

COMMUNITY &  
NEIGHBORHOOD SERVICES

# MASTER PLAN

Phase 1: Human Services



**RESOLUTION NO. 2021-2192**

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF GOODYEAR, MARICOPA COUNTY, ARIZONA, ADOPTING THE CITY OF GOODYEAR COMMUNITY AND NEIGHBORHOOD SERVICES MASTER PLAN PHASE I: HUMAN SERVICES; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City of Goodyear City Council wishes to create a community in which residents can lead full, self-sufficient, and prosperous lives; and

WHEREAS, on May 10, 2021, by Resolution No. 2021-2157 the City of Goodyear City Council adopted the Fiscal Year 2022-2024 Strategic Plan which included a goal to study the human and social service needs of Goodyear residents; and

WHEREAS, the American Rescue Plan Act passed by Congress on March 20, 2021 has provided substantial resources to respond to the economic and public health impacts of the COVID-19 pandemic; and

WHEREAS, this plan builds upon the priorities identified in previous planning efforts including the 2019 Community Assessment, 2021 Community Survey, and Program Year 2021-2025 Community Development Block Grant Consolidated Plan; and

WHEREAS, this plan was developed through data analysis and extensive public outreach including stakeholder interviews, focus groups, and public meetings; and

WHEREAS, future phases of this plan will examine neighborhood conditions and housing to provide a holistic approach to community and neighborhood services;

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE CITY OF GOODYEAR, MARICOPA COUNTY, ARIZONA, AS FOLLOWS:

SECTION 1. The City Council formally adopts the City of Goodyear Community and Neighborhood Services Master Plan Phase I: Human Services, a copy of which is attached hereto as Exhibit "A" and incorporated herein by reference.

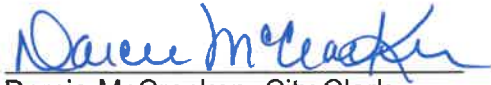
SECTION 2. This Resolution shall become effective upon its passage and adoption.

PASSED AND ADOPTED by the Mayor and Council of the City of Goodyear, Maricopa County, Arizona, by a 6-0 vote, this 13<sup>th</sup> day of December, 2021.

  
for Georgia Lord, Mayor

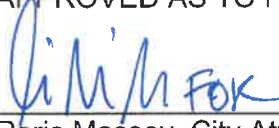
Date: 12.13.2021

ATTEST:



Darcie McCracken, City Clerk

APPROVED AS TO FORM:



Roric Massey, City Attorney



EXHIBIT "A"

CITY OF GOODYEAR COMMUNITY AND NEIGHBORHOOD SERVICES MASTER PLAN  
PHASE I: HUMAN SERVICES



City of Goodyear Community and Neighborhood Services Master Plan  
Phase 1 - Human Services

Prepared by:  
Kuehl Enterprises LLC  
PO Box 642  
Humboldt, AZ 86329

**Goodyear City Council**

Mayor Georgia Lord  
Vice Mayor Brannon Hampton  
Councilmember Joe Pizzillo  
Councilmember Sheri Lauritano  
Councilmember Wally Campbell  
Councilmember Bill Stipp  
Councilmember Laura Kaino

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## Executive Summary

### Overview

The city of Goodyear commissioned this study to guide future planning and investments in the provision of human services. As a rapidly growing city, Goodyear's population and the needs of its residents are changing quickly. The Goodyear Human Services Master Plan is intended to serve as the first phase of a broader Community and Neighborhood Services master planning effort with future phases focusing on neighborhood conditions and housing availability. The human services portion of this Plan was expedited in response to the impact of the COVID-19 pandemic and the passage of the American Rescue Plan Act (ARPA) of 2021. Together with existing funding sources including the Community Funding program and CDBG, the resources the city has received through ARPA have provided a unique opportunity to respond to the current needs of residents while also thoughtfully planning and preparing for future growth.

### Approach

This Human Services Master Plan (Plan) was developed through the collection and analysis of both quantitative and qualitative data. Information was incorporated from existing city planning city documents including the FY2022-2024 Strategic Plan, FY2021-2025 HUD Consolidated Plan, 2021 Avondale Goodyear Transit Study, 2021 National Community Survey, and others. In addition, outreach was conducted to gather input regarding the city's most vulnerable residents and their human service needs, including five focus groups attended by 27 individuals, 19 stakeholder and key informant interviews, a school district representatives roundtable, a discussion with the Goodyear Youth Commission, and two Goodyear Faith and Community Roundtable discussions. Focus groups were organized for seniors, people experiencing homelessness, and beneficiaries of programs currently providing services in Goodyear. To encourage diverse participation, a gift card incentive was offered to participants. The outreach efforts validated that the needs identified in the 2019 Goodyear Community Assessment and the HUD Consolidated Plan have not changed.

### Goodyear's Vulnerable Residents and Workforce Members

Community input and data point to seven particularly vulnerable populations:

- People who are elderly or have disabilities, and live on low fixed incomes;
- Low-income households;
- Families with children;
- People with mental health concerns, including people experiencing or recovering from abuse, and people with substance misuse challenges;
- People experiencing or at risk of homelessness, including "doubled-up" families;
- People with limited financial literacy; and
- Disconnected youth, or youth who are not employed or in school.



## Service Delivery System

In order to successfully meet the needs of these vulnerable populations, it is critical that the City create an accountable and participatory service delivery system. It takes work and commitment to build a thriving city. The City must take advantage of existing capacity, tools and resources in some areas while collaborating with other units of government, the community, the private sector, and community organizations to counter the challenges faced by vulnerable residents and workforce members. A thriving community requires a shift from short-term remedies to long-term thinking and actions that address the root causes of crisis and instability. The City and its partners must move beyond the alleviation of crisis and instability to focus on producing sustainable solutions that significantly reduce the likelihood of unmanageable crisis or instability and reduce dependence on services to meet basic needs. This Plan provides recommendations that will help the City build a successful service delivery system over time, with an immediate emphasis on increasing data collection and program evaluation as well as supporting and strengthening the capacity of the City and its partners.

## Priority Services

The human services strategies in this Plan focus on four priority service areas identified through prior planning efforts and validated through community and stakeholder outreach:

- Basic Needs;
- Mental Health;
- Sustainable Income; and
- Transportation.

The Plan includes recommendations in each of these service areas, prioritized based on need and on the capacity of the service delivery system to successfully implement these programs.

## Action Plan & Next Steps

The framework for action in this plan is ambitious. It serves as a long-term guide that will evolve as the City and its partners gain experience and as the social and economic circumstances in Goodyear and the region change.

This Action Plan (page 37) focuses on the delivery system and four priority services areas. Each priority area has a goal and multiple objectives with corresponding actions, prioritized based on need, impact, and feasibility. Together these actions reflect the key concerns and issues prioritized by Goodyear residents combined with knowledge of emerging best practices in human services delivery. Council will consider and re-prioritize these actions as part of the budget process annually. First year recommendations are summarized on page 44.

## Introduction and Overview

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*The Phase 1 – Human Services Plan is the beginning of a process. Addressing the human services, housing, and neighborhood needs of Goodyear’s residents and workforce will require hard work and collaboration.*

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The Goodyear Community and Neighborhood Services Master Plan – Phase 1 Human Services Plan (Human Services Plan or Plan) was developed to serve as a foundation to guide the city’s role in providing funding for and developing and nurturing partnerships to address the needs of Goodyear’s most vulnerable residents and neighborhoods. This Human Services Plan offers recommendations and creates a framework for human services decision-making that will be built on over time to include neighborhoods and housing, including recommended investment in the physical environment to sustain human services.

### One Core Concept – Six Core Values

At its core, the Human Services Plan is rooted in the concept of human dignity or the acknowledgement of and respect for each individual’s inherent value and worth. When a mutual sense of worth is recognized and honored, people are connected and feel safe to extend themselves, making growth and development possible. Operating within this core concept, the Human Services Plan seeks to address the root causes of crisis and instability for vulnerable residents and workforce members by embracing the six core values cited in the FY2022-2024 City of Goodyear Strategic Plan.

#### CORE CONCEPT

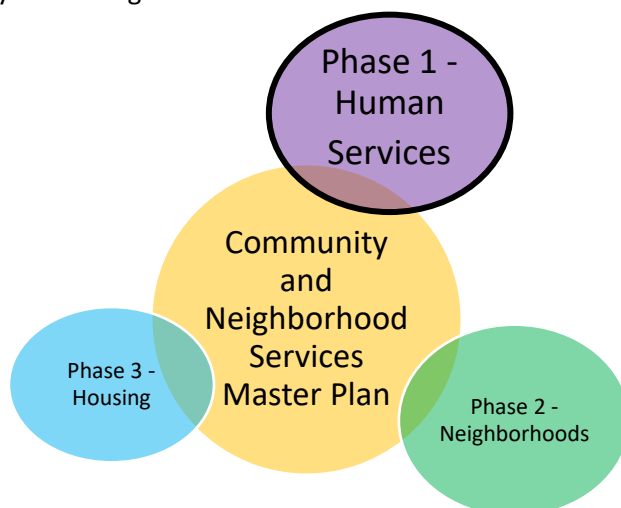
*HUMAN DIGNITY*

#### CITY OF GOODYEAR CORE VALUES

*Empathy  
Initiative  
Innovation  
Integrity  
Optimism  
Adaptability*

#### HUMAN SERVICES PLAN VISION

Thriving residents with opportunities to lead full, self-sufficient and prosperous lives.



## Human Services Plan Development

The Human Services Plan was developed with multiple opportunities for resident and stakeholder input, information from other City plans, and available data. To gather input regarding the city’s most vulnerable residents and their human service needs, engagement was conducted from July through September 2021. Engagement included five focus groups attended by twenty-seven (27) individuals, nineteen (19) stakeholder and key informant interviews, a school district representatives roundtable, a discussion with the Goodyear Youth Commission, and two Goodyear Faith and Community Roundtable discussions. An additional engagement opportunity for Goodyear residents to provide feedback on how effectively the draft Plan reflects what was expressed in previous engagements and its responsiveness to community needs was held as a hybrid town hall style meeting prior to adoption of the Plan.

Focus groups were organized for seniors, people experiencing homelessness, and beneficiaries of programs currently providing services in Goodyear. Outreach was coordinated through service providers and organizations representing Goodyear residents, as well as social media. To encourage diverse participation, a gift card incentive was offered to participants. The engagement efforts validated that many of the needs identified in the 2019 Goodyear Community Assessment and the HUD Consolidated Plan have not changed.

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*Engagement efforts validated the needs identified through other planning efforts. It provided valuable insight into the challenges faced by participants and providers in the human services delivery system.*

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Development of the Human Services Plan was not without challenges. The most significant challenges were engaging the public and stakeholders in the midst of public health challenges, and extremely-limited “real-time” local data.

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*The social and economic changes accompanying the COVID-19 pandemic have required most people to make adjustments in how they live, work, and play. It will also require a continual refocusing on what is both needed and possible going forward.*

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Turnout for in-person focus groups was impacted by the emergence of the coronavirus delta variant, and possibly by lack-of-action fatigue. Interviewees shared how service demand had become less predictable during the past 18 months, and also expressed lack-of-action fatigue as their opinions are often solicited yet little or nothing changes. It is very possible that lack-of-action fatigue is also impacting the willingness of vulnerable residents to engage in additional discussion.

Primary or “real-time” output and outcome data are critical to identifying demand for services and prioritizing funding. Both the Community Funding program and Avondale Resource Center collect output data that provides insight into duplicated and unduplicated units of service and residents served. This data is important to understanding potential demand and how investments have temporarily alleviated crisis or instability, yet it is less helpful in making informed decisions about investments that will result in movement towards self-sufficiency and prosperity.

