

City of Detroit

Recovery Plan

State and Local Fiscal Recovery Funds

2021 Report



City of Detroit 2021 Recovery Plan

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GENERAL OVERVIEW

Executive Summary

COVID-19 has had a profound negative impact on the City of Detroit (City). The American Rescue Plan Act (ARPA), which established the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program, presents the City with an opportunity to mitigate the impacts of the COVID-19 pandemic through transformational investments in Detroit's economic, educational, health and safety landscapes.

Prior to the outbreak of COVID-19, the City was still recovering from a dire financial condition resulting in the City's filing for Chapter 9 Bankruptcy in 2013. During fiscal year 2013, the Governor of the State of Michigan declared a state of financial emergency in the City of Detroit and installed an Emergency Manager (EM), who oversaw the City's financial operations over the next 18 months. In July 2013, the City of Detroit filed a voluntary petition under Chapter 9 of the Bankruptcy Code. For the next 17 months, the City proceeded through the bankruptcy process which culminated in the approval of the City's Plan of Adjustment (POA) on December 10, 2014.

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.

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

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***

forced to shut down to reduce the spread of COVID-19, the unemployment rate for households hovered at 40%, and the unemployment rate remained above 20% for the remainder of 2020. Recent estimates from the Bureau of Labor Statistics show this rate fell to under 10% during the summer of 2021, though local estimates suggest the joblessness rate is still well above this mark; as employment and labor force totals continue to lag behind pre-pandemic and prior year levels. Job losses in Detroit, as in much of the rest of the country, have fallen 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.

The negative impacts of the pandemic went well beyond job loss. Thousands of residents have fallen behind on rent and mortgage payments and are facing potential eviction. Finding affordable rental properties is an increasing problem. In metro Detroit, the rent price for a new move-in at market rate was \$1,108 per month as of June, up 7.4% from a year before, according to the Detroit Free Press's report citing of RealPage, a property management software company.¹

Virtual learning caused thousands of students to struggle during the pandemic. The cost of high-speed internet and computers needed for virtual learning present a financial strain on low-income families. Low-income families are less likely to have jobs that allow for at-home work to provide oversight for school-age children at home. In addition, numerous studies have shown that in-person learning results in more teacher-to-student time and being at school with a teacher helps students to understand the material better.

Neighborhoods across the City temporarily lost a sense of stability and vitality. Most tragically, 2,319 Detroiters have died from COVID 19 as of August 1, 2021.² See Detroit Health Department COVID Data in Figure 1.

Detroit's residents experienced impacts of austerity associated by 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% of the City's population, have experienced disproportionate, adverse economic impacts as a result of racially discriminatory housing policies, limited employment opportunities, and under-resourced schools. ARPA investments represent an opportunity not only to address the direct harm caused by the pandemic, but also to mitigate systemic health and economic inequalities as well as educational disparities caused by decades of structural racism.

¹ Detroit Free Press: <https://www.freep.com/story/news/local/michigan/2021/07/29/michigan-eviction-moratorium-ends/8012908002/>

