

CITY COUNCIL QUARTERLY REPORT



DETROIT LAND BANK AUTHORITY



A Continued Partnership Focused on Visibility & Accessibility to the Community



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CITY COUNCIL QUARTERLY REPORT

Q4 FY2023

July 14, 2023

The Honorable Mary Sheffield, President
Detroit City Council
Coleman A. Young Municipal Activity Center, 13th Floor
Detroit, MI 48226

Subject: City Council Quarterly Report, 4th Quarter FY 2023, Detroit Land Bank Authority

Dear Council President Sheffield:

I am pleased to submit this quarterly report on behalf of the Detroit Land Bank Authority (DLBA). This quarter, the DLBA made tremendous progress in our effort to improve transparency and community engagement. Our team focused on ensuring Detroiters have access to the land bank resources and programs they need. DLBA representatives participated in 83 community events in Q4, exceeding the number of working days (65) April – June. This demonstrates that the DLBA is well-represented and actively participating in a variety of opportunities to connect with constituents. We also launched a new event series that reimagines our former Side Lot Fairs, now called Lots of Lots. Our first Lots of Lots event drew hundreds of Detroiters from Districts 4, 5, and 6 to Voyageur College Preparatory Academy. At Lots of Lots, residents received hands-on assistance to create DLBA accounts and apply for Side Lots and Neighborhood Lots. Vacant Land Reuse staff were also on hand to list additional lots for sale at residents' request and Neighborhood Lot endorsers from City Council and the Department of Neighborhoods met with applicants. Other resources included the Wayne County Treasurer's Office, Keep Growing Detroit, Detroit Future City, and more. The DLBA will host two additional Lots of Lots events serving the remaining districts next quarter.

Drastic improvements to our Customer Service department throughout the fiscal year allowed the DLBA to serve residents in an efficient manner in Q4. We continued to receive large call volume with 13,251 calls in the fourth quarter. However, our Customer Service representatives served customers quickly with wait times averaging just 3.5 minutes in June – a dramatic improvement from an average of 49.2 minutes from the beginning of this fiscal year.

Our Vacant Land Reuse programs proved their continued popularity in the fourth quarter. We are rapidly approaching 25,000 vacant lots sold across all programs, with a total of 24,616 at the close of Q4. Of those, 22,411 are Side Lots, 1,785 are Neighborhood Lots, and 108 are Oversized or Accessory Structure Lots – all of which are 100% purchased by Detroit homeowners. Even with this success, we still have a long way to go with 63,053 vacant lots remaining in the DLBA’s inventory. At the close of the fourth quarter, 9,907 Side Lots and 16,548 were listed for sale on buildingdetroit.org, demonstrating an abundance of opportunities for residents to purchase vacant land.

The pace of Auction and Own It Now structure sales slowed in the fourth quarter, which reflects the dwindling size of the DLBA’s saleable structure inventory. In Q4, we closed on the sale of 70 Auction houses and 216 Own It Now houses, compared to 102 Auction houses and 462 Own It Now Houses in Q4 of FY22. Our Planning & Analysis team worked diligently this quarter to list as many structures for sale as possible and to collaborate with the Proposal N team to prioritize or reassign property pipelines for maximum listing efficiency.

The DLBA also ramped up Nuisance Abatement Program (NAP) efforts in the fourth quarter as part of Mayor Mike Duggan’s push to eliminate residential blight by 2025. City Council delegated nuisance abatement litigation authority to the DLBA in 2014, empowering the land bank to leverage NAP as a tool to address vacant, derelict private property. In Q4, the DLBA posted Nuisance Abatement notices on 650 blighted private properties and filed NAP lawsuits against 661 properties.

More than 9,600 Auction, Own It Now, Community Partner, and NAP houses are now renovated and occupied after completing our Compliance process, highlighting the critical role residents play in the unprecedented success of the land bank’s programs. The entire DLBA staff remains committed to our mission of returning Detroit’s vacant and blighted properties to productive use. We look forward to continued collaboration with City Council as we support the City’s collective blight elimination initiatives.

Sincerely,



Tammy Daniels
CEO, Detroit Land Bank Authority

FAST FACTS Q4 FY23

Sales & Closings



Compliance

All Programs (Auction, OIN, Community Partners, NAP)



Inventory *Total properties: 71,927*

Structures: 8,817

Residential: 8,285

- Sales/Salvage – Sale Pending: 665
- Sales/Salvage – Unsold: 2,817
- Demolition: 3,155
- Occupied: 1,648

Non-Residential: 44

Accessory: 488

Vacant Land: 63,053

Side Lots for Sale: 9,907

Neighborhood Lots for Sale: 16,548

Community Engagement

Community Meetings Hosted & Attended: 83

Client Service Calls Received: 13,251

Lobby Visitors Served: 1,063

Contact

Main Office: (313) 974-6869

Questions: inquire@buildingdetroit.org

Website: www.buildingdetroit.org

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YouTube: @BuildingDet

CHIEF EXECUTIVE OFFICER

PROPERTY REHABILITATION

TAMMY DANIELS

In addition to leading the Detroit Land Bank Authority's (DLBA) core business functions and strategy, the CEO remains focused on identifying critical areas for organizational growth, promoting best practices, and expanding community outreach efforts.

The CEO also oversees the DLBA's Communications & Engagement team and its property rehabilitation divisions: Rehabbed & Ready and Compliance.

PROPERTY REHABILITATION

REHABBED & READY

Rehabbed & Ready (R&R) is a philanthropic initiative to improve residential market values and bolster home ownership in the City of Detroit. Through collaboration with Rocket Community Fund and construction contractors, as well as the City's Housing & Revitalization Department, Planning & Development Department, and Department of Neighborhoods, dilapidated DLBA structures undergo full rehabilitation to at-or-above-market conditions. As a neighborhood-based initiative, there are parallel efforts in place to reduce blight and encourage occupancy via the demolition of DLBA-owned structures, along with the DLBA's Nuisance Abatement and disposition programs in areas selected for Rehabbed & Ready projects.

- **Closings:** The R&R team has successfully renovated and sold a total of 98 residential properties, with new homeowners moving into neighborhoods including Crary/St Marys, College Park, Evergreen-Outer Drive, Bagley, Schulze, East English Village, Martin Park, Greenfield-Grand River, Morningside, Island View Greater Villages, and Fitzgerald.
- **Tours:** Public Open Houses ensure prospective homeowners have adequate opportunities to view new R&R homes. The Detroit Land Bank Authority also offers private showings and Virtual Sales Events. Flexibility allows more opportunity to engage the public and move inventory efficiently.
 - **Public Open Houses:** occur on Wednesdays and Sundays, for the entire time a home is listed for sale.
 - **Private Showings:** prospective buyers can schedule private tours of current listings through buildingdetroit.org Sunday through Friday.

PROPERTY REHABILITATION - INFILL (MSHDA MOD)

- The Property Rehabilitation Team was awarded \$200,000 through the MSHDA MOD Grant Program
- **Project Description:** Modular Development on DLBA vacant lots
- **Project Location:** 3572/3578 16th Street (white boxes in image below)



Updates:

- **Title Clearance:** Completed
- **Parcel Application:** Completed
- **Procurement:** Completed
- **Unit Ordered:** Completed
- **Unit Delivered:** Scheduled
- **Onsite Construction:** Pending
- **Listed for Sale:** Pending

FEATURED PROPERTY

2429 Field, D5, **Sold**

Before



After



CEO & Property Rehabilitation

COMPLIANCE

The DLBA's Compliance Team enforces agreements signed by property owners who have either purchased a property from the DLBA ("Sales Compliance") or whose property was the subject of a Nuisance Abatement Program action ("NAP Compliance"). For both Sales and NAP Compliance, property owners agree to rehabilitate the property within six months and provide regular updates to the Compliance Team documenting and verifying progress (See Compliance Requirements below). For Sales in Historic Districts, property owners agree to rehabilitate the property within nine months and provide regular updates to the Compliance Team documenting and verifying progress. If a property owner is not able to achieve Compliance within the initial time-frame but has shown acceptable "proof of progress," the Compliance Team will evaluate progress to determine if an extension is warranted.

OWN-IT-NOW AND AUCTION PROPERTIES

ACHIEVING COMPLIANCE

WHAT YOU NEED TO KNOW FOR THE DETROIT LAND BANK AUTHORITY TO RELEASE INTEREST ON YOUR DEED



500 Griswold St.
Suite 1200
Detroit, MI 48226
Main: 313-974-6869
buildingdetroit.org

INTERIOR REQUIREMENTS

- REQUIRED BSEED INSPECTION
- ACTIVE UTILITY USAGE (gas, electric, and water)
- FUNCTIONING BATHROOM (toilet and sink)
- FUNCTIONING KITCHEN (preparation space, cooking element, and sink)
- INSTALLED FURNACE
- INSTALLED WATER HEATER

EXTERIOR REQUIREMENTS

UPLOAD PHOTOS OF ALL FOUR SIDES:



PHOTOS MUST SHOW:

- THE ENTIRE PROPERTY, YARD-TO-ROOF
- YARD MAINTAINED WITH NO DEBRIS
- NO BOARDS ON ANY OPENINGS

SALES COMPLIANCE

The Sales Compliance reporting period begins on the date of closing when the property owner takes title to the property and obtains possession. At closing, the property owner simultaneously executes a Reconveyance Deed the DLBA can record if the property owner fails to rehabilitate the property and meet the obligations outlined in the Purchase Agreement. Achieving Sales Compliance involves objective, three-part criteria including:

1. Obtaining the appropriate inspection from the City of Detroit's Buildings, Safety, Engineering, and Environmental Department (BSEED)
2. Occupying the property
3. Exterior maintained – no boards, no blight

NUISANCE ABATEMENT PROGRAM (NAP) COMPLIANCE

The NAP Compliance program works with property owners who have entered into an agreement to avoid or stop litigation on properties identified as vacant, blighted, and a nuisance. The agreement outlines their responsibilities for rehabilitating or demolishing the property or selling it to someone who will. If the property owner fails to provide “proof of progress” on the subject property, the Compliance Team transfers the matter to DLBA attorneys for court action. To achieve NAP Compliance owners must demonstrate the property is no longer a nuisance



Before and After, Own it Now Property on Tyler (District 2)

CEO & Property Rehabilitation

to the residents and the neighborhood evidenced by occupancy and exterior maintenance – no boards, no blight. After achieving NAP Compliance, the DLBA releases its lis pendens and dismisses the lawsuit.

