



**OPERATION
MOTOWN MUSTER**

THE MISSION



CONTINUES

2016 IMPACT REPORT



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The idea of Operation Motown Muster hatched with a question: what impact could veterans have if they deployed from their own cities to join a large group of veterans, local leaders and community volunteers, and serve for one week in a city beset by long-standing hardship?

With that question in mind, we entered 2016 intent on proving that this “mass deployment” of veterans to an urban area in need could accomplish great things. We knew this would be a grand experiment: one that had the potential to catalyze long-lasting and transformational change in that city, while also positively affecting the lives of the volunteers who deployed with us.

Transformational change takes a long time, as does a permanent change to someone’s life. But the early results from Operation Motown Muster lead us to believe that our experiment worked.

From June 23-30, 2016, 70 veterans from across the country locked arms with hundreds of Detroit residents. Over six days in four neighborhoods, this urban force worked long days in unusual summer heat. Their mettle was tested, but never broken. And inspiration was found in every high-five, every drop of sweat, and every exhausted smile.

97% of these veterans reported a sense of camaraderie among other Motown Muster participants.

86% believed that they were pursuing a meaningful mission.

89% felt motivated to inspire future generations to serve.

We owe much gratitude to our sponsors for their support, to our national and local partners for their guidance and wisdom, and to our volunteers for their dogged focus and hard work. Operation Motown Muster successfully piloted our Mass Deployment model, and set the stage for a new annual service event.

In a summer that exposed deep cracks in our national unity, Operation Motown Muster gave us a needed reminder that our best days can still be ahead. These days will come if we all commit to “report for duty” in our communities - together.

In service,

Spencer Kympton, President
The Mission Continues



Volunteers stand on a new set of bleacher seats, built for the baseball team at Central High School during the two-day effort at Operation Motown Muster.



ABOUT THE MISSION CONTINUES

MISSION

The Mission Continues empowers veterans who are adjusting to life at home to find purpose through community impact.

PROGRAMS & IMPACT

The Mission Continues has operations across the country engaging veteran volunteers to address critical challenges facing underserved communities. It's a unique model that creates a positive impact for veterans and the communities they serve.

VISION

We deploy veterans on new missions in their communities, so that their actions will inspire future generations to serve.

Operation Motown Muster was the pilot for The Mission Continues' Mass Deployment program. Mass Deployments deploy veterans from across the country and engage local partners in a single city over the course of a week. We select cities with a need for revitalization and the potential for sustainable growth, ensuring our efforts and resources have a visible impact within the communities we serve. Our purpose: To seed future leaders, sustainable operations and recruit veterans to join The Mission Continues — while inspiring others to serve.

WHY DETROIT?

Today, Detroit faces economic and social related trials that many veterans last encountered during deployments to countries in crisis. Lack of essential resources and opportunities means the children of Detroit are at risk of missing out on the bright future they deserve. Detroit is home to nearly 700,000 residents who are resilient and already working to shape the city's future. It's a proud history worth fighting for. That's where our nation's veterans come in. Veterans are a powerful force when called upon to serve. Using their skills, leadership and experience, they can help revitalize a city, street by street and block by block. And that's why we mobilized in Detroit June 23-30 to add much needed capacity to organizations and communities who are carrying on these revitalization efforts every day.

