

CITY OF PHOENIX
HUMAN SERVICES DEPARTMENT

a helping hand



ANNUAL
REPORT
2014-15

Mission: To improve the quality of life for Phoenix residents through innovative social services, educational and victim advocacy programs, collaborations and partnerships.



Moises Gallegos
*Human Services
Director*

*THE VISION OF THE
CITY OF PHOENIX
HUMAN SERVICES DEPARTMENT IS:*

EXCELLENCE IN HUMAN SERVICES.
**We Make
PHOENIX Better!**

Another year has passed for all of us and certainly for the Human Services Department it has been a year filled with many challenges and opportunities. I am so proud to lead this department and be part of a city that is so supportive and responsive to its residents who need assistance as they take steps to better their lives.

Year in and year out, the department strives to deliver essential human services in the most efficient, effective manner possible, and this year was no exception.

- Over 3,700 families received Head Start and Early Head Start services.
- More than 5,000 households received over \$6.6 million in federal tax refunds through participation in the Earned Income Tax Credit program.
- More than 570,000 congregate and home delivered meals were provided to seniors.
- More than 4,400 victims of crime received services including safety planning, crisis intervention, assistance obtaining protective orders, shelter placement and information and referral services.

- Nearly \$7 million was spent on food, rent, mortgages, emergency shelter and utility payments for over 10,000 families in crisis.
- Approximately 2,400 homeless people were served at the Watkins Emergency Shelter, including 331 families with children.

Those are the numbers, and they are impressive, but they only tell half the story. Our department has 40% less staff to assist our residents than we did just 10 years ago. And even with this, we have found answers through technology and process improvement to maintain and improve our customer service. We are more engaged with the community than ever before as we continue to find new methods to build the capacity of our residents to work on their own solutions neighborhood by neighborhood. Here are just a few of those initiatives you will see in the report:

- Rollout of Public Wi-Fi to all 15 senior centers
- Automation of Head Start business processes to reduce and eliminate paper reports and forms

- Scanning project to reduce copying and filing has been mapped out
- Awarded a new Early Head Start – Child Care Partnership grant

On behalf of the city of Phoenix Human Services Department, I extend my most sincere appreciation to all who join us in our journey and with whom we walk along side in service of the Phoenix community. We look forward to continuing these partnerships, and building new ones to extend our reach and impact—together, we make Phoenix better!

Sincerely,

Moises Gallegos
Human Services Director

WHAT WE DO!



Education Division



Head Start 50th Anniversary

On May 18, 1965 President Lyndon Johnson announced the start of Project Head Start which served 560,000 children nationwide and nearly 850 in Phoenix in what was then an eight week summer preschool program. Since that time, the city of Phoenix Head Start program has grown into a comprehensive nine month preschool program serving more than 3,090 preschool aged children and their families addressing health, nutrition, disabilities, social and emotional needs to prepare the child and family for school readiness.

The city of Phoenix celebrated the 50th anniversary with a celebration and art exhibit at City Hall on April 28. Attendees included Mayor Stanton, members of City Council, former Head Start students from the original class of 1965, as well as delegate directors. A class of Head Start children from the Greater Phoenix Urban League delegate performed. Special awards were presented to Calvin Goode and George Dean for their long standing commitments to the Head Start program in Phoenix.

Head Start Program

The city of Phoenix Head Start Birth to Five program provides preschool and home-based services to low-income children and families within the city of Phoenix. The program partners with 13 school districts and two nonprofit agencies to provide school readiness skills in addition to comprehensive social services, mental health, health and nutrition services. Families are encouraged to be active members in their child's education through volunteering in the classroom, becoming a member of the decision making policy council and participating in the development of family goals. The Head Start program is its 50th year of providing quality preschool services to children. During the 2014-15 program year, 3,614 Head Start children and 509 Early Head Start children and families were served.

