



# Community Action Program

FY2024-26 Three-Year Strategic Plan

September 18, 2023

# TABLE OF CONTENTS

Executive Summary .....	2
Tri-Partite Board Authorization.....	2
Agency Description .....	3
Mission .....	3
Vision.....	3
Community Profile.....	4
Community and Internal Assessment Process.....	6
Key Findings: Community Assessment.....	7
Key Findings: Internal Assessment .....	7
Strategic plan goals and objectives .....	8
Plan Monitoring and Reporting.....	12
Appendix Listing.....	13

## EXECUTIVE SUMMARY

The city of Glendale Community Action Program (CAP) is the recipient of Community Services Block Grant (CSBG) federal funding received through the Arizona Department of Economic Security (DES). This funding comes from a federal allocation through the U.S. Department of Health and Human Services (HHS) and was created through the Economic Opportunity Act of 1964. Pursuant to the federal CSBG Act funds are intended to support designated Community Action Agencies (CAA) in providing a broad range of programs and services intended to pursue the reduction of poverty, revitalize low-income communities, and empower low-income families and individuals to become fully self-sufficient. As one of eleven designated CAAs in Arizona, the Glendale CAP program is required to conduct a community needs assessment for the community served and utilize information from that assessment to develop a three-year strategic plan to guide program development and service delivery to meet the needs of the community. The body of this report describes the actions taken to develop this strategic plan and explains the alignment between the CAP program and the city's strategic plan.

The city of Glendale has undertaken a comprehensive strategic planning process utilizing the Balanced Scorecard methodology which begins with the foundation of mission, vision, and values, then identifies strategic priorities and results, and strategic objectives. This work is done first at the broader organizational level, then cascaded to the department-level, and ultimately to the program or division level if needed. The unique aspect of this particular methodology is that it not only identifies hopeful outcomes, but also focuses on the inputs needed to achieve those outcomes thus creating "balance" between resources needed and desired outcomes. The Balanced Scorecard Methodology requires strategic objectives in four key perspectives: Our Organization, Our Processes, Our Finances, and Our Community.

This methodology and framework are conducive to the development of the CAP Strategic Plan which requires the development of strategic goals for the individual/family, community, and agency. The Balanced Scorecard also provides for the opportunity to address key components of the CAP Strategic Plan including funding strategies, service delivery systems, linkages, and service gaps. Included in the Appendix are source materials related to the Tier I Organizational Scorecard and Tier II Community Services Department Scorecard.

## TRI-PARTITE BOARD AUTHORIZATION

The Community Action Program FY2024-25 Three Year Strategic Plan was presented to the City Council-appointed Community Development Advisory Committee which serves as the required Tri-Partite Board providing oversight for CSBG programs and services among others.

On September 21, 2023, CDAC reviewed the plan and voted to it at this meeting. Documentation of this vote can be found in CDAC Board and Commission meeting meetings for this date.

## AGENCY DESCRIPTION

Glendale CAP is responsible for administering programs and services for city of Glendale, Arizona residents funded by DES sources including Community Services Block Grant (CSBG), Temporary Assistance to Needy Families (TANF), and Social Services Block Grant (SSBG), Neighbors Helping Neighbors (NHN). The CAP program also partners with DES to provide navigation services for Glendale residents for Low-Income Home Energy Assistance Program (LIHEAP) and Low-Income Water Assistance Program (LIWAP) services. Additionally, Glendale CAP receives supplemental funding through Wildfire, the city's General Fund, and periodically from the city's allocations of Department of Housing and Urban Development (HUD) Community Planning and Development (CPD) funding.

The city's CAP services are a division of the Community Services department which includes four other divisions responsible for delivering resident services, many of which are intended for low-income households. Those divisions include Community Engagement, Community Housing, Community Revitalization, and the city's Public Library system. Together, these divisions are responsible for providing a diverse array of resident-centric programs and services including community volunteer activities, strategic partnerships, homeowner repair and rehabilitation services, homeless services, public housing, housing choice voucher programs, educational programming and physical materials, computer services, eviction prevention and diversion, emergency rent assistance, and active case management for self-sufficiency programs. All these programs and services are funded through various sources including the city's General Fund, DES, Wildfire, various Department of Housing and Urban Development (HUD) programs, Arizona Department of Housing (ADOH), and other private grant funds periodically. As a department, we are focused on improving our service delivery through the lens of innovation while ensuring our services are meaningful, accessible, and performance driven.

## MISSION

City of Glendale Mission – We improve the lives of the people we serve every day.  
Community Services Department Mission – We build community through impactful services.

The city and department mission are based in the foundation of our organization's Core Values of Community, Integrity, Excellence, Innovation, and Learning. For more details regarding the expected behaviors associated with these core values, see the Appendix.

## VISION

City of Glendale Vision – We are the community of choice for residents, businesses, and employees.  
Community Services Department Vision – We are the national model for innovative community services.

## COMMUNITY PROFILE

The city of Glendale is the 6<sup>th</sup> largest city in the state of Arizona with an estimated population of 252,136 as of July 1, 2022. The following information provides a comparative analysis of U.S. Census Bureau data between the State of Arizona, Maricopa County, and the city of Glendale and provides a summary of key characteristics identified in the data. Details can be found in the Appendix.

### Race/Hispanic Origin and Languages

The diversity of Glendale's population is evident when examining Race and Hispanic Origin data. The percentage of Glendale residents of Hispanic or Latino decent is 25% higher than the county average and 24% higher than the state average while the percentage of Glendale residents reporting their race as White alone is 22% lower than both the state and county averages. Additionally, the percentage of Glendale residents reporting two or more races is more than 350% of both the state and county averages. Finally, the percentage of the population that speaks a language other than English in the home is 28% and 29% higher than the state and county respectively. This data indicates that Glendale has a larger share of racially and ethnically diverse residents as compared to both the state and county.

### Special Populations

Glendale's ratio of Veteran residents per 1,000 of population is 26% lower than the state and county on average, but its percent of persons with a disability under 65 is 16% and 18% higher than the state and county respectively. This indicates that there is a higher proportionate rate of persons under 65 with a disability residing in Glendale.

### Housing, Income, and Employment

The median home value of owner-occupied housing is 17% lower than the county average indicating that home ownership is slightly more affordable than the county, however, Glendale's percentage of owner-occupied housing is 14% lower than the state and county percentages. So, while home prices in Glendale may be lower, home ownership does not appear to be equally attainable for Glendale residents. This is likely due in part to the median household income of Glendale residents which is 17% lower than the county, and per capita income over the past twelve months for Glendale residents is 26% lower than that of the county. At the same time, the percentage of civilians in the labor force is 7% higher than the state and only one percent lower than the county. This indicates that Glendale residents are working, but they are not earning equitably with their peers in the County which is the likely contributor to the abnormally high percentage of persons living in poverty. In Glendale, it is estimated that 17.3% of the population lives in poverty which is 53% higher than the county and 38% higher than the state.

### Other Community Indicators

When examining the potential imbalance of wealth in a community, accessible resources like education, computers, broadband, and health insurance are sometimes key indicators of underlying causes of poverty. In Glendale, total retail sales per capita are 23% higher than the county average and 43% higher than the state indicating that retail

sales in Glendale are strong and are generating a larger proportionate share of sales. In other words, spending in Glendale (albeit may not be amongst Glendale residents) is strong. On average, the percentage of persons under 65 without health insurance is 17% higher than the state and county averages, but the percent of households with a computer is on par (although slightly less) than the comparisons. The percentage of households with broadband and the percentage of high school graduates are both 6% below average as compared to the state and county, neither of which is overly concerning. However, the percentage of Glendale residents with a bachelor's degree or higher is 29% lower than the state average and 36% lower than the county average.

## Housing and Homelessness

Glendale has the fourth highest unsheltered homeless population in Maricopa County, only behind Phoenix, Tempe, and Mesa. In June 2021, the city decided to try a radically new approach to incentivize homeless providers to work more collaboratively under one agreement with a shared vision, collective goals, and improved funding flexibility. The result of this effort is the Glendale Homeless Solutions Alliance (GHSA) partnership which includes multiple providers, a comprehensive array of wrap-around services, and a physical location in Glendale which can provide coordinated entry for both adults and families as well as operating a 24/7 line that triages calls from the community, law enforcement, and residents in need.

GHSA providers have delivered over 55,000 unique services for unsheltered or at-risk populations including over 1,400 unduplicated individuals permanently housed, almost 13,000 units of emergency shelter for unsheltered persons, over 16,000 personal contacts made through street outreach, and over 5,600 calls to the 2/47 line. Additional performance data can be found [here](#). We believe the impressive number of individuals rescued from homelessness through permanent housing is the direct result of having flexible housing funding and providers coordinating services out of the NREC through the GHSA.

In addition to homeless services, the city has taken its responsibility to increase the quality and quantity of affordable rental units very seriously and believes that investments in affordable housing are a critical component to addressing homelessness in our region. City Council recently adopted an ordinance to waive community development and building permit fees as an incentive to attract the development of housing units that will maintain a 30-year period of affordability. Glendale is currently partnered with four developers to construct six multi-family projects that will add over 1,200 units of affordable housing, all of which include local funding. These units will house approximately 3,000 individuals at or below 60% of area median income.

## Maricopa Association of Governments Statistical Data

The following key points are excerpted from the Maricopa Association of Governments June 2023 Housing Update which can be found [here](#) and assesses the Phoenix-Mesa-Chandler Metropolitan Statistical Area (MSA) which includes all of Maricopa and Pinal counties.

RESIDENTIAL SALES. The availability of homes for sale impacts not only potential homebuyers, but also renters as a market where potential homebuyers or homeowners move into the rental market, decreases the availability of rental units needed by low-income households. According to the data, there has been a 7% decrease in the median sale price since June 2022 and the inventory listed for sale is also 20% lower during the same period. Additionally, 23% of sales in June 2023 were cash sales, a slight decrease of the 5-year cash sale average of 25%. Cash sales traditionally put upward pressure on housing prices. It is further estimated that 26% of the housing stock is either season or investor-owned, further exacerbating the availability of housing units for residents. Lastly, since 2011, residential sales transactions under \$300,000 have decreased by 73% indicating that affordability of home ownership continues to remain low.

APARTMENT RENTS AND EVICTIONS. A household that pays 30% or more of their income towards housing costs is considered cost-burdened and a household that pays 50% or more of their income on housing costs is considered severely cost-burdened.

While overall, 32% of households are cost-burdened, there is a disparate impact on rental households with 53% of multi-family renters and 45% of single-family renters being cost-burdened. Since 2010, the availability of apartment units with rents under \$1,000 has dropped from 90% in June 2010 to only 6% as of June 2023 and since 2019, apartment rents have increased by 38% in the region. Additionally, apartments built between 2018 to current are charging 15% higher rents than other existing apartments. MAG data analysis further indicates that 43-50% of households with individuals working in support occupations in the region such as food preparation, building and grounds maintenance, healthcare support, and personal care and service are cost-burdened. Lastly, of renter households with incomes less than \$50,000, 68% had a rent increase and 15% are behind on rent and the data indicates that 79% of evictions are in lower income areas in the region.

## COMMUNITY AND INTERNAL ASSESSMENT PROCESS

To inform the development of the FY2024-26 Three-Year Strategic Plan, a community needs assessment was coordinated in collaboration with Arizona State University Watts College of Public Service and Community Solutions. Survey respondents included 442 Glendale residents who had received assistance or accessed resources from the City of Glendale within the recent twelve (12) months and were former community action clients, public housing clients, or community revitalization clients. Additionally, 32 community partners including public safety, non-profits, faith-based, business owners, educational institutions, various board members and other stakeholders were directly contacted and interviewed to assess the most critical needs of the community. The data collection took place in May 2023. Additionally, customer service feedback was collected from program participants regardless of whether they received assistance; between June 2022 and July 2023, 307 surveys were completed.

The internal assessment process included several activities that led to the development of the department's Tier II scorecard. Primarily, a cross-functional and multi-disciplinary team of employees from all levels in the department was assembled to participate in several exercises and team meetings over multiple months to identify areas of opportunity for the department. This work was facilitated by the Department of Organizational Performance and recommendations were presented to the Community Services Leadership Team (CSLT). The CSLT took the recommendations from the team and developed the specific strategic initiatives that are found in the Department's Tier II Balanced Scorecard. Additional information that informed the internal assessment process included employee surveys, CSLT prioritization exercises, and one-on-one staff meetings between all employees and the department director.

## KEY FINDINGS: COMMUNITY ASSESSMENT

Based on the independent analysis of stakeholder interviews and survey feedback, the following were identified as the most important community needs. See Community Needs Assessment report in the Appendix for details.

- Shelter Beds
- Housing Security
- Food Insecurity
- Childcare and After School Programs
- Navigating Systems (other resources)
- Assistance for Seniors
- Employment Services

Based on an assessment of customer feedback surveys, there continues to be an opportunity to improve processing time. See Glendale Community Action Program Customer Feedback Survey report in the Appendix for details.

## KEY FINDINGS: INTERNAL ASSESSMENT

Based on the independent recommendation of the Balanced Scorecard Team representing non-management employees from all divisions within the department, the following were identified as the most important internal needs to be addressed. See Community Services Tier II Balanced Scorecard plan in the Appendix for details.

- Increase Staff Training
- Increase Program Evaluation
- Increase Community Education
- Increase Flexible Funding
- Improve and Increase Partnerships
- Improve Community Outcomes

Additionally, feedback from the one-on-one staff meetings revealed the need to maintain existing morale-building activities and to provide more robust training around trauma-informed care and de-escalation strategies.



# STRATEGIC PLAN GOALS AND OBJECTIVES

## Agency Level

### 1. DECREASE APPLICATION PROCESSING TIME.

#	Objective		Funding Strategies
1.1	Implement data collection strategies to track processing time from application initiation to application completion, and application completion to application adjudication and identify opportunities for improvement.	Leverages collaboration with the Department of Organizational Performance to assist with data collection and analysis.	Takes advantage of existing General Fund city resources.
1.2	Participate in city-provided process improvement training.	Leverages collaboration with the Department of Organizational Performance to assist with data collection and analysis.	Takes advantage of existing General Fund city resources.

### 2. INCREASE STAFF TRAINING.

#	Objective	Linkages	Funding Strategies
2.1	Provide formal motivational interviewing training for applicable staff.	Leverage existing educational program from the Arizona State University Southwest Interdisciplinary Research Center to provide comprehensive training and applicable certification.	Utilizes CSBG funding.
2.2	Provide formal trauma-informed care and de-escalation training for applicable staff.	Leverage training expertise of existing Central Arizona Shelter Services partnership.	Utilizes free available community resources.

3. INCREASE ACCESS TO MULTI-DISCIPLINARY COMMUNITY RESOURCES AND PARTNERSHIPS.

#	Objective	Linkages	Funding Strategies
3.1	Relocate human services and vitality programs to the Glendale Elementary School District (GESD) System of Care Center (SoCC).	Leverages the SoCC which the SoCC provides multi-disciplinary services from individual providers in a campus setting. Services include parent/child literacy, parent workshops, health and nutrition programs, substance abuse prevention, mental/behavioral health, food distribution, and AHCCCS application assistance.	The city has approved \$3 million one-time (tenant improvements) and \$30,000 annual ongoing (utilities and custodial) General Fund contributions to implement this relocation project. GESD is not charging rent to the city to be located on the campus.
3.2	Conduct a service gap analysis to identify service gaps for Glendale residents and develop a plan to seek out strategic partnerships to fill those gaps.	Leverages existing community resources to avoid duplication of services and ensure a comprehensive system of wrap-around services for low-income households.	There is no cost to conducting this assessment, assembling a comprehensive resource list, and establishing additional community partnerships.
3.3	Improve city website to include information about community partners and resources.	Leverages existing communication tools.	Website is funded through the city's General Fund and staff time of existing staff members.

Community Level

4. INCREASE ACCESS TO SHELTER AND AFFORDABLE HOUSING

#	Objective	Linkages	Funding Strategies
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4.1	Partner with Glendale Homeless Solutions Alliance (GHSA) to identify opportunities to increase temporary overnight stays in Glendale.	Leverages existing service provider network and potentially increased participation with faith-based providers.	Utilizes \$3.4 million HUD-funded investment from the city's Homeless Master Services Agreement with Central Arizona Shelter Services.
4.2	Partner with Veterans Community Project (VCP) to increase the availability of transitional housing for Veterans in Glendale.	Leverages non-profit sector to construct and operate 50 units of transitional housing for Veterans with on-site supportive services.	Development will take place on city-owned land and leverages \$3.2 million State of Arizona General Fund contribution. Additional funding opportunities will also be evaluated. Balance of construction and operating needs will be managed through fundraising activities of VCP.
4.3	Partner with private sector developers to attract new construction or rehabilitation of affordable rental housing to Glendale.	Leverages the City Council-adopted fee waiver program, Arizona Department of Housing (ADOH) Low-Income Housing Tax Credit (LIHTC) and State Tax Credit (STC) program investments.	Utilizes General Fund collections and ADOH-funded sources.

5. Increase access and referrals to senior programs and services.

#	Objective	Linkages	Funding Strategies
5.1	Increase communication with senior clients regarding program offerings for seniors provided by the city and other partners.	Leverages existing programming provided through the Glendale Adult Center, the city's Dementia Friendly Community initiative, and the YWCA congregate meal program.	Adult programming and other city initiatives are funded through the General Fund and the YWCA receives funding through CDBG.

5.2	Increase referrals and collaboration with the Maricopa County Human Services Department relating to the Senior Adult Independent Living (SAIL) program.	Leverages the existing network of senior services providers to ensure Glendale seniors are receiving the services they need.	Utilizes existing investments from Maricopa County HSD in senior services.
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Individual/Family Level

6. INCREASE HOUSING STABILITY AND ECONOMIC SECURITY AMONG ASSISTED HOUSEHOLDS.

#	Objective	Linkages	Funding Strategies
6.1	Increase enrollment in THRIVE Success Coaching program.	Leverages new framework for active case management focused on addressing household needs and assessing sustainability based on food security, housing security, education, transportation, and other barriers.	Utilizes CSBG, HOME-ARP, and HUD Family-Self-Sufficiency funding.
6.2	Increase quality and quantity of referrals to landlords willing to participate in our housing assistance programs through landlord engagement.	Leverages the Landlord Liaison position to develop relationships with local landlords.	Utilizes CDBG Cares Act funding.
6.3	Establish and track Key Performance Indicators (KPIs) of household success.	Leverages national KPIs and ROMA continuous improvement cycle.	Utilizes existing staff resources.

## 7. INCREASE ACCESS TO LIVING WAGE EMPLOYMENT OPPORTUNITIES.

#	Objective	Linkages	Funding Strategies
7.1	Strengthen relationship with Phoenix Rescue Mission (PRM) who currently provides workforce and employment services to establish a formalized and trackable referral system that will allow for measurable outcomes.	Leverages existing contractual partnerships with PRM.	Utilizes CDBG Cares Act funding.
7.2	Establish partnerships with additional service providers that can provide skilled training for underemployed adults as well as disengaged low-income youth.	Leverages partnerships with WestMec, Glendale Community College, Rio Salado Community College, Arizona Automotive Institute, Arizona Christian University, and Arizona@Work Maricopa County.	Utilizes existing staff resources to establish relationships.

## 8. INCREASE ACCESS TO CHILDCARE AND AFTERSCHOOL PROGRAMS.

#	Objective	Linkages	Funding Strategies
8.1	Increase referrals to childcare, afterschool, and sport scholarship programs.	Leverages existing free drop-in afterschool care programs and sports scholarship programs offered by the city as well as Head Start programs offered by Maricopa County.	City afterschool care programs are funded by the General Fund, scholarship programs are funded through donations, and the Head Start programs are funded through other agencies.

## PLAN MONITORING AND REPORTING

Glendale CAP will monitor progress toward achieving the goals identified in this plan on an ongoing basis and will provide a bi-annual update to CDAC to provide an opportunity to actively participate in monitoring and evaluating progress toward goal achievement.

## APPENDIX LISTING

1. City of Glendale Tier 1 Organizational Scorecard and Objective Descriptions
2. City of Glendale Values
3. Community Services Tier II Organizational Scorecard
4. Community Profile Data (US Census Bureau)
5. Community Needs Assessment
6. Customer Feedback Survey

# BALANCED SCORECARD

We improve the lives of the people we serve every day.



## Our Community

Improve  
Community  
Experience



## Our Finances

Improve  
Asset  
Management

Improve  
Resource  
Alignment



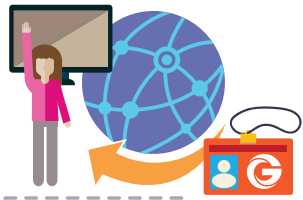
## Our Processes

Increase  
Innovation  
Solutions

Optimize  
Processes &  
Services

Improve  
Stakeholder  
Engagement

Improve  
Purposeful  
Communication



## Our Organization

Improve  
Tools &  
Technology

Strengthen  
Workforce  
Culture

Strengthen  
Workforce  
Development

## Our Organization

### Improve Tools & Technology

We leverage tools and technology as a competitive advantage to meet the needs of today's connected community and to create opportunities to increase efficiency, reduce waste and redundancy, and optimize service delivery by investing in high quality, secure, reliable, and efficient technology and systems.

#### Intended Results:

- Modernized and streamlined operations
- Decreased manual or paper-based processes
- Improved use of data and analytics
- Improved transparency
- All departments equipped with industry standard technology
- Appropriate level of financial investment for technology
- Improved security and regulatory compliance
- Improved communication
- Improved asset management
- Improved service options for internal/external customers

### Strengthen Workforce Culture

We utilize a variety of methods to improve and maintain a positive workforce culture where employees are valued as significant contributors and are encouraged to effectively communicate, generate ideas, solve problems, and grow their careers.

#### Intended Results:

- High morale (positive, productive, happy, and safe workplace)
- Employees view what they do as a career, not just a job
- Employee trust is high
- Employees are friendly and engaged
- The organization emphasizes the importance of leadership regardless of role
- The organization recognizes and rewards employees for their contributions
- The organization has a diverse workforce that represents the demographics of the community
- Employees understand how their role contributes to the success of the organization
- A culture of effective communication
- The community receives a higher level of service



## Our Organization (cont'd)

### Strengthen Workforce Development

We invest in developing skilled and experienced leaders and technical professionals with a focus on cultivating innovation, continuous improvement, and leadership skills to increase the efficacy of service delivery.

#### Intended Results:

- Improved succession planning
- Higher quality services for the community
- Personal accountability for career development
- Increased mentoring
- Improved relationships between employees and leadership
- Increased customer satisfaction
- Quality, knowledgeable workforce (skills match needs)
- Increased cross-collaboration between departments
- Improved innovation, critical thinking, and problem-solving skills
- Increased value that translates to other civic engagement activities
- Improved knowledge and use of technology tools and training
- Skilled workforce that knows how to acquire, interpret, and use data for decision-making

## Our Processes

### Increase Innovation Solutions

We leverage our employees' knowledge, the power of our tools and technology, and our healthy organizational culture to advance innovation solutions that improve the value of our programs and services for the community.

#### Intended Results:

- Community finds greater value in city services
- Services/programs have greater utility and generate measurable impacts
- Organizational culture supports trying new approaches to service delivery
- Advanced innovation (changes in process, approach, or services) throughout the organization, can be incremental or fundamentally disruptive/revolutionary
- The organization has “planned abandonment” strategies and tools in place for programs/services that are no longer needed
- The organization demonstrates a reasonable tolerance for risk, assessing likelihood against the potential negative impacts
- The organization has a healthy climate of collaboration
- Leadership supports and encourages change and renewal
- Improved analysis and decision-making

### Optimize Processes & Services

We optimize our services by eliminating unnecessary regulations and procedures, simplifying processes, utilizing program evaluation methods, and making efforts to involve stakeholders in the design of programs and services.

#### Intended Results:

- Streamlined processes
- Reduction of waste
- Continuous improvement and innovation
- Cost effective service delivery
- Internal culture of responsibility and accountability
- Departments are collaborating on procurement needs
- Programs and services designed with stakeholder input
- Increased speed of delivery and value of services
- Program evaluation methods are used to determine the efficacy of existing and future programs

## Our Processes (cont'd)

### Improve Purposeful Communication

We place a strong emphasis on communicating for results, ensuring consistent messaging, increasing brand awareness, and improving strategies to reach all stakeholders.

#### Intended Results:

- Clear, consistent, and timely information is delivered
- An effective communication plan that addresses content, purpose, audience, delivery, and process.
- Improved stakeholder, customer, and employee satisfaction
- City achievements and successes are celebrated
- Improved issue resolution and increased positive outcomes (proactive vs. reactive)
- More knowledgeable workforce and community
- Increased channels for communication

### Improve Stakeholder Engagement

We recognize that effective, data-driven decision making requires involving stakeholders through a variety of methods to continually gather information about public opinion, engaging the community in problem solving, encouraging community ownership and accountability, and the use of stakeholder data to assess service offerings and delivery models.

#### Intended Results:

- Stakeholders are active participants in their local government
- The organization has defined stages and processes for public engagement (inform, consult, incorporate, and empower) and deploys different strategies based on the issue
- The organization uses a "partnership wheel" model of engagement where the issue, not the local government, is at the center of the discussion
- Public engagement strategies focus on the role of "citizens" (not customers) encouraging stakeholders to see the community as part of their own identity creating a sense of ownership
- Improved transparency and communication
- Increased use of survey tools and methods
- Increased understanding of community needs
- Organization uses data and analytics to drive strategic decision-making

## Our Finances

### Improve Asset Management

We recognize asset management as a critical factor in sustainable service delivery and prioritize investments to support organizational effectiveness and community livability. Assets include our facilities, infrastructure, and technology.

