



# 2023 ARPA

# IMPACT REPORT

Recovery Plan  
Performance Report 2023

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## LETTER FROM

**MIKE DUGGAN**

MAYOR, CITY OF DETROIT

The City of Detroit has recovered to pre-pandemic economic levels, and thanks to President Biden's American Rescue Plan (ARPA) approved by Congress in 2021, is able to support Detroiters in their recovery, as well. We are pleased to present this report to give you a sense and appreciation of the work being done to put Detroit's allocation of \$826,675,290 in ARPA funds – one of the largest allocations in the nation – to its most impactful use.

While many cities have used a large portion of their funds to fill Covid-related budget holes, we are able to put the vast majority of our funds directly into programs that benefit our residents, thanks to Detroit's effective budget management during Covid. This includes innovative programs to provide more affordable housing, job training and employment programs, critical home repairs for low-income seniors, major park renovations, first-time homeownership programs, public safety initiatives and more.

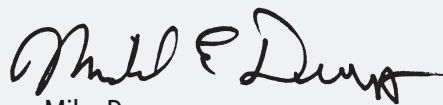
**Some key highlights include:**

- \$100 million to help Detroiters prepare for new careers and employment opportunities through job training, paid programs to remove barriers to employment and employment with the city. The Skills for Life program, for example, hires residents to work three days per week and receive up-skill training the other two days to prepare them for higher paying jobs.
- \$30 million for the Renew Detroit program, which is helping to replace roofs on the homes of more than 1,200 low-income senior citizen homeowners.

- \$6 million for the down payment assistance program, which is helping hundreds of Detroiters become first time homeowners by providing them grant assistance to pay for the downpayment and other up-front costs associated with purchasing a home.
- \$3.7 million to support entrepreneurs trying to open their business in Detroit through the Motor City Match program, which so far has helped 150 new small businesses open in the city.

City departments have been working tirelessly to implement these programs and nearly 80 more as quickly as possible, while ensuring full compliance with strict federal regulations. Our goal is to strengthen our city by investing in its people. The American Rescue Plan Act is helping us to support the Detroiters who stayed in the city during the difficult times in ways we otherwise would not have been able to.

Sincerely,



Mike Duggan  
Mayor, City of Detroit

## LETTER FROM

**MEAGAN ELLIOTT, PH.D.**

DEPUTY CHIEF FINANCIAL OFFICER, ARPA GRANTS &amp; DEVELOPMENT

The word transformational often gets used when discussing recent investments made in American cities under the Biden Administration. The scale of resources coming into the City of Detroit under the American Rescue Plan Act (ARPA), Infrastructure, Investment and Jobs Act (IIJA), CHIPS and Science Act, are unprecedented, and have fundamentally shaped our ability as a city to both recover from the Covid-19 pandemic and to invest in long-term strategies that will transform our city moving forward.

But perhaps another more appropriate word for most as they try and keep pace with these investments is “incomprehensible.” The \$826.7 million that came to Detroit in two tranches under ARPA is such a large amount of money. For someone not involved in the work of these ARPA programs day to day, it can be hard to touch and feel the impact of the work immediately. For that reason, Mayor Mike Duggan charged the Detroit ARPA team to make our communications, outreach, and reporting on ARPA the most transparent in the country.

This group works tirelessly to meet that mandate, and the 2023 ARPA Impact Report – which also serves as Detroit’s more technical “Annual Recovery Plan Performance Report” that we submit to the United States Treasury-- is focused on a singular question: what has been the impact

of these funds to date, both on Detroiters daily lives and on our city as a whole? In doing so, we are one step closer to making these funds more comprehensible.

I invite you to dig in and take part in the work of ARPA alongside us. Attend a community forum. Bid on an ARPA contract. Apply for a role to be a steward of one of these many programs. And together we can ensure these funds do, in fact, transform Detroit for the long run.

Sincerely,



Dr. Meagan Elliott  
Deputy CFO, Development and Grants  
Head of ARPA for the City of Detroit

## EXECUTIVE SUMMARY

The City of Detroit has received \$826.7 million from The American Rescue Plan Act (ARPA) Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program, the fifth highest amount awarded in the United States. This report will begin to tell the deeper story of ARPA impact on the people of Detroit and their communities. This is the second report in a series describing how the City is using the funds to aid in its recovery from the COVID-19 pandemic, capturing the progress, lessons learned, and directions moving forward in this on-going effort. This report covers all the City's activity through June 30, 2023 (the "covered period").

Last year's report highlighted the City's efforts to implement both immediate and near-term projects to mitigate the impacts of COVID-19 as well as increase community resilience to similar future shocks. However, with the winding down of the COVID-19 Pandemic's state of emergency, Detroit will focus more intently on long-term transformation of the city and improving the quality of life for residents.

To this end, the City of Detroit's use of ARPA-SLFRF funding has taken a two-pronged approach:

- 1) Augmenting & Building on Existing Investments for Economic Growth
- 2) Investing in Vulnerable Communities to create opportunities for Household Growth & Stability

**The North Star of Detroit's ARPA Portfolio remains the end goal of "a resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity." This report evaluates the progress of Detroit's ARPA Portfolio to reaching this North Star on these terms, using the city's successful and pending projects as models and examples of what works, what does not, and what still needs to be done. ARPA is "Up and Running" in the City of Detroit but what will the impact of these investments be?**

### ■ The City of Detroit has 99 approved ARPA Projects

- 39 of them are currently reporting performance data
- \$776 million are programmed across these projects, or 94% of total funds appropriated to the city
- Projects currently have an "on the ground" presence in 90.8% of Detroit neighborhoods, 88.2% of all census tracts, 100% of all Strategic Neighborhood Fund neighborhoods<sup>1</sup>, 99% of Detroit's Federally Qualified Census Tracts (QCT's) and 100% of Detroit's most vulnerable communities.<sup>2</sup>

1 Ten neighborhoods designated for investment in community-driven projects in four specific areas – park improvements, streetscape improvements, commercial corridor development, and affordable single-family home stabilization. These investments are being made in coordination between the City of Detroit, Invest Detroit, neighborhood residents and corporate donors.

2 What makes a most vulnerable community is defined and operationalized below in the section on "Promoting Equitable Outcomes", specifically in evaluating the Detroit ARPA Portfolio's impact on Spatial/Geographic Equity.

## KEY TAKEAWAYS

**SMALL BUSINESS****\$3.7M**

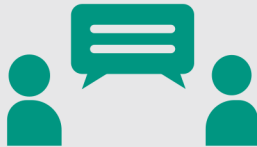
distributed across 315 Motor City Match grants

**62**

Businesses created or supported

**216**

Training Sessions held across NOF and Motor City Match

**COMMUNITY ENGAGEMENT****123**

Community Engagement Events

**21,216**

residents inquired about participating in ARPA programs

**22,694**

residents engaged in ARPA outreach

**HOUSING****115**

Homes roofs repaired by Renew Detroit

**499**

affordable housing units preserved

**178**

Grant Applications submitted across the Neighborhood Beautification and Neighborhood Opportunity Fund projects

**146**

Community organizations partnered

**18,162**

residents receiving Housing Services across the Housing Resource Navigation

**SOCIAL SERVICES****7,678**

individuals participated in training/educational opportunities

**7,038**

Residents hired as part of ARPA Project services

**2,694**

supportive service referrals

**173,552**

hours worked by Summer Youth Employment Project participants

**\$32M**

Spent to hire 800 municipal employees over reporting period

**INFRASTRUCTURE****9**

Projects in design or pre-development phase

**6**

Projects under construction

## CONTRIBUTORS TO THE REPORT

The City of Detroit Recovery Plan Performance Report – State and Local Fiscal Recovery Funds 2023 Report was prepared, coordinated, and authored by the City of Detroit’s Data Strategy & Analytics – ARPA Team (DS&A ARPA). This group has members located within both the Department of Innovation & Technology (DoIT) and the Office of the Chief Financial Officer (OCFO). The report was formatted, laid out, and designed by the Media Services Department. Key sections of the report were produced on contract by AECOM and Poverty Solutions at The University of Michigan.

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## ■ USE OF FUNDS

The City of Detroit has received \$826.7 million from the American Rescue Plan Act (ARPA) Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program. This \$826.7 million appropriated to the City of Detroit goes through multiple phases of compliance approval, from initial City Council appropriation, to programming and budgeting, to obligation to spend before it results in services rendered<sup>3</sup>. Of this \$826.7 million appropriated, in 2023, currently \$779 million has been programmed, \$375 million has been obligated, and \$118.9 million has been spent as of July 6, 2023.<sup>4</sup>

This report focuses on the 99 projects the City currently has approved, up from 43 in 2022, that are eligible SLFRF activities under Expenditure Categories (ECs) 1 through 5, in addition to using funds for Revenue Replacement EC-6 and administration of grant funds. There are an additional 10 projects that have not yet been approved or assigned an Expenditure Category and are too early in the project design process to report on.

While the portfolio was reported on last year at the level of the fifteen (15) City of Detroit Appropriation Categories produced by the Mayor's Office and community engagement efforts, this year the portfolio will be discussed on the level of eight (8) Portfolio Categories. These categories were produced to serve as publicly facing and intuitive groupings of projects based on what social sector of the city the projects in a category were intending to intervene in and grow. These categories also were used to guide the evidence-gathering process in the construction of sector based white-papers to support project construction and design to best align project impact.

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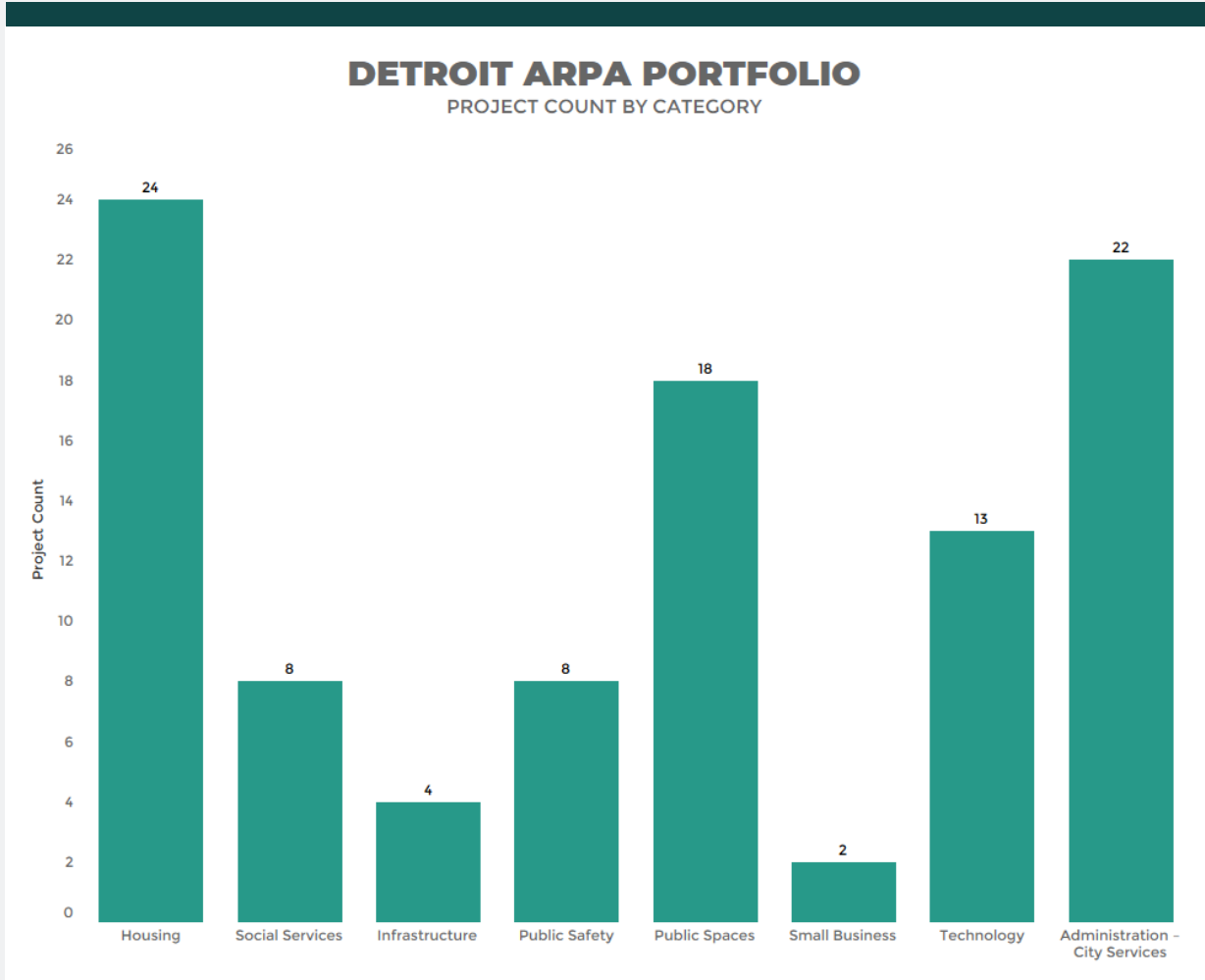
3 The \$826 million given to the city by U.S. Treasury was then distributed across the 15 appropriation categories aligning with mayoral and resident identified priorities spun out of the Community Engagement work described in last year's report. These funds in the appropriation categories are deemed programmed when they are budgeted to an actual program that has been submitted for project approval. These programmed funds are then considered obligated when a project submits their budgets and spend projections with line-item costs identified for spend. Finally, these obligated funds are then considered spent when money is actually distributed to the staff, vendors, contractors, etc., that provide the project's service and receipts are reconciled with the Office of the Chief Financial Officer (OFCO).

4 <https://codtableau.detroitmi.gov/t/DoIT-Data-Public/views/ARPAFinanceDashboardwExpenses/FinanceDashboard?%3Aembed=y&%3AisGuestRedirectFromVizportal=y>



Portfolio Category	Description	Project Count	Funds Programmed
Housing	Addresses the housing crisis in Detroit including initiatives focused on affordable housing provision, foreclosure and homelessness prevention outreach and housing initiatives, credit repair and restoration initiatives, down payment assistance, and Veterans' housing programs, including home repairs.	24	\$118,400,137
Social Services	Workforce, human services, and case management level interventions on the level of individual city residents aiming to produce household stability and create pipelines to generational wealth.	8	\$118,776,635
Infrastructure	Targets investments in city infrastructure to help facilitate urban regeneration by building up the capacity of city services through initiatives including high-speed fiber internet installation, commercial corridor parking development, updating records management facilities & processes, and constructing new streetscapes.	4	\$27,553,658
Public Safety	Aims to reduce crime and improve emergency response through traffic enforcement, gun violence reduction initiatives, Detroit Police Department training facility improvements, and Emergency Medical Services bays at firehouses.	8	\$36,402,305
Public Spaces	Projects that work to both reduce blight across the city while creating new forms of public space (parks, greenways, historical sites, recreation centers) for residents to enjoy, improve public health outcomes, and encourage further neighborhood stabilization.	18	\$165,248,134
Small Business	Small business recovery programs, including interest reduction and credit support programs; small business capacity building; development stimulus programs; and corridor investments.	2	\$20,000,000
Technology	Investments in IT and cybersecurity infrastructure, devices, internet access, and technology support initiatives.	13	\$72,981,305
Administration – City Services	Projects that maintain City services through a number of initiatives including but not limited to offering retention bonuses for DPD officers, providing capital budget supplements for planning and development, and covering operating costs for Detroit Museums.	22	\$219,815,638

\*Currently Totalling \$779,177,812 ARPA Funds Programmed, higher than reported \$776 million programmed above due to pending funds approval counted.



**Figure 1.** Breakdown of Detroit ARPA Portfolio by Project Service Categories with descriptions, project counts, and associated funds programmed.

Of the City of Detroit's 99 approved ARPA Projects, 39 of them are currently reporting performance data. Available performance data is the result of both which forms of data were required by the U.S. Department of Treasury according to project expenditure category and what each project has been able to provide so far. There are three types of performance data that a project can submit: (1) Output data, (2) Spatial data, and (3) Demographic data.

All projects within EC 1-5 are required to report output data which can be understood as performance metrics co-designed between the project and treasury to measure project success in meeting the project's purported long-term goals. Projects that provide direct services to residents, businesses, or community organization are also required to submit demographic data in order to evaluate the equity impact of these

services on a programmatic and portfolio level. This demographic data can include the address of the resident, their ethnicity, race, gender orientation, household income, education level, language, sexual orientation, and other variables collected relevant to ascertain whether services are being provided equitably to historically marginalized and under-represented groups. While the demographic data does include address data that can be used to understand the geographic spread of service provision, other projects like capital or placemaking projects submit a third form of spatial data, their geographic boundaries for the new construction or renovation to help identify the impact and investment the project is going to have on its proximate area.

Of the City of Detroit's 99 approved ARPA Projects:

- 20 projects have provided demographic and/or spatial data available and have provided their Output Data.
- 19 projects have provided one of the required forms of Output, Spatial or Demographic performance datasets but have another required submission outstanding.
- 39 projects are active and have data models defined but have submitted no performance data as of June 30, 2023.
- 25 projects are EC-6 and are not required to submit data; however, three (3) of these projects have chosen to capture and submit performance data and are represented in the project performance report in the pages that follow.

## **PROMOTING EQUITABLE OUTCOMES**

Under the Duggan administration, clear goals and objectives are set around equity and inclusion in the City of Detroit designed to address decades of disinvestment in underserved neighborhoods and other inequities. City government leaders are committed to break down barriers to opportunity and opening doors to greater prosperity for Detroit residents. The ARPA portfolio seeks to align with these goals and objectives.

The City's mission to create an inclusive, vibrant, and thriving Detroit is guided by eight key principles. Chief among those driving how Detroit approaches the ARPA portfolio through the lens of equitable outcomes are City government will work to ensure that jobs and other opportunities are available in EVERY neighborhood and long-time residents will have a say in shaping their neighborhoods. Community engagement across the city early on in the process allowed residents to voice their opinions on how the ARPA funding should be used.

The City of Detroit has approached the ARPA-SLFRF Funds as not only a tool to respond to immediate pandemic-related concerns but as a historic infusion of federal funds that can be used to pursue an unprecedented urban redevelopment strategy that puts Detroit residents, entrepreneurs and neighborhoods first and seeks to mitigate some of the discriminatory practices of the past such as redlining and other unfair housing and lending practices that still have residual effects today. Identifying and targeting the populations and places that have been historically under-represented, marginalized, and excluded from the City's economic prosperity is a top priority for the City, both for its use of SLFRF

funds and also in its overall approach to creating opportunities for every resident and every neighborhood. To achieve its North Star, the City has worked diligently to define what an equitable recovery for Detroit should look like, directing project teams to incorporate specific equity-related goals into their program delivery and defining a framework for measuring and evaluating equitable impact at the portfolio level.

The City's existing equity efforts already align with the Department of Treasury's stipulation that SLFRF annual reports must provide updates using qualitative and quantitative data on how funded programs achieve or promote equitable outcomes. The reports must also track progress against established equity goals and describe constraints or challenges to project success relative to increasing equity.

Last year's report employed an equity survey given out to all of the EC 1-5 projects to document how each project was designed with equity in mind, and to illuminate the ways in which project delivery and implementation had advanced the Department of Treasury's four key equity domains of Goals, Awareness, Access, Distribution, and Outcomes. The baseline findings from this equity survey were used to develop the 2022 annual report section on equity – promoting equitable outcomes and community engagement and to demonstrate how projects were designed and implemented with equity in mind. This report was part of the 2022 SLFRF Recovery Performance Plan Report the City of Detroit submitted to Treasury in July 2022.

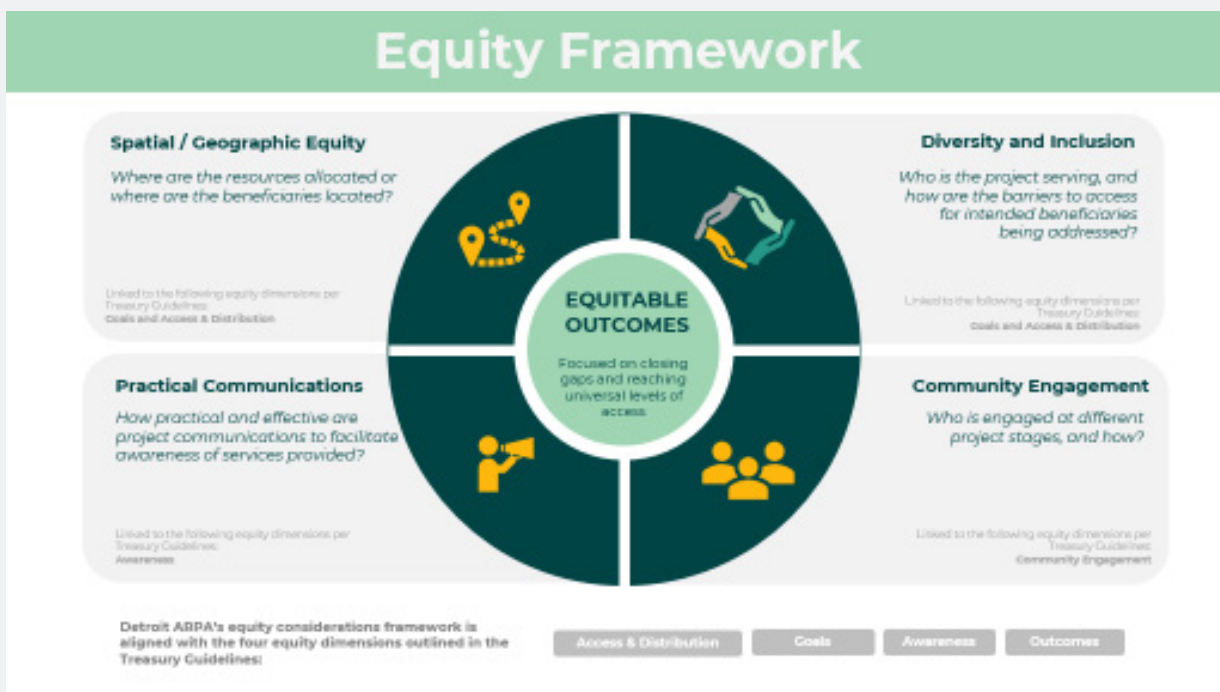
For this report, the baseline equity survey findings were used to further the City of Detroit's commitment to promoting equitable outcomes in two related ways:

1. To develop specific equity recommendations to enhance program reach and equitable outcomes related to each project's scope of service.
2. To support measuring, tracking, and reporting of equity at both the project and program levels.

These two avenues of work prompted the DS&A ARPA Team to develop standards of measurement for reporting on the equity impact of the City of Detroit's ARPA Portfolio. The methods of evaluation and their outcomes are described in detail below. The Development of Project-Specific Equity Recommendations is contained in this report. (Appendix A)

## Equity in Detroit

To ensure equity in alignment with our North Star Goal, the City of Detroit is applying the following framework to ensure that equity is a throughline across all projects, program levels and phases. The Detroit ARPA strategic framework coupled with SLFRF Treasury guidelines informed the development of the equity considerations framework, which is designed as a goal-oriented guide to facilitate equitable delivery using the following categories: (1) spatial/geographic equity, (2) diversity and inclusion, (3) practical communications, and (4) community engagement.



The equity considerations framework has been applied at a portfolio-wide level, complementing the broader program outputs and outcomes framework, to support tracking, measurement, and reporting on equitable outcomes across each project and program portfolio. Wherever applicable, an equity consideration has been applied to project outputs to facilitate disaggregation of project outcomes datasets by various equity dimensions such as location, race, education level, etc.

Treasury requires the City of Detroit to provide an annual data-driven equity report about the use of SLFRF funds and the resultant impact. This requirement is in alignment with the City's existing goals to build equitable datasets and provide data-driven communications about the Detroit ARPA Program.

The City of Detroit is dedicated to addressing the historical issues of inequity faced by its residents. The ARPA Portfolio has offered a way for the City to jumpstart its efforts and make a lasting impact beyond the funding period. The ARPA Reporting requirements provide the necessary infrastructure to enhance the City's ability to deliver data-driven transformative services and communications effectively. The equity

data collected during the ARPA program will be used by the City of Detroit in various ways to ensure that all residents are treated fairly and equitably.

- Build equitable datasets that will inform reporting, city government, and services provision in the long term.
- Report to Treasury on how the Detroit ARPA program is reaching the most impacted residents and businesses in historically underserved and marginalized communities.
- Provide data-driven communications to the residents of Detroit on the impact of the program.
- Design data-driven process improvement strategies to support various programs across the City.

In the sections that follow, the categories underlying Detroit's equity considerations framework will be unpacked in more detail alongside the approaches that the city is taking to evaluate the impact of its portfolio across these categories.

## Spatial/Geographic Equity

This category fosters the goal of equitable distribution and allocation of SLFRF-funded services and resources across the seven city council districts in the City of Detroit. It challenges projects to consider where in the city project services are being provided and/or the different areas where the project beneficiaries live. It facilitates design and implementation that mitigates potential clustering of services/benefits and proactively addresses the potential unintended reinforcement of marginalized/underserved communities/groups.

The City of Detroit's approach to evaluating Spatial/Geographic Equity is primarily concerned with the spatial footprint and coverage that both ARPA Project Funds and Services are attaining across the city and evaluating how this coverage is meeting different populations, needs, and sectors in a balanced way that serves all, primarily with a focus towards serving the city's most vulnerable, historically marginalized and excluded populations.

The City of Detroit is unique among municipalities across the U.S., having endured population loss, disinvestment, and economic challenges, along with the ebb and flow of the automotive industry, all of which eroded the tax base over a period of decades.

A lack of industry and jobs coupled with a tax-base lost to the suburbs has led to waves of disinvestment and austerity creating a situation of concentrated disadvantage for those residents of Detroit who stayed. Additionally, racism has historically had a role in undermining the City's progress.

Now ten-years post-bankruptcy, with an administration focused on those who stayed, Detroit has been experiencing an economic comeback (bond rating increases, new constructions, top start-up ecosystem, etc.) Downtown development is surging, and now neighborhood investment is gaining momentum.

The pandemic stalled this economic comeback, producing historically high levels of unemployment at 48%, "more than four times the unemployment rate in the city prior to the pandemic."<sup>5</sup> As of April 2023,

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<sup>5</sup> <https://detroitssurvey.umich.edu/wp-content/uploads/2020/08/Unemployment-August-2020.pdf>

the unemployment rate plunged to its lowest level in recorded history at 4.2% down from the 5.8% rate in March 2023 (BLS March, April) signaling that the worst of the city's economic downturn might be over and that the city's pre-pandemic comeback can continue.

This is the context that the City of Detroit finds itself in as it deploys the ARPA Portfolio utilizing a two-pronged approach to meet these twin deficits of economic base and stable residential communities:

- 1) Augmenting & Building on Existing Investments for Economic Growth
- 2) Investing in Vulnerable Communities to create opportunities for Household Growth & Stability

This strategy intends to galvanize the city's economic development and infrastructure to be able to build a thriving commercial and residential ecosystem that can serve as a growing tax base to anchor and expand improved city services. At the same time, it works to connect this economic growth with targeted investments in the city's long-term and disproportionately impacted resident base, building pipelines to knit together the health and wealth of neighborhoods and residents to the growing economic vitality of downtown.

To evaluate the progress and success of this approach in line with the equity concerns associated with them geographically, this report operationalizes the two-prongs of Detroit's ARPA Strategy geographically by defining areas of existing city and philanthropic investment as those neighborhoods designated by the Strategic Neighborhood Fund, and vulnerable communities in tiers as both Federally Qualified Census Tracts but also, and more granularly, those in the top 40% of Vulnerable Census Tracts according to the Center for Disease Control's (CDC) Social Vulnerability Index (SVI).

This Spatial/Geographic Equity section of the report will proceed by first looking at Project Coverage by Neighborhood and Census Tract to see how ARPA Projects and Funds have been distributed across the City. Then the report will define and operationalize existing investment and vulnerable communities iteratively and more granularly to draw out the impact of Detroit's ARPA Program in meeting its purported Geographic Equity goals.

## Project Coverage

In order to first provide readers with a broad and simple understanding of Detroit's ARPA Portfolio Coverage and create a rudimentary baseline of whether the portfolio is achieving spatial/geographic equity, the City of Detroit team mapped all the data points associated with a given project from the population of projects that had submitted spatial performance data. These data points could include the anonymized addresses of residents, businesses, non-profits, and other organizations served by service-based projects; or the locations of the new buildings or renovations being built by capital projects; or, even still the locations of infrastructure installation, blight clean-up, commercial corridor definition, and more.

We also were interested in being able to analyze these impacts at the levels of council district, neighborhood, and census tract. The number of projects that did have a data point within a given geography were then summed and aggregated to produce a project count for each geography in question.

Only 25 out of Detroit’s 99 ARPA Projects had spatial data submitted in such a format at the time of this analysis. As a result, analyses of spatial/geographic equity are restricted to the coverage of these 25 projects. These 25 projects are associated with \$271 million of the total \$776 million programmed across the whole of the 99 projects comprising Detroit’s ARPA Portfolio.

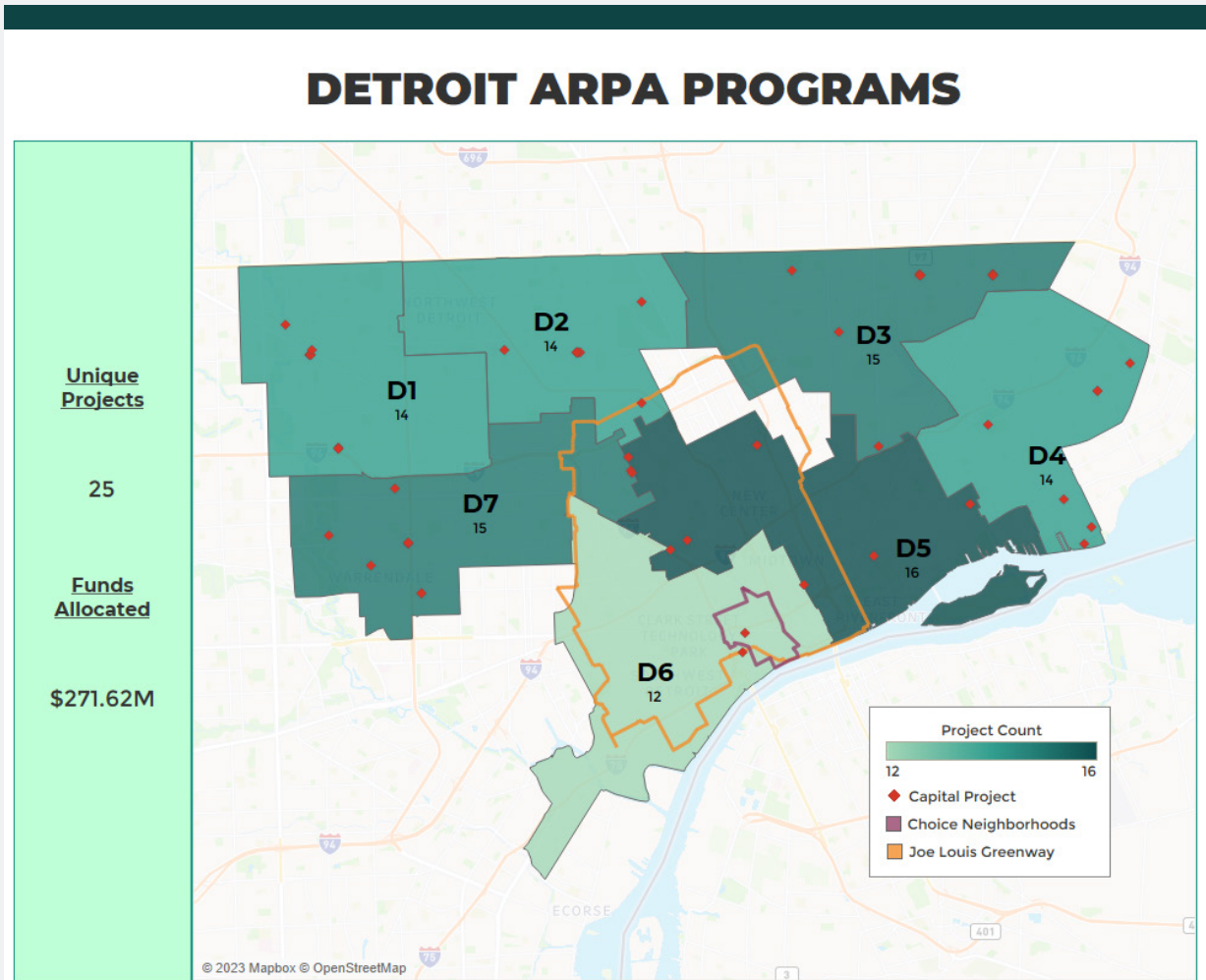
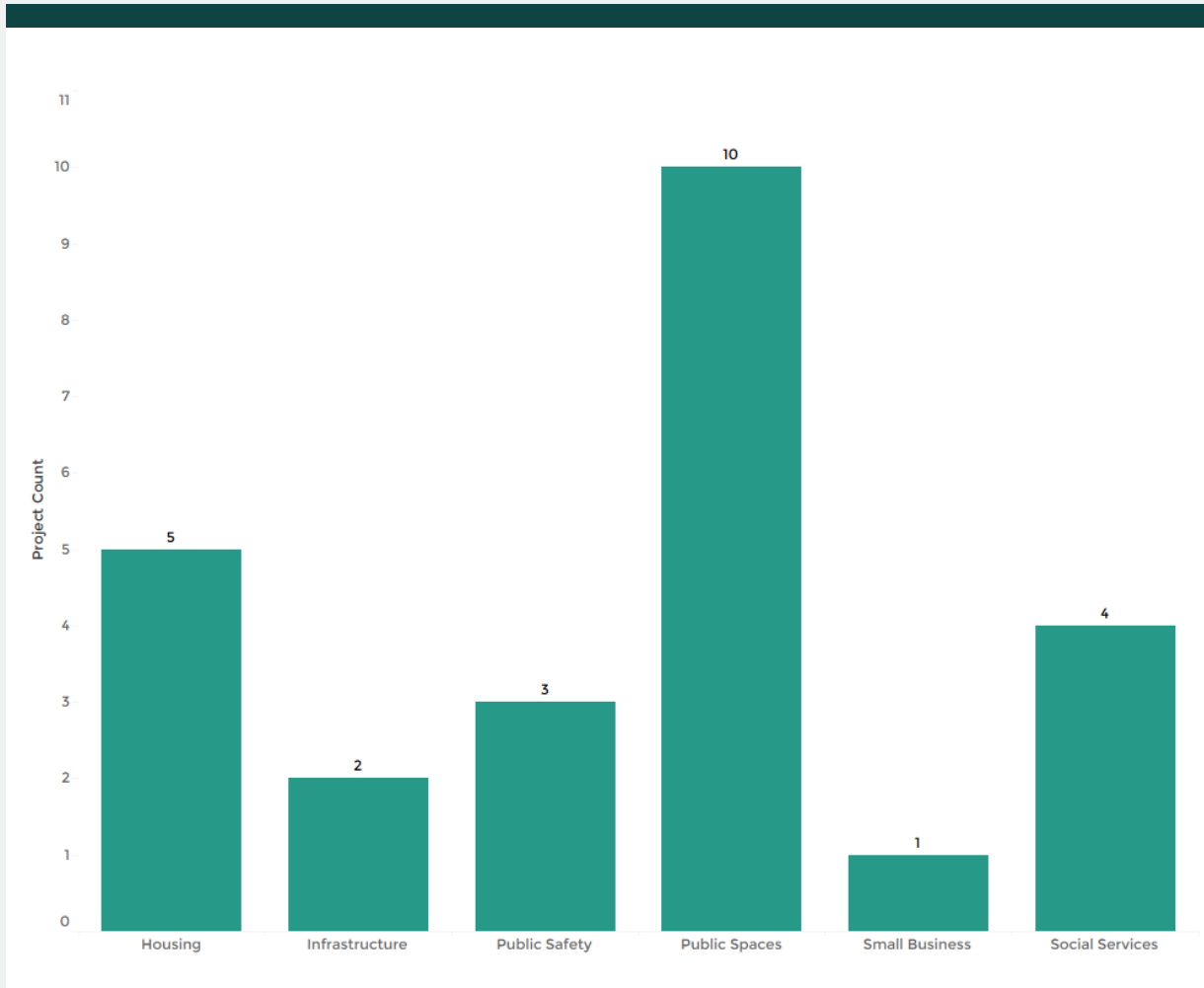


Figure 2.





**Figure 3.**

The sheer number of projects engaged in a given geography does not necessarily account for the magnitude of the impact of the ARPA Portfolio on that area. Other measures such as actual itemized project-spend and residents served in that area are two measures of impact closely related to project count and are in many ways more informative. The impact measure of residents served in a given geography is provided in the following Diversity & Inclusion section of the equity framework. As for individual project spend, the accounting data for project spend is not yet available at the individual line-item level to be located geographically but will be available in the future. Future reports will consider a larger proportion of Detroit's total project portfolio beyond the 25 projects with data available this year and along these three dimensions of impact more fully.

The Detroit ARPA Portfolio to date has impacted 90.8% of all neighborhoods in the City of Detroit, a total of 178 out of 196 possible neighborhoods having an ARPA Project associated with them. This result is

impressive when it is considered that only 25 projects had the data necessary to perform this analysis. It is reasonable to expect that if data was available for more of the total 99 ARPA projects this coverage would be even higher. Of the 196 neighborhoods in Detroit, 5 of these neighborhoods had 0 projects associated with them while 4 of them had the maximum of 11 projects associated with them. On average, a Detroit neighborhood has 5.7 projects occurring within its borders.

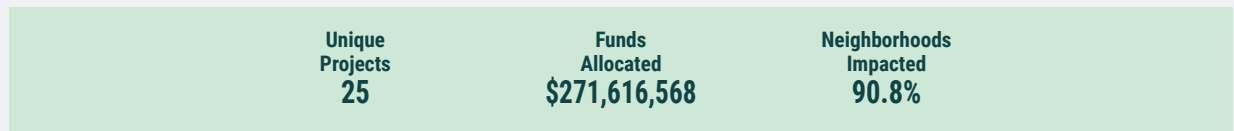


Figure 4.

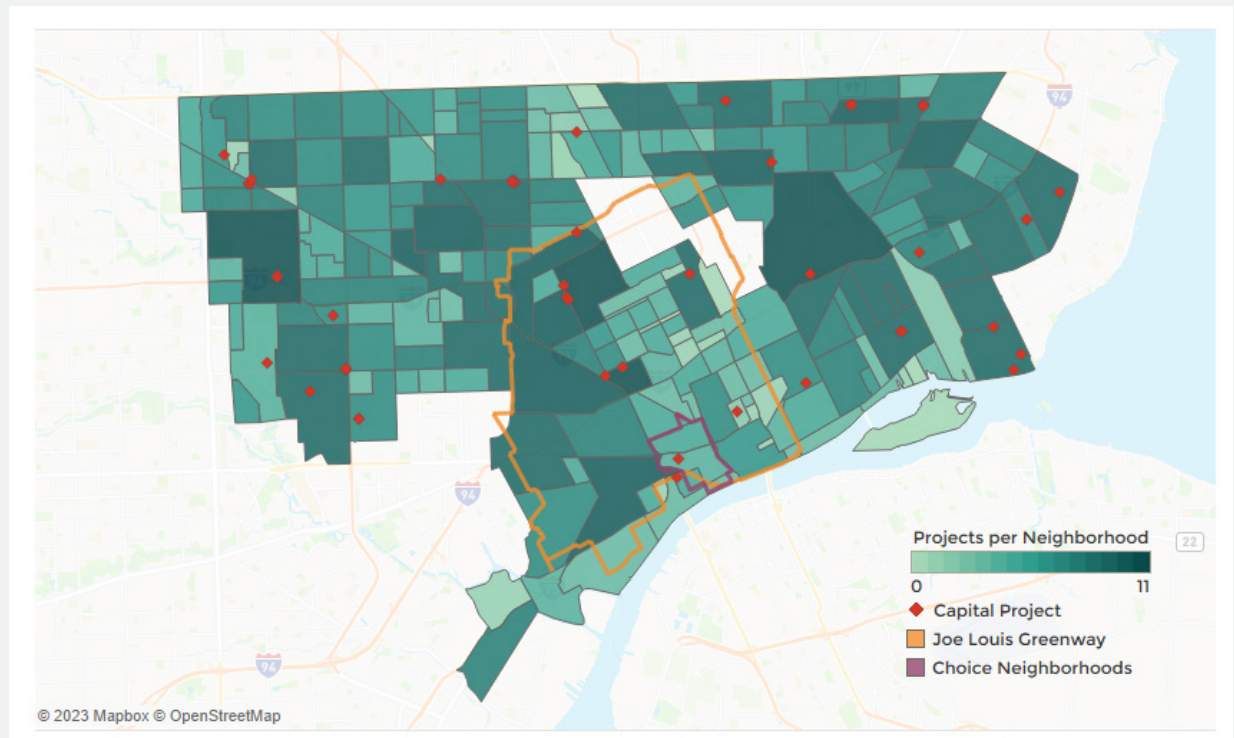


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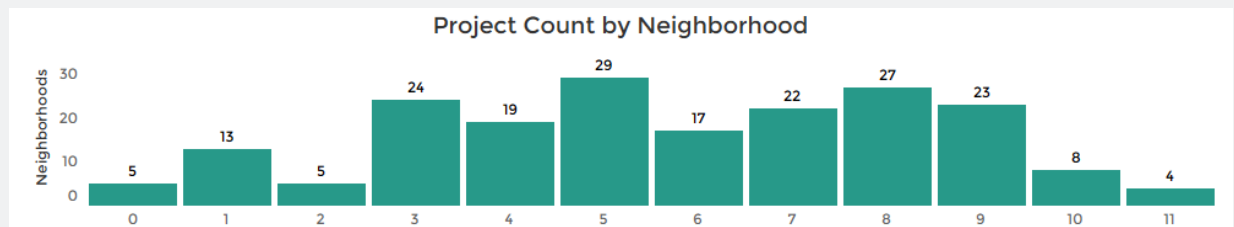


Figure 6.

The Detroit ARPA Portfolio at the scale of Detroit census tracts covered and impacted 88.2% of all census tracts in the City of Detroit, a total of 243 out of 276 possible census tracts having an ARPA Project associated with them. This result is impressive when it is considered that only 25 projects had the data necessary to perform this analysis. It is reasonable to expect that if data was available for more of the total 99 ARPA projects this coverage would be even higher. Of the 276 census tracts in Detroit, 37 of these census tracts had 0 projects associated with them while 1 of them had the maximum of 11 projects associated with them. On average, a Detroit census has 5.8 projects occurring within its borders.

<b>Unique Projects</b> <b>25</b>	<b>Funds Allocated</b> <b>\$271,616,568</b>	<b>Census Tracts Impacted</b> <b>88.2%</b>
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Figure 7.

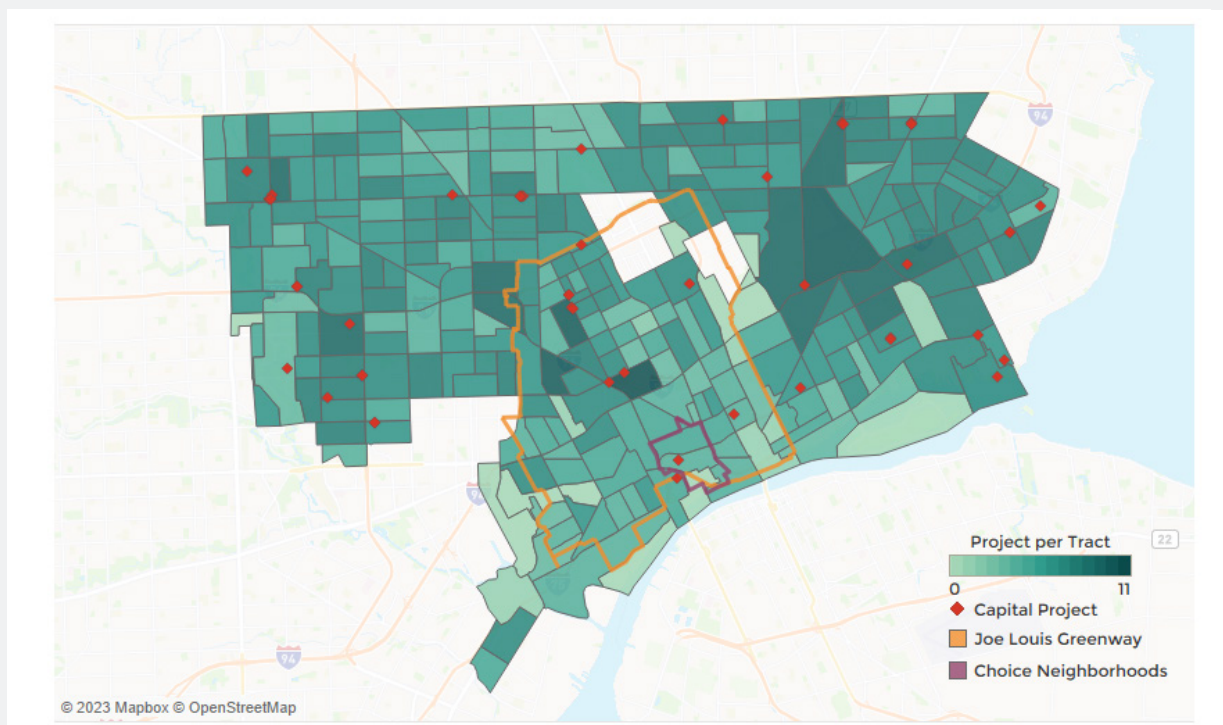


Figure 8.

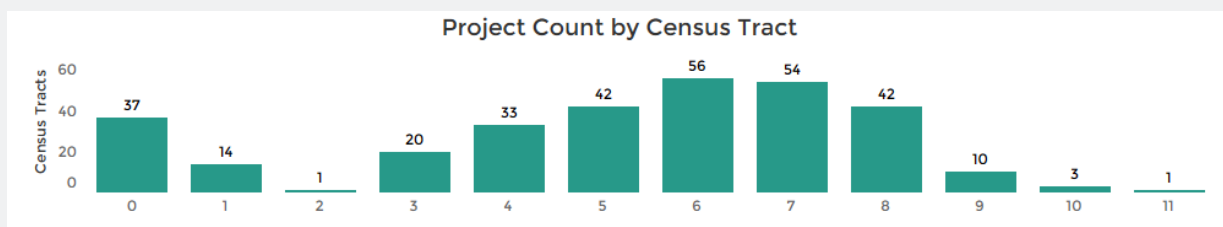


Figure 9.

While these measures of project coverage shed light on the general spread of the ARPA Portfolio across the city, they remain blunt and general, not able to provide more specific insights as to how the ARPA portfolio is intervening according to the City's stated priorities. To this end, the city's two-pronged ARPA Strategy needs to be operationalized geographically.

### **Augmenting Existing Investments: SNF Impact & Investment**

One of the ways the City of Detroit seeks to understand the impacts of the ARPA portfolio is by analyzing how they build upon existing City programs to create further leverage. The Strategic Neighborhood (SNF) is one such program; a partnership between the City of Detroit, Invest Detroit, residents, and corporate and philanthropic partners.”<sup>6</sup>

Improvements funded through SNF are underway in ten SNF-designated neighborhoods across the city totaling \$172 million.<sup>7</sup> These SNF investments are also paired with Detroit Housing for the Future Fund public-private investments within these ten neighborhoods and across the city committing \$250 million to creating and preserving affordable housing. These two initiatives raised funds jointly and “are expected to leverage more than \$1 billion in investment in Detroit neighborhoods.”<sup>8</sup>

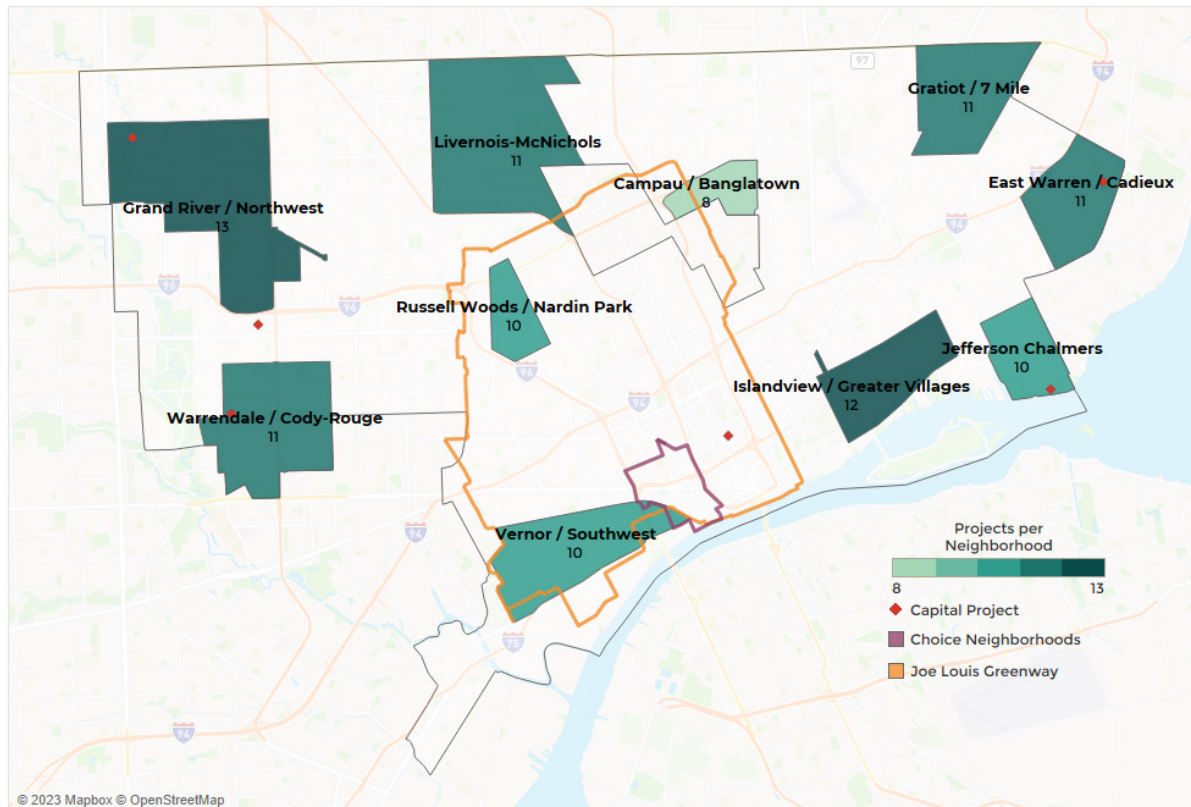
These neighborhood designations have been used to coordinate and centralize municipal, philanthropic and private investments across the city to synergize efforts and produce multiplier effects in investment and development. By measuring project coverage and service delivery within these neighborhoods, we can see how much ARPA is catalyzing and enhancing existing efforts while creating new opportunities for local investment.

6 <https://investdetroit.com/an-unprecedented-effort-to-strengthen-our-neighborhoods/>

7 <https://investdetroit.com/an-unprecedented-effort-to-strengthen-our-neighborhoods/>

8 <https://www.crainsdetroit.com/crains-forum-expanding-black-middle-class/detroits-strategic-neighborhood-fund-targets-11-areas>

## DETROIT SNF NEIGHBORHOODS



**Figure 10.** Map of SNF Neighborhoods by Total ARPA Project Count.

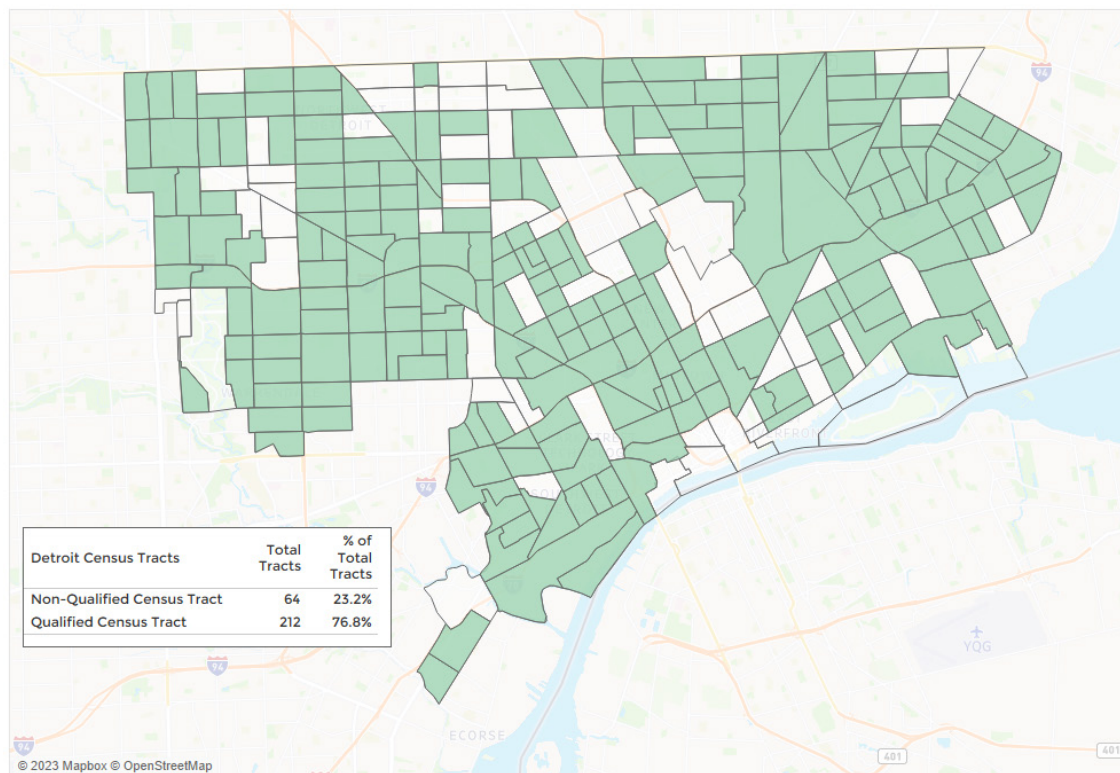
All SNF Neighborhoods have ARPA Projects within them, with Campau/Banglatown having the least at 8 projects and Grand River/Northwest having the most with 13 projects. On average, an SNF Neighborhood has 10.7 projects occurring within its borders. This map of Detroit's Strategic Neighborhood Fund Neighborhoods will be used in conjunction with project performance and demographic data in order to evaluate how well the ARPA Portfolio has been distributed to the City of Detroit's areas of existing investment at the portfolio and project levels in the Diversity & Inclusion and Performance Report sections of this report below.

**Investing in Vulnerable Communities: Federally Qualified Census Tracts & Social Vulnerability** To evaluate the ARPA portfolio's efforts in investing in vulnerable communities across the city, we also apply a series of different metrics to define and capture what vulnerability across Detroit looks like and evaluate portfolio progress towards these ends.

A common measure of vulnerability, poverty, and need used by the Federal Government to guide investment and intervention across the public and philanthropic sectors at various scales is the measure of a Federally Qualified Census Tract. A Qualified Census Tract (QCT) is any census tract (or equivalent geographic area defined by the Census Bureau) in which at least 50 percent of households have an income less than 60 percent of the Area Median Gross Income (AMGI). Treasury also utilized this measure as a criteria for the eligibility of ARPA SLFRF programs, as a proxy for the disproportionate impacts of the Covid-19 pandemic on communities of color.

In Detroit, 212 out of Detroit's 276 Census Tracts (76.8%) are Federally Qualified according to HUD and OPDM's 2023 classifications, highlighting a state of concentrated disadvantage citywide.

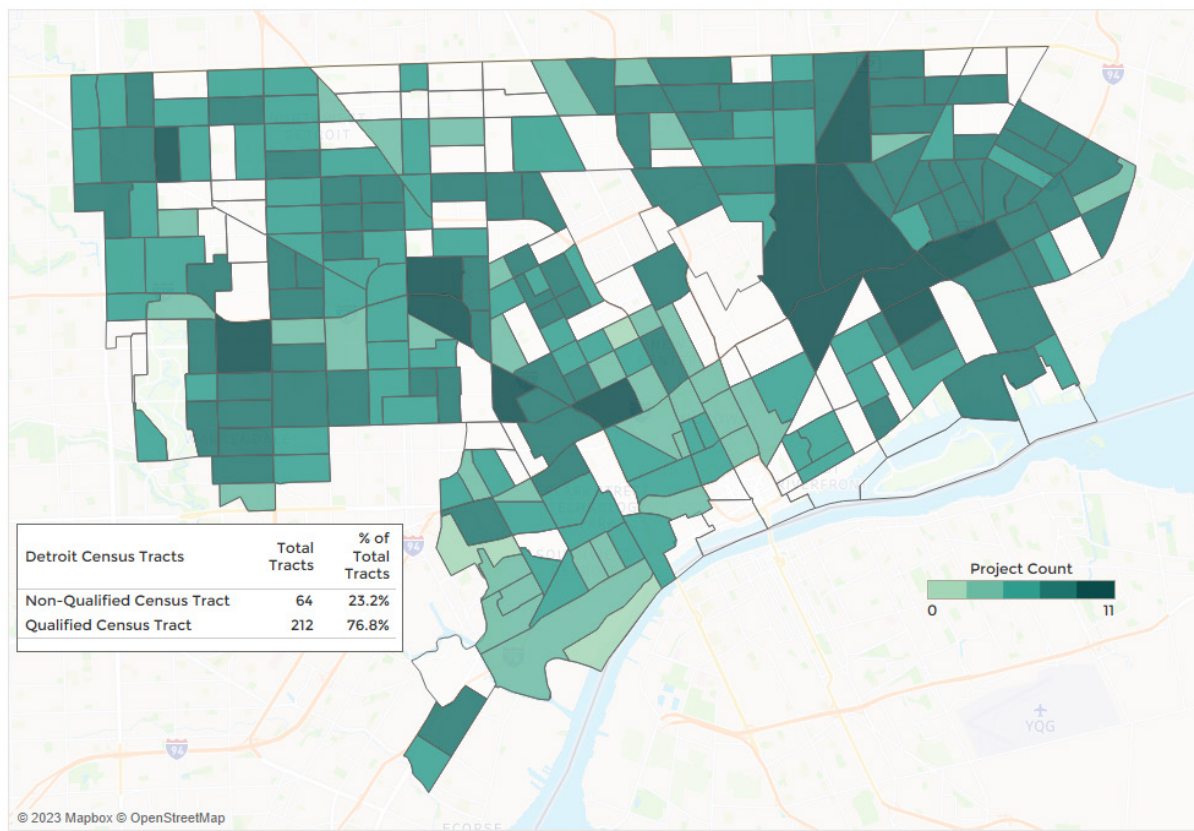
## DETROIT QUALIFIED CENSUS TRACTS



**Figure 11.** 2023 HUD census tracts for Detroit. Source: Office of Policy Development and Research (n.d.). Light Green = 2023 Qualified Census Tracts. Publisher: US Department of Housing and Urban Development

The Detroit ARPA Portfolio at the scale of Detroit’s Federally Qualified Census Tracts (QCT’s) covered and impacted 99% of all QCT’s in the City of Detroit, a total of 210 out of 212 possible census tracts having an ARPA Project associated with them. This result is impressive when it is considered that only 25 projects had the data necessary to perform this analysis. It is reasonable to expect that if data was available for more of the total 99 ARPA projects this coverage would be even higher. Of the 212 QCT’s in Detroit, 2 of these census tracts had 0 projects associated with them while other QCT’s had a maximum of 11 projects associated with them. On average, a Detroit QCT had 6.2 projects occurring within its borders. The use of QCT’s to evaluate ARPA Impact is limited due to the fact that (1) a QCT is defined according to one indicator, median household income, which does not measure vulnerability in all of its various and differential forms, and (2) because most of Detroit is made up of QCT’s which reduces the ability of this classification to identify and target investment at a finer-grained level.

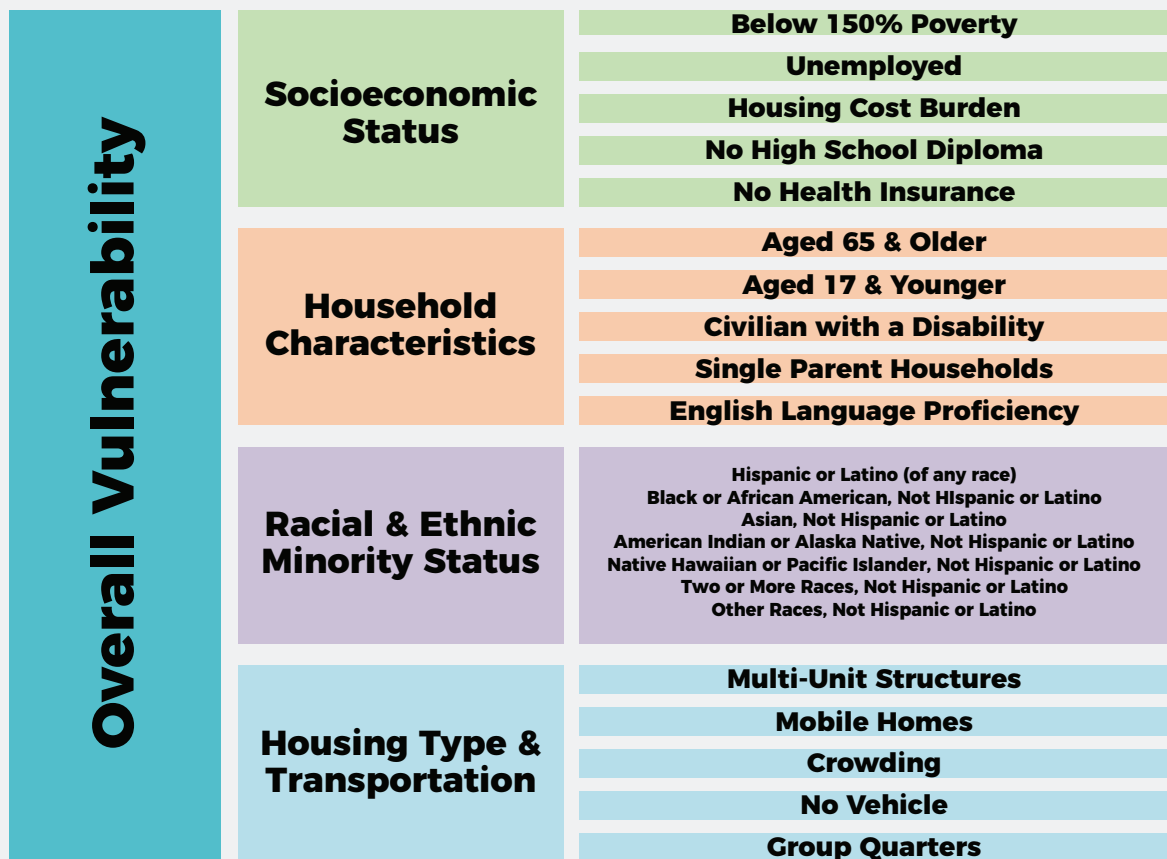
### DETROIT QUALIFIED CENSUS TRACTS



**Figure 12.** Map of Project Count by Federally Qualified Census Tract

Another common measure of vulnerability used by governments and service providers in the U.S. is the Center for Disease Control’s (CDC) Social Vulnerability Index (SVI). This particular index was created in order to guide responses to disaster outbreak by identifying those communities which are most vulnerable to natural disasters and viral outbreaks across multiple dimensions of vulnerability. Unlike the Federally Qualified Census Tract (QCT) which was based on one indicator of vulnerability (median gross income), the SVI is based upon 16 indicators pulled from the U.S. Census and updated annually based on American Community Survey (ACS) estimates). These 16 indicators were put through an principal component analysis to identify four themes of vulnerability underlying social vulnerability in general: (1) Socioeconomic Status, (2) Household Characteristics, (3) Racial & Ethnic Minority Status, and (4) Housing Type & Transportation.

