
CHOICE NEIGHBORHOODS PEOPLE PLAN

CITY OF DETROIT

May 4, 2022

DRAFT VERSION 3

GRANTEE POC:

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PEOPLE PLAN VERSION FY20

People Plan
Choice Neighborhoods Implementation Grant

FY Grant Award: 2020 \$30,000,000

Lead Grantee: City of Detroit

Co-Grantee (if any): N/A

People Implementation Entity: The Community Builders – Community Life

Principal Education Partnership: Detroit Public Schools Community District; Starfish Family Services; Wayne State University – College of Education – Detroit Education Research Partnership

Target Public Housing/Assisted Housing and number of units: Clement Kern Gardens 86 units

Target Neighborhood: Corktown

Grant Term: 5/25/21 – 9/25/2027

Names and Titles of People Team Members (with percent of time dedicated to grant):

Elizabeth Gonzalez Suarez, Vice President of Community Life – (10% -- not allocated to CNI Detroit budget)

TBD, Community Life Director, 20%

Theresa Mitchell, Community Life Senior Manager – Detroit, 100%

Christina Mireles, Education & Supportive Services Manager, 100%

Larissa Holland, Community Life Grants Coordinator, 10%

Kinyel Friday, Community Life Lead Case Manager, 100%

Nicole Guillebeaux, Community Life Service Coordinator, 100%

Dr. Katie Carroll, Director of Research & Evaluation, 5%

Matthew Palumbo, Data & Evaluation Manager, (not allocated to CNI Detroit budget)

TBD, Community Life Administrative Assistant, 50%

Taurean Thomas, Education and Workforce Specialist, 100%

I. Summary of Changes Since Application

Detroit is a city that will not bow down to circumstance. Within 2021, the residents of Clement Kern Gardens (CKG) and the Choice Neighborhood Implementation (CNI) grant partners faced ongoing issues tied to the continuing Covid-19 pandemic, but also as it related to flooding and storms that hit metro Detroit on several occasions causing severe home and car damage across the city. Despite the trials faced by the CKG residents and those who have offered leverage to support the CNI work in Greater Corktown, we continue to see a high level of excitement and enthusiasm around collaborative efforts to bring programming, resources, and support to this site.

Modifications to the people strategy post award reflect conditions that partners are experiencing with funding, staffing and program capacity – especially when it comes to leveraged commitments. Changes made to the delivery of services for the health, education and income and employment strategies were based on discussions with residents, partners, and stakeholders to more adequately address where the community may start from in 2021 and beyond vs. the assumptions that were made pre-grant. For example, as of mid-February the school children and children presently enrolled in licensed care have attended less than 10 days of in-person school since December 2021. As the Omicron variant of Covid-19 hit metro Detroit particularly hard, the local district (Detroit Public Schools Community District) and the public charter academies attended by CKG children have held virtual courses since early December in many cases.

The biggest area of impact experienced by the CKG People strategy by far is the way in which team members can deliver case management services, resources, and programming to CKG residents daily. Post-award, the TCB Community Life (CL) team and partners have implemented a hybrid case management model adapted to meet the needs of each resident. This includes contacting residents as they see fit and are most comfortable through one-on-one phone calls, texts, outdoor meetings in public spaces and/or at public activities, or via video conferencing (Ring Central, Microsoft Teams, and Zoom).

Beyond these updates, outlined below are details on specific changes in the People Strategy, post-award.

Strategies

- **Case management and target resident data now being collected in CL Connect.** TCB CL staff were trained on using a new system in late October and November 2021, CL Connect. The updated system requires no changes in how case management is delivered and aims to streamline how CL teams can monitor, track and more efficiently update resident data records over the course of the CNI grant. In addition to systems training, all Case Managers were trained in updated resident-centered coaching methods, designed to give each resident increased agency and control over their lives as they build-out individual family success plans.
- **Choice quarterly and annual data reported by grantee sourced from CLQ, not a separate evaluative survey.** Annual Community Life Questionnaires (CLQs) data developed from Resident Community Success Plans, and one-on-one participation in case management sessions all come from TCB CL to limit the number of non-CL team members seeking to collect data from CKG residents. In the pre-grant and post-award process, residents and partners uplifted a shared goal of not wishing to overburden residents with multiple annual surveys. A refined role for a to-be selected evaluative partner is under development by the City of Detroit at this time.

Partners

- **Loss of funding to support leveraged commitment from WSU Community Advocacy Project.** Due to Covid-19 restrictions, Wayne State Community Advocacy Project lost its funding to deliver their mental and emotional support for Detroit residents in 2021. The TCB CL case management team is currently working with the Corktown Health and Henry Ford Health System to determine how this gap in services can be covered by the behavioral support services each organization offers and plans to expand with Covid-relief funding.
- **Transition in role and leverage commitment from Hope Starts Here.** In late August 2021, the TCB CL Senior Manager and City of Detroit staff determined that the support of five full-time Choice Neighborhoods Academic Success Navigators would potentially be a misalignment of resources as more than 50 percent of CKG's residents are senior citizens presently living with 1 to 2 other adults with no school age children living full-time in the residence. Working with partners, the TCB CL team was able to successfully bring on (1) Education & Supportive Services Manager, who will be directly responsible for supporting residents in understanding their childcare, K-12, enrichment, and post-secondary choices within the metro area. Additionally, the Education & Supportive Services manager will work directly with citywide education partners to ensure families have access to more efficiently enroll and/or participate in health, economic/workforce resources, and out-of-school time activities. As of late February 2022, HSH expressed a

willingness to explore partnership with Detroit's Choice Implementation but was still working through a formal write up of this commitment.

- **Loss of commitment from the Community Education Commission (CEC).** Since the award, the Community Education Commission experienced a transition of all their executive leadership and programming staff. Presently, the leverage offered via the CEC (estimated at \$519,440) over five years will likely be assumed by existing CNI partners, like the United Way of Southeastern Michigan and Hope Starts Here. With newly allocated federal and state funds aimed at supporting early learning professional capacity building, facility needs, enrollment tools and wraparound services, leadership from both above-named organizations will work with TCB CL staff to develop processes that will ensure CKG residents and community childcare providers have access to the early childhood and school aged wraparound supports originally committed to by the CEC.

Staffing Plan/ Use of Choice Funds

- **Transitioned from leveraged education navigator via Hope Starts Here's commitment to paid role on TCB-CL people team.** Since approval of the details under BLI 1405 in October 2021, two staff roles - the TCB-CL Supportive Services Coordinator and TCB-CL Director transitioned out of their roles. With refined knowledge of the number of families with school aged children residing within CKG and changes in Hope Starts Here's capacity to provide leverage academic support navigators, the supportive services staffing plan was revised to combine the support services coordinator position with the education coordinator role - supporting the staff to be able to work with CKG families for the duration of implementation without interruption. A search is still underway for a new TCB-CL Director; however, Detroit's implementation has benefitted from the commitment of time from TCB-CL's Vice President of Community Life.

Case Management Assessment of Clement Kern Gardens Households

Since August 2021, Community Life Case Managers have spent time in the community engaging and meeting with residents. A Clement Kern Gardens newsletter has been sent out every other month to ensure residents learn about CNI and what it means for the community to have received this award, as well as announcements about events and resources. Case Managers have tracked interactions with residents in CL Connect, a TCB database system. Below, a summary of the data collected since grant award is presented:

- 64 of 86 residents = 75% of households actively respond to CNI updates via text
- 59 of 86 residents = 69% of households connected with food resources
- 41 of 86 residents = 48% of households have enrolled in case management since grant award

- 35 of 46 residents = 76% of households with children enrolled in literacy support services
- 33 of 86 residents = 39% of households received support with recertification and rent needs
- 25 of 46 residents = 54 % of households with infants to 5-year-olds registered for kindergarten readiness resources
- 15/86 = 18 % of households requested Covid-19 at home testing kits
- 0/86 = 0% declined case management services at this time
- Total # of Mini-Intakes Completed = 41
 - *Data collected via in person conversations, Zoom calls and outdoor activities held from August through December 2021 events coordinated by Community Life team members.*
- *Total # of Community Life Questionnaires Completed as of 3/15 = 74/86 = 86%*
 - *Via telephone calls and in-person door to door conversations with each CKG household*

II. Strategies and Expected Outcomes

Section 1: Income and Employment Strategy and Expected Results by Final Year of the Grant

Impact Statement and Expected Outcome(s)

Households are economically stable and self-sufficient.

- 73 (31.7%) of CKG residents between ages of 18 and 64 will have wage income.
- The average annual income of target households (excluding those who cannot work due to being elderly or disabled) will exceed \$15,499, a 589% increase.
- 84 CKG residents (36.5%) will have been connected with financial counseling.
- 20 CKG residents (8.6%) will have been connected with homebuyer education.

