# AGENDA

## City Council Discussion Only Meeting

**6:00 PM - Tuesday, May 19, 2026**

East Lansing Hannah Community Center

Public Comment - Email: council@cityofeastlansing.com or Call in: 312-626-6799, Toll free: 888-788-0099,

**Meeting ID: 821 8713 9609** No participant ID needed.

Page

1. **OPENING**

*"The City of East Lansing occupies the ancestral, traditional and contemporary lands of the Anishinaabeg – Three Fires Confederacy of Ojibwe, Odawa and Potawatomi peoples land ceded in the 1819 Treaty of Saginaw"*

1.1. Roll Call

1.2. Approval of the agenda

2. **COMMUNICATIONS**

2.1. Communications from the audience (In Person & Online)

2.2. Communications from the Mayor and Councilmembers

2.3. Communications from the City Manager

3. **CLOSED SESSION**

3.1. A closed session to discuss and consult with the City's attorneys regarding privileged and confidential attorney-client legal correspondence that is exempt from disclosure by state law under MCL 15.243(1)(g), as allowed under subsection 8(1)(h) of the Michigan Open Meetings Act

4. **DISCUSSION ITEMS**

4.1. Discussion of Police and Fire Department Updates. 2 - 17

Agenda Item Report - Pdf

4.2. Discussion of Proposed 2026 and 2027 Strategic Priorities 18 - 150

Agenda Item Report - Pdf

5. **ADJOURNMENT**

*Stay up-to-date on the latest East Lansing City Council discussions by signing up to receive City Council Meeting Recaps in your inbox at www.cityofeastlansing.com/enews.*

*Current Board and Commission vacancies can be found below. Interested community members can apply at https://cityofeastlansing.civicweb.net/Portal/BoardApplication/*

City Council Discussion Only

# AGENDA ITEM REPORT

**To:** City Council
**Subject:** Discussion of Police and Fire Department Updates.
**Meeting:** City Council Discussion Only - 19 May 2026
**Department:** Police
**Staff Contact:** Jennifer Brown, Police Chief

## BACKGROUND INFORMATION:

The East Lansing Police Department and Fire Departments are always looking for meaningful ways to keep our community informed and connected to the work being done on their behalf. To support that goal, the Police and Fire Departments will begin providing regular updates during City Council Discussion Only meetings to enhance transparency, accountability, and informed decision making. These updates will include information on community engagement efforts, staffing developments, key statistics, ongoing initiatives, and other important work happening within the departments. This is an opportunity to highlight the dedicated service of our personnel, and ensure residents have a clearer understanding of how we are working every day to keep East Lansing safe, informed, and supported.

## FINANCIAL IMPACT:

There is no financial impact.

## STRATEGIC PRIORITIES:

The Police and Fire updates are directly connected to one of the Police Department's strategic goals, particularly our commitment to the principles outlined in the Six Pillars of 21st Century Policing. One of those pillars emphasizes community policing. Community policing is about building trust, strengthening partnerships, and maintaining open lines of communication with the people we serve. By sharing regular updates about our work, initiatives, and challenges in a public forum, we are reinforcing transparency, accountability, and collaboration. This approach ensures our community remains informed and engaged while allowing us to better align our public safety efforts with the needs and expectations of the residents, businesses, and visitors we serve.

## ATTACHMENTS:

CIty of East Lansing Police Department City Council Discussion Only 5.14.26
ELFD Council Update 2026 April
ELFD Council Update Apr May 19, 2026

# City of East Lansing
# Police Department

May 19, 2026

# Hiring and Promotions

ELPD is pleased to announce the hirings of Marquis Washington and Christopher Mosby as our newest police officers, and promotion to the rank of Sergeant for Jordan Woodruff.

Officer Washington / Officer Mosby

Sgt. Woodruff

ELPD is currently budgeted for 55 sworn officers; currently at 47.

One officer is in the police academy; five have accepted conditional officers, and we have several applications still in the process.

# Training Update

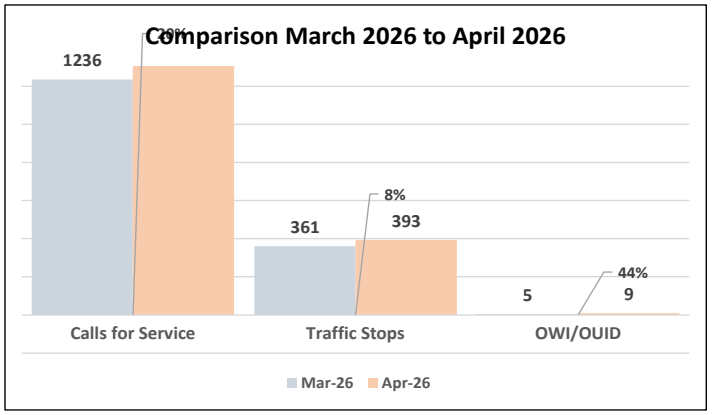
- Joe Smarro – De-Escalation, Trauma Recognition & Mental Resilience
  - Held May 11th-14th, 2026
- Dr. Ike McKinnon – Ethical Policing, Building Trust, Professionalism
  - Command trained – late 2025
  - Non-Supervisory police personnel - training scheduled for July 2026

# Technology and Transparency

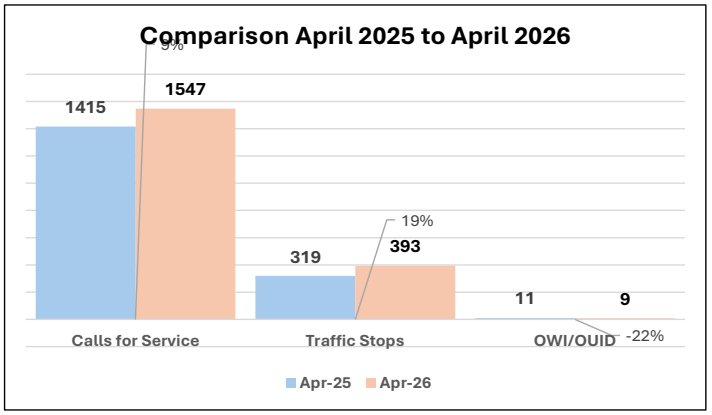
- ELPD continuing to work with Axon for development and implementation of Axon Standards, a platform that will streamline use of force reporting, complaint tracking and officer early intervention alerts
  - "Go Live" of this software is summer 2026
  - Weekly meetings to update progress of this customizable system

- Transparency page launched
  - Currently exploring options of better ways to display the data

# APRIL 2026 Statistics




Month to Month Comparison




Year by Year Comparison

CITY OF EAST LANSING

# ELPD – In the Community

- Kiwanis Egg Hunt at Patriarche Park
- Recruiting Event- Tech Forward: Men of Color
  - Showcase of careers in the trades, technology, and public service
- Citizens Police Academy Graduation
  - 19 citizens graduated

# Questions?

# EAST LANSING FIRE DEPARTMENT

Quality Services for a Quality Community

**Update to City Council**

**Reporting Period:** April 2026
**Prepared By:** John Newman, Interim Fire Chief **Submitted:** May 15, 2026

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**1) Executive Summary**

**Department Status:** Improving

**Key Wins:**

- Eight applications have been received for on open firefighter/paramedic position.

  Firefighter/Paramedics Ben Phinney and Kristy Virgin successfully completed

**Key Challenges / Constraints:**

- Three employees hired since July continue their paramedic training. This impacts the overtime budget, as additional staffing is required to accommodate their training related absences and ensure continued provision of emergency services.

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**2) Key Activity Snapshot**

**Total Calls:** 702 (decrease of 4 over March)

**Fire/Rescue/HAZMAT:** 235 (increase of 12) **EMS:** 442 (decrease of 26)

**Fire Prevention Safety Presentations/Code Enforcement:** 25

**Training:**

- A paramedic student from Lake Superior State University began a two-month internship with ELFD. Additionally, EMS students from Lansing Community College participated in ongoing clinical ride-alongs.
- Personnel participated in additional training for the Life Pack 35 cardiac monitors. This ongoing training reinforces the information from the initial instruction and ensures staff are thoroughly familiar with the monitors' capabilities and functions prior to deployment. Staff also conducted training on raising ground ladders, hoisting tools with rope, and climbing ladders while carrying equipment.
- Tower Rescue personnel began aircraft safety training with the Michigan State Police Aviation Unit.
- Deputy Chief Garron Vasilion successfully completed the HAZMAT Chemistry I certification course. Firefighter/Paramedic Dan Sanders successfully completed

the Rope Rescue Technician certification course. Firefighter/Paramedic Kevin Zimmerman successfully completed the Trench Rescue Operations certification course. Firefighter/Paramedics Ben Phinney and Kristy Virgin successfully completed the Fire Instructor I certification course.
- Personnel conducted HAZMAT Dress-out and Decon procedures with MSU Environmental, Health, and Safety Department.

**Additional EMS staffing requirements for large assembly MSU events:**

- 109.5 man hours for MSU events including sporting events, commencements, student activity events and Science Olympiad.

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**3) Operational Data**

**Incident Location Trends Impacting EMS Services:**

- 342 EMS calls occurred in the City of East Lansing (decrease of 26)
- 83 EMS calls occurred on MSU campus (increase of 10)
- 6 EMS calls occurred in Meridian Township (decrease of 6)
- 6 occurred in the City of Lansing (decrease of 6)
- 2 occurred in Lansing Township (increase of 1)
- 1 occurred in Bath Township (equal to March)
- 2 occurred in Delhi Township (increase of 1)

**Incident Trends Impacting Fire/Rescue/HAZMAT Services**

- 202 ambulance calls required fire truck assistance (increase of 5)
- 3 HAZMAT calls received – all on MSU campus (decrease of 1)
- 17 smoke, odor, carbon monoxide investigations
- 4 downed power line calls received (decrease of 1)
- 145 false fire alarm calls and public service calls received
- 3 structure fires, 1 was in Meridian Township (decrease of 2)
- 6 outdoor/rubbish fires – 1 on MSU campus (increase of 4)
- 0 vehicle fires (decrease of 1)

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**4) Staffing & Readiness**

**Authorized:** 57 **Filled:** 56 **Vacant:** 1

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**5) Community Risk Reduction & Engagement**

- 19 Fire and Life Safety Inspections
- 59 Reinspections
- 168 Total Residential Buildings Inspected
- 2 Assembly Inspections
- 9 Plan Reviews
- 2 Safety Education Presentations
- 15 Fire Drills
- 14 Warning Letters for Code Violations
- 10 Citations Issued for Noncompliance with Warning Letters
- 3 Fire Investigations

# East Lansing
# Fire Department

CITY OF EAST LANSING

## Metro HAZMAT Activation

- MSU Regional Chilled Water Plant
- Four outside departments responded
  - Meridian Township Fire Dept
  - City of Lansing Fire Dept
  - Delta Township Fire Dept
  - Delhi Township Fire Dept
- Mixture of Chlorine and

## April 2026

- 342 EMS calls occurred in the City of East Lansing
  - 145 EMS calls were to senior living and care facilities
  - 83 EMS calls occurred on MSU campus
  - 17 EMS calls were mutual aid given by ELFD
  - 2 EMS calls were mutual aid received from outside departments
- 235 Fire/Rescue/HAZMAT calls
  - 2 Fire calls were automatic aid received from outside departments
  - 1 Fire call was automatic aid given by ELFD
  - 1 HAZMAT call was mutual aid received from four outside departments

## April 2025

- 338 EMS calls occurred in the City of East Lansing
  - 127 EMS calls were to senior living and care facilities
  - 76 EMS calls occurred on MSU campus
  - 10 EMS calls were mutual aid given by ELFD
  - 5 EMS calls were mutual aid received from outside departments
- 129 Fire/Rescue/HAZMAT calls
  - 2 Fire calls were automatic aid received from outside departments
  - 1 Fire call was automatic aid given by ELFD
  - 1 HAZMAT call was mutual aid received from four outside departments

# Thank You

City Council Discussion Only

# AGENDA ITEM REPORT

| | |
|---|---|
| **To:** | City Council |
| **Subject:** | Discussion of Proposed 2026 and 2027 Strategic Priorities |
| **Meeting:** | City Council Discussion Only - 19 May 2026 |
| **Department:** | City Manager |
| **Staff Contact:** | Robert Belleman, City Manager |

## BACKGROUND INFORMATION:

May 19, 2026, Discussion Only meeting includes proposed 2026 and 2027 Strategic Priorities for City Council consideration. The proposed 2026 and 2027 Strategic Priorities were included in the Fiscal Year 2027 Preliminary Budget (pages 10-28), which are also attached to this agenda item.

The East Lansing City Council has established and updated a Strategic Priorities document to help guide the allocation of City resources and organizational focus over a two-year period. The document serves as a framework for aligning policy decisions, budgeting, and operational efforts with the community's most pressing needs and long-term goals.

As part of the development process for the proposed 2026 and 2027 Strategic Priorities, City departments and staff evaluated current initiatives, emerging challenges, operational needs, and opportunities for improvement within their respective service areas. Their recommendations helped inform the proposed priorities presented to Council for consideration.

The City's Proposed 2026 and 2027 Strategic Priorities are organized under six overarching categories: Financial Stability; Strong Economy; Sound Infrastructure & Environmental Sustainability; Safe Community; Sense of Place; and High Performing Government.

In January 2024, the City Council initiated the development of the City's 2024 and 2025 Strategic Priorities through a series of collaborative planning sessions and departmental presentations. The City Council formally adopted the 2024 and 2025 Strategic Priorities on May 14, 2024. Attached is a progress report on the 2024 and 2025 Strategic Priorities to assist you in understanding the status of these priorities. I wasn't planning on focusing on the 2024 and 2025 Strategic Priorities at this May 19, 2026 Discussion Only Meeting.

## ATTACHMENTS:

City of East Lansing - Vision and Values
Proposed 2026 and 2027 Strategic Priorities
(Presentation) Proposed 2026 and 2027 Strategic Priorities
2024 and 2025 Strategic Priorities

# CITY OF EAST LANSING

## *Our Vision*

*A dynamic and diverse organization - unified in purpose, investing in people and recognized for excellence in services to the community.*

## *Our Values*

*We value our **CUSTOMERS**, both internal and external, therefore we will be professional, courteous and responsive. We will pursue excellence in service delivery and strive to view things from the perspective of our customers.*

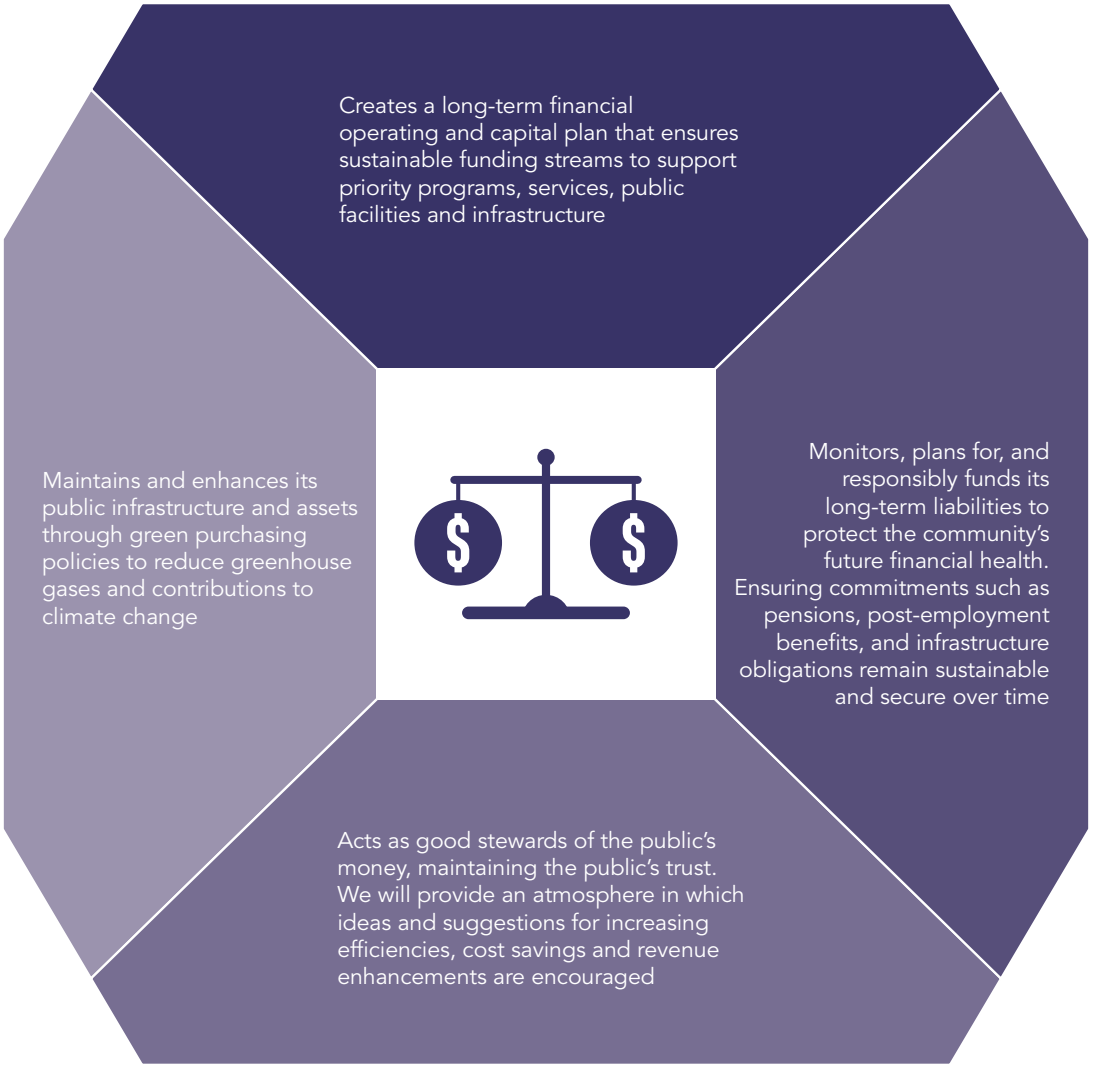
*We value **SOUND FINANCIAL PERFORMANCE**, therefore we will be good stewards of the public's money, maintaining the public's trust. We will provide an atmosphere in which ideas and suggestions for increasing efficiencies, cost savings and revenue enhancements, are encouraged.*

*We value providing **QUALITY WORK**, therefore we will strive to perform at the highest level while improving knowledge, skills and abilities. Our work will be solution-oriented, enhanced by asking questions and sharing knowledge.*

*We value **EACH OTHER**, therefore we will treat each other with fairness, dignity and courtesy. We will be mindful of the impact of individual behaviors on others and take responsibility for our own actions.*

*We value **DIVERSITY** in our customers and organization regardless of religion, race color, national origin, age height, weight, disability, sex, marital status, sexual orientation, student status or because of the use of adaptive aids. Therefore, we will strive to build a workforce that reflects this value as we work toward our common mission of providing **quality services for a quality community.***

# Strategic Priority
# Financial Stability



# Strategic Priority
# Strong Economy

# Strategic Priority
# Sound Infrastructure & Environmental Sustainability

# Strategic Priority
# Safe Community

# Strategic Priority
# Sense of Place

# Strategic Priority
# High-Performing Government

# Strategic Action Plan
# By Strategic Priority

## FINANCIAL STABILITY

**Financial Stability:** The City responsibly manages public resources to ensure long-term fiscal health. This includes maintaining balanced budgets, aligning spending with community priorities, preserving reserves, planning for future liabilities, and making data driven financial decisions that support consistent, reliable services.