American Community Survey (ACS), 2016-2020 (5-year) data for the following estimates:



Source: CDC Social Vulnerability Index Documentation.<sup>9</sup>

<sup>9</sup> [https://www.atsdr.cdc.gov/placeandhealth/svi/documentation/pdf/SVI2020Documentation\\_08.05.22.pdf](https://www.atsdr.cdc.gov/placeandhealth/svi/documentation/pdf/SVI2020Documentation_08.05.22.pdf)  
[https://www.atsdr.cdc.gov/placeandhealth/svi/documentation/pdf/SVI2020Documentation\\_08.05.22.pdf](https://www.atsdr.cdc.gov/placeandhealth/svi/documentation/pdf/SVI2020Documentation_08.05.22.pdf)



The breaking down of social vulnerability into multiple sub-components allows for a more complex index that captures the experience of vulnerability with a broader brush as well as for finer granularity in understanding how that vulnerability is distributed according to whatever type of intervention is being proposed. The social vulnerability score generated by this index is given in the form of a percentile comparing each of the 16 indicators and 4 component themes they are rolled up into across all the census tracts under consideration available at the national and state levels.

For Detroit, one could access percentile scores for all of the U.S. or the State of Michigan, and the percentiles associated with Detroit’s tracts would be ranking their vulnerability against all census tracts in America in the former case, or all census tract in Michigan in the latter. For the purposes of this report, the social vulnerability percentiles for Detroit tracts used to calculate vulnerability were those providing relative comparison of overall social vulnerability to all census tracts in the State of Michigan.

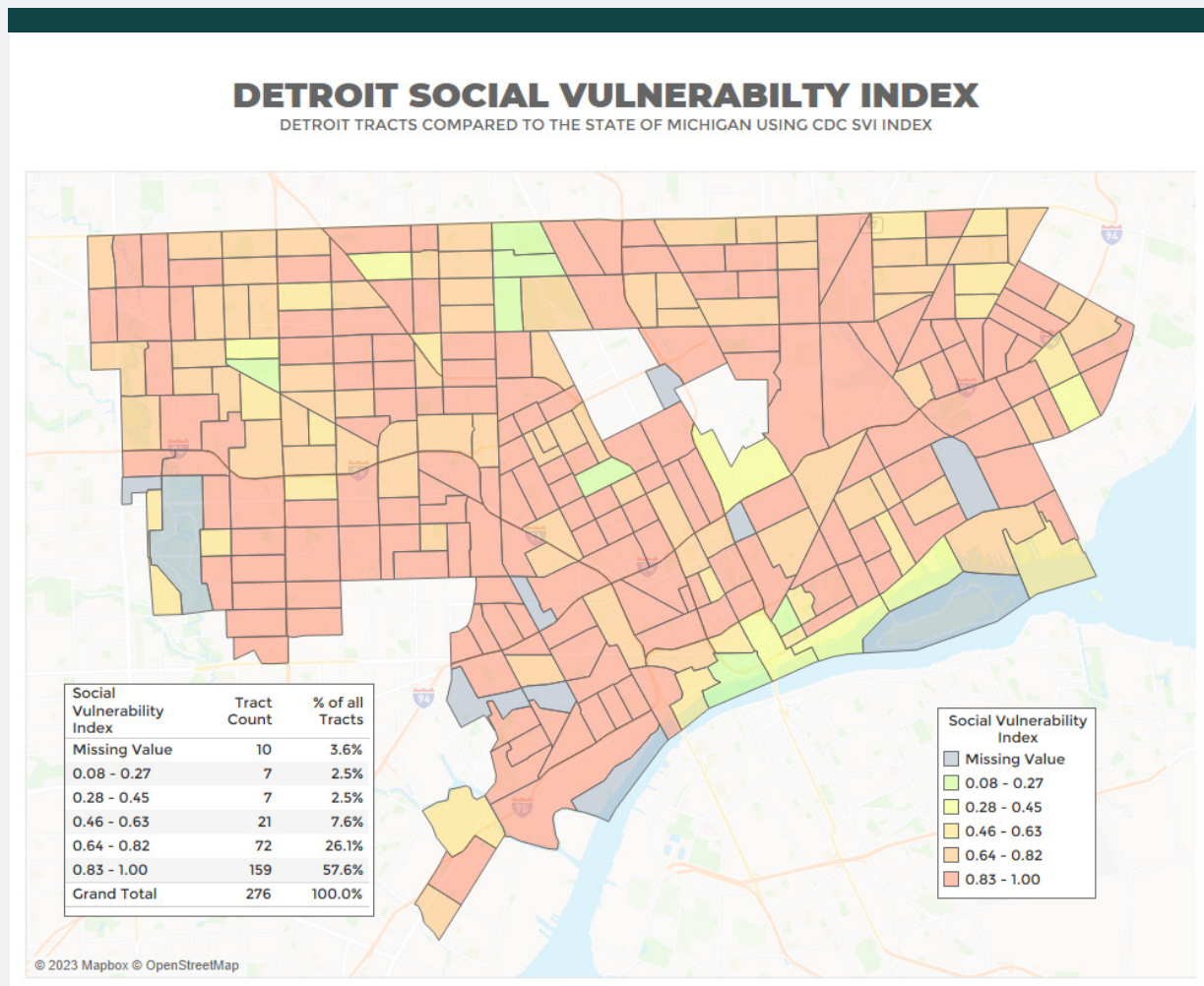


Figure 13.

This data aligns with the findings from the blunter measure of federally qualified census tracts (QCT’s) coming from HUD and reinforces the findings that Detroit, despite significant progress in public-led reinvestment in the last decade, continues to struggle with structural legacies of inequality. This makes the expenditure of ARPA Funds on Vulnerable Communities an even more serious and important task to fine-tune to assure an equitable distribution.

At this level of analysis, a distribution of funds across the majority of Detroit tracts is necessary to meet the scale of vulnerability and need in the city; however, even within this situation of concentrated disadvantage found in Detroit, targeting these funds to communities that are even more socially vulnerable than others within this context is necessary.

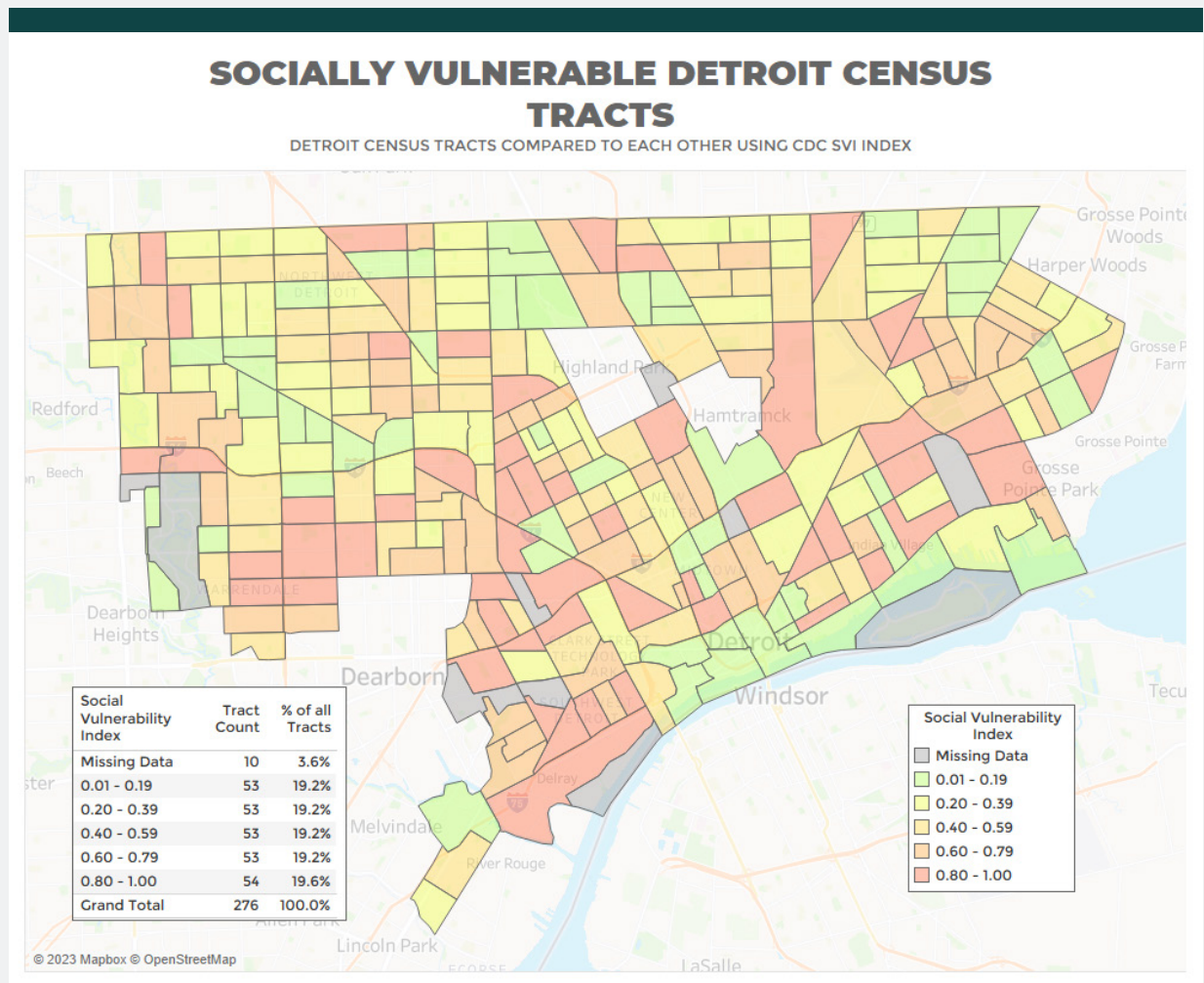
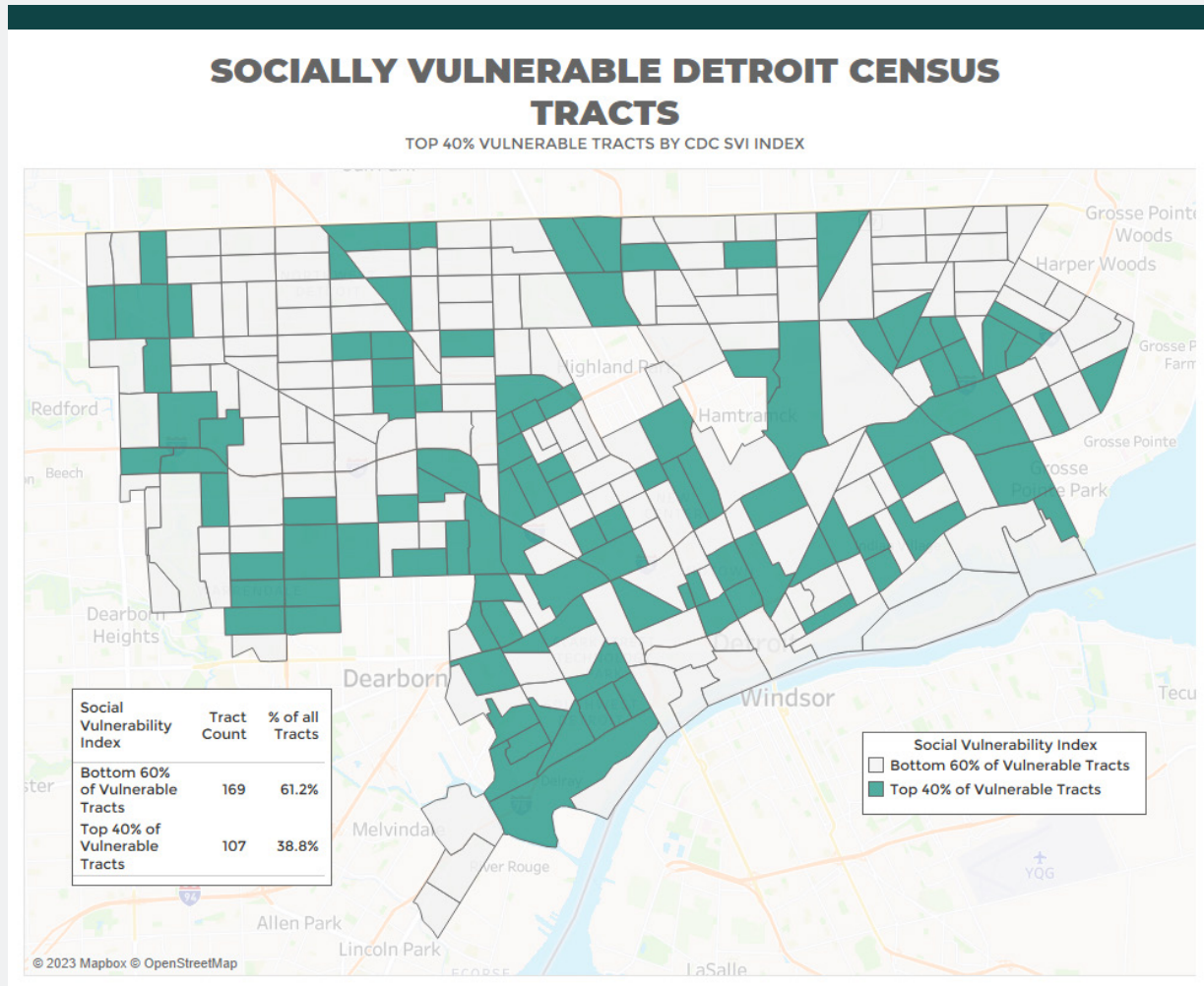


Figure 14.

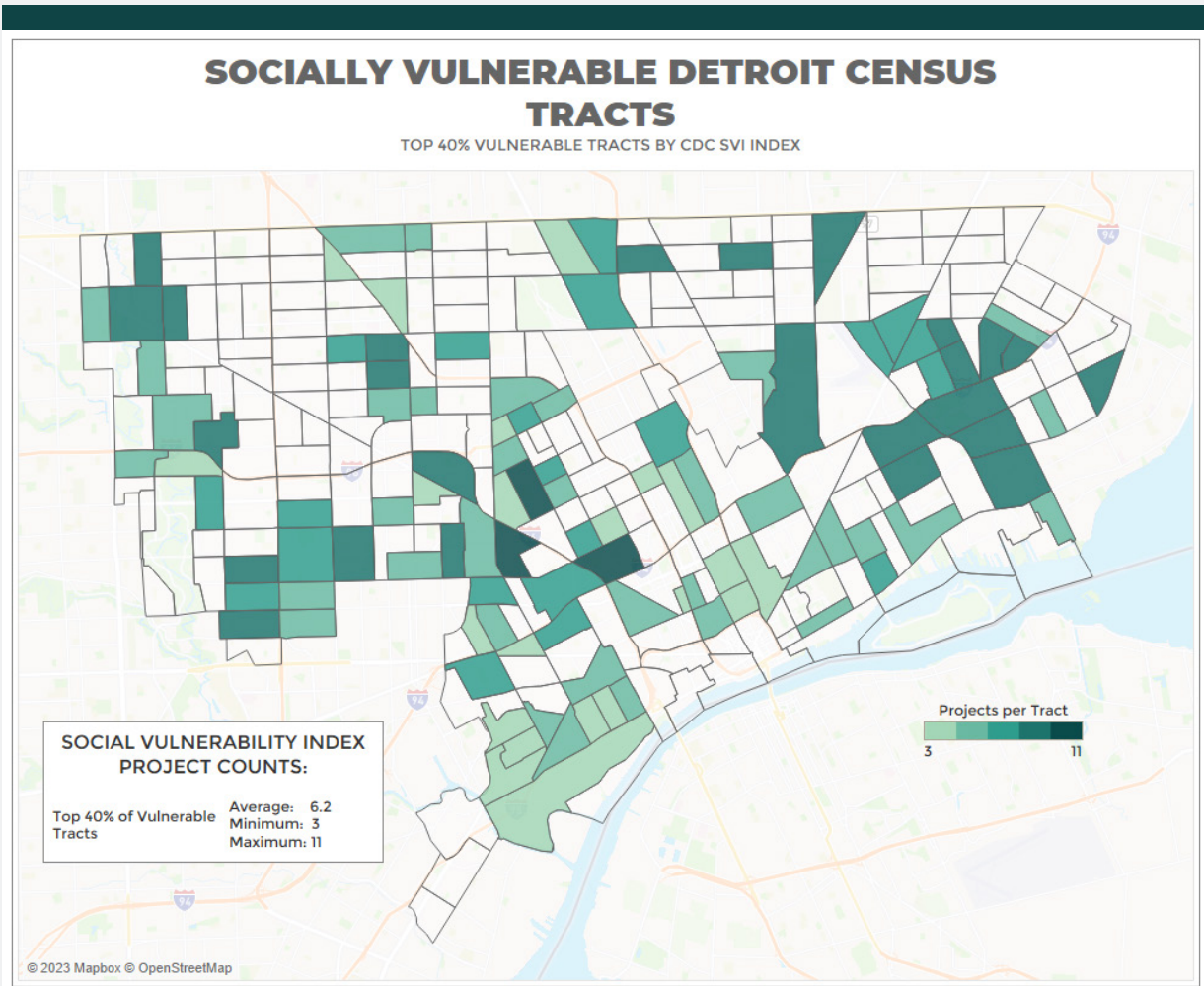
To this end, the CDC Social Vulnerability Index was rescaled to compare the vulnerability of each tract compared to the restricted population of all tracts in Detroit. From this percentile ranking, it allowed the researchers to identify vulnerable communities in the city with an even greater need for investment and uplift, identifying the tracts that fell in the top 40% of vulnerable tracts in City.



**Figure 15.**

In keeping with the project coverage analyses performed above at the neighborhood, census tract, and SNF Neighborhood levels, the project coverage and counts for these vulnerable communities is provided below. The Detroit ARPA Portfolio at the scale of Detroit’s Most Vulnerable Communities covered and impacted 100% of all the top 40% of vulnerable census tracts in the City of Detroit, a total of 107 out of 107 possible to vulnerable census tracts having an ARPA Project associated with them. This result is impressive when it is considered that only 25 projects had the data necessary to perform this analysis. It is reasonable to expect that if data was available for more of the total 99 ARPA projects this coverage

would be even higher. Of the 107 most vulnerable census tracts in Detroit, these tracts had a minimum of 3 projects and a maximum of 11 projects associated with them. On average, a Detroit Most Vulnerable Community had 6.2 projects occurring within its borders.

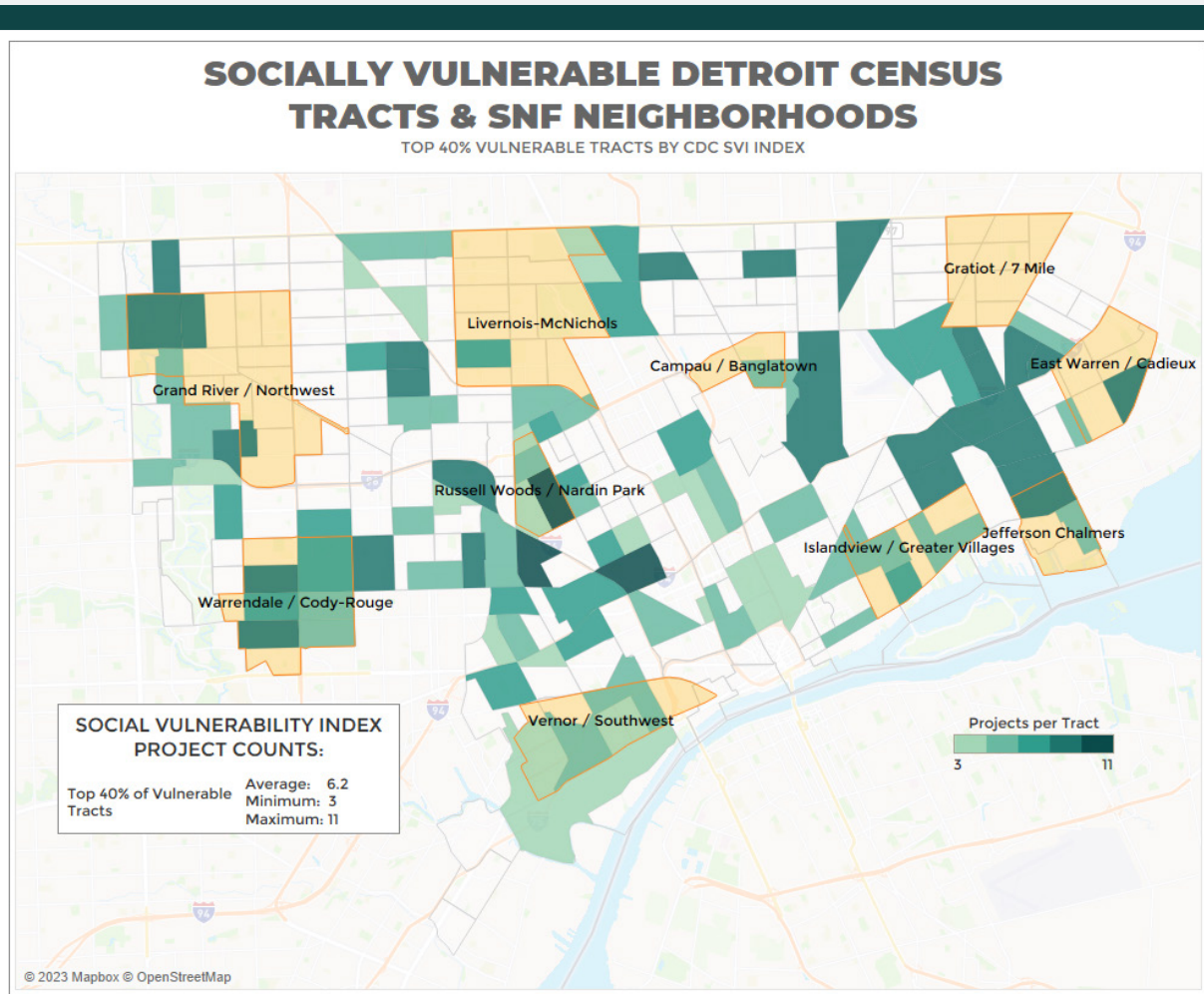


**Figure 16.** Map of Project Count by these top 40% vulnerable communities

Moving forward, this map of Detroit's most vulnerable census tracts will be used in conjunction with project performance and demographic data in order to evaluate how well the ARPA Portfolio has been distributed to the City of Detroit's most vulnerable communities at the portfolio and project levels in the Diversity & Inclusion and Performance Report sections of this report below.

## Two-Prong Coverage

With project coverage viewed from both the perspective of building on existing investments and on bolstering investment across Detroit’s most vulnerable communities provided above, the City of Detroit ARPA team then analyzed how these investments overlap with and relate to each other. Below, we have mapped both the SNF project coverage and Vulnerable Community project coverage on the same map. As shown above, each type of operationalized area has 100% coverage by ARPA Projects.



**Figure 17.** Map of SNF and Top 40% SVI Tracts with Project Counts

From their overlay on this map, we can see that SNF areas of existing investment and vulnerable communities are not necessarily mutually exclusive or distinct. There are some SNF neighborhoods like Russel Woods/Nardin Park and Warrendale/Cody-Rouge where almost the entire SNF Neighborhood is comprised of vulnerable communities. There are then those SNF neighborhoods like Gratiot/7 Mile

and Livernois-McNichols where the SNF neighborhood is not comprised of a majority of vulnerable communities but is ringed by them. There are also belts of vulnerable communities in-between SNF neighborhoods. The project coverage in these two kinds of spaces show that the city's ARPA Strategy is working as planned with investments acting to build and economic base within the SNF Neighborhoods that then expands its growth and wealth to the vulnerable communities around that that have been lifted up, via other ARPA investments, to meet them.

### Next Steps

To build on these analyses in future reports, the DS&A ARPA Team is in the process of building a Detroit-specific Vulnerability Index to best measure impact of ARPA Funds on the City of Detroit's specific conditions.<sup>10</sup> While the CDC SVI is robust, it captures vulnerability at a National and State level in general terms. The goal of a Detroit-specific Vulnerability Index would be to capture the specificity of Detroit's local conditions and the specific experiences of social vulnerability experienced by residents to more finely identify targets for investment and fine tune service delivery. The Index would aim to include factors like percent housing unit-vacancy, number of blight violations, number of illegal dumping sites, extent of environmental vulnerability such as whether a tract is in a flood plain, air quality, transit and food deserts, etc. The hope is to be able to create an Index that more accurately represents vulnerability in the City of Detroit that is also based on thematic components to look at vulnerability on a more granular level, similar to the CDC SVI's Socio-Economic Status, Household Characteristics, Racial & Ethnic Status, and Housing Type & Transportation Themes.

### Diversity & Inclusion

While the above maps tracked ARPA coverage from a Project Investment perspective, it is also important to know which residents these programs are serving and whether they are doing so in an equitable and inclusive way. Diversity considerations foster a close examination of how to address any forms of under representation among different groups within the pool of intended program beneficiaries. Inclusion considerations foster an examination of the potential barriers to access existent among project beneficiaries and how to potentially leverage levels of equitable access and benefit for everyone that is served.

Success in meeting Diversity & Inclusion considerations can be evaluated using demographic data on race/ethnicity, age, business/organizational type, services utilized, first language, household income, etc., to characterize the populations to whom project services are provided and used. Comparing these service recipient demographics and locations to the eligibility requirements of the project and demographic data for the whole city can help projects determine whether they are meeting the stated goals and outreach objectives of their project and help them evaluate whether they are missing other populations who could benefit from their services.

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<sup>10</sup> We are following the lead of other Cities like Seattle who had their Planning Departments put together similar locally specific indexes to guide ARPA Investments. <https://www.seattle.gov/documents/Departments/FinanceDepartment/Seattle%20Res-cue%20Plan/2022%20Seattle%20Recovery%20Plan%20Performance%20Report.pdf>

The following are baseline demographics for the whole City of Detroit so that the residents served by the ARPA Portfolio, and any given project within it, can be put into context with the broader urban population:

### City of Detroit Demographics 2022 <sup>11</sup>

- Median Age: 37
- Median Household Income: \$36,239
- Average Household Size: 2.46
- Total Population: 637,423
  1. Black: 76.9%
  2. White: 9.5%
  3. Hispanic: 8.1%
  4. Multi-Racial: 3.2%
  5. Asian: 1.6%
  6. Other Race Listed: 0.7%
- Gender <sup>12</sup>
  - 52.5% Females
  - 47.5% Male
- Educational Attainment
  - Grad/Prof: 7%
  - Bachelor's: 10%
  - Associate's: 8%
  - Some College/No Degree: 24%
  - High School Diploma: 27%
  - GED – Age 25+: 7%
  - High School No Diploma: 12%
  - Less than 9th Grade: 4%
- Total Households: 254, 579
  - Household below the Poverty Line: 75,899

By comparing project and city demographic data in this way, projects can begin to ask: Are residents taking advantage of their ARPA Projects? Which ones are and which ones are not? Do they serve a representative cross-section of the city and are they supposed to? Do the eligibility requirements for the program make sense? Are they too wide or too narrow? How can marketing & outreach for these projects be improved? How can public figures act to channel and direct these funds, programs and services to their community? Answering these questions is a process begun below in analyses of residents who have gone through the intake process for various ARPA Projects across the Portfolio that will be continued in more granular detail at the Portfolio Category level in the Performance Report section of this report. Future reports will conduct these analyses at the individual project level.

<sup>11</sup> Detroit Census Data Hub. 2022 Data Community Analyst Dashboards for Hub. "City of Detroit Overview." <https://detroit-censusdata-detroitmi.hub.arcgis.com/apps/0f7eeb367adf4823b664fa713574fe10/explore>

<sup>12</sup> <https://www.census.gov/quickfacts/detroitcitymichigan>

### Demographics - ARPA Residents who have gone through Intake

For demographic analyses on diversity & inclusion considerations at the level of individual residents, demographic and spatial data is available for the following 11 ARPA Projects:

Adult High School Certification, Community Health Corps, Detroit Housing Services, Homelessness Diversion, Housing Resource Navigation, JumpStart, Renew Detroit, Skills4Life, Small Business Launcher, Scatter Site Home Ownership & Preservation, Summer Youth Employment

These projects provided data on all those residents who have gone through their intake process and as a result provided demographic data to determine whether they met the eligibility requirements for individual project participation. The number of residents who went through project intakes for these 11 projects totaled 13,800. This number is smaller than the 21,216 Residents who initiated participation across 10 ARPA Projects listed in the Executive Summary above because (1) not all projects are required to provide demographic data on their participants, (2) there is a lag in the number of residents initiating the process of participating in a project and going through an intake and/or needs assessment process where this form of information is collected (3) not all residents provided demographic data. Analyses will be limited to the pool of residents who provided demographic data, with mapping limited to those residents who also provided their address data.

At the level of the City of Detroit, 13,800 residents went through the intake process across 11 ARPA Projects, serving 91.6% of all Detroit's census tracts (250 of 273), with a maximum of 104 residents and average of 16.2 residents impacted per census tract.

- Of these 13,800 residents, 4,972 provided educational attainment data. Of these 4,972 residents who provided data, 4,066 or 81.8% of them have attained a High School level of education or below, compared to 25% (including GED, High School, High School No Diploma, and 9<sup>th</sup> grade) in the city as a whole.
- 9,388 or 68% of residents identify as Female and 4,061 or 29.4% as Male, compared to 52.5% and 47.5% in Detroit respectively.
- The median age of an ARPA impacted resident is 51 which is significantly older than Detroit's overall population median age of 37. However, the population gradient for the ARPA impacted resident base is weighted heavily by young and the elderly residents with 25.4% of the resident base aged 25 years or younger and 45.2% aged 55 years or older
- Of these 13,800 residents, 6,380 provided data on household income. The median household income of the ARPA impacted resident base is \$13,000, which is significantly lower than the overall Detroit median annual household income of \$36,329. 70.2% of residents reporting household income data, or 4,477 total, have an annual household income of \$25,000 or less, with 36.6% having an annual household income less than \$10,000, compared to the city median annual household income of \$36,239.
- Of these 13,800 residents, 12,776 provided race/ethnicity data. 92.6% of residents reporting race/ethnicity data – a total of 11,832 residents – are Black with the next highest proportions being 2.7% White, 1.8% Mutli-Racial, 0.9% Latino, 0.7% Native American, 0.6% Race Not Listed, 0.5% Asian, and 0.2% Arab.



## ARPA PARTICIPANT DEMOGRAPHICS

PORTFOLIO LEVEL

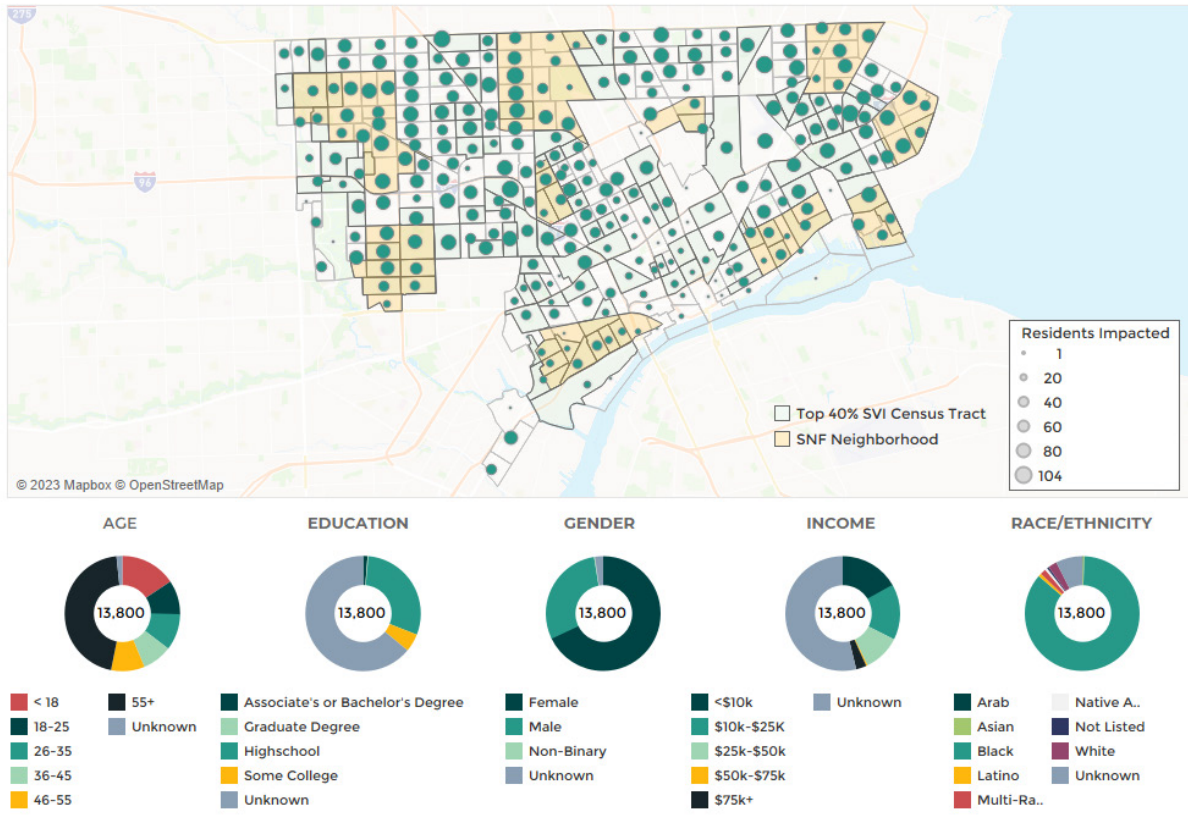


Figure 18.

AGE				EDUCATION			GENDER		
Age	Residents	% Total	Median	Education Level	Residents	% Total	Gender	Residents	% Total
< 18	2,158	15.6%	15	Associate's or			Female	9,388	68.0%
18-25	1,348	9.8%	20	Bachelor's Degree	171	1.2%	Male	4,061	29.4%
26-35	1,379	10.0%	31	Graduate Degree	35	0.3%	Non-Binary	30	0.2%
36-45	1,155	8.4%	40	High School	4,066	29.5%	Unknown	321	2.3%
46-55	1,297	9.4%	51	Some College	700	5.1%	Grand Total	13,800	100.0%
55+	6,240	45.2%	69	Unknown	8,828	64.0%			
Unknown	223	1.6%	0	Grand Total	13,800	100.0%			
Grand Total	13,800	100.0%	51						

INCOME				RACE/ETHNICITY		
Income	Residents	% Total	Median	Race/Ethnicity	Residents	% Total
< \$10k	2,332	16.9%	\$0	Arab	24	0.2%
\$10k-\$25k	2,145	15.5%	\$15,000	Asian	60	0.4%
\$25k-\$50k	1,444	10.5%	\$31,200	Black	11,832	85.7%
\$50k-\$75k	53	0.4%	\$59,500	Latino	120	0.9%
\$75+	406	2.9%	\$89,166	Multi-Racial	225	1.6%
Unknown	7,420	53.8%	\$216	Native American	93	0.7%
Grand Total	13,800	100.0%	\$13,404	Not Listed	74	0.5%
				Unknown	1,024	7.4%
				White	348	2.5%
				Grand Total	13,800	100.0%

Figure 19.

The figures on educational attainment highlight the city's focus on reaching those with human capital and educational needs for upskilling with the rationale that social service and workforce projects can help this population attain better jobs and start businesses that will serve as the first step towards household stability. Once housing and employment have been figured out, these same residents can be tracked to other projects that can help them move from the stage of stability to wealth building, while other residents farther up the income ladder can start at this stage.

The figures on Gender-identification reveal an over-representation of women compared to men when considering city-wide gender demographics. In the City of Detroit, 64,863 household have children under the age of 18, with 60.1% or 39,000 of these households headed by single females, compared to 29.5% which were married and 10.4% headed by single males.<sup>13</sup> Findings from the 2012 report on "The State of the Detroit Child" found that the poverty rate for single-female headed households was 46.4% overall.<sup>14</sup> While these figures are from a decade ago, recent research on poverty from the U.S. Census Bureau confirms this association between female-headed household and poverty.<sup>15</sup> For these reasons, an over-representation of women in the ARPA impacted resident-base helps Detroit in tackling the specific conditions under which poverty is experienced within the city.

The figures on annual household income show that the city is committed to reaching those with the fewest resources and who, as a result, are the most vulnerable to both pandemic-triggered hardships, but

13 <https://statisticalatlas.com/place/Michigan/Detroit/Household-Types>

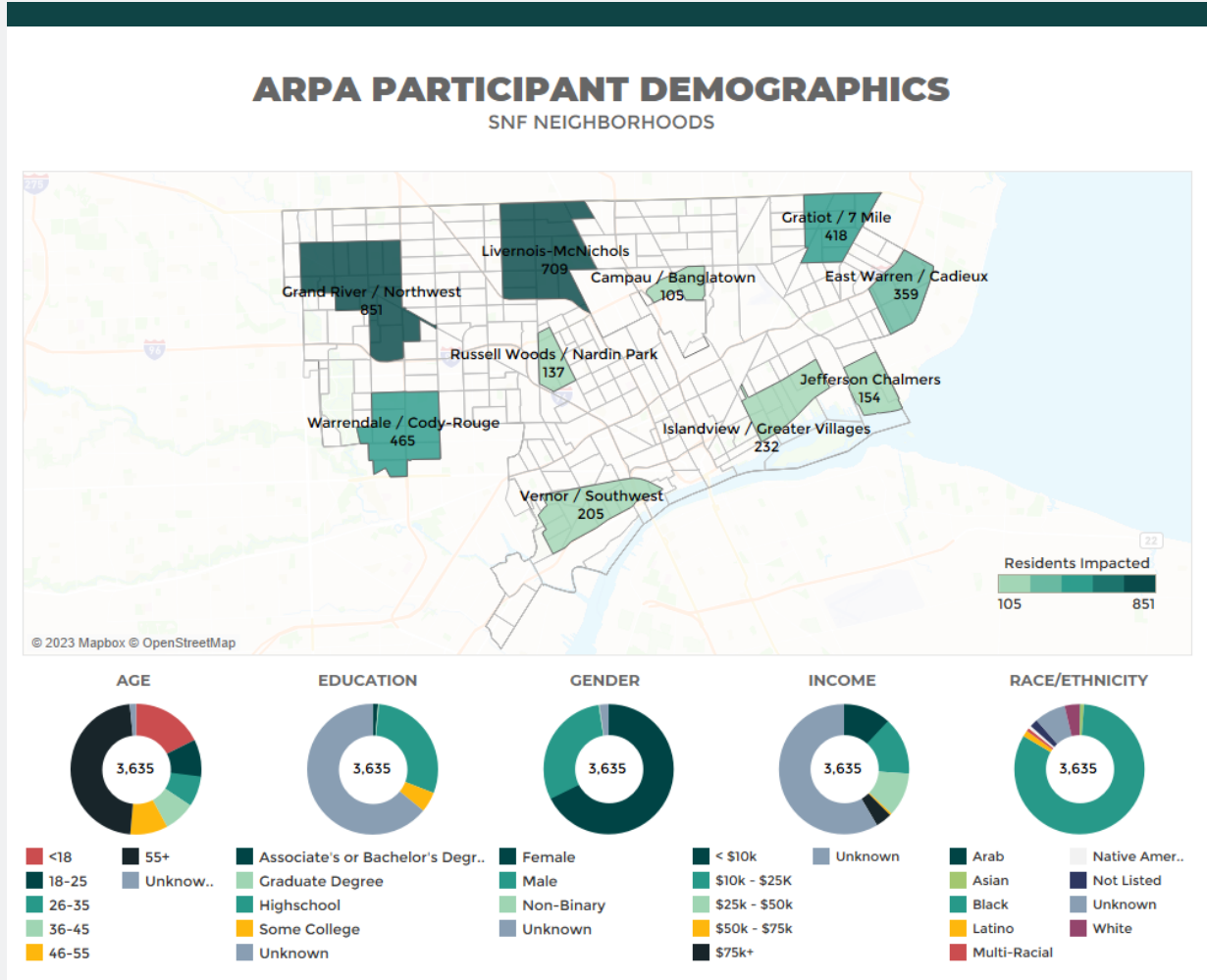
14 [http://www.skillman.org/wp-content/uploads/2017/12/2012\\_Detroit\\_Child\\_report-min.pdf](http://www.skillman.org/wp-content/uploads/2017/12/2012_Detroit_Child_report-min.pdf)

15 <https://cps.ipums.org/cps/resources/poverty/PovReport20.pdf>

other crises as well. These efforts go hand in hand with approaching equity from the lens of those who are in the most need, and those who have been most historically deprived of opportunity, an identification that annual household income, alongside educational attainment and race/ethnicity makes possible.

The racial/ethnic proportions of the Portfolio provided above reveal an over-representation of black Detroiters among residents impacted by ARPA Projects compared to their 76.9% share of the overall Detroit population, and underrepresentation of all the other racial/ethnic groups comprising Detroit's population. However, when considering demographic equity beyond proportionality to Detroit's overall population, this over-representation of black Detroiters is understandable given Detroit's history of red-lining, segregation, white-flight, slum-clearance and disinvestment that has impacted black Detroiters in disproportionately more negative ways than other demographic groups, tending to concentrate disadvantage spatially and racially. This said, these figures do show room for targeted improvement in outreach towards other marginalized racial/ethnic groups that currently find themselves under-represented in the ARPA Portfolio.

To continue the equity thread of analysis started in the Spatial/Geographic Equity section above, we will look at the demographics of those residents who live in both the SNF Neighborhoods and Most Vulnerable Communities to compare how the resident-bases of these two forms of investment differ. 3,635 or 26.3% of the total 13,800 residents impacted by ARPA Projects are located within SNF Neighborhoods. Campau/Banglatown neighborhood had the fewest residents impacted at 105, while Grand River/Northwest had the highest at 851 served, the neighborhoods averaging 363.5 residents impacted per neighborhood.



**Figure 20.**

All eleven (11) total ARPA Programs submitting demographic data are represented in SNF Neighborhoods: Adult High School Certification, Community Health Corps, Detroit Housing Services, Homelessness Diversion, Housing Resource Navigation, JumpStart, Renew Detroit, Skills4Life, Small Business Launcher, Scatter Site Home Ownership & Preservation, Summer Youth Employment. Compared to all residents impacted by the ARPA Portfolio, those in SNF Neighborhoods had a higher representation of Latino residents (1.6% compared to 0.9%), residents aged 55 years or older (47.1% compared to 45.2%), and residents with an annual household income greater than \$25,000 (37.2% compared to 29.8%).<sup>16</sup> The demographic makeup of the SNF resident base did not differ significantly from that of the overall portfolio.

<sup>16</sup> It is important to note that the majority of residents in this sample did not report annual household income data (58.5%), with these proportions based on 1,510 of the total 3,635 residents in SNF Neighborhoods.

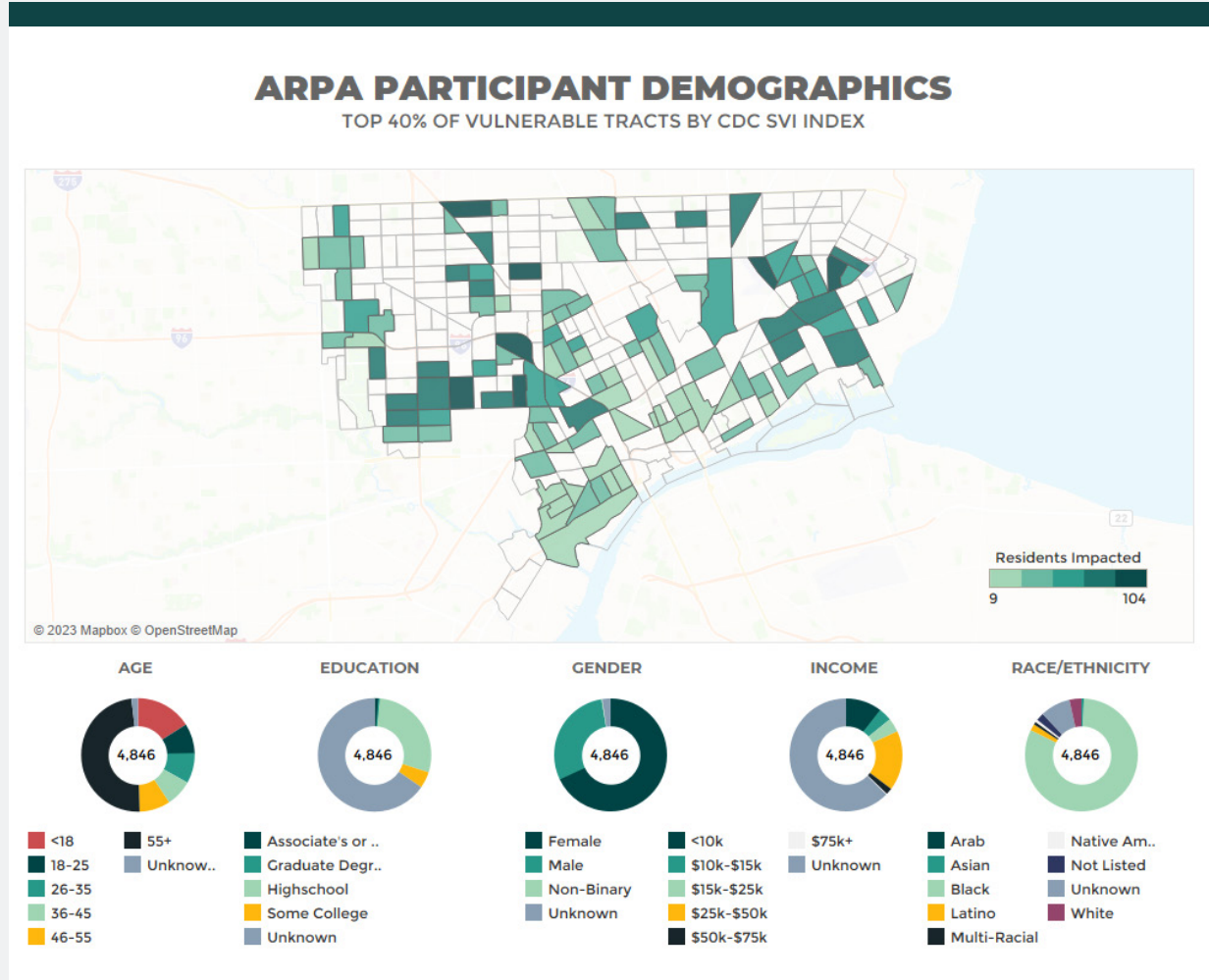
AGE			EDUCATION			GENDER		
Age	Residents	% Total	Education Level	Residents	% Total	Gender	Residents	% Total
< 18	641	17.6%	Associate's or Bachelor's Degree	48	1.3%	Female	2,460	67.7%
18-25	341	9.4%	Graduate Degree	10	0.3%	Male	1,086	29.9%
26-35	267	7.3%	High School	1,066	29.3%	Non-Binary	8	0.2%
36-45	282	7.8%	Some College	182	5.0%	Unknown	81	2.2%
46-55	338	9.3%	Unknown	2,329	64.1%	Grand Total	3,635	100.0%
55+	1,711	47.1%	Grand Total	3,635	100.0%			
Unknown	55	1.5%						
Grand Total	3,635	100.0%						

INCOME			RACE/ETHNICITY		
Income	Residents	% Total	Race/Ethnicity	Residents	% Total
< \$10k	436	12.0%	Arab	6	0.2%
\$10k-\$25k	513	14.1%	Asian	35	1.0%
\$25k-\$50k	396	10.9%	Black	2,995	82.4%
\$50k-\$75k	17	0.5%	Latino	55	1.5%
\$75+	148	4.1%	Multi-Racial	29	0.8%
Unknown	2,125	58.5%	Native American	26	0.7%
Grand Total	3,635	100.0%	Not Listed	73	2.0%
			Unknown	283	7.8%
			White	133	3.7%
			Grand Total	3,635	100.0%

Figure 21.

As for the most vulnerable Detroit communities, 4,846 or 35.1% of the total 13,800 residents impacted by ARPA Projects are located within the Top 40% most vulnerable census tracts in the City. All of the Top 40% SVI tracts (107 out of 107) had residents impacted with the fewest residents impacted within a given tract being 9 and the most at 104, averaging 45.1 residents per most vulnerable tract.



**Figure 22.**

All eleven (11) total ARPA Programs submitting demographic data are represented in SNF Neighborhoods: Adult High School Certification, Community Health Corps, Detroit Housing Services, Homelessness Diversion, Housing Resource Navigation, JumpStart, Renew Detroit, Skills4Life, Small Business Launcher, Scatter Site Home Ownership & Preservation, Summer Youth Employment. Compared to all residents impacted by the ARPA Portfolio, those in those in the most vulnerable communities had an even higher representation of Latino residents (2% compared to 0.9%, and 1.6% in SNF neighborhoods), residents over the age of 55 (48.6% compared to 45.2%). The residents in the most vulnerable communities also paradoxically had a much a higher proportion of residents with an annual household income greater than \$25,000 (51.5% compared to 29.8%)<sup>17</sup> which should prompt the projects involved to ask whether they are

<sup>17</sup> It is important to note that the majority of residents in this sample did not report annual household income data (62.6%), with these proportions based on 1,812 of the total 4,846 residents in Top 40 Percentile SVI Tracts.

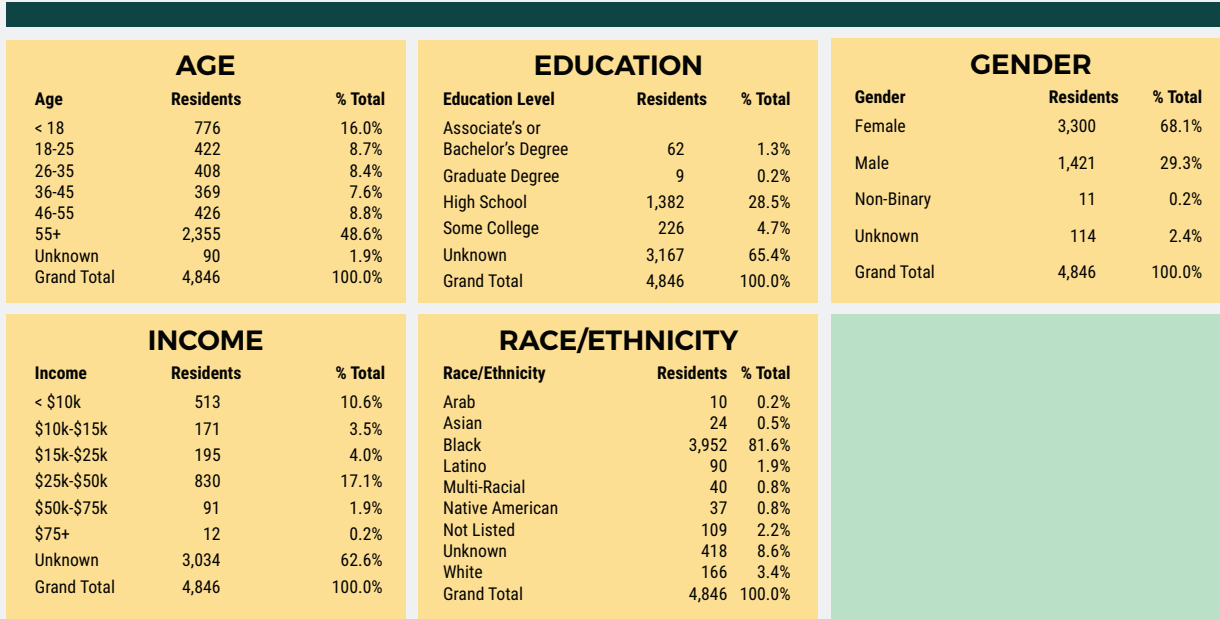


Figure 23.

(a) reaching the right service population, and/or (b) whether vulnerability within this population looks different than elsewhere and is not reducible to the terms of annual household income.

These figures represent a baseline and starting point for future analyses on the portfolio and project levels aiming to look at the intersections between these various demographic variables and identify representative populations being serviced by different segments of the ARPA Portfolio.

## COMMUNITY ENGAGEMENT & PRACTICAL COMMUNICATION

This category fosters the goal of 1) engaging intended beneficiaries to contextualize service provision to the needs of the communities served, and 2) of ensuring that every resident is aware of the services available to them, and how to access those services. It implores assessment of the existing barriers to engagement, and if the projects are using inclusive forms of engagement that foster inclusive representation of all groups of beneficiaries to provide the gathering of feedback and input that is representative of the beneficiaries' pool. To evaluate equity, projects are asked to make considerations for the forms of engagement used and when, how to ensure inclusive engagement for all project beneficiaries to provide input and feedback about project services. Such considerations tracked could include:

- Number of engagements facilitated.
- Means of engagement used: via internet, no internet, no technology.

- Number of people engaging through the different means used.
- Frequency of communications.
- Languages communications are offered in.

To elucidate the equity impact of the ARPA Portfolio in terms of community engagement, numbers of the regular city meetings that regular ARPA engagement efforts were integrated into will be shared, both the total number of meetings and the total number of individuals who attended them. In addition, following the lead of the practical communications section above, reporting on community engagement will also include the metrics provided by individual projects on how they engaged residents in the design of their project delivery and collected feedback.

The City of Detroit has integrated ARPA engagement and communication into their cadence of regularly scheduled community and Department of Neighborhoods (DON) meetings. Community meetings are held multiple times during the week throughout the city. In the Dept of Neighborhoods, there are 14 District Managers that attend block club meetings on a monthly basis. In 2022, 4 ARPA outreach workers were hired that help to give information at all community meetings. This has allowed the Mayor's Office to keep track of the total number of meetings where the city engaged the community on the ARPA portfolio and the total number of residents that have attended these meetings.

The information below reflects both the different periods community meetings were being tracked and the number of meetings that engaged residents on a particular topic. At some meetings there might be multiple ARPA topics discussed. These figures below comprise Citywide meetings, District wide meetings as well as smaller block club/neighborhood association meetings.

- At the time of the last report with a reporting cut-off of June 30, 2022, the city held 75 ARPA-related community engagement meetings reaching a total of 5,509 residents.
- Overlapping with this time period but distinct from it, from March to December 2022 the city held a total of 212 ARPA-related community engagement meetings reaching a total of 9,566 residents.
  - ACE Alley Initiative: 4
  - ARPA Quarterly Update: 42
  - Right to Counsel: 1
  - Recreation Buildings: 6
  - Joe Louis Greenway: 7
  - Ladder 30: 1
  - Neighborhood Beautification Grants: 81
  - Neighborhood Signs: 1
  - Neighborhood Opportunity Fund: 8
  - Renew Detroit: 39
  - Rental Housing Navigator: 8
  - Shot Spotter: 21
  - Skills for Life: 1



■ For 2023, from January to the reporting cut-off of June 30, 2023, the city held 97 ARPA-related community engagement meetings reaching 4,681 residents.

- ARPA Updates: 10
- Commercial Corridors: 3
- Down Payment Assistance: 40
- Jumpstart: 8
- License Plate Readers: 2
- Neighborhood Beautification Grant: 30
- Sidewalk Program: 4

Overall, for the period in which data is available (March 2022 to June 2023), the city held 309 ARPA-related community engagement meetings reaching a total of 14,247 residents.

Overall, across projects that submitted data and had metrics that could be aggregated up together, a total of three projects actively engaged 506 residents in their individual project operations.

- Joe Louis Greenway engaged 164 residents in its planning process
- Dexter Avenue Streetscape collected 118 resident survey responses
- Ossian Sweet Complex engaged 94 residents in its planning process and collected 121 survey responses, reaching a total of 215 residents

In terms of practical communication efforts to make residents aware of program services, across the projects that submitted data and had metrics that could be aggregated up together, a total of two (2) projects made practical communication contacts with 22,118 residents.

- Housing Resource Navigation had 20,612 unique residents accessing their website to search for affordable housing on the listing database that the project created.
- Property Tax Foreclosure Outreach & Prevention made 1,576 unique contacts with property owners to make them aware of their program services, going door to door.

Future reports will standardize these kinds of metrics across a larger proportion of relevant projects and will ingest the new metrics collected into the aggregate number of community engagement & practical communication activities reported.

The City is also taking the opportunity to make SLFRF investments doubly impactful in the projects it deploys that positively impact residents' lives and in the local wealth generated by the work of deploying these projects through the uses of strong labor practices. (See Appendix)

## ■ LABOR PRACTICES

The city has an opportunity to make SLFRF investments doubly impactful, both in the projects it deploys that positively impact residents' daily lives and in the local wealth generated by the work of deploying these projects. In the remainder of this Labor Practices section, we want to focus particularly on Data Culture & Improving Data Literacy. See more labor practices (Appendix A).

## ■ DATA CULTURE AND IMPROVING DATA LITERACY

The reporting requirements for ARPA-SLFRF funding require a massive effort to measure, collect, centralize, and analyze the progress and performance of the 99 projects the city has channeled ARPA-funding into. From the defining of data models and performance metrics, to the technical aspects of geo-coding demographic data, to the modes of centralized data collection and standardization, to finally the building of automated public-facing dashboards reporting individual and portfolio-level progress, the requirements of ARPA-reporting have demanded the build-up of not only a robust data infrastructure and pipeline to handle these tasks, but the infusion of a culture of data literacy and performance management across departments and into the ranks of the municipal workforce in a manner that did not previously exist.

While the DS&A ARPA Team had worked to build the data infrastructure and pipeline to carry out the technical side of this large task, they have also been leading the charge in transforming the data culture of the entire city as an organization. To this end, the team has had to activate and train data stewards across the 99 projects in the basics of data literacy, metric and model development, data cleaning and aggregation, data-driven decision-making, data story-telling and more to assure that the data the DS&A-ARPA Team is collecting is accurate and representative of the work the projects are actually performing. Thus far, the DS&A ARPA Team has a total of 55 Official Data Stewards, a proportion of which act as the steward for multiple ARPA Projects, who have completed four (4) data governance seminars and one (1) online training produced by the DS&A ARPA Team which comprise 6 hours of training per individual Data Steward and 330 hours of instruction in total across all Stewards.

These efforts have also been furthered by ARPA Investments in process improvement through the City of Detroit's Lean Team which sits under the Office of the Chief Financial Officer (OCFO). The Lean Team is a Continuous Improvement team, whose mission is to improve existing City processes and stand-up new ones so that they are functional, efficient, and useful to all customers and stakeholders, and so that things are working well for Detroiters! The team builds capacity and skills of the City of Detroit and affiliates for process improvement, data-informed decision making, and technology-enabled solutions through direct Green Belt and Black Belt Certification.

The Lean Team has been involved in 46 unique process improvement projects pertaining to the City's use of ARPA funds; six ARPA funded staff were added to the existing Lean Team to support these projects, including one individual dedicated solely to Workforce Development and the other to Development and Business Licensing (via the Jobs & Economy Team). In the coming fiscal year, the Lean Team will develop

a system for quantifying improvements to existing City processes and overall cost savings/financial impact for all ARPA projects (prior and on a go-forward basis). Also see Performance Management (Appendix C).

## ■ PERFORMANCE REPORT

This section of the report describes the performance of the programs that were allocated funding and approved as of July 1, 2023. Of the 99 approved programs, performance data is available for 39 programs. For up-to-date information on all spending by program and investment area, visit the City of Detroit's Office of the Chief Financial Officer webpage "[How are Detroit's ARPA Funds being Spent](#)". Individual project dashboards providing monthly updates of project progress on submitted performance metrics will be added to this page and made live in the coming months after this report is submitted.

Since its SLFRF award, the City has given its unwavering attention to building rigorous processes and procedures for vetting, managing, monitoring, and supporting project development. This focus balances the need to advance ambitious but achievable performance outcomes and the need to concurrently assure compliance with laws, regulations, and policies with effective grants management. The performance reporting section describes the performance management tracking used to measure the overall intended results of the project along with the current data that have been collected through the end of the reporting period.

Program Performance will be described on two different levels:

1. Across Portfolio Categories, where performance will be reported by summarizing and aggregating the work performed by all projects in each portfolio category with brief analyses on the category's Spatial/ Geographic and Diversity & Inclusion considerations.
2. Within each Individual Project, where performance will be considered in terms of each individual project's given metrics and the latest data they submitted to measure progress toward their stated goals.

Performance will be evaluated across the 39 projects that have submitted any kind of performance data, with portfolio category performance evaluation limited to this population of projects. At the individual project level, those projects that have not submitted performance data will still be described and will provide example long-term goals, outcomes and outputs to provide readers with an idea of how each project will be tracking their performance in the future.

**Key takeaways across the 39 projects include the following:**

- Property Tax Foreclosure received 18,555 HOPE applications and made outreach contact with 1,614 unique properties
- Scatter Site Homeownership & Prevention preserved 328 additional affordable housing units as affordable throughout the City
- Housing Resource Navigation helped 3,781 residents utilize enhanced housing navigation resources, completed 279 housing intake counseling sessions, and enrolled 1,845 residents into applicable housing support programs (counseling, tax foreclosure prevention, home repair, utility assistance, etc.)
- Skills4Life – Work completed 4,260 blight remediations, 1,007 paint remediations, and picked up 1,055 tons of trash from City Parks
- Skills4 Life – Education helped 166 participants obtain a measurable skill gain, enrolled 374 in occupational training, high school, GED, or literacy program, and had 541 participants complete career readiness training.
- Summer Youth Employment enrolled 6,557 youth in the program who completed their summer experience, including 2,019 Affiliate program participants
- Community Health Corps served 1,056 households with case management and resource navigation services
- Adult High School Certification received 2,200 inquiries about the program and enrolled 493 residents
- Motor City Match started 62 new businesses, creating 42 new jobs. They provided technical support to 141 businesses with 129 of these businesses (91.5%) led by a person belonging to a marginalized group of people.
- Joe Louis Greenway removed 2,100 tires and 51,200 cubic yards of Mixed Debris
- Blight to Beauty – Trees removed 435 trees from blighted properties
- Neighborhood Opportunity Fund had 923 attendees to their pre-application workshops and awarded a total of 48 grants. 23 of these grants went to pre-application workshop attendees
- Roosevelt Park Construction has completed their renovation work and removed 81,892 sq ft of roadways



## HOUSING

**Total Projects: 24**

**Total Programmed: \$118,400,137**

### Portfolio Summary

The Housing Portfolio is comprised of projects that address the housing crisis in Detroit including initiatives focused on affordable housing provision, foreclosure and homelessness prevention outreach and housing initiatives, credit repair and restoration initiatives, down payment assistance, and Veterans' housing programs, including home repairs.

Detroit has unique problems facing its housing sector. A city that has experienced wide-spread abandonment in the form of housing vacancy and the issues of blight associated with it, Detroit's Landbank Authority currently has an inventory of 72,673 vacant properties (63,097 vacant land and 9,576 structures)<sup>18</sup>, with St. Louis, the city with the next closest levels of urban vacancy having an inventory of nearly 10,000 vacant properties<sup>19</sup>. Amidst the largest municipal bankruptcy in US History and an experience of the 2008 financial crisis that hit Detroit residents particularly hard, the demand for housing has only accelerated while the ability to supply this demand has continued to lag behind in terms of both new constructions as well as the maintenance of existing properties.

<sup>18</sup> <https://dlba-production-bucket.s3.us-east-2.amazonaws.com/Meetings/041423+DLBA+Q3+FY23+City+Council+Quarterly+Report+FILING.pdf>

<sup>19</sup> [https://www.stltoday.com/news/local/govt-and-politics/with-new-rules-in-place-the-st-louis-land-bank-prepares-to-lift-its-sales/article\\_77fb69d0-b672-5645-9eed-43fb5316eb3f.html](https://www.stltoday.com/news/local/govt-and-politics/with-new-rules-in-place-the-st-louis-land-bank-prepares-to-lift-its-sales/article_77fb69d0-b672-5645-9eed-43fb5316eb3f.html)

Detroit has a growing number of housing options for residents with most quality housing stock coming in the form of new privately financed luxury developments or small-scale home rehabilitations. These new units are cost prohibitive for many residents living in Detroit with financing for mortgages in some parts of the city still being all but non-existent. And rental prices are steadily rising. With a lack of quality housing, a large swath of Detroit’s residency base is precariously housed running the gamete from being homeless, to being displaced, to living in sub-standard conditions, to being locked out of affordable rental options and homeownership.

