



# **FY2025-2029** **Consolidated Plan**

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## **FY2025-2026** **Annual Plan**

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

Prepared by:

Community Services  
Department

*Finance and Compliance  
Division*

## **Executive Summary**

### **ES-05 Executive Summary – 24 CFR 91.200(c), 91.220(b)**

#### **1. Introduction**

As a recipient of Community Development Block Grant and Emergency Solutions Grant Program funds, the City of Glendale is required to submit a Consolidated Plan under Federal regulations at 24 CFR Part 91. The Consolidated Plan must be prepared every five years and must be updated annually via the preparation of the Action Plan. The purpose of the City of Glendale's FY 2025-2029 Consolidated Plan is to: 1. Assess the City's housing and community development needs; 2. Analyze the City's housing market and economy; 3. Establish housing and community development priorities, goals and strategies to address the identified needs; 4. and Identify the resources available from Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) entitlement grants and the HOME Investment Partnerships (HOME) Program through the Maricopa HOME Consortium, as well as program income received to address the community needs and implement the strategies identified. Glendale is a participant in the Maricopa Regional Continuum of Care (CoC) and a member of the Maricopa Association of Governments (MAG).

#### **2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview**

Identified below are the goals and outcomes that the City of Glendale has identified as the basis for its strategies and related activities to be carried out under the Consolidated Plan for fiscal years 2025-2029. Actual activities may vary each Plan year and will be based on priorities established during the Consolidated Plan process and the amount of the City's annual allocation. While goals and outcomes are identified in the Consolidated Plan with estimated funding, actual funding for activities will be based on the Annual Action Plan Goals and Objectives.

The City began the Consolidated Plan process in September 2024 and undertook a robust public participation process that included 2 public hearings, a community and resident survey that yielded 402 resident and 369 open responses, and interviews with thirteen stakeholders.

##### **GOAL 1: Increase Access to Decent Affordable Housing**

Glendale will increase access to affordable, quality housing for its residents by addressing the diverse needs of low- and moderate-income families. The city may achieve this through activities such as: construction, rehabilitating or replacing aging units, and providing targeted support for both renters and homeowners. By offering resources like homeownership assistance and rental support programs, Glendale aims to help families obtain and maintain safe, decent, and affordable housing.

Outcome Indicators: Homeowner Emergency Home Repairs: 350 units; Homeowner units constructed: 5 units; Rental households assisted: 100 households.

##### **GOAL 2: Increase Access to Homeless Services**

Through its ongoing Strategic Planning process and work with the Maricopa Regional Continuum of Care, the City will identify ways to partner with government, nonprofit and private sector organizations to increase access to homeless services. The city may achieve this through activities such as: emergency shelter, transitional housing, permanent and supportive housing, and necessary supportive services to mitigate crisis situations and promote self-sufficiency to homeless people and those at risk of homelessness.

Outcome Indicators: Homeless persons sheltered: 213 Persons sheltered; Homelessness prevention: 375 persons assisted; Homeless rapidly re-housed: 200 persons assisted; Homeless provided with employment opportunities: 50 persons assisted.

### **GOAL 3: Increase Access to Public Services for Vulnerable Populations**

Through our funding of nonprofit agencies, the city will provide additional services to support low- and moderate-income people, particularly food assistance and senior and youth services. Other vulnerable groups may include those with disabilities, survivors of domestic violence, children in or aged out of foster care, those suffering from addiction or mental health diseases and possibly others.

Outcome Indicators: Public service activities other than Low/Moderate Income Housing Benefit: 10,000 Persons Assisted

### **GOAL 4: Affirmatively Further Fair Housing Regulations**

Per 42 U.S.C. §§ 3601-19, the Fair Housing Act, all Federal programs relating to housing and urban development be administered in a manner that affirmatively furthers fair housing.

Outcome Indicator: Public service activities other than Low/Moderate Income Housing Benefit: 100 Persons Assisted;

## **3. Evaluation of past performance**

As a recipient of CDBG program funds, the city is required to submit at the end of each program year a Consolidated Annual Performance and Evaluation Report (CAPER). The CAPER summarizes the accomplishments of the prior program year and the progress made towards the goals established in the Consolidated Plan.

The past five CAPERs were reviewed to assist with the formulation of goals and objectives as stated in this Plan. Over the past five years, Glendale has made significant strides in addressing affordable housing, homelessness, and public service needs through strategic use of federal funding. The City's rehabilitation programs improved over 500 housing units, ensuring low- and moderate-income homeowners had safe and habitable conditions, while nearly 1,400 additional units. Tenant-Based Rental Assistance (TBRA) programs successfully rehoused dozens of households, providing long-term stability for vulnerable families. Through the Glendale Homelessness Solutions Alliance (GHSA), over 15,000 households were rehoused, with over 100,000 service units provided. The Glendale Works program supported employment opportunities for individuals experiencing homelessness, leading to permanent housing placements for homeless residents. Public services for vulnerable populations exceeded expectations, serving thousands annually, particularly youth, seniors, and individuals with

disabilities. Infrastructure improvements like the Downtown Café Lighting Project enhanced safety and accessibility in low- and moderate-income neighborhoods. The city's pandemic response leveraged CARES Act and ARPA funds to implement eviction prevention and utility assistance programs, mitigating housing crises for thousands of families. The city also operated a microenterprise program to assist businesses negatively impacted by the pandemic. Fair housing education initiatives expanded awareness, though further outreach remains a priority. Across all programs, Glendale maintained a focus on equity, efficiently utilizing resources to meet federal standards and delivering impactful results for a diverse population.

#### **4. Summary of citizen participation process and consultation process**

The city of Glendale demonstrated a commitment to community engagement through its citizen participation and consultation processes, ensuring that residents and stakeholders play an active role in shaping community development activities over the next five years.

As part of its Citizen Participation Plan, the City provided multiple opportunities for residents to comment on the process and proposed activities and funding priorities. Public notices were published in local newspapers, announcing public comment periods and hearings. Drafts of reports, including the Consolidated Plan and Annual Action Plan, were made available for review at accessible locations such as City offices, public libraries, community centers, and the City's website. In addition, email notifications were sent to stakeholders, subrecipients, and nonprofit partners to broaden awareness of opportunities to participate.

Public hearings and forums were a cornerstone of the consultation process, providing residents a platform to share their input on housing, homelessness, and public service priorities. The community needs assessment conducted by the City provided critical insights into the housing, economic, and social challenges faced by Glendale residents. In all, we received 402 resident and 369 open responses to our Community Needs Survey, and approximately ### people attended our public meetings.

The consultation process was also closely tied to the City's collaboration with regional partners, including the Maricopa County HOME Consortium and Continuum of Care (CoC). These partnerships enhanced the City's ability to assess local and regional needs, coordinate resources, and align its strategies with broader community goals. Specific efforts included participation in CoC planning meetings and consultation with housing providers, homeless service organizations, and other agencies to develop data-driven plans and prioritize funding.

Overall, Glendale's citizen participation and consultation processes reflected a comprehensive approach to inclusive community planning, emphasizing transparency, accessibility, and stakeholder collaboration. These efforts ensured that the City's housing and community development initiatives were informed by diverse perspectives and aligned with community needs and priorities.

#### **5. Summary of public comments**

The community feedback underscores a critical need to address housing instability and homelessness, with a strong emphasis on supporting vulnerable populations. Participants in the consultation process expressed a clear and urgent call for increased access to affordable housing, rental assistance, and homeownership programs to meet growing needs. These comments reflect the challenges faced by

many residents, including rising risks of eviction, housing insecurity, and the need for more robust support services for at-risk individuals and families.

This input aligns with the findings of the needs assessment, which identified significant gaps in housing affordability and access, as well as critical service needs. The survey results reinforce the importance of prioritizing affordable rents and mortgages, eviction prevention measures, and tailored interventions to support vulnerable populations. Community voices consistently highlight the necessity for strategic investments to bridge these gaps and create a more stable and equitable housing landscape for Glendale residents.

## **6. Summary of comments or views not accepted and the reasons for not accepting them**

N/A - the City of Glendale accepted all comments from the public.

## **7. Summary**

As one of Arizona's fastest-growing cities, Glendale faces both opportunities and challenges in expanding housing and economic opportunities for its citizens. The city's rapid growth, particularly in the single-family housing market, has driven upward trends in housing prices, making affordable housing a persistent challenge. In response, Glendale is committed to addressing housing affordability and stability through strategic use of federal resources and community partnerships.

To tackle housing challenges, Glendale will continue its investments in programs that provide affordable housing options. These include offering Tenant-Based Rental Assistance (TBRA) through a subrecipient and providing rehabilitation assistance to help low- and moderate-income residents—especially seniors and individuals with disabilities—remain in their homes. Additional priorities include rental, and utility assistance programs to prevent homelessness and help residents maintain stable housing.

Public services remain a critical focus, with funding allocated to nonprofit agencies that provide food assistance, senior and youth services, and other programs targeting vulnerable populations. Additionally, Glendale will work with the Continuum of Care and other partners to prevent and reduce homelessness through emergency shelters, transitional housing, supportive services, and long-term housing solutions for at-risk individuals and families.

Glendale has a proven record of leveraging partnerships throughout the West Valley and Maricopa County to maximize the impact of its resources. By building on the strengths of its community and regional organizations, the City strives to ensure that all residents have the opportunity to achieve stability, independence, and productive lives.

## The Process

### PR-05 Lead & Responsible Agencies - 91.200(b)

#### 1. Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	GLENDALE	Finance and Compliance Division
ESG Administrator	GLENDALE	Finance and Compliance Division

**Table 1– Responsible Agencies**

#### Narrative

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

#### Consolidated Plan Public Contact Information

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**PR-10 Consultation - 91.100, 91.110, 91.200(b), 91.300(b), 91.215(l) and 91.315(l)**

**1. Introduction**

The City of Glendale conducted a comprehensive and inclusive consultation process to ensure meaningful engagement with residents, service providers, community organizations, and other stakeholders in the development of the Consolidated Plan. This effort was designed to identify housing, community development, and public service needs, as well as priorities for federal funding allocations.

Through a multi-faceted approach, the City collected a diverse range of perspectives to inform the Plan's priorities and strategies. These efforts were guided by HUD's requirements for citizen participation and collaboration with relevant organizations, ensuring a data-driven and community-centered approach to addressing local needs.

**Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l)).**

The City of Glendale Community Services Department actively collaborates with internal and external partners to enhance coordination between public and assisted housing providers and health, mental health, and service agencies. Recognizing the interconnected needs of residents, the Finance and Compliance Division works closely with other internal Divisions including the Community Action Program, the City's Library and the Public Housing Authority to ensure seamless referrals and access to supportive services.

The City partners with over a dozen local nonprofits and human service agencies to expand services for low-income households, individuals experiencing homelessness, and other vulnerable populations. Key partners include Phoenix Rescue Mission, YWCA, Boys & Girls Clubs of Metro Phoenix, and Maggie's Place, among others. These organizations provide critical resources such as emergency shelter, food assistance, case management, and job readiness programs.

The Glendale Public Housing Authority administers Housing Choice Voucher and Public Housing Programs, prioritizing Glendale residents and individuals experiencing homelessness through a local preference policy. In addition to housing assistance, the City provides rental, mortgage, and utility assistance through the Community Action Program, helping prevent eviction and displacement.

Additionally, partnerships with governmental and private health and mental health service providers facilitate access to behavioral health counseling, substance abuse treatment, and medical care for residents in need.

By fostering strategic partnerships across sectors, the City of Glendale strives to ensure that residents receive holistic, wraparound services that address housing stability, economic empowerment, and overall well-being.

**Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness**

The City of Glendale actively collaborates with the Maricopa Regional Continuum of Care (CoC), serving on multiple committees and working with regional partners to address homelessness. Glendale supports nonprofit and faith-based organizations such as Phoenix Rescue Mission, A New Leaf, Central Arizona Shelter Services (CASS), and Maggie's Place to provide outreach, shelter, and supportive services for homeless individuals and families.

Internally, various City Departments work together to address homelessness, including Community Services, Police, Fire, the City Manager's Office, Parks and Recreation, and Transportation to coordinate resources and homeless response efforts. Through these initiatives, the City strengthens its approach to chronic homelessness, families with children, veterans, and unaccompanied youth, while also expanding prevention services for those at risk of homelessness.

**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS**

The City of Glendale actively collaborates with the Maricopa Regional Continuum of Care (CoC). As a member of the CoC, Glendale participates in regular CoC planning and coordination meetings to ensure ESG resources are aligned with regional priorities and tailored to address local needs effectively. Through these discussions, the City works alongside other municipalities, nonprofit organizations, and service providers to identify funding priorities and determine strategies to address homelessness comprehensively.

The City also actively participates in the annual Point-in-Time (PIT) Count, an activity coordinated by the CoC to assess the scope of homelessness in the region. Glendale staff and volunteers join the effort to gather data on unsheltered individuals and families, which informs funding decisions, policy development, and program planning. The data collected during the PIT Count directly supports the allocation of ESG funds and ensures programs address the most urgent community needs.

In partnership with the CoC, Glendale helps establish performance standards for ESG-funded activities, including emergency shelters, rapid rehousing, and homelessness prevention programs. These standards are used to evaluate program effectiveness in reducing homelessness and improving housing stability.

For HMIS, the City follows CoC-established policies and procedures to ensure consistent and accurate data collection. All entities utilizing CoC funds enter their information into HMIS to help the CoC coordinate services among multiple providers, and the CoC continually reviews the data and updates its strategies to address homelessness. Glendale requires all ESG subrecipients to participate in HMIS and provides technical support to maintain data quality. This collaborative effort supports regional planning and enhances the ability to monitor program outcomes effectively.

**2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities**



Agency/Group/Organization	Agency/Group/Organization Type	What section of the Plan was addressed by Consultation?	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?
Glendale Union High School District	Services-homeless Services-Education Regional organization	Housing Need Assessment Homelessness Strategy Homeless Needs - Families with children Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy	The agency was interviewed. The agency stated that increasing homelessness, exacerbated by mental health and substance abuse issues, is a strong priority for the City. The school system's social workers and other employees support homeless children and families and also have identified a great need for mental health services. The school system would like to build on its relationships with local businesses to create more opportunities for skills training, internships, mentorships, and job opportunities for students.
of Glendale - City Manager's Office	Other government - Local	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy	The agency was interviewed. The Deputy City Manager discussed needs throughout the community for affordable housing, improved infrastructure (particularly roads) and services like eviction assistance, and housing improvements and rehabilitation to help people remain in their homes. Two zip codes, 85301 and 85302, are in particular need of significant City services. Potential changes to building codes that might support the refurbishment of some historical buildings may be considered by the City. He noted that the City has annexed some additional areas that can support the economic development of industrial employers.

Community Action Program	Other government - Local	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy	The agency was interviewed and provided data and information about its mortgage, rent, and utility assistance services. The official spoke of the different groups of people that it serves: (1) people who encounter an emergency situation and need one-time financial support; (2) people who are on fixed incomes that might come in yearly for support; and (3) people who are unemployed or underemployed and need help becoming more stable financially. He discussed the agency's partnerships with local nonprofits to provide employment training or case management services. The challenges for homeless people to find nearby emergency or other shelters was also discussed.
Glendale Community Development Advisory Committee (CDAC)	Other government - Local Planning organization Business and Civic Leaders	Housing Need Assessment Public Housing Needs Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Non-Homeless Special Needs Market Analysis Anti-poverty Strategy	The Committee provided input in two public meetings. Its membership includes two low-income residents of Public Housing, with plans for a third resident to join the Committee. The representative spoke of the challenge of finding affordable housing for lower-income people at a time when so many. They also spoke of the need for more support for homeless people. The need for more support and financial assistance for home buyers was also discussed, so that more individuals and families can become homeowners.

Glendale Housing Authority	Housing PHA	Housing Need Assessment Public Housing Needs	The agency was interviewed. The agency collaborates with other government and nonprofit agencies (Libraries, Community Revitalization, etc.) with very similar clientele to find innovative ways to provide services as efficiently and effectively as possible. The PHA seeks to double the number of units at one of its three developments and focus those units on elderly residents and on people with disabilities. While no public-private housing development partnerships exist now, the PHA would like to develop more affordable housing and is happy to take the lead if given funding. The PHA is currently discussing the feasibility of creating a Community Center, with doctors' offices and free meal services to both public housing residents and other people in the community.
Glendale Chamber of Commerce	Regional organization Business Leaders	Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy Transportation issues	The agency was interviewed. The agency representative spoke of the significant economic growth of the City and the need to prepare the City's workers for the needs of existing employers and those expected within the next five years. Additional state funding of universities is needed for worker training and education. The area also needs more infrastructure and road development to attract new businesses, as well as more Class A office space. One challenge for the City is that, while good jobs are available within Glendale, some workers lack transportation to some of the new employment centers.

Glendale Finance and Compliance Division	Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing	Housing Need Assessment Lead-based Paint Strategy Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy Transportation and Fair Housing issues	The agency was interviewed six times. The agency, which acts as the lead for the administration of the Federal CDBG and ESG funding, and HOME funds provided by the County, provided detailed and specific information regarding the City's efforts to prevent and reduce homelessness; assist homeless people and families; meet the community's needs for vulnerable populations; anti-poverty and economic development plans; public housing strategy; and the City's Lead-based Paint strategy. Recognizing the advantages of a regional, collaborative approach to helping its citizens, the agency works with state, County, and local government agencies, as well as funding local nonprofits to support Glendale residents
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Phoenix Rescue Mission	Services-homeless Services-Health Services-Employment Service-Fair Housing Regional organization	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Market Analysis Anti-poverty Strategy	The agency was interviewed. The agency works closely with the City of Glendale and with other nonprofits to provide outreach to homeless people, provide them with navigation services to benefits, housing, work and connections to services. The agency also operates the Glendale Works Program that provides day labor and supportive services to those experiencing homelessness in Glendale. The representative spoke of the long-term recovery services offered at two of its campuses, including connecting people to services to strengthen their overall health and independence. If a client has HIV/AIDs, they can also be connected to appropriate health services. In terms of affordable housing, the agency noted the need to consider leveraging tax credit programs and incentives, such as opportunity zones, to incentivize developers.
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Glendale Community Services Department	Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing	Housing Need Assessment Lead-based Paint Strategy Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy Transportation and Fair Housing Issues	The agency was interviewed three times. The agency representative spoke of the Department's initiatives to provide a systematic approach to housing and community development issues within the City of Glendale, with special emphasis on affordable housing and supporting homeless people. She spoke of the steps the City had taken to strengthen its Point in Time Count Methodology, as well as to develop a regional approach to providing public services.
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Glendale Economic Development Department	Services-Education Services-Employment Other government - Local Planning organization	Economic Development	The agency was interviewed via email twice. The agency spoke of the City's significant efforts to partner with other local, regional, and state economic development organizations to attract businesses and jobs to Glendale.
Maricopa Regional Continuum of Care	PHA Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Other government - County Regional organization Planning organization	Housing Need Assessment Public Housing Needs Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth	The agency was interviewed. The agency representative spoke of the CoC's strong working relationship with Glendale's CoC representation. She explained the CoC's focus on the Built for Zero strategy to reduce homelessness in the region through intensive, collaborative, data-driven investments in housing to support homeless people. The representative also explained how the CoC uses data to keep track of the performance of its various members.