#### Intended Results:

- Improved tracking of capital assets and CIP projects to inform long-range financial planning
- Improved replacement cycle of city assets
- Reduction in service delivery interruptions due to asset failure
- Increased transparency and public awareness of infrastructure needs and associated impacts
- Public facilities and operational facilities meet the service delivery expectations of the public
- Increased use of data and analytics for investment decisions

### Improve Resource Alignment

We recognize that effective resource alignment is critical to supporting a healthy and stable economic environment and we actively pursue new revenue opportunities, partnerships, and operational efficiencies that align our investments with the community needs.

#### Intended Results:

- New and increased revenue streams
- Healthy fund balance
- Improved bond rating
- Diversified revenue sources
- Attraction of new businesses
- Expand and retain existing local business
- Market-competitive (comparable) fee/rate structures
- Reliable and transparent financial reporting
- Strategically aligned, well managed budget
- Strengthen service levels and workforce
- Increased use of volunteer programs and internships
- Increased use of public-private partnerships

## Our Community

### Improve Community Experience

We provide superior service delivery that surpasses expectations and provides unique solutions to meet community needs. We build integrity and trust by cultivating strong relationships. At our organization's core is a passion for serving and caring for our community by improving the lives of the people we serve every day.

#### Intended Results:

- Residents are proud of our community
- Businesses invest in our community
- Employees are valued by our community
- More people both live and work in Glendale
- Safe, vibrant, active, clean, and diverse community
- Increased accountability for community success
  
- Positive image and brand awareness
- Expanded tourism and hosting of national events
- Increased community satisfaction
- Community of choice for businesses, residents, employees and visitors
- Increased public trust and positive community relations
- The organization fosters positive, productive relationships with stakeholders

## MISSION STATEMENT

WE IMPROVE THE LIVES OF THE PEOPLE WE SERVE EVERY DAY.



## VISION STATEMENT

WE ARE THE COMMUNITY OF CHOICE FOR RESIDENTS, BUSINESSES, AND EMPLOYEES.

## VALUE STATEMENTS

### COMMUNITY

#### WE ARE DRIVEN TO IMPROVE THE COMMUNITY EXPERIENCE

Our top priority is to serve all people who live, work, do business in, and visit Glendale. We value community engagement and we constantly seek feedback to assess the varying needs of our community. We welcome everyone and value the richness of skills, background, and experience that a diverse community provides. With compassion, we observe, listen, understand and assist our stakeholders to ensure we are equitably delivering the services that are most valued and needed in our community. We do this to honor our heritage, to create openness, and to improve service delivery.

### INTEGRITY

#### WE PROVIDE OPEN AND HONEST GOVERNANCE

Throughout our organization there is an unquestionable level of integrity, ethics, transparency, and honesty guiding our communications, interactions, and decision-making. We are fair, principled, accountable, and inclusive in all that we do. The example is set by City Council, City Management, and every staff member. We do this to build trust within the organization and throughout the community.

### EXCELLENCE

#### WE MAKE EXCELLENCE A HABIT, NOT A GOAL.

Our approach to service begins with a positive attitude and a focus on excellence. We are committed to delivering high quality services to our diverse community at an affordable cost, with demonstrated value, in an expeditious manner. We design our services with our stakeholder's needs in mind. We provide opportunities to gather feedback on our services in an inclusive way and look for merit in every idea. We do this to ensure we are good stewards of taxpayer dollars, to create organizational and community pride in the services we provide, and to create added value for our community.

### INNOVATION

We are an organization that constantly examines how we can get better and welcomes creative ideas and new thinking. We value efficiency, technology, and agility; and, we have the courage to try new approaches. We strive to be leaders in public sector innovation. We do this to create a flexible organization that can respond quickly to change, to create value by providing more cost-effective services, and to foster employee ownership in the services we provide.

### LEARNING

#### WE VIEW LEARNING AS ESSENTIAL TO IMPROVEMENT.

We know that our ability to develop and deliver the highest quality services and to achieve operational excellence for our stakeholders is dependent upon having a highly trained and developed workforce and elected leaders. We are committed to developing skills and cultivating leaders. We do this to ensure that we are constantly getting better in everything we do and creating lifelong learners.

MARCH 30, 2023



## COMMUNITY SERVICES

TIER II BALANCED SCORECARD



# Community Services

**Mission:** We build community through impactful services.

**Vision:** We are the national model for innovative community services.



## Our Community



## Our Finances



## Our Processes



## Our Organization

### Intended Results



- Services match community need
- Increased community satisfaction
- Increased graduation rates from coaching programs
- Reduced poverty rates

- Increase funding diversity (new, leveraged, and braided) to improve sustainability
- Bridge service gaps
- Minimize administrative burden
- Decrease reliance on federal funding

- Updated processes & procedures
- Reduced red tape
- Employees involved in decision-making
- Improved efficiency
- Time savings (employee and customer)
- Increased automation
- Increased promotion
- Increased storytelling
- Increased public education & enrichment

- Improved succession planning
- Employee strengths are optimized
- Employees enriched through learning





**We identify opportunities to upskill employees for both advancement and enrichment purposes.**

Intended Results	Measures	Target	Actual
Improved succession planning Employee strengths are optimized Employees are enriched through learning	<b>Current</b>		
	% supervisory positions that have a succession plan	100%	
	% employees participating in succession plan training	10%	
	% employees with completed Strengths Finder Assessment	100%	
	% supervisors training on how to leverage employee strengths	100%	
	<b>Future</b>		
% employees participating in at least 4 training opportunities annually		90%	
	% employees reporting that learning is relevant and applicable		

Initiatives	Scope	Champion	Status
Succession Plan	Collaborate with Human Resources on a project to have each supervisor position evaluated for both soft skills and technical skills needed to be successful in the role and document the skills inventory. Utilize the skills inventory to develop a training academy curriculum to upskill interested staff to be positioned for advancement opportunities.	Jean Moreno	Assigned
Strengths Finder	Ensure all employees have participated in the Strengths Finder assessment and initial learning workshop. Develop Strengths Finder orientation program for new employees and develop continuing education on principles of Strengths Finder to ensure the tool is actionable and utilized. Develop Strengths Finder training program for supervisors.	Mike Beck	Assigned
Department Training Plan	<ol style="list-style-type: none"> <li>Develop annual training plan with a minimum of four department sponsored training activities.</li> <li>Research mechanism for employees to track/record training for data collection and reporting</li> </ol>		Future

**Increase  
Program  
Evaluation**

**We systematically and routinely evaluate our operations to eliminate over-regulation, simplify operations, and leverage technology to deliver services.**

Intended Results	Measures	Target	Actual
Updated processes & procedures	% policies and procedures reviewed and updated annually	100%	
Reduced red tape	% policies and procedures condensed, eliminated, or enhanced during review	50%	
Employees involved in decision-making	% of foundational employees engaged in policy development	10%	
	% of programs or services evaluated with formal program evaluation tools	10%	
Time savings (employee and customer)	% cycle time reduction	25%	
Increased automation	% processes automated	25%	

Initiatives	Scope	Champion	Status
Policy Inventory	Develop a database or methodology to collect and track all department-level policies. System must create a comprehensive inventory and track annual reviews/updates. Database must include administrative and division-level policies that provide guidance for procedures, programs, or services. Policies and tracking database should be readily available for all employees.	Matt Hess	Assigned
Program Evaluation Plan	Develop a 2-year plan to conduct systematic program evaluation which may include assessments on program efficacy, cost-benefit, LEAN, or other program evaluation methodologies.	Matt Hess	Assigned



**We create opportunities to publicly share what we do, why we do it, how our programs create value, and how they are performing.**

Intended Results	Measures	Target	Actual
Increased storytelling	# public communication campaigns promoting programs/services	24	
Increased community impact reporting	# stories produced internally	12	
Increased public transparency	# media stories (print or television)	12	
	Website readability score & other metrics (Site Improve Tool)	?	

Initiatives	Scope	Champion	Status
Communication Plan & Department Branding/Identity	Develop a comprehensive communication plan that includes a minimum of a monthly promotion and leverages social media to post about events and activities of the Community Services Department in a comprehensive manner to tell the story of what we do to increase community engagement and interest. May involve recommendations to re-brand the department.	Michelle Yates	Assigned
Community Notification System	Discontinue the Registered Neighborhood program in favor of a more comprehensive and effective Community Notification System to provide better resident notifications about important citywide initiatives to engage residents. Examples include Census outreach, public engagement meetings, open houses, programs, and services. With this program, registration would no longer be limited to HOA's or neighborhood leaders, but open to all stakeholders in the community including residents, schools, businesses, churches, non-profits, and other city departments.	Michelle Yates	Assigned
Community Impact Reporting	Develop operational performance dashboards that share information with the public about the value of programs and services delivered by the department.		Future

**Change objective to increase community awareness**



**We seek out new funding sources to address community needs and improve program sustainability.**

Intended Results	Measures	Target	Actual
Increased funding diversity Improved program sustainability Reduced administrative burden Decreased reliance on federal funding	% increase in new grant funding % of leveraged funds from partnerships		

Initiatives	Scope	Champion	Status
Seek New Grants	Work with Grant Program Manager to identify new opportunities for flexible funding sources to support programs and services		Future
Investment Database	Establish tracking mechanism to capture data related to both in-kind and leveraged funding or investments made by community partners that benefit Glendale residents		Future

Improve &  
Increase  
Partnerships

**We seek out partnerships to improve or increase amenities, programs, or services for Glendale residents and to increase community engagement.**

Intended Results	Measures	Target	Actual
Bridge service gaps	% of identified service gaps that are addressed through partnerships	90%	
Increased community engagement	% increase in total partnerships	10%	
Increased corporate stewardship	% increase in economic impact of volunteer programs	10%	
Increased volunteer impact	% increase in volunteers	10%	

Initiatives	Scope	Champion	Status
Service Gap Analysis	Utilize community needs assessments and other community feedback to identify service gaps for Glendale residents and develop a plan to seek out strategic partnerships to address those gaps.	Mike Beck	Assigned
Corporate Stewardship Program	Develop and implement a recruitment strategy to enlist Glendale business to participate in community programs and services that benefit residents. The program will invite business professionals to be part of something meaningful and provide opportunities for business to play a vital role in improving the community. The program is expected to generate interest in Glendale that leads to sponsorships, matching giving opportunities, aligning philanthropic missions with our Community Engagement purpose, addressing corporate concerns about challenges facing our environment/planet, engaging employees, increased brand awareness, and potentially opportunities to address department goals through.	Michelle Yates	Assigned
Partnership Database	Develop comprehensive department-wide partner database.	Michelle Yates	Assigned
Volunteer Database	Develop comprehensive department-wide volunteer database to capture economic impact of volunteer activity with a standard, consistent methodology.	Michelle Yates	Assigned



**We provide quality services that address diverse community needs and improve quality of life outcomes.**

Intended Results	Measures	Target	Actual
Services match community need	% respondents reporting high-quality service experience	85%	
	% respondents reporting high-level of responsiveness	85%	
Increased graduation rates from assistance programs	% clients that participate in Success Coaching program	10%	
Reduced poverty rates	% clients that graduate from THRIVE Success Coaching program	80%	

Initiatives	Scope	Champion	Status
Community Grant Program	Initiate pilot program to provide monetary assistance to support activities or community projects to stimulate community action and participation in addressing unique neighborhood needs.	Michelle Yates	Assigned
THRIVE Success Coaching Program	Implement the new THRIVE (Transcending Hope and Resiliency Into Viable Empowerment) Success Coaching case management program to align programs and services to national KPI's like achievement of a livable wage, maintaining a livable wage, increasing personal savings, increasing credit scores, and achieving certifications or other education to increase employability.	Ismael Cantu	Assigned
Language Access Plan (LAP)	Over the last five years, over 10,000 refugees from 66 countries have settled in Arizona through resettlement programs. This initiative will follow the process prescribed by the Federal Coordination and Compliance Section Civil Rights Division of the U.S. Department of Justice to conduct the appropriate assessments and implement a comprehensive LAP for all programs and services in the department.	Karen Mofford	Assigned
Library Master Plan (LMP)	Finalize the LMP which is inclusive of recommendations from the Community Assessment (CA) and Process Improvement Team (PIT) and will serve as the basis for future Capital Improvement Program and budget requests. The final LMP document will organize, categorize, vet, and prioritize findings and recommendations from the CA and PIT and should be adopted by the City Council. The associated implementation plan should include a mechanism to track the timing and progress of initiatives as well as key performance indicators that can be utilized for public-facing community impact reporting.	Michael Beck	Assigned

	Arizona	Maricopa County	City of Glendale	State Comparison	County Comparison
<b>POPULATION AND HOUSEHOLDS</b>					
Population as of July 1, 2022	7,359,197		252,136	3%	6%
Households	2,683,557.0	1,632,151.0	83,956.0	3%	5%
Persons per household	2.58	2.64	2.88	112%	109%
<b>RACE/HISPANIC ORIGIN AND LANGUAGES</b>					
% Persons 65 and Over	18.8	16.2	11.8		
% Female Persons	50.0	50.2	50.7	1%	1%
% White Alone	81.9	81.7	64.0	-22%	-22%
% Black or African American alone	5.2	2.9	1.8	-65%	-38%
% Asian Alone	3.9	4.9	4.2	8%	-14%
% Native Hawaiian and Other Pacific Islander Alone	0.3	0.3	0.2	-33%	-33%
% Two or More Races	3.2	3.3	15.0	369%	355%
% Hispanic or Latino	32.5	32.1	40.2	24%	25%
% White Alone, not Hispanic or Latino	52.9	53.0	43.6	-18%	-18%
% Language other than English spoken at home	26.6	26.5	34.1	28%	29%
<b>SPECIAL POPULATIONS</b>					
Veterans	471,924.0	245,171.0	12,364.0	3%	5%
Veterans per 1,000 Population	64.1	53.9	49.0	-24%	-28%
% with a disability under age 65	9.0	7.9	10.4	16%	18%
<b>HOUSING</b>					
Owner-occupied housing unit rate	65.8	63.8	55.9	-15%	-12%
Median value of owner-occupied housing units	\$ 265,600	\$ 304,700	\$ 252,200	-5%	-17%
Median gross rent	\$ 1,172.00	\$ 1,275.00	\$ 1,138.00	-3%	-11%
<b>INCOME, EMPLOYMENT, AND POVERTY</b>					
Median household income	65,913.0	72,944.0	60,499.0	-8%	-17%
Per capita income in past 12 months	34,644.0	37,570.0	27,771.0	-20%	-26%
% in civilian labor force % of persons 16+	60.2	64.8	64.2	7%	-1%
Mean travel time to work workers age 16+	25.7	26.4	28.5	11%	8%
% Persons in poverty	12.5	11.3	17.3	38%	53%
<b>OTHER COMMUNITY INDICATORS</b>					
% Households with computer	94.4	95.7	93.9	-1%	-2%
% households with broadband internet	88.2	90.2	83.9	-5%	-7%
% High school graduate or higher	88.3	88.8	83.5	-5%	-6%
% Bachelor's degree or higher % of persons age 25+	31.2	34.4	22.1	-29%	-36%
% Persons without health insurance under age 65	12.5	12.7	14.7	18%	16%
Total retail sales per capita	\$ 14,808.00	\$ 17,170.00	\$ 21,194.00	43%	23%



**Community Action Program  
2023 Community Needs Assessment**

**Prepared By:**

**ASU Watts College of Public Service and  
Community Solutions  
Action Nexus on Housing and Homelessness**



# Table of Contents

EXECUTIVE SUMMARY	3
RECOMMENDATIONS	4
STAKEHOLDER INTERVIEWS	6
RESIDENT SURVEY	10
FINANCIAL HARSHIP	16
COMMUNITY NEEDS	18
APPENDICES	38

# Executive Summary

The activities undertaken to prepare this report included 33 interviews with service providers and 440 survey responses from Glendale residents that had previously received CAP services. When analyzing both the survey responses and the stakeholder interviews, several needs emerged as being the most critical:

- Housing security
- Shelter space
- Food security
- Help finding resources
- Affordable childcare and after school programs
- Assistance for seniors
- Employment

According to the Maricopa Association of Governments, rent has gone up by 68% across the Phoenix Metropolitan Area since 2017. This is particularly important for the Community Action Program (CAP) because 93% of residents receiving CAP assistance reported renting their homes in the last year, making housing stability, affordable housing, and homelessness prevention programs more important than ever. The City of Glendale has a plethora of community programs, nonprofits and faith organizations but no shelter space of their own. This could become a problem as the increased need for shelter beds is evident across the county, putting a strain on existing programs. Additionally, stakeholders reported that more people than ever are seeking out assistance in obtaining food, emergency financial support, and other basic needs as their housing costs rise.

Ease of finding and accessing services also emerged as an important theme. Making sure that residents know what is available and how to access the services are both important. Survey participants noted that help obtaining resources was critical and during stakeholder interviews, many shared that the complex system of services in the community is daunting for clients seeking help. Finally, employment remains an important focus from both perspectives of stakeholders and the survey participants. Not only help finding employment, but maintaining employment can depend on childcare and school programs, and affordable access to transportation. Affordable childcare was a very common theme and stakeholders felt that it was a crucial need for families in the city. They also noted that, although Glendale has access to public transportation, often cost and travel times are a barrier for residents who are low-income.

As the population ages, the need to support seniors becomes more critical. Both stakeholders and survey participants indicated the necessity to support seniors who live independently and those who need extra care. Financial support is very important for seniors on a fixed income to pay for basic needs like housing, food and utilities and to help for those seniors who are homeless.

Maricopa Association of Governments <https://azmag.gov/Programs/Maps-and-Data/Land-Use-and-Housing/Housing-Data-Explorer>



# Recommendations

## Shelter Beds

Many stakeholders emphasized the need for shelter space in Glendale, stating that clients often don't want to be placed outside of the city where they have communities, jobs, and schools. Finding ways to shelter Glendale residents as close to their own neighborhoods as possible would keep them connected with those communities and resources.

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financial hardship that impacted their ability to pay for basic needs. Additionally, stakeholders indicated that housing insecurity is an increasing issue. Ensuring that programs for rent/mortgage assistance, utility assistance, and keeping homes livable are well funded and easy for residents to access will help keep them housed and reduce the need for shelter space.

## Food Insecurity

As affordable housing continues to be scarce, more people are utilizing resources like food banks to meet their families' needs. Most low-income households qualify for food assistance programs but stakeholders agree that they are seeing a rise in the number of people seeking food assistance. It'll be important to maintain partnerships with food banks as well as providing support to residents trying to navigate the system of applying for the government food assistance programs.

### Childcare and After School Programs

A common theme in the assessment was that affordable childcare is a big gap for low-income families, especially single parent households. Additionally, stakeholders mentioned the need for after school activities for children from low-income homes which allow parents to work and provides a constructive and fun opportunities for kids. This is also a good opportunity to get kids and their families involved in the community, especially if it is affordable and accessible. Affordable childcare is a big challenge but subsidy programs or partnering with community organizations are possible solutions.

### Navigating the System

It was very common for the stakeholders as well as the residents surveyed to express that the system for obtaining assistance can be challenging, particularly for those who aren't technologically savvy or are in crisis. Strong case management, easy to navigate websites and clear instructions are all helpful ways to make the process more accessible. It is also necessary to make sure that people know what is available to them. School districts, libraries, and other areas that are frequented by residents are useful places to share information for those who aren't good with technology, don't have access to computers, or wouldn't know where to look.

### Assistance for Seniors

As a particularly vulnerable population and an increasingly large one, seniors are of concern across most of the stakeholders interviewed for this assessment. It was also one of the top concerns of the survey participants. It's diffi

### Employment

Commonly the stakeholders agreed that Glendale has a lot of jobs, but survey participants reported the job search help, skill building and continued education were all very important to them. Assisting low-income individuals with career building and training for better jobs can create more self-sufficiency and bring people out of poverty. This could involve partnering with local businesses to promote job fairs, provide education subsidies, or providing resume and job search assistance. Creating a workforce development program within the city of Glendale and partnerships with businesses can provide pipelines for residents to train and develop necessary skills to obtain stable employment with benefits.

# Stakeholder Interviews





# Stakeholder Interview Analysis

**Question 1: Now, when thinking about the low-income individuals and families in this community, what seems to be their greatest needs? (thinking about basic needs: food, housing, healthcare, safety, education, employment).**

There were several themes that came up regarding basic needs of low-income residents of Glendale during the interviews, the most common were affordable housing, housing stability, and food. The stakeholders represent a diverse group of individuals who work with low-income Glendale residents in various capacities but all agreed that affordable housing was a great need in the community. Other needs identified were transportation, affordable childcare, and healthcare. In particular, several stakeholders mentioned the need for better mental healthcare.

**Question 2: What do you think are the programs/services in this community most utilized by low-income individuals and/or families? How are these services beneficial for creating self-sufficiency or moving people out of poverty?**

Similar themes emerged for this question with affordable housing support, food assistance, and diversion funding being the most common responses. Several stakeholders also mentioned the need for mental health support and subsidized child/senior/disabled adult care. A similar theme emerged around the importance of keeping people from becoming homeless with utility/rent/mortgage assistance and other diversion programs. Most of the stakeholders were concerned about the rising cost of housing, food, and other necessities that continue to put strain on non-profit and government agencies providing support.

**Question 3: Are there any other strengths in this community contributing to the resiliency (or functioning) of low-income individuals and/or families? Any partnerships/networks or organizations you know of or are working with in the community to help individuals and families move out of poverty? What services or programs are these networks/organizations providing?**

Several stakeholders mentioned the low-income community themselves as being very resilient and resourceful as well as the community at-large who look out for each other. Another theme that emerged during the interviews, was that nonprofit, religious, community and government organizations had strong partnerships that work together to increase capacity. Many also mentioned the public transportation system and strength of the city's communication to its residents as important.

**Question 4: We talked a little about the current programs/services in this community, but are there any gaps in services and programs that are needed to improve the lives of low-income individuals and families? (maybe there is a service, but it needs to be expanded – or- maybe there is something that needs to be available that isn't).**

The gaps identified varied widely but housing and funding were two of the biggest themes. Many stakeholders felt that the lack of affordable housing was a big gap in Glendale as well as the funding to provide enough resources for everyone in need. Stakeholders also noted the lack of shelters in Glendale and noted that many homeless residents would prefer to remain in their community instead of sheltering in nearby cities like Phoenix. They also noted that more resources need to focus mental health support and programs like flexible funding and other longer-term recovery support to give people enough time to get back to fi

**Question 5: What prevents or makes it difficult for individuals and families, particularly those with lower incomes, from accessing the services they need to support themselves and their families?**

The most common themes that emerged for this question were: transportation, childcare, and awareness of available support, as well as difficulty navigating the system. Although the City has public transportation, it was mentioned as a barrier due to the lengthy time it takes to utilize it on a regular basis. They also noted that it was particularly difficult for parents of small children, to travel on public transportation. Childcare was a barrier noted by many of the stakeholders, who said that parents of children have a difficult time finding affordable childcare so that they can work or attend job development training. The third most common theme was the system itself due to the complexity of the human services system, how hard it is to navigate, and knowledge of the services that are available. The stakeholders suggested that strong case management were essential to supporting low-income residents.

**Question 6: How has your organization increased its ability to serve low-income families and individuals? (e.g. build trust, provide transportation vouchers, offer multiple languages) If so, please elaborate.**

The responses to this question varied widely but a common theme was that of finding an need not addressed or under addressed and then expanding or adding programs to fill that need. Several organizations opened new facilities or added extra beds, while others found that they could be more successful changing their service model completely. Some stakeholders recognized the need for more support for the aging population and adding more senior-focused programs, while others discussed better rapid rehousing, prevention, and diversion programs. Nearly all of the stakeholders noted that housing and food insecurity has gotten worse and stressed that retaining a quality workforce to address the problem is a huge need.

**Question 7:** In what ways do believe this community could promote community engagement (involvement where people can get to know one another, build their social networks, and have a sense of pride in their community)? What else could be done to encourage community members, particularly low-income individuals and families, to become involved in their communities? (e.g. more parks and spaces for recreation, neighborhood revitalization, community center)

The most common themes that arose during the interviews were accessibility and knowledge of events. Accessibility can mean location as well as if the community feels they are welcome. Stakeholders suggested that it would be helpful to provide one-stop-shop style resources at community events like food boxes and other resources to encourage attendance. They believed that many low-income residents might not feel welcome or they might be afraid of stigma when it comes to events like community meetings and may not want to speak up. Additional suggestions included additionally accessibility to events (like offering them virtually) and further outreach and advertising of the events.

They suggested using signage in places that low-income residents frequent like resource centers, libraries, and other community spaces. They also suggested partnering with first responders and school districts in low-income areas to get the message out. Several of the stakeholders noted that they did not believe that low-income residents do not want to be involved but felt that being in crisis mode makes it difficult to participate. Meeting their needs fi

**Question 8:** Are there any other community needs that you would like to mention that we have not discussed?

The responses to this question varied widely but a common theme was more affordable housing, better wrap-around services for individuals seeking assistance, and personalizing support. Other notable needs were better behavioral health support and heat alleviation services during the summer months. Others reiterated the needs addressed earlier in the report like transportation, job training, and shelter space in Glendale.