Patricia Nightingale
Deputy Human Services Director
602-262-4040

The Education Division

operates the Head Start program that focuses on providing preschool children and their families assistance with meeting their social, health, nutritional and psychological needs.

School Readiness Camp

In July 2014, city of Phoenix Head Start partnered with Greater Phoenix Urban League, Pendergast School District and the Mayor's Great Start Program, to host the first Annual "Summer Head Start Readiness Camp". The camp provided the opportunity to engage 129 families during the summer. Key staff took this opportunity to highlight services, talk about school readiness and discuss the role parents play in their child's education. Additionally, parents had the opportunity to engage in workshops that included topics such as Water Safety, Healthy Habits, Stress Management, and Bedtime Routines/Separation Anxiety. While parents were attending workshops, staff provided activities for Head Start children in a classroom setting. On the final day of the event, as part of the Great Start Program, 74 families rode the bus to the Children's Museum where they were greeted by Mayor Greg Stanton.

Learning Institute

Research has shown that early math skills predict achievement in both mathematics and literacy. For the next three years the city of Phoenix Head

Start program will focus on intensive professional development in the area of early mathematics through the Teacher Learning Institute. The long-term goal is to help teachers reflect deeply on their practice, intentionally use evidence based practices and make enhancements in math instruction necessary for improved child outcomes.

In November 2014, 270 Head Start teaching staff and administrators attended the first ever Math Teacher Learning Institute at the Phoenix Convention Center. The theme of the institute was "The Building Blocks of Mathematics." The general session featured renowned early mathematics experts Drs. Douglas H. Clements and Julie Sarama. Four interactive breakout sessions allowed participants to delve deeper into the foundational early mathematic concepts.

Early Head Start – Childcare Partnerships

The Education Division received notification in January 2015, that they were awarded a new Early Head Start – Child Care Partnership (EHS-CCP) grant from the U.S. Department of Health and Human Services. This new grant opportunity will partner Early

Head Start with existing child care providers to implement high quality center-based services to 188 infants and toddlers. The grant will target children residing in the zip codes 85009, 85015, 85017, 85019, 85031, 85033 and 85035.

Success Story

An Early Head Start family entered the program in September 2014. The child was experiencing health problems which required surgeries and multiple doctor and therapy appointments. The mother was also suffering from depression and was in an abusive environment. During the year in Early Head Start, the family advocate and support staff provided the mom with education, support and referrals to community agencies. The family advocate assisted the mom through potty training, increasing social skills, advocacy, empowerment and organizing multiple medical and social service appointments. As the mom was contemplating leaving her relationship and dealing with the stress of her



“CHANGING Children's Lives Forever”

environment, she became depressed. During a home visit, the family advocate saw concerning behaviors in the mom and called the crisis line to get additional support. Terros came to the home to do an assessment and provide resources. The mother began receiving counseling at Valle Del Sol and received additional support from the Family Learning Center and La Frontera AZ. As the mom struggled with her own personal issues and the health issues of her child, she continued in the Early Head Start program and participated in 100% of her home visits and bi-monthly socializations. The mother knew the value of increasing her knowledge and the importance of keeping her child physically and emotionally healthy. As the child transitions out of Early Head Start and into a developmental preschool, she feels well equipped to face the future.

A Letter from a Head Start Parent

Head Start offered information and resources that, at that young of an age, I would have never known was available. I learned about health and nutrition, how to manage my finances, safety and most importantly how to be a better parent. I attended many seminars offered by Head Start and gained priceless knowledge. I was impressed with how much parents are involved in everything from sitting in on interviews for new teacher candidates, to voting on how the finances are disbursed. The



knowledge I learned was timeless and I still use it in everyday life now (11 years later) with my 3 and 4 year old. Head Start not only helped me set goals but to achieve them. I feel that the positive experience my daughter had with Head Start made her love school. She utilized the tools she was given and used them to succeed. She learned not to talk to strangers and knew what to do in the event of a house fire. I watched her bloom from a timid girl into a confident girl who loved to socialize with her friends. Being an only child she learned how to share and communicate her feelings to other children. She learned about the importance of hygiene and loved Circle Time. My daughter and I also had the opportunity to help rally to "save" Head Start. She accompanied me to speak to congressmen and congresswoman about the importance



of the Head Start Program in our community. We were even interviewed by the Arizona Republic on why Head Start was so important to us and we made the front page. Head Start is not only concerned about the child but for the family as a unit! I cannot fathom our lives without Head Start being there to lay the strong foundation for our future. I'm eternally grateful and I hope that future generations will be able to experience Head Start!

