Equity Council 2021 Annual Report



Opportunity Rising

TAKE PART



A Note from the Chair

History has shown us that government's complicit role in institutionalizing inequity means that today government must play a direct role in breaking it down.

Therefore, when Mayor Duggan launched the Equity Council, we went right to work, listening to the concerns of our constituent groups and residents and identifying systemic solutions for change. This report provides a summary of those initiatives that were implemented by the Equity Council subgroups in 2021.

We know that the path to a more equitable future is a long one. But with persistence and a renewed sense of our leadership role as champions for equity, we will continue to do the work of building a fairer tomorrow.



Kim Rustem, Chair of the Equity Council



Members



Kim Rustem, Director, Civil Rights, Inclusion & Opportunity Department



Denise Starr, Director, Human Resources Department



Boysie Jackson, Director, Office of Procurement



Antoine Bryant Director, Planning and Development Department



Kevin Johnson Director, Detroit Economic Growth Corporation



Dave Bell Director, Buildings Safety, Environmental & Engineering Department



Julie Schneider Director, Housing and Revitalization Department



Nicole Sherard Freeman, Group Executive, Jobs, Economy & Detroit at Work



Joel Howrani-Heeres Director, Office of Sustainability



James White Chief, Police Department



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Encourage an environment where innovation, participation and inclusiveness are foundational in creating opportunity, solutions and access."



Denise Starr, Lead of Human Resources Subgroup

Human Resources

In 2021, the Civil Rights, Inclusion and Opportunity Department (CRIO) in partnership with the Human Resources Department issued a directive to all city departments stating that as an employer, the City of Detroit would take all steps needed to create and maintain opportunities, diversity, inclusion and equity in the workplace, for the benefit of its employees and the general public.

This directive established opportunity, diversity, inclusion and equity as core values to the city and outlined key steps the city would take to affirm these values. These include:

- CRIO, the Human Resources department and department leaders would regularly evaluate employee referrals, promotions, engagement, learning and development opportunities, rewards and recognition outcomes, and employee grievances and complaints to identify opportunities for growth, diversity, inclusion and equity in the city.
- All department leaders and employees will be required to complete annual trainings in unconscious bias, Americans with Disabilities Act (ADA), effective communication, inclusive conversations and diversity, inclusion and belonging.



In 2021, CRIO launched the CRIO ambassador program. The goal of this program is to appoint a champion within each department who will help to:

- Work with the Office of Disability Affairs to resolve employee and resident accessibility concerns and advance Phase 2 of the ODA strategic plan.
- Work with the Civil Rights, ODA and the Language Access Program teams to schedule trainings in workplace violence, discrimination, sexual harassment, ADA and language access for employees within their department.
- Work with the Language Access Program and ODA to ensure vital documents are translated into Spanish and Arabic, distributed effectively and that ASL services are utilized when necessary.

Today, there are 13 departments who have appointed staff members as CRIO Ambassadors. CRIO will continue to work with departments to grow this number and to ensure civil rights, accessibility and language access continue to be championed as core components of city department programming.



Diversity Equity and Inclusion Ambassador Program

STRATEGY

The creation of the Diversity Ambassador Program is a principal strategy to assist in the efforts of attracting and hiring diverse talent. Ambassadors are current employees that are affiliated with diverse (racial, gender, disability or sexual orientation) professional/social organizations. Ambassadors will be responsible for sharing City of Detroit job opportunities to their friends, family and professional/social networks.

PURPOSE

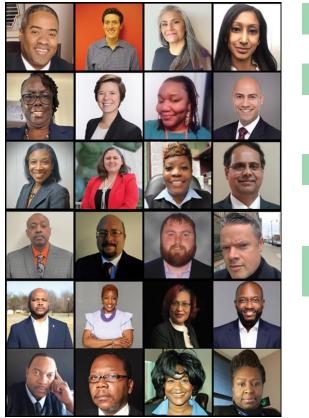
Increase the reach to diverse professionals that may not be familiar with employment opportunities at the City of Detroit.

KEY MEASURABLES

- Held a City of Detroit Diversity Job Fair in 2021
- 157 individuals were invited, 90+ attended, 8 hired into the City since January 2022



Human Resources - Executive Leadership Development Program



STRATEGY	Accelerate the leadership development of diverse current and aspiring leaders.
PURPOSE	 Increase Internal Promotional Placements Accelerate Leadership Development Increase Employee Retention
PARTICIPANTS	 5 Current & 19 Aspiring Leaders 10 Department/Number of Participants Combined Average Years of Service - 8.4
KEY MEASURABLES	 Number of internal leaders successfully completing the process and program. Number of participants promoted into positions with increased responsibility. Number of participants who maintain employment for at least 12 months, after completing the program.



