



**City of Cudahy
Strategic Planning Workshop
Workbook**

May 10, 2022

6:00 p.m. to 8:00 p.m.

Cudahy City Hall

5220 Santa Ana St, Cudahy, CA 90201

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Introduction

This workbook will be used during the May 10, 2022 strategic planning workshop. ***Please review the contents, make notes in the areas where questions are posed or responses are needed and come prepared to discuss the ideas in this workbook.***

- **Agenda:** The workshop will begin at 6:00 p.m. and conclude by 8:00 p.m.
- **Vision:** Council members will discuss a vision for the City
- **Goals and Strategies:** The workshop will include a discussion of priorities, goals and strategies for the Strategic Plan, including American Rescue Plan Act (ARPA) funding for priority items.

Attachments

- A. **Summary of Community and Business Surveys**
- B. **Summary of Community Workshop**

Objectives for the Workshop

1. **Develop a vision statement**
2. **Discuss priorities for multi-year goals**
3. **Identify strategies to achieve the goals (as time permits)**

Management Partners Facilitators

- Amy Paul, Corporate Vice President
- Magda Gonzalez, Special Advisor

Workshop Agenda

1. Welcome from the Mayor and City Manager
2. Review agenda
3. Introductions
4. Overview of strategic planning process, framework and information gathered
5. Discuss a vision statement for the City
6. Discuss priorities, goals and strategies over the next four years
7. Review next steps and wrap up



Information Gathered

As part of the strategic planning process, input was gathered from Council members, City staff, surveys, and a community workshop.

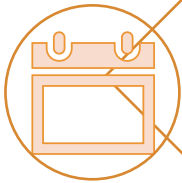
- 1. Interviews with members of City Council and staff.** These occurred in late 2021 as a starting point for the process. The results were also used in developing the community survey.
- 2. Community and Business Surveys.** Management Partners distributed both a community and business survey to solicit feedback on community priorities. Results are displayed in Attachment A.
- 3. Community Workshop.** Management Partners sought additional input from the community through an in-person workshop on April 20, 2022. Results are displayed in Attachment B.

Strategic Plan Framework

The **Strategic Plan** is a policy document adopted by the City Council. Management Partners will compile the results of this workshop and other input and the effort will include the following items.



Vision Statement



City Council Priorities



Goals and Strategies



Implementation
Action Plan

Vision



VISION. A vision statement tells the desired future of the organization. It is aspirational and describes where the City hopes to go in the future. An effective vision statement is short enough to be easily remembered.

The word cloud below shows the results of the community surveys and community engagement for a vision of the future of Cudahy:



Example vision statement from City A: City A is an inclusive, innovative, vibrant City with best-in-class services.

Example vision statement from City B: City B is a safe, inclusive, and welcoming community with small town charm and great amenities.

My Vision Statement for Cudahy is...

Priorities, Goals and Strategies

As a starting point for discussion, Management Partners has provided the priorities below that were identified during interviews, survey results, and community engagement. **The most effective strategic plans have a manageable number of priorities/goals (generally four or five).** Please consider this as you think about your priorities for Cudahy.

Priorities/Potential Goals Identified through Interviews, Survey Results and Community Engagement

1. Community Services, Programs and Activities for all Ages
2. Social Services (mental health, food and cash assistance and childcare)
3. Housing Security and Affordability
4. Financial Stability and Transparency
5. City Service Delivery (infrastructure and facilities as well as contracted services)
6. Communication and Outreach
- ~~7. Economic Development~~ (Note: Since the Economic Development Strategic Plan was recently approved by Council we have removed it from this list.)

Are there other priorities you wish to discuss? Should any of the priorities above be removed or changed?

Priority/Goal 1. Community Services, Programs and Activities for all Ages


Question: What should City leaders accomplish in the next four years to provide high-quality community services, programs and activities for all ages? Be as specific as possible.



I would like to see us accomplish...


Priority/Goal 2. Social Services (mental health, food and cash assistance and childcare)

Question: What should City leaders accomplish in the next four years to provide high-quality social services? Be as specific as possible.

 I would like to see us accomplish...

Priority/Goal 3. Housing Security and Affordability

Question: What should City leaders accomplish in the next four years to provide housing security and affordability? Be as specific as possible.

 I would like to see us accomplish...


Priority/Goal 4. Financial Stability and Transparency

Question: What should City leaders accomplish in the next four years to provide financial stability and transparency? Be as specific as possible.

 I would like to see us accomplish...

Priority/Goal 5. Community Services, Programs and Activities for all Ages

Question: What should City leaders accomplish in the next four years to provide high-quality community services, programs and activities for all ages? Be as specific as possible.


 I would like to see us accomplish...

Priority/Goal 6. City Service Delivery (infrastructure and facilities as well as contracted services)

Question: What should City leaders accomplish in the next four years to provide high-quality city service delivery (infrastructure and facilities as well as contracted services)? Be as specific as possible.

