



City of Glendale

Community Action Program

5850 W Glendale Ave, B-51

Glendale, AZ 85301

FY2020-2022
COMMUNITY NEEDS
ASSESSMENT AND
STRATEGIC WORK PLAN



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Mission

The mission of the Community Services Department is to provide the support, the services and the opportunities to Glendale residents that promote life-long learning, self-sufficiency and community collaboration. The mission of the City of Glendale Community Action Program is to provide responsible and efficient support services that foster self-sufficiency and emotional stability to individuals and families facing financial hardship and/or a major life crisis.

Who We Are

Glendale Community Services operates as the main point of resources for City of Glendale residents in need of assistance due to financial hardships and is the state designated Community Action Agency for Glendale, AZ. The City of Glendale is committed to providing direct services to low and moderate-income Glendale residents in the most dignified and compassionate manner possible. Services include; energy assistance payments, public housing, municipal utility assistance, crisis assistance for families, rent and mortgage assistance, home repair and assistance for residents experiencing homelessness. The four-program focus areas are Community Engagement, Emergency Services, Housing programs and Case Management.

Introduction

The City of Glendale Community Services Department is comprised of five divisions, including; Community Revitalization, Libraries, Community Engagement, Community Action Program and Public Housing. In FY2016, the decision to realign community services to include these factions was made after thoughtful planning on the best ways to serve Glendale residents with human service-type needs. Public housing, community action and community revitalization providing income-eligible programs and services directed towards income-challenged residents. The vision was to develop an inter-departmental link to address the needs of housing, financial stability and home stability. Libraries and Community Engagement provide social, educational and volunteerism for residents that often contribute to stronger, safer and more engaged communities.

Aside from Community Services, the City of Glendale offers an array of programs and services by other departments to fill service gaps within its boundaries. Community partners, inter-governmental agreements, regional collaborations and national networks provide depth and coordinated dialogue towards the ever-evolving, complicated subject of fighting poverty. Locally, the City of Glendale Community Revitalization division provides opportunities for partners to apply for grant funding for projects that align with the City of Glendale's priorities, which include efforts to reduce poverty, the revitalization of low-income communities and the empowerment of low-income families and individuals to become fully self-sufficient.

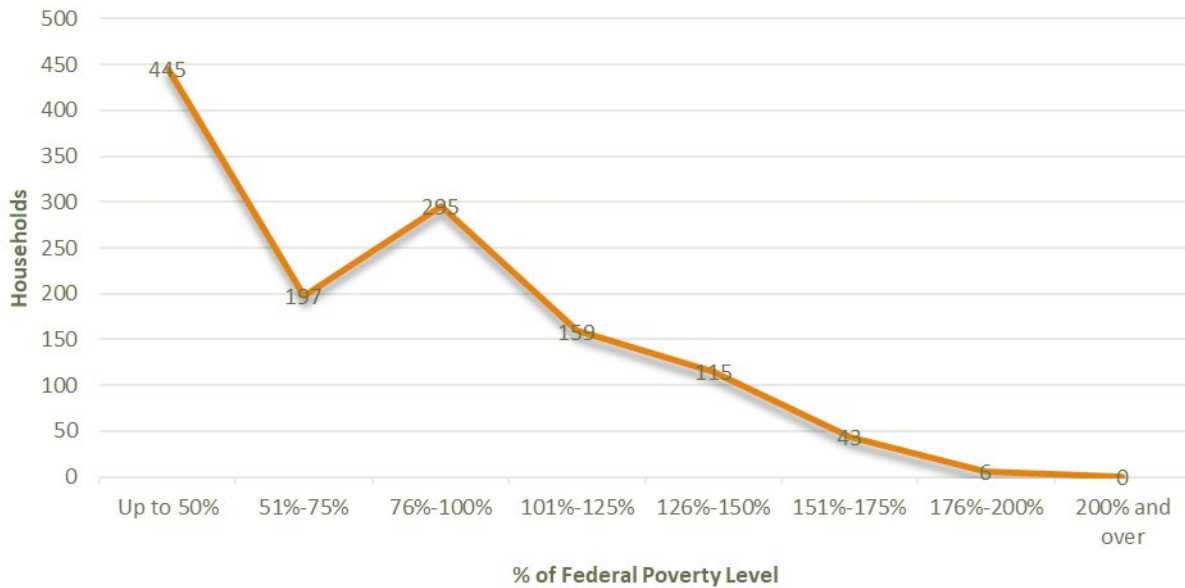
The following document will provide an in-depth analysis of a community needs assessment survey completed in December 2019. Data from the survey will be used for this Community Needs Assessment as well as the City of Glendale's 2020-2024 HUD Consolidated Plan. Included in the assessment will be the identification of key findings on the causes and conditions of poverty within the City of Glendale. The Strategic work plan section will include goals and strategies for addressing the needs identified in the Community Needs Assessment. The City of Glendale's Community Action Program will engage in setting measurable objectives to effectively increase program efficiencies as well as targeted goals to move families and individuals out of poverty.

City of Glendale Characteristics

According to Census.gov, 2018 population estimates for the City of Glendale, AZ is 250,702 and the percent of persons in poverty for the City of Glendale is 20.3%. Based on these estimates, 50,893 residents and 19,574 households in Glendale live at or below the Federal Poverty Level (FPL). For FY19, Glendale CAP assisted approximately 6.4% of the total Glendale households that are at or below the FPL.

The demographic makeup of the City of Glendale Community Action Program FY2018-19 clients in comparison to the demographics of the City of Glendale and the State of Arizona demonstrates the demographic differences of residents who seek Community Action Program services within the City of Glendale compared to regional demographics (see Appendix A). It is important to note that the City of Glendale CAP operates primarily to assist low to moderately low-income residents. For FY19, 74.36% of all Glendale CAP client households were at or below 100% of the Federal Poverty Level, 35.32% of households served were at 50% or less of the FPL. According to Census.gov 2013-2017 five-year estimates, Glendale zip code 85301 has approximately 37.4% of its residents at or below the FPL.

FY19 Glendale CAP Household Poverty Data

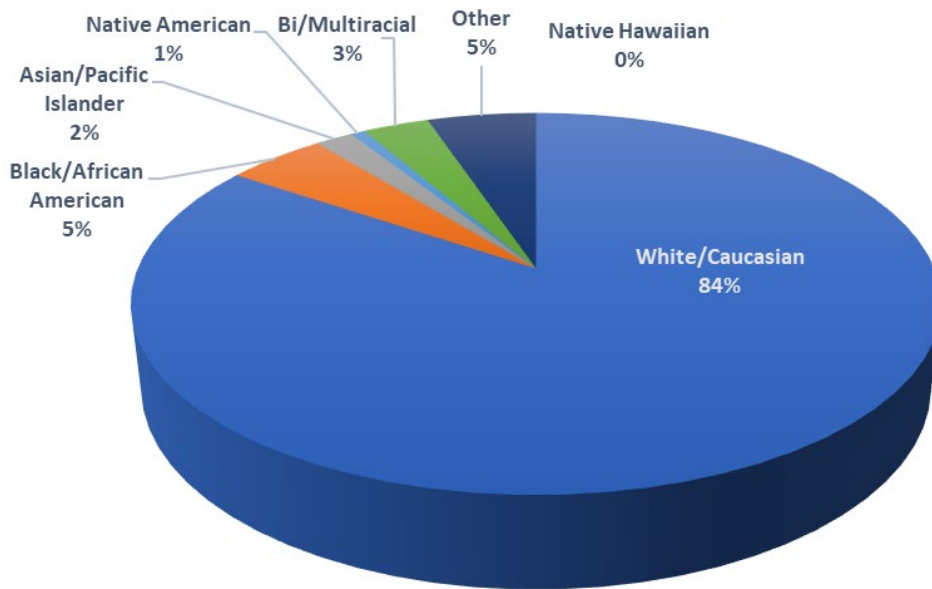


(FY2019 Glendale CAP Demographic Report)

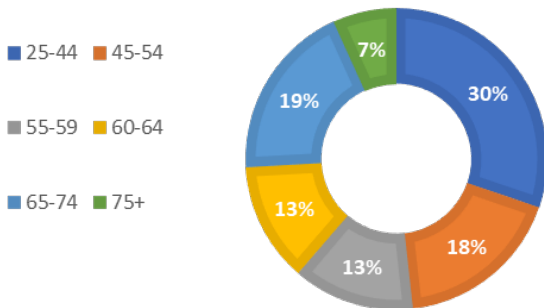
City of Glendale Community Needs

In preparation for City of Glendale’s 5-year strategic plan, the City of Glendale Community Services Department created and distributed a community needs survey to residents of Glendale, community partners, business owners and others with a vested interest in the future of the service delivery and availability of resources within the city. The surveys were distributed electronically and in paper form between the dates of October 15, 2019 and December 16, 2019. A total of 462 surveys were completed, including 450 in English and 12 in Spanish. 90% of all respondents identified themselves as residents of Glendale. Demographic data for survey respondents is detailed in the charts below.

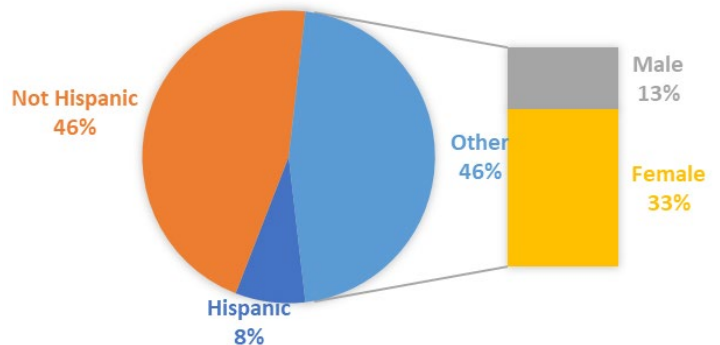
2019 City of Glendale Community Needs Assessment Respondents



AGE



ETHNICITY & GENDER



Data collection and analysis revealed 5 major points of concern for survey participants. These included; Housing-Related Activities, Community and Public Facilities, Public Services, Barriers to Financial Stability and Infrastructure and Economic Development. The following pages 7-12 will provide detail as to the data collected in each of these areas.

HOUSING ACTIVITIES

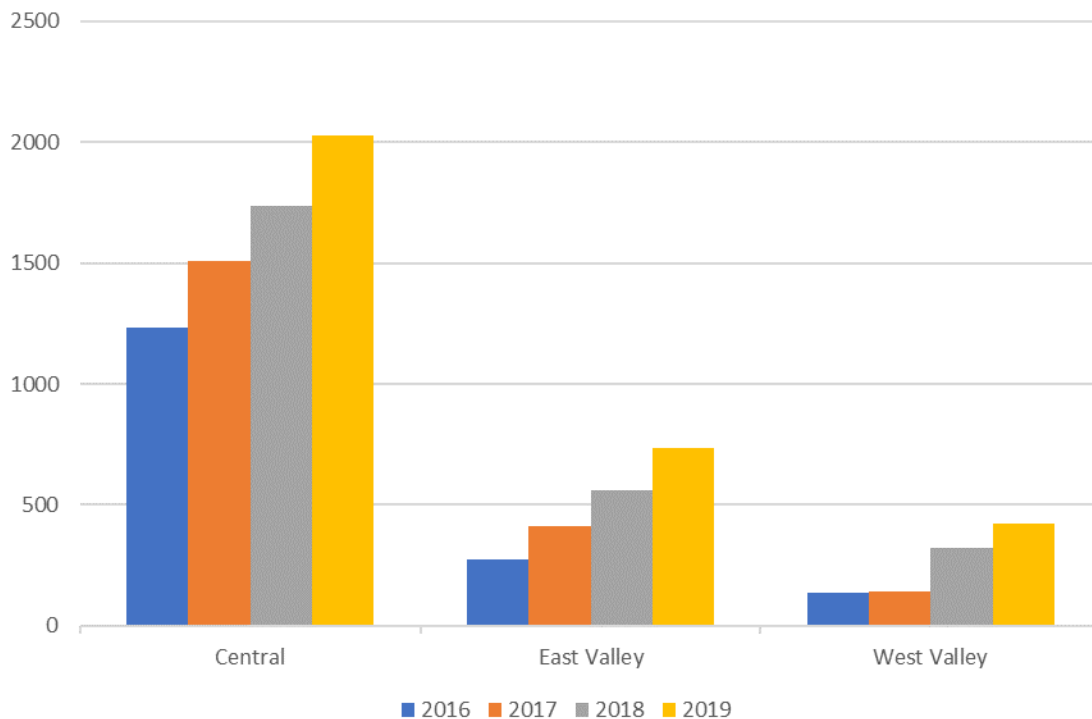
In the chart below, survey respondents were asked to rate the needs for the identified housing activities within the Glendale community. Ranking them by level of need, responses included: No need, Low Need, Medium Need, High Need and Don't Know. The weighted average of the respondents to this question revealed that of most concern was having access to affordable energy efficiency improvements, followed by Heating/cooling HVAC replacement or repairs and affordable ADA or senior-safety home improvements and supportive housing for people who are homeless or disabled as the top five concerns. For FY2019, approximately 16% of all clients assisted by Glendale CAP were 60 years of age or older and on fixed incomes, likely making them candidates for affordable energy efficiency, HVAC and ADA services.