Employee Resource Groups

STRATEGY

Employee Resource Groups (ERG's) were started as a way to foster an inclusive workplace, drive innovation, connection and engagement.

PURPOSE

KEY MEASURABLES

- ERGs support professional development, value representation, promote cultural awareness and create collaborative communities.
- ERGs can be leveraged to help support business objectives by providing a source of community as well as a resource to consult on various business initiatives.
- ERGs promote awareness in that they can actively attract, develop and retain talent while also supporting the community through outreach.
- 6 ERG's have been launched Women's Inspiring Network, LGBTQ+ Friends, Cultural Connect, Disability Awareness, GENerational Awareness, Recycling and Sustainability



Employee Resource Groups



Women's Inspiring Network Chairperson - Nicole Smith *Program Analyst III - Grants Mgmt* OCFO - Office of Development & Grants



LGBTQ+ and Friends Chairperson - Kevin Bain Financial Analyst IV OFCO - Office of Treasury



Cultural Connect Chairperson - Marita Slack Paralegal Law Department



Disability Awareness Chairperson - Christopher Samp *Director, Disability Affairs* Civil Rights, Inclusion and Opportunity



GENerational Awareness Chairperson - Vance Jackson *Development Impact Office* Office of Development and Grants



Recycling and Sustainability Chairperson - Elizabeth Ayana Johnson *HUD Section III Compliance Officer* Office of Contracting and Procurement



STRATEGY

PURPOSE

KEY MEASURABLES Employee Engagement Survey was conducted to measure the response levels of engagement questions over 9 different themes with 47 questions to our employees at all levels.

- Establish a baseline and build upon it with a follow up survey 18 months after last survey for comparison and metrics. (next survey slated for July 2022)
- Gain insight into current employee satisfaction levels and perspective on key engagement drivers (Engagement, Leadership, My Role, Culture/Environment, Ethics, Diversity & Inclusion, Communication, Customer Service, Connect Survey)
- Partner with leadership to develop strategies through action planning that will impact employee engagement, increase retention and decrease turnover rates.

Review findings with Leadership, Leadership Action Planning, Develop Additional Programming and Training



Hiring of Returning Citizens

The Detroit Demolition and Human Resources departments partnered in 2021 to offer city employment opportunities to Detroit residents who had recently returned home from incarceration.

These opportunities included entry-level positions paying a livable wage in demolishing and stabilizing blighted homes such as:

- Team Worker starting at \$35,360 annually
- Team Lead starting at \$49,982 annually
- Field Liaison starting at \$49,982 annually
- Field Inspector starting at \$50,000 annually

As well as opportunities in conducting general services alley cleanups including activities such as, removing debris, trimming trees and brush, and light grading to ensure alleys are passable as well as cleaning up graffiti on public and private properties.

These opportunities included:

- Crew Worker starting at \$27,040 annually
- Graffiti Removal starting at \$31,200 annually
- Drivers starting at \$33,280 annually



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Procurement Equity Council will continue to work on initiatives to support Detroit based, small and micro businesses by utilizing initiatives like quicker pay and multicontracting when possible. Efforts will also include exposing businesses to take part in bid opportunities and forums that provide access to capital and equipment."



Boysie Jackson, Lead of Procurement Subgroup

Procurement

Efficient and timely pay is important to many of our Detroit small and micro businesses. These businesses are often operating on just enough money to make payroll and perform the work they were contracted to do. Quick pay for these businesses can help them effectively compete for contracts, complete the work and grow their businesses.

Therefore, in 2021, City Procurement implemented a pilot to provide a set of projects being completed by small and micro businesses with net immediate or net 7 day payment terms, as long as they continue to meet the obligations of their contracts. Those projects are listed below.

The success of this pilot has led to continued efforts to expand quicker payment terms to more small businesses in 2022.

- Proposal N- Demolition
- Proposal N- Trash-out Contractors
- Emergency Flood Contractors
- COVID-19 Suppliers
- Bridging Neighborhoods Program (BNP)



In 2021, the office of Procurement, in partnership with several departments, launched a multicontracting initiative to expand contracting opportunities to Detroit's small businesses. This initiative divides specifically identified larger contracts into multiple smaller contracts to create a more equitable playing field for Detroit small businesses to compete.

