

AGENDA

Committee on Equity, Diversity & Inclusion AGENDA FOR MARCH 1, 2023 AT 3:00 PM



Lansing City Hall, City Council Conference Room
124 W. Michigan Avenue, 10th Floor

To provide input or ask questions on any item that is listed on the agenda,
members of the public may contact the City Council at city.council@lansingmi.gov or (517) 483-4177 prior to the meeting.

Council Member Garza, Chairperson
Council Member Spitzley, Vice Chairperson
Council Member Brown, Member

1. **Call to Order**
2. **Roll Call**
3. **Minutes**
 - A. February 1, 2023
4. **Public Comment on Agenda Items (Up to 3 Minutes)**
5. **Discussion/Action:**
 - B. RESOLUTION - Appointment; Amber Denney; At-Large member of the Diversity, Equity, and Inclusion Advisory Board; Term to expire June 30, 2023
 - C. DISCUSSION - City of Lansing Diversity, Equity and Inclusion Officer Update
 - D. DISCUSSION - Hispanic Voting Trends over 20 Years
6. **Other**
7. **Adjourn**

Persons with disabilities who need an accommodation to fully participate in these meetings should contact the City Council Office at 517-483-4177 (TTY 711) 24 hour notice may be needed for certain accommodations. An attempt will be made to grant all reasonable accommodation requests.

DRAFT



Minutes
Committee on Equity, Diversity & Inclusion
Wednesday, February 1, 2023 @ 3:00 p.m.
City Council Conference Room

CALL TO ORDER

Council Member Garza called the meeting to order at 3:02 p.m.

PRESENT

Council Member Garza, Chair
Council Member Spitzley, Vice-Chair
Council Member Brown, Member

OTHERS PRESENT

Sherrie Boak, Council Staff
Floresio Hernandez
Lisa Hagen-Lawrence, OCA
Jim Smiertka, OCA

MINUTES

MOTION BY COUNCIL MEMBER SPITZLEY TO APPROVE THE MINUTES FROM JANUARY 18, 2023 AS PRESENTED. MOTION CARRIED 3-0.

PUBLIC COMMENT

No public comment at this time.

OTHER

Council Member Garza asked the Committee if they would be interested in meeting once a month. The Committee concurred.

Council Member Garza asked the Committee if they would be interested in inviting other organizations to the future meetings to provide an overview of what their organization does on Equity, Diversity and Inclusion, and also inviting other organizations to provide this Committee with details on what they do. The Committee suggested some organizations, including Sparrow, Consumers, BWL and the City of East Lansing.

Council Member Spitzley asked that the City Diversity Equity and Inclusion (DEI) Officer, Guadalupe Ayala, be invited to the next meeting. This would be to discuss her role since it was established in 2022, the program thus far and the MRJEA report.

Council Member Brown spoke on his concerns with what appears to be the lack of collaboration between HR hiring and the DEI Officer. He asked that at the next meeting Ms. Ayala also speak to what her department has done to collaborate on hiring and what strategic plan have they put

in place. Council Member Spitzley noted to Council Member Brown that the DEI Officer is not part of the hiring process, so the Committee should start with the current departments in the City and what they are doing.

Council Member Brown asked if there were any internal surveys on how the employees feel they are being treated. Council Member Garza asked if the committee could bring in the employees. Council Member Spitzley noted as the legislative branch, cannot bring in the individual staff. It was noted that LPD and LFD is getting to hire, and there are steps to make sure the applicant pool is diverse. Council Member Brown voiced his concern with hiring ranks in the LPD and LFD.

DISCUSSION

RESOLUTION – Appointment; Florensio Hernandez; At Large Member; Diversity Equity and Inclusion Advisory Board; Term to Expire 6/30/2025

Council Member Garza acknowledged his diverse application and knowledge.

Mr. Hernandez first updated his application and resume noting his recent hiring as the Assistant Director in the Office of Under-Graduate at MSU active in Diversity Equity and Inclusion. He then spoke on his interest in giving back to the community, and then presented a report from MSU that was a demographic report. Council Member Garza asked Mr. Hernandez to email the electronic version of the report to Ms. Boak.

Mr. Hernandez expanded on his desire to serve and believes his expert knowledge and experience will be a benefit.

Council Member Spitzley asked what his vision was as a member of the DEI Advisory Board. Mr. Hernandez spoke on educating communities and working with other communities because he believed it goes beyond race and ethnicity; think of groups that are not just based on the numbers.

MOTION BY COUNCIL MEMBER BROWN TO APPROVE THE RESOLUTION FOR THE APPOINTMENT OF FLORENSIO HERNANDEZ, AT LARGE MEMBER OF THE DIVERSITY EQUITY AND INCLUSION ADVISORY BOARD WITH A TERM TO EXPIRE 6/30/2025.
MOTION CARRIED 3-0.

Other

The Committee agreed their next meeting would be 3/1/2023 and the DEI Officer and Ms. Elizabeth O'Leary, the new HR Director would be invited.

Adjourn

Adjourned at 3:29 p.m.

Submitted, Sherrie Boak

Recording Secretary, Lansing City Council

Approved by the Committee on

Application for Appointment to Board or Commission

Thank you for your interest in serving on a Lansing Board, Commission, or Committee.

Certain boards, commissions, or committees require appointees to be a registered elector in the City of Lansing (Charter Section 2-102) and be a resident of Lansing for one year prior to taking office (Charter Section 2-102).

Appointees to every board, commission, or committee must not be in default to the City at the time of taking office (Charter Section 2-103.2) and not have been convicted, within 20 years of taking office, of a violation of the election laws of the City of Lansing, State of Michigan, or the United States; a violation of public trust; or any felony (Charter Section 2-103.1).

Lansing City Charter, Section 5-104, Ineligibility For Boards, restricts certain City employee activities on some boards: "No person holding another City office or activity employed by the City shall be eligible to be a voting member on any board."

Date	06/10/2022
First Name	Amber
Middle	Reed
Last Name	Denney
Date of Birth	
Address	222 Strathmore Rd.
City	Lansing
State	MI
Zip Code	48910
Email	amberreed14@gmail.com
Gender	Female

If you don't know which ward you live in, visit the [Lansing Neighborhoods Ward Map](#) and type in your address to find out!

Ward	Ward 1
------	--------

Precinct	31
Best Phone Number to Contact You	(517) 410-5365
In what year did you move to Lansing?	2020
Additional Information Regarding Experience and Credentials	I currently serve on the Ingham Racial Equity Taskforce having served as the Resources subcommittee chair; the Ingham County employee Cultural DEI Committee having served as the donations liaison; the Ingham County employee Safe Space Advocate Program serving as the Continuing Education Coordinator and a training facilitator teaching Empathy and Allyship (Accompliceship); and volunteer my time and advocacy to other organizations in the Lansing Area.
Occupational Background	I currently work for MSU at the College of Education DEI Office as the Administrative Business Analyst; formerly, I worked for Ingham County Office of the Public Defender as a clerk & tech support with a main focus on connecting clients with resources (housing/employment/financial aid/etc.).
Educational Background	I have my bachelor's degree from Northwood University in Business Administration.
Please attach a resume if available.	<i>File(s) attached:</i>  Amber Denney Resume.docx
First Choice for Board to Serve on	Diversity, Equity, & Inclusion (DEI) Advisory Board
Second Choice of a Board to Serve on	Mayor's Diversity Advisory Council
Please comment briefly on why you wish to serve on a particular board or commission. Please be specific as to your goals and ideas about how you wish to contribute to the work of the board or commission.	I would like to serve on a DEI board to help provide insights and network to help better the Lansing community. Growing up, I didn't have change-makers that looked like me or anyone to look to as a leader so it's very important to me that I help set an example for my Lansing native family. I also want to recognize that I don't consider myself an expert and I truly wish to connect with and learn from others while we walk this path together. Juntos somos mas.
This certification is not required but may impact potential consideration of the appointment being sought. I authorize the use of the information provided above to conduct a background search, including but not limited to criminal history, residency, and indebtedness to the City of Lansing. If selected to serve, I further authorize additional background checks during the term of my service to ensure the required criteria continue to be met. I also acknowledge that I have the affirmative duty to inform the City if I become aware of any change or condition in my status that fails to meet the required criteria.	
Agreement to Background Check Authorization	• I agree

Please type your name in this box to signify that you can serve on a board or commission and the information in this application is accurate to the best of your knowledge.	Amber Denney
Date & Time	06/10/2022 12:00 PM (EDT)
Receive an email copy of this form.	Yes

BY THE COMMITTEE ON EQUITY, DIVERSITY & INCLUSION
RESOLVED BY THE CITY COUNCIL OF THE CITY OF LANSING

WHEREAS, the Mayor has made the appointment of Amber Denney as an At-Large member of the Diversity, Equity, and Inclusion Advisory Board for a term to expire June 30, 2023; and

WHEREAS, the nominee has been vetted by the Mayor's Office and meets the qualifications as required by the City Charter; and

WHEREAS, the Committee on Equity, Diversity & Inclusion met on March 1, 2023, and took affirmative action.

NOW, THEREFORE, BE IT RESOLVED that the Lansing City Council, hereby, confirms the appointment of Amber Denney as an At-Large member of the Diversity, Equity, and Inclusion Advisory Board for a term to expire June 30, 2023.

Ordinance #1300

An ordinance of the City of Lansing, Michigan, to amend the Lansing Codified Ordinances by adding Chapter 256, Sections 256.01 -256.03 to create the Diversity, Equity, and Inclusion (DEI) Advisory Board; to provide for its composition and function; and to define its duties.

The City of Lansing ordains:

Section 1. That chapter 256, sections 256.01-256.03, of the code of ordinances of the City of Lansing, Michigan be and is hereby amended to read as follows:

Chapter 256. ~~Reserved~~ **Diversity, Equity, and Inclusion Advisory Board**

256.01 – Establishment; Membership; Terms; Vacancies; Compensation.

The Diversity, Equity, and Inclusion Advisory Board is hereby established in and for the City in accordance with the City Charter, Article 5, Chapter 1. The appointment of Board Members shall be in accordance with Section 5-103 of the City Charter. Vacancies shall be filled for the remainder of the unexpired term. All Board Members shall serve without compensation.

256.02 – Powers and Duties.

The Diversity, Equity & Inclusion Advisory Board shall:

- (a) Fulfill all advisory board functions set forth in section 5-106 of the City Charter;
- (b) Review newly introduced City ordinances and City ordinance amendments that are referred to them by City Council, prior to consideration for passage, for potential negative effects that may disproportionately impact citizens on the basis of race, color, religion, national origin, age, height, weight, marital status, political orientation, gender, sexual orientation, arrest record, disability, or for any cause not reasonably related to the accomplishment of legitimate governmental purpose;
- (c) Cooperate with Diversity, Equity, and Inclusion Staff and external partners to advance community-wide goals of creating a community that celebrates diversity, building relationships among members and leaders of the Lansing community, schools, and the faith-based community to support the vision, mission, and goals of the Racial Justice and Equity Plan;
- (d) Advise on issues of diversity, equity, and inclusion within the Lansing community with the overarching goal of ensuring the City of Lansing is a welcoming and inclusive community to all;
- (e) Advise the Diversity, Equity, and Inclusion Staff as to the operationalization, implementation, and maintenance of the external components of the Racial Justice and Equity Plan;
- (f) Advise and encourage initiatives and activities to learn, listen, and lead the community component of the Racial Justice and Equity Plan, and promote an inclusive community that reflects the rich and diverse experiences and cultures in the City;

(g) Serve as a direct liaison between the greater community and City Hall, amplify the voices of and address the needs of people traditionally underrepresented or excluded in government;

(h) Gather and review data on relevant diversity topics and recommend ongoing Racial Justice and Equity Plan performance measures and best practices, support the facilitation of community listening sessions and help promote educational/cultural lectures, events, and activities; and

(i) Advise the City's Diversity, Equity, and Inclusion Staff and relevant departments to accomplish the initiatives referenced in this section.

256.03 – Meetings; Rules of Procedure; Supply of Facilities and Services.

(a) The Diversity, Equity, and Inclusion Advisory Board shall meet as needed to review new and amended ordinances that have been referred to the Board, and may also meet at such other times as the Board may determine;

(b) The Diversity, Equity, and Inclusion Advisory Board shall organize itself pursuant to Section 5-105 of the Lansing City Charter, including the public notice and participation requirements therein and is subject to the Michigan Open Meetings Act; and

(c) The Diversity, Equity, and Inclusion Staff shall provide meeting space and such staff assistance as is reasonable and necessary to enable the Diversity, Equity, and Inclusion Advisory Board to carry out its duties.

Section 2. All ordinances, resolutions or rules, parts of ordinances, resolutions or rules inconsistent with the provisions are repealed.

Section 3. Should any section, clause or phrase of this ordinance be declared to be invalid, the same shall not affect the validity of the ordinance as a whole, or any part thereof other than the part so declared to be invalid.

Section 4. This ordinance shall take effect on the 30th day after enactment, unless given immediate effect by City Council, and pursuant to Section 3-307, of the City Charter, this Chapter shall expire December 31, 2030.



Andy Schor, Mayor

RACIAL JUSTICE & EQUITY COMMUNITY ACTION PLAN

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE [MRJEA]

The Mayor's Racial Justice and Equity Alliance will examine policies, practices and biases to gain a deeper understanding of how to eradicate violence and racism in Lansing through systematic fair treatment of all. Tapping into their operational roles, collective expertise and lived experiences, the MRJEA will contribute to the development of community-inspired police Use of Force policies and will also develop a community-inspired Racial Justice and Equity Plan.

Timeline: MRJEA structure will be in place to commence work on or before July 30, 2020.

Executive Leadership Team

Purpose: To plan and effectively conduct meetings and lead activities of the MRJEA. Also, to effectively engage the public and the steering committee, the advisory committee and coordinated workgroup subcommittees to ensure that the overall goals for each phase of the work are achieved.

Members:

- Mayor Andy Schor
- Co-Chair, Human Relations and Community Services Director, Kimberly Coleman
- Co-Chair, Police Chief Daryl Green, Ph.D.
- Expert Consultant, Teresa A. Bingman, Esq.

Steering Committee

Purpose: To work with the co-chairs of the MRJEA to provide internal and external input and to analyze and provide advice about relevant city policies, procedures, and general operations.

Members:

- Mayor's Cabinet
- A Representative from the Board of Fire Commissioners, Human Relations and Community Services Board, Lansing Board of Police Commissioners and Mayor's Diversity and Inclusion Advisory Council

Advisory Committee

Purpose: To work under the leadership of the Executive Committee of the MRJEA, contributing expertise, unique knowledge, resources, recommendations, key information, materials and lived experiences. The advisory committee is responsible for presenting a proposed Racial Justice and Equity Plan for approval by the Mayor and informing a revised Use of Force Policy for approval by the Lansing Board of Police Commissioners.

Members:

Members will serve a one-year term.

NAME	ORGANIZATION
Lural Baltimore	Member, National Association of Negro Business & Professional Women's Clubs, Inc.
Elizabeth Battiste	Public Relations Professional
Berton Brown	CEO, Brown Consulting Group
Melik Brown	Owner, Lansing Made
Dr. Delsa Chapman	Deputy Supt., Lansing School District
Dale Copedge	President, NAACP, Lansing Branch
Susan Cancro	Executive Director, Advent House Ministries
Bryan Crenshaw	Chair, Ingham County Board of Commissioners
Elissa Crumley	Marketing & Communications Professional
Paula Cunningham	The Links, Incorporated, Lansing/East Lansing Chapter and State Director, AARP
Pamela Davies	Immigration Attorney and Advocate
Carl Dorshimer	Vice President of Economic Development, LEAP
Gregory Eaton	Business Owner & Retired Lobbyist
Ronald T. Embry	Chair, HRCS Advisory Board
Joel Ferguson	Developer
Joseph Graves, Jr.	Community Activist
Stanley Jenkins	Pastor, Lansing First Presbyterian Church
Calvin Jones	Director, Government Relations, Lansing Board of Water and Light
Rev. Dr. Melvin T. Jones	Pastor, Union Missionary Baptist Church & Co-Founder Lansing BLM
Alane Laws-Barker	Physician & Black Business Representative
Olivia Letts	Retired Administrator, Lansing School District (Honorary Member)
Lorenzo Lopez	LGBTQ+ and Latino Advocate
Angela Mathews	Lansing Community College Board of Trustees
David Maxwell	Director of Faith Based Initiatives, City of Lansing
Michael McKissic	The Mikey 23 Foundation
Bill Reed	Former President, UAW Local 602
Jonathan Rosewood	National Panhellenic Council, Lansing Chapter
Alfred P. Singleton II	Bishop and Sr. Pastor, Bread House International Ministries
Dr. LeKeeya Tucker	Physician and Chief of Staff-Elect, Sparrow Hospital
Carmen Turner	President/CEO, Boys and Girls Club of Lansing
Linda Vail	Ingham County Health Officer
Willard Walker	Public Policy, City of Lansing
Randy Watkins	Chair, Mayor's Diversity, Equity and Inclusion Council

Advisory Subcommittees (Workgroups)

Purpose: To serve as subject matter experts for identified sectors of the community to assist with the development of the Racial Justice and Equity plan.

Members:

Each Advisory Subcommittee will be lead by an appointee as designated by the MRJEA Executive Committee. Subcommittees Include:

- Arts and Culture
- Communities and Neighborhoods
- Education
- Health
- Housing
- Jobs & Economic Development
- Public Safety

MAYOR SCHOR'S IMMEDIATE ACTIONS

- ✓ Sign 8cantwait pledge
- ✓ Sign President Obama's Mayoral Pledge
- ✓ Initiate Diversity, Equity and Inclusion Plan including an environmental scan conducted by Teresa Bingman
- ✓ Finalize Diversity and Inclusion Officer position in the City
- ✓ Build centralized transparency resource on website: lansingmi.gov/PoliceTransparency
- ✓ Implement training in Mayor's Office for implicit bias
- Conduct Police Reconciliation Training
- ✓ Adjust LPD Traffic Stop Policy: No Secondary Stops 
- ✓ Adjust LPD Policy: Prohibit "No Knock" Searches 

KEY

- ✓ COMPLETE
- IN PROGRESS
- FUTURE STEP

NEXT STEPS

- ✓ Town Hall Listening sessions to be held by MRJEA leaders and Mayor's Diversity and Inclusion Advisory Council
- ✓ Police Use of Force Community Conversations to be held by the Board of Police Commissioners
- ✓ Budget review with community regarding resource allocation for enforcement, community services and social safety net

LONG-TERM PLAN

- Work with City Council on budgetary adjustments identified by the MRJEA and during town hall meetings
- Share results of Police Use of Force Community Conversations and identify any needed reforms
- Develop and implement any needed policy changes for the police department (Community Policing and other police reforms, etc.)
- Work on Policy changes in City Ordinance or City Charter in conjunction with City Council
- Create a Racial Justice and Equity Plan for the City

PHASE 1: RESEARCH AND COMMUNITY INPUT

The Mayor's Racial Justice and Equity Alliance (MRJEA) will conduct research by performing internal and external environmental scans and hosting town hall meetings, focus groups and individual meetings. Information and data obtained will be used to inform the revision of community-inspired police use of force policies and to develop a community-inspired Racial Justice and Equity Plan. Results of research and community input will be shared with the community for their review and feedback.

Timeline: July - September 2020

Research

- Identify key internal and external issues and concerns that have been presented to the Mayor and other City leaders from individuals and groups.
- Review and analyze relevant City policies, procedures and practices.
- Perform a full review of the police department's current Use of Force policies.
- Explore a possible infrastructure change to include social workers as part of the police department's structure.
- Perform a full review of the structure of the Lansing Board of Police Commissioners and the Board's police oversight and community engagement roles.
- Develop a survey to disseminate to the public.