Survey participants were also asked to identify the most pressing barriers regarding the development and/or preservation of affordable housing. The cost of land emerged as the most identified barrier to the creation and maintaining of affordable housing. The reluctance of citizens to welcome affordable housing projects into their neighborhoods was also identified as a major barrier in this area. Lack of affordable housing policy and the cost of materials and labor rounded out the top five identified barriers. Regarding Glendale residents that were provided services through the CAP office, only 10.8% of CAP service recipients owned homes and may not view development or preservation of affordable housing as a priority.

Barriers to Affordable Housing

Survey participants were asked to identify the need for any special housing needs in the Glendale community. Shared housing or group home options ranked highest among respondents. Rental assistance for the homeless and transitional housing options also rated high. Homelessness continues to be a Glendale priority and, based on 2019 Maricopa of Governments data for Maricopa County (below), total homeless numbers continue to rise as will the need for continued dialogue towards comprehensive, regional collaborations.

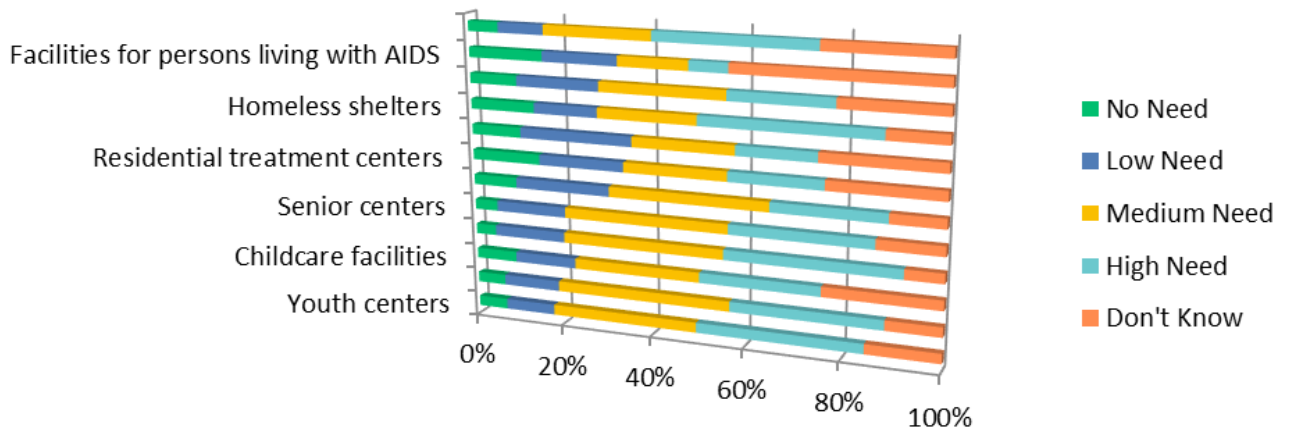


2019 Maricopa Association of Governments (MAG) PIT Count

Community and Public Facilities

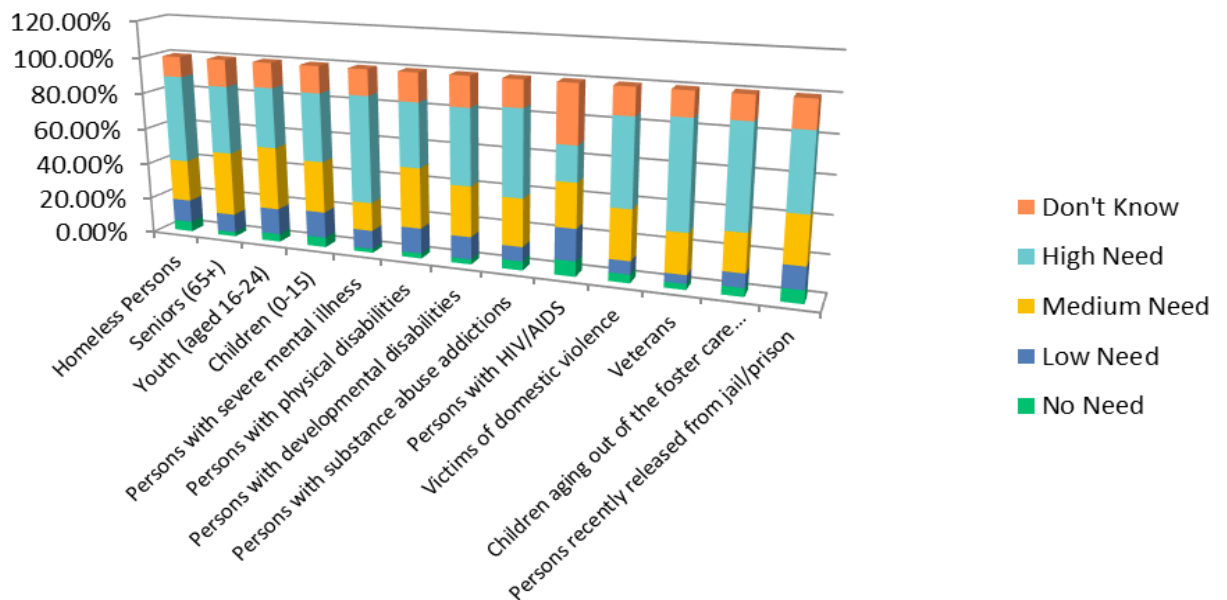
Survey participants were asked a variety of questions regarding the need for community and public facilities in Glendale. Homeless Shelters, followed by Parks and Recreation Centers, Youth Centers, Facilities for abused/neglected children and Community Centers were identified as the top 5 areas of need.

Community and Public Facilities



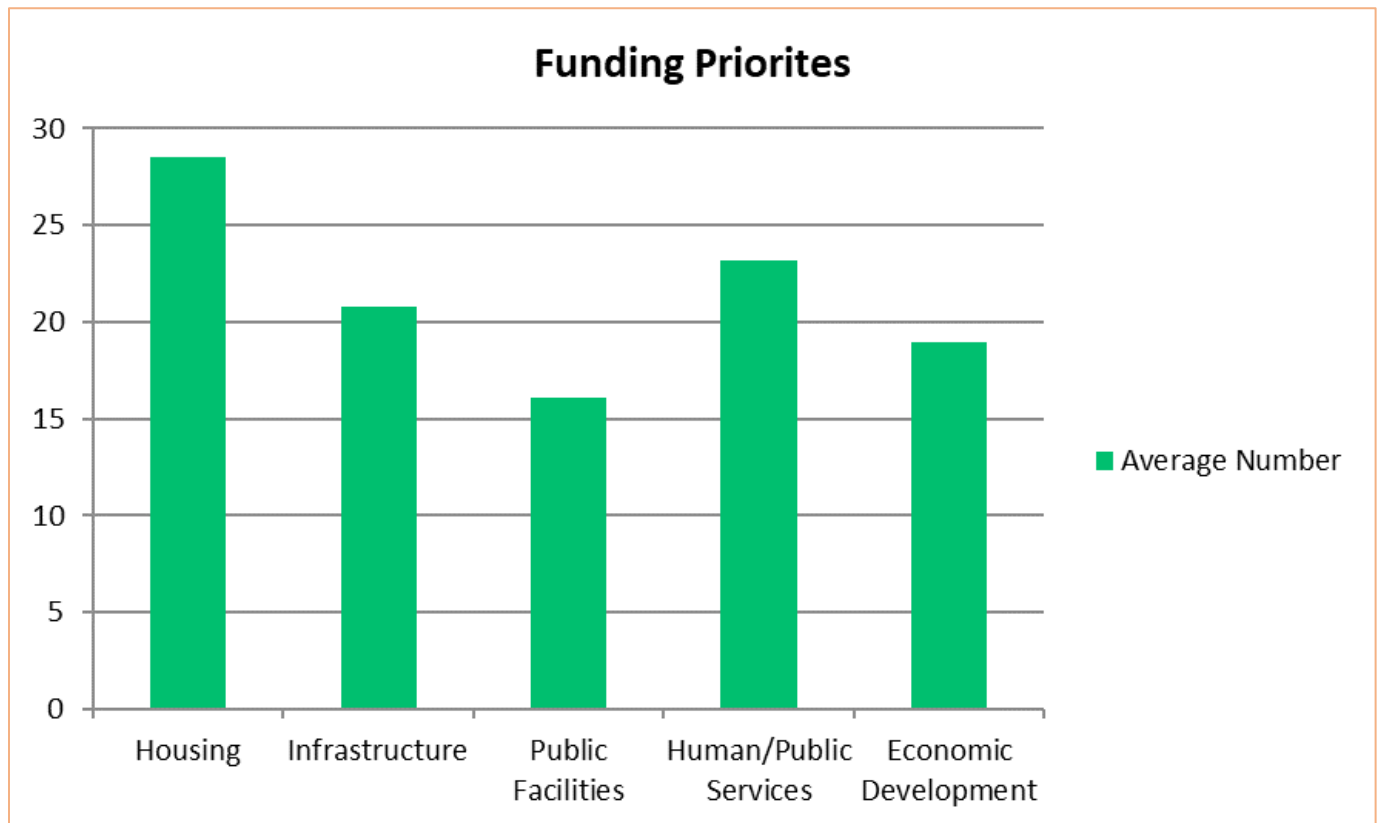
Survey respondents were asked to rate the level of need for special needs groups in Glendale using the scale of; No Need, Low Need, Medium Need, High Need and Don't Know.

Services for Special Needs Groups



Most in need for services per survey participants were persons with severe mental illness, followed by veterans, children aging out of foster care, homeless and victims of domestic violence. Currently, the City of Glendale operates mental health court to keep mentally ill defendants stable and out of prison. Mentally ill people whose treatment is being handled by the state behavioral health agency can get routed through mental health court when they are charged with a crime. They can get a psychiatric evaluation through the court, which saves time and money and cases are handled by a team that does not change from case to case.

When asked about where money should be prioritized between the areas of Housing, Infrastructure, Public Facilities, Human/Public Services and Economic Development. Housing was chosen as the greatest priority for Glendale funding, followed by Human/Public Services. One example of the City of Glendale’s efforts to prioritize housing, especially for special populations is a currently funded housing facility called Bethany Crossing, which is in one of Glendale’s most poverty-plagued area. It is a 72-unit multifamily rental project for low-income residents that will accommodate seniors, disabled and other special populations.