## Guiding Documents and Related Plans

The Human Services Plan incorporates information from existing planning efforts:

1. The City's FY2022-2024 Strategic Plan guides the vision and delivery system framework;
2. The City's 2019 Community Assessment describes the health and well-being of residents and provides a comprehensive summary of leading issues important to quality of life;
3. The City's FY2021-2025 HUD Consolidated Plan describes the needs of low-and moderate-income residents and establishes priorities for Community Development Block Grant (CDBG) funding;
4. The 2021 National Community Survey describes satisfaction with city services, and areas of importance identified by survey respondents;
5. The Maricopa County Community Action Program 2021 Community Needs Assessment provides regional context regarding human services needs that cross Goodyear, Avondale and Litchfield Park boundaries;
6. The City's 2014 Focus on Success Economic Development Action Plan identifies business development, workforce, employment center, marketing and branding, and advocacy initiatives; and
7. The 2021 Avondale Goodyear Transit Study identifies transit needs and recommends service improvements, new transit options, and capital investments.

### *City of Goodyear FY2022-2024 Strategic Plan*

The FY2022-2024 Strategic Plan guides the Community and Neighborhood Services Master Plan vision and provides a framework for the delivery system. The Strategic Plan vision recognizes Goodyear as:

1. A great place to live, work, and raise a family;
2. A city with healthy lifestyles and commitment to the environment; and
3. A growing community that provides quality opportunities and lifestyles.

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*This human services plan focuses on pathways to self-sufficiency and prosperity for vulnerable residents and workforce members in the context of Goodyear's vision of a great place to live, work, and raise a family.*

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It also envisions Goodyear will be known as:

- A destination for regional shopping, dining and entertainment;
- A destination for higher education designed for workforce needs;
- A place for diverse job opportunities and an inventory of industries;
- An incubator for entrepreneurs; and
- A hub of arts and culture in the west valley.

### *2019 City of Goodyear Community Assessment*

The 2019 Community Assessment describes the health and well-being of Goodyear residents. The assessment is an analysis of both quantitative and qualitative data to determine the strengths and needs of the community and is designed to aid in prioritizing and planning the use of resources for community investments and grantmaking. The priority areas identified in the Community Assessment are:

1. Community services focused on minority populations, people in or at risk of crisis, and people experiencing homelessness.
2. Partnerships that use an innovative approach to meeting people where they live, work and play through permanent physical spaces or mobile service delivery.
3. Promotion of activities that engage children/youth.
4. Promotion of signature events that build a sense of local culture.
5. Inclusive design of community spaces to offer choice for individuals of all abilities.
6. Mental health care with an initial focus on supporting efforts in schools and among community partners to link students to care.
7. Allowing for a regional approach to delivery for appropriate services to expand the variety of available options.
8. Investing in innovative transportation solutions, with an initial focus on residents with transportation challenges related to health care.

### *Program Years 2021-2025 HUD Consolidated Plan*

The PY2021-2025 HUD Consolidated Plan gathers and analyzes data required by the US Department of Housing and Urban Development (HUD) and supports public discussion to identify goals for Community Development Block Grant (CDBG) funds. The City expects to receive a CDBG allocation of approximately \$430,000 annually. CDBG funds dedicated to human services must meet one of the identified priorities of the Consolidated Plan. The Consolidated Plan identifies four priorities for CDBG funding:

1. Community Facilities and Improvements
2. Services to Meet Basic Needs
3. Attainable and Sustainable Housing
4. Job Creation or Retention

### *2021 National Community Survey*

The National Community Survey™ is about the livability of Goodyear and provides the opinions of a representative sample of 606 Goodyear residents collected from March 8, 2021 to April 2021.

At least 90% of respondents indicated it was important to focus on:

1. Economic health of Goodyear.
2. Quality of utility infrastructure.
3. Feeling of safety.
4. Design or layout of residential and commercial areas.

At least 70% of survey respondents indicated it was important to enhance the following in the coming two years:

1. Internet connectivity.
2. Water conservation and other sustainability programs.
3. Senior services.
4. Child care/after school programs.

### *Maricopa County Community Action Program 2021 Community Needs Assessment*

This Community Needs Assessment informs investments by the Community Action Program in services for people living in poverty and having low-incomes. Both participants and service providers perceive the region's ability to meet service demand is inadequate. Identified critical unmet needs include:

1. Housing support;
2. Child care;
3. Employment supports;
4. Mental health care and substance use treatment; and
5. Education and skills training.

### *2014 Focus on Success Economic Development Action Plan*

The Focus on Success Economic Development Action Plan identifies initiatives to support resident and workforce economic stability and self-sufficiency by:

1. Generating robust job growth within industry clusters by maximizing Goodyear assets;
2. Promoting job creation and revenue generation of small business and local entrepreneurs;
3. Investing in infrastructure and other capital projects to stimulate private sector investment within employment centers; and
4. Creating a unique brand for Goodyear that differentiates the city from its competitors through a robust marketing campaign.

### *2021 Avondale-Goodyear Transit Study*

The 2021 Avondale-Goodyear Transit Study provides recommendations that will address the needs of Goodyear residents, including those who are vulnerable. These recommendations include:

Service improvements, including:

1. Optimizing Avondale ZOOM circulator and extending it to existing park-and-rides;
  - a. Extending Valley Metro fixed-routes to improve regional connectivity; and
  - b. Increasing services on Valley Metro fixed-routes.
2. New transit options, including:
  - a. Piloting micro transit in areas that do not support fixed-route bus service; and
  - b. Partnering with major employers to pilot flex routes to business parks.
3. Capital investments, including:
  - a. Establishing mobility hubs to promote multimodal connectivity; and
  - b. Improving bus stop comfort and safety by introducing enhanced amenities

## Human Services Plan Overview

The Human Services Plan includes six sections:

1. The **Socio-economic Conditions and Trends** section summarizes data and background information important to understanding the needs of vulnerable residents and workforce members in the broader community and regional context. This data and information are also important to understanding how the socio-economic environment has changed in the last decade and will serve as an important platform for estimating neighborhood and housing needs in future phases of the planning process.
2. The **Financial Vulnerability** section provides the information necessary to understand what it costs to live in Goodyear. This data is important to understanding how investment in human services must address people's basic needs while helping to move people towards self-sufficiency and prosperity whenever possible.
3. The **Goodyear's Vulnerable Residents and Workforce Members** section explains how prioritized populations are defined and provides data regarding each group when possible. It is important to creating a common understanding of who is vulnerable to crisis and instability and the potential demand for human services.
4. The **Goodyear Human Services Delivery System** section describes the current structure of the Neighborhood Services Division within the City Manager's Office as it relates to human services. Understanding how the current efforts of Neighborhood Services support this Plan is important for engaging the community and building the capacity necessary to move towards the City's vision.
5. The **Other Valley City and Town Approaches to Human Services** section provides basic information about existing services and systems offered by other cities and towns. This information is important because how other municipalities approach human services can contribute to or constrain systemwide capacity.
6. The **Human Services Strategic Plan** describes the goals, objectives and actions for each priority services area based on available data and information, and input received from Goodyear residents and stakeholders. The Action Plan summarizes all goals and objectives in a grid format for ease of future action identification and reporting. It provides a possible timeline for each action and makes recommendations for the first year of Plan implementation.

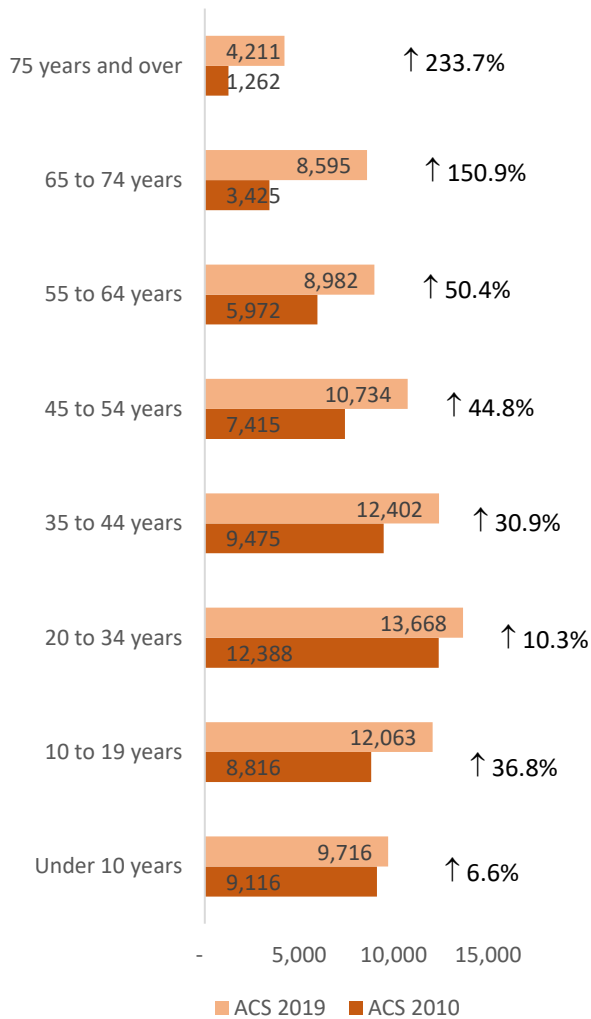


## Socio-economic Conditions and Trends

Current and trending socio-economic conditions provide context for understanding the challenges encountered by Goodyear’s vulnerable residents and workforce members. Significant growth over the past decade has changed the composition of Goodyear’s population and households. At the same time macro-level socio-economic changes have led to increasing income polarization as wages stagnate and employment opportunities are increasingly part-time or require non-traditional work hours, especially for lower-wage employees.

*Realizing the city’s strategic plan vision requires an understanding of current and changing socio-economic conditions in Goodyear, the surrounding regional economy, and the nation.*

Change in Population Age 2010 to 2019



### Changing Population and Household Composition Accompanies Growth

From 2010 to 2019 the Goodyear population increased 38.9%, while households grew by 40.0%, and families grew by 30.2%

#### Population Age Trend

The most notable change in population characteristics is a 5.3-year increase in the median age from 33.4 in 2010 to 38.7 in 2019.

**Median Age**  
↑ 5.3 years

Comparatively, median age increased 2.3 years in Maricopa County and 1.2 years in the United States during the same period.

Of the increase in population from 2010 to 2019, one-half (49.5%) were people age 55 and over, while 17.1% were school age children (age 19 and under).

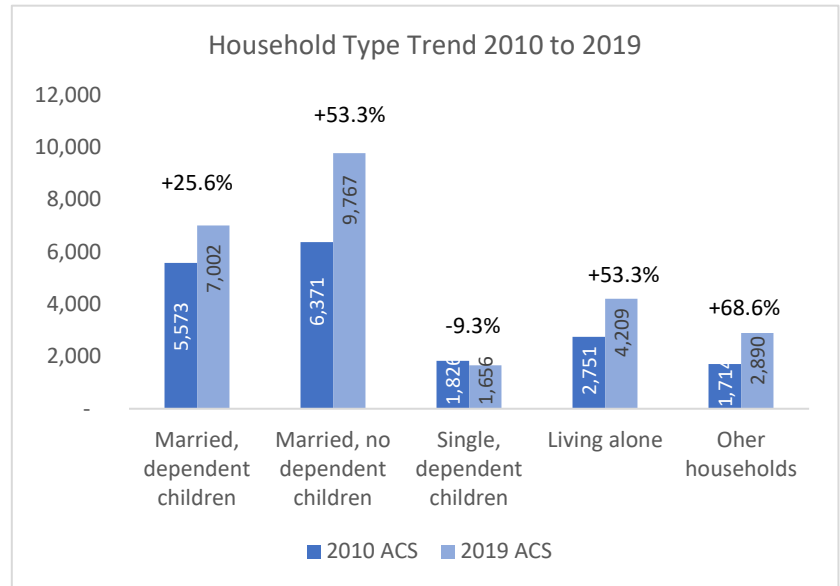
**One-half of population increase = people age 55+**

Overall, the proportion of Goodyear’s population identifying as White alone decreased 7.5% from 2010 to 2019, with a notable increase in racial and ethnic diversity among people age 34 and younger.

