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City of Detroit

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TO: Alexis Wiley, Chief of Staff
Mayor's Office

FROM: David Whitaker, Director 
Legislative Policy Division

DATE: March 14, 2019

RE: 2019-2020 Budget Analysis

Attached is our budget analysis regarding your department's budget for the upcoming 2019-2020 Fiscal Year.

Please be prepared to respond to the issues/questions raised in our analysis during your scheduled hearing on **Thursday, March 28, 2019 at 11:00 am**. We would then appreciate a written response to the issues/questions prior to your budget hearing. Please forward a copy of your responses to the Councilmembers and the City Clerk's Office as well.

Please contact us if you have any questions regarding our budget analysis.

Thank you for your cooperation in this matter.

Attachments
Issues and Questions

cc: Councilmembers
Auditor General's Office
Dave Massaron, Acting Chief Financial Officer
James George, Agency Chief Financial Officer
Tanya Stoudemire, Budget Director
Stephanie Washington, Mayor's Office

Mayor's Office (33)

FY 2019-2020 Budget Analysis by the Legislative Policy Division

Issues and Questions

1. Please briefly explain any new initiatives to be implemented in FY 2020.
2. According to the Budget Summary, the Mayor's Office had 7 vacancies on January 1, 2019. Please briefly describe the positions that are vacant and any difficulty of filling the vacancies. Also, please briefly explain the department's strategy to fill vacant positions.
3. For FY 2020, the Mayor's Office has an increase of four employees. Please provide the titles and job descriptions for the new employees. In addition, please name the funding source for the positions if the positions are not funded by the general fund.
4. For FY 2020, the Salaries and Wages for the Mayor's Office are increasing \$780,372 or 11.9%. Please explain.
5. According to the FY 2020 budget, the funds for the Motor City Makeover and Angel's Night are to be donated. Does the Mayor's Office anticipate the need to supplement the anticipated funds for the programs?
6. For FY 2020, Professional and Contractual Services are increasing by \$215,546. Please explain the rationale for the increase.
7. For FY 2020, the Homeland Security Grants Fund Sales and Charges for Services revenue are increasing by \$176,722. Please explain the reason for the increase.
8. Is the Mayor's Office going to develop any public-private partnerships to assist the City in achieving its goal of "making the City more vibrant and beautiful?"
9. The Mayor's Office has successfully implemented the Lean process. Will the Lean process be used as the city looks toward transitioning demolition to a city run program?
10. Attachment I represents some summary information on the Strategic Neighborhood Fund (SNF). Please explain which City departments collaborate with Invest Detroit to implement the redevelopment of the 10 strategic neighborhood areas from the funding sources provided by the SNF. Please explain the legal structure of the SNF, who is on the board of directors, if applicable, etc. Please provide the level of funding in the SNF to date, including the amount and source of any City contribution to the SNF.

MAYOR'S OFFICE (33)

AGENCY PLAN: MISSION, GOALS AND ACTIVITY SUMMARY

MISSION:

The Mayor's Office mission is growing Detroit's population and improving the quality of life for its residents. The initiatives and strategies focus on improving internal and external operations to achieve that mission.

DESCRIPTION:

The Mayor serves as the Chief Executive Officer for the City and oversees all City departments. Under the Mayor's direction, the Executive Team is responsible for developing and directing the execution of the Mayor's vision and key initiatives.

AGENCY GOALS:

1. Improve public safety.
2. Make the City more vibrant and beautiful.
3. Increase economic opportunity and reduce intergenerational poverty.
4. Strengthen the City's administration and operations.
5. Strengthen the City's management and external communication.

Department Name: Mayor's Office
 Department #: 33

Budget Summary:

	FY 2018 Actual		FY 2019 Adopted Budget		FY 2020 Recommended Budget	
	General Fund	All Funds	General Fund	All Funds	General Fund	All Funds
Total Revenues	168,728	1,224,515	125,000	1,010,000	50,000	1,324,924
Total Expenditures	7,919,715	9,278,549	9,627,076	10,512,076	10,123,515	11,408,439
Net Tax Cost	7,750,987	8,054,034	9,502,076	9,502,076	10,073,515	10,083,515

