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**To:** David Whitaker, Director Legislative Policy Division

**From:** LaJuan Counts, Director Detroit Construction & Demolition Department

**Date:** April 3, 2023

**Re: Responses to 2023-2024 Budget Analysis**

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Please find below responses to your questions sent on March 10, 2023, regarding the proposed Fiscal Year 2024 Proposed Budget for the Construction and Construction & Demolition Department.

- 1. Approximately \$8 million was the Construction & Demolition Department's budget for emergency demolitions for FY 2022. B16-5: Please explain the department's actual \$375,000 revenue and actual \$66.9 million expenditure for FY 2022.**

The \$8M noted is the FY22 Fund 1003 Blight Remediation budget which represents Emergency Demolitions.

- For FY22, the \$375,000 in revenue is the result of the Blight Remediation Fund 1003 receiving reimbursement from the Fire Insurance Escrow fund.
- For FY22, the \$66.9 million in aggregate actual expenses are related to the Prop N Bond program. Fund 4503 Proposal N program expenditures (\$58.2M) and Fund 1003 Emergency Demolition (\$8.7M)

- 2. Please briefly explain the department's new expense initiatives, new capital funding requests, operational reform and savings proposals, and new revenue initiatives/proposals to be implemented from proceeds in Fund 1003 Blight Remediation Fund (which houses general fund surplus dollars for emergency demolition and remediation purposes) and appropriation 21003 Neighborhood Improvement Bonds, Fund 4503 General Obligation Bond Fund in FY 2024.**

New Expense Initiatives:

- The Department is seeking funding to complete 75 ODM's in the FY24 budget. In FY23, all planned residential demolitions were funded through Proposal N.
- The Department is requesting additional general fund allocation to complete 400 residential emergency demolitions and 10 commercial emergency demolitions in FY24.

Facilities Maintenance:

- The Facility Maintenance Division of the General Services Department is being transferred to the Detroit Construction & Demolition Department.



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New Revenue/Proposals:

- The Department will be actively pursuing cost recovery on previously completed emergency commercial demolitions in FY24. The Department will also continue to pursue funds from the Fire Insurance Escrow for eligible expenses.

**3. Please explain why the department's name was changed to "Detroit Construction & Demolition Department" in FY 2024.**

Beginning in FY24, the Facilities Maintenance and Capital Planning Divisions of the General Services Department are formally transitioning to the Detroit Construction & Demolition Department. The Detroit Demolition Department changed its name to better represent the full scope of services it will provide.

**4. B16-2: Please explain the rationale for transferring the Facilities Management Division from the General Services Department to the Construction & Demolition Department in FY 2024.**

Director Counts previously oversaw the Facilities Maintenance Division within the General Services Department for over 7 years. She retains a great deal of institutional knowledge and experience managing facilities maintenance across the City of Detroit. Transferring the Facilities Management Division will allow Director Counts to continue to apply her experience and expertise supervising maintenance activities across the city.

**5. The FY 2023 current year budget for the Facilities Management Division is \$10,423,744 with 48 FTEs associated with it. B16-10: This division has been renamed to "Construction & Facilities Management" division in FY 2024 at a budget of \$8,166,633, also, with 48 FTEs associated with it (B16-12). Please explain the \$2.25 million reduction in this program while the level of FTEs remain at 48. Please explain the impact of the funding reduction on the facilities management division program in FY 2024.**

This reduction is due to vacancy savings applied to personnel costs, as well as some savings in Professional & Contractual Services. There is no anticipated impact on service levels for FY 2024.

**6. City Council recently approved a \$156 million budget amendment appropriating general fund surplus dollars from the \$230 million general fund surplus as of June 30, 2022. Of the \$156 million, \$13 million was slated for emergency demolitions of private structures deemed unsafe, whether by emergency order or orders to demolish through the Dangerous Buildings process. Please explain why it is proposed to use an additional \$13.28 million in general fund surplus dollars for emergency demolitions in appropriation 21200 (B16-10) in FY 2024.**

The cost of emergency demolitions, especially the emergency demolition of larger commercial structures, can be very expensive. Each emergency demolition is a unique situation which can require not only standard demolition activities but also remediation of



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hazardous materials such as asbestos and lead. As the City moves to eliminate even more dangerous structures to hit the 400-structure per year target, more resources are needed.