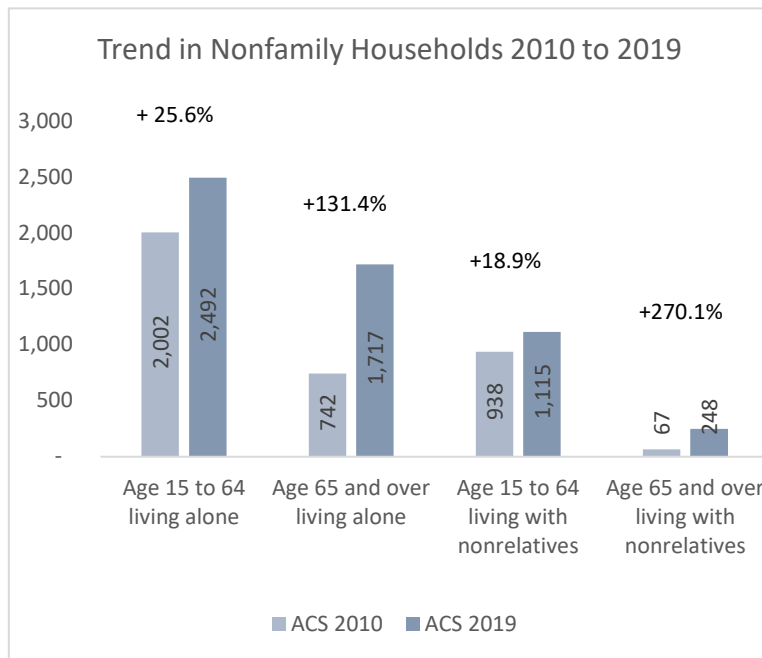
## Household Type Trend

Along with an increase in the age of the population comes changes in household types. Married couples with no dependent children represented nearly one-half (46.6%) of the increase in households from 2010 to 2019.

**Married couple households with no dependent children increased at more than twice the rate of married couple households with dependent children.**



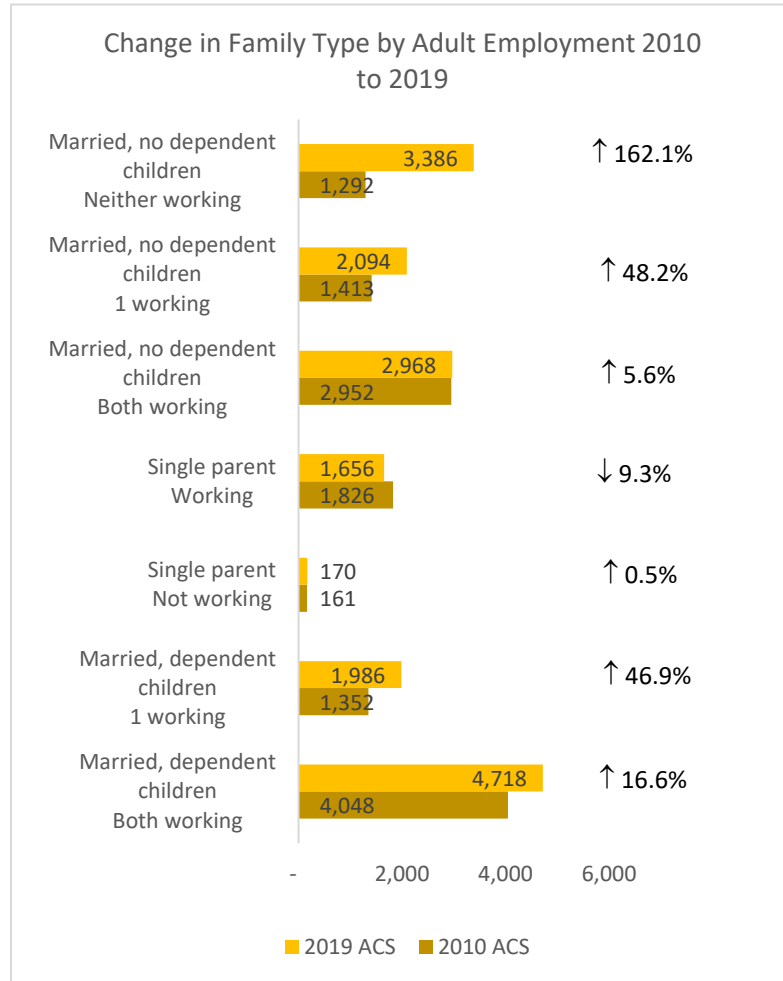
## 2010 to 2019 Nonfamily Type Trend



Nonfamily households include people living alone and people living with non-relatives. People living in nonfamily households increased 59.0% from 2010 to 2019. Of the increase in nonfamily households, slightly more than half (55.4%) were single-person households.

Of the increase in people living alone, nearly two-thirds (63%) were people age 65 or older. In 2019, 4,209 people lived alone, including 1,717 who were age 65 or older.

## Family Type, Presence of Dependent Children and Adult Employment Trend



A family is a group of people who are related by birth, marriage, and/or adoption and residing together. Family households also include subfamilies and unrelated people who live with the family.

Married couples with no dependent children and neither adult working represented over one-half (53.2%) of the increase in families from 2010 to 2019.

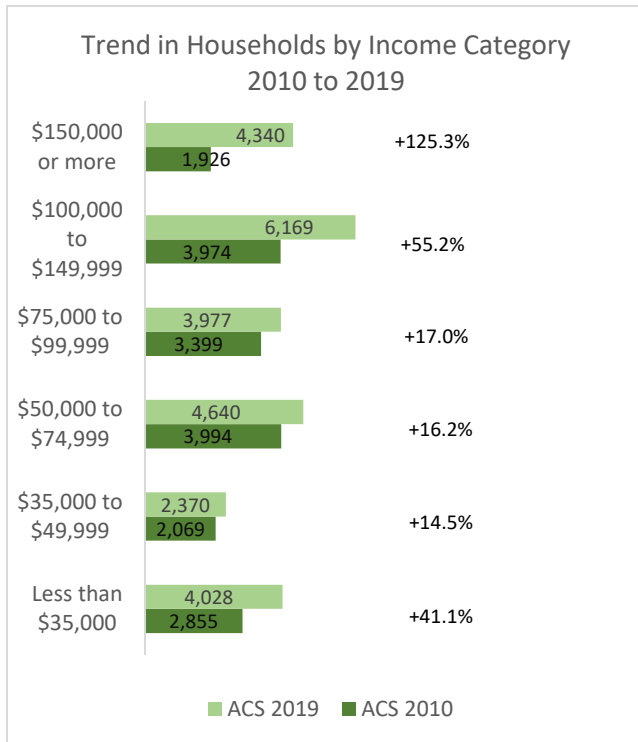
**Married couple families with dependent children where both adults work declined from 30.4% of Goodyear families in 2010 to 27.8% of Goodyear families in 2019.**

Single-parent families declined 9.3% or 170 households from 2010 to 2019. In 2019, six of ten (58%) single parents were employed full-time.

In 2019:

- One of five children lived in a single parent family.
- One of ten children lived in a family that included a grandparent or relatives other than a parent.
- Of children living with a grandparent, one in ten did not have a parent present.

## Income Trend



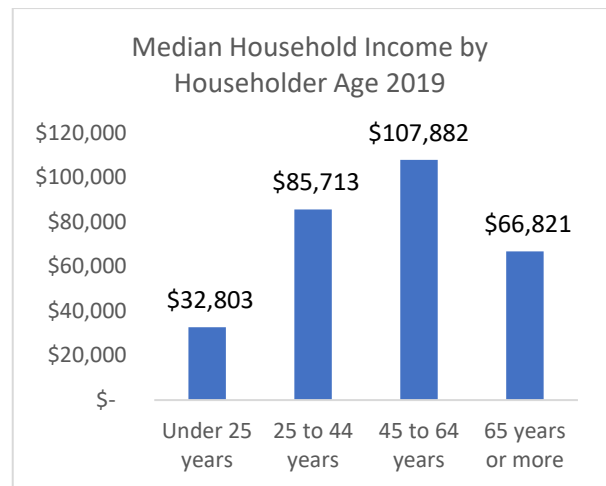
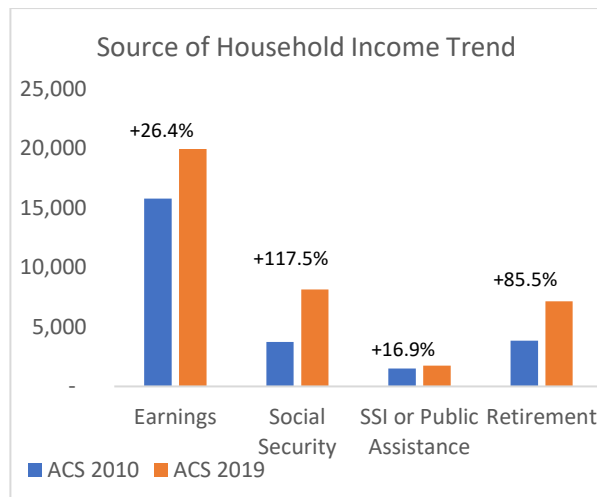
The median Goodyear household income increased 10.0% from \$76,221 in 2010 to \$83,866 in 2019. During the same period, average household income increased 14.5% from \$84,703 in 2010 to \$100,119 in 2019.

The difference between median income and average income points to increasing economic polarization or the concentration of higher incomes among fewer households in the top income category.

**One-third of the increase in households from 2010 to 2019 was among households with income \$150,000 or higher.**

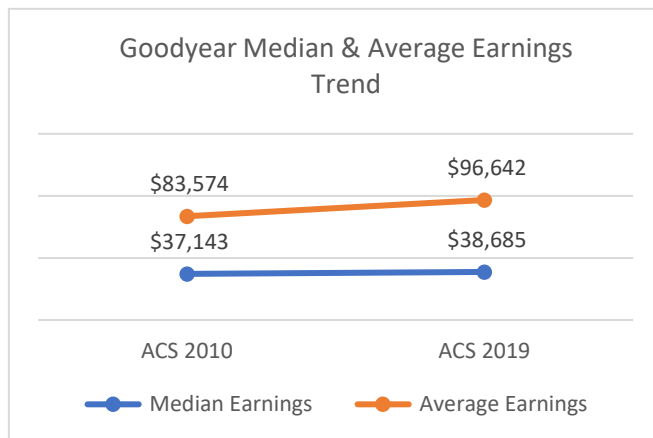
Households may have multiple sources of income. From 2010 to 2019, Goodyear households with Social Security Income increased at 4.5 times the rate of households with earnings.

In 2019, household income varied by the age of the householder, with the lowest incomes among the youngest and oldest householders.



## Earnings Trend

One of the most obvious measures of economic polarization is median wage stagnation. Between 2010 and 2019, median wages in Goodyear increased 4.2% while average wages increased 15.6%. Wage stagnation is the result of many factors – increasing part-time employment, a growing labor force that includes more women, and increasing proportions of people with some college who compete for a shrinking share of higher-wage jobs.



## Financial Vulnerability

Financial vulnerability is a common element for nearly all prioritized Goodyear vulnerable residents and workforce members. There are different definitions and measures of financial vulnerability. Most definitions and measures are used to determine eligibility for one or more programs. Others seek to measure typical living costs to better understand how much income is needed to make ends meet. There are three measures discussed in this plan:

1. Area Median Income (AMI). The US Department of Housing and Urban Development establishes income limits for program eligibility based on Area Median Income. Low-income is 80% or less of AMI, very-low income is 50% or less of AMI, and extremely low-income is 30% or less of AMI.
2. Federal Poverty Guideline. The US Department of Health and Human Services establishes guidelines that serve as an eligibility threshold for many federal subsistence programs.

## REGIONAL EMPLOYMENT MARKET

*Of the 2,082,750 jobs in Maricopa County in 2019:*

- 41% had a median wage less than \$35,000 and
- 21% had a median wage of \$60,000 or more.