**Goal One:** Increase program fee revenue in the Prime Time Senior Program by 3% through expansion of programming by end of FY2027.
**Action Item A:** Continue evaluation of room capacity usage through use of calendars for each dedicated space and determine where additional programs can be offered.
**Action Item B:** Achieve improved cost recovery for trips and luncheons by ensuring the total financial loss does not exceed $100 for FY2027.
**Action Item C:** Implement tracking methods to use for planning of each trip and luncheon to ensure ongoing cost analysis.
**Action Item D:** Explore best practices for offering trips and luncheons to reduce costs and increase revenue.

**Goal Two:** Apply Equity Criteria to 100% of budget proposals.
**Action Item A:** Work with Finance staff to administer training and use of the Budget Equity Primer to all staff during the budgeting process.

**Goal Three:** Continue to contribute 12-15% of revenues each year into a reserve fund to cash-fund future technological upgrades and facility repairs, as recommended by our Parking Master Plan.
**Action Item A:** Review revenue and expenses quarterly and report the status of the reserve fund. If the fund is not at a level sufficient to cash-fund required technology upgrades and facility repairs, the report will explain the shortfall, its causes, and proposed actions to close the gap.

**Goal Four:** Reduce transfer from the General Fund to the Parks and Recreation Fund by 10%.
**Action Item A:** Identify and pursue opportunities to diversify and increase revenues while improving program efficiency to reduce expenses.
**Action Item B:** Analyze current program expenses and fees to establish a cost recovery policy.
**Action Item C:** Evaluate and realign department staffing to reduce duplication of efforts, balanced with succession/ contingency planning.

**Goal Five:** Increase cost recovery within Fire Department by 3%.
**Action Item A:** Implementing and maintaining inspection fees for fire prevention fire and life safety inspections of licensed Class IV, V, and VI rental properties.

# Strategic Action Plan
# By Strategic Priority

## FINANCIAL STABILITY

**Financial Stability:** The City responsibly manages public resources to ensure long term fiscal health. This includes maintaining balanced budgets, aligning spending with community priorities, preserving reserves, planning for future liabilities, and making data driven financial decisions that support consistent, reliable services.

**Goal Six:** Identify and pursue additional revenue opportunities to decrease the financial impact of the Fire Department expenditures on the General Fund.
**Action Item A:** Perform a quantitative analysis of population density metrics and emergency incident response data to identify high-demand service areas and support the development of strategies for equitable and sustainable revenue management.
**Action Item B:** Evaluate current readiness and emergency response capacity by assessing existing investments in personnel, training, apparatus, equipment, and facilities, and align these findings with the population density and incident demand data to identify gaps and optimize resource allocation.

**Goal Seven:** Continue to have a clean audit opinion.
**Action Item A:** Complete monthly reconciliations for all cash and investments.
**Action Item B:** Coordinate with finance to address audit requests promptly and implement recommendations timely.
**Action Item C:** Provide ongoing training to treasury staff on internal controls and audit best practices.

**Goal Eight:** Strengthen the City's financial health by reducing its unfunded pension and retiree healthcare liabilities by at least 20%.
**Action Item A:** Contribute at least 80% of supplemental contributions to a surplus division.
**Action Item B:** Contribute at least 50% of budgeted supplemental payments by Dec. 31 to ensure impact on valuation.

**Goal Nine:** Update the City's cost allocation plan on a bi-annual basis.
**Action Item A:** Engage firm to update cost allocation plan utilizing June 30, 2026 data.
**Action Item B:** Meet with "provider" departments to refine criteria/metrics used to allocate costs.
**Action Item C:** Meet with "user" departments to confirm understanding and appropriateness of costs allocated.

# Strategic Action Plan
# By Strategic Priority

## STRONG ECONOMY

**Strong Economy:** The City supports a diverse and resilient local economy by fostering conditions where businesses can start, grow and thrive. This includes encouraging workforce development, attracting and retaining employers, supporting vibrant commercial districts and creating policies that strengthen the community's overall economic wellbeing.

**Goal One:** Increase City support of underserved individuals and women-owned businesses within the City and partner to develop and launch economic development initiatives focused on empowering small enterprises and advancing equity for underserved groups.
**Action Item A:** Partner with area economic development organizations to provide targeted assistance to six businesses.
**Action Item B:** Increase discretionary investment in underserved groups by 10%.

**Goal Two:** Focus on and facilitate targeted development and redevelopment efforts, particularly for underdeveloped, blighted, or environmentally contaminated sites.
**Action Item A:** Initiate engagement with property owners of underdeveloped, blighted or environmentally contaminated sites, in the City's Brownfield Inventory list. Provide tools, resources and guidance to support cleanup activities and support redevelopment, with a goal of working directly with two property owners.
**Action Item B:** Support targeted redevelopment efforts that transform underutilized commercial office space into housing, using tools such as the Brownfield Housing TIF to facilitate the redevelopment of one property.

**Goal Three:** Future Land Use category review and community engagement leading to a new Future Land Use Map.
**Action Item A:** First & second quarters of 2026: Seek community feedback on Future Land Use Map categories. Use graphics as well as written communication through a variety of written and virtual communication tools. Begin Planning Commission discussions of categories.
**Action Item B:** Second & third quarters of 2026: Planning Commission decision on new categories for the Future Land Use Map. Begin engaging the community using GIS and meetings to capture input on the map itself.
**Action Item C:** Third & fourth quarters of 2026: Decisions on new Future Land Use Map and adoption as minor Comprehensive Plan Update.
**Action Item D:** First & second quarters of 2027: Widely promote and distribute information about the new Future Land Use Map.

**Goal Four:** Adopt best practices to create a predictable and understandable development atmosphere for a variety of development in the City.
**Action Item A:** Throughout calendar year 2026 and early 2027 seek certification as a Redevelopment Ready Community.
**Action Item B:** Modify zoning ordinances and policies that align with best practices that are researched by staff that lead to effective and efficient flow of process for development in East Lansing.

# Strategic Action Plan
# By Strategic Priority

## SOUND INFRASTRUCTURE & ENVIRONMENTAL SUSTAINABILITY

**Sound Infrastructure & Environmental Sustainability:** The City invests in, maintains, and modernizes public infrastructure in ways that are safe, efficient, and resilient. At the same time, the City protects natural resources and promotes sustainable practices that reduce environmental impact and support long-term environmental health.

**Goal One:** Improve accessibility, safety, and resilience in City facilities by investing in capital improvement projects to address ADA compliance, improve physical security and upgrade life safety systems.
**Action Item A:** Assess City facilities for ADA compliance and prioritize projects.
**Action Item B:** Update the physical security audit of City facilities and prioritize projects that address security vulnerabilities.
**Action Item C:** Design and construct sidewalks, curb cuts and entrance improvements at City Hall.
**Action Item D:** Design and construct ADA-accessible pathway from parking lot to Northern Tail Dog Park entrance.
**Action Item E:** Design and construct improved curb cuts and pathways from accessible parking stalls to facility entrances at the Aquatic Center, Softball Complex and Soccer Complex.
**Action Item F:** Upgrade backup generators at City Hall and Hannah Community Center and add additional circuits to generator power.

**Goal Two:** Reduce utility consumption and operational emissions by investing in energy-efficiency improvements.
**Action Item A:** Invest in capital improvements that increase energy efficiency and reduce the City's carbon footprint.
**Action Item B:** Replace boilers and upgrade building management systems at City Hall and the Hannah Community Center.
**Action Item C:** Upgrade City Hall air handlers and related HVAC equipment to improve energy performance.
**Action Item D:** Advance on-site renewable energy projects, including DPW's solar initiative.
**Action Item E:** Update and apply Policy Resolution #2020-1 requirements to all future facility CIP projects.
**Action Item F:** Deliver an updated Climate Sustainability Plan and a public-facing metrics dashboard tracking the City's status and progress toward climate action goals.

**Goal Three:** Maintain 100% of urban forest through a proactive block pruning and risk management cycle and replace trees annually at a rate sufficient to offset mortality and removals.
**Action Item A:** Pruning all public trees on a 7-year cycle.
**Action Item B:** Plant a minimum of 300 trees annually and complete an updated canopy assessment to establish a current planting benchmark.

# Strategic Action Plan
# By Strategic Priority

## SOUND INFRASTRUCTURE & ENVIRONMENTAL SUSTAINABILITY

**Sound Infrastructure & Environmental Sustainability:** The City invests in, maintains, and modernizes public infrastructure in ways that are safe, efficient, and resilient. At the same time, the City protects natural resources and promotes sustainable practices that reduce environmental impact and support long-term environmental health.

**Goal Four:** Maintain city infrastructure, including streets, sidewalks, wastewater systems, water mains and parks through proactive maintenance and construction utilizing industry best practices and regulatory requirements.
**Action Item A:** Exercise all water system valves on a 10-year cycle.
**Action Item B:** Flush 1/3 of water system annually.
**Action Item C:** Replace all known galvanized and lead water service lines in 10 years.
**Action Item D:** Inspect all water towers on a 5-year cycle (next inspection due 2029).
**Action Item E:** Clean all catch basins on a 5-year cycle.
**Action Item F:** Sweep all streets five times per year.
**Action Item G:** Clean all sewers 15-inch diameter and under on a 5-year cycle.
**Action Item H:** Review hazardous sidewalk program in an effort to complete the city on a 10-year cycle by reviewing funding options and recommending ordinance/funding changes to the City Council (currently on a 30-year+ cycle).
**Action Item I:** Apply Pavement Surface Evaluation and Rating (PASER) informed treatments on streets with the goal of increasing the average PASER rating of the roadway network (8-10 Good, 5-7 Fair, 1-4 Poor).
**Action Item J:** Update the Transportation Asset Management Plan (last updated 2017).
**Action Item K:** Update the Water & Sewer rate model with the goal to increase funding in order to replace and/or rehabilitate water distribution system, sewer collections system, and Water Resource Recovery Facility rehabilitation and reconstruction projects in accordance with the State Revolving Fund Project Plan, Drinking Water Asset Management Plan and Wet Weather Resiliency Plan.
**Action Item L:** Upgrade water meters and reading system over a 5-year period to facilitate full remote reading, a customer service interface and the ability to provide monthly billing.
i. Pilot area completed in year one.
ii. Full phased project begins in year two.

**Goal Five:** Maintain all fleet assets through lifecycle replacement and preventative maintenance utilizing industry best practices.
**Action Item A:** Replace fleet assets per lifecycle utilizing age, condition, mileage, hours of service, redundancy and other industry factors.
**Action Item B:** Always maintain 90% of fleet in service for non-vendor dependent repairs.

**Goal Six:** Update and implement the City's Green Fleet Policy Resolution (2014-8) by implementing a vetting and approval process to ensure vehicles and equipment meet operational needs while minimizing fuel use and lifecycle costs.
**Action Item A:** Track number of vehicles purchased which are more fuel efficient than the vehicle being replaced.
**Action Item B:** Optimize routes, to improve operational efficiency, and reduce fuel use and emissions.

# Strategic Action Plan
# By Strategic Priority

## SOUND INFRASTRUCTURE & ENVIRONMENTAL SUSTAINABILITY

**Sound Infrastructure & Environmental Sustainability:** The City invests in, maintains, and modernizes public infrastructure in ways that are safe, efficient, and resilient. At the same time, the City protects natural resources and promotes sustainable practices that reduce environmental impact and support long-term environmental health.

**Goal Seven:** Implement sustainable and cost-effective landscaping practices.
**Action Item A:** Reduce mowing in non-active turf areas in parks and rights-of-way by naturalizing, pollinator friendly plantings, etc.
**Action Item B:** Reduce mowing in parks and rights-of-way by planting no-mow or low-mow turf options.
**Action Item C:** Reduce labor, equipment and watering requirements through landscape reduction (return to turf, artificial turf, naturalize, native plantings, etc).
**Action Item D:** Create greenspace management policy focused on native habitat restoration and reducing maintenance needs (mowing, brush cutting, etc).

**Goal Eight:** Investigate the feasibility of implementing a Stormwater Utility.
**Action Item A:** Meet with City Attorney to develop process.
**Action Item B:** Issue Feasibility Study RFP & Complete.
**Action Item C:** Present at Council Discussion Only Meeting.

**Goal Ten:** Continue to investigate feasibility of a circulator shuttle serving downtown and/or other areas.
**Action Item A:** Convene staff-led workgroup to discuss with external stakeholders.
**Action Item B:** Determine costs associated with this service, and identify funding sources.
**Action Item C:** Participate in Prime Time transportation event, seeking feedback from community on proposed service(s).

# Strategic Action Plan
# By Strategic Priority

## SAFE COMMUNITY

**Safe Community:** The City ensures the well-being of all residents, workers, and visitors through proactive public safety services, emergency preparedness, and strong community partnerships.

**Goal One:** Increase proactive traffic enforcement by 10% compared to 2025 baseline activity.
**Action Item A:** This will be achieved by implementing monthly targeted enforcement details focusing on high-crash and high-complaint areas. Once staffing allows, two officers will be dedicated to traffic enforcement. Traffic stops will be tracked by the police administrative assistant through Nexis Lexis and officer dailies.

**Goal Two:** Strengthen municipal fire and emergency response capabilities to reduce community risk, enhance public safety, and improve the City's ISO classification, directly lowering insurance costs and financial risk for residents, businesses and students.
**Action Item A:** Conduct an analysis and provide findings to the City Manager to support actions aimed at reducing the City's ISO rating by one point.

**Goal Three:** Increase awareness of transportation services available to seniors in the Greater East Lansing area using at least two outreach methods, reaching at least 200 community members by December 2026.
**Action Item A:** Complete area transportation detail inquiries.
**Action Item B:** Create a simple to use document providing transportation details obtained.
**Action Item C:** Explore and incorporate at least two methods to educate seniors on transportation services.

**Goal Four:** Investigate and respond to all complaints of over-occupancy & renting without a license.
**Action Item A:** Update policies around the intake and documentation of complaints of over-occupancy and renting without a rental license.
**Action Item B:** Report quarterly on the number of complaints received and number of cases that are closed.
**Action Item C:** Work with City attorneys to have policies that lead to successful case outcomes.

**Goal Five:** Launch annual community survey on safety and belonging.
**Action Item A:** Release survey during Q1 of 2027 with a survey completion date of June 2027 and a final report completion in October.

**Goal Six:** Complete 10% more training aligned with departmental priorities (e.g., de-escalation, leadership development, specialty skills, implicit bias).
**Action Item A:** Training will be tracked by number of hours through the department's training management system (Vector Solutions) and manually, with quarterly audits to ensure progress.

**Goal Seven:** Better manage data and increase transparency.
**Action Item A:** Develop and implement a centralized data dashboard that tracks key performance metrics (traffic stops, use of force, calls for service, crime trends, community engagement and training).

# Strategic Action Plan
# By Strategic Priority

## SAFE COMMUNITY

**Safe Community:** The City ensures the well-being of all residents, workers, and visitors through proactive public safety services, emergency preparedness, and strong community partnerships.

**Goal Eight:** Develop Business Continuity Plans (BCPs) for all City Departments, 54B District Court and East Lansing Public Library to establish strategic guidance for disaster recovery and business continuity. These plans should ensure that critical tasks, personnel and resources can be sustained at designated alternative sites.
**Action Item A:** Conduct training session on the Fire Department's Continuity of Operations Plan.
**Action Item B:** Encourage participation in FEMA ICS 100 and 200 courses for all directors and managers to align leadership with nationally recognized incident management standards and best practices.
**Action Item C:** Train staff on BCPs as directly affected.

**Goal Nine:** Develop policies and educate any organizations that express interest in hosting large scale events and activities on private or public property.
**Action Item A:** Review the types of past events and activities that have been held in the City (these are not events that are hosted by the City of East Lansing).
**Action Item B:** Resolve any unfunded work that these events have created for the city organization.
**Action Item C:** Contact organizers of past events and share all policies and timelines they would be working within to host large events.
**Action Item D:** Keep records of challenges and successes to be used for future events.

**Goal Ten:** Collaborate with ELPD and MSUDPPS for secure elections.
**Action Item A:** Establish monthly meetings to ensure effective communication.
**Action Item B:** Establish security plans for 2026 Elections.

**Goal Eleven:** Provide life safety training to 95% of staff across City departments, the Library, and the 54B District Court.
**Action Item A:** Complete "Stop the Bleed" training.
**Action Item B:** Complete Narcan (naloxone) training.
**Action Item C:** Complete basic first aid, CPR and AED training.

**Goal Twelve:** Update process for addressing neighborhood traffic issues.
**Action Item A:** Update Action Plan for Addressing Neighborhood Speeding & Traffic Issues.
**Action Item B:** Meet with neighborhoods in advance of street projects.
**Action Item C:** Coordinate with the Communications Dept. to develop public education materials.
**Action Item D:** Coordinate with ELPD on data collection efforts, speed radar sign installation and enforcement efforts.