² Michigan Disease Surveillance System via Michigan.gov, August 2021

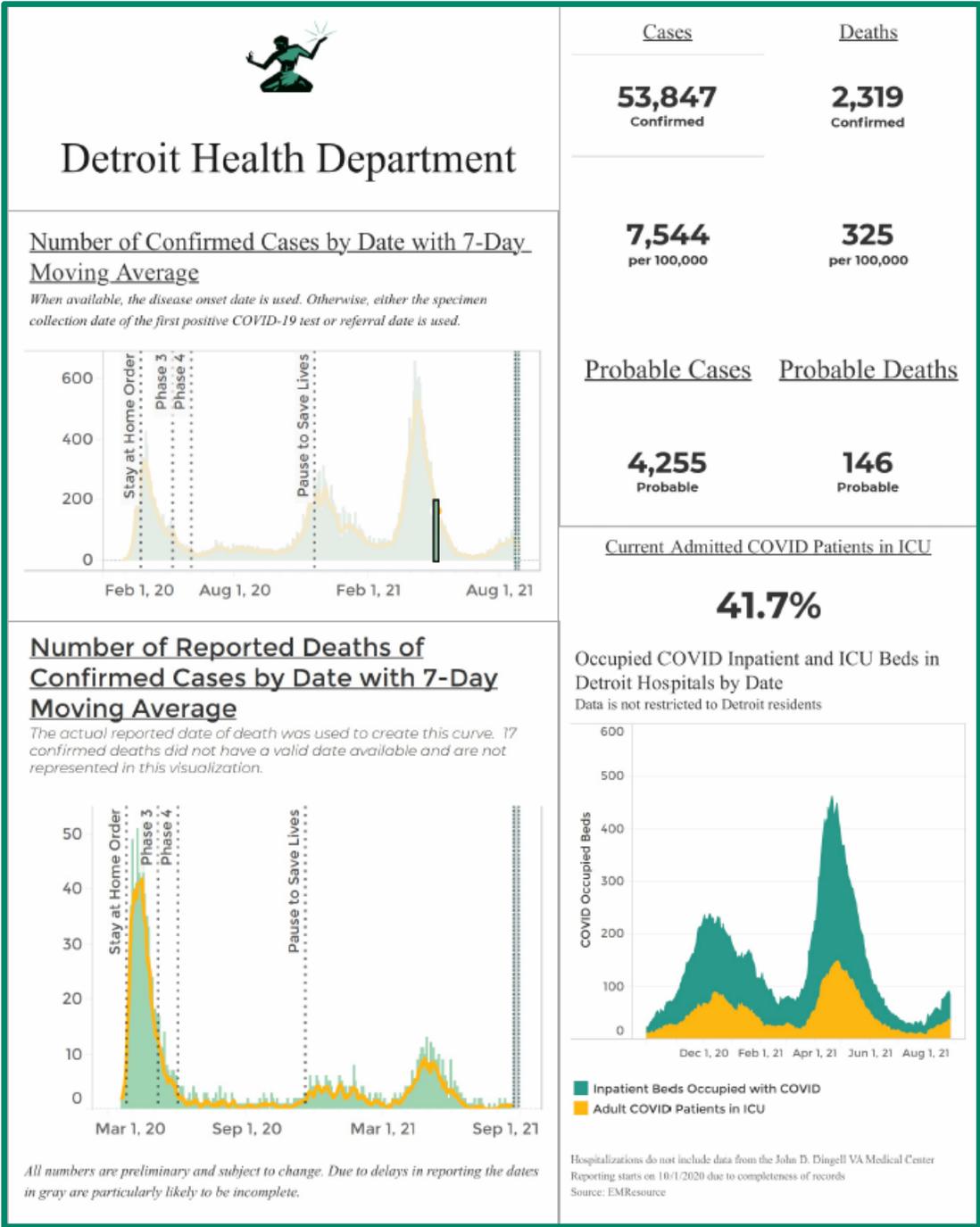


Figure 1. Detroit Health Department: COVID Data Dashboard

Source: <https://detroitmi.gov/departments/detroit-health-department/programs-and-services/communicable-disease/coronavirus-covid-19/covid-19-data-dashboard>. Data extract date August 28, 2021

With SLFRF (ARPA funds), the City is embarking on transformational initiatives and knew it needed Detroiters' help to figure out what those initiatives would be. The City held 65 public meetings to discuss funding priorities, garnering hundreds of comments from residents and collecting feedback on more than 700 online surveys. In all, the community engagement process represented one of the largest efforts the City has ever undertaken.

From the priorities identified by the community, the City Council passed a resolution dividing the use of the SLFRF (ARPA funds) into 15 appropriations dedicated to an inclusive, transformative recovery from COVID-19 that address the disproportionate impacts of inequity. The future projects funding through these 15 appropriations plan to tackle entrenched issues around economic opportunity and quality of life, dedicating 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. These 15 appropriations, funded by ARPA, will help build a healthier, more stable Detroit through the pandemic recovery.

