



Andy Schor, Mayor

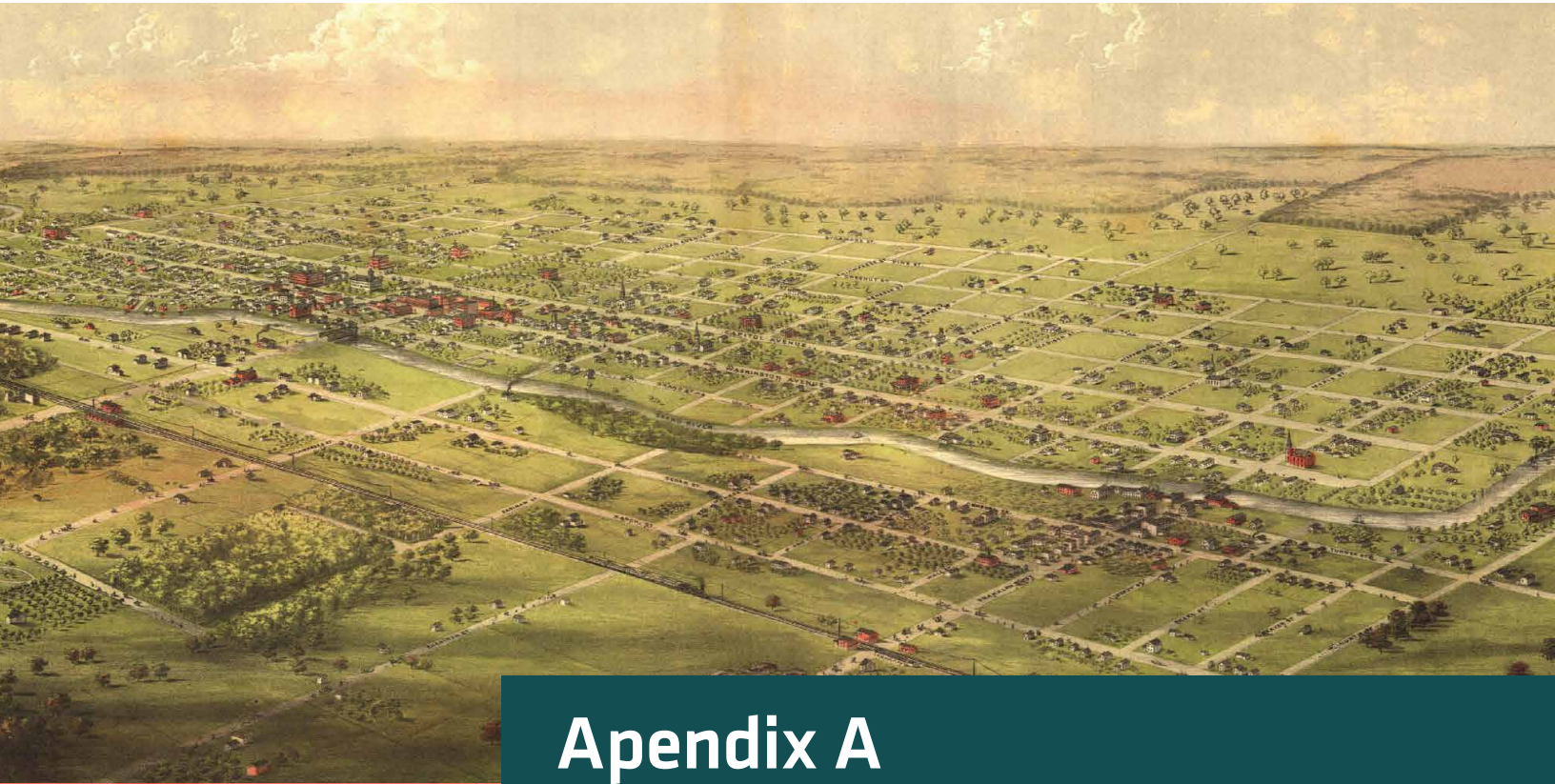
*Mayor's Report on*

# Racial Justice and Equity *Appendices*

AUGUST • 2021







# Apendix A

*History of Lansing*

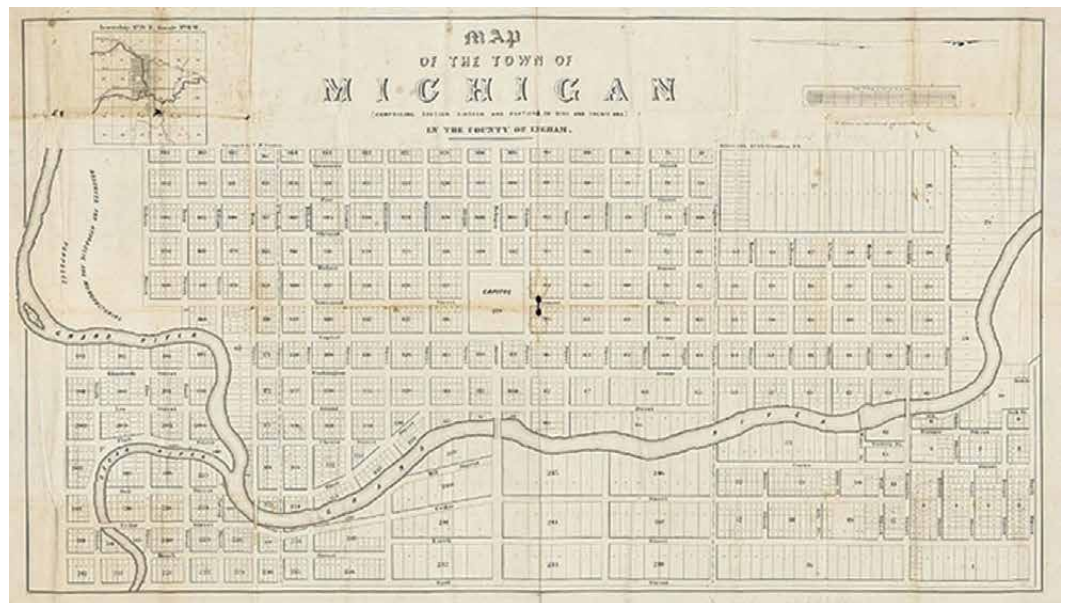


## Lansing: A Brief History to Set the Stage

The first person of European descent to travel through the area that is now Lansing was British fur trader Hugh Heward and his French-Canadian team. This happened on April 24, 1790 while canoeing the Grand River. In 1827, the densely forested land was surveyed as “Township 4 North Range 2 West,” and three years later was offered up for sale. There would be no roads to this area for decades to come.

In 1836, two brothers from New York plotted the area just south of downtown Lansing and named it “Biddle City”. This land lay in a floodplain and was underwater most of the year. But this didn’t stop the brothers from returning to Lansing, New York, where they sold these plots of land to unsuspecting New Yorkers. Nearly 20 men bought plots of land in a city they were told was an area of 65 blocks and had a church and a public square. They arrived only to find they’d been scammed. Most went on to live in other areas of Michigan that had actually already been settled.

Lansing remained a settlement of fewer than 20 until the winter of 1847 when the state constitution required the capital be moved from Detroit to a more central and safe location in the state’s interior. In 1848, the State Capitol was relocated from Detroit to Lansing in a move designed to help develop the western side of the State, and to provide better protection from the British troops who were stationed in Windsor, Ontario.



This move made Lansing more of a destination, especially for individuals looking for cheap land, water and wood. By 1860, the population had grown to just under 4,000 residents, and the city was a mercantile and government center.

By 1880, the population numbered 8,326, and there were 156 manufacturing operations in the city. By 1890, the population had grown to 13,102; the number of manufacturers to

215. The burgeoning manufacturing enterprises gave impetus to construction and further growth. In 1889, 68 new buildings appeared on the horizon; in 1890, 245 others were added. And despite the financial crisis of 1893, the growth, albeit slowed, continued.



*The first steam car built by R.E. Olds, circa 1896. Photo courtesy of Lansing State Journal/Edmunds photo collection.*

Because of its location on the Grand River, Lansing saw a booming agricultural economy with numerous mills dotting the river from downtown to North Lansing. At the corner of Grand and Michigan about where the Radisson Hotel now stands, was Thoman Milling Company. E. Bement & Sons furnace company was across the street and across the river was the Lansing Wheelbarrow Company. In the early 1900s, Lansing was known as the wheelbarrow capital of the world. But it was a young upstart, R.E. Olds who, along with his 14 father in 1880, founded P.F. Olds & Son Engine Works and began experimenting with marrying their gasoline engine with a wagon body. After trying times, Olds launched the Olds Motor Vehicle company in Lansing in 1897 and later founded REO Motor Car Company in 1904. REO would make automobiles for a few decades and trucks until 1975. Oldsmobile would become a world leader in auto production until 2004 when General Motors rolled together its nameplates for efficiencies. Durant Motors, which was launched in 1921, only lasted until 1931 before being retooled as Fisher Body.

Lansing was perfectly suited for building cars since Prudden Wheel, seven drop forges and Lansing Auto body were already in existence. At one time Prudden produced more wheels than any location in the nation and in 1920 it merged with several other Lansing companies to become Motor Wheel Corporation.

At one point, Lansing was the world leader in automobile production, producing 2.1 million vehicles annually, or 32.6 percent of all U.S. car production. The automotive boom and the buildup to World War I catapulted Lansing's economy forward and the population grew from 31,000 in 1910 to 78,000 in 1930.

## **The Growth Spurt**

The population growth of Lansing mirrored the growth of manufacturing jobs in the city. At the turn of the century, Lansing's population was about 16,000; by 1930 it had grown to 80,000 and by the 1960s Lansing population topped 100,000. A 1960s city plan had predicted Lansing population would grow to 250,000 by the 1970s.

Fortunately, because of community support today, Lansing is still home to two manufacturing facilities. However, because of automation there are fewer than 6,000 auto workers in Lansing compared to the heyday of 1970s when there were 50,000 auto workers sometimes working three shifts to keep up with demand.

## **The Landscape Changes**

In 1929, during the height of the Depression, Lansing's skyline changed dramatically when the Olds Tower opened, scaling 25 stories. Previously Arbaugh's, built in 1905, was considered Lansing first skyscraper. Today, like its counterpart department store, Knapp's, Arbaugh's has been converted into mixed-used housing and offices. It's probably only a coincidence that the Great Depression came to an end about the same time Prohibition ended although it is more likely attributed to the looming World War. Prior to the U.S. entry into the war and during the war, Lansing manufacturing plants were converted to creating weapons for the war effort.

## **African Americans in Lansing**

Lansing's first Black resident, James Little, was a freed slave from New York who settled a small farm in nearby Eaton County in 1847. Roughly 20 years later he moved closer to Lansing and was extremely active in his church and community. He became a beloved citizen, and when he died March 10, 1884, "His funeral was held in the African Methodist Episcopal (A.M.E.) church, and perhaps no funeral in the city was attended by a larger number of representative people. The sermon was preached by Rev. W.H. Thompson, of the Central A. M. E. church, of which he was a member." <https://www.lansingmi.gov/953/James-Little-a-Freed-Slave>.

The residents of Lansing were known to be unified against slavery. In the late 1840s to early 1850s, the city became a secondary stop on the Underground Railroad. From Lansing, the route led to Durand, and then to either Port Huron or Detroit.

Both Fredrick Douglass and Sojourner Truth spoke in Lansing in the late 1860s, although neither are recognized with an historic marker, contrasted with the prominent marker for Mark Twain. However, on a much more sober note, Black farm worker John Taylor was lynched in Mason, Michigan in 1866. Following the rediscovery of that information, a high school history teacher led an effort that resulted in an historical marker being placed near his burial site.

In 1874, a group of 25 women eager to educate themselves and their peers formed a study club in the city of Lansing. Nearly 150 years later, the Lansing Woman's Club endures, carrying on the mission established by its founding members.

In 1915, Cyrus Herbert Walker came to Lansing to work for H.G. Christman as a brick layer. Lansing also was a destination for the first Great Migration for African Americans seeking work and an escape from the Jim Crow South. R.E. Olds himself recruited workers from Syria to work at REO Motors.

The African American population boomed between the World Wars from 700 in 1920 to 6,700 in 1960. To help build the massive infrastructure needed to support the growing

city, large numbers of African Americans from southern states came to work in the construction of the auto plants. By 1900, most Blacks lived on the city's west side, close to where the Oldsmobile plant would one day stand. They were educated, skilled people. Sixty percent of Lansing's African Americans were homeowners, and a few owned businesses. Discrimination did force most to seek jobs in the service industry, however, and many worked as waiters, cooks and domestic servants.

The large-scale migration of African Americans began in earnest around 1915. Blacks moved to Lansing in greater numbers than ever, while Whites began to more actively enforce segregated housing, a problem that became even more pronounced during the Great Depression. With a growing African American population and fewer housing opportunities, Lansing's main Black neighborhood (still located by the Oldsmobile plant) became increasingly crowded. Housing shortages during and after World War II exacerbated the situation. Because of a housing shortage, but more likely due to racism, the workers built their own dormitories in which to live.

The Ku Klux Klan (KKK) and the Black Legion were both active in Lansing and on Labor Day 1924 more than 15,000 Klan members marched down Michigan Ave.

Most public histories of Lansing do not record that Malcolm X lived in Lansing through his early teens often returning to Lansing to visit family and friends. In fact, Malcolm X's parents, Earl and Louise Little and their family came to Lansing for a better life and were among the victims of discrimination. In 1929, they were sued for buying property in Lansing's Westmont subdivision. Westmont property deeds explicitly forbid sales to anyone "not of the Caucasian race". The court ordered the Littles to move, and a fire (believed by the Littles to be caused by white arsonists) soon destroyed the property. Later, Malcolm and Betty Shabazz chose Lansing as the location for their wedding 1958.

Lansing's Black population increased slowly during the remainder of the nineteenth century. Many Black settlers came from other northern states and from the upper south. Some were Canadians descended from escaped slaves. As more families came, a clear African American community began to develop in Lansing.

## **A Highway Becomes a Further Racial Dividing Line**

In the 1960s, the city began practicing urban renewal. Interstate 496 was constructed through the heart of the city, bisecting the city's largest Black neighborhood. One that was created by the realtors and mortgage sellers of the time who upheld the written and unwritten rules of segregation. The neighborhood's growth was fueled by the migrants who streamed into Lansing after World War II looking for work in construction or on the line at Oldsmobile.

Aside from bisecting a neighborhood, this expressway essentially cut the city in half, further deepening the racial divide, dead-ending 35 streets including Washington Avenue, and creating a dead zone for foot traffic south of St. Joseph Street. Even Ransom Eli Olds' home, which once overlooked the factories along Washington Avenue, was displaced by I-496.



The construction of I-496 resulted in the destruction of a vibrant African American neighborhood, including the demolition of more than 600 homes and another 100 businesses. Because of the housing shortage and racial disparities, most African Americans moved to South Lansing or to one of the many new public housing complexes. African Americans also began to move across the color line in some neighborhoods resulting in what has become known as “White Flight.”

Because of a long history of separating the races, the result of the freeway was limited housing available for African Americans in specific areas. Redlining, realtor collusion and a tradition of separating the races through restrictive covenants would keep the races mostly separate until 1968 when the federal housing act prohibited housing discrimination.

I-496 also contributed to the urban flight that resulted in suburban growth. From 1970 to 2010, Lansing's population dropped from 131,403 to 114,297. The expressway also exacerbated inequities in access to public education and beginning in 1966 busing was used as a corrective action.

In the 1960s, Black Lansing auto workers also began to move up in the ranks of the United Auto Workers (UAW). In 1969, Cyril McGuire of Lansing became the first Black president of UAW 652. In the same era the National Urban League opened a Lansing office on June 1, 1965 in the Michigan Theatre Arcade. The first executive director was Earl Nelson who would later be elected to the Michigan House of Representatives. He also founded the Earl Nelson Singers which remains an active choir today singing soul-stirring Negro Spirituals.

The construction of I-496 and bussing became emotional issues in the 60s, forcing the issue of integration, realigning the neighborhoods and forever altering the landscape of the city.





### **Building a Robust Health Care Community**

A growing population also needed medical facilities. Sparrow Hospital was founded in 1896, when the Women's Hospital Association supported one doctor and one nurse out of a rented house.

In 1910, Lansing developer Edward W. Sparrow donated land on East Michigan Avenue near the Michigan State Capitol and \$100,000 to help build the hospital. The hospital opened in 1912. Ten years later, St. Lawrence Hospital was opened. Ingham Medical Center, later McLaren, would further bolster the medical industry. In January 2008, Sparrow Health System opened the new, 10-story Sparrow Tower at its main Lansing campus. The \$160 million, 450,000 square-foot Sparrow Tower is the largest single expenditure that has ever been made in this region to expand and improve health care services.

