

City of Flint

American Rescue Plan Act

Recovery Plan

DRAFT



Agenda

- ▶ About the Plan
- ▶ Introduction to ARPA
- ▶ COVID Impact
- ▶ Timeline
- ▶ Guiding Principles for Use of ARPA Funds
- ▶ Financial Blueprint
- ▶ Funding Priorities
- ▶ Application and Award Process
- ▶ Project Management and Accountability
- ▶ Summary / Call to Action

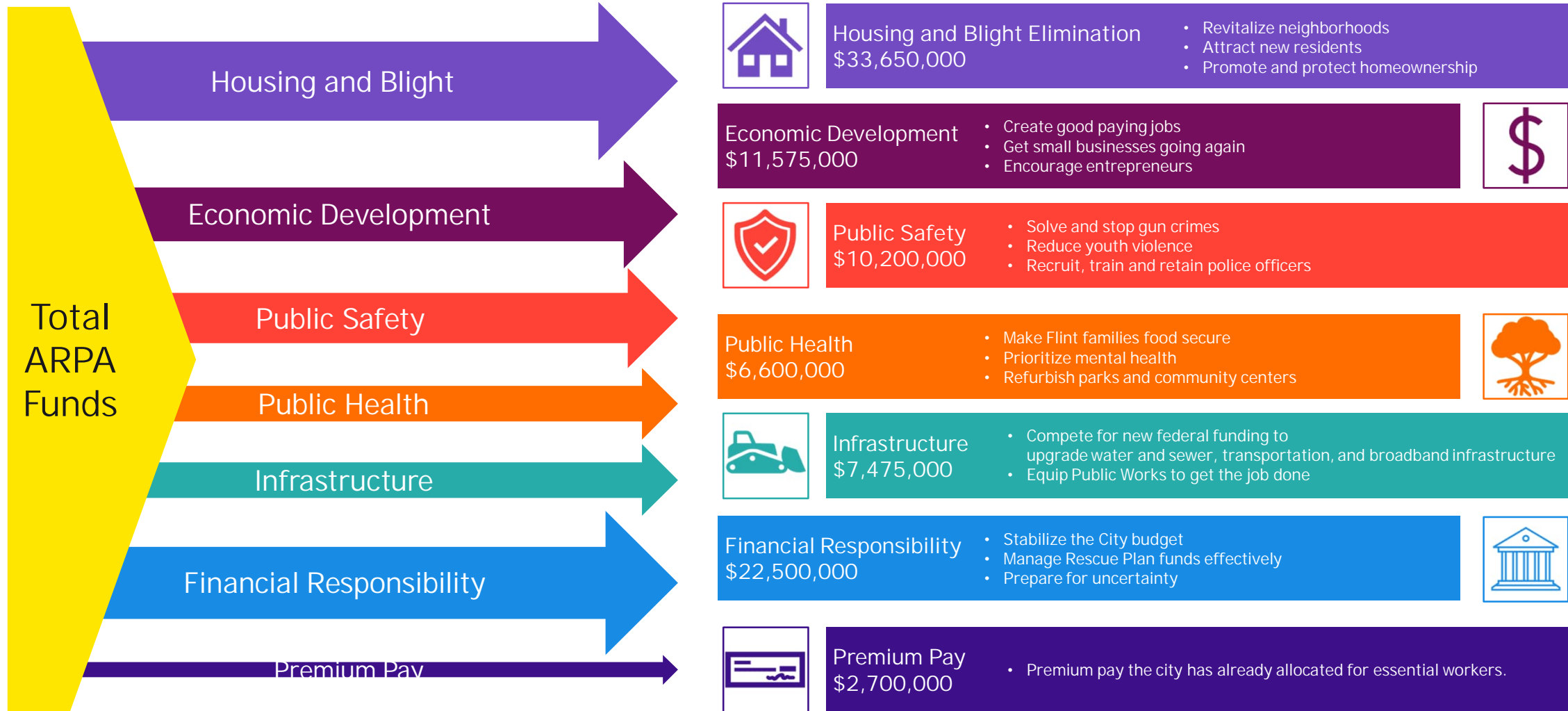


About the Plan

- ▶ After extensive community engagement, discussions with the City Council and key partners, and internal review, Mayor Neeley presents this plan for investment of Flint's \$94.7 million State and Local Fiscal Relief Fund (SLFRF) allocation.
- ▶ The plan is designed to direct funds to projects and initiatives that address community priorities, meet eligibility requirements, are backed by evidence of effectiveness, promote equitable outcomes, leverage other dollars, and are financially sustainable.
- ▶ The plan is organized around five community priorities and provides details about proposed projects and initiatives, including desired outcomes, measures of success, implementation strategy, and estimated costs.
- ▶ With the City Council's approval, this plan will serve as a framework for the appropriation of SLFRF funds to specific projects and initiatives.
- ▶ As a framework, the plan is flexible. It can be adjusted as we learn more about how the state will program its SLFRF funding and be responsive to new challenges and opportunities.



Summary of Flint's Recovery Plan



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Overview of the American Rescue Plan Act (ARPA)

- ▶ On March 11, 2021, President Biden signed the American Rescue Plan Act of 2021 ("ARPA") into law, providing \$1.9 trillion in aid to facilitate the nation's recovery from the Coronavirus pandemic
- ▶ In response to the significant negative impacts of COVID-19 at the local level, Congress appropriated \$350 billion to the State and Local Fiscal Recovery Fund ("SLFRF"), in what was the largest single investment in state, local, territorial, and tribal government in the last century.



Overview of ARPA State and Local Fiscal Recovery Funds (SLFRF)

- ▶ The City of Flint was allocated \$94.7 million from the State and Local Fiscal Recovery Fund (“SLFRF”)
- ▶ SLFRF funds must be obligated by December 31, 2024 and expended by December 31, 2026
- ▶ The U.S. Treasury Department’s final rule for the SLFRF program, which took effect April 1, 2022, encourages state, local, territorial, and tribal governments to invest in projects that promote equitable outcomes. SLFRF compliance and reporting guidance requires recipients to measure project outputs and outcomes and emphasizes the use of evidence in selecting projects.
- ▶ Flint is required to report quarterly to the U.S. Treasury Department on its funded projects and expenditures.
- ▶ Four eligible use categories were established by the U.S. Treasury Department:
 1. Respond to COVID-19 Public Health Emergency or Negative Economic Impacts
 2. Premium Pay for Essential Workers
 3. Water, Sewer and Broadband Infrastructure
 4. Government Services to the Extent the Pandemic Reduced Revenue



SLFRF Permitted Uses and Limitations

LFRF Permitted Uses & Limitations

Permitted uses



Responding to the public health emergency or its negative economic impacts



Providing premium pay to eligible essential workers



Funding essential government services limited by reductions in recipient's general revenue



Making necessary infostructure investments addressing (i) clean water & (ii) broadband



Limitation on use



- The interim final rule explicitly prohibits the use of funds for deposit into any pension fund
- Other ineligible uses including funding debt services, legal settlements or judgments, and deposits to rainy day funds or financial reserves
- Funds can only be used for costs incurred during the period beginning March 3, 2021 and ending December 31, 2024
- A recipient must return any funds not obligated by December 31, 2024, or any funds not expended to cover such obligations by December 31, 2026



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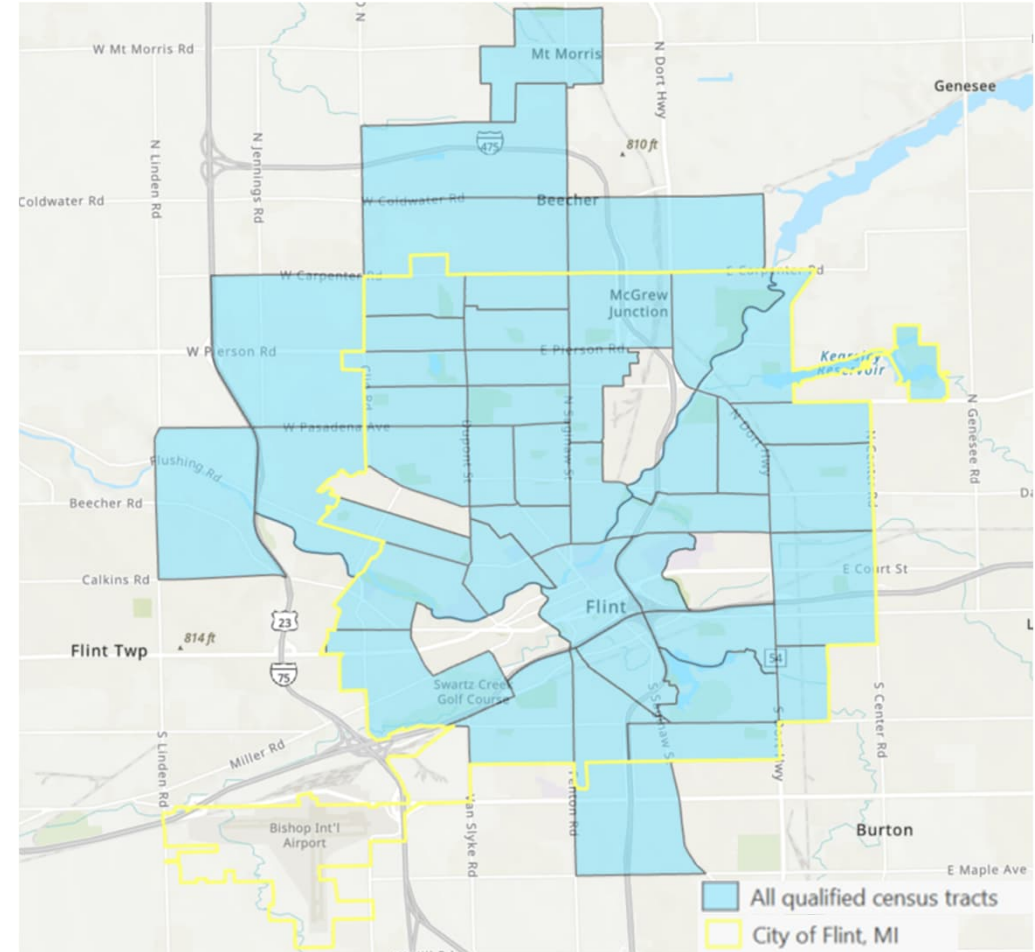
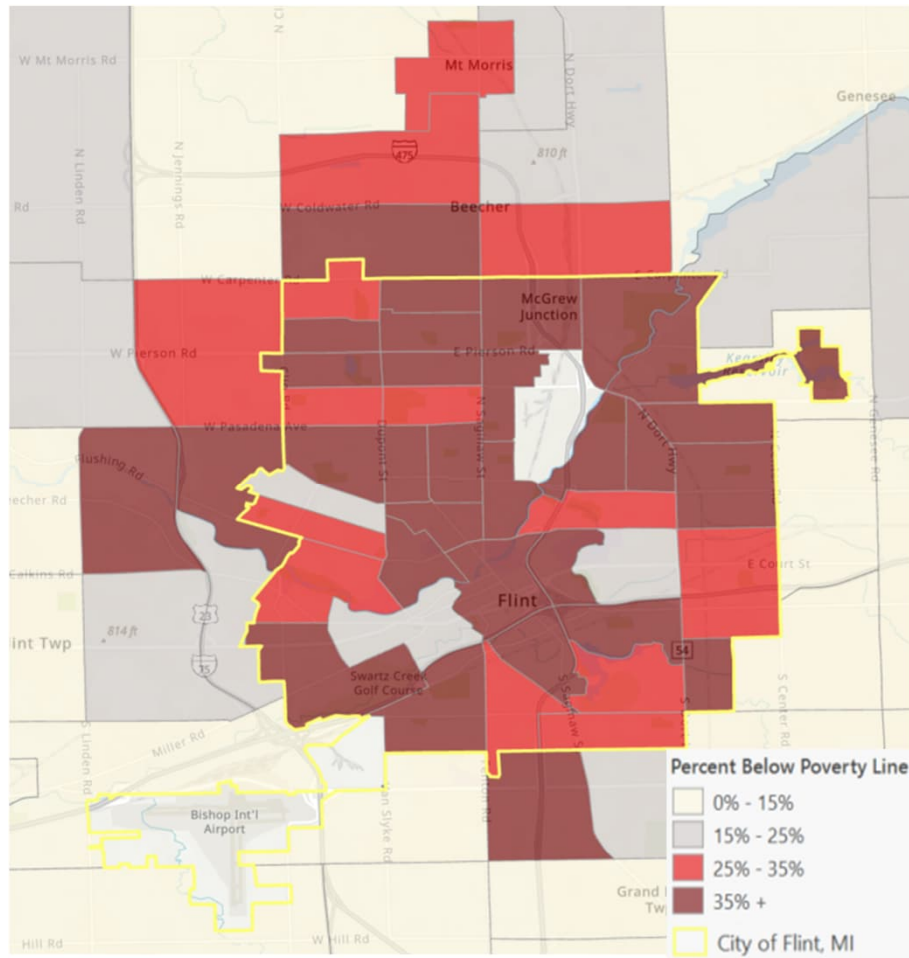


Impact of COVID-19 on Flint

- ▶ U.S. Treasury Department guidance for use of SLFRF funding provides the most flexibility to “disproportionately impacted communities.”
- ▶ Disproportionately impacted communities can use SLFRF funding for a wider range of projects than other communities, including lead abatement, blight elimination, community health workers, and educational programs.
- ▶ Disproportionately impacted communities are defined as Qualified Census Tracts (a federal designation of neighborhoods where household income is 60% or less than the Area Median Income or 25% or more households are in poverty) or “low income” communities based on other benchmarks.
- ▶ Communities that experienced an increase in violent crime during the pandemic can use SLFRF funds for victim assistance, violence intervention, and law enforcement efforts.
- ▶ As shown in the following slides, Flint is disproportionately impacted across multiple dimensions: income, poverty, employment, crime, and the toll of COVID-19.