**Table 2– Agencies, groups, organizations who participated**

DRAFT



**Identify any Agency Types not consulted and provide rationale for not consulting**

N/A

**Other local/regional/state/federal planning efforts considered when preparing the Plan**

DRAFT

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Envision Glendale 2040 General Plan Land Use Map	City of Glendale Planning Division	The General Plan Land Use Map identifies areas of the City in which the City envisions opportunities for different zoning densities.
City of Glendale 5 Year PHA Plan 2025	City of Glendale Public Housing Authority	The <b>Plan</b> outlines long-term goals, policies, and strategies for managing public housing and the Housing Choice Voucher (HCV) program.
Homelessness Action Plan 2019 Update	City of Glendale Community Revitalization Division	The plan focuses on a coordinated approach throughout Glendale and the West Valley to support the needs of the area's homeless people.
Municipal Responses to Homelessness 2020	Maricopa Association of Governments	The County's report provides an overview of each City/Town's responses to homelessness within the context of best practices as identified by the U.S. Interagency Council on Homelessness.
City of Glendale Analysis of Impediments to Fair Housing	City of Glendale Community Revitalization	The AIFHC provides information regarding the City's new strategies for informing citizens about Fair Housing laws. The lack of sufficient affordable housing, and sufficient accessible housing for people with disabilities, continue to be challenges the City seeks to address within this Con Plan.
City of Glendale Balanced Scorecard Strategy	City of Glendale City Manager Office	The Scorecard strategy aligns community experience, processes, workforce development, and financial management with housing, community development, and economic growth, ensuring effective federal funding allocation for lasting community impact.

Glendale Transit Plan 2020	City of Glendale Transportation Department	The plan identifies transit needs and improvement priorities that impact housing access, economic opportunity, and community development. The plan's focus on enhancing existing services, aligning with regional transit standards, and improving connections to major transit routes supports broader goals of equitable development and economic mobility.
Historic Preservation Plan	City of Glendale Historic Preservation Commission	The Historic Plan offers information regarding the City's significant assets within neighborhoods that have lower household incomes and older housing stock with more housing problems than the rest of the City.
Historic Preservation Districts Map	City of Glendale Historic Preservation Commission	As above, this map provides location information for the City's historic district for understanding their relationship to the City's identified areas of need.

**Table 3— Other local / regional / federal planning efforts**

**Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(l))**

The City of Glendale works closely with the Maricopa Association of Governments, the Continuum of Care, and Maricopa County, as well as other community partners and stakeholders, in the implementation of the Consolidated Plan. Through these groups, and through other collaborations with other West Valley cities, Glendale seeks to maximize the effects of its funding to help homeless and low-income people.

**Narrative**

The City relies on the expertise of its various governmental and nonprofit partners and works closely with other West Valley governments to share expertise and develop strategies to maximize the effectiveness of City resources.

**PR-15 Citizen Participation - 91.105, 91.115, 91.200(c) and 91.300(c)**

**1. Summary of citizen participation process/Efforts made to broaden citizen participation**  
**Summarize citizen participation process and how it impacted goal-setting**

Survey responses from 402 resident and 369 open respondents and agencies and 8 public meetings ensured a comprehensive citizen participation process in setting the goals for this Consolidated Plan.

**Citizen Participation Outreach**

Sort Order	Mode of Outreach	Target of Outreach	Summary of Response & Attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Public Meeting	CDAC Monthly Meeting  Non-targeted, broad community	Held 11/21/2024; 8 CDAC members	CDAC members provided feedback on the strategic goals, with one suggesting rewording "promote affordable housing" to clarify it refers to creating affordable units rather than advertising. Others expressed concerns about the lack of economic development in the goals, emphasizing the need for sustainable growth by ensuring housing is built near access to well-paying jobs. Despite these concerns, the members reached a consensus on the presented goals.	All comments accepted	

Sort Order	Mode of Outreach	Target of Outreach	Summary of Response & Attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
2	Public Meeting	Council Workshop  Non-targeted, broad community	Held 12/10/2024; 7 Council members, 16 other government officials	Council members provided feedback and consensus on the strategic goals for the FY 25-26 Annual Action Plan. A member of the Council expressed interest in blight remediation (or neighborhood improvements).	All comments accepted	<a href="https://www.youtube.com/live/-egBvlf5at8?si=PLti_Ap88l146Vk9">https://www.youtube.com/live/-egBvlf5at8?si=PLti_Ap88l146Vk9</a>
3	Public Hearing	Non-targeted, broad community	Held 12/12/2024; 0 attendees	No members of the public attended. No comments were received during the public comment period.	All comments accepted	N/A
4	Public Meeting	CDAC Monthly Meeting  Non-targeted, broad community	Held 02/06/2025; 7 CDAC members	CDAC members provided feedback and consensus on the funding recommendations for the FY 25-26 Annual Action Plan. A member of the committee expressed the need for and importance of programing and activities for youth.	All comments accepted	N/A
5	Public Meeting	Council Workshop  Non-targeted, broad community	Held 02/25/2025; 7 Council members, 16 other government officials	Council members provided consensus on the funding allocations for the FY25-26 Annual Action Plan.	All comments accepted	<a href="https://www.youtube.com/live/xBGD9JGWcpw?si=8_kTu79O8hqQonGX">https://www.youtube.com/live/xBGD9JGWcpw?si=8_kTu79O8hqQonGX</a>

Sort Order	Mode of Outreach	Target of Outreach	Summary of Response & Attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
6	Public Hearing	Non-targeted, broad community	Held 03/11/025; 0 attendees			
7	Public Meeting	CDAC Monthly Meeting  Non-targeted, broad community	Held 03/20/2025; 7 CDAC members			
8	Public Meeting	Council Workshop  Non-targeted, broad community	Held 04/22/2025; 7 Council members, 16 other government officials			

**Table 4– Citizen Participation Outreach**

## Needs Assessment

### NA-05 Overview

#### ***Needs Assessment Overview***

Utilizing a variety of CHAS/ACS and Census Bureau data, City and regional planning documents, needs assessments, and the stakeholder feedback contained within our 771 survey responses, 13 interviews, and 8 public meetings, the City of Glendale developed a needs assessment of housing and community development needs.

**Affordable Housing:** Housing insecurity remains a critical issue in Glendale, driven by limited affordable housing inventory and persistent challenges for renters in securing and maintaining stable housing, median eviction rates continue to climb, and the Glendale ZIP code 85301 recorded the highest number of evictions in Maricopa County.

**Physical and Community Facility Improvements:** Glendale residents and stakeholders prioritized investments in parks, recreation centers, and healthcare facilities, along with domestic violence shelters, senior and youth centers, and childcare facilities. Preferences varied by demographics, with women and older residents expressing greater concern for certain services. Infrastructure improvements were widely supported, particularly road repairs, water and sewer upgrades, flood drainage, and tree planting, while electric vehicle charging stations received less support.

**Homelessness:** In 2024, homelessness in Glendale increased and showed a rise in unsheltered individuals. Despite these challenges, community support for housing services remains strong, particularly for vulnerable populations, homebuyers, and permanent affordable housing initiatives. Unlike countywide trends, the majority of Glendale's homeless population is sheltered. While chronic homelessness and GlendaleOne service requests related to homelessness have declined, targeted housing interventions and eviction prevention efforts remain essential to reducing housing instability and supporting cost-burdened residents.

**Public Services:** Glendale residents and stakeholders identified heat relief during summer months as the most urgent need, followed by transportation, healthcare, and childcare services. Fair housing initiatives, food and clothing assistance, and financial literacy programs also received strong community support. These priorities emerged from the Glendale Resident Community Survey, stakeholder interviews, and public meetings, reinforcing the need for continued investment in public services.

### **NA-40 Homeless Needs Assessment - 91.405, 91.205 (c)**

#### **Introduction:**

Trends in homelessness were analyzed by examining data from the Community Survey, the annual Point-In-Time Count (PIT Count), eviction trends, submissions to the City's service portal (Glendale ONE) and other regional planning documents.

In the most recent community survey conducted in November 2024, 402 Glendale residents and 369 additional stakeholders participated. A key finding from the results is that at least two-thirds of

respondents consider most housing services for low- and moderate-income individuals to be a critical need. The result of the report is as follows:

*In the survey, respondents were asked to assess the importance of supporting 10 housing services for people with low or moderate incomes. All 10 services were deemed very or moderately important by at least half of the respondents. The services deemed more important were providing housing for people with special needs (78% rated it as very or moderately important), making low-interest loans to homebuyers (77%) and creating affordable, permanent housing (76%). (Polco, City of Glendale 2024 Resident Survey)*

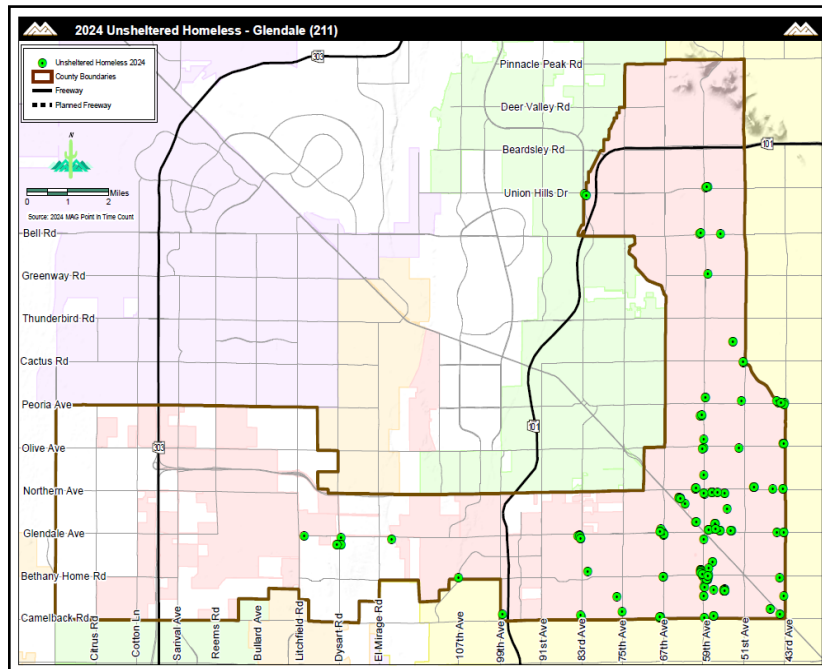
In the City of Glendale, homelessness trends continue to show signs of increase. After reaching its highest peak of 406 in 2022, unsheltered homelessness levels reflected in the PIT Count dropped to 170 in 2023, similar to pre-pandemic levels. However, in 2024 homelessness increased once again by 24% to 211 individuals ([Maricopa Association of Governments, 2024 PIT Report](#)). The location and concentration of homeless individuals has remained largely consistent over time, with the majority of unsheltered persons residing in zip codes 85301 and 85302.

Evictions in Glendale have been on the rise in recent years. Following the expiration of COVID eviction moratoriums, cases surged from 6,871 in 2022 to 8,226 in 2023, highlighting increasing housing instability. In 2024, evictions totaled 7,940 which demonstrates ongoing housing instability. Glendale residents remain heavily impacted, with ZIP code 85301 experiencing the highest eviction rate in Maricopa County.

Glendale ONE service requests related to homelessness, such as encampment reports or self-referrals for help, similarly spiked in 2022 (483 reports) and have somewhat decreased from 283 reports to 231 as of October 2024.

**If data is not available for the categories "number of persons becoming and exiting homelessness each year," and "number of days that persons experience homelessness," describe these categories for each homeless population type (including chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth):**

Across Maricopa County, according to a [Homeless Trends Report](#) for July-September 2024, it is estimated that 933 households experienced homelessness for the first time, while 448 households exited homelessness into permanent housing (positive exits). Compared to the same period last year, new households experiencing homelessness have generally increased and positive exits have decreased. The report published by the County does not report on number of days that persons experience homelessness. Reviewing historical Glendale PIT Count data, the number of individuals experiencing





chronic homelessness decreased from 2023 to 2024 from 43 individuals to six.

Population	Estimate the # of persons experiencing homelessness on a given night	
	Sheltered	Unsheltered
Persons in Households with Adult(s) and Child(ren)	0	10
Persons in Households with Only Children	0	0
Persons in Households with Only Adults	0	201
Chronically Homeless Individuals	0	50
Chronically Homeless Families	0	0
Veterans	0	9
Unaccompanied Child	0	0
Persons with HIV	0	0

#### Nature and Extent of Homelessness: (Optional)

Race:	Sheltered:	Unsheltered (optional)
White	0	87
Black or African American	0	35
Asian	0	0
American Indian or Alaska Native	0	7
Pacific Islander	0	1
Ethnicity:	Sheltered:	Unsheltered (optional)
Hispanic	0	75
Not Hispanic	0	112

#### Estimate the number and type of families in need of housing assistance for families with children and the families of veterans.

Currently, there is no available data from the 2024 Point-in-Time Count specifying the number and characteristics of families in need of housing assistance among the sheltered homeless population.

#### Describe the Nature and Extent of Homelessness by Racial and Ethnic Group

Of the 211 homeless individuals surveyed, 11% did not report their racial information. Of the 187 people who provided their race, 41.2% were White; 26.1% were Hispanic or Latino only; 16.6% were Black or African American; 3.3% were American Indian or Alaska Native; and 0.5% were Native Hawaiian or Other Pacific Islander. Of those who reported their ethnicity, 36% were Hispanic/Latino. By way of context, [2020 Census estimates](#) stated that among Glendale residents, 69.7% were White; 7.3% were Black or African American; 1.6% were American Indian or Alaska Native; 4.4% were Asian; and 0.1% were Native Hawaiian or Other Pacific Islander. Additionally, 39% of residents in 2020 were

Hispanic/Latino. This suggests that Black or African American; American Indian or Alaska Natives; and Native Hawaiian or Other Pacific Islander people were overrepresented within the City's homeless population.

#### **Describe the Nature and Extent of Unsheltered and Sheltered Homelessness.**

In 2024, the total number of Unsheltered homeless increased by 24% to 211 individuals. Considering all housing and shelter units located or otherwise affiliated with Glendale, sheltered homelessness decreased by 3% from 1,776 to 1,726. Looking at shelter beds alone, during the Point-in-Time Count, a total of 54 of 78 were occupied.

#### **Discussion:**

Of those experiencing homelessness in Glendale, 11% were unsheltered and 89% were sheltered, which sharply contrasts from countywide trends, in which 43% of individuals experiencing homelessness are unsheltered, and 57% are sheltered ([Maricopa Association of Governments, 2024 PIT Report](#)). These figures highlight significant differences in how homelessness manifests locally versus across the broader region.

**If the PJ will establish a preference for a HOME TBRA activity for persons with a specific category of disabilities (e.g., persons with HIV/AIDS or chronic mental illness), describe their unmet need for housing and services needed to narrow the gap in benefits and services received by such persons. (See 24 CFR 92.209(c)(2) (ii))**

The City of Glendale established a preference for a HOME Tenant-Based Rental Assistance (TBRA) activity for low barrier homeless residents to address the critical shortage of affordable housing and support services for this vulnerable population. While the city provides much-needed support services, they are not enough to meet the growing demand. The unmet need includes limited permanent housing options, insufficient rental assistance, and gaps in supportive services such as case management, mental health care, and employment assistance. To narrow this gap, the TBRA program prioritizes rental subsidies and service coordination, ensuring homeless individuals gain stable housing and access to essential support for long-term self-sufficiency.

## NA-50 Non-Housing Community Development Needs - 91.415, 91.215 (f)

### Describe the jurisdiction's need for Public Facilities:

Parks and recreation centers were considered the most important, followed by healthcare facilities, with about 8 in 10 respondents rating both as very or moderately important. Other facilities with higher importance ratings included public buildings with improved accessibility for the disabled (79%), facilities for survivors of domestic violence (77%), senior and youth centers (73% each), and childcare facilities (72%). Meanwhile, residential treatment centers and facilities for persons living with HIV/AIDS were considered important by 66% and 48% of respondents, respectively.

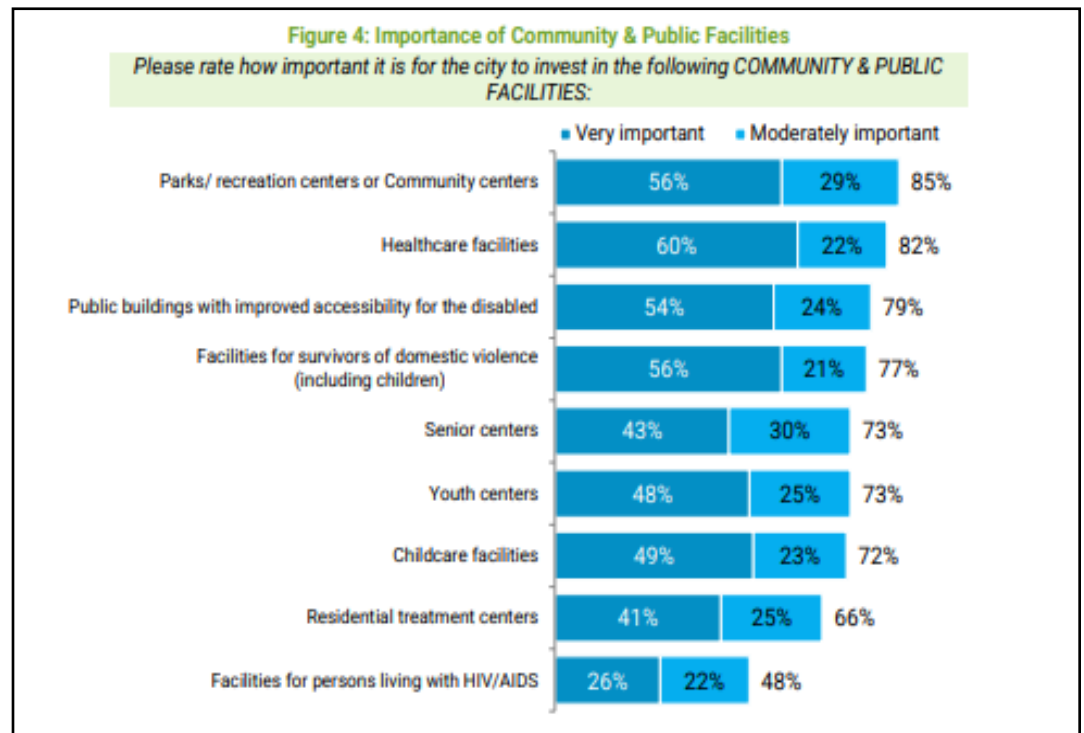
Female respondents tended to place more importance than male respondents on investing in youth centers, childcare facilities and healthcare facilities, among others. Meanwhile, residents aged 35 and older were more concerned about investing in senior centers compared to younger respondents. Geographically, the importance of childcare facilities was rated higher among the residents of the Ocotillo and Yucca Districts than in the remaining districts of Glendale (City of Glendale 2024 Resident Survey: Report of Results, 2024)

### How were these needs determined?

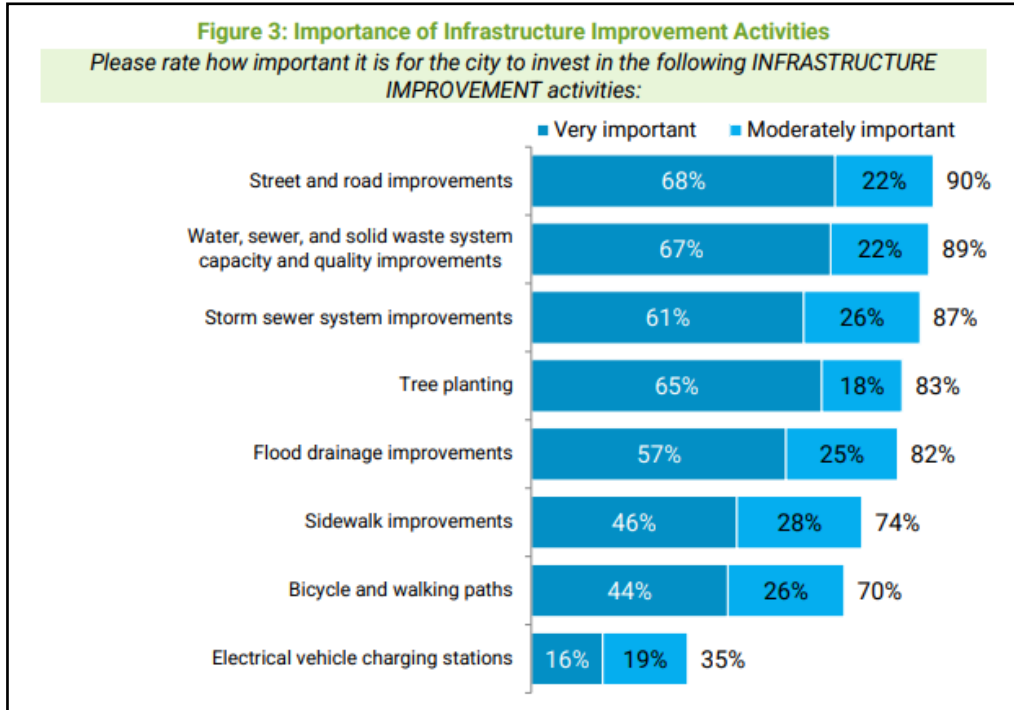
The needs cited above are based on the feedback of respondents to the Community Survey, consisting of 402 Glendale residents and 369 open respondents from neighboring communities, in addition to 8 public meetings and      key stakeholder interviews.

