



ADDENDUM TO MAYOR ANDY SCHOR'S TRANSITION TEAM REPORT

**Mayor-Elect Schor's Transition Team
Business & Economic Development Committee Report
December 31, 2017**

Committee Chair: Greg Ward

Committee Members: Berl Schwartz, Charles Mickens, Steve Japinga, Pete Kramer, Jennifer Grau, Cara Nader, Jose Yanez, Tyrone Sanders, Denise Peek, Dale Schrader, Laurie Baumer, Bo Garcia, Pat Spyke, Ryan Wert, Price Dobernik, Jamie Schriener, Glenn Freeman

Additional Attendees: Mayor-Elect Andy Schor (opening), Former Lansing Mayor David Hollister, Chelsea Coffey, Samantha Harkins and Joan Bauer.

Committee's Charge:

The Business and Economic Development Committee members were asked to review Mayor-Elect Schor's Change for Lansing's Future document dated 8/14/2017 and develop a prioritized list of the top three to five business and economic strategic areas for 2018. Committee members were also asked to identify any additional business and economic strategic areas that were not included in the Change for Lansing's Future document. Lastly, the committee members were asked to consider input from the public and recommend a list of "quick wins" and emerging areas to watch for 2018.

Introduction

On December 7, 2017 the Business and Economic Development Committee met at The Outfield at 310 North Cedar Street from 9:00 to 11:00 am. There was general excitement and optimism about Lansing's future as the committee members shared what they love about Lansing. Some examples included:

"We can grow the pie for all."

"It's a great place to do business."

"It's a big small-city and it's comfortable."

"Lansing is a place where people can succeed."

"I love our riverfront."

Top Priorities from Survey Results

Mayor-Elect Schor's Change for Lansing's Future document identified 17 strategies for business and economic development opportunities in Lansing. Committee members independently identified his or her top priorities from the 17 strategies and submitted those results prior to the convening of the Committee. Emerging as top priorities were:

- 1. Assist Small Businesses.** There was robust discussion around the topic of assisting small businesses. A recurring comment in this space was reducing red tape for businesses wanting to do business in the city. Other ideas presented to assist small businesses included coordination of commercial center and development zones; leveraging economic development tools; hosting business summit for all businesses; creating a

“smart city” liaison; enhancing access to affordable capital for small businesses; developing a shop/buy local strategy.

2. **Functional infrastructure** is a necessity for economic and community development. There is a need for increased walkability in the city.
3. Lansing needs options for **neighborhood grocery** stores and food access for all. The downtown area was often cited as one area of Lansing that needs accessible grocery options.
4. The idea of a **performing arts center in Lansing** was not included in the Change for Lansing’s Future, but did surface during the committee’s discussion. A performing arts center would also support the goal of developing Lansing as an anchor for tourism.

Emerging Trends

The committee also identified autonomous vehicles and marijuana regulations as emerging trends to watch likely impacting business and economic development.

Common Themes

There were common themes that evolved during the discussion about Lansing’s future when considering business and economic development. These themes were similar to themes that emerged from the other transition committees’ discussions. The following are some of the themes that emerged:

1. Transparency.
2. City’s financial health is a priority.
3. Building our regional partnerships, including Lansing’s airport and MSU’s FRIB.
4. Better communication that informs and engages citizens.

Lansing’s Brand Elements

Branding is important beyond a logo; it includes the entire experience. What is Lansing’s brand? Some elements to Lansing’s brand include welcoming, big/small city, comfortable, inclusive, relationships with educational institutions, including Lansing Community College, MSU and WMU Cooley Law School. We need to determine Lansing’s brand and play to those attractive aspects of Lansing.

Quick Wins

A Harvard Business Review article defined a “quick win” as a new and visible contribution made early in a new leader’s tenure. It is apparent that Lansing residents support the new administration and want the Mayor and his team to be successful. To that end, the following “quick wins” in the area of business and economic development are offered for consideration:

1. Communicate 2018 plans to citizens.
2. Host a 2018 Business Summit.
3. Continue with “pop-up” events similar to those in Reo Town.
4. Host job fairs to bring talent into the city.

