



Annual Impact Report

Fiscal Year 2025

**Working together.
Ending homelessness.**

Fiscal Year 2025
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Valleywise

Jeff Lowe
MidFirst Bank

Patrick Tighe
Snell & Wilmer

Arlen Westling
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A letter from our CEO

Dear Friends and Supporters of Keys to Change,

A new name, a new brand, a new atmosphere at Key Campus - Fiscal Year 2025 held a lot of refreshing newness. It also brought a slow ramp down of critical shelter and outreach programming leaving us with less indoor capacity and fewer staff to engage with unsheltered people across Maricopa County.

The ebb and flow of demand to provide client-centered services to each and every homeless person is not new to us. It is emotional and personal, the work we do as a nonprofit to serve the unhoused.

At the end of a fiscal year, it's important for us to pause and reflect on the totality of our efforts. And to recognize and acknowledge the massive amount of positive outcomes created by the 100+ employees of Keys to Change. The frontline staff working 24/7 are often overlooked as they stretch to meet as many client requests as possible. We proudly acknowledge them here in the data and stories of the Annual Impact Report.

As you read this report, we hope you feel the passion and purpose of the work of Keys to Change. We hope you feel the gratitude for our donors and volunteers who help us unlock solutions to homelessness, and our Board of Directors who advocate for us continuously to raise resources and awareness.

There isn't a 12-month period that we can reflect back on and say, "that was all wonderful." Looking back does give us the reminder of why we do this work and the inspiration to keep doing it.

Keys to Change is firmly committed to the short- and long-term tactics and strategies that it takes to work together and end homelessness.

Thank you for making it possible.

Amy



Key Metrics

Keys to Change manages Key Campus operations and a range of innovative programs - providing direct homelessness prevention and intervention services, while increasing access to housing in Maricopa County.

Keys to Change served

21,009

unique individuals on their
housing journeys in
Maricopa County

PREVENTION



\$43,000

Diverted 181 individuals to live with family or friends, preventing the need for them to enter the homeless services system at all



\$870,000

Prevented homelessness for 503 individuals through Flex Funding, eg. rent assistance, eviction prevention, one-time emergency bill payment

INTERVENTION



608

people attended five Project Connect events throughout the Valley



878

people engaged with services through Street Outreach



4,047

people sheltered in Respiro Shelter and Key Campus Overflow



1,364

served at the Safe Outdoor Space (a project with City of Phoenix)

ACCESS TO HOUSING



\$390,000

Social Security backpay secured for Keys to Change clients in addition to nearly \$40,000 in monthly benefits



2,188

individuals moved into permanent housing from across all Key Campus partners and programs

Source: Maricopa County HMIS. Keys to Change & LDRC program records. Data reviewed for 07/01/2024-06/30/2025.

Our Stories

Working together. Ending homelessness. And celebrating the humans we meet along the way.

Juli and Peggy | Key Clients



“When you hit rock bottom, you hit rock bottom hard. That’s where I was when I came to Key Campus. And I lucked out. I got in good with some really good people who watched over me. Eventually, I was able to watch over others. Now Peggy and I take care of everything together. We take care of each other. Like it was meant to be.” - Juli

“The staff at Key Campus really helped us out a lot.

Aimee from the Welcome Center is a sweetheart. She referred me to Respiro, and that’s where I met Juli. Juli and I became fast friends, and now we’re family. I didn’t really have that growing up. If it wasn’t for the people and services at Key Campus, who knows where Juli and I would be right now. I fear we would not be here.” - Peggy



Juli and Peggy finish each other’s sentences—playful interruptions, affectionate corrections, and plenty of laughter. But their friendship didn’t begin with laughter. In fact, it began when they were both at a low point: at a homeless shelter at Key Campus. “It’s very scary out there,” admits Peggy. “Especially for women,” adds Juli. For Peggy and Juli, Keys to Change’s Respiro Shelter provided a calm, hopeful space in the midst of the chaos and despair of unsheltered homelessness.

For months, they worked with staff on benefits applications, housing applications, budgeting, medical treatment plans, and more. When Peggy’s housing voucher came available while Juli was still on the waitlist, it seemed like a no-brainer to become roommates. Two years later, they can reflect on their time at Key Campus with fondness and a sense of relief. These days, you’ll catch them spending quiet nights at home, and preparing home-cooked meals together. Thank you, Juli and Peggy for sharing your story, and for taking such good care of one another!

Faye Gardner | Key Collaborator



“If you’re unsure about volunteering, just come and try it. You’ll meet people who share your care and concern, and you’ll discover how rewarding it is to know you’ve made a real difference. It will amaze you!”

Faye Gardner of Universal Presbyterian Church in Tempe has been a passionate advocate and host for Project Connect since March 2022. Hosting the event is no small undertaking. It requires a lot of time, and a true community mindset. Faye gets the job done while radiating peace, patience, and kindness.