Community Input

- An electronic input survey will be provided to the public.
- Town Hall Listening sessions will be held by MRJEA leaders and Mayor's Diversity and Inclusion Advisory Council on 7/23, 8/6 and 8/20 from 5:30-7:30 p.m. via Zoom.
- The Lansing Board of Police Commissioners will hold police Use of Force Community Conversations on 7/8, 7/22 and 8/19 from 5:30-6:30 p.m. via Zoom.
- Focus groups and individual meetings will be conducted by MRJEA leaders.

PHASE 2: REVISE USE OF FORCE POLICIES AND DEVELOP RACIAL JUSTICE AND EQUITY PLAN

The Mayor's Racial Justice and Equity Alliance (MRJEA) will prioritize data and input obtained during Phase 1 to inform the development of community-inspired police use of force policies and to develop a community-inspired Racial Justice and Equity Plan.

Timeline: October 2020 - January 2021

Revise Use of Force Policies and Develop a Racial Justice and Equity Plan

- Review, analyze and prioritize research and community input.
- Provide additional input based on MRJEA members' expertise and lived experiences.
- Inform the proposed revised Use of Force policies.
- Develop a comprehensive Racial Justice and Equity Plan.

PHASE 3: LONG-TERM PLAN

The Mayor, along with the Mayor's Racial Justice and Equity Alliance (MRJEA) and the Lansing Board of Police Commissioners will share approved police reforms, including use of force policies and a Racial Justice and Equity Plan with the community. Throughout the year, education and training will be provided and community input will be received to inform updates.

Long-term Plan

- The Mayor and the MRJEA will announce the approval of the final revised Use of Force policies and the Racial Justice and Equity Plan.
- The Mayor and his Cabinet will develop and implement policy changes for the police department (Use of Force, community policing officer/social worker structure). They will work with City Council to enact relevant policy changes in the City Ordinance or City Charter.
- The Mayor will work with City Council on budgetary adjustments identified through Phases 1 and 2.
- The City will conduct Cultural Competency/Racial Justice and Equity Awareness Professional Development Workshops for City employees and constituent groups.
- The City will host an annual conference to report accomplishments, progress and challenges and to receive ongoing input from the public for improvements.

Input survey, Zoom meeting details and more information can be found at [Lansingmi.gov/MRJEA](https://lansingmi.gov/MRJEA)

MRJEA ADVISORY COMMITTEE MEMBERS

UPDATED 7/22/20

NAME	ORGANIZATION
Laural Baltimore	MSU Black Alumni & NANBPWC Member
Elizabeth Battiste	Public Relations Professional
Berton Brown	CEO, Brown Consulting Group
Delsa Chapman	Deputy Supt., Lansing School District
Dale Copedge	NAACP, Lansing Branch
Susan Crancro	Advent House Ministries, Executive Director
Bryan Crenshaw	Chair, Ingham County Board of Commissions
Elissa Crumley	Marketing & Communications
Paula Cunningham	AARP State Director
Pamela Davies	Immigration Attorney and Advocate
Gregory Eaton	Business Owner & Retired Lobbyist
Joel Ferguson	Developer
Joe Graves	Community Activist
Adam Hussain	Lansing City Council Member
Stanley Jenkins	Lansing First Presbyterian Church
Calvin Jones	Board of Water & Light
Melvin Jones	Faith Leader & Co-Founder Lansing Black Lives Matter
Alane Laws-Barker	Physician & Black Business Representative
Olivia LLetts	Lansing School District Retired Administrator
Tim Lloyd	Community Activist
Lorenzo Lopez	LGBTQ+ and Latino Advocate
Angela Mathews	Lansing Community College Board of Trustees
David Maxwell	Bishop, City of Lansing
Michael McKissic	Non-Profit Leader/The Mikey 23 Foundation
Bill Reed	President UAW 602
Jonathan Rosewood	National Panhellenic of Lansing
Carrie Rosingana	CEO, Capital Area Michigan Works!
Alfred Singleton	Faith Leader
LeKeeya Tucker	Chief of Staff, Sparrow Hospital
Carmen Turner	Boys and Girls Club
Linda Vail	Ingham County Health Officer
Willard Walker	Public Policy- City of Lansing
Randy Watkins	Chair, Mayor's Diversity, Equity and Inclusion Council



Andy Schor, Mayor

Mayor's Report on

Racial Justice and Equity

AUGUST • 2021





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An Urgent Call to Action

Letter to Mayor Andy Schor

Dear Mayor Schor,

Soon after Mr. George Floyd died at the hands of police on May 25, 2020, social justice protests emerged across America and around the world. People of diverse ages, ethnicities, and backgrounds marched in the name of justice, made demands to end police brutality, and called for the elimination of racism and discrimination throughout our society.

You responded immediately by appointing diverse community leaders to serve on the Mayor's Racial Justice and Equity Alliance (MRJEA). **Your charge could not be clearer or more urgent: to assess the racial justice climate in Lansing and to develop a plan of action to address police reform and systematic racism in city government.**

Our community-inspired and community-first approach has resulted in a plan of action that identifies key issues and recommended actions. We believe the end product to be a national model for racial justice and equity. However, comprehensive reports do not bring about change and we are only at the beginning of the city's path forward to positive, durable, and meaningful change.

There is no simple solution to racial justice and equity. The MRJEA hopes that our community-based strategy will serve as the urgent call to action. We know that real change requires constant vigilance, ongoing dialogue, and collaboration among all stakeholders.

Thank you for continued support of MRJEA and for providing the opportunity to serve the citizens of Lansing during this crucial time in our nation, state, and city.

Respectfully submitted,

.....
Teresa A. Bingman, Esq.
Expert consultant

Kimberly Coleman, Co-Chair
*Director, Human Relations
& Community Services*
City of Lansing

Dr. Daryl Green, Co-Chair
*Former Chief of Police,
Lansing Police Department*

Linda Sanchez-Gazella
Director, Human Resources
City of Lansing

Guadalupe Ayala
Diversity, Equity and Inclusion Officer
City of Lansing

Willard K. Walker
Human Relations & Community Services
City of Lansing

MRJEA Members

Lural Baltimore	Rev. Ronald T. Embry	Michael McKissic
Berton Brown	Joel Ferguson	Bishop David Maxwell
Susan Cancro	Joe Graves	Jonathan Rosewood
Dr. Delsa Chapman	Rev. Stanley Jenkins	Bishop Alfred P. Singleton, II
Dale Copedge	Calvin Jones	Dr. LaKeeya Tucker
Bryan Crenshaw	Rev. Dr. Melvin T. Jones	Carmen Turner
Elissa Crumley	Dr. Alane Laws-Barker	Linda Vail
Paula D. Cunningham	Dr. Olivia Letts* (Honorary)	Willard K. Walker
P. Pamela Davies, Esq.	Lorenzo Lopez	Randy Watkins
Gregory Eaton	Angela Mathews	

* *Olivia Letts is an honorary member of the MRJEA. As the first Black teacher for the Lansing School District, former administrator, and community leader, she encouraged and supported our work. She passed away on February 1, 2021.*



Executive Summary



Executive Summary

The public response to the murder of Mr. George Floyd sparked a national call for police reform and a nationwide reckoning on the entrenched issues of social justice, racism, and equity.

Locally, Mayor Andy Schor took immediate action through persistent outreach and active listening to Lansing citizens and by empowering people and organizations to gain a better understanding of entrenched disparities. Mayor Schor's administration named community members to the Mayor's Racial Justice and Equity Alliance (MRJEA) to further engage the community to address police practices and systematic racism in city government and its impact on African Americans and communities of color. The outcome is a comprehensive strategy for sustainable change.

Beginning in July 2020 the Schor administration took the following actions to address the priorities identified in the Mayor's Community Action Proposal:

- 1 Signed the 8cantwait pledge
- 2 Signed President Obama's Mayoral Pledge
- 3 Initiated Diversity, Equity, and Inclusion Plan
- 4 Finalized Diversity and Inclusion Officer position in the City
- 5 Built centralized transparency resource on the City's website
- 6 Implemented training in Mayor's Office for implicit bias
- 7 Conducted Police Reconciliation Training
- 8 Adjusted LPD Traffic Stop Policy: No Secondary Stops
- 9 Adjusted LPD Policy: Prohibit "No Knock" Searches

Moreover, all items listed as next steps in the Mayor's Community Action Proposals have been accomplished, including:

- › Conducted six Town Hall Listening sessions to receive input from the public, share MRJEA updates, and review the budget and resource allocation for enforcement, community services, and the social safety net.
- › Conducted Police Use of Force Community Conversations held by the Board of Police Commissioners.
- › Conducted an internal scan, led by the Michigan Public Health Institute (MPHI).
- › Conducted an online survey for the public.
- › Conducted ten focus groups to obtain additional public input. Most of these Focus Groups were facilitated by community-based partners.

The Mayor issued an Executive Directive (see Appendix C) naming the following workgroup leaders:

WORKGROUP LEADERS	ARTS & CULTURE Lorenzo Lopez & Angela Mathews	COMMUNITIES & NEIGHBORHOODS Calvin Jones & Lural Baltimore
EDUCATION & YOUTH DEVELOPMENT Dr. Delsa Chapman & Carmen Turner	HOUSING & DEVELOPMENT Susan Cancro, Joel Ferguson & Brian McGrain	JOB'S & ECONOMIC DEVELOPMENT Karl Dorshimer & Dr. Alane Laws-Barker
MISSION, VISION, VALUES & COMMITMENT Lisa Crumley & Dr. Daryl Green	HEALTH & ENVIRONMENTAL JUSTICE Dr. LaKeeya Tucker & Linda Vail	HISTORY OF LANSING Paula Cunningham & Willard Walker
PUBLIC SAFETY Dr. Pastor Melvin T. Jones & Attorney P. Pamela Davies	TRAINING Linda Sanchez-Gazella, Kimberly Coleman, & Guadalupe Ayala	

Over the past year, the MRJEA gathered and synthesized public input and research to create this report. The result identifies key issues and recommended actions that will lead to positive, sustainable change. MRJEA workgroups set forth strategies and outlined issues, goals and recommendations (see also Appendix B). In addition, a chart to track progress contains desired results, expected outcomes, milestones, measurables, and accountability reporting. As this is a living document, some of the items on the tracking chart will be completed once implementation commences in August 2021.

Mission, Vision, and Values

The MRJEA mission, vision, and values embody the diverse voices and values of city and business leaders and members of the community.

The MRJEA mission, vision, and values embody the diverse voices and values of city and business leaders and members of the community. Input was gathered through town halls, community meetings, focus groups, and surveys. The result was synthesized by committee co-chairs Elissa Crumley and Dr. Daryl Green.

MISSION

Drive policies and practices in City government, educational institutions and community organizations that eradicate racism and create an inclusive, fair and equitable environment, where all people have access to economic opportunities, education, housing and social resources.

VISION

The city of Lansing is a community where systems of oppression are dismantled and citizens have opportunity and equitable access to all economic and social resources.

VALUES

THE FOUNDATION FOR HOW WE WORK.



Fairness



Respect
and Empathy



Justice



Compassion



Community
Collaboration
and Connection



This plan is a roadmap for how we will level the racial justice playing field, achieve equity, and make improvements to our city policies and practices.

Foundational Principles

The theme of connection emerged as a commonality across all work groups.

This includes connecting people to resources and connecting organizations who work on behalf of the underserved, underrepresented, and underprivileged. Connecting these groups will result in greater reach and impact by helping people thrive through equitable access to resources.

It is through connection that we learn we are fundamentally the same. We all desire freedom, prosperity, opportunity, and happiness. The difference is uneven access. For many, roadblocks like systematic racism, perceptions, biases and an inability to access resources keep people from realizing their potential.

This plan is a roadmap for how we will level the racial justice playing field, achieve equity, and make improvements to our city policies and practices. There are short- and long-term measurable goals within this plan. The intentions to achieve them are genuine.

The telling will come in the implementation.

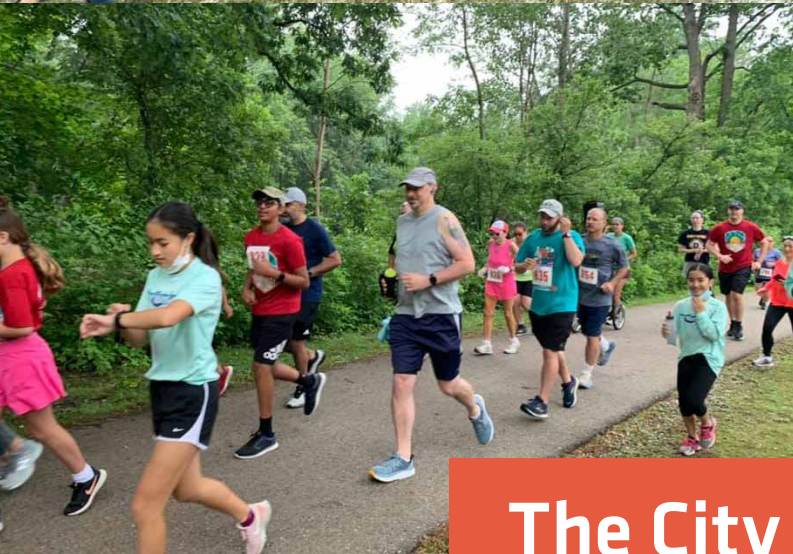
As one resident said: “Show me, don’t tell me.” This is a plan. The expected outcome is institutional and structural change within city government, the police and fire departments, and other key organizations serving the Lansing community. See Appendix A for a detailed history of racism in Lansing.



MRJEA Recommendations

The following recommendations emerged from the internal scan/organizational assessment conducted by the Michigan Public Health Institute (MPHI).

- 1 Propose a charter amendment to establish language in the city charter to appropriate DEI funding each fiscal year to implement racial justice and equity strategies for the City of Lansing.
- 2 Propose an ordinance amendment to establish a permanent DEI board to work with the City of Lansing Diversity Officer to implement a DEI plan.
- 3 Appropriate funding to implement the Mayor's racial justice and equity strategies for the City of Lansing.
- 4 Establish a commitment to DEI by setting a "Tone at the Top" that starts with the Mayor. This tone should also be reflected in the City's vision, mission, strategic plan, recruitment hiring and onboarding processes to help create a culture of inclusion within the City of Lansing.
- 5 Establish city wide and department level DEI action plans and monitor the implementation of the plans.
- 6 Charge HR and HRCS to review, modify and institutionalize departmental policies, procedures and practices that align with the Mayor's core values and executive directive to advance DEI.
- 7 Engage in employee outreach and education to awareness of policies, procedures, and practices.
- 8 Identify, fund and implement DEI professional development, training, dialogue circles, affinity groups, and capacity building offerings for administrators, managers, supervisors and employees that becomes embedded in onboarding and continuous improvement.
- 9 Establish and empower a diverse DEI team to discuss and implement these recommendations.



The City of Lansing

Internal Scan - Key Findings

If the City of Lansing is to become inclusive and equitable, change must start with the city administration. Is city staff representative of the community? Are workplace practices and policies equitable? Is there perceived bias or racism? Is the workplace inclusive?

In January 2021, the City of Lansing, Office of the City Attorney contracted with the Michigan Public Health Institute (MPHI) to conduct an organizational assessment for the City of Lansing. The purpose of this internal scan was to identify race-related issues within City of Lansing departments based on Mayor Andy Schor's executive directive aimed at fostering fair and bias-free treatment of people. The internal scan focused on gathering a wide variety of data on the perceptions and working experiences of employees across the City of Lansing.

Findings and insights will be shared with the Office of the City Attorney to help make data-informed decisions to create a diverse, inclusive, and welcoming environment for all employees. The MPHI developed and implemented a three-phased approach to collect qualitative and quantitative data.

Phase I.

Focus groups with City of Lansing employees to identify organizational challenges, opportunities for growth, and areas of success.

Phase II.

A document analysis to examine existing DEI initiatives, activities, and policies within the City of Lansing.

Phase III.

An organization-wide survey of the organization.

MPHI agreed to submit a report to the City of Lansing, Office of the City Attorney that provides findings from the assessment. This report includes portions of the MPHI assessment. The complete MPHI report can be found at: <https://www.lansingmi.gov/>

The report presents findings based on one overarching question:

- › What are employees' perceptions of race-relations within City of Lansing's departments?

As well as four sub-assessment questions:

- › What are employees' perceptions of the City of Lansing mayor's race-related initiative?
- › What are employees' perceptions of DEI within the City of Lansing?
- › What are employees' perceptions of different racial groups who work within the City of Lansing, related to racial interactions?
- › What recommendations do employees' have to make their department feel more diverse, equitable, and welcoming?



METHODOLOGY

To gather perspectives from City of Lansing employees, MPH conducted focus groups and administered an organization-wide survey. Focus groups were used to gather qualitative data from employees on racial interactions and DEI. The survey was used to gather quantitative data. All City of Lansing employees were actively encouraged by the mayor to participate in the process.

Employees who participated in a focus group self-identified their social identities and affinity (i.e., race, ethnicity, department, job title). Focus groups were conducted with employees using a semi-structured guide; sessions were designed to include a maximum of 10 participants and were held in early 2021. Pseudonyms were used to encourage candor and protect privacy. All transcripts were entered in Dedoose® analysis software where codes were applied and from which subsequent dominant themes emerged.

Employees who participated in the survey responded via an email request or QR code that was posted on a flyer in the entrance to City Hall. The survey was administered during March 2021. A total of 36 (4%) employees participated in a focus group.

KEY FINDINGS

This section provides an overview of the findings, organized by research question and analysis of the respondents' general perception of:

- 1 Mayor Andy Schor's race-related initiative
- 2 Diversity
- 3 Equity
- 4 Inclusivity
- 5 Employee racial interactions

PERCEPTIONS OF THE MAYOR'S RACE-RELATED INITIATIVE

Despite the development and dissemination of Mayor Schor's Executive Directive, *City of Lansing's Commitment to Fair and Bias-Free Treatment of All People*, awareness of this initiative was uneven (see Appendix C). For employees who were aware, perceptions were mixed: some employees remained optimistic, while others lacked trust in the rationale for its development. Employees who held leadership roles had more positive perceptions of the mayor's initiative than employees in non-leadership roles.

PERCEPTIONS OF DIVERSITY

Employees shared their perspective on diversity within the City of Lansing. Three themes emerged:

- › **Lack of Diversity in the Fire Department.** Individuals who work within the fire department consistently indicated a lack of racial, ethnic, and gender diversity. Employees shared that the department is mostly White and male-dominated with little effort by administration to enhance diversity.
- › **Mixed perceptions of Diversity between White and BIPOC (Black, Indigenous and People of Color) employees.** Employees who identified as White and BIPOC had different perspectives on perceived diversity within their respective departments. Some employees perceived the City of Lansing or their departments as diverse, while others did not.
- › **Perceived diversity by the leadership team within their respective department.** Leaders believed that diversity has improved over time due, in part, to their need to maintain existing diversity expectations.

PERCEPTIONS OF EQUITY

Employees were asked about their perceptions of equity. Four themes emerged:

- › **Inequitable employment practices based on race and/or institutional connections.** Employees perceived some departments as having inequitable employment or work-related practices based on race and institutional connection. One employee indicated that some individuals are treated inequitably based on race, while those with institutional connections are not. Some BIPOC employees indicated that they are not treated as equitably as their White counterparts.
- › **Mixed perceptions related to equity among BIPOC employees.** Employees who identified as BIPOC had mixed perceptions about equity. Some employees believed everyone, regardless of race, are treated the same while others noted that employees who identified as BIPOC are treated inequitably.
- › **Mixed perceptions regarding equity based on biological sex.** Some employees had differing perspectives about inequitable treatment based on biological sex. Some women employees perceived being treated inequitably because of their gender while others did not. Two women employees shared their varied perspective on this issue.
- › **Perceived inequitable handling of reported grievances.** A theme that emerged from the data was perceived inequitable handling of reported grievances. Employees, regardless of race, indicated that their report of discrimination were not handled in an appropriate manner and were often “shoved under the rug.” This theme was more dominant across employees in the fire department.