**7. B16-11: Please explain the one-time revenue source of \$150,000 related to the Detroit demolition program. Why can't this be a recurring revenue source?**

The \$150,000 budgeted for revenue in FY24 is related to FIE funds and Demolition Recovery funds the department anticipates receiving. These revenues are variable and dependent on whether specific, essentially random conditions occur such as demolishing a structure with FIE funds in escrow or the Law Department succeeding in collecting funds from a negligent property owner in a legal action. As such, they are not treated as recurring due to their unpredictable nature.

**8. B16-5: Please explain why 10 FTEs are being added to the department's demolition program.**

The 10 FTE were added to the budget to support the Detroit Construction & Demolition Department board-up program, which it acquired from GSD in FY23.

**9. Please provide the proposed organization chart for the Construction & Demolition Department for FY 2024.**

See attached organization chart for the Construction & Demolition Department.

**10. Please provide the proposed FY 2024-2027 four-year financial plan for the Construction & Department, including the budgets to paid for using Prop N Neighborhood Improvement Bonds (NIB).**

Blight Fund (Fund 1003) funds are only allocated on an annual basis after an analysis of the available fund balance and the Mayor's production targets for the Construction & Demolition Department based on the remaining inventory.

The Prop N funds from the first bond series are projected to be fully expended by December 2024.

**11. In February 2021, the City sold \$175 M in Prop N Bond funds. The City has authorization approved by Council and the voters to sell up to \$250 M in Prop N Bond funds. When does the City anticipate selling the difference of \$75 M in Prop N Bond funds in remaining bond authorization?**

Currently, the timeline of when the City would sell the remaining \$75M bond authorized is being determined.

**12. As of February 10, 2023, the Demolition Department had 6 vacancies. Please briefly describe the difficulty of filling vacancies or the reason for keeping positions vacant. Also, please briefly explain the department's strategy to fill the vacant positions.**



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As of 3/21/23, the Construction & Demolition Department has filled 5 of 6 vacancies. The Department does not feel it has been difficult to fill vacancies. The majority of the Department's vacancies have been expanding and filling positions within our securing team. As a department, we have placed an emphasis on hiring returning citizens to fill these roles. The Department works closely with Detroit at Work, Human Resources, and the Department of Corrections to identify candidates.

- 13. In response to a budget question raised by Council President Pro Tem Tate during the FY 2022 budget process, the Demolition Department indicated: "Prop N Bond funds will pay for outside contractors to perform property demolition services including abatement, demolition, excavation, backfill, and grading. In addition to paying for demolition services, Prop N Bond funds will also pay for staff costs related to demolition and rehabilitation as well as administrative expenses such as office rental, office supplies, and software maintenance." So far, what has been the average cost of demolishing, excavating, backfilling, and grading homes demolished with Prop N Bond funds?**

The average cost of demolishing, excavating, backfilling, and grading homes demolished with Prop N Bond funds over the last 12 months is \$23,481.29.

- 14. In FY 2024, the Construction & Demolition Department's goal is to demolish 400 structures on average per month. What has been the average per month in FY 2023? If the average per month is lower than the goal for FY 2024, why does the department feel more residential properties can be demolished per month in FY 2024?**

The Construction & Demolition Department has averaged 174 demolitions per month in FY 2023. The Department will be procuring the demolition of over 2,500 additional properties this year. The Department anticipates production to increase as we continue to increase the number of properties contracted for demolition.

- 15. Under the Prop N Neighborhood Improvement Program, 8,000 blighted homes are slated to be demolished and 6,000 blighted homes are slated to be preserved for future renovation and sale, improving the safety, value and health of the City of Detroit's neighborhoods. According to B16-4, 3,679 residential structures were demolished since FY 2022. What is the end date of this statistic? How many additional residential structures have been demolished using Prop N Bond funds since this end date?**

The end date of this statistic is February 15, 2023, which includes Proposal N and emergency demolitions. Of those, 3,310 properties were demolished using Proposal N funds. Since February 15, we have demolished 179 properties using Prop N Bond funds.