 **I would like to see us accomplish...**

Other: If you have designated another priority, please be prepared to discuss with your colleagues.

 **I would like to see us accomplish...**

Of the priorities listed above, please select your top three

Community Services, Programs and Activities for all Ages	
Social Services (mental health, food and cash assistance and childcare)	
Housing Security and Affordability	
Financial Stability and Transparency	
City Service Delivery (infrastructure and facilities as well as contracted services)	
Communication and Outreach	
Other (specify)	

Attachment A – Summary of Survey Results

Management Partners, a local government consulting firm, was retained by the City of Cudahy to assist with identifying how best to spend ARPA funding and develop a strategic plan. As a part of that effort, Management Partners conducted these surveys to solicit community opinions on spending Cudahy’s \$2.8 million allotment of ARPA funds and to solicit opinions about the current strategic planning effort.

On February 17, 2022, Management Partners provided Cudahy City staff with links to the American Rescue Plan Act (ARPA) community survey and ARPA business survey. City staff had the surveys translated to Spanish and distributed the English and Spanish links to the community. The surveys were available from February 17 through March 18, 2022. A total of 192 community members and 20 businesses responded to the surveys. The SurveyMonkey™ platform was used to conduct the survey and compile the anonymous responses.

Community Survey Results

Tables 1 through 6 display the demographic information of community survey respondents. Table 1 shows that the majority of respondents (84%) took the survey in English.

Table 1. Preferred language (Community Survey)

Answer Choices	Response
English	161 (84%)
Español	31 (16%)

A similarly large majority of respondents (88%) indicated they live in Cudahy as shown in Table 2.

Table 2. Do you live in Cudahy? (Community Survey)

Answer Choices	Response
Yes	142 (88%)
No	19 (12%)

Table 3 shows the age range of respondents with a plurality (70%) being between ages of 18 to 34 and 35 to 49.

Table 3. Age range of respondents (Community Survey)

Answer Choices	Response
Under 18	14 (10%)
18 to 34	48 (35%)
35 to 49	48 (35%)
50 to 64	25 (18%)
Over 65	2 (1%)

Tables 4 and 5 display household characteristics of survey respondents. A plurality of respondents live in a household with more than four people (41%).

Table 4. Number of people in a household (Community Survey)

Answer Choices	Response
1	5 (4%)
2	11 (8%)
3	14 (10%)
4	49 (37%)
More than 4	55 (41%)

Almost one-third of respondents (31%) live in a household with no people under the age of 18.

Table 5. Household members under 18 (Community Survey)

Answer Choices	Response
0	45 (31%)
1	36 (25%)
2	28 (19%)
3	13 (9%)
More than 3	22 (15%)

Table 6 shows that the majority of respondents (93%) identify as Latino or Hispanic.

Table 6. Race and/or ethnicity of respondents (Community Survey)

Answer Choices	Response
White or Caucasian	6 (5%)
Latino or Hispanic	122 (93%)
Black or African American	0 (0%)
Asian	0 (0%)
Native Hawaiian or other Pacific Islander	0 (0%)
Native American or Alaska Native	5 (4%)
Other	4 (3%)

Table 7 displays respondents' employment status before the COVID-19 pandemic, as defined as prior to March 1, 2020. The majority of respondents (54%) were employed full time for 40 hours per week.

Table 7. Employment status before COVID-19 (March 1, 2020) (Community Survey)

Answer Choices	Response
Employed full time (40 hours per week)	62 (54%)
Employed part time (less than 40 hours per week)	20 (18%)
Full-time student	10 (9%)
Self-employed	6 (5%)
Stay-at-home parent	4 (4%)
Retired	4 (4%)
Disabled	3 (3%)
Part-time student	2 (2%)
Other (please specify)	2 (2%)
Unemployed	1 (1%)
Unable to work for health reasons	0 (0%)

During the COVID-19 pandemic (defined as March 2020 to June 2021) 40% of respondents indicated they were employed full time, as shown in Table 8.

Table 8. Employment status during COVID-19 (March 2020 to June 2021) (Community Survey)

Answer Choices	Response
Employed full time (40 hours per week)	46 (40%)
Employed part time (less than 40 hours per week)	23 (20%)
Unemployed	16 (14%)
Full-time student	7 (6%)
Stay-at-home parent	5 (4%)
Self-employed	4 (4%)
Retired	4 (4%)
Unable to work for health reasons	3 (3%)
Disabled	3 (3%)
Other (please specify)	2 (2%)
Part-time student	1 (1%)

However, as shown in Table 9, 54% of respondents who had been employed full time returned to pre-pandemic levels

Table 9. Employment status today (current) (Community Survey)

Answer Choices	Response
Employed full time (40 hours per week)	62 (54%)
Employed part time (less than 40 hours per week)	18 (16%)
Unemployed	8 (7%)
Full-time student	6 (5%)
Stay-at-home parent	6 (5%)
Retired	5 (4%)
Self-employed	3 (3%)
Disabled	3 (3%)
Unable to work for health reasons	2 (2%)
Part-time student	1 (1%)
Other (please specify)	0 (0%)

Table 10 shows how employment status has changed for respondents since the onset of the COVID-19 pandemic, defined as after March 1, 2020. A third of respondents (33%) are working the same number of hours and still going into their workplace. Similarly, 14% of respondents are working the same number of hours and splitting their hours between their home and their workplace while 14% of respondents are now working in a new job.