PERCEPTIONS OF INCLUSIVITY

Employees were asked about their perceptions of inclusivity. Five themes emerged:

- › **Lack of cultural awareness and sensitivity.** BIPOC employees referenced experiences with individuals in leadership and non-leadership roles that demonstrated a lack of cultural awareness and sensitivity. Employees also mentioned a perceived lack of cultural awareness regarding interactions with minority citizens, especially among employees who were recruited from outside the City of Lansing.
- › **Lack of efforts to be inclusive.** Employees indicated a lack of effort within the City of Lansing to be more inclusive. Another employee shared their experience working in different positions and departments and the differences experienced related to inclusivity.
- › **The Environment.** Employees indicated that some departments and the City of Lansing were not always welcoming.
- › **Mixed perceptions regarding feeling heard and having a voice.** The responses were varied, with some feeling like they are heard and have a “voice” while others did not.
- › **Perceived Sexism.** Another theme that emerged from the data related to perceptions of inclusivity was perceived sexism. Notably, employees highlighted issues they have experienced or observed within their respective department regarding the differential treatment of employees based on their biological sex.

Employees highlighted two barriers to inclusion: cancel culture and lack of consistent leadership.

- › **Cancel Culture Environment.** Employees indicated that a cancel culture approach occurs when employees are silenced or dismissed if they do not agree with something or someone. This was most prominent within the City of Lansing.
- › **Lack of Consistent Leadership.** Some employees perceived that the lack of inclusivity within the City of Lansing was due, in part, to a lack of consistent leadership.

PERCEPTIONS OF RACIAL INTERACTIONS

Two themes emerged related to racial interactions among employees from different racial groups.



› **Mixed perceptions that employees were treated differently based on their race.**

A few employees perceived that some employees were treated differently based on their race when compared to other racial or ethnic groups.

- › **Lack of Interaction Between Racial or Ethnic Groups.** Employees perceived a lack of interaction between racial or ethnic groups. Employees perceived that individuals within the same racial or ethnic group tend to interact more than those from different racial or ethnic groups. This could be a result of difficulties navigating racial conversations, BIPOC employees feeling “beat down,” or the inability of White employees to understand the experiences of BIPOC employees. One White employee highlighted that the lack of diverse interactions does not allow for White employees to understand the experiences of BIPOC employees.

External Scan - Key Findings

Lansing is a diverse community. More than 65 languages are spoken by the 118,400 people living within its 36.6 square miles¹. Nearly 25% live in poverty. Those who experience chronic racial injustice are the real experts on its impact. Getting the input of these experts was key in developing this plan and determining the appropriate paths forward.

In the summer and fall of 2020, residents shared their perspectives on racism, equity, and policing. While COVID-19 made it impossible to gather in person, we employed virtual methods for the community to provide their thoughts via focus group, community input session, or survey.

The following themes emerged.

- › What are employees’ perceptions of DEI within the City of Lansing?
- › The vast majority of residents feel comfortable and safe living or working in Lansing.
- › Citizens overwhelmingly agree that both racism and crime are problems in Lansing. This racism is not always overt, but it is clearly embedded in the city’s systems and processes.
- › This extends to policing. Participants indicated they don’t really know or have relationships with the officers patrolling their neighborhoods. They feel that de-escalation training would be helpful, especially in cases involving mental health.

¹ U.S. Census Jan. 2020

- › Half of the more than 400 surveyed reported being a victim of crime. Nearly 80 percent believe Lansing has a moderate to high level of crime and 56% say that crime and community disorder negatively impacts quality of life.
- › Residents expressed concern about the safety of specific areas of the city, noting that increasing crime has prompted them to obtain permits for weapons.
- › Incidents of racial unrest or race-related demonstrations are common, but there is a perception that these are not systematically understood or addressed.

During the community input sessions, it was also revealed that minorities who seek housing in Lansing are often shown homes in traditionally minority neighborhoods while White buyers are shown housing in different neighborhoods. This suggests that subtle redlining is still taking place in Lansing, even though it is illegal. Other issues raised in these sessions include:

- › Discrimination against races other than Blacks – specifically Hispanics and Asians.
- › The Lansing Police Department has an issue with systemic racism, is racist, and profiles residents in traffic stops and other interactions.
- › The City of Lansing should do better with its hiring practices to ensure a diverse workforce, especially in leadership positions.





Work Group Themes

*See Appendix B for more detailed
Work Group Plans*

Work Group Themes



TRAINING

Co-Chairs: Guadalupe Ayala, Kim Coleman, & Linda Sanchez-Gazella

Members: Christopher Mumby, Willard Walker

ISSUES IDENTIFIED	GOALS
• Demographics. City of Lansing staffing does not reflect the diversity of the city's population • Culture. City government culture should enhance and make visible its DEI efforts on diversity, equity, and inclusion. • Lack of training and communication. Implement regular training and sustained communication to help evolve the culture; ensure transparent communication to residents on DEI efforts taking place within city government.	• <i>Expand recruiting strategies to ensure the hiring pool represents the demographics of Lansing.</i> • <i>Develop and administer a communication strategy to increase transparency and inspire trust.</i> • <i>Conduct diversity and inclusion training.</i> • <i>Cultivate a supportive, welcoming, and inclusive environment within Lansing city government.</i> • <i>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.</i>



COMMUNITIES AND NEIGHBORHOODS

Co-Chairs: Lural Baltimore & Calvin Jones

Members: Rev. Ronald T. Embry, Jonathan Rosewood, Randy Watkins, Kimberly Coleman

ISSUES IDENTIFIED	GOALS
• Racism. In a recent survey, nearly 50% of residents feel that racism is a problem in Lansing neighborhoods and the community as a whole. Residents also raised concerns about racism as it relates to public safety, education, housing, and healthcare. • Lack of communication. There is a need for open, transparent, two-way communication between the city, various city groups, and the neighborhoods. Only through open, sustained communication can residents learn of events and opportunities available to them.	• <i>Analyze and assess racial comments in Lansing to understand the root cause.</i> • <i>Develop strategy for engagement and outreach.</i> • <i>Develop a strategy for collaborative citizen engagement on projects and programs to broaden the city's understanding of neighborhood problems. Collaborative opportunities could include beautification or addressing accessibility at crosswalks, grocery stores, public restrooms, and shopping malls.</i> • <i>Analyze homelessness and develop strategies to reduce the homelessness rate.</i> • <i>Examine engagement and inclusion models for all age groups but particularly millennials.</i> • <i>Examine community problem-solving with buy-in from business owners.</i>



HEALTH AND ENVIRONMENTAL JUSTICE

Co-Chairs: Dr. LaKeeya Tucker & Linda Vail

Members: Dr. Farhan Bhatti, Dr. Renee Canady, Bryan Crenshaw, Dr. Fareeha Naz, Feliz Rodriguez, Karen Tate, Teresa Bingman

ISSUES IDENTIFIED	GOALS
• Health in housing. Specifically, lead education. • Awareness. Lack of community awareness of health-related resources. • Collaboration. Improve collaboration and cooperation between the Mayor's Office and the Ingham County Health Department's Health Improvement Plan. • Food. Access to healthy foods.	• <i>Educate residents and landlords about lead in paint and elsewhere in homes.</i> • <i>Introduce more Community Health Workers into neighborhoods and broader Lansing community. These workers are uniquely positioned to build trust and address barriers experienced by traditionally underserved communities seeking medical care.</i> • <i>Build a strong, structured collaboration between the Mayor's Office and Ingham County's Community Health Improvement Plan (CHIP) to assist in overseeing MRJEA recommendations.</i> • <i>Reduce food insecurity by improving access to healthy foods.</i>



ARTS AND CULTURE

Co-Chairs: Angela Mathews & Lorenzo Lopez

Members: Guadalupe Ayala, Deon Gladney, Valerie Marchand, Meghan Martin, Clara Martinez

ISSUES IDENTIFIED	GOALS
• Representation. Cultural events in Lansing do not reflect the diversity of the City. • Access. BIPOC and the LGBTQ (Lesbian, gay, bisexual and transgender) communities do not have sufficient access to art funding and funding opportunities.	• <i>Create a clearinghouse for events, workshops, art exhibits, festivals, concerts, etc.</i> • <i>Enhance 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 for exploration of events taking place outside of their neighborhoods.</i>



EDUCATION AND YOUTH DEVELOPMENT

Co-Chairs: Dr. Delsa Chapman & Carmen Turner

Members: Brenda Henderson, Jekeia Murphy, Bishop Alfred B. Singleton, III, Linda Sanchez-Gazella

ISSUES IDENTIFIED	GOALS
• Racism. Racism within the community and specifically the public and charter school setting. • Violence. Violence within the neighborhoods and local proprietorships. • Programming. Lack of community-based after-school programs that target at-risk youth. • Unemployment. Mass unemployment.	• <i>Partner with local educational and community organizations to improve high school completion rates and access to post-secondary scholarships, internships, and financial support for college or trade schools.</i> • <i>Expand programming at Community Centers that address the whole child and provide education to parents and caregivers through Lansing School District's Parent University.</i> • <i>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.</i>



CRIMINAL JUSTICE AND PUBLIC SAFETY²

Co-Chairs: P. Pamela Davies, Rev. Dr. Melvin T. Jones

Members: Dale Copedge, Rev. Stanley Jenkins, Chief Daryl Green, Chief Greg Martin

ISSUES IDENTIFIED	GOALS
Consistent with President Obama's 21st Century Policing Task Force, we identified the six pillars of policing objectives as issues that should be addressed in Lansing policing policy: • Building trust and legitimacy. Driving accountability. • Policy and oversight. A community-centric governance framework. • Community policing and crime reduction. Visibility in the neighborhoods. • Officer training and education. Ongoing learning drives ongoing improvement. • Officer safety and wellness. • Technology and social media.	• <i>Improved police accountability via an early intervention program to promote best police practices, identifying and correcting problematic officer performance.</i> • <i>Improved police transparency, especially as it relates to policies, procedures, and disciplinary actions.</i> • <i>The City of Lansing police officers understand how to appropriately deescalate a situation, based on solid policies, and embedded, ongoing training. No use of force is the goal at every call for service.</i> • <i>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.</i> • <i>Police and fire departments that reflect the demographics and cultural values of the community and are more engaged in community efforts.</i>

² 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, supervision, and accountability to mitigate the risks and liabilities associated with public safety. Specifically, police transparency is a necessary element to improving police legitimacy. The workgroup aligned its racial justice efforts with that of the Lansing chapter of Advocates and Leaders for Police and Community Trust (ALPACT), 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.



JOB AND ECONOMIC DEVELOPMENT

Co-Chairs: Karl Dorshimer & Dr. Alane Laws-Barker

Members: Berton Brown, Dale Copedge, Travis Harris, Hannah Bryant, Tony Willis, Teresa Bingman

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

ISSUES IDENTIFIED	GOALS
• Minority small business hardships. Lansing's small businesses with BIPOC ownership have been hit especially hard by the pandemic. They are less likely to have received funding from recent state or federally funded rescue and restart grant programs. • Access to capital and other resources. The percentage of Lansing minority entrepreneurs starting new businesses and staying in business more than five years is much lower than overall startup businesses. Existing BIPOC businesses often lack financing, have improper ownership structures, and lack economies of scale when purchasing equipment or supplies for their business. • Jobs and opportunity. There are many employers in Lansing with unfilled quality jobs offering high pay and benefits. Simultaneously, there are many BIPOC job seekers who, with some additional training and/or education, could qualify for and be hired into these jobs.	• <i>Continue to aid Lansing small businesses to enable them to survive the current COVID-19 pandemic and to recover as the economy rebounds.</i> • <i>Increase successful entrepreneurship and small business ownership among low-income people and BIPOC communities.</i> • <i>Improve job training and educational opportunities for low-income people and BIPOC residents to increase incomes and create better career paths for youth.</i> • <i>BIPOC citizens equitably benefit from hiring and employment opportunities in the city.</i> • <i>Communities of color equitably benefit in Lansing's economic prosperity.</i>





HOUSING AND DEVELOPMENT

Co-Chairs: Susan Cancro, Joel Ferguson & Brian McGrain

Members: Gregory Eaton, Willard Walker

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, or have the ability to secure or sustain, housing.

ISSUES IDENTIFIED	GOALS
• Reliable data is elusive. A need for designated resources to gather reliable data specifically to help identify housing opportunities and barriers. • Struggles to identify and evaluate housing programs. A need to take advantage of housing programs and to ensure they are available fairly to all and to ensure they meet stated objectives. • Maintenance and supply. Increasing available housing supply and resources for better housing maintenance (rental or owner-occupied). • Lack of education. A need for education, specifically more programs that provide education, and a better way of conducting marketing and outreach, specifically towards communities of color.	• <i>Ensure people of color in Lansing have access to affordable housing.</i> • <i>Keep good landlords and developers in business to ensure availability of quality, affordable housing.</i> • <i>Evaluate existing housing programs and mortgage data to gain a better understanding of reliable patterns of who is being reached and how they identify and access housing.</i>





Conclusion

Conclusion

We know this for sure: we are strengthened by our diversity and emboldened by our mission. Diversity combines multiple perspectives to develop better solutions.

This plan is a beginning.

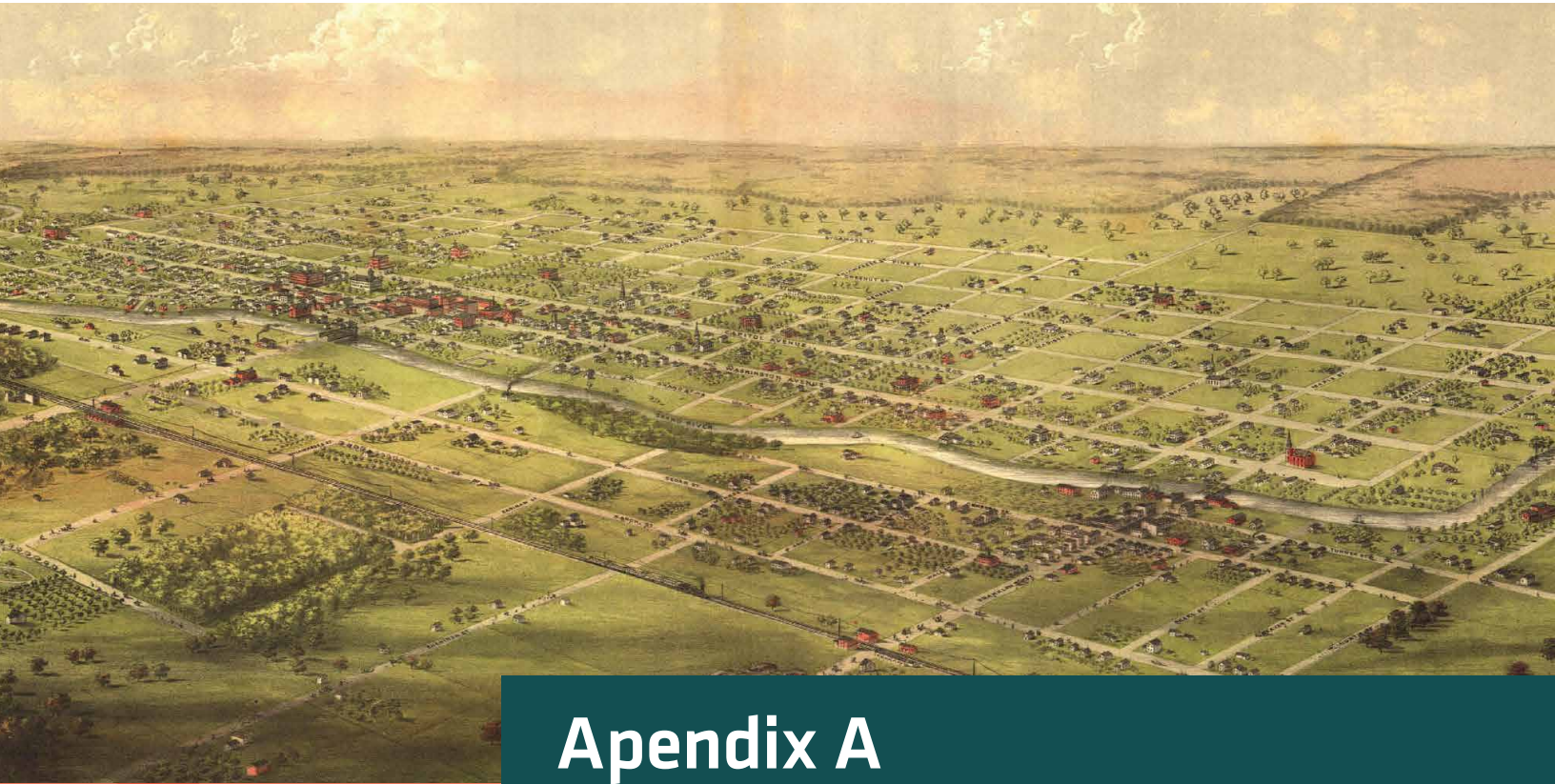
To achieve our vision of making Lansing a city of inclusion, racial equity, and opportunity for all, we must engage the community and we must be transparent and provide regular updates on our progress and our setbacks.

We know this for sure: we are strengthened by our diversity and emboldened by our mission. Diversity combines multiple perspectives to develop better solutions. Our work spans differences and is key to what's coming for our families, children, and neighborhoods.

Generational reach is durable, long-term change supported by meaningful investment and an inclusive, community-based approach to the future.

Let's get to work.





Apendix A

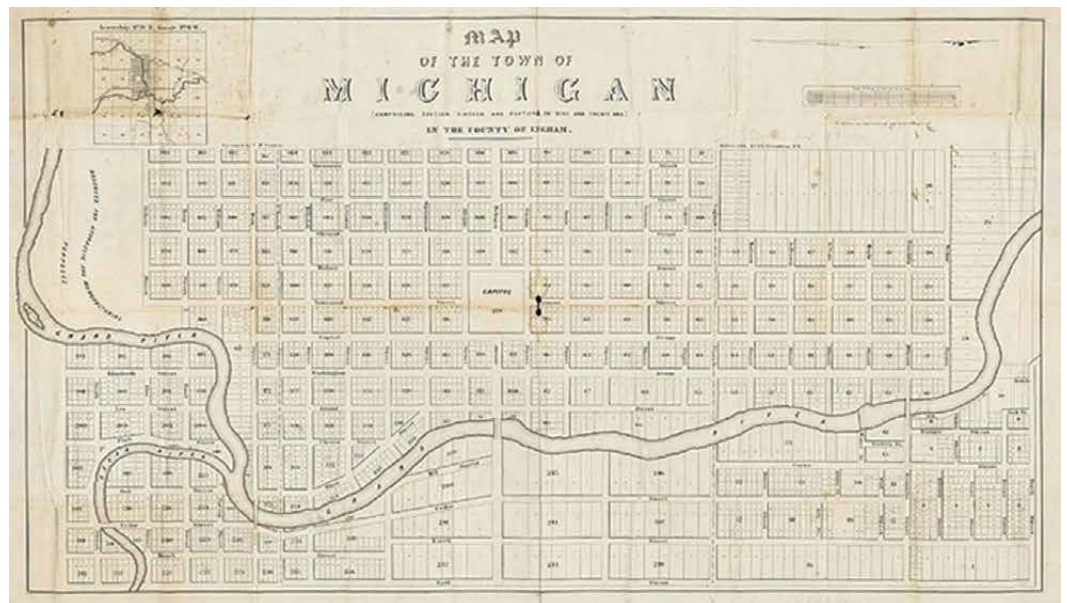
History of Lansing

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.

