



CITY COUNCIL QUARTERLY REPORT
Q3 FY 2019
DETROIT LAND BANK AUTHORITY



BEFORE



AFTER

A CONTNUED PARTNERSHIP FOCUSED ON BEING VISIBLE & ACCESSIBLE TO THE COMMUNITY



CITY COUNCIL QUARTERLY REPORT

Q3 FY 2019

April 15, 2019

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

Subject: City Council Quarterly Report, 3rd Quarter FY 2019, Detroit Land Bank Authority

Dear Council President Jones:

I am pleased to submit this quarterly report on behalf of the Detroit Land Bank Authority (DLBA). The DLBA programs continue to work in tandem to eradicate blight and improve quality of life for neighborhood residents. To further our mission of returning blighted, vacant properties to productive use, the DLBA implemented process improvements across departments during the third quarter of fiscal year 2019; providing Detroiters with expanded access to properties for purchase and increased transparency on sales practices.

Highlights from the quarter include:

INVENTORY

- 806 homes pushed to sale, triple the DLBA's historical listing rate, in response to 1,071 resident requests
- Negotiated and completed the first of three transfers of all remaining Michigan Land Bank Authority inventory in Detroit to the DLBA

DISPOSITION

- 611 houses sold through Auction and Own-it-Now
- 56 total houses sold through Rehabbed & Ready since inception; 45 currently in pre-construction phase, 16 under construction
- 399 Side Lots Sold
- 29 Buy Back closings; 15 Occupied Non-Profit closings

DEMOLITION

- Total HHF spending is \$185,443,875.21 at the close of the third quarter

- Began re-bid of all properties returned to the program as a result of cancellation of McDonagh Demolition, Inc. contracts, a process that will be complete with the RFP issued on April 16, 2019
- DLBA will maintain oversight of HHF demolition billing and procurement through the end of 2020

COMMUNITY AFFAIRS

- Provided face-to-face interaction with 1,586 Detroiters, providing education, resources, and answers to citizens in all seven Council districts through office hours and community meetings
- Reached 220 Detroit Water & Sewerage Department employees during five meetings, detailing DLBA programs and City of Detroit Employee 50% Auction discount

OPERATIONS & ADMINISTRATION

- Launched the "Other Projects" page on buildingdetroit.org providing transparent information and interactive tools for buyers interested in utilizing the Property Purchase Application form served by the DLBA and City of Detroit
- Zillow listing integration for DLBA Auction & OIN properties; leveraging Zillows resources significantly increases DLBA internet presence and potential purchaser audience
- Answered 19,647 calls from the public through our call center and served 2,798 walk-in customers

The DLBA is committed to connecting with the community and strengthening our partnership with Detroit's elected officials to advance neighborhood improvement efforts.

Sincerely,



Saskia Thompson
Executive Director



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Q3 FY 2019

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INVENTORY DEPARTMENT OVERVIEW

ROBERT LINN, DIRECTOR OF INVENTORY

The Detroit Land Bank Authority's Inventory Department oversees the acquisition, assessment, and pipeline assignments for all parcels in the DLBA's inventory. The department also oversees data analysis and interagency coordination with other city agencies, harnessing these roles to inform a disposition strategy for the organization. Housing these two functions together allows the department to implement a flexible strategy informed by on-the-ground sales trends and rapidly implement strategic efforts.

In the third quarter, the Inventory Department completed an extensive reorganization, creating a more efficient, focused structure. The department remains dedicated to acquiring, assessing, and preparing properties for disposition. Some functions have transitioned to other departments, while others have expanded to better respond to resident inquiries and an ever-evolving Detroit housing market.

After careful consideration and preparation, staff completed the transition of the Client Services team to the Administration & Operations Department in January. This move centralizes Client Services positioning it with other departments to better support the whole organization. Similarly, the end of the third quarter saw the transition of the Title team to the Legal Department, home of the Quiet Title team. This shift unites two teams with similar roles and will ultimately create a more efficient, streamlined title process.¹ Within the department, several staff have shifted between teams creating four divisions, each with a unique set of roles and responsibilities.

- **Data Management:** Oversees the DLBA's inventory data analysis, including creating thematic maps, demographic and market analyses, and maintaining DLBA internal and external data integrity, including collaboration with City partners to share necessary real estate data, supporting projects led by City departments. This division also oversees the property vetting and listing process for side lot sales.
- **Strategic Initiatives:** Through research and community engagement, the new team guides the organization's sales strategy and pilots new disposition efforts. As part of this process, the team coordinates DLBA activities with City agencies to ensure the organization's efforts are collaborative and supportive of City strategies, including the Bridging Neighborhoods Program, PDD's neighborhood studies, and the General Services Department's park expansion planning efforts.
- **Inventory Management:** Facilitates appropriate pipeline assignment using available market, condition, and resident inquiry information to assess and determine whether DLBA structures should be demolished or sold. If the property is salvageable, staff work to pair the property with the appropriate disposition program maximizing the opportunity for

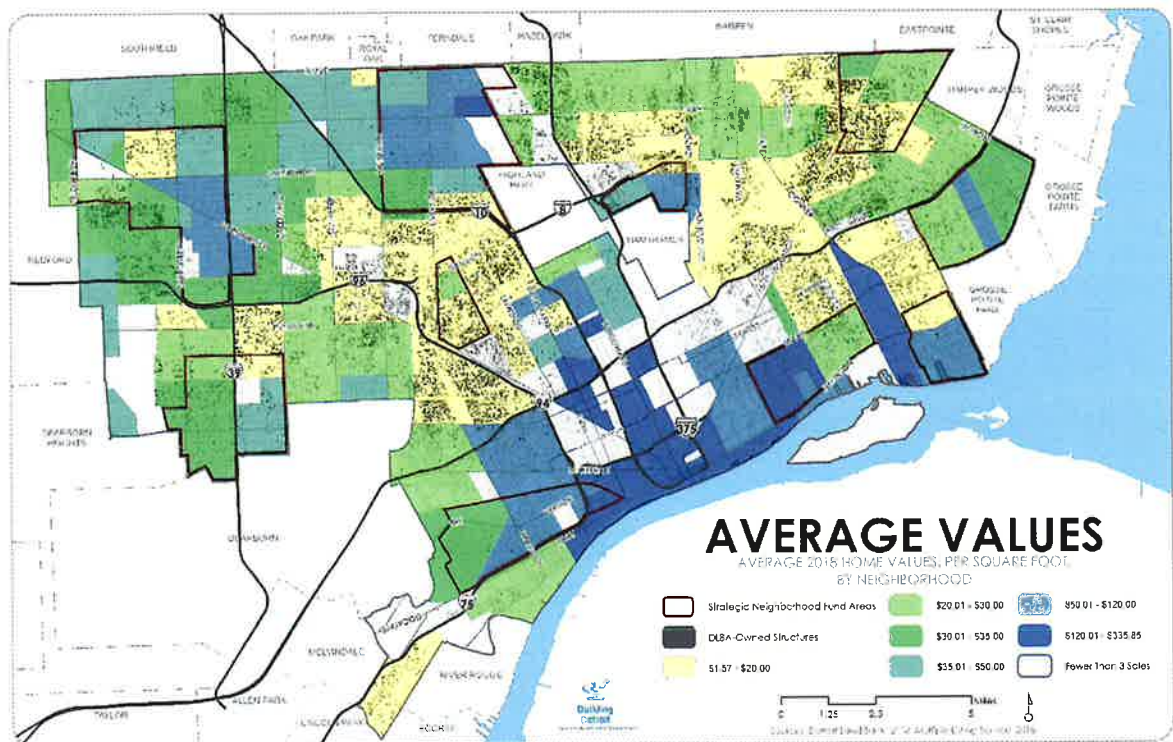
¹ Though both changes are complete operationally, staff will leave the Client Services and Title team metrics in this section until FY2020 to be consistent with the budget.

productive reuse. Additional corollary functions include creating property listings, monitoring inventory for condition changes and managing the demolition pull process.

- **Neighborhood Services:** Coordinates all department field operations, including property maintenance coordination with the General Services Department (GSD), preparation of properties for sale, creating property condition reports for properties in the sales pipelines, and a new function, holistic neighborhood preparation for open houses. Beginning in Q4 2019, staff will work to improve property maintenance efforts in advance of open houses.

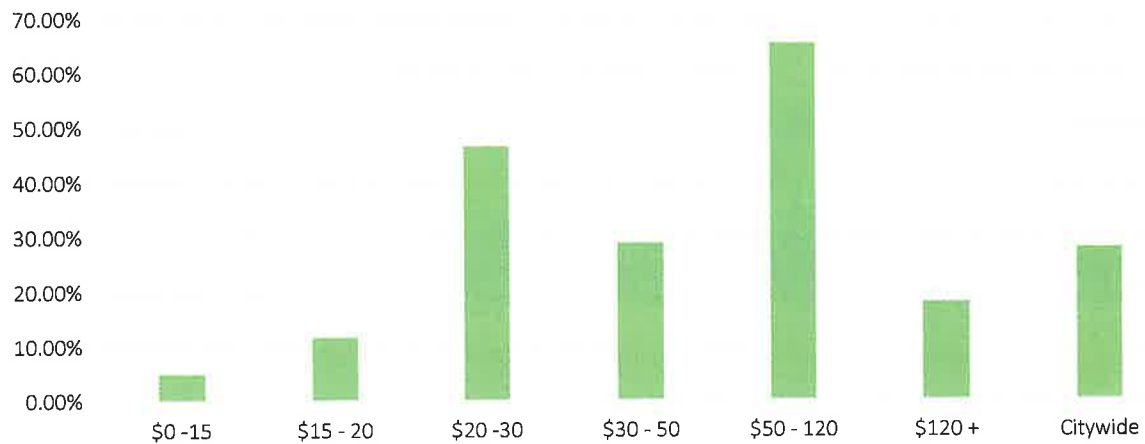
MARKET STRATEGY

In the third quarter, the Inventory Department staff completed the first phase of an effort to refine the organization's structure sales strategy culminating in an analysis of remaining land bank inventory and market opportunities.



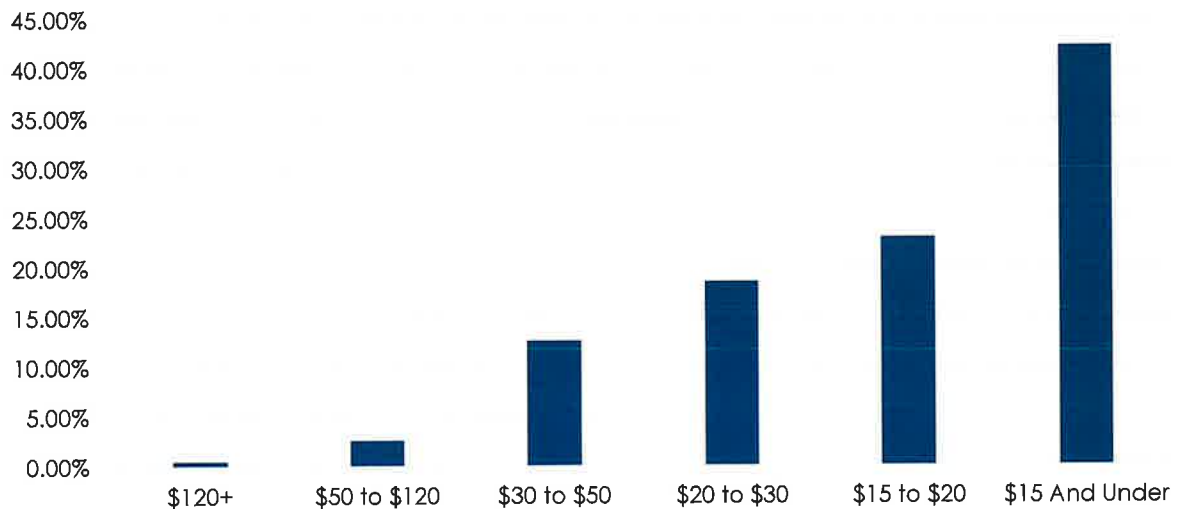
Between calendar years 2017 and 2018, the overall average value of single-family homes sold in the city through the Multiple Listing Service increased precipitously. At the neighborhood level, however, rate change was more nuanced: Historically stable neighborhoods like Jefferson Chalmers, Miller Grove, East English Village, and Banglatown had the highest growth rate, while areas with high rates of vacancy and lower values, such as Pulaski, Midwest, and Dexter-Linwood grew at a markedly slower rate. These high vacancy/slow growth rate areas were generally either not among the Hardest Hit Fund target areas or were included in later rounds with fewer demolitions.

Average Change in Value, Per Square Foot, Among Neighborhood Market Types, Calendar Year 2017-2018



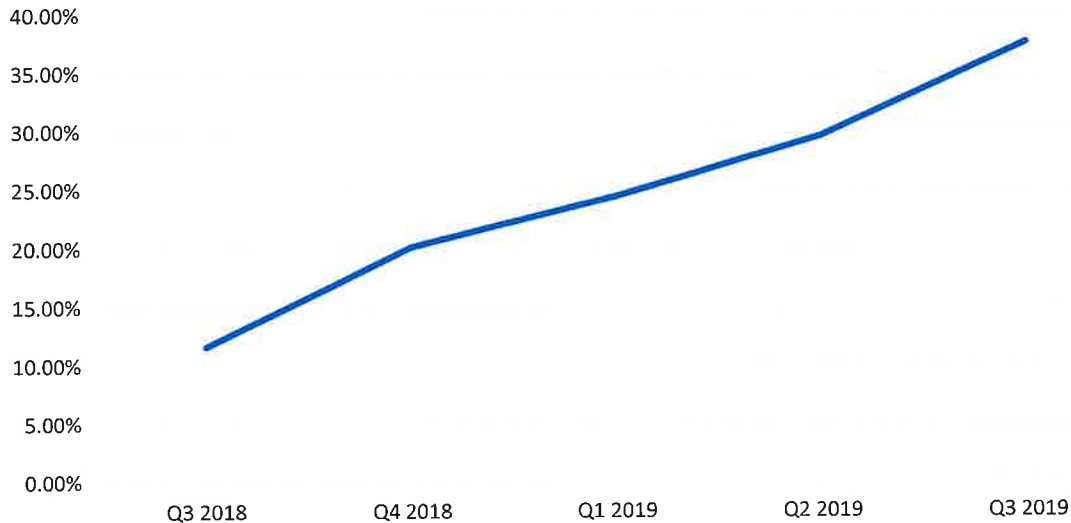
The DLBA historically emphasized selling property in the strongest neighborhoods, and so composition of the organization's inventory has changed rapidly and is increasingly concentrated in areas with low home values and low rates of value change.

Structure Inventory by Average Neighborhood MLS Value, Per Square Foot, March 2019



Because homes in areas with overall lower home values tend to have fewer interested purchasers, the DLBA's disposition programs face increasing headwinds. After consistently selling more than 65% of auction listings for several years, Q2 and Q3 both saw sale rates fall below 50%. Homes are also selling for less money, with the percentage of homes selling at, or near, minimum amounts increasing in Q3.