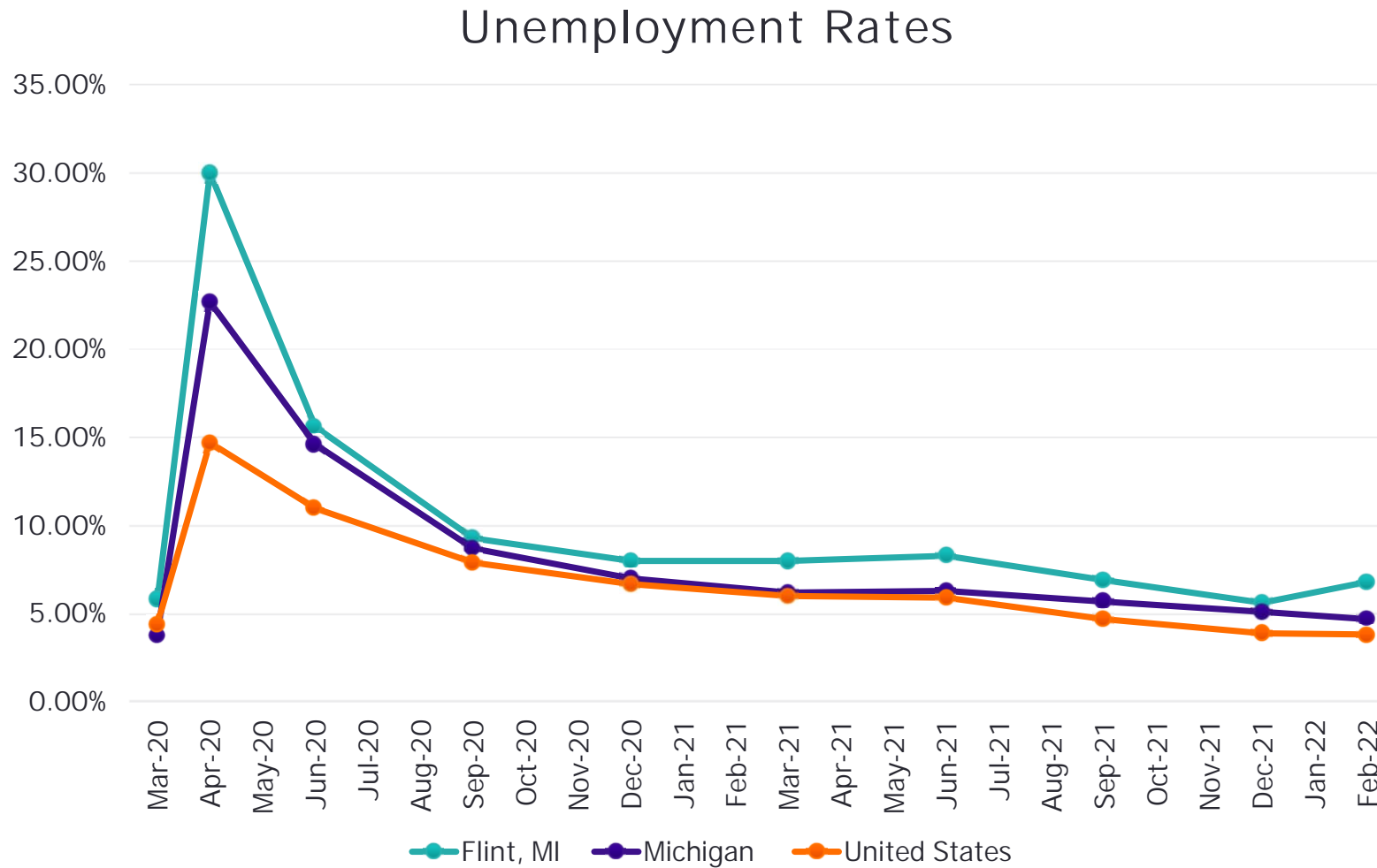
Flint, MI Economic Analysis Mapping



The map on the left shows Flint's high concentration of poverty, with all but four Census tracts above 25% poverty. The map on the right shows that all but four of Flint's Census tracts are Qualified Census Tracts (QCTs, with income below 60% of AMI or poverty above 25%).



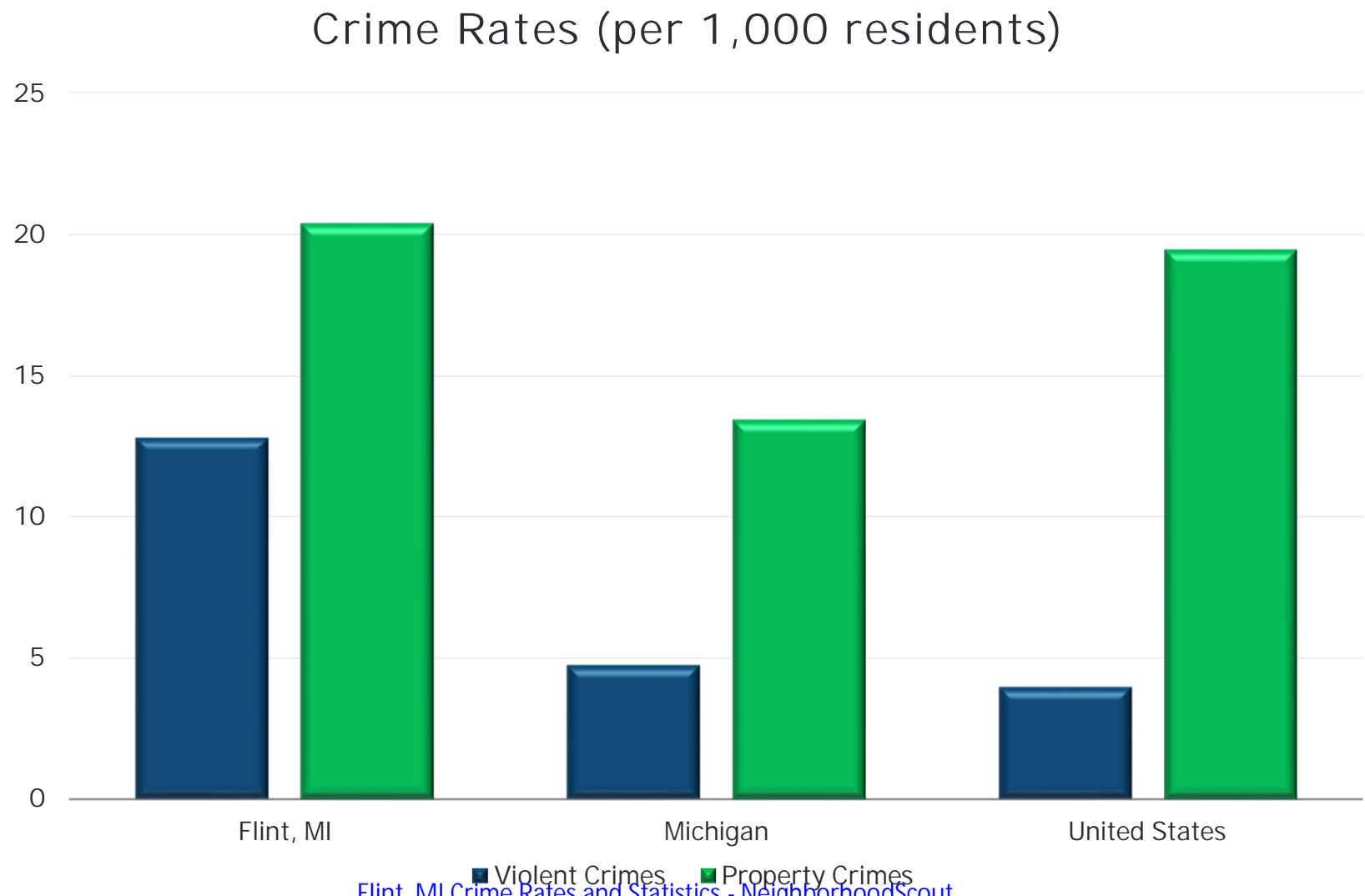
Unemployment Rate Trends



[Bureau of Labor Statistics Data \(bls.gov\)](https://www.bls.gov)



Crime Rates

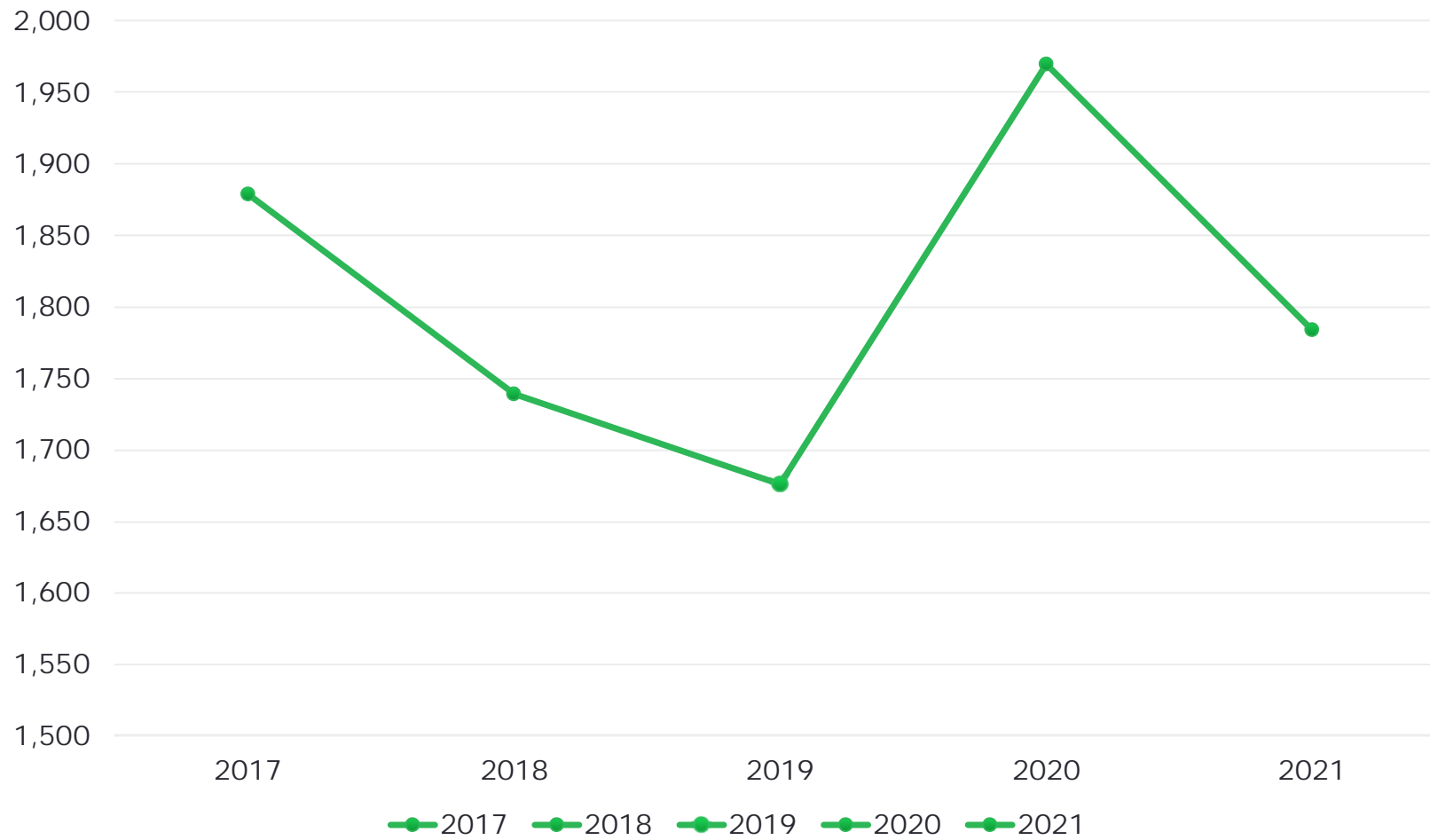


[Flint, MI Crime Rates and Statistics - NeighborhoodScout](#)