Final Thoughts

On behalf of the Committee, I would like to thank Mayor-Elect Schor for the opportunity to serve our great city as we look to Lansing's future. The Committee also recognizes staff members Chelsea Coffey and Samantha Harkins for their management in pulling together all the logistics and materials for the committee's effort. Finally, I am incredibly grateful for the opportunity to work alongside our transition chair, Joan Bauer. Joan's leadership, vision and support served as a constant inspiration throughout our work.

Respectfully submitted,

Greg Ward Chair, Business and Economic Development Committee

Mayor-Elect Schor's Transition Team Report
Education Committee
December 28, 2017

Purpose of the Education Committee's Work

Recognizing that the single most important factor for the long-term prosperity of Lansing is education, Mayor Schor convened an Education Committee to address and identify priorities for his administration. Twenty well-respected leaders of our community met to discuss the essential strategies needed to determine our city's educational success in the 21st Century. While there was lively discussion regarding the order of priorities, there was wide-spread support for a citywide call to action that mobilizes all our resources to support the education of our school community.

Lansing has a comprehensive educational infrastructure with an innovative and nationally-recognized Lansing Pathway Promise – a K-12 career and college readiness system in the Lansing School District, a progressive Lansing Community College, business and law degree granting colleges, and an internationally heralded Michigan State University. In addition, The Lansing Promise guarantees Lansing graduates with at least two years of college tuition at one of three are institutions of higher education.

This new administration under Mayor Schor can strategically leverage these assets to prepare our city for the new economy. The information age has accelerated at a rapid pace. Lansing enjoys being an internationally diverse community which is essential in promoting our capital city in an economically competitive global environment. Our best long-term strategy is to have educated residents, who are well-prepared for the workplaces of the future. In order to have a vibrant, engaged, and informed citizenry, we must ensure that all children are successful in school.

While there has been a positive relationship between the City and the education community, it has never been formalized in a way that builds a citywide infrastructure supporting a PK-20 approach to long-term investment. Closer and more active collaboration and coordination is needed between the City of Lansing and our educational institutions to support opportunities for students to achieve their educational goals and transition to local jobs and careers. Retaining our graduates to live, work, and learn in Lansing will strengthen our neighborhoods and business community.

Having this kind of commitment from the community is an inspiration to those who work with our youth every day. Having a Mayor who is also a parent in our city's public school district, provides a first-hand understanding of the value of the education his children are receiving. That kind of commitment says so much about how he values this relationship and the importance of our partnership.

Proposed Education Priorities

In his campaign platform *Change for Lansing's Future*, Mayor Schor outlined eight key priorities for Education and identified potential actions and/or partners to support the effort:

- 1. City Relationship with Lansing Public Schools**
 - a. Establish a formal Relationship Between LSD and City
- 2. School Quality and Student Opportunities**
 - a. Promote and Support the Lansing Promise
 - b. Support the Lansing Pathway Promise
 - c. Establish formal partnerships with business and industry
 - d. Honor diversity and international cultures
- 3. Informing Residents of Improvements**
 - a. Promote district with realtors, Greater Lansing Convention and Visitors Bureau
 - b. Offer families opportunities to enroll students in LSD
 - c. Promote value of the community
- 4. Student Readiness**
 - a. Support Refugee/immigrant programs
 - b. Promote tutoring, mentoring opportunities
 - c. Sponsor youth group activities
 - d. Provide new arrival information for families
 - e. Work collaborative with LEAF and Promise
 - f. Engage higher education in promoting LSD
 - g. Promote inclusiveness in T3 and C3R
- 5. Human Services to Families and Schools**
 - a. Promote Ingham Health Department in schools
 - b. Expand wrap-around services inside schools
 - c. Support community policing in our schools and neighborhoods
 - d. Support Communities in Schools
- 6. City Relationship with All Schools**
 - a. Improve collaboration with schools other than LSD
- 7. City Relations with Higher Education**
 - a. Promote and enable partnerships with higher education
 - b. Promote HOPE and Promise
- 8. Workforce Development**
 - a. Engage Michigan Works in K-12 programming
 - b. Actively engage T3, Chamber, MSU, LEAP, MSU, Tri-County Planning Commission

The Education Committee was charged with prioritizing these key elements as well as add others that were essential for the success of our school community.

