

**City of Detroit**  
**Bridging Neighborhoods Program**



**BRIDGING NEIGHBORHOODS**

**ANNUAL REPORT**



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July 2018 - June 2019*

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In BNP's first year, we strove to build the foundation for a transformative program that offers residents a real option in response to the changing environment in Delray. While our first year was all about hiring, planning and building, our second year was about beginning implementation of the Home Swap program - and beginning to rework anything we saw that did not meet our expectations once implemented.

Our second year was also about the planning and building of our second, smaller program, I-75 Environmental Mitigation, and identifying what on-going work we would do as a team to ensure we carry out both programs with integrity and transparency. We know that as the implementers of these two unique programs, it is equally critical for us to share our progress with the community that advocated for these programs, as well as with our partners that have helped us to achieve these results. The first annual BNP Pancake Breakfast is one example of how we began communicating results with residents of the Impact Area; the creation of this first annual report is another.

Although this report only touches on the work that took place in FY19, the results captured in the following pages simply could not have happened without the phenomenal team we assembled to help us execute our mission. Building a team of passionate, caring professionals - most specifically, Detroiters - was both a goal and a necessity in order to achieve what we have to date. I have been honored to be part of this team since the beginning and look forward to achieving even more in FY20.

Thank you for the opportunity,

*Heather M. Fryer*

# CURRENT BNP ROSTER



*Heather: Director*



*Rico: Deputy Director*



*Amy: Program Manager*



*Lincoln: I-75 EMP Sr.  
Project Coordinator*

100%

of BNP staff are born & raised,  
or current, Detroiters



*Raquelle: Operations  
Supervisor*

275

Total years lived in the City of  
Detroit by BNP Staff



*Bob: Construction  
Superintendent*

22

Years is the average Detroit  
residency for BNP Staff



*Lawrence: Housing  
Inspector*



*Evan: Housing  
Consultant*



*Clarence Jefferson  
Accountant*



*Antoine: Housing  
Inspector*

# BNP ALUMNI

***BNP takes pride in each team member and the great opportunities that have come their way. Although these staff have moved into new roles, they all played a pivotal part in getting BNP started. We wish them the best of luck as they continue to grow their careers!***

*Magaly: Previously Housing Consultant for BNP*

*Antonio: Deputy District 6 Manager, previously Program Assistant for BNP*



*Charity: Director of Civil Rights & Opportunity, previously Director of BNP*



*Karina: Civil Rights Coordinator, previously Program Coordinator at BNP*



*Nicole: Occupied Non-Profit Project Manager, previously Community Liaison for BNP*



# NEW TO BNP



*Miguel: Housing Consultant*



*Kayla: Construction Manager*



*Paola: Marketing Coordinator*



*Liz: Program Assistant*



# MILESTONES

*This was Bridging Neighborhoods' second year in operation, but our first year engaging in both programs, Home Swap and I-75 Environmental Mitigation(I75EMP). In this second year, implementation was our focus. Below is a brief look at our major milestones in Year 2.*

2018

July

## Home Swap Program

Home Swap Program re-opens enrollment on a rolling basis on July 2018

August

## Construction Begins

Construction begins on the first matched homes for the Home Swap Program

September

## Match Period Changed

Home Swap match periods transition into a rolling match period

November

## Completed Home & Home Tour

First Home Swap is completed, moving a family to the Springwells neighborhood; BNP conducts Home Tours for Home Swap participants

December

## Completed Homes & I75EMP

2nd, 3rd & 4th Home Swaps are completed, adding Warrendale as a destination neighborhood; Kick off meetings for I75EMP are conducted

2019

January

## Home Swap & I75EMP

5th Home Swap is completed, adding Morningside as a destination neighborhood. I75EMP applications open

February

## Home Swap Program

6th & 7th Home Swaps are completed, adding Claytown as a destination neighborhood