### Describe the jurisdiction's need for Public Improvements:

About 9 in 10 residents considered street and road improvements, as well as improvements to water, sewer, solid waste, and storm sewer systems, to be important infrastructure activities for Glendale. Other activities of high importance included tree planting (83%), flood drainage improvements (82%), sidewalk improvements (74%), and bicycle and walking paths (70%). The construction of



electric vehicle charging stations was the only item considered important by a minority of respondents (35%) (City of Glendale 2024 Resident Survey: Report of Results, 2024).



#### How were these needs determined?

The needs cited above are based on the feedback of respondents to the Community Survey, consisting of 402 Glendale residents and 369 open respondents from neighboring communities, in addition to 8 public meetings and \_\_\_\_ 13 key stakeholder interviews.

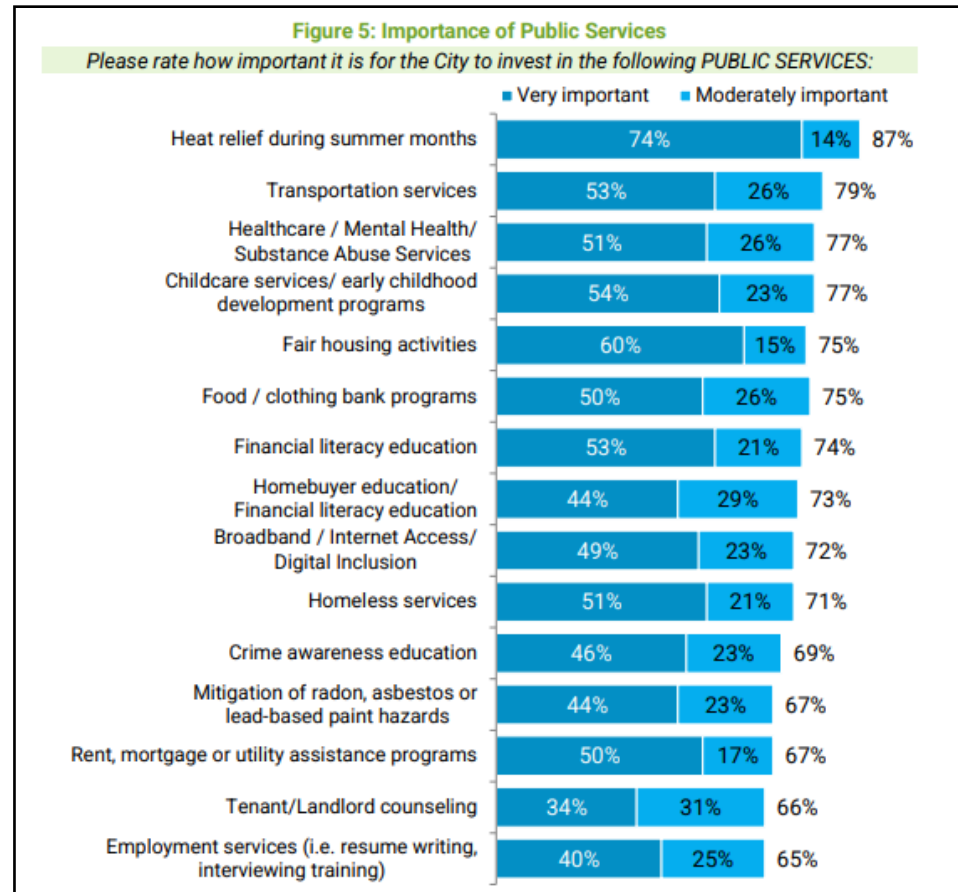
**Describe the jurisdiction’s need for Public Services:** Heat relief during summer months was the public service deemed most important by Glendale residents; about 9 in 10 respondents said it was very or moderately important to invest in. The remaining 8 public services were considered important by at least 65% of the respondents. About 8 in 10 respondents considered it very or moderately important to invest in transportation, healthcare and childcare services. Three-quarters of residents also highlighted the importance of fair housing activities, food and clothing bank programs and financial literacy education. Residents in Cholla tended to give lower importance ratings to these public services than respondents in other areas of Glendale (City of Glendale 2024 Resident Survey: Report of Results, 2024).

**How were these needs determined?**

The needs cited above are based on the feedback of respondents to the Community Survey, consisting of 402 Glendale residents and 369 open respondents from neighboring communities, in addition to 8 public meetings and \_\_\_\_ key stakeholder interviews.

**Based on the needs analysis above, describe the State's needs in Colonias**

N/A



## Housing Market Analysis

### MA-05 Overview

#### Housing Market Analysis Overview:

Glendale faces significant housing affordability challenges, with 32% of owner and renter households classified as cost-burdened, spending more than one-third of their income on housing costs. Renters experience greater affordability constraints, while homeownership remains increasingly unattainable due to rising housing prices and high mortgage rates. The rental market is highly competitive, with only 53% of available units deemed affordable for low- to moderate-income (LMI) households.

As of the most recent data, Glendale, Arizona, continues to experience escalating housing costs. The median gross rent in the city is \$1,397, according to the [U.S. Census Bureau's 2019-2023](#) data.

In the broader Phoenix-Mesa-Scottsdale Metropolitan Statistical Area (MSA), the Fiscal Year 2025 Fair Market Rents (FMRs) established by the U.S. Department of Housing and Urban Development (HUD) are as follows:

Unit Size	FY 2020 FMR	FY 2025 FMR	Percentage Increase
Efficiency	\$847	\$1,530	80.6%
One-Bedroom	\$958	\$1,679	75.3%
Two-Bedroom	\$1,173	\$1,950	66.3%
Three-Bedroom	\$1,676	\$2,624	56.5%
Four-Bedroom	\$1,916	\$2,934	53.2%

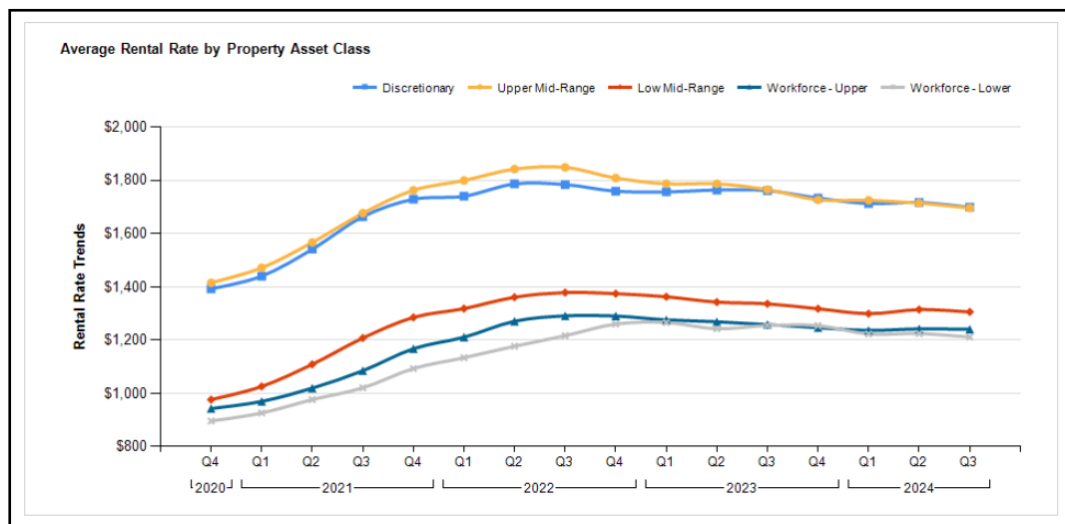
#### [HUD Data](#)

These substantial increases, ranging from 53.2% to 80.6% depending on unit size, highlight the rapidly escalating housing costs within the city and the surrounding metropolitan area. Geographically, the lowest rental rates within Glendale are concentrated in the extreme southeast corner of the city, as indicated by the CPD Map of Median Contract Rent. These trends highlight the growing affordability challenges faced by residents, particularly those with low to moderate incomes.

Glendale has a total of 90,711 housing units, with 59% consisting of single-family detached homes. Multi-unit structures comprise a smaller share of the housing inventory, with 5.6% in 10- to 19-unit buildings and 13.2% in structures with 20 or more units ([2022 ACS 5-Year Estimates, Housing Characteristics](#)). The city has a 92% housing occupancy rate, with 83,955 occupied units, consisting of 37,050 renter-occupied and 46,095 owner-occupied units. Renters face greater affordability challenges than homeowners, with 67% of renter households classified as LMI, compared to 33% of owner-occupied households. Among renters, 23% are very low income and severely cost-burdened, meaning they spend over 50% of their income on rent. Homeowners also experience financial strain, though to a lesser extent, with 20% cost-burdened and 6% classified as very low income and severely cost-burdened ([2017-2021 CHAS](#)).

The affordable rental range for households earning 80% of the area median income (AMI) is between \$1,000 and \$1,500 per month. However, only 53% of available rental units fall within this range, leading to significant competition for affordable housing ([Maricopa Association of Governments, 2024](#)). The

rental market is further segmented by property asset classes, which define housing based on location and amenities. This segmentation leads to a clear divide between luxury (Discretionary) and affordable (Upper/Lower Workforce) housing, leaving limited options for renters with moderate incomes (Yardi, 2024).



Homeownership affordability presents additional challenges, with a median household income in Glendale of \$70,600, translating to an affordable housing payment of \$1,765 per month (30% of gross income) ([2023 ACS 1-Year Estimates, Income in the Past 12 Months](#)). However, considering the median home price in Glendale at \$446,730 combined with a 6.4% 30-year mortgage interest rate, a typical monthly mortgage payment—excluding property taxes and PMI—would be approximately \$2,247, which is 127% above the affordability threshold ([Maricopa Association of Governments, 2024](#)). This affordability gap continues to push homeownership out of reach for many Glendale residents.

To address these challenges, Glendale is actively expanding its affordable housing stock, targeting the development of 1,382 units by 2025 through strategic partnerships leveraging Low-Income Housing Tax Credits (LIHTC). Additionally, the City’s Community Action Program (CAP) provides direct financial assistance, while the THRIVE initiative offers long-term self-sufficiency coaching focused on asset-building, education, financial literacy, and housing stability—all aimed at preventing homelessness and fostering long-term self-sufficiency.

## **MA-30 Homeless Facilities and Services - 91.410, 91.210(c)**

### **Introduction**

As part of Maricopa County, Glendale's homeless residents can access emergency services and housing assistance through countywide coordinated entry points, which connect individuals and families to shelters, transitional housing, and permanent supportive housing programs. While Glendale does not have emergency shelters within its city boundaries, it collaborates with regional partners to ensure that residents in need can access emergency housing solutions in nearby areas. The city actively supports individuals and families experiencing homelessness through a range of targeted programs designed to provide stability, employment opportunities, and long-term housing solutions.

The Glendale Works program offers a unique approach to addressing homelessness by providing day labor employment for those experiencing homelessness. Participants are connected with work opportunities such as landscaping, community beautification projects, and other public works assignments, allowing them to earn wages while receiving case management services. This program aims to help individuals regain financial stability and work towards self-sufficiency.

To further promote housing stability, Glendale administers a Tenant-Based Rental Assistance (TBRA) program, which provides rental subsidies to formerly homeless households. Through case management, TBRA participants receive support in maintaining stable housing, accessing employment resources, and connecting with supportive services that promote long-term independence.

Recognizing the increasing impact of substance use and mental health challenges among the homeless population, Glendale is expanding its homelessness response efforts by integrating opioid settlement funds to enhance services for individuals affected by addiction and related health issues. These funds will support peer navigation services, which help individuals access critical healthcare, mental health treatment, and substance use recovery programs. By addressing these underlying challenges, the city aims to provide a more holistic and sustainable approach to ending homelessness.

Glendale also works closely with nonprofit and faith-based organizations to enhance its homelessness response. Through partnerships with organizations like Phoenix Rescue Mission the city ensures that individuals experiencing homelessness have access to outreach services, case management, emergency resources, and pathways to permanent housing. These collaborations help to bridge service gaps and provide a coordinated approach to homelessness that integrates housing solutions with supportive services.

Beyond these efforts, Glendale continues to seek opportunities for expanding its role in homelessness prevention and response by advocating for additional funding, fostering regional partnerships, and exploring innovative housing solutions. While significant progress has been made, ongoing investment in affordable housing, supportive services, and employment initiatives remains essential to reducing homelessness and ensuring that all Glendale residents have access to safe, stable housing.



## Facilities Targeted to Homeless Persons

	Emergency Shelter Beds		Transitional Housing Beds	Permanent Supportive Housing Beds	
	Year Round Beds (Current & New)	Voucher / Seasonal / Overflow Beds	Current & New	Current & New	Under Development
Households with Adult(s) and Child(ren)	0	0	0	0	0
Households with Only Adults	0	0	0	0	0
Chronically Homeless Households	0	0	0	0	0
Veterans	0	0	0	0	0
Unaccompanied Youth	0	0	0	0	0

**Table 5- Facilities Targeted to Homeless Persons**

**Describe mainstream services, such as health, mental health, and employment services to the extent those services are used to complement services targeted to homeless persons.**

In addition to the direct services provided, the City leverages a range of mainstream services to address the health, mental health, and employment needs of individuals experiencing homelessness. One key initiative is the Multiple Repeat Offender Program (MROP) squadron, which conducts targeted outreach to homeless individuals with frequent interactions with the justice system. This program provides a structured path toward diversion, offering access to substance use treatment, mental health support, and case management services to reduce recidivism and promote long-term stability.

To enhance access to critical services, the City connects individuals with a 24/7 referral hotline, which offers real-time assistance in locating shelter, housing support, behavioral health services, and employment resources. By directing individuals to these essential services, Glendale ensures a coordinated response to homelessness that prioritizes both immediate needs and long-term self-sufficiency.

Recognizing the significant impact of the opioid crisis on the homeless population, the City is integrating opioid settlement funds into its broader homeless response strategy. Through a recent Request for Proposals (RFP) process, Glendale is selecting a provider to deliver peer navigation services, which will support individuals experiencing homelessness in accessing healthcare, substance use treatment, and other supportive resources. These peer navigators will play a critical role in building trust, reducing barriers to care, and promoting engagement with treatment and support services.

**List and describe services and facilities that meet the needs of homeless persons, particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth. If the services and facilities are listed on screen SP-40 Institutional Delivery Structure or screen MA-35 Special Needs Facilities and Services, describe how these facilities and services specifically address the needs of these populations.**

The City of Glendale is committed to addressing homelessness through a comprehensive, multi-faceted approach that prioritizes housing stability, prevention, outreach, and supportive services for individuals and families experiencing homelessness, with particular attention to those who are chronically homeless.

To expand access to stable housing, Glendale leverages Community Planning and Development (CPD) funding to support Low-Income Housing Tax Credit (LIHTC) projects. By the end of 2025, these efforts will have added 1,382 affordable housing units, significantly increasing long-term housing opportunities for individuals and families. Additionally, the City's Tenant-Based Rental Assistance (TBRA) program provides up to two years of rental assistance, coupled with case management, to help households transition from homelessness to stable housing. Since its inception, 75 households (216 individuals) have been successfully housed, receiving an average rent subsidy of \$1,350 per month. However, with a 130-day average processing time for lease-ups, the shortage of affordable housing units remains a challenge.

To prevent homelessness before it occurs, Glendale operates the Community Action Program (CAP), which provides rental and utility assistance for at-risk households. CAP case managers collaborate with Phoenix Rescue Mission to connect clients to workforce development programs, equipping individuals with the skills and resources necessary to secure stable employment and financial independence. CAP also delivers the THRIVE program, an intensive case management model that develops individualized housing and financial stability plans, helping participants achieve long-term self-sufficiency.

For those already experiencing homelessness, Glendale provides targeted street outreach and employment opportunities through Glendale Works, a partnership with Phoenix Rescue Mission. This program offers day labor employment, allowing participants to earn income while receiving case management support, housing referrals, and essential resources. Additionally, Maggie's Place provides specialized case management for survivors of domestic violence, ensuring they receive the necessary support to transition into stable housing.

Recognizing the barriers to stability for chronically homeless individuals, Glendale operates the Misdemeanor Repeat Offender Program (MROP) Diversion Initiative in collaboration with Phoenix Rescue Mission. This program offers an alternative to incarceration, diverting individuals into substance use treatment, mental health services, and long-term case management rather than the criminal justice system. The City is also integrating opioid settlement funds to support peer navigation services, connecting individuals to healthcare, behavioral health treatment, and recovery services.

To help low-income residents maintain housing stability, Glendale administers an Emergency Home Repair Program, which ensures homes remain safe and habitable by addressing critical repairs, including plumbing, HVAC, and air conditioning systems. To improve service delivery, the program was brought in-house in September 2024, streamlining operations and improving efficiency. Since then, 22 households have been served, with 52% of recipients over the age of 62.

The Glendale Homeless Solutions Alliance oversees the City's coordinated homelessness response, ensuring that all interventions—from prevention to permanent housing—are effectively integrated. Through housing assistance, workforce development, emergency response, and cross-sector partnerships, Glendale continues to strengthen its efforts to address homelessness, reduce housing instability, and support vulnerable residents in achieving long-term well-being.

## MA-45 Non-Housing Community Development Assets - 91.410, 91.210(f)

### Introduction

Glendale, Arizona, is the sixth-largest city in the state, with a population of approximately 253,855 as of July 1, 2023. ([US Census, 2023](#)) The city offers a blend of entertainment, shopping, and business community.

Glendale is home to major employers across various industries. In the defense sector, companies such as Lockheed Martin, Honeywell, and Magellan Aerospace have a significant presence. The city also hosts major employers like Red Bull, Ball Corporation, Bechtel, and Nestlé.

