



CITY OF DETROIT

RECOVERY PLAN

PERFORMANCE REPORT

State and Local Fiscal Recovery Funds
2022 Report



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CITY OF DETROIT

2022 RECOVERY PLAN PERFORMANCE REPORT

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Acronyms and Abbreviations

A

A/E	Architectural/Engineering
ACD	American Community Developers
ACE	Arts, Culture, and Entrepreneurship
ACS	American Community Survey
ADA	Americans with Disabilities Act
AHLF	Affordable Housing Leverage Fund
AHSCP	Adult High School Certification Program
AJPH	American Journal of Public Health
AMI	Area Median Income
ARPA	American Rescue Plan Act of 2021
AUL	Activity and Use Limitation

B

BSEED	Buildings, Safety Engineering, and Environmental Department
BSO	Business Support Organization

C

CAM	Coordinated Assessment Model
CARES	Coronavirus Aid, Relief, and Economic Security
CBT	Cognitive Behavioral Therapy
CCTV	closed-circuit television
CDBG	Community Development Block Grant
CDC	Centers for Disease Control and Prevention
CDFI	Community Development Financial Institution
CDL	commercial driver's license
CDO	Community Development Organization
CERA	COVID-19 Emergency Rental Assistance
CFR	Code of Federal Regulations
CHC	Community Health Corps
CHN	CHN Housing Partners
CHR&R	County Health Rankings & Roadmaps
City	City of Detroit
CNI	Choice Neighborhoods Implementation
COC	Certificate of Compliance

CoC	Continuum of Care
Conrail	Conrail Consolidated Rail Corporation
COVID	Coronavirus
CPC	Chandler Park Conservancy
CRIO	Civil Rights Inclusion & Opportunity
CRM	Citizen Relationship Management
D3	Data Driven Detroit
DAW	Detroit at Work
DEGA	Detroit Economic Growth Association
DEGC	Detroit Economic Growth Corporation
DESC	Detroit Employment Solutions Corporation
DFD	Detroit Fire Department
DHC	Detroit Housing Commission
DHHS	Department of Homeland Security
DLBA	Detroit Land Bank Authority
DMB	Detroit Means Business
DNIO	Designated Neighborhood Improvement Organization
DON	Department of Neighborhoods
DOT	U.S. Department of Transportation
DPA	Down Payment Assistance
DPD	Detroit Police Department
DPL	Detroit Public Library
DPRD	Detroit Parks and Recreation Department
DPW	Department of Public Works
DSA	Data Strategy and Analytics
DSBL	Detroit Small Business Launcher
DTE	DTE Energy
DTRF	Detroit Tax Relief Fund
DWIHN	Detroit Wayne Integrated Health Network

E

EC	Expenditure Category
EDC	Economic Development Corporation
EDP	Eviction Diversion Program
EDSI	Educational Data Systems Inc.
EMS	Emergency Medical Services

EMT Emergency Medical Technician
ERAP Emergency Rental Assistance
 Program

F

FAL Funding Allocation Letter
FEMA Federal Emergency Management
 Agency
FFE Furniture, Fixtures, and Equipment
FHA Federal Housing Administration
FY Fiscal Year

G

GDYT Grow Detroit's Young Talent
GED General Education Development
GIS Geographic Information System
GSD General Services Department

H

HAND Homeless Action Network of Detroit
HIE Housing Implementation Entity
HOME-ARP HOME Investment Partnerships
 American Rescue Plan Program
HOPE Homeowner Property Tax
 Exemption
HPTAP Homeowners Property Tax
 Assistance Program
HRA Homeowner Repair Assistance
HRD Housing and Revitalization
 Department
HUD U.S. Department of Housing and
 Urban Development
HVAC Heating, Ventilation, and Air
 Conditioning

I

ISP Internet Service Provider
IT Information Technology

J

JET Jobs and Economy Team
JLG Joe Louis Greenway
J-PAL Abdul Latif Jameel Poverty Action
 Lab

K

K-12 kindergarten through grade 12
KPI Key Performance Indicator

L

LGBTQ+ lesbian, gay, bisexual, transgender,
 queer, and others
LIHTC Low-Income Housing Tax Credit
LISC Local Initiatives Support
 Corporation
LRP Landlord Repair Program

M

MCM Motor City Match
MDOT Michigan Department of
 Transportation
MFR Medical First Response
MI Michigan
MMT Majority Minority Census Tracts
MRP Master Rehabilitation Plan
MSHDA Michigan State Housing
 Development Authority

N

NFPA National Fire Protection
 Association
NIE Neighborhood Implementation
 Entity
NIF Neighborhood Improvement Funds
NOF Neighborhood Opportunity Fund
NOFA Notice of Funding Availability
NPS National Park Service

O

OCFO Office of Chief Financial Officer
OCP Office of Contracting and
 Procurement
OECD Organisation for Economic
 Cooperation and Development
OMB Office of Management and Budget
OTTS Our Town Training School

P

PAYS Pay as You Stay
PDD Planning and Development
 Department
PFPP People for Palmer Park
PIE People Implementation Entity
PPE Personal Protective Equipment
PPERS Private Provider Emergency
 Response System
PPP Paycheck Protection Program
PSH Permanent Supportive Housing

Q

QCT Qualified Census Tract

R

RFP Request for Proposals

RFQ Request for Qualifications

RRP Renovate, Repair, Paint

S

SBCR Small Business Covid Response

SDBA Southwest District Business Association

SDOH social determinants of health

SEHR Senior Emergency Home Repair
sf square feet

SLFRF State and Local Fiscal Recovery Funds

SMB small and midsized businesses

SNF Strategic Neighborhood Fund

SOW Statement of Work

SYEP Summer Youth Employment Program

T

TASS Technical Assessment and Support Services

TCB The Community Builders

THAW The Heat and Warmth Fund

TWE Transitional Work Experience

V

VA Veterans Affairs

W

WCTO Wayne County Treasurer's Office



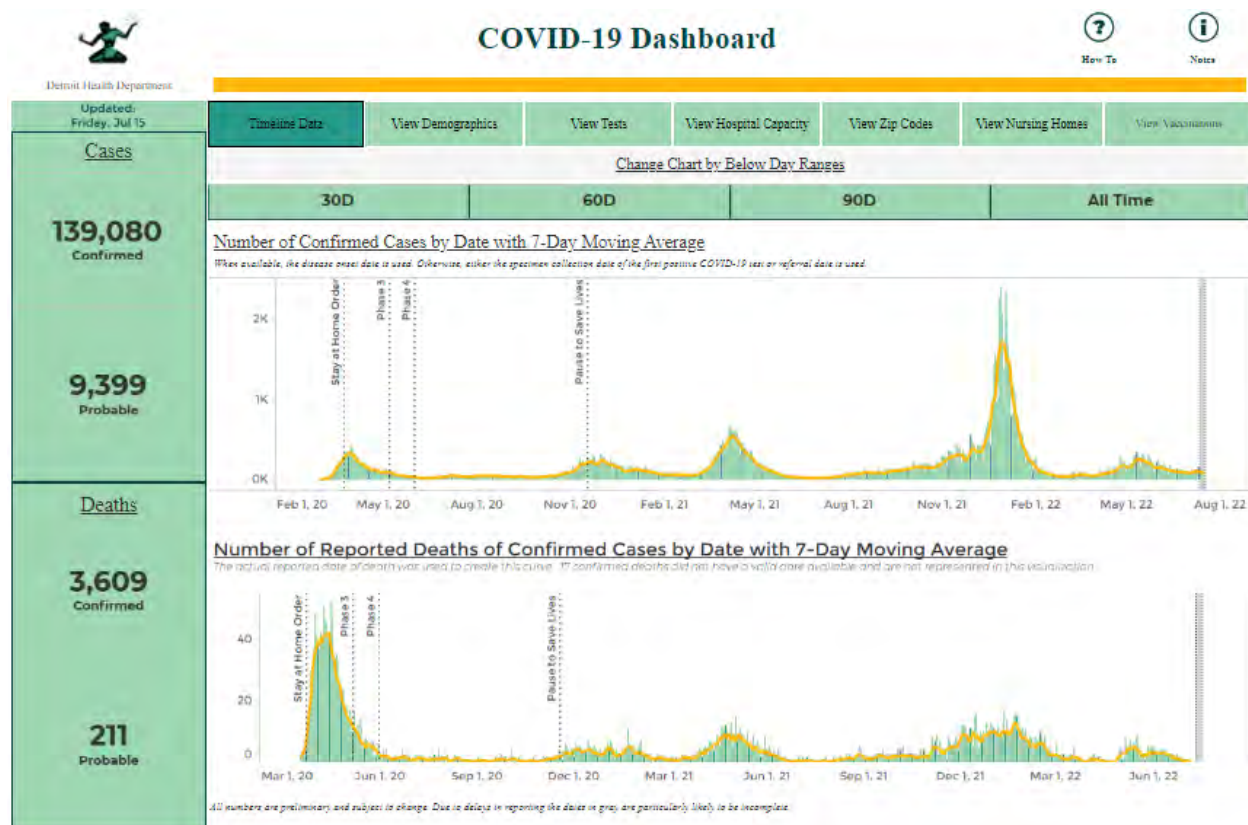
EXECUTIVE SUMMARY

City of Detroit Recovery Plan Performance Report



COVID-19: The Detroit Experience

Since March 2020, the COVID-19 pandemic has continued to have profound adverse impacts on the City of Detroit (City). Neighborhoods across the City temporarily lost a sense of stability and vitality. Most tragically, 3,609 Detroiters have died from COVID 19 as of July 1, 2022 (City of Detroit, 2022b). This number represents an additional 1,290 individuals since last year's interim report of August 2021. See Detroit Health Department COVID Data in Figure 1.



Source: City of Detroit (2022b)

Figure 1. Detroit Health Department: COVID-19 data dashboard

With a sense of urgency, leaders in the City developed a multifaceted plan to prevent the loss of life caused by COVID 19. Detroit received national praise for its rapid response to meet the needs of residents in the City and across the region, by quickly providing safe, easy, and accessible drive-up testing and vaccination sites, and by providing strategic outreach to vulnerable populations such as those in nursing homes and homeless shelters. Mayor Mike Duggan and leaders in the City's Health Department provided daily virtual briefings to keep residents and the media informed. Detroit conducted interactive telephone town halls with thousands of residents dialing in to get the latest information from the experts and to get their questions about the pandemic answered.



The American Rescue Plan Act (ARPA), which established the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program, is providing the City with both immediate and near-term projects to mitigate the impacts of COVID-19 as well as increase community resilience to similar future shocks. The City's SLFRF Project portfolio responds to pandemic impacts by addressing basic needs, safety, and community needs through

transformational investments in Detroit's economic, educational, health, and safety landscapes. The SLFRF projects that the City has approved to move forward are designed to be equity-focused and based on evidence that drives measurable results. Additionally, the projects prioritize benefits for the disproportionately impacted populations in the City while setting near- and long-term measurable outputs and outcomes, as well as longer-term goals that cascade from an aspirational North Star.

Detroit ARPA Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.

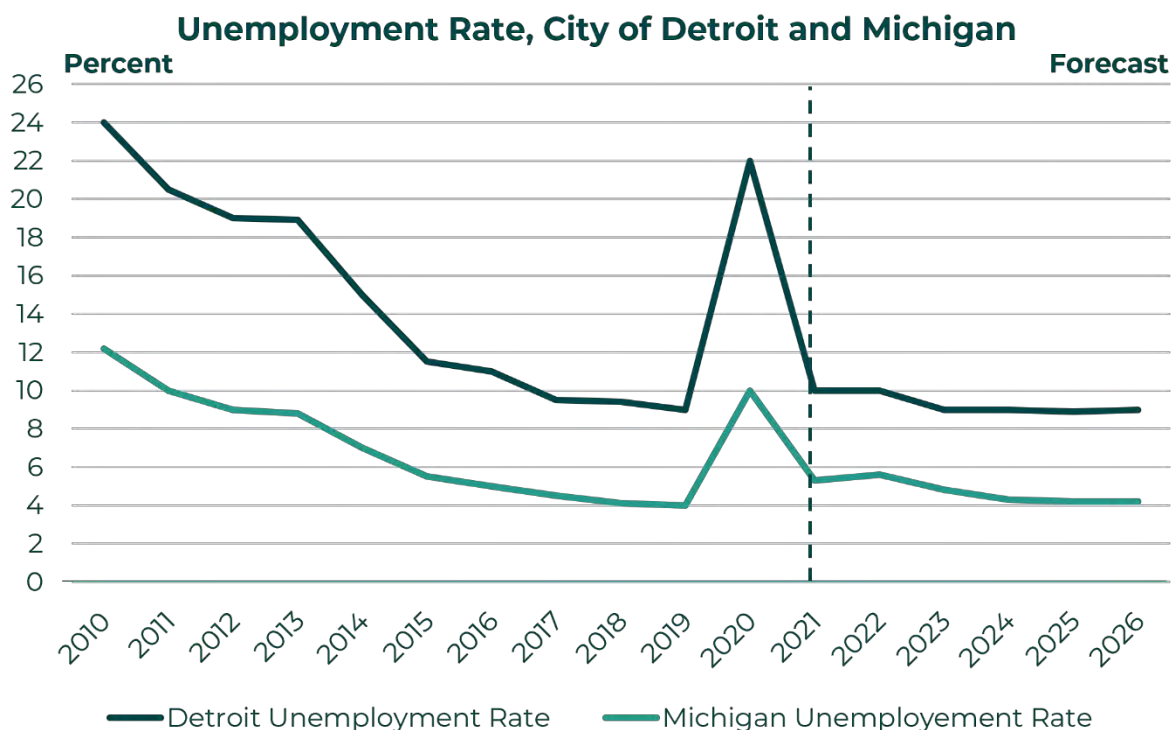
Prior to the outbreak of the COVID-19 pandemic, the City experienced a state of financial emergency and bankruptcy, culminating in the approval of the City's Plan of Adjustment (POA) in December 2014.

Since the end of 2014, the City has seen increasing residential employment, increasing private investment citywide, and declining poverty rates. Between 2012 and 2019, the City's poverty rate fell from 42.3 percent to 30.6 percent, one of the sharpest declines of any big city in the country. Over that same time period, nearly 30,000 additional Detroiters found work, and the labor force participation rate increased by 7 percentage points.

The pandemic curtailed the City's forward momentum, sharply undermining key social and economic gains. In April and May of 2020, with much of the economy forced to shut down to reduce the spread of COVID-19, the unemployment rate hovered at 40 percent, and remained above 20 percent for the remainder of 2020.

Estimates from the Bureau of Labor Statistics show the unemployment rate fell to under 10 percent during the summer of 2021, though local estimates suggest the joblessness rate remained higher (King, 2022). A University of Michigan study, *City*

Detroit Economic Outlook 2021-26, forecasts the unemployment rate for 2022 at approximately 9.9 percent (Figure 2). The rate is projected to fall to 8.7 percent in 2023, and to remain near that level through 2026 (University of Michigan, 2022).



Source: [University of Michigan \(2022\)](#)

Figure 2. Unemployment rate

Job losses in Detroit, as in much of the rest of the country, fell most heavily on those in the leisure and hospitality sector. The City's leisure and hospitality sector was largely shuttered during the pandemic, and has been slow to recover. As these jobs are disproportionately filled by those with less formal education, as well as Black and Hispanic residents, the shape of job loss and recovery presents significant equity considerations. Riana Anderson with University of Michigan School of Health has identified particularly stressors affecting Detroit's Black community as a result of the pandemic (Michigan School of Public Health, 2020).

What are the main stressors that African American communities are experiencing as they confront the coronavirus pandemic compared to other ethnic populations?

“Black communities are being faced with stressors that impact them on a structural (limited resources), interpersonal (disruption of shared resources), and individual (compromised coping) level. Wealth disparities between Black communities and others are stark, such that less disposable income and generational wealth diminish the amount of resources that can be effective at combating COVID. For example, one’s ability to stay home requires a certain job or a specified amount of liquid income to stay out of harm’s way, yet many Black citizens have jobs that require them to interact with others in various industries, putting them at increased risk of exposure.

Additionally, the primary strengths that Black communities have, such as communalism, role sharing, and familialism, are hampered by efforts to distance and keep the most vulnerable safe. All of these stressors interplay with the chronosystem, meaning that they can be short- or long-term issues, but certainly the longer we need to remain isolated, the more each of these problems will compound.”

Riana Anderson, Assistant Professor at the University of Michigan’s School of Public Health

The negative impacts of the pandemic went well beyond job loss across the City. Thousands of residents have fallen behind on rent and mortgage payments and have faced potential evictions. As Federal pandemic eviction protection measures have sunset, an increasing number of Detroiters risk eviction (Figure 3). Finding affordable rental properties is an increasing problem in metro Detroit; rent prices are up 8.8 percent over the last 2 years, according to the *Detroit Free Press’s* report citing March data from Realtor.com (Tompson, 2022).

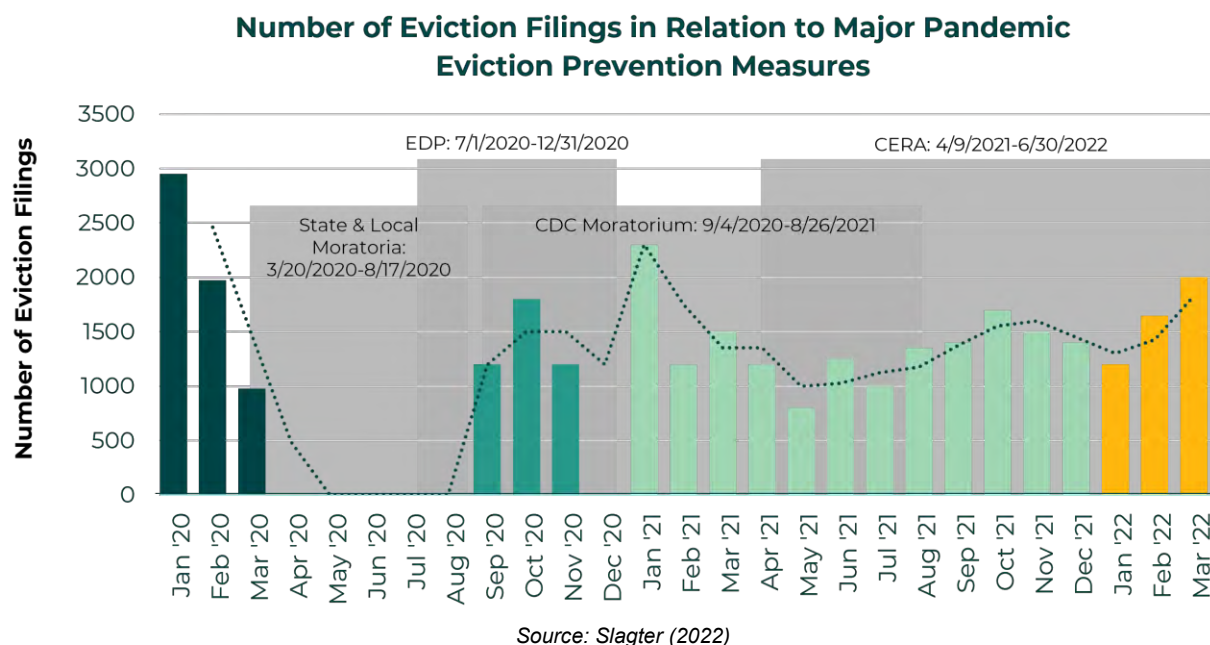


Figure 3. Eviction rates

Beyond the impacts from unemployment and housing insecurity, the cost of daily necessities has continued to increase throughout the pandemic. Supply chain disruption, higher labor costs, and ongoing market insecurity have driven up the rate of inflation by nearly 10 percent this year. This erodes discretionary income for households, undermining economic and social stability.

In response to housing security stressors, the City's planned ARPA programs provide a suite of interventions to assist Detroiters with housing security, including making resident-owned housing safe through home repairs programs, finding affordable rentals through a web-based housing navigator, providing homebuyer education and down payment assistance, and rehabilitating buildings for affordable rental units that target support for vulnerable populations such as seniors.

School-aged children also felt the direct impacts of COVID-19 on learning, with the disruption of in-school education. Prior to the pandemic, many low-income families received direct support through school meals for their children; this support was disrupted when schools were forced to shift to virtual learning. The introduction of virtual learning caused thousands of students to struggle with both access to, and experience with, virtual learning. The cost of high-speed internet and computers needed for virtual learning presented a financial strain on low-income families. Low-income families are less likely to have jobs that allow for remote work to provide caregiver supervision of school-aged children in the home. Even when children could log into instruction, learning support for children was constrained by caregiver employment requirements, inexperience with active "in class" learning, and the lack of quiet space to support effective instruction. In addition, given the relatively low level of formal educational attainment and computer-based experience in low-income households, many caregivers struggled with how to help children succeed with on-line education.

Given the prolonged effects of the pandemic combined with economic inflation, residents are searching for opportunities to reduce internet costs. Approximately 100,000 Detroit households have signed up for the federal government's Affordable Connectivity Program. In addition, based on a recent poll conducted by GQR Consulting, 82 percent of Detroit residents believe the City of Detroit should build a public high-speed infrastructure to support lower internet costs and more reliable services (Connect 313, 2022).

Detroit's residents experienced the impacts of austerity associated with a municipal bankruptcy, followed by a long and hard-fought recovery, only to have that recovery stalled by an extraordinary global pandemic. Even before bankruptcy, dating back generations, Detroit's Black residents, who make up nearly 80 percent of the City's population, have experienced disproportionate, adverse economic impacts as a result of racially discriminatory housing policies, limited employment opportunities, and underresourced schools. ARPA investments are an opportunity not only to address the direct harm caused by the pandemic, but also to mitigate the economic inequalities as well as educational disparities caused by decades of structural racism.

SLFRF Project Formulation and Delivery

In May of 2021, to initiate the use of SLFRF, Mayor Mike Duggan made a direct appeal to all residents of the city in a televised public meeting. He outlined broad categories of projects to address the most fundamental and transformational needs he had heard in block club meetings and homes across the city over his seven years as Mayor. Then he asked residents to make hard decisions with him of what to increase, decrease, or change wholesale. This large public meeting was the kick off to 65 public meetings to discuss funding priorities, garnering hundreds of comments from residents and feedback from more than 700 online surveys. In all, the community engagement process represented one of the largest efforts the City has ever undertaken in such a short duration of time.

In 2022, the City initiated a robust community outreach process to share details of specific projects within the ARPA program portfolio. During this period, in addition to nine ARPA quarterly update meetings, 64 community meetings of various scales have been held in 2022 to share information on projects and programs underway. Every month, an ARPA initiative is discussed at each district community meeting; these updates are complemented by discussions at smaller block club and neighborhood association meetings.

Individual projects within the portfolio have initiated outreach and engagement efforts related to their specific services and benefits, as described further in this report (Community Engagement).

Fifteen appropriations have been developed to tackle entrenched issues that hamper economic opportunity and quality of life. For example, current and planned future projects supported under ARPA dedicate resources to combating intergenerational poverty, investing in neighborhoods and recreational services, strengthening the City's workforce and small businesses, and improving public health and safety (Figure 4). The 15 appropriations help build a healthier, more stable Detroit throughout its pandemic recovery. The City currently has 43 approved projects 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 (Figure 5). The section called "Use of Funds" details how these funds are budgeted and tied to the City's appropriation as well as the SLFRF EC eligibility designation.

City of Detroit ARPA SLFRF Program Priorities

This diagram depicts how organizing elements of the Detroit ARPA Program were developed. The Program was established when the city secured ARPA funds, providing catalysts for other funding partners (state, county, and philanthropic funding).

Mayoral Priorities (For the Use of ARPA Funding)

With input from Detroit residents and city departmental initiatives, the mayoral priorities were defined. These are the areas of interest for investment of ARPA funds.



Community Meetings

After establishing the Mayoral Priorities, the city held 67 community meetings to gauge where City of Detroit residents felt ARPA funding was needed most.



15 Appropriations (Align with Expenditure Categories)

Based on this outreach, the City of Detroit defined 15 Appropriations. The community meetings helped inform the 15 Appropriation categories and the allocation of ARPA funding to each of the 15 Appropriations.



Figure 4. Detroit ARPA SLFRF priorities

ARPA SLFRF BY THE NUMBERS

51 VENDOR
PROCUREMENTS
APPROVED



172 PROJECT STAFF
HIRED



44 CITY
DEPARTMENTS
INVOLVED



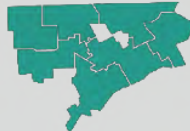
43
PROJECTS



\$826 MILLION
SLFRF FUNDS



APPROVED
PROJECTS IN
ALL COUNCIL
DISTRICTS



73 COMMUNITY
MEETINGS IN
2022



5,509
RESIDENT ATTENDEES AT
MEETINGS



18 OUTREACH
PLATFORMS



TEXT MESSAGE



DOOR-TO-DOOR



FLYER



SOCIAL MEDIA



CITY WEBSITE



EMAIL

*6 of the most frequently used communication platforms shown

Figure 5. Detroit ARPA SLFRF statistics

Promoting Equitable Outcomes documents the City's approach to addressing equity and disproportionately impacted residents in projects. It also addresses the geographic and demographic distribution of funding based on currently collected data, as well as describes the City's ongoing work to address equity in projects across the City.

The City initiated the use of SLFRF with robust input from residents. These initial efforts as well as other engagement efforts by the Department of Neighborhoods, the Mayor, and the City Council are addressed in the section called "Community Engagement." This section also details community engagement activities with communities that have historically faced barriers to service, including people of color, people with low incomes, residents for whom English is not a first language, and other underserved or underrepresented groups (such as the lesbian, gay, bisexual, transgender, queer, and others [LGBTQ+] community).

The City is committed to using strong labor practices to foster economic recovery and promote opportunity for Detroit's workforce. The "Labor Practices" section addresses how the City will prioritize the use of the prevailing wage per the Davis-Bacon Act and build capacity in the workforce of Detroit.

Evidence-based and measurable results are fundamental to approval of the SLFRF projects in this report. The "Use of Evidence" section describes how the City incorporated evidence-based interventions and program evaluation in the portfolio of projects, and provides the evidence standards used to promote results-based projects through outputs and outcomes.

To promote accountability and comply with Federal Uniform Guidance and the SLFRF Final Rule, the City is establishing procedures for gathering and reporting on project metrics, outputs, and outcomes. The "Performance Report" section identifies the City's process for establishing, tracking, and reporting on each project's performance indicators.

The "Project Inventory" section is limited to the portfolio of 43 ARPA SLFRF projects in ECs 1 through 5, as required by the SLFRF *Compliance and Reporting Guidance* (June 10, 2022). The projects are listed in Table 3. The projects in the "Government Service Projects within Revenue Replacement Limit" section are not required to be individually reported due to their classification as EC 6 projects; however, Table 4 provides a brief description of those projects not included in the Project Inventory. Project Inventory descriptions include each project's project name and city project number, the funding approved for the project, the project expenditure category, the use of evidence to support project success, a project timeline, the project-specific metrics, outputs, outcomes, and goals, as well a supporting graphic representation as appropriate.



USE OF FUNDS

City of Detroit Recovery Plan Performance Report



The COVID-19 pandemic impacted Detroit more adversely than many other communities across the United States, and its health and economic effects are far from over. Even as the City's government experienced revenue losses, it continued to support expenditures to assist Detroiters to recover from the pandemic. Pandemic expenditures impacted the City's budget and impeded the progress of initiatives that are required under the terms of the City's Chapter 9 Bankruptcy Plan (Restructuring and Reinvestment Initiatives per the Plan of Adjustment). These important initiatives include such activities as maintaining City services, returning 1,000 City employees to full-time status and restoring City employment levels, investing in Information Technology (IT) infrastructure, and funding programs to reduce blight in the City. Approximately 14 percent of the State and Local Fiscal Recovery Funds (SLFRF) are being used to address these shortfalls.

However, most SLFRF are being invested in a robust portfolio of community-driven projects throughout the City. A high concentration of this work is being delivered in and supporting residents in Qualified Census Tracts (QCTs), which compose much of the City's residential neighborhoods (see Figure 13) in the section called "Promoting Equitable Outcomes."

On June 29, 2021, the Detroit City Council approved the American Rescue Plan Act (ARPA) Fiscal Recovery Funds Budget Amendment Resolution. The 15 appropriations approved align with one of the City's largest community engagement efforts ever conducted and have promoted the development of projects that address a wide range of eligible activities under SLFRF expenditure categories 1–6. In the last year, City project teams have worked to develop projects, maximize equitable outcomes, and bolster the economic recovery of the City while meeting robust federal eligibility and compliance standards.

The City's Office of Chief Financial Officer (OCFO) developed a project approval process to promote eligibility and compliance of federally funded projects. The approval process establishes multiple project review gates that promote project plan refinement and embed quality assurance checks to facilitate project success by design. Projects must complete this review prior to authorization of funds. To vet quality and delivery readiness, each project is submitted to a centralized support team that coordinates review and recommends authorization of funds. As projects transition from concept to implementation, each project is evaluated within a framework that addresses the Expenditure Category (EC) alignment, tracks equity, establishes project schedule and budget, evaluates key performance Indicators (KPIs), identifies procurement strategies, and ensures a robust compliance framework. The project approval process supports City project teams with project development, and projects go through a multistep eligibility review, including a final third party compliance review prior to authorizing project teams to expend funds.

As of June 30, 2022, 43 EC 1 – EC 5 projects have been awarded an Allowable Use Letter and are in procurement or Project Delivery, Figure 7 shows the Project Life Cycle for City SLFRF projects.

ARPA DOLLARS AT WORK FOR DETROITERS

1,357 APPLICANTS
CONDITIONALLY
APPROVED FOR



HOME REPAIR PROGRAMS

217 WORKFORCE
DEVELOPMENT
PARTICIPANTS



682 CORRIDOR
PROPERTIES CLEANED



737 HOME REPAIR
ASSESSMENTS



23,609 DOSES
ADMINISTERED OF THE
COVID-19 VACCINE IN
2022




300 CONNECTED
DEVICES TO PROVIDE
DIGITAL ACCESS TO
RESIDENTS



Table 1 reflects the 15 City appropriations along with descriptions, amounts, and the associated ARPA EC anticipated as applicable to the appropriation. Each appropriation has one or more projects that fall under its umbrella of funding. Appropriations may also be in part associated with the Revenue Replacement ARPA EC (EC-6).

**Table 1. City of Detroit Appropriations
by Preliminary ARPA EC and Planned Funding Amount**

City of Detroit Appropriation	Primary ARPA Expenditure Category	Amount
 City Services and Infrastructure: For maintaining City services, offsetting revenue shortfalls, and investing in IT and cybersecurity infrastructure	Revenue Replacement (EC 6)	\$250,175,290
 Blight Remediation: For addressing the elimination of commercial and industrial blight through demolition, remediation, and land reuse	Negative Economic Impacts (EC 2)	\$95,000,000
 Match Funding: For qualifying ARPA projects for which public or private leverage dollars may be made available	Varies, to be determined on a project-by-project basis	\$30,000,000
 Neighborhood Investments 1: For grants to block clubs and neighborhood associations; neighborhood signs; and community-driven expenditures divided equally into 9 tranches: 7 for projects located in each Council District and 2 for Citywide projects	Negative Economic Impacts (EC 2)	\$15,500,000
 Neighborhood Investments 2: For Community Health Corps and targeted employment and wraparound services, including community-based gun violence intervention initiatives	Public Health (EC 1), Negative Economic Impacts (EC 2), Administrative (EC 7)	\$35,000,000
 Neighborhood Investments 3: For new or expanded improvements for recreation centers	Negative Economic Impacts (EC 2)	\$30,000,000
 Parks, Recreation, and Culture: For green initiatives, parks, walking paths, streetscapes, and arts and cultural investments	Negative Economic Impacts (EC 2)	\$41,000,000

City of Detroit Appropriation		Primary ARPA Expenditure Category	Amount
	Employment and Job Creation: For skills for life employment (work and education), intergenerational mentoring and senior employment, and IT jobs and careers access	Negative Economic Impacts (EC 2), Administrative (EC 7)	\$105,000,000
	Intergenerational Poverty 1: For home repairs for seniors and low-income and disabled communities	Negative Economic Impacts (EC 2)	\$30,000,000
	Intergenerational Poverty 2: For creating a city locator service to find affordable housing and providing for housing client management and financial and legal counseling services	Negative Economic Impacts (EC 2)	\$7,000,000
	Intergenerational Poverty 3: For foreclosure and homelessness prevention outreach and housing initiatives, credit repair and restoration initiatives, down payment assistance, and Veterans' housing programs, including home repairs	Negative Economic Impacts (EC 2)	\$30,000,000
	Neighborhood Beautification: For vacant property cleanouts and alley activation	Negative Economic Impacts (EC 2)	\$23,000,000
	Public Safety: For traffic enforcement, gun violence initiatives, Detroit Police Department training facility improvements, and Emergency Medical Services bays at firehouses	Public Health (EC 1), Negative Economic Impacts (EC 2), Revenue Replacement (EC 6)	\$50,000,000
	Digital Divide: For devices, internet access, and technology support initiatives	Negative Economic Impacts (EC 2), Infrastructure (EC 5), Administrative (EC 7)	\$45,000,000
	Small Business: For landlord support; small business recovery programs, including interest reduction and credit support programs; small business capacity building; development stimulus programs; and corridor investments	Negative Economic Impacts (EC 2), Revenue Replacement (EC 6)	\$40,000,000
Total Appropriations			\$826,675,290

Strategies to Maximize Project Impact

As part of its due diligence efforts, the City's Office of Chief Financial Officer (OCFO) is evaluating project eligibility in line with the Department of Treasury's guiding principles for developing effective compliance regimes, including strict adherence to the four statutory uses of the City's SLFRF (ARPA fund) award. The City is applying a consistent, data-driven methodology to test and ensure adherence to eligible uses of funds, including the evaluation of disproportionate impacts of the pandemic on the City of Detroit, as one of the hardest hit communities by COVID-19.

Project Planning Framework

The City developed a project planning framework and designed a robust business process so that every ARPA-funded project is built on a foundation of consistency and quality. Each project is proposed within a defined set of program purposes contained within the City Council's approved ARPA Appropriations in alignment with the *City of Detroit's Recovery Plan* (City of Detroit, 2021). Using a consistent template, each project is developed by the Department responsible for project delivery and accountable for project success. Prior to submission to the OCFO, the project is reviewed and approved by a sponsoring executive. The OCFO provisionally signs off on proposed ARPA projects and authorizes a comprehensive project planning review. See Figure 6.

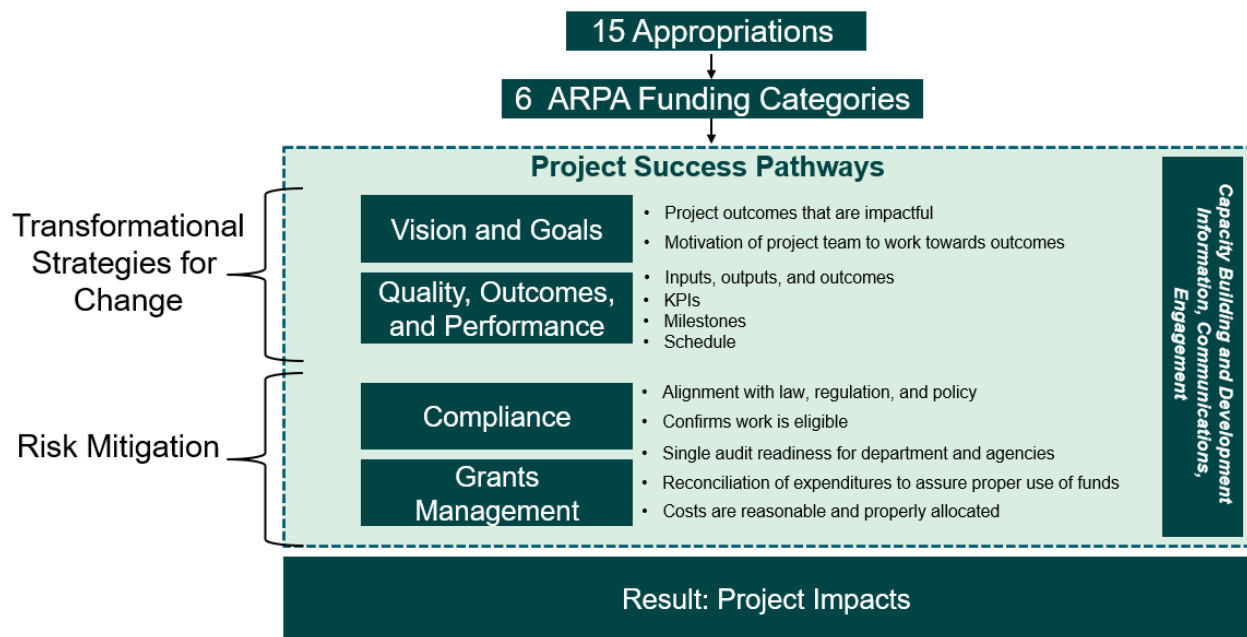


Figure 6. Project Success Pathways

The City has a dedicated team that reviews each project, works with the City's delivery teams on project development, and then formally rates project readiness across several key project success indicators, as shown on Table 2.

Table 2. Project Concept Review Matrix Summary

	CoD ARPA Project Plan Question #	CoD ARPA Project Plan Questions
A. Project Description & Compliance	1.1	What are you trying to achieve?
	1.2	Who are you doing it for (what residents and groups)?
	1.3	What is the specific location?
	2	Who is responsible (what departments, external stakeholders, and individuals)? What will they do and how will they implement?
	3	Which CoD ARPA Appropriation does this project fit into?
B. Organizational Structure	4	What departments and staff from those departments are involved in implementation of this project?
	5	What external organizations do you anticipate being involved (whether through partnerships or procurements)?
C. Performance	6	What does success look like? What outcomes are you working towards?
	7	How will you measure progress? How will you know that the project is going well?
D. Financial Impact	8.1	Three-Year Project Budget – Expenditures
	8.2	Three-Year Project Budget – Revenues
	9	Personnel Detail
	10	Procurement Plan
	11	Revenue Impact
	12	Cost Impact
	13	Leverage

When a project has successfully undergone review with any necessary project planning revisions in collaboration with the City's delivery team, the formal project authorization is submitted by AECOM and then independently reviewed by a second City consultant, UHY, specifically for allowability under ARPA.

When the project clears UHY's review for ARPA allowability, AECOM's analysis of each project's readiness is reviewed by designated OCFO executives, and the project is either authorized to move forward or remanded back to the team for further development or modifications. Authorized projects are issued an Allowable Use Letter (AUL) that, when augmented by additional administrative documentation, is authorized to initiate project funding and progress towards delivery. An AUL is issued for each EC 1–5 project. Projects classified as EC 6 undergo a similar process to

receive a Funding Allocation Letter (FAL). Each project's evidence-based approach and/or outputs and outcomes are an essential consideration in a project's progression toward authorization. The project development process structures alignment with ARPA allowable uses by design and meets the provisions expressed for Federal agencies in 2 CFR § 200.202, Project Planning and Evaluation.

Project Life Cycle

SLFRF projects have been planned based on a project life cycle that includes six phases, as shown in Figure 7. During project concept development (Phase 0) projects are developed to align with both the appropriation and an eligible use of the SLFRF.



Figure 7. Project life cycle

In Phase 1, Project Submission, the project is reviewed by the City Executive responsible for Appropriation as well as the OCFO project manager. This validates that the projects are adequately prioritized, staffed, and budgeted, and initiates project development. The projects to be completed utilizing ARPA funding range from providing education to individual Detroiters to large-scale construction projects within the City .

To establish standard compliance requirements during project development (Phase 2), projects are identified differently based on how they serve Detroiters. These include: Human Services, Capital Projects, Revenue Replacement (projects that have benefited the City's recovery strategy and that are classified as revenue loss caused by COVID-19 public health emergency), and Administrative/Operations. Project categories inform the documentation required to demonstrate project compliance. During this phase, project teams work with the OCFO program management team to develop the resources needed to move to project

implementation. These include project plans, budgets, schedules, outputs and outcomes, and other required closeout documentation. Each project is aligned to a single sub-EC as part of the project development process. Project EC assignment begins as the project plan is initially reviewed by the OCFO compliance team. Between the Project Kickoff and Project Refinement phase, the EC is finalized and communicated with the project team. Once the sub-EC is selected, the project plan outcomes and reporting metrics¹ are refined to address the selection. Projects that complete Phase 2 have developed a body of documents and EC/sub-EC that allow for Project Approval and authorization of the use of funds.

Project Approval is marked by the release of an Allowable Use Letter. Project Approval launches Phase 3 of the project and involves both hiring of city staff as well as procurement of Contractor and Subrecipient Services. As contractors and staff are brought on, Project Delivery (Phase 4) is supported by grants management staff and Project Liaisons to provide support to project teams with invoice review, reporting, and documentation management. This phase includes a comprehensive project file review for each step of project delivery to establish document quality standards and compliance for each project in the program. A major factor in efficient closeout is a fully vetted closeout package with detailed standards of package review, and an agreed-upon archiving process. Minimally this process will include:










- Project Delivery Closeout, which confirms that the project has met required key milestones, metrics, and is complete;
- Administrative Closeout, which confirms that that project is programmatically compliant with Treasury's Final Rule and Office of Management and Budget (OMB) Title 2 of the Code of Federal Regulations CFR Part 200 (2 CFR Part 200) as well as applicable state and local law, regulation, and policy and that project documentation has been approved and is properly filed in the City's designated secure records management system for not fewer than 5 years after the end of the December 31, 2016, SLFRF period of performance; and
- Financial Closeout, which confirms that all financial transactions were undertaken in line with 2 CFR Part 200 and related required financial control attributes and in conformance with the City's risk-based financial management system procedures. Specifics related to these requirements can be found in Section 5 of the SLFRF *Compliance and Reporting Guidance: State and Local Fiscal Recovery Funds* (U.S. Department of the Treasury, 2022).

At the end of the project, a performance review and summary report will be created as a capstone. From start to finish, each project utilizing SLFRF will be closely monitored on a variety of measures, including equitable outcomes.

¹ Some expenditure categories require specific reporting metrics to be tracked as detailed in the SLFRF Compliance and Reporting Guidance document.

Table 3 summarizes the City's use of SLFRF funds by EC and lists the City's 43 projects EC 1 – EC 5 that have completed project refinement and have received an Allowable Use Letter. The table includes the City Appropriation, the project name, the project number, the expenditure category per the SLFRF Final Rule, and each project's planned budget.


Table 3. Projects by Expenditure Category

Expenditure Category	Appropriation	Project Name	Treasury ID	EC#	Total Project Budget
Expenditure Category 1	 1 CITY SERVICES & INFRASTRUCTURE	COVID-19 Expenditures	850202	1.7	\$10,000,000
	 13 PUBLIC SAFETY	Gun Violence Reduction Plan	851403	1.11	\$7,647,280
	 5 NEIGHBORHOOD INVESTMENTS 2	Resources for Families Impacted by Gun Violence	850605	1.11	\$5,900,000
	 14 DIGITAL DIVIDE	ShotSpotter	851405	1.11	\$7,000,000
	 13 PUBLIC SAFETY	DPD Training Facilities and Rouge Gun Range Capital Renovation	310220	1.14	\$11,476,864
Summary of Funding Expenditure Category 1					\$42,024,144
Expenditure Category 2	 11 INTERGENERATIONAL POVERTY 3	Property Tax Foreclosure Prevention	851204	2.2	\$2,700,000
	 14 DIGITAL DIVIDE	Detroit Public Library Technology Lending Initiative	851502	2.4	\$1,640,430
	 5 NEIGHBORHOOD INVESTMENTS 2	Adult High School Certification Program	850604	2.10	\$3,467,988
	 9 EMPLOYMENT JOB CREATION	Skills for Life-Education	850902	2.10	\$16,000,000

Expenditure Category	Appropriation	Project Name	Treasury ID	EC#	Total Project Budget
Expenditure Category 2 (cont.)	 EMPLOYMENT JOB CREATION	Skills for Life-Work	850901	2.10	\$58,968,045
	 EMPLOYMENT JOB CREATION	Summer Youth Employment Program	850903	2.10	\$12,500,000
	 CITY SERVICES & INFRASTRUCTURE	Lee Plaza	860201	2.15	\$7,000,000
	 INTERGENERATIONAL POVERTY 3	Veteran's Housing Program	851207	2.16	\$925,000
	 INTERGENERATIONAL POVERTY 3	Single Family Home Ownership Preservation (aka Scatter)	851202	2.18	\$7,228,855
	 NEIGHBORHOOD INVESTMENTS 1	CDO Home Repair Program	366001	2.18	\$4,625,000
	 INTERGENERATIONAL POVERTY 3	Down Payment Assistance	851205	2.18	\$8,015,812
	 INTERGENERATIONAL POVERTY 3	Homelessness Prevention	851201	2.18	\$2,700,000
	 INTERGENERATIONAL POVERTY 2	Housing Resource Navigation	851101	2.18	\$6,475,000
	 INTERGENERATIONAL POVERTY 3	Landlord Repair Program	366002	2.18	\$4,849,059
	 INTERGENERATIONAL POVERTY 1	Renew Detroit	366003	2.18	\$27,750,000

Expenditure Category	Appropriation	Project Name	Treasury ID	EC#	Total Project Budget
Expenditure Category 2 (cont.)	 5 NEIGHBORHOOD INVESTMENTS 2	Community Health Corps	850006	2.19	\$15,000,000
	 12 NEIGHBORHOOD BEAUTIFICATION	ACE Arts Alley Initiative	851301	2.22	\$2,993,975
	 6 NEIGHBORHOOD INVESTMENTS 3	Chandler Park Athletic Fieldhouse	850701	2.22	\$12,117,699
	 11 INTERGENERATIONAL POVERTY 3	Choice Neighborhoods Implementation: Greater Corktown	851203	2.22	\$1,331,274
	 6 NEIGHBORHOOD INVESTMENTS 3	Farwell Rec Center Gym	850703	2.22	\$4,024,910
	 4 NEIGHBORHOOD INVESTMENTS 1	Neighborhood Beautification Program	850502	2.22	\$1,000,000
	 4 NEIGHBORHOOD INVESTMENTS 1	Neighborhood Signs	850504	2.22	\$1,512,500
	 6 NEIGHBORHOOD INVESTMENTS 3	Palmer Park Bandshell	850705	2.22	\$3,065,158
	 7 PARKS, RECREATION, & CULTURE	Dexter Ave Streetscape	850804	2.22	\$5,000,000
	 6 NEIGHBORHOOD INVESTMENTS 3	Dexter-Elmhurst Recreation Center	850702	2.22	\$8,542,233
	 13 PUBLIC SAFETY	DFD Annex Build Out	851401	2.22	\$4,596,975




Expenditure Category	Appropriation	Project Name	Treasury ID	EC#	Total Project Budget
Expenditure Category 2 (cont.)	 7 PARKS, RECREATION, & CULTURE	Joe Louis Greenway	850802	2.22	\$20,000,000
	 7 PARKS, RECREATION, & CULTURE	Joe Louis Greenway Neighborhood Planning	850803	2.22	\$1,000,000
	 13 PUBLIC SAFETY	Ladder 30 Renovation	851402	2.22	\$3,243,200
	 7 PARKS, RECREATION, & CULTURE	Park Plans	850805	2.22	\$5,925,000
	 7 PARKS, RECREATION, & CULTURE	Roosevelt Park Construction	850801	2.22	\$5,000,000
	 12 NEIGHBORHOOD BEAUTIFICATION	Blight to Beauty	851302	2.23	\$14,281,025
	 2 BLIGHT REMEDIATION	Blight Remediation – Industrial and Commercial	160060	2.23	\$87,875,000
	 15 SMALL BUSINESS	Detroit Small Business Launcher	851603	2.29	\$15,000,000
	 15 SMALL BUSINESS	Small Business COVID Response	851602	2.30	\$9,000,000
	 4 NEIGHBORHOOD INVESTMENTS I	Neighborhood Opportunity Fund	850601	2.34	\$3,500,000
	 4 NEIGHBORHOOD INVESTMENTS I	Public Facility Accessibility Program	850501	2.34	\$3,700,000
Summary of Funding Expenditure Category 2					\$392,554,138

Expenditure Category	Appropriation	Project Name	Treasury ID	EC#	Total Project Budget
Expenditure Category 5		Hope Village Fiber Neighborhood Activation	851504	5.19	\$11,203,658
Summary of Funding Expenditure Category 5					\$11,203,658







Government Service Projects within Revenue Replacement Limit

Detroit's City Council appropriated the full amount of funds awarded to the City through the SLFRF at one time and into 15 categories of use. A number of those programs fall into the ARPA category authorizing projects providing governmental services up to the amount of the City's revenue reduction caused by COVID. Below is a table listing those projects which have benefited the City's recovery strategy. These project are classified as Expenditure Category 6 and are not included in the Project Inventory.








Table 4. Government Service Projects within Revenue Replacement Limit



Expenditure Category 6				
Appropriation	Project Name	Treasury ID	Total Project Budget	Project Description
	Basement Backup Protection Program	EC6	\$2,400,000	Pilot program to install backwater valves in the basements of up to 300 homes to mitigate flooding events in two neighborhoods
	BSEED Inspections to Support City Services	EC6	\$7,500,000	Recruitment of additional Building and Housing inspectors to reduce blight on private property and increase compliance via educating property owners and increased enforcement
	City Council Support	EC6	\$1,500,000	Additional staff for City Council offices, to manage increased workload from ARPA program contracts and community outreach

Expenditure Category 6

Appropriation	Project Name	Treasury ID	Total Project Budget	Project Description
	City of Detroit Records Management at Oakman	EC6	\$600,000	The purpose of this project is to redesign a City of Detroit document storage facility to properly and securely store physical, paper documents, support office space for staff, and facilitate access to documents for select, authorized staff members.
	Commercial Corridor Parking	EC6	\$10,000,000	Expands the number of parking spaces in areas with active small businesses.
	Development Stimulus Support via Process Improvements	EC6	\$385,734	Staff to ensure proper demolition and rebuilding of Detroit commercial and industrial land.
	DoIT Data Center Upgrades Project	EC6	\$1,200,000	This project will assess cooling and power equipment at City of Detroit Data Centers and make upgrades to this equipment based on the assessment results. These upgrades will support consistent system uptime, improved equipment cooling efficiency, improved data center redundancy, and reduced service interruption factors.
	DoIT Network Fiber Redundancy	EC6	\$6,778,293	This project will provide communication redundancy and higher connectivity speeds between the City of Detroit's core data centers. The project has a secondary goal of providing some wireless connectivity to City parks.
	DoIT Network Infrastructure Replacement	EC6	\$3,430,000	This project will purchase wireless access points, network hardware, and next generation firewalls to replace the existing hardware within City of Detroit facilities, providing faster, more reliable, and more secure network

Expenditure Category 6

Appropriation	Project Name	Treasury ID	Total Project Budget	Project Description
				infrastructure for employees and guests at City facilities.
	DoIT PC Refresh Project	EC6	\$1,455,000	This project will replace outdated City-owned and managed workstations, including laptops and desktops, that City employees use. The City aims to provide the most up to date equipment and technology for City employees to execute their duties in support of residents.
	DoIT Server, Storage, and Backup System Replacement	EC6	\$10,059,699	This project will replace outdated server and storage hardware and replace the existing backup system housed within City of Detroit data centers.
	Enterprise Constituent Relationship Management Software	EC6	\$7,997,407	This project will procure an enterprise constituent relationship management (CRM) software system that allows City departments to efficiently respond to constituent requests, provide high quality services, and collaborate across departments.
	Enterprise Data Warehouse	EC6	\$2,430,000	The purpose of this project is to design, build, and populate a Citywide data warehouse that stores multiple datasets in a standardized structure.
	FY23 Capital Budget Supplemental	EC6	\$37,349,000	General City capital projects not covered in FY23 budget
	Incentives Portal Program	EC6	\$2,500,000	Software program that will house information associated with economic development incentives, federal and state funding awards.
	IT Consulting Services - Requirements	EC6	\$3,725,040	This project aims to supply DoIT's Project Management Office with additional capacity

Expenditure Category 6				
Appropriation	Project Name	Treasury ID	Total Project Budget	Project Description
	Gathering, RFP Development, and Optional Implementation			to identify cross-departmental technology and software needs, to develop requests for proposals, and to implement technology and software solutions.
	Retention improvement – Sworn DPD personnel	EC6	\$4,716,000	Bonus program for sworn-duty Police officers to increase personnel retention
	Traffic Enforcement	EC6	\$3,942,059	Additional traffic signs, speedometers, and equipment to reduce traffic violations
Approved Project Budget Total			\$107,968,232	

Other Federal Funds

The City of Detroit has worked to maximize the impact of all of its ARPA-supported projects by partnering with stakeholders at all levels of government and in the philanthropic sector. Most notably, the City has worked with the State of Michigan, Wayne County, and the Detroit Public Schools Community District to create intergovernmental initiatives with SLFRF dollars. The largest opportunities include investments in quality affordable housing for Detroiters and major infrastructure initiatives such as multijurisdictional streetscapes or the build out of the Joe Louis Greenway. Table 5 lists significant (over \$5 million) federal funding sources that the City of Detroit is utilizing to make the largest impact for residents in coordination with the City's ARPA-supported project portfolio.

Table 5. Federal Funds (non-SLFRF) Over \$5M

Amount	Source/Name	Description
\$28,100,000	Treasury / Emergency Rental Assistance Program (ERAP)	
\$10,000,000	Coronavirus Aid, Relief, and Economic Security (CARES)	Funding for small business development relief on behalf of Wayne County, helping lift small business assistance for Detroiters.
\$60,000,000	State of MI / American Rescue Plan Act (ARPA)	State leverage of its ARPA funding, towards the construction of the Joe Louis Greenway.
\$40,000,000	State of MI/MI Enhancement Grant	State funding towards the construction of the Joe Louis Greenway.

Amount	Source/Name	Description
\$5,000,000	U.S. Department of Housing and Urban Development (HUD) / Community Development Block Grant (CDBG)	Of the \$5 million allotted, \$2.5MM goes to public service activities, and another \$2.5MM is dedicated to preventing homelessness within the City. (ARPA projects that leveraged this funding are the Neighborhood Opportunity Fund (NOF) program and Homeless Prevention and Diversion services.)
\$43,000,000	Lee Plaza Development	Lee Plaza is an affordable housing project that will create 117 affordable housing units for income-qualified seniors. Of the \$43MM in leveraged funds, approximately \$5.6MM is funding coming from HUD in CDBG and HOME funding. Additional funding is coming from Low-Income Housing Tax Credit (LIHTC) equity, Historic equity, HUD 221d4 funding, and private funding.
\$30,000,000	HUD / Choice Neighborhood Implementation	To provide housing options and accessibility for mixed income, to provide critical improvements based on community needs and supportive housing services targeted to low-income residents related to health, education, and economic self-sufficiency. ARPA funds are currently being deployed to administer these initiatives and to secure housing infrastructure.
\$26,583,684	CDBG / Homeowners Assistance	HOME Investment Partnerships American Rescue Plan Program (HOME-ARP) funds can be used for eligible activities, including the production or preservation of affordable housing; tenant-based rental assistance; supportive services, including homeless prevention services and housing counseling; and the purchase or development of noncongregate shelter for individuals and families experiencing homelessness.
\$70,811,876	CDBG /Neighborhood Opportunity Fund	Over the past 2 years, the City of Detroit has received \$70,811,876 in federal CDBG funds in support of decent housing, a suitable living environment, and expanded economic opportunities, which give maximum priority to low- and moderate-income individuals. The funds are used to conduct a variety of community-based activities directed toward neighborhood revitalization, economic development, and community services, facilities, and improvements, based on the

Amount	Source/Name	Description
		priorities of the entitlement communities served.
\$39,028,468	Federal Environmental Management Agency (FEMA) / Public Assistance	The City received \$39,028,468 in FEMA – Public Assistance for the acquisition of vaccines as well as the reimbursement of emergency protective measures taken to respond to the COVID-19 emergency.
\$37,378,779	State of Michigan – Coronavirus Relief Local Government Grants (CRLGG)	The State of Michigan awarded the City \$37,378,779 to spend on eligible COVID-19 expenditures.
\$20,263,983	State of Michigan – Coronavirus Relief Fund / City of Detroit Covid Testing	To help cover the costs of COVID-19 testing. Funding is intended to support staff time and supplies associated with COVID-19 response in the community, specifically focused on testing.
\$64,268,439	US Department of Transportation (DOT) / CARES Act	Support operations, preventive maintenance, planning, and security projects. Anticipated short-term activities include COVID-19 emergency response services and supplies, and wages for employees on paid administrative leave due to service reductions. Subsequent activities will be focused on providing transit services that help the City of Detroit and its residents and employees recover from the severe social and economic impacts of COVID-19.
\$20,450,541	US DOT/ Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Transit Infrastructure Grants – FY 2021	To support Detroit Department of Transportation (DDOT) operations and to prevent, prepare for, and respond to coronavirus. The scope of work (SOW) includes funding for transit operations and security projects. Funding will support transit operations activities, including staff salaries, cleaning services and cleaning supplies, and fuel. Security funding will support the purchase and installation of replacement security and surveillance equipment. Activities will be completed in house to the extent possible and with third-party contracts as required.



PROMOTING EQUITABLE OUTCOMES

City of Detroit Recovery Plan Performance Report



Compliance and Reporting Guidance: State and Local Fiscal Recovery Funds (U.S. Department of Treasury, 2022) articulates the following priorities for measuring equity at multiple stages of Detroit's SLFRF/ARPA program:

"Opportunity is more abundant and equitable today than at perhaps any time in our city's history."

– Mayor Duggan, July 2022

- **Goals** – relative to historically underserved, marginalized or adversely affected populations
- **Awareness** – identifying the degree to which residents and businesses have equal and practical access to the benefits of SLFRF-funded benefits and services
- **Access and Distribution** – consideration of differences in levels of access and administrative requirements that may create barriers or disparities in beneficiaries' ability to meet eligibility criteria or complete applications
- **Outcomes** – whether intended outcomes focus on closing gaps, reaching universal levels of service, or disaggregating progress by race, ethnicity, and other relevant equity dimensions

Beginning in 2022, the Department of Treasury has stipulated 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.

Executive Order 13985, *Executive Order on Advancing Racial Equity and Support for Underserved Communities Through the Federal Government* (January 20, 2021), defines equity as "the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality."

The City has designed and implemented its ARPA program with equity as a central imperative. In order to promote awareness and accountability in addressing both structural inequity and broad social needs exacerbated by the COVID-19 pandemic, the City developed a framework that aligns program priorities and synthesizes equity goals across the portfolio of projects supported by SLFRF. While promoting accountability, this framework also facilitates performance improvement through data tracking and measurement. The prevailing aim of the framework is to support and catalyze progress towards the City's program-wide North Star goal: "a resilient city with universally vibrant, safe, healthy and beautiful neighborhoods providing equitable and inclusionary access to economic mobility and social prosperity."

In addition to their alignment with the 15 appropriations categories established by City Council (see Table 1 and Figure 4), all projects in the City's ARPA program are

also directly correlated to the Expenditure Categories, identified by the Department of Treasury, which govern the types of documentation required to demonstrate SLFRF program compliance.

All EC 1–5 projects are designed to serve historically underserved, marginalized, or adversely affected residents and communities in Detroit. For accountability and policy compliance, the City requires all EC 1–5 projects to collect, track, and report on data regarding the groups of people being served, how they receive the services, and the degree of benefit received from the services among the intended project beneficiaries. ARPA projects will collect multiple types of data, some of which are reflected in Figure 8, at multiple stages of the various project life cycles, and use this data to understand effectiveness across the dimensions of awareness, access and distribution, and project outcomes. Collectively, these data are designed to inform strategies for equity and continuous social impact across the full program life cycle.



Figure 8. Sample equity data types collected by ARPA projects, July 2022

To provide insight regarding the Department of Treasury's four key equity domains of Goals, Awareness, Access and Distribution, and Outcomes, the City has developed an initial **Equity Survey** for project teams. The current iteration of the survey has been administered to establish a baseline status in each of these domains for a majority of projects that have initiated either design or mobilization through June 30, 2022. Future iterations of the survey can be used to support and track program-wide progress relative to this baseline. Information yielded by both current and

future iterations of the survey can also support performance improvement and strategic adjustment of program design.

The Equity Survey was conducted across 44 ARPA projects, including some projects still in development that are not included in the Project Inventory. The results yielded project-specific and program-wide data on the key equity domains as is reported in the subsequent text of this section. Individual ARPA projects collect different types of statistical and demographic data at a project level to track the groups of people being served by SLFRF-funded services. Spatial distribution and allocation of services was reported as a key data consideration among the 44 EC 1–5 projects that completed the equity survey. Eighty percent of EC 1–5 projects surveyed reported collecting anonymized address/location data for facilities, participants, or service locations as relevant to project scope.

Seventy-three percent of the surveyed projects reported collecting data on the number of project beneficiaries—statistical data that are supported by demographic data. These data are being aggregated and cross-analyzed at both a project and program level to assess whether project services are reaching intended beneficiaries, and to thereby inform the design and incorporation of equitable communications, engagement, and implementation strategies as appropriate for the project and program scope.

Comments From Detroit ARPA Project Team Survey Respondents

“Disability status and primary language—collecting data through randomized surveying will help to reveal how this program is reaching marginalized communities and opportunities for the team to tailor marketing/outreach to best serve these communities.” – **Digital Equity Coordination and Technical Support / Hybrid Project**

“Address/location data will be used to ensure the Summer Youth Employment Program is reaching across the City to youth who may benefit most from the program. If the [program identifies] area neighborhoods or census tracts that do not seem to be participating, or if there is overrepresentation in certain areas, the program can adjust for year two to support outreach to additional areas.” – **Summer Youth Employment Program, EC 2.10 / Social Services Project**



“The project had an initial survey, which collected data from nearly 200 respondents through both paper and online responses. The survey collected demographic information including age, race, ethnicity, gender, and parental/caretake status. It also collected zip codes. This information should allow us to understand if the responses are representative of the intended beneficiaries,

and who we need to make more efforts to reach. For example, a disproportionate number of residents were white non-Hispanic, which does not match with the demographics of the park's neighborhood and walkshed, allowing us to make changes in outreach.” – **Roosevelt Park Construction, EC 2.22 | Capital Project**

At a program level, the City of Detroit has appropriated funds to multiple projects addressing issues such as housing, education, economic opportunity, and parks and recreation. While the city as a whole has been disproportionately impacted by the COVID-19 pandemic, Detroit's ARPA program has been developed with an understanding that communities and residents within the city of Detroit are heterogeneous and diverse, and may have therefore suffered a spectrum of impacts resulting in varied needs and interventions. The program intentionally includes a wide range of project types and services to provide broadly inclusive access to benefits of ARPA funding, while at the same time targeting critical aspects of structural inequity to effect long-term and transformative social change.

The City of Detroit uses multiple communication channels to ensure that residents of Detroit are aware of the services funded by SLFRF. The graph below shows the top communication channels used by ARPA projects with usage distribution across the development, delivery, and closeout stages. Gathering feedback and input about the development, delivery, and benefit from services funded by SLFRF is crucial to equitable design and implementation.

Figure 9 shows the primary communication channels used by the surveyed EC 1-5 ARPA projects.

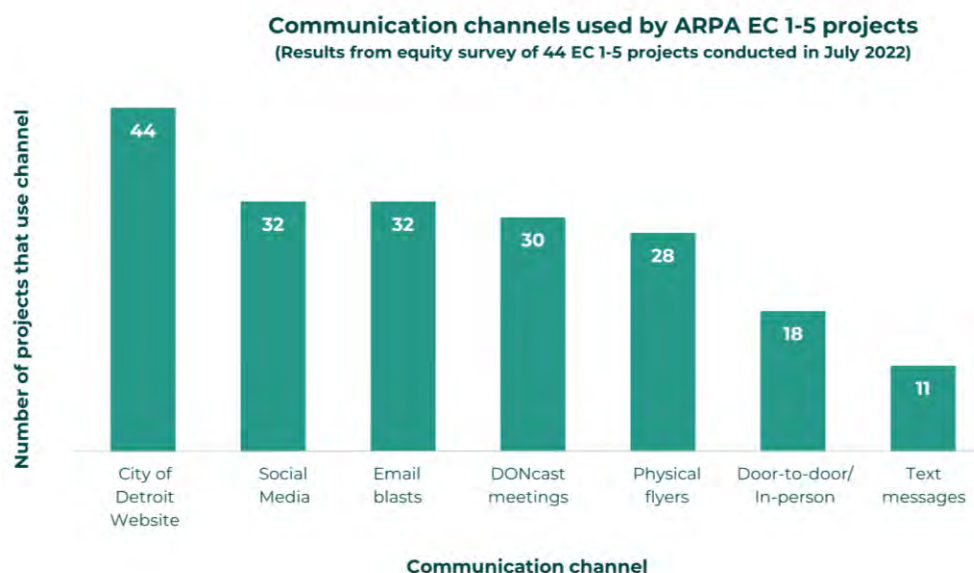


Figure 9. Communication channels used by ARPA EC 1-5 projects

The City's website is reported to be the most-used communication channel by all surveyed projects to provide information to residents through the development, delivery, and closeout project phases. The City utilizes the website to ensure that information about SLFRF services reaches its residents through the City's central communication channel. Seventy-three percent of the surveyed projects also use different social media platforms and email communications to broaden the reach. Recognizing, however, that many residents face digital divide challenges with limited or no access to web-based technology and/or challenges related to functional literacy levels, the City has employed a range of communications tools and channels to maximize outreach and awareness of ARPA program offerings.

The goal of designing and implementing projects with equity in mind requires the identification and assessment of potential barriers. The equity survey was developed to collect data on determinants of level of access to ARPA services to reinforce the City's understanding of the determinants of level of access to SLFRF-funded services across the ARPA SLFRF project portfolio. Project teams surveyed reported physical accessibility of services as one of the top determinants of equitable access.

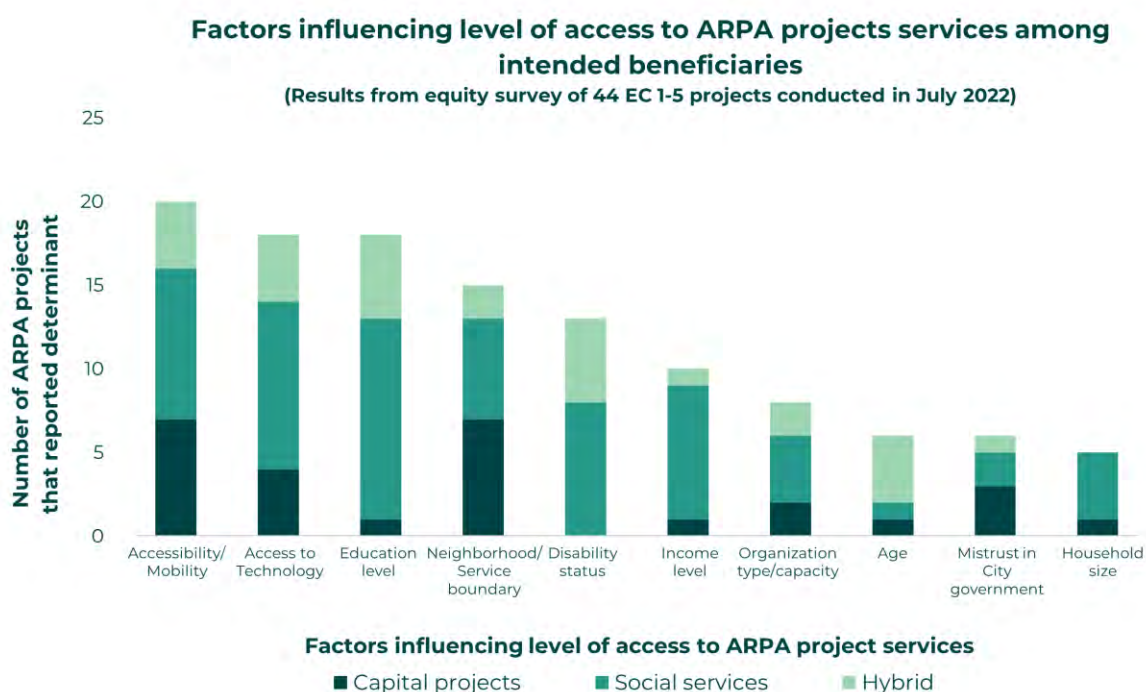


Figure 10. Factors influencing level of access to ARPA projects services

Forty-five percent of projects across the program portfolio reported physical accessibility of services as one of the top determinants of equitable access to SLFRF services among intended beneficiaries. Forty-one percent of the projects report access to technology and education level among the top three barriers to access. Factors identified may have a compounding effect on level of access. For example, access to technology may impact level of awareness of services provided by social projects which in turn influences how many residents take advantage of the SLFRF

funded programs that primarily use technology to spread awareness of their availability. Understanding these factors and their compounding effects can inform how projects design and implement activities to increase equitable inclusion of, and access by, intended beneficiaries.

Accessibility, access to technology and education level are reported as mostly determining access for social services projects – projects that provide a defined scope of services to a pool of defined residents or a community at large. Categorizing which determinants affect which type of projects the most yields insight into which type of services require support for strategic allocation of resources to improve equitable outcomes.

In addition to determinants of access for intended beneficiaries, projects also encounter design and delivery limitations to equitable delivery. Fifty-five percent of the projects surveyed have noted that financial constraints can impede equitable design and implementation. Examples include limited access to funds to hire and train staff on equitable delivery, acquiring and maintaining resources necessary for equitable delivery, and costs for implementation. Also, setting, tracking and reporting on equity can be impacted by potential challenges in accessing or being able to collect data required to measure equity in the project. Figure 11 below shows the ranking of project team perceptions on limitations to equitable project delivery across the program portfolio for projects surveyed to date.

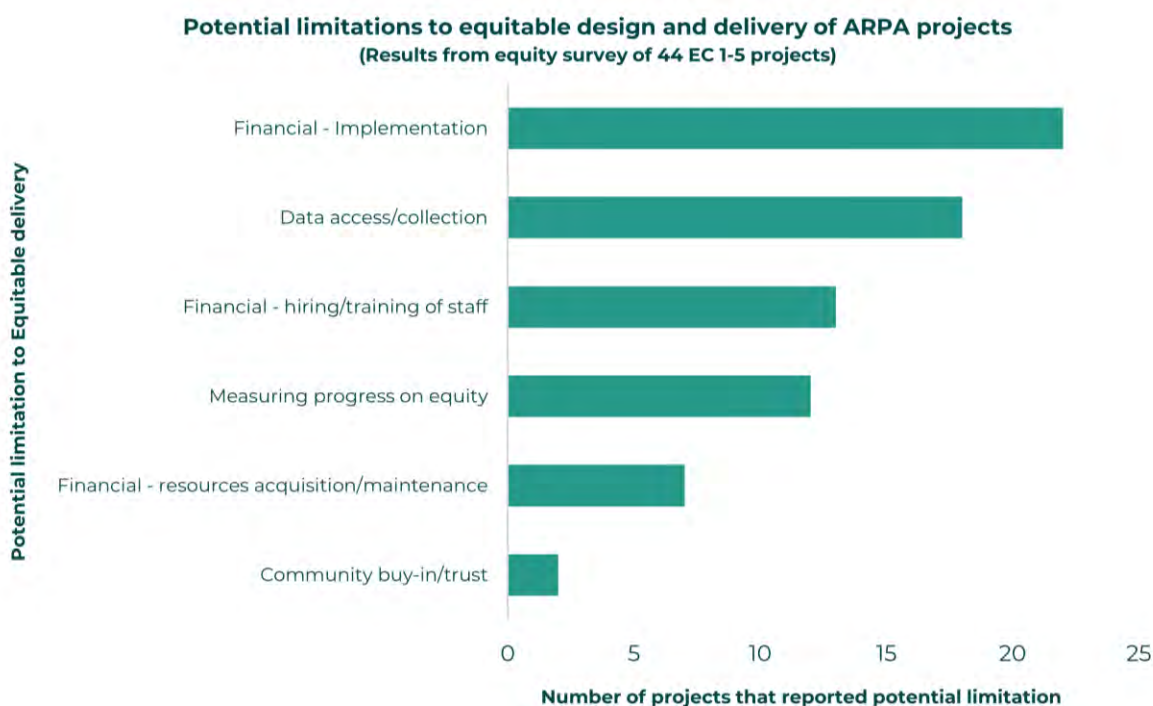


Figure 11. Potential limitations to equitable design and delivery of SLFRF funded projects

A combined awareness of determinants of disparities in access as well as limitations to equitable design and implementation is essential to achieving success at both the

program and project level as shown in Figure 10. Understanding the factors that may cause disparities in access to services funded by SLFRF is imperative in addressing and eliminating potential barriers. Projects across the program portfolio have incorporated the following activities in their design and implementation to foster equitable access to benefits from services funded by SLFRF. Eighty-one percent of projects have practical communications strategies incorporated in their design and implementation to maximize awareness by intended beneficiaries of the services and benefits available to them.

Figure 12 shows the top equity activities and how many projects reported to have incorporated them in either their design and/or implementation.