WHAT WE DO!



Community and Senior Services Division



Jeffrey Jamison
Deputy Human
Services Director
602-262-4522



The **Community and Senior Services Division** coordinates services for individuals and families who are unable to meet their basic needs. Programs are designed to provide a comprehensive array of services in three major areas – Family Services Centers, Community Initiatives and Senior Services.



Community Services

In FY 2014-15, the Community Services Section spent nearly \$7 million on food, rent, mortgages, emergency shelter and utility payments for over 9,600 distinct families, who also received emergency assistance and case management services.

Over \$6 million was spent to assist 8,850 families make utility payments or deposits and over \$1 million was spent to assist 1,290 families avoid eviction or foreclosure.

Senior Services

Senior centers offered participants a breakfast option and congregate lunch five days a week through the department's Senior Nutrition Meal Program. During FY 2014-15, there were 18,641 healthy breakfasts, 59,748 morning snacks, and 203,989 congregate meals served in the centers. Additionally, 292,634 meals were delivered to homebound seniors throughout the city.

Volunteers provided approximately 131,136 hours of volunteer service throughout the city's 15 senior centers. Volunteers performed a variety of tasks, including participation in site council, leading exercise and other activities, organizing events, and facilitating activities. Using national independent sector rates, these efforts are valued at more than \$3 million annually.

Community Initiatives

The Community Initiatives Section partnered with the Internal Revenue Service and other community partners to facilitate the annual Earned Income Tax Credit Campaign. With the help of 258 volunteer tax preparers, who provided 9,468 volunteer hours or \$213,030 of in-kind services nearly 5,000 taxpayers received over \$6.2 million in federal tax refunds.

The Community Initiatives Section coordinated the city Paint Phoenix Purple and Human Trafficking campaigns, through a myriad of events and awareness efforts. In October, the city of Phoenix hosted the 2nd Annual “Paint Phoenix Purple” campaign in observance of National Domestic Violence Awareness Month. The campaign kickoff was attended by Justice Sandra Day O’Connor, the Mayor and City Council members.



Working in concert with the Human Trafficking Task Force, the Community Initiatives staff supported the Human Trafficking Campaign’s Compass Plan through a variety of community awareness and outreach, training, law enforcement and victims services efforts.



Success Stories

In October 2014, a Travis L. Williams Family Services Center Caseworker II opened an Employment Case Management services for a client. The client and his spouse became unemployed a few months prior. The client’s spouse became pregnant and was determined to be high risk, and therefore unable to pursue employment. The client is an ex-felon and had several barriers in obtaining employment.

Shortly after participating in case management, the client obtained several temporary low wage unreliable job assignments. In the meantime, the caseworker provided the client with utility and rental assistance which prevented the client from becoming homeless. The client was provided numerous employment referrals, resource information and job readiness skill assistance to enhance the client’s ability to obtain meaningful employment. On March 17, 2015, the client secured a full time job with sustainable income and employer provided benefits. The client will also have an opportunity to work overtime for additional income. The client remained in case management for 90 days to provide a safety net in the event the job was not sustained.

In June 2014, a client met with casework staff at the John F. Long Family Services, for utility assistance. The client served as his father’s primary care giver for the past 17 years, thus unable to work full time outside the home. The client provided his father full-time adult daily living services, transportation to and from medical appointments, and prepared meals. The client resided in his father’s home and with no income, struggled to pay the mortgage and utility bills. LIHEAP assistance was provided for the gas and electric bill to resolve the crisis.

