

SERVE DETROIT

Service Plan | 2017



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PRESENTED BY:





INTRODUCTION

MESSAGE FROM MAYOR MIKE DUGGAN

EXECUTIVE SUMMARY

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ABOUT CITIES OF SERVICE



MESSAGE FROM MAYOR MIKE DUGGAN

In the very beginning of my first term as Mayor of Detroit, I stated my Administration would be judged on one thing: Is Detroit's population increasing or continuing to shrink. The Serve Detroit Citywide Service Plan will go a long way in helping our residents get more engaged, leading to growing our population and rebuilding our neighborhoods. The Plan brings together three key initiatives of my Administration: keeping people in their homes by reducing the number of tax foreclosed properties; mitigating blight in our neighborhoods; and connecting more Detroit residents to economic opportunity. Leveraging the resources of our resident volunteers, coupled with volunteers in the business and faith community, will enable us to create a partnership that can successfully tackle our most pressing problems.

The reality is city government can't do everything. But during the hardest times, Detroiters, both residents and business owners, have demonstrated time and again their commitment to this City. Their volunteer support and financial contributions over the years have been critical to the success of our annual Motor City Makeover and Angel's Night efforts, which annually engage over 12,000 volunteers.



Building on the past success of these efforts, the time has come to use the power of both our resident and corporate volunteers to achieve even greater impact, especially in areas of property tax foreclosures and blight. We continue to make real progress in our neighborhoods. Over the past three years we have installed 66,000 new LED street lights, demolished 11,000 blighted properties and increased property values across the city. To sustain these gains, and grow Detroit's population, we must step up our efforts to prevent property tax foreclosures.

Each year since 2014, 50,000-60,000 properties annually in Detroit are posted with tax foreclosure notices because the owner is three or more years behind in taxes. Typically, over 40% of these properties are occupied, impacting over 100,000 people. Reaching out directly to occupants of foreclosed properties, with timely information and resources, can be the difference between saving or losing one's home.

The Serve Detroit plan, with its focus on keeping people in their homes, improving the financial position of working families and aligning and consolidating public and private blight mitigation efforts, has the potential to transform hundreds of City blocks and thousands of lives.

The very act of service is transformative and in this spirit, we look forward to transforming together, working with our partners across multiple sectors to enrich the lives of all Detroiters.

Sincerely,

A handwritten signature in black ink that reads "Michael E. Duggan". The signature is fluid and cursive, with a long horizontal stroke at the end.

Michael E. Duggan Mayor, City of Detroit



EXECUTIVE SUMMARY

Under the direction of the CSO, Victoria Kovari, The Serve Detroit citywide service plan has been designed to stabilize Detroit's population by bringing together three key initiatives:

- Keeping people in their homes by reducing the number of tax foreclosed properties
- Improving the Financial Stability of low-income households.
- Mitigating blight in our neighborhoods

Aligned closely with Mayor Duggan's goal to increase Detroit's population, this plan will leverage the resources of local government, resident volunteers, corporate and faith-based volunteers, to create a strategy that can successfully tackle some of the City's most pressing problems. The very process of developing the Serve Detroit Plan has helped crystallize the city's thinking around volunteerism and spawned ideas about what more can be done with greater use of volunteers. With support from Cities of Service, the process of creating the service plan has been more than positive, it has been transformative. Out of the plan came an entirely new volunteer webpage, a video of the Mayor promoting the

importance of volunteerism and the emergence of a new spirit of volunteerism among city workers, as evidenced by Earned Income Tax Credit campaign. Nearly double the number of City employees signed up to be volunteer tax preparers over what had been projected.

The Chief Service Officer, working through the Department of Neighborhoods (DON) will have primary responsibility for implementing the three impact volunteering initiatives. The methodology for identifying the three initiatives relied heavily on the DON, and on the newly created Partners in Service Advisory group, consisting primarily of the volunteer directors of the City's major corporations and the United Way. Research and other technical assistance from Bloomberg Associates working in Detroit, was also a key piece behind the methodology of the Serve Detroit plan.

At the heart of the City of Detroit's overall service strategy is the problem of financial instability of Detroit residents and specifically, the crisis of tax foreclosed properties. To tackle these far reaching and complicated issues, the first initiative, "We Want

You to Stay”, will focus on mobilizing volunteers to do mailings, workshops and door to door outreach to families who live in homes at imminent risk of tax foreclosure, to save their homes from the County Tax Auction. The initiative will also include families who live in homes owned by the Detroit Land Bank, to put these families on a path to buying back their homes.

The second initiative will tackle improving the financial stability of low income Detroit households, specifically through a major expansion of the Earned Income Tax Credit (EITC). Volunteers will be recruited to prepare taxes at sites across the City, with the goal of getting more residents to file for the EITC. Over \$50 million dollars of EITC claims go unfiled every year in the City of Detroit.