	Auction/ Own It Now			Community Partners (Sales)			Nuisance Abatement			All Programs		
	Program No. Date	FY2022	4th Quarter FY22 (04/01 - 06/30)	Program No. Date	FY2022	4th Quarter FY22 (04/01 - 06/30)	Program No. Date	FY2022	4th Quarter FY22 (04/01 - 06/30)	Program No. Date	FY2022	4th Quarter FY22 (04/01 - 06/30)
Currently Monitored	3787	666	276	130	34	16	301	233	177	6238	933	469
Compliance Achieved	7504	949	424	283	23	10	1777	58	31	9654	1030	465

Compliance Cases Failed

	2015 - 2018	2019	2020	2021	2022	2023	Total	All Time Compliance Fail Rate	2023 Compliance Fail Rate
Reconveyed	302	86	9	105	369	528	1399	8% of total Sales cases "All Time"	5% of total cases being Monitored

City Employee/Educator Discount Agreements Being Monitored Pipeline (Showing Age of Agreement and Age of Delinquency)												
	Auction/Own it Now (Program to Date)				Auction/Own it Now (Educator Discount)				Auction/Own it Now (Employee Discount)			
Total Under Compliance	5789				13				135			
Total Across Age	637	850	1275	2967	0	1	1	11	2	4	7	122
Age of Agreement	<6 Mo.	.5-1 yr	1-2 yrs	2 yrs+	<6 Mo.	.5-1 yr	1-2 yrs	2 yrs+	<6 Mo.	.5-1 yr	1-2 yrs	2 yrs+
Compliant	330	285	267	271	0	1	0	1	15	6	8	13
Delinquent (0-30 days)	194	146	145	174	0	0	0	1	3	3	14	3
Delinquent (31-90 days)	112	161	238	266	0	0	0	1	5	2	13	9
Delinquent (90+ days)	77	213	338	1091	0	0	0	3	0	3	18	42
Potential Reconveyance (Same Date)	4	45	207	1165	0	0	1	5	0	1	11	40

City Employee/Educator Discount Agreements That Have Achieved Compliance (Showing Age of Agreement)												
	Auction/Own it Now (Program to Date)				Auction/Own it Now (Educator Discount)				Auction/Own it Now (Employee Discount)			
Total Achieved Compliance	7202				42				633			
Total Across Age	253	604	865	5480	0	0	1	41	28	76	57	472
Time to Achieving Compliance	<6 Mo.	.5-1 yr	1-2 yrs	2 yrs+	<6 Mo.	.5-1 yr	1-2 yrs	2 yrs+	<6 Mo.	.5-1 yr	1-2 yrs	2 yrs+
Escrow Expired	0	0	0	13	0	0	0	0	0	0	0	3
Occupied	210	538	790	4660	0	0	1	41	24	73	54	440
Listed for sale or Rent	31	50	61	203	0	0	0	0	4	3	3	23
Demolished	12	11	9	43	0	0	0	0	0	0	0	0
Other	0	5	5	475	0	0	0	0	0	0	0	0



Before and After, Own it Now Property on Albany St. (District 3)

COMMUNICATIONS & ENGAGEMENT

The Assistant Director of Public Relations and Strategic Initiatives leads the DLBA’s Communications & Engagement team, focused on proactive media storytelling, organizational communication improvements, as well as community engagement strategy and social media management. The Assistant Director of Public Relations and Strategic Initiatives supervises the City Council and Government Liaison, Constituent Experience Liaison, Digital Content Specialist, and Community Initiatives Program Manager.

The Assistant Director builds the DLBA’s brand through a multi-faceted communications approach serving three main goals:

1. Proactive, positive storytelling through traditional and social media and prevention or management of negative media coverage
2. Community engagement and growth in awareness of DLBA impact and opportunities
3. Internal process and client-facing communication improvements

PUBLIC RELATIONS

MEDIA COVERAGE

The DLBA continued to enjoy increasingly positive media coverage in the fourth quarter, with highlights including an exclusive sneak peek at the beautifully rehabbed houses for season three of HGTV’s Bargain Block and two out of state media outlets featuring the DLBA as a model for their own cities’ blight struggles. In addition to positive media coverage, the Assistant Director also supported the DLBA with media response to several stories critical of the organization and City.

APRIL	MAY	JUNE
Bargain Block Sneak Peek <i>Fox 2 Detroit</i> Detroit Demo Week <i>CBS News Detroit</i> Detroit Non-Profit Taking Novel Approach to Affordable Housing <i>Model D</i> Neighborhood Lot Application Changes <i>Bridge Detroit</i> City approves \$2.6B Budget <i>Bridge Detroit, Free Press, Detroit News</i>	Detroit Turns Population Loss into Real Estate Perks <i>KSDK St. Louis</i> Detroit Design Workshop <i>The Architect’s Newspaper</i> West Side Mini Parks <i>Bridge Detroit</i> DWSD Bioretention Project <i>Free Press, Detroit News, Michigan Chronicle</i> Land Banking Baltimore’s Vacant Homes <i>WMAR 2 News Baltimore</i> Mayor Duggan’s New Vacant Property Tax Policy <i>Free Press, Detroit News</i>	Community Benefits for Detroit Solar Program <i>Crain’s Detroit</i> City Takes Next Steps to Addressing Fill Material Concerns <i>Michigan Chronicle</i> Healthy Homes in Detroit Creates Path to Community Well-being

SOCIAL MEDIA

The DLBA remains actively engaged on social media platforms, showcasing listings, success stories, and educating the public about buying opportunities and resources. By leveraging new digital tools, the DLBA continues to expand its social media presence increasing public brand awareness and proactively promoting the success of programs such as Compliance and Rehabbed & Ready.

This quarter, Stephanie Hume joined the DLBA as its new Digital Content Specialist, bringing deep experience in social media management, digital design, and photography. Her expertise immediately led to dramatic improvement in DLBA content, branding, and growth on social channels.

The Digital Content Specialist is focused on:

- Expanding social strategies to Twitter, YouTube and LinkedIn.
- Working across teams to identify educational and community engagement opportunities.
- Engaging residents and capturing success stories for former DLBA properties and lots.
- Creating digital dialogues with community members and stakeholders.
- Collaborating with Customer Service to assist constituents through inquiries.

Top-performing organic posts

Here are posts that have performed well over the last 90 days. Understanding what's working can help you decide what to create and share next, so you can keep up the great work.

Highest reach on a post



This post's reach (3,073) is **720%** higher than your median post reach (372) on Facebook.

Highest reactions on a post



This post received **1,325%** more reactions (37 reactions) than your median post (3 reactions) on Facebook.

Highest comments on a post



This post received 3 comments compared to your median post (0 comments) on Facebook.

Top-performing organic posts

Here are posts that have performed well over the last 90 days. Understanding what's working can help you decide what to create and share next, so you can keep up the great work.

Highest reach on a post



This post's reach (3,418) is **532%** higher than your median post reach (541) on Instagram.

Highest likes on a post



This post received 247 likes.

Highest comments on a post



This post received 3 comments compared to your median post (0 comments) on Instagram.

Audience

Demographics

Facebook Audience

24,764

Top 5 posts

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

Instagram Audience

8,826

Top 5 posts

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

New Follower Since Q3



24,757

0.7%

163 New Followers



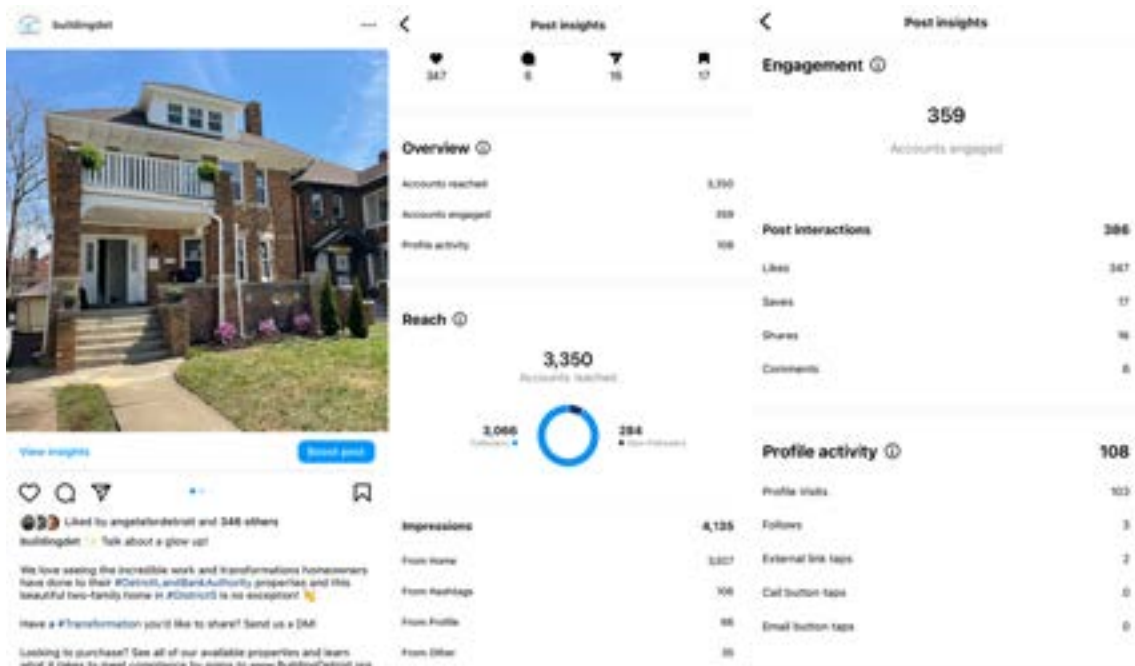
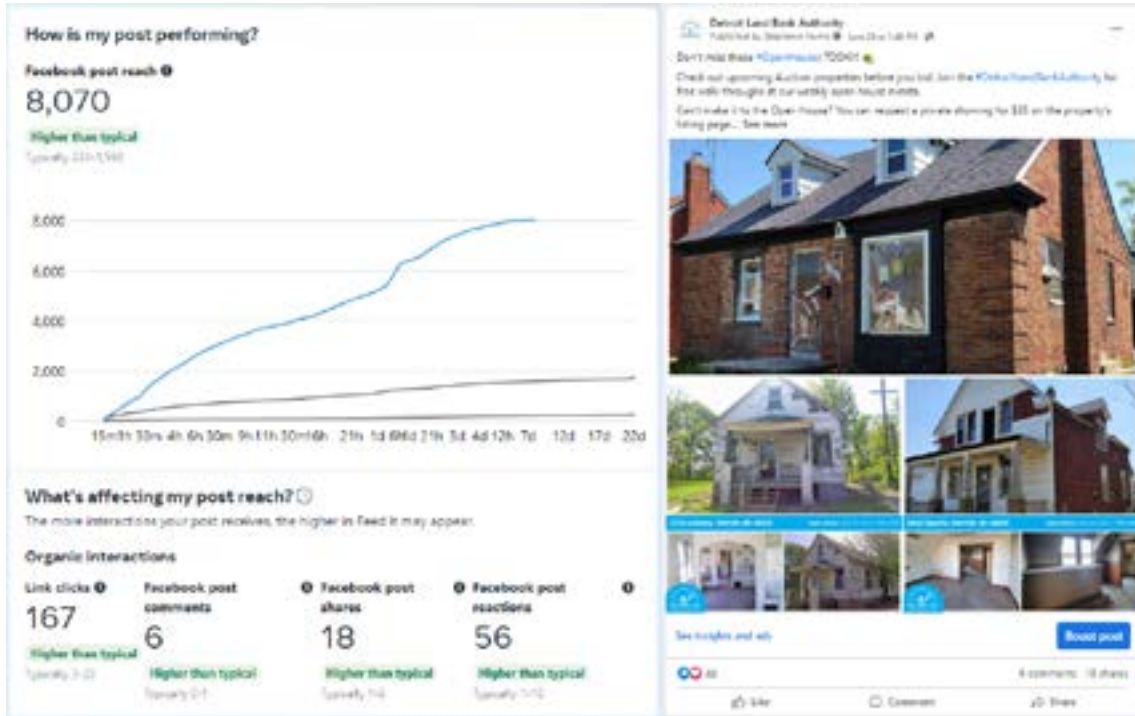
8,824

3.3%

282 New Followers

Communications & Engagement

In Q4, users engaged more by commenting, sharing and reacting to posts, pushing reach over 700% above the median post reach on some Facebook posts and over 500% on some Instagram posts. Due to the higher reach on posts, DLBA channels gained new followers and potential new buyers.