### **The Faith Community of Lansing**

Lansing's faith community originated with the arrival of Dutch and German Protestants. As the city grew, its population became more diverse, attracting Blacks from the Midwest and the south who brought their beliefs with them. The church community would grow leaps and bounds with most of the churches located near the State Capitol. A Synagogue was built on North Pennsylvania near the Boys Training School.

Trinity African Methodist Episcopal Church of Lansing is the oldest Black church in the city. Its first services were held in a building on North Washington Avenue. The church, formally organized by the Reverend Mr. Henderson of the British Methodist Episcopal Church in 1866, was first called the Independent Methodist Episcopal Church. In 1875 it was reorganized as Bethel A.M.E. Church, and was the site of the funeral for beloved resident James Little.

*Trinity African Methodist  
Episcopal Church*



In 1902, upon the death of the Reverend George R. Collins, the pastor for many years, the church was renamed the George R. Collins A.M.E. Church. It was incorporated in 1906. The church received its present name, Trinity A.M.E. Church, in 1964.

In 1909, Union Missionary Baptist Church was founded, becoming the city's first African American Baptist Church. In the 1950s and 60s, Joel King, the uncle of Martin Luther King, Jr., served as pastor and in 1963 thousands crammed into the Lansing Civic Center to hear Dr. Martin Luther King speak.

The first known Catholic Mass was celebrated in 1847 in the log home of Thomas and Eleanora Saier. The Saiers later donated land on Chestnut Street for a church to be built. The construction of St. Mary's Cathedral was started in 1856 and dedicated in 1864. In July 1857, the Catholics in Lansing were placed under the care of the parish of the Annunciation at Corunna. In 1866, Fr. Louis Van Driss became the first resident priest in Lansing. In 1872, a school was opened. In 1874, three Sisters of Charity came to staff the school. Fr. Lafayette Isadore Brancheau arrived in 1897. A new temporary church and hall were built in 1904 on Walnut Street. The present building was begun in 1911. In 1937, St. Mary Church became the Cathedral for the Diocese of Lansing, and in 2016, St. Mary celebrated 150 years as a parish in Lansing, Michigan.

The Jewish community in Lansing grew with the arrival of Henry Lederer and his wife Frances, who were seeking economic opportunity and a better life. The young couple plunged into the Capitol's business stream. Their first venture, in dry goods, was conducted in a small wooden building on Washington Avenue. Later, joined by his two brothers – and at a different location – Henry moved into the grocery and clothing trades as well. By 1854, the Lederer brothers were prospering. In the next couple of years, lifelong friend David Ekstein, also Jewish, arrived in Lansing. Although the city's population continued to grow, by 1870, Lansing's Jewish population could only be numbered among the Lederers and Eksteins.

Slowly, more Jewish families arrived in Lansing, and by early 1900, there was evidence of a growing and organized Jewish community. The first minyanim had been held, the Hebrew Ladies Aid Society had been organized, and there was talk about the need for a Jewish cemetery. By 1918, the formal Jewish community— in essence the Shaarey Zedek congregation—was forged, not necessarily by the old timers like the Lederers, but largely by the late-comers—the Russian Jews in the majority—who arrived in Lansing during the early years of the present century as a result of World War II.

As previously mentioned, Malcolm X lived in Lansing in his youth, so it is no surprise that the Nation of Islam has been prevalent in the Lansing community since the early 1960s, when Mosque no. 16 opened at the corner of Main and Division. At this time, Philbert Little became the minister of the Lansing Mosque while Malcolm X was ministering in Harlem at temple no. 7. In 1975, local members of the Nation of Islam decided to reopen the Mosque at 235 Lahoma street. Soon after, Elijah Muhammad died and his son Wallace D. Muhammad became his successor. Wallace pushed his followers towards a more racially tolerant form of Islam. The Mosque was renamed to the Wali Mahmoud Islamic Center and it still stands on Lahoma street today.

Hispanics also have a significant presence in Lansing, dating back to the early 1900s. Although a few thousand Mexicans resided in Michigan in the first decade of the 20th Century, their numbers rose in the ensuing decades due to the region's demand for cheap labor by the growing beet-sugar industry and the labor shortages created by World War I and World War II. Puerto Ricans and Cubans also immigrated in significant numbers.



*Cristo Rey*

The increasing numbers of Mexican migrants, as well as Puerto Rican and Cuban immigrants, in the area called for social and religious services that could meet their needs. One of the challenges the Mexicans and Mexican Americans faced was dealing with societal racism reflected in the church. The Catholic Diocese of Lansing, established

in May 1937, initiated services for the Spanish-speaking community in the early 1950s. On October 6, 1961, the Catholic Diocese purchased a Methodist church on East Main Street to provide religious services for the Spanish-speaking communities. The Methodist church was transformed into a Catholic church with the assistance of several families who added their own altar and installed kneelers. On October 29, 1961 Reverend Msgr. Herman P. Fedewa, Dean, consecrated the church under the name of Cristo Rey.

## Public Transportation



*Lansing's Old Town  
railroad depot*

Lansing was still a “city in the forest” in 1852, but its settlers had cause for optimism as they gathered one hot July afternoon at the Seymour House to await the arrival of a stagecoach. It was not the first stage to arrive in the new capital. The occasion was the formal opening of the Lansing to Howell Plank Road. The stagecoach could be heard a mile away speeding over the new oak planks, but it was not until it came into sight that the crowd started cheering. In speeches that followed the arrival, prominent Lansing citizens predicted a new era in travel and transportation. The new road, which joined the plank road from Howell to Detroit, would end the on-going battles with mud, stimulate the economy of Ingham County, and provide Lansing’s first outlet to civilization.

Soon, rail lines began to appear. In 1861, the Amboy, Lansing and Traverse Bay Railroad Co. was the first landgrant road in Michigan to receive a certificate stating that it had completed 20 miles of acceptable track. In Lansing’s Old Town railroad depot Cristo Rey May 1861, Company G, 3rd Regiment, Michigan Infantry moved by lumber wagons from Lansing to Bath to board the Amboy, Lansing and Traverse Bay Railroad, the nearest railroad to Lansing. It was the state’s first known movement of troops by railroad.

By 1880, there were nearly 4,000 miles of rail crisscrossing the state. By 1910, that figure had more than doubled, reaching a peak of over 9,000 miles of track, before beginning the slow decline in rail travel as the automobile grew in popularity.

As early as 1910 Lansing also created its first trolley line which along with the interurban system provided inexpensive transportation. Trolley lines were phased out by the 1930s and buses and cabs replaced them.

Nationwide transit ridership has declined steadily since 2014, with some of the largest urban areas, including losing more than 20 percent of their transit riders in the last few years. While this recent decline is stunning, it results from a continuation of a centurylong trend of urban areas becoming more dispersed and alternatives to transit becoming more convenient and less expensive.



Those trends include a dispersion of jobs away from downtowns and increasing automobile ownership, both of which began with Henry Ford's development of the moving assembly line in 1913. As a result, per capita transit ridership peaked in 1920 at 287 trips per urban resident per year and have since fallen to just 38 trips per urbanite in 2017.

This decline in ridership has a significant impact on those who need it the most. Those working minimum wage jobs and those who cannot or do not drive, often lack the ability to reach their places of employment, healthcare and even educational opportunities as fewer transit options and routes are available to them.

## **The Impact of Education**

As the city grew so too did the need for educational institutions to meet the needs of the families living there. The first high school, Lansing Central, was located in downtown in 1875. In 1905, Lansing built one of the first Carnegie Libraries in the nation and in 1955 a new Lansing Library was constructed.

By the mid-1920s Lansing Eastern opened to serve the burgeoning population growth east of downtown. In the 1940s Lansing Sexton also came online and later Everett and Harry Hill joined those schools. Across the city elementary schools and West Junior High were built to meet demand.

In 1855, the Michigan Female College was established. About the same time, the Michigan Agricultural College opened in East Lansing, but it would be 15 years before it would accept women. Although African Americans began attending Michigan Agricultural College as early as the turn of the century, students of color could not live in East Lansing until after 1968. In the 1940s President John Hannah had desegregated the dormitories, but despite being Chair of the United States Civil Rights Commission he refused to weigh in on desegregation of East Lansing.

By the mid-1960s, two Catholic High Schools opened in Lansing with Gabriel serving the east side and O'Rafferty serving the west side. They would later be consolidated. In 1965, Lansing Community College opened in downtown Lansing and in 1973 Thomas M. Cooley Law School would begin its long run.

## **Education and Busing**

Education and busing would have a significant impact on Lansing's segregation, discrimination and racism. Lansing was one of dozens of American cities that found itself caught up in the urban renewal zeitgeist of the 1960s. Many houses along the Main Street corridor were demolished to build I-496. Families were forced to move, often times to White

neighborhoods with White schools. At around the same time, the school board began to phase in a busing program with the aim of desegregating Lansing's schools. About one third of the district's students were bused out of their neighborhoods at one time or another during the implementation of the plan, according to a 2011 history compiled by students in Michigan State University's History Department.



*Photo courtesy of  
History.com*

The landmark U.S. Supreme Court decision in *Brown v. the Board of Education* officially outlawed school segregation in 1954. But it continued for decades. The High Court stepped in again, upholding busing as a means of achieving desegregation and in 1972, the Lansing School District voluntarily adopted its own desegregation plan, which was met with immediate resistance.

Under the plan, more than 800 mostly White students were bused to a cluster of eight Lansing elementary schools. This voluntary integration was designed to equalize school resources for all students. Opponents didn't want their kids bused across town. They felt Lansing would be better served through integrated schools.

Temper rose. In August 1966, a "race riot" took place along the Logan St. Corridor, causing more White families to move to the suburbs as a protracted busing lawsuit weaved its way through the federal courts. In late 1972, Lansing voters ousted the five-member school board majority, including its only African American member, Hortense Canady. (Ref: [whole Resource Packet.pdf/ cadl.org](#)) But even this reaction did not result in a reversal of the policy. When busing opponents sued the school district, Federal Judge Noel Fox ordered it reinstated in 1973. The ruling was upheld by the U.S. Supreme Court and remained in force well into the 2000s.

## **A Global Pandemic and its Local Impact**

The COVID-19 pandemic has brought social and racial injustice and inequity to the forefront of public health. It has highlighted the fact that health equity is still not a reality as COVID-19 has unequally affected many racial and ethnic minority groups, putting them more at risk of getting sick and dying from COVID-19. Health equity is when all members of society enjoy a fair and just opportunity to be as healthy as possible.

Many factors, such as poverty and healthcare access, are intertwined and have a significant influence on the people's health and quality-of-life. Racial and ethnic minority populations are disproportionately represented among essential workers and industries, which has likely contributed to the COVID-19 racial and ethnic health disparities.

While Lansing did not experience as many cases as other cities in Michigan, of the more than 22,000\* cases reported to date in Ingham County, more than 9,500 positive cases were among African Americans and another 4,300 cases among Asian residents.

Aside from being more likely to contract the virus, minority populations also struggled on the economic front during the pandemic. Small business owners, especially minorities, tend to have inadequate access to resources such as loans, grants and business support opportunities. This was especially true during the pandemic, forcing many to lose their businesses and subsequently their sources of income. This dynamic is among a number of key issues identified in this plan that will be addressed.

## **Conclusion**

As Michigan and its Capitol City evolved from an economy based on agriculture to one based on manufacturing, it attracted citizens from around the world as well as from other parts of the United States. These people were seeking the good paying jobs that the manufacturing industry promised. Jobs in manufacturing and engineering grew fastest during the war years. This meant that families left the farms and moved to the city, changing forever work and family life. Michigan's automotive manufacturing operations pivoted to become the arsenal of democracy.

These changes caused Michigan to become a "Melting Pot" and the leading edge in the evolution of the modern society of the United States. Lansing is a microcosm of this Melting Pot. Different cultures, morals, work ethics, languages, religions and customs create a society that is rich in diversity, and often ripe for strife.

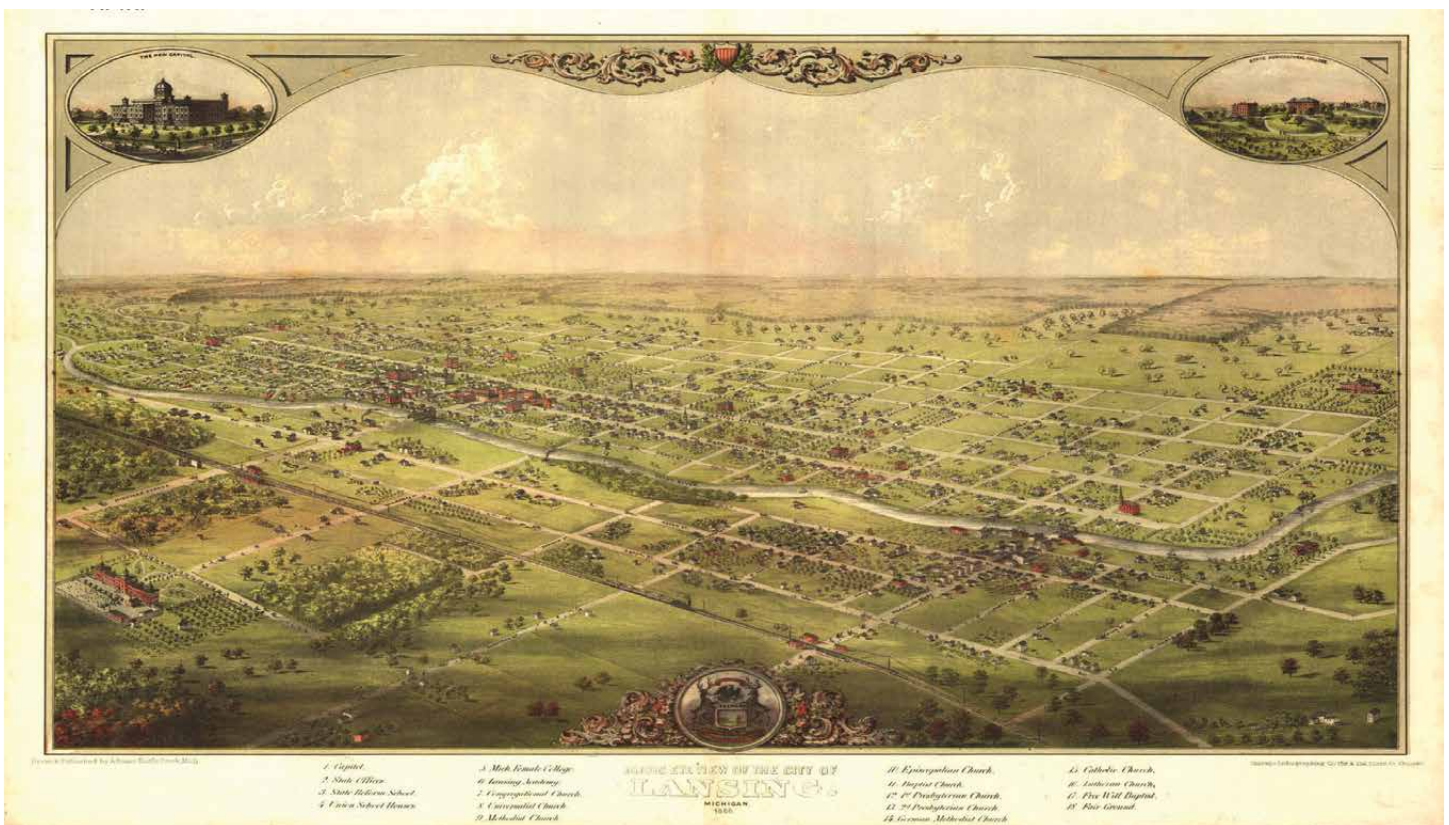
## **Committee Members and Resources**

The Co-Chairs of the History committee, Paula D. Cunningham and Willard K. Walker are grateful for the contributions of all committee members who dedicated their time, research and effort to complete the content for this report. Committee members follow: Bill Castanier, Andrea King Collier, Andy Fedewa, Diane Hernandez, Jalin Key, Terry McCord, Jr., Pastor Fred McGlone, Sophia Simon, Victoria Key Walker and Ambrose Wilson.

## Resources

*Pave the Way*, a joint project of the National Parks Service, the city of Lansing and the Historical Society of Greater Lansing, is detailing the impact I-496 has had on the African American community in Lansing. As part of the project the history of the vibrant African American neighborhood is being recreated by using original voices. More than 100 oral histories have been recorded and will serve as the basis for a one-hour documentary on the neighborhood and the impact of the expressway construction.