Needs Assessment Baseline

According to CKG property management, as of April 2022:

- 12 CKG residents (13%) between the ages of 18 and 64, who are eligible to work, have wage income. This is an increase from the 2020 baseline in which 8 CKG residents (6.7%) between the ages of 18 and 64 had wage-based income.
- \$12,384.59 is the current average annual household income for CKG residents, excluding income earned by residents older than 64. This is an increase from the 2020 baseline in which \$2,631.16 was the average annual household income for CKG residents, excluding income earned by residents older than 64.

Based on data collected during the 2021 Community Life Questionnaire (CLQ) for 74 households consisting of 143 residents:

- 3% of CKG residents are connected with financial counseling, and increase from 0% recorded in the 2020 Needs Assessment.
- 4% of CKG residents have connected with homebuyer education.

Strategy +Service Providers

- **Career Coach:** A dedicated Career Coach positioned within the Detroit Employment Solutions Corporation (“DESC”) will work with CL Case Managers to connect CKG residents with workforce development programs and job opportunities, including Section 3 opportunities created by this grant and Ford Motor Company’s local hiring hall. DESC has successfully deployed \$60 million in grant funding to provide workforce services to over 20,000 Detroiters and thousands of metro Detroit employers. Unemployed and underemployed residents will be assisted to achieve stable employment outcomes with sustainable wages while currently employed residents will be provided a pathway to achieve higher earnings and career advancement. DESC offers barrier assessments and solutions for participants and is prepared to address the concerns with childcare and transportation flagged as contributing factors to unemployment in the annual resident CLQ. CL Case Managers will have access to additional CN funds to address barriers as needed and can refer residents to the United Way for Southeastern Michigan’s (“UWSEM”) 2-1-1 for information and referrals related to additional income and employment needs. In 2021, UWSEM 2-1-1- fielded 70,142 requests for support from Detroit residents and provided 972 referrals to support job finding assistance, temporary employment, career development and occupational training.
- **Dedicated spots in training programs:** IBEW will provide 20 slots in its pre-apprenticeship and apprenticeship programs with proven track records placing participants in skilled trades work, a leverage commitment valued at over \$3 million. IBEW Local 58 is based in Corktown, serves 5,000 members, and operates numerous training programs including 3 apprenticeship programs, 3 pre-apprenticeship programs in partnership with DPSCD’s Randolph Career and Technical Education Center. Through an investment by Ford Motor Company, 15 occupational training slots will be prioritized for CKG residents via DESC, ensuring graduates receive certification for in-demand skilled trades. In addition, CN dollars will support 44 slots for CKG residents to connect with intensive occupational training in vocational-technical schools throughout Detroit. The Career Coach will connect residents who complete these programs to employment opportunities, check in regularly and ensure that they maintain new employment for at least 90 days post-placement. The Economic Development Corporation of the City of Detroit (“EDC”) will provide technical assistance and support to assist unlicensed childcare providers to become licensed through its District Business Liaison program. EDC has successfully provided support and technical assistance to Detroit entrepreneurs since 2015.
- **Youth skill-building and career development:** Connecting youth with employment supports and household income provides a pathway for school-aged youth to explore careers, develop new interests and passions, and envision a professional career for themselves. Support from DESC and Ford will allow every CKG resident between the

ages of 14 and 24 to participate in Grow Detroit’s Young Talent (“GDYT”) during each year of the grant. GDYT is the City’s flagship summer youth employment program that has employed over 54,000 youth since its launch 8 years ago. Heritage Works has also committed to offer part-time youth employment through Work Arts-Summer, a creative workforce development program that promotes academic and career success among youth ages 14-24 through mentorship, network development, job training and work experience with the support of CN funding. Since its launch in 2000, Heritage Works has served 40-50 youth per year in creative workforce development programming and has been successful in leveraging funding from philanthropic partners to support comparable programming each year. The CL Education & Supportive Services Manager will work with all CKG families with eligible youth to ensure their application for GDYT programs is submitted on-time annually and create transportation plans for all youth accepting summer positions.

- **Entrepreneurship training & grants:** The Build Institute will provide training and guidance to support the launch and growth of small businesses by CKG residents, reserving a total of 120 spots in its entrepreneurship classes. Build Institute will also support CKG residents who participate in its courses to apply for grants of up to \$10,000 through Kiva, a crowd-funded grant program. More than 600 entrepreneurs have graduated from the Build Institute and created more than 1,300 jobs since 2012. The City’s Economic Development Corporation (“EDC”) has committed \$400,000 to support CKG resident small businesses, including grants to entrepreneurs to fund the establishment or expansion of their businesses, as well as in-kind technical assistance and support to aid unlicensed ECE providers among CKG residents to become licensed in the city of Detroit. In addition, the HIE will offer flexible space within mixed-use developments for small retail establishments that can be available for target resident entrepreneurs.
- **Workforce readiness support:** To address CKG residents who flagged education as a barrier to obtaining employment, Mercy Education Project (“MEP”) has committed to serve 10 CKG residents in its Women’s Basic Education and GED Preparation courses. MEP serves more than 200 girls and women each year; 60% of the women who earned their GED through their program in 2019 pursued higher education or steady employment within 3 months of graduation. Additional CKG residents will have the opportunity to access GED instruction through Southwest Economic Solutions with the support of CN dollars. Wayne State University (“WSU”), a 150- year-old educational partner, has also committed to providing access for up to 60 residents per year to the Warrior Wardrobe, which offers free clothing for job interviews and other professional opportunities. All three organizations have decades of experience in working with Detroit residents and have an established reputation amongst the CKG residents as agencies who deliver on their commitments.
- **Resident Champion positions:** The CL team will hire Resident Champions to serve as a peer-led support team implementing community programming in health and education for CKG residents. The CL Education and Supportive Services manager has led recruitment and held the first convening of resident champions on February 24th, 2022. As the CL team built trust and rapport with CKG residents following the grant award, CLQ

collection unveiled the need for Champions to be put in place to assist with increasing resident engagement and participation. CL will coordinate training for Resident Champions that will be provided by the Health Alliance Plan (“HAP”) and committed early-education partners. HAP offers community support and outreach programming that reaches more than 100,000 per year. This health and early-childhood training will equip Resident Champions with the skills and leadership capacity to gain additional employment and career opportunities long after the grant is completed.

- **Financial empowerment education:** Wayne Metro Community Action Agency (“Wayne Metro CAA”) will pair CKG households with one-on-one professional counseling to help residents learn how to manage money, budget, reduce debt, establish and improve credit, connect to safe and affordable banking services, and build savings. Virtual appointments will be set up by Wayne Metro staff to specifically work with CKG families upon referral by the CL Case Manager. When in-person services are safe to offer again, weekly visits will be offered within space developed by the CNI grant so that CKG residents can easily access services. Wayne Metro’s programming is entering their 3rd year of service delivery to Detroiters through their Financial Empowerment Center. Their FEC has helped 817 Detroiters to reduce \$40,000 in debt and build \$27,000 in savings. To assist in tracking the impact of these services on the economic self-sufficiency of CKG residents. Cities for Financial Empowerment Fund (“CFE”) has committed match funds to support Wayne Metro as well an investment to cover the cost of technical assistance and custom reports. CFE has offered support to municipal efforts across the country designed to improve the financial stability of households by leveraging opportunities unique to local governments.
- **Homeownership education:** Wayne Metro CAA’s Housing Stability Services will support CKG residents interested in owning their own home. Participants will have an advantage to pursue affordable home ownership opportunities through the Housing Strategy. During 2021 summer and fall activities, assessments of CKG households revealed 29 out of 86 CKG households have expressed interest in participating in homeownership education and support.
- **Digital Literacy:** Given the need for equitable access to technology and digital literacy during COVID-19, households were surveyed about their access to and comfort with digital technology. In the 2020 Resident Needs Assessment, out of 25 households with children, 19 (76%) said their children had access to the Internet at home. Out of the remaining six, four (16%) said their kids have access to the Internet at school and on a smartphone or mobile device. However, supplementary surveys have shown a greater disparity in technology access at CKG. CN dollars will provide devices through this grant alongside technical assistance provided by humanIT. This team will also work with CKG households to assist with signing up for low-cost internet options. Southwest Solutions (“SWSOL”) will provide online and in-person digital literacy training to help residents enhance their tech skills and increase their competitiveness for jobs. Since June of 2021, human-I-T has partnered with the City to help close Detroit’s digital divide, reduce e-waste, and create jobs through the Empowering Digital Detroit campaign. Southwest Solutions has offered their adult learning lab programs since 2014 with a focus on assisting low-income individuals in preparing for work readiness. These strategies will improve workforce and income-related outcomes by giving residents the tools to apply

online for jobs, search for training opportunities, connect with employers, and work on essential documents such as resumes. By late March, CKG residents will receive Chromebooks with hotspots via a partnership with humanIT and the City of Detroit. CNI Detroit partners will participate in the distribution of the devices, and immediately connect households to virtual programming presently being offered through their organizations. Including health, financial, early learning and K-12 enrichment opportunities for adults and youth. Tech support will be provided through humanIT throughout the course of grant implementation.

