

A man with a beard and a green baseball cap is smiling and holding a small, light-colored dog. The dog is wearing a red harness and a black boot on its front leg. The man has a tattoo on his arm. In the background, there is a house and some trees.

**WORKING TOGETHER.
ENDING HOMELESSNESS.**



IMPACT REPORT

Fiscal Year 2026



A MESSAGE FROM OUR CEO

Dear Keys to Change Champions,

We've been through a lot this year. With your support, we've accomplished some really difficult things. In Fiscal Year 2026 we created extraordinary impact together. I'm excited to share it with you.

The data in this report reflects the incredible will and determination of Keys to Change staff. Immense numbers of people served. Complex issues untangled. Pathways to housing made clear.

Keys to Change is proud to be the only 24/7/365 walk-up location in Maricopa County for anyone experiencing homelessness. Valley-wide partnerships and flexible funding make it possible for us to connect people with the right resources, while turning no one away.

This year, in addition to thousands served across multiple programs, we made major updates to the physical space of Key Campus. The outdated lawn transformed into a healthier, more shaded central Plaza complete with colorful exterior paint, native trees, and built-in seating. As renovations continue (more about that on page 9), through the predictable unpredictability of construction, we are grateful for the construction managers and contractors who saw (and are seeing!) projects through to completion.

And in November we celebrated the 20th anniversary of the Human Services Campus, now Key Campus. Looking through pictures and files from over the years and talking with people who were involved in the original campus project helped us remember the hard work and sacrifice it took to bring the campus to life, and re-affirmed the commitment of many to continue until homelessness is rare, brief, and non-recurring.

We are grateful for the diverse and expansive community that supports our work including financial donors, volunteers, and the Board of Directors. And perhaps most importantly, we are grateful for the Keys to Change staff whose dedication makes it all possible. Our hope is that the stories and data in the following pages demonstrate the depth of our gratitude.

Thank you,



FISCAL YEAR 2026 FINANCIALS

Operating revenue and expenses decreased with the closing of ARPA funded bridge housing and outreach staff in mid-FY25. Of total expenses, program staff and client support continue to be the two largest investments at Keys to Change. Restricted funds from FY25 were available to cover related FY26 expenses (shown as fiscal year end deficit). *Note: In FY25 and FY26 approximately \$5M of government revenue is from the City of Phoenix, to operate the city's Safe Outdoor Space.



*Supplies (3%), Communications (1%), Insurance (1%), Transportation and Training (1%), Equipment (1%)



BOARD OF DIRECTORS

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OUR STORIES

Teresa

KEY CLIENT

When a significant other's struggles with mental health and substance use turn toxic, there are no easy answers. When Teresa's live-in partner turned to alcohol and became abusive, she made the difficult decision to end the relationship.

Making ends meet alone, the bills piled up quickly, and soon Teresa received an eviction notice. She then became unhoused and unsheltered in the same North Phoenix neighborhood she'd been renting in. Free from her abuser, but at the mercy of the streets.

It was in that same neighborhood where she met Josh from Keys to Change's Street Outreach team for the first time. They would meet again at Key Campus, where her journey back home – and back to herself – would begin.

Staying in Respiro Shelter at Key Campus, Teresa had the stability she needed to enroll in Commercial Driver's License (CDL) classes. Josh then referred her to Tempe's I-HELP program, where she completed her CDL certification and found a job with Valley Metro.

By the time she'd saved up for a apartment, Teresa was more than ready to rebuild her life on her own terms. Through a Keys to Change program, Josh helped furnish her new apartment. Now, all six of Teresa's children are back in her life as she works to regain custody. On a recent visit, she and her eldest daughter, reunited after a period of estrangement, got matching tattoos that say, "You Are My Sunshine."

These days, Teresa drives a city bus, giving rides to people she recognizes from her time in the shelter. Because Teresa chose herself, she now gets to be that familiar face – that ray of sunshine and beacon of hope for others on their own journeys home.



Atul, Eagle Scout

KEY VOLUNTEER



Atul's journey to becoming our Key Volunteer for Fiscal Year 2026 began during his summer as a camp counselor, where he witnessed firsthand how quickly the intense Arizona heat could impact even well-prepared campers. Realizing that individuals experiencing homelessness face these brutal conditions daily without any shelter or resources, the 17-year-old Desert Mountain High School senior knew he had to act.

