



Maricopa County Cooling Center Evaluation Project in
Collaboration with Arizona State University and Arizona
Department of Health Services
FACILITY MANAGER SURVEY RESULTS

Maricopa County Department of Public Health
Division of Disease Control
Office of Epidemiology
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Table of Contents

Acknowledgments	3
Background	4
Methodology	5
Facility Manager Survey Results	7
Basic Facility Information	7
Cooling Center Capacity and Utilization	14
Services and Supplies	18
Miscellaneous Questions	29
Limitations	35
Conclusions	35
Appendix	36

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- ❖ Arizona Department of Health Services (ADHS): Office of Environmental Health
- ❖ Arizona State University (ASU) Center for Policy Informatics and School of Geographical Sciences and Urban Planning
- ❖ City of Phoenix
- ❖ Maricopa Association of Governments (MAG)
- ❖ Cooling Center Facility Managers

Note: This report was modified from the original report created by contractor, Jillian Papa

Background

Maricopa County experiences temperatures ≥ 100 °F as early as mid-May, and such conditions continue through the first week of October. On average, there are 26 days each year in which maximum temperatures are > 110 °F, and 10 days where minimum temperatures are >90 °F. Daytime temperatures experienced in Maricopa are often high enough to cause an increase in core temperature for individuals who are outdoors, even when at rest. Further, when nighttime temperatures remain high the human body does not get relief from the day time heat and may not be able to appropriately adjust.

In 2005, there were 35 heat-associated deaths in Maricopa County over nine consecutive days, with the majority occurring amongst the homeless population. In response to this event, the City of Phoenix and the Maricopa County Association of Governments (MAG) partnered together to found the Heat Relief Network (HRN), a county-wide response to extreme environmental temperatures. The response included implementation of cooling centers and water collection and distribution sites. Cooling centers can be community centers, churches, and other community based organizations that provide water and serve as a safe, cool indoor place during the day for refuge from the heat. There were 56 registered cooling centers during the summer of 2014.

The Cooling Center Evaluation project was a collaboration between Maricopa County Department of Public Health (MCDPH), Arizona Department of Health Services (ADHS), and Arizona State University (ASU) to evaluate the cooling centers based on the services provided, daily operations, demographics of visitors, and potential for expansion.

Throughout the evaluation process, multiple partners including public health officials, community members, academic researchers, government agencies, and nonprofit organizations joined together to complete the assessment. Those involved with the project were broken down into two groups: evaluators and stakeholders.

- The evaluators, which consisted of MCDPH, ADHS, ASU, and a team of MCDPH interns, were responsible for the project as a whole. The evaluators developed the surveys, conducted the interviews, collected and analyzed the data, and developed recommendations.
- The stakeholders were a collective group of community members/organizations who were invested in the project through their interest in heat relief efforts. They consisted of HRN, MAG, and the cooling center managers.

Methodology

Maricopa County Department of Public Health has tracked heat associated mortality and morbidity data since 2006. From these data, MCDPH has examined trends and risk factors to help identify vulnerable populations within Maricopa County. The idea to evaluate the cooling centers originated at MCDPH in November of 2013, in an effort to link the heat-associated morbidity and mortality data with prevention strategies in the community, to build partnerships between community and government members, and to improve the quality and reach of existing services.

Shortly after introducing the project internally, MCDPH introduced the idea to ASU and ADHS during the monthly Heat Surveillance Planning meeting that MCDPH organizes. At the meeting, all three partners agreed to pursue the project, and began initial planning. From January to February of 2014 MCDPH, ADHS, and ASU worked on developing project plans and a timeline, (see table 1) ultimately deciding to implement the project in the summer of 2014. Part of the planning phase included introducing the project to the Phoenix HRN and MAG, both of whom agreed to become project stakeholders.

In March of 2014, MCDPH, ASU, and ADHS began working on developing the surveys that would be used for the evaluation. **Three surveys were developed: the visitor survey, facility manager survey, and observational site survey.**

During the same time period, MCDPH worked on obtaining an exemption from the Institutional Review Board (IRB) for the evaluation, and training and ensuring all parties involved in the evaluation were certified using the Collaborative Institutional Training Initiative (CITI) Human Research Curriculum.

Concurrently, MCDPH invited the Centers for Disease Control and Prevention (CDC) Public Health Associate (PHAP) to assist with project planning and implementation.

In May of 2014, the three surveys were pilot tested to ensure they captured the themes and goals of the evaluation. Pilot tests were done at two of the Cooling Center locations, and allowed for the facility managers to provide feedback on the surveys and evaluation as a whole.

After successfully pilot testing the surveys and incorporating feedback from stakeholders, the evaluators divided themselves into three field teams to more efficiently complete the evaluation across the large geographic expanse covered by the HRN. The field teams included members from MCDPH, ADHS, ASU, as well as, the PHAP fellow, and a group of MCDPH interns.

Each field team consisted of three members, all of whom were thoroughly trained on survey procedures, interviewer bias, and best practices for working with community partners.

In the same month, MCDPH introduced the Cooling Center Evaluation to the public at the HRN Summer Kick-Off Meeting. The project was well received by the community, and was ready to be implemented.

Initial deployment of the surveys took place on June 3, 2014, following the first excessive heat warning of 2014. Site visits were made to each of the cooling centers during the first few weeks of June, and surveys and educational materials were distributed. Both qualitative and quantitative data were collected from the surveys. Below is a breakdown of the survey distribution.

1. **Visitor Survey:** Evaluators distributed visitor surveys to the Cooling Centers based on the estimated capacity and utilization. The surveys were self-administered by the visitors, on a one per person basis, and responses were kept anonymous. The survey focused on questions that gauged the visitors' reason(s) for visiting the center, modes of transportation, air conditioning (AC) status in the home or primary residence, knowledge of heat risk, and demographic information. The survey was available in English and Spanish language. Translation was completed by a certified translator. The evaluators collected the surveys at the end of the summer (September 2014).
2. **Facility Manager Survey:** Evaluators conducted the facility manager survey as an in-person interview and with the interviewee permission it was recorded. The facility manager survey was designed to collect basic facility information, cooling center capacity and utilization information, information on services and supplies, and other related information. Interviews were conducted June-September 2014.
3. **Observational Site Survey:** Evaluators conducted the observational site survey in-person. Information collected was based on evaluators view and understanding of the cooling center(s). The observers collected information on the cooling center type, location, visibility, accessibility, capacity, utilization, features and amenities.

Data collection, quality control, and analysis of the visitor surveys were completed using Qualtrics, Microsoft Excel, and SAS Enterprise Guide.

Table 1. Timeline of Cooling Center Evaluation Events, Maricopa County 2014

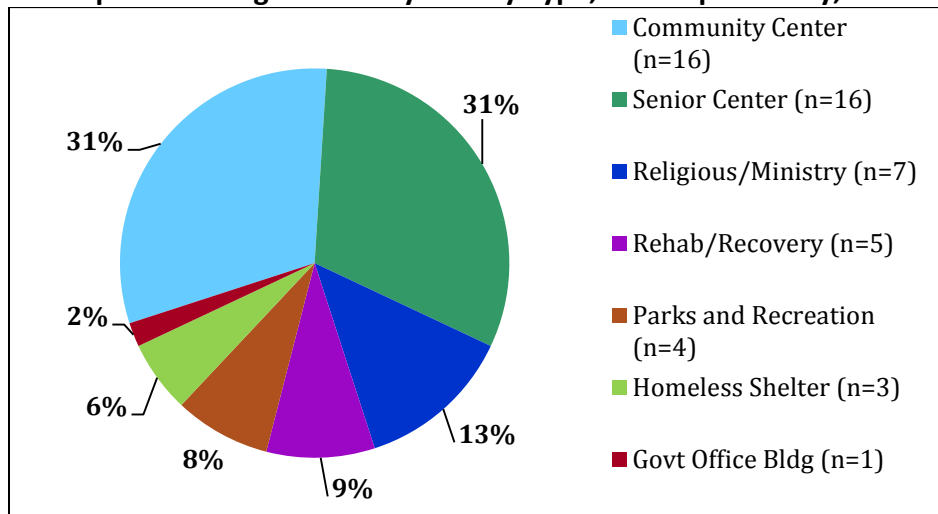
Date	Project Timeline	Partners Involved
November 2013	Project Idea Developed	MCDPH
January-February 2014	Initial Planning Phase (workgroup planning meetings)	Evaluators/Stakeholders
March 2014	Site Observational Site Survey, Visitor Survey, and Facility Manager Survey developed	Evaluators
April 2014	Institutional Review Board (IRB) exemption submitted	Evaluators
May 2014	Survey pilot tested, field teams established, field team training completed Project introduced at the HRN Kick-Off Meeting	Evaluators
June-August 2014	Data collection and data entry	Evaluators/Stakeholders
September-December 2014	Data entry continued, preliminary data quality control and analysis	Evaluators
January-August 2015	Finalize report, disseminate results to Stakeholders	Evaluators

Facility Manager Survey Results

Basic Facility Information

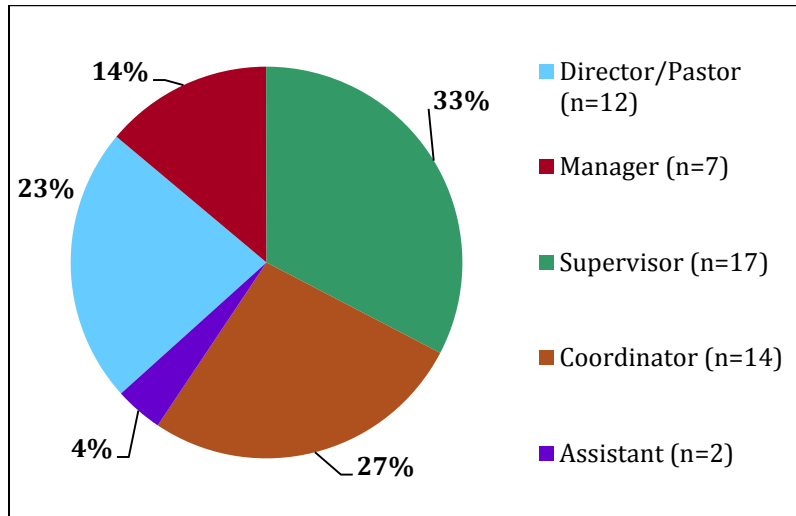
This report focuses on the facility manager survey only. A total of 52 facility managers were interviewed between May and August 2014 in Maricopa County, Arizona.

Graph 1: Cooling Centers by Facility Type, Maricopa County, 2014



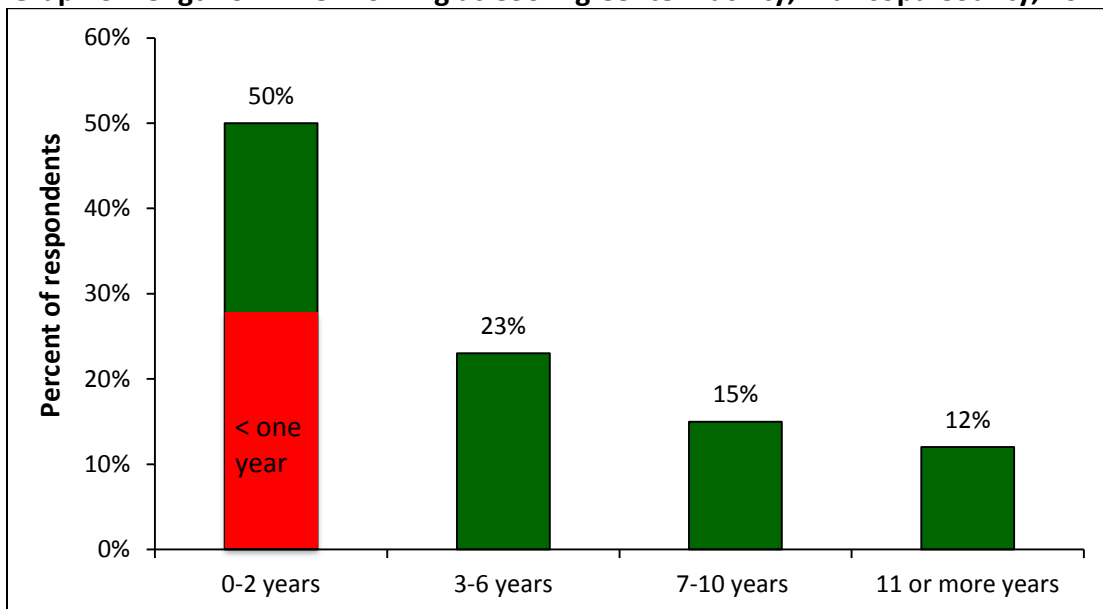
The majority of facilities were categorized as either a community center or a senior center (62%).