Violent Crime Trends

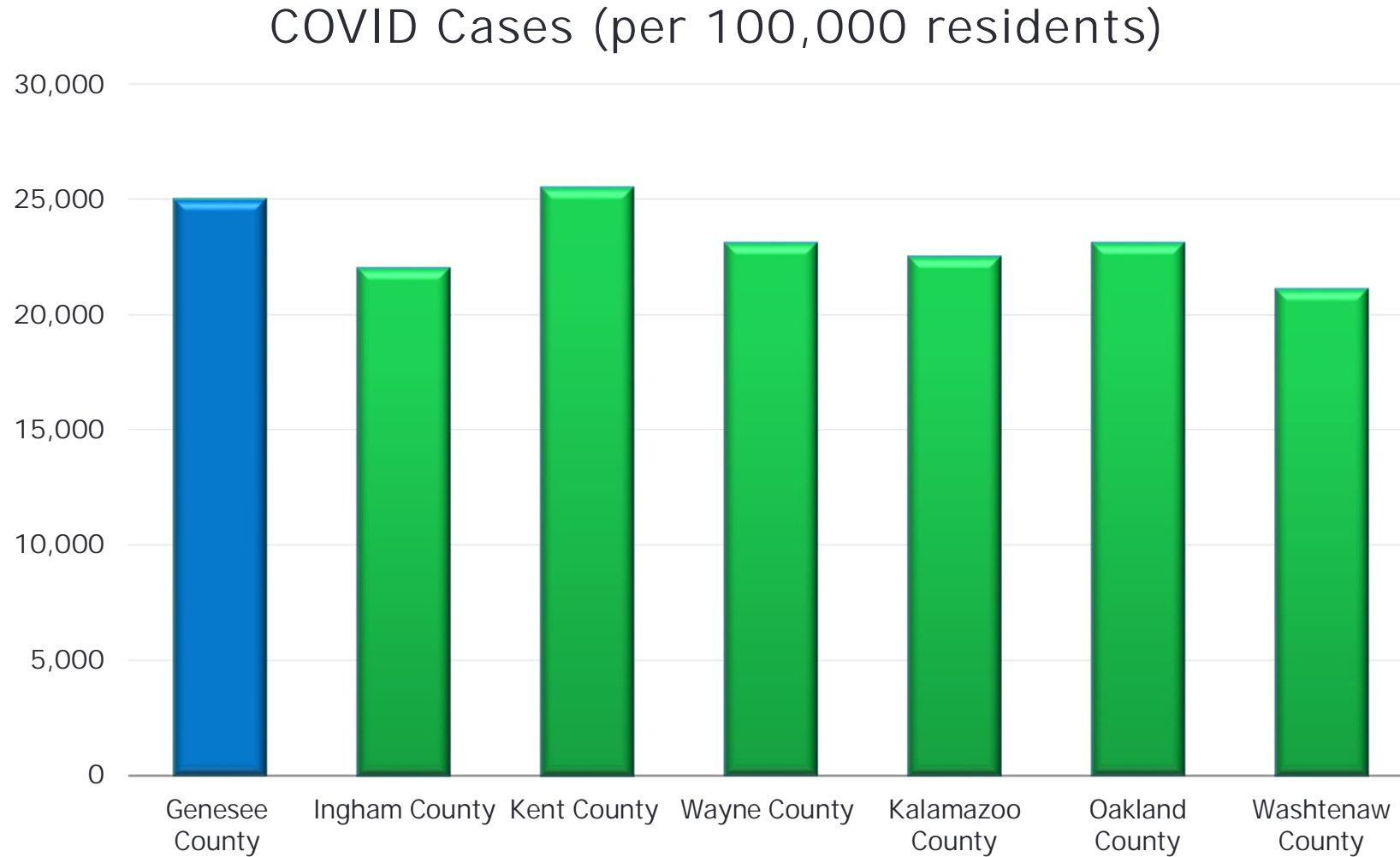
Violent Crime in Flint, Michigan



[FBI – Michigan](#); [FBI – Michigan](#); [City of Flint](#); [City of Flint](#)



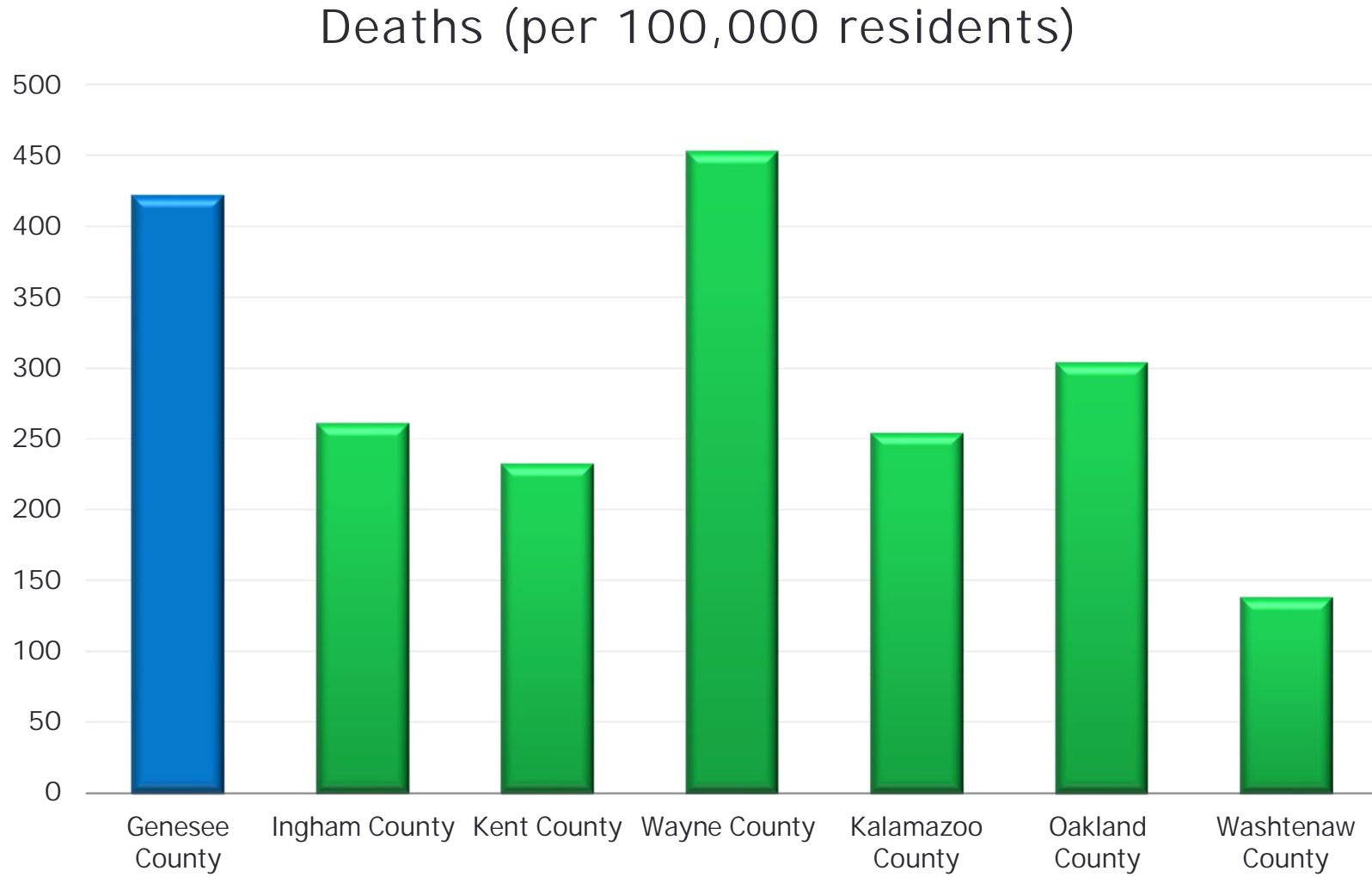
COVID Case Rates



[Michigan coronavirus cases and deaths | USAFacts](#)



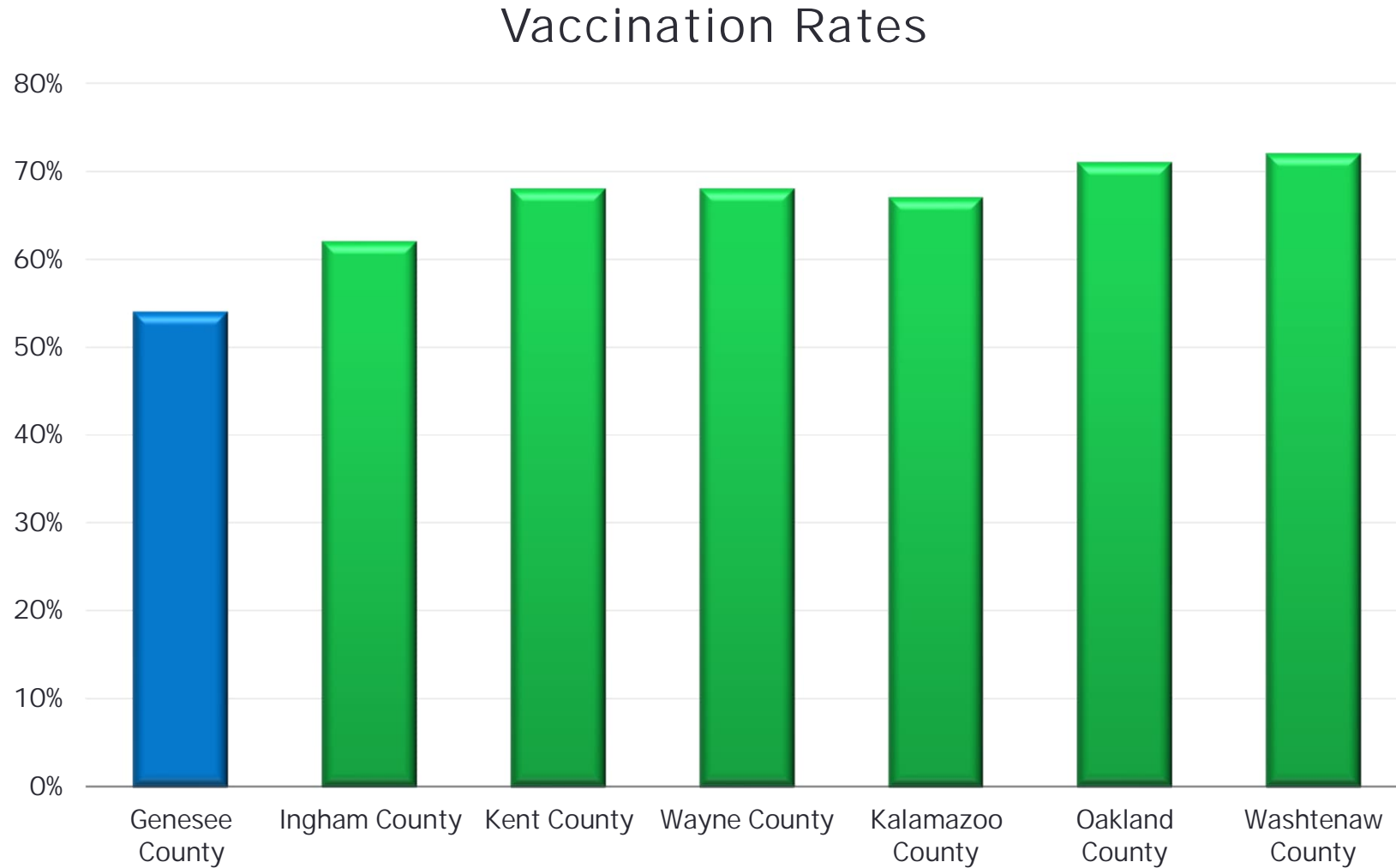
COVID Death Rates



[Michigan coronavirus cases and deaths | USAFacts](#)



COVID Vaccination Rates



These rates are based on "completed" vaccinations. Meaning, the individuals received either both doses of Moderna/Pfizer or one dose of Johnson & Johnson.

[Coronavirus in Michigan: Maps, charts and the latest reports \(mlive.com\)](https://www.mlive.com)

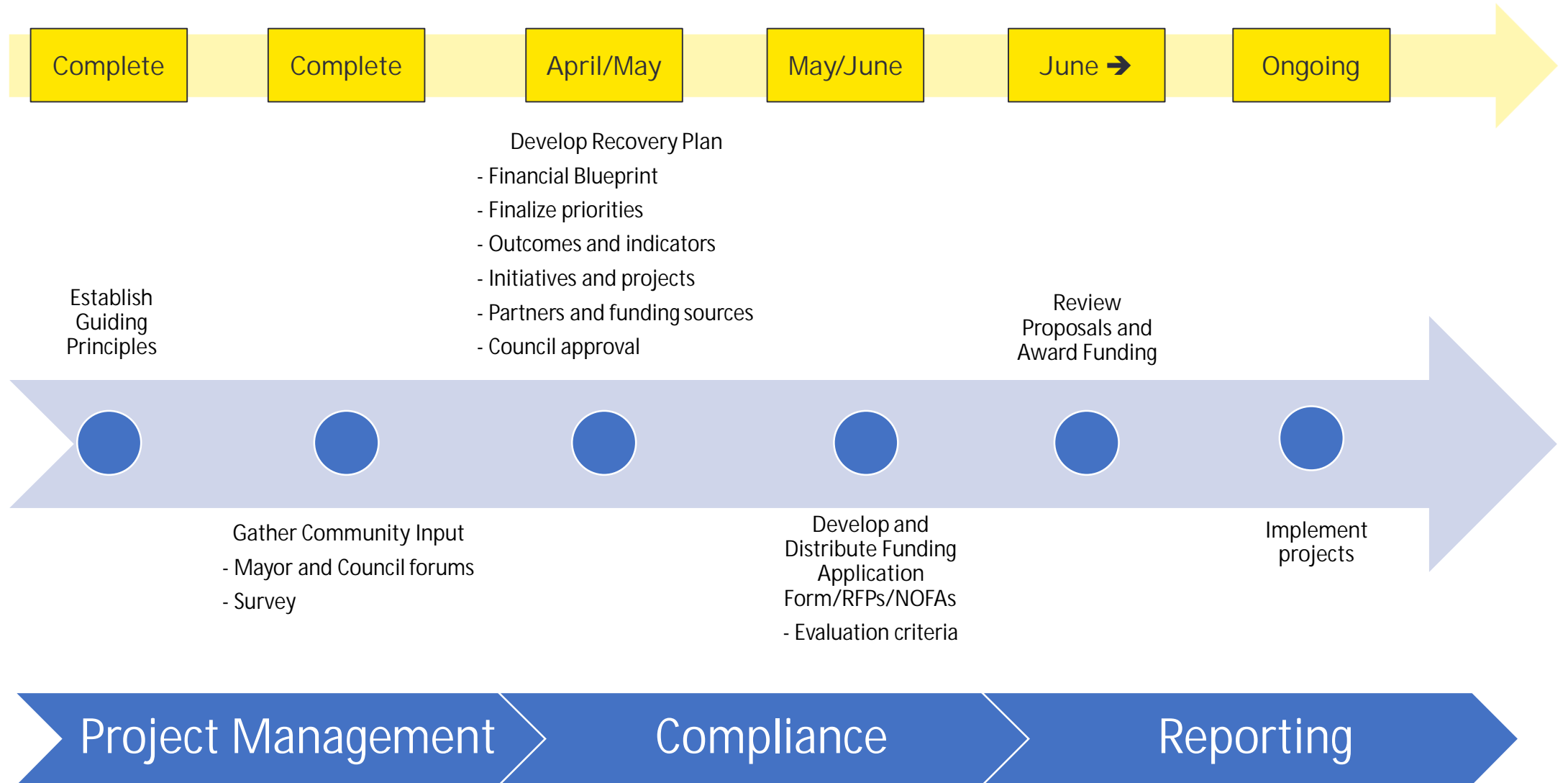


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Proposed Workplan



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Guiding Principles

Equity



Our recovery plan should reflect the voices of all residents and seek to reduce racial and other disparities.