*\*As of June 26, 2021, per Ingham County Department of Health*







## Appendix B

### **Work Group Themes** *- Detailed Plans*

## Training

*“Success comes from the inside out. In order to change what is on the outside, you must first change what is on the inside.”*

**Idowu Koyenikan**

Lansing is an incredibly diverse community. As many as 65 languages are spoken by residents within the 36.6 square miles that make up the city limits. And yet racial injustice and inequities exist city-wide. While the Mayor has gathered a diverse team of experts from within the city, across the state and even from around the country, to develop ways to address these injustices, he also acknowledges that change must start within the walls and halls of city government. Training, both on-going and during on-boarding, will be key to transforming Lansing into a city that does not tolerate injustice or inequity of any kind, in any form.

### Foundational Principle

Ensure that City of Lansing employees reflect the demographics of the city they serve, and that all receive the training they need to create and sustain a culture of diversity, equity and inclusion.

### Strategic Vision

We seek to demonstrate a commitment to an inclusive, supportive, and diverse workplace. We support this with ongoing training and continuous learning focused on appreciating different cultures and languages while understanding how we interact with one another does matter.

### Issues Identified

- › **Demographics** – Current city employees don't necessarily reflect the rich demographics of the city's population.
- › **Culture** – The culture within city government needs to change to be more focused on and accepting of diversity, equity and inclusion.
- › **Lack of training and communication** – Need to implement regular training and communication to begin to shift the culture; also need to ensure more transparent communication to residents regarding the diversity, equity and inclusion efforts taking place within city government.

**GOAL:** *Expand recruiting strategies to ensure the hiring pool represents the demographics of Lansing.*

Recommended Action	Desired results/ Expected outcomes	Deadline or milestone	Measurables	Accountability reporting
Review available qualitative (internal scan) and quantitative (employee database) data to identify gaps in recruitment, training strategies, and diversity needs.	A workforce that better represents city population in all departments.	Annually	Compare data to previous years	Human Resources Diversity, Equity and Inclusion Officer Department Director Chief of Staff
Conduct a Diversity Hiring Audit to determine the effectiveness of the City's current hiring process.	Identification of strengths, challenges, and gaps to be addressed. Expand recruiting initiatives, to build a diverse talent pipeline.	FY 2022	Compare outcomes with identified objectives established in the first year.	Human Resources Diversity, Equity and Inclusion Officer

**GOAL:** *Develop and administer a communication strategy to increase transparency and inspire trust.*

Recommended Action	Desired results/ Expected outcomes	Deadline or milestone	Measurables	Accountability reporting
Develop a Workforce, Diversity, and Equity Demographic Dashboard that allows real-time access to the City's demographic data.	Increased transparency and access to a decision making tool for targeting investment in ways that improve access to opportunity.	FY 2021	Quantitative reporting by users as to the value	IT Human Resources Human Relations & Community Services Economic Development & Planning Neighborhoods & Citizen Engagement
Development of a multi-faceted visual/voice communication strategy and campaign intended to inform the community on the MRJEA Racial Justice and Equity Plan.	Utilization of the City's website and social media platforms to increase public awareness regarding DEI efforts and initiatives.	FY 2021	Measured by the number of people that visit the website, inquiries, people that attend initiatives.	Communications Manager Diversity, Equity, and Inclusion Officer
Create and implement a communication strategy for employees, which further elevates diversity and inclusion as a strategic priority.	Employee updates and training opportunities, regarding policy, procedures, and practices.	FY 2021	Increased employee engagement and reported satisfaction. Decreased employee complaints/grievances.	Communications Manager Human Resources Diversity, Equity, and Inclusion Officer Department Directors
Offer opportunities for City wide and targeted discussions (town hall meetings, round tables, small group discussions) on issues related to DEI.	Increased capacity to examine and address issues regarding DEI. Safe space for DEI conversations.	2021 and ongoing	Community and Employee engagement Addressed identified issues	Diversity, Equity and Inclusion Officer Diversity, Equity and Inclusion Board

**GOAL: Diversity and Inclusion Training**

Recommended Action	Desired results/ Expected outcomes	Deadline or milestone	Measurables	Accountability reporting
Provide training and education on diversity and inclusion topics.	<p>Strategic training programs that become embedded in employee on-boarding and continuous improvement opportunities.</p> <p>Topics identified annually based on quantitative and qualitative data collected.</p> <p>Identify outside expertise for specific training needs where appropriate.</p>	FY 2021 and ongoing	Increased employee engagement and reported satisfaction.	Department Directors Human Resources Diversity, Equity and Inclusion Officer
Offer opportunities for a city government train the trainer program to assist with providing training and education in collaboration with the DEI officer on diversity and inclusion topics.	Increased capacity and access to departmental DEI training.	FY 2021 and ongoing	Collect and analyze data and make changes employees are asking for.	Department Directors Diversity, Equity and Inclusion Officer



**GOAL:** *Cultivate a supportive, welcoming, and inclusive environment within Lansing city government.*

Recommended Action	Desired results/ Expected outcomes	Deadline or milestone	Measurables	Accountability reporting
Conduct an environmental assessment every 2 years.	Identify key issues among employees and recommended actions. Use employee feedback, including survey data to create, update and implement action plans to improve organizational culture, employee engagement and belonging and to address specific employee concerns.	FY 2023 and every 2 years thereafter.	Identified progress and updated Racial Justice and Equity Plan. Reported change of programs and processes.	Mayor Human Resources Citywide Equity Community Diversity, Equity and Inclusion Officer
Inclusion statements from all top level management (elected and non-elected) demonstrating their commitment to DEI.	Connected culture among leadership and employees.	FY 2021	Increased employee engagement and reported satisfaction.	Mayor and City Cabinet Members Department Directors/ Supervisors City Council Diversity, Equity and Inclusion Officer
Create a work environment that is welcoming, accessible, and inclusive of individuals with disabilities and English as a second language.	Programs and activities are made available.	FY 2021 and ongoing	Increased employee engagement and reported satisfaction	Citywide Equity Community
Clarify and educate employees on the process for addressing claims of discrimination, including retaliation.	Reduced employee grievances and claims of discrimination.	Ongoing	Reduction of complaints.	City Attorney's Office Human Resources Department Directors/ Supervisors Diversity, Equity and Inclusion Officer
Offer opportunities for discussions on issues related to DEI for employees.	Increased capacity to examine and address issues regarding DEI. Safe space for DEI conversations.	2021 and ongoing	Community and Employee engagement Addressed identified issues	Diversity, Equity and Inclusion Officer Citywide Equity Committee
Support participation in Employee Affinity Groups and Diversity Committees, and programs commemorating Special Observances	Attract more diverse candidates, reduce turnover and increase employee morale. Provide a targeted and necessary kind of support to employees with unique circumstances, such as due to race, disability, language, gender identity.	Ongoing	Retention Increased programing on Special Observances Number of employees in affinity groups/ diversity committees.	Diversity, Equity, and Inclusion Officer Human Resources

**GOAL:** Review modify and institutionalize departmental policies, procedures, and practices to align with the core values, stated in the Racial Justice and Equity Plan, and executive directive to advance DEI.

Recommended Action	Desired results/ Expected outcomes	Deadline or milestone	Measurables	Accountability reporting
Assess City of Lansing's Performance Accountability Process for city employees.	Implementation of Employee Performance Evaluation Process.	FY 2021	Monitored by the use of appropriate software program	Mayor and City Cabinet Members Human Resources Department Directors/ Supervisors IT Diversity, Equity and Inclusion Officer
Focus on equity in each department by integrating equity in decisions, including policies, practices, programs, and budgets.	Each department will develop and implement an Equity Action Plan based on an established format. Department Directors will learn and utilize the recommended Racial Equity Tool. An appointed representative from each department will attend trainings, serve on the Citywide Equity Committee and be responsible for reporting compliance of their department's Equity Action Plan, and utilization of the Racial Equity Tool.	FY 2021 and ongoing	Execution of departmental Equity Action Plans Utilization of the Racial Equity Tool. Attendance and participation on Citywide Equity Committee.	Mayor and City Cabinet Members Human Resources Department Directors/ Supervisors Diversity, Equity and Inclusion Officer Citywide Equity Committee
Review City of Lansing's governing documents and departmental policies and procedures to identify possible biases and gaps	Fair and systematic approach for recruiting and selection of new employees, and the evaluation and advancement of current employees.	FY 2022 and ongoing	Fair and unbiased selection processes as reported by employees.	Mayor and City Cabinet Members Human Resources City Attorney Department Directors/ Supervisors City Council Diversity, Equity and Inclusion Officer

## Communities and Neighborhoods

*“You have to be involved in terms of what’s happening in your local neighborhood and what issues are there.”*

**Barack Obama**

Neighborhoods are where people interact most regularly and naturally. These areas provide a ready-made forum for tackling problems like traffic, crime, or social injustice and bias that seem too daunting to address on the national or municipal scale. As cities large and small begin to closely examine racism and inequities in their communities, neighborhoods are a logical place to start, and could potentially offer the greatest impact in terms of understanding, buy-in and behavioral change.

### Foundational Principle

Ensure that all Lansing residents and stakeholders are engaged in and connected to their community and neighborhoods, and that each has an opportunity to contribute, be heard, and be treated in an unbiased manner.

### Strategic Vision

Residents and stakeholders of Lansing have awareness of and a voice in issues that affect them, and receive culturally-appropriate, responsive and proactive communication.

### Issues Identified

- › **Racism** – In a recent survey, nearly 50% of residents feel that racism is a problem in Lansing neighborhoods and the community as a whole (49.13%). Residents also raised concerns about racism as it relates to public safety, education, housing and healthcare.
- › **Lack of communication** – There is a distinct need for open, transparent, two-way communication between the City, various City groups and the neighborhoods. It is only through open communication that residents can learn of the various events and opportunities available to them.

**GOAL:** *Analyze and assess comments pertaining to racism in the Lansing community and neighborhoods to obtain a better understanding of reasons.*

**Community resources to be engaged:** NA

Recommended Action	Desired results/ Expected outcomes	Deadline or milestone	Measurables	Accountability leadership
Review comments from surveys and focus groups relating to racism in neighborhoods and community.	Better understand the perceptions and develop strategies to address them.	4/2021	Workgroup members reviewed comments to develop goals and Strategies.	Diversity, Equity and Inclusion Officer

**GOAL:** *Develop a strategic plan for engagement and outreach in the communities and neighborhoods.*

**Community resources to be engaged:**

- › Neighborhood groups
- › Surveys
- › Internal and external scans
- › Statewide and national data

Recommended Action	Desired results/ Expected outcomes	Deadline or milestone	Measurables	Accountability leadership
Obtain information on current community engagement efforts.	Understand what currently exists, identify gaps, especially with regard to efforts to reduce racism.	04/2021	Information obtained from City representatives for the work group to review.	Director of Neighborhoods and Citizen Engagement
Develop a community engagement strategy to improve the perceptions on racism and to develop actions that will address the issues. The community engagement strategy could include the following pilot projects:	A community engagement strategy will benefit both the City and neighborhoods by building trust between the City and neighborhood groups. Strong relationships developed between citizens and City officials improve understanding of inequities.	09/2021	Completed strategy.	Diversity, Equity and Inclusion Officer
<ul style="list-style-type: none"> <li>Creation of a community engagement handbook for staff and community leaders.</li> </ul>	Neighborhood Organization Resource Guide.	Completed	Increase percentage of staff and community leaders trained in community engagement.	Director of Neighborhoods and Citizen Engagement
<ul style="list-style-type: none"> <li>Develop equity-centered standards for training in community engagement.</li> </ul>	Improved relationship with neighborhood leaders and City officials in community engagement. Residents and City officials to have customer-centric model with strong focus on skills such as listening, caring and resolving.	2022	Established and on-going training.  Number of residents and staff trained.	Diversity, Equity and Inclusion Officer



**GOAL:** *Develop a strategy for collaborative citizen engagement on projects and programs to broaden the City's understanding of neighborhood problems. Collaborative opportunities include beautification projects and addressing accessibility issues especially focused on crosswalks, at grocery stores, public restrooms and shopping malls.*

**Community resources to be engaged:**

- › Civic organizations
- › Homeowners associations
- › Churches of Greater Lansing
- › Parent/Teacher organizations
- › Community business
- › Residents and stakeholders in the community

Recommended Action	Desired results/ Expected outcomes	Deadline or Milestone	Measurables	Accountability Leadership
Identify trusted leaders in neighborhoods and the community to promote outreach, inclusion and engagement activities within the City.	Improved dialogue and transparency between neighborhood leaders, City officials.	09/2021	A list prepared of leaders identified for each outreach group, organization etc.	Director of Neighborhoods and Citizen Engagement
Explore City funding and mini-grants for beautification of neighborhoods (trash removal, cleaning, planting trees etc.) and develop a community review committee with representation from neighborhood residents and city departments.	Increased beautification benefits the City and the residents. Social recognition for homeowners instills pride; and community banks for house repairs would help build neighborhood pride and community building.	2022	Improved beautification	Diversity, Equity and Inclusion Officer
Develop a model of helping residents versus fining residents. Eliminate the excessive red tape and bureaucratic roadblocks.	Identify an engagement model where residents can overcome barriers and roadblocks in neighborhoods.	2022	Developed neighborhood roundtable model	Director of Neighborhoods and Citizen Engagement
Review how the City handles code violations and accessibility issues to assure equitable resolution.	Better solutions are developed when citizens and City leaders work together.	09/2021	Improved accessibility	City officials
Review compliance issues so they do not support bias in conjunction with the Neighborhood Advisory Board.	The City will define and clarify a complaint process for code compliance and communicate where and how citizens can receive help.	12/2021	Calls to 311 One Stop	City officials and neighborhood advisory group

**GOAL:** *Analyze the homeless situation in the City and develop strategies to reduce the homelessness rate.*

**Community resources to be engaged:**

- › Homeless shelter leaders
- › Community leaders
- › Defer to MRJEA Housing and Development workgroup

Recommended Actions	Desired results/ Expected outcomes	Deadline or Milestone	Measurable	Accountability Leadership
Examine neighborhood housing programs.	Develop a plan to decrease homelessness in the City.	2022	Decreased homelessness rate	City of Lansing officials
City to develop a metrics spreadsheet of City projects, outcomes, and what is used to measure outcomes, with communication of progress to the public.	A shared spreadsheet provides the public with visibility into City projects, resulting in a shared sense of purpose and pride. The citizens experience greater responsiveness and accountability from the City towards addressing their needs, developing inclusiveness and focusing on the priorities of all age groups.	12/2021	Published spreadsheets, regularly updated to reflect project milestones.	Appropriate City officials
City to develop webinars on local approaches and projects to serve the vulnerable populations of the City.	Enhance communication about successful programs and outcomes achieved by the City.	12/2021	Webinars established and communicated to the public	Training department of the City

**GOAL:** *Examine models for engagement and inclusion in the City for all age groups but particularly millennials.*

**Community resources to be engaged:**

- › Businesses (ie. MSU Federal Credit Union, Board of Water and Light)
- › Lansing For a Lifetime
- › Churches and clergy forum
- › Lansing Save

Recommended Actions	Desired results/ Expected outcomes	Deadline or Milestone	Measurable	Accountability Leadership
Develop a task force composed of department leaders of City, neighborhood leaders, local business leaders to examine City policies and procedures.	Recommend changes and policies that result in the elimination of bias and racial inequities. This task force will initiate more integrated, citizen-centered reforms and innovations in City policy and practices. It will also help to cultivate trust, cooperation and reciprocity of information sharing and accountability.	Task force is assembled. MRJEA	Completion of strategic plan	City officials
Promote activities and social engagement to increase inclusion of all age groups.	To identify and establish a variety of activities in the City that promote inclusion of all age groups. There is a lack of social activities for certain age groups.	2022	Increase in number of activities available to all age groups and ethnicities	City of Lansing officials

**GOAL:** *Examine community problem-solving with a buy-in with business owners.*

**Community resources to be engaged:**

- › Community businesses
- › Neighborhood and civic organization
- › Residents
- › Churches
- › Schools

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Enhance communication of City projects and procedures through partnership with businesses, i.e. Lansing Connect postcard.	Develop a mechanism for business developers to provide a percentage of funds annually to the most underdeveloped communities or neighborhoods for improvement.	2022	More funds provided to underdeveloped neighborhoods	City of Lansing and business partners
Develop or install kiosks in community centers to print, download information.	To enhance communication of City projects and allow residents to have more accessibility to the information in their own neighborhoods.	2022	Kiosks established in the neighborhoods	City of Lansing officials
Establish community town hall meetings or neighborhood summits on a quarterly basis with City departments. Neighborhood leaders can submit agenda items in advance of the meetings.	Improved citizen engagement in City projects, infrastructure improvements and City governance.			Diversity, Equity and Inclusion Officer

**Potential Barriers to Success**

Cost, especially that incurred by the City, is a potential barrier to success. However, grants could be used to reduce the costs. The time commitment could be a burden for some citizens.