Table 10. How employment status has changed for respondents since the COVID-19 pandemic. (after March 1, 2020) (Community Survey)

Answer Choices	Response
I am working the same number of hours and still going to my workplace	36 (33%)
I am working the same number of hours split between my workplace and home	15 (14%)
I am in a new job	15 (14%)
I am working a reduced number of hours at my workplace	10 (9%)
I lost my job	10 (9%)
I am working more hours than I had before	8 (7%)
I am working the same number of hours, but am working only from home	6 (6%)
I am working a reduced number of hours split between my workplace and home	2 (2%)
I am working a reduced number of hours work only from home	2 (2%)
I work from home the same number of hours	2 (2%)
I had to quit my job to take care of people who depend on me	2 (2%)
I quit my job and am no longer working	2 (2%)
I am working from home but am working reduced hours	0 (0%)
Not applicable	17 (16%)

Since the onset of the COVID-19 pandemic, one-quarter (25%) of respondents indicated their income decreased by more than 25%. However, a plurality of respondents' income (43%) stayed the same, as shown in Table 11.

Table 11. How respondents' income has changed during the COVID-19 pandemic (Community Survey)

Answer Choices	Response
Decreased by more than 25%	26 (25%)
Decreased by less than 25%	17 (16%)
Stayed the same	46 (43%)
Increased by less than 25%	13 (12%)
Increased by more than 25%	4 (4%)

Table 12 shows how the COVID-19 pandemic has most significantly impacted respondents. A plurality of respondents (40%) reported feeling less connected to friends and/or community, 32% reported increased mental health issues and 29% reported increased utility expenses.

Table 12. COVID-19 pandemic has most significantly impacted (Community Survey)

Answer Choices	Response
a. Feeling less connected to friends and/or community	41 (40%)
b. Increased mental health issues	33 (32%)
c. Increased utility expenses	30 (29%)
d. Increased public safety and/or community violence concerns	21 (20%)
e. Loss of employment	18 (17%)
f. Difficulty or inability to pay mortgage or rent	18 (17%)
g. Difficulty obtaining food and other supplies	17 (17%)
h. Increased medical expenses	13 (13%)
i. Lack of access to medical care	10 (10%)
j. Suffering from long term COVID-19 symptoms and health effects	10 (10%)
k. No impact	8 (8%)
l. Needed funeral and/or burial expenses	6 (6%)
m. Inability to obtain financing for starting a business and purchasing a home	6 (6%)
n. Loss of childcare	6 (6%)
o. Lack of access to mental health care	5 (5%)
p. Lack of access to internet, public facilities and public services	5 (5%)
q. Inability to obtain financing or repairs/improvements to residence	3 (3%)
r. Decreased feeling of safety in my home for me or my children	3 (3%)
s. Inability to find transportation to and from place of employment	3 (3%)
t. Loss of housing	0 (0%)

Table 13 shows housing-related issues the respondents experienced in the past 20 months. Almost one-third of respondents (32%) reported having issues with their ability to pay monthly rent while 24% of respondents reported a lack of affordable housing. However, 19% of respondents indicated they had no concerns about housing-related issues.

Table 13. Housing-related issues in the past twenty months (Community Survey)

Answer Choices	Response
a. Ability to pay monthly rent	32 (32%)
b. Lack of affordable housing	24 (24%)
c. I have no concerns about housing-related issues	19 (19%)
d. Unresponsiveness of landlord to maintenance or safety issues within my rental residence	7 (7%)
e. Access to loans	7 (7%)
f. Accessibility to transportation	6 (6%)
g. Lack of financial literacy	6 (6%)
h. Ability to pay mortgage	6 (6%)
i. Homelessness	4 (4%)
j. Other (please specify)	4 (4%)
k. Shared a living space with someone who made me or my children feel unsafe	2 (2%)
l. Evictions	2 (2%)
m. Foreclosure risk	2 (2%)
n. Disaster recovery	2 (2%)
o. Not applicable	22 (22%)

Table 14 shows respondents' answers to how quality of life services were impacted by the pandemic. A plurality of respondents (45%) reported that mental health and behavioral services were impacted while 41% reported that youth, family, and social services were impacted. Additionally, 36% of respondents reported they were impacted by education and training and employment from the pandemic.