*The prevalence of lower-wage jobs means that many workers, including those with an education, consistently look for increases in hourly wages or more traditional work hours. This creates instability for both households and employers.*

## VULNERABILITY

Vulnerability refers to characteristics that make people especially likely to:

- Consistently face crisis or instability; or
- Experience crisis or instability in the face of changing economic and social conditions, such as job or benefit loss, rising prices of basic essentials such as food, housing or health care, illness, or family breakup.

3. **Minimum Earned Income Standard.** The Department of Urban Studies and Planning at Massachusetts Institutes of Technology (MIT) has developed a cost-based model as an alternative measure of income necessary to meet basic needs. This market-based approach draws upon geographically-specific expenditure data related to a family's likely minimum costs for basic necessities. The model estimates the rough effects of income and payroll taxes on these costs to determine the minimum income necessary to meet a family's basic needs.

### Minimum Earned Income Standard

There are multiple measures and models of earned income or wages necessary to attain and retain self-sufficiency for working individuals and families. The Department of Urban Studies and Planning at Massachusetts Institute of Technology (MIT) measures income necessary to meet basic needs in a geographic area and provides technical documentation<sup>1</sup> that explains the rationale for and formulas used in the calculation. The calculation includes:

1. Food, at the USDA low-cost food plan average;
2. Employment-related childcare at the lowest cost option available;
3. Out-of-pocket medical, including health insurance costs for employer-sponsored plans, medical services, drugs, and medical supplies;
4. Fair Market Rent;
5. Transportation, including fuel, routine maintenance, financing and insurance for a used vehicle;
6. Basic civic participation and engagement activities, including fees and admissions, audio and visual equipment, pets, toys, hobbies, reading, and education;
7. Clothing, personal care, household supplies, broadband, and cell phone; and
8. Taxes, using the federal tax rate for the middle quintile in 2017 (14.0%), and state tax rate applied to the pre-tax wage, including deductions.

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*The minimum income standard, if met, draws a fine line between financial independence for the working poor and the need to seek out public assistance or suffer consistent and severe food and housing insecurity.*

Dr. Amy K. Glasmeier and the Massachusetts Institute of Technology

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*The basic needs budget does not include expenditures that support the local economy.*

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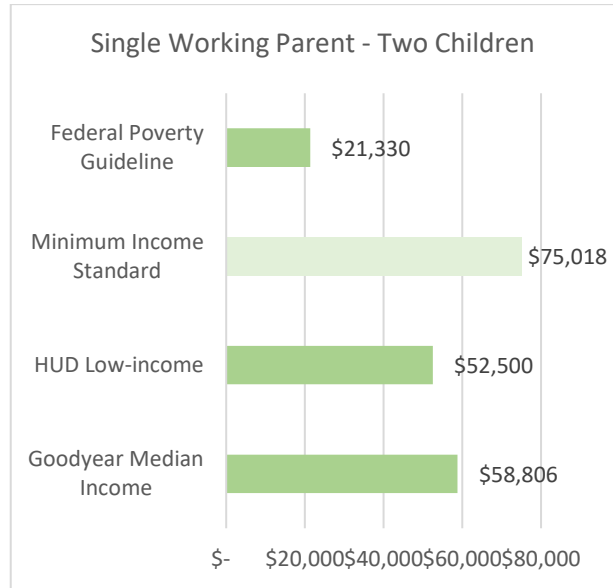
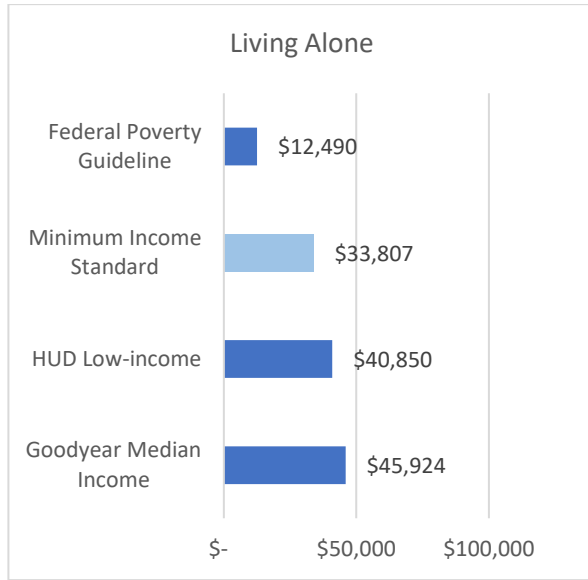
Expenditures for non-necessary items that support the local economy are not included in the calculation, including:

1. Prepared meals
2. Dining out
3. Leisure time
4. Unpaid holidays or vacations, or
5. Saving and investing for the future.

<sup>1</sup> <https://livingwage.mit.edu/resources/Living-Wage-Users-Guide-Technical-Documentation-2021-05-21.pdf>

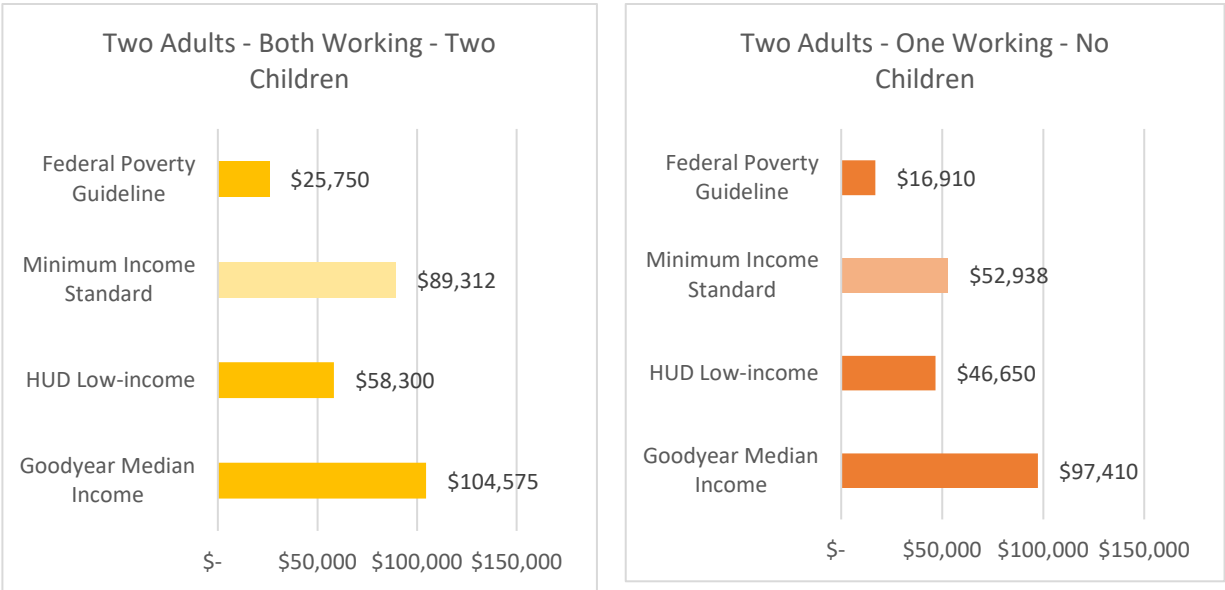
The charts and tables below demonstrate how the minimum earned income standard compares to 1) the federal poverty guidelines and HUD Low-income limit for the family size, and 2) the Goodyear 2019 median income for the family type. The tables also provide additional detail regarding average annual costs.

When the minimum earned income standard or HUD Low-income limit is higher than or close to the Goodyear median income, as it is for people living alone and single-parent families, it means that more households of that size and type will be financially vulnerable.



Annual Basic Needs Costs		Annual Basic Needs Costs	
Food	\$ 3,792	Food	\$ 8,343
Child Care	\$ 0	Child Care	\$ 10,547
Medical	\$ 2,763	Medical	\$ 7,315
Housing (FMR)	\$ 11,196	Housing (FMR)	\$ 15,012
Transportation	\$ 4,900	Transportation	\$ 11,186
Civic	\$ 1,811	Civic	\$ 3,554
Other	\$ 2,794	Other	\$ 4,996
Taxes	\$ 6,551	Taxes	\$ 14,065
<b>Total</b>	<b>\$33,807</b>	<b>Total</b>	<b>\$75,018</b>

### Minimum Earned Income Standard



Annual Basic Needs Costs		Annual Basic Needs Costs	
Food	\$ 11,106	\$ 6,592	\$ 6,592
Child Care	\$ 10,547	\$ 0	\$ 0
Medical	\$ 7,455	\$ 6,411	\$ 6,411
Housing (FMR)	\$ 21,180	\$ 12,384	\$ 12,384
Transportation	\$ 13,317	\$ 8,987	\$ 8,987
Civic	\$ 4,127	\$ 3,889	\$ 3,889
Other	\$ 6,037	\$ 4,553	\$ 4,553
Taxes	\$ 15,543	\$ 10,122	\$ 10,122
<b>Total</b>	<b>\$89,312</b>	<b>Total</b>	<b>\$52,938</b>



## Goodyear's Vulnerable Residents and Workforce Members

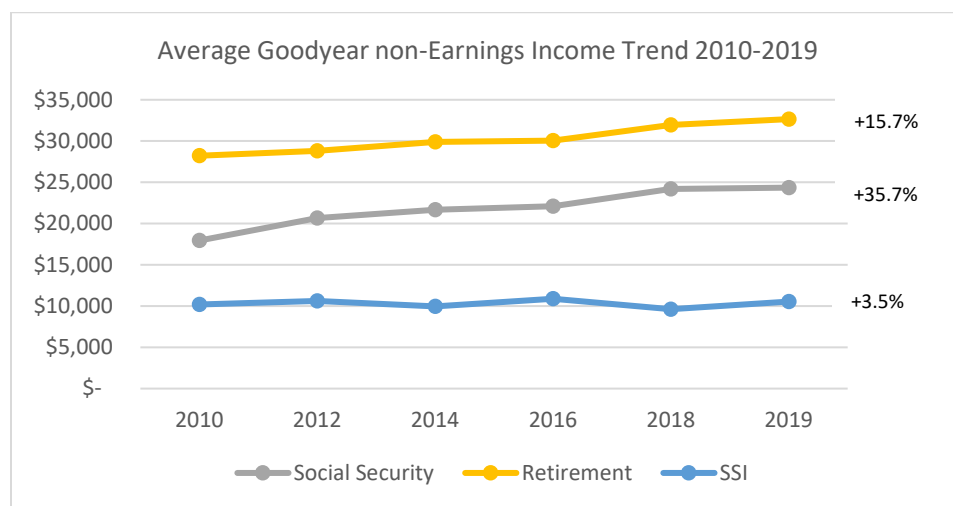
Community input and data point to seven particularly vulnerable populations:

1. People who are elderly or have disabilities, and live on low fixed incomes;
2. Low-income households;
3. Families with children;
4. People with mental health concerns, including people experiencing or recovering from abuse, and people with substance misuse challenges;
5. People experiencing or at risk of homelessness, including “doubled-up” families;
6. People with limited financial literacy; and
7. Disconnected youth, or youth who are not employed or in school.

### Seniors, People with Disabilities and Other Fixed-Income Households

Households living on a fixed income are particularly vulnerable to crisis or instability in the face of rising costs. Seniors and people with disabilities are less likely to have earnings and more likely than other population groups to live on fixed incomes. Social security, retirement and Supplemental Security Income (SSI) represent the primary sources of income for fixed-income households. SSI is available for people who are disabled, blind, or age 65 and have limited income and assets.

Retirement and the Social Security Administration are the primary non-earnings income sources. From 2010 to 2019, average retirement income increased at roughly the same rate as average earnings, while average Social Security income increased at more than 2 times both earnings and retirement. Average Supplemental Security Income (SSI) increased 3.5%.