Any approach that the City of Detroit takes to addressing the housing sector through its ARPA-SLFRF funds must take all these resident housing conditions into consideration. To this end, the City established 24 programs across its Housing Portfolio that could meet these conditions head on. These 24 programs were informed by an investigation of the best evidence-based policy across six policy areas that was used to help design its ARPA Housing Program.

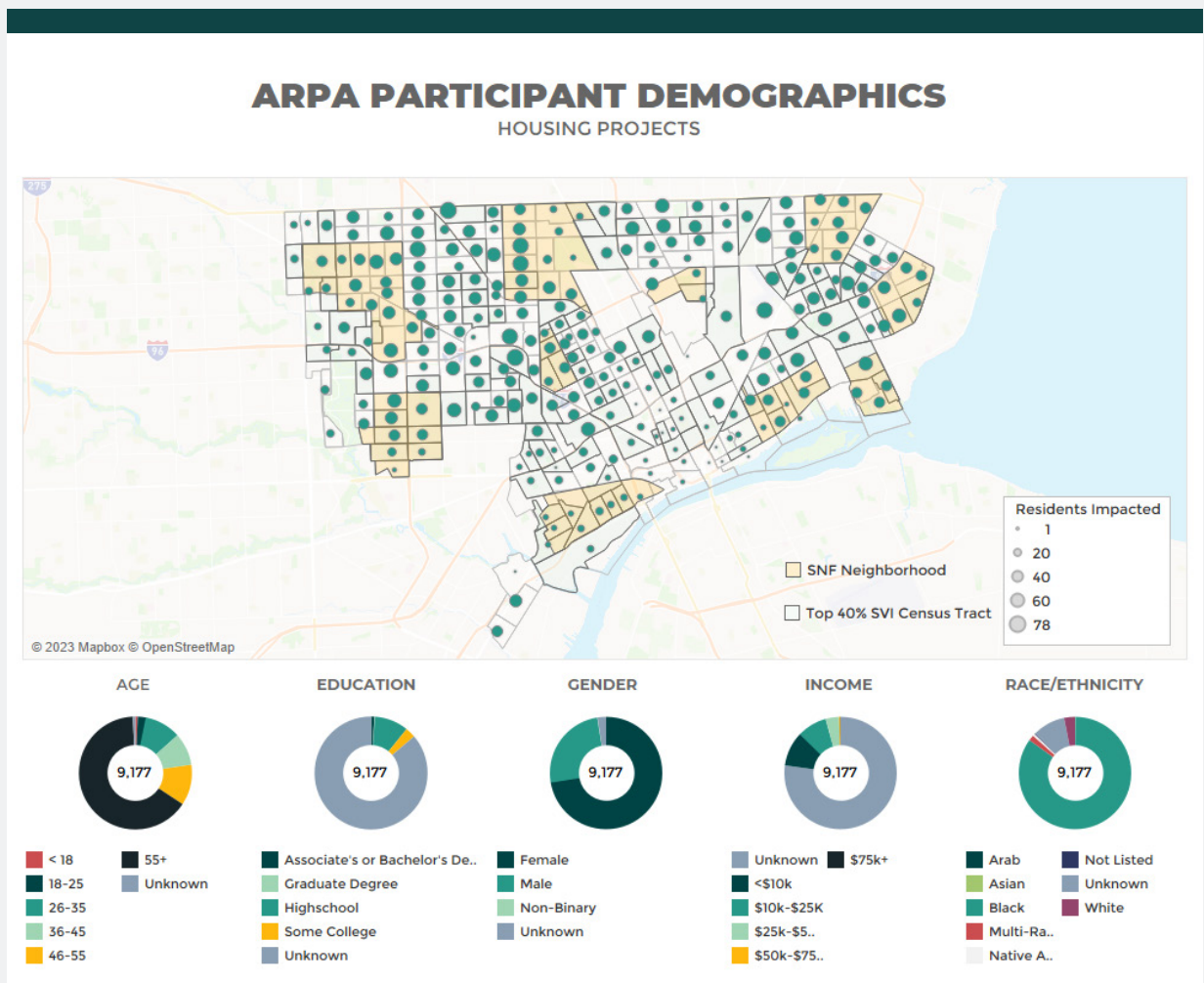


Figure 24.

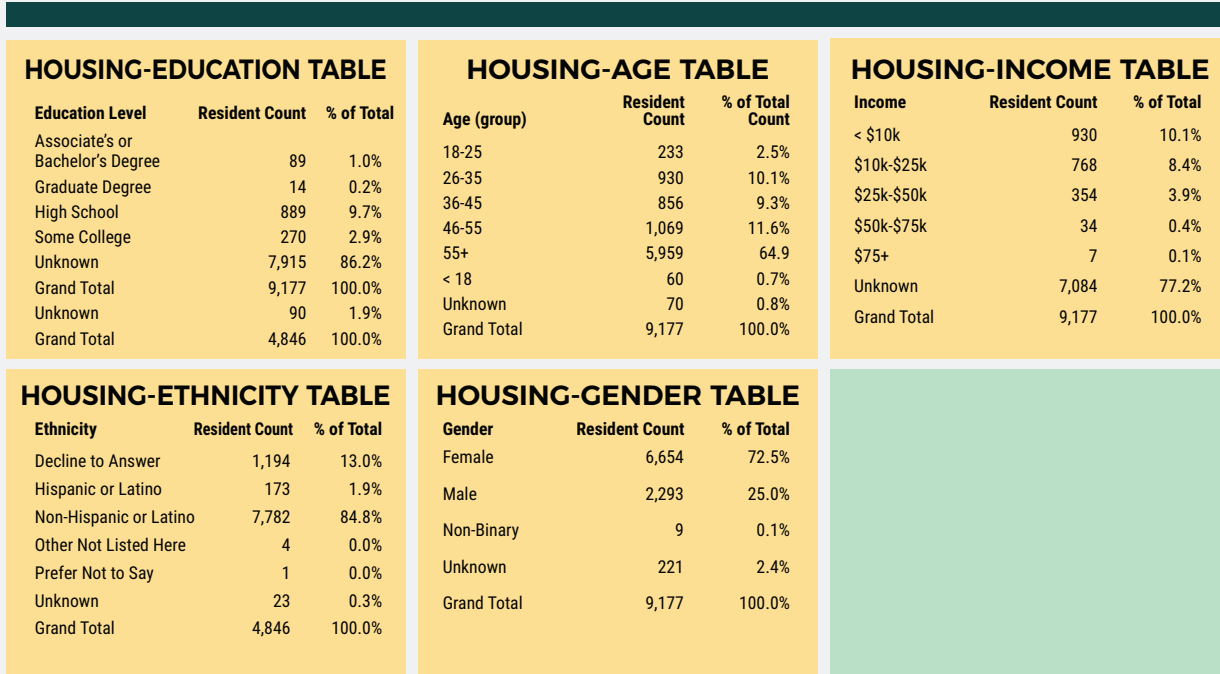


Figure 25.

### Key Takeaways

- Property Tax Foreclosure received 18,555 HOPE applications and made outreach contact with 1,614 unique properties
- Renew Detroit made 115 roof repairs and was responsible for 892 of the 18,555 HOPE applications received by the Property Tax Foreclosure project
- Scatter Site Home Ownership & Prevention preserved 328 additional affordable housing units as affordable throughout the City
- Housing Resource Navigation helped 3,781 residents utilize enhanced housing navigation resources, completed 279 housing intake counseling sessions, and enrolled 1,845 residents into applicable housing support programs (counseling, tax foreclosure prevention, home repair, utility assistance, etc.)
- Detroit Housing Services added 580 housing units and 155 of housing partners to their database, and stabilized 133 residents with temporary housing

## Housing - Evidence Based Policy

The six policy areas investigated to guide Detroit’s approach to Housing were: mixed developments, supportive housing programs, down payment assistance, preventing homelessness, homelessness outreach, and legal opportunities to decrease eviction rates.

By focusing on these six policy areas, the City of Detroit aimed to distill the evidence behind, and best practices followed by, exemplar programs across these policy areas to come up with not only programs that work but ones that also fit the specific needs and conditions of Detroit residents. This is in accordance with the requirements of Treasury on deploying evidence-based programs.

## Programmatic Examples of Mixed Developments

### Similar Program Examples:

- Harbor Point, Boston, Massachusetts
- The Residences at Ninth Square, New Haven, Connecticut
- New Quality Hill, Kansas City, KS

Summary of Evidence	Best Practices
<p>The positive impact of mixed income housing on low-income families has been well-documented and these projects have been shown to drive positive place-based change. When building affordable housing from scratch understanding factors that make these projects successful in areas that are being redeveloped is key to their success. Mixed use developments that rely on a combination of public and private funding can be successful and generate profits. Projects that have combined place making with redevelopment have had success attracting market-rate tenants even when subsidized units make up a significant proportion of the project. Some projects focus on offering social services and supports on site, while others have shunned this approach—the importance of these differences are likely location and population specific.</p>	<p>Maintaining the historic character of a neighborhood, capitalizing on location, and “place making” help contribute to project success.</p> <p>To achieve the best tenant mix a thorough screening of prospective renters to determine those who are likely to adhere to the project’s rules and fit in with its culture and behavior patterns. The shared value of respect for one’s self and for others seems critical.</p> <p>Mixed use developments can serve not just residents but bring more people into the area, spurring more growth.</p>



**Citations:**

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**Programmatic Examples of Supportive Housing Programs**

**Similar Program Examples:**

- **Denver SIB Supportive Housing Initiative**
- **Housing for Health, Los Angeles, CA**

Summary of Evidence	Best Practices
<p>Supportive housing programs improve housing stability and reduce chronic homelessness.</p> <p>These programs reduce contact with the criminal justice system, the need for emergency mental health care and detox services, and emergency room visits.</p> <p>Supportive housing programs produce substantial cost savings by reducing use of public services.</p>	<p>A Housing First approach meets participants where they are and reduces barriers to engagement in the program.</p> <p>A full complement of services are necessary to address the needs of participants and engaging as many community providers as possible helps promote success of these programs.</p> <p>Innovative funding models, like Social Impact Bonds, can be effective.</p>

**Citations:**

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## Programmatic Examples of Down Payment Assistance Programs

### Similar Program Examples:

- **American Dream Downpayment Initiative/HOME**

Summary of Evidence	Best Practices
<p>Down payment assistance programs have a positive impact on increasing home ownership for low-income and minority homeowners by removing or lowering the barrier posed by a down payment.</p> <p>When implemented well, these programs do not increase rates of mortgage default. Programs that couple down payment assistance with other homeownership and financial counseling and programs that require homeowners to put “some skin in the game” by contributing to the down payment have the best outcomes.</p>	<p>Ensuring that recipients of down payment assistance are “homeownership” ready is an important component to the success of these programs.</p> <p>Down payment assistance works best when coupled with other homeownership tools, such as shared equity models.</p> <p>The chance of mortgage default falls when recipients of down payment assistance have contributed to the overall down payment.</p>

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## Programmatic Examples of Preventing Homelessness

### Similar Program Examples:

- **Homebase Community Prevention Program, New York City**
- **Chicago Homelessness Prevention Call Center**
- **Homelessness Prevention and Rapid Re-Housing Program, Arlington, VA**

Summary of Evidence	Best Practices
<p>Programs designed to prevent homelessness through case management, re-housing efforts, financial assistance, and more show promising results. Such programs have lessened the time people spend in homeless shelters, saved money, and assisted people in finding longer-term housing.</p>	<p><b>Establish robust community partnerships and resources</b></p> <p><b>Personalized and client-driven support services</b></p> <p><b>Length of assistance</b></p> <p>Rental assistance provided through transitional housing and rapid re-housing is typically limited to no more than 6 months.</p> <p>Permanent supportive housing and long-term housing vouchers generally last longer</p> <p><b>Permanent supportive housing and long-term housing vouchers generally last longer</b></p> <p><b>Different support services based on rapid re-housing or permanent supportive housing</b></p> <p>Rapid re-housing services often include housing search assistance, support preparing to be a tenant on the private rental market, and connections to other resources and benefits as needed.</p> <p>Permanent supportive housing services are typically more intensive and focus on helping individuals with challenges that may impact long-term housing stability.</p>

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Lab for Economic Opportunities. *Homelessness Prevention Call Center*. University of Notre Dame. <https://leo.nd.edu/partners-projects/projects/homelessness-prevention-call-center/>

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## Programmatic Examples of Proactive Outreach for Homelessness

### Similar Program Examples:

- **Tenant Support Unit, New York City**
- **Neighbor to Neighbor, Detroit MI**
- **Philadelphia Residential Mortgage Foreclosure Diversion Program**

Summary of Evidence	Best Practices
<p>Programs that utilize door-to-door outreach to increase awareness of programs and assistance that aid at-risk homeowners in keeping their homes prove effective. Door-to-door outreach has demonstrated high contact and participation rates. It also shows a high rate of connecting residents to necessary assistance and a high success rate for preventing foreclosure.</p>	<ul style="list-style-type: none"> <li>Implement pro-active outreach to prevent worsened crises</li> <li>Offer service and information at non-traditional times, especially after work hours</li> <li>Make written information friendly and easy to understand</li> <li>Establish cultural competence in information and how it's dispersed</li> <li>Establish strong partnerships for referrals, resources, and access to the community</li> <li>Provide information in the primary language of those being reached out to</li> <li>Consider additional outreach methods such as hotlines, tabling, text/phone banks, etc.</li> <li>Offer support for filling out applications</li> </ul>

**Citations:**

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## Programmatic Examples of Providing Legal Opportunities to Decrease Eviction Rates

**Similar Program Examples:**

- Right to Counsel, Philadelphia, PA
- Right to Counsel/Universal Access, New York, NY

Summary of Evidence	Best Practices
<p>The programs below increase the number of clients represented in legal proceedings pertaining to housing and decrease eviction rates. creating better legal outcomes for tenants.</p>	<p>Engage with community organizations and collaborate with courts to make tenants aware of the program and connect them to legal services.</p> <p>Some sort of eligibility requirement is common, though some programs have no requirement or a requirement higher or lower than 200% of the Federal Poverty Line.</p>

**Citations:**

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## Programmatic Examples of Home Ownership Programs

### Similar Program Examples:

- **Seattle’s Scatter Site Housing Program**
- **Cleveland Housing Network’s Lease Purchase Program**

Summary of Evidence	Best Practices
<p>Scattered site affordable housing programs have a long tract record of having results similar to Housing Choice Vouchers and work best when they are placed in areas with lower concentrations of existing subsidized housing.</p> <p>There are many rent-to-own programs, but CHN’s model of converting LIHTC units into owned units has shown that providing low-income households with support can result in successful transition to home ownership while maintaining a property’s status as affordable housing.</p>	<p>Location seems to matter. LIHTC conversion to home ownership works best in markets where land is readily available and cheap.</p> <p>Intensive counseling ensures that renters are ready to make the transition to homeowners when the time comes.</p> <p>Individual Development Accounts help renters save for their down payment and matching funds increases the incentive to save.</p>

### Citations:

Community Housing Partners. (2017). “Lease Purchase Program: A 15-year Pathway to Home Ownership”

Curry, Robert and Kate Monter Durban, “Path to Home Ownership: A Guide to Single-Family Lease Purchase Funded with 9% Tax Credits” (Cleveland, Ohio: Cleveland Housing Network, n.d.).

Hogan, James. (1996). “Scattered-Site Housing: Characteristics and Consequences.” U.S. Department of Housing and Urban Development, Office of Policy Development <https://www.huduser.gov/portal/publications/pubasst/scatter.html>

Stanhope, Brad. (2018). “Lease-to-Purchase Option Expands Affordable Homeownership.” *Journal of Tax Credits*. [https://chnhousingpartners.org/wp-content/uploads/2018/12/novogradac\\_jtc\\_2018-10\\_lihtc\\_pg18.pdf](https://chnhousingpartners.org/wp-content/uploads/2018/12/novogradac_jtc_2018-10_lihtc_pg18.pdf)

## Housing – Project Inventory

### Property Tax Foreclosure

Project ID: 12.1.024

EC#: 2.02

AUL Date: 10/08/21

Total Project Programmed = \$ 2,700,000

Project Spend \$118,157.21

### Project Description

Property Tax Foreclosure initiative is a program to prevent foreclosures by offering assistance to those in need. With door-to-door visits and advertising campaign the program seeks to spread awareness of resources and available help. In addition, the Make it Home program allows renters in tax-foreclosed properties to purchase homes and become homeowners themselves. The goal is to decrease the number of foreclosures and provide aid to those who need it most.

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goals:

Stabilization of individual households and improved quality of life and housing throughout Detroit neighborhoods by way of a reduction in foreclosed, vacant, and blighted properties.

#### Outcome:

Reduction in the number of residential properties in property tax delinquency or foreclosure that will be established via a coordinated city-led canvassing effort, paid media campaign, and additional financial support for the 'Make it Home' program.

#### Outputs:

- Number of HOPE applications received = **18,555**
- Number of contacts made (unique properties) = **1,614**
- Number of total property visits(vacant) = **4,298**

**Federally Required Performance Indicators**

Expenditure Category	Number	Description	Number July 1, 2021- June 30, 2022	Number July 1, 2022- June 30, 2023
Housing Assistance	EC 2.2	Number of households receiving eviction prevention services (including legal representation	0	Not applicable
		Number of affordable housing units preserved or developed	0	Not applicable

**PROPERTY TAX FORECLOSURE AND PREVENTION**  
CANVASSING OCCUPANCY STATUS

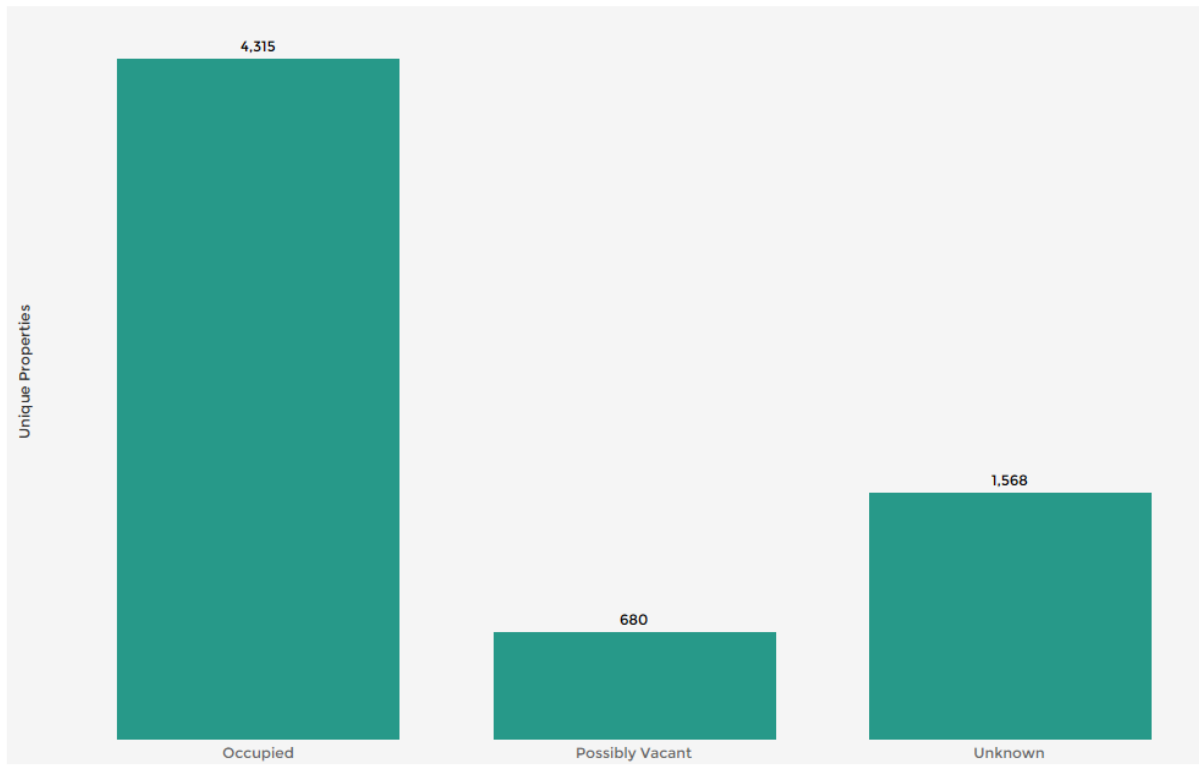


Figure 26.



## PROPERTY TAX FORECLOSURE AND PREVENTION

### CITYWIDE CANVASSING EFFORT

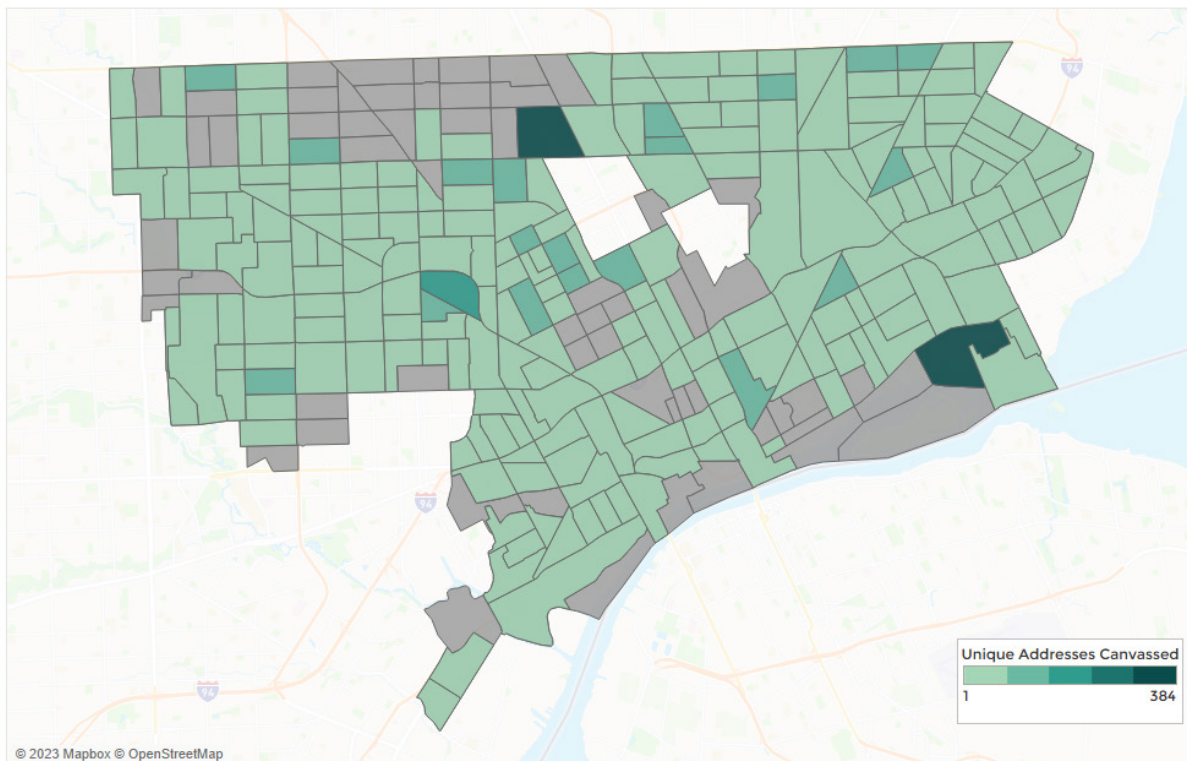


Figure 27.

### Lessons Learned, Project Reflections & Insights

Learning from the first year of the Property Tax Foreclosure Prevention APRA project, the project team revised the canvassing scope of work and rebid contracts to further refine subgroups at-risk of property tax foreclosure – including those immediately at-risk of foreclosure, foreclosed properties, residents who will be at-risk of foreclosure in the upcoming year, and special populations to address priority groups throughout the year. Additionally, the project team made edits to the foreclosure prevention canvassing survey to remove questions regarding programs that have ended, and to include more location verification pictures to ensure robust auditing capabilities.

Through more self-testing the project team was able to error proof the survey, provide better suited training materials for contractors with less property tax experience, and implement practices that increased the

response rate through working with the LEAN team. The strategy for the upcoming relaunch of canvassing incorporates more canvasser support and more targeted outreach to improve the quality of service, and the messaging for Detroiters who would benefit for property tax foreclosure prevention resources.

## Scatter Site Homeownership & Preservation

**Project ID:** 12.1.016

**EC#:** 2.18

**AUL Date:** 10/19/21

**Total Project Programmed = \$ 7,228,855**

**Project Spend \$378,923.85**

### Project Description

Scatter Site Homeownership & Preservation initiative will serve low-income renters and first-time homebuyers in developments throughout the City of Detroit by ensuring these residents can 1) remain in their homes and not be displaced due to foreclosure, rent increases, or building shutdowns and 2) build wealth through homeownership.

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- LTG1 Convert low-income renters into first-time homeowners through a lease-to-purchase program, thereby creating long term generational wealth as well as housing stability.
- LTG2 Allow renters to remain in their homes and avoid displacement due to foreclosure, rent increases, or building shutdowns.

#### Outcome:

- Increase opportunities to accrue wealth through homeownership for first time low-income homeowners
- Convert units from affordable rental to homeownership
- Provide a way for low-income renters to remain in their original buildings at limited rent increases if they choose

#### Outputs:

- Number project served through consulting activities = 7
- Number of affordable housing units preserved as affordable throughout the City = **8175**
- Number households engaged in homeowner sale preparation activities = **16**

**Federally Required Performance Indicators**

Expenditure Category	Number	Description	Number July 1, 2021- June 30, 2022	Number July 1, 2022- June 30, 2023
Housing Support	EC 2.18	Number of households receiving eviction prevention services (including legal representation)	0	Not applicable
		Number of affordable housing units preserved or developed	0	1887

**SCATTER SITE HOMEOWNERSHIP PRESERVATION**

AFFORDABLE HOUSING UNITS PRESERVED

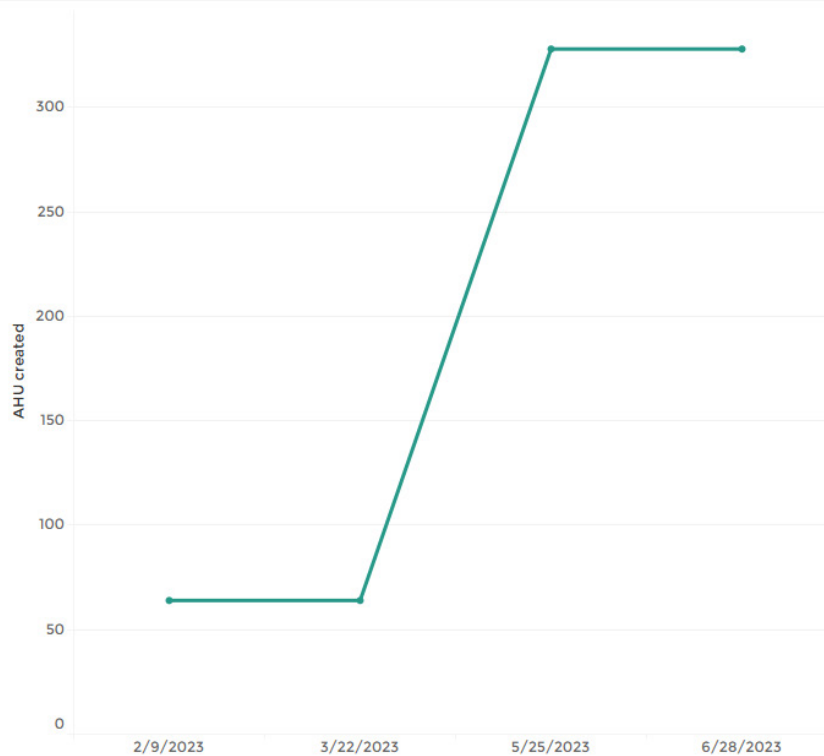


Figure 30.

## Lessons Learned, Project Reflections & Insights

Tracking our progress through the Databases, that the Data Strategy and Analytics team has provided, has made has helped us make sure our internal conversations and conversations with vendors are centered on a vision of success.

## RENEW DETROIT

**Project ID: 10.1.014**

**EC#: 2.18**

**AUL Date: 09/17/21**

### Finance Data

**Total Dollars Programmed = \$27,750,000**

**Project spend: \$3,019,620.71**

## Project Description

Renew Detroit/the ARPA Home Repair Program is a project that aims to deliver a single major home repair for 1,500 homeowners who meet a set of eligibility criteria prioritizing low-income senior citizens and disabled residents.

### Long-term Goals:

- Strengthen Detroit's Neighborhoods by making sustainable investments in the homes of Detroiters with limited means to maintain their residences and promote broader neighborhood stabilization through increased sense of stability/security for residents.
- Mitigate existing backlog of identified need for home repairs in Detroit and increase execution capacity for implementation of home repair programs

### Outcomes:

- Completed home repairs for applicants, improving the quality of housing and housing stability for program participants.
- Increase in connection of participants to available support services.
- Increase annual home repair capacity with demonstrated programmatic efficiency.

### Outputs:

- Number of roof repairs completed = **127**
- Number of new HOPE applications associated with a Renew Detroit application = **892**
- Number of homeowners connected to additional support programs following completion of Renew Detroit services. = **28**

### **Lessons Learned, Project Reflections & Insights**

The program has undergone quite a few changes since the initial disbursement of the allocated ARPA funds. The team structure has seen revision, as well as a slightly larger staff than originally anticipated. The program has also seen an increase in funding, beginning with an appropriation of \$30 million to now totaling \$45 million in additional secured funding from the Michigan State Housing Development Authority. With the budget increase, Renew Detroit will also see an increase in the total number of homes serviced, as initially 1,500 completed home repairs was the goal (1,000 roofs in the first phase and 500 repairs to later be determined in Phase 2). It has been decided that an additional 500 homes will be included in the second phase, also making repairs to windows.

Early on, there was the need to appear as transparent as possible with the City's backlog of the Senior Emergency Home Repair program's waitlist, which was severely overpopulated and ever growing. This included making calls to every senior on the list, explaining the Renew Detroit announcement, and the difference in the two programs, as well as offering an opportunity to apply directly to the program during that phone call.

We also made it a priority to make the application process as easy and accessible to seniors as possible, by not limiting access to just online. Applying could be done via the informative application hotline, direct outreach from Renew staff, as well as in-person events. This theme is continuous, including the adaptation of all materials into accessible formats and City of Detroit threshold languages.

We have also been collecting feedback from the community as early as the announcement was made of American Rescue Plan, regarding what Detroiters feel are the highest-ranking deficits and how the money should be used. Participants and applicants have had a heavy influence on advising the future repairs to be offered in our second phase. In addition, we worked with community partners by engaging them in feedback sessions prior to Phase 2 where we solicited input and provided updates on the implementation.

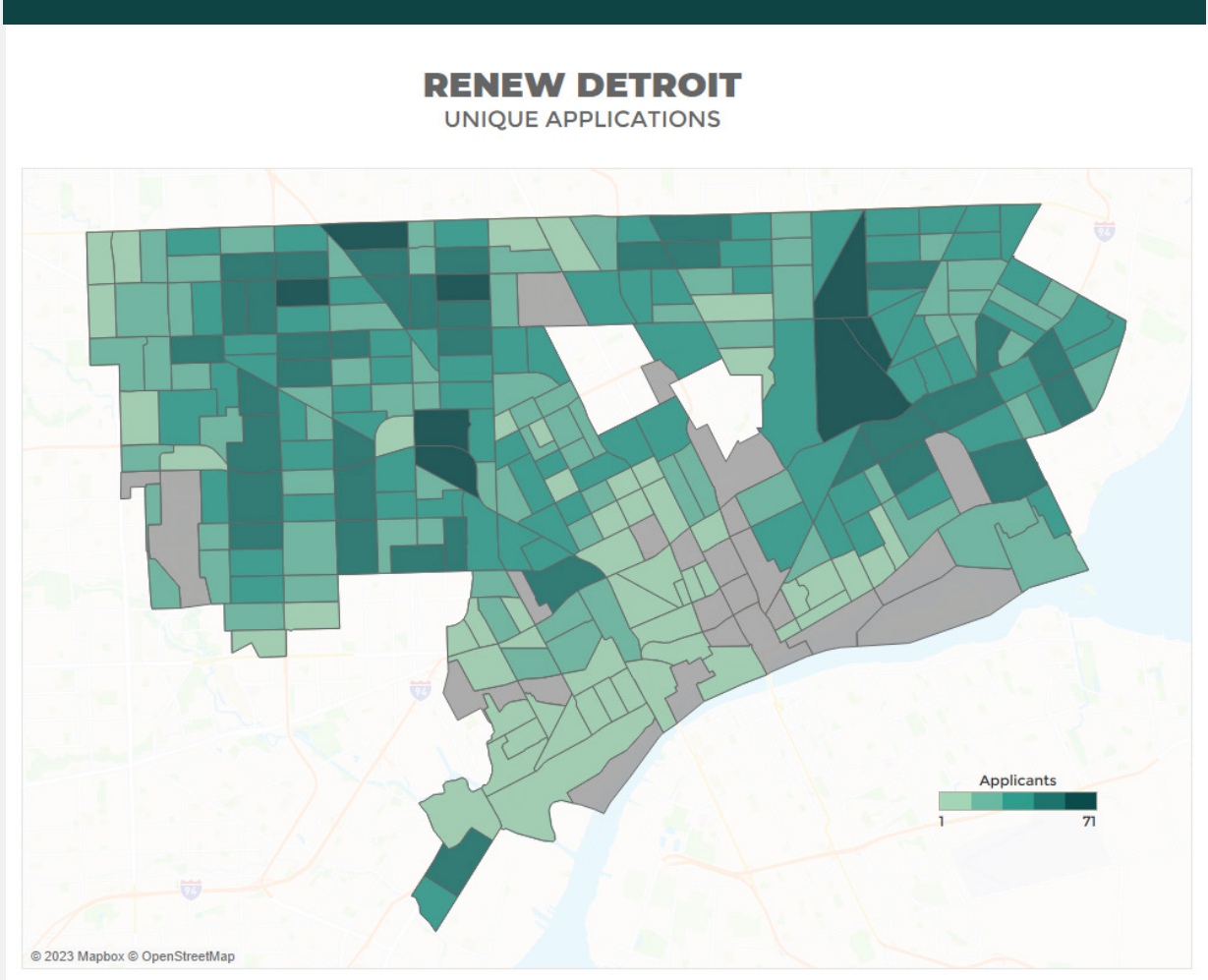


Figure 28.

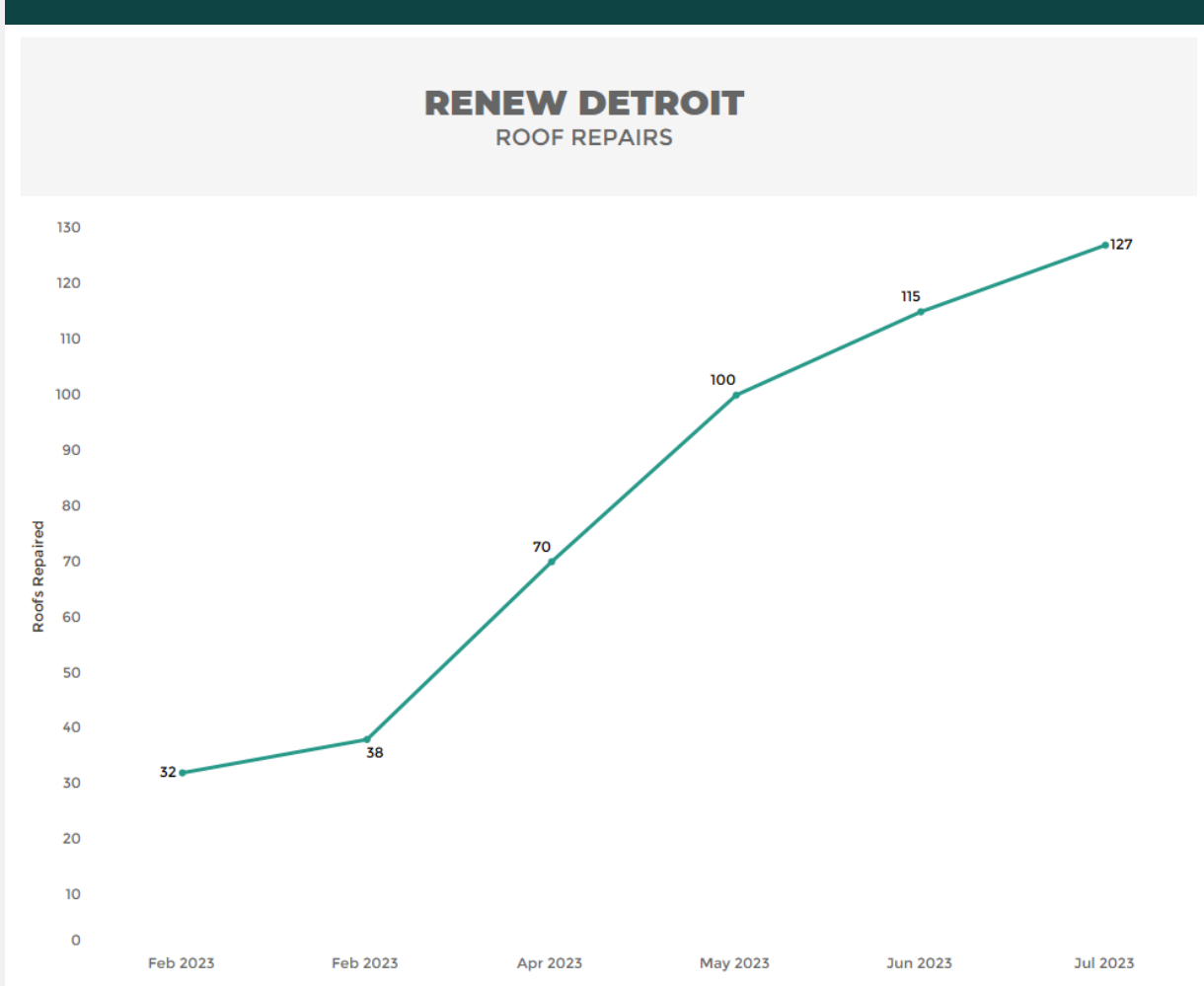


Figure 29.

### Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2021- June 30, 2022	Number July 1, 2022- June 30, 2023
Housing Support	2.18	Number of households receiving eviction prevention services (including legal representation)	0	Not applicable
		Number of affordable housing units preserved or developed.	0	Not applicable

### Homelessness Prevention

**Project ID:** 12.1.015

**EC#:** 2.18

**AUL Date:** 10/13/21

**Total Dollars Programmed =** \$ 1,298,188

**Project Spend:** \$229,976.63

### Project Description

The Homelessness Prevention project in Detroit helps “Doubled-up” households stay off the streets by providing case management and financial assistance. They also help families in need of emergency shelter by connecting them with resources.

### Featured Project Metrics (Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- Reduce and prevent the necessity for families to enter emergency sheltering, households avoid the trauma of losing their home and children remain in their original school; both of which impact mental and physical health. In addition, by keeping people out of a congregate shelter setting, it reduces potential COVID contact and provides an opportunity to initiate an interruption in Intergenerational Poverty.

#### Outcome:

- Increase of households who remain in permanent housing after receiving prevention assistance, contributing to an overall increase in housing stability and reduction in intergenerational poverty.



**Outputs:**

- Number of prevention referrals = 14
- Percentage of prevention referrals accepted = 100%

**Federally Required Performance Indicators**

Expenditure Category	Number	Description	Number July 1, 2021- June 30, 2022	Number July 1, 2022- June 30, 2023
Housing Support	2.18	Number of households receiving eviction prevention services (including legal representation)	0	0
		Number of affordable housing units preserved or developed.	0	0

**HOMELESSNESS PREVENTION  
RESIDENTS ENGAGED**

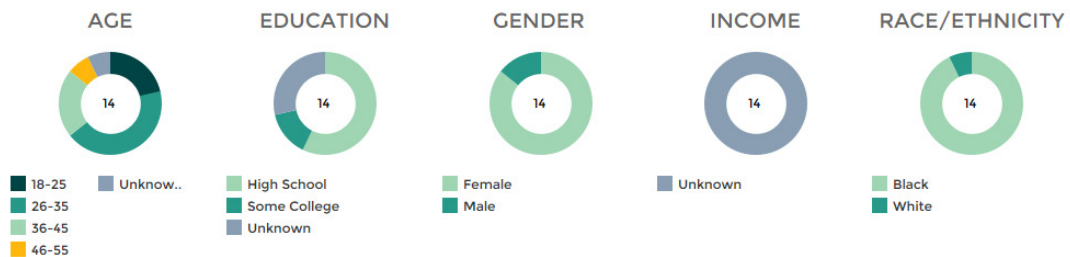
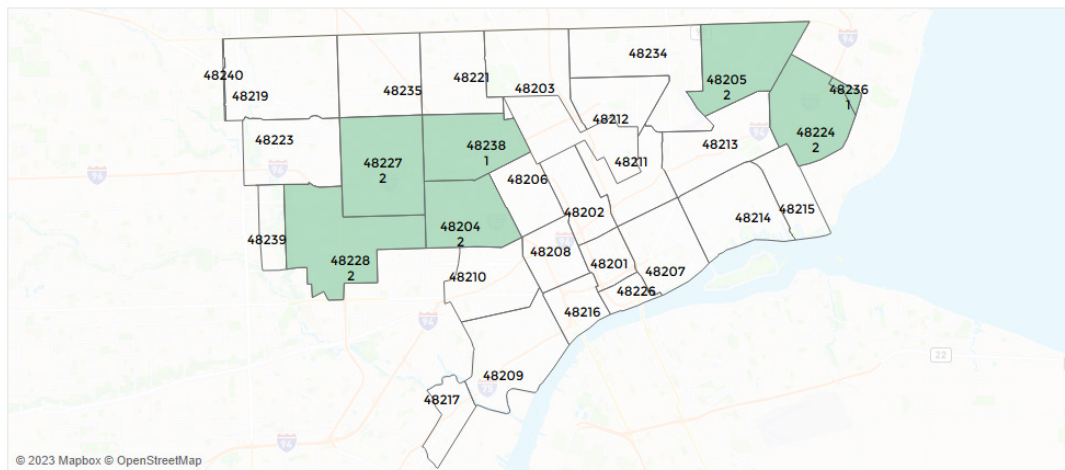


Figure 31.

## Lessons Learned, Project Reflection & Insight

Continuing to problem solve with partners by having open and direct communication, as well as providing support and resources between agencies.

## Homelessness Diversion

**Project ID : 12.1.173**

**EC#: 2.18**

**AUL Date: 04/20/23**

**Total Dollars Programmed: \$1,401,812**

**Spend Data Pending**

## Project Description

Homelessness Diversion is program designed to help people find solutions to housing problems and avoid needing emergency shelter. Financial assistance is offered in some cases to help people stay in their current home or relocate to a new one. The program has helped in reducing the need for emergency shelter.

## Featured Project Metrics

**(Refer to Appendix for Complete Data Model)**

### Long-term Goals:

- Reduce and prevent the necessity for families to enter emergency sheltering, households avoid the trauma of losing their home and children remain in their original school; both of which impact mental and physical health. In addition, by keeping people out of a congregate shelter setting, it reduces potential COVID contact and provides an opportunity to initiate an interruption in Intergenerational Poverty.

### Outcomes:

- Increase in the % age of households diverted from homelessness.

### Outputs:

- Number of households diverted that required financial assistance = **300**

### Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2022- June 30, 2023
Long-Term Housing Security	EC 2.16	Number of households receiving eviction prevention services (including legal representation)	Not Applicable
		Number of affordable housing units preserved or developed	Not Applicable

### HOMELESSNESS DIVERSION RESIDENTS ENGAGED

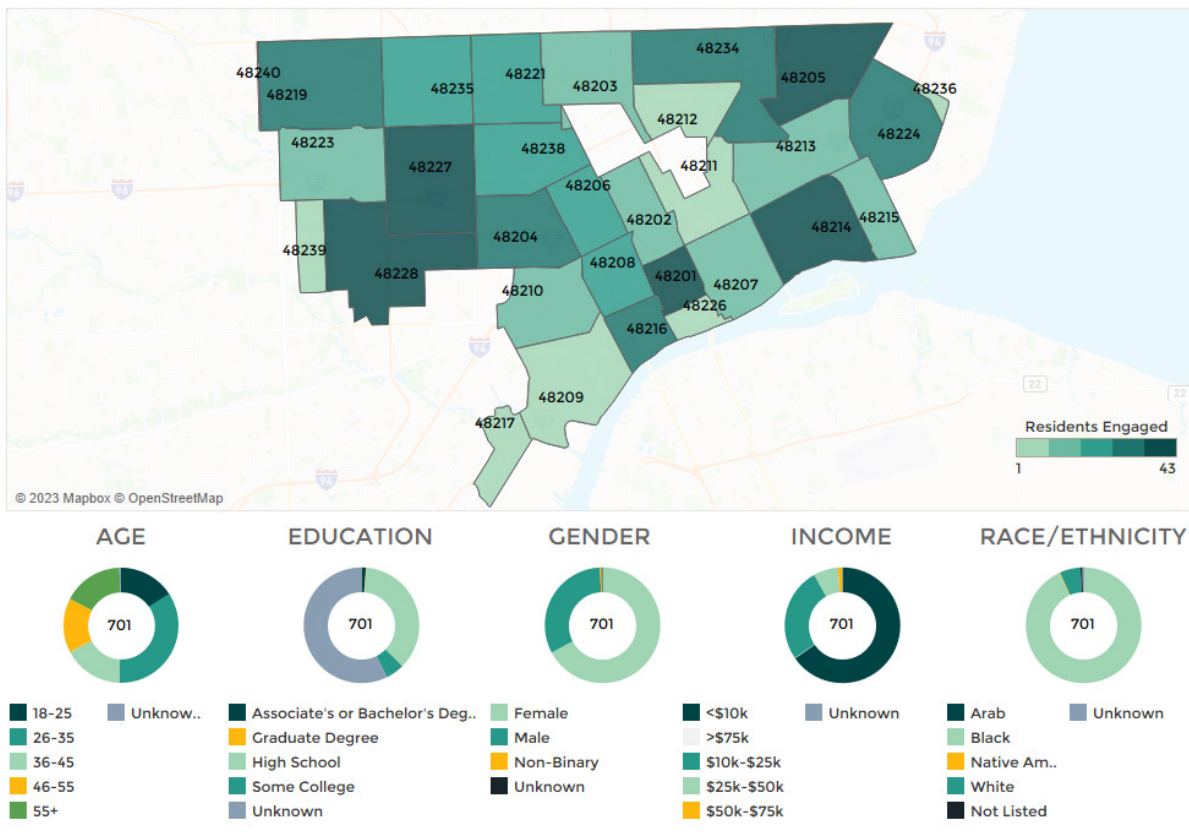


Figure 32.

## Housing Resource Navigation

**Project ID: 11.1.005**

**EC#: 2.18**

**AUL Date: 10/08/21**

**Total Dollars Programmed: \$6,475,000**

**Project Spend = \$1,360,275.06**

Detroit's Housing Resource Navigation project aims to help low-income residents find affordable housing. The project includes an online platform and counseling services to support residents through the application process and improve housing stability. It's a great initiative for the community.

### Featured Project Metrics (Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- Low-income residents experience fewer barriers to finding and securing affordable housing.
- Low-income residents experience greater housing security and fewer threats to housing stability.

#### Outcomes:

- The City creates and maintains a public web portal that provides up to date information about affordable housing opportunities, eligibility criteria, application process, and housing informational resources.
- Residents access housing counseling resources and enrollment and/or referral to housing programs and services.

#### Outputs:

- Number of residents utilizing enhanced housing navigation resources = **3781**
- Number of housing intake counseling sessions completed = **279**
- Number of program/service enrollments for applicable housing supports (counseling, tax foreclosure prevention, home repair, utility assistance and others to be identified) = **1845**

### Lessons Learned, Project Reflections & Insights

Detroit Home Connect is a new, web-based tool to provide unprecedented visibility and connectivity to publicly-subsidized housing in Detroit. Detroit Home Connect is a new tool and required significant research, planning, and testing before launching to the public. After some delays, the tool launched publicly in June of 2022 and has steadily grown in terms of users. This new website, [homeconnect.detroitmi.gov](https://homeconnect.detroitmi.gov), was developed after extensive engagement with residents, nonprofit housing navigators, affordable housing developers, and property managers to provide a user experience similar to that of commercial real estate search sites but with an exclusive and specific focus on the needs of affordable housing seekers in Detroit.

The City has been slowly increasing marketing and promotion of the website, including the use of push notifications when new housing opportunities are added. As a new resource and function, some of the City’s initial plans for software engineering capacity and administrative support proved to be insufficient to support this project. Original plans included the hiring of a small team of software engineering staff, however the current labor market and recruitment challenges of city government for employees with the necessary skillsets prevented this hiring. Instead, the City renegotiated a contract amendment with the technology vendor to provide enhanced ongoing technology support (a shift that ultimately reduced costs to the City).

Looking forward, the focus of this project will be on implementing Policies & Procedures for the maintenance of property listings; exploration of opening the tool up to additionally types of housing; roll out of more robust marketing materials; and consistent use and tracking of push notifications to housing seekers.

**Federally Required Performance Indicators**

Expenditure Category	Number	Description	Number July 1, 2021- June 30, 2022	Number July 1, 2022- June 30, 2023
Housing Support	2.18	Number of households receiving eviction prevention services (including legal representation)	0	Not Applicable
		Number of affordable housing units preserved or developed.	0	Not Applicable

**Detroit Housing Services**

**Project ID: 02.3.130**

**EC# : 2.18**

**AUL DATE: 08/22/22**

**Total Dollars Programmed = \$ 20,000,000**

**Spent = \$ 1,894,110.45**

Detroit Housing Services is designed to meet a range of housing relocation needs faced by residents and tenants through an internal continuum of services – as a participant’s housing needs change, so does the type of services available to them within the program. The four main areas of work are the intake and assessment stage; emergency services; housing navigation and inventory; and prevention services.

## Featured Project Metrics

(Refer to Appendix for Complete Data Model)

### Long-term Goals:

- The Housing Services Office looks to address city-wide housing insecurity through direct case management

### Outcomes:

- Providing housing case management to displaced residents at the time of a housing insecurity event.
- Housing database growth

### Outputs:

- Number of Housing readiness packets completed = **620**
- Number units and number of housing partners within the database = **580 Units and 150 housing partners**
- Number of Residents stabilized with temporary housing (Residents staying with Hotel, Friends, family, etc) (number of households completing intake, a breakdown of all applicants entering temp housing) = **133**

## Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2022- June 30, 2023
Housing Support	EC 2.18	Number of households receiving eviction prevention services (including legal representation)	977
		Number of affordable housing units preserved or developed	0

## HOUSING RESOURCE NAVIGATION RESIDENT WEBSITE INTERACTIONS

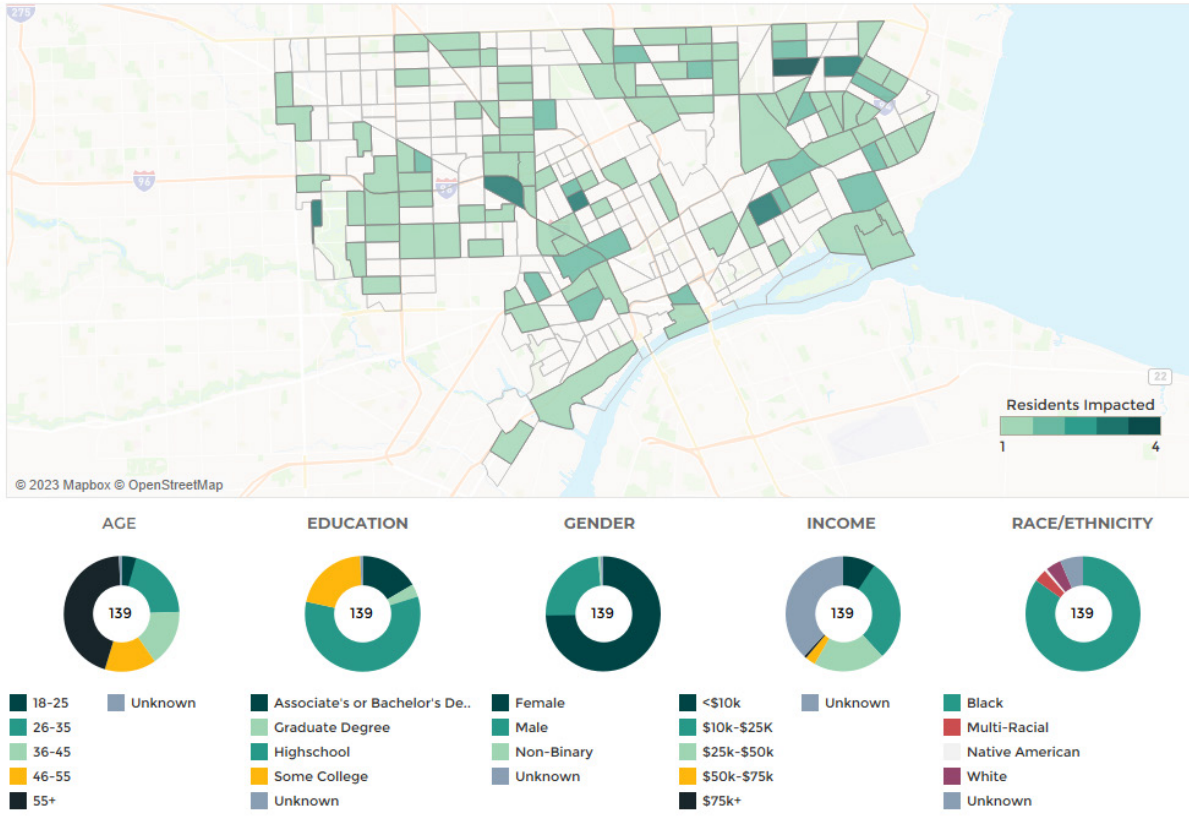


Figure 33.

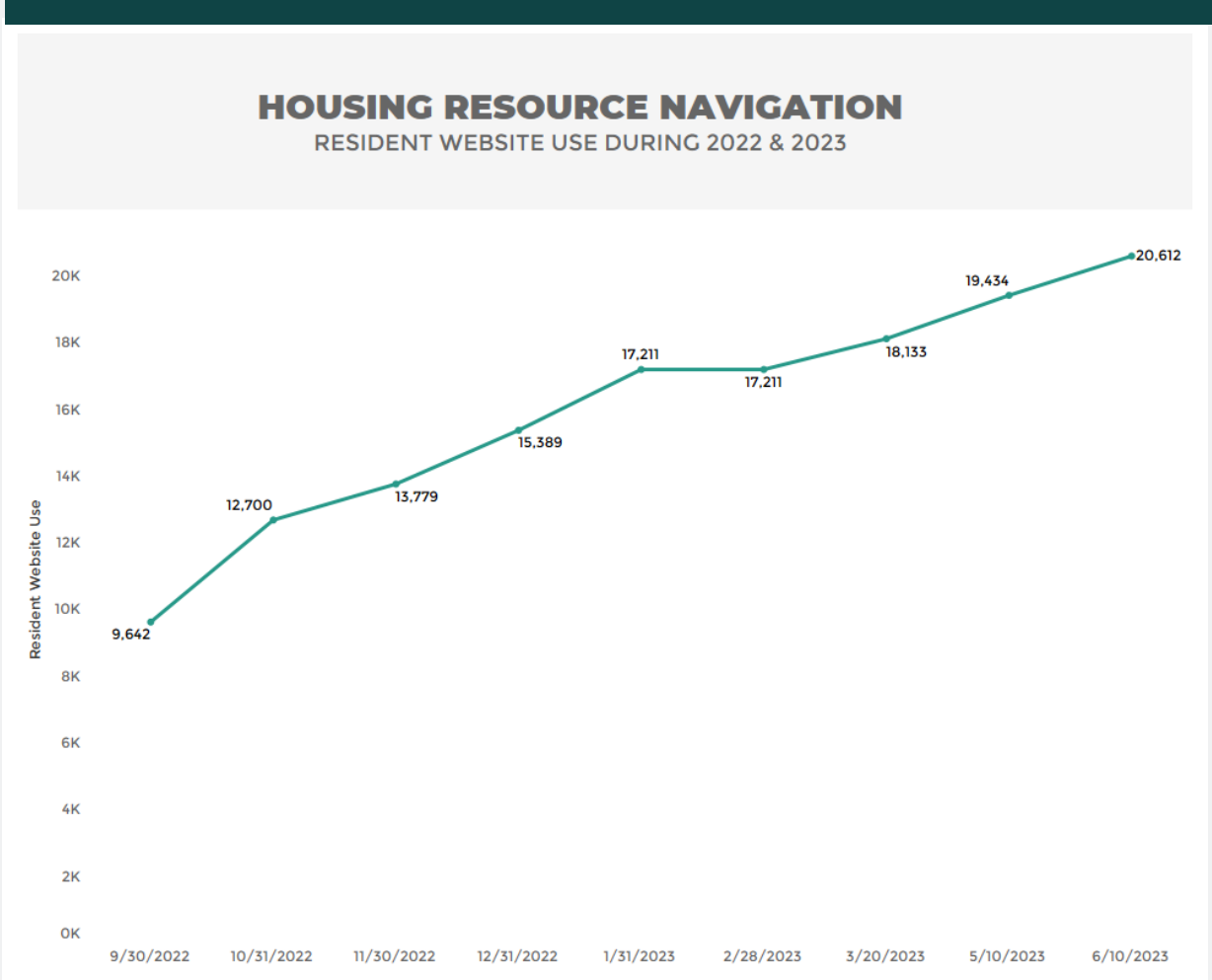


Figure 34.

### Choice Neighborhoods

Project ID: 2.1.017

EC# : 6.01

AUL DATE: 10/14/21

Total Dollars Programmed: \$1,331,274

Spent = \$ 276,227.01



## Project Description

The City of Detroit is making a new plan to improve the Greater Corktown neighborhood. The plan has three parts: housing, neighborhood, and people. The housing part will create 849 new homes. The neighborhood part will make public spaces and pedestrian areas safer and more sustainable. The people part will help residents with things like health and education.

### CHOICE NEIGHBORHOODS INITIATIVE

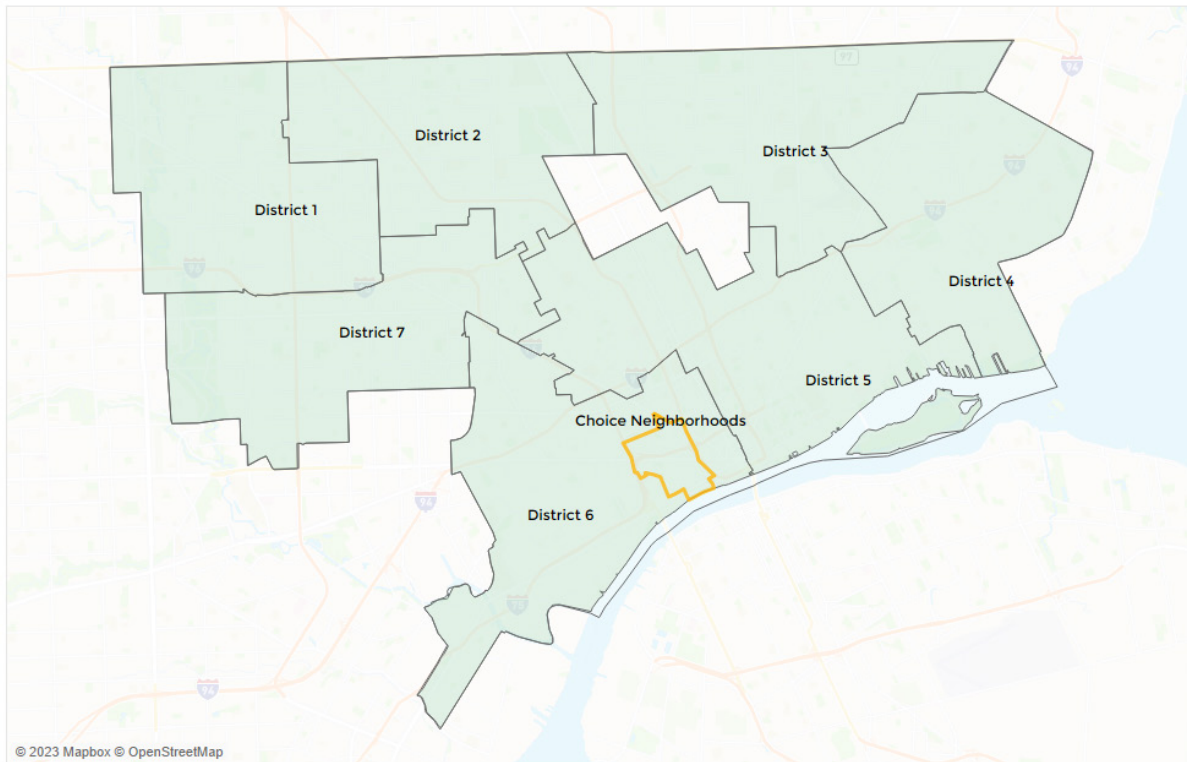


Figure 35.

## Lee Plaza

**Project ID:** 02.3.030

**EC#:** 2.15

**AUL DATE:** 12/29/21

**Total Dollars Programmed:** \$7,000,000

**Spent:** \$ 1,152,332.82

### Project Description

Lee Plaza is an affordable housing development project at a long-abandoned high rise in the greater downtown area (New Center). The Lee will create 117 units and offer housing at 50% AMI; seniors will pay no more than 30% of their income in rent, and affordability is guaranteed for 45 years.

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- Due to planned investments in the area, an increase in rents and potential displacement of the senior population in the surrounding neighborhoods is expected. This project seeks to increase availability of affordable housing for seniors within the community, therefore providing long-term stability. Support households in their transition to a more stable living situation in the wake of the effects of COVID-19.

#### Outcomes:

- Creation of affordable units in the greater downtown area (Northwest Goldberg) by rehabilitating a blighted and vacant building, leading to increased availability of affordable and stable housing for seniors.

