Arizona
CDC-0024	Upward For Children And Families
CDC-18990	Urban Strategies L.L.C. Early Head Start At Hamilton
CDC-15133	Valley Academy
CDC-0849	Valley Child Care #1001
CDC-12714	Villa Montessori
CDC-12712	Villa Montessori Inc.
CDC-7313	W.E.S.D.#6 - Abraham Lincoln Traditional School
CDC-6529	W.E.S.D.#6 - Acacia School
CDC-11665	W.E.S.D.#6 - Cactus Wren Elementary School
CDC-6545	W.E.S.D.#6 - Chaparral Elementary School
CDC-7632	W.E.S.D.#6 - Ironwood Elementary School & Extended Day
CDC-6548	W.E.S.D.#6 - John Jacobs Elementary School
CDC-11639	W.E.S.D.#6 - Lakeview Extended Day
CDC-15711	W.E.S.D.#6 - Lookout Mountain
CDC-6792	W.E.S.D.#6 - Manzanita Elementary
CDC-7633	W.E.S.D.#6 - Maryland Elementary
CDC-6794	W.E.S.D.#6 - Moon Mountain School

CDC-11675	W.E.S.D.#6 - Mountain View Elementary
CDC-6526	W.E.S.D.#6 - Ocotillo Preschool & Extended Day
CDC-6547	W.E.S.D.#6 - Orangewood Preschool & Extended Day
CDC-17419	W.E.S.D.#6 - Palo Verde Head Start
CDC-6532	W.E.S.D.#6 - Richard E. Miller Elementary School
CDC-6535	W.E.S.D.#6 - Roadrunner School
CDC-7314	W.E.S.D.#6 - Sahuaro School
CDC-6539	W.E.S.D.#6 - Shaw Butte School
CDC-13709	W.E.S.D.#6 - Sunnyslope Elementary
CDC-17441	W.E.S.D.#6 - Tumbleweed Kidspace And Head Start
CDC-6795	W.E.S.D.#6 - Washington Elementary School
CDC-1666	W.E.S.D.#7 - Wilson Primary School Preschool
SGH-5343	Wanda's Day Care
0020248CDCEC44345690	Washington School Head Start
CDC-19216	Watts Family Maryvale Ymca
CDC-15585	We Love Kids Child Care
SGH-15950	Wheeler's Drop-A-Tot
CDC-3574	Whiz Kidz
CDC-8111	Whiz Kidz Preschool - Ahwatukee
CDC-3507	Whiz Kidz Preschool - Midtown
CDC-15922	Woodbridge Private School
0020039CDCDI46455164	Woodbridge Private School (Anthem Campus)
CDC-19123	Y.M.C.A. - Riverside School
CDC-14254	Yellow Brick Road Preschools
CDC-11415	Y Kids - Ahwatukee Family Y M C A
0020051CDCMS23182226	YMCA at Bethune
0020056CDCDC34823803	YMCA at Biltmore Preparatory Academy
0020052CDCYN41683486	YMCA at Dunbar
0020050CDCBX77864365	YMCA at Edison
0020058CDCFM48683622	YMCA at Excelencia
0020060CDCDE35042125	YMCA at Gateway
0020053CDCDP83556475	YMCA at Lowell
0020062CDCTL87209334	YMCA at Machan
0020059CDCKX22098704	YMCA at Monte Vista
0020034CDCEQ03691303	YMCA at Papago
0020061CDCMX55038024	YMCA at The Creighton Academy
0020055CDCNR86922090	YMCA at Whittier
0020242CDCAD61983341	YMCA Early Learning Center--Arcadia Campus
0020063CDCEY82460652	YMCA Kennedy at Loma Linda
CDC-18291	Young Mind Community Center
CDC-18812	Zion Early Learning Academy