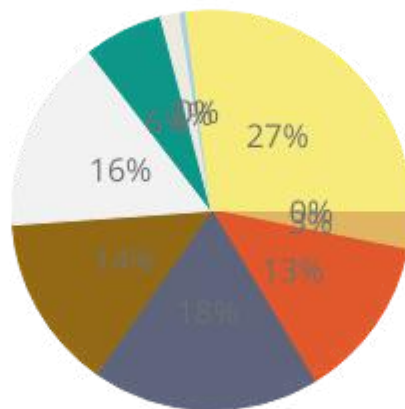




# Resident Survey

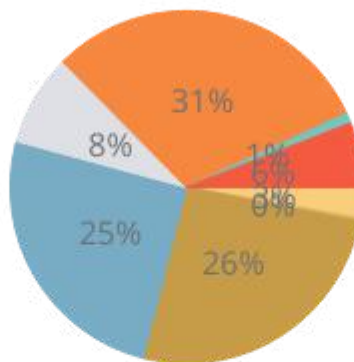
An analysis of 440 surveys of Glendale residents follows. The survey represents individuals who have previously received CAP services and residents in the Glendale area. Please note that 119 individuals were excluded from this section because they did not disclose demographic information.

## Age

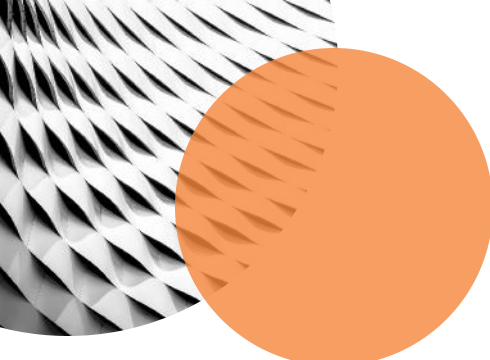


- Under 18 0
- 18-24 14
- 25-34 58
- 35-44 81
- 45-54 62
- 55-64 69
- 65-74 28
- 75-84 7
- 85 or older 2
- Unknown 119

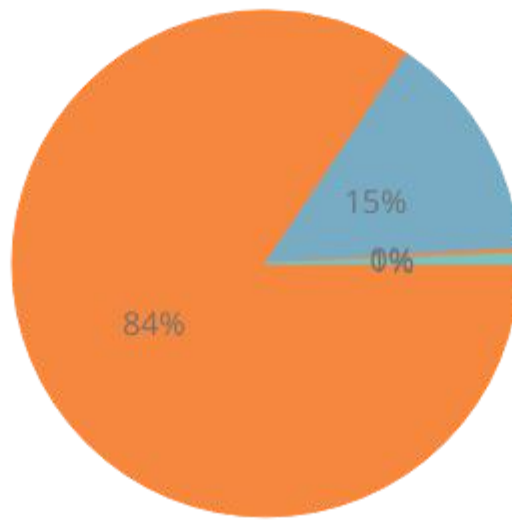
## Ethnicity



- American Indian/Alaskan Native 9
- Asian/Pacific Islander 1
- Black/African American 83
- Hispanic/Latino 81
- Multi-racial/ethnic 27
- White/Caucasian 98
- Other 3
- Prefer not to answer 19

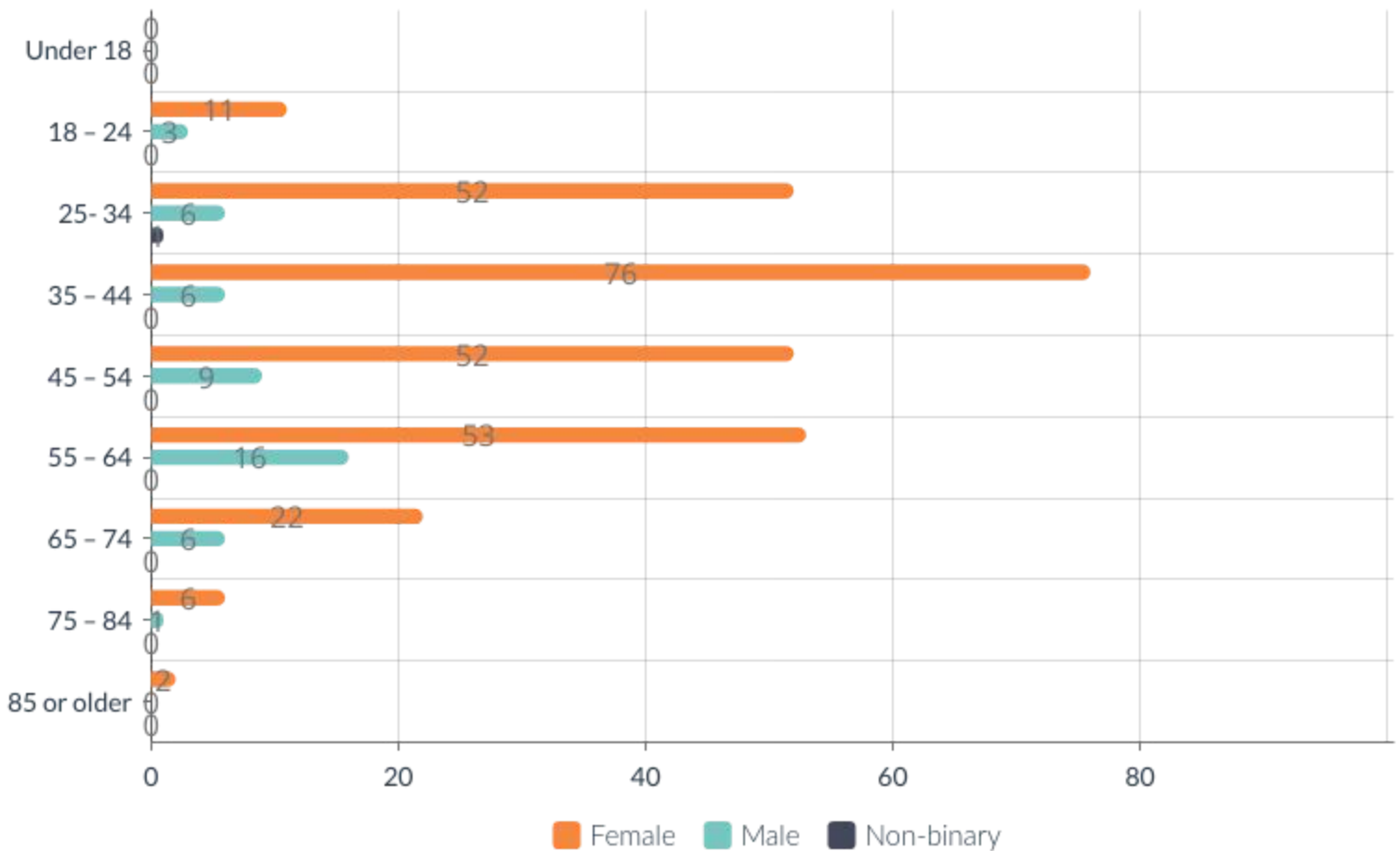


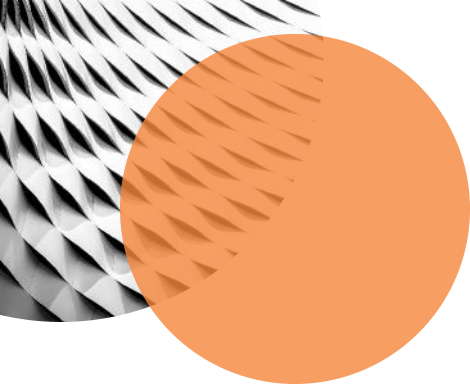
## Gender



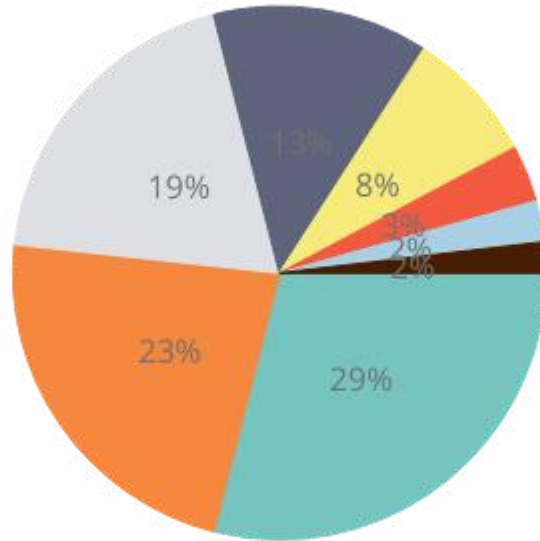
■ Female 271 
 ■ Male 47 
 ■ Non-binary 1 
 ■ Prefer not to answer 2

## Gender by Age



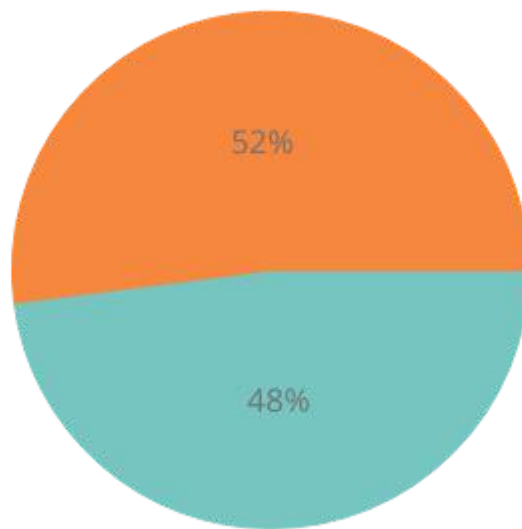


## Household Size

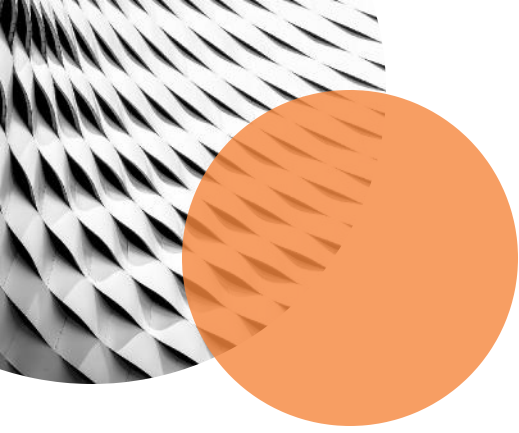


1 93 2 73 3 62 4 42 5 26 6 11 7 8 8 or more 6

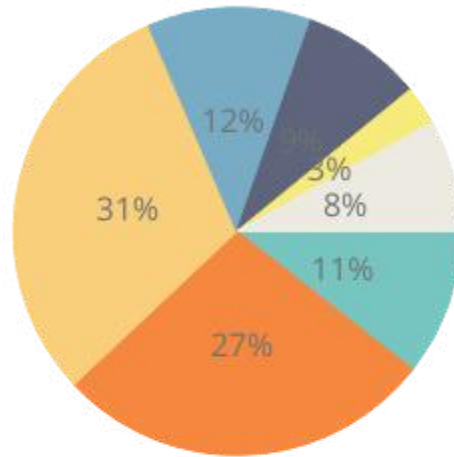
## Households with Children



Yes 154 No 167

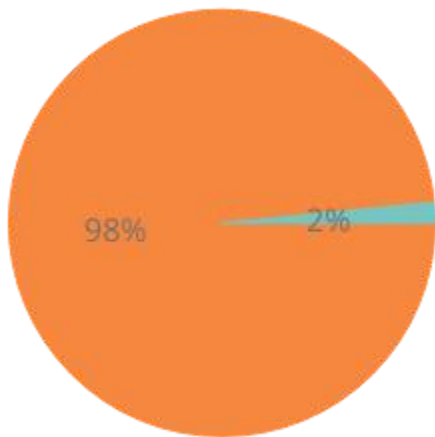


### Education Level



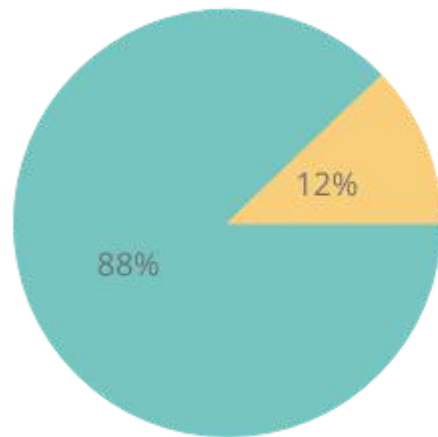
- Did not graduate high school 34
- Graduated high school or equivalent 88
- Some college 98
- Associates degree 38
- Bachelor's degree 28
- Master's degree 9
- Other certification 26

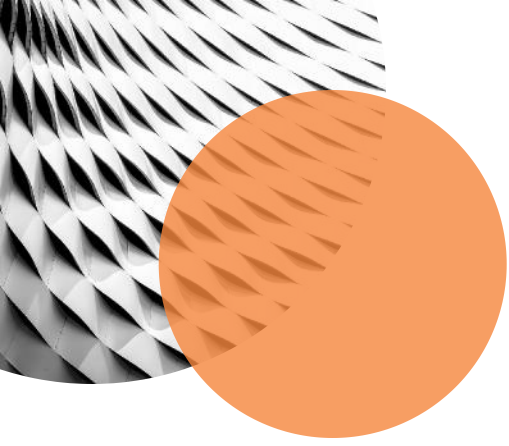
### Veteran



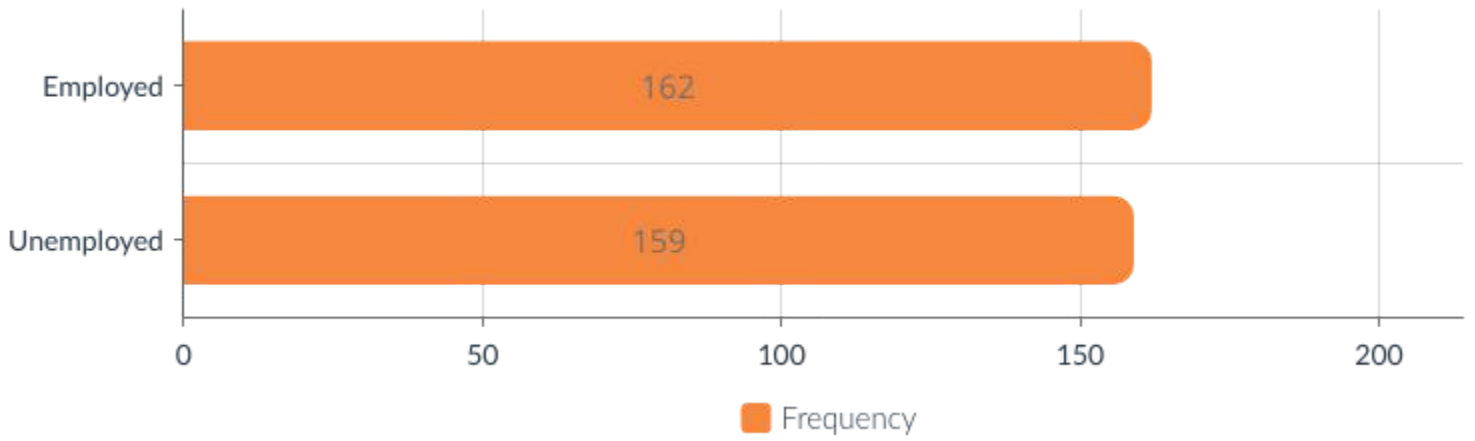
- No 316
- Yes 5

### Health Insurance

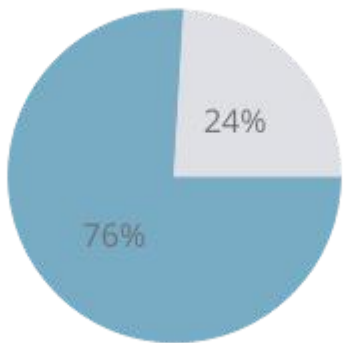




## Employment

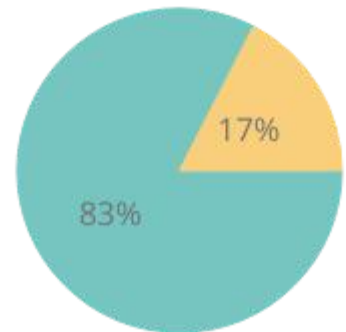


## Part-Time

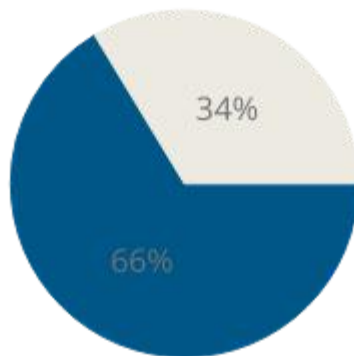


No 123 Yes 39

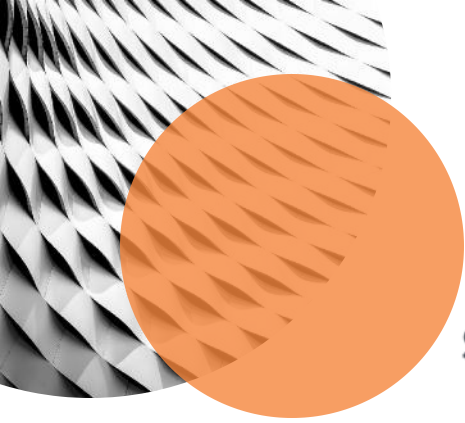
## Retired



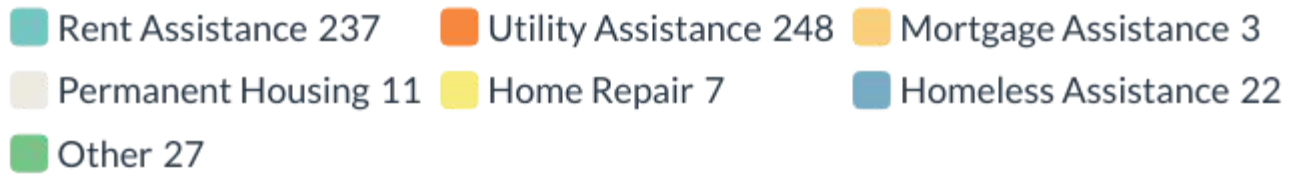
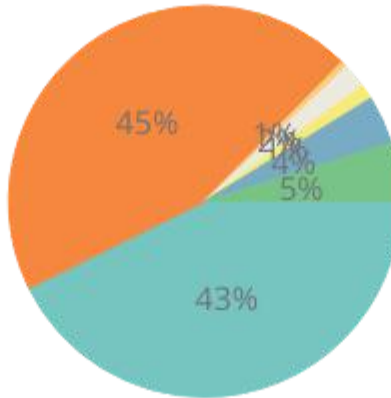
## Disabled



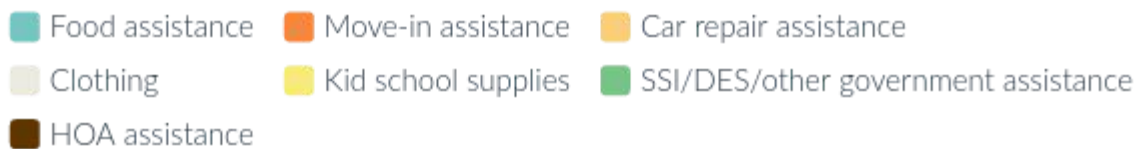
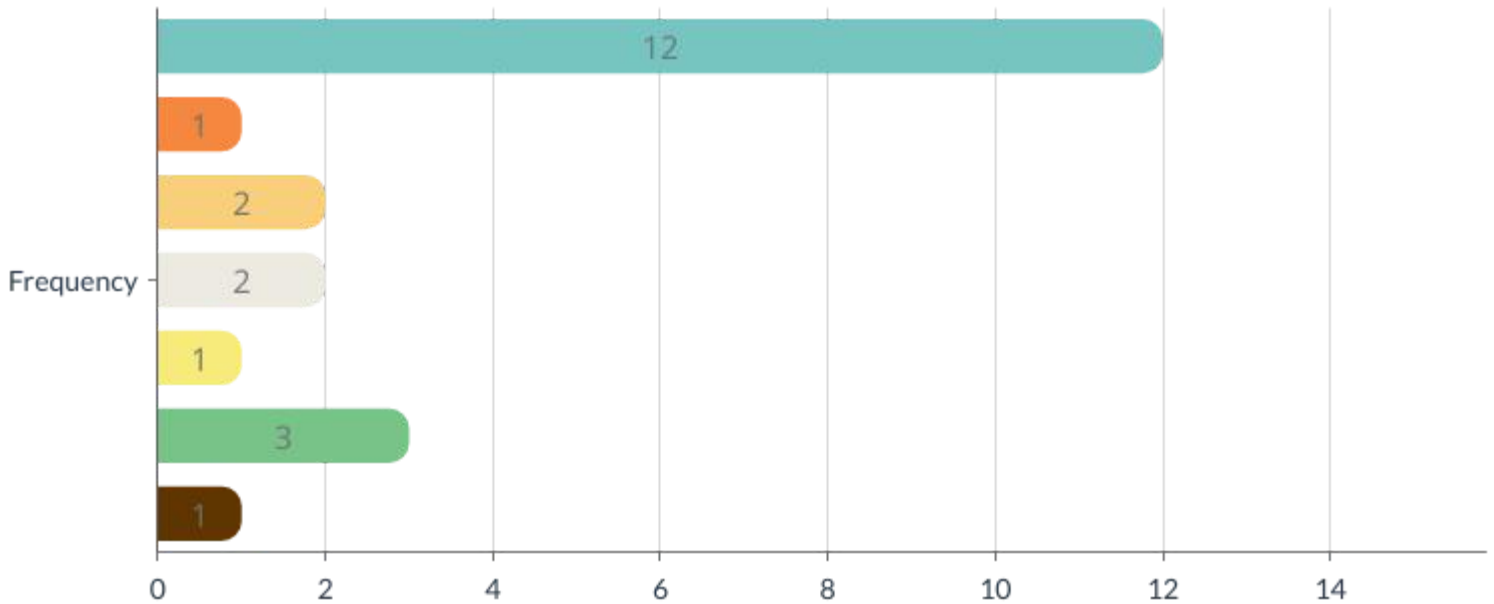
No 213 Yes 108



## Services Received in Last 24 Months



## Other Services Received



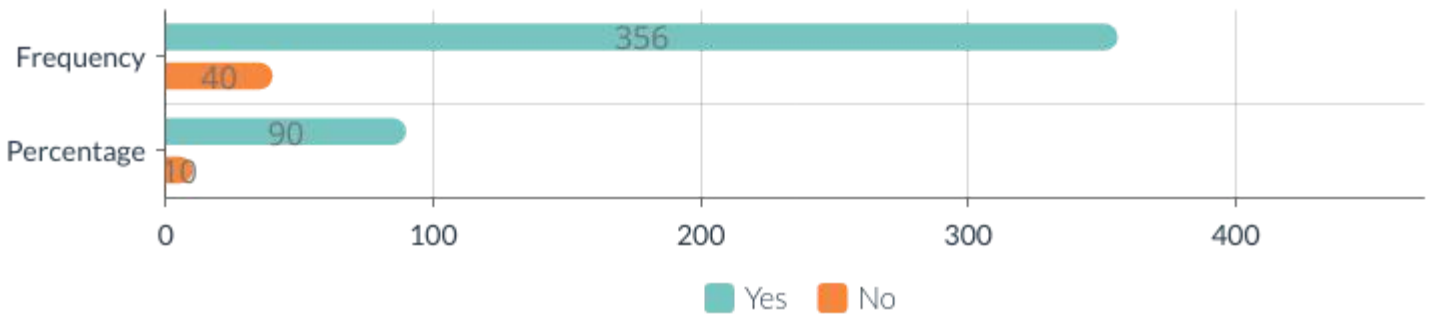


# Financial Harship

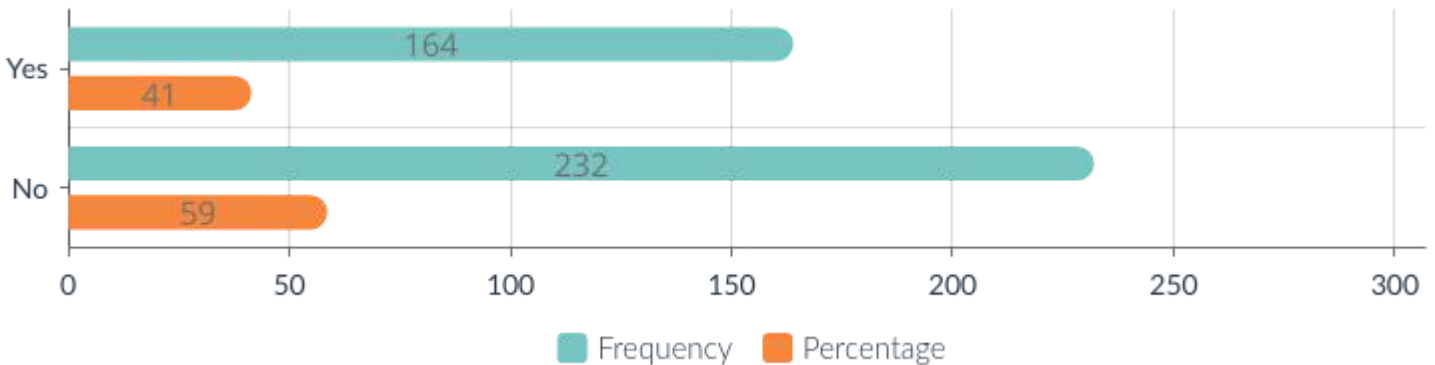
In the next section the survey asked a series of questions about financial hardship and other challenges preventing individuals from meeting basic needs, as well as what services they have utilized in the last year.