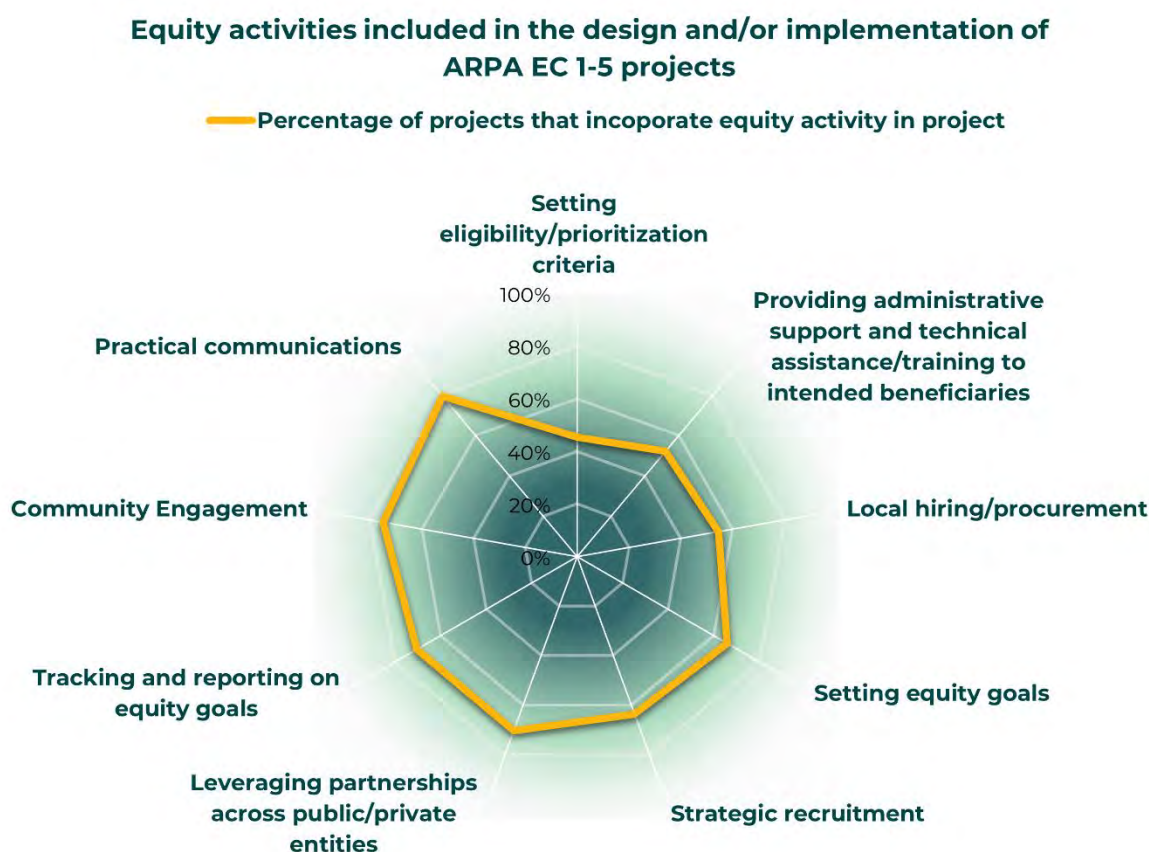
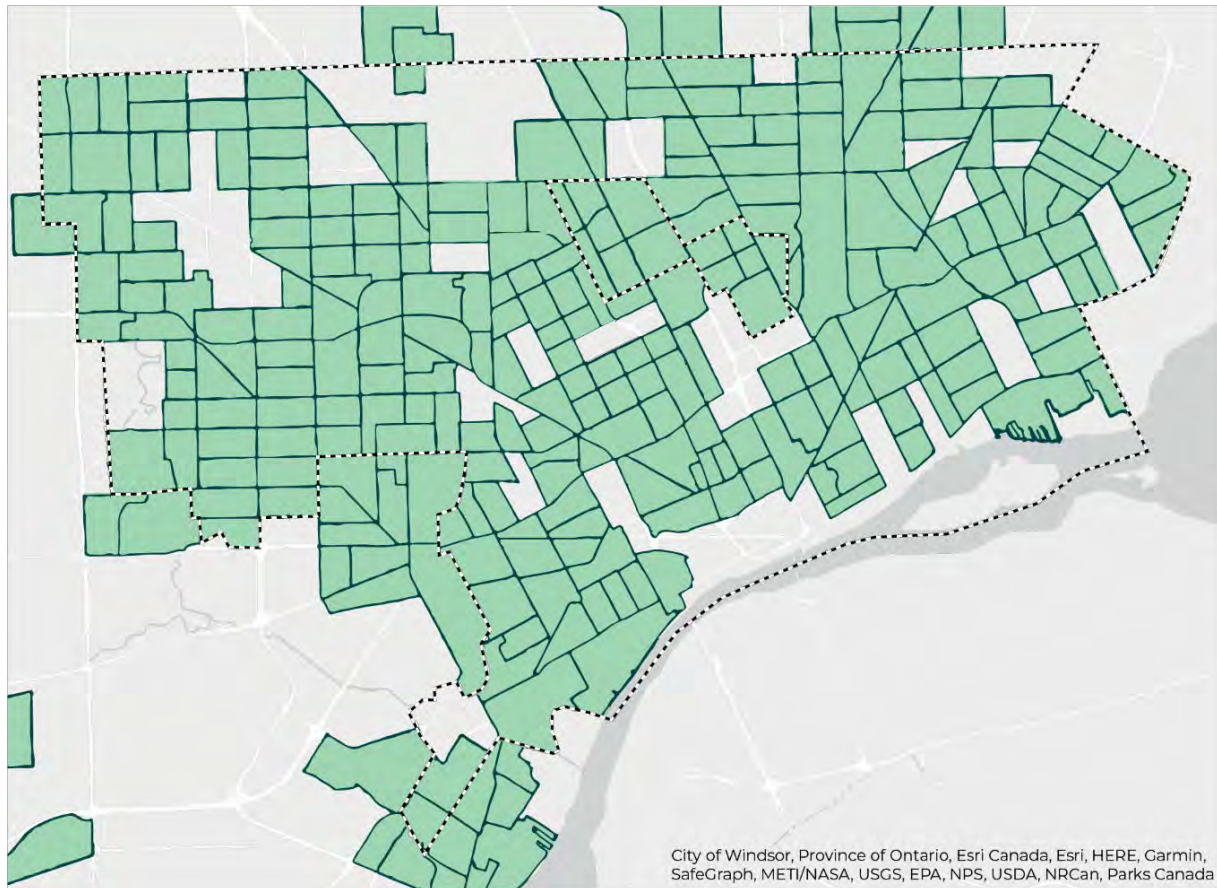


Figure 12. Equity activities included in the design and/or implementation of ARPA EC 1-5 projects

Eighty-one percent of projects surveyed reported incorporating practical communications strategies in their design and implementation to maximize awareness by intended beneficiaries of the services and benefits available to them. Practical communications include tailoring communication strategies and channels to address diversity across the pool of intended beneficiaries, including both those with and those without access to technology and broadband internet. For the latter, physical communications such as in-person community meetings, flyers, and communication through community organizations can be helpful.

Overall, 8 out of the 9 represented activities were reported as incorporated by over fifty percent of the surveyed projects in their design and implementation. Ideally, the goal is to have all equity activities charted at the 100 percent incorporation mark. The City of Detroit plans to use results from the equity survey to tailor support to projects as needed to shift incorporation numbers to above eighty percent for each of the equity activities represented in the chart above. The City intends to use future iterations of the equity survey to track and report which equity activities are incorporated in future years of the program, and how those have contributed towards the achievement of project outcomes and global program equity.

The Equity Survey provides important insight into the outreach and implementation strategies employed by individual projects, and the effectiveness of those strategies in promoting equity. It is critical to emphasize, however, the foundational role of equity, which is a grounding principle that shapes project and program planning, design, and performance monitoring for the Detroit ARPA portfolio. The City's approach to equity as a driver throughout the program is informed by a long history of research, community engagement, and evidence-based interventions over a period of decades. As discussed in the section called "Use of Evidence," many of the physical and social disadvantages faced by Detroit's residents are structural in nature, requiring sustained commitment and creative strategies grounded in empirical research and best practice to yield substantive results. The Mayor and Executive Leadership team, in collaboration with City Council, have long recognized and worked to dismantle the City's legacy of inequity. Guided by a shared vision of opportunity and beauty for the City of Detroit, City leaders are leveraging the unprecedented prospect for impact afforded by ARPA funding to drive transformational change.



Source: Office of Policy Development and Research (n.d.)

Light Green = 2021 Qualified Census Tracts

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). Nov 10, 2020

Publisher: US Department of Housing and Urban Development

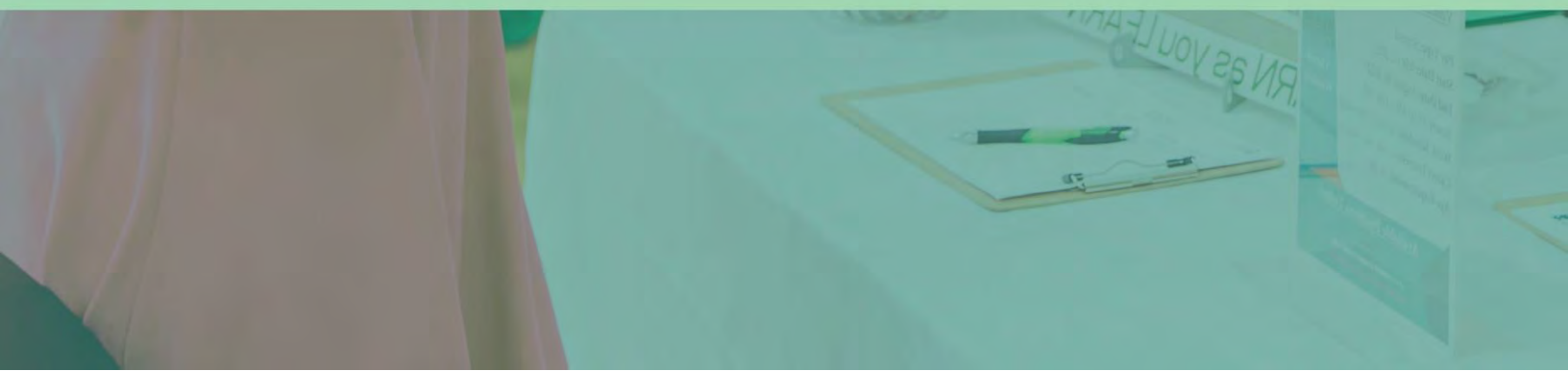
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Figure 13. 2021 HUD census tracts for Detroit



COMMUNITY ENGAGEMENT

City of Detroit Recovery Plan Performance Report



In early summer 2021, the City of Detroit embarked on a robust community engagement process resulting in 65 community conversations and hundreds of public survey responses to formalize and refine priorities for the use of ARPA funds. The results of this effort were foundational in determining the scope and breadth of Detroit's ARPA program and have informed all aspects of the work, from municipal appropriations to project development, program design and administration, and operational implementation.

For the period covered by the current *City of Detroit Recovery Plan* (City of Detroit, 2021), the City has built on the initial process described above by continuing to implement community engagement strategies. As Detroit's ARPA program includes dozens of individual projects, programs, and workstreams of various scales, the program's current community engagement strategies are intended to (a) promote public understanding of the work of the various projects within the ARPA program, and (b) address community impact at the level of individual projects as those continue to become operational over the next several months and c) solicit changes to program or capital design on the basis of engagement.

At a program-wide level, one vital means of administering outreach to communities is through the City's Department of Neighborhoods (DON). To ensure extensive outreach, DON has hired and trained ARPA-specific outreach workers in addition to existing staff. This team is responsible for information sharing and facilitates ARPA program participation and access by residents and service providers in each district of the City. The team informs residents about implementation activities, such as how to enroll in programs and receive program benefits. Outreach workers also provide guidance to district and neighborhood stakeholders on other participation activities, such as how to bid on contracts or apply for SLFRF grants.

The importance of connection through districts and neighborhood organizations cannot be overstated. The City's neighborhood groups, block clubs, community development corporations, and other nonprofit entities have a deep understanding of the concerns and priorities of residents and business owners. Through collaboration with these groups, DON has developed long-standing relationships and communication channels that promote access and enable residents, business owners, and service providers to connect with the work of the Detroit ARPA program.

Community engagement methodologies have included district-level meetings (in person and virtual), city-wide meetings, an ARPA information hotline, frequently updated website communication, door-to-door outreach, flyers / visual collateral, contractor/job fairs, text messaging, and e-mail communications.

For City and district meetings, the number of attendees/participants is tracked to help gauge effectiveness of outreach efforts.

In addition to a number of enrollment and awareness efforts conducted in the fourth quarters of 2021 for early-stage projects, the City has held the community meetings to date in 2022, as shown on the right.

At both virtual and in-person community meetings, participants are encouraged to pose questions or provide comments. Some individual projects within the ARPA program portfolio have project-specific methodologies for community outreach and feedback or will have established community engagement strategies as part of project development and implementation. The initial Equity Survey administered to support equitable outcomes for the program demonstrates that strategies for community feedback on specific projects include project call centers, surveys, individual in-person engagement, and e-mail communications, as well as community meetings. See Figure 14 (Forms of Engagement).



The City provides a platform for virtual meetings (DONcast meetings) conducted for every district via the Department of Neighborhoods zoom platform openly accessible to all residents of Detroit. This communication channel is reported to be used by 68 percent of the surveyed projects, and provides an opportunity for residents to receive information on project services and also request additional background and updates. These meetings are broadcast live on the City's social media page to broaden their reach and are also recorded for residents unable to attend the meeting session. This is one example of how the City has provided multiple options to accommodate various levels of access to information on SLFRF program services.

Communications are extended to residents via physical flyers (64% of the surveyed projects use this channel), in-person communications (41% of surveyed projects) and text messages (25% of surveyed projects) to foster reach and inclusion of residents that have challenges connecting to broadband internet or who may not have access to the technology required to receive information via the website, social media, or the DONcast meetings.

Given the nature of services they are providing, and the type of beneficiaries that they are serving, 32% of the surveyed projects use additional communications channels to foster optimal awareness about project services among residents.

The City of Detroit will use the data collected on communications in this survey to further support and guide projects on how to provide practical communications to City residents as the ARPA program implementation continues to advance.



A majority of Detroit's communities have historically faced significant barriers to services. Disparities in economic opportunity, mobility, health, housing and food insecurity, and language barriers affect many residents, and these disparities have been significantly exacerbated by the onset and unexpected duration of the COVID-19 pandemic. Individual projects and social services programs within the portfolio have identified specific approaches to reach specific underserved populations. For certain projects, SLFRF funding has afforded the City the opportunity to scale up proven and effective social service programs expressly designed to meet the needs of these communities. Skills for Life, Community Health Corps, and Summer Youth Employment Program are three such projects.

In addition to the City's ARPA-specific community engagement efforts, the City's mandated Community Outreach Ordinance requirement also applies to certain project proposal types, some of which are represented within the overall program portfolio. The public outreach policy required by this ordinance bolsters other community engagement efforts by providing opportunities for both virtual/in-person meeting participation and online survey feedback to be provided to the City.

Forms of engagement used by ARPA EC 1-5 projects
(Results from equity survey of 44 EC 1-5 projects conducted in July 2022)

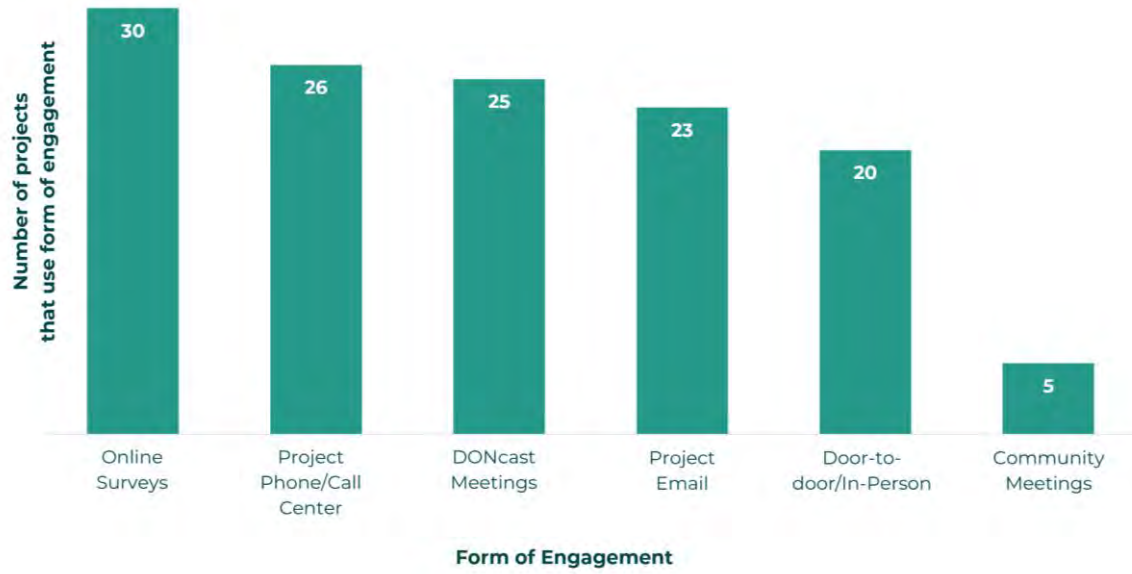


Figure 14. Forms of engagement used by ARPA EC 1-5 projects



LABOR PRACTICES

City of Detroit Recovery Plan Performance Report



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.



A snapshot of the City's workforce development practices includes training, job-readiness tools, and supported employment opportunities that combine paid or unpaid education with wraparound services that promote success. For example, Detroit at Work provides Detroiters with diverse training programs in fields such as health care, technology such as cybersecurity and robotics, skilled building trades, and transportation (e.g., CDL-A licensing courses). Educational programs progress to scaffolded employment opportunities. Another example includes the City's criminal record expungement program for residents, developed in partnership with the Detroit Police, the Detroit Justice Center, and Detroit at Work.



Prosperity for Detroiters is anchored by strong and equitable employment opportunities, and the City works systematically across its operations to catalyze and support robust employment opportunities in collaboration with a broad range of stakeholder partners.



USE OF EVIDENCE

City of Detroit Recovery Plan Performance Report

The City is taking a rigorous approach to the use of evidence across its ARPA-supported portfolio. To build a strong programmatic foundation based on community need, the City synthesized resident feedback expressed through 65 public meetings and a survey of over 700 residents, Mayor Duggan's priorities for the Detroit's future, and the City Council key objectives. The City has committed to establishing outcomes in accordance with 2 CFR § 200.301 Performance measurement and ARPA 31 CFR 35 SLFRF Final Rule requirements. The guiding North Star for the Detroit Future Fund Program, as previously described, is to achieve a resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.

The City has a common methodological approach to using existing and building new evidence across the project portfolio. In parallel with the project planning and authorization process described in this report in the "Use of Funds" section, the City assessed the relationship between (1) ARPA allowable uses, (2) the City's key objective distilled in the North Star, above, and (3) the planned project purposes authorized by the City Council and reflected in the *City of Detroit Recovery Plan* (City of Detroit, 2021).

White papers are developed that triangulate this relationship with reliable public data sources and research for umbrella project typologies, including Public Health, Public Safety, Safe and Affordable Housing, Broadband and Digital Literacy, Jobs Training, Blight Mitigation, Parks and Recreation, and Small Business and Nonprofit Assistance. This business process assures that the City's program maintains fidelity to ARPA goals and allowable uses of funds at a meta level. At the same time, the City developed a project planning framework and designed a robust business process (described in the section called "Use of Funds" so that every ARPA-funded project is built on a foundation of consistency and quality.

The City has designed a robust process for developing and tracking inputs, outputs, and outcomes. The City is also assessing equity impacts at a meta level, which is discussed in the "Promoting Equitable Outcomes" section. An evidence-based white paper that relies on the body of evidence available in the public domain is developed for each EC 1–5 project in addition to presumptive evidence expressed by Treasury in interim and final policy documents, including the Final Rule and *Evidence-Based Approach to Projects*. Outside of public data, there is wide variability in quality, specificity, and rigor in some programmatic areas concerning available qualitative and quantitative evaluation outcome data. Nevertheless, the best available evidence is extrapolated where evidence provides clear linkages to project design and delivery goals. Summary-level evidence is furnished for each project in the section called "Project Inventory"; whereas, evidence-based white papers are used by program leadership and project delivery teams to guide project planning and design. The white papers are maintained in the City's records management system for ARPA projects and are accessible to personnel delivering ARPA-supported projects.

An outcomes-based performance plan is developed for each EC 1–5 project. In addition to shaping project design around evidence-based approaches, each project begins with the North Star. Together, evidence and the North Star work anchor each project in the City’s expressed values and best practices. Goals, outputs (also expressed as key performance indicators), and outcomes are developed for each project. For many projects, the outcomes-based assessment approach is derived from the Theory of Change, which enjoys a close, iterative, and measurable relationship between discrete project interventions and project outputs and outcomes. Each project’s outcomes-based assessment framework is presented in the section called “Project Inventory.”

Guiding questions are used for the development of projects as (described in the section called “Use of Funds” and are also instrumental in formulating project goals, outputs, and outcomes at the project level and equity outcomes at a meta-level. These activities combined with City’s commitment to using an evidence-based approach comprise the City’s learning agenda for ARPA.

For capital projects, the City maintains a higher reliance on an evidence-based approach than outcomes data because feedback from an intact or dispersed group of users is generally not available during the project delivery and may not be available until after the period of performance. The City is working to develop a consistent approach to measure impact across capital projects and is building on effective existing City practices to assess ARPA-supported capital facility utilization and user satisfaction rates.

The following presents high-level evidence for project typologies within which most of the City’s current and planned EC 1–5 projects fall and demonstrate critical research linkages and/or over-arching best practices for the City’s ARPA project investments. These also align with the City’s North Star and ARPA allowable uses expressed in Treasury’s Final Rule for EC 1–5:

Project Area – Public Health

Overview

Investing in public health in response to the pandemic, along with strategies to improve a community's social determinants of health, generally involve funding assistance to households. The social determinants of health (SDOH) are non-medical factors that influence health outcomes; the U.S. Department of Health and Human Services defines SDOH as the “conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks.” The COVID-19 pandemic disrupted economic, educational, health care, and social systems that encompass SDOH. A cross-sectional study of the social determinants of health framework in New York found that improved policies and programs are needed to address primary and secondary (i.e., relating to SDOH) impacts of COVID-19 in order to reduce disparities for racial/ ethnic minorities and vulnerable populations. Recovery projects that the City is undertaking are designed to create equitable access to benefits and prevent administrative barriers that cause such disparities, as shown in the *City of Detroit Recovery Plan* (City of Detroit, 2021).

City of Detroit. 2021. *2021 Recovery Plan: State and Local Fiscal Recovery Funds: 2021 Report*. <https://detroitmi.gov/sites/detroitmi.localhost/files/2021-08/FINAL%20CoD%20Recovery%20Plan%2008%2031%202021.pdf>.

Clay, Lauren, and Stephanie Rogus. 2021. “Impacts of COVID-19 on the Social Determinants of Health.” Natural Hazards Center. <https://hazards.colorado.edu/quick-response-report/impacts-of-covid-19-on-the-social-determinants-of-health>.

U.S. Department of Health and Human Services. “Social Determinants of Health.” Healthy People 2030. <http://health.gov/healthypeople/objectives-and-data/social-determinants-health>.

Project Area – Public Safety (including Gun Violence)

Overview

The public safety programs as a part of Detroit's SLFRF generally cover gun violence and fire department safety.

The COVID-19 pandemic has driven an increase in gun violence in Detroit, with a 29.3 percent increase in firearm violence in 2020. Tracking of gun violence by ZIP code revealed that low-income, communities of color saw the greatest increases in violence. Coordinated programs by the City of Detroit and community partners are continuing to provide a comprehensive approach to gun violence intervention.

Additionally, the Detroit Fire Department (DFD) supports public safety for Detroit's citizens and visitors through public education, enforcement of fire codes, and deployment of efficient emergency response resources. In order to meet the City's dynamic emergency response needs, it is important to ensure that DFD is equipped and well prepared in each of its service locations.

Schleimer, Julia P., Shani A. Buggs, Christopher D. McCort, Veronica A. Pear, Alaina De Biasi, Elizabeth Tomsich, Aaron B. Shev, Hannah S. Laqueur, and Garen J. Wintemute. 2022. "Neighborhood Racial and Economic Segregation and Disparities in Violence During the COVID-19 Pandemic." *American Journal of Public Health* 112 (1): 144–53. <https://doi.org/10.2105/AJPH.2021.306540>.

U.S. Attorney's Office Eastern District of Michigan. 2011. "Targeted Approaches to Reducing Violent Crime." <https://www.justice.gov/usao-edmi/archived-district-reports/dec-2011>

Project Area – Safe and Affordable Housing

Overview

Addressing housing disparities is one of Mayor Duggans top priorities intended to fight intergenerational poverty. Studies have traced the long-term impacts on households living in substandard housing and disadvantaged neighborhoods with high rates of poverty. Chetty et al. found substantial positive impacts on the educational attainment and economic success of children whose families were given vouchers in the U.S. Department of Housing and Urban Development's Moving to Opportunity experiment, enabling them to move from high-poverty to low-poverty neighborhoods. Eric Chyn of the University of Virginia traced the economic outcomes of families that moved out of buildings that were selected for demolition in Chicago in neighborhoods with a high proportion of dilapidated, vacant and abandoned buildings. The study concluded that there are significant positive impacts on the long-term economic outcomes of families removed from substandard housing in disadvantaged neighborhoods.

The following best practices have been demonstrated to improve housing quality and/or affordability:

- Homeownership assistance (e.g., down payment assistance, first-time homebuyer assistance, lease-to-own)
- Anti-displacement and eviction programs (e.g., property tax foreclosure prevention targeting homeowners, renters, and landlords)
- Home repair programs targeted at homeowners and landlords
- Development of new affordable housing units
- Acquisition, rehabilitation, and redevelopment of existing affordable housing units (including multifamily and scattered site single-family)
- Housing counseling, housing services, and homelessness prevention

Chetty, R., N. Hendren, and L. Katz. 2016 (April). *The Effects of Exposure to Better Neighborhoods on Children: New Evidence from the Moving to Opportunity Experiment*. National Bureau of Economic Research Working Paper 21156.

Chyn, E. 2018 (October). *Moved to Opportunity: The Long-Run Effect of Public Housing Demolition on Labor Market Outcomes of Children*. American Economic Review 108.

Project Area – Broadband and Digital Literacy

Overview

To reduce the digital divide, it is important to address underlying disparities in internet access. These disparities require not just building new infrastructure, but also supporting households directly with financial support for devices, internet subscriptions, and direct digital literacy programming. During the pandemic, communities have increasingly come to rely on internet-based services like e-learning and digital classrooms, remote working, telehealth services, and social/video networking platforms that enable significant social, economic, and public health benefits. In order to ensure equitable access to these crucial services, households must have access to devices, affordable access to broadband subscriptions, and knowledge and ability (or “digital literacy”) required to navigate various services and applications.

According to a study by the Pew Research Center, while 90 percent of Americans saw the internet as important or essential during the pandemic, 26 percent of adults need help setting up a new electronic device, while 10 percent report little to no confidence in navigating new devices to complete tasks online. Low-income families tend to be more impacted, as they are more likely to lack access to multiple internet-enabled devices and more likely to have to rely on smartphones to navigate online tasks such as applying for jobs. A number of the City’s planned ARPA project’s are focused on mitigating challenges experienced by Detroiters related to the digital divide and its impacts on low-income residents.

McClain, C., E.A. Vogels, A. Perrin, S. Sechopoulos, and L. Rainie. 2021. “The Internet and the Pandemic.” Pew Research Center.

<https://www.pewresearch.org/internet/2021/09/01/the-internet-and-the-pandemic/>.

Tomer, Adie, and Caroline George. 2021. “The American Rescue Plan is the broadband down payment the country needs.” Brookings Institution.

<https://www.brookings.edu/research/the-american-rescue-plan-is-the-broadband-down-payment-the-country-needs/>.

Vogels, Emily A. 2021. “Digital divide persists even as Americans with lower incomes make gains in tech adoption.” Pew Research Center.

<https://www.pewresearch.org/fact-tank/2021/06/22/digital-divide-persists-even-as-americans-with-lower-incomes-make-gains-in-tech-adoption/>

Project Area – Jobs Training

Overview

Jobs training and reducing unemployment are important strategies for achieving the mayoral priority to fight intergenerational poverty.

The City was disproportionately impacted by job losses and unemployment during the pandemic, with unemployment peaking at 40 percent or higher during the summer of 2020.

Unemployment is experienced at different levels of severity for various subsectors of Detroit's population. According to a survey from July 2021 from the University of Michigan's Detroit Metro Area Communities Study, the unemployment rate for Black (26 percent) and Latino (27 percent) workers was almost twice as high as that of whites (14 percent) in Detroit in August of 2021. Other factors correlated with higher unemployment rates include lower household income, lower educational attainment, and the presence of children in the household.

Reflecting the complex barriers facing unemployed workers, Detroit's workforce development plan provides for a comprehensive set of strategies to help residents find work. Detroit's Workforce Innovation and Opportunity Act (WIOA) Four-Year Local Plan includes numerous educational programs, community outreach, supportive services, and collaborative partnerships to understand the substantial barriers to education and employment and provide information and opportunity to affected residents.

City of Detroit. 2021. *Recovery Plan: State and Local Fiscal Recovery Funds 2021 Report*.

Detroit Employment Solutions Corporation. 2020. "The Workforce Innovation and Opportunity Act (WIOA) Four-Year Local Plan for Program Years 2020-2023." <https://www.descmiworks.com/opportunities/public-documents/>.

University of Michigan Detroit Metro Area Communities Study (DMACS) Covid-19 Rapid Response Survey: Unemployment Dynamics in Detroit During the Covid-19 Pandemic. 2021. University of Michigan. <https://detroitssurvey.umich.edu/wp-content/uploads/2021/08/DMACS-Employment-Dynamics-during-Pandemic.pdf>.

Project Area – Blight Mitigation and Removal

Overview

Over 19,000 homes in the city are unoccupied Detroit Land Bank Authority properties or have one or more other indication of blight, and the impact of blight in Detroit is felt disproportionately by socioeconomically disadvantaged Detroiters. Blight remediation, therefore, is a key focus area for the City's vision of restoring neighborhoods.

Vacant and abandoned buildings impact neighboring properties and, when concentrated, entire neighborhoods and cities. The City's planned ARPA programs on blight removal or mitigation address the negative effects associated in the literature with abandoned structures including increased rates of crime, reduced property values, increased risk to public health and welfare, and increased costs for local governments. There is also a substantial and growing body of academic literature that demonstrates neighborhood-level (zip code) impacts (poverty, disinvestment, racial segregation) on individual and household health outcomes through the prevalence of chronic illnesses such as obesity and diabetes.

Commercial and industrial blight impacts municipal budgets through lost or reduced property taxes from both the abandoned buildings themselves and the negative spillover impacts on adjacent properties. Blighted and abandoned properties also impose direct costs related to maintenance and policing of abandoned buildings, which may require diverting services from other programs and services.

Detroit Land Bank Authority (DLBA). 2021. Abandoned Home Estimate from the Detroit Land Bank Authority.

Ludwig, Jens et al. 2011. "Neighborhoods, Obesity, and Diabetes—A Randomized Social Experiment." *The New England Journal of Medicine* 365: 1509-19.
<https://doi.org/10.1056/NEJMs1103216>.

Mallach, Alan. 2012. "Laying the Groundwork for Change: Demolition, urban strategy, and policy reform." Brookings Institution Metropolitan Policy Program. <https://www.brookings.edu/research/laying-the-groundwork-for-change-demolition-urban-strategy-and-policy-reform/>.

University of Michigan Detroit Metro Area Communities Study (DMACS). "Issue Brief: Blight in Detroit." 2020. University of Michigan.
<https://detroitssurvey.umich.edu/wp-content/uploads/2021/02/Blight-Report-7-21-2020.pdf>.

U.S. Department of Housing and Urban Development Office of Policy Development and Research. 2014. "Vacant and Abandoned Properties: Turning Liabilities into Assets."

Project Area – Parks and Recreation

Overview

Parks, recreation, and cultural facilities are a mayoral priority for the Detroit Future Fund through green initiatives, park and recreation center improvement, walking paths, streetscapes, and arts and cultural investments. These efforts align with the SLFRF expenditure category to provide “Services to Disproportionately Impacted Communities.” Detroit ranks 61st out of 100 for the Trust for Public Land’s 2021 ParkScore Index for park access, acreage, amenities, equity, and investment in parks and open space. The Trust for Public Land also found that minority households and neighborhoods of color experience disparities in access to parks and recreational opportunities in Detroit (e.g., amount of park space). Improving and expanding parks, recreation, and cultural facilities are essential for maintaining physical and mental health during the pandemic and addressing these disparities for vulnerable populations, according to the Centers for Disease Control.

Slater SJ, Christiana RW, Gustat J (2020). Centers for Disease Control.
Recommendations for Keeping Parks and Green Space Accessible for Mental and Physical Health During COVID-19 and Other Pandemics.
Preventing Chronic Disease, Vol 17. <http://dx.doi.org/10.5888/pcd17.200204>

The Trust for Public Land. *2021 ParkScore Index Custom Rankings.*
<https://www.tpl.org/city/detroit-michigan>

The City deeply supports ARPA’s focus on evidence and outcomes-based evaluation as a steward of the public trust and views this work as a force multiplier, strengthening capacity within Detroit’s public and social sectors now and in the future.

Project Area – Small Business and Nonprofit Assistance

Overview

Small business assistance is a mayoral priority that leverages landlord support, small business recovery programs, small business capacity building, development stimulus programs, and corridor investment.

A June 2020 analysis conducted by McKinsey & Company suggested that between 25-36 percent of small businesses with fewer than 20 employees could close permanently as a result of the disruption from just the first months of the COVID-19 pandemic. Large negative effects were found to be most prominent in food and accommodation, arts and recreation, and education industries. Michigan was predicted the third hardest-hit state, with an estimated 30 percent of small businesses vulnerable to permanent closure. They face challenges accessing necessary capital preventing successful resilience in operation.

In Detroit, there are approximately 60,000 small businesses, which are a backbone of the City's economy. Detroit businesses are still disproportionately affected by the pandemic 2 years after the start of the emergency. A recent U.S. Census Pulse Survey the week of March 21 to March 27 returned that 69.3 percent of Detroit metropolitan statistical area small businesses have been largely or moderately negatively affected by the pandemic, more than the national result of 65.5 percent of U.S. small businesses. The City's planned ARPA projects focus on mitigating the direct, adverse impacts on small businesses and the non-profit community.

Buffington, Catherine, Daniel Chapman, Emin Dinlersoz, Lucia Foster, and John Haltiwanger. 2021. "High-Frequency Data from the U.S. Census Bureau during the COVID-19 Pandemic: Small vs. New Businesses." *Business Economics* 56 (3): 155–67. <https://doi.org/10.1057/s11369-021-00229-0>.

Dua, André, Kweilin Ellingrud, Deepa Mahajan, and Jake Silberg. 2020. "Which Small Businesses Are Most Vulnerable to COVID-19—and When," June, 10. <https://www.mckinsey.com/~media/McKinsey/Featured%20Insights/Americas/Which%20small%20businesses%20are%20most%20vulnerable%20to%20COVID%2019%20and%20when/Which-small-businesses-are-most-vulnerable-to-COVID-19-and-when-final.pdf>



PERFORMANCE REPORT

City of Detroit Recovery Plan Performance Report

The City of Detroit's ARPA portfolio is driven by a commitment to equity and a North Star vision of the Detroit we all want to live in. As such, the City evaluated all proposed projects to determine the long-term outcomes that could be produced by programmatic investments in program portfolio. In many instances the long-term outcomes crosscut multiple projects based on type and broad eligibility. Detroit has programmed funds for 43 projects across ECs 1 through 5. These projects fall into several broad categories, such as COVID-19 health services, increased neighborhood safety, jobs and education, housing investment, park and recreations, blight mitigation and removal, broadband and internet access, and assistance to small businesses and nonprofits.

- Long-term goals for COVID-19 health services are to provide public health services directly related to COVID-19 and wraparound services to build the health of the residents of Detroit.
- Detroit is devoted to providing increased neighborhood safety through increased operational efficiency and response time for the Detroit Fire Department (DFD) and Detroit Police Department (DPD), to reducing gun violence, and to improving community engagement regarding solved gun-related cases.
- Long-term goals for the jobs and education projects include elevation of the Detroit workforce by increasing the number of individuals who receive a high school diploma or GED and providing career training and workforce training to improve the economic outlook and mobility of a broad range of residents within the City.
- Detroit is investing in numerous housing-related projects to fulfill the City's long-term goals of fighting homelessness, increasing the availability of affordable housing, increasing homeownership, assisting with home repairs for those who need it most, and providing neighborhood stabilization.
- Park and green space developments will increase neighborhood vibrancy through improved recreational amenities, provide improvements in health outcomes through recreation and community programming, strengthen access to new public services and partnerships for the community, and improve neighborhood safety for all users of the park space.
- Long-term goals for blight removal include improving the look and feel of the city, promoting long-term economic growth and development, and boosting community morale and pride in the City.
- Infrastructure Technology goals include providing reliable access to technology, Wi-Fi, and fiber utility service for Detroit residents.
- Long-term goals also including providing assistance to small businesses and nonprofits that have or that are presumed to have experienced a negative economic impact as a result of COVID-19.

In addition to the long-term goals, each project has its own near-term outcomes or key performance indicators that are tracked actively, can be manifested during the

ARPA period of performance, and can show demonstrable program impacts. The outputs for each project are tracked month-to-month, are rolled up into dashboards, and are actively reviewed by Project Teams up to the Council Members and the Mayor.

Each of the projects is detailed in the project inventory along with its project-specific long-term goals, near-term outcomes, and outputs. While many of the projects are still in the preparation and procurement phase, some projects are active and have been tracking outputs.

What is the difference between inputs, outputs, and outcomes?

- **Inputs:** Things that go into the project to enable success
 - *Example:* personnel; funding; curriculum; space; and equipment
- **Outputs:** The activities produced or performed
 - *Example:* 1,000 blighted properties demolished; 1,200 Detroiters enrolled in GED courses
- **Outcomes:** Demonstrate the difference made by the outputs
 - *Example:* Increases in wages due to skills gained; reading level increases two grades; monthly utility bill savings due to home weatherization

The City of Detroit's Office of Data Strategy and Analytics (DSA), housed within the Department of Innovation and Technology (DoIT), hired an ARPA-focused data team to compile all of the project-level data for outputs and outcomes, manage all ARPA related data on the city side, and provide dashboarding and reporting to teams as needed. Additionally, they created a network of data stewards across the project teams and trained them up on basic data management, data cleaning, and data integrity.

Each project team identified a member who would take on the role of data steward and be responsible for receiving the data, photos, and stories from project participants, grantees, or subrecipients. The data steward will work with the DSA team routinely to populate the master ARPA program database.

The DSA team worked collaboratively with every project team to develop a data structure for all outcomes and outputs that would support robust reporting at various levels across the portfolio. The metrics for all proposed outputs and outcomes also went through a feasibility review to ensure that collecting this information was possible and sustainable. It was important to make sure all outputs and near-term outcomes were specific, measurable, achievable, relevant, and time-bound (SMART). Additionally, automation of data pulling, aggregation, and preparation was a key goal in all conversations.

The data will be collected, analyzed, and distributed to the City project teams and group executives, and will be uploaded to the City website for even greater transparency for Detroiters. Ultimately, each program will have its own public-facing

dashboard so that residents can track outputs and outcomes alongside City officials. At this time, we are just beginning to see real outputs flowing in and are working to incorporate them into the public facing dashboards on the City's website.

<https://detroitmi.gov/departments/office-chief-financial-officer/how-detroits-arpa-funds-are-being-spent>



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PROJECT INVENTORY

City of Detroit Recovery Plan Performance Report



The City has allocated the SLFRF (ARPA funds) into the 15 appropriations presented in Table 1 and the 43 projects presented in Table 3. 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 following are individual project narratives for each of the 43 EC 1–5 projects the City currently has programmed. Each narrative includes a project overview, planned performance outcomes, evidence, a project schedule, performance reporting, and references. The project overview provides a project description, the approximate timeline, primary delivery mechanisms, and internal and external partners. The planned performance outcomes are the strategic project’s long-term goals, expected outputs, and planned outcomes aligned to one North Star vision for the program. The evidence section provides the outcomes-based intervention or evaluation used in the development of this project’s performance plan and design. The project schedule shows the timeline of the project from its inception through its current phase, projected future delivery, and closeout. 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.

COVID-19 Expenditures

Project Identification Number: 850202

Funding Amount: \$10,000,000

Project Expenditure Category: EC 1.07: Public Health - Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

Project Overview

This project supports necessary expenditures to address public health emergency services related to COVID-19 vaccines, boosters, testing and other COVID-19 expenditures like Personal Protective Equipment (PPE). The funds are supporting specific pandemic response activities to help the City meet its ongoing challenges in responding to COVID-19.

Since the end of 2014 until the onset of the pandemic, the City worked hard to catalyze a resurgence, with increasing private investment citywide, increasing residential employment, and declining poverty. Between 2012 and 2019, the City's poverty rate fell from 42.3% to 30.6%, one of the sharpest declines of any big city in the country. Over that same time period, nearly 30,000 additional Detroiters found work, and the labor force participation rate increased by 7 percentage points. When COVID-19 began to hit the City hardest, neighborhoods temporarily lost a sense of hard-won stability and vitality.

During the first wave of the pandemic in early 2020, the number of confirmed deaths soared within the City. As we learned more about the virus and the importance of PPE, testing, and social distancing, the City encouraged residents to utilize mitigation resources. Tragically, 2,319 Detroiters died from COVID 19 by August 1, 2021 (Michigan, 2021). As in many areas, COVID-19 impacts were not equitably borne by all members of the City. According to a researcher at the University of Michigan, "Black communities are being faced with stressors that impact them on a structural (limited resources), interpersonal (disruption of shared resources), and individual (compromised coping) level. Wealth disparities between black communities and others are stark, such that less disposable income and generational wealth diminish the number of resources that can be effective at combating COVID. For example, one's ability to stay home requires a certain job or a specified amount of liquid income to stay out of harm's way, yet many black citizens have jobs that require them to interact with others in various industries, putting them at increased risk of exposure." (Michigan Public Health News Center, 2020)

In late 2021, the City enacted the 'Pause to Save Lives' initiative due to vaccination rates in many areas of Detroit being below the level required to achieve community immunity to limit spread of the virus. The initiative maintained remote access to government meetings for the public and mandated six-feet of distance between individuals attending meetings to further mitigate the spread of COVID-19 and

provide essential protections to vulnerable individuals. Due to mitigation measures enacted between 2021 and the second major wave in early 2022, death rates in the City fell drastically. See Detroit Health Department COVID Data in Figure 15.

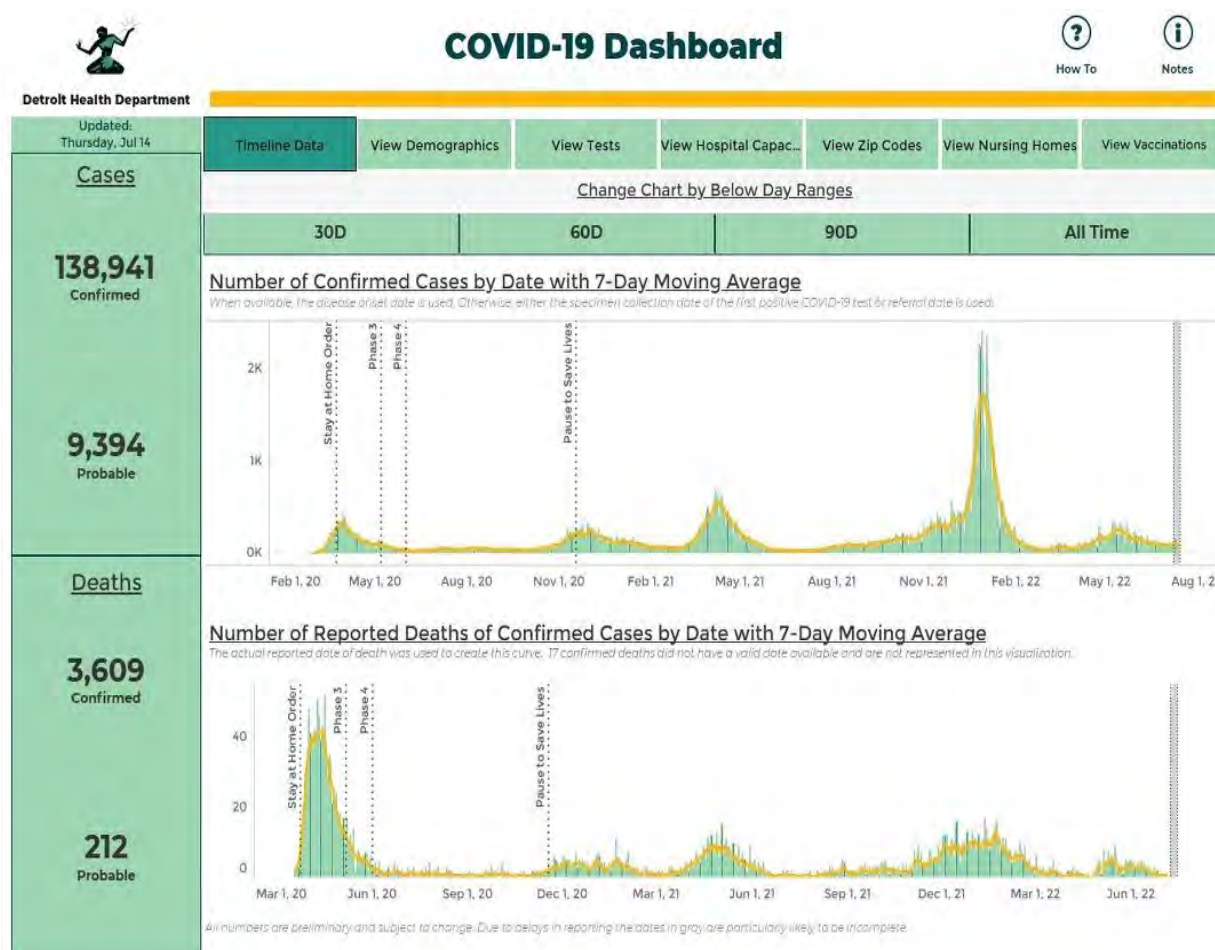


Figure 15: Dashboard of COVID-19 Statistics, Detroit Health Department

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 16 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

COVID-19 Expenditures

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOAL

- To support Detroit's ability to maintain COVID-19 testing and vaccination services and capacity to distribute personal protective equipment (PPE), in order to reduce public health and economic impacts

NEAR-TERM OUTCOMES

- Continued availability of PPE to public, through distribution at City-operated locations
- Maintaining operation of COVID-19 testing and vaccination sites, based on need

OUTPUTS

- # of COVID-19 tests administered at City-operated locations
- # of COVID-19 vaccines provided at City-operated locations
- # of testing and vaccination sites open on schedule
- Value (dollar amount) of PPE distributed at City-operated facilities

Figure 16: Long-Term Goals, Near-Term Outcomes, and Outputs – COVID-19 Expenditures

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. This project plan is intended to support necessary expenditures not to exceed \$10,000,000.00 as needed for the support of public health emergency services related to vaccine, booster, testing and other necessary COVID-19 expenditures.

Supporting Evidence Base. The Organisation for Economic Cooperation and Development (OECD) demonstrated globally the need for, and effectiveness of action taken to provide local funding to support COVID-19 testing and vaccine rollout, in recognition that the effort was outside of standard annual budget allocations (OECD, 2020). The United Nations highlighted the important role that local and city governments played and continue to play in addressing the impacts of the COVID-19 pandemic and supporting community recovery from it (United Nations, 2021).

New York State is an example of additional funding being provided to supplement standard budgets to support local healthcare providers and communities with testing and vaccine rollout (NY Health Foundation, 2020).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

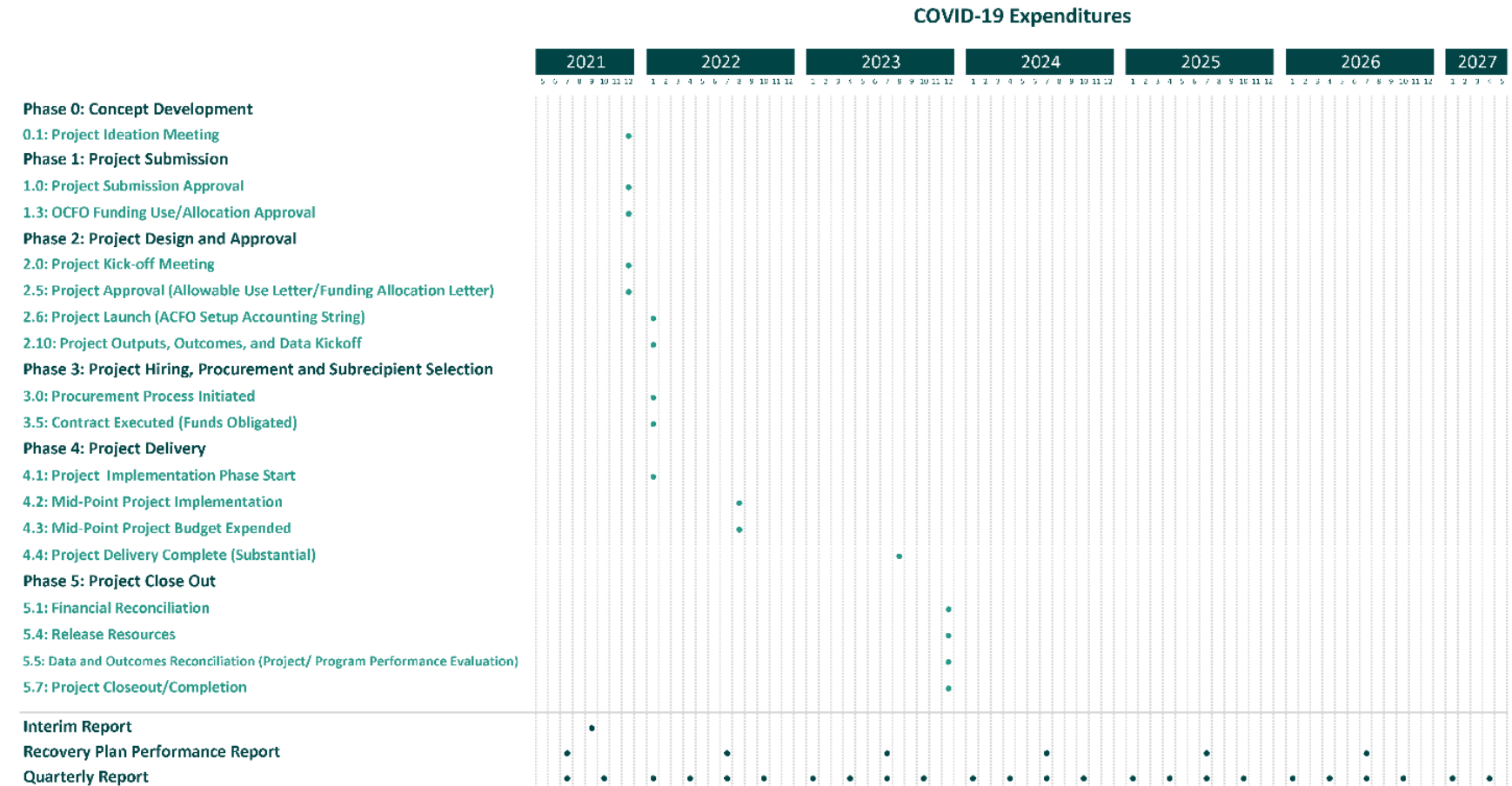


Figure 17: Project schedule – COVID-19 Expenditures

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs are presented in the Planned Performance Outcome section. Table 6 shows key performance indicators or outputs available to report as of June 30, 2022.

Please refer also to the Project Schedule section for intended activities.

COVID-19 response activities by City of Detroit to date:

COVID-19 totals for vaccinations and tests:

- Total # of COVID-19 vaccinations administered by DHD from 12/2020 to date - 465,747 doses
- Total # of COVID-19 tests administered by DHD from 3/2020 to date - 281,185.

Vaccination/Testing sites were strategically located across the city to ensure equitable access to COVID-19 testing and vaccination services:

- Five permanent vaccination sites geographically located across the city from 12/2020 to June 2022
- Three testing sites geographically located across the city from 3/2020 to June 2022
- Churches strategically located across the city served as vaccination sites
- Outreach vaccination/testing sites included small/large businesses; community-based organizations, schools, senior housing complexes, shelters; nursing homes
- Mobile unit deployed across the city for vaccinations

Current ARPA project status:

- Ongoing contract for supplying COVID-19 test kits.
- Vaccines and PPE to be contracted as needed.

Table 6: Project Key Performance Indicators -COVID-19 Expenditures

Description	Outcomes / Outputs
Number of COVID-19 tests administered at City-operated locations	4,875
Number of COVID-19 vaccines provided at City-operated locations	0
Value (dollar amount) of PPE Distributed at City-operated facilities	\$0

References

- Michigan. 2021. "Michigan Disease Surveillance System" at Michigan.gov. Accessed August 2021. <https://www.michigan.gov/mdhhs/keep-mi-healthy/communicablediseases/mdss>.
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- NY Health Foundation, COVID-19 Response and Relief Efforts, 2020. <https://nyhealthfoundation.org/grantee/covid-19-response-and-relief-efforts/>
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DPD Training Facilities and Rouge Gun Range Capital Renovation

Project Identification Number: 310220

Funding Amount: \$11,476,864

Project Expenditure Category: EC 1.14: Public Health - Other Public Health Services

Project Overview

The Detroit Police Department (DPD) provides public safety for Detroit citizens and visitors through law enforcement and community policing. These efforts are to identify, investigate, and deter criminal acts. With American Rescue Plan Act of 2021 (ARPA) funding, DPD will upgrade its training facilities to improve officer training and retention and reduce the susceptibility of individuals to COVID-19 infection.

Since the COVID-19 pandemic, there has been an increase in gun-related violence throughout the city, as well as the loss of interested individuals to join the police force due to the increased violence and fear of the transmission of COVID-19 (Bridge Michigan, 2018). The COVID pandemic has placed renewed emphasis on facility upgrades and cleanliness to eliminate the exposure to the virus in highly trafficked facilities like the Training Center. These updates to the training facilities will improve building performance and training outcomes for police officers across the Detroit Police Department.

DPD Training Academy. This facility provides new recruit testing, state licensing training, in-service training, and continuing education at the site. The academy is the first impression recruits have of the facility. The building has undergone as-needed replacement throughout the years, but it still needs many major state-of-good-repair improvements and renovations. The state-of-good-repair improvements in this project will improve the technology and service capacity of the facilities, increasing building performance and improving the quality of training provided.

The project team will contract design-build services to perform an assessment of the building, creating a scope of work to bring the building to a State-of-Good-Repair. These basic repairs will improve building performance, such as replacing and upgrading mechanical systems in the building, including air handling units. The contractor will also refinish floors, walls, and ceilings, facilitating the cleaning and maintenance of training spaces. The contractor will also provide advice on how to modernize the use of space within the building, and other sustainable and practical approaches to improving building performance.

Rouge Gun Range. The DPD's new recruits, sworn members, specialized units, and specialized firearms training all use the facility year-round. The facility is also used for classroom instruction and other specialized training instruction. Due to the age of the facility, the building needs renovations and updates. These include mechanical upgrades such as heating, ventilation, and air conditioning (HVAC) and supporting

spaces such as locker rooms and bathrooms to support building performance and training.

The DPD Capital Unit will issue two Design-Build services contracts for DPD Training Renovation, which will go through an open bid process. It is anticipated that the RFP will be issued in the summer of 2022, with contract executions in the fall of 2022, and construction to begin in late-fall 2022. A General Contractor will partner with an architecture firm to provide both A/E services and construction administration. These contracts will be funded through ARPA. For Rouge Gun Range Renovation, a single bid will be issued for construction services, because the renovations are minor. It is anticipated that the RFP will be issued in the summer of 2022, with contract executions in the fall of 2022, and construction to begin in winter of 2022. The general contractor will be responsible for constructing and completing the scope of work in the RFP. They will also be responsible for managing and coordinating all subcontractors to ensure that the work is being completed properly.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

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.

Figure 18 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

DPD Training Facilities and Rouge Gun Range Capital Renovation

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOAL

- 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.

NEAR-TERM OUTCOMES

- Reduced attrition of new candidate officers
- Improved training outcomes for DPD Officers
- Completion of training center improvements

OUTPUTS

- % Complete of Construction Contracts
- % Complete of Design Contracts
- % Improvement in energy consumption
- % increase in tactical training performance review evaluation.
- % Reduction in of maintenance and service calls
- Decrease in number of on-duty injuries due to an increase in officer readiness
- Increase % of members attending qualifications per session
- Increase in Police Academy enrollment
- Number of members passing qualifications
- Retention rate of Academy candidates

Figure 18: Long-Term Goals, Near-Term Outcomes, and Outputs – DPD Training Facilities and Rouge Gun Range Capital Renovation

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$11,476,864

Project Methods Summary. The DPD Training Academy and Rouge Gun Range Capital Renovation will update existing DPD facilities that are critical to DPD's ability to provide effective law enforcement and public safety. This will be accomplished by providing improved training facilities and improved overall DPD facility condition. The project will improve the quality of the police force, and better serve the community through addressing gun violence and reducing turnover.

Supporting Evidence Base. The International Association for the Chiefs of Police demonstrates the need for a police force to have facilities, including training facilities,

that meet the specific needs of that police force. The police force can then effectively serve the community, and not have to overcome barriers put in place by the very facilities they operate from. The role of the police, what the job involves, and the training required are continuously evolving, and facilities need to be able to support these shifts. Blumberg et al. found that through effective training and support services, police officer wellbeing and effectiveness in their roles is improved (International Association of Chiefs of Police, 2019; Blumberg et al., 2019).

Project Schedule

The project schedule shows milestones completed as of June 30, 2022 and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

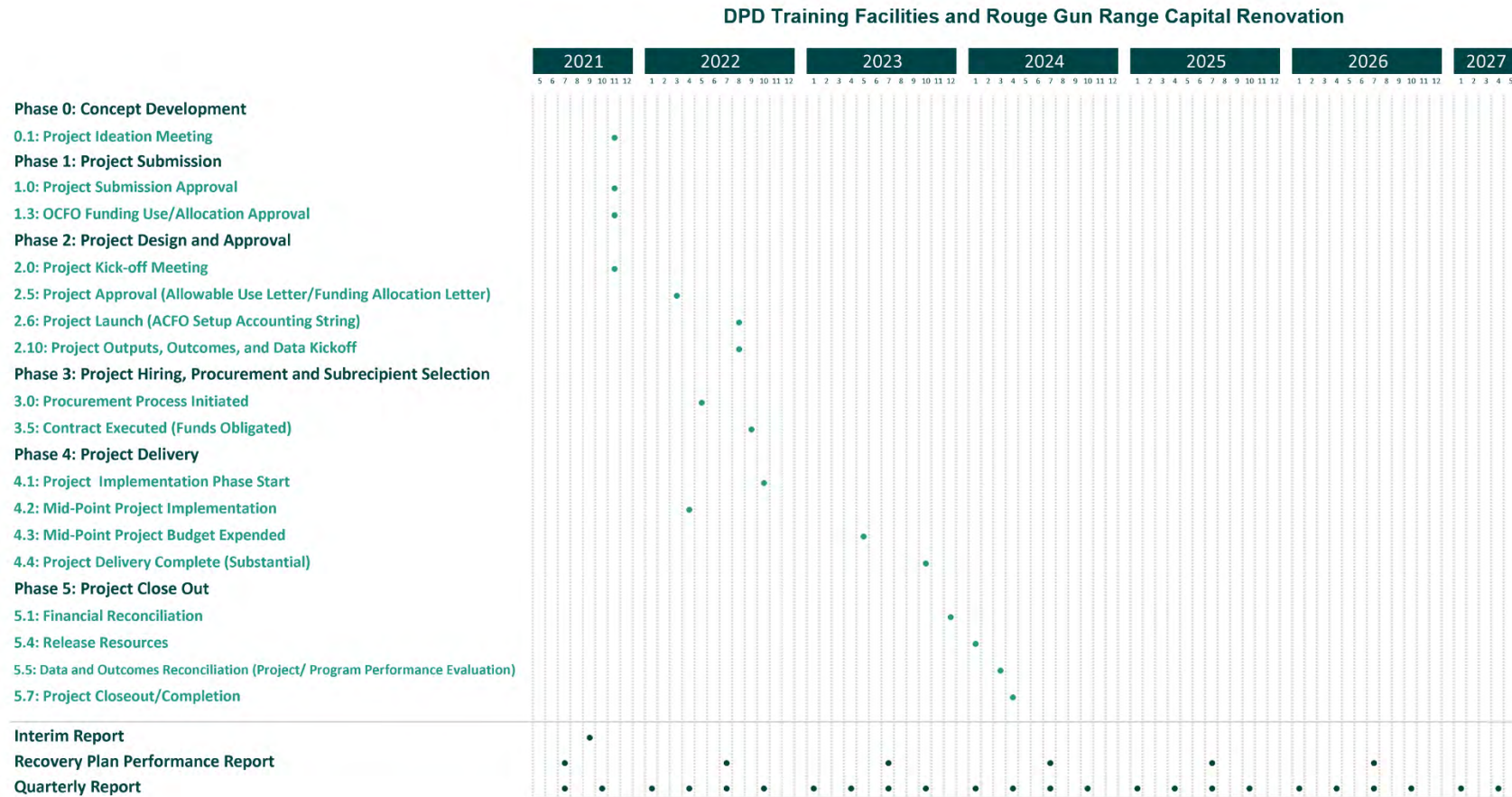


Figure 19: Project schedule – DPD Training Facilities and Rouge Gun Range Capital Renovation

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- The project is still in the procurement phase.

References

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International Association of Chiefs of Police. 2019. "Police Facilities Planning Guidelines." https://www.theiacp.org/sites/default/files/2019-10/Police_Facilities_Planning_Guidelines.pdf.

Gun Violence Reduction Plan

Project Identification Number: 851403

Funding Amount: \$7,647,280

Project Expenditure Category: EC 1.11: Public Health – Community Violence Interventions

Project Overview

Detroit intends to use American Rescue Plan Act of 2021 (ARPA) funds to increase public safety through reducing gun violence in the city. The Gun Violence Reduction Plan will employ three strategies in the efforts of gun violence reduction:

- Mobile Towers. Purchase two mobile towers to monitor large crowds and have increased Detroit Police Department (DPD) presence during events. These towers are mobile and therefore can be used during any large community events to reduce gun violence.
- Vehicle Recognition Cameras. Expand Vehicle Recognition Cameras to 75 additional intersections in the highest violent crime areas. The planned intersections are detailed below.
- Investigative Vehicle Purchase. Purchase 50 investigative vehicles with gas and maintenance to allow detectives to respond to scenes, even while off-duty. This will serve any individual who is a victim of a crime. In addition, this will fund a three-year commitment of a Fleet Analyst, who will oversee all Department vehicles and their deployment throughout the City.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 20 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Gun Violence Reduction Plan

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOALS

- Reduce aggravated assault, robbery and homicide
- Improved community engagement regarding solved gun related cases.
- Improve Police Services in Disproportionate impacted Communities

NEAR-TERM OUTCOMES

- Increase in case closure rate in areas where the cameras are deployed
- Increase closure rate of Part 1 Violent Crimes
- Collect reliable and accurate evidentiary information

OUTPUTS

- Increase in case closure rate during large community events where the towers are deployed
- Make arrests
- Reduce aggravated assault, robber and homicide during large community events where the towers are deployed
- Reduce gun violence in the City of Detroit by % (within targeted areas)
- Reduction in aggravated assault, robbery, and homicide due to use of investigative vehicles
- Reduction in aggravated assault, robbery, and homicide where the vehicle cameras are used

Figure 20: Long-Term Goals, Near-Term Outcomes, and Outputs – Gun Violence Reduction Plan

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$7,647,280

Project Methods Summary. The Gun Violence Reduction Plan will reduce gun violence in the city by increasing surveillance capabilities and increasing resources to support fast response to incidents.

Supporting Evidence Base. Piza et al. (2019) found that closed-circuit television (CCTV) and surveillance equipment remains an effective tool at the disposal of police departments to deter crime in the first instance, and to support effective response to a crime should it occur. Robin et al. (2020) determined that strategically moving any surveillance equipment to where it is needed most is a key component of this tool's effectiveness, supporting the project's approach of investing in transportable equipment.

Project Schedule

The project schedule shows milestones completed as of June 30, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 21: Project schedule – Gun Violence Reduction Plan

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- The DPD has issued Requests for Quotes for the purchase of investigative vehicles and mobile towers as well as a Request for Proposal for the vehicle recognition cameras, including connectivity, cameras, and maintenance.
- No contracts have been awarded as of June 30, 2022.

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 7 shows the current status of federally required performance indicators.

Table 7: Federally Required Performance Indicators – Gun Violence Reduction Plan

Expenditure Category	Name and Number	Description	Number
Community Violence Interventions	EC 1.11	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	0

References

- Piza, E, B. Welsh, D. Farrington, A. Thomas. 2019. [CCTV surveillance for crime prevention: A 40-year systematic review with meta-analysis](#) Criminology & Public Policy. 2019; 18(1): 135-159.
- Robin, Lily, Bryce E. Peterson, and Daniel S. Lawrence. 2020. Public Surveillance Cameras and Crime The Impact of Different Camera Types on Crimes and Clearances. February. https://www.urban.org/sites/default/files/publication/101649/public_surveillance_cameras_and_crime.pdf.

Resources for Families Impacted by Gun Violence

Project Identification Number: 850605

Funding Amount: \$5,900,000

Project Expenditure Category: EC 1.11: Public Health - Community Violence Interventions

Project Overview

The COVID-19 pandemic has driven an increase in gun violence in Detroit, with a 29.3 percent increase in firearm violence in 2020. Tracking of gun violence by zip code revealed that low-income communities of color saw the greatest increases (UC Davis Health, 2022). The community within the 48205 zip code (the 48205) faces some of the most persistent gun violence in the nation (United States Attorney's Office Eastern District of Michigan, 2022). Coordinated programs by the City of Detroit and community partners are continuing to provide a comprehensive approach to gun violence intervention.

The Resources for Families Impacted by Gun Violence program (the program) will work with community partners to expand the scope and reach of gun violence intervention in the 48205 through workforce support services, training, and Cognitive Behavioral Therapy (CBT) approaches. These tactics have been proven to reduce criminal behavior and gun use.

The program meets ARPA goals by providing community violence intervention and capacity building with a holistic approach, including mental health, job opportunities, health and economic resources, and crisis intervention (U.S. Department of the Treasury, 2022). ARPA funding for the Resources for Families Impacted by Gun Violence will support the following critical components:

- TWE Wages. Providing an immediate legitimate source of income for program participants.
- TWE Development and Management. To provide administrative and operational oversight of TWE opportunities for participants.
- Direct services capacity building support. Funding to increase partner agency intensive case management, support services (both jobs related, and needs based), CBT, specialized counseling, and crisis management resources.

Participants are accepted into the program based on their status as a perpetrator or influencer of gun violence within the 48205. Validation of that status is an informal process that is described by the referral source, who can be a participant or a partner agency, both being knowledgeable of the referred individual and their history, as well as their ability to benefit from the program. What is most important is that the individual is ready to change the trajectory of their lives and willing to follow through with program requirements.

Immediate needs addressed by the program include gun violence intervention services that are accessible to anyone in the community ready to improve and reduce their community's challenges caused by gun violence and chronic unemployment. The program values the voices of residents looking to reduce gun violence by community-based methods rather than by law enforcement alone. The program provides structured activities that take people off the streets who are known to contribute to community violence, and engages them in services including exposure to in-demand career options combined with access to TWEs, permanent employment, support services, intensive case management, and CBT. Figure 22 highlights activities from identical programs offered to residents in the 48205.



Figure 22: Activities from programs offered to residents [Source: Provided by the City of Detroit]

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

The program's goal is to reduce the incidence of gun violence within the 48205 to improve the community's quality of life, create opportunities for equitable community recovery, and better the outcomes for families impacted by gun violence. Long-term outcomes include the reduction of the incidence of gun violence within the 48205 and across the city.

Short-term outcomes include but are not limited to at least 150 participants finding and maintaining work as a result of skills they gained from the Resources for Families Impacted by Gun Violence program

Figure 23 shows the project’s long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

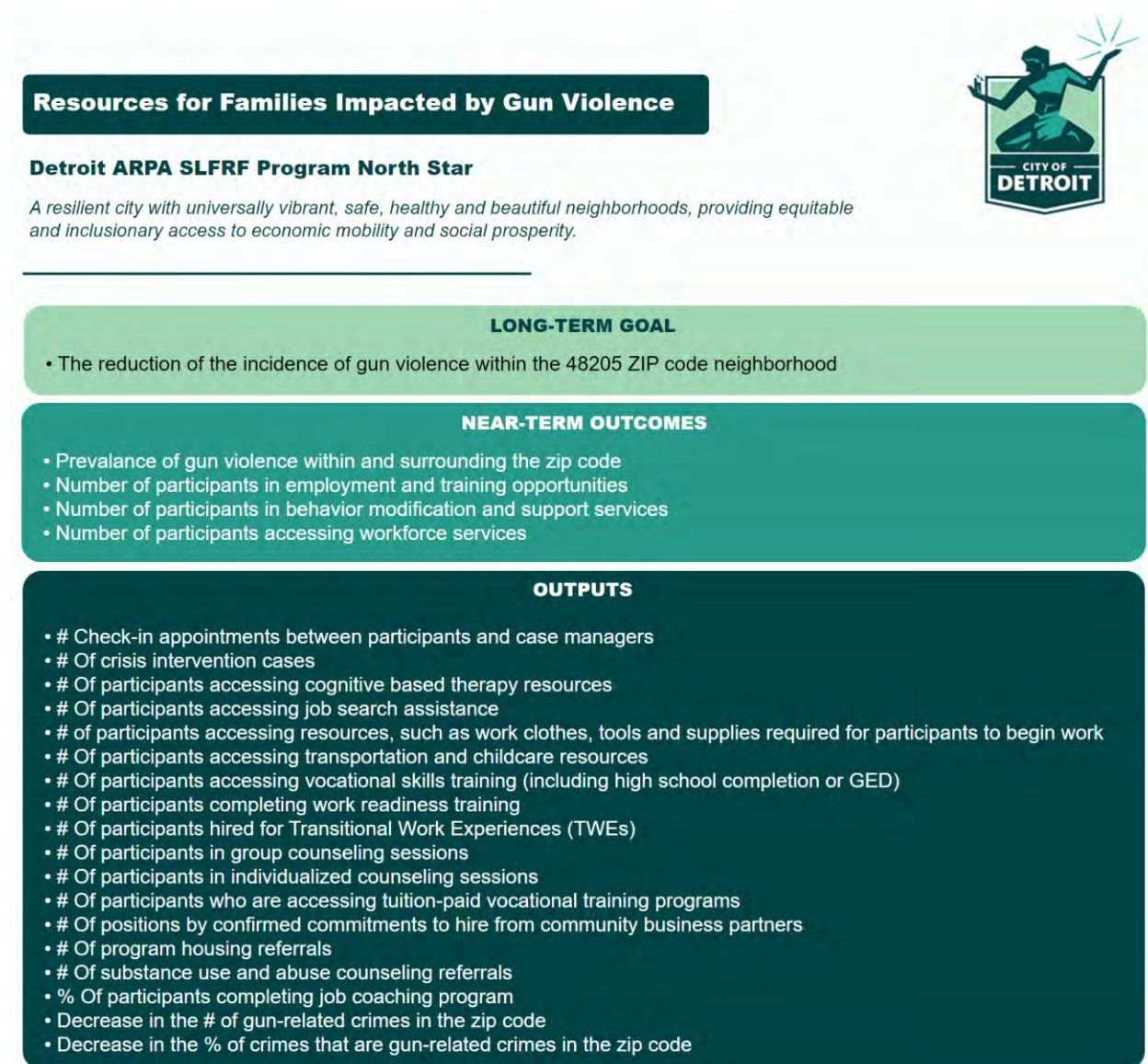


Figure 23: Long-Term Goals, Near-Term Outcomes, and Outputs – Resources for Families Impacted by Gun Violence

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$5,900,000

Project Methods Summary. The Resources for Families Impacted by Gun Violence program will use workforce services, employment training opportunities, and behavior modification and support services such as cognitive behavioral therapy, childcare resources, and housing to empower community members to transition away from gun-related activities.

Supporting Evidence Base. The Center for Law and Social Policy found that workforce support services and training lead to a better functioning labor market, and break unemployment, high crime, and gun violence cycles in communities. The Poverty Action Lab found that Cognitive Behavioral Therapy reduces criminal behavior and gun use by teaching participants to better focus on the future, make changes to their self-perceptions, and improve methodical decision-making (Young and West-Bey, 2022; Abdul Latif Jameel Poverty Action Lab, 2018).

Using workforce support services, training, and CBT approaches have been proven to reduce criminal behavior and gun use by supporting behavioral and lifestyle changes that translate to long-term reductions in criminal behaviors, and positive changes in participant identities breaking the “chain of adversity” associated with violence in the community (Young and West-Bey, 2022; Abdul Latif Jameel Poverty Action Lab, 2018).

Project Schedule

The project schedule shows milestones completed as of June 30, 2022 and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 24: Project schedule – Resources for Families Impacted by Gun Violence

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- Procurement phase is ongoing.
- Notices of Funding Availability (NOFAs) were created and advertised.
- Upon receipt and review of responses, the Jobs and Economy Team (JET) opted to re-advertise the NOFA to capture greater representation of potential community partners.

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 8 shows the current status of federally required performance indicators.

Table 8: Federally Required Performance Indicators - Resources for Families Impacted by Gun Violence

Expenditure Category	Name and Number	Description	Number
Community Violence Interventions	EC 1.11	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	0

References

Abdul Latif Jameel Poverty Action Lab (J-PAL). 2018. "Reducing Criminal Behavior through Cognitive Behavioral Therapy." Abdul Latif Jameel Poverty Action Lab (J-PAL). <https://www.povertyactionlab.org/policy-insight/reducing-criminal-behavior-through-cognitive-behavioral-therapy>

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- U.S. Department of the Treasury, "Treasury Highlights Ways State and Local ARPA Resources Can Help Communities Address Violent Crimes" <https://home.treasury.gov/news/press-releases/jy0240>. Accessed April 20, 2022.
- UC Davis Health. "Violence increased most in marginalized neighborhoods early in the COVID-19 pandemic." <https://health.ucdavis.edu/news/headlines/violence-increased-most-in-marginalized-neighborhoods-early-in-the-covid-19-pandemic/2021/12>. Accessed April 19, 2022.
- Young, Melissa, and Nia West-Bey. 2022. "Designing Equitable Community Violence Intervention Strategies with Employment and Workforce Supports." Center for Law and Social Policy. <https://www.clasp.org/publications/report/brief/designing-equitable-community-violence-intervention-strategies-with-employment-and-workforce-supports/>.