Auction Sales Selling For \$1,100 or Less




Research and review of relevant case studies and market data suggests increasing partnerships with community organizations, using data to pinpoint submarkets, and coordinating property sales with demolition and targeted investments all offer opportunities to refine the organization's sales strategy and increase sales. Staff expect to begin implementing these strategy changes in the fourth quarter.

DATA MANAGEMENT

In the third quarter, Data Management staff supported several City economic development projects, including the Fiat Chrysler Automotive (FCA) property assembly efforts, continued efforts to improve resident access to side lots, and accepted a new batch of properties from the Michigan Land Bank Authority.

The Data Management staff listed 1,373 side lots for sale; notifying 2,539 adjacent residents of the opportunity to purchase. The team sent 31,519 postcards to residents living adjacent to lots already listed for sale, reminding them of their opportunity to purchase the side lot next to their home. These new listings, the DLBA currently has 24,287 side lots available for sale.

District	Available Side Lots
1	3,175
2	2,133
3	4,609
4	4,411
5	2,925
6	2,821
7	4,213
Total	24,287



This quarter, the team continued its effort to localize and centralize control of publicly-owned property. Staff completed the first of three transfers that will, collectively, transfer all remaining Michigan Land Bank Authority inventory to the DLBA. Staff completed the first and smallest of three transfers, consisting of 40 vacant lots and seven structures, spread throughout the city.

STRATEGIC INITIATIVES

The Inventory Department is currently developing a Strategic Initiatives Team to serve as a conduit for identifying and implementing new and creative solutions to responsibly reduce public ownership. The Strategic Initiatives Team will leverage relationships with other entities, both governmental and non-governmental, to drive initiatives. An early stage proposed project is hosting a symposium of small-scale, Detroit developers to discuss strategies for neighborhood stabilization through rehab.

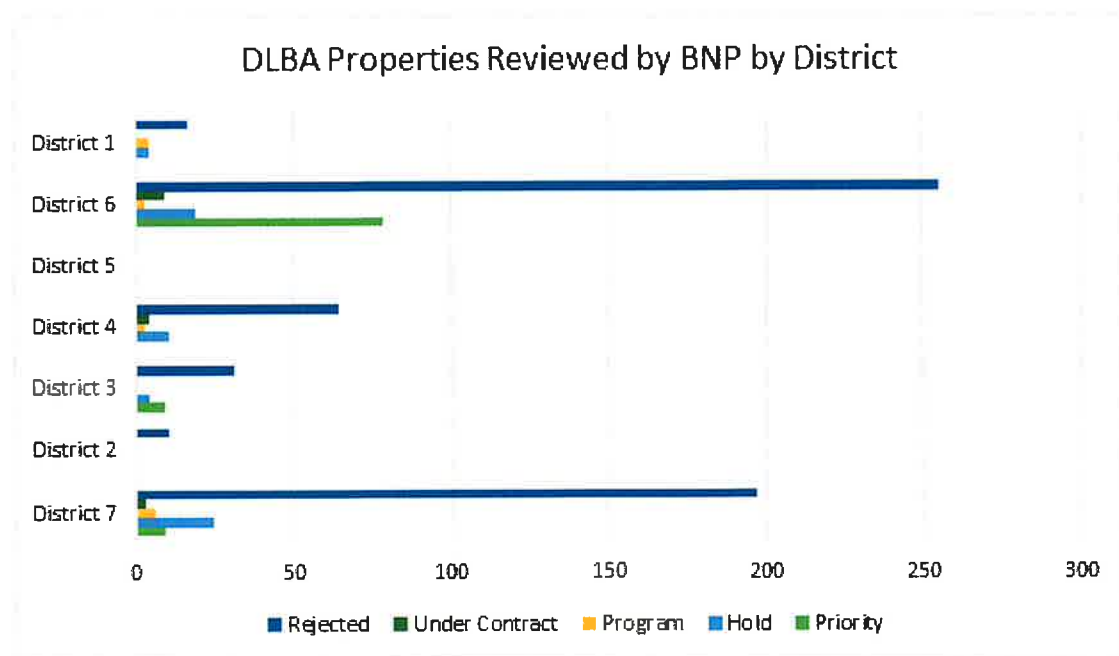
The Detroit Land Bank Authority (DLBA) will host Rebuilding the Block: A Small-Scale Housing Developer Symposium April 26th, in coordination with City of Detroit agencies including the Department of Neighborhoods and the Housing and Revitalization Department. Objectives include strategies for rehabilitation, as well as identifying and discussing the biggest obstacles currently impeding progress. The symposium will bring experienced developers and residents together for in-depth conversations focused on rebuilding Detroit's neighborhoods. Presentations and panels will focus on topics related to small-scale housing development including:

- Property Acquisition
- Funding/Finance
- Permitting/Procurement
- Rehabilitation

The event will be unique for its emphasis on emerging developers, especially those who have rehabbed a structure or two, but intend to do additional units in the upcoming year. Staff focused outreach on Detroiters and individuals who have already expressed interest in purchasing properties from the DLBA.

The DLBA has worked closely with the Department of Neighborhood's Bridging Neighborhoods Program (BNP) since October 2017. The Bridging Neighborhoods Program "will facilitate the transition of families from the Delray area in Southwest to other Detroit neighborhoods." The DLBA's Inventory Department helped identify nearly 800 properties across 29 neighborhoods that fit the program specifications. As of April 1, 2019, 16 properties have been identified as "Program Properties" and are actively being shown to Delray residents. 16 DLBA properties are under contract with residents participating in the Bridging Neighborhoods Program.

DLBA Properties Reviewed by BNP	
Priority Property	91
Hold Property	80
Program Property	16
Rejected Property	573
Under Contract	16
TOTAL	776



DLBA's Inventory Department supported the City's Planning and Development Department's Neighborhood Framework Plans related to Strategic Neighborhood Fund expansion by providing data regarding inventory, contact of local organizations to provide insight, and involvement in Public Meetings and Planning Charrettes led by the Planning & Development Department.

INVENTORY MANAGEMENT

The Inventory Management Division aggregates property condition information, zoning, market data, neighborhood plans, and resident input to determine the best disposition opportunity for each structure. The team prepares DLBA Disposition Auction and Own it now for sale, determines the sales schedule, and creates website listing. Inventory Management also coordinates clean out and the Minimum Cost of Repairs reports for Auction properties.

Pipeline Management

The below table shows the current status of the DLBA's 26,217 structure inventory; a 1,400 structure decrease from last quarter. Properties in the Rehabbed & Ready, Auction, and Own It Now pipelines include those currently listed for sale and those identified for a Disposition program but not yet listed. Occupied properties include those already in the Buy Back program, as well as those under Buy Back, or another occupied sales program review. 'Projects' encompasses any property reviewed for possible sale outside the Rehabbed & Ready, Auction, Own It Now, and Side Lots programs, such as the Community Partners Program, Public Property Purchase Application sales, or coordinating with the Bridging Neighborhoods Program. 'Salvage' structures are those determined to be salvageable but not currently in preparation for sale. If a member of the public indicates an interest in purchasing a 'Salvage' property, the DLBA will further vet the potential sale.

Structures – Current Status	Number	Percentage
Rehabbed & Ready	88	0.34%
Other Statuses	273	1.04%
Accessory Structures (e.g. Garages)	490	1.87%
Projects	709	2.70%
Structures Under Review	329	1.25%
Auction	1,088	4.15%
Occupied	3,122	11.91%
Own It Now	3,030	11.56%
Salvage	5,425	20.69%
Demolition	11,663	44.49%
Total # of Structures	26,217	100.00%

During Q3 2019, the DLBA's Inventory Team continued focusing on addressing vacancy in neighborhoods outside of HHF zones. One year ago, nearly 7,000 DLBA-owned structures outside of HHF areas had outstanding inspections for sale or demolition. Today, less than 350 properties remain in the DLBA's intake pipeline. The DLBA's Inventory Team is actively completing assessment of this remaining batch. Data gathered from these inspections facilitates work with the Detroit Building Authority (DBA) to identify demolition priorities, as City funding is available.

The DLBA's Inventory Team targeted vacant homes for sale and rehab, as feasible, outside of HHF zones, where real estate markets tend to have lower demand and demolition funding has, to date, been limited. The DLBA identified **249 houses** outside of HHF zones available for sale in Q3 2019. Of these, 119 received offers or closed. The DLBA continued this trend of increasing intervention in non-HHF areas through promotion of home sales programs: in Q2 2019, 109 houses were listed for sale; in Q1 2019, 44 were listed for sale.

Own-It-Now

The Own-It-Now (OIN) program serves as a vehicle for strategically supporting long-term market stabilization in some of the city's most challenged neighborhoods, while simultaneously responding to home purchase requests from the public. The program's lower-cost sales preparation processes, as compared to the Auction program, allows the Inventory Team to intervene in softer markets and provide opportunities for home ownership in neighborhoods not currently as well served by the private market or the DLBA's other home sale programs.

Unlike houses sold through the Auction program, Own-It-Now houses are not cleared of debris, and there are no open houses (interested buyers can instead schedule private viewings). As such, Own-It-Now houses can move to sale quickly and at volume. The Inventory Department has listed 3,974 Own-It-Now properties since the program's launch in February 2016.

To move more houses from inventory and toward renovation and occupancy, the DLBA has *significantly* increased the number of houses listed for sale on the Own-It-Now platform in Q3 2019. Historically, staff have listed an average of 22 houses for sale per week on the Own It Now platform. To meet 2019 sales goals, the team set a target of 50 new listings a week, and consistently exceeded this goal in Q3 2019. This quarter, staff listed an average of 62 Own-It-Now houses each week. This is a **234% increase** in the number of properties listed over the same period last year and reflects the DLBA's commitment to move in a quick yet controlled manner in stabilizing neighborhoods.

In this ramp up, the DLBA's Inventory Team has continued its focus on responding to home purchase requests from members of the public by making houses available for sale. In Q3 2019, the DLBA responded to **1,071 purchase requests** by listing houses for sale on the Own-It-Now platform. Interested buyers who inquired with the DLBA are notified prior to sale.

Neighborhood Collaboration

Increased collaboration with local community groups to move Own-It-Now houses toward sale and rehab is critical. In March, the DLBA coordinated with the Planning & Development Department, to promote houses for sale and rehabilitation in the area north of Jayne Field. Building on the Planning Department's community engagement efforts, the DLBA held an event allowing buyers to walk through a house coming up for sale (Own-It-Now houses typically have no open house). A total of 15 houses in the neighborhood were featured for sale. Sales started on March 18; ten of the 15 have already received purchase offers.

Auction Program

The Auction program aims to identify the strongest markets, blocks, and properties in the DLBA's inventory and sell properties most likely to be of interest to buyers. Vacancy reduction in these areas strengthens these markets, an effect that often spreads to adjacent blocks and

neighborhoods. Consequently, staff often find that DLBA inventory in adjacent blocks and neighborhoods increase in value, thereby making rehab more economically feasible.

Preparing an Auction property for sale can be quite expensive, costing, on average, about \$2,500 per property, and sometimes much more. Associated costs include: cleaning out the property; hosting open houses for the public to view the property; DLBA contractors inspect and provide an estimated cost of repairs for bringing the property up to minimum building codes using standard grade materials. Given this cost, the DLBA's Inventory Department selects properties likely to sell for at least the cost of sales preparation.

To date, 2,853 unique properties listed for sale through the Auction platform. The below table provides an overview of the current Auction inventory and the estimated price per square foot if these properties were rehabbed.

Current Inventory Estimated Rehabbed Value	# of Properties
# Properties \$30+/SF	116
# Properties \$20-29.99/SF	137
# Properties \$0-19.99/SF	431

NEIGHBORHOOD SERVICES

In coordination with the City of Detroit, General Services Department (GSD), the DLBA is working to address inventory maintenance concerns. GSD's Board Up Brigade responds to vacant home board ups across the city, including DLBA owned structures. GSD cuts grass for all unfenced vacant lots, as well as the front lawns of overgrown vacant structures.

GSD is reviewing a list of high-priority maintenance requests received from city agencies (City Council, Department of Neighborhoods, etc.), as well as residents to address concerns such as overgrown yards, illegal dumping, and hazardous trees on DLBA properties. While GSD works through the maintenance concerns backlog, the DLBA continues to review and submit new requests to GSD daily. Staff communicate and track this work via Salesforce, allowing constituents to call the DLBA for updates on the status of their maintenance concern.

Since July 1, 2018, the DLBA received 1,655 maintenance complaints from residents or city agencies through Salesforce. This number does not include maintenance complaints received through other channels. Since January 1, 2019, the DLBA has submitted 329 work orders to GSD. Please see the two tables below for a categorization of the types of maintenance complaints and services requested.

Maintenance Complaints, by Category and Status - 7/1/18 to 3/31/19

Maintenance Issue	Inquiry Status					
Category	New	Escalated	In Progress	Acknowledged	Closed	Grand Total
Board Up	88	2	219	46	310	665
Debris Removal	133	0	117	26	94	371
Lawn Maintenance	131	0	67	2	39	239
Tree Maintenance	118	0	181	21	60	380
Grand Total	470	2	584	98	503	1,655

GSD Work Orders 1/1/19 to 3/31/19	Service Results			
Service Requested	Awaiting Assessment	In Progress	Completed	Grand Total
Board Up	24	72	72	168
Debris Removal	45	8	12	65
Lawn Maintenance	7	0	1	8
Tree Trimming/Removal	64	6	18	88
Grand Total	140	86	103	329

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. Indeed, so important is clear title, it is one of the reasons the DLBA was created by the state legislature. In Q3 2019 the DLBA's Title Team received 1,355 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, which may prevent future marketable title.

In total, 2,025 properties were assessed in Q3 2019, of which 629 (Initial Review) were confirmed to have marketable title with no delinquent taxes and graded as ready for sale; 638 (Legal Review) were transferred to Quiet Title; and the remaining 758 (Update Reviews) 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 it from moving forward in the sale process.

Often, the steps required to resolve title encumbrances necessitate coordinated efforts with DLBA's Quiet Title legal department. Given the close working relationship between the Title Team and the Legal Department's Quiet Title Team, in late Q3 2019, the decision was made to merge the operations of these two teams.

CLIENT SERVICES

The DLBA Client Services team strives to provide exceptional customer service to our internal and external customers through information, resources and transparency. The team is dedicated and resolutions oriented, working to deliver comprehensive solutions to inquiries from customers, residents, and Detroit city agencies.

Client Services continues to work diligently to improve overall customer experience through implementation of new strategies to address quality assurance for call center and in-office services. Many customers need assistance navigating a computer and/or their smartphone; the Client Services team provide daily assistance on in-house computers, assisting clients understand DLBA sales and programs.



2,798 WALK-IN CLIENTS



89%

Percentage of calls answers
(Industry Standard - 80%)



8%

Percentage of calls abandoned
(Industry Standard - 5-8%)

Residents contact the DLBA to purchase properties, they also contact the DLBA with concerns relating to other city agencies. Client Services regularly refer constituents to Office of the Assessor, Wayne County Treasures and Register of Deeds, Detroit Building Authority, the Improve Detroit App, Zoning and Permit, etc.

Often Detroit residents call the DLBA because they care about their community and need to be heard. Client Services takes the time to listen and strives to provide first call resolutions and in a timely manner. Sometimes simply providing a sympathetic ear and listening is equally important.