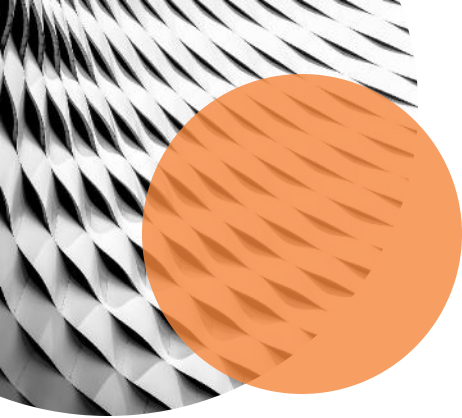
- 90% of participants reported that they have experienced a financial crisis in the last 24 months that made it difficult to meet basic needs.
- 40% experienced an eviction within the last 24 months.
- 77% reported that an increase in rent or mortgage is making it difficult to meet basic needs.
- 70% of participants reported that their credit score was making it difficult for them to obtain housing or other basic needs.

**Q: Have you experienced a financial crisis within the last 24 months that prevented you from meeting your household's basic needs?**

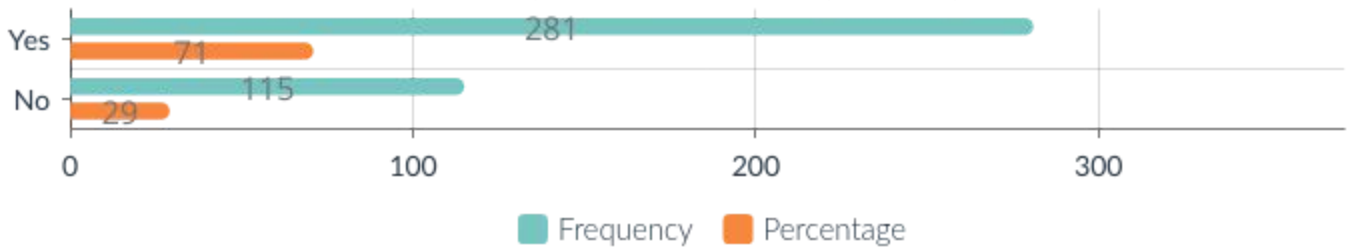


**Q: Have you experienced an eviction within the last 24 months?**

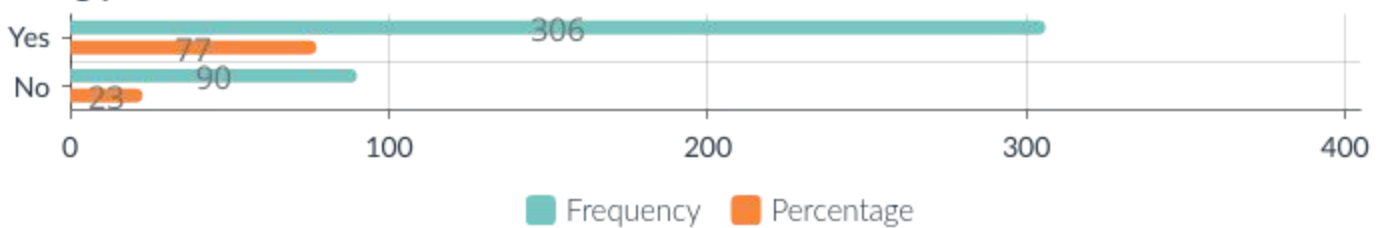




**Q: Is your credit score preventing you from accessing housing or other basic needs?**



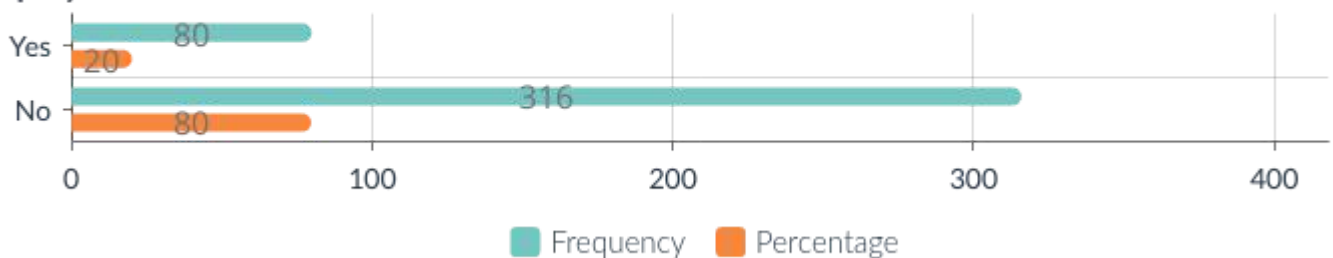
**Q: Have you experienced an increase in rent or mortgage costs that is preventing you from meeting your household's basic needs?**



**Q: Are background checks or other reference checks preventing you from accessing housing or other basic needs?**



**Q: Are background checks or other reference checks preventing you from obtaining quality employment?**







# Community Needs

In the next section, participants were asked to rank needs using a Likert scale with 6 being the most critical and 0 being not important. The results of the survey show many of the same themes found in the interviews with key stakeholders, with the most critical needs relating to affordable housing and utility bill support. 89% of respondents identified affordable housing as critical or very important with help paying rent and help with utility bills as the next highest ranked choices. Housing, food, family support, community were listed as the most important themes. Less important to the respondents were behavioral health and adult education programs, although employment opportunities were very important.

## Affordable Housing

**89%** of participants rated this need as either **very important or critical**.

## Help Paying Rent

**85%** of participants rated this need as either **very important or critical**.

## Help with Utilities

**84%** of participants rated this need as either **very important or critical**.

## Affordable Living Options for Seniors

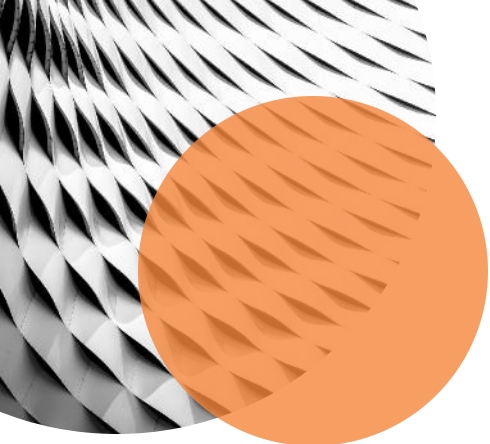
**80%** of participants rated this need as either **very important or critical**.

## Help Finding Resources in Community

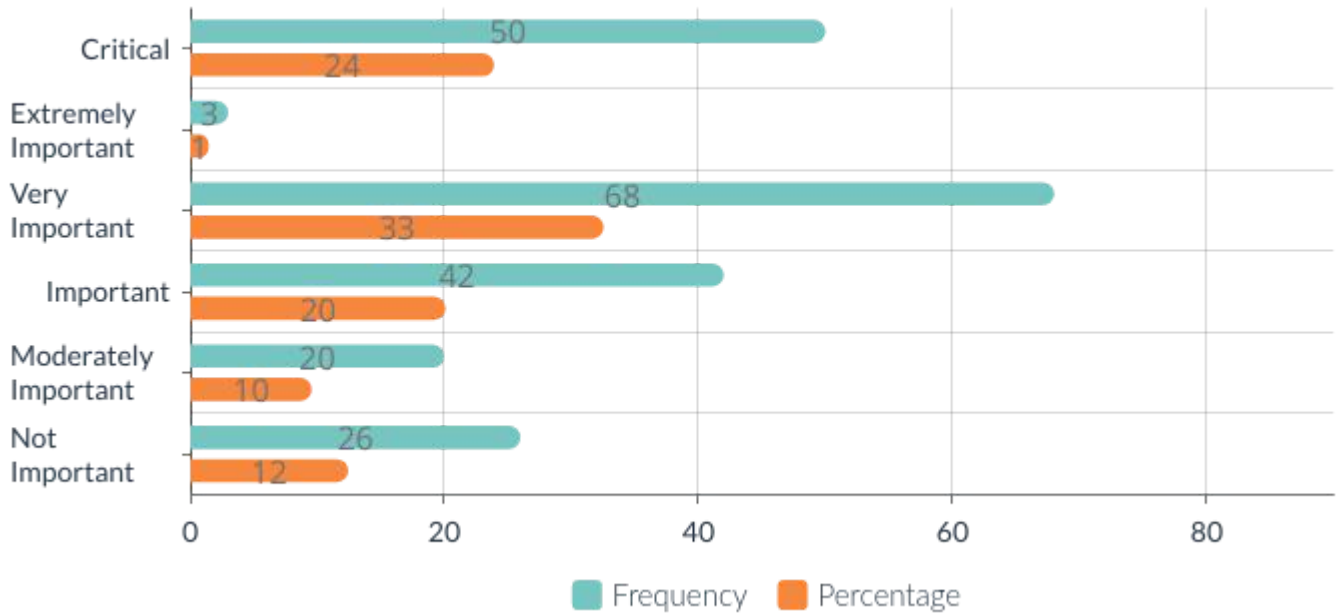
**74%** of participants rated this need as either **very important or critical**.

## Employment Opportunities

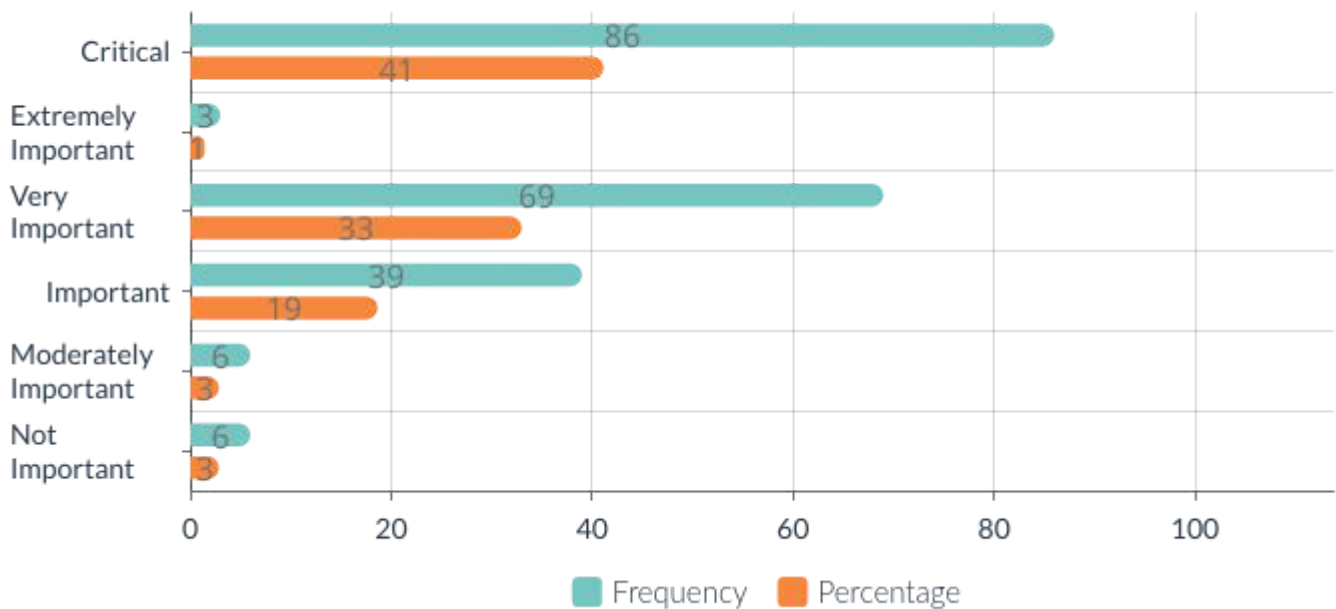
**72%** of participants rated this need as either **very important or critical**.