ShotSpotter

Project Identification Number: 851405

Funding Amount: \$7,000,000

Project Expenditure Category: EC 1.11: Public Health - Community Violence Interventions

Project Overview

The Detroit Police Department (DPD) is responsible for the safety of its citizens and visitors to the city. During the COVID-19 pandemic, there was an increase in gun-related violence throughout Detroit. In comparison to 2019, homicides increased 17 percent in 2020 and 12 percent in 2021. For nonfatal shootings, there was an increase of 53 percent in 2020 and 39 percent in 2021 from 2019 levels.

In 2020, the DPD implemented ShotSpotter, an acoustic technology program that detects, locates, and alerts police to an active shooting in efforts to reduce gun-related crime. Significant reductions were noted in the deployment area for both the number of gun-related crimes and gunshots (see graphics below).

DPD will use American Rescue Plan Act of 2021 (ARPA) funds to expand ShotSpotter to cover a 28-mile area where gun violence is most prevalent (see Figure 25). The expansion of ShotSpotter will result in better officer deployment, a decrease in response time, and more evidential material to increase suspect apprehension. This use of ARPA funds will help improve safety at the family, private-, and public-sector levels, particularly in disproportionately impacted communities.

Detroit currently utilizes the technology in two sections of the city. The sensors are placed in communities with high rates of gun violence, with the primary focus on keeping communities safe. Many of the areas to be included in the expanded ShotSpotter deployment are within Qualified Census Tracts (QCTs).

Because ShotSpotter is a proprietary technology and the City is currently working to procure additional services, it is anticipated that the contract for additional services will be executed in late 2022.

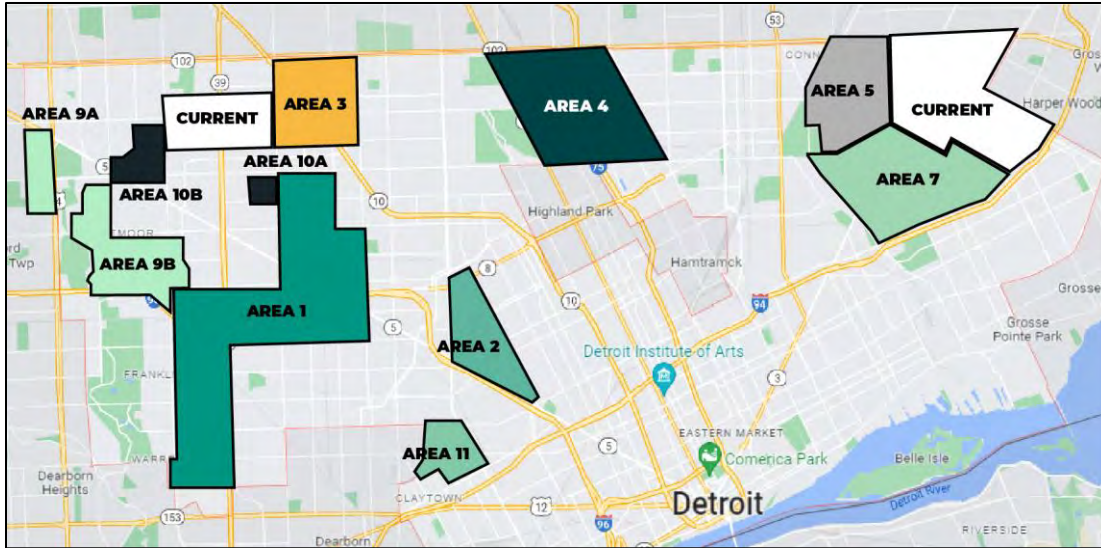


Figure 25: Proposed ShotSpotter Coverage Area Expansion (28 square miles)

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

The goal of ShotSpotter deployment is to reduce gun violence in the city as measured by Part 1 Violent Crimes (Aggravated Assault, Homicide, & Robbery).

Figure 26 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

ShotSpotter

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOALS

- Improve the Strategic Deployment of Police Officers
- Improve Police Services in Disproportionate impacted Communities

NEAR-TERM OUTCOMES

- Strategic deployment of officers and resources
- Improve community awareness regarding gun violence.
- Expand deployment of ShotSpotter technology to cover 28-mile area where gun violence is most prevalent.
- Decrease calls for service for gun related incidences in target area
- Collect reliable and accurate evidentiary information

OUTPUTS

- # of outreach events or communications for community awareness of high crime areas
- # of outreach events or communications regarding solved gun related cases
- % completion of deployment of ShotSpotter technology
- % Decrease calls for service for gun related incidences in target area
- % Increase in Evidence collection
- Minutes Decreased for police mobilization response time to identified areas
- Number of cases solved post-deployment

Figure 26: Long-Term Goals, Near-Term Outcomes, and Outputs - ShotSpotter

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$7,000,000

Project Methods Summary. The ShotSpotter project will expand the existing ShotSpotter program into 28 miles of the highest gun violence areas in Detroit to reduce gun violence and improve public safety.

Supporting Evidence Base. Selby et al. (2011) found that the ShotSpotter technology enhances police department and officers' ability to locate and respond to gun-violence events when compared to complete reliance on 9-1-1 calls alone. The technology creates greater situational awareness of the event, enabling officers to be better prepared when responding.

Detroit has employed the technology with success from March 2021 through May 2022, as described in the City of Detroit's "Shotspotter Gunshot Detector" (City of Detroit, n.d).

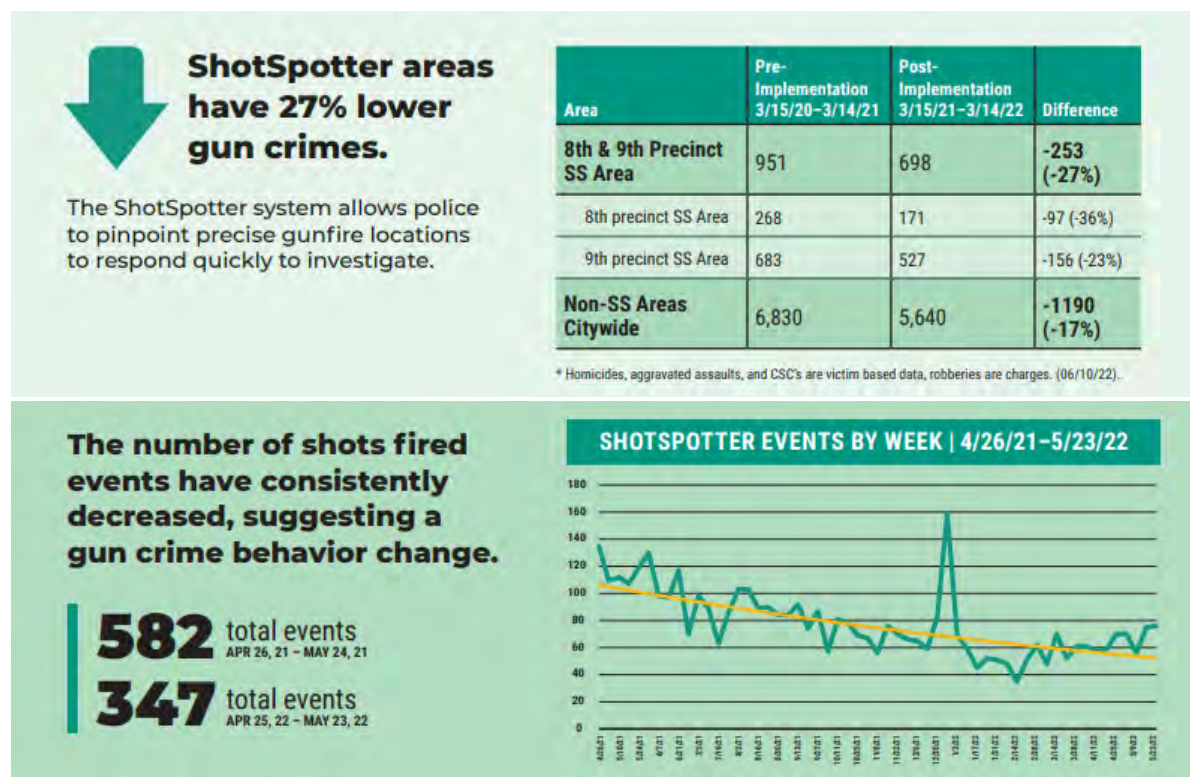


Figure 27: Tracking data for ShotSpotter deployment in 8th and 9th precinct

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

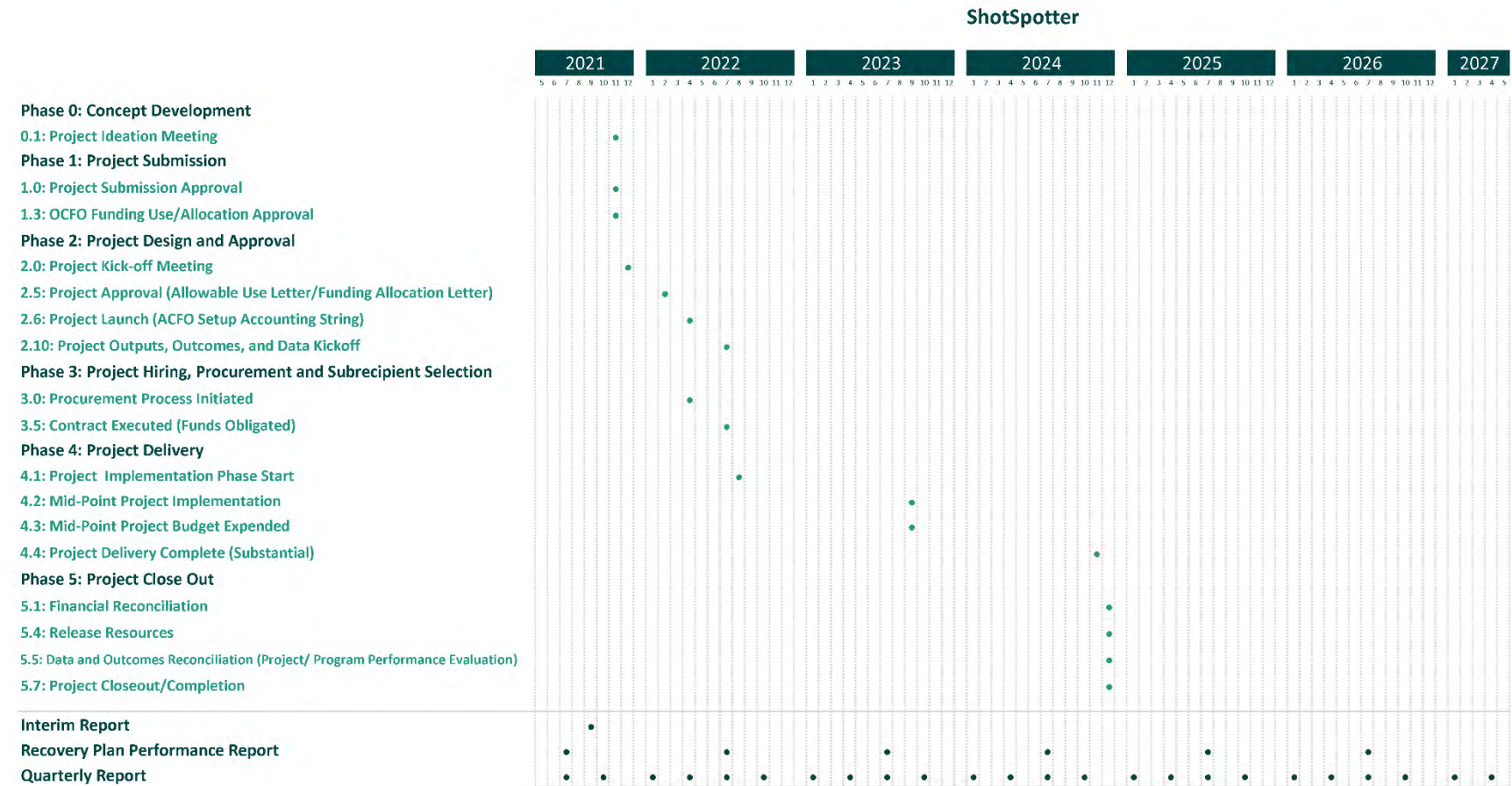


Figure 28: Project schedule - ShotSpotter

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- ShotSpotter is currently in the procurement phase with an executed contract anticipated in fall 2022.

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 9 shows the current status of federally required performance indicators.

Table 9: Federally Required Performance Indicators- ShotSpotter

Expenditure Category	Name and Number	Description	Number
Community Violence Interventions	EC 1.11	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	0

References

- City of Detroit. n.d. "Shotspotter Gunshot Detection."
<https://detroitmi.gov/sites/detroitmi.localhost/files/2022-06/COD-ShotSpotter-Draft-V6.pdf>
- Selby, Nick, David Henderson, and Tara Tayyabkhan. 2011. "ShotSpotter Gunshot Location System Efficacy Study." CSG Analysis.
https://www.shotspotter.com/wp-content/uploads/2020/12/ShotSpotter_Efficacy_Study_062311_FPV.pdf.

Property Tax Foreclosure Prevention and Outreach

Project Identification Number: 851204

Funding Amount: \$: 2,700,000

Project Expenditure Category: EC 2.2: Negative Economic Impacts: Household Assistance: Rent, Mortgage, and Utility Aid

Project Overview

The Property Tax Foreclosure Prevention and Outreach project seeks to reduce the number of residential properties in property tax delinquency or foreclosure through a coordinated City-led canvassing effort, paid media campaign, and additional financial support for the Make It Home program. Since 2013, occupied property tax foreclosures have decreased by over 90 percent, making it more critical now than ever to ensure the positive trend does not reverse due to financial hardships related to COVID-19. A great deal of the financial hardships relates to rising unemployment, which climbed to 38.8 percent in April 2020, and it did not fall below 19 percent until January 2021.

In the beginning of 2021, 35,355 properties in the City of Detroit were at risk of property tax foreclosure. Foreclosure prevention not only stabilizes individual households, but also improves the quality of life and housing stability throughout Detroit neighborhoods. Foreclosed properties are at a higher risk of becoming vacant and blighted.

Homeowners

The Property Tax Foreclosure Prevention and Outreach project aims to increase the number of residents who have applied for the tax exemption program by an additional 10,000 applicants over the project timeline. For income-eligible homeowners, door-to-door targeted outreach will increase awareness of property tax assistance programs such as:

- Homeowners Property Tax Assistance Program (HPTAP)
- Disabled Veterans Exemption, providing current year tax relief through a poverty exemption
- Pay as You Stay (PAYS) plan for HPTAP-approved homeowners. Homeowners must have delinquent taxes at the Wayne County Treasurer's Office (WCTO). The program removes all interest, fees, and penalties, and caps back-taxes at 10 percent of the property's taxable value
- Detroit Tax Relief Fund, which provides financial assistance to pay off PAYS payment balances at WCTO

An estimated
31,000
Detroit homeowners may be eligible for the HPTAP, with approximately 10,000 applications over the 3-year ARPA project timeline.

- Make It Home

It is critical that residents be made aware of these programs and are connected directly to them and the partners who can assist residents in applying for and accessing these resources.

Renters

For renters, door-to-door outreach will allow people to be vetted for the Make It Home program. This program assists renters that, through no fault of their own, reside in tax-foreclosed properties (see Figure 29). If the owner of the property does not redeem the property from foreclosure by the statutory deadline, vetted occupants are offered homeownership through the City's Right of First Refusal.

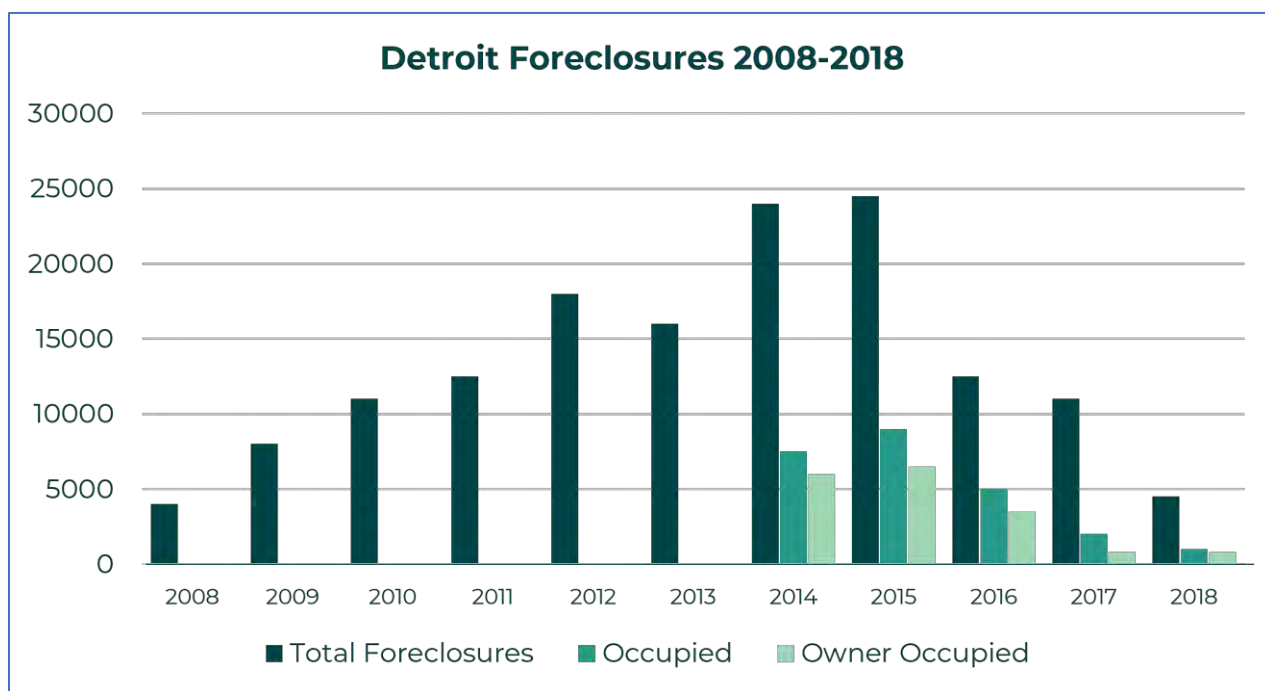


Figure 29: Foreclosures in Detroit, 2008-2016

Outreach Campaign

Property Tax Foreclosure Prevention and Outreach awareness will be generated through paid media and canvassing. The door-to-door canvassing will collect survey results for every “on the door” interaction, which will connect residents directly to assistance to complete the HPTAP application and pipeline into the Detroit Tax Relief Fund (DTRF). If a resident is not home, a paper door hanger will be left with all program information and next steps, and the resident will be entered into the survey system to allow for future follow up. Information will be collected using Survey 123 and ArcGIS mapping software. By collecting data through canvassing, the City of Detroit can track the effectiveness of outreach and ensure residents have submitted a HPTAP application; view their approval/denial status to assist with current year property tax relief, as well as back taxes at the county, if any; and monitor their PAYS

invitation and enrollment into the DTRF, which will eliminate their back taxes at the county. Canvassing outreach will be modeled after the successful Motor City Mapping and Neighbor-to-Neighbor Programs.

Outreach Prioritization

Homeowners most at risk of foreclosure, with 3-plus years of property tax delinquency, will be prioritized and receive canvassing first. The City will use petition data from the WCTO and City of Detroit Treasury to determine outreach.

Homeowners in forfeiture, with 1 to 2 years of property tax delinquency, will also receive targeted canvassing outreach. The priority is set by the State of Michigan Public Act 123, which set the foreclosure timeline for the state.

Property tax foreclosure touches every District and neighborhood in the City of Detroit; therefore, priority will be based on properties

most at-risk of foreclosure, and not a geographic location. Canvassing will be conducted in all districts simultaneously, rather than concentrated at one location, to ensure equitable outreach.

Priority Outreach Priorities

- Homeowners at risk of property tax foreclosure
- Renters at risk of displacement due to foreclosure
- Homeowners who are in forfeiture
- Homeowners who are late on current-year taxes with no delinquency at WCTO

Partners and Primary Delivery Methods

The Housing and Revitalization Department (HRD) will lead the initiative and will set program parameters with input from City departments and offices, oversee implementation partners, monitor progress, and coordinate external stakeholders.

City departments and offices that are involved in property tax foreclosure prevention are the Office of the Assessor, Office of the Treasury, Detroit Board of Review, and Department of Neighborhoods.

Canvassing will be through contracted nonprofit partners; survey tools and data collection will be managed by the Department of Innovation and Technology; paid media will be contracted through a procured buyer; and Make It Home will be administered through United Community Housing Coalition. A “heat map” of canvassing efforts is shown below in Figure 30.

The Property Tax Foreclosure Prevention and Outreach project will leverage existing foreclosure prevention relations and programs, including Rocket Community Fund, which funds the DTRF; Wayne Metropolitan Community Action Agency, which administers DTRF; and United Community Housing Coalition, which implements Make It Home. Most critical is the coordination between the City and the HPTAP Network, funded by Rocket Community Fund, which includes the Friends of the Alger Theater, Eastside Community Network, Jefferson East Inc., MACC Development, Osborn Neighborhood Alliance, U-SNAP-BAC, Central Detroit Christian, Cody Rouge Community Action Alliance, Detroit Association of Black

Organizations, Grandmont Rosedale Development Corporation, Bridging Communities, Southwest Economic Solutions, and Accounting Aid Society.

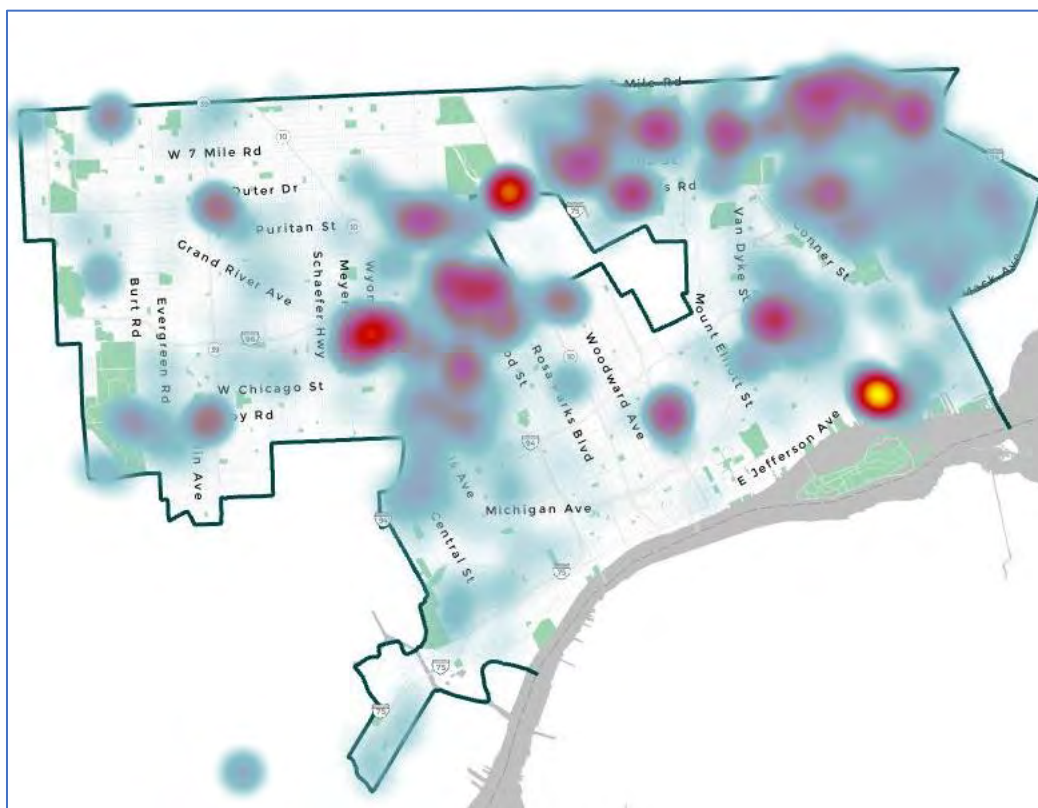


Figure 30: Heat map of door-to-door canvassing efforts

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Project success is defined in term of instances of property tax foreclosure prevention—a reduction in the number of occupied properties that enter the Wayne County Tax Auction, and reduction in the dollar value of delinquent taxes owed. Property tax foreclosure prevention will be conducted through door-to-door canvassing; metrics for canvassing include total doors knocked and contact rate.

Figure 31 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Property Tax Foreclosure Prevention and Outreach

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOAL

- 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.

NEAR-TERM 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

- # of contacts made (unique properties)
- # of Disabled Veterans Exemption
- # of homeowners vetted
- # of household data collected (unique properties)
- # of HPTAP applications received
- # of HPTAP approvals
- # of HPTAP events
- # of MIHAF referral
- # of PAYS enrolled
- # of PAYS invites
- # of referrals for Other supportive services
- # of referrals to Detroit Tax Relief Fund
- # of referrals to HPTAP(HOPE) Network
- # of residents who received DTRF financial assistance
- # of tenants vetted
- # of total participants enrolled in Make it Home
- # of unique property visits(occupied)
- # of unique property visits(unknown)
- # of unique property visits(vacant)
- # of visits
- Foreclosure Prevention - Make it Home (renters)
- Initiation and completion of a social media campaign for homeowners most at risk of Property Tax Foreclosure (3+ years delinquency)
- Total \$ amount funds allocated to 'Make it Home' program

Figure 31: Long-Term Goals, Near-Term Outcomes, and Outputs – Property Tax Foreclosure Prevention and Outreach

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$2,700,000

Project Methods Summary. The Property Tax Foreclosure Prevention and Outreach project will reduce the number of residential properties in property tax delinquency or foreclosure through a coordinated City-led canvassing effort, paid media campaign, and additional financial support for the Make It Home program. The Make It Home program offers renters who are living in tax foreclosed properties the opportunity to purchase their home through the City's Right of First Refusal.

Supporting Evidence Base. The World Economic Forum found that when a city emphasizes property rights and implements measures that prevent forced evacuations and unjust relocations, those in affordable rental properties have greater housing stability and are protected from externalities beyond their control (Cities, Urban Development and Urban Services Platform and In Collaboration with PwC, 2019). Habitat for Humanity determined that by extending mortgage credits and financial support to underserved, low-income homebuyers, homeownership improved, and racial barriers and inequities in historical lending practices were overcome (Filip, 2021). Offering new pathways to homeownership for marginalized communities and those who—under status quo lending—are not eligible, facilitates improved homeownership, breaks generational poverty cycles, and provides new opportunities to accrue wealth, according to the Urban Institute (2021).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

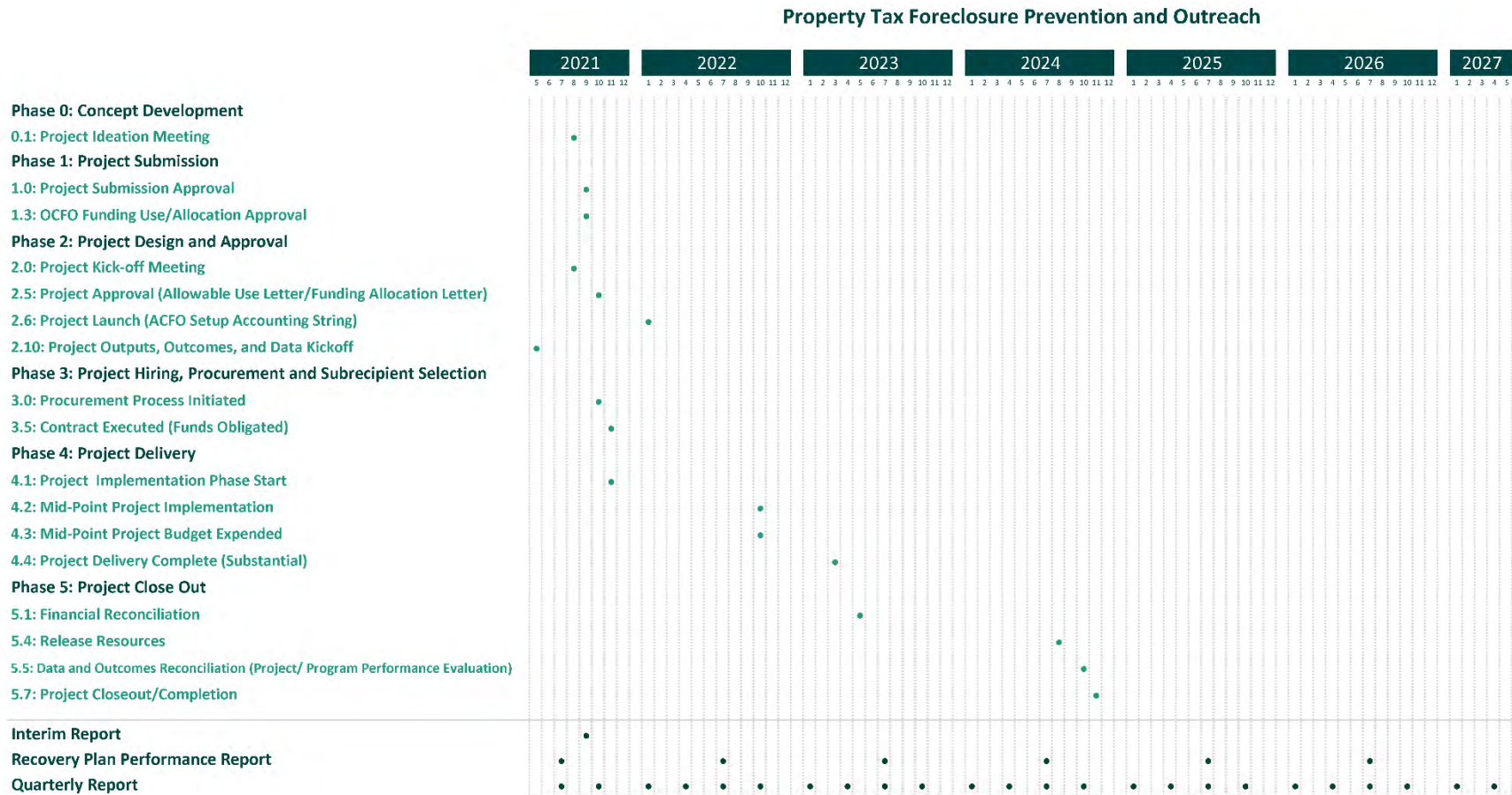


Figure 32: Project schedule – Property Tax Foreclosure Prevention and Outreach

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs are presented in the Planned Performance Outcome section. Table 10 shows key performance indicators or outputs available to report as of June 30, 2022.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- Procurement was initiated by HRD in October 2021 to identify nonprofit agencies to perform canvassing services. The scope includes door-to-door targeted outreach, data collection, program enrollment, and referrals. At this time, canvassing has been put on hold and will resume in August 2022.
- HRD is in the process of initiating a procurement to secure media buys for foreclosure prevention procurement and outreach, including print, digital, and mail.
- Nine HOPE Property Tax Exemption events in partnership with Community Partners have been held. An event in each city district was held followed by a 2-day event at the Wayne Metro Mid-town location.

Table 10: Project Key Performance Indicators - Property Tax Foreclosure Prevention and Outreach

Description	Outcomes / Outputs
Number of contacts made (unique properties)	681
Number of unique property visits (occupied)	3,937
Number of unique property visits (unknown)	784
Number of unique property visits (vacant)	512
Number of visits	11,997
Number of total participants enrolled in Make it Home	97

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. This project is in the early stages of delivery and there is currently no reporting data available for this project. Table 11 shows the current status of federally required performance indicators.

Table 11: Federally Required Performance Indicators - Property Tax Foreclosure Prevention and Outreach

Expenditure Category	Name and Number	Description	Number
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

References

- Cities, Urban Development and Urban Services Platform and In Collaboration with PwC. 2019. "Making Affordable Housing a Reality in Cities." World Economic Forum.
https://www3.weforum.org/docs/WEF_Making_Affordable_Housing_A_Reality_In_Cities_report.pdf.
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- Urban Institute. 2021. "Increasing Access to Homeownership: How America Can Increase Housing Affordability and Close the Wealth Gap." Panel. Urban Institute. Accessed July 15, 2022. <https://www.urban.org/events/increasing-access-homeownership-how-america-can-increase-housing-affordability-and-close>.

Detroit Public Library Technology Lending Initiative

Project Identification Number: 851502

Funding Amount: \$1,640,430

Project Expenditure Category: EC 2.4: Negative Economic Impacts - Household Assistance: Internet Access Programs

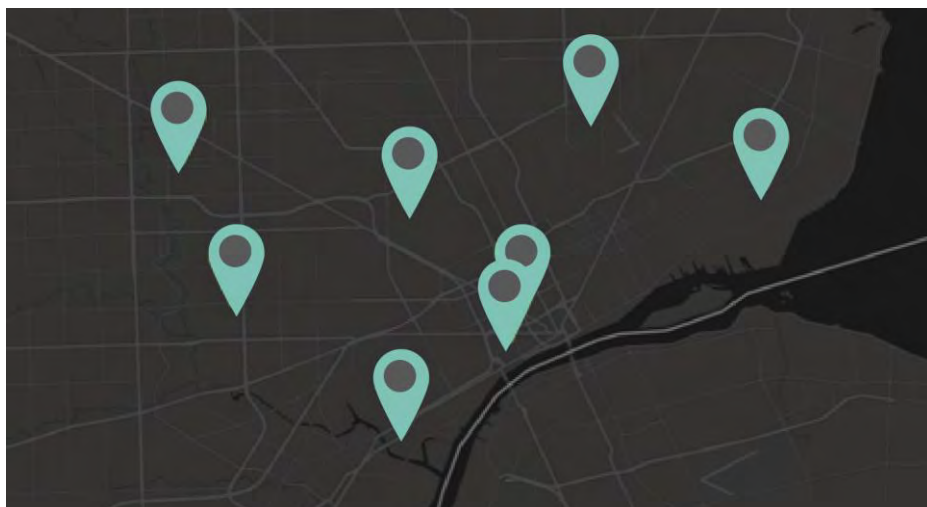
Project Overview

The Detroit Public Library Technology Lending Initiative program provides the Detroit Public Library with laptops and Wi-Fi hotspots for lending to residents. The program brings technology to Detroit neighborhoods and residents with challenges accessing the Internet, with a focus on neighborhoods with residents with lower incomes, and without full, reliable access to the Internet. The three elements of this program are physical technology with Wi-Fi capabilities, Wi-Fi hotspots for Internet access, and technical support to answer questions residents may have during the checkout period. These elements provide a pathway for more residents to leverage the benefits of connecting to online resources and communities. The program aims to advance equity by:

- Offering laptops for checkout in neighborhoods with residents with lower incomes, and without full, reliable access to the Internet.
- Advertising the initiative to multiple community groups to raise awareness through a partnership with digital access advocacy group Connect 313,= (connect313.org), a citywide, data-driven digital inclusion strategy that brings organizations and people together so Detroiters can access the digital world and the opportunity it brings.
- Collecting data on residents who check out laptops to better define the digital divide in Detroit, which will help to design tailored solutions to address specific challenges in bridging the digital divide.
- Providing a feedback mechanism for residents to supply input to inform initiative refinement.
- Allowing for an extended check-out period to encourage resident technology adoption and willingness to purchase a broadband subscription or computer for their household.

This initiative provides technical support during the lending period. Cardholders check out available resources at their nearest library branch or at a mobile library unit. There are seven library branches throughout Detroit in seven neighborhoods that span five Council Districts. Library card holders are able to check-out laptops and Wi-Fi hotspots for a 90-day lending period.

An interactive map of library locations is available for review [here](#). A static map is shown below in Figure 33.



Source: Detroit Public Library 2021a

Figure 33: Detroit Public Library Locations, Detroit, MI.

The static map highlights how geographically dispersed the existing libraries are, providing physical access points to resources for community members across multiple districts and neighborhoods that match or exceed the reach of other social and community services organizations.

There is also a mobile library service that offers books, periodicals, computers, classes, and training, among other resources, at multiple locations throughout the City. Photos of the mobile library and referenced resources are shown in Figure 34 and Figure 35.



Source: Detroit Public Library 2021

Figure 34: Detroit Public Library Mobile Library



Source: Detroit Public Library 2021c

Figure 35: Detroit Public Library Mobile Library, interior

The City intends to partner with the Detroit Public Library (DPL) to procure and house computers and hotspots, and fully manage lending and warranty aspects with residents and vendors.

A 2018 study, published by Michigan State University, surveyed several Detroit neighborhoods that served as a sample to determine access to the Internet, and the factors supporting and inhibiting use and adoption within the city. The following, among others, was observed (Reisdorf et al., 2018):

- A divide exists in subscription to an Internet Service Provider (ISP). Many residents need to improvise in getting online without a subscription to a service in their homes. Most say that cost is the biggest barrier to having or maintaining an ISP subscription.
- A person's social network proves to be important in shaping attitudes and beliefs about the Internet. Detroiters who know people can help with practical support (like getting a ladder to do work around the house, or solving a problem with a computer), are more likely to perceive the Internet as efficient, less likely to view it as costly, and therefore more likely to have an ISP contract.
- Over-reliance on cell phones as a means of accessing digital information, and having data slowed as a result of reaching data caps, was reported as a major barrier to Internet use.
- Those who have an ISP contract tend to use the Internet for a wider array of activities than those who are primarily dependent on mobile. Those who are highly dependent on mobile access, for example, are less involved in information seeking and work-related activities, such as doing school or work projects or looking for a job, than are less mobile-device-dependent people.

In addition, the University of Michigan's Urban Collaboratory completed a project entitled "Mapping Detroit's Digital Divide," during which the project team identified that a large percent of Detroit Public School Students rely on mobile devices for Internet access, and that 70 percent of Detroit's school-age children do not have Internet access at home (Penarroyo et al., n.d.). Last, as defined by the City of Detroit, a digitally included household is one that has Internet, a computer, has access to technical support, and has access to basic computer training.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 36 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Detroit Public Library Technology Lending Initiative

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOALS

- Reliable access to technology and Wi-Fi for Detroit residents
- Detroit businesses seeing laptop refurbishment as a feasible, and attractive, option for technology recycling
- A stronger case for residential, long-term technology adoption

NEAR-TERM OUTCOMES

- Successful deployment of initiative and initiative resources
- Residents with higher confidence in using technology and in navigating the internet
- Residents with additional access to opportunity
- Program resources are utilized and residents are taking advantage of the program
- Increase in available lending supply
- Directing residents to, and helping them access, affordable internet and technology resources

OUTPUTS

- # of households connected to affordable internet and technology resources as a result of engaging with DPL through this initiative (survey)
- # of laptops purchased and in circulation
- # of library patrons that check-out a laptop
- # of library patrons that check-out a Wi-Fi hotspot
- # of refurbished laptops added to lending capacity via corporate partnerships
- # of residents with access to laptops (do not have at home)
- # of unlimited mobile internet purchased and in circulation
- % increase in uptake by vulnerable populations
- % of initiative participants that were pleased with their experience (sentiment surveying)
- % of initiative resources checked out at one time, on average (available stock > 25% is a red flag)
- % of initiative resources checked out for over 60 days
- % of laptop checkouts that result in tech support call
- % of library patrons that leverage the initiative's resources (counts of library patrons checking out resources / counts of library patrons)
- % of non-return or late-return initiative assets
- %/# of residents reporting higher confidence in using technology (survey)
- %/# of residents reporting higher confidence in using the internet (survey)

Figure 36: Long-Term Goals, Near-Term Outcomes, and Outputs – Detroit Public Library Technology Lending Initiative

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$1,640,430

Project Methods Summary. This project expands an existing laptop lending initiative facilitated by the Detroit Public Library by (1) adding additional laptops to the existing inventory, and (2) providing hotspots and technical support to residents who check out a laptop.

Supporting Evidence Base. In Detroit, 17.8 percent of households do not have any type of computer, while 44.9 percent of households are without a desktop or laptop computer. The 2020 Public Library Technology Survey, conducted by the Public Library Association, found that libraries of all sizes continued to serve as hubs for digital equity in their communities during the COVID-19 pandemic. Some of the effective strategies were offering Internet hotspots for checkout and having informal or formal digital literacy programming.

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

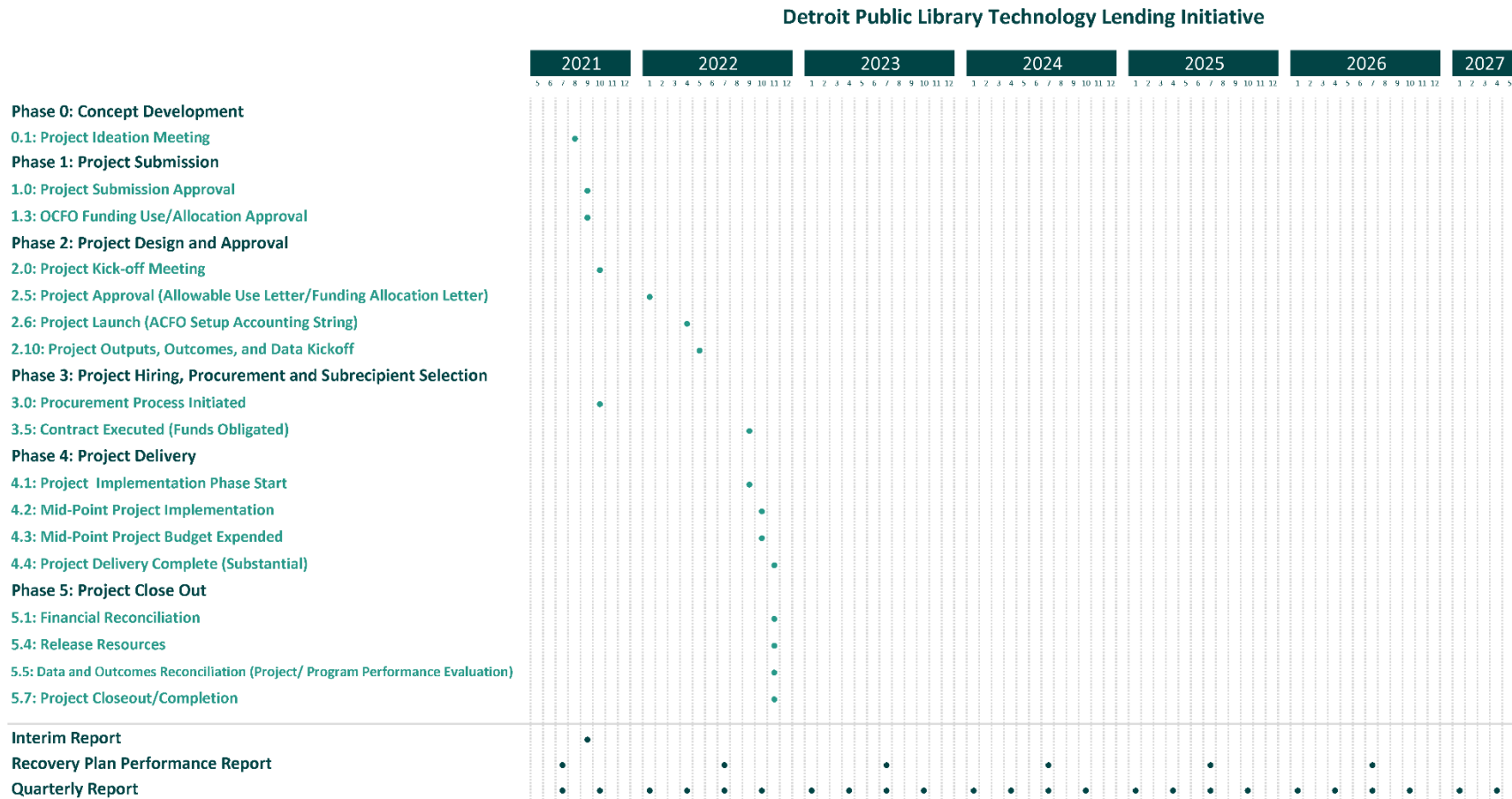


Figure 37: Project schedule – Detroit Public Library Technology Lending Initiative

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status: :

- Beneficiary Agreement has been drafted
- Working through approval process for draft Beneficiary Agreement

References

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Reisdorf, Bianca, Keith Hampton, Laleah Fernandez, and Willion Dutton. 2018. "Broadband to the Neighborhood: Digital Divides in Detroit." Michigan State University. [\(PDF\) Broadband to the Neighborhood: Digital Divides in Detroit | Bianca Reisdorf, Ph.D. and Laleah Fernandez - Academia.edu](#)

US Census, American Community Survey Five-Year Data. 2019. Table S2801: Types of Computers and Internet Subscriptions.

Adult High School Certification Program

Project Identification Number: 850604

Funding Amount: \$3,467,988

Project Expenditure Category: EC 2.10: Negative Economic Impacts - Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employment, employment supports or incentives)

Project Overview

Many Detroiters face an impossible choice between educational attainment and supporting their families. Without financial assistance, most students working full-time or multiple jobs will take two or more years to complete a traditional program. Given work commitments in addition to pursuing an education, retention rates are low.

The Adult High School Certification Program (the program) aims to significantly increase the number of Detroit residents with a high school diploma or GED to remove barriers to access post-secondary training required for stable employment. The program will improve the basic literacy, numeracy, and digital literacy skills of residents city-wide, and remove barriers that prevent individuals from reconnecting to the labor force in a post-COVID economy. The program is open to adult residents who start with an academic proficiency level at or above the fourth grade and are at least three years past their high school graduation date, with a focus on residents who did not receive their high school diploma or equivalent degree. Participants receive a stipend of up to \$200 per week for up to ten months to enable residents time to dedicate to the program.

The equivalent program from the City of Detroit highlights the importance of adult education certification and training: <https://detroitatwork.com/adult-education-gedhigh-school-completion>. Detroit Mayor Mike Duggan announced a similar program, *Learn to Earn*, at a State of the City address, giving participants a chance to earn their high school degree. Since 2020, the *Learn to Earn* program enrolled 693 participants, supported 70 participants in earning their GED or high school diploma, distributed \$1,552,613.48 in stipends, and helped 11 participants either attend training, obtain a new job, or receive a promotion in their current position.

According to a 2018 report, 80,000 workforce-aged adults within the City of Detroit did not have their high school diploma or equivalency (Corporation For A Skilled Workforce, 2018). According to the same study, nearly half of working age Detroiters do not have the essential foundational skills necessary to obtain a job or succeed in a career.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of

Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

The program's long-term goal is to 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. Long-term outcomes will be achieved over time after participants complete the program.

Figure 38 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

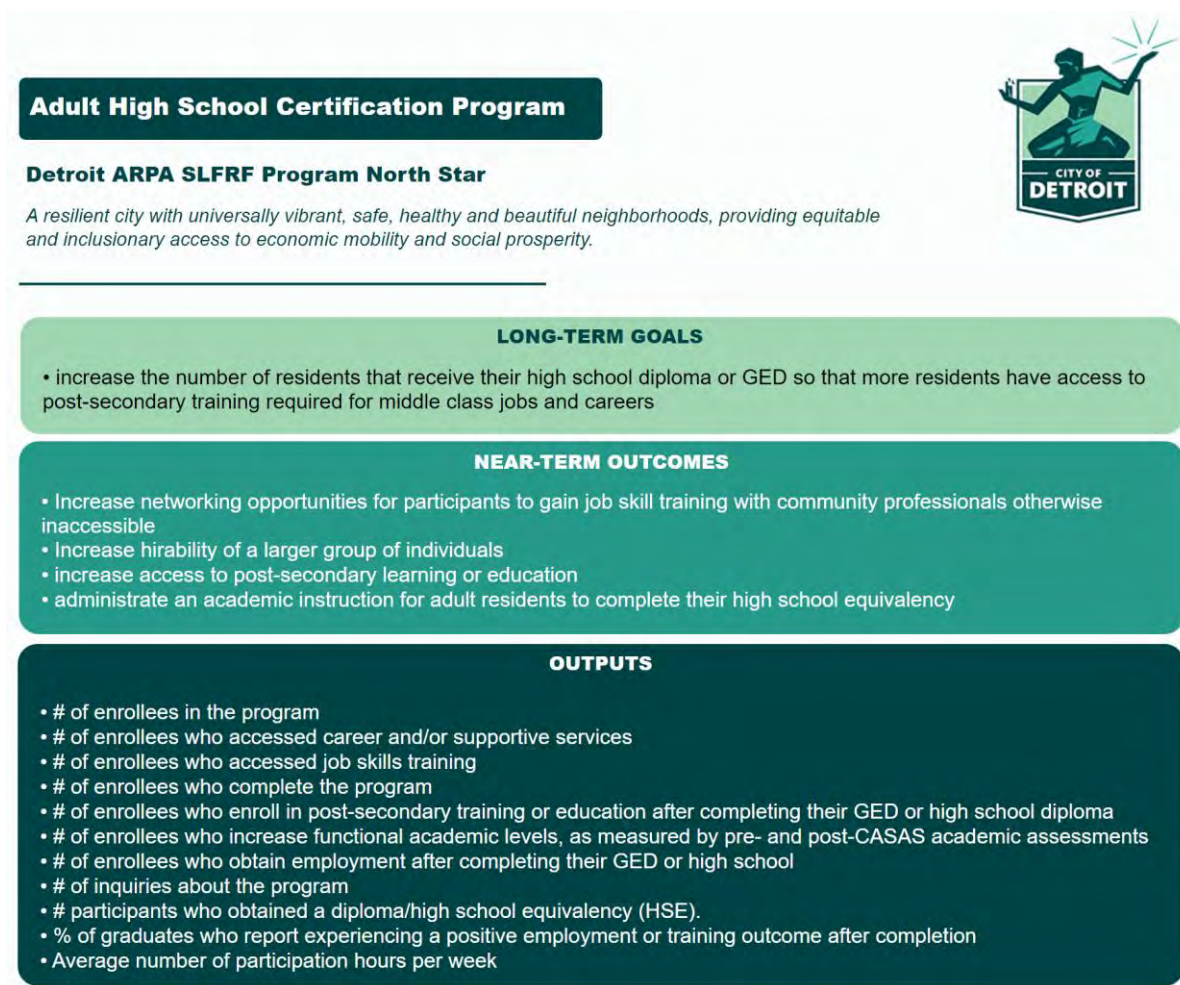


Figure 38: Long-Term Goals, Near-Term Outcomes, and Outputs – Adult High School Certification Program

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$3,467,988

Project Methods Summary. The Adult High School Certification Program (AHSCP) provides stipends to adult residents to complete their high school diploma or GED, academic skill building, and career navigation and coaching services. Support services such as transportation or childcare are available.

Supporting Evidence Base. Effective adult learning programs are supplemented by support services that recognize that these learners may have an established family life that may be a barrier to furthering education, such as the need for affordable and reliable childcare. The Department of Education and Department of Labor provided Federal grant funding to 23 states to establish adult learning programs and to support participation through incentives. McKinsey found that effective workforce training programs offer a range of options and support services that match the needs of the learners, but also the education providers and potential future employers (OECD, 2021; U.S. Dept. of Education, 2004; and Laboissiere and Mourshed, 2017).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

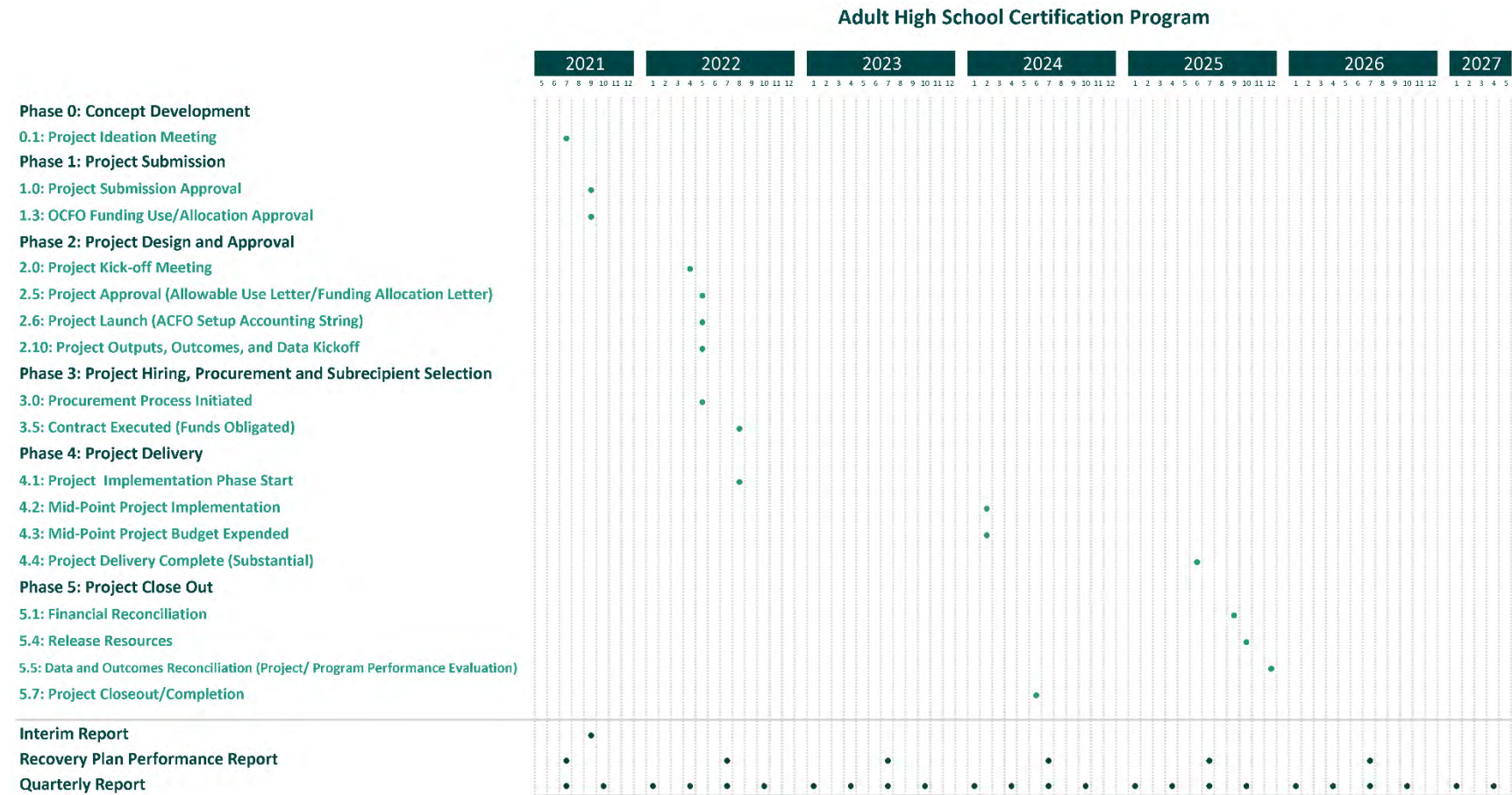


Figure 39: Project schedule – Adult High School Certification Program

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- On July 26, a subrecipient agreement was approved by City Council to award a contract for program administrator services.
- The project is expected to begin in late summer 2022, with the City of Detroit and the selected subrecipient conducting the following activities each year, shown below.

Pre-Award Activities	Subrecipient will provide program administration services and deliver ongoing administrative support in coordination with the City of Detroit Jobs and Economy Team (JET)
Post-Award Activities	Will conduct a work session with the City to confirm projects goals, timeline, and objectives. <ul style="list-style-type: none">• Kick-off Meeting• Create Request for proposals application
Post-Award Grant Disbursement and Program Administration	Subrecipient will provide program administration services and deliver ongoing administrative support in coordination with the City of Detroit JET. <ul style="list-style-type: none">• Create Online application and set up participant orientation• Host Information Sessions
Program Enrollment and Wraparound support	Eligible and interested participants can be enrolled in pursuing a high school diploma or GED program. <ul style="list-style-type: none">• Student Registration and Enrollment• Stipend Calculation and distribution• Provide academic assessment and Instruction• Career Service and Support
Monitoring or Reporting	Subrecipient will record all program-related data and activity and provide all required reporting to the City.

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 12 shows the current status of federally required performance indicators.

Table 12: Federally Required Performance Indicators - Adult High School Certification Program

Expenditure Category	Name and Number	Description	Number
Assistance to Unemployed or Underemployed Workers	EC 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	0

References

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https://skilledwork.org/wp-content/uploads/2018/07/Detroit-Adult-Found-Skill-Development-6_18_18-1.pdf.
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- OECD. 2021. "OECD Skills Outlook 2021: Learning for Life," OECD Publishing, Paris, <https://doi.org/10.1787/0ae365b4-en>.
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<https://ed.gov/fund/data/award/AdultEd/incentive04.doc>

Skills for Life – Education

Project Identification Number: 850902

Funding Amount: \$16,000,000

Project Expenditure Category: EC 2.10: Negative Economic Impacts – Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employment, employment supports or incentives)

Project Overview

Skills for Life – Education is a training, career readiness, and education program that is a collaboration between Detroit at Work (DAW) and the City's General Services Department (GSD). The program is being implemented in conjunction with the Skills for Life – Work program. The program seeks to break intergenerational poverty by training Detroiters for higher paying jobs in demand in the city and putting them on a path to the middle class. It supports unemployed or underemployed Detroit residents, specifically returning citizens, those lacking high school diplomas and/or post-secondary credentials, and other populations suffering negative economic impacts to their occupation or level of training.

The COVID-19 pandemic has compounded several challenges facing this population of unemployed and underemployed residents, including a lack of job openings that align with worker experience and interest, a lack of affordable provisions for childcare/supervision such that residents had to opt out of the workforce to care for dependents, low wage rates for available jobs that could not compete with unemployment insurance benefits provisions, and workplace safety and job quality concerns.

Skills for Life – Education combines education and training with wrap-around support service provisions (e.g., childcare subsidies and transportation) to help minimize the number and types of barriers to access. To help Detroiters rebound from the COVID-19 economic shutdown, the Education program will assist participants with measurable skills gains, high school completion/GED attainment, an industry-recognized credential, an increase in functional reading or math competency levels, and other skill- and career-building activities.

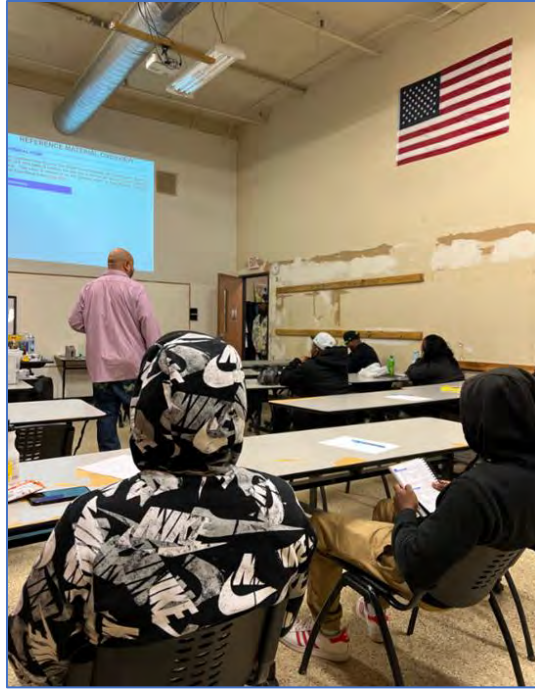


Figure 40: Skills for Life training session

The City has contracted with Detroit Employment Solutions Corporation (DESC) as a subrecipient to facilitate the non-work aspects of the program. DESC has procured, contracted, and is monitoring service providers for career services, career readiness training, and occupational training (CDL-A, construction, technology, etc.) and transitional employment (training and education). DESC is in the process of contracting a wide variety of services needed for the program. Hybrid GED/high equivalency training for participants is provided through Saint Vincent Sarah Fisher Center for GED Prep and Adult Education and Siena Literacy Center for Adult Basic Education.

Training services and job placement support for program participants are provided through multiple entities, including Emerging Industries Training Institute for Electrical Technician Training, Detroit Training Center for Masonry Restoration Training and Commercial Driving Training (CDL), Atlantic Impact d/b/a Our Town Training School (OTTS) for Heavy Equipment Operator. Career Services and Career Readiness are provided by Matrix Human Services and Educational Data Systems Inc. (EDSI), who will conduct assessments and determine program suitability. Career Readiness training includes skills intended to reinforce professional and soft skills in order to increase retention and program completion. Career Services training also includes career coaching, assessment, eligibility determination, program enrollment, occupational training exploration, and supportive services as well as supporting placement of program participants into permanent employment.



Figure 41: Skills for Life training session

DESC will lead the marketing and outreach campaign through Career Centers, social media, provider websites, City Council, etc. for recruitment for City of Detroit employment and Skills for Life – Education program enrollment. The subrecipient will:

- Leverage DESC technology to facilitate online applications and track candidate status (recruitment for City of Detroit employment)
- Establish, track, and monitor key performance metrics related to training and employment outcomes (training and education)
- Monitor program referrals, applications, screenings, enrollment, retention, and participant feedback (recruitment and onramps for Skills for Life program enrollment)

Detroit at Work Career Centers will also:

- Hold virtual and in-person information sessions (recruitment for City of Detroit employment and Skills for Life program enrollment)
- Source, screen, and refer candidates to the City's Human Resources department (recruitment for City of Detroit employment)

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

The Skills for Life – Education program is committed to employing and training Detroiters for higher paying jobs in demand in the City of Detroit and putting them on a path to the middle class. Skills for Life – Education seeks to close gaps by providing training programs, employment opportunities, and designated wrap-around services intended to promote candidate access and participation in the program. Through its education services, Skills for Life – Education is ultimately working toward outcomes that reduce intergenerational poverty.

The educational attainment rate of a community is highly correlated with a community's employment rate, income level, homeownership rates, and high school graduation rate, among other conditions. Given that nearly two-thirds of occupations in the metro Detroit region require a high school diploma and a post-secondary credential or degree, the majority (76.3 percent) of residents face limited and lower paying employment opportunities. Supporting the economic vitality and growth of the City and providing all Detroiters with pathways to the middle class requires expanded opportunities for residents to gain work experience, achieve measurable skills gains, and obtain recognized credentials. Increasing the number of Detroit residents with credentials and skills will also improve the well-being of Detroit.

Figure 42 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Skills for Life – Education

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOAL

- 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.

NEAR-TERM OUTCOMES

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

OUTPUTS

- Number (and percent) of participants who obtain a job that pays \$17/hour or more
- Number of participants / enrollees in occupational/educational training
- Number of participants that completed occupational/educational training
- Number of participants who obtained a measurable skill gain
- Number of people who completed intake
- Number of supportive services provided to participants
- Number of workers completing career readiness training
- Number of workers entering GSD jobs

Figure 42: Long-Term Goals, Near-Term Outcomes, and Outputs – Skills for Life - Education

Evidence

An evaluation of the Skills for Life program will be completed by an independent evaluator. At this time the evaluator has not been selected and the scope of the evaluation/criteria is to be determined.

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$0 (as a project evaluation is being conducted, project funds are not allocated to evidence-based interventions)

Project Methods Summary. The Skills for Life – Education project will get unemployed Detroiters back to work after the COVID-19 economic shutdown through direct employment, GED attainment, high school completion or job

training, and other skill-building activities. The project will also provide supportive services, including help with transportation, assistance finding safe and affordable childcare, and access to resources to meet basic needs.

Supporting Evidence Base. While evaluation will be performed, there is ample evidence that this type of program is effective. Increasing educational attainment, improving skills, and gaining practical work experience removes barriers to future employment, and advancement once employed (U.S. Department of Labor, 2021). Providing supportive services to those seeking employment clears the path to finding employment that suits them, and educates residents on the resources that are available to them, improving their chances of finding employment (Spaulding et al., 2015). Assistance to unemployed workers that includes not only jobs training, but also associated services and supports for unemployed and underemployed workers such as childcare and transportation assistance, opens up employment opportunities to a broader pool of talent, increasing employment in all segments of society (Dwyer and Kwon, 2021). McKinsey found that successful workforce development programs mobilize resources, develop partnerships with employers and educational institutions, target industrial sectors/professions, and support participants with social services (McKinsey Company, 2017).

"I am extremely excited to have just earned my high school equivalency certificate, and I want to thank Tracie for all her support. Now that I have my GED, I am going into the electrical program with the City of Detroit. Later, down the road, I would like to enroll in a community college to continue with my education. Again, I could not of completed my goals without the support of Tracie and St. Vincent and Sarah Fisher Center."

Robert Gibson, first graduate of the Skills for Life program

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 43: Project schedule – Skills for Life - Education

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

The Skills for Life program is targeting households that experienced unemployment or underemployment because of the pandemic. The target goal is to enroll 1,200 into occupational training, high school, GED, or literacy program and complete at least 1 week. Skills for Life – Education (and Skills for Life – Work) has been in operation since late 2021 with many participants enrolling and completing the program.

Please refer also to the Project Schedule section for intended activities.

The current status is shown below and the key performance indicators or outputs available as of June 30, 2022 are shown in Table 13.

Current project status:

- The project is actively hiring participants, providing training, and performing blight remediation activities.
- As of June 30, 198 people have completed intake for Skills for Life – Education and Skills for Life -Work

Table 13: Project Key Performance Indicators - Skills for Life - Education

Description	Outcomes / Outputs
Number of workers entering GSD Jobs	276
Number of participants who completed Career Readiness Training	183
Number of participants Enrolled in Occupational/Educational Training	97
Number of participants Completed Occupational/Educational Training	22
Number of participants who obtained a Measurable Skill Gain	22
Number (and percent) of participants who obtain a job that pays \$17/hour or more	6 (27%)
Number of supportive services received by participants	0

The U.S. Treasury Department requests project data be disaggregated by race, ethnicity, gender, income, and other relevant factors, if possible. The Skills for Life program has broken out the outputs by basic demographic data (address, age, race, gender, ethnicity, disability status, veteran status):

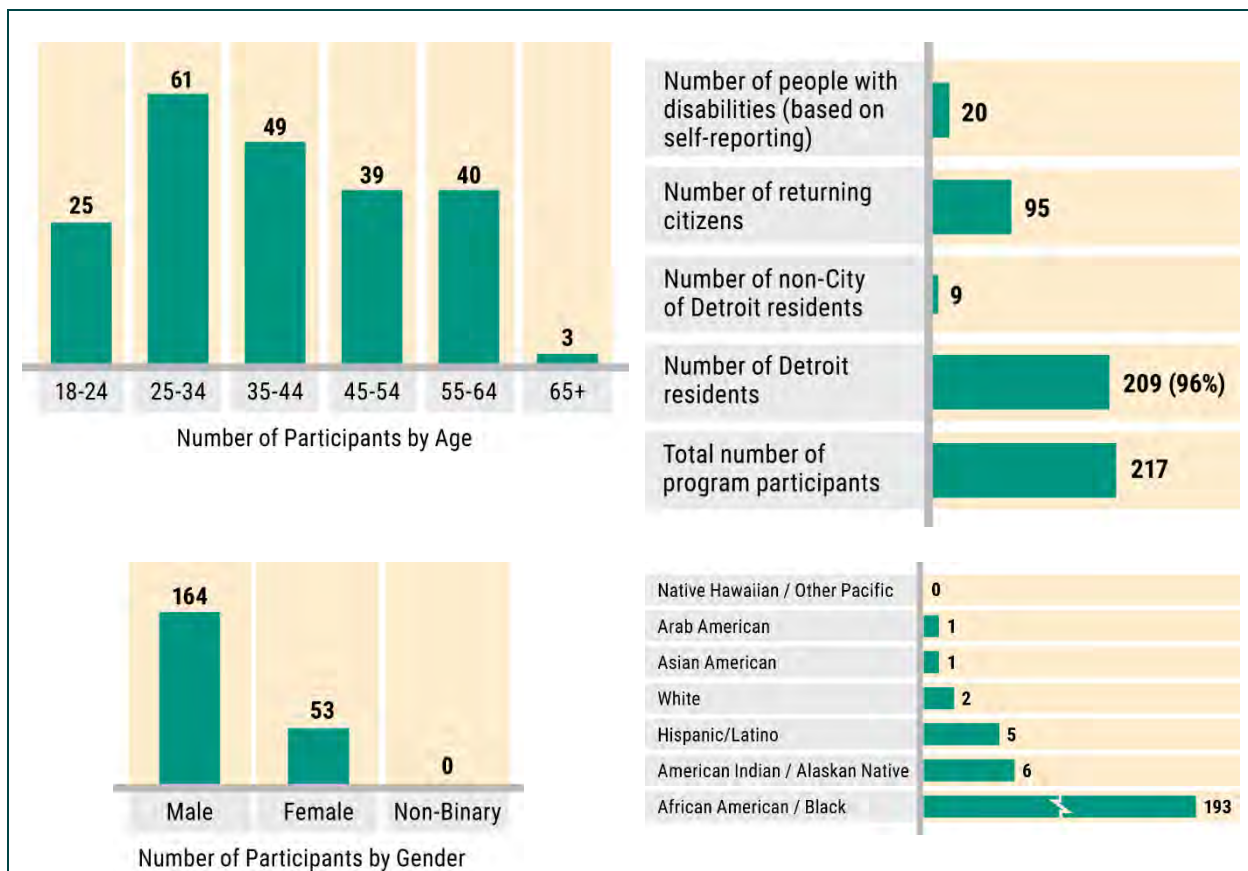


Figure 44: Program participant data for overall Skills for Life program - Work

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 14 shows the current status of federally required performance indicators.

Table 14: Federally Required Performance Indicators - Skills for Life - Education

Expenditure Category	Name and Number	Description	Number
Assistance to Unemployed or Underemployed Workers	EC 2.10	Number of workers enrolled in sectoral job training programs	97
		Number of workers completing sectoral job training programs	22
		Number of people participating in summer youth employment programs	0

References

- Dwyer, Kelly and Danielle Kwon. 2021. "Childcare Subsidies Can Provide Critical Support to Families during Unemployment," Urban Institute, <https://www.urban.org/urban-wire/child-care-subsidies-can-provide-critical-support-families-during-unemployment>.
- McKinsey & Company. 2017. <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/closing-the-skills-gap-creating-workforce-development-programs-that-work-for-everyone>.
- Spaulding, Shayne, and Ananda Martin-Caughey. 2015. "The Goals and Dimensions of Employer Engagement in Workforce Development Programs," Urban Institute, <https://www.urban.org/sites/default/files/publication/76286/2000552-the-goals-and-dimensions-of-employer-engagement-in-workforce-development-programs.pdf>.
- U.S. Department of Labor. 2021. "Workforce Development Solutions," Employment and Training Administration, <https://www.dol.gov/agencies/eta/employers/workforce-development-solutions>.

Skills for Life – Work

Project Identification Number: 850901

Funding Amount: \$ 58,968,045

Project Expenditure Category: EC 2.10: Negative Economic Impacts - Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employment, employment supports or incentives)

Project Overview

Skills for Life – Work is a training, career readiness, and education program that is a collaboration between Detroit at Work (DAW) and the City's General Services Department (GSD) which is being operated in conjunction with Skills for Life – Education. The program seeks to provide employment opportunities and promote citywide beautification through blight removal. It supports unemployed or underemployed Detroit residents, specifically returning citizens, those experiencing housing insecurity, those lacking high school diplomas and/or post-secondary credentials, and other populations that face barriers to employment.

Challenges initiated or compounded by the pandemic include lack of job openings that align with worker experience and interest, lack of affordable provisions for childcare/supervision such that residents had to opt out of the workforce to care for dependents, low wage rates for available jobs that could not compete with unemployment insurance benefits provisions, and workplace safety and job quality concerns.

To help Detroiters rebound from the COVID-19 economic shutdown, the work side of the Skills for Life program will provide direct employment, job training, and other skill- and career-building activities, assist in removing barriers to employment and advancement, and provide disconnected workers with labor market on-ramps so they may earn income while building critical skills to improve employment prospects.



Source: Hernandez, 2021

Figure 45: Skills for Life – Work participant, Elisha Hines-Jones, speaks at program event

The City will recruit and hire candidates for the Skills for Life Program. Skills for Life work employees will complete blight remediation projects and park cleanup

operations on the ground, as well as streetscape, water infrastructure, or demolition projects. Additional contracted services will provide coordination of occupational training for transitional employees and support placement of program participants into permanent employment. The City's website includes additional information and testimonials regarding the Skills for Life Program (City of Detroit, n.d.).

In conjunction with Skills for Life – Education, an evaluation of the program will be completed by Detroit Employment Solutions Corporation (DESC). At this time, the evaluator has not been selected, and the scope of the evaluation/criteria is to be determined.

The Skills for Life – Work program is committed to employing and training Detroiters for higher paying jobs in demand in the City of Detroit and putting them on a path to the middle-class. The program will improve the well-being of residents, their families, and the community at large by providing participants with resume-building work experience. It will provide disconnected workers with on-ramps to the

labor market, giving them the opportunity to earn income while building critical career readiness skills that improve their prospects for longer term employment and retention. This means that even those residents who choose to participate solely in work and career readiness training will be strengthened in their abilities. Skills for Life – Work seeks to close gaps via the provision of economic opportunities and is ultimately working toward outcomes that reduce intergenerational poverty and also contribute to high-quality, safe, and beautified outdoor spaces and neighborhoods for residents and the Detroit community.

Multiple websites describe the Skills for Life program and its progress.

- Skills for Life | Detroit at Work
- Detroit Launches Workforce Program Skills for Life – WDET 101.9 FM

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

The Skills for Life – Work program is targeting households that experienced unemployment or underemployment as a result of the pandemic. The goal is to enroll 1300 workers in targeted GSD or City of Detroit jobs who complete Detroit at Work career readiness training offered part-time over 2 weeks.