- 16. What strategy is the Demolition Department using to prioritize demolition targets in the neighborhoods using Prop N Bond dollars?**

The Construction & Demolition Department looks at the following criteria when prioritizing demolition targets:



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1. Our first priority is to capture demolition candidates adjacent to occupied structures. If you lived next to a vacant and blighted structure, our goal was to eliminate that hazard first.
2. Our second priority was to target demolition candidates near schools, parks, and recreation centers.
3. All additional demolition candidates near priority targets are bundled to fill a bond group of approximately 120 properties.

**17. To date, what is the total number of demolition contractors used to demolish blighted homes using Prop N Bond funds? Of this total, how many were a) Detroit based business? b) Detroit based minority owned businesses? c) Detroit based women owned businesses? d) Non-Detroit based businesses?**

In the interest of providing timely responses to the other questions, this information will be provided under separate cover once it is received from the Office of Contracting and Procurement.

**18. To date, what are the main impediments preventing Detroit based businesses from being awarded demolition and rehabilitation contracts using Prop N Bond funds?**

To date, the Department has not run into any impediments preventing Detroit based businesses from being awarded demolition and trash out contracts. Of the \$137m awarded for trash out and demolition, 79% was awarded to Detroit based businesses.

**19. What strategies are in place to help increase the number of demolition and rehabilitation contracts with Detroit based businesses, including minority owned and women owned businesses? Are Detroit based businesses encouraged to joint venture to increase their ability to be awarded demolition and rehabilitation contracts using Prop N Bond funds?**

The Detroit Construction & Demolition Department and Office of Contracting of Procurement remain very active and engaged in recruiting Detroit based, minority/women owned businesses and joint ventures to join our program. The Construction & Demolition Department and OCP participate, and host numerous events throughout the year to recruit new businesses to our program. This includes but is not limited to participating in Detroit's Annual Construction Conference, hosting our own trucking outreach event, and attending the National Demolition Association's annual conference to promote opportunities with the City of Detroit.

In addition, the Detroit Construction & Demolition Department & OCP brings potential new trash-out contractors out with our team in the field to walk them through active trash-outs, teach them our scope of service firsthand and to assist finalizing their pre-qualification application.

**20. To date, does the Demolition Department know how many Detroiters have been hired by demolition and rehabilitation contractors?**



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In the interest of providing timely responses to the other questions, this information will be provided under separate cover once it is received from the Office of Contracting and Procurement.

**21. To date, how many demolition contractors were terminated due to violating Demolition Department requirements since the inception of the Prop N NIP demolition program?**

One demolition contractor has had contracts terminated due to violating Construction & Demolition Department requirements since the inception of Prop N. Juniors Jrs contract for Bond Group A14 was terminated on November 15th, 2021 and their Bond Group A11 was terminated May 13, 2022.

Account Name	Infraction Type	Date Issued	Notice of Appeal Date	Appeal Due Date	Appeal Hearing Date	Notes	Disqualification Start Date	Disqualification End Date
Juniors JRS Construction, LLC	Contract Termination	5/13/2022	-	5/20/2022	-	Termination of Contract # A11, 46 properties. Based on recommendation from 3D to OCP. Notice of Termination for Convenience issued by City of Detroit Office of Contracting and Procurement on 5/13/2022.	-	-
Leadhead Construction	LOD	8/25/2022	9/1/2022	9/1/2022	10/27/2022	Failure to disconnect water to property resulted in Water in Open Hole-19393 Healy.	10/27/2022	4/28/2023
RDC Construction Services	Other	8/10/2022	9/1/2022	8/17/2022	9/22/2022	Wrongful demolition-a residential property located at 4670 Algonquin. The property located at 4671 Algonquin was contracted property for demolition. Substantiated. Runs concurrent with ECLE violation. May review in March 2023.	9/22/2022	9/22/2023
RDC Construction Services	ECLE	8/29/2022	9/1/2022	9/5/2022	9/22/2022	3rd ECLE within 365. 1. Failure to inspect for ACM prior to demo. 2. Failure to notify 10 days before demo-4670 Algonquin Substantiated. Burs.	9/22/2022	9/22/2023
Rickman Enterprise Group	LOD	12/16/2021	12/23/2021	12/23/2021	4/28/2022	14 Days since Open Holes Approval- No backfill/ final grade requested- 19 properties. 1st appeal was substantiated. Final appeal on 4/28/2022. LOD #6th. Substantiated-365 days.	4/28/2022	4/28/2023
<b>Total Totals (5 reported)</b>								