In addition to emergency financial services, staff engaged the client in long term case management services. Case management helped the client address income and housing issues as well as provided resources for his mental and physical health, resulting from the loss of his father. Through staff’s diligent support and advocacy, the client was approved for Social Security and received his first check in April 2015. Social Security benefits have allowed the client to go from zero income to receiving \$1,066 in monthly income. This client was very appreciative of all the services provided by staff, who he credits to changing his life.

WHAT WE DO!

Family Advocacy Center and Homeless Programs

Libby Bissa
Family Advocacy Center Director
 602-534-3072



The **Family Advocacy Center (FAC)** was established in 1999 to provide services to victims of domestic and sexual violence while taking a leadership role in educating the public about violent crime. Since that time, the center's service role has expanded to include victims of other violent crimes such as child abuse, physical assault and secondary victims of homicide.



Family Advocacy Center

The Phoenix Family Advocacy Center (FAC) uses a multidisciplinary approach to provide comprehensive services to victims of violent crime. Services include crisis intervention, forensic exams, safety planning, and victim advocacy. Assistance obtaining emergency housing and protective orders is immediately available, along with assistance navigating the criminal justice system, counseling, and long-term case management. In FY 2014-15, an average of 716 contacts were made each month and an average of 330 victims received services each month. Over the fiscal year, 8,589 services were provided and more than 13,400 resources and referrals were distributed. In addition, more than 875 hours of counseling and 750 forensic exams were provided on-site through community-based partner organizations, compared to 669 the previous year. Finally, an average of 90 individuals received long-term case management services each month.

A Su Lado

Each October, as part of Domestic Violence Awareness month, the FAC teams up with Univision to host the A Su Lado live telethon to educate the Spanish-speaking community about the various forms of intimate partner violence and resources available to those affected. At the 2014 event, 16 bilingual volunteers from Jewish Family and Children's Services, Arizona Coalition to End Sexual Assault and Domestic Violence, Chicanos Por La Causa De Colores, and the city of Phoenix answered calls from 124 individuals seeking information and services.



Success Story

Police responded to an emergency call from a 22 year-old female who was assaulted by her spouse. The victim suffered strangulation, multiple punches to the face, arms and chest, and a threat to take her life if she reported the crime. The Phoenix Police Department's Family Investigations Bureau referred the victim to the FAC following a forensic exam. FAC victim advocate staff assessed the victim to be in extreme danger, and began immediate assistance to facilitate a same day order of protection, safety planning, and referrals to legal aide, counseling, and group support. The victim was able to relocate and begin long-term case management services with a community-based service provider co-located at the FAC. They assisted the victim with custody and child support proceedings, and filing for permanent residency through the Violence Against Women's Act.

Homeless Programs

The FAC is home to the city's Homeless Programs (HP) Section, which provides a variety of services to individuals and families who experience homelessness in the city of Phoenix. The HP Section provides direct services including street outreach, rapid rehousing and housing based case management, and

administers contracts with community-based providers for similar services as well as emergency shelter and permanent housing. In addition, the HP Section partners with the city of Phoenix Housing Department to support formerly homeless individuals and families receiving a housing subsidy with wrap around support services. In FY 2014-15, over 16,500 contacts were made through street outreach; over 5,500 individual's utilized emergency shelter; and over 125 individuals received rapid rehousing and housing based case management services.

The HP Section is actively engaged in regional efforts to end homelessness through participation in the region's Continuum of Care. The city plays lead roles in coordinating the annual Point-In-Time homeless street count, which provides a census of the local homeless population, and the Heat Relief Network, which provides water to individuals living on the streets from May through September each year. The summer 2015 Heat Relief Network collected over 360,000 bottles of water for distribution to people living on the streets.