Driven by his dedication to scouting since the seventh grade, Atul partnered with Keys to Change for his Eagle Scout service project, leveraging our Thirst Aid campaign to turn his vision of community care into a reality. To achieve his Eagle Scout rank, Atul mobilized a powerful network of volunteers to collect donations and assemble custom heat relief kits filled with life-saving essentials.

Reflecting on the experience, Atul credits the supportive and kind staff at Keys to Change for helping him see the project through to successful completion, and he enthusiastically recommends the organization to other scouts looking to make a tangible impact. We are incredibly proud to honor Atul as our Key Volunteer, celebrating a young leader whose empathy and initiative brought vital relief to our most vulnerable neighbors.



Salt River Pima-Maricopa Indian Community

KEY COLLABORATOR

No one person or organization can solve homelessness alone. That is why collaboration is key to everything we do at Keys to Change. The Salt River Pima-Maricopa Indian Community (SRPMIC) has been one of our faithful collaborators for more than five years.



Winter Wood, Gary Bohnee, Jacob Butler, 12% Committee Members

Gary Bohnee, Special Assistant to the Office of Congressional and Legislative Affairs with SRPMIC, says, "Keys to Change is an organization that is in the trenches every day. The wrap-around services they provide clients give them the greatest chance of succeeding in finding employment and housing."

During COVID, the SRPMIC became aware of the growing need at food banks, shelters, and other social service organizations. Since then, these programs have been a priority for the SRPMIC's gaming grant program. Specifically, they have supported Keys to Change's Street Outreach program, realizing that outreach is critical to helping an individual connect with the right services. SRPMIC is there every step of the way, from the first bottle of water and hygiene kit handed out during street outreach, to the long-term support that leads to a job, benefits, and housing.

The hope of the SRPMIC is to see more success stories of people finding their way out of homelessness. With their help, Keys to Change will continue to be the catalyst for these stories and innovative change in the homeless services system.

FISCAL YEAR 2026

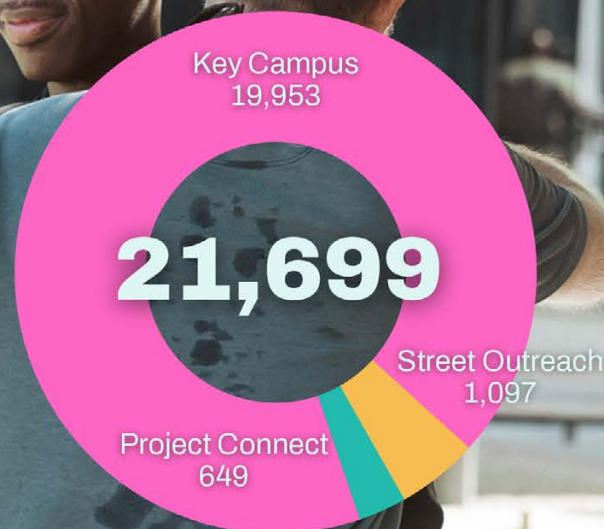
KEY METRICS

21,699

CLIENTS SERVED

Demographics

- 7,282 clients arrived to Key Campus from a place “not meant for habitation”
- 3,527 clients served were experiencing homelessness for the first time
- 4,820 clients were experiencing homelessness for more than 12 months
- Clients’ top reported reasons for their homelessness was a family dispute or overcrowding (2,744) or loss of income and/or employment (2,181)



Key Insights

In Fiscal Year 2026, our programs stepped up against daunting odds. With the closure of more than 1,000 shelter beds across Maricopa County in 2025 due to the end of ARPA funding, the Keys to Change team adjusted.

The Brian Garcia Welcome Center and the Street Outreach program saw significant increases in their numbers, demonstrating that the remaining continuing programs absorbed a larger share of service activities after shelter beds closed.

Prevention efforts increased as well, serving almost 400 additional clients through Diversion, and more than 200 additional clients through Flex Funding. These programs are designed to prevent homelessness by keeping people housed, or to find rapid resolutions through one-time financial assistance and family reunification.

Despite increased community need and significantly reduced resources, Keys to Change helped more people achieve positive and permanent housing outcomes than the prior year, and succeeded in putting the client first and living out its mission, to end homelessness for as many people as possible.