Healthcare is a significant sector in Glendale, with organizations such as Banner Health and Abrazo Health collectively employing thousands of professionals. Additionally, Luke Air Force Base is a major employer in the area, with approximately 5,100 civilian and military personnel. ([azcentral.com](#))

### Economic Development Market Analysis

#### Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	559		0.5		
Arts, Entertainment, Accommodations	10,214		8.7		
Construction	10,789		9.1		
Education and Health Care Services	25,747		21.8		
Finance, Insurance, and Real Estate	10,179		8.9		
Information	1,824		1.5		
Manufacturing	8,677		7.4		
Other Services	5,755		4.9		
Professional, Scientific, Management Services	13,013		11		
Public Administration	4,372		3.7		
Retail Trade	16,419		13.9		
Transportation and Warehousing	7,825		6.6		
Wholesale Trade	2,645		13.9		
<b>Total</b>	<b>118,018</b>		<b>100</b>		

**Table 6 - Business Activity**

**Data Source** U.S. Census Bureau. "Selected Economic Characteristics." 2022: ACS 5-Year

**Comments:** Estimates Data Profiles

#### Labor Force

Total Population in the Civilian Labor Force	123,570
Civilian Employed Population 16 years and over	116,455
Unemployment Rate	5.7%

Unemployment Rate for Ages 16-24	15.71
Unemployment Rate for Ages 25-65	3.5

**Table 7 - Labor Force**

**Data** U.S. Census Bureau. "Selected Economic Characteristics." 2023: ACS 5-Year Estimates  
**Source:** Data Profiles

Occupations by Sector	Number of People Median Income
Management, business and financial	24,495
Farming, fisheries and forestry occupations	6,105
Service	13,595
Sales and office	28,005
Construction, extraction, maintenance and repair	12,065
Production, transportation and material moving	8,740

**Table 8 – Occupations by Sector**

**Data** 2016-2020 ACS  
**Source:**

#### Travel Time

Travel Time	Number	Percentage
< 30 Minutes	57,610	54%
30-59 Minutes	40,168	37%
60 or More Minutes	9,623	9%
<b>Total</b>	<b>107,401</b>	<b>100%</b>

**Table 9 - Travel Time**

**Data** 2016-2020 ACS  
**Source:**

#### Education:

Educational Attainment by Employment Status (Population 16 and Older)

Educational Attainment	In Labor Force		Not in Labor Force
	Civilian Employed	Unemployed	
Less than high school graduate	12,705	775	7,140
High school graduate (includes equivalency)	25,500	1,645	9,950
Some college or Associate's degree	32,370	1,600	8,630
Bachelor's degree or higher	23,155	500	4,815

**Table 10 - Educational Attainment by Employment Status**

**Data** 2016-2020 ACS

**Source:**

**Educational Attainment by Age**

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Less than 9th grade	415	1,550	2,170	5,105	2,895
9th to 12th grade, no diploma	4,295	3,125	3,715	4,965	2,205
High school graduate, GED, or alternative	10,630	11,650	8,555	16,910	8,760
Some college, no degree	7,870	8,840	6,070	15,655	7,450
Associate's degree	1,730	4,105	2,250	6,040	2,165
Bachelor's degree	1,925	6,010	4,230	8,260	3,620
Graduate or professional degree	170	2,010	2,705	5,340	2,570

**Table 11 - Educational Attainment by Age**

**Data** 2016-2020 ACS

**Source:**

**Educational Attainment – Median Earnings in the Past 12 Months**

<b>Educational Attainment</b>	<b>Median Earnings in the Past 12 Months</b>
Less than high school graduate	54,514
High school graduate (includes equivalency)	65,965
Some college or Associate's degree	87,218
Bachelor's degree	106,639
Graduate or professional degree	131,165

**Table 12 – Median Earnings in the Past 12 Months**

**Data** 2016-2020 ACS

**Source:**

**Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?**

As indicated by the Business Activity table, Education and Health Care Services (25,747) Retail Trade (16,419) and Professional, Scientific, Management Services (13,013) comprise the largest business sectors within the city, nearly half of the City's workers.

**Describe the workforce and infrastructure needs of the business community:**

The Glendale business community requires a diverse range of workforce skills to adequately meet the needs of its growing workforce. The local Chamber of Commerce aims to identify and close the resource gaps by connecting people and companies to each other when a need arises by providing workforce training opportunities to its members. Opportunities exist to prepare current middle and high school students for the needs of future employers. Currently, several Glendale schools are identified for Targeted Support and improvement due to poor student performance and grades, including Glendale High School, Career Success High School, and Challenger Middle School. As STEM (Science-Technology-Engineering-Math) jobs are expected to increase by at least XX% in 20

**Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.**

Glendale supports businesses ranging from global manufacturers and Fortune 100 companies to local enterprises. Its strategic location offers access to a skilled workforce and has six post-secondary educational institutions. Recent and upcoming developments demonstrate the city's economic growth:

- Amazon Facility: The GEU2 facility spans 1.2 million square feet, employing over 300 individuals with plans to grow to 2,000 jobs at full capacity.
- Nestlé: The new 630,000-square-foot manufacturing plant produces creamers for brands like Coffee Mate and Starbucks. Staffing includes 250 employees currently, with a target of 400 at full capacity.
- Chicken N Pickle: A 68,000-square-foot venue in the Westgate Entertainment District, providing 132 jobs.
- Everhome Suites: A 122-room extended-stay hotel opened in September 2024 near Northern and the 101 Freeway.
- Thirsty Lion Gastropub: Opened in October 2024, this 14,000-square-foot location accommodates up to 515 guests across two floors, creating 100 jobs.
- Moxy Hotel: Construction begins Q4 on a 209-room hotel located at 95th and W Maryland Ave.
- Mario Andretti's Indoor Karting: Opening in Spring 2025, this 95,000-square-foot entertainment hub features a three-level go-kart track, arcade games, laser tag, and virtual reality attractions.
- VAI Resort: Opening in late 2025, the VAI resort is a luxury hotel development located on a 60-acre property near Cardinals Way and the 101 freeway, it will create 1,800 new jobs for Glendale.

**How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?**

The local Chamber of Commerce reports that no large companies in the Glendale-Phoenix area have suggested that the workforce doesn't have the skills they need, but the Chamber stays on top of specific skill needs for jobs, especially new jobs, jobs being created by existing businesses, or new skill needs for existing jobs.

**Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.**

The City's Chamber of Commerce partners with the local community college to provide advanced training or skills training for Chamber of Commerce members or their employees. The instructors are all business professionals who have significant experience. Of the 1,400 Chamber members, 85% have small businesses of fewer than 25 employees.

**Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)?**

No.

**If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.**

The City does not participate in a CEDS at this time. Glendale is beginning the extensive process of strategic planning at the broadest level, which will then lead to individually focused plans at the department level, such as Economic Development.

**Discussion**

At this time, a specific economic development initiative is not proposed to directly coordinate with the Consolidated Plan. However, through our Economic Development Department, we actively consider opportunities to support small businesses, workforce development, and job creation, which align with broader economic growth goals. The department works to attract and retain businesses, encourage investment in key sectors, and support entrepreneurs through various business assistance programs.

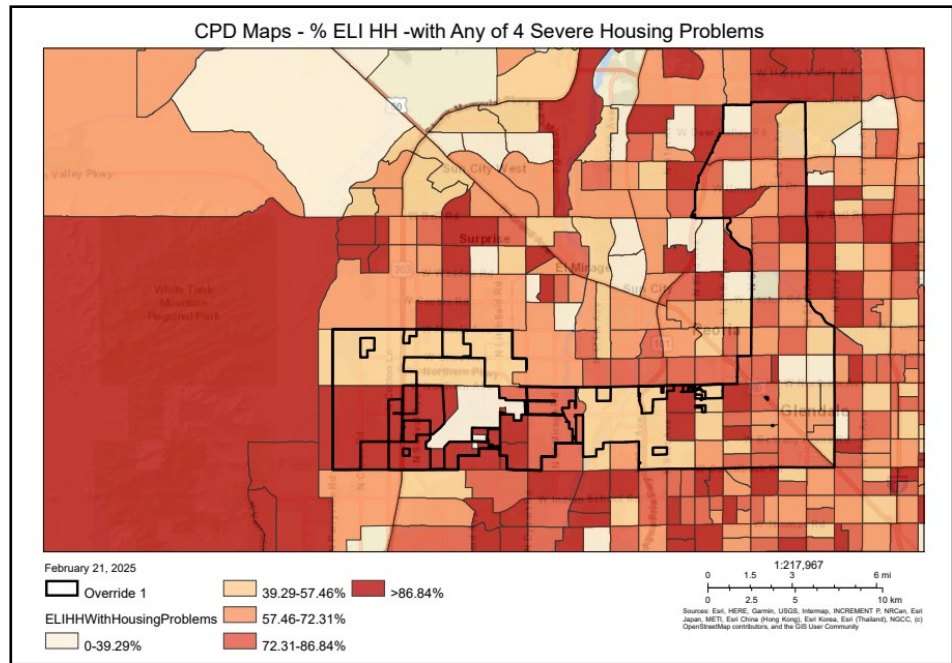
Additionally, Glendale's Economic Development Strategic Plan and regional partnerships with organizations such as the Greater Phoenix Economic Council (GPEC) and the Arizona Commerce Authority play a role in shaping local economic initiatives. These efforts focus on strengthening industries, enhancing job opportunities, and ensuring a sustainable economic environment that indirectly supports the housing and community development goals outlined in the Consolidated Plan. While there is no direct alignment between specific economic development initiatives and the Consolidated Plan at this time, the City continues to explore opportunities for collaboration that support both economic growth and housing stability.

## MA-50 Needs and Market Analysis Discussion

**Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")**

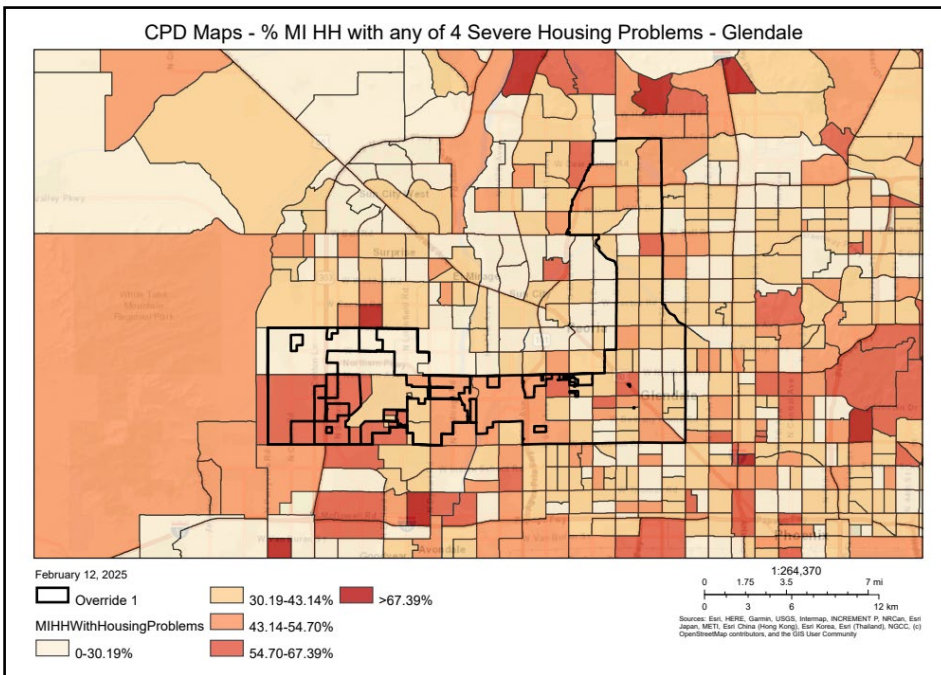
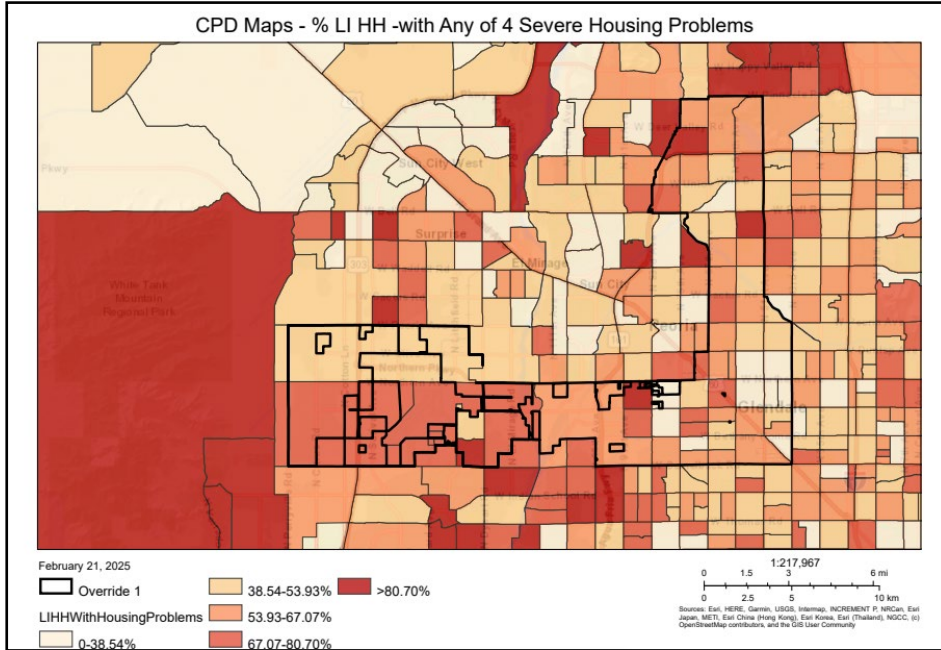
Our definition of concentration of multiple housing problems are areas in which the proportion of people in a particular area reporting multiple housing problems is over 54.70%. The attached CPD maps divides the City into quintiles based on the distribution of a particular data point; this analysis focuses on the top two quintiles for housing problems in order to illustrate a concentration.

According to CPD Maps, households with Extremely Low Incomes (ELI) experience at least one of four severe housing problems across the City. The highest concentrations of ELI households facing these issues (> 86.84% of households) are found in the Northeast, Central, and Southwest areas of the corporate city limits. While moderate-income households are generally less likely to face severe housing issues, the geographic patterns of these problems persist, with certain tracts emerging as 'hot spots' where severe housing problems present consistently. These tracts include:



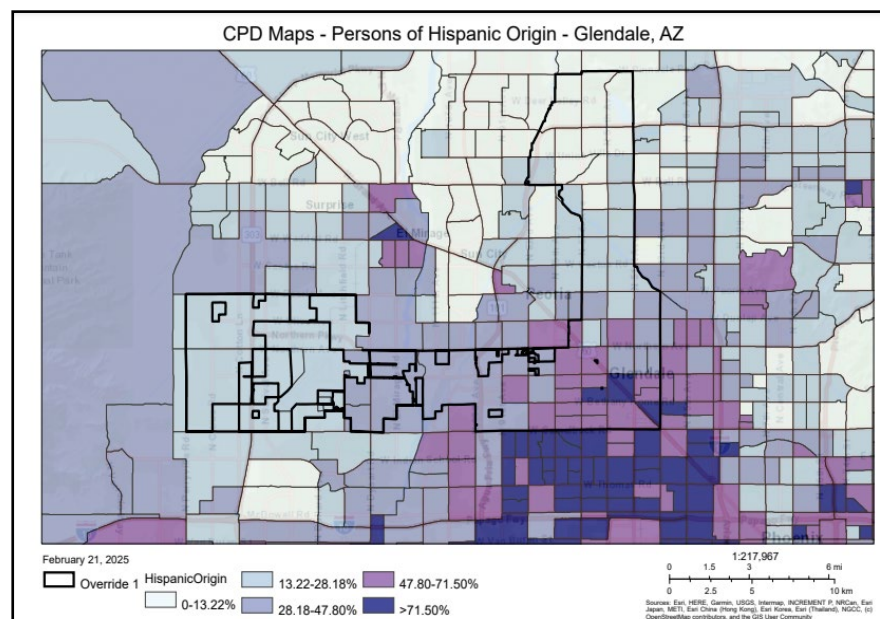
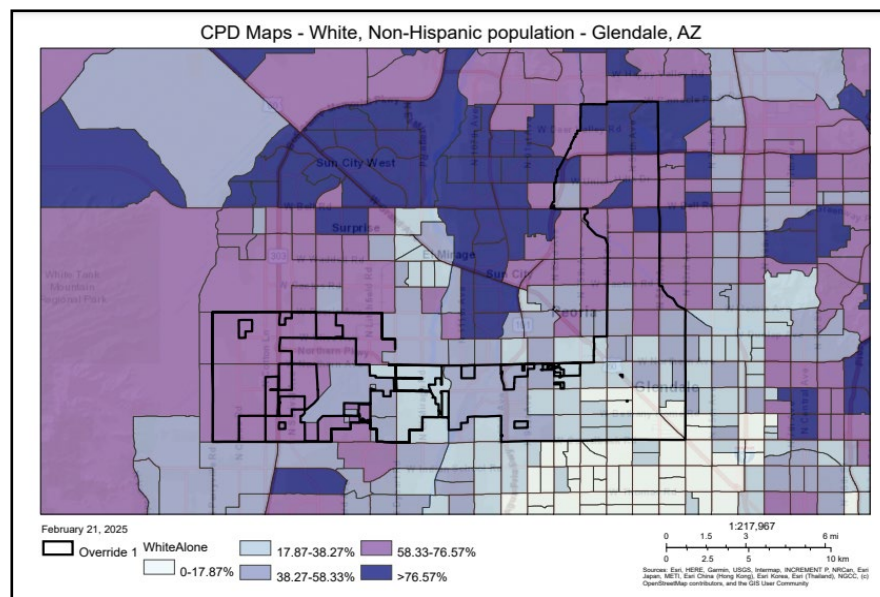
Region	Census Tract
Northeast	<ul style="list-style-type: none"> <li>1042.14</li> </ul>
Central	<ul style="list-style-type: none"> <li>926</li> <li>927.17</li> <li>927.21</li> </ul>
Southwest	<ul style="list-style-type: none"> <li>610.45</li> </ul>