Employing platform tools, including Stories, Reels, and Carousel groups of images, contributed to the page's increase in impressions, which measures the number of times content was viewed by users. By growing engagement with both the City and community partners, the DLBA continues to build its social reputation and spread awareness for its programs and buying opportunities. DLBA social media content continues to showcase listings, educate the public about available resources, and proactively promotes the success of programs such as Compliance, the Nuisance Abatement Program (NAP) and Rehabbed & Ready.

To stay up to date, follow DLBA on Facebook @BuildingDetroit and Instagram @BuildingDet.



STRATEGIC INITIATIVES

ORGANIZATIONAL COMMUNICATIONS

The Communications & Engagement team continues to support the DLBA's organizational communications needs including executive communications, presentations, website content, graphic design, internal communications and more.

This quarter, the Assistant Director launched a new internal communications initiative in response to feedback from the DLBA's Employee Survey. The new DLBA Digest monthly newsletter aims to address employees' desire for interdepartmental updates, boost morale, and celebrate organizational success. So far, issues have highlighted key metrics and achievements as well as the DLBA's community engagement impact.

Communications & Engagement

The team also made progress on a content overhaul for buildingdetroit.org. London Scott, Community Initiatives Program Manager, continued to project manage the initiative with support from Stephanie Hume, Digital Content Specialist. Website changes are expected to go live in phases beginning next quarter, including a refreshed homepage, update listing pages for Auction and Own It Now, and new content and layouts for a variety of program pages.

CITY COUNCIL & GOVERNMENT LIAISON

The City Council and Government Liaison, Dwayne Barnes Jr., serves as a communication hub for City Council, the Ombudsman, the Department of Neighborhoods, and other City agencies. He is a dedicated resource for City Council inquiries and staff support and provides regular, proactive updates to each district via a monthly email briefing.

The City Council and Government Liaison (CGL) collaborates with DLBA staff to provide City partners with transparency, attentiveness and problem solving with the goal of strengthening working relationships and rapport, as well as improving the organization's ability to address the needs of residents.

EVENTS AND ENGAGEMENT WITH CITY PARTNERS

In the fourth quarter, the CGL participated in events in all seven Council districts including office hours, evening community meetings, outdoor summer events, and more.

- Partnered with DLBA Compliance team to attend 4 events with Council Member Santiago-Romero's office at several venues in District 6 including: bridging communities, Kemeny, Patton and Roberto Clemente recreational centers.
- Presented DLBA Vacant Land Reuse programs at the evening community meeting with Council Member Santiago Romero's office in District 6
- Attended community office hours with President Pro Tem Tate at Motor City Java in District 1.
- Coordinated DLBA staff attendance at the Charter Mandated City Council evening meeting at Second Ebenezer Baptist Church in District 3
- Coordinated DLBA staff attendance at the 'Spring into Action' event with Council President Sheffield at Butzel Recreational Center in District 5
- Attended the Charter Mandated City Council Evening meeting in District 1
- Attended virtual community meetings in D3 with Council Member Benson, At-Large with Council Member Young, and with Council Member Durhal in D7
- Coordinated DLBA staff attendance at President Sheffield's Occupy the Corner event

The CGL also continued to facilitate quarterly one-on-one meetings between City Council and the DLBA’s executive team. This quarter’s meetings took place in May with seven of the nine Council Members participating including Council President Sheffield (D5), Council Member Durhal (D7), Council Member Benson (D3), Council Member Johnson (D4), Council Member Young (AL), Council Member Waters (AL), and Council Member Santiago Romero (D6).

NEIGHBORHOOD LOT ENDORSEMENT TRAINING

On May 15, 2023, Council was given full Neighborhood Lot endorsement capabilities. To ensure Council was prepared to execute this responsibility, the CGL organized two Neighborhood Lot Endorsement training opportunities for Council staff. A total of 47 people attended.

Post-training polls show the sessions were successful:

- Do you understand DLBA Neighborhood Lot endorsement Policy and process? **90% yes**
- Do you know how to endorse Neighborhood lots via Salesforce? **90% yes**
- I know who to contact if I need help navigating the Neighborhood Lot endorsement process. **90% yes**

INQUIRIES

INQUIRY SOURCE	APRIL	MAY	JUNE	TOTAL
CITY COUNCIL	12	15	15	42
OMBUDSMAN	22	25	23	70
DON	6	2	3	8
TOTAL	40	42	41	123

COMMUNITY ENGAGEMENT & EVENTS

The fourth quarter presented many wonderful opportunities to engage the City’s communities. The Community Initiatives Program Manager, London Scott, supports the Communications & Engagement (C&E) Team with coordinating community engagement events, meetings, and presentations on behalf of the DLBA. The team’s engagement strategy is focused on fostering connections with Detroiters and community partners, expanding awareness for DLBA programs, improving transparency, and addressing residents’ concerns. The CIP also works closely with City partners, especially the Department of Neighborhoods, to ensure open lines of communication between agencies.

Leveraging subject matter experts across departments, the DLBA participated in 83 events this quarter, 43% of which were in-person. Nearly 38% were hosted by City Council. In addition, the

Communications & Engagement

DLBA's City Council & Government Liaison, Dwayne Barnes, attended 11 City Council Committee meetings within the quarter. The DLBA hosted five events including Human Resources, Procurement, Nuisance Abatement Program, Occupied/Buy Back, Sales & Programs, and the Land Reuse Team. The two most popular events were the Career Fair and Lots of Lots in June. In total the C&E Team, alongside other DLBA staff has attended 83 meetings and events for the quarter, a 36% increase from attendance the previous quarter.

MONTH	DONCAST	DON MEETINGS	CITY COUNCIL	CITY COUNCIL COMMITTEE MEETINGS	COMMUNITY PARTNERS & BOOK CLUBS	FAITH-BASED MEETINGS	CITY INITIATIVES	DLBA TEAMS	TOTAL
APRIL	4	0	10	8	3	0	2	3	30
MAY	3	9	6	3	7	1	0	0	29
JUNE	3	2	7	0	6	0	4	2	24
TOTAL	10	11	23	11	16	1	6	5	83

Detroit Land Bank Authority staff demonstrated its dedication to blight elimination with an impressive volunteer turnout for Motor City Makeover (MCM), assisting in clean-ups throughout the City. As a result, the Department of Neighborhoods awarded the DLBA the MCM trophy for best overall participation in this year's events. The team also participated in the Department of Neighborhood's Blight Walks pilot program. DLBA staff also participated in initiatives led by community groups, including Genesis Hope's Silence the Violence March & Resource Fair and the Detroit Association of Realtors Homeownership weekend.



CONSTITUENT EXPERIENCE LIAISON

The Constituent Experience Liaison (CEL), Antonisha Smith, is committed to improving the quality and efficacy of the DLBA's interaction with Detroit residents and assisting constituents with complicated, escalated concerns. To achieve this, the CEL identifies areas for DLBA improvement, conducts ongoing analysis of core customer service functions, supports leadership with navigating escalated inquiries, and fosters community outreach efforts.

The CEL's core objectives include:

- Internal process analysis
- Best practice recommendations
- Direct community engagement
- One-on-one connection with residents

The Constituent Experience Liaison (CEL) remains committed to analyzing internal practices that impact the overall constituent experience. In the fourth quarter, she focused heavily on identifying opportunities to strengthen relationships with constituents and local key stakeholders utilizing community engagement presentations as opportunities to engage with constituents regarding ongoing issues and/or create inquiries to assist constituents to drive to resolution. To expand DLBA reach, the CEL collaborated with the Compliance department to develop an inquiry workflow for constituents seeking additional support to Achieve Compliance. Smith continues to directly support residents with escalated inquiries, including cases on Glenwood (D3), Three Mile Drive, St. Aubin, Alter Road, Fordham, Eastlawn, Beaconsfield, Meuse, Gratiot (D4), Fischer, and Cabot (D5). In working to resolve these inquiries, the CEL increased one-on-one connections by providing additional support to constituents.

The CEL collaborated with the Planning & Analysis department to identify various community engagement opportunities related to the strategic framework engagement goals. Smith offered interdepartmental support assisting with Procurement Office hours, Human Resources Career Fair preparation, escalated departmental inquiries, and resource development to better equip constituents for home renovation opportunities and homeownership.

In addition, the fourth quarter included continued support to internal staff by assisting with onboarding new team members to ensure that escalations and inquiries from our City partners receive prompt and timely responses and collaborating with the new Digital Content Specialist to create content for social media campaigns aimed at increasing constituent awareness of DLBA resources.

Communications & Engagement

JUNE OUTREACH				
City Council	DON Cast	DONs Bi-Weekly	Neighborhood/ Block Club	In Person Constituents
N/A	N/A	N/A	4	6

Q1 OUTREACH	APRIL	MAY	JUNE
Internal Analysis	4	5	5
Constituent Inquiry Escalations	15	8	14
Inquiries (City Partners)	N/A	N/A	2
Community Outreach	4	6	4



PLANNING & ANALYSIS

ROBERT LINN, DIRECTOR

The Detroit Land Bank Authority's (DLBA) Planning & Analysis Department oversees the acquisition, assessment, pipeline assignments, and listing of DLBA-owned lots and structures. The department also oversees data analysis and coordinates inter-agency planning with other City agencies to inform a flexible and dynamic sales strategy for the organization.

ASSISTANT DIRECTOR

This quarter, the department promoted Savannah Robbins to Assistant Director of Planning & Analysis. She previously served as the department's Land Reuse Manager. As Assistant Director, Ms. Robbins will oversee multiple divisions of the department, featuring the Land Reuse team, uniting all the sales pipeline functions under a single umbrella. In this capacity, Ms. Robbins will be charged with expanding residents' access to DLBA inventory through the development of new sales pipelines and coordination of sales-driven outreach and events. Ms. Robbins holds a master's degree in urban planning from Wayne State University and has extensive experience working with both the DLBA and the City of Detroit.

'LOTS OF LOTS' EVENTS

In June, the DLBA kicked off its new summer event series, "Lots of Lots". The "Lots of Lots" events offer in-person assistance with the Side Lot and Neighborhood Lot purchase process including DLBA account creation, applications, and reviewing eligibility concerns. Thanks to the support of City Council and the Department of Neighborhoods, applicants can also receive face-to-face assistance with the Neighborhood Lot Endorsement process. The first "Lots of Lots" event served residents in Districts 4, 5, & 6 at Voyageur College Prep High School. The next event will serve residents in Districts 2 & 3 at Heillman Recreation Center on July 22nd from 10 am to 2 pm. In late summer, the DLBA will host the final "Lots of Lots" event of the series for Districts 1 & 7. The date and location will be announced next quarter.

CITYWIDE BLIGHT SURVEY

In Q4, department staff prepared to launch the citywide blight survey announced last quarter. The department hired a new Neighborhood Survey Manager, Alexandra Alexander, who focused on building the Neighborhood Survey Team, creating the necessary survey infrastructure, testing the survey process, and working with City partners on an assessment of demolition candidates.