Graph 2: Interviewee's Position with the Facility, Maricopa County, 2014



At each facility, an employee was interviewed, ideally, someone in a managerial role. Over two-thirds (70%) of the interviewee's were directors, managers, or supervisors of the facility.

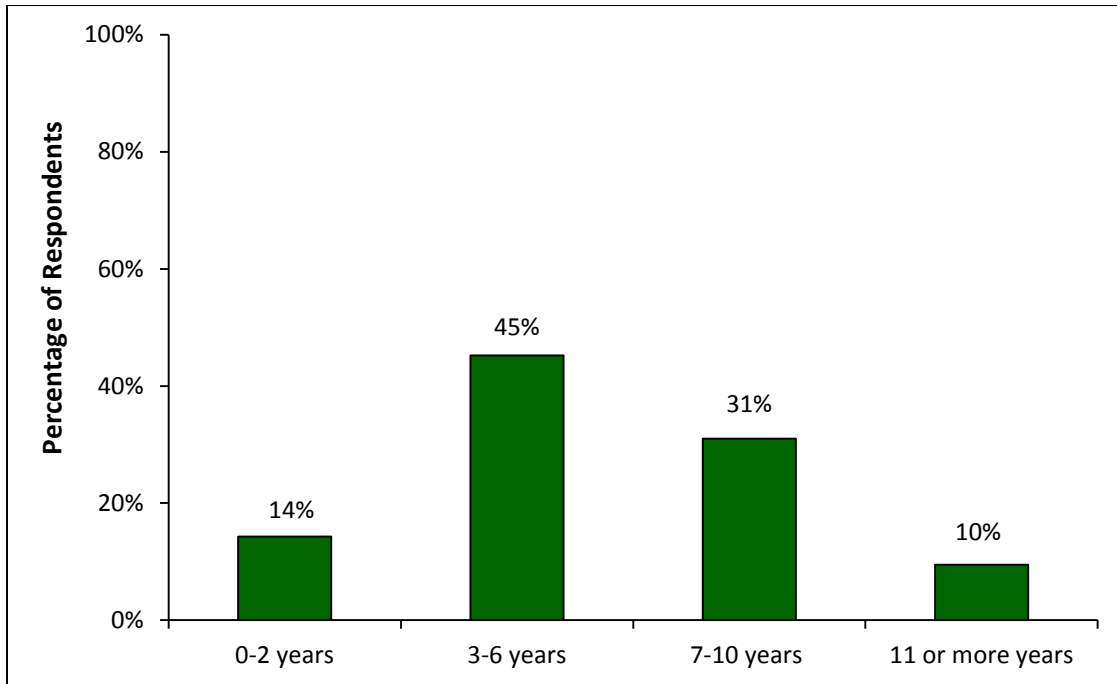
Graph 3. Length of Time Working at Cooling Center Facility, Maricopa County, 2014



Exactly half of the interviewees had worked for 2 years or less and a little over half of those (27%) had worked at their facility for less than a year. Respondents had a large variety of

experience working at their facility; a minimum of 6 weeks and a maximum of 28 years. The average length of time was about 5 years.

Graph 4. Length of Time Facility has been a Cooling Center, Maricopa County, 2014



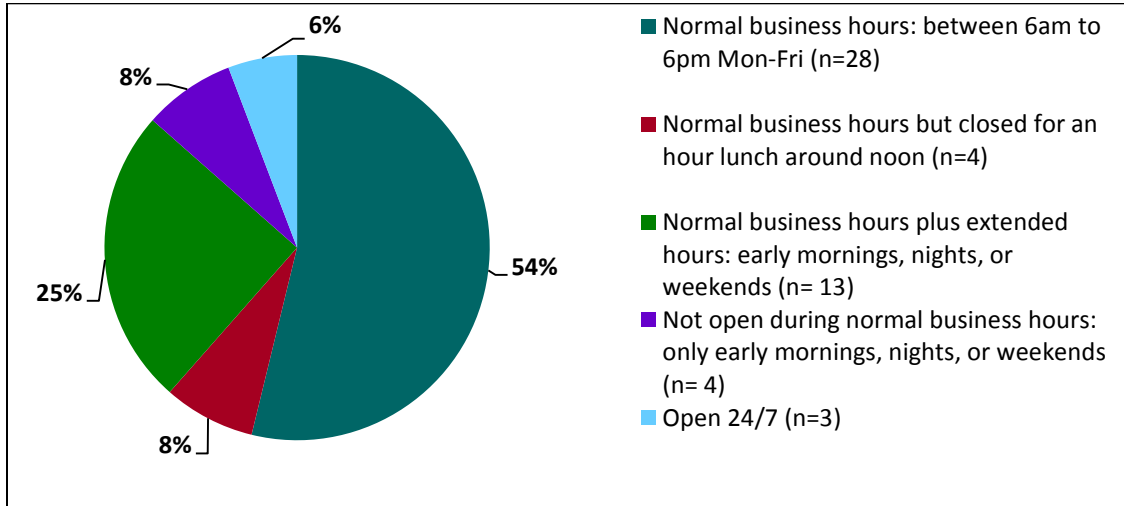
The majority of facilities operated as a cooling center for less than a decade. The average number of years the cooling centers were open was about 6.5 years and half of cooling centers were in operation for less than five years, with a minimum of 6 weeks and a maximum of 38 years. Ten facilities were excluded from this graph because the respondent did not know how long their facility had been operating as a Cooling Center.

Table 2. Daily Availability for Cooling Center Facilities, Maricopa County, 2014

Day	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
#of Respondents	11	49	50	51	48	50	20
Facilities (%)	21%	94%	96%	98%	92%	96%	39%

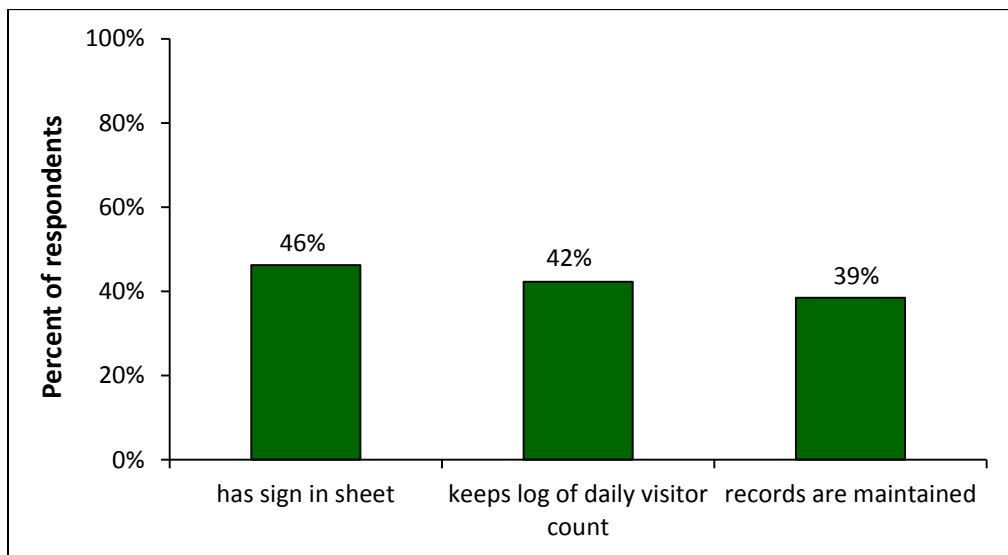
Over 90% of facilities were open Monday through Friday. Thirty-nine percent of facilities were open on Saturdays and 21% were open on Sundays.

Graph 5. Cooling Center Hours of Operation, Maricopa County, 2014



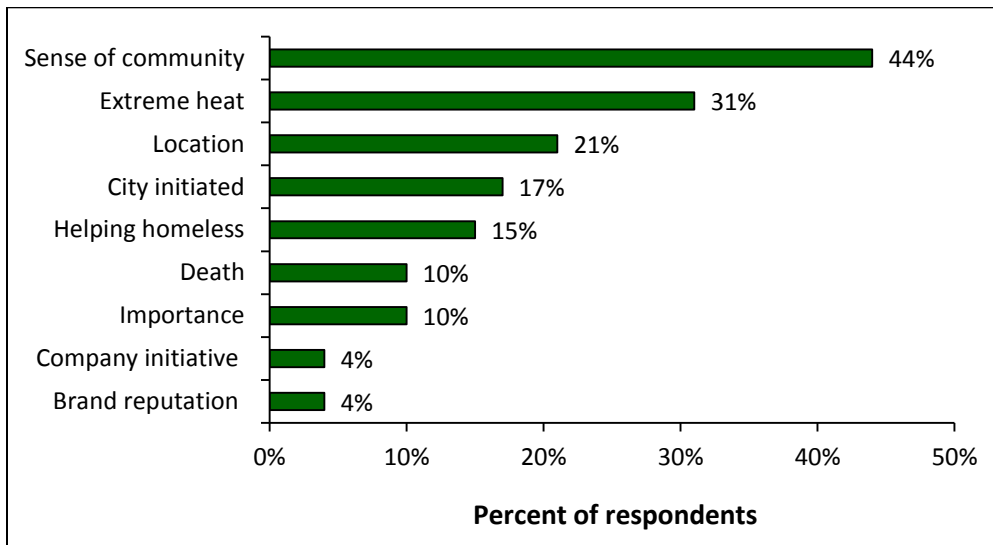
Over half of facilities (54%) operated within normal business hours, which was defined as 6am to 6pm Monday through Friday. A quarter of facilities had extended hours on top of their normal business hours, including weekends. Six percent were open 24 hours a day and 7 days a week for heat relief services.

Graph 6: Tracking Visitors at Cooling Center Facilities, Maricopa County 2014



Less than half of facilities said they have a daily sign-in sheet kept on site, keep a log of daily visitor count, or maintain records of cooling center attendance.

Graph 7: Motivations for Becoming a Cooling Center, Maricopa County, 2014*



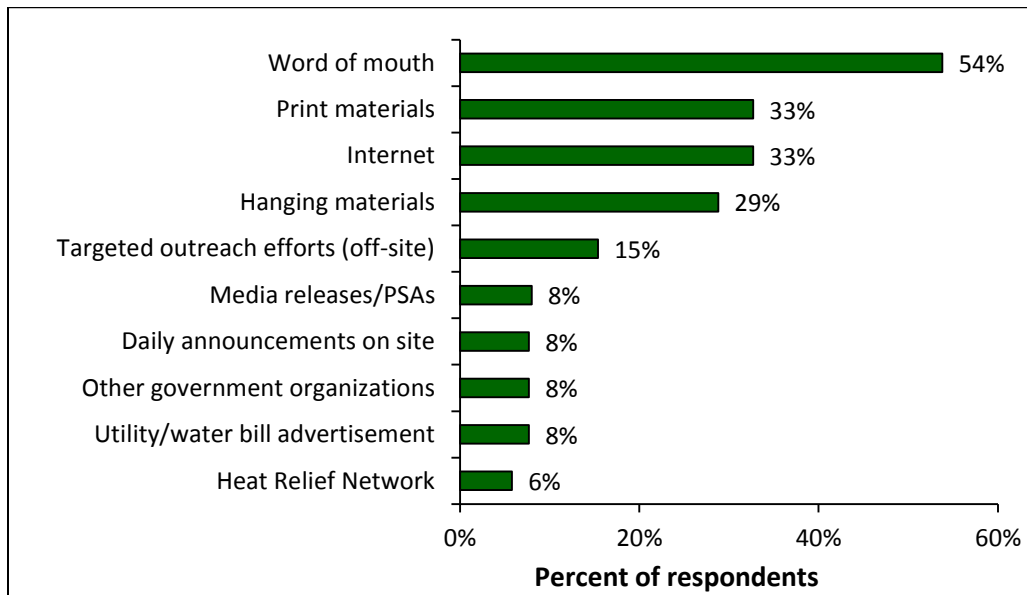
*Percentages do not add to 100% due to multiple motivations reported

The sense of community need was the most commonly reported motivation (44%) for becoming a cooling center. A little over 30% said extreme heat conditions and 10% said heat-related deaths motivated them. Location was also a common response (21%), and many indicated that their facility was conveniently located near a park or bus stop. Providing relief to the homeless was also mentioned as motivation for becoming a Cooling Center (15%). See table 3 below for a sample of verbatim responses given for this question.