Residents Served

Detroit Employment Solutions Corporation: 185 (80%) CKG residents, 255 (7%) additional Greater Corktown (“GC”) residents. IBEW Local 58: 20 (9%) CKG residents. Build Institute: 120 (52%) CKG residents. Wayne Metro Community Action Agency: 114 (50%) CKG residents. humanIT: 230 (100%) CKG residents. Mercy Education Project: 10 (4%) CKG residents. Wayne State University: 60 (26%) CKG residents. Southwest Solutions: 75 (33%) CKG residents. Heritage Works: 34 (15%) CKG residents. UWSEM 230 (100%) CKG residents; 3,916 (100%) additional CKG residents. Economic Development Corporation: 30 (13%) CKG residents. CFE: 84 (50%) CKG residents.

Choice Neighborhoods Grant Funds + Other Resource Commitments

Partner	Choice Neighborhood Grant Funds
The Community Builders - Community Life	\$823,269.25
Detroit Employment Solutions Corporation	\$546,959.40
Heritage Works	\$315,708
human-I-T	\$12,209.79
Southwest Solutions	\$20,000
*Unassigned	\$476,027.46
Total	\$1,718,146.44

Total Leverage: \$6,428,333

Partner	Leverage	CKG Resident Slots	Additional Greater Corktown Slots
DESC	\$1,725,000	100 (General Workforce Services); 30 (Intensive Services w/ Case Management); 40 (GDYT); 15 (Occupational Training)	230 (GDYT); 25 (Occupational Training)
IBEW Local 58	\$3,080,000	10 (pre-apprenticeship); 10 (apprenticeships)	
Build Institute	\$120,000	120 (Entrepreneurship courses)	
Wayne Metro CAA	\$184,750	84 (Financial Empowerment Center); 20 (Homebuyer education); 10 (Housing Counseling)	
humanIT	\$1,935	230 (Technical Assistance)	
MEP	\$275,000	10 (Women's GED Preparation Courses)	
WSU	\$21,600	60 (Warrior Wardrobe)	
SWSOL	\$5,048	15 (Digital literacy training)	
UWSEM	\$65,000	230 (Referrals related to income/employment)	3,916 (Referrals)
EDC	\$760,000	30 (Technical Assistance)	
CFE	\$190,000		

Section 2: Health Strategy and Expected Results by Final Year of the Grant

Impact Statement and Expected Outcome(s)

All households will be connected to primary care providers and health insurance, and residents will gain access to the tools necessary to lead healthy, active lives.

- 219 (95%) CKG residents have a place of health care where they regularly go, other than the emergency room, when they are sick or need advice about their health.
- 230 (100%) CKG residents have health insurance.
- 12 (5%) CKG residents report needing physical activity options close to home.
- 12 (5%) CKG residents report food expenses as regularly challenging.
- 161 (70%) CKG residents self-rate their physical health as good to excellent.
- 194 (84.5%) CKG residents self-rate their mental health as good to excellent.

Needs Assessment Baseline Based on data collected in the 2021 Community Life Questionnaire (CLQ) for 74 households consisting of 143 residents:

- 88% of CKG residents have a place of health care where they regularly go, other than the emergency room, when they are sick or need advice about their health, an increase from the 2020 baseline.
- 98% CKG residents have health insurance, a decrease from the 2020 baseline.
- 82% CKG residents need physical activity options close to home, a decrease from the 2020 baseline.
- 68% CKG residents report food expenses as regularly challenging, an increase from the 2020 baseline.
- 76% CKG residents describe their physical health as good to excellent, an increase from the 2020 baseline.
- 84.5% CKG residents describe their mental health as good to excellent, an increase from the 2020 baseline.

Strategy + Service Providers Resident Champions: CL will hire and train six Resident Champions who will be supported via grant-funded stipends to provide peer education and lead interventions related to chronic disease self-management and primary care connections. This strategy positions Resident Champions as a trusted source to help CKG residents navigate the healthcare system and maintain positive preventative behaviors to facilitate healthy, active lives. Resident Champions will receive training through a commitment by Health Alliance Plan, which will build long-term capacity and skills within the community that will outlive the grant. HAP provides community support and outreach programs that reach more than 100,000 people each year. Resident Champions and CL Case Managers will partner with Corktown Health to plan and coordinate health screenings, health fairs and walking groups to promote health and wellness among CKG residents. Corktown Health Center provides quality health care and health related programming to the community. The Education & Supportive Services Manager will oversee the training, planning, and programming for the Resident Champions, and brings 15-plus years of experience in creating citywide community-based peer support models.

- ***Support with insurance navigation and primary care enrollment:*** CL Case Managers will track the number of households with health insurance, as well as those accessing primary care, and refer residents to partners as needed to achieve the stated goals. Corktown Health has committed to provide primary care and insurance navigation

services for up to 132 CKG residents. After securing the CNI award, Corktown Health added mobile dental services, which will also be available to residents. Beginning in spring and summer of 2022, Corktown Health staff expect to also expand health wellness activities that were scaled back due to Covid-19 restrictions. TCB CL case managers and Corktown Health will coordinate walking groups for CKG residents\ and monthly health specific seminars on topics selected by Resident Champions. As specialized referrals are identified related to health, referrals will also be made to the United Way for Southeastern Michigan's ("UWSEM") 2-1-1 program, which provided 10,653 referrals to health resources for Detroiters in 2021. UWSEM provides financial coaching, workforce development, improves access to healthcare and social services and serves as the Early Childhood Support Network lead in Wayne County to improve the availability and quality of childcare to 300 contacts each year. Using this "social navigation model" UWSEM aims to use various networks to maximize how Detroit residents are connecting to health and insurance support, no matter how a resident might be referred to the 2-1-1 system.

- ***Fitness space & programming:*** Physical activity is key to managing chronic conditions, and residents have reported an interest in more opportunities for walking, jogging, and other forms of exercise in and around their home. Resident Champions will receive training to organize on-site fitness classes, initiate CKG running and walking clubs, and inform their peers about free physical activities and nutrition resources designed to improve cardiovascular health offered by Corktown Health. HAP will provide programming around yoga and mindfulness in partnership with MoGo Bikes, the Detroit Pistons, and the Detroit Lions to encourage healthy behaviors. This approach ensures residents can continue to stay active while dedicated fitness space is constructed within the new housing sites.
- ***Youth fitness opportunities:*** Living Arts and Detroit PAL have committed to provide organized sports, youth enrichment, dance, karate, and other performing arts opportunities for youth ages 3-19 in response to residents' desire for these programs, valued at a total of over \$1.1 million. In 2021, Living Arts provided 150 art materials to students and family, including exercise balls, serving 136 students, and spent 668 total service hours to students. Detroit PAL helps 12,000 young participants each year through their health focused sports programs and through literacy & educational enrichment opportunities. Participation in these programs will help CKG children live healthy lifestyles, which is a proven mechanism to drive improved academic performance in school. Detroit PAL and Living Arts have long-standing relationships with families, and each have served the community for several decades. These targeted strategies will align directly with CKG residents' expressed desire to have more afterschool, out-of-school time, and weekend programming for children available within the neighborhood.