Examples of contracts where multi-contracting was implemented includes:

- Vacant lot clean up contracts
- Demolition trash out contracts
- Snow plow and removal contracts
- IT contracts
- Fuel contracts
- Transportation contracts
- Hauling contracts



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The City of Detroit is driving development through the lens of equity and inclusion. Through effective engagement with our residents, we endeavor to empower communities to understand THEY have the capacity to create change; we are there to cultivate that power and provide framing and technical expertise. The City's inventory of surplus property presents a unique opportunity for residents to participate in our economic progress by becoming owners and by choosing what happens to lots in their neighborhoods."

Antoine Bryant, Lead of Land and Development Subgroup

Land & Development



Neighborhood Improvement Fund





Neighborhood Improvement Fund

The Neighborhood Beautification Program will direct vacant land into the hands of resident-led organizations, such as Detroit-based neighborhood associations, block clubs, faith-based and non-profit organizations and provide the resources necessary to help create attractive community spaces - setting the foundation for a more equitable and beautiful city for ALL Detroiters.

These entities can purchase or license up to three (3) vacant lots within boundaries or blocks in the neighborhoods they represent. Once the lots are secured (via purchase or license), the organizations can apply for grant funds to help repurpose and beautify the vacant lots. The City of Detroit has reserved \$2.2m from ARPA funds over the next three years (\$750k per year), funding up to 50 projects per year. The grants will range from \$500 - \$15,000 per project.

Eligible activities fall under three (3) primary categories – Major Cleanup Activities, Community Gardens and Public Space Activities. To assist interested parties in securing available lots, the Detroit Land Bank Authority has created a system to identify properties that are available to inventory for license or purchase. A third-party administrator will be procured to assist in managing the NBF program.



We are focused on inclusive development in Detroit, and that includes providing accessible opportunities for Detroit's minority entrepreneurs, along with policies and programs that are built on a solid foundation of shared prosperity."

Kevin Johnson, Co-lead of Entrepreneurship Subgroup





Modifying outdated ordinances and streamlining processes are key factors to ensuring there is a level playing field for people of color who are opening up a business in Detroit."

Dave Bell, Co-lead of Entrepreneurship Subgroup

Entrepreneurship

BuyDetroit

BuyDetroit helps Detroit vendors connect with public and private procurement opportunities in the city and prepares them to compete for contracts, be they large-scale development projects or product and service orders.

In addition to helping Detroit small businesses gain consideration by large firms, BuyDetroit drives inclusivity and diversity in the local supply chain. This includes assisting under-represented Detroit companies where access previously has been denied.

BuyDetroit has registered 398 businesses since April 2021, including 83 buyers, and BuyDetroit activities have resulted in \$2.3MM in contracts from a host of partners.





Repeal of Business Licenses

The city conducted bench-marking efforts with cities of similar composition as Detroit, and neighboring communities to determine what types of businesses are licensed.

One of the areas that has been identified by Detroit business owners as a barrier is the number of licenses that a business may require. Many of these licenses have been deemed to be: 1) defunct; 2) captured in other business cases (e.g., annual inspections); 3) not considered a health and safety concern; and/or 4) irrelevant for the purpose and intent of having them governed by a business license.

For these reasons, 34 licenses were repealed. The license repeal will eliminate unnecessary costs and hurdles to do business in the city for multiple small businesses like bowling alleys, dry cleaners, laundromats, furniture movers, landscapers, snow removal, dance studio, junk collector, vending machines, etc.



Detroit Business Compliance Checklists

This collaboration between BSEED and DMB has led to a compliance checklist for small businesses that walks through:

- Business License Renewal Process
- Certificate of Compliance
- Permitting Changes

This streamlines the above processes, making them more accessible to Detroit's small business owners and easier to navigate the compliance process more successfully.





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A house is the place from which a family starts each day and can create opportunities for stability and growth. For decades, federal, state and local housing policies have been set up to make stable and quality housing less accessible for minority households. Through the Equity Council we advance initiatives to overcome past and current barriers to deliver opportunities for improved housing and household outcomes."