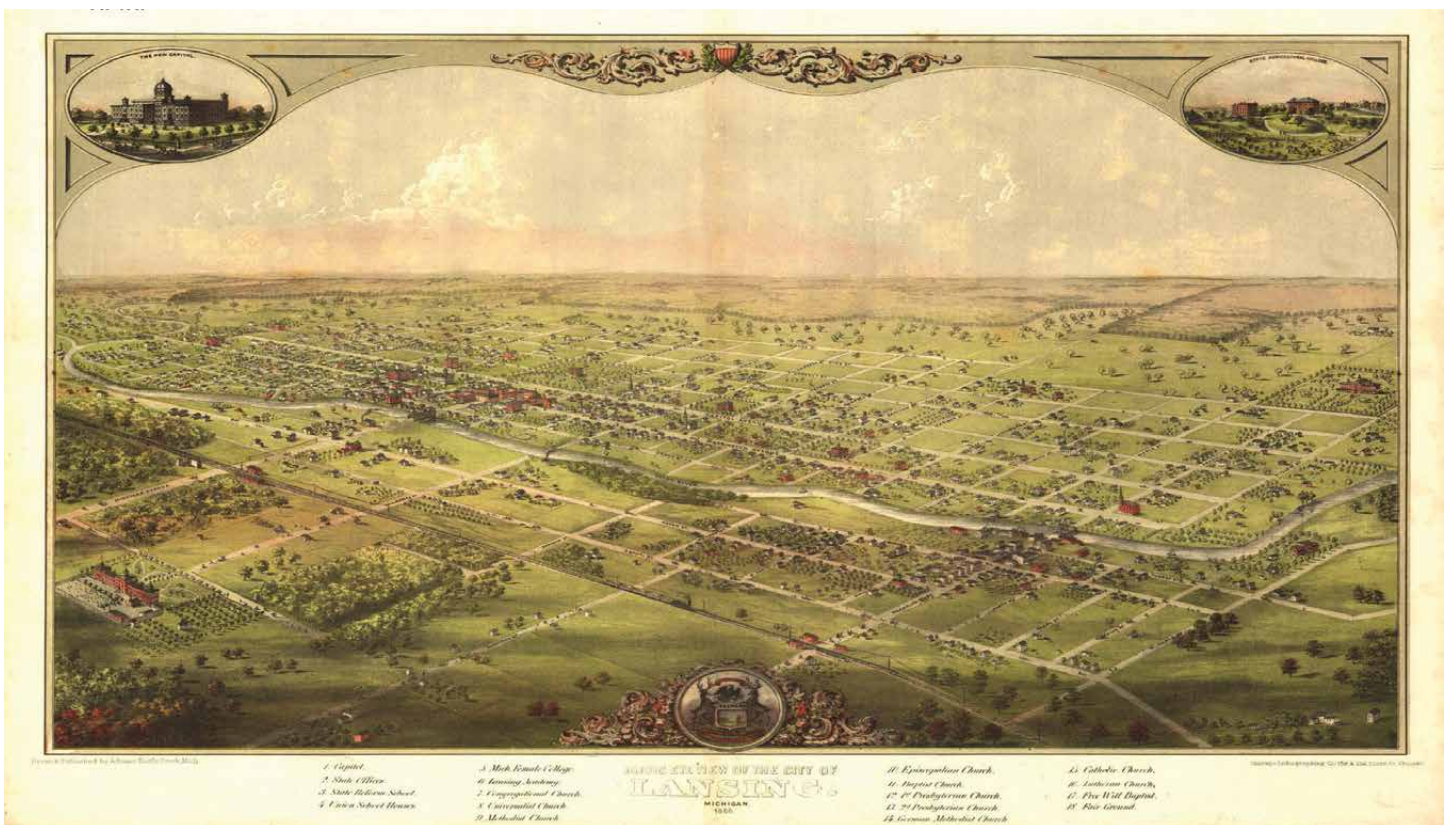
Committee Members and Resources

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.	Strategic training programs that become embedded in employee on-boarding and continuous improvement opportunities. Topics identified annually based on quantitative and qualitative data collected. Identify outside expertise for specific training needs where appropriate.	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
Creation of a community engagement handbook for staff and community leaders.	Neighborhood Organization Resource Guide.	Completed	Increase percentage of staff and community leaders trained in community engagement.	Director of Neighborhoods and Citizen Engagement
Develop equity-centered standards for training in community engagement.	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.	- Implementing housing related programs, advocating on behalf of community members and disseminating information on lead burden homes. - Collaboration of residents and neighborhoods in a resource relationship approach to create and sustain flourishing communities rather than punitive financial tactics. - Reduction of lead burden homes and provide residents access to resources (especially for underrepresented groups).	Complete analysis to identify issues and homes (see measurables) by end of 2021 Adopt ordinance in 2022	Create comprehensive list of issues to identify and address. Number of houses identified with significant needs to bring up to safe standard. Use this data to draft ordinance Ordinance adopted by City Council	Landlords responsible for maintaining rental properties Housing division for analysis of existing rental housing Mayor and City Council to adopt ordinance and fund program
- Audit of City housing codes to ensure health, well-being and protection of residents, especially the most vulnerable. - Landlord registration and inspection. - Lead kits provided to tenants. - Develop ordinances in line with Detroit for Lansing to keep landlords accountable. https://detroitmi.gov/sites/detroitmi.localhost/files/2020-07/Lead_Ordinance_Requirements_for_Rental_Property_Owners%207_29_20.pdf https://www.healthyhomescoalition.org/landlords-lead-law	Funding and effort toward residential assistance for vulnerable residents in Lansing. Continuous oversight of health and housing to ensure healthier children and families in the City of Lansing. Community education on how and why to test homes and whom to report results to if the resident is a tenant.	Develop ordinances for landlord registry in 2021 Develop inspection timeline and process in 2021 Provide lead kits to residents by early 2022	Develop a database to track registry and inspection for rental properties within the City of Lansing. Distribution of lead kits to City of Lansing residents (home owners and renters).	Landlords responsible for maintaining rental properties. City of Lansing employees will lead community education, registry and inspection process. Community members are responsible for administering the home test kits and notifying the City of results.

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: • Reduction of ER/ Jail use. • Increased access for every peer group. • Fewer overdoses, increased and sustainable recovery. • Reduction of poor outcomes in relation to chronic disease. • Reduction of homelessness. • Reduction of food insecurity – access to healthy food in neighborhoods (zip coding, liquor stores in area proximity to residents). • Harm reduction from Lansing Police Department for those with mental illness.	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
Review Community Health's CHIP Goals and align with MRJEA. All providers be able to accept all insurances public and private. Build on data collected Community Health Assessment and Improvement Plan (CHIP) to monitor and track the progress and impact of MRJEA. Strengthen County Government & CHIP workgroup collaboration per the 2017 report issued* with a focus on the following key areas: • Access to Primary Care • Access to Quality Care • Chronic Diseases • Behavioral and Mental Health Continue the Community Needs Assessment for qualitative data every 5 years. Use the data as metric of community perceptions of MRJEA impact. 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 & CHIP to develop solutions to health disparities. Consider relevance of annual insurance coverage report along with inclusion and prosperity score annually/biannually for impact and trending of interventions.	Increased equitable access to healthcare and knowledge of healthcare within the community. Influence local healthcare settings to hire diverse staff-explore pipeline relationship with colleges. Community Advisory Board elevated and visible on Mayor's website to demonstrate collectivism and collaboration between county government and communities of color. Increased communication with the Mayor's office (MRJEA) and healthcare in the City of Lansing. Reduction of chronic health issues and disease. Access to early detection and equitable treatment in a healthcare settings. Reduction of emergency room visits. Decrease the uninsured in the community. Increase community enrollment in public health insurance.	Participate in current round of Community Health Needs Assessment in 2021. Engage with partners to align with Community Health Improvement Plan priority areas in 2021-2022. 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.	Improved overall health in population. Improved access to providers regardless of payer. To track metrics and progress, select a screening tool to assess Social Determinants of Health during all community outreach events and patient encounters.	Legislative healthcare reform

*2017 report referenced can be found here: (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.

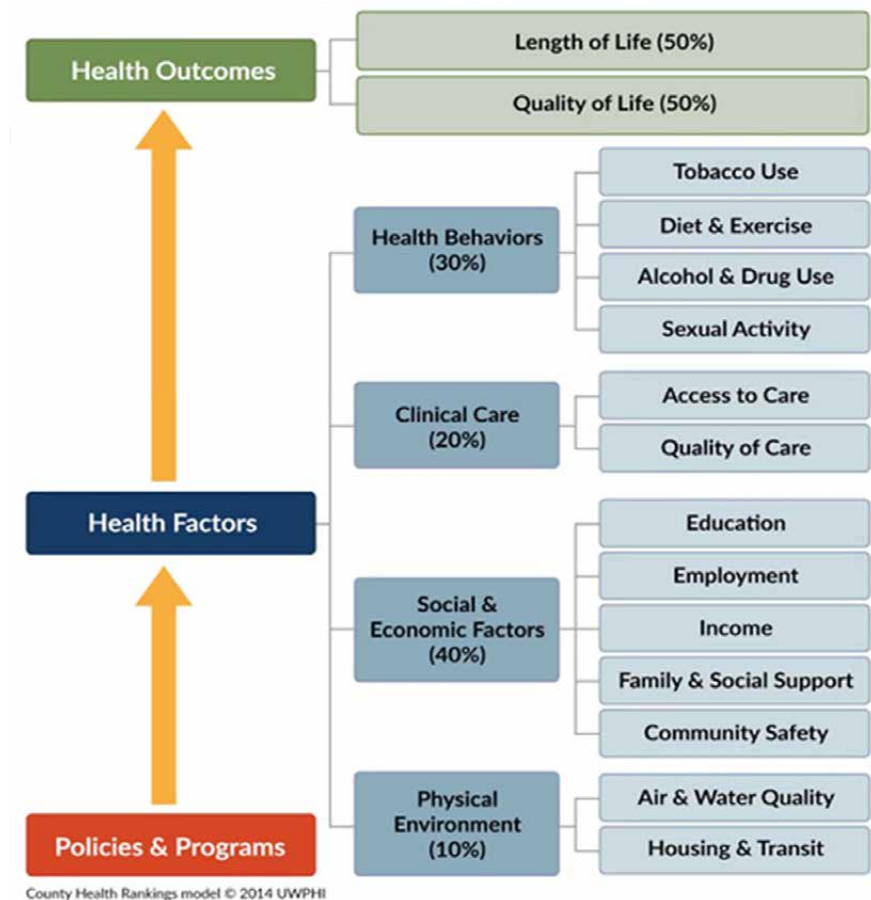
Metrics can be developed as follows:

- › 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)
- › 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
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. 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.	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. 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.	Summer 2021	Decreased absenteeism, increased student engagement, increased graduation rate, and reduced recidivism associated with frequent out of school suspensions and expulsions from school. Increase the number of students acquiring internships and full-ride scholarships by 10%-15% each year.	Lansing School District Delsa Chapman, Education and Youth Development Co-Chair Carmen Turner, Education and Youth Development Co-Chair Brett Kaschinske, City of Lansing Jekeia Murphy, Lansing School District Linda Sanchez-Gisella, City of Lansing Bishop Alfred P. Singleton II, Bethlehem Temple Church
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.	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.	Summer 2021	Increasing the graduation by 7-10% annually over the next five years. Reducing incidents of suspension by 10% annually over the course of the next five years.	Lansing School District Delsa Chapman Carmen Turner Brett Kaschinske Jekeia Murphy Linda Sanchez-Gisella

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
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. - 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. - Per contractual bargaining agreements the Chief of Police is the only one contractually who can impose discipline on a police employee.	Modify the existing police contracts to allow the Citizen Oversight Commission the ability to discipline employees. 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. This commission should regularly educate the public on their rights and the complaint process.	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.	Police and fire leadership will have an early warning intervention complaint program that monitors and audits concerning employee behavior. A system of additional training or policy review in place to correct minor issues before they develop into serious employee policy or law violations.	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).	Officers use de-escalation tactics when circumstances permit. NO use of force is the goal at every call for service. 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. 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. Officers only use the necessary force to secure compliance consistent with a de-escalation continuum.	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.	The City of Lansing contracts with an employee wellness mental health program. All Lansing police officers are provided with annual mental health assessments. Both LPD and LFD have peer mental health support programs for employees.	Completed (Police) Fire July 2023	Increase in overall police and fire wellness.	Fire and Police Chiefs

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
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. Fire employees should receive de-escalation training similar to police employees, so that they mitigate the need for police response.	Hire more social workers and other mental health professionals to address social issues that intersect with police and fire services. Collaboration with Ingham County 911 Dispatch to redirect police and fire calls for service that can be provided by other agencies. De-escalation trained Fire employees would mitigate the need for some police responses.	January 2023 (police received funding for one additional social worker for FY22 Budget).	Reduction in Police calls. Reduction in police calls to assist the Fire Department.	Fire and Police Chiefs Fire Chief
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
Leverage informal community structures to mitigate and prevent crime. Seek the assistance of evidence based community programs that reduce crime.	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
TOTAL SWORN OFFICERS	206	198	1	1	8		21	6	10	3	111	37	50	47
TOTAL SWORN PERCENTAGE			0.5%	0.5%	4.0%		10.6%	3.0%	5.1%	1.5%	56.1%	18.7%	25.3%	23.7%
Police Cadet	5	3				1		1				1	2	3
Police Academy Recruit	6	5			2		1				2		3	
TOTAL CADETS AND RECRUITS	11	8			2	1	1	1			2	1	5	3
TOTAL CADETS AND RECRUITS PERCENTAGE					25.0%	12.5%	12.5%	12.5%			25.0%	12.5%	62.5%	37.5%
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
TOTAL CIVILIAN EMPLOYEES	38	32		1			2	2	1	2	9	15	8	20
TOTAL CIVILIAN PERCENTAGE				3.1%			6.3%	6.3%	3.1%	6.3%	28.1%	46.9%	25.0%	62.5%
DEPARTMENT TOTAL	255	238	1	2	10	1	24	9	11	5	122	53	63	70
TOTAL DEPARTMENT PERCENTAGE			0.4%	0.8%	4.2%	0.4%	10.1%	3.8%	4.6%	2.1%	51.3%	22.3%	26.5%	29.4%

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. • Look at the state and federal contract requirements. • Research the current Lansing contracts and their requirements of women, veterans, BIPOC. • Establish and support a Supplier Diversity Equity Team. • Conduct and publish contracting and procurement data. • Fully integrate new financial system into dashboards for the EBO Program including Goods & Services and Construction. • Contracting and procurement policies and procedures are designed to eliminate racial equity. • Collect and analyze data to be able to identify gaps in contracting and procurement. • Fully integrate quarterly reporting for EBO program utilizing the new financial system to prepare and present dashboard for internal and external customers,	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): - Grant applications for social equity participants. - Allocate the funds to NGO that focus on economic development BIPOC (FY2020 \$280,000).		Begin in 2022		
Development of equitable small business programs: One & All program.	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: • Job shadowing. • Interviewing skills/professional attire. • Negotiation skills.	Job training program will focus on certain age groups with a purpose: • Accountability. • Lay out the plan for the program. Citizens who are more effective and efficient at securing good, high paying jobs.		Number of students engaged in a program. Number of interviews through this program. Number of internships through program.	
Develop an effective entry program for youth and adults: • Partner: Power in Passion – connecting resources • Create a survey to see what the City could provide	Job opportunity training – what type of jobs are out there for students. Talent meet-ups for high schoolers and parents.		Number of jobs secured.	
Connect citizens with professional organizations with proven histories of providing effective assistance.	Creating a list of good and bad actors of BIPOC. Eliminate the box of criminal question on app. (character/fitness case-by-case) Local Talent/Jobs Bank Website to match local employees and local employers.		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
Ensure workforce equity: The Workforce Team includes representatives of Human Resources, Diversity & Inclusion, labor unions and employees.	The City ensures equitable access to employment opportunities, including but not limited to: - Recruiting - Hiring - Promotions - Layoffs - Dispute Resolution		Establish Workforce Equity Action Team Demographics of the City workforce reflect the demographics of the community across all levels of the organization.	Guadalupe Ayala
Create service group racial equity plans: - Create a template for racial equity plans for departments and service groups. - Provide technical assistance and training to service groups for identifying and preparing their individual racial equity plans, including outcomes, actions, timelines.	The City ensures equitable access to employment opportunities, including but not limited to: - Recruiting - Hiring - Promotions - Layoffs - Dispute Resolution		Implementation of service group racial equity plans.	Guadalupe Ayala
Diversify the City workforce to reflect the community in which we serve: - Service groups create comprehensive racial equity plans based on demographics and the succession plan. - Create and publish on the City's website quarterly demographics by department and service groups. - Transform the City's hiring process to remove barriers and increase diversity of candidates. - Target outreach to neighborhoods of focus.	The City ensures equitable access to employment opportunities, including but not limited to: - Recruiting - Hiring - Promotions - Layoffs - Dispute Resolution		Demographics of the City's workforce reflect the demographics of the community across all levels.	Guadalupe Ayala

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Establish effective and sustainable recruitment strategies: • Develop a practical recruitment and financial plan for meaningful local and diverse recruitment. • Work with community partners to increase targeted recruitment.	The City ensures equitable access to employment opportunities, including but not limited to: • Recruiting • Hiring • Promotions • Layoffs • Dispute Resolution		Develop a practical recruitment and financial plan for meaningful local and diverse recruitment. Work with community partners to increase targeted recruitment.	Guadalupe Ayala
Create effective and sustainable marketing and strategic planning to ensure continued recruitment sources: • Create ongoing marketing materials and strategic plan to ensure citizens and applicants can easily understand and comprehend City's hiring process.	The City ensures equitable access to employment opportunities, including but not limited to: • Recruiting • Hiring • Promotions • Layoffs • Dispute Resolution		Create ongoing marketing materials and strategic plan to ensure citizens can easily understand and comprehend City's hiring process.	Guadalupe Ayala
Ensure that racial equity is a core competency on select job descriptions: • 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.	The City ensures equitable access to employment opportunities, including but not limited to: • Recruiting • Hiring • Promotions • Layoffs • Dispute Resolution		Review and evaluate each job description to identify racial equity as a core competency. Implement changes to job descriptions.	Guadalupe Ayala
Create and distribute clear racial equity expectations for managers: • Training on equitable hiring practices for all managers. • Clear expectations and accountability for racially equitable workplaces.	The City ensures equitable access to employment opportunities, including but not limited to: • Recruiting • Hiring • Promotions • Layoffs • Dispute Resolution		Provide training to all managers on equitable employment practices.	Guadalupe Ayala
Strengthen personnel policy and practices: • Review policies and identify racial equity barriers to hiring, retention and upward mobility. • 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.	The City ensures equitable access to employment opportunities, including but not limited to: • Recruiting • Hiring • Promotions • Layoffs • Dispute Resolution		Evaluation of Human Resources and Diversity & Inclusion policies.	Guadalupe Ayala

Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Continue planning for retirements: - Conduct an analysis of positions that have a large number of anticipated retirements in the next five years. - Develop and implement career pathways to ensure diverse applicant pool is prepared to compete for those vacancies.	The City ensures equitable access to employment opportunities, including but not limited to: - Recruiting - Hiring - Promotions - Layoffs - Dispute Resolution		Update succession planning information on a quarterly basis. Recruitment, hiring, retention, training and promotion processes used to fill openings that result from retirements to advance workforce equity.	Guadalupe Ayala
Explore the possibility for premium pay for bilingual staff in community-serving positions where additional language fluency can be utilized: Identify positions that interact with the public and develop Recommend options for supplemental pay for bilingual employees.	The City ensures equitable access to employment opportunities, including but not limited to: - Recruiting - Hiring - Promotions - Layoffs - Dispute Resolution		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
Bridge the opportunity gap for the City's vulnerable and underserved communities of color: - Assess current economic incentives (eg. NEZ, 328, IFT, OPRA, Brownfield) distribution policy and rubrics through a racial equity lens. - Make necessary changes to advance racial economic equity in neighborhoods of focus. Prioritization of racial equity in the following three areas of economic development: - Utilization of the EBO program, including local contracting with W/MBE and Micro LBE contractors and apprenticeships. - 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. - Affordable Housing incentives.	Economic development projects enhance the racial equity of our community.		Utilize data collection tools to prepare an annual report on representation of beneficiaries of various economic development programs based on race, gender and community. 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. Fully Implement the utilization of the financial system in identifying and reporting on payments. Implement data collection tools and infographics to identify and report on economic development programs. Fully incorporate EBO bid discounts in economic development programs. Align conversations to implement racial and economic data quality and priorities.	
Create Racial Equity tool kits for community members and developers that identify how to work with the city. Create a "Working with Developers Toolkit" - a resident-centric how-to guide to negotiate jobs and other benefits.	The City provides ongoing and inclusive information regarding our economic development processes.		Create an online toolkit. Create workshops based on the toolkit on a regular basis (every other month). Ensure that workshops and materials are offered in Spanish as well.	