Table 14. Quality of life services impacted by the pandemic (Community Survey)

Answer Choices	Response
a. Mental health and behavioral services	43 (45%)
b. Youth, family and social services	39 (41%)
c. Education and training	34 (36%)
d. Employment	34 (36%)
e. Healthcare	33 (35%)
f. Access to food	27 (28%)
g. Childcare	26 (27%)

Answer Choices	Response
h. Homeless services	19 (20%)
i. Public transportation	16 (17%)
j. Access to transitional or permanent housing	9 (9%)
k. Legal and immigration services	9 (9%)
l. Business assistance	6 (6%)
m. Not applicable	9 (9%)
n. Other (please specify)	2 (2%)

Respondents were asked to rank their top five priorities among the list shown in Table 15. This table presents a weighted average where priority one was given a weight of one and priority five was given a weight of five. Averages closer to one indicate this spending subcategory was more important to residents on average. Respondents ranked rent, mortgage, or utility assistance as the highest priority spending subcategory. Food assistance and cash assistance were tied for the second highest priority, and mental health counseling for children or adults is ranked as the third highest priority.

Table 15. Spending subcategories ranked in order of importance (Community Survey)

Spending Subcategories	Weighted Average
a. Rent, mortgage, or utility assistance	1.9
b. Food assistance	2.5
c. Cash assistance	2.5
d. Mental health counseling for children or adults	3.1
e. Job training to address negative economic or public health impacts experienced due to a worker’s occupation or level of training	3.3
f. Emergency assistance for burials, home repairs, weatherization, or other needs	3.4
g. Internet access or digital literacy assistance	3.4
h. Counseling and legal aid to prevent eviction or homelessness	3.5
i. Safe shelter or housing services for individuals or families experiencing domestic violence	3.7

Respondents were asked to rank eligible uses for ARPA funds from one through six. Table 16 presents a weighted average where priority one was given a weight of one and priority six was given a weight of six. Averages closer to one indicate that this spending subcategory was more important to residents on average. Respondents ranked addressing negative economic impacts caused by the public health emergency as their top priority followed closely by providing premium pay for essential workers and supporting public health expenditures.

Table 16. City use of ARPA funds to recover from the pandemic ranked (Community Survey)

ARPA Fund Uses	Weighted Average
Addressing negative economic impacts caused by the public health emergency. (This includes economic harm to workers, households, small businesses, impacted industries, and the public sector.)	2.8
Providing premium pay for essential workers. (This includes offering additional support to those who have and will bear the greatest health risks because of their service in critical infrastructure sectors.)	2.9
Supporting public health expenditures. (For example, funding COVID-19 mitigation efforts, medical expenses, behavioral healthcare, and certain public health and safety staff.)	3.0
Investing in water, sewer and stormwater. (This includes making necessary investments to improve access to clean drinking water, support vital wastewater and storm water infrastructure.)	3.1
Replacing lost public sector revenue. (This includes using funds to restore government services based on the reduction in revenue due to the pandemic.)	3.4
Investing in broadband infrastructure, including expanding access to broadband internet.	3.8

Respondents were asked to rank potential investments to address economic impacts of the pandemic from one through six. Table 17 presents a weighted average where priority one was given a weight of one and priority six was given a weight of six. Averages closer to one indicate that this spending subcategory was more important to residents on average. Respondents ranked assistance to households or populations facing negative economic impacts due to COVID-19 as the highest priority, followed by assistance to unemployed workers, including services like job training to accelerate rehiring of unemployed workers, and improving communication about programs addressing negative economic impacts so they are more widely understood and known.

Table 17. ARPA funded investments to address economic impacts from the pandemic ranked by importance (Community Survey)

Investments	Weighted Average
Assistance to households or populations facing negative economic impacts due to COVID-19.	1.9
Assistance to unemployed workers, including services like job training to accelerate rehiring of unemployed workers.	2.1
Improve communication about programs addressing negative economic impacts so they are more widely understood and known.	3.4
Assistance to small businesses to adopt safer operating procedures, weather periods of closure, or mitigate financial	3.6

Investments	Weighted Average
hardship resulting from the COVID-19 public health emergency.	
Rehiring local government staff.	4.0
Aid to impacted industries.	4.6

Table 18 summarizes the words and phrases that respondents used to describe their vision for the future of Cudahy. Respondents provided vision words in English and Spanish, and the summary is presented in English since the responses were quite similar in both languages.

Table 18. Vision for the future of Cudahy summarized (Community Survey)

Vision for the future
Clean
Safe
Recreational
Affordable
Prosperous
Green
Family-friendly
Health
Children’s programs

Respondents were asked to review a list of priorities City leaders should consider for the future of Cudahy and assign a rating of either high, medium or low. Responses of “high” were given a weight of one and responses of “low” were given a rate of three. Table 19 shows the weighted average priority ranking. The top-rated priorities were managing trash and recycling collection and providing responsible management of city finances. The second highest-rated priorities are communicating with residents about city programs, providing emergency medical services, providing parks and recreation facilities and providing recreation programs.