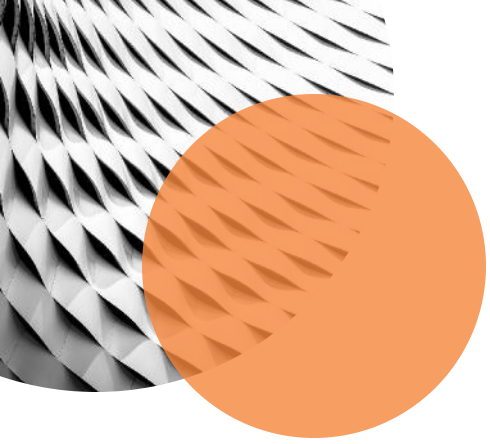


### Help Applying for Social Security, SSDI, TANF, etc.

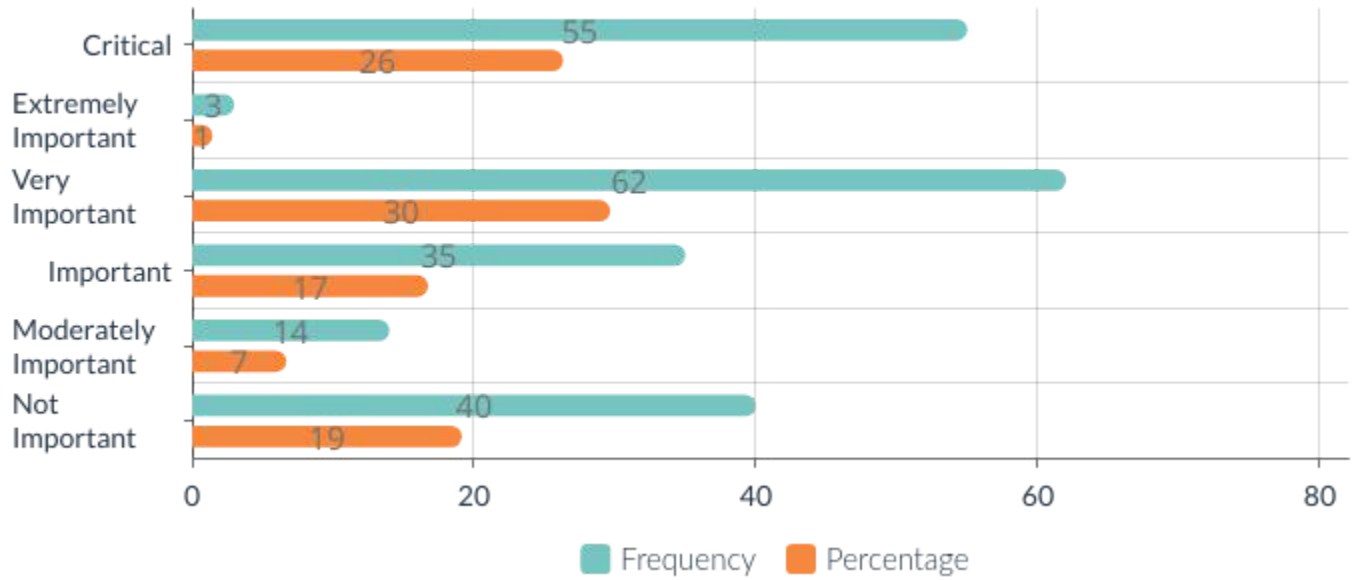


### Help Finding Resources in the Community

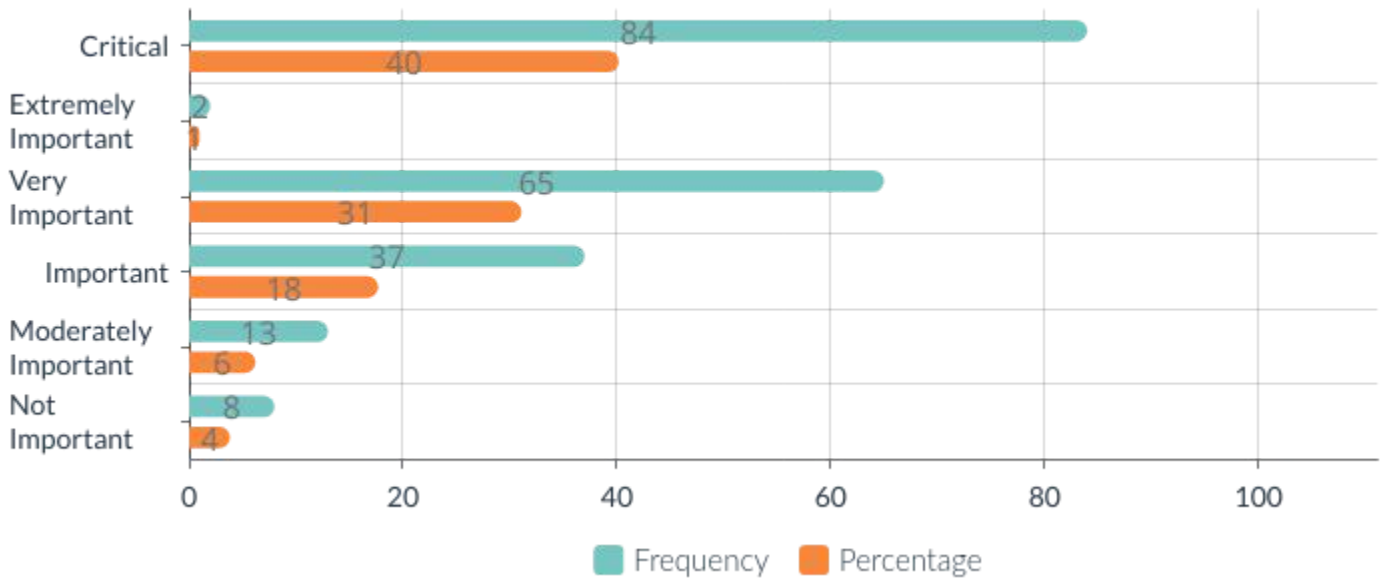


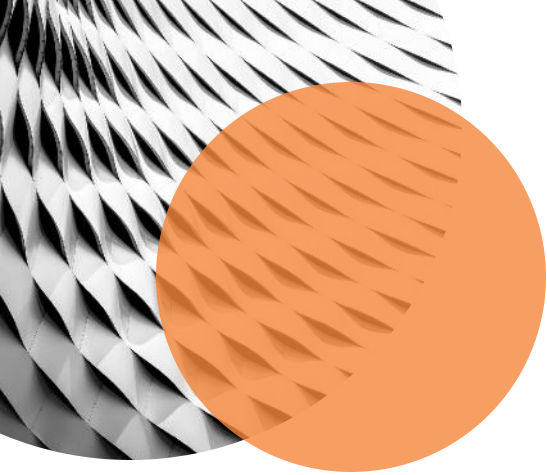


### Help Finding Childcare

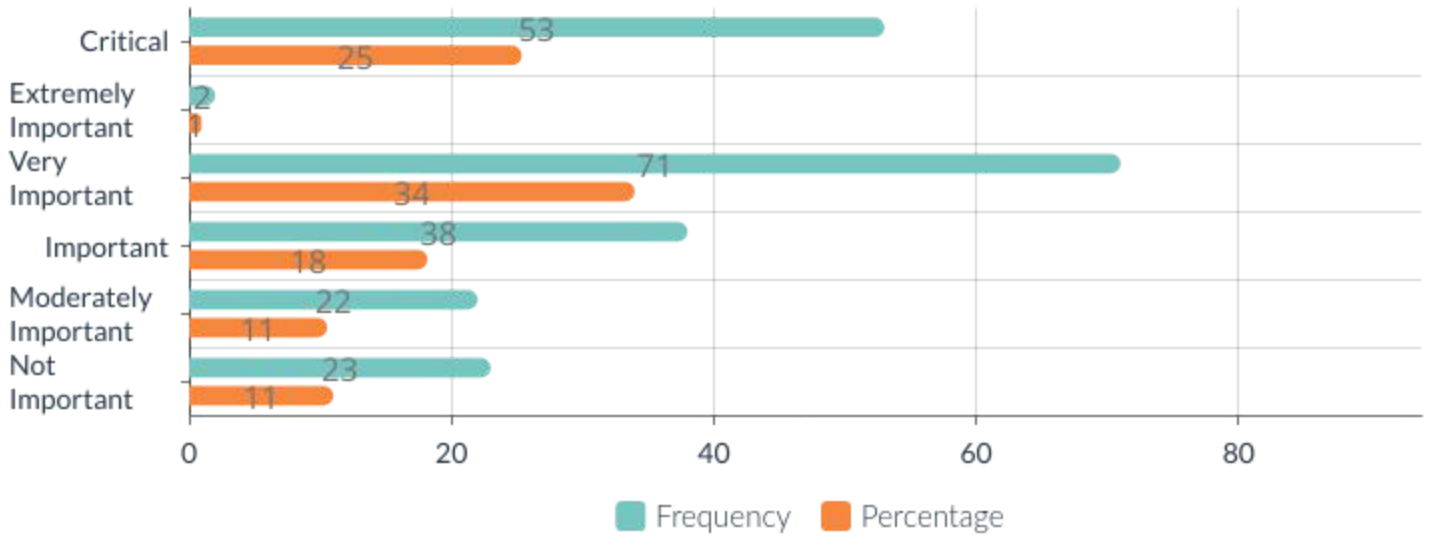


### Help Buying Food

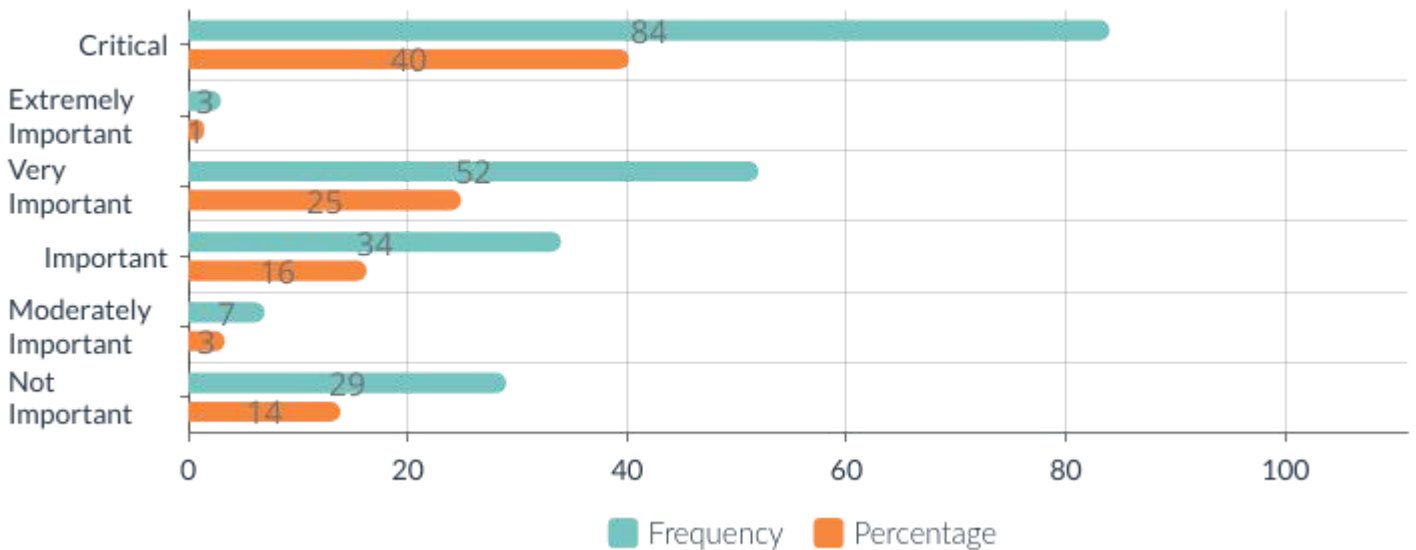


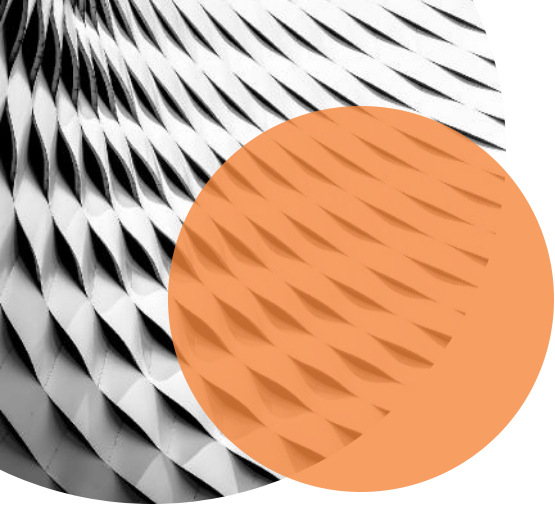


### Public Transportation Services

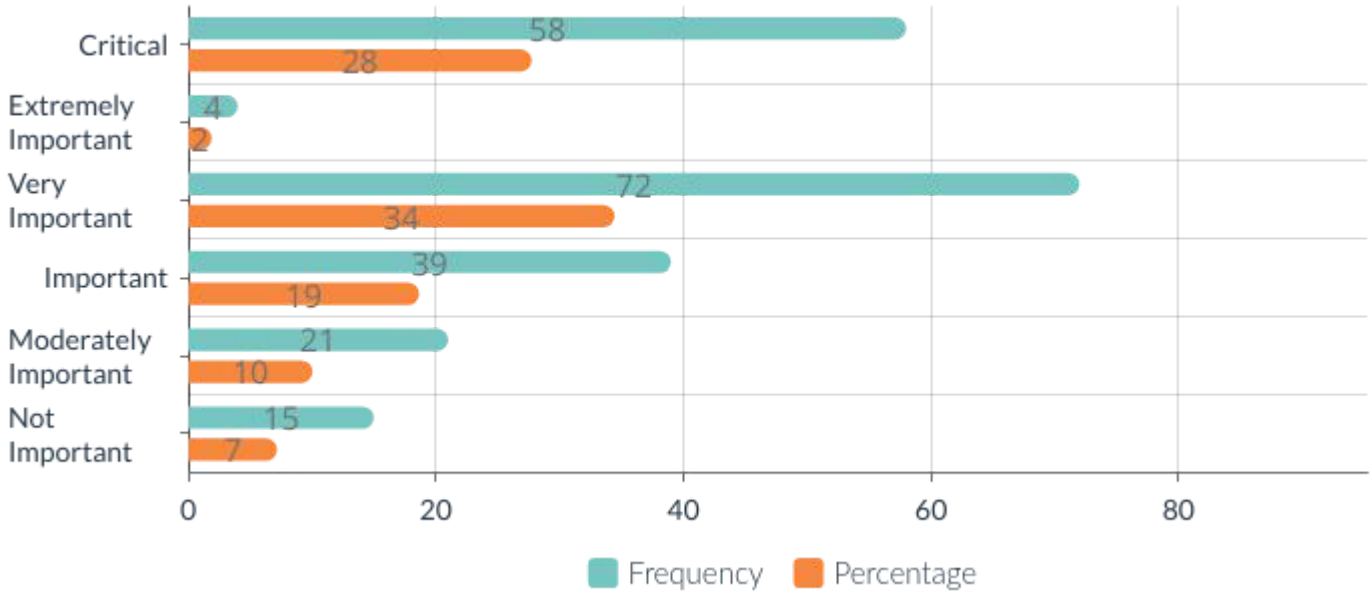


### Temporary Shelter/Housing

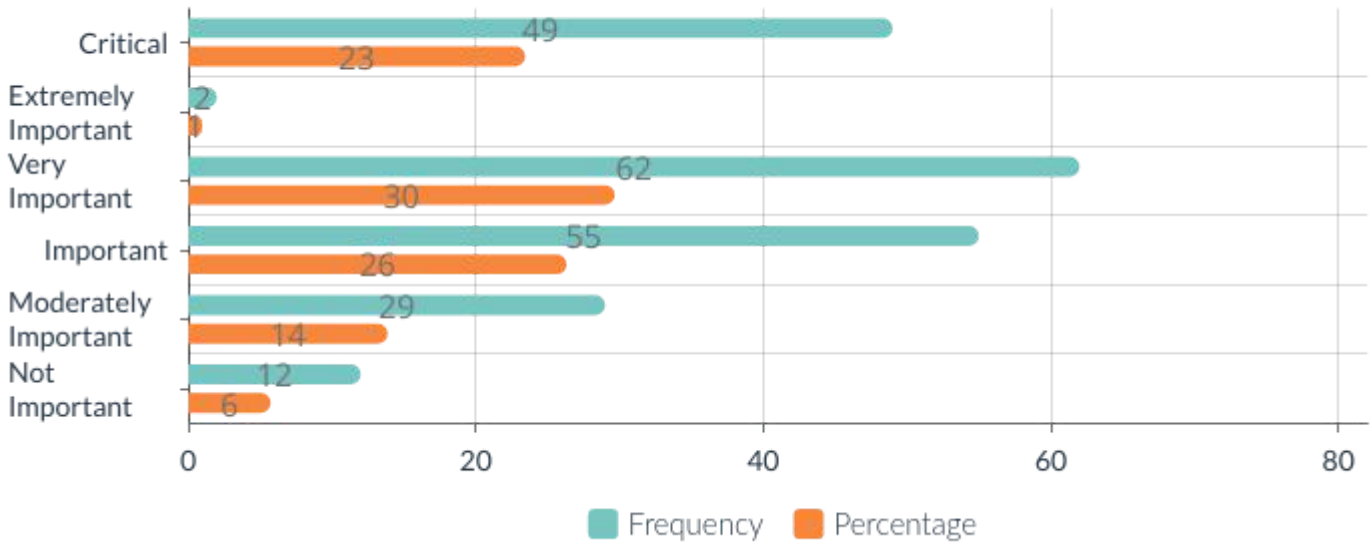


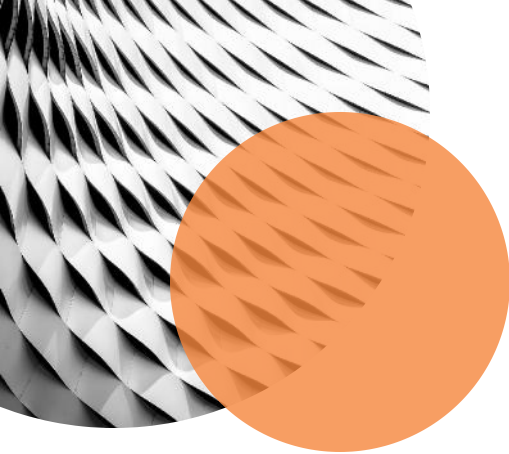


### Low-Cost Legal Services

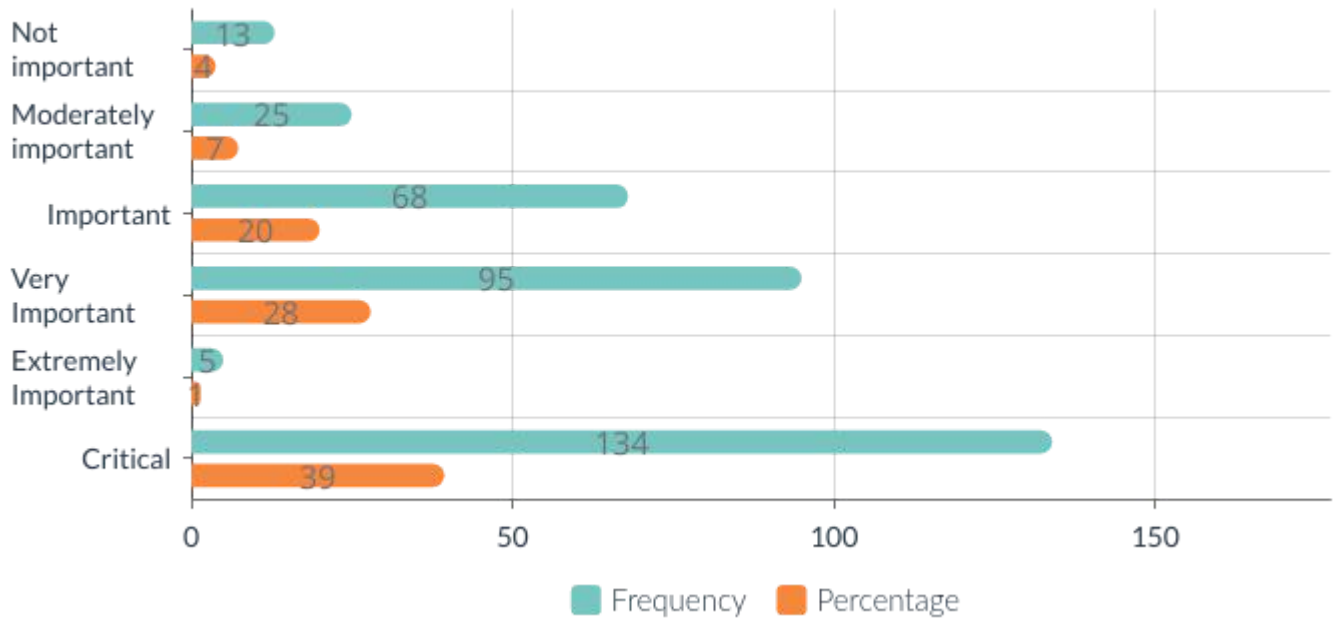


### Neighborhood Cleanup Projects

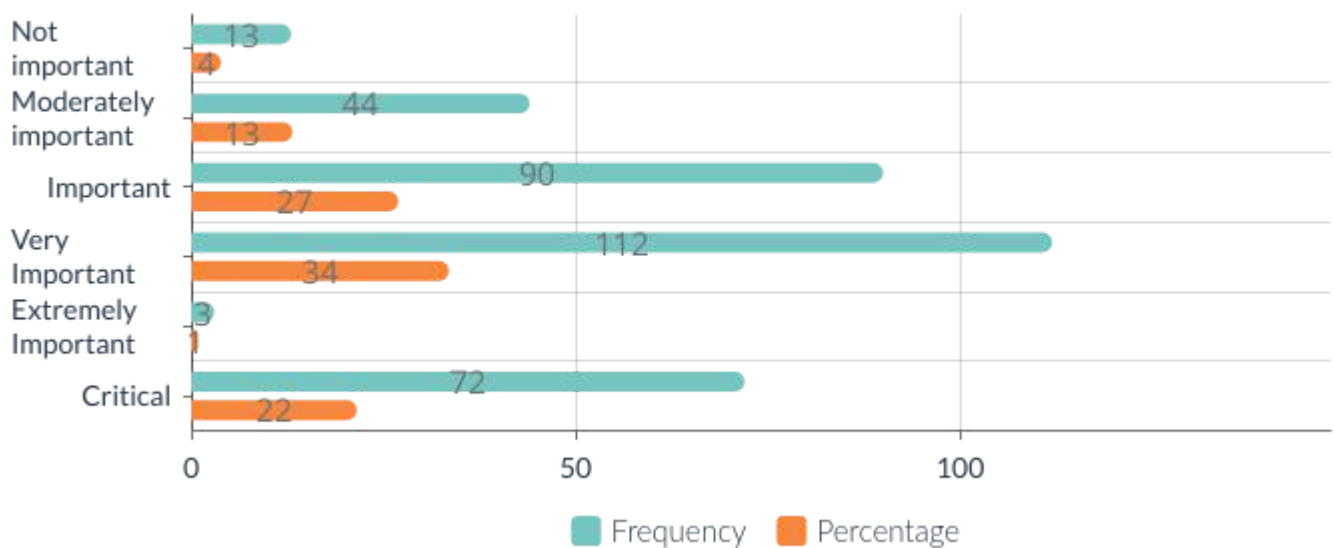


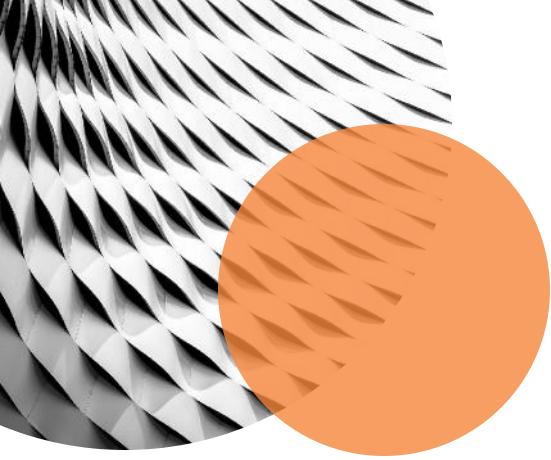


## Less Neighborhood Crime

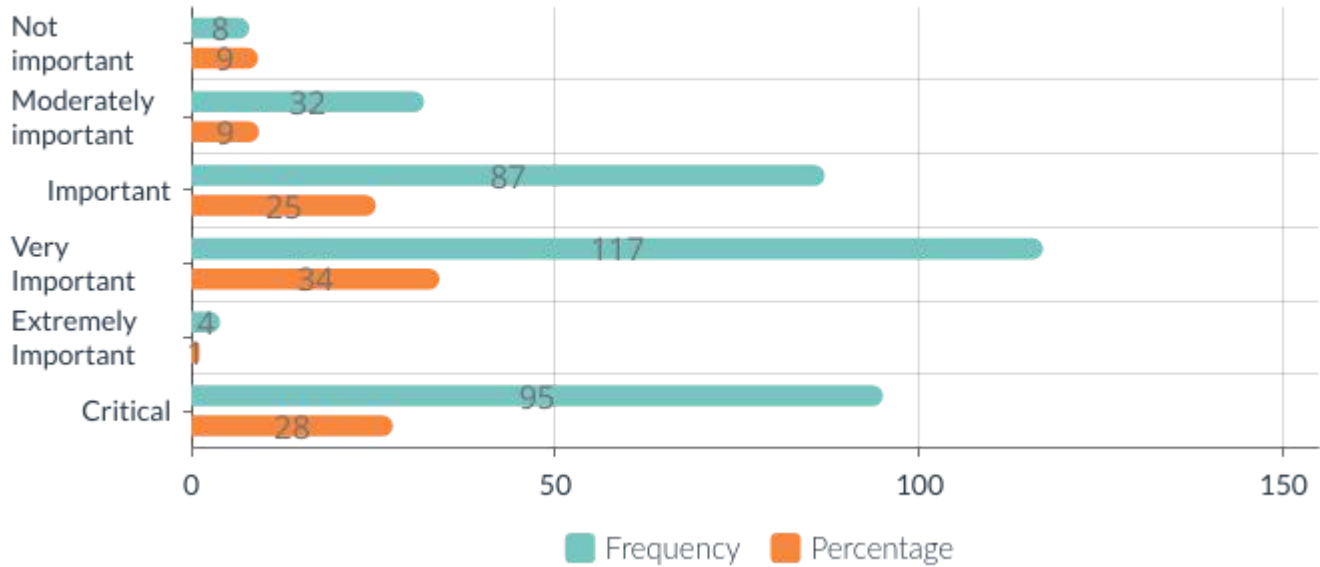


## Public Parks and Facilities

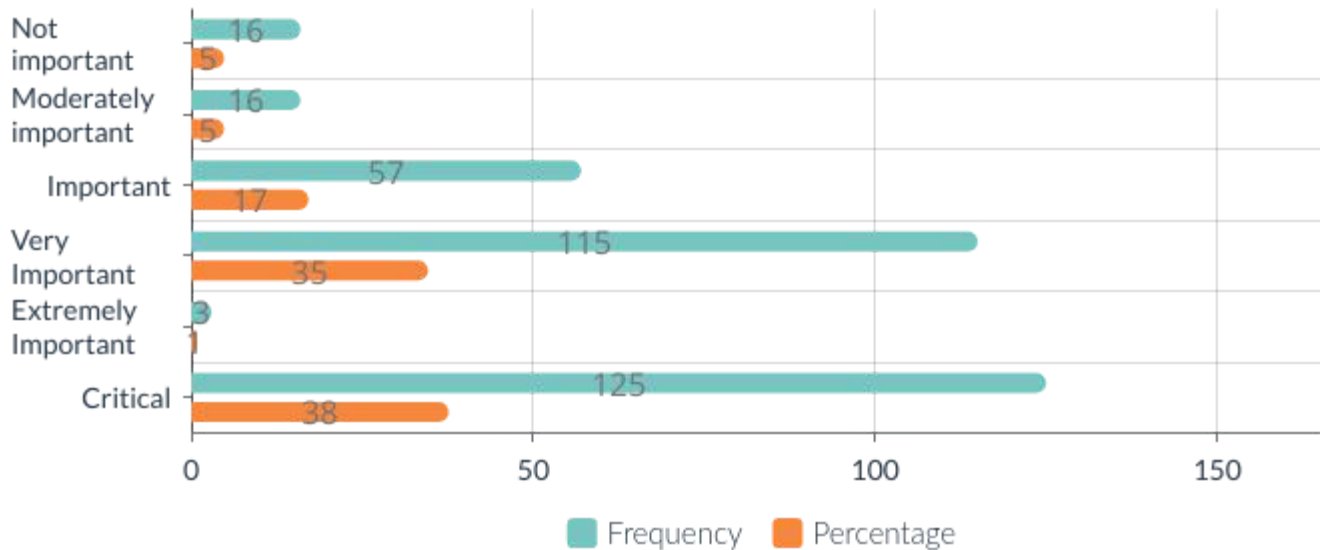


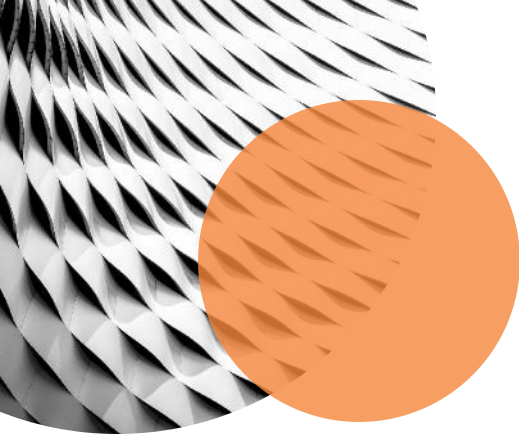


### Better Neighborhood Conditions

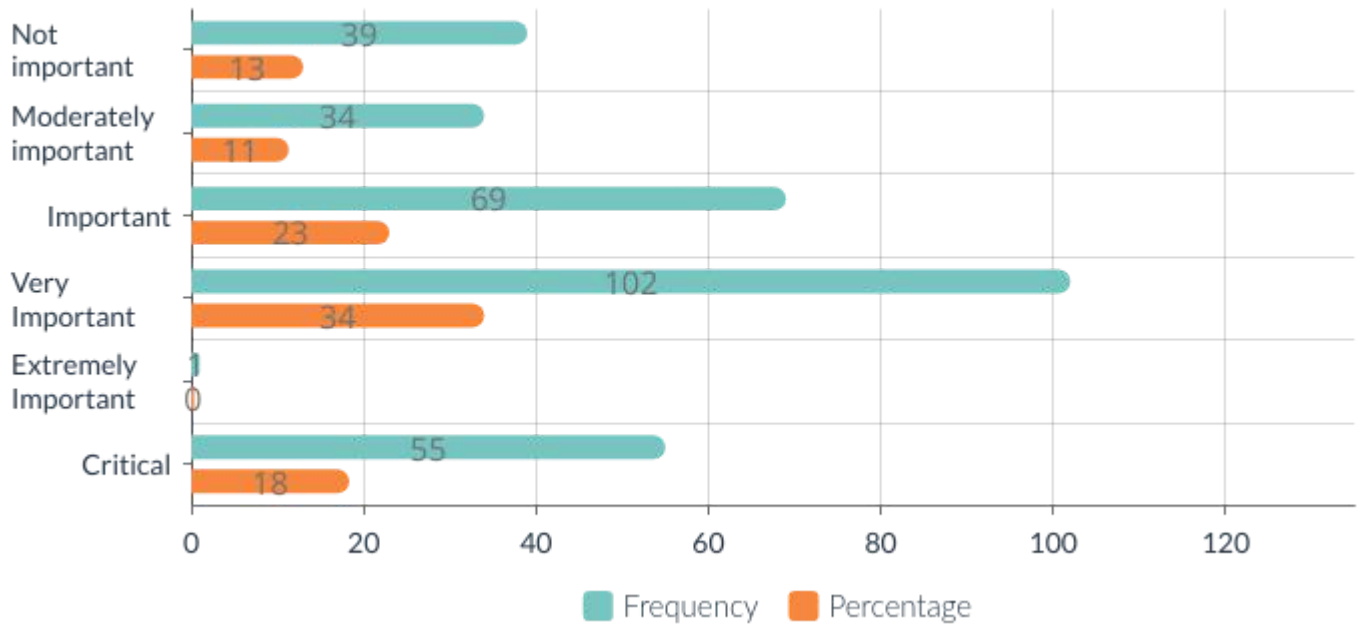


### Employment Opportunities



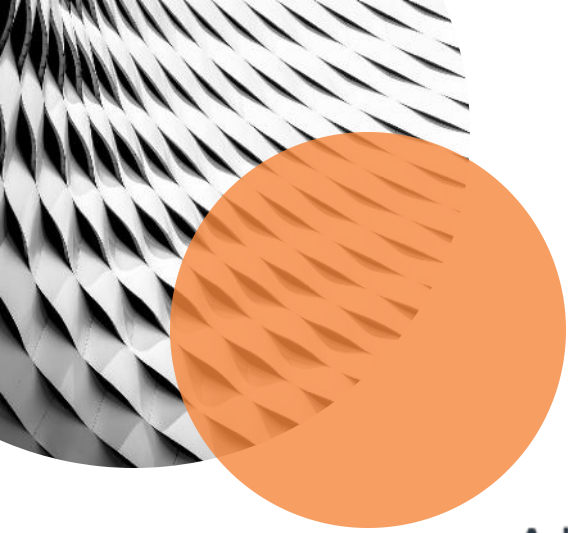


## GED Classes

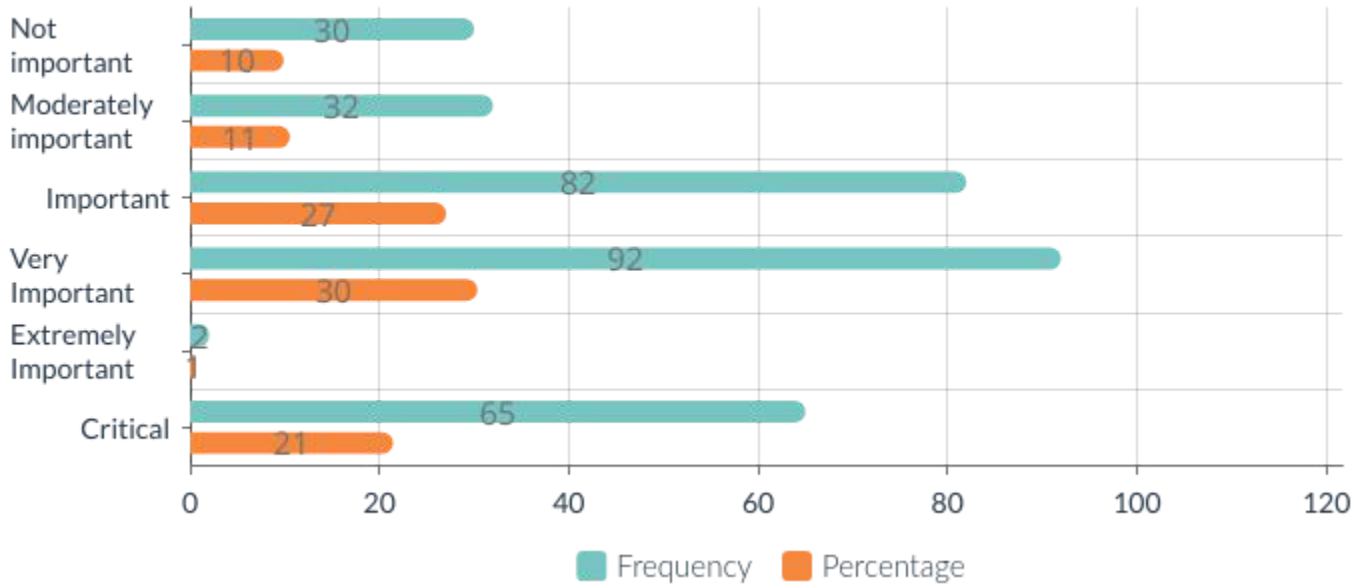


Frequency Percentage

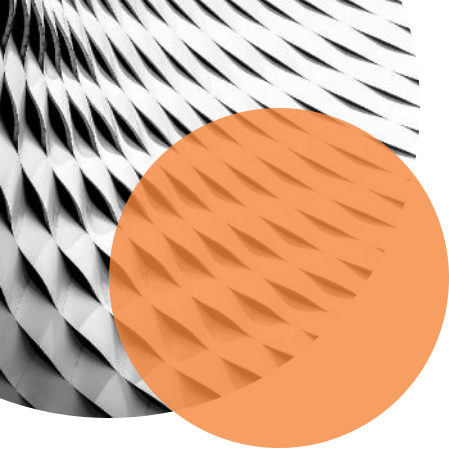




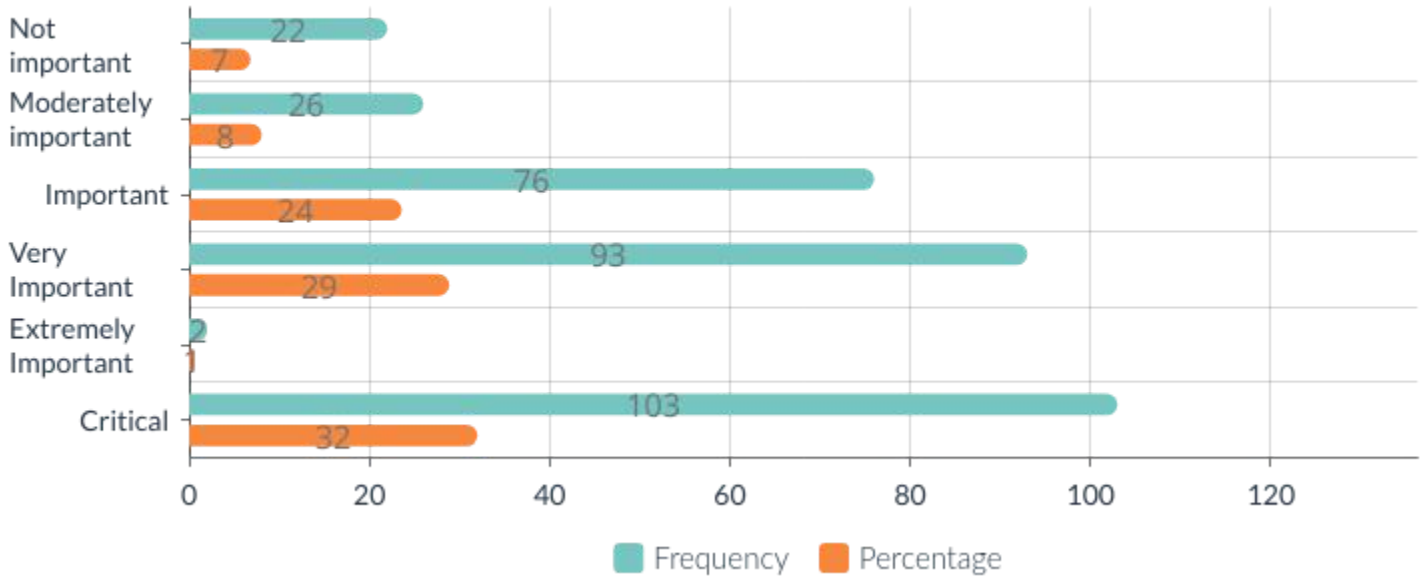
### Adult Education/Night School



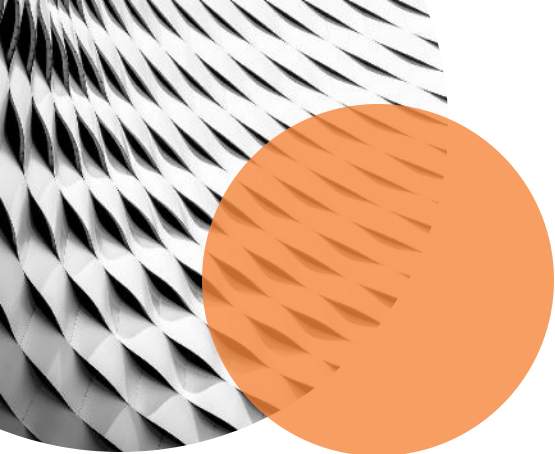
■ Frequency ■ Percentage



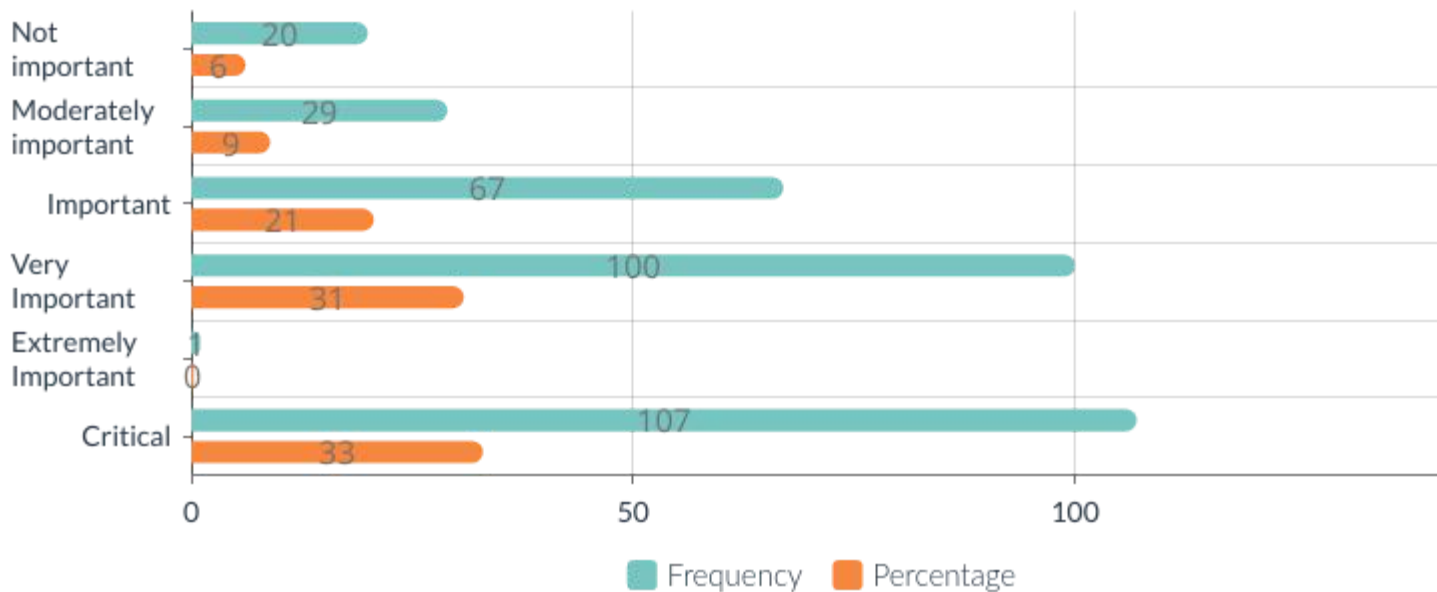
## Financial Assistance to Attend Trade/Tech School