Faye's commitment to serving our unhoused neighbors reflects the heart of the Keys to Change mission. Faye shares, "Seeing how many guests truly appreciate what Keys to Change does—bringing together service providers, community members, and volunteers—is deeply moving. Hearing from guests about how important this is in their journey toward housing is incredibly powerful."

Faye and her husband Larry exemplify compassionate service, offering accessible pathways to vital resources that many in the community might not otherwise reach. Their involvement has inspired others in their faith community to join the effort, creating a ripple effect of kindness in action. Thank you Faye!



Rima McIntire | Key Contributor

“My hope and prayer is that more people open their hearts and truly reflect on what it would be like to experience homelessness. I hope we reach a point where Keys to Change raises enough money each year to meet our clients' needs.”

Rima McIntire has been a supporter of Keys to Change for over 15 years. She is a donor, volunteer, and community advocate. Serving as a Board Member and on the *Mike McQuaid I Am Home Breakfast* planning committee, she is instrumental in bringing together friends, business leaders, and community partners to ensure Keys to Change's programs continue to move thousands of individuals and families into their own homes each year.

Rima met Campus co-founder Mike McQuaid and his wife Molly in 2010 when she moved in across the street. She says, "That simple, random move turned into the beginning of a deeply cherished relationship. Mike and Molly took me under their wings, and Mike became a mentor to me, just as he did for countless others."

Regarding Keys to Change and our mission of ending homelessness, Rima states she is grateful every day for her blessings: air conditioning, a comfortable bed, and the simple joy of dining out. The pain of not having shelter, security, or anyone who cares is hard to imagine. She's fighting for a better way. Thank you, Rima, for offering hope and dignity to our clients at Keys to Change!



Juli (left), Peggy (right), in their home with Keys to Change Navigator Heather (center)



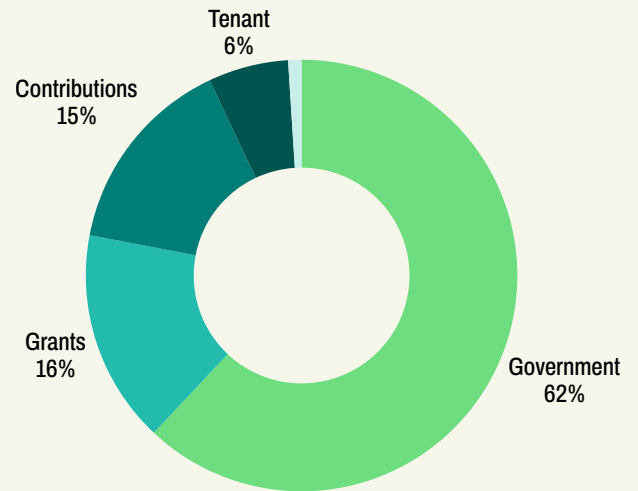


Financials

Revenue Sources*

\$20,857,828

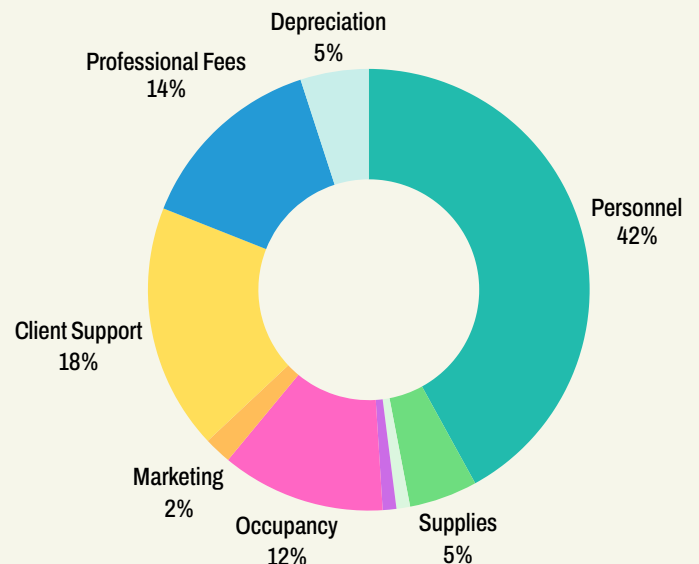
- Government
- Grants
- Contributions
- Tenant
- Other



Operating Expenses*

\$20,951,652

- Personnel
- Supplies
- Communications
- Insurance
- Occupancy
- Marketing
- Client Support
- Professional Fees
- Depreciation



* Based on Unaudited Fiscal Year-End Financials

Keys to Change managed a break-even year thanks to increased fundraising and contract reimbursements. The team also properly managed expenses, keeping them below budget. The majority of expenses remain the same: 1) Personnel (of which 80% is direct program personnel), and 2) Direct Client Support such as rental assistance, move-in fees, eviction prevention assistance, and diversion.