Table 19. Priorities respondents would like City leaders to consider for the future of Cudahy ranked by importance (Community Survey)

Priorities	Weighted Average
a. Manage trash and recycling collection	1.2
b. Provide responsible management of city finances	1.2
c. Communicate with residents about city programs	1.3
d. Provide emergency medical services (ambulance, paramedics)	1.3
e. Provide parks and recreation facilities	1.3

Priorities	Weighted Average
f. Provide recreation programs	1.3
g. Maintain appearance of landscapes and facilities	1.4
h. Manage growth and development	1.4
i. Provide police protection services	1.4
j. Prepare for natural or man-made disasters	1.4
k. Provide code enforcement and property maintenance (such as ensuring buildings are safe, landscapes are maintained, and outside areas are clean)	1.4
l. Attract businesses and jobs	1.5
m. Enforce traffic laws	1.6
n. Attract visitors and tourists	2.3

Table 20 displays the comments respondents left for City leadership. These are reported verbatim.

Table 20. Is there anything else we should know? (Community Survey)

Responses
I've noticed that the city invests a lot of money in street construction that does not need any work. Invest in the community instead, we need it. The streets are perfectly fine.
As a former member of council and whose family has lived in Cudahy since the 1960s, I hope the City can attract more businesses while keeping our community safe for my son and other children of the City.
You guys are doing an amazing job but it looks like somehow the area is losing its safety. Thank you for looking forward to help the people living in the area.
Thank you for your time and for your service. Those who truly want the best for their constituents.
Yes. We don't need more schools we already can't get out of our own driveways. We also don't need politicians passing these that don't even live in Cudahy and we've just paid off by the developers. We need investigations into Cudahy leadership and where they live and who contributes to them. We need more police since public safety has gone to the wayside and murders and shootings have gone through the roof while the leadership gets to act like it's not known to them.
We should have rent control or affordable housing
We need more speed bumps and traffic cameras. Drivers are always speeding on Atlantic Blvd, and even smaller streets like Clara Street. Lots of crashes on Clara and Atlantic due to people running red lights. We need to deter those irresponsible driving behaviors.
Transients are starting to move in and the crime has skyrocketed. Too many local break ins and stolen property needs to be stopped! The factories have trash everywhere and need to clean up. Too many vehicles being STORED at place of business when they do not live here and are NEVER BEING MOVED! As residents, we can't even have things in the front yard without being ticketed, so why are they being allowed to have trash vehicles and trash left over after their work day for the homeowners and tenants to have to stare at all day?
Water quality is terrible
Make Cudahy a controlled rent city. This non controlled rent is ridiculous! How are we supposed to survive.
Cudahy citizens deserve a safe, clean, and inviting community. Please invest in our future.

Responses
Clean up the city and make it safer.
Parking needs to be strictly enforced, too many cars on the street, no parking for residents and people have too many people living in one house.
No more new apartments in the city.
More recreational activities to keep youth off the streets and gangs!
Homeless vagrants in Riverbed on Clara need to go!
I see the City going in the right direction with the new management.
Great exercise! Thank you for taking Cudahy residents opinions into consideration
I've been a resident of Cudahy for more than 20 years. I grew up here. This is my home. And it just seems like it's been getting worse. I really hope to see improvements over the years.
Retreat with their commissions, city staff and council.
Please, please, please give us cleaner water. I'm tired of seeing it brown.
Better parking! Better street lighting!
Fix the PARK...PARKby the library
Use those funds to make parking lines so others won't double park, this city is so small that it doesn't have enough parking spaces because others double park or take up too much space. I am a healthcare worker and come home late at night searching for parking every day and there's never parking, if there is it's far away and as a woman, I feel unsafe walking late at night.
I don't agree in placing a school on the land filth replace it with another soccer field
I think that residents should take pride in their community by doing their part in keeping yards and sidewalks clean. Also, it would be great if all the wires that go over our homes could be put underground. Just saying.
Parking is a problem on residential streets. Mainly Clara street
Schools need to be safer! Students and parents need to be accountable for child's behavior!
No wheelchair access on Clara Bridge. There is no Ramp on one side. Also streets are cracked and tree roots make mobility devices unsafe and almost impossible to use sidewalks. I have to use the street which is DANGEROUS AND UNSAFE! Also STRAY AND UNLEASHED DOGS ARE A PROBLEM! I HAVE BEEN ATTACKED WHILE ON MY MOBILITY DEVICE BY AN UNLEASHED DOG!
Maintaining city meetings open to the community to listen on the needs of the community.
Mas vigilancia o trabajadores en parques (More monitoring or workers in the parks.)
Necesitamos que los parques estén abiertos para la comunidad y no solo los alquilen para equipos organizados. Desde que abrió la nueva cancha de fútbol no la hemos podido usar. Antes en el Lugo park podían jugar, usar las computadoras, habían actividades para los niños y jóvenes ayudaban con tareas. El gym dicen que lo van a arreglar pero no hacen nada. Nosotros íbamos pero ya no lo abren en la mañana. Ahora solo rentan los cuartos para sacar dinero y ni siquiera arreglan las sillas y mesas quebradas. Esta ciudad va de mal en peor. Cada día más sucia y sin nada que hacer. Espero que de verdad hagan por mejorar la comunidad (We need parks to be open to the community and not just rented out to organized teams. Since the new soccer field opened, we have not been able to use it. Before in Lugo park, they could play, use the computers, there were activities for the children and young people, they helped with homework. The gym says they are going to fix it, but they do nothing. We used to go but they no longer open it in the morning. Now Page 10 Responses only rents the rooms to get money and they don't even fix the broken chairs and tables. This city is going from bad to worse. Every day dirtier and with nothing to do. I hope they really do improve the community.)