The Transition Team

On December 8, 2017, the Education Committee met in the Lansing School District Board of Education room to discuss and identify the key priorities for Mayor Schor's administration over the course of the next four years. The committee was chaired by Yvonne Caamal Canul, Superintendent of the Lansing School District and facilitated by Transition Team Co-Chairs, Former State Representative Joan Bauer and Former Mayor Dave Hollister. Members of the committee included:

Dr. Brent Knight, Chuck Alberts, Dr. Janet Lillie, Nancy Wonch, Randy Watkins, Helen Mickens, Dr. Scott Koenigsknecht, Steve Purchase, Dr. Nino Rodríguez, Dominic Carbone, Owen Kilpatrick (student representative), Scott Duimstra, Dr. George Peña, Bethany Gierczyk, Reverend Dr. Melvin T. Jones, Melissa Lilje, Dr. Hi Fitzgerald, Dr. Bryan Beverly, Kellie Dean, and Justin Sheehan. Mayor Schor's staff were also present: Samantha Harkins and Chelsea Coffey. Transition Team Chair for Economic Development, Greg Ward, also attended the meeting.

The meeting was called to order at 3:30 p.m. and included public comment. Mr. Daniel Arnold, a child and mental health advocate, spoke during public comment. The meeting adjourned at 5:40.

The meeting was video-taped and can be found at: <https://youtu.be/wgA0gze3HsQ>.

The Transition Team Recommendations

From the eight key priorities and multiple strategies outlined by Mayor Schor in his campaign platform for Education, the committee identified the following, in order of priority:

- ◆ Establish a formal relationship between the City of Lansing and the Lansing School District.
- ◆ Energetically support the Lansing Pathway Promise, the Lansing Promise and HOPE Scholarships, and the Lansing Educational Advancement Foundation.
- ◆ Marshal community and faith-based resources to support mentoring, internships, academic tutoring and wrap-around services for students.
- ◆ Promote the Lansing School District through the media, realtors, the visitors' bureau, and word-of-mouth.
- ◆ Promote the value of living, learning, and working in a diverse community.

It was noted by the committee that each of these priorities will need an "action plan" delineating the activities, people responsible, deliverables, and resources needed. These next steps could be developed by members of the committee in collaboration with the Mayor's administration.

Respectfully submitted by:

Yvonne Camaal Canul Chair, Education Committee

**Mayor-Elect Schor's Transition Team Report
Neighborhoods and Public Safety Committee
December 19, 2017**

On December 11, 2017, the Neighborhoods and Public Safety committee met at the Allen Neighborhood Center. Prior to the meeting, 27 committee members participated in a survey where they prioritized 15 actions taken from Mayor-Elect Schor's "Change For Lansing's Future" plan. Attachment 1 has a summary of the prioritized rankings.

| Below is a list of the committee members who attended the meeting: | | |
|---|--------------------|------------------|
| Mark Alley | Rock Hudson | Mike Redding |
| Elizabeth Battiste | Melissa Jeffries | Rina Risper |
| Dayle Benjamin | Denise Kelley | Griffin Rivers |
| Monica Blackwell | Cynthia Lockington | Loretta Stanaway |
| Kyle Bowman | Drew Macon | Mary Toshach |
| Scott Ellis | Nancy Mahlow | Kathy Tyler |
| Patty Farhat | Joan Nelson | Eric Weber |
| Kelly Funk | James Pyle | Tracy Wimmer |

In addition to the above committee members, Transition Team Chairperson Joan Bauer and Transition Team Senior Advisor David Hollister were also in attendance. Representing the Mayor-Elect's administration were Samantha Harkins, Chelsea Coffey, Andrea Crawford, Andy Kilpatrick, and Brian McGrain. The meeting was open to the public and approximately 20 citizens attended. Finally, Mayor-Elect Schor attended the first part of the meeting and welcomed and thanked all the attendees.