**22. Beyond those that are terminated, how many demolition contractors are still suspended since the inception of the Prop N NIP demolition program? What is the average timeframe for suspensions to be resolved?**



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Suspension periods are based on the type of violation and the number of violations substantiated within a 12 month period. See below:

Letter of Discipline (LOD)-# of Substantiated Violations within 12 months	Suspension Periods
1st-4th	no suspensions
5th	183 calendar days
6th	365 calendar days
Other-Wrongful demolition	Suspension Periods
Based on outcome of investigation	365 calendar days
EGL E Violation-# of Substantiated Violations within 12 months	Suspension Periods
1st	60 calendar days
2nd	183 calendar days
3rd	365 calendar days

**23. What strategy is the Demolition Department using to identify the vacant residential structures targeted to be stabilized through debris removal, roof repair, and securing of property in the neighborhoods using Prop N Bond dollars?**

The Detroit Construction & Demolition Department is not responsible for identifying vacant resident structures to be stabilized under Proposal N. The Detroit Land Bank Authority reviews their existing inventory of structures and assigns selected properties to the Detroit Construction & Demolition Department. Once properties are assigned, the Detroit Construction & Demolition Department is cleared to begin work on identified properties.

**24. According to B16-4, 43 commercial structures were demolished since FY 2022. It is understood that Prop N NIB dollars were not being used for demolishing commercial structures. What was the source of funding used to demolish these commercial structures?**

The Detroit Construction & Demolition Department has not used any Proposal N funds on the demolition of any commercial structure. The Department has used funding from the General Fund and the American Rescue Plan (ARPA) to demolish commercial structures since FY 2022.

**25. According to B16-4, 3,658 residential structures were boarded up since FY 2022. Does this include the residential properties that had debris removal and roof repair? Have all these properties been made available for future sale or rehabilitation?**

This does not include properties that have been identified for stabilization that have been secured with clear board under Proposal N. This only includes properties that have been boarded with plywood.

**26. Once a home is stabilized, how quickly does the Detroit Land Bank Authority (DLBA) take control of the property for future sale or rehabilitation? Are rehabbed homes made available for rent if not sold to citizens and Detroiters? If so, is the DLBA the landlord of the rehabbed properties?**



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Once a property has been trashed out and secured with clear board, it is immediately returned to the DLBA for resale. Stabilized properties are not prepared for immediate occupancy, but rather improved so that they are better suited for rehabilitation by a private owner.

**27. Are funds available to increase Rehab efforts beyond weatherizing and securing of homes with the use of Prop N dollars, including restoration, preservation, and deconstruction?**

Restoration and preservation would require additional funding to support these efforts. The Construction & Demolition Department currently has a selected vendor for the salvage/deconstruction program, Architectural Salvage. However, Prop N dollars are not being spent on this pilot.

**28. Attachment II represents the Neighborhood Improvement Plan (NIP) closing resolution supporting the Administration's commitment to the goals of the NIP, to be supported in part by the Prop N Bond funds. Please provide the Administration's/Demolition Department's most recent score card on the progress made addressing the goals as enumerated by the resolved clauses 1 through 27 of the NIP closing resolution. For any goals that are still in progress to be met, is there a timeframe in place to meet them?**

Attached is a copy of the Construction & Demolition Department's most recent scorecard on the progress made on the goals enumerated by the resolved clauses 1 through 27 of the NIP closing resolution.