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 highquality 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

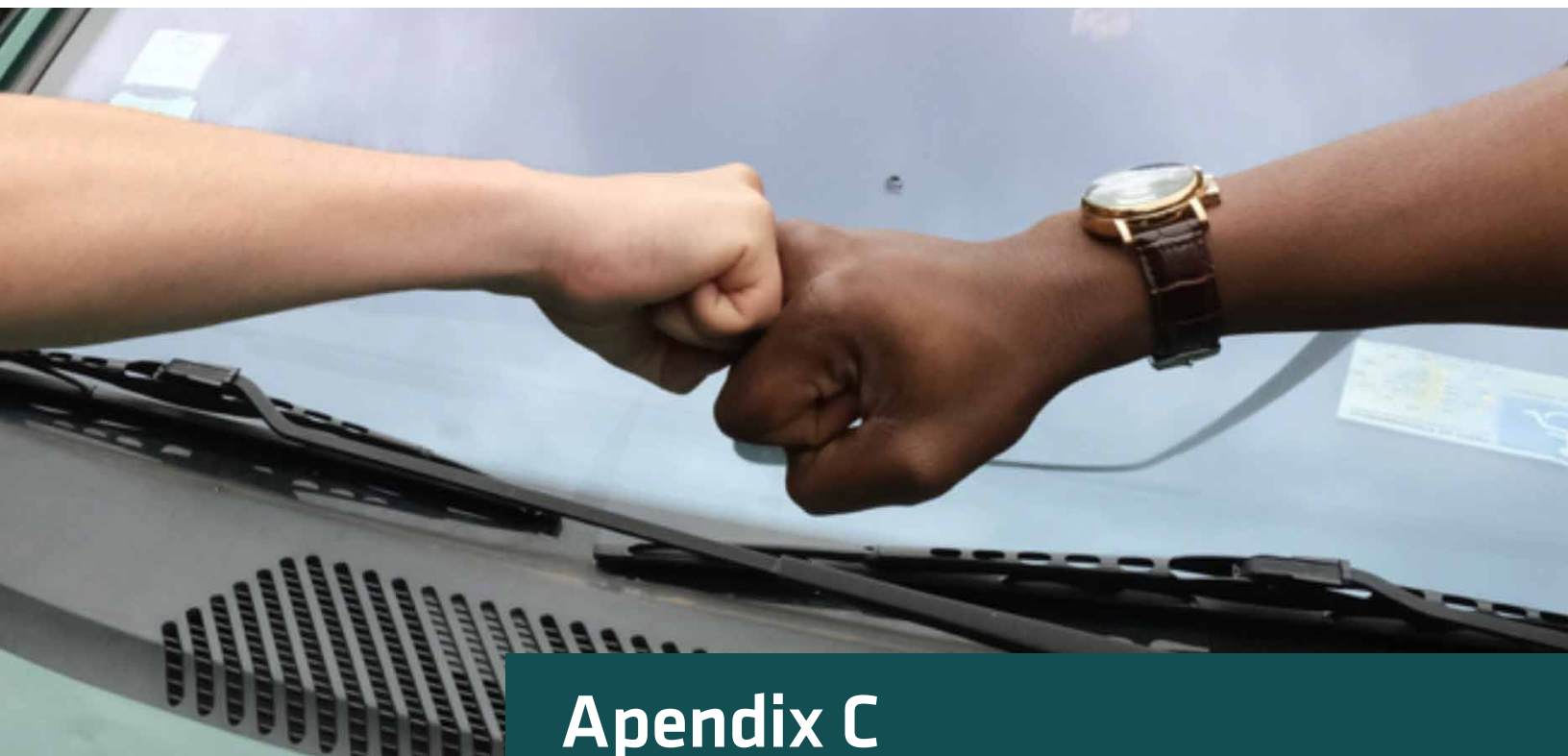
Recommended Action	Desired results/ Expected outcomes	Deadlines or Milestones	Measurable	Accountability Leadership
Develop a centralized data collection process via relators, landlords, etc. that collects demographic details on purchasers, tenants.	The ability to know more granular detail about housing 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
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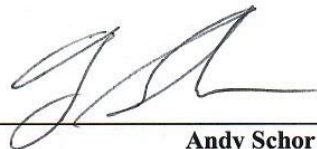
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MRJEA Executive Leadership Team shall work with GARE to identify training to further inform the process of creating a racial justice and equity plan and to determine appropriate training for all department directors and members of the MRJEA.

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 21st 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



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE

STRATEGIES

Training

Co-Chairs: Guadalupe Ayala, Kim Coleman, & Linda Sanchez-Gazella

Members: Christopher Mumby, Willard Walker

In spite of the incredible diversity within the Lansing community, 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.

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.

Goals and Recommendations

Goal: *Focus recruiting efforts to ensure highly qualified individuals, who better represent the demographics of Lansing, are hired.*

Recommendations:

- Review comments from internal scans, as well as current employee databases to determine where gaps currently exist.
- Develop recruiting practices that target specific groups based on findings.
- Review current hiring/recruiting practices to see where most current applicants are coming from.
- Revise/refine current recruiting practices.
- Develop an on-line equity mapping system that allows real-time access to the city's diversity, equity and inclusion data.

Goal: *Develop a strategic training program that becomes embedded in on-boarding and continuous improvement.*



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE STRATEGIES

Recommendations:

- Benchmark communities to determine what other cities are doing to ensure government reflects the diversity of the community it serves:
 - Develop recruiting practices that target specific groups based on findings.
- Review current on-boarding and training programs.
- Establish best-in-class on-boarding process that meets specific goals and objectives. Ensure these practices are embedded and don't change from administration to administration.
- Develop a new, on-going training program that addresses diversity, equity and inclusion topics on a regular basis.
- Evaluation of current employees to determine where pockets of resistance may exist
- Revise/refine current recruiting practices.

Goal: *Create a culture of inclusion within the City of Lansing government*

Recommendations:

- Inclusion statements from all top level management (elected and non- elected) demonstrating their commitment.
- Review current policies and procedures, city charter, etc., to determine which ones may be perpetuating biases.
- Outside of regular training, implement ways to continually reinforce that diversity is valued and expected.
- Introduce employee events/ programs designed to highlight or celebrate specific cultures or ethnicities.



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE

STRATEGIES

Communities and Neighborhoods

Co-Chairs: Lural Baltimore & Calvin Jones

Members: Ronald Embry, Jonathan Rosewood, Randy Watkins, Kimberly Coleman

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.

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.

Goals and Recommendations

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

Recommendation:

- Review comments from surveys and focus groups relating to racism in neighborhoods and community.

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

Recommendations:

- Obtain information on current community engagement efforts.
- 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:
 - Creation of a community engagement handbook for staff and community leaders.
 - Develop equity-centered standards for training in community engagement.



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE

STRATEGIES

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.*

Recommendations:

- Identify trusted leaders in neighborhoods and the community to promote outreach, inclusion and engagement activities within the City.
- 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.
- Develop a model of helping residents versus fining residents. Eliminate the excessive red tape and bureaucratic roadblocks.
- Review how the City handles code violations and accessibility issues to assure equitable resolution.
- Review compliance issues so they do not support bias in conjunction with the Neighborhood Advisory Board.

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

Recommendations:

- Examine neighborhood housing programs.
- City to develop a metrics spreadsheet of City projects, outcomes, and what is used to measure outcomes, with communication of progress to the public.
- City to develop webinars on local approaches and projects to serve the vulnerable populations of the City.

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

Recommendations:

- Develop a task force composed of department leaders of City, neighborhood leaders, local business leaders to examine City policies and procedures.
- Promote activities and social engagement to increase inclusion of all age groups.

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



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE STRATEGIES

Recommendations:

- Enhance communication of City projects and procedures through partnership with businesses, i.e., Lansing Connect postcard.
- Develop or install kiosks in community centers to print, download information.
- 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.



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE

STRATEGIES

Health and Environmental Justice

Co-Chairs: Dr. LaKeeya Tucker & Linda Vail

Members: Dr. Farhan Bhatti, Dr. Renee Canady, Bryan Crenshaw, Dr. Fareeha Naz, Feliz Rodriguez, Karen Tate, Teresa Bingman

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.

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.

Goals and Recommendations:

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.

Recommendations:

- Create an ordinance with permanent funding, to centralize and provide oversight of the full spectrum of healthy housing needs.
- Audit of City housing codes to ensure health, well-being and protection of residents, especially the most vulnerable.
- Landlord registration and inspection.
- Lead kits provided to tenants.
- Develop ordinances in line with Detroit for Lansing to keep landlords accountable.

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.

Recommendations:



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE

STRATEGIES

- Increase Full Time Equivalent (FTE) of Health Navigators (Community Health Workers, Peer Support Specialist etc.).
- Improve cultural competence to expand a diverse workforce within the City of Lansing.

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.*

Recommendations:

- Review Community Health's CHIP Goals and align with MRJEA.
- All providers be able to accept all insurances public and private.
- Build on data collected Community Health Assessment and Improvement Plan (CHIP) to monitor and track the progress and impact of MRJEA.
- Strengthen County Government & CHIP workgroup collaboration per the 2017 report issued* with a focus on the following key areas:
 - Access to Primary Care
 - Access to Quality Care
 - Chronic Diseases
 - Behavioral and Mental Health
- Continue the Community Needs Assessment for qualitative data every 5 years. Use the data as metric of community perceptions of MRJEA impact.
- 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 & CHIP to develop solutions to health disparities.
- Consider relevance of annual insurance coverage report along with inclusion and prosperity score annually/biannually for impact and trending of interventions.

Goal: *Reduce food insecurity by improving access to healthy foods.*

Recommendations:

- Develop a comprehensive, citywide strategy to address the issues highlighted in the goal, understanding that the Lansing school district offers a current method of food distribution.
- Link a program to the \$20 million grant for education in Lansing.
- Provide a bridge type card for district families similar to Okemos, Michigan. Contact Okemos school district to understand funding and distribution.
- 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



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MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE

STRATEGIES

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.”

- Expand current options for mobile food distributions.
- Establish a regularly scheduled weekly Mobile Market to various locations based on need determined by data (e.g., zip code report of food insecurities).
- Explore opportunities to strengthen mobile food distributions in terms of publicized routes and schedules.
- 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.
- Partner with local hospitals to ensure patients discharged from hospitals with food insecurities are connected to food resources and assessed for SNAP eligibility.
- Create a repository of Minority Owned Businesses that could participate in the Community Farm Table initiatives.
- 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.

Arts and Culture

Co-Chairs: Angela Mathews & Lorenzo Lopez

Members: Guadalupe Ayala, Deon Gladney, Valerie Marchand, Meghan Martin, Clara Martinez

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.

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.

Goals and Recommendations

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*



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MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE STRATEGIES

to have equal access to community cultural and art events. Allow them to explore events taking place outside of their neighborhoods.

Recommendations:

- 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.
- 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.
- 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.
- 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.
- 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.
- As part of Martin Luther King, Jr. Day, Cesar Chavez Day, Dolores Huerta Day, 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.



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE

STRATEGIES

Education and Youth Development

Co-Chairs: Dr. Delsa Chapman & Carmen Turner

Members: Brenda Henderson, Jekeia Murphy, Bishop Alfred B. Singleton, III, Linda Sanchez-Gazella

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.

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.

Goals and Recommendations

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.*

Recommendations:

- 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.
- 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.



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE

STRATEGIES

- 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.

Criminal Justice and Public Safety

Co-Chairs: Pamela Davies, Rev. Dr. Melvin Jones

Members: Dale Copedge, Rev. Stanley Jenkins, Chief Daryl Green, Chief Greg Martin

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.

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.

Goals and Recommendations

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



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE

STRATEGIES

Recommendations:

- 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.
 - 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.
 - Per contractual bargaining agreements the Chief of Police is the only one contractually who can impose discipline on a police employee.
- All persons should be able to file a complaint against a police or fire employee.
- LPD and LFD superiors take early action to correct problematic officer behavior and/or performance so public trust is not harmed, or further harmed.

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

Recommendations:

- Ensure LPD's social media and its postings promote and/or enhance police and community transparency and legitimacy.
- Upload LPD's policies on its website with a community-friendly version stated in laymen terms, using visuals (charts, diagrams, pictures, etc.).
- Enhancing police data collection to improve transparency which is critical to governmental legitimacy; transparency builds upon trust and legitimacy.
- Create a Public Safety Foundation that supports racial equity in public safety.
- Conduct an annual citizen Police and Fire Survey.

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.*

Recommendations:

- 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).
- Award and recognize police officers for de-escalation: "Best De-Escalator."
- Promote safety and wellness of police and fire personnel by creating internal and external systems that address critical incident stress management.
- 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.



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE

STRATEGIES

- Fire Department employees should receive de-escalation training similar to police employees, so that they mitigate the need for police response.
- 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.
- Mobilize the State of Michigan and Community Mental Health to develop a crisis stabilization center in the Lansing area to reduce police involvement.
- Develop a mobile crisis response team for 24/7 on-call crisis intervention services.
- Leverage informal community structures to mitigate and prevent crime.
- Seek the assistance of evidence-based community programs that reduce crime.
- Create an Annual Crime Reduction plan with community members to create intentional inclusion in police use of resources

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.*

Recommendations:

- Adopt traffic stop guidelines that eliminate racial profiling and other systemic racial disparities.
- Educate high school and local college students regarding how to interact with police during traffic stops and other police contacts.
- Conduct an independent review of all Lansing Fire Department (LFD) and LPD policies, procedures, and training systems.
- Improve police and fire fighter training regarding cultural competency, implicit bias, micro-aggressions, LGBTQ, de-escalation, and crisis intervention.
- Provide annual diversity, equity, and inclusion training to all Police and Fire employees selected by the diversity, equity, inclusion officer.
- 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

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

Recommendations:

- Increase the law enforcement and public safety minority workforce through effective recruiting and succession planning.
- Increase cadet programs for both police and fire to enhance hiring efforts of local persons interested in public safety.



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE

STRATEGIES

- Request assistance from community leaders to promote a positive outlook on law enforcement and public safety careers, thus assistance with changing the narrative.
- 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.



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE

STRATEGIES

Jobs and Economic Development

Co-Chairs: Karl Dorshimer & Dr. Alane Laws-Barker

Members: Berton Brown, Dale Copedge, Travis Harris, Hannah Bryant, Tony Willis, Teresa Bingman

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.

Goals and Recommendations

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

Recommendations:

- Continue to aid small businesses in Lansing to enable them to survive the current COVID-19 Pandemic and recover as the economy rebounds.
- 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 technical assistance to BIPOC owned small businesses.
- For all future Federal and State COVID-19 Rescue and Relief Programs, provide technical application assistance to BIPOC businesses.

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



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE

STRATEGIES

Recommendations:

- Diversify procurement/outsourcing contracts at the City level:
 - Look at the state and federal contract requirements.
 - Research the current Lansing contracts and their requirements of women, veterans, BIPOC.
 - Establish and support a Supplier Diversity Equity Team.
 - Conduct and publish contracting and procurement data.
 - Fully integrate new financial system into dashboards for the EBO Program including Goods & Services and Construction.
 - Contracting and procurement policies and procedures are designed to eliminate racial equity.
 - Collect and analyze data to be able to identify gaps in contracting and procurement.
 - Fully integrate quarterly reporting for EBO program utilizing the new financial system to prepare and present dashboard for internal and external customers.
- Develop a small business mentoring program.
- Create and encourage business purchasing co-ops to increase economies of scale, lower costs.
- Utilizing CBAs in 2021 to encourage and incentivize developers to out- source and procure development.
- Allocate revenues of \$28,000 per adult use facility (cannabis):
 - Grant applications for social equity participants.
 - Allocate the funds to NGO that focus on economic development BIPOC (FY2020 \$280,000).
- Development of equitable small business programs:
 - One & All program.

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 youth.*

Recommendations:

- Create job training programs that are funded by the private and public sectors.
- Develop mentoring programs for youth, adults:
 - Job shadowing.
 - Interviewing skills/professional attire.
 - Negotiation skills.
- Develop an effective entry program for youth and adults:
 - Partner: Power in Passion – connecting resources.
 - Create a survey to see what the City could provide.
- Connect citizens with professional organizations with proven histories of providing effective assistance.



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE

STRATEGIES

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

Recommendations:

- Ensure workforce equity:
 - The Workforce Team includes representatives of Human Resources, Diversity & Inclusion, labor unions and employees.
- Create service group racial equity plans:
 - Create a template for racial equity plans for departments and service groups.
 - Provide technical assistance and training to service groups for identifying and preparing their individual racial equity plans, including outcomes, actions, timelines.
- Diversify the City workforce to reflect the community in which we serve:
 - Service groups create comprehensive racial equity plans based on demographics and the succession plan.
 - Create and publish on the City's website quarterly demographics by department and service groups.
 - Transform the City's hiring process to remove barriers and increase diversity of candidates.
 - Target outreach to neighborhoods of focus.
- Establish effective and sustainable recruitment strategies:
 - Develop a practical recruitment and financial plan for meaningful local and diverse recruitment.
 - Work with community partners to increase targeted recruitment.
- Create effective and sustainable marketing and strategic planning to ensure continued recruitment sources:
 - Create ongoing marketing materials and strategic plan to ensure citizens and applicants can easily understand and comprehend City's hiring process.
- Ensure that racial equity is a core competency on select job descriptions:
 - 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.
- Create and distribute clear racial equity expectations for managers
 - Training on equitable hiring practices for all managers.
 - Clear expectations and accountability for racially equitable workplaces.
- Strengthen personnel policy and practices:
 - Review policies and identify racial equity barriers to hiring, retention and upward mobility.
 - 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.



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE

STRATEGIES

- Continue planning for retirements:
 - Conduct an analysis of positions that have a large number of anticipated retirements in the next five years.
 - Develop and implement career pathways to ensure diverse applicant pool is prepared to compete for those vacancies.
- Explore the possibility for premium pay for bilingual staff in community- serving positions where additional language fluency can be utilized:
 - Identify positions that interact with the public and develop Recommend options for supplemental pay for bilingual employees.

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

Recommendations:

- Bridge the opportunity gap for the City's vulnerable and underserved communities of color:
 - Assess current economic incentives (e.g., NEZ, 328, IFT, OPRA, Brownfield) distribution policy and rubrics through a racial equity lens.
 - Make necessary changes to advance racial economic equity in neighborhoods of focus.
- Prioritization of racial equity in the following three areas of economic development:
 - 1) Utilization of the EBO program, including local contracting with W/MBE and Micro LBE contractors and apprenticeships.
 - 2) 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.
 - 3) Affordable Housing incentives.
- Create Racial Equity tool kits for community members and developers that identify how to work with the city.
- Create a "Working with Developers Toolkit" - a resident-centric how-to guide to negotiate jobs and other benefits.



