

**FY 2010-2014 CITY OF GLENDALE CONSOLIDATED PLAN
AND FY 2010/2011 ANNUAL ACTION PLAN:
EXECUTIVE SUMMARY**

In January of 2010, the City of Glendale Department of Community Housing & Revitalization contracted with Crystal & Company Consulting Services (C&C) to assist the City with completing its Five-Year Consolidated Plan for FY2010-FY2014. This Executive Summary summarizes the primary research findings in the Consolidated Plan and the City's Five-Year Goals and Objectives for allocating its block grant resources.

Purpose of the Consolidated Plan

Beginning in fiscal year (FY) 1995, the U.S. Department of Housing and Urban Development (HUD) required local communities and states to prepare a Consolidated Plan in order to receive federal housing and community development funding. The Plan consolidates into a single document the previously separate planning and application requirements for Community Development Block Grants (CDBG), Emergency Shelter Grants (ESG), the HOME Investment Partnerships Program, Housing Opportunities for People with AIDS (HOPWA) funding and the Comprehensive Housing Affordability Strategy (CHAS). Consolidated Plans are required to be prepared every three to five years; updates are required annually.

The purpose of the Consolidated Plan is:

- ✓ To identify a city or state's housing and community development needs, priorities, goals, and strategies; and
- ✓ To stipulate how funds will be allocated to housing and community development activities.

In addition to the Consolidated Plan, HUD requires that cities and states receiving CDBG funding take actions to affirmatively further fair housing choices. Cities and states report on such activities by completing an Analysis of Impediments to Fair Housing Choice (AI) every three to five years. In general, the AI is a review of impediments to fair housing choice in the public and private sector. The City of Glendale will complete its AI in imminently this Spring.

Compliance with Consolidated Plan Regulations

The City of Glendale FY2010 – FY2014 Consolidated Plan was prepared in accordance with Sections 91.100 through 91.230 of the HUD's Consolidated Plan regulations.

Lead Agency and Consultation Process

The City of Glendale Community Revitalization Division is the lead agency within the City that is responsible for overseeing and development of the Consolidated Plan, as well as administering the HUD block grants. The Plan was developed with an extensive consultation process involving stakeholders, housing and service providers, City and community leaders, City departments and Glendale residents.

Citizen Participation Process

The citizen and organization participation process consisted of the following:

- Three public hearings for City residents and community groups and one hearing targeted to representatives of nonprofit agencies.
- In person interviews with Council Members and the Mayor to identify the greatest
- community and housing needs in Council districts and Citywide, and a community forum

with City Departments.

- A 30-day public comment period for the Strategic Plan and the Action Plan.

Advertising the process - The City of Glendale extensively publicized the opportunities for participation in the Consolidated Plan. More than 90 invitations were sent to representatives of nonprofit agencies and other stakeholders, notifying them of the public hearings. The announcement was also published in The Glendale Star and posted on the City's website. Finally, notices about the public hearings were distributed to all neighborhood contacts in the City, all registered homeowners associations, all Community Volunteer Program participants, all Glendale University (GU) 101 Alumni, the City's Commission on Neighborhoods, the Chamber of Commerce, the Mayor's and City Council Members' email distribution lists, the City's Community Development Advisory Committee and the City's Housing Advisory Committee.

To encourage involvement of the City's minorities, non-English speakers, low-income persons and persons with special needs (including persons with disabilities), the City made a strong effort to involve the organizations that assist these populations, including the City's housing authority, in the Consolidated Plan process. Indeed, the City held a special public hearing for representatives of such organizations during the Consolidated Planning process. In addition, the City made its Draft Five-Year Consolidated Plan available to its housing authority, public libraries, community centers, libraries and on its website.

Findings from the public hearings - The City held three public hearings dedicated to collecting input for the Consolidated Plan process. Specific hearings were held with (1) members of the public, (2) non-profit organizations and (3) representatives of City Departments. The hearing began with a presentation of the CDBG program by City staff. City staff described how CDBG funds are currently allocated in Glendale. The hearing then moved to a facilitated discussion where the attendees were asked their opinions on the most needed housing and community development activities in the City, including those targeting special needs populations.