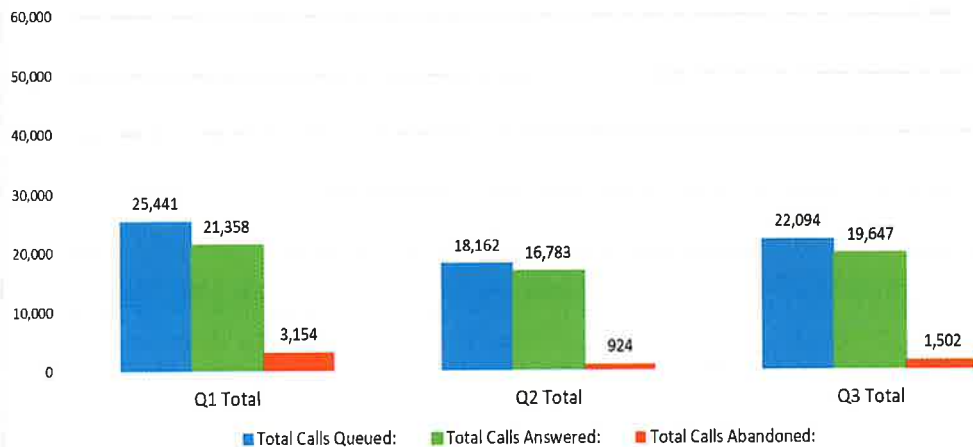
A few words our customers:

"Representatives were very helpful and friendly and made me happy with their service."

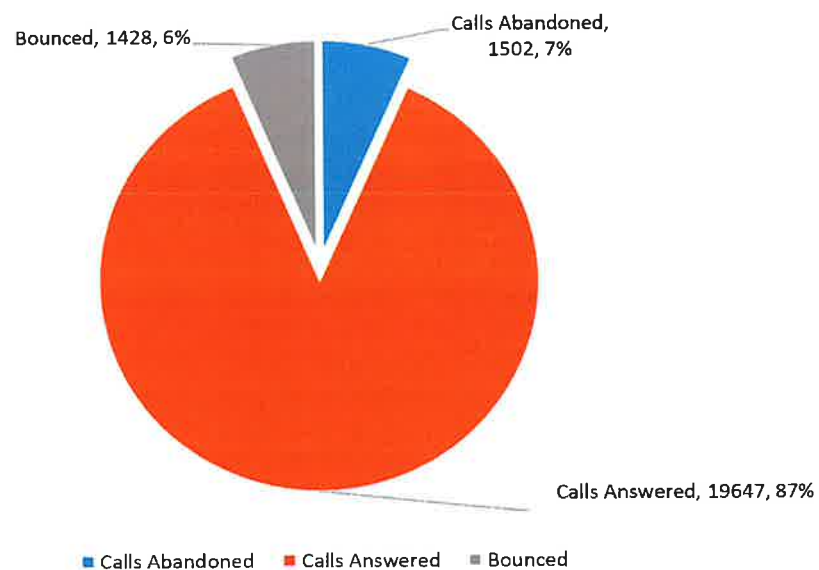
"The front desk, staff are always helpful. Thank you for great service."

"I just wanted to let you know that you and your colleagues are good... for everything! Every time I called for help you all are so kind and helpful. Aloha from fam in Hawaii!"

Call Center Summary - Q3FY2019



Queued Calls Summary - Q3FY2019



DETROIT LAND BANK AUTHORITY

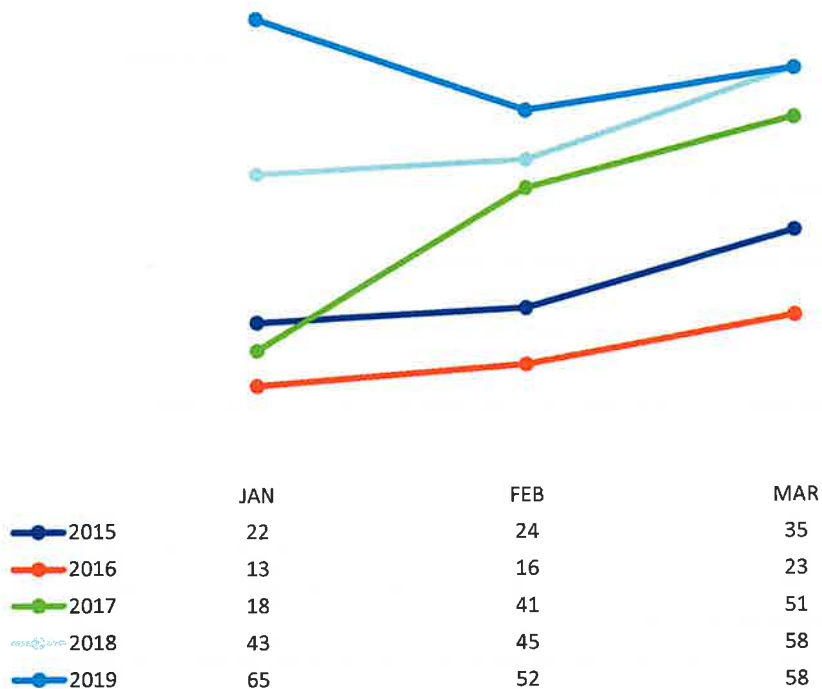
DISPOSITION DEPARTMENT

REGINALD SCOTT, DIRECTOR OF DISPOSITION

AUCTION

As of July 1, 2018, the DLBA has increased from auctioning three homes a day to four on the website www.buildingdetroit.org. Sales through this platform remain strong.

AUCTION SALES*
Comparison of Q3 Sales Trends



Fiscal Year

Total sold (Q3)

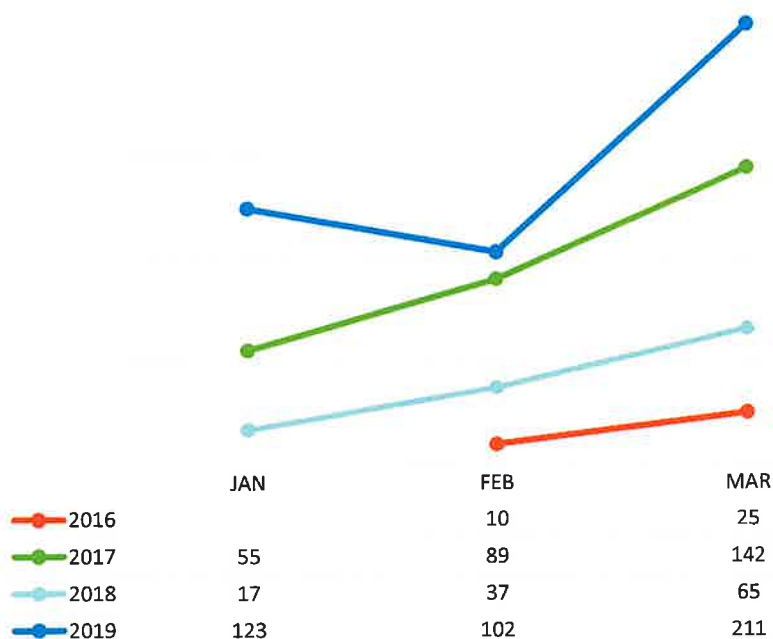
2014	81
2015	52
2016	110
2017	146
2018	175

**Does not include failed buyers (a failed buyer is an individual or entity who paid the initial deposit but did not complete the final purchase of the property)

OWN-IT-NOW

Own-It-Now (OIN) responds to public requests for properties and is more akin to traditional real-estate sales; offers are accepted over a period of time. Anyone can contact the DLBA with an address, and with certain exceptions, the property will list for sale online with offers accepted 24 hours a day, 7 days a week.

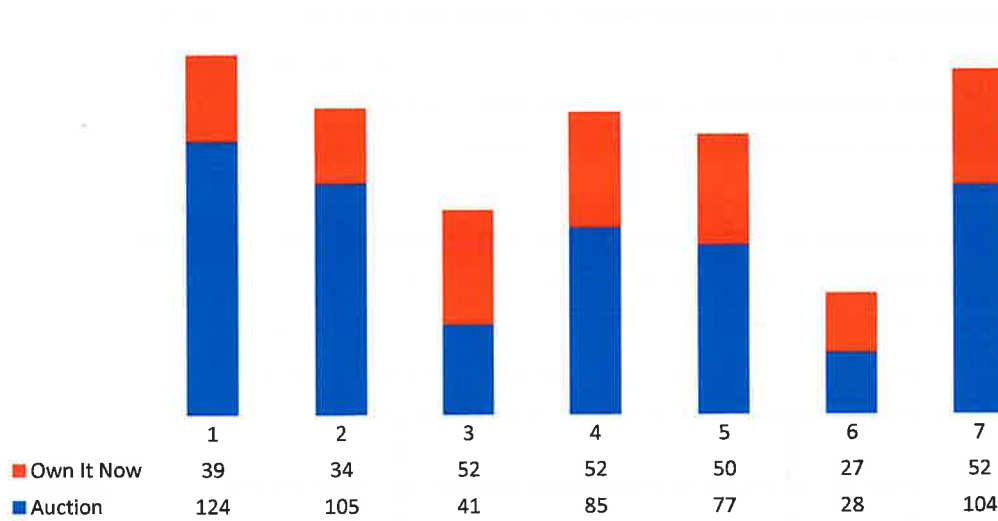
OWN-IT-NOW SALES*
Comparison of Q3 Sales Trends



<u>Fiscal Year</u>	<u>Total Sold (Q3)</u>
2016	35
2017	286
2018	119
2019	436

****Does not include failed buyers (a failed buyer is an individual or entity who paid the initial deposit but did not complete the final purchase of the property)**

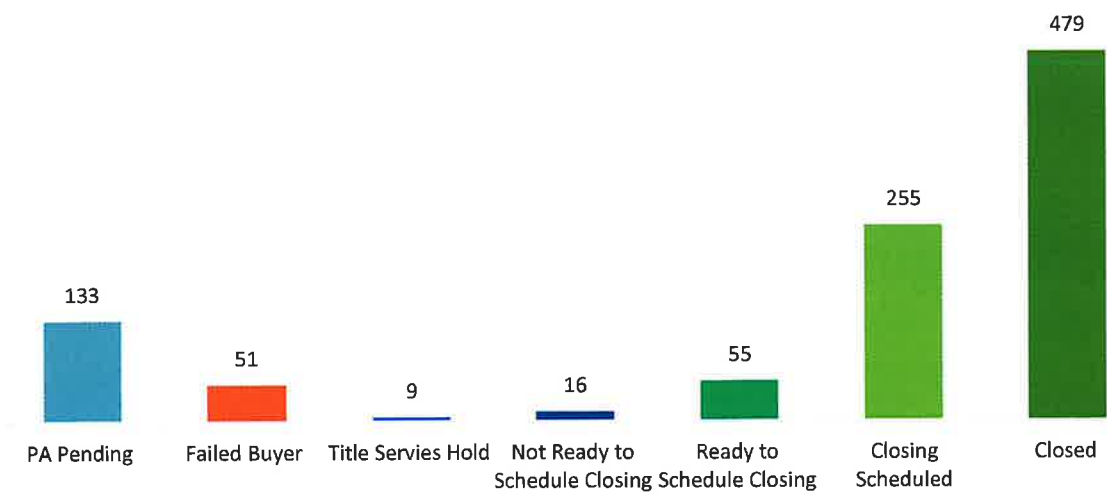
AUCTION AND OWN-IT-NOW SALES By Council District for Q3



CLOSING

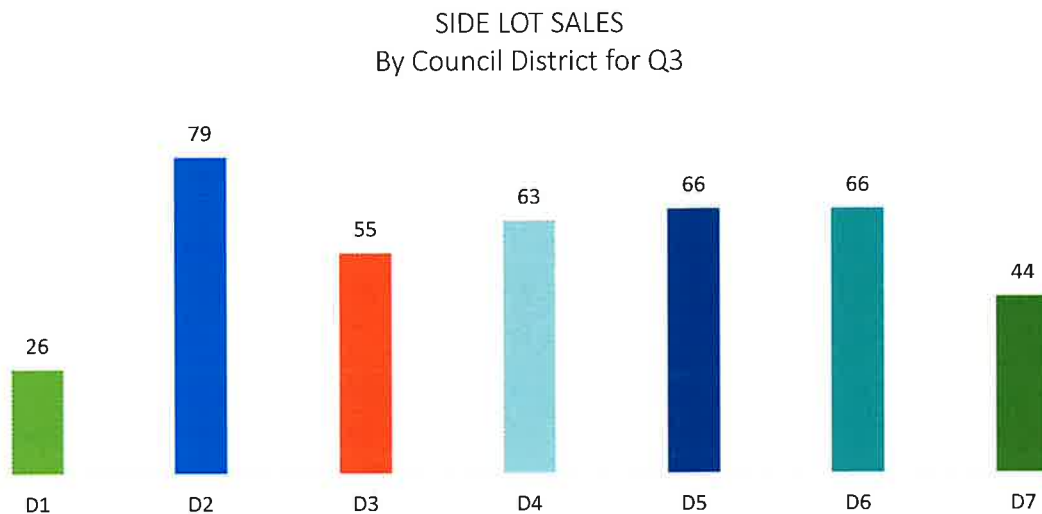
Current Closing Pipeline for Auction and Own-It-Now

Closing Pipeline Q3 2019



SIDE LOTS

In 2018, Disposition launched a monthly District Side Lot Sale pilot. Although like Side Lot Fairs, these events are smaller in scale and allow the DLBA to provide more direct and frequent sale services in the community. At our last event in February in District 2, the team served 44 neighbors and sold 44 lots. During Quarter 3 there were a total of **399** side lots sold and a breakdown of sales per Council District can be found below.



REHABBED & READY

Rehabbed & Ready is a philanthropic initiative aimed at improving residential market values and bolster home ownership in the City of Detroit. Through collaboration with Quicken Loans, dilapidated DLBA inventory undergo full rehabilitation, bringing houses 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 DLBA's existing demolition, Nuisance Abatement Program and other Disposition programs in Rehabbed & Ready selected neighborhoods. Below, is an annual summary of Rehabbed & Ready's Q3 progress:

- **R&R Closings.** The **56** total properties sold through R&R, with new homeowners moving into neighborhoods including Crary/St Marys, College Park, Evergreen-Outer Drive, Bagley, East English Village, Martin Park, Greenfield-Grandriver, and Morningside.
- **Open Houses remain a staple in R&R program.** To ensure prospective home owners have adequate opportunities to view our new homes. The Detroit Land Bank Authority conducts public open houses as well as private showings. Flexible allows greater productivity during the upcoming selling season.
 - *Rehabbed & Ready public open houses* occur on Wednesdays and Sundays, for the entire time a home is listed for sale.

- *Rehabbed & Ready private showings* can be scheduled through buildingdetroit.org any day except Saturday.
- *Neighborhood Engagement: 1,125* individuals joining the e-mail marketing list to ensure they stay updated on new listings, price reductions, and offer deadlines.
- **What's next?**
 - *Building the Internal Team: The Rehabbed & Ready Team* continues to build internal processes. The R&R team consists of 5 full-time staff, 1 part-time temporary Office Clerk and is poised to quickly improve on the program. The current focus is on decreasing the per-home sales loss and increasing the number of rehab contractors and tradesmen.
 - *R&R Pipeline:* Currently **45** properties are in the pre-construction phase, **16** properties under construction, and **4** properties under contract (closing in progress).