## Seniors

From 2010 to 2019, the Goodyear population age 65 and older increased 190% to 12,806 people. This increase is in part due to natural aging of Goodyear residents and in part due to population growth. There are currently two large master-planned communities in Goodyear that are restricted to age 55 or older.

The majority of Goodyear's older residents are not currently vulnerable to crisis or instability. The 2019 median income of Goodyear households headed by a person age 65 years or older was \$66,821, well above both the HUD Low-income limit and the minimum earned income standard. However, as the population continues to age, more older adults will become single-person households who are generally more vulnerable to crisis or instability.

Among Goodyear residents age 65 and older who lived alone in 2019, males had a median income of \$46,111, compared to \$34,119 for females.

An estimated 1,893 Goodyear senior households are low-income.

488 seniors in low-income households live in poverty.

## People with Disabilities

People with disabilities and their families have layered, complex social and economic support needs. Of Goodyear's 7,022 residents with disabilities, roughly half are age 18 to 64. Among people with disabilities who are age 18 to 64, 48.4% are in the workforce. Of those in the workforce, 35.2% work full-time year-round and 10.1% are unemployed. The unemployment rate for people with disabilities is 1.54 times that for people with no disabilities.

For the many people with disabilities who rely on public assistance to meet their basic needs, there was little or no increase in benefits from 2010 to 2019. In 2019, Monthly Supplemental Security Income (SSI) could not exceed \$771 for a single person, or \$1,157 for a couple where both spouses were eligible. The average food benefit for a household that includes a

An estimated 7,022 Goodyear residents have one or more disabilities.

Among Goodyear residents with disabilities, 2,290 are low-income, including 1,067 who live in poverty.

### National Example Roanoke, VA Growth Through Opportunity Cadet Program

The Roanoke Virginia cadet program was launched in November 2014 for young adults with disabilities who need assistance gaining valuable social and career experience in a professional setting. Cadets spend four months volunteering at the Roanoke Police Department receiving career and life skills. Each GTO cadet is given their own uniform and can work up to 12 hours per week. Officers work with each candidate and their families to hone the volunteer experience specifically for cadet interests and goals. On average, seven cadets annually graduated from the program during the first three years, and most secured paid employment in the community after graduation.

person with disabilities was \$204 per month. People with disabilities are among the most vulnerable to crisis and instability.

### Low-income Households

In 2019 there were 5,800 low-income households in Goodyear. Among low-income households, an estimated 5,470 or 94.3% are family households and 340 or 5.7% are single-person households or people living with non-relatives.

People living in poverty are a subset of low-income households that are highly likely to experience crisis and instability. In 2019, 8.0% of Goodyear residents lived in poverty. Of the 6,608 Goodyear residents living in poverty, 2,250 were children age 17 and younger, 3,350 were people age 18 to 64, and 488 were people age 65 and over. Children under age 18 were three times more likely than people age 65 and older to live in poverty.

An estimated 5,800 Goodyear households are low-income.  
6,608 people in low-income households live in poverty.

It is much harder for adults and their families to avoid poverty when the adult did not finish high school, is a single-mother, has a disability, or is an ethnic minority. In 2019:

- One of four single mothers and their children lived in poverty – a rate 3.2 times higher than the overall Goodyear poverty rate;
- 14.2% of people with no high school diploma or GED lived in poverty – a rate 1.8 times higher than the overall Goodyear poverty rate;
- 14.0% of people who were Hispanic (of any race) lived in poverty - a rate 1.8 times higher than the overall Goodyear poverty rate; and
- 9.4% of people with a disability lived in poverty – a rate 1.2 times higher than the overall Goodyear poverty rate.

## National Example San Antonio, TX Project QUEST

Employers understandably hesitate to make large, up-front investments in general skills since workers may take those skills to another employer to earn a higher wage. Intermediary programs that work directly with employers to identify skills training to employ people for existing jobs are one approach that may enhance sustainable wage employment outcomes. The most successful intermediary programs develop close relationships with employers, offer support services and counseling for consumers, and make substantial investments in training. One example of an intermediary program is Project QUEST in San Antonio. This program works with local employers to identify future job openings and then recruits low-wage workers to train them for those positions. Participants engage in remedial education and weekly group meetings that encourage motivation and support life skills development. Participants receive financial assistance to cover transportation and other basic needs. Rigorous evaluation of the QUEST program showed significantly higher earnings that, by year nine, were \$5,000/year higher than non-participants in a control group.

## Families with Children

Due to higher costs of living, families with dependent children are more likely than families without dependent children to face crisis or instability. Of the 8,658 Goodyear families with dependent children, 7,002 (81%) are two-parent families and 1,656 (19%) are single-parent families. Two-parent families are generally smaller than single-parent families, with 2.2 children per married-couple family and 2.5 children per single-parent family.

Six of ten single parents work full time. Among two-parent families, 67% include two working adults, and 28% include one working adult. Single-parent and two-parent families with one

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*“So many families are on the brink of breaking up. Too much time together coupled with the stress of working and learning from home has caused chaos.”*

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full-time worker are more susceptible to crisis and instability when faced with social and economic changes. And while two-parent families with dual earners are more likely to positively weather economic, familial, and social uncertainty and change, pandemic-related changes placed extreme stress on both dual-parent and single-parent working families.

Because most families with dependent children participate in the workforce, stagnant earnings are more likely to cause economic uncertainty when the cost of basic necessities increases. From 2010 to 2019, the average household income of Goodyear families increased 13.7%. During the same period child care costs increased 5.7%, out-of-pocket medical increased 20.4%, food increased 10.2%, transportation increased 3.1%, and rent increased 34.9%.

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*“The cost of child care is so high that my husband, who has a Ph.D., stays home with our children.”*

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An estimated 4,615 Goodyear families with children are considered low-income, including 1,025 with children age 6 and younger and 890 single-parent families.

Children under age 18 were three times more likely than people age 65 and older to live in poverty.

## People with Mental Health Concerns

Mental health is about how people think, feel, and act. It has a strong impact on how people interact with others, handle problems, and make decisions. Social and financial circumstances, biological factors, chronic physical health conditions, and lifestyle choices play an important role in mental health. The enjoyment of life requires balance among life activities, responsibilities, and stressors.

Just as people can feel physically unwell and not have a serious physical illness, people can have poor mental health without having a serious mental illness.

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*“During the first week of school, nine students had full-blown panic attacks- something we have never seen before.”*

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Every person, regardless of age, gender, income, race or ethnicity has some risk of mental health concerns. Having limited financial means or belonging to a marginalized group can increase the risk of mental health problems. Some factors, such as occupation, social involvement, education, and housing quality can be modified to contribute to positive mental health. Other factors, such as age and ethnicity cannot be modified.

The National Alliance on Mental Illness estimates that one in five adults experience mental health problems each year, and the National Institute of Mental Health estimates that about one in twenty have a severe psychological condition.

The coronavirus pandemic has exacerbated mental health challenges and brought these challenges to the forefront of the human services arena. US Census Bureau surveys indicate that where 11% of adults reported symptoms of anxiety or depression in the first six months of 2019, that percentage increased to 42% in December 2020. These surveys and other studies also indicate that some people are more vulnerable to increased psychological distress, including young people, people with young children, and people previously diagnosed with a psychiatric disorder.

### National Example Peer-to Peer Wellness Program

Peer-to-Peer, sponsored by the National Alliance on Mental Illness, is a structured, experiential, self-empowerment, relapse prevention and wellness program led by trained peer mentors for people with mental illnesses. An empirical evaluation of the program revealed that participants gained significant benefits, specifically knowledge and management of their illness, feelings of being less powerless and more confident, and connection with others.

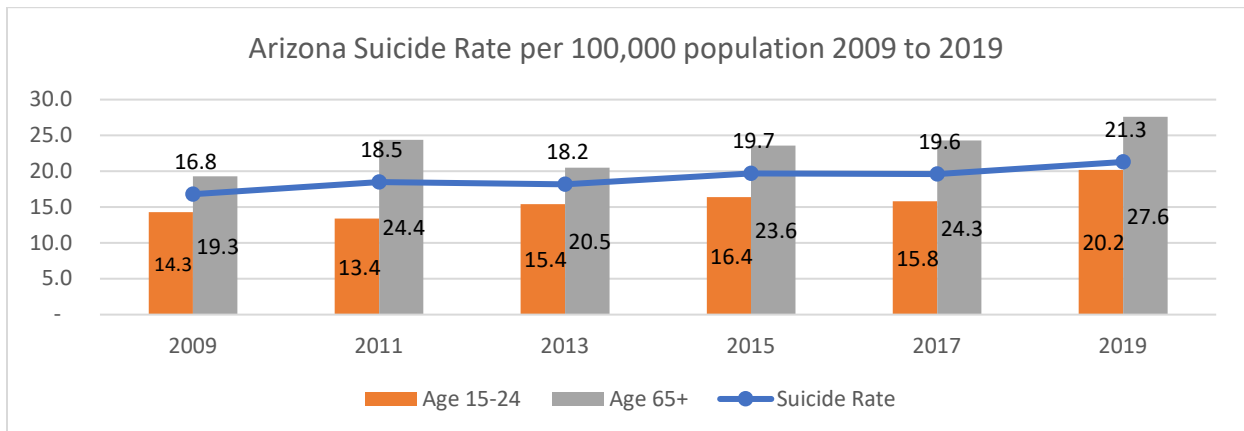
## Increasing Alcohol and Drug Dependence and Suicide Rate

Substance misuse and abuse may accompany mental health concerns as people “self-medicate” in the absence of appropriate social and professional supports. The Arizona Department of Health Services (ADHS) releases annual public health statistics that examine emergency room visits and the primary reason for the visit. This data demonstrates an upward trend in visits coded as primarily for alcohol and drug dependence.

Multiple national population surveys have found that about half of people who experience mental ill health during their lives also experience a substance misuse disorder and vice versa.

ADHS public health statistics also show an increasing rate of suicide. The overall rate of suicide increased 27% from 16.8 per 100,000 in 2011 to 21.3 per 100,000 in 2019. Suicide rates for young adults age 15 to 24 and older adults age 65 and older both increased at a much higher rate. The young adult suicide rate increased 41% and the older adult suicide rate increased 43%.

Increasing emergency room visits for alcohol and drug dependence and increasing suicide rates suggest that people are not able to access needed and appropriate social and professional supports before a crisis occurs.



## National Example ReachOut USA for Youth

ReachOut USA is a nonprofit organization helping youth strengthen mental wellness through web-based resources and peer support developed in collaboration with young people from diverse backgrounds. The program focuses on the prevention of mental health difficulties and the active promotion of building resilience in young people. It is part of an international network that began in Australia. A study aimed to explore the impact of the unstructured, brief, digital mental health platform on mental health outcomes and risk of suicide over time revealed that over a 3-month period, young people using the program experienced a significant reduction in symptoms of depression, anxiety, stress, and suicidal thoughts.

## Abuse and Trauma

Abuse occurs along a continuum of behaviors from verbal abuse, threats, intimidation, and manipulation to human trafficking and physical and sexual exploitation and assault. Individuals who have experienced abuse are traumatized and often have complex medical and social service needs that require a specialized trauma-informed approach.

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*More beds and longer-term transitional housing and supportive services are needed for abuse survivors.*

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In 2020, the Goodyear Police Department took an estimated 1,172 calls for domestic violence and 172 calls for sexual assault; the Southwest Valley Family Advocacy Center provided services to reduce the trauma of interpersonal violence to 156 Goodyear residents. The physical isolation required by the COVID-19 pandemic has made interpersonal violence more dangerous, traumatic and relentless for those living with an abusive household member.

People escaping or recovering from abusive situations are often starting life over. In addition to specialized mental and physical health care, they need assistance to attain and sustain stable housing and economic self-sufficiency.

There is no universal definition of trauma. The Substance Abuse and Mental Health Services Administration is most commonly referenced:

“Individual trauma results from an event, series of events, or set of circumstances that is experienced by an individual as physically or emotionally harmful or life threatening and that has lasting adverse effects on functioning and mental, physical, social, emotional, and spiritual well-being.”