OBJECTIVES

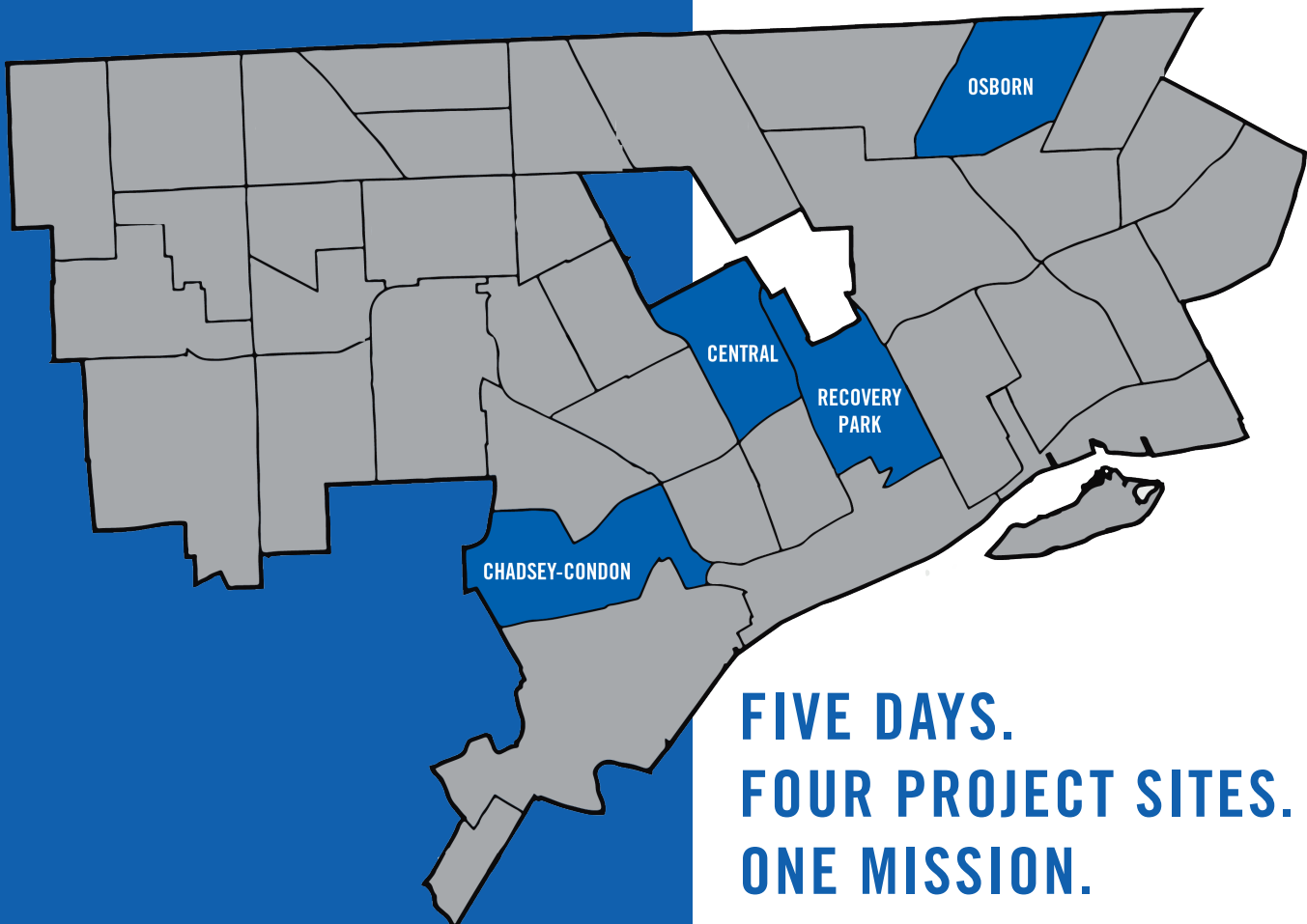
Seed points of inspiration from one location to across the country in our veterans' local communities

Provide a unique opportunity for veterans to serve in the community

Build capacity at the local level to make an impact with long lasting implications

Recruit veterans to lead and participate in programs at The Mission Continues

Drive compelling and inspiring stories of service



**FIVE DAYS.
FOUR PROJECT SITES.
ONE MISSION.**

CENTRAL HIGH SCHOOL

JUNE 25 - JUNE 26, 2016

Central High School is the oldest secondary school in Detroit, Michigan. It sits at the center of a historic neighborhood that played a key role in the success of Motown Records and in the civil rights movement. Following the municipal bankruptcy filing in 2012, the State took over the lowest performing five percent of Michigan public schools—which included Central High School in Detroit. Once an iconic institution responsible for educating 1500 students a year—including notable graduates such as Eli Broad, William Davidson, Senators Carl and Sander Levin and Nobel prize winner Melvin Calvin, the school now has fewer than 350 students enrolled and last year had a graduation rate of less than 50 percent. That’s all changing now. The school is in turnaround mode thanks to a refreshed administration, a dedicated principal and an energized team of teachers and staff—all of whom are committed to student success. But they’re under extreme financial pressure. They need help in making the school a safe, inviting and welcoming place for students to learn.