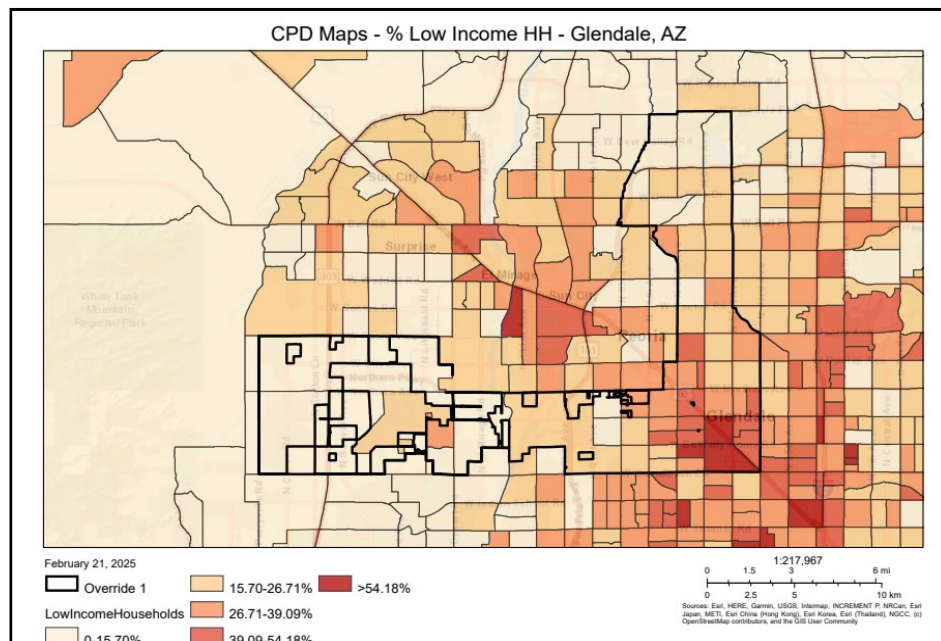
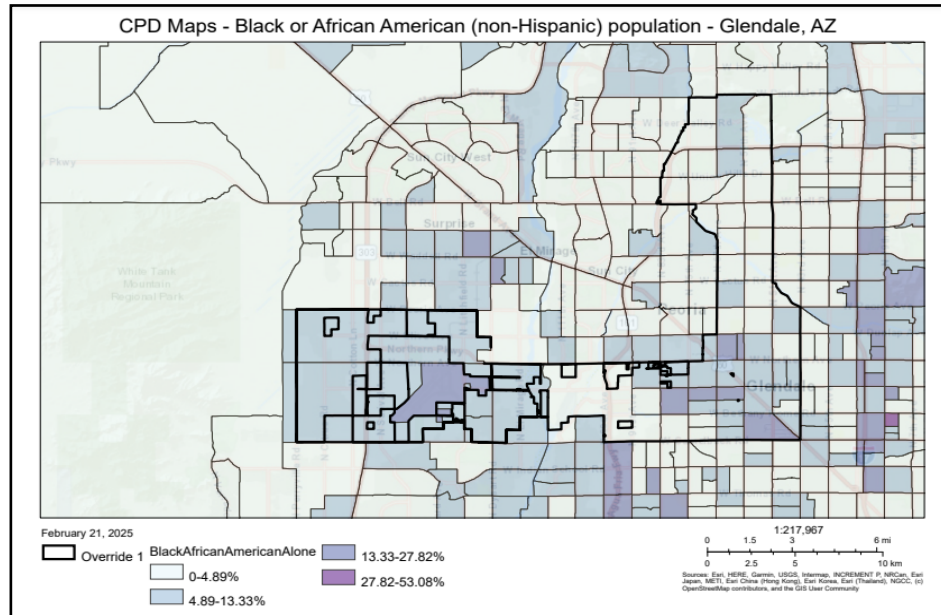




**Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")**

The City defines a concentration of racial or ethnic minorities as areas where the White, Non-Hispanic population is below 58.33%. Based on this definition, racial and ethnic minorities are primarily concentrated in the south-central and southwestern parts of the city, near AZ Loop 101, US 60 Grand Ave, and N 43rd Ave. In these areas, Black or African American residents comprise 13.33%–27.82% of the population, while Persons of Hispanic Origin make up 47.80%–71.50% or more. These regions also align with concentrations of low-income households, defined as areas where more than 39.09% of households have low incomes.





### **What are the characteristics of the market in these areas/neighborhoods?**

The 85301 zip-code in Glendale is characterized by its rich history and community-centric atmosphere. Many homes in this area were constructed between the 1940s and 1960s, and a significant number are still occupied by first- and second-generation owners who have aged in place. Due to financial constraints, some of these home-owners face challenges in maintaining or updating their residences, leading to visible signs of aging in the housing stock.

A notable feature of this area is the Catlin Court Historic District, established in 1914. This district has early to mid-20th-century bungalow and ranch-style houses, many of which have been thoughtfully converted into small retail businesses, creating a unique blend of residential charm and commercial activity.

The area also encompasses Downtown Glendale, which serves as a hub for local small businesses, specialty shops, restaurants, and residences. Key civic facilities, including City Hall and other municipal buildings are situated here along with a mixed-use parking structure that supports both commercial and public needs.

To enhance the vibrancy and functionality of Downtown Glendale, the city has initiated the Downtown Campus Reinvestment Project. This comprehensive renovation effort focuses on updating critical infrastructure such as City Hall and its parking garage, Council Chambers, the E. Lowell Rogers Amphitheater, and the adjacent Murphy Park. The project aims to revitalize these central facilities, ensuring they remain welcoming and efficient spaces for public engagement and community events.

These renovations are anticipated to have a positive impact on the surrounding areas by attracting more visitors, supporting local businesses, and fostering a renewed sense of community. The improvements are expected to stimulate economic growth, enhance the aesthetic appeal of the downtown area, and provide updated amenities that benefit both residents and visitors alike.

### **Are there any community assets in these areas/neighborhoods?**

Many neighborhoods are home to small, family-owned businesses that have been established for generations, creating a strong sense of community and local economic resilience. In the 85301 zip-code, residents benefit from two youth centers and an aquatic center, providing recreational and educational opportunities that contribute to community engagement and overall well-being. Additionally, the area features over a dozen districts and buildings listed on the National Register of Historic Places, highlighting its rich architectural, cultural, and economic history. The City's Preservation Plan ensures that these historic assets continue to be protected, allowing future generations to enjoy and appreciate Glendale's social, cultural, economic, and architectural heritage.

To improve connectivity and transportation, the area is served by the Glendale Urban Shuttle (GUS), which provides residents with an affordable and accessible transit option to navigate key destinations within the city. Additionally, as part of Glendale's 100+ mile Bikeways and Bicycle Program, several

streets in the area are equipped with bike lanes, enhancing alternative transportation options and promoting a more pedestrian-friendly urban environment.

A key enhancement to the area's economic vitality and streetscape appeal is the Café Lighting Project on Glendale Avenue. This project introduced decorative overhead lighting that enhances pedestrian safety, nighttime visibility, and the aesthetic appeal of Glendale's historic downtown corridor. By improving walkability and ambiance, the lighting project supports local businesses, encourages community events, and attracts visitors to the area, reinforcing Glendale's identity as a vibrant, welcoming destination for both residents and tourists.

Collectively, these characteristics make the area a unique blend of historic charm, community-driven commerce, and modern infrastructure improvements, ensuring that it remains an attractive place to live, work, and visit while supporting economic growth and cultural preservation.

### **Are there other strategic opportunities in any of these areas?**

The Glendale Centerline area, encompassing approximately three-square miles bounded by Maryland Avenue to Orangewood Avenue and 43rd to 67th Avenue, is a focal point for growth under the Envision Glendale 2040 Plan. This strategic plan aims to revitalize the downtown area by introducing additional civic and cultural venues, expanding retail and office spaces, enhancing transportation infrastructure, increasing hospitality activities, and promoting distinctive architecture that reflects Glendale's historical heritage. The Centerline Zoning Overlay also provides opportunities for higher density and administrative accommodations that facilitate high-quality development.

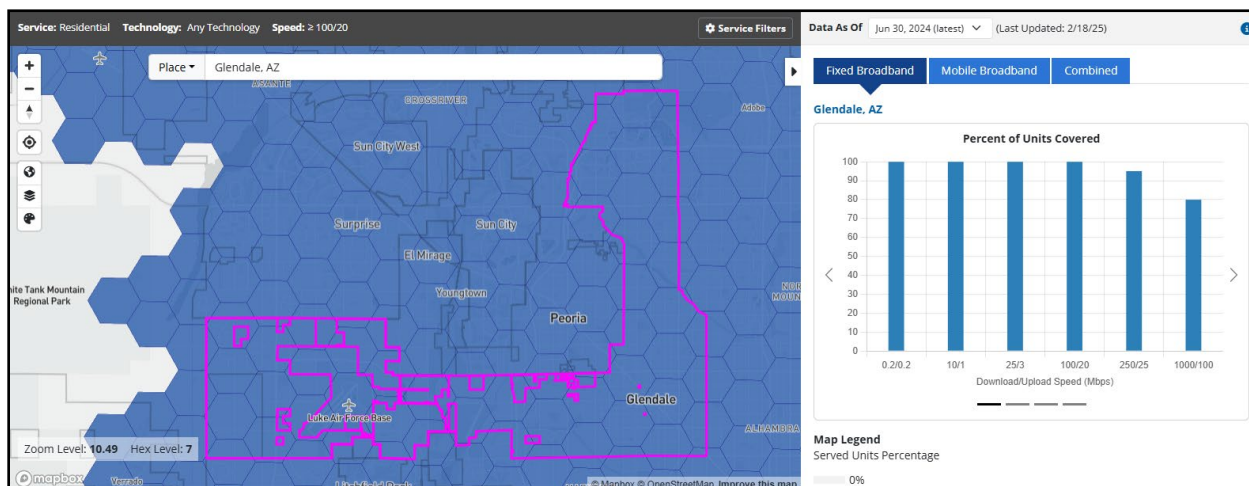
A significant development within this area is the Centerline on Glendale project, located at 6775 N. 67th Avenue. This multimillion-dollar initiative, developed by Gorman & Co., will add 368 mixed-income housing units, serving residents earning up to 80% of the area median income. The development includes one-, two-, and three-bedroom units, with rents ranging from \$497 to \$1,837 per month. Amenities feature on-site supportive services, a splash pad, dog park, business incubation space, fitness and recreation center, a 13-acre walking path, and electric vehicle charging stations. Additionally, an on-site commercial kitchen operated by Local First Arizona will support entrepreneurs running small food-based businesses in the West Valley.

Furthermore, the Envision Glendale 2040 Plan identifies Grand Avenue, a diagonal thoroughfare intersecting the 85301-zip code alongside active train tracks, as an area with untapped potential. Given its heavy utilization, strategic improvements along Grand Avenue could enhance connectivity, attract businesses, and further stimulate economic development in the surrounding neighborhoods.



## MA-60 Broadband Needs of Housing occupied by Low- and Moderate-Income Households - 91.210(a)(4), 91.310(a)(2)

According to the FCC, 100% of Glendale residents have access to Broadband Internet, with available download speeds ranging from 20-100 Mbps. For higher speeds ranging above 250 Mbps, there is about 95% availability city-wide; and for speeds above 1,000 Mbps it is 80% ([FCC, National Broadband Map](#)). According to a CNET article, “Around 94% of Glendale households have access to a wired or fixed wireless internet connection,” ([Anders, 2025](#)). Glendale’s average download speed is 218Mbps, which is 69th fastest compared to other major US cities ([Speedtest.net, Speedtest Global Index](#)).



### Describe the need for broadband wiring and connections for households, including low- and moderate-income households and neighborhoods.

While fixed broadband internet is fully accessible in Glendale, with 100% of residents having access to speeds ranging from 20 to 100 Mbps, access to fiber-optic internet remains limited, reaching only 9% of households. This limitation seems to impact low- and moderate-income (LMI) households, as they often have fewer service provider options and may be restricted to lower-speed DSL or cable connections, which can be less reliable and more expensive over time.

Fiber availability is highest south of W. Northern Avenue along N. Dysart Road, but many LMI neighborhoods still lack access to affordable, high-speed fiber connections, which are essential for remote work, online education, telehealth, and job searching ([Anders, 2025](#)). The need for expanded broadband wiring in underserved areas is critical to ensuring equitable access to high-speed internet, allowing all Glendale residents to fully participate in the digital economy.

Investments in fiber infrastructure and other broadband initiatives could help bridge this gap, ensuring that LMI households and historically underserved neighborhoods have access to high-quality, cost-effective internet to support economic mobility, education, and overall quality of life.

### Describe the need for increased competition by having more than one broadband Internet service provider serve the jurisdiction.

Although 10 leading providers offer fixed broadband services, many LMI neighborhoods are served by only one or two dominant ISPs, limiting competition that would otherwise drive affordable pricing, improved service quality, and higher speeds. Expanding fiber-optic infrastructure in these areas could reduce disparities in internet access, ensuring that more households have reliable and high-speed connections necessary for remote work, online education, telehealth services, and job searching—all of which are critical for economic mobility.

In the mobile broadband market, competition is stronger, with AT&T, Verizon, T-Mobile, and Dish Network providing widespread coverage. However, for LMI households, cost remains a major barrier to high-speed internet, particularly after the expiration of the Affordable Connectivity Program (ACP) in 2024, which previously provided subsidies for low-income families. Increasing competition among ISPs in Glendale, particularly in underserved neighborhoods, would help lower costs and improve service reliability, ensuring that LMI residents can fully participate in the digital economy.

## **MA-65 Hazard Mitigation - 91.210(a)(5), 91.310(a)(3)**

### **Describe the jurisdiction's increased natural hazard risks associated with climate change.**

Glendale is included within the [Maricopa County Multi-Jurisdictional Hazard Mitigation Plan](#), which was officially adopted on February 9, 2022 and the Federal Emergency Management Agency (FEMA) found the Plan to be in conformance with Title 44 Code of Federal Regulations Part 201.6 Local Mitigation Plans. FEMA's approval of the Plan is for a period of 5 years, with an effective date of May 11, 2022. The jurisdiction's natural hazard risks associated with climate change are as follows: flooding, dam failure, drought, heat & wildfire, groundwater depletion & land instability, severe weather risks. ([Maricopa County, Multi-Jurisdictional Hazard Mitigation Plan](#), 5.3 Hazard Risk Profiles, pp. 192-285)

### **Describe the vulnerability to these risks of housing occupied by low- and moderate-income households based on an analysis of data, findings, and methods.**

Housing occupied by low-moderate income persons are more likely to be affected by natural disasters and hazards due to the increased environmental, social and financial challenges experienced by these households. Generally, people of low incomes and less education are less prepared for disaster ([SAMHSA](#), 2017). They are also more likely to be at risk of damage or destruction to their homes due to living in houses that are lower quality in construction, are older homes or are mobile homes; which contrasts with communities living in newly-constructed units and better environments which serve as protective factors against risk ([SAMHSA](#), 2017; [Chen et al., 2021](#)). Vulnerability of low-income households persist across all types of natural disasters, including those that affect Arizonans. The impacts of rising temperatures and extreme weather are worsened by the built environment of low-income neighborhoods (i.e., largely concrete landscapes) that contribute to the urban heat island effect; and by limited access to services such as healthcare ([Tidal Basin](#), 2024). In a long-term study conducted in California from 2009-2019 found that hospitalizations for cardiorespiratory issues increased by 7% on days of extreme heat and toxic air from wildfires in zip codes where people were likelier to be poor ([Pineda](#), 2024). Finally, when low-income households are impacted by disaster, it can lead to significant economic consequences such as job loss and long-term financial hardship due to lags in recovery aid, which can take "...over two years to become available to eligible households," ([Martin et al.](#), 2023).



## Strategic Plan

### SP-05 Overview

#### Strategic Plan Overview

This Strategic Plan Overview highlights the elements of our Plan to provide decent, safe and affordable housing; shelter and services for homeless individuals and families; public services for vulnerable populations; and a suitable living environment and expanding economic opportunities principally for low- and moderate-income persons.

#### Geographic Priorities

The City in general does not allocate CDBG, ESG, and HOME funding by geographic priorities. The City provides services such as housing rehabilitation, new construction of homeownership units, public services, and homeless prevention on the basis of income eligibility. The City has identified several low- to moderate-income target areas where 51% or more of the population includes households with incomes below 80% of area median income, where public facilities and infrastructure improvement activities may be located. However, the City recognizes that LMI households exist across the City, and does not target its direct benefit activities (i.e. residential rehabilitation) to any particular area.

#### Priority Needs

The City identified housing and community development needs through the public participation and community input process, including 771 surveys; 10 public meetings, including the input of the City Council and the Community Development Advisory Committee; and 13 key stakeholder interviews. Additionally, other government planning documents; the City's competitive grant application process; and historical funding allocations helped determine the most urgent community priorities. The top priorities identified were affordable housing, housing and services for homeless people and those at-risk of homelessness; services for vulnerable groups, particularly for seniors, and advancing fair housing initiatives.

**Anticipated Resources:** The City of Glendale anticipates receiving the following FY 2025- 26 allocations: \$2,351,551.00 in CDBG funds and \$206,952 in ESG funds. The Maricopa County HOME Consortia is expected to allocate \$655,225 in HOME funding for FY2025-2026. Assuming the same allocation levels for the following four years of this period, the anticipated funding for those four years would be \$9,406,204 in CDBG funds; \$827,808 in ESG funds; and \$2,620,900 in HOME funds, although these levels are subject to change based on actual Federal appropriations. Additionally, it is estimated that the CDBG and HOME programs will provide up to \$50,000 in Program Income for each of the next five years.

**Institutional Delivery Structure:** Glendale's Finance and Compliance Division will serve as the entity responsible for managing the CDBG and ESG grants and HOME funding. One of the strengths of the

Division is its close working relationships with other agencies under the Community Services Department umbrella under which it serves. including the City's Public Housing Authority, Library, Community Programs and Community Action Programs. Additionally, the City now has seats on several subcommittees of the Maricopa Regional Continuum of Care, and participated in MAG's CoC grant rank and review in 2024.

The City and its public and private partners offer a rich variety of services within the community, particularly among homeless prevention services and public supportive services. The gaps in the City's institutional delivery system relate to a shortage of funding relative to community need, as well as an opportunity to strengthen partnerships among agencies serving low- and moderate-income people, including homeless people. The shortage of funding negatively affects City agencies as well as nonprofits serving these populations.

Goals: Based on the expressed needs and priorities of community stakeholders, funding priorities, and available funding, including the use of administrative income, have identified for the City's Strategic the following goals

1. Increase Access to Decent Affordable Housing
2. Increased Access to Homeless Services
3. Increase Access to Public Services for Vulnerable Populations
4. Affirmatively Further Fair Housing Regulations

SP-10 Geographic Priorities - 91.415, 91.215(a)(1)

Geographic Area

Table 13 - Geographic Priority Areas

1	<b>Area Name:</b>	CDBG Target Areas -85301 and 85302
	<b>Area Type:</b>	Local Target area
	<b>Other Target Area Description:</b>	
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	
	<b>Revital Type:</b>	Comprehensive
	<b>Other Revital Description:</b>	
	<b>Identify the neighborhood boundaries for this target area.</b>	85301 is located in the City's southeast corner and is generally bounded by Northern Ave. on the north, Camelback Rd. on the south, 43rd Ave. on the east and 67th Ave. on the west. 85302 is located to the north of 85301 and is generally bounded by Peoria Ave. on the north, Northern Ave. on the south.
	<b>Include specific housing and commercial characteristics of this target area.</b>	
	<b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b>	The process provided direct input from residents, community organizations, and stakeholders, highlighting the areas housing challenges, infrastructure needs, and economic disparities.
	<b>Identify the needs in this target area.</b>	
	<b>What are the opportunities for improvement in this target area?</b>	
2	<b>Area Name:</b>	Citywide
	<b>Area Type:</b>	Local Target area
	<b>Other Target Area Description:</b>	
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	
	<b>Revital Type:</b>	Comprehensive
	<b>Are there barriers to improvement in this target area?</b>	

<b>Other Revital Description:</b>	
<b>Identify the neighborhood boundaries for this target area.</b>	
<b>Include specific housing and commercial characteristics of this target area.</b>	
<b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b>	The process provided direct input from residents, community organizations, and stakeholders, highlighting the areas housing challenges, infrastructure needs, and economic disparities.
<b>Identify the needs in this target area.</b>	
<b>What are the opportunities for improvement in this target area?</b>	
<b>Are there barriers to improvement in this target area?</b>	

### General Allocation Priorities

Describe the basis for allocating investments geographically within the state

The City of Glendale has identified low-to-moderate-income (LMI) target areas where more than 51% of households earn at or below 80% of the Area Median Income (AMI), as determined and adjusted annually by HUD. However, rather than limiting assistance to these designated areas, the City primarily allocates resources based on the income of beneficiaries.