How disagreements are handled would vary, based upon the nature of the dispute. Most likely, disagreements would be handled by the appropriate channels within City Departments, or by community mediation conducted by citizen mediators.

**Training Needs**

Training and webinars for neighborhood leaders and City staff on community engagement, eliminating biases and developing equitable solutions. Training should be made available to the following groups:

- › Neighborhood and community leaders
- › City staff
- › Residents and stakeholders interested in reducing racial bias and inequities through community engagement

## Health and Environmental Justice

*“He who has health has hope; and he who has hope has everything.”*

### Arabian proverb

Community health is inextricably tied to individual wellness. Good community health equates to healthy people, as a community is the ecosystem or environment in which people live. Health impacts every other facet of life, from a child’s ability to learn to an adult’s ability to work, so health is critical for education and financial well-being.

### Foundational Principle

Individual health is key to every aspect of life. To maintain health, Lansing residents must have equitable access to healthcare resources, as well as healthy foods. In underserved neighborhoods, often the only food choices come from fast food restaurants or drug stores, limiting access to fresh fruits and vegetables. Further, residents need to have access to information and tools to ensure they are making informed decisions regarding their health and their homes.

### Strategic Vision

Residents of Lansing have equitable access to healthcare, health information and healthy food choices.

### Issues Identified

After a review of all comments submitted in the focus groups and external scans, four primary issues were selected as focus areas for this plan:

- › Health in housing specific to lead education
- › Lack of community awareness of health-related resources
- › Improved collaboration and cooperation between the Mayor’s Office and the Ingham County Health Department’s Health Improvement Plan
- › Access to healthy foods

**GOAL:** *Health in Housing – educate residents and landlords about lead in paint and elsewhere in homes. In determining the recommended pilot projects, a review of other Michigan city programs and ordinances was conducted to ensure Lansing’s ability to implement best-practices in lead mitigation in homes.*

### Community resources to be engaged:

- › Ingham County Infant Mortality Coalition
- › MPHI Environmental Scan
- › FUSE Initiative
- › Lead Remediation Grant



Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Create an ordinance with permanent funding, to centralize and provide oversight of the full spectrum of healthy housing needs.	<ul style="list-style-type: none"> <li>Implementing housing related programs, advocating on behalf of community members and disseminating information on lead burden homes.</li> <li>Collaboration of residents and neighborhoods in a resource relationship approach to create and sustain flourishing communities rather than punitive financial tactics.</li> <li>Reduction of lead burden homes and provide residents access to resources (especially for underrepresented groups).</li> </ul>	<p>Complete analysis to identify issues and homes (see measurables) by end of 2021</p> <p>Adopt ordinance in 2022</p>	<p>Create comprehensive list of issues to identify and address.</p> <p>Number of houses identified with significant needs to bring up to safe standard.</p> <p>Use this data to draft ordinance</p> <p>Ordinance adopted by City Council</p>	<p>Landlords responsible for maintaining rental properties</p> <p>Housing division for analysis of existing rental housing</p> <p>Mayor and City Council to adopt ordinance and fund program</p>
<ul style="list-style-type: none"> <li>Audit of City housing codes to ensure health, well-being and protection of residents, especially the most vulnerable.</li> <li>Landlord registration and inspection.</li> <li>Lead kits provided to tenants.</li> <li>Develop ordinances in line with Detroit for Lansing to keep landlords accountable.</li> </ul> <p><a href="https://detroitmi.gov/sites/detroitmi.localhost/files/2020-07/Lead_Ordinance_Requirements_for_Rental_Property_Owners%207_29_20.pdf">https://detroitmi.gov/sites/detroitmi.localhost/files/2020-07/Lead_Ordinance_Requirements_for_Rental_Property_Owners%207_29_20.pdf</a></p> <p><a href="https://www.healthyhomescoalition.org/landlords-lead-law">https://www.healthyhomescoalition.org/landlords-lead-law</a></p>	<p>Funding and effort toward residential assistance for vulnerable residents in Lansing.</p> <p>Continuous oversight of health and housing to ensure healthier children and families in the City of Lansing.</p> <p>Community education on how and why to test homes and whom to report results to if the resident is a tenant.</p>	<p>Develop ordinances for landlord registry in 2021</p> <p>Develop inspection timeline and process in 2021</p> <p>Provide lead kits to residents by early 2022</p>	<p>Develop a database to track registry and inspection for rental properties within the City of Lansing.</p> <p>Distribution of lead kits to City of Lansing residents (home owners and renters).</p>	<p>Landlords responsible for maintaining rental properties.</p> <p>City of Lansing employees will lead community education, registry and inspection process.</p> <p>Community members are responsible for administering the home test kits and notifying the City of results.</p>

### Training Needs

- › Community education series on the importance of a healthy home and how to test for lead.
- › Employee training on inspections and data entry into the landlord registry system.
- › Resident/Landlord training on how to make improvements in lead burden homes.
- › Landlord training on Federal disclosure Title X and Michigan Public Act 434.
  - › Michigan Public Act 434 permits civil penalties for landlords who knowingly rent units with lead hazards to families with children who have elevated blood-lead levels. Penalties can include jail time and fines.

- › Michigan housing law permits the local public health department to inspect rental units when there are suspected health hazards, including when a resident child is found to be lead poisoned. A landlord who has received notice of a governmental inspection and its findings of lead hazards should be concerned and immediately responsive to orders for repairs.

**GOAL:** *Introduce more Community Health Workers into neighborhoods and the Lansing community as a whole. Community Health Workers are uniquely positioned to build trust and address barriers experienced by traditionally underserved communities when seeking medical care and services within the City of Lansing.*

### Community resources to be engaged:

- › Ingham County Infant Mortality Coalition
- › CMHA Mental Health
- › Sparrow/McLaren/Urgent Care
- › MPHI Environmental Scan
- › Free Medical/Dental Clinic
- › Homeless population
- › K-12 education system
- › Churches
- › Before/After School Care
- › Food Banks
- › FUSE Initiative
- › Lansing Police Department
  - Social Worker

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Increase Full Time Equivalent (FTE) of Health Navigators (Community Health Workers, Peer Support Specialist etc.). See Appendix A for job description.	Increase access to resources for housing, education, health, transportation, employment for underserved populations.	End of fiscal year 2021	Number of Health Navigators hired. Results should also be measured through: <ul style="list-style-type: none"> <li>• Reduction of ER/ Jail use.</li> <li>• Increased access for every peer group.</li> <li>• Fewer overdoses, increased and sustainable recovery.</li> <li>• Reduction of poor outcomes in relation to chronic disease.</li> <li>• Reduction of homelessness.</li> <li>• Reduction of food insecurity – access to healthy food in neighborhoods (zip coding, liquor stores in area proximity to residents).</li> <li>• Harm reduction from Lansing Police Department for those with mental illness.</li> </ul>	Each organization that employs Health Navigation Employees
Improve cultural competence to expand a diverse workforce within the City of Lansing.	Employ Health Navigation Employees with Community Resources listed above to extend reach to jails, landlords, educational system, churches, community center.  Increase equitable access to underserved populations.  Increase knowledge of community resources.  Increase ability for community members to access resources on their own but with supports in place.			Connecting Health Navigation Employees with each other regardless of employer (Develop a Network)

## Training Needs

Community Health Navigators should be trained and certified per the Michigan Community Health Worker Alliance Guidelines. <https://www.michwa.org/> In addition, the City should:

- › Train organizations who utilize Health Navigation Employees of their value.
- › Train Social Workers and others on how to utilize and collaborate with Health Navigation Employees (enhancing the role).
- › Launch a social media campaign to educate the public about the availability of these Health Navigators.

**GOAL:** Build a strong, structured collaboration between the Mayor's Office and Ingham County Health Department's Community Health Improvement Plan (CHIP) to assist in overseeing the recommendations of MRJEA.

## Community resources to be engaged:

- › Ingham County Infant Mortality Coalition
- › CMHA Mental Health/Substance Use Disorder
- › TRHT Racial Healing Circles – Dr. Gail Christopher
- › MPHI Environmental Scan
- › Free Medical/Dental Clinic
- › Homeless population

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
<p>Review Community Health's CHIP Goals and align with MRJEA.</p> <p>All providers be able to accept all insurances public and private.</p> <p>Build on data collected Community Health Assessment and Improvement Plan (CHIP) to monitor and track the progress and impact of MRJEA.</p> <p>Strengthen County Government &amp; CHIP workgroup collaboration per the 2017 report issued* with a focus on the following key areas:</p> <ul style="list-style-type: none"> <li>• Access to Primary Care</li> <li>• Access to Quality Care</li> <li>• Chronic Diseases</li> <li>• Behavioral and Mental Health</li> </ul> <p>Continue the Community Needs Assessment for qualitative data every 5 years. Use the data as metric of community perceptions of MRJEA impact.</p> <p>Develop a Community Advisory Board of lay citizens from each affected community. Data suggest a lack of trust and feelings of marginalization among communities of color. The Community Advisory Board will work closely with MRJEA &amp; CHIP to develop solutions to health disparities.</p> <p>Consider relevance of annual insurance coverage report along with inclusion and prosperity score annually/biannually for impact and trending of interventions.</p>	<p>Increased equitable access to healthcare and knowledge of healthcare within the community.</p> <p>Influence local healthcare settings to hire diverse staff-explore pipeline relationship with colleges.</p> <p>Community Advisory Board elevated and visible on Mayor's website to demonstrate collectivism and collaboration between county government and communities of color.</p> <p>Increased communication with the Mayor's office (MRJEA) and healthcare in the City of Lansing.</p> <p>Reduction of chronic health issues and disease.</p> <p>Access to early detection and equitable treatment in a healthcare settings.</p> <p>Reduction of emergency room visits.</p> <p>Decrease the uninsured in the community.</p> <p>Increase community enrollment in public health insurance.</p>	<p>Participate in current round of Community Health Needs Assessment in 2021.</p> <p>Engage with partners to align with Community Health Improvement Plan priority areas in 2021-2022.</p> <p>Determine the CHIP goals that align with City goals. Choose CHIP goals that most closely align with work that the city can augment/partner in 2022.</p>	<p>Improved overall health in population.</p> <p>Improved access to providers regardless of payer.</p> <p>To track metrics and progress, select a screening tool to assess Social Determinants of Health during all community outreach events and patient encounters.</p>	<p>Legislative healthcare reform</p>

\*2017 report referenced can be found here: ([https://www.healthycapitalcounties.org/uploads/9/1/6/3/9163210/ingham\\_county\\_chip\\_report\\_2017.pdf](https://www.healthycapitalcounties.org/uploads/9/1/6/3/9163210/ingham_county_chip_report_2017.pdf))

## Additional Metrics

CHIP will develop data metrics necessary to provide an annual county-level Minority Health Status Report card on health outcomes, e.g. diabetes, obesity, asthma, cardiovascular disease, preventative screenings, mental health, risk behaviors, cancer, morbidity, mortality, hospital length of stays, readmits, ER visits, etc.

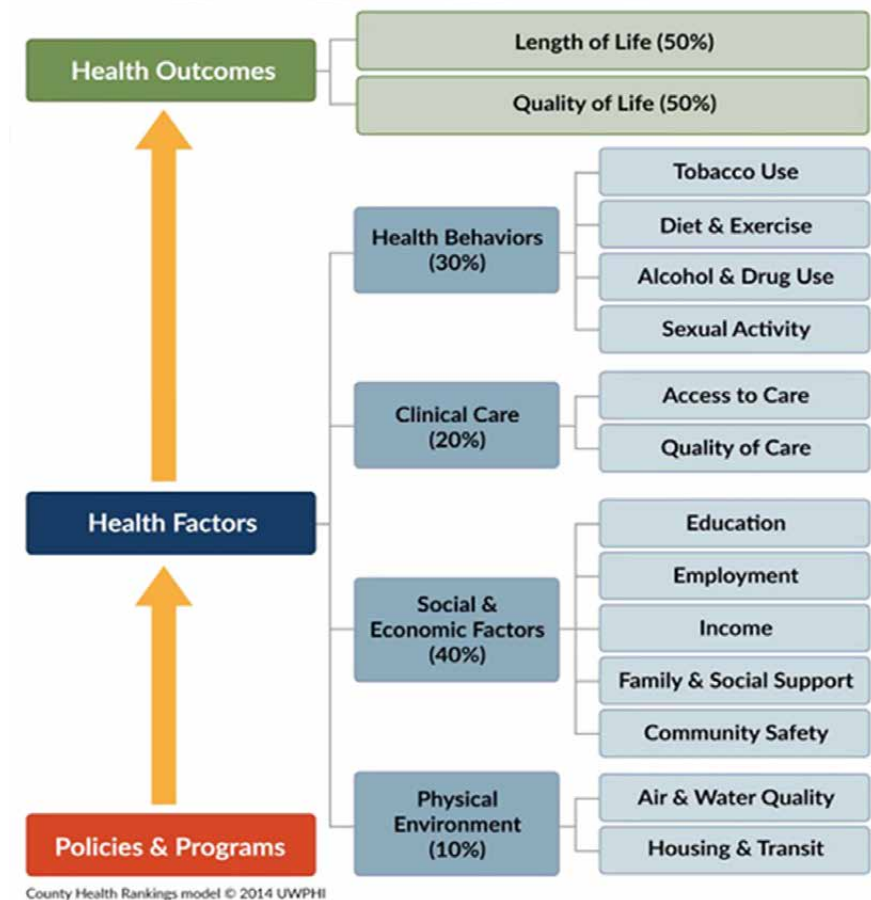
## Metrics can be developed as follows:

- › Inclusion score to review gap between race and ethnicity
- › Prosperity score to measure outcome for total population based on nine indicators centered around:
  - › Economic vitality (median wages, unemployment, poverty level);
  - › Readiness (education attainment, disconnected youth, school poverty-free lunch %); and
  - › Connectedness (air pollution, commute time to work, housing burden)

## Training Needs

All providers of healthcare at the City and county-levels, including those involved in behavioral and mental health should be trained, and receive continuing education.

- › ([https://www.aafp.org/dam/AAFP/documents/patient\\_care/everyone\\_project/hops19-physician-guidesdoh.pdf](https://www.aafp.org/dam/AAFP/documents/patient_care/everyone_project/hops19-physician-guidesdoh.pdf))
- › Cultural competence training for all City of Lansing employees
- › Healthcare employee training and education should be based on the following model:



**GOAL:** Reduce food insecurity by improving access to healthy foods. Currently, there are no methods to adequately address issues related to food insecurity. The issue is multifaceted in that the current food system does not consistently address widespread food insecurities experienced by residents of the most at-risk neighborhoods. Moreover, there are no consistent opportunities to obtain public input on solutions, or use underrepresented businesses as part of the solution to provide food options and increase accessibility of healthy food options. Other root causes of food insecurity include transportation challenges, regulation and allocation of SNAP, and proximity of food retailers to communities of color.

**Community resources to be engaged:**

- › MPHI Environmental Scan
- › Homeless population
- › Lansing School District
- › WIC/Bridge Card (County/State)

Recommended Action	Desired results / Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Develop a comprehensive, City-wide strategy to address the issues highlighted in the goal, understanding that the Lansing school district offers a current method of food distribution.	Improved and equitable access to healthy food choices for youth in Lansing.	Fiscal Year 2021	Participation and outreach metrics (e.g. percent of families of participating)	Kim Coleman – Human Relations Community Services.
Link a program to the \$20 million grant for education in Lansing.				Lansing School District.
Provide a bridge type card for district families – similar to Okemos, Michigan. Contact Okemos school district to understand funding and distribution.				Black Child and Family Initiative.
Adopt the mission of the Supplemental Nutrition Assistance Program (SNAP), which is “To increase food security and reduce hunger by providing children and low income individuals access to food, a healthy diet and nutrition education in a method that supports American agriculture, locally grown produce, and inspires public trust and confidence.”	Annual food distribution even during school breaks.  Improved eating habits.			
Expand current options for mobile food distributions.		Fiscal Year 2021		
Establish a regularly scheduled weekly Mobile Market to various locations based on need determined by data (e.g. zip code report of food insecurities).	Improved active lifestyles (year-round activity).         Reduced childhood obesity rates in Lansing.			