Watkins Emergency Shelter Program

Since 1987, the city of Phoenix has operated the Watkins Emergency Shelter (WESP) to provide safe, acclimatized overnight shelter to individuals and families who are homeless. Since 2006, United Methodist Outreach Ministries (UMOM) has partnered with HSD to operate the WESP year-round. In fiscal year 2014-15, the WESP provided 84,224 bed nights of emergency shelter to 2,316 people, consisting of 506 adults, 776 children and 1,034 single women. More than 120 faith and community-based organizations worked together throughout the year to provide hot meals each night. In addition, a diverse array of government and community based organizations provided medical, behavioral health, and crisis services at the shelter.

Watkins Emergency Shelter COMFORT Program

The COMFORT program provides reading and recreation services for children of families participating in the emergency shelter program at the WESP. The program, which operates three times a week from December to March, is staffed by city employee volunteers. In the 2014-15 COMFORT season, 90 city of Phoenix employees volunteered their time to engage with an average of 20 children per night.



Summer and Winter Respite Programs

During the summer and winter months, the HP Section coordinates the collection and distribution of items to help individuals and families living on the streets cope with seasonal weather conditions. Community-based outreach teams from Basic Mission, Catholic Charities, Church on the Street, Community Bridges, Inc., Healthcare for the Homeless, Native American Connections Inc., Set Free Ministry, Southwest Behavioral Health, TERROS, The Salvation Army, Tumbleweed Center for Youth Development and US Vets distributed the donations collected in FY 2014-15 including:

Summer Respite Program	Year-to-Date
Water	4,763
Sunscreen	59
Socks, underwear, hats	350
Other clothing articles	861
Snack Packs	43
Total	6,076

Winter Respite Program	Year-to-Date
Blankets	1,625
Coats	252
Socks, underwear, gloves	636
Long sleeve shirts and long pants	632
Shoes	63
Total	3,208



Targeted Engagement Efforts

In January 2015, the HP Section conducted a Sunnyslope Connect event in partnership with the St. Vincent de Paul Chris Becker Dining Hall and Valley of the Sun United Way. Approximately 110 individuals attended the event where they received services to assist them in ending their homelessness. Service organizations including Basic Mission, Desert Mission-John C. Lincoln Hospital, Helping Hands, Social Security Administration, SafeLink, Veteran's Administration, Arizona Housing Inc. and the Homeless Project ID provided services at the event. Individuals received the following services:

Services	Individuals
Duplicate Arizona IDs	35
Birth Certificates	42
DES Applications (Food Stamps, TANF, medical benefits)	24
Social Security Applications	37
Cell Phones	35
Housing and Veteran Employment Information	35
VI-SPDAT Assessments	18
Total	226



Success Story

The Homeless Programs Section received a referral for a family including a single mother, her 15 year-old daughter who was 10 weeks pregnant and her 10 year old son, who were being evicted from their place of residence. The mother was working for temporary employment agencies as hours were available, but fell behind on rent following a series of incidents over a two-month period. The HP Section caseworker provided eviction prevention assistance and housing-based case management services to address the housing crisis and promote long-term stability. Together the mother and caseworker developed a case plan to guide progress towards specific, individualized goals including obtaining permanent employment with benefits, applying for food and health-care assistance, and establishing a savings account. Several months after the family completed services, the caseworker received a letter from the client sharing she had moved into a house, obtained a job with benefits, and was no longer receiving government assistance. She was especially happy to report her daughter was back in school full-time after delivering a healthy baby.

WHAT WE DO!

Management Services Division



Lisa Esquivel,
*Deputy Human
Services Director*
602-534-3790

The **Management Services Division** provides support services through six sections: information management, fiscal, contract administration, facilities and property management, Senior Nutrition Meal Program, and payroll.

Information Management

The Information Management Section (IMS) is responsible for developing the department's business applications and supporting the desktops, servers and network.