Responsibility



American Rescue Plan funding is temporary. Our investments should lay the foundation for lasting change but not create future financial burdens for the City.

Sustainability



Our plan should combat environmental injustice and mitigate the long-term effects of climate change.

Compliance



We must ensure that every dollar is spent on eligible activities and is accounted for properly.

Transformation



The projects we fund should produce outcomes that make a measurable difference in people's lives. We will focus the dollars on long term impact.

Transparency



We pledge to make decisions openly, inform residents how the money is spent, and deliver the results.

Leverage



Our plan should prioritize investments that collaborate with other funders, help generate new revenue or cost savings, and recycle dollars to multiply their impact.



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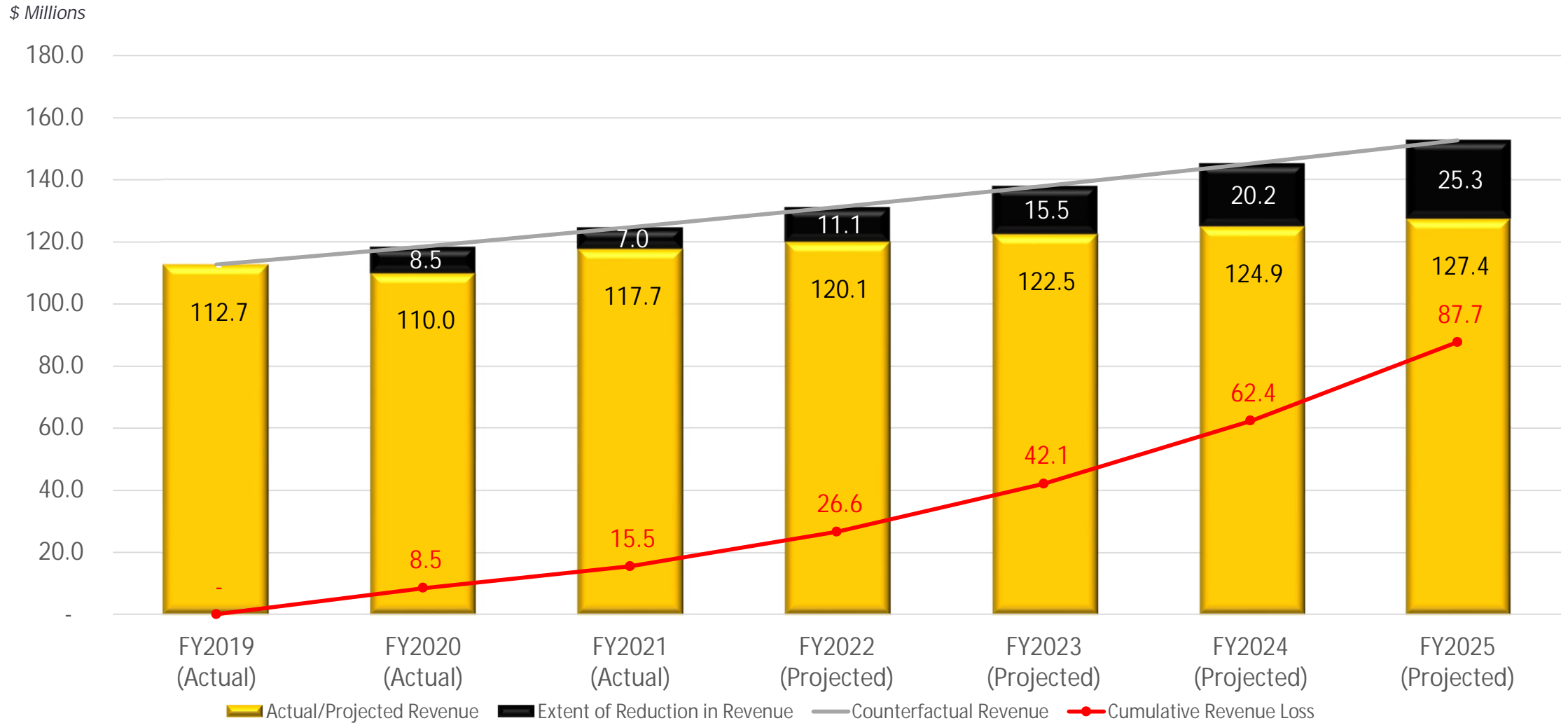


Financial Blueprint

- ▶ An important component of Flint's ARPA Plan is a Financial Blueprint
- ▶ The Financial Blueprint includes:
 1. A calculation of Flint's revenue loss due to the pandemic. This calculation is based on U.S. Treasury Department guidance and determines the amount of Flint's SLFRF allocation that can be spent for government services.
 2. A multi-year projection of General Fund revenue vs. the cost of maintaining current services, used to determine the amount of SLFRF funds needed to stabilize the City's budget.
 3. A proposed allocation of available SLFRF dollars to eligible use categories, administration, and contingency.



Projected Revenue Loss



Financial Blueprint

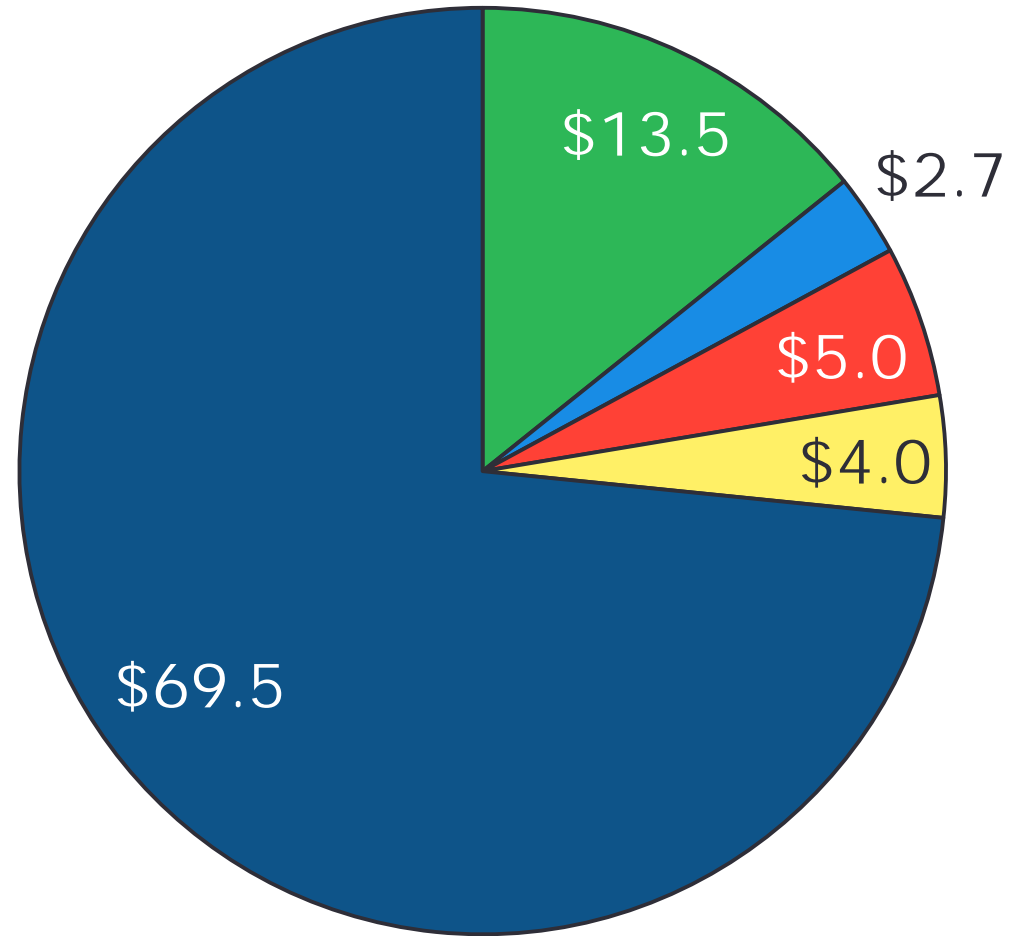
■ Maintaining City Services

■ Premium Pay

■ COVID Response/Contingency

■ Administration & Evaluation

■ New Community Investments (Blight Elimination, Economic Development, Public Safety & Crime Prevention, Homeowners, Infrastructure, Public Health)



Blueprint Details

Maintaining City Services: This allocation of \$13.5 million replaces lost revenue to enable Flint to maintain core city services without reducing reserves below the policy level. The details of how this funding amount will be used are provided on page 28

Premium Pay: This allocation of \$2.7 million reflects funding that the City Council has appropriated for this purpose.

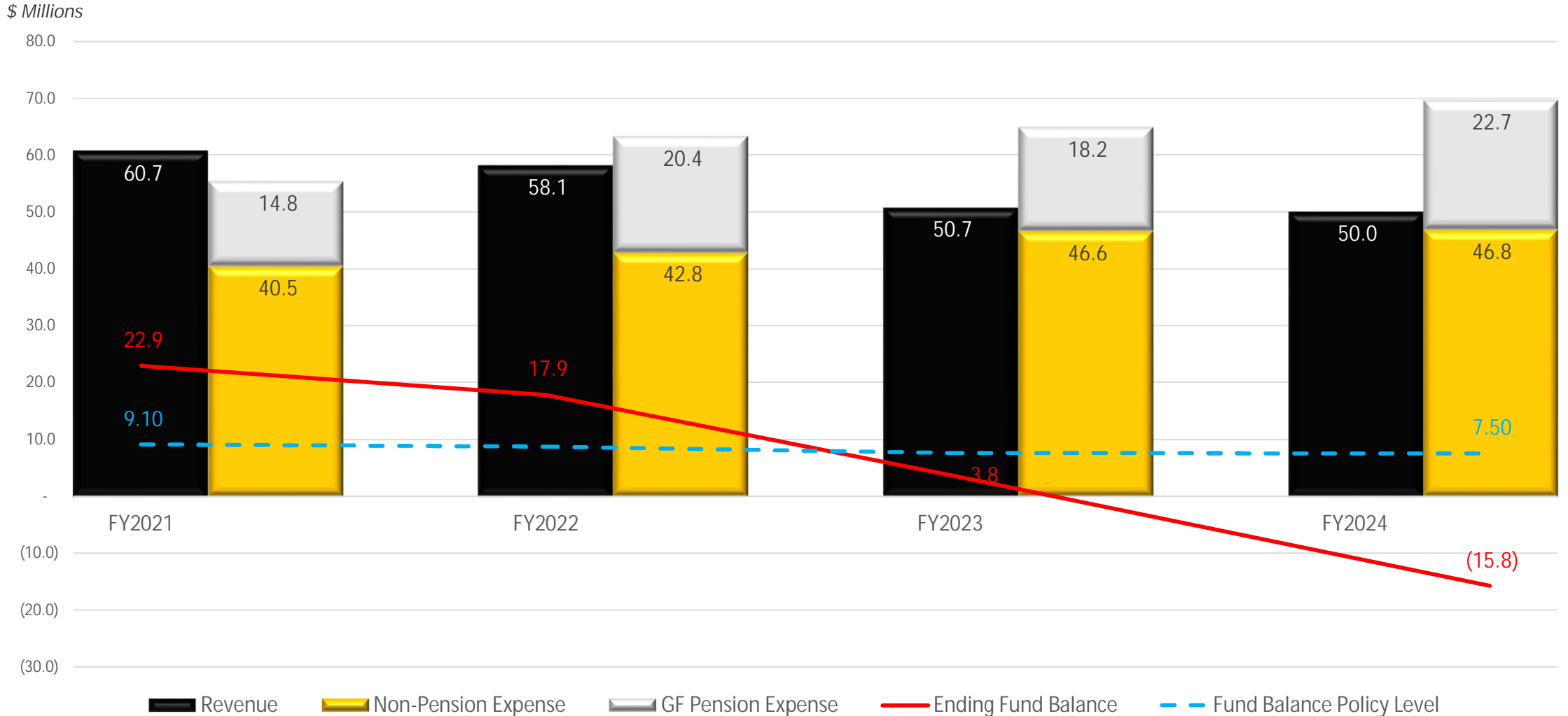
COVID Response/Contingency: This allocation of \$5 million ensures that funding is available for multiple potential contingencies, including a new COVID variant, an unforeseen cost or revenue loss impacting city services, a new SLFRF funding opportunity, additional investment in a successful and popular SLFRF project, etc.

Administration & Evaluation: This allocation of \$4 million covers the cost of the city's contract with EY for assistance with SLFRF planning, implementation, compliance, and reporting through calendar year 2026; the City's other costs of administering SLFRF funding, including staff time; and evaluation of SLFRF-funded projects and programs required by U.S. Treasury Department guidance.

Community Investments: This allocation of \$69.5 million is for projects and programs approved by the Mayor and City Council to advance Flint's COVID recovery priorities – Economic Development, Public Safety, Housing & Blight Elimination, Public Health, and Infrastructure. Proposed projects are detailed in the next section of the plan.