PROJECT OBJECTIVES

Convert one of many unused classrooms and create an Art Gallery for all the student artists in the school;

Repaint common areas and remove old colors, text and fixtures from the walls;

Transform one side of the underutilized tennis courts into a basketball court by removing tennis netting, repairing surface, and installing new surfacing and hoops;

Renovate a little-used courtyard according to student design. Improve the look by planting flowers, remove decaying brush, and build seating areas for people to enjoy the fresh air;

Update the softball and baseball fields, including repairing/replacing infield, adding fencing and dugouts, bleachers, etc.; and

To Support area Boys and Girls Clubs, build twenty benches and picnic tables to add outside seating areas for six local clubs.



OSBORN NEIGHBORHOOD

JUNE 27, 2016

Over the last five decades, the Osborn community of northeast Detroit has experienced severe—nearly 50 percent—population loss. This significant decline has presented unique challenges for residents. For several years running, the 48205 zip code (where Osborn sits) was the most violent zip code in the country—and disturbingly, Osborn is reported to have the more residents under the age of 18 than any other neighborhood in the city. The population loss Osborn experienced has resulted in increased blighted structures, loss of commercial activity, and a growing concentration of poverty and crime among residents. These challenges are not uniformly spread throughout the neighborhood, however, leaving hope for the many Detroiters who call this community home. Our team set to work to beautify three neighborhood parks and create a safe, lively space for the community to gather and play.



PROJECT OBJECTIVES

BELAND MANNING PARK

Paint ballards around the park, repair the playground's plastic border and replenish wood chips in the play area;

Tear down the baseball field's metal fence to ready the field for conversion to a football space;

Build six benches to place around the park, and refurbish and refresh a gravel pathway for the community to use and enjoy.

JOSEFIK PARK

Replace the metal poles and fence with wooden ballards that will then be given a new coat of paint;

Repair the playground's plastic border, playground area, and replenish the wood chips in the play area;

Build three picnic tables and five benches for additional seating in the park.

MATRIX PARK

Create art structure to honor community members lost in the streets;

Plant flowers, plants, trees, and bushes and build a trellis planter;

Build shaded structure and picnic tables for added seating; and

Create an arbor at entrance of park.

PRIEST ELEMENTARY SCHOOL

JUNE 28, 2016

At the heart of the Chadsey Condon neighborhood in Southwest Detroit, Priest Elementary serves 776 children and families of this truly diverse cross-section of the city. The neighborhood is home to more than 10,000 children aged 0-18. Many aspects of Chadsey Condon make it special, including its ethnic diversity—representing backgrounds of Latino, African American, Arabic, and Eastern European. Its unique characteristics create unique challenges. While Chadsey Condon experiences lower crime rates on the whole compared to other parts of Detroit, the number of vacancies increased by half in a decade, which is tied to public safety concerns especially in a neighborhood where a majority of children walk to school daily. Additionally, with very few other community assets in the immediate area, families look to Priest to provide a safe and inviting venue to gather with their neighbors. Our project focus was to create a multi use space for students and their families by transforming under-utilized outdoor spaces for play and learning.



PROJECT OBJECTIVES

Repair extensive blacktop and create various learning and activity sites, including painting USA and world maps, four square and various blacktop games;

Landscaping and tree removal, convert downed tree into a bench, place shrubs, bushes, plants;

Refurbish outdoor classrooms, repair reading structure, plant bushes, build stand-up chalkboard, wall-mounted chalkboard, paint paver stones, paint tires, create walking paths through garden area;

Create soccer field by laying new sod, install benches, goal posts and shade structures; and

Clean up the playground, lay new mulch and clean up surrounding area.



RECOVERY PARK

JUNE 29, 2016

Addressing blighted structures and cleaning up vacant land is one of the most pressing issues for restoring Detroit's neighborhoods. Poletown East, once a thriving working-class neighborhood, has been in steady decline for 50 years after freeway construction and urban renewal projects took hold. It is now one of the most depopulated neighborhoods in the city—with fewer than 20 households remaining. We believe that putting the vacant spaces back into productive use and making them welcoming work places for people in the community is a vital part of revitalization. In 2016, Recovery Park will work with its partners to clean up over 40 acres of vacant land, identify buildings and homes that can be refurbished, bring down dangerous structures and develop plans to improve the environment through sustainable resource management. The Mission Continues helped to create clean, vibrant spaces in the Chene Ferry Market area for the neighborhood and partners to host public social and community events and to make way for construction of the urban farm.