- ***Healthy, affordable grocery options:*** CKG residents expressed a lack of affordable, accessible grocery options, and nearly half of households with children reported that there is not always enough food to eat. Gleaners Community Food Bank provides nutritious, high-quality food to communities in need. To complement the virtual grocery store that will be incorporated in the redeveloped CKG, Gleaners Community Food Bank has provided a commitment valued at over \$500,000 to serve 100% of CKG residents through the Fresh Market Pop-Up, Mercado Food Pantry, and the nearest School Food Mobile pantry to provide healthy, fresh, frozen, and shelf-stable foods. Residents will also be connected to the Wayne State University Food Pantry as needed.
- ***Nutrition education:*** Gleaners has committed to host dedicated Cooking Matters courses that educate residents about healthy, affordable cooking strategies, paired with store tours for grocery shopping guidance. Through the Generation With Promise SNAP-Ed program, Henry Ford Health System will provide classes for CKG adults and children that teach about nutrition and physical activity. These courses are designed to provide SNAP-eligible adults and youth the skills to prepare healthy, delicious meals on a budget. In addition, HAP has committed to provide healthy, hands-on cooking demonstrations that can be paired with mobile food pantry distributions. Gleaners distributed 63.7 million pounds of food to 529,754 households over the past year.
- ***Mental and emotional health support:*** Complementing the public safety strategy that aims to prevent recurring violent crime due to intimate partner violence (“IPV”) and Ascension Southeast MI Community Health’s Open Arms Program (“Open Arms”) will support CKG and Greater Corktown residents who are victims of IPV or other types of violent crime. Experiencing violence can lead to physical and mental health issues for families, loss of income, and community instability. Moreover, children who witness IPV are more likely to be victims or perpetrators of abuse, trapping families in intergenerational cycles of violence and negative mental health outcomes. Open Arms will offer peer support and counseling to children and adults who are victims of gun violence, assault, IPV or have lost a loved one to crime. Because a quarter of residents have ranked their mental health as fair to very poor, social workers from the Northeast Integrated Health Co-Responder team will also work with residents at CKG experiencing mental health or substance-use disorder issues that result in calls to police.
- ***Digital Access:*** Residents will receive internet-enabled devices and technical assistance from humanIT to help them connect to virtual health programs and appointments with primary care providers and specialists.

Residents Served

Corktown Health Center: 132 (57%) CKG residents. Detroit PAL: 50 (22%) CKG residents. Living Arts: 67 (29%) CKG residents, 78 (2%) additional Greater Corktown (“GC”) residents. Gleaners Community Food Bank: 230 (100%) CKG residents, 3,916 (100%) additional CKG residents. Henry Ford Health

System: 230 (100%) CKG residents, 3,916 (100%) additional CKG residents. Health Alliance Plan: 230 (100%) CKG residents. Wayne State University: 230 (100%) CKG residents. Ascension Southeast Michigan Community Health: 230 (100%) CKG residents, 70 (2%) additional CKG residents. humanIT: 230 (100%) CKG residents. Northeast Integrated Health: 230 (100%) CKG residents, 3,916 (100%) additional CKG residents. United Way for Southeastern Michigan: 230 (100%) CKG residents, 3,916 (100%) additional CKG residents.

Choice Neighborhoods Grant Funds + Other Resource Commitments

CN funds: \$835,479.04 used to cover subrecipient agreements with The Community Builders and purchase order with human IT.

Partner	Choice Neighborhood Grant Funds
The Community Builders - Community Life	\$823,269.25
human-I-T	\$12,209.79
Total	\$835,479.04

Leverage commitments: \$2,334,425

Partner	Leverage	CKG Resident Slots	Additional Greater Corktown Slots
Corktown Health	\$172,000	16 (Insurance Navigation Assistance); 132 (Health Promotion Outreach); 132 (Primary Care Services); 132 (Cardiovascular Health Activities); 6 (Tobacco Cessation)	
Detroit PAL	\$62,500	50 (Health-Focused Sports Programs)	
Living Arts	\$502,500	67 (Activation of Clemente Center) <i>(only 67 CKG youth are eligible by age)</i>	78 (Clemente Center and/or new LA space)
Gleaners	\$528,050	230 (FREC Fresh Market Pop-Up); 230 (FREC Mercado Food Pantry); 24 (School Food Mobile); 55 (Cooking Matters Adult); 55 (Cooking Matters Youth); 50 (Cooking Matters at the Store Tour)	3,916 (all programs)
HAP	\$100,000	230 (Nutrition and Health Education Program)	
WSU	\$604,800	230 (Food Pantry)	
Ascension SEM	\$90,000	230 (Open Arms Crime Counseling) <i>(based on 60 slots each year, could serve all residents)</i>	70 (Open Arms) <i>(additional spots open to all in GC)</i>
humanIT	\$1,935	230 (Technical Assistance)	
UWSEM	\$65,000	230 (2-1-1 program)	3,916 (2-1-1)
NE Int. Health	\$107,640	230 (Mental Health Counseling)	3,916 (Counseling)
HFHS	\$100,000	230 (Generation With Promise)	3,916 (GWP)

Section 3: Early Learning Strategy for Children Ages 0-5 and Expected Results by Final Year of the Grant

Impact Statement and Expected Outcome(s)

Children enter kindergarten ready to learn.

1. 75% (16) of CKG children ages 0-5, are enrolled in center-based or formal home-based early-learning settings or programs.
2. The City will set a goal for the number and % of CKG kindergarteners who will demonstrate age-appropriate functioning across multiple domains of early-learning using baseline from the state kindergarten-readiness assessment to be launched in 2021.

Needs Assessment Baseline

Based on data collected from the 2021 Community Life Questionnaire for 74 households consisting of 143 residents and information provided by Wayne State College of Education and the Detroit Education Research Partnership:

1. 56% of CKG residents ages 0-5 are enrolled in center-based or formal home-based early-learning settings or programs, an increase from the 2020 baseline.
2. WSU-DERP will provide data for CKG kindergarteners enrolled in DPSCD schools based on “K i Ready” diagnostic scores. As of April 2022, the KRA was not a state mandated assessment. “K I ready” assessment scores were not yet available from the Detroit Public Schools Community District.

Strategy + Service Providers New Early Childhood Education Center: The City of Detroit, IFF, and Starfish Family Services will establish an ECE Center within the Owen School Site Community Empowerment Center. Starfish Family Service serves over 4,000 children and their families annually, by providing high-quality programs and support services that focus on early childhood education and development, behavioral health wellness and empowered parents. Based on proven studies showing socioeconomic diversity has proven to be a catalyst for equitable academic outcomes, the center will serve children from families with a range of incomes using a blended funding model to provide free tuition for low-income families, including CKG residents. The center will use screening, assessment and curriculum approved by the Great Start to Quality Program via the Michigan Department of Education's Office of Great Start. Working in alignment with workforce partners, Resident Champions and early childhood stakeholders, the new center will also serve as a pilot site for testing “drop-in” care for families participating in job training and/or career fairs, and possibly 24-hour care for families working in overnight positions within Wayne County. Presently, the Greater Corktown area is a “high need” area for childcare, afterschool, and out-of-school time programming. CN partners working on the

new ECE center are eager to create a campus model that meets the needs of children and families beyond traditional business hours.

- ***Brilliant Detroit neighborhood hub:*** Brilliant Detroit (“BD”) is a nonprofit that offers comprehensive family, education, health, and early childhood supports, and has committed to acquire, renovate, and launch a BD neighborhood hub to serve CKG and Greater Corktown residents. This hub will connect families with over 90 partner organizations that provide evidence-based programming and resources to families with young children, with 50 slots will be committed for intensive literacy programming. BD helps families with children 0-8 have what they need to be school ready, healthy, and stable. BD has achieved average reading growth of 2 grade levels for children in its programs. Since the award of the CN grant, Brilliant Detroit and TCB CL staff have secured and distributed age-appropriate monthly book sets to 19 CKG families through the Raising A Reader programming.
- ***Dedicated Education and Supportive Services Manager:*** The Education & Supportive Services Manager will provide cradle-to-career support for children ages 0-18, working directly with CN education partners and education specialists from Brilliant Detroit, Wayne Metro and The Children’s Center to support early-learning outcomes by providing parent education around early literacy to parents of children age 0-5 and assisting them with enrollment in early learning opportunities, including dedicated slots from partners detailed below. Brilliant Detroit homes provide holistic services for kids 0-8 predicated on evidence-based programs around health, family support, and education. Wayne Metro Early Childhood programs support the well-being and development of children from birth to age five by focusing on education, nutrition, medical and health care, parent involvement, and family support services. The Education & Supportive Services Manager will coordinate directly with education partners carrying out the Hope Starts Here imperative framework to support ECE programming, parent education and testing outreach support as it pertains to kindergarten readiness. HSH is Detroit’s Early-Childhood Initiative, funded by a \$50 million commitment by the Kresge and Kellogg Foundations, that has established a framework for improving early-learning outcomes citywide and brings significant expertise in the ECE landscape.
- ***Tracking enrollment & connecting to seats:*** The Education & Supportive Services Manager will also work to increase the number of CKG youth enrolled in center-based or formal home-based early-learning settings so that they enter kindergarten ready to learn, including seats offered within the new ECE Center. Working with TCB CL case managers, the Education & Support Services Manager will help CKG families enroll youth in slots committed by service provider partners and track student attendance. As specialized referrals are identified related to early childhood education prior to the center’s construction, referrals can also be made to UWSEM Connect4Care childcare

platform, including placement in available ECE programs managed by DPSCD. Connect4Care Kids is a centralized resource from the United Way of Southeastern Michigan to help families with young children understand childcare assistance options and connect with childcare providers across Wayne County. Principal Education Partnership members will support by coordinating and sharing information to monitor progress toward enrollment goals, creating transition activities for CKG children moving from preschool to kindergarten, and identifying how to address enrollment barriers if/when CKG residents should experience them.