Responses
La seguridad policial, serca de mi casa han baliado a personas, que la barredora pase como antes, las calles estan sucias. (Police security, people have been shot near my house, have the street sweeper come by as before, the streets are dirty.)
Hacer que el recurso verdaderamente llegue a la comunidad, eso es primordial para que exista el verdadero cambio en la ciudad de Cudahy. (Making sure that the resources truly reach the community, that is essential for there to be real change in the city of Cudahy)
Mantener limpio durante todo el año los parque y necesitamos parque de agua para nuestros niños de Cudahy desde que empieza el verano. (Keep the parks clean year-round and we need a water park for our Cudahy kids starting in the summer.)
Que todos los fondos que reciba la ciudad de los 3 niveles de gobierno se utilicen en las necesidades reales de la ciudad, y no haya desvío de fondos. (That all the funds that the city receives from the 3 levels of government are used for the real needs of the city, and that there is no diversion of funds.)
"Que tengamos más iluminación en las calles Más policías " ("That we have more lighting in the streets. More police")
Mas eventos de salud mental, salud, mas programas educativos. Menos crimen y limpias nuestras calles (More mental health events, health, more educational programs. Less crime and clean our streets)

Business Survey Results

Tables 21 to 26 show basic information about the businesses that responded to the business survey. Table 21 shows the preferred language of respondents to the business survey. Three quarters of respondents (75%) took the survey in English.

Table 21. Preferred language (Business Survey)

Answer Choices	Response
English	15 (75%)
Español	5 (25%)

However, after question one in the business survey, only seven business owners continued to respond, though one individual answered for two businesses. As shown in Table 22, a majority of respondents (83%) own a business in Cudahy.

Table 22. Do you own a business or non-profit organization in Cudahy? (Business Survey)

Answer Choices	Response
Yes	5 (83%)
No	1 (17%)

Table 23 displays the names of the businesses represented in the business survey.

Table 23. Name of your organization (Business Survey)

Responses
Jim’s Burgers
Ace Crane Service Inc
APRINTCO
Libreria Nueva Jerusalem
Contreras garden supply
Shelia’s gift & flowers
Chaparita Two.O

Table 24 displays the business classification for respondents, based on the classification in the survey. Manufacturing or production; marketing or advertising; agriculture; retail or sales and restaurant, bar, or food service were represented. There were not any responses from non-profit organizations.

Table 24. Business Classification (Business Survey)

Industry	Responses
Manufacturing or production	1 (20%)
Marketing or advertising	1 (20%)
Agricultural	1 (20%)
Retail or sales	1 (20%)
Restaurant, bar, or food service related	1 (20%)

**No responses for non-profit organizations*

A majority of respondents (83%) employ ten or fewer employees, as shown in Table 25.

Table 25. Number of employees working for the organization. (Business Survey)

Answer Choices	Response
Under 10	5 (83%)
11 to 20	1 (17%)
21 to 30	0 (0%)
31 to 40	0 (0%)
41 to 50	0 (0%)
Over 50	0 (0%)

Table 26 shows the number of years respondents’ organizations have been in business. A plurality of respondents (43%) have been in operation for six to ten years.

Table 26. Number of years the organization has been in operation. (Business Survey)

Answer Choices	Response
Less than 2 years	0 (0%)
2 to 5 years	1 (14%)
6 to 10 years	3 (43%)
11 to 15 years	0 (0%)
16 to 20 years	1 (14%)
Over 20 years	2 (29%)

Table 27 shows the most significant COVID-19 related impacts on organizations in Cudahy. A plurality (17%) of respondents cited involuntary closure and decline in patrons as the most significant impact on their organizations, followed closely by voluntary closure and inability or difficulty making rent or mortgage payments.

Table 27. Three most significant COVID-19-related impacts on organizations in Cudahy. (Business Survey)

Answer Choices	Response
a. Involuntary closure	5 (17%)
b. Decline in patrons	5 (17%)
c. Voluntary closure	4 (14%)
d. Inability or difficulty making rent or mortgage payments	4 (14%)
e. Loss of employees	3 (10%)
f. Declines in revenue	3 (10%)
g. Increased demand on telecommunication and internet	2 (7%)
h. Increased costs to purchase safety equipment other than PPE	2 (7%)
i. Lower demand for services	1 (3%)
j. Inability or difficulty paying utility costs	0 (0%)
k. Cost of purchasing protective equipment and supplies	0 (0%)
l. Increased costs for enhanced cleaning	0 (0%)
m. Forced contraction or delayed expansion of services	0 (0%)
n. Lack of access to financing or capital	0 (0%)

Respondents were asked to pick their top three priorities among a list of approved ARPA uses. A rating of one indicated their highest priority and three was lowest priority. In Table 28, the results are shown as a weighted average where lower numbers indicate higher priority ratings on average. Respondents rated mortgage or rental assistance as their top priority for spending ARPA funds, followed by

payment of utility expenses and financial assistance to increase programs for minority or women-owned businesses.

Table 28. Top three priorities for the use of ARPA funds to support the business or non-profit community. (Business Survey)

Answer Choices	Weighted Average
a. Mortgage or rental assistance	1.0
b. Payment of utility expenses	1.4
c. Financial assistance to increase programs for minority or women-owned business	2.0
d. Payroll and/or benefit expenses assistance	2.3
e. Funds to purchase of safety equipment, health, or cleaning supplies	2.5
f. Assisting with telecommunication and/or internet upgrades	3.0
g. Access to financing for expansion	3.0
h. Financial assistance to improve outcomes for economically disadvantaged communities	0.0
i. Financial assistance for façade and other capital improvements	0.0
j. Funding or technical assistance for recruitment and/or retention of employees	0.0
k. New business development grants	0.0

Respondents were asked to rank five categories of approved ARPA uses. One indicated the highest priority and five was the lowest. In Table 29, the results are shown as a weighted average where lower numbers indicate higher priority rating on average. Survey respondents ranked services for households and individuals hardest hit by COVID-19 as their top priority, followed by services for businesses hardest hit by COVID-19 and investments in water and sewer infrastructure.

Table 29. Priority for city use of ARPA funds to recover from the pandemic. (Business Survey)

Investment Categories	Weighted Average
Services for households and individuals hardest hit by COVID-19	1.6
Services for businesses hardest hit by COVID-19	2.3
Investments in water and sewer infrastructure	3.3
Hazard pay for essential workers	3.7
Investments in broadband internet infrastructure	3.8

Table 30 shows the other loans, grants, or other assistance received to address COVID-19 impacts. Three respondents (50%) received funds from the Paycheck Protection Program.

Table 30. Other loans, grants, or other assistance received to address COVID-19 impacts. (Business Survey)

Answer Choices	Response
Small business loans	0 (0%)
Federal and state grants	0 (0%)
Local county and city grants	0 (0%)
Paycheck Protection Program	3 (50%)
Shuttered Venue Operators Grant	0 (0%)
Targeted Economic Disaster Loan Advance	0 (0%)
Restaurant Revitalization Fund Grants	1 (17%)

Respondents were asked to rank seven categories of approved ARPA uses with one being the highest priority and seven being the lowest priority. In Table 31, the results are shown as a weighted average where lower numbers indicate higher priority rating on average. Respondents rated loans or grants to mitigate financial hardship supporting payroll and benefits costs as the highest priority spending category, followed by loans or grants to mitigate financial hardship supporting costs to retain employees and loans or grants to mitigate financial hardship supporting mortgage and rent.

Table 31. Spending categories ranked in order of importance. (Business Survey)

Spending Categories	Weighted Average
a. Loans or grants to mitigate financial hardship supporting payroll and benefits costs	1.2
b. Loans or grants to mitigate financial hardship supporting costs to retain employees	3.2
c. Loans or grants to mitigate financial hardship supporting mortgage and rent	3.2
d. Loans or grants to mitigate financial hardship supporting utilities and other operating costs	3.5
e. Loans, grants, or in-kind assistance to implement COVID-19 vaccination, testing, or contact tracing programs	4.5
f. Loans, grants, or in-kind assistance to implement COVID-19 prevention or mitigation tactics, such as physical plant changes to enable social distancing, cleaning efforts, or installation of barriers or partitions	5.0
g. Technical assistance, counseling, or other services to assist with business planning needs	7.0

Table 32 summarizes the words and phrases that businesses used to describe their vision for the future of Cudahy.

Table 32. Words businesses used to describe their vision for the future of Cudahy. (Business Survey)

Vision for the Future
Hopeful
Un ciudad progresiva (A progressive city)
Mejorar (Improve)
Clean
Excited
Customer service
Limpieza (Clean)
Beautiful
Attention

Table 33 shows responses about priorities business respondents would like City leaders to consider as they think about the future of Cudahy. Responses of “high” were given a weight of one and responses of “low” were given a rate of three. The table shows the weighted average priority ranking. Respondents ranked their top priority as providing police protection services, followed by enforcing traffic laws and preparing for natural or man-made disasters.

Table 33. Priorities businesses would like City leaders to consider as they plan for the future of the City. (Business Survey)

Priorities	Weighted Average
a. Provide police protection services	1.0
b. Enforce traffic laws	1.2
c. Prepare for natural or man-made disasters	1.2
d. Attract businesses and jobs	1.4
e. Provide emergency medical services (ambulance, paramedics)	1.4
f. Provide parks and recreation facilities	1.4
g. Provide recreation programs	1.4
h. Provide code enforcement and property maintenance (such as ensuring buildings are safe, landscapes are maintained, and outside areas are clean)	1.5
i. Attract visitors and tourists	1.6
j. Communicate with residents about City programs	1.6
k. Manage growth and development	1.6
l. Manage trash and recycling collection	1.6
m. Provide responsible management of city finances	1.6
n. Maintain appearance of landscapes and facilities	1.8

Table 34 displays the comments respondents left for city leadership.

Table 34. Is there anything else we should know? (Business Survey)

Comments
More attention to those who do not have business license.
A lot of vendors out there without a license.

Much like the rest of the country, the residents and businesses of Cudahy felt the impacts of the pandemic. The results of these surveys show that assistance paying monthly expenses like rent, mortgage and utilities are important to the residents and businesses of Cudahy. In addition, residents and businesses envision the future of Cudahy as a clean and safe city with plenty of recreational opportunities for children and adults. City Council and the executive leadership team will use the results of this survey to build a strategic plan that invests ARPA funds to recover from the effects of the COVID-19 pandemic.

Attachment B – Summary of Community Workshop

Management Partners conducted an in-person community workshop on April 20, 2022, to solicit feedback. Members of the community rated ARPA spending priorities and city services in order of importance and provided their vision for the future of Cudahy. Community members were asked to rank potential investments to address economic impacts of the pandemic from one through four.

Table 1 presents a weighted average where most important was given a weight of one and least important was given a weight of four. Averages closer to one indicate that this investment opportunity was more important to community members on average. Community members ranked education and job training; safe shelter for individuals or families experiencing domestic violence and youth, family and other social services as their top priorities.

Table 1. Investment opportunities community members would like to see with ARPA funds

Pandemic Investment Opportunities	Weighted Average
a. Education and job training	1.1
b. Safe shelter for individuals or families experiencing domestic violence	1.3
c. Youth, family and other social services	1.5
d. Mental health and behavior services for children or adults	1.8
e. Childcare	1.8
f. Health care	2.0
g. Legal or immigration services	2.0
h. Rent, mortgage, or utility assistance	2.1
i. Counseling and legal aid to prevent eviction or homelessness	2.1
j. Employment	2.1
k. Internet access or digital literacy assistance	2.3
l. Access to transitional or permanent housing	2.3
m. Public Transportation	2.4
n. Food assistance	2.5
o. Homeless services	2.5
p. Cash assistance	2.8

Community members were also asked to rank city services to prioritize in the Strategic Plan from one through four. Table 2 presents a weighted average where most important was given a rate of one and least important was given a weight of four. Averages closer to one indicate that this service was more important to community members on average. Community members ranked providing parks and recreation facilities, providing responsible management of city finances, maintaining appearance of landscapes and facilities, and providing code enforcement and property maintenance as their top priorities.

Table 2. City services community members would like to see prioritized in the Strategic Plan

City Services	Weighted Average
a. Provide parks and recreation facilities	1.0
b. Provide responsible management of city finances	1.1
c. Maintain appearance of landscapes and facilities	1.3
d. Provide code enforcement and property maintenance (buildings are safe, landscapes are maintained, outside areas are clean)	1.3
e. Communicate with residents about city programs	1.4
f. Provide recreation programs	1.4
g. Attract businesses and jobs	1.4
h. Youth services	1.4
i. Manage trash and recycling collection	1.6
j. Manage growth and development	1.6
k. Affordable housing	1.6
l. Homeless services	1.8
m. Street repairs	1.8
n. Provide emergency medical services (ambulance, paramedics)	1.9
o. Attracting more businesses to Cudahy	2.1
p. Prepare for natural or man-made disasters	2.4
q. Enforce traffic laws	2.4
r. Provide police protection services	2.5
s. Attract visitors and tourists	3.3