#### Outputs:

- Percentage construction design complete = 100%
- Total \$ funding allocated to predevelopment = \$2,000,000
- Total \$ funding allocated to development/construction = \$5,000,000

**Federally Required Performance Indicators**

Expenditure Category	Number	Description	Number July 1, 2021- June 30, 2022	Number July 1, 2022- June 30, 2023
Long-Term Housing Security	EC 2.15	Number of households receiving eviction prevention services (including legal representation)	0	Not Applicable
		Number of affordable housing units preserved or developed	0	0

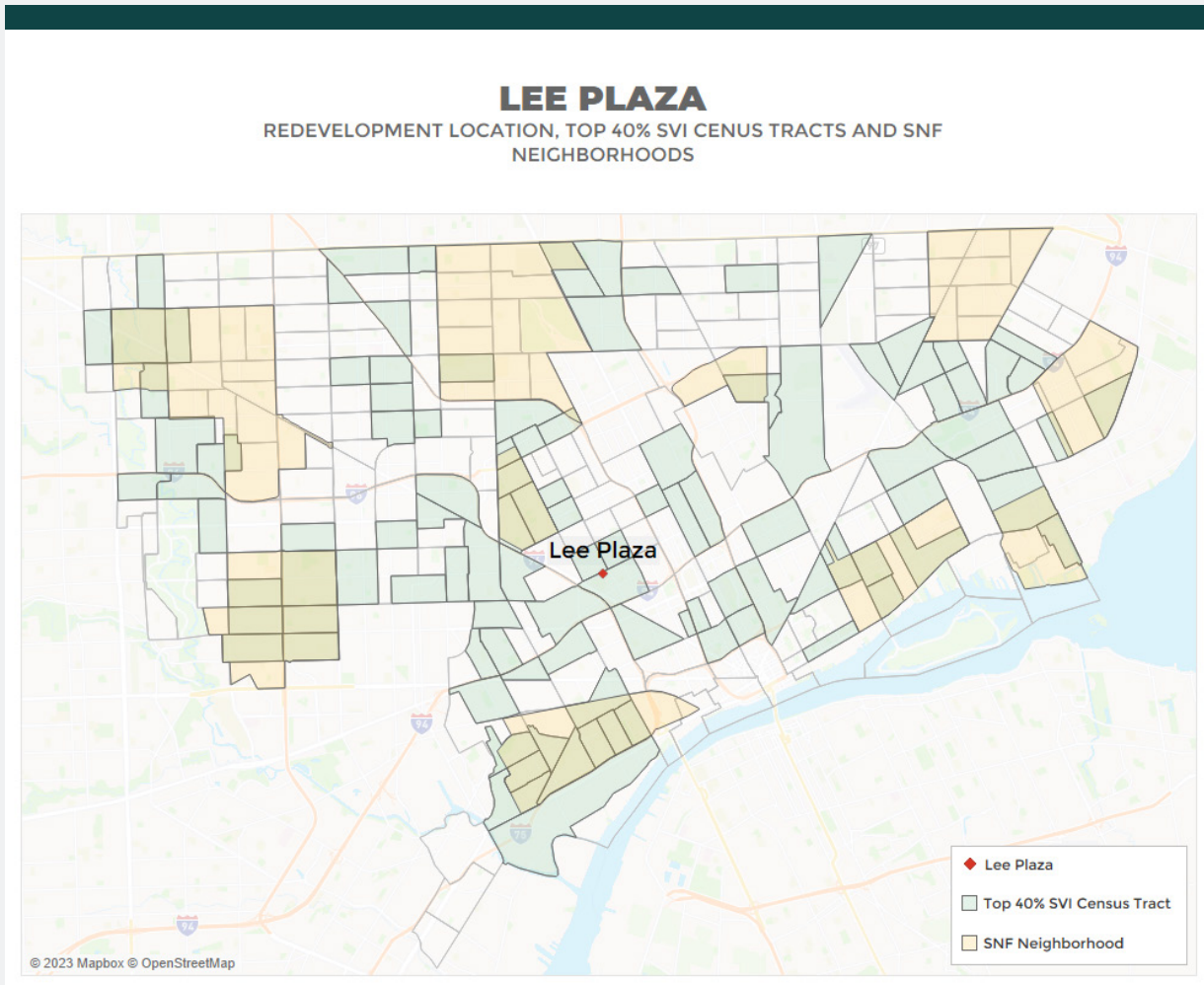


Figure 36.

## CDO Home Repair Program

**Project ID:** 05.1.075

**EC#:** 2.18

**AUL Date:** 12/17/21

**Project Budget:**

**Total Dollars Programmed:** \$6,625,000

**Spend Data Pending**

CDO Home Repair Program awards up to \$10,000 in grants through the Homeowner Repair Assistance program (HRA) to low-income residents for home repairs to help meet HUD property standards of safe, sanitary, and decent housing or contribute to the weatherization of the home. The HRA program works within the Detroit Housing Network, APRA Project – Housing Resource Navigation to identify clients, complete scopes of work for home repairs, and manage the construction process. In addition to financial assistance towards home repair, the proposed program offers certified housing counseling (also located at the Detroit Housing Network) to enroll residents in additional support programs for which they qualify.

**When data is anticipated to be available:** October 2023

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- Neighborhood stabilization; and sustain homeownership.
- Restore/strengthen neighborhoods by reducing abandonment and demolition of properties.

#### Outcomes:

- Increase neighborhood stabilization through funding home repair programs focused on health and safety hazards, increasing aid to residents with low/moderate income unable to support a debt payment.
- Build capacity of community organizations to administer home repair programs.

#### Outputs:

- Number of home repair transactions closed
- Number of community organizations participating in program
- Number of participants enrolled in housing counseling services

## Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2022- June 30, 2023
Housing Support	EC 2.18	Number of households receiving eviction prevention services (including legal representation)	Not Applicable
		Number of affordable housing units preserved or developed	0

## Right to Counsel

**Project ID: 04.1.133**

**EC#: 2.02**

**AUL Date: 10/19/22**

**Project Budget:**

**Total Dollars Programmed: \$18,000,000**

**Spend Data: \$ 697,371.81**

## Project Description

Right to Counsel/Eviction Defense is a program that provides legal counsel for qualified low-income occupants in residential eviction cases in 36th District Court and in housing-related administrative proceedings which threaten occupancy in Detroit.

**When data is anticipated to be available = July 2023**

## Featured Project Metrics

**(Refer to Appendix for Complete Data Model)**

### Long-term Goals:

- Improved housing conditions throughout Detroit neighborhoods by way of improved habitability and increased landlord CoC compliance
- Retain Detroit population by reducing out-migration due to housing insecurity or displacement
- Support vulnerable Detroiters facing evictions by providing a more orderly process for relocation.
- Improved fairness within the justice system for low-income residents of Detroit

### Outcomes

- Improved habitability of low income housing
- Increased housing security (essentially preserving housing, assuming that helps prevent future evictions)
- Improved process for relocation
- Improved court processing timelines

### Outputs

- Number of cases (for which CoCs were identified as a problem), where the case outcome resulted in improved compliance with CoC requirements.
- Number of cases (for which displacement was an issue), resulting in occupants retaining possession of their units at the end of the legal case (eviction case dismissed, settlement agreement, foreclosure prevented, etc)
- Number of RTC clients with 0 subsequent evictions within, within 1 year of their initial RTC program case

### Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2022- June 30, 2023
Housing Assistance	EC 2.2	Number of households receiving eviction prevention services (including legal representation)	0
		Number of affordable housing units preserved or developed	0

### Basement Backup Protection Program

**Project ID: 02.3.084**

**EC#: 6.01**

**AUL Date: 12/29/21**

**Total Dollars Programmed: \$ 1,600,000**

**Spent = \$1,038,179.7**

### Project Description

Basement Backup Protection Program is an initiative to assist residential homeowners in protecting their property during rainstorms by installing a backwater valve and/or sump pump to reduce flooding. The program is targeting homeowner occupants and landlords in 11 identified neighborhoods.

## Featured Project Metrics

(Refer to Appendix for Complete Data Model)

### Long-term Goals:

- Enhance Neighborhood Investment and Improve Public Health and Welfare

### Outcomes:

- Reduces health hazards, property/personal belongings damage, in residential basements and reduce strain on City sewer system.
- Inform applicants of issues in their plumbing system
- During extreme rain events, water in basement concerns will be significantly reduced when sewer mains are overwhelmed with storm water

### Outputs:

- Number of liability waivers received = **358**
- Number of backwater valve installations = **157**
- Number of homes to sign-up for the program (applications; renters/homeowners/landlords) = **421**

## Basement Backup Protection Program - Phase II

Project ID: 02.3.166

EC#: 6.01

AUL Date: 03/24/23

### Project Budget

Total Dollars Programmed: \$4,800,000

Spent Data Pending

### Project Description

Basement Backup Protection – Phase II is a program to help alleviate basement flooding in two targeted floodplain neighborhoods, Victoria Park and Aviation (D4 and D7). The program will be funded through a partial subsidy, with the City covering 80% of the installation cost up to \$6,000 per home.

When data is anticipated to be available = **July 2023**

## Featured Project Metrics

(Refer to Appendix for Complete Data Model)

### Long-term Goals:

- Enhance Neighborhood Investment and Improve Public Health and Welfare

### Outcomes:

- Reduce Health hazards , property/personal belongings damage, in residential basements and reduce strain on City sewer system.
- Inform applicants of issues in their plumbing system
- During extreme rain events, water in basement concerns will be significantly reduced when sewer mains are overwhelmed with storm water

### Outputs:

- Number of liability waivers received (from the City of Detroit)
- Number of backwater valve installations
- Number of installations completed

## Emergency Shelters - Cass Community

Project ID: 02.3.178

EC#: 2.16

AUL Date: 06/20/23

Total Dollars Programmed: \$1,400,137

Spend Data Pending

### Project Description

Emergency Shelters – Cass Community is a project that will establish a new non-congregate shelter within Detroit’s Cass community. The shelter will serve homeless persons and families allowing for private sleeping quarters as well as communal space adhering to social distancing guidelines.

When data is anticipated to be available = July 2023

## Featured Project Metrics

(Refer to Appendix for Complete Data Model)

### Long Term Goal:

- Provide a safe, accessible place to stay for those experiencing homelessness and to move them towards and into appropriate and stable permanent housing.



**Outcomes:**

- Completion of construction at 2015 Webb Street
- Increased service capacity for non-congregate housing in the City
- Conduct Outreach and Referral Network for housing

**Outputs:**

- Number of units completed (ready to be occupied)
- Number of units occupied
- Number of beds occupied

**Federally Required Performance Indicators**

Expenditure Category	Number	Description	Number July 1, 2022-June 30, 2023
Long-Term Housing Security	EC 2.16	Number of households receiving eviction prevention services (including legal representation)	Not Applicable
		Number of affordable housing units preserved or developed	Not Applicable

**Veteran's Housing Project**

**Project ID:** 12.4.021

**EC#:** 2.16

**AUL Date:** 01/04/22

**Project Finances:**

**Total Dollars Programmed:** \$925,000

**Spend Data Pending**

**Project Description**

The Veteran's Housing Program will leverage supportive services to help chronically homeless veterans access stable, permanent housing. These supportive services will bridge current gaps in care to address veterans' issues that are not covered by Medicaid or Medicare. The project will construct a number of supportive service facilities for veterans, including facilities for life skills training.

**When data is anticipated to be available:** July 2023

## Featured Project Metrics

(Refer to Appendix for Complete Data Model)

### Long Term Goal:

- Assist in the fight against chronic veteran homelessness by targeting homeless and/or disabled veterans who tend to be chronically homeless.

### Outcomes:

- Finance construction costs relevant to a veteran's ability to access supportive services.
- Increase the number of residents that remain in stable housing at the end of each program year and provide an opportunity for long term recovery as well as: Quality of life improvement, Comfort and confidence, Participation in community events and Needs (food, basic needs, health care) being met

### Outputs:

- Percentage construction complete
- Total \$ amount invested
- Number of Veterans stably housed

## Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2021- June 30, 2022	Number July 1, 2022- June 30, 2023
Long-Term Housing Security	EC 2.16	Number of households receiving eviction prevention services (including legal representation)	0	0
		Number of affordable housing units preserved or developed	0	0

## Landlord Repair

**Project ID: 12.1.048**

**EC#: 2.18**

**AUL Date: 11/01/21**

**Project Finances:**

**Total Dollars Programmed: \$4,849,059**

**Spent = \$63,658.42**

## Project Description

The Landlord Repair Program helps landlords improve the quality of rental housing by providing financial support, training programs, and property management best practices. This benefits both landlords and tenants by ensuring units meet safety and health standards.

When data is anticipated to be available = **End of July**

## Featured Project Metrics (Refer to Appendix for Complete Data Model)

### Long Term Goal

- Improve quality of life for Detroit renters by increasing the amount of quality, naturally affordable rental stock. Reduce blight, prevent displacement homelessness, and stabilize neighborhood housing markets.

### Outcomes:

- Improved housing quality of rental properties.
- Improved understanding of the City's COC process by landlords.

### Outputs:

- Number of COCs obtained (through financial component of program)
- Number of individuals who complete multiple LRP trainings
- Number of individuals who complete LRP trainings

## Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2021- June 30, 2022	Number July 1, 2022- June 30, 2023
Housing Support	2.18	Number of households receiving eviction prevention services (including legal representation)	0	Not Applicable
		Number of affordable housing units preserved or developed	0	0

## Down Payment Assistance

Project ID: 12.3.025

EC#: 2.18

AUL Date: 10/12/21

### Project Finances

Total Dollars Programmed: \$8,015,812

Spent =\$1,072,833.09

### Project Description

The Down Payment Assistance program assists low and moderate-income Detroit households denied mortgages due to inadequate collateral and poor credit. It offers support in collateral, credit repair, and post-purchase counseling to ensure stable homeownership and rebuild the housing market over time.

When data is anticipated to be available = July 2023

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long Term Goal:

- Create pathways for homeownership for low- and moderate-income residents, thereby increasing access to wealth-generation and reduction in intergenerational poverty.

#### Outcomes:

- Increase sustainable and durable homeownership among Detroit residents through downpayment assistance.

#### Outputs:

- Number of new or preserved homeownership transactions utilizing Down Payment Assistance (DPA)
- Total \$ amount/ quantity of DPA funds dispersed
- Number or quantity of crediting counseling sessions
- Number or quantity of counseling certificates issued

## Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2022- June 30, 2023
Housing Support	2.18	Number of households receiving eviction prevention services (including legal representation)	Not Applicable
		Number of affordable housing units preserved or developed	44

## Emergency Shelters – Pope Francis

Project ID: 02.3.161

EC#: 2.16

AUL Date: 12/13/22

### Project Finances

Total Dollars Programmed: \$3,000,000

Spend Data Pending

### Project Description

Emergency Shelter – Pope Francis is a project that will establish a new non-congregate shelter within Detroit. The shelter will serve homeless persons and families allowing for private sleeping quarters as well as communal space adhering to social distancing guidelines.

Data will be available = July 2023

### Outputs:

- Number of units completed (ready to be occupied)
- Number of units occupied
- Number of beds occupied

### Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2022- June 30, 2023
Housing Support	2.16	Number of households receiving eviction prevention services (including legal representation)	0
		Number of affordable housing units preserved or developed	0

### Affordable Housing Development and Preservation - OSI Art Apartments

Project ID: 04.1.154

EC#: 2.15

#### Project Description

Osi Art Apartments is a new construction mixed-use development located at 3820 West Grand River in the West End Gallery District. The five-story, single building contains a total of thirty (30) affordable housing units and 6,536 SF of leasable commercial space. Project is complete.

### Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2022- June 30, 2023
Long-Term Housing Security	EC 2.15	Number of households receiving eviction prevention services (including legal representation)	Not Applicable
		Number of affordable housing units preserved or developed	0

### Affordable Housing Development and Preservation - MLK on 2nd

Project ID: 04.1.155

EC#: 2.15

AUL Date: 01/31/23

## Project Description

Affordable Housing Development and Preservation - MLK on 2nd is a project that provides funding support for the new construction of a mixed-use building located at 3515 Second Ave., at the northwest corner of Martin Luther King in the Cass Corridor. The building will have 787 square feet of retail space on the ground floor and three floors of 1-bedroom apartments. Of the 33 Units, 16 will be targeted at 60% AMI, 12 units at 40% AMI, and 5 units at 30% AMI, and 5 will have Detroit Housing Commission Project Based Vouchers.

## Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2022- June 30, 2023
Long-Term Housing Security	EC 2.15	Number of households receiving eviction prevention services (including legal representation)	Not Applicable
		Number of affordable housing units preserved or developed	0

## Affordable Housing Development and Preservation - Merrill Place II

Project ID: 04.1.156

EC#: 2.15

## Project Description

Affordable Housing Development and Preservation - Merrill Place II is a project that provides funding support for the new construction of a mixed-income, multi-family housing development located within the New Center and Midtown areas. The building will have 27 units for mixed-income and multi-families. The project will include three elevated levels of residential units located above an on-grade parking deck with 30 spaces and will include a 3000 square foot roof top terrace. There will be fourteen (14) units of affordable housing (2 – 50% AMI, 12 – 60% AMI), the remaining 13 units will be Market Rate units.

## Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2022- June 30, 2023
Long-Term Housing Security	EC 2.15	Number of households receiving eviction prevention services (including legal representation)	Not Applicable
		Number of affordable housing units preserved or developed	0

## Affordable Housing Development and Preservation - Grandmont Rosedale Park Collective II (GRPC II)

Project ID: 04.1.157

EC#: 2.15

AUL Date: 03/15/23

### Project Description

Affordable Housing Development and Preservation - Grandmont Rosedale Park Collective II (GRPC II) is a project that provides funding support for the rehabilitation and preservation of an existing vacant apartment complex located at 9710-9730 W. Outer Drive. Once complete, the apartment complex will contain a total of thirty-five (35) units, 5 studio units, 24 one-bedroom units, and 6 two-bedroom units, between two buildings in the Rosedale Park Historic District. Of the 35 units, 33 units will be targeted at 60% AMI, and the remaining 2 units will be targeted at 50% AMI.

### Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2022- June 30, 2023
Long-Term Housing Security	EC 2.15	Number of households receiving eviction prevention services (including legal representation)	Not Applicable
		Number of affordable housing units preserved or developed	0

## Affordable Housing Development and Preservation - The Anchor at Mariners Inn

Project ID: 04.1.165

EC#: 2.15

AUL Date: 03/08/23

### Project Description

Affordable Housing Development and Preservation - The Anchor at Mariners Inn is a project that provides funding support for the new construction of the Anchor at Mariners Inn located at 445 Ledyard Street, in Midtown. The mixed-use Permanent Supportive Housing (PSH) project will have 44 all affordable units



designed for individuals experiencing homelessness or chronic homelessness. The development will also consist of 40 short-term, single-room occupancy (SRO) Recovery Housing units, white-boxed commercial space, and a parking lot. Of the 44 Units, 8 will be targeted at 50% AMI, and 36 units at 60% AMI, and all 44 will have Section 8 Project Based Vouchers (PBVs) from Michigan State Housing Development Authority (MSHDA)

### Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2022- June 30, 2023
Long-Term Housing Security	EC 2.15	Number of households receiving eviction prevention services (including legal representation)	0
		Number of affordable housing units preserved or developed	0

### Affordable Housing Development and Preservation - AFG Miller Grove

Project ID: 04.1.177

EC#: 2.15

#### Project Description

Affordable Housing Development and Preservation – AFG Miller Grove is a project to support the development of affordable housing by providing funding to fill financing gaps from construction cost increases to allow shovel-ready affordable housing projects to move forward.

### Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2022- June 30, 2023
Long-Term Housing Security	EC 2.16	Number of households receiving eviction prevention services (including legal representation)	0
		Number of affordable housing units preserved or developed	0

## SOCIAL SERVICES

**Total Projects: 8**  
**Total Programmed: \$118,776,635**

### Portfolio Summary

The Social Services Portfolio is comprised of projects providing workforce, human services, and case management level interventions on the level of individual city residents aiming to produce household stability and create pipelines to generational wealth.

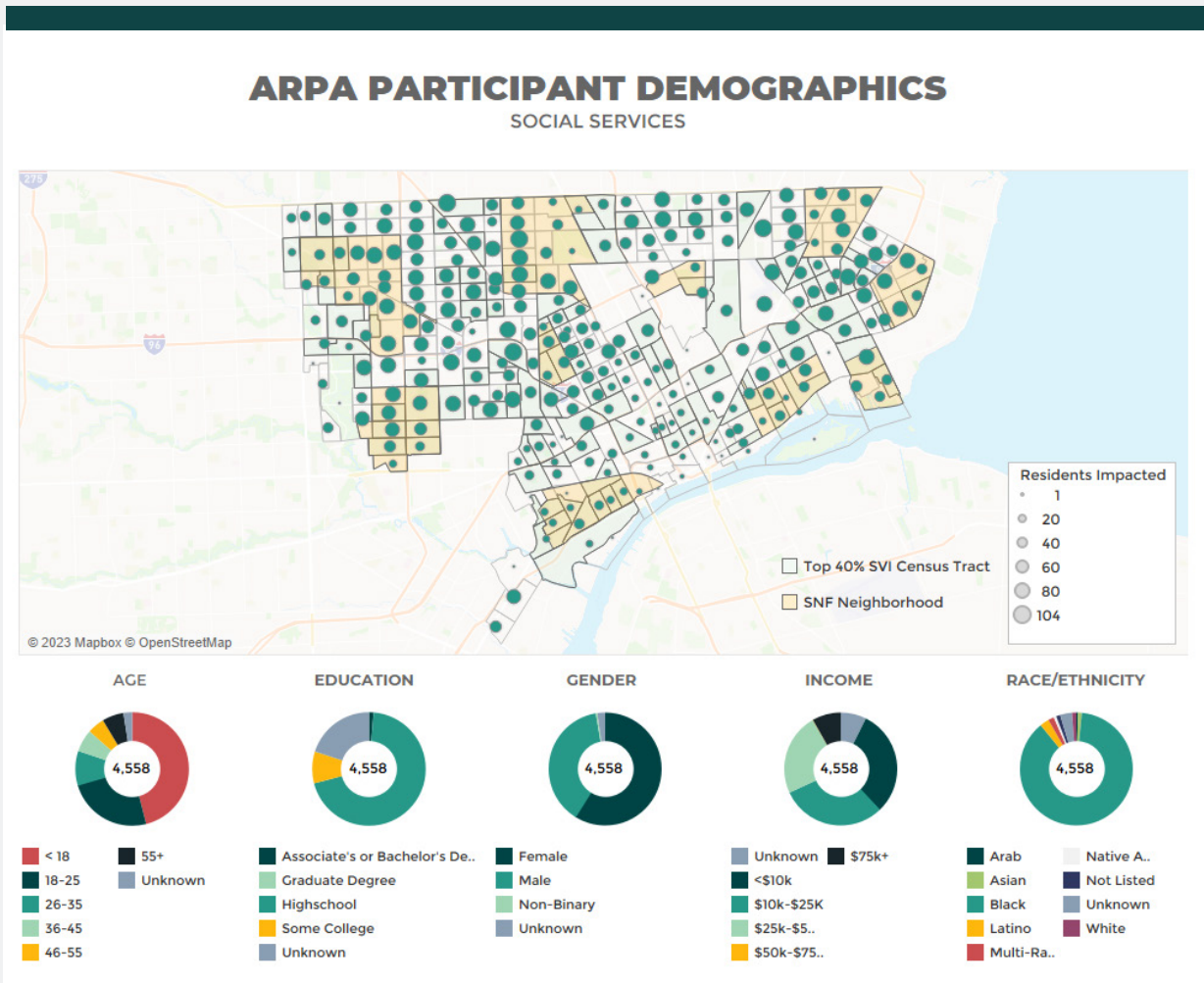


Figure 37.

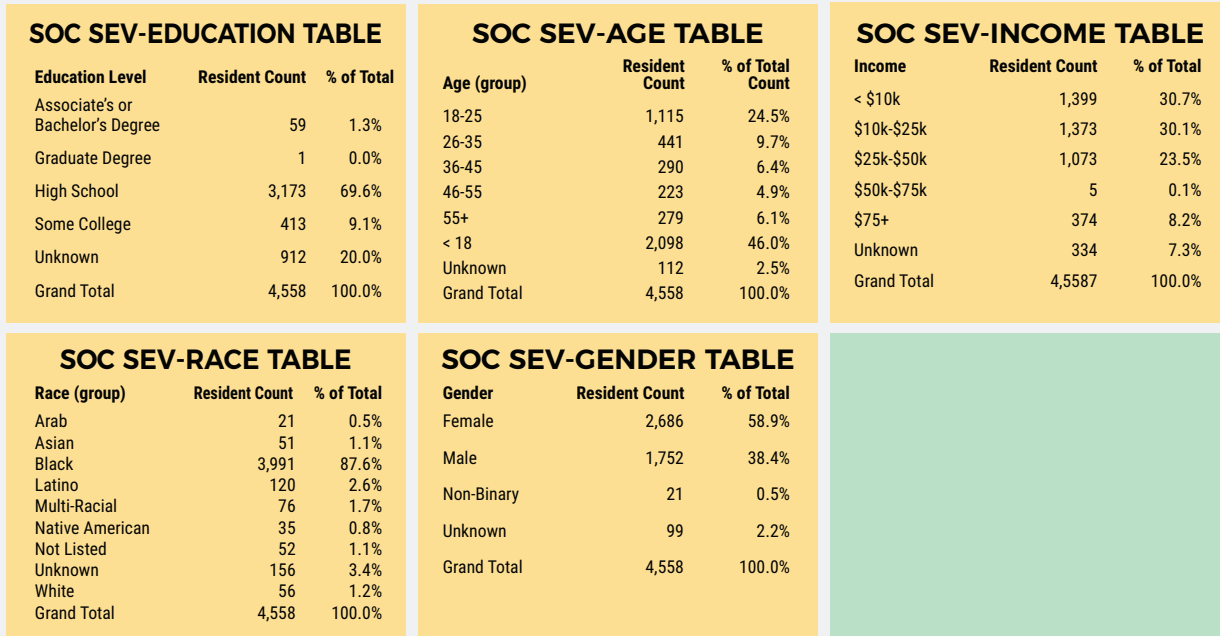


Figure 38.

### Key Takeaways

- JumpStart enrolled 144 participants, 23 of whom completed at least two weeks of career readiness training, and 81 of whom enrolled in occupational training
- Skills4Life – Work completed 4,260 blight remediation's, 1,007 paint remediations, and picked up 1,055 tons of trash from City Parks
- Skills4 Life – Education helped 166 participants obtain a measurable skill gain, enrolled 374 in occupational training, high school, GED, or literacy program, and had 541 participants complete career readiness training.
- Summer Youth Employment enrolled 6,557 youth in the program who completed their summer experience, including 2,019 Affiliate program participants
- Community Health Corps served 1,056 households with case management and resource navigation services
- Adult High School Certification received 2,200 inquiries about the program and enrolled 493 residents

## Social Services – Evidence Based

The six policy areas investigated to guide Detroit’s approach to Social Services were: financial incentives, apprenticeship programs, inclusive apprenticeships, targeting barriers to employment, summer youth employment, and door-to-door outreach.

By focusing on these six policy areas, the City of Detroit aimed to distill the evidence behind, and best practices followed by, exemplar programs across these policy areas to come up with not only programs that work but ones that also fit the specific needs and conditions of Detroit residents.

### Programmatic Examples of Financial Incentives

#### Similar Program Examples:

- **Work Advancement and Support Center (WASC) Demonstration with Incentive Payments**
- **Employment Retention and Advancement (ERA) Programs in Texas**

Summary of Evidence	Best Practices
<p>Financial incentives in programs designed to assist low-income individuals are an effective method for increasing participation within such programs. Programs that implement cash incentives also demonstrate gains in education, employability skills, earnings, and employment.</p>	<p>On top of financial incentives, ensure that participants are supported in their trainings and guided toward successful outcomes</p> <p>Have a strong management team in place to implement the program</p> <p>Monitor participant performance</p>

#### Citations:

Hendra, Richard, Keri-Nicole Dillman, Gayle Hamilton, Erika Lundquist, Karin Martinson, and Melissa Wavelet. 2010. *How Effective Are Different Approaches Aiming to Increase Employment Retention and Advancement? Final Impacts for Twelve Models*. Washington, DC: Administration for Children and Families. [https://www.acf.hhs.gov/sites/default/files/documents/opre/era\\_core.pdf](https://www.acf.hhs.gov/sites/default/files/documents/opre/era_core.pdf)

Miller, Cynthia, Betsy L. Tessler, and Mark VanDok. 2009. *Strategies to Help Low-Wage Workers Advance: Implementation and Early Impacts of the Work Advancement and Support Center (WASC) Demonstration*. New York: MDRC. <https://www.mdrc.org/publication/implementation-and-early-impacts-work-advancement-and-support-center-wasc-demonstration>

Work Advancement and Support Center (WASC) Demonstration with Incentive Payments <https://pathwaystowork.acf.hhs.gov/intervention-detail/731>

## Programmatic Examples of Apprenticeship Programs

### Similar Program Examples:

- Chicago Apprentice Network
- Accenture, United States

Summary of Evidence	Best Practices
<p>Apprenticeship programs are shown to be an equitable way to prepare and enable job seekers to find a fulfilling career. Apprenticeships also greatly benefit the employers in various ways, such as expanding their workforce and increase retention, as 90% of apprentices who complete an apprenticeship are still with their company nine months later.</p>	<p>Implement services to apprentices and employers that ensure it's a mutually beneficial experience:</p> <p>Effective apprenticeships should address a real talent need in the organization in order to be sustainable and successful</p> <p>Employers should explore new avenues for finding talent, including candidates from non-traditional sources</p> <p>The apprenticeship should be a part of the company's operating fabric</p> <p>Strong partnerships are useful to source talent and provide training when required</p> <p>Employers should offer supportive environments</p>

### Citations:

Accenture. 2023. *Apprenticeship Program Resource Guide: Building the Future of Talent*. <https://accenture.pagetiger.com/accentureapprentice>

Chicago Apprentice Network. *Bridging the Gap Between Talent and Opportunity: An apprenticeship playbook for professional jobs*. [https://s3.amazonaws.com/brt.org/Chicago-ApprenticeNetwork\\_BridgingtheGap\\_181222.pdf](https://s3.amazonaws.com/brt.org/Chicago-ApprenticeNetwork_BridgingtheGap_181222.pdf)

Chicago Apprentice Network. *Benefits for Employers*. <https://www.chicagoapprenticenetwork.org/#/employers>

Chicago Apprentice Network. *Our Mission*. <https://www.chicagoapprenticenetwork.org/#/employers>

2022. Minnesota Apprentice Network Overview. [https://uploads-ssl.webflow.com/60f81e6008a19dba6852b6ff/62d99f7f0aa-68328f42af760\\_MN%20Apprentice%20Network%20Overview%20July%202022\\_v2.pdf](https://uploads-ssl.webflow.com/60f81e6008a19dba6852b6ff/62d99f7f0aa-68328f42af760_MN%20Apprentice%20Network%20Overview%20July%202022_v2.pdf)

## Programmatic Examples of Inclusive Apprenticeships

### Similar Program Examples:

- **Apprenti, U.S.A.**
- **Michigan Bridge Academy | Bridge to Opportunity Program, Global**

Summary of Evidence	Best Practices
<p>Apprenticeships designed to assist people with disabilities in gaining job skills has proven positive outcomes such as high graduation and retention rates. Inclusive apprenticeships offer several benefits such as increasing apprentices' skill levels, earning, and sense of accomplishment. They also benefit employers through reduced turnover, improved productivity, and diversifying the talent (Kuehn et al. 2021).</p>	<p>Meaningful hands-on training boosts participant success</p> <p>Partnerships with employers aid in the success of apprenticeships</p> <p>Mentorship is important in a successful apprenticeship program</p> <p>Training tailored to people with disabilities is key to program success</p>

### Citations:

Kuehn, D., Marotta, J., Arabandi, B., & Katz, B. 2021. Inclusive Apprenticeship: A Summary of What We Know about Apprentices with Disabilities. Prepared for the U.S. Department of Labor. Washington D.C.: Urban Institute.  
<https://www.urban.org/sites/default/files/publication/104249/inclusive-apprenticeship-a-summary-of-what-we-know-about-apprentices-with-disabilities.pdf>

WTIA Workforce Institute. *Apprenti*. <https://apprenticareers.org/hire/impact/>

Three Talents. 2020. *Michigan Bridge to Opportunity*. <https://michiganbridgeacademy.org/>

## Programmatic Examples of Targeting Barriers to Employment

### Similar Program Examples:

- Year Up
- Ready, Willing & Able | The Doe Fund, New York City
- Jewish Vocational Service—Skills to Work in Technology, San Francisco

Summary of Evidence	Best Practices
<p>Evidence shows that programs that target those with barriers to employment benefit from programs that offer financial, social, and career development support. By providing financial incentives, those who face long-term unemployment and other barriers to employment are more able to partake in job training programs.</p>	<p>Intensive support and mentorship are keys to success of those who face barriers to employment</p> <p>Paid training opportunities better enable low-income participants to engage in training programs</p> <p>Stipends tied to participants' performance and compliance appear effective</p> <p>Structured training leads to successful outcomes</p> <p>Screening of applicants and their readiness for job-training programs can better ensure participant success rates</p> <p>Partnerships between training programs and employers can promote increased employment rates for participants</p>

### Citations:

Copson, E., K. Martinson, S. Elkin, B. Sarfo, T. Kappil, C. Morrison, and C. Sierks. 2020. *Providing Employment Services to the Long-Term Unemployed: Implementation and Sustainability of the Programs in the Ready to Work Partnership Grant Evaluation*. Prepared for the U.S. Department of Labor. Rockville, MD: Abt Associates. [https://www.dol.gov/sites/dolgov/files/OASP/evaluation/pdf/RTW%20Implementation%20Report\\_Final.pdf](https://www.dol.gov/sites/dolgov/files/OASP/evaluation/pdf/RTW%20Implementation%20Report_Final.pdf)

Fein, D. and Hamadyk, J. 2018. *Bridging the Opportunity Divide for Low-Income Youth: Implementation and Early Impacts of the Year Up Program*, OPRE Report #2018-65, Washington, DC: Office of Planning, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services. <https://www.yearup.org/sites/default/files/2019-03/Year-Up-PACE-Full-Report-2018.pdf>

Fein, David and Samuel Dastrup. 2022. *Benefits that Last: Long-Term Impact and Cost-Benefit Findings for Year Up*. OPRE Report 2022-77. Washington, DC: Office of Planning, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services. [https://www.acf.hhs.gov/sites/default/files/documents/opre/year%20up%20long-term%20impact%20report\\_apr2022.pdf](https://www.acf.hhs.gov/sites/default/files/documents/opre/year%20up%20long-term%20impact%20report_apr2022.pdf)

Jewish Vocational Services. 2023. *Technology*. <https://www.jvs.org/technology/>

The Doe Fund. 2023. *Ready, Willing & Able*. <https://www.doe.org/programs/ready-willing-able/>

## Programmatic Examples of Summer Youth Employment

### Similar Program Examples:

- Philadelphia WorkReady
- One Summer Chicago (OSC)

Summary of Evidence	Best Practices
<p>A randomized evaluation of four programs (two of which are included below) found that summer youth employment programs are effective at addressing barriers low-income young people face in the job market. They are also helpful for other difficulties low-income young people face such as safety and interactions with the criminal justice system. The evaluation found that summer youth employment programs are a promising, evidence-based method to help young people advance in labor, education, and their overall development.</p>	<p>The randomized evaluation found these key components across the successful programs they studied</p> <p>Administration for summer youth employment programs is usually overseen at the city or local jurisdiction level and funding comes from a mix of public and private resources</p> <p>Program length is between 5-7 weeks and offers wages</p> <p>Many summer youth employment programs focus on particular populations (such as youth of color, low-income youth, and other groups who face barriers to employment)</p> <p>Additional supports such as work-readiness training, financial literacy workshops, socio emotional learning curricula, and mentorship from adults, are offered to participants</p> <p>Offer different programs based on participant experience and age</p>

### Citations:

J-PAL Evidence Review. 2022. *The Promises of Summer Youth Employment Programs: Lessons from Randomized Evaluations*—Cambridge, MA: Abdul Latif Jameel Poverty Action Lab. [https://www.povertyactionlab.org/sites/default/files/publication/SYEP\\_Evidence\\_Review-9.22.22.pdf](https://www.povertyactionlab.org/sites/default/files/publication/SYEP_Evidence_Review-9.22.22.pdf)

Philadelphia Youth Network, Inc. (PYN). *WorkReady*. <https://www.pyninc.org/our-initiatives/workready/>



Prudowsky, J., Lopez, F., Contractor, F. 2022 . *Coming back together*, DFSS Impact Report Department of Family and Support Services The Praxis Institute, Chicago, IL. [https://www.chicago.gov/content/dam/city/depts/fss/supp\\_info/YouthServices/PDFs/DFSS\\_EndofSummerReport\\_2022\\_Final.pdf](https://www.chicago.gov/content/dam/city/depts/fss/supp_info/YouthServices/PDFs/DFSS_EndofSummerReport_2022_Final.pdf)

## Programmatic Examples of Door-to-door Outreach

### Similar Program Examples:

- Take Care Annapolis, Annapolis, Maryland
- Tenant Support Unit, New York City
- Community Health Workers Study, Chicago, Illinois

Summary of Evidence	Best Practices
<p>Providing door-to-door outreach is an effective way to reach vulnerable populations who are isolated from social supports and resources. It has demonstrated outcomes in delivering resources to people, preventing crisis, connecting people to necessary social supports, and improving their overall health and circumstances.</p>	<ul style="list-style-type: none"> <li>Prioritize meeting people where they are</li> <li>Community-centered approach</li> <li>Offer service and information at non-traditional times, especially after work hours</li> <li>Make written information friendly and easy to understand</li> <li>Provide information in the primary language of those who will use the service</li> <li>Establish cultural competence in information and how it's dispersed</li> <li>Ensure follow-ups</li> <li>Establish partnerships for referrals, resources, and access to the community</li> </ul>

### Citations:

DeChiara, M., Unruh, E., Wolff, T., Rosen, A., with Community Partners, Inc. (2001) Outreach Works: Strategies for Expanding Health Access in Communities. 24 South Prospect St., Amherst MA 01002. <https://ctb.ku.edu/en/table-of-contents/implementation/access-barriers-opportunities/outreach-to-increase-access/main>

Gutierrez, L., Moran, A. (2021). Take Care Annapolis/Cuidate Annapolis. Promoting Health Equity. End of Year Report: A Holistic Health Equity Approach to the COVID-19 Pandemic in the Hispanic Community. <https://www.annapolis.gov/DocumentCenter/View/19030/Take-Care-Annapolis---FINAL?bidId=>

Hughes, M. M., Yang, E., Ramanathan, D., & Benjamins, M. R. (2016). Community-Based Diabetes Community Health Worker Intervention in an Underserved Chicago Population. *Journal of Community Health*, 41(6), 1249-1256. <https://doi.org/10.1007/s10900-016-0212-8>

No Tenant Stands Alone: Mayor De Blasio Announces \$1M Funding Boost for Door-to-Door Outreach Connecting Tenants to Free Legal Representation. (2017, Oct 17). Targeted News Service <https://proxy.lib.umich.edu/login?url=https://www.proquest.com/wire-feeds/no-tenant-stands-alone-mayor-de-blasio-announces/docview/1952049822/se-2>

## Social Services – Project Inventory

### JumpStart

Project ID: 09.2.134

EC# 2.10

AUL Date: 09/15/22

Project Finances:

Total Dollars Programmed: \$33,608,208

Spend: \$556,385.57

### Project Description

JumpStart is a program designed to help long-term unemployed Detroit residents reengage in the job market. Well established community-based organizations will conduct outreach to identify and connect these residents to opportunities for education, workforce training and supportive services.

### Featured Project Metrics (Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- Improve economic outlook and mobility for unemployed residents
- Increase levels of employment
- Increase capacity and scope of community organizations in Detroit

#### Outcomes:

- Long-term Detroit residents are properly supported and reintroduced to the workforce
- Long-term unemployed Detroit residents have improved their professional skillset
- In-Detroit Organizations will have increased capacity to conduct outreach to targeted individuals

**Outputs:**

- Number of participants enrolled in JumpStart = **144 (Target = 800)**
- Number of participants who complete at least two weeks of career readiness training = **23**
- Number of participants enrolled in occupational training = **81**
- Number of referrals = **736**
- Number of eligible participants = **190**

**Federally Required Performance Indicators**

Expenditure Category	Number	Description	Number July 1, 2021- June 30, 2022	Number July 1, 2022- June 30, 2023
Assistance to Unemployed or Underemployed Workers	2.10	Number of workers enrolled in sectoral job training programs	0	25
		Number of workers completing sectoral job training programs	0	0
		Number of people participating in summer youth employment programs	0	0

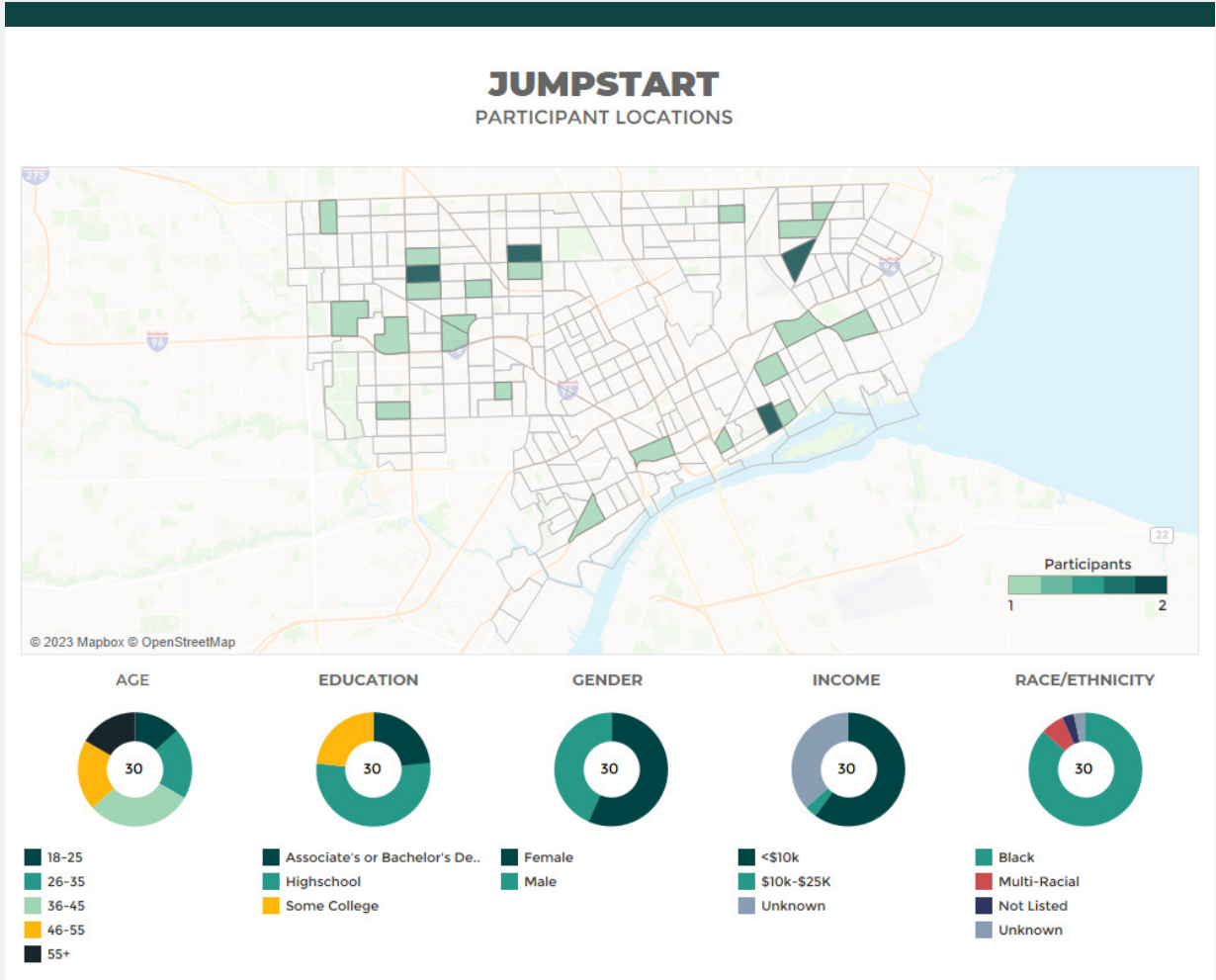


Figure 39.

### Lessons Learned, Project Reflections & Insights

The JumpStart program will use marketing to increase program enrollment. The program initially relied on community organizations as the sole advertising mechanism for the program. Community organizations will be supported through additional media marketing to boost awareness of the program and increase enrollment.

JumpStart is a first-of-its-kind program that utilizes community organizations to recruit and mentor individuals who have been disengaged from the workforce. For many individuals who have been unemployed long-term, defined as six months or longer, it can be a challenge to obtain identification documents. This is a necessary step for enrolling into the program and gaining employment. The lack

of documents caused a delay in enrolling people into the program. Through our enrollment process and asking about barriers, we've learned more about the challenges faced by this population (e.g. household needs, mental/behavioral health, childcare, and transportation) and how it impacts them differently than those currently active in the workforce. By being deliberate in the early phases and being deliberate in coaching them through barrier removal reduces unplanned disengagement from the program.

As hoped, the community organizations are helping retain individuals through their strong, individualized mentoring. These community organizations are engaged at a personal level with the participants and can help them with their specific needs, whether it be transportation, child or elder care, clothing, food, or counseling. The past six months of implementing the program design has taught us the challenges with reaching the intended population and providing sufficient training to the IDOs to successfully navigate the Detroit workforce system with its many document requirements. We have shifted the strategy to provide additional support on the career center side as well as including more traditional marketing techniques to supplement the IDO recruitment efforts.

We have designed our data system to capture milestones in each of the tracks, and in doing so are able to identify trends, and more importantly, hurdles that can be address if progress is not being made. In doing this, we are building capacity for data and analytics within our community organizations, as well as introducing them to new system partners.

We have seen more interest than initially expected in HS completion and skills refresh necessary for training, indicating that participants are thinking critically about their future employment. We expect to measure this by the progress of participants continuing through multiple tracks and ultimately in the outcome of obtaining employment. One immediate next step is to increase engagement with the local business community to identify employment opportunities for the JumpStart participants.

## Skills4Life - Work

**Project ID: 09.1.001**

**EC#: 2.10**

**AUL Date: 09/10/21**

**Project Finances:**

**Total Dollars Programmed: \$37,613,273**

**Spend: \$15,996,862.22**

### Project Description

Detroit at Work and the General Services Department are teaming up for the Skills for Life project, aimed at helping unemployed or underemployed Detroit residents affected by COVID-19. The program offers assistance with resume building, obtaining diplomas or credentials, improving math or reading skills, and supportive services such as transportation, childcare, and basic needs resources. The program will be held at various locations, including Detroit at Work Career Centers and training facilities. A great initiative to provide meaningful employment opportunities for those facing barriers to employment.

In June 2022, only a few months after the full program launch in February 2022, very few people had enough time to complete their education or training programs. In the year since, the programs has increased its hiring, thereby increasing the training enrollment numbers and the number of people completing their program. The program is part-time, so it takes an average of 5½ months for participants to complete their training or education program.

### Featured Project Metrics (Refer to Appendix for Complete Data Model)

#### Long-term goals:

- Blight reduction through City-wide beautification of commercial corridors, vacant lots, and parks; Encouraging property owner investment and responsibility for long-term maintenance and remediation of blighted properties and provide provision of high-quality, safe and outdoor spaces and neighborhoods

#### Outcome:

- Reduce blight by maintaining parks and trees, painting vacant properties , increasing trash pick-up and beautifying corridor properties

#### Outputs:

- Number of blight remediation's = **4260**
- Number of paint remediations = **1007**
- Tons of trash picked up in all City Parks = **1055.02**

### Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2021- June 30, 2022	Number July 1, 2022- June 30, 2023
Assistance to Unemployed or Underemployed Workers	2.10	Number of workers enrolled in sectoral job training programs	97	293
		Number of workers completing sectoral job training programs	22	181
		Number of people participating in summer youth employment programs	0	0

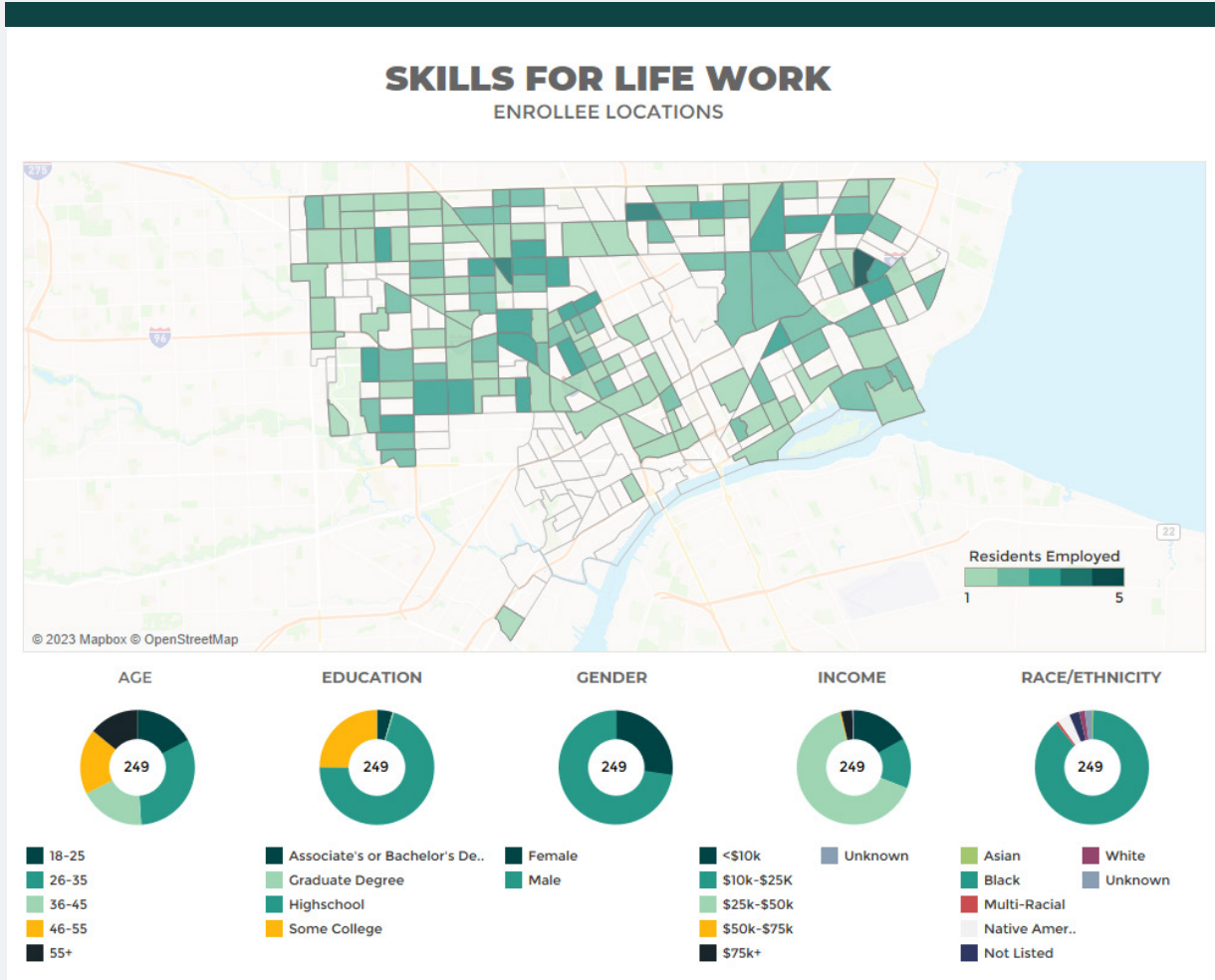


Figure 40.

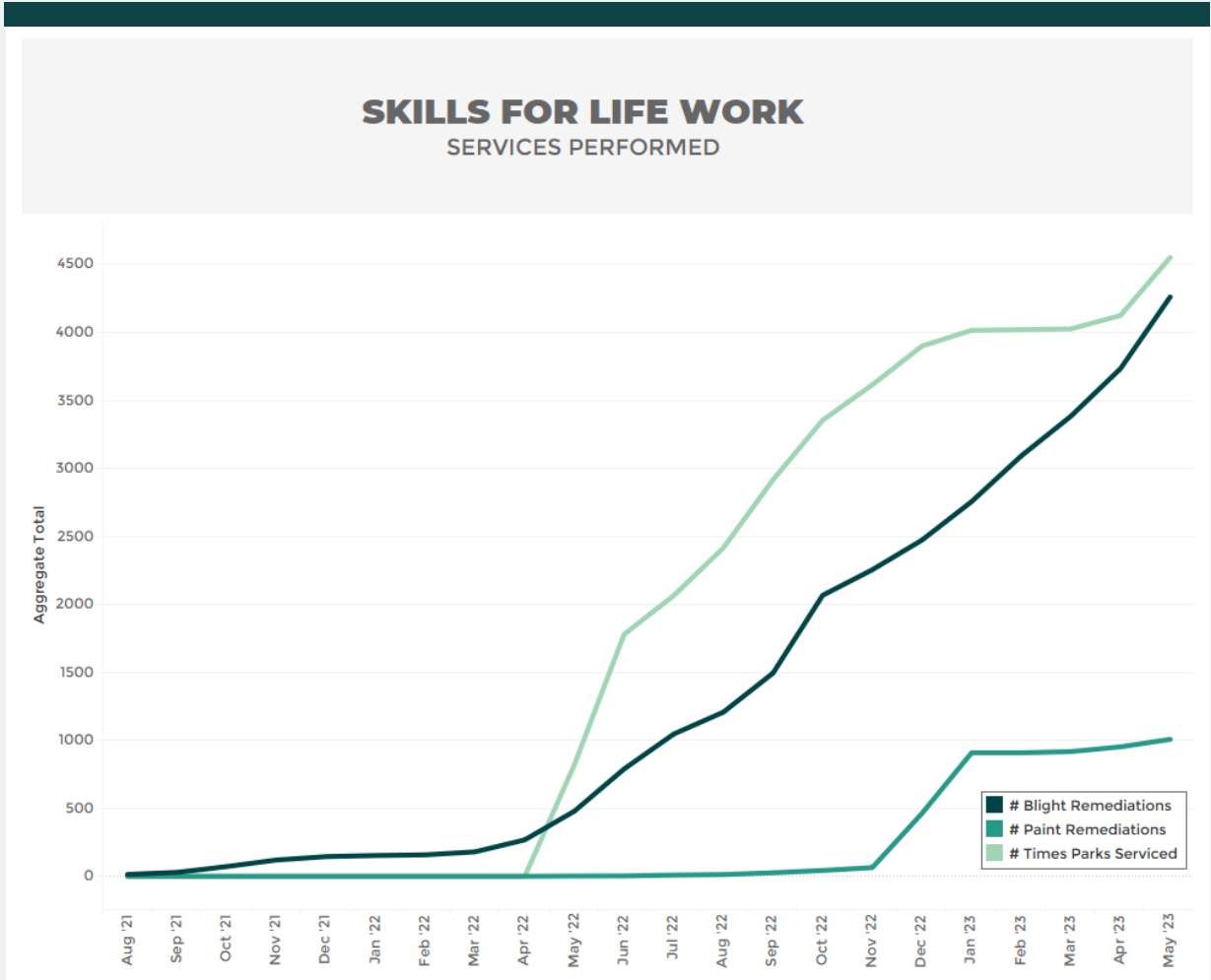


Figure 41.

**Lessons Learned, Project Reflections & Insight**

The City of Detroit has improved its onboarding process and has worked collaboratively with Matrix Human Services to ensure new employees obtain wrap around supports that help reduce common barriers to obtaining and retaining a job, such as lack of affordable childcare, reliable transportation, and stable housing. Employees also receive career readiness training within the first two weeks of starting their job, receiving instruction on critical soft skills that has improved employee retention.

Employees absenteeism was a challenge. Employees would be absent or leave early from work or their training classes. Career readiness training emphasized key workplace skills such as work ethic and communication to underscore the importance of workplace norms. Understanding why employees were absent would uncover whether life circumstances impacted a person’s attendance. Supervisors and career coaches could then work together to provide the appropriate accommodations if needed.



Some issues were able to be resolved by getting employees connected to the right resources. In other instances, taking corrective discipline actions was necessary to improve behavior and enforce workplace expectations.

Employees were eager to begin their training programs, but often had to wait longer than expected to start. The program has reduced the amount of time it takes for a person to start their selected program once they begin working, which has boosted employee morale and made arranging employee schedules more manageable for supervisors.

Remaining flexible, empathetic, and solution oriented has helped address challenges with employee absenteeism and morale.

Recruiting small cohorts more frequently has helped backfill positions quickly. Frequent recruiting also helps with continuity of the work and ensuring that work goals are met. Additionally, the blight department is able to maximize on its own workforce to remove and remediate blight, creating savings for the city by reducing reliance on contractors to perform the work.

The team has developed videos to help describe the work to create a visual demonstration on what a day in the life of an employee could entail. We will continue to use videos and other visual means in our marketing and communications about the program.

## Summer Youth Employment

**Project ID: 09.2.115**

**EC#: 2.10**

**AUL Date: 04/29/22**

### **Project Finances:**

**Total Dollars Programmed: \$14,250,000**

**Spend: \$5,833,333**

### **Project Description**

The Summer Youth Employment Program offers work experience for young people aged 14-24. It has three levels for different levels of experience: Career Exploration for ages 14-16, Ready for Work for ages 16-18, and Career Pathways Internship for ages 17-24. It's an opportunity for Detroit youth to improve their employment and receive career training.

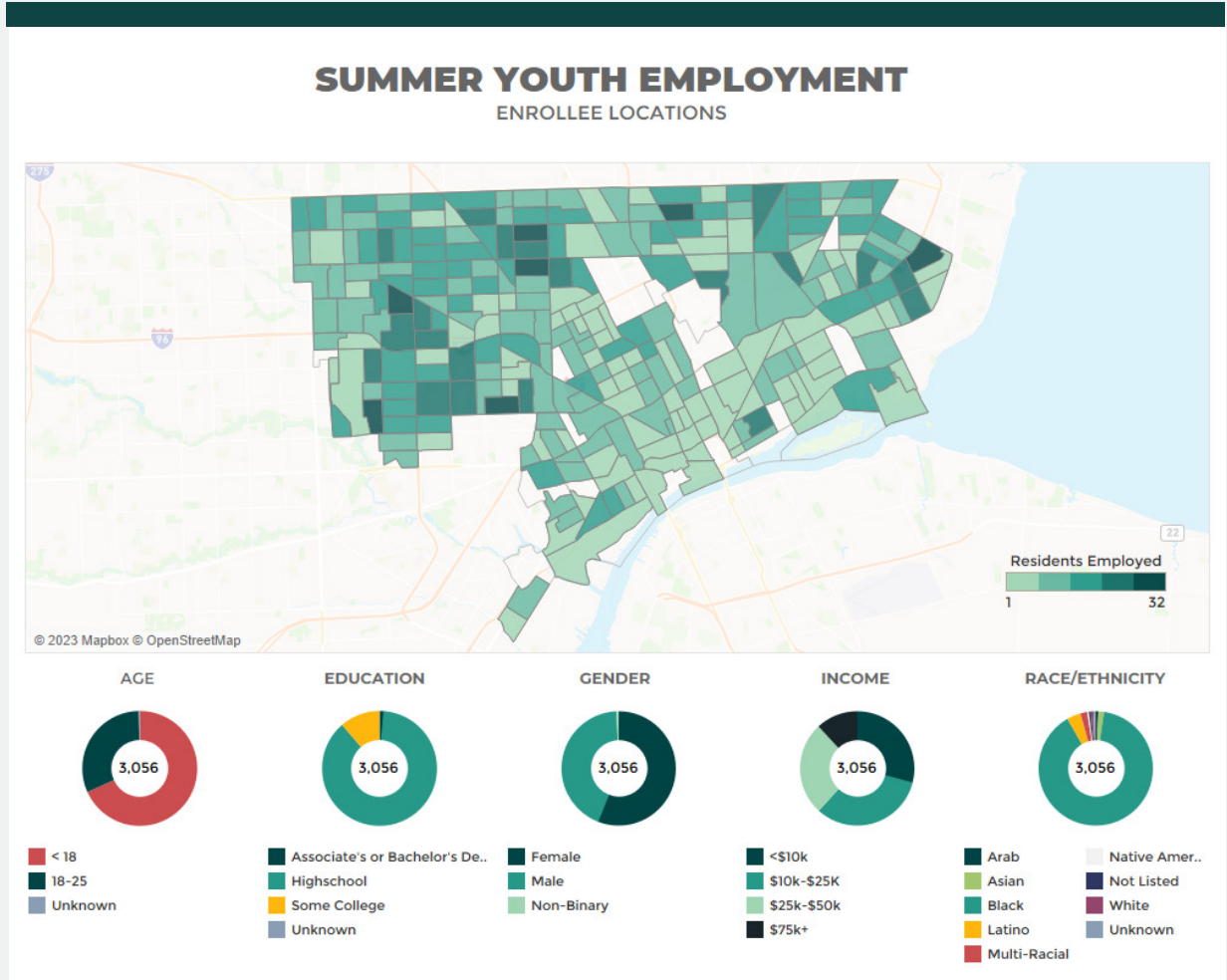


Figure 42.

## Featured Project Metrics

(Refer to Appendix for Complete Data Model)

### Long-term goals:

- A reduction of intergenerational poverty by reducing the proportion of adolescents and young adults who are not in school or working
- Increasing in-demand employment in working-age people

### Outcomes:

- An increase in youth and young people who gain on-the-job skills and training to compete in the job market
- An increase in SYEP enrollees completing the program who report moving on to a positive outcome

### Output:

- Number of youth who report new connections to community, social responsibility, leadership and improved social/emotional well-being = **7503**
- Number of youth who report acquiring financial literacy skills = **5519**
- Number of youth enrolled in the program who complete their summer experience, including Affiliate program participant = **6557**

## Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2021- June 30, 2022	Number July 1, 2022- June 30, 2023
Assistance to Unemployed or Underemployed Workers	2.10	Number of workers enrolled in sectoral job training programs	0	0
		Number of workers completing sectoral job training programs	0	0
		Number of people participating in summer youth employment programs	0	7,503

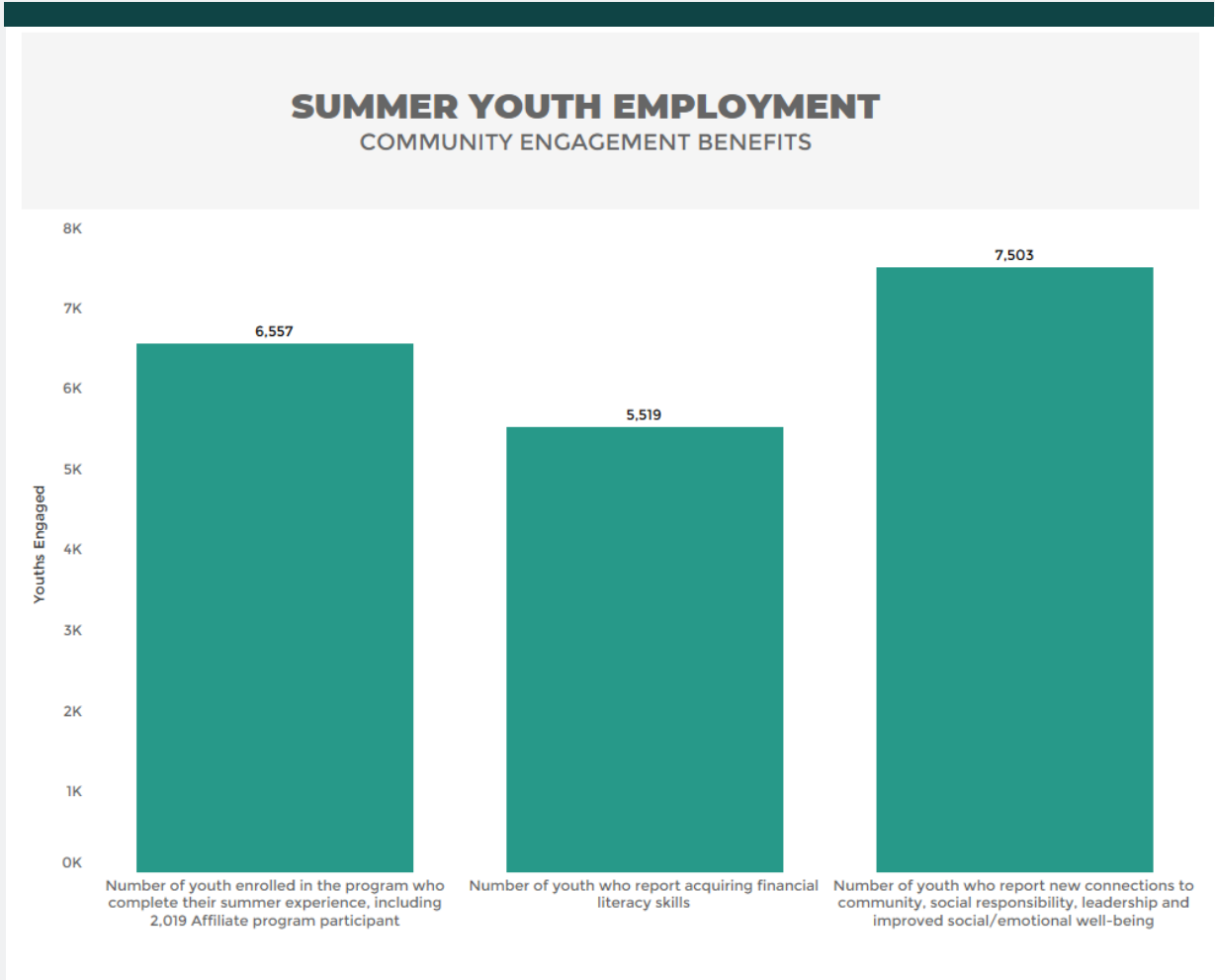


Figure 43.