The top needs identified by attendees are depicted below:

- **Homeowners**: Avoiding foreclosures, renovations/repairs, energy efficiency and handicap accessibility improvements.
- **Rental Housing**: Slum landlord code enforcement, security/safety improvements, eviction intervention and renter remediation.
- **Homeless individuals and Families**: One stop center for assistance, youth outreach/drop in center, emergency/transitional beds, and referral system.
- **Special Populations**: Mentally ill and developmentally disabled, elderly, immigration, domestic violence and women at-risk.
- **Public Infrastructure**: One stop center for assistance, street and park improvements, community facilities for unserved areas.
- **Public Services**: School/afterschool programs, transportation, employment training and job programs.
- **Economic Development**: Home based and small business assistance, business outreach and mixed commercial uses.

Refer to Exhibit 1 attached for information associated with specific needs identified within each public hearing conducted.

Housing Authority consultation – The City consulted with its housing authority during the development of the Consolidated Plan by including the housing authority representatives in planning meetings, discussions with management and invitations to Commissioners to public hearings.

Housing Market Analysis

Required by the HUD Consolidated Plan regulations, the City also conducted a housing market analysis as part of the Plan. Findings from the analysis include:

- Of the 40,478 mortgages originated in Glendale from 2004 through 2006 at the peak of the housing bubble, approximately 14,130 or 35% (vs. 28% for Maricopa County) were classified as 'high cost' or sub-prime according to HUD. This has contributed to quite elevated rates of foreclosure in Glendale. High foreclosure rates are having an adverse impact on low- and moderate- income households and mandating increasing assistance to keep individuals and families in decent, safe and sanitary housing notwithstanding the preservation of neighborhoods throughout Glendale.
- Similar to other regions in Maricopa County, increased risk of foreclosure in Glendale going forward will be derived from 'prime borrowers' struggling with unemployment issues, over-leveraging, declining homeowner equity and forthcoming resets of Option ARM mortgage instruments.
- Since 2007 the unemployment rate in Glendale has risen 140%, escalating from a seasonally adjusted rate of 3.4 % to 8.2% presently (11/2009). This is causing great difficulties for many households in Glendale, and especially those at the low- and moderate- income end.
- While significant declines in home values (down 50% off the peak) have enhanced affordability for low- and moderate- income consumers, many are over-leveraged and unable to tap prevailing market opportunities. Others are 'underwater' and they owe more on their properties than the loans on them.
- The economic distress in Glendale is straining the local 'safety net', increasing the resource requirements for highly vulnerable persons 'at risk' of becoming homeless, actually homeless or those special need populations in need of supportive housing.
- Economic stress continues to adversely affect City of Glendale sales and property tax revenues in addition to user fees, and this is increasing the demand for resources for neighborhood stabilization, public services, capital improvements and infrastructure support, etc.
- Arizona immigration policy and high unemployment levels have motivated the emigration of temporary workers and their families lowering the demand for rentals at the low end;
- The continuing conversion of homeowners into renters from foreclosure and the loss of home equity cause lower income households to double-up and/or rent an abundant supply of single-family and townhomes/condos; and,
- Investors are purchasing sizeable quantities of lower-priced, single family properties for investment (rental) purposes, and this is occurring mostly at the low end of the market.
- Vacancy rates in apartments is hovering in the 14% range, three times the healthy rate of 5%. As a result, significant downward pressure on rents is evident.

Housing need and distress evident in Glendale is significant, as depicted by the following current estimates by income category:

A total of 7,578 households or 7.7 percent of all households are earning less than 30 percent of the area median income with housing problems of some sort. Of those in need, 71% are renters and 29% are owners.

A total of 8,487 households or 8.6 percent of all households are earning from 31 to 50% percent of the area median income with housing problems of some sort. Of those in need, 61% are renters and 39% are owners.

A total of 9,141 households or 9.3 percent of all households are from 51 to 80 percent of the area median income with housing problems of some sort. Of those in

need, 53% are renters and 47% are owners.

Five Year Strategic Plan Summary

During the five year Consolidated Planning period extending from FY 2010 through FY 2014, the City expects to receive approximately: (1) \$2.2 million annually in CDBG resources or \$11 in total; (2) \$660,000 in annual HOME Program resources or \$3.3 million in total; and, \$98,000 in annual ESG funding or \$490,000 in total.

The Consolidated Plan is designed to complement the city's General Plan, the City Center Master Plan, and the Maricopa HOME Consortium's Consolidated Plan. HOME funds are distributed to all member cities through the Consortium, of which the City of Glendale is currently a member. Housing accomplishments are also jointly reported in the Maricopa HOME Consortium's Consolidated Annual Performance and Evaluation Report.

