

# 2024

## FOURTH QUARTER REPORT



**DETROIT LAND BANK  
AUTHORITY**  
**BuildingDetroit.org**

A Continued Partnership Focused on  
Visibility & Accessibility to the Community



# Our Mission

**The Detroit Land Bank Authority's mission is to return the city's blighted and vacant properties to productive use.**

Utilizing a variety of sales programs, the DLBA makes homeownership and land purchases accessible to Detroiters.

Through our Compliance program, the commitment to revitalizing the city is taken one step further, requiring renovation and occupancy to improve neighborhoods and combat real estate speculation.

# TABLE *of* CONTENTS

**4** Chief Executive Officer’s Letter

---

**6** Fast Facts

---

**8** Property Rehab

---

**12** Communications & Engagement

---

**15** Planning & Analysis

---

**19** Real Estate, Sales & Marketing

---

**26** Legal

---

**30** Administration & Support

---

**35** Appendix A – 8<sup>th</sup> S<sup>U</sup>W

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*a word from the*  
**CHIEF EXECUTIVE OFFICER**

July 12, 2024

The Honorable Mary  
Sheffield President Detroit  
City Council

Coleman A. Young Municipal Activity Center, 13th Floor  
Detroit, MI 48226

Subject: City Council Quarterly Report, 4th Quarter FY 2024, Detroit Land Bank Authority

Dear Council President Sheffield:

I am pleased to submit this quarterly report on behalf of the Detroit Land Bank Authority (DLBA) to this honorable body.

In the fourth quarter, our Customer Service department continued to handle an exceptionally high volume of 14,427 resident calls and 1,398 office visits with efficiency and effectiveness. In our ongoing efforts to enhance customer service, the DLBA has made significant strides with our ongoing Green Belt project, resulting in increased first-call resolutions and overall improved service delivery of 54%.

Our community engagement remained robust, with DLBA participating in over 140 events and meetings. Our City Council and Government Liaison maintained partnerships with Detroit Public Library, the Douglass and Campbell Branches are new, which brings us up to a total of four (4) to provide constituent service hours, a program we plan to continue as we move into the new fiscal year.

The Nuisance Abatement Program (NAP) continued its mission to eliminate residential blight across the city. This quarter, NAP notices were placed on 206 privately-owned, vacant, blighted properties, and lawsuits were filed on 88 of these properties.

Notably, the NAP team entered into 265 agreements with private property owners who committed to rehabilitating their properties.

As a result, 65 properties achieved compliance in the fourth quarter, demonstrating the program's effectiveness. Our strategic planning team, known as the Next Five, distributed nearly 200,000 emails and thousands of flyers citywide. These efforts resulted in 780 survey responses from residents across all districts. To ensure continued alignment with community feedback, a third survey will be launched at the beginning of the first quarter FY25.

The Buy Back program remains a critical pathway for occupants of DLBA-owned houses. We currently have 90 participants who will graduate on August 16, 2024 and receive the deed to their property. By the summer of 2024, this program will have created 1,209 new homeowners.

In this quarter, DLBA staff listed a total of 2,200 vacant lots through various programs, including a major Side Lot listing of more than 880 lots and over 1,200 Neighborhood Lots. With more than 11,200 properties achieving compliance and over 27,000 lots sold, DLBA programs continue to make a significant impact on revitalizing Detroit's neighborhoods. We look forward to our continued collaboration with City Council as we strive to achieve our mutual goals for Detroit and all its residents.

Sincerely,



**TAMMY DANIELS**

Chief Executive Officer  
Detroit Land Bank Authority

**DLBA** *fast*  
**FACTS**

<p><b>61</b> Auction Closings</p>	<p><b>230</b> Own-it-Now Closings</p>	<p><b>20,824</b> Total Auction &amp; Own-It-Now Closings to Date</p>
<p><b>803</b> Side Lots Sold</p>	<p><b>978</b> Neighborhood Lots Sold</p>	<p><b>27,549</b> Total Vacant Lots Sold to Date</p>
<p><b>53</b> Community Partner Lots &amp; Structures Sold</p>	<p><b>18</b> Project Lots &amp; Structures Sold</p>	<p><b>1,209</b> Buy Back Closings to Date</p>
<p><b>5,680</b> Currently Monitored Properties to Date</p>	<p><b>11,235</b> Sales Achieved Compliance to Date <i>(Auction, Own-it-Now, Community Partners)</i></p>	<p><b>1,954</b> NAP Achieved Compliance to Date</p>

# **Inventory** *Total properties: 66,648*

**Structures: 5,602**

**Residential: 5,602**

- Sales/Salvage - Sale Pending: 600
- Sales/Salvage - Unsold: 2,323

• Demolition: 1,618

• Occupied: 1,061

**Non-Residential: 60**

**Accessory: 576**

**Vacant Land: 61,046**

**Side Lots for Sale: 2,488**

**Neighborhood Lots for Sale: 24,520**

## **Community Engagement**

**Community Meetings Hosted & Attended: 73**

**Client Service Calls Answered: 11,130**

**Lobby Visitors Served: 1,075**

## **Contact**

**Main Office: (313) 974-6869**

**Questions: [inquire@buildingdetroit.org](mailto:inquire@buildingdetroit.org)**

**Website: [www.buildingdetroit.org](http://www.buildingdetroit.org)**

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**Threads: @BuildingDet**

# CHIEF EXECUTIVE OFFICER

PROPERTY REHAB  
TAMMY DANIELS

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

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



## REHABBED & READY

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

- **Closings:** The R&R team has successfully renovated and sold a total of 100 residential properties, with new homeowners moving into neighborhoods including Crary/St Marys, College Park, Evergreen-Outer Drive, Bagley, Schulze, East English Village, Martin Park, Greenfield-Grand River, Morningside, Island View Greater Villages, and Fitzgerald.
- **Public Open Houses:** Public Open Houses ensure prospective homeowners have adequate opportunities to view new R&R homes. The Detroit Land Bank Authority also offers private showings and Virtual Sales Events. Flexibility allows more opportunity to engage the public and move inventory efficiently.
- **Public Open Houses:** occur on Wednesdays and Sundays, for the entire time a home is listed for sale.
- **Private Showings:** prospective buyers can schedule private tours of current listings through [buildingdetroit.org](http://buildingdetroit.org) Sunday through Friday.

## FEATURED PROPERTY

2446 Seyburn, D5, Sold



## PROPERTY REHABILITATION

### INFILL (MSHDA MOD)

The Property Rehabilitation Team was awarded \$200,000 through the MSHDA MOD Grant Program

**Project Description:** Modular Development on DLBA vacant lots

**Project Location:** 3572/3578 16th Street (highlighted parcels)

### Updates:

**Title Clearance:** Completed

**Parcel Application:** Completed

**Procurement:** Completed

**Unit Ordered:** Completed

**Foundation Poured:** Completed

**Unit Delivered:** Completed

**On site Construction:** 95% complete

**Listed for Sale:** Pending



# COMPLIANCE

The Compliance Team ensures that property owners adhere to agreements they've entered into either by purchasing a property from the DLBA ("Sales Compliance") or if their property was involved in a Nuisance Abatement Program action ("NAP Compliance"). In both instances, property owners commit to rehabilitating their property within a specified time frame and are required to provide regular updates demonstrating their progress. Should a property owner encounter challenges in meeting compliance within the initial time frame but can demonstrate satisfactory "proof of progress," the Compliance Team will assess the situation to decide if an extension is justified.