- ***Enrollment in wraparound early-learning support:*** CL Case Managers and the Education & Supportive Services Manager will connect families with partners who provide parent training, at-home educational enrichment exercises for early learning, health screenings and more. This includes programs offered by Henry Ford Health Systems and BD's network of partners. Program needs and enrollment will be customized to meet the individual needs of CKG families, and as requested CL staff will secure virtual options for families who do not feel safe attending in-person wraparound services and support.
- ***Resident Champions:*** CL will partner with CN education, resident advocacy, and health partners to train and oversee Resident Champions to specialize in peer-led early-learning support in the CKG community. Resident Champions will work within their community to educate parents and families on strategies for supporting literacy at home and connect them to wraparound early-learning resources offered by partners. In cooperation with CL Case Managers and service providers, they will host early-literacy community events and distribute children's books to build at-home libraries to provide early literacy and school readiness resources for families. To date, seven CKG residents have expressed interest in serving as Resident Champions and shared that they would like to be trained to participate in the citywide tutoring taking place through Brilliant Detroit's AARP Reading Corp program.
- ***Support to informal providers:*** CL Case Managers and the Education & Supportive Services Manager will work to identify members of CKG households who have been providing informal childcare and connect these residents with training offered by UWSEM as part of the Great Start to Readiness Program to ensure that the level of care they provide is comparable to what youth would receive in a center-based setting. This training will be offered by all partners as in-kind leverage. This team will help address barriers that may have prevented informal care providers from becoming licensed in the past, and work with residents to obtain their Child Development Associate (CDA) certification through Henry Ford Community College and/or Wayne County Community College District, an extension of the programming partnership with Detroit Employment Solutions Corporation (DESC). This work provides a pathway for CKG residents to increase their wages and increases the number of high-quality early-childhood seats available in the Choice Neighborhood.
- ***Digital Access and Literacy:*** To help families access online education enrichment programming and enable broader family engagement, humanIT will provide technical

assistance for families to better use the devices that will be distributed to families as part of this grant. Post-Thanksgiving 2021, TCB CL members heard from residents’ concerns about youth ages infant to 8-years-old not having access to learning and enrichment activities due to Covid-19 childcare and school closures. Working with UWSEM and Brilliant Detroit, TCB CL members were able to distribute 35 tablets with wi-fi capability to CKG families and enroll them in local playgroups focused on literacy and social emotional skills for young children.

Residents Served

DPSCD / CEC / HFHS: 21 (9%) CKG residents, 243 (7%) additional GC residents. WSU-DERP: 21 (9%) CKG residents. Brilliant Detroit: 50 (21%) CKG residents, based on CKG residents aged 0-8. Starfish: up to 16 (7%) CKG residents, based on commitment letter. humanIT: 87 (38%) CKG residents, based on all CKG households with youth 0-5. UWSEM: 87 (38%) CKG residents, based on all CKG households with youth 0-5; 274 (7%) additional GC residents, based on estimated GC households with youth 0-5.

Choice Neighborhoods Grant Funds + Other Resource Commitments

Choice Neighborhood Funds: \$835,479.04

Partner	Choice Neighborhood Grant Funds
The Community Builders - Community Life	\$823,269.25
human-I-T	\$12,209.79
Total	\$835,479.04

Leverage Commitments: \$1,330,492.

Partner	Leverage	CKG Resident Slots	Additional Greater Corktown Slots
UWSEM	\$65,000	87 (2-1-1 program) based on all CKG households with youth 0-5	274 (2-1-1 program) based on estimated GC households with youth 0-5
Brilliant Detroit	\$1,170,466.65	50 based on CKG residents aged 0-8.	
Starfish Family Services		up to 16 based on a commitment letter.	
DPSCD	\$17,070.48	21	243
HFHS	\$31,500	21	243
WSU-DERP	\$4,135	21	
human-I-T	\$1,935	87	
Kresge Foundation	\$40,384.62		

Section 4: Education Strategy for School-Aged Children and Expected Results by Final Year of the Grant

Impact Statement and Expected Outcome(s)

Children are proficient in core academic subjects. Youth, including youth with disabilities, graduate from high school college - and career-ready.

1. 30.7% of CKG children (20) are proficient in math and 52.3% (34) are proficient in ELA as measured by the MSTEP in grades 3-8, and the PSAT in Grade 11.
2. 100% of CKG 12th-grade residents graduate from high school.

Needs Assessment Baseline

Based on data collected the Community Builder's Community Life team and provided by the Wayne State College of Education through the Detroit Education Research Partnership:

1. A state standardized assessment was not administered between 5/25/21 – 12/31/21. During the 2020-2021 school year, very few students (<15%) took the state assessment. The state assessment was not administered at all in 2019-2020. In 2018-2019 (the last year that the state assessment was administered and completed by the majority of students), **5/32** or **15.6%** of CKG were **proficient or college ready in ELA**; **2/31** or **6.5%** were **proficient or college ready in Math**.
2. Based on information collected during an April 2022 assessment to each CKG household with a member between the ages of 17-19, during the 2020-2021 school year, 0 Clement Kern Gardens residents were enrolled in the 12th grade. During the 2018-2019 and 2019-2020 school year, 100% of CKG students enrolled in the 12th grade graduated at the close of the respective school year.

Strategy + Service Providers

- **Individualized support from Case Managers and the Education and Supportive Services Manager:** To help youth increase their math and English language arts proficient levels, CL Case Managers and the Education and Supportive Services Manager will work with families to ensure that DPSCD students are successfully using online platforms to improve their skills in these foundational subjects. Families will get assistance in setting up and using Eureka Math, an interactive virtual series that helps students learn about core mathematical concepts, as well as MyOn, a platform that provides ELA lessons based on student reading level. Through TCB CL Family Success planning, Case Managers will regularly check in with families to make sure children have optimal home learning environments to achieve academically. This work will include ensuring student access to textbooks and other supplies, as well as notifying families of upcoming curriculum night workshops that are designed to support students' academic development. The Education and Support Services manager will also help families with older children connect to high school placement exam tutoring. For households where English is a second language, Case Managers and the Education and Supportive Services manager will connect CKG families to bilingual education support and provide translation as needed should it not be available. As specialized referrals are identified related to school-aged education, referrals will also be made through UWSEM's 2-1-1

system and Wayne Metro’s call line. Wayne Metro serves over 35,000 residents and provides over 60 programs including supportive housing and homelessness services, emergency needs assistance, weatherization, financial empowerment services, early childhood, and family literacy services.

- **Robust academic tutoring and mentoring resources:** Both DPSCD and non-DPSCD enrolled CKG youth will be connected to comprehensive, evidence-based academic tutoring and mentorship programming through partnerships committed by Wayne State University, Mercy Education Project, and VIP Mentoring. These resources will provide the additional, individualized academic support that is integral to improving school outcomes for children. Aligning with the Plan’s Public Safety strategy, VIP Mentoring will provide positive mentors and healthy role models to CKG youth. Program opportunities will be shared with families via monthly partner newsletters and childcare and education specific text updates for families. Referrals made to specific programs by Case Managers and the Education and Support Services Manager will be documented in CL Connect.
- **Emphasizing whole child development:** All CKG youth will be provided with opportunities to enroll in a wide array of enrichment programming that will take place both after school and during summer breaks. This will include social/emotional learning and science, technology, engineering, art, and math (STEAM) activities organized by the Detroit Hispanic Development Corporation and Wayne State University, as well as visual arts classes offered by Living Arts. Youth will also get access to literacy-focused enrichment programs through Detroit PAL and Brilliant Detroit, and dance, rhythm, and folklore activities through Heritage Works.
- **Getting Youth College- and Career-Ready:** To expose youth to a wide range of potential careers and help them find their passion, the Detroit Hispanic Development Corporation will offer after-school and summer opportunities for youth to explore robotics, engineering, college to career pathways, music and video production, graphic design, environmental science, and urban gardening. Mercy Education Project’s college and career readiness program will give CKG 11th- and 12th-grade female students weekly lessons on life post-high school, which will cover topics like SAT preparation, career paths, life skills, self-esteem, safety, stress, and time management. To support CKG students in exploring college as a pathway after high school, Wayne State University will provide financial aid nights, financial literacy education, and free college tuition for CKG youth that meet admission criteria. The Detroit College Access Network (DCAN) commits to providing education/college advising and career readiness workshops to 12th-grade CKG students to help them prepare for life after high school. These supports will help improve life outcomes for CKG students, as well as motivate them to excel in school to pursue their dreams.
- **Family Supports:** Recognizing that parents and caregivers are the primary educational champions for children, each CKG household with a child will be connected to networks of parent support offered by Brilliant Detroit, Detroit PAL, and Detroit Hispanic Development Corporation. These supports include parenting classes, parent-focused literacy interventions, art and music courses, and access to weekly food and health services specific to families.