## People Experiencing or At Risk of Homelessness

People are more likely to experience housing instability, displacement, and homelessness following a change in economic or personal circumstances, such as job loss, death of a family member, divorce, or severe illness. When these changes occur, people respond in various ways. Households who can cut back spending do so, while others spend down their savings or run up credit card debt. When resources run out, many people often resort to doubling up, or moving in temporarily with family or friends. Others have fewer choices and end up living in temporary shelters, in cars or abandoned buildings, or sleeping unsheltered on the streets and in public spaces.

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*All but one participant in a focus group of nine people experiencing homelessness indicated they were homeless due to family circumstances, including death, divorce, and inter-personal conflict.*

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Renters are particularly vulnerable to homelessness as they generally have lower household income and are more likely to see increasing housing costs as the market changes. To prevent widespread displacement during the COVID-19 pandemic, emergency rent relief funds were available and a temporary eviction moratorium was in place. According to data provided by Maricopa County, there were 47 eviction filings for Goodyear properties in September 2021.

There is little real-time data on housing distress and insecurity or the number of individuals and families who are doubled up or unsheltered. In 2020, there were 3,653 sheltered individuals experiencing homelessness in Maricopa County, including 1,174 children under age 18.

Homelessness impacts educational success, employment, earnings potential, and mental health – all of which have long-term consequences for individuals, communities and regions.

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*Although no data is available, an increase in families who are doubled up was a consistent theme among key informants and focus group and roundtable participants.*

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## People with Limited Financial Literacy

Since 2007, the National Foundation for Credit Counseling (NFCC) has conducted an annual nationwide financial literacy survey. The survey reveals how Americans feel about their finances, what they know about financial literacy, and how they use financial literacy knowledge when it comes to retirement, savings, credit card and student loan debt and more.

Although the COVID-19 pandemic has changed how U.S. adults perceive their financial security, the 2019 and 2020 national surveys both revealed that:

1. Four of five renters would like to purchase a home, yet half faced financial obstacles, primarily rising home prices, existing debt, and not enough money for down payment and closing costs;
2. Four of ten respondents carry credit card debt from month-to-month;
3. One quarter of respondents cannot pay all of their bills on time;
4. Seven of ten respondents save for retirement, with most retirement funds kept in savings accounts; and
5. Six of ten respondents would like to reduce their debt.

While 40% of households have and keep a budget and 70% save a portion of their household income for retirement each year, 78% of U.S. adults agree they could benefit from answers to everyday financial questions. Consistent concerns include:

1. Inability to reduce debt, primarily due to unexpected financial emergencies and reductions in income.
2. Continued worry about not saving enough for retirement or for “rainy day” emergencies.
3. Inability to purchase a home due to rising home prices, existing debt, and not enough money for closing costs.

### National Example Delaware \$tand By Me Financial Empowerment Program

For the past decade, the state of Delaware has offered the \$tand By Me (\$BM) financial empowerment program, which aims to improve the financial well-being of Delaware residents. The program’s structure as a public-private partnership and its focus on delivering free services through professional one-on-one financial coaching has helped it grow rapidly in size and scope to reach diverse populations.

\$BM strives to empower Delawareans to have more control over their finances. It offers many free services to all state residents, including financial literacy workshops, tax preparation, access to financial products and services, and planning assistance related to postsecondary financial aid.

## Disconnected Youth

Disconnected youth are teenagers and young adults between the ages of 16 and 19 who are neither working nor in school. Approximately one in ten (11%) of Goodyear youth are considered disconnected.

According to County Health Rankings and Roadmaps, disconnected youth are at increased risk of violent behavior and substance use. Disconnected youth have disproportionately high emotional and cognitive deficits that result from or lead to costly chronic health problems, unemployment, and poverty.

Disconnected youth are young adults between the ages of 16 and 19 who are neither working nor in school.

In 2019, 552 Goodyear youth were considered disconnected, including 317 males and 235 females.

### National Example

#### San Diego County Youth-Designed Public Service Campaign

The San Diego County District Attorney's Office engages diverse at-risk high school students to design public service campaigns for their peers that address difficult choices and issues. The program helps at-risk students to remain engaged, rather than disconnecting. The Office establishes mentoring relationships with students and helps them develop leadership skills. Campaigns have addressed lack of respect for self, others, and community; the everyday struggles youth face (such as bullying and juggling family responsibilities); and the pressure to succeed beyond imposed social norms.

## Goodyear Human Services Delivery System

Human services in Goodyear are currently delivered through multiple organizations and programs, some of which are funded through the City's existing Community Funding program overseen by the Goodyear Neighborhood Services Division of the City Manager's Office. Goodyear residents are currently served by a number of nonprofit organizations; however, few are physically located in Goodyear and many services are only available by traveling outside of the city.

The Neighborhood Services Division employs two full-time staff and one manager with additional responsibilities. Continuing staff efforts to preserve and promote cultural cohesion and build capacity to collaborate are critical to the success of this Plan. Goodyear's two Neighborhood Services staff focus their efforts on citizen and organization engagement. To build capacity for constructive community engagement and promote social and cultural cohesion, staff utilize three methods:

1. Outreach.
2. Education.
3. Connection.

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*When a mutual sense of worth is recognized and honored, people are connected and feel safe to extend themselves, making growth and development possible*

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Neighborhood Services staff also bring together faith and community organizations to facilitate networking of resources. The Faith & Community Roundtable provides a strong foundation for the incubation of nonprofit capacity building. This forum can be modified and strengthened to build capacity for service collaboration, and to identify shared outcomes to promote self-sufficiency and prosperity. Other City departments have also made investments in services that target vulnerable populations including the Goodyear Police Department's Homeless Outreach Team (HOT) and the Fire Department's Community Paramedicine and Crisis Response Teams.

In a prosperous community, services are:

- Provided in the right amount to meet people's basic needs;
- Widely promoted so that everyone knows about them; and
- Easy to access so that everyone can participate.

Goodyear residents and workforce members may find the services they need when they need them, yet services can be difficult to navigate. Multiple forms may need to be filled out and multiple calls and visits both close to and far away from home or work may be required.

In many cases, people are simply not aware of the resources that are available. And in some cases, such as accessing mental health assistance, the wait is unacceptably long or services are not available at a convenient location or time.

Because Goodyear does not have an existing formal human services delivery system, the City is in a unique position to design an efficient system that is collaborative and participant-driven. A collaborative and participant-driven system can begin with continuing to address the basic needs of Goodyear's residents and workforce, while further developing nonprofit capacity and piloting programs with potential to evolve into long-term, collaborative strategies that improve the lives of individuals and the health and prosperity of the community.

The COVID-19 pandemic has increased the urgency to support vulnerable residents and develop the human services delivery system. In addition to funding small business technical assistance and small business relief, the City Council recently allocated funding for immediate measures to address the challenges faced by Goodyear's vulnerable residents and workforce:

1. Home repair/rehab program - \$250,000
2. Emergency financial assistance - \$250,000;
3. Community navigator program - \$150,000; and
4. Future community needs identified through further study and planning efforts - \$3,900,000.

This funding provides the City a unique opportunity to thoughtfully design and implement an enhanced human services program.

### Community Funding Program

The Community Funding grant program is viewed by applicants as easy to apply for and manage, with few data collection and process-oriented or organization capacity requirements. Output data is collected to quantify the number of duplicated or unduplicated service units or Goodyear residents served. Recent grant amounts range from \$1,500 to \$25,000.

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*Goodyear is in a unique position to design an efficient system that is collaborative, participant-driven, and results in positive outcomes for participants.*

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Applications are reviewed by City staff for completeness and eligibility and a subcommittee of three City Council members reviews the applications and make funding recommendations to the full City Council. While simple for the City to operate and easy for applicants to apply for and manage, the application and performance data collected provides output rather than outcome data. Collecting and analyzing both output and outcome data will be important to evaluating the success of service investments, identifying actual service demand, and understanding gaps in the delivery system.

### Avondale Resource Center

Many of Goodyear's vulnerable residents are currently served through the Avondale Resource Center with funding support provided by the city of Goodyear. The Avondale Resource Center serves as the Senior Center and Community Action Program for Goodyear residents. From July 2020 through June 2021, the Avondale Resource Center provided:

- Ninety-five (95) Goodyear seniors with services, including 53 receiving home-delivered meals, 42 participating in congregate meals at the Senior Center, and 15 receiving transportation services;
- Six hundred eighty-four (684) Goodyear households with utility and rent assistance; and
- One hundred thirty-nine (139) Goodyear residents participating in parent education, health or developmental screenings.

The Avondale Resource Center also provides a variety of human services to help Avondale and Goodyear residents and families in the Southwest Valley and beyond. Anyone can ask for information or assistance. Numerous service partners are located in the Center and provide a range of services to meet basic needs.

The Center also serves as a referral source, making referrals to: emergency food assistance and baby care boxes; employment assistance for adults and youth; community legal services; supportive services for grandparents raising grandchildren; public housing and Housing Choice Vouchers; GED classes and testing; home services for seniors and people with disabilities; and rent and utility assistance.

## Other Valley City and Town Approaches to Human Services

Following are examples of how other valley cities and towns with similar demographics approach human, community, and neighborhood services. These cities are larger than Goodyear and/or their programs are more established, but they offer some insight into how the City may want to design its services as the population grows.

### City of Chandler

The city of Chandler Neighborhood Resources Department provides code enforcement, community development, graffiti elimination, community development grants, homelessness, housing, and neighborhood programs.

Code enforcement helps keep neighborhoods and commercial properties free from unsightly or hazardous conditions that are blighting and lead to further deterioration. Community Development administers funds and programs that promote the improvement of the quality of life for families who are low and moderate-income and assists in the stabilization of Chandler neighborhoods. Community Development also implements affordable housing programs, and partners with nonprofit, faith-based agencies and other City departments to address and meet basic and critical human needs. Grant programs include HUD Community Development Block Grant and HOME Investment Partnership Program funding, and City General Fund human services grants.

The City's housing programs include Section 8 Housing Choice Vouchers, 303 public housing units, and fair housing promotion. Homelessness efforts include prevention through the AZCEND Community Action Program, which provides clothing, food, child care, medical services, diapers and hygiene and household items for households with income less than 150% of the federal poverty limit. The City also provides navigation services, funding for I-HELP and East Valley family shelters, and tenant-based rental assistance for individuals and families experiencing homelessness.

Neighborhood programs foster community building by facilitating communication among neighbors, educating and empowering residents through training and development, assisting those in need, and partnering with organizations to connect residents with resources. Services available to Chandler residents and neighborhoods include neighborhood grants, tool lending, educational classes and ongoing volunteer opportunities.

### Town of Gilbert

The Community Resources Services division of the Gilbert Town Manager's Office provides assistance to residents and neighborhoods, including rent and utility payment assistance. The division also provides housing services for low-income homeowners including emergency and minor home repairs, roof replacement, and exterior painting.

The Heritage Center is a collaborative effort between the Town of Gilbert and local non-profit service providers. Established in 2018, the center is committed to providing access to medical, dental, counseling, and social services. Most of the services are free of charge to families in need. In addition, the center serves as a location to host workshops, trainings, and other activities that are important to the residents of Gilbert.

The center is operated by the nonprofit organization AZCEND, which serves as the Community Action Program Agency for Chandler and Gilbert, and offers family resource classes, support, and navigation, and Volunteer Income Tax Assistance. Dignity Health operates a children's dental clinic, immunizations, and hearing and vision services. The WIC program provides supplemental nutrition, education and screening and referrals to other health and social services for low-income residents. The Southwest Behavioral Health Services offers mental health care appointments.