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE

STRATEGIES

Housing and Development

Co-Chairs: Susan Cancro, Joel Ferguson & Brian McGrain

Members: Gregory Eaton, Willard Walker

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.

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.

Goals and Recommendations

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

Recommendations:

- Continue developing and offering training and education that helps minorities better understand how to secure and sustain housing.
- Engage key community resources/developers/landlords/ citizens to increase housing supply in the city.
- Ensure program materials are affirmatively available and developed to specifically target people of color.

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

Recommendations:

- Develop partnerships and programs that support landlords.
- Develop educational programs that help foster better relationships between landlords and tenants.
- Provide landlords and developers with access to funding needed.



Andy Schor, Mayor

MAYOR'S RACIAL JUSTICE AND EQUITY ALLIANCE STRATEGIES

- Provide ways to support good landlords while expanding ways to target landlords who do maintain quality properties.

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

Recommendation:

- Develop a centralized data collection process via relators, landlords, etc. that collects demographic details on purchasers, tenants.

*Agenda Item 5. C.
Information on Racial Justice & Equity Community
Action Plan
And
Advisory Board*

<https://www.lansingmi.gov/1017/Diversity-Equity-Inclusion-DEI>

<https://www.lansingmi.gov/360/Racial-Justice-Equity>

<https://content.civicplus.com/api/assets/d2e3b5ae-d053-42b3-a68a-6aa662cc923b?cache=1800>



HISPANICS IN MICHIGAN

By

Marcelo E. Siles PhD.

July 2022

This study was founded by, Latino Leaders for the Development of Advocacy and Development (LLEAD) with the support of the Hispanic Latino Commission of Michigan (HLCOM).

LLEAD: <https://www.llead.org/>

HLCOM: <https://www.https://www.michigan.gov/ogm/commissions/hlcom>

HISPANICS IN MICHIGAN

Marcelo E. Siles PhD.

1. *Introduction*

The Hispanic population in the United States has been steadily growing over the last fifty years reaching, according to the last census, 62.1 million, which represents 19 percent of the national population (USBC, 2020). We expect that this trend will continue increasing over the next years to around 23 percent in 2030 (J. Ortman and C. Guarneri, 2009). There are many reasons for the Hispanic population growth, they have the lowest median age among all racial and ethnic groups equal to 30 years, and most of the population is in their fertile years. Immigration from Latin American countries is another reason for the increase of the Hispanic population, although the percentage increase of Hispanic immigrants has been declining over the past few years (Bustamante, Lopez, and Krogstad, 2020).

The contributions of the Hispanic community to the United States economy are vast and important. According to latest reports, currently there are an estimated 4.65 million Hispanic-owned businesses in the country, generating \$500 billion in annual revenue and employing 3.4 million people, according to a report from the State of Latino Entrepreneurship 2020. Hispanic buying power also has grown substantially over the last 30 years, from \$213 billion in 1990 to \$1.9 trillion in 2020, which represents 11.1 percent of the total US buying power.

The Hispanic population in Michigan has grown significantly in the last decade reaching 564,422 according to the 2020 census; this number represents 5.6 percent of the state's total population, with an increase of 1.19 percent from 2010. The contributions of Hispanics to the state economy are significant, according to the Michigan Hispanic Chamber of Commerce, there are over 20,000 Hispanic owned businesses in the state each individually generating an average annual revenue equal to \$258,251 in 2020-2, thus the 20,000 Hispanic businesses generated an annual revenue close to \$5.3 billion. Every year more than 49,000 Hispanic migrant and seasonal farmworkers contribute via physical labor to the state's agriculture and service sectors, which are among the largest industrial sectors in the state of Michigan (Larson, 2013)

2. *Methodology*

This study is based on secondary data published by the United States Bureau of the Census and reports from the Pew Research Center, Club Stories, State of Michigan Interagency Migrant Council, Michigan Hispanic Chamber of Commerce, and the Stanford Latino Entrepreneurship Initiative.

The author constructed the tables included in this report and developed the corresponding explanations of the data contained in these tables. Since the study includes only secondary data, there are some limitations for the analysis.

3. *The Hispanic Population in Michigan*

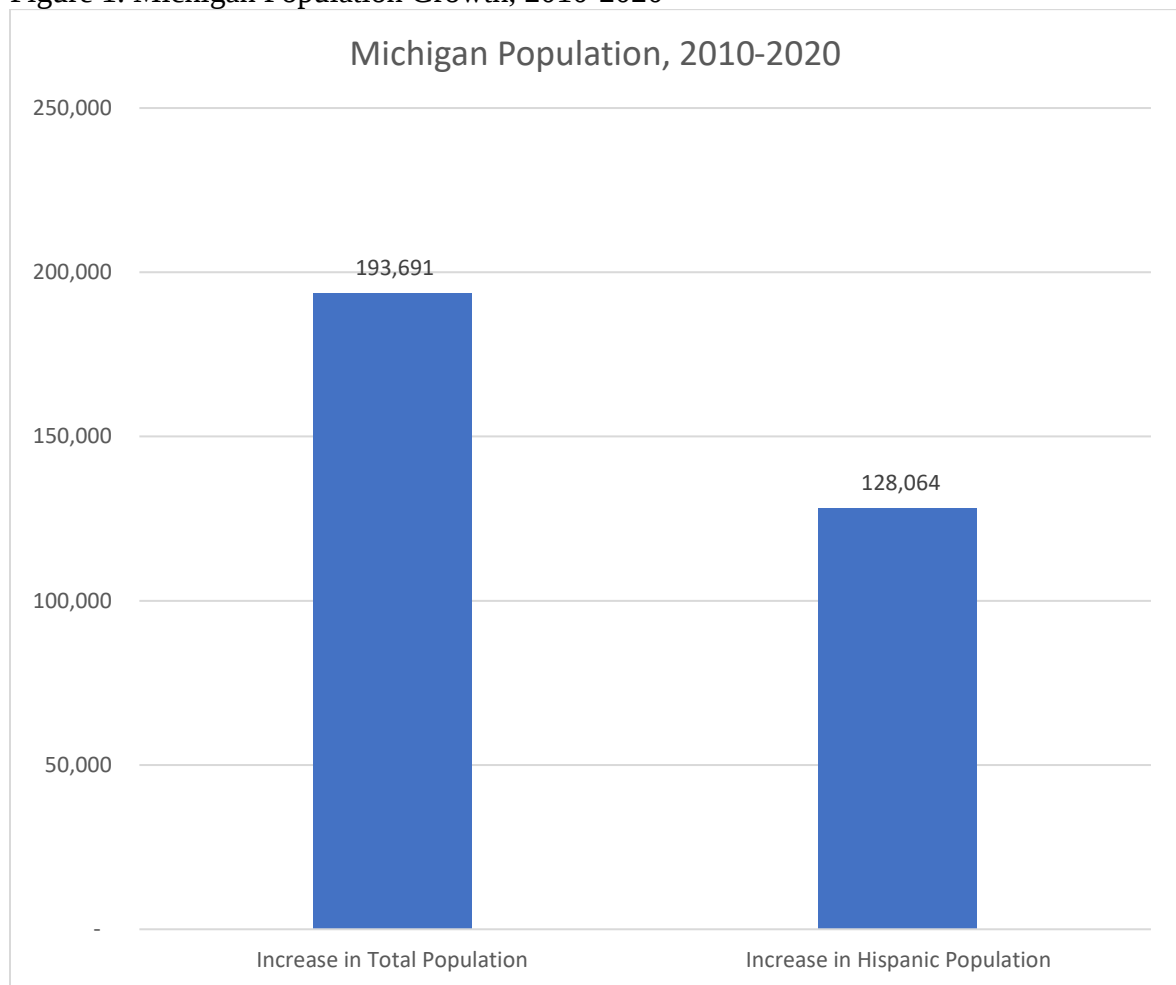
The Hispanic population in Michigan reached 564,422 in 2020, which represents 5.6 percent of the state's population. Table 1 shows changes in Total and Hispanic population in the

83 Michigan counties, as expected major population concentrations are in major urban counties especially those situated across the corridor between Detroit and Grand Rapids. To have a better perspective of the data presented in Table 1 (See Appendix), a map of the 83 Michigan counties is included.

Between the census of 2010 and 2020, Michigan's Hispanic population grew in 81 of the 83 counties, only two Alcona (-2) and Luce (-8) experienced a decline in their Hispanic populations, the remaining 81 reported increases in Hispanic populations. During this period, Michigan population reached a net increase of 193,691 residents, which represents a 1.96 percent increase in 10 years, while Hispanics accounted for a net increase of 128,064 inhabitants representing a 29.35 percent increase in the state's Hispanic population from 2010 to 2020. It is important to emphasize that the net increase of 128,064 Hispanic inhabitants represents 66.1 percent of the total increase of Michigan's population (See Figure 1)

The steady growth of the Hispanic population could be explained in part by their high fertility rates due to being the youngest population in the state, their immigration from other states, and the settlement of some migrant farmworkers who come to work temporarily in the agricultural sector and become farmers.

Figure 1. Michigan Population Growth, 2010-2020





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Table 2 shows data about the Hispanic population in Michigan’s Metropolitan Statistical Areas by gender according to 2020 census. The Detroit-Warren-Dearborn MSA with 198,029 residents and the Grand Rapids-Kentwood MSA with 104,374 residents reported the highest numbers of Hispanic population. Between both they represent 69.1 percent of the Hispanic population living in Michigan Metropolitan areas and 53.6 percent of Hispanics living in Michigan.

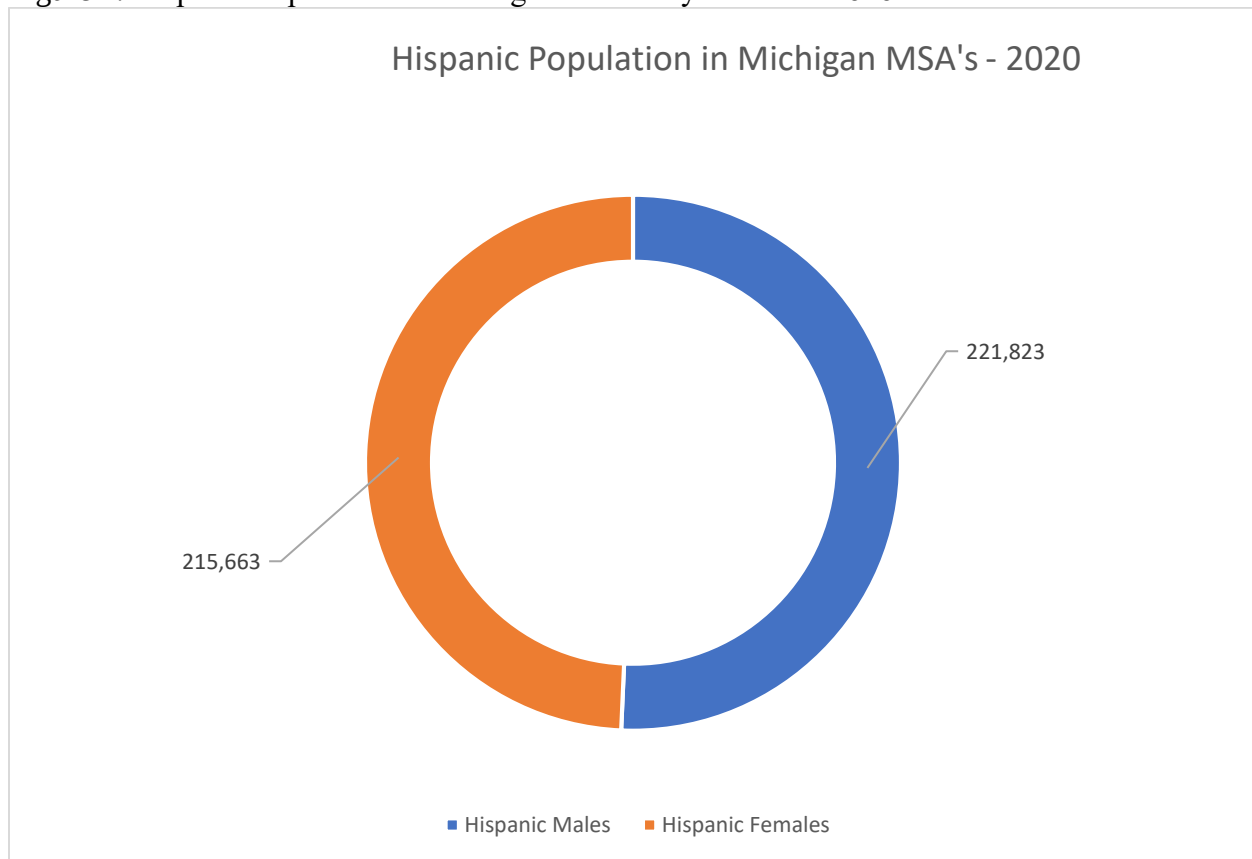
A further analysis shows that there is a slightly larger number of males (221,823) as compared to females (215,663) living in these areas. Hispanic females account for 97.2 percent of the total number of Hispanic males. Figure 2 depicts a graphic composition of this distribution.

Table 2. Hispanic Population in Michigan Metropolitan Areas -2020

Metropolitan Statistical Area	Total	Males	Females
Ann Arbor	17,906	8,904	9,002
Battle Creek	7,272	3,678	3,592
Bay City	5,703	2,946	2,757
Detroit-Warren -Dearborn	198,029	100,072	97,957
Flint	14,566	7,179	7,387
Grand Rapids – Kentwood	104,374	53,713	50,661
Jackson	5,759	3,030	2,729
Kalamazoo	8,734	4,447	4,287
Lansing – East Lansing	13,573	6,797	6,776
Midland	34,906	17,453	17,453
Monroe	2,412	1,247	1,165
Muskegon	5,527	2,775	2,752
Niles	10,095	5,133	4,962
Saginaw	8,632	4,449	4,183
Total	437,486	221,823	215,663

Source: United States Census Bureau, 2020.

Figure 2. Hispanic Population in Michigan MSA's by Gender – 2020



4. Educational Attainment

The educational attainment of Hispanics at the national and state levels has been improving during the last decade, although Hispanics fall behind Whites and Asians at all the considered educational levels. Hispanics lag behind the Black population where college attendance/enrollment is concerned. However, they are ahead of the Black population in the area of attaining a bachelor's degree or higher. (See Table 3).

Table 3 also shows that Hispanic females have higher educational attainment marks than their male counterparts. According to the 2020 Census, Hispanic females with some college education represented 28.7 percent, while Hispanic males with some college education were represented at 24.3 percent, a 4.4 percent difference. When considering college graduation rates the difference is lower and equal to 3.2 percent.

Table 3. Educational Attainment in Michigan by Race and Ethnicity, 2020

Description	Whites	Hispanics	Blacks	Asians
Males				
Less than High School	8.1%	27.8%	15.0%	8.9%
High School Graduate (GED)	29.4%	28.9%	36.6%	10.3%
Some College	31.9%	24.3%	34.0%	11.5%
Bachelor's Degree or Higher	30.6%	19.0%	14.5%	69.2%
Females				
Less than High School	6.9%	22.6%	11.6%	12.6%
High School Graduate (GED)	28.3%	26.4%	27.0%	12.5%
Some College	33.7%	28.7%	40.6%	15.3%
Bachelor's Degree or Higher	31.1%	22.2%	20.8%	59.6%

Source: United States Census Bureau, 2020.

Table 4 shows levels of educational attainment of Hispanics in Michigan from 2010 to 2020, both males and females reported higher levels in 2020 compared to 2010. The percentage of males with less than a high school degree declined by 10.3% in the past decade, while the percentage of Hispanic males with a high school degree or a GED increased from 26.0% to 28.9% an increase of 2.9%. The analysis of data for some college attendance and bachelor's degree or higher also show increases for Hispanic males who reported a 5.8% increase in college graduation and those with some college or an Associate degree increased by 1.6%.

We can observe a similar trend with Hispanic females during the same period. Hispanic females with less than a high school degree declined by 4.8% from 27.4% in 2010 to 22.6% in 2020, those with a high school degree increased by 0.5%. The percentage of Hispanic females with some college or an Associate degree declined by 2.5% between 2010 to 2020 from 30.3% to 28.7%, while they reported a considerable increase of 5.8% during this period for those holding a bachelor's degree or higher.

The COVID-19 pandemic had a serious impact on Hispanic children due to the lack of computer and Wi-Fi facilities in many households with families with many children affected the most, as a result most children “. . . are struggling to keep up in school, and their learning gaps were consistently more pronounced after breaks from school year, (Krista B, 2022).

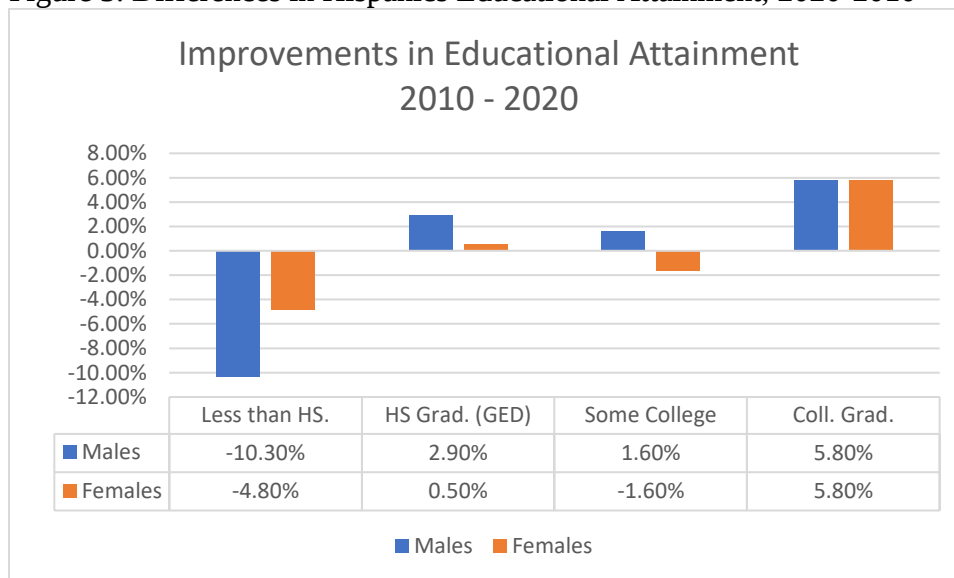
Table 4. Educational Attainment for Hispanics in Michigan, 2010 – 2020

Description	2020	2010	Difference
Males			
Less than High School	27.8%	38.1%	(10.3%)
High School Graduate (GED)	28.9%	26.0%	2.9%
Some College	24.3%	22.7%	1.6%
Bachelor's Degree or Higher	19.0%	13.2%	5.8%
Females			
Less than High School	22.6%	27.4%	(4.8%)
High School Graduate (GED)	26.4%	25.9%	0.5%
Some College	28.7%	30.3%	(1.6%)
Bachelor's Degree or Higher	22.2%	16.4%	5.8%

Source: United States Census Bureau, 2010 – 2020.

Table 5 (See Appendix) shows the educational attainment of Hispanics living in Michigan's Statistical areas in 2020. According to this table, Ann Arbor reported the best marks for both males and females with university degrees followed by Midland and Muskegon. On the other hand, MSAs like Battle Creek, Bay City, and Flint had Hispanics with the lowest percentages of Hispanics with university degrees. The highest percentage of Hispanics with less than a high school degree are located in the Grand Rapids and Muskegon areas. Figure 3 shows the differences for each of the educational attainment levels from 2010 to 2020 for both Hispanic males and females at the state level included in Table 4.