March

## Pancake Breakfast

BNP holds its first annual Pancake Breakfast; 8th & 9th Home Swaps are completed

May

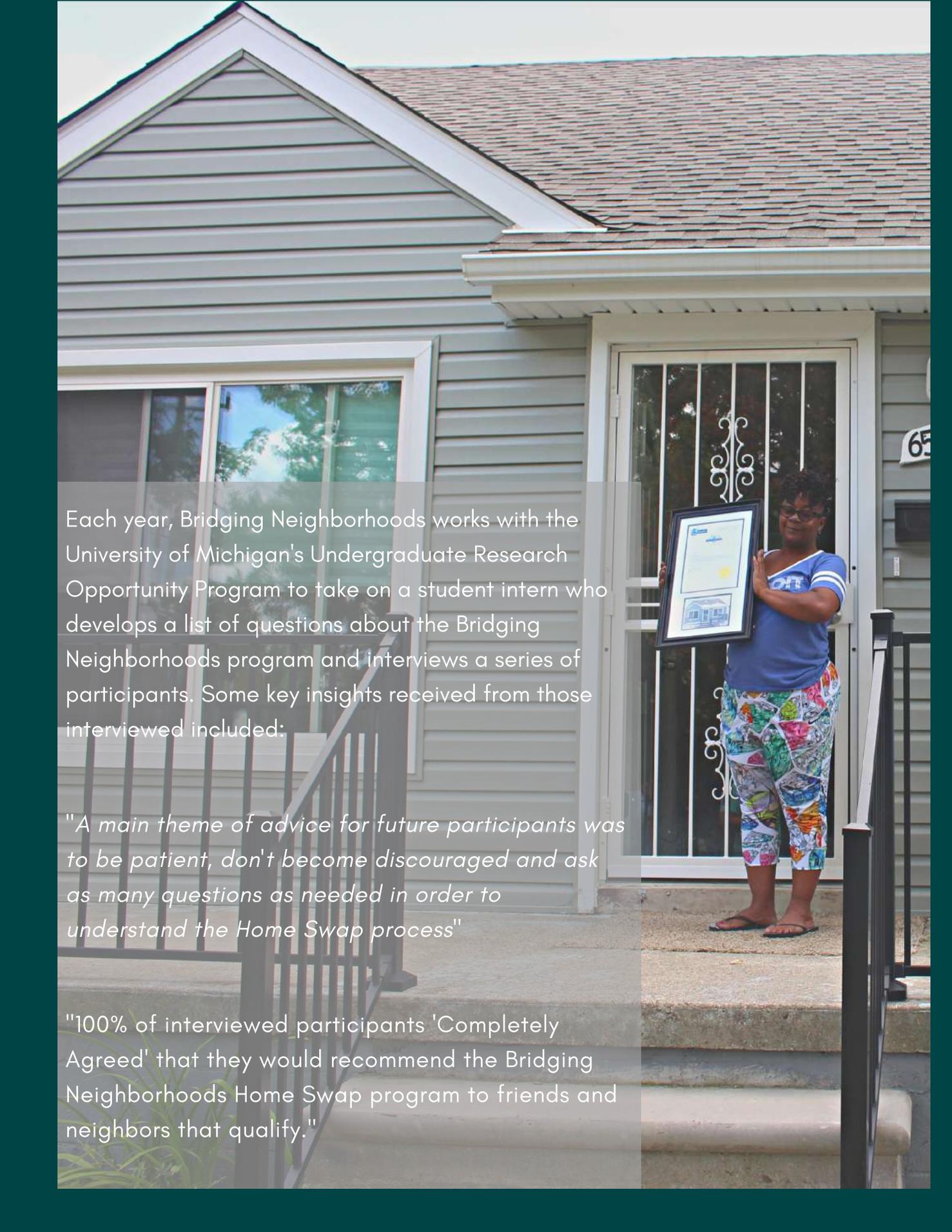
## Home Swap

The 10th Home Swap is completed, setting the average home swap for the year as 1 per month

June

## End of Fiscal Year

BNP closes out the fiscal year with 4 home swaps, setting the monthly record & bringing the total home swaps to 14; 3 of the 4 closings were located on the east side of Detroit, adding Yorkshire Woods as a destination Neighborhood



Each year, Bridging Neighborhoods works with the University of Michigan's Undergraduate Research Opportunity Program to take on a student intern who develops a list of questions about the Bridging Neighborhoods program and interviews a series of participants. Some key insights received from those interviewed included:

*"A main theme of advice for future participants was to be patient, don't become discouraged and ask as many questions as needed in order to understand the Home Swap process"*

*"100% of interviewed participants 'Completely Agreed' that they would recommend the Bridging Neighborhoods Home Swap program to friends and neighbors that qualify."*

# HOME SWAP PROGRAM

*The Home Swap Program is an optional relocation program for owner occupants in the Delray area that are affected, but not displaced, by the Gordie Howe International Bridge.*