Census tracts with a higher concentration of LMI households include 924, 925, 926, 926.01, 926.02, 926.05, 927.15, 927.17, 927.18, 928, 930.01, and 930.02. In accordance with CDBG, ESG, and HOME program regulations, funding is directed citywide to support public service activities, affordable housing, and emergency home repair programs. As a result, CDBG and ESG public service funds are distributed throughout Glendale, ensuring assistance reaches residents based on need rather than geographic location.

**SP-25 Priority Needs - 91.415, 91.215(a)(2)****Priority Needs**

<b>Priority Need Name:</b>	Affordable Housing
<b>Priority Level:</b>	High
<b>Population</b>	<ul style="list-style-type: none"><li>• LMI individuals and families</li><li>• Homeless individuals</li><li>• Individuals</li><li>• Families with Children</li><li>• Children</li><li>• Children aging out of foster care</li><li>• Seniors</li><li>• Veterans</li><li>• Survivors of domestic violence</li><li>• People with disabilities</li><li>• People with alcohol or drug addiction</li><li>• People with mental illness</li><li>• People with HIV/AIDS</li><li>• Public Housing Residents</li></ul>
<b>Geographic Areas Affected</b>	Citywide
<b>Associated Goals</b>	<ul style="list-style-type: none"><li>• Increase Access to Affordable Housing</li><li>• CDBG and ESG Program Administration</li></ul>
<b>Description</b>	Glendale will promote and increase access to affordable quality housing throughout the City through a variety of activities that may include; construction, rehabilitation and replacement of owner and renter housing, homeownership assistance, and/or rental assistance that helps low- and moderate-income families obtain or maintain housing.
<b>Basis for Relative Priority</b>	Surveys, interviews, and public meeting feedback addressed five priority needs, including Affordable Housing. The City's median household income is \$70,600. Per ACS data, more than 45% of renters allocate at least one-third of their income to housing costs, while 25% spend more than half, making them cost-burdened households. The median gross rent in the city is \$1,397 while the median home sales price as of June 2024 was \$446,730. The shortage of affordable housing for low- and moderate-income households is particularly acute in the 85301 and 85302 zip codes.

<b>Priority Need Name:</b>	Housing and Services for Homeless/At-Risk
<b>Priority Level:</b>	High
<b>Population</b>	<ul style="list-style-type: none"> <li>• LMI individuals and families</li> <li>• Homeless individuals</li> <li>• Individuals</li> <li>• Families with Children</li> <li>• Children</li> <li>• Children aging out of foster care</li> <li>• Seniors</li> <li>• Veterans</li> <li>• Survivors of domestic violence</li> <li>• People with disabilities</li> <li>• People with alcohol or drug addiction</li> <li>• People with mental illness</li> <li>• People with HIV/AIDS</li> </ul>
<b>Geographic Areas Affected</b>	Citywide
<b>Associated Goals</b>	Increase Access to Homeless Services CDBG and ESG Program Administration
<b>Description</b>	Recognizing that an individual or family's homelessness may be chronic, episodic, or situational in nature, the City of Glendale has developed a strategic approach to support the specific needs of the homeless population through the Glendale Homeless Solutions Alliance. Working with the Maricopa Association of Governments Continuum of Care programs and local and County nonprofits, the City of Glendale seeks to provide housing and human service assistance and referrals to homeless people and those at-risk of homelessness
<b>Basis for Relative Priority</b>	Homelessness trends continue to show signs of an increase. After reaching its highest peak of 406 in 2022, unsheltered homelessness levels reflected in the PIT Count dropped to 170 in 2023, similar to pre-pandemic levels. However, in 2024 homelessness increased once again by 24% to 211 individuals. The location and concentration of homeless individuals has remained largely consistent over time, with the majority of unsheltered persons residing in zip codes 85301 and 85302.

<b>Priority Need Name:</b>	Increase Access to Public Services for Vulnerable Populations
<b>Priority Level:</b>	High

<b>Population</b>	<ul style="list-style-type: none"> <li>• Homeless individuals</li> <li>• Families with Children</li> <li>• Children</li> <li>• Children aging out of foster care</li> <li>• Seniors</li> <li>• Veterans</li> <li>• Survivors of domestic violence</li> <li>• People with disabilities</li> <li>• People with alcohol or drug addiction</li> <li>• People with mental illness</li> <li>• People with HIV/AIDS</li> </ul>
<b>Geographic Areas Affected</b>	<p>Citywide</p> <p>CDBG Target Areas –85301 and 85302</p>
<b>Associated Goals</b>	<p>Increase Access to Public Services for Vulnerable Populations</p> <p>CDBG and ESG Program Administration</p>
<b>Description</b>	<p>Through the funding of nonprofit agencies with Public Service funds, the City will provide additional services to support low- and moderate-income people, particularly food assistance and senior and youth services. Other vulnerable groups may include those with disabilities, survivors of domestic violence, children in or aged out of foster care, those suffering from addiction or mental health diseases and possibly others</p>
<b>Basis for Relative Priority</b>	<p>Glendale residents and stakeholders identified heat relief during summer months as the most urgent need, followed by transportation, healthcare, and childcare services. Fair housing initiatives, food and clothing assistance, and financial literacy programs also received strong community support. These priorities emerged from the Glendale Resident Community Survey, stakeholder interviews, and public meetings, reinforcing the need for continued investment in public services.</p>

<b>Priority Need Name:</b>	Fair Housing
<b>Priority Level:</b>	High

<b>Population</b>	<ul style="list-style-type: none"> <li>• Homeless individuals</li> <li>• Families with Children</li> <li>• Children</li> <li>• Children aging out of foster care</li> <li>• Seniors</li> <li>• Veterans</li> <li>• Survivors of domestic violence</li> <li>• People with disabilities</li> <li>• People with alcohol or drug addiction</li> <li>• People with mental illness</li> <li>• People with HIV/AIDS</li> </ul>
<b>Geographic Areas Affected</b>	Citywide
<b>Associated Goals</b>	Increase Access to Affordable Housing Advance Fair Housing Initiatives CDBG and ESG Program Administration
<b>Description</b>	The City recognizes the importance of complying with all regulations to further fair housing initiatives and support for all residents of the City of Glendale. Ensuring that classes protected under the Fair Housing Act have equal access to housing is a high priority for the City.
<b>Basis for Relative Priority</b>	Compliance with federal regulations for fair housing is an important foundation for supporting all residents of Glendale. Per <i>42 U.S.C. §§ 3601-19, the Fair Housing Act</i> , all Federal programs relating to housing and urban development be administered in a manner that affirmatively furthers fair housing.

**Table 14 – Priority Needs Summary**

### **Narrative (Optional)**

The City of Glendale’s comprehensive public citizen participation process, research, and analysis identified four key priorities for the community that are the basis of the City’s 2025-29 Consolidated Plan goals. With a strong network of governmental and nonprofit partners, the City is committed to addressing these needs while maximizing available resources. Through these efforts, Glendale aims to create meaningful changes and enhance the quality of life for all residents.

### **SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)**

#### **Introduction**

In all, the City has received \$2,351,551 in CDBG funding; \$217,342 in ESG funding; and \$655,225 in HOME funding.

#### **Anticipated Resources**



Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan: \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	Public-Federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	2,351,551	50,000	0	2,401,551	9,606,204	Estimates assume first-year funding remains constant for all four subsequent years.
ESG	Public-Federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing Outreach Eviction Prevention	206,952	0	0	206,952	827,808	Estimates assume first-year funding remains constant for all four subsequent years.

HOME	Public-Federal	Affordable Housing – acquisition; construction and/or rehabilitation of affordable renter or owner-occupied single or multifamily housing; Tenant Based Rental Assistance; First Time Homebuyer Assistance	655,225	50,000	0	705,225	2,820,900	Estimates assume first-year funding remains constant for all four subsequent years.
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**Table 15 – Anticipated Resources**

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

Over the five-year Consolidated Plan period, the City of Glendale will continue to fund local nonprofits that leverage additional financial resources to expand services for residents. This approach has proven effective, with funded nonprofits leveraging significant investments that maximize community impact. Additionally, the City and its subrecipients will provide the required matching funds for HOME and ESG programs, ensuring that federal investments are amplified to support affordable housing, homelessness prevention, and essential community services. By strategically leveraging these resources, Glendale will enhance long-term sustainability and maximize the impact of its HUD programs.

**If appropriate, describe publicly owned land or property located within the state that may be used to address the needs identified in the plan**

Undeveloped City-owned land is scarce, but the City will consider the potential use of publicly owned land in the future.

**Discussion**

The City will utilize \$9,606,204 in CDBG funding; \$827,808 in ESG funding; and \$2,820,900 in HOME funding and program income, over the next five years.

**SP-40 Institutional Delivery Structure - 91.415, 91.215(k)**

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
Community Action Program	Government	Homelessness Ownership Rental	Jurisdiction
City of Glendale Community Housing	Government	Homelessness Public Housing Rental Neighborhood Improvements Public Facilities Public Services	Jurisdiction
City of Glendale Finance and Compliance Division	Government	Economic Development Homelessness Non-homeless special needs Ownership Planning Neighborhood Improvements Public Facilities Public Services	Jurisdiction

**Table 15 - Institutional Delivery Structure**

**Assessment of Strengths and Gaps in the Institutional Delivery System**

The City of Glendale's Finance and Compliance Division is responsible for managing CDBG, ESG, and HOME funding, ensuring compliance and effective program implementation. A key strength of the Division is its strong collaboration with internal City departments and external partners, creating a coordinated and efficient service delivery system for residents. Recognizing the overlap in client needs, the Division works closely with the City's Public Housing Authority, Library, and Community Action Programs to ensure residents are referred to appropriate services.

The City also maintains strong partnerships with nonprofit organizations to expand service capacity and effectively allocate resources. These partnerships allow for the rapid deployment of funds to meet critical needs such as homelessness prevention, rapid rehousing, and supportive services. Additionally, Glendale plays an active role in regional collaboration, holding seats on several subcommittees of the Maricopa Regional Continuum of Care to align strategies and strengthen efforts addressing homelessness and public service needs.

While Glendale and its partners offer a wide range of services, the City continues to face gaps in funding relative to community needs, impacting both City agencies and nonprofits serving low- and moderate-income residents. Additionally, there remains an opportunity to further strengthen partnerships and coordination among agencies to enhance service delivery, particularly for underserved populations, including individuals with HIV/AIDS. Addressing these challenges will require leveraging additional resources, expanding partnerships, and continuing to align local and regional strategies to maximize impact.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy	X	X	X
Legal Assistance	X	X	
Mortgage Assistance	X	X	
Rental Assistance	X	X	
Utilities Assistance	X	X	
<b>Street Outreach Services</b>			
Law Enforcement	X	X	
Mobile Clinics		X	X
Other Street Outreach Services	X	X	
<b>Supportive Services</b>			
Alcohol & Drug Abuse	X	X	
Child Care	X		
Education	X	X	
Employment and Employment Training	X	X	X
Healthcare	X	X	X
HIV/AIDS	X	X	X
Life Skills	X	X	X
Mental Health Counseling	X	X	
Transportation	X	X	
<b>Other</b>			
Other	X	X	X

Table 16 - Homeless Prevention Services Summary

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**

The City of Glendale employs a coordinated service delivery system to support homeless individuals and families, including those who are chronically homeless, families with children, veterans, and survivors of domestic violence. Through ESG, HOME, and leveraged funding sources, the City collaborates with nonprofits, regional partners, and service providers to ensure access to housing assistance, supportive services, and long-term stability resources.

ESG funds support Rapid Rehousing (RRH) and Emergency Voucher (EV) programs, providing rental assistance, case management, and shelter operations for at-risk populations. The Tenant-Based Rental Assistance (TBRA) program, funded through HOME, offers up to 24 months of rental support in partnership with A New Leaf, helping individuals transition to permanent housing. Glendale has also prioritized veterans by investing in the Veterans Community Project and providing city-owned land at a reduced sales price to expand affordable transitional housing options for homeless veterans.

The City maintains active participation in the Maricopa Regional Continuum of Care (CoC) and its Pathways Home Initiative, ensuring alignment with countywide homelessness strategies and partnerships with shelters and housing providers.

**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above**

The City of Glendale's service delivery system for special needs populations and individuals experiencing homelessness is strengthened by collaborative partnerships, targeted funding allocations, and a coordinated regional approach. The City works closely with local nonprofits, housing providers, and the Maricopa Regional Continuum of Care (CoC) to expand services, including Rapid Rehousing (RRH), Tenant-Based Rental Assistance (TBRA), and emergency shelter programs. Investments such as the Veterans Community Project and LIHTC developments further enhance affordable housing opportunities for vulnerable populations.

However, gaps remain due to high demand and limited funding, particularly in permanent supportive housing and specialized services for individuals with disabilities, HIV/AIDS, and the chronically homeless. Expanding affordable housing options, supportive services, and regional collaboration will be critical to addressing these service gaps and enhancing long-term stability for Glendale's most vulnerable residents.

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

The City of Glendale recognizes that a coordinated local and regional response enhances support for homeless and low-income populations. To maximize impact, the Finance and Compliance Division will explore opportunities to strengthen partnerships across City departments, particularly within Community Services, as well as with nonprofit organizations, public entities, and regional agencies at the City, County, and State levels.

The City may also identify ways to support training efforts for staff and service providers in areas such as affordable housing, fair housing, economic development, and community development to improve service delivery. Additionally, Glendale will continue to engage with regional collaborations, including the Maricopa Regional Continuum of Care (CoC), to align strategies and resources that address homelessness and housing needs



**SP-45 Goals - 91.415, 91.215(a)(4) Goals Summary Information**

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Increase Access to Affordable Housing	2025	2029	Affordable Housing Public Housing	Citywide CDBG Target Areas -85301 and 85302	Affordable Housing Fair Housing	CDBG: \$2,351,551	Homeowner Housing Added: 10 Household Housing Unit  Homeowner/ Rental Housing Rehabilitated: 300 Household Housing Unit  Tenant-based rental assistance / Rapid Rehousing: 75 Households Assisted
2	Increase Access to Homeless Services	2025	2029	Homeless	Citywide	Housing & Services for Homeless/At-Risk People	CDBG: \$920,348 ESG: \$178,280	Homeless Persons Overnight Shelter: 213 Persons Assisted  Homelessness Prevention: 375 Persons Assisted  Jobs created/retained: 250 Jobs  Other: 50 Other
3	Increase Access to Public Services for Vulnerable Populations	2025	2029	Non-Homeless Special Needs	Citywide	Services & Facilities for Vulnerable Groups	CDBG: \$538,374	Public service activities other than Low/Moderate Income Housing Benefit: 1560 Persons Assisted
4	Advance Fair Housing Initiatives	2025	2029	Fair Housing	Citywide	Fair Housing	CDBG: \$5,000	Public service activities other than Low/Moderate Income Housing Benefit: 150 Persons Assisted

5	CDBG and ESG Program Administration	2025	2029	Program Administratio n	Citywide	Affordable Housing Housing & Services for Homeless/At- Risk People Services & Facilities for Vulnerable Groups Employment, Job Training, Financial Literacy Improved Neighborhood Facilities Fair Housing	CDBG: \$495,469 ESG: \$16,300	Other: 1000 Other
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**Table 18 – Goals Summary**

## Goal Descriptions

#	Goal Name	Goal Description
1	<b>Increase Access to Affordable Housing</b>	Glendale will work to promote access to decent, affordable quality housing throughout the City through a variety of activities that may include: construction, rehabilitation and/or replacement of owner and renter housing, homeownership assistance, or rental assistance that helps low- and moderate-income families obtain or maintain housing. CDBG National Objective(s): BENEFIT TO LMI PERSONS/HOUSEHOLDS; SLUM/BLIGHT
2	<b>Increase Access to Homeless Services</b>	Through its ongoing Strategic Planning process with the MAG Continuum of Care, the City will identify ways to partner with government and nonprofit providers to offer additional emergency shelter, transitional shelter, permanent supportive housing, and necessary services to mitigate crisis situations and promote self-sufficiency to homeless people and those at risk of homelessness. CDBG National Objective(s): BENEFIT TO LMI PERSONS/HOUSEHOLDS
3	<b>Increase Access to Public Services for Vulnerable Populations</b>	Through our funding of nonprofit agencies, the City will provide additional services to support low- and moderate-income people, including food assistance and senior and youth services. CDBG National Objective(s): BENEFIT TO LMI PERSONS/HOUSEHOLDS
4	<b>Advance Fair Housing Initiatives</b>	Per 42 U.S.C. §§ 3601-19, the Fair Housing Act, all Federal programs relating to housing and urban development be administered in a manner that affirmatively furthers fair housing. CDBG National Objective(s): BENEFIT TO LMI PERSONS/HOUSEHOLDS
5	<b>CDBG and ESG Program Administration</b>	Per 24 CFR 570.206(a)(1), the City will fund Program Administrative Costs. ELIGIBLE ACTIVITY: Program Administration Costs; Planning and Capacity-Building

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**

The City of Glendale estimates that the TBRA program will provide affordable housing to approximately 75 low- to moderate-income households over the five-year Consolidated Plan period, based on available HOME funding and program capacity.

## **SP-60 Homelessness Strategy - 91.415, 91.215(d)**

Describe how the jurisdiction's strategic plan goals contribute to:

### **Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs.**

The City currently operates a street outreach program called Glendale Works, in partnership with the Phoenix Rescue Mission. This program follows a progressive engagement model, initially connecting individuals experiencing homelessness through day labor employment at a minimum wage rate. Participants gain access to work opportunities such as landscaping, community beautification projects, and other public works assignments, allowing them to earn wages while receiving case management services.

To encourage sustained engagement, continued work eligibility is contingent upon participation in case management services, which provide support in addressing barriers to housing and employment. This approach incentivizes individuals to remain engaged in services, helping them work toward financial stability and self-sufficiency.

Glendale Works is funded through a hybrid model utilizing both federal and general funds, ensuring the program remains sustainable while maximizing available resources. Through this initiative, the City aims to create meaningful pathways out of homelessness by combining immediate income opportunities with long-term support.

### **Addressing the emergency and transitional housing needs of homeless persons**

The City of Glendale recognizes the critical need for emergency and transitional housing for individuals and families experiencing homelessness. While the City does not currently operate a shelter program due to past challenges with provider compliance, we remain committed to ensuring that those in need have access to safe and stable housing options.

To support individuals seeking shelter, the City actively coordinates with the Coordinated Entry System and partners with Central Arizona Shelter Services (CASS), which operates family and individual shelters throughout the region. Although CASS does not currently have a shelter location in Glendale, its network of facilities provides vital resources and housing solutions for those experiencing homelessness in our community.

Further, the City has entered into an agreement with the Maricopa County Human Services Department to develop a 50-unit transitional housing project for homeless veterans. This project, which broke ground in February 2025, is anticipated to be completed by 2027, providing a critical housing resource for those who have served our country.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.**

The City is committed to helping individuals and families transition from homelessness to permanent housing and independent living by supporting programs that provide both immediate shelter and long-term stability. Through HOME-ARP funding, the City supports Maggie's Place, which offers case management and shelter for homeless pregnant women, ensuring they receive the resources necessary for a stable future. Additionally, the City funds A New Leaf through CDBG and HOME, providing tenant-based rental assistance to homeless families, children, and victims of domestic violence, helping them secure safe, stable housing.