Figure 3. Differences in Hispanics Educational Attainment, 2020-2010



5. Labor Force Participation Rates

Table 6. Michigan Labor Force Participation Rates by Race, 16 years and over, 2010 - 2020

YEAR	Whites		Hispanics		Blacks		Asians	
	Males	Females	Males	Females	Males	Females	Males	Females
2010	67.7%	58.3%	74.0%	61.0%	55.5%	59.3%	75.6%	55.5%
2020	66.7%	56.6%	75.0%	62.7%	58.0%	60.2%	74.9%	56.1%

Source: United States Census Bureau ACS 5-year average, 2010 – 2020.

Note: Includes all population.

According to Table 6, Hispanic males had in 2020 the highest Labor Force Participation Rate equal to 75.0% with an increase of 1.0% since 2010, followed by Asian males with 74.9% whom experienced a decline of 0.7% in the last decade. White males also reported a decline of 1.0% in their participation in the labor force. On the other hand, African American males recorded the largest increase in labor force participation from 55.5% in 2010 to 58.0% in 2020, a 2.5% increase.

White females also registered a decline of 1.7% in their labor force participation during this period, while Hispanic, Black, and Asian females reported increases in their participation in the labor market from 2010 to 2020, for Hispanic females, the increase was equal to 1.7%, for Black females, it was 0.9%, and for Asian females, the increase was equal to 0.6%.

6. Unemployment Rates

As shown in Table 7, the unemployment rate for Hispanic males and females declined between 2010 and 2020, Hispanic males had the second highest unemployment in 2010 equal to 13.8% it went down to 7.3% in 2020 a 6.5% decline, data for Hispanic females also shows a decrease during this period from 9.6% to 7.5%. Blacks have the highest unemployment rates among the four considered groups in 2010 and 2020, although males and females experienced a decline in their unemployment rates, the decline for males was equal to 1.8% from 17.3% in 2010 to 15.5% in 2020, the decline for females was 3.5% from 15.1% in 2010 to 11.6% in 2020.

The other two groups, Whites and Asians had lower unemployment rates in the two considered years, in 2010 for White males the rate was 6.9% and in 2020 it was 5.5% resulting in a decline of 1.4% during the decade, for White females the fall in unemployment was only 0.3% with 5.1% in 2010 and 4.8% in 2020. Asians, both males and females had the lowest unemployment rates among all considered groups, in 2010 the rate for males was 4.9% and in 2020 it was 3.6% resulting in a net decline of 1.3%. In a similar way, Asians females' unemployment rate was 4.7% in 2010 and 5.6% in 2020, resulting in an increase of 1.1%. These low rates could be explained in part by the high rates that Asians have as business owners and self-employed persons.

Table 7. Unemployment Rates in Michigan by Race, 2010 - 2020

Year	Whites		Hispanics		Blacks		Asians	
	Males	Females	Males	Females	Males	Females	Males	Females
2010	6.9%	5.1%	13.8%	9.6%	17.3%	15.1%	4.9%	4.7%
2020	5.5%	4.8%	7.3%	7.5%	15.5%	11.6%	3.6%	5.6%

Source: United States Census Bureau ACS 5-year average, 2010 – 2020. (Aall population).

Table 8 (See Attachment) shows labor force participation rates and unemployment rates in Michigan Metropolitan Areas for the four considered groups in 2020. It is interesting to observe that Hispanics have the highest Labor Force Participation Rates in most of these areas, but not in two: Battle Creek, where Asians (73.3%) have the highest and in Monroe where Asians (85.2%) again have the highest among the four considered groups. An analysis of the unemployment rates show that Asians have the lowest rates in most of these areas, but not in Monroe (14.3%). On the other hand, Blacks reported the highest unemployment rates in most of the Metropolitan areas, except in Midland where they had a 1.2% of unemployment rate during this year.

7. Median Household Income

Table 9. Median Household Income in the Past 12 Months by Race and Ethnicity (In 2020 Inflation Adjusted Dollars).

Metropolitan Statistical Area	Median Household Income			
	Whites	Hispanics	Asians	Blacks
Michigan	\$63,287	\$50,802	\$88,990	\$36,561
Ann Arbor	\$80,696	\$54,151	\$80,238	\$48,347
Battle Creek	\$53,494	\$42,571	\$68,375	\$28,481
Bay City	\$49,012	\$38,407	---	\$36,250
Detroit-Warren -Dearborn	\$71,718	\$53,736	\$99,490	\$37,474
Flint	\$55,265	\$42,347	\$91,620	\$32,623
Grand Rapids – Kentwood	\$69,225	\$52,180	\$70,043	\$37,816
Jackson	\$56,649	\$34,181	\$78,996	\$27,433
Kalamazoo	\$63,103	\$45,744	\$88,190	\$33,059
Lansing – East Lansing	\$62,564	\$50,176	\$51,706	\$40,325
Midland	\$63,572	\$55,399	\$104,279	\$39,934
Monroe	\$65,679	\$72,691	\$82,175	\$31,463
Muskegon	\$57,715	\$54,104	\$44,219	\$30,806
Niles	\$58,059	\$49,540	\$78,750	\$25,159
Saginaw	\$54,784	\$43,883	\$86,288	\$30,655

Source: United States Census Bureau, ACS – 5-year average 2020.

Data in Table 9 shows that Asians households have the highest Median Household Income among the four considered groups in this study at the state level and in most of Michigan's Metropolitan areas. At the state level, the median household income for Asians in 2020 was equal to \$88,900; Whites had the second highest income equal to \$63,287 what represents a 72.2% of Asian households' income. The median household income for Hispanic households during the same year was equal to \$50,802 or 57.1% almost half of the highest median income for Asians. Black households had the lowest median income in 2020 equal to \$36,561 denoting less than 50% of the Asian median household income, equal only to 41.1% of the highest median income.

The two Metropolitan areas with the two highest median household income for White households were Ann Arbor (\$80,696) and Detroit-Warren-Dearborn (\$71,718), while the two with the lowest median household income were Battle Creek (\$53,494) and Saginaw (\$54,784). For Hispanics, the two Metropolitan areas with the top median household income were Monroe (\$72,691) and Midland (\$55,399) while the two with the lowest median household income were Jackson (\$34,181) and Bay City (\$38,407). As stated above, Black households reported the lowest median household income among the four considered racial\ethnic groups within Michigan MSAs. The two MSAs with the highest median household income for Blacks were the Lansing-East Lansing area (\$40,325) and Midland (\$39,934), while the two with the lowest were Niles (\$25,159) and Jackson (\$27,433).

Figure 4. Michigan's Median Household Income by Race\Ethnicity, 2020

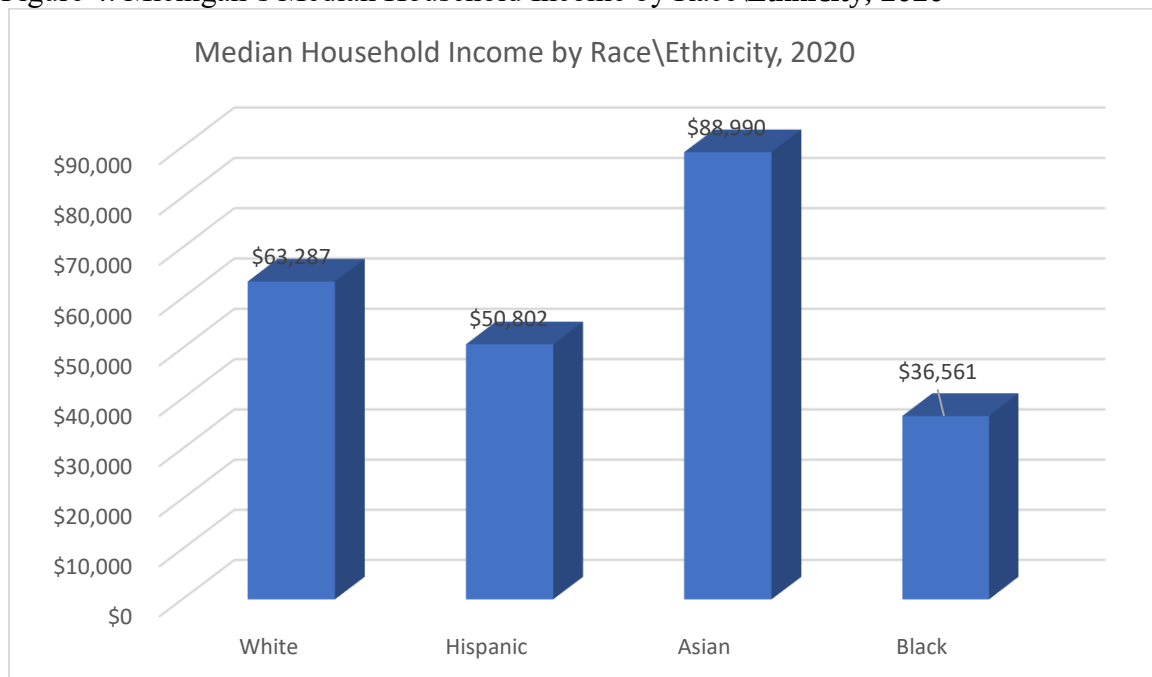


Figure 4 is a graphic representation of the median household income by race and ethnicity for 2020 in Michigan; it also clearly shows the differences in median household income among White, Hispanic, Asian, and Black households.

8. Poverty Rates

The poverty rate for Hispanics living in Michigan was the second highest after the one for Blacks' in the two considered years (See Table 10), 2010 and 2020, while the rates for Whites and Asians were the lowest with minor variations. In 2010, the poverty rate for Hispanics was 29.4%, it declined by 8.7% in 2020 when the rate was 20.7%, the decline of Hispanics' poverty rates was the highest among all the four considered racial groups. Blacks also experienced an important decline in their poverty rate during this period equal to 6.4%, from 33.9% in 2010 to 27.5% in 2020. Nevertheless, the important decline in poverty rates of these two groups, Hispanics and Blacks must work very hard under well design programs to reach the current rates of Whites and Asians.

The fall in poverty rates for Whites and Asians were very low from 2010 to 2020. Whites reported a decline of 2.9% from 13.4% in 2010 to 10.5% in 2020. The rates related to Asians show a difference of 0.9% on their rates during the same period, from 13.5% in 2010 to 12.6% in 2020.

Table 10. Poverty Status in the Past 12 Months by Race\Ethnicity, 2020

Year	White	Hispanic	Black	Asian
2020	10.5%	20.7%	27.5%	12.6%
2010	13.4%	29.4%	33.9%	13.5%
Difference	2.9%	8.7%	6.4%	0.9%

Source: United States Census Bureau, ACS – 5-year average 2020.

Table 11 shows poverty rates for different configurations of Hispanic families, those below the poverty level, married couples, male households with children present as well as female households with children present, for both in the state of Michigan and each of the Metropolitan areas included in this study. When considering the total number of families with income below the poverty level, the poverty rate for Michigan is 9.2%, while the poverty rate for the total MSAs is 16.8%, these figures indicate that families in poverty are concentrated in major urban centers. When analyzing the data corresponding to the Metropolitan areas, we can observe the highest poverty rates in Jackson (33.8%) and in Bay City (24.6%), however the lowest rates were in Monroe (5.6%) and Midland (8.4%).

The analysis of the corresponding poverty rates to married couples also shows a percentage at the state level (3.1%) lower than the one for MSAs (5.1%). The metropolitan areas with the highest poverty rates among Hispanic married couples are Bay City (8.0%) and Battle Creek (6.8%), while Midland (0.6%) followed by Lansing-East Lansing (2.3%) reported the lowest poverty rates among Hispanic married couples living in Michigan's metropolitan areas, which could be explained in part due to the high educational attainment of Hispanics living in these areas.

We can observe a similar trend evaluating the poverty rates among Hispanic households headed by a male living with children under 18 years old, at the state level, it is equal to 0.8% and for MSAs the corresponding rate is more than double, 1.9%. The Jackson metropolitan area (4.9%) and the Niles area (3.7%) reported the two highest poverty rates, whereas Midland (0.0%) and Kalamazoo (0.6%) reported the two lowest poverty rates. In general, these types of households are fewer than the others included in Table 11, and reported the lowest poverty rates.

On the other hand, female-headed households living with children under 18 years old reported the highest poverty rates, at the state level the rate was 4.3% and at MSAs it was 7.6%. Jackson (23%) and Saginaw (13.5%) had the highest poverty rates for these households, while Monroe (0.9%) and Niles (3.4%) reported the lowest poverty rates for female headed-households among all Michigan MSAs.

Table 11. Michigan Hispanic Families – Poverty Status in the Past 12 Months, 2020

Michigan & MSAs	Total Families	Income Below Poverty Level		Married Couples		Male H.H. with Children		Female H.H. with Children	
		Number	%	Number	%	Number	%	Number	%
Michigan	2,526,437	232,862	9.2%	79,316	3.1%	20,081	0.8%	107,559	4.3%
Ann Arbor	3,022	319	10.6%	73	2.4%	63	2.1%	132	4.4%
Battle Creek	1,699	288	17.0%	115	6.8%	7	0.4%	155	9.1%
Bay City	1,013	249	24.6%	81	8.0%	0	0.0%	107	10.6%
Det-Warr-Dear	39,831	6,419	16.1%	2,479	6.2%	626	1.6%	2,397	6.0%
Flint	3,113	666	21.4%	132	4.2%	69	2.2%	347	11.1%
G. Rapids–Ken	19,974	3,506	17.6%	937	4.7%	461	2.3%	1,774	8.9%
Jackson	1,076	364	33.8%	26	2.4%	53	4.9%	247	23.0%
Kalamazoo	2,265	424	18.7%	102	4.5%	13	0.6%	257	11.3%
Lansing-E. Lan	6,344	997	15.7%	147	2.3%	191	3.0%	459	7.2%
Midland	511	43	8.4%	3	0.6%	0	0.0%	40	7.8%
Monroe	1,176	66	5.6%	36	3.1%	12	1.0%	11	0.9%
Muskegon	1,949	294	15.1%	72	3.7%	50	2.6%	148	7.6%
Niles	1,637	229	14.0%	80	4.9%	60	3.7%	55	3.4%
Saginaw	3,162	677	21.4%	127	4.0%	80	2.5%	427	13.5%
MSA - TOTAL	86,772	14,541		4,410		1,685		6,556	
MSA-Percent			16.8%		5.1%		1.9%		7.6%

Source: United States Census Bureau, ACS – 5-year average 2020.

Table 12 shows a summary of poverty rates for different types of Hispanic households' configurations in Michigan (9.2%) and its MSAs (16.8%). The first row on the two Locations show the poverty rates estimated in Table 11, which we described before. The other two columns show the distribution of poverty rates among the four types of households considered in this study. This means that the poverty rate of married couples represent a 33.7% of the poverty rate among the four groups in Michigan and 30.4% in the MSAs. In a similar way we can explain these rates for the other groups, for male-headed households the corresponding rates were 8.7% in Michigan and 11.3% in the MSAs, for female-headed households, we have 46.7% in Michigan and 45.2% in the MSAs. All these numbers support our assertion that Hispanic poverty is mostly concentrated in the big metropolitan areas of the state.

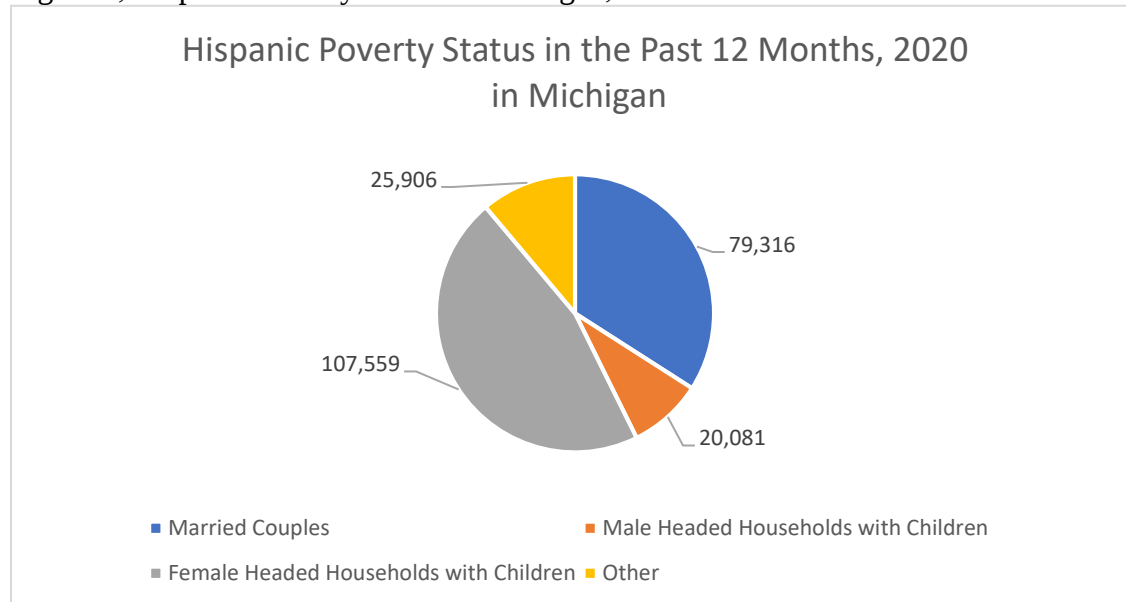
Table 12. Poverty Rates for Hispanics Living in Michigan and Michigan's Metropolitan Areas, 2020.

Location	Total Poverty Rate	Married Couples	Male H.H. with Children	Female H.H. With Children	Other
Michigan	9.2%	3.1%	0.8%	4.3%	1.0%
		33.7%	8.7%	46.7%	10.9%
MSAs	16.8%	5.1%	1.9%	7.6%	2.2%
		30.4%	11.3%	45.2%	13.1%

Source: Estimated by the Author.

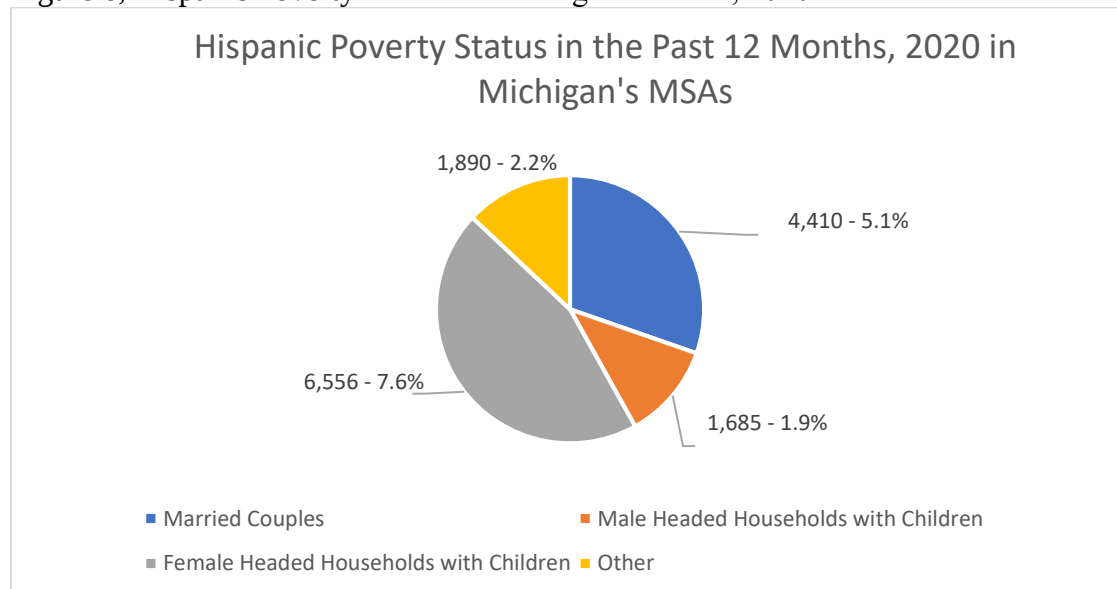
The next two graphics display the Hispanic poverty status in both Michigan and its MSAs, they are based on data included in Table 11. Figure 5, shows a numerical distribution of the different types of Hispanic households in Michigan with the highest slice corresponding to Hispanic female headed households with the presence of children under 18.