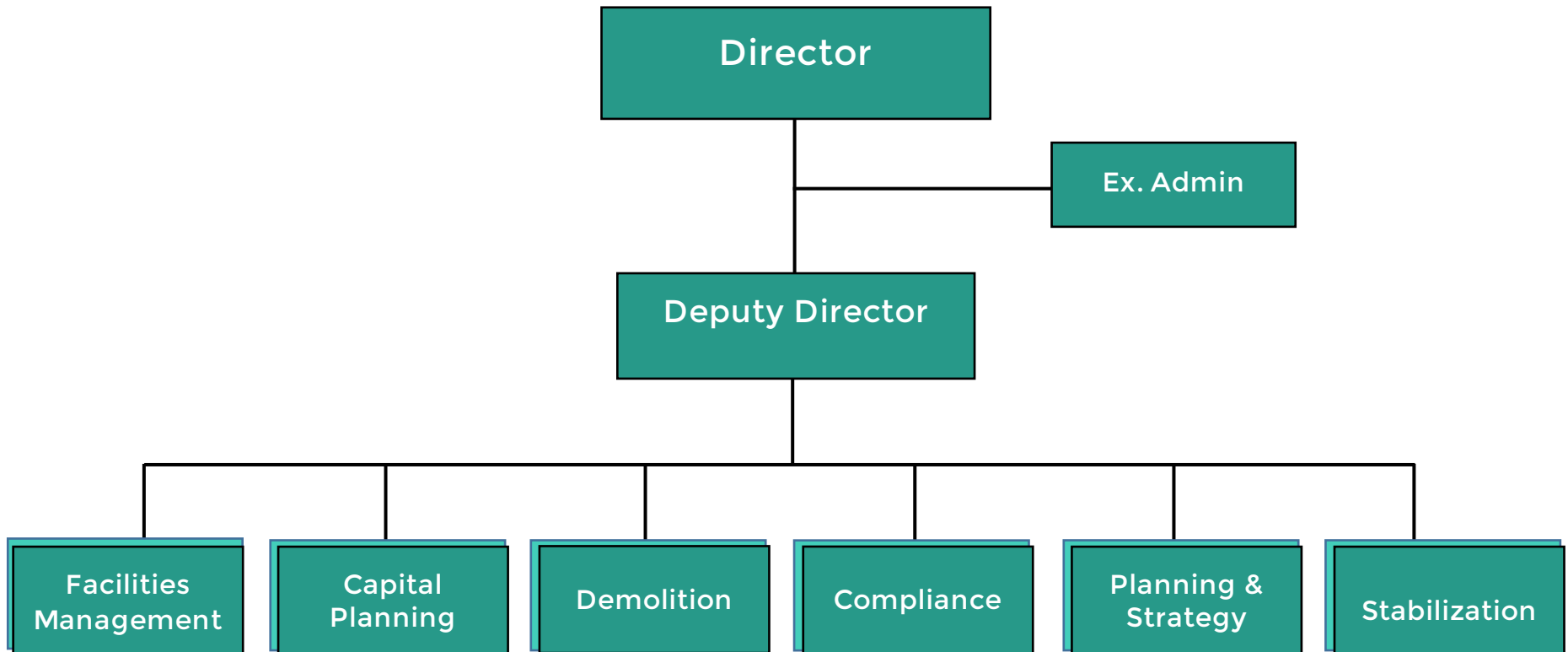
**29. Under the NIP closing resolution, the NIP Advisory Board will review and monitor the goals of the final NIP closing resolution, review the Quarterly Reports from the Vacant House Management Department, and provide recommendations to the Administration and City Council. Please provide a copy of any recommendations made by the NIP Advisory Board so far. Where applicable, does the 6 Demolition Department have a timeframe of implementing any recommendations made by the NIP Advisory Board?**

To date, the Construction & Demolition Department has not received any formal recommendations from the NIP Advisory Board.

**30. Please provide the amount fire insurance escrow fund monies that have been transferred during FY 2023 to reimburse the General Fund for past demolition activities.**

To date, the Fire Insurance Escrow fund has transferred \$164,000 to Fund 1003 Blight Remediation for FY23.