Uses of Funds

The COVID-19 pandemic impacted the City and its residents more negatively than most communities in the United States, and the health and economic effects are far from over. Even as the City experienced revenue losses, it continued to fund expenditures to assist the communities and residents. This impacted the budget and ability to implement initiatives that were required in the City's Chapter 9 Bankruptcy plan (Restructuring and Reinvestment Initiatives per the Plan of Adjustment). These important initiatives include maintaining City services, returning 1,000 City employees to full-time status and restoring City employment levels, investing in IT infrastructure, and funding programs to reduce blight in the City. The SLFRF (ARPA funds) will be used to make up for this shortfall and many more projects throughout the City.

On June 29, 2021 the City Council approved the ARPA Fiscal Recovery Funds Budget Amendment Resolution, which divided the ARPA funds into 15 appropriations in alignment with one of the City's largest community engagement efforts ever conducted. The purpose of this effort was to ensure the federal ARPA funds would be spent in a way that the communities and residents believe would maximize equitable outcomes and bolster the economic recovery of the City.

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

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

City of Detroit Appropriation and Description	Primary ARPA Expenditure Category	Amount
City Services and Infrastructure - to maintain City services; offset revenue shortfalls; and investments 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) and Services to Disproportionately Impacted Communities (EC 3)	\$95,000,000
Match Funding - for qualifying ARPA projects for which public or private leverage dollars may be made available	Various, 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) and Services to Disproportionately Impacted Communities (EC 3)	\$15,500,000
Neighborhood Investments 2 - for Community Health Corps and targeted employment and wraparound services, including community-based gun violence intervention initiatives	Negative Economic Impacts (EC 2) and Services to Disproportionately Impacted Communities (EC 3)	\$35,000,000
Neighborhood Investments 3 - for new or expanded improvements for recreation centers	Negative Economic Impacts (EC 2) and Services to Disproportionately Impacted Communities (EC 3)	\$30,000,000
Parks, Recreation, and Culture - for green initiatives; parks; walking paths; streetscapes; and arts & cultural investments	Disproportionately Impacted Communities (EC 3)	\$41,000,000
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) and Services to Disproportionately Impacted Communities (EC 3)	\$105,000,000
Intergenerational Poverty 1 - for home repairs to seniors, low income, and disabled community	Negative Economic Impacts (EC 2) and Services to Disproportionately Impacted Communities (EC 3)	\$30,000,000
Intergenerational Poverty 2 - to create a city locator service to find affordable housing and provide for housing client management and financial and legal counseling services	Negative Economic Impacts (EC 2) and Services to Disproportionately Impacted Communities (EC 3)	\$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) and Services to Disproportionately Impacted Communities (EC 3)	\$30,000,000

City of Detroit Appropriation and Description	Primary ARPA Expenditure Category	Amount
Neighborhood Beautification - for vacant property cleanouts and alley activation	Negative Economic Impacts (EC 2) and Services to Disproportionately Impacted Communities (EC 3)	\$23,000,000
Public Safety - for traffic enforcement; gun violence initiatives; DPD training facility improvements; and EMS bays at firehouses	Public Health (EC 1) and Services to Disproportionately Impacted Communities (EC 3)	\$50,000,000
Digital Divide - for devices; internet access; and technology support initiatives	Water, sewer, and broadband infrastructure (EC 5)	\$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)	\$40,000,000
Total Appropriations		\$826,675,290

As of the end of the July 31, 2021 reporting period, the City had not expended any funds, with the exception of nominal expenditures for administration reflected in the section entitled Table of Expenses by Expenditure Category. Projects are being proposed and evaluated to ensure that they comply with SLFRF (ARPA fund) requirements and best serve the needs of the City, neighborhood communities, and residents per the above-listed appropriations.

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 assure 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.

Strategies to Maximize Project Impact

Maximizing the equitable outcomes of the projects has been a priority for the City since before the SLFRF (ARPA funds) were received. As detailed in the Community Engagement section of this Recovery Plan, the City engaged residents and the various neighborhood communities to determine where the funds were most needed to provide equitable outcomes. However, the City understands that follow-through will need to be conducted on the project level to promote and track equitable outcomes effectively. Figure 2 lays out the Project Success Pathways to be used as part of a structured project development process, which includes transformational strategies for change in addition to the more customary monitoring of federal awards focused on risk mitigation.

