

**Detroit Phase 0:  
Update to  
Preliminary Findings  
July 1, 2015**

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## ioby's Detroit Phase 0: Update to Initial Findings

As originally proposed in our “Detroit Phase 0: Presentation of Preliminary Findings” document attached, ioby has spent May and June of 2015 continuing our research and developing a plan for Phase 1 of implementation in Detroit. Specifically, ioby has:

- Interviewed 15 additional resident leaders from a breadth of council districts and disciplines. As we intended, the majority of the leaders to whom we spoke in this round of interviews are people of color who live and work in neighborhoods with histories of disinvestment.
- Made soft plans to partner with the Department of Neighborhoods and the Detroit Land Bank Authority to execute their forthcoming “Community Lease-a-Lot Program.”
- Began to discuss a potential partnership with the Harriet Tubman Center.
- Scoped a partnership with Michigan Community Resources to provide trainings and fundraising and technical support to a cohort of volunteer-led neighborhood groups.
- Scoped a partnership with Community Development Advocates of Detroit to provide trainings and fundraising and technical support to a cohort of volunteer-led neighborhood groups.
- Met with the Detroit Future City Implementation Office to discuss areas of alignment between our work and their mission.

## Interviews

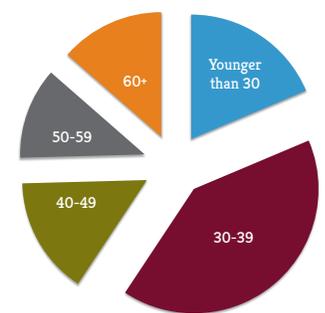
Since our last report, we have interviewed an additional 15 resident leaders in Detroit. To date, we have interviewed a snowball sample of 59 resident leaders in Detroit and conducted deep research around the nonprofit sector, local philanthropy and existing similar initiatives. Because we were reliant on specific leaders’ networks, the demographics of our original list of interviewees did not reflect the racial and ethnic makeup of Detroit as closely as we had hoped. As a result, we were reluctant to submit final conclusions with full confidence.

After speaking to these 15 leaders, we are now more confident that our Phase 0 findings accurately represent the civic landscape. We do not have any substantial changes to make to our findings from the preliminary report at this time.

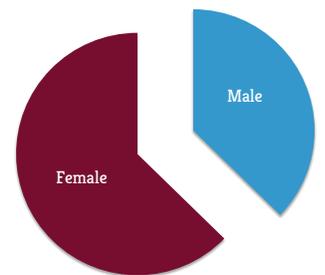
These 15 leaders include the following:

1. Denise Kennedy, Princeton Street Block Club (District 2)
2. Linda Smith, USNAP-BAC (District 4)
3. Patricia Dockery, Stafford House (District 4)
4. E’Lois Moore, Binder Street Block Club O&R (District 3)
5. Kim Tandy, Department of Neighborhoods (District 2)
6. Craig Fahle, Detroit Land Bank Authority (Citywide)
7. Bill O’Brien, Harriet Tubman Center (Citywide)
8. Anonymous nonprofit leader in District 6
9. Victoria Kovari, Department of Neighborhoods (Citywide)
10. Maggie Desantis, At time of interview: Eastside Community Network (District 4)
11. Ray Solomon, Department of Neighborhoods (District 3)
12. Phyllis Edwards, Bridging Communities (District 6)
13. Bishop Tony Russell, Detroit Community Initiative & the MAN Network (District 3)
14. Tiffany Tononi, At time of interview: Urban Neighborhood Initiatives (District 6),  
Current: City of Plano
15. Mona Ali, Department of Neighborhoods (District 7)

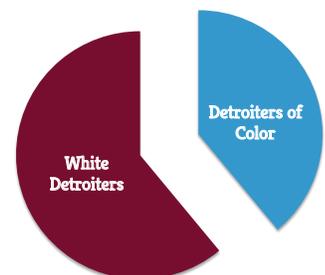
**Detroiters Interviewed  
Breakdown by Age**