PREVENTION

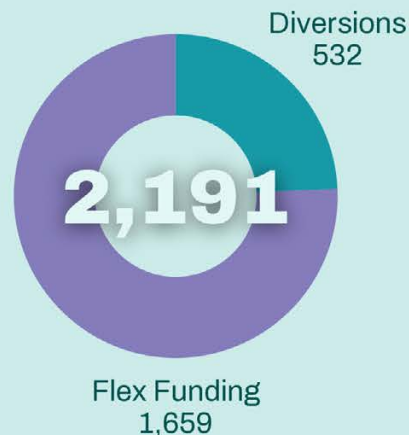


Stopping homelessness before it starts through eviction prevention and community-based early intervention.

Total Served: 2,191

- 532 Diversions
- 1,659 Flex Funding Recipients (744 households)

A **diversion** is a family reunification with transportation and logistical support from Keys to Change. **Flex Funding** is a one-time emergency bill assistance program focused on eviction prevention and rapid resolution.



INTERVENTION



Providing compassionate care and wraparound services for those in active crisis due to episodic or chronic homelessness.

Total People Sheltered by Keys to Change: 1,821

- At Respiro: 584
- At Safe Outdoor Space (SOS): 1,237



6,008

utilized the mailroom and Key Campus as primary address



746

received SSI/SSDI (social security) application assistance



1,263

received specialized housing navigation services

HOUSING



Connecting individuals to permanent housing through multidisciplinary outreach, case conferencing, and housing navigation.

Total Positive Exits: 1,948

- Permanent Housing: 1,612
- Transitional Housing or Rehab/Healthcare Placement: 245
- Other Positive Exits: 91