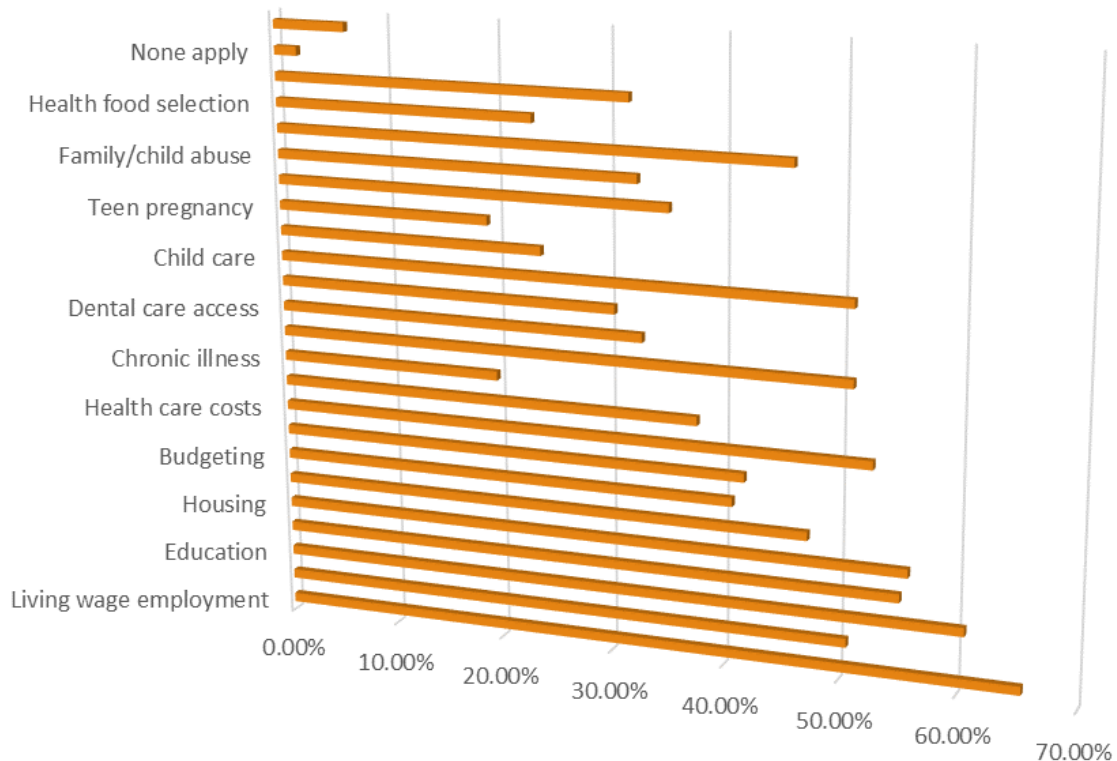
Public Services

Survey participants were asked to rate the need for Human and Public Services in the Glendale Community. Response options were; No Need, Low Need, Medium Need, High Need and Don't Know. Respondents chose Mental Health Services as the highest needed service in Glendale, followed by Financial Literacy Training, Substance Abuse Services, Services for Victims of Domestic Violence and Crime Awareness Education (See Appendix B).

Barriers to Financial Stability

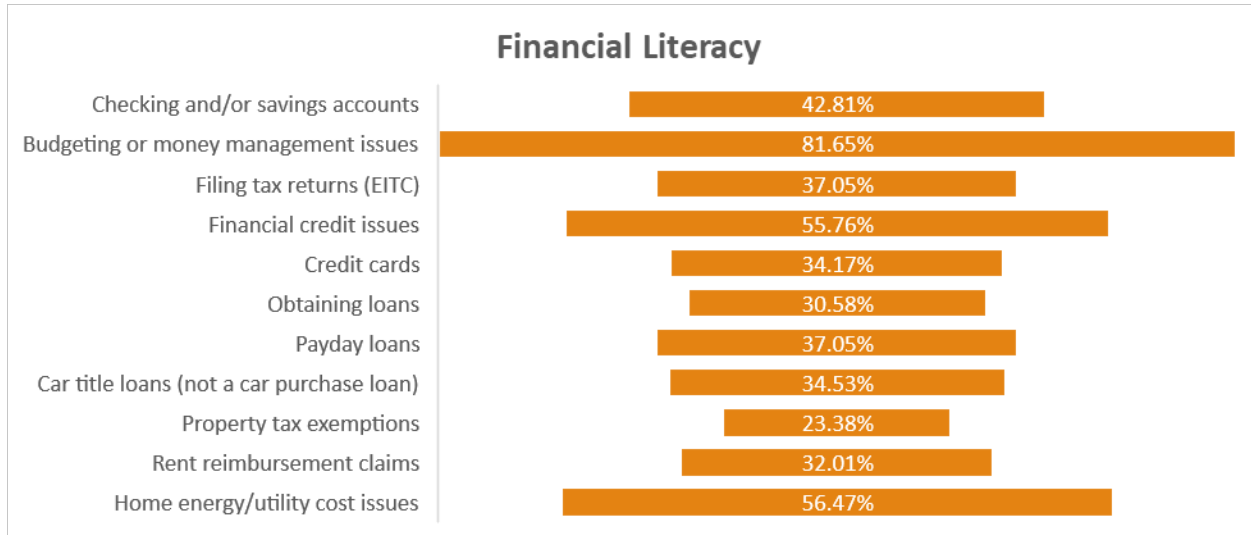
Survey participants were asked to identify what they believed were the most common barriers to becoming financially stable facing low income households in Glendale. Over 65% of respondents believe that the most pressing barrier for low-income households is the inability to access a living-wage employment. Education, Housing, Transportation and Health Care Costs rounded out the top five respectively.

Barriers to Financial Stability



Survey participants were asked to rate different types of financial literacy information and assistance that might be most beneficial for low-income families. Overwhelmingly, survey participants chose budgeting and money management as being the most beneficial education

for low-income households. Home Energy/Utility cost issues and Financial Credit issues were also rated as highly beneficial.

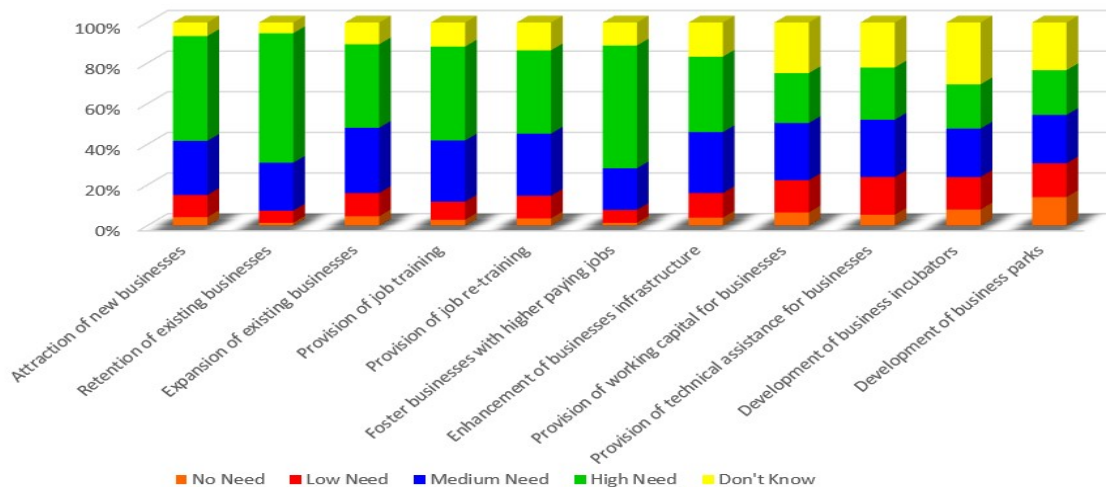


Infrastructure and Economic Development

A total of 370 survey participants provided feedback regarding the need for infrastructure activities in the Glendale Community. According to survey data analysis, street and road improvements demonstrated the highest need regarding infrastructure activities. Tree planting and Bicycle and walking paths improvements also rated high among respondents.

The chart below demonstrates the opinions of 294 respondents to the question of what business and economic development activities most beneficial to low-income residents. Most respondents believe it is most important to retain and expand existing Glendale businesses. Fostering and attracting new businesses with higher paying jobs also emerged as a high need as well as the provision of job training for higher paying jobs.

Business and Economic Development Need



Data analysis from the City of Glendale Community Needs Assessment have revealed five major themes for the City of Glendale. Housing Activities, Community and Public Facilities, Public Services, Barriers to Financial Stability and Infrastructure/Economic Development were areas of concern that survey recipients identified with their responses. The City of Glendale is actively addressing the areas of concern and currently leveraging the individual skillsets of community partners. Multiple partners assist with issues of housing, community and public facilities, public services and financial stability. Although the City of Glendale currently addresses service gaps in these areas, it is only with the coordinated efforts of its partners that it can fully realize specialized access for Glendale’s residents in need.

Based on survey analysis, the City of Glendale is well positioned to address the housing-related needs identified as most urgent from survey analysis. The City of Glendale’s Community Revitalization Division is a designated HUD recipient of Community Development Block Grant Funding as well as Emergency Solutions Grant funding that it in turn partners with community partners including Glendale Community Action Program to fund programs to address the community housing issues identified as most in need. Other sub-recipients of Community Revitalization funding include Habitat for Humanity and Rebuilding Together who assist income-eligible homeowner residents of Glendale with HVAC needs as well as ADA and Senior retrofits for homeowners.

The Community Revitalization Division of the Glendale Community Services Department partners with several community partners to address the complex issues associated with homelessness. There are no homeless shelters within the city limits of Glendale. The City of Glendale utilizes the expertise of its partners, including the city’s CAP staff for rapid rehousing of eligible homeless residents, crisis and stabilization, housing navigation and on-going case management to augment its multi-layered approach to chronic homelessness. The table below demonstrates the far-reaching efforts and funding of programs provided by the City of Glendale to address homelessness.

FY2019-20 Community Revitalization Homeless Activities Funding

Agency/Organization	Program	Category	Final Funding
CDBG – PUBLIC SERVICES			
A New Leaf	Faith House	Homeless	\$15,000
CASS	Silver Tsunami	Homeless	\$15,000
City of Glendale – CAP	Eviction Prevention	Homeless	\$35,000
Community Bridges, Inc	Homeless Navigator	Homeless	\$54,711

City of Glendale	Glendale Works	Homeless	\$50,000
Community Legal Services	Eviction and Homeless Prevention	Homeless	\$10,000
Family Promise	Emergency Shelter	Homeless	\$10,000
Homeward Bound	Integrated Family Services	Homeless	\$5,760
St. Vincent De Paul OLPH	Homelessness Prevention	Homeless	\$10,000
CDBG – Public Services Total			\$205,471
<i>EMERGENCY SOLUTIONS GRANTS (ESG)</i>			
A New Leaf	Rapid Rehousing	Homeless	\$49,500
CASS	Rapid Rehousing	Homeless	\$26,122
CASS	Emergency Shelter Services	Shelter Operations	\$15,000
A New Leaf	Faith House	Shelter Operations	\$15,000
Maggie’s Place	The Michael House	Shelter Operations	\$20,000
StreetLightUSA	Shelter Utilities	Shelter Operations	\$16,892
UMOM	Shelter for Families	Shelter Operations	\$30,000
Phoenix Rescue Mission	Street Outreach	Street Outreach	\$21,540
ESG Total			\$194,054
TOTAL HOMELESSNESS FUNDING			\$399,525

Data analysis of survey results also identified several barriers to achieving affordable housing. Most notably were the costs associated with the creation of affordable housing, including land, labor and materials. Many survey respondents also indicated reluctance towards creating low-income housing projects in their neighborhoods. The lack of comprehensive affordable housing policy also surfaced as a concern. Continued dialogue and analysis in this area would be needed to develop incentives and structure in order to fully engage the affordable housing issue within the City of Glendale.