# Strategic Action Plan
# By Strategic Priority

## SENSE OF PLACE

**Sense of Place:** The City cultivates a welcoming, distinctive and connected community where people feel pride and belonging. This includes supporting vibrant public spaces, arts and culture, neighborhood identity, community events and thoughtful development that enhances the city's unique character and quality of life.

**Goal One:** Support community connections and enhance quality of life by increasing participation in recreation programs by 10% over two years.
**Action Item A:** Identify and address barriers to participation through community outreach and analyzing program participation and demographic data.
**Action Item B:** Expand marketing and outreach efforts, including deliberate investment in outreach to underrepresented groups, to increase program participation and attract additional event rentals to the Hannah Community Center.
**Action Item C:** Expand and increase awareness of scholarship opportunities.
**Action Item D:** Leverage mutually beneficial partnerships to provide relevant opportunities that are responsive to community needs.

**Goal Two:** Implementation of a diverse range of supportive housing programs that meet varying needs.
**Action Item A:** Deliver services to six households utilizing a mix of supporting housing programs.
**Action Item B:** Convene regional stakeholders every quarter to develop five recommended steps to strengthen supportive services for individuals experiencing homelessness.

**Goal Three:** Build collaborative placemaking initiatives with residents, businesses and community partners to activate and improve shared spaces.
**Action Item A:** Implement three collaborative placemaking initiatives that are designed with businesses and community partners that activate and improve shared spaces.

**Goal Four:** Increase community outreach and engagement by educating the community on the three branches of government and their roles.
**Action Item A:** Provide civics education to East Lansing students through the "Community Court" program and field trips.
**Action Item B:** Host Mandela Scholars and similar MSU affiliated programs to educate on the American judicial system.
**Action Item C:** Host annual Law Day and Constitution Day activities and events.
**Action Item D:** Provide internship opportunities for MSU students.

**Goal Five:** Increase community engagement activities by 10% compared to 2025 levels.
**Action Item A:** While this will primarily be the responsibility of the Neighborhood Resource Specialist (NRS team), sworn officers will provide assistance. The department will track participation and feedback, and a semiannual report will be shared with the community summarizing impact and outreach.

**Goal Six:** Increase recycling participation, including piloting multi-family recycling to identify barriers and opportunities.
**Action Item A:** Multi-family pilot area completed.
**Action Item B:** Increase curbside participation.

# Strategic Action Plan
# By Strategic Priority

## SENSE OF PLACE

**Sense of Place:** The City cultivates a welcoming, distinctive, and connected community where people feel pride and belonging. This includes supporting vibrant public spaces, arts and culture, neighborhood identity, community events, and thoughtful development that enhances the city's unique character and quality of life.

**Goal Seven:** Implement a robust and meaningful welcome packet for new residents.
**Action Item A:** Work with neighborhood associations on identifying and distributing material to new residents.
**Action Item B:** Assist neighborhood associations in growing their communications-sharing abilities.
**Action Item C:** Cultivate methods for delivering welcome packets digitally to those who are not part of a strong neighborhood association.
**Action Item D:** Continue to engage on topics that matter to residents.

**Goal Eight:** Celebrate the 250th anniversary of the United States and recognize other important historic milestones for the City of East Lansing.
**Action Item A:** Pull together a group of stakeholders to identify 125 people, places and events that shaped East Lansing in conjunction with the 250th anniversary of the United States and prior to the City's 125th anniversary in 2032.
**Action Item B:** Work with the Parks, Recreation and Arts department to celebrate 100 years of the East Lansing Hannah Community Center building in 2026.

# Strategic Action Plan
# By Strategic Priority

## HIGH-PERFORMING GOVERNMENT

**High-Performing Government:** The City delivers excellent public service through transparency, accountability and continuous improvement. This includes efficient operations, data-driven decision making, strong customer service, effective communication, and collaboration across departments to meet community needs with professionalism and integrity. The City is committed to encouraging professional development and a positive, supportive work environment.

**Goal One:** Ensure high efficiency and fiscal responsibility with Election Administration.
**Action Item A:** Collaborating with the City's Communications Department to develop weekly election updates and voter information pieces on all platforms on which the City has a social media presence.
**Action Item B:** Consolidate precincts from 17 precincts down to 13.
**Action Item C:** Utilize LEO Election grant to offset costs associated with running elections.
**Action Item D:** Establish permanent Early Voting and Election Day Voter on Michigan State University's campus allowing consistency for signage, communications and messaging for future election cycles.
**Action Item E:** Collaborate with City sponsored events to hold voter information and registration drives.

**Goal Two:** Enhancing digitization and accessibility of records.
**Action Item A:** Locate a grant to offset the cost.
**Action Item B:** Send out an RFP to assess the cost of digitizing records city-wide.
**Action Item C:** Clean up internal folders city-wide to ensure documents are housed properly and accessible to all staff.

**Goal Three:** Review and updating of city ordinances and policy resolutions.
**Action Item A:** Implement changes approved through the new Rental License Chapter (Chapter 7), review and adoption of the 2021 International Property Maintenance Code with any necessary amendments, review and update of any building codes to align with the State.

**Goal Four:** Engage in needed collaborations with other branches of government.
**Action Item A:** Continue participating in building security meetings.
**Action Item B:** Continue participating in Parking Task Force meetings.
**Action Item C:** Meet ELPD and MSUDPPS stakeholders to discuss changes/improvements to the online traffic resolution process.

# Strategic Action Plan
# By Strategic Priority

## HIGH-PERFORMING GOVERNMENT

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**Goal Five:** Train 100% of City staff in culture education and responsiveness.
**Action Item A:** Provide mandatory annual culturally responsive and building a culture of inclusion and belonging training for all staff and elected officials.
**Action Item B:** Offer quarterly Lunch & Learns focused on topics related to cultural responsiveness & respect, disability awareness, inclusive customer engagement and service, strategies to build an inclusive work culture and psychological safety.
**Action Item C:** Incorporate cultural responsiveness and equity training in new employee onboarding.
**Action Item D:** Develop and maintain a centralized staff resource library.
**Action Item E:** Collect staff feedback following training to assess effectiveness and identify future training needs.

**Goal Six:** Publish semi-annual income tax updates on the City website.
**Action Item A:** Develop a standard update template covering key income tax highlights.
**Action Item B:** Review income tax data with the income tax administrator monthly to ensure accuracy and consistency.

**Goal Seven:** Research and deploy a single source time management system compatible with New World.
**Action Item A:** Engage with New World for time & attendance implementation.
**Action Item B:** Review/update backend of New World to integrate with time & attendance.
**Action Item C:** Roll out implementation with at least three payroll departments.

**Goal Eight:** Migrate three enterprise applications to Cloud.
**Action Item A:** Maintain GIS and Asset Management Systems ensuring accurate, scalable, secure technology.

**Goal Nine:** Increase the number of Public Works staff holding professional licenses and certifications.
**Action Item A:** Water Distribution (S1–S4), Wastewater (A–D), Engineering (FE and PE), SESC, PACP/MACP, PASER, Urban Forestry (ISA Certified Arborist), and Fleet (SOM or ASE Light and Heavy-Duty Mechanic certifications, MIOSHA Level I and II).

**Goal Ten:** Implement HR technology to increase efficiency and effectiveness of the HR department.
**Action Item A:** Implement Applicant Tracking System (ATS).
**Action Item B:** Implement Onboarding System.
**Action Item C:** Implement Learning Management System (LMS).

# Strategic Action Plan
# By Strategic Priority

## HIGH-PERFORMING GOVERNMENT

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**Goal Eleven:** Conduct an annual employment engagement survey to establish a baseline for engagement measure.
**Action Item A:** Select vendor for survey.
**Action Item B:** Develop survey questions.
**Action Item C:** Conduct survey with at least 70% response rate.
**Action Item D:** Analyze data from survey and compare to past surveys.

**Goal Twelve:** Develop Leadership New Hire Orientation.
**Action Item A:** Identify purpose and desired outcomes of the leadership orientation program.
**Action Item B:** Identify key policies, procedures and organizational expectations to include.
**Action Item C:** Develop materials.

**Goal Thirteen:** Complete an I-9 audit.
**Action Item A:** Develop an I-9 audit plan and timeline.
**Action Item B:** Review the inventory of 100% active employee I-9 forms.
**Action Item C:** Identify and document all missing or incomplete I-9 forms.
**Action Item D:** Correct allowable I-9 errors.

**Goal Fourteen:** Continue to improve understanding of citizen engagement.
**Action Item A:** Increase tracking of social media metrics and improve algorithmic response.
**Action Item B:** Implement more short-form video by making one 60 second video per month.
**Action Item C:** Ensure that the City is meeting website accessibility guidelines to comply with ADA Title II updates.

**Goal Fifteen:** Strengthen inter-agency partnerships while expanding training opportunities without duplicating resources.
**Action Item A:** Invite neighboring fire departments to conduct joint training at the new training facility, executing at least three regional training partnerships and hosting a minimum of six joint training events within the first 18 months of facility operation.
**Action Item B:** Develop agreements that allow participating departments to provide qualified instructors for shared training programs.

# Strategic Action Plan
# By Strategic Priority

## HIGH-PERFORMING GOVERNMENT

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**Goal Sixteen:** Increase online registrations by an average of 2% during the first week of quarterly registrations by implementing a more user-friendly online process for senior program registration by December 2027.
**Action Item A:** Evaluate additional credit card processing for use of MySeniorCenter online registration portal.
**Action Item B:** If MySeniorCenter portal is determined to not be a viable option, explore resources for changing online registration form already in use.
**Action Item C:** Evaluate education needs for online registration method selected.
**Action Item D:** Provide education to users.

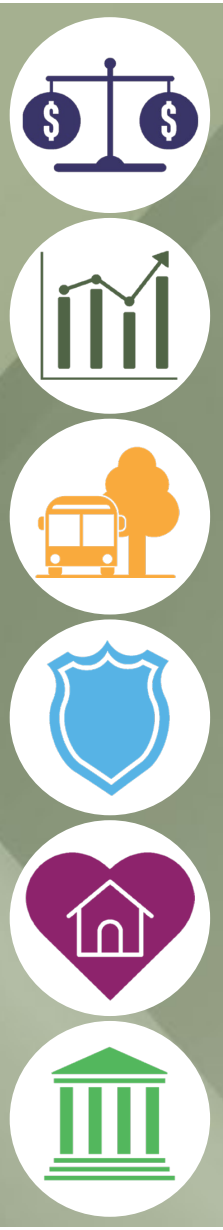
**Goal Seventeen:** Increase online payment usage by 5% each year.
**Action Item A:** Promote online payments through the City website, utility bills, tax bills and social media.
**Action Item B:** Create online payment instructions to improve user experience.
**Action Item C:** Work on finding new secure and reliable online payment options.

**Goal Eighteen:** Maintain a robust highly qualified workforce with an employee turnover rate lower than industry average of 9% - 18%.
**Action Item A:** Continue implementation and enhancement of new hire navigator program.
**Action Item B:** Continue implementation and enhancement of quarterly new hire onboarding.
**Action Item C:** Increase employee engagement with worksite wellness program by expanding program objectives to emphasize mental health and emotional wellness while continuing to promote physical health and nutrition.

# 2026 AND 2027 STRATEGIC PRIORITIES

## City of East Lansing
## Strategic Planning Initiative

Serving as a guiding framework for the allocation of City resources over a two-year period.



# FINANCIAL STABILITY

The City responsibly manages public resources to ensure long term fiscal health. This includes maintaining balanced budgets, aligning spending with community priorities, preserving reserves, planning for future liabilities, and making data driven financial decisions that support consistent, reliable services.

**Goal One:** Increase program fee revenue in the Prime Time Senior Program by 3% through expansion of programming by end of FY2027.

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| **Action Item A:** | Continue evaluation of room capacity usage through use of calendars for each dedicated space and determine where additional programs can be offered. |
| **Action Item B:** | Achieve improved cost recovery for trips and luncheons by ensuring the total financial loss does not exceed $100 for FY2027. |
| **Action Item C:** | Implement tracking methods to use for planning of each trip and luncheon to ensure ongoing cost analysis. |
| **Action Item D:** | Explore best practices for offering trips and luncheons to reduce costs and increase revenue. |

# FINANCIAL STABILITY

**Goal Two:** Apply Equity Criteria to 100% of budget proposals.

**Action Item A:** Work with Finance staff to administer training and use of the Budget Equity Primer to all staff during the budgeting process.

**Goal Three:** Continue to contribute 12-15% of revenues each year into a reserve fund to cash-fund future technological upgrades and facility repairs, as recommended by our Parking Master Plan.

**Action Item A:** Review revenue and expenses quarterly and report the status of the reserve fund. If the fund is not at a level sufficient to cash-fund required technology upgrades and facility repairs, the report will explain the shortfall, its causes, and proposed actions to close the gap.

# FINANCIAL STABILITY

**Goal Four:** Reduce transfer from the General Fund to the Parks and Recreation Fund by 10%.

**Action Item A:** Identify and pursue opportunities to diversify and increase revenues while improving program efficiency to reduce expenses.

**Action Item B:** Analyze current program expenses and fees to establish a cost recovery policy.

**Action Item C:** Evaluate and realign department staffing to reduce duplication of efforts, balanced with succession/contingency planning.

**Goal Five:** Increase cost recovery within Fire Department by 3%.

**Action Item A:** Implementing and maintaining inspection fees for fire prevention fire and life safety inspections of licensed Class IV, V, and VI rental properties.

# FINANCIAL STABILITY

**Goal Six:** Identify and pursue additional revenue opportunities to decrease the financial impact of Fire Department expenditures on the General Fund.

**Action Item A:** Perform a quantitative analysis of population density metrics and emergency incident response data to identify high-demand service areas and support the development of strategies for equitable and sustainable revenue management.

**Action Item B:** Evaluate current readiness and emergency response capacity by assessing existing investments in personnel, training, apparatus, equipment, and facilities, and align these findings with the population density and incident demand data to identify gaps and optimize resource allocation.

**Goal Seven:** Continue to have a clean audit opinion.

**Action Item A:** Complete monthly reconciliations for all cash and investments.

**Action Item B:** Coordinate with finance to address audit requests promptly and implement recommendations timely.

**Action Item C:** Provide ongoing training to treasury staff on internal controls and audit best practices.

# FINANCIAL STABILITY

**Goal Eight:** Strengthen the City's financial health by reducing its unfunded pension and retiree healthcare liabilities by at least 20%.

- **Action Item A:** Contribute at least 80% of supplemental contributions to a surplus division.
- **Action Item B:** Contribute at least 50% of budgeted supplemental payments by Dec. 31 to ensure impact on valuation.

**Goal Nine:** Update the City's cost allocation plan on a bi-annual basis.

- **Action Item A:** Engage firm to update cost allocation plan utilizing June 30, 2026, data.
- **Action Item B:** Meet with "provider" departments to refine criteria/metrics used to allocate costs.
- **Action Item C:** Meet with "user" departments to confirm understanding and appropriateness of costs allocated.

# STRONG ECONOMY

The City supports a diverse and resilient local economy by fostering conditions where businesses can start, grow and thrive. This includes encouraging workforce development, attracting and retaining employers, supporting vibrant commercial districts and creating policies that strengthen the community's overall economic wellbeing.

**Goal One:** Increase City support of underserved individuals and women-owned businesses within the City and partner to develop and launch economic development initiatives focused on empowering small enterprises and advancing equity for underserved groups.

**Action Item A:** Partner with area economic development organizations to provide targeted assistance to six businesses.

**Action Item B:** Increase discretionary investment in underserved groups by 10%.

# STRONG ECONOMY

**Goal Two:** Focus on and facilitate targeted development and redevelopment efforts, particularly for underdeveloped, blighted, or environmentally contaminated sites.

**Action Item A:** Initiate engagement with property owners of underdeveloped, blighted or environmentally contaminated sites, in the City's Brownfield Inventory list. Provide tools, resources and guidance to support cleanup activities and support redevelopment, with a goal of working directly with two property owners.

**Action Item B:** Support targeted redevelopment efforts that transform underutilized commercial office space into housing, using tools such as the Brownfield Housing TIF to facilitate the redevelopment of one property.

# STRONG ECONOMY

**Goal Three:** Future Land Use category review and community engagement leading to a new Future Land Use Map.

**Action Item A:** First & second quarters of 2026: Seek community feedback on Future Land Use Map categories. Use graphics as well as written communication through a variety of written and virtual communication tools. Begin Planning Commission discussions of categories.

**Action Item B:** Second & third quarters of 2026: Planning Commission decision on new categories for the Future Land Use Map. Begin engaging the community using GIS and meetings to capture input on the map itself.

**Action Item C:** Third & fourth quarters of 2026: Decisions on new Future Land Use Map and adoption as minor Comprehensive Plan Update.

**Action Item D:** First & second quarters of 2027: Widely promote and distribute information about the new Future Land Use Map.

# STRONG ECONOMY

**Goal Four:** Adopt best practices to create a predictable and understandable development atmosphere for a variety of development in the City.

**Action Item A:** Throughout calendar year 2026 and early 2027 seek certification as a Redevelopment Ready Community.

**Action Item B:** Modify zoning ordinances and policies that align with best practices that are researched by staff that lead to effective and efficient flow of process for development in East Lansing.

# SOUND INFRASTRUCTURE & ENVIRONMENTAL SUSTAINABILITY

The City invests in, maintains, and modernizes public infrastructure in ways that are safe, efficient, and resilient. At the same time, the City protects natural resources and promotes sustainable practices that reduce environmental impact and support long-term environmental health.

**Goal One:** Improve accessibility, safety, and resilience in City facilities by investing in capital improvement projects to address ADA compliance, improve physical security and upgrade life safety systems.

- **Action Item A:** Assess City facilities for ADA compliance and prioritize projects.
- **Action Item B:** Update the physical security audit of City facilities and prioritize projects that address security vulnerabilities.
- **Action Item C:** Design and construct sidewalks, curb cuts and entrance improvements at City Hall.
- **Action Item D:** Design and construct ADA-accessible pathway from parking lot to Northern Tail Dog Park entrance.
- **Action Item E:** Design and construct improved curb cuts and pathways from accessible parking stalls to facility entrances at the Aquatic Center, Softball Complex and Soccer Complex.
- **Action Item F:** Upgrade backup generators at City Hall and Hannah Community Center and add additional circuits to generator power.