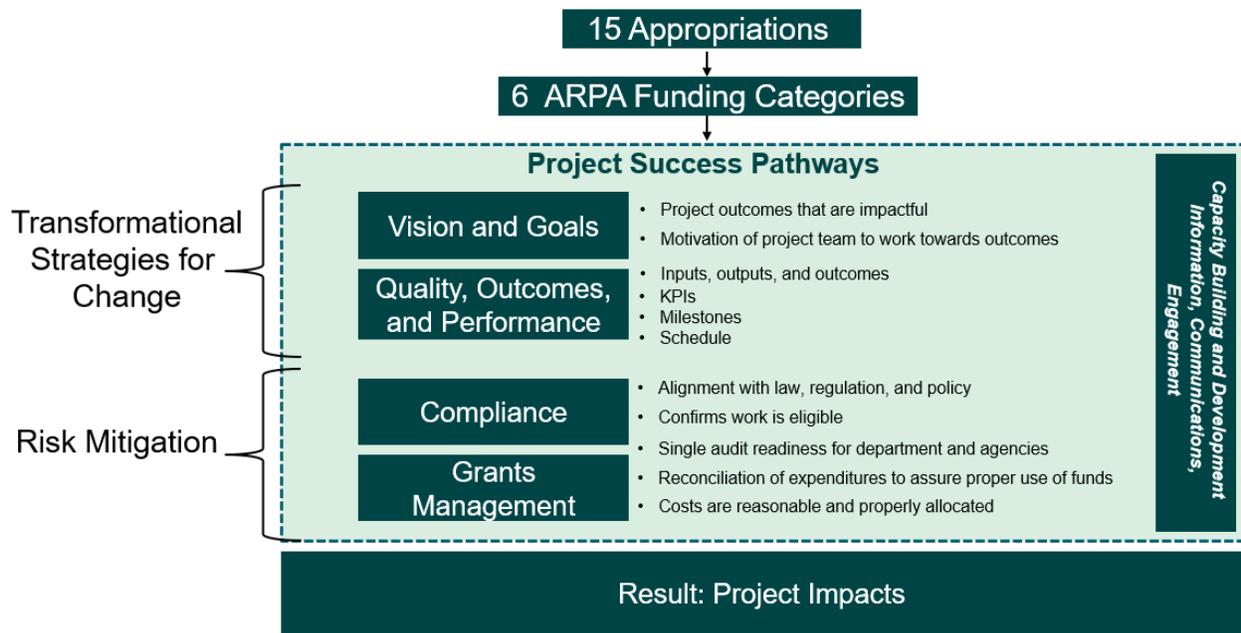


Figure 2: Project Success Pathways

The Project Success Pathways provide a high-level snapshot of the consistent, robust support and oversight the City will provide to facilitate project definition, critical path milestones and schedule, outcomes-based performance measurement, and risk-based financial management across the project portfolio.

The City has developed project concepts with the community captured in the 15 appropriations, and project planning is currently under way. During the life of the project, budgetary and project-specific measurements will be conducted to gauge equitable outcomes and proper spending of SLFRF (ARPA funds). 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 (ARPA funds) will be closely monitored on a variety of measures including equitable outcomes.

Finally, the City intends to maximize project impact through the use of additional recovery funds including Emergency Rental Assistance (ERA). The State of Michigan has approved \$50 million in ERA funds for the City. The City has established both a helpline and online access to assist Detroit citizens in applying for assistance.

Promoting Equitable Outcomes

Mayor Duggan’s Equity Council leads development of equity enhancing policies and programs for the City. They are committed to successful data-driven initiatives that drive toward demographic parity, are rooted in systemic change, remove barriers in city government, and catalyze change in institutions outside of city government for Detroiters. The Equity Council promotes equity in four policy areas: poverty reduction, wealth building, expanded economic

opportunity, and quality of life improvements. These tenets informed the initial planning and engagement of Detroit’s discretionary funding.