## APPLICATIONS

**93** Home Swap applications received to date, with 28 received in FY19

## MATCHED HOMES

**32** Homes have been matched to date, with 23 signed in FY19



## HOME SWAPS

**14** Households swapped in FY19  
100% of households indicated they were satisfied with the home swap process

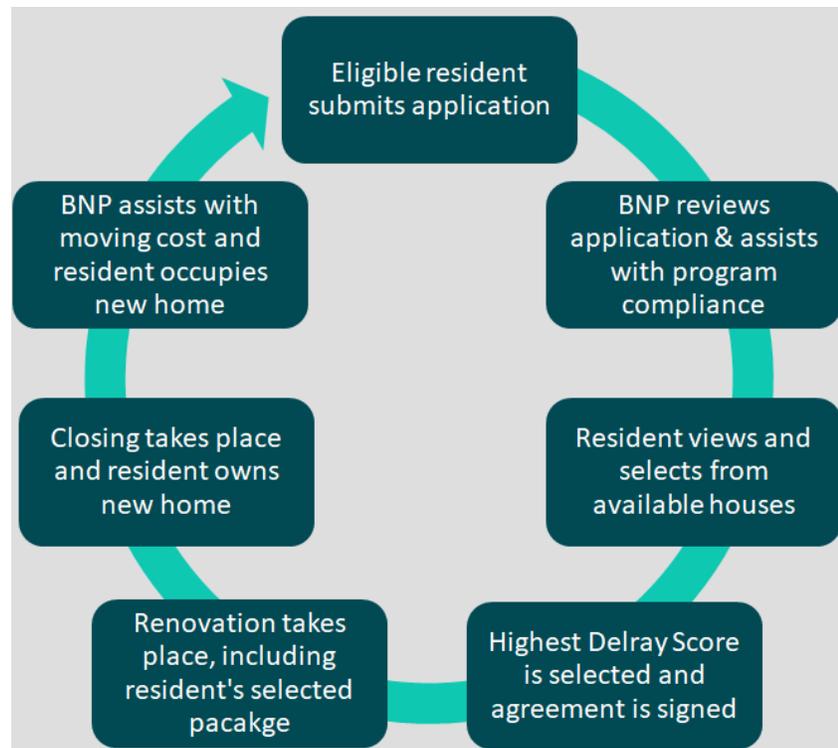
## HOME TOURS

**6** Home Tours were conducted in FY19 engaging 32 residents

## PRIVATE VIEWINGS

**38** Home Swap households attended private viewings of homes conducted by the BNP housing consultants

## HOME SWAP PROCESS





# I-75 ENVIRONMENTAL MITIGATION PROGRAM

*The I-75 Environmental Mitigation Program (I75EMP) is an optional program for residents living near the expanded I-75 service drive, providing home improvements to mitigate against the noise and air quality impacts associated with increased truck traffic stemming from the Gordie Howe International Bridge.*



## Research

In FY19, we hired a Senior Project Coordinator to do significant research to create a policy for what the I75EMP retrofits would entail. The research ensured the retrofits we put in place best address the anticipated impacts of increased noise and air pollution once the area is subject to significant increases in truck traffic.



## Outreach

Once solidifying the retrofit package, we set to work to get the word out on the program and the enrollment process. We held a series of informative community meetings officially launching the program, along with door-to-door flyering, outreach calls and program signage throughout the Impact Area.

*6 Community Meetings 67 participants in attendance  
Reached 199 residents through outreach efforts  
Received 161 applications consisting of 81.6% of eligible parcels*



## Strategy

We consulted with experts participating in similar programs through the United States to inform and strategize the best method of bidding this work, ensuring the work is completed in a safe and quality manner, and that the program's dollars are spent responsibly.

*85 assessments completed, preparing for first procurement phase  
39 homes procurement ready and went out to bid in Phase 1*