Recognizing the importance of youth-specific interventions, Glendale also supports case management services through Homeless Youth Connection through HOME-ARP, which helps homeless youth overcome barriers to completing high school and graduating, significantly improving their long-term success and preventing future cycles of homelessness.

By wrapping these vulnerable populations in supportive services and long-term housing solutions, the City helps individuals and families heal, accumulate savings, and achieve lasting stability, ultimately improving their long-term outcomes and reducing the likelihood of returning to homelessness.

**Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs.**

The City is dedicated to preventing homelessness among low-income individuals and families, particularly those at imminent risk due to financial instability or discharge from publicly funded institutions. Through the Community Action Program (CAP), the City operates eviction prevention and rapid rehousing programs, providing direct financial assistance to cover rental arrears and stabilize individuals and families in their existing homes.

To further support housing stability, the City partners with the Department of Economic Security (DES) to administer the Low-Income Home Energy Assistance Program (LIHEAP), helping households afford essential utility costs and prevent service disconnections that could lead to homelessness.

Additionally, CAP offers the THRIVE program, an intensive coaching case management model that creates individualized plans to address housing needs, financial literacy, and long-term goals, such as educational attainment. By providing targeted support and resources, THRIVE helps individuals and families achieve self-sufficiency and reduce the risk of future homelessness.

Through these strategic programs, the City ensures that vulnerable populations receive the financial support, case management, and resources needed to maintain stable housing, avoid homelessness, and build a more secure future.



**SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)****Actions to address LBP hazards and increase access to housing without LBP hazards**

The City will mitigate lead-based paint (LBP) hazards through its Eviction Prevention, Rapid Rehousing, and Emergency Home Repair Programs. In accordance with 24 CFR Part 35, lead-based paint must be controlled before the rehabilitation, sale, or lease of housing units. To comply with these regulations, the City conducts the required LBP assessments based on the level of federal funding invested in rehabilitating units built before 1978. Additionally, the City performs Housing Quality Standards (HQS) inspections—which include an inspection of paint in the unit —before placing clients in a rental unit.

**How are the actions listed above integrated into housing policies and procedures?**

Based on the results of Lead-Based Paint (LBP) Risk Assessments, the City addresses identified hazards using interim controls or abatement practices. All construction activities adhere to Safe Work Practices to prevent contamination. Additionally, if a prospective unit for an Eviction Prevention or Rapid Rehousing program participant fails the LBP inspection, case managers assist the participant in securing housing in a compliant unit and/or complex.

## **SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)**

### **Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

Reducing poverty requires a comprehensive approach that addresses housing affordability, economic opportunities, and workforce development. In addition to expanding access to safe and affordable housing, the City of Glendale has actively worked to attract new industries and employers, creating hundreds of new jobs and expanding opportunities for residents. These efforts provide a strong foundation for job training programs and workforce development initiatives, helping low-income families secure stable employment and achieve financial independence.

### **How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan**

Reducing poverty requires a comprehensive approach that addresses housing affordability, economic opportunities, and workforce development. In addition to expanding access to safe and affordable housing, the City of Glendale will continue to support job training and economic initiatives that promote financial stability for low-income households. The City has prioritized economic development efforts, including the annexation of the 303 Loop area, which is expected to bring hundreds of new jobs over the next decade. This growth presents a significant opportunity to train and connect residents to higher-paying jobs, reducing reliance on public assistance and improving overall economic mobility.

### **Coordination of Poverty-Reduction Goals with the Affordable Housing Plan**

Glendale will continue to coordinate affordable housing efforts with social and human service agencies to provide a holistic approach to poverty reduction. The City, in partnership with nonprofit organizations, will offer employment referrals, job training, and service navigation to help low-income and homeless individuals achieve self-sufficiency. Additional supportive services, such as financial literacy and debt management training, will further equip residents with the tools needed for long-term financial stability. The City remains committed to aligning affordable housing efforts with workforce development and supportive services to create sustainable pathways out of poverty for its residents.

## **SP-80 Monitoring - 91.230**

**Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements.**

The City maintains agreements with partner agencies and internal departments that include provisions for monitoring, requiring monthly or quarterly reports on activities, accomplishments, and expenditures. To ensure compliance and accountability, the City conducts on-site or desk reviews before annual funds are fully expended.

A risk-based approach guides the City's monitoring of subrecipients, considering factors such as grant management experience, staff tenure, award size, and other key indicators of organizational capacity. Additionally, the City provides technical assistance, as needed, to help agencies maintain compliance with relevant, federal funding requirements.

Subrecipient monitoring evaluates various aspects of program operations, including but not limited to: Financial management systems, Adherence to Fair Housing, Equal Employment Opportunity (EEO), and Nondiscrimination Policies, Procurement Standards (including minority business outreach), Beneficiary Eligibility, and general compliance with contractual obligations.

The City is currently implementing a web-hosted technology upgrade that will consolidate planning, service delivery, financial management, reporting, and records retention for all HUD CPD programs as well as other non-federal programs operated by the Community Services Department. Once fully implemented, this system will significantly streamline these processes and save considerable administrative time.

The City's comprehensive planning process is self-monitored and aligns with our Citizen Participation Plan and the requirements of 24 CFR 91. This includes conducting the necessary public hearings, maintaining appropriate comment periods, and implementing strategies to maximize engagement from a diverse range of stakeholders, including low- and moderate-income residents, business owners, nonprofit partners, elected officials, and others.

## **Expected Resources**

### **AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)**

#### **Introduction**

In all, the City has received \$2,351,551 in CDBG funding; \$217,342 in ESG funding; and \$655,225 in HOME funding.

#### **Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1			Expected Amount Available Remainder of ConPlan: \$		Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	Public-Federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	2,351,551	50,000	0	2,401,551	9,606,204	Estimates assume first-year funding remains constant for all four subsequent years.
ESG	Public-Federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing Outreach Eviction Prevention	206,952	0	0	206,952	827,808	Estimates assume first-year funding remains constant for all four subsequent years.

HOME	Public-Federal	Affordable Housing – acquisition; construction and/or rehabilitation of affordable renter or owner-occupied single or multifamily housing; Tenant Based Rental Assistance; First Time Homebuyer Assistance	655,225	50,000	0	705,225	2,820,900	Estimates assume first-year funding remains constant for all four subsequent years.
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**Table 19 – Expected Resources – Priority Table**

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

The City of Glendale's service delivery strategy prioritizes funding for local nonprofits that leverage additional resources to maximize services for residents. The City and its subrecipients provide matching HOME and ESG funding, ensuring that federal dollars are used strategically to attract local, state, and federal financial resources that enhance the impact of Glendale's HUD programs. HUD encourages funding recipients to demonstrate leveraged financial commitments, as combining multiple funding sources increases project efficiency, expands project scopes, and enhances overall effectiveness.

In FY 2025-26, the City of Glendale will allocate HOME funds from the Maricopa HOME Consortium to continue the Tenant-Based Rental Assistance Program operated by A New Leaf. The 25% required HOME match for FY 2025-26 will be covered by prior-year HOME match carryover. Additionally, some planning and administrative costs related to managing federal grants, such as staffing and training expenses, will be funded through the City's General Fund.

The City will allocate its full FY 2025-26 ESG allocation to support and sustain the homelessness prevention and rapid rehousing efforts, with an equal non-federal funding match to further strengthen the City's response to homelessness.

**If appropriate, describe publicly owned land or property located within the jurisdiction that may be used to address the needs identified in the plan.**

The City of Glendale does not hold fee-simple title to very much developable land, however it has invested significantly in expanding affordable housing opportunities, particularly for veterans. The City has partnered with the Veterans Community Project, selling a parcel of land at a reduced rate to support the development of affordable housing for veterans. Additionally, Glendale continues to invest in Low-Income Housing Tax Credit (LIHTC) projects, which not only expands affordable housing but leverages external funding sources that benefit the City. LIHTC developments attract a variety of other investments, helping Glendale maximize its affordable housing resources and drive long-term community growth. Since 2020, LIHTC-awarded projects located in the City have contributed over \$500 Million in private investment in the development of nearly 1,400 new affordable units.

**Discussion**

By strategically leveraging multiple funding sources, Glendale ensures that federal resources generate the greatest possible impact, enhancing housing stability, preventing homelessness, and improving the quality of life for its residents.

Over the next five years, the City of Glendale will continue to strategically leverage federal funds alongside state, local, and private sources to maximize the impact of its housing, homelessness, and community development initiatives. By combining CDBG, HOME, and ESG funding with additional investment sources, the City aims to expand affordable housing, enhance homelessness prevention efforts, and support critical community services. This approach ensures that every dollar is used

efficiently, creating sustainable, long-term benefits for Glendale residents and strengthening the City's ability to address evolving community needs.

### **Annual Goals and Objectives**

#### **AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)**

Goals Summary Information Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Increase Access to Affordable Housing	2025	2029	Affordable Housing Public Housing	Citywide CDBG Target Areas - 85301 and 85302	Affordable Housing Fair Housing	CDBG: \$2,351,551	Homeowner Housing Added: 10 Households assisted  Homeowner/ Rental Housing Rehabilitated: 300 Household Housing Unit  Tenant-based rental assistance / Rapid Rehousing: 75 Households Assisted
2	Increase Access to Homeless Services	2025	2029	Homeless	Citywide	Housing & Services for Homeless/At-Risk People	CDBG: \$920,348 ESG: \$178,280	Homeless Person Overnight Shelter: 213 Persons Assisted  Homelessness Prevention: 375 Persons Assisted  Jobs created/retained: 250 Jobs  Other: 50 Other
3	Increase Access to Public Services for Vulnerable Populations	2025	2029	Non-Homeless Special Needs	Citywide	Services & Facilities for Vulnerable Groups	CDBG: \$538,374	Public service activities other than Low/Moderate Income Housing Benefit: 1560 Persons Assisted



4	Advance Fair Housing Initiatives	2025	2029	Fair Housing	Citywide	Fair Housing	CDBG: \$5,000	Public service activities other than Low/Moderate Income Housing Benefit: 150 Persons Assisted
5	CDBG and ESG Program Administration	2025	2029	Program Administration	Citywide	Affordable Housing Housing & Services for Homeless/At-Risk People Services & Facilities for Vulnerable Groups Employment, Job Training, Financial Literacy Improved Neighborhood Facilities Fair Housing	CDBG: \$495,469 ESG: \$16,300	Other: 1000 Other

**Table 20 – Goals Summary**

## Goal Descriptions

	Goal Name	Goal Description
1	<b>Increase Access to Affordable Housing</b>	<p>Glendale will work to promote access to decent, affordable quality housing throughout the City through a variety of activities that may include: construction, rehabilitation and/or replacement of owner and renter housing, homeownership assistance, or rental assistance that helps low- and moderate-income families obtain or maintain housing.</p> <p><u>CDBG National Objective(s)</u>: BENEFIT TO LMI PERSONS/HOUSEHOLDS; SLUM/BLIGHT</p>
2	<b>Increase Access to Homeless Services</b>	<p>Through its ongoing Strategic Planning process with the MAG Continuum of Care, the City will identify ways to partner with government and nonprofit providers to offer additional emergency shelter, transitional shelter, permanent and supportive housing, and necessary services to mitigate crisis situations and promote self-sufficiency to homeless people and those at risk of homelessness.</p> <p><u>CDBG National Objective(s)</u>: BENEFIT TO LMI PERSONS/HOUSEHOLDS</p>
3	<b>Increase Access to Public Services for Vulnerable Populations</b>	<p>Through our funding of nonprofit agencies, the City will provide additional services to support low- and moderate-income people, including food assistance and senior and youth services.</p> <p><u>CDBG National Objective(s)</u>: BENEFIT TO LMI PERSONS/HOUSEHOLDS</p>
4	<b>Advance Fair Housing Initiatives</b>	<p>Per 42 U.S.C. §§ 3601-19, <i>the Fair Housing Act</i>, all Federal programs relating to housing and urban development be administered in a manner that affirmatively furthers fair housing.</p> <p><u>CDBG National Objective(s)</u>: BENEFIT TO LMI PERSONS/HOUSEHOLDS</p>
5	<b>CDBG and ESG Program Administration</b>	<p>Per 24CRF570.206(a)(1), the City will fund Program Administrative Costs.</p> <p><u>ELIGIBLE ACTIVITY</u>: Program Administration Costs; Planning and Capacity-Building</p>

## AP-35 Projects - 91.420, 91.220(d)

### Introduction

The following section provides the list of approved projects/activities for the use of entitlement grant funds under the Community Development Block Grant (CDBG), Emergency Solutions Grants (ESG) HOME Investment Partnerships Program (HOME) and for FY 2025-26.

Grant Source Amount CDBG \$2,351,551 ESG \$26,952 HOME \$665,225 Total FY 2024-25 Allocations: \$3,223,728

The following activity will be funded with the City's FY 2025-26 HOME allocation provided through the Maricopa HOME Consortium and appear as a project in the Maricopa Home Consortium's Annual Action Plan for FY 2025-26. A total of \$655,225 in HOME funds is expected to be received in FY 2025-26:

- **Tenant Based Rental Assistance (TBRA)** (24 CFR 92.209) – Provide HOME funding to A New Leaf for rental assistance and security deposits to eligible households through the City's TBRA program- \$614,273
- **HOME Administration** will be retained by the City – \$40,952.

#	Project Name	
1	Residential Rehabilitation	City of Glendale Community Programs Division through the use of contractors
2	ESG Program Activities – rapid rehousing and eviction prevention	The Community Action Program and/or possibly other agencies that participate in the Glendale Homeless Solutions Alliance, including the City.
3	Public Housing Improvements	Glendale PHA and Community Programs through use of contractors
4	LIHTC Delivery	Glendale Community Programs
5	Public Services for Vulnerable Populations	Various subrecipients (see section AP-38)
6	Home Buyer Assistance	A subrecipient to be determined
7	CDBG Administration	City of Glendale Finance and Compliance Division

**Table 17 – Project Information**

### Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

CDBG: Allocation priorities for the use of CDBG funds were based on the City's housing and community development needs assessment contained within the Consolidated Plan, deliberations of the CDAC and City Council, as well as funding applications received through the City's competitive grant application cycle. The application process relies on specific criteria to ensure that funds are allocated to the agencies that will use them in the most efficient and cost-effective manner. Organizations providing housing and community development services to address underserved needs were also consulted regarding their current activity levels and the needs of their constituent population. The efficient use of the previous year's resources and the field observations garnered by providers helped to determine levels of needs. The Comprehensive Housing Affordability Strategy (CHAS) data and other studies and planning documents were also used to guide the determination of priorities.

ESG: In addition to the above criteria such as the needs assessment, request for proposal responses, CDAC and City Council deliberations, and previous expenditures, the City consulted with the Continuum

of Care, along with other homeless service providers in determining allocation priorities for ESG funding.

## AP-38 Project Summary

### Project Summary Information

1	<b>Project Name</b>	Residential Rehabilitation and Emergency Home Repair
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Increase Access to Affordable Housing
	<b>Needs Addressed</b>	Re habilitation of existing homeowner and rental units
	<b>Funding</b>	CDBG: \$500,000
	<b>Description</b>	The City will administer housing-rehabilitation, emergency home repair, and accessibility improvements on private, single, and multifamily, renter and owner-occupied units. These activities will support low- to moderate-income residents of the City of Glendale with assistance in maintaining safe, decent, affordable housing by ensuring families can remain in their homes, free of hazards or mobility impairments per CDBG regulations at 24 CFR 570.202, 570.201(I).
	<b>Target Date</b>	6/30/2027
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 85 households will be assisted.  CDBG National Objective: Benefit to Low- and Moderate-Income Persons -- on a limited clientele basis; Matrix code: 03T; 24 CFR 570.201 (e)
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	Funding for this activity will focus on life and safety issues, (e.g., roofing, HVAC, electrical and plumbing) and will cover the following program costs: construction; planning and permitting; title expenses; environmental reviews; hazard testing, mitigation and abatement; temporary relocation of occupants; and direct program delivery staff costs for residential rental rehabilitation, emergency housing rehabilitation and other owner- occupied rehabilitation. These costs are eligible under 24 CFR 570.202(a)(1) – CDBG matrix codes: 14A and 14B; 24 CFR 570.202(b)(2) – CDBG matrix code 14I; 24 CFR 570.202(b)(4) – CDBG matrix code 14F; 24 CFR 570.202(b)(5) – CDBG matrix code: and 24 CFR 570.202(b)(9) – CDBG matrix code 14H
	<b>Project Name</b>	ESG Program Activities – rapid rehousing and eviction prevention

2	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Increase Access to Homeless Services Increase Access to Affordable Housing Public Services for Vulnerable Populations
	<b>Needs Addressed</b>	Affordable Housing & Services for Homeless/At-Risk People Services & Facilities for Vulnerable Groups
	<b>Funding</b>	ESG: \$206,952
	<b>Description</b>	The City's full ESG activity award will be allocated to support the Glendale Homeless Solutions Alliance Homeless Initiatives
	<b>Target Date</b>	6/30/2027
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 25 individuals will benefit.
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	The City will allocate the entire ESG activity allocation (\$191,431) to support rapid rehousing and eviction prevention activities in Glendale and will reserve the eligible 7.5% of the award (\$15,521) for administration. The City will allocate an equal amount (\$95,715.50) to both rapid rehousing and eviction prevention. These activities are eligible under 24 CFR 576.103-106.
3	<b>Project Name</b>	<b>COG Public Housing Improvements</b>
	<b>Target Area</b>	None
	<b>Goals Supported</b>	Increase Access to Decent Affordable Housing Improve Quality of Public Facilities
	<b>Needs Addressed</b>	Affordable Housing General Public Facilities and Improvements
	<b>Funding</b>	CDBG: \$750,000
	<b>Description</b>	The City will review its Public Housing Capital Improvement Plan and Needs Assessment to determine priority of work to be completed at one or more of the City's three public housing campuses. Work may include, but is not limited to: roofing, attic insulation, exterior painting, site improvements, and others as defined in the Public Housing CIP and will improve the water and/or energy conservation of the public housing units or properties.

	<b>Target Date</b>	6/30/2027
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Up to 155 households may benefit across three public housing campuses.
	<b>Location Description</b>	6106 W Lamar Rd (Lamar Homes); 5320 W. Maryland Ave (Cholla Vista Apartments) and 5215 W Ocotillo Rd (Glendale Homes), Glendale, AZ 85301
	<b>Planned Activities</b>	Funds will be available for construction, engineering, architectural planning and permitting, environmental review, hazardous material testing and abatement, staff costs and others that may be required to complete this activity.  National Objective: Low/Mod Housing (LMH); matrix code: 14C eligible under 24 CFR 570.202(a)(2).
4	<b>Project Name</b>	<b>Multi-Housing Delivery</b>
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Increase Access to Homeless Services Increase Access to Affordable Housing
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	CDBG: \$68,509
	<b>Description</b>	This project will support the development of affordable housing by ensuring compliance with HUD requirements, including labor standards enforcement, environmental reviews, and federal reporting obligations.
	<b>Target Date</b>	6/30/2027
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Up to 500 households may benefit across all LIHTC Multi-housing projects.
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	The planned activity will provide funds to complete HUD required environmental reviews, labor standards compliance, Section 3 requirements, fair housing and accessibility oversight, federal reporting, and other project related costs associated with LIHTC Multi-Housing projects.