Detroit utilizes Executive Order 13985, defining 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” (Sec. 2 (a))³. The City of Detroit is composed of approximately 90% persons of color, 35% of the population lives below the poverty line, and the median household income persistently falls far below median household income of Wayne County as a whole (a disparity of \$17,000 as of 2019). These factors, combined with the impact of the COVID-19 pandemic on Detroit compared to the state of Michigan as a whole, make promoting equity a priority for the City. The City will consider and measure equity at the various stages of the program, including:

- **Goals:** The City intends to use the SLFRF (ARPA funds) to serve and benefit systemically excluded and vulnerable populations, including those facing poverty, homelessness, unemployment, disability, and gun violence.
- **Awareness:** The City has gone to great lengths to incorporate resident input in the use of SLFRF (ARPA funds), as detailed in the Community Engagement section of this Recovery Plan. This has helped to serve as an initial primer for awareness of future projects. While no projects have been approved during this reporting period, the City intends to make project-level services widely known to the residents and, specifically, the intended beneficiaries.
- **Access and Distribution:** No projects have been approved during this report period. However, the City intends to create equitable access to project-level benefits and reduce and/or prevent administrative requirements that result in disparities.
- **Outcomes:** The City’s intended outcomes for ARPA projects are quality-of-life improvements, economic opportunities, community health and safety, a collective commitment to countering intergenerational poverty, and more. As projects are approved and funded, future Recovery Plans will detail project performance outcomes.

The City has not approved any projects for the use of SLFRF (ARPA funds) as of the date of this reporting period. As projects are approved, future Recovery Plans will include detail on efforts to promote equitable outcomes. However, the proposed investments were all designed with equity at the forefront.

³ Executive Order 13985: Executive Order On Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, January 20, 2021

As noted previously, nearly 80% of Detroit residents are Black, and many have suffered from decades of racially discriminatory housing policies and labor markets, under-investment in education and public transit, and under-resourced City budgets. Projects in the planning phase are targeted to economically-disadvantaged communities, as defined by HUD’s Qualified Census Tracts (QCTs) as shown in Figure 3. The map shows the City of Detroit; however, it does not delineate two independent cities, Hamtramck and Highland Park, which are within QCTs and surrounded by the City of Detroit’s footprint.