The operating budget has fluctuated significantly over the last five years due to millions of dollars of ARPA (American Rescue Plan Act) funds which allowed us to shelter and house thousands of individuals during the pandemic. It was an honor to serve the community in this way. We anticipate a steadier operating budget moving forward, and, as always, will answer the call to lead the community in efforts to serve the unhoused.

Collective Impact



The Arizona Pet Project

Provided 333 service animals with veterinary services, and vaccinated 180 animals.

Andre House

Served 163,433 meals, provided 6,000 showers, and 1,200 loads of guest laundry.

Brighter Way Dental Center

3,302 adults received 31,039 oral health services, including 7,078 to veterans.

Central Arizona Shelter Services

Provided shelter to 3,318 individuals with 257 exits to permanent housing.

Community Bridges, Inc.

Provided behavioral health and substance abuse services to 390 individuals, and diversion and housing services for 2,190 individuals.

Circle the City

Provided medical, behavioral, and psychological health services, and physical therapy for 3,310 individuals. Provided respite care for 272 individuals.

Arizona Department of Economic Security

Completed 21,177 client visits for assistance with benefits and medical eligibility, connecting individuals with State benefits and SNAP (Supplemental Nutrition Assistance Program) cards.

Elaine Transportation

Provided a total of 9,044 rides to 2,471 unduplicated individuals to locations focused on the Social Determinants of Health.

Homeless ID Project

Assisted nearly 18,000 clients with documents needed for employment and housing. Provided 10,000 AZ State IDs and supported 4,000 clients in receiving their birth certificates (all 50 states!).

Maricopa County Homeless Court

Helped 226 clients move closer to housing by resolving \$160,059 in fines and 28,664 community service hours.

St. Vincent de Paul

Served 410,663 meals to clients, and housed 25 individuals through the Campus Workforce Opportunities program.



Keys to Change is the lead organization for Key Campus, a 13-acre, one-stop campus offering wrap-around solutions for those experiencing homelessness in Maricopa County. Partner organizations provide a variety of efforts across prevention, intervention, and housing.

Keys to Change is continually grateful to our partners, some who have been on Campus since it opened in 2005. Each service offered is a necessary step to housing for clients.

Together, solving the housing crisis is within our reach.

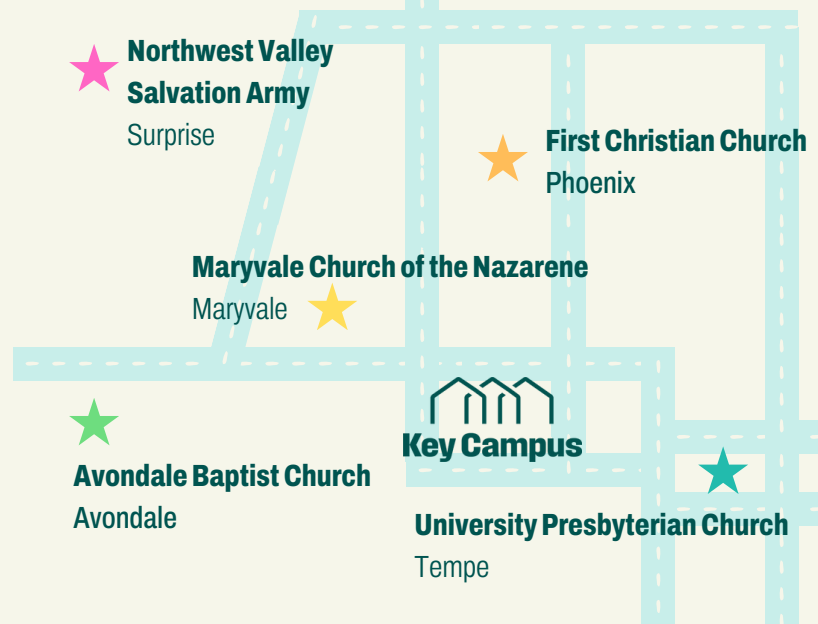


On the road with Project Connect

Project Connect is a one-day pop-up event designed to reach individuals experiencing homelessness in areas with high need or limited access to services. In Fiscal Year 2025, Keys to Change organized five Project Connect events across the Valley.

In collaboration with host sites and municipal partners, we create welcoming spaces where guests can access real-time resources, compassionate support, and vital services.

Through the dedication of community providers, volunteers, and Keys to Change staff, we work collectively to help individuals take meaningful steps toward stability and housing.



5 Events



141 Volunteers



967 Volunteer Hours



609 Guests



1,481 Service Connections



The Journey Ahead with Keys to Change



Scan to donate, tour,
or volunteer. Visit
[KeysToChangeAZ.org](https://www.KeysToChangeAZ.org)

The world around us is rapidly changing. Our commitment to our community remains steadfast. The goal is the same: a day in Maricopa County when episodes of homelessness are rare, brief, and non-recurring.

When you give, volunteer, or share your expertise, you become a key part of ending homelessness in our community.

We invite you to walk alongside us and help sustain the work of Keys to Change. We will get there. Working together. Ending homelessness.