Focusing efforts in select neighborhoods and spacing out sales of turn-key ready homes, will continue to raise market comparables (“comps”) and stabilize appraisals, resulting in greater access to mortgages throughout the City.

Property Address: 18424 Hartwell

Before



After



Property Address: 18636 Snowden

Before

After



PROJECTS TEAM

In Q3 the Community Partnership Team and Economic Development Team merged and is now the “Projects Team.”

Development Update

The Projects Team introduced the Strategic Bundle Program in Q3, a pilot process to “bundle” properties to market for sale. The goal of these bundles is to market 4-9 properties within close proximity to neighborhoods currently active through other DLBA single disposition programs. By bundling properties on a street with more vacancy or in weaker condition together with stronger properties, the team believes a developer with capacity will create a lasting impact as well as benefit their own portfolio. Additionally, this program also allows smaller scale projects for developers with limited capacity. To date buyers are secured for bundles in the Warrendale and Morningside communities.

Revisions to buildingdetroit.org were implemented in Q3; information regarding Projects is found under the “Make A Purchase” tab, then click on “Other Projects” for program information, resources, and step-by-step instructions. The DLBA works with DLBA Board approved brokers to market buildings, lots, and houses not a good fit for the Auction, Own-It-Now, or Side Lot programs. These DLBA marketed properties are listed on the revised “Other Projects” page; past projects can be found on the City of Detroit’s Neighborhood Improvement Tracker.

Community Partnership Program

The Community Partnership program continues to encourage faith- and community- based organizations to transform the neighborhoods 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 development plans. The Community Partnership Team then identifying properties appropriate for the proposed plan and in furtherance of the organization's goal.

To be eligible for the program an organization must meet the following criteria.

- Headquartered in the City of Detroit;
- Have a federal tax-exempt status;
- Be current on its property taxes;
- Not have any material blight violations or fines;
- Have a letter of acknowledgment from the District Manager or City Councilperson where the organization is headquartered or its catchment area
- Work in a defined geographic target area as agreed on by the Community Partner and the DLBA, in no case, will the project area exceed 5 square miles.

Community Partner Endorsements

The DLBA encourages Community Partners to help better their communities by identifying and endorsing homeowners who have the ability to fix up and maintain a house and live in the community as good neighbors. The Community Partner must provide, in writing, its bidder selection and endorsement process. It is expected an endorsed bidder will live in the house for at least three years.

Community Partner may endorse one bidder, it deems to be a good neighbor for the community, for each auctioned house in its service area. Endorsed bidder get a 20% discount on their bid amount. Contingent upon the final price does not falling below \$1,000. All winning bidders must comply with the terms of the Auction Purchase Agreement including 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 the bidders before endorsing them.

BUY BACK

The Buy Back Program was created to provide 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 he or she lives. After qualifying for the Buy Back Program and the house is

purchased, the occupant officially enters the program and must display consistent savings until their next tax bill arrives.

Month-Year	Closed	Total
January-19	10	\$10,000
February-19	11	\$11,000
March-19	8	\$8,000
Total	29	\$29,000

Executive Summary	
Buy Back Complete	344
Monitor Compliance for July 2019 exit	212
Monitor Compliance for July 2020 exit	29
Buy Back Pipeline	491
Eligibility Under Review	112
Inspection in Progress	4
Need to take HPE Course	45
Ready to Close	63
Potential Reconveyance	6
Reconveyance in Progress	0
Sales Hold	620
Ineligible for Buy Back (Reason Documented)	1773
Reconveyance Complete	9

OCCUPIED NON-PROFIT

The Occupied Non-Profit Program was created to engage non-profit organizations and provide opportunities to increase neighborhood stability. The non-profit partners assist occupants who do not qualify for the Buy Back Program to transition to homeownership. Once title is transferred, the non-profit partner provides the occupant services including renovation, supportive services, lease and purchase options.

Through expanded partnerships, the Occupied Non-Profit Program can operate in more geographic areas. As of March 2019, the Occupied Non-Profit has a total of seven non-profit partners.

Month-Year	Closed
January-19	7
February-19	2
March-19	6
Total	15

DETROIT LAND BANK AUTHORITY

COMMUNITY AFFAIRS DEPARTMENT

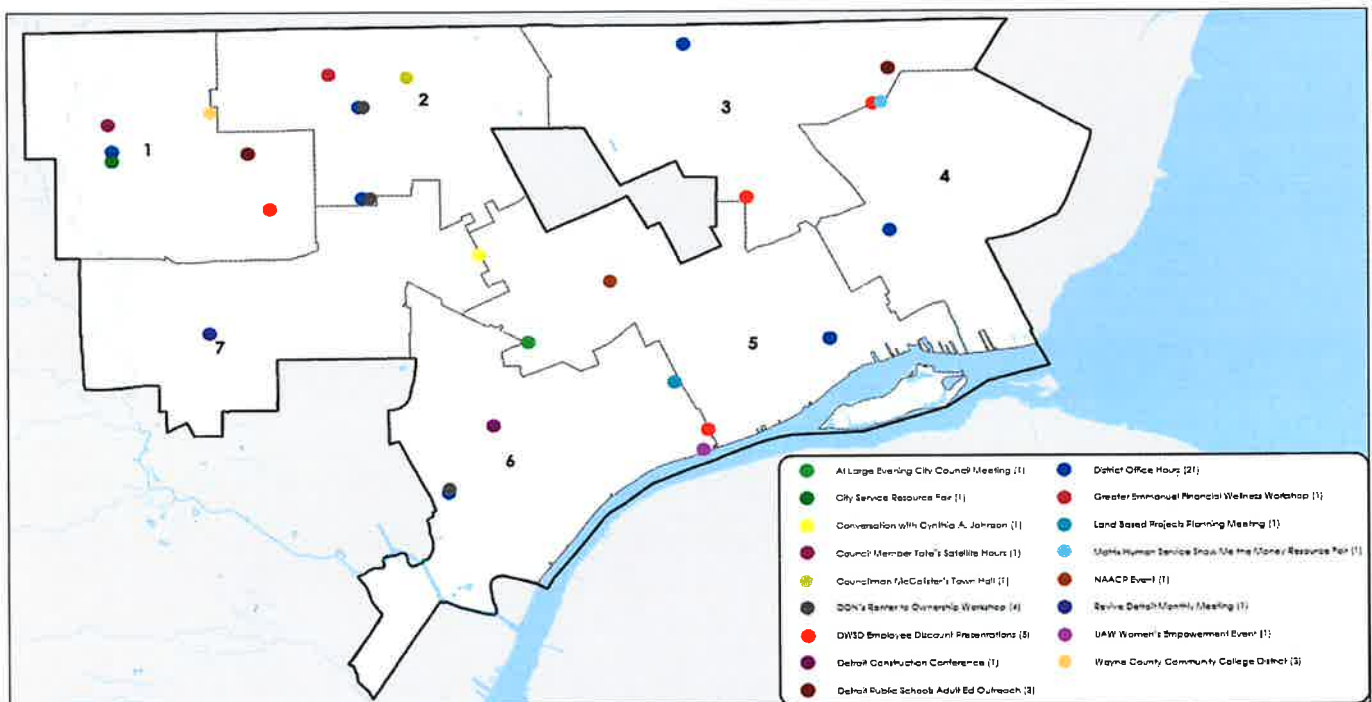
ROD LIGGONS, DIRECTOR OF COMMUNITY AFFAIRS

The Detroit Land Bank Authority's (DLBA) Community Affairs Department is committed to educating Detroiters about homeownership opportunities through increased public engagement, spreading brand awareness, attracting potential buyers, and educating people about DLBA programs and resources. From traditional media to grassroots organizing, the Community Affairs team is on the front lines of the DLBA's effort to fight blight through the rehabilitation and revitalization of properties citywide.

COMMUNITY ENGAGEMENT

In the third quarter of fiscal year 2019, the team served more than 1,500 residents face-to-face and answered more than 300 emails, addressing concerns and connecting Detroiters with the resources they need.

Meetings & Presentations



Event Type	Type of DLBA Presence (number of occurrences)	Number of Attendees	Council District
Detroit Public Schools Adult Ed Outreach	Table & Presentation (3)	108	2 & 4
Wayne County Community College	Table (3)	42	2
District Office Hours	Table (21)	96	1-7
DON's Renter to Ownership workshop	Presentation (4)	230	2,5,6,7
Matrix Human Service resource fair	Table	60	4
City Resource Fair	Presentation	30	1
At Large Evening City Council meeting	Table	80	5

Councilman McCalister's Town Hall	Presentation, Q & A	50	2
Land Based projects planning meeting	Presentation	90	5
Detroit Construction Conference	Table & Presentation	130	6
Revive Detroit meeting	Q & A	10	7
DWSD Employee Discount Presentations	Presentation (5)	220	5
Council member Tate's satellite hours	Q&A	70	1
NAACP event	Presentation	40	5
Greater Emmanuel Financial workshop	Presentation	35	2
Conversation with Rep. Cynthia A. Johnson	Presentation	50	7
UAW Women's Empowerment event	Table & Presentation	200	5
Total	48 events	1,586 citizens served	7 districts

Community Emails

Topic	Emails
Board/Secure	41
Side Lot purchase inquiry/status request	85
Auction information/sale timing	65
How to Bid	34
Deed/Purchase Agreement inquiries	26
Inquiry status update	49
Discount programs inquiries/information	38
Property tax questions	11
DLBA ownership	20
TOTAL	369

Salesforce Entries

Topic	Entries
Demolition request/timing	25
Purchase inquiries	45
Property maintenance	22
Report nuisance	8
Occupancy	3
TOTAL	103

MEDIA RELATIONS

The Public Information Officer (PIO) is charged with building the DLBA's brand. To accomplish this, the (PIO) employs a multi-faceted communications approach serving three main goals:

1. Proactive, positive storytelling through traditional media; streamlined and responsive communication with media for organic coverage/inquiries
2. Prevention or management of negative media coverage

3. Improve internal processes and client-facing communications procedures to create a better-informed community and client-base, minimizing potential for negative media coverage

Positive Storytelling: Features & Mentions

January 2019	February 2019	March 2019
1,000 mortgages interview with Robbie Linn <ul style="list-style-type: none"> • Outlet: Michigan Radio DLBA buyer rehabbing her childhood home *organic coverage <ul style="list-style-type: none"> • Outlet: Curbed & Fox 2 Bridging Neighborhoods participants move into new home <ul style="list-style-type: none"> • Outlet: Detroit News 	Mortgage Rates/Detroit Housing Market: Interview with Robbie Linn <ul style="list-style-type: none"> • Outlet: Detroit News Women in Leadership: Saskia Thompson profile <ul style="list-style-type: none"> • Outlet: Crain's Affordable housing opportunities in Detroit: Saskia Thompson on Let It Rip Weekend panel <ul style="list-style-type: none"> • Outlet Fox 2 	Impacts of DLBA and Rehabbed & Ready program on Detroit Mortgage market <ul style="list-style-type: none"> • Outlet: Detroit Free Press

Media Coverage Response & Management

Story	Outlet
18263 Oakfield blight ticket/title issue	Fox 2
253 Marston: Garlin Gilchrist sells property to new buyer	Associated Press, The Detroit News, Crain's
Demolition backfill/open hole investigations	Detroit Free Press, Detroit News, Deadline Detroit
19255 Hanna: FBI busts illegal occupant of DLBA house for drugs/weapons	WXYZ, Fox 2
2038 Halleck log cabin demolition	Detroit News, Fox 2, WXYZ, WDIV

In addition to the management of media stories that were published or broadcast, the PIO answers and investigates media, citizen, and inter-departmental property inquiries daily; ultimately preventing misinformed media coverage.

Media Outreach & Networking

In ongoing efforts to build relationships with local media outlets, the PIO and members of the Community Relations team met with the newsroom staff at WWJ and the new editor of Curbed Detroit.

The PIO also attended the “PIO and the Right to Know: Crisis Communication Summit” at Wayne State University hosted by the Detroit chapters of the International Association of Business Communicators and Public Relations Society of America.

Communication & Process Improvements

Extensive work is underway revising the DLBA’s website, buildingdetroit.org to better inform the public about DLBA policies, inventory, sales, and programs. Current improvements include:

- Launch of “Other Projects” page on buildingdetroit.org explaining work of the DLBA Projects team, current MLS marketed properties, and past Projects sales. The PIO created written content for the page.
- The PIO is actively revising new FAQ drafts, shaping content, and expanding covered topics in conjunction with Disposition and Client Services.
- DLBA properties on the Dangerous Buildings List. The PIO crafted messaging addressing existing and future client needs, as well as taking an active role in researching and establishing solutions and prevention plans.

SOCIAL MEDIA

The Community Affairs team utilizes social media to connect with the public, spread awareness of DLBA programs, and promote community engagement events. Social media activity also plays a key role in driving followers to buildingdetroit.org. The DLBA's social media following continues to increase across platforms, expanding the potential audience and the opportunity to serve Detroiters directly.

		Third Quarter		
Facebook		Jan	Feb	Mar
	Followers	11,578	11,973	12,233
	New Followers	76	70	87
	Total Likes	11,187	11,252	11,296
	New Likes (Net)	96	98	64
	New Likes			74
	Avg. Weekly Page Engagement	389	263	276
	Avg. Weekly Total Reach	2,823	2344	2,392
	Number of Posts	197		

		Third Quarter		
Twitter		Jan	Feb	Mar
	Followers	2648	2659	2762
	New Followers	51	26	39
	Link Clicks	149	359	699
	Profile Visits	898	1371	521
	Mentions	19	39	10
	Impressions	46,900	193,000	51,500
	Tweets	203	1365	288
	Retweets	39	117	63
	Tweet Likes	87	203	56
	Replies	10	25	4
	Engagement Rate	0.9	0.7	0.60%
		Third Quarter		
Instagram		Jan	Feb	Mar
	Followers	1222	1398	1442
	New Followers	160	65	104
	Avg Weekly Website Clicks	17	6	10
	Avg Weekly Impressions	26,973	6,290	8293
	Avg. Weekly Reach	283		366

VIDEO PRODUCTION

The Deputy Director of Community Affairs creates original video content to showcase DLBA programs and successful buyers. The goal is to create videos informing the community and inspiring more Detroiters to become homeowners by purchasing from the DLBA. During the quarter, the team also piloted a Facebook Live production aimed at helping people navigate the Auction process.

Right now, work is underway to build a content library including:

- District Spotlights: breakdown of sales and demolition data by district
- Facebook Live: answer frequently asked questions and showcase DLBA programs
- Before & After: highlight transformations of properties purchased from the DLBA
- Buyer Spotlights: showcase successful DLBA purchasers



Tiera Turner (right) gives viewers a tour of her rehabbed Own-it-Now property and opens up about how she balanced her renovation with her responsibilities as a single mom.