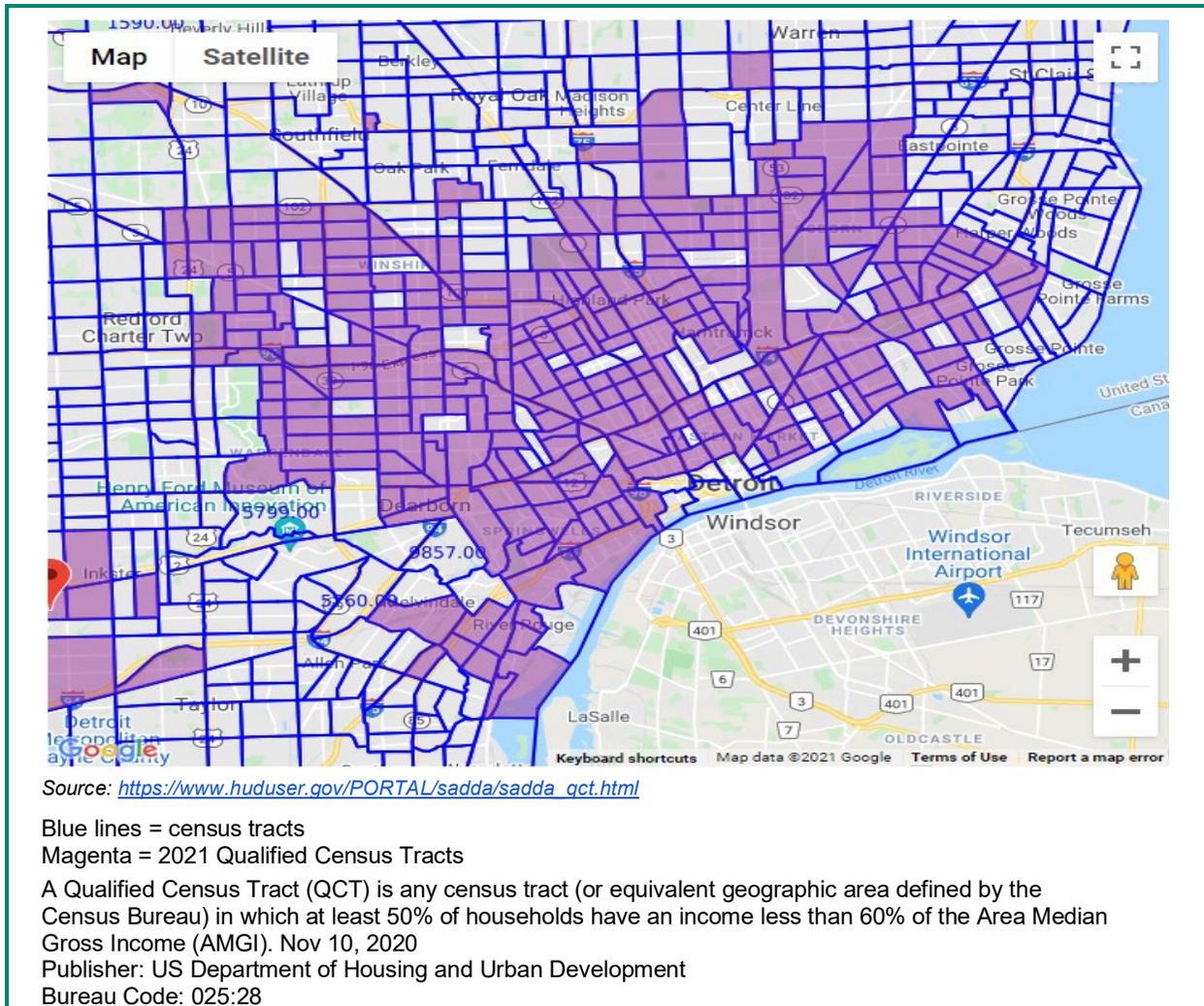


Figure 3: 2021 HUD Census Tracts for Detroit⁴

Community Engagement

Before receiving the SLFRF (ARPA funds), the City was eager to engage the residents and various communities on where the funds were most needed to provide for recovery from the pandemic and advance equitable outcomes. In May 2021, Mayor Mike Duggan held a virtual citywide presentation to discuss the process and to obtain feedback for potential uses of the

⁴ https://www.huduser.gov/PORTAL/sadda/sadda_qct.html

SLFRF (ARPA funds). It was initially planned that there would be 25 public meetings to engage the residents and communities. However, due to the overwhelming interest, the City instead held 65 public meetings to discuss the 411 community meeting responses and 739 online survey responses. These meetings were convened to ensure that all voices were heard whether verbally at public meetings or online through the City’s publicly available online survey. The residents and communities identified the following funding priorities shown in Figure 4.