Planning & Analysis

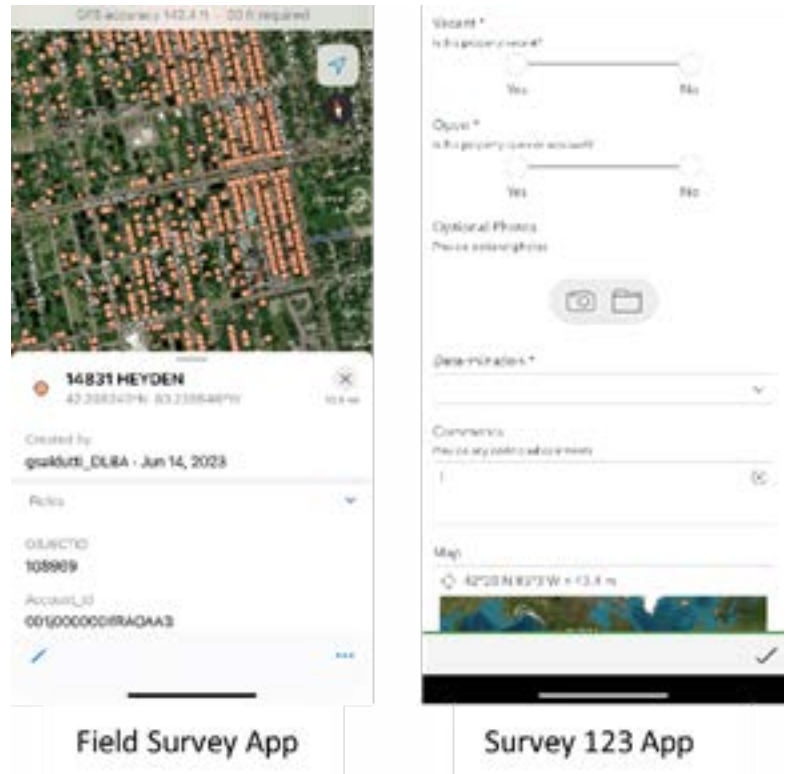
The department is actively recruiting eight positions – a project manager, a data analyst, and six field surveyors – and expect to hire in early Q1 2024. In June, staff joined the DLBA's Career Fair at the Johnson Recreation Center and connected with many interested applicants at the event.

Staff completed the survey instrument for the citywide survey through both ArcGIS Online (AGO) and Salesforce.

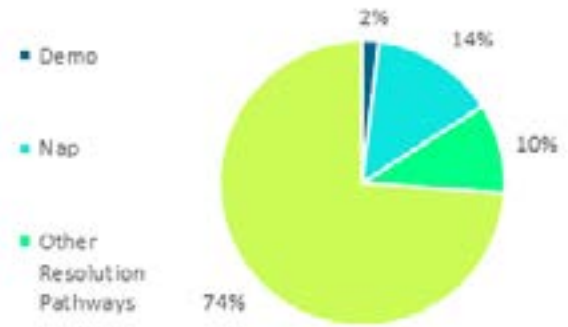
The result is a dedicated space to store survey information in the Salesforce database and an interactive AGO map surveyors will use to track details about privately owned structures. The map combines several different City datasets so that surveyors can track progress and filter their assigned neighborhood for any given day. Information the surveyors collect will be directly connected from the AGO platform into Salesforce, allowing the condition reports and photos to be viewed by all DLBA staff and multiple City departments. On June 21st, DLBA staff conducted the first test run of the survey. The next steps in testing the survey process will be to upload test survey results into Salesforce and create necessary reporting measures.

Meanwhile, staff also assisted the Office of Continuous Improvement and the Buildings, Safety Engineering, and Environmental Department (BSEED) staff with an effort to review approximately 4,000 privately-owned properties with historical demolition orders. Staff ordered vendor inspections to determine whether these properties still require demolition. The Neighborhood Survey Team completed exterior surveys at more than 1,200 properties between the project launch in late May and the end of Q4. The survey questions and determinations are very similar to the those associated with the citywide blight survey and serve as another test run of the larger effort. The current survey process requires two rounds of determinations:

- **First:** In-field, based on structure and neighborhood condition;
- **Second:** In-office, based on condition as well as historical data and property information in Salesforce



Of the 1,264 properties surveyed and reviewed, DLBA staff confirmed 24 properties require demolition, referred 178 to NAP, identified 129 properties which require other resolution pathways, and determined 933 properties do not require further action. Among the homes requiring no further action, 85% were found to be occupied. The remaining 15% are either in good condition - or already in a blight remediation program.



Final Determination	Subset	Count
No Action	Occupied	798
	Vacant – In Programs	36
	Vacant – Good Condition	89
	Vacant Lot	8
Other Resolution Pathways	Large multi-family structures	42
NAP		178
ODM (Demo)		24
TOTAL		1,264

HOME INSPECTIONS

This quarter, the Planning & Analysis department inspected 1,857 DLBA-owned structures. Staff conduct these inspections to confirm the vacancy and condition of structures and then assign structures to the appropriate pipeline. Recent acquisitions and reconveyed houses are all transferred to the Prop N Stabilization queue once staff completes inspection, review, and adds the properties to a quiet title batch. Of the 866 acquisition and reconveyance inspections completed this quarter, 362 properties were transferred to Prop N Stabilization, 260 are undergoing final review, and the remaining 244 properties are in other queues.

In an effort to increase flexibility in response to residents’ inquiries, the DLBA re-inspected 495 houses in the Prop N Stabilization pipeline before stabilization work began. As a result, 263 houses were pulled out of the stabilization queue and listed for sale to make them available to residents sooner. 61 houses were pulled from the queue and moved to demolition, sales preparation, or occupied pipelines. The remaining 171 properties in the re-inspection batch remain in the Prop N stabilization queue and are assigned to a Trash Out RFP Group. The team

Planning & Analysis

will continue to monitor new inquiries that indicate condition changes or sales interest for Prop N Stabilization houses and order updated inspections to manage the pipeline accordingly.

At the end of April, the DLBA published the FY2024 RFQs for Operations and General Maintenance. RFQ categories included: Property Inspection Services, Property Preservation and Debris Removal, and Tree Maintenance. Bids closed on May 12th and evaluations began on May 26th. Of the eight vendors that responded to the RFQ for Property Inspection Services, department staff submitted procurement recommendations for five vendors. Of the five vendors recommend, three are Detroit headquartered, two are minority-owned, and three are women-owned enterprises. Staff expect these contracts to be finalized in early Q1, FY2024.

PROPERTY TRANSFER AFFIDAVITS

Department staff continue to file Property Transfer Affidavits (PTAs) on behalf of DLBA purchasers if the purchaser fails to file the PTA within 45 days of sale. This quarter, staff filed 1,326 PTAs. To assist the Office of the Assessor, staff typically submit a recorded deed along with the property transfer affidavit. The department also worked on PTA process improvements for efficiency, deed tracking and organization, and file sharing between DLBA departments.

MARKETING

This quarter, staff listed 75 sites for sale through the DLBA's brokers and submitted 102 new marketing sites for board and City review. The team engaged in a number of strategies to identify more marketing sites, including the development of an interactive map with expanded parcel information, brainstorming sessions with City partners, and district deep-dives of DLBA inventory. Overall, the effort is paying off with a significant increase in sites being added to the pipeline. Marketing now falls under the oversight of the department's new Assistant Director, alongside the DLBA's other sales pipelines including vacant land and structures.

STRATEGIC PLANNING

The DLBA released an RFP for strategic planning and engagement support to develop a 5-year plan for the organization in partnership with residents, City partners, and community stakeholders. Five firms responded to the bid. The DLBA plans to finalize its selection by the end of July. The planning process is slated to begin in August and last for approximately one year. The DLBA has also been awarded a grant of \$75,000 from the Kresge Foundation to support the strategic planning process. Funds will be used to support a process that is creative, community-focused, and committed to expanding opportunity for Detroit residents. Finally,

the DLBA has hired Jolie Hashaby to support community engagement and coordination for the planning process. Jolie will join the team as a contractor this summer and continue in her position as a Challenge Detroit fellow this fall.

2924 GARLAND

This quarter, staff negotiated a deal to acquire 2924 Garland, a home located near the Ossian Sweet House. This home is adjacent to two other DLBA properties and together they will become part of a City plan for a larger development honoring the legacy of Ossian Sweet. All three properties will be transferred to the City and renovated through the Bridging Neighborhoods Program.

BLIGHT ELIMINATION GRANT FUNDS ROUND II

This quarter, staff worked with a cross-departmental team to prepare an application for Round II of the State Land Bank Authority's Blight Elimination Grant Fund. As a result, the DLBA was awarded \$990,400 to clean out and stabilize residential structures in various neighborhoods throughout Detroit. The properties in question will subsequently be made available for sale through DLBA Sales programs, including Marketing, Auction, and Rehabbed & Ready sales pipelines. Each of these channels caters to a specific market segment, targeting buyers seeking properties with a range of pricing and purchase conditions. Stabilization work will be completed by September 2024.

SIDE LOT & NEIGHBORHOOD LOTS

In Q4, staff listed a total of 1,842 vacant lots through various vacant land programs. This included a large Side Lot Listing of over 320 lots and a large Neighborhood Lot listing of over 1,100 lots. Staff answered over 3,500 purchase inquiries on DLBA owned vacant lots in Q4, which led to an additional 376 one-off listings through various vacant land programs. The team identified an additional 7,243 Side Lots that qualify for graduation to the Neighborhood Lot Program after going unsold for 180 days or more per the Vacant Land Policy. Neighbors adjacent to these lots received post cards alerting them to the upcoming graduation so they have one more chance to purchase under the Side Lot program. If the lots remain unsold, they will move to the Neighborhood Lot Program in the fall.

Q4 VACANT LOT LISTINGS, BY DISTRICT

District	Neighborhood Lots	Side Lots
1	23	244
2	25	68
3	83	82
4	100	162
5	51	148
6	8	363
7	33	76
TOTAL	323	1,143

180 DAY LAST CHANCE POST CARDS, BY DISTRICT

District	Side Lots
1	608
2	600
3	1,851
4	1,929
5	918
6	317
7	1,020
TOTAL	7,243

NEIGHBORHOOD LOT ENDORSERS

In Q4, the DLBA completed on-boarding for City Council’s return to Neighborhood Lot endorsements. The DLBA provided two live training sessions to City Council offices on May 8th and May 15th before the update went live in Salesforce. Both training sessions were recorded and provided to City Council for reference.

CREATE-A-PROJECT

In Q4, the DLBA received 40 Create-a-Project applications bringing the program’s total applications to 253. Of the 253 , 90 applicants have been approved as purchasers and moved forward to lot selection. Staff ordered title work on a total of 41 properties during Q4 and were able to send 9 projects consisting of 16 lots to closing. Staff also worked closely with the City of Detroit’s Neighborhood Beautification Grant Program to begin lot clean up licenses for two eligible organizations. These community groups received Neighborhood Beautification grant funding for clean ups on 6 DLBA owned lots. These licenses are the first of their kind and clean ups are expected to be completed in late summer.

