



YOU ARE
AMAZING.





Dear Friends:

As we pause to reflect on the last fiscal year, it is with a sense of remembrance, celebration, and inspiration.

While we spent time grieving the loss of our champion, Mike McQuaid, we also channeled our energy into mission critical and expansion activities.

For the entire year we operated in "COVID-mode," doing everything possible to keep as many clients and employees as healthy and safe as possible.

We brought our two-year zoning case to a mostly successful close with a City Council vote in February. The vote allows us to bring more people into shelter from the streets, however not at the full breadth of our request. And it brings to us a lengthy list of stipulations that will require increased operating costs. In the next 12 months we will pursue the rest of our request, 100 additional beds that Community Bridges would operate at an Andre House property.

The pursuit must continue as the demand for services increases. You will see in the following pages the impact of the Human Services Campus and all of our partners. One of the most striking silver linings from this pandemic year is the strength of our collaboration. Crisis forced us to deepen our coordination and our drive to do the best for our clients will sustain it.

Thank you for being a part of moving everyone from street to home... we couldn't do it without you.

Amy **Schwabenlender**
Executive Director

Jonathan **Koppell**
FY21 Board President

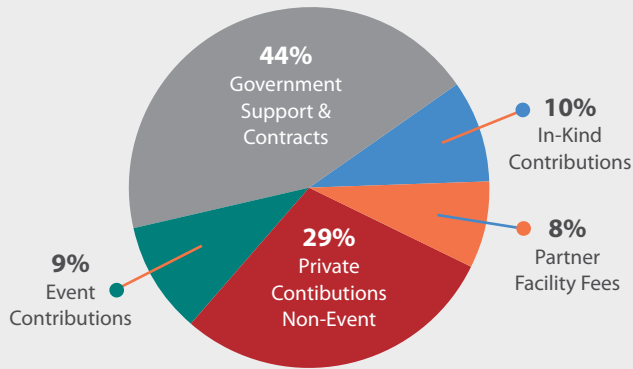


On Cover: In April 2021, mural artist Jayarr Steiner (www.youareamazing.art) painted a free mural on the south side of the building at 1214 W. Madison at the Human Services Campus.

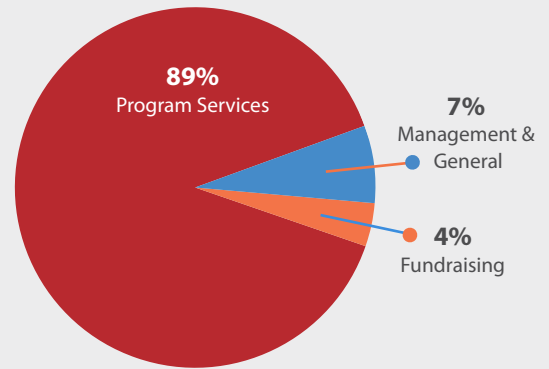


Fiscal Year 2021 Financial Summary

Revenue by Source



Expenses by Function



In March of 2020, none of us knew what to expect from the COVID-19 pandemic. The short-term impact on the finances and operations of the Human Services Campus is substantial. With deep gratitude to many funding partners, we adapted to ensure the greatest health and safety of our clients and employees. Several funding sources are one-time for “temporary” COVID adaptations. The community continues to be generous with in-kind donations through contributions of bottled water, hygiene items, shoes and clothing, towels and more.

HSC ensures cleanliness, landscaping, and safety and security of the facilities. Annual maintenance costs remain relatively stable, although some expenses have increased due to increased service levels. In addition, with the City of Phoenix special permit to increase shelter capacity, several new stipulations require an increase in staffing and neighborhood cleaning expenses.

FY21 taught us all a lot about how to manage more complex grants and contracts and launched us into new territory with meeting the criteria for a Federal Single Audit. We are confident in our ability to fulfill all requirements and have new tools at our disposal for scenario planning that will guide us well into the future as we make long-term plans.

HSC Impact: We stepped back to look at a couple of years’ worth of data to see what may have changed during the year of COVID. Total number of unduplicated individuals who visited the

Human Services Campus:

FY 18/19:	12,690
FY 19/20:	12,168
FY 20/21:	12,047



While unsheltered homelessness and homelessness overall increased in Maricopa County over the same three years, the number of people seeking assistance at the HSC remained essentially level.