#	Goal	Assigned To	Status	Comments
2	Establish a Detroit Vacant House Management Department	3D	Complete	The Detroit Demolition Department was established as its own City Department in 2020.
3	Establish a Neighborhood Improvement Plan Advisory Board	Mayor Office	Complete	NIP Advisory Board has been appointed. The NIP Advisory Board's first meeting was held on June 18th, 2021. Additional meetings are being scheduled following the release of our next quarterly report.
4	Submit a vacant house management plan to City Council	3D	Complete	See Vacant Planning Unit Overview in 3D's 2021 Q4 Quarterly Report. 3D has begun contracting with vendors to provide trash out services and install clear board on vacant homes identified by the Detroit Land Bank Authority. Stabilized properties are returned to the Detroit Land Bank Authority for sale.
4.1	Establish a process for identifying all public owned vacant properties to be secured	DLBA	Complete	City inventory tracked in Salesforce. DLBA shares properties with 3D on an agreed upon cadence for securing and trash out.
4.2	Develop a plan for securing all publicly owned salvageable vacant houses	3D	Complete	An in house unit has been hired by 3D to secure publically owned salvageable vacant houses within the city of Detroit. A contract with GTJ Consulting has been approved by City Council to provide pre-cut clear board for each identified property.
5	Submit demolition contract packages to council	OCP	Complete; Release A - O	Bond release's A-O have been submitted to City Council for approval. Future releases have been created and placed for bid.
6	Target and certify Detroit contractors & unemployed residents (how many need to be qualified?; how many outreaches?)	CRIO	Complete; Release A - O	CRIO has an outreach calendar; 1st round of outreaches are complete. Currently over 50% of contracts for demolition and for the securing of the exterior of vacant homes have been awarded to certified companies or mentor ventures.  Overall, OCP has met and greatly exceeds our 50% detroit based business and 30% small or micro-based business targets. \$153M Awarded for Trashout + Demolition, including Group O; 71% DBB  Supplier outreach is ongoing on a regular based.
7	Set aside 30% of contracts for certified Detroit small and microbusinesses, and report to City Council the targeting and the awarding of those contracts.	OCP	Complete; Release A - O	At the time of award, 35 of 54 demolition contracts and 59 of 65 trash out contracts. went to small or micro-businesses.
8	Submit to City Council report on non-Detroit Contractors	OCP	Complete; Release A - O	This objective is completed once a contract for a non-Detroit contractor is submitted to City Council for approval.
9	Develop ordinance outcome metrics	OCP	Complete	OCP and CRIO track and monitor ordinance compliance on an on-going basis.
10	Develop a hiring plan for Neighborhood Improvement Plan	DESC	Complete	
10	Implementation of Plan for hiring Detroiters	3D	Complete	3D regularly reports the number and percentage of Detroiters working in our Department in each quarter report.
10	Implementation Plan for EO 2016-1	OCP	Complete	Each contract includes language stating that EO 2016-1 applies to their work. CRIO is available to attend pre-bid meetings to explain EO requirements.
10	Develop a gap analysis of hiring and training needs	DESC	Complete	In-house securing team hired, with the goal of hiring over 80% Returning Citizens. 3D provides MIOSHA, Asbestos Inspector and Asbestos Supervisor training to staff.
11	Develop Neighborhood Improvement Employment Outreach marketing plan	DESC	Complete	Employee Outreaching marketing plan was presented to City Council during 3D's January 2021 presentation to City Council. Continued vendor outreach is occurring between OCP and 3D on an on-going basis.
12	Host employment fairs for contractors that do not qualify for the Detroit Resident Business Certification	DESC	Complete	Detroit at Work has regular and scheduled interactions with all contractors through OCPs gatherings. We disseminate talent resources and discuss solutions to hiring challenges lifted by the contractors on an ongoing basis. We remain open to receiving requests for a fair through OCP connections should we determine that is indeed the best approach.
13	Submit vacant land plan to City Council	HRD	Complete	A vacant land plan was submitted to City Council by the Detroit Land Bank Authority in Resolution No. 3-01-2020.
13	Evaluate and recommend new discount programs	HRD	Complete	If the city requests a new discount program and city council approves, then the DLBA will implement. The DLBA currently provides discount programs a further discount program has not been factored into the currently submitted budget.
13	Evaluate and recommend methods to make it easier for Detroiters to acquire vacant land and housing	HRD	Complete	
13	Recommend future plans for vacant lots	HRD	Complete	
13	Implement Building Blocks program	HRD	Complete	The DLBA hosts Virtual Building Blocks events as part of a continued, neighborhood-focused approach promoting Auction and Own it Now sales, as well as valuable resources for prospective home buyers. Join the DLBA for presentations and virtual tours of select properties. Check out the neighborhood amenities map below which highlights nearby businesses, schools, libraries, and more. Click on the resource section for information from DLBA departments and external partners designed to help buyers succeed.
14	Implement Vacant Land Policies	HRD	Complete	A vacant land plan was submitted to City Council by the Detroit Land Bank Authority in Resolution No. 3-01-2020.