Following opening comments and a review of the meeting agenda (attachment 2), the committee discussed the survey results. Below is a high-level summary of the comments / discussions.

| # | Comments and Discussion Summary |
|----------|---|
| 1 | Recommendations in the "Change for Lansing's Future" plan should be grouped together in similar areas to look for economies of scale. |
| 2 | We should have a priority of taking a "Whole Neighborhoods" approach. We should incorporate all stakeholders (residents, schools, faith-based institutions, businesses, non-profits) in assessment/planning/implementation of neighborhood improvement strategies. |
| 3 | I agree with roads being number one followed by public safety and code compliance. If managed correctly, code compliance could be a revenue generator for the city. |
| 4 | I want to know that the public safety personnel are there for us. I also want them there after an incident happens. From personal experience, I can say they were not there for me and my family. Officers do not know how to respond to upset citizens. We need better police / community relations. |

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| 5 | The city currently has 10 community policing officers assigned to neighborhoods. |
| 6 | Police officers need sensitivity training. |
| 7 | We need more communication between the police and neighborhood leaders. |
| 8 | We need to increase staffing in the police department. We should utilize cadets and citizen reserve officers to free up time for police officers. |
| 9 | I went on a ride-along with the police Friday night and there were no patrol cars available for four of the officers. |
| 10 | We are putting pressure on police officers to deal with troubled youth. We should look at non-profits for assistance to lessen the burden on the system. |
| 11 | There is a lot of energy around Neighborhood Watch, but culturally it is not well received. Neighborhood Watch is not about spying on and turning in your neighbors. |
| 12 | Citizens do not get the same response when they call in issues to the city that a police officer gets when they call. Everyone, no matter who they are, should get the same response. |
| 13 | The Fire Department used to an Explorer program, but they do not have it anymore. This was a great pipeline to get new firefighters into the department. The Police Department does have an Explorer program. The Fire Department should have an Explorer program. |
| 14 | We have had three great community police officers (CPOs) assigned to Northtown in a row. The CPOs tell us what is happening at our monthly meetings. |
| 15 | Not all police officers are perfect; they are human. |
| 16 | By January 1, the Police Department will have four cadets on staff. The Police Department also has a group of approximately 20 Explorers. |
| 17 | There are plenty of volunteer opportunities available in the Police Department. There are 11 police officers and one Police Commissioner teaching Gang Resistance Education And Training (GREAT) in our schools. |
| 18 | Explorers used to have to speak a foreign language to qualify. We should go back to that standard. |
| 19 | I hope that the Police Department goes back to Team Policing. Team Policing made a big difference. |
| 20 | Should we focus on roads or better housing? The roads are really bad, but I would rather see us clean-up the houses. |
| 21 | I would like to see innovative thinking on collaboration between the Community Police Officers and the neighborhoods. Are there avenues to connect police officers and Code Compliance officers? |
| 22 | We need to look at neighborhoods as a whole. |
| 23 | We need to clean-up the riverfront. Consider doing neighborhood plans for development. |
| 24 | I feel strongly about item number 6 – creating a Citizen Advocate position. My number one was fix the roads, but I would move Citizen Advocate up the list of priorities. |
| 25 | We need a tiered Code Compliance plan. We have allowed things to snowball. |
| 26 | We need someone assigned to look at innovation around the country. Baltimore has a program called CitiStat. There are lots of great programs and ideas already out there that are working, we just need to find them. |
| 27 | The city needs to facilitate capacity building in our neighborhoods. |

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| 28 | Police officers should have take-home cars and they should live in the community. |
| 29 | All churches have building funds. That money can be used to buy vacant homes to put church members in. An effort should be made to bring the churches together. |
| 30 | Neighborhood schools are not part of our neighborhoods. You cannot get school principals or counselors to return phone calls. We need to invest to reach our kids. The Lansing School District needs to collaborate with the neighborhoods. |
| 31 | My number one priority is code compliance. It should be the same response no matter who calls, a citizen or a police officer. |
| 32 | I want to see a clamp down on marijuana dispensaries. |
| 33 | We need to do housing first. |
| 34 | We need a more proactive approach by the city administration to share information with citizens. |
| 35 | The budgets need to be put online. Also, show what you are going to do with the money. I want to see goals and objectives. I would like to see the Police Department close more cases. |
| 36 | The city should treat citizens as customers. |

After the discussion, the committee came to consensus on the below five bucketed areas as the top priorities the city administration should focus on:

- Housing / Code Compliance
- Roads
- Fund Police & Fire and provide them with training
- Citizen Advocate
- Increased Transparency & Communication

Below is a chart mapping the above summary comments to the priorities*.

| Housing & Code Compliance | Roads | Police & Fire | Citizen Advocate | Transparency & Communication |
|--------------------------------------|--------------|---|---------------------------------------|---|
| 3, 20, 21, 23, 25, 29, 31, 32, 33 | 3, 20, 24 | 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16, 17, 18, 19, 21, 28, 35 | 2, 11, 12, 21, 22, 24, 27, 29, 30, 32 | 1, 12, 26, 34, 35, 36 |

*Note – because of the content, some numbers are located in multiple categories.