PROJECT OBJECTIVES

Build 20 raised beds in-between the high tunnels to be used for compost, flowers or succulents;

Use reclaimed/salvaged materials to build picnic tables, bus shelters, and benches for our community space;

Replace broken road ties with new ones to improve markings for use by food vendors;

Participate in general landscaping and trash clean-up around the roughly 110 acres of abandoned land in the project; and

Beautify the space by partnering with kids from the neighborhood to paint a mural, or create an art installation.

VOICES FROM THE FIELD



JAMES ELLSBERRY

Detroit 1st Platoon Leader
US Navy Reservist

The first two days at Central High School made my experience that much greater because I got to see volunteers and people from the community coming to help, and that made me feel accomplished. The veterans I got to meet made Motown Muster unique for me. Everyone did so much work in a short time period with no days off, with hard work and dedication, and with nothing but positive attitudes. I can say that from this week, I met some the greatest individuals ever.



ROSE FEROAH

US Marine Corps Veteran

I felt a connection with the community at Priest Elementary most strongly. A young man named Maurice, whom I had taught to cut wood that very morning and had been dedicated to cutting wood all day, asked if he could speak to me. He told me he wanted more -- to learn more, do more, and be more. I was thrilled I was able to share my passion with a new set of hands. I look forward to continuing the mission and building on the momentum we gained in Detroit.



JOEY MAC DIZON

US Marine Corps Veteran

The opportunity to give back and to serve alongside veterans again is definitely a win-win in my book! It was an unforgettable and life-changing moment in my life. Motown Muster is one of those, "you had to be there!" events. So many local residents and kids came out to help us. We asked one resident father why he was motivated to come out. He replied, "my children go to this school and that he wanted to make it better for them."

MOTOWN MUSTER BY THE NUMBERS

70

VETERAN VOLUNTEERS
FROM TWENTY
DIFFERENT STATES

56

SERVICE
PLATOON
MEMBERS

10

PLATOON
LEADERS

20

FELLOWSHIP
ALUMNI

6

CURRENT
FELLOWS

37

ARMY

10

MARINE
CORPS

13

NAVY

10

AIR FORCE

VOICES FROM THE FIELD



QUINCY JONES

Executive Director,
Matrix Human Services

Enhancing parks and creating safe green space in Osborn is the greatest impact Motown Muster had on my community. The Mission Continues made a lot of great work in Osborn move forward. The community needed a safe and green space, and Motown Muster delivered on that need. The community now has good parks and green spaces! I love how we were able to work with veterans to help improve the lives of members of the Osborn community.



DAVID OCLANDER

Principal,
Central High School
US Army Veteran

I knew that if my staff, students, and the community were exposed to the leadership, commitment, and joy that veterans bring to their work, it would be a game changer for the entire school. Operation Motown Muster left us with a new spirit of optimism as students recognized that people really do care and they can be a part of something beautiful, meaningful, and hopeful. This could only be generated by something beyond flawless execution — it was generated by compassion and selflessness. I've never seen a more meaningful service opportunity.



VALDEZ TILTON

Community-Schools Coordinator,
Communities In Schools

This has to be the best partnership established for Priest by far. I had been tirelessly writing grant after grant to renovate the exterior of Priest, and not getting anywhere. When I heard Priest was a possible site for Motown Muster, I immediately thought about the desolate outdoor space the students play on everyday during recess, and how The Mission Continues could help with that. I have no idea how I could have pulled this off without the veterans and their passion to serve.



GARY WOZNIAK

President and CEO,
RecoveryPark

The veterans involved in Motown Muster left a very positive mark in our neighborhood, as their work exceeded our expectations! We have received countless compliments on the projects The Mission Continues helped us execute. The new community garden will help RecoveryPark provide fresh produce for neighbors without easy access to healthy foods, and riders use the bus stop shelters built on Chene Street on a daily basis!