Figure 5, Hispanic Poverty Status in Michigan, 2020.



Finally, Figure 6 show the corresponding poverty rates for the different types of Hispanic households in Michigan's MSAs in 2020. As stated above, these poverty rates are higher than the ones reported for the state of Michigan, especially for female-headed households with the presence of children under 18 years old.

Figure 6, Hispanic Poverty Status for Michigan's MSAs, 2020



9. Conclusion

Growth of Hispanic Population

This study demonstrates the significant socio-economic role that Hispanics play in Michigan, this community has been steadily growing on the last decades up to reach 564,422 in 2020. Between 2010 and 2020, the Hispanic population grew by 128,064, which represents a 66.1% of the total population increase between the last two censuses. It is possible, if this growth trend continues, that over the next two decades or sooner Hispanics could become the largest minority group in the state. Even though, Hispanics are sparse across the state, they are highly concentrated in major metropolitan areas especially in the corridor that goes from Detroit to Grand Rapids.

Businesses Contributions

Large numbers of Hispanics are establishing new businesses and creating new jobs contributing by this way to the state's economic development. The revenue generated by Latino-owned businesses is steadily increasing on a yearly basis due to the hard work of the owners, the diversification of the products they offer and the markets they serve. They are also contributing to the state's economy through their involvement in the labor market. Currently, both Hispanic males and females have the highest Labor Force Participation Rates.

Labor Participation and Median Household Income

The high participation rates of Hispanics in the labor market, the improvements on their educational attainment, the creation of new businesses, and their willingness to work on jobs that other communities are not willing to take had a direct impact on the Hispanic unemployment rates between 2010 and 2020. Both Hispanic males and females reported declines in unemployment rates during this period equal to 6.5% for males and 2.1% for females, but their rates are still higher than the related to Whites and Blacks. Since Hispanics are important contributors to the labor force in Michigan, they continue establishing new businesses and creating new jobs, but still they are well behind Asians and Whites in median household income.

Educational Attainment

Hispanics achieved important advances in educational attainment in the last 10 years with the decline in the number of Hispanics with no high school degree and an increase in the number of Hispanics with university degrees. All this progress have a direct impact on their poverty rates, which decline by 8.7% from 2010 to 2020. Households headed by a single female with children reported the highest poverty rates at both the state and MSAs level with over 45%.

Contributions to the State's Social, Business, and Economic Development

In summary, from 2010 to 2020, the Hispanic population in Michigan has steadily growing. Hispanics are establishing new businesses across the state and creating new jobs. Their educational attainment is improving with declines in the group with no high school degrees. Hispanics reported the highest Labor Force Participation rates among other racial groups, their unemployment and poverty rates have been declining, but their median household income is still behind the related to Whites and Asians. All these statistics show their important contributions to the state's social, business, and economic development, which are increasing on a yearly basis.

Hispanics became key members of Michigan's communities and a significant asset for Michigan's future demographic and economic growth.

Follow-up Actions

There is a need for well-coordinated efforts by the public and private sectors to design well-crafted programs that will allow the access of Hispanics to education and job training programs to make them more competitive in the labor market. Other programs should focus on facilitating their access to health, housing, child and adults care, and to the formal financial system. These programs will allow them to increase their household income and by this way reduce the high poverty rates prevailing within their community. Such efforts will not only benefit the Hispanic community, but also the overall state's economy and economic prosperity.

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HISPANICS IN MICHIGAN

APPENDIX

Table 1. Hispanic Population in Michigan Counties, 2010 – 2020

Counties	2010			2020			Increase Total Population	Increase Hispanic Population
	Total Population	Hispanic Population	Percentage	Total Population	Hispanic Population	Percentage		
Alcona	10,942	124	1.13 %	10,167	122	1.20 %	(775)	(2)
Alger	9,601	114	1.19 %	8,842	115	1.30 %	(759)	1
Allegan	111,408	7,454	6.69 %	120,502	9,389	7.79 %	9,094	1,935
Alpena	29,598	304	1.03 %	28,907	417	1.44 %	(691)	113
Antrim	23,580	404	1.71 %	23,431	459	1.96 %	(149)	55
Arenac	15,899	225	1.42 %	15,002	270	1.80 %	(897)	45
Baraga	8,860	86	0.97 %	8,158	102	1.25 %	(702)	16
Barry	59,173	1,336	2.26 %	62,423	2,142	3.43 %	3,250	806
Bay	107,771	5,093	4.73 %	103,856	5,930	5.71 %	(3,915)	837
Benzie	17,525	302	1.72 %	17,970	391	2.18 %	445	89
Berrien	156,813	7,054	4.50 %	154,316	9,210	5.97 %	(2,497)	2,156
Branch	45,248	1,804	3.99 %	44,862	2,583	5.76 %	(386)	779
Calhoun	136,146	6,177	4.54 %	134,310	7,426	5.53 %	(1,836)	1,249
Cass	52,293	1,570	3.00 %	51,589	2,161	4.19 %	(704)	591
Charlevoix	25,949	359	1.38 %	26,054	425	1.63 %	105	66
Cheboygan	26,152	211	0.81 %	25,579	341	1.33 %	(573)	130
Chippewa	38,520	480	1.25 %	36,785	757	2.06 %	(1,735)	277
Clare	30,926	464	1.50 %	30,856	621	2.01 %	(70)	157
Clinton	75,382	2,947	3.91 %	79,128	3,940	4.98 %	3,746	993
Crawford	14,074	182	1.29 %	12,988	292	2.25 %	(1,086)	110
Delta	37,069	318	0.86 %	36,903	543	1.47 %	(166)	225
Dickinson	26,168	270	1.03 %	25,947	440	1.70 %	(221)	170
Eaton	107,759	5,101	4.73 %	109,175	6,527	5.98 %	1,416	1,426
Emmet	32,694	429	1.31 %	34,112	592	1.74 %	1,418	163
Genesee	425,790	12,983	3.05 %	406,211	16,259	4.00 %	(19,579)	3,276
Gladwin	25,692	310	1.21 %	25,386	482	1.90 %	(306)	172
Gogebic	16,427	142	0.86 %	14,380	222	1.54 %	(2,047)	80
Grand Traverse	86,986	1,874	2.15 %	95,238	3,010	3.16 %	8,252	1,136

Counties	2010			2020			Increase Total Population	Increase Hispanic Population
	Total Population	Hispanic Population	Percentage	Total Population	Hispanic Population	Percentage		
Gratiot	42,476	2,301	5.42 %	41,761	3,153	7.55 %	(715)	852
Hillsdale	46,688	826	1.77 %	45,746	1,172	2.56 %	(942)	346
Houghton	36,628	415	1.13 %	37,361	669	1.79 %	733	254
Huron	33,118	657	1.98 %	31,407	840	2.67 %	(1,711)	183
Ingham	280,895	20,526	7.31 %	284,900	24,422	8.57 %	4,005	3,896
Ionia	63,905	2,791	4.37 %	66,804	3,364	5.04 %	2,899	573
Iosco	25,887	403	1.56 %	25,237	610	2.42 %	(650)	207
Iron	11,817	161	1.36 %	11,631	206	1.77 %	(186)	45
Isabella	70,311	2,197	3.12 %	64,394	3,006	4.67 %	(5,917)	809
Jackson	160,248	4,837	3.02 %	160,366	6,184	3.86 %	118	1,347
Kalamazoo	250,331	9,959	3.98 %	261,670	14,776	5.65 %	11,339	4,817
Kalkaska	17,153	214	1.25 %	17,939	355	1.98 %	786	141
Kent	602,622	58,437	9.70 %	657,974	75,228	11.43 %	55,352	16,791
Keweenaw	2,156	15	0.70 %	2,046	27	1.32 %	(110)	12
Lake	11,539	243	2.11 %	12,096	1,195	9.88 %	557	952
Lapeer	88,319	3,622	4.10 %	88,619	4,244	4.79 %	300	622
Leelanau	21,708	794	3.66 %	22,301	917	4.11 %	593	123
Lenawee	99,892	7,614	7.62 %	99,423	8,494	8.54 %	(469)	880
Livingston	180,967	3,460	1.91 %	193,866	5,503	2.84 %	12,899	2,043
Luce	6,631	82	1.24 %	5,339	74	1.39 %	(1,292)	(8)
Mackinac	11,113	126	1.13 %	10,834	167	1.54 %	(279)	41
Macomb	840,978	19,095	2.27 %	881,217	26,214	2.97 %	40,239	7,119
Manistee	24,733	634	2.56 %	25,032	830	3.32 %	299	196
Marquette	67,077	767	1.14 %	66,017	1,344	2.04 %	(1,060)	577
Mason	28,705	1,150	4.01 %	29,052	1,290	4.44 %	347	140
Mecosta	42,798	731	1.71 %	39,714	1,026	2.58 %	(3,084)	295
Menominee	24,029	278	1.16 %	23,502	486	2.07 %	(527)	208
Midland	83,629	1,704	2.04 %	83,494	2,659	3.18 %	(135)	955
Missaukee	14,849	306	2.06 %	15,052	499	3.32 %	203	193

Counties	2010			2020			Increase Total Population	Increase Hispanic Population
	Total Population	Hispanic Population	Percentage	Total Population	Hispanic Population	Percentage		
Monroe	152,021	4,667	3.07 %	154,809	6,231	4.02 %	2,788	1,564
Montcalm	63,342	1,932	3.05 %	66,614	2,697	4.05 %	3,272	765
Montmorency	9,765	96	0.98 %	9,153	125	1.37 %	(612)	29
Muskegon	172,188	8,261	4.80 %	175,824	10,283	5.85 %	3,636	2,022
Newaygo	48,460	2,663	5.50 %	49,978	2,969	5.94 %	1,518	306
Oakland	1,202,362	41,920	3.49 %	1,274,395	60,838	4.77 %	72,033	18,918
Oceana	26,570	3,629	13.66 %	26,659	4,108	15.41 %	89	479
Ogemaw	21,699	309	1.42 %	20,770	437	2.10 %	(929)	128
Ontonagon	6,780	64	0.94 %	5,816	68	1.17 %	(964)	4
Osceola	23,528	344	1.46 %	22,891	400	1.75 %	(637)	56
Oscoda	8,640	79	0.91 %	8,219	154	1.87 %	(421)	75
Otsego	24,164	299	1.24 %	25,091	446	1.78 %	927	147
Ottawa	263,801	22,761	8.63 %	296,200	29,382	9.92 %	32,399	6,621
Presque Isle	13,376	116	0.87 %	12,982	154	1.19 %	(394)	38
Roscommon	24,449	275	1.12 %	23,459	434	1.85 %	(990)	159
Saginaw	200,169	15,573	7.78 %	190,124	16,904	8.89 %	(10,045)	1,331
St. Clair	163,040	4,708	2.89 %	160,383	5,505	3.43 %	(2,657)	797
St. Joseph	61,295	4,034	6.58 %	60,939	5,427	8.91 %	(356)	1,393
Sanilac	43,114	1,439	3.34 %	40,611	1,674	4.12 %	(2,503)	235
Schoolcraft	8,485	64	0.75 %	8,047	96	1.19 %	(438)	32
Shiawassee	70,648	1,695	2.40 %	68,094	2,024	2.97 %	(2,554)	329
Tuscola	55,729	1,571	2.82 %	53,323	1,808	3.39 %	(2,406)	237
Van Buren	76,258	7,758	10.17 %	75,587	8,966	11.86 %	(671)	1,208
Washtenaw	344,791	13,860	4.02 %	372,258	20,731	5.57 %	27,467	6,871
Wayne	1,820,584	95,260	5.23 %	1,793,561	117,649	6.56 %	(27,023)	22,389
Wexford	32,735	519	1.59 %	33,673	790	2.35 %	938	271
Total Michigan	9,883,640	436,358	4.41 %	10,077,331	564,422	5.60 %	193,691	128,064

Source: United States Bureau of the Census, 2020 Census.

Table 5. Educational Attainment of Hispanics Living in Michigan Metropolitan Statistical Areas – 2020.

Educational Attainment	Ann Arbor		Battle Creek		Bay City		Detroit-Warren-Dearborn	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Total:	9,318	100.0 %	3,686	100.0 %	2,954	100.0 %	105,998	100.0 %
Male:	4,776	51.3 %	1,853	50.3 %	1,467	49.7 %	53,180	50.2 %
Less than H.S diploma	738	15.5 %	490	26.4 %	316	21.5 %	15,270	28.7 %
H.S. graduate (inc. GED)	731	15.3 %	622	33.6 %	687	46.8 %	13,747	25.8 %
Some College or A.D.	1,033	21.6 %	552	29.8 %	333	22.7 %	12,094	22.7 %
Bachelor's degree or higher	2,274	47.6 %	189	10.2 %	131	8.9 %	12,069	22.7 %
Female:	4,542	48.7 %	1,833	49.7 %	1,487	50.3 %	52,818	49.8 %
Less than H.S diploma	333	7.3 %	537	29.3 %	280	18.8 %	12,233	23.2 %
H.S. graduate (inc. GED)	905	19.9 %	526	28.7 %	346	23.3 %	13,029	24.7 %
Some College or A.D.	1,234	27.2 %	599	32.7 %	643	43.2 %	13,954	26.4 %
Bachelor's degree or higher	2,070	45.6 %	171	9.3 %	218	14.7 %	13,602	25.8 %

Table 5. Educational Attainment of Hispanics Living in Michigan Metropolitan Statistical Areas – 2020.

Educational Attainment	Flint		Grand Rapids-Kentwood		Jackson		Kalamazoo-Portage	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Total:	7,753	100.0 %	50,814	100.0 %	2,955	100.0 %	6,089	100.0 %
Male:	3,715	47.9 %	26,246	51.7 %	1,568	53.1 %	3,105	51.0 %
Less than H.S diploma	845	22.7 %	9,554	36.4 %	326	20.8 %	606	19.5 %
H.S. graduate (inc. GED)	1,264	34.0 %	7,744	29.5 %	376	24.0 %	969	31.2 %
Some College or A.D.	1,179	31.7 %	5,192	19.8 %	573	36.5 %	630	20.3 %
Bachelor's degree or higher	427	11.5 %	3,756	14.3 %	293	18.7 %	900	29.0 %
Female:	4,038	52.1 %	24,568	48.3 %	1,387	46.9 %	2,984	49.0 %
Less than H.S diploma	645	16.0 %	7,323	29.8 %	138	9.9 %	706	23.7 %
H.S. graduate (inc. GED)	1,101	27.3 %	7,090	28.9 %	483	34.8 %	550	18.4 %
Some College or A.D.	1,617	40.0 %	6,276	25.5 %	498	35.9 %	732	24.5 %
Bachelor's degree or higher	675	16.7 %	3,879	15.8 %	268	19.3 %	996	33.4 %

Table 5. Educational Attainment of Hispanics Living in Michigan Metropolitan Statistical Areas - 2020

Educational Attainment	Lansing - East Lansing		Midland		Monroe		Muskegon	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Total:	18,560	100.0 %	1,287	100.0 %	3,052	100.0 %	4,844	100.0 %
Male:	9,376	50.5 %	692	53.8 %	1,509	49.4 %	2,442	51.8 %
Less than H.S diploma	1,380	14.7 %	39	5.6 %	188	12.5 %	686	31.1 %
H.S. graduate (inc. GED)	2,878	30.7 %	204	29.5 %	517	34.3 %	911	18.1 %
Some College or A.D.	3,226	34.4 %	288	41.6 %	533	35.3 %	651	24.5 %
Bachelor's degree or higher	1,892	20.2 %	161	23.3 %	271	18.0 %	184	26.4 %
Female:	9,184	49.5 %	595	46.2 %	1,543	50.6 %	2,402	48.2 %
Less than H.S diploma	1,230	13.4 %	21	3.5 %	75	4.9 %	393	18.1 %
H.S. graduate (inc. GED)	2,706	29.5 %	163	27.4 %	603	39.1 %	739	20.3 %
Some College or A.D.	2,901	31.6 %	176	29.6 %	473	30.7 %	888	22.5 %
Bachelor's degree or higher	2,347	25.6 %	235	39.5 %	392	25.4 %	382	39.1 %

Table 5. Educational Attainment of Hispanics Living in Michigan Metropolitan Statistical Areas – 2020

Educational Attainment	Niles		Saginaw	
	Number	Percent	Number	Percent
Total:	4,307	100.0 %	8,766	100.0 %
Male:	2,231	51.8 %	4,118	47.0 %
Less than H.S diploma	693	31.1 %	969	23.5 %
H.S. graduate (inc. GED)	403	18.1 %	1,488	36.1 %
Some College or A.D.	546	24.5 %	1,147	27.9 %
Bachelor's degree or higher	589	26.4 %	514	12.5 %
Female:	2,076	48.2 %	4,648	53.0 %
Less than H.S diploma	375	18.1 %	866	18.6 %
H.S. graduate (inc. GED)	422	20.3 %	1,258	27.1 %
Some College or A.D.	468	22.5 %	1,763	37.9 %
Bachelor's degree or higher	811	39.1 %	761	16.4 %

Source: United States Census Bureau, ACS 5-year average, 2020.

Table 8. Labor Force Participation Rates and Unemployment Rates in Michigan Metropolitan Areas – 2020.

Metropolitan Statistical Areas	Labor Force Participations Rates				Unemployment Rates			
	Whites	Hispanics	Blacks	Asians	Whites	Hispanics	Blacks	Asians
Ann Arbor	64.1 %	66.8 %	68.6 %	59.5 %	3.9 %	4.4 %	9.3 %	2.7 %
Battle Creek	59.9 %	62.5 %	53.3 %	73.3 %	6.0 %	5.9 %	12.5 %	2.6 %
Bay City	58.5 %	68.2 %	56.7 %	61.9 %	5.5 %	9.8 %	20.1 %	5.6 %
Detroit-Warren-Dearborn	63.1 %	68.5 %	59.5 %	66.3 %	4.8 %	7.9 %	12.6 %	4.1 %
Flint	57.9 %	65.4 %	56.7 %	57.0 %	6.4 %	10.4 %	18.6 %	4.7 %
Grand Rapids – Kentwood	67.6 %	73.4 %	62.3 %	71.0 %	3.8 %	5.4 %	11.5 %	3.5 %
Jackson	58.7 %	62.7 %	42.1 %	64.8 %	5.9 %	13.2 %	9.8 %	0.0 %
Kalamazoo – Portage	65.5 %	71.5 %	67.4 %	70.7 %	4.7 %	12.3 %	14.1 %	11.2 %
Lansing – East Lansing	63.1 %	70.4 %	66.9 %	61.3 %	4.5 %	7.5 %	12.8 %	6.4 %
Midland	59.7 %	68.5 %	50.7 %	52.9 %	4.5 %	2.4 %	1.2 %	6.6 %
Monroe	60.4 %	77.6 %	57.5 %	85.2 %	4.7 %	4.8 %	5.3 %	14.3 %
Muskegon	60.4 %	65.7 %	55.6 %	65.2 %	5.6 %	4.5 %	15.0 %	8.8 %
Niles	61.4 %	65.0 %	58.7 %	64.9 %	4.9 %	5.6 %	14.9 %	3.9 %
Saginaw	57.5 %	61.7 %	52.7 %	60.3 %	4.5 %	7.5 %	15.8 %	2.6 %

Source: United States Bureau of the Census – ACS 5 year average, 2020.