Concerning the issue of special needs housing, survey respondents emphasized the need for homeless assistance in the form of rental move-in assistance for homeless, shelters, supportive housing options for special populations and transitional housing options.

As mentioned previously, the City of Glendale does not currently have homeless shelters within the city limits. For access to homeless shelters, the City of Glendale relies on partnerships such

as Central Arizona Shelter Services (CASS), A New Leaf, Maggie's Place, StreetLightUSA and UMOM. These are all partners previously identified as receiving ESG grant funding from the City of Glendale for homeless prevention and solution efforts. The City of Glendale Parks and Recreation Department hosts a full agenda of activities for all ages and interests, including many activities aimed at youth. The city's four libraries also provide youth activities and learning programs free of charge. The City of Glendale relies on other long-standing partners for providing additional activities for youth and adults of all ages.

The City of Glendale is very proud to support veterans and their families. The city's annual support of "Stand up for Vets" event is held at Glendale Community College on September 21, 2019. Services included; free health screenings, referrals for social services, legal assistance, job preparedness assistance, training opportunities and more. Other partners supporting local veterans include; American Legion, American Ex-Prisoners of War, American Veterans, Arizona Department of Veterans Services, Paralyzed Veterans of America and Vietnam Veterans of America. The City of Glendale relies of partnerships with specific expertise when addressing the needs of the severely mentally ill and the needs of children aging out of foster care.

To address the need for Human and Public services in the Glendale Community, the City of Glendale Police Department's Community Action Teams provide community outreach and education for residents, businesses, public and private institutions and faith-based organizations to work in collaboration with the police department to make the Glendale Community a safer place to live and work. Glendale Community Action Team (CAT) programs include; Crime Prevention Presentaions, Crime Free Multi-Housing Program (CFMPH), Documents Shredding, Getting Arizona Involved in Neighborhoods (GAIN), Home and Business Security Surveys, Managers Against Crime (MAC), Neighborhood Watch (NW), Prescription and non-Prescription Drug Collection Units and VIN Etching Program.

Although the CAT Team provides benefits for all residents, low-income households can especially benefit from these programs. For example, learning about shredding events in case fee-based document disposal may present a financial burden, or by introducing programs such as Neighborhood Watch in areas that have not previously participated in these programs. As for the community needs related to domestic violence, substance abuse, mental health and financial literacy, the City of Glendale relies on the expertise of its community partners to address these needs.

The City of Glendale's Public Housing Program provides both conventional low rent public housing within one of the city-owned rental communities, as well as being a participant in the Section 8 Housing Choice Voucher program. Both programs provide decent, safe and affordable housing to eligible, low-income families and individuals that reside in Glendale.

The City of Glendale collaborates with employment specialists for residents needing assistance attaining living wage employment and education. Specifically, Arizona@Work West Valley Career Center Maricopa County has recently located to Glendale, Arizona. This close proximity will allow Glendale residents in need of employment or training assistance to access services. Some of the available services offered to Glendale residents include; career guidance and assessments, resume, interview and soft skills workshops, job matching, customized training and education and specialized services for veterans, disabled and other special groups. Qualifying, low-income residents can also access transportation assistance as a service provided through the Workforce Innovation and Opportunity Act grant (WIOA) when accessing services through Arizona@Work Maricopa County.

Financial literacy emerged as a community need for Glendale's low-income residents. Glendale CAP, Glendale Public Housing and Community Revitalization will work with area partners to develop a referral process to address this need. Included in the budgeting and credit information will be assistance with home ownership. FY19 Glendale CAP indicate a high correlation with low home-ownership and the need for rental and utility assistance. At just over 10%, homeowners constitute a very small portion of Glendale CAP clients. Aside from the added privacy, privately-owned homes typically increase in value which increases personal financial worth. Payments are also mostly predictable and there are tax benefits to owning a home. Home ownership also provides a closer relationship to the community, which is often lacking for the renter, especially large multi-family complex renters.

The City of Glendale has launched a service request feature on its website that allows residents of Glendale to call or request via website any concerns. Resident requests are routed to the appropriate departments. Resident requests are resolved within a set number of days or be escalated to administrators, directors, assistant city managers, then ultimately to the City of Glendale City Manager's office.

This new feature ensures consistency and accountability when Glendale residents follow this procedure for requesting repairs or improvements to city properties. Funding included for construction, maintenance and repairs of roads, streets and bridges has been approved through FY2019-20 city budget. The use of Highway User Revenue Fund (HURF) and Transportation Sales Tax have been approved to fund projects in these areas.

The City of Glendale is well poised to attract, retain and help expand in the area of economic development. Touting quality of life, the abundance of skilled worker availability, high education levels, nationally recognized educational institutions, ease of access and commute options, Glendale has been able to attract businesses and national events which will allow for the expansion and creation of new jobs.

Included in recent business additions was the 2019 grand opening of Waste Management National Training Center which includes 2500 drivers and technicians training year around. With several new restaurants and the expansion of the Loop 303 corridor, Glendale has taken and will continue to take major steps in most of the concerns raised by respondents in the area of business and economic development. West-MEC will continue to be a technical training destination for Glendale residents, along with the partnership with Arizona@Work Maricopa County. In December 2019 and January 2020 alone, Glendale approved business licenses for a total of 68 businesses, that included both new businesses and existing business renewals (See Appendix C).

Community Action Items

Data analysis from the City of Glendale community needs assessment survey identifies five major areas of need; Housing Activities, Community and Public Facilities, Public Services, Barriers to Financial Stability and Infrastructure/Economic Development. Below are the key points and the needs most identified by survey respondents, as well as goals and proposed outcomes to help close gaps in service delivery.

Gaps in Service	Goals	Outcomes
Housing	Increase collaboration with local housing navigators to increase efficiency of housing placement Maintain meeting schedule with homeless partners Explore feasibility of shared housing project	1-2 Housing placements monthly directly related to navigator assistance Attend monthly Interdepartmental Homeless Coordination Meetings and provide quarterly CAP Homeless Data Explore CDBG or Discretionary CSBG Guidelines
Community and Public Facilities	Explore potential referral process to include Parks and Recreation activities in case plan Develop programs with partners to address service needs of low-income Glendale youth.	Review and update case plans to include health-related activities when appropriate Identify partner youth services providers to establish formal referral and follow up process
Public Services	Increase awareness of mental health issues and resources Establish Financial Literacy Partner to establish regular classes Increase awareness of DV and Substance Abuse Programs within Glendale	CAP staff attend at least one mental health-related training Arrange for monthly or quarterly Financial Literacy Sessions CAP staff attend at least one Substance Abuse or DV meeting or training
Barriers to Financial Stability	Establish formalized referral process with workforce partners for training opportunities for low-income residents	Establish individualized workforce plan and referral system to track outcomes

		Develop program to promote home ownership
Infrastructure/Economic Development	Work with Community Revitalization to identify potential opportunities for community-enhancing structures Explore potential work experience programs for disengaged youth	Research and propose two projects to revitalize low-income areas of Glendale and/or empower low-income residents to become more self-sufficient Work with partners to increase availability of workforce assistance
Communication	Increase public awareness regarding Glendale's services	Update messaging in CSD lobbies Increase website communication regarding wrap-around services Consider social media monthly program highlights to raise public awareness

HOUSING ACTIVITIES

The need for affordable housing continues to be a major source of concern for Glendale's low-income residents. Additionally, housing for Glendale's homeless and the availability of affordable energy and ADA and senior safety home improvements for existing low-income homeowners have also been identified as priorities according to survey results.

The City of Glendale, with funding from its Community Revitalization division will continue to prioritize the funding of programs that address the need for energy efficiency, home repair and ADA upgrades using CDBG funding. In FY2019-20, the Community Revitalization Division also committed \$399,525 of sub-recipient grant funding from CDBG and ESG funds to address homelessness in Glendale. The reporting requirements of these recipients will ensure the accountability of program effectiveness and the justification of any future grant awards.

The issue of sufficient affordable housing for Glendale's low-income residents will require continued dialogue with lawmakers, landowners, local municipalities and the public to develop a comprehensive system that allows for working poor to afford housing.

COMMUNITY AND PUBLIC FACILITIES

In order to address the need for facilities serving special populations such as veterans, mentally ill or children aging out of foster care, it will be the continued strategy of the City of Glendale to rely on long-standing partners who specialize in these areas. The City of Glendale Parks and Recreation Department will continue to provide after school and summertime programming for adults and children and will continue its relationship with partners specializing in youth-centered activities for its low-income residents.

PUBLIC SERVICES

The City of Glendale Police Department's Community Action Teams will continue providing crime-prevention information for all Glendale residents. The Community Services Department will collaborate with community experts in the area of financial literacy to develop a referral system to address this need, especially for recipients of CAP, Public Housing and Community Revitalization services who all require low to moderately low-income status.

The need for substance abuse, domestic violence and mental health counseling remains an identified need. Glendale will rely on established partners specializing in these areas to help address these needs.

BARRIERS TO FINANCIAL STABILITY

Most notably, living wage employment and educational opportunities as it relates to creating more income seem to be of "highest need" in this category. The need for information regarding credit and money management also emerged as major barriers for attaining financial stability.

In order to address these identified needs, Glendale will make efforts to strengthen partnerships with workforce partners in order to establish a formalized and trackable referral system that will allow for measurable outcomes. Glendale will also explore options with local skills training partners for a possible pilot for disengaged low-income youth in order to provide training in areas of need.

As mentioned before, the Community Services Department will seek to establish a formalized referral process that includes scheduled follow-ups for Glendale residents wanting financial literacy training to include guidance towards home ownership.

INFRASTRUCTURE

The City of Glendale is well poised with the introduction of its new Glendale1 service request system to adequately address citizen concerns regarding city properties, roadways, water quality, bridges and park issues.

BUSINESS AND ECONOMIC DEVELOPMENT

Second only to Phoenix in Western Maricopa County in population, the City of Glendale boasts a variety of amenities to entice and retain businesses. Glendale is accessible by freeway using four major freeways, public transportation and its own airport. Glendale is also currently in the process of expanding annexed land along I10 and portions of Loop 303. These future

developments will allow for additional business expansions and additions as well as the additions of jobs.

Glendale CAP Service Delivery Goals and Action Items

The City of Glendale Community Action Program (CAP) operates its service delivery throughout the Glendale city limits, approximately 60 sq. miles (US Census 2010) and a population of 250,702 (US Census 2018). Glendale CAP maintains an on-going, 12-month program for providing immediate financial assistance to eligible clients in need by utilizing a broad base of funding sources.

Key staff that directly support the CAP mission and assist the coordination of services for clients include; (1) CAP Program Administrator, (1) Management Assistant, (1) Community Services Representative, Sr., (2) Community Services Representative, (2) General Clerical. Glendale CAP is committed to a model of continuous improvement. Recently, Glendale CAP staff were asked to conduct a SWOT analysis (August 2019) to identify gaps in service delivery and opportunities to increase process efficiencies. The table below represents the most prominent themes that emerged from the SWOT analysis.

Glendale CAP SWOT Analysis (August 2019)

STRENGTHS	
S1. Ability to provide life-changing services	S2. Staff familiarity with Glendale resources
S3. Ability to improve the quality of life in the community	S4. Staff knowledge of program eligibility
S5. Close proximity to high-need area of Glendale	S6. Great teamwork
S7. Highly experienced staff	S8. Hard-working staff
S9. Eagerness of staff to continually learn	S10. Dedicated staff
WEAKNESSES	
W1. Limited program funding	W2. Limited staff
W3. Consistency of work flow	W4. Database limitations
W5. Lack of formal cross-training	W6. Consistent Follow up (Case Management)
W7. Communication	W8. Delays in paperwork completion
OPPORTUNITIES	
O1. Alternative administrative funding to add staff	O2. Strengthen partner collaborations

O3. LIHEAP recertification program	O4. Technology upgrades
O5. Specialized training	O6. Cross-training
O7. Increase in employee engagement	
THREATS	
T1. Employee attrition	T2. Employee self-care
T3. Program funding	T4. Limited staff

STRENGTHS

Glendale CAP has been able to demonstrate gradual improvements in assistance totals within the past 3 years without the benefit of additional staff. In FY2019, Glendale CAP assisted 1260 unduplicated households, totaling 3133 individuals. In FY2018, Glendale CAP assisted 1141 unduplicated households totaling 2804 individuals. In FY2017, Glendale CAP assisted 926 unduplicated households totaling 2314 individuals. In FY2020, Glendale CAP is on pace to surpass the assistance totals of FY2019. Certainly, process improvements and technology upgrades can be attributed to some of the improvements, but experienced, dedicated staff willing to try new methods of service delivery, and the camaraderie and teamwork of Glendale CAP staff should also be credited with the noted improvements.