**Lessons Learned, Project Reflection & Insight**

With increased demand, additional worksites, funding, and partnerships are needed to provide opportunities for the youth. The team performed substantial outreach to the local business community to prepare for the program in the preceding months.

The primary goal of GDYT is to provide youth with a combination of experiences that allow them to develop the skills necessary to make informed choices that will impact their future careers. To track our progress in meeting this goal, each year we measure the degree to which youth learn from their exposure to digital platforms, financial literacy training, occupational skills training, job readiness workshops, positive adults, and meaningful work experiences. The measurement is taken through surveys designed and administered by the University of Michigan. The summer 2022 survey indicated overwhelmingly that GDYT youth respondents felt that because of their experiences, they were better prepared to make

informed decisions about their education, income, future employment choices, and connectedness to positive peers/adults.

Because of demand, the team has established GDYT Connect, a supplemental program to connect employers with youth interested in working who were not able to get into the program due to limitations. GDYT also connects youth over the age of 18 with Detroit at Work to provide access to other employment opportunities and wrap-around support.

## Community Health Corps

**Project ID: 06.1.032**

**EC#: 2.19**

**AULT Date: 11/01/21**

**Project Finances:**

**Total Dollars Programmed: \$15,000,000**

**Spend: \$2,417,668.26**

### Project Description

Community Health Corp is a program designed to deliver targeted wraparound services to residents in the greatest need, working in collaboration with City departments and partner agencies to stabilize household and alleviate severe poverty.

### Project Metrics

- Number of households served = **1,056**
- Number of residents provided with Case Management = **1,299**
- Number of households provided Case Management = **475**
- Number of households receiving resource navigation = **581**

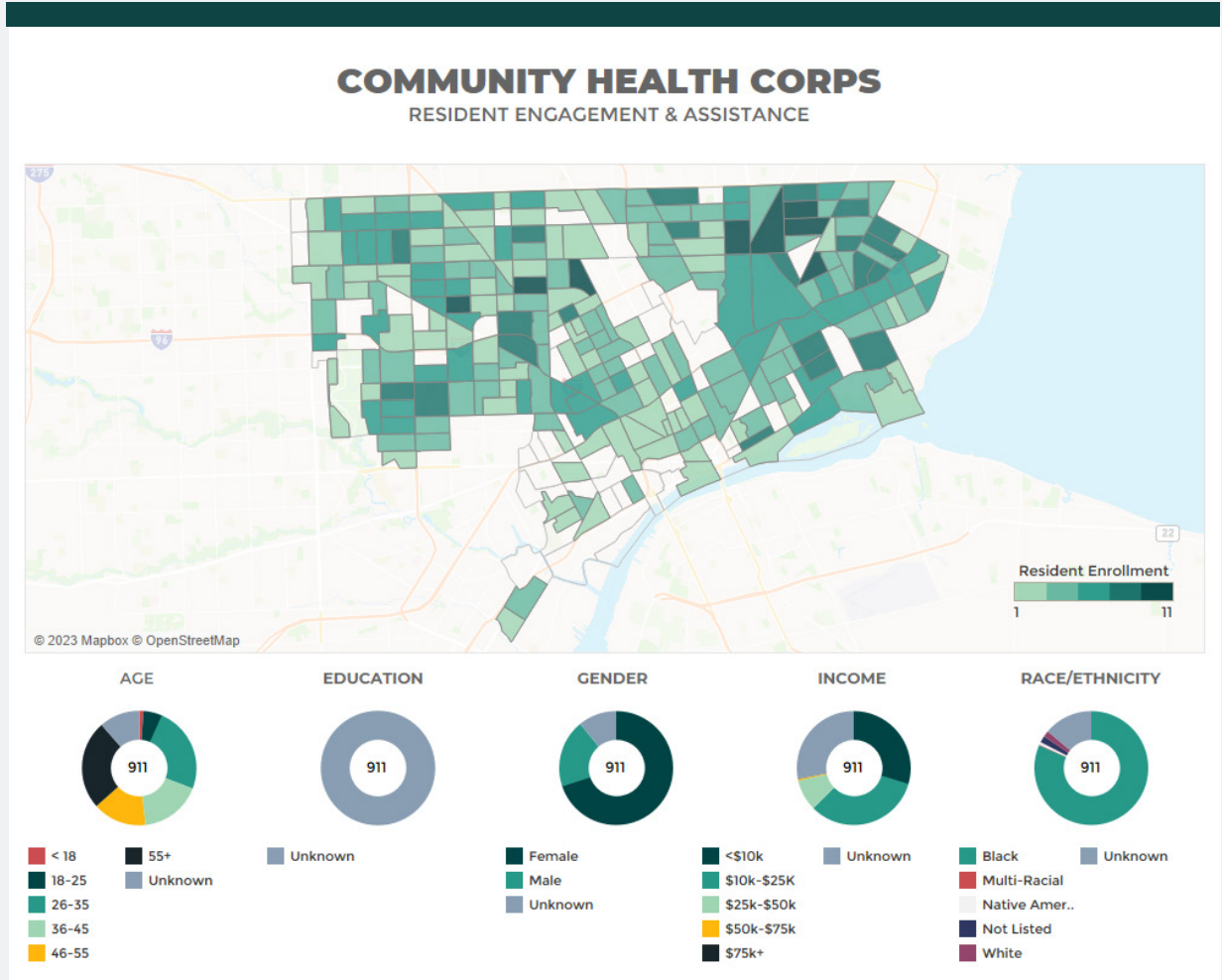


Figure 44.



Figure 45.

### Lessons Learned, Project Reflection & Insight

CHC was faced with challenges at the onset of the program as individuals were in emergency situations, uncertain of receiving help from city agencies, and operating in crisis. While our best intentions may be to provide several forms of assistance to a household, or to support them on several goals tied to their wellbeing, there are times where an individual is solely focused on one thing: food, shelter, utilities, or another necessity. The shift to progressive case management takes this into account and confirms with the resident, at the onset, that they will work with us for several months.

CHC has learned that clients require more intense coordination and need an ample amount of support to truly make progress on their goals. As such, we evolved our strategy to closely walk with and support Detroiters. One example we have piloted is to accompany our residents to an oft-referred to onsite job

interview with a local partner. CHC is there to cheer for and support the person before and after, and to provide preparation and advice.

We have also learned that Detroit residents need specific support related to housing as 75% of goals set in 2022 were related to housing (this includes home repairs, rent assistance, eviction prevention, tax assistance and other needs). With this data, we intend to work thoughtfully to support Detroiters on the path to home ownership. CHC has specialized in stabilizing residents. Once stabilized, we intend to be the local experts that support Detroiters on their path to self-sufficiency.

CHC is eager to grow our understanding and strengthen our appreciation for the complexity of poverty and to further apply those principles to our practice. We will employ new tools and measures to our case management work. We are looking forward to coaching and supporting our clients in ways they may not have experienced in the past, particularly from a city agency. Our next steps are to complete Community Health Worker training for all employees, to complete Bridges out of Poverty training, and to complete training on trauma and adverse childhood experiences (ACEs). This information and skill acquisition will strengthen our teams' work and our outcomes. We are also looking forward to revamping our metrics to better report on the variety of ways CHC supports and transforms households.

## Adult High School Certification

**Project ID: 06.2.004**

**EC#.2.10**

**AUL Date: 05/02/22**

**Project Finances:**

**Total Dollars Programmed: \$5,667,988**

**Spent: \$263,793.58**

### Project Description

The Adult High School Certification program offers stipends to adult residents in the City of Detroit who enroll and participate in the Adult High School Certification Program to complete their high school diploma or GED. The program's goal is to increase the number of Detroit residents with a high school diploma or GED. By obtaining a GED or diploma, more residents will have access to post-secondary training required for middle class jobs and careers.



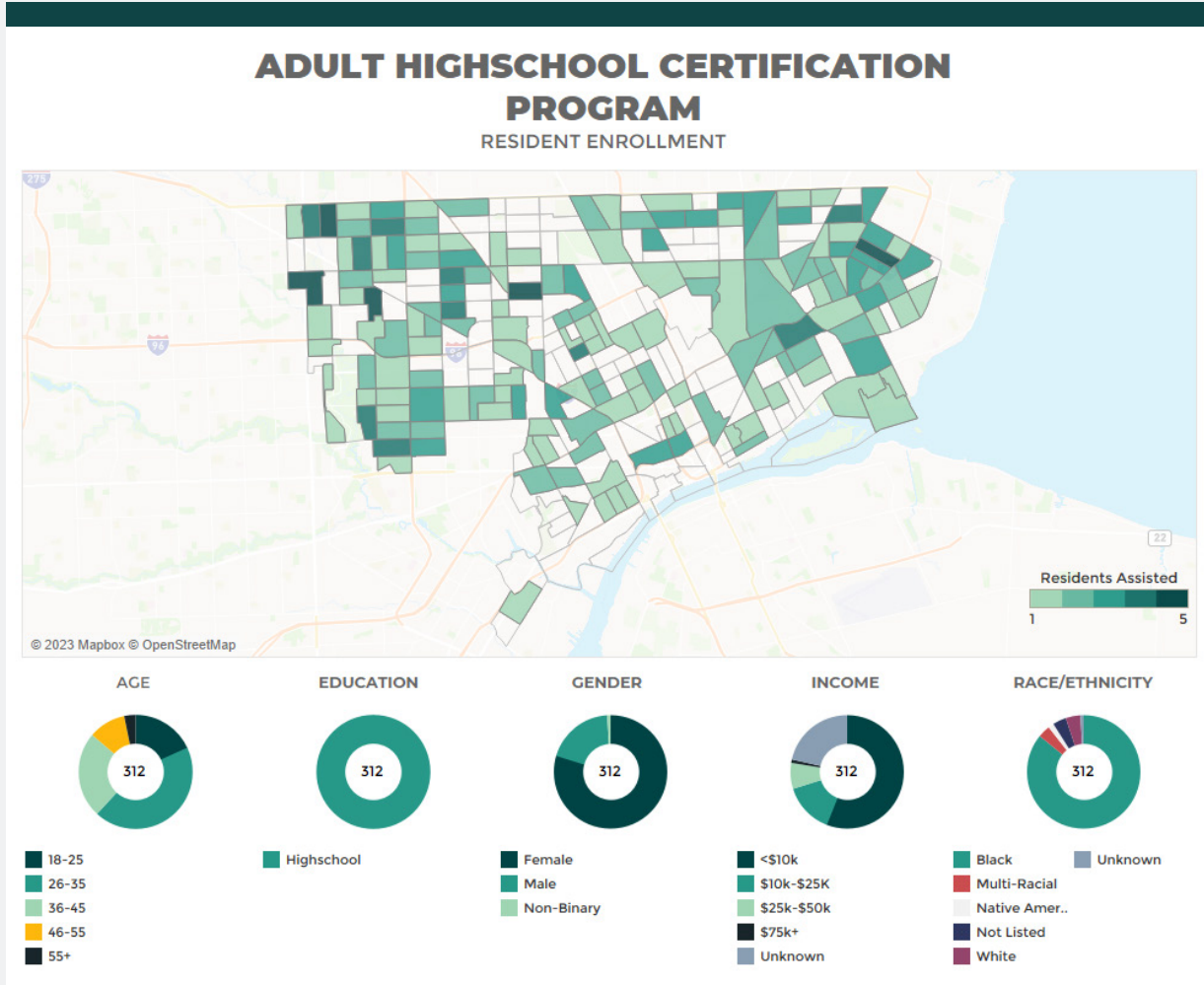


Figure 46.

### Featured Project Metrics (Refer to Appendix for Complete Data Model)

#### Long Term Goals:

- Increase the number of residents that receive their high school diploma or GED so that more residents have access to post-secondary training required for middle class jobs and careers

**Outcomes:**

- Administrate an academic instruction for adult residents to complete their high school equivalency
- Increase access to post-secondary learning or education
- Increase networking opportunities for participants to gain job skill training with community professionals otherwise inaccessible

**Outputs:**

- Number of inquires about the program = **2220**
- Number of enrollees in the program = **493**
- Number of enrollees who accessed career and/or supportive services = **571**

**Lessons Learned, Project Reflection & Insight**

The need for the educational services of the Adult High School Certification program is larger than anticipated when it first launched. It was initially designed to service three hundred adults each year and this target was reached within the first six months. Additionally, with the incorporation of individuals who are below sixth grade reading and math and in need of adult basic education, the number of eligible participants has increased approximately ten percent over projected demand.

The program is also providing laptops to participants to close the digital divide and allow access to online classes for many that would otherwise not be able to participate.

The main challenge with servicing the increased number of participants has been scheduling the classes without creating a wait list with the educational partner. To solve this issue, the program has expanded with contracted service providers to increase the number of classes and locations available for training. Additionally, completion rates across the Adult Education sector are not publicly or readily available; being able to determine the 'graduation' rate success of this program versus standard Adult Education programs is another goal.

Ultimately, we are looking to expand the success measurement to a more comprehensive measure of success of not just completing the certification, but to become proficient at a certain skill that affords them success. This translates to employment retention and opportunity for advancement and/or obtaining new employment at a higher pay.

One of the main learnings since this program has begun is having several forms of educational formats to meet the varied needs of Adult Learners in Detroit. By expanding the number of education providers we offer in this program, we seek to meet the needs of more Detroiters and increase the number of participants increasing their educational learning levels and those completing the program with their GED or High School Diploma.

## Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2021- June 30, 2022	Number July 1, 2022- June 30, 2023
Assistance to Unemployed or Underemployed Workers	2.10	Number of workers enrolled in sectoral job training programs	0	Not Applicable
		Number of workers completing sectoral job training programs	0	Not Applicable
		Number of people participating in summer youth employment programs	0	Not Applicable

## Skills4Life Education

**Project ID: 09.1.127**

**EC# 2.10**

**AUL DATE: 07/07/22**

**Project Finances:**

**Total Dollars Programmed: \$11,437,166**

**Spent = \$ 5,361,686.6**

## Project Description

Skills for Life is a program that offers job training skills for residents to attain higher wage jobs while also providing supportive services. The program is facilitated by Detroit at Work and the City's General Services Department. It's designed to help people who face obstacles in finding employment, such as those who have been incarcerated before, those who don't have a place to live, or those who haven't completed high school.

## Featured Project Metrics

(Refer to Appendix for Complete Data Model)

### Long Term Goals:

- Break or reduce intergenerational poverty by improving the economic outlook and mobility for a broad range of residents, employing and training Detroiters for higher paying, in-demand jobs and increasing levels of employment.

### Outcomes:

- Increase the number of Detroiters with measurable skills gains (e.g., high school diploma or equivalent; industry-recognized credential; functional grade-level)
- Lessen or remove number and type of barriers to employment access by availing transportation, childcare, & other wrap-around service provisions

### Outputs:

- Number of participants who obtained a measurable skill gain = **166**
- Number of enrollees in an occupational training, high school, GED, or literacy program = **374**
- Number of people who completed career readiness = **541**

### Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2021- June 30, 2022	Number July 1, 2022- June 30, 2023
Assistance to Unemployed or Underemployed Workers	2.10	Number of workers enrolled in sectoral job training programs	97	293
		Number of workers completing sectoral job training programs	22	181
		Number of people participating in summer youth employment programs	0	Not Applicable

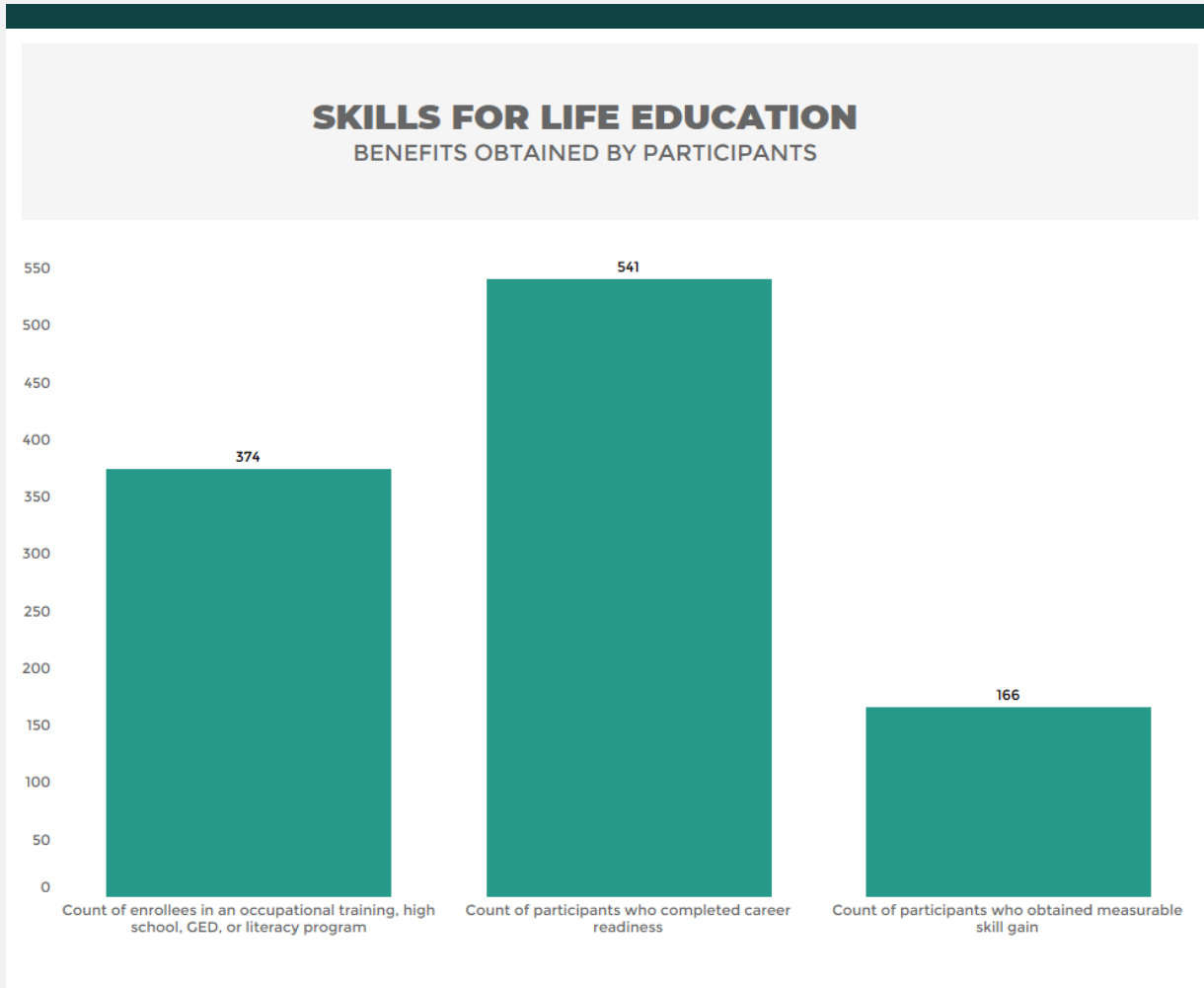


Figure 47.

### Lesson Learned, Project Reflections & Insight

When the program started, employees would work for a couple of weeks before becoming familiar with training options and supportive services that could help them. Now, the team seeks to remove barriers earlier on by ensuring employees met with their career coaches within the first week on the job. Participants can receive immediate assistance to help them be successful in their current job. The team also integrated career readiness training within the first two weeks of employment to provide soft-skills training upfront to increase retention and program completion.

Employment with the city was initially designed to be a temporary landing place while participants worked on their educational or occupationally upskilling that would lead them to a high-paying job in Metro-Detroit. After hearing feedback of participants wanting to stay with the City of Detroit and build a career

here, coupled with the city's need for more credentialed workers, the program team is working to improve off-ramps to make Skills for Life a prime talent development pipeline to the City of Detroit.

The program employs a 3/2 split model (work for 3 days, attend training for 2 days). Detroit at Work's (DAW) training providers had to adjust their curriculums to match the model and evaluated whether it worked. We learned that some programs, like CDL, are best learned on a full-time schedule. Other programs can be adapted to the split schedule, though it does take longer to complete.

Training providers had to get accustomed to communicating with supervisors to talk about student progress. Regular communication helped develop early warnings to flag if a student was not progressing in class and allow for supervisors and providers to collaborate on an approach to get a participant back on track.

## **Detroit New Apprenticeship Network Coordination Program**

**Project ID: 15.3.113**

**EC#: 2.10**

**AUL Date: 07/15/22**

### **Project Finances**

**Total Dollars Programmed: \$500,000**

**Spend Data Pending**

### **Project Description**

The Detroit New Apprenticeship Network is an initiative that assists tech businesses and provides consulting, retention, and skill training for employers and apprentices. The program targets Detroit residents aged 18-65 with high school diplomas who want to pursue a career in the technology field. Modeled after a successful network in Chicago.

**When data is anticipated to be available = September 2023**

### **Featured Project Metrics**

**(Refer to Appendix for Complete Data Model)**

#### **Long Term Goals:**

- Increase the representation of Detroit residents within the information technology industry
- Build holistic training programs that allow employees to earn while they learn and address barriers to job retention

**Outcomes:**

- Increase in number of apprentices enrolled in programs reporting an increase in digital literacy and skilling scoring upon completion of the program
- Increase in number of apprentices enrolled in programs reporting a positive experience
- Increase in number of employers involved in the network

**Outputs**

- Number of residents registered for IT workforce training:
- Number of residents successfully completing IT workforce training
- Number of employers involved in the network

**Federally Required Performance Indicators**

Expenditure Category	Number	Description	Number July 1, 2022- June 30, 2023
Assistance to Unemployed or Underemployed Workers	2.10	Number of workers enrolled in sectoral job training programs	0
		Number of workers completing sectoral job training programs	0
		Number of people participating in summer youth employment programs	Not Applicable

**IT Inclusive Apprenticeship Program - Social Services**

Project ID: 09.3.111

EC#: 2.10

AUL Date: 7/18/22

**Project Finances**

Total Dollars Programmed: \$ 700,000

Spend Data Pending

**Project Description**

The IT Inclusive Apprenticeship Program is a 12-month opportunity for 6 Detroit residents with disabilities to receive training and mentoring while working in IT at the City of Detroit Department of Innovation &

Technology. The program aims to increase diversity in the IT workforce and combat higher unemployment rates for people with disabilities.

**When data is anticipated to be available = December 2023**

### **Featured Project Metrics** (Refer to Appendix for Complete Data Model)

#### **Long-term Goals:**

- Improve disability awareness and City's knowledge of the Americans with Disabilities Act.
- City of Detroit's increased outreach to the disability community for employment opportunities.
- Increase disability employment rate in Detroit.

#### **Outcome:**

- City employees understand the spirit of the Americans with Disabilities Act, understand how to work with the disability community, and proactively implement best practices for an accessible and inclusive environment.
- Increase in the number of individuals with disabilities working for the City of Detroit.
- Individuals with disabilities have opportunities to prepare for employment and work in the IT field.

#### **Output:**

- Number of training opportunities provided to hiring managers and City employees working directly with apprentices.
- Number of apprentices gainfully employed by a different employer in the technology field after project completion.
- Number of apprentices retained as full time City of Detroit staff within DoIT after project completion.

### **Federally Required Performance Indicators**

<b>Expenditure Category</b>	<b>Number</b>	<b>Description</b>	<b>Number July 1, 2022- June 30, 2023</b>
Assistance to Unemployed or Underemployed Workers	2.10	Number of workers enrolled in sectoral job training programs	0
		Number of workers completing sectoral job training programs	0
		Number of people participating in summer youth employment programs	Not Applicable



## INFRASTRUCTURE

Total Projects: 4

Total Programmed: \$27,553,658

### Portfolio Summary

The Infrastructure Portfolio targets investments in city infrastructure to help facilitate urban regeneration by building up the capacity of city services through initiatives including high-speed fiber internet installation, commercial corridor parking development, updating records management facilities & processes, and constructing new streetscapes.

### ARPA INFRASTRUCTURE PROJECTS

SNF NEIGHBORHOODS AND TOP 40% VULNERABLE TRACTS BY CDC SVI INDEX

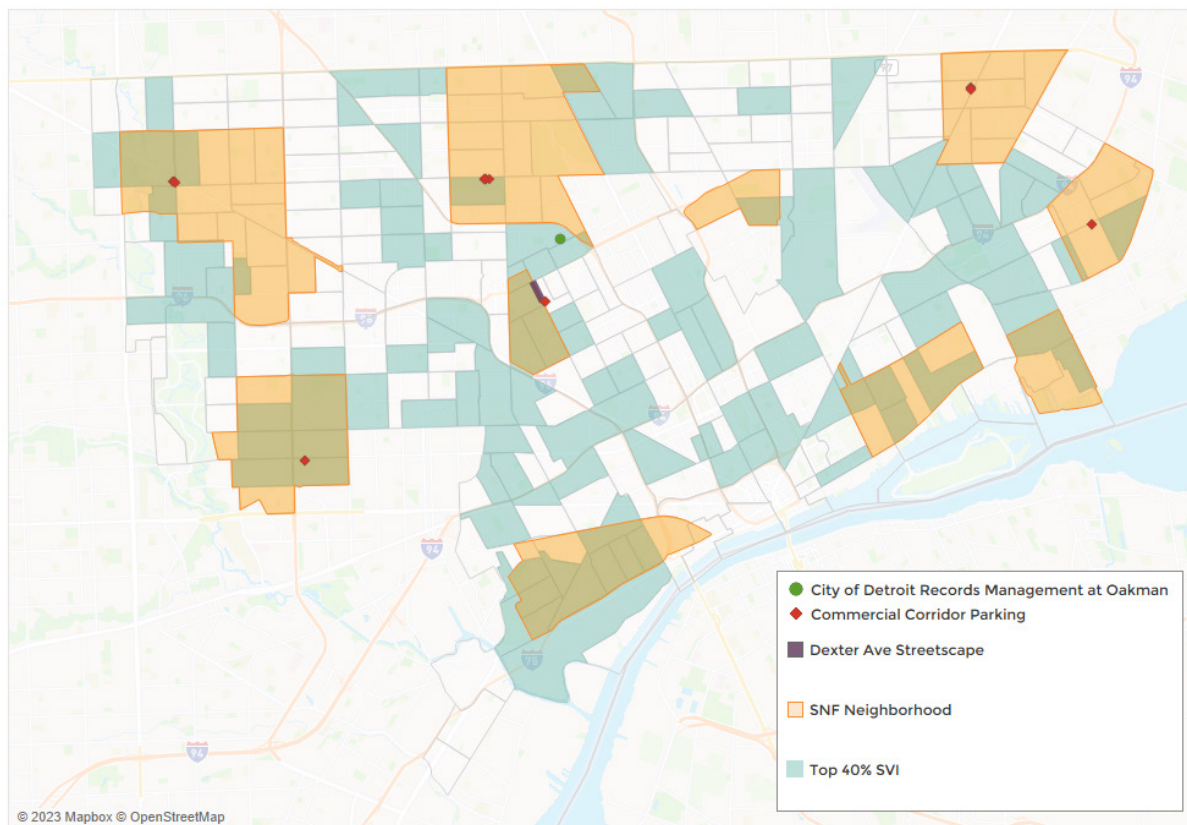


Figure 48.

**Key Takeaways**

- Commercial Corridor Parking held 6 community engagement sessions for design development, completed 100% of its design, and has 22 Parcels Dedicated to project
- Dexter Avenue Streetscape has held 4 community engagement events and 118 collected survey responses

**Infrastructure - Evidence Based**

The one policy area investigated to guide Detroit’s approach to was: downtown development. By focusing on this policy area, the City of Detroit aimed to distill the evidence behind, and best practices followed by, exemplar programs across these policy areas to come up with not only programs that work but ones that also fit the specific needs and conditions of Detroit residents.

**Programmatic Examples of Downtown Development**

**Similar Program Examples:**

- **Boise Downtown Development Capital City Development Corporation, Boise, Idaho**
- **Central Area General Improvement District (CAGID)**

Summary of Evidence	Best Practices
<p>Using parking as a strategy for economic development is an effective way to increase revenue that can be invested in general city development. Cities that have planned parking strategically have seen significant increases in revenue and have been able to use the money to further develop downtowns, streets, and pedestrian conditions.</p>	<p>Plan parking according to the outcomes wanted for a given area</p> <p>Consider different pricing strategies to increase revenue</p>

**Citations:**

Kimley Horn and Associates, Inc. 2012. *Downtown Boise Parking Strategic Plan*. Parking Planning White Paper Series: Parking as an Economic Development. <https://ccdcboise.com/wp-content/uploads/2016/02/Document-F1-Parking-as-a-Economic-Development-Strategy-White-Paper.pdf>

Mancini Nichols, C. *Parking as Economic Development Tool in Boulder*. Smart City Drive. <https://www.smartcitiesdive.com/ex/sustainablecitiescollective/solving-parking-predicament-using-parking-economic-development-tool-boulder-col/156511/>

## Infrastructure – Project Inventory

### Commercial Corridor Parking

Project ID: 16.5.044

EC# 6.01

AUL Date: 04/14/22

Project Finances:

Total Dollars Programmed: \$10,000,000

Spent: \$ 452,560.97

### Project Description

The Commercial Corridor Parking project will create more public parking spaces in the Strategic Neighborhood Fund areas by converting private parking lots. This will positively impact the economy and make life easier for drivers.

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goals:

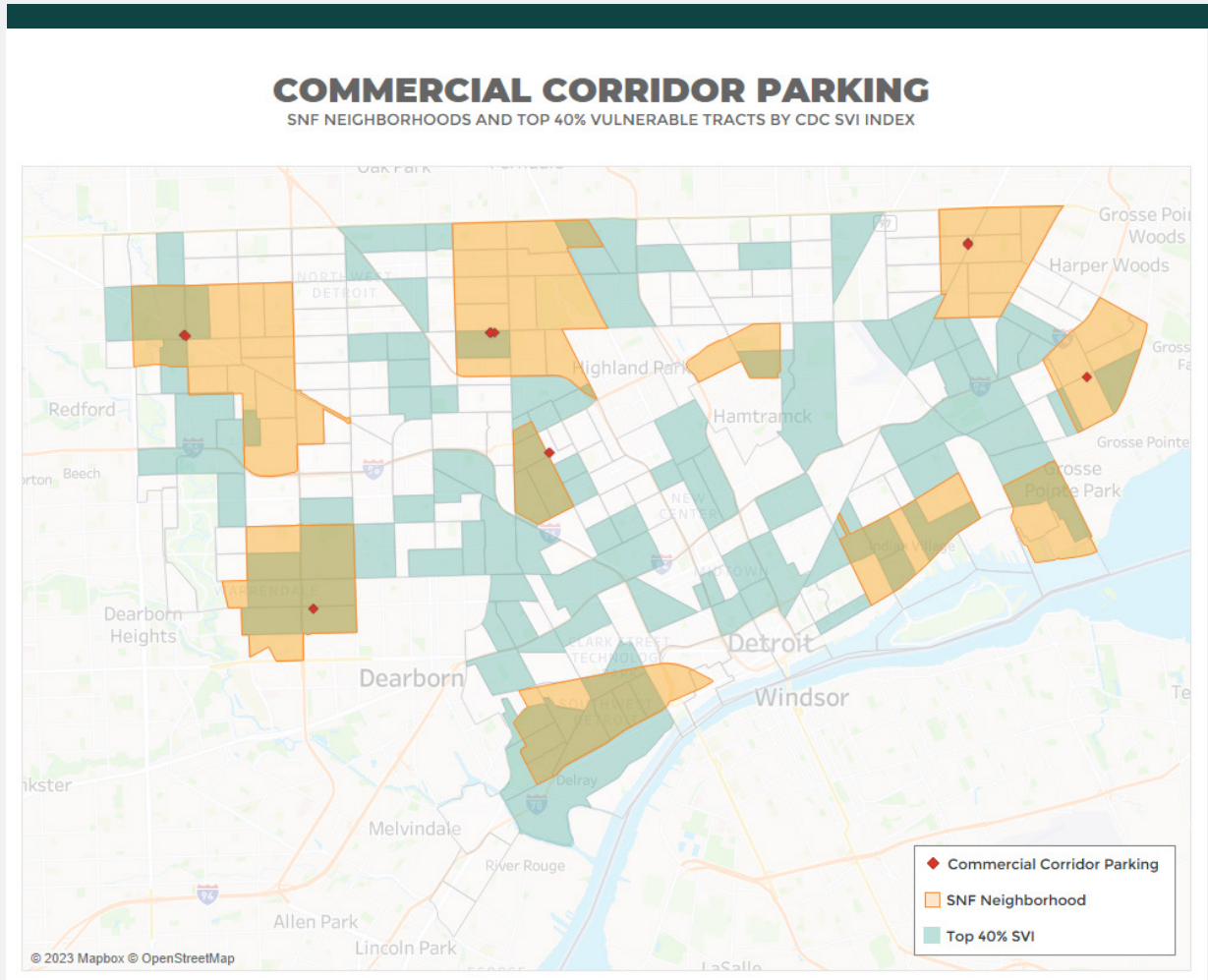
- Create vital and prosperous commercial corridors in Detroit’s communities and create local economic opportunities for Detroit’s residents.

#### Outcomes:

- Improve Detroit’s Commercial Corridors by providing publicly owned, safe, and accessible parking facilities that promote neighborhood walkability.
- Support Detroit’s small businesses by alleviating parking deficiencies and removing structural barriers to new businesses.

#### Outputs:

- Percentage Design Complete = **100%**
- Number of completed community engagement sessions for design development = **6**
- Number of Parcels Dedicated to project = **22**



**Figure 49.**

### **Lessons Learned, Project Reflection & Insight**

We are looking forward to identifying our project's next locations and beginning that project development process. We must review our bids, award the winner(s) and review the budget to better determine how future lots can be planned and built for the 2024 and 2025 construction years.

## Dexter Avenue Streetscape

**Project ID: 08.5.050**

**EC#: 2.22**

**AUL Date: 04/04/22**

**Project Finances:**

**Total Dollars Programmed: \$5,000,000**

**Spend Data Pending**

### Project Description

The Dexter Ave. Streetscape is a project to rebuild Dexter Ave. between Davison St and Webb St which is adjacent to the Russell Woods Historic District, creating a beautiful corridor where neighborhood businesses can thrive, and where people feel safe and welcomed. The concept for this streetscape project was developed through a Neighborhood Framework Plan in 2020. The improvements will encourage all forms of transportation and increase safety for people walking, biking, riding transit and driving.

### Featured Project Metrics

**(Refer to Appendix for Complete Data Model)**

#### Long-term Goals:

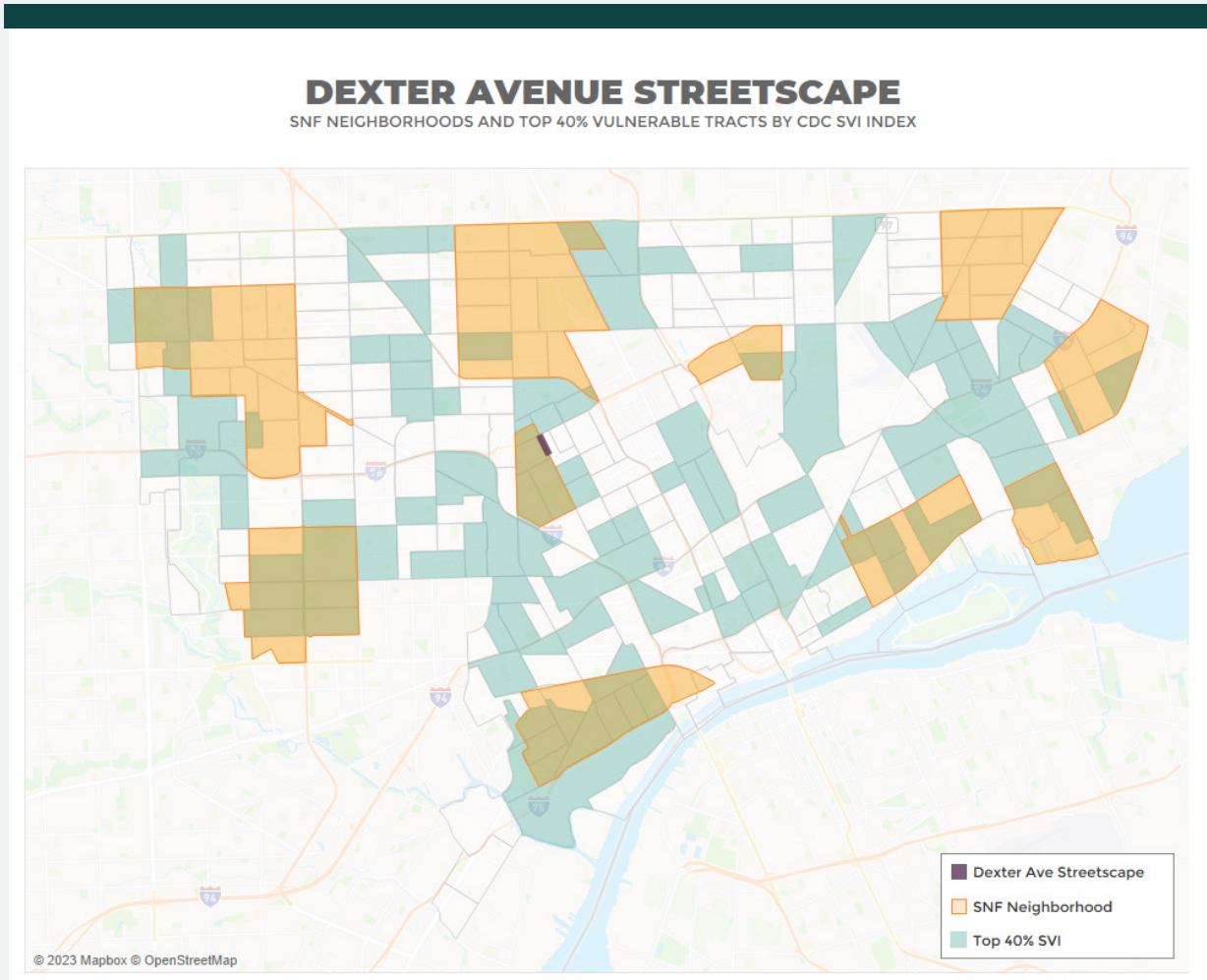
- Improvement in Pedestrian safety and provide multiple transit options

#### Outcomes:

- Decrease in traffic speed
- Improve Traffic Safety
- Decrease criminal activity

#### Outputs:

- Number of community engagement events = 4
- Number of survey responses collected = 118



**Figure 50.**

### **Lessons Learned, Project Reflections & Insight**

- One of the challenges we faced, was that the project born as an SNF project, originally, the SNF area was the only area that was engaged. As the ARPA project was instituted to cover a broader area, the additional communities now included had to be engaged. Community meetings were held by DPW in partnership with the Department of Neighborhoods and the Detroit Economic Growth Corporation who worked together to engage the entire communities.
- From earlier projects, we have learned to engage the property owners on right of way changes in front of their building, approaches for example, and we are working closely with these owners in order to solve inquiries and issues for solutions that work for the owners during design.

- We are excited that the Vendors for construction will be picked for the project this Summer. The project will be started late Summer/early Fall 2023 and will be completed 2024.
- We are also excited to work alongside the General Services Department as they are renovating the Dexter Elmhurst rec center and park. The right of way will be vacated on Tuxedo to the alley and tuxedo will be converted to two-way traffic. We are collaborating on design elements as the rec center and the streetscape intersect.

## City of Detroit Records Management at Oakman

**Project ID: 02.1.091**

**EC#: 6.01**

**AUL Date: 02/14/22**

**Project Finances:**

**Total Dollars Programmed: \$1,350,000**

**Spent: \$ 19,000**

### Project Description

The purpose of this project is to redesign a City of Detroit document storage facility to properly store physical, and paper documents, support office space that includes worktables and desks for staff, and facilitate access to documents for select, authorized staff members.

**Data will be available: July 2023**

### Featured Project Metrics

**(Refer to Appendix for Complete Data Model)**

#### Long-term Goals:

- Secure, long-term retention of physical records without degradation of materials
- Increased efficiency of locating records
- Compliance with local and federal standards

#### Outcomes:

- Fewer physical records at risk of being damaged
- Installation of gates and security features surrounding records area
- Redesign space to include office space and furniture for managing / working with records

**Outputs:**

- Number of standardized boxes processed and transferred to secure area
- Number of boxes stored/managed/logged in compliance with EO
- Percentage progress to 25% of office space dedicated to management of/working with records

**Hope Village Fiber Neighborhood Activation**

**Project ID:** 15.2.119

**EC#:** 5.19

**AUL Date:** 05/03/22

**Project Finances:**

**Total Dollars Programmed:** \$11,203,658

**Spend Data Pending**

**Project Description**

Hope Village Fiber Neighborhood Activation is a project to install a new fiberoptic line that will connect to residents' homes who choose to sign up for the service. This will allow any internet provider to offer high-speed internet service, giving residents more options. The installation process is transparent and pricing options are available to all.

**Data will be available:** August 2023

**Featured Project Metrics**  
(Refer to Appendix for Complete Data Model)**Long-term Goals:**

- Increase Detroit residents' understanding of fiber infrastructure and the opportunities it enables.
- Increase availability of affordable, reliable internet options within Detroit.

**Outcomes:**

- Equip residents with information about fiber internet service options.
- Educate residents on fiber infrastructure and household / property impacts.
- Engage the community in decision-making and planning.

**Outputs:**

- Number of meetings where information about fiber internet service options is shared.
- Percentage progress of neighborhood fiber installation and electrification.
- Number of properties with access to fiber infrastructure quarterly.



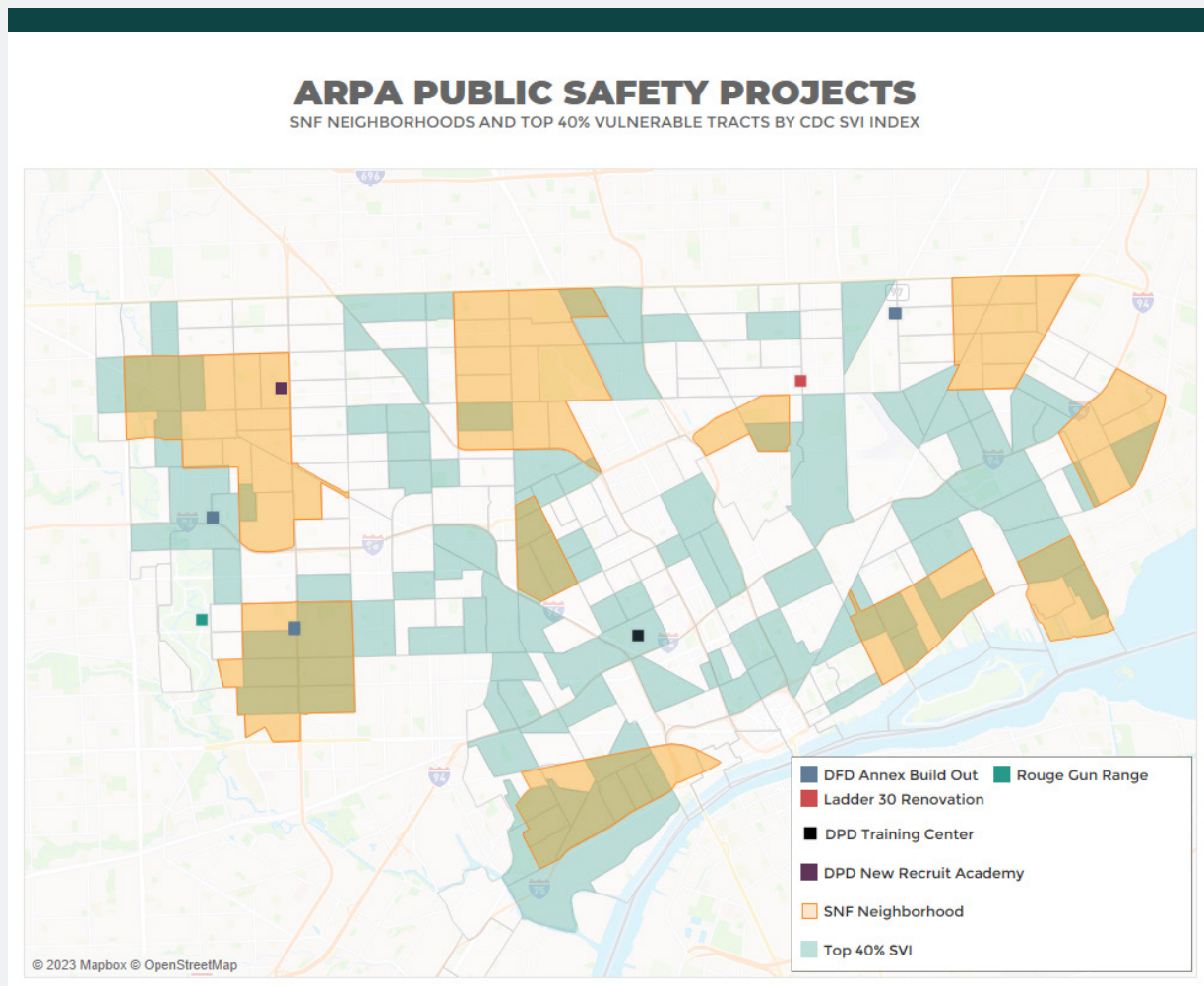
## **PUBLIC SAFETY**

**Total Projects: 8**

**Total Programmed: \$36,402,305**

### **Portfolio Summary**

The Public Safety portfolio aims to reduce crime and improve emergency response through traffic enforcement, gun violence reduction initiatives, Detroit Police Department training facility improvements, and Emergency Medical Services bays at firehouses.



**Figure 51.**

**Key Takeaways**

- Gun Violence Reduction Plan purchased 50 investigative vehicles and 2 additional SkyWatch® towers. These towers have been deployed at 7 large events (250+ people) per month in 2023.
- Ladder 30 Renovation has completed design and procurement. It is 15% complete with construction.

**Public Safety: Evidence – Based**

The three policy areas investigated to guide Detroit’s approach to Public Safety were: community violence intervention, gun violence prosecution, and mental health co-responders. By focusing on these three policy areas, the City of Detroit aimed to distill the evidence behind, and best practices followed by, exemplar programs across these policy areas to come up with not only programs that work but ones that also fit the specific needs and conditions of Detroit residents.

**Programmatic Examples of Community Violence Intervention**

**Similar Program Examples:**

- **Cure Violence Model**
- **Advance Peace Sacramento**

Summary of Evidence	Best Practices
<p>Various community violence intervention models have shown promising results in lowering gun violence. Community violence intervention models have demonstrated significant decreases in the percentages of shootings and gun-related injuries.</p>	<p>Ensure the mediators are culturally competent for the targeted community / neighborhood</p> <p>Engage evidence-based mediation methods</p> <p>Center mental health and trauma informed interventions</p> <p>Target efforts at high-risk people and places</p> <p>Implement regular program evaluations</p> <p>Commit to long-term, stable funding</p> <p>Implement community input and engagement</p>

**Citations:**

Corbourn, J., & Fukutome-Lopez, A. 2020. *Outcome Evaluation of Advance Peace Sacramento, 2018-19*. Berkeley Institute of Urban and Regional Development. <https://www.advancepeace.org/wp-content/uploads/2020/04/Corbourn-and-F-Lopez-Advance-Peace-Sacramento-2-Year-Evaluation-03-2020.pdf>

Cure Violence Global. 2022. *The Evidence of Effectiveness*. <https://cvg.org/wp-content/uploads/2022/09/Cure-Violence-Evidence-Summary.pdf>

Cure Violence Global. *What We Do*. <https://cvg.org/what-we-do/>

Giffords Law Center, PICO National Network, & Community Justice Reform Coalition. 2017. *Investing in Intervention: The Critical Role of State-Level Support in Breaking the Cycle of Urban Gun Violence*. <https://giffords.org/wp-content/uploads/2018/02/Investing-in-Intervention-02.14.18.pdf>

**Programmatic Examples of Gun Violence Prosecution****Similar Program Examples:**

- **Northwestern University Law Review, “THE STATE (NEVER) RESTS: HOW EXCESSIVE PROSECUTORIAL CASELOADS HARM CRIMINAL DEFENDANTS”**
- **RAND Corporation, Prosecutor Priorities, Challenges, and Solutions**

Summary of Evidence	Best Practices
<p>Lack of staff is a nationwide problem in prosecutor’s offices. Prosecutors are overworked and governments are unable to recruit additional prosecutors to solve staffing problems. These factors harm prosecutors and the people they serve. Remedying prosecutorial overwork, which the Gun Violence Prosecution project seeks to do, will create positive outcomes in the criminal justice system.</p>	<p>Acquire additional prosecutors.</p> <p>Research what factors limit prosecutor staffing, recruitment, and retention, and develop protocols to remedy these problems.</p>

**Citations:**

Adam M. Gershowitz and Laura R. Killinger, 2011, “THE STATE (NEVER) RESTS: HOW EXCESSIVE PROSECUTORIAL CASELOADS HARM CRIMINAL DEFENDANTS,” *Northwestern University Law Review*, <http://proxy.lib.umich.edu/login?url=https://search.ebsco-host.com/login.aspx?direct=true&db=a9h&AN=60847426&site=ehost-live&scope=site>

Daniel S. Lawrence et al., 2019, “Prosecutor Priorities, Challenges, and Solutions,” RAND Corporation, <https://doi-org.proxy.lib.umich.edu/10.7249/RR2892>

## Programmatic Examples of Mental Health Co-Responders

### Similar Program Examples:

- **SMART, Los Angeles Police Department**
- **Johnson County Co-Responder Program, Kansas**
- **Community Response Team, Douglas County, CO**

Summary of Evidence	Best Practices
<p>Co-Responder programs that pair law enforcement with mental health professionals have a proven record of reducing arrests of individuals in mental health crisis, connecting people to community mental health resources, and reducing repeated calls for service for the same individuals. These programs allow officers to focus their efforts on law enforcement and help communities address mental health issues in the proper setting.</p>	<p>Officers should receive crisis intervention training so that they recognize mental health crisis and can assist mental health teams.</p> <p>Training 911 staff so that mental health calls are triaged and routed correctly is an important component to success.</p> <p>Follow-up by a case worker to ensure that connections made in crisis are completed—“warm hand-offs” are a key component to successfully connecting individuals to care.</p>

### Citations:

Amell, K. (2022, June 30). *Five examples of successful co-responder programs*. Julota. <https://www.julota.com/news/five-examples-of-successful-co-responder-programs/>

*Community response team (CRT)*. Douglas County. (2023, May 15). <https://www.douglas.co.us/mental-health/community-response-team/>

Lamb, H. R., Shaner, R., Elliott, D. M., Decuir, W. J., & Foltz, J. T. (1995). *Outcome of psychiatric emergency patients seen by an outreach police-mental health team*. *Psychiatric Services*, 46, 1267–1271.

Lopez, H. (2016). *A descriptive study of LAPD's co-response model for individuals with mental illness* (Order No. 10096071). Available from ProQuest Dissertations & Theses Global; Publicly Available Content Database. (1780636676).

O'Neill, S. (2018, February 16). Police and the mentally ill: LAPD unit praised as model for Nation. <https://www.kpcc.org/2015-03-09/police-and-the-mentally-ill-lapd-unit-praised-as-m>

National Association of Counties. (2014). *Mental Health and Criminal Justice, Case Study: Johnson County, Kansas*. <http://www.jocogov.org/government/about-johnson-county/overview>.

## Gun Violence Reduction Plan

Project ID: 14.2.077

EC# 1.11

AUL DATE: 02/16/22

### Project Finances:

Total Dollars Programmed: \$7,611,924

Spent = \$1,142,000

### Project Description

The Gun Violence Reduction Plan is plan to reduce gun violence in the city by increasing surveillance capabilities and increasing resources to support fast response to violent crime.

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- Reduce gun violence in Detroit by strengthening the Detroit Police Department's ability to respond to violent crimes.

#### Outcomes:

- Reduction of violent crime across Detroit.
- Utilization of new equipment to improve DPD service
- Purchase of equipment for the DPD.

#### Outputs:

- Number of incident-free deployments per month during large events (250+ people) in the immediate area of where the SkyWatch® towers are stationed in 2023 = **7**
- Number of investigative vehicles purchased = **50**
- Number of units with cross trained members within the Detroit Police Department trained to operate the SkyWatch® mobile surveillance towers = **5**

### Federally Required Performance Indicators

Expenditure Category	Number	Description	Number July 1, 2022- June 30, 2023
Community Violence Interventions	1.11	Number of workers enrolled in sectoral job training programs	Not Applicable
		Number of workers completing sectoral job training programs	Not Applicable
		Number of people participating in summer youth employment programs	Not Applicable

### Ladder 30 Renovation

Project ID: 14.5.023

EC#: 2.22

AUL DATE: 11/16/21

Project Finances:

Total Dollars Programmed: \$3,891,840

Spent = \$190,469.96

### Project Description

The Ladder 30 Renovation project will renovate Ladder 30 and increase available units to reduce current ladder response and medical first responder (MFR) service coverage gaps to better meet the needs of underserved communities.

### Featured Project Metrics (Refer to Appendix for Complete Data Model)

#### Long-term Goals

- Enhance availability of ladder and MFR emergency response services
- Improve quality of emergency response services

#### Outcomes:

- Increase in ladder facilities in operation
- Increase in area coverage of immediate service availability
- Equipment and facility improvements

**Outputs:**

- Percentage completion of procurement = **100%**
- Percentage of completion of design= **100%**
- Percentage of completion of construction = **15%**

## DETROIT FIRE DEPARTMENT LADDER 30 RENOVATION

SNF NEIGHBORHOODS AND TOP 40% VULNERABLE TRACTS BY CDC SVI INDEX

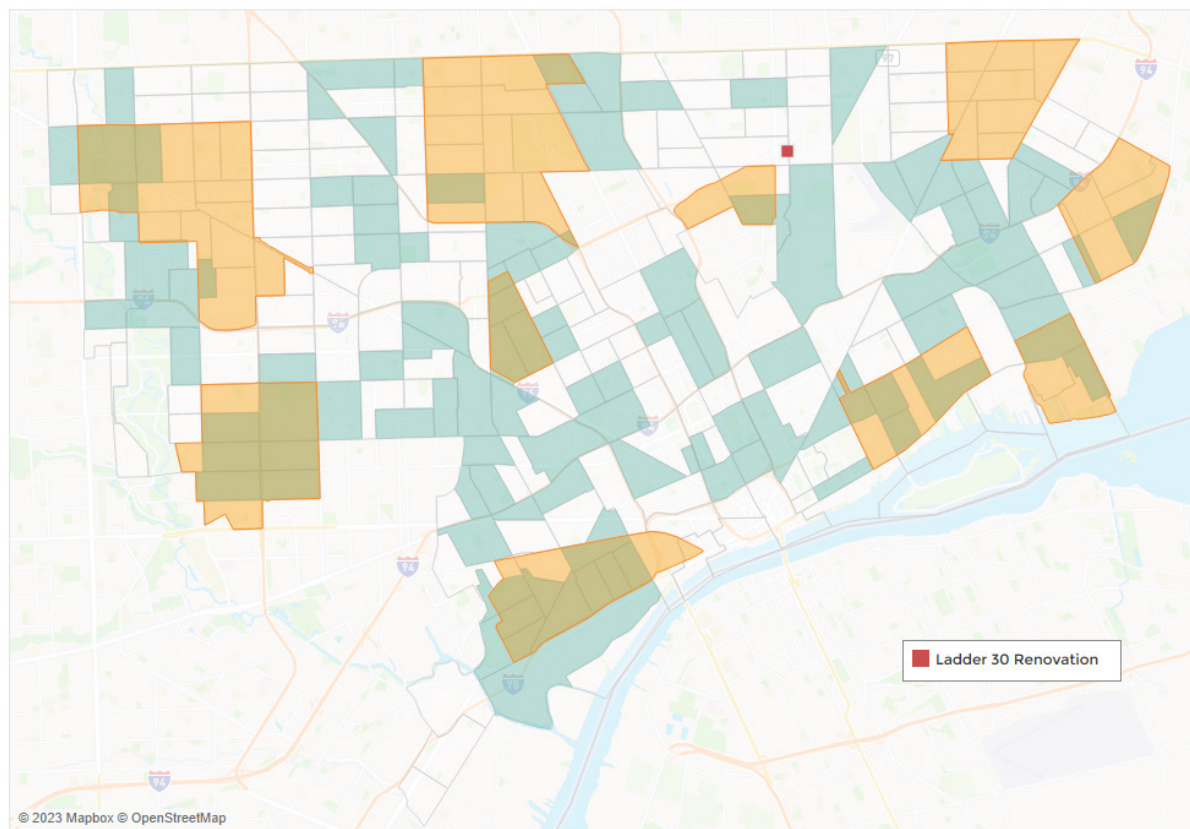


Figure 51a

## DFD Annex Build Out

Project ID: 14.5.076

EC#: 2.22

AUL DATE: 11/17/21

### Project Finances:

Total Dollars Programmed: \$5,965,719

Spend Data Pending

### Project Description

The Detroit Fire Department (DFD) Annex Build Out project will make annex additions at three strategic locations (Engine 55, Engine 57, and Engine 60) which will substantially expand its current capacity to provide more available medical transport emergency response services.

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- Improve availability of Medical Transport Emergency Response Services
- Improve Quality of emergency response services

#### Outcomes:

- Increase in area coverage of immediate service availability for transport services
- Decrease in PPERS units responding to medical emergencies in targeted areas
- Increase in medic unit responses to medical emergencies in targeted areas

#### Outputs:

- Percentage of completion of procurements for design = **85%**



## DETROIT FIRE DEPARTMENT ANNEX BUILD OUT

SNF NEIGHBORHOODS AND TOP 40% VULNERABLE TRACTS BY CDC SVI INDEX

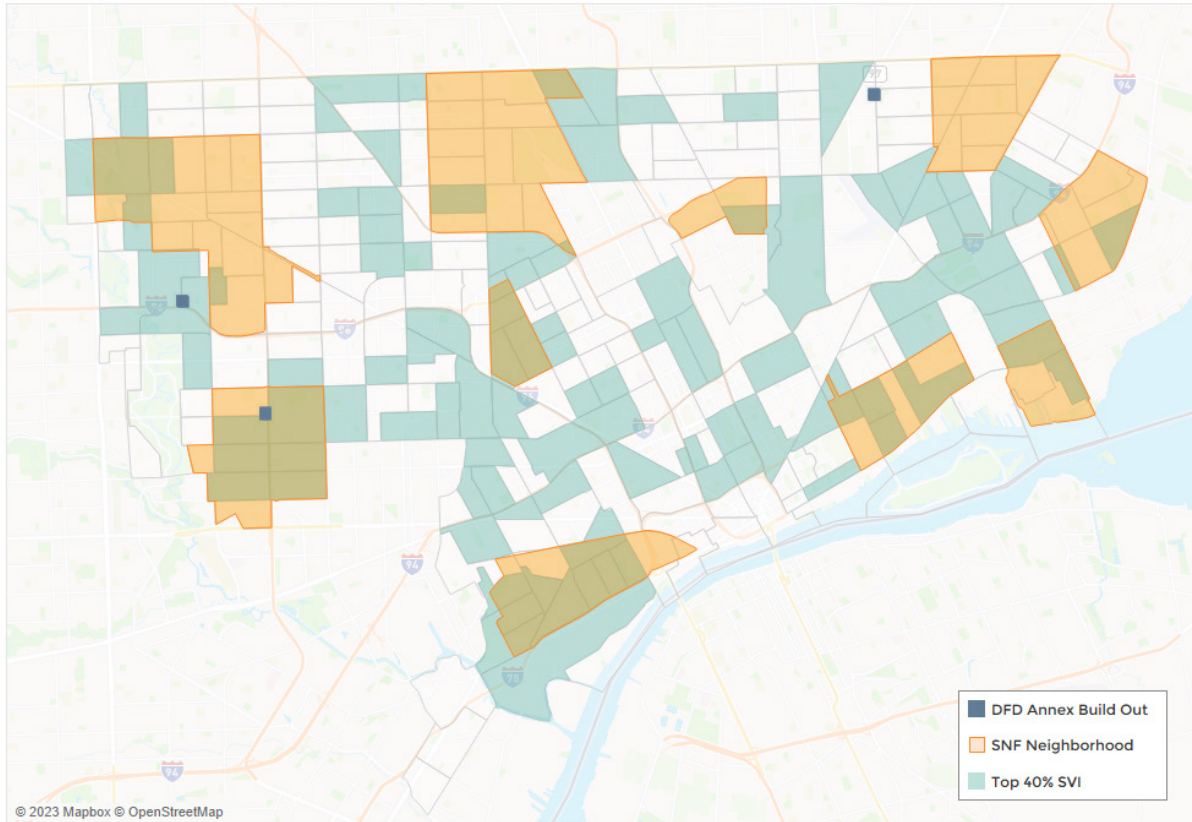


Figure 52.

## Rouge Gun Range

**Project ID:** 14.3.151

**EC#:** 1.14

**AUL DATE:** 10/14/22

### Project Finances:

**Total Dollars Programmed:** \$910,000

**Spent =** \$8694.81

### Project Description

The Rouge Gun Range is a project to upgrade two training facilities that would enhance officer training, with the goal of improving safety and community trust while also reducing the risk of virus transmission. The training facilities supports the department's efforts in providing top-tier public safety services through ongoing efforts and improvements.

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- This project will improve the two training facilities for the Detroit Police Department with the goal of improving the department's service to the community, increased community trust in the police force, improved safety for Detroit's communities, and reduced liability for the Detroit Police Department.

#### Outcomes:

- Complete the renovation on time
- Improved training outcomes for DPD Officers
- Reduced attrition of new candidate officers

#### Outputs:

- Phase 1 – Percentage of Construction Completion – Interior = 90%

## DETROIT POLICE DEPARTMENT ROUGE GUN RANGE

SNF NEIGHBORHOODS AND TOP 40% VULNERABLE TRACTS BY CDC SVI INDEX

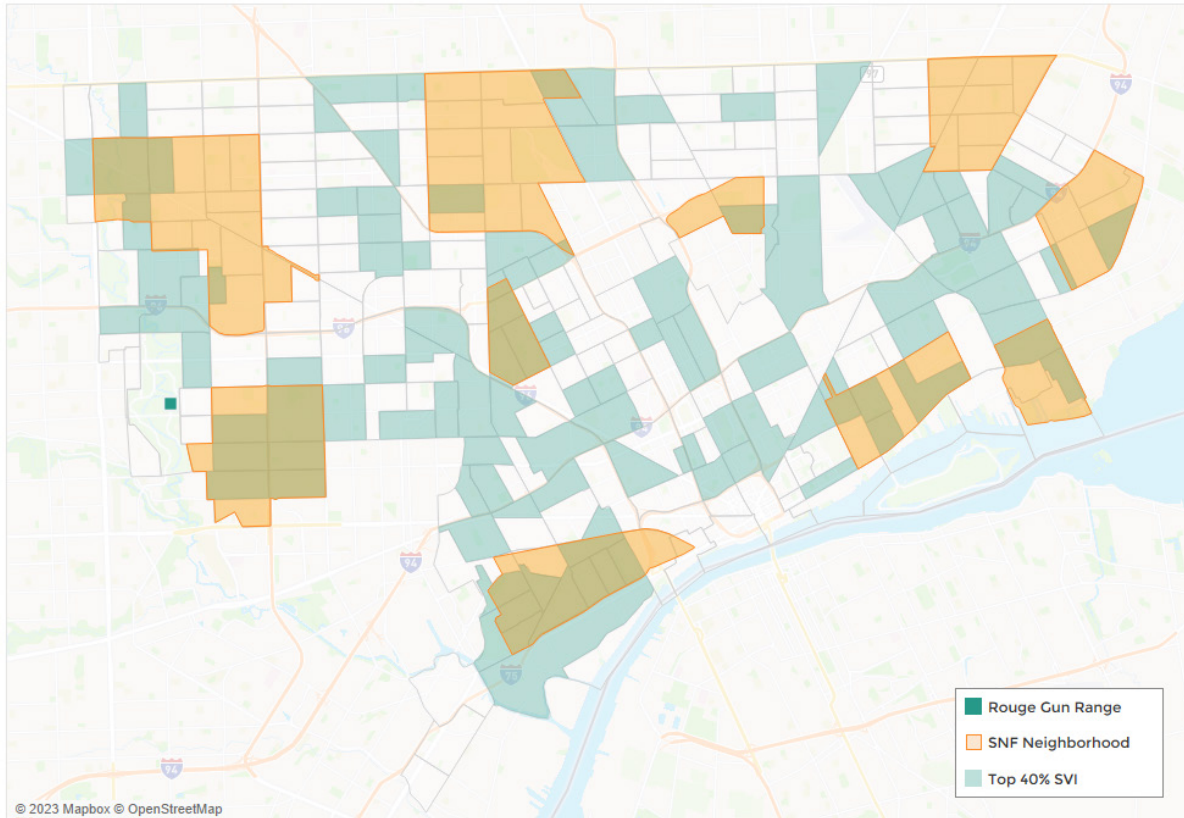


Figure 53.