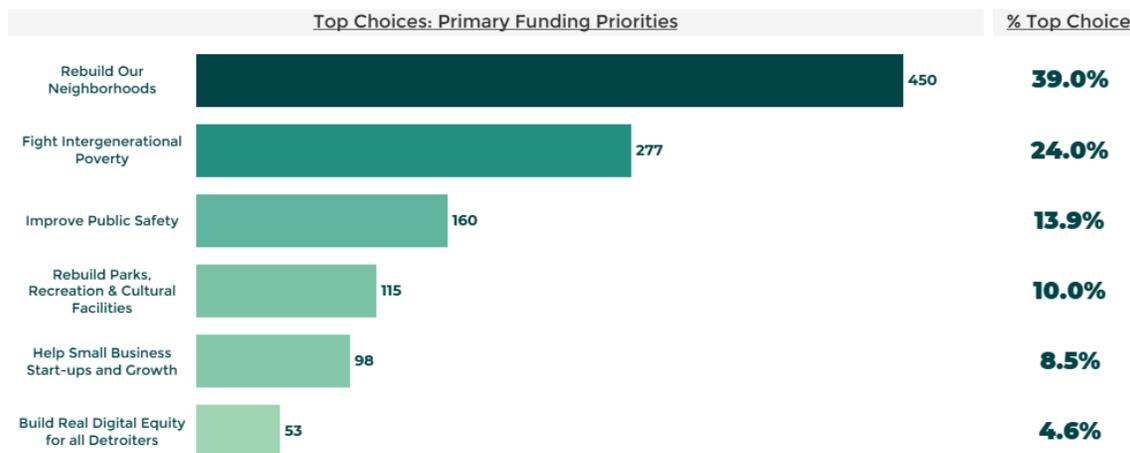


Figure 4: Detroiters’ Prioritization for ARPA Funding⁵

Upon conclusion of these meetings, it was decided that the SLFRF (ARPA funds) would be used for 15 major appropriations, as detailed in the Uses of Funds section of this Recovery Plan. The City will divide each of the appropriations into projects that will focus on equitable outcomes across a broad spectrum of populations, prioritizing those facing poverty, homelessness, unemployment, disability, gun violence, and other communities of need. While the details of these projects are still being formed, the City has created a rigorous review process to facilitate that projects are created in a manner that selects the best-equipped community organizations to provide equitable outcomes for the groups in need.

Labor Practices

The City has not approved any projects for the use of SLFRF (ARPA) funds as of the date of this reporting period. However, as projects are approved, future Recovery Plans will include detail on efforts to use 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.

As part of the City’s commitment to use SLFRF (ARPA funds) to promote durable benefits for Detroiters, the City is planning to redirect staff resources and hire new staff to manage and implement projects effectively. As part of this approach, the City is incorporating capacity-

⁵ ARPA Survey Results | City of Detroit: <https://detroitmi.gov/bn/node/43131>, July 2021

building across all aspects of its operations involved in the delivery of the program including the OCFO, human resources, procurement and contracting, civil rights, equity and opportunity, and approximately 40 other City departments. This will catalyze opportunities for LEAN improvements. It will also help the City continue to diversify its workforce and scaffold career opportunities for employee development and promotion, in keeping with the City’s equity agenda.

Use of Evidence

The City has not approved any projects for the use of SLFRF (ARPA funds) as of the end of the July 31, 2021 reporting period. However, as projects are approved, future Recovery Plans will identify and detail those which use evidence-based interventions and/or program evaluations to build evidence. The City is developing an extensive process for tracking inputs, outputs, and outcomes not only at the individual project level but also at a meta-level.

For social sector subrecipient organizations that lack experience with outcomes-based evaluation, the City intends to provide training that will serve as a force multiplier, strengthening capacity-building within Detroit’s social sector.

Table of Expenses by Expenditure Category

The City’s expenditures to date are included in Table 2, as categorized in Appendix 1 of the SLFRF Compliance and Reporting Guidance⁶. As previously noted, no SLFRF (ARPA funds) have been expended apart from nominal administrative costs as of this reporting period through July 31, 2021.

Table 2. Expenses by Expenditure Category

	Category	Cumulative Expenditures to Date (\$)	Amount Spent Since Last Recovery Plan
1	Expenditure Category: Public Health		
1.1	COVID-19 Vaccination	\$00	\$00
1.2	COVID-19 Testing	\$00	\$00
1.3	COVID-19 Contact Tracing	\$00	\$00
1.4	Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, etc.)	\$00	\$00
1.5	Personal Protective Equipment	\$00	\$00
1.6	Medical Expenses (including Alternative Care Facilities)	\$00	\$00

⁶ US. Department of Treasury. Coronavirus State and Local Fiscal Recovery Funds Guidance on Recipient Compliance and Reporting Responsibilities. Version 1.1 dated June 24, 2021.

	Category	Cumulative Expenditures to Date (\$)	Amount Spent Since Last Recovery Plan
1.7	Capital Investments or Physical Plant Changes to Public Facilities that respond to the COVID-19 public health emergency	\$00	\$00
1.8	Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)	\$00	\$00
1.9	Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to COVID-19	\$00	\$00
1.10	Mental Health Services	\$00	\$00
1.11	Substance Use Services	\$00	\$00
1.12	Other Public Health Services	\$00	\$00
2	Expenditure Category: Negative Economic Impacts		
2.1	Household Assistance: Food Programs	\$00	\$00
2.2	Household Assistance: Rent, Mortgage, and Utility Aid	\$00	\$00
2.3	Household Assistance: Cash Transfers	\$00	\$00
2.4	Household Assistance: Internet Access Programs	\$00	\$00
2.5	Household Assistance: Eviction Prevention	\$00	\$00
2.6	Unemployment Benefits or Cash Assistance to Unemployed Workers	\$00	\$00
2.7	Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)	\$00	\$00
2.8	Contributions to UI Trust Funds	\$00	\$00
2.9	Small Business Economic Assistance (General)	\$00	\$00
2.10	Aid to nonprofit organizations	\$00	\$00
2.11	Aid to Tourism, Travel, or Hospitality	\$00	\$00
2.12	Aid to Other Impacted Industries	\$00	\$00
2.13	Other Economic Support	\$00	\$00
2.14	Rehiring Public Sector Staff	\$00	\$00
3	Expenditure Category: Services to Disproportionately Impacted Communities		
3.1	Education Assistance: Early Learning	\$00	\$00
3.2	Education Assistance: Aid to High-Poverty Districts	\$00	\$00
3.3	Education Assistance: Academic Services	\$00	\$00
3.4	Education Assistance: Social, Emotional, and Mental Health Services	\$00	\$00