- **Reducing barriers to participation:** All programming will be offered via virtual video connection until rates of COVID-19 transmission permit communal gathering without restrictions in shared spaces. Through CNI dollars and partnership with DPSCD and humanIT, any child without access to a device for online learning will be provided with an Internet-enabled device at no cost in addition to technical training and support. When safe to meet in person, programming will be provided within existing program settings, on-site at CKG, on-site within North Corktown housing developments, and at the Community Empowerment Center. CN funding will support CL to coordinate a transportation plan with strategy partners that will eliminate this barrier for CKG residents. Additionally, the neighborhood strategy will increase walkability within Greater Corktown by creating safe routes between housing phases and the community center.

Residents Served

Based on providers serving all 77 school-aged CKG residents or 141 total residents in households with school-aged youth, unless called out otherwise within a commitment letter.

WSU-DERP: 77 (33%) CKG residents. **DPSCD:** 141 (61%) CKG residents, 433 (12%) additional GC residents. **Heritage Works:** 77 (33%) CKG residents, 23 (<1%) additional Greater Corktown (“GC”) residents. **DCAN:** 30 (13%) CKG residents. **WSU:** 70 (30%) CKG residents. **Detroit PAL:** 50 (22%) CKG residents. **MEP:** 10 (4%) CKG residents. **VIP Mentoring:** 70 (30%) CKG residents. **DHDC:** 150 (65%) CKG residents. **Living Arts:** 50 (41%) CKG residents, 78 (2%) additional CKG residents. **humanIT:** 230 (100%) CKG residents. **UWSEM** 230 (100%) CKG residents, 3,916 (100%) additional GC residents.

Choice Neighborhoods Grant Funds + Other Resource Commitments

CN Funds - \$751,425.90 used to cover subrecipient agreements with The Community Builders and purchase order with human I-T.

Partner	Choice Neighborhood Grant Funds
The Community Builders - Community Life	\$823,269.25
human-I-T	\$12,209.79
Total	\$835,479.04

Leverage commitments: - \$7,422,678

Partner	Leverage	CKG Resident Slots	Additional GC Slots
UWSEM	\$65,000	230	3916
DPSCD	\$49,534.10	141	433
WSU-DERP	\$12,405	77	
human-I-T	\$1,935	230	
Heritage Works	\$750,000	77	
DCAN	\$375,000	30	
WSU	\$3,086,304	70	
Detroit PAL	\$62,500	50	
MEP	\$225,000	10	
VIP Mentoring	\$595,000	70	
DHDC	\$1,750,000	150	
Living Arts	\$450,000	50	78

III. Case Management, Relocation & Re-Occupancy

The Community Builders' Community Life (CL) team will provide case management to all CKG households for the duration of the grant. Shortly after award, TCB CL's Detroit team was assembled with five individuals each with 15-plus years of experience with case management, non-profit family support services, urban planning and development designed to facilitate revitalization and educational transformation, working to serve CKG and Greater Corktown:

- CL Senior Manager
- Lead CL Service Coordinator ("Lead Case Manager")
- CL Service Coordinator ("Case Manager")
- Education & Supportive Services Manager
- CL Administrative Assistant
- Education and Workforce Specialist

The CL Senior Manager oversees all aspects of the People Strategy and coordinates partner meetings, in addition to supervising the work of the other 4 CL Detroit team members. The TCB CL Senior Manager meets with regional CNI team leads weekly to provide updates on case management and program delivery, receive updates on development progress, and receive support for on-site office and HR needs. Bi-weekly, the TCB CL Senior Manager and the Lead Case Manager meet with City of Detroit CNI project leads and Resident Engagement partners, including the United Community Housing Coalition "UCHC" and IMS. As implementation progresses, the CL Senior Manager will ensure partners are supporting CKG households to meet

outcomes and coordinate technical assistance for partners when needed. The Education and Supportive Services Manager will work with partners to develop work plans and track progress toward goals and work closely with the CL Director of Research and Evaluation and Data and Evaluations Manager to oversee reporting requirements for the People Strategy.

TCB CL team members participate in monthly training calls, and quarterly regional training with fellow CNI sites. All TCB CL team members have access to TCB University course materials and seminars, which are curated to support teams working within the housing and community development sector. Team members are also evaluated annually on their job specific outcomes and capacity via self and supervisor completed assessments.

The TCB CL case management team is supported by the CL Senior Manager, Education and Supportive Services Manager, CL Administrative Assistant and contracted CNI Education and Workforce Specialist. The CL Administrative Assistant welcomes CKG residents to the CL office for special meetings, events, resident champion convenings, and resident council monthly meetings. As residents look for places to meet and gather informally during implementation, the CL administrative schedules and supports their access to the space during office hours. The Education and Workforce Specialist works to facilitate engagement with residents, especially when CLQs and other data collection instruments are being deployed. Additionally, this role will support connections between residents and opportunities for training and employment in preparation for Section 3 opportunities within the Choice housing phases. CNI partners, community stakeholders and City of Detroit staff work with the CL team to improve access to services for residents, fill programming gaps as needed, and oversee data and grant administrative functions. This includes the tracking of all resident data, update of resident dashboards and referrals within CL Connect.

Partnership with Property Management TCB CL works closely with Independent Management Services “IMS” who provides property management at Clement Kern Gardens to make sure that resident contact data is updated monthly, and that all residents choosing to leave Clement Kern Gardens are aware of the resources that are available to them through TCB CL. On the second Wednesday of each month, IMS and TCB-CL meet to check-in on Clement Kern Garden residents. Discussion of resident move-ins and move-outs, those at risk for eviction, key communications going out to residents, and upcoming resident events are commonly reviewed during these check-ins. In between monthly check-ins, TCB-CL and IMS have also agreed to use a real-time “issue resolution” tracker where case management staff will share daily any concerns or feedback residents specifically have regarding the process, and any barriers that they may be experiencing that can only be addressed by property management. This allows TCB-CL staff to understand what, how and when issues are being addressed and aid residents in understanding TCB-CL’s role in supporting them to get barriers addressed as they occur.

Family-Centered Coaching CL is guided by three core operating values: 1.) Leveraging stable housing as a platform for opportunity, 2) Making impact through connections to resources and quality partnerships, and 3) Prioritizing resident engagement to promote a healthy, engaged community. This team works with each CKG household to ensure they are aware of the supportive services available to them through the People Strategy. CL facilitates connections to local health, education, and economic self-sufficiency partners that are skilled at helping household members achieve the expected outcomes outlined in the preceding strategy sections. Currently, this team operates out of a leased space less than three minutes from the Clement

Kern Gardens site, at 1842 Michigan Ave., Detroit, MI. Keeping Covid-19 safety protocols in mind, the new office has safely hosted pick-up and drive-by events for CKG residents this past fall and winter. Volunteers, residents, and families have stopped by to receive holiday materials for virtual partner programs as well personal protective equipment including masks, digital thermometers, and cleaning supplies to prevent the spread of Covid-19 over the Thanksgiving, Christmas, and New Year holidays.

To date a little over 50 percent of the 86 households are regularly participating in CNI/TCB CL activities, case management and partner programming on a consistent basis. Two households of the 86 joined the community in late November and December, and only one resident to date has requested to not be contacted by TCB CL staff. Between August to December 2021, seven CKG residents have expressed an interest in serving as Resident Champions, and in late February 2022 the identified residents will begin their training and participate in program design sessions with CNI partners to directly develop, launch programs and activities to meet the needs of residents (and their families) as identified in the TCB annual CLQs

CL uses the Family-Centered Coaching (“FCC”) case management model to create family success plans. In the plans, families identify their goals and action items needed to achieve their aspirations, along with an established timeline for completion. Because CL’s approach to case management is family-centered, the engagement is focused on the household rather than the individual. TCB CL’s Lead Case Manager oversees all planning for the collection of CLQs, intake and development of the preceding Family Success Plans, and coordinates with the CL Senior Manager to assign staff and ensure all staff collecting data and intakes are properly trained in collection procedures. The Lead Case Manager and Service Coordinator presently have a split caseload, with the Lead Case Manager overseeing many of the senior residents, who prefer to meet during the week during traditional hours. Presently, the Service Coordinator has adapted her schedule to meet the needs of residents who prefer to be engaged in the late afternoon, evening and/or weekend hours.