Exhibit 79. Head Start Locations

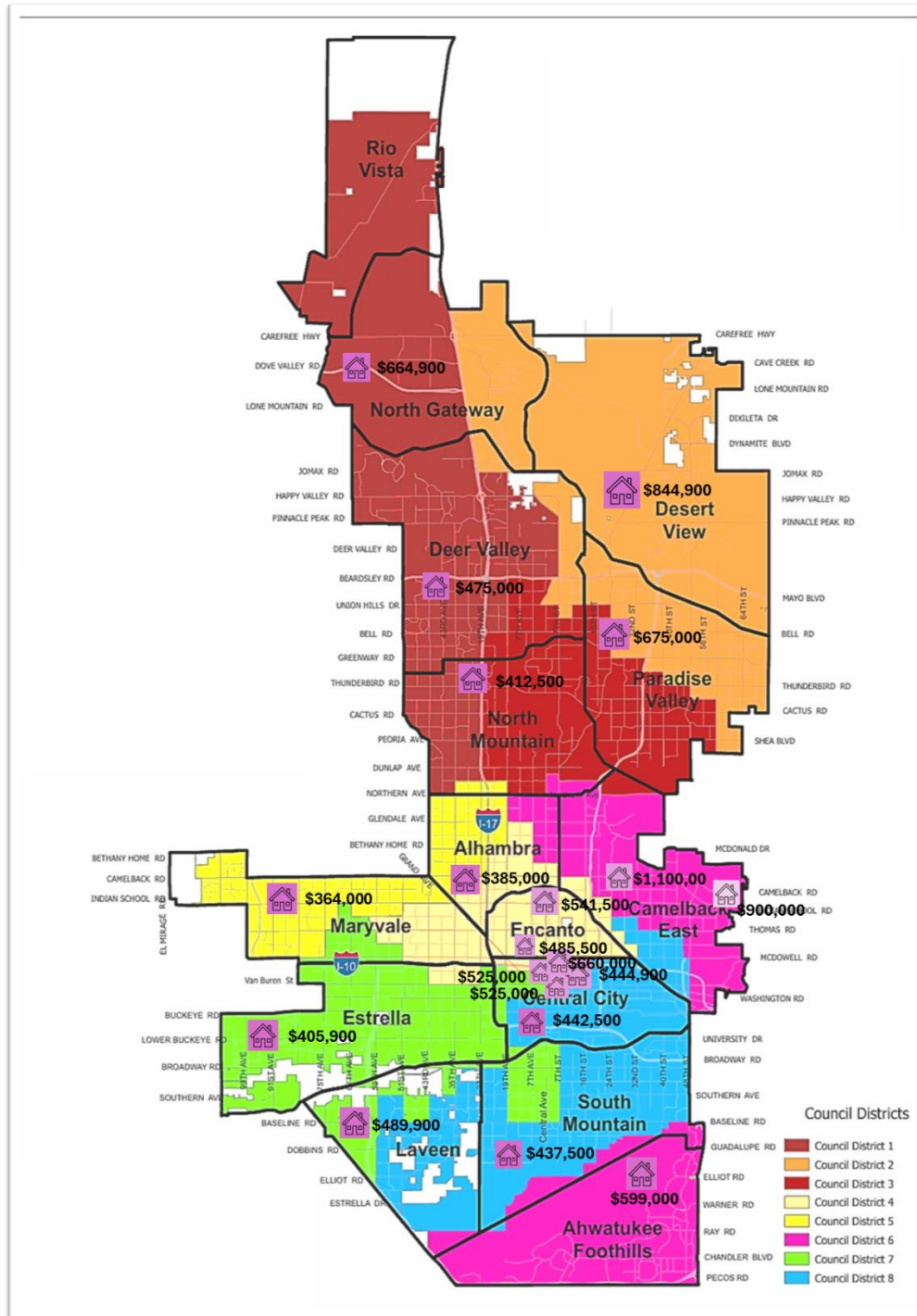
Head Start Center	Location
Lowell Elementary School	1121 S 3rd Ave
Chicanos Por La Causa Inc./Early Head Start	1402 S Central Ave
Marcos De Niza Senior Center	301 W Pima St
Bethune School	1310 S 15th Ave
ASU Preparatory Academy Pilgrim Rest	1401 E Jefferson St
Booker T. Washington Child Development Center	1522 E Adams St
Booker T. Washington CDC - Hamilton	2020 W Durango St
Urban Strategies Early Head Start-Phoenix at Hamilton	2020 W Durango St
Edison School	804 N 18th St
Cesar Chavez Community School	4001 S 3rd St
Phoenix College	3310 N 10th Ave
Excelencia	2181 E McDowell Rd
Child Crisis Arizona Early Education Services Phoenix	402 N 24th St
J. B. Sutton Elementary School	1001 N 31st Ave
Encanto	1426 W Osborn Rd
William R Sullivan Elementary School	2 N 31st Ave
Heard Elementary School	2301 W Thomas Rd
Avalon	825 W Broadway Rd
Kuban Elementary	3201 W Sherman St
Bret Tarver Education Complex	3101 W McDowell Rd
Booker T. Washington CDC - TRAVIS	4732 S Central Ave
Machan	2140 E Virginia Ave
Longview	1209 E Indian School Rd
Wilson Primary School	415 N 30th St
Montecito	715 E Montecito Ave
Creighton	2802 E McDowell Rd
ASU Prep South Phoenix	5610 S Central Ave
Alta E. Butler Elementary School	3843 W Roosevelt St
M.L. King Elementary School	4615 S 22nd St
Madison Park at Longview	1431 E Campbell Ave
Moya Elementary School	406 N 41st Ave
Booker T. Washington CDC - FOOTHILLS	920 W Alta Vista Rd
Gateway	1100 N 35th St
Kennedy	2702 E Osborn Rd
P.T. Coe Elementary School	3801 W Roanoke Ave
Mitchell Elementary School	1700 N 41st Ave
Crockett	501 N 36th St
Immanuel Care for Children	1620 W Camelback Rd
Ed Pastor Elementary School	2101 W Alta Vista Rd