OUR IMPACT

**450+ COMMUNITY VOLUNTEERS JOINED
70 VETERANS THROUGHOUT THE WEEK AT
MOTOWN MUSTER, OF THOSE 70 VETERANS:**

97%

Report being satisfied with their experience

81%

Reported now feeling part of a new team

97%

Felt a sense of camaraderie among other
Motown Muster participants



97% REPORTED WANTING TO PARTICIPATE IN A FUTURE MASS DEPLOYMENT

89% FELT MOTIVATED TO INSPIRE FUTURE GENERATIONS TO SERVE

78% FELT THEY HAD A GREATER SENSE OF PURPOSE



86%

Believed that they were pursuing a
meaningful mission

70%

Of participants who set their goals reported
achieving them at Motown Muster

1200+

Students impacted through projects at Priest
Elementary and Central High School



**94% OF COMMUNITY RESPONDENTS REPORTED FEELING PRIDEFUL OF THEIR
COMMUNITY AFTER PARTICIPATING IN OPERATION MOTOWN MUSTER**

* Survey data was collected by willing veteran and community participants. Over 50% of the veteran volunteers participated in the survey and 34% of the community member volunteers participated in the study.

MEDIA HIGHLIGHTS

Operation Motown Muster generated strong media coverage, appearing in print, digital and radio features in national, local and military outlets. Placements from the Associated Press included a pre-event story and onsite coverage across more than 50 markets with overall media impressions totalling more than **578 million.**

KEY INSIGHTS ON FACEBOOK:

DOES THE MASS DEPLOYMENT PROGRAM RESONATE WITH PEOPLE?

You betcha! Engagement increased 242%. We learned that not only our fans were interested in the content shared about Mass Deployment but new users outside of our primary target audience were too.

DO PEOPLE SEE THE VALUE IN THE MASS DEPLOYMENT PROGRAM?

Absolutely! Our CTA increased by 277%. Individuals wanted to get involved and "Report for Duty" in Detroit, as well as other areas where we have local operations.

HOW MANY PEOPLE EVEN HEARD ABOUT OPERATION MOTOWN MUSTER?

Our reach increased by 567% including new users who saw our content. This metric increased the number of people who stopped and clicked on our content surrounding Operation Motown Muster and our organization by 198%.

THE FOLLOWING IS A SELECTION OF MEDIA OUTLETS THAT CONTRIBUTED TO PRE-EVENT AND EVENT COVERAGE:



CONTRIBUTORS SHARED #MOTOWNMUSTER TO REACH 19.1K ACCOUNTS AND CREATE 23.6K SOCIAL IMPRESSIONS





OUR PARTNERS

Operation Motown Muster was made possible by the sponsorship and support of partners in Detroit and from across the country. These partners were key to the success of the mission, providing financial support needed to house, train and deploy volunteers, equipping the team with the right tools and equipment, serving as vital connectors with other civic organizations and community leaders, and more. Their combined efforts empowered our team of veterans and community volunteers to take action and fuel a long-term, veteran-led operation in the city.

PROGRAM SPONSORS:



Southwest[®]

GRUNT STYLE

LOCAL COMMUNITY PARTNERS:

Central High School
Education Achievement Authority
Osborn Neighborhood Alliance
Priest Elementary / Detroit Public Schools
Recovery Park

MAJOR IN-KIND SUPPORT:

The Home Depot Foundation
Boston Consulting Group
Atlanta Community Toolbank
Starbucks
Domino's
Little Caesars
Ripit

WHERE DO WE GO FROM HERE?



Operation Motown Muster's week of service is complete, but our long-term investment into the city of Detroit has only just begun. The veterans of the local service platoon are already hard at work, maintaining the projects created during the mass deployment, fostering relationships with our local community partners and setting the stage for future projects.

The efforts of our team of veterans and local community volunteers are the start of a larger, sustained operation in Detroit, one that combines the impact of our Fellowship and Service Platoon Programs, and focuses these instances of service with the intensity and dedication needed to truly achieve transformational change. With the help of local boots on the ground, the progress made in Detroit during Operation Motown Muster will continue to flourish.

In the end, Operation Motown Muster, our inaugural mass deployment, was in many ways an experiment, but one that was well worth the hard learned lessons. Communities were strengthened, bonds were forged and the groundwork was laid for an ongoing operation that will keep veterans at the forefront of change in Detroit for years to come.

"I used to do artillery in the Marine Corps. Now, I'm able to build, give back. It's kind of like healing to the soul for me. If you're doing positive things in the community, it makes it a little better."

— Edwin Vasco,
U.S. Marine Corps Veteran



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