	FY 2021 Forecast		FY 2022 Forecast		FY 2023 Forecast	
	General Fund	All Funds	General Fund	All Funds	General Fund	All Funds
Total Revenues	50,000	1,324,924	50,000	1,324,924	50,000	1,324,924
Total Expenditures	10,267,961	11,542,885	10,422,844	11,697,768	10,580,822	11,855,746
Net Tax Cost	10,217,961	10,217,961	10,372,844	10,372,844	10,530,822	10,530,822

Positions (by FTE):	1/1/2019 Actual	FY 2019 Adopted	FY 2020 Recommended	FY 2021 Forecast	FY 2022 Forecast	FY 2023 Forecast
	General Fund	68	74	80	80	80
Non-General Fund	4	5	3	3	3	3
Total Positions	72	79	83	83	83	83

MAYOR'S OFFICE (33)

ACTIVITY DESCRIPTION:

The Executive Office is the administrative component of the executive branch of City government. The Mayor serves as the Chief Executive Officer and coordinator of the functional grouping of City agencies. Under the Mayor's direction, the Executive Team is responsible for developing and providing direction for the execution of the Mayor's vision and initiatives.

The Chief Operating Officer oversees City departments, to ensure coordination and improved management. The Chief of Services and Infrastructure is responsible for effective and efficient delivery of public services to the community. The Chief of Staff is responsible for the team that leads all communication operations, media relations and legislative and corporate initiatives.

The Executive Office also includes leadership for Jobs & Economy, Neighborhoods and Lean Processing, along with other staff involved in improving management of the City and the quality of life for Detroiters.

The agency's budget also includes funding for the Mayor's Residence.

CITY OF DETROIT
 BUDGET DEVELOPMENT
 EXPENDITURES BY SUMMARY CATEGORY - ALL FUNDS

Department # - Department Name Summary Category	FY2019 Adopted	FY2020 Recommended	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast
33 - Mayor's Office	10,512,076	11,408,439	11,542,885	11,697,768	11,855,746
Salaries & Wages	6,531,376	7,311,748	7,448,911	7,591,055	7,736,040
Employee Benefits	2,330,171	2,409,723	2,424,314	2,439,134	2,454,250
Professional & Contractual Services	177,559	393,105	393,104	393,104	393,104
Operating Supplies	322,638	220,445	223,427	223,427	223,427
Operating Services	597,539	599,177	599,177	599,177	599,177
Equipment Acquisition	374,668	270,921	258,882	256,801	254,678
Other Expenses	178,125	203,320	195,070	195,070	195,070
Grand Total	10,512,076	11,408,439	11,542,885	11,697,768	11,855,746

CITY OF DETROIT
 BUDGET DEVELOPMENT
 REVENUES BY SUMMARY CATEGORY - ALL FUNDS

Department # - Department Name Summary Category	FY2019 Adopted	FY2020 Recommended	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast
33 - Mayor's Office	1,010,000	1,324,924	1,324,924	1,324,924	1,324,924
Grants, Shared Taxes, & Revenues	85,000	148,202	148,202	148,202	148,202
Revenues from Use of Assets	-	-	-	-	-
Sales & Charges for Services	840,000	1,026,722	1,026,722	1,026,722	1,026,722
Contributions & Transfers	-	-	-	-	-
Miscellaneous	85,000	150,000	150,000	150,000	150,000
Grand Total	1,010,000	1,324,924	1,324,924	1,324,924	1,324,924