Community Affairs' Senior Graphics Designer creates all DLBA flyers, billboards, kicker cards, and other printed materials distributed to the community, as well as graphics for social media. Each department relies on custom graphics packages to publicize programs, events, and keep our neighbors informed.

¡AHORA ES EL TIEMPO!

FERIA DE LOTES

LATERALES

Sábado 13 de abril 2019, 10AM - 2PM

Voyager Academy 32121 Military St, Detroit, MI 48210

Por favor llevar una identificación válida y tarjeta de débito o crédito, o giro postal. **NO SE ACEPTA EFECTIVO**

REQUIREMENTOS:

1. Debe poseer la casa adyacente al lote lateral
2. Los solicitantes deben estar al día de los pagos de las tasas o deben entregar un comprobante de plan de pago
3. Los lotes serán vendidos a meritis que se van recibiendo las solicitudes.
4. **DEBE** registrarse entrando en buildingdetroit.org y traer su información de Inicio de sesión al evento.

Para saber más sobre el programa o la elegibilidad, por favor leer las reglas en buildingdetroit.org o póngase en contacto con Detroit Land Bank Authority (313) 974-0869






DETROIT LAND BANK AUTHORITY

DEMOLITION DEPARTMENT

TAMMY DANIELS, DIRECTOR OF DEMOLITION

The Detroit Land Bank Authority (DLBA), in partnership with the Mayor's Office, City Council, and the Detroit Building Authority (DBA), continues to impact all Council Districts through its various demolition programs. In 2015, the DLBA's demolition program made great strides towards blight reduction in highly populated/high-density areas, radial thoroughfares and commercial corridors throughout the City of Detroit. The DLBA gears its targeted demolitions, within the designated Hardest Hit Fund (HHF) geographic boundaries, toward reducing blight and spurring economic activity in these neighborhoods. The DLBA's strategic demolition efforts are complemented by strategic reinvestment and rehabilitation, leading to significant increases in property values across the City.

HARDEST HIT FUNDS

Beginning in June 2018, Michigan State Housing Development Authority (MSHDA) started issuing credits to the DLBA through its various HHF rounds. These credits represent a refund of settlement proceeds as well as the return of the Fire Insurance Escrow ("FIE") dollars paid to MSHDA. The total refund is currently \$6,602,690.50 and will be used to demolish additional residential structures. The refund credits were issued to the DLBA as follows: HHF1-\$5,409,638.69; HHF2-\$1,192,413.56; HHF3- \$638.25; effectively reopening HHF1 and HHF2 rounds. As of the date of this report, four (4) rounds of HHF funding are currently open, as the DLBA successfully closed out HHF3 on December 27, 2018.

The initial funding from the Hardest Hit Fund (HHF1) provided \$57,342,668.95 in demolition funds and was closed in the Third Quarter 2015, with a \$700.00 remaining balance, transferred to the next round. To date, the DLBA had utilized these funds to demolish 3,721 residential structures. As noted above, HHF1 received an additional \$5,409,638.69 in new funding allowing the demolition of approximately 315 additional residential structures. The DLBA identified properties within the geographic boundaries of HHF1 to expend these funds. Currently, those designated properties are contracted for demolition or undergoing environmental due diligence surveys. As of March 31, 2019, the DLBA received \$58,124,781.07 in disbursements from MSHDA; \$4,627,526.57 remains. The DLBA has until December 31, 2019, to either expend all the remaining allocated dollars or request a transfer of any unspent dollars to other rounds.

The second round of Hardest Hit Funds (HHF2) provided \$50,000,719.05 in demolition funds. Early in the Fourth Quarter 2017, the DLBA's demolition team reduced the grant funds remaining under this round to \$5,410.94, effectively closing out HHF2. As of the date of this report, the DLBA has demolished and received reimbursement for the demolition of 2,942 residential structures. As noted above, HHF2 received an additional \$1,192,413.56 in funding for the demolition of approximately 70 additional residential structures. As of March 31, 2019, the DLBA received \$50,189,678.98 in disbursements from MSHDA, with \$1,003,453.63 remaining. The DLBA

identified properties within the geographic boundaries of HHF2 to expend these funds; these properties are currently contracted for demolition or undergoing environmental due diligence surveys. The DLBA has until December 31, 2019, to either expend all the allocated dollars or request a transfer of any unspent dollars to other rounds.


The third round of Hardest Hit Funds (HHF3) provided \$21,255,000.00 in demolition funds. As of December 31, 2018, the DLBA had been reimbursed \$21,249,169.99; leaving \$6,468.26 and effectively closing out this round of funding. The DLBA demolished and received reimbursement for the demolition of 1,465 residential structures across the seven Council Districts.

The fourth round of Hardest Hit Funds (HHF4) provided \$41,901,646.00 in demolition funds. As of March 31, 2019, the DLBA has been reimbursed \$37,429,081.04; leaving \$4,472,564.96 to be drawn down by the DLBA, which is inclusive of the \$1,469,111.59, for which the DLBA is currently seeking reimbursement. To date, 2,130 structures have been demolished and reimbursed by MSHDA. This fourth round of funding allows for the demolition of approximately 2,400 residential structures, and HHF4 is expected to be closed out on or before June 30, 2019.

The fifth round of Hardest Hit Funds (HHF5) provides for \$88,153,425.00 in demolition funds. As of March 31, 2019, the DLBA has been reimbursed \$18,451,164.13; leaving \$69,702,260.87 in grant funds to be drawn down by the DLBA, which is inclusive of the \$5,397,739.90, for which the DLBA is currently seeking reimbursement. The DLBA expects to demolish approximately 5,200 residential structures under this final round of funding, and HHF5 is expected to be closed out on or before December 31, 2020.

PROCUREMENT TRANSITION

In April 2018, committed to stabilizing demolition costs and to provide a greater level of predictability with the release of HHF program Request for Proposals (“RFP”), the DLBA began issuing between 400-450 properties per month for demolition RFP. Given the increased volume and timing of RFP releases, the DLBA elected to issue an RFP for Procurement Administrative Services to transition the HHF procurement process to a third-party company skilled at providing services on the scale and scope envisioned by the DLBA. The DLBA noted that the DBA, its demolition project manager, was spending an increasing amount of time, resources, and staff on procurement related issues, limiting the DBA’s ability to focus on field operations. Also driving the DLBA’s decision to transition the procurement process to a third party was the recognition that an anticipated spike in demo RFP releases and increased supervision mandated by March 6, 2018, Department of Health protocols could negatively impact the DBA's ability to manage field operations effectively. Effective July 1, 2018, to provide increased stability, transparency, and to encourage the participation of a diverse group of contractors; the DLBA transitioned its HHF procurement services from the DBA to Price, Waterhouse, Coopers, Public Sector, LLP (“PWC”). PWC was selected based on their response to the RFP; they bring a wealth of knowledge, experience, and a stellar reputation to the DLBA and the Hardest Hit Fund Demolition Program. The DLBA executed a formal agreement on June 30, 2018, and the transition process began in



earnest. Working in close conjunction with the DBA, PWC is currently contracted to provide project management, process mapping (which includes streamlining the current process), review, tabulation and recommendations of approximately 10 RFP groups per month. PWC will also be responsible for administering the annual RFQ process.

Since completion of the transition in late July 2018, the DLBA has seen a sharp increase in efficiency; with the time to review, tabulate, and award RFP's down from six-to-eight weeks to just two weeks. The DLBA successfully eliminated the large RFP backlog during the last quarter; and while we expected to be completed with the procurement process by March 31, 2019, due to performance issues with a demolition contractor the DLBA terminated several contracts and will rebid the work in April 2019. Therefore, the DLBA expects to complete the HHF procurement process on or before May 30, 2019. Other process improvements implemented in partnership with PWC include, but are not limited to, virtual bid openings, recorded bid openings, change order processing, streamlined documentation, and increased programmatic transparency.

POLICY CHANGES/COMPLIANCE


In February 2018, the DLBA transitioned to an RFQ process, to mitigate the arduous submission process. The new RFQ process allows demolition contractors to become pre-qualified to participate in the HHF program by submitting a complete qualification package once a year, instead of submitting qualification documents with every RFP as previously required. On October 29, 2018, the DLBA released the 2019 calendar year RFQ and has approved or is currently reviewing submissions from sixteen (16) demolition contractors. The DLBA provides a complete list of all Hardest Hit Fund contracts on buildingdetroit.org, under the "About Us" tab, click on "Contracts." To see an interactive map of all properties demolished and released to contractors, click the "Property Tracker" link on the buildingdetroit.org homepage. The DLBA continues to work diligently with the demolition contractors to ensure their invoices and supporting documents are correct, complete, and processed in a timely manner.

DEMOLITION ADVANCE FUND

On March 31, 2015, through the approval of City Council, the \$20m Demolition Advance Fund ("DAF") was created. The sole purpose of the DAF was to ensure the DLBA had sufficient cash flow to make payments to contractors providing services under the HHF program, while the DLBA awaits reimbursement payments from MSHDA. The DLBA in partnership with the Office of the CFO has been working to amend the Memorandum of Understanding with the City to ensure conformity with the City Council's Resolution that created the DAF. The DLBA will present the amended agreement to City Council upon completion.

NON-HHF MSHDA GRANT

In August 2017, in partnership with the Detroit Building Authority (DBA), the DLBA was awarded a \$458,000.00 non-HHF grant from MSHDA for the demolition of blighted residential structures within the City of Detroit. As a pre-condition of the award, the City of Detroit was required to



match the MSHDA grant funds; therefore \$916,000.00 will be used to demolish 60 additional blighted properties. The DBA serves as the administrator and project manager for this project. The 60 properties selected, in large part, fall outside of the traditional HHF boundaries. The DLBA and DBA completed this by the February 28, 2019, deadline and all necessary documentation has been submitted to MSHDA for review and funding.

As a result of the DLBA's efforts, working in conjunction with MSHDA and our City partners, we have demolished more than 11,225 blighted structures with HHF dollars. The DLBA estimates that we will demolish an additional 3,500 structures with the remaining HHF money. The removal of these blighted structures from the City's landscape has assisted in stabilizing neighborhoods and motivating the real estate market, both of which are crucial to the City's resurgence.

LEGAL DEPARTMENT OVERVIEW

TAMMY DANIELS, INTERIM GENERAL COUNSEL

QUIET TITLE

The Legal Department files and oversees expedited Quiet Title Actions pursuant to authority under Section 9 of the Land Bank Fast Track Act, MCL 124.759. On September 2, 2014 the Chief Judge of the Wayne County Circuit Court issued a special docket directive creating a special docket allowing the Detroit Land Bank Authority to file these actions efficiently. The DLBA files quiet title actions on its properties, enabling the DLBA to sell those properties with clear, insurable title. Clear, insurable title is essential for anyone buying property—not just from the DLBA, but in general. Clear title provides the property owner confidence in their ownership and any investment they make. It is also an absolute requirement for any lending institution considering financing a mortgage. The Legal Department received three hundred and thirty (330) quiet title judgments in the third quarter of fiscal year 2019.

NUISANCE ABATEMENT / ABANDONED PROPERTIES

The DLBA established its Nuisance Abatement Program (NAP) in February 2014. The Detroit City Council delegated non-exclusive authority to commence Nuisance Abatement litigation on February 18, 2014 (Council Action Number 23). Properties meeting the NAP criteria are: vacant and unoccupied, boarded, open to trespass, appear to be abandoned or neglected. The DLBA initially identifies NAP property addresses using government data, then locations are verified by investigators, community groups, or neighbors in targeted geographic areas. The City of Detroit Department of Neighborhoods defined the NAP Target Areas with input from members of the community. To determine specific boundaries, the DLBA uses data sources to specify areas where NAP actions would be most effective—areas with relatively low levels of vacancy where a NAP lawsuit (or three) could make a significant difference on an otherwise stable block.

Service of Process is made on all current owners. The DLBA conducts a search of tax and title records for each property to determine all current interest holders of record; including owners, mortgage companies, and any other liens. The NAP civil suit names all current owners of record and requests abatement of the 'nuisance' created by the property's condition. Owners or interest holders in properties who fail to respond to the lawsuit may lose their ownership rights to the property at a hearing for default judgment.

As of March 31, 2019, the Legal Department identified, placed notices (“posters”) on two hundred and forty (240), and filed suit against one hundred and sixty-three (163) properties in thirty-three (33) different neighborhoods throughout the City. These actions resulted in agreements to address the blight or in judgments awarding ownership of the properties to the DLBA, facilitating blight resolution through the DLBA’s various programs.

This quarter, there were one hundred and three (103) agreements with property owners to rehabilitate their properties. Additionally, the NAP program received twenty-five (25) default judgments, one (1) donation of abandoned property to the DLBA in lieu of litigation, and six (6) properties purchased from defendant property owners in cost-saving settlements.

NAP lawsuits are an important tool in fulfilling the DLBA's mission of stabilizing neighborhoods by addressing blighted and abandoned properties.

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 (6) 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 timeframe but has shown acceptable "proof of progress," the Compliance Team provides 90-day extensions. The Compliance team provides automatic 90-day extensions for properties located in a historic district or properties purchased in the winter.

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 an objective, three-part criteria including:

1. obtaining the appropriate inspection from the City of Detroit's Building Safety Engineering Environmental Department (BSEED)
2. occupying the property
3. exterior maintained – no boards, no blight.

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 to the residents and the neighborhoods 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 (Sales)			Community Partners (Sales)			Nuisance Abatement Program (NAP)			All Programs		
	<u>Program- to-Date</u>	<u>2019</u>	<u>1st Quarter CY19 (1/1 - 3/31)</u>	<u>Program- to-Date</u>	<u>2019</u>	<u>1st Quarter CY19 (1/1 - 3/31)</u>	<u>Program- to-Date</u>	<u>2019</u>	<u>1st Quarter CY19 (1/1 - 3/31)</u>	<u>Program- to-Date</u>	<u>2019</u>	<u>1st Quarter CY19 (1/1 - 3/31)</u>
Currently Monitored	2525	475	475	90	15	15	555	89	89	3170	579	579
Compliance Achieved	1844	230	230	123	7	7	1138	47	47	3105	284	284
*Failed Compliance Obligations	381	32	32	50	1	1	283	39	39	714	72	72

* Does not adjust for properties placed into a new DLBA program after re-conveyance is completed, or after judgment is taken

Compliance Properties On The Dangerous Buildings List

In the third quarter, the DLBA Compliance team sent a mass email to 382 property owners regarding their property's status on the Dangerous Buildings list. The Dangerous Buildings list is maintained by the Buildings, Safety, Engineering and Environmental Department (BSEED) and approved by City Council. The DLBA sold and will continue to sell, houses on the Dangerous Buildings list because we found that a significant number of these properties are salvageable, and renovation will reduce the number of demolitions in need of city funding. To be removed from the list and prevent future demolition action, owners must obtain a City Council-approved deferral. In response to feedback from those property owners, the DLBA, in collaboration with BSEED, developed a streamlined, online application process to assist homeowners seeking Dangerous Buildings list deferrals. The 382 property owners who received the mass email with not be charged the \$134 deferral application fee. The DLBA and BSEED continue to work on process improvements to reduce or eliminate this incumbrance for future buyers.