## Potential Barriers to Success

- › Cost of healthy food options
- › Wasted food
- › Loss of income for convenience store owners

## Training Needs

A variety of training resources should be made available within the community, specifically targeted toward City of Lansing employees, educators, community members, and youths and their families. This training should be focused on:

- › Nutrition education
- › Culinary Arts education
- › Community Outreach (e.g. how to sign up and receive program services)

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Explore opportunities to strengthen mobile food distributions in terms of publicized routes and schedules.	Improved and equitable access to healthy food choices for youth in Lansing.	Fiscal Year 2021	Participation and outreach metrics (e.g. percent of families of participating)	Kim Coleman – Human Relations Community Services
Strengthen and expand relationship and presence of minority owned businesses that could participate in communities of color, either by donating funds and/or produce for use by SNAP eligible retailers.	Annual food distribution even during school breaks.			Lansing School District
Partner with local hospitals to ensure patients discharged from hospitals with food insecurities are connected to food resources and assessed for SNAP eligibility.	Improved eating habits.			Black Child and Family Initiative
Create a repository of Minority Owned Businesses that could participate in the Community Farm Table initiatives.	Improved active lifestyles (year-round activity).			
Partner with community planners/developers for future addition of food establishments/markets/grocery stores so food deserts are targeted as a priority for placement /construction with the caveat they would be required to meet SNAP standards.	Reduced childhood obesity rates in Lansing.	Fiscal Year 2021		

## Job Description – Health Navigators

Full Time Equivalent (FTE) of Health Navigators (Community Health Workers, Peer Support Specialist etc.) Job Duties include:

- › Navigator to health services (make medical appointments, transport to appointments).
- › Foster aggressive, culturally appropriate, communication campaigns regarding health-related matters, e.g. COVID-19 response and recovery, testing, vaccine, insurance, research opportunities that may provide precision medicine outcomes for people of color, etc.
- › Leverage technology to communicate health information e.g. text messaging, calling posts.
- › Coordinate neighborhood based services, e.g. periodic mobile services to the affected communities mobile screenings, mobile food markets, and place-based services.
- › Advocate for expanded clinic hours to accommodate the schedules of community members.
- › Review health messaging with County Health Department, Community Advisory Board to ensure targeted messaging to the community.
- › Foster relationships with additional potential community partners e.g. health centers, recreation centers, social organizations, community members, to assist with community outreach efforts.
- › Collect data to support benchmarks and metrics of success e.g. number of referrals.

## Arts and Culture

*“The first step to controlling your world is to control your culture. To model and demonstrate the kind of world you demand to live in. To write the books. Make the music. Shoot the films. Paint the art.”*  
**Chuck Palahniuk**

The arts and culture have the ability to unite people regardless of age, nationality or religion. They illuminate our inner lives and enrich us emotionally in ways we can’t often articulate. The appreciation of art knows no racial, age or ethnic boundaries. Simply put, the arts can bring us together. This was evident in the words of 22 year-old Amanda Gorman, whose poetic performance at the 2021 Inauguration Ceremony, used her poem “The Hill We Climb” to help us all envision a way in which our country can come together.

### Foundational Principle

Find current exciting partnerships in arts and culture and connect them to the residents of Lansing.

### Strategic Vision

To be intentional regarding inclusivity in our community’s diversity within Arts and Culture in Greater Lansing and surrounding areas.

Because much of this initiative is based on events and meetings, deadlines for outcomes will depend on the dates of the exhibition shows, the promotion of a specific art project and promotion by the City of Lansing. Various months of the year are identified as Black History month in February, Pride month in June, Hispanic Heritage Month, Native American Month in November, Women’s Month in March, Asian American Month in May, and more. Those dates should be used to promote art and art projects relative to the diversity of our City, State, County and Nation.

### Issues Identified

- › Festivals and Cultural events within Lansing do not reflect the diversity of the City.
- › BIPOC and the LGBTQ communities do not have sufficient access to art funding and funding opportunities.

**GOAL:** *Bring together under one umbrella a clearing house for events, workshops, art exhibits, festivals, concerts, etc. as well as access to grants and assistance with the grant process to enable all in Lansing to have equal access to community cultural and art events. Allow them to explore events taking place outside of their neighborhoods.*

### Community resources to be engaged:

- › Greater Lansing Arts Council
- › City of Lansing
- › Michigan Council for the Arts
- › Art Galleries
- › Art Institutions
- › Art Schools

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Facilitate RFP workshops related to diverse funding sources designed specifically for BIPOC. These events should be on going through the year during each fiscal quarter.	Creating of a better reflection of artists representing BIPOC and the LGBTQ community; providing them with a working understanding of funding sources, Art gallery shows and improved possibilities.	Begin immediately	Increase of arts funding for BIPOC and LGBTQ organizations and individuals.	City of Lansing staff member

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Identify all Art galleries in the City of Lansing for a formal meeting regarding the issue of BIPOC terms of exhibitions and art shows including LGBTQ.	Creating of a better reflection of artists representing BIPOC and the LGBTQ community; providing them with a working understanding of funding sources, Art gallery shows and improved possibilities.		Increased exhibitions by targeted audiences.	City of Lansing staff member
Request a formal meeting with the Greater Lansing Arts Council with artists representing BIPOC and LGBTQ representatives sharing information about the center, its purpose, and art project deadlines. This should be completed twice a year.	Solicit more entries, projects and exhibits from BIPOC and LGBTQ participants.		Increased involvement and promotion by BIPOC and LGBTQ communities  Tracked by City staff member whose responsibility is involved in Arts and Culture.	City of Lansing staff member
Specially designed meetings in collaboration with the City of Lansing and the Arts Council Center to invite representatives of the Michigan Council for the Arts and the Federal Humanities Division to invite BIPOC and LGBTQ community members to learn about the functions of these to art funding organizations. This type of intervention should take place in October or before the fiscal years begins.	To build bridges within BIPOC and the LGBTQ communities.	2021	Document each fiscal quarter how many grant funded projects were awarded to BIPOC and LGBTQ organizations or individuals.  These measures are ongoing throughout the year and can be publicized.	City of Lansing staff member
Any festival or art and cultural endeavor sponsored by the City of Lansing must make sure that the diversity of Lansing is included in the planning, execution and evaluation of said events.	Increased awareness of the number of diverse events taking place each year.	2021	Increased attendance at events	City of Lansing staff member
As part of MLK Day, Cesar Chavez Day, Dolores Huerta and Harvey Milk day, issue a request for artists' paintings to reflect the diversity of our city and how they worked for justice and equality. The names mentioned are only examples of leaders in the Black Community, Latino Community and the LGBTQ Community but should be expanded to include BIPOC.	To improve the inclusion of BIPOC and the LGBTQ communities so that art they create can be promoted.  Use art to shine a light on the contributions of BIPOC and the LGBTQ communities throughout history.		increase of arts funding for BIPOC and LGBTQ organizations and individuals.	City of Lansing staff member

### **Training Needs**

Art and Culture are a reflection of human expression, pain, sorrow, joy frustration, and life itself, so whomever is assigned by the City to oversee this initiative should have a background in Arts and Culture.

- › Michigan State University and Lansing Community College should be used as resources to identify the type of training required for this type of position.



# Education and Youth Development

*"It's time for parents to teach young people early on that in diversity there is beauty and there is strength."* **Maya Angelou**

## Foundational Principle

It is more important today than ever to bring an equity lens to our education system. No child can function in today's society without a quality education that enables that child to become a self-reliant and self-sufficient participant in society. To be effective, that education must be delivered to the child in a way that is meaningful and appropriate to the child's cultural expectations and understanding. Further, every child should have equal access to recreational and extra-curricular activities that will round out that child as a human being.

The actions set forth here strive to bring equity and inclusion for all City of Lansing youth as it relates to their participation and engagement in educational, recreational, and civic programs; and address the needs of Lansing youth from a three-pronged context of political, economic, and cultural factors.

## Strategic Vision

The Education and Youth Development MRJEA Workgroup strives to service and support the City of Lansing's young citizens through interactive educational programs and life preparatory opportunities that increase their potential to be opportunity-ready with skills that arm them for a future grounded in equity.

## Issues Identified

- › Racism within the community and specifically the public and charter school settings
- › Violence within the neighborhoods and local proprietorships
- › Lack of community-based after-school programs that target at-risk youth
- › Mass unemployment

**GOAL:** *Partner with local educational and community organizations to broaden opportunities for Lansing youth in the areas of high school completion, post-secondary scholarships, internships, and financial acquisition for college and trade schools.*

**GOAL:** *Expand programming at Community Centers that address the whole child and provide education to parents and caregivers through Lansing School District's Parent University.*

**GOAL:** *Collaborate with Lansing School District to embed social emotional learning, restorative justice, and college and career readiness programs into youth development initiatives led by the City of Lansing.*

## Community Resources to be Engaged:

- › Lansing Public School District
- › City of Lansing
- › Other branches of City government (legislative and judicial)
- › Other levels of government (townships, county, state and federal)
- › Non-profit organizations
- › Corporations and for-profit businesses
- › Faith Based Organizations
- › MSU College of Education
- › LCC
- › City of Lansing Community Centers
- › T3 Business Council – Michigan Works
- › WIOA Youth
- › Lansing Clergy Forum

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
<p>The Lansing School District seeks to expand the opportunities for its current students and alumni to have voice and choice in making the culture and climate of the schools and overall community relevant to the needs of its constituents.</p> <p>Such opportunities include stronger and/or more visible partnerships that will inform local youth of the opportunities available to them locally including but not limited to internships, externships, entrepreneurship, skilled trades, and post-secondary pursuits.</p>	<p>The expansion of opportunities with local community partners and business affiliates will begin Summer 2021 via the Lansing School District Summer Program. High school and adult education students will be offered work-based learning experiences during Summer 2021 programming, which will continue into Fall 2021 and beyond.</p> <p>The expected outcome is that there will be intentional and steady movement towards culturally-responsive teaching and learning in the Lansing School District, which then leads into equitable work-based and early-on career options and post-secondary pursuits.</p>	Summer 2021	<p>Decreased absenteeism, increased student engagement, increased graduation rate, and reduced recidivism associated with frequent out of school suspensions and expulsions from school.</p> <p>Increase the number of students acquiring internships and full-ride scholarships by 10%-15% each year.</p>	<p>Lansing School District</p> <p>Delsa Chapman, Education and Youth Development Co-Chair</p> <p>Carmen Turner, Education and Youth Development Co-Chair</p> <p>Brett Kaschinske, City of Lansing</p> <p>Jekeia Murphy, Lansing School District</p> <p>Linda Sanchez-Gisella, City of Lansing</p> <p>Bishop Alfred P. Singleton II, Bethlehem Temple Church</p>
<p>The Lansing School District and City of Lansing would benefit from launching a project with the T3 – Teach, Thrive, Talent Business Council, an affiliate of MichiganWorks! to have a robust Summer Youth Employment and Career Destination Fair as an annual event beginning May 2021. The target group would be those marginalized by cultural constraints and those in need of a new start due to incarceration, high incidents of discipline per school records, and those less likely to succeed due to incidents of inequity that have discouraged their pursuits.</p>	<p>The expansion of community partnerships and business affiliations will take the opportunities of the citizen supported Lansing Pathway Promise to the next level as it relates to skilled trades, post-secondary pursuits, and entrepreneurship for Lansing graduates. Investing in Lansing youth from this stance ensures that they are both opportunity and career ready.</p>	Summer 2021	<p>Increasing the graduation by 7-10% annually over the next five years.</p> <p>Reducing incidents of suspension by 10% annually over the course of the next five years.</p>	<p>Lansing School District</p> <p>Delsa Chapman</p> <p>Carmen Turner</p> <p>Brett Kaschinske</p> <p>Jekeia Murphy</p> <p>Linda Sanchez-Gisella</p>

### **Further Action – Data Collection**

In addition to the recommended actions outlined in this plan, the Education and Youth Development Work Group hopes to use data from upcoming community forums and focus groups that will be a part of the Lansing School District's Equity Audit being conducted by West Ed to develop further recommendations to create equity in education. West Ed is a nationally acclaimed educational research firm that has proven capabilities to identify inequities in school districts and their associated communities. Through this data-driven process the biases, micro-aggressions, and deficit thinking that impacts student achievement and opportunity to thrive will be addressed.

The Equity Audit begins this year with the official Audit Administrators Kickoff. After which, Stakeholder Engagement Process begins with a series of student and family surveys coupled with focus groups. In cooperation and collaboration with the district's Department of Improvement and Innovation, a data deep dive review relative to demographics, academics, course selection and access will be conducted. This work represents Phase I of the Audit. A series of collaborative meetings with the district's Audit Administrators will serve as Phase II and will include preparing the final report to the Board of Education and Lansing community. The final date of the report is dependent upon the completion and thoroughness of the data collection process. A complete report of the audit will be provided to the Lansing School District and the Lansing community in an open public meeting. The report findings will be comprehensive and include specific actions and next steps as it relates to educator recruitment and retention, and course options that are diverse and culturally relevant as it pertains to its pedagogy.

Dr. Delsa Chapman, Co-Chairperson of the Education and Youth Development Work Group, suggests that this is the most efficient means of acquiring data related to Education and Youth Development. Dr. Chapman affirmed that parents and caregivers have already been part of data pools the last 12 months due to COVID-19, thus asking this group to complete yet another survey may do more harm than good to the efforts of the Work Group.

### **Training Needs**

The training for Lansing School District will be embedded in the West Ed Equity Audit Report. Community partners and business affiliates should receive training on SEL (social emotional learning), culturally-relevant teaching and learning best practices, and trauma informed schools and work environments.

## Criminal Justice and Public Safety

*“If you’re not thinking about the way systemic bias can be propagated through the criminal justice system or predictive policing, then it’s very likely that, if you’re designing a system based on historical data, you’re going to be perpetuating those biases.”*

**Kate Crawford**, Australian writer

### Foundational Principles

The focus of this plan is to understand and implement best practices related to policies, training, and oversight related to racial equity. We recognize a need to increase transparency, legitimacy, effective supervision, and accountability to mitigate the risks and liabilities associated with public safety. Specifically, police transparency is a necessary element to improving police legitimacy. As such the Work Group aligned its racial justice efforts with that of the Lansing chapter of Advocates and Leaders for Police and Community Trust (ALPACT). ALPACT is a diverse group of approximately 60 people from various organizations and agencies in greater Lansing area. The mission of the group is to examine issues affecting police and community relations, and to develop recommendations and best practices to enhance police-community trust building while holding public safety employees accountable. ALPACT Greater Lansing falls under the auspices of the Michigan Department of Civil Rights.

### Strategic Vision

The Lansing Police Department (LPD) has the confidence and trust of the community. LPD reflects the demographics of the community it serves, and practices policies and procedures that promote transparency and accountability.