DONATIONS

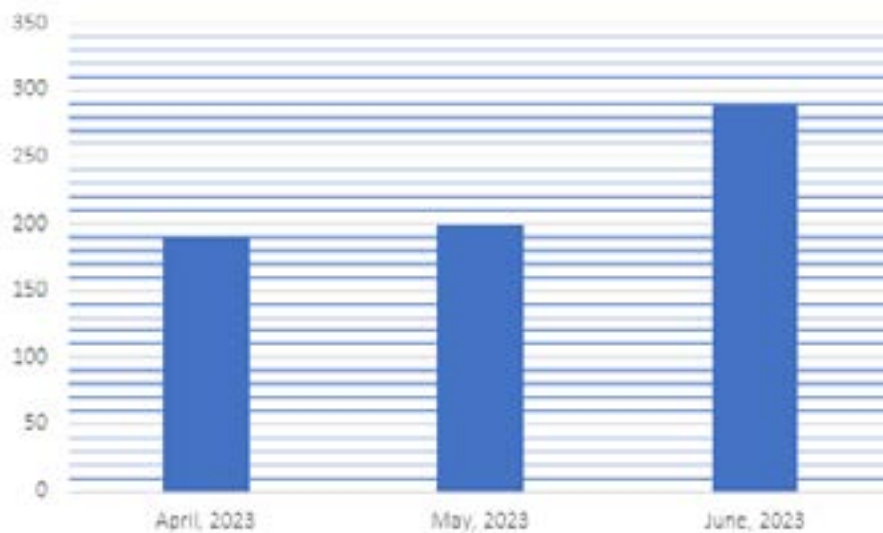
This quarter, staff processed 17 donations including 12 residential structures and 5 residential lots, which represents a high among recent quarters. Planning & Analysis expects acquisition activity to increase in FY24, as the citywide survey and 2024 tax foreclosure processes begin in Q1.

HOME LISTINGS

This quarter, staff continued efforts to increase the Own It Now listing rate by moving properties from the Proposal N stabilization queue post board-up, into the Own It Now pipeline instead of waiting for complete stabilization and feeding Auction listings.

The chart shows the number of Auction and Own It Now listings for the fourth quarter.

HOMES LISTED, PER MONTH, Q4 FY2023



REAL ESTATE, SALES & MARKETING

The Detroit Land Bank Authority's (DLBA) core blight remediation effort is the disposition of property. The Real Estate, Sales & Marketing Department facilitates structure and land sales through a wide range of programs. Most of the DLBA's structure and land transactions are online through the Auction, Own It Now, Side Lot, and Neighborhood Lot platforms. The DLBA also sells property through Rehabbed & Ready, Occupied Programs, Real Estate team, and, per the Memorandum of Understanding with the City of Detroit, the DLBA engages in real estate transactions in support of strategic City initiatives.

AUCTION

The DLBA auctions houses daily on its website, buildingdetroit.org. Auction properties are the DLBA's strongest rehabilitation candidates, focused in areas with the best potential return on buyer investment. The number of available Auction properties continues to decline as the DLBA exhausts its strongest inventory and moves into neighborhoods with weaker real estate markets and structures requiring more extensive sales preparation and renovation.

AUCTION CLOSED	
Comparison of Fiscal Year Q4 Closing Trends	
Year	Total Closed (Q4)
2015	117
2016	111
2017	140
2018	165
2019	127
2020	72
2021	142
2022	102
2023	70

OWN IT NOW

Own It Now responds to public requests for properties in emerging neighborhoods. Any person can contact the DLBA with an address, and with certain exceptions, we will work to list the property for sale. Once a property is listed online, offers are accepted 24 hours a day, seven days a week. The first offer on a property triggers a 72-hour countdown and the person with the highest offer at the close of that time-frame wins the property.

OWN IT NOW CLOSED	
Comparison of Fiscal Year Q4 Closing Trends	
Year	Total Closed (Q4)
2016	97
2017	285
2018	209
2019	340
2020	351
2021	973
2022	462
2023	216

AUCTION AND OWN IT NOW CLOSED								
By Council District for Q4								
	1	2	3	4	5	6	7	Grand Total
Auction	2	4	15	9	11	7	22	70
Own It Now	12	6	48	40	50	33	27	216
Grand Total	14	10	63	49	61	40	49	286

BIDDERS

Closings are only one way to measure market demand for a given region. The number of applications processed also informs demand as seen in the table below.

AUCTION AND OWN IT NOW BIDDERS								
By Council District for Q4								
	1	2	3	4	5	6	7	Grand Total
Auction	25	26	83	61	70	74	105	444
Own It Now	122	93	673	601	376	388	385	2638
GRAND TOTAL	147	119	756	662	446	462	490	3082

DISCOUNTS

Supporting the DLBA's mission of returning Detroit's blighted and vacant properties to productive use, the department promotes a variety of sales initiatives. Discount programs provide the opportunity for eligible participants to utilize a 50% discount on DLBA Auction homes. The 20% Home Buyer Counseling Discount & Community Partner Endorsement is available to eligible participants for Own It Now or Auction homes. Each discount request is verified by the HR/Designated Point Person (DPP) for the applicable entity. Discounts will be

Real Estate, Sales & Marketing

applied at closing. One discount will be given per registered discount bidder. Bidders cannot combine or use multiple discounts.

DISCOUNTS					
By Category for Q4					
Applications	% Off		Approved	Rejected	Used
City Employee	50%		16	18	4
Detroit School Employee	50%		15	36	0
Skilled Trade Employment Program STEP	50%		10	3	0
Home Buyer Counseling	20%		10	19	10
Community Partner Endorsement	20%		0	0	1
Community Resident - Fitz	80%		0	0	0
Q4 Total			51	76	15

SIDE LOTS & VACANT LAND REUSE

The Side Lot program caters exclusively to Detroit homeowners and provides easy access to vacant lots adjacent to occupied homes for \$100. Since 2014, and as of the date of this report, the DLBA has sold 22,411 Side Lots, making it the Land Bank's most popular sales platform. During Q4, the DLBA sold 285 Side Lots, as well as 223 Neighborhood Lots, 9 Accessory Structure/Oversized Lots, and 12 Create-A-Project Lots.

SIDE LOTS SOLD								
By Council District for Q4								
Month SOLD	1	2	3	4	5	6	7	Grand Total
April	7	16	19	25	6	18	16	107
May	5	8	24	17	23	16	23	116
June	3	1	29	5	13	4	7	62
Grand Total	15	25	72	47	42	38	46	285

CLOSINGS

The Closing Team is responsible for coordinating all aspects of pre-closing and closing services for all disposition programs within the Detroit Land Bank Authority (DLBA), including, but not limited to, coordinating with lenders and title companies, conducting the closing, preparation and recording of documents, and authorizing appropriate post-closing disbursements and reconciliation associated with the settlement process.

Q4 usually kicks off the summer “buy and build” season with above average closing numbers. However, closing numbers continue to come in below the monthly average for this time of the year. There were 84 executed closings in April. The department was close to its monthly benchmark in May with 174 closings. June closings were at 123 for the month. The DLBA expects to see an uptick in the coming months as adjustments are made to the sales pipeline.

TITLE SERVICES

Clear, insurable title is critical for anyone buying property—not just from the DLBA, but in general. Clear title provides confidence to the property owner in their ownership and any investment they make. It is an absolute prerequisite for any lending institution considering a mortgage. In fact, clear title is so important that it is one reason the state legislature created land banks. In the fourth quarter, the Title Team received 450 new title orders. New title orders include examination of the title commitment for ownership (vesting) and underwriter’s requirements to eliminate outstanding interests, including tax and utility status, that may prevent future marketable title.

In total, 1,805 properties were assessed in Q4 FY2023. Of those, 297 (Initial Review) were confirmed to have a marketable title with no delinquent taxes and graded as ready for sale. 803 (Update Reviews) were reviewed to confirm continued clear title with no new interested parties, new recorded/unrecorded liens, or tax bills were assessed against the property, which would prevent moving forward in the sale process. For 342 (In-house title clearance), the Title Team requested tax clearances, BSEED releases, and handled escalations to underwriters to clear title issues. The remaining 363 (Quiet Title Required), required court action to eliminate outstanding interests on title which would otherwise prevent the sale of the property.

COMMUNITY PARTNERSHIP & ECONOMIC DEVELOPMENT

The Community Partnership and the Economic Development teams work collaboratively on a wide variety of projects. Developers and Community Partners follow the same process for property acquisition, however, with a recent policy amendment, our Community Partners now receive additional benefits. Applicants looking to acquire property through either track may do so through the application portal process or through the marketing program.

DEVELOPER SPOTLIGHT

UGANDA COMMUNITY OF MICHIGAN

Uganda Community of Michigan’s (UCOM) mission is to share the art, culture, and heritage of Uganda. They use agriculture to share traditional Ugandan values and farming techniques. UCOM provides an outlet for the youth and promotes a healthy diet while reactivating land.

Before



After



MARKETING PROGRAM

In addition to the DLBA's online sales platforms, the team uses licensed realtors to promote properties through the traditional real estate market. Buyers can find DLBA single-family homes, mixed bundles of structures and vacant land, infill lots, and assemblages for Land Based Projects on the DLBA's website, buildingdetroit.org, as well as the Multiple Listing Service (MLS) and place offers through real estate Brokers.

COMMUNITY PARTNERSHIP PROGRAM

The Community Partnership program continues to encourage faith-based and community organizations to transform the neighborhoods that they serve through projects such as home rehabilitation, deconstruction, new construction, lot beautification, community gardens, and pocket parks. The program guides nonprofits, faith-based organizations, and community development organizations through the process of acquiring property through the DLBA. This program allows organizations to present proposed projects through development plans.

Community Partner eligibility criteria:

- Headquartered in the City of Detroit
- Have a federal 501(c)(3) tax exempt status
- Be current on its property taxes
- No blight violations or fines

Community Partner benefits:

- 50% discount for direct sales (not to fall below \$250 for lots and \$1,000 for structures)
- 20% discount on the purchase of homes online
- Discounts on Quiet Title Services
- Historic pricing for sales holds

COMMUNITY PARTNERSHIP ENDORSEMENTS

The DLBA also encourages Community Partners to help better their blocks by identifying and endorsing potential homeowners who have the ability renovate a house. The Community Partner must provide, in writing to the DLBA, its process for selecting and endorsing a bidder. It is expected that a bidder endorsed by a community group will be the owner-occupant for at least three years.

For each Auction of a house in its service area, the Community Partner may endorse one bidder it deems to be a good neighbor for the community. The Community Partner's endorsement means the endorsed bidder will get an automatic 20% discount on the final bid price (not to fall below \$1,000 final price).

Real Estate, Sales & Marketing

All winning bidders must comply with the terms of the Auction Purchase Agreement including the deadlines for closing, rehabilitating, and occupying the property. If endorsed bidders fail to meet these deadlines, the DLBA may terminate the Endorsement Partnership. The DLBA is relying on the Community Partners to vet bidders before endorsing them.

OCCUPIED PROGRAMS

The DLBA's Occupied Programs focus on providing pathways for occupants living in DLBA-owned properties, along with returning properties to the tax roll. The DLBA's people-first approach includes the Buy Back Program and Occupied Property Disposition Program.

BUY BACK PROGRAM

The Buy Back Program provides a path forward for occupants of DLBA-owned houses. It allows an eligible occupant of a DLBA-owned property the opportunity to gain ownership of the house in which they live. After qualifying for Buy Back and purchasing the property for \$1,000, the occupant officially enters program monitoring and must display consistent savings until their first tax bill is issued and paid in full in July of next calendar year. Participants also attend regular homeowner and financial workshops with DLBA partner organizations and must pay their first Summer tax bill in full before exiting the program.