5	<b>Project Name</b>	<b>CDBG Services for Vulnerable Populations</b>
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Public Services for Vulnerable Populations
	<b>Needs Addressed</b>	Services & Facilities for Vulnerable Groups
	<b>Funding</b>	CDBG: \$352,732
	<b>Description</b>	These programs will provide nutritional assistance, activities, wellness programs, transportation, paperwork assistance, and other services to Glendale seniors, youth, persons with disabilities, survivors of domestic violence and other vulnerable populations.
	<b>Target Date</b>	6/30/2026
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The planned activities will benefit up to 587 individuals, with a focus on Seniors, People with disabilities, and Veterans.  CDBG National Objective: Benefit to Low- and Moderate-Income Persons - on a limited clientele basis; Matrix code: 05A; 24 CFR 570.201 (e)
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	<ul style="list-style-type: none"> <li>• <u>Senior Nutrition Program</u>: The Arizona YWCA Metro Phoenix will offer Home Delivered Meals, Dining Room Meals at four Glendale locations, socialization and recreational activities, wellness programs and events, pet food distribution, and transportation. (\$90,000)</li> <li>• Boys &amp; Girls Clubs of the Valley</li> <li>• Chrysalis Shelter</li> <li>• Duet: Partners In Health &amp; Aging</li> <li>• A New Leaf</li> <li>• Friendship Retirement Corporation (Glencroft)</li> <li>• Sun City Area Interfaith Services, Inc./Benevilla</li> <li>• One Step Beyond Inc.</li> <li>• Big Brothers Big Sisters of Central Arizona</li> </ul>
6	<b>Project Name</b>	<b>CDBG Homebuyer Assistance Program</b>
	<b>Target Area</b>	Citywide CDBG Target Areas -85301 and 85302

	<b>Goals Supported</b>	Increase Access to Homeless Services Increase Access to Affordable Housing
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	CDBG: \$210,000
	<b>Description</b>	This program will support low-to-moderate income households transitioning from rental housing to homeownership by providing direct financial assistance—including down payment support, closing cost coverage, and mortgage subsidies—under 24 CFR 570.201(n), Matrix Code 13B. Additionally, participants may receive housing counseling services, reported separately under Matrix Code 13A, to ensure informed and sustainable homeownership.
	<b>Target Date</b>	6/30/2027
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The planned activities will benefit up to 5 households.  CDBG National Objective: Benefit to Low and Moderate Income Persons ; Matrix code: 13A and 13B; 24 CFR 570.201 (n)
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	The planned activity includes direct financial assistance such as down payment support, closing cost coverage, and mortgage subsidies. In addition, the program may provide participants with housing counseling services, including financial literacy, homeownership education, and budgeting support as a project delivery cost under homeownership assistance.
<b>7</b>	<b>Goals Supported</b>	<b>CDBG and ESG Program Administration</b>
	<b>Needs Addressed</b>	Affordable Housing Housing & Services for Homeless/At-Risk People Services & Facilities for Vulnerable Groups Employment, Job Training, Financial Literacy Improved Neighborhood Facilities Fair Housing
	<b>Funding</b>	CDBG: \$470,310
	<b>Description</b>	General administration and oversight activities, such as payroll, supplies, training, overhead and other possible costs eligible under 24 CFR 570.206.
	<b>Target Date</b>	6/30/2021



<b>Estimate the number and type of families that will benefit from the proposed activities</b>	All program beneficiaries will benefit from the completion of administrative activities.
<b>Location Description</b>	Primary administrative functions occur at the City of Glendale's Community Revitalization Office at 5850 W Glendale Ave., Suite 107, Glendale, AZ 85301.
<b>Planned Activities</b>	General administration and oversight activities, such as payroll, supplies, training, overhead and other possible costs eligible under 24 CFR 570.206.
<b>Planned Activities</b>	General administration and oversight activities, such as payroll, supplies, training, overhead and other possible costs eligible under 24 CFR 570.206.

**AP-50 Geographic Distribution - 91.420, 91.220(f)**

**Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed.**

The City of Glendale has identified low- and moderate-income (LMI) target areas where 51% or more of households have incomes at or below 80% of the area median income (AMI) as defined and adjusted annually by HUD. The City does not strictly direct funding to these areas. In accordance with CDBG, ESG, and HOME regulations, resources are allocated based on the income characteristics of beneficiaries. As such, the City allocates resources for public service activities, affordable housing, and emergency home repair on a citywide basis, ensuring assistance reaches eligible low- to moderate-income households regardless of geographic location.

The City estimates 90% of funding will be allocated citywide, while approximately 10% may be focused in ZIP codes 85301 and 85302, aligning with areas that have a higher concentration of LMI households and affordable housing needs.

**Geographic Distribution**

Target Area	Percentage of Funds
Citywide	90
CDBG Targeted Areas – 85301 and 85302	10

**Table 18 - Geographic Distribution**

**Rationale for the priorities for allocating investments geographically**

Generally, allocation of funds is not based on geographic priorities except that geography is factored in an allocation where an area benefit national objective is used under the CDBG program.

**Discussion**

The City of Glendale implements activities that provide both direct benefits to low- and moderate-income (LMI) households and individuals and area-wide benefits that enhance neighborhoods with high concentrations of LMI residents. The Annual Action Plan outlines specific activities and details the compliance method used to meet CDBG's National Objective, ensuring that programs effectively serve and improve conditions for LMI residents regardless of where in the City they live.

**AP-65 Homeless and Other Special Needs Activities - 91.420, 91.220(i)****Introduction**

The City is committed to addressing homelessness and supporting homeless individuals and families in need through strategic planning and coordinated efforts. By leveraging local, regional, and federal resources, the City works to maximize the impact of its investments in housing, supportive services, and homelessness prevention. Through collaboration with service providers, nonprofit organizations, and West Valley partners, Glendale aims to create sustainable solutions that improve housing stability and enhance the well-being of its most vulnerable residents.

**Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including; reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

CDBG remnant funding will continue to support the Glendale Works program, which provides daytime

employment and engagement opportunities for individuals experiencing homelessness. All FY 2025-26 ESG funding will be directed to the Community Action Program (CAP) for Rapid Rehousing and Eviction Prevention, ensuring households facing housing instability receive rental assistance, case management, and supportive services.

Additionally, the City has allocated HOME funds through Maricopa County for Tenant-Based Rental Assistance (TBRA) to provide up to 24 months of rental assistance for individuals and families transitioning from homelessness to permanent housing. These coordinated efforts aim to reduce homelessness, prevent evictions, and support individuals in achieving long-term housing stability.

### **Addressing the emergency shelter and transitional housing needs of homeless persons**

The City of Glendale has limited emergency housing options but is actively working to expand shelter access and outreach services. The City supports programs such as Maggie's Place, which provide shelter and supportive services for homeless pregnant women and mothers with young children. Additionally, the City partners with Phoenix Rescue Mission's outreach programs, which offer street outreach, case management, and housing navigation services to connect individuals experiencing homelessness with shelter and essential resources. Glendale is also exploring partnerships with existing providers to reserve emergency shelter bed spaces, ensuring more immediate access to safe housing for those in crisis.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

The City of Glendale is committed to reducing homelessness, increasing access to permanent housing, and preventing individuals and families from re-entering homelessness. To streamline access to housing, the City has adopted a local preference policy for Public Housing, prioritizing Glendale residents on the waitlist experiencing homelessness

To further support housing stability, the City funds rental, mortgage, and utility assistance programs through local nonprofits and the Community Action Program (CAP), ensuring that families at risk of homelessness can maintain stable housing. The City is also investing multiple years of HOME and CDBG funds to support a Tenant-Based Rental Assistance (TBRA) program, providing medium-term rental and utility assistance for up to two years. Priority is given to households currently experiencing or at imminent risk of homelessness.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions) or, receiving assistance from public or private**

**agencies that address housing, health, social services, employment, education, or youth needs.**

The City of Glendale works to prevent homelessness by providing direct financial assistance, strengthening service coordination, and supporting housing stability programs for individuals and families at the greatest risk. The City seeks to fund rental, mortgage, and utility assistance through the Community Action Program (CAP) and local nonprofit partners, ensuring that low- and extremely low-income households can maintain stable housing.

For individuals exiting publicly funded institutions and systems of care, the City collaborates with service providers, healthcare facilities, mental health organizations, and reentry programs to connect individuals with housing navigation, case management, and supportive services. The Tenant-Based Rental Assistance (TBRA) program offers medium-term rental assistance, prioritizing those at imminent risk of homelessness, including individuals discharged from foster care, correctional facilities, and healthcare institutions.

Additionally, the City supports workforce development and wraparound services to help individuals transition to independent living. Partnerships with employment programs, behavioral health providers, and social service agencies ensure that those receiving housing, health, social services, and education support also have access to long-term housing stability resources, reducing their risk of homelessness. Through these coordinated efforts, Glendale aims to provide proactive solutions that prevent homelessness and support successful reintegration into stable housing.

**Discussion**

The City of Glendale's FY 2025-26 Annual Action Plan allocates over \$1 million in CDBG, HOME, ESG, and related funding sources to address homelessness and housing instability through a comprehensive strategy. These funds support a range of initiatives, including rapid re-housing and eviction prevention, tenant-based rental assistance, utility assistance, food and case management services, employment programs, shelter support, and supportive services. Additional investments focus on homeless and housing navigation, street outreach, pet boarding and storage services, self-sufficiency programming, and long-term housing solutions aligned with the Housing First model. Through these targeted efforts, the City aims to prevent homelessness, provide immediate support to those in crisis, and create sustainable pathways to housing stability.

## **AP-85 Other Actions - 91.420, 91.220(k)**

### **Introduction**

The following sections will address the City's approach to meet underserved needs, foster and maintain affordable housing, reduce lead-based paint hazards, reduce the number of poverty-level families, develop institutional structure, and enhance coordination between public and private agencies.

### **Actions planned to address obstacles to meeting underserved needs**

In addition to the CDBG and ESG activities described in previous sections, the City will continue its strategy of leveraging its HOME resources, along with those of nonprofit agencies, to maximize the impact of funding dollars in meeting housing needs of residents. The City has also expanded its efforts to participate in regional coalitions, such as MAG and various subcommittees of the CoC, to coordinate its efforts to support homeless families and those facing significant housing problems or cost burdens. Glendale also continues to seek out additional funding from local, state, or Federal sources to supplement their efforts.

### **Actions planned to foster and maintain affordable housing**

The City of Glendale will continue to expand and strengthen programs that support housing stability and affordability for low- and moderate-income residents. The Tenant-Based Rental Assistance (TBRA) program helps families maintain stable housing while serving as a bridge to Housing Choice Vouchers or permanent housing solutions after two years.

The City will also continue partnering with the Community Action Program (CAP) to provide Rapid Rehousing and eviction prevention assistance, including rental, mortgage, and utility assistance for eligible households at risk of displacement. Additionally, Glendale will invest in its Emergency Home Repair Program to preserve and improve the existing affordable housing stock, ensuring that low-income homeowners can maintain safe and habitable living conditions while preventing loss of affordable units due to deterioration.

### **Actions planned to reduce lead-based paint hazards**

The City will address lead-based paint (LBP) hazards within the implementation of its home repair programs. HUD regulations, at 24 CFR Part 35, require that lead-based paint be controlled before the rehabilitation of housing units, particularly if children under the age of six occupy the units. The City conducts the required LBP Risk Assessment (LRA) based on the level of Federal funds invested in the rehabilitation of units constructed prior to 1978. Based on the results of LRAs, the City requires that contractors use interim controls or abatement practices to address identified hazards. All construction regardless of level hazard includes the use of Safe Work Practices to prevent contamination.

### **Actions planned to reduce the number of poverty-level families**

The City of Glendale, in collaboration with nonprofit partners, will continue to provide assessments,

referrals, and supportive services to help low-income and homeless individuals and families achieve self-sufficiency. Local service providers will offer food assistance, housing navigation, and case management to connect residents with stable housing and essential resources. Additionally, programs will include employment referrals, job training, financial literacy education, and debt management support, equipping individuals with the tools needed to increase financial stability and reduce long-term reliance on assistance programs.

### **Actions planned to develop institutional structure**

The City of Glendale recognizes that a coordinated local and regional response is essential to effectively supporting homeless and low-income populations. To maximize impact, the City will strengthen partnerships across departments, particularly within Community Services, and collaborate with nonprofit organizations and public entities at the City, County, and State levels to enhance service delivery.

The City will also explore opportunities to provide or support training for staff and service providers on affordable housing, fair housing, economic development, and community development to ensure effective program administration and compliance. By reinforcing these partnerships and expanding training efforts, Glendale aims to improve the institutional capacity needed to address housing and social service challenges efficiently.

### **Actions planned to enhance coordination between public and private housing and social service agencies**

The City relies on the services of the Community Development Advisory Committee, comprised of a cross-section of Glendale residents including public housing residents, to review funding applications and make recommendations. Through its CDBG, HOME, and ESG funding, the City works with numerous government and private housing programs, including those operated by social service agencies to meet the housing and service needs of Glendale residents. Additionally, the City participates in various MAG subcommittee, and led efforts to create the West Valley Human Services Collaborative, which meets monthly to develop regional solutions to homelessness.

### **Discussion**

The City has a wide network of partners to address the needs of the community that include various City Departments, Boards/committees, non-profit agencies; and for profit businesses. Working cooperatively to develop appropriate and efficient structures is a priority in order to maximize leverage of skills, funding and resources in order to address the City's housing, homelessness, social and economic needs.

## Program Specific Requirements

### AP-90 Program Specific Requirements - 91.420, 91.220(I)(1,2,4)

#### Introduction

The following section provides information related to the City's program income and National Objective considerations, followed by considerations for the use of ESG funds.

#### Community Development Block Grant Program (CDBG)

##### Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
<b>Total Program Income:</b>	<b>0</b>

#### Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	90.00%

**Emergency Solutions Grant (ESG)  
Reference 91.220(l)(4)**

**1. Include written standards for providing ESG assistance (may include as attachment)**

The City requires that subrecipients develop written standards that are consistently applied within the agencies' programs. ESG subrecipients must conduct an initial evaluation to determine the eligibility of each individual or family seeking ESG assistance. The eligibility determination is conducted during the intake process and the amount and types of assistance the individual or family needs to regain stability in permanent housing is determined. Subrecipients utilize the HUD published income limits that are updated annually to determine income eligibility for program participation. Documentation is collected to show that the participant lacks sufficient resources to remain in their home or enter new housing without ESG assistance. If there are changes in the income of the program participants, subrecipients are required to re-evaluate the eligibility and needs of the households. The City has a program policies and procedures binder which is used to guide its programs. The binder is incorporated by reference and a copy of the binder table of contents is provided below as an attachment. ESG standards for providing assistance are included in the agreements with service providers. Attached is a copy of client selection requirements for the ESG Rapid Re-housing Program

The City is working with the Continuum of Care to standardize the contracting, eligibility determination and reporting documentation for the ESG program. The Maricopa Association of Governments (MAG) is the lead agency. The Continuum includes the State of Arizona and the City of Phoenix.

**2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.**

**Centralized or Coordinated Assessment System**

The Maricopa Association of Governments (MAG) administers the regional Continuum of Care. According to the MAG CoC Regional Committee on Homelessness Governance Charter and Operating Policies, the CoC approved the Service Prioritization Decision Assessment Tool (SPDAT) and the Family SPDAT as the region's common assessment tool. The tool was developed in collaboration with municipalities, homeless services providers, and funders. The goal of the Coordinated Assessment System is to end homelessness quickly and effectively by following a housing first approach. The assessment system provides multiple access points throughout the region, streamlines the referral process, and prioritizes individuals and families with the highest



level of needs.

### **Homeless Management Information System (HMIS)**

HMIS is an electronic data collection system that facilitates the collection of information on persons who are homeless or at risk of becoming homeless. The HMIS is being developed by the Maricopa County CoC. ESG subrecipients are required to report program participant-level data such as the number of persons served and their demographic information in a HMIS database, in accordance with HUD published HMIS and data standards, and other community standards as may be adopted by the City of Glendale and/or the CoC.

### **3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).**

The City of Glendale's Community Revitalization Division has an established process for accepting competitive applications from non-profit social service organizations that carry out activities and implement programs that are eligible for ESG funding. Applications also include grass roots faith based and other community organizations. The Community Development Advisory Committee (CDAC) is a citizen committee appointed by the Mayor and City Council. The CDAC makes funding recommendations to the City Council for community development programs including CDBG, HOME, and ESG. Recommendations are subject to approval by the City Council and become part of the City's Annual Action Plan.

### **4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.**

The Continuum of Care is governed by a Board which is the policy-setting and decision-making body for the CoC and receives input from various committees including the CoC Regional Committee on Homelessness. The City of Glendale is a member of the CoC Regional Committee on Homelessness. The City will meet the requirement at 24 CFR 576.405(a) since at least one homeless or formerly homeless individual serves on the CoC Board as well as on the Committee on Homelessness. The Committee on Homelessness is responsible for making recommendations and providing input to the CoC Board.

### **5. Describe performance standards for evaluating ESG.**

The City will evaluate performance under the ESG program primarily by tracking goals in terms of beneficiaries assisted with homeless prevention or rapid re-housing and individuals and families provided with emergency shelter. The City will also use the timely distribution of funds as a performance standard. Program outcomes will be reported in the Consolidated Annual Evaluation Report (CAPER). The City will monitor ESG subrecipients to ensure that funds have been spent on

eligible costs and that the program regulations and requirements have been met. The City will also consult with the CoC on meeting regional goals to end homelessness as identified in the Ten-Year Plan to End Homelessness. The ESG program requires that the City must provide a 100% match from other sources. The City shall ensure that match amounts including other grants, cash, general funds, in kind services/costs are tracked and documented for both its own operations and the operations of its subrecipients under the program.

## **Discussion**

## Appendix - Alternate/Local Data Sources

1	<b>Data Source Name</b> Consolidated Plan Public and Agency Survey
	<b>List the name of the organization or individual who originated the data set.</b> City of Glendale Community Revitalization Division.
	<b>Provide a brief summary of the data set.</b> Online surveys of 462 Glendale residents (450 English, 12 Spanish) and representatives of social service agencies and City of Glendale Departments.
	<b>What was the purpose for developing this data set?</b> To assist the City in identifying its housing and community development needs and priorities as a part of the community consultation process for the Consolidated Plan and Annual Action Plan.
	<b>Provide the year (and optionally month, or month and day) for when the data was collected.</b> The survey was launched in November 2019 and results analyzed in January 2020.
	<b>Briefly describe the methodology for the data collection.</b> An online survey questionnaire for residents consisted of 21 questions regarding respondents' demographics such as age, race/ethnicity, income level, household size, zip code, and respondents were asked to identify and rank housing and community development activities and services that they would like to see in the City over the next five years.
	<b>Describe the total population from which the sample was taken.</b> The resident survey was disseminated through links on the City's website and information provided at public meetings and community events.
	<b>Describe the demographics of the respondents or characteristics of the unit of measure, and the number of respondents or units surveyed.</b> Of the 462 persons who completed the Glendale Consolidated Plan Public Survey the largest share of participants, 86%, identified themselves as Caucasian and the second largest group was the 14.25% who identified themselves as Hispanic. Of the remaining participants, 3% identified themselves as African-American, 1.8% as Asian American, and 0.7% as Native American. In addition 5.3% skipped the question entirely and 3.2% identified themselves as "Multiracial."