**CITY OF DETROIT
BUDGET DEVELOPMENT
EXPENDITURES BY SUMMARY CATEGORY - FUND DETAIL**

Department # - Department Name Fund # - Fund Name Summary Category	FY2019 Adopted	FY2020 Recommended	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast
33 - Mayor's Office	10,512,076	11,408,439	11,542,885	11,697,768	11,855,746
1000 - General Fund	9,627,076	10,123,515	10,267,961	10,422,844	10,580,822
Salaries & Wages	6,188,776	6,877,894	7,013,216	7,153,481	7,296,549
Employee Benefits	2,262,914	2,317,547	2,331,939	2,346,557	2,361,467
Professional & Contractual Services	177,559	156,382	156,382	156,382	156,382
Operating Supplies	182,638	120,445	123,427	123,427	123,427
Operating Services	597,539	599,177	599,177	599,177	599,177
Equipment Acquisition	79,136	3,200	3,200	3,200	3,200
Other Expenses	138,514	48,870	40,620	40,620	40,620
2105 - Homeland Security Grants Fund	800,000	976,722	976,722	976,722	976,722
Salaries & Wages	295,040	312,015	313,856	315,735	317,652
Employee Benefits	49,428	49,263	49,462	49,664	49,870
Professional & Contractual Services	-	236,723	236,722	236,722	236,722
Operating Supplies	140,000	100,000	100,000	100,000	100,000
Equipment Acquisition	295,532	257,721	255,682	253,601	251,478
Other Expenses	20,000	21,000	21,000	21,000	21,000
2106 - Mayor's Office Grants Fund	85,000	148,202	148,202	148,202	148,202
Salaries & Wages	47,560	109,599	109,599	109,599	109,599
Employee Benefits	17,829	38,603	38,603	38,603	38,603
Other Expenses	19,611	-	-	-	-
3921 - Donated Funds (non-major)	-	150,000	150,000	150,000	150,000
Salaries & Wages	-	12,240	12,240	12,240	12,240
Employee Benefits	-	4,310	4,310	4,310	4,310
Other Expenses	-	133,450	133,450	133,450	133,450
4533 - City of Detroit Capital Projects	-	10,000	-	-	-
Equipment Acquisition	-	10,000	-	-	-
Grand Total	10,512,076	11,408,439	11,542,885	11,697,768	11,855,746

**CITY OF DETROIT
BUDGET DEVELOPMENT
REVENUES BY SUMMARY CATEGORY - FUND DETAIL**

Department # - Department Name Fund # - Fund Name Summary Category	FY2019 Adopted	FY2020 Recommended	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast
33 - Mayor's Office	1,010,000	1,324,924	1,324,924	1,324,924	1,324,924
1000 - General Fund	125,000	50,000	50,000	50,000	50,000
Sales & Charges for Services	40,000	50,000	50,000	50,000	50,000
Miscellaneous	85,000	-	-	-	-
2105 - Homeland Security Grants Fund	800,000	976,722	976,722	976,722	976,722
Sales & Charges for Services	800,000	976,722	976,722	976,722	976,722
2106 - Mayor's Office Grants Fund	85,000	148,202	148,202	148,202	148,202
Grants, Shared Taxes, & Revenues	85,000	148,202	148,202	148,202	148,202
3921 - Donated Funds (non-major)	-	150,000	150,000	150,000	150,000
Miscellaneous	-	150,000	150,000	150,000	150,000
Grand Total	1,010,000	1,324,924	1,324,924	1,324,924	1,324,924

CITY OF DETROIT
 BUDGET DEVELOPMENT
 FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
 EXPENDITURES

Department # - Department Name Fund # - Fund Name Appropriation # - Appropriation Name Cost Center # - Cost Center Name	FY2019 Adopted	FY2020 Recommended	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast
33 - Mayor's Office	10,512,076	11,408,439	11,542,885	11,697,768	11,855,746
1000 - General Fund	9,627,076	10,123,515	10,267,961	10,422,844	10,580,822
00096 - Mayor's Executive Office	7,381,203	7,449,293	7,551,108	7,661,998	7,775,103
330010 - Office Of The Mayor	4,260,445	4,349,096	4,401,635	4,462,264	4,524,104
330012 - Mayor's Residence	128,386	115,841	115,841	115,841	115,841
330095 - Neighborhoods	1,855,714	1,861,732	1,892,149	1,923,175	1,954,821
330105 - Lean Processing	525,165	525,616	534,252	543,060	552,044
330115 - Jobs & Economy	611,493	597,008	607,231	617,658	628,293
00872 - Halloween Initiative Division	35,000	-	-	-	-
330025 - Angels Night	35,000	-	-	-	-
12940 - Mayor's Spring Cleaning Initiative	50,000	-	-	-	-
330035 - Motor City Makeover	50,000	-	-	-	-
13939 - Mayor's Office of Homeland Security	2,160,873	2,674,222	2,716,853	2,760,846	2,805,719
330017 - Emergency Management Awareness	2,160,873	2,674,222	2,716,853	2,760,846	2,805,719
2105 - Homeland Security Grants Fund	800,000	976,722	976,722	976,722	976,722
20240 - Mayor's 2016 Urban Area Security Initiative	676,259	-	-	-	-
336216 - 2016 State Homeland Security Program	60,000	-	-	-	-
336316 - 2016 Urban Area Security Initiative (UASI)	616,259	-	-	-	-
20491 - HSEM UASI 2019	123,741	236,722	236,722	236,722	236,722
336316 - 2016 Urban Area Security Initiative (UASI)	123,741	236,722	236,722	236,722	236,722
20613 - 2018 Homeland Security Grant Program	-	740,000	740,000	740,000	740,000
331111 - Mayor's Office Grants	-	740,000	740,000	740,000	740,000
2106 - Mayor's Office Grants Fund	85,000	148,202	148,202	148,202	148,202
20452 - Volunteer Coordinator	85,000	66,205	66,205	66,205	66,205
331111 - Mayor's Office Grants	85,000	66,205	66,205	66,205	66,205
20489 - Financial Empowerment Coordinator	-	81,997	81,997	81,997	81,997
331111 - Mayor's Office Grants	-	81,997	81,997	81,997	81,997