*Before and After, Auction Property on Schoenerr (District 3)*

## SALES COMPLIANCE

The reporting period for Sales Compliance begins on the date of closing, when the property owner (PO) acquires title to the property and gains possession. During closing, the PO signs a Reconveyance Deed that the DLBA may record if the PO fails to fulfill the rehabilitation requirements and meet the obligations specified in the Purchase Agreement. Achieving Sales Compliance entails meeting a set of five objective criteria:

- Buildings, Safety, Engineering, and Environmental Department (BSEED) Inspection (if required)
- Active Utility Usage
- Functioning Bathroom and Kitchen
- Installed Furnace and Water Heater
- Entire property, Yard and Exterior maintained– no boards, no blight

## Q4 SALES COMPLIANCE



**Currently Monitored**

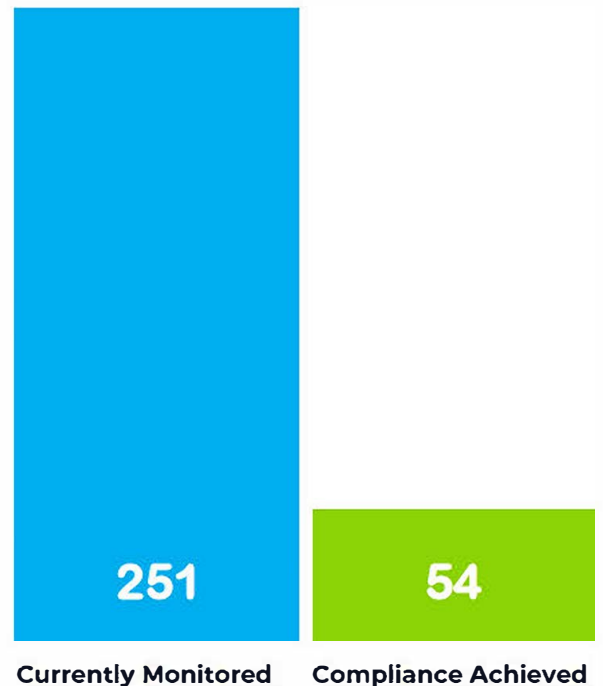
**Compliance Achieved**

## NUISANCE ABATEMENT PROGRAM (NAP)

The NAP Compliance program works with property owners who have entered into an agreement to avoid or stop litigation concerning properties identified as vacant, blighted, and a nuisance. These agreements outline the responsibilities for rehabilitating or demolishing, or selling it to a buyer who will.

Failure to provide "proof of progress" on the designated property prompts the Compliance Team to refer the case to DLBA attorneys for legal action. Owners must demonstrate that the property no longer poses a nuisance to residents or the neighborhood, as evidenced by occupancy and exterior upkeep, i.e., eliminating boarded-up windows and blight. Upon achieving NAP Compliance, the DLBA lifts its lis pendens and dismisses the lawsuit.

## Q4 NAP COMPLIANCE



## COMPLIANCE CASES FAILED

	2015 - 2018	2019	2020	2021	2022	2023	2024	TOTAL	ALL TIME COMPLIANCE FAIL RATE	2024 COMPLIANCE FAIL RATE
Reconveyed	302	86	9	104	367	955	224	2,039	12% of total sales cases "All Time"	12% of total cases being monitored

\*As of Apr. 01, 2024 (Chart reflects Involuntary Reconveyances only)

## CITY EMPLOYEE/EDUCATOR DISCOUNT AGREEMENTS THAT HAVE ACHIEVED COMPLIANCE

### SHOWING AGE OF AGREEMENT

	AUCTION/OWN-IT-NOW PROGRAM TO DATE				AUCTION/OWN-IT-NOW EDUCATOR DISCOUNT				AUCTION/OWN-IT-NOW CITY EMPLOYEE DISCOUNT			
	Total Under Compliance	4,671				10				72		
Age of Agreement	<6 Mo	.5-1 yr	1-2 yrs	2+ yrs	<6 Mo	.5-1 yr	1-2 yrs	2+ yrs	<6 Mo	.5-1 yr	1-2 yrs	2+ yrs
Total to Achieve Compliance	206	543	833	6,695	0	0	0	43	28	76	56	523
Escrow Expired	0	0	0	12	0	0	0	0	0	0	0	3
Occupied	172	487	776	6,353	0	0	0	42	24	73	53	490
Listed for sale or rent	26	44	41	453	0	0	0	1	4	3	3	29
Demolished	8	12	16	76	0	0	0	0	0	0	0	1
Other	0	0	0	1	0	0	0	0	0	0	0	0

# DLBA IN THE COMMUNITY

## COMMUNICATIONS & ENGAGEMENT

**The Communications & Engagement team's overall engagement strategy is focused on fostering connections with Detroiters and community partners, expanding awareness of DLBA programs, improving transparency, and addressing resident's concerns. The team's goal is to accommodate as many meetings and presentation requests as possible by coordinating colleagues across departments, creating new resource materials for distribution, and continuing to leverage technology where appropriate.**

# PUBLIC RELATIONS

## MEDIA COVERAGE

The DLBA continued to enjoy increasingly positive media coverage in the fourth quarter. The Communications and Engagement team continued to support with media responses and interviews, and managed critical media coverage, including water line issues.

***Tammy Daniels, CEO, Detroit Land Bank Authority, sat down with Fox 2 News Anchor, Charlie Langton to talk about renting vs. owning a home and the positive things that are being done at the DLBA.***



# CITY COUNCIL AND GOVERNMENT LIAISON

The City Council and Government Liaison (CGL) is a hub for inquiries from the City Council, the Ombudsman’s Office, the Department of Neighborhoods, and other government agencies. The function of this role includes streamlining responses and identifying common challenges faced by stakeholders. To achieve this, the CGL serves as a dedicated resource to foster relationships with elected officials to identify opportunities to provide proactive updates to each district. The CGL also identifies areas for DLBA improvement, conducts ongoing analysis of core customer service functions, supports leadership with navigating escalated inquiries, and fosters community engagement efforts.

Q4 CITY COUNCIL & GOVERNMENT INQUIRIES			
MONTH	CITY PARTNERS (CITY COUNCIL, DONS, OMBUDSMAN)	INTERNAL ANALYSIS	COMMUNITY ENGAGEMENT
May	38	5	28
June	47	2	27
April	64	2	28
<b>Total</b>	<b>149</b>	<b>10</b>	<b>83</b>

# COMMUNITY INITIATIVES

The Community Initiatives Program Manager (CIP) supports the Communications & Engagement Team with coordinating community engagement events, meetings, and presentations on behalf of the DLBA. To achieve this, the CIP fosters relationships with City and community partners to ensure open lines of communication between agencies.

Q4 COMMUNITY ENGAGEMENT						
MONTH	DONS	CITY COUNCIL	CITY INITIATIVES	COMMUNITY PARTNERS & BLOCK CLUBS	DLBA HOSTED	TOTAL
April	6	2	4	6	2	20
May	6	3	6	8	2	25
June	4	5	1	8	2	20
<b>Total</b>	<b>16</b>	<b>10</b>	<b>11</b>	<b>22</b>	<b>6</b>	<b>65</b>

Q4 SOCIAL MEDIA FOLLOWERS			
Facebook	Instagram	LinkedIn	Threads
27,813	12,377	3,929	1,619



# PLANNING & ANALYSIS

ROBERT LINN  
DIRECTOR

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

# THE NEXT FIVE STRATEGIC PLANNING PROCESS

Since the launch of the DLBA's Next Five strategic planning process, DLBA staff completed the 60th community events including office hours in multiple locations, DLBA events, block club meetings, City Council meetings, Department of Neighborhood meetings, and more. In addition to the in-person events, staff distributed over 200,000 emails and 1000s of flyers advertising the second round Next Five online survey. These efforts led to more than 450 survey respondents from all districts in the city and beyond. The second-round survey closed in early February.



In May, DLBA staff conducted focus groups and interviews with a variety of stakeholders including past structure purchasers, Community Partners, infill housing developers and more. Using the data from this engagement, DLBA and consultants have begun to draft priorities and initiatives for the next five years. In the beginning of the FY 2025, DLBA staff will continue with its public engagement efforts, that will focus on solidifying these priorities and initiatives and ensure alignment with engagement findings.

Check out our Next Five web page, [buildingdetroit.org/nextfive/](http://buildingdetroit.org/nextfive/) to find community engagement events and for a link to the survey once it is live in early August.

## SIDE LOT & NEIGHBORHOOD LOTS

In Q4, staff listed 2,200 vacant lots through various vacant land programs. This included a large Side Lot Listing of more than 800 lots and a large Neighborhood Lot listing of over 1,200 lots. Staff answered more than 2,913 inquiries on DLBA owned vacant lots in Q4 which led to an additional 715 one-off listings through various vacant land programs.

Q4 VACANT LOT LISTINGS BY DISTRICT		
DISTRICT	NEIGHBORHOOD LOTS	SIDE LOTS
1	22	61
2	172	76
3	159	225
4	579	163
5	119	122
6	90	140
7	77	195
<b>Total</b>	<b>1,218</b>	<b>982</b>



# CREATE-A-PROJECT (CAP)

In Q4, the DLBA received 27 Create-a-Project applications, bringing total program applications to date to 459. Among the 459 applications, 146 have been approved as purchasers and moved forward to lot selection. Staff ordered title work on a total of 16 properties during Q4.