Rollout of public Wi-Fi to all 15 senior centers is complete. The project also upgraded the network to high-speed fiber. IMS staff, the city's telecommunication team and internet service provider worked closely to coordinate the project. The Wi-Fi has allowed the centers to offer more programs. Center clients are using Wi-Fi to access online services and stay updated on current events.

Various features have been added to Education's Case Management database (CMS) to automate business processes and replace spreadsheets and paper forms. This is a result of an excellent partnership between the IMS team and program staff. The new features include School Attendance tracking, CLASS assessments and School Readiness reporting. The

School Attendance functionality captures child attendance data and provides reports to track and monitor attendance. Online classroom assessments store the results of classroom evaluations and provide reports with scores for comparative analysis which help identify areas for improvement. The School Readiness report consolidates key information from multiple reports into a single comprehensive report; it has replaced the previous method of compiling the data manually and reduced the turnaround times. Finally, the Program Information Report (PIR) has been updated to include new Head Start guidelines. The changes were identified and implemented ahead of schedule.

An interim system has been setup to support the new client appointment process at family service centers. In addition, the IMS team assisted program staff in developing metrics used to measure the process improvements. Appointment functionality and document imaging is being added to CMS; system requirements and design are complete and implementation is well on the way.

Contract Administration

During FY 2014-15 Contract Administration (CA) processed 242 contracts totaling \$37,519,295 and issued 15 solicitations for service.

CA staff worked collaboratively with Family Advocacy Center staff to complete a contract renewal pilot. The pilot shifted the management of the

contract renewal process from program staff to CA staff. CA's initiation and management of the renewal process significantly increased contract amendment accuracy, reduced staff time and achieved a 90% execution rate.

CA staff also initiated a post assessment of the department-wide contract renewal process to improve this process for next year. The Human Resources Department provided experts to facilitate a process improvement session with program and CA staff. This successfully established a contract routing procedure and provided tools to create more efficient and improved contract and procurement processes.

Facilities and Property Management

The section maintains 20 Human Services facilities by evaluating facility requirements and conducting repairs; coordinating, directing and inspecting maintenance and construction projects; and creating building evacuation plans and coordinating evacuation drills. Major construction projects completed this year included the complete roof replacement at the John F. Long Family Services Center, the fire alarm system replacement at the Travis L. Williams Family Services Center, the roof restoration at the McDowell Place Senior Center, and the close-out of the Childhelp Children's Center of Arizona move-in to the Family Advocacy Center.

Property Management oversight is also provided over six additional

department owned facilities. The contract to manage the Family Advocacy Center was awarded to a new property management company, Newmark Grubb Knight Frank (NGKF). Staff were involved in several collaborative projects with our community partners, including the temporary placement of the Arizona Department of Child Safety's Emergency Placement Center within one of the department's facilities.

Facilities staff shop and deliver non-perishable food and fresh fruits and vegetables from a local food bank four days a week to six senior centers and a family services center. In FY 2014-15, the department streamlined the number of programs with food bank programs from two to one with St. Mary's Food Bank to reduce the number of trips staff were making per week and reduce the number of programs staff were administering. The senior centers also receive groceries delivered by St. Mary's Food Bank through the Emergency Food Assistance Program and Commodity Supplemental Food Program.

Senior Nutrition Meal Program

The city of Phoenix Human Services Department provides nutritious meals to senior center and homebound clients. In FY 2014-15, 282,378 morning snack, healthy breakfast and lunch meals were served at the city's 15 senior centers. The healthy breakfast and lunch meals contain at least one-third of the daily recommended allowance for an individual. In addition, 292,634 meals were delivered to home bound clients. The purpose

of the home delivered meal program is to provide older adults with an opportunity to remain independent in their homes and communities. A wellness check is conducted during meal delivery to ensure the general health and well-being of the client. Home delivered meals are funded in part by the Area Agency on Aging, Region One, Inc.