### City of Scottsdale

The city of Scottsdale Community Assistance Office (CAO) focuses on improving the quality of life for low- to moderate-income families and assisting in the stabilization of Scottsdale neighborhoods. The CAO manages the City's affordable housing programs and collaborates with non-profit agencies and other City departments to address and meet basic and critical human needs. In addition to a variety of local funding sources, the CAO directly administers the HUD Housing Choice Voucher (HCV), Community Development Block Grant (CDBG), and Federal HOME Investments Partnership (HOME) Programs.

The city of Scottsdale also has seven neighborhood, community and resource centers. These centers provide a variety of services to Scottsdale residents to prevent homelessness, meet the basic needs of individuals and families in crisis, relieve economic and emotional stress, and assist individuals to maintain self-sufficiency. Two centers provide avenues for connection and social services for senior adults and their families. Masters-level Social Workers are available by appointment to provide support, education and resources free of charge and a wide variety of support groups and direct assistance are available. One center provides comprehensive programs & services that meet the expressed needs of residents with disabilities to enhance quality of life and promote inclusive community participation. Another neighborhood center provides social, recreational, cultural and educational programs,

resources, services, referrals, and focused support for families with young children to ensure healthy growth and development.

### City of Surprise

The Surprise Human Service & Community Vitality Department houses the Neighborhood Services Division and Senior Services Division. The department is designed to strengthen community, non-profits and government partnerships to better serve Surprise residents. The City has a senior center and a resource center. The senior center offers home-delivered and congregate meal options and a state-of-the-art fitness center. The resource center is a one-stop-shop for veteran, disability and social services. Through strategic partnerships with a growing number of community-based organizations and government agencies, the center offers Surprise residents connections to services that include everything from rent and utility assistance to employment support to food and nutrition resources.

The department also provides a variety of community outreach services including a Block Party Trailer, Day of Service, Safety Day and Mediation Programs. Surprise Academy classes give Surprise residents and others an understanding of city government and operations, as well as training to become effective community servants and leaders. Programs include homebuyer assistance, CDBG Public Service grants to qualified nonprofit organizations that provide services to address one or more targeted public service needs, a Neighborhood Grant program that provides funding for neighborhood projects and events, and the Youth Employment Program that provides area high school students with professional development training while working in local community-minded organizations. Surprise also recently announced plans for a new Housing Support Center offering seven temporary housing units and resource center, as well as a new 99-unit apartment complex for low-income seniors.

## Human Services Strategic Plan

This Plan focuses on pathways to self-sufficiency and prosperity for vulnerable residents and workforce members in the context of Goodyear’s vision of a great place to live, work, and raise a family that includes healthy lifestyles, commitment to the environment, and quality opportunities and lifestyles.

The basic premises of this Plan are:

1. Human dignity is integral to a thriving community;
2. Individual and community prosperity are multi-faceted and include financial, physical, social, and spiritual well-being;
3. Everyone deserves to be self-sufficient, to have opportunities to save for the future and for emergencies, and to participate in the community;
4. Community prosperity requires addressing the basic food, clothing, shelter and personal safety needs of people who are experiencing social and economic crisis or instability;
5. Some people or groups of people face unique challenges to accessing services, while others require tailored and specialized services to meet their needs; and
6. Creating a prosperous and thriving community requires a systematic approach.

Human services needs are many and varied yet intricately related. Because of this interrelationship, identified actions in one priority area will often impact other priority areas. Still other priority areas are addressed in existing Goodyear plans, including transportation and economic development.

## CREATING PATHWAYS TO SELF-SUFFICIENCY & PROSPERITY

The increasingly high cost of living in Goodyear means that many Goodyear residents and workforce members are persistently vulnerable to crisis and instability.

Innovation is as important as budget when it comes to the availability of services. Using alternate technologies and delivery models will make it possible for the city to support services that meet both existing and emerging needs.

Focusing **investment** in creating pathways to self-sufficiency will enhance prospects for achieving a high quality of life for all Goodyear residents.

Focusing on **actions** that attract investment in vulnerable residents and workforce members will create a starting point for ensuring that city-supported programs and services are integrated, participant-driven, person-centered, and sustainable.

The **four priority service** areas are:

1. *Basic needs, including food, clothing, shelter and personal safety.*
2. *Mental health.*
3. *Sustainable income.*
4. *Transportation.*



## Service Delivery System

Creating an accountable and participatory delivery system is critical to the success of this Plan. It takes work and commitment to build a thriving city. The City must take advantage of existing capacity, tools and resources in some areas while collaborating with other units of government, the community, the private sector and community organizations to counter the challenges faced by vulnerable residents and workforce members.

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*At its core, the Human Services Plan is rooted in the concept of human dignity – the sense of inherent value, worth and respect.*

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The human services field is experiencing many of the same challenges that all systems face – namely rapidly changing social and economic forces, demographics, communications, and technology. Goodyear’s human services delivery system is in its infancy and is currently siloed and needs-based. This Plan creates a roadmap to a participant-responsive and participant-driven system that positively impacts the lives of vulnerable people by addressing the root causes of their personal difficulties.

## DELIVERY SYSTEM GOAL

Goodyear’s human services delivery system is accountable and participatory. It provides a safety-net in times of crisis, supports stability for residents on the cusp of crisis, and provides opportunities for self-sufficiency and prosperity.

## SHIFTING THINKING AND ACTIONS

To successfully create a thriving community requires a shift from short-term remedies to long-term thinking and actions that address the root causes of crisis and instability. The City and its partners must move beyond the alleviation of crisis and instability to focus on producing sustainable solutions that significantly reduce the likelihood of unmanageable crisis or instability and reduce dependence on services to meet basic needs. At the same time, continuing to provide for the basic needs of the 10% to 15% of residents and workforce members who have limited opportunities for self-sufficiency is necessary to avoid creating crisis or instability.

To address root causes requires a holistic platform of solutions and supports for people and families in need through a collaborative approach around shared outcomes. This will require:

1. Meeting people and families where they are and actively engaging them in their own success.
2. Adopting a culture of creativity and innovation as a central part of human services delivery.
3. Establishing and aligning collaborations that include faith and community organizations, foundations, the private sector, people with lived experience, and multiple City departments working towards a common outcome-focused purpose.
4. Creating a shared vision, principles of practice, and accountability for success.
5. Courageous leadership, appropriate staffing, and capacity building that includes:
  - a. Increasing awareness of available services through support of intensive marketing and community outreach.
  - b. Recognizing that the City cannot address crisis and instability without partners from all sectors of the local and regional economy.
  - c. Continuing to fund services to meet basic needs of vulnerable residents and workforce members with limited opportunities to attain self-sufficiency.
  - d. Supporting plan implementation through building both internal capacity and collaborating partner capacity.

### Priority Services

The human services strategies in this Plan focus on four priority service areas identified through prior planning efforts and validated through community and stakeholder engagement:

1. Basic Needs.
2. Mental Health.
3. Sustainable Income.
4. Transportation.

### Basic Needs

There are and will always be particularly vulnerable residents with limited opportunities to increase their incomes and save for the future. This Plan must also recognize that no individual family, or household is invulnerable to experiences that are life-altering and may lead to social and/or financial instability.

### Mental Health

Mental health has also consistently been identified as a priority need by Goodyear residents. As is the case in many communities, Goodyear's crisis system has been unofficially handed over to first responders. This has occurred in large part due to a fragmented system that results in too few people obtaining needed mental health supports before a crisis occurs. In addition to the emotional pain of

families struggling to access care, the cost of crisis to the justice and health systems is much higher than the cost of community-based services and supports that prevent crisis.

While professional and medical care is often needed for individuals suffering from a mental health or substance use crisis, many mental health concerns can be positively addressed through less intrusive and costly methods. To be successful, the City must work within the larger system to connect people to care that aligns with each person's needs.

### Sustainable Income

Goodyear residents generally enjoy a higher median and per capita income than residents of most other valley jurisdictions, yet there are thousands of Goodyear residents who face financial instability and uncertainty.

Depending on the funding source, different definitions and measures of financial vulnerability may be used to determine participant eligibility for human service programs. The HUD low-income standard must be used when investing in services that utilize CDBG and other HUD funding. The minimum income standard, an alternative income measure that examines the cost of meeting basic needs, may be used when investing in services that utilize Community Funding and other general funds intended to promote economic self-sufficiency and alleviate economic instability.

### Transportation

Transportation has consistently been identified as a priority need and many of the recommendations included in the 2021 Avondale-Goodyear Transit Study may begin to address the needs of Goodyear's vulnerable residents and workforce members. The transportation and transit-related needs unique to vulnerable populations may be further addressed through this Plan.

Lower-income residents and workforce members often work non-traditional shifts or multiple jobs with irregular schedules that don't always match transit and child care availability. Goodyear's vulnerable residents need flexible transit and transportation that supports getting to and from work, from job to job, and making multiple stops for child care and basic retail needs. In addition to employment-related transit and transportation needs, Goodyear's vulnerable residents need transit and transportation to access education and training opportunities, and take advantage of recreation, social, and civic engagement opportunities. While some vulnerable residents may benefit from door-to-door or dedicated transportation, others may benefit from tele-services or mobile services that reduce or eliminate the need for transportation solutions.

## Action Plan

The framework for action in this plan is ambitious. It serves as a long-term guide that will evolve as the City and its partners gain experience and the social and economic circumstances in Goodyear and the region change. An ambitious action plan and comprehensive human services data collection are the starting point for a more holistic Community and Neighborhood Services Master Plan. Without a solid human services delivery system, a broader understanding of vulnerable residents' self-sufficiency goals, and established services that support those goals, investment in the physical environment is premature.

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*An ambitious action plan and comprehensive human services data collection are the starting point for a neighborhood and community resources master plan.*

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Honoring human dignity by reducing the probability of crisis or instability is not something that any one government, institution, or group of agencies can accomplish on their own. Crisis and instability are complex issues and solutions are not always readily apparent or known in advance. Intentional, multi-sector collaborations where the efforts of many converge and align with a shared vision are essential, as are flexibility in funding as conditions change or emerge.

While multiple pilot programs may be pursued during the first years of this plan, long-term success is dependent on the City initially investing time to develop a shared vision and outcome measurement system with stakeholders and community members. All sectors, including the private sector must be engaged to develop a widely-accepted vision and promote sectors working together.

This Action Plan focuses on the delivery system and four priority services areas. Each priority area has a goal and multiple objectives and implementation strategies. Together these actions reflect the key concerns and issues prioritized by Goodyear residents combined with knowledge of emerging best practices in human services delivery.

### CHANGE IS INCREMENTAL

*It is normal for initiatives to make slow or minimal progress in the early years.*

Priorities, knowledge and socio-economic landscapes evolve, and the City will need to evaluate and revise the Action Plan each year. Annual work plans will identify key City initiatives and deliverables to address crisis and instability and promote self-sufficiency and prosperity during the coming year. A yearly progress report and proposed revised investment and work plan will inform the annual initiatives and also be brought to the City Council for consideration each year as a part of the budget process.

Goodyear's human services and city strategic plan both recognize the importance of fiscal and resource management through enhanced performance measurement. Primary data regarding demand for the numerous priorities of this plan is very limited. Pilots are essential to determining demand and quantifying the true cost of services. It is and will remain critical to collect data consistently to ensure focus on the intended outcomes, revise programs as necessary, and create accountability among partners and to the City for invested funds. Pilots are also a key way to support and build the capacity of the nonprofit community without creating ongoing reliance on the City.