KEY CAMPUS

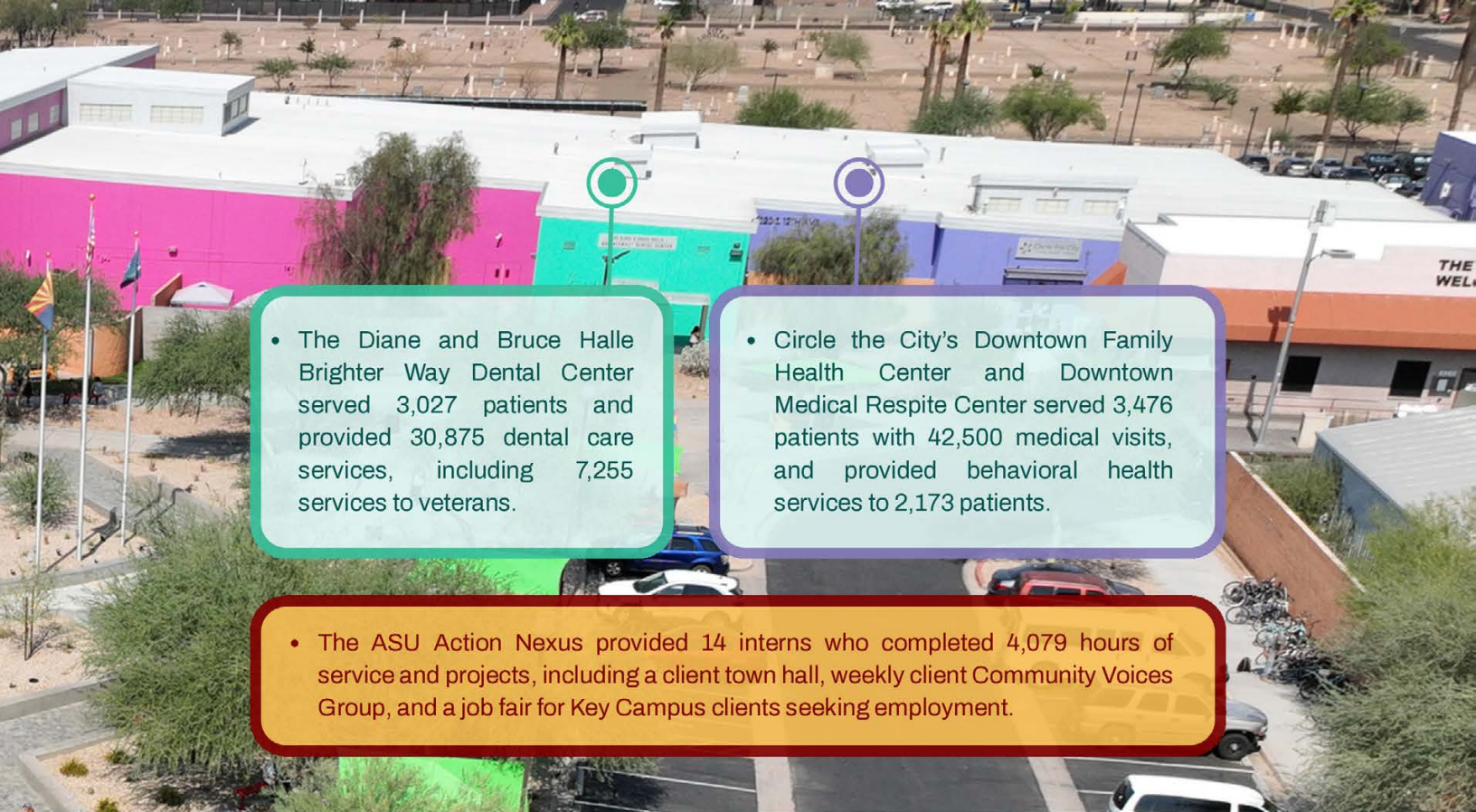
COLLECTIVE IMPACT

- Central Arizona Shelter Services' Single Adult Shelter provided shelter and housing services to 3,033 individuals and 230 successful transitions to permanent housing.

- The Arizona Pet Project connected with 667 pet families, distributed 964 bags of dog and cat food, and provided 657 essential supplies, including leashes, collars, muzzles, and booties.
- The Arizona Department of Economic Security's Key Campus location assisted 11,664 clients with 3,346 initial applications/interviews, 221 renewals, 2,601 verification/change reports, 183 AHCCCS (Medical Only) applications, and issued 5,305 SNAP cards.
- Chaplaincy for the Homeless provided pastoral care and spiritual services to Key Campus clients and helped 12 individuals connect to permanent housing.
- Community Bridges Inc. served 3,047 individuals at Key Campus with mental health and housing placement services. 691 were placed in shelter, and 209 had positive housing exits.
- Elaine Transportation provided 3,278 rides for clients, primarily to food banks or grocery stores, healthcare appointments, and job interviews.
- Homeless ID Project assisted more than 17,000 clients with documents needed for employment and housing including 11,177 state IDs, and 3,206 birth certificates across all 50 states.

- St. Vincent de Paul served 3,133 individuals at its Key Campus Overnight/Overflow Shelter, assisting 801 in finding safe housing, 37 in securing permanent housing, and connecting 627 to essential services. They provided a total of 463,330 meals in their Phoenix Dining Room.

- Andre House served 172,613 meals, provided 8,320 showers, and assisted with 2,080 loads of laundry.



- The Diane and Bruce Halle Brighter Way Dental Center served 3,027 patients and provided 30,875 dental care services, including 7,255 services to veterans.

- Circle the City's Downtown Family Health Center and Downtown Medical Respite Center served 3,476 patients with 42,500 medical visits, and provided behavioral health services to 2,173 patients.

- The ASU Action Nexus provided 14 interns who completed 4,079 hours of service and projects, including a client town hall, weekly client Community Voices Group, and a job fair for Key Campus clients seeking employment.

ARIZONA SHELTER NETWORK

In January 2026, Keys to Change, along with collaborators A New Leaf, Central Arizona Shelter Services, and UMOM New Day Centers launched the Arizona Shelter Network to strengthen Arizona's efforts to end homelessness through shared learning, operational coordination, innovation, and collective problem-solving. Keys to Change serves as the convener and backbone for the network, helping create the structure that allows providers to move from individual organizational challenges to coordinated action across the shelter system.



**AZ SHELTER
NETWORK**

As those closest to the opportunities, barriers, and unintended consequences of the current system, this provider-led network helps identify problems, develop solutions, test new approaches, and hold one another accountable for better results. Together, providers established a shared goal: All people experiencing homelessness in Maricopa County have access to and freedom of choice among a variety of safe sleeping options.

In the first six months, the network saw results:



Increased shelter utilization due to shared data and daily review of bed availability.



Decreased average length of stay due to understanding and sharing of client barriers, supporting informed referrals and coordinated decisions.



Increased positive exit rates.

Respiro Shelter, Key Campus



A CAMPUS FOR ALL

The Continuing Legacy of Mike McQuaid

Key Campus renovations continued last year (and continue still), with the goal of improving campus wayfinding, creating healthier and safer spaces for staff and clients, and increasing size and functionality of space.