The City of Glendale has adopted the following goals and objectives to address the identified housing and community development needs from FY2010 to FY2014. Planned measurable accomplishments are subject to change given dynamic factors affecting annual funding. The general five-year housing and community development objectives are highlighted below:

- **Improve and maintain the City's neighborhoods**
- **Provide housing assistance and supportive services to the City's special needs populations**
- **Increase employment opportunities/business development for the City's eligible residents**
- **Provide homeless support services across the entire spectrum of need, from homelessness to self-sufficiency, with the continued emphasis on homeless prevention.**
- **Increase the variety and amount of housing stock that accommodates seniors and persons with disabilities.**
- **Increase the quality and the affordability of the housing stock.**
- **Foster long-term homeownership for clients where feasible.**

To achieve these objectives, the City of Glendale intends on achieving the following accomplishments with program funds covered in the FY 2010-2014 Consolidated Plan:

- ✓ Annually deliver up to 1,055 housing choice vouchers and 155 public housing units plus normal turnover
- ✓ Rehabilitate up to 174 ownership units.
- ✓ Execute lead based paint abatement/mitigation on 158 units.
- ✓ Provide emergency home repairs on 1,166 units.
- ✓ Provide acquisition/rehabilitation/sale and downpayment/closing cost support for up to 18 households.
- ✓ Assist up to 11,472 homeless individuals and 4,378 households.
- ✓ Assist up to 2,191 persons who are not homeless but have special needs requiring both shelter and supportive services.
- ✓ Fund up to 21 public facility projects.
- ✓ Fund up to 110 public services projects assisting up to 188,682 persons.
- ✓ Demolish dilapidated structures and execute the Visual Improvement Program assisting up to 21 structures.
- ✓ Fund up to 25 infrastructure projects assisting up to 5 low and moderate income businesses.
- ✓ Provide fair housing services to assist up to 603 persons.

The FY 2010/2011 One Year Action Plan

The City's proposed allocation of its CDBG, HOME and ESG funding for the first program year of the Five-Year Consolidated Plan are summarized in the following tables and achieve the five year objectives discussed earlier for the FY 2010-2014 Consolidated Plan.

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (CDBG)

CDBG FY 2010-2011 FUNDING ALLOCATIONS FOR PUBLIC SERVICES ACTIVITIES

AGENCY / ACTIVITY NAME	OBJECTIVE / OUTCOME	PRIORITY NEED	ANNUAL ACTION PLAN GOALS		CDBG FUNDING
Homeless					\$60,000
Central Arizona Shelter Services (CASS)	Men's Outreach Shelter	Homeless	325	Individuals	15,000
Society of St. Vincent de Paul, OLPH	Keeping Families United	Homeless	300	Individuals	45,000
Domestic Violence					\$41,050
Community Information and Referral	CONTACS Shelter Hotline	Domestic Violence	2,663	Individuals	10,000
Chrysalis	Non-Residential Counseling Programs	Domestic Violence	115	Individuals	10,250
A New Leaf	Faith House Emergency Shelter	Homeless & Domestic Violence	20	Individuals	20,800
Seniors					\$86,959
Duet, Partners in Aging	Independence for Seniors Through In-Home Services and Transportation	Seniors & Persons w/Disabilities	95	Individuals	12,000
St. Mary's Food Bank Alliance	Home Food Delivery	Seniors	400	Individuals	29,959
YWCA of Maricopa County	Congregate Meals Program	Seniors & Persons w/Disabilities	823	Individuals	45,000
Youth					\$47,675
Back to School Clothing Drive	Provide clothing & supplies to Glendale youth	Youth	225	Individuals	10,000
Boys & Girls Clubs of Metropolitan Phoenix	Glendale Branch After-School Program	Youth	800	Individuals	15,000
Glendale Union High School District	Glendale High School Health Care Clinic	Youth	100	Individuals	12,675
A New Leaf	Juvenile Alternatives in Glendale	Youth	194	Individuals	10,000
Disabled					\$20,000
Catholic Community Services dba Valley Center of the Deaf	Services for the Deaf-Blind	Persons w/ Disabilities	5	Individuals	10,000
Foundation for Blind Children	Infant Program & Parent Education	Persons w/ Disabilities	37	Individuals	10,000
General Assistance					\$74,470
Community Information and Referral	211 Arizona Social Services Information Service	Households	18,420	Individuals	22,000
Community Legal Services	Removing Barriers to Access to Justice for Low-Income Residents	Households	437	Individuals	22,470
St. Mary's Food Bank Alliance	Emergency Food Box Program	Households	9,600	Individuals	30,000