### Issues Identified

Consistent with President Obama’s 21st Century Policing Taskforce, the Public Safety Work Group has identified the six pillars of policing objectives as issues that should be addressed in Lansing policing policy:

- › Building trust and legitimacy
- › Policy and oversight
- › Community policing and crime reduction
- › Officer training and education
- › Officer safety and wellness
- › Technology and social media

**GOAL:** *Improved Police accountability via an early intervention program to promote best police practices, identifying and correcting problematic officer performance.*

**Community resources to be engaged:**

- › Lansing Police Department
- › Lansing Fire Department

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
<p>Change the existing City Charter to include a Citizen Oversight Commission with disciplinary and decision-making authority. This Commission's membership should be representative of the City's demographics.</p> <ul style="list-style-type: none"> <li>The City of Lansing currently has a Complaint Investigator that investigates police complaints for the Police Board of Commissioners, however, the Work Group argued that an oversight commission with the ability to discipline police employees was needed.</li> <li>Per contractual bargaining agreements the Chief of Police is the only one contractually who can impose discipline on a police employee.</li> </ul>	<p>Modify the existing police contracts to allow the Citizen Oversight Commission the ability to discipline employees.</p> <p>The powers of the Citizen Oversight Commission should include not only the ability to receive complaints regarding all City of Lansing employees but the following: ability to monitor complaints against City employees, re-open closed investigations, have subpoena power with advice from the Office of City Attorney, and the power to review all City files and evidence relating to a complaint investigation.</p> <p>This commission should regularly educate the public on their rights and the complaint process.</p>	January 2023	CCLP contract modification and establishment of a new Citizen Oversight Commission.	Deputy Mayor
All persons should be able to file a complaint against a police or fire employee.	Complaint process is easily accessed and available in English and other major languages.	January 2023	Ongoing purchase and implementation of related software and translations	Police Chief and HRCS Director
LPD and LFD superiors take early action to correct problematic officer behavior and/or performance so public trust is not harmed, or further harmed.	<p>Police and fire leadership will have an early warning intervention complaint program that monitors and audits concerning employee behavior.</p> <p>A system of additional training or policy review in place to correct minor issues before they develop into serious employee policy or law violations.</p>	January 2023	Purchase and implementation of related software, policy addition, and employee training.	Fire and Police Chiefs



**GOAL:** *Improved police transparency, especially as it relates to policies, procedures and disciplinary actions.*

**Community resources to be engaged:**

› Lansing Police Department

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Ensure LPD's social media and its postings promote and/or enhance police and community transparency and legitimacy.	Information about policing presented to the community in a socially interactive method, as well as a way to get information to the younger portion of the population. A means of "humanizing" police and interactions with them.	January 2023	Updating of current social media platforms.	Police Chief
Upload LPD's policies on its website with a community-friendly version stated in laymen terms, using visuals (charts, diagrams, pictures, etc.).	A method for any citizen to easily access and understand information about police policies and procedures.	January 2023	All policies, except those that explain specific tactics are on an accessible website.	Police Chief
Enhancing police data collection to improve transparency which is critical to governmental legitimacy; transparency builds upon trust and legitimacy.	This will enable the LPD to create more easily identifiable categories on forms, helping officers to complete them more accurately, e.g., gender, race.	January 2023	Purchase and implementation of related software, policy addition, and employee training	Police Chief
Create Public Safety Foundation that supports racial equity in public safety.	Establish a private foundation that provides the police and fire departments with support to increase racial equity.	January 2023	Establishment of an ongoing foundation	Deputy Mayor and Fire and Police Chiefs
Conduct an annual citizen Police and Fire Survey.	Establish citizen survey with public reporting.	January 2023	Annual Survey	Deputy Mayor

**GOAL:** *The City of Lansing police officers understand how to appropriately de-escalate a situation, based on solid policies and embedded, on-going training. No use of force is the goal at every call for service.*

**Community resources to be engaged:**

- › Lansing Police Department
- › Lansing Fire Department

Recommended Action	Desired results / Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Adopt a written policy for de-escalation to be the first response to resistance when circumstances permit by incorporating a de-escalation policy with the Response to Resistance policy (LPD).	<p>Officers use de-escalation tactics when circumstances permit.</p> <p>NO use of force is the goal at every call for service.</p> <p>All LPD personnel are trained in de-escalation techniques and certified in less-than-lethal weapons. The deployment of these techniques and resources are an appropriate attempt to limit the need for deadly force should the situation dictate it.</p> <p>LPD officers are trained and shall utilize time and distance to their advantage when applicable and reasonable during force encounters, especially with subjects who may be armed or appear to be suffering from mental illness, a diminished capacity, or when language barriers exist.</p> <p>Officers only use the necessary force to secure compliance consistent with a de-escalation continuum.</p>	Completed	Reduced use of force incidents	Police Chief
Award and recognize police officers for de-escalation: “Best De-Escalator”.	The use of de-escalation practices is the standard behavior.	June 2022	Increase in incidents of de-escalation.	Fire and Police Chiefs
Promote safety and wellness of police and fire personnel by creating internal and external systems that address critical incident stress management.	<p>The City of Lansing contracts with an employee wellness mental health program.</p> <p>All Lansing police officers are provided with annual mental health assessments.</p> <p>Both LPD and LFD have peer mental health support programs for employees.</p>	<p>Completed (Police)</p> <p>Fire July 2023</p>	Increase in overall police and fire wellness.	Fire and Police Chiefs

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
<p>Examination of police and fire responses to calls for service in a manner that promotes public safety with consideration to social issues and lessens the need for unnecessary armed responses.</p> <p>Fire employees should receive de-escalation training similar to police employees, so that they mitigate the need for police response.</p>	<p>Hire more social workers and other mental health professionals to address social issues that intersect with police and fire services.</p> <p>Collaboration with Ingham County 911 Dispatch to redirect police and fire calls for service that can be provided by other agencies.</p> <p>De-escalation trained Fire employees would mitigate the need for some police responses.</p>	January 2023 (police received funding for one additional social worker for FY22 Budget).	<p>Reduction in Police calls.</p> <p>Reduction in police calls to assist the Fire Department.</p>	<p>Fire and Police Chiefs</p> <p>Fire Chief</p>
Initiate a public education campaign that provides the community with regular information on which City and County agencies to call for non-emergency situations to further mitigate calls for service to the police department.	Mitigate unnecessary and negative interactions between police and citizens and shift responses to mental health crisis from the Police and Fire Departments to other community agencies.	January 2022	Conduct Quarterly police community meetings.	Fire and Police Chiefs
Mobilize the State of Michigan and Community Mental Health to develop a crisis stabilization center in the Lansing area to reduce police involvement.	Crisis stabilizations centers that reduce the use of emergency services and the criminal justice system to handle situations where a low-level offender has a mental health issue.	January 2024	Establishment of a state-funded Crisis Stabilization Center in Lansing.	Mayor and Police and Fire Chiefs
Develop a mobile crisis response team for 24/7 on-call crisis intervention services.	A mobile crisis response team can provide de-escalation of situations and provide alternatives for social issues that do not necessitate a criminal justice response.	January 2024	Reduction in police calls for service and increase in mobile crisis responses.	Mayor and Police and Fire Chiefs
<p>Leverage informal community structures to mitigate and prevent crime.</p> <p>Seek the assistance of evidence based community programs that reduce crime.</p>	Holistically address crime with interaction with community resources that may use informal structures to prevent crime.	January 2024	Increase in community programs and collaborate with police on crime reduction.	Mayor and Police and Fire Chiefs
Create an Annual Crime Reduction plan with community members to create intentional inclusion in police use of resources.	Strengthen the police and community relationship.	January 2023	An annual plan that engages the community.	Police Chief

**GOAL:** *Improved training for officers and for the public. Officer training should specifically address profiling. Public education should be focused on appropriate interaction with law enforcement, especially during traffic stops.*

**Community resources to be engaged:**

- › Lansing Police Department
- › Lansing Fire Department
- › Local high schools
- › Local colleges and universities

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Adopt traffic stop guidelines that eliminate racial profiling and other systemic racial disparities.	Elimination of racial profiling in traffic stops.	July 2021	Reduction in racial disparities associated with traffic stops.	Police Chief
Review Juvenile crime statistics with stakeholders to analyze disparities relating to race.	Address racial and ethnic disparities in youth incarceration.	January 2023	Reduction in racial disparities	Police Chief with Ingham County Prosecutor
Educate high school and local college students regarding how to interact with police during traffic stops and other police contacts.	Improved interaction between public safety and youth in the community.	July 2022	Increase in related programming and the creation of the Youth Advisory Group	Police Chief
Conduct an independent review of all Lansing Fire Department (LFD) and LPD policies, procedures, and training systems.	New LPD and LFD supervisory leadership programs that align with community values.  A new code of conduct for Police and Fire employees that is aligned with the community's values.	July 2022	Review and update of Police and Fire policies, procedures, and trainings.	Police and Fire Chiefs
Improve police and fire fighter training regarding cultural competency, implicit bias, microaggressions, LGBTQ, de-escalation, and crisis intervention.	Enhance employee engagement and retention, by improving employee attitudes to diversity, equity, and inclusion.	January 2023	Establish scheduled trainings for all employees.	Police and Fire Chiefs
Provide annual diversity, equity, and inclusion training to all Police and Fire employees selected by the diversity, equity, inclusion officer.	Create necessary internal capacity to move racial equity forward	January 2023	Establish scheduled trainings for all employees.	Police and Fire Chiefs
Start regular interaction with the Ingham County Youth Home to provide opportunities for juvenile offenders to dialogue with law enforcement. Provide Annual Police-Youth trainings .	Increase positive engagements between police and youth assigned to the Ingham County Youth Home.	January 2023	Evaluate and document interactions with Youth Home population.	Police Chief

**GOAL:** *Police and fire departments that reflect the demographics and cultural values of the community and are more engaged in community efforts.*

**Community resources to be engaged:**

- › Lansing Police Department
- › Lansing Fire Department
- › High Schools and Community Colleges

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Increase the law enforcement and public safety minority workforce through effective recruiting and succession planning.	Police and Fire department employees more closely reflect the demographics of the community they serve.	July 2023	Improvement over current department staffing EEOC numbers.	Human Resources and Fire and Police Chiefs
Increase cadet programs for both police and fire to enhance hiring efforts of local persons interested in public safety.	Enhance City of Lansing public safety mentoring for cadets entering the public safety to increase their success in the field.	July 2023	Increase in police and fire cadets and related training/mentoring.	Police and Fire Chiefs
Request assistance from community leaders to promote a positive outlook on law enforcement and public safety careers, thus assistance with changing the narrative.	More local young people entering academies to become police officers or fire fighters.	January 2023	Creation of ongoing police and fire community engagements with various affinity groups.	Police and Fire Chiefs
Designate officers and fire fighters as ambassadors of law enforcement and public safety to promote diverse recruitment.  Encourage officers to increase engagement in community events and functions beyond their comfort level to improve cultural competence and awareness.	Police and fire department employees are culturally welcoming and competent.	January 2023	Creation of ongoing police and fire community engagements with various affinity groups.	Police and Fire Chiefs

**Additional measurable**

- › Improved public trust and confidence – As outlined, these initiatives will build public trust and confidence in the police force. This trust can be measured with a survey. The Lansing Police Department currently contracts with a company called ELUCD that produces a monthly trust survey relating to general police issues.

**Table 1.** Current Lansing Police Department Staffing by Race and Gender

			NATIVE AMERICAN		ASIAN / PACIFIC ISLANDER		AFRICAN AMERICAN		HISPANIC		WHITE		TOTALS:	
	AUTH	ACTUAL TOTAL	M	F	M	F	M	F	M	F	M	F	MINORITY	FEMALE
Police Chief	1	1					1						1	
Captain VI	4	4					1				2	1	1	1
Lieutenant V	10	10	1								8	1	1	1
Sergeant III	31	31					4		3		19	5	7	5
Detective IIB	24	23			1		1	2	2		11	6	6	10
Detective IIC	1	1									1			
Police Officer	135	128		1	7		14	4	7	1	70	24	34	30
<b>TOTAL SWORN OFFICERS</b>	<b>206</b>	<b>198</b>	<b>1</b>	<b>1</b>	<b>8</b>		<b>21</b>	<b>6</b>	<b>10</b>	<b>3</b>	<b>111</b>	<b>37</b>	<b>50</b>	<b>47</b>
<b>TOTAL SWORN PERCENTAGE</b>			<b>0.5%</b>	<b>0.5%</b>	<b>4.0%</b>		<b>10.6%</b>	<b>3.0%</b>	<b>5.1%</b>	<b>1.5%</b>	<b>56.1%</b>	<b>18.7%</b>	<b>25.3%</b>	<b>23.7%</b>
Police Cadet	5	3				1		1				1	2	3
Police Academy Recruit	6	5			2		1				2		3	
<b>TOTAL CADETS AND RECRUITS</b>	<b>11</b>	<b>8</b>			<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>			<b>2</b>	<b>1</b>	<b>5</b>	<b>3</b>
<b>TOTAL CADETS AND RECRUITS PERCENTAGE</b>					<b>25.0%</b>	<b>12.5%</b>	<b>12.5%</b>	<b>12.5%</b>			<b>25.0%</b>	<b>12.5%</b>	<b>62.5%</b>	<b>37.5%</b>
Administrative Specialist 31	1													
Administrative Assistant 28	1	1									1			1
Budget Control Supervisor	1	1					1						1	
Central Records Supervisor	1	1									1			1
Radio Engineer	1	1									1			
Crime Research Analyst	2	2									2			2
Detention Officer	13	11		1			1		1		3	5	3	6
Lead Detention Officer	3	3									2	1		1
Fingerprint Technician	1	1									1			
FOIA Analyst/Designate	1	1							1				1	1
Police Analyst 31	4	2						1	1				2	2
Payroll Technician	1	1										1		1
Evidence/Supply Specialist 31	1	1									1			
Radio Technician 32	1													
Records Sys Data Compli Admin	1	1									1			
Social Worker	1	1									1			1
Secretary 26	4	4					1				3		1	4
<b>TOTAL CIVILIAN EMPLOYEES</b>	<b>38</b>	<b>32</b>		<b>1</b>			<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>9</b>	<b>15</b>	<b>8</b>	<b>20</b>
<b>TOTAL CIVILIAN PERCENTAGE</b>				<b>3.1%</b>			<b>6.3%</b>	<b>6.3%</b>	<b>3.1%</b>	<b>6.3%</b>	<b>28.1%</b>	<b>46.9%</b>	<b>25.0%</b>	<b>62.5%</b>
<b>DEPARTMENT TOTAL</b>	<b>255</b>	<b>238</b>	<b>1</b>	<b>2</b>	<b>10</b>	<b>1</b>	<b>24</b>	<b>9</b>	<b>11</b>	<b>5</b>	<b>122</b>	<b>53</b>	<b>63</b>	<b>70</b>
<b>TOTAL DEPARTMENT PERCENTAGE</b>			<b>0.4%</b>	<b>0.8%</b>	<b>4.2%</b>	<b>0.4%</b>	<b>10.1%</b>	<b>3.8%</b>	<b>4.6%</b>	<b>2.1%</b>	<b>51.3%</b>	<b>22.3%</b>	<b>26.5%</b>	<b>29.4%</b>



# Jobs and Economic Development

*“The real meaning of economic equity is to each according to his need.”*

**Mahatma Ghandi**

## Foundational Principles

To assist development of the Racial Justice and Equity plan by creating ways to expand economic opportunities for low-income people and communities that are primarily Black, indigenous and people of color (BIPOC).

## Strategic Vision

It is our vision that the BIPOC populations of Lansing have the tools, opportunities and access to the expertise, resources and training needed to start and sustain businesses or secure high paying jobs with good benefits and opportunities for advancement.

## Issues Identified

- › Lansing’s small businesses with BIPOC ownership have been hit especially hard by the pandemic. They are also less likely to have received funding from one or more of recent state and federally funded business rescue and restart grant programs.
- › The percent of Lansing entrepreneurs starting new businesses and staying in business more than five years is much lower than that of startup businesses overall. Also, existing BIPOC businesses are often at a disadvantage from: lack of financing; improper ownership structure; and economies of scale when purchasing supplies for their business.
- › There are many employers in Lansing with unfilled quality jobs offering high pay and benefits. At the same time there are many BIPOC job seekers who, with some additional training and/or education, could qualify for and be hired into these quality jobs.

**GOAL:** *Continue to aid small businesses in Lansing to survive the current COVID-19 Pandemic and recover as the economy rebounds.*

## Community resources to be engaged:

- › LEAP Funding
- › Lansing CARES Act
- › Black Business Leaders
- › Small businesses located in Lansing with BIPOC ownership
- › Lansing Chamber of Commerce
- › MI Works! (training/talent)
- › Clinton/Eaton/Ingham development centers

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Continue to aid small businesses in Lansing to enable them to survive the current COVID-19 Pandemic and recover as the economy re-bounds.	Enhancing and strengthening the operations of BIPOC businesses.	Immediate	Number of BIPOC small businesses receiving assistance.	TBD
Utilize the Lansing CARES program to provide forgivable loans to small BIPOC owned businesses that serve low-to moderate-income neighborhoods in the City.	Provide assistance to businesses.	Immediate	Number of dollars awarded to BIPOC small businesses.	TBD

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Provide technical assistance to BIPOC owned small businesses.	Maintain jobs and prevent job loss, while creating jobs.	Immediate	Number of jobs created.	TBD
For all future Federal and State COVID-19 Rescue and Relief Programs, provide technical application assistance to BIPOC businesses.	Maintain jobs and prevent job loss, while creating jobs.  Create an equitable review and scoring system to increase the number of BIPOC businesses receiving assistance	Immediate	Number of dollars awarded to BIPOC small businesses.  Number of jobs created.	TBD

**GOAL:** Increase successful entrepreneurship and small-business ownership among low-income people and communities that are primarily black, indigenous and people of color (BIPOC).