Figure 46 shows the project’s long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

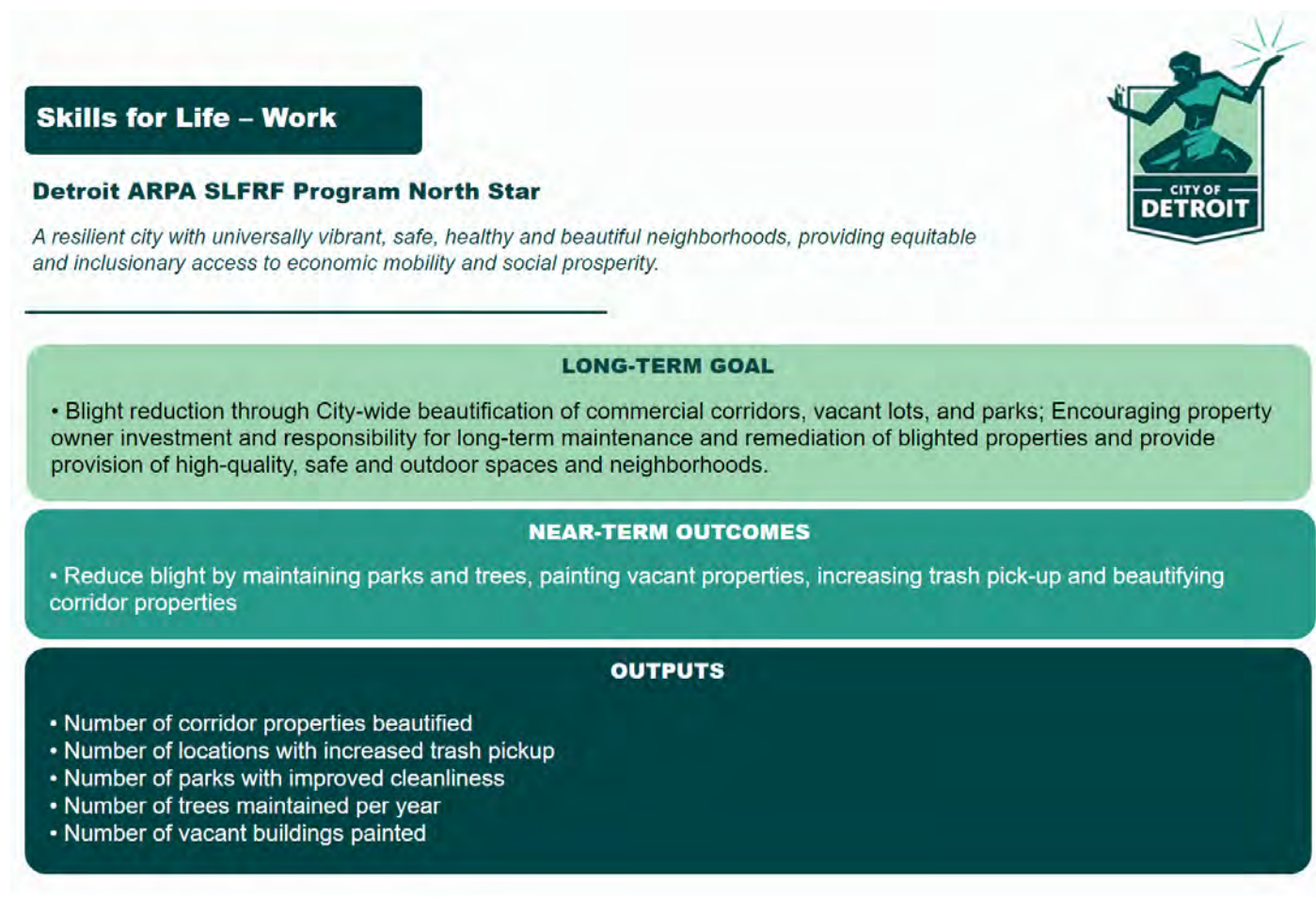


Figure 46: Long-Term Goals, Near-Term Outcomes, and Outputs - Skills for Life - Work

Evidence

An evaluation of the Skills for Life program will be completed by an independent evaluator. At this time the evaluator has not been selected and the scope of the evaluation/criteria is to be determined.

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project’s performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$ 0 (as a project evaluation is being conducted, project funds are not allocated to evidence-based interventions)

Project Methods Summary. The Skills for Life – Work project will get unemployed Detroiters back to work during and after the COVID-19 economic shutdown through direct employment, GED, high school completion, or job training and other skill-building activities.

Supporting Evidence Base. While evaluation will be performed, there is ample evidence that this type of program is effective. Increasing educational attainment, improving skills, and gaining practical work experience removes barriers to future employment and advancement once employed (U.S. Dept. of Labor, 2021). Successful workforce development programs mobilize resources, develop partnerships with employers and educational institutions, target industrial sectors/professions, and support participants with social services (McKinsey & Company, 2017).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 47: Project schedule - Skills for Life - Work

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

Please refer also to the Project Schedule section for intended activities.

The Skills for Life program is targeting households that experienced unemployment or underemployment because of the pandemic. The target goal is to enroll 1,200 into occupational training, high school, GED, or literacy program and complete at least 1 week. Skills for Life – Education (and Skills for Life – Work) has been in operation since late 2021 with many participants enrolling and completing the program.

The current status is shown below and the key performance indicators or outputs available as of June 30, 2022 are shown in Table 15.

Current project status:

- The project is actively hiring participants, providing training, and performing blight remediation activities.
- As of June 30, 198 of people have completed intake for Skills for Life – Education and Skills for Life -Work.

Table 15: Project Key Performance Indicators - Skills for Life - Work

Description	Outcomes / Outputs
Number of corridor properties beautified	664
Number of vacant buildings painted	3
Number of locations with increased trash pick up	0
Number of park maintenance site visits	1,779
Number of non-right-of-way trees maintained	0

The U.S. Treasury Department requests project data be disaggregated by race, ethnicity, gender, income, and other relevant factors, if possible. The Skills for Life program has broken out the outputs by basic demographic data (address, age, race, gender, ethnicity, disability status, veteran status):

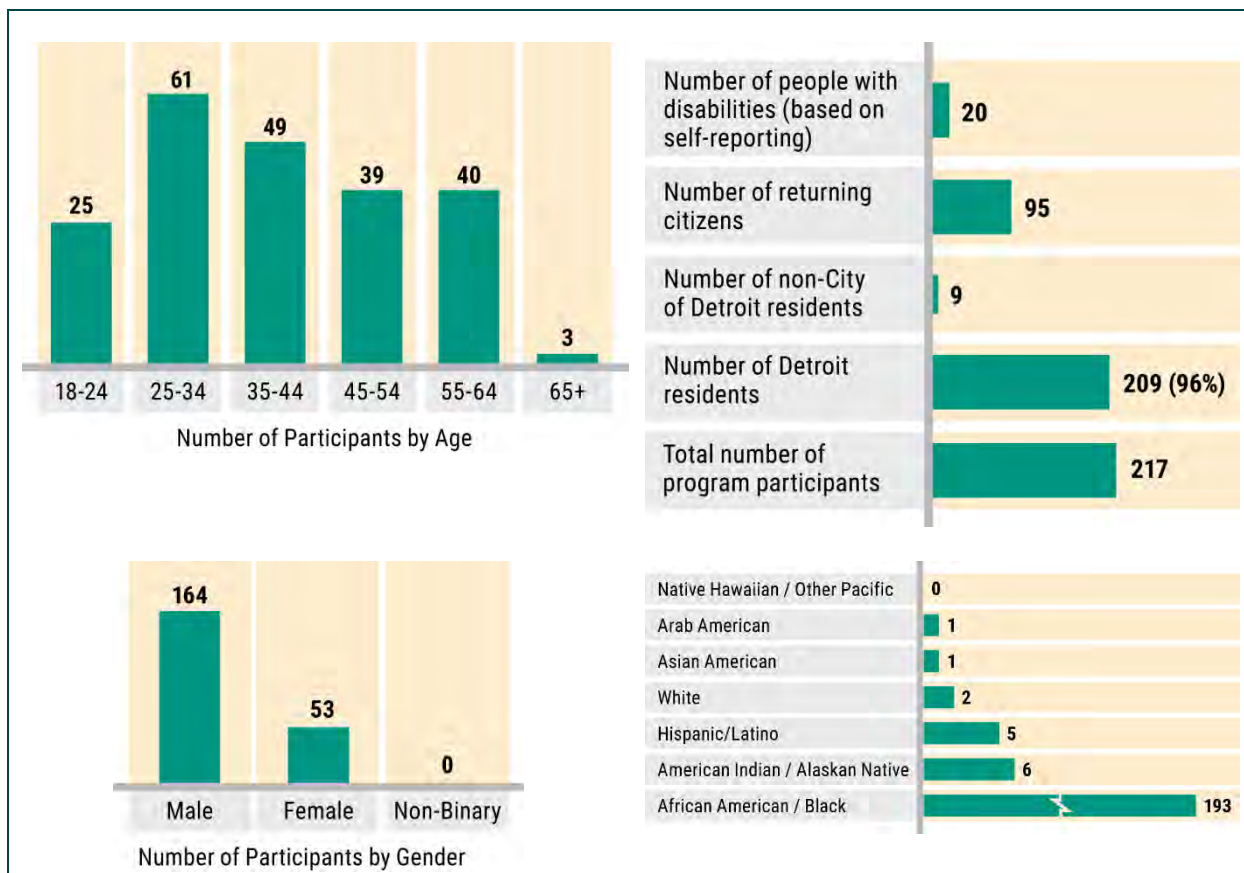


Figure 48: Program participant data for overall Skills for Life program - Work

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 16 shows the current status of federally required performance indicators.

Table 16: Federally Required Performance Indicators - Skills for Life - Work

Expenditure Category	Name and Number	Description	Number
Assistance to Unemployed or Underemployed Workers	EC 2.10	Number of workers enrolled in sectoral job training programs	97
		Number of workers completing sectoral job training programs	22
		Number of people participating in summer youth employment programs	N/A

Note: Not applicable (N/A) because the program does not include participants under age 18.

References

City of Detroit. n.d. \$105 million for Employment and Job Creation.

<https://detroitmi.gov/departments/office-chief-financial-officer/how-detroits-arpa-funds-are-being-spent/employment-and-job-creation>

Dwyer, Kelly and Danielle Kwon. 2021. "Childcare Subsidies Can Provide Critical Support to Families during Unemployment." Urban Institute.

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Hernandez, Dorothy. 2021. Station WDET Digital Content. "Detroit Launches Workforce Program Skills for Life." December 10.

<https://wdet.org/2021/12/10/detroit-launches-workforce-program-skills-for-life>

McKinsey & Company. 2017. <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/closing-the-skills-gap-creating-workforce-development-programs-that-work-for-everyone>.

Spaulding, Shayne, and Ananda Martin-Caughey. 2015. "The Goals and Dimensions of Employer Engagement in Workforce Development Programs." Urban Institute. <https://www.urban.org/sites/default/files/publication/76286/2000552-the-goals-and-dimensions-of-employer-engagement-in-workforce-development-programs.pdf>.

US Department of Labor. 2021. "Workforce Development Solutions." Employment and Training Administration.

<https://www.dol.gov/agencies/eta/employers/workforce-development-solutions>.

Summer Youth Employment

Project Identification Number: 850903

Funding Amount: \$12,500,000

Project Expenditure Category: EC 2.10: Negative Economic Impacts – Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employment, employment supports or incentives)

Project Overview

The Summer Youth Employment Program (SYEP) fills a need across Detroit to provide youth and young adults with career-oriented information, training, and experience by improving the local employment pipeline and connecting youth to permanent, high-paying positions. Through American Rescue Plan Act of 2021 (ARPA) funding, the program will serve youth ages 14-24, as well as employers who will be connected to these local, informed, and trained youth. Detroit households benefit from the program because youth income helps contribute to the overall household income. In addition, the local economy likely benefits, because more employed youth spend dollars in their communities and within the City of Detroit.

There are existing working relationships between the City of Detroit and external groups that aim to connect with trained youth. In past programs similar to the SYEP, approximately 80 to 90 placement sites worked with youth to provide education and training to expose them to in-demand careers. The City of Detroit has a Youth Employment Consortium to serve youth in the City:

<http://www.cityconnectdetroit.org/collaboratives/detroit-youth-employment-consortium/>

This program provides meaningful employment opportunities for Detroit's youth through its tiered-level experiences:

1. *The Career Exploration component introduces youth (typically ages 14–16) to first-time work and career opportunities through community service, team projects, and job shadowing. This tier is for youth with little or no previous work experience. Worksites could include Junior Police, Fire Cadets, and placements at various community-based organizations.*
2. *The Ready for Work component focuses on youth (typically ages 16–18) with some previous work experience. This tier places youth with a host employer or in a vocational training experience while continuing to build career readiness skills. Worksites could include industry-led and pre-apprenticeship trainings.*
3. *The Career Pathways Internship component is a competitive internship for youth (typically ages 17–24) with previous work experience who have a desire to focus on a specific career pathway with a host employer. Worksites could include DTE Energy, Blue Cross Blue Shield, Marathon Petroleum, and Accenture.*

The following photos are examples of placement sites that could participate in the City's SYEP, which kicks off July 2022. These photos were provided by its model program, Grow Detroit's Young Talent, from previous years:

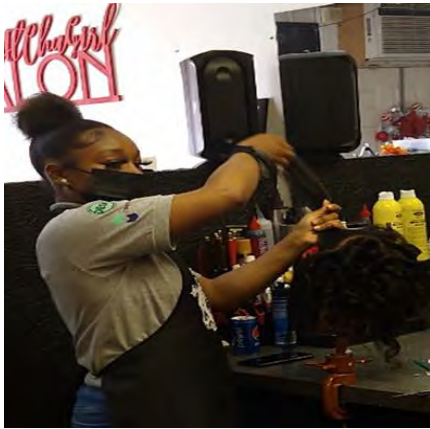


Figure 49: Youth practicing cosmetology techniques at Holla at Cha' Girl during their training experience in a summer work program



Figure 50: Youth working with RAM Construction



Figure 51: Life on Purpose – Champions Challenge community service project. Participants provided free backpacks, school supplies, pizza, and refreshments to 150 students

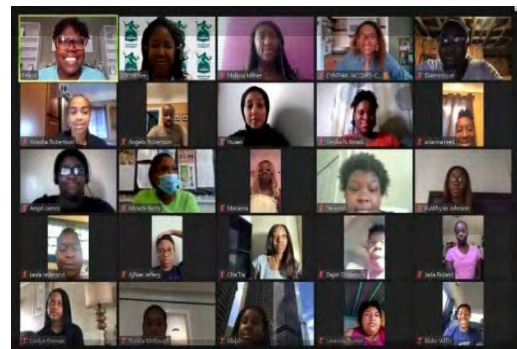


Figure 52: F. Smith Health Education Services virtual CENA Training Program

The program will run for 2 years, with youth working up to 120 hours over 6 weeks during the summer. This SYEP aims to service 8,000 youth each summer in vetted environments with a focus on positive, safe activities. An intended timeline of key programmatic milestones is as follows, with major milestones highlighted with an asterisk (*):

Table 17: Program Timeline – Summer Youth Employment Program

Program Timeline	
MONTH	KEY MILESTONES
August	Kick-Off Meeting and Participant Enrollment*
.August	12 hours of Work Readiness Pre-Training for Participants
August	Career Connections Fairs for Participants
.August	Participant Orientations
.August	Summer Work Experiences Start*
.September	Summer Work Experiences End*
.October	Employer and Youth Evaluations
.November – December	Recap and Process Planning
.January - March	New Year Implementation

Intended long-term outcomes of the job training program include a reduction in intergenerational poverty by reducing the proportion of youth who are not in school or working and increasing in-demand employment in working-age people. Long-term outcomes will be achieved over time after participants complete the program.

Short-term outcomes and their accompanying outputs and goals to track program success include an increase in youth who gain on-the-job skills and training to compete in the job market. Outputs that would prove success include number of program participants placed in a summer job opportunity, with a goal 8,000 program participants each year.

The City of Detroit identified two major short-term outcomes:

1. *Outcome #1: an increase in youth who gain on-the-job skills and training to compete in the job market.*
2. *Outcome #2: An increase in SYEP enrollees completing the program who report moving on to a positive outcome.*

According to County Health Rankings & Roadmaps (CHR&R), a program of the University of Wisconsin Population Health Institute², there is evidence that SYEPs are strategies that are likely to work and have been tested more than once. Results trend

² The CHR&R program provides data, evidence, guidance, and examples to build awareness of the multiple factors that influence health and support leaders in growing community power to improve health equity. The Rankings measure the health of nearly every county in all 50 states.

positive overall. Evidence suggests that SYEPs are likely to decrease disparities within the targeted community.³

- There is some evidence that SYEPs decrease arrests for violent crime (Modestino et al., 2017; Davis and Heller, 2017; Heller, 2014).
- Programs increase employment and earnings for youth during the year that they participate, especially disadvantaged youth (Valentine et al., 2017; McLanahan and Smith, 2004). Researchers note additional information is needed to confirm effects.
- Evaluations of both local and federally supported, state-implemented programs suggest summer youth employment may increase soft skills (Rosenburg et al., 2011) and job readiness skills (Modestino et al., 2019; Bellioti, 2010).
- An evaluation of Grow Detroit's Young Talent, a City of Detroit summer youth employment program, suggests participants in SYEPs are more likely to remain in school, take the SAT, and graduate high school, and less likely to be chronically absent than non-participating peers; effects are strongest for those who entered high school with the weakest academic skills (Jacob et al., 2018).

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 53 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Summer Youth Employment Program

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOALS

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

NEAR-TERM 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

OUTPUTS

- # of hours worked by program participants
- # of program participants placed in a summer job opportunity
- % of SYEP end-of-service respondents who report learning valuable technical or job readiness skills by participating in the program
- % of SYEP end-of-service respondents who report moving on to a positive outcome
- % of SYEP end-of-service respondents who report receiving the necessary support to be successful in the program
- % of youth and young people enrolled in the program who complete their summer experience
- % of youth who report acquiring financial literacy skills
- % of youth who report acquiring useful work readiness skills
- % of youth who report identifying career interests through exposure they received from SYEP
- % of youth who report new connections to community, social responsibility, leadership and improved social/emotional well-being
- rate of attendance throughout program for all participants

Figure 53: Long-Term Goals, Near-Term Outcomes, and Outputs – Summer Youth Employment Program

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$12,500,000

Project Methods Summary. The SYEP will provide youth with career-oriented information, training, and experience to improve the employment pipeline and connect youth to permanent, high-paying positions across all ages from 16 to 24.

Supporting Evidence Base. The Poverty Action Lab found that youth employment programs create pathways for youths, that may otherwise struggle to secure

summer employment, to gain experience and earn wages, which provides them with necessary experience and soft skills that can be applied in future employment. The Detroit Employment Solutions Corporation found that effective youth employment programs provide holistic, comprehensive services (i.e., vocational training, academic instruction, counseling, health education courses, career exploration and guidance, mentoring, community service experience, job readiness workshops, work experience, co-ops, apprenticeships, and internships) and focus on employability skills (i.e., career development, job attainment, and job survival) (J-PAL, 2022).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

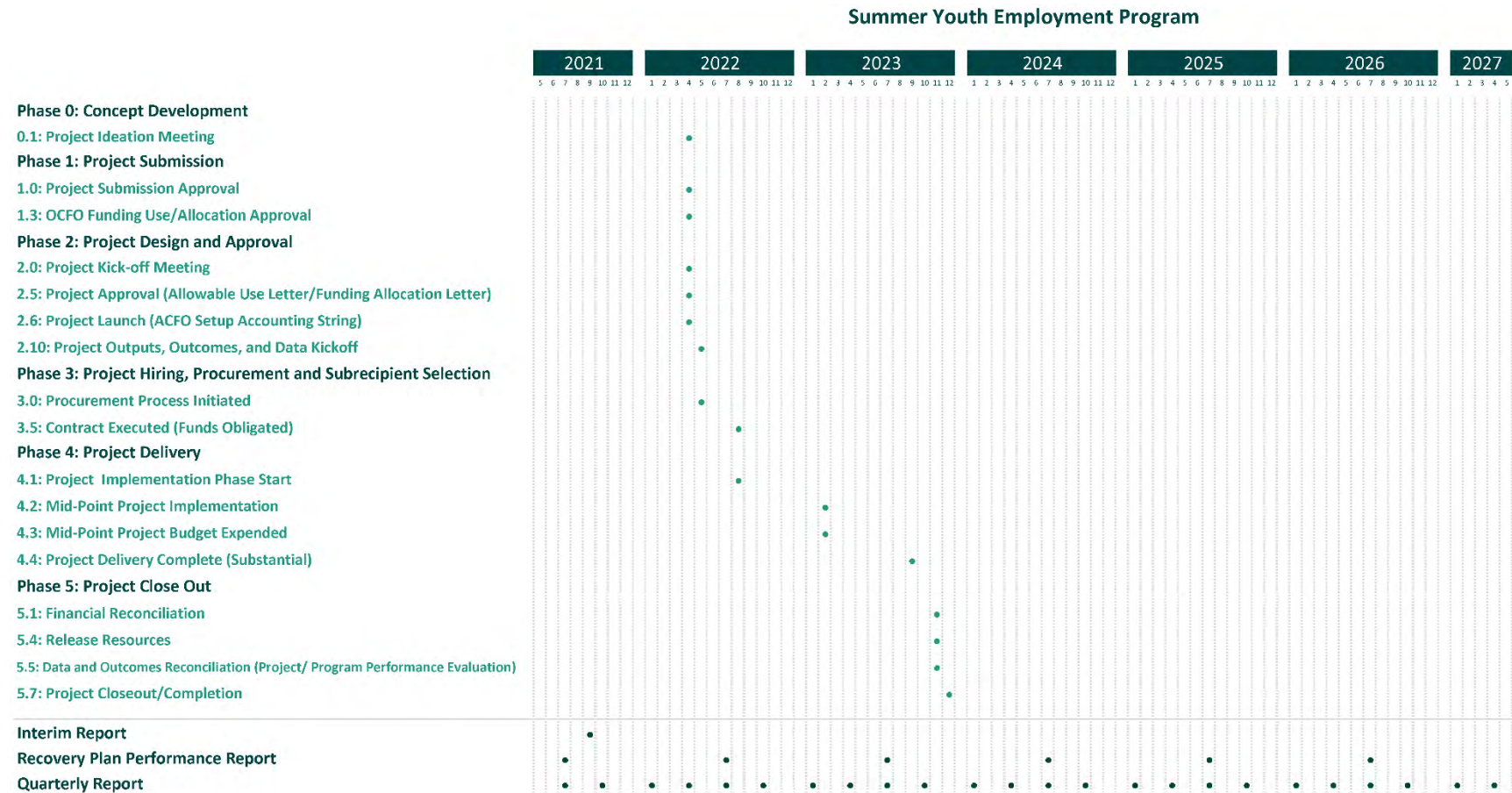


Figure 54: Project schedule – Summer Youth Employment Program

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status: :

- In procurement phase.
- Notices of Funding Availability (NOFAs) have been created and advertised.
- Subrecipients are being selected to implement the project on behalf of the City.

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 18 shows the current status of federally required performance indicators.

Table 18: Federally Required Performance Indicators – Summer Youth Employment Program

Expenditure Category	Name and Number	Description	Number
Assistance to Unemployed or Underemployed Workers	EC 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	0

References

Bellotti, Jeanne; Linda Rosenberg; Samina Sattar; Andrea M. Esposito; and Jessica Ziegler. 2010. "Reinvesting in America's youth: Lessons from the 2009 recovery act summer youth employment initiative." Princeton: Mathematica Policy Research (MPR). February 26, 2010. <https://www.mathematica-mpr.com/our-publications-and-findings/publications/reinvesting-in-americas-youth-lessons-from-the-2009-recovery-act-summer-youth-employment-initiative>.

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Lee Plaza

Project Identification Number: 860201

Funding Amount: \$7,000,000

Project Expenditure Category: EC 2.15: Negative Economic Impacts - Long-term Housing Security: Affordable Housing

Project Overview

The objective of the Lee Plaza project is to create affordable housing in targeted areas. Due to COVID-19, availability of affordable housing has become even more important. This project intends to create 117 affordable units in the greater downtown area (Northwest Goldberg) by rehabilitating a blighted and vacant building (Detroit Website, 2022). By creating 117 affordable housing units, the City can support households that have experienced increased housing insecurity in their transition to a more stable living situation in the wake of the effects of COVID-19.

The proposed Lee Plaza project will rehabilitate a notable, vacant historic building in the Northwest Goldberg neighborhood. The project was announced on January 20, 2022 (Detroit Free Press, 2022). Redevelopment of Lee Plaza is a high priority for the City because of its history as one of the most iconic buildings in Detroit. This project seeks to increase availability of affordable housing for seniors within the community, thereby providing long-term stability.

The project will include developers Roxbury Group and Ethos Development Partners working together as Lee Plaza LLC, along with the City. Architectural firm Fusco, Shaffer & Pappas was contracted by Lee Plaza LLC, as well as general contractor the Christman Co., which is a Detroit-based construction company. The American Rescue Plan Act of 2021 (ARPA) funding for Lee Plaza will be for two aspects, including predevelopment work and a portion of the actual construction of the project.

Given the level of current and future investment in the project area, particularly with Henry Ford Health System and Motown Museum, Detroit will likely see an increase in rents, and potential displacement of the senior population in the surrounding neighborhoods. Lee Plaza is uniquely positioned to address this change in the market by offering needed senior housing units to an already estimated 352 units of theoretical existing demand.

There are currently 22,696 subsidized affordable housing units in the city, a deficiency of more than 50,000 units when compared to the number of renter households experiencing a housing cost burden. Some of the existing subsidized stock could soon revert to market rate. Since 2000, 11,369 affordable housing units have been built in Detroit under the Low-Income Housing Tax Credit (LIHTC) program (City of Detroit 2020). Under the program, property owners can potentially leave the program after 15 years and convert their units to market rate. Some of the

City's existing LIHTC units are eligible for this conversion, and even more will be eligible over the next 5 years. Growing market pressure for rental housing across the City could push owners to leave LIHTC and convert their units.

The predevelopment of the project has begun, including architecture/engineering, environmental assessments, and payment of LIHTC application fees



Figure 55: Interior of Lee Plaza Building



Figure 56: Exterior of Lee Plaza Building

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Project success will be defined by the 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.

Figure 57 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Lee Plaza

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOAL

- 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 .

NEAR-TERM OUTCOME

- 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

- # of affordable units in the greater downtown area (Northwest Goldberg)
- # of units placed in service
- # of units with qualified occupants
- % construction complete
- % construction design complete
- % Predevelopment funds incurred
- 8bb transfer process approval by HUD
- Execution of development agreement
- Financial and Land Closing
- Historic Tax Credit submission and award
- HRD NOFA submission and award
- LIHTC 4% & 9% submission and award
- Total Other dollars leveraged-Private
- Total Other dollars leveraged-Public

Figure 57: Long-Term Goals, Near-Term Outcomes, and Outputs – Lee Plaza

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$7,000,000

Project Methods Summary. Lee Plaza is a rehabilitation project of a currently blighted and vacant building in Northwest Goldberg, which when complete, will provide 114 affordable housing units.

Supporting Evidence Base. The World Economic Forum demonstrated that repurposing underutilized or currently decommissioned buildings not only improves

housing supply and delivers affordable housing in targeted locations, but also reduces blight and catalyzes neighborhood beautification and investment.

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

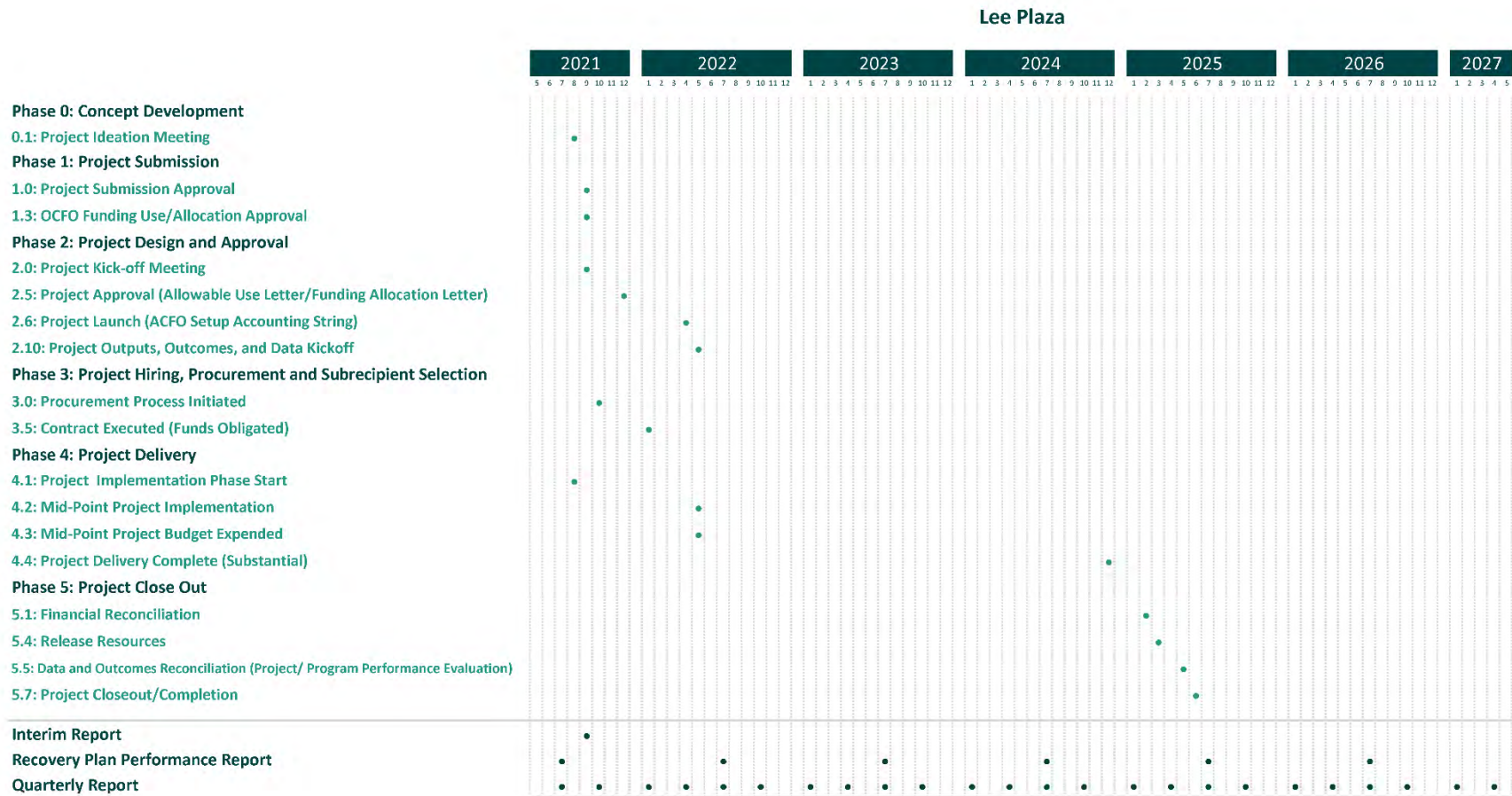


Figure 58: Project schedule – Lee Plaza

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs are presented in the Planned Performance Outcome section. Table 19 shows key performance indicators or outputs available to report to date.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- In pre-development process, which includes:
 - Preconstruction planning/estimating/investigation
 - Architecture/engineering
 - Legal fees for organization and predevelopment loan
 - Market study
 - Environmental assessments
 - Appraisal
 - Start-up and organization (including entity formation)
 - LIHTC application and reservation fees

Table 19: Project Key Performance Indicators – Lee Plaza

Description	Outcomes / Outputs
Percent predevelopment funds incurred	92%

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 20 shows the current status of federally required performance indicators.

Table 20: Federally Required Performance Indicators – Lee Plaza

Expenditure Category	Name and Number	Description	Number
Long-Term Housing Security	EC 2.15-2.16	Number of households receiving eviction prevention services (including legal representation)	0

Expenditure Category	Name and Number	Description	Number
		Number of affordable housing units preserved or developed	0

References

City of Detroit. 2020. 2020-2024 U.S. Housing and Urban Development Consolidated Plan and 2020-2021 Annual Action Plan.

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Detroit Free Press. 2022. Long-vacant beauty Lee Plaza set to be restored, will feature senior apartments, January 20.

<https://www.freep.com/story/money/business/michigan/2022/01/21/detroit-lee-plaza-senior-apartments/6593211001/>

Detroit Website. 2022. Lee Plaza, one of Detroit's last abandoned high-rises, will soon be reborn as senior affordable housing. January

20.<https://detroitmi.gov/news/lee-plaza-one-detroits-last-abandoned-high-rises-will-soon-be-reborn-senior-affordable-housing>

World Economic Forum. "Making Affordable Housing a Reality in Cities."

https://www3.weforum.org/docs/WEF_Making_Affordable_Housing_A_Reality_In_Cities_report.pdf

Veterans Housing Assistance

Project Identification Number: 851207

Funding Amount: \$925,000

Project Expenditure Category: EC 2.16: Negative Economic Impacts – Long-term Housing Security: Services for Unhoused Persons

Project Overview

While COVID-19 devastated many people across the country, veterans specifically were at higher risk. Even more at risk are homeless and/or disabled veterans. The goal of the project is to assist in the fight against chronic homelessness in veterans. This project targets homeless and/or disabled veterans who tend to statistically be chronically homeless, and struggle to find sufficient and adequate housing—both temporarily and permanently.

Currently funded supportive services are restricted to billable Medicaid or Medicare mental health or substance use services. American Rescue Plan Act of 2021 (ARPA) funding funding will be used to fund non-billable case management services that are needed to stabilize households. A gap that is often found in supportive housing projects is that services outside of billable activities are not often funded; therefore, ARPA funding is needed to fulfill this gap. Tenant outcomes related to stability will be tracked (as described in detailed metrics below) and used to show the effectiveness of providing flexible supportive service funding in Permanent Supportive Housing (PSH) projects. The team will compare vacancy rates in similarly sized PSH projects and do a cost benefit analysis and justification of the return on investment to the project.

- 21 out of every 10,000 veterans tend to be homeless compared to 17 out of 10,000 Americans (Moses 2020)
- Veterans of color have the highest likelihood of being homeless (Moses 2020)
- 68 percent of Veterans experiencing homelessness are 55 years of age or older (HMIS n.d.),
- veterans experiencing homelessness have a disability, and 15 percent are considered chronically homeless (HMIS, n.d.)

Partners. There are a number of external partners who will be instrumental in the completion of the facility and the subsequent supportive services.

- Homeless Action Network of Detroit (HAND), Continuum of Care (CoC) Lead Agency will facilitate the community's commitment to ending homelessness. HAND is the HMIS lead agency for the Detroit CoC and will oversee the training of HMIS for the selected organization.
- Southwest Counseling Solutions, Coordinated Assessment Model (CAM) program for referrals to the project (as applicable).

- Veterans Affairs (VA) will work with eligible veterans for health care, including physical and mental health. The VA will also offer a range of services, including benefits assistance, college degree programs, and tax preparation, to veterans that qualify.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Success will be measured on the number of residents that remain in stable housing at the end of each program year. To ensure residents retain their housing unit, the nonprofit overseeing the grant will provide supportive services to reduce recidivism into homelessness.

The Housing and Revitalization Department (HRD) will utilize the same performance measures for this housing project that the Detroit Continuum of Care (CoC) uses to measure their PSH programs. This will allow HRD to keep the project in line with local standards.

Figure 59 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Veteran's Housing Program

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOAL

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

NEAR-TERM OUTCOMES

- 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
- Finance construction costs relevant to a veteran's ability to access supportive services.

OUTPUTS

- # of Veterans stably housed
- % construction complete
- Total \$ amount invested

Figure 59: Long-Term Goals, Near-Term Outcomes, and Outputs

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$925,000

Project Methods Summary. The Veterans Housing Program will provide project funding that closes a financing gap to enable the construction of direct supportive service facilities (life skills training, etc.), and enable supportive service facilities (exercise room, community room, etc.) for veterans.

Supporting Evidence Base. Byrne et al. (2016) found that when veterans, whether single or with families, receive homelessness prevention and support services, fewer experience homelessness after the program is complete than those who did not receive these services. O'Connell et al. (2008) demonstrated that these services are a proven tool to reduce veteran homelessness, as well as reducing risky habits such as substance abuse.

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 60: Project schedule – Veterans Housing Assistance

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status :

- Project plan is currently being revised to parse out Veteran's Support Services and Construction.
- Notices of Funding Availability (NOFAs) for both construction and support services are expected be out in fall of 2022.

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 21 shows the current status of federally required performance indicators.

Table 21: Federally Required Performance Indicators – Veterans Housing Assistance

Expenditure Category	Name and Number	Description	Number
Long-Term Housing Security	EC 2.15-2.16	Number of households receiving eviction prevention services (including legal representation)	0
		Number of affordable housing units preserved or developed	0

References

- Byrne, Thomas, Dan Treglia, Dennis P. Culhane, John Kuhn, and Vincent Kane. 2016. "Predictors of Homelessness Among Families and Single Adults After Exit From Homelessness Prevention and Rapid Re-Housing Programs: Evidence From the Department of Veterans Affairs Supportive Services for Veteran Families Program." *Housing Policy Debate* 26 (1): 252–75. <https://doi.org/10.1080/10511482.2015.1060249>.
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O'Connell, Maria J., Wesley Kaspro, and Robert A. Rosenheck. 2008. "Rates and Risk Factors for Homelessness After Successful Housing in a Sample of Formerly Homeless Veterans." *Psychiatric Services* 59 (3): 268–75.
<https://doi.org/10.1176/ps.2008.59.3.268>.

[HMIS — Homeless Action Network of Detroit \(handetroit.org\)](http://handetroit.org)

Single Family Home Ownership & Preservation

Project Identification Number: 851202

Funding Amount: \$7,228,855

Project Expenditure Category: EC 2.18: Negative Economic Impacts - Housing Support: Other Housing Assistance

Project Overview

The Single Family Home Ownership & Preservation program, also known as the Scatter Site Home Ownership Preservation initiative, will serve low-income (those earning below 80 percent of the Area Median Income) renters and first-time homebuyers in affordable housing developments throughout Detroit by offering an opportunity for these residents to 1) remain in their homes rather than being displaced due to foreclosure, rent increases, or building shutdowns; and 2) build wealth through homeownership (Urban Institute, 2021).

The City of Detroit is facing the potential loss of thousands of existing affordable housing units due to loss of affordability via increasing market rates, deteriorating physical conditions, and financial distress. The economic impacts of COVID-19 have intensified these distressed conditions and the risks of foreclosure.

Over 1,400 of these at-risk units operate as scatter-site, single-family rental housing developed through the Low-Income Housing Tax Credit (LIHTC) program.

Preservation of these units provides an opportunity to convert low-income renters into first-time homeowners through a specialized lease-to-purchase program that allows homebuyers to remain in their homes while building wealth through equity and disrupting intergenerational poverty (Heins, 2020).

The Single Family Home Ownership & Preservation program first-time homebuyer program for low-income renters is a strong lever for disrupting intergenerational poverty. Stabilizing these residents in their homes is a critical step in supporting them to build economic self-sufficiency (Filip, 2021). Through preservation of multifamily affordable housing, this initiative will also ensure that an adequate stock of other affordable rental housing is maintained Citywide.

The ultimate goal, or the project's "North Star," is to 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. The program aims to allow homebuyers to remain in their homes and avoid displacement due to foreclosure, rent increases, or building shutdowns.

Partnerships. The Housing and Revitalization Department (HRD) Preservation team will manage the Preservation Partnership. All partner organizations will be involved through their existing scope of work: Enterprise Community Partners (lead), CHN

Housing Partners (CHN), Cinnaire, Data Driven Detroit (D3), Elevate Energy, United Community Housing Coalition, and Community Investment Corporation.

In addition, participants in the preservation Intergovernmental Group (U.S. Department of Housing and Urban Development [HUD], Michigan State Housing Development Authority [MSHDA], Detroit Housing Commission [DHC]) will be involved as they are convened and consulted by the HRD team. The Detroit Economic Growth Corporation (DEGC) will continue to be a partner on affordable housing preservation deals involving tax abatements (Stegman and Loftin, 2021).

The Preservation Partnership ([City of Detroit creates Preservation Partnership to preserve affordable housing – Curbed Detroit](#)):

An internal Preservation team will oversee the new Preservation Partnership 2.0 contract, which continues the efforts led by Enterprise Community Partners with support from Cinnaire, CHN, and four other partners.

Under supervision of this team, the Partnership will build on the earlier contract's 30-month scope of work that included: conducting an in-depth assessment of the needs facing existing scatter-site LIHTC developments throughout Detroit; creating action

plans for owners of developments to advance lease-purchase programs; supporting those owners through early implementation; creation of a database, a prioritization framework, and resource guides to support future preservation work; and supporting preservation of long-term affordable rentals.

Enterprise's website demonstrates the following to support evidence-based success:

"Enterprise's 2020-2025 Strategic Plan reflects what we know from 40 years of fighting for affordable housing: home and community matter most. We've sharpened our focus on three strategic priorities to strengthen our impact and drive systemic change. With a unique end-to-end platform as our foundation and an organizational approach tied to results-driven KPIs, this plan fuels our renewed commitment to making a difference for people and communities across the country." (Enterprise Community Partners, n.d.)

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 61 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Single Family Home Ownership & Preservation

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOALS

- 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.
- Allow renters to remain in their homes and avoid displacement due to foreclosure, rent increases, or building shutdowns.

NEAR-TERM OUTCOMES

- Provide a way for low-income renters to remain in their original buildings at limited rent increases if they choose
- Preserve affordable housing inventory throughout the city
- Increase opportunities to accrue wealth through homeownership for first time low-income homeowners
- Extend availability of affordable housing rental unit for the next 15 years
- Convert units from affordable rental to homeownership

OUTPUTS

- # capital needs assessments completed
- # energy assessments completed
- # environmental assessments completed
- # homes repaired before sale
- # of affordable housing units preserved as affordable throughout the City
- # of rental units transferred to home ownership (by first-time low-income homebuyers)
- # project served through consulting activities
- # projects served through financial modeling
- # projects where residents are engaged in homeowner sale preparation activities
- # residents relocated to original, rehabbed project (temporarily displaced)
- # residents served with relocation services

Figure 61: Long-Term Goals, Near-Term Outcomes, and Outputs – Single Family Home Ownership & Preservation

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$7,228,855

Project Methods Summary. The Single Family Home Ownership & Preservation project will support low-income renters in transitioning to homeownership, with a focus on the 1,400 at-risk units developed through the LIHTC program. This will be done through financial support for down payments and capital repairs, and housing counseling. The project will preserve the affordable housing pipeline by tracking at-

risk properties, conducting outreach efforts, and offering necessary support services to current and potential future homebuyers. Through an organized intergovernmental group, the project will convene housing-related organizations and decision-makers to provide a coordinated effort and shared problem solving.

Supporting Evidence Base. The Urban Institute has demonstrated that providing homebuying incentives and support to new and current homeowners is an effective approach to increasing homeownership and supporting those in ownership to remain there. Habitat for Humanity found that financial assistance provided to prospective low-income homebuyers through down payment assistance and saving match programs was an effective means to transition this demographic from renting to homebuying. Supporting black renters or prospective black homebuyers with down payment assistance is proven to improve homeownership and begin to redress the negative impacts of past racially motivated policy decisions. Programs like this have been successfully implemented in Philadelphia and Cleveland Heights, demonstrating that home repair and purchase support resulted in improved affordable quality and increased housing stability (Bieretz and Schilling, 2019).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 62: Project schedule – Single Family Home Ownership & Preservation

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status :

- Notice of Funding Availability (NOFA) for Single Family Home Ownership Preservation is being designed
- Anticipated released in August 2022.

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 22 shows the current status of federally required performance indicators.

Table 22: Federally Required Performance Indicators – Single Family Home Ownership & Preservation

Expenditure Category	Name and Number	Description	Number
Housing Support	2.18 Other Housing Assistance	Number of households receiving eviction prevention services (including legal representation)	0
		Number of affordable housing units preserved or developed	0

References

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<https://www.habitatct.org/2021/01/27/5-policy-solutions-to-advance-racial-equity-in-housing/>.

Heins, Payton. 2020. "Filling the Gaps: Helping Struggling Property Owners Connect to Rehab and Repair Resources." *Center for Community Progress* (blog). June 16, 2020. <https://communityprogress.org/blog/code-enforcement-blog-hold/>.

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CDO Home Repair

Project Identification Number: 850503

Funding Amount: \$4,625,000

Project Expenditure Category: EC 2.18: Negative Economic Impacts - Housing Support: Other Housing Assistance

Project Overview

The Community Development Organization (CDO) Home Repair project will benefit low- to moderate-income homeowners in Detroit by providing a Homeowner Repair Assistance (HRA) program that delivers grants to address repairs that help homeowners maintain and meet U.S. Department of Housing and Urban Development (HUD) property standards of safe, sanitary, and decent housing, or contribute to the weatherization of the home. The program aims to fund at least 300 home repair transactions. In addition, the proposed HRA program will offer housing counseling services to residents participating in the program.

In Detroit, most low-income residents live in older homes with prevalent health and safety issues. These homes are more likely to have inadequate or outdated major systems, including heating, electrical, and plumbing. Home repair is an essential aspect of stabilizing low-income homeowners' ability to thrive in place because of the COVID-19 pandemic work and lifestyle changes. The COVID-19 pandemic worsened challenges with housing quality as Detroit families had to shelter in place, work from home, and receive online/remote education. These activities increased utility usage, wear and tear on the property, and greater opportunities for exposure to home health hazards as more time is spent at home. This project will improve the quality of life for Detroit homeowners, and help the City avoid negative consequences of abandoned properties and demolition costs, while stabilizing housing.

The HRA program will serve homeowners located within a Qualified Census Tract (QCT) with an income at or below 80 percent Area Median Income (AMI). The eligibility criteria include:

- Homeowners must own and occupy a single-family home or duplex for at least 6 months prior to enrollment
- If there is a mortgage on the property, resident must be current on mortgage payments
- Documentation for all sources of income for all members of the household must be provided
- The property must be the homeowner's primary residence, and the homeowner must reside in the property
- Homeowner must have current homeowner's insurance

- Must have homestead exemption for property taxes and no delinquent property tax or current payment plan
- Property must be located in the City of Detroit

According to *Reinforcing Low-Income Homeownership Through Home Repair: Evaluation of the Make It Home Repair Program* (Eisenberg et al., 2021), homeowners are often forced to abandon their properties if they do not have resources to make critical repairs. This can contribute to displacement, neighborhood decline, and depletion of the affordable housing stock. The current offerings for home repair fail to meet the need of most homeowners with low incomes. Low- and moderate-income households often cannot afford the costs of maintenance, repairs, and rehabilitation. A total rehabilitation can cost up to an average of \$38,000 for households, with average costs in the city of approximately \$8,000 for exterior rehabilitation, \$17,000 for interior rehabilitation, and \$13,000 for systems rehabilitation. Because prices for contractor labor and materials have been impacted by macro-economic demand and supply-chain issues, these costs are increased by effects of the COVID-19 pandemic. The goal of HRA is to provide home repair to aid residents who are not able to support a debt payment plan.

The Housing Revitalization Department (HRD) is leading this initiative and will set program parameters, oversee implementation partners, and monitor program performance. HRD will work with the Detroit Housing Network to provide staffing support to administer the HRA program and coordinate with counseling delivery sites. The scope of services for the program administrator includes technical support for program design, program integration with HRD systems, program implementation, program performance and recordkeeping, application intake, and developing repair scope. The program will rely on private licensed contractors.

The program will use the Detroit Housing Network to complete the following activities:

- Program Design – September 2022: Design program structure, policies, and procedures: integration with City Citizen Relationship Management (CRM) system.
- Pre-Launch – March 2023: Housing nonprofit to prepare marketing materials and intake process with Detroit Housing Network.
- Marketing – March 2023: Will focus on low- and moderate-income households seeking home repair.
- Program Intake – May 2023 – Dec 2024: Program delivery and day-to-day management provided by the selected Detroit Housing Network. Approximately 45 repairs per fiscal year.

HRD is leading this initiative and will set program parameters, oversee implementation partners, and monitor program performance. HRD will work with the Detroit Housing Network to provide staffing support to administer the HRA

program and coordinate with counseling delivery sites. The scope of services for the program administrator includes technical support for program design, program integration with HRD systems, program implementation, program performance and recordkeeping, application intake, and develop repair scope. The program will rely on private licensed contractors.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

The long-term goal of the program is neighborhood stabilization and sustained homeownership, and to restore and strengthen neighborhoods by reducing abandonment and demolition of properties. The program has not collected data yet. The program will use the Salesforce software system to collect the data to target program outreach.

Figure 63 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.



Figure 63: Long-Term Goals, Near-Term Outcomes, and Outputs – CDO Home Repair

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project’s performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$4,625,000

Project Methods Summary. The HRA program will provide grants of up to \$10,000 to at least 300 Detroit homeowners to repair and improve their homes and bring them up to HUD property standards of safety, sanitation, and decent housing conditions. The program will provide construction management support and housing counseling services.

Supporting Evidence Base. The Urban Institute determined that support to current low-income homeowners is a critical pathway to ensure that homes are maintained, repairs carried out, and living standards are kept to a decent level. Habitat for Humanity reinforced the need to ensure that homeownership remains affordable after purchase, through financing and government grants that support affordable home construction and maintenance, especially in marginalized and traditionally underserved communities. Programs like this have been successfully implemented

in Philadelphia and Cleveland Heights, demonstrating that home repair and purchase support resulted in improved affordable quality and increased housing stability (Bieretz and Schilling, 2019; Filip, 2021).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

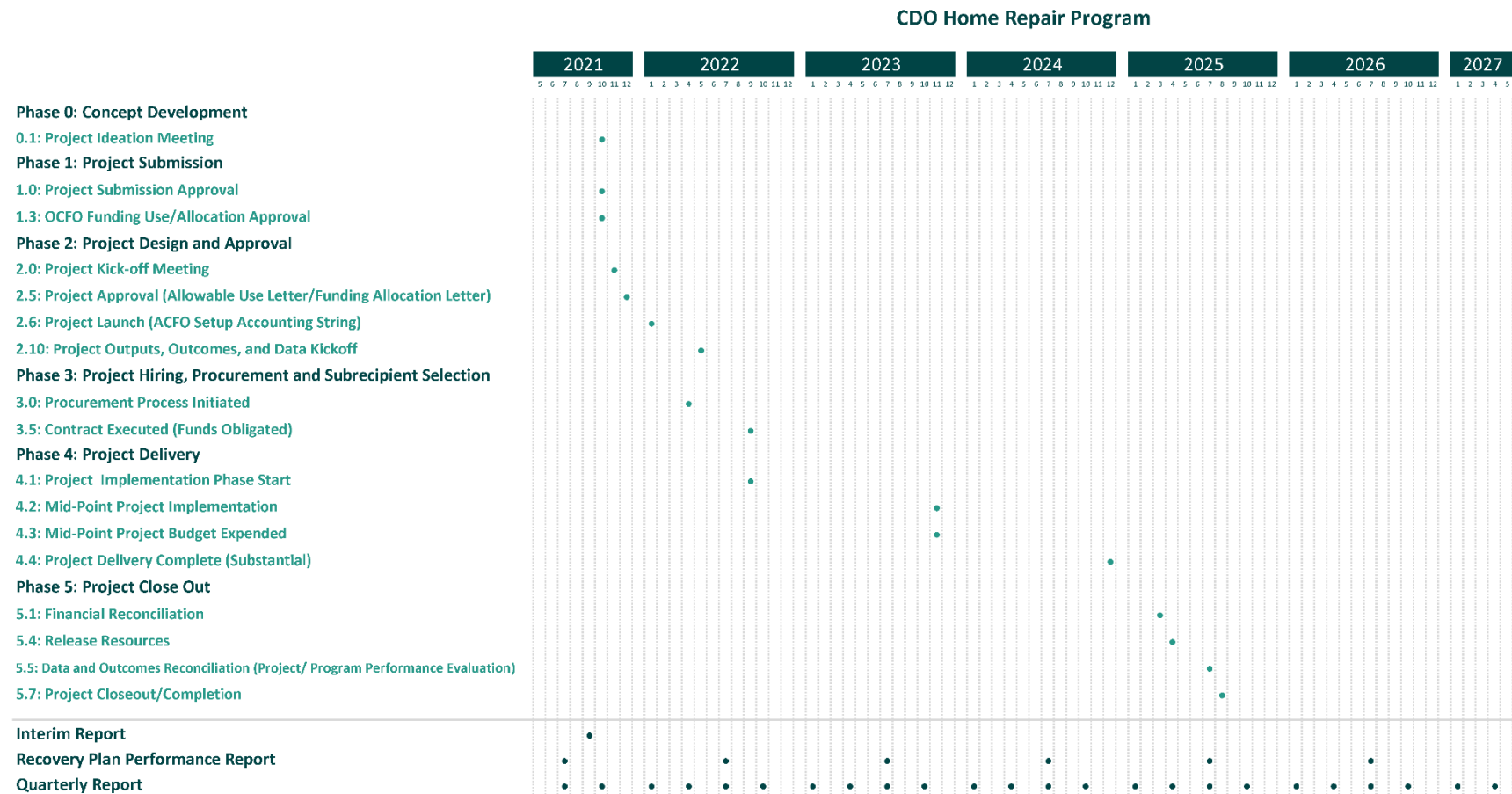


Figure 64: Project schedule – CDO Home Repair

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- In procurement phase and waiting for approval from Council.
- Once the contract has been approved, the project will begin to design the program structure, policies, and procedures with a subrecipient.

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 23 shows the current status of federally required performance indicators.

Table 23: Federally Required Performance Indicators – CDO Home Repair

Expenditure Category	Name and Number	Description	Number
Housing Support	2.18 Other Housing Assistance	Number of households receiving eviction prevention services (including legal representation)	0
		Number of affordable housing units preserved or developed	0

References

- Bieretz, Brian, and Joseph Schilling. 2019. "Pay for Success and Blighted Properties." Urban Institute. https://www.urban.org/sites/default/files/publication/100464/pfs_and_blighted_properties_0.pdf.
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- Filip, Tara. 2021. "5 Policy Solutions to Advance Racial Equity in Housing." Habitat for Humanity of Eastern Connecticut. January 27, 2021.

<https://www.habitatect.org/2021/01/27/5-policy-solutions-to-advance-racial-equity-in-housing/>.

Choice Neighborhoods Implementation: Greater Corktown

Project Identification Number: 851203

Funding Amount: \$1,331,274

Project Expenditure Category: EC 2.22: Negative Economic Impacts - Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

The City of Detroit's Choice Neighborhoods Implementation program is implementing a comprehensive neighborhood Transformation under the guidelines of the Choice Neighborhoods Administration for the Greater Corktown neighborhood, designed collaboratively with residents through an 18-month planning process.

The Housing Strategy will bring more than 800 new housing units over five mixed-income development phases throughout the neighborhood, including redevelopment of the distressed Section 8–assisted Clement Kern Gardens, which is designated as the “target housing site.” The Neighborhood Strategy will provide improved public spaces, amenities, pedestrian safety, and sustainability through key neighborhood improvement projects.

In May 2021, the City of Detroit received a Choice Neighborhoods Implementation (CNI) grant from the U.S. Department of Housing and Urban Development (HUD) to implement the Transformation Plan; however, the grant award provided limited administrative dollars and is not able to support more than two full-time positions over the life of the grant. To ensure effective and successful implementation of the grant, the City previously planned to supplement the CNI administrative dollars with additional department staffing through local and other federal sources.

Utilizing American Rescue Plan Act of 2021 (ARPA) funding to add staff to support this initiative will help the City to achieve the ambitious outcomes set forth in the Transformation Plan, and the initiative will allow the City to serve those low-income residents who have been directly impacted by COVID-19.

The City of Detroit launched the Greater Corktown Planning Framework study in summer 2019. The Planning Framework study is an initiative that engaged residents in creating a plan that promotes inclusive growth of Detroit's oldest established neighborhood, while preserving the community's unique character, cultural heritage, and integrity.

Greater Corktown, or “The Study Area,” is the name of the planning study area, primarily composed of North Corktown and Historic Corktown neighborhoods with a portion of Core City and Hubbard Richard neighborhoods as well. Over 18 months, the planning team engaged with residents, identifying challenges and opportunities, and developing practical strategies around:

- Urban design and landscape
- Development and zoning
- Streetscapes and connectivity
- Improved pedestrian experience
- Historic preservation
- Housing development and rehabilitation

This plan casts a wide net of strategies to help guide the Study Area forward. The plan provides several key takeaways framing the recommendations:

- Inclusive neighborhood development is a key driver of the development objectives to maintain and advance housing affordability
- There is an ample amount of vacant land (both publicly and privately owned) that presents an opportunity for both development and preservation
- Streets offer improved connectivity—for vehicles, pedestrians, and bicyclist—by improving roadway design and extending sidewalks
- Building off catalysts and existing investments, including the Ford Land investments in Michigan Central Station and adjacent real estate, the Police Athletic League Ballpark, the May Creek Greenway project (part of the Joe Louis Greenway), and the planned Wilson Centennial Park adjacent to the Study Area

Partnership

The structure of all CNI grants is that there is a lead grantee, supported by Principal Team Members who will lead the Neighborhood, Housing, and People strategies.

The City of Detroit is the lead grantee for the CNI grant and will also serve as the Neighborhood Implementation Entity (NIE). Other Principal Team Members include The Community Builders (TCB), who will serve as the People Implementation Entity (PIE) and part of a joint-venture Housing Implementation Entity (HIE); and American Community Developers (ACD), who will serve as the other half of the co-HIE. TCB as the PIE will manage and coordinate numerous other grant partners supporting the People strategy.

TCB is a mission-driven nonprofit housing developer with an impressive track record in mixed-finance, mixed-income, and mixed-use communities, including a recently completed CNI grant in Cincinnati. They also have experience using housing as a platform to provide resident services and improve outcomes for households through Community Life, their resident services arm. ACD is a national leader in affordable housing development, with a portfolio of nearly 13,000 multifamily units developed and managed. They are highly experienced in the acquisition and rehabilitation of older, HUD-assisted properties, development of new affordable and mixed-income

housing properties and carrying out multi-phased development plans in partnership with cities.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 65 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.



Figure 65: Long-Term Goals, Near-Term Outcomes, and Outputs - Choice Neighborhoods Implementation: Greater Corktown

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples

are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$1,331,274

Project Methods Summary. The City of Detroit is embarking on implementation of a comprehensive neighborhood Transformation Plan for the Greater Corktown neighborhood (City of Detroit, 2020). The Transformation Plan includes specific strategies around Housing, Neighborhood, and People. The Housing Strategy will bring over 800 new housing units over five mixed-income development phases. The Neighborhood Strategy will provide improved public spaces, amenities, pedestrian safety, and sustainability through key neighborhood improvement projects. Finally, the People Strategy will serve residents of Clement Kern Gardens through targeted case management and supportive services to improve outcomes around health, economic self-sufficiency, early learning, and kindergarten through grade 12 (K-12) education.

Supporting Evidence Base. The City of Detroit launched the Greater Corktown Planning Framework study in summer 2019. The Planning Framework study is an initiative that engages residents in creating a plan that promotes inclusive growth of Detroit's oldest established neighborhood, while preserving the community's unique character, cultural heritage, and integrity. For the past year, the planning team has been engaging with residents, identifying challenges and opportunities, and developing practical strategies around:

- Urban design and landscape
- Development and zoning
- Streetscapes and connectivity
- Improved pedestrian experience
- Historic preservation
- Housing development and rehabilitation.

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 66: Project schedule- Choice Neighborhoods Implementation: Greater Corktown

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- Currently in planning stages
- [Scope is being developed](#)

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 24 shows the current status of federally required performance indicators.

Table 24: Federally Required Performance Indicators - Choice Neighborhoods Implementation: Greater Corktown

Expenditure Category	Name and Number	Description	Number
Housing Support	2.18 Other Housing Assistance	Number of households receiving eviction prevention services (including legal representation)	0
		Number of affordable housing units preserved or developed	0

References

City of Detroit. 2020b. "Greater Corktown Neighborhood Planning Framework Study." Detroit, Michigan: City of Detroit.
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Down Payment Assistance

Project Identification Number: 851205

Funding Amount: \$8,015,812

Project Expenditure Category: EC 2.18: Negative Economic Impacts – Housing Support: Other Housing Assistance

Project Overview

The Down Payment Assistance (DPA) project helps prospective homebuyers by providing assistance with securing down payments and closing costs. The core work of this project provides certified housing counseling and credit counseling services from certified housing counseling and credit counseling agencies.

The COVID-19 pandemic has caused a destabilization of housing situations for many Detroiters. Although an eviction moratorium has been in place since the first days of the pandemic, households behind on their rental payments have filed over 16,000 applications for rental assistance. Additionally, there has been a significant decline in homeownership in Detroit, largely due to local challenges related to financing, and housing conditions that make it difficult for lenders to assess value. Of the 13,706 loans made through the state's largest program for homeowners—the down payment assistance loan program run by the Michigan State Housing Development Authority—only 414 were in Detroit. A study named *Detroit Dreams Deferred: Thousands Mortgage Ready but Many Miss Out* (University of Michigan et al., 2021) shows that fewer than 20 percent of residential property transfers were financed through mortgages. Based on participation of 7,458 residents in HUD-certified pre-purchase housing counseling from 2015 to 2019, there is considerable demand for single-family homes in Detroit, but of those, only 1,445 who completed the program purchased a home. Data from the City Assessor's Office and Home Mortgage Disclosure Act demonstrate that mortgage financing has not played a major role in residential property sales over the same period of time. This leaves residents who want a home unable to secure the financing to purchase one.

● Prop N Stabilization Homes

★ MSHDA DPA Loans 2015-2019

□ Council District Boundaries

%Mortgage Sales - 2019

- 0.0 - 19.9
- 20.0 - 39.9
- 40.0 - 59.9
- 60.0 - 79.9
- 80.0 - 100

Although acknowledging that homeownership is not always the preference or the best fit for all households, the City of Detroit seeks to remove barriers (e.g., insufficient collateral and poor credit histories) to purchasing a home, particularly for current Detroit residents. As households regain employment and stabilize their housing, achieving homeownership can generate wealth-building opportunities and stabilize neighborhood housing markets citywide; therefore, it is important to address the issue and mitigate the hurdle of intergenerational poverty for future generations. Additionally, investing in Detroit residents' ability to access home ownership helps improve Detroit's housing market by increasing conventional and Federal Housing Administration (FHA) lending activity in the city.

- DPA for New Purchase. Down payment, closing costs, and principal buy-down for residents purchasing a home in Detroit for the first time, or who are returning to homeownership after a period of renting.
- DPA for Rehabilitation. Down payment, closing costs, and principal buy-down for residents purchasing a home in Detroit for the first time that requires renovation,

or who are returning to homeownership after a period of renting, or who are existing homeowners seeking to improve their current home. This includes Detroit Land Bank Authority or other publicly owned properties. DPA must be used in conjunction with a rehabilitation loan product such as an FHA 203(k).

- DPA for Land Contract and Rental Conversion. Down payment, closing costs, and principal buy-down for households who are current land contract holders and are seeking to enter into a traditional mortgage product for their home, or current renters seeking to purchase the home they are renting.
- DPA for Detroit Land Bank Authority. Down payment for the purchase, clean-up, and/or landscaping costs (including tree trimming) for residents that purchase a Detroit Land Bank Authority vacant lot that helps improve the value, lot size, quality of life, or marketability of their home. Residents must provide a program match of 20 percent.

The City of Detroit will procure a nonprofit housing organization to develop and administer a DPA program targeted at homeownership for low- and moderate-income residents. There are several organizations that manage public contracts to administer down payment assistance programs that have a presence in Detroit. The Housing and Revitalization Department (HRD) expects to receive multiple proposal submissions as a result of the Request for Proposal (RFP) process. This work will also leverage the housing counseling capacity of HUD-Certified housing counselors and Certified Financial Counselors, including a network of partners that currently act as subrecipients of Community Development Block Grants administered by the City of Detroit.

Project partners will be contracted to provide services to increase sustainable and durable homeownership among Detroit residents through DPA by creating pathways for homeownership, thereby increasing access to wealth-generation and reduction in intergenerational poverty. The project has not progressed to the procurement phase and does not have any performance data available at this time.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 68 shows the project long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Down Payment Assistance

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOAL

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

NEAR-TERM OUTCOME

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

OUTPUTS

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

Figure 68: Long-Term Goals, Near-Term Outcomes, and Outputs – Down Payment Assistance

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$8,015,812

Project Methods Summary. The DPA program provides financial assistance and certified housing and credit counseling services to prospective and current homeowners to both increase and maintain homeownership levels.

Supporting Evidence Base. Providing homebuying incentives and support to new and current homeowners is demonstrated as an effective approach by the Urban Institute to increasing homeownership and supporting those in ownership to remain there. Supporting black renters or prospective black homebuyers with down payment assistance is proven to improve homeownership and begin to redress the negative impacts of past racially motivated policy decisions. Once initial loan assistance has been provided, long-term financial security and the ability to secure conventional loans also improves (Bieretz and Schilling, 2019; Stegman and Loftin, 2021; Lang and Hurst, 2014; Stacy et al., 2018; Ward, 2021).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

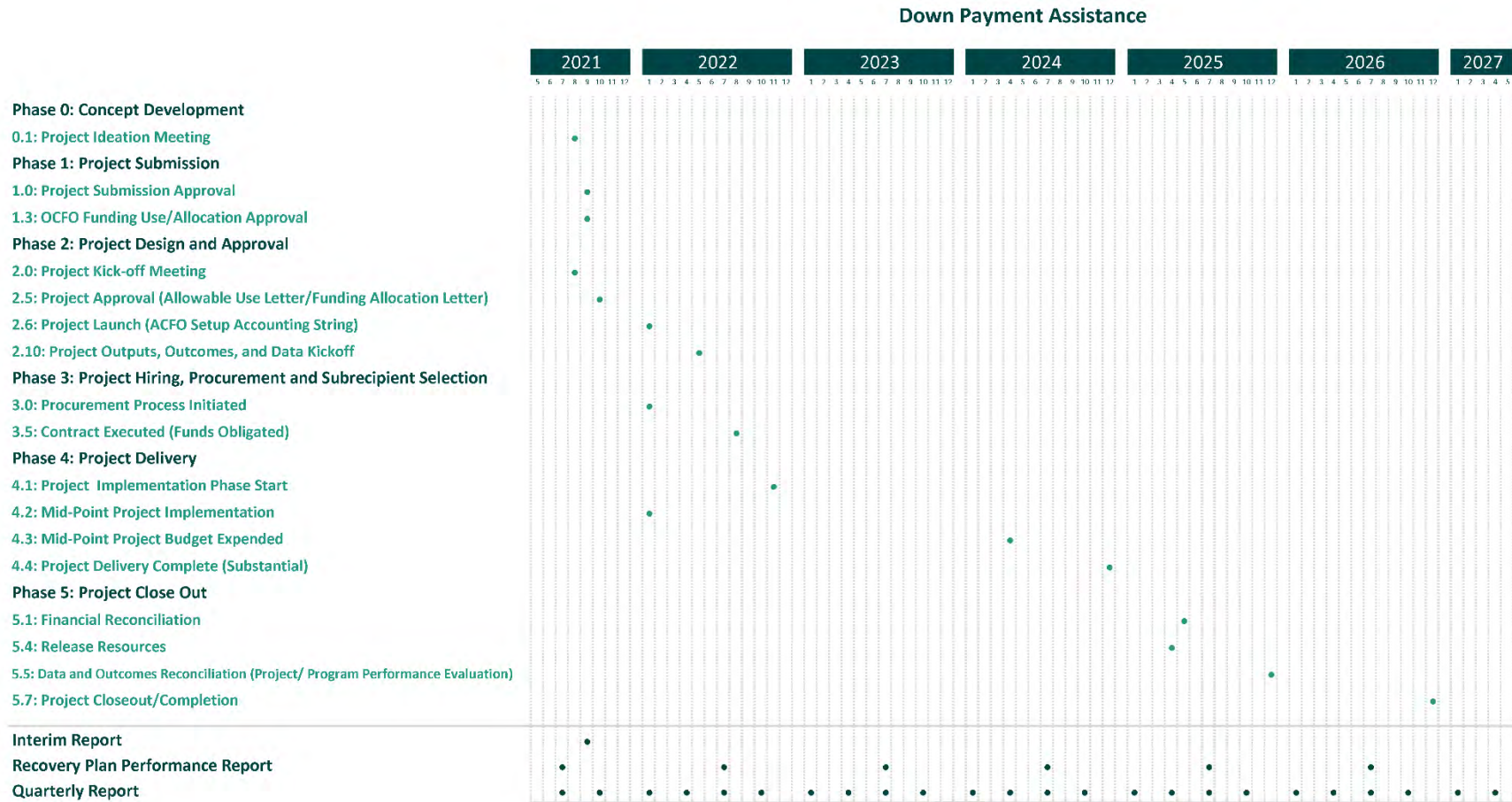


Figure 69: Project schedule – Down Payment Assistance

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- Contract with National Faith for Down Payment Assistance is currently with Council for 7/26/22 approval.
- Notice to Proceed will be submitted shortly thereafter

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 25 shows the current status of federally required performance indicators.

Table 25: Federally Required Performance Indicators - Down Payment Assistance

Expenditure Category	Name and Number	Description	Number
Housing Support	2.18 Other Housing Assistance	Number of households receiving eviction prevention services (including legal representation)	0
		Number of affordable housing units preserved or developed	0

References

- Bieretz, Brian, and Joseph Schilling. 2019. "Pay for Success and Blighted Properties." Urban Institute.
https://www.urban.org/sites/default/files/publication/100464/pfs_and_blighted_properties_0.pdf.
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<https://www.jchs.harvard.edu/blog/designing-nationwide-downpayment-assistance-program-lessons-five-international-case-studies>.

Homelessness Prevention

Project Identification Number: 851201

Funding Amount: \$2,700,000

Project Expenditure Category: EC 2.18: Negative Economic Impacts - Housing Support: Other Housing Assistance

Project Overview

Through the Homelessness Prevention project, American Rescue Plan Act of 2021 (ARPA) funding will support two core initiatives providing key stopgap measures to reduce the number of Detroit households entering emergency shelter: homeless prevention for “doubled-up” households and diversion. Both programs will serve single adults and families who reside in the City of Detroit.

Initiative #1 targets households staying with friends or family, often referred to as “doubled up,” who need to vacate because it is either overcrowded or unstable. According to the Homeless Action Network of Detroit, in 2020, only 3 percent of households entering shelters came from their own rental unit or home, compared to 27 percent coming from staying with friends or family.

Initiative #2, Diversion, targets households needing immediate emergency shelter assistance and reaches out to the shelter intake system, known as the Coordinated Assessment Model (CAM). The Diversion activities are mainly focused on helping the clients solve their housing situation so that they can either stay in their current unit or move in with another family or friends. These initiatives will increase the number of CAM staff and the level of financial assistance available to households. More information and key accomplishments of the program can be found here: [Get Help – CAM Detroit](#).

The City’s Coordinated Assistance Model (CAM) is an existing, successful model.

“CAM is a community driven system, that strives to be an accessible and reliable path to housing for households experiencing homelessness. Our goal is to provide fair and equitable assistance to those *in need through a standardized process and collaborative community partnerships*.

CAM does not provide a direct source of housing opportunities, but rather a connection to our surrounding community partners and their resources. It is a system within Detroit’s *Continuum of Care (CoC) that is currently implemented by the agencies: Southwest Counseling Solutions and Community & Home Supports (CHS).*”

Source: [About Us – CAM Detroit](#).

COVID-19 has had significant impacts on both the physical and financial health of the lowest-income households, which are consequently the individuals who most frequently enter Detroit’s emergency shelter system. By preventing homelessness, people avoid the trauma of losing their home, and children remain in their original school. In addition, keeping people out of a congregate shelter setting reduces

potential COVID-19 contact and provides an opportunity to initiate an interruption in intergenerational poverty.

Partners. Contractual relationships are currently in place through previous contracting processes with Southwest Counseling Solutions, and other prevention providers such as Matrix Human Services and Wayne Metro Community Action Agency. These contractual relationships may be extended and expanded through a procurement process for ARPA dollars, and additional organizations may be contracted to expand service delivery capacity. Procured agencies will partner with the Detroit Continuum of Care lead agency, the Homeless Action Network of Detroit, and other homeless service providers for this project.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Intended outcomes of the program aim to reduce and prevent the necessity for families to enter emergency sheltering, for households to avoid the trauma of losing their home, and for children to remain in their original school; all of which impact mental and physical health. In addition, by keeping people out of a congregate shelter setting, it reduces potential COVID-19 contact and provides an opportunity to initiate an interruption in Intergenerational Poverty.

Figure 70 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Homelessness Prevention

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOAL

- 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.

NEAR-TERM OUTCOMES

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

OUTPUTS

- # of prevention referrals
- % increase of households diverted
- % of households diverted that required case management only
- % of households diverted that required financial assistance
- % of prevention households stably housed at program exit
- % of prevention referrals accepted

Figure 70: Long-Term Goals, Near-Term Outcomes, and Outputs – Homelessness Prevention

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$2,700,000

Project Methods Summary. The Homelessness Prevention project is composed of two parts: assistance for those “doubled up” to find a new home through support services and financial assistance if needed; and diversion services that prevent those in need of immediate emergency shelter from experiencing homelessness by exploring temporary alternatives (friends or family) while a more permanent solution is found; financial assistance is available.

Supporting Evidence Base. Interventions that prevent homelessness are more effective at reducing the numbers of people experiencing homelessness, and therefore, the number of people experiencing negative impacts that come from experiencing homelessness. Evans et al. (2016) determined that programs like

diversion and prevention for families at imminent risk of experiencing homelessness are effective at reducing likelihood of people or families entering homeless shelters. Studies also found that preventative efforts are more cost effective than responding after a person has already become homeless (U.S. Interagency Council on Homelessness, 2017; OrgCode Consulting, 2020).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 71: Project schedule – Homelessness Prevention

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- Diversion services contract with Southwest was approved prior to Council recess.
- Notice of Funding Availability (NOFA) for Homelessness Prevention is currently with the Office of Contracting and Procurement (OCP).
- Anticipate make recommendations to Council with Subrecipient agreements in September.