## New Recruit Academy

Project ID: 14.3.152

EC#: 1.14

AUL DATE: 10/14/22

### Project Finances

Total Dollars Programmed: \$937,368

Spend Data Pending

### Project Description

The New Recruit Academy is a project that will create a new facility for new recruits of the Detroit Police Department to improve the department's service to the community, increase community trust in the police force, improve safety for Detroit's neighborhoods, and reduce liability for the department.

Data Available = Winter of 2023

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- This project will improve the New Recruit Police Training Academy at Wayne County Community College Detroit (WCCCD). The goal is to provide an efficient learning environment for new students pursuing a career with the Detroit Police Department and service to the community. We also aim to increase community trust in the police force and reduced liability for the Detroit Public Safety Department.

#### Outcomes:

- Increased recruitment into the Detroit Police Department
- Reduce attrition to current DPD officers
- Improved Training Outcomes for new DPD officers

#### Outputs:

- Number of graduates from the Detroit Police Training Academy per year
- Number of students who retire (drop out) from the Detroit Police Training Academy per year
- Number of students (per year) in the Detroit Police Training Academy who DID NOT pass the Tactical Training Performance evaluation in the first attempt

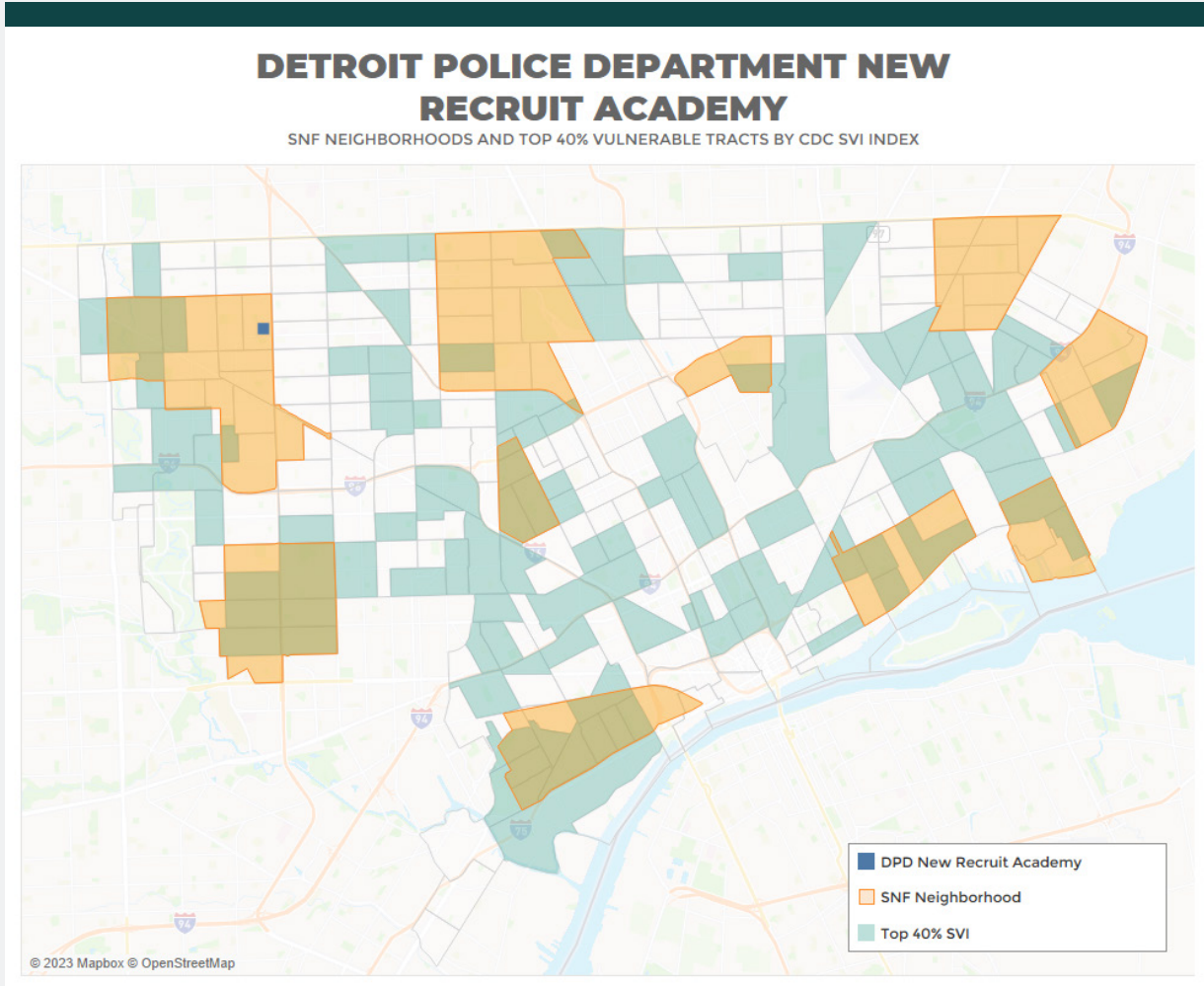


Figure 54.

## Mental Health Co-Response

Project ID: 02.3.145

EC#: 1.12

AUL DATE: 03/22/23

Project Finances:

Total Dollars Programmed \$ 10,000,000

Spent = \$15,210.42

### **Project Description**

Mental Health Co-Response Partnership is an initiative to improve the city's response to individuals experiencing mental health crises and to prevent future crises by connecting them to supportive services. The program is three-pronged: consisting of Crisis Intervention Team (CIT) Co-Response Units, a 911 Integrated Response and a Detroit Homeless Outreach Team. The partnership established in 2020 involves the Detroit Police Department (DPD), Detroit Wayne Integrated Health Network (DWIHN), and the City of Detroit's Housing and Revitalization Department (HRD).

### **Community Violence Intervention**

**Project ID: 06.3.159**

**EC#: 1.11**

**AUL DATE: 02/27/23**

#### **Project Finances:**

**Total Dollars Programmed \$10,000,000**

**Spent = \$24,424.86**

### **Project Description**

Community Violence Intervention program seeks to prevent and reduce gun violence in Detroit through evidence-informed strategies and community engagement. The CVI program will utilize a modern and comprehensive public health framework, emphasizing collaborations across all sectors, via three approaches: evidence-informed strategy, capacity building and innovation, and community-centered prevention and intervention. The primary outcome is to reduce fatal shootings and non-fatal shootings over two years (2023-2025).

**Data will be available: July 2023**

### **Featured Project Metrics**

**(Refer to Appendix for Complete Data Model)**

#### **Long-term Goals:**

- To prevent and reduce gun violence (fatal and non-fatal shootings) in the City of Detroit hot spots/CVI Zones over the next two (2) years (2023 - 2025)

#### **Outcomes:**

- Utilize community-based organizations to assist the CVI program in preventing/reducing shootings
- Building capacity for effective CVI services among community groups

**Outputs:**

- Number of incidents responded to with law enforcement partners
- Number of people reached in the community
- Number of reduced shootings (fatal and non fatal)

**Federally Required Performance Indicators**

Expenditure Category	Number	Description	Number July 1, 2022- June 30, 2023
Community Violence Interventions	1.11	Number of workers enrolled in sectoral job training programs	Not Applicable
		Number of workers completing sectoral job training programs	Not Applicable
		Number of people participating in summer youth employment programs	Not Applicable

**DPD Training Center****Project ID: 14.3.081****EC#: 1.14****AUL DATE: 03/12/22****Project Finances:****Total Dollars Programmed: \$10,392,466****Spend Data Pending****Project Description**

The Detroit Police Department (DPD) Training Academy and Rouge Gun Range Capital Renovation will update existing DPD facilities, critical to DPD's ability to provide effective law enforcement and public safety, through improved training facilities and overall DPD facility condition. The project will enhance the quality of service offered by the police force and better serve the community through reduced gun violence and reduced officer turnover.

**Data will be available: July 2023**

## Featured Project Metrics

(Refer to Appendix for Complete Data Model)

### Long-term Goals:

- This project will improve two training facilities for the Detroit Police Department with the goal of improving the department's service to the community, increased community trust in the police force, improved safety for Detroit's communities, and reduced liability for the Detroit Police Department.

### Outcomes:

- Completion of training center improvements
- Reduced attrition of new candidate officers

### Outputs:

- Number of new parking spots added after exterior construction is complete
- Number of maintenance and service calls fulfilled inside the building after construction is completed, per month
- Number of floor receiving new classroom and office furniture

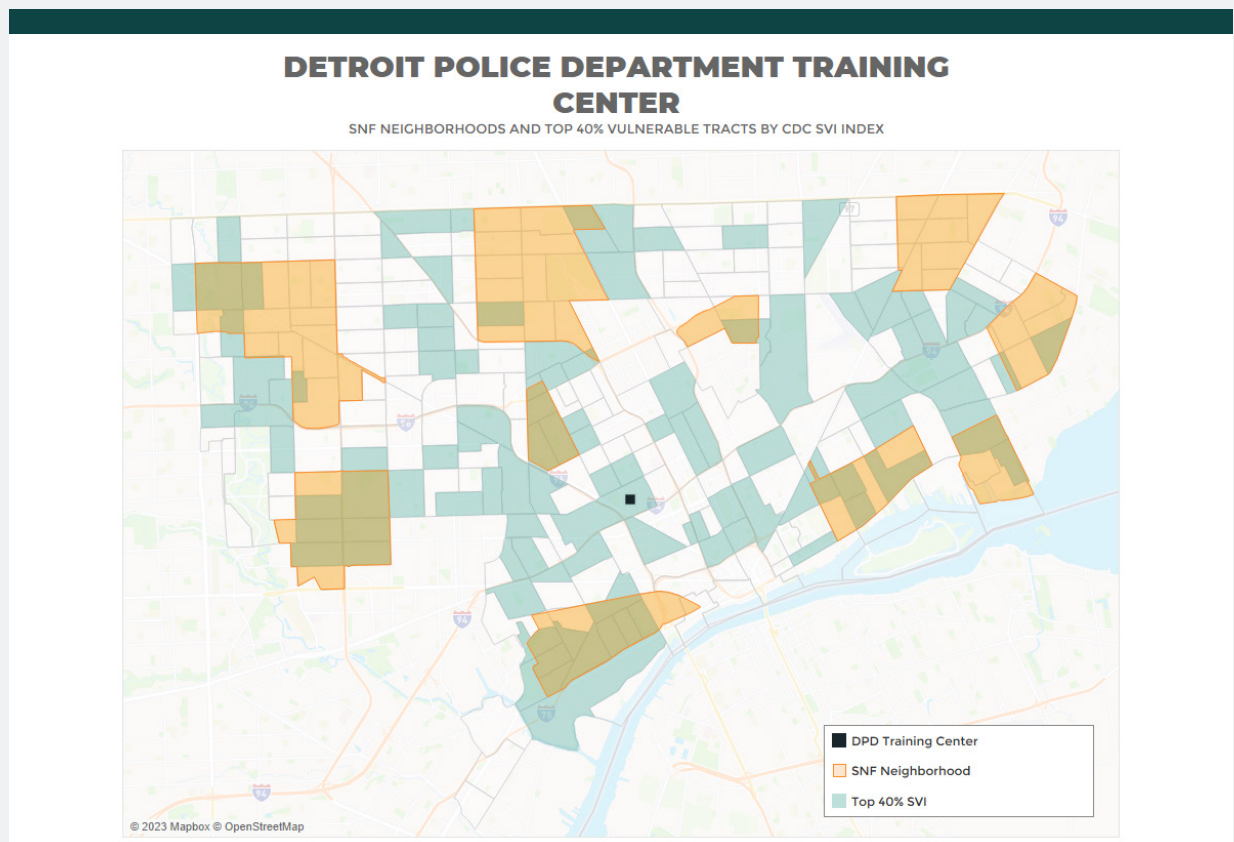


Figure 54a.



## SMALL BUSINESS

**Total Projects: 2**  
**Total Programmed: \$20,000,000**

### Portfolio Summary

The Small Business Portfolio is comprised of programs aiming to aid small business recovery through initiatives including interest reduction and credit support programs; small business capacity building; development stimulus programs; and corridor investments.

The policy area investigated to guide Detroit’s approach to Small Business was: small business grants. By focusing on this policy area, the City of Detroit aimed to distill the evidence behind, and best practices followed by, exemplar programs across these policy areas to come up with not only programs that work but ones that also fit the specific needs and conditions of Detroit residents.

### DETROIT SMALL BUSINESS ASSISTANCE

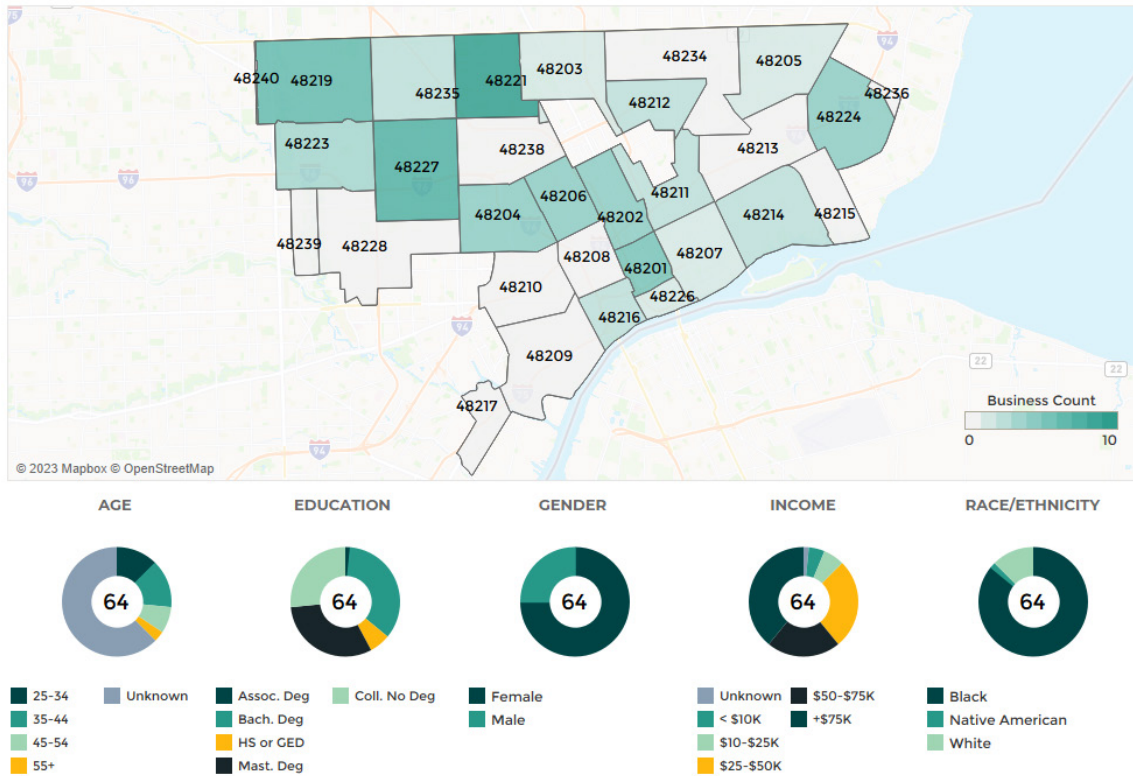


Figure 55.

## Programmatic Examples of Small Business Grants

### Similar Program Examples:

- Coalition to Back Black Businesses (CBBB)
- Michigan Small Business Survival Grant Program

Summary of Evidence	Best Practices
<p>Grants awarded to small businesses are effective for helping small businesses find stability, especially after the COVID-19 pandemic. Grants and support are also an effective way to support businesses owned by marginalized groups.</p>	<p>Eligibility screenings (e.g., evaluating how one's business was harmed by the pandemic, targeting most vulnerable populations, limit to how many employees a business has)</p> <p>Support provided to small businesses and owners most negatively affected by the COVID-19 pandemic</p>

### Citations:

Example citation:

Michigan Economic Development Corporation. 2021. *Michigan Small Business Survival Grant Program*. <https://www.michigan-business.org/about-medc/covid19/survival/>

U.S. Chamber of Commerce Foundation. 2023. *Coalition to Back Black Businesses*. <https://webackblackbusinesses.com/#how>  
2022. *Coalition to Back Black Businesses Impact Report*. <https://www.uschamberfoundation.org/sites/default/files/media-uploads/Coalition%20to%20Back%20Black%20Businesses%202022%20Impact%20Report.pdf>

## Motor City Match – Detroit Small Business Launcher

Project ID : 16.3.101

EC#: 2.29

AUL Date: 05/02/22

### Project Finances

**Total Dollars Programmed: \$15,000,000**

**Spent: \$1,066,713.42**

### Project Description

The Motor City Match project offers financial and technical assistance to struggling small business owners and entrepreneurs in Detroit due to COVID-19. It fills development gaps and provides legal advice and help with business plans. The program supports those hit hardest by the pandemic in the small business community of Detroit.

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- Support the recovery of the small- and mid-sized businesses from the impacts of the COVID-19 pandemic
- Improve the sustainability of small and mid-sized businesses by mitigating the impact of institutional and regulatory barriers to success
- Support remediation of inequality in resource allocation

#### Outcomes:

- Increase the number of small and mid-sized businesses (SMBs) receiving financial support
- Increase in SMBs operating
- Increase in available jobs

#### Outputs:

- New small businesses started: **231**
- New jobs created: **43**
- Technical support services awarded: **141**

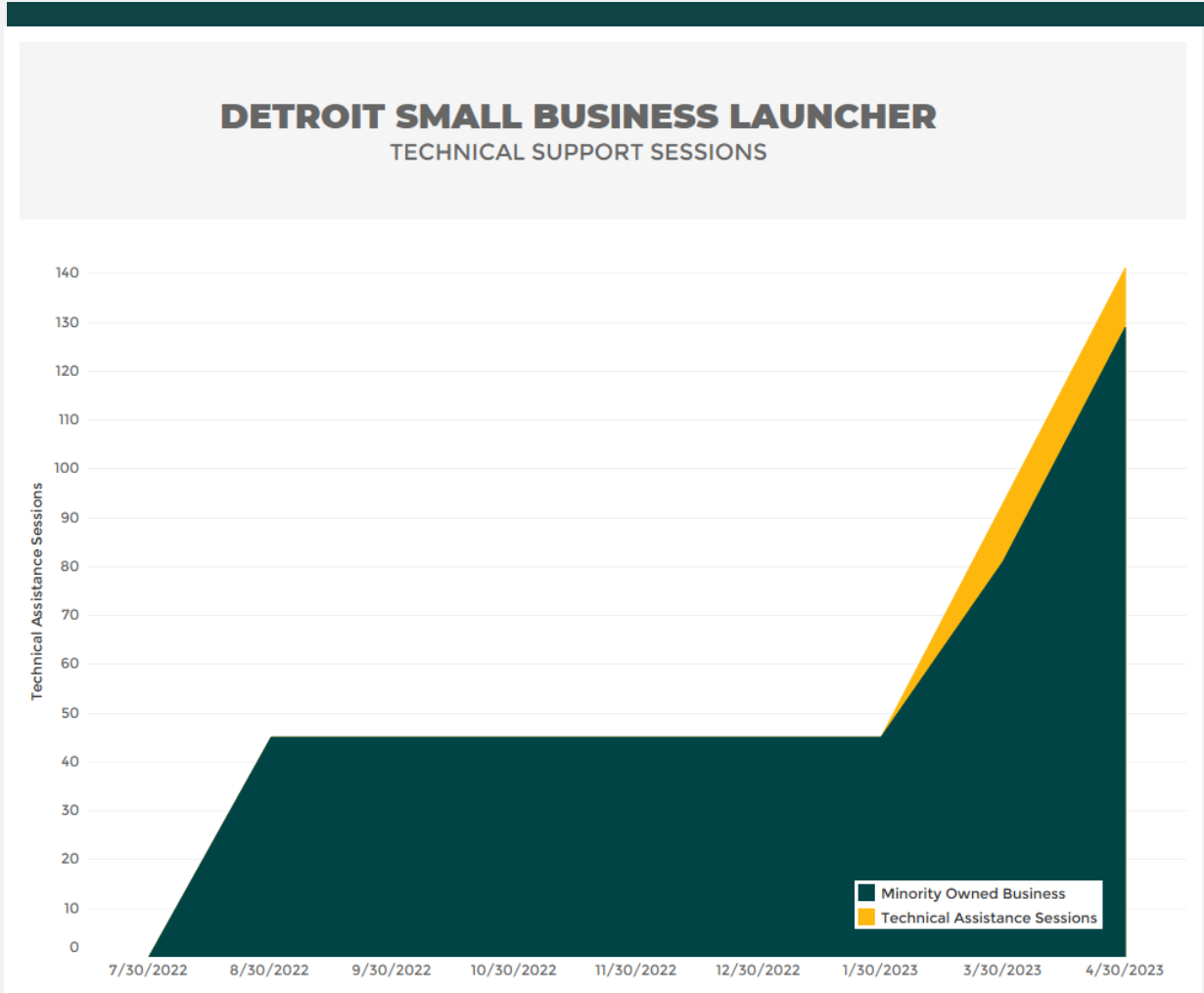


Figure 56.

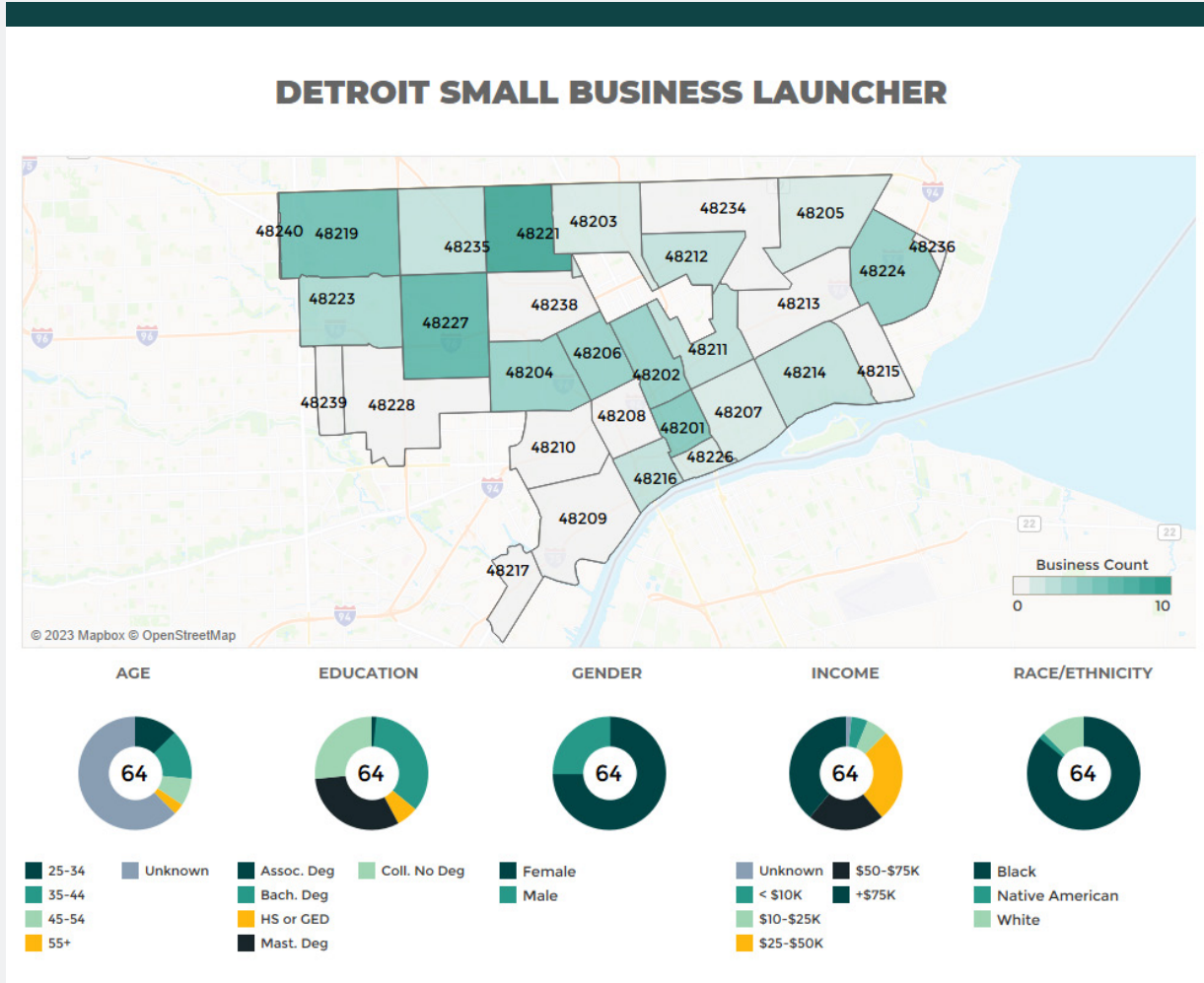


Figure 57.

### Lessons Learned, Project Reflection & Insight

This project has increased dramatically in scale. We introduced an additional “Track” focusing on grants for existing businesses to improve facades and publicly accessible exterior spaces of their business.

Program staff is excited to see the pace of business openings increase. Generally, there is a 6–9 month pre-disbursement period for our place-based awards. The program has made four rounds of awards and expects the pace of project completion to increase relative to the first 6-9 months of the program.

Ultimately, we measure success by the number of brick & mortar businesses that open. However, we focus on achievable milestones for businesses in the pre-development “Tracks” – Plan and Develop. For

the Plan Track, we measure number of business plans completed and number of businesses that made a sale in their first year. For Develop we measure the number of businesses that complete a work plan and meet with at least one property owner. Our place-based tracks have clearer project scopes, and success is measured based on completion of those project scopes. For the Design Track, we track completion of design drawings as a measure of success. For the Cash Track we count a business opening, and for the Restore Track we count the completion of a façade improvement as success.

We have begun to place greater emphasis on using consistent vocabulary and terminology throughout the application, evaluation, and award process. Because we work with business owners that have a wide range of experience and capacity, avoiding technical language and jargon is increasingly important. We are focused on using clear terminology uniformly throughout our processes. This extends to reorganizing and relabeling program materials going forward.

## Small Business COVID Response

**Project ID: 16.3.003**

**EC#: 2.30**

**AUL DATE: 05/02/22**

**Project Finances:**

**Total Dollars Programmed \$5,000,000**

**Spent = \$861,847.07**

### Project Description

Small Business Covid Response in Detroit offers technical and financial assistance, networking opportunities, business planning advice, and grant funding to help small businesses navigate Covid-19 challenges, with a focus on Black and minority owned businesses.

### Featured Project Metrics

**(Refer to Appendix for Complete Data Model)**

#### Long-term Goals:

- Support Rebound of SMBs' Revenues to at least Pre-Pandemic Levels & Increase Resource and Capital Access for SMBs
- Mitigate the Impact of Institutional and Regulatory Barriers to Success
- Ensure the long-term structural and operational capacity of SMB's led by people of color to mitigate future economic impact of COVID-19

**Outcomes:**

- Increase in number SMBs receiving financial support
- Increase in number of new jobs created
- Increase in revenues for SMBs

**Outputs:**

- Number of SMBs receiving grants
- Number of new jobs created
- Number of SMBs who reported gaining key skills for running a successful business

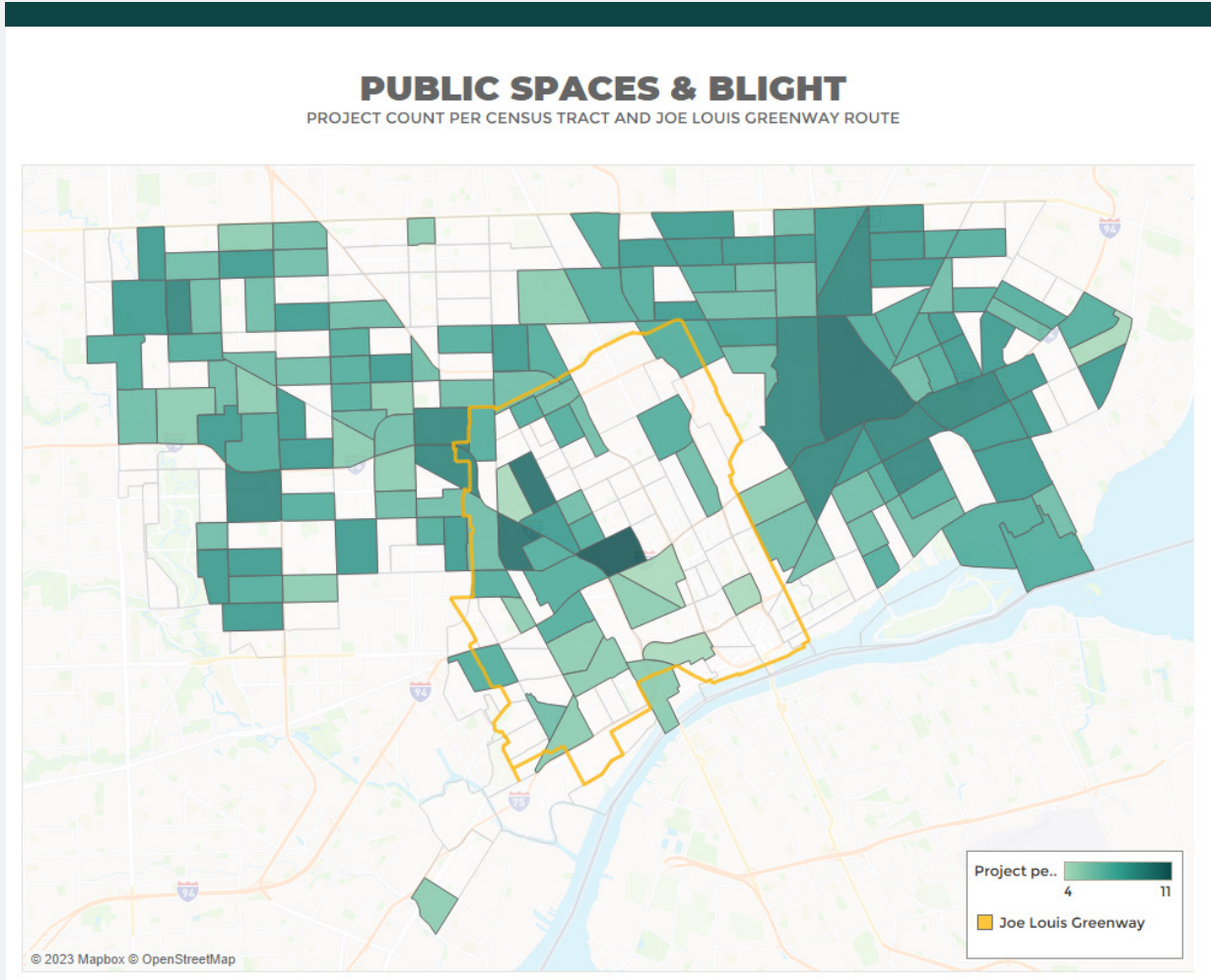
## ■ PUBLIC SPACES & BLIGHT

**Total Projects: 18**

**Total Programmed: \$165,248,134**

### Portfolio Summary

The Public Spaces Portfolio is comprised of projects that work to both reduce blight across the city while creating new forms of public space (parks, greenways, historical sites, recreation centers) for residents to enjoy, improve public health outcomes, and encourage further neighborhood stabilization.



**Figure 57a.**

### Key Takeaways

- Joe Louis Greenway removed 2,100 tires and 51,200 cubic yards of Mixed Debris
- Neighborhood Beautification Program received 101 applications for Neighborhood Beautification grants, activated 7 Number of new outdoor gathering spaces and beautified 7 lots via blight reduction
- Blight to Beauty – Trees removed 435 trees from blighted properties
- Blight – Industrial & Commercial completed environmental due diligence for 102 targeted sites and demolished 3 hazardous and abandoned buildings



- Neighborhood Opportunity Fund had 923 attendees to their pre-application workshops and awarded a total of 48 grants. 23 of these grants went to pre-application workshop attendees
- Joe Louis Greenway Neighborhood Planning engaged 164 resident in the planning process through 53 stakeholder meetings and 4 planning area milestone meetings
- Roosevelt Park Construction has completed their renovation work and removed 81,892 sq ft of roadways
- Ossian Sweet Complex engaged 94 community members in its planning process, received 130 survey responses and held 17 monthly meetings with external stakeholders.

## Public Spaces & Blight - Evidence Based

The four policy areas investigated to guide Detroit’s approach to Public Spaces & Blight were: blight rehabilitation & removal, reducing vacant lots, neighborhood partnership, and greenways. By focusing on these four policy areas, the City of Detroit aimed to distill the evidence behind, and best practices followed by, exemplar programs across these policy areas to come up with not only programs that work but ones that also fit the specific needs and conditions of Detroit residents.

### Programmatic Examples of Blight Rehabilitation & Removal

**Similar Program Examples:**

- **Youngstown Neighborhood Development Corporation (YNDC) Lots of Green Program, Youngstown, Ohio**
- **Beyond Blight, Flint, Michigan**
- **City of New Orleans, Louisiana**
- **Frayser Community Development Corporation, Memphis Tennessee**

Summary of Evidence	Best Practices
<p>Initiatives to remove and rehabilitate blight demonstrate a wide array of promising results such as decreased crime rates, increased property values, improved community conditions, and a high number of blighted properties either demolished or rehabilitated.</p>	<p>Investigate what specifics communities want targeted in terms of blight</p> <p>Utilize tools, such as apps and other digital platforms, that residents can use to report blight</p> <p>Ensure sustained care of blighted properties</p>

**Citations:**

City of Flint and Genesee County Land Bank. 2022. *Beyond Blight*. [https://www.thelandbank.org/downloads/beyond\\_blight\\_2022.pdf](https://www.thelandbank.org/downloads/beyond_blight_2022.pdf)

Gulick De Torres, N. 2023. *Cities Are Not Overbuilt, But Underdemolished: Data Driven Strategies for Blight Removal*. Harvard. <https://datasmart.hks.harvard.edu/cities-are-not-overbuilt-underdemolished>

Kondo, M., Hohl, B., Han, S., & Branas, C. 2016. *Effects of greening and community reuse of vacant lots on crime*. *Urban studies* (Edinburgh, Scotland), 53(15), 3279–3295. <https://doi.org/10.1177/0042098015608058>

Office of Policy Development and Research (PD&R). 2018. *Mitigating Neighborhood Blight*. The Department of Housing and Urban Development. <https://www.huduser.gov/portal/pdredge/pdr-edge-featd-article-012218.html>

Vibrant Neo. 2012. *Lots of Green in Youngstown*. The Northeast Ohio Sustainable Communities Consortium. <https://vibrantneo.org/lots-of-green-in-youngstown/>

**Programmatic Examples of Reducing Vacant Lots**

**Similar Program Examples:**

- **Vacants to Value (V2V), Baltimore, MD**
- **Beyond Blight, Flint, MI**

Summary of Evidence	Best Practices
<p>Reductions in vacant properties</p> <p>Increases in occupancy of properties.</p> <p>Attract commercial investors.</p>	<p>Classify properties/neighborhoods based on the quality of the properties</p> <p>Engage with community members and stakeholders.</p>

**Citations:**

Example citation:  
 City of Flint and the Genesee County Land Bank, 2022, “Beyond Blight,” [https://www.thelandbank.org/downloads/beyond\\_blight\\_2022.pdf](https://www.thelandbank.org/downloads/beyond_blight_2022.pdf)

Mallach, Alan, 2017, “Tackling the Challenge of Blight in Baltimore: An Evaluation of Baltimore’s Vacants to Value Program,” Center for Community Progress, <https://communityprogress.org/wp-content/uploads/2021/08/2017-03-Tackling-the-Challenge-of-Blight-in-Baltimore-TA-Report.pdf>

Pruett, Natalie, February 10, 2015, “Beyond Blight: City of Flint Comprehensive Blight Elimination Framework,” <https://www.dropbox.com/s/f7i0vw00g2p9a9d/Beyond%20Blight%20Framework%20Final%20Adopted%202015.pdf?dl=0>

## Programmatic Examples of Neighborhood Partnership

### Similar Program Examples:

- **Detroit Strategic Neighborhood Fund (SNF)**
- **Choice Neighborhoods Implementation Grant: Louisville, Kentucky**
- **Choice Neighborhoods Implementation Grant: Boston, Massachusetts**
- **Choice Neighborhoods Implementation Grant: Boston, Massachusetts**

Summary of Evidence	Best Practices
<p>Neighborhood planning that is focused on advancing equity within neighborhoods facing severe poverty has shown promising results within neighborhoods. Such plans have utilized funding, partnerships, and community engagement to ultimately implement plans that improve and increase affordable housing, educational supports, and other neighborhood assets.</p>	<p>Establish strong partnerships with community organizations</p> <p>Continuously evaluate progress to ensure investments are benefiting the community</p> <p>Prioritize community, partner, and stakeholder input</p> <p>Form partnerships with organizations that have expertise and resources that can benefit the targeted area and investment</p>

### Citations:

Blank, M., Jacobson, L., and Minerve, D. *Choice Neighborhoods: Placing School Improvements and Student Achievement at the Center of Neighborhood Revitalization* (Issue Brief No. 2). U.S. Department of Housing & Urban Development. [https://www.hud.gov/sites/documents/CSSP\\_HUD\\_SEATTLE.PDF](https://www.hud.gov/sites/documents/CSSP_HUD_SEATTLE.PDF)

*Equitable Rebuilding in Detroit Through the Strategic Neighborhood Fund*. 2021. Office of Policy Development and Research (PD&R) Edge. <https://www.huduser.gov/portal/pdredge/pdr-edge-featd-article-071221.html>

Hamilton, J. 2023. *How Choice Neighborhoods is Transforming Louisville's Russell Neighborhood*. National League of Cities. <https://www.nlc.org/article/2023/02/24/how-choice-neighborhoods-is-transforming-louisvilles-russell-neighborhood/>

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U.S. Department of Housing & Urban Development. 2015. *Choice Neighborhoods 2015 Grantee Report*. <https://www.hud.gov/sites/documents/CNGRANTEEREPORT2015.PDF>

Vision Russell. 2023. *Vision Russell Transformation Plan*. Louisville Metro Housing Authority. <https://visionrussell.org/about/transformationplan/>

Wileden, L., and Branche-Wilson A. 2020. *Detroit's Strategic Neighborhood Fund: A baseline report of resident perceptions*. University of Michigan Poverty Solutions. <https://poverty.umich.edu/files/2020/12/PovertySolutions-StrategicNeighborhoodFund-PolicyReport-r6.pdf>

## Programmatic Examples of Greenways

### Similar Program Examples:

- The 606, Chicago, Illinois
- The East Coast Greenway in the Triangle Region of North Carolina

Summary of Evidence	Best Practices
<p>Greenways have demonstrated positive effects on residents' health outcomes. They encourage physical activity, social cohesion, and provide an avenue of travel other than driving. They also facilitate growth for small businesses that exist along the greenway.</p>	<p>Include community input and feedback</p> <p>Be mindful of ways to protect current residents from potential displacement due to increased property values resulting from the greenway</p> <p>Greenway that connects to different businesses and cities to facilitate economic growth</p>

### Citations:

Alta Planning + Design. 2017. *The Impact of Greenway in the Triangle: How the East Coast Greenway Benefits the Health and Economy of North Carolina's Triangle Region*. East Coast Greenway. <https://altago.com/wp-content/uploads/Health-and-Economic-Benefits-of-East-Coast-Greenway-to-North-Carolina%E2%80%99s-Triangle-Region.pdf>.

City of Detroit General Services Department. 2021. *Joe Louis Greenway: Framework Plan Appendices*. <https://detroitmi.gov/sites/detroitmi.localhost/files/2022-04/JLG%20Framework%20Plan%20Appendices%20040822.pdf>

## Programmatic Examples of Neighborhood Beautification and Vacant Lot Activation

### Similar Program Examples:

- Youngstown Neighborhood Development Corporation (YNDC) Lots of Green Program, Youngstown, Ohio
- Greening Vacant Lots Effect on the Mental Health of Philadelphia Residents Study
- Care-A-Lot (CAL) Program, Baltimore, Maryland

Summary of Evidence	Best Practices
<p>Beautifying and reactivating vacant lots has been proven to lead to various beneficial outcomes. Studies have shown that repurposing and maintaining vacant lots decreases crime and improves resident well-being. Programs that aim to beautify and reactivate vacant lots have shown successful quantities of maintained vacant lots.</p>	<p>Find ways to encourage the community/residents to maintain the repurposed lots</p> <p>Ensure long-term maintenance</p> <p>Implement a community-centered approach</p> <p>Prioritize greening vacant lots instead of only cleaning them/picking up trash</p>

### Citations:

Baltimore Civic Fund. 2022. *Supporting a City that Works for All: 2022 Annual Report*. [https://static1.squarespace.com/static/59f9e2a318b27d8bdbab9fa0/t/63e2c763fcc5b361271f7e7b/1675806565521/Baltimore+Civic+Fund\\_2022+Annual+Report\\_PDF.pdf](https://static1.squarespace.com/static/59f9e2a318b27d8bdbab9fa0/t/63e2c763fcc5b361271f7e7b/1675806565521/Baltimore+Civic+Fund_2022+Annual+Report_PDF.pdf)

Baltimore City Public Works. *Care-A-Lot Program Description*. <https://publicworks.baltimorecity.gov/sites/default/files/Care%20A%20Lot%20Program%20Description.pdf>

Hohl, B., & Kondo, M. 2018. *Greening Vacant Lots Reduces Feelings of Depression in City Dwellers*. Columbia Mailman School of Public Health. <https://www.publichealth.columbia.edu/news/greening-vacant-lots-reduces-feelings-depression-city-dwellers#:~:text=Greening%20vacant%20urban%20land%20significantly,University%20of%20Pennsylvania%20show%20in>

Kvit, A., Corrigan A., Locke D., Curriero F., & Mmari K. 2022. *Can restoring vacant lots help reduce crime? An examination of a program in Baltimore, MD*. *Urban Forestry & Urban Greening*. Volume 74; 127630;ISSN 1618-8667. <https://doi.org/10.1016/j.ufug.2022.127630>.

Kondo, M., Hohl, B., Han, S., & Branas, C. 2016. *Effects of greening and community reuse of vacant lots on crime*. *Urban studies* (Edinburgh, Scotland), 53(15), 3279–3295. <https://doi.org/10.1177/0042098015608058>

Vibrant Neo. 2012. *Lots of Green in Youngstown*. The Northeast Ohio Sustainable Communities Consortium. <https://vibrantneo.org/lots-of-green-in-youngstown/>

## Programmatic Examples of Neighborhood Signs

### Similar Program Examples:

#### ■ Michigan Economic Development Corporation (MEDC) Community Development Incentives

Summary of Evidence	Best Practices
<p>Though the MEDC programs are of a larger scale and scope than the Neighborhood Signs Project, the programs show the economic benefits of creating a sense of place within communities. The Neighborhood Signs Project can be seen as a part of a larger project of placemaking in Detroit.</p>	<p>Invest in opportunities that would not be achieved without public support.</p> <p>Center communities in the placemaking process.</p>

### Citations:

Michigan Economic Development Corporation, 2021, "Quantifying the Placemaking Effect Evaluating the Impact of Sustained Place-based Economic Development Incentives on Michigan's Neighborhoods and Commercial Corridors, 2008–2019," [https://www.michiganbusiness.org/49e8c8/globalassets/documents/reports/third-party-research/quantifying-placemaking-effect\\_medc\\_report.pdf](https://www.michiganbusiness.org/49e8c8/globalassets/documents/reports/third-party-research/quantifying-placemaking-effect_medc_report.pdf)

## Programmatic Examples of Parks and Recreation Facilities

### Similar Program Examples:

- **Public Parks and Wellbeing in Urban Areas of the United States**
- **Promoting Children's Physical Activity in Low-Income Communities in Colorado: What Are the Barriers and Opportunities**
- **The Associations Between Access to Recreational Facilities and Adherence to the American Heart Association's Physical Activity Guidelines in US Adults**
- **The First National Study of Neighborhood Parks Implications for Physical Activity**

Summary of Evidence	Best Practices
<p>Residents with access to parks and recreation facilities demonstrate higher levels of physical activity and improved wellbeing. Increasing the number and quality of parks for residential use is especially important for increasing the rate at which they are utilized by residents.</p>	<ul style="list-style-type: none"> <li>Utilize outreach to grow a community's awareness of the parks and recreation facilities</li> <li>Utilize outreach and programming to facilitate increased use of parks</li> <li>Ensure that parks are within an accessible distance</li> <li>Ensure that recreational facilities have affordable and/or free options</li> <li>Maintain park safety and quality</li> <li>Offer a varying range of activities (e.g., walkways, playground equipment, etc.)</li> </ul>

### Citations:

Andrade, L., Geffin, R., Maguire, M., Rodriguez, P., Castro, G., Alkhatib, A., & Barengo, N. C.. 2020. *The Associations Between Access to Recreational Facilities and Adherence to the American Heart Association's Physical Activity Guidelines in US Adults*. *Frontiers in Public Health*, 9. <https://doi.org/10.3389/fpubh.2021.660624> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8654348/>

Cohen DA, Han B, Nagel CJ, Harnik P, McKenzie TL, Evenson KR, Marsh T, Williamson S, Vaughan C, Katta S. 2016. *The First National Study of Neighborhood Parks: Implications for Physical Activity*. *Am J Prev Med*. Oct;51(4):419-26. <https://pubmed.ncbi.nlm.nih.gov/27209496/>

Cohen, D., Han, B., Nagel, C., Harnik, P., McKenzie, T., & Evenson, K. et al. (2016). *The First National Study of Neighborhood Parks: Implications for Physical Activity*.

Finkelstein DM, Petersen DM, Schottenfeld LS. *Promoting Children's Physical Activity in Low-Income Communities in Colorado: What Are the Barriers and Opportunities?* *Prev Chronic Dis* 2017;14:170111. DOI: <http://dx.doi.org/10.5888/pcd14.170111> [https://www.cdc.gov/pcd/issues/2017/17\\_0111.htm](https://www.cdc.gov/pcd/issues/2017/17_0111.htm)

Larson, L. R., Jennings, V., & Cloutier, S. A.. 2015. *Public Parks and Wellbeing in Urban Areas of the United States*. PLoS ONE, 11(4). <https://doi.org/10.1371/journal.pone.0153211> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4824524/>

## Public Spaces & Blight – Project Inventory

### Joe Louis Greenway – Public Spaces

**Project ID:** 08.4.074

**EC#** 2.22

**AUL Date:** 01/18/22

**Project Finances:**

**Total Dollars Programmed:** \$10,000,000

**Spent:** \$5,143,087.74

### Project Description

The Joe Louis Greenway project, named after legendary boxer and Detroit, Joe Louis is a plan for an approximately 30-mile pathway where people will walk, bike, or roll to existing paths like the Dequindre Cut providing a safe loop around the city. The Greenway will also provide clean outdoor areas, social-distancing supportive community spaces, exercise areas, and outdoor activities for community members who were disproportionately impacted by the Covid-19 pandemic. 23 neighborhoods in Detroit, along with the cities of Dearborn, Hamtramck, Highland Park, and Windsor, Ontario will be connected by the Greenway. Residents will also benefit from financial opportunities that develop along the greenway.



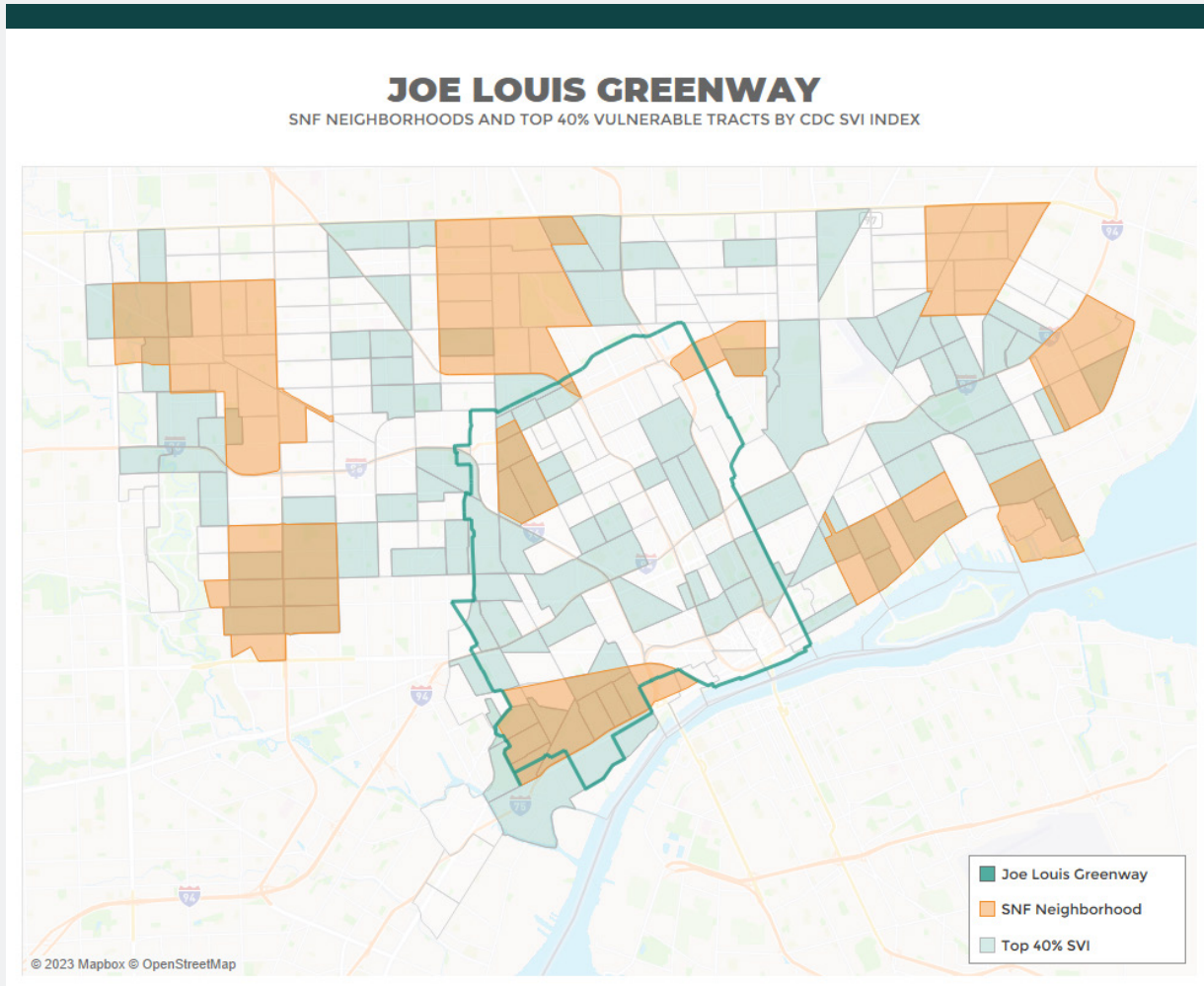


Figure 58.

### Featured Project Metrics (Refer to Appendix for Complete Data Model)

#### Long-term Goal:

- Increase access to safe non-motorized pathways; Improve public health by promoting outdoor exercise and healthier living environments

#### Outcomes:

- City ARPA - Construction of high-quality and safe outdoor space for neighborhood residents and visitors (square footage)

- City ARPA - Blight reduction from waste and illegal dumping along the greenway.

#### **Outputs:**

- Percentage of Construction complete with the \$ spent in Detroit for Joy to Fullerton = **22%**
- Tires removed (Number) = **2100**
- Mixed Debris (cubic yards) = **51200**

### **Neighborhood Beautification Program – Public Spaces**

**Project ID: 05.1.083**

**EC# 2.22**

**AUL Date: 01/27/22**

#### **Project Finances:**

**Total Dollars Programmed: \$1,000,000**

**Spent = \$359,797.85**

#### **Project Description**

The Neighborhood Beautification Program licenses or sells land to Detroit-based neighborhood associations, non-profit organizations, block clubs, etc., to repurpose vacant lots (spaces) to serve as community connectors, designed with shade, greenery, seating, plenty of space to socially distance, and with areas that enrich and expand the live-work-play experience throughout neighborhoods in the city. NBP provides grants – between \$500 and \$15,000 to carry out projects on up to four vacant lots in a community.

#### **Featured Project Metrics**

**(Refer to Appendix for Complete Data Model)**

#### **Long-term Goal:**

- Boost in community morale, and increase in pride, creating stewards of the city of Detroit

#### **Outcomes:**

- increase physical components in neighborhoods. (green ground covers, bushes, trees, flower beds, etc.), and urban green spaces (small pockets)

#### **Outputs:**

- Number of Applicants for Neighborhood Beautification grant = **101**
- Number of new outdoor gathering spaces in neighborhoods ( via reduction in blight, dumping, and less illegal and dangerous activity) = **7**
- Number of lots beautified (revitalization of otherwise under utilized spaces) = **7**

## Lessons Learned, Project Reflections & Insights

The “Neighborhood Beautification Program” has undergone several changes and improvements since its inception. Initially, the grant project was conceived as a community-led initiative aimed at enhancing the visual appeal and overall livability of neighborhoods. Over time, it has evolved and adapted based on feedback, experiences, and the specific needs of the communities it serves.

The program’s scope has expanded from solely focusing on aesthetic improvements to encompass broader aspects of community development and sustainability. While aesthetics remains an important component, the program now also emphasizes community engagement and social cohesion as critical cornerstones as well.

The program includes a more collaborative approach involving multiple stakeholders such as Wayne Metro, BSEED, the DLBA’s “Create a Project” program, local 501c3 businesses, and Detroit community block clubs. This collaborative effort ensures that the program reflects the diverse needs and aspirations of the community, promoting a sense of ownership and collective responsibility.

The program has integrated educational components to raise awareness about the importance of neighborhood beautification and community development. TA Sessions, Orientations, and District meetings are organized to educate residents on the program. By providing resources and information, the program aims to empower individuals to take an active role in maintaining improvements and fostering a culture of continuous improvement.

Regular monitoring and evaluation has been established via Wayne Metro in conjunction with the City to assess the impact and effectiveness of the program projects. This allows for continuous oversight of the project status and community impact, ensuring that the project remains responsive to changing community needs and evolving best practices in the field of neighborhood beautification and community development.

## Park Plans - Public Spaces

**Project ID: 08.3.097**

**EC#: 2.22**

**AUL Date: 04/11//22**

**Project Finances:**

**Total Dollars Programmed = \$5,925,000**

**Spent: \$330,473.51**

## Project Description

Park Plans is a project to make improvements at six (6) parks; AB Ford Park, Balduck Park, Greenview Wadsworth Park, John R Watson Park, Rogell Park and Tireman-Minock Park across Detroit. Improvements fall into several areas including site preparation and infrastructure, landscaping &

vegetation, connectivity/ pathways, and amenities. Investments in these parks is part of a comprehensive effort to restore neighborhoods and promote beauty, vitality, safety, and resilience for all Detroiters.

### **Featured Project Metrics** (Refer to Appendix for Complete Data Model)

#### **Long-term Goal:**

- Build stronger neighborhoods by creating more opportunities for outdoor socialization to strengthen the social fabric for those counteracting months of social isolation due to the pandemic.

#### **Outcomes:**

- Increase park space to serve more community members.
- Create more attractive park spaces and attract more users.

#### **Outputs:**

- Percentage connectivity and pathways construction complete for Tireman-Minock Park = **70%**
- Percentage site preparation & infrastructure deployment complete for Tireman-Minock Park = **100%**
- Percentage construction complete for Greenview Wadsworth = **65%**

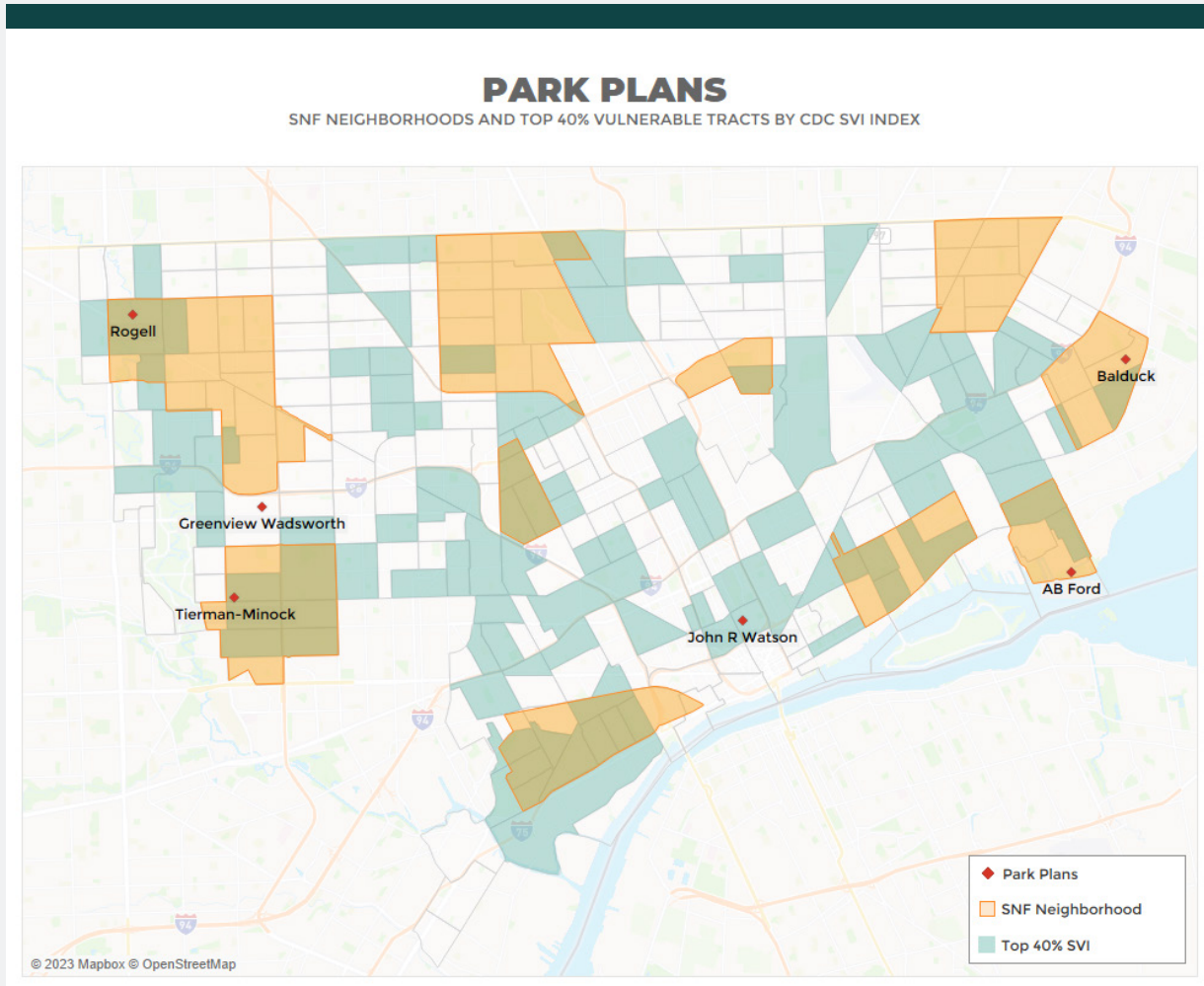


Figure 59.

### Lessons Learned, Project Reflections & Insights

One area of this project that changed, was that the neighborhood successfully advocated for the addition of a dog park to the project.

Inflation has caused construction costs to rise and this has been especially challenging for project scopes that predated the pandemic. In some cases, we've been able to use ARPA funds to leverage additional capital investment- both private and public.

Ultimately, our goal is for these new and renovated parks, as part of the comprehensive Parks & Rec Strategic Plan, to help inspire improvements to the environmental, physical, mental, social, and economic health of the people who live around them.

We look forward to construction being complete for several of our projects and substantial progress being made on the others. Then, the focus of our reporting will shift toward park usage.

## **ACE Arts Alleys - Public Spaces**

**Project ID: 13.1.049**

**EC# : 2.22**

**AUL Date: 11/19/21**

**Project Finances:**

**Total Dollars Programmed = \$ 5,400,000**

**Spent = \$522,764.77**

### **Project Description**

Arts Alley Initiative in Detroit will improve alleys with local artwork and infrastructure upgrades. Goal is to create safe green spaces for residents and address issues like blight and flooding. With residents involved and funding by ARPA there are three rounds, with two alleys completed in each. RFP for Alley capital improvements are also being developed.

### **Featured Project Metrics (Refer to Appendix for Complete Data Model)**

#### **Long-term Goal:**

- Spur Neighborhood Revitalization
- Flood Mitigation
- Highlight Neighborhood Creativity and Promote Cultural Preservation

#### **Outcomes:**

- Increase in safe and accessible gathering spaces
- Increase in community gatherings held in alley sites
- Increase in activated alley space

#### **Outputs:**

- Number of positive media reports covering the project = **10**
- Number of Fellow applicants = **24**

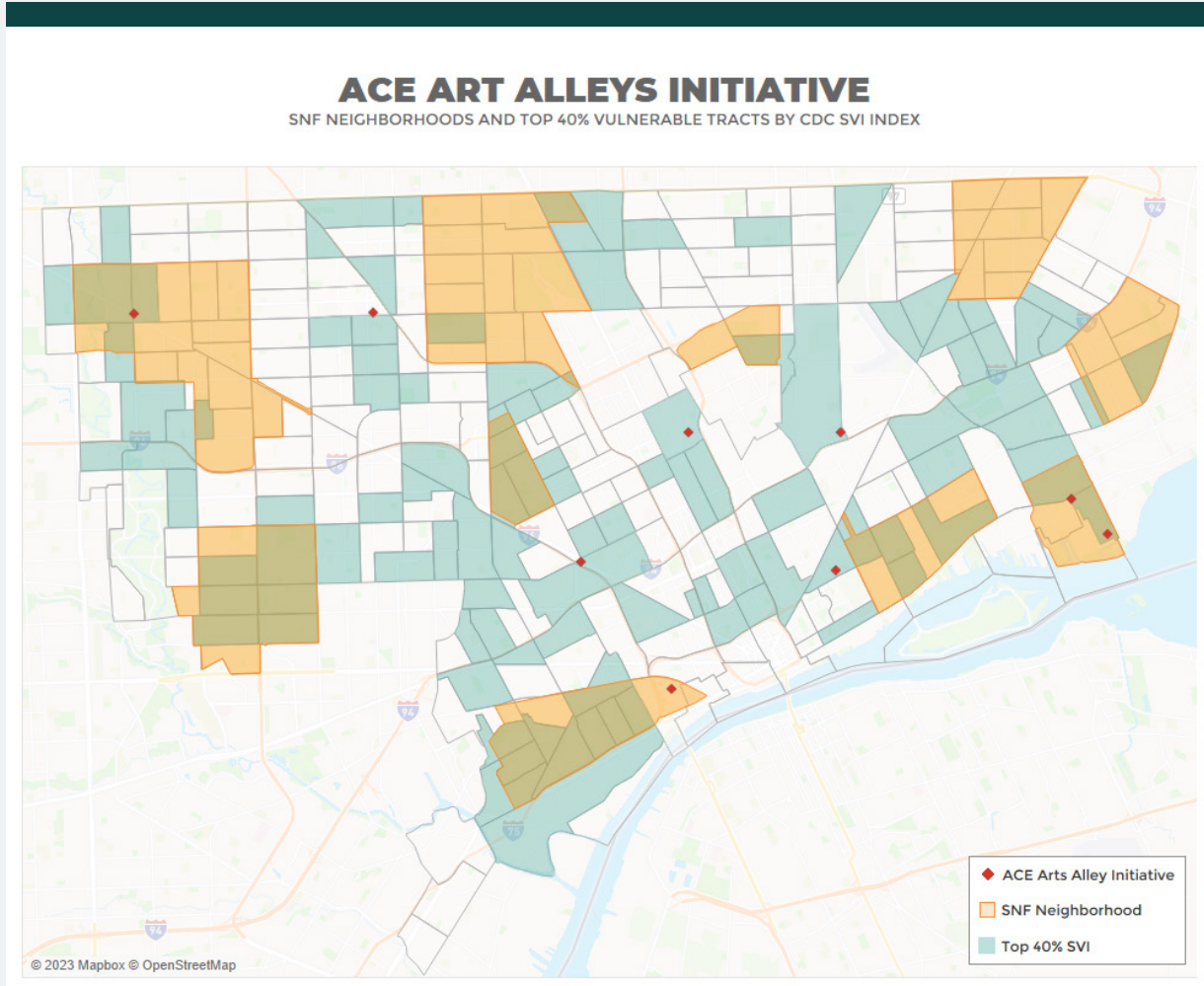


Figure 60.