WEAKNESSES

Glendale CAP will continue to explore funding options to increase resources for Glendale’s residents in need. Starting in FY20, the City of Glendale has partnered with Glendale CAP to provide funding for municipal utility assistance for eligible Glendale residents. The initial \$50,000 award has been a valuable relief for residents seeking assistance with water, sewer and trash bills. Glendale CAP will continue to evaluate day-to-day processes in order to provide consistency in workflow, which should also improve efficiency of paperwork completion. A formal contingency plan will also be implemented to address the issues of limited staff as well as cross-training concerns.

OPPORTUNITIES

Technological improvements will continue to be a priority for Glendale CAP. Areas of concern include limited ability to print documents. This issue will be resolved by the introduction of a computer kiosk in the Glendale CAP lobby that will allow clients to print documents needed to complete eligibility. Future projects include database upgrades to eliminate duplicate data entry and potentially remote document upload capabilities. Glendale CAP currently has two partner relationships that include working in our Glendale CAP office part-time. Glendale CAP will strive to increase its interoffice partner agreements to more fully meet the needs of our

Glendale community. Glendale CAP staff will strive to meet the need of specialized training, while addressing a community need by participating in trainings such as mental health, domestic violence and substance abuse.

THREATS

Glendale CAP will address the concerns of employee attrition and small staff by implementing a formalized contingency plan so that every position will include a backup with knowledge of the job description duties. Glendale CAP will continue to seek additional funding sources to supplement existing programs, strive for 90% yearly expenditure goals and 90% of Organizational Standards met as required by Arizona Department of Economic Security to ensure future program funding. Glendale CAP will encourage participation in the city’s health and wellness programs for added education regarding self-care and work/life balance.

Glendale CAP Goals

The table below demonstrates current and future goals for Glendale CAP in order to address program improvement areas identified in the SWOT exercise.

Glendale CAP Goals	FY2020	FY2021	FY2022	CAP SWOT ISSUE ADDRESSED
G1. Percent of Funding Expended for CAP Services	90%	90%	90%	T3
G2. Percent of CAP Appointments resulting in Financial Assistance Approval	40%	50%	60%	W3, W6, W7, W8
G3. Percent of Organization Standard Goals met	90%	90%	90%	T3
G4. Number of CAP Households that initiated Home-ownership Assistance Programs	5	10	15	S1, S3, O2, O5
G5. Number of CAP Households that initiated Financial Literacy Education Programs	10	15	20	S1, S3, O2, O5
G6. Number of Community Partners actively Providing Services within the Glendale CAP Office	2	3	5	W1, W2, O2, O5, O7
G7. Additional Technological Advancements that Result in Program Efficiencies	1	2	3	W3, W4, W7, W8, O3, O4, O7, T3

G8. Additional Funding Opportunities Created	1	1	1	W1, W2, O1, O7, T1, T2, T3, T4
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The City of Glendale CAP is dedicated to continuous improvement. Below is a brief background of each of the 8 goals identified, followed by a table indicating specific action steps intended to meet these goals.

(G1) For Glendale CAP, Low Income Energy Assistance Program (LIHEAP) is the largest direct-service award amount. For FY2019, Glendale CAP was awarded a total of \$952,159 of direct-service funding for LIHEAP from the Arizona Department of Economic Security. For FY2019, Glendale CAP expended \$625,518 of the award (65.69%).

(G2) For FY2019, Glendale CAP was able to provide assistance to 39% of total appointments set. Although cancellations and no-shows accounted for some of the 61% of appointments that did not result in financial assistance, the most significant reason for this deficit was the result of clients not being prepared with required documents at the time of their appointment.

(G3) For Community Action Agencies that operate with the assistance of Community Services Block Grant (CSBG) funding, the CSBG Organizational Standards were implemented to ensure that all Community Action Agencies have the capacity to provide high-quality services to low-income individuals and communities. In order to remain in compliance, CAAs are required to meet a minimum of 90% of the 50 standards included within 9 categories.

(G4) For FY2019, only 10.08% of the households assisted through Glendale CAP reported to be homeowners. Aside from the added privacy, privately-owned homes typically increase in value which increased personal financial worth. Payments are also mostly predictable and there are tax benefits to owning a home. Home ownership also provides a close tie to the community, which is often lacking for the renter, especially the multi-family complex renter.

(G5) For FY2019, 74.36% of all Glendale CAP client households were at or below 100% of the Federal Poverty Level, 35.32% of households served were at 50% or less of the Federal Poverty Level. And, according to Census.gov 2013-2017 five-year estimates, Glendale zip code 85301 has approximately 37.4% of its residents at or below the Federal Poverty Level. Although an increased level of financial literacy benefits all levels of income, this is especially true of low-income residents. The importance of knowing ways to save money, increase credit scores, and how to track spending alone can make significant differences in the choices people make when spending money. This knowledge is also useful in knowing what loan terms are favorable and which are not, which decreases the chances of falling prey to predatory lenders.

(G6) The vision of Glendale CAP is to facilitate the availability of the most requested resources for our community. Understanding that physical capacity limits the number of in-house partners that Glendale CAP can accommodate, it is the intent of Glendale CAP to most efficiently utilize all available workspace to invite service providers to address the most needed/requested services for our clientele.

(G7) In the absence of increased funding for additional staff while dealing with ever-increasing direct service funding, it is imperative that technology play a vital role in the future of Glendale CAP. Advanced and automated phone systems and the ability for clients to submit documents remotely, for example, would enhance the capacity of Glendale CAP’s ability to provide direct-service funding amidst an increasing demand.

(G8) For FY2020, FY2021 and FY2023, Glendale CAP will seek additional funding for services for its low-income clients. With the focus of assisting families and individuals in getting out of financial crisis, improving the conditions of low-income communities or providing resources to enable individuals and families to overcome poverty, Glendale CAP intends to pursue grants and/or partnerships in order to leverage resources for poverty-fighting efforts.

Glendale CAP Action Items

GOALS	FY2020 Action Items	FY2021 Action Items	FY2022 Action Items
Percent of Funding Expended for CAP Services	<ul style="list-style-type: none"> Glendale CAP will adjust utility assistance request process to include methods outside of weekly appointment call-in schedule Introduce categorical eligibility options for consideration 	<ul style="list-style-type: none"> Introduce at least one technological upgrade to enhance application processing Seek out additional funding for administrative support 	<ul style="list-style-type: none"> Seek out additional funding for administrative support
Percent of CAP appointments resulting in financial assistance	<ul style="list-style-type: none"> Provide updated, more detailed eligibility documents for clients Initiate process of fully screening utility clients in person prior to setting appointments 	<ul style="list-style-type: none"> Propose technology to allow for remote document submissions 	<ul style="list-style-type: none"> Initiate volunteer program to assist with screening and securing documents
Percent of Organizational Standards met	<ul style="list-style-type: none"> Complete Community Needs Assessment/Strategic Work Plan and present to advisory board for review and approval Complete process of changing advisory board structure to align with CSBG requirements 	<ul style="list-style-type: none"> Maintain month-to-month monitoring and monthly updates of Organizational Standards 	<ul style="list-style-type: none"> Maintain month-to-month monitoring and monthly updates of Organizational Standards
Number of CAP households that initiated home-ownership assistance programs	<ul style="list-style-type: none"> Establish 1-2 community partners to provide a structured curriculum for a path to homeownership for CAP, Public Housing and Community Revitalization clients and establish outcome measures Enroll 5 households in homeownership programs 	<ul style="list-style-type: none"> Evaluate program established in FY2020 and measure client results. Make necessary adjustments. Enroll 10 households in homeownership programs 	<ul style="list-style-type: none"> Evaluate program and measure client results. Make necessary adjustments. Enroll 15 households in homeownership programs

Number of CAP households that initiated Financial Literacy Education programs	<ul style="list-style-type: none"> Establish 1-2 community partners to provide a structured curriculum for financial literacy for CAP, Public Housing and Community Revitalization clients and establish outcome measures Enroll 10 households in the financial literacy programs 	<ul style="list-style-type: none"> Evaluate program and measure client results. Make necessary adjustments. Enroll 15 households in the financial literacy program 	<ul style="list-style-type: none"> Evaluate program and measure client results. Make necessary adjustments. Enroll 20 households in the financial literacy program
Number of community partners actively providing services within the Glendale CAP office	<ul style="list-style-type: none"> Maintain at least 2 in-house community partners with published schedules 	<ul style="list-style-type: none"> Increase in-house partners to 3 	<ul style="list-style-type: none"> Increase in-house partners to 5
Additional technological upgrades that result in program efficiencies	<ul style="list-style-type: none"> Add at least 1 technological upgrade to Glendale CAP assistance processes 	<ul style="list-style-type: none"> Research and request funding for another technology upgrade. 	<ul style="list-style-type: none"> Research and request funding for a third technology upgrade.
Additional funding opportunities created	<ul style="list-style-type: none"> Secure a new funding to assist CAP clients 	<ul style="list-style-type: none"> Secure a new funding to assist CAP clients 	<ul style="list-style-type: none"> Secure a new funding to assist CAP clients

Customer Satisfaction

The City of Glendale CAP values the input of its clients. In order to truly engage our clients and solicit their feedback for improvements, we have made customer satisfaction surveys available in both English and Spanish continuously. These results will be evaluated monthly and adjustments to our processes will be made accordingly and if appropriate. Our surveys are available at the URLs and QR codes listed below.

English https://www.surveymonkey.com/r/qr_code/WLK7X2K

Spanish https://www.surveymonkey.com/r/qr_code/BR385WK



English



Spanish

For FY19, Glendale CAP clients were provided paper surveys, as well as the option of participating digitally utilizing the methods described above. Between January – March 2020,

55 participants responded to the Glendale CAP survey. Respondents were primarily Female (76.36%) and the highest reporting age range was between 55-64 years of age (21.82%). Most of these service requests were for utility assistance (64.44%).

Glendale CAP received high ratings in overall contact, both telephonically and in person with CAP staff, but the process of scheduling appointments and the timeliness of the appointment-setting process showed to be of moderate concern for clients.

Regarding the completion of service requests, 82.69% of respondents stated that they were able to resolve their reason for coming to Glendale CAP on the day that they filled out their survey. Most (45.10%), although, needed 2-3 visits to finalize their service request. Missing documents was the primary reason for not being assisted at any given appointment. See Appendix D for complete survey results.