Alhambra Head Start at Westwood Elementary School	4711 N 23rd Ave
Ignacio Conchos Elementary	1718 W Vineyard Rd
Papago	2013 N 36th St
Bernard Black Elementary School	6550 S 27th Ave
Alhambra Head Start at Granada Elementary School	3232 W Campbell Ave
Joseph Zito Elementary	4525 W Encanto Blvd
M.C. Cash Elementary	3851 W Roeser Rd
Solano	1526 W Missouri Ave
Strong Foundations at Homeward Bound	2302 W Colter St
T.G. Barr Elementary School	2041 E Vineyard Rd
Monte Vista	3501 E Osborn Rd
Pat Tillman	4309 E Belleview St
Valley View Elementary	8220 S 7th Ave
Justine Spitalny	3201 N 46th Dr
Alhambra Head Start at Alhambra Traditional School	5725 N 27th Ave
Glenn L. Downs School	3600 N 47th Ave
Educare Arizona	1300 N 48th St
Brunson Lee	1350 N 48th St
Alhambra Head Start at Cordova Elementary School	5631 N 35th Ave
Alhambra Head Start at Sevilla Elementary School	3801 W Missouri Ave
Southwest Elementary School	1111 W Dobbins Rd
Maryland Elementary School	6503 N 21st Ave
Charles H. Harris Elementary	2252 N 55th Ave
Alhambra Head Start Main Campus	4730 W Campbell Ave
Cartwright Tarver	4308 N 51st Ave
Frank Borman School	3637 N 55th Ave
Cartwright School	2825 N 59th Ave
Ocotillo Elementary School	3225 W Ocotillo Rd
Byron Barry School	2533 N 60th Ave
Dr. Marvene Lobato Child Care Center	6250 W Durango St
Sunridge Elementary	6244 W Roosevelt St
Cartwright Child Care Center	5480 W Campbell Ave
Alhambra Head Start at Global Academy Of Phoenix	6615 N 39th Ave
Palm Lane School	2043 N 64th Dr
Fowler Elementary	6707 W Van Buren St
Sunset School	6602 W Osborn Rd
Washington Elementary	8033 N 27th Ave
Palo Verde Elementary School	7502 N 39th Ave
Peralta School	7125 W Encanto Blvd
Desert View Elementary School	8621 N 3rd St
Holiday Park School	4417 N 66th Ave
G. Frank Davidson Elementary	7025 W Catalina Dr
Richard E. Miller Elementary	2021 W Alice Ave

Heatherbrae	7070 W Heatherbrae Dr
Alta Vista Elementary School	8710 N 31st Ave
Manzanita Elementary School	8430 N 39th Ave
Sunnyslope Elementary	245 E Mountain View Rd
Washington EHS Socialization Site	1502 W Mountain View Rd
Manuel Pena Jr	2550 N 79th Ave
Tuscano Elementary	3850 S 79th Ave
Sun Canyon Elementary	8150 W Durango St
Starlight Park Elementary	7960 W Osborn Rd
Mountain View School	801 W Peoria Ave
Tomahawk Elementary School	7820 W Turney Ave
Skyrise School By Kindercare Learning Center - Black Canyon	10653 N 25th Ave
Whiz Kidz	1442 E Chandler Blvd
Raising Arizona - Tolleson	1616 N 89th Ave
Shaw Butte Elementary School	12202 N 21st Ave
Pendergast Early Learning Center	3802 N 91st Ave
Tumbleweed Elementary	4001 W Laurel Ln
Moon Mountain Elementary School	13425 N 19th Ave
Sahuaro Elementary School	12835 N 33rd Ave
John Jacobs Elementary School	14421 N 23rd Ave
Palomino	15833 N 29th St
Tutor Time EHSCCP- 6062	875 E Bell Rd
Echo Mountain	1750 E Grovers Ave
Sunrise Elementary	17624 N 31st Ave
Village Meadows Elementary	2020 W Morningside Dr
Campo Bello	2650 E Contention Mine Rd
Constitution Elementary School	18440 N 15th Ave
Esperanza Elementary	251 W Mohawk Dr

APPENDIX B. MEDIAN HOUSE LISTING PRICE MAP

Exhibit 80. Median House Listing Price by Neighborhood



APPENDIX C. METHODOLOGICAL NOTES AND STAFF FEEDBACK

Methodological Notes

Multiple methods were used to thoroughly assess community needs, this limitation should be considered when interpreting the findings in this needs assessment:

- Although the team aimed to conduct nine focus groups across various community service locations, one scheduled session at a Community Service Center did not take place because the participants were not able to attend. As a result, our client data collection does not include the perspective of clients of one of the three Family Service Centers.