Table 3: Sampling of Verbatim Responses Referring to Motivation, Maricopa County, 2014

“The 2005 heat wave motivated the City of Phoenix to increase efforts to mitigate heat related concerns through offering of cooling services.”
“Get a lot of people off the street to rest, relax, and cool off. There is a bus stop down the street that a lot of people come in from.”
“Not sure, we were assigned to be a Cooling Center, but it is a great thing for this neighborhood.”
“The heat and the increase in homeless people. There are so many homeless people in need.”
“Based on community needs. We have a lot of people who walk from place to place. There is a food bank nearby that people come from... people often tend to drop by to relax/cool off... so we wanted to make it official.”
“Caring about people and their situation, giving the community what it needs. Basic hospitality.”
“Becoming a Cooling Center made sense. SMSC is centrally located... Serving as a Cooling Center is a convenience for the local community.”

Graph 8. Method of Alerting the Public about Cooling Center Facility, Maricopa County, 2014



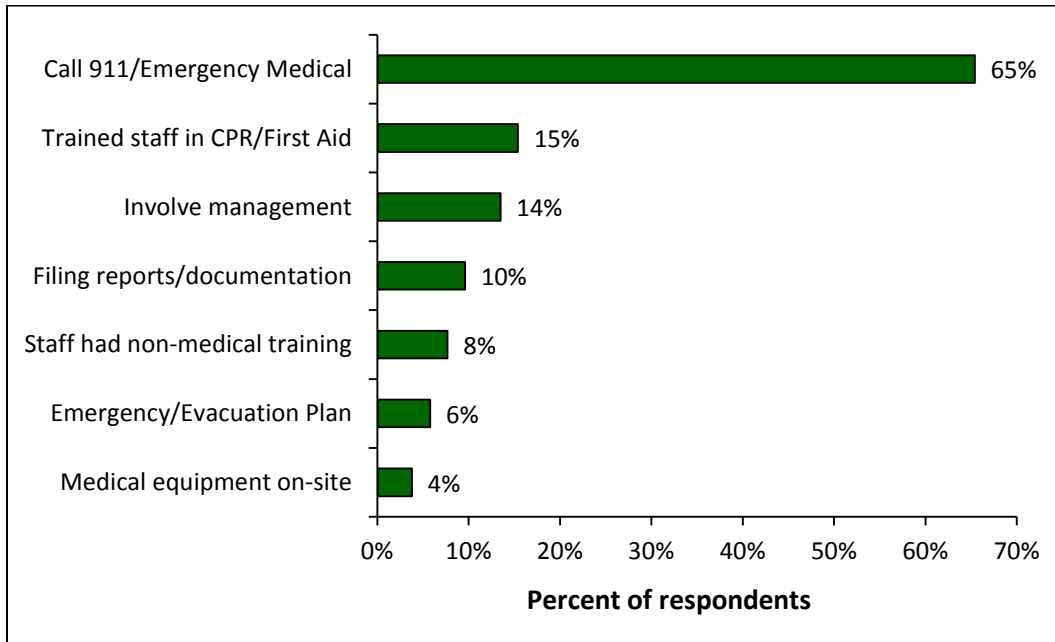
Over half of the respondents (54%) stated that the public learned about their services by word of mouth. A third of facilities (33%) mentioned that they use print materials such as flyers to alert the public. Thirty-three percent said that they used the Internet sites such as Facebook or the City of Phoenix website to alert the public of their services. Hanging materials like posters and signs were utilized by 29% of facilities. Several respondents mentioned having outreach teams that worked off-site on targeted efforts (15%). Other methods of alerting the public included: daily announcements on site, other government organizations such as the Arizona Department of Economic Security, utility bill advertisements, and the Heat Relief Network. See Table 4 below for a sample of verbatim responses to this question.

Table 4: Sampling of Verbatim Responses Referring to Alerting the Public, Maricopa County, 2014

"City of Phoenix website, PSAs, local neighborhood papers, water bills which advertise Cooling Center services."
"Flyers posted around 100 acre park."
"Word of Mouth / Send assistant to perform outreach at nearby Fry's (i.e. site council president informs public that SMSC is Cooling Center)."
"We do daily announcements at 11:30am, we have articles in the newspaper, and we have a Facebook page."
"There are some publications by the city, we are listed on the county website, and we are on the MAG map. Most people find out about our services through word of mouth."
"We have a newsletter and we do a lot of outreach. We are also on the internet."
"Local homeless population and families are aware of facility (word of mouth)."

“We put flyers on our doors and we put a HRN display up in the lobby with the fact sheets and surveys.”

Graph 9: Availability of Protocols for Emergencies at Cooling Centers (N=51), Maricopa County, 2014



Ninety-six percent of facilities had some type of emergency protocol or plan. Two-thirds of facilities (65%) mentioned calling 911 as their protocol. Some facilities stated that their staff was trained in CPR and/or first aid (15%).

Several facilities mentioned notifying the chain of command or other staff as part of their emergency protocol (14%). Other emergency protocols mentioned were: the filing of reports, having an evacuation plan in writing, and medical equipment on-site such as a defibrillator. One facility reported their emergency protocol included a staff member driving visitors to the hospital if necessary and another facility reported having an emergency button under the desk. See table 5 below for a sample of verbatim responses to this question.

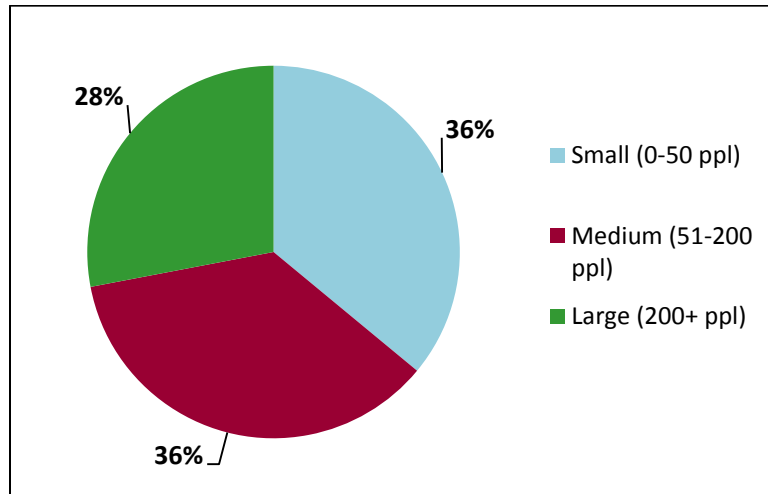
Table 5: Sampling of Verbatim Responses to Emergency Protocols, Maricopa County, 2014

“Staff is instructed to dial 911 in the event of a medical emergency.”
“Yes-call 911 and notify management, reports and documentation afterwards.”
“Call 911. Has first aid kit at hand.”
“Yes, we have an orientation to educate staff on policies and procedures and ways to identify heat exhaustion/stroke.”
“Informally, staff should know to call paramedics. No formal process in place.”
“Emergency plan for each center is kept within facility management book.”

“Yes, have EMTs on staff 24/7.”

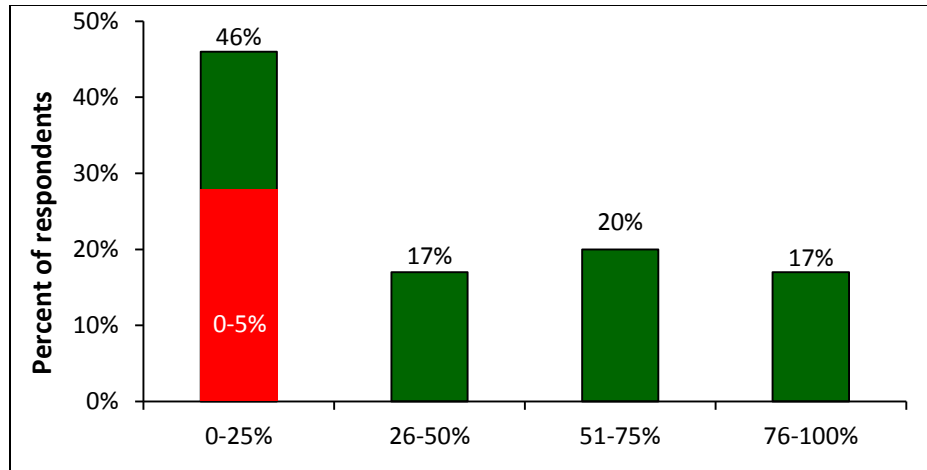
Cooling Center Capacity and Utilization

Graph 10. Estimated Capacity of Cooling Centers (N=51), Maricopa County, 2014



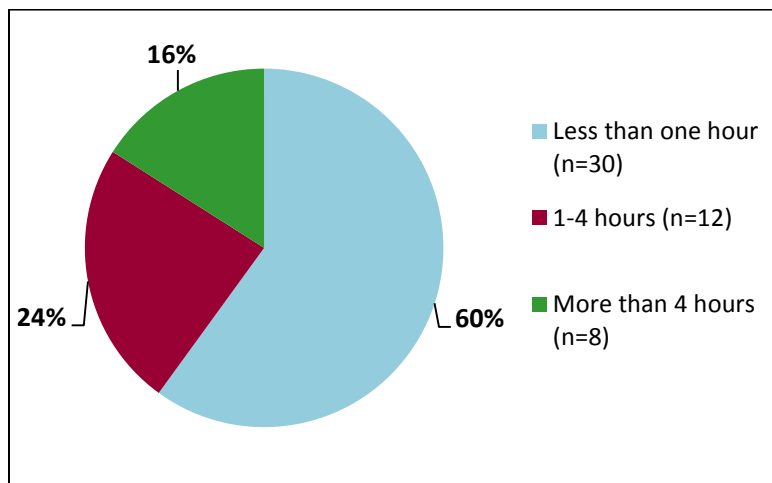
About a third of facilities (28-36%) fell into each of the designated categories of capacity size: small (0-50 people), medium (51-200 people) and large (200+ people). Respondents reported a large degree of variation in capacity; a minimum of 8 and a maximum of 1,785 people. The average capacity was 190 and half of the facilities had a capacity of less than 80 people.