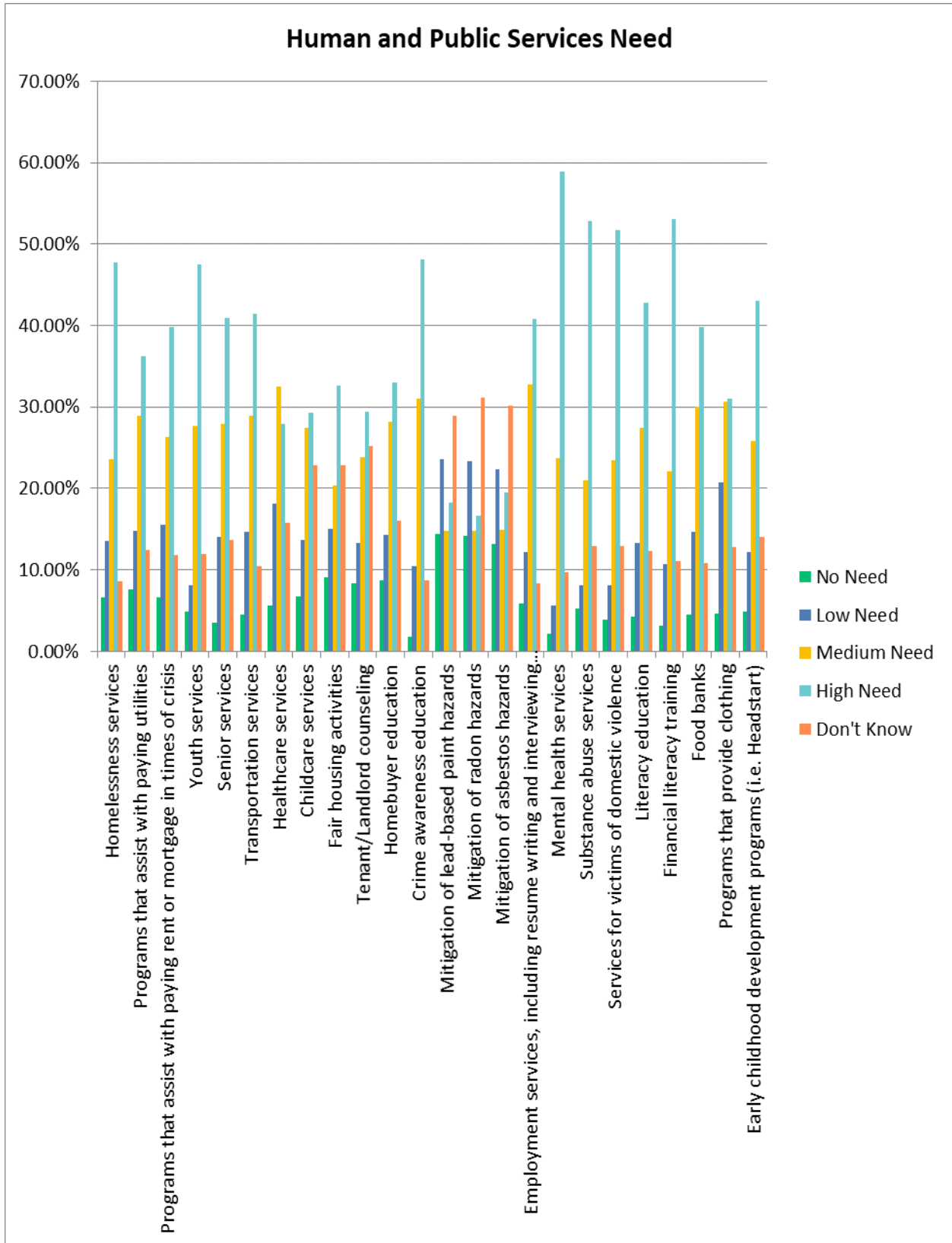
APPENDIX A

Demographic Comparison

RACE	City of Glendale*	City of Glendale CAP(FY19)	State of Arizona*
White	47.7%	53.71%	79.4%
Black/African American	6.8%	31.64%	4.1%
Asian/Pacific Islander	4.7%	0.32%	5.9%
Native American	1.3%	2.37%	6.8%
Bi/Multi-racial	4.4%	3.87%	4.3%
Other	5.4%	6.56%	7.1%
ETHNICITY			
Hispanic	37.7%	35.8%	59.5%
Non-Hispanic	62.3%	61.2%	40.5%
AGE			
Under 5	7.3%	10.76%	6.4%
5-9	7.0%	12.64%	6.7%
10-14	7.2%	13.09%	6.7%
15-19	7.8%	9.45%	6.8%
20-24	7.2%	3.51%	7.1%
25-34	14.8%	11.11%	13.5%
35-44	12.5%	9.42%	12.4%
45-54	13.4%	8.62%	12.3%
55-59	6.3%	5.49%	6.1%
60-64	5.4%	3.67%	5.8%
65-74	6.6%	7.56%	9.5%
75-84	3.0%	3.93%	4.9%
85 and over	1.4%	.77%	1.8%
GENDER			
Male	49.89%	39.28%	49.7%
Female	50.11%	60.72%	50.3%

***Census.gov (2013-2017 American Community Survey 5-year Estimates)**

Appendix B



Appendix C

BUSINESS LICENSES APPROVED

<i>The list below includes all approved businesses licenses in December 2019 and January 2020. This list includes new businesses and license renewals.</i> Business Description Code	Business Name	Street Address	District
Service Only	Acoma Animal Clinic	6666 W Peoria Ave 122	Barrel
Retail Sales	Bushong Creations LLC	6645 W Peoria Ave	Barrel
Service Only	Aspire Therapy	8751 N 51st Ave 126	Cactus
Retail Sales	Car Nation AZ	5102 W Camelback Rd	Cactus
Restaurant/Bar	Siam Thai Cuisine Restaurant	5008 W Northern Ave 1	Cactus
Retail Sales	Happy Spa Nails by Hannah	7980 N 51st Ave 107	Cactus
Service Only	Advanced Research Associates LLC	6320 W Union Hills Dr A207	Cholla
Use Tax	New Image Medical Specialists	6320 W Union Hills Dr A207	Cholla
Service Only	North Valley Womens Care	6316 W Union Hills Dr 100	Cholla
Restaurant/Bar	Skewers Mediterranean Grill	18589 N 59th Ave 103	Cholla
Retail Sales	Ageility Physical Therapy Solutions	20240 N 78th Ave	Cholla
Retail Sales	Karl Bright	20205 N 67th Ave	Cholla
Service Only	West Valley Behavioral Health	19420 N 59th Ave C269	Cholla
Retail Sales	7J LLC	5625 N 53rd Ave	Ocotillo
Retail Sales & Food FHC	A1 Stop	6505 N 59th Ave	Ocotillo
Retail Sales	AZ Tint Pros	5220 W Luke Ave E13	Ocotillo
Retail Sales	Bengal Mart LLC	6114 N 59th Ave 08	Ocotillo
Retail Sales & Food FHC	Cafgop International Food	7118 N 67th Ave	Ocotillo
Retail Sales	Divina Girl	6036 W Bethany Home Rd	Ocotillo
Restaurant/Bar	El Penasco Mexican Restaurant LLC	6601 W Bethany Home Rd A12	Ocotillo
Commercial Rental	Gergies LLC	6040 W Bethany Home Rd	Ocotillo
Retail Sales	Glendale Flowers And Gifts	7163 N 58th Dr	Ocotillo
Retail Sales	Stonehenge Designs	6088 N 57th Ave	Ocotillo
Commercial Rental	Daniel Lee	7655 N 69th Ave	Ocotillo
Retail Sales	Double H Boyz Wheels & Tires LLC	5750 W San Miguel Ave C8	Ocotillo
Restaurant/Bar	Laly Dolls 51	5707 W Myrtle Ave	Ocotillo
Retail Sales	Lilly's Flowers & Party Rental	5405 W Glendale Ave	Ocotillo
Restaurant/Bar	Parson's Family Restaurant LLC	5921 W Northern Ave	Ocotillo

Service Only	Ameriprise Financial Services LLC	17505 N 79th Ave 110	Sahuaro
Service Only	Arizona Family Wellness	6033 W Bell Rd H	Sahuaro
Service Only	AZ Accident Attorneys	15232 N 59th Ave	Sahuaro
Service Only	Body and Soul Nutrition Counseling	7121 W Bell Rd 135	Sahuaro
Service Only	Bombshell Salon	7170 W Camino San Xavier B14	Sahuaro
Commercial Rental	Bs Gordon Holdings LLC	7280 W Bell Rd	Sahuaro
Service Only	CNN Mortgage	17505 N 79th Ave 404	Sahuaro
Amusements	Crazy Animal	7700 W Arrowhead Towne Ctr	Sahuaro
Amusements	Crazy Bungee	7700 W Arrowhead Towne Ctr	Sahuaro
Amusements	EOS Fitness	5860 W Thunderbird Rd	Sahuaro
Restaurant/Bar	Haagen- Dazs #1345	7700 W Arrowhead Towne Ctr Kiosk	Sahuaro
Service Only	ICA Financial Services LLC	17505 N 79th Ave 402	Sahuaro
Service Only	International Property Source LLC	17505 N 79th Ave 210	Sahuaro
Retail Sales	Jurassic Adventure LLC	7780 W Arrowhead Towne Ctr	Sahuaro
Service Only	Kenew LLC	17505 N 79th Ave 205c	Sahuaro
Service Only	Power Realty Group Model Home Center	7700 W Arrowhead Towne Ctr 2136	Sahuaro
Service Only	Studio 23 Salon Suites	7260 W Bell Rd 3	Sahuaro
Service Only	Swiss American Financial Solutions	17505 N 79th Ave 215	Sahuaro
Retail Sales	Cellular World LLC	7700 W Arrowhead Towne Ctr Kiosk	Sahuaro
Amusements	Club Pilates	17570 N 75th Ave F, Ste 630	Sahuaro
Service Only	Evergreen Nails and Spa Le LLC	13814 N 51st Ave	Sahuaro
Retail Sales	Metro by Tmobile	6680 W Bell Rd B-1	Sahuaro
Restaurant/Bar	Pinoy's Boba Tea LLC	7700 W Arrowhead Towne Ctr Kiosk	Sahuaro
Retail Sales	Salone Bellissima	17570 N 75th Ave 540-41	Sahuaro
Retail Sales	Cherryhill Programs Inc #1529	6751 N Sunrise Blvd	Yucca
Restaurant/Bar	DD Lounge	7025 N 75th Ave 104	Yucca
Amusements	Illumination	9121 W Glendale Ave	Yucca
Service Only	Parker Handyman LLC	5727 N 105th Ln	Yucca
Hotel/Motel	Residence Inn	7350 N Zanjero Blvd	Yucca
Hotel/Motel	Springhill Suites	7370 N Zanjero Blvd	Yucca
Restaurant/Bar	Westgate Village	8847 W Glendale Ave	Yucca
Restaurant/Bar	Yard House Glendale	9401 W Westgate Blvd	Yucca
Service Only	Connie Woodruff	7383 N Litchfield Rd 1143	Yucca
Spec Builder	K Hovanian Great Western Homes LLC	7029 N 84th Dr	Yucca
Spec Builder	K Hovnianian Companies of Arizona LLC	6961 N 88th Dr	Yucca
Commercial Rental	Lovettara LLC	6635 N Glen Harbor Blvd	Yucca
Service Only	On Site Health and Safety	6006 N 83rd Ave	Yucca