**Detroiters Interviewed  
Breakdown by Gender**



**Detroiters Interviewed  
Breakdown by Race**



## New Partners

As laid out in our original report, ioby looks for the following five characteristics to determine whether an organization will be a strong strategic partner:

- Local partner has a strong reputation of working with community
- Partner can introduce us to potential ioby Leaders
- Partner clearly understands ioby service design
- Partner has a familiarity with Asset Based Community Development or values community ownership and funding of local projects
- Partner has a familiarity with using demonstration projects

Since our last report, ioby has identified additional organizations with which we see a natural alignment. Each of the following organizations meets all five of the above criteria:

- **Detroit Department of Neighborhoods:** Two purposes of the new Department of Neighborhoods are to engage neighborhood leaders in citywide initiatives, and to provide a local point of entry for residents looking for information about government services. These goals directly align with ioby's goals of connecting resident leaders to government support and providing access to decision-makers as needed.
- **The Detroit Land Bank Authority:** The forthcoming "Community Lease-a-Lot" program, which will offer residents who have permission from the local block club to lease a vacant lot from the Land Bank for an extremely small fee, presents an exciting opportunity for ioby. Leaders who are given access to vacant lots will benefit from using ioby's platform to raise funds to activate the land. At the same time, the new block clubs that form as a result of the program will benefit from working with ioby to build their long-term fundraising capacity.
- **Harriet Tubman Center:** The Harriet Tubman Center convenes hundreds of clergy in the Detroit metropolitan area and organizes around issues related to equity and participatory democracy. ioby has an opportunity to allow Tubman Center members to use ioby's crowd-resourcing platform to organize local capital from their own neighborhoods, toward a shared campaign. In the long term, ioby hopes to train clergy to bring our platform, services and trainings to their congregations.

## The Development of ioby Leaders & Our Phase 1 Activities:

ioby uses a continuum (page 4) to guide our work and to illuminate opportunities for collaboration with partners on leader support and development. Where appropriate, we want to connect Detroit's neighborhood leaders to partner organizations who can offer assistance outside of ioby's areas of expertise.

### Goals of Phase 1

ioby's primary goal in working in a city is to increase the number of residents completing block and neighborhood projects. To that end, ioby's goals in Phase 1 are to develop a culture of collaboration, and to set up pathways for leaders to find and take advantage of our platform and services.

Culture of Collaboration and Leadership:

In Phase 1, ioby will start to develop a culture of collaboration and create short-term results, in which residents are emboldened to lead and complete neighborhood projects. We will do this by:

1. Providing online and offline opportunities for local leaders to share and learn from their peers across Detroit and the region. Beyond our set of fundraising tools and services, ioby is a platform for aggregating and showcasing

# ioBy Leader Development Continuum

## ioBy Inputs:

In trainings, ioBy helps residents to articulate their visions for the neighborhood by talking on discrete, tactical projects. We use knowledge of the local civic landscape that we developed during Phase 0 to help us identify communities and leaders who would benefit most from our training. In Phase 1, partners often invite ioBy to present our platform and services to their members and affiliates.

Having mapped the civic landscape in Phase 0, ioBy is well positioned in Phase 1 to connect our leaders to organizations with technical expertise. Partners assist leaders in designing their projects, providing guidance to implementation, assessing feasibility, legality and cost. ioBy may co-own project development workshops with partners.

ioBy is the leading national expert in supporting leaders in the crowdfunding and engagement phase, with special expertise in working in low-income neighborhoods of color where residents may have limited experience working with digital tools. Our robust trainings (local grassroots fundraising, mass-based community development, online communications, campaign planning, in addition to the one-on-one coaching we give every Leader.

The regulatory and practical context in which our Leaders implement their projects varies, so an ioBy depends on the expertise of partners to offer informed advice to Leaders facing barriers such as delays in permitting and approval. Implementation is one area that an ioBy local Action Strategist, brought on in Phase 1, can bring the most leverage, working with local government agencies to assist with permitting and connecting ioBy Leaders to additional sources of technical assistance.

## Leader Identification:

When we enter a city, we find that most residents have a vision for their neighborhood, but many do not have a specific project in mind.