The DLBA expects 135 current Buy Back participants to successfully exit the program as homeowners in summer 2023, which will bring the all-time total to 1,119.

Q4 BUY BACK CLOSINGS

MONTH-YEAR	CLOSED	TOTAL
April-23	8	\$8,000
May-23	8	\$8,000
June-23	3	\$3,000
Total	19	\$19,000

EXECUTIVE SUMMARY	
Buy Back Closed (inception to date)	1180
Buy Back Complete (inception to date)	984
Monitor Compliance for immediate exit	9
Monitor Compliance for July 2023 exit	135
Reconveyance Complete (inception to date)	18

OCCUPIED PROPERTY DISPOSITION PROGRAM

For occupied properties that do not qualify for Buy Back, the Occupied Property Disposition Program (OPDP) provides an opportunity for the DLBA to sell occupied property to OPDP Partners. Partners are committed to renovating the houses and working with occupants to help them stay in the house as a homeowner or tenant, or to provide relocation assistance. The policy enacting the Occupied Property Disposition Program was approved by the Detroit Land Bank Board of Directors in December 2021 and transfers through OPDP began in 2022.

Q4 OCCUPIED NON-PROFIT/ OCCUPIED PROPERTY DISPOSITION PROGRAM CLOSINGS

MONTH-YEAR	CLOSED
Apr-23	4
May-23	4
June-23	2
TOTAL	10

EXECUTIVE SUMMARY	
ONP/OPDP Closed	216
ONP/OPDP Compliance Achieved	116
Reconveyance Complete	13

LEGAL

DOUG PARKER, GENERAL COUNSEL

The Legal Department is responsible for the legal affairs of the Detroit Land Bank Authority (DLBA). The Legal Department provides legal advice and support to the DLBA that facilitates property disposition, remediate nuisances, and addresses illegal activity at properties throughout Detroit, helping the DLBA achieve its goal of restoring blighted and vacant properties to productive use. The Legal Department also represents the DLBA in a variety of legal, regulatory, transactional, and other contexts.

The response to the coronavirus pandemic continued to impact some of the Legal Department's activities during the fourth quarter of FY23. During the quarter, courts were open on a remote basis for certain civil actions including quiet title, nuisance abatement, and evictions.

QUIET TITLE

The Legal Department files and oversees expedited Quiet Title Actions pursuant to extraordinary legal authority granted to land banks in Michigan under Section 9 of the Land Bank Fast Track Act, MCL 124.759., which allows the DLBA to obtain quiet title more efficiently, quickly, and cost-effectively than private parties or municipalities. The DLBA files quiet title actions on its properties in support of its commitment to sell structures with clear, insurable title. By doing so, the DLBA provides buyers with confidence in their ownership and any investment they make in property purchased from the DLBA. Clear title also fulfills a standard requirement of a lender providing financing secured by a mortgage.

During the fourth quarter, the Quiet Title Team received judgments clearing title to 433 properties and filed nine additional lawsuits representing 429 properties.

NUISANCE ABATEMENT

ABANDONED PROPERTIES

The DLBA established its Nuisance Abatement Program (NAP) in February 2014, after the Detroit City Council delegated to the DLBA non-exclusive authority to commence Nuisance Abatement litigation on February 18, 2014 (Council Action Number 23). The criteria for being designated as a NAP-eligible property include that the property is vacant, boarded, and appears to be abandoned or neglected.

The NAP team identifies potential properties using several resources, including citywide surveys as well as input from the City's Department of Neighborhoods, community groups, and neighbors. Specific locations are then verified by investigators, who place a large notice (poster) on the property.

To achieve proper service of process, the DLBA searches tax, title, and other records for each property to determine current interest holders of record, including owners, mortgage companies, and other lien holders. A NAP civil suit names current owners and other interest holders of record and requests abatement of the 'nuisance' created by the property's condition. Owners or interest holders in a property who fail to respond to the lawsuit may lose their ownership rights to the property at a hearing for default judgment.

During the fourth quarter, the Legal Department placed nuisance abatement notices on 650 properties identified to be vacant and blighted. The NAP Team also filed nuisance abatement lawsuits against 661 vacant and blighted properties in the fourth quarter. Court proceedings were conducted in remote format, and 37 judgments transferring title to the DLBA were issued as the new filings worked their way through the court process. In addition, the NAP Team entered into 177 agreements with private owners to rehabilitate their properties.

NAP agreements continued to be a successful tool in addressing private blight with 31 properties achieving Compliance in the fourth quarter, including the following examples.



Before and After, renovated as a result of a NAP Abatement Agreement – Stahelin, District 1.

Legal



Before and After, renovated as a result of a NAP Abatement Agreement – St. Marys, District 2.



Before and After, renovated as a result of a NAP Abatement Agreement – Justine, District 3.



Before and After, renovated as a result of a NAP Abatement Agreement – Beniteau 4.



Before and After, renovated as a result of a NAP Abatement Agreement – District 6.



Before and After, renovated as a result of a NAP Abatement Agreement –W. Warren, District 7.

DRUG HOUSE UNIT

The Drug House Unit (DHU) is a part of the NAP team and represents a joint effort by the Detroit Police Department (DPD) and the DLBA to help stabilize neighborhoods by addressing the use of properties for drug trafficking. The DHU receives weekly emails from DPD reporting properties where officers found drugs and drug paraphernalia during surveillance and raids. Using this information, the DHU determines next steps based on the ownership of the property. If a property is privately-owned, and more than two raids occur within a 12-month period, the DHU may proceed with a lawsuit. If a property is DLBA-owned, the Legal Department's Occupied Property Team determines how to address occupancy at the property based on its internal investigation into the nature of the reported activities.

Legal

During the fourth quarter, DPD reported 44 applicable raids to the DHU. Of these, 36 occurred at privately-owned properties. Only privately owned, single-family residences are eligible for DHU action, so warning letters were sent or are in the process of being sent to these property owners. The remaining eight raids were conducted at DLBA-owned properties and are under investigation by the Occupied Properties Team. No Nuisance Abatement lawsuits were filed for illegal narcotic activity during the fourth quarter.

OCCUPIED PROPERTIES

There are a variety of reasons why DLBA-owned houses become occupied without authorization. Sometimes, unauthorized occupants are former owners who lost the property to tax foreclosure and never left, others are victims of fraudulent “leases” or “sales”, some use a DLBA-owned house for illegal activity, and many others are “squatters” with no connection to a property.

The Legal Department’s Occupied Property Team receives reports of occupied properties from several sources including neighbors, DLBA employees engaged in sales preparation, and City agencies such as DPD, the Demolition Department, and the Building, Safety Engineering and Environmental Department. Upon receiving a report of an occupied structure, the Occupied Property Team opens an investigation and will move the property toward one of several resolutions. The first step is posting a notice on the property that informs occupants that the house is owned by the DLBA and that anyone living there should contact the DLBA immediately. The ultimate resolutions include the occupants leaving of their own accord, qualified occupants being referred to the DLBA’s occupied property sales programs including Buy Back, or removal through formal court action or DPD intervention.

During the fourth quarter, the DLBA received 129 reports of unauthorized occupancy at DLBA-owned properties. Upon investigation, one was found to be vacant and three were deemed eligible for removal. The rest began moving through the team’s occupied property process.

The Occupied Property Team is responsible for the removal of unauthorized occupants from DLBA-owned properties. Due to the impact removals have on occupants, every removal is reviewed individually and with a high level of scrutiny. The DLBA assesses every occupant for Buy Back eligibility first, then for occupied property disposition programs as applicable. If the occupant does not qualify for any of these programs, the Legal Team may go forward with

removal. Vetting for these programs will not occur if the DLBA finds there to be extenuating circumstances such as confirmed reports of illegal activity at the property, confirmed vacancy, or third-party sale. If the DLBA deems a property unfit for habitation, the DLBA will connect the occupant with the Detroit Health Department and the Community Health Corps to assist with relocation while initiating removal proceedings. The final step in a removal proceeding is to secure the property and return it to the DLBA's Planning & Analysis Department for pipeline assessment.

Due to the previous closing of courts for civil actions and moratoriums on evictions by various jurisdictions during the pandemic, the DLBA completed minimal removal proceedings during that time. Although these moratoriums have now expired, the DLBA recognizes the public health and safety concerns surrounding removals of occupants during a public health crisis. Accordingly, the DLBA only initiated removals in extremely limited circumstances. During the fourth quarter, the DLBA completed five removals with the assistance of DPD and initiated no new eviction proceedings. No eviction judgments were granted during the quarter.

FREEDOM OF INFORMATION ACT (FOIA) REQUESTS

Under the Michigan Freedom of Information Act (FOIA), MCL 15.231 et seq., all persons, except those who are incarcerated, can submit a FOIA request to the DLBA FOIA Coordinator. During the fourth quarter, the DLBA received four new FOIA requests and completed all four during the quarter. The DLBA issued another three responses pursuant to a request that requires periodic responses over a six-month period. All were completed within the statutory time frames. In addition, the DLBA received another request asking for the same periodic responses for another six months.

ADMINISTRATION AND SUPPORT

CUSTOMER SERVICE

The Customer Service Team is the DLBA's front-line for assisting Detroit residents engaging with the land bank's variety of programs and property concerns. The team operates a call center and the organization's public lobby. Customer Service is fully staffed and trained to provide constituents with personalized service via phone calls, lobby visits and email inquiries. The operational service metrics below highlight the successes resulting from the team's reorganization and process improvement efforts implemented at the beginning of fiscal year 2023.