Through this approach, CL will maintain a Case Manager ratio of 43:1. Meetings with the CL team will assess readiness for change, and depending on their willingness to seek for change, be engaged appropriately. For those residents who express no interest in engaging in services, the CL Case Manager will provide information, education and continue to check in with residents once a month. For those residents who are interested, but do not know what services they may need, a deeper level of engagement will take place in the form of a Family Success Plan. CL Case Managers work with partners to offer and coordinate ongoing support for families to provide them the resources and opportunities they need to thrive.

Where individuals or households have special needs identified in the CLQ, CL Case Managers will connect residents to local human service and behavioral health providers that offer intensive case management. CL uses a software system called CL Connect to track individual and family progress toward goals and to measure impact through annual surveys and Family Success Plans.

During the development of the Family Success Plans CL Case managers will conduct the following initial assessment for each resident and their family:

- An initial health assessment

- An initial childcare and education related assessment
- An earnings and economic needs assessment
- Overall household needs and risks assessment.

To ensure CKG households are working toward positive economic self-sufficiency outcomes, CL Case Managers will conduct an initial assessment with each unit in which one or more household members is between the ages of 18 and 64. The assessment will identify which household members ages 18-64 are not able to work due to a disabling condition. CL will assess the types of supports and programs to which adults living with a disabling condition are connected and identify whether they have any concerns about meeting their basic needs. Connections to relevant programs available to support disabled adults and seniors in need of additional life or economic support will be facilitated by the CL Case Manager.

For adults ages 18-64 who are physically able to work, CL will conduct an assessment to determine the current earnings and economic needs of each resident. Over time, CL will be able to assess whether there are any barriers that have prevented eligible household members from being able to seek and/or maintain employment. Together, CL and eligible CKG residents will work to develop a plan to pursue meaningful skill development and income-earning opportunities through a trusted network of partners. For households in which obtaining wage-based income is not the best option to increase economic self-sufficiency due to age and/or disability, CL will work with residents to maximize the benefits for which they are eligible. For households in which a child ages 14-17 is interested in connecting with employment, TCB-CL will connect youth to local youth workforce partners.

CL Case Managers will conduct an initial health assessment with each CKG household. The assessment will determine the current health insurance status of each adult and child household member. For any household members not insured, CL will work with the family to complete the state of Michigan's online application to enroll in state health care options available to low-income adults and children at no cost. The assessment will also ask where each household member currently goes to meet their health care needs. For residents not connected with a primary care provider, CL will work with families to identify barriers preventing residents from seeking care outside of the emergency room. Together, the case plan will identify ways to address concerns with co-pays, deductibles, follow-up care, transportation, childcare, and any other barrier that residents identify. When ready, TCB-CL will work with residents to identify potential primary care providers designed to meet household needs. Over the course of the grant, to track progress toward expected outcomes, CL Case Managers will monitor insurance enrollment and reported health care connections at regular intervals. CL Case managers will also identify where resident needs related to food access, physical activity, management of chronic conditions or other health-related issues can be served by programming offered by supportive service providers and connect them to those partners.

CL Case Managers will also conduct an initial education-related assessment with each CKG unit with a child under the age of 5. The assessment will determine the current programs in which children participate. Each household will be asked to share the types of programs they would like to connect their children with if cost were not a barrier. CL will work with each family to set goals for identifying and connecting children to center-based or formal home-based early-learning providers that are highly rated by the Michigan Great Start to Readiness Program,

the state's Pre-K program for children aged 4 with risk factors associated with educational underperformance. CL will monitor each child's enrollment and ensure that they stay connected with this level of care until the child enters kindergarten. Households with children between the ages of 5 and 17 will be asked to share the types of programs they would like to connect their children with if cost were not a barrier. CL will work with each family to set goals for identifying and connecting children to quality academic and extracurricular enrichment programming. CL Case Managers will monitor each child's annual performance on the English Language Arts (ELA) and math sections of the MSTEP, the State of Michigan's annual standardized test, for each school year that the State mandates children complete the assessment. For students demonstrating challenges in showing proficiency in math and ELA, connections will be made to programming offered by Detroit Public Schools Community District, Wayne State University, Mercy Education Project, VIP Mentoring, the Detroit Hispanic Development Corporation, Living Arts, Detroit PAL, and Heritage Works, who specialize in quality, engaging youth programming designed to help students strengthen their skills in these subjects and perform well on the MSTEP.

With the information collected, residents will lead the discussion with their case managers on how they would like to be supported throughout the course of the CNI grant implementation. The frequency and level at which case management services will be offered is driven by resident interest, and the degree to which a case manager can actively support them in meeting their desired needs.

If a family has high needs, and there is programming or support available to them, but the resident refuses to engage, case managers will not give up on trying to reach them or direct resources their way. However, TCB CL team members will not aggressively push a resident to tackle goals or seek out interventions if the resident does not wish to take the lead in doing so.

Quarterly, all CNI partners will be convened for grant updates and asked to report on CKG enrollment, referrals, and program needs. Between quarterly meetings, CL will engage with partners to ensure coordination, manage data agreements, and confirm referrals are working as identified in partner MOUs and commitments. Data sharing and confidentiality agreements are a component of all TCB CL work with partners. Quarterly, CL and partners will receive training and updates on how to properly maintain data and client records with integrity and full confidentiality.

In anticipation of continued challenges related to COVID-19, many supportive service partners continue to offer programming virtually. Even after COVID-19 no longer presents public safety concerns, these virtual services will continue to enhance the accessibility of these services and help meet the needs of residents with long-term mobility or transportation issues. To ensure that residents can connect with this service delivery model, devices are scheduled to be provided to each household at the end of March 2022. During a kick-off event scheduled after distribution, human-IT will provide technical assistance to help residents navigate using these devices and signing up for low-cost internet options. Southwest Solutions will also provide digital literacy training lessons for families so that they can take advantage of all available online programming and access community resources.

Relocation In January 2022, relocation coordination meetings started to take place with the City of Detroit, IMS, American Community Developers "ACD", TCB-CL, and UCHC.

Planning has centered around ensuring CL Case managers understand the Universal Relocation Act (URA), and the options residents will have for temporarily relocating during demolition and reconstruction of CKG. Work is being done to ensure the relocation team is aware of updates in the housing program schedule, has a plan for collecting feedback and input from CKG residents on their relocation preferences, and ensures partnership between the relocation coordination managed by ACD, IMS and the case management provided by TCB-CL before, during, and after relocation. Currently, the first phase of demolition for residents living in the east units at Clement Kern Gardens is scheduled to take place in the 4th quarter of 2023. Together, this team is working together to minimize physical and emotional stress during the relocation process.

During the spring, summer, and fall of 2022, relocation timelines and options will be formally presented to CKG residents by the relocation team. As TCB-CL and IMS receive questions from residents about relocation in between formal meetings, responses will be compiled and added into a “frequently asked relocation questions” document that each team can reference during resident interactions. ACD will be responsible for supervising the overall relocation plan with CKG residents. The Housing Implementation Entity (“HIE”) observes the Right to Return policy, and in addition to the right to return to replacement units, is committed to offer all current CKG residents the right to return to units at the redeveloped CKG if they so choose. The HIE has developed a phasing plan with the goal of minimizing moves, so that most residents will move only once, although some may move twice depending on their preferences.

Once the relocation coordinator is onboarded (approximately one year prior to the start of demolition), IMS will complete its relocation-specific plan for each household. They will work closely with residents to ensure they fully understand all housing options and will craft individual relocation plans that account for residents’ needs. These plans may include extra moving and packing services for elderly residents, translation services for non-English speakers, placement in accessible units, and other services for residents with special housing needs. TCB-CL will assist the relocation coordinator by ensuring residents understand their relocation options and communicate back to IMS any needs that arise in their regular follow up interactions. For residents who opt to relocate outside of the Choice Neighborhood housing phases, IMS will refer residents to UCHC who will provide advisory services regarding relocation. Using their experience with relocation locally and the relationships built with residents throughout the planning process, UCHC will assist these residents in identifying temporary relocation options that are within neighborhoods of opportunity.

Since demolition of the target housing is scheduled to take place in staggered phases, in the 9 months preceding demolition, small meetings will be held with residents based on the location of their unit and its scheduled demolition date to address their questions and concerns, work through 2 rounds of relocation preference setting, and tour units that have been constructed within the housing plan. Following the post of the GIN, additional notification postings will be made by the relocation coordinator 1 year, 6 months, and 90 days prior to demolition. The TCB-CL team will assist the relocation coordinator with ensuring residents understand the language in the notices, upcoming timeline, and understand the importance of attending and participating in meetings related to relocation led by IMS.