# SOUND INFRASTRUCTURE & ENVIRONMENTAL SUSTAINABILITY

**Goal Two:** Reduce utility consumption and operational emissions by investing in energy-efficiency improvements.

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| **Action Item A:** | Invest in capital improvements that increase energy efficiency and reduce the City's carbon footprint. |
| **Action Item B:** | Replace boilers and upgrade building management systems at City Hall and the Hannah Community Center. |
| **Action Item C:** | Upgrade City Hall air handlers and related HVAC equipment to improve energy performance. |
| **Action Item D:** | Advance on-site renewable energy projects, including DPW's solar initiative. |
| **Action Item E:** | Update and apply Policy Resolution #2020-1 requirements to all future facility CIP projects. |
| **Action Item F:** | Deliver an updated Climate Sustainability Plan and a public-facing metrics dashboard tracking the City's status and progress toward climate action goals. |

# SOUND INFRASTRUCTURE & ENVIRONMENTAL SUSTAINABILITY

**Goal Three:** Maintain 100% of urban forest through a proactive block pruning and risk management cycle and replace trees annually at a rate sufficient to offset mortality and removals.

**Action Item A:** Pruning all public trees on a 7-year cycle.

**Action Item B:** Plant a minimum of 300 trees annually and complete an updated canopy assessment to establish a current planting benchmark.

**Goal Four:** Maintain city infrastructure, including streets, sidewalks, wastewater systems, water mains and parks through proactive maintenance and construction utilizing industry best practices and regulatory requirements.

**Action Item A:** Exercise all water system valves on a 10-year cycle.

**Action Item B:** Flush 1/3 of water system annually.

**Action Item C:** Replace all known galvanized and lead water service lines in 10 years.

**Action Item D:** Inspect all water towers on a 5-year cycle (next inspection due 2029).

**Action Item E:** Clean all catch basins on a 5-year cycle.

**Action Item F:** Sweep all streets five times per year.

**Action Item G:** Clean all sewers 15-inch diameter and under on a 5-year cycle.

# SOUND INFRASTRUCTURE & ENVIRONMENTAL SUSTAINABILITY

**Goal Four (continued):** Maintain city infrastructure, including streets, sidewalks, wastewater systems, water mains and parks through proactive maintenance and construction utilizing industry best practices and regulatory requirements.

**Action Item H:** Review hazardous sidewalk program in an effort to complete the city on a 10-year cycle by reviewing funding options and recommending ordinance/funding changes to the City Council (currently on a 30-year+ cycle).

**Action Item I:** Apply Pavement Surface Evaluation and Rating (PASER) informed treatments on streets with the goal of increasing the average PASER rating of the roadway network (8-10 Good, 5-7 Fair, 1-4 Poor).

**Action Item J:** Update the Transportation Asset Management Plan (last updated 2017).

**Action Item K:** Update the Water & Sewer rate model with the goal to increase funding in order to replace and/or rehabilitate water distribution system, sewer collections system, and Water Resource Recovery Facility rehabilitation and reconstruction projects in accordance with the State Revolving Fund Project Plan, Drinking Water Asset Management Plan and Wet Weather Resiliency Plan.

# SOUND INFRASTRUCTURE & ENVIRONMENTAL SUSTAINABILITY

**Goal Four (continued):** Maintain city infrastructure, including streets, sidewalks, wastewater systems, water mains and parks through proactive maintenance and construction utilizing industry best practices and regulatory requirements.

**Action Item L:** Upgrade water meters and reading system over a 5-year period to facilitate full remote reading, a customer service interface and the ability to provide monthly billing.

**i:** Pilot area completed in year one.

**ii:** Full phased project begins in year two.

**Goal Five:** Maintain all fleet assets through lifecycle replacement and preventative maintenance utilizing industry best practices.

**Action Item A:** Replace fleet assets per lifecycle utilizing age, condition, mileage, hours of service, redundancy and other industry factors.

**Action Item B:** Always maintain 90% of fleet in service for non-vendor dependent repairs.

# SOUND INFRASTRUCTURE & ENVIRONMENTAL SUSTAINABILITY

**Goal Six:** Update and implement the City's Green Fleet Policy Resolution (2014-8) by implementing a vetting and approval process to ensure vehicles and equipment meet operational needs while minimizing fuel use and lifecycle costs.

- **Action Item A:** Track number of vehicles purchased which are more fuel efficient than the vehicle being replaced.
- **Action Item B:** Optimize routes, to improve operational efficiency, and reduce fuel use and emissions.

**Goal Seven:** Implement sustainable and cost-effective landscaping practices.

- **Action Item A:** Reduce mowing in non-active turf areas in parks and rights-of-way by naturalizing, pollinator friendly plantings, etc.
- **Action Item B:** Reduce mowing in parks and rights-of-way by planting no-mow or low-mow turf options.
- **Action Item C:** Reduce labor, equipment and watering requirements through landscape reduction (return to turf, artificial turf, naturalize, native plantings, etc).
- **Action Item D:** Create greenspace management policy focused on native habitat restoration and reducing maintenance needs (mowing, brush cutting, etc).

# SOUND INFRASTRUCTURE & ENVIRONMENTAL SUSTAINABILITY

**Goal Eight:** Investigate the feasibility of implementing a Stormwater Utility.

- **Action Item A:** Meet with City Attorney to develop process.
- **Action Item B:** Issue Feasibility Study RFP & Complete.
- **Action Item C:** Present at Council Discussion Only Meeting.

**Goal Nine:** Review curbside trash & recycling process (cart inventory, fees, overfilled, who can get a cart, etc.)

- **Action Item A:** Complete inventory of what is in the system.
- **Action Item B:** Eliminate additional non-paid carts.
- **Action Item C:** Develop a policy for rubbish, recycling and yard waste collection to address overfilled carts, carts not out, recycling contamination, yard waste violations, etc. Add cameras to trucks to monitor collection policy violations.

# SOUND INFRASTRUCTURE & ENVIRONMENTAL SUSTAINABILITY

**Goal Ten:** Continue to investigate feasibility of a circulator shuttle serving downtown and/or other areas.

| | |
|---|---|
| **Action Item A:** | Convene staff-led workgroup to discuss with external stakeholders |
| **Action Item B:** | Determine costs associated with this service, and identify funding sources. |
| **Action Item C:** | Participate in Prime Time transportation event, seeking feedback from community on proposed service(s). |

# Safe Community

The City ensures the well-being of all residents, workers, and visitors through proactive public safety services, emergency preparedness, and strong community partnerships.

**Goal One:** Increase proactive traffic enforcement by 10% compared to 2025 baseline activity.

**Action Item A:** This will be achieved by implementing monthly targeted enforcement details focusing on high-crash and high-complaint areas. Once staffing allows, two officers will be dedicated to traffic enforcement. Traffic stops will be tracked by the police administrative assistant through Nexis Lexis and officer dailies.

**Goal Two:** Strengthen municipal fire and emergency response capabilities to reduce community risk, enhance public safety, and improve the City's ISO classification, directly lowering insurance costs and financial risk for residents, businesses and students.

**Action Item A:** Conduct an analysis and provide findings to the City Manager to support actions aimed at reducing the City's ISO rating by one point.

# Safe Community

**Goal Three:** Increase awareness of transportation services available to seniors in the Greater East Lansing area using at least two outreach methods, reaching at least 200 community members by December 2026.

- **Action Item A:** Complete area transportation detail inquiries.
- **Action Item B:** Create a simple to use document providing transportation details obtained.
- **Action Item C:** Explore and incorporate at least two methods to educate seniors on transportation services.

**Goal Four:** Investigate and respond to all complaints of over-occupancy & renting without a license.

- **Action Item A:** Update policies around the intake and documentation of complaints of over-occupancy and renting without a rental license.
- **Action Item B:** Report quarterly on the number of complaints received and number of cases that are closed.
- **Action Item C:** Work with City attorneys to have policies that lead to successful case outcomes.

# Safe Community

**Goal Five:** Launch annual community survey on safety and belonging.

**Action Item A:** Release survey during Q1 of 2027 with a survey completion date of June 2027 and a final report completion in October.

**Goal Six:** Complete 10% more training aligned with departmental priorities (e.g., de-escalation, leadership development, specialty skills, implicit bias).

**Action Item A:** Training will be tracked by number of hours through the department's training management system (Vector Solutions) and manually, with quarterly audits to ensure progress.

**Goal Seven:** Better manage data and increase transparency.

**Action Item A:** Develop and implement a centralized data dashboard that tracks key performance metrics (traffic stops, use of force, calls for service, crime trends, community engagement and training).

# Safe Community

**Goal Eight:** Develop Business Continuity Plans (BCPs) for all City Departments, 54B District Court and East Lansing Public Library to establish strategic guidance for disaster recovery and business continuity. These plans should ensure that critical tasks, personnel and resources can be sustained at designated alternative sites.

**Action Item A:** Conduct training session on the Fire Department's Continuity of Operations Plan.

**Action Item B:** Encourage participation in FEMA ICS 100 and 200 courses for all directors and managers to align leadership with nationally recognized incident management standards and best practices.

**Action Item C:** Train staff on BCPs as directly affected.

# Safe Community

**Goal Nine:** Develop policies and educate any organizations that express interest in hosting large scale events and activities on private or public property.

- **Action Item A:** Review the types of past events and activities that have been held in the City (these are not events that are hosted by the City of East Lansing).
- **Action Item B:** Resolve any unfunded work that these events have created for the city organization.
- **Action Item C:** Contact organizers of past events and share all policies and timelines they would be working within to host large events.
- **Action Item D:** Keep records of challenges and successes to be used for future events.

**Goal Ten:** Collaborate with ELPD and MSUDPPS for secure elections.

- **Action Item A:** Establish monthly meetings to ensure effective communication.
- **Action Item B:** Establish security plans for 2026 Elections.

# Safe Community

**Goal Eleven:** Provide life safety training to 95% of staff across City departments, the Library, and the 54B District Court.

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# Sense of Place

**Goal Four:** Increase community outreach and engagement by educating the community on the three branches of government and their roles.

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- **Action Item C:** Host annual Law Day and Constitution Day activities and events.
- **Action Item D:** Provide internship opportunities for MSU students.

**Goal Five:** Increase community engagement activities by 10% compared to 2025 levels.

- **Action Item A:** While this will primarily be the responsibility of the Neighborhood Resource Specialist (NRS team), sworn officers will provide assistance. The department will track participation and feedback, and a semiannual report will be shared with the community summarizing impact and outreach.

# Sense of Place

**Goal Six:** Increase recycling participation, including piloting multi-family recycling to identify barriers and opportunities.

- **Action Item A:** Multi-family pilot area completed.
- **Action Item B:** Increase curbside participation.

**Goal Seven:** Implement a robust and meaningful welcome packet for new residents.

- **Action Item A:** Work with neighborhood associations on identifying and distributing material to new residents.
- **Action Item B:** Assist neighborhood associations in growing their communications-sharing abilities.
- **Action Item C:** Cultivate methods for delivering welcome packets digitally to those who are not part of a strong neighborhood association.
- **Action Item D:** Continue to engage on topics that matter to residents.

# Sense of Place

**Goal Eight:** Celebrate the 250th anniversary of the United States and recognize other important historic milestones for the City of East Lansing.

**Action Item A:** Pull together a group of stakeholders to identify 125 people, places and events that shaped East Lansing in conjunction with the 250th anniversary of the United States and prior to the City's 125th anniversary in 2032.

**Action Item B:** Work with the Parks, Recreation and Arts department to celebrate 100 years of the East Lansing Hannah Community Center building in 2026.

# High-Performing Government

The City delivers excellent public service through transparency, accountability and continuous improvement. This includes efficient operations, data-driven decision making, strong customer service, effective communication, and collaboration across departments to meet community needs with professionalism and integrity. The City is committed to encouraging professional development and a positive, supportive work environment.

**Goal One:** Ensure high efficiency and fiscal responsibility with Election Administration.

- **Action Item A:** Collaborating with the City's Communications Department to develop weekly election updates and voter information pieces on all platforms on which the City has a social media presence.
- **Action Item B:** Consolidate precincts from 17 precincts down to 13.
- **Action Item C:** Utilize LEO Election grant to offset costs associated with running elections.
- **Action Item D:** Establish permanent Early Voting and Election Day Voter on Michigan State University's campus allowing consistency for signage, communications and messaging for future election cycles.
- **Action Item E:** Collaborate with City sponsored events to hold voter information and registration drives.

# High-Performing Government

**Goal Two:** Enhancing digitization and accessibility of records.

- **Action Item A:** Locate a grant to offset the cost.
- **Action Item B:** Send out an RFP to assess the cost of digitizing records city-wide.
- **Action Item C:** Clean up internal folders city-wide to ensure documents are housed properly and accessible to all staff.

**Goal Three:** Review and updating of city ordinances and policy resolutions.

- **Action Item A:** Implement changes approved through the new Rental License Chapter (Chapter 7), review and adoption of the 2021 International Property Maintenance Code with any necessary amendments, review and update of any building codes to align with the State.

**Goal Four:** Engage in needed collaborations with other branches of government.

- **Action Item A:** Continue participating in building security meetings.
- **Action Item B:** Continue participating in Parking Task Force meetings.
- **Action Item C:** Meet ELPD and MSUDPPS stakeholders to discuss changes/improvements to the online traffic resolution process.

# High-Performing Government

**Goal Five:** Train 100% of City staff in culture education and responsiveness.

- **Action Item A:** Provide Mandatory annual Culturally Responsive and Building a Culture of Inclusion and Belonging Training for all staff and elected officials.
- **Action Item B:** Offer Quarterly Lunch & Learns focused on topics related to Cultural Responsiveness & Respect, Disability Awareness, Inclusive Customer Engagement and Service, Strategies to Build an Inclusive Work Culture, Psychological Safety
- **Action Item C:** Incorporate Cultural Responsiveness and Equity Training in New Employee Onboarding
- **Action Item D:** Develop and Maintain a Centralized Staff resource Library
- **Action Item E:** Collect staff feedback following training to assess effectiveness and identify future training needs

**Goal Six:** Publish semi-annual income tax updates on the City website.

- **Action Item A:** Develop a standard update template covering key income tax highlights.
- **Action Item B:** Review income tax data with the income tax administrator monthly to ensure accuracy and consistency.

# High-Performing Government

**Goal Seven:** Research and deploy a single source time management system compatible with New World.

- **Action Item A:** Engage with New World for time & attendance implementation.
- **Action Item B:** Review/update backend of New World to integrate with time & attendance.
- **Action Item C:** Roll out implementation with at least three payroll departments.

**Goal Eight:** Migrate three enterprise applications to Cloud.

- **Action Item A:** Maintain GIS and Asset Management Systems ensuring accurate, scalable, secure technology.

**Goal Nine:** Increase the number of Public Works staff holding professional licenses and certifications.

- **Action Item A:** Water Distribution (S1–S4), Wastewater (A–D), Engineering (FE and PE), SESC, PACP/MACP, PASER, Urban Forestry (ISA Certified Arborist), and Fleet (SOM or ASE Light and Heavy-Duty Mechanic certifications, MIOSHA Level I and II).

# High-Performing Government

**Goal Ten:** Implement HR technology to increase efficiency and effectiveness of the HR department.

- **Action Item A:** Implement Applicant Tracking System (ATS).
- **Action Item B:** Implement Onboarding System.
- **Action Item C:** Implement Learning Management System (LMS).

**Goal Eleven:** Conduct an annual employment engagement survey to establish a baseline for engagement measure.

- **Action Item A:** Select vendor for survey.
- **Action Item B:** Develop survey questions.
- **Action Item C:** Conduct survey with at least 70% response rate.
- **Action Item D:** Analyze data from survey and compare to past surveys.

**Goal Twelve:** Develop Leadership New Hire Orientation.

- **Action Item A:** Identify purpose and desired outcomes of the leadership orientation program.
- **Action Item B:** Identify key policies, procedures and organizational expectations to include.
- **Action Item C:** Develop materials.

# High-Performing Government

**Goal Thirteen:** Complete an I-9 audit.

- **Action Item A:** Develop an I-9 audit plan and timeline.
- **Action Item B:** Review the inventory of 100% active employee I-9 forms.
- **Action Item C:** Identify and document all missing or incomplete I-9 forms.
- **Action Item D:** Correct allowable I-9 errors.

**Goal Fourteen:** Continue to improve understanding of citizen engagement.

- **Action Item A:** Increase tracking of social media metrics and improve algorithmic response.
- **Action Item B:** Implement more short-form video by making one 60 second video per month.
- **Action Item C:** Ensure that the City is meeting website accessibility guidelines to comply with ADA Title II updates.

# High-Performing Government

**Goal Fifteen:** Strengthen inter-agency partnerships while expanding training opportunities without duplicating resources.

- **Action Item A:** Invite neighboring fire departments to conduct joint training at the new training facility, executing at least three regional training partnerships and hosting a minimum of six joint training events within the first 18 months of facility operation.
- **Action Item B:** Develop agreements that allow participating departments to provide qualified instructors for shared training programs.

**Goal Sixteen:** Increase online registrations by an average of 2% during the first week of quarterly registrations by implementing a more user-friendly online process for senior program registration by December 2027.

- **Action Item A:** Evaluate additional credit card processing for use of MySeniorCenter online registration portal.
- **Action Item B:** If MySeniorCenter portal is determined to not be a viable option, explore resources for changing online registration form already in use.
- **Action Item C:** Evaluate education needs for online registration method selected.
- **Action Item D:** Provide education to users.

# High-Performing Government

**Goal Seventeen:** Increase online payment usage by 5% each year.

- **Action Item A:** Promote online payments through the City website, utility bills, tax bills and social media.
- **Action Item B:** Create online payment instructions to improve user experience.
- **Action Item C:** Work on finding new secure and reliable online payment options.

**Goal Eighteen:** Maintain a robust highly qualified workforce with an employee turnover rate lower than industry average of 9% - 18%.

- **Action Item A:** Continue implementation and enhancement of new hire navigator program.
- **Action Item B:** Continue implementation and enhancement of quarterly new hire onboarding.
- **Action Item C:** Increase employee engagement with worksite wellness program by expanding program objectives to emphasize mental health and emotional wellness while continuing to promote physical health and nutrition.