Respectfully submitted by:

Rina Risper and Mark Alley Co-Chairs, Neighborhoods and Public Safety Committee

**Mayor-Elect Schor's Transition Team Report
Infrastructure and Public Services Committee
December 27, 2017**

Co-Chairs: Brian Jeffries, *Attorney and Former City Council Member* & Dusty Fancher, *Former Lansing Parks Board Member*

Committee Members: Jordan Leaming, Anita Beavers, Ken Ross, Dennis Louney, Marge Bossenbery, Rev. Iris Cotton, Veronica Gracia-Wing, David Wiener, Robert Swanson, Amber Shinn, Liz Boyd, Guillermo Lopez, Shirley Rodgers, Lucianna Solis, Joe Graves, Rick Kibbey, Samara Morgan, John Lindemeyer, Gabrielle Johnson, Derek Melot, Farhan Bhatti, Sarah Schilio, Christopher Ianuzzi, Alisande Shrewsbury, Linda Sanchez-Gazella, Ron Wilson, John Shaski, and James Butler.

On December 14, 2017, the Infrastructure and City Services Committee met at the Board of Water and Light. Prior to the meeting, Committee Members participated in a survey where they prioritized 14 actions taken from Mayor-Elect Schor's "Change For Lansing's Future" plan. In addition to the committee members, Transition Team Chairperson Joan Bauer attended the meeting. Representing the Mayor-Elect's administration were Samantha Harkins, Chelsea Coffee, and Andy Kilpatrick. The meeting was open to the public, and Councilwoman Carol Wood joined approximately three citizens to participate. Mayor-Elect Schor opened the meeting, welcomed, and thanked all attendees.

Meeting Summary:

The need for clear, consistent, and transparent communication to educate Lansing residents was an overarching theme in every category and subject. "Authentic communication", "proactive transparency", "listening and engagement", and "communication plan" were terms used by Committee Members to describe measures that are necessary to not only build pride and a sense of ownership in our community, but to bring back trust in our city government.

Overall, the Committee found there needs to be a way to effectively communicate and engage with residents. This will insure the City's message and information is heard. In addition, the City should listen to the needs of residents. For example, people need to understand how much it costs to replace a mile of road. Residents need to realize how much money, as an overall percentage of the City's budget, is spent on employee benefits and grasp how many miles of sidewalk the City has, and the amount budgeted to fix them in any single year. Likewise, Committee Members expressed the need for the City to engage with residents in order to listen and have input into the decision-making process of how tax dollars are being spent and the prioritization of infrastructure improvements and city services. Members noted the importance in utilizing every-day terminology in its communications with the public and have ongoing and continuous neighborhood discussions on these issues. Additionally, the City should utilize

technology such as a “Love Lansing App” and a data driven “Dashboard” to assist in its communication and education of our residents.

In short, the Committee Members recognize solving many of the infrastructure and city services challenges will require significant and new sources of revenue. Through the process of communication, listening and engagement, and transparency, the Committee believes the community will be lead to a renewed belief and trust in the City, which will result in support of future revenue requests.

Committee Findings:

The Infrastructure and City Services Committee found categories of importance, rather than an overall ranking of specific issues. Below, please find the top three themes and ideas discussed.

A. Roads and Sidewalks

The condition and improvement of our roads and sidewalks was the single most discussed item in the committee, and ranked first in the survey. There is significant support for creating a neighborhood inventory of damaged roads and sidewalks, show where the dollars are spent and convening community conversations to create a comprehensive plan which prioritizes repairs and identifies funding sources.