## Commitment

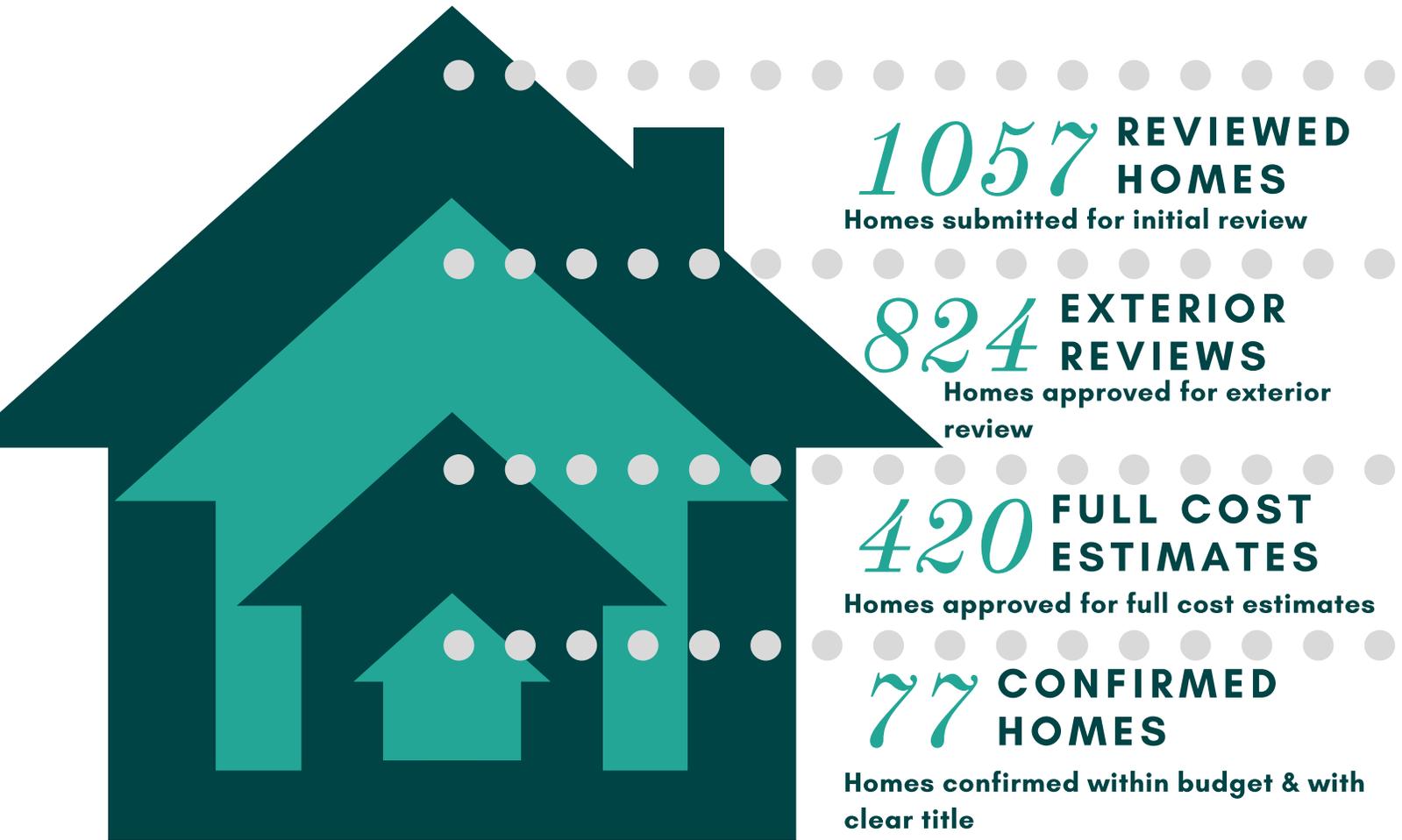
We doubled down on our commitment to Detroit based businesses by requiring the respondents to the I75EMP bid to either be a certified Detroit Based Business or to be partnered with a certified Detroit Based Business.

*\$1.2 million contract guaranteed to benefit Detroit based contractors*



# INVENTORY

Although summarized into 4 steps below, each property that makes it through to the final stage of "Match Period Ready" goes through no less than 9 separate review steps in order to determine if its cost, location and features might be a match for Home Swap participants.



The BNP team works closely with the Department of Neighborhoods' District Managers, City Council and Administration staff, as well as neighborhood community groups to ensure the properties we offer are in areas with strong community organizations and who are welcoming to new neighbors.

While we do our best to identify as many eligible homes as possible, we know the more input we receive in the process, the better. We encourage participants to submit addresses for our consideration through the Refer A Home process, in case we are able to secure a home not already being reviewed by our team. To date we've received well over 120 requests, only 15 of which were owned by the DLBA; one home eventually became available - and as a result is currently in the process of being renovated for a participant.



# CONSTRUCTION & PROCUREMENT

*In FY19, our team set to work to develop construction quality standards and construction processes, as well as increasing our pre-qualified contractor base.*

 We officially began construction in August 2018, working from a pool of only three contractors, one of which was based in Detroit.



By the end of the construction period, we had a total of 12 pre-qualified contractors, half of which are based in Detroit.