Graph 11: Average Percentage of Capacity Used by Visitors Daily (N=36), Maricopa County, 2014



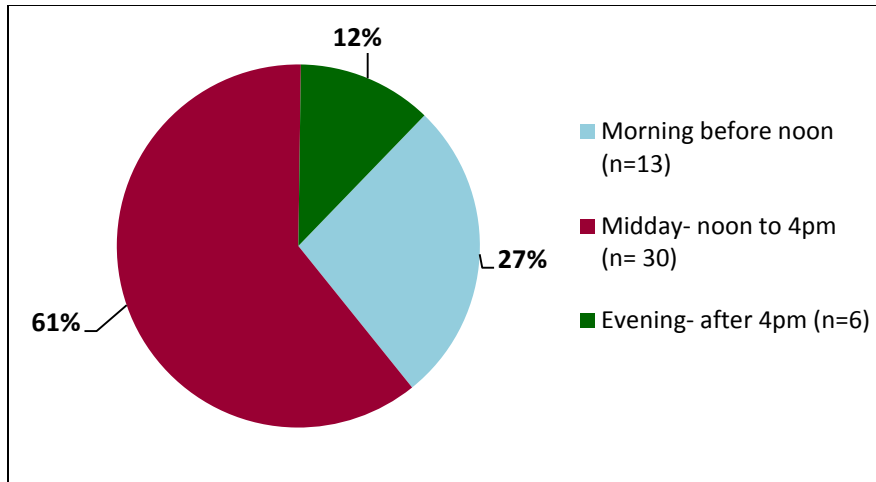
Responses were categorized into quartiles with almost half of respondents (46%) stating that they were at twenty-five percent or less capacity every day. Of those, 27% stated they were at five percent or less capacity. Seventeen percent of facilities fell into the second quartile (26-50%), twenty percent in the third quartile (51-75%), and seventeen percent in the fourth quartile (76-100%). There were three facilities that reported being at 100% capacity on a daily basis. Thirty-three percent of facilities either did not answer the question appropriately or did not answer at all and therefore, were deemed missing.

Graph 12. Estimated Average Stay of Cooling Center Visitors, Maricopa County, 2014



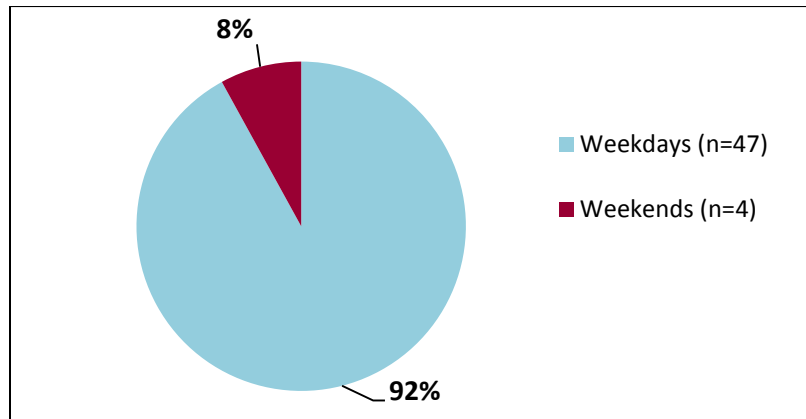
The majority of respondents reported that on average, visitors stayed in the Cooling Center for less than one hour (60%).

Graph 13. Time of Day with the Most Number of Visitors, Maricopa County, 2014



Although facilities reported that visitors came at all times of the day, midday was reported as having the most visitors (61%).

Graph 14. Days of the Week with Highest Number of Visitors, Maricopa County, 2014



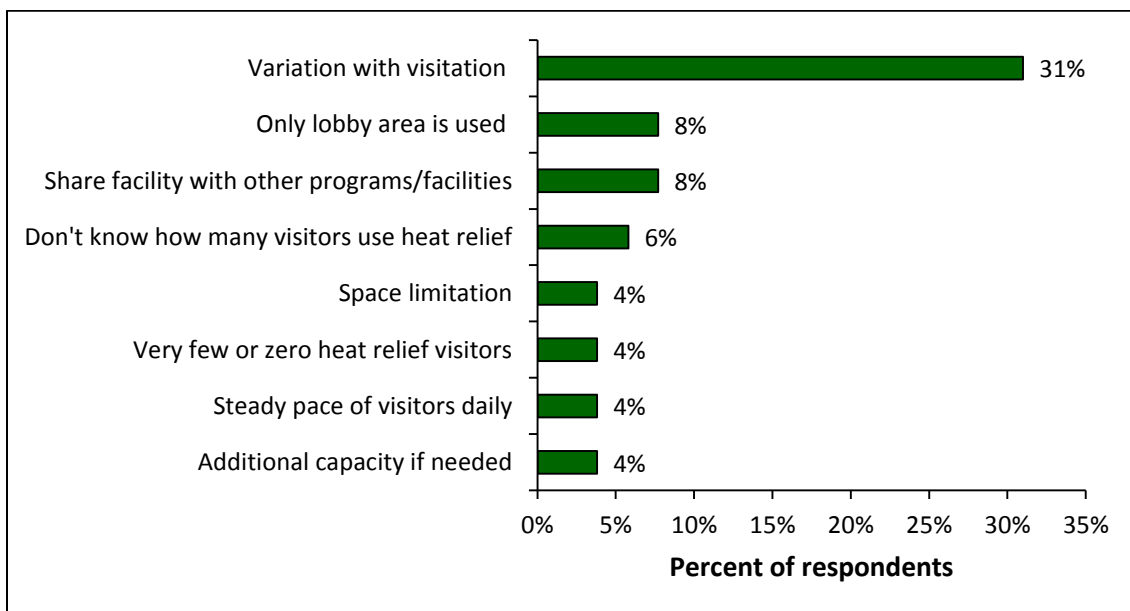
The majority of respondents reported weekdays had the highest number of visitors (92%) with only four facilities (8%) indicating that weekends had the highest.

Table 7. Months of the Year with a Number of Visitors, Maricopa County, 2014

Month	May	June	July	August	September
#of Respondents	11	14	33	29	7
% of Visitors	21%	27%	64%	56%	14%

The majority of respondents stated that more people visit their Cooling Center in July and August (64% and 56% respectively). The lowest number of visitors utilizing the Cooling Centers occurs in September (14%).

Graph 15: Additional Information about Facility Capacity (N=47), Maricopa County, 2014



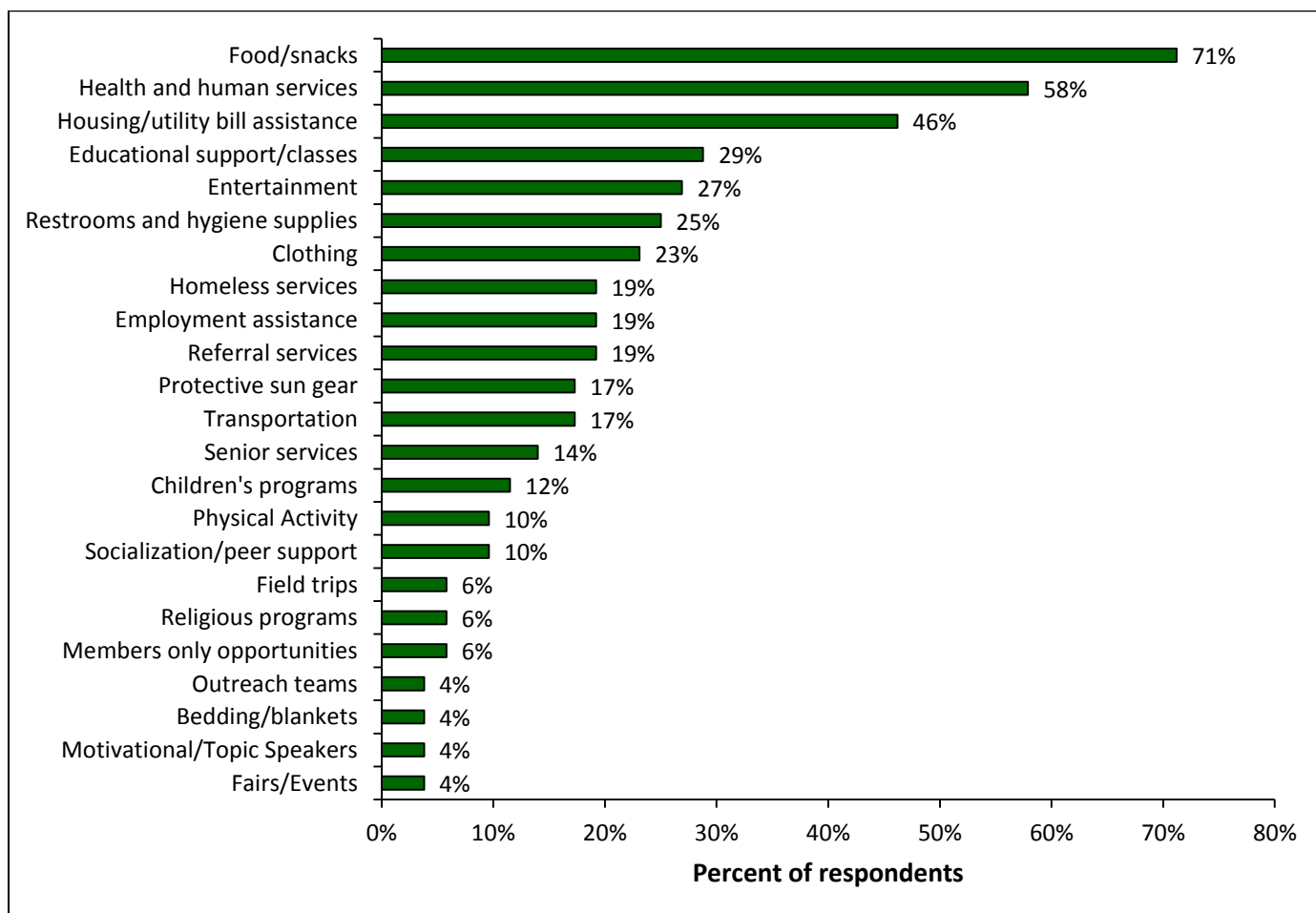
Comments about facility capacity and utilization were aggregated. Thirty-one percent of facilities indicated that visitations to their facility varied considerably. See table 6 below for a sample of verbatim responses referring to capacity and utilization. Other comments include: service animals are allowed; may exceed capacity during an emergency; no laying policy; no roaming policy; one big room for cooling center; cooling center is separate from all other facility services; and overnight stay allowed.

Table 8. Sampling of Verbatim Responses about Capacity/Utilization, Maricopa County, 2014

"We have the most visitors early in the season and then again in August."
"Tuesday through Thursdays are the highest traffic days."
"The first week of the month is the lowest number because of military and welfare checks come the first week of the month."
"No one has visited this site so I do not have the answers to these questions."
"Flow of visitors depends on temperatures."
"Lobby area is main Cooling Center. All day Cooling Center visitors is uncommon, but does occur once in a while."
"Not much space, basically front lobby waiting room."
"This is our first year as a Cooling Center... our set up has worked pretty well so far, although we keep the Cooling Center area separate from the senior center area because of our vulnerable population."

Services and Supplies

Graph 16: Additional Services or Supplies Provided to Visitors (N=52), Maricopa County, 2014

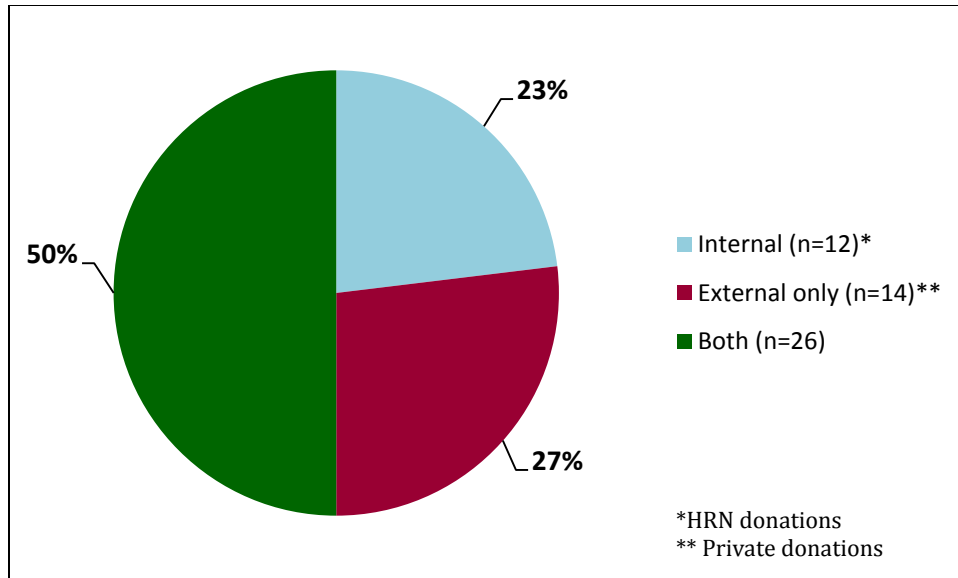


The facility managers reported providing a wide variety of services. The majority reported that they supply food or snacks and provide health and human services like case management and food stamps. A little less than half (46%) of facilities offer some type of housing assistance. Other services provided include restrooms and hygiene supplies, children’s programs, religious programs, homeless services, and protective sun gear. See table 9 for a sample of verbatim responses referring to supplies and services.