14	Implement Rehab Academy	HRD	In Progress	Funding not currently available; requesting re-programmed Prop N funds for purpose of establishing Rehab Academy pilot. Prop N funding cannot be used for the academy. Alternative funding sources are being pursued.
14	Develop a plan for converting secured houses into rehabs	HRD	Complete	As of 3/20/23, 1,406 properties have been stabilized and returned to the Detroit Land Bank Authority from the Detroit Demolition Department.
15	Develop outreach plan to CDOs - Agreement with group	HRD	Complete	Regular meetings occur with CDO's on all opportunities to partner.
16	Develop rehab ad marketing strategy to assist lower income residents and seniors with purchasing rehabbed houses	HRD	In progress	Putting together down payment assistance program to assist lower income residents. Looking to use Build Back Better funding. Implementing new down payment program using ARPA funds.
17	Develop sustainable renovation standards	HRD	Complete	Standards are completed and used in City renovation programs (Bridging Neighborhoods, Rehabbed & Ready).
18	Submit quarterly reports to Council	3D	Complete	Quarterly Reports have been submitted current to Q1 of 2022. The report of Q2 of 2022 is currently being drafted.
19	Develop and Implement deconstruction pilot	3D	Complete	3D awarded a contract to Architectual Salvage Warehouse to pilot salvaging material from properties in Bond Group J. As of 10/24/22, no materials have been identified as salvagable.
20	Continue to complete neighborhood plans.	HRD	In Progress	North End Plan (D5) RFP out for bids, will close mid-October. Midwest Plan (D6) in pre-planning community engagement; RFP release in next few months. Additional plans will roll out over the course of 2022 (Brightmoor (D1), Greater Conner Creek (D4), and others)
21	Investigate 4 primary areas for neighborhood planning through 6 community meetings	HRD	In Progress	These meetings will occur throughout the duration of each planning study. The first plan will start in District 6 in Fall 2021. Community meetings will then be scheduled accordingly. Pre-planning community engagement for the D6 Midwest Plan has started; scope of work in development.
22	Submit side-lot, landscape and interim use strategies report for vacant land	HRD	In Progress	These types of strategies have been developed in previous planning studies and will continue to be further developed in upcoming planning studies. They will also be neighborhood-specific based on the geographic location of the plan. Additional strategies will be forthcoming as a result of North End Plan starting in November and Midwest Plan starting in January. Additional plans will roll out over the course of 2022 (Brightmoor, Greater Conner Creek, and others).
22	Develop land use policies that consider stormwater management and urban forests	HRD	In Progress	These types of strategies have been developed in previous planning studies and will continue to be further developed in upcoming planning studies. They will also be neighborhood-specific based on the geographic location of the plan. PDD will continue to work with DWSD and DLBA through planning studies like the upcoming North End and Midwest Plans to recommend neighborhood-specific strategies.
22	Develop plan for promoting and protecting public space	HRD	In Progress	These types of strategies have been developed in previous planning studies and will continue to be further developed in upcoming planning studies. They will also be neighborhood-specific based on the geographic location of the plan. PDD will continue to work with DWSD and DLBA through planning studies like the upcoming North End and Midwest Plans to recommend neighborhood-specific strategies.
22	Explore land ownership models	HRD	In Progress	HRD completed an analysis of community land trusts for affordable homeownership in 2019. This work could be utilized in coordination with PDD planning studies and other Prop N work.
22	Research long term leasing plan	HRD	Not Started	
23	Develop plan for addressing non-structural blight and discouraging illegal dumping - Alley programming	GSD	Complete	In 2021, GSD has expanded its alley clean-up program with the goal of cleaning up more than 2,000 alleys this year.
24	Conduct door-to-door community outreach campaign about pathways out of foreclosure through CHC (how many community outreaches?)	Mayor Office	Complete	170 families in the CHC Pilot. Door to door outreach has been an on-going initiative through CHC.
26	Consider a procurement for services for soil, insurance and equipment from Detroit businesses - Direct to DMB;	3D	Complete	Options for soil assistance was considered and explored, however it was determined to not be feasible. Insurance assistance is currently being provided.
27	Fund Home rehabilitation pilot program and notify Council in the event of a transfer of property to a CDO.	HRD	Complete	Pilot program developed with HRD, however, CDO's pursued alternative funding sources.