APPROVED CAP PURCHASERS BY QUARTER	
QUARTER	APPROVED PURCHASERS
Q1 FY2024	94
Q2 FY2024	113
Q3 FY2024	120
Q4 FY2024	146

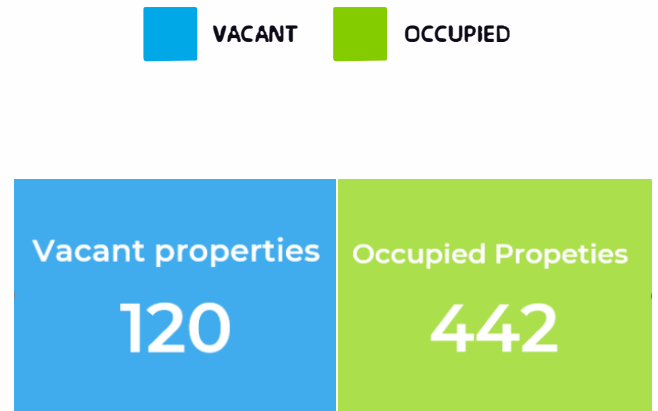
# IMPROVED LOTS

The DLBA has been working to virtually inspect all our lots to identify lot improvements and has identified over 6,500 improved lots of city wide. These improvements include fences, driveways, gardens, wheelchair ramps and other improvements.

IMPROVED LOTS IDENTIFIED BY DISTRICT							
DISTRICT 1	DISTRICT 2	DISTRICT 3	DISTRICT 4	DISTRICT 5	DISTRICT 6	DISTRICT 7	TOTAL
882	622	1818	990	912	1310	1,108	7,363

# OCCUPIED INSPECTIONS

In the fourth quarter, staff issued and reviewed inspection work orders for occupancy verification at 562 properties with a history of unauthorized occupancy. Properties are selected for inspection work orders based upon a combination of factors including the length of time since the occupancy was last confirmed, reported vacancy inquiries, reported illegal activity or nuisance inquiries, and vacancy indicators such as boarding requests or USPS data. Of the 562 properties with completed inspections and reviews, staff confirmed vacancy at 120 homes, allowing them to be shifted to the sales or demolition pipelines. There are an additional 528 properties with inspections work orders that will be reviewed in the first half of July, which are under the review process. Staff are working to continue monitoring an inventory of approximately 1,100 occupied structures.



# MSHDA LIEN RELEASES

This quarter, staff completed a comprehensive review of MSHDA Hardest Hit Fund demolition lien releases. To ensure accurate tracking of HHF demolition liens released by the Michigan State Housing Development Agency (MSHDA), staff completed an extensive review of all HHF-funded demolition sites. After reviewing more than 5,000 properties, staff found that all but fewer than 25 liens had been released to date – many earlier than anticipated. This fresh data will allow staff to process Side Lot applications more quickly and begin listing released sites through the Neighborhood Lot program

# PROPERTY TRANSFER AFFIDAVITS

This quarter, staff continued their partnership with the Office of the Assessor to reconcile ownership records for Detroit Land Bank Authority sales and acquisitions across the city. Through this partnership, the DLBA will now file a property transfer affidavit (PTA) to formally notice the Office of the Assessor of all DLBA closings after 45 days. This timing allows purchasers to file the PTA themselves within the 45-day statutory window. If a purchaser does not file the PTA within the 45-day period, the DLBA will now file the PTA on their behalf as the DLBA wishes for the property to be back on the tax roll. This quarter, staff filed 1,646 disposition PTAs and 220 acquisition PTAs.

MONTH	# OF PTAS
April	506
May	626
June	734

# PROPERTY INSPECTIONS

This quarter, staff ordered 776 general structure inspections. This figure includes 533 inspections for general inventory, 163 inspections for newly acquired and reconveyed properties, and 80 inspections for demolition request, special projects, and other one-offs.

# NEIGHBORHOOD SURVEY

Since January 2024 the Neighborhood Survey Team (NST) has been busy surveying, and reviewing properties related to iteration 2 of the city-wide blight survey. In May 2024, a new NST Manager was hired and has been catching up meeting the team, performing survey audits, determining final determinations, and working on the build-out of iteration 3. The team is on pace to finish iteration 2 in the fall 2024.

As of July 1, 2024 the survey team completed surveys in 121 neighborhoods, accounting for 208,868 structures. They are approximately 63% through the structures selected for iteration 2. There have been 14,226 surveys completed and given a field determination for vacant structures.

STAFF RECOMMENDATION	STRUCTURES
Code Enforcement & Other Resolution Pathways	3,854
Nuisance Abatement Program	2,340
Demo	129
Already in the Pipeli	2,900
Total	9,223

# REAL ESTATE, SALES & MARKETING

JANO HANNA  
DIRECTOR

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

## AUCTION

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



### AUCTION CLOSED COMPARISON OF FISCAL YEAR Q4 CLOSING TRENDS

YEAR	TOTAL CLOSED (Q4)
2015	117
2016	111
2017	140
2018	165
2019	122
2020	72
2021	142
2022	102
2023	70
2024	61

## OWN-IT-NOW

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



### OWN-IT-NOW CLOSED COMPARISON OF FISCAL YEAR Q4 CLOSING TRENDS

YEAR	TOTAL CLOSED (Q4)
2016	97
2017	285
2018	209
2019	340
2020	351
2021	973
2022	462
2023	216
2024	230

## AUCTION AND OWN-IT-NOW CLOSED BY COUNCIL DISTRICT FOR Q4

	1	2	3	4	5	6	7	GRAND TOTAL
Auction	5	3	17	15	8	5	8	61
Own-it-Now	17	12	49	51	35	27	39	230
<b>Grand Total</b>	<b>22</b>	<b>15</b>	<b>66</b>	<b>66</b>	<b>43</b>	<b>32</b>	<b>47</b>	<b>291</b>

### BIDDERS

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

## AUCTION AND OWN-IT-NOW BIDDERS BY COUNCIL DISTRICT FOR Q4

	1	2	3	4	5	6	7	GRAND TOTAL
Auction	64	40	139	76	85	95	112	611
Own-it-Now	367	168	927	623	416	372	620	3493
<b>Grand Total</b>	<b>431</b>	<b>208</b>	<b>1066</b>	<b>699</b>	<b>501</b>	<b>467</b>	<b>732</b>	<b>4104</b>

### DISCOUNTS

Supporting the DLBA's mission of returning Detroit's blighted and vacant properties to productive use, the department promotes a variety of sales initiatives. Discount programs provide the opportunity for eligible participants to utilize a 50% discount on DLBA Auction homes. The 20% Home Buyer Counseling Discount & Community Partner Endorsement is available to eligible participants for Own-it-Now or Auction homes. Each discount request is verified by the HR/ Designated Point Person (DPP) for the applicable entity. One discount will be given per registered discount bidder and will be applied at closing. Bidders cannot combine or use multiple discounts.

## DISCOUNTS BY CATEGORY FOR Q4

APPLICATIONS	% OFF	APPROVED	REJECTED	USED
City Employee	50%	147	98	10
Detroit School Employee	50%	29	43	0
Skilled Trade Employment Program STEP	50%	2	2	0
Home Buyer Counseling	20%	23	56	24
Community Partner Endorsement	20%	1	0	1
Community Resident - Fitz	80%	0	0	0
Community Violence Intervention	50%	1	11	1
<b>Q1 Total</b>		<b>203</b>	<b>210</b>	<b>36</b>

## SIDE LOTS & VACANT LAND REUSE

The Side Lot program caters exclusively to Detroit homeowners and provides easy access to vacant lots adjacent to occupied homes for \$100. Since 2014, and as of the date of this report, the DLBA has sold 26,764 Side Lots, making it the most popular sales platform. During Q3, the DLBA sold 406 Side Lots, as well as 620 Neighborhood Lots, 14 Accessory Structure/Oversized Lots, and 17 Create-A-Project Lots.