Multi-Year GF Budget Forecast



Budget Stabilization Plan

- ▶ The plan proposes \$13.5M of SLFRF revenue replacement funds for budget stabilization
 - SLFRF funds are not used to cover unsustainable pension costs.
 - The plan progressively reduces reliance on SLFRF funds in order to avoid a “fiscal cliff” when the funds expire.
- ▶ Breakdown of the \$13.5M:
 - FY 2023 - \$8.15M to maintain current services without reducing fund balance below the policy level
 - FY 2024 - \$3.6M to cover 66% of projected GF deficit
 - FY 2025 - \$1.8M to cover 33% of projected GF deficit

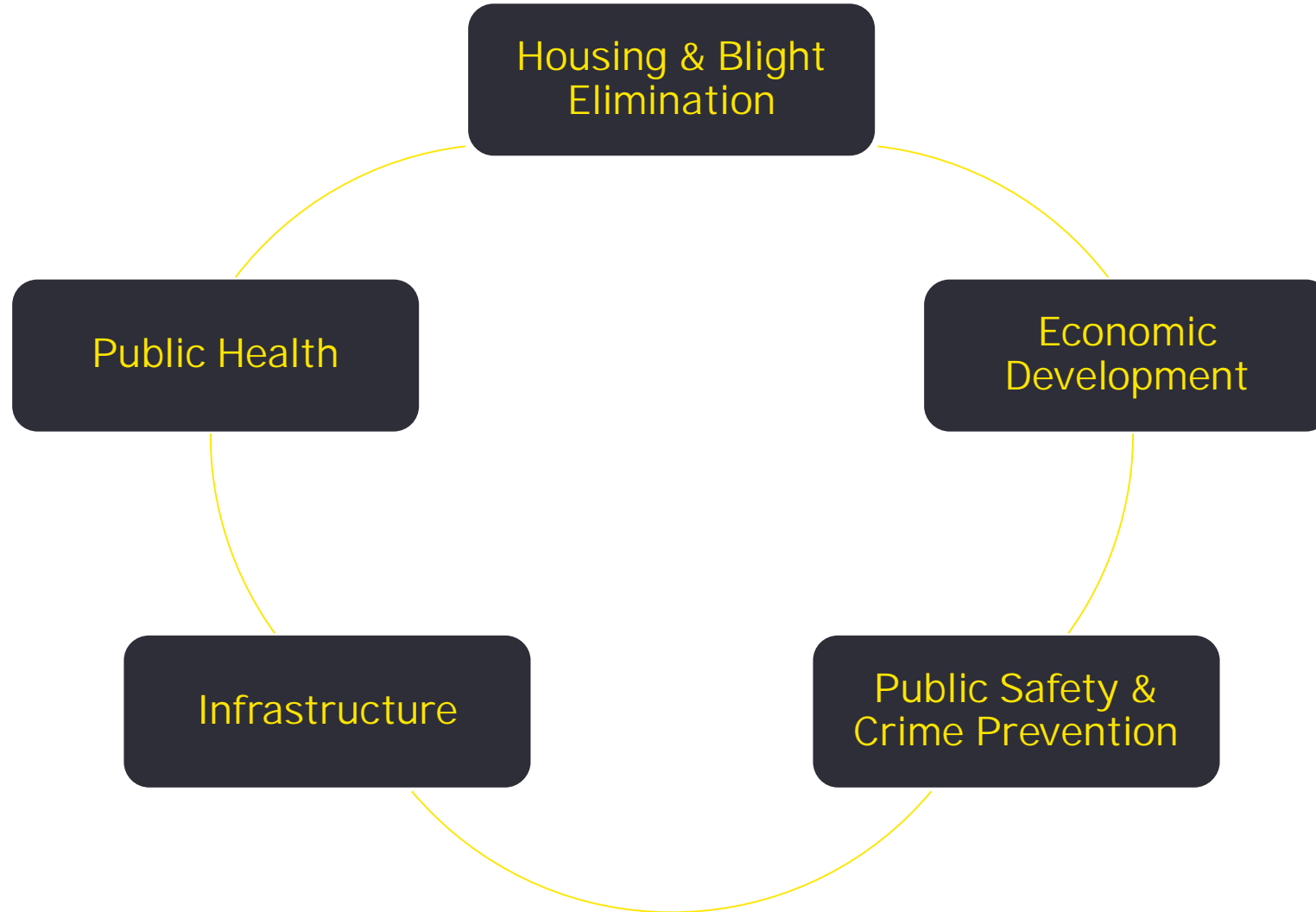


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ARPA Community Priorities



Public Engagement

The City of Flint provided residents with several opportunities to provide input on the priorities for use of American Rescue Plan funding.

The City conducted a resident survey

In addition, the Mayor hosted four public input sessions at various locations around the city:

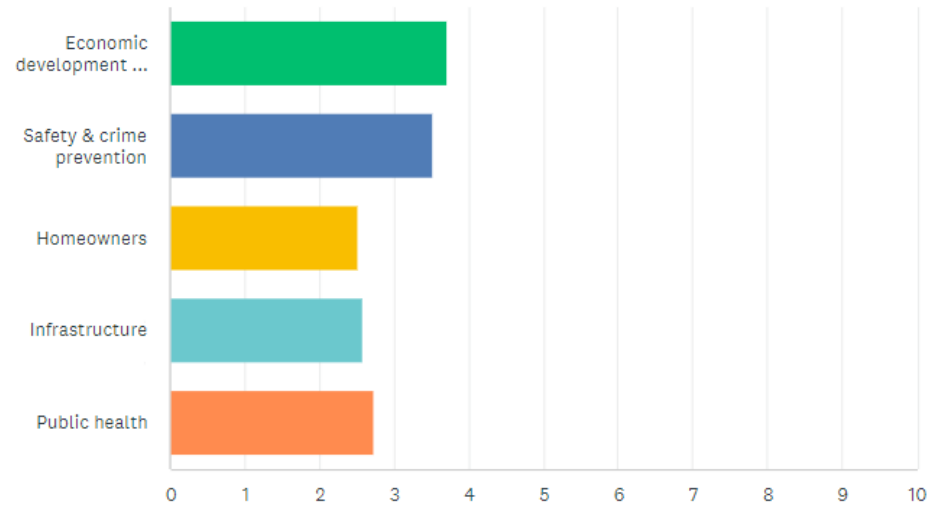
- 1.Thursday, February 17:** Mott Community College Event Center
- 2.Tuesday, February 22:** Sylvester Broome Empowerment Village
- 3.Thursday, March 3:** Accelerated Learning Academy (old Scott School)
- 4.Tuesday, March 8:** Insight Institute of Neurosurgery & Neuroscience (IINN)

The following slides show the survey results and summarize input received at the public sessions.



Resident Survey: Highest Priority Projects

Answered: 182 Skipped: 11



	1	2	3	4	5	TOTAL	SCORE
▼ Economic development & blight elimination	36.26% 62	27.49% 47	12.87% 22	16.37% 28	7.02% 12	171	3.70
▼ Safety & crime prevention	27.49% 47	31.58% 54	17.54% 30	11.70% 20	11.70% 20	171	3.51
▼ Homeowners	13.02% 22	8.88% 15	24.26% 41	24.85% 42	28.99% 49	169	2.52
▼ Infrastructure	6.59% 11	20.36% 34	22.16% 37	26.95% 45	23.95% 40	167	2.59
▼ Public health	18.34% 31	11.24% 19	23.08% 39	18.34% 31	28.99% 49	169	2.72



Community Input

Blight & Housing

- Improve neighborhood landscaping
- Renters are not getting sufficient support from their landlords when it comes to maintaining their homes
- Residents cannot afford the cost of necessary home repairs

Economic Development

- Improve residents access to childcare
- Aid at-risk youth and address issues that may have been exacerbated from the pandemic

Public Safety

- Hire additional police officers
- Increase policing and penalties on squatters and thieves who inhabit and steal from blighted structures
- Increased presence of security cameras
- Add speedbumps on highly trafficked streets



Community Input

Infrastructure









- Sidewalk repair and ADA compliant crossings
- Updated playgrounds
- Water and sewer infrastructure upgrades

Public Health

- Access to mental healthcare
- Expanded accessibility for individuals with disabilities
- Urban farming projects to increase public health and access to healthy food



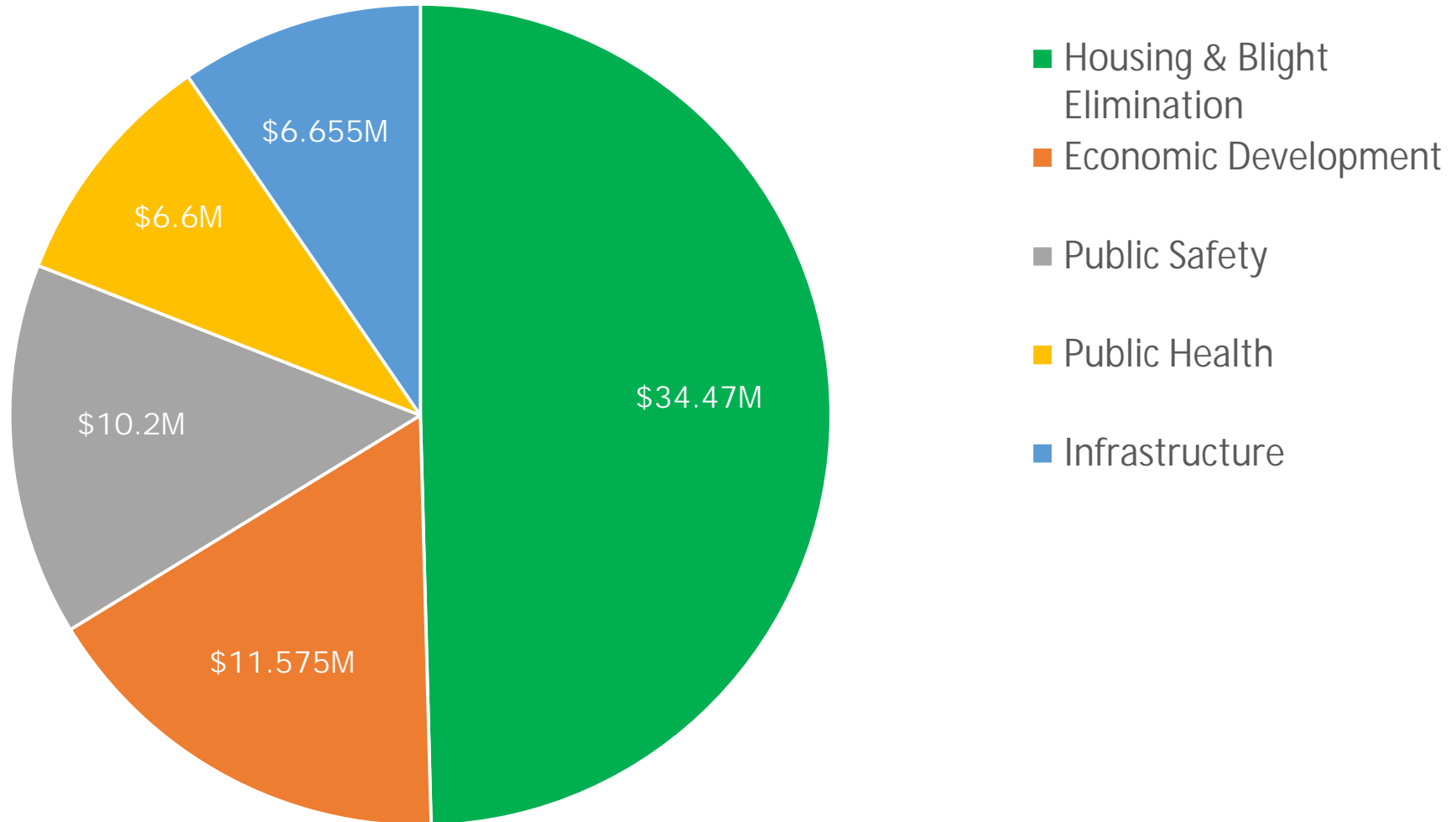
Project Evaluation Rubric

								
Score	Eligibility	Timeline/Feasibility	Alignment with Recovery Plan Goals	One-Time vs. Recurring Cost	Collaboration and Leverage	Sustainability	Equity	Outcomes/Evidence
Low	Does not meet ARPA guidelines	Low confidence that funds can be obligated by Dec. 2024 expended by Dec. 2026	The project does not align with Recovery Plan goals	Creates future financial obligations that are not offset	Leverage has not been secured	No impact or negative impact on the environment, climate change mitigation	Project does not promote equity or potentially exacerbates inequities	Outcomes of the project are not well defined or measurable
Medium	Likely meets ARPA guidelines; may require modifications	Medium confidence that funds can be obligated by Dec. 2024 expended by Dec. 2026	The project aligns moderately with at least one Recovery Plan goal	Pilot or other project that could create pressure on future budgets	Some leverage has been secured	Has potential positive impact on the environment, climate change mitigation	Project generally promotes equity, but does not achieve specific outcomes	Outcomes of the project are defined but not backed by strong evidence
High	Clearly meets ARPA Guidelines	High confidence that funds can be obligated by Dec. 2024 expended by Dec. 2026	The project aligns strongly with one or more Recovery Plan goals	One-time cost or project that will generate offsetting savings or revenue	Meets significant leverage (4-1 ratio)	Has positive and measurable impacts on the environment, climate change mitigation	Project promotes specific equitable outcomes	Outcomes of the project are clearly defined and backed by strong evidence



Breakdown of the New Community Investment Categories

\$69.5 Million



Project Slide Template – Explanation

Project Identification Number / Project Name:

Numbering system given to the projects

Funding Amount:

The amount of ARPA funds budgeted for this project

Project Expenditure Category:

What expenditure category does this project fit into as defined in the U.S. Treasury Compliance and Reporting Guidance.

Implementation Strategy:

How is the project going to be accomplished. Examples: Grants, Partnerships, Contracts, City Actions

Project Overview

A short description of the project

Use of Evidence

Federal guidance encourages recipients to fund evidence-based projects, meaning they follow a model found to be effective. Evidence level (Strong, Moderate, Preliminary) is defined in the U.S. Treasury reporting guidelines. A description of the evidence with a link to the sources. The best evidence comes from evaluation studies of similar projects.