Julie Schneider, Lead of Housing Subgroup



Housing

The City of Detroit's new Affordable Housing website will put information about all affordable housing at Detroiters' fingertips. The site will empower Detroiters to see units becoming available, browse profiles of existing affordable housing, and filter listings based on income, needed accessibility features, unit size and more. The ability to sign up for text/email alerts when new housing becomes available will streamline affordable housing communications.

Affordable housing is a vital component of an inclusive, equitable city. Since 2015, the City of Detroit and its partners have worked to develop more than 1,300 new units of affordable housing and preserve more than 5,400 units of affordable housing. There is approximately 600 additional units of affordable housing currently under construction. The Affordable Housing website will ensure that these housing opportunities are communicated to residents in real time.

Status: Launching April 2022



Down Payment Assistance Program

A new City of Detroit-sponsored Down Payment Assistance Program will help low-income Detroiters access affordable homeownership opportunities by providing up to \$15,000 towards a downpayment in the purchase of a home (up to \$20,000 when used with a rehab loan), combined with homebuyer counseling and credit counseling.

Detroit became a majority renter city in 2017 for the first time in history. This is concerning given that the ability to own a home has been a culturally important part of Detroit's history, along with the opportunity for stability and wealth building, particularly for the Black middle class.

Insufficient collateral and poor credit histories are the largest barriers for Detroiters in accessing financing for home purchase and home improvement. Despite affordable home prices, loans for home purchase are denied at a higher rate in Detroit than in the rest of the region. This new City of Detroit-sponsored Down Payment Assistance Program will remove a persistent barrier to accessing a mortgage for the purchase of a home.

Status: Launching Fall 2022



Detroit Housing Network

The Detroit Housing Network will be an interconnected network of housing counseling and housing service sites that improve access to new and existing programs that improve housing stability. Service delivery will be targeted to low income Detroit residents who are experiencing housing insecurity and to improve outcomes including:

- Reduced property tax delinquency
- Reduced mortgage foreclosure
- Improved housing conditions that affect health, safety and accessibility
- Improved access to affordable homeownership and rental opportunities

Detroit Housing Network will be delivered at welcoming, accessible sites by trained housing counselors and will be improved through a network-wide online application and service delivery management software.

Status: Launching 2022



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"The purpose of our work is to uncover ways to uplift Detroiters, equipping them with the skills and supports they need to take part in the opportunities that are here today and coming tomorrow. Driving us is the desire to ensure that our strategies and programs are accessible to all city residents so that each has a clear on-ramp to their chosen career path and economic prosperity."



Nicole Sherard Freeman, Lead of Jobs Subgroup

Jobs

Skills for Life is a paid work and training program where participants work three days removing blight within the City of Detroit and study for two days in education or vocational training. Participants are paid \$15/hour during their tenure. The program was designed in part through a series of community engagement events during the Summer 2021, when the mayor and senior members of his administration solicited direction from Detroit residents on how the city should invest American Recovery Plan Act funds.

Over the next three years we expect to serve up to 1200 Detroiters, providing education, training, and job placement services. A pilot program, launched in Fall 2021 is providing 19 General Service Department employees with paid CDL training. Equity is created by expanding and accelerating blight removal in the City, removing the primary barrier to education and training for Detroit residents, and creating pathways to middle class careers.



Skills for Life Program



Mayor Duggan at the press conference announcing Skills for Life.



Jobs & Economy Group Executive Nicole Sherard-Freeman at the press conference announcing Skills for Life.



Pilot participant and General Services Department employee Elisha Hines-Jones at the press conference announcing Skills for Life.



Ability to Pay

Ability to Pay is a pilot program that creates a referral pipeline between the 36th District Court -Traffic Division and Detroit at Work, for defendants determined unable to pay their tickets, fines and fees. Many Detroit residents lack the ability to pay and nonpayment can result in escalating legal consequences, including license suspension, bench warrants, and potential jail time. These consequences pose significant hardship on defendants and their families, hardships that could be avoided if not for un- or under-employment.

Defendants who enter into education, training, secure employment or otherwise demonstrate progress, receive forgiveness of up to 50% of the amount owed to the Court. 100 total referrals are expected over a one year period, so far sixteen have been referred to Detroit at Work from the 36th District Court.



Employer Toolkit for People with Disabilities

Created with the Disability Committee of the Mayor's Workforce Development Board, the toolkit provides employers a guide to why hiring people with disabilities can be a win-win for businesses, and what steps employers can take to increase applicants from this community. It creates equity by reducing barriers to employment for people with disabilities.