The final impact initiative is focused on Mitigating Blight. Tax foreclosures fuel the blight pipeline in Detroit because when occupants of foreclosed property move out, their vacant home becomes a

target for vandals and scrappers. The need to secure and clean up these properties has been the object of many large clean-up projects by corporations and other organizations. Mostly volunteers from outside the City participate in these efforts and once they are gone, the improvements are often unsustainable, unless residents in the area are integrated into the effort. This third initiative focuses on aligning and coordinating these efforts with the priorities and services of local government and increasing the participation of residents in planning and organizing the project.

Traditional volunteer mobilizations like Motor City Makeover and Angel’s Night will be integrated into the Serve Detroit Plan as well as the new volunteer webpage that has been created to promote volunteerism and consolidating and centralizing volunteer recruitment across City of Detroit departments.



ABOUT THE CITY OF DETROIT

The current estimated population of the City is 677,116. The per capita income for Detroit in 2010 was \$14,984 or 52% of the national average. The Bureau of Labor Statistics indicates that Detroit's yearly unemployment rate (2015) is 10.2%, still twice the national average of 5%. In spite of these challenges, the City of Detroit has seen a steady climb out of bankruptcy since December 2014. Police and EMS response times have been cut in half. Home values have risen 13.8%, in areas where the City has focused a multifaceted strategy: filing 4,000 nuisance abatement lawsuits against owners of privately held vacant blighted property, demolishing 11,000 structures and stepping up code enforcement. Most important, Detroit's population, on a downward trend since the 1950's, in 2015 showed its smallest decrease in decades (.5%).

These results over the past three years would not have been possible without a deliberate emphasis on Detroit neighborhoods. Mayor Duggan took office in January 2014 with the stated commitment of: "Every Neighborhood Has a Future." This commitment was realized in the creation of the Department of Neighborhoods, with teams of two District Managers placed in each of the seven Council Districts. District Managers act as both the generals of all blight fighting efforts in their district and as community organizers, creating block clubs, organizing clean-up and board-up efforts, and working with city Departments to fix broken city services and improve customer service to residents. District Managers have built broad networks of relationships with clergy, small business owners, school principals, nonprofit and agency leaders, as well as neighborhood residents.

ABOUT CITIES OF SERVICE

A national nonprofit organization, Cities of Service helps mayors and city leaders tap the knowledge, creativity, and service of citizens to solve public problems and create vibrant cities. We work with cities to build city-led, citizen-powered initiatives that target specific needs, achieve long-term and measurable outcomes, improve the quality of life for residents, and build stronger cities. Started in 2009 by New York City Mayor Michael R. Bloomberg, the Cities of Service coalition is now comprised of over 225 cities in the US and UK, representing nearly 55 million people in 45 states, and more than 10 million people in the UK.

In 2016, Detroit received a Cities of Service Leadership Grant. Cities of Service established a new cohort of chief service officers in three major U.S. cities, including Detroit. As a result, the city used the grant to hire its first chief service officer, Victoria Kovari, who plans, directs, coordinates, and evaluates the implementation of the city's first comprehensive, citywide service plan.

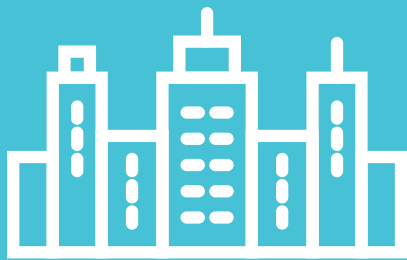


SERVICE IN OUR CITY

METHODOLOGY

INTERNAL SYSTEMS/TOOLS





Detroit's rate of volunteerism since 2012 has exceeded the national average by nearly 5% (1).

Overall, in Detroit, in 2014:

50.4%
of residents
donate \$25 or
more to charity

50.4%
of residents donate \$25
or more to charity

**108.3
MILLION**
hours of service

26.6%
of residents volunteer, ranking them
27th among the **51** largest
MSAs

833,600
volunteers

\$1.7 billion
of service contributed

400
registered block clubs in
the City and
44
citizen radio patrols.

34.4%
of residents participate
in groups and/or
organizations

34.4%
of residents participate
in groups and/or
organizations

83.8%
frequently talk with
neighbors

63.5%
of residents engage in "informal volunteering"
(ie. doing favors for neighbors)



METHODOLOGY

Eight city departments currently use volunteers. Among them is the Department of Neighborhoods. Since its creation in Jan. 2014, the Department of Neighborhoods (DON) has raised service and volunteerism to a new level. From March 2014 to March 2016, the Department of Neighborhoods (DON) has been directly responsible for registering over 500 block clubs, including over 150 new organizations, answering 33,600 resident complaints, organizing volunteer clean ups of 3,700 illegal dump sites and volunteer board up of 1500 vacant properties. The DON has engaged a total of 57,000 volunteers in these efforts, over a span of three years.