Equity Impact

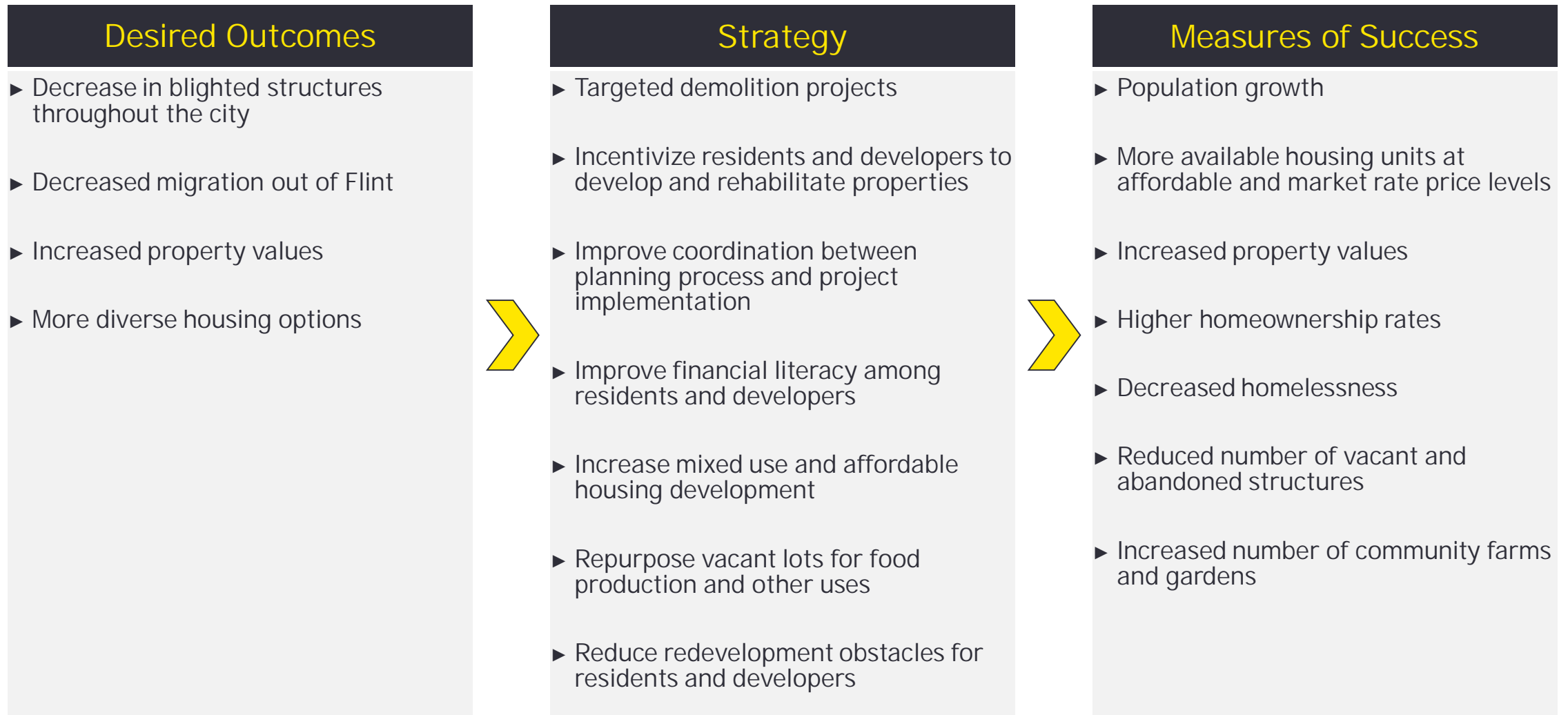
U.S. Treasury encourages that the funds promote strong, equitable growth, including racial equity. This section describes how the project will promote specific equitable outcomes in the community or address disparities.

Key Performance Indicators

U.S. Treasury requires that projects have performance indicators to measure outputs and outcomes that result from SLFRF funding.



Housing & Blight Elimination



Housing & Blight Elimination

Project	Cost
Demolition of condemned properties	\$16,000,000 * These funds have been approved by City Council.
City cleanup	\$2,820,000
Grants for alternative uses of vacant lots	\$500,000
Financial literacy training	\$50,000
Home repair & improvement grants	\$2,000,000
Gap Financing for residential and mixed-use projects	\$3,400,000
Foreclosure avoidance	\$1,000,000
Water bill relief	\$8,600,000
Planting street trees	\$100,000
Total	\$34,470,000



Housing & Blight Elimination

Project Identification Number / Project Name:

HB-01/Demolition of condemned properties

Funding Amount:

\$16,000,000

Project Expenditure Category:

2.23 - Strong Healthy Communities: Demolition and Rehabilitation of Properties

Implementation Strategy:

Partnership with Genesee County Land Bank

Project Overview

Land Bank has assembled a \$43 million blight elimination plan including \$16 million from the City of Flint. Focus is on demolition of 2,400 Land Bank properties, 94% of which are in Flint.
 Total Potential Funding with Other Sources: \$43 million
 These funds have already been obligated by City Council.

Use of Evidence

Evidence Level: Moderate
 There is some evidence that land banking reduces blight by demolishing unsafe building, reducing property vacancies and maintain vacant lots. [Land banking – County Health Ranking & Roadmaps](#).

Equity Impact

Blight elimination supports renewal of distressed neighborhoods.

Key Performance Indicators

of structures demolished
 # of vacant and abandoned properties
 Property values in targeted neighborhoods



Housing & Blight Elimination

Project Identification Number / Project Name:

HB-02/City cleanup

Funding Amount:

\$2,820,000

Project Expenditure Category:

2.22 - Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Implementation Strategy:

Dept. Of Public Works, Contracts

Project Overview

City clean-up projects including weed and trash abatement, reduced dumping, cleaning vacant sites. purchasing equipment to make crews more efficient.
Expansion of illegal dumping surveillance cameras.
Plant ground covering on vacant lots to reduce mowing costs.
Hire contractors to tackle backlogs caused by pandemic.
Rodent abatement.

Use of Evidence

Evidence Level: Moderate

Research has shown that when cities make efforts to clean up empty spaces the mental health of community members improve. Additionally, once cleaned the lots are less appealing place for crime and cause a drop in gun violence and vandalism. ["Study: When a city's trashy lots are cleaned up, residents' mental health improves" The Washington Post, August 17, 2018](#)

Equity Impact

City cleanup activities improve living conditions for residents in distressed neighborhoods

Key Performance Indicators

of illegal dumping cameras
of illegal dumping complaints
Tons of debris removed



Housing & Blight Elimination

Project Identification Number / Project Name:

HB-03/Grants for alternative uses of vacant lots

Funding Amount:

\$500,000

Project Expenditure Category:

2.22 - Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Implementation Strategy:

Grant Program

Project Overview

Give grants for sustainable uses of vacant lots, such as urban farming, flower gardens, rain gardens, etc.

Use of Evidence

Evidence Level: Moderate

Some evidence to establish that the use of community gardens, often converted from vacant lots, have benefits to increase access to fruits and vegetables and increased physical activity. [Community gardens - County Health Rankings & Roadmaps](#).

Equity Impact

Vacant lots are prevalent in Flint's most distressed neighborhoods. Creative reuse of these lots can improve food access, reduce energy costs, and increase property values.

Key Performance Indicators

of vacant lots repurposed

of acres of urban farms and gardens

Property values in targeted neighborhoods



Housing & Blight Elimination

Project Identification Number / Project Name:

HB-04/Financial literacy training

Funding Amount:

\$50,000

Project Expenditure Category:

2.25 - Addressing Educational Disparities: Academic, Social, and Emotional Services

Implementation Strategy:

Contract

Project Overview

Help residents understand path to homeownership and how to manage a home.

Use of Evidence

Evidence Level: Moderate

Some evidence that financial education can improve financial literacy and financial behavior. [Financial education for adults - County Health Rankings & Roadmaps](#)

Equity Impact

Financial literacy training helps low- and moderate-income residents plan for homeownership and may reduce the racial wealth gap.

Key Performance Indicators

of participants who successfully complete financial literacy training
% of participants reporting that they plan to purchase a home
City homeownership rate



Housing & Blight Elimination

Project Identification Number / Project Name:

HB-05/Home repair & improvement grants

Funding Amount:

\$2,000,000

Project Expenditure Category:

2.23 – Strong Healthy Communities: Demolition and Rehabilitation of Properties

Implementation Strategy:

Grant Program

Project Overview

Grants to aid residents in the restoration and rehabilitation of their homes. The grants will improve housing conditions, health outcomes and mental health while it will also decrease the migration of people out of Flint. Grants can potentially include lead abatement programs and increased accessibility for seniors.

Use of Evidence

Evidence Level: Strong

These program outcomes include improved housing conditions, improved health outcomes, and improved mental health. [Housing rehabilitation loan & grant programs – County Health Rankings & Roadmaps](#)

Evidence Level: Strong

Programs that eliminate lead-based paint by removing or encapsulating led paint and/or removing lead painted fixtures and surfaces cause a reduction in lead exposure. [Lead paint abatement programs – County Health Ranking & Roadmaps](#)

Equity Impact

These grants will help increase property values and reduce health hazards for residents of distressed neighborhoods.

Key Performance Indicators

of homes repaired or renovated

% of children with asthma or elevated lead levels

Assessed value of renovated properties



Housing & Blight Elimination

Project Identification Number / Project Name:

HB-06/Gap Financing for residential and mixed-use projects

Funding Amount:

\$3,400,000

Project Expenditure Category:

2.37 - Economic Impact Assistance: Other

Implementation Strategy:

Grant program

Project Overview

Several proposed residential and mixed-use projects require gap financing to become a reality. This project would award gap financing grants on a competitive basis to proposals with the greatest potential to attract and retain residents.

Use of Evidence

Evidence Level: Preliminary

A report by the Metropolitan Area Planning Council of Boston listed numerous benefits of mixed-use developments including that it spurs revitalization, may increase affordable housing opportunities, promotes a sense of community and place, encourages economic investments, among other benefits. ["What are the Benefits of Mixed Use Development?" MAPC, February 11, 2010.](#)

Equity Impact

New residential and mixed-use projects will help Flint stabilize its population and grow its tax base.

Key Performance Indicators

of new residential units built
% of new units occupied
City population



Housing & Blight Elimination

Project Identification Number / Project Name:

HB-07/Foreclosure avoidance

Funding Amount:

\$1,000,000

Project Expenditure Category:

2.18, 3.12 – Housing Support: Other Housing Assistance

Implementation Strategy:

Assistance payments

Project Overview

This project provides assistance with tax and insurance liabilities, which are not covered by other foreclosure avoidance programs.

Use of Evidence

Evidence: Moderate

Foreclosure avoidance programs help provide individuals with education on rights and obligations as well as financial assistance including assistance with taxes, creating homeownership stability. [Foreclosure Prevention Programs – Local Housing Solutions](#)

Equity Impact

This project fills a gap in foreclosure prevention programs to protect the most vulnerable homeowners from displacement.

Key Performance Indicators

of foreclosures prevented

% of clients who maintain homeownership after 1 year



Housing & Blight Elimination

Project Identification Number / Project Name:

HB-08/Water bill relief

Funding Amount:

\$8,600,000

Project Expenditure Category:

2.1 – Household Assistance: Rent, Mortgage, and Utility Aid

Implementation Strategy:

City Treasurer

Project Overview

This project provides a \$300 water bill credit to residential water accounts, the equivalent of 3 months of the average water bill.

Use of Evidence

NA

Equity Impact

This project will help families burdened by unpaid water bills, which are disproportionately minority.

Key Performance Indicators

of credits given

\$s of water bill arrearages

% of accounts current on water bill payments



Housing & Blight Elimination

Project Identification Number / Project Name:

HB-09/Tree hazard abatement

Funding Amount:

\$100,000

Project Expenditure Category:

3.3 – Public Sector Workforce: Other

Implementation Strategy:

Department of Public Works

Project Overview

Address backlog of requests for removal hazardous and downed trees from private property for owners who cannot afford commercial tree service. Funding will cover 40-150 properties, depending on size and complexity of jobs.

Use of Evidence

Evidence Level: Moderate

Investing in trees increases property values, increases business profitability, increases gross domestic product and provides energy savings. A 2017 study found that for every dollar invested the annual benefit is between \$1.37 and \$3.09. [Urban and Community Forestry Program](#)

Equity Impact

Improve living conditions and increase property values for residents in distressed neighborhoods.

Key Performance Indicators

of properties cleared of tree hazards and waste
of voluntary tree plantings on cleared properties



Economic Development



Economic Development

Project	Cost
Facade and building improvement grants	\$5,000,000
Small business improvement loan fund	\$375,000
Industrial site development	\$3,250,000
Property disposition	\$350,000
Streamline development plans review and permitting	\$600,000
Reactivate Oak Business Center	\$1,500,000
Small business grant program	\$500,000
Total	\$11,575,000



Economic Development

Project Identification Number / Project Name:

ED-01/Facade and building improvement grants

Funding Amount:

\$5,000,000

Project Expenditure Category:

2.31 - Rehabilitation of Commercial Properties or Other Improvements

Implementation Strategy:

Grant Program

Project Overview

Facade and building updates for commercial districts in each of the four quadrants of the city. Work has already been started in the MLK area. Other targeted areas are Davidson, Flushing and Chevrolet, Welch and Chevrolet, City Corridor, Pierson and Clio.

Use of Evidence

Evidence Level: Preliminary

In Pittsburgh, the Urban Redevelopment Authority launched four façade improvement programs. The program was suggested to improve street aesthetics and promote economic growth by making people feel safer. ["Façade improvement: the secret behind your favorite Pittsburgh places" Next Pittsburgh, October 21, 2014](#)

Equity Impact

This project targets business districts in distressed areas of Flint. Many of the businesses in these districts are minority-owned.