Staff Feedback

As part of the needs assessment, staff were invited to share their perspectives, through surveys, within the different programs and divisions. The input reflects a range of perspectives on various aspects of the different programs and divisions, including strengths, areas for growth, and suggestions for improvement. Staff contributions offer valuable insights that can inform future planning and decision-making, and their candid reflections are appreciated as they provide valuable context and firsthand insight.

Section Instrument	Employee Feedback
Community Services & Initiatives Interview	<i>“Unfortunately, [clients] have a large shadow of doubt cast around them. In my professional opinion, this is where the services workers interactions are critical. Providing support and encouragement to utilize their knowledge and skillsets can create a life changing impact.” - Staff Member</i>
Community Services & Initiatives → HSD Capacity to Provide Emergency Assistance Services Survey	<i>A total of 28 staff members were asked about their perspectives about the most successful programs or strategies over the past year. They primarily felt that community engagement events; partnering with other organizations and divisions; increasing accessibility by offering online, phone and in-person appointments; and training that promoted empathy, described by one staff member as “training that gives us a clients’ perspective of everyday struggles and obstacles”.</i>

Section Instrument	Employee Feedback
Head Start Birth to Five → Division Capacity for Early Education Survey Exhibit 45. Education Staff Ratings of Division’s Greatest Challenges	<p><i>In addition, under “Other”, staff members shared challenges related to work environment, such as “lack of staff accountability within our program, low morale” (Exhibit 45).</i></p>
Workforce Development → HSD Capacity to Provide Workforce Development	<p><i>One staff member reported that one of their biggest successes was focusing on high-demand industries to ensure that their clients get jobs in their pursued careers. She said, “If there isn’t growth in this industry, then what we’re by funding this training we might not be actually setting this individual up for a success . The board outlining its specific in-demand industries has helped us...focus on industries that we know that there’s growth in.”</i></p>
Workforce Development → HSD Capacity to Provide Workforce Development	<p><i>According to staff members, a surprisingly low number of clients are dislocated, with most being low-income individuals. Division leaders reported that “a lot of the people we serve tend to be recipients of [assistance programs] like SNAP.” One staff person pointed out that “We should be serving the same populations that are going into a family service center asking for emergency rental assistance. The head start parents, we know that they meet a certain threshold, and we are not seeing that integration, and so that's something that we're really trying to work on.”</i></p>
Victim Services → Services Provided by Victim Services	<p><i>According to one staff member, “It's about crisis intervention and stabilization. Sometimes it means finding shelter or a safe place to be. Sometimes it means assistance with commodities that you use every day.”</i></p>
Victim Services → HSD Capacity to Serve Victims of Violence	<p><i>“It seemed that every agency in Arizona that worked with our clientele lacked funding.”</i> <i>-HSD Staff Member</i></p>
Victim Services → HSD Capacity to Serve Victims of Violence	<p><i>According to one staff member, “Our division needs the ability to place clients in temporary hotel stays when emergency shelter is not available or appropriate. This is a critical need as shelter beds are limited, programs have</i></p>

Section Instrument	Employee Feedback
<p>Seniors and Older Adults → Primary Causes of Poverty</p>	<p><i>specific eligibility requirements, and affordable housing is not easy to locate/access.”</i></p> <p><i>The Senior Services staff members identified root causes of poverty (Exhibit 63), particularly high cost of living, health conditions, and healthcare costs. More than half also chose language barriers and mental health as causes of poverty for seniors. One pointed out, “Clients take from their available resources, like food, shelter and finances and give to others in need (children, neighbors, strangers and other family members. This is cultural behavior that is imbedded at an early age.” Another one noted, “I’m sure a lot of members would like to go back to work but they feel because of their age and some have medical issues that is why many employers do not hire them.”</i></p>
<p>Seniors and Older Adults → HSD Capacity to Provide Services for Seniors and Older Adults</p>	<p>One staff member reported that “not being able to provide more programming and classes that are interesting to the senior community” were challenges they faced</p>