CITY OF DETROIT
 BUDGET DEVELOPMENT
 FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
 EXPENDITURES

Department # - Department Name Fund # - Fund Name Appropriation # - Appropriation Name Cost Center # - Cost Center Name	FY2019 Adopted	FY2020 Recommended	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast
3921 - Donated Funds (non-major)	-	150,000	150,000	150,000	150,000
00872 - Halloween Initiative Division	-	75,000	75,000	75,000	75,000
330025 - Angels Night	-	75,000	75,000	75,000	75,000
12940 - Mayor's Spring Cleaning Initiative	-	75,000	75,000	75,000	75,000
330035 - Motor City Makeover	-	75,000	75,000	75,000	75,000
4533 - City of Detroit Capital Projects	-	10,000	-	-	-
20507 - CoD Capital Projects	-	10,000	-	-	-
330010 - Office Of The Mayor	-	10,000	-	-	-
Grand Total	10,512,076	11,408,439	11,542,885	11,697,768	11,855,746

CITY OF DETROIT
 BUDGET DEVELOPMENT
 FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
 REVENUES

Department # - Department Name	FY2019 Adopted	FY2020 Recommended	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast
Fund # - Fund Name					
Appropriation # - Appropriation Name					
Cost Center # - Cost Center Name					
33 - Mayor's Office	1,010,000	1,324,924	1,324,924	1,324,924	1,324,924
1000 - General Fund	125,000	50,000	50,000	50,000	50,000
00872 - Halloween Initiative Division	35,000	-	-	-	-
330025 - Angels Night	35,000	-	-	-	-
12940 - Mayor's Spring Cleaning Initiative	50,000	-	-	-	-
330035 - Motor City Makeover	50,000	-	-	-	-
13939 - Mayor's Office of Homeland Security	40,000	50,000	50,000	50,000	50,000
330017 - Emergency Management Awareness	40,000	50,000	50,000	50,000	50,000
2105 - Homeland Security Grants Fund	800,000	976,722	976,722	976,722	976,722
20240 - Mayor's 2016 Urban Area Security Initiative	800,000	-	-	-	-
336216 - 2016 State Homeland Security Program	60,000	-	-	-	-
336316 - 2016 Urban Area Security Initiative (UASI)	740,000	-	-	-	-
20491 - HSEM UASI 2019	-	236,722	236,722	236,722	236,722
336316 - 2016 Urban Area Security Initiative (UASI)	-	236,722	236,722	236,722	236,722
20613 - 2018 Homeland Security Grant Program	-	740,000	740,000	740,000	740,000
331111 - Mayor's Office Grants	-	740,000	740,000	740,000	740,000
2106 - Mayor's Office Grants Fund	85,000	148,202	148,202	148,202	148,202
20452 - Volunteer Coordinator	85,000	66,205	66,205	66,205	66,205
331111 - Mayor's Office Grants	85,000	66,205	66,205	66,205	66,205
20489 - Financial Empowerment Coordinator	-	81,997	81,997	81,997	81,997
331111 - Mayor's Office Grants	-	81,997	81,997	81,997	81,997
3921 - Donated Funds (non-major)	-	150,000	150,000	150,000	150,000
00872 - Halloween Initiative Division	-	75,000	75,000	75,000	75,000
330025 - Angels Night	-	75,000	75,000	75,000	75,000
12940 - Mayor's Spring Cleaning Initiative	-	75,000	75,000	75,000	75,000
330035 - Motor City Makeover	-	75,000	75,000	75,000	75,000
Grand Total	1,010,000	1,324,924	1,324,924	1,324,924	1,324,924