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 26 shows the current status of federally required performance indicators.

Table 26: Federally Required Performance Indicators – Homelessness Prevention

Expenditure Category	Name and Number	Description	Number
Housing Support	2.18 Other Housing Assistance	Number of households receiving eviction prevention services (including legal representation)	0
		Number of affordable housing units preserved or developed	0

References

Evans W.N., J.X. Sullivan, M. Wallskog. 2016. The impact of homelessness prevention programs on homelessness. *Science*. 2016 Aug 12;353(6300):694-9. doi: 10.1126/science.aag0833. Epub 2016 Aug 11. PMID: 27516600.
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Housing Resource Navigation

Project Identification Number: 851101

Funding Amount: \$6,475,000

Project Expenditure Category: EC 2.18: Negative Economic Impacts - Housing Support: Other Housing Assistance

Project Overview

Income disruption and negative impacts of the COVID-19 pandemic have prevented residents from staying current on rent and utility payments, resulting in widespread housing instability. Although there have been a number of assistance programs and moratoria in place to mitigate these housing challenges, these programs can be difficult to understand and navigate. Further, some of the programs, such as rapid rehousing vouchers, require residents to navigate a challenging rental housing environment to identify a quality, available unit that will accept a voucher.

The Housing Resource Navigation investments will increase access to information and services to connect low-income Detroit residents with resources to decrease housing insecurity. Housing insecurity threats to be addressed include threat of eviction, foreclosure, utility shut-off, disrepair, and disproportionately high housing costs relative to income.

These investments respond to the housing instability caused by the COVID-19 pandemic and its economic effects as well as pre-existing housing disparities that contributed to inequitable impacts of COVID-19. Disruptions caused by COVID-19 have reduced low income households' ability to stay current on mortgage, rent, utility, and tax payment, as well as to stay current on home maintenance needs. Preexisting housing insecurities were exacerbated by the pandemic, and there is evidence that individuals in housing-insecure situations were and continue to be more vulnerable to the effects of COVID-19.

There are two components of this project: (1) The development and delivery of an online/mobile resource for Detroit residents and housing counseling staff to locate and access information about affordable housing opportunities (referred to as the "Detroit Home Connect" website); and (2) The development of a network of community based housing counseling and service delivery resources delivered through existing nonprofit housing service providers (referred to as the "Detroit Housing Network").

Informed by extensive community engagement, these investments are explicitly designed to be accessible to Detroit residents and further the City's equity goals. Neighborhood-based service delivery sites will be established in every Council District to reduce transportation barriers; the affordable housing navigation website and all program materials will be translated into multiple languages; considerations for phone and in-person access will reduce digital literacy/internet access barriers.

These resources will be offered to low-income Detroit residents who are experiencing housing insecurity (e.g., threat of foreclosure, utility shut-off, disrepair, lack of access to homeownership, disproportionately high housing costs relative to income). By streamlining access to information, referrals, and counseling to assist residents in connecting with housing stability resources, this project will empower residents to remain stably housed, improve housing circumstances to reduce both household and neighborhood instability, and position low-income residents to access affordable, wealth-building homeownership opportunities.

Detroit Housing Network. This project is branded as the Detroit Housing Network, which will be a collaboration of up to 10 nonprofit housing counseling delivery sites across the City of Detroit that use a shared data/client management system; a singular application/intake process; and a consistent approach to resident intake, assessment, and enrollment in housing programs and services.

A Network Manager organization will be procured to support this network of agencies by maintaining shared technology infrastructure; providing training, technical assistance, and evaluation; and serving as a financial intermediary for leveraged philanthropic investment. The network will also include organizations that deliver specialized services to Detroit residents, such as legal services. Sites will be strategically identified to minimize distance between sites, including ensuring at least one site in each City Council district.

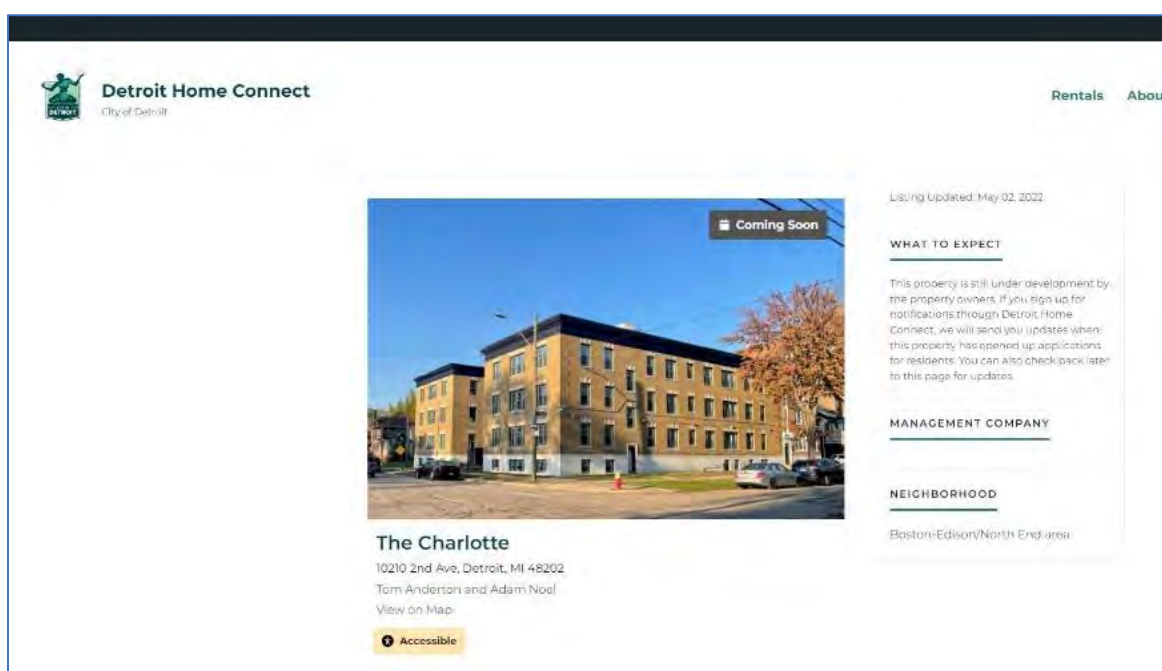


Figure 72: Listing for affordable housing on Detroit Home Connect site, <https://homeconnect.detroitmi.gov/>

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Success for the project is defined in terms of instances of reduced/prevented housing instability, including of instances of housing placement for homeless individuals, instances of avoided eviction, and instances of displacement prevention. Success will also look like residents becoming more empowered and informed consumers in the affordable housing marketplace, using the knowledge gained from the affordable housing website to streamline their housing search.

Figure 73 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Housing Resource Navigation

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOALS

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

NEAR-TERM 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

- # of housing intake counseling sessions completed
- # of program/service enrollments for applicable housing supports (counseling, tax foreclosure prevention, home repair, utility assistance and others to be identified)
- # of residents accessing the website
- # of residents submitting applications for housing services
- # of residents utilizing enhanced housing navigation resources
- % of total regulated affordable housing portfolio with complete profiles
- Total # of affordable housing listings on website

Figure 73: Long-Term Goals, Near-Term Outcomes, and Outputs – Housing Resource Navigation

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Detroit's aggregate assessed residential property values fell from \$8.8 billion in 2008 to \$2.8 billion in 2017, a 68 percent decline (this figure has since been incrementally increasing, an average increase of \$514 million annually). From 2010 to 2019, the homeownership rate fell from 53 percent to 48 percent, declining by 39,000 homeowners. Although the relationship between homeownership and property values is complex, it is widely accepted by economists and researchers that homeownership in single-family neighborhoods has a stabilizing/positive affect on property values. The economic crisis of 2008-2012 had a disastrous long-term effect on property values, particularly in places where housing counseling and foreclosure mitigation efforts were weak.

This initiative seeks to prevent a reversal in the recent growth in property values, and continue the city's recent growth trajectory, while ensuring that this growth has a positive effect on the many low-income Detroiters.

Total Funds Allocated to Evidence-Based Interventions: \$6,475,000

Project Methods Summary. The Housing Resource Navigation project is composed of two parts: an online housing navigation tool that will connect residents with resources, outline available affordable housing, and support application processes; and the establishment of a network of housing counseling and support services that residents can access to improve housing stability. The project is targeted to low-income Detroit residents.

Supporting Evidence Base. The World Economic Forum found that the use of online tools streamlines affordable housing provision, and compliance and monitoring of affordable housing provision and access. Several states, including Oregon and Massachusetts, have implemented successful online tools that outline affordable housing provision and housing resources to improve access, and education regarding what is available (World Economic Forum, 2019; State of Washington, n.d.; State of Oregon, n.d.).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 74: Project schedule – Housing Resource Navigation

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- Housing Services Delivery Manager subrecipient agreement with CHN Housing Partners is with Council for approval for 7/26/22.

There are two procurements required to support these services:

- Network Manager. City of Detroit seeks to negotiate a scope and budget for a Subrecipient Agreement.
 - Housing Services Delivery. City of Detroit initiated a procurement in October 2021 and contracted with Exygy on November 23, 2021, with a contract end date of November 22, 2024.
- Web hosting
 - In Q1 of FY 2021-22, a procurement was initiated by Housing and Revitalization Department (HRD) and the Department of Information Technology to identify a web hosting contractor to support the affordable housing navigation website, which was selected and contracted in November of 2021.

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 27 shows the current status of federally required performance indicators.

Table 27: Federally Required Performance Indicators – Housing Resource Navigation

Expenditure Category	Name and Number	Description	Number
Housing Support	2.18 Other Housing Assistance	Number of households receiving eviction prevention services (including legal representation)	0
		Number of affordable housing units preserved or developed	0

References

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Landlord Home Repair Program

Project Identification Number: 851206

Funding Amount: \$4,849,059

Project Expenditure Category: EC 2.18: Negative Economic Impacts - Housing Support: Other Housing Assistance

Project Overview

The Landlord Repair Program (LRP) is designed to assist “small” Detroit-resident landlords (those owning one to two properties) who have limited resources available to them to successfully provide quality, affordable rental homes that can pass a Certificate of Compliance (COC) prior to renting. The COC indicates that the property has passed a lead inspection and obtained a Lead Clearance report qualifying the rental is safe for occupancy.

Detroit’s single-family rental market continues to experience instability. Nearly two-thirds of rental households make less than \$30,000 annually, tenants citywide struggle to pay back rent, and additionally, more than 90 percent of homes built before 1978 require lead remediation and other substantial deferred maintenance (HR&A 2020) that landlords can’t afford. Analysis by Detroit’s Housing and Revitalization Department (HRD) indicates that small landlords make up 85 percent of Detroit’s rental registration system, yet only 16 percent of them have a COC. Additionally, and in line with the national trend, Detroit’s rental market is increasingly composed of single-family dwellings, currently making up over 70 percent of occupied rental housing (HR&A 2020). This subsector of the market has historically received limited support from the City in regard to policy and programs.

Proposed Support, Products, and Partners. The proposed LRP financial support will assist landlords in the following situations:

- **One- and Two-Family Property:** Landlords bringing an existing rental one- or two-family property up to code with the Detroit rental ordinance, including lead.
- **½ Duplex:** Landlords bringing one unit in a two-family property up to code with the Detroit rental ordinance, including lead, for a structure currently occupied as a principal residence.
- **2nd Floor Apartment:** Landlords bringing a vacant one-unit apartment above a commercial business up to code, including for lead compliance (replicating a successful program conducted by the Southwest District Business Association [SDBA] in 2017-2018 for 12 2nd floor apartment units); potentially limited to just one or two neighborhoods.

In all cases property owners must be Detroit residents and, for occupied properties, tenants must meet income requirements. Income requirements align with HRD’s current income requirements for existing lead abatement programs (the tenants

must be households that qualify as low-income (80 percent of the median family income). Additionally, landlords will need to comply with affordability requirements for a 3- to 5-year period following financial support. The design of the program prioritizes financial support for the largest group of landlords without COCs, which is small landlords owning one to two properties.

Possible products and partners. While the parameters of the financial products will ultimately be left to a procured party (with expertise in rental home repair programs) to design, possible products include:

- Compliance Rebate. Intended to incentivize compliance and lessen costs (particularly for the first go-around, i.e., the initial COC). The rebate would be \$500, for up 1,650 units.
- Forgivable Loan/Grant. Provide funding for repairs, leveraged with private funds from the landlord, as follows:
 - One- and two-family properties (including ½ duplex): Up to \$20,000 in assistance. If the landlord spends \$5,000, they would receive \$20,000 from the program. Up to 130 units would be included in the program.
 - 2nd floor apartments: Up to \$10,000 in assistance. The program would repay one-third of total construction costs up to \$10,000. For example, if \$30,000 was the total construction cost, the landlord would be responsible for \$20,000. Up to 24 units would be included in this program.

Examples of potential partner organizations. Examples of organizations identified as potential partners include:

- CHN Housing Partners – Low Income Housing Tax Credit (LIHTC) conversion. LIHTC provides a tax incentive to construct or rehabilitate affordable rental housing for low-income households
- SDBA – 2nd Floor Apartment program, Motor City Match program · Local Initiatives
- Local Initiatives Support Corporation (LISC) – Current Manager of 0% Home Repair Loan
- Opportunity Resource Fund – Underwriter for 0% Home Repair Loan and provides a small developer product

Training. The second component of LRP will be a series of training sessions that provide Detroit resident landlords with a robust set of state certifications for lead paint abatement, property management best practices, and an understanding of local laws as it relates to rental property and how to comply. A portion of this training will be required of those landlords receiving the forgivable loan/grant.

The specific types of training to be offered in this program include:

- Renovate, Repair, Paint (RRP). Certification required for a rental property owner to complete any work on a rental property built before 1978.
- Local, State, and Federal Requirements for Operating a Rental Property. Informational training on how to comply with the Detroit rental ordinance and other fair housing laws.
- Property Management Training. Property management best practice in the Detroit market focusing on single-family rental housing management.
- Lead Abatement Supervisor/Worker. Certification required for contractors to abate/remove lead paint hazards in a rental unit.
- Contractor Development. Skill development for Detroit-based contractors to expand their ability to serve Detroit's one- and two-unit rental properties.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

The long-term goal of the program is to improve the quality of life for Detroit renters by increasing the amount of quality, naturally affordable rental stock. The program will reduce blight, prevent displacement or homelessness, and stabilize neighborhood housing markets.

Figure 75 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Landlord Repair Program

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



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.

NEAR-TERM OUTCOMES

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

OUTPUTS

- # of COCs obtained (through financial component of program)
- # of individuals who complete LRP trainings
- # of individuals who complete multiple LRP trainings
- \$ of LRP funds dispersed (incentive capital)

Figure 75: Long-Term Goals, Near-Term Outcomes, and Outputs – Landlord Repair Program

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$4,849,059

Project Methods Summary. The LRP will improve the quality of single-family rental housing by removing barriers to landlords securing Certificate of Compliance for their units by providing financial support, landlord and contractor training programs, and property management best practice sharing.

Supporting Evidence Base. The Center for Community Progress found that cities that provide landlord academies/training improved rental unit quality and landlord understanding of relevant regulations and compliance certification processes. Rental rehabilitation loans, like those in Milwaukee and Philadelphia, provided the additional financing needed by landlords to carry out necessary repairs, and improve the quality of their units. The World Economic Forum demonstrated that training of the construction industry and its labor pipeline improves the quality of affordable housing that is built or rehabilitated, and provides new employment opportunities (World Economic Forum, 2019; Mallach, 2015; Payton, 2020).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

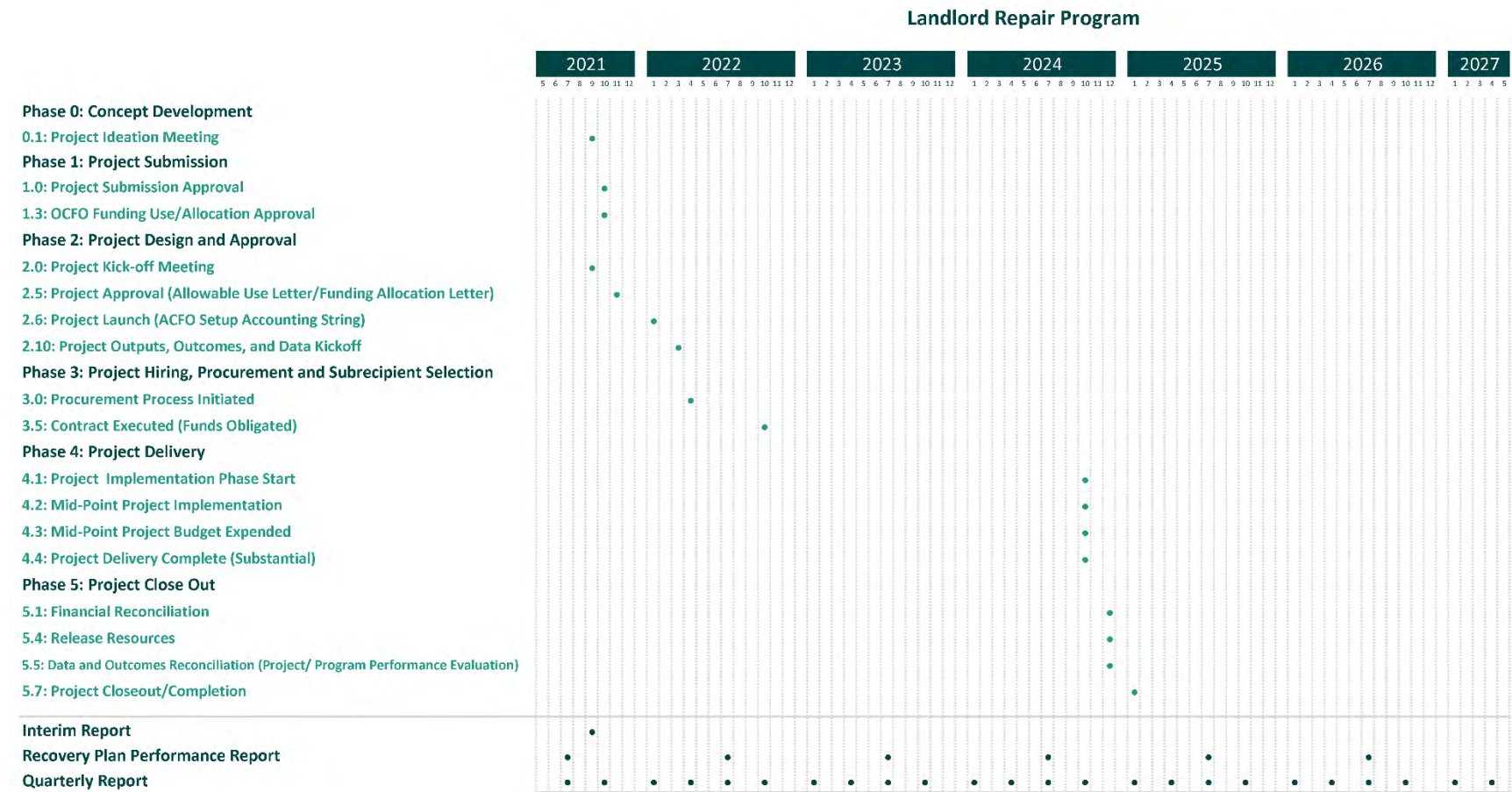


Figure 76: Project schedule – Landlord Repair Program

Performance Reporting

This section describes the performance management tracking required to measure the overall intended results of the project. Key performance indicators or outputs are noted in Figure 61.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status: :

- The project start date is dependent on city procurement process for ARPA funding.
- The initial timeline is:
 - Procurement Process (Months 1-11) – Procure housing nonprofits/Community Development Financial Institutions (CDFIs) for components of financial program; procure trainings providers; hire HRD – Program Analyst Technical Assessment and Support Services (TASS) II position
 - Program Design | Launch for Grant 2nd Floor Apt (Months 8-12 | 13) – Design program/product parameters & construction/compliance management, conduct geography analysis, conduct outreach, prep workflows & intake
 - Program Design | Launch for Trainings (Months 10-12 | 13) – Design/refine course content, secure training instructors & environment, conduct marketing/outreach
 - Program Design | Launch for Grant “Other” (Month 12-15 | 16) – Design program/product parameters & construction/compliance management, conduct outreach, prep workflows & intake

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 28 shows the current status of federally required performance indicators.

Table 28: Federally Required Performance Indicators – Landlord Repair Program

Expenditure Category	Name and Number	Description	Number
Housing Support	2.18 Other Housing Assistance	Number of households receiving eviction prevention services (including legal representation)	0
		Number of affordable housing units preserved or developed	0

References

Heins, Payton. 2020. "Filling the Gaps: Helping Struggling Property Owners Connect to Rehab and Repair Resources." *Center for Community Progress* (blog). June 16, 2020. <https://communityprogress.org/blog/code-enforcement-blog-hold/>.

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Renew Detroit

Project Identification Number: 366003

Funding Amount: \$27,750,000

Project Expenditure Category: EC 2.18: Negative Economic Impacts - Housing
Support: Other Housing Assistance

Project Overview

The Renew Detroit program will provide free major home repairs for Detroiters, with the goal of repairing 1,000 roofs and 500 additional major home repairs with American Rescue Plan Act of 2021 (ARPA) funds. These projects will help vulnerable Detroiters shelter in their homes during the pandemic by providing home repairs that improve housing stability.

Current home repair needs in the City of Detroit severely outweigh the resources available to homeowners. An October 2020 University of Michigan – Poverty Solutions study identified more than 24,000 moderately or severely inadequate homes in Detroit (Ruggiero et al., 2020). Extrapolating the figures from the report, they estimated a potential need of \$2 to \$4 billion needed for home repairs in the City of Detroit. This has resulted in many programs (both emergency and non-urgent) having multi-year waitlists; the Senior Emergency Home Repair (SEHR) program, for example, would add approximately 20 households to the waitlist weekly despite the program annually delivering about 200 repairs. Older housing stock, a high poverty rate, an aging population, and a historical lack of capital being offered to Detroit homeowners all contribute to the high demand for repairs in Detroit.

There are many instances, however, where residents—despite the state of their homes and lack of funding to correct existing hazards—do not wish to leave their homes. This results in many residents living in dilapidated and unsafe conditions, which takes a toll on those residents' physical and mental health (U.S. DHHS, n.d.). With the onset of the COVID-19 pandemic, these same dilapidated and unsafe households have evolved into spaces for work and school, as shelter-in-place and mandatory quarantine orders were issued state-wide.

Program Implementation.

Process. The application process for the program uses multiple evaluation stages to ensure that the funds are targeted to Detroiters with the greatest need, without imposing a burden on the project team or the target population to be served. Baseline eligibility has three criteria:

- Active Homeowner Property Tax Exemption (HOPE), establishing the applicant's ownership, occupancy, and income criteria.

- Senior (62+) or documented disability, demographics with high susceptibility to COVID-19, in addition to aligning with the demographic population most likely to receive a fixed income.
- Homeowners have not received a City of Detroit home repair grant of \$10,000 or more in the prior 10 years: Although not part of the vulnerability focus, this third eligibility requirement was included to be consistent with all other City home repair programs. This requirement speaks to the overwhelming need for home repair and limited resources by attempting to service as many households as possible before awarding additional home repair grants.

Eligibility. Because the eligibility requirements are less onerous than most home repair programs, the project will use a second set of criteria for prioritizing applications. These criteria are reviewed for each application to create a Home Repair Score that reflects four factors identified for prioritizing applicants:

1. *Length of Homeownership: Prioritizing people who have been in Detroit neighborhoods the longest is consistently a concern communicated from residents and from community agencies.*
2. *Level of HOPE Exemption: The HOPE exemption can be at one of four levels: 100 percent, 50 percent, 25 percent, or 10 percent. The higher the exemption, the lower income the household.*
3. *Household Size: With mandatory shelter-in-place and quarantine orders due to the COVID-19 pandemic, larger households likely experience greater stress. Prioritizing larger households also expands the impact of limited funds.*
4. *Prior SEHR Waitlistee or Weatherization Deferral due to Roof Condition*

Execution. The Renew Detroit Team will be hired directly by the City of Detroit for the execution of this program. The Renew Detroit team will be composed of an operations component, a program team, and a field team. The Program Team performs case management services for residents interested in applying, applicants, and participants; providing regular communication through phone, email, and in-person or virtual meetings. The Field Team is responsible for managing all aspects of construction in the Renew Detroit program, beginning by performing a home assessment at all conditionally selected applicants' homes. The Operations Team is responsible for structuring process and procedure to allow the Renew Detroit Team to execute on the goal of streamlining the home repair process.

The first phase of this program consists of roof repairs and is expected to begin Fall of 2022 with a pilot program of 200 homes. The second phase of the program will focus on one additional major home repair with the same purpose of improving home stability for applicants.

To obtain the best pricing and to achieve efficiency from a field operations standpoint, the project will utilize standard City procurement RFP processes to retain construction contractors. These RFPs will be based on line-item pricing, and

contract amounts will be assigned based on budgeted amounts for home repairs. Renew Detroit teams will negotiate with awarded contractors the number of units required per home (e.g., number of squares of roofing; number of linear feet of gutters) and apply the secured pricing through the contract to perform the home repairs. These RFPs will be put out in pilot phases first to ensure any learning and best practices are identified before putting out major contracts for the remainder of the work to be completed.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

The City's mission in developing this program is two-fold: (1) to limit repairs offered to a few, major repair types, allowing for an assembly line-like approach and increase in annual repairs completed; and (2) to ensure the selected repairs coordinate with or leverage other existing and well-funded home repair programs, providing a greater impact to households served in response to the significant impact of the COVID-19 pandemic, as well as in preparation for future crises. As a result, Renew Detroit will be a critical step toward building a coordinated and navigable home repair ecosystem in the City of Detroit, which will set the stage for the City's ability to stop the growth of the desperate need for home repair.

Figure 77 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Renew Detroit

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



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 executional capacity for implementation of home repair programs

NEAR-TERM OUTCOMES

- Increase in connection of participants to available support services
- Increase annual home repair capacity with demonstrated programmatic efficiency
- Decrease Senior Emergency Home Repair (SEHR) who receive access to Renew Detroit repairs
- Completed home repairs for applicants, improving the quality of housing and housing stability for program participants

OUTPUTS

- # of other major home repairs completed
- # of roof repairs completed
- \$ of additional funding sources secured for future home repairs
- % change in Detroit's annual home repair capacity
- average % change in Perceived Stability score among program participants surveyed at applicant intake and closeout
- Average initial severity score for homes that received a completed roof
- Number of first-time HOPE approvals associated with a Renew Detroit application
- Number of homeowners connected to additional support programs following completion of Renew Detroit services
- Number of new HOPE applications associated with a Renew Detroit application
- Number of Senior Emergency Home Repair (SEHR) waitlist applicants offered Renew Detroit repairs

Figure 77: Long-Term Goals, Near-Term Outcomes, and Outputs – Renew Detroit

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$27,750,000

Project Methods Summary. The Renew Detroit program will provide free major home repairs for Detroiters, with the goal of repairing 1,000 roofs and 500 additional major home repairs with ARPA funds. These projects will help vulnerable Detroiters shelter in their homes during the pandemic by providing home repairs that improve housing stability.

Supporting Evidence Base. The Urban Institute determined that support to current low-income homeowners is a critical pathway to ensure that homes are maintained, repairs carried out, and living standards are kept to a decent standard. Habitat for Humanity reinforced the need to ensure that homeownership remains affordable after purchase, through financing and government grants that support affordable home construction and maintenance, especially in marginalized and traditionally underserved communities. Programs like this have been successfully implemented in Philadelphia and Cleveland Heights, demonstrating that home repair and purchase support resulted in improved affordable quality and increased housing stability (Bieretz and schilling, 2019; Filip, 2021; Heins, 2020).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 78: Project schedule – Renew Detroit

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs are presented in the Planned Performance Outcome section. Table 29 shows key performance indicators or outputs available to report as of June 30, 2022.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- In process of determining eligibility.
- In procurement phase of the project and approval process with council.
- The Renew Detroit operations and field teams are currently onboarding General Contractors who will be participating in the pilot program to repair 200 roofs. After receiving 7,019 unique⁴ applications, the project team has provided 1,100 conditional acceptances, including 99 (9%) of applicants that have subsequently withdrawn. The field team has currently completed 498 home assessments to confirm eligibility of the structure for repairs.

Table 29: Project Key Performance Indicators – Renew Detroit

Description	Outcomes / Outputs
Number of new HOPE applications associated with a Renew Detroit application	892
Number of first-time HOPE approvals associated with a Renew Detroit application	526

Per U.S. Department of Treasury guidance, metropolitan cities and counties with a population over 250,000 are required to provide additional data in specified expenditure categories. Table 30 shows the current status of federally required performance indicators.

⁴ Unique applications removes duplicates, and non-Detroit addresses.

Table 30: Federally Required Performance Indicators – Renew Detroit

Expenditure Category	Name and Number	Description	Number
Housing Support	2.18 Other Housing Assistance	Number of households receiving eviction prevention services (including legal representation)	0
		Number of affordable housing units preserved or developed	0



Photo from Renew Detroit Home Inspection

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Community Health Corps

Project Identification Number: 850602

Funding Amount: \$15,000,000

Project Expenditure Category: EC 2.19: Negative Economic Impacts - Social Determinants of Health: Community Health Workers or Benefits Navigators

Project Overview

The Community Health Corps (CHC) project helps Detroit residents living significantly below the federal poverty line whose basic needs were further exacerbated by the COVID-19 pandemic. The project helps to address gaps in access to transportation, housing, and basic resources that have been widened during the pandemic. The CHC is a high-touch, customer service-driven social service advocacy agency created to bridge the program silos, increase accessibility, and fill knowledge gaps that contribute to disproportionate COVID-19 outcomes in Detroit. American Rescue Plan Act of 2021 (ARPA) funding will be used to expand and provide wraparound service assistance to a number of targeted groups. CHC Case Managers and Community Health Workers visit with clients, and their families, on a weekly basis to help resolve any immediate needs observed, emergency needs expressed, and household needs uncovered. CHC operates using a holistic wraparound service model that includes collecting documentation, completing applications, tracking the status of each referral, and staying with the resident/family throughout the process to ensure that households actually get the help they need to meet their self-sufficiency goals.

Through this model, CHC will facilitate the reduction of service silos by leading collaborations between Detroit's social services agencies more holistically, and efficiently addressing the needs of Detroit residents with significant household barriers, pooling resources to address high levels of resident needs, and expediting service delivery through restorative policy and procedure implementation.

The CHC collaborates with a number of external partners and provides expedited program entry for its participants, including a clear path for service delivery with the following agencies:

- State and Federal Entitlement Programs with the State of Michigan, Michigan Department of Health and Human Services
- Employment opportunities for individuals with disabilities with Michigan Department of Labor and Economic Opportunity – Michigan Rehabilitation Services
- Mental health, behavioral health, and substance abuse programming with Detroit Wayne Integrated Health Network (DWIHN)
- Employment and employment readiness programming with Detroit at Work

- Individual and household needs programming with Wayne Metro Community Action Agency
- Utility assistance with The Heat and Warmth Fund (THAW)
- Energy efficiency and healthy home repair assistance with DTE Energy
- Federally subsidized housing with Detroit Housing Commission
- Individual and household needs programming with Matrix Human Services
- Tenant rights and housing assistance with United Community Housing Coalition
- Utility assistance with The Human Utility
- Economic mobility programming with Financial Empowerment Centers,
- Temporary Housing Providers – All Things Women, Clay Castle Homes, Lakeridge Apartments, Rivertown Inn and Suites
- Legal assistance from Wayne County Neighborhood Legal Services
- Senior support resources with Detroit Area Agency on Aging
- Home purchase and property development with Detroit Land Bank Authority
- Food assistance with Gleaners and other food banks
- Program evaluation from University of Michigan Poverty Solutions

This program has been in operation since November 2020. The added capacity as a result of ARPA funding began January 1, 2022 and has produced the following results. as shown in Figure 65

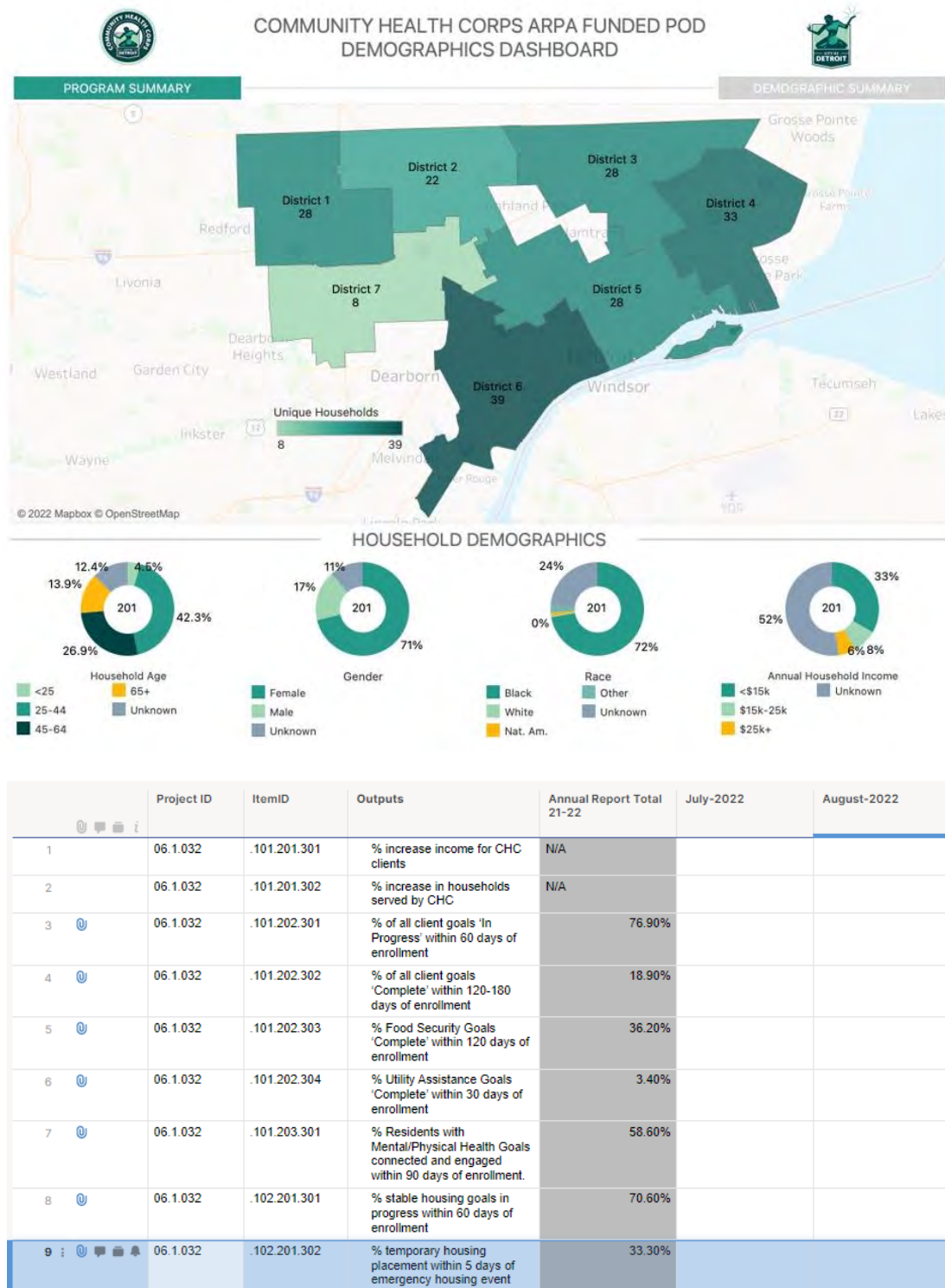


Figure 79: Community Health Corps dashboard

In addition to granular internal data being tracked on an individual client basis, the University of Michigan Poverty Solutions is conducting the program evaluation in

three phases, which will provide crucial data on resident progression, stability, and self-reported success measures.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 80 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Community Health Corps

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOAL

- To alleviate the poverty tied to poor health risk factors by expanding wraparound service assistance to Detroit residents living significantly below the federal poverty line.
- Facilitate the reduction of service silos by leading collaborations between Detroit's social services agencies, more holistically and efficiently addressing the needs of Detroit residents with significant household barriers, pooling resources to address high levels of resident needs, and expediting service delivery through restorative policy and procedure implementation.

NEAR-TERM OUTCOMES

- Increase capacity in the number of household served by 50% (additional 200 cases)
- Increase self reported quality-of-life by CHC clients (85% of total)
- Increase health rating for CHC clients (85% of total)
- Improvement in stability self-reported by CHC clients (85% of total)

OUTPUTS

- # of cases established in POD 3
- 80% of all client goals 'In Progress' within 60 days of enrollment
- 70% of all client goals 'Complete' within 120-180 days of enrollment
- 70% Food Security Goals 'Complete' within 120 days of enrollment
- 80% Utility Assistance Goals 'Complete' within 30 days of enrollment
- 70% Residents with Mental/Physical Health Goals connected and engaged within 90 days of enrollment.
- 80% stable housing goals in progress within 60 days of enrollment
- 80% temporary housing placement within 5 days of emergency housing event

Figure 80: Long-Term Goals, Near-Term Outcomes, and Outputs – Community Health Corps

Evidence

An evaluation of the Community Health Corps program will be completed by an independent evaluator. At this time the evaluator has not been selected and the scope of the evaluation/criteria is to be determined.

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$0 (as a project evaluation is being conducted, project funds are not allocated to evidence-based interventions)

Project Methods Summary. The Community Health Corps is a social service advocacy agency that is expanding wraparound service assistance to a number of

targeted groups such as: Grow Detroit's Young Talent (GDYT) students and their families; seasonal workers who are part of the Skills for Life program; seasonal workers laboring for General Services Department (GSD) and Department of Public Works (DPW); and flood victims with Homeowner's Property Tax Assistance Program (HPTAP) criteria.

Supporting Evidence Base. While evaluation will be performed, there is ample evidence that this type of program is effective. Community health workers have a variety of roles that allow them to be a bridge between clients and health-supporting resources in the community. These roles generally involve primary prevention through services such as client needs assessments, referrals to resources, care coordination, chronic disease management, and more. According to the Centers for Disease Control and Prevention (CDC), such services have been shown to make important contributions for low-income and other at-risk target groups, including through door-to-door services.

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 81: Project schedule - Community Health Corps

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs are presented in the Planned Performance Outcome section. Table 31 shows key performance indicators or outputs available to report as of June 30, 2022.

Please refer also to the Project Schedule section for intended activities.

Table 31: Project Key Performance Indicators - Community Health Corps

Description	Outcomes / Outputs
80% temporary housing placement within 5 days of emergency housing event	Yes - Goal achieved for this period
80% of all client goals 'In Progress' within 60 days of enrollment	Yes - Goal achieved for this period
70% of all client goals 'Complete' within 120-180 days of enrollment	Yes - Goal achieved for this period
70% food security goals 'Complete' within 120 days of enrollment	Yes - Goal achieved for this period
80% utility assistance goals 'Complete' within 30 days of enrollment	Yes - Goal achieved for this period
70% residents with mental/physical health goals connected and engaged within 90 days of enrollment	Yes - Goal achieved for this period
80% stable housing goals "In Progress" within 60 days of enrollment	Yes - Goal achieved for this period

References

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ACE Arts Alley Initiative

Project Identification Number: 851301

Funding Amount: \$2,993,975

Project Expenditure Category: EC 2.22: Negative Economic Impacts - Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

The Arts Alley Initiative transforms five alleys across Detroit, using arts and culture as catalysts for neighborhood improvement. Led by the City of Detroit's Office of Arts, Culture, and Entrepreneurship (ACE), the project addresses deficiencies long present in the city's neighborhoods, made newly urgent in the wake of the COVID-19 pandemic: lack of access to safe green spaces, inadequate maintenance of infrastructure exacerbating blight and flooding, and a dearth of opportunities and support for the city's creative workforce. Specifically, the Arts Alley Initiative takes underutilized residential and commercial alleys and overhauls them with new surfacing, landscaping, and pedestrian and community amenities, while partnering together local artists with residents to imbue these improvements with a sense of history, beauty, and imagination.

The project will use American Rescue Plan Act of 2021 (ARPA) funds to address the disparities revealed and worsened by the COVID-19 pandemic through two parallel approaches: capital improvements to the built environment responding to community needs; and art installations and activations designed in partnership with community stakeholders. This dual approach works to improve both physical and social conditions that influence the social determinants of health in each of the alley's communities.

The Arts Alley Initiative builds off of the precedent of the Alley Cleanup Program, a project of the City of Detroit's General Services Department and the Department of Neighborhoods that has cleared debris and trimmed brush in approximately 2,000 alleys across the city. Beyond simply activating cleared alleys, however, the Arts Alley Initiative relies on the local knowledge of a community partner in each alley site (generally a nonprofit, a community block club, or a business association) with a track record of support or emergency responses in the neighborhood. These partners will be key in linking the design of the improvements to critical community needs. This dynamic is meant to ensure that the project improves the relationship between the built environment and its social structure, which will affect the recovery of the residents in each neighborhood involved.

Preliminary engagement has been conducted with community partners and residents at each of the five alley sites. The results of this engagement have raised the need for outdoor gathering spaces, educational spaces closer to home, small business pop-up opportunities, localized flooding mitigation to keep water out of

backyards and basements, and cultural preservation and place-keeping strategies to process and recover from the harm and trauma caused by the pandemic.

The City has contracted the design and engineering team responsible for participating in community engagement led by ACE, conducting site analysis and geotechnical and environmental studies, creating schematic designs and construction documents, refining the project budget and schedule, and assisting in developing the Request for Proposal (RFP) for the General Contractor. The General Contractor will be procured in late 2022, and be responsible for budgeting, scheduling, and delivering all capital improvements to the alley sites, in line with the site analysis and construction documentation provided by the design and engineering team. Visual artists and project fellows will be procured separately beginning in summer of 2023, at the conclusion of the General Contractor's capital improvements to each alley and will be responsible for the design and installation of artistic components, as decided in community engagement led by ACE. The project is expected to be complete by fall 2024.



Figure 82: Relationship of Partners for the ACE Arts Alley Initiative

In addition to the green spaces provided, the program will spur neighborhood revitalization by engaging the community partners and residents to embrace improved alleys and programs and maintain the spaces. The completed alleys will reinvigorate the local creative economy of each neighborhood, where artists have new work opportunities and are better connected with the various businesses and community groups in the area; residents spearhead their own creative projects; and all benefit from increased corporate and philanthropic attention to their efforts to improve their community through arts and culture. The alleys will also highlight

creativity and promote cultural preservation. New talent is found through the creative community engagement strategies, and the opportunities generated in the process convince residents young and old to pursue creative opportunities. The history and stories of each neighborhood are represented and preserved through the art created and promoted by both the City and media locally and nationally. Community partners and residents use that promotion to secure resources for the improvement of their neighborhood.

The City is excited about the program and looks forward to sharing the outputs and outcomes of the program once it is in full production.



Figure 83: Pre-design site visit to Old Redford Alley



Figure 84: Pre-design site visit to Dabis Alley

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 85 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

ACE Arts Alley Initiative

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOALS

- Spur Neighborhood Revitalization
- Mitigate Localized Flooding
- Highlight Neighborhood Creativity and Promote Cultural Preservation
- Create opportunities for Creative Workforce

NEAR-TERM OUTCOMES

- Increase in work opportunities for local artists
- Increase in stormwater retained from sewers
- Increase in safe and accessible gathering spaces
- Increase in positive feedback regarding opportunities for creative work generated in the City
- Increase in positive feedback regarding the project, community, its partners, and City's involvement in neighborhood investment
- Increase in opportunities to engage local residents and youth
- Increase in green space and foliage
- Increase in educational resources available to community members
- Increase in community involvement around the neighborhoods creative culture
- Increase in community gatherings held in alley sites
- Increase in art installations celebrating the historic and cultural significance of communities
- Increase in adoption of community-scale flood mitigation strategies
- Increase in activated alley space

OUTPUTS

- Artist and community feedback regarding project impact on creative opportunities available
- Community partner and resident feedback regarding project impact on neighborhood creativity
- Community spaces created within alley sites
- Gallons of stormwater diverted from alley sewer system
- Number of art installations
- Number of art installations highlighting the community and its history
- Number of collaborations between artists and community partners beyond commissions for the project
- Number of commissions completed by Detroit Artists in alley sites
- Number of community engagement events
- Number of community gatherings held in alley sites
- Number of community-led flood mitigation strategies implemented in surrounding neighborhood
- Number of creative projects carried out by community
- Number of educational features regarding flood mitigation strategies installed
- Number of flood mitigation strategies implemented
- Number of new art installations within alley sites
- Number of new plantings
- Number of new recreation and education programs within alley sites
- Number of opportunities created for youth engagement in the arts
- Number of positive media reports covering the project
- Number of projects replicated elsewhere in surrounding neighborhoods
- Number of vacant lots activated adjacent to alley sites
- Scope positive media reports covering art installations
- SF of new greenspace

Figure 85: Long-Term Goals, Near-Term Outcomes, and Outputs – ACE Arts Alley Initiative

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. The ACE Arts Alley Initiative seeks to transform five alleys across Detroit using arts and culture as catalysts for neighborhood improvement. The project addresses deficiencies in the community, including a lack of access to safe green spaces, inadequate maintenance of infrastructure exacerbating blight and flooding, and a dearth of opportunities and support for the city's creative workforce.

Supporting Evidence Base. The Trust for Public Land's *Toolkit for Health* (Clarke and Vest, 2020) and *Arts, Parks & Equity* and *Creating Healthy Communities Through Cross-Sector Collaboration* (Sonke et al., 2019) from the University of Florida Center for Arts in Medicine, Johns Hopkins, Harvard, the University of Louisville, and Tulane emphasize local practitioners to "use art, culture, and parks as central tools for place-based health interventions." Informed by existing literature, authors of both reports note that layering health services (exercise classes, health fairs, etc.), with cultural amenities (parks, community centers, etc.) can improve community accessibility and social cohesion, which have been shown to improve public health benefits.

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

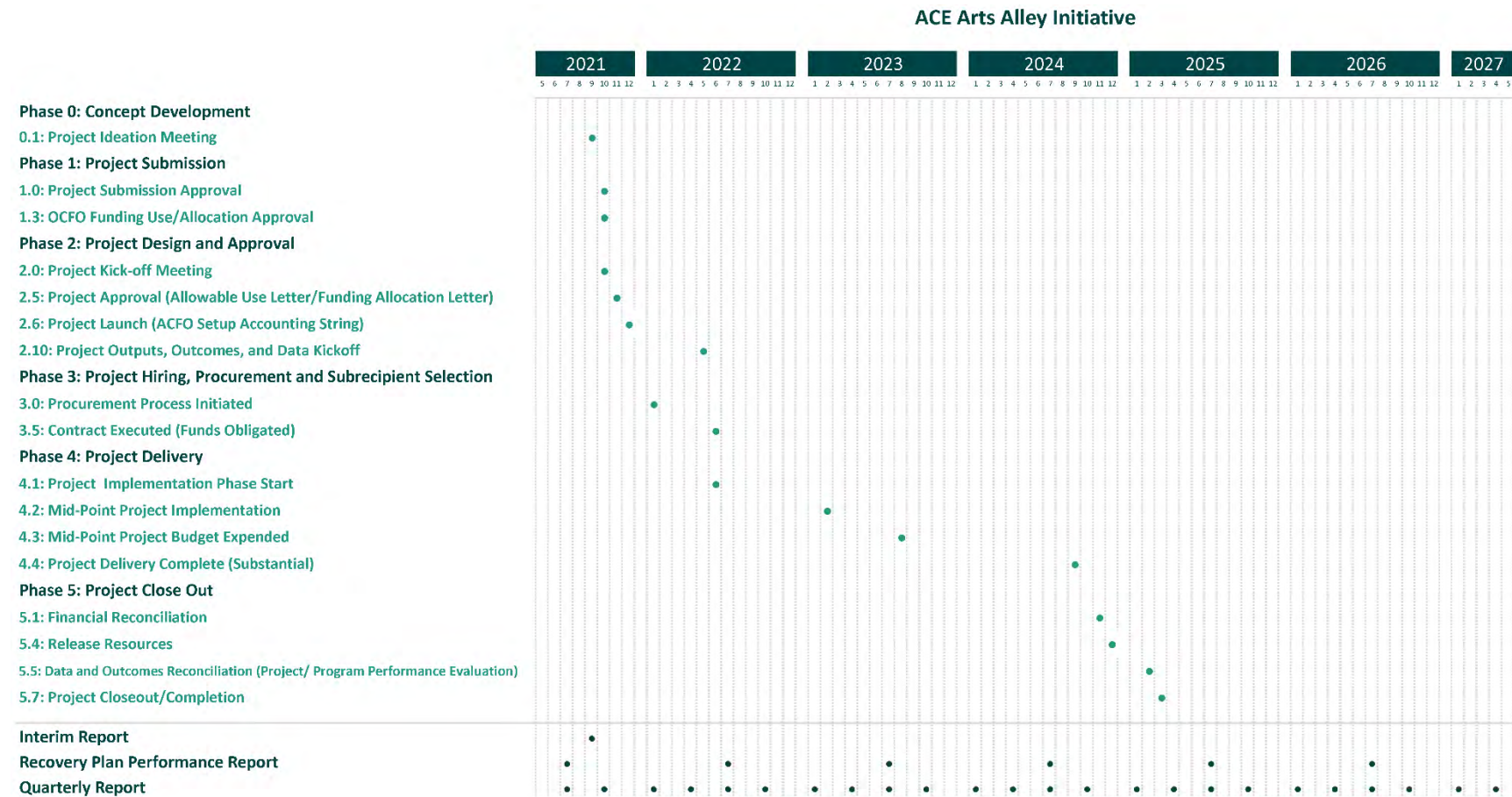


Figure 86: Project schedule – ACE Arts Alley Initiative

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- A community-wide newsletter is under development to kickoff stakeholder engagement efforts
- The engineering firm is beginning preliminary site analysis.

References

Clarke M, Vest G (2020). *The Toolkit for Health, Arts, Parks & Equity*. The Trust for Public Land.

Sonke, J, Golden, T, Francois, S, Hand, J, Chandra, A, Clemmons, L, Fakunle, D, Jackson, MR, Magsamen, S, Rubin, V, Sams, K, (2019). *Creating Healthy Communities through Cross-Sector Collaboration*. University of Florida Center for Arts in Medicine

Chandler Park Athletic Fieldhouse

Project Identification Number: 850701

Funding Amount: \$12,117,698.48

Project Expenditure Category: EC 2.22: Negative Economic Impacts - Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

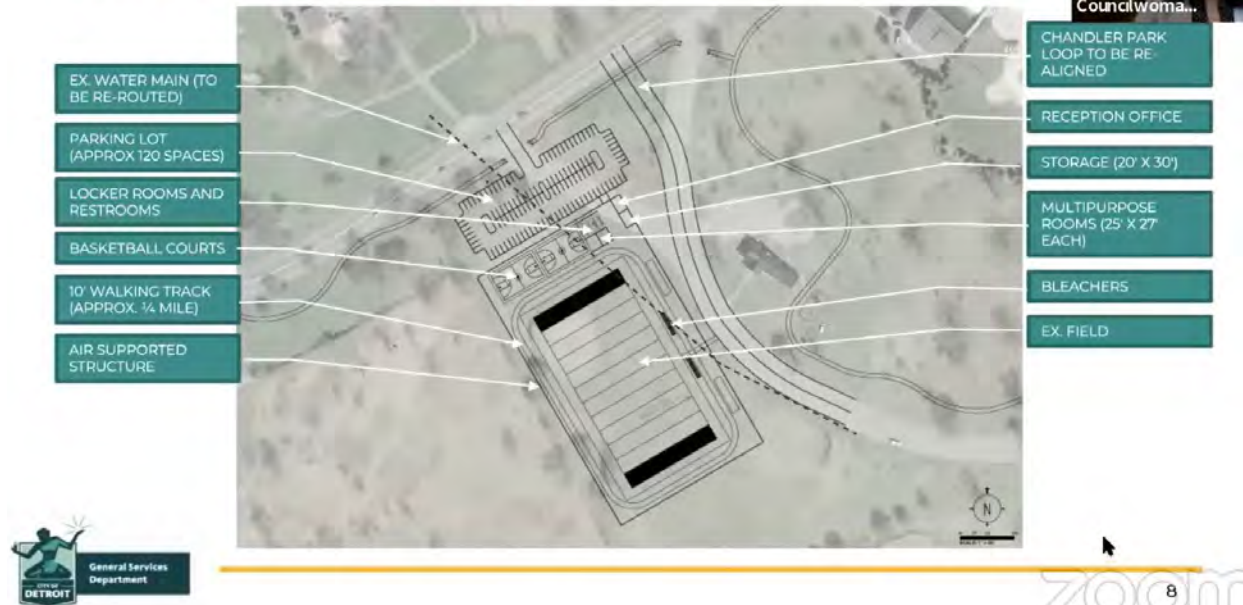
The Chandler Park Athletic Fieldhouse will improve the quality of life for Detroiters by creating a new fieldhouse to provide residents with indoor recreation and athletic activities and fill an existing gap in the city recreation center service area. Access to quality facilities will support year-round recreation opportunities and wrap-around services, which will help improve the wellness of Detroiters by promoting a healthier living environment and socialization (see Figure 87 and Figure 88).



Source: [City of Detroit, 2022](#)

Figure 87: Chandler Park will offer year-round sports inside a climate-controlled fieldhouse

Conceptual Layout



Source: Online video: (https://www.facebook.com/watch/live/?ref=watch_permalink&v=340808441343285)

Figure 88: Image from the 3/31/22 community meeting showing a conceptual plan of the Chandler Park facility

By expanding the service area of the Detroit Recreation Center network, the facility will increase access to community resources such as sports amenities, wellness programs, food distribution programs, art classes, cultural activities, health education, financial literacy programs, and public services. The project will expand the number of Community Recreation Centers, part of a City initiative to construct three new recreation centers and renovate eight more (City of Detroit, 2022). This will be the first City Recreation Center in Detroit City Council District 4 and will therefore provide important recreational and community services to east-side residents in District 4, including providing a community meeting space (see Figure 89).

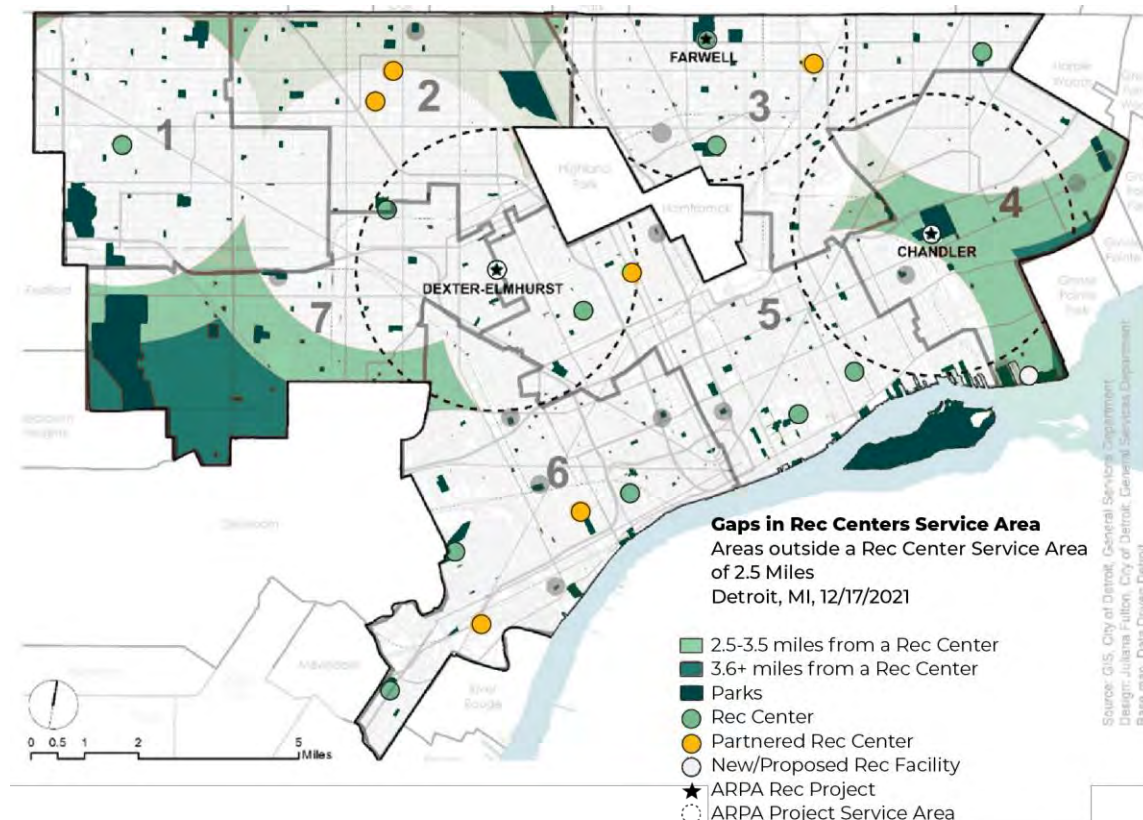


Figure 89: Map of Detroit's Community Recreation Centers highlighting ARPA projects

This project is being managed by the City of Detroit's General Services Division Capital Unit, which is responsible for the design and construction services contracts. They are responsible for overseeing the entire construction scope of the project, from writing the scope of work, to managing the contracts, overseeing the design, and managing the construction, budget, and timeframe. The Capital Unit will be supported by the Public Space Planning Unit, which is responsible for community engagement during the design phase, and the Landscape Design Unit, which leads the park and site design.

The City has worked closely with the Chandler Park Conservancy (CPC) in the development of this project to ensure development follows the CPC's masterplan and overall goals for the park (Chandler Park Conservancy, n.d.). CPC is a nonprofit that was formed in 2014 to develop and offer educational, recreational, and conservation programming in the park. In recent years, CPC has also been key in the development of physical amenities to the park by fundraising to build the football/lacrosse field, tennis courts, stormwater management marshland, and fitness equipment; currently, CPC is in the process of building a skatepark.

All recreation projects will be through the design-bid-build process, which will include an open bid process for both Architectural/Engineering (A/E) services and

construction services, as well as a separate furniture, fixture, and equipment (FFE) purchase. The following is the current project timeline:

- Bid for A/E Services: March 2022 – June 2022
- A/E Services: June 2022 – April 2023
- Bid for Construction: April 2023 – July 2023
- Construction: July 2023 – September 2024
- Completion Milestone: Fall 2024

The professional services for design bid will request a qualified firm to provide facility assessment, landscape architecture and architectural services, construction documents, cost estimation, and community engagement for the renovation and expansion of each project. The selected awardee and/or awardees will be responsible for project administration, community engagement and collaborative design sessions, site analysis, building assessment, programming and maintenance planning, schematic design, design development, FFE design, construction documents, and construction administration.

Once the A/E services have been completed, the City plans to put out an open bid for the individual projects. The selected contractors will implement the approved designs, providing all labor, materials, supervision, and other services that are necessary to accomplish the project. The scope includes, but is not limited to demolition, carpentry, finishes, mechanical, electrical, plumbing, concrete work, security system, fire alarm systems, landscape, and site work.

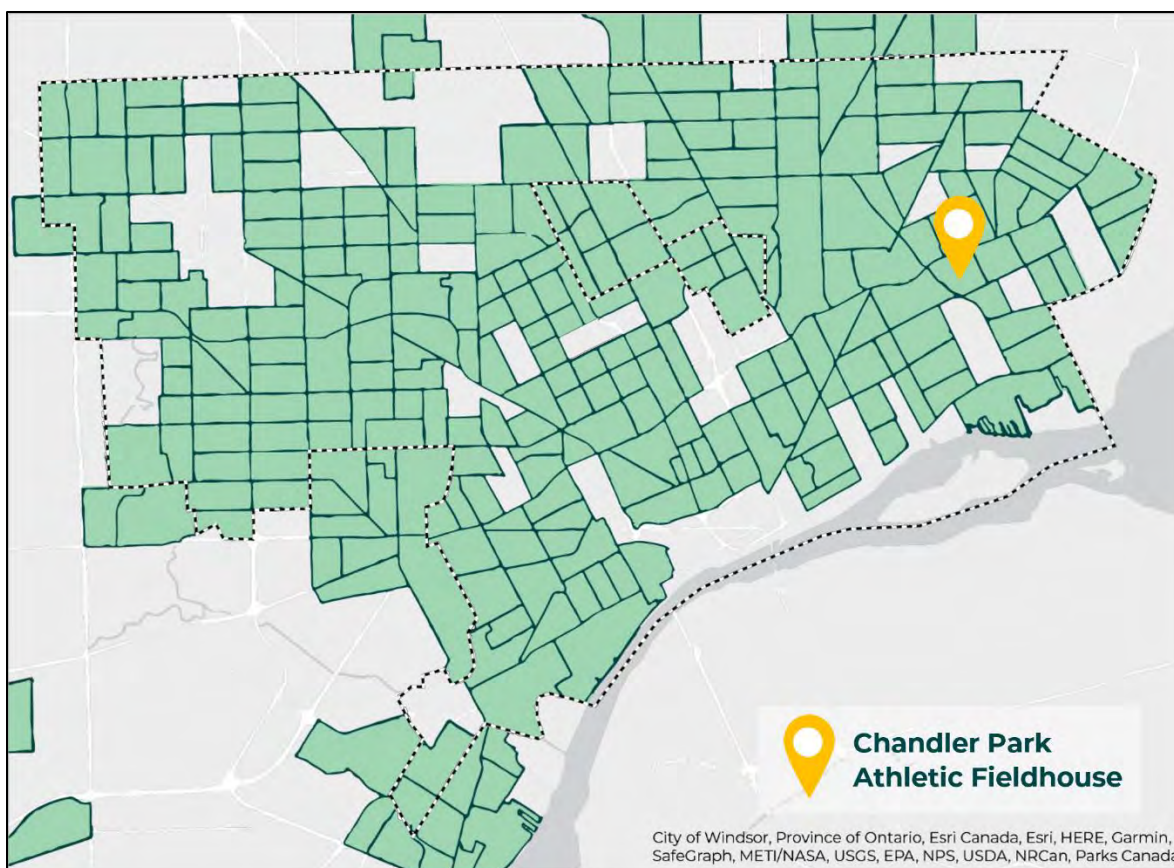


Figure 90: Location of the Chandler Park Athletic Fieldhouse project on a map showing U.S. Department of Housing and Urban Development Qualified Census Tract areas (shaded) in Detroit

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 91 shows the project long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Chandler Park Athletic Fieldhouse

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOAL

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

NEAR-TERM OUTCOMES

- Increased community participation and engagement in the Recreation Center system resulting from expansion of services.
- Completion of the new Chandler Park Athletic Fieldhouse 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 Fieldhouse.

OUTPUTS

- # of completed community engagement sessions for design development
- # of new memberships after completion of new facility
- # of programs, services, and partnerships utilizing the new Community Recreation Center
- # of public events and community meetings held
- # of visits to the Chandler Park Athletic Fieldhouse after completion of new facility
- % completion of construction for the Recreation Center project and surrounding landscape
- % completion of design for the Recreation Center project and surrounding landscape

Figure 91: Long-Term Goals, Near-Term Outcomes, and Outputs – Chandler Park Athletic Fieldhouse

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. Three recreation centers and their programs will be expanded: Chandler Park Athletic Fieldhouse, Dexter-Elmhurst Recreation Center, and Farwell Recreation Center. These expansions will increase access to community resources such as sports amenities, wellness programs, food distribution programs, art classes, cultural activities, health education, financial literacy programs, and public services.

Supporting Evidence Base. Expanding an existing recreation center and program allows for the leveraging of a gym's connections with their communities, as substantiated by the Office of the Assistant Secretary for Health's National Youth Sports Strategy (U.S. Department of Health and Human Services, 2019).

Community and recreation centers strengthen social connections, reduce social isolation, and improve health and well-being among participants (University of Wisconsin Population Health Institute, n.d.).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

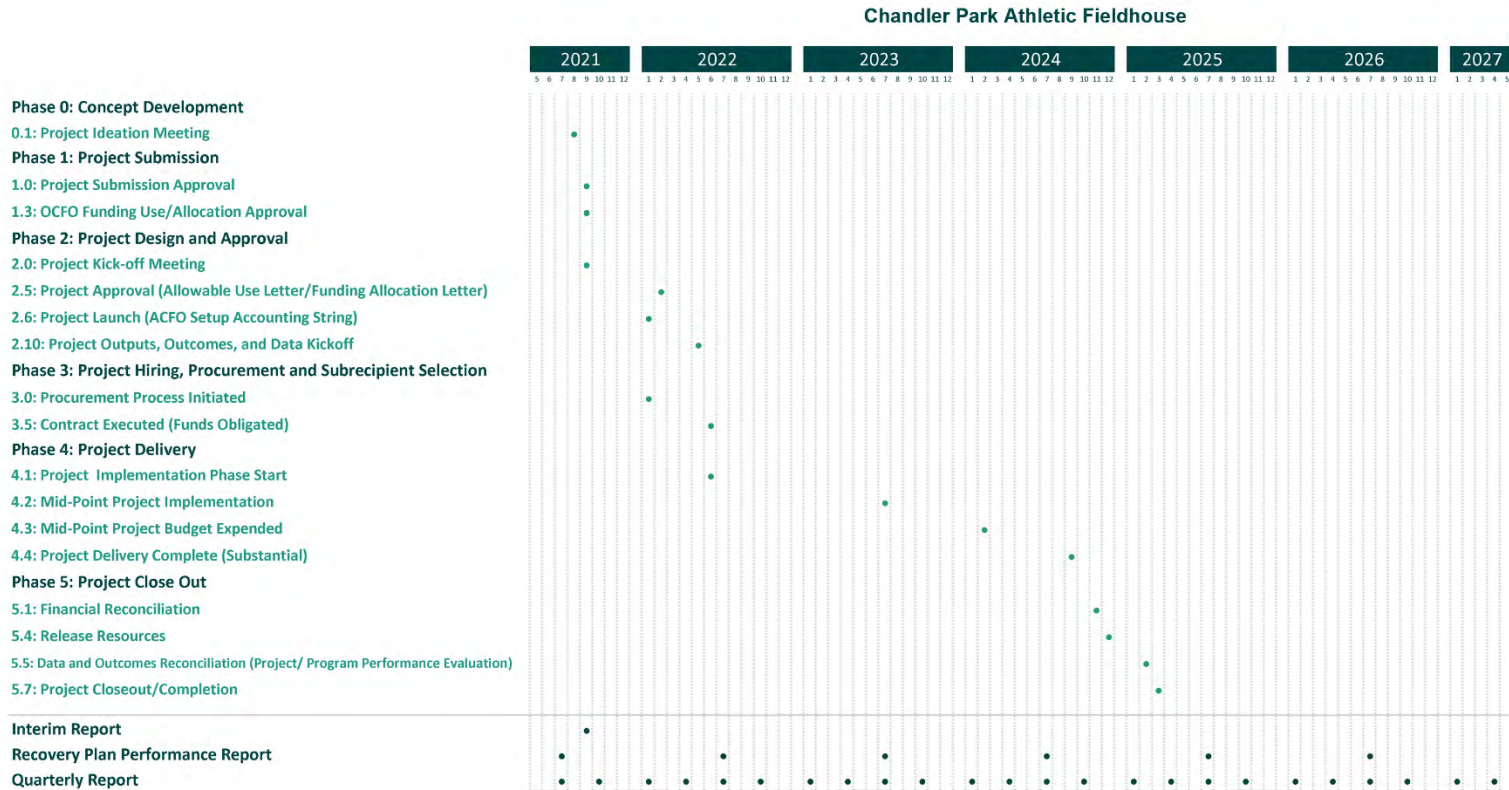


Figure 92: Project schedule – Chandler Park Athletic Fieldhouse

Performance Reporting

This section describes the performance management tracking required to measure the overall intended results of the project. Key performance indicators or outputs are noted below.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- The contract for Design Services was recently approved by Detroit's City Council, and the design contract began on June 24, 2022.
- The first community engagement performed for this project was conducted on March 31, 2022.

References

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City of Detroit. 2022. Detroit investing \$45M, including \$30M in ARPA funds, to renovate 8 recreation centers, open 3 more. <https://detroitmi.gov/news/detroit-investing-45m-including-30m-arpa-funds-renovate-8-recreation-centers-open-3-more>

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University of Wisconsin Population Health Institute. No date. County Health Rankings & Roadmaps. https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/community-centers#footnote_8

Farwell Recreation Center Gym

Project Identification Number: 850703

Funding Amount: \$4,024,909.73

Project Expenditure Category: EC 2.22: Negative Economic Impacts - Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

This project expands the existing Farwell Recreation Center by constructing a new gymnasium with locker rooms, which will provide new activities and sport programs for residents (see Figure 93). Farwell Recreation Center is currently 24,000 square feet (sf), and the plan is to expand roughly 10,000 sf to include a gym with lockers. The project includes site improvements to the park associated with the recreation center, including walking paths, landscaping, seating, and modifications to the tennis facility and parking lot. The design process will include a few community engagement activities to guide the park design and program needs for the gymnasium.



Figure 93: Rendering of the Farwell Recreation Center with a gymnasium addition

The building was built in 2005, and the original plan was to include a gymnasium, but it was omitted due to budget constraints. Farwell is in District 3, which has a higher-than-average youth population density; however, the existing center is mostly used by seniors because there is no gymnasium to provide sports activities and youth-centered programming. For many years, the community has provided consistent feedback requesting a gymnasium. This expansion will dramatically

expand the breadth and volume of services at the center, including year-round indoor athletics and summer camps. Figure 94 shows the location of Farwell Recreation Center in relation to other recreation centers; Figure 95 shows its location on a map showing U.S. Department of Housing and Urban Development (HUD) Qualified Census Tract areas in Detroit.

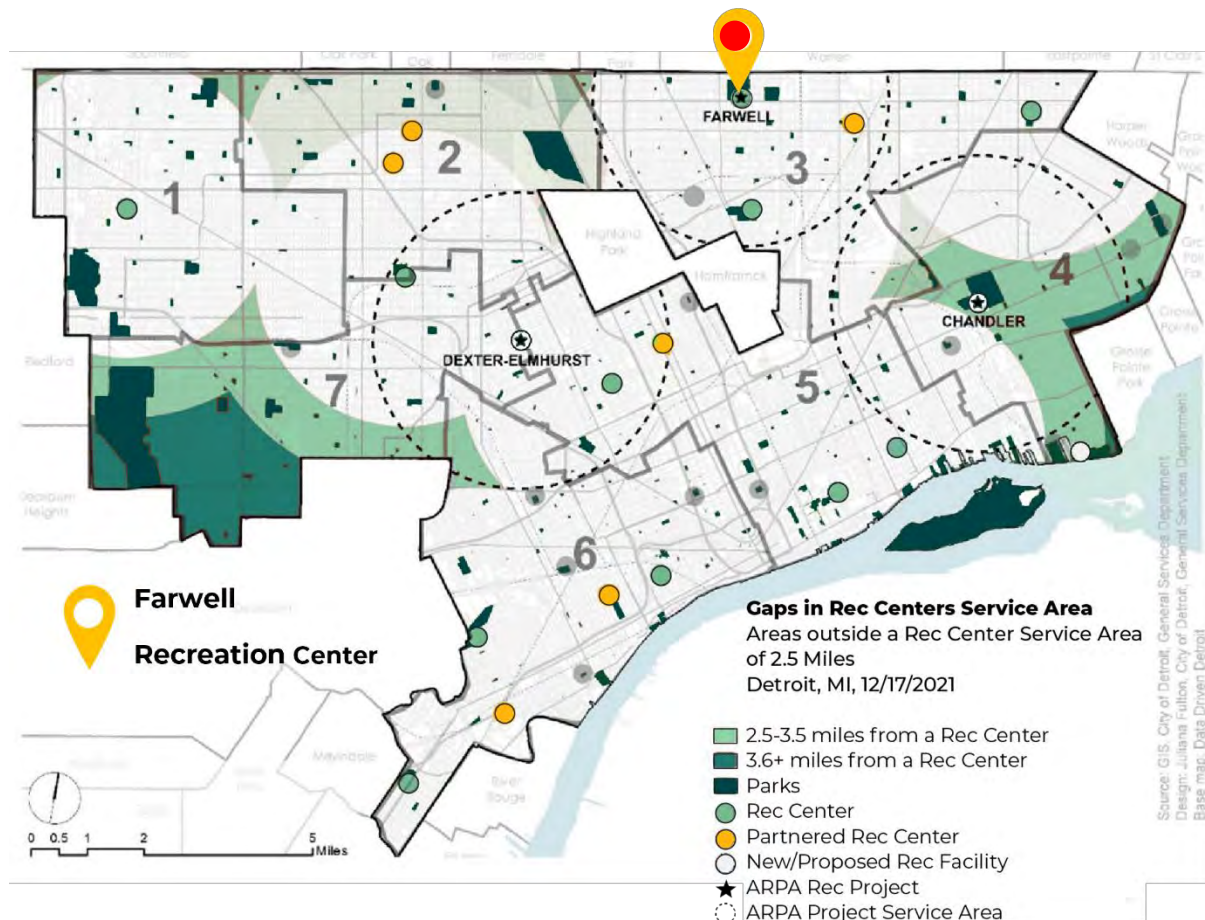


Figure 94: Map of Detroit's community recreation centers, highlighting American Rescue Plan Act of 2021 (ARPA) projects, from the Project Plan

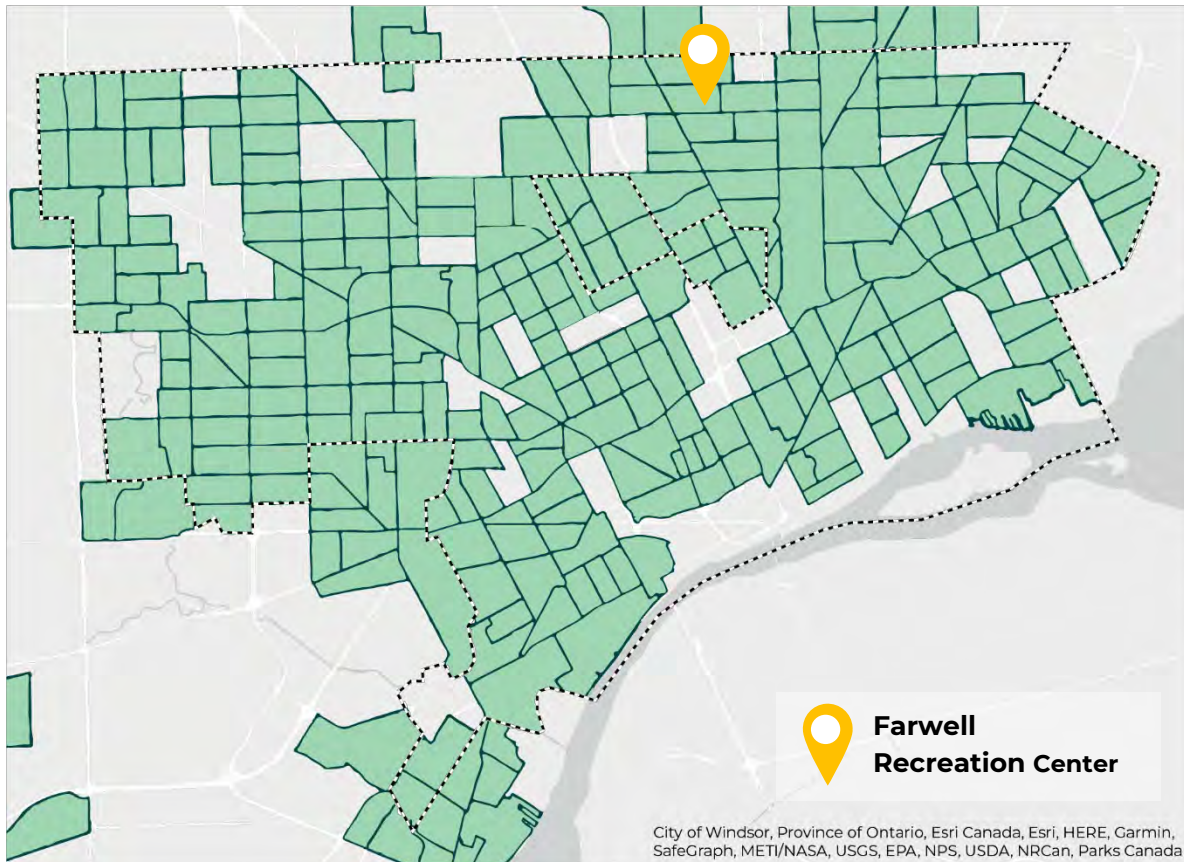


Figure 95: Location of the Farwell Recreation Center project on a map showing HUD Qualified Census Tract (QCT) areas in Detroit.