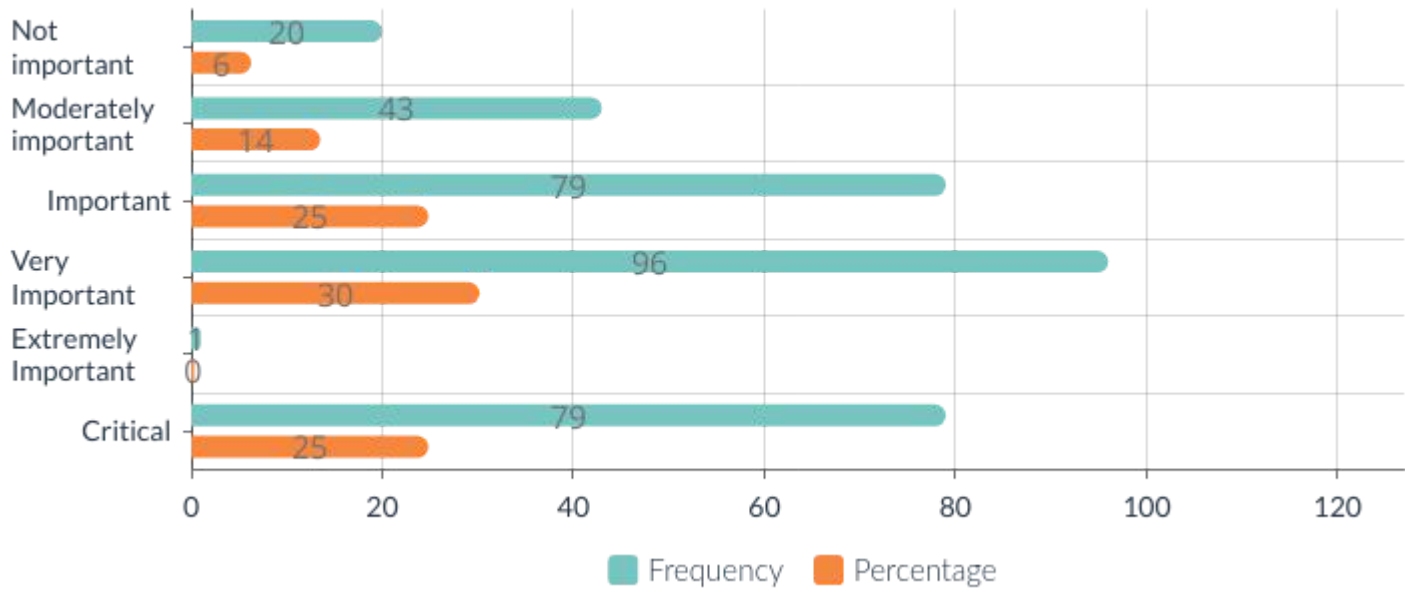
■ Frequency ■ Percentage

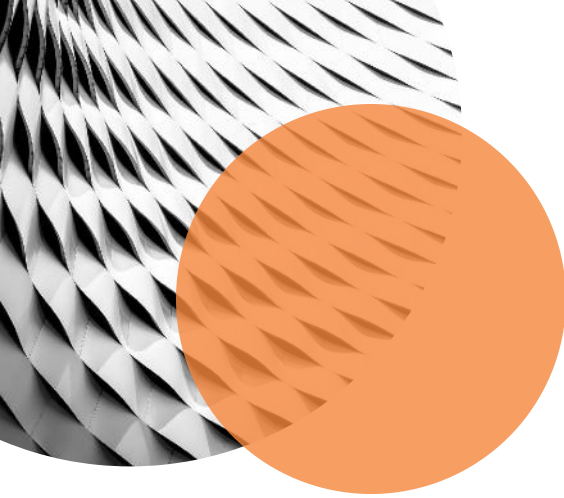


### Help with Job Skills, Training & Job Search

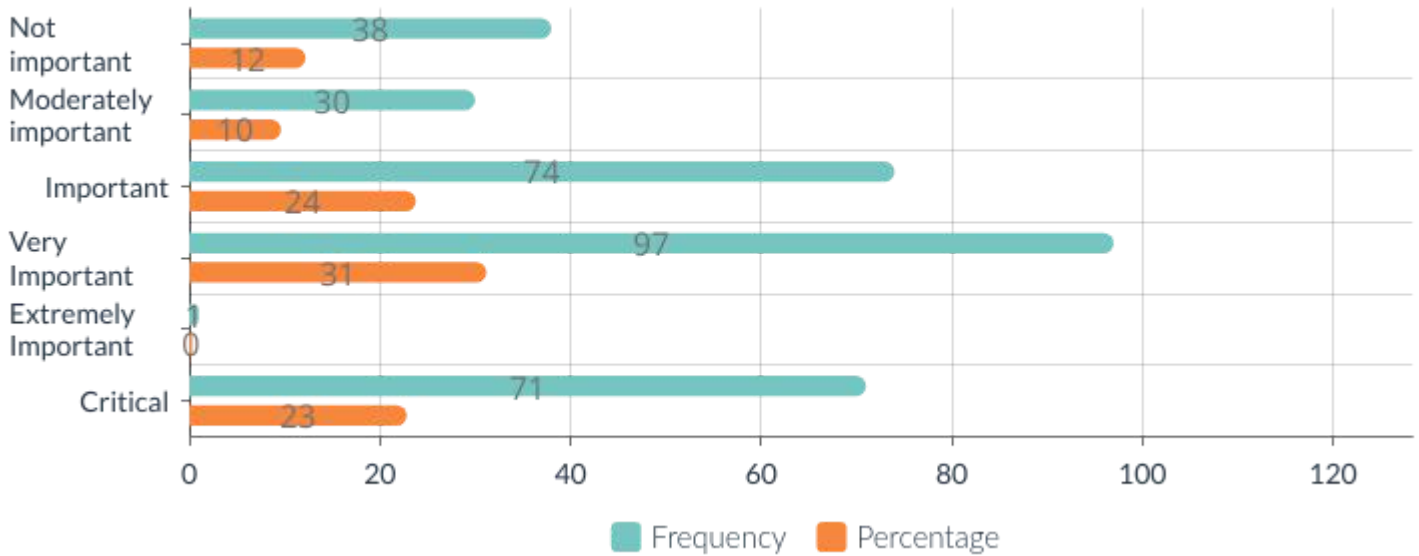


### Financial Education/Budgeting Classes

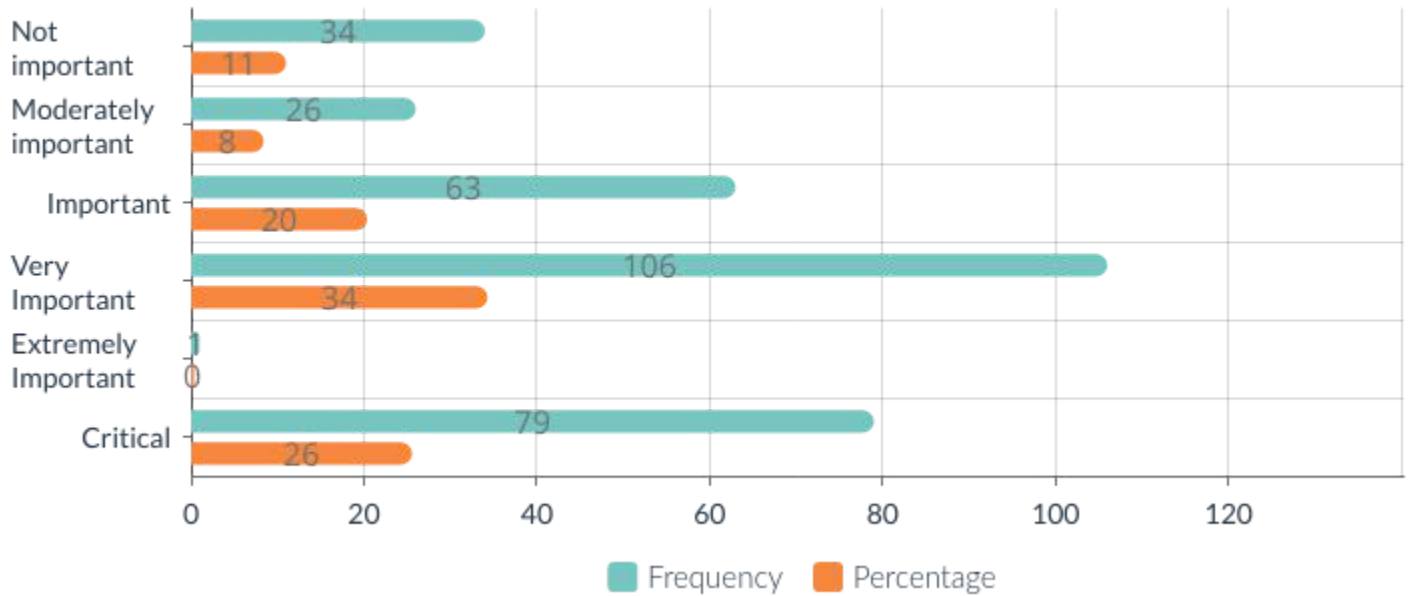


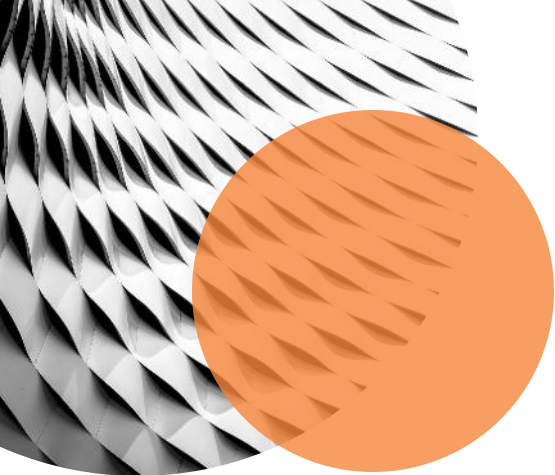


### Parenting Classes

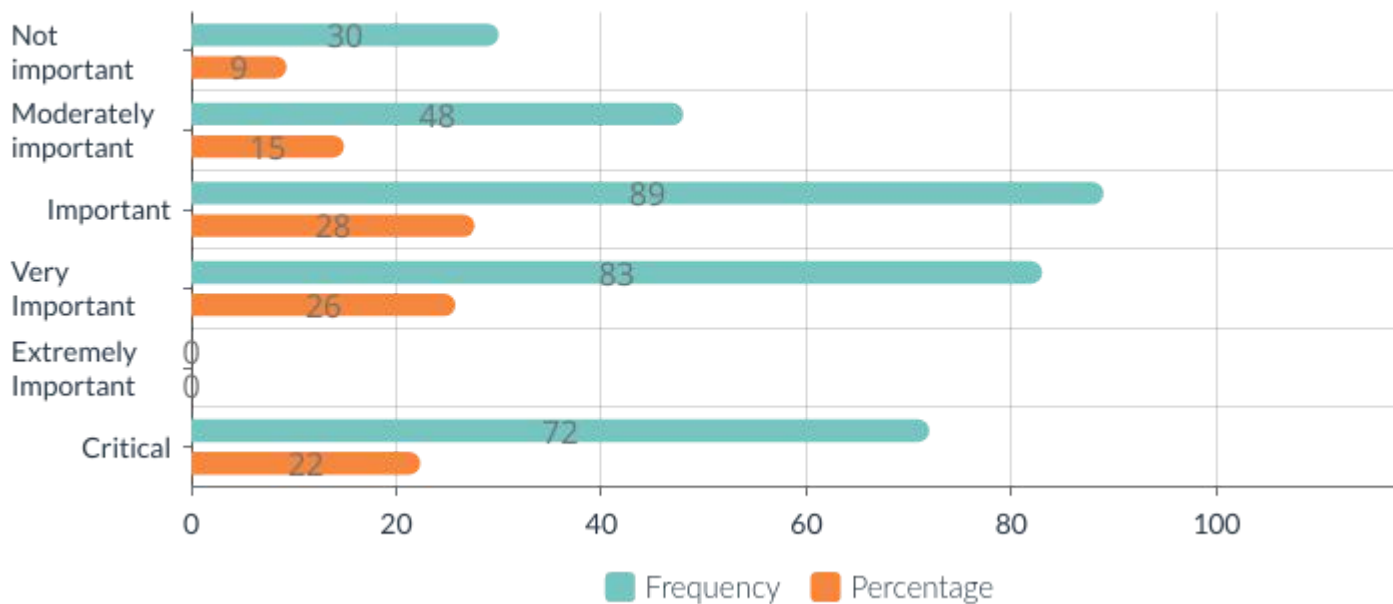


### Early Education Programs (Ages 0-5)

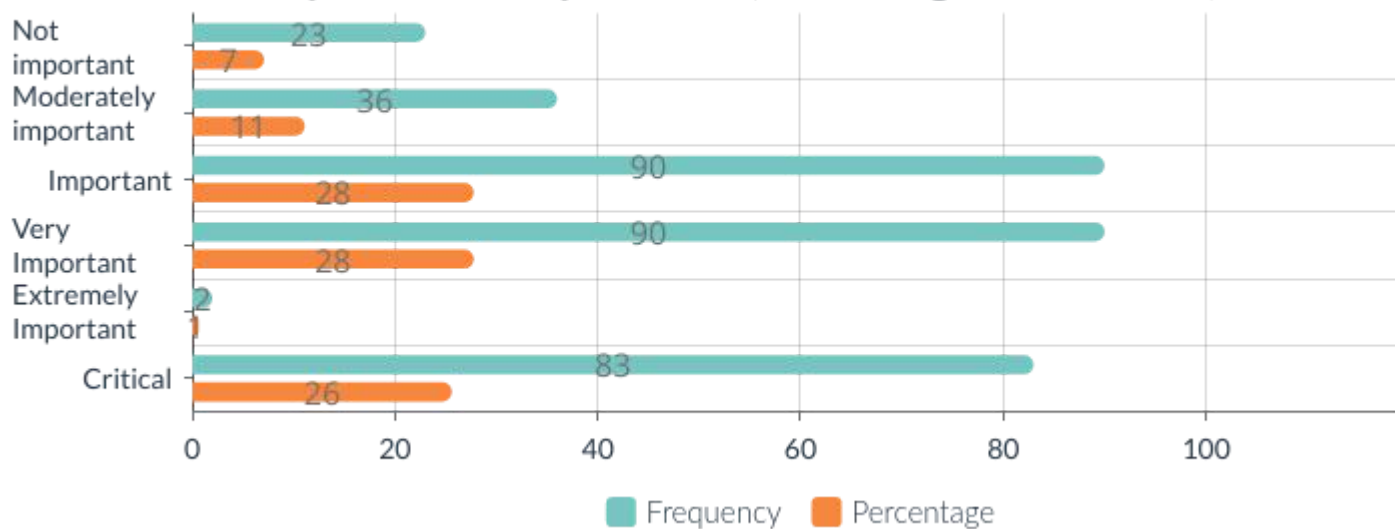


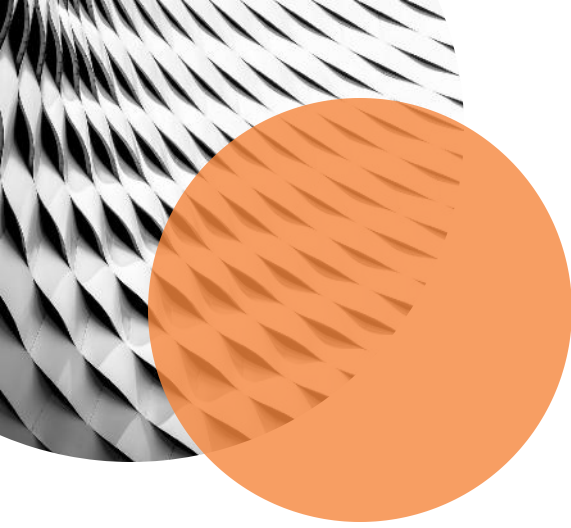


### Nutrition Education/Healthy Eating Workshops

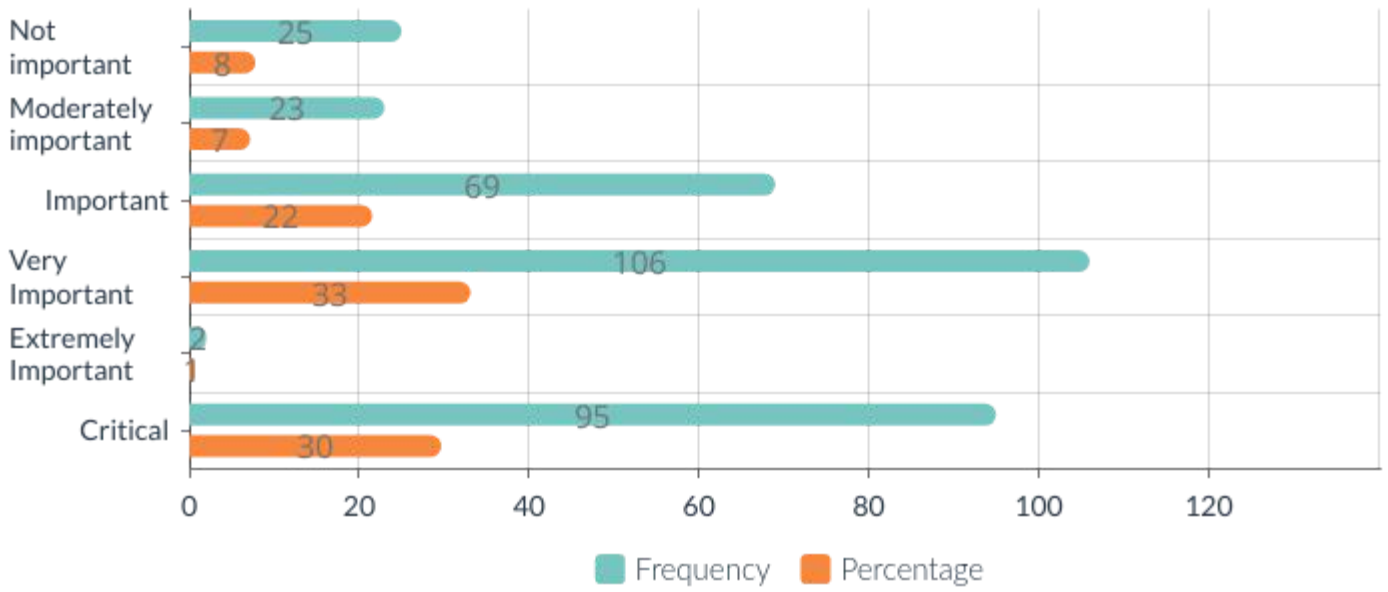


### Healthy Relationship Classes (Resolving Conflict, etc.)

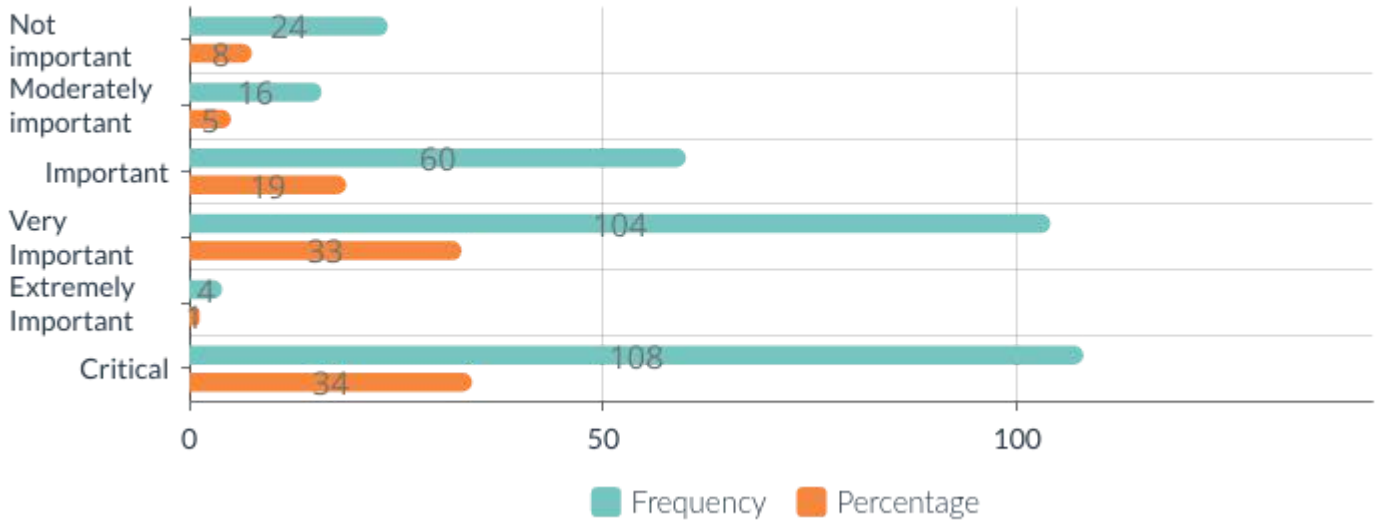


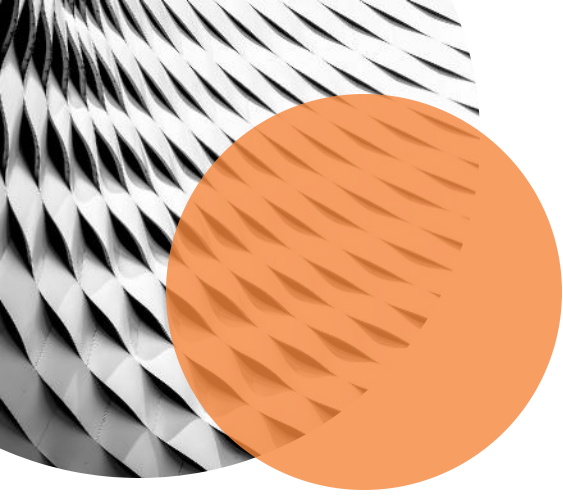


## Family Counseling Services

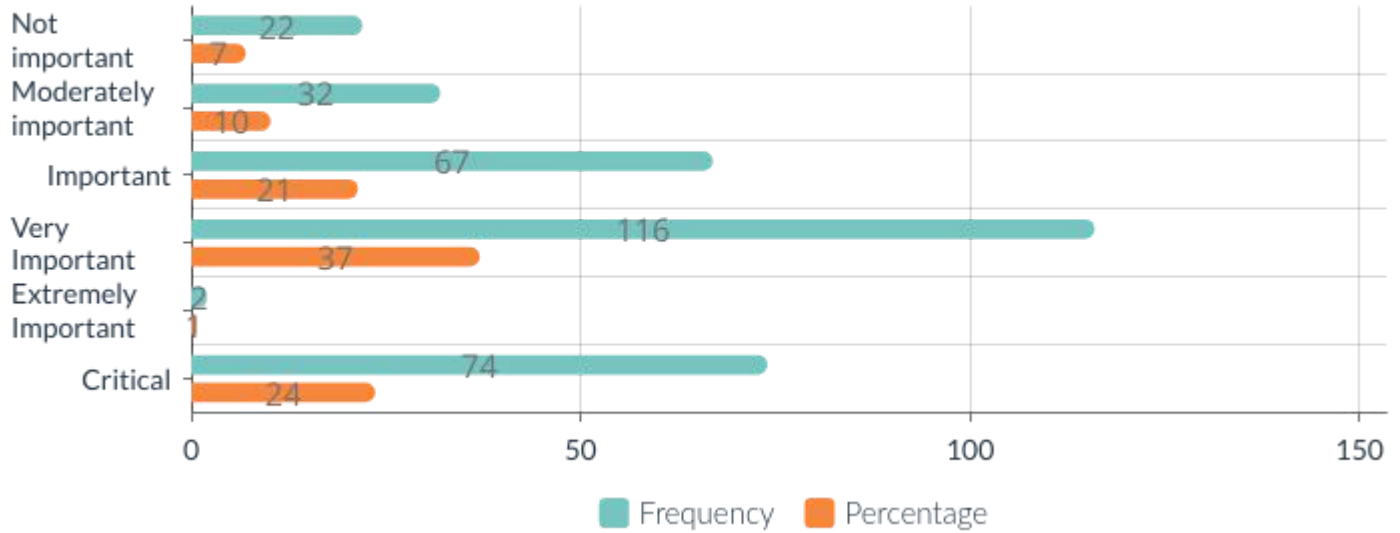


## Youth Programs and Activities (Ages 12-18)

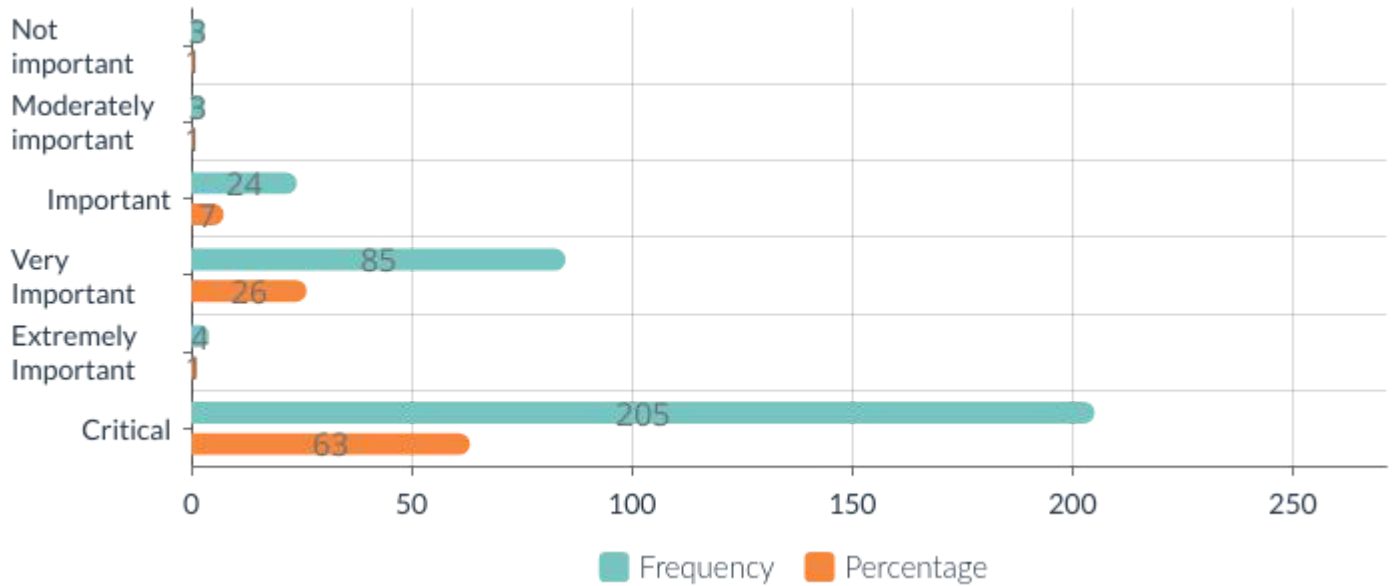


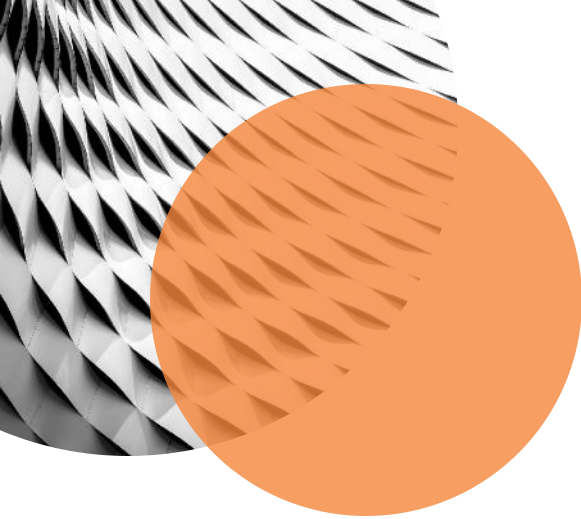


## Senior Programs and Activities

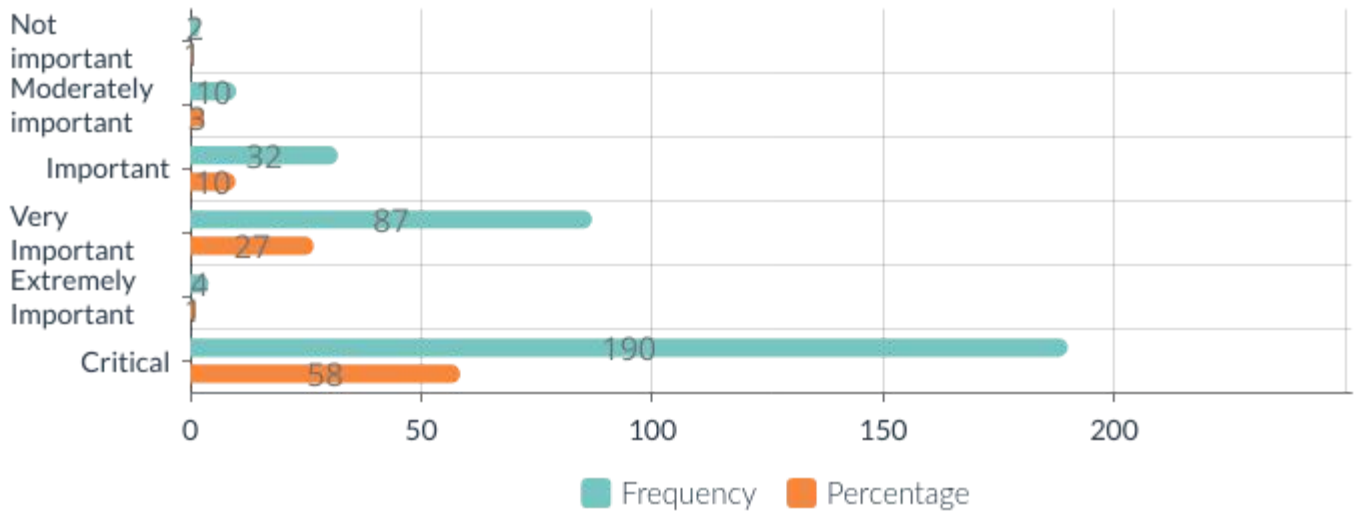


## Affordable Housing

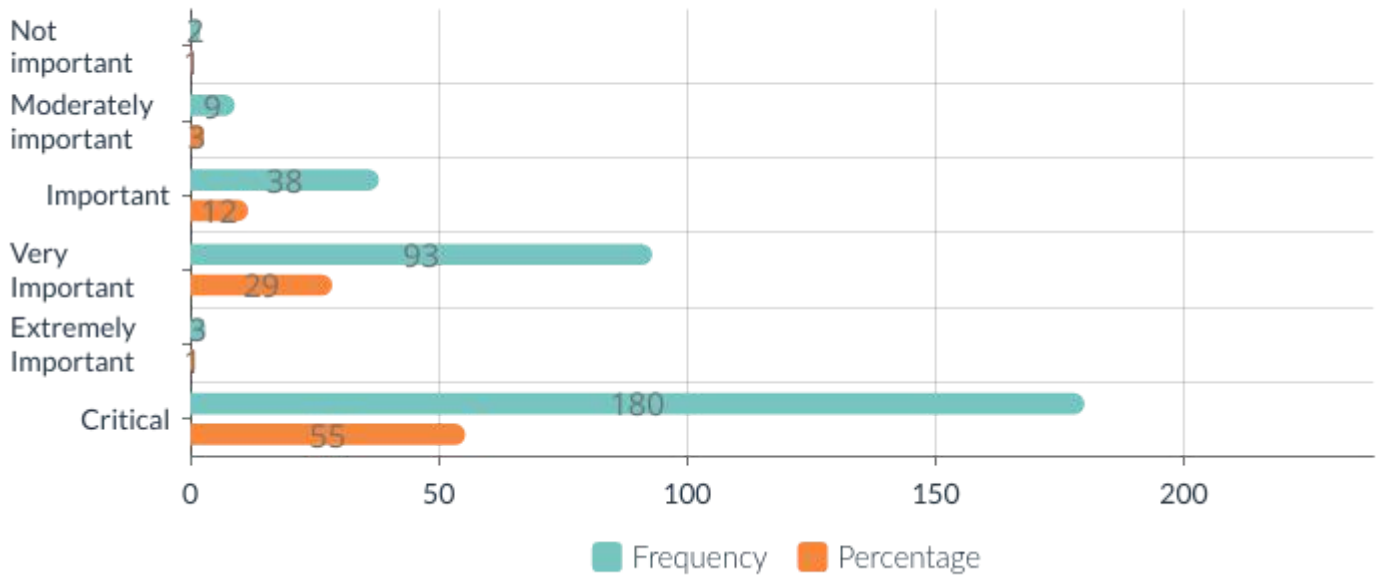




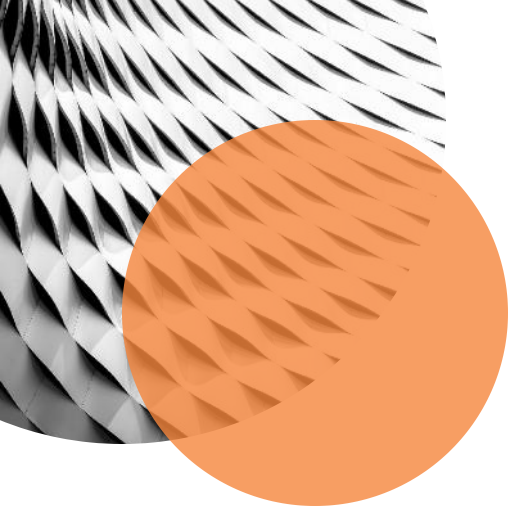
### Help Paying Rent



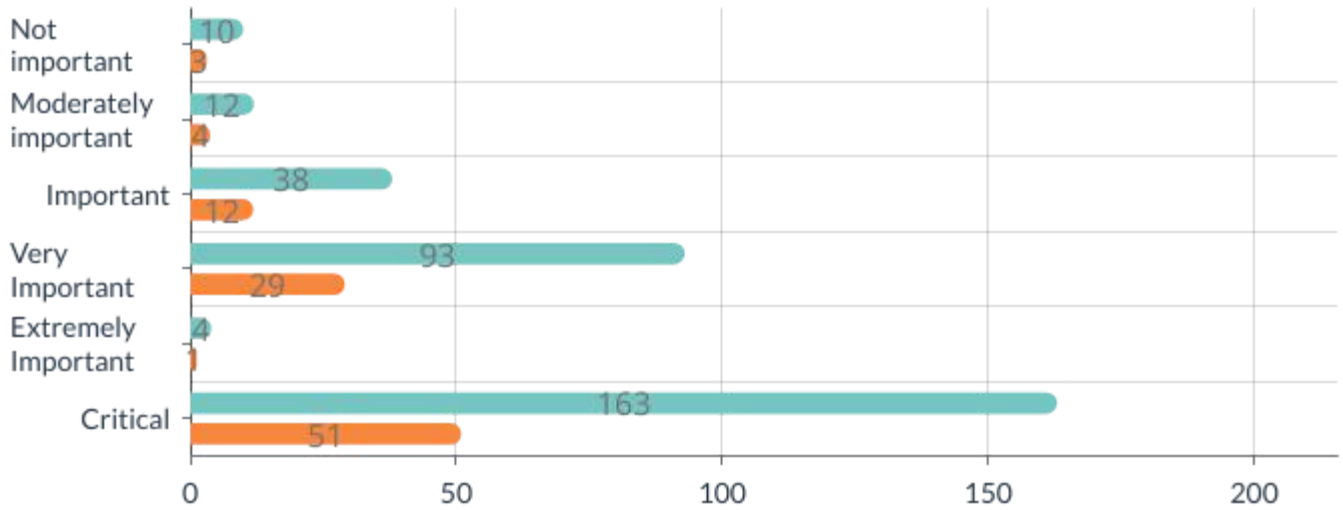
### Help with Utility Bills



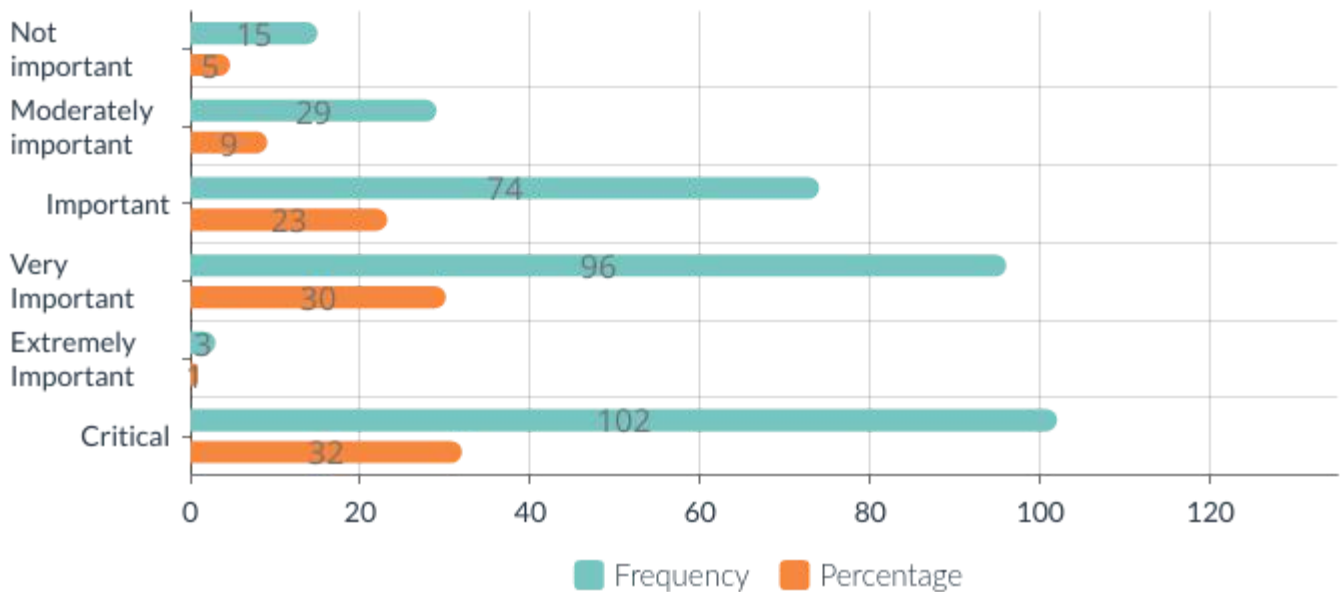


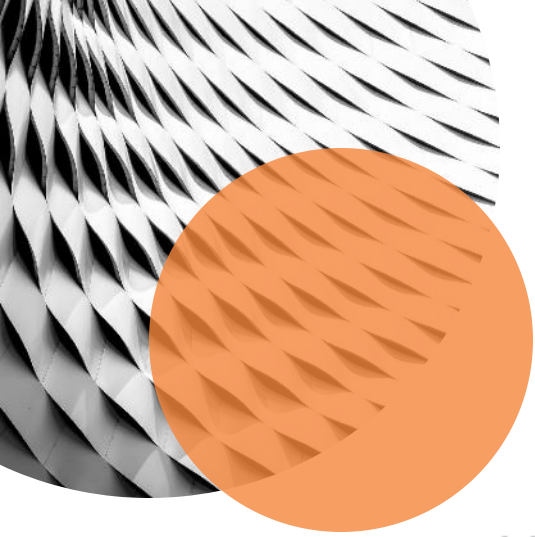


### Affordable Living Options for Seniors

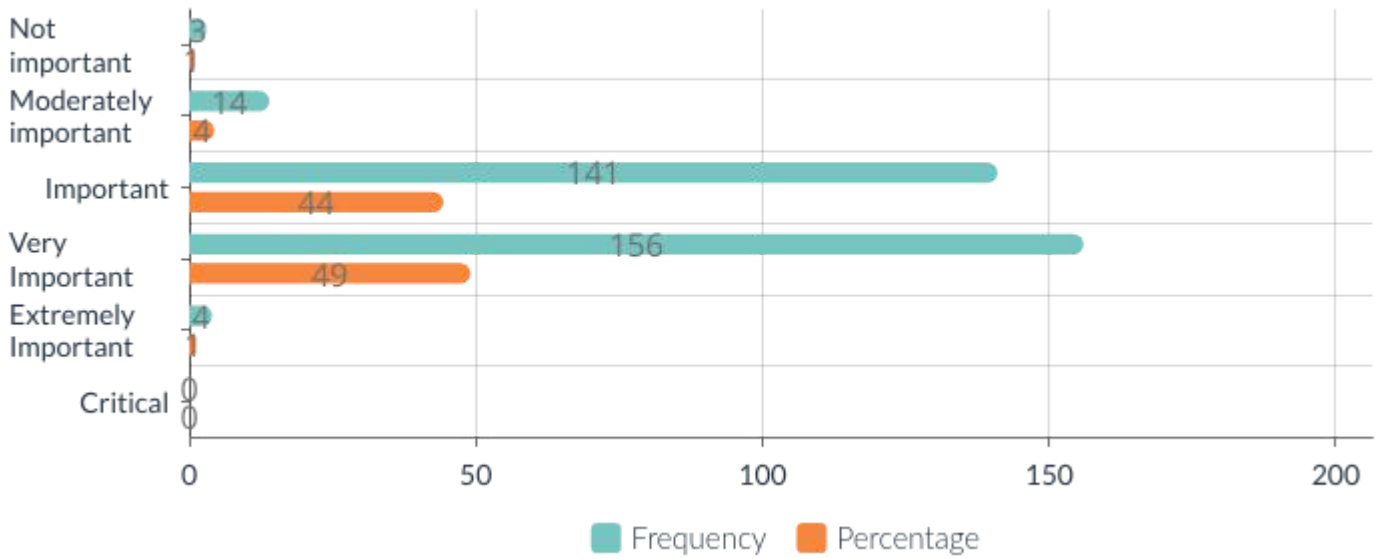


### Help Making Home More Energy Efficient

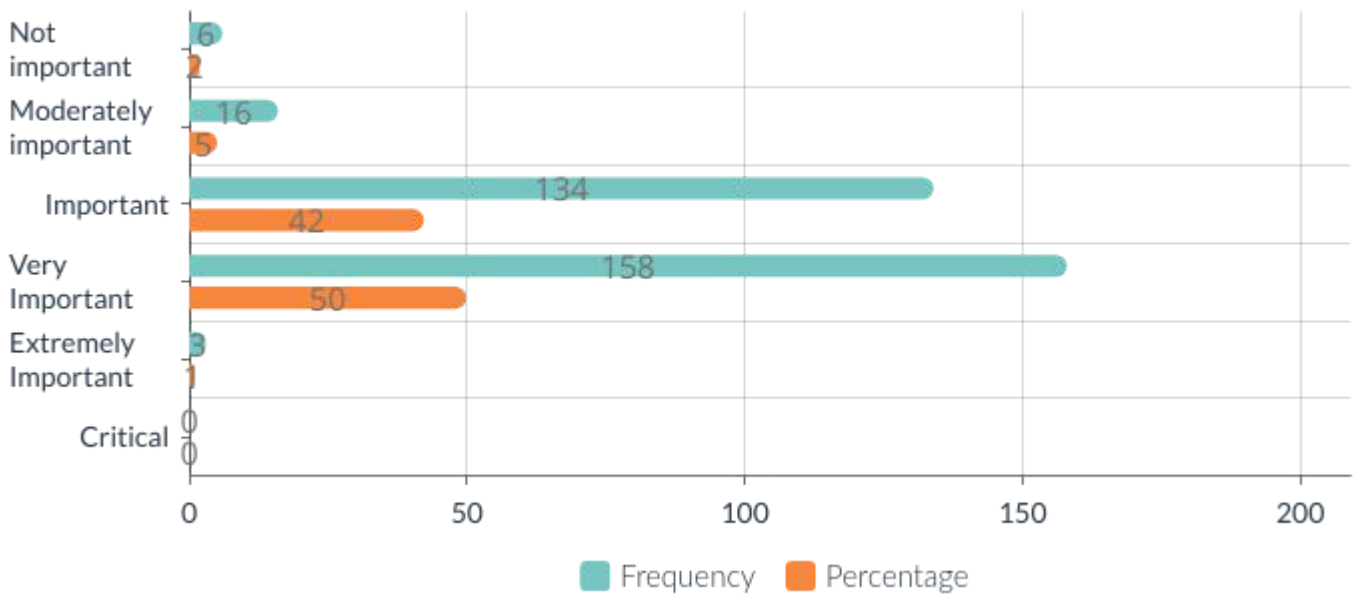


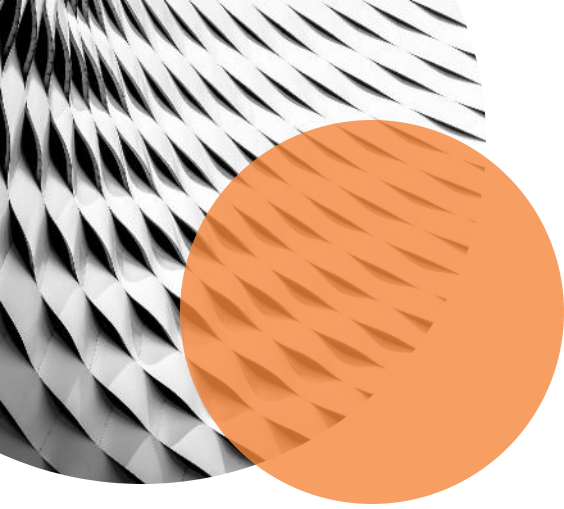


## Health Insurance/Affordable Medical Care

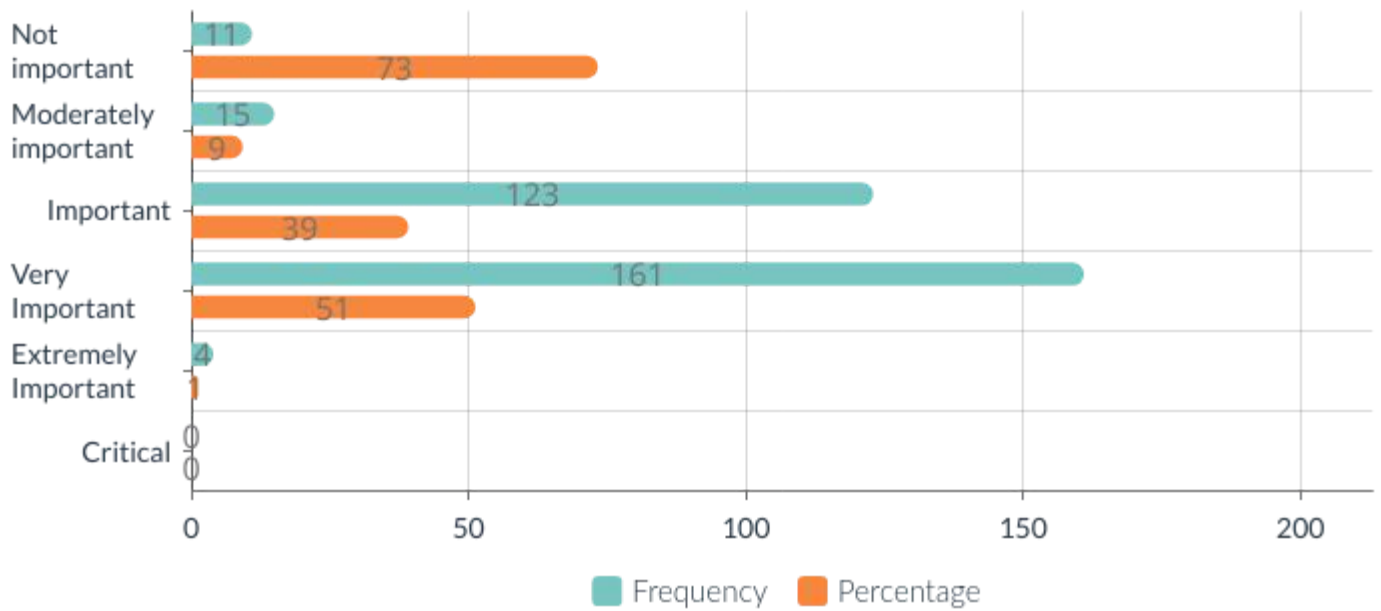


## Medical Assistance After Hospital Visits

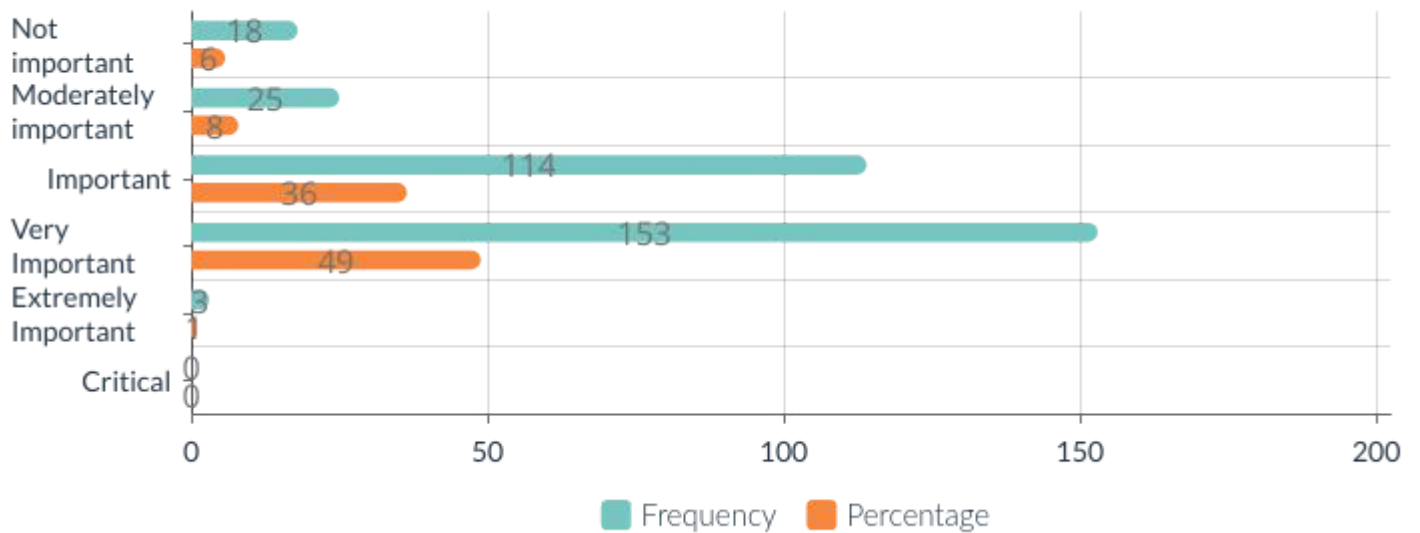




### Affordable Counseling/Behavioral Health Services

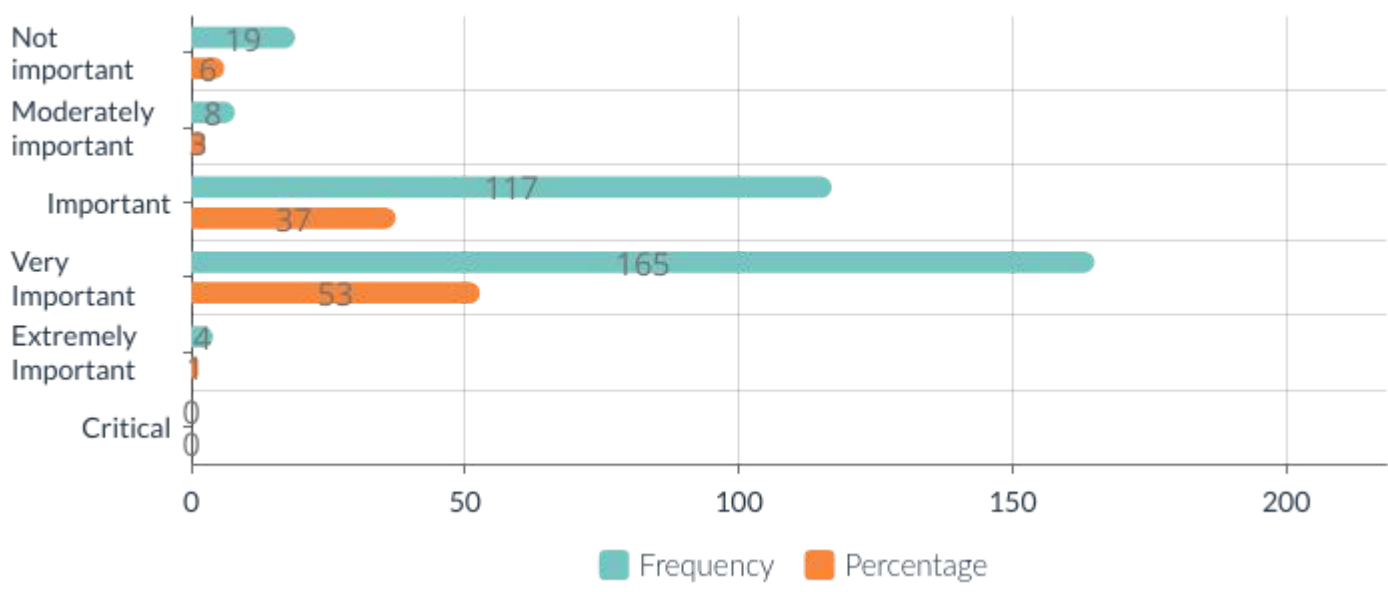


### Services for Alcohol and Drug Addiction

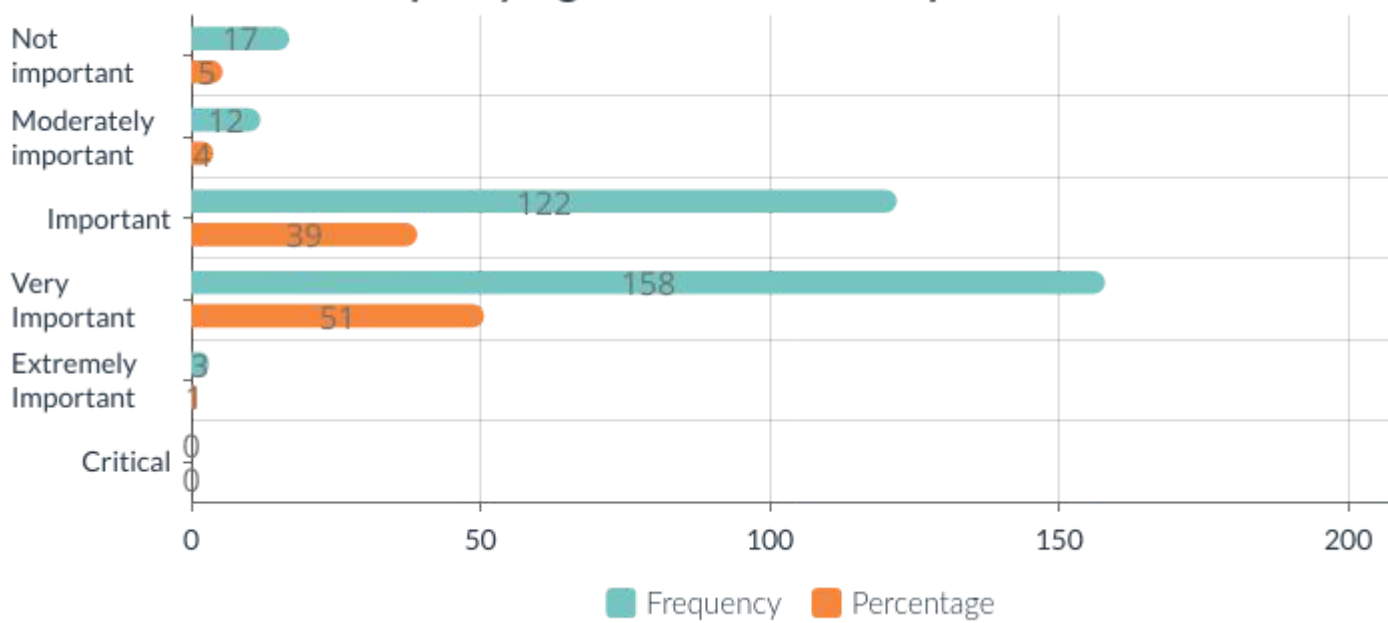




### Protection from Domestic Violence



### Help Buying Medicine/Prescriptions



# Appendices



# Key Stakeholder Questions

1. Background: Tell me a little about your experience working with individuals and families from low-income areas of Glendale.
  - a.) Current place of employment:
  - b.) Length of time at place of employment:
2. Needs: Now, when thinking about the low-income individuals and families in this community, what seems to be their greatest needs? (thinking about basic needs: food, housing, healthcare, safety, education, employment).
3. Assets: What do you think are the programs/services in this community most utilized by low-income individuals and/or families?
  - a.) How are these services beneficial for creating self-sufficiency or moving people out of poverty?
4. Strengths: Are there any other strengths in this community contributing to the resiliency (or functioning) of low-income individuals and/or families?
  - a.) Any partnerships/networks or organizations you know of or are working with in the community to help individuals and families move out of poverty?
  - b.) What services or programs are these networks/organizations providing?
5. Gaps in Services: We talked a little about the current programs/services in this community, but are there any gaps in services and programs that are needed to improve the lives of low-income individuals and families? (maybe there is a service, but it needs to be expanded – or- maybe there is something that needs to be available that isn't).
6. Barriers: What prevents or makes it difficult for individuals and families, particularly those with lower incomes, from accessing the services they need to support themselves and their families?