The Committee believes the definition of infrastructure should be expanded beyond just roads and sidewalks. Committee Members deliberated the inclusion of parks in general, and the River Trail and the Moores Park Pavilion, specifically. There was also discussion about the future plans for City Hall and other City buildings and assets. As with roads and sidewalks, the Committee recommends an inventory of all City assets be generated and a comprehensive plan which prioritizes repairs and identifies funding sources be created. The process outlined above of communication, listening and engagement, and transparency should be followed in creating these plans. It should be noted the Committee suggested utilizing existing plans, such as the City’s Asset Management Plan and the Park’s 5-Year Master Plan, as vehicles to create new and updated plans.

As identified above, it was important to Committee Members that City residents understand how much roads and sidewalks cost, as well as all of the costs associated with our infrastructure needs. In part, this can be addressed by utilizing dashboards and tracking-progress documents. Additionally, through listening and engagement, residents can help to identify problem areas, assist in the prioritization of repairs, and determine ways to fund infrastructure repairs.

There was a clear understanding of the monetary shortfalls for infrastructure and city services; concepts to overcome this included a millage for roads and infrastructure, as well as creation of a new ordinance requiring sidewalk repair when a property sells, and full implementation of the Lansing Park Foundation to raise funds for our parks. Furthermore, embracing the complete streets policy by incorporating non-motorized transportation options to connect our

community and our region was considered, along with potential grant funding opportunities to support such an investment.

The Committee recommends that the City coordinate infrastructure planning and repairs with our road partners (county and state) as well as all utility companies with easements located along-side or under the repair area to insure we maximize resources and “only tear up the road once.” Other opinions which could save time and money included requiring and enforcing road warranties and the use of pre-qualified companies for engineering services.

Committee Members made it clear they did not want the City to sell the Lansing Board of Water and Light (LBWL) nor any more parkland. As to the sale of the LBWL, the Committee survey had it ranked 11th (tied with another issue), but when discussed in Committee a number of Members indicated their support for keeping it a municipal-owned facility.

B. Regionalism

Lansing is the city center of our region, and our state’s Capital. Making Lansing an open and trustworthy regional partner to maximize regional opportunities focused on shared services, eliminating inefficiencies, and leveraging economic opportunities, were consistent themes among all discussion topics at our Committee and tied for first on our survey.

Looking for new opportunities to partner with Ingham County, specifically on roads and parks, was popular. Working with our regional partners to plan and implement regional infrastructure projects, maximize the use of state and local economic development tools to attract new businesses and development, and make sure our City’s borders are welcoming corridors for residents and out of town visitors, were all supported by the Committee.

C. Smarter on Spending

What was interesting from a discussion point among Committee Members and the results of the survey, was how the objectives blended into a larger theme of “spending smarter,” the Committee’s third priority. The Committee placed a high value on collaborating with employees to adopt cost saving models to reduce legacy costs, improve working conditions, and realize efficiencies. In the Committee’s survey, operating in an open and transparent manner, working with the Financial Health Team, and utilizing Priority Based Budgeting as a method to increase accountability and transparency in the City’s budget process, all ranked fifth.

Legacy costs and their long term impact on the City’s fiscal health was a great concern of the Committee. The City must implement a long-term fix to reduce these costs. Without change, it is inevitable costs will grow, and take up a larger percentage of the budget each year. This will leave less funds available for infrastructure needs and City services. Moreover, if left unabated, the City could one day be subject to a state-appointed Emergency Financial Manager. As outlined above, the City must begin educating residents and employees about this issue and its consequences, utilizing a process of communication, listening and engagement, and transparency, to create a public buy-in to support a funding solution to this problem.

As Co-Chairs of the Infrastructure and City Services Committee, we want to recognize and thank the Members of the Committee for all their time, effort, and commitment given to the Transition Team and this report, as well as the members of the public who attended and participated in our meeting. Thank you to Joan Bauer, for all of her leadership and direction, and to Samantha Harkins, Chelsea Coffey, and Andy Kilpatrick for their help, assistance and patience. We are grateful and honored to have been a part of Mayor-Elect Schor's Transition Team and it is our hope and desire that the findings and conclusions of this report will provide the Mayor-Elect with guidance to improve Lansing and its services to residents.

Respectively submitted by:

Co-Chairs Brian Jeffries and Dusty Fancher