Delivery System							
Goal: Goodyear's Human Services Delivery System is accountable and participatory. It provides a safety-net in times of crisis, supports stability for residents on the cusp of crisis, and provides opportunities for self-sufficiency and prosperity.							
Objective 1: Increase awareness of available services.				Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action	1. Promote awareness of 2-1-1 and/or 9-8-8 to increase community knowledge of available resources that address the priority services needs of this Plan.			√			
Objective 2: Increase City capacity to effectively manage human services and related funding.				Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. Expand the capacity and specific skills of the Neighborhood Services Division to coordinate funding, activities and partners while managing human services planning, implementation, evaluation, and action (ongoing based on action plan activities).			√			
	2. Champion crisis and instability reduction as a community priority through work with other city departments.			√			
	3. Study additional community needs and develop the housing and neighborhood phases of the Community and Neighborhood Services Master Plan (ongoing).			√			
	4. Invest in community education tools that promote understanding of current and emerging crisis and instability conditions.				√		
	5. Explore stable and sustainable funding options, including additional federal grant programs and new revenue tools.				√		
	6. Assess the costs and benefits of creating one or more one-stop access sites that also serve as community hubs or focal points that provide opportunities for neighborhood connection, community building, and programs and services that increase resiliency. Compare these costs and benefits to the costs and benefits of providing mobile services.						√
Objective 3: Increase systemwide capacity to deliver participant-driven services.				Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. Through city grants and contracts, prioritize funding for programs that provide tele-services or mobile-service delivery models.			√			
	2. Develop or purchase technical assistance and capacity-building tools that move the human service delivery system beyond networking and towards collaboration and shared outcomes, working with the Faith & Community Roundtable, grantees/contractors, and other nonprofit and for-profit organizations.				√		
	3. Standardize aspects of service delivery and processes to ensure consistent interaction with participants despite receiving different services or having different goals.					√	

Delivery System					
	4. Issue a call for pilot programs that incorporate participant-driven services and show promise for future creativity and innovation. Include use of locally-defined shared outcomes and evaluation as required elements.			√	
	5. Consider what additional resources could further enhance the capacity of nonprofits serving the Goodyear community.				√
Objective 4: Expand the use of data and evaluation as tools to direct future funding and establish accountability systems.		Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. Define high-level shared outcomes in cooperation with stakeholders for factors common to multiple vulnerable populations. Ensure the defined outcomes are flexible enough to allow for participant-defined outcomes and will accept graduated or different outcomes for participants who are farther away from the intended outcome, such as households in poverty developing a spending plan rather than opening and contributing to a savings account.	√			
	2. Develop monitoring and measuring processes and tools, including key data points to inform the implementation and evaluation of the plan, and data collection systems to outcome data for city grants/contracts.	√			
	3. Invest in evaluation of pilot programs.	√			
	4. Track both qualitative and quantitative data.		√		
Objective 5: Increase community input and transparency in the funding of human services.		Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. Create a Human Services Commission consisting of five-to-seven council-appointed members that is representative of people with lived experience (having experienced first-hand living as a member of a vulnerable population), the business community, and the racial and ethnic diversity of Goodyear. Authorize the Commission to: <ul style="list-style-type: none"> <li>a. Annually recommend to the City Council programs and projects for investment, including Community Funding, and Community Development Block Grant funding;</li> <li>b. Review data and evaluation summaries to recommend future funding direction that will ensure the most needed activities happen; and</li> <li>c. Educate the community about vulnerable residents, and human services, housing and neighborhood approaches that work by recommending strategies based on data and close collaboration with the people most affected.</li> </ul>		√		
	2. Coordinate Community Funding and Community Development Block Grant program cycles with the city budget process to provide a more holistic approach to planning.		√		

Basic Needs						
Goal: Goodyear's residents are able to meet their basic needs for food, clothing, shelter, and personal safety.						
Objective 1: Goodyear residents seeking crisis or crisis prevention assistance report connection with needed services and supports on first contact.			Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. Pilot a service navigator program that connects Goodyear residents in crisis or facing instability with existing services and supports, while providing case management services (currently under development).		√			
	2. Through city grants and contracts, prioritize funding for nutritious and fresh food, clothing, shelter and emergency financial assistance for Goodyear residents in crisis or facing instability (emergency financial assistance currently under development)		√			
	3. Assess the costs and benefits of establishing a Goodyear Community Action Program (CAP) to leverage federal funding for crisis intervention and prevention.			√		
	4. Improve systems that track referrals, referral satisfaction, and on-going engagement with needed services and supports.			√		
	5. Through city grants and contracts, prioritize funding for case management and support services for Goodyear residents with limited economic mobility opportunities.			√		
Objective 2: Increase engagement with an economic mobility coach for Goodyear residents seeking crisis prevention assistance.			Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. Issue a call for a pilot economic mobility advisor program for Goodyear residents seeking economic mobility that connects with financial education and asset-building services, and provides career and personal coaching to overcome individual and family challenges.				√	
Objective 3: Goodyear residents do not self-report uncertain, insufficient or inadequate access to nutritious and culturally-appropriate food.			Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. Support simple back- and front-yard gardens by providing reusable containers, seeds and growing instructions.		√			
	2. Examine support and need for an innovative business model that helps retailers sell healthier foods at multiple locations or brings high-quality affordable produce to vulnerable residents.				√	
Objective 4: Promote access to any new fee-based city services by reducing barriers for vulnerable and low-income users.			Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. When considering new fees, consider the impact on vulnerable and low-income populations.			√		
	2. Assess the costs and benefits of sliding-scale fees based on income.				√	
	3. Pilot a single application process for Goodyear's vulnerable residents and workforce members to gain access to available city and nonprofit services,					√

Basic Needs					
	amenities, subsidies and resources. Assess the higher of the HUD low-income standard or minimum income standard as eligibility factors.				
Objective 5: Increase access to alternative service-delivery methods to reduce reliance on transportation solutions.		Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. Examine funding for programs that increase broadband and mobile data availability to expand vulnerable residents' ability to access services remotely.		√		
	2. Through city grants and contracts, prioritize funding for programs and services that expand digital access and technology literacy to ensure residents can effectively access online programs and services.		√		
	3. Support programs that assist vulnerable residents to establish formal banking relationships that allow them to connect to mobile payment services.			√	

Mental Health					
<b>Goal:</b>					
<b>Goodyear residents are connected to mental health services that align with their individual and family needs.</b>					
Objective 1: Reduce the time needed to access mental health services.		Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. Through city grants and contracts, prioritize funding to support establishment and/or expansion of peer support groups to give people a sense of hopefulness through interaction with people who have shared experiences.	√			
	2. Through city grants and contracts, prioritize funding to support efforts that provide substance use and misuse services and education.	√			
	3. Through city grants and contracts, prioritize funding to support efforts to bring mental health services to schools, workplaces, and other gathering locations.	√			
	4. Develop or support the development of an information campaign to increase awareness of the unique mental health challenges of people with disabilities.			√	
Objective 2: Increase the availability of facility or shelter beds and services to help individuals experiencing trauma to move from crisis to self-sufficiency.		Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. Through city grants and contracts, prioritize funding to support transitional facilities for people fleeing or recovering from abuse.	√			
	2. Through city grants and contracts, prioritize funding for mental health and substance use services that provide trauma-informed care to safely minimize re-traumatization.	√			



Sustainable Income					
Goal: Goodyear's residents have increased opportunities for economic self-sufficiency and prosperity.					
Objective 1: Increase the number of low-income Goodyear residents participating in business formation, higher education, and employment skills and job seeking programs.		Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. Identify opportunities to leverage the Innovation Hub in growing micro-businesses owned and operated by lower-income Goodyear residents that promote the availability of affordable necessary services, such as child care and nutritious food.		√		
	2. Issue a call for a pilot mentoring program in cooperation with Goodyear employers to provide interested employees with opportunities for personal and professional growth through networking with and guidance from seasoned and retired professionals.			√	
	3. Explore models for creating a temporary storefront or similar opportunities for home-based businesses to market and sell their products.			√	
Objective 2: Increase the number of Goodyear households with emergency savings, homeownership savings, and/or decreased credit card or other short-term debt.		Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. Issue a call for a pilot individualized financial literacy education coaching program in cooperation with nonprofit organizations and local employers for all Goodyear residents, regardless of income. Ensure the program is holistic, grounded in each participant's goals, and task oriented to improve residents' financial well-being and self-sufficiency.		√		
	2. Issue a call for a pilot matched-savings program for Goodyear residents and workforce members in cooperation with local employers and civic organizations. Match savings at a high-enough rate to provide for future self-sufficiency and prosperity.			√	
Objective 3: Increase the availability of high-quality and affordable child care during non-traditional hours to support employment and participation in education, job skills and search training, and services critical to personal stability.		Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. Develop expanded child care services during non-traditional hours, working with employers and child care/ early education providers to identify potential delivery partnerships.	√			
	2. Examine the creation of a micro-business / business program to provide training, technical assistance, and start-up financing for child care services during both traditional and non-traditional work hours.		√		

Transportation					
Goal: Goodyear's vulnerable residents and workforce members have access to flexible and affordable transportation options.					
Objective 1: Leverage transit recommendations from the 2021 Transit Study		Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. Determine funding options for: <ul style="list-style-type: none"> <li>• Transit facility improvements and/or construction;</li> <li>• Improvements to bus shelters and/or mobility hubs; and/or</li> <li>• Shade trees and structures, lighting, sidewalks and crosswalks to improve access to public transit.</li> </ul>		√		
Objective 2: Increase transportation access during non-traditional transit hours to support vulnerable residents and workforce members.		Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. Issue a call for a pilot program to provide subsidized transportation vouchers for transportation access during non-traditional transit hours through ride-hailing services such as taxis, Uber and Lyft.	√			
	2. Examine the costs and benefits of funding the lease or purchase of vehicles to bring services to people at multiple locations (mobile services), compared to transporting people to needed services.		√		
Objective 3: Increase transit affordability for vulnerable populations as transit availability expands		Yr 1	Yrs 2-3	Yrs 3-5	Yrs 5-10
Action(s)	1. Pilot a transit fare reduction program with a nonprofit or governmental organization and one or more employers to facilitate workforce members access to employment, and residents' access to employment, housing, and personal stability resources.				√
	2. Assess transit demand and affordability among vulnerable populations and incorporate knowledge into future transit planning efforts.				√

## Summary of Year One Recommendations

Delivery System
Promote awareness of 2-1-1 and/or 9-8-8 to increase community knowledge of available resources that address the priority services needs of this Plan.
Expand the capacity and specific skills of the Neighborhood Services Division to coordinate funding, activities and partners while managing human services planning, implementation, evaluation, and actions.
Develop monitoring and measuring processes and tools, including key data points to inform the implementation and evaluation of the plan and data collection systems to collect outcome data for city grants/contracts.
Champion crisis and instability reduction as a community priority through work with other city departments.
Continue to study additional community needs and develop additional phases of the Community and Neighborhood Services Master Plan.
Define high-level shared outcomes in cooperation with stakeholders for factors common to multiple vulnerable populations. Ensure the defined outcomes are flexible enough to allow for participant-defined outcomes and will accept graduated or different outcomes for participants who are farther away from the intended outcome, such as households in poverty developing a spending plan rather than opening and contributing to a savings account.
Through city grants and contracts, prioritize funding for programs that are expanding tele-services or are mobile-service delivery models.
Basic Needs
Pilot a service navigator program that connects Goodyear residents in crisis or facing instability with existing services and supports, while providing case management services (currently under development).
Through city grants and contracts, prioritize funding for nutritious and fresh food, clothing, shelter and emergency financial assistance for Goodyear residents in crisis or facing instability.
Support simple back- and front-yard gardens or community gardens in low-to-moderate income areas by providing reusable containers, seeds and growing instructions.
Mental Health
Through city grants and contracts, prioritize funding to support: establishment and/or expansion of peer support groups to give people a sense of hopefulness through interaction with people who have shared experiences, substance use and misuse services and education, efforts to bring mental health services to schools, workplaces, and other gathering locations.
Through city grants and contracts, prioritize funding to support transitional facilities for people fleeing or recovering from abuse.

Through city grants and contracts, prioritize funding for mental health and substance use services that provide trauma-informed care to safely minimize re-traumatization.

### Sustainable Income

Develop expanded child care services during non-traditional hours, working with employers and child care/ early education providers to identify potential delivery partnerships.

### Transportation

Issue a call for a pilot program to provide subsidized transportation vouchers for transportation access during non-traditional transit hours through ride-hailing services such as taxis, Uber and Lyft.