**Community resources to be engaged:**

- › LEAP Funding
- › Lansing Chamber of Commerce
- › SBDC
- › Public and Private Partners

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Diversify procurement/outsourcing contracts at the City level. <ul style="list-style-type: none"> <li>• Look at the state and federal contract requirements.</li> <li>• Research the current Lansing contracts and their requirements of women, veterans, BIPOC.</li> <li>• Establish and support a Supplier Diversity Equity Team.</li> <li>• Conduct and publish contracting and procurement data.</li> <li>• Fully integrate new financial system into dashboards for the EBO Program including Goods &amp; Services and Construction.</li> <li>• Contracting and procurement policies and procedures are designed to eliminate racial equity.</li> <li>• Collect and analyze data to be able to identify gaps in contracting and procurement.</li> <li>• Fully integrate quarterly reporting for EBO program utilizing the new financial system to prepare and present dashboard for internal and external customers,</li> </ul>	Sustaining small businesses and strengthen the community.  Increase the number of successful entrepreneurs and small business owners in low-income people and BIPOC in the City of Lansing.  Need to ensure equitable language within the contract and look for best practices by other local, state, federal requirements.  Identify benchmark data on: Construction, Goods & Services, Professional Services.  In collaboration with Fiscal Services, Purchasing and Engineering to create, integrate and dashboard current EBO data on the City's website.  EBO policies and practices enhance the racial equity of the community.	Late 2021	Number of BIPOC small businesses receiving contracts with the City.  Number of dollars awarded to BIPOC small businesses.  Number of jobs created or retained.  Number of businesses that go through mentorships.  Conduct focus groups of business owner-ships to identify enhancements to the EBO programs.	Guadalupe Ayala

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Develop a small business mentoring program.	Increase the number of successful entrepreneurs and small business owners in low-income people and BIPOC in the City of Lansing.	Late 2021	Number of BIPOC small businesses receiving contracts with the City.  Dollars awarded to BIPOC small businesses.  Number of jobs created or retained  Number of businesses that go through mentorships.	
Create and encourage business purchasing co-ops to increase economies of scale, lower costs.	Sustaining small businesses and strengthen the community.		Number of dollars awarded to BIPOC small businesses.	
Utilizing CBAs in 2021 to encourage and incentivize developers to out-source and procure development.	Sustaining small businesses and strengthen the community.		Number of dollars awarded to BIPOC small businesses.	
Allocate revenues of \$28,000 per adult use facility (cannabis): <ul style="list-style-type: none"> <li>Grant applications for social equity participants.</li> <li>Allocate the funds to NGO that focus on economic development BIPOC (FY2020 \$280,000).</li> </ul>		Begin in 2022		
Development of equitable small business programs: <ul style="list-style-type: none"> <li>One &amp; All program.</li> </ul>	Sustaining small businesses and strengthen community. Increase the number of successful entrepreneurs and small business owners in low-income people and BIPOC.			LEAP

**GOAL:** Increase job training and educational opportunities for low-income people and communities that are primarily BIPOC city residents to increase incomes, and to create better career paths for youths.

**Community resources to be engaged:**

- › LEAP Funding
- › Lansing Chamber of Commerce
- › Local colleges and universities (LCC, MSU)
- › Michigan Works
- › SBAM
- › Lansing Promise
- › MI Works! (training/talent)
- › Clinton/Eaton/Ingham development centers

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Create job training programs that are funded by the private and public sectors.	Create partnerships with public, private, schools, community groups, GM, Neogen, Niowave, IT companies, Insurance (Auto Owners, Accident Funds), Michigan Works, others.	2022 School Year	1 to 2 employers each month into Lansing schools.	
Develop mentoring programs for youth, adults: <ul style="list-style-type: none"> <li>• Job shadowing.</li> <li>• Interviewing skills/professional attire.</li> <li>• Negotiation skills.</li> </ul>	<p>Job training program will focus on certain age groups with a purpose:</p> <ul style="list-style-type: none"> <li>• Accountability.</li> <li>• Lay out the plan for the program.</li> </ul> <p>Citizens who are more effective and efficient at securing good, high paying jobs.</p>		<p>Number of students engaged in a program.</p> <p>Number of interviews through this program.</p> <p>Number of internships through program.</p>	
Develop an effective entry program for youth and adults: <ul style="list-style-type: none"> <li>• Partner: Power in Passion – connecting resources</li> <li>• Create a survey to see what the City could provide</li> </ul>	<p>Job opportunity training – what type of jobs are out there for students.</p> <p>Talent meet-ups for high schoolers and parents.</p>		Number of jobs secured.	
Connect citizens with professional organizations with proven histories of providing effective assistance.	<p>Creating a list of good and bad actors of BIPOC.</p> <p>Eliminate the box of criminal question on app. (character/fitness case-by-case)</p> <p>Local Talent/Jobs Bank Website to match local employees and local employers.</p>		Number of jobs secured.	

**GOAL:** *The City of Lansing communities of color equitably benefit from hiring and employment opportunities within the City and for the City.*

**Community resources to be engaged:**

› City of Lansing Administration (HR)

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
<p>Ensure workforce equity:</p> <ul style="list-style-type: none"> <li>The Workforce Team includes representatives of Human Resources, Diversity &amp; Inclusion, labor unions and employees.</li> </ul>	<p>The City ensures equitable access to employment opportunities, including but not limited to:</p> <ul style="list-style-type: none"> <li>Recruiting</li> <li>Hiring</li> <li>Promotions</li> <li>Layoffs</li> <li>Dispute Resolution</li> </ul>		<p>Establish Workforce Equity Action Team</p> <p>Demographics of the City workforce reflect the demographics of the community across all levels of the organization.</p>	<p>Guadalupe Ayala</p>
<p>Create service group racial equity plans:</p> <ul style="list-style-type: none"> <li>Create a template for racial equity plans for departments and service groups.</li> <li>Provide technical assistance and training to service groups for identifying and preparing their individual racial equity plans, including outcomes, actions, timelines.</li> </ul>	<p>The City ensures equitable access to employment opportunities, including but not limited to:</p> <ul style="list-style-type: none"> <li>Recruiting</li> <li>Hiring</li> <li>Promotions</li> <li>Layoffs</li> <li>Dispute Resolution</li> </ul>		<p>Implementation of service group racial equity plans.</p>	<p>Guadalupe Ayala</p>
<p>Diversify the City workforce to reflect the community in which we serve:</p> <ul style="list-style-type: none"> <li>Service groups create comprehensive racial equity plans based on demographics and the succession plan.</li> <li>Create and publish on the City's website quarterly demographics by department and service groups.</li> <li>Transform the City's hiring process to remove barriers and increase diversity of candidates.</li> <li>Target outreach to neighborhoods of focus.</li> </ul>	<p>The City ensures equitable access to employment opportunities, including but not limited to:</p> <ul style="list-style-type: none"> <li>Recruiting</li> <li>Hiring</li> <li>Promotions</li> <li>Layoffs</li> <li>Dispute Resolution</li> </ul>		<p>Demographics of the City's workforce reflect the demographics of the community across all levels.</p>	<p>Guadalupe Ayala</p>

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
<p>Establish effective and sustainable recruitment strategies:</p> <ul style="list-style-type: none"> <li>Develop a practical recruitment and financial plan for meaningful local and diverse recruitment.</li> <li>Work with community partners to increase targeted recruitment.</li> </ul>	<p>The City ensures equitable access to employment opportunities, including but not limited to:</p> <ul style="list-style-type: none"> <li>Recruiting</li> <li>Hiring</li> <li>Promotions</li> <li>Layoffs</li> <li>Dispute Resolution</li> </ul>		<p>Develop a practical recruitment and financial plan for meaningful local and diverse recruitment.</p> <p>Work with community partners to increase targeted recruitment.</p>	Guadalupe Ayala
<p>Create effective and sustainable marketing and strategic planning to ensure continued recruitment sources:</p> <ul style="list-style-type: none"> <li>Create ongoing marketing materials and strategic plan to ensure citizens and applicants can easily understand and comprehend City's hiring process.</li> </ul>	<p>The City ensures equitable access to employment opportunities, including but not limited to:</p> <ul style="list-style-type: none"> <li>Recruiting</li> <li>Hiring</li> <li>Promotions</li> <li>Layoffs</li> <li>Dispute Resolution</li> </ul>		<p>Create ongoing marketing materials and strategic plan to ensure citizens can easily understand and comprehend City's hiring process.</p>	Guadalupe Ayala
<p>Ensure that racial equity is a core competency on select job descriptions:</p> <ul style="list-style-type: none"> <li>Each service group identifies one or more specific job classifications with key racial equity responsibilities and incorporates racial equity as a core competency/ expectation into that job description.</li> </ul>	<p>The City ensures equitable access to employment opportunities, including but not limited to:</p> <ul style="list-style-type: none"> <li>Recruiting</li> <li>Hiring</li> <li>Promotions</li> <li>Layoffs</li> <li>Dispute Resolution</li> </ul>		<p>Review and evaluate each job description to identify racial equity as a core competency.</p> <p>Implement changes to job descriptions.</p>	Guadalupe Ayala
<p>Create and distribute clear racial equity expectations for managers:</p> <ul style="list-style-type: none"> <li>Training on equitable hiring practices for all managers.</li> <li>Clear expectations and accountability for racially equitable workplaces.</li> </ul>	<p>The City ensures equitable access to employment opportunities, including but not limited to:</p> <ul style="list-style-type: none"> <li>Recruiting</li> <li>Hiring</li> <li>Promotions</li> <li>Layoffs</li> <li>Dispute Resolution</li> </ul>		<p>Provide training to all managers on equitable employment practices.</p>	Guadalupe Ayala
<p>Strengthen personnel policy and practices:</p> <ul style="list-style-type: none"> <li>Review policies and identify racial equity barriers to hiring, retention and upward mobility.</li> <li>Use the Racial Equity Tool to develop recommended changes. Barriers to be considered to include minimum qualifications (education and experience equivalencies) and the role of seniority in promotions and benefits.</li> </ul>	<p>The City ensures equitable access to employment opportunities, including but not limited to:</p> <ul style="list-style-type: none"> <li>Recruiting</li> <li>Hiring</li> <li>Promotions</li> <li>Layoffs</li> <li>Dispute Resolution</li> </ul>		<p>Evaluation of Human Resources and Diversity &amp; Inclusion policies.</p>	Guadalupe Ayala



Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
<p>Continue planning for retirements:</p> <ul style="list-style-type: none"> <li>Conduct an analysis of positions that have a large number of anticipated retirements in the next five years.</li> <li>Develop and implement career pathways to ensure diverse applicant pool is prepared to compete for those vacancies.</li> </ul>	<p>The City ensures equitable access to employment opportunities, including but not limited to:</p> <ul style="list-style-type: none"> <li>Recruiting</li> <li>Hiring</li> <li>Promotions</li> <li>Layoffs</li> <li>Dispute Resolution</li> </ul>		<p>Update succession planning information on a quarterly basis.</p> <p>Recruitment, hiring, retention, training and promotion processes used to fill openings that result from retirements to advance workforce equity.</p>	Guadalupe Ayala
<p>Explore the possibility for premium pay for bilingual staff in community-serving positions where additional language fluency can be utilized:</p> <ul style="list-style-type: none"> <li>Identify positions that interact with the public and develop Recommend options for supplemental pay for bilingual employees.</li> </ul>	<p>The City ensures equitable access to employment opportunities, including but not limited to:</p> <ul style="list-style-type: none"> <li>Recruiting</li> <li>Hiring</li> <li>Promotions</li> <li>Layoffs</li> <li>Dispute Resolution</li> </ul>		Bridge the opportunity gap for the City's vulnerable and underserved communities of color.	

**GOAL:** *City's communities of color equitably benefit in the economic prosperity of the City.*

**Community resources to be engaged:**

› TBD

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
<p>Bridge the opportunity gap for the City's vulnerable and underserved communities of color:</p> <ul style="list-style-type: none"> <li>Assess current economic incentives (eg. NEZ, 328, IFT, OPRA, Brownfield) distribution policy and rubrics through a racial equity lens.</li> <li>Make necessary changes to advance racial economic equity in neighborhoods of focus.</li> </ul> <p>Prioritization of racial equity in the following three areas of economic development:</p> <ol style="list-style-type: none"> <li>Utilization of the EBO program, including local contracting with W/MBE and Micro LBE contractors and apprenticeships.</li> <li>Utilization of the EBO policy to enhance and encourage local hiring specific to the neighborhoods of focus and W/MBE and Micro LBE Minority Owned Business Opportunities and Development.</li> <li>Affordable Housing incentives.</li> </ol>	<p>Economic development projects enhance the racial equity of our community.</p>		<p>Utilize data collection tools to prepare an annual report on representation of beneficiaries of various economic development programs based on race, gender and community.</p> <p>Incorporate the utilization of the EBO Construction and Goods and Services guidelines to incentivize and reward firms that participate in bid discount programs to address inequities.</p> <p>Fully Implement the utilization of the financial system in identifying and reporting on payments.</p> <p>Implement data collection tools and infographics to identify and report on economic development programs.</p> <p>Fully incorporate EBO bid discounts in economic development programs.</p> <p>Align conversations to implement racial and economic data quality and priorities.</p>	
<p>Create Racial Equity tool kits for community members and developers that identify how to work with the city.</p> <p>Create a "Working with Developers Toolkit" - a resident-centric how-to guide to negotiate jobs and other benefits.</p>	<p>The City provides ongoing and inclusive information regarding our economic development processes.</p>		<p>Create an online toolkit.</p> <p>Create workshops based on the toolkit on a regular basis (every other month).</p> <p>Ensure that workshops and materials are offered in Spanish as well.</p>	

## Housing and Development

*“Although the Fair Housing Act of 1968 made it illegal to discriminate in selling, renting or financing housing in the United States, recent studies we’ve conducted show housing discrimination is alive and well in America.”*

**Alphonso Jackson**

### Foundational Principles

There can be no question that access to housing remains unequal. Despite long-standing laws guarding against discrimination, members of disadvantaged groups can experience a harder time finding a high-quality place to live in a high-opportunity neighborhood. While there is not a lot of research or data available on this topic specific to Lansing, there is evidence that certain portions of the population do not know how to, or have the ability to secure or sustain, housing.

### Strategic Vision

All residents of Lansing, regardless of color, gender, race, ethnicity or orientation, have equitable access to the resources and information needed to secure and sustain the housing of their choice in a neighborhood that offers opportunity and enrichment.

### Issues Identified

- › A need for a plan and designated resources to gather data. Data specific to Lansing is in short supply when it comes to identifying housing opportunities and barriers.
- › A need for a process and resources for evaluation. Are housing programs available fairly to all, and are they achieving what they were designed for or what they need to achieve?
- › A need for resources, as stated above, but also for better maintenance of housing (whether rental or owner-occupied) and for increasing the available supply.
- › A need for education, specifically more programs that provide education, and a better way of conducting marketing and outreach, specifically towards communities of color.

**GOAL:** *Ensure people of color in Lansing have access to affordable housing.*

### Community resources to be engaged:

- › Housing non-profits like CAHP and Habitat for Humanity
- › Lenders and realtors
- › Fair Housing Center
- › Neighborhoods and Citizen Engagement (NCE)
- › Financial empowerment services
- › HUD

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Continue developing and offering training and education that helps minorities better understand how to secure and sustain housing.	Citizens will gain or strengthen their understanding of how to secure a home or rental property, and how to keep that property by budgeting to make regular payments, pay utilities, maintain the property, etc.	On-going	One new program is deployed in 2021.	NCE

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Engage key community resources/developers/landlords/ citizens to increase housing supply in the city.	More housing options are available across the board.		Units brought on-line increase, particularly affordable units, from previous years .	EDP
Ensure program materials are affirmatively available and developed to specifically target people of color .	Marketing materials for all housing programs are actively promoted in communities of color.	On-going	Periodic audit of marketing plan for housing programs offered throughout the city.	All

**GOAL:** *Keep good landlords and developers in business within the City to ensure availability of quality, affordable housing.*

**Community resources to be engaged:**

- › Rental Property Owners Association of Mid-Michigan
- › Advent House Ministries and similar Lansing agencies
- › Capital Region Housing Collaborative
- › Housing Developers
- › Legal Aid

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Develop partnerships and programs that support landlords.	Ensure that there are a sufficient number of quality rental housing options available to residents.	On-going	1 new partnership or program developed in 2021 between the City and landlords.	EDP
Develop educational programs that help foster better relationships between landlords and tenants.	Ensure that residents understand their role in the tenant/landlord relationship; understand budgeting, paying rent, etc.		Audit and updating of tenant education materials	HRCS and RPOAMM
Provide landlords and developers with access to funding needed.	Increase the supply of housing generally available in the City.		Fund development occurs in 2021 to support the creation of new funding sources	EDP
Provide ways to support good landlords while expanding ways to target landlords who do maintain quality properties.	Greater investment by landlords in community development. Time is freed up by the City to address and resolve issues with challenging properties within the City boundaries.	On-going	Creation of policies/ incentives that reward good landlords.	EDP

**GOAL:** *Evaluate existing housing programs, mortgage data, etc. to have a better understanding of who is being reached, how they are accessing housing, etc.*