Q3 Compliance Success Stories

18268 STOUT – OWN IT NOW



20014 BIRWOOD - AUCTION



4641 CENTRAL - AUCTION



9360 JAMESON – OWN IT NOW



1433 VAN DYKE - AUCTION



6747 LONGACRE - NAP



ADMINISTRATION & OPERATIONS

KELLEY SINGLER, DIRECTOR OF ADMINISTRATION & OPERATIONS

The Administration & Operations Departments of the Detroit Land Bank Authority (DLBA) administers the day-to-day organization operations and centralized resources of the DLBA. Administration & Operations is charged with the stewardship of the organization; providing Human Resources, Office Management, Information Technology, and Data Solutions support. In addition to internal programming, Administration & Operations administers many external DLBA programs utilized by the public and other City entities. These include the DLBA's Salesforce database; curators of buildingdetroit.org; and as of January 2019, Client Services.

HUMAN RESOURCES / OFFICE MANAGEMENT

The DLBA continues to expand and diversify its staff, developing an employee-oriented culture emphasizing quality, continuous improvement, and high performance. The continued growth necessitates changes in organization procedures and practical implementation. With the assistance of the Finance and Legal departments, Office Management established a strategic lease-credited improvement plan resulting in much needed common area and office repairs. The Q3 rent abatement for repairs totaled ***\$132,125.40***.

The health, safety, and wellbeing of DLBA staff and clients is paramount. Office Management and Client Services collaborated to renovate the DLBA's Main 12th Floor Lobby. Renovations included:

- Ballistics rated exterior and interior doors
- Ballistics glass and partitions for Client Services representatives
- Additional lighting, heating, and cooling
- Computer stations
- Client seating
- Flooring, wall repair and paint

The DLBA 12th Floor Lobby is now brighter, more comfortable, and better equipped to assist our walk-in clients.



Due to extreme weather variations, the Guardian Building had significant flooding in Q3. The flooding impacted the Executive Director and Executive Assistant to the ED offices on the 12th floor. The Compliance Representatives offices (1147) on the 11th floor sustained extensive flood damage. Working in collaboration with Guardian Building administration, abatement vendors, and internal assets, the Office Manager triaged immediate needs and developed a long-term renovation plan. The scope of Compliance Representative's offices renovations consists of:

- Engage with Compliance Managers regarding project requirements
- Mirror 11th floor Demolition Team cubicle layout
- Coordinate external contractors and DLBA IT department and installation

The 11th and 12th floors flooding was an unexpected occurrence, requiring a timely response and expedited project management.

In addition to special improvement project, ongoing day-to-day support of DLBA staff consists of:

- Organization point person for maintenance, supplies, invoices, and equipment
- Represent DLBA interests through continual engagement with Guardian Building, Cobo Parking, USPS, maintenance and project contractors, and other external vendors
- Audit and distribute building access keys
- Audit and distribute Cobo Parking access keys
- Assist with DLBA new hire onboarding
- Coordinate and execute monthly DLBA Board Meetings, Committee Meetings, and other public forums
- Oversees maintenance of office efficiency and cleanliness of all common areas (kitchen, copy room, file rooms)
- Ensure DLBA facilities are clean, orderly and safe

INFORMATION TECHNOLOGY

Information Technology (IT) administration and support is a core function of the DLBA, providing server administration and desktop support for the entire DLBA, ensuring technology is invested in and utilized to streamline operations and deliver quality service. Last quarter, the DLBA IT Team resolved 343 helpdesk tickets.

In addition to providing onsite support, the IT team maintains and provides off-site field support and remote access for DLBA departments and events ensuring they have the necessary technology to meet the needs of the DLBA customers. Remote support included Disposition Side Lot Sale Event at Northwest Activity Center; Buy Back Event at Northwest Activity Center; and DLBA Board meetings.

WEBSITE ENHANCEMENTS

Several enhancements and revisions to buildingdetroit.org were implemented in Q3; information regarding Projects is found under the “Make A Purchase” tab, then click on “Other Projects” for program information, resources, and step-by-step instructions.



If you are interested in buying a property not listed for sale on our [Auction](#), [Own-it-Now](#), [Rehabbed & Ready](#), or [Side Lot](#) platforms, we are here to help. Big or small, we'd love to hear your ideas! Check out these 3 easy steps below to get started.

Decisions related to the disposition of property owned by the DLBA are approved by the [DLBA Board](#) at [DLBA monthly public meetings](#). Departments, agencies, and organizations responsible for the disposition of property owned by the City and the DLBA, include: The Mayor's Office (Jobs & Economy Team), the Housing and Revitalization Department, the Planning & Development Department, the Detroit Economic Growth Corporation, the City Law Department, the Detroit Building Authority, the DLBA, and the Department of Neighborhoods. These departments, agencies, and organizations endeavor to place publicly-owned property back in the hands of responsible private citizens and organizations by disposing of publicly-owned property in a transparent, fair, and efficient manner.

How The Program Works



1. WHO OWNS THE LAND?

Use the City of Detroit's [Detroit Development Opportunities](#) map to locate the property of interest. Is it owned by the DLBA? City of Detroit? Someone else?



2. APPLICATION FAQs

If the DLBA owns the property of interest, check out their [FAQs](#) to learn more about the process.



3. PROPERTY PURCHASE APPLICATION

Complete the City of Detroit [Public Property Purchase Application Form](#). Once your Application is submitted, you can expect a call from a DLBA representative within 2-4 weeks, if DLBA owns the property.

The DLBA works with DLBA Board approved brokers to market buildings, lots, and houses not a good fit for the Auction, Own-it-Now, or Side Lot programs. Direct links these approved broker sites and the DLBA marketed properties are available on the revised “Other Projects” page.

DLBA Marketed Properties

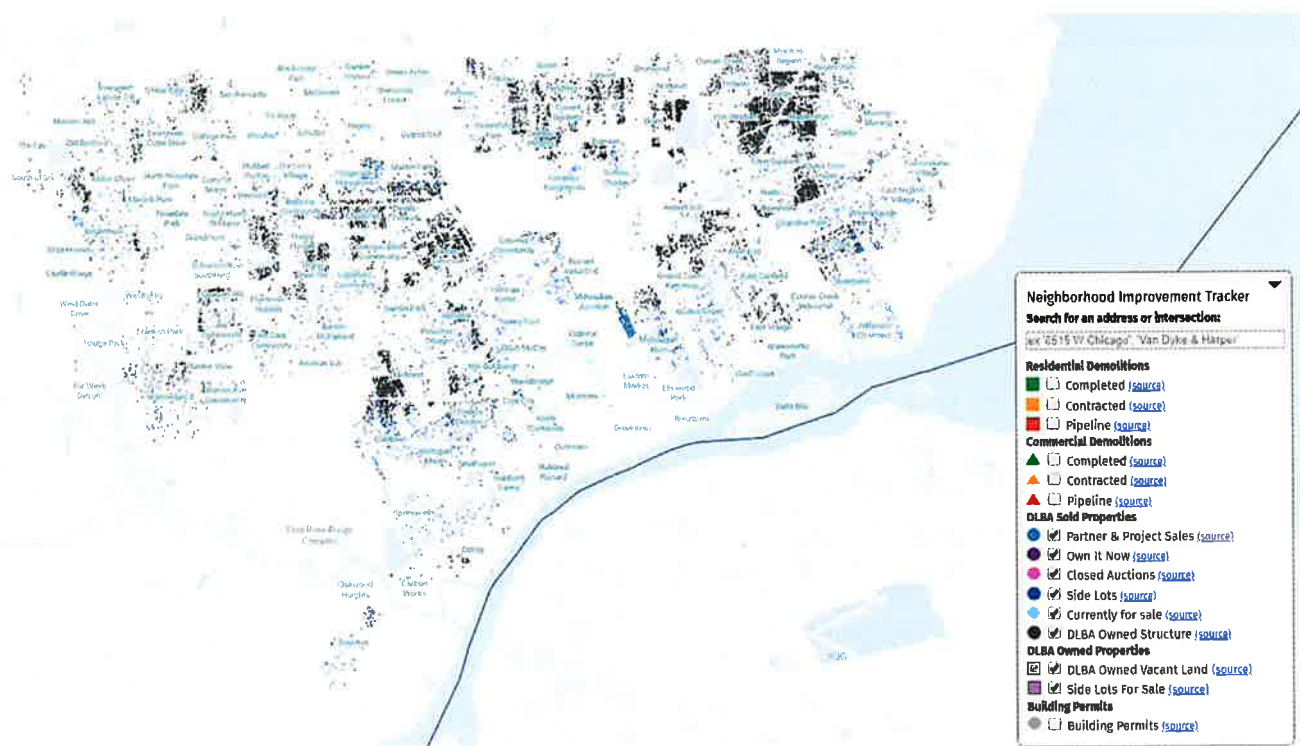
In addition to online sales platforms, the DLBA lists some properties on the traditional real estate market. The DLBA works with DLBA Board approved brokers to market buildings, lots, and houses that aren't a good fit for Auction, Own-it-Now, or Side Lot programs. View current listings below.

RCH Brokerage Legacy	Premier Property Services	O'Connor Realty
Leonard Pickett 313.510.7887 lpickett111@rchlegacy.com	James Bufalino 313.806.1303 james@ppsam.com	Bill Swanson 313.506.5471 bill@oconnordetroit.com
16126 Meyers	7641 Brush	2088 Virginia Park
306 Smith	4031 Scovel Pl	8715 Beaubien

DLBA Salesforce enhancements, in conjunction with Other Projects website improvements, enabled inclusion of DLBA past projects information on the City of Detroit's Neighborhood Improvement Tracker. Direct links are available on the Other Projects page.

Past Projects

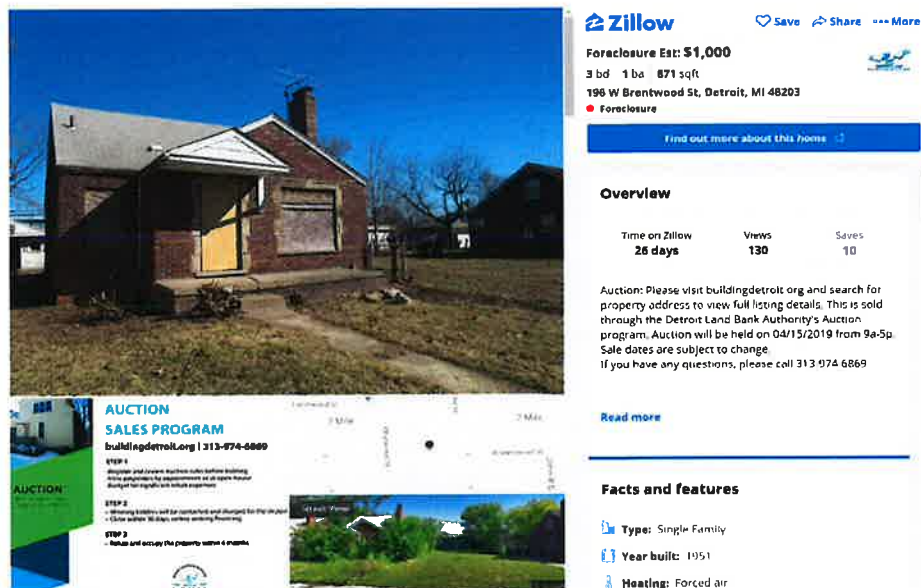
The DLBA works with individuals, groups, and businesses to sell land and structures for a variety of uses, everything from gardens and green space to new construction and residential developments. Sales are approved by the [DLBA Board at DLBA monthly public meetings](#). To see where DLBA past sales are impacting the community, check out the City Of Detroit's [Neighborhood Improvement Tracker](#) and turn on on the 'Partner & Project Sales' filter under 'DLBA Sold Properties'.



New layout and user interface additions to the “Who We Are” page included: Clearly states DLBA mission and program overviews; DLBA Upcoming Events calendar; and DLBA Presentation Request Form.

Zillow Auction and Own-It-Now Integration

In furtherance of DLBA Auction and Own-It-Now programs; Zillow listing integration for DLBA Auction & OIN properties was launched in Q3. Leveraging Zillows resources significantly increases DLBA internet presence and potential purchaser audience.



Zillow Save Share More

Foreclosure Est: \$1,000
 3 bd 1 ba 871 sqft
 196 W Brentwood St, Detroit, MI 48203
 Foreclosure

[Find out more about this home](#)

Overview

Time on Zillow	Views	Saves
26 days	130	10

Auction: Please visit buildingdetroit.org and search for property address to view full listing details. This is sold through the Detroit Land Bank Authority's Auction program. Auction will be held on 04/15/2019 from 9a-5p. Sale dates are subject to change. If you have any questions, please call 313 974 6869.

[Read more](#)

Facts and features

- Type: Single Family
- Year built: 1951
- Heating: Forced air

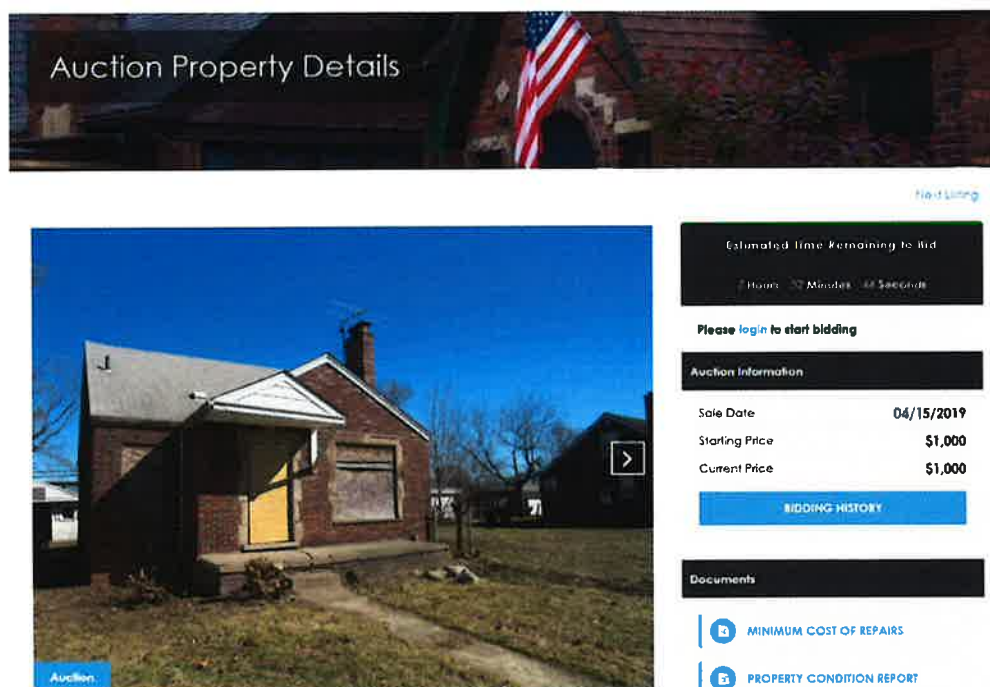
AUCTION SALES PROGRAM
buildingdetroit.org | 313-974-6869

STEP 1: Auction and Open House sales before building. Make payments for equipment or all other repair. Budget for utility and other expenses.