CITY OF DETROIT
FY2020 - 2023 Positions - Mayor

Appropriation Cost Center Job Code and Title	FY 2018-19 FTE Budget	FY 2019-20 FTE Mayor	FY 2020-21 FTE Forecast	FY 2021-22 FTE Forecast	FY 2022-23 FTE Forecast
33000-Mayor's Office					
00096-Mayor's Executive Office					
330010-Office Of The Mayor					
932002.Executive Assistant To The Mayor III	2	2	2	2	2
932003.Executive Assistant To The Mayor II	5	5	5	5	5
932004.Executive Assistant To The Mayor I	4	4	4	4	4
932008.Executive Assistant To The Mayor IV	2	2	2	2	2
932014.Executive Management Team - Mayor's Office	1	1	1	1	1
932043.Mayor's Staff Secretary II	1	1	1	1	1
932048.Executive Assistant To The Mayor V	9	9	9	9	9
Total 330010-Office Of The Mayor	24	24	24	24	24
330095-Neighborhoods					
929108.Administrative Special Services Staff III - Exempt	1	0	0	0	0
932002.Executive Assistant To The Mayor III	1	1	1	1	1
932005.Assistant To The Mayor II	1	1	1	1	1
932007.Assistant To The Mayor I	1	1	1	1	1
932048.Executive Assistant To The Mayor V	0	1	1	1	1
932301.Director of Neighborhood City Halls	7	7	7	7	7
932302.Deputy Director of Neighborhood City Halls	7	7	7	7	7
Total 330095-Neighborhoods	18	18	18	18	18
330105-Lean Processing					
932002.Executive Assistant To The Mayor III	3	3	3	3	3
932048.Executive Assistant To The Mayor V	1	1	1	1	1
Total 330105-Lean Processing	4	4	4	4	4
330115-Jobs & Economy					
932004.Executive Assistant To The Mayor I	1	0	0	0	0
932008.Executive Assistant To The Mayor IV	1	1	1	1	1
932043.Mayor's Staff Secretary II	0	1	1	1	1
932048.Executive Assistant To The Mayor V	2	2	2	2	2
Total 330115-Jobs & Economy	4	4	4	4	4
Total 00096-Mayor's Executive Office	50	50	50	50	50
13939-Mayor's Office of Homeland Security					
330017-Emergency Management Awareness					
010139.Director of Homeland Security	1	1	1	1	1
010176.Director - Project Management	1	1	1	1	1
012272.Administrative Assistant III	1	0	0	0	0
079062.Senior Emergency Management Specialist	4	4	4	4	4
099536.Public Information Manager	1	1	1	1	1
43601103.Administrative Assistant III	0	1	1	1	1
932083.Emergency Management Coordinator	1	1	1	1	1
932610.Intelligence Specialist	15	21	21	21	21
Total 330017-Emergency Management Awareness	24	30	30	30	30
Total 13939-Mayor's Office of Homeland Security	24	30	30	30	30

CITY OF DETROIT
FY2020 - 2023 Positions - Mayor

Appropriation Cost Center Job Code and Title	FY 2018-19 FTE Budget	FY 2019-20 FTE Mayor	FY 2020-21 FTE Forecast	FY 2021-22 FTE Forecast	FY 2022-23 FTE Forecast
33000-Mayor's Office					
20240-Mayor's 2016 Urban Area Security Initiative					
336316-2016 Urban Area Security Initiative (UASI)	3	0	0	0	0
929107-Administrative Special Services Staff II - Exempt	3	0	0	0	0
Total 336316-2016 Urban Area Security Initiative (UASI)	3	0	0	0	0
20452-Volunteer Coordinator					
20240-Mayor's 2016 Urban Area Security Initiative					
20452-Volunteer Coordinator	1	1	1	1	1
331111-Mayor's Office Grants	1	1	1	1	1
932004-Executive Assistant To The Mayor I	1	1	1	1	1
Total 331111-Mayor's Office Grants	1	1	1	1	1
Total 20452-Volunteer Coordinator					
20489-FY18 Financial Empowerment Coordinator					
331111-Mayor's Office Grants	0	1	1	1	1
932004-Executive Assistant To The Mayor I	0	1	1	1	1
Total 331111-Mayor's Office Grants	0	1	1	1	1
Total 20489-FY18 Financial Empowerment Coordinator					
20491-HSEM UASI 2019					
336316-2016 Urban Area Security Initiative (UASI)	1	0	0	0	0
111114.Supervisory Program Analyst IV	1	0	0	0	0
Total 336316-2016 Urban Area Security Initiative (UASI)	1	0	0	0	0
Total 20491-HSEM UASI 2019					
20613-2018 Homeland Security Grant Program-UASI & SHSP					
331111-Mayor's Office Grants	0	1	1	1	1
111114.Supervisory Program Analyst IV	0	1	1	1	1
Total 331111-Mayor's Office Grants	0	1	1	1	1
Total 20613-2018 Homeland Security Grant Program-UASI & SHSP					
Agency Total	79	83	83	83	83