### Lessons Learned, Project Reflections & Insights

To better connect residents with the work being done, we implemented community engagement strategies that grew more and more inspiring with each interaction, creating a bond between the ACE team (and the City) and residents. Our goal was to have them eventually see us as partners rather than just city workers. They have grown to see the alleys as “their alleys” by their design with them rather than a City project done for them. They made many of the decisions.

We learned that different neighborhoods have different needs and expectations. We measure success solely on community/stakeholder satisfaction and participation. As we go through the design phase,

community engagement and construction phases, using phone calls newsletters and updates, our greatest success is that our neighbors feel like they have partners at City Hall.

This project is about improving the areas and ways that people live ... the way they live ... We must always remember that.

## **Blight to Beauty - Trees**

**Project ID = 13.1.008**

**EC# = 2.23**

**AUL DATE = 03/04/22**

**Project Finances:**

**Total Dollars Programmed = \$ 3,800,000**

**Spend Data Pending**

### **Project Description**

Blight to Beauty – Trees is a program that removes dead and dangerous trees to enhance the quality of life for Detroit residents. It aims to increase safety and beautify public spaces for a cleaner, more stunning city. The program also seeks to implement a high standard of maintenance for public spaces to beautify our neighborhoods.

### **Featured Project Metrics**

**(Refer to Appendix for Complete Data Model)**

#### **Long-term Goal:**

- Address the disproportionate impacts of blight in Detroit’s neighborhoods & promote improved health outcomes by improving city processes and investing in tree removals.

#### **Outcomes:**

- Removal of dead, dangerous, and nuisance trees across the City of Detroit.

#### **Outputs**

- Number of trees removed = **435**
- Trees Removed above 60” Diameter = **41**
- Trees Removed between 18” - 36” Diameter = **137**



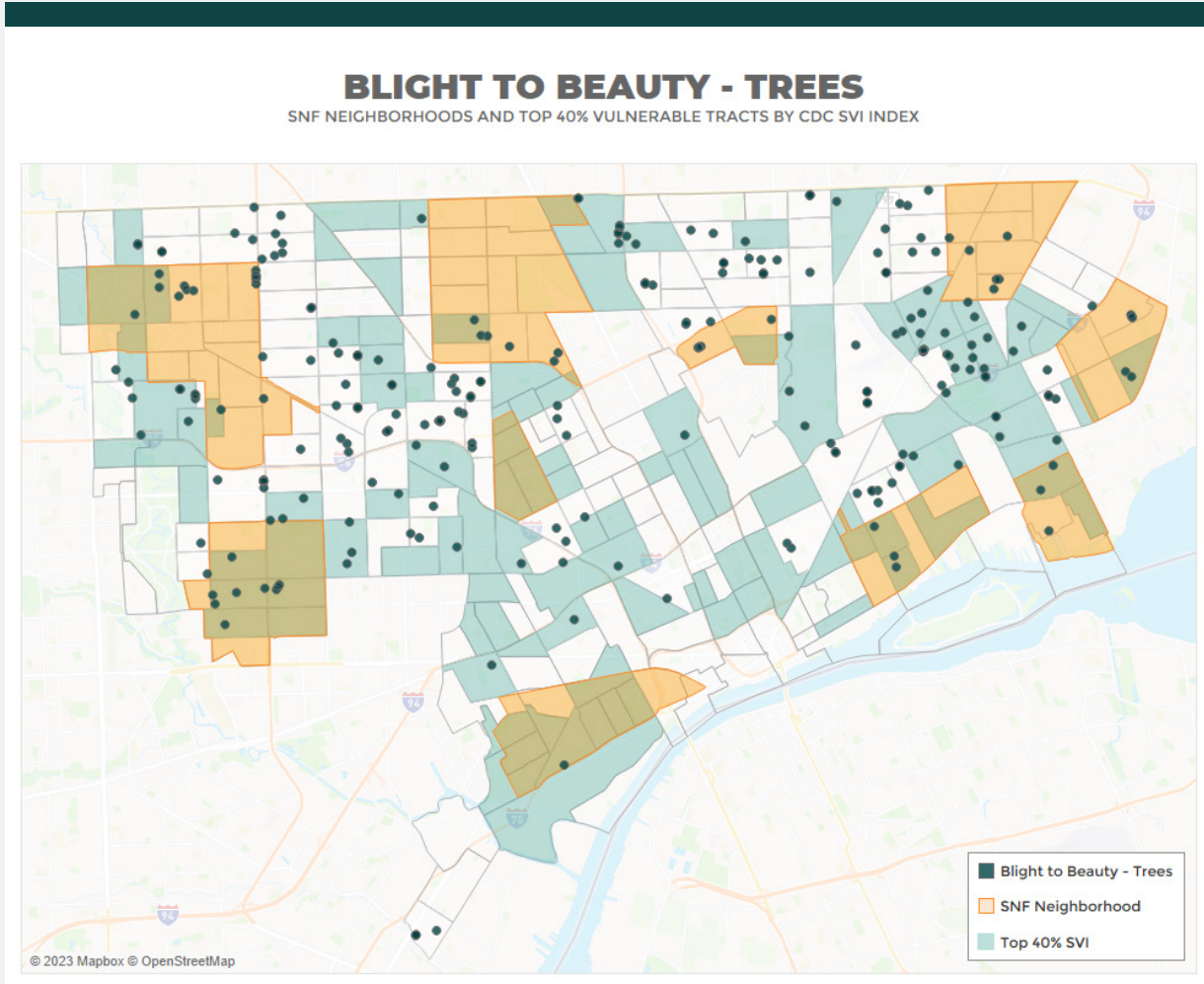


Figure 61.

## Blight - Industrial and Commercial

Project ID: 03.2.002

EC#: 2.23

AUL Date: 11/05/21

### Project Finances:

Total Dollars Programmed = \$87,875,000

Spend Data Pending

### Project Description

The Blight – Industrial and Commercial remediation program is an initiative to remove blight and prepare sites for redevelopment through demolition, environmental remediation, infrastructure improvements, and other site readiness activities on large abandoned commercial and industrial properties. In the long term, the activities completed through this program will be a catalyst for future development on the selected sites by removing barriers to redevelopment. In the short term, this program will seek to improve one of the social determinants of public health – neighborhoods and the built environment – by remediating and/or removing abandoned, hazardous, or contaminated sites across the City of Detroit.

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goal:

- Improve the social determinants of health and economic outcomes through the removal and remediation of abandoned and hazardous industrial and commercial properties that pose the highest public health and safety risks and barriers to neighborhood revitalization.

#### Outcomes:

- Improve public health and safety by removing targeted number of dangerous, hazardous and abandoned buildings.
- Complete site preparation/site readiness measures for target number of sites to facilitate redevelopment

#### Outputs:

- Number of environmental due diligence completed for targeted number/list of sites = **102**
- Number of hazardous and abandoned buildings demolished = **3**

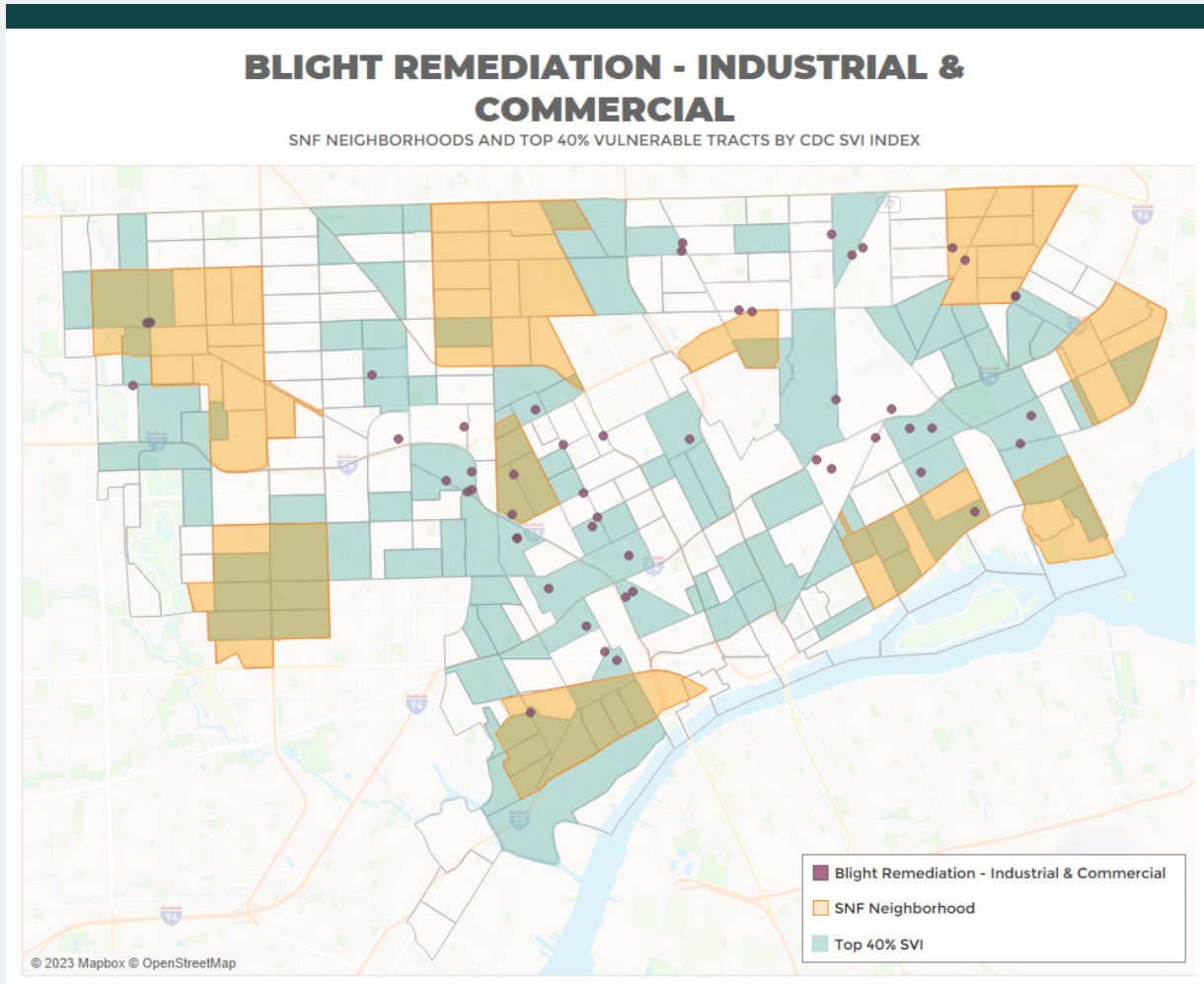


Figure 62.

### Lessons Learned, Project Reflections & Insights

Some recent updates to our project have been, implementing Data Targets and an automated compliance milestone tracker.

Due to extreme differences in the size of our commercial structures (and parcel size), a graduated fee schedule was needed to be created for the environmental due diligence.

Success in this project can be measured through quality demolitions products. Examples include the enforcement of abatement protocols: Pre-Abatement, and Post-Abatement Verifications are critical steps that may add time to the process but deliver a safer product.

**Next Steps:**

We know that it's important to be transparent with the public about our commercial program. We've worked with DoIT to publish the appropriate service layers to create a public-facing Web Map to embed on our website, and we are excited to receive the public's feedback on our Web Map.

**Neighborhood Opportunity Fund**

**Project ID:** 05.3.020

**EC#:** 2.34

**AUL Date:** 06/17/22

**Project Finances:**

**Total Dollars Programmed = \$ 3,500,000**

**Spent = \$33,218.73**

**Project Description**

The ARPA Neighborhood Opportunity Fund (NOF) is a program that supports non-profits who have or who are presumed to have experienced a negative economic impact because of COVID-19. The program will increase access to funding for non-profits typically excluded from federal funding streams or that have limited financial maturity; increase non-profit grant funding application literacy and fiscal capacity; and sustain non-profit support to low-income residents across critical priority areas. Funded programs must fall within the priority areas of education, health, youth recreation, public safety, senior assistance and mobility and accessibility.

**Featured Project Metrics**

**(Refer to Appendix for Complete Data Model)**

**Long-term Goal:**

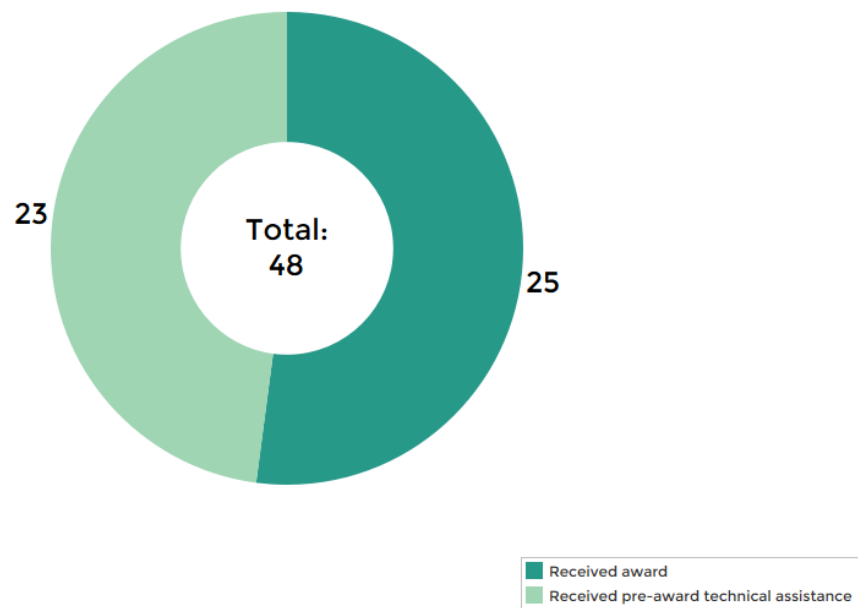
- Support non-profits who have or who are presumed to have experienced a negative economic impact as a result of COVID-19 – not finalized
- Increase non-profit grant funding application literacy – not finalized
- Increase access to funding for non-profits typically excluded from federal funding streams or who have limited financial maturity

**Outcomes:**

- Increase in non-profits receiving COVID relief – not finalized
- Increase in number of non-profits receiving technical assistance – not finalized
- Improvement in non-profit confidence navigating grant funding process

**Outputs:**

- Number of grants awarded = **48**
- Number of beneficiaries who received pre-award technical assistance = **23**
- Number of pre-application workshop attendees = **923**

**NEIGHBORHOOD OPPORTUNITY FUND**  
GRANT FUNDS DISTRIBUTED**Figure 63.**

## Joe Louis Greenway Neighborhood Planning

Project ID: 08.4.082

EC#: 2.22

AUL Date: 02/14/22

### Project Finances:

Total Dollars Programmed = \$1,000,000

Spend Data Pending

### Project Description

The Joe Louis Greenway Neighborhood Planning is a project that focuses on the development of a neighborhood framework plan for, and with, those communities located adjacent to the newly constructed Joe Louis Greenway. The neighborhood framework plan process is convening a cross-section of City departments to identify resources to complete various investment priorities that have been established via a community engagement process.

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goal:

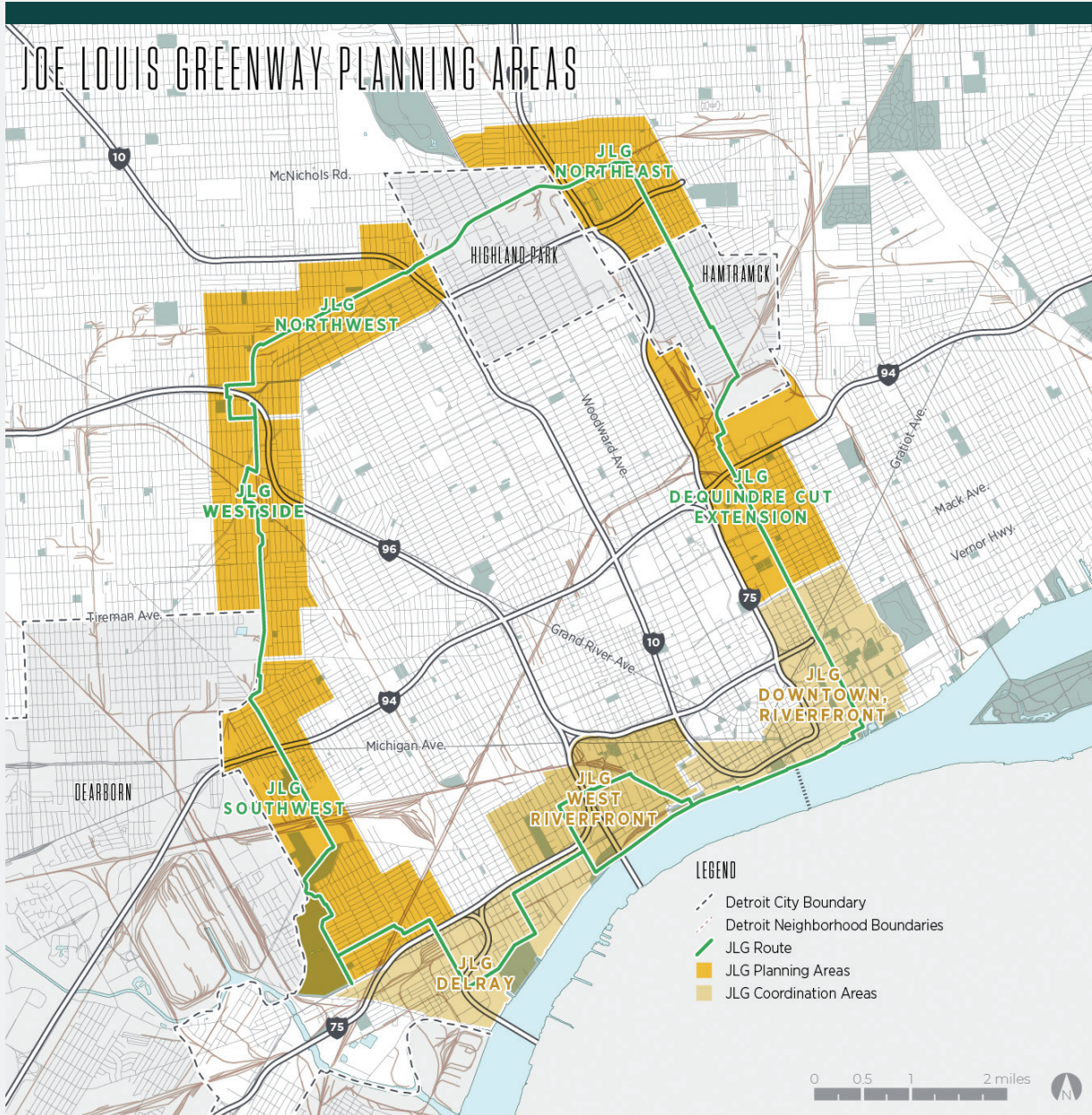
- Support success of the Joe Louis Greenway, as defined by the JLG Framework, and realize its goals towards protect and increase affordable housing, blight reduction, homeowner stabilization.

#### Outcome:

- Completion of the Joe Louis Greenway Planning Study and identification of strategies to protect housing affordability, updates to city policies / programs and pipeline of publicly owned sites to support implementation of Neighborhood Development Strategy.

#### Outputs:

- Number of Planning Area Milestone Meetings Held = 5
- Number of Stakeholder Meetings held = 58
- Number of Residents Engaged in Planning Process = 225



The Joe Louis Greenway Neighborhood Planning study is examining how to best leverage the greenway project for more equitable outcomes in the communities adjacent. This map not only illustrates our 5 planning area boundaries which we will be analyzing and engaging, but coordination areas as well.

## Farwell Recreation Center

Project ID: 07.1.012

EC#: 2.22

AUL Date: 02/24/22

### Project Finances:

Total Dollars Programmed = \$ 4,019,617

Spent = \$276,704.78

### Project Description

The Farwell Recreation Center Gym project will expand the existing Farwell Recreation Center by constructing a new 10,000 sf gymnasium with locker rooms, which will provide new activities and sports programs for the residents. Additionally, the project will make improvements to the rec center's surrounding park including walking paths, landscaping, seating, and modifications to the tennis facility and parking lot.

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- Improvements in health outcomes for Detroit's communities through expanded recreation, health, and community programming and services.

#### Outcomes:

- Completion of Farwell Community Recreation Center expansion that will add a new gymnasium and locker rooms to the existing Community Recreation Center, expanding the range of services provided at this center.
- Expanded availability of year-round athletic opportunities, wellness programs, community events, and public services in the expanded facility.
- Increased community participation and engagement in the Recreation Center system resulting from expansion of services.

#### Outputs:

- Number of completed community engagement sessions for design development = 2
- Percentage completion of design for the Recreation Center project and surrounding landscape = 100%



### FARWELL RECREATION CENTER GYM

SNF NEIGHBORHOODS AND TOP 40% VULNERABLE TRACTS BY CDC SVI INDEX

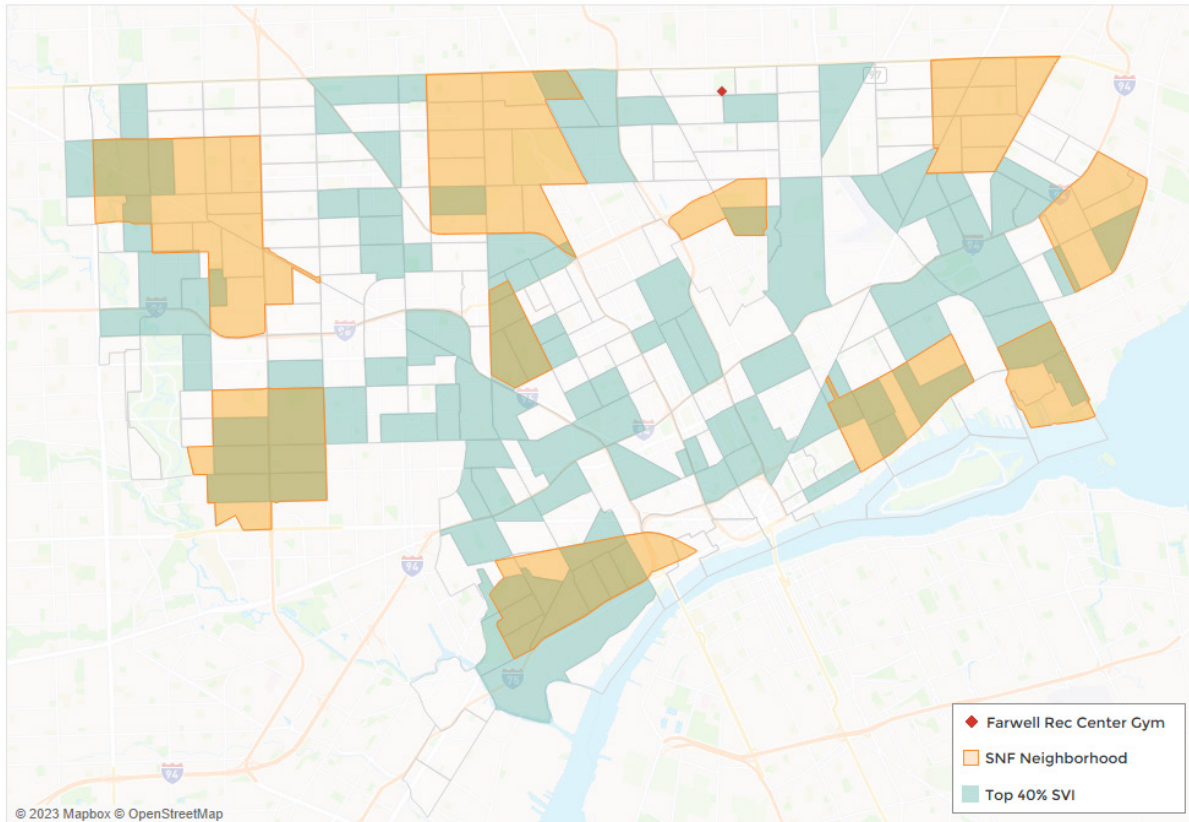


Figure 64.

## Roosevelt Park Construction

Project ID: 08.3.043

EC#: 2.22

AUL Date: 11/05/21

### Project Finances

Total Dollars Programmed = \$5,000,000

Spent = \$2,289,108.65

### Project Description

Roosevelt Park Construction is a renovation project at the park located on Vernor Highway at the center of a vibrant and culturally diverse area next to the iconic Michigan Central Station in Detroit. The plan reroutes Vernor Hwy around the park, creating a unified green space that the entire community can enjoy. Removing the roads that went through the park stitches the park back together increasing the overall amount of park space. The improvements to Roosevelt Park include walking paths, benches, swings, and landscaping.

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- Improve quality of life for community by creating a safe space for outdoor recreation and socialization. Reroute Verner Highway around the create a safe and unified green space.

#### Outcomes:

- Social Strengthening of local neighborhood and community
- Provision of high-quality and safe outdoor space for neighborhood residents and visitors

#### Outputs:

- Percentage completion of the renovation= 95%
- Sq ft of roadways removed = 81892.8

### ROOSEVELT PARK CONSTRUCTION SNF NEIGHBORHOODS AND TOP 40% VULNERABLE TRACTS BY CDC SVI INDEX

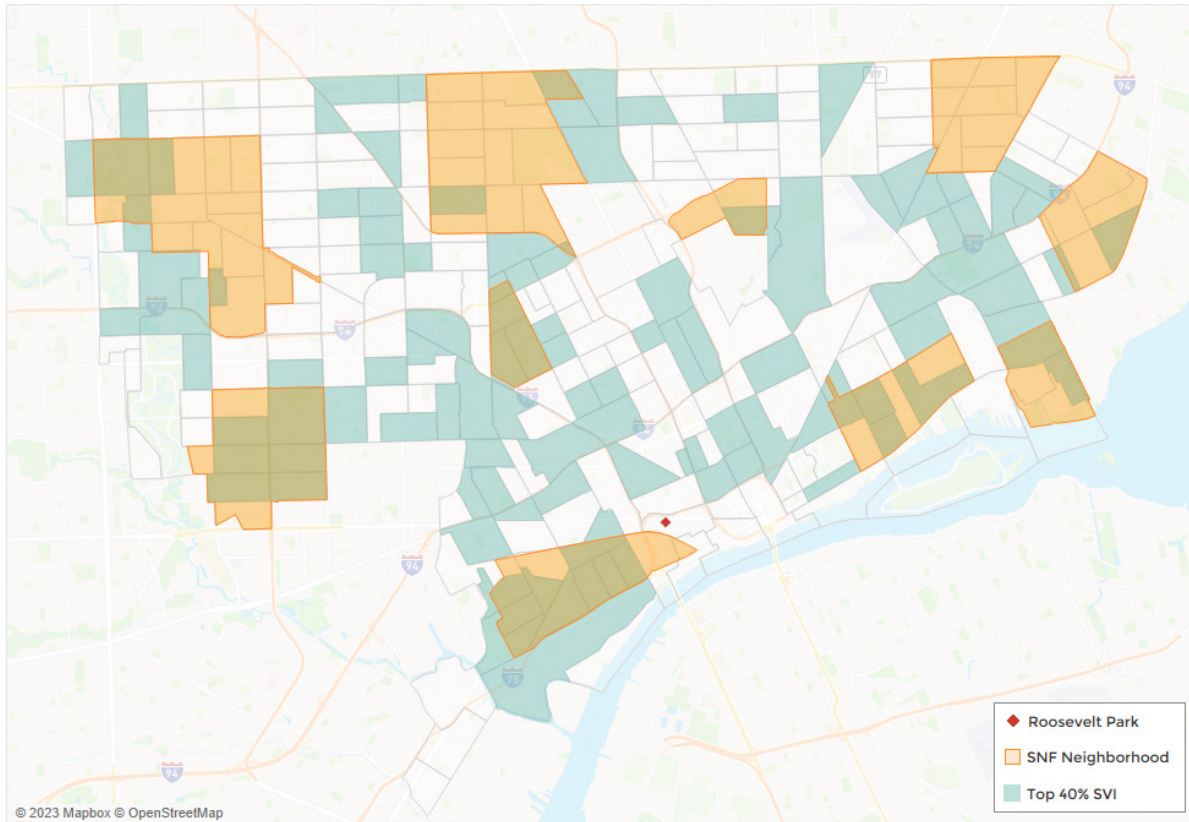


Figure 65.

## Chandler Park Athletic Fieldhouse

**Project ID:** 07.1.029

**EC#:** 2.22

**AUL Date:** 02/24/2022

### Project Finances:

**Total Dollars Programed = \$12,000,000**

**Spent = \$634,138.89**

### Project Description

The Chandler Park Athletic Fieldhouse is a project to cover the existing football field transforming it into an athletic fieldhouse (approx. 150,000 SF) to provide a year-round field for all age groups and outside vendors to use. This plan – built on an existing conceptual community center proposal by the Chandler Park Conservancy with Gensler in 2019 – will also allow the City to create new athletic programs throughout all seasons. This project includes minor site work such as utilities service, parking lot, landscaping, and road enhancement.

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- Improvements in health outcomes for Detroit’s communities through expanded recreation, health, and community programming and services.

#### Outcomes:

- Completion of the new Chandler Park Athletic Dome that will provide a new indoor field and other program spaces, filling in a gap in the network of Detroit’s Community Recreation Center.
- Availability of year-round athletic opportunities, wellness programs, community events, and public services in the new Chandler Park Athletic Dome.
- Increased community participation and engagement in the Recreation Center system resulting from expansion of services.

#### Outputs:

- Number of completed community engagement sessions for design development = **3**
- Percentage completion of design for the Recreation Center project and surrounding landscape = **100%**

### CHANDLER PARK ATHLETIC FIELDHOUSE

SNF NEIGHBORHOODS AND TOP 40% VULNERABLE TRACTS BY CDC SVI INDEX

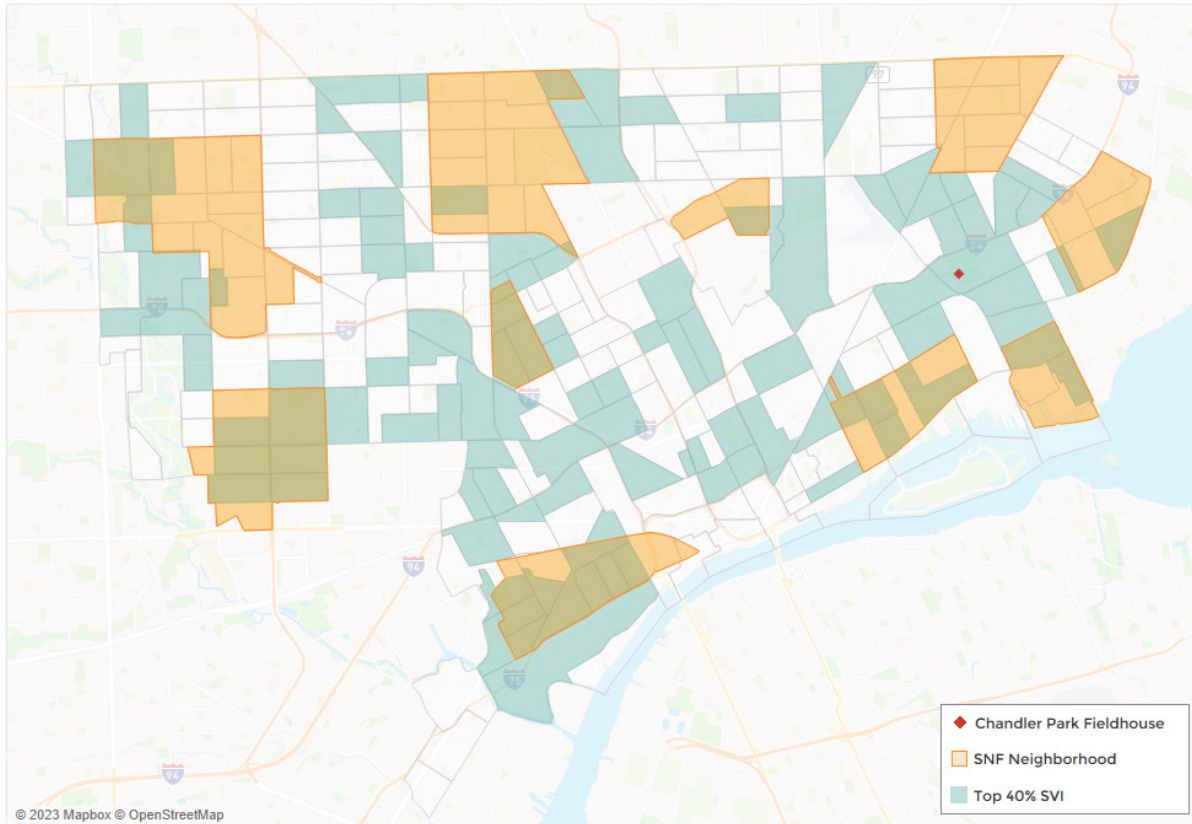


Figure 66.

## Ossian Sweet Complex

**Project ID: 08.6.009**

**EC#: 2.22**

**AUL Date: 08/09/22**

### Project Finances:

**Total Dollars Programmed = \$1,000,000**

**Spend Data Pending**

### Project Description

This park will serve as a beautiful outdoor area for people to gather and socialize, while also supporting the cultural and educational programming of the Ossian Sweet House. To ensure that the design of the park and programming meet the needs of the community, the City will be engaging with the community throughout the process. Furthermore, the project includes the renovation of two currently vacant homes, which will enhance the appeal of the park and create a welcoming environment for all.

### Featured Project Metrics

**(Refer to Appendix for Complete Data Model)**

#### Long-Term Goals:

- Complete a collaborative design process for the Educational Plaza and Historic Interpretive Master Plan
- Construct the Educational Plaza Consistent with the collaborative design process
- Construct the Educational Plaza Consistent with the collaborative design process

#### Outcomes:

- A Community Engagement Strategy that includes collaborative design sessions
- Receive external guidance from both neighborhood interests and subject matter experts
- Incorporation of collaborative design into the Plaza

#### Output:

- Number of Community Members Engaged = **94**
- Number of survey responses = **130**
- Number of monthly meetings held with external stakeholders = **17**

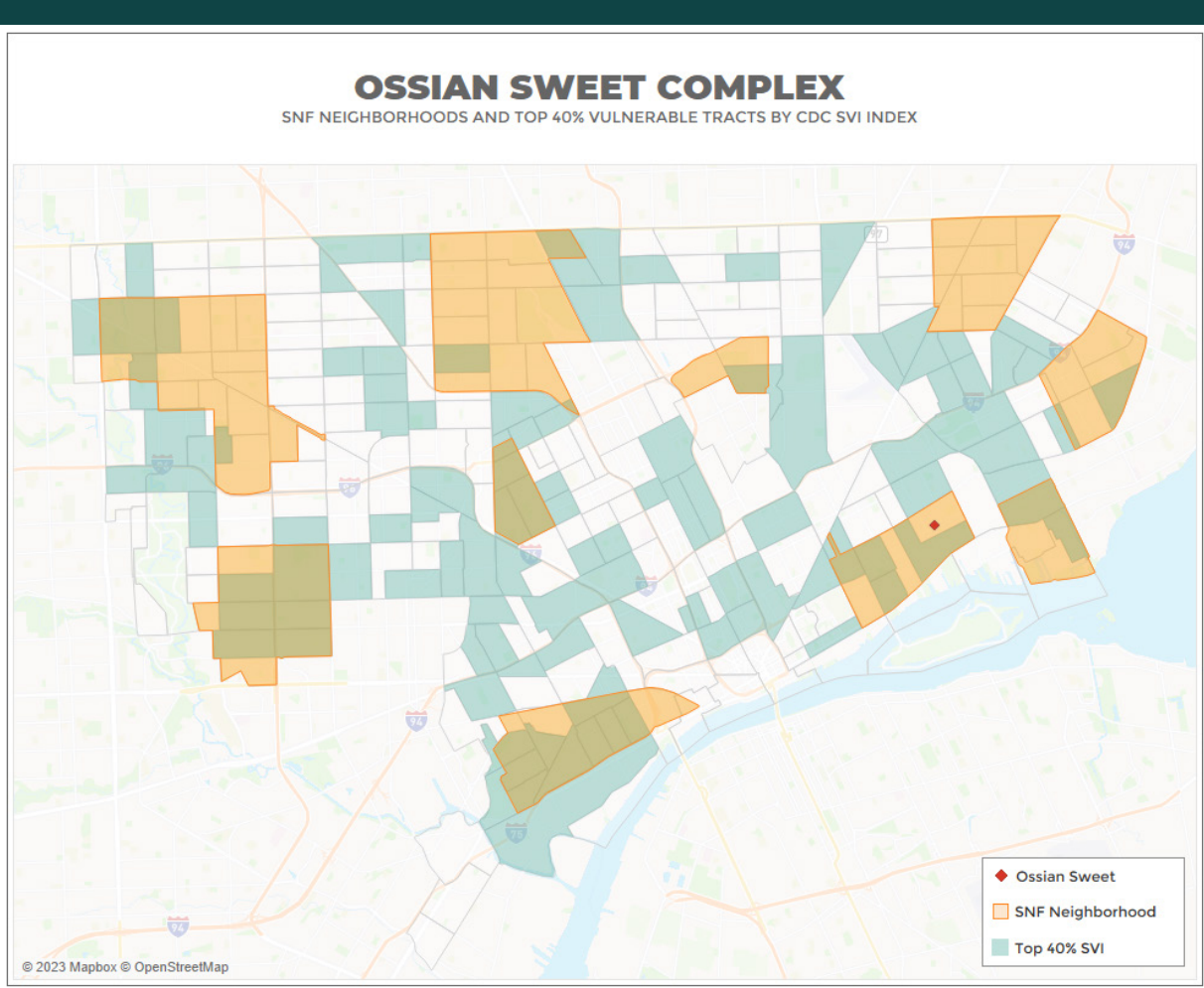


Figure 67.

## Public Facility Accessibility Program

**Project ID:** 05.1.019

**EC#:** 2.34

**AUL Date:** 11/03/21

### Project Budget

**Total Dollars Programmed = \$ 3,700,000**

**Spent = \$191,285.87**

### Project Description

The Public Facility Accessibility Program offers grants to Detroit non-profit organizations to help make accessibility improvements to their facilities for a barrier-free entry. The non-profit organizations serve low – to moderate – income residents. The project would assist up to 10 non-profits with an average award of \$250,000 for improvements. Each of the 10 non-profits will also receive a Master Rehabilitation Plan (MRP) that will assess the overall condition of a facility and prioritize improvements.

**Date Data will be available = July 2023**

### Featured Project Metrics

**(Refer to Appendix for Complete Data Model)**

#### Long-term Goal:

- Enabling disabled persons to enter and receive the full range of services available on-site within a building due to newly provided/completed ADA accessibility. Better access to organizations that provide services such as youth employment, senior services, homeless shelters, food assistance and case management services for the most vulnerable population.

#### Outcome:

- Provide project design/pre-development and construction funding for accessibility improvements to public facilities.
- Non-profit organizations selected through this program will have a Master Rehabilitation Plan (MRP) developed in order to assess the condition of a facility and prioritize improvements.

#### Output:

- \$ invested on improvements
- Number of facilities upgraded
- Percentage increase in residents served in upgraded NGO facilities



## Palmer Park Bandshell

Project ID: 07.1.087

EC#: 2.22

AUL Date: 03/04/22

### Project Finances:

Total Dollars Programmed = \$ 3,241,017

Spend Data Pending

### Project Description

The Palmer Park Bandshell project is a plan to preserve and restore an historic bandshell from the site of the former Michigan State Fairgrounds at a new site in Palmer Park where it can remain an historical asset to the city while serving as a public resource for community events. The historic bandshell will serve as an outdoor community event space where neighborhood residents across the northside of Detroit can safely congregate outdoors. The new facility will provide recreational and educational events for disproportionately impacted communities and improve social determinants of health.

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- Provide an outdoor event venue available to residents of all of Detroit's Neighborhoods, expanding equitable access to artistic, wellness, and community programming that will strengthen community relationships.

#### Outcomes:

- Completion of construction scope for restoration and relocation of the Bandshell and surrounding amenities, restoring an historic Detroit landmark as a public venue.
- Increased neighborhood vibrancy through improved recreational amenities and strengthened access for new public services and partnerships for the community.

#### Outputs:

- Number of events hosted by partner organization
- Number of events that are youth-focused
- Number of events hosted by the general public

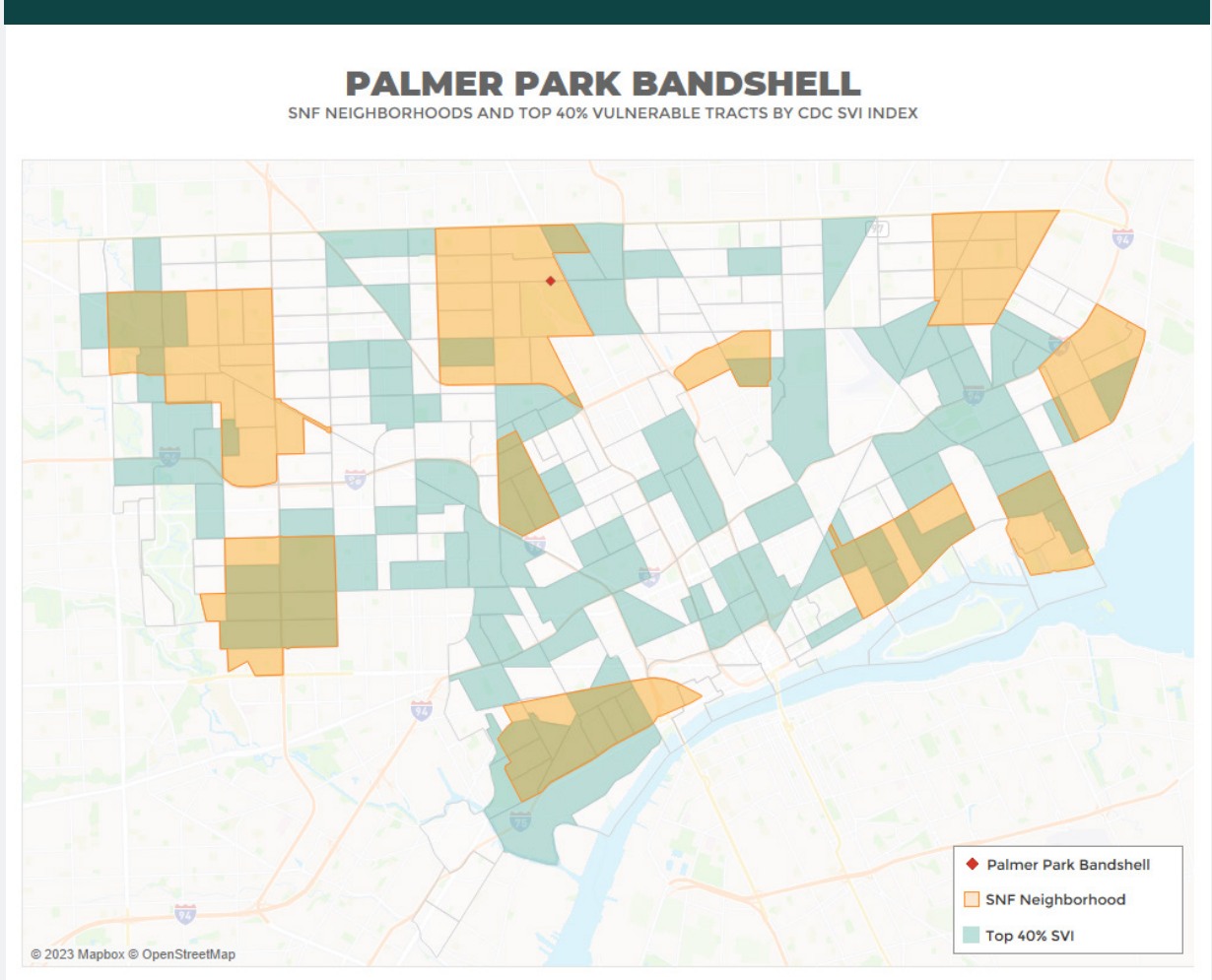


Figure 68.

## Neighborhood Signs

**Project ID:** 05.2.092

**EC#:** 2.22

**AUL Date:** 04/11/22

**Project Finances:**

**Total funds programmed = \$512,500**

**Spend Data Pending**

### Project Description

The Neighborhood Signs project will install or refurbish neighborhood signs to foster and build community identity. Through this effort, the City seeks to improve wayfinding, build neighborhood brand and identity and where possible, serve as placemaking elements. Coupled with other neighborhood improvement projects and blight remediation efforts, this effort has the potential to help improve neighborhood revitalization and vibrancy.

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term goals:

- Showcase neighborhood identity and increase community pride among Detroit residents
- Serve as city-wide wayfinding elements and help visitors explore Detroit's various neighborhoods and their unique characteristics

#### Outcome goals:

- All neighborhoods have new or restored neighborhood welcome signage.
- Participation from neighborhoods with the Department of Neighborhoods.
- A formal robust catalog of all neighborhood signage new and existing

#### Outputs:

- Number of signs installed
- Number of signs refurbished
- Number of community members engaged

## Recreation Center Modernization

**Project ID:** 07.1.175

**EC#:** 2.22

**AUL Date:** 05/15/2023

### Project Finances

**Total Funds Programmed = \$9,500,000**

**Spend Data Pending**

### Project Description

The Recreation Center Modernization project aims to revamp and rejuvenate twelve (12) recreation centers in Detroit. Specifically, the refresh package involves upgrading existing recreation centers, refreshing furniture and fixtures, providing new equipment, establishing e-sports lounges, technology hubs. Plans also include going beyond traditional programming by adding weekend family leisure activities and club-based enrichment opportunities for older teens and young professionals.

## Blight to Beauty - Corridors

**Project ID:** 13.1.162

**EC#:** 2.23

**AUL Date:** 02/17/23

### Project Finances:

**Total Dollars Programmed = \$6,125,000**

**Spend Data Pending:**

### Project Description

The Blight to Beauty – Corridors (B2B – Corridors) is a project that will reduce visual blight in Detroit and increase responsible property owner maintenance and investment. The focus is on improving the health, safety, and dignity of city residents as well as providing a healthier physical environment for citizens, visitors, and businesses.

**When data is anticipated to be available = August 2023**

## Featured Project Metrics

(Refer to Appendix for Complete Data Model)

### Long-term Goal:

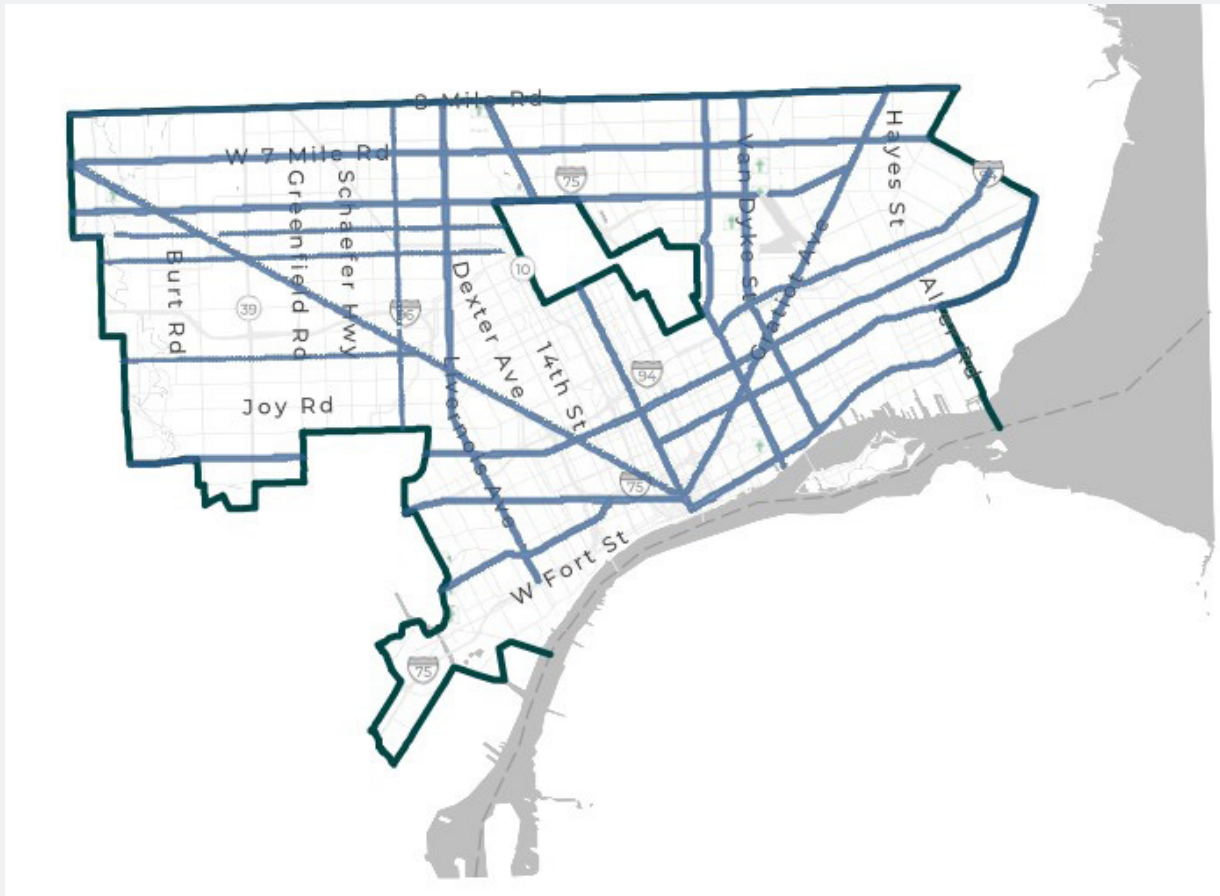
- Health, Safety, and Dignity of Detroit residents, improving the subjective experience of blight.

### Outcome:

- Accelerated blight removal on Detroit's commercial corridors

### Outputs:

- Number of privately-owned properties with a structure touched on 18 corridors
- Number of meetings in person with stakeholder individuals or groups
- Number of privately-owned properties with structure on 18 corridors with a Certificate of Compliance



The blue lines represent the 18 Commercial Corridor. City of Detroit, corridors for the Blight to Beauty Corridor Acceleration: Fenkell, Eight Mile, Grand River, Gratiot, Harper, Jefferson, Livernois, Mack, McNichols, Michigan, Mt Elliott, Plymouth, Seven Mile, Van Dyke, Vernor, Warren, Woodward, Wyoming.

## Vacant Lot Activation and Beautification

**Project ID:** 13.1.149

**EC#:** 2.22

**AUL Date:** 03/24/23

**Project Finances:**

**Total Dollars Programmed = \$1,650,000**

**Spend Data Pending**

### Project Description

Vacant Lot Activation and Beautification is a program that transforms empty lots into community spaces with shade, plants, and seating. Up to 50 projects will be supported, making the city and neighborhoods better places to live, work, and play. It's for people in Detroit who need healthy, green places to go during the COVID-19 pandemic.

**When data is anticipated to be available = August 2023**

### Featured Project Metrics (Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- Create a high-quality, outdoor public space for the health and safety of neighborhood residents and visitors
- Activate and beautify the areas to help reverse long-standing impacts of neighborhood disinvestment.

#### Outcome:

- Initial clean up and maintaining the area.
- Installation of amenities (Dexter-Elmhurst)
- Install new or renovated amenities (Old Redford Link)
- Increase in pedestrian safety, visibility and walkability (Old Redford Link)

**Output:**

- Number of times this area is maintained (maintenance schedule, weekly, bi-weekly, etc.)
- Number of amenities added/repared (shared use path, site restoration, bollards, etc.)
- Square feet of alleyway/pathway cleared (dead/dangerous trees, blighted fencing, concrete removal, overgrown grass and trash)

**TECHNOLOGY****13 Total Projects****Total Programmed: \$72,981,305****Portfolio Summary**

The Technology Portfolio targets investments in IT and cybersecurity Infrastructure, devices, internet access, and technology support initiatives. These initiatives span city services and strategies to minimize the digital divide.

**Key Takeaways**

- Enterprise Data Warehouse has had 31 Data Stewards participate in their Data Governance Working Group meetings and 26 departments participate in the consultant led requirements gathering process for scoping the warehouse. They have also had 124 monthly active users using their Base Units geo-coder.
- Dolt Network infrastructure Replacement has replaced 30 network switches increasing wireless coverage at City of Detroit facilities by 10% and increasing network speeds across data centers by 25%.

## Technology – Project Inventory

### IT Consulting Services – Cross Departmental Analysis

Project ID: 02.1.036

EC#: 7.01

AUL Date = 10/29/21

Project Finances:

Total Dollars Programmed= \$74,400

Spend Date Pending

#### Project Summary

IT Consulting Services project aims to analyze the technology and software needs within city departments, determine shared needs across departments, and identify enterprise-wide software solutions to address cross-departmental technology and software needs.

#### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goal:

- Implement technology and software solutions the City is managing and maintaining via implementation of cross-departmental solutions, consolidating solutions and reducing redundancy in processes

#### Outcome:

- Expand the capacity of existing DoIT PMO staff, providing process analysis, opportunity identification, and project management services to departments with limited knowledge and experience with technology solution implementation

#### Output:

- Percentage of cross departmental analyses successfully completed IT = **100%**



## Enterprise Data Warehouse

Project ID: 02.1.037

EC#: 6.01

AUL Date = 01/10/222

Project Finances:

Total Dollars Programmed= \$2,430,000

Spend Data Pending

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goal:

- Enterprise-wide data warehouse that centralizes and standardizes a majority of the City's data, increasing the City's analytics capability and ability to make strategic and informed decisions that improve service delivery, efficiency, resiliency, and equity.

#### Outcome:

- Increase Data Coverage
- Increase Metadata Coverage
- Increase Departmental User Engagement

#### Output:

- Number of Data Steward participants in the Data Governance Working Group meetings = **31**
- Number of departments who participated in consultant led requirements gathering process = **26**
- Number of Monthly Active Users of the Base Units geocoder = **124**

## Enterprise Constituent Relationship Management Software

Project ID: 02.1.099

EC#: 6.01

AUL Date = 03/28/2022

Project Finances:

Total Funds Implemented = \$ 7,997,407

Spend Data Pending

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goal:

- Implementation of an enterprise CRM system that enables coordinated entry, routing, responses, and reporting on the City's constituent requests, questions, and concerns
- Greater insight and data-driven decision-making capabilities regarding how departments and the City interact with its constituents

#### Outcome:

- Identification of a system that best suits the City's requirements
- Completion of proper system configuration
- Completion of end-user training

#### Outputs:

- Percentage progress to identification, assessment, and implementation of a system that best suits City's requirements = **64%**

## DoIT Network Infrastructure Replacement

Project ID: 02.1.085

EC#: 6.01

AUL Date: 02/08/22

#### Project Budget

Total Funds Programmed: \$4,930,000

Spent = \$1,002,555.05

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long-term Goals:

- Improve IT network security and resilience and mitigate future network outages with proactive infrastructure replacement

#### Outcomes:

- Increased cybersecurity from removal of outdated/obsolete technology
- Increased wireless coverage at City of Detroit facilities

- Decrease number of devices outside of support timeframe, which will decrease in likelihood of device downtime

**Outputs:**

- Number of network switches replaced = **30**
- Percentage increase in wireless coverage at City of Detroit facilities (increase in number of access points comparison – current vs future) = **10%**
- Percentage increase in network speeds across data centers = **25%**

**DoIT Server, Storage and Backup System Replacements**

Project ID: 02.1.094

EC #: 6.01

AUL Date: 03/08/2022

**Project Finances**

Total Funds Programmed = \$11,059,699

Spend Date Pending

When data is anticipated to be available = **August 2023**

**Featured Project Metrics**

(Refer to Appendix for Complete Data Model)

**Long-term Goals:**

- Replace outdated server and storage hardware to improve IT server reliability and security, improve the ability of the City to restore and backup critical City of Detroit data and increase DoIT staff efficiency

**Outcomes:**

- Reduce negative productivity impacts and increase cybersecurity on critical systems that are on aging and/or outdated hardware
- Enable automation of backup system
- Consolidation of Public safety data back-up equipment, leading to better use of IT infrastructure

**Outputs:**

- Percentage complete of design and architecture of an enterprise backup solution = 100%

## DoIT Data Center Upgrades Project

Project ID: 02.1.086

EC#: 6.01

AUL Date = 03/28/222

### Project Finances

Total Funds Programmed = \$2,200,000

Spend Data Pending

When data is anticipated to be available = September 2023

## Featured Project Metrics

(Refer to Appendix for Complete Data Model)

### Long-term Goals:

- Increased data center resilience by reducing risk factors associated with aging and limited existing equipment / infrastructure
- Increased IT infrastructure efficiency
- Improved/integrated strategic decision-making related to cooling design

### Outcomes:

- Reduction in the number of risks related to power and cooling
- Reduction of energy consumption of the data center
- Integration of professional recommendations into data center designs in timely manner

### Outputs:

- Number of vulnerabilities resolved related to power and cooling within the data centers
- Calculated decrease in kWh usage of data center (if data is available)
- Successful adherence to project timeline and milestones

## IT Consulting Services - Requirements Gathering, RFP Development, and Optional Implementation

Project ID: 02.1.126

EC#: 6.01

AUL Date: 07/06/2022

### Project Finances:

Total Funds Programmed: \$3,725,040

Spend Data Pending

When data is anticipated to be available = December 30th, 2024 (Data available post Implementation)

## Featured Project Metrics

(Refer to Appendix for Complete Data Model)

### Long-term Goals:

- Implement technology and software solutions the City is managing and maintaining via implementation of cross-departmental solutions, consolidating solutions and reducing redundancy in processes

### Outcomes:

- Expand the capacity of existing DoIT PMO staff, providing process analysis, opportunity identification, and project management services to departments with limited knowledge and experience with technology solution implementation

### Outputs:

- Number of software solutions procured and implemented on-time and within the budget
- \$ Value of PMO projects implemented

## Connect 313 Digital Inclusion Data Operation

Project ID: 15.3.045

EC#: 2.37

AUL Date: 02/01/2022

### Project Finances:

Total Funds Programmed: \$5,181,305

Spent = \$547,671.52

When data is anticipated to be available = July 2023

## Featured Project Metrics

(Refer to Appendix for Complete Data Model)

### Long-term Goals:

- Establish and operate a data tech stack and data trust.
- Establish an Open Data Team within the City of Detroit's Department of Innovation and Technology.
- Greater clarity on unique, neighborhood level challenges to bridging the digital divide through surveying and data collection.

### Outcomes:

- Fully staff the data tech stack and purchase datasets, software, and hardware.
- Create a Digital Inclusion Portal for Public Use
- Create a governing structure to protect personally identifiable information in Second-, Third-, and Fourth-Party Datasets and approve release of data/apps to the Digital Inclusion Portal.

### Outputs:

- Number of Second Party Datasets Created
- Number of Trainings Held
- Number of Instruments Developed to Collect Digital Equity Data

## DoIT PC Refresh Project

Project ID: 02.1.095

EC#: 6.01

AUL Date: 03/28/22:

Project Finances:

Total Dollars Programmed: \$2,605,161

Spend Data Pending

When data is anticipated to be available = July 2023

## Featured Project Metrics

(Refer to Appendix for Complete Data Model)

### Long Term Goal

- Continued investment in City IT devices to ensure they are secure and reliable to maximize employee productivity

### Outcomes

- Reduction of outdated technology
- Increased cybersecurity from removal of outdated technology and technology that cannot be updated
- Lower Microsoft support costs

### Outputs

- Number of laptops in need of repair or service (Central City)
- Number of laptops in need of repair or service (Public Safety)
- Number workstations / total workstations that require patches and cannot be remotely managed by the City (Central City)

## DoIT Network Fiber Redundancy

Project ID: 02.1.109

EC#: 6.01

AUL Date: 06/29/22

#### Project Finances

Total Dollars Programmed: \$6,778,293

Spent Date Pending

When data is anticipated to be available = August 2023

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long Term Goal:

- Successful installation and integration of additional fiber network capacity
- Reduce likelihood of catastrophic failure of network
- Efficient operations and improved service to residents / community members

#### Outcomes:

- Increase redundancy between two core data centers by eliminating the ability of a single fiber cut to disrupt the connection between data centers
- Reduce network connectivity expenses for city
- Increase network speeds

**Outputs:**

- Ft. of fiber (ft. or miles) installed per time frame
- Installation of network ring topology
- Number of additional key City of Detroit facilities added to the fiber network

**Detroit Housing Commission Connected Communities**

Project ID: 15.2.135

EC#: 2.18

AUL Date: 01/31/23

**Project Finances**

Total Dollars Programmed: \$20,000,000

Spent: \$1,894,110.45

**Project Description**

The Detroit Housing Commission seeks to create an avenue for broadband connection and make available to all Detroit households not yet connected or limited connectivity.

When data is anticipated to be available = **August 2023**

**Featured Project Metrics**  
(Refer to Appendix for Complete Data Model)**Long Term Goal:**

- Increase availability and access to high- performance broadband service for DHC public housing residents.

**Outcomes:**

- Install broadband infrastructure within DHC public housing.
- Improvement of broadband service for DHC residents
- Engage DHC residents in design and installation phases

**Outputs:**

- Number of DHC buildings benefitted by the project
- Number meetings property managers
- Number of residents with access to lower cost of service as a result of the project



## Digital Equity Coordination and Tech Support

Project ID: 15.3.103

EC#: 2.04

AUL Date: 09/09/2022

### Project Finances

Total Dollars Programmed: \$5,000,000

Spend Data Pending

### Project Description

The Digital Equity Coordination Program and Technical Support Project Plan is intended to establish a single point of coordination for service providers and residents of Detroit to access culturally relevant education material, comprehensive technical support, affordable computing devices, low-cost internet service, and digital literacy skills training.