## Project Development:

Before a Leader is ready to fundraise, he or she must first develop the intent and scope of the project.

## Fundraising & Engagement:

The Leader in this stage is either preparing or running an ioBy campaign. The Leader builds a team, finds donors, tells the story of the project and asks for donations.

## Implementation:

In this stage, the Leader has the money in hand and is bringing the project to life. Often, this involves securing a site (i.e. pulling permits, earning government approval) and mobilizing volunteers.

## Role of Partners:

Partners such as Michigan Community Resources, CIMAD, Detroit SOUP, the Harriet Tubman Center, and the Detroit Land Bank Authority may invite ioBy to lead a fundraising training for their neighborhood Leaders.

ioBy may connect Leaders who are developing their ideas to leaders in the field who can offer advice and guidance. These may include local community development organizations, urban agriculturalists at the Growing of Detroit, civic tech experts at Tech/Innov, public space artists through Kresge Arts in Detroit, or any number of Detroit's Leaders who have experience developing and executing neighborhood projects.

ioBy's local Action Strategists will connect Leaders who are actively fundraising and ensure that they are meeting their targets. These conversations would allow Leaders to absorb best practices, build a peer network, and ask local staff questions related to ioBy's platform and services.

ioBy may connect Leaders to land use and permitting experts with the Land Bank Authority, Michigan Community Resources, and the Department of Neighborhoods, as well as local community development organizations. ioBy would then follow up with Leaders to ensure that they were able to implement their projects as planned.

distributed local innovation. Our role as a connector will be particularly important in Detroit, where many leaders report feeling disconnected from the work of peers outside of their neighborhoods.

2. Creating short-term results. ioby projects are small by design. Quick results and easy wins will build the confidence of communities in Detroit that have been fatigued by long and fruitless planning processes. By quickly demonstrating the collective power of small donations and volunteer hours, we expect to develop a feeling that incremental change can occur without herculean effort. This attitude is critical to strengthening Detroit's civic capacity and developing a culture that encourages resident-led innovation.
3. Convening the leaders, donors, volunteers, community-based organizations and government decision-makers with whom ioby engages. By opening up lines of communication between these groups, ioby hopes to create a more resilient community.
4. Building partners' capacity to work with and support grassroots leaders in the project development and implementation stage. Linking our leaders to local expertise will shorten the length of time between ideation and project completion and increase the likelihood of leaders' success.
5. Creating streamlined processes for government approval. This will shorten the length of time that a project takes to be implemented, giving residents opportunities to point to and be inspired by quick wins.

Pathways for Leaders: In the processes of funding and implementing their projects, ioby Leaders give their neighbors meaningful opportunities for participation. In turn, these quick and collectively earned victories build the confidence of the community and inspire more residents to be champions and stewards of a new community asset. We want to be certain that ioby remains accessible to leaders well into the future, so that Detroiters can continue building on these short-term results. Our local Action Strategist(s) will focus on growing four permanent sets of opportunities for leaders to easily find and make use of our platform and services. These include:

1. Establishing an easy and appealing way for successful ioby Leaders to refer neighbors to ioby;
2. Cultivating a set of partners who work with ioby to support cohorts of projects on an ongoing;
3. Launching a train-the-trainer program that allows ioby's partners to act as ambassadors for ioby and our crowd-resourcing approach; and
4. Asking government decision-makers who have seen our value firsthand to refer resident leaders with good ideas to ioby.

## Timeline for Phase 1 Launch

- August 2015: ioby staff visits Detroit and leads introductory grassroots fundraising trainings for members of potential partner organizations; ioby posts and circulates job description for Detroit staff.
- August 2015 – January 2016: During this time, ioby finalizes our agreement with two community development intermediaries to house our local staff. From headquarters in Brooklyn, ioby begins to work with partners to identify and support leaders.
- October 2015: ioby staff travels to Detroit to interview applicants for local Action Strategist position(s).
- February 2016: Two local Action Strategists are onboarded and begin to recruit, train and support ioby Leaders.

## ioby's Detroit Phase 0: Update to Initial Findings

### List of Works Consulted

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