7. Org. Capacity: How has your organization increased its ability to serve low-income families and individuals? (e.g. build trust, provide transportation vouchers, offer multiple languages) If so, please elaborate.
8. Civic Participation: In what ways do believe this community could promote community engagement (involvement where people can get to know one another, build their social networks, and have a sense of pride in their community)? What else could be done to encourage community members, particularly low-income individuals and families, to become involved in their communities? (e.g. more parks and spaces for recreation, neighborhood revitalization, community center)
9. Other: Are there any other community needs that you would like to mention that we have not discussed?

# Community Needs Survey

1. Have you experienced a financial crisis within the last 24 months that prevented you from meeting your household's basic needs?
2. Have you experienced an eviction within the last 24 months?
3. Is your credit score preventing you from accessing housing or other basic needs?
4. Are background checks or other reference checks preventing you from accessing?
5. Are background checks or other reference checks preventing you from obtaining quality employment?
6. Have you experienced an increase in rent or mortgage costs that is preventing you from meeting your household's basic needs?

The next section is for demographic purposes to help us understand who are residents are.

1. What is your zip code?
2. How long have you lived in the City of Glendale?
3. What is your age?
  - a. Under 18
  - b. 18 -24
  - c. 25 – 34
  - d. 35 – 44
  - e. 45 – 54
  - f. 55 – 64
  - g. 65 – 74
  - h. 75 – 84
  - i. 85 or older
4. What is your gender?    Male                      Female                      Non-binary/Other
5. Are you a parent/guardian of a child under 18 years old?    Yes or No
6. What is the highest level of education you have achieved?

<input type="checkbox"/> Did not graduate high school	<input type="checkbox"/> Graduated HS/Received GED
<input type="checkbox"/> Associates Degree	<input type="checkbox"/> Some college, did not graduate
<input type="checkbox"/> Bachelor's Degree	<input type="checkbox"/> Master's Degree (or equivalent)
<input type="checkbox"/> PhD (or equivalent)	<input type="checkbox"/> Other Certification
7. Are you Employed?    Yes or No
8. Are you part-time?    Yes or No
9. Are you a veteran?    Yes or No
10. Are you disabled?    Yes or No
11. Are you retired?    Yes or No
12. Do you have health Insurance?    Yes or No
13. What is your race/ethnicity (mark all that apply)

<input type="checkbox"/> American Indian/Alaskan Native	<input type="checkbox"/> Asian/Pacific Islander
<input type="checkbox"/> Black/African American	<input type="checkbox"/> Hispanic/Latino
<input type="checkbox"/> White/Caucasian	<input type="checkbox"/> Multi-racial/ethnic
<input type="checkbox"/> I prefer not to answer	<input type="checkbox"/> Other _____

# Community Needs Survey

14. How many people including yourself (adults and children) live in your household?
15. Approximately how much was your household's total income for 2022? (please include in your total income money from all sources for all persons living in your household).
- Less than \$15000                       \$15,001 to \$24,999  
 \$25,000 to \$49,999                 \$50,000 to \$74,999  
 \$75,000 to \$99,999                 \$100,000 or more
16. What services have you received any of the following services within the past 24 months? (mark all that apply)
- Rent Assistance                       Utility Assistance  
 Mortgage Assistance                 Permanent Housing  
 Home Repair                             Homeless Assistance  