This project is being managed by the City of Detroit's General Services Department (GSD) Capital Unit, which is responsible for the design and construction services contracts. They are responsible for overseeing the entire construction scope of the project from writing the scope of work, managing the contracts, overseeing the design, managing the construction, budget, and timeframe. The Capital Unit will be supported by the Public Space Planning Unit, which is responsible for community engagement during the design phase, and the Landscape Design Unit, which leads the park and site design.

The project team is working with the Farwell Recreation Advisory Council, a group of residents organized around Detroit Parks and Recreation Department (DPRD) guidelines and bylaws. The group was formed to focus entirely on the Farwell Recreation Center and park, with the purpose of assisting and advising the recreation center in meeting its goal of creating a vibrant community center. The group's focus is to enhance and improve services and visibility of the Recreation Department and establish an ongoing vehicle for community involvement. A quote regarding the Council's current goal: "Our greatest challenge today is procuring funding for our gymnasium: That has been a dream that has been deferred for too long" (Farwell Advisory Council, n.d.).

All recreation projects will be through the design-bid-build process, which will include an open bid process for both Architecture & Engineering (A/E) services and construction services, as well as a separate furniture, fixture, and equipment (FFE) purchase. The following is the current project timeline:

- Bid for A/E Services: March 2022 – June 2022
- A/E Services: June 2022 – April 2023
- Bid for Construction: April 2023 – July 2023
- Construction: July 2023 – September 2024
- Completion Milestone: Fall 2024

The professional services procurement for A/E will request a qualified firm to provide facility assessment, landscape architecture and architectural services, construction documents, cost estimation, and community engagement for the renovation and expansion of each project. The selected awardee or awardees will be responsible for project administration, community engagement and collaborative design sessions, site analysis, building assessment, programming and maintenance planning, schematic design, design development, FFE design, construction documents, and construction administration.

Once the A/E services have been completed, the City plans to put out an open bid for the individual projects. The selected contractors will implement the approved designs, providing all labor, materials, supervision, and other services that are necessary to accomplish the project.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

The contract for Design Services was recently approved by Detroit's City Council and the design contract began on June 24, 2022. The first community engagement performed for this project was conducted on April 6, 2022.

Figure 96 shows the project long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Farwell Recreation Center Gym

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOAL

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

NEAR-TERM OUTCOMES

- Increased community participation and engagement in the Recreation Center system resulting from expansion of services.
- Expanded availability of year-round athletic opportunities, wellness programs, community events, and public services in the expanded facility.
- 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.

OUTPUTS

- # of completed community engagement sessions for design development
- # of new memberships after completion of new facility
- # of programs, services, and partnerships
- # of public events and community meetings held
- # of visits to the recreation center after completion of new facility
- % completion of construction for the Recreation Center project and surrounding landscape
- % completion of design for the Recreation Center project and surrounding landscape

Figure 96: Long-Term Goals, Near-Term Outcomes, and Outputs – Farwell Recreation Center Gym

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. Three recreation centers and their programs will be expanded: Chandler Park Athletic Fieldhouse, Dexter-Elmhurst Recreation Center, and Farwell Recreation Center. These expansions will increase access to community resources such as sports amenities, wellness programs, food distribution programs, art classes, cultural activities, health education, financial literacy programs, and public services.

Supporting Evidence Base. Expanding an existing recreation center and program allows for the leveraging of a gym's connections with their communities, as

substantiated by the Office of the Assistant Secretary for Health's National Youth Sports Strategy (2019).

Community and recreation centers strengthen social connections, reduce social isolation, and improve health and well-being among participants (County Health Rankings, n.d.).

Project Schedule

The project schedule shows milestones completed as of June 30, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

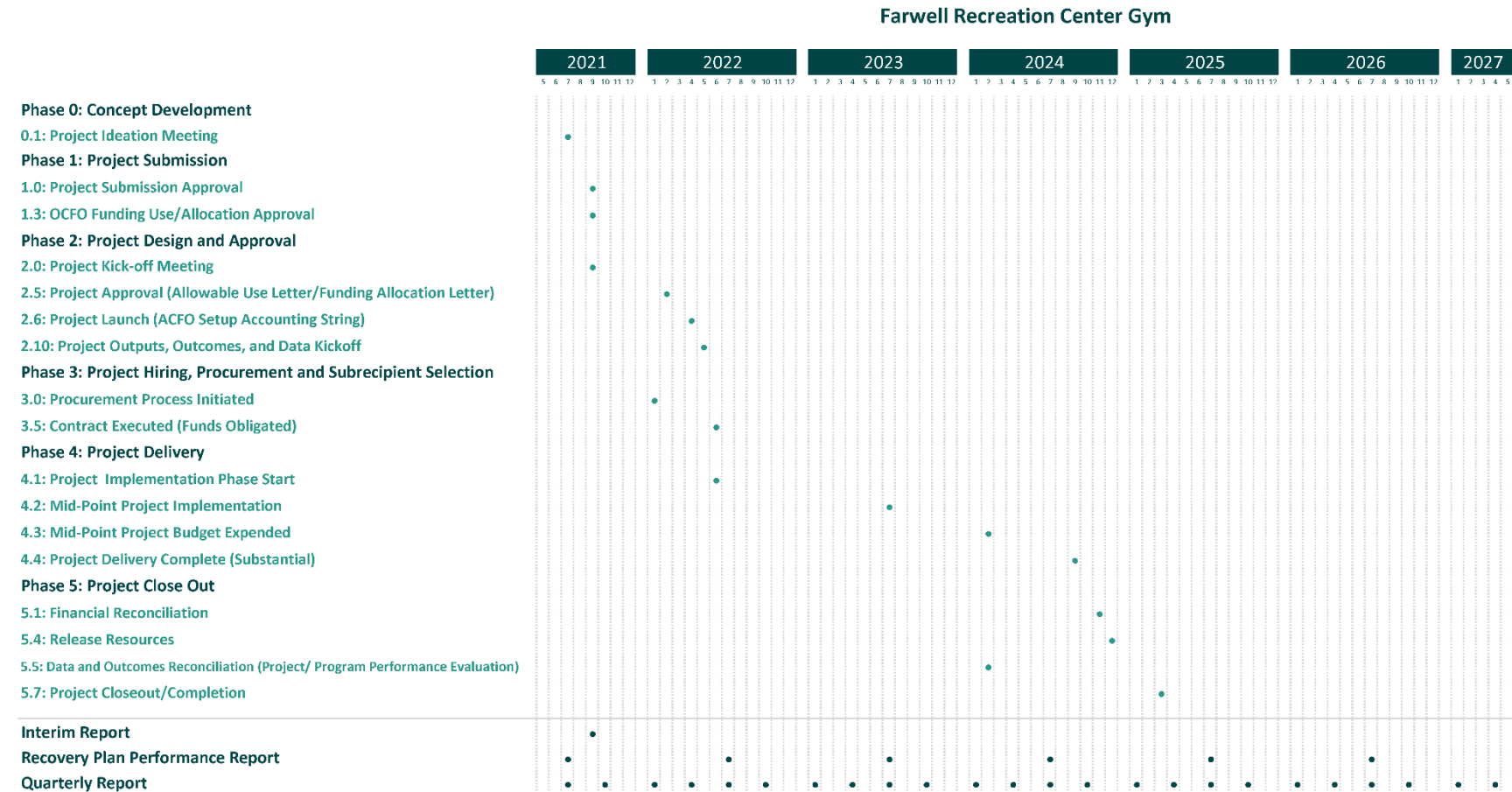


Figure 97: Project schedule – Farwell Recreation Center Gym

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- The city executed a contract for design services for the Farwell Recreation Center Gymnasium expansion in June 2020.
- The first community engagement session was held in spring 2022, and another session will be held including the design team in the fall.

References

Farwell Recreation Advisory Council. No date.

<https://farewellrecreationadvisorycouncil.com/>

U.S. Department of Health and Human Services. 2019. National Youth Sports Strategy. Washington, DC. U.S. Department of Health and Human Services.

https://health.gov/sites/default/files/2019-10/National_Youth_Sports_Strategy.pdf

University of Wisconsin Population Health Institute. No date. County Health Rankings & Roadmaps. https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/community-centers#footnote_8

Neighborhood Beautification Program

Project Identification Number: 850502

Funding Amount: \$1,000,000

Project Expenditure Category: EC 2.22: Negative Economic Impacts - – Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

The Neighborhood Beautification Program will fund neighborhood, property-based projects that fall under three categories: Clean-Up Activities, Community Gardens, and Public Space Activities. The Neighborhood Beautification Project will license or sell land to Detroit-based neighborhood associations, nonprofit organizations, and block clubs to repurpose vacant lots (spaces) to serve as community connectors. Spaces will be 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 and the city. Examples include vacant lot and alley clean up, graffiti removal/ street clean up, litter removal, raised-bed flower gardens, living fences, tree planting, vegetable/community gardens, non-City-owned park improvements, park and playground seating, gathering (pocket parks), playground/park enhancements, art installations, and tree planting. Figure 84 shows an example of a community garden and mural. This Initiative will play a pivotal role in demonstrating the City of Detroit's commitment to its neighborhoods. There will be an application process, and the focus will be for the households and populations residing in Qualified Census Tracts (QCTs).

The City has procured a Subrecipient (Wayne Metro) as a Program administrator to facilitate the application process for the Neighborhood Beautification Project. There are numerous community organizations and partners who will be instrumental in making this project a success. The City's Department of Neighborhoods (DON) is actively promoting the opportunity, and ensuring that community groups understand criteria for funding, identifying potential community groups to apply to the RFP, employing community engagement strategy with Planning and Development Department (PDD); they will conduct ongoing surveys with district residents to gauge success/impediments to the program. The City's Land Bank will identify and provide a list of available lots for the program and facilitate the transfer of the Deed from the City to the Program Administrator.

The PDD will review applications for compliance with zoning regulations and City design guidelines, where necessary, and will identify potential community groups for applying for the RFP and employ community engagement strategy with Department of Neighborhoods. Project permitting for Land Based Projects, as needed will be provided by the Buildings, Safety Engineering, and Environmental Department (BSEED). The Kresge Foundation will provide gap funding to cover activities not eligible with ARPA or Neighborhood Improvement Funds (NIF) General

Funds. Finally, there are the actual beneficiaries (neighborhood associations, nonprofit organizations, block clubs, etc.) who will apply via on-line application process, design and implement the approved project, submit required permits and documents, purchase the land, and reap the benefits of the new space.

According to the Centers for Disease Control and Prevention, Recommendations for Keeping Park and Green Space Accessible for Mental and Physical Health During COVID-19 and Other Pandemics, “Exposure to nature or green space also has positive physical and mental health benefits, including lower rates of heart disease, stroke, obesity, stress, and depression. In fact, exposure to green space, even in a limited setting (e.g., residential city streets in urban areas), is just as beneficial for health as that of visiting a natural setting or large public park.” This program seeks to invest funding in public outdoors spaces in disadvantaged communities that typically see less investments in their neighborhoods. Investing in disproportionately impacted communities will help address the increased health disparities often experienced in low-income communities. Specifically, as detailed in the State and Local Fiscal Recovery Funds (SLFRF) – Final Rule, activities (conversion of unused lots and abandoned spaces) will occur in “qualified census tracts areas or low-income communities to promote healthier living environments.”



Figure 98: Community garden and mural

Source: City of Detroit Beautification Program

Planned Performance Outcomes

Detailed below are the strategic project’s long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit’s American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery

Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 99 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.



Figure 99: Long-Term Goals, Near-Term Outcomes, and Outputs – Neighborhood Beautification Program

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. The Neighborhood Beautification Program will support up to 50 projects that repurpose vacant lots into community connectors with green space.

Supporting Evidence Base. The University of Kansas Center for Community Health and Development's *Community Toolbox for Neighborhood Beautification Programs* describe these efforts as a "strategy to maintain, enhance and/or change the character of [a] neighborhood over the long term" through addressing a variety of issues, including cleanliness, harmony and variety of buildings, condition of individual buildings, unused or potentially dangerous sites, greenery and plantings, parks and other open space, the streetscape, signage, lighting, traffic, parking, and public art." Such programs result in outcomes related to neighborhood pride and ownership, improved quality of life, serve as the base for neighborhood revitalization (i.e., attract new residents, business, entertainment, and culture), improve community health, involve youth and overlooked communities, build stronger neighborhood relationships, and establish community values (University of Kansas, n.d.).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

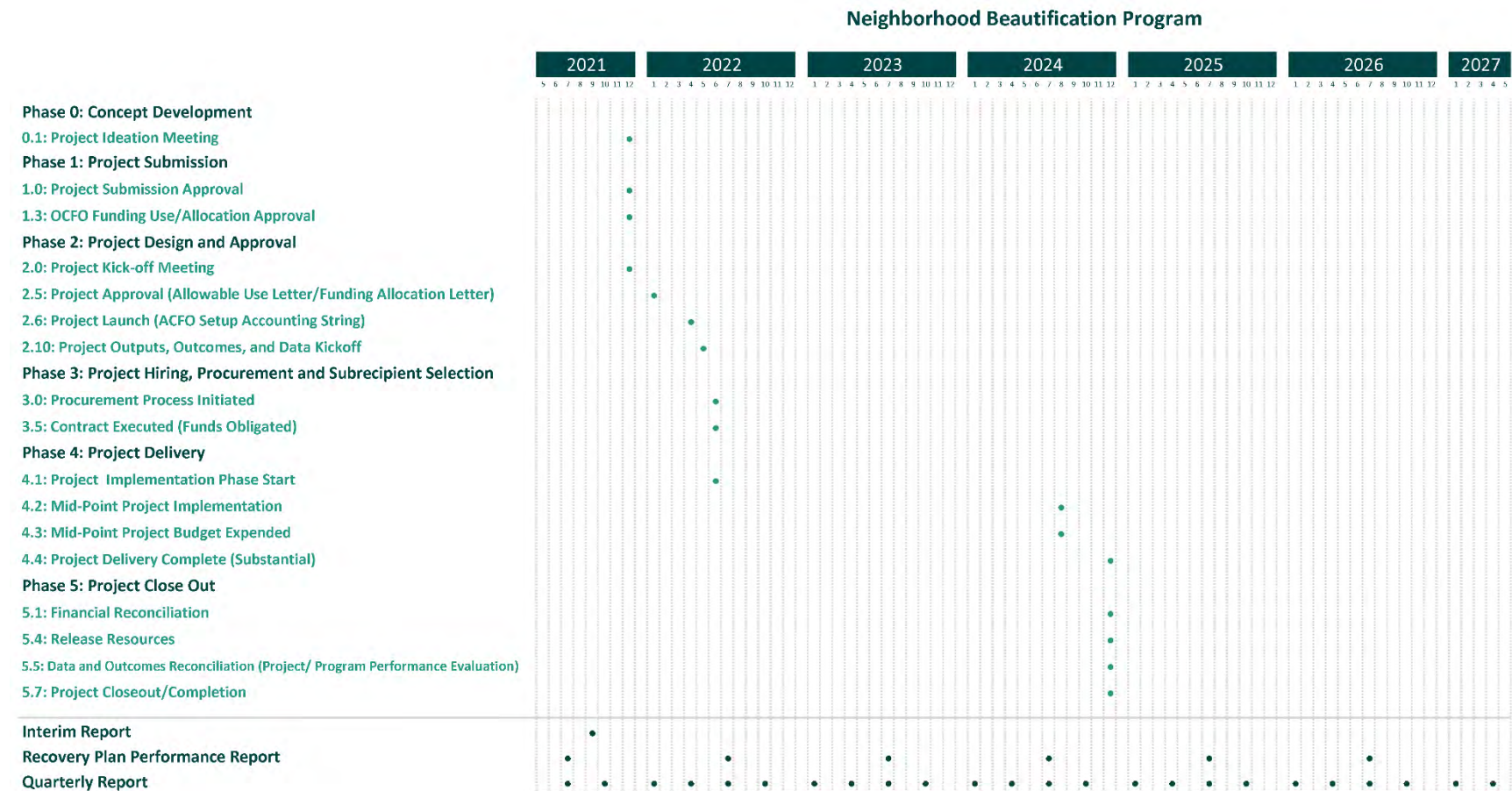


Figure 100: Project schedule – Neighborhood Beautification Program

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- The subrecipient has collected 48 applications as of June 30, 2022.
- The website is: <https://www.waynemetro.org/neighborhood-beautification-grant/>.

References

University of Kansas. n.d. Community Tool Box. Chapter 26, Section 10: Establishing Neighborhood Beautification Programs. <https://ctb.ku.edu/en/table-of-contents/implement/physical-social-environment/neighborhood-beautification-programs/main#:~:text=Neighborhood%20beautification%20can%20improve%20the,their%20safety%20and%20well%2Dbeing.>

Neighborhood Signs

Project Identification Number: 850504

Funding Amount: \$1,512,500.00

Project Expenditure Category: 2: EC 2.22: Negative Economic Impacts - Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

The Neighborhood Signs project seeks to install or refurbish neighborhood welcome signs to foster and build community identity in approximately 209 neighborhoods represented by their Designated Neighborhood Improvement Organization (DNIO). 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. The purpose of this city-wide project is to highlight neighborhood identity and to increase the sense of community among Detroit residents. In addition to benefiting the residents, the project would also help visitors recognize the heritage and unique characteristics of Detroit's neighborhoods. Due to the COVID-19 pandemic, communities have faced an increased sense of isolation. By engaging in this project and its planning process, communities can come back together and reconnect social ties.

As a first step, the City will hire a consultant to develop style and design templates for neighborhood signs that include the recommended messaging, color palette, fonts, font size, and any imagery for signs that can be customized by neighborhoods. The design templates will have flexibility for neighborhoods to customize and express their community's unique identity, while at the same time these signs will have an overall cohesive style that is deployed city-wide. Following this, DNIO groups will be invited to apply for new neighborhood signage based on the guidelines/template developed or to request support in refurbishing existing signs. In the last phase, the City will fabricate and install signs in eligible neighborhoods and provide support with refurbishment in others.

The existing neighborhood signs, some of which are shown below in Figure 101 and Figure 102, are assets to their neighborhoods, and are a model for new signs to be installed under this project.



Figure 101: Photographs of Existing Neighborhood Signs



Figure 102: Photographs of Existing Neighborhood Signs

Throughout the development and implementation of this project, statistical data will be collected on number of engagement events, number of community members and DNIO groups engaged, and number of neighborhood signs refurbished or new signs installed. At the conclusion of this project, a robust geographic information system (GIS) catalogue will be compiled documenting images and location of all existing, refurbished, and new signs.

The project has both internal and external partners. The internal partners include the Planning and Development Department (PDD), which is leading the planning, design, and construction efforts for this project. Detroit General Services Department (GSD) is also collaborating with the Department of Neighborhoods (DON) to ensure community engagement efforts are aligned with broader strategies in the neighborhood and larger community. The Department of Public Works (DPW) will play an advisory role. External partners will be identified during the project. DON will host at minimum eight community meetings to invite DNIO groups to apply for new signs or refurbish existing signs. GSD will host a website through which DNIO groups can apply to the program.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery

Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 103 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

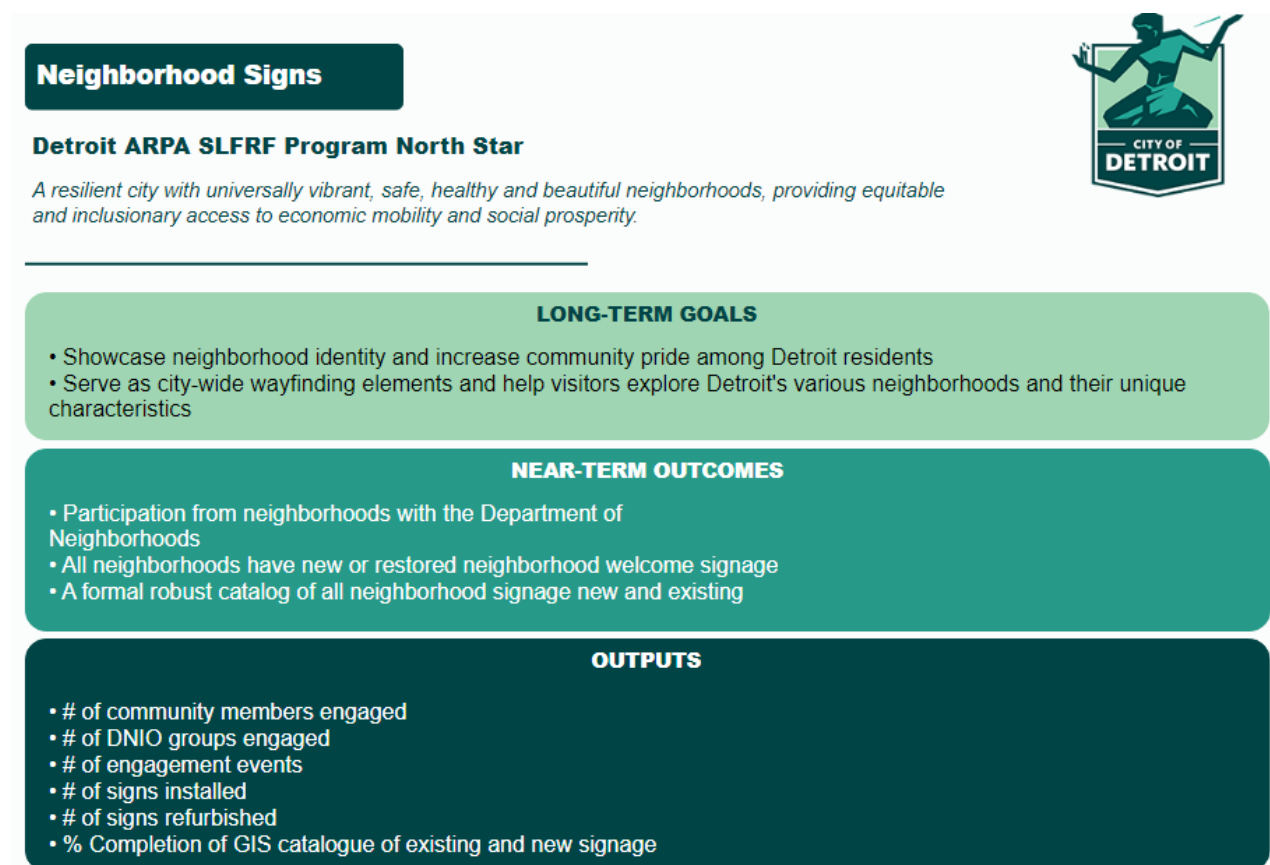


Figure 103: Long-Term Goals, Near-Term Outcomes, and Outputs – Neighborhood Signs

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. The Neighborhood Signs project seeks to install or refurbish neighborhood signs to foster and build community identity.

Supporting Evidence Base. Neighborhood signs will improve wayfinding, build neighborhood brand and identity, and where possible, serve as placemaking

elements (Hunter, 2013). These factors enhance a community's quality of life, because they support economic and commercial vitality, walkability, cycling, and pedestrian and motor vehicle safety; and improve public health through increased walking and cycling, with reduced pedestrian and motor vehicle injuries and fatalities.

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 104: Project schedule – Neighborhood Signs

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

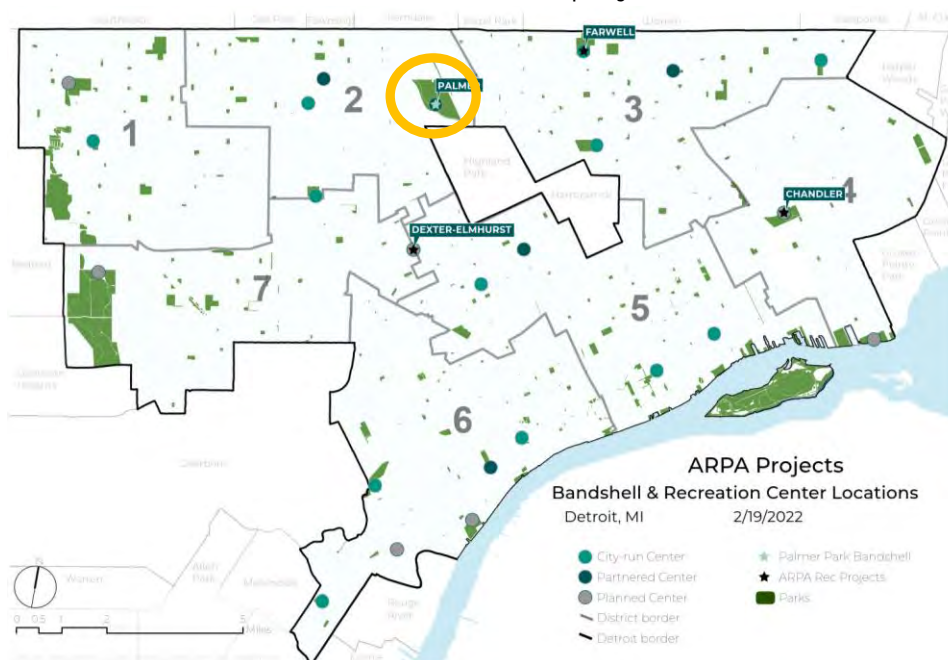
- The request for proposals (RFP) for procurement of the vendor(s) is currently being finalized.

References

Hunter, Rebecca, Stephanie Potts, Rachel Beyerle, Edward Stollof, and Chanam Lee. 2013. "Pathways to Better Community Wayfinding." CDC Healthy Aging Research Network (HAN). https://depts.washington.edu/hprc/wp-content/uploads/2021/02/HAN_Pathways-to-Better-Community-Wayfinding.pdf.

Project Expenditure Category: EC 2.22: Negative Economic Impact - Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

The relocation and restoration of the bandshell to Palmer Park was arranged by the City after a community outpouring of support to save the structure from demolition as the former fairground is converted into a private facility (City of Detroit, 2022). The bandshell's new location in Palmer Park will be a unique asset for the city because most of Detroit's cultural centers, such as theaters and amphitheaters, are clustered at the city's core. The new location brings equitable access to cultural and community events for the communities of northern Detroit. Figure 105 shows the location of the Palmer Park Bandshell project.



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The project scope includes relocating and restoring the bandshell, and improving pedestrian pathways, parking, and restroom facilities. Restoration of the bandshell entails stripping and recladding the structure, which will be placed on a new foundation with a small back-of-house facility. Entrance to the venue will be from Seven Mile Road to a new surface parking lot. The design for the bandshell will accommodate 500 people with 6 feet of social distancing, and approximately 82 parking spots.



Figure 106: Future location of the Palmer Park Bandshell and supporting facilities, which was selected through a series of community conversation

The bandshell will be relocated to a site on the northern side of Palmer Park, adjacent to the Detroit Police Department's 12th Precinct and the Palmer Woods neighborhood (see Figure 106). The General Services Department (GSD) and the Mayor's Office District Manager have already begun the process of engaging the community, with four community meetings that began in May of 2021 (People for Palmer Park, 2021)(see Figure 107). These meetings were designed to understand the needs of the community and what they would like to see in their neighborhood park. Arts and Culture events were overwhelmingly requested to increase neighborhood investment and provide educational opportunities for its residents, specifically, its youth.

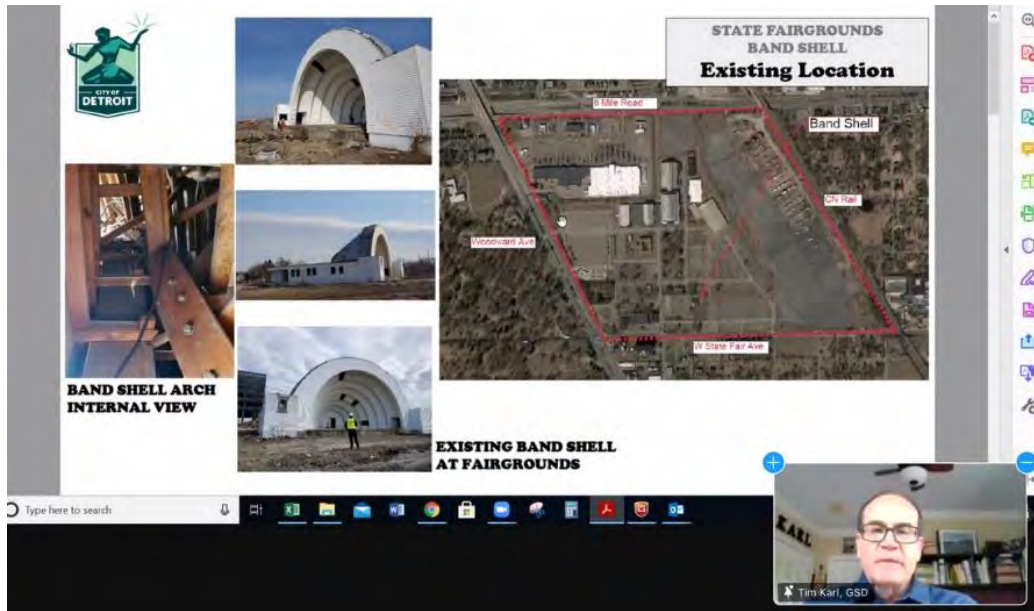


Figure 107: Public meeting on the relocation of the bandshell with GSD Chief of Landscape Architecture, Tim Karl

This project is being managed by the City of Detroit’s GSD Capital Unit, which is responsible for the design and construction services contracts. They are responsible for overseeing the entire construction scope of the project, from writing the scope of work to managing the contracts, overseeing the design, and managing the construction, budget, and timeframe.

The City has been working closely with People for Palmer Park (PFPP), a nonprofit, community-led organization that works closely with the City of Detroit as the “Adopt-a-Park” partner for Palmer Park. The organization provides recreational activities, cultural festivals and community events, and other programming in the park, reaching an audience of over 10,000 each year. PFPP will continue to help spread the word to the community. All community meetings regarding the bandshell have been prepared by the Department of Neighborhoods (DON), with the assistance of GSD and PFPP.

Project Schedule

DON will notify residents of all six neighborhoods that associate themselves with Palmer Park of meetings.

This project will be executed through a Design/Build process in which both A/E services and construction services will be bid at once. The selected Design/Build contractor will be responsible for project administration, community engagement and collaborative design sessions, site analysis, building assessment of the bandshell, programming and maintenance planning, schematic design, design development, construction documents, and construction administration.

The Design/Build contractor will then implement the approved designs, providing all labor, materials, supervision, and other services that are necessary to accomplish the project. The scope includes, but is not limited to site excavation, sub-structure foundation work, carpentry, finishes, mechanical, electrical, plumbing, concrete work, security system, fire alarm systems, landscape, and site work.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 108 shows the project long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Palmer Park Bandshell

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOAL

- 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

NEAR-TERM OUTCOMES

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

OUTPUTS

- # of events hosted by partner organization
- # of events hosted by the City
- # of events hosted by the general public
- # of events that are youth-focused
- # of people attending events
- # of total events held at the new venue
- % completion of construction scope for restoration and relocation of the Bandshell and surrounding amenities
- % completion of design of the site for the Bandshell

Figure 108: Long-Term Goals, Near-Term Outcomes, and Outputs – Palmer Park Bandshell

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. The Palmer Park Bandshell is being restored as a historic structure, representing famous musicians in Detroit. It will serve as an outdoor community event space.

Supporting Evidence Base. Preserving historic landmarks allows for the culture of the community to remain and thrive, according to Section 6 of the University of Kansas' Center for Community Health and Development's Community Tool Box, "Improving Parks and Other Community Facilities" (University of Kansas, 2022).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

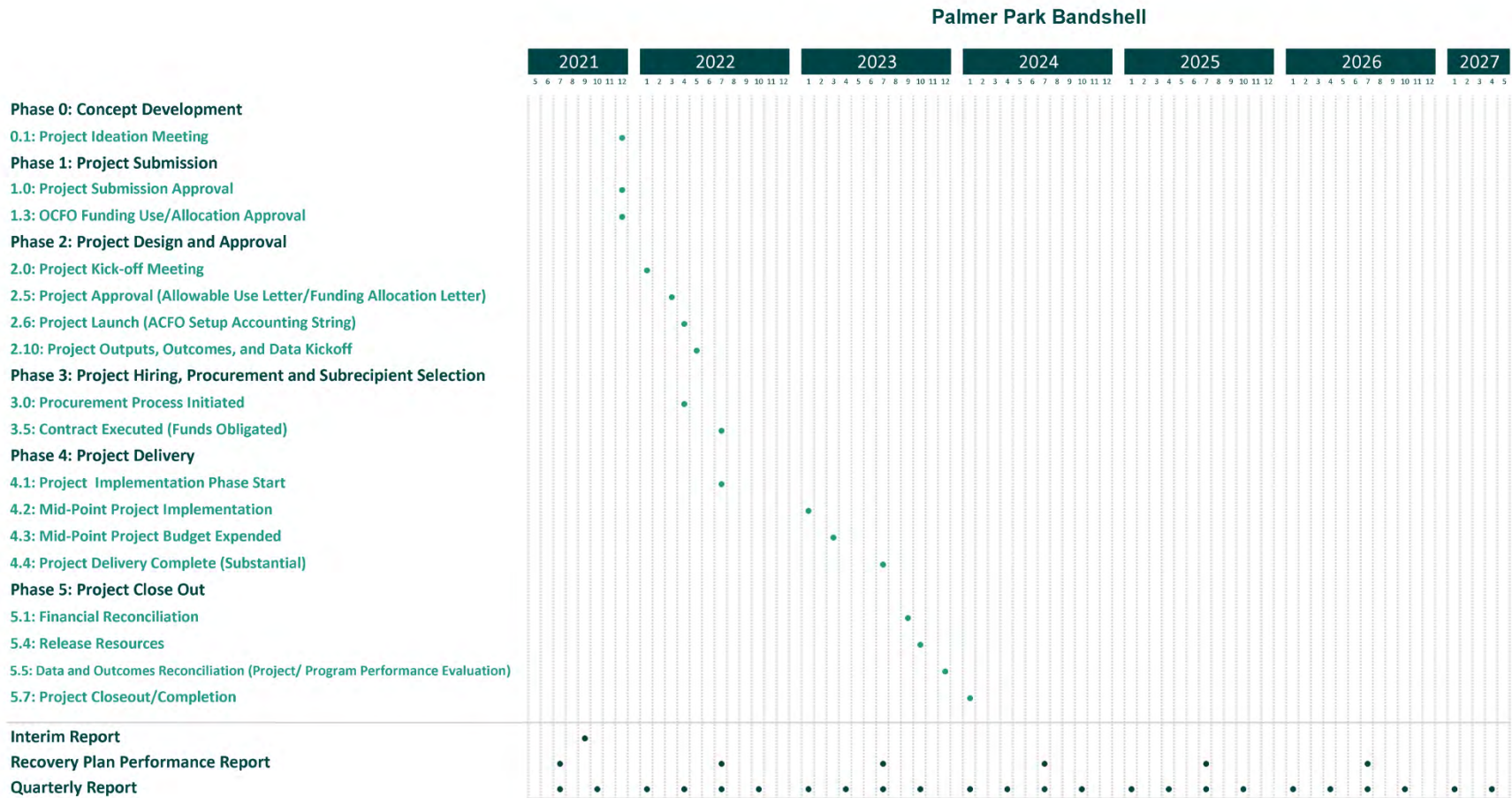


Figure 109: Project schedule – Palmer Park Bandshell

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- GSD has issued the Request for Proposal for the Design/Build services, and the contract is expected to be issued in September 2022.

References

City of Detroit. 2022a. "Councilmember McCalister, Mayor Duggan Preserve Historic State Fairgrounds." <https://detroitmi.gov/news/councilmember-mccalister-mayor-duggan-preserve-historic-state-fairgrounds>.

People for Palmer Park. 2021. <https://www.peopleforpalmerpark.org/latest-news/bandshells-new-home-will-be-palmer-park>.

University of Kansas. 2022. Community Tool Box. <https://ctb.ku.edu/en/table-of-contents/implement/physical-social-environment/parks-community-facilities/main>.

Dexter Avenue Streetscape

Project Identification Number: 850804

Funding Amount: \$5,000,000

Project Expenditure Category: EC 2.22: Negative Economic Impacts – Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

The Dexter Avenue Streetscape project addresses deficiencies long present in the Russell Woods and Nardin Park communities. These deficiencies are characterized by the area's prevalence of vacancy, blight, and the appearance of disinvestment which has been predated by decades of housing and employment discrimination, price gouging by landlords and merchants, and geographic racial divisions limiting neighborhood socioeconomic mobility. The deterioration of the present communities has impacted surrounding roads and corridors, ultimately causing pedestrian modes of travel to be uninviting, lacking connectivity and adequate safety measures, and lacking the activity and foot traffic needed to support existing business.

These long-standing economic, social, and infrastructural burdens contribute to community being underserved. The onset of COVID-19 posed a risk for the community because it acts as a barrier to full equitable recovery and worsens the economic and health-related disparities business owners and residents face.

The Dexter Avenue Streetscape project builds on the Department of Public Works (DPW) Streetscape Program, a city-wide initiative designed to target commercial corridors and high-priority neighborhood streetscapes for safety and quality of life improvements. Improvements to streetscapes serve dually as traffic controlling measures and beautification enhancements that contribute to the character and economic basis of respective communities. Successful implementation of streetscape improvement projects through this program has provided over a dozen precedent cases that support the effectiveness of selected interventions for Dexter Avenue Streetscape.

One relevant project is the Kercheval Streetscape Improvement project, which addressed community needs such as improved street safety and activity, quality mobility options, retail and small business growth, and historic and cultural preservation. These needs were addressed using interventions such as improved sidewalk, lighting, landscaping, traffic calming measures, and street resurfacing. The development of this streetscape has catalyzed additional private investment in the area, including the Parker Durand mixed-use development, has improved pedestrian activity, stimulated business growth, reduced the intensity of traffic, and has inspired residents to invest more into community-serving uses (Galbraith, 2022). With similar community priorities and design interventions, the Kercheval Streetscape Improvement project serves as a relevant case study supporting the idea that

proposed interventions at Dexter Avenue will perform well and achieve desired project outcomes.

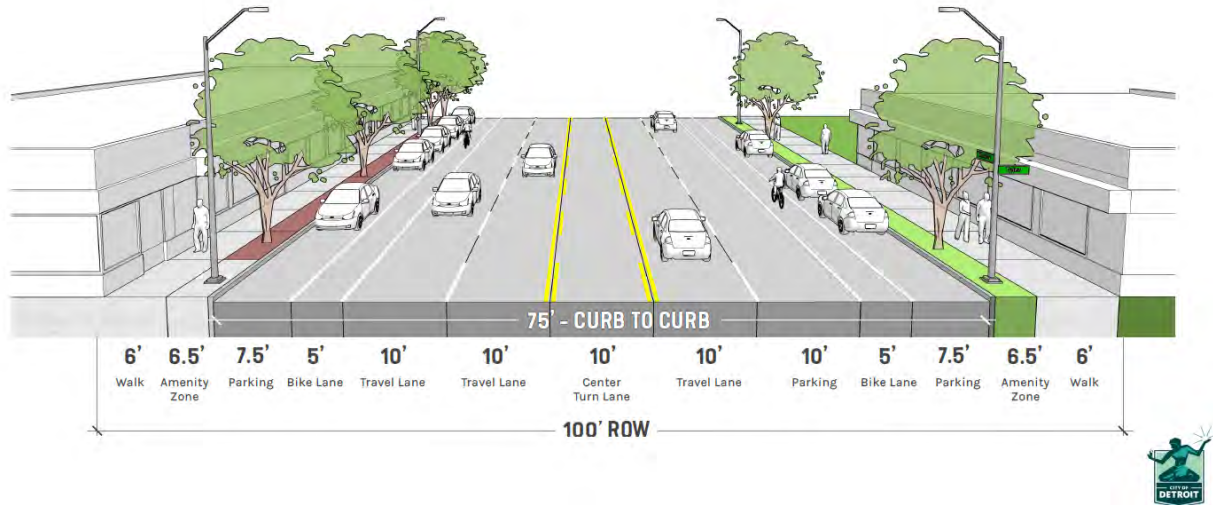
The concept for this streetscape project is detailed in the Russel Woods Nardin Park Neighborhood Framework Plan completed in 2020 (City of Detroit Planning and Development Department, 2019). The Neighborhood Framework Plan was informed through the Planning and Development Department (PDD) and Department of Neighborhoods (DON) engagement of over 250 people regarding areas of interests and concern for their neighborhood. Residents have developed community priorities and identified neighborhood improvements that can be implemented. Community engagement efforts ranged from living room conversations to focus groups and community meetings. PDD, DON, and DPW will continue community engagement efforts to focus specifically on resident reactions to the Dexter Avenue Streetscape Project.

The streetscape improvement focus area primarily serves the surrounding communities, who are characterized as disadvantaged and mostly are within Qualified Census Tracts; surrounding communities are also Majority Minority Census Tracts (MMT). The goal of rebuilding Dexter Avenue is to catalyze beautification in the area and to address the existing challenges⁵ of adjacent, underserved communities. This will be achieved by stimulating pedestrian and economic activity using urban design interventions that focus on streetscape and built-environment improvements, as well as cultural and historical preservation. The streetscape alternatives will include a road diet intervention, protected bike lanes, sidewalk improvements, traffic calming interventions, additional street lighting, enhanced pedestrian crossings, neighborhood signage and gateways, open space improvements, and pavement markings and site furnishings, anticipated to begin in May 2023, and to be completed November 2023.

Streetscape cross-section options are shown in Figure 110 and Figure 111. Neighborhood gateway locations and design options are shown in Figure 112 and Figure 113.

⁵ Existing challenges include impacts of neighborhood disinvestment such as lot vacancy, economic instability, depopulation, cultural/historic deterioration, as well as impacts associated with auto-oriented neighborhood transportation networks such as high traffic volumes, high speeds, unsafe walking and biking infrastructure, etc.

- 5 LANE ROADWAY
- ONE-WAY BIKE LANES
- ON-STREET PARKING BOTH SIDES

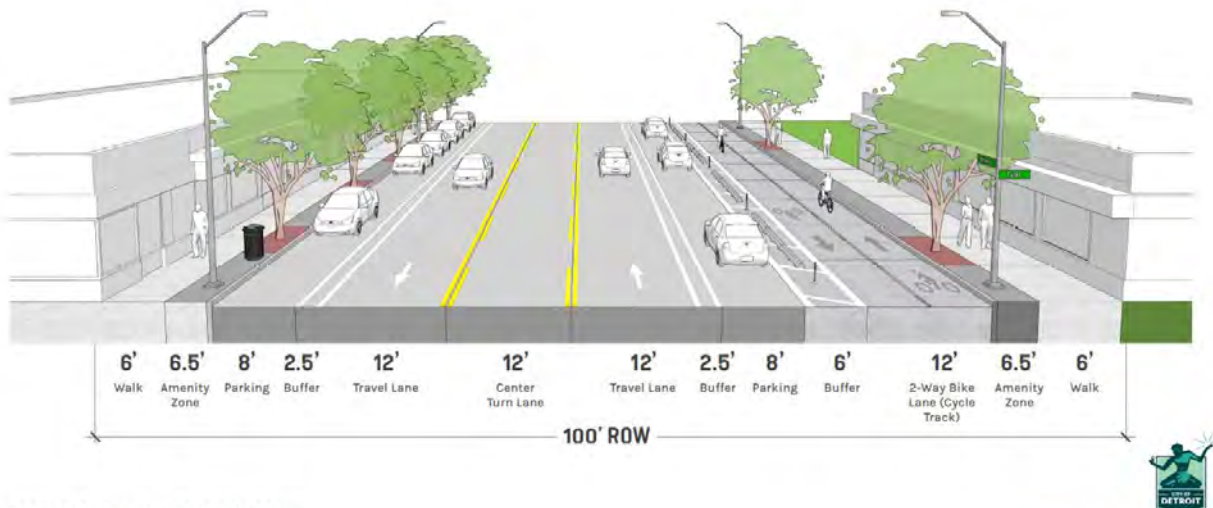


DEXTER AVENUE STREETScape

fishbeck SMITHGROUP

Figure 110: Existing Dexter Avenue Streetscape

- 3 LANE ROADWAY
- TWO-WAY BIKE LANE (CYCLE TRACK)
- ON-STREET PARKING BOTH SIDES



DEXTER AVENUE STREETScape

fishbeck SMITHGROUP

Figure 111: Cycle Track Option



Figure 112: Neighborhood Gateway Locations



Figure 113: Curved Fence Option

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Ultimately, the goal is to restore and regenerate Dexter Avenue providing a beautiful corridor where current and new neighborhood businesses can thrive, residents and stakeholders embrace the streetscape improvements, and where people feel safe and welcomed. The improvements will encourage all forms of transportation and increase safety and accessibility for people walking, biking, riding transit and driving; increase pedestrian activity and slow vehicular traffic along Dexter Ave allowing for a wider range of uses along the corridor; catalyze new business openings along Dexter Ave; retain the cultural and historical identity of the community; and attract new residents and private investment in commercial and residential development. The success of Dexter Avenue Streetscape will be defined by the completion of work and the impact that the streetscape improvements will have on the corridor and surrounding communities.

Figure 114 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Dexter Avenue Streetscape

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOAL

- Revitalize Dexter Avenue community
- Improvement in Pedestrian safety and provide multiple transit options

NEAR-TERM OUTCOMES

- increase multimodal transportation volume
- Increase in walkability
- Increase in retail activity
- Increase in pedestrian visibility and access
- Increase in neighborhood activity
- Increase in green space and foliage
- Improvement in community identity and coalition building
- Improve Traffic Safety
- Decrease in traffic speed

OUTPUTS

- % Completion of Streetscape
- Business owner perception of Dexter
- Collecting traffic speed on Dexter streetscape(85% speed,40-45,45-65, >65 south and north bound Traffic
- Dexter impact on businesses
- Dexter impact on customer experience
- Number of streetlights
- Number of active businesses on Dexter
- Number of active use design interventions(placemaking)
- Number of art installations
- Number of bus stops improved
- Number of community engagement events
- Number of Crashes involving pedestrian and bicylists
- Number of enhanced pedestrian crossings
- Number of fatal crashes
- Number of neighborhood gateways
- Number of new curb extensions bulb outs
- Number of people walking, exiting transit, biking, scooter, etc
- Number of sidewalk ramps compliant with ada
- Number of total crashes
- Number of traffic calming interventions
- Number of vacant lots activated
- Perception of safety on Dexter
- sqft of plantings and number of street trees
- sqft of sidewalk replaced
- Traffic volume on Dexter

Figure 114: Long-Term Goals, Near-Term Outcomes, and Outputs – Dexter Avenue Streetscape

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. Dexter Avenue Streetscape involves streetscape enhancement construction through a community-based design for the Russell Woods and Nardin Park communities.

Supporting Evidence Base. In states with streetscaping policies, such as Delaware, practical strategies involve landscape beautification, integration or preservation of water bodies, and improvements to transportation systems. These strategies result in greater mobility and access to transportation choice, which in turn promotes healthier and more physically active lifestyles. Increased pedestrian safety also spurs local economic activity. Additionally, a decrease in automobile dependency promotes environmental sustainability (University of Delaware, n.d.; State of Delaware DOT, 2009).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

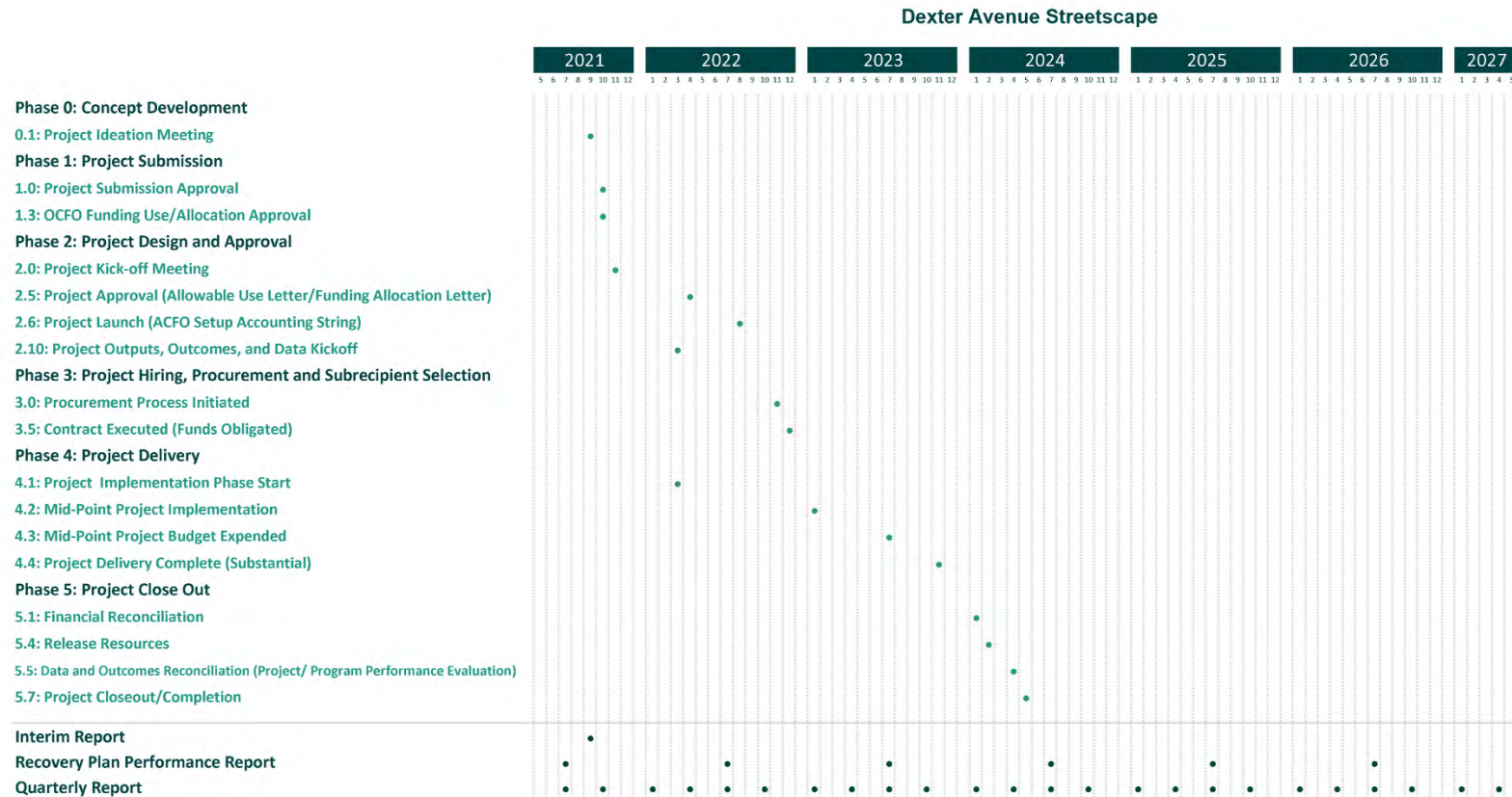


Figure 115: Project schedule – Dexter Avenue Streetscape

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- The project has received an Activity and Use Limitation (AUL) and is initiating its design and engineering phase.
- Two out of five community meetings have been held which have gathered feedback on proposed design interventions for the streetscape.
- Procurement for construction services will begin once engineering estimates are provided.

References

City of Detroit Planning and Development Department. 2019. *Russel Woods-Nardin Park Framework Study*.

Galbraith, M.J. 2022. 'Keeping Kercheval: How these groups and residents are focusing on community as the corridor develops', *Model D*, 2022, <https://www.modeldmedia.com/features/Street-view-Kercheval-22.aspx>, Accessed 14 July 2022.

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Dexter-Elmhurst Recreation Center

Project Identification Number: 850702

Funding Amount: \$8,542,233

Project Expenditure Category: EC 2.22: Negative Economic Impacts - Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

The General Services Division (GSD) of the City of Detroit is planning to renovate and bring an existing community center facility to a state of good repair and safely open the Dexter-Elmhurst Recreation Center as a new Community Recreation Center for Detroiters. The project will include renovation of the existing facility placed within a new public park that will be created by merging surrounding vacant lots, providing off-street parking, basketball courts, and open space.

There is a population of approximately 4,000 people within a ½-mile radius of the Dexter-Elmhurst Center, composed predominantly of low-income households. Recreation centers across the Detroit Parks and Recreation Department (DPRD) provide diverse programming to the community with activities for all ages, including sports amenities, wellness programs, food distribution programs, art classes, cultural activities, summer camps, health education, financial literacy programs, and public services.

The project will expand the number of community recreation centers, part of a city-wide initiative to construct three new recreation centers and renovate eight more (City of Detroit website, 2022). This will be the first city recreation center in Detroit City Council District 7 and will provide important recreational and community services to residents who live in this area, including providing a community meeting space.

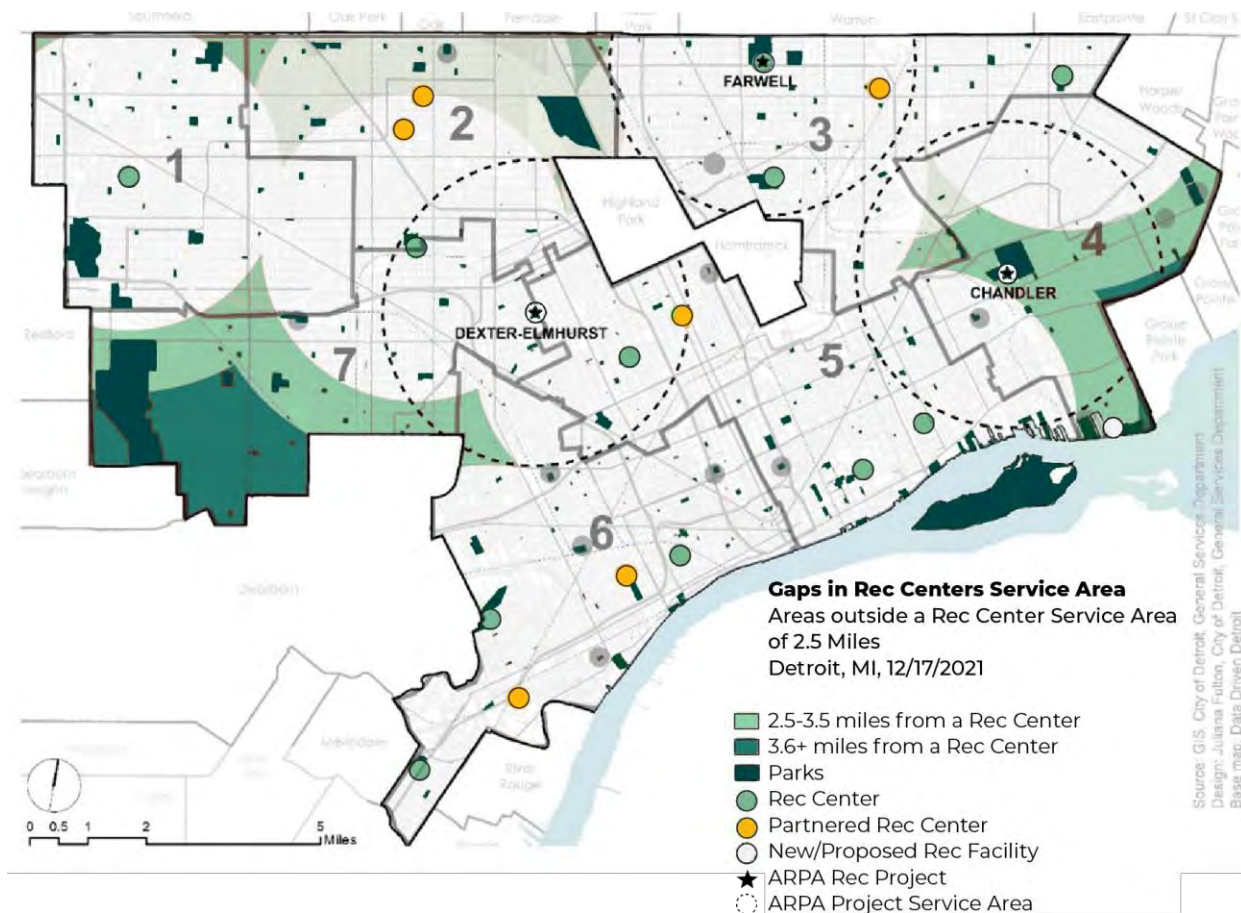


Figure 116: Map of Detroit's Community Recreation Centers, highlighting ARPA SLFRF projects, from Project Plan

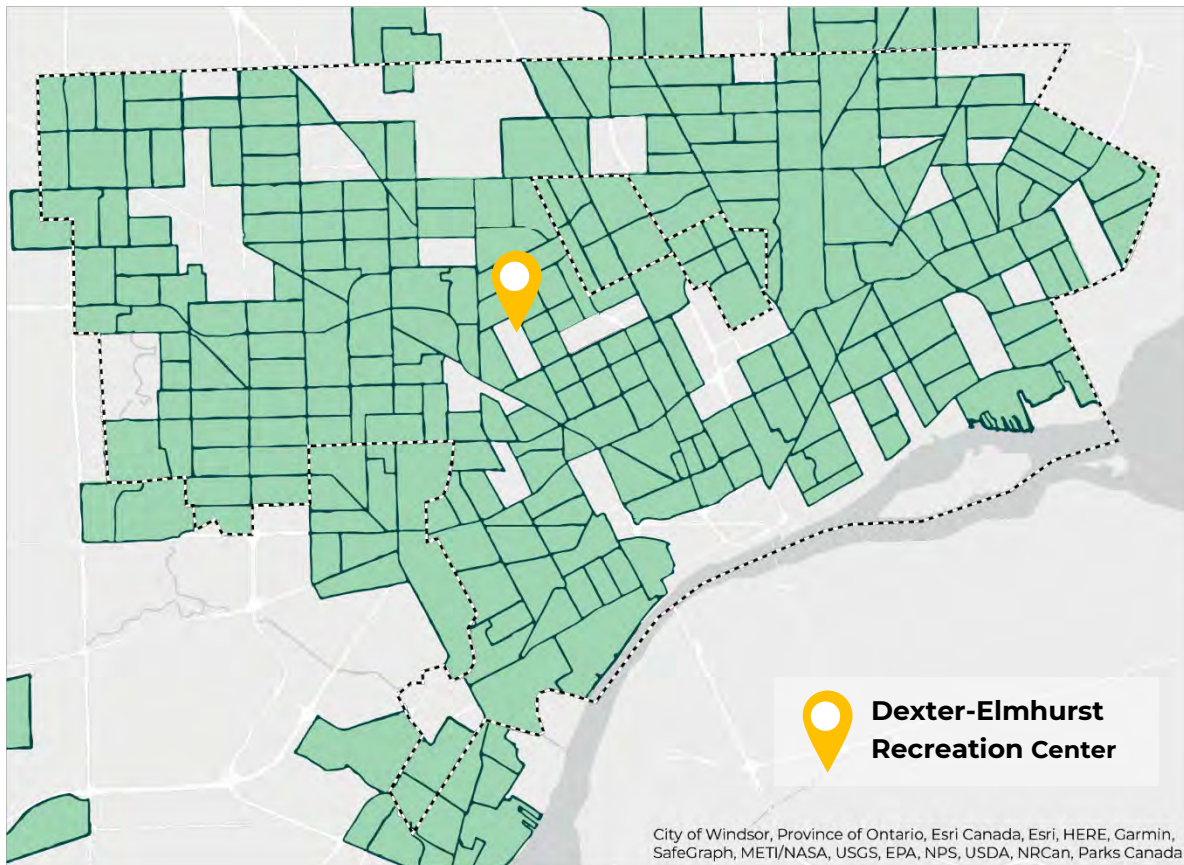


Figure 117: Location of the project on a map of U.S. Department of Housing and Urban Development Qualified Census Tract areas in Detroit

The City of Detroit recently purchased the Dexter-Elmhurst Recreation Center at 11825 Dexter Avenue. The center was previously a privately run community organization and has been closed for several years due to code violations that will be addressed during the renovation (Hickman, 2022). Work on the building will include a new roof and skylights, new exterior doors and windows, interior finishing, new gymnasium floors, and updates to mechanical systems.



Figure 118: The current exterior of the Dexter-Elmhurst Community Recreation Center. Source: City of Detroit Website, 2022.



Figure 119: Rendering of the same view of the Dexter-Elmhurst facility from within the proposed park. Source: City of Detroit Website, 2022.

This project is being managed by the City of Detroit's GSD Capital Unit, which is responsible for design and construction services contracts. They are responsible for overseeing the entire construction scope of the project from writing the scope of work, managing the contracts, overseeing the design, managing the construction, budget, and timeframe. The Capital Unit will be supported by the Public Space Planning Unit, which is responsible for community engagement during the design phase, and the Landscape Design Unit, which leads the park and site design.

The project team is partnering with the Russel Woods Neighborhood Association, a long-standing neighborhood association that is made up of various block clubs, local

organizations, and residents in the Russel Woods neighborhood of Detroit. The group advocates for park and neighborhood improvements, as well as doing some park programming and events (Russell Woods-Sullivan Area Association, n.d.).

All recreation projects will be through the design-bid-build process, which will include an open bid process for both Architectural/Engineering (A/E) services and construction services, as well as a separate furniture, fixtures, and equipment (FFE) purchase.

A/E services are being procured to provide facility assessment, design development, cost estimation, and community engagement for each project.

The professional services procurement for A/E will request a qualified firm to provide facility assessment, landscape architecture and architecture services, construction documents, cost estimation, and community engagement for the renovation and expansion of each project. The selected awardee or awardees will be responsible for project administration, community engagement and collaborative design sessions, site analysis, building assessment, programming and maintenance planning, schematic design, design development, FFE design, construction documents, and construction administration.

Once the A/E services have been completed, the City plans to put out an open bid for the individual projects. The selected contractors will implement the approved designs, providing all labor, materials, supervision, and other services that are necessary to accomplish the project. The scope includes, but is not limited to, demolition, carpentry, finishes, mechanical, electrical, plumbing, concrete work, security system, fire alarm systems, landscape, and site work.

Based on programming and operation needs, the City plans to put out a Request for Proposal (RFP) to purchase all FFE that have no permanent connection to the structure of the building. This will help save costs versus having the general contractor purchase the FFE and adding a markup.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 120 shows the project long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Dexter-Elmhurst Recreation Center

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOAL

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

NEAR-TERM OUTCOMES

- Expanded availability of year-round athletic opportunities, wellness programs, community events, and public services in the new Dexter-Elmhurst Community Recreation Center.
- Completion of the new Dexter-Elmhurst Recreation Center that will provide a new Community Recreation Center and surrounding park for the surrounding community and expand the existing network of facilities.
- Community participation and engagement in the new facility.

OUTPUTS

- # of completed community engagement sessions for design development
- # of new memberships after completion of new facility
- # of programs, services, and partnerships utilizing the new Community Recreation Center
- # of public events and community meetings held
- # of visits to the Dexter-Elmhurst recreation center after completion of new facility
- % completion of construction for the Recreation Center project and surrounding landscape
- % completion of design for the Recreation Center project and surrounding landscape

Figure 120: Long-Term Goals, Near-Term Outcomes, and Outputs – Dexter-Elmhurst Recreation Center

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. Three recreation centers and their programs will be expanded: Chandler Park Athletic Fieldhouse, Dexter-Elmhurst Recreation Center, and Farwell Recreation Center. These expansions will increase access to community resources such as sports amenities, wellness programs, food distribution programs, art classes, cultural activities, health education, financial literacy programs, and public services.

Supporting Evidence Base. Expanding an existing recreation center and program allows for the leveraging of a gym's connections with their communities, as

substantiated by the Office of the Assistant Secretary for Health's National Youth Sports Strategy.

Community and recreation centers strengthen social connections, reduce social isolation, and improve health and well-being among participants.

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

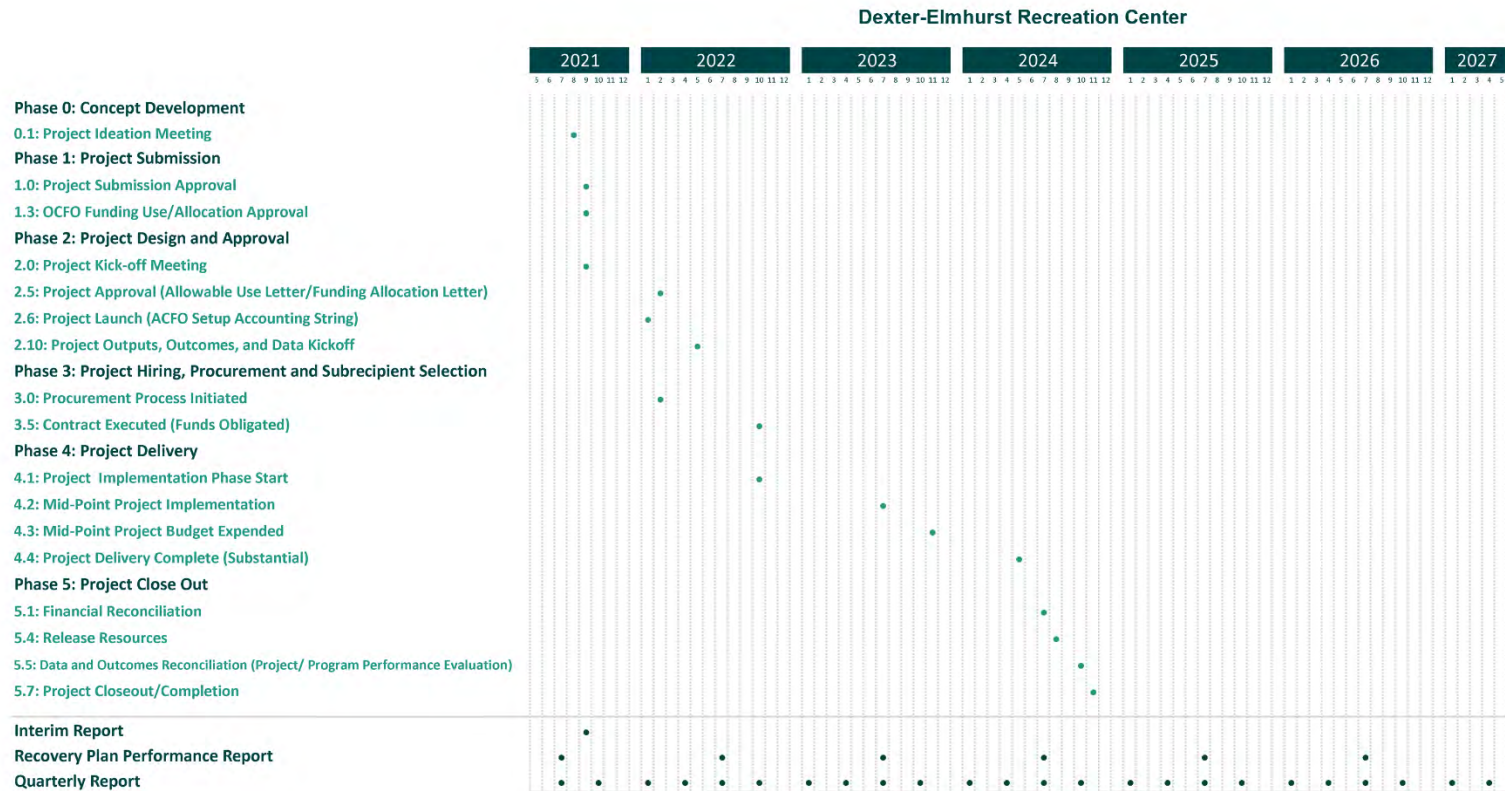


Figure 121: Project schedule – Dexter-Elmhurst Recreation Center

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- The contract for design services was approved by Detroit's City Council and the design contract began on June 24, 2022.
- The first community engagement performed for this project was conducted on March 31.

References

City of Detroit Website. 2022. "Detroit investing \$45M, including \$30M in ARPA SLFRF funds, to renovate 8 recreation centers, open 3 more." March 17.

[https://detroitmi.gov/news/detroit-investing-45m-including-30m-arpa-funds-
renovate-8-recreation-centers-open-3-more](https://detroitmi.gov/news/detroit-investing-45m-including-30m-arpa-funds-renovate-8-recreation-centers-open-3-more).

Hickman, Matt. 2022. Detroit is Investing \$45 million to renovate aging recreational centers and build new ones. The Architect's Newspaper. April 6.

[https://www.archpaper.com/2022/04/detroit-is-investing-45-million-to-
renovate-aging-recreational-centers-and-build-new-ones/](https://www.archpaper.com/2022/04/detroit-is-investing-45-million-to-
renovate-aging-recreational-centers-and-build-new-ones/)

Russell Woods-Sullivan Area Association. No date.

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U.S. Department of Health and Human Services. 2019. National Youth Sports Strategy. Washington, DC. U.S. Department of Health and Human Services.

[https://health.gov/sites/default/files/2019-
10/National_Youth_Sports_Strategy.pdf](https://health.gov/sites/default/files/2019-
10/National_Youth_Sports_Strategy.pdf)

University of Wisconsin Population Health Institute. No Date. County Health Rankings & Roadmaps. https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/community-centers#footnote_8.

DFD Annex Build Out

Project Identification Number: 851401

Funding Amount: \$4,596,975

Project Expenditure Category: EC 2.22: Negative Economic Impacts - Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

The Detroit Fire Department (DFD) supports public safety for Detroit's citizens and visitors through public education, enforcement of fire codes, and deployment of efficient emergency response resources. It is composed of 866 firefighters and 249 Emergency Medical Technicians (EMTs) who work together to provide emergency medical and fire response. To meet the City's emergency response needs and additional demands as a result of the COVID-19 pandemic, it is important to ensure that DFD is well-equipped and staffed in each of its service locations. Currently, there are gaps in transport medical service coverage resulting from shifting resource availability and challenges associated with limited space at existing facilities; these deficits in resources and operational capacity have been exacerbated by COVID-19, because the pandemic has strained City and department resources. To accommodate shortfalls in existing resources and capacity, DFD has used private medical units (Private Provider Emergency Response System [PPERS]); however, this is not a long-term solution. With American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF), DFD plans to make annex additions at three strategic locations (Engine 55, Engine 57, and Engine 60) that will sustainably expand its current capacity to have more available medic unit teams, and shorter wait times between Medical First Response (MFR) teams and medical transport units. This plan will supplement the existing collective bargaining agreement between DFD and the Emergency Medical Services Department (EMS). Additional support will bolster DFD's capacity to independently deliver medical transport emergency response service, and more effectively respond to constituents in need.

Developing an annex at three strategic locations will allow existing medic units to be more effectively distributed. Without these annex additions, medic unit personnel will remain duplicated at DFD Engine facilities. Currently, Engine 53 and 55 houses two medic units. Engine 55's annex addition will accommodate the existing Medic Unit at the facility. Engine 57's annex will house the redeployment of Medic Unit 27 (M27) from Engine 53, which currently houses M27 and M17. Engine 60's annex will house a Medic Unit that will be redeployed from another Engine location.

The location of the Engine facilities who will receive the annex additions are detailed below:

- Engine 55: 18140 Joy Road
- Engine 57: 13960 Burt Road

- Engine 60: 19701 Hoover Street

Figure 122, Figure 123, and Figure 124 are maps depicting the current transport medical emergency response coverage and the proposed additions that will fill the existing gaps in service coverage.