FY 20/21 Programmatic Results/Numbers Served:

Safe Outdoor Space: 233 individuals April 2020 through June 2021

Shower Program: 1,091 individuals

Project 8 Bridge

Housing: 82 individuals

COVID Relief Shelter: 4,100 individuals served overnight

Post Office: 7,991 individuals

Assessments: 3,699 clients;

Diversions: Of those assessed, the team diverted 459 to friends and family, quickly and affordably helping move from street to home.



Key Accomplishments and Happenings:

- After a two-year process, the City of Phoenix Council voted on the HSC request to amend its special permit to add emergency shelter beds. Through the “From Street to Home” campaign and the partnership with Andre House, CASS and St. Vincent de Paul, partial approval was given to the Campus. The previous special permit limited the number of shelter beds on the Campus at 425. The amendment will now allow for up to 700 beds and 200 temporary beds for extreme weather situations. This milestone vote in February 2021 means that CASS and HSC are working to safely expand capacity through COVID in order to have more shelter capacity past the pandemic.





- With an intense focus on delivering programs in a client-centered manner the HSC:
 - Changed staffing models so that HSC programs are no longer closed for a “lunch hour.”
 - Extended hours in the Lodestar Day Resource Center to have the Day Room open more hours during the day.
 - Added Staff for the Brian Garcia Welcome Center to be open until 11:00 pm.
 - Continued to safely operate COVID-distanced overnight shelter in the Lodestar Day Resource Center and the St. Vincent de Paul Dining Room.
 - Started a new shower program with twice daily opportunities for any client to use the shower facility.
- With Campus partners, we maintained low COVID positive rates amongst clients by following strict CDC guidelines for mask wearing, cleaning and distancing. We are forever indebted to Circle the City for consistent COVID testing and vaccine distribution.
- Launched a **Multi-Disciplinary Street Outreach Team** to work with partners and do regular outreach and engagement in the area immediately surrounding the HSC to support and encourage as many unhoused and unsheltered individuals as possible.
- In partnership with Maricopa County Human Services Department, HSC successfully closed the Safe Outdoor Space (temporary encampment) with **75% of clients** transitioning to Safe INDOOR Spaces.
- Started to operate a bridge housing program in a nearby hotel with **59 rooms** available for people moving from the streets to Safe Indoor Spaces.
- HSC Executive Director and Program Director accepted to the Shriver Center Racial Justice Institute as a team with individuals from Community Legal Services to pursue long-term systems change to disrupt the continuing racial disparities in the population that is evicted and experiencing homelessness.
- Launch of the **Mike McQuaid Legacy Fund** to honor the legacy of our champion and to create sustainable revenue sources for the HSC.
- Thanks to STN TV, launched the **McQuaid Mission**, a bi-weekly online telecast that brings attention to the issues of homelessness and the collaborations working to end homelessness.

ASU Action Nexus on Homelessness

(<https://publicservice.asu.edu/nexus/about-nexus>)

HSC provides support via the Garcia Family Foundation to the ASU Action Nexus on Homelessness which launched in March 2020. Through this unique partnership, HSC and its community partners benefit from ASU lending its expertise and resources at a regional level to build collaborations, rather than reinforce silos, in order to identify how to work better together. And the ASU Action Nexus provides direct capacity to the HSC and partners through a variety of student efforts and more.

A quick list of highlights from the first 16 months of operating:

- The Action Nexus secured COVID-19 Testing for HSC and partners employees through ASU Biodesign Institute.
 - Recruited and supervised interns at the HSC:
 - Fall 2020: 9 interns.**
 - Spring 2021: 10 interns.**
- **Space Design Project at HSC:** Action Nexus coordinated with the Human Services Campus to identify an architect who engaged three ASU students in a design project in June 2021 which resulted in renderings to redesign space in four structures on the HSC.
- **Autopsy of a Failed System:** The Action Nexus, alongside the HSC facilitated a two-part interactive experience designed to explore the inner-workings and interconnectivity within human services systems. This experience looked at the issue of homelessness through the macro, mezzo, and micro levels, to begin to identify how to work better together to deepen impact across organizations and to create solutions to end homelessness for people as quickly and efficiently as possible. Thirteen 90-minute, in-person sessions were held at the HSC in mid-February 2021, with **63 people** in attendance from 15 organizations.
- Through the Regional Collaborative on Homelessness, co-hosted eight forums to solicit input on regional homeless strategies. In all, over **1,200 community members** were hosted over four months.