**Goal One:** To become the region's preferred municipal employer by reducing employee turnover by 5%.

**Category - High Performing Government: Good Governance**

| | PR1 | PR2 | PR3 | PR4 | PR5 | PR6 |
|---|---|---|---|---|---|---|
| **Action Item A:** Reviewing, updating and creating personnel policies which are adaptable to a changing workforce. | 80% | 90% | - | - | - | ✓ |
| **Action Item B:** Developing and implementing a robust training program with emphasis on effective leadership; supervision; strong customer service and developing specialty technical skills. | 10% | 10% | - | - | - | ↑ |
| **Action Item C:** Creating a culture that supports physical, emotional and mental wellbeing for a healthy work/life balance through elements like hybrid work, exercise and meditation activities, and other programs. | 25% | 30% | - | - | - | ↑ |
| **Action Item D:** Coordinating outreach and recruitment methods through strategic partnerships to maximize ability to recruit from a diverse, broad spectrum of potential candidates. Developing, writing and implementing organization wide equity standards. | 25% | 50% | - | - | - | ↓ |
| **Action Item E:** Conducting a job classification and total compensation study to ensure that the City is offering competitive compensation and benefits, and align to findings. | 25% | 65% | - | - | - | ✓ |
| **Action Item F:** Establishing a mentorship program to help new employees integrate into the City's organizational culture. | 0% | 0% | - | - | - | ✓ |
| **Action Item G:** Offering open houses, job shadowing and recruitment opportunities for local students and community members interested in local government careers. | 0% | 0% | - | - | - | ↑ |
| **Action Item H:** Developing and implementing an impactful diversity, equity and inclusion training with 100% participation from the workforce. | 75% | 80% | - | - | - | ↑ |

**Goal Two:** To deploy and upgrade technology to streamline operations and improve internal and external user experience.

**Category - High Performing Government: Good Governance**

| | | | | | | |
|---|---|---|---|---|---|---|
| **Action Item A:** Deploying audio/visual equipment in meeting spaces for enhanced experience and ensure quality participation.<br>1. Deploy 16 microphone portable system for use in meeting rooms and train staff in set up operations.<br>2. Deploying a permanent multi-functional audiovisual system in the East Lansing Hannah Community Center banquet room that is sized and specified for this space and purpose. | **PR1**<br>75% | **PR2**<br>80% | **PR3**<br>- | **PR4**<br>- | **PR5**<br>- | **PR6**<br>✓ |
| **Action Item B:** Working to digitize City records that must be retained by law. | **PR1**<br>- | **PR2**<br>- | **PR3**<br>- | **PR4**<br>- | **PR5**<br>- | **PR6**<br>↑ |
| **Action Item C:** Implementing online business licensing. | **PR1**<br>0% | **PR2**<br>15% | **PR3**<br>- | **PR4**<br>- | **PR5**<br>- | **PR6**<br>???? |
| **Action Item D:** Identifying and deploying an electronic human resources system.<br>1. To enrich the onboarding experience for new employees.<br>2. To enhance the City's recruitment efforts.<br>3. Applicant Tracking System (ATS)- Create an easier application experience for applicants. Allow for data collection on what sites bring the most applicants. Streamline interview scheduling. Allow for passive recruiting.<br>4. Electronic Benefit Enrollment - minimize human error in benefit enrollments and information updates while making the processes more efficient. | **PR1**<br>18% | **PR2**<br>18% | **PR3**<br>- | **PR4**<br>- | **PR5**<br>- | **PR6**<br>↑ |
| **Action Item E:** Using a vendor software program to track training, pay and scheduling of Election Inspectors. | **PR1**<br>- | **PR2**<br>- | **PR3**<br>- | **PR4**<br>- | **PR5**<br>- | **PR6**<br>✓ |
| **Action Item F:** Geographic Information Systems/Automated Mapping (GIS/AM): Enhancing public facing options for permitting, shifting to online. | **PR1**<br>85% | **PR2**<br>90% | **PR3**<br>- | **PR4**<br>- | **PR5**<br>- | **PR6**<br>✓ |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Action Item G:** Electronic filing for City Income Tax. | **PR1** 35% | **PR2** 75% | **PR3** - | **PR4** - | **PR5** - | **PR6** ✓ |
| **Action Item H:** Upgrading water meters and reading system to provide direct user interface and to facilitate monthly water and sewer billing. | **PR1** 30% | **PR2** 35% | **PR3** - | **PR4** - | **PR5** - | **PR6** → |
| **Action Item I:** Researching and deploying a single source time management system compatible with finance software. | **PR1** 5% | **PR2** 5% | **PR3** - | **PR4** - | **PR5** - | **PR6** ↑ |

**Goal Three:** Remain a responsive municipality by ensuring local laws and policies are relevant and increase input from all stakeholders.

**Category - High Performing Government: Good Governance**

| | | | | | | |
|---|---|---|---|---|---|---|
| **Action Item A:** Appointing a Charter Review Committee for the purpose of making recommendations to City Council on possible Charter revisions. | **PR1** 50% | **PR2** 65% | **PR3** - | **PR4** - | **PR5** - | **PR6** ✓ |
| **Action Item B:** Incorporating inclusive and accessible economic development practices into existing economic policies, procedures and projects. | **PR1** 0% | **PR2** 15% | **PR3** - | **PR4** - | **PR5** - | **PR6** ↓ |
| **Action Item C:** Continuing to implement the six pillars of 21st Century Policing, which includes: community policing and crime reduction, technology and social media, and officer training and education. These community policing initiatives provide for the police to build stronger relationships and partnerships within the East Lansing community. A Community Engagement Officer(CEO) will be appointed this spring to continue with community policing initiatives. The Crime Analyst in Residence (CAR) program will continue providing relevant crime analysis to personnel that identify effective crime reduction strategies. | **PR1** 50% | **PR2** 68% | **PR3** - | **PR4** - | **PR5** - | **PR6** ↓ |

**Goal Four:** To strengthen public trust and community connection in the City of East Lansing through enhancing its communication program.

**Category - High Performing Government: Good Governance**

| | PR1 | PR2 | PR3 | PR4 | PR5 | PR6 |
|---|---|---|---|---|---|---|
| **Action Item A:** Meeting with stakeholders through focus groups and surveys (seniors, downtown businesses, neighborhood presidents, others) to get their feedback on the best way to communicate City news on projects, programs and services. | 25% | 55% | - | - | - | ↑ |
| **Action Item B:** Coordinating and scheduling training for Councilmembers, directors, administrators and those who frequently speak with media. | 25% | 30% | - | - | - | ↑ |
| **Action Item C:** Adapting City's methods of communication to enhance community engagement. | 20% | 35% | - | - | - | ↑ |
| **Action Item D:** Conducting a needs assessment of the whole community, providing ample opportunities for community input and visioning, and focusing community and staff input into a clear vision for the five-year Parks Plan with 10% public participation response rate. | 50% | 100% | - | - | - | ✓ |
| **Action Item E:** Increasing communication of ongoing operations, projects and planned projects. | - | - | - | - | - | ↑ |
| **Action Item F:** Re-engaging an active partnership with Michigan State University and East Lansing Public Schools. | - | - | - | - | - | ↑ |

**Goal Five:** To support and enhance Democracy by ensuring safe and secure access to voting, encouraging voter registration and enhancing voter education through accurate information sharing and increasing overall community turnout in early voting.

**Category - High Performing Government: Good Governance**

| | PR1 | PR2 | PR3 | PR4 | PR5 | PR6 |
|---|---|---|---|---|---|---|
| **Action Item A:** Recruiting a minimum of 350-400 election inspectors to staff the City's 17 Election Day precincts, the Absentee Ballot Counting Board, Early Voting Centers with co-located polling locations and Election Day Vote Centers. | 40% | 100% | - | - | - | ✓ |
| **Action Item B:** Collaborating with the City's Communications Department to develop weekly election updates and voter information pieces on all platforms on which the City has a social media presence. | 30% | 100% | - | - | - | ✓ |
| **Action Item C:** Providing election inspector training weekly beginning in September of 2024. | 20% | 100% | - | - | - | ✓ |
| **Action Item D:** Working with Michigan State University, the League of Women Voters, Voters Not Politicians, Promote the Vote, the American Civil Liberties Union and other partners to develop a communications strategy encouraging voter registration and early voting. | 40% | 100% | - | - | - | ✓ |
| **Action Item E:** Training and credentialing at least 30 League of Women Voters and Voters Not Politicians volunteers to provide triage, wayfinding and line management during Early Voting and on Election Day. | 100% | 100% | - | - | - | ✓ |
| **Action Item F:** Establishing 30 volunteers as "trusted sources of information" through communication and make sure they are visibly identifiable by wearing fluorescent vests with the word "Elections" across the front and back ("Yellowjackets"). | 40% | 100% | - | - | - | ✓ |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Action Item G:** Hosting two Early Voting Centers in November of 2024, one on campus and one off, with extended hours and days on campus. | **PR1** 40% | **PR2** 100% | **PR3** - | **PR4** - | **PR5** - | **PR6** ✓ |
| **Action Item H:** Hosting at least one evening, fun voting event in conjunction with the City of Ann Arbor and work with the local faith community to plan a “Souls to the Polls” event during early voting. | **PR1** 50% | **PR2** 100% | **PR3** - | **PR4** - | **PR5** - | **PR6** ✓ |
| **Action Item I:** Obtaining a facility safety assessment of City Hall by the Department of Homeland Security as well as continuing to participate in a minimum of two tabletop emergency planning exercises led by the Secretary of State. | **PR1** 65% | **PR2** 100% | **PR3** - | **PR4** - | **PR5** - | **PR6** ✓ |
| **Action Item J:** Collaborating with the East Lansing and Michigan State University Police Departments to ensure safe and secure elections in monthly meetings starting in May 2024. | **PR1** 45% | **PR2** 100% | **PR3** - | **PR4** - | **PR5** - | **PR6** ✓ |

**Goal Six:** To strengthen the City's financial health by reducing its unfunded pension and retiree healthcare liabilities by at least 20% and encourage expansion of its revenues.

**Category - High Performing Government: Good Governance**

| | | | | | | |
|---|---|---|---|---|---|---|
| **Action Item A:** Establishing a financial health review team for best practices in pension and other post-employment benefit financing, current pension and retiree healthcare benefits and revenue enhancements and cost containment ideas. | **PR1** 5% | **PR2** 5% | **PR3** - | **PR4** - | **PR5** - | **PR6** ✓ |
| **Action Item B:** Updating economic development incentives and other economic development programming with a focus on small businesses and marginalized populations. | **PR1** 0% | **PR2** 15% | **PR3** - | **PR4** - | **PR5** - | **PR6** ↓ |
| **Action Item C:** Prioritizing and supporting specific development and redevelopment opportunities, including City-owned priority sites and underutilized, blighted and/or environmentally contaminated sites. | **PR1** 15% | **PR2** 20% | **PR3** - | **PR4** - | **PR5** - | **PR6** ↑ |
| **Action Item D:** Engaging Maximus to update the City's cost allocation plan. | **PR1** 25% | **PR2** 50% | **PR3** ?? | **PR4** - | **PR5** - | **PR6** ✓ |
| **Action Item E:** Continuing to improve income tax process and collection efforts. | **PR1** 25% | **PR2** 65% | **PR3** ?? | **PR4** - | **PR5** - | **PR6** ↑ |

**Goal Seven:** To be responsible stewards of the environment by reducing or eliminating reliance on carbon and reducing activities that adversely impact climate change.

**Category - High Quality Environment: Environmental Sustainability**

| | PR1 | PR2 | PR3 | PR4 | PR5 | PR6 |
|---|---|---|---|---|---|---|
| **Action Item A:** Leveraging human experience and policy resources to establish five best practices for parks, facilities, trail and greenspace management that are environmentally sustainable and responsive to emerging climate needs. | 25% | 50% | - | - | - | ✓ |
| **Action Item B:** Evaluating facilities for opportunities to increase energy efficiency, reduce carbon footprint and promote climate resiliency, and incorporate findings into maintenance plans and the Capital Improvement Program. | 40% | 50% | - | - | - | ↑ |
| **Action Item C:** Incorporating increased attention to invasive species management and repopulating lands with native, pollinator friendly planting while updating the five-year Park Plan and completing the Stewardship Master Plan. | 50% | 100% | - | - | - | ✓ |
| **Action Item D:** Increasing recycling participation by 4% over two years. | 50% | 60% | - | - | - | ↑ |
| **Action Item E:** Increasing maintenance of City trees to increase health and longevity. | 75% | 75% | - | - | - | ↑ |
| **Action Item F:** Piloting low emission vehicles to set conditions for wider implementation. | 50% | 100% | - | - | - | ✓ |
| **Action Item G:** Completing the City's Comprehensive Plan update late 2024 with a focus on housing, sustainability and public health. | 25% | 65% | - | - | - | ✓ |
| **Action Item H:** Aligning the City's current property maintenance code in alignment with the 2018 International Property Maintenance Code. | 15% | 20% | - | - | - | ↑ |

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|---|---|---|---|---|---|---|
| **Action Item I:** Researching and recommending funding options associated with stormwater management. | **PR1** 15% | **PR2** 40% | **PR3** - | **PR4** - | **PR5** - | **PR6** ↑ |
| **Action Item J:** Investigating the feasibility of establishing a circulator shuttle in the downtown area. | **PR1** 10% | **PR2** 10% | **PR3** - | **PR4** - | **PR5** - | **PR6** → |

**Goal Eight:** Foster a thriving culture that celebrates diversity in City sponsored events, activities and programs by increasing the number of events and engagement of constituencies.

**Category - Vibrant Economy and Development**

| | | | | | | |
|---|---|---|---|---|---|---|
| **Action Item A:** Continuing to work with the Human Rights Commission (HRC) to host community sessions and events focused on equity outcomes and inclusion of marginalized communities. Increase participation in HRC Coffee and Conversations by 5%. | **PR1** 75% | **PR2** 75% | **PR3** - | **PR4** - | **PR5** - | **PR6** ↑ |
| **Action Item B:** Providing cultural education and capacity building for community members, East Lansing City Council and Boards/Commissions. Facilitate 10 hours of cultural education and capacity building for Boards/Commissions. Host one community forum on a social justice issue. | **PR1** 20% | **PR2** 0% | **PR3** - | **PR4** - | **PR5** - | **PR6** ↑ |
| **Action Item C:** Supporting City of East Lansing cultural celebrations and events and increase participation in cultural celebrations by 5%. | **PR1** 75% | **PR2** 90% | **PR3** - | **PR4** - | **PR5** - | **PR6** ↑ |
| **Action Item D:** Identifying and eliminating barriers to participation and engagement through community outreach. | **PR1** ∞ | **PR2** ∞ | **PR3** - | **PR4** - | **PR5** - | **PR6** ↑ |
| **Action Item E:** Evaluating and deploying methods to increase participation by underrepresented groups in City-funded programs and events. | **PR1** ∞ | **PR2** ∞ | **PR3** - | **PR4** - | **PR5** - | **PR6** ↑ |
| **Action Item F:** Increasing representation of BIPOC, LGBTQ+ communities and faith-based organizations within Boards/Commissions. | **PR1** ∞ | **PR2** ∞ | **PR3** - | **PR4** - | **PR5** - | **PR6** ↑ |

**Goal Nine:** To increase housing options and affordability by constructing 1,100 housing units over five years.

**Category - Vibrant Economy and Development**

| | PR1 | PR2 | PR3 | PR4 | PR5 | PR6 |
|---|---|---|---|---|---|---|
| **Action Item A:** Establishing a security deposit program for low- to moderate-income East Lansing prospective renters. | 0% | 25% | - | - | - | ✓ |
| **Action Item B:** Continuing to investigate and develop programs to provide opportunities for homeownership for income qualified households. | ∞ | ∞ | - | - | - | ↓ |

**Goal Ten:** To enhance the City's skyline, tree canopy and utility reliability by relocating utilities underground.

**Category - Enhanced Public Assets: Enhanced Transportation & Infrastructure**

| | PR1 | PR2 | PR3 | PR4 | PR5 | PR6 |
|---|---|---|---|---|---|---|
| **Action Item A:** Developing a policy or a pilot project exploring--and when financially feasible--relocating aboveground utilities.<br><br>I. April-June of 2024: Coordinate with the Board of Water and Light (BWL) and other utilities with lines on poles for cost estimates.<br><br>II. August of 2024: Provide initial concept to City Council with costs and receive guidance and requests for information (RFI) from Council.<br><br>III. September 2024: RFI and question report back to Council, review development standards to require that new constructions bury utilities.<br><br>IV. November 2024: Tentative meeting with the BWL. | 70% | 80% | - | - | - | → |

# Goal One

*To become the region's preferred municipal employer by reducing employee turnover by 5%.*

**A. Review, update and create personnel policies which are adaptable to a changing workforce.**

**Departments Involved:** Human Resources; Prime Time Senior Programs

**Key Actions:**
Human Resources (HR) conducted a comprehensive review of existing policies and created several new policies to address organizational needs. All updated and newly developed policies were presented to employees during an all-staff meeting on April 22, 2025. HR also established a formal procedure for ongoing policy maintenance, requiring a review every six months. The first of these semiannual reviews is currently nearing completion.

Prime Time Senior Programs updated its departmental policies and procedures manual, with all revisions reviewed and approved by the City Attorney. The department is also identifying additional areas where new policies or procedures may be needed to improve clarity and communication.

**Outcomes/Progress:**
Both HR and Senior Programs completed significant policy updates, resulting in more current, consistent and legally reviewed guidance for staff. HR additionally implemented a recurring review cycle to ensure policies remain up to date.

**Final Status:** Completed

**Carried Forward:** No

## B. Develop and implement a robust training program with emphasis on effective leadership; supervision; strong customer service; develop specialty technical skills.

**Departments Involved:** Human Resources; Information Technology (supporting)

**Key Actions:**
Human Resources (HR), in collaboration with Information Technology, attended demonstrations of four Human Resources Information Systems (HRIS) that include Learning Management System (LMS) capabilities. HR also provided the City Manager with a course catalog from a leadership development firm for potential implementation. While preparing for future HRIS deployment, the department utilized the Employee Assistance Program to engage employees in interim training opportunities. Additionally, HR completed leadership-focused training on the Family and Medical Leave Act, the Americans with Disabilities Act, and Discrimination and Harassment and began department-by-department delivery of employee-level Discrimination and Harassment training, with full completion anticipated by spring 2026.

**Outcomes/Progress:**
Significant groundwork was completed, including system evaluations, leadership training, and the rollout of employee compliance training. The remaining components of the goal are dependent on selecting and implementing an HRIS with LMS functionality, which is slated for early 2026.

**Final Status:** Progressing

**Carried Forward:** Yes-repurposed into a new goal for FY26–27, dependent on LMS implementation.

## C. Create a culture that supports physical, emotional, and mental wellbeing for a healthy work/life balance through elements like hybrid work, exercise and meditation activities, and other programs.

**Departments Involved:** Human Resources; Parks, Recreation and Arts; Diversity, Equity and Inclusion; Communications; East Lansing Police; East Lansing Public Library

**Key Actions:**
Human Resources (HR) reestablished the City's Wellness Committee and conducted an employee survey to identify wellness priorities. Some survey informed initiatives have already been implemented, and several updated employment policies introduced on April 22, 2025 were designed to support work life balance and a healthier workplace culture. HR also collaborated with the Parks, Recreation and Arts Department (PRA) on wellness initiatives and supported the City's adoption of paid parental leave for nonunion and most union employees.

PRA developed and implemented multiple Worksite Wellness challenges focused on achievable health goals, habit building, increased physical activity, cardiovascular health and social/emotional wellbeing.

The Diversity, Equity and Inclusion office (DEI) continued monthly meetings of the Equity Ambassadors, a multi-department group focused on building inclusive leadership skills and guiding DEI related training and initiatives. The group also supported activities recognizing Public Service Recognition Week for the past two years.

The Communications Department transitioned the monthly employee newsletter to Mailchimp to improve design quality and accessibility.

The Police Department supported wellness through work-from-home options where applicable, provisions for officers to exercise during the workday, ongoing availability of Silas (the comfort dog) for mental health support and an active Peer Support Team trained to assist employees.

The East Lansing Public Library (ELPL) identified roles eligible for hybrid or remote work and currently has two staff serving in hybrid positions, with additional flexibility offered to other eligible employees. Flex time, regular director office hours, skip level check ins, and staff led Shout Outs have strengthened workplace culture. ELPL also invested in staff training including deescalation, teen engagement, neurodivergence awareness and Stop the Bleed. Two internal committees—Whole Person and Sustainable Library—continue to support wellbeing and workload sustainability, and a staff survey is planned to assess overall employee needs.

**Outcomes/Progress:**
The City made substantial progress in enhancing employee wellness, workplace flexibility, recognition and cultural belonging. Updated policies, new wellness programming, supervisor and staff engagement practices and a variety of training investments reflect a coordinated, City-wide effort. Approximately 50% of the overall goal has been completed, with remaining work focused on expanding and formalizing wellness and cultural initiatives across departments.

**Final Status:** Progressing

**Carried Forward:** Yes-repurposed into a new goal.

**D. Coordinate outreach and recruitment methods through strategic partnerships to maximize ability to recruit from a diverse, broad spectrum of potential candidates. Develop, write and implement organization wide equity standards.**

**Departments Involved:** Human Resources

**Key Actions:**
Human Resources developed a list of diverse job boards intended to broaden outreach for open positions. However, implementation of a more expansive recruitment process was paused due to insufficient organizational buy-in.

**Outcomes/Progress:**
Preliminary research and resource development were completed, but the initiative did not advance beyond planning. Broader deployment was assessed as not feasible under current operational and organizational conditions.

**Final Status:** Progression lost

**Carried Forward:** No

## E. Conduct a Job Classification & Total Compensation Study ensuring the city is offering competitive compensation & benefits and align to findings.

**Departments Involved:** Human Resources

**Key Actions:**
Human Resources (HR) partnered with Segal, Inc.  in August 2024 to conduct a comprehensive wage and job classification study to evaluate the City's competitiveness in compensation and benefits. The study has progressed throughout 2024 and 2025, with ongoing coordination between HR and Segal to ensure accuracy and alignment with organizational needs.

**Outcomes/Progress:**
This work fulfills the City's commitment to a Total Compensation Study that supports competitive pay and benefit structures. The project is nearing completion, with final results expected in January 2026.

**Final Status:** Completed

**Carried Forward:** No

## F. Establish mentorship program to help new employees integrate into the City's organizational culture.

**Departments Involved:** Human Resources

**Key Actions:**
Human Resources developed a new hire mentor program designed to improve onboarding and early employee engagement. The program is scheduled to launch in December 2025. Work on a parallel mentor program for existing employees has not yet begun.

**Outcomes/Progress:**
The City successfully completed the development of the new hire mentor program, meeting the intended deliverable for this goal. Additional mentorship initiatives for current staff may be considered in future planning cycles.

**Final Status:** Completed

**Carried Forward:** No

## G. Offer open houses, job shadowing, and recruitment opportunities for local students and community members interested in local government careers.

**Departments Involved:** East Lansing Police;
Department of Public Works and Environmental Services; East Lansing Public Library

**Key Actions:**
The East Lansing Police Department (ELPD) hosted a Citizen Police Academy in spring 2025 to strengthen community engagement and provide residents with insight into police operations. ELPD also continued its internship program, taking on one aspiring police officer each semester and adding a social work intern in fall 2025 to support community focused initiatives.

The Department of Public Works' Engineering Division supported workforce development by hosting a Lansing Community College engineering student for a job shadow in fall 2025 and employing a Michigan State University engineering student as a summer intern in 2025.

The East Lansing Public Library (ELPL) expanded its internship and career development opportunities by hosting two graduate level library science interns from Wayne State University and the University of Iowa. Additionally, ELPL began transitioning its Communications Intern role into a permanent part-time position, strengthening both operational continuity and community engagement pathways.

**Outcomes/Progress:**
The City made meaningful progress in providing educational and career development opportunities across multiple departments. Internship programs, job shadowing experiences, and community oriented academies contributed to broader workforce exposure and strengthened departmental pipelines. Further expansion and formalization of these opportunities will continue under the ongoing strategic goal.

**Final Status:** Progressing

**Carried Forward:** Yes

## H. Develop and implement an impactful diversity, equity and inclusion training with 100% participation from the workforce.

**Departments Involved:** East Lansing Police; Diversity, Equity and Inclusion

**Key Actions:**
The East Lansing Police Department (ELPD) hosted diversity, equity and inclusion training for all supervisors in September, strengthening leadership understanding of inclusive practices and departmentwide expectations.

The Diversity, Equity and Inclusion office (DEI) continued its monthly "Lunch and Learn" series for all City staff, featuring rotating topics and presentations from local organizations and nonprofit educators, including The Salus Center and the Mid-Michigan Autism Association. These sessions provided ongoing learning opportunities, with lunch offered to attendees. DEI also implemented post-event surveys to gather staff feedback and guide future programming.

**Outcomes/Progress:**
Both ELPD and DEI advanced staff training and cultural learning across the organization. Supervisor-level DEI training supported leadership development, while monthly Lunch and Learn sessions offered consistent opportunities for staff education and engagement. Data collection through post event surveys has begun to inform improvements to the program. Overall progress reflects steady advancement of the goal, with continued development planned.

**Final Status:** Progressing

**Carried Forward:** Yes-repurposed into a new goal.

# Goal Two

*To deploy and upgrade technology to streamline operations and improve internal and external user experience.*

## A. Deploy audio/visual equipment in meeting spaces for enhanced experience and ensure quality participation.

1. **Deploy 16 microphone portable systems for use in meeting rooms and train staff in set up operations.**

2. **Deploy permanent multi-functional audiovisual system in Banquet Room that is sized and specified for this space and purpose.**

**Departments Involved:** Parks, Recreation and Arts

**Key Actions:**
The Parks, Recreation and Arts Department received and deployed a new 16-microphone portable audio system in September 2024, which is now being used for board and commission meetings throughout the Hannah Community Center (ELHCC). Installation of upgraded A/V equipment in the Executive Conference Room was completed in December 2024. The department also finalized installation and configuration of upgraded A/V equipment in the ELHCC Banquet Hall in May 2025.

**Outcomes/Progress:**
The City significantly improved the quality and reliability of audiovisual technology across key community and meeting spaces. These upgrades support more efficient meetings, enhanced public engagement and improved functionality for staff and community users.

**Final Status:** Completed

**Carried Forward:** No

## B. Working to digitize City records that must be retained by law.

**Departments Involved:** Information Technology

**Key Actions:**
The Information Technology Department conducted preliminary research into low cost and no cost alternatives, as well as potential grant opportunities, to advance this initiative without creating a significant financial impact. This early research represents approximately 10% completion of the overall goal.

**Outcomes/Progress:**
Initial feasibility and funding exploration were completed; however, the substantial cost associated with the project prevents advancement at this time. The department plans to reassess the need as part of FY27 financial planning.

**Final Status:** Progressing

**Carried Forward:** No

## C. Implementing online business licensing.

**Departments Involved:** City Clerk's Office

**Key Actions:**
In May 2024, the East Lansing City Council enacted a moratorium on business license fees for several categories and established an ad hoc committee to evaluate the existing fee structure. The Clerk's Office supported this effort as discussions about potential adjustments continued through the year. Stakeholders are reviewing options to determine if a dedicated system is necessary or if we can expand modules to include the service as part of an existing platform.

**Outcomes/Progress:**
Deliberations on revisions to business license fees remained ongoing throughout 2024 as the ad hoc committee continued its review.

**Final Status:** Progression lost

**Carried Forward:** No

## D. Identify and deploy an electronic Human Resources system.

1. **To enrich the onboarding experience for new employees.**

2. **To enhance recruitment efforts.**

3. **Applicant Tracking System (ATS)— Create an easier application experience for applicants. Allow for data collection on what sites bring the most applicants. Streamline interview scheduling. Allow for passive recruiting.**

4. **Electronic Benefit Enrollment - minimize human error in benefit enrollments and information updates while making the processes more efficient.**

**Departments Involved:** Human Resources; Information Technology; East Lansing Public Library

**Key Actions:**
Human Resources (HR), in coordination with Information Technology, attended demonstrations of four Human Resources Information Systems (HRIS) that include Applicant Tracking System (ATS) and onboarding modules. The intention was to move into implementation of an HRIS with ATS and Learning Management System (LMS) functionality in early fall 2025. In June 2025, HR successfully launched an electronic benefits system, which is now fully operational.

Information Technology continued evaluating HRIS options and identified NEOGOV as the leading solution based on its modular design, current functionality, and capacity to scale with future needs. NEOGOV has submitted multiple pricing proposals, and if selected, the system would be incorporated into the FY 2027 budget.

The East Lansing Public Library (ELPL) explored BambooHR as a potential platform to manage departmental HR tasks, including hiring workflows and tracking key staff milestones. Due to limited time and staffing resources for implementation, ELPL opted to maintain its existing processes at this time.

**Outcomes/Progress:**
Departments collectively advanced system evaluations, identified preferred solutions and completed key preparatory work including HR's launch of the electronic benefits system. Formal implementation of an HRIS solution remains underway, with additional planning required to align system selection with budget timelines.

**Final Status:** Progressing

**Carried Forward:** Yes

## Goal Two

### E. Using a vendor software program to track training, pay and scheduling of election inspectors.

**Departments Involved:** Information Technology; City Clerk's Office

**Key Actions:**
Information Technology supported the successful procurement and implementation of an election inspector scheduling software-as-a-service product. Deputy Clerk Gordon led the selection and deployment process, completing the initiative in full.

**Outcomes/Progress:**
The project achieved 100% completion, resulting in a modernized scheduling system that improves efficiency and accuracy in election staffing operations.

**Final Status:** Completed

**Carried Forward:** No

## F. Department of Public Works-Geographic Information Systems/Automated Mapping: Enhance public facing options for permitting, shifting to online.

**Departments Involved:** Department of Public Works and Environmental Services

**Key Actions:**
The Department of Public Works and Environmental Services transitioned all permit processing to an online system, enabling residents and contractors to submit applications, track status updates and pay permit fees electronically. This shift modernized the permitting workflow and improved accessibility for users.

**Outcomes/Progress:**
Online permitting resulted in significantly faster processing times, instant status visibility, streamlined fee payment and reduced staff time devoted to manual processing. The initiative fully met its intended goals.

**Final Status:** Completed

**Carried Forward:** No

## G. Electronic filing for City Income Tax.

**Departments Involved:** Treasury

**Key Actions:**
The Treasury Department completed all work associated with Action Item G. All required tasks were finalized and fully implemented by January 1, 2025.

**Outcomes/Progress:**
The initiative reached 100% completion, fulfilling all expectations and requirements for this goal.

**Final Status:** Completed

**Carried Forward:** No

## H. Upgrade water meters and the meter reading system to provide a direct user interface and facilitate monthly water and sewer billing.

**Departments Involved:** Department of Public Works and Environmental Services

**Key Actions:**
The City's water meter and reading system has reached the end of its useful life, with approximately two-thirds of meters requiring staff to manually connect to an external port and the remaining one-third read by radio transmitter from a drive-by vehicle. Due to this labor-intensive process, billing is currently conducted quarterly. An engineering consultant was retained to develop a Request for Proposals (RFP) for a modernized meter and reading system that would enable remote reads from the office, allow staff to monitor consumption trends, support troubleshooting of high or low usage and provide property owners with access to their own consumption data. The system would also give the City the option to transition to monthly billing. Staff met with the Lansing Board of Water & Light and Meridian Charter Township to review their systems and evaluate the potential benefits and drawbacks of partnering with either agency versus remaining independent.

**Outcomes/Progress:**
The foundational planning work is approximately 35% complete. Initial system research, interagency discussions, and the groundwork for an RFP have positioned the City to begin the next phase of implementation. The new system is expected to reduce staff time, improve data accuracy, strengthen customer service and support more efficient billing practices.

**Final Status:** Progressing

**Carried Forward:** Yes

## Goal Two

### I. Research and deploy a single source time management system compatible with New World.

**Departments Involved:** Finance

**Key Actions:**
Finance conducted an initial demonstration and discussion of the NWS Time & Attendance system with department timekeepers on November 6, 2025, to assess interest and operational fit. Additional demonstrations were held to compare both the Time & Attendance and Advanced Scheduling modules to determine which solution best aligns with departmental needs. These evaluations informed planning for future implementation.

**Outcomes/Progress:**
The goal is progressing with clear directional movement toward adoption. Funding for implementation has been included in the FY27 budget. Finance will serve as the pilot department, with backend system updates scheduled to begin in fall 2026.

**Final Status:** Progressing

**Carried Forward:** Yes

# Goal Three

*Remain a responsive municipality by ensuring local laws and policies are relevant and increase input from all stakeholders.*

**A. Appoint a Charter Review Committee for the purpose of making recommendations to City Council on possible charter revisions.**

**Departments Involved:** City Manager's Office

**Key Actions:**
The East Lansing City Council passed a resolution on Tuesday, May 14, 2024, establishing a Charter Review Committee. Seven members and two alternates were appointed. The Charter Review Committee spent the next year reviewing the charter, until June 26, 2025.

**Outcomes/Progress:**
Six resolutions have been passed, which were brought to City Council for review. Three public hearings occured in 2025 on the work the Charter Review Committee has done.

**Final Status:** Completed

**Carried Forward:** No

## B. Incorporate inclusive and accessible economic development practices into existing economic policies, procedures and projects.

**Departments Involved:** Planning, Building and Housing; Community and Economic Development; Downtown Development Authority

**Key Actions:**
The Planning, Building and Development Department (PBD) advanced several organizational and staffing steps related to economic development restructuring. The Downtown Development Authority (DDA) Executive Director position was posted and the DDA hired an Executive Director, positioning the organization for future strategic planning work.

PBD underwent a reorganization that created a separate Community and Economic Development Department (CED). The Community and Economic Development Specialist position was posted and the Specialist was hired, completing a key staffing need. Both PR4 and PR5 identified that updates to the Economic Development Strategic Plan would begin once the Community and Economic Development Division/Department reached full staffing.

**Outcomes/Progress:**
Progress across related action items ranged from 20% to 45% complete, with significant movement in staffing and departmental restructuring. However, the broader goal of advancing and updating the Economic Development Strategic Plan could not be fully realized during this cycle due to staffing transitions and shifting organizational needs. As a result, progression on this goal was lost in its original form and has been repurposed into a new objective aligned with the City's future priorities.

**Final Status:** Progression lost

**Carried Forward:** Yes-repurposed into a new goal

## C. Continue implementing the six pillars of 21st Century Policing which include: community policing and crime reduction, technology and social media, and officer training and education.

**Departments Involved:** East Lansing Police

**Key Actions:**
The East Lansing Police Department (ELPD) has focused on community engagement through the Neighborhood Resource Specialist (NRS) program. These employees address neighborhood concerns, plan and attend community events and proactively build relationships in the community. The NRS team creates the ELPD monthly newsletter that gets distributed to 4000+ community members. Officer training and education continues to be a priority for ELPD. Due to staffing levels, a community engagement officer was never appointed and the crime analyst in-residence program was short-lived.

**Outcomes/Progress:**
The NRS program continued to support community relationships and communication efforts, including distribution of the monthly ELPD newsletter to more than 4,000 residents. Training and professional development for officers also remained a departmental priority. However, due to staffing limitations, key components of the goal—such as appointing a dedicated community engagement officer and sustaining the crime analyst in residence program—were not feasible to implement. As a result, overall progress on the full scope of the goal was limited despite the efforts completed.

**Final Status:** Progression lost

**Carried Forward:** No, not feasible

# Goal Four

*To strengthen public trust and community connection in the City of East Lansing through enhancing its communication program.*

**A. Meet with stakeholders through focus groups and surveys (seniors, downtown businesses, neighborhood presidents, others) to get their feedback on the best way to communicate City news on projects, programs and services.**

**Departments Involved:** Department of Public Works and Environmental Services; Planning, Building and Development; Prime Time Senior Programs; Communications

**Key Actions:**
The Department of Public Works and Environmental Services (DPW) engaged extensively with neighborhood leaders and residents throughout major construction and infrastructure projects, hosting public meetings, coordinating with property owners, and collaborating with Communications to provide timely updates and maintain an accurate construction webpage. DPW also facilitated community input on stormwater and traffic safety initiatives.

DPW advanced several community-informed environmental initiatives, including ordinance updates, the Wet Weather Resiliency Master Plan, and new projects such as the Downtown Tree Canopy Revitalization Plan and a pilot food waste composting program.

Planning, Building and Development (PBD) continued public engagement on multiple City planning efforts, including follow-up community meetings for the "Every Plan, Everywhere, All at Once" initiative and ongoing work on the Comprehensive Plan Update and Age-Friendly Communities planning. Several plans are expected to reach completion in the next reporting cycle.

Prime Time Senior Programs advanced outreach through presentations of senior survey findings and regular engagement with local organizations and service providers, strengthening awareness of senior needs and community resources.

The Communications Department supported City-wide engagement by participating in planning events and developing outreach materials, including a prototype new resident welcome packet.

**Outcomes/Progress:**
City departments strengthened community engagement across planning, infrastructure, environmental and senior service initiatives. Efforts remain underway, with clear structures in place for continued public input and project coordination.

**Final Status:** Progressing

**Carried Forward:** Yes

## B. Coordinate and schedule training for Councilmembers, directors, administrators and those who frequently speak with media.

**Departments Involved:** Department of Public Works and Environmental Services; East Lansing Public Library; Communications

**Key Actions:**
Department of Public Works and Environmental Services staff who interact with the media completed media relations training provided by a third party consultant and coordinated by the Communications Department. Trained personnel include department leadership and key program managers.

The East Lansing Public Library (ELPL) maintained its department-specific Crisis Communications Plan and designated its Communications Lead as the point of contact for all media inquiries. ELPL also trained staff who regularly speak with the media, including the Director, several team leads and subject area specialists.

**Outcomes/Progress:**
Both departments strengthened media preparedness and consistency in public messaging through targeted training and established internal protocols. These efforts remain ongoing as part of routine departmental communication practices.

**Final Status:** Progressing

**Carried Forward:** No, but continuing to train on a regular basis.

## C. Adapting our methods of communication to enhance community engagement.

**Departments Involved:** Communications

**Key Actions:**
The Communications Department developed and began implementing a process to streamline alt text on social media content and digital publications to improve accessibility. The department also initiated a refresh of the City's main website in partnership with CivicPlus and collaborated with Prime Time Senior Programs to transition their monthly newsletter to Mailchimp for enhanced accessibility. Communications continued expanding the City's social media reach through regular posting across multiple platforms and maintained use of Smart911 for targeted alerts related to community events, traffic and emergencies.

**Outcomes/Progress:**
Significant progress was made in improving digital accessibility, modernizing communication tools and expanding outreach across diverse platforms.

**Final Status:** Progressing

**Carried Forward:** Yes

## D. Conducting a needs assessment of the whole community, providing ample opportunities for community input and visioning, and focusing community and staff input into a clear vision for the 5-year Parks Plan with 10% public participation response rate.

**Departments Involved:** Parks, Recreation and Arts

**Key Actions:**
Parks, Recreation and Arts completed development of the 2025–2029 Parks, Recreation, Open Space and Greenways Plan. As part of the planning process, staff conducted a community survey, held two public open houses, hosted a public hearing before the Parks and Recreation Advisory Commission and facilitated a 30-day public review and comment period. The community survey achieved a 17.4% response rate.

**Outcomes/Progress:**
The plan was adopted by City Council on January 7, 2025, and accepted by the Michigan Department of Natural Resources on February 21, 2025, meeting all required components for state approval and longrange planning.

**Final Status:** Completed

**Carried Forward:** No

## E. Increase communication of ongoing operations, projects, and planned projects.

**Departments Involved:** Department of Public Works and Environmental Services; Prime Time Senior Programs

**Key Actions:**
The Department of Public Works and Environmental Services (DPW) continued collaborating with the Communications Department to provide timely project updates across multiple platforms. Construction project signs featuring QR codes linking to the City's construction webpage were installed at work sites. DPW also maintained its practice of holding neighborhood meetings before major road and utility projects and delivering letters and door tags ahead of maintenance activities that affect property owners.

The Prime Time Senior Programs updated its website to improve usability and expand available resources for seniors. The Monthly Update Email continued to highlight Prime Time, City, library and community events, and transitioned to Mailchimp in May to improve accessibility for participants using screen readers. Prime Time staff also received a presentation from the Communications Director to support navigation of the redesigned City website.

**Outcomes/Progress:**
Both departments made steady progress in expanding accessibility, improving communication tools and maintaining consistent outreach to residents and seniors. These efforts support ongoing engagement and will continue into the next strategic period.

**Final Status:** Progressing

**Carried Forward:** Yes

## F. Re-engage an active partnership with Michigan State University and East Lansing Public Schools.

**Departments Involved:** East Lansing Police; Prime Time Senior Programs; Planning, Building and Development

**Key Actions:**
The East Lansing Police Department (ELPD) strengthened partnerships with East Lansing Public Schools (ELPS) and Michigan State University (MSU) Police and Public Safety, gaining access to school camera systems and maintaining regular coordination meetings.

The Seniors Commission formed two subcommittees to expand partnerships with ELPS and MSU. In November 2025, the Commission secured an agreement for public use of the high school track, with Prime Time set to launch a walking program in June 2026. Senior Programs staff also began collaborating with MSU organizations to develop a lifelong learning community program planned for fall 2026, continued monthly I SPEAK presentations with MSU's Community Volunteers for International Programs program, partnered with Beal Botanical Garden on a summer learning series and participated in intergenerational initiatives through AgeAlive and Generations Connect.

Planning, Building and Development staff continued regular engagement with multiple MSU groups, including Fraternity and Sorority Life, Off-Campus Living, and the Society of Asian Scientists and Engineers Committee to coordinate efforts during campus-related events. Updates to the University Student Commission ordinance were also supported to ensure appropriate student representation. ELPD leadership maintained monthly meetings with MSU Police and held ongoing check ins with school leadership.

**Outcomes/Progress:**
Departments expanded collaborative partnerships with ELPS, MSU, seniors organizations and student groups, resulting in improved coordination, new programming and strengthened community-campus relationships. These efforts are ongoing and will continue through the next strategic cycle.

**Final Status:** Progressing

**Carried Forward:** Yes

# Goal Five

*To support and advance Democracy by ensuring safe, and secure access to voting, encouraging voter registration and enhancing voter education through accurate information sharing and increasing overall community turnout in early voting.*

**A. Recruit a minimum of 350-400 election inspectors to staff the city's 17 Election Day Precincts, the Absentee Ballot Counting Board, Early Voting Centers with co-located polling locations, and Election Day Vote Centers.**

**Departments Involved:** City Clerk's Office

**Key Actions:**
The City Clerk's Office launched a comprehensive recruitment effort to secure 350–400 election inspectors for Election Day precincts, the Absentee Ballot Counting Board, Early Voting Centers with co-located polling locations and Election Day Vote Centers. Sign-up links were sent to more than 600 existing inspectors, producing over 150 early responses, followed by additional outreach targeting Early Voting and Vote Center staffing. A press release was issued on August 23, 2024, aligning with the return of Michigan State University (MSU) students, and the office partnered with MSU to post opportunities through Handshake. Communications developed a recruitment graphic that was shared widely and the Clerk's Office conducted a dozen training sessions throughout late September and October, including specialized training for precinct chairs, the Counting Board and the electronic poll book. Six MSU student interns were also hired to support voter registration, early voting activities and Election Day operations.

**Outcomes/Progress:**
Recruitment progressed steadily through the fall, reaching approximately 40% in early stages and culminating in the successful hiring, training and deployment of well over 350 election inspectors. City staff supplemented key operations on Election Day, ensuring full coverage across precincts, the Absentee Ballot Counting Board and Receiving Boards. The extensive training program equipped inspectors with the skills needed for each operational area, contributing to a smooth November General Election. With the election concluded, all objectives associated with this goal were fully achieved.

**Final Status:** Completed

**Carried Forward:** No

**B. Collaborate with the Communications Department to develop weekly election updates and voter information pieces on all platforms on which the city has a social media presence.**

**Departments Involved:** Communications; City Clerk's Office

**Key Actions:**
The Communications Department collaborated with the City Clerk's Office to develop an article for the City's print newsletter highlighting the November election, the permanent absentee voter list and opportunities to serve as an election inspector.

**Outcomes/Progress:**
The article was completed and published, supporting voter education and outreach ahead of the election.

**Final Status:** Completed

**Carried Forward:** No

## C. Provide Election Inspector Training weekly beginning in September of 2024.

**Departments Involved:** City Clerk's Office

**Key Actions:**
The Clerk's Office supported this effort as discussions about potential adjustments continued through the year. In parallel, the Clerk's Office conducted approximately a dozen training sessions between late September and the week of October 28, 2024. These sessions provided required certification for election workers in preparation for the November General Election.

**Outcomes/Progress:**
Operationally, the Clerk's Office successfully certified well over 350 election workers through statutory training programs. With the completion of the November General Election, the objectives associated with this goal were fully achieved.

**Final Status:** Completed

**Carried Forward:** No

**D. Work with Michigan State University, the League of Women Voters, Voters Not Politicians, Promote the Vote, the American Civil Liberties Union and other partners to develop a communications strategy encouraging voter registration and early voting.**

**Departments Involved:** City Clerk's Office

**Key Actions:**
The City Clerk's Office met in the spring of 2024 with representatives from Promote the Vote, the American Civil Liberties Union and the Campus Vote Project to discuss Early Voting implementation and voter engagement. These meetings continued throughout the year, leading to coordinated outreach and education initiatives ahead of the November General Election. The Clerk's Office also met regularly with MSUVote during the academic year to strengthen communication strategies and enhance voter education efforts.

**Outcomes/Progress:**
The sustained collaboration with statewide and campus-based organizations resulted in expanded voter education and effective outreach during the election season. Partnerships with MSUVote and other advocacy groups contributed to strong engagement and supported a successful implementation of Early Voting for the community.

**Final Status:** Completed

**Carried Forward:** No

**E. Train and credential at least 30 League of Women Voters and Voters Not Politicians volunteers to provide triage, wayfinding and line management during Early Voting and on Election Day.**

**Departments Involved:** City Clerk's Office

**Key Actions:**
The City Clerk's Office organized and conducted training for the "Yellowjacket" volunteer contingent in October at the Hannah Community Center. These volunteers were prepared to support line management and wayfinding during Early Voting and on Election Day. Beginning October 21 and continuing through November 3, the Yellowjackets provided onsite assistance at the WKAR Early Vote Center, helping manage voter flow and directing individuals through the process.

**Outcomes/Progress:**
The Yellowjackets proved essential to operations at both the Early Vote Center and the Michigan State University Election Day Vote Center. Their support was particularly impactful on Election Day, where they assisted with the registration of 1,051 same-day voters. The success of this initiative indicates strong value in continuing the program for future election cycles.

**Final Status:** Completed

**Carried Forward:** No

**F. Establish 30 volunteers as "trusted source of information" through communication and make sure they are visibly identifiable by wearing fluorescent vests with the word "Elections" across the front and back ("Yellowjackets").**

**Departments Involved:** City Clerk's Office

**Key Actions:**
The City Clerk's Office organized and conducted training for the "Yellowjacket" volunteer contingent in October at the Hannah Community Center. These volunteers were prepared to support line management and wayfinding during Early Voting and on Election Day. Beginning October 21 and continuing through November 3, the Yellowjackets provided onsite assistance at the WKAR Early Vote Center, helping manage voter flow and directing individuals through the process.

**Outcomes/Progress:**
The Yellowjackets proved essential to operations at both the Early Vote Center and the Michigan State University Election Day Vote Center. Their support was particularly impactful on Election Day, where they assisted with the registration of 1,051 same-day voters. The success of this initiative indicates strong value in continuing the program for future election cycles.

**Final Status:** Completed

**Carried Forward:** No

## G. Host two Early Voting Centers in November of 2024, one on campus and one off, with extended hours and days on campus.

**Departments Involved:** City Clerk's Office

**Key Actions:**
The City Clerk's Office established two Early Vote Centers: one at the Hannah Community Center and a second on the Michigan State University campus within the Communication Arts Building in partnership with WKAR. Planning included setting operating hours that met all legal requirements while expanding access on campus, with the WKAR site available for five additional days beyond the statutory minimum. By mid-planning, approximately 35% of preparatory tasks were complete, with remaining work focused on recruiting, hiring and training election inspectors as well as securing additional election equipment. Implementation of both centers progressed steadily leading up to the rollout of Early Voting.

**Outcomes/Progress:**
During the Early Voting period, the two centers served a combined total of 5,647 voters, reflecting record participation. East Lansing was also one of only three jurisdictions statewide to operate two Election Day Vote Centers—one at City Hall and one at WKAR—both dedicated to same-day voter registration as permitted under Proposal 20183. These sites successfully supported the registration of 1,051 Election Day voters on campus and 697 at City Hall, each able to cast and tabulate their ballots onsite. With the completion of the November General Election, all objectives under this goal were fully achieved.

**Final Status:** Completed

**Carried Forward:** No

## Goal Five

### H. Host at least one evening, fun voting event in conjunction with the City of Ann Arbor and work with the local faith community to plan a "Souls to the Polls" event during early voting.

**Departments Involved:** City Clerk's Office

**Key Actions:**
On October 31, 2024, the City Clerk's Office hosted the "Voting is Not Scary" event, modeled after a similar effort in Ann Arbor and designed to encourage voters to cast their ballots in costume. MSUVote participated by providing cider, donuts, and pumpkin painting activities and Secretary of State Jocelyn Benson attended to support the initiative. While the Clerk's Office successfully executed this event, it was unable to coordinate a "Souls to the Polls" effort as originally planned.

**Outcomes/Progress:**
The "Voting is Not Scary" event contributed positively to voter engagement during the Early Voting period and expanded community-based outreach efforts. Although one component of the goal could not be completed, the primary objective was fully achieved as part of the overall election engagement strategy. With the conclusion of the November General Election, the stated goal was 100 percent complete.

**Final Status:** Completed

**Carried Forward:** No

## Goal Five

**I. Obtain a facility safety assessment of City Hall by the Department of Homeland Security as well as continuing to participate in a minimum of two tabletop emergency planning exercises led by the Secretary of State.**

**Departments Involved:** City Clerk's Office

**Key Actions:**
Earlier in the summer of 2024, the City Clerk's Office secured a facility security assessment of City Hall conducted by Homeland Security in coordination with then-Deputy Chief Jen Brown. Deputy Clerk Amy Gordon participated in two in-person tabletop exercises, while Clerk Wicks completed one virtual security webinar and one in-person exercise organized by the Bureau of Elections, Secretary of State and federal partners. An additional internal exercise was scheduled to occur closer to Election Day to further prepare staff and ensure operational readiness.

**Outcomes/Progress:**
Security preparedness efforts expanded significantly throughout the year. The facility assessment provided a solid foundation for Election Day planning, and participation in multiple federal and state-led exercises strengthened staff readiness for a range of potential scenarios. In October, Michigan State University (MSU) Police, East Lansing Police, regional law enforcement partners and civilian leadership completed a comprehensive scenario-based tabletop exercise at the MSU Emergency Operations Center, which proved highly effective in preparing all parties for complex or unusual Election Day situations. With the conclusion of the November General Election, all objectives associated with this goal were fully achieved.

**Final Status:** Completed

**Carried Forward:** No

## J. Collaborate with the East Lansing and Michigan State University Police Departments to ensure safe and secure elections in monthly meetings starting in May 2024.

**Departments Involved:** East Lansing Police Department; City Clerk's Office

**Key Actions:**
In 2024, the East Lansing Police Department (ELPD) collaborated closely with the City Clerk's Office to support a safe and orderly November election. For subsequent elections, ELPD coordinated with Teachout Security to ensure appropriate staffing and security coverage during times requested by the Clerk's Office. These efforts strengthened election operations and maintained a consistent safety presence throughout key voting periods.

**Outcomes/Progress:**
The partnership between ELPD, the City Clerk's Office and Teachout Security resulted in well supported election events with no major safety concerns reported. Coordination processes were streamlined and the department successfully met all staffing and operational requests from the Clerk's Office.

**Final Status:** Completed

**Carried Forward:** No

# Goal Six

*To strengthen the city's financial health by reducing its unfunded pension and retiree healthcare liabilities by at least 20 percent and encourage expansion of its revenues.*

**A. Establish a Financial Health Review Team for Best Practices in pension and other post-employment benefit financing, current pension and retiree healthcare benefits and revenue enhancements and cost containment ideas.**

**Departments Involved:** Finance

**Key Actions:**
City Council approved a resolution on August 12, 2025, establishing a Financial Health Review Team (FHT) to evaluate longterm fiscal challenges and opportunities. Members were formally appointed on December 9, 2025. The FHT held its first meeting on January 15, 2026, and continued to meet biweekly to review financial data, develop recommendations and prepare updates for City leadership.

**Outcomes/Progress:**
The FHT provided an interim report to City Council on May 12, 2026, summarizing early findings and areas of emerging consensus. Work remains on schedule, with a final report anticipated for July 2026. The initiative has created a structured, transparent process for reviewing the City's financial health and potential reforms.

**Final Status:** Completed

**Carried Forward:** Yes-repurposed into new goal

## B. Update economic development incentives and other economic development programming with a focus on small businesses and marginalized populations.

**Departments Involved:** Community and Economic Development

**Key Actions:**
The City began exploratory work to expand support for underserved individuals and women-owned businesses, including early planning for new economic development initiatives focused on equity and small enterprise empowerment. Staff conducted preliminary research and partnership outreach to identify gaps in support and potential program models suitable for future implementation.

**Outcomes/Progress:**
While foundational work occurred, progress did not advance as originally planned. The insights gathered will inform the development of a more comprehensive and actionable initiative in the next strategic cycle.

**Final Status:** Progression lost

**Carried Forward:** Yes-repurposed into new goal

## C. Prioritize and support specific development and redevelopment opportunities, including city-owned priority sites and underutilized, blighted, and/or environmentally contaminated sites.