Our Journey to the Neighborhoods



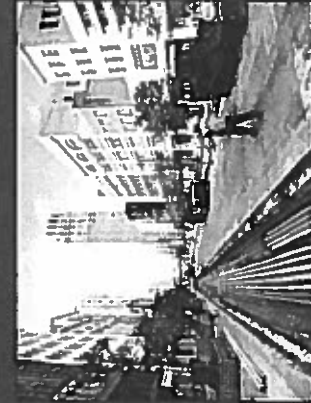
Woodward corridor strategy: spurred \$78 in related investment

2011 -

2011: Published the Woodward Corridor Initiative, a transit-oriented development plan

2011-2013 -

2011-13: Woodward Corridor Initiative implemented through catalytic project investment in greater downtown



STRATEGIC NEIGHBORHOOD FUND

DETROIT

2014 -

Q3, 2014: City of Detroit and Invest Detroit identify three neighborhoods to pilot the model and learnings from the Downtown and Midtown Park Island View/Greater Village, Vermont/Southwest, and Livernois McNichols

2015 -

Q3, 2015: Live6 Alliance created by public/private partnership to solve Livernois McNichols neighborhood

2016 -

Q1, 2016: Invest Detroit acquires property in West Village and initiates early concepts for The Coe

Q1, 2016: Mayor Mike Duggan launches the Strategic Neighborhood Fund (SNF) capital campaign

2017 -

Q2, 2017: Fitz Forward selected to rehabilitate over 100 homes and 200 vacant lots in the Fitzgerald neighborhood

Q4, 2017: SNF surpasses its \$30M public private philanthropic fundraising goal ahead of schedule

Q4, 2017: City announces Joe Louis Greenway 2.6 miles of new, modernized transit access in Detroit

Q4, 2017: The Coe is completed and opened with fully leased residential units

2018 -

Q1, 2018: Affordable Housing Leverage Fund (AHLF) announces preservation of 10,000 affordable units and creation of 2,000 new affordable units over five years

Q2, 2018: Mayor Mike Duggan launches SNF 2.0 and AHLF capital campaigns to expand these proven tools into seven more neighborhoods



Expanding a Tested Approach

SNF 2.0 builds off of learnings from the pilot in the first three neighborhoods. Beginning with key metrics such as neighborhood density, strong local leadership, and proximity to historic commercial corridors and other neighborhood assets, we have chosen an additional seven to bring much-needed investment.

- 1 Grand River Northwest
- 2 Jefferson Chalmers
- 3 Campau/Banglatown
- 4 Warrendale/Cody-Rouge
- 5 Gratiot/7-Mile
- 6 Russell Woods/Nardin Park
- 7 East Warren/Cadleux

Within these seven neighborhoods, we will implement five primary tools:

- 1 Neighborhood planning to understand community needs
- 2 Improving streetscapes to create safe and walkable neighborhoods
- 3 Redeveloping parks to offer attractive and active public spaces
- 4 Rehabilitating single-family homes to stabilize residential communities
- 5 Strengthening commercial corridors to support commercial, mixed use and multifamily development



Volunteers participating in neighborhood improvement efforts

To achieve full implementation of this plan, we have identified the investment needed over the next five years.

	City	State	SNF Investment
Philanthropic Grants			
Planning with the Neighborhood	\$3M		\$3M
Streetscapes	\$49M		\$49M
Parks	\$7M		\$21M
Single Family Houses			\$7M
Commercial Corridors		\$15M	\$50M
Total SNF 2.0	\$59M	\$15M	\$130M

Plus an additional \$113M in equity & commercial debt = **\$243M** in total investments