**Community resources to be engaged:**

- › Realtors
- › University partners
- › State of Michigan

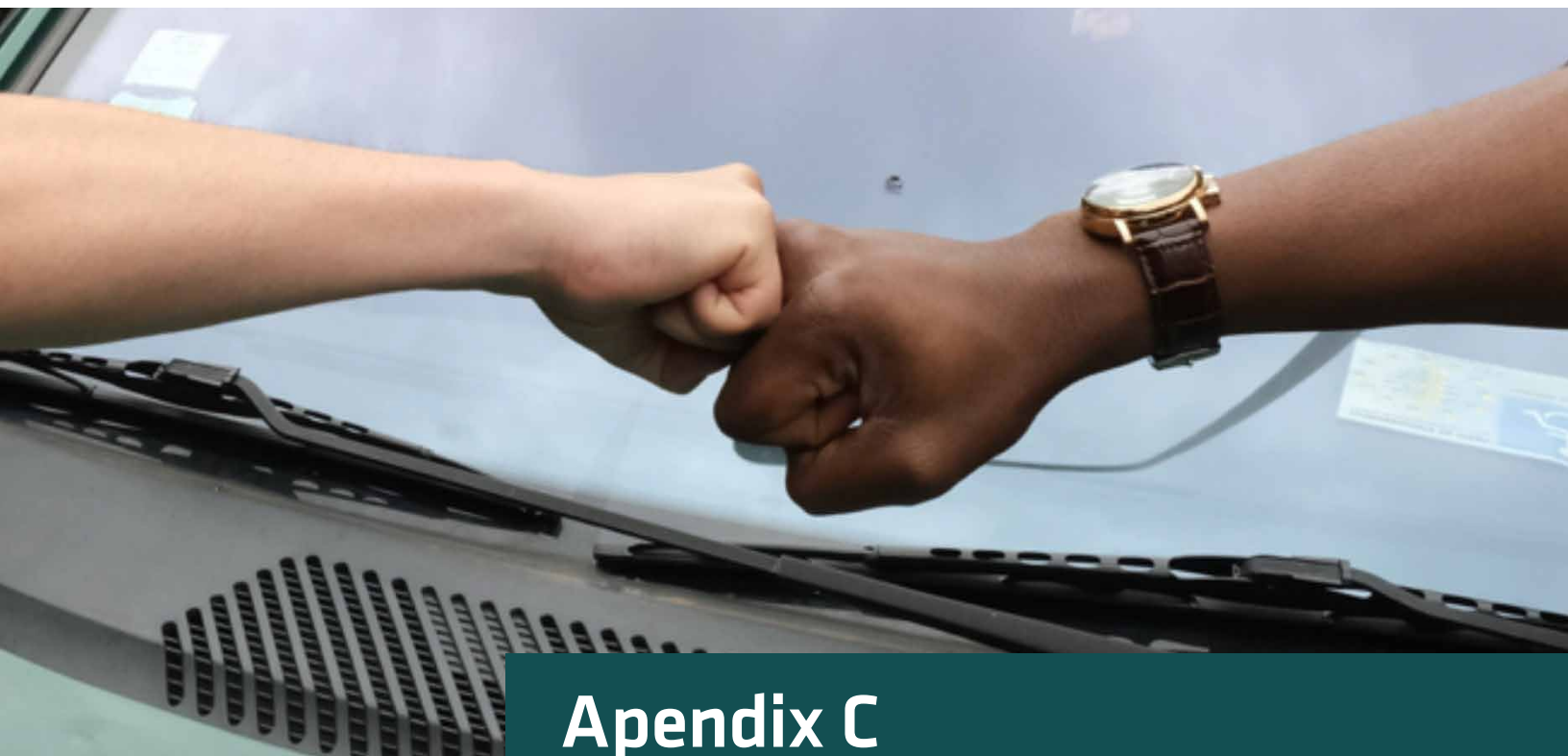
Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Develop a centralized data collection process via relators, landlords, etc. that collects demographic details on purchasers, tenants.	The ability to know more granular detail about housing access in the City of Lansing.	TBD	Number of residents able to maintain their housing status after 12 months, 18 months, etc.	TBD

**Training Needs**

- › With the plan to identify information gaps and best practices to build access to home ownership, available information and training processes will be evaluated, training needs will be determined, and additional materials developed, as needed.

**Barriers to Success**

- › Limited resources available
- › Data is sensitive and difficult to obtain



# Appendix C

**Executive Directive 2020-03**

**Andy Schor**  
Mayor



City Hall - 9th Floor  
124 W Michigan Avenue  
Lansing, MI 48933-1694  
PH: 517.483.4141 - FAX: 517.483.6066  
LansingMayor@lansingmi.gov

**OFFICE OF THE MAYOR**  
CITY OF LANSING, MICHIGAN

**TO: COUNCIL PRESIDENT, COUNCIL VICE PRESIDENT, MEMBERS OF LANSING CITY COUNCIL; ALL OFFICERS, EMPLOYEES, AGENCIES, BOARDS, AUTHORITIES, AND DEPARTMENTS OF THE CITY OF LANSING**

**RE: EXECUTIVE DIRECTIVE: THE CITY OF LANSING'S COMMITMENT TO FAIR AND BIAS-FREE TREATMENT OF ALL PEOPLE – 2020-03**

The City of Lansing values the powerful voices of our citizens who seek change relative to racial justice in our communities. Recent national events and the disparate impact of COVID-19 underscore the need to address these disparities and have inspired us as a community to work to mitigate bias in the delivery of City services and bring an end to structural racism.

Research reveals that implicit bias impacts and affects the delivery of governmental services. As a result, it is our ongoing responsibility as a city government to marshal policies and procedures that root out, expose, dislodge, and ultimately correct implicit biases and structural racism. Public servants must reflect and translate their democratic ideals by placing racial equity and the elimination of bias at the forefront of policymaking and action. Changing the landscape regarding bias in our community will require everyone's efforts, but as a city government, we must take the lead.

This Executive Directive is intended as the next step on the journey we began in July 2020 with my announcement of a path forward to create a Racial Justice & Equity Community Action Plan, with the assistance of Attorney Teresa Bingman, and the leadership of co-chairs Kimberly Coleman, Human Relations and Community Services (HRCS) Director, and Dr. Daryl Green, Chief of the Lansing Police Department. I appointed community leaders to the Mayor's Racial Justice and Equity Alliance (MRJEA) to examine policies, practices, and biases and to gain a deeper understanding of how to eradicate racism and violence in Lansing through the fair and equitable treatment of all.

The work of the MRJEA has been ongoing and the following professionals have been named to lead committees whose charge is to frame issues, develop goals, and make recommendations for the MRJEA's consideration, using their expertise, information, and data from internal and external scans, including input from City employees and the public. City of Lansing department directors have been assigned to work with the committees to provide input, departmental resources and information. Committee leaders are:

- Arts & Culture: Lorenzo Lopez & Angela Mathews
- Communities & Neighborhoods: Calvin Jones & Lural Baltimore
- Education & Youth Development: Dr. Delsa Chapman & Carmen Turner
- Health & Environmental Justice: Dr. LaKeeya Tucker & Linda Vail



- History of Lansing: Paula Cunningham & Willard Walker
- Housing & Development: Susan Cancro & Joel Ferguson
- Jobs & Economic Development: Karl Dorshimer & Dr. Alane Laws-Barker
- Mission, Vision, Values & Commitment: Lisa Crumley & Dr. Daryl Green
- Public Safety: Pastor Melvin T. Jones & Attorney Pamela Davies
- Training: Linda Sanchez-Gazella, Kimberly Coleman, & Guadalupe Ayala

We are grateful to the City of Grand Rapids as they have graciously shared with us highlights of their racial equity journey, which commenced in 2016 by participating in a cohort along with four other cities that were brought together by the Government Alliance on Race and Equity (GARE). This process informed Grand Rapids's Racial Equity Plan, and the City has made tangible progress toward the implementation of their plan over the past several years. We have also enlisted the assistance of the Michigan Department of Civil Rights, with Attorney Daniel M. Levy, Director of Law and Policy, serving as an advisor and Michigan Public Health Institute's Chief Strategy Officer, Dr. Paul Elam, to assist with the internal scan and an employee training strategy.

We know that if we are to really transform the way we think and operate, it will take time and introspection. We need to continue to learn through ongoing input from the community. We are also learning from officials from other cities that have developed racial justice and equity plans and are discovering best practices. We must understand why things are as they are, how they got this way, and what perpetuates these disparities – and we must take bold steps, together, to make our city an inclusive and welcoming place for people to live, work and visit.

After understanding the issues, we will identify steps we can take immediately to begin the process of change. This directive should not be seen as the answer to today's inequities. It is a beginning. It is also a commitment to do what is necessary to root out the underlying causes of today's inequities and address them one by one. It is a recognition that if we are really to change how government delivers on its promises, we need to begin by changing the perspectives of the people who are making policy and delivering services.

To support our crucial efforts to ensure the delivery of bias-free governmental services and transparency in city government and to ensure that we develop partnerships and access resources to support our strategic work, I have appointed Guadalupe Ayala to serve as the City's first Diversity, Equity and Inclusion Officer. She will coordinate efforts between my office, all department directors, the Mayor's Racial Justice and Equity Alliance, the National League of Cities REAL program, and partner jurisdictions through GARE and locally. This position reports to the Director of the Human Relations and Community Services, currently Kimberly Coleman.

Therefore, pursuant to the direction and mandate given to me by the People of the City of Lansing, as expressed in State Law, City Charter, and City Ordinances, I, Andy Schor, Mayor of the City of Lansing hereby issue the following Executive Directive:

### **Executive Directive 2020-03**

Acting under Section 4-102.1, of Article 4 of the City of Lansing City Charter, I direct the following:

1. Not later than February 28, 2021, the City will partner with the National League of Cities' Race, Equity and Leadership (REAL) department to secure consultation to provide training and administer advice relative to the development of the City's racial justice and equity plan.
2. Not later than January 31, 2021, the City will join the Government Alliance on Racial Equity (GARE), a national network of government entities working to achieve racial equity and advance opportunities for all through collaborative efforts, the sharing of best practices, training, and partnership building. The

- History of Lansing: Paula Cunningham & Willard Walker
- Housing & Development: Susan Cancro & Joel Ferguson
- Jobs & Economic Development: Karl Dorshimer & Dr. Alane Laws-Barker
- Mission, Vision, Values & Commitment: Lisa Crumley & Dr. Daryl Green
- Public Safety: Pastor Melvin T. Jones & Attorney Pamela Davies
- Training: Linda Sanchez-Gazella, Kimberly Coleman, & Guadalupe Ayala

We are grateful to the City of Grand Rapids as they have graciously shared with us highlights of their racial equity journey, which commenced in 2016 by participating in a cohort along with four other cities that were brought together by the Government Alliance on Race and Equity (GARE). This process informed Grand Rapids's Racial Equity Plan, and the City has made tangible progress toward the implementation of their plan over the past several years. We have also enlisted the assistance of the Michigan Department of Civil Rights, with Attorney Daniel M. Levy, Director of Law and Policy, serving as an advisor and Michigan Public Health Institute's Chief Strategy Officer, Dr. Paul Elam, to assist with the internal scan and an employee training strategy.

We know that if we are to really transform the way we think and operate, it will take time and introspection. We need to continue to learn through ongoing input from the community. We are also learning from officials from other cities that have developed racial justice and equity plans and are discovering best practices. We must understand why things are as they are, how they got this way, and what perpetuates these disparities – and we must take bold steps, together, to make our city an inclusive and welcoming place for people to live, work and visit.

After understanding the issues, we will identify steps we can take immediately to begin the process of change. This directive should not be seen as the answer to today's inequities. It is a beginning. It is also a commitment to do what is necessary to root out the underlying causes of today's inequities and address them one by one. It is a recognition that if we are really to change how government delivers on its promises, we need to begin by changing the perspectives of the people who are making policy and delivering services.

To support our crucial efforts to ensure the delivery of bias-free governmental services and transparency in city government and to ensure that we develop partnerships and access resources to support our strategic work, I have appointed Guadalupe Ayala to serve as the City's first Diversity, Equity and Inclusion Officer. She will coordinate efforts between my office, all department directors, the Mayor's Racial Justice and Equity Alliance, the National League of Cities REAL program, and partner jurisdictions through GARE and locally. This position reports to the Director of the Human Relations and Community Services, currently Kimberly Coleman.

Therefore, pursuant to the direction and mandate given to me by the People of the City of Lansing, as expressed in State Law, City Charter, and City Ordinances, I, Andy Schor, Mayor of the City of Lansing hereby issue the following Executive Directive:

### **Executive Directive 2020-03**

Acting under Section 4-102.1, of Article 4 of the City of Lansing City Charter, I direct the following:

1. Not later than February 28, 2021, the City will partner with the National League of Cities' Race, Equity and Leadership (REAL) department to secure consultation to provide training and administer advice relative to the development of the City's racial justice and equity plan.
2. Not later than January 31, 2021, the City will join the Government Alliance on Racial Equity (GARE), a national network of government entities working to achieve racial equity and advance opportunities for all through collaborative efforts, the sharing of best practices, training, and partnership building. The

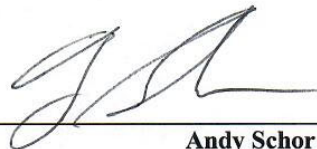
MRJEA Executive Leadership Team shall work with GARE to identify training to further inform the process of creating a racial justice and equity plan and to determine appropriate training for all department directors and members of the MRJEA.

3. By February 28, 2021, Linda Sanchez-Gazella, Director of the Department of Human Resources, in consultation with Guadalupe Ayala, Diversity, Equity and Inclusion Officer, shall identify and secure implicit bias training that can be completed remotely by City employees. They shall also develop a long-term training plan for City employees to ensure that the City has a mandatory annual training plan in place for all employees once MRJEA's Racial Justice and Equity Plan is approved and ready to be implemented.
4. During 2021, all City employees shall complete mandatory implicit bias training as made available by the office of Human Resources. New employees will be expected to complete this training within 60 days of their date of hire.
5. By May 31, 2021, I will review the Racial Justice and Equity Plan that is recommended by the MRJEA, with the input of department directors. The submitted plan should contain the following components, at a minimum, from each department, in coordination with the Department of Human Resources. These components shall be submitted to the MRJEA to obtain feedback and recommendations before they are incorporated into the Racial Justice and Equity Report:
  - a. An EEOC document with applicable employee information.
  - b. Review of department functions to include but not limited to training, recruitment, hiring and contracting efforts relating to diversity. The department must include discussion on efforts to attract, hire, or promote a diverse group of qualified applicants.
  - c. Review of the minimum requirements for each position to assess whether unnecessary requirements may be limiting applicant pool.
  - d. Available data, disaggregated by race, identifying who among Lansing residents they are serving with existing programs. To the extent that data is incomplete, the plan will include how more complete data will be collected in the future.
  - e. Identification of measurable disparities that may be tracked on an annual basis, and at least three steps to be taken to address them in the first year.
6. The submitted Racial Justice and Equity Plan should contain the following components from the work of MRJEA committees that address the City's operations, with the approval of MRJEA members:



- a. Foundational principles
  - b. Issues identified
  - c. Strategic Vision
  - d. Goals
  - e. Recommended Action and Timeline
  - f. Recommended Pilot Projects, if appropriate
  - g. Desired Results
  - h. Expected Outcomes and Timeline
  - i. How to Measure Success, Indicators of Success and Milestones
  - j. Accountability Measures
    - i. Who is on point for each action and
    - ii. Who is on point for sharing progress with the public and receiving input from the public
  - k. Training Recommendations.
  - l. Resources and Budget Required for Implementation
  - m. Recommended Collaborations and Partnerships
  - n. Other Emerging and Relevant Issues to be Addressed
7. The Racial Justice and Equity Plan should also include a recommended internal policy that includes a commitment to provide inclusive work environments that promote equity and inclusion. Once all the recommended operational policies are approved, department directors will ensure that all employees have read and understand the related policy.
8. By August 2021, the City of Lansing Police Department will focus on racial justice and equity through a comprehensive, community-driven independent review of its departmental policies and procedures. This review will be conducted by a reputable outside contractor and focus on the following key areas: use of force & de-escalation, body-worn cameras, bias-free policing, accountability & oversight, community engagement, officer wellness, recruitment & retention, and arrest management. The consultant will complete an assessment of the Lansing Police Department and recommend changes consistent with the 21<sup>st</sup> Century Policing Taskforce guidelines.
9. By August 2021, the City of Lansing Fire Department will focus on racial justice and equity through a comprehensive community-driven independent review of its departmental policies and procedures. This review will be conducted by a reputable outside contractor. The consultant will complete a workplace culture assessment of the fire department and will recommend changes consistent with professional standards that include diversity, inclusion and equity. The consultant will also identify related training needs for the Fire Department.

If we are to be fully successful, we must take the time to build this crucial plan for change together, with the full commitment and participation of every City employee and resident. I, and the City of Lansing, have committed to this change.



**Andy Schor**  
**Mayor**





Andy Schor, Mayor