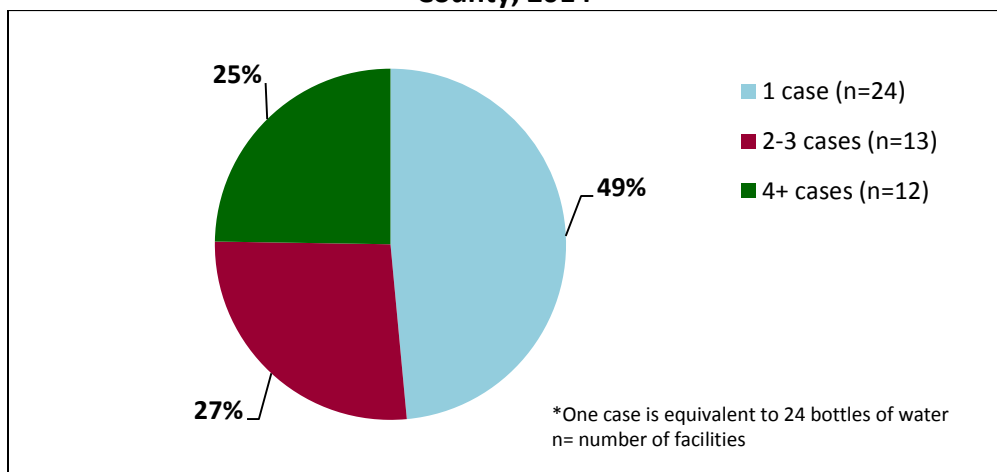
Table 9: Sampling of Verbatim Responses about Services and Supplies, Maricopa County, 2014

“Facility provides non-profit related services, including financial assistance and tax preparation, social services (Healthy Mothers, Healthy Babies), LIHEAP rental assistance and aid paying water and electricity bills. Hygienic items such as socks...”
“Snacks (granola bars, healthy snacks), workforce connection, Health Arizona (DES screening and application process), Nutrition and health resources (First Things First, referrals to St. Mary's food bank, etc.)”
“Meals, entertainment (sing, dance, games, ping pong), help applying for social services (food stamps, AHCCS), brown bag lunch once a week, arrange transportation for them (free/low-cost taxi service to and from senior center). Members of the senior facility come in for the social aspect.”
“Membership base is 1500. They have guest speakers often from partner agencies that come in and speak about the importance of staying hydrated and cool in the heat.”
“They would have to be a paying member. We have a big screen TV people can watch when they cool off.”
“Art classes, exercise, supplemental food, cards, bingo, educational info, human services information, medical information, housing, SS info.”
“Bottled water, sunscreen, lip balm, sun glasses, and hats.”
“Recreation and socialization, various classes. We also host children's programs at the park so they often will come in for water as well... Indoor walking gym and workout room, senior center services, parks and rec services.”

Graph 17: Source of Bottled Water, Maricopa County, 2014

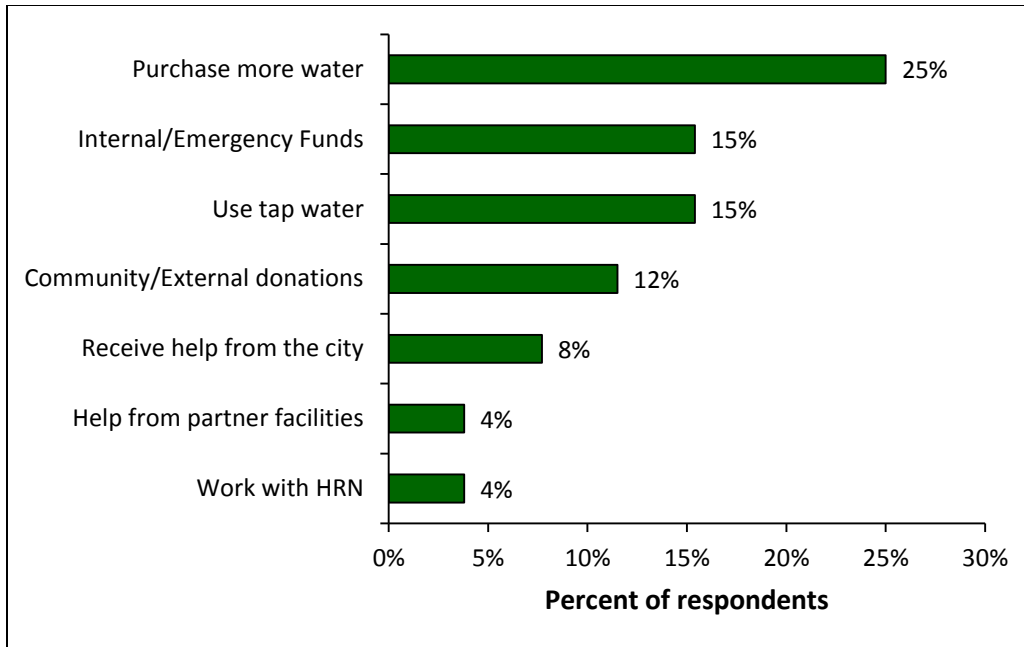


Graph 18: Average Amount of Water Bottles Distributed on a Typical Day, Maricopa County, 2014*



Approximately half of facilities (49%) went through one case of water per day. A little over a quarter (27%) of facilities used 2-3 cases per day. Twenty-five percent of facilities went through 4 or more cases per day.

Graph 19: Methods Used to Remedy a Water Shortage (N=33), Maricopa County, 2014



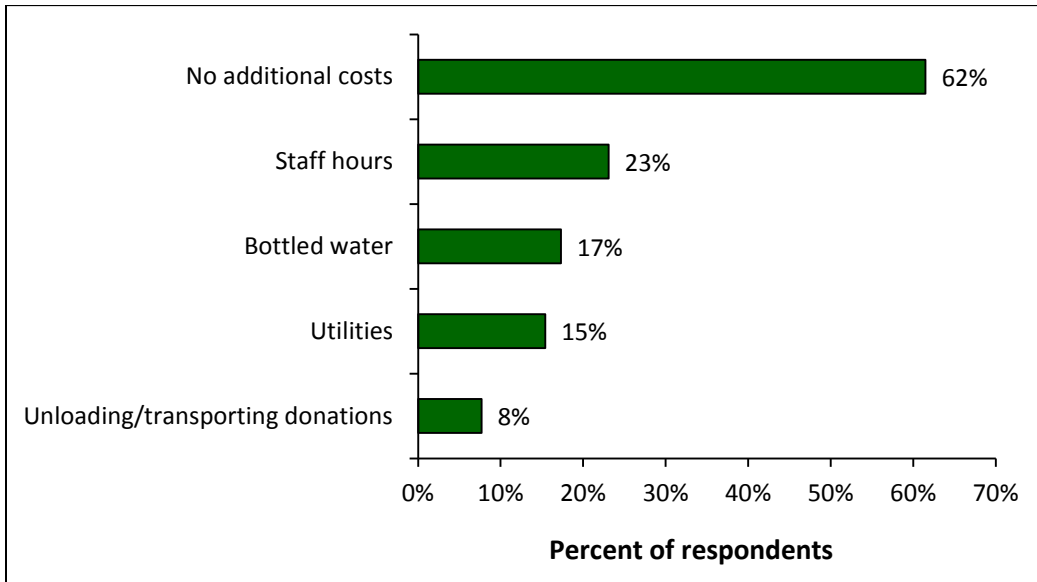
Approximately one-third of respondents (33%) reported having run out of water for their visitors. Twenty-five percent of facilities mentioned that they would purchase more water in the event of a water shortage. Other facilities reported having internal or emergency funds to purchase water, using tap water, receiving community/external donations, receiving help from the city, receiving help from partner facilities, and working with HRN. See table 10 below for a sample of verbatim responses referring to water shortages.

Table 10: Sampling of Verbatim Responses Regarding Water Shortages, Maricopa County, 2014

"External funding to buy more water."
"Once the facility reaches 50% of its water capacity it obtains additional water supplies from the City."
"If we run out of water we make an announcement at the church and beg for donations. We do have a misc. activities fund at the church that we can access to purchase water."
"Have them refill their bottles with water fountain."
"Staff is dispatched to a nearby store to procure additional water supplies."
"We have some emergency funds set aside if we would need it."
"They find other sources of water bottle donations, or buy the water themselves. They also have water cooler of non-bottled water that people can use."

Costs and Burdens

Graph 20: Costs Associated with Serving as a Cooling Center (N=52), Maricopa County, 2014

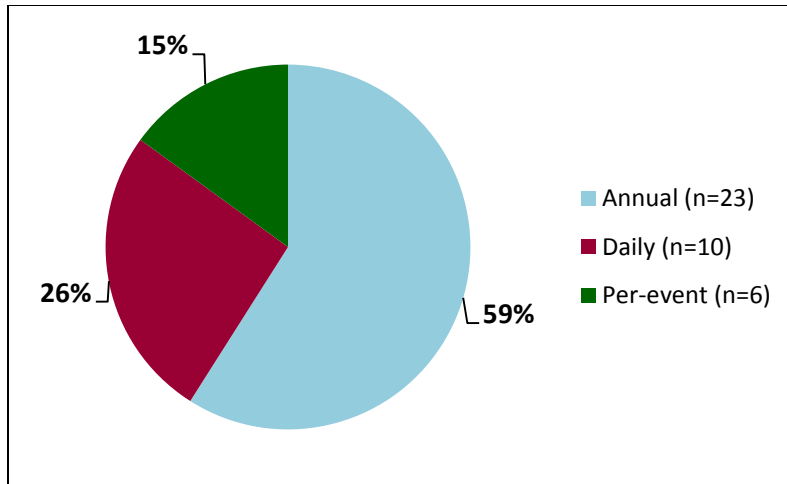


Sixty-two percent of respondents reported having no additional costs associated with serving as a Cooling Center. Almost a quarter of facilities said employee hours were a cost for their facility. See table 11 below for a sample of verbatim responses referring to facility costs.

Table 11: Sampling of Verbatim Responses Regarding Facility Costs, Maricopa County, 2014

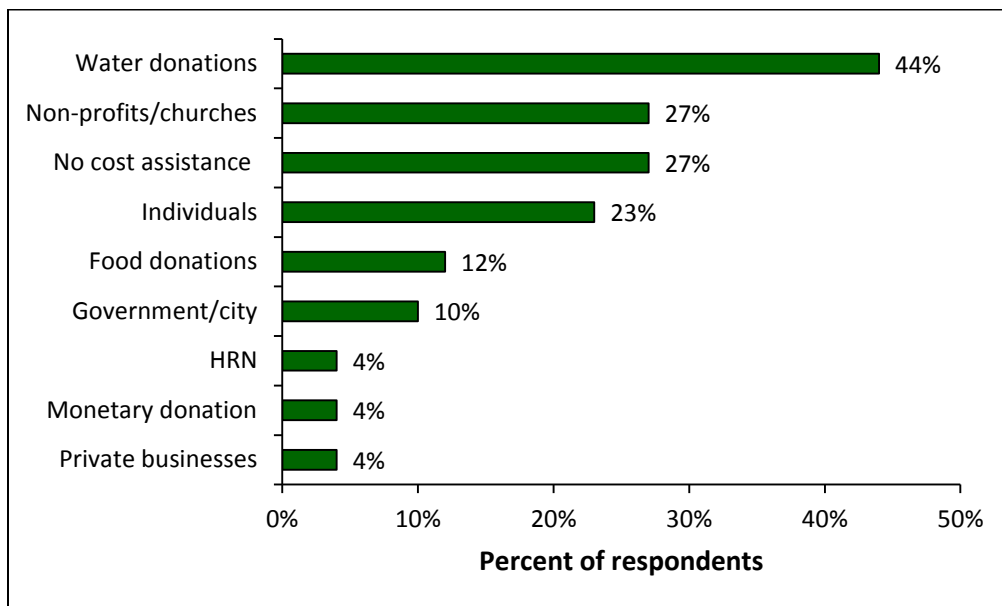
“Water, man/staff hours (minimal costs), costs of unloading donations (costs are calculated with annual costs of the entire facility).”
“No additional costs are imposed on the facility due to servicing as a Cooling Center.”
“Costs of water purchased.”
“Utilities and space (hours of operation are the same as normal business hours). Approximately \$500 a month to run Cooling Center services with normal services.”
“No additional costs, well within existing operating costs. Staff time is not significantly diverted to cooling/hydration activities and fits within existing services.”
“There are costs associated with water bottles, keeping buildings cool, having staff available, training for CPR/first aid, signage and other materials that are printed/distributed, and possibly some costs for media announcements/advertising.”
“Not any real additional cost, facility would be open for cooling and heat relief anyways. Man-power is the one cost that is present to distribute the water bottles, but that is also core to their central mission.”