Key Performance Indicators

of commercial properties improved
Commercial vacancy rates
Retail sales in targeted districts



Economic Development

Project Identification Number / Project Name:

ED-02/Small business improvement loan fund

Funding Amount:

\$375,000

Project Expenditure Category:

2.29 - Loans or Grants to Mitigate Financial Hardship

Implementation Strategy:

Loan Program

Project Overview

Provide revolving loans for 40 businesses (10 from each of the 4 quadrants of Flint). The City will seek other funders to match the \$375,000 investment to create a revolving loan fund for small businesses and start-ups. The City will also seek a partner to sponsor a BIPOC developer training/line of credit program.

Total Potential Funding with Other Sources: \$750,000

Use of Evidence

Evidence Level: Preliminary Evidence

Expert opinions suggest it is a strategy to increase business growth, community wealth, economic development, and economic revitalization in distressed communities. [Community Development Financial Institutions - County Health Rankings & Roadmaps](#)

Equity Impact

This project will have a significant impact on minority-owned businesses.

Key Performance Indicators

of businesses assisted

of new jobs created

Loan repayment rate



Economic Development

Project Identification Number / Project Name:

ED-03/Industrial site development

Funding Amount:

\$3,250,000

Project Expenditure Category:

2.31 - Rehabilitation of Commercial Properties or Other Improvements

Implementation Strategy:

Grant or loan program

Project Overview

This project would competitively award funding to proposals to prepare industrial sites for job-producing development. Awards will be based on proposal potential, return on investment, and feasibility.

Use of Evidence

Evidence Level: Preliminary

Michigan Economic Development Foundation launched a program to help transform economic opportunities including a site readiness grant. [Job Growth: A Sampling of 2021 Successes, Michigan Economic Development Foundation](#)

Equity Impact

The goal of this project is to create jobs for unemployed Flint residents. Flint's unemployment rate is double that of the state.

Key Performance Indicators

Private dollars invested in Flint
of new jobs created



Economic Development

Project Identification Number / Project Name:

ED-04/Property Disposition

Funding Amount:

\$350,000

Project Expenditure Category:

2.37 - Economic Impact Assistance: Other

Implementation Strategy:

Temporary staffing

Project Overview

Current backlog of over 1,000 properties on the disposition list. Estimate need for 4 full-time equivalent staff (2 staff for 2 years) to clear the backlog.

Use of Evidence

NA

Equity Impact

Property disposition is a critical step in eliminating blight in distressed neighborhoods.

Key Performance Indicators

of properties on the disposition backlog
of properties sold or repurposed for beneficial use
Property tax revenue



Economic Development

Project Identification Number / Project Name:

ED-05/Streamline development plans review and permitting

Funding Amount:

\$600,000

Project Expenditure Category:

6.1 - Provision of Government Services

Implementation Strategy:

Contract

Project Overview

Technology and equipment to enable submission of building permits and development plans online, including online payment, which would create a streamlined process.

Use of Evidence

NA

Equity Impact

No direct equity impact, but the system and process improvements will expedite beneficial neighborhood development projects.

Key Performance Indicators

Number of days to review plans and permits
% of plan and permit fees paid online



Economic Development

Project Identification Number / Project Name:

ED-06/Reactivate Oak Business Center

Funding Amount:

\$1,500,000

Project Expenditure Category:

2.32 - Business Incubators and Start-Up or Expansion Assistance

Implementation Strategy:

Contracts

Project Overview

Oak Business Center was once an incubator but is no longer operating as one. This project would upgrade the facility, recruit entrepreneurs and help them start new businesses. The City would contract with a partner to manage the facility and provide business training, mentoring, and other support. The goal is for the center to become self-sustaining.

Use of Evidence

Evidence Level: Preliminary

Emerging Technology Centers is a non-profit venture of Baltimore Development Corporation that promotes economic growth by creating business incubator programs. [ETC Baltimore](#)

Equity Impact

The incubator will focus on assisting minority entrepreneurs.

Key Performance Indicators

Number of new businesses assisted

Number of jobs created

% of assisted businesses still operating in Flint two years after start-up



Economic Development

Project Identification Number / Project Name:

ED-07/Small Business Grants

Funding Amount:

\$500,000

Project Expenditure Category:

2.32- Business Incubators and Start-Up or Expansion Assistance

Implementation Strategy:

Grant Program

Project Overview

A grant program to help small businesses recover from the pandemic and invest in growth plans that create jobs.

Use of Evidence

Evidence Level: Moderate

The federal government has operated the Small Business Administration which assist small business in many ways including grant programs. [SBA - Performance](#)

Equity Impact

The grant program will target small and minority-owned businesses.

Key Performance Indicators

of new businesses assisted

of jobs created

% of assisted businesses still operating in Flint two years after grant given



Public Safety & Crime Prevention



Public Safety

Project	Cost
Police and Fire hiring bonuses	\$600,000
Police and Fire training	\$100,000
Additional surveillance cameras	\$300,000
Replace Police and Fire vehicles	\$450,000
Witness Protection Program	\$300,000
Cold case backlog	\$350,000
Street lighting	\$2,800,000
Youth enrichment pilot	\$3,500,000
Violence interrupter pilot	\$1,000,000
Gun bounty program	\$350,000
Pedestrian safety	\$200,000
911 Assessment	\$250,000
Total	\$10,200,000



Public Safety

Project Identification Number / Project Name:

PS-01/Police and Fire hiring bonuses

Funding Amount:

\$600,000

Project Expenditure Category:

3.1 – Public Sector Workforce: Payroll and Benefits for Public Health, Public Safety, or Human Service Workers

Implementation Strategy:

Payroll

Project Overview

Hiring bonuses of \$5,000 for new hires and \$7,500 for lateral hires through CY 2024.

Use of Evidence

Evidence Level: Preliminary

Cities around the country are offering hiring bonuses to police offices. [“More Cities Offering Incentives to Get the Best Police Officers” ABC 25, April 14, 2021](#)

Equity Impact

NA

Key Performance Indicators

of new and lateral Police and Fire hires

Police vacancy rate

Fire vacancy rate



Public Safety

Project Identification Number / Project Name:

PS-02/Police and Fire Training

Funding Amount:

\$100,000

Project Expenditure Category:

1.11 - Community Violence Intervention

Implementation Strategy:

Partnership with the Regional Law Enforcement Training Academy

Project Overview

Racial diversity, HAZMAT, and other training for Police and Fire officers.

Use of Evidence

Evidence Level: Preliminary

Tact, Tactics, and Trust (T3) Training Program teaches officers decision-making, de-escalation, empathy, rapport-building and self-control skills to discourage use of force. [National Institute of Justice](#)

Equity Impact

One goal of the training is to improve the Police Department's ability to serve Flint's diverse population.

Key Performance Indicators

of officers trained

of police misconduct complaints

of HAZMAT certified fire officers



Public Safety

Project Identification Number / Project Name:

PS-03/Additional surveillance cameras

Funding Amount:

\$300,000

Project Expenditure Category:

1.11 - Community Violence Intervention

Implementation Strategy:

Contract

Project Overview

Add 20 cameras to 70 camera network and monitors in the Intelligence Center.

Use of Evidence

Evidence Level: Preliminary

Milwaukee's Closed-Circuit Television Camera Program showed promising results that adding cameras and monitoring caused a reduction in crime in high-crime, high-traffic areas. [National Institute of Justice](#)

Equity Impact

Crime surveillance cameras assist Police in monitoring high crime neighborhoods and solving crimes.

Key Performance Indicators

of crime surveillance cameras

of camera aided arrests

Crime rate in areas with camera coverage



Public Safety

Project Identification Number / Project Name:

PS-04/Replace Police and Fire vehicles

Funding Amount:

\$450,000

Project Expenditure Category:

6.1 - Provision of Government Services

Implementation Strategy:

Purchase vehicles

Project Overview

Replace 15 older, high mileage unmarked Police vehicles and 5 Fire battalion vehicles. The replacement vehicles would be safer and have lower fuel and maintenance costs.

Use of Evidence

NA

Equity Impact

NA

Key Performance Indicators

of vehicles replaced
Fuel and maintenance cost per unmarked vehicle



Public Safety

Project Identification Number / Project Name:

PS-05/Witness Protection Program

Funding Amount:

\$300,000

Project Expenditure Category:

1.11 - Community Violence Intervention

Implementation Strategy:

Partnership with the Genesee County District Attorney

Project Overview

Needed to gain intelligence to solve violent crimes. Money will be used to help relocate and protect witnesses. Funding will cover 30-50 cases through CY 2024.

Use of Evidence

Evidence Level: Strong

The Federal witness protection program successfully relocates and protects witness who testify. [U.S. Marshals Services](#)

Equity Impact

The Witness Protection Program helps Police make arrests for crimes that harm distressed communities.

Key Performance Indicators

of witness protection cases

Violent crime clearance rate



Public Safety

Project Identification Number / Project Name:

PS-06/Cold case backlog

Funding Amount:

\$350,000

Project Expenditure Category:

1.11 - Community Violence Intervention

Implementation Strategy:

Temporary hires

Project Overview

Hire retired police officers and paralegal on a temporary basis to resolve cold cases in the backlog.

Use of Evidence

NA

Equity Impact

Solving past crimes helps to prevent future crimes in a city with a disproportionately high violent crime rate.

Key Performance Indicators

of cold cases reviewed

of cold cases solved



Public Safety

Project Identification Number / Project Name:

PS-07/Street lighting

Funding Amount:

\$2,800,000

Project Expenditure Category:

2.22 - Neighborhood Features that Promote Health and Safety

Implementation Strategy:

Partnership with Consumers Power

Project Overview

Strategically add or upgrade streetlights to improve safety. \$2.6M for LED upgrades for 2,200 lights not completed from Flint Sprint plan @ \$1,115/light. 500 new lights with tariff costs supported by LED savings. \$250K for study and testing re: use of street light infrastructure for sensors, wifi and other innovations.

Use of Evidence

Evidence Level: Moderate

Effective evidence that adding streetlights decreases crime and the fear of crime. [Street Lighting in Stoke-on-Trent \(England\) - National Institute of Justice](#).

Equity Impact

Improved street lighting will make distressed, high-crime neighborhoods safer.

Key Performance Indicators

of lights upgraded to LED

of new lights installed

Crime rate in areas with improved lighting



Public Safety

Project Identification Number / Project Name:

PS-08/Youth enrichment pilot

Funding Amount:

\$3,500,000

Project Expenditure Category:

1.11 – Community Violence Interventions

Implementation Strategy:

Partnership with PAL, non-profit organization

Project Overview

Implement and evaluate an evidence-based program to reduce youth violence and improve life outcomes. Cost estimate based on a high quality year-round OST program @ 10 hours/week for 500 school-aged children. Based on Wallace Foundation calculator. (Evaluation cost included in Admin & Eval budget)

The City will seek private and philanthropic partners to scale and sustain this project.

Use of Evidence

Evidence Level: Moderate

School-based youth enrichment programs have been shown to prevent or reduce violence and aggression in school-aged children.

[National Institute of Justice](#).

Equity Impact

This project will engage disadvantaged youth in programming to help them succeed in school and life.

Key Performance Indicators

of children served

% of participants with improved school attendance

Juvenile crime rate



Public Safety

Project Identification Number / Project Name:

PS-09/Violence interrupter pilot

Funding Amount:

\$1,000,000

Project Expenditure Category:

1.11 – Community Violence Interventions

Implementation Strategy:

Grant or Contract

Project Overview

Implement and evaluate pilot program to mediate disputes in target neighborhood and prevent violence. Cost estimate based on Baltimore Safe Streets program. The City will look to partner with a non-profit organization to operate a pilot site for one year.

Use of Evidence

Evidence Level: Strong

JHU studies show positive impact of Baltimore Safe Streets program. [Office of the Mayor- Baltimore](#); [Johns Hopkins – Safe Streets](#).

Equity Impact

This pilot will seek to interrupt violence in a high crime neighborhood.

Key Performance Indicators

of disputes mediated in target site

of homicides and non-fatal shootings in target site



Public Safety

Project Identification Number / Project Name:

PS-10/Gun bounty program

Funding Amount:

\$350,000

Project Expenditure Category:

1.11 – Community Violence Interventions

Implementation Strategy:

Partnership or contract

Project Overview

The gun bounty program will offer rewards for specified assault-style weapons and public tips that lead to the seizure of illegal guns.

Use of Evidence

Evidence Level: Preliminary

The gun bounty program started in January 2019 has been successful in Champaign County, Illinois. Between January 2019 and July 2021 35 guns were recovered and 32 arrests were made. [“Crime stopper illegal gun bounty program is working” WCIA, July 12, 2021.](#)

Evidence Level: Moderate

Gun buyback be effective as part of comprehensive gun violence prevention program. [“Practice Profile: Reducing Gun Violence” National Institute of Justice, October 17, 2014.](#)

Equity Impact

Gun crime disproportionately impacts low-income minority neighborhoods.

Key Performance Indicators

- # assault weapons turned in
- # of illegal guns seized as a result of gun bounty tips
- # of arrests resulting from gun bounty tips
- # of crimes involving illegal guns



Public Safety

Project Identification Number / Project Name:

PS-11/Pedestrian Safety

Funding Amount:

\$200,000

Project Expenditure Category:

6.1 – Provision of Government Services

Implementation Strategy:

Contract

Project Overview

Install 100 speed bumps and purchase six speed and message trailers to reduce hot rodding.