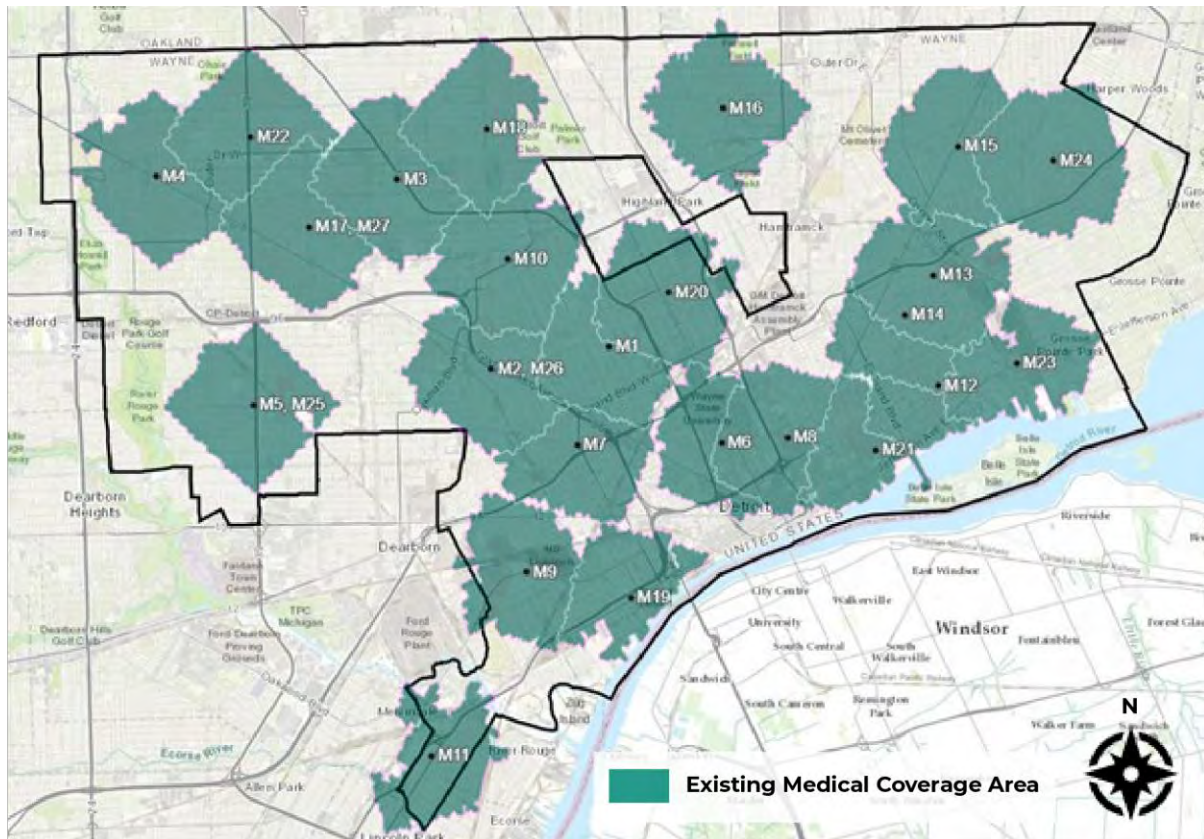


Figure 122: Detroit Medical Emergency Response Coverage Map 2021

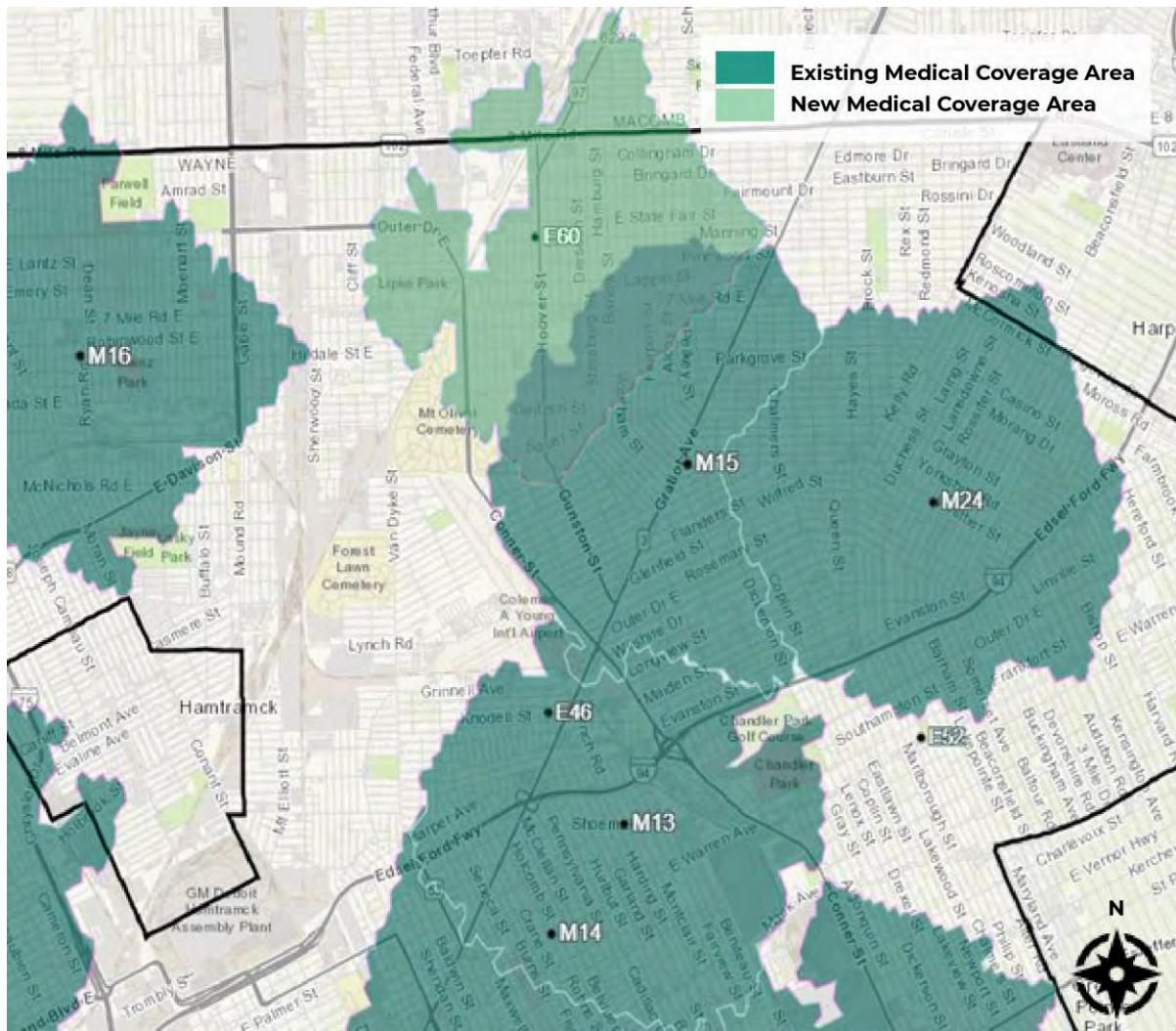


Figure 123: E60 Transport Medical Service Coverage with Unit Addition

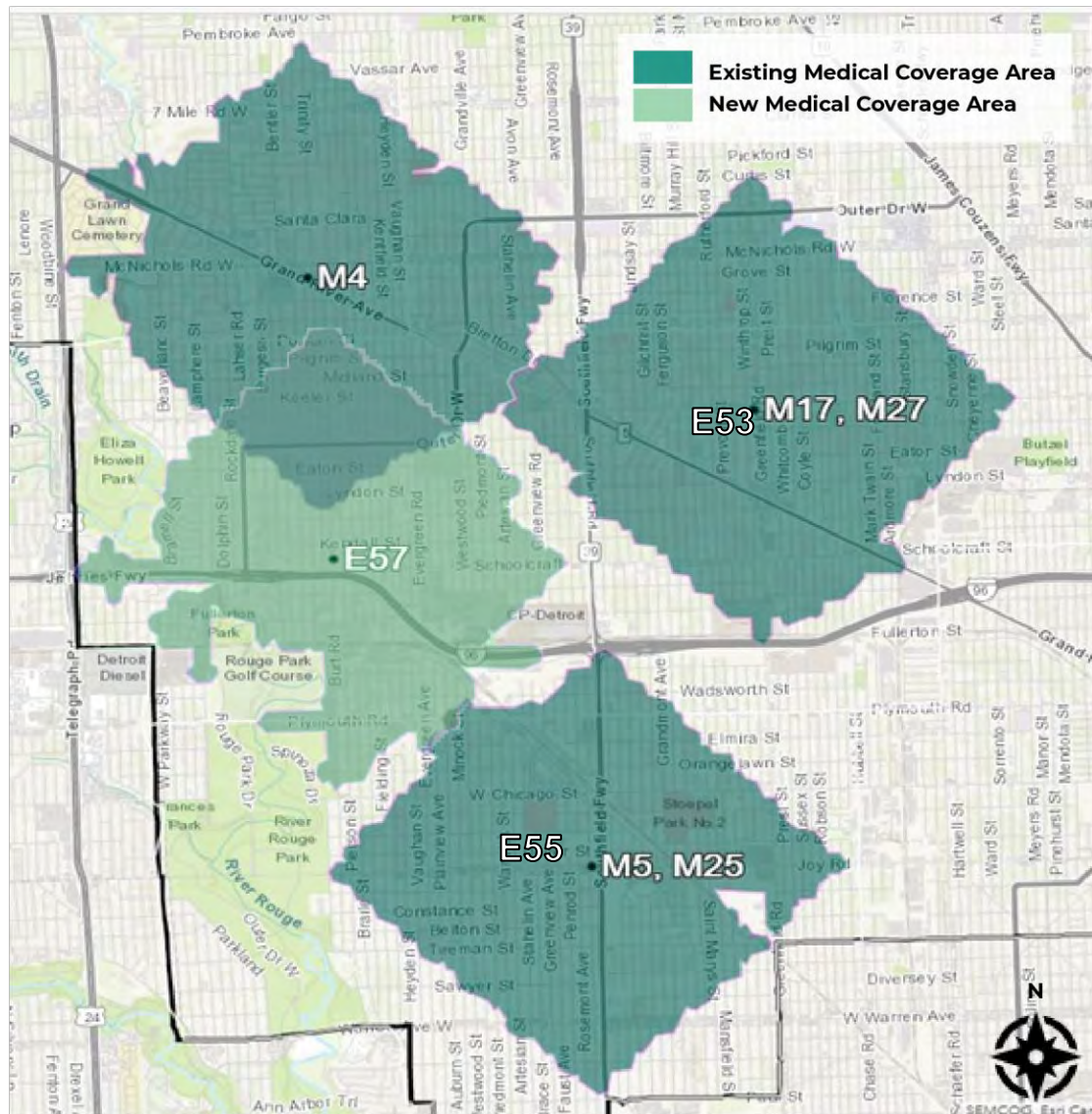


Figure 124: E57 Transport Medical Service Coverage with Unit Addition

The plan is to do an open bid Design-Bid-Build services for all three annex build outs. An architecture firm will be selected to provide A/E services and construction administration. Once the construction documents have been finalized, one to three general contractors will be selected, and will be responsible for managing the construction services per the finalized permit drawings. The design services for this project will be procured in the summer of 2022, and construction is anticipated to begin by April 2023, with a completion milestone of summer 2024. Currently, the RFP for the project is in development.

These facility additions will support DFD operations and help improve public safety in the City of Detroit. Outcomes for this project include enhancing the availability of medical transport emergency response services and improving the quality of emergency response services. Annex additions will reduce wait times between MFR

service and medical transport service and will reduce the need for PPERS units. Additions will also remove the need for Medic Units to perform crew changes at alternate facilities, which cause the unit to be unavailable for upwards of an hour a day. Service unavailability time will be reduced, which will improve the overall quality of service provided. Of the 38 existing Engine facilities, 29 of them were built before 1930. Modern improvements to existing facilities are needed to accommodate modern apparatuses and additional capacity. These capital improvements will enhance the quality DFD service in the targeted areas, improving overall public safety.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

The success of DFD Annex Build out will be defined by the completion of work and the impact that the new facilities will have on DFD operations and service delivery.

Figure 125 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

DFD Annex Build Out

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOAL

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

NEAR-TERM OUTCOMES

- Increase in medic unit responses to medical emergencies in targeted areas
- Increase in area coverage of immediate service availability for transport services
- Improvement in wait times between MFR and transport services
- Equipment and facility improvements
- Decrease in PPERS units responding to medical emergencies in targeted areas

OUTPUTS

- % completion of Engine facility renovations with modern apparatuses and equipment
- % Completion of three Engine facility annex additions
- Available PPERS units
- Number of medical responses addressed by Medic Unit in targeted areas
- Number of medical responses addressed by PPERS Units in targeted areas
- Wait times between MFR and transport services in targeted areas

Figure 125: Long-Term Goals, Near-Term Outcomes, and Outputs – DFD Annex Build Out

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. 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 sustainably expand its current capacity to provide more available medical transport emergency response services.

Supporting Evidence Base. The National Fire Protection Association (NFPA) found that for fire departments to continue to provide high-quality service provision, renovation and expansion efforts should be implemented, and include consideration of current and future capacity and demand, changing demographics of fire fighters, and facilities that improve efficiency, training, and resilience to potential disruptive events, such as back-up power (Foley, 2019).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022 and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 126: Project schedule – DFD Annex Build Out

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- The project is in the pre-procurement phase finalizing property acquisitions and preparing the procurement request form.
- The project is estimated to be out for bid in August 2022.

References

Foley, Matthew. 2019. "Renovation Needs of the US Fire Service." National Fire Protection Association. <https://www.nfpa.org/-/media/Files/News-and-Research/Fire-statistics-and-reports/Emergency-responders/osRenovationNeedsOfUSFireStations.pdf>.

Joe Louis Greenway

Project Identification Number: 850802

Funding Amount: \$20,000,000

Project Expenditure Category: EC 2.22: Negative Economic Impact - Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

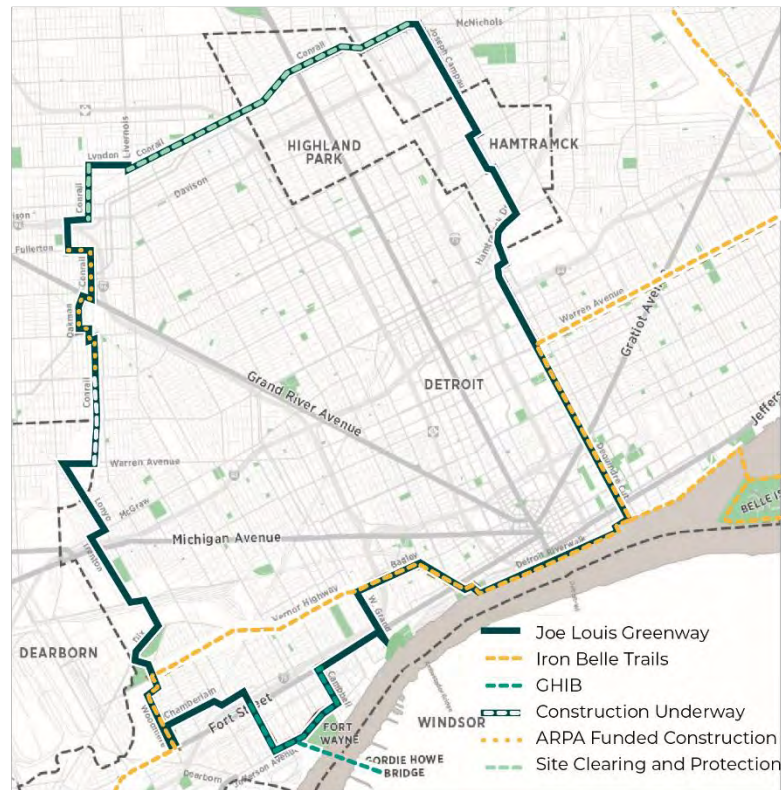
Named after legendary boxer and Detroiter Joe Louis, the Joe Louis Greenway project is a proposed recreational pathway, approximately 30 miles in length, that will connect parks and neighborhoods across the City of Detroit to create a healthier living environment. The greenway, where people will be able to walk, bike, or roll to existing paths, will provide clean outdoor areas, exercise areas, and outdoor activities for Detroit community members, many of whom were disproportionately impacted by the COVID-19 pandemic.

Long-term, the goal of the JLG is to increase access to safe non-motorized pathways, improve public health by promoting outdoor exercise and healthier environments, and build stronger neighborhoods and communities by creating space for safe and socially distant outdoor socialization for historically underserved communities.

The greenway concept began in 2007 with the Friends of the Inner Circle Greenway brainstorming ways to create a loop around Detroit using abandoned railways. In 2009, the Inner Circle Greenway alignment was incorporated into the Detroit Greenways Coalition Network Vision. In 2017, the City was awarded a grant from the Ralph C. Wilson Jr. Foundation to develop a Framework Plan, and Mayor Mike Duggan renamed the Inner Circle Greenway as the Joe Louis Greenway. In 2019, the City acquired the Conrail Consolidated Rail Corporation (Conrail) railway, an essential 8-mile segment of the full loop. The City completed the Framework Plan and started construction in 2021.

The construction of Phase 1 comes at a critical time, as outdoor recreation to underserved communities became more apparent, for both mental and physical health, during the global pandemic. In communities across the City of Detroit, parks and greenways saw a dramatic increase. Living closer to green spaces and parks increases physical activity and has positive effects on attention and mood. Closer proximity to a park lowers childhood obesity rates (Ding, 2011) and reduces risk of mortality from cardiovascular disease for adults (Gascon, 2016). Sunlight, fresh air, exercise, and access to green spaces all have proven positive effect on our physical health and emotional well-being.

The greenway will act as a transportation corridor for residents who don't have access to a vehicle, are unable to drive, or simply prefer non-motorized transportation. It will connect 23 neighborhoods in the City of Detroit, along with the cities of Dearborn, Hamtramck, Highland Park, and Windsor, Ontario. The project will connect marginalized communities who were disconnected when highways were constructed in the city. They will receive the economic benefits from



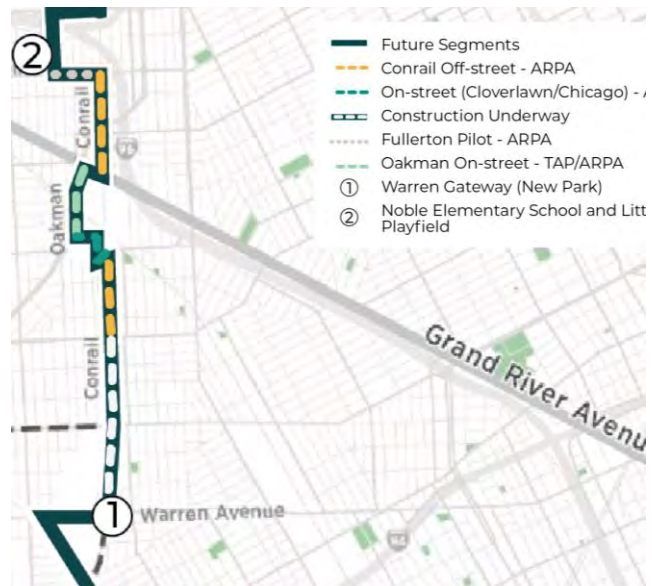
nearby housing, job training, and small business development. The full cost of the Joe Louis Greenway is \$240.3 million. ARPA SLFRF funding will be used to construct segments of Phase 1. The City is awarding contracts for segments of Phase 1 – Subarea C and Subarea I construction, design and engineering services for ongoing future designs, and construction engineering and inspection services.

Segments of Phase 1 construction, Subarea C and I, will be constructed through ARPA SLFRF funding, as well as design engineering services and construction engineering services. Subarea C and I construction activities will include clearing, earthwork, paving, green stormwater infrastructure, select right-of-way improvements, select public utility infrastructure improvements, select electrical infrastructure, and landscaping. The map to the below shows the locations of on- and off-street facilities along with how they connect to destinations. The City will contract design and engineering services for ongoing and future Joe Louis Greenway (JLG) development. Fullerton Avenue Pilot will start construction after community engagement and construction planning are completed for the design and engineering phases in 2023. The City will also contract a construction firm to assist in the management and oversight of the construction contracts.

Contractors will be hired to construct segments of Phase 1, Subareas C and I, design and engineering services for ongoing design, and future phases and for construction engineering and Inspection services.

The General Services Department (GSD), Recreation Division, is leading the planning, design, land acquisition and construction efforts for the Joe Louis Greenway project construction. GSD will coordinate with the following internal departments:

- The Planning and Development Department (PDD) will be completing neighborhood studies to determine the best ways to stabilize the neighborhoods and ensure residents are not forced out from gentrification.
- The Departments of Neighborhoods (DON) will help ensure community engagement efforts are aligned in existing and future phases of the JLG.
- The Department of Public Works (DPW) will closely coordinate with GSD and the Michigan Department of Transportation (MDOT) on road work and realignments, including on-street facilities and road crossings.
- The Office of the Assessor will provide support on land assemblages, sales, acquisitions, and disputes.
- The Law Department will provide support on land transaction, disputes, and encroachments.



Additionally, GSD will coordinate with the following external partners:

- MDOT will be managing the construction of the shared-use path on Oakman Boulevard and the crossing at the Grand River Avenue.
- CSX Transportation will be reconstructing the rail crossing south of Grand River.

The Joe Louis Greenway Community Advisory Council, created in 2019, is composed of community members from each Detroit City Council District and adjacent cities to represent residents around the approximately 30-mile loop. They advise JLG staff, provide input on design, and promote community meetings. Local community groups are assisting with the ARPA SLFRF tasks. These include the Midwest Civic Council of Block Clubs, Greenway Heritage Conservancy, Littlefield Community Association, Inc., and the Greater Southern Baptist Church. These groups notify the City of construction concerns, assist with outreach, and will be consulted on the ARPA JLG Neighborhood Planning project being led by the PDD.

The City will use the Trust for Public Land to track and study 10-minute walks after construction is completed. Trust for Public Land is a nonprofit organization whose

mission is to create parks and protect lands for people. Their goal is to ensure that every person in every neighborhood across America has access to a park within a 10-minute walk from home. Currently, 83 percent of residents in Detroit live within a 10-minute walk of a park (Trust for Public Land, n.d.). JLG, in conjunction with other new parks around Detroit, has a goal to increase the number of residents within a 10-minute walk of parks to 94.4 percent. Trust for Public Land creates a 10-minute walkable service area using a nationwide road network dataset provided by Esri (Trust for Public Land – ParkServe, n.d.). The 10-minute walk service area generates statistics for each park and is further disaggregated by several demographic variables (race/ethnicity, age, and income) based on 2021 US Census Block Group (Trust for Public Land – ParkServe, n.d.).

Below Figure 127 are renderings of the off-street segments located on the former rail corridor.



Figure 127: Off-street – Detroit River Walk; on-street – Joseph Campau Avenue bike lanes

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 128 shows the project long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

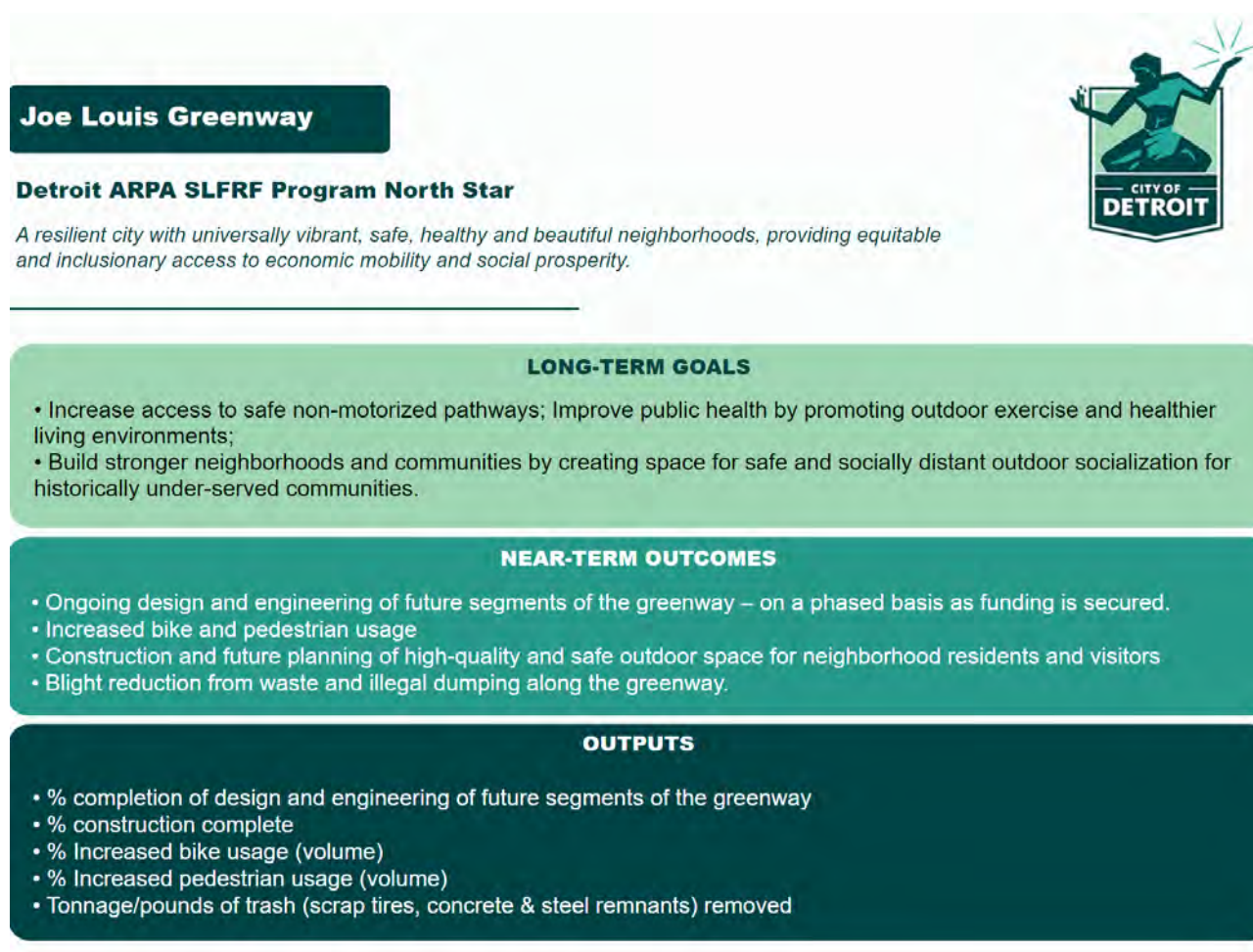


Figure 128: Long-Term Goals, Near-Term Outcomes, and Outputs – Joe Louis Greenway

Currently, no data have been collected. The project will use Eco-counters and the Eco-visio.net platform to monitor and track how many pedestrians and bikes use the greenway once construction is completed. Eco-visio is an online software solution designed by Eco-counter. It manages counting sites and share data between users. The project will track progress and performance using the following outcomes and outputs to measure success:

The planning timeline for this project is provided in Table 3 from a community outreach meeting as of June 27, 2022.

https://detroitmi.gov/sites/detroitmi.localhost/files/2022-06/2022_0627_COO%20Davison%20to%20McNichols.pdf

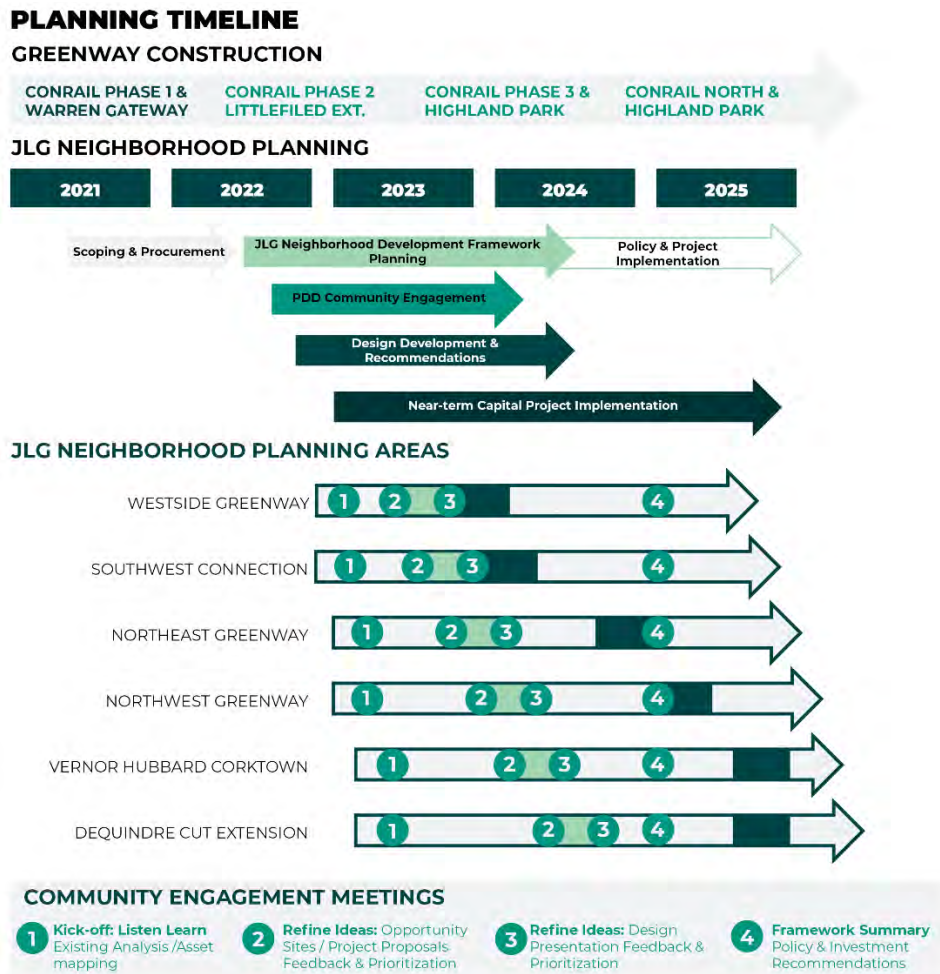


Figure 129: Planning Timeline

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project’s performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. The Joe Louis Greenway is a proposed approximately 30-mile pathway for people to walk, bike, or roll to existing paths and provide a safe loop around the city.

Supporting Evidence Base. According to the U.S. National Park Service, there are several benefits of trails and greenways. Greenways provide opportunities for outdoor recreation and non-motorized transportation, resulting in more affordable exercise opportunities, commuting alternatives, and links between neighborhoods and social infrastructure (i.e., shopping centers, entertainment districts, etc.). A key outcome, as a result, is an increase in physical activity as “people are more likely to be physically active if they have recreational facilities close to their homes.” Additionally,

proximity to trails increases the value of homes from 1-6.5% ,as seen across multiple studies from Denver, Seattle, and other communities. There are also environmental benefits of greenways as they serve as buffers between the built and natural environment, which reduces air pollution and improves physical and mental health. These benefits improve overall quality of life and social cohesion. Safety is also improved through a reduction in crime due to high visibility, a greater sense of community pride, and provision of a safe route for walking and biking.

U.S. National Park Service. Benefits of Trails & Greenways. 2008.

<https://www.cdlandtrust.org/sites/default/files/publications/Benefits%20of%20Trails-NPS.pdf>

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 130: Project schedule – Joe Louis Greenway

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- Contracts for segments of Phase 1 – Sub Area C and I and Joe Louis Greenway consulting, design, engineering, and project management services have been awarded.
- The project will start construction and continue ongoing design and engineering of future segments of the greenway.

References

Community Tool Box. No date. Chapter 26, Section 6. Improving Parks and Other Community Facilities. <https://ctb.ku.edu/en/table-of-contents/implement/physical-social-environment/parks-community-facilities/main>

Ding D, J.F. Sallis, J. Kerr, S. Lee, D.E. Rosenberg. 2011. Neighborhood environment and physical activity among youth: A review. *American Journal of Preventive Medicine*. 2011;41(4):442-55.

Gascon M., M. Triguero-Mas, D. Martínez, D. Payam, D. Rojas-Rueda, A. Plasència, M.J. Nieuwenhuijsen. 2016. Residential green spaces and mortality: A systematic review. *Environment International*. 2016; 86:60-67.

Trust for Public Land. n.d. "ParkServe® – about, Methodology, and FAQ." <https://www.tpl.org/parkserve/about>. Trust for Public Land. n.d. "Everyone Should Have a Park within a 10-Minute Walk of Home." <https://www.tpl.org/city/detroit-michigan>.

U.S. National Park Service U.S. Department of the Interior Rivers, Trails & Conservation Assistance Program PWR. 2008. Benefits of Trails & Greenways. <https://www.cdlandtrust.org/sites/default/files/publications/Benefits%20of%20Trails-NPS.pdf>

Joe Louis Greenway Neighborhood Planning

Project Identification Number: 850803

Funding Amount: \$1,000,000

Project Expenditure Category: EC 2.22: Negative Economic Impacts – Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

The Joe Louis Greenway Planning project will develop a neighborhood framework plan that will engage residents, business, and community stakeholders to make recommendations for open space and recreation, job access, zoning updates, capital improvements, housing services, and other support programs designed to build stronger neighborhoods and address health disparities located near the future Joe Louis Greenway (JLG). Named after legendary boxer and Detroiters Joe Louis, the Joe Louis Greenway is a proposed 30-mile recreational pathway that will connect parks and neighborhoods across the City of Detroit, to create a healthier living environment. The greenway will allow residents to travel safely, without a car, through a combination of new trails, on-street protected bike lanes, and links to existing trails. The neighborhood framework plan will use a community engagement process to convene a cross-section of City departments to identify resources to complete various investment priorities.

The project will target planning within the 57 Qualified Census Tracts (QCTs) that run through JLG and borders another 24; see map below. The planning work will be conducted in historically under-served areas that were disproportionately affected by COVID-19, many of which the City has not had the resources to engage with in neighborhood planning until now. The project will work with the community to anticipate and address the neighborhood changes that will result.

Planning is the next required step to achieving the desired outcomes associated with the construction of the JLG itself. The project will conduct a study on homeownership stabilization, protecting and increasing affordable housing, elimination of blight, access to jobs, small business, and light industrial development.

The recommendations will be formalized into a planning document, known as a Framework Plan. The project is developing a contract for professional services consultant to engage in Planning, Zoning, Landscape, Architecture and Urban Design, and Market/Economic Analysis.

PLANNING PROCESS



Typical PDD-LED Neighborhood Framework Plan

Figure 131: Example planning process

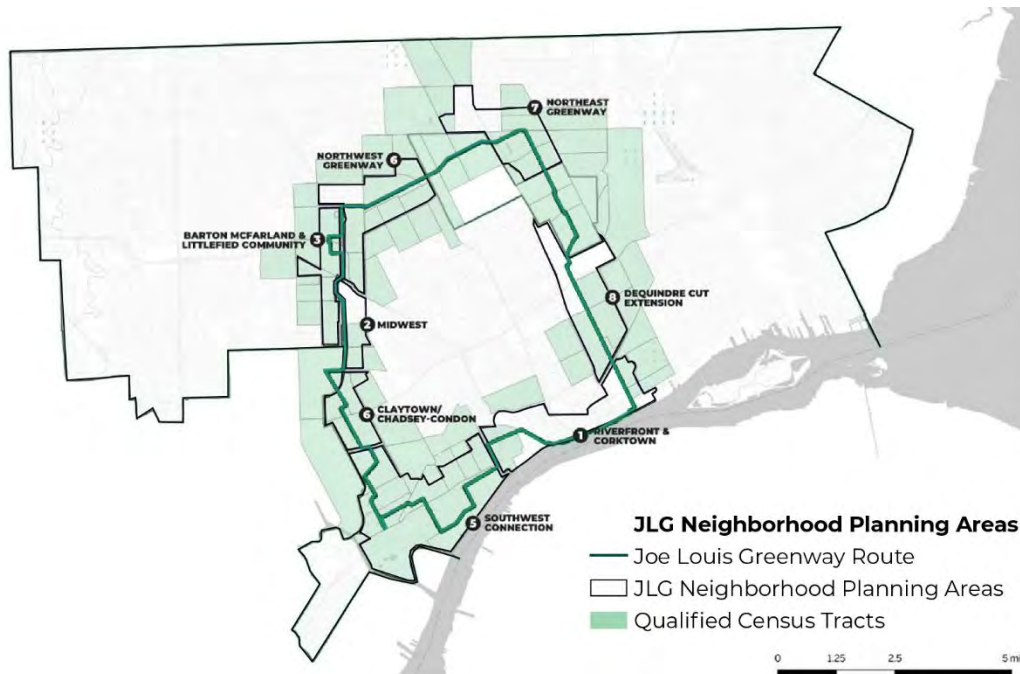


Figure 132: Joe Louis Greenway Neighborhood Areas

The project will be based on a successful framework planning approach developed in conjunction with the Strategic Neighborhood Fund (SNF). Detroit's SNF was initiated in 2016 to promote inclusive economic development by catalyzing improvements in neighborhoods through coordinated planning, financing, and development activities. The City has research that shows the success of the SNF

planning model from the perspective of Detroit's residents. According to a recent University of Michigan report⁶, 59 percent of residents surveyed in SNF neighborhoods said the quality of life is improving in their neighborhood, compared with 38 percent of respondents in non-SNF neighborhoods. Meanwhile, 69 percent of residents surveyed in the SNF Phase 1 neighborhoods agree the City is working to improve neighborhood conditions, compared to 52 percent in non-SNF neighborhoods. The complexity and structure of the SNF program mirrors that required to implement this ARPA-funded planning project and demonstrates that the City is positioned for success.

The Planning and Development Department (PDD) will be the lead agency over the procurement and management of the planning services contract. PDD will manage the engagement schedule, planning outcomes, master plan and zoning updates, and deliverables within these qualified census tracts. PDD will also work with the following internal departments:

- The Department of Neighborhoods will be a lead partner with PDD, setting up meetings, securing meeting locations, and assisting with community outreach within targeted low-income communities.
- The Housing and Revitalization Department (HRD) will assist in marketing Housing Resource Network to eligible recipients to keep residents housed, and assist with securing safe housing, including Property Tax Assistance, 0% Home Repair (+ Senior & Lead targeted), Home-renter to Home-owner support, First-time Homebuyer Resources, and the ARPA Renew Detroit Single Family Rehab Program.
- The Detroit Land Bank Authority (DLBA) will work with the planning team to identify candidates for the Building Blocks program to facilitate residential community stabilization through blight removal, vacant lot clean up, and single-family home renovation and ownership.
- The Department of Public Works will work with the team to identify opportunities to spend capital dollars on public roadway and sidewalk improvement within the communities.
- The General Services Department (GSD) will be leading the construction of the ARPA-funded Joe Louis Greenway.
- The Jobs and Economy Team (JET) will be working to identify new opportunities for job creation within the planning area.

⁶ [University of Michigan report](https://poverty.umich.edu/publications/detroits-strategic-neighborhood-fund-a-baseline-report-of-resident-perceptions/), Wileden, Lydia, and Afton Branche-Wilson. *Detroit's Strategic Neighborhood Fund*. <https://poverty.umich.edu/publications/detroits-strategic-neighborhood-fund-a-baseline-report-of-resident-perceptions/>.

- Detroit at Work (DAW) will assist with connecting residents to job training opportunities, work with contractors to identify qualified Detroit residents for available positions, and work with the JET team to provide employment recruitment and screening services to support commercial and industrial business attraction.

Additionally, PDD will coordinate with the following external partners:

- Invest Detroit will hold and manage philanthropic dollars to support the framework implementation plan, identified through the project public engagement process.
- Local Initiatives Support Corporation (LISC) will identify key development projects where Affordable Housing Leverage Fund (AHLF) can be deployed to support affordable housing near the JLG.
- Bloomberg and Associates will support the project team with data collection and analysis, outreach, and interdepartmental coordination.
- JLG Neighborhood Planning Consultant will conduct professional services focused on community engagement, market/demographic analysis, neighborhood development strategy, zoning/land use analysis, project documentation, concept/schematic design, design development cost estimate, and construction documentation.

The project will work with a consultant to discuss the project's goals and objective, scope of work questions, schedule, team member roles, and communication protocols. The consultant will work with the City on the following:

- Community Engagement – 50 percent completed by July 2023; 100 percent completed May 2024
 - Engage communities adjacent to the Joe Louis Greenway on a specific conversation about neighborhood development, including not only near-term needs relating to the connection of the Joe Louis Greenway, but also a long-term vision for equitable growth to inform land use and policy recommendations.
- Market Analysis – draft completed by December 2022
 - Identify updates to Zoning and Master Plan of Policies to incorporate the JLG itself, as well as additional updates and design guidelines based on neighborhood feedback, existing conditions, and future land use recommendations.
- Land Use and Policy – draft completed by March 2023
 - Identify updates to Zoning and Master Plan of Policies to incorporate the JLG itself, as well as additional updates and design guidelines based on

neighborhood feedback, existing conditions, and future land use recommendations.

- Neighborhood Development Strategy – draft completed by June 2023
 - Investigate financing strategies to support future development and expanded programs to stabilize neighborhoods and protect housing affordability.
- Neighborhood Area Plan – draft completed by May 2024
 - Develop a place-based, resident-informed framework to catalog existing neighborhood assets, cultural landmarks, destinations, and critical corridors/routes, as well as identify opportunities for new investment to activate, beautify, and connect spaces along or near the Joe Louis Greenway
- Implementation Plan – draft completed by July 2024
 - Develop phased strategy for implementation of new policy, processes, and programs, including identification of implementation partners, quantification of anticipated outcomes, and clarification of funding gaps and/or resources to prepare the City to seek additional funds as required.
- Concept Design
 - Develop a vision for priority opportunities, including right-of-way improvements, commercial corridor beautification, tactical, temporary, and permanent vacant land activation, and where merited, new development sites.

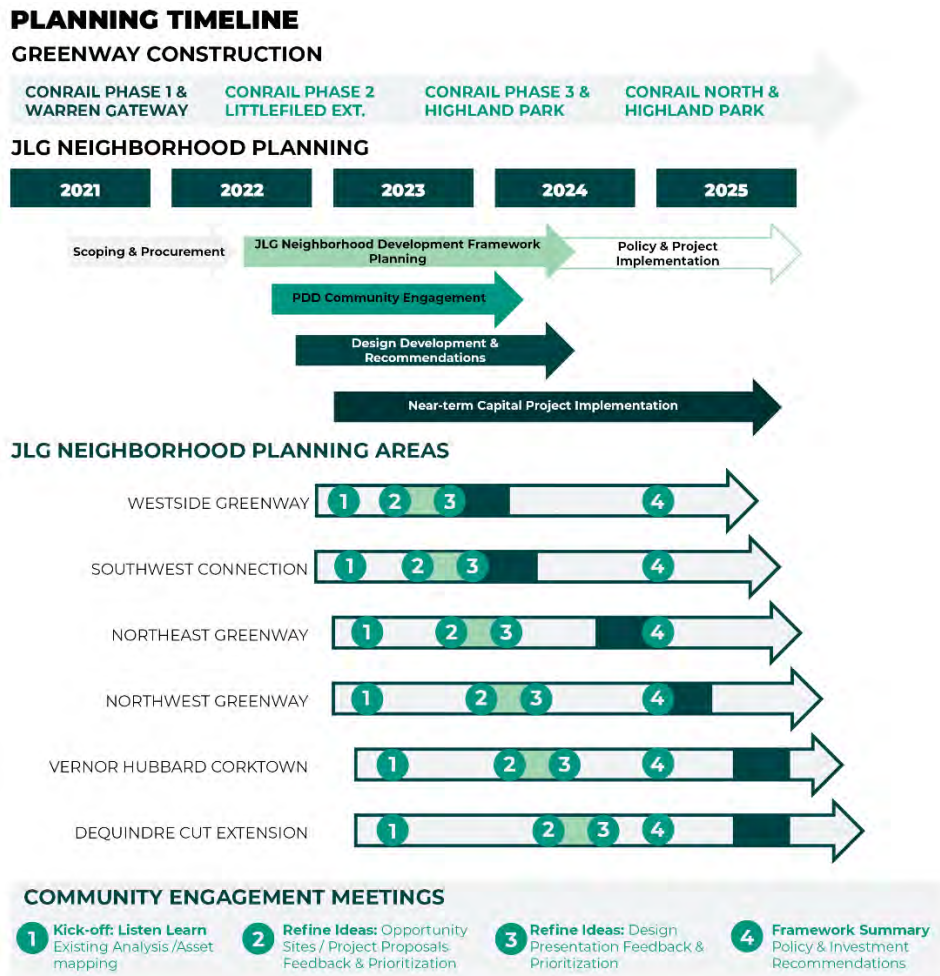


Figure 133: Planning Timeline

Planned Performance Outcomes

Detailed below are the strategic project’s long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit’s American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project’s overall direction in alignment with the program’s North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

The long-term goal is to support success of the Joe Louis Greenway, as defined by the JLG Framework, and realize its goals towards protecting and increasing affordable housing, blight reduction, homeowner stabilization. Data has not yet been collected for the program.

Figure 134 shows the project’s long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Joe Louis Greenway Neighborhood Planning

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.

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.

NEAR-TERM 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

- # of Planning Area Milestone Meetings Held
- # of Residents Engaged in Planning Process
- # of Residents informed of assistance programs through Outreach
- # of Stakeholder Meetings held

Figure 134: Long-Term Goals, Near-Term Outcomes, and Outputs – Joe Louis Greenway Neighborhood Planning

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. This is a closely aligned project that will leverage professional services and community engagement to assist the City of Detroit's Planning & Development Department (PDD) in the development of a neighborhood framework plan for communities located adjacent to the Joe Louis Greenway. The project implementation program will strengthen neighborhoods and business corridors near the greenway.

Supporting Evidence Base. PDD has an existing framework called Detroit's Strategic Neighborhood Fund (SNF) that was used for the Joe Louis Greenway neighborhood framework plan. According to a University of Michigan report and the Reimagining the Civic Commons Metrics Interim Report, the SNF model is successful as the majority of surveyed SNF neighborhoods experienced improved quality of life, neighborhood conditions, perception of safety, and neighborhood

walkability and biking. Community involvement and acceptance is essential in the development of green space.

University of Kansas Center for Community Health and Development. "Chapter 26, Section 6. Improving Parks and Other Community Facilities." Community Toolbox. <https://ctb.ku.edu/en/table-of-contents/implement/physical-social-environment/parks-community-facilities/main>.

<https://ctb.ku.edu/en/table-of-contents/implement/physical-social-environment/parks-community-facilities/main>

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

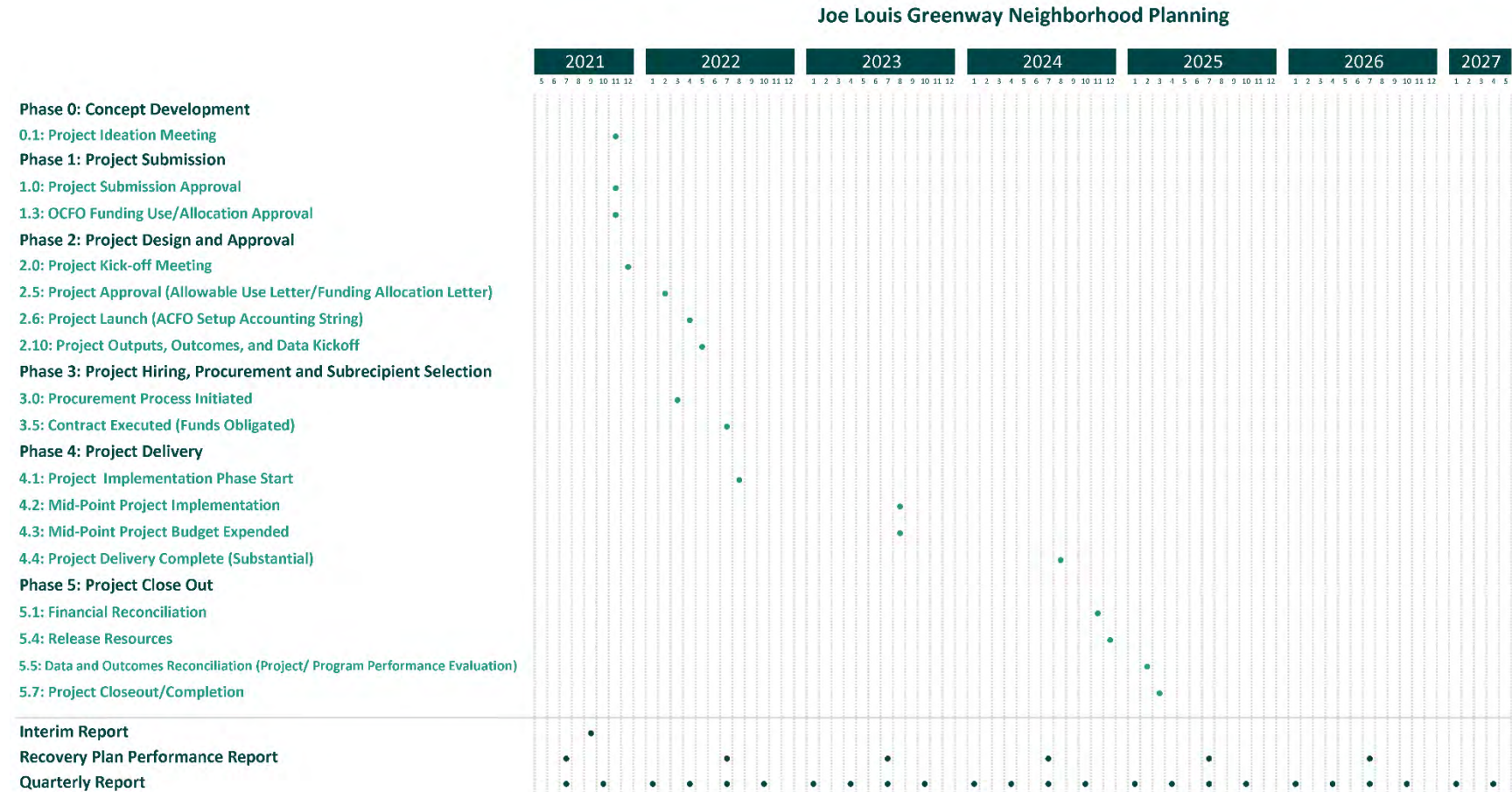


Figure 135: Project schedule – Joe Louis Greenway Neighborhood Planning

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- The project is currently waiting for approval from Council to award a contract to a consultant for professional services focusing on community engagement, market/demographic analysis, neighborhood development strategy, zoning/land use analysis, project documentation, design development cost estimate, and construction documentation.
- The project will begin kick-off, once approved.

References

National Park Service. 2008. Benefits of Trails & Greenways. January 2008.

<https://www.cdlandtrust.org/sites/default/files/publications/Benefits%20of%20Trails-NPS.pdf>.

Ladder 30 Renovation

Project Identification Number: 851402

Funding Amount: \$3,243,200

Project Expenditure Category: EC 2.22: Negative Economic Impacts – Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

The Detroit Fire Department (DFD) supports public safety for Detroit's citizens and visitors through public education, enforcement of fire codes, and deployment of efficient emergency response resources. It is composed of 866 firefighters and 249 EMTs who work together to provide emergency medical and fire response. To meet the City's dynamic emergency response needs, it is important to ensure that DFD is equipped and well prepared in each of its service locations. Currently, there is a gap in ladder response and medical first responder (MFR) service coverage resulting from shifting resource availability, and challenges associated with limited space at existing facilities. With ARPA SLFRF funds, DFD plans to renovate and provide Ladder 30 with available units to better accommodate the response needs of underserved communities in Detroit.

The COVID-19 pandemic has worsened existing challenges of resource availability and limited service capacity, which has negatively impacted the availability and quality of MFR and ladder services. The restoration of the decommissioned Ladder 30 facility will create additional capacity to accommodate one additional Ladder Unit and one MFR Squad Unit. Renovations will include building system upgrades, site improvements, and interior improvements. The facility is located at 17475 Mt Elliot Street, a central location where there is a current gap in immediately available MFR and ladder service; residents living within the identified gap area experience longer response times between MFR and ladder services.



Figure 136: Current condition of Ladder 30

Figure 137 depicts the current Ladder and MFR coverage and the proposed additions.

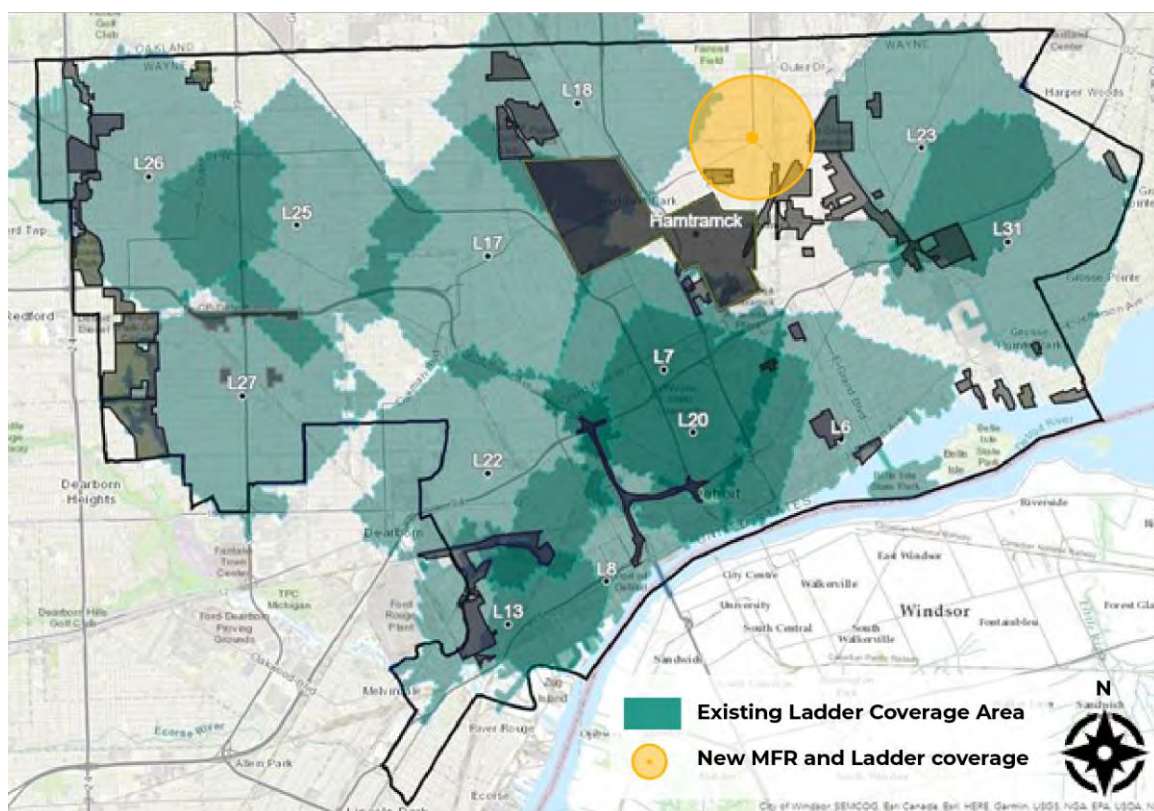


Figure 137: New Ladder and MFR coverage with the addition of Ladder 30

This renovation will support DFD operations and help improve public safety in Detroit. Outcomes for this project include enhancing the availability of ladder and MFR emergency response services and improving the quality of emergency response services.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Project success will be defined by the completion of work and the positive impact that the new facility will have on DFD operations and service delivery.

Figure 138 shows the project’s long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.



Figure 138: Long-Term Goals, Near-Term Outcomes, and Outputs – Ladder 30 Renovation

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project’s performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

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

Supporting Evidence Base. The National Fire Protection Association (NFPA) found that for fire departments to continue to provide high-quality service, improvements are required in coverage, facility upgrades that consider current and future capacity and demand, and facilities that improve efficiency, especially where there are gaps in provision of service (Foley, 2019).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 139: Project schedule – Ladder 30 Renovation

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- In contracting phase where a vendor has been selected and the contract is awaiting Council approval.
- The selected General Contractor will be responsible for hiring an architecture firm to provide permit drawings for the renovation if needed, completing the design scope of work, ensuring that the design does not exceed budget, and managing the construction services per the design.
- Once approved, the project will begin immediately kicking off site and building assessment tasks.

References

Foley, Matthew. 2019. "Renovation Needs of the US Fire Service." National Fire Protection Association. <https://www.nfpa.org/-/media/Files/News-and-Research/Fire-statistics-and-reports/Emergency-responders/osRenovationNeedsOfUSFireStations.pdf>.

Park Plans

Project Identification Number: 850805

Funding Amount: \$5,925,000

Project Expenditure Category: EC 2.22: Negative Economic Impacts – Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

Given the goals and timeline of the American Rescue Plan Act, Parks and Recreation chose six park improvement projects that were both “shovel ready” and poised to help reverse long-standing impacts of neighborhood disinvestment. Investments in these parks is part of a comprehensive effort to restore neighborhoods and promote beauty, vitality, safety, and resilience for all Detroiters. The investment in these parks is implementing the vision set forth in the City’s Parks and Recreation Improvement Plan as well as the respective Strategic Neighborhood Fund Framework Plans. Therefore, careful consideration was given to each site to ensure that improvements were being provided in a socially equitable manner.

The importance of park space has never been so apparent as during the global pandemic. In communities across the City of Detroit, parks and open space have seen dramatic increases in use in 2020 and 2021, as people sought refuge and respite from the COVID-19 pandemic, with opportunities to safely enjoy parks while maintaining social distance. Sunlight, fresh air, exercise, and access to green spaces all have a positive effect on our physical health and emotional well-being. These improvements will promote healthier living environments and outdoor recreation and socialization to mitigate the spread of COVID-19 in communities that have been disproportionately impacted by COVID-19.

The scope of this project includes improvements to a total of six parks, as detailed below, and to add a temporary staff member, Park Planner (TASS II). The six parks include AB Ford Park, Balduck Park, Greenview Wadsworth Park, John R Watson Park, Rogell Park, and Tireman-Minock Park. The proposed park improvements fall into the following categories: Site preparation and Infrastructure, Landscaping and Vegetation, and Connectivity/ Pathways Amenities. Most residents in these neighborhoods identify as minority and have been disproportionately impacted by COVID-19. Improvements will be measured by measuring park usage before and after construction and tracking construction and schedule milestones.

Internal partners include the General Services Department (GSD) Recreation Division, which is leading the planning, design, and construction efforts for the park renovation. Key community stakeholders from the Framework planning process are being engaged to help facilitate community engagement. GSD is also collaborating with the Department of Neighborhoods (DON) to ensure community engagement efforts are aligned with broader strategies in the neighborhood and larger community.

GSD will be doing the community engagement, design, and construction management in-house, but will rely on key partners for community outreach and advocacy to achieve a successful project that serves the community. Leadership from the following organizations has been engaged to help form a key stakeholder group for these projects, as shown in Table 32. Figure 140 to Figure 144 show conceptual master plans of the parks.

Table 32: Key Stakeholders for Park Projects

Park Name	Key Stakeholders
AB Ford Park	<ul style="list-style-type: none"> • Jefferson Chalmers Youth Council • Riverbend Neighborhood Association • Clairepoint Homeowners Association • Detroit Abloom • Freedom Freedom • Lakewood Block Club • Curtis Enterprises • Jefferson East, Inc • Shelbourne Developments
Balduck Park	<ul style="list-style-type: none"> • Cornerstone Community Association • E Warren Development Co. • Friends of the Alger • U-SNAP-BAC • MECCA Development Corporation • East English Village Association • Morningside Community Association
Greenview-Wadsworth Park	<ul style="list-style-type: none"> • Cody Rouge Community Action Alliance (CRCAA) • Motor City Grounds Crew • Southfield-Plymouth Block Club
John-R Watson Park	<ul style="list-style-type: none"> • Brush Park Community Development Corporation
Rogell Park	<ul style="list-style-type: none"> • Detroit Greenways Coalition • Grandmont Rosedale Development Corporation • Friends of the Rouge • Ecoworks • Greater Grace Church • Sierra Club • Old Redford Business Association • Sidewalk Detroit • Detroit Blight Busters • Old Redford Gardens Community • Malvern Hill Community • Greater Sandhill Community
Tireman-Minock Park	<ul style="list-style-type: none"> • Cody Rouge Community Action Alliance (CRCAA)

Park Name	Key Stakeholders
	<ul style="list-style-type: none"> • CRCAA Youth Council • ACCESS • Warrendale Community Organization • Joy Southfield CDC • Warren Avenue Community Organization • Friends of Rouge Park • Franklin Park Neighborhood Association • Islamic Center of Detroit • Cody Rouge Faith Alliance



Source: Landscape Architect Rayshaun Landrum (<https://detroitmi.gov/departments/detroit-parks-recreation/parks-and-greenways/tireman-minock-park> Land)

Figure 140: Tireman Minock Park



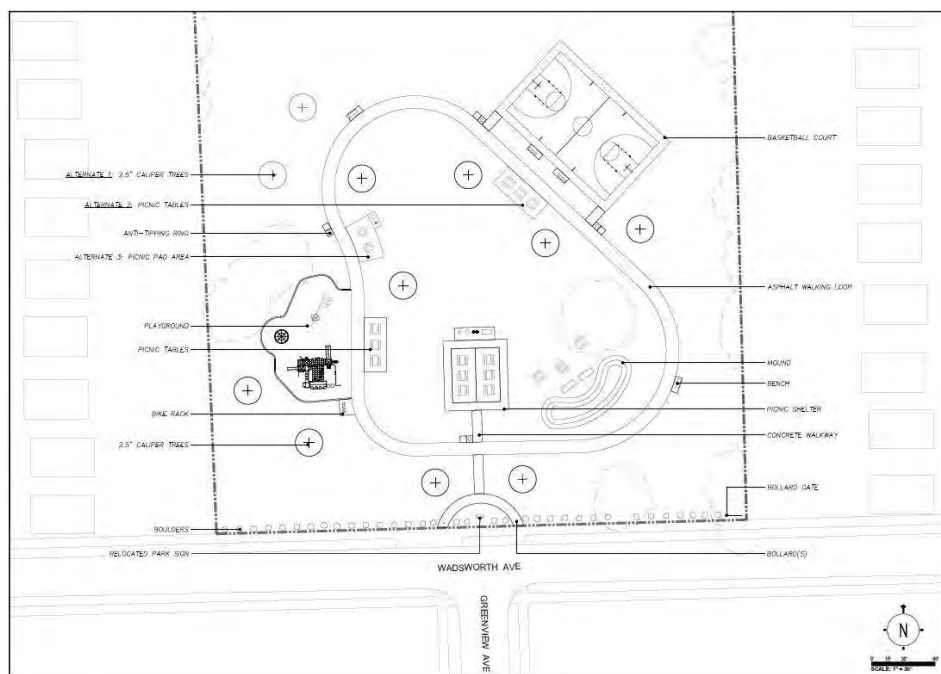
Source: Landscape Architect Arianna Zannetti (<https://detroitmi.gov/departments/detroit-parks-recreation/parks-and-greenways/balduck-park>)

Figure 141: Balduck Park



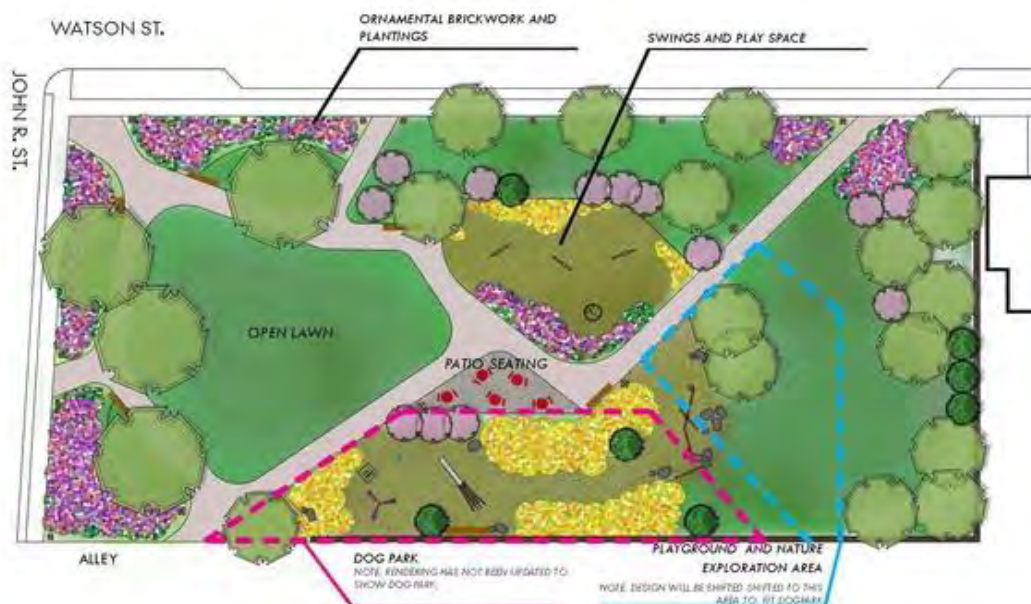
Source: Detroit Parks and Greenways Newsletter - June 2022

Figure 142: Rogell Park



Source: Landscape Architect, Rayshaun Landrum. Image source: *Detroit Parks and Greenways Newsletter - June 2022*

Figure 143: Greenview Wadsworth Park



Source: Landscape Architect John DeRuiter (Image source: Detroit Parks and Greenways Newsletter - June 2022)

Figure 144: John R-Watson Park

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 145 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Park Plans

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



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

NEAR-TERM OUTCOMES

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

OUTPUTS

- # of amenities added (picnic tables, bbq etc.) for AB Ford Park
- # of amenities added (picnic tables, bbq etc.) for Balduck Park
- # of amenities added (picnic tables, bbq etc.) for Greenview Wadsworth
- # of amenities added (picnic tables, bbq etc.) for John R. Watson
- # of amenities added (picnic tables, bbq etc.) for Rogell Park
- # of amenities added (picnic tables, bbq etc.) for Tireman-Minock Park
- # of new community members served within a 10-minute walk of AB Ford Park
- # of new community members served within a 10-minute walk of Balduck Park
- # of new community members served within a 10-minute walk of Greenview Wadsworth
- # of new community members served within a 10-minute walk of John R. Watson
- # of new community members served within a 10-minute walk of Rogell Park
- # of new community members served within a 10-minute walk of Tireman-Minock Park
- % connectivity and pathways construction complete for AB Ford Park
- % connectivity and pathways construction complete for Balduck Park
- % connectivity and pathways construction complete for Greenview Wadsworth
- % connectivity and pathways construction complete for John R. Watson
- % connectivity and pathways construction complete for Rogell Park
- % connectivity and pathways construction complete for Tireman-Minock Park
- % construction complete for AB Ford Park
- % construction complete for Balduck Park
- % construction complete for Greenview Wadsworth
- % construction complete for John R. Watson
- % construction complete for Rogell Park
- % construction complete for Tireman-Minock Park
- % 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
- % increase of park usage after construction for John R. Watson
- % increase of park usage after construction for Rogell Park
- % increase of park usage after construction for Tireman-Minock Park
- % landscaping & vegetation planting complete for AB Ford Park
- % landscaping & vegetation planting complete for Balduck Park
- % landscaping & vegetation planting complete for Greenview Wadsworth
- % landscaping & vegetation planting complete for John R. Watson
- % landscaping & vegetation planting complete for Rogell Park
- % landscaping & vegetation planting complete for Tireman-Minock Park
- % of Schedule milestones met by year for AB Ford Park
- % of Schedule milestones met by year for Balduck Park
- % of Schedule milestones met by year for Greenview Wadsworth
- % of Schedule milestones met by year for John R. Watson
- % of Schedule milestones met by year for Rogell Park
- % of Schedule milestones met by year for Tireman-Minock Park
- % site preparation & infrastructure deployment complete for AB Ford Park
- % site preparation & infrastructure deployment complete for Balduck Park
- % site preparation & infrastructure deployment complete for Greenview Wadsworth
- % site preparation & infrastructure deployment complete for John R. Watson
- % site preparation & infrastructure deployment complete for Rogell Park
- % site preparation & infrastructure deployment complete for Tireman-Minock Park

Figure 145: Long-Term Goals, Near-Term Outcomes, and Outputs – Park Plans

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. This project seeks to improve six parks (AB Ford Park, Balduck Park, Greenview Wadsworth Park, John R. Watson Park, Rogell Park, and Tireman-Minock Park). The proposed park improvements involve site preparation and infrastructure, landscaping and vegetation, connectivity and pathways, and amenities.

Supporting Evidence Base. According to the toolbox for Improving Parks and Other Community Facilities by the University of Kansas, parks and other community facilities enhance overall quality of life, so improvement progresses by addressing specific community needs. Specifically, these quality of life–related outcomes include opportunities for intellectual, cultural, and physical activities; sense of ownership and community pride; prevention of crime and antisocial behavior; fairness and equity; neighborhood revitalization (i.e., attract new residents, business, and tourism); aesthetics; and the improvement of the social character of community life (University of Kansas, n.d).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 146: Project schedule – Park Plans

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- Of the six parks, RFPs are out to bid for four of the parks.

References

University of Kansas. n.d. Section 6. Improving Parks and Other Community Facilities. In Chapter 26 of Community Tool Box. <https://ctb.ku.edu/en/table-of-contents/implement/physical-social-environment/parks-community-facilities/main>

Roosevelt Park Construction

Project Identification Number: 850801

Funding Amount: \$5,000,000

Project Expenditure Category: EC 2.22: Negative Economic Impacts - Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

Roosevelt Park, located at 2405 Vernor Highway, sits at the center of a vibrant and culturally diverse area of the city. In the heart of southwest Detroit's Hubbard Richard and Corktown Neighborhoods, Roosevelt Park is most well-known as a green space next to the iconic Michigan Central Station.

The Roosevelt Park Construction plan under ARPA SLFRF funding is to reroute Vernor Highway around the park (removing the road that goes through the park) and stitch the park back together while adding improvements such as walking paths, benches, and landscaping. This initiative began with an official City kickoff event in the summer of 2021, with external organizations including community partners such as the Southwest Detroit Business Association, Corktown Business Association, Congress of Communities, and North Corktown Neighborhood Association, all of whom joined together to achieve a unified Roosevelt Park, renovated based on the community's preferences and needs. This initiative will play a pivotal role in demonstrating the City of Detroit's commitment to its neighborhoods.

The General Services Department and Recreation Division are leading the planning, design, and construction efforts for the park renovation. Ford Motor Company is a partner that the City will coordinate with as the project moves forward to ensure alignment of the timing of roadway closures and construction completion.

This program seeks to invest funding in public outdoors spaces located in disadvantaged communities that typically see less investments in their neighborhoods. Investing in disproportionately impacted communities will help address the increased health disparities often experienced in low-income communities.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 147 shows the project’s long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

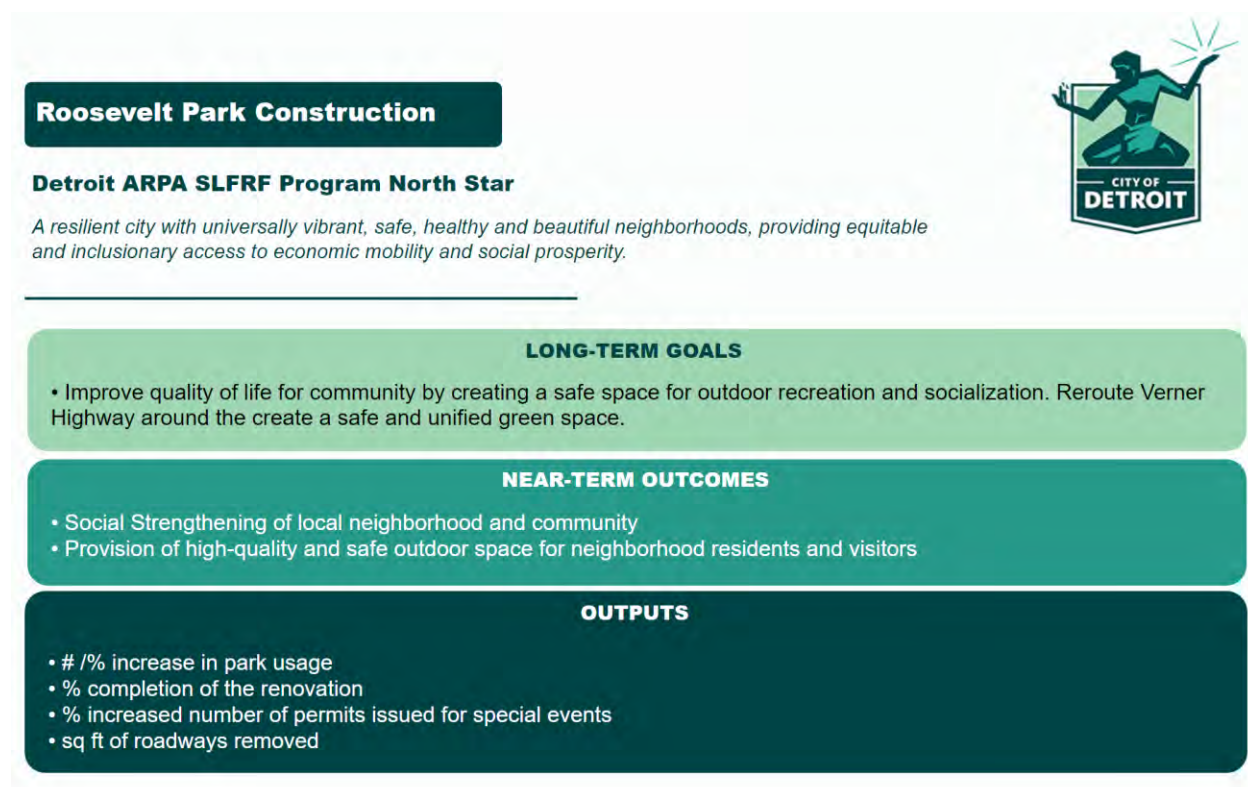


Figure 147: Long-Term Goals, Near-Term Outcomes, and Outputs – Roosevelt Park Construction

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project’s performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. Roosevelt Park will be renovated based on community desires. The initial plan will unify green space by rerouting Vernor Highway around the park, to create a unified green space that the entire community can enjoy.