Graph 21: Frequency of Costs Incurred from Serving as a Cooling Center, Maricopa County, 2014



A follow-up question was asked whether these costs were incurred on a daily, annual or per event basis. The majority of facilities said costs were incurred annually (59%), about a quarter of facilities (26%) said the costs were incurred daily, and 15% of facilities said expenses were incurred for each event.

Graph 22. Sources of Assistance to Offset the Additional Costs (N=45), Maricopa County, 2014

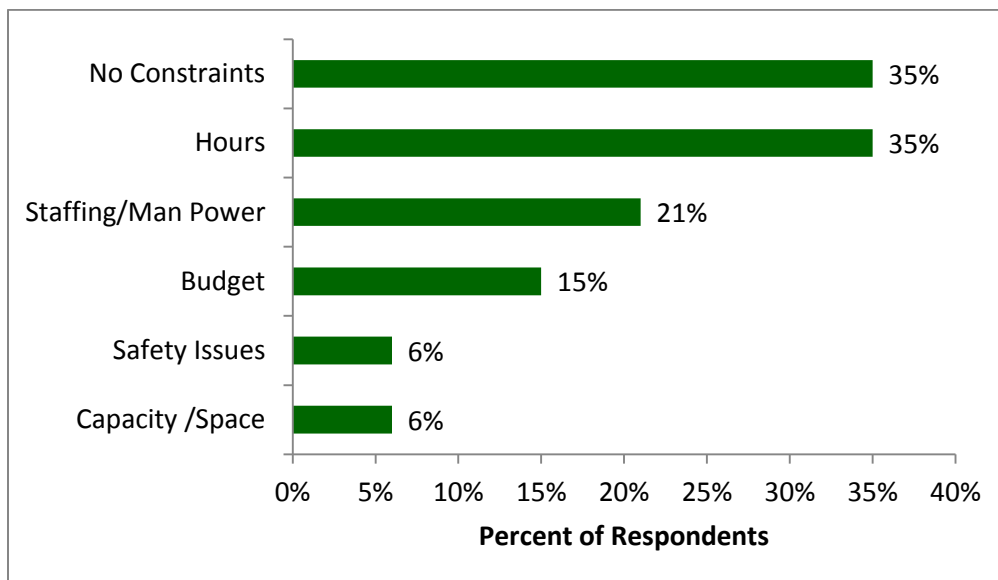


Seventy-three percent of respondents reported receiving some assistance with their facility costs. Forty-four percent said they were given water donations. About a quarter stated they received help from non-profits or churches. Twenty-seven percent stated they did not receive any cost assistance. See table 12 for a sample of verbatim responses referring to assistance source.

Table 12. Sampling of Verbatim Responses Regarding Assistance Source, Maricopa County, 2014

“Individuals donate checks and they are sent down to human services.”
“Waste Not donates food. St Vincent de Paul donates food. One gentleman donates food by himself. Water from other churches of other denominations.”
“We have had water donated by Circle K.”
“Facility is operated by the City of Phoenix. Some assistance is received in terms of donations of water from members and surrounding community.”
“Most of the benefactors are churches. It is a federal Food Bank that is also partially funded by donations. Water provided by outside donors, also some from the HRN makes up 100% of water supply.”
“No, self-sufficient besides city of Phoenix operating funds.”
“Have people that donate things and money on a monthly basis.”

Graph 23. Constraints Faced by Cooling Centers (N=50), Maricopa County, 2014



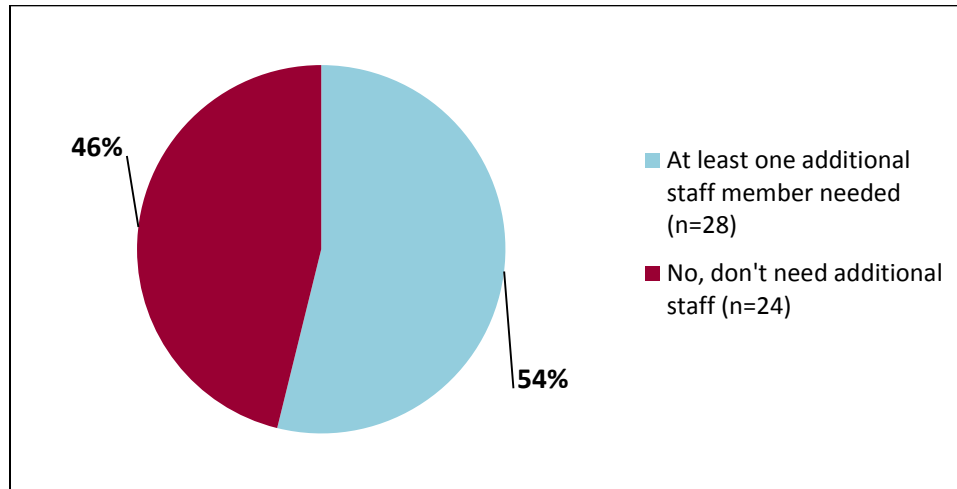
Respondents were asked what constraints their facility faces when providing services and if any of those constraints are significant enough to limit participation next season. Thirty-five percent cited the hours of operation as a constraint; these respondents discussed wanting to be open on weekends or having longer evening hours. Another 35% of respondents did not report any constraints. Thirty-four percent stated that they had planned to participate next year because there were no constraints significant enough to limit their participation. See table 13 for a sample of verbatim responses referring to facility constraints.

Table 13. Sample of Verbatim Responses Regarding Facility Constraints, Maricopa County, 2014

<p>“During the school times there is concern regarding child safety from those who enter the site. This is minimized by separating children into different rooms and kids are required to leave before 6pm.”</p>
<p>“Due to budget cuts, our facility was supposed to close but staff took cuts/concessions. Operates year to year based on budget.”</p>
<p>“No, but we close at five. If we have an emergency we will open.”</p>
<p>“If we were to open up longer we would offer a whole other category of service, anything more than that would be more like a shelter/other service. Limitations based on manpower. If the costs of safety exceed costs of benefits the church may consider ending the program.”</p>
<p>“Unsure why we don't receive any visitors, but no visitors is a constraint.”</p>
<p>“The facility is constrained in the hours it can be open (8-5). There are no constraints that would make participation difficult or unlikely next season.”</p>
<p>“Only closed on Sunday, but not a lot of activity on the weekends. High crime rate area. Very low traffic rates after 6:00pm.”</p>
<p>“Cannot be open on the weekends, but this will not stop them from participating next year.”</p>

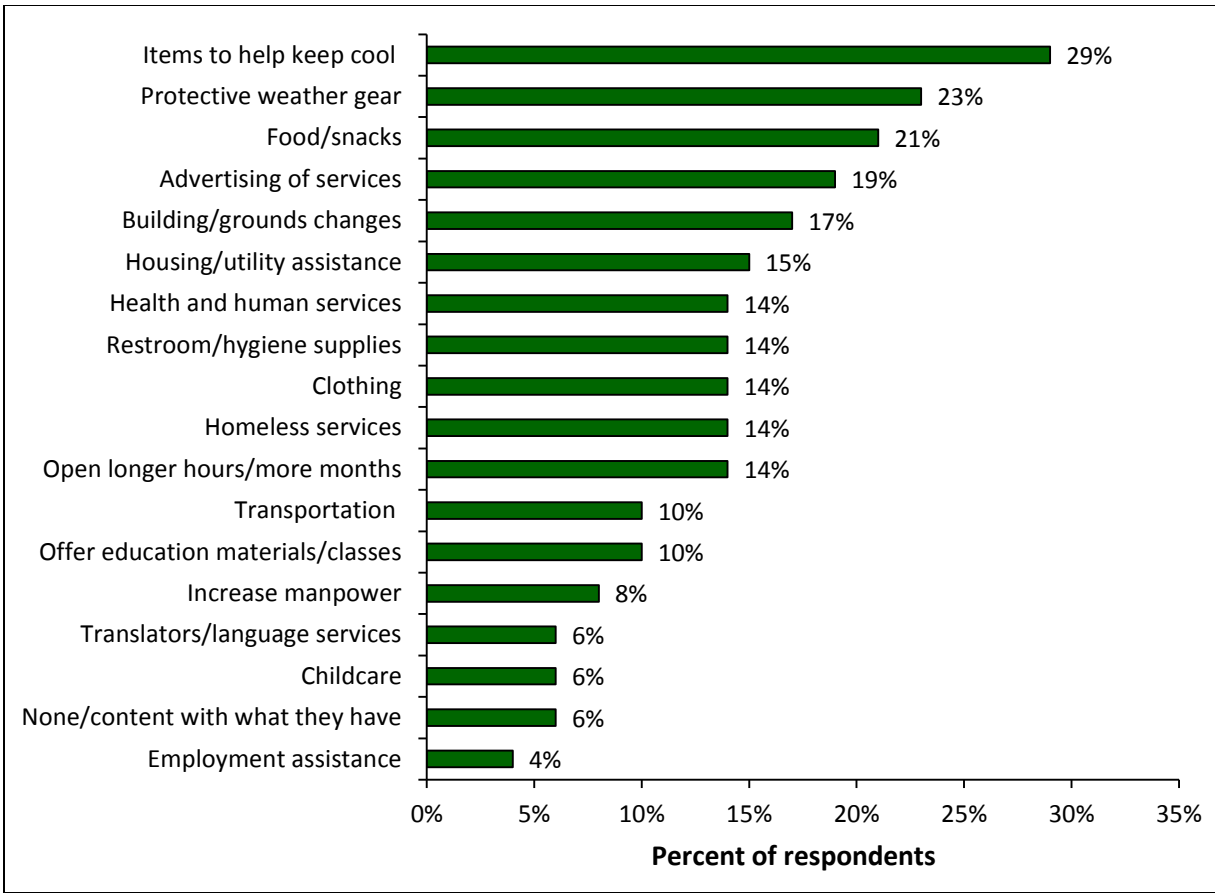
“Location is the best and worst - very convenient for Tempe but mixing homeless and campus life not always good. Sometimes constraints are faced because of volunteer numbers, 1-2 days per summer that they cannot open because of manpower.”

Graphs 24. Additional Staff Needed to Operate Cooling Center, Maricopa County, 2014



More than half of the respondents (54%) reported needing at least one staff member in addition to their regular staff in order to operate their cooling center.

Graph 25. Services and Supplies that would be Provided Given Unlimited Resources (N=50), Maricopa County, 2014



Twenty-nine percent reported wanting to provide various items to keep their visitors cool. Some examples of items suggested include: reusable bottles, refrigerators, water coolers, and misters. Twenty-three percent said they would like to provide protective weather gear such as sunscreen, hats, and umbrellas. Other services/supplies that respondents would provide given unlimited resources include housing, utility assistance, and homeless services. See table 14 for a sample of verbatim responses referring to the services and supplies offered if resources were unlimited.