*Engaging Detroit-based contractors is a key focus of Bridging Neighborhoods*

## **28 Homes went out to bid for gut renovations**



- 23 notices to proceed were issued
- 14 home renovations were completed



## **For services we regularly perform on all homes, we procured bulk contracts to shorten the process and lock in better pricing**

- Environmental surveys
- Foundation repairs
- Security services
- Landscaping & tree removal services
- Post-construction cleaning services

## **Co-hosted two major contractor outreach events**



One with Contracting & Procurement and the other with Civil Rights, Inclusion & Opportunity

- BNP Prospective Contractor meeting Feb 2019
- City of Detroit Annual Construction Conference March 2019



**89 days** was the average time of project completion

## **24 contractors applied for pre-qualification in FY19**



- 9 additional contractors pre-qualified for a total of 12
- 5 additional contractors are based in Detroit for a total of 6

# FINANCIALS

*Did you know that **6 separate agreements** make up the funding sources secured for the Bridging Neighborhoods Program?*

*The Financial staff of BNP collect and track funds on a daily basis to ensure all of the **\$32.6M** are properly collected.*

**\$21.3M**

**At the close of Years 1 & 2, a total of twenty-one million dollars were collected.**

**All funds are slated to be collected by 2023**

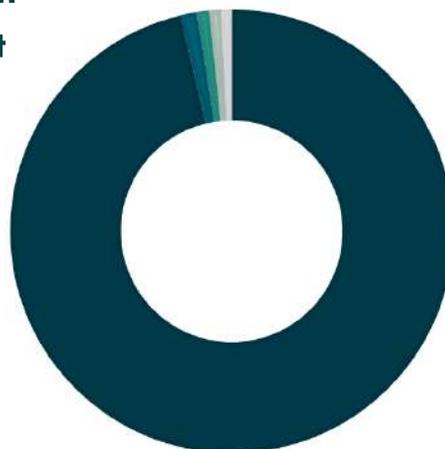
**2023**

**\$3.5M**

**Total Spend in Years 1 & 2 totaled three and a half million.**

**Total non-administrative spend in Years 1 & 2 was one million eight hundred thousand.**

**\$1.8M**



- Rehab 96%
- Insurance 1.2%
- Security 0.94%
- Client Related Cost 0.83%
- Moving Cost 0.72%
- Maintenance < 0.01%

# WHAT'S AHEAD?

*The Bridging Neighborhoods team is committed to serving the residents of Delray and the City of Detroit with excellence. To us, this means consistently reviewing our processes, identifying pain points and doing our best to resolve them.*

*As we look forward to the next fiscal year, we are focused on continuing to provide the best service we can and know that the following items will be part of that effort.*

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- 1. Find ways to better accommodate participants' unique situations/needs**
  - 2. Learning & improving through seeking timely & honest participant feedback**
  - 3. Increasing engagement through visual communication**
  - 4. Re-open I75EMP enrollment to increase program participation**
  - 5. Assist participants becoming "procurement ready" through resource connectivity**



Detroit at Work/Detroit Employment Solutions Corporation **TYRONE CLIFTON**

FELICIA STUDSTILL *Jeff Donofrio* *LaTrice McClendon*

**Kya Robertson**

ANIJAH CALLOWAY

**SEAN DAVIS**

ROBIN JOHNSTON **NICOLE SHERARD FREEMAN**

UNITED COMMUNITY HOUSING COALITION Peoples Community Services of Delray

**MORNINGSIDE COMMUNITY MECCA ORGANIZATION**

DEVELOPMENT Gesu Church CORPORATION **ERIC FOWLKES**

**MONA ALI**

**ERNEST JOHNSON**

**RAQUIBA DISMUKE**

Kim Tandy Sean Green Chief Infrastructure Officer Arthur Williamson

**SEAN DAVIS**

DENNIS PERKINS Kofi Bashir

Department of Neighborhoods

**JENNIFER FAISON**

**PAIGE WHITE**

District Managers **JEFF KRANITZ**

*Melia Howard* *Ted Schultz* Department of Media Services

*Xavier Cuevas*

Office of Departmental Financial Services and Opportunity Resource Fund

*Director David Bell*

*Brooke Jackson*

Chadsey Condon Agrein Otis Community Organization

**NINA HESSE**

**BRIDGING NEIGHBORHOODS**

*Arthur Edge* *India Jones*

**ROBERT BAUMGARDNER**

DILIP PATEL **JESSICA PARKER**

*Brian Farkas* RANDY HARGRAVES

**GREGORY WORDLAW**

Ellen Kortesoja

Buildings, Safety Engineering and Environmental Department

# THAN

*Bridging Neighborhoods could not have been possible without a multitude of partners who provide assistance. We thank you for all your support in this effort.*