Launch of Mike McQuaid Legacy Fund

Mike McQuaid believed that “homelessness is a solvable problem.” He believed in it so much he dedicated his life to ensuring that everyone would have a place to call home. His vision not only helped create the Human Services Campus, it continually evolved and influenced the HSC Board of Directors and employees.

When Mike succumbed to COVID-19 in July of 2020, even as our shock and grief consumed us, we knew more than ever that we had to make his vision a reality. In March of this year, we launched the **Mike McQuaid Legacy Fund**, a \$25M campaign to achieve four primary outcomes:

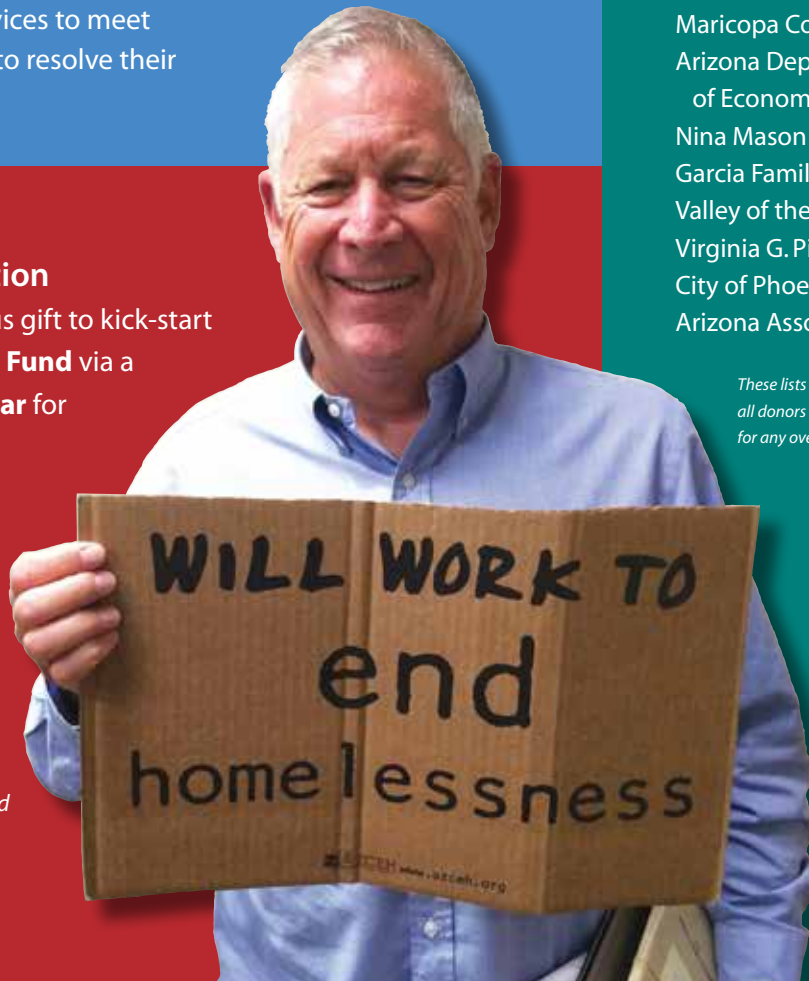
- 1) Increase the number of shelter beds so no one is sleeping on the streets surrounding the Campus, and beautify the neighborhood with new, innovative landscaping.
- 2) Expand our multi-disciplinary Street Outreach program with a focus on mental health to address the needs of unsheltered people experiencing homelessness.
- 3) Renovate and update Campus buildings to serve more clients more efficiently, reducing the time people spend while transitioning from street to home.
- 4) Expand Campus resources regionally in the east and west valley, leveraging the proven model of the HSC’s collaborative services to meet people where they are to resolve their homelessness.

A big thanks to the Garcia Family Foundation

for their incredibly generous gift to kick-start the **Mike McQuaid Legacy Fund** via a **\$10M grant of \$1M per year for 10 years.**

Our goal is to have our funding sources identified by **June 2022** for the remaining **\$15M** needed for these new visionary services.