STEP 2: Winning bidder will be contacted and charged for the job. Close within 30 days unless pending financing.

STEP 3: Take and occupy the property within 4 months.

Each DLBA property Zillow listing includes DLBA contact information; a direct link to the DLBA property page; and basic information regarding the respective Action or OIN listing program;



Auction Property Details

[Find Listing](#)

Estimated Time Remaining to Bid
 7 Hours 32 Minutes 44 Seconds

Please login to start bidding

Auction Information

Sale Date	04/15/2019
Starting Price	\$1,000
Current Price	\$1,000

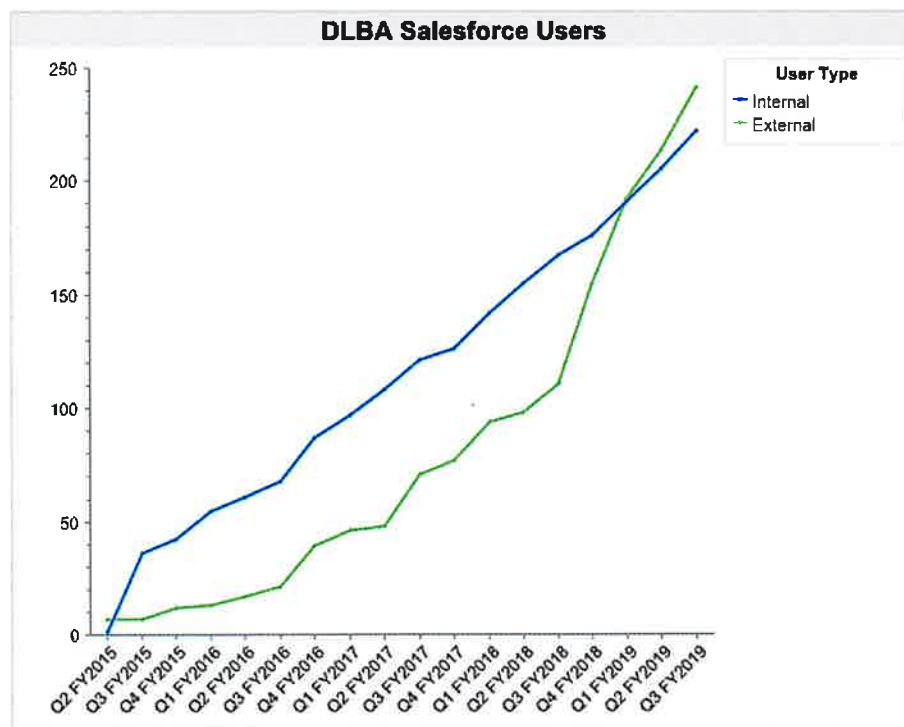
[BIDDING HISTORY](#)

Documents

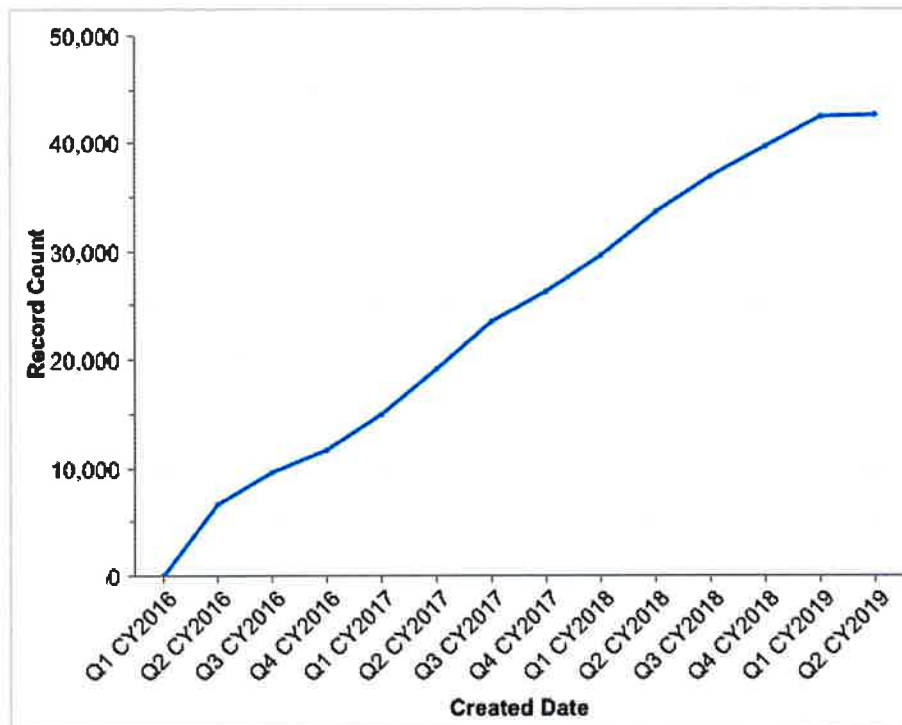
- MINIMUM COST OF REPAIRS
- PROPERTY CONDITION REPORT

DATA SOLUTIONS

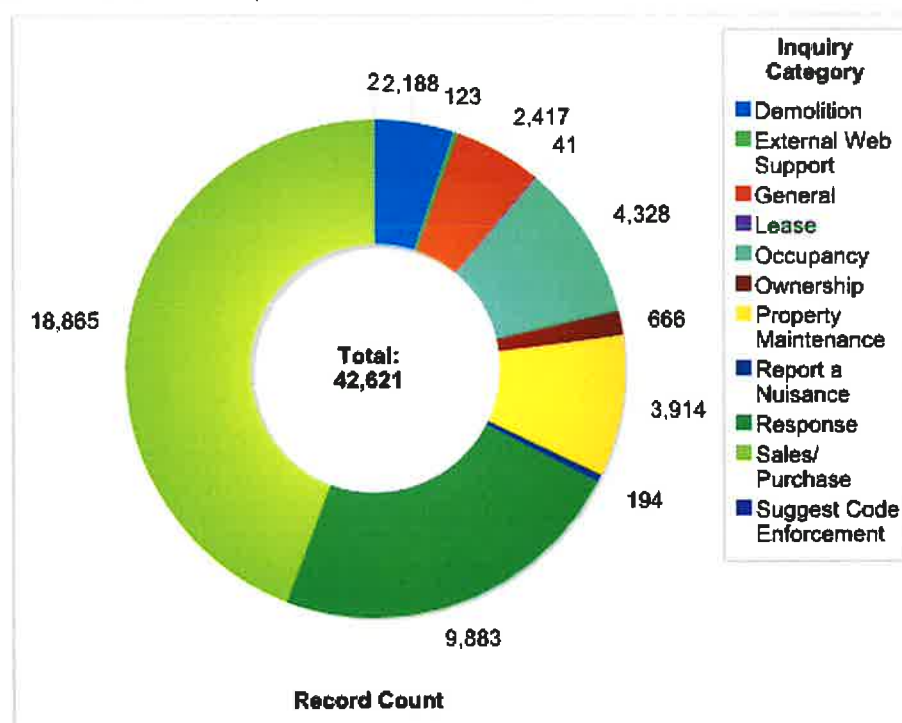
Data collection, organization, and analysis is critical to the functionality and forward growth of the Detroit Land Bank Authority's Inventory, Disposition, Demolition, and Legal departments. The DLBA's Salesforce system is the most comprehensive property database in the City of Detroit and the backbone of the DLBA. Since launching in Q1 2015, its user base, both internally and externally, has constantly increased. As City agencies discovered its comprehensive nature, the DLBA receives frequent requests to add users from departments with diverse missions; from the Detroit Police Department to the Detroit City Council and Department of Neighbors. The DLBA provides access and support at no cost to City agencies. As of Q3 2019, the DLBA supports 239 non-DLBA Salesforce community license users.



To better serve the residents of Detroit, the Data Solutions Team developed an Inquiry Tracking system within the Salesforce database. Since launching in the first quarter of 2016, the DLBA has resolved over 42,000 Inquiries- more than 10,000 per year. While most partner agencies (Department of Neighborhoods, Detroit Police Department, Ombudsman, City Council, etc) can enter Inquiries directly into Salesforce, most inquiries are logged through DLBA Client Services staff as residents call or walk-in.



Managing Inquiry volume and ensuring responsiveness is paramount. The Data Solutions Team built categories, sub-categories, and priority levels to automatically route each Inquiry to the appropriate person within each DLBA department. With dedicated staff in each department fielding inquiries we can better provide accountability.



Most inquiries are related to purchasing property from the DLBA; many others are related to City-Owned properties, code enforcement, foreclosure, and Nuisances. Inquiries outside DLBA scope are routed to partner agencies for follow up. Data Solutions continually strives to support the mission of the DLBA and the City at large; goals include an expanded Inquiry tracking system incorporating Self-Service Inquiries and more automated responses via email, text, or phone to will reduce staff processing time and improve resident response efficiency.

CLIENT SERVICES

The DLBA Client Services team strives to provide exceptional customer service to our internal and external customers through information, resources and transparency. The team is dedicated and resolution oriented, working to deliver comprehensive solutions to inquiries from customers, residents, and Detroit city agencies.

Client Services continues to work diligently to improve overall customer experience through implementation of new strategies to address quality assurance for call center and in-office services. Many customers need assistance navigating a computer and/or their smartphone; the Client Services team provide daily assistance on in-house computers, helping clients understand DLBA sales and programs.



2,798 WALK-IN CLIENTS



89%
Percentage of calls answers
(Industry Standard - 80%)



8%
Percentage of calls abandoned
(Industry Standard - 5-8%)

Residents contact the DLBA to purchase properties; they also contact the DLBA with concerns relating to other city agencies. Client Services regularly refer constituents to Office of the Assessor, Wayne County Treasurer and Register of Deeds, Detroit Building Authority, the Improve Detroit App, Zoning and Permit, etc.

Often, Detroit residents call the DLBA because they care about their community and need to be heard. Client Services takes the time to listen and strives to provide first call resolutions in a timely manner. Sometimes simply providing a sympathetic ear and listening is equally important.

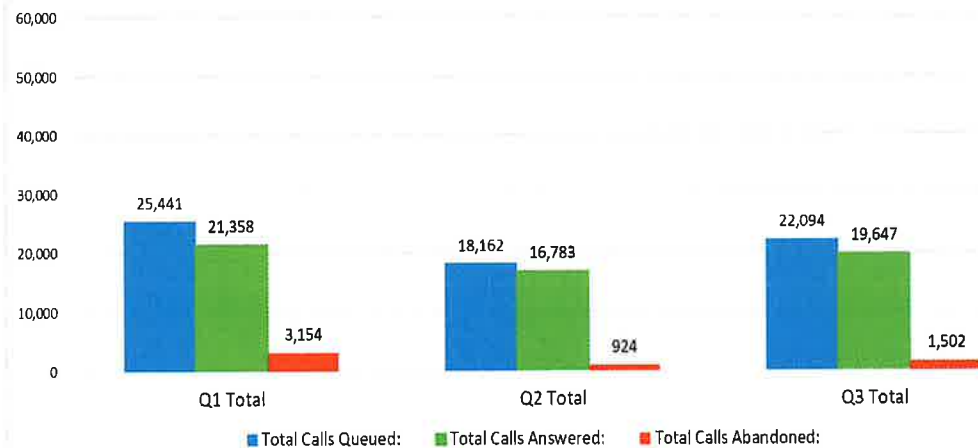
A few words from our customers:

"Representatives were very helpful and friendly and made me happy with their service."

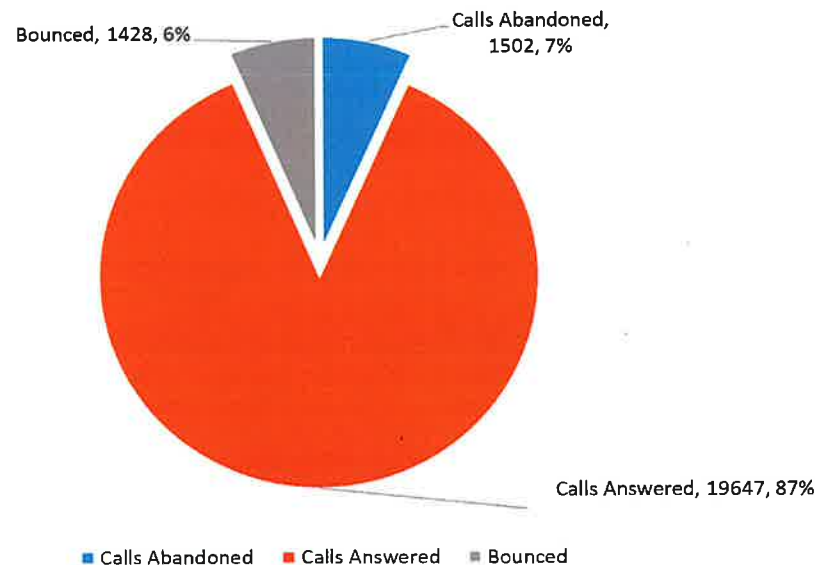
"The front desk, staff are always helpful. Thank you for great service."

"I just wanted to let you know that you and your colleagues are good... for everything! Every time I called for help you all are so kind and helpful. Aloha from fam in Hawaii!"

Call Center Summary - Q3FY2019



Queued Calls Summary - Q3FY2019



DETROIT LAND BANK AUTHORITY

FINANCE DEPARTMENT

IRENE TUCKER, CHIEF FINANCIAL OFFICER

OVERVIEW

The Finance Department continues with the transformation process by aligning itself to fully support the DLBA's dynamic and ever-evolving operational day-to-day functions. The summary below will discuss (1) March 2019 Fiscal Year to Date Revenue and Expenses - Actual versus Budget; (2) Balance Sheet Highlights; and (3) Status Update on the Hardest Hit Fund.

March 2019 Fiscal Year to Date Revenue and Expenses - Actual versus Budget

Overall Revenue for the period was \$59.5M versus Budget of \$57.9M. Expenses were \$58.8M versus Budget of \$57.9M. Budget versus Actual variances were primarily driven by timing of demolition activities being executed relating to the Hardest Hit Fund – Rounds 4 and 5.

March 2019 Balance Sheet Highlights

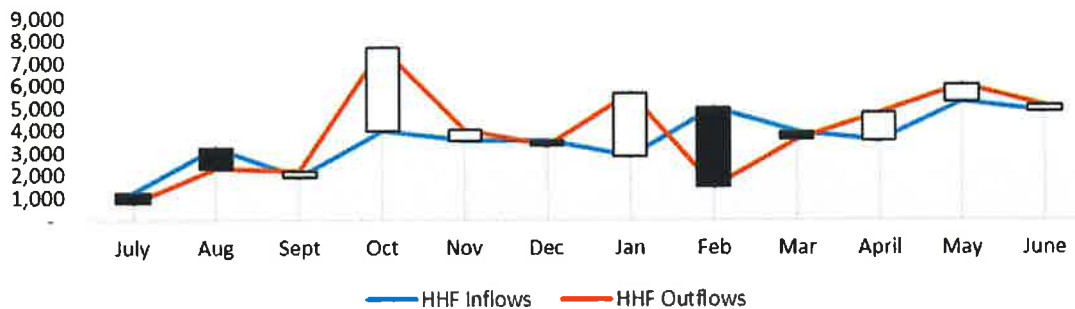
- The Balance Sheet ended strong with a working capital ratio showing that the DLBA's current assets exceeded current liabilities by 1.6 times.
- Restricted cash balance of \$6.1M consisted of maintenance fees for over 11,000 demolitions completed within the Hardest Hit Fund Program (inception to date), along with private donor donations where obligations have not been fulfilled.
- Designated cash from private donors and contractual obligations amounted to \$16.4M (i.e., Demolition, Rehabbed Programs).