BETHANY LUTHERAN CHURCH *Saskia Thompson*

Department of Civil Rights, inclusion and Opportunity Technology

**J. EDGAR MONTES**

**CENTURY PARTNERS** Wayne County Register of Deeds

Mohican Regent Residents Association *MEGAN MCGREAL* *Charity Dean*

**ERICA HENLEY**

**MARTELL BIVINGS**

CLARK PARK MELANIE COALITION

**GORAN BANKOVIC** AKHILA ERRABELLY

Detroit Building Authority *SCOTT BRINKMANN* *DON RENCHER* *Val Upshaw* *Brianna Walker*

WEAVER **BELMONT COMMUNITY COUNCIL** *Ryan Friedrichs* Detroit Office of Grants Management

**LIFE BUILDERS AVENUE OF FASHION BUSINESS ASSOCIATION**

Department of Neighborhoods Business Managers (DEGC) MD Abdul Muhit

*Lynn Wiggins* TENECIA JOHNSON Ammie Woodrow SLUZ MEZA *Michigan Legal Services*

**NASR ABDUL-MUJEEB**

EUNICE WILLIAMS **BETHANY MELITZ** **NICOLE WYSE** **LISA SCARBORO**

PRESIDENT PRO-TEAM MARYADRIAN TONON SCOTT MILLER SPRINGDALE

James Tate & Staff

SHEFFIELD & STAFF NATALIE YOUAKIM GABE LELAND & STAFF

Detroit Land Bank Authority WOODMERE BLOCK WAYNE METRO CLUB

Raquel Castañeda

Cheryl Smith-Williams

Congress of Detroit Communities Above & Beyond

Scott Lopez & Benson & Staff

Saint Peter & Paul Church

Taylor Leonard

KIM JAMES

GRAHAM DAVIS

Southwest Tracey Meek Service

TIM CARROL

President

Office of the Assessor ALVIN MITCHELL MAURICE COX Mayor's Office

Veronica Brenda Johnson Jones & Staff

Corporation Counsel

Lawrence Garcia

DR. JONEIGH KHALDUN

LAUREN FINK

DETROIT CITY COUNCIL

Heather Philips DETROIT HEALTH DEPARTMENT KUCHEL WALKER

Director Boysie Jackson

ANDRE SPIVEY & STAFF

CHASS Clinic

ROY John Roach Matt

MICALISTER Williams

& STAFF ADAM MILLION

Caitlin Marcon

ALVIN HORHN Tracey Lynn Pearson

Sergeant Gwen Stokes

IGHBORHOODS

JANEE AYERS & STAFF

Yorkshire Woods Community Organization

DETROIT LAW DEPARTMENT

K Y O U

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City of Detroit Communications Department

Commander Kari Sloan

NPO JUAN LEBRON

Gordie Howe

DAVID WALKER

NPO BRIDGING COMMUNITIES

NPO AL RUIZ

International

Katy

Garett Iglesia Metodista Unida

SERGEANT

Bridge

Trudeau

Taylor SOUTHWEST DETROIT BUSINESS ASSOCIATION

GWEN STOKES

Community

OFFICER OSMEN

Detroit Police Department & Neighborhood Police Officers

CONSTANCE

Press

ULIO CEDANO

Officer Michael Osam MAXIE

RICARDO MARBLE

Jeff Klein Southwest

Tim Boscarino Detroit

Community Benefits Coalition

KATRINA MOSS

Randolph

Veronica

Detroit Treasury Department

GROW DETROIT'S YOUNG TALENT

Michigan State Housing Development Authority

Development Authority

Kelly Trammel

Director GARY BROWN

Leonard Jones

WINDSOR-DETROIT BRIDGE AUTHORITY

WAYNE SLOAN COUNTY TREASURER'S OFFICE

WINDSOR-DETROIT BRIDGE AUTHORITY

DEPUTY DIRECTOR DEBRA MOBLEY

DEPARTMENT

DEPARTMENT

DEPARTMENT

DEPARTMENT

DEPARTMENT

PLANNING & Ashton Resident Book Club DEVELOPMENT Housing and Revitalization Department DEPARTMENT GENERAL SERVICES DEPARTMENT DEPARTMENT Midwest Civic Council of Block Clubs