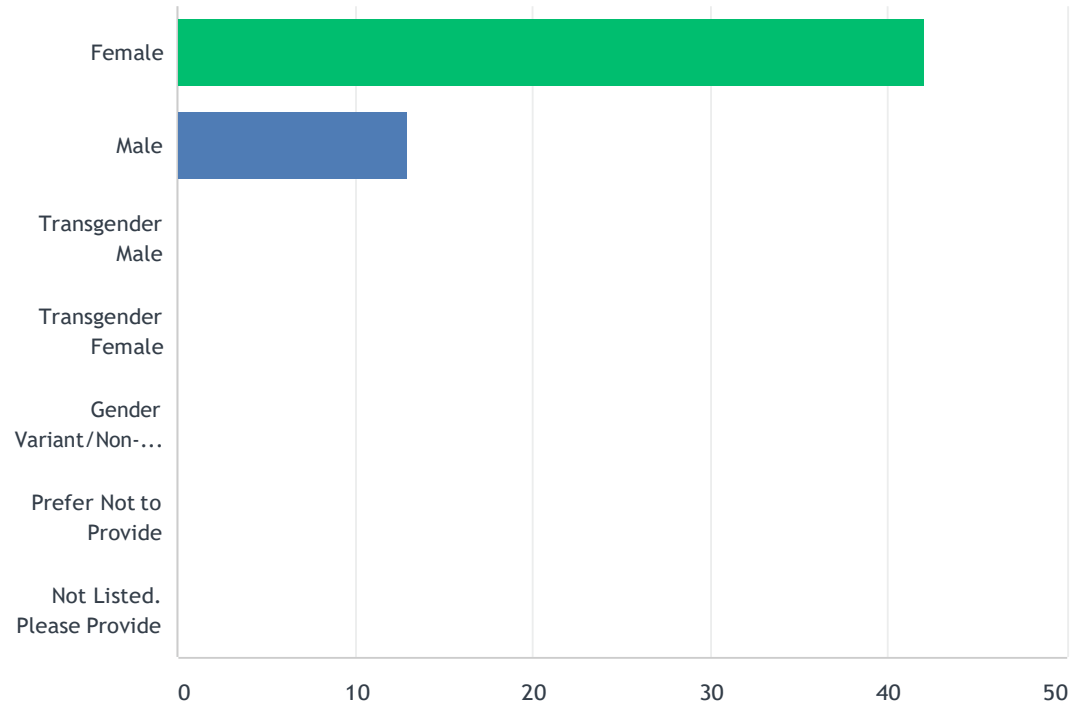
Service Only	On Site Health and Safety	8319 W Cavalier Dr	Yucca
Retail Sales	Westgate Nails and Spa	9390 W Hanna Dr B-105	Yucca
Restaurant/Bar	Which Wich Superior Sandwiches	9404 W Westgate Blvd 102	Yucca

(January 2019 City of Glendale Business Activity Report)

Appendix D

Q1 What is your gender?

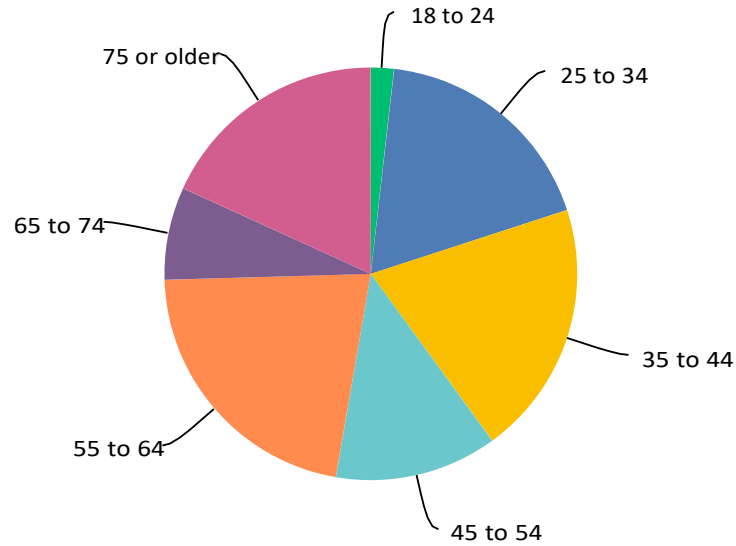
Answered: 55 Skipped: 0



Answer Choices	%	Responses
Female	76.36%	42
Male	23.64%	13
Transgender Male	0.00%	0
Transgender Female	0.00%	0
Gender Variant/Non-conforming	0.00%	0
Prefer not to provide	0.00%	0
Total	100.00%	55

Q2 What is your age?

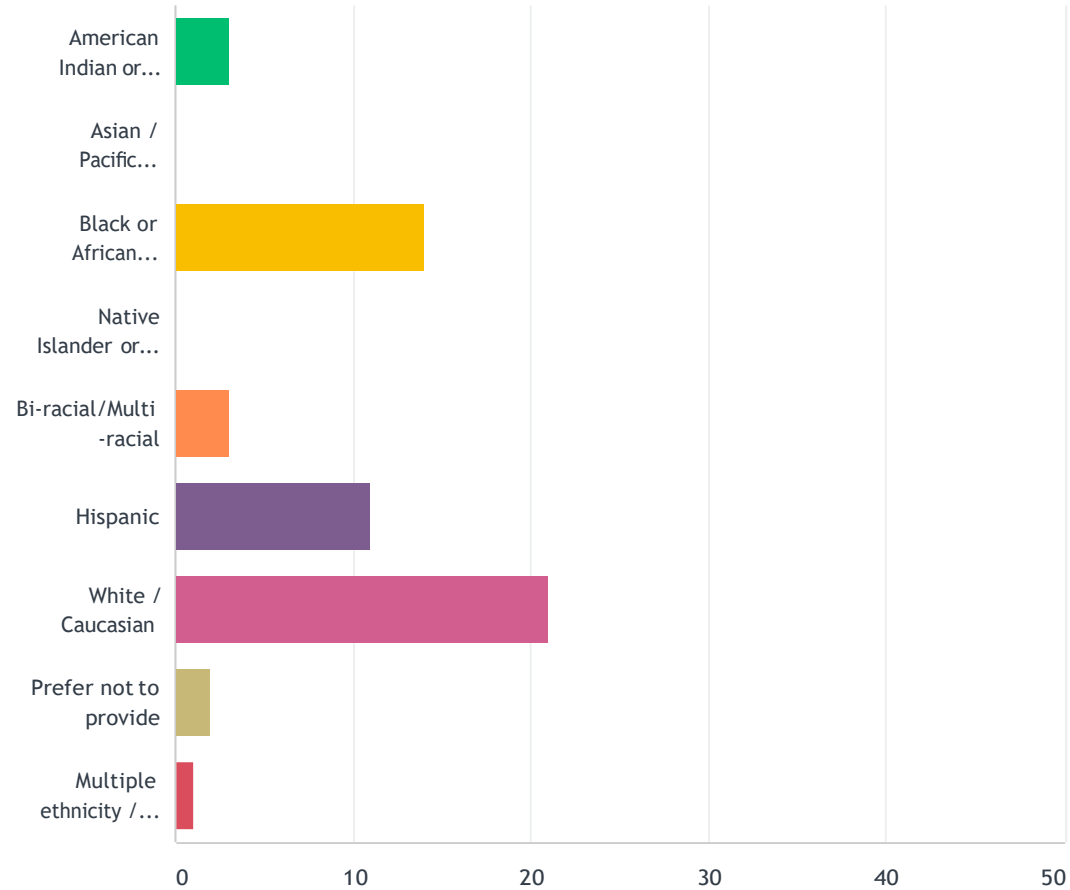
Answered: 55 Skipped: 0



Answer Choices	%	Responses
18-24	1.82%	1
25-34	18.18%	10
35-44	20.00%	11
45-54	12.73%	7
55-64	21.82%	12
65-74	7.27%	4
75 or older	18.18	10
Total	100.00%	55

Q3 Which race/ethnicity best describes you? (Please choose only one.)

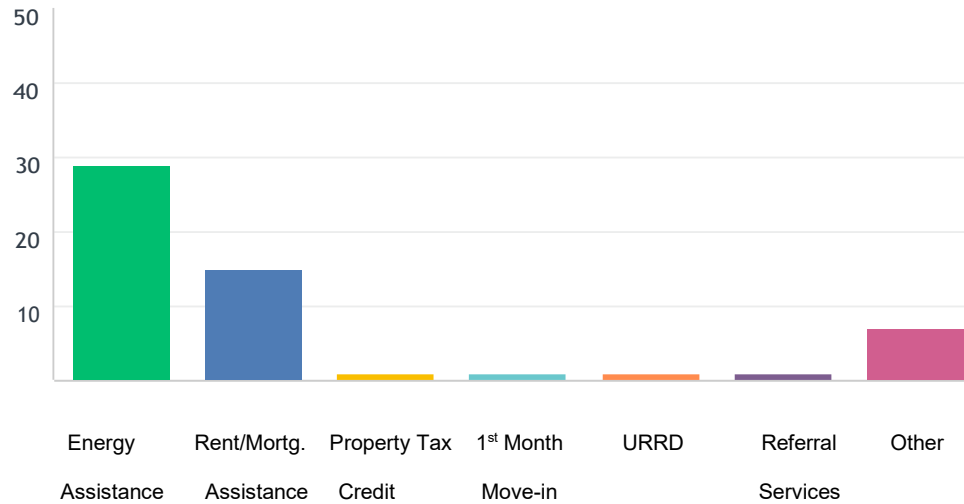
Answered: 55 Skipped: 0



Answer Choices	%	Responses
American Indian or Alaskan Native	5.45%	3
Asian/Pacific Islander	0.00%	0
Black of African American	25.45%	14
Native Islander	0.00%	0
Bi-racial/Multi-racial	5.45%	3
Hispanic	20.00%	11
White/Caucasian	38.18%	21
Prefer not to provide	3.64%	2
Multiple ethnicity/Other	1.82%	1
Total	99.99%	55

Q4 Which of the following CAP programs have you been assisted with in the last year?

Answered: 45 Skipped: 10



Answer Choices	%	Responses
Energy Assistance	64.44%	29
Rent/Mortgage Assistance	33.33%	15
Property Tax Credit (PTC)	2.22%	1
First Month's Move-in Cost	2.22%	1
URRD (Utility Repair, Replacement and Deposit)	2.22%	1
Referral Services	2.22%	1
Other	15.56%	7
Total Respondents (Multiple Answers) 45		

Q5 The City of Glendale's mission is "to improve the lives of the people we serve every day." We would like to know about your experiences with the CAP staff. Please rate your interaction with CAP staff 5 being the highest rating, 1 being the lowest.

Answered: 54 Skipped: 1



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
The representative you spoke to on the telephone was courteous and polite	2.04% 1	2.04% 1	6.12% 3	4.08% 2	85.71% 42	49	4.69
Front Desk Staff acknowledged you in a timely manner	3.92% 2	1.96% 1	3.92% 2	7.84% 4	82.35% 42	51	4.63
Front Desk Staff was courteous and polite	4.08% 2	2.04% 1	4.08% 2	0.00% 0	89.80% 44	49	4.69
The Case manager was knowledgeable about the services you needed	5.77% 3	0.00% 0	0.00% 0	3.85% 2	90.38% 47	52	4.73
The CAP staff was responsive to your requests	5.77% 3	0.00% 0	0.00% 0	1.92% 1	92.31% 48	52	4.75

**Q6 In order to best serve you, tell us about your experience with the CAP scheduling process.
Please rate your experience with 5 being the highest rating and 1 the lowest.**

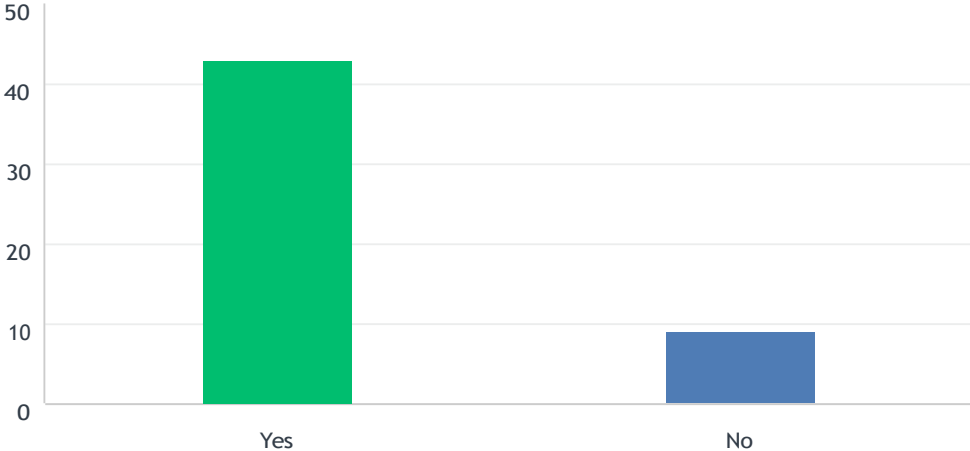
Answered: 52 Skipped: 3



	1	2	3	4	5	TOTAL
Phone Assistance System was easy to use	8.51% 4	4.26% 2	10.64% 5	19.15% 9	57.45% 27	47
Timeliness of your appointment	5.77% 3	0.00% 0	3.85% 2	13.46% 7	76.92% 40	52
The CAP Office is centrally located to where I live	4.00% 2	0.00% 0	0.00% 0	6.00% 3	90.00% 45	50
Cleanliness of Lobby/Office	2.04% 1	2.04% 1	0.00% 0	8.16% 4	87.76% 43	49

Q7 Today, were you able to resolve the reason you contacted the Glendale CAP?