Supporting Evidence Base. Community-driven improvements are key in the improvement process for existing parks, because parks are closely tied to enhancing quality of life (University of Kansas, n.d.). According to the Centers for Disease Control and Prevention, “Exposure to nature or green space also has positive physical and mental health benefits, including lower rates of heart disease, stroke, obesity, stress, and depression. In fact, exposure to green space, even in a limited setting (e.g.,

residential city streets in urban areas), is just as beneficial for health as that of visiting a natural setting or large public park” (Slater et al., 2020).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

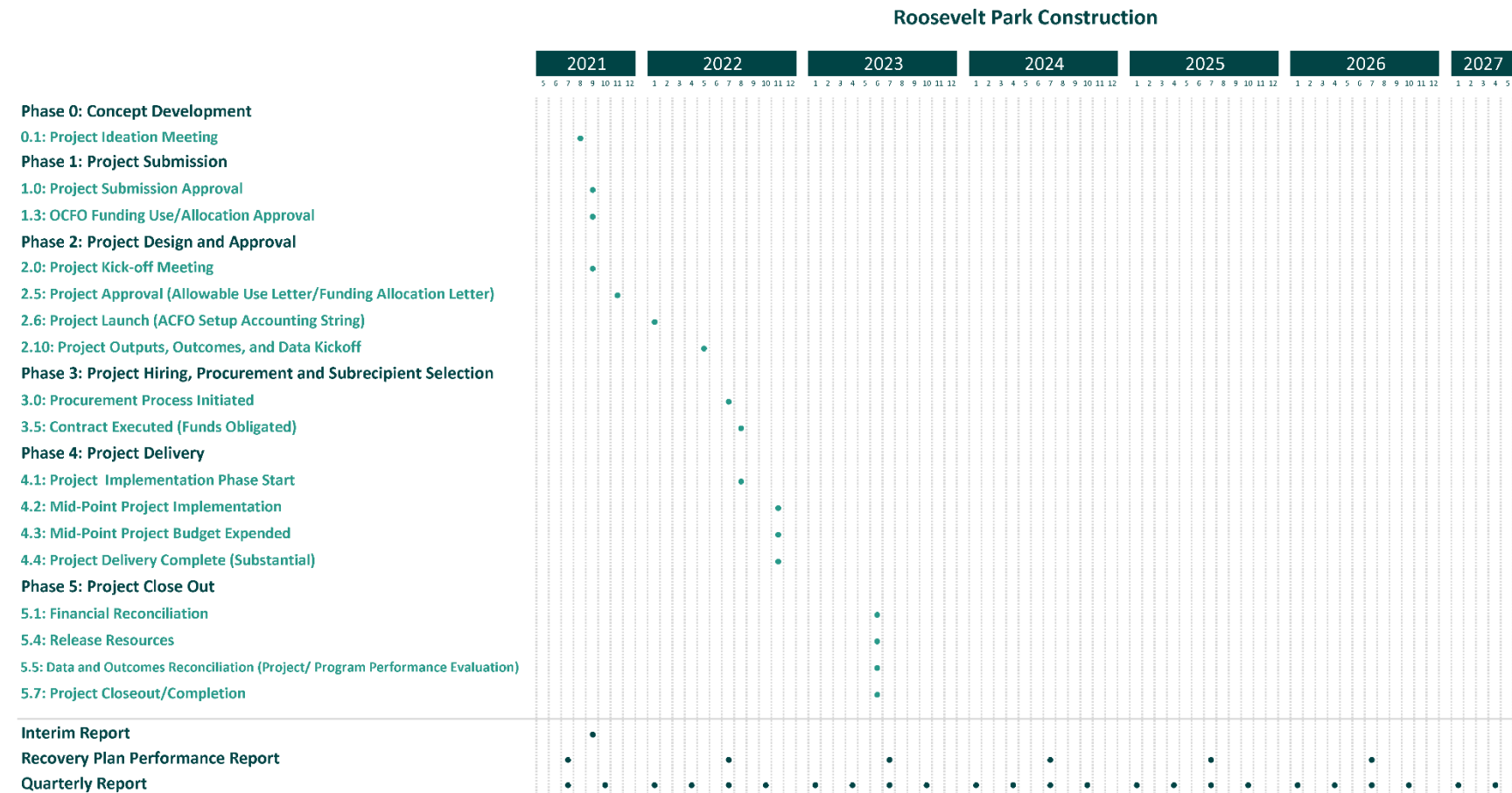


Figure 148: Project schedule – Roosevelt Park Construction

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- The project team is currently contracting with an engineering firm to lead the civil engineering for the road removal and rerouting.
- The website is: <https://detroitmi.gov/departments/detroit-parks-recreation/parks-and-greenways/roosevelt-park>.

References

Slater, Sandy, Richard Christiana, and Jeanette Gustat. 2020. "Recommendations for Keeping Park and Green Space Accessible for Mental and Physical Health During COVID-19 and Other Pandemics." In: Preventing Chronic Disease, Centers for Disease Control and Prevention. https://www.cdc.gov/pcd/issues/2020/20_0204.htm

University of Kansas. n.d. "Improving Parks and Other Community Facilities." Chapter 26, Section 6 of the Community Tool Box. <https://ctb.ku.edu/en/table-of-contents/implement/physical-social-environment/parks-community-facilities/main>.

Blight to Beauty

Project Identification Number: 851302

Funding Amount: \$14,281,025

Project Expenditure Category: EC 2.23: Negative Economic Impacts - Strong Healthy Communities: Demolition and Rehabilitation of Properties

Project Overview

The Blight to Beauty City Upkeep Program will improve the quality of life for Detroiters by removing legacy non-structural blight in the city's neighborhoods. This program will systematically remove debris and vegetative overgrowth from vacant properties that are a depressing element of everyday life, and maintain Detroit's primary corridors where people travel, shop, and operate businesses. The project will improve the quality of life for Detroiters by beautifying the neighborhoods where they live and removing exterior blight to open lines of sight and increase safety.

This project will reduce the prevalence of blight in Detroit that is associated with poor physical and mental health outcomes (Coombe et al., 2015). Currently, the Detroit Land Bank Authority (DLBA) estimates that there are over 19,000 homes in the city that are unoccupied DLBA properties or have one or more other indication of blight (Detroit Land Bank Authority, 2021). Abandoned homes can become overgrown with vegetation and become sites for illegal dumping; the prevalence of these abandoned properties is shown to correlate directly with negative physical, mental, and socioeconomic outcomes for neighborhoods at the zip code and block level.⁷ Additionally, a University of Michigan report found that the impact of blight in Detroit is felt disproportionately by socioeconomically disadvantaged Detroiters (University of Michigan, 2020).

This initiative will support a one-time wholesale removal of this legacy blight and implement a high standard of maintenance for public spaces. The scope of this project is a three-pronged approach to remediate blight in the city: clearing of exterior blight on vacant properties; cleaning and mowing the city's major corridors; and the removal of dead, dangerous, and nuisance trees. Removing physical barriers such as downed trees, concrete, dumping, and decades-old overgrowth will allow Detroit's vacant lot mowing program to operate more efficiently and completely.

Beyond the direct removal of blight, the project will develop the enforcement infrastructure to preserve these investments into the future. A Blight Czar will coordinate inter-departmentally with Buildings, Safety Engineering, and Environmental Department (BSEED) to improve blight response and compliance processes to support sustainable blight remediation in Detroit.

⁷ ARPA Blight Memo – To be published in 2022

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 149 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Blight to Beauty

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOALS

- Tree Removal: Rehabilitate and secure vacant lots to reduce the long-term recurrence of blight in Detroit.
- Tree Removal: Address the disproportionate impacts of blight in Detroit's neighborhoods & promote improved health outcomes by investing in green spaces, trees, & neighborhood cleanup.
- Exterior Blight Removal: Address the disproportionate impacts of blight in Detroit's neighborhoods & promote improved health outcomes by investing in green spaces, trees, & neighborhood cleanup.
- Exterior Blight Removal: Rehabilitate and secure vacant lots to reduce the long-term recurrence of blight in Detroit.
- Corridor Manicure: Rehabilitate and secure vacant lots to reduce the long-term recurrence of blight in Detroit.
- Corridor Manicure: Address the disproportionate impacts of blight in Detroit's neighborhoods & promote improved health outcomes by investing in green spaces, trees, & neighborhood cleanup.

NEAR-TERM OUTCOMES

- Reduce stress for the citizens of Detroit demonstrated by decreased complaints of blight collected by the Blight Remediation Division and increased participation in the City's Block Club program.
- Completion of the project aim to clean priority corridors, vacant lots, and dangerous nuisance trees.

OUTPUTS

- # of lot cleanup submissions collected through direct outreach
- # of Lots Remediated
- # of lots with Blight remediated following BSEED citation, both by the city and by property owners.
- # of properties made accessible for Vacant Lot Cutting
- # of referrals of interested community members to the Department of Neighborhoods
- # of Sale of DLBA properties with exterior blight removed
- # of Trees Removed
- \$ Amount of project funds recovered in legal judgements
- % change in year-over-year customer complaints
- % of Block Clubs engaged with program
- % of manicures completed on time
- Tons of Debris removed from exterior blight removal

Figure 149: Long-Term Goals, Near-Term Outcomes, and Outputs – Blight to Beauty

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. The Blight to Beauty City Upkeep Program has a three-pronged approach to remediate exterior blight in the city: clearing of exterior non-structural blight on vacant properties, cleaning and maintenance of the city's major corridors, and removal of dead, dangerous, and nuisance trees.

Supporting Evidence Base. This project meets the American Rescue Plan Act (ARPA) funding goal of improving the Social Determinants of Health for Detroit residents by reducing the prevalence of blight in Detroit that is associated with poor physical and mental health outcomes. The remediation of vacant and dilapidated physical environments has been shown to be a tool for addressing mental health problems in particular for communities in Philadelphia.

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 150: Project schedule – Blight to Beauty

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- Initial procurement for tree removal has been awarded

References

Coombe, Chris M., Danielle Jacobs, Barbara A. Israel, Amy J. Schulz, and Ben Cave. 2015. "Healthy Neighborhoods for a Healthy Detroit: Health Impact Assessment of the Strategic Framework to Regenerate Detroit." https://detroiturc.org/sites/default/files/2020-11/D-HIA_Summary.pdf.

Detroit Land Bank Authority. 2021. Vacant And Blighted Home Estimates. March 17. https://aecom.sharepoint.com/:b:/r/sites/DetroitARPATeam/Shared%20Documents/DFFT%20-%20External%20Share%20Folders/01_Projects/13.1.008_BlighttoBeauty/00.00_ProjectPlan/Supplemental%20Information/Abandoned%20Home%20Estimate%203-17-21.pdf?csf=1&web=1&e=h3q5KH.

South, Eugenia C., Bernadette C. Hohl, Michelle C. Kondo, John M. MacDonald, and Charles C. Branas. 2018. "Effect of Greening Vacant Land on Mental Health of Community-Dwelling Adults: A Cluster Randomized Trial." *JAMA Network Open* 1 (3): e180298–e180298. <https://pubmed.ncbi.nlm.nih.gov/30646029/>

University of Michigan Detroit. 2020. Metro Area Communities Study (DMACS) Issue Brief: Blight in Detroit, Spring, 2020.

Blight Remediation – Industrial and Commercial

Project Identification Number: 160060

Funding Amount: \$87,875,000

Project Expenditure Category: EC 2.23: Negative Economic Impacts - Strong
Healthy Communities: Demolition and Rehabilitation of Properties

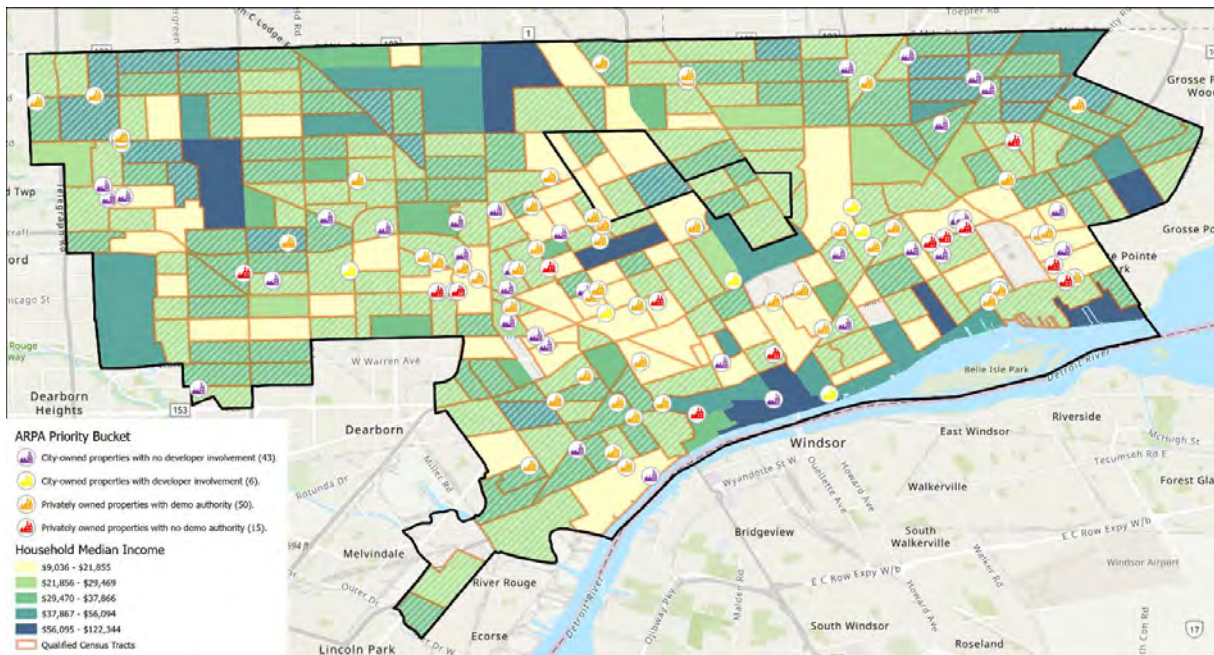
Project Overview

The objective of the Blight Remediation – Industrial and Commercial program is to remove blight and prepare the sites for redevelopment through demolition, environmental remediation, infrastructure improvements, and other site readiness activities. This program is specifically for commercial and industrial structures, because the City has other ARPA SLFRF projects designed to address blight on a smaller scale and within residential areas.

The presence of abandoned structures has been linked with negative physical, mental, and socioeconomic outcomes for individuals, households, and communities. Historically, blight removal and remediation have been associated with improvements to the built environment, economic stability, and environmental health (US Department of Housing and Urban Development Office of Policy Development and Research, 2014). One of the hardest hit cities during the pandemic, COVID-19 has had adverse economic impacts on nearly every neighborhood in Detroit, exacerbating vacancy and blight issues that already existed in the City's historically underserved areas.

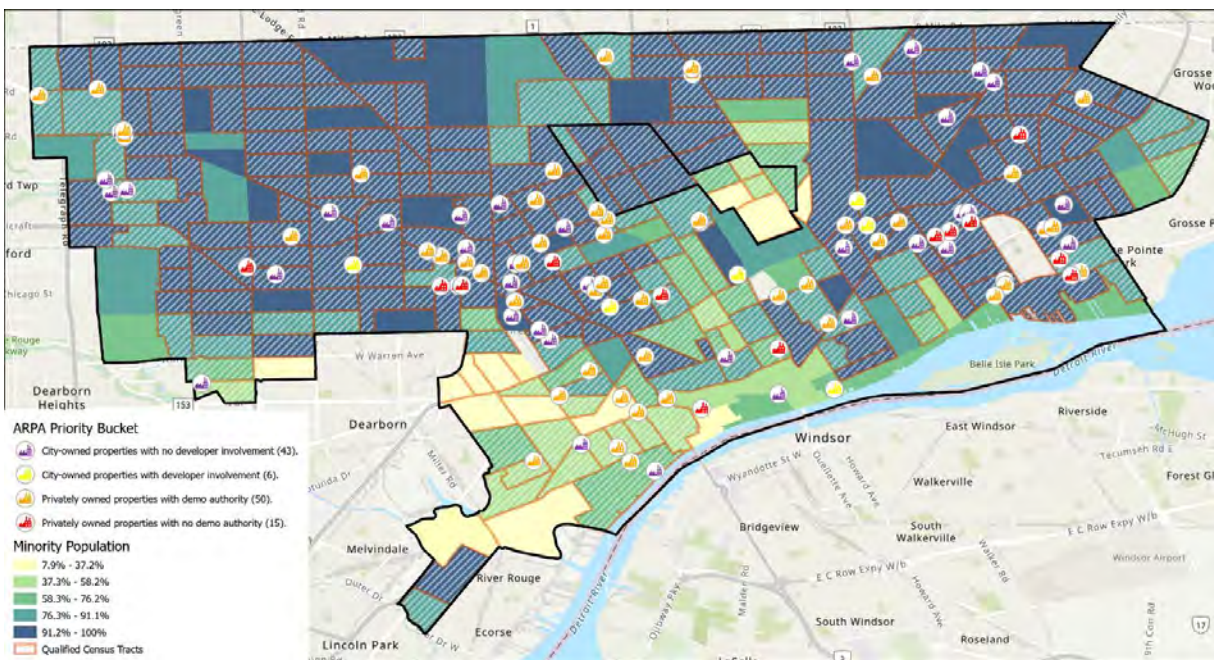
To mitigate the disproportionate impacts of COVID on these areas and improve public health outcomes in underserved neighborhoods, the City has identified potential properties for blight removal and site readiness that have outsized negative impacts on the surrounding neighborhoods due to their size, age, level of contamination, proximity to housing, or duration of vacancy. The list focuses on those properties that pose the highest public health and safety risks to the surrounding area, but also represent the best opportunities for transformative redevelopment after this program has concluded (Devries et al., 2015). Each step in the site readiness process will drive better health outcomes by improving the quality of the built environment and reverse decades of divestment in disproportionately affected neighborhoods.

The City has identified approximately 100 candidate sites to remediate or demolish as part of this program. The goal is to perform action on as many sites as possible, allowing for flexibility in the order of priority. The list of properties includes "priority buckets" based on factors including ownership and ease of getting through the ARPA SLFRF compliance project (see Figure 151 and Figure 152).



Source: US Census Bureau ACS, City of Detroit

Figure 151: Household Median Income



Source: US Census Bureau ACS, City of Detroit

Figure 152: Detroit Minority Population and Properties in the Blight Project Plan

City staff have begun working on due diligence (zoning, title work, structural and environmental surveys, infrastructure analysis, etc.) for the highest priority sites. As

due diligence steps are completed, a specific scope of work will be delineated for each site, balancing anticipated timelines and costs against project constraints. Progress during this stage is relatively straightforward—the due diligence steps are either in progress (% complete) or complete. As properties are identified as too costly/unviable or are taken off the list due to private interest, the due diligence process will begin on the next highest priority sites. The order of priority sites will also be reevaluated throughout the project based on factors like speed to market, market demand, jobs potential, and locational advantages.

Once projects move on to site readiness activities (remediation, infrastructure, partial demo, demo to slab, or demo below slab), progress toward completion of each applicable activity for that site will be tracked. Visual cues to measure progress, such as land clearing, demolition of structures, and disposal of materials, will also help track progress. Metrics to measure our outcomes will be the number of sites/acres remediated, number of properties demolished, and number of “ready” sites (those that have completed all identified site readiness activities).

Planned Performance Outcomes

Detailed below are the strategic project’s long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit’s American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project’s overall direction in alignment with the program’s North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 153 shows the project’s long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Blight Remediation - Industrial and Commercial

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



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.

NEAR-TERM 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

- # of buildings stabilized
- # of environmental due diligence completed for targeted number/list of sites
- # of hazardous and abandoned buildings demolished

Figure 153: Long-Term Goals, Near-Term Outcomes, and Outputs – Blight Remediation – Industrial and Commercial

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. This program will 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.

Supporting Evidence Base. The US Department of Housing and Urban Development (HUD) recommends that cities with shrinking populations and weak housing markets consider demolishing and converting blighted properties to green space to raise property values, stabilize markets, and improve the lives of residents who remain, noting that these strategies often benefit the most disadvantaged areas of cities (see Figure 154 and Figure 155). Another study in Orange County, Florida found that demolition and remediation of blight have led to reinvestment in the short term and improved public health outcomes in the long term. Formerly

blighted corridors experienced lower crime, increased investment, and positive economic impacts.

The dilapidated Packard Plant in Detroit is among the higher-profile commercial properties the city would like to see cleared for future development.



Source: Frank, 2022

Figure 154: Former Packard Plant

The old Cadillac Stamping Plant on Detroit's east side was demolished last year and made way for a new Lear Corp. plant development. The site was among large industrial properties the City wanted redeveloped, and now Detroit is aiming to spend American Rescue Plan Act dollars readying more industrial sites for potential new use.



Source: Frank, 2022

Figure 155: [Former](#) Cadillac Stamping Plant

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

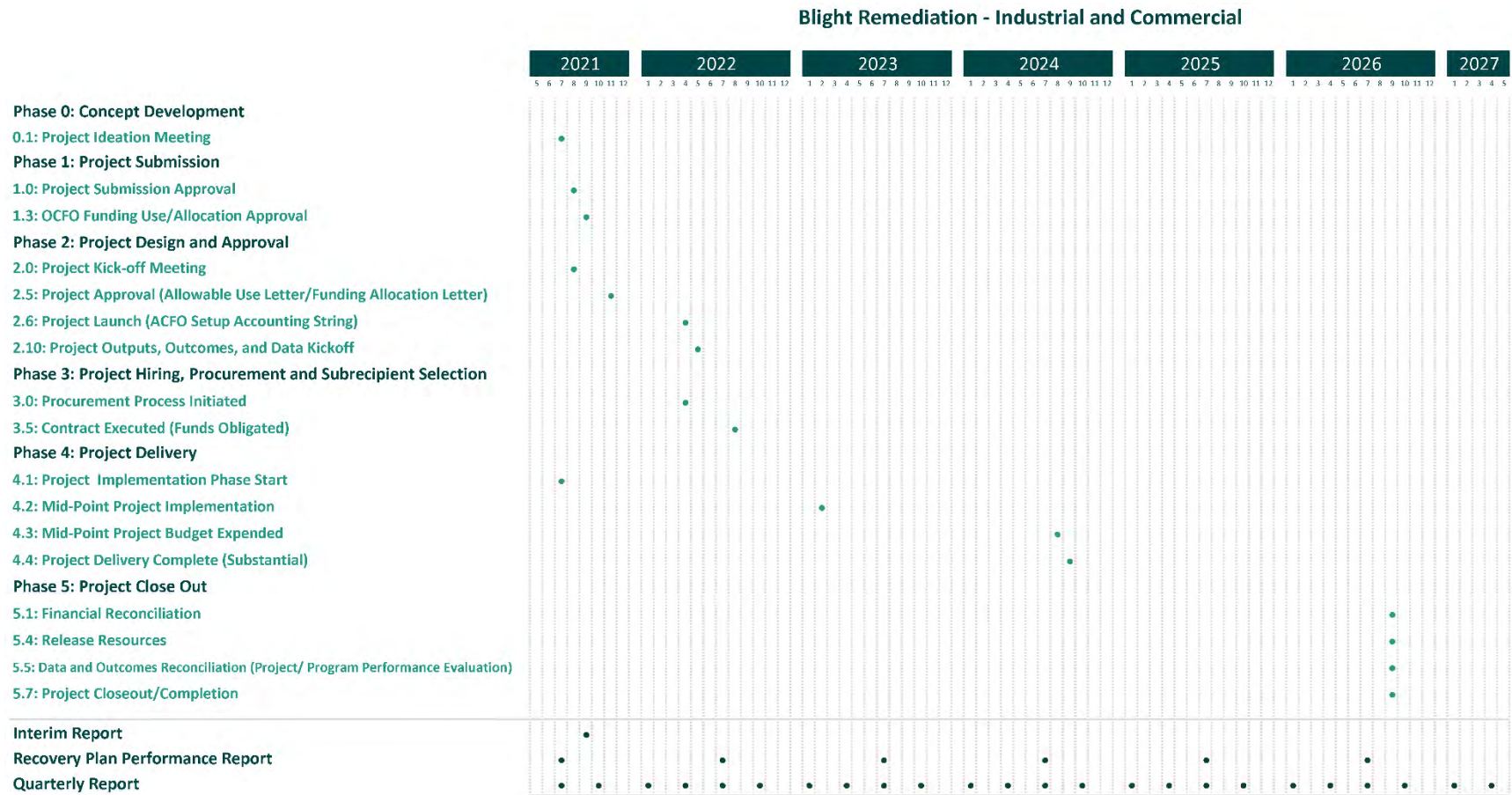


Figure 156: Project schedule- – Blight Remediation – Industrial and Commercial

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- The project team is preparing for environmental reviews for various subject properties to determine the necessary next steps for each site.
- The project team prepared contracts for third-party project management and emergency site demolition, which are anticipated to go to City Council for approval in July 2022.

References

Devries et al. "Beating Blight: Strategies for Neighborhood Revitalization and Redevelopment." 2015.

Frank, Annalise. 2022. "Detroit ramps up plan to spend \$95 million of pandemic aid on commercial demolition, site prep." Crain's Detroit Business. February 16. <https://www.crainsdetroit.com/real-estate/detroit-ramps-plan-spend-95-million-federal-covid-pandemic-aid-commercial-demolition> .

US Department of Housing and Urban Development Office of Policy Development and Research. "Vacant and Abandoned Properties: Turning Liabilities into Assets." 2014.

Detroit Small Business Launcher

Project Identification Number: 851603

Funding Amount: \$15,000,000

Project Expenditure Category: EC 2.29: Negative Economic Impacts - Loans or Grants to Mitigate Financial Hardship

Project Overview

The support of small and midsize businesses (SMBs) and entrepreneurs is an integral part of the City of Detroit's approach to its community and economic development strategy and is a key tenet in the administration's approach to creating a more equitable City. Small businesses not only create new jobs, but they provide goods and services within the city, amenities that are located close to neighborhoods that are walkable for surrounding residents, increase personal income for households, are a mechanism for generational wealth-building, and generate tax revenue from the local economy. With the right strategy, leadership team, business practices, and access to capital and technical assistance, micro-entrepreneurs and small businesses have the potential to be a driving force, over time, in closing both the income and wealth gap of people of color in the City.

To advance goals of cultivating a stronger and more resilient SMB sector, the City of Detroit is launching Detroit Small Business Launcher (DSBL). DSBL is a program designed to assist Detroit SMBs at critical stages of business development, including expansion and during periods of hardship, by providing awards to fill gaps in development and ultimately help SMBs locate and thrive in brick-and-mortar facilities. Uses of awards may include development activities such as: business plan creation, accounting and financial planning assistance, marketing, legal expertise, inventory purchases, façade improvements and repairs, and real estate needs including facility build-outs. This will ensure Detroit's SMBs have the necessary tools to recover from and continue to grow as Detroit rebuilds its microenterprise landscape from the consequences induced by the COVID-19 pandemic.

The program directly addresses multiple City of Detroit priorities addressing small business assistance and fighting intergenerational poverty. Key outcomes for DSBL include the following: help rebuild the SMB landscape from the impacts of COVID; improve the sustainability of SMB sector by mitigating the impact of institutional and regulatory barriers to success; and help remediate inequities in resource allocation.

DSBL will establish a competitive grant program for Detroit entrepreneurs, new and existing Detroit small businesses, and businesses looking to expand to Detroit. It will offer two categories of support to small businesses, technical and financial support grants, which will be delivered quarterly between July 2022 and May 2024. Technical support grants are awarded to provide access to technical assistance, starting with training and workshops and business plan development, to more specialized

assistance such as real estate services, legal assistance, website development, pre-construction assistance, and more. These grants will be awarded through three distinct award tracks: the *Plan, Develop, and Design* tracks. Financial support grants are cash grants provided to businesses who cannot access any or all of the financing needed to open. These grants will serve to bridge financial gaps faced by business owners, allowing them to get or remain open. Financial support grants will be awarded through two distinct award tracks, which are the Cash Grants and Improvement Grants.

DSBL reflects the program design of Motor City Match (MCM), a financial and technical assistance grant program that serves Detroit-based SMBs. MCM has been facilitated by the Economic Development Corporation of the City of Detroit (EDC) and managed by the Detroit Economic Growth Corporation (DEGC) since 2014 and has been responsible for the delivery of 19 rounds of grants, with the primary mission of building SMB organizational capacity and getting SMBs in brick-and-mortar facilities. Like DSBL, MCM's program aim is to encourage new or expanding SMBs to locate in commercial corridors, and to pair them with ideal facilities that match their needs.

The impact of DSBL is intended to match MCM's efforts in driving the growth of Detroit's economy while ensuring Detroiters have access to jobs, goods, and services. Between 2015 and 2022, MCM has served 1,500 businesses and provided \$9.1 million in grants, leveraging an additional \$54 million in committed investments in Detroit neighborhoods. In addition to cash grants, MCM has provided business planning, site selection, design services, capital readiness training, and help navigating City processes to awardees. The program has launched 136 new brick-and-mortar businesses that are currently operating and awarded grants to an additional 53 businesses currently under construction that are scheduled to open by the end of 2023.

Because of its success and example of how to deliver a city-wide grant program, MCM has established itself as an ideal program to mirror. Its alignment to the goals of Detroit and the strong track record of program performance supports it as a qualified model that the DSBL program can reflect in program structure and administration.

The program will be carried out by a subrecipient, who will be contracted under a subrecipient agreement. The selected subrecipient for DSBL is the EDC of the City of Detroit, who maintains an internal network of partners that runs the Motor City Match program. Key partners will support with services including direct-to-business design, financial and succession planning, legal/marketing/staffing assistance, growth strategies, and online commerce.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

The success of DSBL will be defined by the number of businesses receiving support awards and their ability to become established, grow, and succeed as a business.

Figure 157 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Detroit Small Business Launcher

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOALS

- Support remediation of inequities in resource allocation
- Support recovery of SMB landscape from Impacts of COVID
- Improve Sustainability of SMB Sector by Mitigating the Impact of Institutional and Regulatory Barriers to Success

NEAR-TERM OUTCOMES

- Increase in technical assistance for businesses led by a person belonging to a marginalized group of people
- Increase in SMBs receiving technical assistance
- Increase in SMB's operating
- Increase in SMB visibility
- Increase in SMB success
- Increase in SMB receiving financial support
- Increase in SMB business literacy
- Increase in recovery for SMBs in impacted industries (ARPA defined)
- Increase in financial support for businesses led by a marginalized group of people
- Increase in distribution of resources to low to moderate-income Detroiters
- Increase in business success for SMBs led by a marginalized group of people
- Increase in business literacy for businesses led by a marginalized group of people
- Increase in business in low to moderate-income communities
- Increase in available jobs

OUTPUTS

- % 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
- % of SMB respondents who reported organizational capacity improved and are led by a person belonging to a marginalized group of people
- % of SMBs led by a marginalized group of people who reported improved business success after receiving assistance
- Dollars of grants awarded
- Dollars of grants awarded to SMBs led by a marginalized group of people
- Number of businesses supported formalized and transactional ready
- Number of businesses supported newly providing goods and services to low-to moderate-income areas
- Number of businesses supported providing continued goods and services to low-to moderate-income areas
- Number of existing businesses led by low-to moderate-income owners supported
- Number of grants awarded to businesses led by a marginalized group of people
- Number of loans facilitated from community lenders
- Number of new businesses led by low-to moderate-income owners supported
- Number of new businesses supported placed in brick-and-mortar facility
- Number of new jobs created
- Number of SMBs led by a marginalized group of people receiving financial aid grants
- Number of SMBs receiving financial aid grants to open businesses in a low-to-moderate income communities
- Number of SMBs receiving technical assistance grants and are led by a person belonging to a marginalized group of people
- Number of SMBs receiving assistance
- Number of SMBs supported that operate in impacted industries
- Number of technical support services awarded
- Number of workshops provided
- Percent of SMB respondents who reported gaining key skills for running a successful business
- Percent of SMB respondents who reported improved business success after receiving assistance
- Percent of SMB respondents who reported improved organizational capacity
- Percent of SMB respondents who reported increased business traffic and brand awareness (new visitors, website traffic, searches for brand)

Figure 157: Long-Term Goals, Near-Term Outcomes, and Outputs – Detroit Small Business Launcher

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. Detroit Small Business Launcher provides awards to small businesses for development activities such as business plan creation, accounting and financial planning assistance, marketing, legal expertise, inventory purchases, and real estate needs including facility build-outs.

Supporting Evidence Base. There are short-term and long-term impacts of small business awards. Short-term impacts include motivation for enterprise employees and enhanced brand identity, which then leads to enhanced sales revenue and enterprise profile. Small businesses continue to use funds for their ongoing strategic advantage over the long term.

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

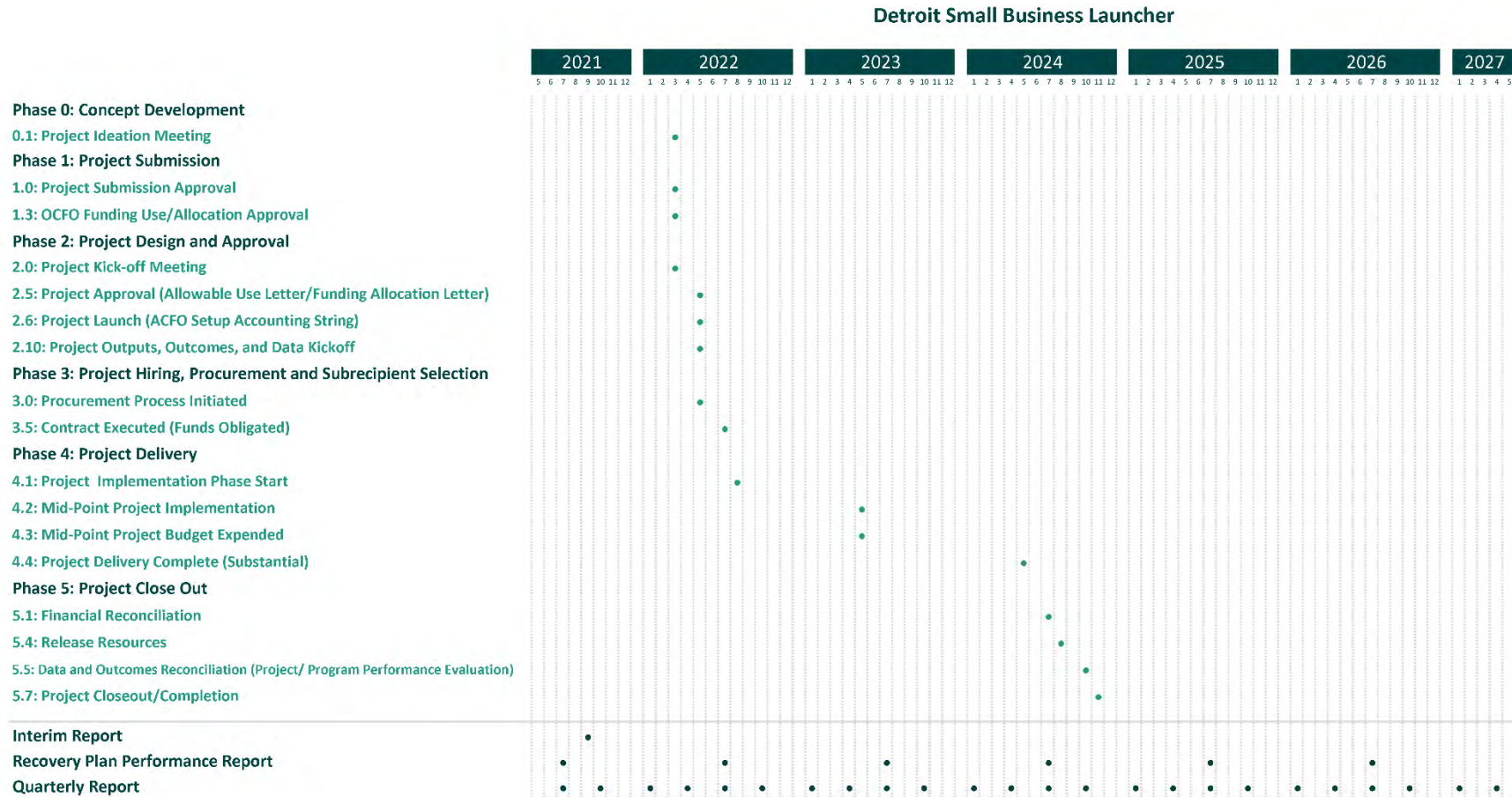


Figure 158: Project schedule- – Detroit Small Business Launcher

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- The project is currently in the contracting phase.
- The NOFA has been created and advertised, and a subrecipient has been selected.
- The subrecipient agreement is being drafted and is expected to be finalized and submitted for City Council approval.

References

Jones, Paul, Joanne Scherle, David Pickernell, Gary Packham, Heather Skinner, and Tom Peisl. 2014. "Fool's Gold? The Value of Business Awards to Small Businesses." *The International Journal of Entrepreneurship and Innovation* 15 (May). <https://doi.org/10.5367/ijei.2014.0151>.

Small Business COVID Response

Project Identification Number: 851602

Funding Amount: \$9,000,000

Project Expenditure Category: EC 2.30: Negative Economic Impacts - Technical Assistance, Counseling, or Business Planning

Project Overview

Small Business Covid Response (SBCR) addresses long-standing deficiencies in support for Small to Medium Businesses (SMBs), particularly businesses led by people of color, and newly emergent challenges resulting from the COVID-19 pandemic. SMBs have been financially burdened, and their capacity to operate efficiently has been hampered. Most severely impacted have been microenterprises, defined by under 5 employees and less than \$250,000 in revenue according to the Small Business Association, which make up 70 percent of small businesses in Detroit. Black-led businesses have particularly experienced this impact, because 90 percent of black-led businesses are microenterprises. These impacts have exacerbated existing challenges that minority-led SMBs face in Detroit, and have highlighted disparities in capital access, resource access, and technical business operation expertise.

SBCR is an effort to improve information and resource access for SMBs in Detroit. Operationally, SBCR will function as a resource hub, offering its services to any SMB seeking guidance or support on how best to create a thriving business, or how to recover from the negative economic impacts of the COVID-19 pandemic. In Detroit, the approximately 60,000 SMBs are the backbone of the economy. Many SMBs continue to battle with the repercussions of COVID-19, and struggle to generate revenues that are akin to pre-pandemic levels; this is particularly true for neighborhood-based industries such as restaurants, retail, childcare, and fitness. By addressing existing deficiencies in structural support and disparities in access to financial and educational resources, SBCR will be able to fully acknowledge the impacts of the COVID-19 pandemic, mitigate them, and deconstruct the barriers that the effects of the pandemic pose to a full and equitable recovery for Detroit business owners.

SBCR directly addresses multiple City of Detroit priorities, primarily small business assistance, reducing the digital divide, and fighting intergenerational poverty. Key outcomes for SBCR include supporting the return of SMB revenues to at least pre-pandemic levels and increasing resource and capital access to SMBs; mitigating the impacts of institutional and regulatory barriers to success; and developing the long-term structural and operational capacity of SMBs to mitigate the future economic impact of COVID-19 on them—in particular, on SMBs led by people of color.

As a resource hub, SBCR will support Detroit-based SMBs by providing financial grant assistance and access to business support resources such as mentoring, training, and workshop opportunities focusing on specialized services such as facilitation between lending institutions for loans and grants, and buyer-to-supplier partnerships. Financial grant assistance will be delivered through two types of grant programs. The first will provide low/no-cost loans to SMBs to support capacity building directly and indirectly. The second grant program will provide debt relief to SMBs that have high-interest loans. Business support resources will be delivered by utilizing an expansive network of business support service providers who will provide business opportunities and resources earmarked to specifically target SMBs with limited organizational capacity, and who have disproportionately been impacted by COVID-19.

SBCR reflects the program design of Detroit Means Business (DMB), a centralized small business resource hub providing access to essential services and supplies as Detroit-based SMBs recover from COVID. DMB was created by the Detroit Economic Growth Association (DEGA) and the Detroit Economic Growth Corporation (DEGC), who joined a coalition of over 60 public, private, and philanthropic leaders as well as leaders from nonprofit Business Support Organizations (BSOs). Together, they have provided \$17 million in philanthropic, city, state, and federal funds as cash grants distributed to Detroit small businesses; helped create access to \$742 million in Paycheck Protection Program (PPP) loans; distributed 6,000 small business PPE kits; distributed 4,500 reopening playbooks; managed over 5,000 contact center inquiries; leveraged 2,000+ hours of in-kind support from over 60 organizations; implemented more than 400 1:1 financial support/expert coaching sessions; and hosted an in-person Detroit Means Business Summit for 400 participants who were able to access 1:1 business consultation, as well as industry-specific roundtables and other information.

Because of its ability to provide resources that comprehensively support Detroit-based SMBs, and that address the COVID-19 related challenges they face, DMB has established itself as an ideal program to model after. Its alignment to goals of the City of Detroit and the strong track record of program performance supports it as a qualified case study that SBCR can reflect in program structure and administration.

The program will be carried out by a subrecipient who will be contracted under a subrecipient agreement. The subrecipient will provide program administration services as well as business support and technical services utilizing their existing network of implementation partners. Program partners will include lending/capital providers, practical assistance providers, neighborhood business resource connectors, and sector resource connectors who will each provide key resources for SMBs.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

The success of SBCR will be defined by the close in gaps in resource access and by the rebound SMBs are able to make from the impacts of COVID.

Figure 159 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Small Business COVID Response

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



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

NEAR-TERM OUTCOMES

- Number of SMBs of color with significant revenue increases
- Number of SMBs led by people of color who report gained key skills for running a successful business
- Increase in technical support received by SMBs
- Increase in technical assistance for businesses led by people of color
- Increase in revenues for SMBs
- Increase in number SMBs receiving financial support
- Increase in number of SMBs reporting improved business literacy
- Increase in number of SMBs
- Increase in number of new jobs created
- Increase in financial support for businesses led by people of color

OUTPUTS

- Number of hours of mentoring accessed by business owners
- Number of new businesses supported launched in traditional growth sectors
- Number of new businesses supported launched in underrepresented growth sectors
- Number of new jobs created
- Number of SMBs accessing technical assistance
- Number of SMBs led by people of color accessing technical assistance
- Number of SMBs led by people of color supported financially
- Number of SMBs led by people of color who report gained key skills for running a successful business
- Number of SMBs receiving grants
- Number of SMBs who reported gaining key skills for running a successful business
- Number of SMBs with significant revenue increases
- Reported increase in revenues for businesses led by people of color

Figure 159: Long-Term Goals, Near-Term Outcomes, and Outputs – Small Business COVID Response

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Total Funds Allocated to Evidence-Based Interventions: \$9,000,000

Project Methods Summary. Small Business Covid Response is a resource hub to improve information and resource access for small and mid-sized businesses (SMBs) in Detroit.

Supporting Evidence Base. Research shows that the skills, knowledge, and strategies that small business owners use to succeed over the long term involve owner networking, business planning, and marketing differentiation (Turner and Endres, 2017).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

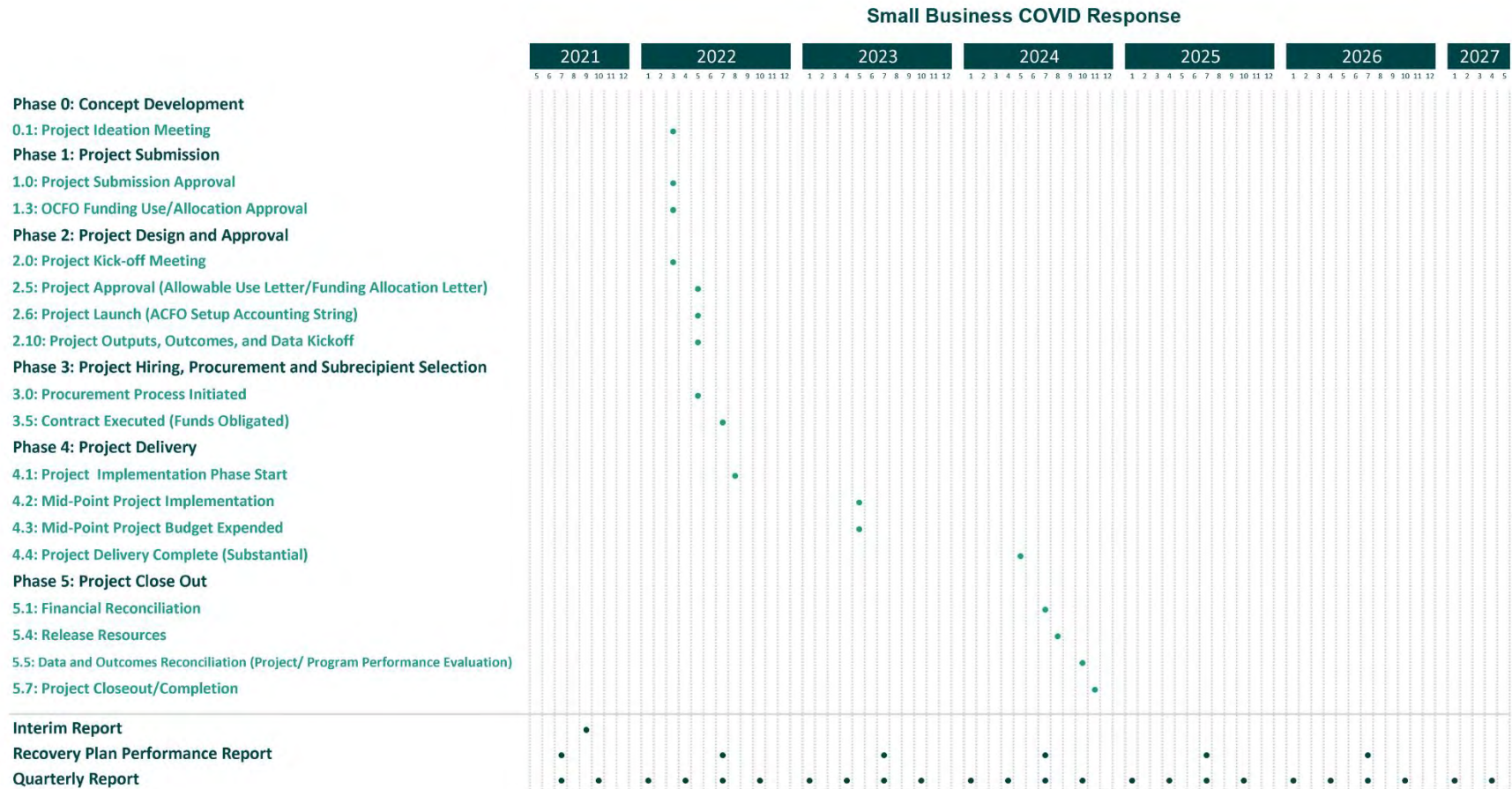


Figure 160: Project schedule – Small Business COVID Response

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- The project is currently in the contracting phase.
- The NOFA has been created and advertised, and a subrecipient has been selected.
- The subrecipient agreement is being drafted and is expected to be finalized and submitted for City Council approval in July.

References

Turner, Susan, and Al Endres. 2017. "Strategies for Enhancing Small Business Owners' Success Rates." *International Journal of Applied Management and Technology* 16 (1). <https://doi.org/10.5590/IJAMT.2017.16.1.03>.

Neighborhood Opportunity Fund

Project Identification Number: 850601

Funding Amount: \$3,500,000

Project Expenditure Category: EC 2.34: Negative Economic Impacts - Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)

Project Overview

The purpose of the Neighborhood Opportunity Fund (NOF) is to support nonprofits who have or who are presumed to have experienced a negative economic impact as a result of COVID-19; increase access to funding for nonprofits typically excluded from federal funding streams or who have limited financial maturity; increase nonprofit grant funding application literacy and fiscal capacity; and sustain nonprofit support to low-income residents across critical priority areas.

The project builds off the existing Community Development Block Grant (CDBG) funded NOF which has provided vital resources to local nonprofits since 1976. The goal of the CDBG NOF has been to provide financial support to nonprofits who aim to increase access to key community resources, and who improve and enhance the overall quality of life of low-income residents. This program has been key in providing nonprofits access to federal funding dollars and in sustaining the community-serving resources that awarded nonprofits provide.

Where the ARPA SLFRF-funded NOF differs is in its eligibility requirements, level of technical assistance, and in the grantee selection process. CDBG NOF has had great success providing grant assistance to qualified nonprofits; however, stringent funding and reporting requirements pose as eligibility barriers for nonprofits with limited operational experience, organizational capacity, and/or practice with federal grant applications. These eligibility hurdles have the effect of reducing the number of applicants who can provide services to hard-to-reach communities. ARPA SLFRF NOF removes the minimum requirements for needing two years of operational experience and seven percent cash reserved, which allows nonprofits who are recently established to compete. Additionally, CDBG NOF limits the pre-technical and post-award assistance. In the ARPA SLFRF NOF, more focused efforts can occur such as 1:1 technical assistance, allowing for more flexible and intentional capacity building activities pre- and post-award. Finally, the funding for the ARPA SLFRF NOF will be divided across nine council districts rather than being distributed through one allocation. This feature will allow Detroit to have more targeted efforts addressing community priorities as they vary across council districts.

The ARPA SLFRF funded NOF project is soon to be under way. Beginning in summer 2022, there will be a Press Release/Program Announcement, HRD and City Council Community Presentations, HRD ARPA NOF Application Forums, ARPA Application Proposal Workshop (Virtual), Oracle Supplier Portal Training, Technical Assistance – 1:1 application support, and Zoom Workshop Recordings Posted to YouTube. The Notice

of Funds Available (NOFA) Application Release will occur in summer 2022, and be open for approximately 4 weeks. Summer/fall 2022 will include application review training for HRD, Community Representatives, and Staff, ARPA SLFRF Proposal Submission, ARPA SLFRF NOF NOFA Bid Opening/Recording, Joint Application Review and Evaluation Meetings (Virtual), and the submission of Award Letters and Declination.

The NOF grantees will be considered ARPA SLFRF beneficiaries who will receive provisions for technical assistance and non-financial monitoring based on the proposals they provide. There will also be an ARPA SLFRF Beneficiary Program Orientation prior to the start of each project.

Project success will be defined by the delivery of grants and the improvement in nonprofit resilience and program success. The outcomes and metrics to evaluate performance of ARPA SLFRF NOF are outlined below.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Project success will be defined by the delivery of grants and the improvement in non-profit resilience and program success.

The project's long-term goals, near-term outcomes, and outputs are under development. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. The City of Detroit Neighborhood Opportunity Fund provides financial support to local nonprofit organizations that increases access to key community resources and enhances the overall quality of life of low-income residents.

Supporting Evidence Base. Selecting organizations that improve quality of life requires effective grantmaking practices. Such practices, which will also support nonprofit sustainability, are to support mission-aligned leadership, adaptability, and

organizational capacity, which are a part of the Neighborhood Opportunity Fund's activities (Wilder Research, 2019).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

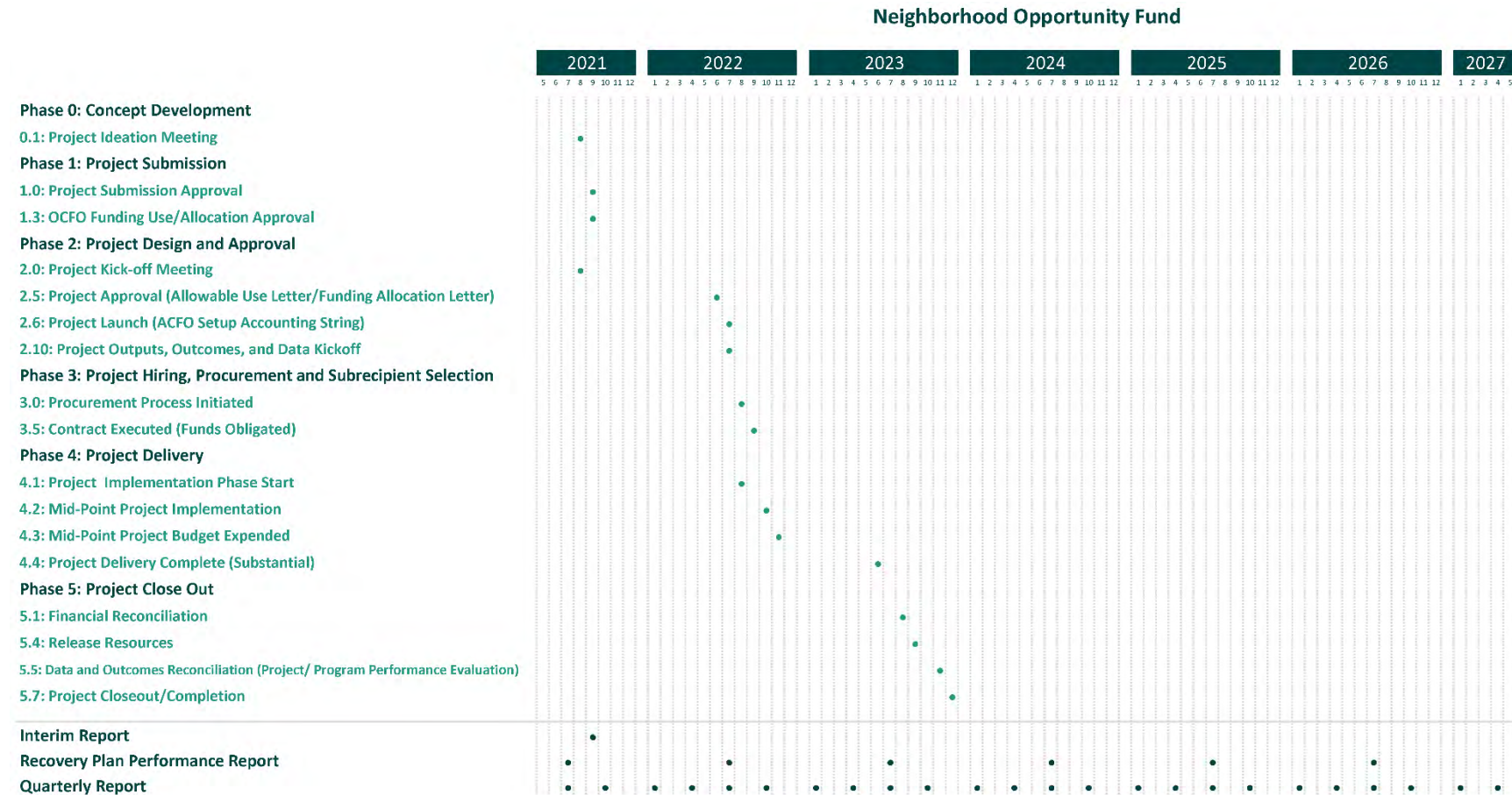


Figure 161: Project schedule – Neighborhood Opportunity Fund

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- The project has recently received an AUL and is in the NOFA development phase.
- Project metrics are being finalized, and the project team is preparing to initiate technical assistance workshops prior to NOFA release.

References

Wilder Research. 2019. "Effective Grantmaking Practices That Support Nonprofit Sustainability." Blue Cross and Blue Shield of Minnesota Foundation.
https://www.wilder.org/sites/default/files/imports/BCBS_GrantmakingPractices_NonProfitSustainability_9-19.pdf.

Public Facility Accessibility Program

Project Identification Number: 850501

Funding Amount: \$3,700,000

Project Expenditure Category: EC 2.34: Negative Economic Impacts - Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)

Project Overview

The Public Facility Accessibility Program will benefit Detroit nonprofit organizations who serve low- to moderate-income residents by giving grants to organizations to help make improvements to their facility to allow for a barrier-free entry. According to the U.S. Census, approximately 13 percent of Detroit residents under the age of 65 have a disability. Of the population 65 years or older, 44 percent have a disability, which is 12 percent of the City's population (U.S. Census, 2020). In addition to providing grants to organizations for Americans with Disabilities Act (ADA) accessibility, a Master Rehabilitation Plan (MRP) would be completed for each selected organization to assess the overall condition of their facility and prioritize improvements that need to be made for the facility to provide better and safer access to those that need it. The MRPs will help guide the organizations selected on the capital improvements that need to be completed over the next 5 years.

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 will allow 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.

Virtually all nonprofit organizations within the City have been directly affected by COVID-19. Many organizations have had to close their doors, while others have had to unexpectedly shift monies to respond to the threat of COVID-19, which has—as a result—impeded many organizations from moving forward with capital improvements that were previously planned. Additionally, construction prices, including both material and labor, have gone up as an indirect result of COVID-19.

Partnerships. HRD will work with the Civil Rights Inclusion & Opportunity (CRIO) department to understand if any complaints have been made against nonprofit organizations who provide services to Detroiters, or to understand if any nonprofits have reached out to CRIO about possible funding. HRD also plans on reaching out to the Office of Disability Affairs for engagement, and to understand additional impediments to the disabled population.

In addition to the departments identified above, HRD will work with the Office of Contracting and Procurement (OCP) to put out a Request for Qualifications (RFQ) to architectural and engineering firms so that the City can enter into agreements with firms that can provide Master Rehabilitation Plans (MRP). The MRPs provide an

assessment to the building envelope, and describe the history, use, and background of a building and any potentially hazardous conditions that may exist. The MRP also goes over capital improvements that are prioritized over a 5-year span, which will help the awarding organizations identify priorities, and help fundraise with philanthropic and City RFPs. Providing these plans to organizations will help both the City and the organization prioritize initiatives and funding requests (Frumkin and Kim, 2002).

The City will also consult with organizations that work with the disabled population, including the Disability Network Wayne County. HRD will work directly with the OCP to procure approximately three to four architectural firms to provide MRPs for organizations that are selected. In addition to this, HRD anticipates working with OCP to procure approximately 10 external organizations to receive grants for improvements to their facility.

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 162 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Public Facility Accessibility Program

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.

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.

NEAR-TERM OUTCOMES

- 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

OUTPUTS

- # of facilities upgraded
- # of Master Rehabilitation Plans (MRP) developed
- \$ invested on improvements
- % increase in residents served in upgraded NGO facilities
- % increase in service access for disabled community members in improved facilities
- % of Master Rehab Plans completed

Figure 162: Long-Term Goals, Near-Term Outcomes, and Outputs – Public Facility Accessibility Program

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. This project gives grants to nonprofit organizations to help make improvements to their facility to allow for a barrier-free entry.

Supporting Evidence Base. Empirical evidence from a study conducted at the Harvard University' School of Government revealed that government contributions and grants significantly increase the administrative-to-total-expense ratio of nonprofits (Frumkin and Kim, 2002).

Project Schedule

The project schedule shows milestones completed as of June 30th, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.

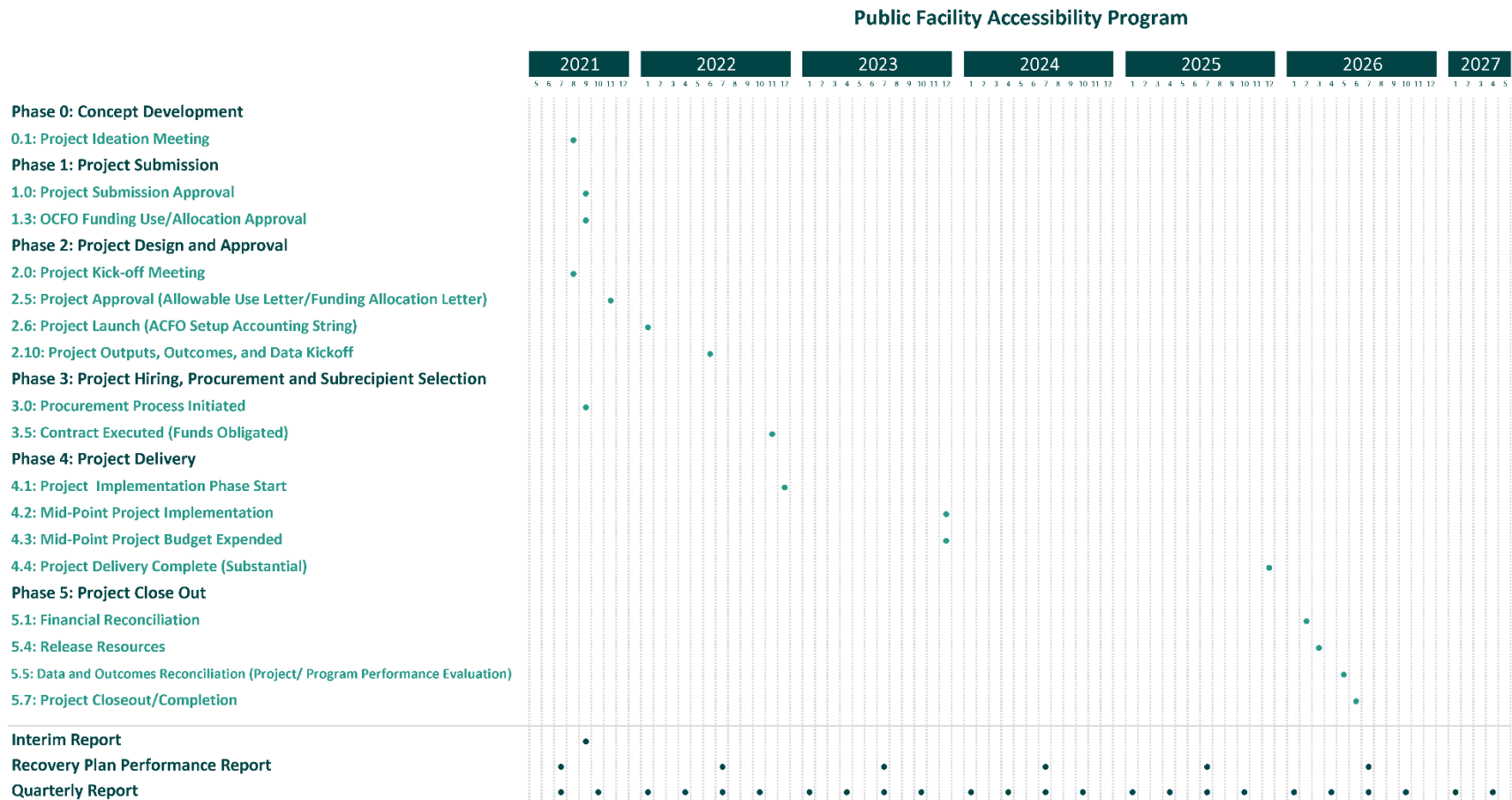


Figure 163: Project schedule – Public Facility Accessibility Program

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- The RFP for Owner's Representative closed on July 22, 2022
- One to two awards are anticipated to be made and sent to Council in early September.
- NOFA for pre-development costs is currently being designed and will be out tentatively in early-to-mid August.

References

Frumkin, Peter, and Mark T Kim. 2002. "The Effect of Government Funding on Nonprofit Administrative Efficiency:" OPS-10-02. Innovations in American Government Program.
https://ash.harvard.edu/files/effect_of_government_funding.pdf.

Hope Village Fiber Neighborhood Activation

Project Identification Number: 851504

Funding Amount: \$11,203,658

Project Expenditure Category: EC 5.19: Infrastructure - Broadband: “Last Mile” projects

Project Overview

The Hope Village community is located near the geographic center of Detroit, at the intersection of the Lodge and Davison Freeways. The community is approximately one square mile and is home to approximately 5,300 residents. The community is 97 percent African American and has high unemployment rates and low educational attainment rates. Poverty levels for children in the Hope Village are about three times the state and national averages. An area of approximately 2,000+ homes has been identified in the Hope Village area of Detroit for the pilot project, with an estimated 2,542 properties eligible for connection. The City of Detroit will use public funding to support public investment and create an Open Fiber Network. There is currently no fiber infrastructure in the Hope Village neighborhood, making this fiber investment a key infrastructure investment. Historically, 30 percent of residents in Hope Village do not have access to the Internet, based on available City-wide data. The pilot project will mitigate risk and further inform the City’s digital access plan by validating cost models and demonstrating the ability of automated open access systems to fulfill key functional requirements to help Detroit access the substantial resources necessary to extend the fiber utility to every address.

The COVID-19 pandemic made it clear just how essential the Internet has become, particularly for students who need reliable, fast, affordable Internet to attend virtual classes, keep up with learning, and do homework and research online; and for residents to work from home, search and apply for jobs, receive job training, visit a doctor online, handle banking, pay bills, and so much more.

For the first time, the City of Detroit will have the ability to focus a digital access investment to facilitate inclusive prosperity, redress past harms, and advance local goals and priorities to advance equity and address the digital divide. Service subsidies do not effectively solve these problems but are instead designed only to manage the problem. The City of Detroit can include necessary structural reforms as part of plan execution, and will start by connecting those most disadvantaged first, a goal that meets the federal Justice40 initiative (The White House, 2022) to direct federal dollars to disadvantaged communities.

This project will include the installation and operation of an automated open-access fiber-optic line to every address within the pilot area of Hope Village (see Figure 164) and completing installation into the home for residents who opt-in to start service (take rate).

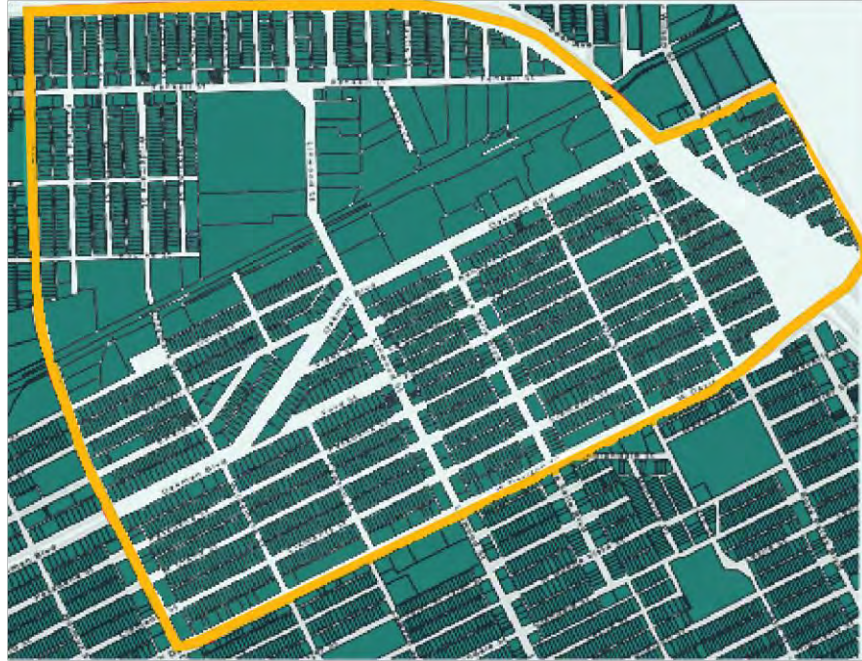


Figure 164: Boundaries of Hope Village

Construction of the pilot project is scheduled to start in the summer of 2022, with the first pilot participants being connected by the fall of 2022. The pilot project construction is projected to take 18 months and be completed by the end of 2023.⁸

The objectives of the program are to:

- 1) Create a City-owned fiber network to all properties in Hope Village for the purposes of reducing costs to residents and supporting improved internal operations.
- 2) Hope Village as a pilot area to demonstrate ability to close affordability gap.
- 3) Demonstrate a real-world implementation.
- 4) Validate the cost structure that is modeled in the Digital Access Master Plan.
- 5) Provide key team members at the City with firsthand exposure to design/engineering, construction, and operations for a fiber-optic system.

⁸ The network is in the final stages of design and construction of the network is to begin immediately after the RFP selection is made in the summer of 2022. Network construction is expected to be completed within 26 months of construction start barring any unforeseen delays associated with supply chain problems. The City expects the project to be completed within a 24-month period, around 18 months, but understands that the market is currently experiencing supply volatility. Bids will include an estimated completion date. The winning Bidder(s) will be required to maintain clear communication with the City regarding supply chain problems or delays to the schedule.

- 6) Validate the ability of an Open Access system to positively address gaps in competition and choice, and to lower the cost of services.

A clear understanding of the digital divide in Detroit is critical to the Office of Digital Inclusion and Equity's success in accomplishing its mission of all Detroit households being digitally included. The Office of Digital Inclusion and Equity defines a digitally included household as a household with Internet, a computer, access to technical support, and access to basic computer training.

According to County Health Rankings & Roadmaps (CHR&R), a program of the University of Wisconsin Population Health Institute⁹, "experts suggest broadband access is a super determinant of health (Bauerly et al., 2019) because disparities in access to broadband exacerbate economic, social, education, and health inequalities (Rachfal, 2020; Kurger, 2019; Benda et al., 2020). Surveys identify significant existing disparities in broadband access across the U.S. by age, gender, income, and geography and in overall Internet access (which includes dial-up and cell phone access) by race and ethnicity, education, age, gender, and income" ([Greenberg-Worisek et al., 2019](#)).

Prior research on the City of Detroit's digital divide has helped to provide a preliminary understanding of specific challenges residents face in being digitally included. For example, a 2018 study published by Michigan State University (Reisdor and Fernandez, 2018), surveyed several Detroit neighborhoods that served as a sample to determine access to the Internet, and the factors supporting and inhibiting use and adoption within the city. They observed a divide exists in subscription to an Internet Service Provider (ISP).

Many residents need to improvise in getting online without a subscription to a service in their homes. Most say that cost is the biggest barrier to having or maintaining an ISP subscription. A person's social network proves to be important in shaping attitudes and beliefs about the Internet. Detroiters who know people that can help with practical support (like getting a router to work around the house or solving a problem with a computer), are more likely to perceive the Internet as efficient, less likely to view it as costly, and therefore more likely to have an ISP contract. Over-reliance on cell phones, and having data slowed as a result of reaching data caps, was reported as a major barrier to Internet use. Those who have an ISP contract tend to use the Internet for a wider array of activities than those who are primarily dependent on mobile. Those who are highly dependent on mobile access, for example, are less involved in information seeking and work-related

⁹ The CHR&R program provides data, evidence, guidance, and examples to build awareness of the multiple factors that influence health and support leaders in growing community power to improve health equity. The Rankings measure the health of nearly every county in all 50 states.

activities, such as doing school or work projects or looking for a job, than those who are less mobile dependent.

In addition, the University of Michigan's Urban Collaboratory completed a project entitled "Mapping Detroit's Digital Divide," during which the project team identified that a large percent of Detroit Public School Students relies on mobile devices for Internet access, and that 70 percent of Detroit's school-age children do not have Internet access at home (Peñarroyo et al., n.d).

Planned Performance Outcomes

Detailed below are the strategic project's long-term goals, expected outputs and planned outcomes of the project aligned to a unified North Star vision for the City of Detroit's American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF) Program. The long-term goals guide the project's overall direction in alignment with the program's North Star. Near-term outcomes are accomplished during the period of performance, demonstrating program impacts of change while outputs provide project performance indicators to record actions.

Figure 165 shows the project's long-term goals, near-term outcomes, and outputs. Associated key performance indicators or outputs for the project are described in the Performance Reporting section.

Hope Village Fiber Neighborhood Activation

Detroit ARPA SLFRF Program North Star

A resilient city with universally vibrant, safe, healthy and beautiful neighborhoods, providing equitable and inclusionary access to economic mobility and social prosperity.



LONG-TERM GOALS

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

NEAR-TERM OUTCOMES

- Validate the ability of an Open Access system to positively address gaps in competition, choice, and to lower the cost of services
- Install fiber network within the Hope Village neighborhood
- Install fiber internet to households that opt-in
- Equip residents with information about fiber internet service options
- Engage the community in decision-making and planning
- Educate residents on fiber infrastructure and household / property impacts

OUTPUTS

- % progress of neighborhood fiber installation and electrification
- # of community engagement meetings held
- # of households with subscriptions to fiber internet quarterly
- # of meetings where information about fiber infrastructure and household / property impacts is shared
- # of meetings where information about fiber internet service options is shared
- # of properties with access to fiber infrastructure quarterly
- # of residents with lower cost of service as a result of the installation of the Open Access system based on average cost of internet service in city
- 5% quarterly take rate of fiber internet service
- Increase in number of wired ISP options

Figure 165: Long-Term Goals, Near-Term Outcomes, and Outputs - Hope Village Fiber Neighborhood Activation

Evidence

The use of evidence provides outcomes-based intervention or evaluation used in the development of this project's performance plan and design. The following examples are national benchmarks, research examples, or quasi-experimental studies with findings aligned with the intended project performance outcomes.

Project Methods Summary. This project will include the installation and operation of an automated open-access fiber-optic line into every address within the pilot area of Hope Village and completing installation into the home for residents who opt-in to start service (take rate).

Supporting Evidence Base. The University of Michigan's Urban Collaboratory completed a project entitled "Mapping Detroit's Digital Divide," which identified that a large percent of Detroit Public School Students relies on mobile devices for Internet access, and that 70 percent of Detroit's school-age children do not have

Internet access at home. The operation of an open-access fiber line is one of the ways the City will progress towards Digital Inclusion and Equity towards Digital Empowerment.

An automated fiber-optic line would leverage software, allowing for any Internet provider to provide residents with service—and not just the major providers. Leveraging software would also allow for quick switching amongst providers for residents and allow for transparency in pricing of Internet provision options.

Project Schedule

The project schedule shows milestones completed as of June 30, 2022, and forecasts ongoing major project milestones as well as required reporting and expenditure deadlines.



Figure 166: Project schedule - Hope Village Fiber Neighborhood Activation

Performance Reporting

This section describes the current status of the project including any available key performance indicators or outputs, and federally required performance indicators if required based on Expenditure Category.

This project is in the early stages of delivery. Key performance indicators or outputs (presented in the Planned Performance Outcome section) are not yet available to report.

Please refer also to the Project Schedule section for intended activities.

Current project status:

- The Construction RFP has been issued and the project team is awaiting responses from vendors.
- Community engagement: The project team recently held a community meeting to introduce this project to community members, receive feedback on the project, and provide residents with hands-on experiences and demonstrations of the technology planned for implementation.

More information about the City of Detroit's plan to install fiber infrastructure City-wide is included in a Comprehensive Fiber Plan that is currently under development but will soon be available for public consumption.

The City's Digital Access Infrastructure Overview is located [here](#).

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