Hardest Hit Fund Updates

FY19 Activity

From July 2018 through March 2019, over \$32.1M was paid for reimbursable demolition expenses relating to this program. Cash receipts from our partner, MSHDA, exceeded \$29.1M representing reimbursements of over 1,500 demolitions. However, it is projected that the timing of payments to vendors will continue to exceed reimbursements within this fiscal year. The chart on the following page is a summary of the projected cash flows through the end of this fiscal year.


HHF FY 2019 Projected Cash Flows
(excluding Demolition Advance Funding)
(in Millions)



Inception to Date

To date, the Hardest Hit Fund reimbursed expenses exceeded \$182M and reimbursements were \$171.2M for direct costs only. Thanks to the ongoing support of both City Council and the City of Detroit, the Demolition Advance Fund significantly supported vendor payments through the program. As of March 31, 2019, there was an outstanding balance of \$10M that will be paid in full upon the completion of the program – see Chart below. We look forward to our continued partnership with City Council and the City of Detroit in eliminating blight.

Date	Action	\$ Amount
March-15	Setup of Fund	20.0
April-15	Draw # 1	(15.0)
April-16	Repayment	10.0
August-16	Draw # 2	(4.0)
October-16	Draw # 3	(6.0)
June-17	Repayment	5.0
May-18	Repayment	5.0
October-18	Draw # 4	(5.0)
March 31, 2019 Net Draw Balance		(10.0)
March 31, 2019 Available Balance		10.0



Appendix

1. Unaudited Year to Date March 31, 2019 Revenue and Expenses
2. Unaudited March 31, 2019 Balance Sheet
3. Summary of DLBA's Revenue Funding Sources
4. Graphic Summary of Revenue and Expenses

APPENDIX 1 UNAUDITED YEAR TO DATE MARCH 31, 2019 REVENUE AND EXPENSES



Income Statement Summary- Management View

4/3/2019 10:47 AM

Company Name: **Detroit Land Bank Authority**
 As of Period Ending: **2019/009**
 Audit Status: **Unaudited**
 Report Status: **Draft**

City Council Grouping Level	Actual YTD	Budget YTD	Variance
Income			
Structure Sales	7,528,779	3,696,673	3,832,107
Side Lot Sales	556,785	262,500	294,285
Cost of Inventory	(1,119,898)	0.00	(1,119,898)
Discounts	(1,775,771)	0.00	(1,775,771)
Gain (Loss) on Sale of Property	(45,453)	0.00	(45,453)
Total Net Sales	5,144,843	3,959,173	1,185,471
Government Revenue	42,369,656	42,481,681	(112,025)
Total Government Revenues(MSHDA)	42,369,656	42,481,681	(112,025)
COD Operating	10,500,000	10,500,000	0
COD Blight	1,265,309	0.00	1,265,309
Total City of Detroit Revenue	11,765,309	10,500,000	1,265,309
Inter-Company Revenue	535,152	0.00	535,152
Private Grant Revenue	444,826	525,000	(80,174)
Total Other Private Grant Revenue	979,978	525,000	454,978
Donated Goods and Service	404,750	0.00	404,750
Inventory Impairment	(1,817,956)	0.00	(1,817,956)
Total Donated Goods and Service	(1,413,206)	0.00	(1,413,206)
5/50 Proceeds	10,514	337,500	(326,986)
Closing Refunds to the Seller	154,950	0.00	154,950
Fire Escrow Proceeds	40,506	0.00	40,506
Housing Showing Fees	20,455	8,250	12,205
Lease Revenue	8,725	15,000	(6,275)
Legal Recoveries	21,752	18,750	3,003
Other Income	10,187	0.00	10,187
Quiet Title Fees	369,479	45,000	324,479
Total Other Income	638,549	424,500	212,049
Inter-Department Revenue	938,540	938,540	0.00
Total Inter-Departmental	938,540	938,540	0.00

APPENDIX 1 UNAUDITED YEAR TO DATE MARCH 31, 2019 REVENUE AND EXPENSES

SUB TOTAL	60,421,469	58,828,894	1,592,576
Elimination			
Inter-Department Revenue	(938,540)	(938,540)	0.00
Total Inter-Departmental	(938,540)	(938,540)	0.00
	(938,540)	(938,540)	0.00
Total Income	59,482,929	57,890,353	1,592,576
Expenses			
General Admin Costs	1,002,911	1,357,912	355,001
Personnel Costs	8,476,731	9,080,431	603,700
Facilities Costs	1,054,388	1,011,035	(43,333)
Professional Services	2,036,075	3,727,681	1,691,606
Program Expense	46,240,019	42,713,294	(3,526,725)
Inter Company Expenses	938,540	938,540	0.00
	59,748,644	58,828,894	919,750
SUB TOTAL	59,748,644	58,828,894	919,750
Elimination			
Inter Company Expenses	(938,540)	(938,540)	0.00
	(938,540)	(938,540)	0.00
	(938,540)	(938,540)	0.00
Total Expense	58,810,104	57,890,353	919,750
Net Income	672,825	(0)	672,825

APPENDIX 2 UNAUDITED MARCH 31, 2019 BALANCE SHEET



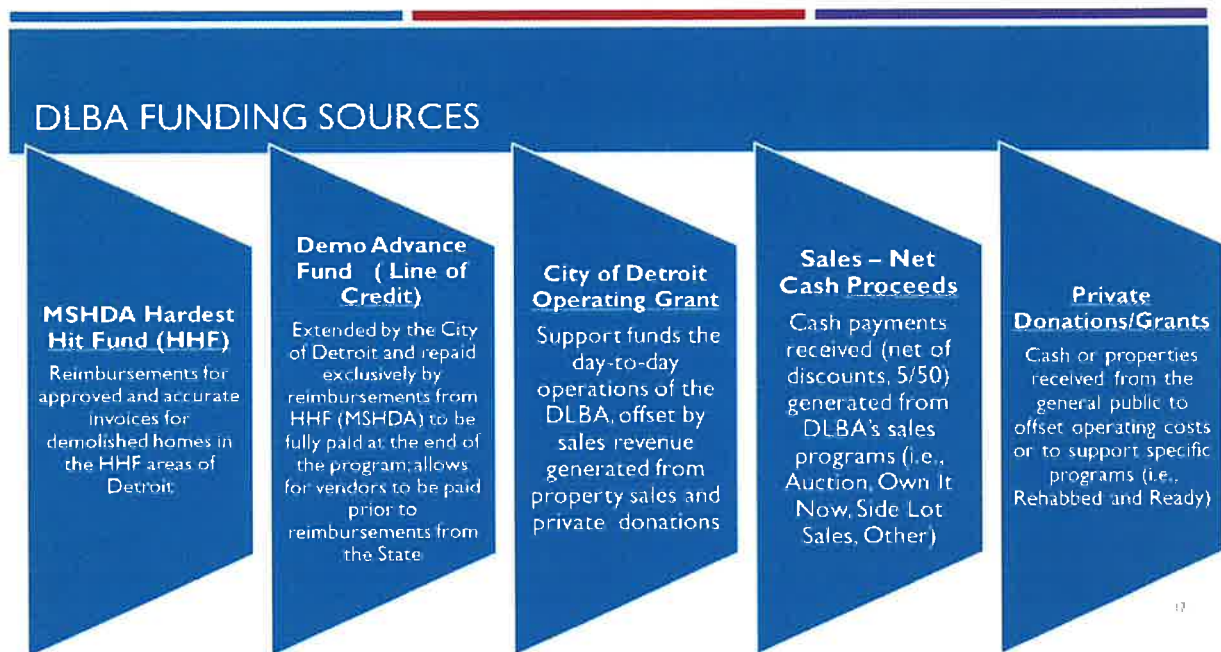
Balance Sheet Detailed - Management View

4/3/2019 10:43 AM

Company Name: **Detroit Land Bank Authority**
 As of Period Ending: **2019/009**
 Audit Status: **Unaudited**
 Report Status: **Draft**

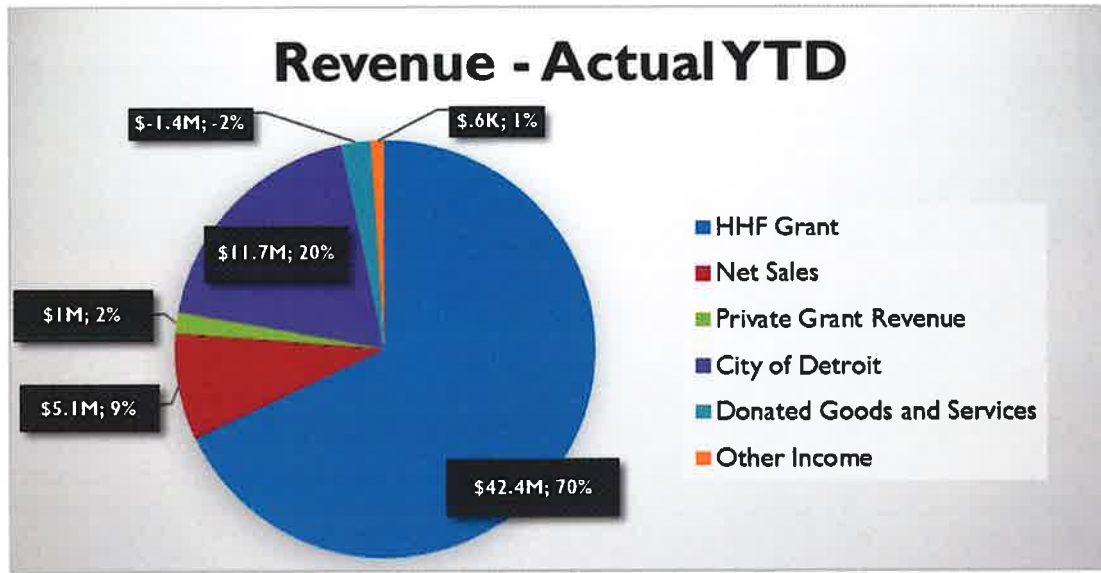
Balance Sheet	Current Period June 30 (Last year) Current Vs June		
Current Assets			
Cash and Cash Equivalents	22,920,076	20,291,061	2,629,014
Accrued/Accounts Receivable	34,366,324	19,466,157	14,910,167
Other Current Assets	21,809,830	23,407,430	(1,497,599)
Current Assets Total	79,196,230	63,154,648	16,041,582
Fixed Assets			
Fixed Assets	691,718	616,331	75,386
Fixed Assets Total	691,718	616,331	75,386
Total Assets	79,887,947	63,770,979	16,116,968
Current Liabilities			
Demo Advance Fund - City of Detroit	10,000,000	5,000,000	(5,000,000)
Accrued/Accounts Payable/Other Liabilities	39,026,461	28,582,318	(10,444,143)
Current Liabilities Total	49,026,461	33,582,318	(15,444,143)
Equity			
Equity	30,861,486	30,188,661	672,825
Equity Total	30,861,486	30,188,661	672,825
Total Liabilities and Equity	79,887,947	63,770,979	16,116,968

APPENDIX 3 SUMMARY OF DLBA'S REVENUE FUNDING SOURCES



APPENDIX 4 GRAPHIC SUMMARY OF REVENUE AND EXPENSES

Fiscal Year 2019 – March Year to Date Revenue Summary



*HHF Grant includes: State Revenues, HHF Admin Fee, and HHF Maintenance Fee

*Net Sales includes: Structure Sales, Discounts, Side Lot Sales, Gain (Loss) on Sale of Property, minus Cost of Inventory

*Private Grant Revenue includes: Private Grant Revenue and Inter-Company Revenue

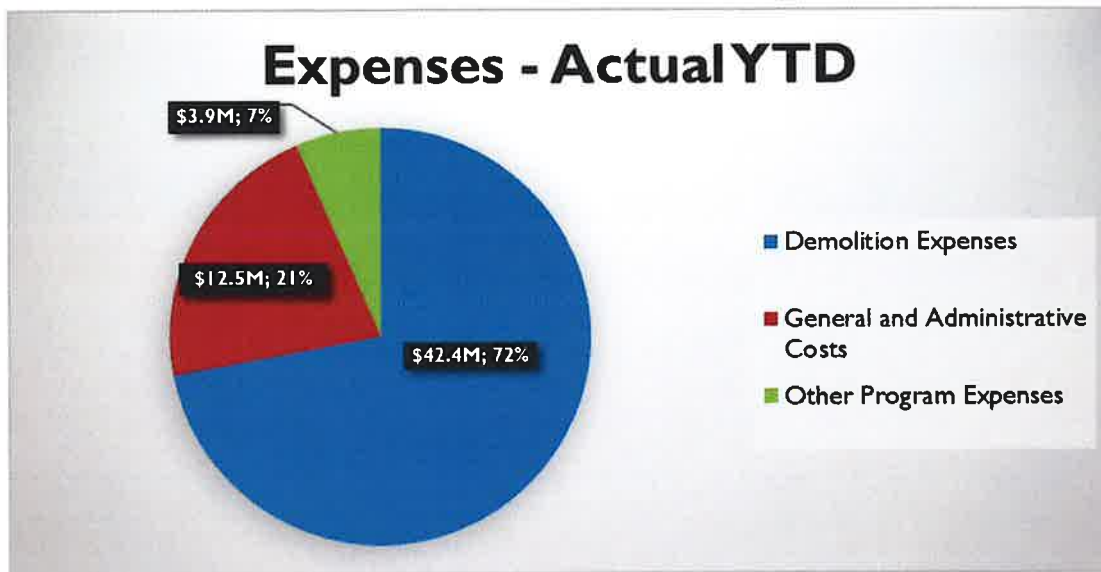
*Donated Goods and Services includes: Donated Goods and Services minus Impairment of Inventory

*City of Detroit includes: City Revenues and Non-Reimbursable – Demo – City of Detroit

*Other Income includes: 5/50 Proceeds, Closing Refunds, Fire Escrow Proceeds, House Showing Fees, Lease Revenue, Legal Recoveries, Other Income, Program Income, and Quiet Title Fees

APPENDIX 4 GRAPHIC SUMMARY OF REVENUE AND EXPENSES

Fiscal Year 2019 – March Year to Date Expenses Summary



*Demolition Expenses include: Demolition General, Demo – Asbestos Survey, Other Surveys, Demo Winter Grade, Abatement Remediation, Demo Over 25K, Demo Non-Reimbursable, Demo Non HHF, Demo Utility Cut and Demo Clean Fill

*General and Administrative Costs include: Facilities Costs, General Administration Costs, Inter-Company Expense, Personnel Costs and Professional Services minus Inter-Departmental Expense

*Other Program Expenses include: Program Expense (excluding all direct Demolition Expenses listed above; but include indirect demolition expenses – lot cuts)