	Category	Cumulative Expenditures to Date (\$)	Amount Spent Since Last Recovery Plan
3.5	Education Assistance: Other	\$00	\$00
3.6	Healthy Childhood Environments: Child Care	\$00	\$00
3.7	Healthy Childhood Environments: Home Visiting	\$00	\$00
3.8	Healthy Childhood Environments: Services to Foster Youth or Families Involved in Child Welfare System	\$00	\$00
3.9.	Healthy Childhood Environments: Other	\$00	\$00
3.10	Housing Support: Affordable Housing	\$00	\$00
3.11	Housing Support: Services for Unhoused persons	\$00	\$00
3.12	Housing Support: Other Housing Assistance	\$00	\$00
3.13	Social Determinants of Health: Other	\$00	\$00
3.14	Social Determinants of Health: Community Health Workers or Benefits Navigators	\$00	\$00
3.15	Social Determinants of Health: Lead Remediation	\$00	\$00
3.16	Social Determinants of Health: Community Violence Interventions	\$00	\$00
4	Expenditure Category: Premium Pay		
4.1	Public Sector Employees	\$00	\$00
4.2	Private Sector: Grants to other employers	\$00	\$00
5	Expenditure Category: Infrastructure		
5.1	Clean Water: Centralized Wastewater Treatment	\$00	\$00
5.2	Clean Water: Centralized Wastewater Collection and Conveyance	\$00	\$00
5.3	Clean Water: Decentralized Wastewater	\$00	\$00
5.4	Clean Water: Combined Sewer Overflows	\$00	\$00
5.5	Clean Water: Other Sewer Infrastructure	\$00	\$00
5.6	Clean Water: Stormwater	\$00	\$00
5.7	Clean Water: Energy Conservation	\$00	\$00
5.8	Clean Water: Water Conservation	\$00	\$00
5.9	Clean Water: Nonpoint Source	\$00	\$00
5.10	Drinking Water: Treatment	\$00	\$00
5.11	Drinking Water: Transmission and Distribution	\$00	\$00
5.12	Drinking water: Transmission & Distribution: Lead Remediation	\$00	\$00
5.13	Drinking water: Source	\$00	\$00

Category	Cumulative Expenditures to Date (\$)	Amount Spent Since Last Recovery Plan
5.14 Drinking water: Storage	\$00	\$00
5.15 Drinking water: Other Water Infrastructure	\$00	\$00
5.16 Broadband: "Last Mile" Projects	\$00	\$00
5.17 Broadband: Other Projects	\$00	\$00
6 Expenditure Category: Revenue Replacement		
6.1 Provision of Government Services	\$00	\$00
7 Administrative and Other		
7.1 Administrative Expenses	\$47,145	\$47,145
7.2 Evaluation and Data Analysis	\$00	\$00
7.3 Transfers to Other Units of Government	\$00	\$00
7.4 Transfers to Nonentitlement Units (States and Territories only)	\$00	\$00

Project Inventory

The City has allocated the SLFRF (ARPA funds) into the 15 appropriations presented in Table 1. However, as of the close of the July 31, 2021 reporting period, the City has not approved any projects. 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* concurrently assure compliance with law, regulation, and policy and effective grants management. The City looks forward to reporting on project development and launch in its next Recovery Plan Performance Report.