OPERATIONAL SERVICE METRICS

PHONE CALLS

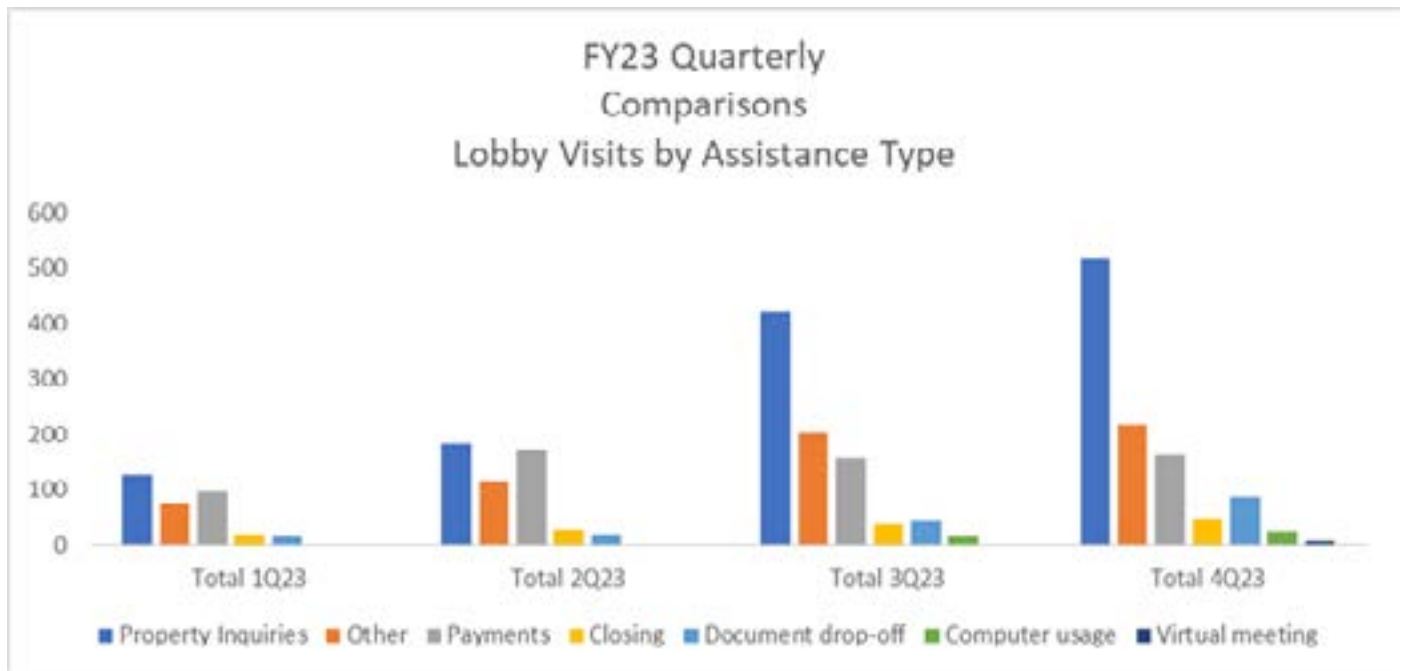
June phone calls received increased 6.7% from May. The calls answered percentage of total inbound calls decreased slightly to 91.9% in June compared to 92.7% in May. The abandoned rate percentage increased slightly to 8.1% in June compared to 7.3% in May. Average call wait time decreased to 3.5 minutes in June compared to May's 3.9 minutes. The following are graphs illustrating the significant improvements in calls answered over the last 12 months, as well as the shift to answered calls directly with a Customer Service Representative compared to calls via the queue call back and the significant reduction in average wait times to speak to a Customer Service Representative.





LOBBY VISITS

The Customer Service team assisted 1,063 constituents in Q4 FY23, compared to 881 serviced in the previous quarter, representing a 20.7% increase. June lobby visits decreased slightly to 373 from 408 in May with one less working day. Customers last month were mainly assisted with property inquiries, payments, and other concerns.

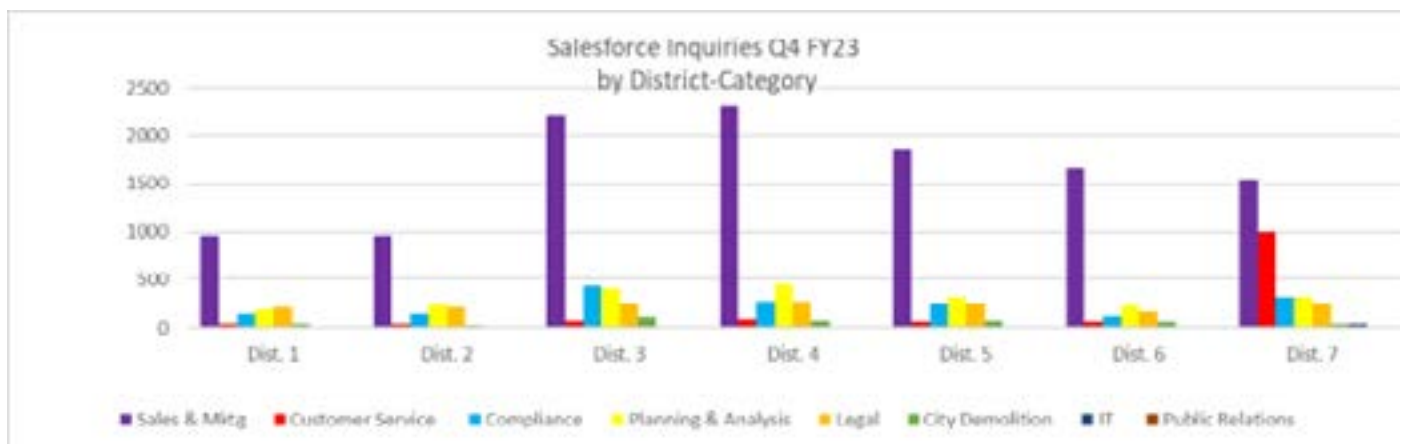
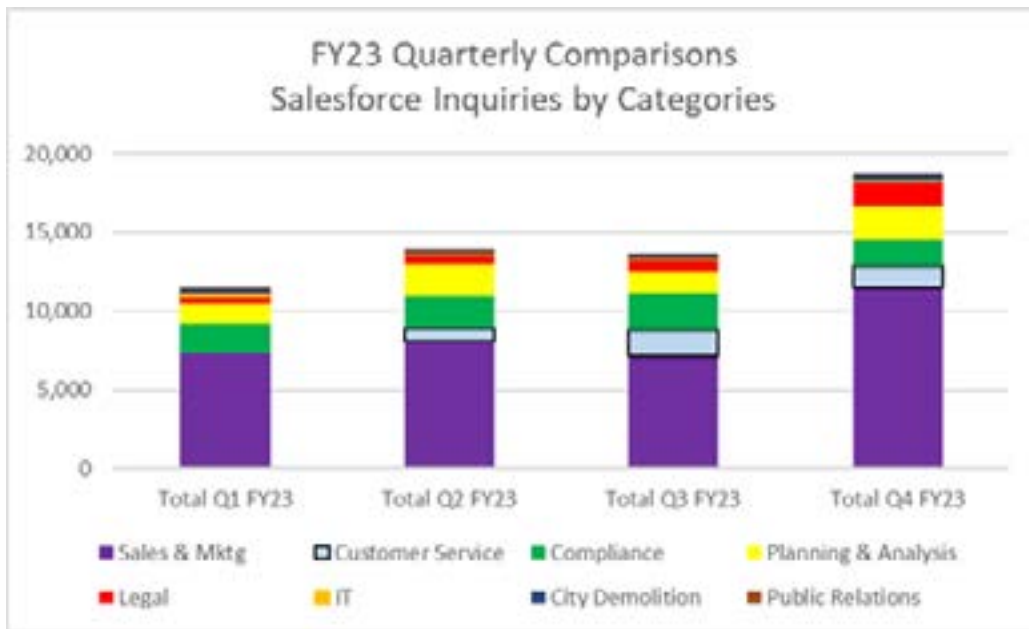


Administration & Support

SALESFORCE INQUIRIES

The DLBA received 18,740 Salesforce inquiries in the fourth quarter, compared to 13,853 in the third quarter. Real Estate, Sales & Marketing, Compliance, Customer Service, and Planning & Analysis continued to be the primary categories for inquiries across all districts. The Customer Service team continues to collaborate with program managers, IT, and Public Relations to identify opportunities for reducing inquiries. Below is a graph illustrating the inquiry totals over the past three quarters.

Districts 3,4 and 7 account for 55.9% of the total inquiries received in the fourth quarter. The DLBA is collaborating with City Council partners on public outreach programs to provide DLBA program information. Below is a graph illustrating the inquiry totals by district for Q4 FY23.



SYSTEMS DESIGN

The Systems Design team provides integral technology support for the Detroit Land Bank Authority. In addition to overseeing day-to-day hardware and information technology needs for the organization, the team also manages the organization's critical Salesforce database, online sales platforms, and off-site event technology support.

SALESFORCE SUPPORT

In the fourth quarter, the Systems Design Team continued to provide support and service enhancements to the DLBA's internal and external Salesforce users. This quarter, the DLBA launched its transition to the upgraded Salesforce Lightning platform. To facilitate this transition, the Systems Design team met all identified "Salesforce Super Users" in each department, compiled comprehensive workflow management information, and created and developed a plan to ensure a seamless transition without interruption of business processes.

The System Design team has also played a key role in enabling Council Members the ability to resume Neighborhood Lots endorsements, including on-site during the highly anticipated "Lots of Lots" event in June.

WEBSITE & DATA SUPPORT

The Systems Design Team provides ongoing support for the DLBA's online sales and resource website, buildingdetroit.org. In Q4, the Systems Design Team totally restructured the website's test environment ahead of the organization's planned website design and content improvement project, which will benefit the visitors of buildingdetroit.org.

HUMAN RESOURCES

The mission of the DLBA Human Resources department is to design and implement people practices that improve the employee experience, the organizational capability, and the stakeholder satisfaction. HR oversees and administers DLBA recruitment and on-boarding, payroll, employee-benefit programs, employee relations, and all employee development, engagement, and communications activities.



STRATEGIC INITIATIVES

In the fourth quarter, HR continued to focus on several strategic initiatives including:

Career Fair: HR created a planning committee comprised of staff across DLBA departments to coordinate a community Career Fair. The event was designed to create an accessible pipeline of talent and increase the visibility of the DLBA by marketing the DLBA's programs. The fair was hosted in District 2 at the Johnson Recreation Center. Human Resources effectively coordinated the efforts of representatives from all DLBA departments to staff the Career Fair. DLBA staff engaged with over 40 attendees over a four-hour period. Several of the attendees have applied for and interviewed for many of the fourteen open positions.

Members of the Detroit Police Department's recruitment team joined the DLBA Career fair to promote a DPD's upcoming all-day hiring event. The Career Fair format consisted of a department meet and greet hall, as well as a program showcase where DLBA program managers presented on the critical work accomplished by each team and the impact that is made through the delivery of DLBA programs.

Performance Evaluation: HR has also been actively engaged in the performance evaluation process; equipping managers to conduct meaningful end of year evaluations to ensure any recommended merit increases are justified and applied timely by the start of the new fiscal year.

Employee Engagement Action: Preparation is underway for a Progress Check survey to track progress on improving employee engagement. The organization’s overall engagement strategy will include actions to improve Organizational Effectiveness, Quality & Customer Service, Communication, Accountability, and Trust. Pulse Check surveys will be administered throughout CY 2023 to track progress on improving engagement. The next full survey is scheduled to occur in January 2024.



TALENT MANAGEMENT

The DLBA currently has a roster of 149 full-time employees and is in the process of filling 14 vacancies.

In the fourth quarter, all DLBA staff returned are reporting to the office five days a week. In May, the DLBA stopped requiring employees to complete the daily COVID health screening questionnaire. Contact tracing continues to be conducted as needed by HR.

OPERATIONS & FINANCE

The Chief Operating Officer and Chief Financial Officer, Reginald B. Scott II, oversees the Detroit Land Bank Authority's (DLBA) Operations and Finance teams. This fiscal year, the DLBA Maintenance team moved from the Inventory Department (now called Planning & Analysis) to Operations. This updated structure allows closer collaboration with the team driving the organization's budget to ensure maximum efficiency.

MAINTENANCE

The Detroit Land Bank Authority (DLBA) Maintenance team triages and addresses blight and maintenance needs at DLBA-owned properties, in support of overall efforts to return properties to productive use. The DLBA's ability to address maintenance concerns is dictated by budget constraints. Maintenance services are performed through two channels: field and vendor services. The field operations team consists of DLBA employees working throughout the city on DLBA-requested maintenance. When specialized service or heavy equipment is required, vendor services are often contracted to complete maintenance on DLBA-owned properties.