In August 2025, the administration team moved into the renovated building that used to house the men's overflow shelter. Moving administration to the north side of Madison Street means more programmatic space is now available within the Campus footprint. The building now holds community meetings, new employee orientations, campus partner meetings, tour groups, and Maricopa County Homeless Court. In November 2025, we hosted the Campus 20th Anniversary celebration.

The beautiful new conference room was dedicated as the Mike McQuaid Conference Room, complete with a handsome picture of Mike so that all who enter can hear the remarkable story of how Key Campus came to life more than 20 years ago. Each year, as Keys to Change improves the campus, deepens collaboration, and increases the number of people moving into housing, we believe that Mike would have been very proud to see his vision grow.

For Mike, and for all those experiencing homelessness, we are not done.

Moving administration allowed for the renovation of the Brian Garcia Welcome Center, which is currently getting a second story, to be followed by renovations to the Lodestar Day Resource Center. Planned improvements in both buildings include reconfiguring the entrance and security process to improve safety and flow, creating more comfortable and dignified waiting areas, enhancing accessibility to offices, and upgrading lighting, soundproofing, and wayfinding systems.



**Come see Key Campus. Hear Mike's vision.
Celebrate the journeys from street to home.**



PROJECT CONNECT

Fiscal Year 2026 Metrics



649

Total Guest
Attendance



112

Positive Exits
to Housing



121

Service
Providers



1,020

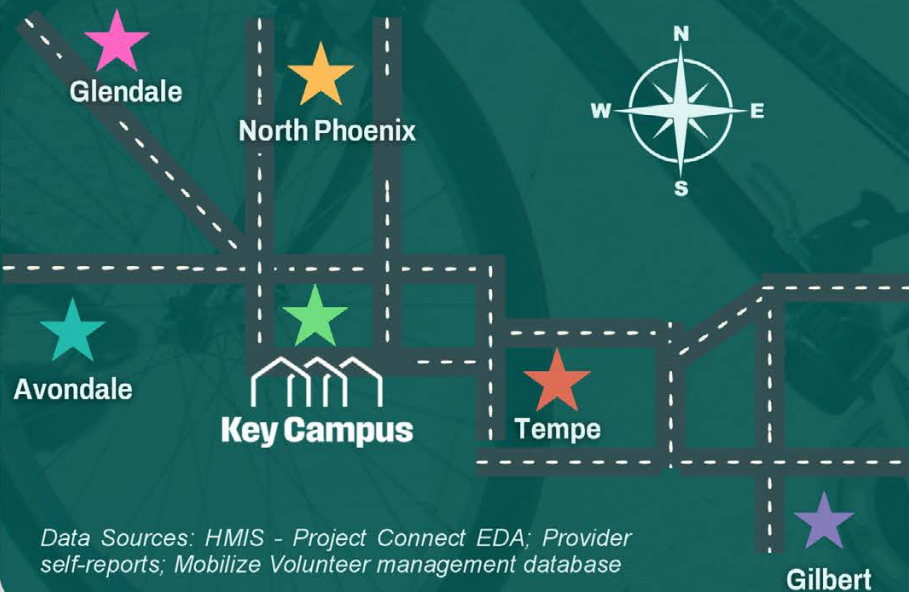
Volunteer
Hours

How much good can you squeeze into a single day? When health and homelessness service providers come together as a community to find out, we call it Project Connect.

Project Connect is a one-day pop-up event hosted by Keys to Change, designed to provide real-time services in diverse neighborhoods across the Valley.

In Fiscal Year 2026, Project Connect reached 649 individuals, continuing Keys to Change's commitment to support regional solutions to end homelessness. Over the span of the five events, 112 individuals ended their homelessness as a result of connections made at Project Connect.

THANK YOU to the volunteers, providers, municipal partners, and host sites who help make Project Connect possible!



Data Sources: HMIS - Project Connect EDA; Provider self-reports; Mobilize Volunteer management database

Fiscal Year 2026 Calendar

- Aug 20, 2025: Gilbert
Redemption Gilbert
- Sept 25, 2025: Avondale
Avondale Baptist Church
- Nov 13, 2025: Tempe
University Presbyterian Church
- Feb 13, 2026: N. Phoenix
First Christian Church
- May 6, 2026: Glendale
Trinity Mennonite Church



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MISSION

Using the power of collaboration to
create solutions to end homelessness.