Throughout the relocation process, the City of Detroit will work in close collaboration with ACD and IMS to ensure compliance with the Uniform Relocation Act (URA), as well as all other applicable federal, state, and local guidelines. UCHC will participate in relocation planning

with CL Case Managers, ACD, and IMS, and will review the final relocation plan. CL Case Managers will work with all target households and residents before, during, and after the relocation process to ensure residents are accessing the services available to them, including additional relocation support as needed.

TCB CL’s Education & Supportive Services Manager will ensure residents are connected with direct counseling and case management that provides:

- Coordination of childcare and/or K-12 placements to minimize any disruption of educational services;
- Transportation support during and throughout the relocation period to prevent any barriers in attending work and/or accessing educational or workforce opportunities;
- Developing specific plans to obtain any needed documentation and/or paperwork to support the relocation process.

For residents that opt to move off-site, TCB-CL case managers and Resident Champions will work directly with the residents to help them understand what wrap-around supports will be available to them throughout the grant period even if they should relocate offsite.

Throughout the relocation and re-occupancy process, TCB-CL and IMS will continue to use the real-time “issue resolution” tracker where case management staff will share daily any concerns or feedback residents specifically have regarding relocation the process, and any barriers that they may be experiencing that can only be addressed by the relocation coordinator or property management.

Outside of the relocation and re-occupancy supports named, the TCB-CL team with the support of UCHC will coordinate the following activities as it pertains to relocation:

- Monthly newsletter providing details on construction and relocation updates.
- Monthly Resident Champion and resident council meetings where CKG residents can hear from CNI developers and construction teams on the progress.
- Quarterly tours of the broader Greater Corktown development work scheduled to occur alongside the CKG re-development activities.
- Annual events to bring new and existing partners in to volunteer on Resident Champion led service projects and activities with the CKG site.

Re-occupancy The first wave of residents who will temporarily move out of CKG East in the last quarter of 2023 will be able to return to a redeveloped CKG East as soon as Q4 of 2025. To ensure residents stay connected during the 2-year period that they are off site from the target housing, the TCB-CL team will continue to follow up regularly with residents, ensure newsletter and text communications reach them at their temporary address, and support them to connect with events scheduled throughout the Choice Neighborhood. Goals detailed in the Family Success Plan will continue to be the focus of the work between households and the TCB-CL, with efforts made to help each family reach the education, health, and economic self-sufficiency goals outlined.

IMS will continue to keep target residents in the loop by way of the relocation coordinator of updates in the program schedule, and when units at CKG will be ready for re-occupancy. IMS will work to ensure the HIE’s observation of the right to return gives preference to CKG households as units come online. The relocation coordinator will ensure that moving

support and any additional resources needed to support original target residents to return to the target housing are in place. For any residents that opt to remain permanently housed as their relocation housing using their tenant protection voucher, TCB-CL will continue to stay in touch and provide case management for the duration of the grant period. It is anticipated that during this phase, as non-target household residents move into replacement units within the newly constructed housing phases, TCB-CL case management will also be offered.

IV. Sustainability

The City of Detroit, the TCB CL team and all CNI core People Plan Partners understand how important it is to the CKG residents and Greater Corktown community to develop a sustainable path forward to continue programming for all ages. Together, this team will work to ensure targeted health and workforce initiatives, resident and homeownership supports and resources, and access to high quality early learning and educational opportunities for children and adults are accessible beyond the CNI implementation period.

The City of Detroit's Office of Development and Grants, TCB CL's development and planning teams, and partners working within the revitalization sector across the country (including IFF, Kresge and more), will build alongside the CNI People Plan, a finance plan to ultimately fund the post grant support dollars that will be needed to continue resident focused services in Greater Corktown following the close of the grant term.

Additionally, leadership created through the establishment and support of Resident Champions and a Resident Council at Clement Kern Gardens will enable residents to continue to advocate and support one another with resource connection and resolution of property issues beyond the grant implementation period.

In February and March 2022, the City of Detroit compiled the costs estimated to continue the delivery of supportive services through case management and resident champions after the close of the implementation period for an additional 3 years, as an initial fundraising goal. Throughout the grant period, the City and CL team will continue to revise this goal with input from ongoing resident engagement and supportive service delivery. The team will continue to revisit needs and fundraising goals annually during the post-grant period. To help meet costs that go above what Choice Funds can cover, the team is pursuing supplementary grants, sponsorship by local businesses within the Choice Neighborhood, and the leveraging initiatives underway within the City aiming to improve health, education, and economic self-sufficiency outcomes to leverage supports needed to positively impact the lives of Clement Kern Gardens residents.

V. Annual Goals

Table 5: Annual Goals

Goal	20 count	2020 Baseline	2021 Baseline	'22	'23	'24	'25	'26	'27	Data Source
Income and Employment Strategies										
31.7% of residents between ages of 18 and 64 will have wage income.		6.70%	13%	16.30%	19.57%	22.83%	26.09%	29.35%	31.70%	IMS: Demographic Report for CKG CLQ: Which of the following applies to you? (Working for pay)
The average annual income of target households (excluding those who cannot work due to being elderly or disabled) will exceed \$15,499, a 589% increase.		\$2,631.16	\$12,384.59	\$12,903.66	\$13,422.73	\$13,941.80	\$14,460.86	\$14,979.93	\$15,499.00	IMS: Demographic Report for CKG CLQ: What is your approximate average household income?
36.5% of residents have connected with financial counseling.		0%	3%	8.72%	14.36%	20.00%	25.64%	31.28%	36.50%	CLQ: Did any members of your household connect with financial education?
8.6% of residents have connected with homebuyer education.		12.6% express an interest in exploring homeownership	4% connected	4.48%	5.97%	5.97%	7.46%	7.46%	8.60%	CLQ: Did any members of your household connect with homebuyer education in 202x ?

Goal	20 count	2020 Baseline	2021 Baseline	'22	'23	'24	'25	'26	'27	Data Source
Health Strategies										
95% of residents have a place of health care where they regularly go, other than the emergency room, when they are sick or need advice about their health.		79.60%	88%	89%	90%	91%	93%	94%	95%	CLQ: How long has it been since you visited a doctor for a routine checkup?
100% of residents have health insurance.		99.30%	98%	98.19%	98.55%	98.91%	99.28%	100.00%	100%	CLQ: As of today, what type of health insurance do you have?
5% of residents report needing physical activity options close to home.		30.4% of residents report needing physical activity options close to home	82%	69%	56%	43%	31%	18%	5%	CLQ: In 2021, did your household feel there were adequate options for physical activity and exercise close to your home?
5% of residents report food expenses as regularly challenging.		38.70%	68%	58%	47%	37%	26%	16%	5%	CLQ: Over the past 12 months, how often did you experience the following situations?
70% of residents self-rate their physical health as good to excellent.		60%	76%	70%	70%	70%	70%	70%	70%	CLQ: Would you say that in general that your physical health is:
84.5% of residents self-rate their mental health as good to excellent.		74.50%	92%	90.00%	90%	90%	90%	90%	84.50%	CLQ: Would you say that in general that your mental health is:

Goal	20 count	2020 Baseline	2021 Baseline	'22	'23	'24	'25	'26	'27	Data Source	
Early Learning Strategies											
75% of children ages 0-5 are enrolled in center-based or formal home-based early learning settings or programs.		23.80%	56% - CLQ	59%	62%	66%	69%	72%	75%	CLQ: What type of school or program do they go to? (Head Start, Licensed Center-based Daycare, Licensed Home-based Daycare, Preschool Program, Kindergarten)	
City to set goal #/% of kindergarteners who will demonstrate age-appropriate functioning from the state kindergarten-readiness assessment to be launched in 2021.		N/A - kindergarten readiness assessment not required in State of Michigan for 2020 or 2021. In 2018-2019, city wide, 93.4% of students were not ready for kindergarten according to the Detroit Public Schools Community District.								DPSCD K-Ready data via WSU-DERP or CLQ if fewer than 10 CKG residents are enrolled in DPSCD pre-K.	
School-Aged Strategies											
30.7% of children are proficient in math and 52.3% in ELA as measured by the MSTEP in grades 3-8, and the PSAT in Grade 11.		A state standardized assessment was not administered between 5/25/21 – 12/31/21. During the 2020-2021 school year, very few students (<15%) took the state assessment. The state assessment was not administered at all in 2019-2020. In 2018-2019 (the last year that the state assessment was administered and completed by the majority of students), 5/32 or 15.6% of CKG were proficient or college ready in ELA; 2/31 or 6.5% were proficient or college ready in Math.			16% - Math	19% Math	23% Math	26% Math	29% Math	30.7% - Math	State of Michigan Department of Education data via WSU-DERP
100% of 12th-grade residents graduate from high school		100.00%	N/A - 0 CKG youth were enrolled in the 12th grade during the 20'21 school year	100%	100%	100%	100%	100%	100%	CLQ	