Maintenance Totals
Fiscal Year 2023, Q4

District	Auction Prep Package	Board and Secure	Collapsed Garage Removal	Debris Relocation On-site	Debris Removal & Proper Disposal	Graffiti Removal	Investigative Site Visits	Overgrowth & Debris Removal	Posting	Tree Maintenance	Vehicle Removal	Total
1		1			14			4		23		42
2	2	2	1		18	1		21	1	10	1	57
3			1		5		1	2		17	1	27
4		4		1	7			9	1	19		41
5		1		1	7			9		9		27
6		2		1	2			4	2	5		16
7		1			12			6		21		40
Total	2	11	2	3	65	1	1	55	4	104	2	250

MAINTENANCE SERVICES COMPLETED

In the fourth quarter of FY 2023, the DLBA completed maintenance activity at 250 DLBA-owned properties across the City. This maintenance activity included tree removal or trimming at 104 properties, illegal dumping removal at 65 properties, lawn care and overgrowth removal management at 55 properties, and board-up and securing at 11 properties. Additionally, the DLBA Field Operations team completed 161 property inspections in response to maintenance inquiries investigations.



Maddelin St



Neff St

Salvageable structures within the DLBA’s inventory continue to be routed through Proposal N stabilization for maintenance whenever possible. This action will assist with blight reduction at DLBA-owned structures and resolution for many maintenance inquiries when those structures progress through the stabilization process. Next quarter, the Maintenance team expects to focus on DLBA-owned vacant land or DLBA-owned properties that are in the early stages of the demolition pipeline.

Operations & Finance

The fiscal year 2023 maintenance budget estimated hazardous tree maintenance or removal at a projected 125 properties. With Detroit's aging and largely unkempt tree canopy, tree services comprised the largest portion of the DLBA's maintenance budget. The Maintenance team is coordinating with the City's General Services Department (GSD) for assistance with tree maintenance using the City's federally funded American Rescue Plan Act contracts. During the fourth quarter, GSD assisted with the removal of trees at 77 DLBA-owned properties. Vendors serviced 17 DLBA-owned properties and the Field Operations team worked on an additional 10 properties. With the assistance of GSD, the maintenance or removal of trees was completed at 315 DLBA owned properties this fiscal year.



Woodingham St

Throughout the year, maintenance was completed at a total of 760 DLBA owned properties. Additionally, 464 inspections in response to maintenance inquiries were conducted. These inspections assist the team with triaging and prioritizing work. Aside from tree maintenance, resolving illegal dumping is a priority in reducing blight across the city and making a positive impact for residents. The DLBA removed overgrowth and debris to address illegal dumping at 336 of its properties in Q4.



Wade St



Stanton St

FINANCE

The Detroit Land Bank Authority Finance Department continues to operate in a transformative manner fully supportive of the DLBA sales programs. Additionally, Finance allocates resources to the ever-evolving operational functions that support the rapid disposition of property and return of property to productive use.

MAY 2023 INCOME STATEMENT HIGHLIGHTS

Through May of FY23, Total Income continued to trend in a positive direction with sales revenue generated from lot and structure sales. The positive revenue trend was steady due to the increase in vacant land sales due to the expansion of the Neighborhood Lot program. Additionally, marketed property sales and project sales have also increased throughout the current fiscal year.

As of May 31st, 2023, YTD structure sales are \$8.9M with over \$663,000 in sales discounts for purchasers. Auction sale discounts have decreased due to the reduction in Auction structure listings during FY23.

YTD expenditures through May 2023 also trended in a positive direction and are aligned with FY23 budget projections. Expenditure was lower than budgeted in administrative costs and professional services. These expense categories were monitored through FY23, and the DLBA adopted an amended budget to reflect current year expenditures.

MAY 2023 BALANCE SHEET HIGHLIGHTS

- The Balance Sheet ended strong with a working capital ratio showing that the DLBA's current assets exceeded current liabilities by 3.8 times.
- Restricted cash of \$3.5M remains for private donor donations where obligations have not been fulfilled.
- \$4.5M remains in unearned revenue for maintenance fees for HHF lots.
- Designated cash from private donors and contractual obligations amounted to \$4.8M (Rehabbed Programs).
- Fixed Income Securities balance as of May 2023 amounted to \$10.5M
- Current Liabilities increased during as of May 2023 due to an increase in Accounts Payable.
- Financial statements are enclosed as Exhibit A including the FY23 amended budget.

EXHIBIT A

General Ledger Account	FY23 Budget (Annual)	Adjustments	FY23 Budget (Annual Amended)
430000 - State Revenues	-	-	-
431000 - HHF Admin Fee	-	-	-
432000 - HHF Maint. Fee	811,950.00	(11,950.00)	800,000.00
440000 - City Revenues	10,500,000.00	-	10,500,000.00
442000 - NonReimbursable - Demo CoD	-	-	-
445000 - 5/50 Proceeds	1,000,000.00	1,250,000.00	2,250,000.00
450000 - Private Grant Revenues	-	35,000.00	35,000.00
460000 - Gain (Loss) on Sale of Property	-	115,000.00	115,000.00
465000 - Impairment of Inventory	-	(900,000.00)	(900,000.00)
466000 - Cost of Inventory	-	(900,000.00)	(900,000.00)
471000 - Fee Revenue	235,000.00	(145,000.00)	90,000.00
472000 - Side Lot Sales	1,745,000.00	505,000.00	2,250,000.00
473000 - Structure Sales	8,922,000.00	78,000.00	9,000,000.00
473500 - Educator Discount	-	(55,000.00)	(55,000.00)
473600 - City Employee Discount	-	(365,000.00)	(365,000.00)
473700 - Projects Discount	-	(200,000.00)	(200,000.00)
473800 - Homebuyer Counseling Discount	-	(200,000.00)	(200,000.00)
473900 - Refunds	-	(165,000.00)	(165,000.00)
474000 - Fire Escrow Proceeds	-	10,000.00	10,000.00
475000 - Lease Revenue	-	-	-
477000 - Legal Recoveries	10,000.00	(9,000.00)	1,000.00
478000 - House Showing Fees	15,000.00	-	15,000.00
479000 - Pre-Inspection Fee	75,000.00	25,000.00	100,000.00
480000 - Other Income	-	500.00	500.00
481000 - Interest Income	-	100,000.00	100,000.00
482000 - Post-Sales Profit Sharing Revenue	-	-	-
483000 - Unrealized Gain (Loss) on Investments - FTB	-	60,000.00	60,000.00
483001 - Unrealized Gain (Loss) on Investments - Huntington	-	60,000.00	60,000.00
484000 - Investment Income FTB	-	35,000.00	35,000.00
484001 - Investment Income Huntington	-	-	-
490000 - Donated Goods and Services	-	250,000.00	250,000.00
497500 - Inter-company Revenue	-	25,000.00	25,000.00
498000 - Inter-Department Revenue	7,425,619.46	(25,619.46)	7,400,000.00
Total	30,739,569.46	(428,069.46)	30,311,500.00

FY23 Budget Amendment

General Ledger Account	FY23 Budget (Annual)	Adjustments	FY23 Budget (Annual Amended)
510000 - Salaries & Wages	10,866,879.31	1,633,120.69	12,500,000.00
520000 - Employment Taxes	869,350.32	630,649.68	1,500,000.00
530000 - Employee Benefits	1,901,703.91	598,296.09	2,500,000.00
550000 - Worker's Comp Insurance	75,000.00	-	75,000.00
610000 - Rent Expense	1,152,000.00	(52,000.00)	1,100,000.00
620000 - Utilities	-	-	-
630000 - Prop/Liability Insurance	71,250.00	228,750.00	300,000.00
640000 - Building Repairs and Maint-	60,000.00	-	60,000.00
650000 - Parking	420,000.00	80,000.00	500,000.00
660000 - Other Repairs and Maintenance	-	15,000.00	15,000.00
702000 - Advertising & Marketing	45,000.00	10,000.00	55,000.00
705000 - Telephone & Internet Expense	200,000.00	-	200,000.00
715000 - Office Supplies	108,500.00	16,500.00	125,000.00
717500 - Printing	60,000.00	-	60,000.00
720000 - Postage and Delivery	50,000.00	100,000.00	150,000.00
725000 - Equipment & Leases	56,400.00	43,600.00	100,000.00
726000 - Website Software & Maintenance	-	5,000.00	5,000.00
730000 - IT Hardware	91,500.00	-	91,500.00
735000 - Conferences & Meetings	5,000.00	95,000.00	100,000.00
736000 - Software Licenses	630,000.00	(30,000.00)	600,000.00
740000 - Professional Development	112,000.00	(87,000.00)	25,000.00
741000 - Recruitment	46,000.00	4,000.00	50,000.00
742000 - Meals	2,000.00	18,000.00	20,000.00
745000 - Memberships & Licenses	23,500.00	51,500.00	75,000.00
746000 - Mileage	22,000.00	3,000.00	25,000.00
750000 - D&O Insurance	-	-	-
755000 - Depreciation Expense	-	150,000.00	150,000.00
765000 - Bank Fees	-	20,000.00	20,000.00
770000 - Miscellaneous Expense	-	20,000.00	20,000.00
810000 - Accountant/Auditor	50,000.00	-	50,000.00
820000 - Legal	200,000.00	50,000.00	250,000.00
820100 - Oth Legal Expense	-	-	-
830000 - IT and Website	99,772.32	200,227.68	300,000.00

FY23 Budget Amendment

General Ledger Account	FY23 Budget (Annual)	Adjustments	FY23 Budget (Annual Amended)
860000 - Contract Staff	1,392,216.00	(392,216.00)	1,000,000.00
880000 - Site Investigators	15,000.00	635,000.00	650,000.00
890000 - Other Professional Services	1,125,000.00	(575,000.00)	550,000.00
900000 - Program Expense - DO NOT USE	562,428.14	(562,428.14)	-
901000 - R&R Gift Cards	-	-	-
902000 - Program Rental / Lease	-	50,000.00	50,000.00
911000 - Advertising and Marketing - Program	10,000.00	(10,000.00)	-
912500 - Flat Rate Property Maintenance	425,000.00	425,000.00	850,000.00
913000 - Court Filing Fees	-	250,000.00	250,000.00
914000 - Credit Card Processing	70,000.00	55,000.00	125,000.00
915000 - Demolition General	-	1,503,000.00	1,503,000.00
915100 - Demo - Vacant Lot Cuts	-	700,000.00	700,000.00
915200 - Other Surveys	-	97,000.00	97,000.00
916000 - Homeowner Counseling	100,000.00	(45,000.00)	55,000.00
917000 - Inspections	665,000.00	(15,000.00)	650,000.00
918300 - Lawn Maintenance	1,161,950.00	(161,950.00)	1,000,000.00
919000 - Open House Events	85,000.00	(85,000.00)	-
920000 - Postage, Delivery - Program	17,000.00	-	17,000.00
921800 - Property Valuations	-	25,000.00	25,000.00
922000 - Real Estate Fairs	2,500.00	(2,500.00)	-
923000 - Title Expenses	410,000.00	340,000.00	750,000.00
923500 - Utilities - Program	-	35,000.00	35,000.00
925000 - Property Tax for Closing	-	100.00	100.00
925500 - Security	55,000.00	70,000.00	125,000.00
930000 - Inter-Company Expense	-	-	-
931000 - Inter-Departmental Expense	7,425,619.46	74,380.54	7,500,000.00
Total	30,739,569.46	6,214,030.54	36,953,600.00
Less: Inter-Departmental Expense (Non-Cash)			(7,500,000.00)
Total Projected Cash Expenditures			29,453,600.00

FY23 Budget Amendment