*Right: Our champion Mike McQuaid
Photo credit: Joan Serviss*



Valued Supporters at \$50,000 and More FY21:

Garcia Family Foundation
U.S. Department of Housing
and Urban Development
Maricopa County
David and Weezie Reese
Valley of the Sun United Way
Avondale Toyota
Thunderbirds Charities
City of Phoenix
Mercy Care
Bank of America Charitable
Foundation
Blue Cross Blue Shield Mobilize AZ
BHHS Legacy Foundation
Nina Mason Pulliam Charitable Trust
Virginia G. Piper Charitable Trust
Thurston Family Foundation
The Moreno Family Foundation
Arizona Coyotes Foundation/
Gila River Indian Community

COVID-19 Specific Assistance \$5,000 and More

Maricopa County
Arizona Department
of Economic Security
Nina Mason Pulliam Charitable Trust
Garcia Family Foundation
Valley of the Sun United Way
Virginia G. Piper Charitable Trust
City of Phoenix
Arizona Association of Realtors

These lists reflect our best effort at identifying all donors at these levels. We apologize deeply for any oversights or omissions.

Human Services Campus, Inc. FY20/21 Partner Results:



A New Leaf

Served **143** single adult men and women with **Rapid Rehousing Services**, an effective housing strategy to provide permanent housing.

Arizona Department of Economic Security

Completed **13,328** client visits for assistance with **Benefits and Medical Eligibility**, connecting individuals with State benefits and SNAP (Supplemental Nutrition Assistance Program) cards.

Brighter Way Institute

2,017 unique patients (274 veterans) for **dental services** with 8,194 services provided (2,448 to veterans). This is Brighter Way's 20th Anniversary year. Since inception 20 years ago, the Brighter Way Institute has proudly provided an estimated 1,336,908 services to 158,027 patients through 413,248 patient visits. In this time frame, the services have an **estimated market value of \$183,459,182!**

Catholic Charities – VA-Funded Transitional Living Program

Since reopening in March 2021, the Veterans Outreach Center (VOC) served 111 veterans with: completed housing plans, referrals to VA services, computer lab access to search for jobs and housing, and basic resources like backpacks, clothing, and hygiene items. Twenty-eight of those veterans left the VOC directly for housing, substance abuse treatment, or placement in a VA-funded transitional living program.

Central Arizona Shelter Services (CASS)

Sheltered and provided housing and case management services to **3,602** unduplicated single adults on the HSC; as well as sheltered 227 seniors and medically vulnerable persons in Project Haven, a hotel that was used during the COVID-19 pandemic to shelter CASS' most vulnerable clients.

Chaplaincy for the Homeless

Served **7,900** individuals Valley wide, providing hope and encouragement on their journey toward self-sufficiency.

Circle the City

The **Health Clinic** completed 13,544 patient visits and the **Medical Respite Program** completed 10,137 patient visits.

In addition, Circle the City completed 1,469 COVID-19 tests and several thousand COVID-19 vaccinations on the Campus.

Community Bridges, Inc. (CBI)

Phoenix Rise

Outpatient Enrollments: 657 – For ongoing behavioral health and substance abuse services to members on the Human Services Campus.

Navigator Enrollments: 2060 – For interim services related to the connection to ongoing services, community resources, diversion, housing and positive transitions off the campus into community.

Campus Response: 3,390 total responses to calls: 1,206: EMT Campus Response Team (Crisis) and **2,184:** CBI Campus Response (Non-Crisis)

PATH Outreach managed the cases for **1248 individuals**; completed 149 evaluations for serious mental illness, connected 544 clients to emergency shelter and diverted 32 clients out of homelessness. CBI PATH partnered with the Human Service Campus during the pandemic to provide COVID-19 screenings to members entering the campus, moved encampments to the Safe Outdoor Space to encourage social distancing, and transitioned campus shelter residents to the quarantine shelter.

ELAINE

Provided **1,818** transports around the Social Determinants of Health to **338** unduplicated clients.

Homeless Court

236 cases resolved, **\$133,791** fines resolved, **28,861** community restitution hours were provided by the HSC Homeless Court Advocate.

Homeless I.D. Project

Provided clients with **6,368** replacement **identification documents** needed for employment, housing, and basic benefits. Documents include Arizona state IDs and Birth Certificates from all 50 states.

St. Joseph the Worker

Served **978** individuals with intakes and employment support services at the Campus, and assisted **628 clients** in gaining quality employment. Average pay was **\$15.86/hour** with **79%** of people eligible for benefits.

St. Vincent de Paul

Served **320,693** meals on the HSC. In March 2020, pivoted services by providing to-go meals while enforcing social distancing. Continued to serve all guests through the pandemic and did not miss one meal.



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