Use of Evidence

Evidence Level: Strong

Scientifically supported that traffic calming measures such as speed humps, speed bumps, pedestrian center crossing islands, and roundabouts strategically modify the built environment to affect traffic speed and patterns. [Traffic calming – County Health Rankings & Roadmaps.](#)

Equity Impact

NA

Key Performance Indicators

of speed humps installed
of pedestrian-involved accidents
of speeding complaints



Public Safety

Project Identification Number / Project Name:

PS-12/911 Assessment

Funding Amount:

\$250,000

Project Expenditure Category:

3.4, 7.2- Public Sector Capacity: Effective Service Delivery

Implementation Strategy:

Contract

Project Overview

Third party review of the operations of the Genesee County 911 center with the goal of improving services to the City of Flint.

Use of Evidence

NA

Equity Impact

One objective of the review is to ensure that Flint residents are equitably served by the 911 emergency dispatch system.

Key Performance Indicators

Time to answer calls
of abandoned calls
Emergency response time



Public Health



Public Health

Project	Cost
Ongoing support for the City Public Health Office	\$1,250,000
Improve community centers and city parks	\$2,900,000
Funding to extend water and food donation help centers	\$450,000
Increasing food access	\$1,000,000
Mental health referrals and services	\$1,000,000
Total	\$6,600,000



Public Health

Project Identification Number / Project Name:

PH-01/Ongoing Support of Public Health Office

Funding Amount:

\$1,250,000

Project Expenditure Category:

3.3 – Public Sector Workforce: Other

Implementation Strategy:

Fund temporary City employees

Project Overview

Salary for current public health officer.

The FTEs currently dedicated to Flint's public health office are currently supported by a time limited grant from Genesee County. In order to continue the support to priority initiatives including safe drinking water distribution and planning for significant community requirements – mental health, climate change and resilience, and addiction.

Use of Evidence

Evidence Level: Strongest

Benefits of city health departments include addressing health emergencies for which we remain at risk due to the pandemic. [Services Offered by Local Health Departments \(tn.gov\)](#)

Equity Impact

City focus on public health prioritizes vulnerable communities and individuals for services

Key Performance Indicators

of clients assisted

% of clients reporting improved mental and physical health



Public Health

Project Identification Number / Project Name:

PH-02/Improve community centers and city parks

Funding Amount:

\$2,900,000

Project Expenditure Category:

2.22 - Strong Healthy Communities: Neighborhood features that Promote Health and Safety

Implementation Strategy:

Contracting

Project Overview

Invest in updating the facilities and parks to make them usable and equip the facilities for disabled residents. Gain additional support to operate programs in the selected locations.

Use of Evidence

Evidence Level: Preliminary

Expert opinion is that community members use public parks and centers for a variety of reasons, including socializing, participating in recreational or educational activities, gaining information, and seeking counseling or support services. [Community centers - County Health Rankings & Roadmaps](#)

Equity Impact

Targeting parks and community spaces in Flint's OCTs to uplift these communities

Key Performance Indicators

Increased use of community recreation facilities

Improved mental health based on Michigan health surveillance survey



Public Health

Project Identification Number / Project Name:	PH-03/Funding to extend water and food donation help centers
Funding Amount:	\$450,000
Project Expenditure Category:	2.1 – Household Assistance: Food Programs
Implementation Strategy:	Grant funds available through a Notice of Funding

Project Overview

Continue water and food distribution to Flint’s economically disadvantaged citizens. Through community-based organizations and external funding, food and safe drinking water has been made available since the beginning of the pandemic. This project will allow distribution to continue beyond May 2022.

Use of Evidence

Evidence Level: Moderate
Food pantry and food bank healthy food initiatives combine hunger relief efforts with nutrition information and healthy eating opportunities for individuals and families with low incomes. The expected rated outcomes were increased healthy food consumption and increased food security. [Healthy food initiatives in food pantries – County Health Rankings & Roadmaps.](#)

Equity Impact

Focused on the City’s most vulnerable populations

Key Performance Indicators

of households receiving food and water assistance
Decreased complaints relating to drinking water



Public Health

Project Identification Number / Project Name:

PH-04/Increasing food access

Funding Amount:

\$1,000,000

Project Expenditure Category:

2.32 - Business Incubators and Start-Up or Expansion Assistance

Implementation Strategy:

Provide a notice of grant fund availability to meet requirements

Project Overview

Address the lack of access to fresh food in currently underserved areas of the City through providing grant funds to proposed projects. Potentially to include development of additional farmers markets.

Use of Evidence

Evidence Level: Moderate

Financial initiatives, tax incentives, or zoning regulations changes can be structured to bring grocery stores or supermarkets to underserved neighborhoods. [New grocery stores in underserved areas - County Health Rankings & Roadmaps.](#)

Equity Impact

Focused on the City's most vulnerable populations to provide additional opportunities for nutrition

Key Performance Indicators

of sources of healthy food

% of population living in food deserts



Public Health

Project Identification Number / Project Name:

PH-05/Mental health referrals and services

Funding Amount:

\$1,000,000

Project Expenditure Category:

1.12, 1.10 - Mental Health Services

Implementation Strategy:

Provide a notice of grant fund availability to meet requirements

Project Overview

Provide services to address adult mental health needs which may have been exacerbated by the pandemic. Through creating increased access to referrals and direct services, there is potential to improve the lives of residents providing greater stability and potential to maintain jobs and family relationships. [Understanding Mental Health as a Public Health Issue \(tulane.edu\)](http://tulane.edu)

Use of Evidence

Evidence Level: Strong

Equity Impact

Focused on providing services to individuals who lack access to care

Key Performance Indicators

of referrals to mental health services
Decrease in emergency admissions for mental health and substance abuse
Decrease in 911 responses to mental health-related emergencies



Infrastructure

Desired Outcomes

- ▶ Increase worker safety
- ▶ Increase project efficiency
- ▶ Decrease the length of street closures and other general disruptions caused by infrastructure related activities
- ▶ Secure IIJA funding for water and sewer, transportation, broadband, EV, and other infrastructure projects



Strategy

- ▶ Upgrade security measures
- ▶ Upgrade equipment
- ▶ Build capacity to plan and implement large-scale projects funded with state and IIJA grants



Measures of Success

- ▶ Reduction of worker injuries
- ▶ Reduction in costs associated with projects
- ▶ Reduction in the number of repairs needed after an upgrade has occurred



Infrastructure

Project	Description	Cost
Increased Security	For all locations to put in a camera system outside the building to have recording if people break in.	\$285,000
Replace Water Main for Miller Road	Council has approved \$1,873,634. Remaining funds are awaiting engineering resolution.	\$2,200,000
Equipment for Storm Drain Repairs	John Deere Mini- Excavator with Ditch Bucket to get into tight spots in doing storm drain repairs and a trailer to move the excavator.	\$150,000
John Deere 332G Skid Steer	John Deere 332G Skid Steer with manhole remover with front Brush.	\$140,000
Improved Lighting	LED Lighting for Water Buildings including Holloway Dam, Cedar Street Reservoir, 8West side Reservoir, Water Treatment Plant, Kearsley Dam and at Water Pollution Center	\$170,000
Material Coverage	Structures to cover sand, stone and dirt at different City locations.	\$350,000
Cement Power Screener/Crusher	Power Screener/Crusher (mobile) to reuse our own cement and asphalt. By crushing them they can be reused and save the money to send to a landfill and then the City would buy less stone to be used.	\$370,000
Water Treatment Plant Roof Repairs	Repairs to the water treatment plant roof.	\$20,000
Excavator and Low Boy (Trailer)	For sewer department to do large jobs	\$320,000
Heavy Duty Dump Truck to pull excavator	For sewer department to do large jobs	\$150,000
Addition to Maintenance Shop	Addition to Maintenance Shop for more storage and update the building	\$1,500,000
Infrastructure Planning	Support for infrastructure planning and grant proposal development	\$1,000,000
Total		\$6,655,000



Agenda

- ▶ About the Plan
- ▶ Introduction to ARPA
- ▶ COVID Impact
- ▶ Timeline
- ▶ Guiding Principles for Use of ARPA Funds
- ▶ Financial Blueprint
- ▶ Funding Priorities
- ▶ Application and Award Process
- ▶ Project Management and Accountability
- ▶ Summary / Call to Action



Application and Award Process Details

- ▶ Many projects in the plan will provide Flint residents, businesses and non-profit organizations the opportunity to apply for assistance or propose to administer community programming. Examples include a small business loan fund, vacant lot reuse grants, and foreclosure avoidance assistance.
- ▶ The City will issue Notices of Funding Opportunity (NOFO) for these projects, each with guidance on eligibility, award criteria and how to apply or submit a proposal.
- ▶ The City will offer technical assistance to make the application/proposal process accessible to as many residents and organizations as possible.



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PMO / ARPA Coordination

- ▶ A project management office (PMO) will be dedicated to the execution of the multiple initiatives funded by ARPA

Purpose

- Create desired transparency and accountability via planning, implementation, and reporting outcomes of ARP initiatives.

Goals and Objectives:

- Develop detailed initiative implementation plans with clear outcomes, milestones, and performance measures.
- Capture meaningful progresss and provide clear updates to allow the Mayor to inform the City Council, general public and other stakeholders.
- Coordinate resources.
- Coordinate and align funding.
- Support compliance with funds management and reporting requirements set forth by the US Treasury.
- Support program evaluation



PMO Expectations

A well defined PMO structure and project implementation plan with regular meeting cadence will provide the following:

1. Comprehensive project/initiative implementation plans.
2. Review and approval of performance indicators.
3. Collection, analysis, and reporting of project implementation and performance data.
4. Oversight of each initiative.
5. Monitoring of subreceptients, grantees, and contractors involved in the initiatives.
6. Development of project evaluation plans and data collection and review for evaluations.
7. Rapid escalation of risks, issues, and roadblocks.
8. Efficient, centralized management with no duplication of effort.



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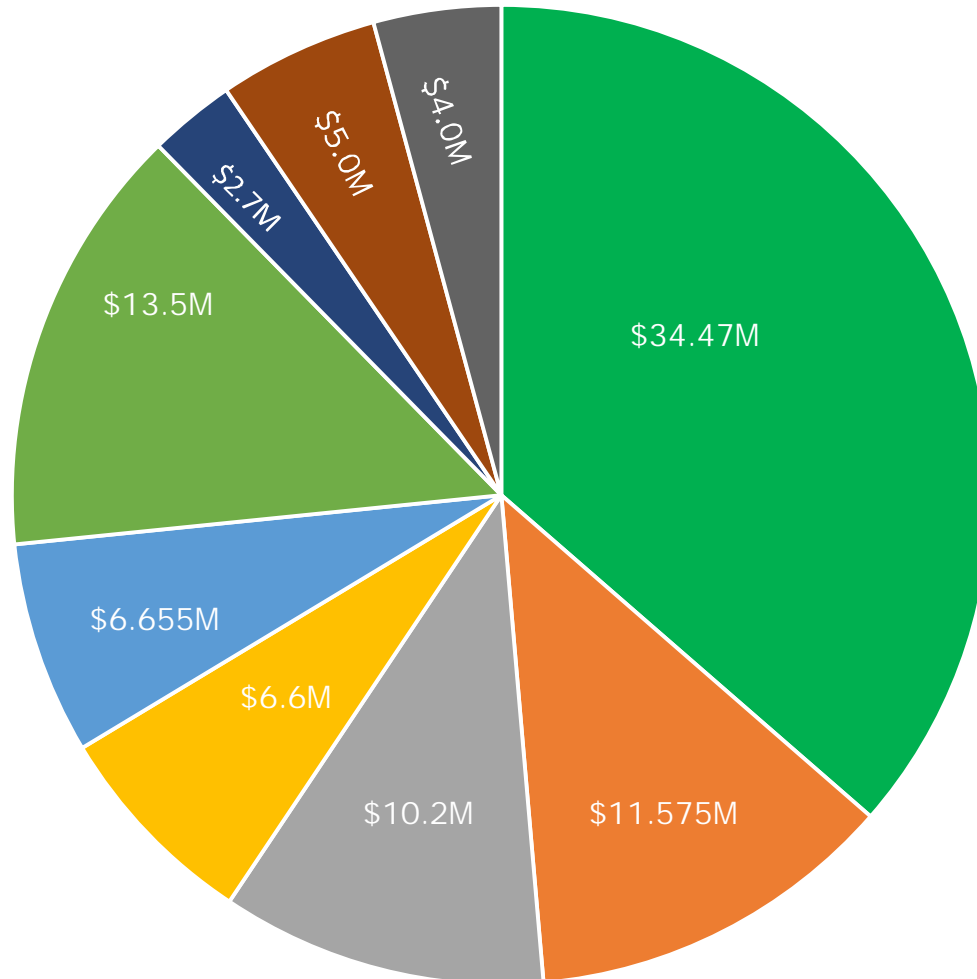
Summary/Call to Action

- ▶ If invested strategically, Flint's \$94.7 million SLFRF allocation can have a transformative impact on our community.
- ▶ This plan focuses funding on projects that promise to generate long-term positive outcomes, such as stronger neighborhoods, economic growth and jobs, safer streets, and healthier people.
- ▶ This plan will stabilize the City's budget, but because the SLFRF is temporary, we cannot rely on this funding to fix structural financial problems or increase ongoing programs.
- ▶ The Mayor looks forward to working collaboratively with the City Council to agree on a shared SLFRF plan that serves as a framework for specific funding resolutions going forward.
- ▶ Once a plan is adopted, the administration is ready to implement approved projects and will keep the Council informed about project status and performance results.



Financial Breakdown of the total \$94.7M

Financial Breakdown



- Housing & Blight Elimination
- Economic Development
- Public Safety
- Public Health
- Infrastructure
- Maintaining City Services
- Premium Pay
- COVID Response/Contingency
- Administration & Evaluation



Summary

Priority Area	Cost
Housing & Blight Elimination	\$34,470,000
Economic Development	\$11,575,000
Public Safety	\$10,200,000
Public Health	\$6,600,000
Infrastructure	\$6,655,000
Total	\$69,500,000