The community of individuals with disabilities constitutes 10.7 million individuals. This toolkit incorporates data from national studies and surveys that show companies with the most inclusive environments have higher revenue, profit margin and shareholder returns. Additional studies show individuals with disabilities are no more likely to miss work, and in fact account for fewer days absent from work.



Learn to Earn

Learn to Earn is a program for adult Detroit residents that provides paid education, in pursuit of either a High School Diploma or an equivalent. Participants earn a stipend of \$10/hr (up to \$200/week) and receive a free laptop, calculator and Wi-Fi hotspot. The lack of a High School Diploma is a barrier for many Detroit residents, as it is a requirement for many jobs and postsecondary education.

The program launched in July 2020 and has enrolled a total of 156 individuals, seven of whom have graduated thus far.



Learn to Earn graduate India Jackson.



Priority Hiring for Detroiters

As a part of discussions with large manufacturing employers who expand into the City, the Mayor and his administration have negotiated priority hiring for Detroit residents. In this agreement, employers commit to giving Detroiters priority for applications, interviews and offers. So far, Stellantis, Flex-N-Gate, Dakkota, Universal, and NCS have agreements with the City. Detroit at Work provides support through the applications, interview and hiring processes. So far, Detroit at Work has referred 24,000 residents to Priority Hiring employers, resulting in 16,000 applications, and 6,300 interviews.





Grow Detroit's Young Talent is the City's summer work experience program for Detroiters ages 14-24. Summer employment is a critical step in preparing young people to enter the workforce after high school or college. In response to COVID-19, Detroit at Work pivoted. GDYT provided 5,000 Virtual Career Exploration Experiences, 457 industry-led or pre-apprenticeship trainings, 781 Career Pathway Internships and summer employment at 1,762 affiliate sites.



Entrepreneurship Training Academy

Business ownership is a key driver of wealth, one that many Detroiters have been locked out of for too long. Approaching small business through an equity focus, the City established the Entrepreneurship Training Academy for those who are ready and willing to start their own businesses. Delivered in partnership with Wayne County Community College District, the 2-week program is designed to get entrepreneurs that final know-how to turn their idea into a business. So far, 79 individuals have completed the program, with business ideas across a variety of sectors, including hospitality, beauty, real estate, retail, education, transportation, healthcare and more.



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The burdens of climate change fall disproportionately on those least able to take actions to adapt, those in poverty, elderly and young, people of color. As the City of Detroit takes action to address the current and future impacts of climate change, we are paying particular attention to the most vulnerable residents and neighborhoods in our city as we develop and implement our climate strategy."

Joel Howrani Heeres, Lead of Climate Subgroup

Climate

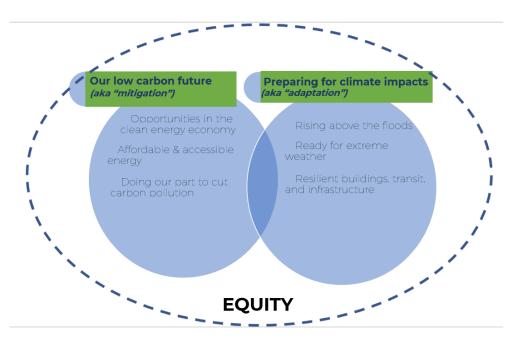


Detroit Climate Strategy

Throughout the creation of the DCS process, we have been intentional about centering equity and community voice in the process, to ensure that we are addressing the inequitable impacts from climate change.

Some aspects we have integrated include:

- Climate Equity Advisory Council
- Climate Vulnerability Analysis
- Recreation Centers as Resilience Hubs in Rec Centers (early implementation step)





Climate Equity Advisory Council

In order to ensure that the voices of those most impacted from climate change were involved in the process, our engagement team selected 13 residents from highly impacted zip codes and those who work with vulnerable populations to weigh in on each aspect of the climate strategy planning process.