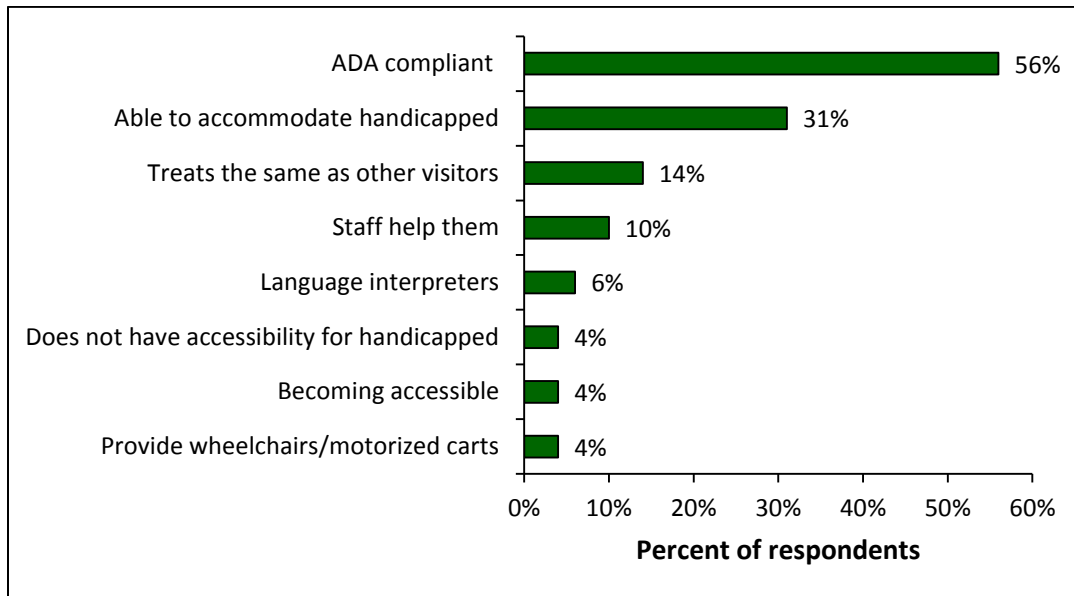
Table 14: Sampling of verbatim responses referring to services and supplies they would like to provide

“The facility would like to offer more funds for emergency financial assistance/programs,

including rental assistance and LIHEAP. Best practices are to let the community know about the heat relief efforts and other services offered.”
“More housing units for our programs, larger area for people to come in and relax separate from those in the program.”
“Refrigerated cooler in facility; Automatic doors to further ADA-compliance.”
“One of the most important things would be an external sign on the outside indicating that the center is a cooling/hydration center. Maybe advertise on bus stops nearby... Also having a dry T shirt or something for hot sweaty people to change into would be handy, plus general shower or hygiene services would be a nice "perfect world" addition.”
“I feel that we already provide the services intended for the Cooling Center so there is nothing else I could really think of. It would also be nice to offer evening or weekend hours set up at locations where there are vulnerable populations.”
“Hats, sunscreen, sunglasses, ice packs for people to put on the backs of their necks to keep cool when walking around, flip flops--anything that helps keep people cool.”
“Extend hours, channel more people through the center, provide more education and outreach that the facility exists, serve more of the community, reinstitute mailing program, put more signage on and around the building, provide information to people about what exactly the senior centers do.”
“More ramadas outside in the park for shade or other shade structures.”
“More water, Flat screen TV, Shower vouchers, More bus tickets, More hygiene, Housing.”
“It gets hot in March and April, would be nice to start earlier / they currently start when they get the HRN water.”
“I wish it was a year round program. So many families come in to our building every day, and it is great to offer them water.”

Miscellaneous Questions

Graph 26. Accommodations for Individuals with Physical Disabilities (N=53), Maricopa County, 2014

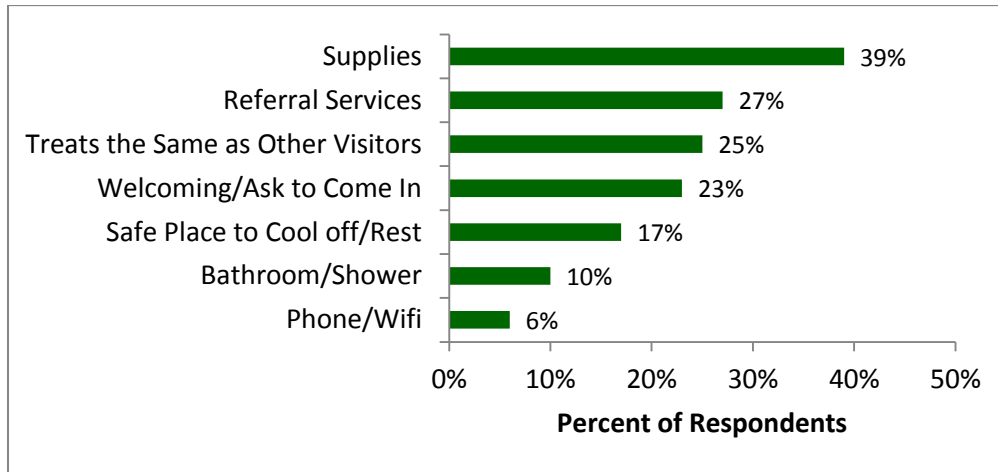


The majority of respondents (56%) stated that their facilities are American Disability Act (ADA) compliant. Another 31% of facilities did not mention ADA compliance but did state that they were able to accommodate individuals with physical disabilities. See table 15 for a sample of verbatim responses.

Table 15: Sampling of Verbatim Responses about Accommodating People with Physical Disabilities, Maricopa County, 2014

"We have a few in motorized carts, we take them straight into the dining hall to accommodate their needs. If they are on crutches or walkers or need help we have people in our program who help out."
"ADA compliant; interpreters for scheduling appointments; assess for emergency situations even if facility is at capacity."
"Mobile devices, scooters, wheelchairs are provided every day."
"We have ramps, we allow handicapped people to be first in line for meals. We follow ADA guidelines."
"We accommodate them just like we do with our members. Assist with whatever help they need."
"We don't really have wheel chair accessibility so we might not be able to accommodate them."
"Very wide doorway to accommodate wheel chairs; restrooms are handicap friendly."

Graph 27. Accommodations for Homeless Individuals (N=50), Maricopa County, 2014

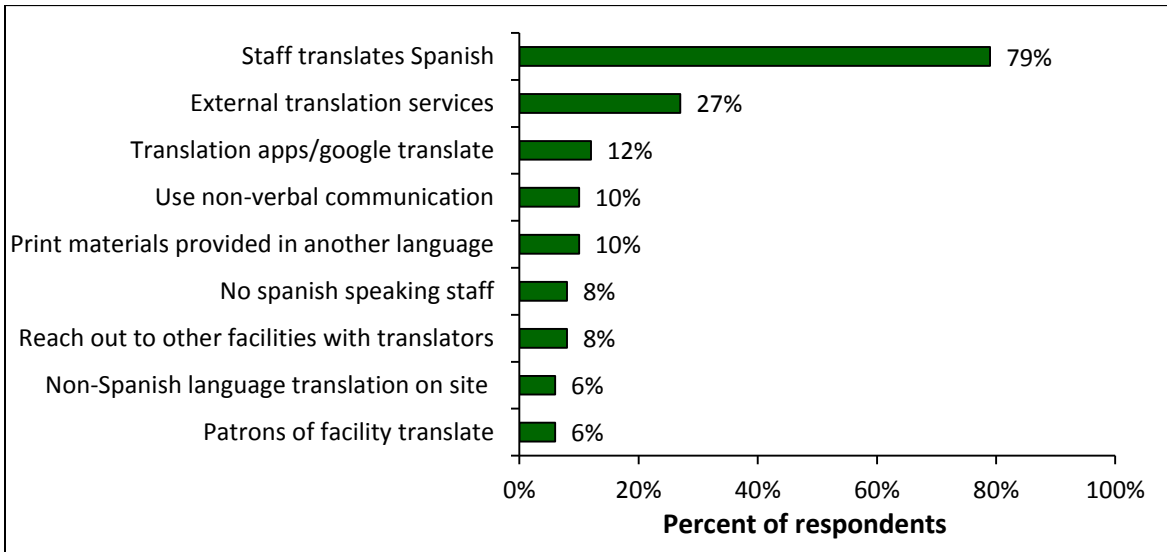


Thirty-nine percent of respondents reported providing supplies such as food, water, and clothing to those homeless individuals seeking relief. Twenty-seven percent of respondents mentioned referring homeless individuals to services such as shelters, mental health care services, and food banks. One facility mentioned they have specific funds for serving the homeless and another mentioned providing transportation for them. See table 16 for a sample of verbatim responses referring to accommodations for the homeless.

Table 16: Sampling of Verbatim Responses about Accommodating the Homeless, Maricopa County, 2014

<p>“Homeless individuals are treated in the same manner as others but may be asked to leave if they become disruptive or interfere. Can offer food (cookies, crackers, pretzels) and food boxes paid for via St Mary's.”</p>
<p>“Homeless individuals are welcome to come in. Some had displayed probable mental issues in the process of creating a disturbance and getting out of hand. They are asked to leave. To those looking for a place to stay longer term we may refer to shelters.”</p>
<p>“We open our door for anyone. ‘You are welcome tomorrow’ concept--if they are too intoxicated or aggressive we always tell them they are welcome... tomorrow.”</p>
<p>“We invite them to come in and sit and rest... We recently had a woman who had been sleeping outside so we invited her inside, gave her water and food. We always offer and make it available.”</p>

Graph 28. Accommodations for non-English Speakers (N=52), Maricopa County, 2014

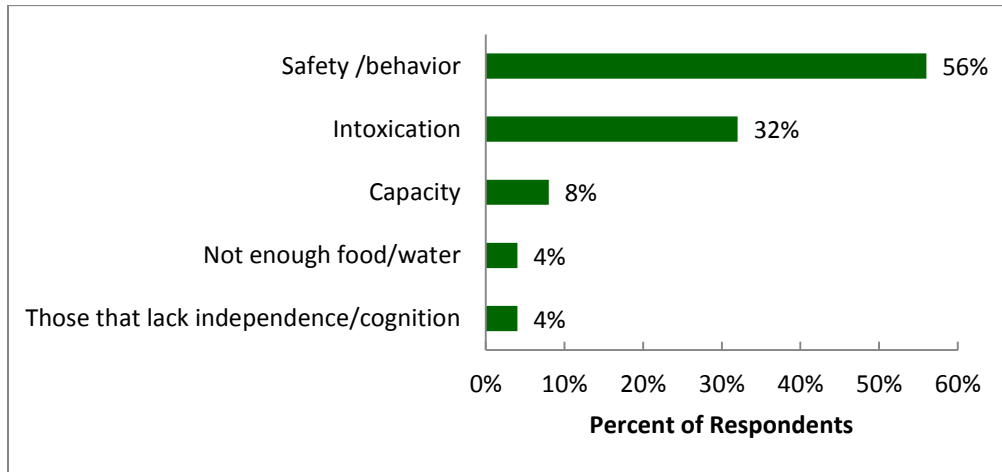


Almost 80% of respondents indicated having a staff member that is a Spanish translator. Twenty-seven percent use external translation services, mostly telephone, while some use a translation app such as Google Translate or offer print materials in another language. Others use non-verbal communication or reach out to other facilities with translators. A few offer translation services in languages other than Spanish. Other comments made include: encouraging visitors to bring their own interpreters and offering language training on site. See table 17 for a sample of verbatim responses referring to non-English speaking accommodations.

Table 17: Sampling of verbatim responses referring to accommodating non-English speakers

“We have an interpreter. Half of our staff is bilingual. We do have a caseworker that speaks Arabic. We also have a phone translation service.”
“Bi-lingual English/Spanish services are offered. Translation systems are used for other languages as well as ASL. The facility may reach out to other centers which have known translating capabilities for languages besides English & Spanish.”
“They have some on-call translational services. Have used neighborhood children to assist with translation, Translational apps, Working on some online Spanish emersion training for volunteers... higher demand for Spanish speakers.”
“Spanish speaking bilingual staff are present, but other languages do not have resources for that ... but they end up making it work one way another.”
“Don't have to be fluent in a person's language to help them with water and heat relief.”
“Spanish speaking staff, but if language is other than Spanish or English then general body language communication is primary means of working with such individuals.”