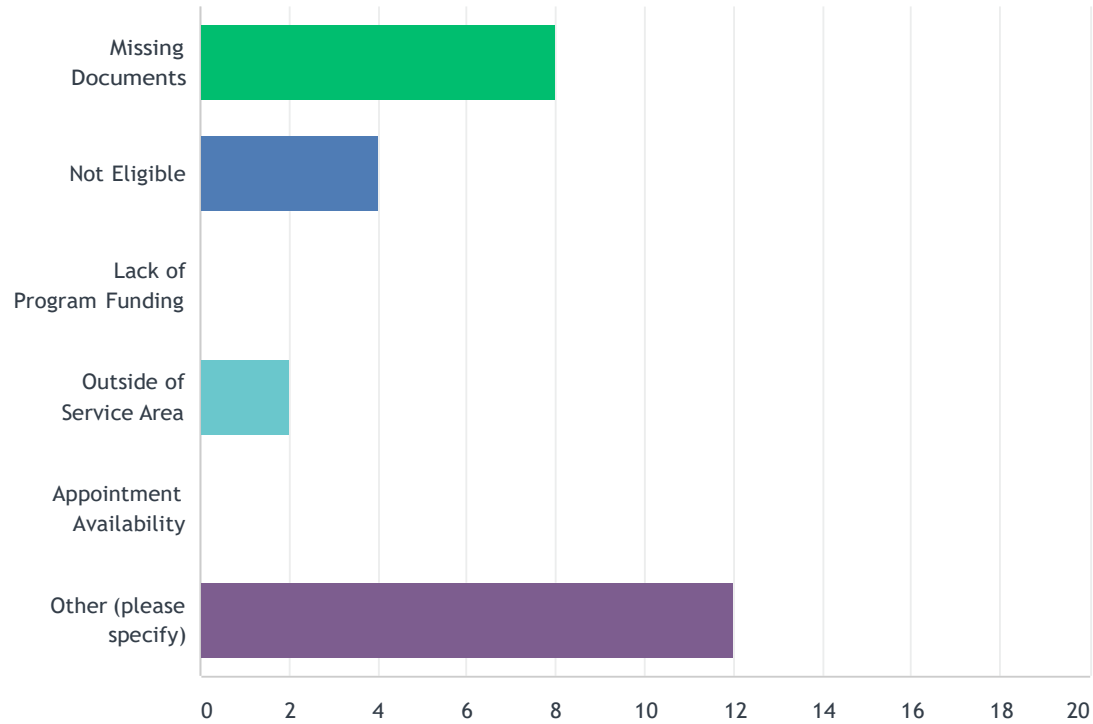
Answered: 52 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	82.69%	43
No	17.31%	9
TOTAL		52

Q8 If no, what was the reason for the delay/denial of the services?

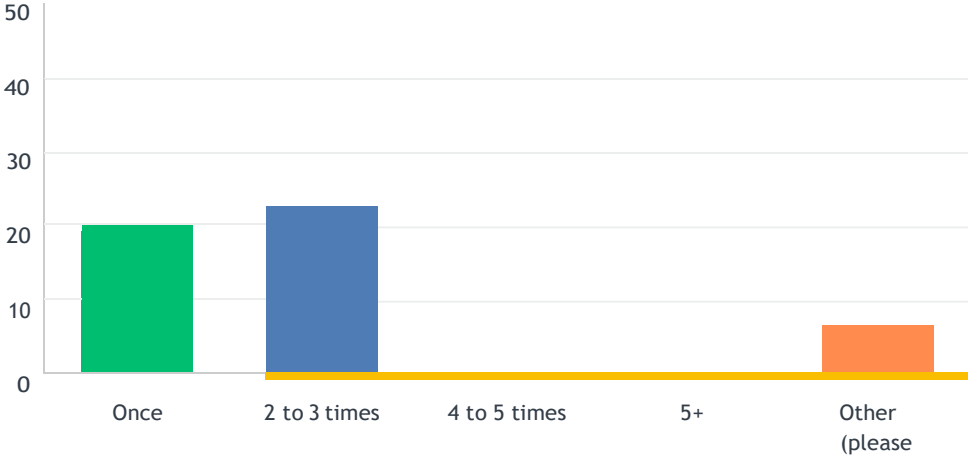
Answered: 21 Skipped: 34



Answer Choices	%	Responses
Missing Documents	38.10%	
Not Eligible	19.05%	
Lack of Program Funding	0.00%	
Outside of Service Area	9.52%	
Appointment Availability	0.00%	
Other	57.14%	
Total Respondents (Multiple Answers) 21		

Q9 How many times did you have to visit the CAP office to complete your service request?

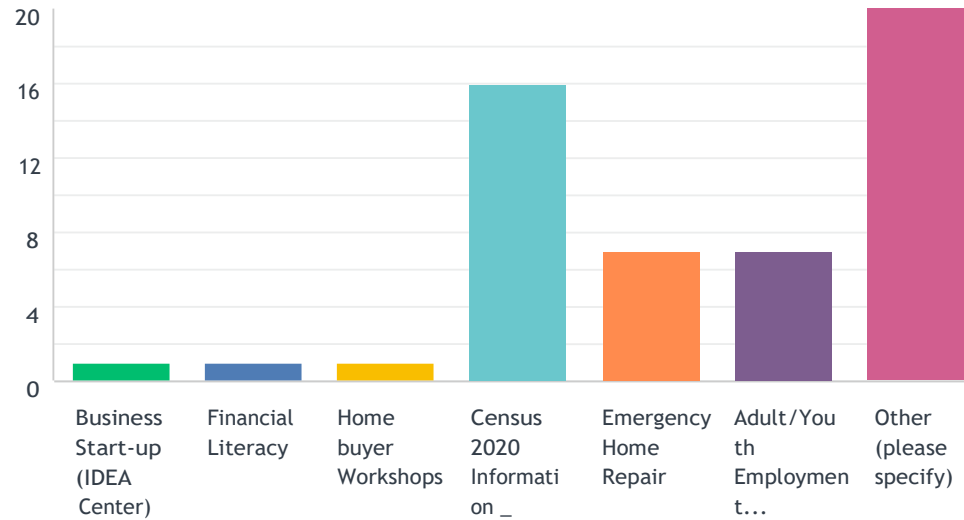
Answered: 51 Skipped: 4



ANSWER CHOICES	RESPONSES	
Once	39.22%	20
2 to 3 times	45.10%	23
4 to 5 times	1.96%	1
5+	0.00%	0
Other (please specify)	13.73%	7
TOTAL		51

Q10 Please indicate if you were provided information on the following services (Check all that apply).

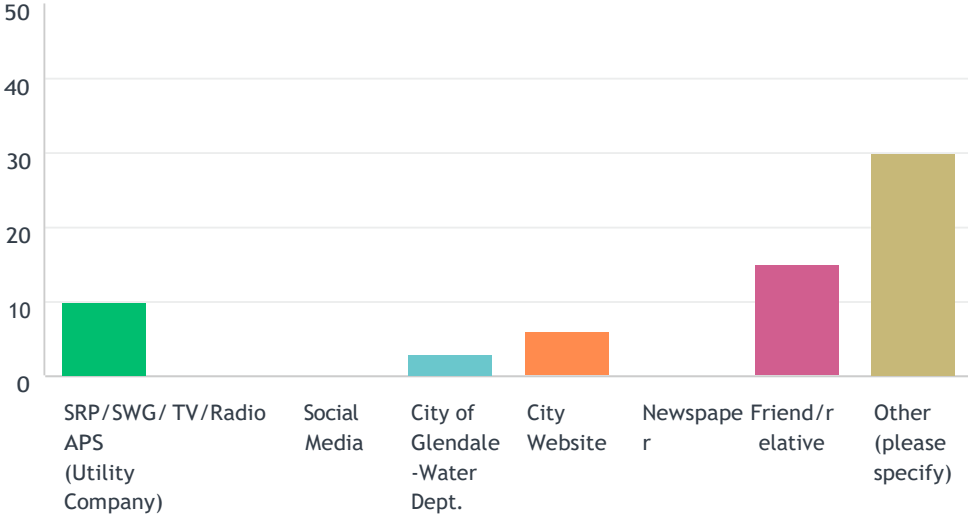
Answered: 41 Skipped: 14



ANSWER CHOICES	RESPONSES
Business Start-up (IDEA Center)	2.44% 1
Financial Literacy	2.44% 1
Home buyer Workshops	2.44% 1
Census 2020 Information _	39.02% 16
Emergency Home Repair	17.07% 7
Adult/Youth Employment Services	17.07% 7
Other (please specify)	48.78% 20
Total Respondents: 41	

Q11 How did you hear about CAP Services?

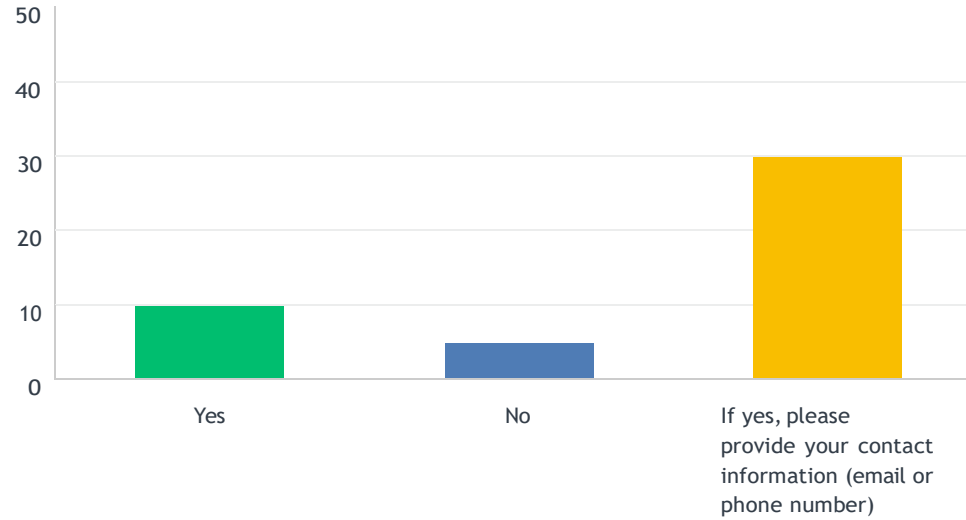
Answered: 55 Skipped: 0



ANSWER CHOICES	RESPONSES	
SRP/SWG/APS (Utility Company)	18.18%	10
TV/Radio	0.00%	0
Social Media	0.00%	0
City of Glendale-Water Dept.	5.45%	3
City Website	10.91%	6
Newspaper	0.00%	0
Friend/relative	27.27%	15
Other (please specify)	54.55%	30
Total Respondents: 55		

Q12 May we Contact you for additional feedback (Optional)

Answered: 46 Skipped: 9



ANSWER CHOICES	RESPONSES	
Yes	21.74%	10
No	10.87%	5
If yes, please provide your contact information (email or phone number)	67.39%	31
TOTAL		46