When data is anticipated to be available = August 2023

### Featured Project Metrics

(Refer to Appendix for Complete Data Model)

#### Long Term Goals:

- Provide reliable technical support to Detroit residents for troubleshooting device technical issues and accessing online content
- Create a single contact point for Detroit residents to access, and become connected to, digital assets and resources locally and online.
- Train workforce equipped to compete in the global economy and access employment opportunities in the growing field of information Technology (IT)

#### Outcomes:

- Successful deployment of the Technical Support Program
- Successful deployment of Mobile Digital Equity Units
- Develop a network of community partners with available technology resources for residents within the City

#### Outputs:

- Number of residents who leverage digital assets / resources following engagement with the Digital Equity Call Center

- Number of Detroit residents connected to free or low-cost internet plans through the Digital Equity Call Center
- Number of Detroit residents connected to affordable computing devices through the digital Equity Call Center

## Digital Inclusion Marketing and Communication Services

**Project ID: 15.3.108**

**EC#: 7.01**

**AUL Date: 07.15.2022**

### Project Finances

**Total Dollars Programmed = \$1,000,000**

**Spend data pending**

**When data is anticipated to be available = July 2023**

## Featured Project Metrics

**(Refer to Appendix for Complete Data Model)**

### Long-term Goals:

- Develop integrated marketing strategy, including the establishment of social media presence, earned & paid media for Digital Inclusion ARPA programs

### Outcomes:

- Develop PR and communications materials for all approved Digital Inclusion ARPA projects
- Raise awareness of Digital Inclusion ARPA investments and programs via increased social media/web engagement
- Increase Resident engagement through in person events

### Outputs:

- Number of residents successfully completing workshops, focus groups, and training
- Number of residents that engage with printed material via QR Code
- Number residents participating in live DEI webinar

## CITY SERVICES PROJECTS

**Total Projects: 23**

**Total Programmed:**

**\$219,815,638 (including Under Review for Detroit Historical Museum)**

### Portfolio Summary

The City Services Portfolio is comprised of projects that maintain City services according to the Plan of Adjustment (citation) through a number of initiatives including but not limited to: retention bonuses for DPD officers, providing capital budget supplements for planning and development, and covering operating costs for Detroit Museums. Due to the Expenditure Category status of these projects (EC 6 & EC 7), these projects are not required to submit performance data as part of this report. However, each of these projects impacts the investments of related portfolio categories, and total funds programmed/spent are provided below

Level 0	EC #	Project ID	FINANCE DATA
BSEED Inspections to Support City Services	6.01	02.3.088	Spend = \$ 1,937,435.44 Total Dollars Programmed = \$7,500,000
Capital Budget Supplemental	6.01	02.3.120	Spend = Data Pending Total Dollars Programmed = \$67,349,000
Charles H. Wright Museum	6.01	04.1.140	Spend = \$0.00 Total Dollars Programmed = \$1,800,000
City Council Support	6.01	02.3.096	Spend = \$163.51 Total Dollars Programmed = \$7,500,000
Code Enforcement Unit	6.01	02.3.164	Spend = \$0.00 Total Dollars Programmed = \$4,708,996
COVID-19 Expenditures	1.07	02.3.090	Spend = Total Dollars Programmed = \$6,000,000

Detroit Historical Museum	6.01	04.1.141	Total Programmed Funds Under Review= \$1,200,000
Development Stimulus Support via Process Improvements	6.01	16.4.051	Spend = Data Pending Total Dollars Programmed = \$385,734
DoIT ARPA Digital Equity Manager	7.01	15.3.107	Spend = \$46,386.12 Total Dollars Programmed = \$248,318
DoIT ARPA Project Oversight	7.01	15.3.093	Spend = \$106,216.83 Total Dollars Programmed = \$380,755
DoIT Associate Data Director	7.01	02.1.160	Spend = Data Pending Total Dollars Programmed = \$546,301
DPD ARPA Oversight	7.01	14.3.153	Spend = Data Pending Total Dollars Programmed = \$322,950
DPD VR Training Simulator	6.01	02.3.163	Spend = \$0.00 Total Dollars Programmed = \$3,887,437
GSD ARPA Project Oversight	7.01	13.1.170	Spend = Data Pending Total Dollars Programmed = \$300,000
Gun Violence Prosecution	6.01	02.3.167	Total Dollars Programmed = \$1,183,833
Incentives Portal Program	6.01	02.1.026	Spend = \$5,143,087.74 Total Dollars Programmed = \$2,500,000
JET ARPA Project Oversight 1	7.01	09.2.100	Spend = \$217,679.48 Total Dollars Programmed = \$898,522

JET ARPA Project Oversight 2	7.01	06.2.110	Spend = Data Pending Total Dollars Programmed = \$287,783
Retention improvement - Sworn DPD personnel	6.01	14.2.089	Spend = \$4,758,000 Total Dollars Programmed = \$4,758,000
Traffic Enforcement	6.01	14.1.079	Spend = \$297,148 Total Dollars Programmed = \$4,459,733
Choice Neighborhoods Implementation: Greater Corktown	6.01	12.1.017	Spend = \$ 276,227.01 Total Dollars Programmed = \$1,331,274
Central Services	7.01	99.9.999	Spend = Data Pending Total Dollars Programmed = \$61,888,147

# APPENDIX

## APPENDIX A

### The Development of Project-Specific Equity Recommendations

The development of project-specific equity recommendations aims to expand the equity work that can be done in the service delivery of each project. To this end, the DS&A ARPA Team met with each project data steward that completed last year’s baseline equity survey to review survey responses, share equity recommendations and provide insight on equity reporting requirements. This led to the insight that, alongside project level performance metrics on general program operations, each team should be developing their own project-specific equity outputs as part of their data model to measure their equity work and put their other outputs into context. These equity sub-outputs would add more granular information to existing outputs allowing teams to evaluate the differential impact of their services and get a better idea of who they were serving.

While project teams were also required to submit demographic data on the residents they served to elucidate these exact considerations, there was a gap existing between being able to use this data to better contextualize the performance metrics. To this knit together these two forms of data for better analysis, sub-output development was informed by the DS&A demographic data collection requirements for all projects. The sub-outputs specifically identify existing project outputs disaggregated by equity dimensions such as race/ethnicity, age, location, income, disability, etc. as applicable to each project’s scope of services. The goal of this sub-output development would then be to further flesh out existing project outputs in line with relevant demographic categories and link them to the existing data model (as in the example shown below using Renew Detroit’s data model).

The correlated O&O framework is intended to disaggregate applicable outputs by equity dimensions for each project scope/plan.

RENEW DETROIT			
LONG TERM GOALS	NEAR-TERM OUTCOMES	OUTPUTS	SUB OUTPUTS (OUTPUTS + EQUITY CONSIDERATIONS)
Strengthen Detroit’s Neighborhoods by making sustainable investments in the homes of Detroiters with limited means to maintain their residences and promote broader neighborhood stabilization through increased sense of stability/security for residents.	Completed home repairs for applicants, improving the quality of housing and housing stability for program participants	# of roof repairs completed	<ul style="list-style-type: none"> <li>per district</li> <li>across different groups of people – homeowners of color and/or with a disability, seniors</li> </ul>
		# of other major home repairs completed	<ul style="list-style-type: none"> <li>per district</li> <li>across different groups of people – homeowners of color and/or with a disability, seniors</li> </ul>
Mitigate existing backlog of identified need for home repairs in Detroit and increase executional capacity for implementation of home repair programs	Increase in connection of participants to available support services.	Number of homeowners connected to additional support programs following completion of Renew Detroit services.	<ul style="list-style-type: none"> <li>% of connections following roof completions (key because a good roof is prerequisite for access to several housing/weatherization services across the city)</li> </ul>
	Increase annual home repair capacity with demonstrated programmatic efficiency.	# of participants enrolled in housing counseling services	<ul style="list-style-type: none"> <li>that complete counseling services</li> </ul>
		% change in Detroit annual home repair capacity.	<ul style="list-style-type: none"> <li># of local contractors on the project</li> </ul>

The data model itself is part of how the City is defining and pursuing its equity strategy in that it allows the targets and outcomes of equity on the level of the whole city to be pursued across multiple timelines. The long-term goals set by a project aim to intervene in historical structural issues of inequity such as structural racism and its impacts on the loss of generational wealth building among specific populations of city residents. However, these larger structural issues that project long-term goals target are not going to be solved within the 5-year timeframe ARPA-SLFRF funds are available for. With this in mind, the near-term outcomes, outputs and equity sub-outputs each project distills from their stated long-term goals work to provide medium, short-term, and near-term goals to strategize how the transformational funds provided by ARPA-SLFRF can set the City on the path to meeting these long-term goals in the future.

To best support required reporting to Treasury at both project and program-wide levels, some level of access to disaggregated data files (demographic data included) and equity sub-outputs would be necessary in order to efficiently perform aggregated equity analyses. With this data, equity analyses able to be conducted could include:

- Geographical analyses to highlight reach of specific services in particular areas of the City.
- Number of people of color, seniors, etc. reached by certain services, for example housing, job training, small business etc.
- Comparison of aggregated program outcomes to historical city, state or federal statistics.
- Analyses to corroborate reported challenges of delivery with outcomes.
- Analyses to substantiate recommendations to project teams, and to
- support program performance improvement.

Furthermore, these sub-outputs are meant to make their highlighting on project-specific dashboards possible alongside performance and overall demographic data (once fully developed). These dashboards will be an important resource for understanding how outputs are being tracked/reported for each project. In the future, we will reference these equity sub-outputs in addition to the analysis of disaggregated data, in order to demonstrate to Treasury the City's continued commitment to transparency and communicating progress to the residents of Detroit.

Disaggregated demographic data allows for the further evaluation of the ARPA Portfolio's equity impact by providing the means to identify and highlight which groups are being served by existing ARPA efforts. By collecting individual household information – from home address, race/ethnicity, gender, sexual/orientation, language status, household income, educational attainment, etc. -- the City of Detroit Team is able to define and measure inequity relative to each of these variables while always protecting the anonymity of program participants. Furthermore, by analyzing how these variables cluster across the service population, the City can use them to see how various intersecting forms of inequity are relating to one another and whether they are being met fully across the portfolio's efforts. These efforts have led the DS&A ARPA Team to develop a disaggregated demographics data standard for how this data will be reported on that will serve as the model impact measurement policy to be adopted for all disaggregated data City-wide.

The development of sub-outputs for each project is currently underway. This is an iterative process as more information becomes available regarding what demographic data project teams can collect and



which equity dimensions each team would like to highlight. This is also happening alongside broader data model refinement as projects enter the data submission phase and find the initial metrics they set out to report do not fully or accurately tell the story of the project as it is unfolding.

This work is also helping to facilitate the identification and production of standard performance metrics and equity sub-outputs that operate across the portfolio and can help to measure equity impact on a city-wide level. This is being done through a review of near-term outcomes and long-term goals to identify aggregation buckets and support streamlining and reporting of outcomes at a program level. Project sub-outputs will be aggregated to report on equity across the program portfolio by the four baseline indicators established in the equity considerations framework.

## ■ APPENDIX B

### Labor Practices

The City has an opportunity to make SLFRF investments doubly impactful, both in the projects it deploys that positively impact residents' daily lives and in the local wealth generated by the work of deploying these projects. The City is committed to using strong labor practices, including prevailing wage requirements, to promote effective and efficient delivery of high-quality infrastructure projects while also supporting the economic recovery through strong employment opportunities for workers.

In line with ARPA objectives, the City is complying with Davis-Bacon Act for projects with combined capital construction expenditures greater than \$10 million. In recognition that strong labor practices promote opportunities for Detroiters and catalyze economic recovery from the pandemic, the city uses a multipronged approach to create a robust workforce development and employment pipeline that supports the city and, by extension, employers across the region. These extend beyond federally required activities, such as compliance with Equal Employment Opportunity regulations. These efforts are starting to be tracked as an outgrowth of equity sub-output development mentioned in the Equitable Outcomes section above with projects being asked to track labor practice equity in even more granular fashion such as in the case of Capital Projects beginning to track the number of Detroit-based contractors hired and number of jobs created for Detroiters through this contracting. Similar efforts are underway on with ARPA project-related staff beginning to track the number of hours they worked or spent in training/education.

Next year's report hopes will include the results of these efforts. The workforce & economic development opportunities created through Detroit's uses of ARPA-funding will be chronicled in more depth in the Performance Report section of this report, more specifically the Workforce Portfolio section. In the remainder of this Labor Practices section, we want to focus on three other areas of labor practice being impacted by ARPA Funds: (1) Public Sector Employment, (2) Data Culture & Improving Data Literacy, and (3) Performance Measurement.

The story a project's data model, outputs, and targets tell will impact how the project is assessed by all the other stakeholders involved in the ARPA Portfolio including but not limited to U.S. Treasury, the Office of the Chief Financial Officer (OCFO), the Mayor's Office, City Council, and the broader Public. If project outcomes do not accurately measure and communicate what a project does, people will have a hard time understanding why the project received funding. If the ARPA performance metrics through the dashboards do not tell a convincing story of impact, a project's funding can be reallocated to other projects that do. These are the lessons and components of performance management that the DS&A ARPA Team is attempting to instill in the systematization of ARPA Reporting within the City of Detroit and the accompanying cultural transformation in data literacy that is going along with it.

While this ARPA Reporting Infrastructure is being set up to facilitate meeting the Treasury requirements for the use of ARPA-SLFRF funding, an aspirational long-term goal of these efforts is to use this infrastructure after the ARPA-funds are exhausted to provide the city with the functions

of an office of performance management which continues to collect and centralize performance metrics and tie them to future departmental budget allocations while also creating a centralized data repository for research and grant proposals.

## ■ APPENDIX C

### Performance Management

The main purpose of ARPA Reporting, and the subsequent dashboards being developed to automate this process, is to report how federal dollars were spent at the program-level and how these expenditures translated to impact on the ground.

The reported metrics and dashboards tell the story of how the money is being spent, where, and how successfully. Funding can be reallocated towards different projects depending on whether outcomes do not successfully spend against their intended impact. Projects may view this as an external reporting requirement, but it is also being used within the city as a form of *Performance Management* to guide long-term strategic planning. One of the long-term goals of the DS&A ARPA Team is to have Projects think of how they can use their performance metrics and dashboards as tools to manage their internal performance and make strategic decisions.

With performance data projects can:

- Understand interrelated aspects of their current performance
- Look beyond budget at the larger outcomes they are trying to achieve
- Identify benchmark jurisdictions and obtain comparable data for core operations
- Guide discussions within departments and among elected officials around precise goals and verified data
- Engage the community in long-term visioning

Furthermore, as the DS&A ARPA Team prototypes individual project dashboards with each team, they are teaching them how to use these tools to identify cases where targets are not being met and ask: Whether this is a result of data-entry error? A signal of an area to implement process improvement? Whether target and outcome definitions do not align with how the job is actually performed? In cases where progress and outcomes are satisfactory or on pace, projects can use these tools to evaluate whether they tell a convincing story of their project's impact, asking: Whether their outputs are interpretable? Do they communicate all the impact their project is making in the city? Or are the metrics their outcomes are based on the most appropriate for speaking to their outcome? Finally, they can use their aggregated performance metrics and progress to assess how the data model and the pipeline for how their outputs are calculated, the appropriateness of their source data, and whether they chose the appropriate terms for meeting successful Targets.

The story a project's data model, outputs, and targets tell will impact how the project is assessed by all the other stakeholders involved in the ARPA Portfolio including but not limited to U.S. Treasury, the Office of the Chief Financial Officer (OCFO), the Mayor's Office, City Council, and the broader Public. If project outcomes do not accurately measure and communicate what a project does, people will have a hard time understanding why the project received funding. If the ARPA performance metrics through the dashboards do not tell a convincing story of impact, a project's funding can be reallocated to other projects that do. These are the lessons and components of performance management that the DS&A

ARPA Team is attempting to instill in the systematization of ARPA Reporting within the City of Detroit and the accompanying cultural transformation in data literacy that is going along with it.

While this ARPA Reporting Infrastructure is being set up to facilitate meeting the Treasury requirements for the use of ARPA-SLFRF funding, an aspirational long-term goal of these efforts is to use this infrastructure after the ARPA-funds are exhausted to provide the city with the functions of an office of performance management which continues to collect and centralize performance metrics and tie them to future departmental budget allocations while also creating a centralized data repository for research and grant proposals.

## ■ APPENDIX D

### Data Glossary

#### Portfolio Category Performance

This section provides additional explanation about the specific data and information fields provided in the Portfolio Category Performance section of the Performance Report below.

#### **Portfolio Category**

The public facing category used to strategically plan and target project impacts across the entire portfolio. Each portfolio category speaks to a larger social sector in the City of Detroit and aggregates and organizes disparate projects together to magnify their impact.

Portfolio Categories: Housing, Workforce, Human Services, Infrastructure, Public Safety, Public Spaces, Small Business, Technology

#### **Portfolio Summary**

A short description of the portfolio category, its scope, and intended goals. May also include a summary of the context and conditions facing the social sector that the particular portfolio under consideration is attempting to intervene in.

#### **Portfolio Category Level Spatial Equity Maps**

For all the projects in the portfolio category that have submitted spatial data, these data points are plotted across a map containing the SNF Neighborhoods and Top 40 Most Vulnerable Census Tracts to continue the evaluation of Spatial Equity begun above in the Promoting Equitable Outcomes section but performed at the Portfolio Category level.

#### **Portfolio Category Level Demographics**

For all the projects in the portfolio category that have submitted demographic data. These demographics are summarized in a series of donuts for Portfolio Category comparison to City of Detroit demographics and evaluation of Diversity & Inclusion equity considerations.

#### **Key Takeaways**

A summary of featured impact metrics pulled from across the projects in the Portfolio that had reported performance data.

#### **Portfolio Evidence-Based Policy**

A section providing a summary of the evidence and best practices in portfolio-relevant policy areas alongside a list of peer programs across the country that served as the basis for this evidence. This section is based on White Papers produced for the City of Detroit by the University of Michigan – Poverty Solutions to assemble evidence to design and evaluate the performance of Detroit's programs moving forward. There were 26 white papers in total.

## Portfolio Category Performance

This section provides additional explanation about the specific data and information fields provided on programs in the Project Performance section of the Performance Report below.

Note: the total number of fields reported on per project will vary according to how much performance data they have reported to DS&A.

### Unique Project Identifier

Individual Identification numbers for each of Detroit's ARPA Projects referencing the City Appropriation Categories created by the City of Detroit to align mayoral and residential priorities for ARPA investment as outlined in last year's City of Detroit Recovery Plan Performance Report 2022.

### Expenditure Category (EC #)

A number designating which U.S. Department of Treasury Expenditure Category (ECs) the given project falls within. This impacts what required treasury outputs a project has to track with EC-6's not being required to track any performance metrics.

### Project Budget

A breakdown of the Project's Budget as Programmed versus Spent. Where applicable, spending is also broken down between funds spent on Personnel versus Operations costs.

The \$826 million given to the city by U.S. Treasury was then distributed across the 15 appropriation categories aligning with mayoral and resident identified priorities spun out of the Community Engagement work described in last year's report. These funds in the appropriation categories are deemed programmed when they are budgeted to an actual program that has been submitted for project approval. These programmed funds are then considered obligated when a project submits their budgets and spend projections with line-item costs identified for spend. Finally, these obligated funds are then considered spent when money is actually distributed to the staff, vendors, contractors, etc., that provide the project's service and receipts are reconciled with the Office of the Chief Financial Officer (OFCO).

### Project Summary

A brief summary of the project's purpose highlighting the services it provides, the target beneficiaries of these services, the departments involved in providing these services.

### Featured Project Metrics

A short narrative showcasing performance metrics that the project is currently reporting on telling the story of the project's current impact on the city. A full accounting of all metrics and reported values for every given project is provided in the report appendix.

### Treasury Required Metrics

Current performance for Treasury required metrics. Quarterly performance on these metrics before

### Lessons Learned

Information collected from active and reporting project teams sharing lessons they have learned while standing up their programs identifying room for improvement on the project & portfolio levels.

**Example Long-Term Goals & Outputs**

For projects that are not yet reporting any performance data, examples of the long-term goals, outcomes, and outputs they will be reporting data on are provided to give readers an idea of the impact these projects are aiming to make. A full accounting of all the outcomes that will be tracked for the project is provided in the report appendix.

**AUL Date**

The date that the project was given their acceptable use letter (AUL) which gave them the authorization to start running with the next stages of project development being hiring and procurement leading into service delivery. This date is provided as a measure of project age and is given specifically for projects who have not submitted performance data to give readers an idea of where the project is in its life cycle.



# **DATA MODEL FOR ARPA PROJECTS**

Project Name	Project ID	Description
IT Consulting Services - Cross Departmental Analysis	02.1.036	% of cross departmental analyses successfully completed IT
		% of cross departmental analyses successfully completed IT
Enterprise Data Warehouse	02.1.037	Number of geospatial datasets integrated into the data warehouse
		Number of departments who participated in consultant led requirements gathering process
		Number of Data Stewards who participate in training
		Number of Data Governance Executive Board Meetings to discuss EDW implementation and prioritization.
		Number of inventoried datasets deployed into warehouse
		Number of city department representatives with access to the data warehouse and actively using it
		Number of geospatial datasets integrated into the data warehouse
		Number of departments with inventoried data
		Number of departments who participated in consultant led requirements gathering process
		Number of Data Stewards who participate in training
		Number of Data Governance Executive Board Meetings to discuss EDW implementation and prioritization Number of Data Governance Executive Board Meetings to discuss EDW implementation and prioritization
		Number of inventoried datasets deployed into warehouse

<b>Number of city department representatives with access to the data warehouse and actively using it</b>
<b>Number of columns with data dictionary</b>
<b>Number of departments with inventoried data</b>
<b>Number of columns with data dictionary</b>
<b>Number of city department representatives with access to the data warehouse and actively using it</b>
<b>Number of columns with data dictionary</b>
<b>Number of geospatial datasets integrated into the data warehouse</b>
<b>Number of departments with inventoried data</b>
<b>Number of departments who participated in consultant led requirements gathering process</b>
<b>Number of Data Stewards who participate in training</b>
<b>Number of Data Governance Executive Board Meetings to discuss EDW implementation and prioritization</b>
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<b>Number of departments with inventoried data</b>
<b>Number of columns with data dictionary</b>
<b>Number of departments who participated in consultant led requirements gathering process</b>
<b>Number of Data Stewards who participate in training</b>

		<p>Number of Data Governance Executive Board Meetings to discuss EDW implementation and prioritization</p> <p>Number of Data Governance Executive Board Meetings to discuss EDW implementation and prioritization</p>
		<p>Number of inventoried datasets deployed into warehouse</p>
DoIT Data Center Upgrades Project	02.1.086	<p>Calculated decrease in kWh usage of data center (if data is available)</p>
		<p>Calculated decrease in kWh usage of data center (if data is available)</p>
		<p># of vulnerabilities resolved related to power and cooling within the data centers</p>
		<p># of vulnerabilities resolved related to power and cooling within the data centers</p>
		<p>Successful adherence to project timeline and milestones</p>
		<p>Successful adherence to project timeline and milestones</p>
		<p># of vulnerabilities resolved related to power and cooling within the data centers</p>
		<p>Calculated decrease in kWh usage of data center (if data is available)</p>
		<p>Successful adherence to project timeline and milestones</p>
Enterprise Constituent Relationship Management Software	02.1.099	<p>Number of reports of CRM data scheduled for regular delivery to department executives</p>
		<p>% of requests processed through the CRM within designated SLAs</p>
		<p># of end-users trained</p>
		<p># of end-users trained</p>
		<p>% completion of system configuration</p>

<b>% completion of successful User acceptance testing(UAT)</b>
<b># complete of system integrations or interfaces between CRM and existing systems</b>
<b># of end-user trainings held</b>
<b>% progress to identification, assessment, and implementation of a system that best suits City's requirements</b>
<b>% of requests processed through the CRM within designated SLAs</b>
<b># of end-users trained</b>
<b>% progress to identification, assessment, and implementation of a system that best suits City's requirements</b>
<b>% completion of system configuration</b>
<b>% completion of successful User acceptance testing(UAT)</b>
<b># complete of system integrations or interfaces between CRM and existing systems</b>
<b># of end-user trainings held</b>
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<b>% of requests processed through the CRM within designated SLAs</b>
<b># of end-user trainings held</b>
<b>Number of reports of CRM data scheduled for regular delivery to department executives</b>
<b># complete of system integrations or interfaces between CRM and existing systems</b>

<b>% progress to identification, assessment, and implementation of a system that best suits City's requirements</b>
<b>% completion of system configuration</b>
<b>Number of reports of CRM data scheduled for regular delivery to department executives</b>
<b>% of requests processed through the CRM within designated SLAs</b>
<b># of end-users trained</b>
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<b># of end-users trained</b>
<b>% of requests processed through the CRM within designated SLAs</b>
<b>Number of reports of CRM data scheduled for regular delivery to department executives</b>

		<b>% progress to identification, assessment, and implementation of a system that best suits City's requirements</b>
		<b>% completion of system configuration</b>
		<b>% completion of successful User acceptance testing(UAT)</b>
		<b># complete of system integrations or interfaces between CRM and existing systems</b>
		<b># of end-user trainings held</b>
		<b># of end-users trained</b>
		<b>% of requests processed through the CRM within designated SLAs</b>
		<b>Number of reports of CRM data scheduled for regular delivery to department executives</b>
		<b>% progress to identification, assessment, and implementation of a system that best suits City's requirements</b>
		<b>% completion of successful User acceptance testing(UAT)</b>
		<b># complete of system integrations or interfaces between CRM and existing systems</b>
		<b>% of requests processed through the CRM within designated SLAs</b>
		<b>% completion of system configuration</b>
		<b>% progress to identification, assessment, and implementation of a system that best suits City's requirements</b>
		<b>% completion of successful User acceptance testing(UAT)</b>
<b>Lee Plaza</b>	<b>02.3.030</b>	<b>Financial and Land Closing</b>
		<b>8bb transfer process approval by HUD</b>
		<b>Historic Tax Credit submission and award</b>

<b>LIHTC 4% &amp; 9% submission and award</b>
<b>HRD NOFA submission and award</b>
<b>Execution of development agreement</b>
<b># of affordable units in the greater downtown area (Northwest Goldberg)</b>
<b>Total Other dollars leveraged-Public</b>
<b>Total Other dollars leveraged-Private</b>
<b>% Predevelopment funds incurred</b>
<b>% construction complete</b>
<b>% construction design complete</b>
<b># of units placed in service</b>
<b># of units with qualified occupants</b>
<b>% construction design complete</b>
<b>% construction complete</b>
<b>% construction complete</b>
<b>% construction design complete</b>
<b># of units with qualified occupants</b>
<b># of units placed in service</b>
<b>Financial and Land Closing</b>
<b>8bb transfer process approval by HUD</b>
<b># of units with qualified occupants</b>
<b>Historic Tax Credit submission and award</b>
<b>HRD NOFA submission and award</b>
<b>Execution of development agreement</b>
<b># of affordable units in the greater downtown area (Northwest Goldberg)</b>
<b>Total Other dollars leveraged-Public</b>
<b>Total Other dollars leveraged-Private</b>
<b>% Predevelopment funds incurred</b>
<b>LIHTC 4% &amp; 9% submission and award</b>
<b># of units placed in service</b>
<b>Financial and Land Closing</b>



<b>8bb transfer process approval by HUD</b>
<b># of affordable units in the greater downtown area (Northwest Goldberg)</b>
<b># of affordable units in the greater downtown area (Northwest Goldberg)</b>
<b>Execution of development agreement</b>
<b>HRD NOFA submission and award</b>
<b>LIHTC 4% &amp; 9% submission and award</b>
<b>Historic Tax Credit submission and award</b>
<b>8bb transfer process approval by HUD</b>
<b>Financial and Land Closing</b>
<b># of units placed in service</b>
<b># of units with qualified occupants</b>
<b>% construction design complete</b>
<b>% construction complete</b>
<b>% Predevelopment funds incurred</b>
<b>LIHTC 4% &amp; 9% submission and award</b>
<b>Historic Tax Credit submission and award</b>
<b>8bb transfer process approval by HUD</b>
<b>Financial and Land Closing</b>
<b>Historic Tax Credit submission and award</b>
<b>LIHTC 4% &amp; 9% submission and award</b>
<b>HRD NOFA submission and award</b>
<b>Execution of development agreement</b>
<b># of affordable units in the greater downtown area (Northwest Goldberg)</b>
<b>Total Other dollars leveraged-Public</b>
<b>Execution of development agreement</b>
<b>Total Other dollars leveraged-Private</b>
<b>Total Other dollars leveraged-Private</b>
<b>% Predevelopment funds incurred</b>
<b>% construction complete</b>

		<b>% construction design complete</b> <b># of units with qualified occupants</b> <b># of units placed in service</b> <b>Total Other dollars leveraged-Public</b> <b>% Predevelopment funds incurred</b> <b>HRD NOFA submission and award</b> <b>Total Other dollars leveraged-Public</b> <b>Total Other dollars leveraged-Private</b>
<b>Blight Remediation - Industrial and Commercial</b>	<b>03.2.002</b>	<b># of environmental due diligence completed for targeted number/list of sites</b> <b># of environmental due diligence completed for targeted number/list of sites</b> <b># of hazardous and abandoned buildings demolished</b> <b># of environmental due diligence completed for targeted number/list of sites</b> <b># of hazardous and abandoned buildings demolished</b> <b># of hazardous and abandoned buildings demolished</b>
<b>Neighborhood Beautification Program</b>	<b>05.1.083</b>	<b>Number of projects completed, and deeds sold to non-profits</b> <b>Number of grants awarded and completed</b> <b>Number of lots beautified</b> <b>Number of grants awarded and completed</b> <b>Number of lots beautified</b> <b>Number of lots licensed to non-profits</b> <b>Number of projects completed, and deeds sold to non-profits</b> <b>Number of lots licensed to non-profits</b>
<b>Adult High School Certification</b>	<b>06.2.004</b>	<b>Average number of participation hours per week</b>

Program

# of enrollees who accessed career and/or supportive services
% of graduates who report experiencing a positive employment or training outcome after completion
# of enquires about the program
# of enrollees who obtain employment after completing their GED or high school
# of enrollees who increase functional academic levels, as measured by pre- and post-CASAS academic assessments
# of enrollees who accessed job skills training
# of enrollees in the program
# of enrollees who accessed job skills training
# participants who obtained a diploma/high school equivalency (HSE).
# participants who obtained a diploma/high school equivalency (HSE).
# of enrollees who complete the program
# of enrollees in the program
# of enquires about the program
# of enrollees who obtain employment after completing their GED or high school
# of enrollees who accessed job skills training
# of enrollees who accessed career and/or supportive services
# of enrollees who complete the program
# of enrollees who accessed job skills training
# of enrollees who increase functional academic levels, as measured by pre- and post-CASAS academic assessments
Average number of participation hours per week

		<b># participants who obtained a diploma/high school equivalency (HSE).</b> <b># of enrollees who complete the program</b> <b>% of graduates who report experiencing a positive employment or training outcome after completion</b> <b># of enrollees who accessed job skills training</b> <b>Average number of participation hours per week</b> <b>% of graduates who report experiencing a positive employment or training outcome after completion</b> <b># of enrollees who accessed career and/or supportive services</b> <b># of enrollees who accessed job skills training</b> <b># of enrollees who obtain employment after completing their GED or high school</b> <b># of enquires about the program</b> <b># of enrollees in the program</b> <b># of enrollees who increase functional academic levels, as measured by pre- and post-CASAS academic assessments</b>
<b>Farwell Recreation Center Gym</b>	<b>07.1.012</b>	<b># of public events and community meetings held</b> <b># of new memberships after completion of new facility</b> <b># of completed community engagement sessions for design development</b> <b># of programs, services, and partnerships</b> <b>% completion of design for the Recreation Center project and surrounding landscape</b> <b>% completion of construction for the Recreation Center project and surrounding landscape</b> <b># of completed community engagement sessions for design development</b> <b># of programs, services, and partnerships</b>

		<b># of public events and community meetings held</b> <b># of new memberships after completion of new facility</b> <b># of visits to the recreation center after completion of new facility</b> <b># of visits to the recreation center after completion of new facility</b> <b># of programs, services, and partnerships</b> <b># of completed community engagement sessions for design development</b> <b>% completion of design for the Recreation Center project and surrounding landscape</b> <b>% completion of construction for the Recreation Center project and surrounding landscape</b> <b>% completion of construction for the Recreation Center project and surrounding landscape</b> <b># of public events and community meetings held</b> <b># of new memberships after completion of new facility</b> <b># of visits to the recreation center after completion of new facility</b> <b>% completion of design for the Recreation Center project and surrounding landscape</b>
<b>Dexter/Elmhurst Recreation Center</b>	<b>07.1.028</b>	<b>% completion of design for the Recreation Center project and surrounding landscape</b> <b># of completed community engagement sessions for design development</b> <b># of programs, services, and partnerships utilizing the new Community Recreation Center.</b> <b># of public events and community meetings held</b> <b># of new memberships after completion of new facility</b>

		<b>% completion of construction for the Recreation Center project and surrounding landscape</b>
		<b>% completion of design for the Recreation Center project and surrounding landscape</b>
		<b>% completion of construction for the Recreation Center project and surrounding landscape</b>
		<b># of completed community engagement sessions for design development</b>
		<b># of programs, services, and partnerships utilizing the new Community Recreation Center.</b>
		<b># of public events and community meetings held</b>
		<b># of new memberships after completion of new facility</b>
		<b># of visits to the Dexter Elmhurst recreation center after completion of new facility</b>
		<b># of visits to the Dexter Elmhurst recreation center after completion of new facility</b>
		<b>% completion of construction for the Recreation Center project and surrounding landscape</b>
		<b># of completed community engagement sessions for design development</b>
		<b>% completion of design for the Recreation Center project and surrounding landscape</b>
		<b># of public events and community meetings held</b>
		<b># of new memberships after completion of new facility</b>
		<b># of visits to the Dexter Elmhurst recreation center after completion of new facility</b>
		<b># of programs, services, and partnerships utilizing the new Community Recreation Center.</b>
<b>Chandler Park Athletic Fieldhouse</b>	<b>07.1.029</b>	<b>% completion of design for the Recreation Center project and surrounding landscape</b>

		<b>% completion of construction for the Recreation Center project and surrounding landscape</b> <b># of completed community engagement sessions for design development</b> <b># of programs, services, and partnerships utilizing the new Community Recreation Center.</b> <b># of new memberships after completion of new facility</b> <b># of visits to the Chandler Park Athletic Dome after completion of new facility</b> <b># of public events and community meetings held</b>
Roosevelt Park Construction	08.3.043	<b>% increased number of permits issued for special events</b> <b>% increased number of permits issued for special events</b> <b>% completion of the renovation</b> <b>sq ft of roadways removed</b> <b>sq ft of roadways removed</b> <b>% completion of the renovation</b> <b>sq ft of roadways removed</b> <b>% increased number of permits issued for special events</b> <b># /% increase in park usage</b> <b>% completion of the renovation</b> <b>% increased number of permits issued for special events</b> <b># /% increase in park usage</b> <b>sq ft of roadways removed</b> <b># /% increase in park usage</b> <b>% completion of the renovation</b> <b>% completion of the renovation</b> <b>sq ft of roadways removed</b>

		<b>% increased number of permits issued for special events</b> <b># /% increase in park usage</b> <b>sq ft of roadways removed</b> <b>% completion of the renovation</b> <b>% increased number of permits issued for special events</b> <b>% increased number of permits issued for special events</b> <b># /% increase in park usage</b> <b># /% increase in park usage</b> <b>% completion of the renovation</b> <b>sq ft of roadways removed</b> <b>sq ft of roadways removed</b> <b># /% increase in park usage</b> <b># /% increase in park usage</b> <b>% completion of the renovation</b> <b>% increased number of permits issued for special events</b>
<b>Park Plans</b>	<b>08.3.097</b>	<b>% construction complete for Balduck Park</b> <b>% of Schedule milestones met by year for Balduck Park</b> <b>% site preparation &amp; infrastructure deployment complete for Balduck Park</b> <b>% landscaping &amp; vegetation planting complete for Balduck Park</b> <b>% landscaping &amp; vegetation planting complete for John R. Watson</b> <b># of amenities added (picnic tables, bbq etc.) for Balduck Park</b> <b>% construction complete for Greenview Wadsworth</b>



<b>% of Schedule milestones met by year for Greenview Wadsworth</b>
<b>% site preparation &amp; infrastructure deployment complete for Greenview Wadsworth</b>
<b>% landscaping &amp; vegetation planting complete for Greenview Wadsworth</b>
<b>% connectivity and pathways construction complete for Greenview Wadsworth</b>
<b># of amenities added (picnic tables, bbq etc.) for Greenview Wadsworth</b>
<b>% construction complete for John R. Watson</b>
<b>% of Schedule milestones met by year for John R. Watson</b>
<b>% site preparation &amp; infrastructure deployment complete for John R. Watson</b>
<b>% connectivity and pathways construction complete for John R. Watson</b>
<b># of amenities added (picnic tables, bbq etc.) for John R. Watson</b>
<b>% connectivity and pathways construction complete for Balduck Park</b>
<b># of amenities added (picnic tables, bbq etc.) for AB Ford Park</b>
<b>% increase of park usage after construction for John R. Watson</b>
<b>% landscaping &amp; vegetation planting complete for AB Ford Park</b>
<b>% increase of park usage after construction for AB Ford Park</b>
<b>% increase of park usage after construction for Balduck Park</b>

# of amenities added (picnic tables, bbq etc.) for Rogell Park
% connectivity and pathways construction complete for Rogell Park
% landscaping & vegetation planting complete for Rogell Park
% site preparation & infrastructure deployment complete for Rogell Park
% of Schedule milestones met by year for Rogell Park
% construction complete for Rogell Park
# of amenities added (picnic tables, bbq etc.) for John R. Watson
% connectivity and pathways construction complete for John R. Watson
% increase of park usage after construction for AB Ford Park
% increase of park usage after construction for Balduck Park
% increase of park usage after construction for Greenview Wadsworth
% construction complete for Rogell Park
% increase of park usage after construction for Rogell Park
# of new community members served within a 10-minute walk of Rogell Park
% increase of park usage after construction for Tireman-Minock Park
# of new community members served within a 10-minute walk of Tireman-Minock Park
% construction complete for AB Ford Park

<b>% of Schedule milestones met by year for AB Ford Park</b>
<b>% site preparation &amp; infrastructure deployment complete for AB Ford Park</b>
<b>% connectivity and pathways construction complete for AB Ford Park</b>
<b>% of Schedule milestones met by year for Rogell Park</b>
<b>% increase of park usage after construction for Rogell Park</b>
<b>% landscaping &amp; vegetation planting complete for Rogell Park</b>
<b>% site preparation &amp; infrastructure deployment complete for Balduck Park</b>
<b>% landscaping &amp; vegetation planting complete for Balduck Park</b>
<b>% connectivity and pathways construction complete for Balduck Park</b>
<b># of amenities added (picnic tables, bbq etc.) for Balduck Park</b>
<b>% construction complete for Greenview Wadsworth</b>
<b>% of Schedule milestones met by year for Greenview Wadsworth</b>
<b>% site preparation &amp; infrastructure deployment complete for Greenview Wadsworth</b>
<b>% landscaping &amp; vegetation planting complete for Greenview Wadsworth</b>
<b>% connectivity and pathways construction complete for Greenview Wadsworth</b>
<b># of amenities added (picnic tables, bbq etc.) for Greenview Wadsworth</b>

<b>% construction complete for John R. Watson</b>
<b>% of Schedule milestones met by year for John R. Watson</b>
<b>% site preparation &amp; infrastructure deployment complete for John R. Watson</b>
<b>% landscaping &amp; vegetation planting complete for John R. Watson</b>
<b>% connectivity and pathways construction complete for John R. Watson</b>
<b># of amenities added (picnic tables, bbq etc.) for John R. Watson</b>
<b>% construction complete for Rogell Park</b>
<b>% of Schedule milestones met by year for Greenview Wadsworth</b>
<b>% construction complete for Greenview Wadsworth</b>
<b># of amenities added (picnic tables, bbq etc.) for Balduck Park</b>
<b>% connectivity and pathways construction complete for Balduck Park</b>
<b>% landscaping &amp; vegetation planting complete for Balduck Park</b>
<b>% site preparation &amp; infrastructure deployment complete for Balduck Park</b>
<b>% site preparation &amp; infrastructure deployment complete for Rogell Park</b>
<b>% of Schedule milestones met by year for Balduck Park</b>
<b># of amenities added (picnic tables, bbq etc.) for AB Ford Park</b>
<b># of amenities added (picnic tables, bbq etc.) for Rogell Park</b>

<b>% connectivity and pathways construction complete for Rogell Park</b>
<b>% landscaping &amp; vegetation planting complete for Rogell Park</b>
<b>% site preparation &amp; infrastructure deployment complete for Rogell Park</b>
<b>% of Schedule milestones met by year for Rogell Park</b>
<b>% construction complete for Balduck Park</b>
<b># of amenities added (picnic tables, bbq etc.) for AB Ford Park</b>
<b>% construction complete for Balduck Park</b>
<b>% landscaping &amp; vegetation planting complete for AB Ford Park</b>
<b>% connectivity and pathways construction complete for Rogell Park</b>
<b># of amenities added (picnic tables, bbq etc.) for Rogell Park</b>
<b>% increase of park usage after construction for Greenview Wadsworth</b>
<b>% increase of park usage after construction for John R. Watson</b>
<b># of new community members served within a 10-minute walk of Rogell Park</b>
<b>% increase of park usage after construction for Tireman-Minock Park</b>
<b># of new community members served within a 10-minute walk of Tireman-Minock Park</b>
<b>% construction complete for AB Ford Park</b>
<b>% of Schedule milestones met by year for AB Ford Park</b>

<b>% site preparation &amp; infrastructure deployment complete for AB Ford Park</b>
<b>% landscaping &amp; vegetation planting complete for AB Ford Park</b>
<b>% connectivity and pathways construction complete for AB Ford Park</b>
<b>% landscaping &amp; vegetation planting complete for John R. Watson</b>
<b>% connectivity and pathways construction complete for AB Ford Park</b>
<b>% of Schedule milestones met by year for John R. Watson</b>
<b>% site preparation &amp; infrastructure deployment complete for John R. Watson</b>
<b># of amenities added (picnic tables, bbq etc.) for Greenview Wadsworth</b>
<b>% site preparation &amp; infrastructure deployment complete for AB Ford Park</b>
<b>% of Schedule milestones met by year for AB Ford Park</b>
<b>% construction complete for AB Ford Park</b>
<b># of new community members served within a 10-minute walk of Tireman-Minock Park</b>
<b>% increase of park usage after construction for Tireman-Minock Park</b>
<b># of new community members served within a 10-minute walk of Rogell Park</b>
<b>% increase of park usage after construction for Rogell Park</b>
<b>% construction complete for John R. Watson</b>
<b>% increase of park usage after construction for John R. Watson</b>

		<b>% increase of park usage after construction for Balduck Park</b> <b>% increase of park usage after construction for AB Ford Park</b> <b>% site preparation &amp; infrastructure deployment complete for Greenview Wadsworth</b> <b>% landscaping &amp; vegetation planting complete for Greenview Wadsworth</b> <b>% connectivity and pathways construction complete for Greenview Wadsworth</b> <b>% increase of park usage after construction for Greenview Wadsworth</b> <b>% of Schedule milestones met by year for Balduck Park</b>
<b>Joe Louis Greenway</b>	<b>08.4.074</b>	<b>% construction complete</b> <b>% completion of design and engineering of future segments of the greenway</b> <b>% Increased pedestrian usage (volume)</b> <b>% Increased bike usage (volume)</b> <b>Tonnage/pounds of trash (scrap tires, concrete &amp; steel remnants) removed</b>
<b>Joe Louis Greenway Neighborhood Planning</b>	<b>08.4.082</b>	<b># of Planning Area Milestone Meetings Held</b> <b># of Stakeholder Meetings held</b> <b># of Residents Engaged in Planning Process</b> <b># of Residents informed of assistance programs through Outreach</b> <b># of Planning Area Milestone Meetings Held</b> <b># of Stakeholder Meetings held</b> <b># of Residents Engaged in Planning Process</b> <b># of Residents informed of assistance programs through Outreach</b> <b># of Planning Area Milestone Meetings Held</b>

		# of Stakeholder Meetings held
		# of Residents Engaged in Planning Process
		# of Residents informed of assistance programs through Outreach
Dexter Avenue Streetscape	08.5.050	sqft of sidewalk replaced
		Number of neighborhood gateways
		Dexter impact on customer experience
		Business owner perception of Dexter
		Number of active businesses on Dexter
		sqft of plantings and number of street trees
		Number of sidewalk ramps compliant with ada
		sqft of sidewalk replaced
		Number of streetlights
		Number of enhanced pedestrian crossings
		Dexter impact on businesses
		Number of art installations
		Number of active use design interventions(placemaking)
		Number of active use design interventions(placemaking)
		sqft of plantings and number of street trees
		Number of new curb extensions bulb outs
		Number of vacant lots activated
		Number of art installations
		Business owner perception of Dexter
		Number of neighborhood gateways
		Dexter impact on businesses
		Dexter impact on customer experience
		Number of active businesses on Dexter
		sqft of plantings and number of street trees
		Number of sidewalk ramps compliant with ada
		sqft of sidewalk replaced



<b>Number of streetlights</b>
<b>Number of vacant lots activated</b>
<b>Number of people walking, exiting transit, biking, scooter, etc</b>
<b>Perception of safety on Dexter</b>
<b>Number of Crashes involving pedestrian and bicylists</b>
<b>Number of active businesses on Dexter</b>
<b>Dexter impact on customer experience</b>
<b>Dexter impact on businesses</b>
<b>Number of neighborhood gateways</b>
<b>Business owner perception of Dexter</b>
<b>Number of art installations</b>
<b>Number of vacant lots activated</b>
<b>Number of active use design interventions(placemaking)</b>
<b>Number of streetlights</b>
<b>Number of enhanced pedestrian crossings</b>
<b>Number of new curb extensions bulb outs</b>
<b>Number of people walking, exiting transit, biking, scooter, etc</b>
<b>Number of bus stops improved</b>
<b>Number of Crashes involving pedestrian and bicylists</b>
<b>Number of bus stops improved</b>
<b>Perception of safety on Dexter</b>
<b>Number of fatal crashes</b>
<b>Number of total crashes</b>
<b>% Completion of Streetscape</b>
<b>Number of traffic calming interventions</b>
<b>Traffic volume on Dexter</b>

Collecting traffic speed on Dexter streetscape(85% speed,40-45,45-65, >65 south and north bound Traffic
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Number of active businesses on Dexter
Dexter impact on customer experience
Dexter impact on businesses
Number of neighborhood gateways
Business owner perception of Dexter
Number of art installations
Number of vacant lots activated

	<b>Number of active use design interventions(placemaking)</b>
	<b>Number of people walking, exiting transit, biking, scooter, etc</b>
	<b>Number of bus stops improved</b>
	<b>Number of Crashes involving pedestrian and bicylists</b>
	<b>Number of enhanced pedestrian crossings</b>
	<b>Perception of safety on Dexter</b>
	<b>Number of Crashes involving pedestrian and bicylists</b>
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	<b>Perception of safety on Dexter</b>
	<b>Number of total crashes</b>
	<b>% Completion of Streetscape</b>
	<b>Number of traffic calming interventions</b>
	<b>Traffic volume on Dexter</b>
	<b>Number of fatal crashes</b>
	<b>Collecting traffic speed on Dexter streetscape(85% speed,40-45,45-65, &gt;65 south and north bound Traffic</b>
	<b>Traffic volume on Dexter</b>
	<b>Number of traffic calming interventions</b>
	<b>% Completion of Streetscape</b>
	<b>Number of total crashes</b>
	<b>Collecting traffic speed on Dexter streetscape(85% speed,40-45,45-65, &gt;65 south and north bound Traffic</b>
	<b>Number of fatal crashes</b>

<b>Summer Youth Employment Program</b>	<b>09.2.115</b>	<b>% of SYEP end-of-service respondents who report receiving the necessary support to be successful in the program</b>
		<b>% of youth who report new connections to community, social responsibility, leadership and improved social/emotional well-being</b>
		<b>rate of attendance throughout program for all participants</b>
		<b>% of youth and young people enrolled in the program who complete their summer experience</b>
		<b>% of youth who report identifying career interests through exposure they received from SYEP</b>
		<b># of hours worked by program participants</b>
		<b># of program participants placed in a summer job opportunity</b>
		<b>% of SYEP end-of-service respondents who report learning valuable technical or job readiness skills by participating in the program</b>
		<b>% of youth who report acquiring useful work readiness skills</b>
		<b>% of SYEP end-of-service respondents who report moving on to a positive outcome</b>
		<b>% of youth who report acquiring financial literacy skills</b>
<b>Renew Detroit</b>	<b>10.1.014</b>	<b>Number of new HOPE applications associated with a Renew Detroit application</b>
		<b>Number of first-time HOPE approvals associated with a Renew Detroit application</b>
		<b>Number of first-time HOPE approvals associated with a Renew Detroit application</b>

<b>Number of homeowners connected to additional support programs following completion of Renew Detroit services.</b>
<b>% change in Detroit annual home repair capacity.</b>
<b>\$ of additional funding sources secured for future home repairs.</b>
<b>Number of Senior Emergency Home Repair (SEHR) waitlist applicants offered Renew Detroit repairs.</b>
<b>Number of Senior Emergency Home Repair (SEHR) waitlist applicants offered Renew Detroit repairs.</b>
<b>\$ of additional funding sources secured for future home repairs.</b>
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<b>Number of Senior Emergency Home Repair (SEHR) waitlist applicants offered Renew Detroit repairs.</b>
<b>\$ of additional funding sources secured for future home repairs.</b>
<b>% change in Detroit annual home repair capacity.</b>
<b>Number of homeowners connected to additional support programs following completion of Renew Detroit services.</b>
<b>Number of first-time HOPE approvals associated with a Renew Detroit application</b>
<b>Number of new HOPE applications associated with a Renew Detroit application</b>
<b>Average initial severity score for homes that received a completed roof.</b>

<b>average % change in Perceived Stability score among program participants surveyed at applicant intake and closeout.</b>
<b># of other major home repairs completed</b>
<b># of roof repairs completed</b>
<b>Average initial severity score for homes that received a completed roof.</b>
<b>average % change in Perceived Stability score among program participants surveyed at applicant intake and closeout.</b>
<b># of other major home repairs completed</b>
<b># of roof repairs completed</b>
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<b># of other major home repairs completed</b>
<b>Number of first-time HOPE approvals associated with a Renew Detroit application</b>
<b>Average initial severity score for homes that received a completed roof.</b>
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<b>average % change in Perceived Stability score among program participants surveyed at applicant intake and closeout.</b>
<b># of other major home repairs completed</b>
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		Number of Senior Emergency Home Repair (SEHR) waitlist applicants offered Renew Detroit repairs.
		Number of Senior Emergency Home Repair (SEHR) waitlist applicants offered Renew Detroit repairs.
		\$ of additional funding sources secured for future home repairs.
		average % change in Perceived Stability score among program participants surveyed at applicant intake and closeout.
		# of roof repairs completed
		# of other major home repairs completed
		% change in Detroit annual home repair capacity.
		Number of homeowners connected to additional support programs following completion of Renew Detroit services.
		Average initial severity score for homes that received a completed roof.
		Number of new HOPE applications associated with a Renew Detroit application
		Number of new HOPE applications associated with a Renew Detroit application
		average % change in Perceived Stability score among program participants surveyed at applicant intake and closeout.
		Number of first-time HOPE approvals associated with a Renew Detroit application
Housing Resource Navigation	11.1.005	# of residents utilizing enhanced housing navigation resources
		# of residents submitting applications for housing services
		# of housing intake counseling sessions completed

<b># of program/service enrollments for applicable housing supports (counseling, tax foreclosure prevention, home repair, utility assistance and others to be identified)</b>
<b># of residents accessing the website</b>
<b># of residents utilizing enhanced housing navigation resources</b>
<b># of residents submitting applications for housing services</b>
<b># of housing intake counseling sessions completed</b>
<b># of residents accessing the website</b>
<b># of residents accessing the website</b>
<b># of residents utilizing enhanced housing navigation resources</b>
<b># of residents submitting applications for housing services</b>
<b># of housing intake counseling sessions completed</b>
<b>Total # of affordable housing listings on website</b>
<b>Total # of affordable housing listings on website</b>
<b># of program/service enrollments for applicable housing supports (counseling, tax foreclosure prevention, home repair, utility assistance and others to be identified)</b>
<b>% of total regulated affordable housing portfolio with complete profiles</b>
<b>% of total regulated affordable housing portfolio with complete profiles</b>
<b># of program/service enrollments for applicable housing supports (counseling, tax foreclosure prevention, home repair, utility assistance and others to be identified)</b>



<b>% of total regulated affordable housing portfolio with complete profiles</b>
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<b># of residents utilizing enhanced housing navigation resources</b>
<b># of residents submitting applications for housing services</b>
<b># of housing intake counseling sessions completed</b>
<b># of program/service enrollments for applicable housing supports (counseling, tax foreclosure prevention, home repair, utility assistance and others to be identified)</b>
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<b># of residents accessing the website</b>
<b># of program/service enrollments for applicable housing supports (counseling, tax foreclosure prevention, home repair, utility assistance and others to be identified)</b>
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<b># of residents submitting applications for housing services</b>
<b># of residents accessing the website</b>
<b># of residents utilizing enhanced housing navigation resources</b>

<b>% of total regulated affordable housing portfolio with complete profiles</b>
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<b># of residents utilizing enhanced housing navigation resources</b>
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		<p># of program/service enrollments for applicable housing supports (counseling, tax foreclosure prevention, home repair, utility assistance and others to be identified)</p> <p># of housing intake counseling sessions completed</p> <p># of housing intake counseling sessions completed</p> <p># of residents submitting applications for housing services</p> <p># of residents accessing the website</p> <p># of residents submitting applications for housing services</p> <p># of residents utilizing enhanced housing navigation resources</p> <p># of residents accessing the website</p> <p>% of total regulated affordable housing portfolio with complete profiles</p> <p># of residents utilizing enhanced housing navigation resources</p>
<p>Single Family Scatter Site &amp; Preservation</p>	<p>12.1.016</p>	<p># projects where residents are engaged in homeowner sale preparation activities</p> <p># homes repaired before sale</p> <p># project served through consulting activities</p> <p># of affordable housing units preserved as affordable throughout the City</p> <p># of rental units transferred to home ownership (by first-time low-income homebuyers)</p> <p># capital needs assessments completed</p> <p># environmental assessments completed</p> <p># residents served with relocation services</p> <p># residents relocated to original, rehabbed project (temporarily displaced)</p> <p># energy assessments completed</p>

<b>Property Tax Foreclosure Prevention and Outreach</b>	<b>12.1.024</b>	<b># of household data collected (unique properties)</b>
		<b># of contacts made (unique properties)</b>
		<b># of unique property visits(vacant)</b>
		<b># of unique property visits(unknown)</b>
		<b># of unique property visits(occupied)</b>
		<b>Foreclosure Prevention - Make it Home (renters)</b>
		<b># of HPTAP events</b>
		<b># of residents who received DTRF financial assistance</b>
		<b># of PAYS enrolled</b>
		<b># of PAYS invites</b>
		<b># of homeowners vetted</b>
		<b># of HOPE approvals</b>
		<b># of tenants vetted</b>
		<b># of total participants enrolled in Make it Home</b>
		<b># of HOPE applications received</b>
		<b># of MIHAF referral</b>
		<b># of referrals for Other supportive services</b>
		<b># of referrals to Detroit Tax Relief Fund</b>
		<b># of referrals to HPTAP(HOPE) Network</b>
		<b>Total \$ amount funds allocated to 'Make it Home' program</b>
		<b>Initiation and completion of a social media campaign for homeowners most at risk of Property Tax Foreclosure (3+ years delinquency)</b>
		<b># of Disabled Veterans Exemption</b>
		<b># of visits</b>
		<b># of PAYS invites</b>
		<b>Total \$ amount funds allocated to 'Make it Home' program</b>
		<b># of homeowners vetted</b>
<b>Foreclosure Prevention - Make it Home (renters)</b>		

		# of HPTAP events
		# of residents who received DTRF financial assistance
		# of PAYS enrolled
		# of Disabled Veterans Exemption
		# of HOPE approvals
		# of HOPE applications received
		# of MIHAF referral
		# of referrals for Other supportive services
		# of referrals to Detroit Tax Relief Fund
		# of referrals to HPTAP(HOPE) Network
		# of household data collected (unique properties)
		# of contacts made (unique properties)
		# of visits
		# of unique property visits(vacant)
		# of unique property visits(unknown)
		# of tenants vetted
		Initiation and completion of a social media campaign for homeowners most at risk of Property Tax Foreclosure (3+ years delinquency)
		# of unique property visits(occupied)
		# of total participants enrolled in Make it Home
Blight to Beauty	13.1.008	# of Trees Removed
		# of Trees Removed
ACE Arts Alley Initiative	13.1.049	Number of flood mitigation strategies implemented
		Number of positive media reports covering the project
		Number of art installations
		Number of community engagement events

<b>Number of collaborations between artists and community partners beyond commissions for the project</b>
<b>Number of opportunities created for youth engagement in the arts</b>
<b>Artist and community feedback regarding project impact on creative opportunities available</b>
<b>Scope positive media reports covering art installations</b>
<b>Number of community engagement events</b>
<b>Number of collaborations between artists and community partners beyond commissions for the project</b>
<b>Number of new recreation and education programs within alley sites</b>
<b>Number of vacant lots activated adjacent to alley sites</b>
<b>Number of new art installations within alley sites</b>
<b>Number of educational features regarding flood mitigation strategies installed</b>
<b>Number of community-led flood mitigation strategies implemented in surrounding neighborhood</b>
<b>Number of flood mitigation strategies implemented</b>
<b>Number of positive media reports covering the project</b>
<b>Scope positive media reports covering art installations</b>
<b>Artist and community feedback regarding project impact on creative opportunities available</b>
<b>Number of art installations</b>

<b>Community spaces created within alley sites</b>
<b>Number of oportunites created for youth engagement in the arts</b>
<b>Number of community engagement events</b>
<b>Community spaces created within alley sites</b>
<b>Number of collaborations between artists and community partners beyond commissions for the project</b>
<b>Number of oportunites created for youth engagement in the arts</b>
<b>Artist and community feedback regarding project impact on creative oportunities available</b>
<b>Scope positive media reports covering art installations</b>
<b>Community spaces created within alley sites</b>
<b>Number of new recreation and education programs within alley sites</b>
<b>Number of vacant lots activated adjacent to alley sites</b>
<b>Number of new art installations within alley sites</b>
<b>Number of community engagement events</b>
<b>Number of educational features regarding flood mitigation strategies installed</b>
<b>Number of flood mitigation strategies implemented</b>
<b>Number of positive media reports covering the project</b>
<b>Number of art installations</b>
<b>Number of community engagement events</b>
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Gun Violence Reduction Plan	14.2.077	<p>Reduction in aggravated assault, robbery, and homicide due to use of investigative vehicles</p> <p>Reduce aggravated assault , robber and homicide during large community events where the towers are deployed.</p> <p>Reduction in aggravated assault, robbery, and homicide where the vehicle cameras are used</p> <p>Increase in case closure rate during large community events where the towers are deployed.</p>
Detroit Small Business Launcher	16.3.101	<p>Number of SMBs receiving financial aid grants to open businesses in a low-to-moderate income communities</p>

<b>Number of SMBs supported that operate in impacted industries</b>
<b>Number of technical support services awarded</b>
<b>Number of SMBs receiving technical assistance grants and are led by a person belonging to a marginalized group of people</b>
<b>Number of grants awarded to businesses led by a marginalized group of people</b>
<b>Dollars of grants awarded to SMBs led by a marginalized group of people</b>
<b>Number of SMBs led by a marginalized group of people receiving financial aid grants</b>
<b>Number of existing businesses led by low-to moderate-income owners supported</b>
<b>Number of new businesses led by low-to moderate-income owners supported</b>
<b>Percent of SMB respondents who reported improved business success after receiving assistance</b>
<b>Percent of SMB respondents who reported increased business traffic and brand awareness (new visitors, website traffic, searches for brand)</b>
<b>Percent of SMB respondents who reported gaining key skills for running a successful business</b>
<b>Percent of SMB respondents who reported improved organizational capacity</b>
<b>Number of workshops provided</b>
<b>Number of technical support services awarded</b>
<b>Number of SMBs supported that operate in impacted industries</b>
<b>number of new jobs created</b>

<b>number of businesses supported formalized and transactional ready</b>
<b>number of new businesses supported placed in brick-and-mortar facility</b>
<b>number of loans facilitated from community lenders</b>
<b>Dollars of grants awarded</b>
<b>Number of SMBs receiving assistance</b>
<b>Number of SMBs receiving assistance</b>
<b>number of new jobs created</b>
<b>number of businesses supported formalized and transactional ready</b>
<b>Number of businesses supported providing continued goods and services to low-to moderate-income areas</b>
<b>Dollars of grants awarded</b>
<b>Number of SMBs receiving financial aid grants to open businesses in a low-to-moderate income communities</b>
<b>Number of businesses supported newly providing goods and services to low-to moderate-income areas</b>
<b>% of SMB respondents who reported gained key skills for running a successful business and are led by a person belonging to a marginalized group of people</b>
<b>% of SMB respondents who reported organizational capacity improved and are led by a person belonging to a marginalized group of people</b>
<b>Number of SMBs receiving assistance</b>
<b>Dollars of grants awarded</b>

<b>number of loans facilitated from community lenders</b>
<b>number of new businesses supported placed in brick-and-mortar facility</b>
<b>number of businesses supported formalized and transactional ready</b>
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<b>Number of grants awarded to businesses led by a marginalized group of people</b>

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<b>number of businesses supported formalized and transactional ready</b>
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<b>Number of technical support services awarded</b>
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<b>Number of SMBs led by a marginalized group of people receiving financial aid grants</b>
<b>% of SMBs led by a marginalized group of people who reported improved business success after receiving assistance</b>
<b>Number of grants awarded to businesses led by a marginalized group of people</b>

<b>number of new businesses supported placed in brick-and-mortar facility</b>
<b>Number of SMBs receiving technical assistance grants and are led by a person belonging to a marginalized group of people</b>
<b>% of SMB respondents who reported gained key skills for running a successful business and are led by a person belonging to a marginalized group of people</b>
<b>Number of businesses supported newly providing goods and services to low-to moderate-income areas</b>
<b>Number of SMBs receiving financial aid grants to open businesses in a low-to-moderate income communities</b>
<b>Number of businesses supported providing continued goods and services to low-to moderate-income areas</b>
<b>% of SMBs led by a marginalized group of people who reported improved business success after receiving assistance</b>
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<b>Number of SMBs receiving assistance</b>
<b>Dollars of grants awarded</b>

<b>number of loans facilitated from community lenders</b>
<b>number of new businesses supported placed in brick-and-mortar facility</b>
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<b>Dollars of grants awarded to SMBs led by a marginalized group of people</b>
<b>number of new businesses supported placed in brick-and-mortar facility</b>
<b>% of SMBs led by a marginalized group of people who reported improved business success after receiving assistance</b>
<b>Number of SMBs supported that operate in impacted industries</b>
<b>number of new jobs created</b>
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Commercial Corridor Parking	16.5.044	Estimated gallons of stormwater avoided
		# of parking Facilities Created
		# of adjacent Small Businesses Served
		Estimated gallons of stormwater avoided
		# of parking Facilities Created
		# of parking Spaces Provided

# of parking Spaces Provided
# of bike racks installed
# of Accessible parking Spaces Created
# of adjacent Small Businesses Served
Change in Small Businesses served over Reporting Period
# of Parcels Dedicated to project
# of Parcels Dedicated to project
Estimated gallons of stormwater avoided
# of adjacent Small Businesses Served
Change in Small Businesses served over Reporting Period
# of Parcels Dedicated to project
Estimated gallons of stormwater avoided
# of Accessible parking Spaces Created
# of parking Facilities Created
# of parking Spaces Provided
# of bike racks installed
# of Accessible parking Spaces Created
Change in Small Businesses served over Reporting Period
# of adjacent Small Businesses Served
# of Accessible parking Spaces Created
# of bike racks installed
# of parking Spaces Provided
# of parking Facilities Created
Estimated gallons of stormwater avoided
# of Parcels Dedicated to project
# of adjacent Small Businesses Served
Change in Small Businesses served over Reporting Period
# of Parcels Dedicated to project

	<b># of parking Facilities Created</b>
	<b># of parking Spaces Provided</b>
	<b># of bike racks installed</b>
	<b># of Accessible parking Spaces Created</b>
	<b>Change in Small Businesses served over Reporting Period</b>
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