Graph 29. Reasons for Turning Away Visitors (N=51), Maricopa County, 2014

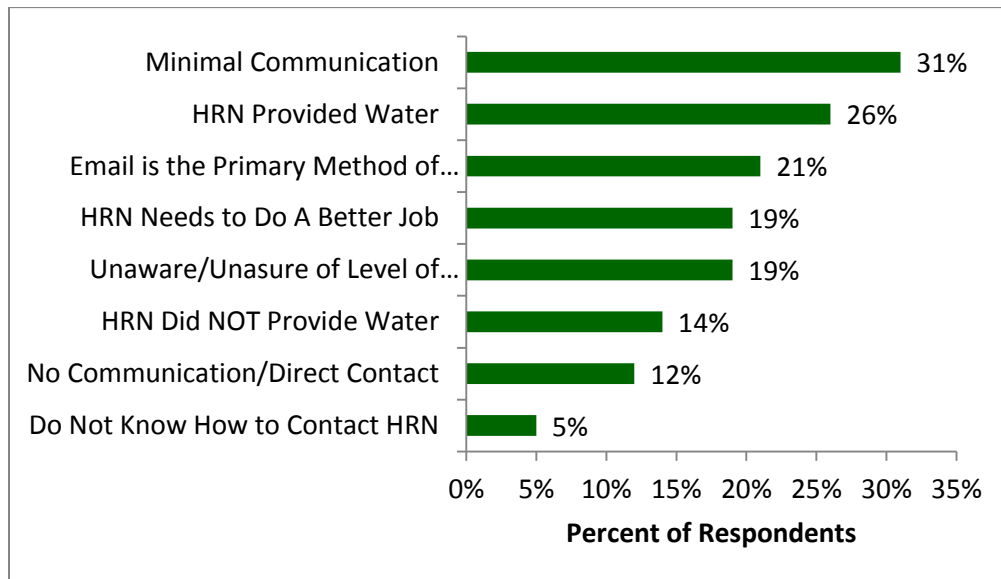


Forty-two percent of respondents reported that they have never had to turn someone away from services. Of the remaining respondents, the most frequently mentioned reason for why people are turned away was the issue of safety and behavior within their facility (56%). This includes general disturbance, disrespect, threatening, or obnoxious behavior towards other visitors. A couple of facilities said lack of independence or cognition is a reason to turn visitors away (4%). A few facilities said they would have to turn visitors away in the event of lack of food or water (4%). Other reasons not mentioned in the graph include: selling drugs; having pets or animals; not wearing clothing; carrying weapons; severe hygiene issues; sex offenders; and if their facility no longer had any available appointments. See table 18 for a sample of verbatim responses referring to turning visitors away.

Table 18: Sampling of Verbatim Responses Regarding Turning Visitors Away, Maricopa County, 2014

“No even if they are intoxicated we would help them. We only call 911 if they are a danger to themselves or others.”
“No one intoxicated or under the influence is allowed on the property. We have intoxicated guests wait outside the gate and serve them outside our property.”
“Intoxicated, lack of social boundaries, not sufficiently cognitively independent to be at the facility.”
“If an individual is intoxicated we will still give them water, we would not deny them water. If they are intoxicated or have behavioral issues we would ask them to leave.”
“If they are intoxicated or inappropriate for our center we ask them to leave. We don't want to put our seniors in harms' way.”
“People are turned away when they are fighting and/or threatening, but intoxication alone is not a reason for turning people away. Folks not turned away due to capacity, but rather stay times are reduced to accommodate new arrivals.”

Graph 30: Relationships with the Heat Relief Network (HRN) (N=37), Maricopa County, 2014



Twenty-four percent said they were satisfied with their level of communication with the HRN. About 31% reported that their communication with the Heat Relief Network was minimal and 12% reported having no communication or direct contact with HRN at all. Additionally, 19% indicated that they were unaware or unsure of the level of communication with HRN. Some indicated a desire for increased communication from the HRN as well as additional water supplies. Two facilities said they did not know how to contact HRN. See table 19 for a sample of verbatim responses referring to the Heat Relief Network.

Table 19: Sampling of Verbatim Responses Regarding the Heat Relief Network, Maricopa County, 2014

<p>“It’s very important... could use more frequent and detailed coordination. & communication with larger HRN to get word out about the services. Only 1 official contact with HRN, first was to sign Cooling Center contract.”</p>
<p>“Limited communication with the HRN... They only brought us the bare minimum cases of water. Since then we have had no communication with them. We need more open communication with them. HRN has not provided great value with donating water, etc.”</p>
<p>“No direct communication with HRN, but they have been positive with deliveries of water, etc.”</p>
<p>“If we needed to we would find a way to contact HRN. The city of Phoenix has been very helpful and we would find a way to communicate if we needed it but we don't often need it.”</p>
<p>“We have had no direct contact. My supervisor is the point of contact for HRN. We did request water at one point and were only given 3 cases of water, even though we go through almost a case a day.”</p>
<p>“Communication with HRN is pretty good but mostly handled at the administrative level. It would be nice if the staff could be more involved in assisting the community/brainstorming solutions and kept more informed as far as what is going on across the network.”</p>
<p>“Minimal, we were contacted via email. They do not provide water for us. The communication and guidance should be more clear. Other than the email we received from MAG about getting out name on the map we have had no communication. The best explanation we have had about the project has come from you.”</p>
<p>“Very good, all by email... Also has meetings with the Tempe homeless coordinators to keep in touch with one another.</p>
<p>“It would be nice to have them check in with us on our water status, like a once a month check in.”</p>
<p>“They have been great so far! The only communication we had was the set up. No one has called to check in on us or offered to help out.”</p>

At the end of the questionnaire, facilities were asked if there was anything else they would like to add. Remaining additional comments made in the miscellaneous section include: old addresses on maps are not being updated; visitor surveys are difficult to complete; population served is not technology savvy; and finally, no generator or back up exists during black outs.

Limitations

Potential limitations of the facility manager survey include:

- Varying quality of data collected: each staff member has their own style of interviewing and interpreting responses, although every effort was made to standardize interviews.
- Possible misinterpretation of questions by the interviewee
- Manual data entry: data entry errors might have occurred from converting written responses into an electronic database.

Conclusions

Highlights of the facility manager survey include:

- The most commonly reported motivation for facilities to become cooling centers was a sense of community.
- The majority of respondents reported mid-day (12pm- 4pm) as the time of the day when the highest number of visitors come
- Less than half of cooling centers operate outside of regular business hours
- The majority of respondents reported that they distribute about one case of water (24 bottles of water) per day
- Food/snacks and health and human services were the two most commonly reported additional services besides water to cooling center visitors
- The majority of respondents reported needing at least one additional staff member in order to operate the cooling center
- Most respondents indicated that 50% or less of facility capacity is used by visitors daily
- Visitors are only turned away for adverse behavior
- The majority of facilities have a bilingual staff member
- About 40% of cooling centers offer additional services for the homeless
- About 60% of facilities are ADA compliant and >90% are able to accommodate individuals with access or functional needs.
- Respondents expressed a desire for enhanced communication with the Heat Relief Network

Overall, facilities recognized the need for cooling centers within their communities. They also emphasized the importance of getting to know their community and understanding the demographics of the people served. Facilities expressed appreciation and pride in being able to

provide their services to the community. They are interested in forming collaborations and partnerships with other cooling centers, in order to share best practices. A large emphasis was placed on defining the role of the Heat Relief Network and supporting its commitment to leading the communication efforts within the network and amongst all centers.

Appendix

Cooling Center Evaluation: Facility Manager Interview

Facility Manager Survey

Annually, MCDPH tracks and reports on heat-associated deaths in the county. Since 2006, Maricopa County has seen 632 heat-associated deaths, a little less than a hundred a year. While the number of deaths varies each year, the number of deaths has been on the rise in recent years. Analysis of these heat-associated deaths indicates that homeless populations are at high risk as well as elderly individuals in their homes who either are not using or do not have access to air conditioning. MCDPH's overarching goals for this evaluation are to understand the role that the Heat Relief Network cooling centers play in supporting these at-risk individuals and determine if there are underserved areas which might benefit from Heat Relief Network cooling center recruitment.

Interviewer's Name:

Interviewee's Name:

Name of Cooling Center:

Cooling Center Address:

Date of Interview:

Basic Facility Information

What is your position with this facility?

How long have you been working with this facility?

How many years has this facility been operating as a cooling center?

What days is the facility available for use?

- Sunday
- Monday
- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday

What are the facility's hours of operation?

Is a daily sign-in sheet of visitors kept at your site?

- Yes
- No

Is a record or log kept of daily visitor counts?

- Yes
- No

Are these records (daily visitor counts) maintained/preserved?

- Yes
- No

What motivated your facility to become a cooling center?

How does your facility alert the public that services are available?

Does your staff have an established protocol in the case of medical or other emergencies?

Cooling Center Capacity and Utilization

What do you estimate the total capacity of the cooling center to be?

Total Capacity: Estimate or Actual?

- Estimate
- Actual

On average, what percentage of this capacity is used by visitors on a daily basis?

Percentage of capacity used: Estimate or Actual?

- Estimate
- Actual

On average, how long do visitors stay in the cooling center?

- Less than one hour
- One to four hours
- More than four hours

Length of visitor stay: Estimate or Actual?

- Estimate
- Actual

At what time of day is the number of visitors the highest?

- Morning (before noon)
- Midday (between noon and 4:00pm)
- Evening (after 4:00pm)

Time of day with highest # of visitors: Estimate or Actual?

- Estimate
- Actual

Additional Notes:

Q20 What days of the week tend to have the highest number of visitors?

- Weekdays
- Weekends

Day of week with highest # of visitors: Estimate or Actual?

- Estimate
- Actual

What month of the year tends to have the highest number of visitors?

- May
- June
- July
- August
- September

Month with highest # of visitors: Estimate or Actual?

- Estimate
- Actual

Is there any more information about the facility capacity you would like to share?

Services and Supplies

Does the facility you are associated with provide any services or supplies to visitors besides cooled space? If yes, please explain.

- Yes
- No

Additional services or supplies provided to visitors:

Does the facility you are associated with provide bottled water? If yes, please answer the following two questions.

- Yes
- No

If yes, what is the source of the bottled water?

- HRN/Internal
- Others/External

If yes, how many water bottles are handed out on an average day?

of water bottles: Estimate or Actual?

- Estimate
- Actual

Have you ever run out of available water?

- Yes
- No

If yes, are there any actions that you typically take to remedy the situation?

What other supplies and services are available at your facility?

Costs and Burdens:

What are the costs to your facility associated with serving as a cooling center?

Are these costs incurred on a daily, annual, or per-event basis:

- Daily
- Annual
- Per-event

Does the facility receive any assistance in incurring these costs from outside agencies? If so, from whom? How much?

What constraints does the facility face when providing services, in regards to the times and days that it can be open? Are any of these constraints significant enough to the point that your participation would be difficult or unlikely next season?

How many people, in addition to your regular staff, do you typically need to operate this cooling center?

_____ # Employees/non-volunteers

_____ # Volunteers

_____ # Medical

_____ Other

Please provide a list of other:

What services and supplies would you like to provide if your facility had unlimited resources?

Is there any more information about services and supplies that you would like to share?

Miscellaneous Questions

How does your cooling center accommodate individuals with physical disabilities?

How does your cooling center accommodate homeless individuals seeking relief?

How does your cooling center accommodate individuals who do not speak English?

Are there ever times where you have to turn individuals away from services? If yes, what are the reasons for turning individuals away (ex: you site is at capacity, intoxicated visitors, etc.):

How is your communication with the HRN?

Is there anything else you would like to add?

Interviewer's additional comments: