

Growing in Community: A Plan for Lansing's Eastside

February 2001

EXECUTIVE SUMMARY

This plan is a product of the Eastside Summit, a community wide collaborative process of consciously dreaming, scheming and acting to create the kind of community we prefer. This plan identifies detailed action steps necessary to bring about the desired change, including partners likely, or necessary. Each of the topic areas includes a general goal for that section (a general statement) and a set of more specific objectives and actions.

The first three Goals of this Plan – Organizational Development, Leadership Development, and Communication - have to do with strengthening neighborhood infrastructure. We consider these goals to be catalytic, since they build the capacity of residents, neighborhood groups, agencies, faith-based entities, schools, and businesses to accomplish the seven additional goals, each of which addresses a specific aspect of life on the Eastside. The seven additional areas are economic development, the environment, housing, strengthening families, schools, health, and safety.

Recognizing the need for staffed entities legally and organizationally capable of receiving funds and administering programs, the plan also identifies the need for neighborhood level intermediaries and suggests Allen Neighborhood Center as an example.

The plan does not include budget or timelines but does provide a framework for their development by identifying early priorities upon which the rest of the activity must rest. The priorities do not identify the most urgent tasks, in terms of human needs, but the tasks, which, if taken first, provide an organizational and skill base for later, more complicated tasks. Those tasks are marked with a bold **BB** for *base building*.

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Contributors to the Plan include:

- Participants in the March 2000 Summit who identified the priorities & strategies detailed in this Plan;
- Members of the Eastside Summit Steering Committee who added depth and detail to the priorities;
- Eastside neighborhood organization leaders, Housing Ambassadors, Health Navigators, and others who provided input on various components of the Plan; and
- Rick Kibbey, President of the Eastside Neighborhood Organization & final author of 'Growing in Community', who brought extensive knowledge of the neighborhood to the creation of this comprehensive, ambitious, & entirely achievable blueprint for building a robust & healthy community.

BACKGROUND

The Eastside of Lansing, consisting of over 8000 households, is home to a diverse mix of people from a variety of socio-economic, cultural, and ethnic backgrounds. This rich mix of ideas, lifestyles, and traditions has generated a long history of people organizing and committed to preserving and improving their neighborhood. For over twenty-six years, the Eastside Neighborhood Organization (ENO) has been an umbrella of over twenty active neighborhood associations and neighborhood watches serving nearly every part of the Eastside.

In 1996, Sparrow Health System and ENO convened the Eastside Neighborhood Summit Project to engage and mobilize stakeholders on Lansing's Eastside in a creative assessment and planning process to improve the health status of this neighborhood. In the four years that followed, Summit teams, comprised of residents and 'institutional neighbors' from schools, business, health and human service organizations, planned and implemented a broad range of initiatives and projects, including the 'Health Navigator Network', the 'Citizen's Academy on Housing', the 'Housing Ambassador Program', Eastside Marketing Materials, and more. At the same time, a network of neighborhood centers supported by a consortium of health and human service organizations and the City of Lansing, emerged, including the Allen Neighborhood Center located on the Eastside. The participants of both the Summit and the Center consciously worked to deepen collaboration between Eastside residents and their institutional partners.

The Community Voices Project, funded by the Kellogg Foundation and administered by Ingham County Health Department, provided financial support for Summit work throughout 1999 and 2000. In March 2000, over 250 stakeholders reconvened to 1) celebrate the success of the Eastside Summit and other neighborhood initiatives, 2) assess the current 'state of the neighborhood', and 3) develop a plan of action for further neighborhood improvement. On that day, residents and their institutional partners identified eleven priorities for strengthening and sustaining healthy neighborhoods. Their vision is documented in this Plan, a detailed and comprehensive blueprint for building an even stronger, more vibrant Eastside community.

TABLE OF CONTENTS

Organizational Development / Involvement	4
Leadership.....	6
Communication.....	10
Economic Development.....	13
Environment.....	16
Housing.....	19
Families.....	26
Schools	28
Health.....	31
Safety	34
Final Note.....	38

Organizational Development

Involvement Goal: *Engage more and diverse Eastside residents and partners through strategies that add value to living and working on the Eastside.*

Objective #1: Work with target populations to identify interest in, and obstacles to, increased participation in existing neighborhood organizations.

Action #1: Initiate a pilot project to identify ways for neighborhood leaders to assist new or socially isolated families in linking with informal and formal community resources. **BB**

Partners: ANC, ENO, all Eastside neighborhood groups and watches, and appropriate departments at MSU, or private institutes.

Neighborhood organizations should be supported in their efforts to actualize the neighborhood as 'community'. Assistance (training, information, communication resources, printing resources, ideas) should be provided neighborhood leaders interested in planning block parties, organizing gardening clubs, scheduling trash pickups, etc. Further, neighborhood leaders should be encouraged to reach out to include all residents (i.e. renter or homeowner, various ethnicities, those with and without children). Special events (or informal opportunities) to introduce new neighbors or to initiate first time contact with longstanding neighbors might be planned.

Action #2: Assess current modes of civic involvement in Eastside.

Partners: ANC and appropriate departments at MSU, or private institutes.

While the recent work of scholars such as Robert Putnam (author of Bowling Alone) suggests that there is an overall decline in civic participation by Americans, recent experience on the Eastside suggests that this trend is not uniform and varies among different parts of the populations. We do not know, and Putnam's work does not suggest, the extent to which this is more or less so for the Eastside's under-represented populations.

It is often stated that the African-American churches are their primary vehicle for social and political action. The extent to which this is true on the Eastside is not widely known. Are African-Americans active through their churches or through

other mechanisms or not active at all? Similarly, Hispanic and Asian residents are said to favor certain traditional channels for community involvement but we do not know if those channels are at work in our community or if these residents are simply isolated from means of civic expression. Other populations of interest include tenants, younger households, non-traditional households and our recent refugee population. Exploratory research can help to answer all these questions and may point the way to preferred modes of increased civic involvement and obstacles to participation in existing groups.

Action #3: Survey past members and through ENO paper to determine if new methods would significantly increase participation.

Partners: ANC with MSU Departments of Social Work, Ecological Psychology and local organizations of seniors and handicappers.

ENO and other Eastside neighborhood organizations have an admirable record for high levels of meeting attendance. Many others have expressed an interest in neighborhood work but are unable to attend meetings due to time or mobility limitations. There are many functions and activities in the neighborhood, which do not require physical attendance at a meeting. A fuller exploration of these non-meeting options may increase participation in neighborhood work by those currently locked out due to an exclusive reliance on meeting attendance.

Action #4: Increase outreach to minority institutions for participation in Eastside Leadership Conference.

Partners: ANC with minority churches and businesses.

Even if it is the case that minority institutions are not a major source for reaching minority residents of the neighborhood, there are several identifiable minority institutions (churches and businesses) in the neighborhood that could constitute a first avenue for reaching out. Leaders of these institutions were invited to the first leadership conference but very few attended. A low-key but persistent effort to follow up and determine why attendance was low and what might make for higher attendance may lead to great success at subsequent meetings of the leadership group.

Leadership

Goal: *Nurture new leadership and support for organizational development among Eastside neighborhoods.*

Objective #1: Create an ongoing leadership development program.

Action #1: Link potential and new leaders with existing leaders through mentoring.

Partners: ANC, ENO and LNC and the Lansing School District.

The key to healthy neighborhoods is a confident, self-renewing body of residents willing and well qualified to assist the various neighborhood constituencies to identify, understand and successfully address the continuing onslaught of issues which arise to challenge the neighborhoods. As the issues are continuous, so too must be the response to issues. We increasingly understand that the heart of the neighborhood is not just the zoning, transportation and public safety issues that typically capture the attention of neighborhood organizations but also the ongoing success of neighborhood institutions such as schools, churches, businesses, and social and civic organizations. All these entities not only require constant renewal of their leadership corps but also gain from interaction with the leaders of other neighborhood entities.

Neighborhood leaders seem to learn best from other neighborhood leaders, both because they are available in a timely fashion and because they tend to experience many of the same problems in the same way. “Mentor” is a formal way of saying we want to strengthen the informal peer to peer networking among neighborhood leaders, to create informal information sharing, to provide continuous motivation, and to recognize that being a neighborhood leader is something that people can learn how to do, even if, as is typical, they are nervous and unsure about their ability to meet the requirements of the job.

Action #2: Provide continuing assessment of status of leadership capacity of Eastside neighborhood groups.

Partners: ANC, ENO and LNC.

An ongoing assessment of leadership skills capacity serves several roles. The

very act of asking raises the profile of organizational development issues, often lost in the day to day of managing a neighborhood group. Continuing assessment provides both a benchmark and a measure of the growing capabilities of neighborhood leadership. This process also serves to identify the training needs and other developmental tasks of emerging neighborhood organizations and leaders. Finally, the discussion around the assessment provides an opportunity for reflection by neighborhood leaders on how they have approached their work and where they are strong or where they need improvement.

Objective #2: Create an identifiable path for leadership development and advancement.

Action #3: Develop bylaws language to assist neighborhood organizations in creating internal “leadership development” tracks.

Partners: ANC, with ENO and Lansing Neighborhood Council.

It is important that leadership practices become a part of the organizational culture if they are to have long lasting impact. The process of developing and then following up on specific bylaws provision institutionalizes those insights and provides a means for generations of later leaders to “remember” their obligation to bring along the next generation of leaders. This lesson is powerfully taught if existing leaders are involved in developing this new language, to insure the bylaws reflect the reality of leadership and change in the small neighborhood groups that are typical in this area.

Action #4: Regularly offer leadership training and link advancement to training.

Partners: ANC, with ENO and LNC

Leadership training now is extremely sporadic, with no predictable source or schedule. People attempting to make a reasonable effort to plan their involvement cannot count on training opportunities being available. Further, there is no identifiable link between training and advancement within any organization on the Eastside (or citywide, for that matter). Making training routinely available provides a chance for neighborhoods to be more deliberate about meeting their leadership needs. Providing ongoing training also offers the opportunity for graduated levels of training, entry level, more advanced, with specializations in treasurer and secretary roles.

Action #5: Help existing and emerging neighborhood groups to develop internal leadership development practices, including bylaws modifications, planned transitions and recruitment. **BB**

Partners: ANC, with ENO and LNC

There is no “best practices” manual for neighborhood groups, nor any assessment method currently in use for determining what legal/regulatory and financial guidelines can best be applied to the tasks the neighborhood group has chosen to undertake. The disadvantage of using only peer to peer training is how to expand the network to incorporate new information, beyond what your neighbor already knows. Your need may not be the same as theirs, yet we see groups continually trying to apply whatever solution is “hot” to solve their problem. Most of the organizational problems of Eastside groups are fairly predictable. An assembly of routine organizational development tools, assessment protocols, samples and case studies would go a long way toward solving these problems.

Objective #3: Broaden interaction among leadership from all existing neighborhood institutions (schools, PTAs, Headstarts, neighborhood organizations, Watches).

Action #6: Provide sustaining support for the Eastside Leadership Council, including sponsorship of an annual leadership event for existing and emerging Eastside community leaders and expand to include neighborhood watch, head start and PTA leaders and active church groups.

Partners: ENO and ANC.

The first meeting of the Eastside Leadership Council was a success in two ways. The obvious and intended success was to convey a body of information that all these leaders might benefit from knowing. The less obvious but just as intended success was the calling together in an informal setting of a wide range of Eastside leaders, many of whom had never been introduced to each other. Building trust and informal social links is a basic investment in social capital, an investment which was immediately repaid when these leaders were then called together to engage in the complicated tasks of the neighborhood summit. These leaders will be called upon often in the course of implementing this plan. It is a good investment to give them opportunities to learn more about each other, both personally and regarding their institutional agendas.

It is to be expected, and it is a healthy thing, that leaders will move back and forth between different types of organizations, depending on the current priorities of their lives at that moment. Lessons learned in any organizational setting will find application in other organizational settings.

Objective #4: Lessen financial and time burdens associated with taking on leadership roles.

Action #7: Provide logistical support to neighborhood leaders through ANC, including maildrop, copying, assistance in distribution, providing meeting space, record storage, insurance, assistance in complying with regulatory requirements, bookkeeping and fiduciary services. **BB**

Partners: ANC, City, County, Human Services Advisory Board and funders.

Being a neighborhood leader on the Eastside today is a big commitment. There are a barrage of issues, many requiring extensive background and preparation, and the task of mobilizing, and informing, a constituency, all the while maintaining the necessary organizational infrastructure. This is more than many people can handle. While the Eastside has an above average proportion of people willing to take this on, we can expect greater participation, and longer active life of activists, if we can assist in relieving them of the onerous routine tasks of the job.

Communication

Goal: *Utilize and strengthen various communication strategies to build shared sense of identity and coordinate activities among Eastside partners.*

Objective #1: Establish distinct communication channels for mass outreach and activist-specific information.

Action #1: Upgrade E-mail and website to provide timely info on fast breaking issues.

Partners: ANC, ENO, and all neighborhood groups and watches.

With the increase in the number and complexity of issues confronting neighborhoods, and the proliferation of groups active in the neighborhood, plus a desire to include non-neighborhood group partners, formal, even specialized, methods of communication need to grow. Failure to access, and provide, information in a timely fashion means being left out of decision processes.

ENO, for instance, has a website, but it is seldom used for internal purposes. Yet the Web is where anyone under the age of thirty will be looking for information on ENO or neighborhood activity, whether they are neighborhood activists now or just beginning to get interested. The schools committee is the only subcommittee of any Eastside neighborhood organization that uses E-mail regularly, and significantly, the only committee chaired by someone under age 30. While limited access to the Internet may inhibit full use of E-mail initially, a significant number of even limited income folks have found a way to get on the net. Neighborhood groups need to be there too.

Action #2: Create a production guide to ensure consistency and continuity in production of Eastside news and newsletter, including schedule, content, distribution, article solicitation and editorial policies.

Partners: ANC and ENO

The newspaper and newsletter are the two highest profile activities undertaken by the neighborhood organization. Quality and consistency are critical to a favorable perception of the neighborhood and its organizations. While production quality of both the newspaper and the newsletter have been remarkably high recently, changes in personnel are inevitable. Insuring the same high quality requires at a

minimum describing what those standards are, and how they are met.

Objective #2: Create routine links among various Eastside communication channels to facilitate information exchange and timely coordination.

Action #3: Establish mutual exchange linkages with schools, Parent-Teacher Associations (PTAs), neighborhood watches, churches, businesses, sports and civic and social groups active on the Eastside. **BB**

Partners: This requires a network effort to succeed, with monitoring by ANC.

As a courtesy, issue oriented newspapers and magazines frequently distribute copies of their latest edition to other papers with similar missions or concerns. It is a way to spread the word about a group's issues and allows others to quickly come up to speed on a wide range of issues. The specific information useful to one is often useful for others, and it promotes a sense of shared mission. Just as the Leadership Council dinners provide an informal social linkage, the sharing of newsletters, papers and bulletins promotes sharing of information, if done in a timely manner.

Objective #3: Provide logistical support for sustaining neighborhood communication systems.

Action #4: Seek funding, training and staff support for sustained production and distribution of neighborhood newsletters. **BB**

Partners: ANC, ENO and neighborhood groups, watches, churches and schools.

Timely, informed and coordinated action requires timely, comprehensive information. The basic unit of information transfer for a neighborhood group is typically the meeting. But as issues become more complicated, stretch out over time, and stretch across membership boundary lines, getting information at a meeting requires more time than many have available. A newsletter serves as a summary of meeting actions, but also provides background information and warns of deadlines or upcoming actions.

While there is broad recognition of the value of improved communications, too often, the sheer work involved in creating and distributing a routine publication overrides the desire. Content must, of course come from the neighborhood source. However, with computer-based word processing and publishing

programs, it is not difficult to quickly convert a conversation into a publication. Distribution in an emergency can always be handled by a competent neighborhood organization but using that avenue for routine distribution too often “burns out” the activists the group must depend on for its other tasks. Other means of distribution are available which is less labor intensive, and faster.

The model for this recommendation is the newsletter jointly produced by ENO, ANC and Allen School. Building on this model, if Eastside institutions were routinely funneling their newsletters to each other, ANC could act as a repackager, scanning and summarizing information. Consistent production of a newsletter requires staff time and sufficient resources to see it produced and distributed. Depending on volunteer writers for short time turnarounds is not sustainable. Assistance from Sparrow has made it possible to mail out the current newsletter. Ongoing resources of this kind must be identified. Increasing availability of internet access speeds up and lessens the cost but far more people read their mail everyday than check their email or a website. Journalism programs at Eastern, LCC and MSU offer possible resources for both writing and publication.

Action #5: Designate a stable, consistent point of contact for neighborhood information. **BB**

Partners: ENO, ANC and LNC.

For most neighborhood organizations, the point of contact for the public to find the group is the current president. With regular turnover among the presidents, it is often difficult for an outsider or a new agency person working in the neighborhood to know who is currently authorized to speak for the neighborhood, or to serve as a neighborhood liaison. If the person seeking information can reach ENO, they will generally be referred to the right contact. However, ENO itself turns over with some regularity. Management of this task requires maintenance of a leadership roster, phone numbers and boundaries. It may require designation of a “gatekeeper” to be available to field and re-direct questions. LNC currently has the most comprehensive listing of this type, though coverage would need to be expanded to groups who are not LNC members.

Economic Development

Goal: *Strengthen and integrate the role of the business sector in the neighborhood, consistent with neighborhood identity and goals.*

Objective #1: Identify key neighborhood-identified businesses and create a means for neighborhood businesses to become part of neighborhood revitalization activities.

Action #1: Create an Eastside Neighborhood Improvement Project (E-SNIP) with a focus on communication, financing, and regulatory problems of businesses, operating under joint neighborhood and business leadership. **BB**

Partners: Allen Neighborhood Center (ANC), working in partnership with neighborhood organizations, Eastside Commercial Club, Local Initiatives Support Corp (LISC), Sparrow and City Departments of Neighborhood Development and Planning and Economic Development to create PSD-type arm.

Competition for commercial tenants is quite competitive and retention of desirable uses requires specific attention to their needs in a coordinated fashion. Lansing models for this type of action include the downtown PSD organization and the Old Town Commercial Association. In both cases there is created an organization, which is charged with the specific tasks of assisting neighborhood businesses, in coordination with a specific plan, under the overall supervision of a users and lenders board.

Action #2: Identify business sectors consistent with neighborhood identity and assist with rezoning, financing and marketing, consistent with neighborhood plan/corridor study.

Partners: E-SNIP, in conjunction with City Planning Department, Economic Development and Eastside Commercial Club.

The concept of a medical services district, first identified in the 1982 master plan, and followed up with zoning, parking and program development activity, has worked very well. As the Eastside continues to change, additional areas of interest have been identified including health services (still), art and cultural uses, auto service, office support functions and community service associations. Detailed examination of these and other alternatives prior to the master plan revision can provide direction to the land use, zoning, transportation, parking and infrastructure development portion of the new plan.

Action #3: Incorporate business issues and news into neighborhood networks and communications.

Partners: Eastside Neighborhood Organization (ENO), working with Eastern High School journalism students. Eastside Commercial Club (ECC), the Chamber of Commerce and Michigan Retailers.

The ENO newspaper is the largest media outlet addressing itself specifically to Eastside audiences. The paper carries occasional articles on Eastside business issues. Working with the students of Eastern, a series of articles on Eastside business issues can be written for publication in the ENO news or other interested outlets. Once the E-SNIP is created, the faster but more limited circulation Eastside News could also carry business related stories.

Objective #2: Identify areas where the neighborhood and businesses can be mutually supportive.

Action #4: Generate neighborhood support for businesses to work on health insurance, youth employment, job training and employer assisted housing issues.

Partners: E-SNIP, in conjunction with Eastside neighborhood groups, Eastside Commercial Club, Eastside Leadership Council and cooperating agencies and entities.

Most small businesses on the Eastside are not part of any ongoing communication with either other businesses or the neighborhood groups in the surrounding area. Hence they are not likely to be aware of many opportunities where they can both meet their business goals and provide a benefit to the workers and residents of the surrounding neighborhood. At this time, opportunities exist to assist workers with insurance, housing and job training issues. E-SNIP can provide a service for both the business and the neighborhood by bringing to the business' attention the current, and future, opportunities and helping them to participate.

Objective #3: Identify neighborhood/business conflicts and facilitate resolution to provide clear guidelines and expectations for both.

Action #5: Develop corridor studies and plans for Michigan, Kalamazoo, Saginaw, Oakland, Pennsylvania and Main.

Partners: ENO and appropriate neighborhood organizations, and E-SNIP in conjunction with City Planning and Traffic Departments, Eastside Commercial Club, Chamber of Commerce and Michigan Retailers Association.

The long awaited Michigan corridor study and the partially completed Penn plan are both efforts to systematically address the land use conflicts between different classes of land use. Corridor zoning was a major issue in the last master plan revision. Changes are now underway on several Eastside corridors. Such plans, if agreed to by the negotiating parties, could become amendments to the current, or the new, master plan.

Environment

Goal: *Optimize the extent and health of natural systems existing within Lansing's Eastside.*

Objective #1: Insure integrity of key neighborhood ecosystems

Action #1: Establish routine reporting on status of neighborhood trees, waters, green spaces and other key ecosystems and identify gaps or threats to those ecosystems and report those conditions through neighborhood communication networks. **BB**

Partners: ANC, in conjunction with Parks, Board of Water & Light, Drain Commissioner, Michigan State University (MSU), Ingham County Health Department (ICHHD) and all Eastside neighborhood groups.

The responsibilities for various elements of the ecosystem are divided among many entities, with no one responsible for the overall health or interaction among the elements of the ecosystem. Consistent and comprehensive data gathering is the first step in creation of a plan for management of these resources. Such a plan must recognize, and develop management systems to build on, the interrelatedness of the elements in nature, whatever the division of responsibilities in the manmade world.

Objective #2: Strengthen walkability/bikeability of the neighborhood

Action #2: Develop a non-motorized transportation plan for the neighborhood.

Partners: ENO and City Planning, working with schools and Eastside cyclists, and walking clubs.

Several factors combine to make walking and biking an important issue in this neighborhood: a location, near the university, and at the center of the region; urban levels of density; straddling the busiest bus route in the region (#1 downtown to Meridian Mall); over 20% of its households without cars; and a prime location along the River Trail. More than just an amenity, non-motorized transportation is a necessity for a significant portion of Eastside households. This plan should shy away from the factional issues of "professional" bike-riders. Instead, it should focus on creating a bike and walking system that is easy to use, with its highest emphasis on safety and adapted to the everyday life of neighborhood residents getting around the neighborhood, not just bicycle commuting.

Objective #3: Integrate recycling into all aspects of neighborhood activities

Action #3: Work with local institutions and businesses to insure recycling is working for them.

Partners: Citizens for Public Recycling, Recycling Coordinator at the City, major institutional players in commercial and multi-unit residential.

The Eastside is a bedrock neighborhood for the recycling movement in Lansing and has shown consistent willingness to move beyond current programming to extend recycling and use reduction. The current city program was developed by several neighborhood groups, working out the details. Expansion of recycling services will require additional work on issues such as commercial and multi-unit recycling programs, and institutional programs.

Objective #4: Utilize public and private spaces to reestablish traditional, native and historically appropriate landscapes to insure low maintenance and enhance neighborhood identity

Action #4: Work with MSU or LCC to develop consumer materials regarding planning, installation and vendors of traditional, native and historically appropriate landscaping.

Partners: ANC and ENO, in conjunction with staff at MSU/UPLA and the LCC landscaping program

In an older neighborhood, the landscape itself can be an important contributor to neighborhood identity. But landscape elements grow slowly and has historically been unable to command substantial attention for public maintenance funds. The most stable, sustainable landscape elements are likely to include those which evolved at this location prior to development. The next most sustainable elements are those trees and landscape elements, which have survived from historic times to today. Replacement plantings should reinforce, not redirect, those themes.

Management of the landscape is divided among many entities, public and private, in this neighborhood, entities with varying goals, perspectives and resources. To move toward an integrated landscape, particularly one with a unique theme, requires buy-in and constant communication among the different managers of the landscape.

Tree choices and ongoing management of an integrated landscape on private property are largely the responsibility of individual property owners, primarily homeowners but also owners of rental properties, businesses and public institutions. No materials are known to exist for how to carry out such a program. Combining both promotional and implementation materials makes sense as it is unlikely that there will be resources to sustain an ongoing relationship with the large number of individual owners involved. Lansing is fortunate in that it has two local institutions with substantial capacity to advise on these topics, the UPLA and forestry schools at MSU, and the landscaping program at LCC. ANC and ENO can serve as clients to internship or class projects that require a client to provide direction to such a program and to distribute and otherwise utilize the booklet and other materials developed.

Action #5: Monitor implementation of the “historic trees for historic neighborhoods” program.

Partners: ENO and ANC, in conjunction with the City Parks Department, especially the forestry staff and managers.

The City of Lansing Parks Department has the major responsibility for management of the public landscape, including street trees, and parks. In their five-year plan for managing the public forest, the program of historic trees for historic neighborhoods was created, originating from Eastside representatives on the committee. There is little evidence to date of implementation of this policy. With the extensive cutting and replacement of trees due to the CSO project, in addition to the routine street tree replacement, implementing this program can immediately show an impact in changed planting practices and tree choices.

Housing

Goal: *Support the safety and stability of the Eastside by continuing to improve the housing stock, empower home ownership and increase housing values while maintaining housing for a diverse population.*

Objective #1: Strengthen Eastside-specific marketing efforts.

Action #1: Update and reprint housing promotion materials

Partners: ANC and area lenders, LISC and Realtors

The vast majority of the work “selling” the Eastside as a desirable neighborhood is done by real estate and relocation specialists, few of whom live in this neighborhood. Commercial data available to and used by these professionals has failed to identify important housing opportunities of interest to potential homebuyers. Additionally, the prevailing cultural bias against cities requires a special effort to identify and promote those aspects of Eastside living which may appeal to certain sectors of the home buying public. Prior material, both print and video, has been very well received and well utilized by sellers of the neighborhood.

The current program is very aggressive with very targeted application that could benefit from broader utilization. Keeping materials fresh is critical in a fast breaking real estate market. Also, when materials are actually used, as these are, supplies run out. A steady source for reprinting and insuring steady supply is necessary for sustained effect.

Action #2: Monitor, analyze and report home sales. **BB**

Partners: ANC with local Realtors, lenders, non-profit housing groups, LISC and the City.

Housing prices and terms are rapidly improving in portions of this neighborhood. To the extent this continues its current pattern, it is good for attracting and retaining homeowners and decreases the neighborhood’s appeal to “bottom-feeder” investors. It also affects the willingness of current owners to reinvest in their properties and the type of terms and programs useful for housing upgrades and maintenance.

Any measure of success for neighborhood revitalization must include up to date knowledge of how the market is viewing Eastside properties, including what are the characteristics of buyers and sellers, what are they buying and not buying, how long on the market, what institutions are financing, on what terms and what parts of the neighborhood are enjoying what level of activity. Everyday Realtors, bankers and assessors know this and use it daily to make decisions about this neighborhood. The neighborhood needs to be at least as knowledgeable about its inner workings as those external actors who are making everyday decisions about our neighborhood. Many newspapers around the country routinely print weekly summaries of housing sales, including buyers, addresses and prices. At least a summary of such information is necessary for our neighborhood to be effective participants in the market system, as well as some annual comparisons of the data to delineate trends.

Action #3: Continue and expand the “Housing Ambassadors” program

Partners: ENO, ANC and area housing providers

While the training for the Housing Ambassadors program was well attended and well received, less than a half dozen neighborhoods actually have active housing ambassadors. The ambassadors have not met in over a year and there is little reinforcement for what is really a very demanding position. Improvements might include: regular meetings where success stories and useful insights could be shared, an assessment and reporting of how the program was successful when it was used, and ongoing recruitment and training to provide a broader base of support for the program.

Objective #2: Strengthen rapport between owners and occupants of rental property, and neighborhood groups.

Action #4: Provide neighborhood information to new tenants

Partners: ENO, ANC, Housing Ambassadors, rental management companies and the State Journal.

As renters move into a neighborhood, outreach by neighborhood groups can help to both welcome the new residents and make them aware of expectations for behavior in the neighborhood. Acquainting the new renter with neighborhood newspapers, bus or school information, phone numbers of neighborhood police

team members and rental property ordinances all speak a message that say, this is an organized neighborhood, willing to be friends. For good tenants, it is reassuring. For marginal tenants it is an offer to a new beginning. To problem tenants, it is a red flag.

Action #5: Recruitment and incorporation of renters and renter concerns into existing neighborhood organizations. **BB**

Partners: ENO with all neighborhood groups and watches

With such a high proportion of renters, and with the cost of tenant turnover in the hundreds of dollars per unit, it makes sense to reach out to both the residents and owners of rental property, to recruit them for neighborhood events and to incorporate them into neighborhood activities.

With a substantial portion of the housing on the Eastside occupied by renters, it is critical to long term success to include rental properties, their owners and residents, as part of the pattern of neighborhood revitalization.

Action #6: Build a close and ongoing relationship with code enforcement officers.

Partners: ENO with neighborhood groups, watches and City Building Division.

Code enforcement laws include many tools useful for relationship building but few are likely to be fully deployed unless the code enforcement officer feels they are working with a team of cooperative and levelheaded neighbors. The city is experiencing changes in this department at both the administrative and street level so neighbors cannot take for granted long standing relationships with code officers. Training, informal socialization and recognition events all combine to strengthen the relationship among the partners in effective code enforcement.

Action #7: Create a landlord assessment template on the ENO website, utilizing the City code enforcement and ownership database.

Partners: ANC with ENO, Lansing Neighborhood Council (LNC) and the City Code Enforcement Department.

Information about code enforcement action, police calls and trash violations are public information, as is the ownership of the property. Development of a "grade

the landlord” system could combine this information and make it available to potential renters to use in evaluating rental options. Accuracy and timeliness of the system are critical to sustaining credibility. A system based on city code enforcement records, now available online, might meet those conditions.

Objective #3: Neighborhood revitalization should include the continuous upgrading and improvement of properties, including market, public and nonprofit investors.

Action #8: Review all public buildings and spaces in the neighborhood for their “appeal” and user friendliness.

Partners: ENO and Eastside entities including Sparrow Health System (SHS), City, Township, and State property, including buildings and Rights of Way, the School District, churches, and commercial strips.

Many of the highest visibility locations in this and other neighborhoods are some sort of public use - a building, a space or other public ownership. Not only does the condition of these spaces contribute to the general feel of the neighborhood; they also send a specific message regarding the feeling of the owner about that neighborhood. The feeling is typically reciprocated, in terms of usage, safety and the community’s willingness to police the building or space in the owner’s absence. Popular, attractive and well-maintained facilities are much less likely to suffer vandalism or fear of neighborhood crime.

Action #9: Create a series of workshops an/or videos to illustrate the various aspects of older home restoration, to include handout materials and identification of specific materials, suppliers and contractors.

Partners: ANC, Housing Ambassadors, Realtors, State Historic Preservation Office, and suppliers.

The “lack of middle class housing “ on the Eastside is partially a failure to bring existing housing up to the expectations of contemporary buyers. One story “shotgun” bungalows are gems commanding six figure prices in New Orleans but are barely marketable as owner-occupant units on the Eastside, due to both condition and market expectations. Because there is no one obvious place to go to for advice on undertaking renovation of an older home, the design theme tends to be whatever is on sale at Home Depot; the financing tends to be whatever is

the credit limit on the charge card. Advice on planning, appropriate and economical design, knowledgeable contractors, useful suppliers, sample plans, working with regulators, and sources of financing are all limited to word of mouth or whatever the folks on your block are doing.

In fact the neighborhood has a wealth of information on all these topics but access is limited. Creation of how to do it booklets would provide a “text” to accompany workshops where new owners, or adventurous older owners, could begin the process of creating the home they want from the house they have.

Action #10: Beautification activities must move beyond the flower plantings in individual front yards and take on the upgrading of views at critical locations.

Partners: ENO, ANC, Lansing School District (LSD), city departments, Eastside Commercial Club, Sparrow and neighborhood churches.

While neighborhood groups tend to focus on the immediate concerns of existing owners and residents, long-term neighborhood improvement must include improvements to the infrastructure of the neighborhood. That infrastructure includes public and private property, including residential, commercial and institutional users. Not only must money and energy be invested, but also the investments must be seen as an improvement, appealing to the targeted groups of likely new users the neighborhood is trying to attract. While the tradition of property rights inhibits the type of controls, which can be mandated to an owner, creation and reinforcement of certain themes can create a momentum, which even reluctant owners may find appealing.

Neighborhoods in Bloom has been a critical tool in creating a visual reminder of community unity, and altering the appearance of several parts of the neighborhood. However, most of its activity has been on side streets where the local neighborhood organizations are strongest. Sporadic efforts on Michigan and Main by ENO, Potter-Walsh, Sparrow, the city and others have had a salutary but limited effect, but have seldom reached many parts of the neighborhood, such as Kalamazoo, Penn, or around major institutions like the schools.

The problem is typically lack of manpower. These tasks are labor intensive and require a sustained commitment over the entire growing season. The availability of Neighborhood Youth Corps kids provides a powerful tool, both to make a statement about the neighborhood and to provide a high profile example of what the Youth Corps can do.

Action #11: More strongly link behavior by rental owners or residents with financial rewards and punishments.

Partners: ANC, City Code and Building Divisions, City Council, Lansing Neighborhood Council, representative landlords.

Landlords are in the business to make money. Problem properties cost money for the neighborhood, and for the city. Identifying ways to directly link improved property management to a higher cash flow to the owner might appeal to their most fundamental business instinct. This could be done with either negative or positive incentives. Multiple violations in many areas, such as repeat visits by code enforcement, already result in increasing costs or fines. That concept could be reversed as well. A rental unit with no code, police or parking violations might be in line for a tax reduction for that year, a reflection of the decreased cost to provide city services to the unit.

Objective #4: Pursue a human services/housing corporation partnership.

Action #12: Create a housing specification package for those with vision, hearing or mobility limitations.

Partners: ANC, Community Development Corporations (CDCs), LISC, disability advocates, Human Services Advisory Committee and ENO.

Because this is a close, observable neighborhood with a good safety record, and with ready access to bus service and jobs, the Eastside has historically been attractive to vulnerable populations, including refugees, female heads of households and folks with disabilities. While many of these populations would benefit from, and can afford to maintain a home of their own, they require some assistance in overcoming the startup costs of ownership. Others are moving from institutional settings into regular rental housing and/or require specialized services to live independently.

New regulations make it more difficult for neighborhoods to work with agencies on placements of special populations. However, in the context of a housing partnership, there is created an opportunity to build the relationships necessary for long term sustained community living by populations who may require some adjustments during the settling in period. The other reward for an improved relationship is increased housing opportunities for those populations.

Three populations of people find the Eastside particularly handy: those with vision, hearing or mobility limitations. Because of their difficulty in finding appropriate housing, these folks tend to be very stable tenants or owners. Working with advocacy groups, a specification package could be developed, and housing rehabbed and marketed specifically to these populations.

Families

Goal: *Strengthen families on the Eastside by fortifying relationships between youth and adults, involving youth in neighborhood activities and community programs, and reaching out to parents and families who may feel isolated from their neighbors.*

Objective #1: Identify means to strengthen and improve the quality of family life as a nurturing environment for children.

Action #1: Develop a family strength indicator system.

Partners: ANC with local schools, private and public family support agencies, and appropriate departments at MSU and the City.

Most workers in the field agree that family strength is a critical variable in fostering healthy development of both children and adults. However, the many forms that families take these days makes obsolete many of the older measures of family functionality. For instance, traditional measures use moms working outside the home as a negative indicator, without assessing the more fundamental issue of continuity of provider. Other measures look at family income without reference to the affect of hours worked on the availability and fatigue levels of a parent.

The emerging programming for children aged 0-5 years suggests good measures will be needed soon to answer questions regarding efficacy of programming as well as monitoring overall conditions of family life due to other changes.

Action #2: Create a family worker round table for informal coordination of work among various caseworkers involved with the same families. **BB**

Partners: ANC with interested social service providers.

It is not uncommon for a severely troubled family to be working with multiple caseworkers, including FIA, Probate Court, Mental Health, school and one or more private agencies. In addition to the gains from coordinated programming, there are more prosaic issues such as where the family is currently living or fast breaking issues requiring immediate attention. While formal case coordination has a tedious history bogged down with central intake issues and cross-referenced confidentiality agreements, an informal approach allows thoughtful workers to find their own level of comfort in what and how they share, and allows

for development of relationships among workers over time. Further, an informal coordination system imposes no additional hardships on the family involved. Implementation could be as simple as scheduling a group breakfast once a month and could rise to the level of E-mail list server, password protected bulletin board or other method for routinely informing others of changes as they happen.

Objective #2: Develop new youth involvement and “kid friendly” initiatives along the lines of the Youth Service Corps.

Action #3: Expand and secure on-going funding for the Youth Service Corps.
BB

Partners: ANC with Pattengill, Eastern, Resurrection and Catholic Central, City, and Human Services Advisory Board.

The Youth Service Corps has proven to be an effective way to draw middle and high school kids into neighborhood life. We need to generate additional resources to increase the number of young adolescents and adult volunteers involved in this program. This will likely involve seeking serious grant funding and developing a significant ‘fee-for-service’ component.

Currently active in the Allen School area, the Youth Service Corps service area can eventually be expanded to include adjacent neighborhoods (i.e., Hunter Park West or ABC). Because this program is designed to encourage intergenerational good will and relationship-building between older and younger residents, it is wise to keep kids working within a restricted geographic area that includes their own neighborhoods. However, in those Eastside neighborhoods that lie some distance from ANC (farther than the average 12-year-old can push a lawnmower), we can work closely with institutions and neighborhood groups to replicate the model.

Action #4: Work with Lansing Police department and Lansing School District to extend attractive programs to Eastside youth.

Partners: Neighborhood groups and ANC with Lansing Police Department to institute PAL, CUTT, Cadets, and Explorer groups on the Eastside.

Neighborhood groups and LPD have both recognized the role of youth activities as a critical element in healthy kids and safer communities. Programming options are well known and tested but are not available in all parts of the city.

Schools

Goal: *Establish schools as neighborhood anchors, through increased involvement of the families and neighborhood in school programs, and creative use of school facilities to advance mutual goals.*

Objective #1: Improve family access to information about the schools.

Action #1: Add useful school links to the ENO website.

Partners: ENO, ANC and area schools

While not all families have Internet access, many do. The ENO website can become a portal for connecting those families with the neighborhood and school information. Sites might include homework assistance, school schedule, teacher E-mail where it exists, or access to support groups for both students and/or parents. Such uses of the ENO site also improves the likelihood of users also finding other neighborhood information at the site and becoming more active in the total neighborhood, not just the school aspects.

Action #2: Create an educational services handbook. **BB**

Partners: ANC with area schools, Office of Young Children, United Way, Ingham County and the Human Services Advisory Board.

Several years ago, Comerica Bank commissioned a series of neighborhood handbooks which combined a directory of services neighborhood groups might find useful, with a directory of how to contact the various neighborhood groups and a profile of group activities. Other cities offer such a handbook for school programs, usually as part of their school of choice program. Given the continuity of tasks involved in child rearing, it may be useful to combine infant, pre-school, and elementary into one handbook.

Much of this information is already available from scattered sources. The Office of Young Children already offers a wide range of educational and informational items regarding availability of child care and other services for pre-school children. United Way and the County are working on making information about many social services available online, but that program will require computer access and those families most in need are typically those families least likely to be able to access the information online.

Objective #2: Establish Community Learning Centers in partnership with Lansing School District.

Action #3: Involve neighborhood residents in planning and implementing after-school programs.

Partners: ENO school committee and ANC, with the Bingham and Allen Advisory Boards, MSU Young Spartans, Project Team, Retired Senior Volunteer Program (RSVP) and others.

The Lansing School District has received a three-year grant from the U.S. Dept. of Education to create community learning centers in five Lansing elementary schools. Two of the five—Bingham and Allen Schools—are on the Eastside. These grants can assist the schools in offering before and after school programs during the academic year, and possibly childcare throughout the summer. In addition, the grant can help cover costs of additional programs, services, and classes to residents in surrounding neighborhoods. The grants will enable each school to hire a Resource Coordinator, to conduct ongoing needs assessments of the school community and surrounding neighborhoods, develop and implement programs, and evaluate all initiatives. During the second year, Pattengill Middle School will begin the process of conversion to a ‘learning center’, and during the third year, Eastern High School will experience similar benefits.

Activities in each school/learning center will be monitored by an advisory board, of service providers, school staff, parents, and neighborhood representatives. This group will oversee the development of a systematic information and referral service for families and kids at the school (and ANC).

Objective #3: Recruit neighborhood residents to assist Lansing School District in identifying school strengths and developing plans to maximize them.

Action #4: Stabilize and strengthen the role of the ENO Schools Committee in its work to improve and promote all Eastside public schools.

Partners: ENO and other neighborhood groups and watches, parent groups and others associated with the schools and living in the neighborhood.

Like the police, code enforcement and other neighborhood service providers, the School District is learning ways to engage the neighborhood that go beyond the usual PTA/library volunteer/fundraiser roles. The confluence of a new superintendent, a proposed bond issue and proposed school closing has raised school issues to an unprecedented high.

Health

Goal: *Improve Eastside residents' health by building awareness of health issues and identification of health options, and by improving access to health related resources in the neighborhood.*

Objective #1: Utilize data on selected health issues to mobilize residents and institutional partners around the objective of increased access to health and mental health.

Action #1: Create a study/work group to examine and understand the suicide and heart attack data, and identify possible methods for addressing these issues.

Partners: ANC, with ICHD, Sparrow, Ingham Regional, Community Mental Health (CMH), Lansing Police Department (LPD) and other interested parties.

Several participants in the Eastside Summit 2000 were struck by data that indicated rates of suicide and heart attack higher on the Eastside than were prevalent countywide. If further research validates these data, a study group should be formed to identify why this is so. Further, this group would develop strategies to: 1) increase awareness of access to health and mental health resources to Eastside residents; 2) create or refine health and mental health services available to Eastside residents that would increase their likelihood of being utilized; and/or 3) conduct further research into the root causes and prevention of these conditions.

Objective #2: Increase the awareness of, and access for, Eastside residents of health care services and coverage strategies for which they are eligible.

Action #2: Support and expand the Health Navigator Network, including some provision for on-going staffing and support to the Navigators. **BB**

Partners: ANC, ENO and other neighborhood groups and watches, Ingham County Health Department, and Sparrow Health System.

The Health Navigators have proven to be an effective, low-cost, credible method for not only improving access to health care but also many other tasks of community outreach and education. Health Navigators already serve as an information link between Eastside families and a broad array of health and human

service resources. We anticipate additional training of Navigators in ‘information and referral’ through the ICHD-sponsored Data Democratization Project.

Ongoing operation of the Navigator program will require an Institutional “home”. Such a system requires continuous recruitment, training, and supportive services. Replication of the system in other neighborhoods will further dictate refinement of the model. Creation of staffing will be necessary if various institutions hope to continue to utilize the services of these navigators.

Action #3: Improve access for neighborhood residents to the exercise and recreational facilities of neighborhood institutions.

Partners: ENO, ANC, LSD (at Eastern and elementary schools), and churches.

Exercise is recognized as an element of a healthy lifestyle to combat a wide variety of health problems, including obesity, depression, diabetes and cardiac rehab, in addition to overall preventive vigor. In a neighborhood where over 20% of households are without a car, and where a substantial portion of the population is low to moderate income, ready access to exercise facilities is a critical element to neighborhood health. There are numerous exercise facilities in the neighborhood whose access is limited or denied to the people who live right next door to the facility. Improving access to existing facilities not only provides an important locally available exercise option; it also strengthens the relationship between the neighborhood residents and the institutions with the facilities.

Objective #3: Continue to advance the Health Education Collaborative (HEC) among Sparrow, the school district, the city and the Eastside neighborhood.

Action #4: Reconstitute the planning committee for the HEC and renew the process of creating HEC programmatic and building options in the neighborhood.

Partners: ENO, surrounding neighborhood groups, Sparrow Health System, Lansing School District and the City.

The logic which generated the original interest in the HEC remains sound. Sparrow is still a major employer in the city and kids from the neighborhood can still benefit from early involvement in the health industry. Further, the changes and new construction likely as part of the proposed bond issue may create new facilities that can be utilized for these programs.

Objective #4: Create a system for measuring child safety.

Action #5: Create an integrated system for monitoring child safety and health issues. **BB**

Partners: ANC, with Lansing Police Department, Lansing School District and Sparrow Health System.

Both the professional literature and recent community surveys suggest that child safety is a major health concern for neighborhood children. Many of these safety issues do not show up in routine health reporting but instead appear in either police reports or emergency room data. Because the majority of child safety problems typically do not result in a hospital admission or an arrest, this data generally falls out of routine reporting procedures. Yet the dangers of car, bikes, dogs, falls and burns are among leading causes of child injury and even mortality, far exceeding the more closely monitored disease-based problems. The data already flows through the system; it just needs to be captured to be of use in monitoring and assessing our current state of childhood safety.

Objective #5: Identify resources for stress reduction available to neighborhood residents.

Action #6 Teach the Health Realization model to interested residents.

Partners: Ingham County Health Department, and appropriate consultants.

The Health Realization model has had some exposure on the Eastside. The current “Train the Trainer” program sponsored by the Community Voices initiative represents an opportunity for community partners such as neighborhood associations, businesses, churches, schools, agencies, and community policing teams to learn about this approach to improving relationships and reducing stress. “Health Realization” attempts to enable people to see how their experience of reality is shaped moment to moment by their thinking, and how an awareness of thought process can empower people to stay calm and centered in situations that would otherwise seem stressful, unmanageable, or out of control. The availability of free or low-cost training in Health Realization could be advertised through all neighborhood communications networks (newsletters, bulletin boards, meetings, etc.). If there is interest, the possibility of using spaces like Allen Neighborhood Center, area churches, and community centers should also be explored, to keep training geographically accessible to Eastsiders.

Safety

Goal: *Maintain the safety of the Eastside by strengthening partnerships among all elements of the community.*

Objective #1: Increase the presence and perception of uniformed police officers as partners with the community.

Partners: (same for all Actions): ENO, all Eastside neighborhood groups and Neighborhood Watches, Lansing Police Dept., Lansing School District, Lansing Neighborhood Council and ANC.

Action #1: Include police assignment and rotation news in ANC and ENO news.

While routine management practices of Lansing Police Department currently feature a role for police-neighborhood linkages, we need to reach beyond just those “assigned” linkages to offer additional ways for officers to understand and engage the neighborhood.

Frequent reassignment makes it difficult to keep track of who is currently assigned to which area. While the North Precinct has been good about making sure ENO members get copies when a new assignment directory is issued, there is often a lag in printing and distribution of lists. Publishing them in a monthly newsletter provides more up to date information and enjoys a broader circulation than just the ENO membership attending any given meeting

Action #2: Create an orientation package for new officers, including who-to-call lists and a visitation schedule. **BB**

New officers are less likely than more experienced officers to understand the role concerned neighborhood folks can play in assisting with their police duties. A call list and visitation provides not only an introduction to neighborhood folks but a structured opportunity for the orientation or training officer to discuss how best to utilize neighborhood contacts.

Action #3: Insure that Eastside marketing materials are distributed to all new officers and others to encourage home purchases in the neighborhood.

A young officer just landing a city job is much more likely to be looking for a house than an older, more established officer is. They are also more likely to be

interested in the down payment assistance available as part of the city employment package. Finally, making it part of new officer training and running it through the personnel office provides an accountability mechanism to make sure the material is passed along.

Action #4: Build relationships with first line supervisors

One underlying principle of community policing is to build relationships between neighborhood folks and patrol officers, as these officers have street level responsibilities for patrol and crime scene activity. However, because of seniority and promotion procedures, the effects of this approach are diluted due to frequent reassignment. Personnel above the rank of officer, and particularly supervisory staff, are much less frequently reassigned and so present a more promising opportunity for sustainable relationship building.

Objective #2: Strengthen and develop Neighborhood Watches.

Action #5: Work with Lansing Police Department's Neighborhood Watch coordinator to insure a fuller understanding of the opportunities available through ANC.

The communication and organizational development opportunities through ANC may be as interesting to Neighborhood Watch groups as they would be to neighborhood organizations. Because of the hierarchical nature of watches and the security issues, start with the Lansing Police Department watch coordinator to explore ways these opportunities can be reported to the watches.

Action #6: Look for ways to integrate ANC and neighborhood issues into Lansing Police Department's watch organization and training procedures

Neighborhood Watch work involves outreach to many folks who may not be currently involved with neighborhood organizations. While their outreach and training will obviously be focused on watch issues, it also represents an opportunity to build neighborhood organizations and ANC into the routine understanding of watch groups as they emerge.

Objective #3: Develop specific new strategies for increasing the safety of children and families.

Action #7: Create a handbook, or series of ANC newsletter articles, for how a neighbor, a teacher and a child can deal with domestic violence or child abuse,

include how and when to act, whom to call, how to avoid personalization.

While domestic violence and child abuse are major problems in the neighborhood, police and social service practices inhibit the role neighbors can play in monitoring the situation, even when the neighbors are the one who first noticed and reported the problem. Creating realistic expectations and skill-building will assist in strengthening the role neighbors can continue to play, while helping to relieve some of the anger created by the unresponsiveness of case investigators and their seeming inaction.

Action #8: Continue the workshops and training to improve skills for severely dysfunctional families. **BB**

The close cooperation between school and ANC workers has created a window of opportunity for skill building with troubled families interested in assistance. While the most troubled will continue to deal with courts and police, more moderate cases were, and can continue to be, handled through small scale classes at ANC, with recommendations coming from school, police and social workers.

Objective #4: Develop specific new strategies for increasing security in the neighborhoods around the Eastern/Pattengill Complex.

Action #9: Establish radio or cell phone links between Sparrow security, school security and Lansing Police Department. **BB**

Three departments (LPD, LSD and Sparrow Security) deal with issues created by the flow of school kids through the neighborhood, yet they do not have a quick method of contacting each other with timely information or to ask for assistance. A cell phone is the fastest method for crossing jurisdictional boundaries; while shared radio links provide a secure channel, not as big an issue with school kids as with older, more sophisticated miscreants.

Action #10: Equip all Security units and selected neighbors with inexpensive cameras capable of taking a picture sufficient for facial identification.

Because they are young and often new to the immediate neighborhood, the small number of youth causing problems near school are often unknown to either the neighbors or Sparrow personnel. A camera provides a ready means of retaining the identity of a young offender until identification can be established through school or other means.

Action #11: Establish regular meeting between Eastfield, ABC, Oak Park, Sparrow, Lansing Police Department and Eastern/Pattengill school security.

New personnel among all partners, and new policies, plus a new group of kids to test the system, all suggest that at a minimum, meetings should be held at the beginning of the school year and as spring arrives, to review policies and procedures, and refresh expectations.

Objective #5: Develop a unified strategy for insuring traffic issues are understood and acted upon as health and safety issues.

Action #12: Develop a system to track and allow for mapping of auto, pedestrian and bike injuries.

Information for all traffic related injuries are not available from any one source. No accurate or useful assessment or planning can be done until data from all sources is routinely available.

Action #13: Routinely share the results of traffic data collection.

The Traffic Department regularly measures traffic volumes and speeds on selected streets. Neighbors only see this data when a neighborhood is targeted for a traffic study or calming. Good decision-making requires good information. Traffic staff can, by email or on a website, insure that ANC or other neighborhood groups, get copies of these reports and make results known through newsletters, neighborhood meetings and other means. Limited traffic count data is already available on the CACV website but much more and useful detail is available, but not on the website.

Action #14: Assess completeness of kid level circulation system. **BB**

The transportation system of a neighborhood is different for a kid than for an adult. Rather than streets and parking lots, it is sidewalks and bike racks, cut-throughs and threatening locations. Issues like cars parked blocking sidewalks, insufficient buffering between streets and play areas, all add danger to a kid's world, though they may not affect adults. The walk to school, to parks and common areas for biking, blading and scooters, all should be specifically examined to identify possible hazards.

Final Note

For anything to happen, it has to be someone's job to get it done. This plan assumes that Allen Neighborhood Center (ANC) is an action arm for the Eastside, providing an administrative base for volunteer programs, for keeping records over time, for securing and managing funds and for providing a contact point where widespread elements of the program can expect to get answers for their questions. Other neighborhood institutions may also assume this role in specific parts of the neighborhood.