SIDE LOTS SOLD BY COUNCIL DISTRICT FOR Q4								
MONTH SOLD	1	2	3	4	5	6	7	GRAND TOTAL
April	9	12	28	41	23	25	19	157
May	10	4	46	16	13	27	17	133
June	5	11	8	14	14	9	26	87
<b>Grand Total</b>	<b>24</b>	<b>27</b>	<b>82</b>	<b>71</b>	<b>50</b>	<b>61</b>	<b>62</b>	<b>377</b>

\*(+/-1 variance)

## CLOSINGS

The Closing Team is responsible for coordinating all aspects of pre-closing and closing services for all disposition programs within the Detroit Land Bank Authority, including, but not limited to, coordinating with lenders and title companies, conducting the closing, preparation and recording of documents, and authorizing appropriate post-closing disbursements and reconciliation associated with the settlement process. Q4 closing numbers for April, May, and June are representative of the decrease in sales that we've seen over the last year.

## TITLE SERVICES

Clear, insurable title is critical for anyone buying property—not just from the DLBA, but in general. Clear title provides confidence to the property owner in their ownership and any investment they make. It is an absolute prerequisite for any lending institution considering a mortgage. In fact, clear title is so important that it is one reason the state legislature created land banks. In the fourth quarter, the Title Team received 710 new title orders. New title orders include examination of the title commitment for ownership (vesting) and underwriter's requirements to eliminate outstanding interests, including tax and utility status, that may prevent future marketable title.

In total, 3,304 properties were assessed in Q4 FY2024. Of those, 332 (Initial Review) were confirmed to have a marketable title with no delinquent taxes and graded as ready for sale. 1,882 (Update Reviews) were reviewed to confirm continued clear title with no new interested parties, new recorded/unrecorded liens, or tax bills were assessed against the property, which would prevent moving forward in the sale process. For 358 (In-house title clearance), the Title Team requested tax clearances, BSEED releases, and handled escalations to underwriters to clear title issues. The remaining 732 (Quiet Title), required court action to eliminate outstanding interests on title which would otherwise prevent the sale of the property.

# COMMUNITY PARTNERSHIP & ECONOMIC DEVELOPMENT

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

## Community Successes

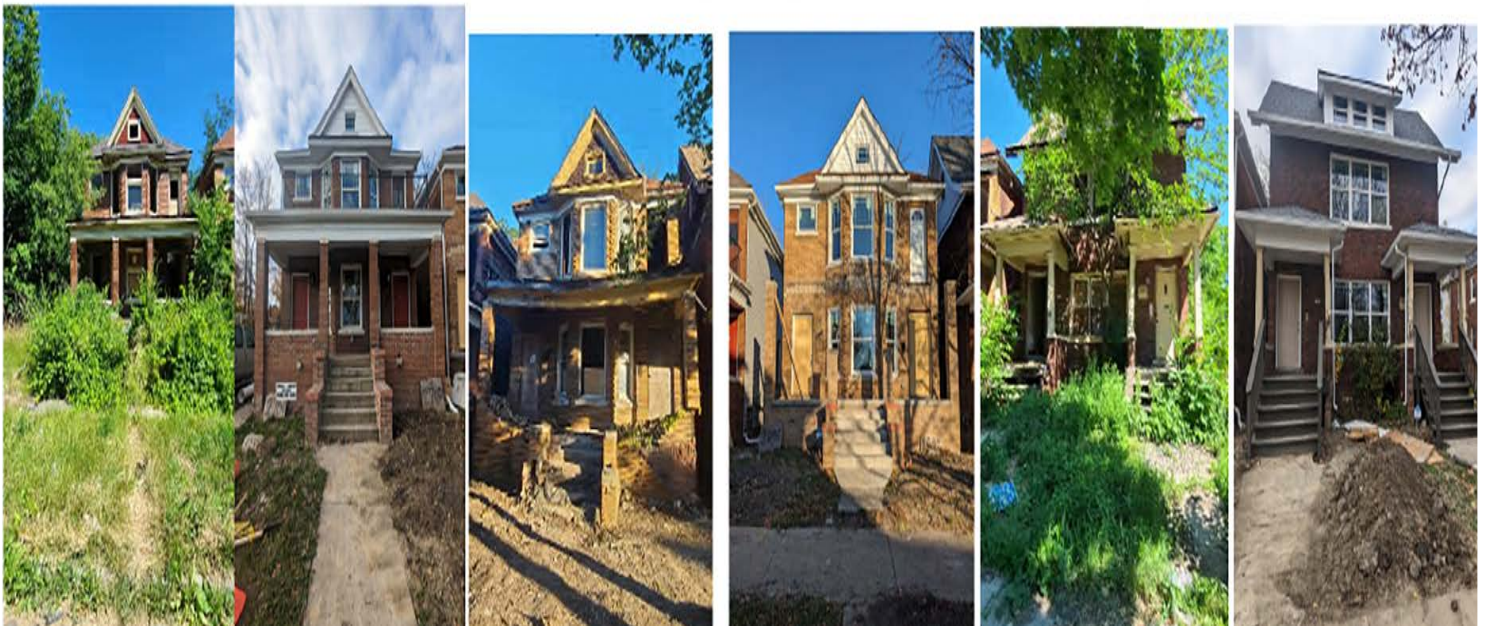
- We closed on the North Corktown Neighborhood Association project, which received Gilbert Family Foundation support and will bring new housing to North Corktown.
- We approved an exciting new proposal for a community space in the Chadsey Condon neighborhood: La Casita Cimarron V Vuketi De Detroit (La Casita) are DLBA Community Partners looking to develop two lots in the Chadsey Condon neighborhood to support Puerto Rican cultural activities, a medicinal herb garden, and a meditation garden.

***Resilient Dev Co completed their renovation of a three-property bundle ( 2686, 2692 and 2700 Lothrop) in the Wildemere Park neighborhood.***

2700 / 02 Lothrop

2692 / 96 Lothrop

2686 / 90 Lothrop



## MARKETING PROGRAM

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

## COMMUNITY PARTNERSHIP PROGRAM

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

### COMMUNITY PARTNER ELIGIBILITY CRITERIA:

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

### COMMUNITY PARTNER BENEFITS:

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

## COMMUNITY PARTNERSHIP ENDORSEMENTS

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

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

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

## OCCUPIED PROGRAMS

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



## BUY BACK PROGRAM

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

The DLBA currently has 90 participants in the Buy Back Program. When they successfully achieve their milestones in the summer of 2024, this will bring the all-time total to over 1,209 homeowners created by this program.

Q4 BUY BACK CLOSINGS		
MONTH-YEAR	CLOSED	TOTAL
April 2024	6	\$6,000
May 2024	6	\$6,000
June 2024	11	\$6,000
<b>Total</b>	<b>22</b>	<b>\$18,000</b>

EXECUTIVE SUMMARY	
Buy Back Closed (inception to date)	1,275
Buy Back Complete (inception to date)	1,111
Monitor Compliance for immediate exit	12
Monitor Compliance for July 2023 exit	90
Reconveyance Complete (inception to date)	25

## OCCUPIED PROPERTY DISPOSITION PROGRAM

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

Q3 OCCUPIED NON-PROFIT/ OCCUPIED PROPERTY DISPOSITION PROGRAM CLOSINGS	
MONTH-YEAR	CLOSED
April 2024	4
May 2024	1
June 2024	3
<b>Total</b>	<b>8</b>

EXECUTIVE SUMMARY	
ONP/OPDP Closed	257
ONP/OPDP Compliance Achieved	155
Reconveyance Complete	16

# LEGAL

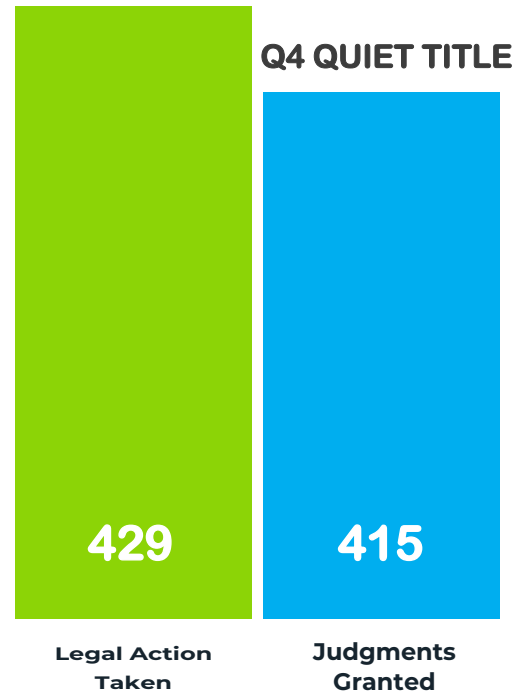
J. GABRIEL GUERRERO  
GENERAL COUNSEL

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

## QUIET TITLE

One of the most impactful statutory tools available to the Detroit Land Bank Authority is its ability to clear and quiet title. Historically, the lack of clear title has plagued property ownership across the City. This problem has been significantly reduced due to the diligent work of the DLBA's Quiet Title team.

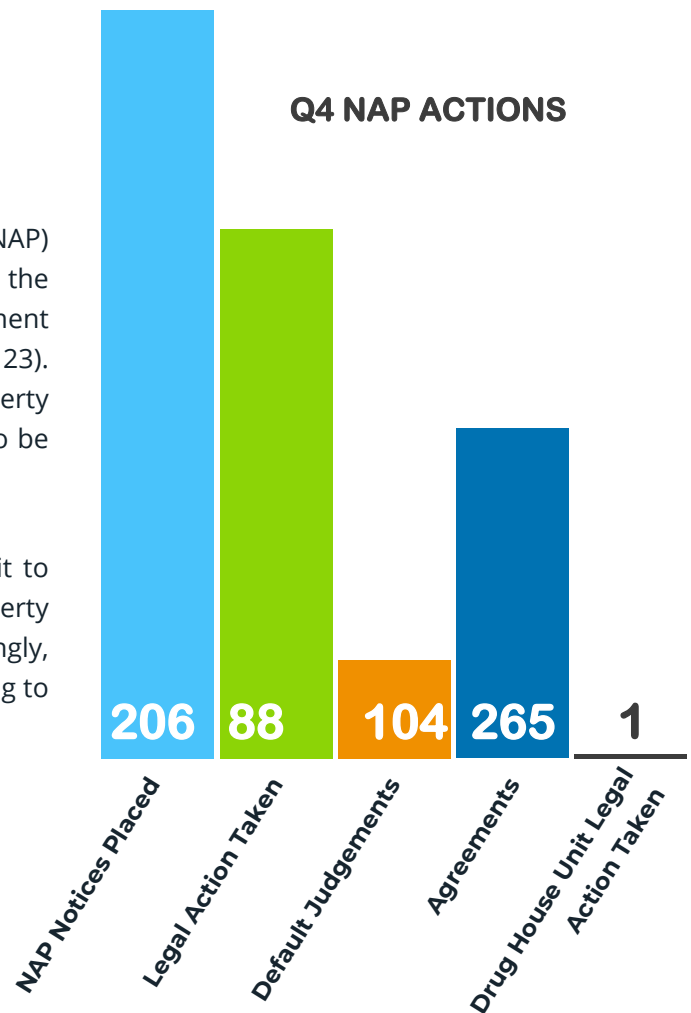
The Legal Department files and oversees expedited Quiet Title Actions pursuant to extraordinary legal authority granted to land banks in Michigan under Section 9 of the Land Bank Fast Track Act, MCL 124.759., which allows the DLBA to obtain quiet title more efficiently, quickly, and cost-effectively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



## NUISANCE ABATEMENT ABANDONED PROPERTIES

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

The Nuisance Abatement Program provides a direct benefit to city residents. This program is designed to compel property owners to take responsibility for their property. Overwhelmingly, the DLBA's legal action results in the property owner agreeing to mitigate the blight rather than the DLBA taking ownership.



## **DRUG HOUSE UNIT**

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

During the fourth quarter, DPD reported 45 applicable raids to the DHU. Of these, 39 occurred at privately-owned properties. Only privately owned, single-family residences are eligible for DHU action, so warning letters were sent or are in the process of being sent to these property owners. The remaining 6 raids were conducted at DLBA-owned properties and are under investigation by the Occupied Properties Team. 8 Nuisance Abatement lawsuits were filed for illegal narcotic activity during the third quarter.

## **BEFORE AND AFTER**

### **RENOVATED AS A RESULT OF A NAP AGREEMENT**



## **OCCUPIED PROPERTIES**

During the first quarter of fiscal year 2024, this function was largely transferred from the Legal Department to the Planning and Analysis Department. The Legal Department remains available to consult throughout the process and will continue to take the lead when a removal is pursued through formal court proceedings.

Due to the previous closing of courts for civil actions and moratoriums on evictions by various jurisdictions during the pandemic, the DLBA completed minimal removal proceedings during that time. Although these moratoriums have now expired, the DLBA recognizes the public health and safety concerns surrounding removals of occupants during a public health crisis. Accordingly, the DLBA only initiated removals in extremely limited circumstances. During the third quarter, the DLBA initiated no new eviction proceedings nor were any eviction judgments granted.

## **FREEDOM OF INFORMATION ACT (FOIA) REQUESTS**

Under the Michigan Freedom of Information Act (FOIA), MCL 15.231 et seq., all persons, except those who are incarcerated, can submit a FOIA request to the DLBA FOIA Coordinator. During the third quarter, the DLBA received 6 new FOIA requests and completed all 6 within the statutory timeframes. The DLBA issued another 2 responses during the third quarter pursuant to a request that requires periodic responses over a six-month period. Both were completed within the statutory timeframes.

# ADMINISTRATION & SUPPORT

REGINALD SCOTT  
CHIEF OPERATING OFFICER

**The Administration & Support Departments of the Detroit Land Bank Authority direct the day-to-day operations and centralized resources of the DLBA. Providing Office Management, Information Technology, Data Solutions, and Customer Service support. In addition to internal programming, they also support the vast programs utilized by external stakeholders, the public, and other City entities including the DLBA's Salesforce database and [buildingdetroit.org](http://buildingdetroit.org).**

# CUSTOMER SERVICE

## Q4 FY24 Customer Service Team Update:

The Customer Service Team is the DLBA's front-line for assisting Detroit residents engaging with the land bank's variety of programs and property concerns. The team operates a call center and the organization's public lobby. The operational service metrics below highlight the successes resulting from the team's reorganization and process improvement efforts implemented at the beginning of fiscal year 2023.

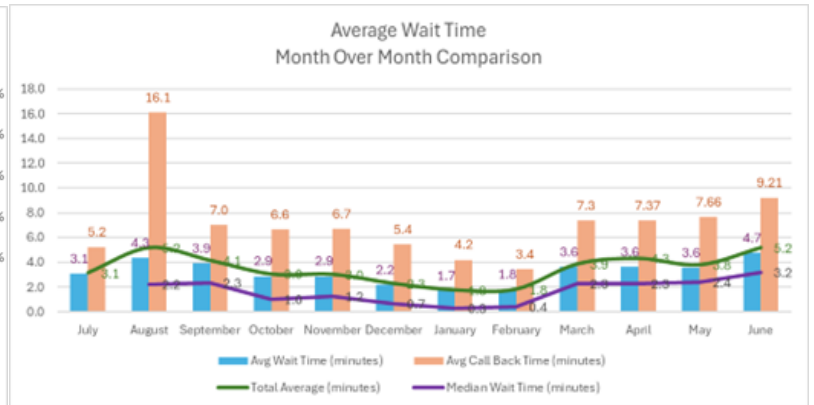
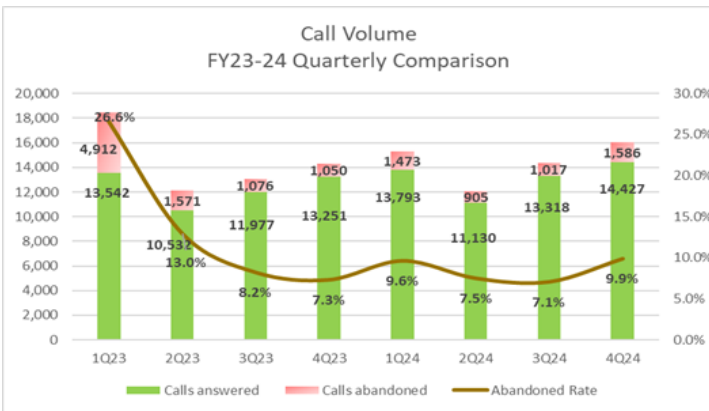
### Operational Service Metrics

#### Phone Calls

Phone calls received in Q4 FY24 increased 11.7% from Q3 FY24. The calls answered percentage of total inbound calls decreased to 90.1% in Q4 FY24 compared to Q3 FY24's 92.9%. FY24 calls answered percentage of total inbound calls decreased slightly by .5% compared to FY23. The abandoned rate percentage increased to 9.9% in Q4 FY24 compared to Q3 FY24's 7.1%. This is due in large part to staff turnover. June 2024 average call wait time increased to 5.2 minutes compared to May's 3.8 minutes. Below are graphs illustrating the improvements in calls answered over the last 12 months and monthly comparisons, as well as the stabilization in average wait times to speak to a Customer Service Representative to less than 5 minutes.

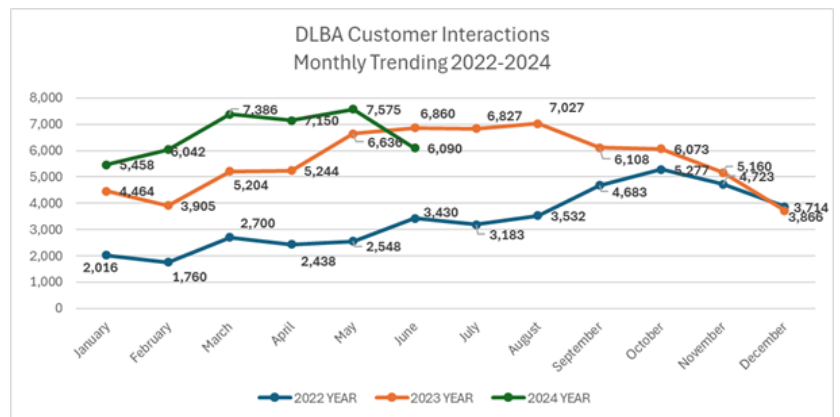
#### LOBBY VISITS

The Customer Service team assisted 1,235 constituents in Q3 FY24 compared to Q2 FY24's 1,075, representing a 14.9% increase. Customers were assisted with property inquiries, payments, and other concerns.



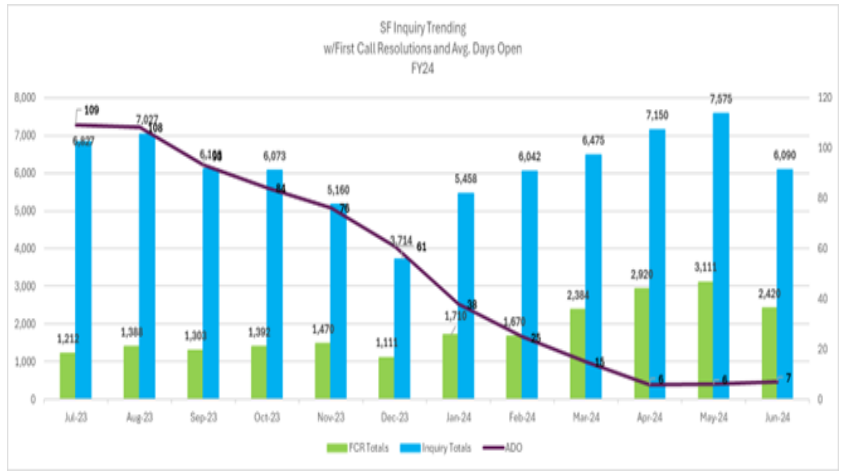
## SALESFORCE INQUIRIES

The DLBA received 20,815 Salesforce inquiries in Q4 FY24, compared to Q3 FY24's 18,886, representing a 10.2% increase. Inquiries for 2024 are projected to exceed 79,000 interactions based upon the current monthly average of 6,617. Total 2023 inquiries totaled 67,222 compared to 40,156 in 2022. Below is the monthly trending year over year for 2022 through 2024.



## GREEN BELT PROJECT

We have begun Phase 2 of the project with assistance from the Mayor's Lean team focused on improving customer service across the organization. Our efforts include creating and establishing departmental services level metrics for inquiry resolution, implementing organization wide dashboard reporting for inquiry aging, incorporating service level expectations, and managing monthly compliance. Additionally, we will be increasing first call resolutions and investigating customer self-service functionality to improve customer service delivery.



Additionally, in alignment with our goals for our Customer Service Green Belt Phase 2 project to improve service delivery, the chart below highlights that 73% of the inquiries received in June 2024 were closed in June. Moreover, 54% of the June inquiries received were resolved as a First Call Resolution (FCR). June 2024's Average Days Open remained increased slightly to 7 days for the organization compared to May 2024's 6 days.

DEPARTMENT	TOTAL OPEN	TOTAL CLOSED	GRAND TOTAL RECEIVED	FIRST CALL RESOLUTIONS (FCRS)	FCR %
City Demo	35	28	63	8	29%
Compliance	57	566	623	175	31%
Customer Service	4	583	587	511	88%
Legal	284	193	477	94	49%
Operations	226	208	434	14	3%
Planning & Analysis	802	2,004	2,806	1,002	50%
PR	0	0	0	0	NA
Sales	420	932	1,352	589	63%
<b>Grand Totals</b>	<b>1,649</b>	<b>4,441</b>	<b>6,090</b>	<b>2,420</b>	<b>54%</b>
<b>% of Total</b>	<b>32%</b>	<b>68%</b>	<b>100%</b>		



# THE SYSTEM DESIGN TEAM

The System Design Team at the Detroit Land Bank Authority is responsible for overseeing the organization's information technology and systems. Their primary responsibilities include managing Salesforce and handling property transactions through buildingdetroit.org, which serves as a central hub for various online sales platforms. In addition to this, the team plays a vital role in delivering essential IT services to DLBA employees, supporting both their daily operations and strategic initiatives, whether they are based in-office or out in the community.

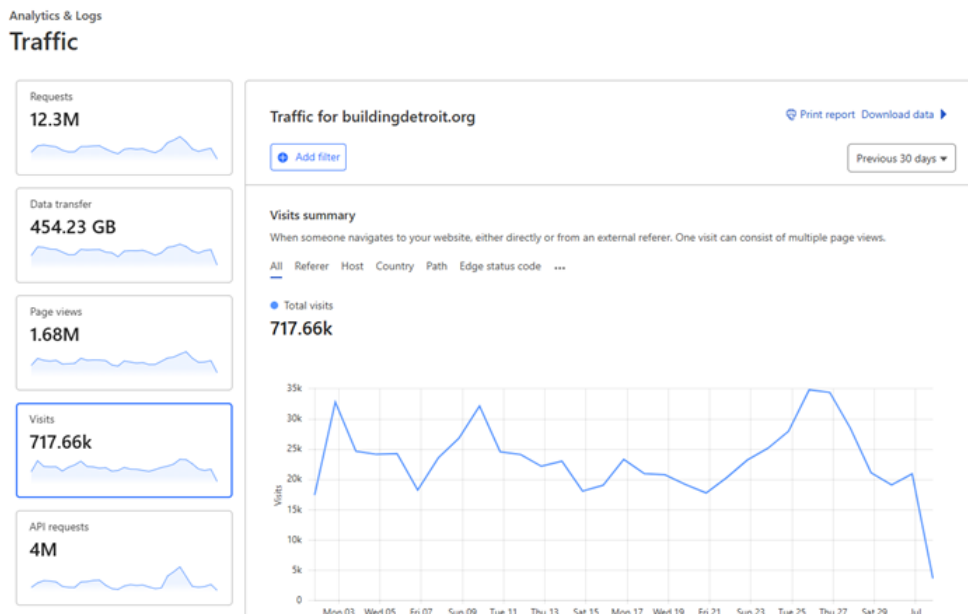


## SALESFORCE SUPPORT

Dedicated to ongoing improvement, the System Design Team consistently enhances service quality for both internal and external Salesforce users. The Systems and Design teams' primary focus this quarter was completing the essential transition from Salesforce Classic to Lightning and ensuring effective system usage through comprehensive staff education. This upgrade notably boosts DLBA's ability to serve Detroit's citizens and its partners.

## WEBSITE & DATA SUPPORT

The System Design Team plays a crucial role in the success of buildingdetroit.org, a pivotal platform for DLBA's mission to revitalize Detroit by restoring neglected properties. This quarter, the team has continued its focus on improving the website's functionalities and ensuring its dependability. Their comprehensive approach involves strengthening security measures, optimizing operations, and maintaining current content to enhance overall user experience.



TOTAL AUCTION  
& OWN-IT-NOW  
CLOSINGS

**16,034**

TOTAL VACANT  
LOTS SOLD

**26,764**

COMPLIANCE  
ACHIEVED OVER  
ALL PROGRAMS

**10,509**

REHABBED  
READY PROPERTIES  
SOLD

**99**

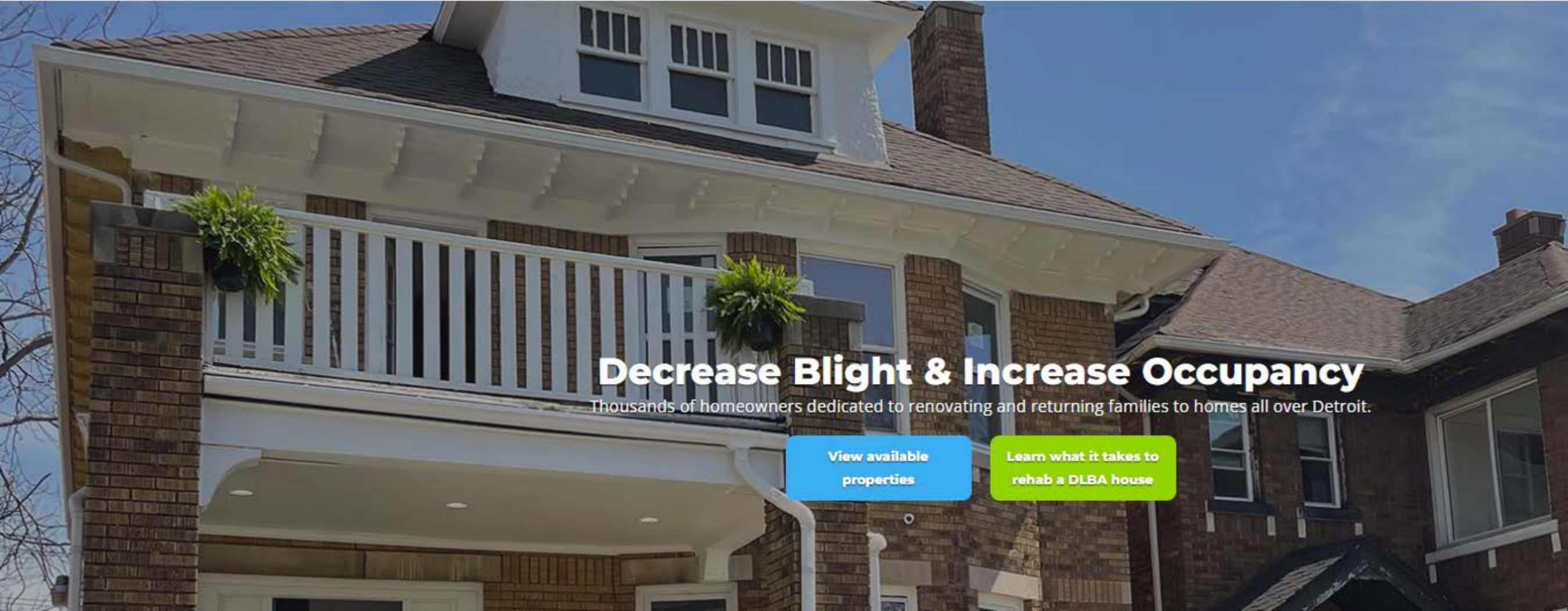
TOTAL STRUCTURES  
Including Residential, Non-  
Residential & Accessory

**6,841**

TOTAL VACANT LAND  
Including Side Lots, Neighborhood  
Lots & Overlaid Lots

**61,271**

Find more **Fast Facts** in our [Board Reports](#)



## Decrease Blight & Increase Occupancy

Thousands of homeowners dedicated to renovating and returning families to homes all over Detroit.

[View available properties](#)

[Learn what it takes to rehab a DLBA house](#)

# OPERATIONS & FINANCE

REGINALD SCOTT  
CHIEF FINANCIAL OFFICER

**The Detroit Land Bank Authority Finance Department continues to operate in a transformative manner fully supportive of the DLBA sales programs. The Finance Department also includes Operations which allocates resources to the ever-evolving operational functions that support the internal operations of the organization. Operations includes IT Support and Data Systems, Procurement and Property Maintenance. Overall, Finance & Operations combines fiscal stability while ensuring the operational effectiveness of the organization.**

DETROIT LAND BANK AUTHORITY		
DLBA		
BUDGET FY25		
	PROGRAM	2025 FY BUDGET - PROPOSED
<b>INCOME</b>		
430000 - State Revenues		
440000 - City Revenues	General	-
City of Detroit		10,500,000.00
450000 - Private Grant Revenues		-
Kresge Grant		-
Berman Foundation		-
Rock Ventures		-
Bank of America Grant		-
460000 - Gain (Loss) on Sale of Property	Rehabbed & Ready	-
465000 - Impairment of Inventory		-
466000 - Cost of Inventory		-
471000 - Fee Revenue (Quiet Title, Title Search, Deed Recording)		100,000.00
Community Partners	Community Partners	35,000.00
Economic Development	Economic Development	100,000.00
472000 - Side Lot Sales	Side Lots	450,000.00
Vacant Land Sales	Vacant Land Sales	425,000.00
473000 - Structure Sales		-
Auction Sales	Auction	2,559,600.00
Own It Now	Direct Sales	2,300,480.00
Occupied Properties	Occupied Properties	100,000.00
Rehabbed Sales		250,000.00
Community Partners	Community Partners	175,000.00
City Projects	Economic Development	2,875,000.00
475000 - Lease Revenue		-
Vacant Lot Program Leases (25/month)	Lot Lease	-
477000 - Legal Recoveries		10,000.00
478000 - House Showing Fees		15,000.00
479000 - Pre-Inspection Fee (450 units x \$295)	Auction	75,000.00
480000 - Other Income		-
481000 - Interest Income		175,000.00
493000 - 5/50 Revenue		2,250,000.00
HHF Property Maintenance RND2		-
HHF Property Maintenance RND3		-
HHF Property Maintenance RND4		-
HHF Property Maintenance RND5		31,050.00
<b>TOTAL INCOME</b>		<b>22,426,130.00</b>
<b>EXPENSES</b>		
<b>TOTAL SALARIES &amp; WAGES</b>		<b>11,664,665.00</b>
<b>TOTAL EMPLOYMENT TAXES &amp; BENEFITS</b>		<b>2,974,500.00</b>
<b>TOTAL FACILITIES EXPENSES</b>		<b>1,932,000.00</b>
<b>TOTAL ADMINISTRATIVE EXPENSES</b>		<b>1,487,000.00</b>
<b>TOTAL PROFESSIONAL SERVICES</b>		<b>1,795,000.00</b>
<b>TOTAL PROGRAM EXPENSES</b>		<b>2,572,965.00</b>
<b>TOTAL EXPENSES</b>		<b>22,426,130.00</b>
<b>NET PROFIT / LOSS</b>		<b>-</b>

	General Ledger Account Name	FY24 Adopted Budget	Variance	FY24 Amended Budget
<b>Detroit Land Bank Authority</b>				
<b>30-Jun-24</b>				
<b>FY24 Budget Detailed</b>				
<b>Income</b>				
50/50 Proceeds	445000 - 5/50 Proceeds	2,250,000.00	(340,000.00)	1,910,000
Closing Refunds	479000 - Pre-Inspection Fee	75,000.00	0.00	75,000
Donated Goods and Services	490000 - Donated Goods and Services	0.00	335,000.00	335,000
Fire Escrow Proceeds	474000 - Fire Escrow Proceeds	0.00	12,508.00	12,508
Gain (Loss) on Sale of Property	460000 - Gain (Loss) on Sale of Proper	0.00	0.00	0
Government Revenues	432000 - HHF Maint. Fee	487,050.00	0.00	487,050
Government Revenues	434000 - Blight Elimination Funds	0.00	450,000.00	450,000
Government Revenues	440000 - City Revenues	11,000,000.00	0.00	11,000,000
House Showing Fees	478000 - House Showing Fees	15,000.00	10,000.00	25,000
Inter-Company Revenue	497500 - Inter-company Revenue	0.00	(17,500.00)	(17,500)
Inter-Company Revenue	498000 - Inter-Department Revenue	7,395,865.94	(2,695,865.94)	4,700,000
Inventory Impairment	465000 - Impairment of Inventory	0.00	0.00	0
Inventory Impairment	466000 - Cost of Inventory	0.00	0.00	0
Legal Recoveries	477000 - Legal Recoveries	10,000.00	5,680.00	15,680
Other Income	480000 - Other Income	0.00	21,000.00	21,000
Other Income	481000 - Interest Income	75,000.00	150,000.00	225,000
Other Income	483000 - Unrealized Gain (Loss) on Inv	0.00	128,000.00	128,000
Other Income	483001 - Unrealized Gain (Loss) on Inv	0.00	135,900.00	135,900



Other Income	484000 - Investment Income FTB	0.00	200,000.00	200,000
Other Income	484001 - Investment Income Huntington	0.00	0.00	
Private Grant Revenues	450000 - Private Grant Revenues	0.00	1,100,000.00	1,100,000
Quiet Title Fees	471000 - Fee Revenue	235,000.00	0.00	235,000
Side Lot Sales	472000 - Side Lot Sales	2,245,000.00	(995,000.00)	1,250,000
Structure Sales	473000 - Structure Sales	7,331,401.39	3,368,598.61	10,700,000
Discounts	473500 - Educator Discount	0.00	0.00	0
Discounts	473600 - City Employee Discount	0.00	0.00	0
Discounts	473700 - Projects Discount	0.00	0.00	0
Discounts	473800 - Homebuyer Counseling Disco	0.00	0.00	0
Discounts	473900 - Refunds	0.00	0.00	0
<b>Total Income</b>		<b>31,119,317.33</b>	<b>1,868,320.67</b>	<b>32,987,638.00</b>
<b>Expenses</b>				
Unknown	999999 - Suspense Account - FOR USE	0.00	0.00	
Facilities Costs	610000 - Rent Expense	1,152,000.00	0.00	1,152,000.00
Facilities Costs	630000 - Prop/Liability Insurance	300,000.00	(50,000.00)	250,000.00
Facilities Costs	640000 - Building Repairs and Maintena	60,000.00	(35,000.00)	25,000.00
Facilities Costs	650000 - Parking	420,000.00	30,000.00	450,000.00
Facilities Costs	660000 - Other Repairs and Maintenance	0.00	5,000.00	5,000.00
General Admin Costs	702000 - Advertising & Marketing	30,000.00	0.00	30,000.00
General Admin Costs	705000 - Telephone & Internet Expense	200,000.00	0.00	200,000.00
General Admin Costs	715000 - Office Supplies	98,500.00	0.00	98,500.00
General Admin Costs	717500 - Printing	100,000.00	0.00	100,000.00
General Admin Costs	720000 - Postage and Delivery	150,000.00	(25,000.00)	125,000.00
General Admin Costs	725000 - Equipment & Leases	30,000.00	(5,000.00)	25,000.00
General Admin Costs	730000 - IT Hardware	91,500.00	8,500.00	100,000.00
General Admin Costs	735000 - Conferences & Meetings	40,000.00	5,000.00	45,000.00

General Admin Costs	736000 - Software Licenses	550,000.00	(150,000.00)	400,000.00
General Admin Costs	740000 - Professional Development	100,000.00	(22,500.00)	77,500.00
General Admin Costs	741000 - Recruitment	30,000.00	(5,000.00)	25,000.00
General Admin Costs	742000 - Meals	2,000.00	14,000.00	16,000.00
General Admin Costs	745000 - Memberships & Licenses	38,000.00	202,000.00	240,000.00
General Admin Costs	746000 - Mileage	27,000.00	(14,500.00)	12,500.00
General Admin Costs	755000 - Depreciation Expense	0.00	50,000.00	50,000.00
General Admin Costs	765000 - Bank Fees	0.00	2,200.00	2,200.00
General Admin Costs	770000 - Miscellaneous Expense	0.00	10,000.00	10,000.00
Inter-Company Expense	931000 - Inter-Departmental Expense	7,395,865.94	(3,195,865.94)	4,200,000.00
Personnel Costs	510000 - Salaries & Wages	11,664,662.46	(713,316.56)	10,951,345.90
Personnel Costs	520000 - Employment Taxes	933,173.01	(52,428.52)	880,744.49
Personnel Costs	530000 - Employee Benefits	2,041,315.92	119,569.03	2,160,884.95
Personnel Costs	550000 - Worker's Comp Insurance	0.00	18,700.00	18,700.00
Professional Services	810000 - Accountant/Auditor	50,000.00	(10,000.00)	40,000.00
Professional Services	820000 - Legal	200,000.00	165,750.00	365,750.00
Professional Services	830000 - IT and Website	300,000.00	(125,000.00)	175,000.00
Professional Services	860000 - Contract Staff	495,000.00	750,000.00	1,245,000.00
Professional Services	880000 - Site Investigators	265,000.00	0.00	265,000.00
Professional Services	890000 - Other Professional Services	235,000.00	1,215,000.00	1,450,000.00
Program Expense	900000 - Program Expense - DO NOT U	253,750.00	(253,750.00)	0.00
Program Expense	901000 - R&R Gift Cards	0.00	3,000.00	3,000.00
Program Expense	902000 - Program Rental / Lease	0.00	30,000.00	30,000.00
Program Expense	911000 - Advertising and Marketing - P	10,000.00	(10,000.00)	0.00
Program Expense	912100 - Exterior Debris Removal	27,058.80	2,941.20	30,000.00
Program Expense	912101 - Debris Relocation (Exterior)	0.00	2,500.00	2,500.00
Program Expense	912105 - Vehicle Removal	0.00	2,500.00	2,500.00

Program Expense	912200 - Interior Debris Removal	64,941.16	(39,941.16)	25,000.00
Program Expense	912201 - Debris Relocation (Interior)	0.00	2,500.00	2,500.00
Program Expense	912204 - Pest Control	0.00	1,000.00	1,000.00
Program Expense	912207 - Sewer/Basement Services	0.00	2,500.00	2,500.00
Program Expense	912300 - Miscellaneous Debris Removal	27,058.80	(12,058.80)	15,000.00
Program Expense	912301 - Debris Removal and Proper Disposal	216,470.76	(151,470.76)	65,000.00
Program Expense	912400 - Board-Ups	43,294.08	31,705.92	75,000.00
Program Expense	912403 - Board Up - Entry Door (Plywood)	0.00	1,000.00	1,000.00
Program Expense	912408 - Board Up - Standard Opening	0.00	25,000.00	25,000.00
Program Expense	912410 - Build Entry Door (Plywood)	27,058.80	(26,558.80)	500.00
Program Expense	912411 - Install Hasp & Padlock	27,058.80	37,941.20	65,000.00
Program Expense	912412 - Roof Tarp - Standard	27,058.80	(14,558.80)	12,500.00
Program Expense	913000 - Court Filing Fees	100,000.00	80,000.00	180,000.00
Program Expense	914000 - Credit Card Processing	70,000.00	67,500.00	137,500.00
Program Expense	915000 - Demolition General	0.00	18,500.00	18,500.00
Program Expense	915200 - Other Surveys	0.00	30,000.00	30,000.00
Program Expense	915400 - Abatement Remediation	0.00	132,000.00	132,000.00
Program Expense	916000 - Homeowner Counseling	100,000.00	(65,000.00)	35,000.00
Program Expense	917000 - Inspections	850,000.00	(425,000.00)	425,000.00
Program Expense	917002 - Property Inspection (Exterior)	50,000.00	175,000.00	225,000.00
Program Expense	917003 - Property Inspection (Interior)	0.00	1,000.00	1,000.00
Program Expense	918100 - Tree Maintenance	250,000.00	(175,000.00)	75,000.00
Program Expense	918200 - Tree Removal	100,000.00	25,000.00	125,000.00
Program Expense	918300 - Lawn Maintenance	487,050.00	1,012,950.00	1,500,000.00
Program Expense	918500 - Cleaning Services	0.00	15,000.00	15,000.00
Program Expense	918600 - Maintenance Supplies	0.00	20,000.00	20,000.00
Program Expense	919000 - Open House Events	65,000.00	(65,000.00)	0.00



Program Expense	920000 - Postage, Delivery - Program	17,000.00	(5,000.00)	12,000.00
Program Expense	921800 - Property Valuations	0.00	1,000.00	1,000.00
Program Expense	922000 - Real Estate Fairs	2,500.00	(2,000.00)	500.00
Program Expense	923000 - Title Expenses	1,250,000.00	(500,000.00)	750,000.00
Program Expense	923500 - Utilities - Program	0.00	80,000.00	80,000.00
Program Expense	925000 - Property Tax for Closing	0.00	2,000.00	2,000.00
Program Expense	925500 - Security	55,000.00	190,000.00	245,000.00
<b>Total Expense</b>		<b>31,119,317.33</b>	<b>(1,560,691.99)</b>	<b>29,558,625.34</b>