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (CDBG)

**CDBG FY 2010-2011 FUNDING ALLOCATIONS FOR
REHABILITATION-RELATED ACTIVITIES**

Agency	Activity Name	Target Group	Annual Action Plan Goals	CDBG Funding
CDBG FUNDING FOR REHABILITATION-RELATED PHYSICAL IMPROVEMENT ACTIVITIES				\$237,183
COG – Community Revitalization Division	<u>Residential Rehabilitation Program</u>	5 Hsg. Units	87 TOTAL	237,183
	<u>Roof Repair/Replacement Program</u>	20 Hsg. Units		
	<u>Exterior Rehabilitation Program</u>	20 Hsg. Units		
	<u>Lead-Based Paint Hazard Program</u>	32 Hsg. Units		
	<u>Temporary Relocation Program</u>	10 Hsg. Units		
	<u>Rehabilitation Delivery Costs</u>	5 Business and/or /Hsg. Units		
	<u>Voluntary Demolition/Clearance for Slum/Blight Program</u>	3 Hsg. Units		
	<u>Voluntary Demolition/Clearance for Low/Mod Demolition/Clearance for Spot Slum/Blight</u>	2 Hsg. Units		

**CDBG FY 2010-2011 FUNDING ALLOCATIONS FOR
PHYSICAL IMPROVEMENT ACTIVITIES**

Agency	Activity Name	Target Group	Annual Action Plan Goals	CDBG Funding
CDBG FUNDING FOR HOUSING-RELATED PHYSICAL IMPROVEMENT ACTIVITIES				\$490,521
Arizona Bridge to Independent Living (ABIL)	Glendale Home Accessibility Program (GHAP)	Persons w/ Disabilities	22-Housing Units	90,521
Community Services of Arizona, Inc (CSA)	Emergency Home Repairs Program	Seniors & Persons w/ Disabilities	225-Housing Units	400,000

CDBG FUNDING FOR PUBLIC FACILITY AND INFRASTRUCTURE IMPROVEMENT ACTIVITIES

\$931,772

COG – Community Housing Division	Replacement of Windows and Doors for Residents	Households	3 – Public Facilities	200,000
VALLEYLIFE	Upgrade Residential Group Homes	Persons w/ Disabilities	9 – Public Facilities	90,000
A New Leaf	West Valley Counseling Center	Individuals	1 – Public Facility	200,000
COG – Code Compliance Department	Code Enforcement within Redevelopment Area	Households	375-Households	75,000
St. Mary’s Food Bank Alliance	New Cooler Compressor & Facility Upgrades	Households	1 – Public Facility	52,500

COG – Field Operations Division	Paving Group A – 65 th , W. Sierra Vista, McLellan & Tuckey Lane	Households	1 – Public Infrastructure	314,272
TOTAL CDBG FUNDING FOR PHYSICAL IMPROVEMENT ACTIVITIES				\$1,666,973

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (CDBG)

CDBG FY 2010-2011 FUNDING ALLOCATIONS

ADMINISTRATION ACTIVITIES

Agency	Activity Name	CDBG Funding
COG – Community Revitalization Division	Grant Administration	432,414
COG – Community Revitalization Division	Fair Housing Counseling	15,000
TOTAL CDBG FUNDING FOR ADMINISTRATION ACTIVITIES		\$447,414
GRAND TOTAL FOR ALL CDBG-FUNDED ACTIVITIES		\$2,437,071

HOME INVESTMENT PARTNERSHIPS (HOME) PROGRAM

HOME FY 2010-2011 FUNDING ALLOCATIONS

HOUSING RELATED ACTIVITIES

Agency	Activity Name	Target Group	Annual Action Plan Goals	HOME Funding
Habitat for Humanity	Affordable Housing Land Acquisition & Site Improvements	Households	5-Housing Units	129,072
Arizona Bridge to Independent Living (ABIL)	Glendale Lofts	Households	28-Housing units	300,000
Newtown Community Development Corporation	Newtown Community Land Trust Homeownership Project	Households	4-Housing units	129,071
COG – Community Revitalization	Residential Rehab Activities & Replacement Housing Programs	Households	7-Households	100,000
TOTAL HOME FUNDING FOR HOUSING-RELATED ACTIVITIES				\$658,143

HOME FY 2010-2011 FUNDING ALLOCATIONS

PROGRAM ADMINISTRATION ACTIVITIES

Agency	Activity Name	HOME Funding
COG – Community Revitalization Division	HOME Program Administration	43,876
TOTAL HOME FUNDING FOR ADMINISTRATION ACTIVITIES		\$43,876
GRAND TOTAL FOR ALL HOME-FUNDED ACTIVITIES		\$702,019

EMERGENCY SHELTER GRANTS (ESG) PROGRAM

**ESG FY 2010-2011 FUNDING ALLOCATIONS
HOMELESS ASSISTANCE ACTIVITIES**

Operational Costs for Homeless Service Activities				
Agency	Activity Name	Target Group	Annual Action Plan Goals	HOME Funding
Central Arizona Shelter Services (CASS)	CASS Emergency Shelter Services	Homeless/Operational Shelter Costs	600-Individuals	25,000
Homeward Bound	Shelter Operations	Homeless/Operational Shelter Costs	25-Individuals	20,000
A New Leaf	Faith House Emergency Shelter	Homeless/Operational Shelter Costs	20-Individuals	48,101
TOTAL ESG FUNDING FOR HOMELESS ASSISTANCE ACTIVITIES				\$93,101

**ESG FY 2010-2011 FUNDING ALLOCATIONS
PROGRAM ADMINISTRATION ACTIVITIES**

Agency	Activity Name	HOME Funding
COG – Community Revitalization Division	ESG Program Administration	4,896
TOTAL ESG FUNDING FOR ADMINISTRATION ACTIVITIES		\$4,896
GRAND TOTAL FOR ALL ESG-FUNDED ACTIVITIES		\$97,997
GRAND TOTAL FOR ALL HUD ACTIVITIES		\$3,237,087

Exhibit 1
City of Glendale Consolidated Plan
Housing and Community Development Needs Identified at Hearings & Forum

	CITY STAFF	NON-PROFITS	GENERAL PUBLIC
<u>Homeowners</u>	<ul style="list-style-type: none"> • The effects of foreclosed homes (7) • Home repairs (4) • Overcoming information maze (3) • How to upkeep home along with energy efficiency & water conservation (2) • First-time homeownership (1) • Help in paying homeowner association assessments (1) • Where to go for help to stay in your home? • Increase homeownership with down payment assistance • Utility assistance • Maintenance of neighborhood amenities 	<ul style="list-style-type: none"> • Outreach & training to avoid foreclosure (7) • Modifications for handicap accessibility (4) • Utility assistance (2) • Information assistance in dealing with finances (2) • Assistance to stay in homes (2) • Renovation/repairs (2) • Mortgage help for older populations (1) • Purchase & rehab homes for resale (1) • Loan modifications for those under water (advocacy) • Home maintenance • Stabilize homeownership • Down payment assistance • Homeownership training 	<ul style="list-style-type: none"> • Repairs (5) • Energy efficiency improvements (4) • Energy efficient light bulbs (2) • Safety improvements (1) • Block watch (1) • Neighborhood beautification (1) • Water conservation (1) • Outreach/public education on programs • Self contained development
<u>Rental Housing</u>	<ul style="list-style-type: none"> • Overcoming information maze (6) • Rental evictions because of foreclosures (3) • Senior housing (2) • Rental maintenance (1) • Help in paying renters assessments (1) • Rental move in assistance (1) • Costs for sub-metering • More use of green technology • Energy efficiency • Utility assistance • Avoid concentration issues 	<ul style="list-style-type: none"> • Slum landlord code enforcement (5) • Security & safety improvements (2) • Maintenance for rentals to make livable (2) • Overcrowding (1) • Senior & disabled housing near services (1) • Equity (treating everyone alike - pricing) within same rental building • Handicap accessibility • Rental and utility assistance • Energy efficient appliances • Subsidies for energy efficiencies 	<ul style="list-style-type: none"> • Renter rights/inspections & code enforcement (2) • Foreclosure /eviction intervention (2) • Renter remediation (2) • Predatory homeowners on renters (2) • Rental registration (1) • Rentals around schools, public facilities & transportation (1) • Landlord tenant education & protection (1) • Maintenance workshops for landlords (1) • Senior housing (1)

<p><u>Homeless individuals and Families</u></p>	<ul style="list-style-type: none"> • Housing need for mentally ill or substance abuse victims (9) • Families/children & teens have no place to go (4) • Transportation needs (4) • Women in non-abusive situations (1) • Rapid re-housing (1) • Additional dollars needed • Emergency & transitional housing needed • Outreach 	<ul style="list-style-type: none"> • One stop center for assistance (13) • Youth outreach & drop in centers (9) • Emergency beds (6) • Referral system for emergency transitional housing (4) • Community information & referral for Glendale (3) • Transitional units/services (2) • Family support and information (2) • Units for working poor (1) • Foster kids aging out of system (1) • Emergency response system to sustain self sufficiency (1) • Information event targeted to newly homeless (1) • Health care services (1) • Services for homeless prevention (1) • Skill development (1) • Counseling services • Consolidate services • Substance abuse counseling • Job service (day labor or work for housing) • Men's outreach shelter 	<ul style="list-style-type: none"> • Drop in center (2) • Transitional housing • Neighborhood incentives to allow facilities • Foster housing for homeless
<p><u>Special Populations</u></p>	<ul style="list-style-type: none"> • Mothers with young children (6) • Support skills for independent living (5) • Elderly (4) • Teens (3) • Disabled (2) • HIV/Aids • More group homes • Mental health 	<ul style="list-style-type: none"> • Mentally ill & developmentally disabled (7) • Elderly (5) • Domestic violence (3) • Women at-risk prevention (2) • Ex-youth offenders (2) • Single moms (2) • Veterans (1) • People with barriers to employment (1) • Early intervention with schools (stay in school) (1) • Chronically unemployed • Ex-offenders • Substance abuse 	<ul style="list-style-type: none"> • Immigration (3) • Disabled (2) • Outreach (2) • Outreach to elderly to stay in home (1) • Ex-offenders (1) • Recently unemployed

<p>Public Infrastructure</p>	<ul style="list-style-type: none"> • Park improvements (8) • Community facilities for skill development (5) • Sidewalks (4) • Distance to public transportation (4) • Centerline improvements & signage (3) • Utility replacement (2) • Street reconstruction (2) • Open space - land acquisition & demolition (2) • Stormwater improvements (2) • Alley/utility improvements (1) • Sewer line capacity (1) • Recreation facilities (1) • Bus stops • Underground utilities 	<ul style="list-style-type: none"> • One-stop center for assistance (accessible) (11) • Community facilities for unserved areas (3) • Streetlights (2) • Sidewalk accessibility & curbing (1) • Flood drainage • Outreach to determine needs in "inactive" communities • Traffic calming • Parks • Neighborhood cleanup projects 	<ul style="list-style-type: none"> • Street improvements (4) • Park improvements (3) • Motion sensor lights on homes (2) • Solar/shade (1) • ADA improvements (1) • Infill lighting/security cameras (1) • Expedite & increase caps on funding (with justification)
<p>Public Services</p>	<ul style="list-style-type: none"> • Emergency assistance: utilities, food, legal aid, etc. (6) • Transportation (5) • Accessibility services, i.e. translation, large signs (4) • After school programs (2) • Landlord tenant issues (2) • Congregate meals for seniors (2) • Crime free housing (1) • Fair housing • Job training/skills center • Financial literacy 	<ul style="list-style-type: none"> • School & after school programs (13) • After school transportation (4) • Food distribution (4) • Transportation (3) • Employment training (3) • Youth employment (2) • Respite for elderly/disabled (2) • Fair housing & legal assistance for domestic violence (2) • English second language (1) • Blight/neighborhood clean-up (1) • Neighborhood association training • Outreach to low-mod income areas on needs • Adult GED • Employment strategies for future job needs • Relationship with faith-based community • Immigration training • Community health center 	<ul style="list-style-type: none"> • Dial-a-ride transportation (2) • Local job corps (2) • Youth programs (1) • Increased police patrols (1) • Food services (1) • Career education & job placement • Youth meal programs/day care • Senior services

<p><u>Economic Development</u></p>	<ul style="list-style-type: none"> • Job training & re-training (8) • Small business assistance (7) • Focus on redevelopment area (6) • Commercial property acquisition & rehabilitation (4) • Green jobs/sustainability (3) • Incubator (3) • Brownsville redevelopment (1) • Neighborhood beautification • Fruit/vegetable services to neighborhoods 	<ul style="list-style-type: none"> • Small business development downtown (2) • Renovation of commercial buildings for services (1) • Mix uses (1) • Open space & recreational opportunities (1) • Job training • Downtown housing units (higher density) • Mentoring for small business owners • Outreach to businesses to locate in Glendale in redevelopment areas • Assistance to non-profits 	<ul style="list-style-type: none"> • Home based businesses (4) • Mixed uses (2) • Business outreach (2) • Special events (2) • Small business lending (1) • Commercial property rehabilitation
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