Success Story

In September, Home Delivery Meal Aide Carol Wagman was delivering meals on her routine service route. When Carol attempted to make contact with one of her daily clients, there was no response. Because the client normally answers the door, Carol immediately became concerned. Carol repeatedly called the emergency contact for assistance. Although many attempts were made, she was unable to reach anyone. Carol took the initiative to report the situation to the SAIL case manager. The case manager drove to the client's



home and found that by all indications the client was inside, but unable to get to the door. The case manager called the Police Department and requested a welfare check. Police officers and paramedics found the client who had fallen in her bathtub the prior evening and was unable to get up. The case manager was told had the client not been found in a timely manner, there could have been serious health consequences. In this situation, the extra steps that Carol took to ensure the health and safety of her client were perhaps lifesaving. On a daily basis, staff provide excellent customer service to our clients. This is a true indication of the value the Human Services Department bestows on the clients and community we serve.

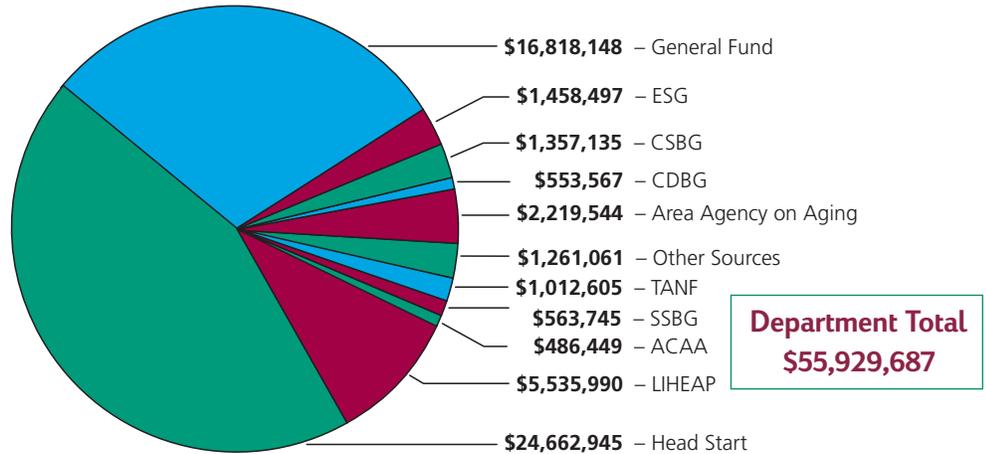
Fiscal

The Fiscal Section processed 3,880 accounting transactions and manually cash receipted \$4,236,448 in revenue for FY 2014-15. In addition, the section was able to take 99% of the discounts offered by vendors. This section worked with department staff and vendors on the implementation of a new citywide procurement system.

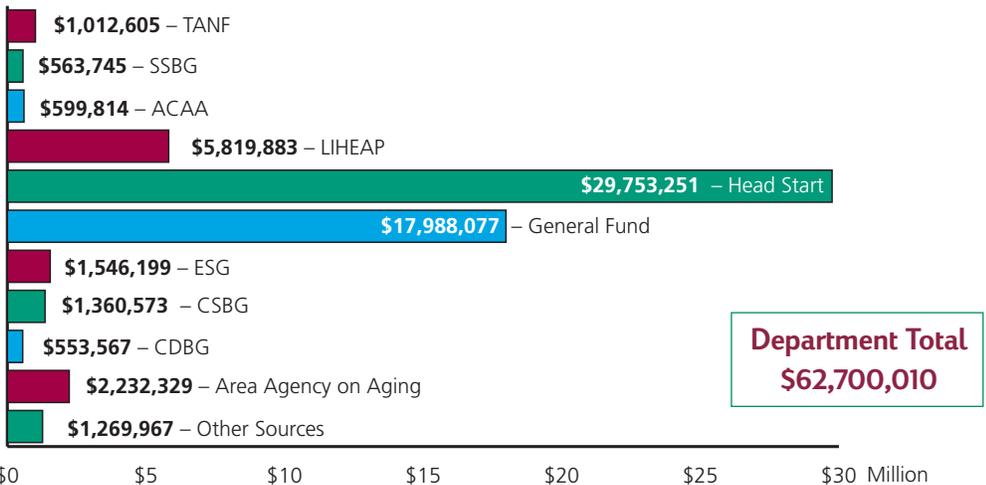
Payroll

The payroll section processes payroll, leave transactions and mileage claims for over 300 employees. This section is responsible for initiating background checks for employees, volunteers, interns and contractors working with vulnerable adults and minors.

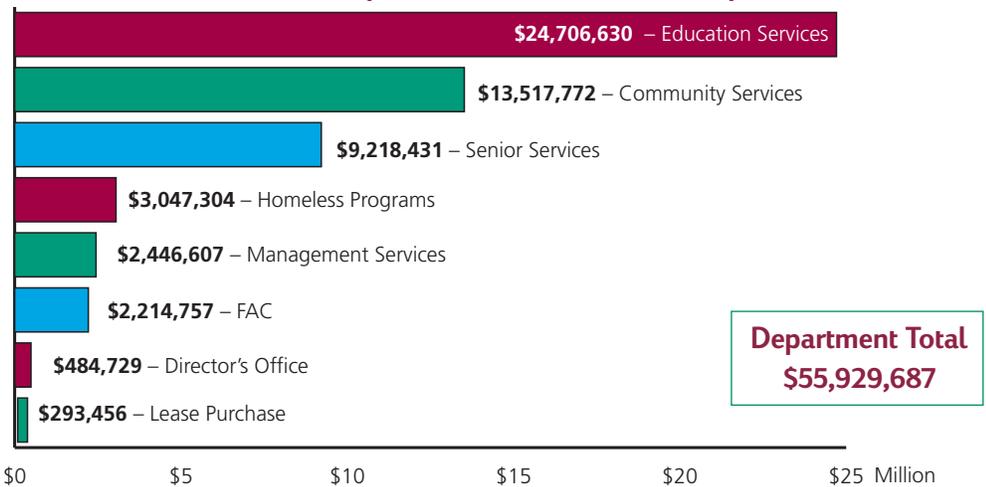
Human Services Department 2014-15 Expenditures by Funding Source



Human Services Department FY 2015 Estimate by Fund Source



Human Services Department 2014-15 Division Expenditures



“SUPPORTING Staff and Department OPERATIONS”

THANKS

For Making PHOENIX Better!

Thank You to our wonderful and dedicated **VOLUNTEERS!**

In 2014-15, volunteers gave more than **137,423 hours** to assist the Human Services Department with their programs and the community.

Based on Arizona's minimum wage of \$8.05, this represents a value of more than **\$1,106,255** in services received.



HUMAN SERVICES DEPARTMENT

VISION AND VALUES

RESPECT

for customers and coworkers.

TRUST

in our leadership and the commitment to fellow staff.

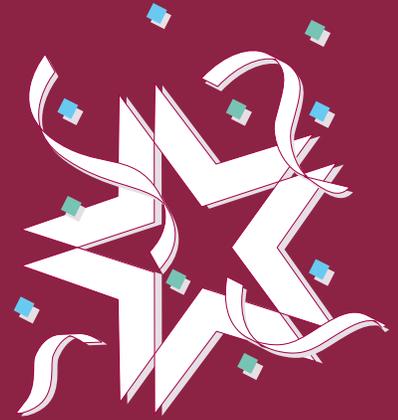
TEAMWORK

multiplies the effectiveness of each and every employee.

A strong **WORK ETHIC & PROFESSIONALISM**
are the cornerstones of our success.

We are CUSTOMER DRIVEN

in our approach to solving problems and improving systems.



City of Phoenix

Human Services Department
200 W. Washington St., 18th Floor
Phoenix, AZ 85003

602-262-6666/Voice
7-1-1 Relay Trained

Visit us at phoenix.gov/hsd

This publication is available in
alternate format upon request.

This report also is available at phoenix.gov/reports