Other city departments that actively recruit volunteers include: Parks and Recreation (coaches, special events), Homeland Security (CERT), Health (Sister Friends), Youth Services (Summer youth employment, My Brothers Keeper), Transportation (secret riders), Police, and Law (expungement fairs).

Three groups were primarily responsible for identifying and refining the three priority problem areas addressed in the Service Plan:

- *Department of Neighborhoods*
- *Tax Foreclosure Prevention Working Group*
- *Partners in Service*

1

Department of Neighborhoods (DONs):

In March 2014, Detroit Mayor Mike Duggan appointed a group of 14 people as District Managers, who were imbedded in each of the seven City Council Districts, to build relationships with residents, businesses, and clergy and to create partnerships with City government to fight blight and rebuild the fabric of the neighborhoods. Led by the General Manager of the Dept. of Neighborhoods, who also serves as the City's Chief Service Officer, the DON has been critical in identifying the most pressing priority problems impacting the City's neighborhoods. Since its creation in Jan. 2014, The DON has engaged over 57,000 volunteers in a variety of clean up and board up efforts, and has registered over 400 block clubs, including over 150 new organizations.

The DON is best able to determine how large volunteer mobilizations, especially those using outside volunteers, will impact a particular neighborhood, and how likely will residents be engaged and projects enhancements sustained. Over the last two years, the District Managers have conducted over a thousand one-on-one meetings with leaders across multiple sectors, participated in hundreds of block club and community meetings, and organized over 50 house meetings with the Mayor and block club leaders. These meetings have been deeply informative, residents identified specific neighborhood concerns (crime, streetlights out, dead trees) along with aspirations for their neighborhood and ways city government could improve its delivery of service.



2

Tax Foreclosure Prevention Working Group:

In the fall of 2013, Dan Gilbert, CEO of Quicken Loans, Glenda Price, foundation President and a longtime nonprofit leader came together to convene the Blight Removal Task Force. The group consisted of officials from the Detroit Land Bank, United Way, City and County officials and major foundations. Their report, The Detroit Blight Removal Task Force Plan (2) was issued in May 2015 and in addition to exhaustively documenting the extent of the City's blight problem, it identified property tax foreclosures as a chief cause of blight. An initial working group was put in place in December 2014 to look at both policy initiatives and outreach efforts to address the problem. The group was re-convened in 2015 as the Tax Foreclosure Prevention

Working Group. The efforts of these groups helped over 30,000 property owners get on tax payment plans and reduced the number of properties going into the County tax auction by half in both 2015 and again in 2016. Building on this success, the Tax Foreclosure Prevention Group determined that, with a larger volunteer effort targeted at occupied foreclosed properties, the City could nearly eliminate the number of occupied foreclosures going into future County tax auctions. Lessons of previous door-to-door outreach efforts indicated that reaching out directly to occupants of foreclosed properties, with timely information and resources, was often the difference between saving or losing one's home.



3

Partners in Service:

To refine the city's impact volunteering initiatives related to mitigating blight and keeping people in their homes, the Chief Service Officer formed the City's first ever Partners in Service Advisory Group in July 2016, consisting of some of the Detroit's largest corporations and nonprofit institutions. Participants include: JPMorgan Chase, teamGM Cares, DTE Energy, St. Vincent DePaul, United Way of Southeast Michigan, Rock Ventures and Comerica Bank. During the first two meetings, held in July and September 2016, representatives from both corporate and nonprofit entities discussed their priority areas and how they aligned with the priorities of the Duggan Administration. Each of the institutions present at the first two meetings mentioned financial capacity building as one of their key corporate pillars. Most of the corporate partners also engaged in blight mitigation as a secondary issue. They committed to working with the City Dept. of Neighborhoods and the Chief Service Officer to leverage their collective capacity around these two issues.

At the Partners in Service meetings in July-September 2016, goals and objectives were developed including:

- Creating an implementation plan for the impact initiatives of financial stability and blight mitigation, consisting of key external partners and city officials, and experts.
- Increasing the participation of corporate and nonprofit volunteers in major City volunteer mobilizations particularly, Angels Night and Motor City Makeover and providing additional opportunities for City and Partners to volunteer together
- Improving the City's internal volunteer infrastructure, by providing technical assistance to the Dept. of Neighborhoods and IT Dept. to assist in creating a new volunteer webpage on the City's website with links to partners' volunteer efforts.





Bloomberg Associates:

While crafting the service plan, the City of Detroit was also working with Bloomberg Associates on a number of issues that intersected with financial capacity building, specifically:

- Increasing participation in the Earned Income Tax Credit (EITC);
- Improving access to workforce development and training opportunities;
- Addressing the 6,000-7,000 people living in city and land bank owned housing
- Creating a Financial Empowerment Center to coordinate and manage various financial capacity building initiatives, particularly those directed at residents at risk for tax foreclosure.

The Chief Service Officer will be working closely with the EITC and Foreclosure Working group to ensure that the impact initiatives outlined in this plan are closely aligned with the outcomes defined by Bloomberg Associates.





OUR CITY'S INTERNAL SYSTEMS/TOOLS

The City's primary volunteer engagement structure is through the Department of Neighborhoods (DON). Since March 2014, the District Managers have engaged a total of 57,000 volunteers in over 400 clean-up projects and public safety efforts, including Angel's Night and Motor City Makeover. The District Managers will continue to coordinate blight related strategies in their district and serve as the primary points of contact for any City related community engagement efforts. They will leverage the resources of businesses and nonprofits in each district to provide volunteers, equipment, supplies, and financial sponsorships for volunteer mobilizations.

To enhance the capacity of District Managers, 14 VISTA members were recruited in Oct. 2016. The role of the VISTAs will be to coordinate the physical survey, collect data and photo map foreclosed properties. In addition to these efforts, VISTAs will also staff each district's blight strike teams and organize new block clubs and radio patrols.

To increase the City's capacity for volunteer engagement, both residents and non-resident volunteers need an accessible, easy way to volunteer to support the various Serve Detroit initiatives, as well as other worthwhile community efforts. Numerous City Departments including: Parks and Rec, Police, Fire, EMS, Homeland Security, Law, Health and

various initiatives under the Mayor's Office, all use volunteers but the City's home page had no link to these opportunities nor was there any way for a potential volunteer to register on a Department's webpage for a specific project. Each department utilizes an average of 1000 volunteers annually.

In January 2017, the City of Detroit's IT Dept. began working with the Chief Service Officer and Volunteer Coordinator to develop a new comprehensive, user-friendly volunteer webpage that increases volunteer engagement and streamlines internal and external service opportunities in the city.

The ServeDetroit.org website launched March 1, 2017. The site includes details on the service initiatives around blight mitigation and tax foreclosure prevention and the Earned Income Tax Credit, as well as other citywide volunteer opportunities from various City departments. The site also has links to volunteer initiatives of our partners' websites, including United Way, Life Remodeled, The Skillman Foundation and teamGM Cares. Volunteers will also be able to give feedback on their volunteer experiences on the website. Servedetroit.org will gather and track information of active volunteers and will be the City's primary tool for volunteer recruitment. Our objective is to engage a minimum of 10,000 citizens annually through this website.



SERVICE STRATEGIES

WE WANT YOU TO STAY

CLAIM YOUR REFUND: EARNED INCOME TAX CREDIT CAMPAIGN

SUSTAINING AND ALIGNING BLIGHT FIGHTING EFFORTS

OTHER MAJOR INITIATIVES





BACKGROUND

The echoes of the recession and the housing crisis continue to reverberate in Detroit. The numbers are sobering: close to 40% of residents live in poverty, 20% are unbanked, 66% have subprime or no credit scores and 68% of residents are delinquent on debt. Financial instability, combined with one of the highest property tax rates in the country, has resulted in a tsunami of people losing their homes, with a third of all Detroit properties foreclosed in the last decade.

At the end of 2014, the Wayne County Treasurer began to post 62,000 Detroit properties with tax foreclosure notices (properties with three or more years of unpaid taxes). This was the largest tax foreclosure in American History and it represented over 100,000 people and \$211,000,000 in uncollected tax revenue (3). The number of Detroit foreclosed properties auctioned annually doubled in four years from 13,000 in 2011 to over 27,000 in 2015. In a survey of 5,400 people living in homes at risk for foreclosure, 52% stated that they experienced a job loss or reduction in the last year (4).

The City's strategy to address the issue of foreclosures will be a multi-phased volunteer effort that includes: outreach to 3,000 participants at the County Show Cause hearings with information on job and training opportunities; door to door outreach to 3,000 occupants of properties at risk for foreclosure; and a survey and photo mapping of 3,000 occupied land bank foreclosed properties to determine feasibility for homeownership. Combined, these volunteer efforts will target a total of 10,000 households.

The second piece of the City's service strategy is focused on aligning and consolidating a broad range of both public and private blight mitigation projects. Numerous corporate blight elimination projects and large volunteer mobilizations sponsored by citywide or national non-profits are often organized without any input from local government, and little engagement of residents in preparation of the project's launch. Through the quarterly meetings of our Partners in Service group, these efforts will be consolidated and coordinated for maximum impact.

Impact Volunteering Initiatives:

Impact Volunteering is a strategy that engages citizen volunteers to identify and solve public problems alongside municipal government. It is a participatory process in which citizens and city officials develop a shared vision, set short- and long-term goals for their community, and then work together to achieve those goals. As partners, they communicate throughout the process and reflect on their work — discussing and evaluating what they have done and holding themselves accountable for results. The City of Detroit has developed three impact volunteering initiatives that will move the needle on key priorities identified by Mayor Duggan.

1

We Want You To Stay

An initiative to prevent tax foreclosure and keep people in their homes

Specific Challenge:

This initiative is focused on keeping people in their homes by preventing property tax foreclosure and putting occupants of Land Bank owned (previously foreclosed) homes on a path to homeownership. Property tax foreclosures in Detroit have driven thousands of people from their homes and are a chief cause of blight in the City's neighborhoods. The biggest challenge in tackling this problem has been the sheer volume of foreclosures over the past three years (170,000 properties) and the very limited resources available to assist families at risk for foreclosure.

Description:

Tax foreclosures fuel the blight pipeline in the City of Detroit. Since 2014, an average of 55,000 properties annually been posted with tax foreclosure notices. Thousands of foreclosed properties go unsold at the county tax auction, and each year go into the Detroit Land Bank. These properties are often vacant and soon get stripped and vandalized. Currently the Detroit Land Bank has 93,000 foreclosed properties in their inventory with an estimated 3,000- 4,000 occupied properties.

Less than 10% of these occupied properties are in contact with the Land Bank and only 200 are in programs to enable occupants to "buy back" their housing.

The goal of this initiative is to focus on two specific groups of precariously housed families: 3,000 occupied Land Bank owned households and 4,000 households at imminent risk of foreclosure, who failed to meet the County Treasurer's April 1 deadline for tax redemption. A robust door-to-door volunteer effort will be targeted to at risk families, to provide them with timely information on tax payment plans, exemptions, and other options to save their home. A two-tiered survey of occupied Land Bank owned property will also be done to gather data on both the physical condition of each property and the occupants, to assess appropriate interventions for occupants of land bank owned foreclosed properties including homeownership and financial counseling programs. Taken together, these actions have the potential to virtually eliminate the number of occupied foreclosed properties going into the county tax auction or into the Land Bank's inventory.

We want you to stay.

Save Your Home!
**Free Tax Foreclosure
Prevention Workshop**

Thursday, February 16th, 2017
5 - 8 pm

North Rosedale Park Community House
1400 St. Detroit, MI 48223

Source:

1

Volunteers will be activated around this two part initiative in the following ways:

- Conduct neighborhood based outreach efforts (mailings, door to door) to occupied foreclosed properties, to distribute timely information on how to avoid tax foreclosure and promote foreclosure prevention workshops held in the neighborhood.
- Assist the United Community Housing Coalition to conduct workshops (at least one in each Council district), in collaboration with neighborhood leaders, churches and City Council members.
- Assist taxpayers at the Wayne County Show Cause hearings in Jan., to direct participants to appropriate resources and counseling.
- Survey occupied Land Bank properties to determine eligibility for homeownership programs

Measures of Success:

GOAL 1: Reduce the number of occupied properties going into the County tax auction:

- **Output:** Hold 15 Tax Foreclosure Prevention Workshops, with partners such as United Community Housing, and local neighborhood based groups Grandmont Rosedale, East English Village, others).
- **Output:** Recruit 10 neighborhood groups, and 100 volunteers to conduct door to door outreach to 3000 occupied foreclosed properties in 21 targeted neighborhoods
- **Output:** Recruit 200 volunteers to assist at County Show Cause hearings

Outcome 1: Reduce the number of occupied properties going into 2017 County Tax Auction from 7,000 properties in 2016 to 3,000 occupied properties in 2017.

GOAL 2: Increase participation in Land Bank Buy Back homeownership programs.

- **Output:** Recruit and train 200 volunteers to work in teams to conduct a survey of Land Bank owned properties.
- **Output:** Survey 2,000 Land Bank Owned properties and interview households in at least 30% of the properties or 500-800 households.

Outcome 2: Increase the participation in Buy Back programs from the current 175 households to 500 households by 2018.

Partners Enlisted:

Wayne County and City of Detroit Treasurer's Office, JPMorgan Chase, Comerica Bank, Rock Ventures, Detroit Land Bank Authority, United Community Housing Coalition.

The lead partners on this initiative are: Detroit Land Bank Authority, Wayne County Treasurer, Rock Ventures, JPMorgan Chase, and Loveland Technologies. Rock Ventures will provide 75-100 volunteers to the County Tax Foreclosure Hearings and the Department of Neighborhoods will recruit community volunteers to assist with surveys. JPMC will also recruit corporate volunteers, and Loveland Technologies will assist in data collection and analysis. Detroit Land Bank Authority will provide a list of occupied inventory, Wayne County Treasurer will hire door to door canvasser in April 2017 and collect data on current occupied foreclosures. The County Treasurer and the UCHC, will conduct foreclosure prevention workshops in each District, with the assistance of local neighborhood groups and the District Managers.

1

KEY PARTNERS	OUTPUTS/OUTCOME	TIMING
Detroit Land Bank Authority	<ul style="list-style-type: none"> Provide list of occupied properties; design survey/ Analyze data collected to determine appropriate interventions for occupants <p>500 occupants of foreclosed properties enrolled in buy-back programs</p>	<p>Jan-Feb 2017</p> <p>March-June 2017</p> <p>May. 2018</p>
Wayne County Treasurer	<ul style="list-style-type: none"> Provide data on current foreclosures ; Recruit volunteers for Show Cause Hearings Conduct 15 foreclosure prev. workshops Reach out to 9000 households with information on preventing foreclosure <p>3000 occupied properties go to auction (50% reduction)</p>	Jan. 2017
United Comm. Hsg. Other		April - June 2017
		Sept. 2017
JPMC, Rock Ventures	<ul style="list-style-type: none"> Recruit 100 volunteers for show cause and physical survey of properties 	Jan. 2017
VISTA; Dept. of Neighborhoods	<ul style="list-style-type: none"> Recruit 100 resident volunteers to survey Conduct survey, collect data on 6,000 land bank and 3,000 foreclosed properties; 	<p>May-June 2017</p> <p>Sept. 2017</p>

2

Sustaining and Aligning Blight Fighting Efforts

An initiative to increase resident engagement in large blight fighting projects and target to tipping point neighborhoods

Specific Challenge:

Major blight mitigation efforts, sponsored by both public and private groups, are often not connected to or aligned with the City's neighborhood revitalization efforts. These projects often do not sufficiently engage residents as partners at the front end, to ensure that the blight elimination efforts are sustainable over time. There has been no vehicle for partners across sectors to come together to discuss and address these challenges.

Description:

By any measuring stick, blighted commercial and residential structures remain an enormous problem for the City of Detroit. The Blight Removal Task Force Report (9) estimated there are 84,641 blighted parcels of property in the City of Detroit, including 40,000 dangerous, open and vacant or fire burned structures and 6,135 blighted vacant lots. The City has made considerable progress in the last three years fighting blight by demolishing 11,000 dangerous structures, selling 4,000 side lots to adjacent owners and other efforts (documented above) to reduce property tax foreclosures. The City's 400 block clubs and neighborhood groups, working with the

Department of Neighborhoods, organize hundreds of clean-ups throughout the year. Several of the City's largest corporations, particularly teamGM Cares and DTE Energy and nonprofits like United Way and Life Remodeled sponsor large volunteer mobilizations in specific neighborhoods to do non-structural blight removal, park renovations and board up projects. Although these efforts often have a community engagement component, outside volunteers typically outnumber resident volunteers by a large margin.

The clean-up fix-up projects in which many corporations and large non-profits engage, have historically not been connected to the blight mitigation efforts of local government. Corporate projects have primarily been focused on the most vacant and disinvested neighborhoods in the City, while the Department of Neighborhoods has concentrated much of its blight mitigation efforts in tipping point neighborhoods. These efforts include targeted code enforcement, strategic demolitions, and nuisance abatement lawsuits.



2

The goal of the Blight Mitigation Initiative will be to leverage and coordinate the resources of external partners, with the work of Dept. of Neighborhoods in tipping point neighborhoods, to increase the number of volunteers on these projects and create a plan to sustain the improvements after volunteers leave. Partners in Service meetings will be used as the vehicle to plan coordinate these efforts and recruit volunteers. Efforts will be concentrated on major projects such as Life Remodeled, teamGM Cares and Motor City Makeover. District Managers will convene key residents living in these project areas to develop a plan for sustainability including on-going maintenance and leave behind equipment for resident leaders to use.

Volunteer roles in this initiative will include:

- Recruiting resident participation in blight mitigation projects
- Boarding up vacant houses and non-structural blight removal in targeted neighborhoods

Measures of Success:

Goal 1: Increase the number of corporate volunteers engaged in City of Detroit volunteer initiatives.

- **Output:** Recruit 10 new Partners in Service members to participate in Motor City Makeover and Angels Night 2017.

Outcome 1: Increase the number of corporate volunteers involved in Motor City Makeover 2017 from 5 corporations to 10 and the number of volunteers from 25 in 2016 to 200 volunteers in 2017

Outcome 2: Increase corporate donations by 30% over 2016 levels.

Goal 2: Deepen resident engagement in corporate blight mobilization efforts to improve sustainability of blight mitigation efforts.

- **Output 1:** Identify three levels of blight mitigation projects using corporate volunteers (100 or less; 100-500 and over 500) to be organized during the summers of 2017-18, in 8 target neighborhoods where neighborhood leaders define the project area and participate in project planning, implementation.
- **Output 2:** Identify 50 block captains (10 for the team GM Cares Project and 30 for Life Remodeled) to participate in and help direct activity for the blight projects held in the Cody-Rouge and Rosa Parks-Clairmont areas during the summers of 2017 and 2018.

Outcome 1: 10 new block clubs created in the target neighborhoods, 400 dumpsites cleaned and 200 houses boarded up by end of 2018.

Outcome 2 : Housing values in 8 target areas increase 10% (from the 2016 MLS baseline) by the end of 2018.

2

Partners Enlisted:

DTE, GM Cares, United Way SE Michigan, City of Detroit, Life Remodeled Michigan Nonprofit Association (MNA) and Wayne State University. Lead corporate partners General Motors, and Rock Ventures will provide skills based volunteers to board up homes blight removal efforts and operate heavy equipment for use on projects. GM, Life Remodeled and United Way will be lead partners in aligning volunteer blight elimination efforts in neighborhoods with the priority areas of the Department of Neighborhoods and integrating these efforts with existing rehab efforts of the City, Land Bank and area non-profits. MNA will help engage universities in blight efforts and work to align corporate, and foundation efforts with Dept. of Neighborhood priorities.

KEY PARTNERS	OUTPUTS/OUTCOME	TIMING
DTE; United Way; City	Provide 100 new skills based corporate volunteers for blight removal efforts for MCM	Motor City Makeover May 6-20 Angels Night Oct. 29-31, 2017
GM Cares	Increase resident engagement in Blight efforts in Cody Rouge	Jul - Aug 2017
Life Remodeled	Identify 25 block captains in Rosa Parks / Clairmont area	Blight Blitz kick-off July 31- Aug 5
City of Detroit DON	Identify 8 target neighborhoods for corporate blight projects 2017-18	Sept. 2017



3

Claim Your Refund

An initiative to improve the financial position of Detroit's working families

Specific Challenge:

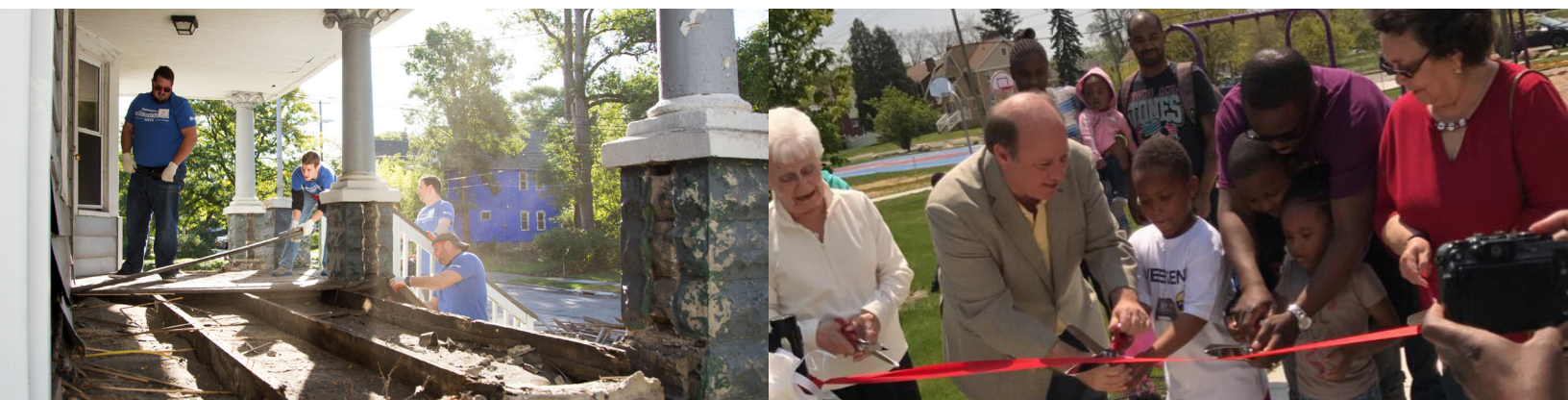
Detroit has the highest poverty rate of any major city in the nation, and 68% of Detroit residents have subprime or no credit score (5). The financial instability among low-income homeowners in Detroit impacts nearly every level of City government: decreased tax revenue, greater demands on local law enforcement and the public health system, to name a few. Decent wage jobs and job training opportunities are available but taking advantage of these opportunities is difficult without proper access to technology or skills to use it. Direct outreach to low-income families, with concrete help and information to improve their financial position, like the earned income tax credit, can immediately improve the financial position of low-income families.

Description:

Avoiding foreclosure is a necessary but short-term fix for most low income homeowners who live on the edge financially. The Brookings Institute Report "The Financial Health of Detroit Residents" (6) indicates that 66% of all Detroit residents have debt in collections and 13% of this debt is government related. This level is nearly twice that of the US (36%)

and double the rest of the Detroit MSA (32%). The Brookings Report goes on to state: "At the structural level, city-led strategies may be important catalysts for improving the long-term financial outlook of Detroit residents (7).

While the first initiative in this plan tackles government related debt in the form of delinquent property taxes, this second initiative is focused on putting money back into the pockets of working families to immediately improve their financial position. The goal of this initiative is to increase the number of Detroit households who file the Earned Income Tax Credit (EITC.) The EITC can be worth up to \$6,143, depending on family size and income. The IRS says in the State of Michigan there is a pool of about \$1.7 billion in unclaimed EITC claims, \$50 million of that in the City of Detroit alone (8). To take advantage of this tax credit or the many job and training opportunities becoming available in the City of Detroit, requires access to the internet and skills to use it, which many low income homeowners don't possess. To overcome this challenge, volunteer tax preparers will be recruited from across the City and sites will be expanded into recreation centers, libraries and other common spaces.



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This initiative will use volunteers in the following roles:

- Train tax preparers to assist low income families to file for the EITC

Measures of Success:

- Output: Recruit 300 volunteer tax preparers, including 25 City of Detroit Employees

Outcome 1: Increase the number of Detroiters filing for the EITC by 25%, from 2,500 in 2016 to 3,600 in 2017.

Outcome 2: Increase the dollar amount of EITC returns from \$2.9 million in 2016 to \$4 million in 2017.

Partners Enlisted:

Lisa Howze, Director of Government Affairs; Bloomberg Associates (Detroit Working Group); JPMorgan Chase, Community Development Advocates of Michigan, Accounting Aid Society, City of Detroit Department of Neighborhoods;

Lead partners in this initiative are the Accounting Aid Society, responsible for training volunteer tax preparers and handling

logistics at various sites across the City. The Department of Neighborhoods will recruit help to recruit City employee volunteers as volunteer tax preparers. JPMC has been enlisted to provide support for a planning grant to fund an on-going Financial Empowerment Center which will integrate various financial empowerment initiatives including the EITC and will coordinate services among financial counseling providers.



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KEY PARTNERS	OUTPUTS/OUTCOME	TIMING
Accounting Aid Society	<ul style="list-style-type: none"> Recruit and Train 300 volunteer tax preparers and handle logistics and various sites across the City Increase by 25% number of Detroit filings over previous year 	<ul style="list-style-type: none"> Jan- Feb. 2017 Tax Prep/EITC filings Feb-April 2017 Analyze data May-June 2017 Sept. 2017
City of Detroit; Wayne County	<ul style="list-style-type: none"> Recruit 25 City employees as vol. tax preparers; 25 at Show Cause Hearings Create recommendations for linking low income Detroiters to Financial Empowerment services 	<p>Jan. 2017</p> <p>August 2017</p>

Other Major Volunteer Initiatives:

Angels' Night

Dating back 30 years, Angels' Night is the largest and oldest volunteer mobilization in the City of Detroit. Starting in 1986, after 600 fires were reported over a three-day period during Halloween, the City launched a massive effort to stem arson. These efforts have steadily paid off. In 2016 over 2,000 individuals and 250 groups registered to volunteer totaling 6,050 volunteers for the three-day activation, resulting in only 52 fires total – the lowest number in decades.

Motor City Makeover

Motor City Makeover is the City's other major service effort, an annual bagged litter campaign held the first three weekends in May. Motor City Makeover 2016 engaged 5,985 volunteers and 245 community groups, who cleaned up nearly 300 neighborhoods, 10 schools and 5 parks, collecting over 700 tons of garbage. Individuals and groups register online with the City of Detroit to receive limited supplies and to schedule special pickups.

Grow Detroit's Young Talent

Grow Detroit's Young Talent (GDYT) is a citywide summer jobs program that employs young adults between the ages of 14 and 24 for 6 weeks, 20 hours per week, in July and August. Youth participants must be permanent residents of the City of Detroit and be eligible to work in the United States. In 2016, the Program employed 8,157 youth across the city of Detroit.

Detroit Citizen Corps Council

The mission of the Detroit Citizen Corps Council (DCCC) is to harness the power of every individual through education, training, and volunteer service to make communities safer, stronger, and better prepared to respond to the threats of terrorism, crime, public health issues, and disasters of all kinds.

Medical Reserves Corps

Program strengthens communities by helping medical, public health and other volunteers offer their expertise throughout the year as well as during local emergencies and other times of community need. MRC volunteers work in coordination with existing local emergency response programs and also supplement existing community public health initiatives, such as outreach and prevention, immunization programs, blood drives, case management, care planning, and other efforts.

Volunteer in Police Service (VIPS)

Volunteers in Police Service (VIPS) is a program to enhance the capacity of local law enforcement. VIPS serves as a gateway to resources and information for and about law enforcement volunteer programs.

Funded by DOJ, VIPS is sponsored by the Detroit Police Department and represented by the Detroit Police Reserve Program.

Goal Detroit

Detroit PAL has teamed up with the Mayor's Office and Detroit public and charter schools, to create a new youth soccer league. Volunteer coaches host weekly games during September thru November. Volunteers also serve as team managers and event assistants.

References:

1. Civic Life in America (2013 data):
2. <http://www.timetoendblight.com>
3. "Detroit Foreclosure Survey" Sandra Yu, Loveland Technologies 2015
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5. "The Financial Health of Detroit Residents" (Brookings 2016)
6. Brookings 2016
7. Brookings 2016
8. WDIV 2014
9. www.timetoendblight.com