 Other \_\_\_\_\_                       None

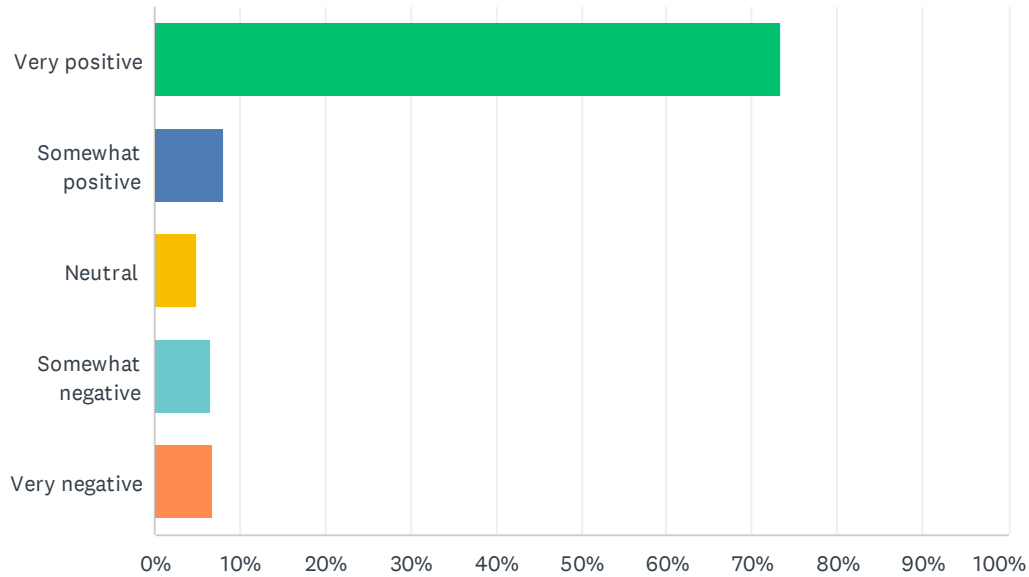


# Community Needs Survey

	NEEDS	Don't Know	Not Important	Moderate Important	Important	Very Important	Critical
		0	1	2	3	4	5
Basic Needs	Help with applying for Social Security, SSDT, TANF, etc.	0	1	2	3	4	5
	Help finding resources in the community	0	1	2	3	4	5
	Finding Child Care	0	1	2	3	4	5
	Help buying food	0	1	2	3	4	5
	Public transportation services	0	1	2	3	4	5
	Temporary shelter/housing	0	1	2	3	4	5
	Low-cost legal services	0	1	2	3	4	5
Community	Neighborhood clean-up projects	0	1	2	3	4	5
	Less neighborhood crime	0	1	2	3	4	5
	Public parks and facilities	0	1	2	3	4	5
	Better neighborhood conditions (lighting, sidewalks)	0	1	2	3	4	5
	Employment opportunities	0	1	2	3	4	5
Education	GED classes	0	1	2	3	4	5
	English as a Second Language Classes	0	1	2	3	4	5
	Adult Education or Night School	0	1	2	3	4	5
	Computer Skills Training	0	1	2	3	4	5
	Financial assistance to attend trade or technical school, or college	0	1	2	3	4	5
Employment	Help finding a job	0	1	2	3	4	5
	Help with job skills, training & job search	0	1	2	3	4	5
Family Support	Financial Education/Budgeting Classes	0	1	2	3	4	5
	Parenting Classes	0	1	2	3	4	5
	Early education programs (ages 0-5)	0	1	2	3	4	5
	Nutrition Education/Healthy Eating workshops	0	1	2	3	4	5
	Health relationship classes (resolving conflict, etc)	0	1	2	3	4	5
	Family counseling services	0	1	2	3	4	5
	Youth programs and activities (ages 12-18)	0	1	2	3	4	5
	Senior programs and activities	0	1	2	3	4	5
Housing	Affordable Housing	0	1	2	3	4	5
	Help paying rent	0	1	2	3	4	5
	Help with utility bills	0	1	2	3	4	5
	Affordable living options for Seniors	0	1	2	3	4	5
	Help to make my home more energy efficient	0	1	2	3	4	5
Behavioral Health	Health Insurance / Affordable Medical Care	0	1	2	3	4	5
	Medical assistance after hospital visits	0	1	2	3	4	5
	Affordable counseling/behavioral health services	0	1	2	3	4	5
	Services for alcohol and drug addiction	0	1	2	3	4	5
	Protection from domestic violence	0	1	2	3	4	5
	Help buying medications /prescriptions	0	1	2	3	4	5

## Q1 Overall, how would you rate the quality of your service experience with the Glendale Community Action Program?

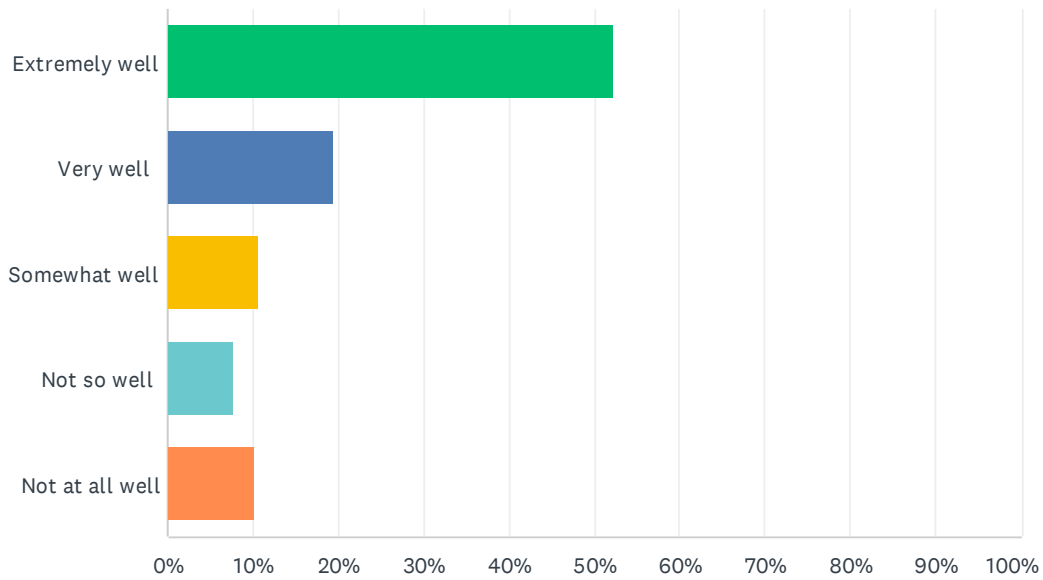
Answered: 305 Skipped: 2



ANSWER CHOICES	RESPONSES	
Very positive	73.44%	224
Somewhat positive	8.20%	25
Neutral	4.92%	15
Somewhat negative	6.56%	20
Very negative	6.89%	21
<b>TOTAL</b>		<b>305</b>

## Q2 How well did we respond to your service request?

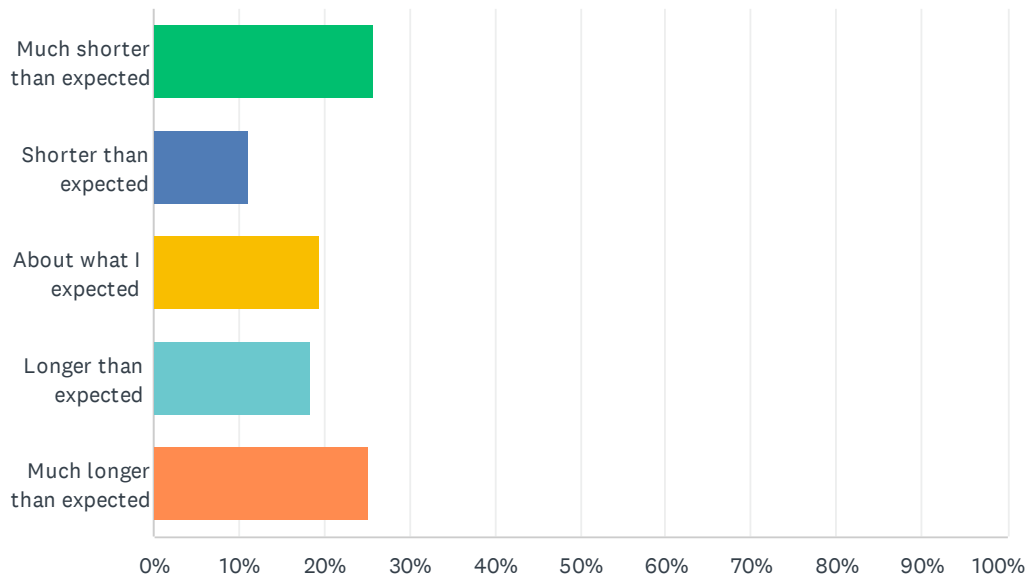
Answered: 303 Skipped: 4



ANSWER CHOICES	RESPONSES	
Extremely well	52.15%	158
Very well	19.47%	59
Somewhat well	10.56%	32
Not so well	7.59%	23
Not at all well	10.23%	31
<b>TOTAL</b>		<b>303</b>

### Q3 How much time did it take us to address your service request?

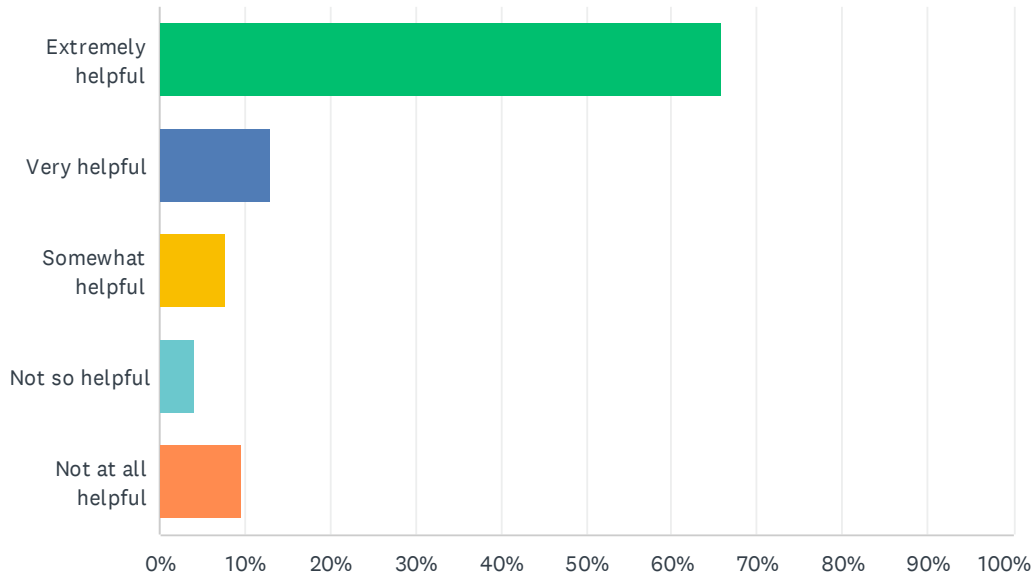
Answered: 305 Skipped: 2



ANSWER CHOICES	RESPONSES	
Much shorter than expected	25.90%	79
Shorter than expected	11.15%	34
About what I expected	19.34%	59
Longer than expected	18.36%	56
Much longer than expected	25.25%	77
<b>TOTAL</b>		<b>305</b>

## Q4 How helpful was this program in resolving your immediate crisis?

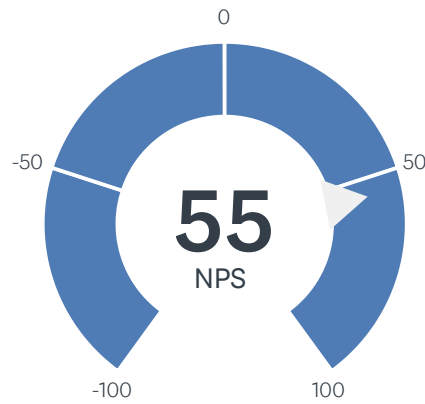
Answered: 302 Skipped: 5



ANSWER CHOICES	RESPONSES	
Extremely helpful	65.89%	199
Very helpful	12.91%	39
Somewhat helpful	7.62%	23
Not so helpful	3.97%	12
Not at all helpful	9.60%	29
<b>TOTAL</b>		<b>302</b>

## Q5 How likely is it that you would recommend the Glendale Community Action Program to a friend or colleague?

Answered: 300 Skipped: 7



DETRACTORS (0-6)	PASSIVES (7-8)	PROMOTERS (9-10)	NET PROMOTER® SCORE
18% 53	9% 28	73% 219	55

## Q6 Do you have any other comments, questions, or concerns?

Answered: 231 Skipped: 76