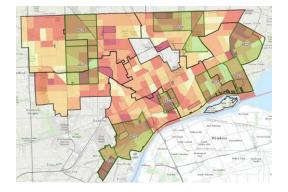
They have developed a set of guidelines to apply systematically across the development and implementation of the process. Environmental/Climate Justice Advocate

Education/Youth

Homeless/Unhoused

Refugee/Immigrant

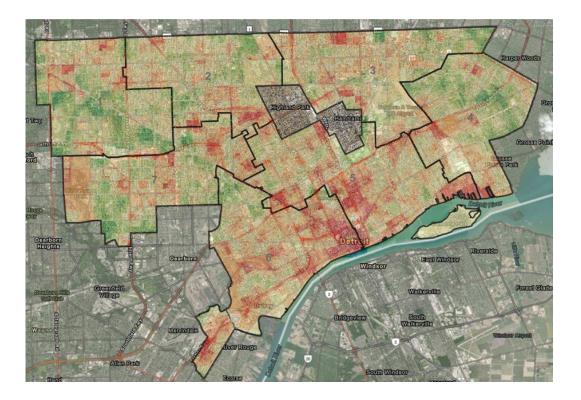
Resident affected by climate impacts



CEAC MEMBERS Brenda Faye Butler Candace Calloway **Dolores** Perales Donele Wilkens Erma Leaphart Gary Gray Janlynn Miller Molly Kosnak Nya Marshall Reba Neely **Ricky Ackerman** Roslyn Ogburn Sherelle Streether Theresa Landrum



Climate Vulnerability Analysis



UPDATE

EcoWorks and Data Driven Detroit are developing a geographically based vulnerability index to classify the vulnerability of neighborhoods throughout Detroit: comprised of exposure, sensitivity and adaptive capacity.

OPPORTUNITY

This CVA will help the City of Detroit and other entities focus delivery of needed infrastructure upgrades and services to neighborhoods that are more vulnerable to impacts from climate related weather events.



Lenox Center Resiliency Hub

The rebuilt Lenox Recreation Center will be the City's first resilience hub. Lenox will offer access to city services for city residents in normal times.

In times of emergency, such as floods, power outages or heat waves, Lenox will be a place where residents can go to charge devices, access the internet, get cool, warm or dry and get equipment and supplies for addressing the emergency.

Solar, batteries and generators will ensure that even if the power goes out, the Lenox Center will be able to provide these critical resources to residents before, during and after emergency events.





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The mission of the Detroit Police Department and its members is to encourage thoughtful decision-making and a strong sense of community responsibility through education, equity, empathy, professionalism, transparency and policing standards properly informed by community input and civic leadership."

Chief James White Lead of C*riminal Justice* Subgroup

Criminal Justice



Detroit Police Department Invests in Equity

On January 24, 2022 Mary Engelman joined the Detroit Police Department to serve as the Diversity, Equity, and Inclusion (DEI) Executive Manager.

Under the general direction of the Chief of Police, the DEI Executive Manager will develop and implement the organization's diversity initiatives and strategies to attract, hire, and maintain a diverse workplace.

With recent research identifying that officer demographics has an influence on policing, prioritizing the diversification of this Department should improve our operational and functional efforts.





Commitment to Inclusion

Collaborating with the Civil Rights, Inclusion and Opportunity's Language Access Program, the Detroit Police Department is currently in the process of preparing all pubic-facing forms to be translated to Spanish and Arabic.

Language translation is a vital cog in today's society as it allows citizens from all corners of the world to be linked and share information.

As a Department that aims to be transparent and accessible to the citizens it serves, publicfacing form translation is one way that we can put this into practice.





Available Resource for the Unsheltered Population

The Department's Office of Internal-External Relations (OIER) has recently implemented an Unsheltered Population Response Team where they provide guidance and resources to Detroit's unsheltered population. Department members are encouraged to contact the Unsheltered Population Hotline at (313) 597-2481 that is available 24 hours a day, seven days a week, whenever they encounter an unsheltered individual in need of assistance or a encampment area. This program is intended to provide the impacted individuals with the resources they need.





Acknowledgements

A sincere thank you to everyone who shared their work and ideas with the Equity Council to inspire these initiatives for change, including:

- Detroit Future City
- Detroit Immigration Task Force
- Coalition for Contract Opportunity & Equity
- Wayne County Sheriff's Department
- Disability Network Wayne County
- Disability Network Oakland & Macomb
- Houston's Office of Business Opportunity

- Detroit Regional LGBTQ Chamber of Commerce
- Bloomberg Harvard City Leadership Initiative
- Green Analytics Equity Map
- University of Michigan Detroit Metropolitan Area Community Survey

If you are interested in presenting to the Equity Council, please email Kim Rustem, Director of the Civil Rights, Inclusion and Opportunity department, at Kimberly.rustem@detroitmi.gov.