**Departments Involved:** Planning, Building and Development; Downtown Development Authority

**Key Actions:**
Throughout 2024 and 2025, the City continued collaborative work with Kansas State University's Technical Assistance for Brownfields program and the Michigan Department of Environment, Great Lakes, and Energy to complete a comprehensive inventory of brownfield sites within the Downtown Development Authority (DDA) District. Concurrently, the DDA maintained its partnership with Savills, Inc. to market and prepare the Evergreen Avenue properties for potential sale and redevelopment. This included coordination on rezoning efforts, discussions with prospective buyers and ongoing evaluation of redevelopment opportunities.

**Outcomes/Progress:**
A major milestone was achieved with the completion of the Brownfield Inventory Map using the State of Michigan's RIDE Mapper program. The DDA authorized rezoning of the Evergreen Avenue properties and received a formal purchase offer, indicating meaningful advancement toward redevelopment goals. Marketing and due diligence activities with Savills remain active, and interagency collaboration on brownfield planning continues to support long-term redevelopment strategy.

**Final Status:** Progressing

**Carried Forward:** Yes

## D. Engage Maximus to update the City's cost allocation plan.

**Departments Involved:** Finance

**Key Actions:**
The Finance Department successfully re-established the biannual update of the City's cost allocation plan in Fall 2024. This work included engaging Maximus to update the existing plan using fiscal year 2024 data. The updated information was incorporated into the preparation of the FY2026 budget. To maintain the biannual cycle, the department-initiated planning to complete the next update in Fall 2026 using fiscal year 2025 data.

**Outcomes/Progress:**
The completion of the 2024 update restored a consistent, reliable process for cost allocation analysis. The updated data strengthened budget development for FY2026 and positioned the City to continue this best practice moving forward. Preparatory steps are underway to ensure the next update aligns with the FY2028 budget cycle.

**Final Status:** Completed

**Carried Forward:** Yes

## E. Continue to improve Income Tax process and collection efforts.

**Departments Involved:** Treasury

**Key Actions:**
The Treasury Department continued work to strengthen income tax administration, including hiring a new Income Tax Assistant to support processing and compliance functions. Staff also engaged in ongoing discussions with the State to explore enhanced collaboration on compliance efforts and potential data sharing improvements. These steps advanced the department's capacity to manage income tax operations more effectively.

**Outcomes/Progress:**
The addition of new staff and continued coordination with the State laid important groundwork for improving compliance and administrative efficiency. While progress has been steady, the goal remains active as further advancements and partnerships are developed.

**Final Status:** In progress

**Carried Forward:** Yes

# Goal Seven

*To be responsible stewards of the environment by reducing or eliminating reliance on carbon and reducing activities that adversely impact climate change.*

**A. Leveraging human experience and policy resources to establish 5 best practices for parks, facilities, trail, and greenspace management that are environmentally sustainable and responsive to emerging climate needs.**

**Departments Involved:** Department of Public Works and Environmental Services; Parks, Recreation and Arts; Commission on the Environment

**Key Actions:**
The Commission on the Environment completed a stakeholder-informed review of the City's Wetland Protection Ordinance, leading to Council adoption of Ordinance 1557 with strengthened vegetation protections, updated mitigation standards and a new climate resilience purpose statement. The Department of Public Works and Environmental Services also advanced a permanent native vegetation framework through Ordinance 1558 and Policy Resolution 2026-24. The City declared East Lansing a Pollinator Friendly Community and issued an Arbor Day proclamation, accompanied by a public event with regional environmental partners. Additionally, a Spartan Engagement Ambassador intern conducted research and presented sustainable infrastructure recommendations to the Parks and Recreation Advisory Commission.

**Outcomes/Progress:**
The City achieved significant environmental policy updates, modernized native vegetation standards, and enhanced tools supporting climate resilience and wetland protection. Regional partnerships and community engagement strengthened stewardship efforts. Research completed through the PRA internship laid groundwork for future sustainability initiatives. Ongoing implementation now transitions into a new FY26–27 strategic goal.

**Final Status:** Completed

**Carried Forward:** Yes-repurposed into a new goal

## B. Evaluating facilities for opportunities to increase energy efficiency, reduce carbon footprint, and promote climate resiliency and incorporate findings into maintenance plans and the Capital Improvement Program.

**Departments Involved:** Department of Public Works and Environmental Services; Parks, Recreation and Arts

**Key Actions:**
The Department of Public Works and Environmental Services (DPW) contracted with Tetra Tech to complete a solar and geothermal feasibility assessment for the DPW facility and subsequently developed a competitive solar array request for proposal (RFP) aligned with IRS Section 48E elective pay eligibility, targeting a July 2026 Council award. A University of Michigan Graham Sustainability Institute fellow conducted a solar appropriateness and feasibility review of all City-managed parcels, and the City partnered with the University of Michigan School of Information to begin developing a public facing environmental dashboard to track facility energy performance under the Climate Sustainability Plan.

Parks, Recreation and Arts (PRA) advanced complementary resiliency work by integrating climate goals into the five-year park plan and completing several energy efficiency projects, including LED lighting upgrades in the East Lansing Hannah Community Center (ELHCC) theater (August 2024), insulation-improving roof replacements at City Hall and HCC (May 2025), and installation of modern high efficiency HVAC equipment for the ELHCC pool area (October 2025).

**Outcomes/Progress:**
Feasibility assessments, RFP development and university partnerships significantly advanced the City's preparedness for solar procurement and long-term energy tracking. PRA's facility upgrades improved energy efficiency, reduced heat loss and positioned key buildings for future rooftop solar. Together, these efforts strengthened climate resiliency and aligned with the goals of the Climate Sustainability Plan. Both the solar procurement process and the environmental dashboard continue as active initiatives.

**Final Status:** Progressing

**Carried Forward:** Yes-repurposed into a new goal

## C. Incorporating increased attention to invasive species management and repopulating lands with native, pollinator friendly planting while updating the 5-year Park Plan and completing the Stewardship Master Plan.

**Departments Involved:** Department of Public Works and Environmental Services; Parks, Recreation and Arts

**Key Actions:**
Native wildflower seeding pilots were launched at the Department of Public Works and Environmental Services State Road facility to evaluate operational needs ahead of broader park system expansion.

The Parks, Recreation and Arts Department (PRA) further supported these efforts by identifying invasive species in the five-year park plan and outlining current and future Environmental Stewardship projects aimed at managing invasive plants in City parks.

**Outcomes/Progress:**
PRA's planning work created a clear framework for invasive species management in future stewardship efforts. Continued expansion of native and low-mow landscaping will be carried forward into FY26–27.

**Final Status:** Completed

**Carried Forward:** Yes-repurposed into a new goal

## D. Increase recycling participation by 4% over two years.

**Departments Involved:** Department of Public Works and Environmental Services

**Key Actions:**
The Department of Public Works and Environmental Services advanced several components of the Michigan Department of Environment, Great Lakes and Energy-funded Recycling Infrastructure Grant, including installation of a polystyrene densifier that reduces hauling volume tenfold, deployment of redesigned public space recycling receptacles at four municipal facilities, and a full redesign of the State Road drop off site. Staff coordinated the regional Recycle Rama event and developed a comprehensive signage system to improve material sorting at the drop off facility. The City also began reviewing multifamily recycling ordinance options, conducted operational pilots and evaluated software solutions to better track curbside participation.

**Outcomes/Progress:**
Major infrastructure upgrades improved recycling efficiency, enhanced public access and strengthened regional diversion efforts. Early work on multifamily recycling and data tracking tools established the foundation for expanded services. The multifamily recycling pilot continues to progress and is identified as a specific action item for FY26–27.

**Final Status:** Progressing

**Carried Forward:** Yes

## E. Increase maintenance of City trees to increase health and longevity.

**Departments Involved:** Department of Public Works and Environmental Services

**Key Actions:**
The Department of Public Works and Environmental Services (DPW) launched a structured block pruning program by dividing the city into seven geographic zones of roughly 1,100 trees each and contracting with Top Notch Tree Care to provide systematic, rotating canopy maintenance. A new contracted street tree planting program significantly increased both the quantity and quality of annual plantings, supporting long term canopy establishment. DPW also secured a $50,000 Michigan Department of Natural Resources Urban and Community Forestry Inflation Reduction Act grant and contracted with Davey Resource Group to create a Downtown Tree Canopy Revitalization Plan, establishing a community-led strategy for the downtown urban forest.

**Outcomes/Progress:**
The block pruning program improved canopy health and reduced storm related risk, while expanded planting efforts strengthened citywide tree establishment. Grant funding and professional planning support advanced a long-term revitalization strategy for downtown trees. Both the rotating pruning cycle and the annual planting program continue to progress and underpin future canopy goals.

**Final Status:** Progressing

**Carried Forward:** Yes

## F. Pilot low emission vehicles to set conditions for wider implementation.

**Departments Involved:** Department of Public Works and Environmental Services

**Key Actions:**
The Department of Public Works and Environmental Services secured four fully electric Chevrolet Equinox electric vehicles (EVs) for the City fleet, funded primarily through federal grant assistance, establishing an initial foundation for long term fleet electrification. Staff also pursued additional grant funding for fleet EV chargers, participated in a regional $8 million federal highways public charging infrastructure initiative and worked to obtain a complimentary fleet electrification study through the Electrification Coalition.

**Outcomes/Progress:**
The acquisition of EVs and progress toward expanded charging infrastructure strengthened the City's transition toward a more sustainable fleet. Regional collaboration and pursuit of external technical assistance further positioned the City to implement a comprehensive Green Fleet strategy in the next strategic cycle.

**Final Status:** Completed

**Carried Forward:** Yes-repurposed into a new goal

## G. Complete the City's Comprehensive Plan update late 2024 with a focus on housing, sustainability and public health.

**Departments Involved:** Planning, Building and Development

**Key Actions:**
The Comprehensive Plan Update Committee concluded its input sessions with key stakeholder groups at various locations throughout the City and reviewed all collected feedback to begin drafting the plan. The Committee then solicited public input on the draft document and incorporated the resulting comments. The updated Comprehensive Plan was subsequently presented to relevant boards, commissions and the City Council for review.

**Outcomes/Progress:**
The City advanced the Comprehensive Plan Update through stakeholder engagement, public review and formal presentations to advisory bodies and the Council. The drafting and review phases were completed, positioning the plan for the next steps in the adoption process.

**Final Status:** Completed

**Carried Forward:** No

## H. Align the City's current property maintenance code in alignment with the 2018 International Property Maintenance Code.

**Departments Involved:** Planning, Building and Development

**Key Actions:**
The Planning, Building and Development Department continued separating rental licensing requirements from the International Property Maintenance Code (IPMC) by extracting relevant sections from the existing code and developing two standalone chapters. Draft ordinances were advanced and a final version prepared for Council consideration. Staff also completed prep work for future adoption of the 2021 IPMC and established a review committee composed of landlords, staff, and representatives from the Housing Commission, Planning Commission and City Attorney's Office.

**Outcomes/Progress:**
Draft ordinances restructuring rental licensing are ready for Council introduction, and the groundwork for adopting the 2021 IPMC is complete. A multistakeholder review committee is in place to support next steps.

**Final Status:** Progressing

**Carried Forward:** Yes

## Goal Seven

### I. Research and recommend funding options associated with stormwater management.

**Departments Involved:** Department of Public Works and Environmental Services

**Key Actions:**
The Department of Public Works and Environmental Services contracted with HDR Michigan, Inc. to develop a Wet Weather Resiliency Master Plan funded largely by a $600,000 Michigan Department of Environment, Great Lakes and Energy grant. This work includes creation of a citywide hydraulic and hydrologic model and a community engagement process involving neighborhood leaders, stakeholder groups, resident focus groups and a public virtual open house. Staff also began developing a request for proposal for a stormwater utility feasibility study to evaluate a dedicated long term funding mechanism for stormwater management.

**Outcomes/Progress:**
The master planning effort advanced significantly, combining technical modeling with substantial community input to guide future infrastructure decisions. Preliminary work on the stormwater utility feasibility study established the framework for nextphase analysis and policy development.

**Final Status:** Progressing

**Carried Forward:** Yes-repurposed into a new goal

## J. Investigate feasibility of establishing a circulator shuttle in the downtown area.

**Departments Involved:** Prime Time Senior Programs; Seniors Commission; Planning, Building and Development

**Key Actions:**
The Prime Time Senior Programs researched existing transportation options, exceeded its goal for off-site activities with provided transportation, and continued exploring alternatives, including upcoming presentations and outreach through the Seniors Commission's new transportation subcommittee. The subcommittee also began developing a transportation guide and planning a Fall 2026 speaker series and information fair.

Planning, Building and Development (PBD) staff met with CATA to evaluate a circulator shuttle, identified a possible grant opportunity for a senior-focused shuttle in near-downtown neighborhoods, and determined that a broader downtown circulator would not meet eligibility requirements.

**Outcomes/Progress:**
The Seniors Program expanded transportation support and advanced planning through subcommittee work, while PBD clarified feasibility and next steps with CATA. Together, these efforts strengthened the City's groundwork for enhanced senior mobility options.

**Final Status:** Progressing

**Carried Forward:** Yes

# Goal Eight

*Foster a thriving culture that celebrates diversity in City sponsored events, activities, and programs by increasing the number of events and engagement of constituencies.*

**A. Continue to work with the Human Rights Commission to host community sessions and events focused on equity outcomes and inclusion of marginalized communities. Increase participation in HRC Coffee and Conversations by 5%.**

**Departments Involved:** Diversity, Equity and Inclusion; Human Rights Commission

**Key Actions:**
The Diversity, Equity and Inclusion Department (DEI), serving as staff liaison to the Human Rights Commission (HRC), continued facilitating the "Coffee and Conversation" series, organizing regular community discussions on rotating topics. Work included securing accessible meeting locations and coordinating with the Communications Department to prepare promotional materials and social media content. Flyers were distributed at the Hannah Community Center, City Hall and to all Human Rights Commissioners prior to each event.

**Outcomes/Progress:**
The program sustained consistent community engagement and strengthened public awareness of HRC initiatives. Improved coordination and regular promotional outreach supported accessible, recurring dialogue with residents.

**Final Status:** Progressing

**Carried Forward:** No

**B. Provide Cultural Education & Capacity Building for Community Members, East Lansing City Council, and Boards and Commissions. Facilitate 10 hours of cultural Educations and Capacity Building for Boards and Commissions. Host 1 community forum on a Social Justice Issue.**

**Departments Involved:** Diversity, Equity and Inclusion

**Key Actions:**
The Office of Diversity, Equity and Inclusion (DEI) coordinated a June 2024 presentation by DEI specialist Verna Myers, offering both employee and community sessions followed by internal feedback discussions in August. The office also developed and presented a proposal for 20 hours of capacity building for City Council, introduced at the April 23, 2024 Council meeting.

**Outcomes/Progress:**
The office delivered meaningful cultural education opportunities through the Verna Myers sessions, which helped strengthen internal and community engagement around DEI topics. Initial steps toward a structured capacity building plan for City Council were completed with the presentation of the proposed training framework. Broader programming for boards and commissions remains in development, reflecting early but important progress.

**Final Status:** Progressing

**Carried Forward:** No

## C. Support City of East Lansing cultural celebrations and events and increase participation in Cultural Celebrations by 5%.

**Departments Involved:** Parks, Recreation and Arts; Diversity, Equity and Inclusion

**Key Actions:**
The Parks, Recreation and Arts Department strengthened community programming through significant growth in event participation. The East Lansing Farmers Market saw a 10% increase in attendance in 2025, along with a 25% increase in food assistance use and expanded nutrition education to 356 children. The Summer Solstice Jazz Festival also experienced sustained audience growth over two consecutive years.

The Diversity, Equity and Inclusion Department (DEI) advanced cultural recognition efforts by developing resolutions for culturally significant holidays and supporting associated City events, including the Mayor's Ramadan Dinner. Staff also supported the regional MLK Commission of Mid-Michigan, with the Director serving as Chair and coordinating the City's role as a lead sponsor of the annual luncheon.

**Outcomes/Progress:**
Community events and programs experienced strong participation growth, expanded access to food assistance and increased cultural engagement opportunities. DEI's leadership in major regional and City-hosted cultural events reinforced inclusive community programming. These combined efforts continue to build momentum for future years.

**Final Status:** Progressing

**Carried Forward:** Yes

## D. Identifying and eliminating barriers to participation and engagement through community outreach.

**Departments Involved:** Diversity, Equity and Inclusion; Human Rights Commission

**Key Actions:**
Human Rights Commissioners and Diversity, Equity and Inclusion staff participated in the 2025 Dance by the River Pow Wow by hosting an informational table to raise visibility of the Human Rights Commission (HRC). Staff engaged attendees to share the Commission's purpose, ongoing work and opportunities for community involvement.

**Outcomes/Progress:**
Participation in the Pow Wow strengthened community outreach efforts and expanded public awareness of the HRC's role and activities. Engagement with attendees supported broader goals of increasing connection with underrepresented groups.

**Final Status:** Progressing

**Carried Forward:** Yes-repurposed into a new goal

## E. Evaluate and deploy methods to increase underrepresented groups' participation in City-funded programs and events.

**Departments Involved:** East Lansing Police; Communications; Parks, Recreation and Arts; Prime Time Senior Programs

**Key Actions:**
The East Lansing Police Department (ELPD) continued community building efforts through monthly participation in Advocates and Leaders for Police and Community Trust meetings and cohosting the annual Faith and Blue picnic, connecting law enforcement with local faith communities. The Communications Department supported Citywide outreach by promoting events and initiatives through social media and news releases, resulting in coverage by local TV and radio outlets. The Parks, Recreation and Arts Department expanded access to programs by awarding scholarships to youth and adults, totaling $7,301 in 2024 and $13,173 in 2025. Prime Time Senior Programs highlighted local housing assistance programs in its monthly updates, continued growing the LGBTQ+ Coffee Hour with a new quarterly film series and met its goal of providing five outreach activities at local housing facilities.

**Outcomes/Progress:**
City departments collectively strengthened community engagement, broadened access to recreation opportunities and increased outreach to seniors and diverse community groups. Communication efforts enhanced visibility of City initiatives, and ELPD's participation in regional forums supported ongoing trust building.

**Final Status:** Progressing

**Carried Forward:** Yes-repurposed into a new goal

## F. Increase representation of our BIPOC, LGBTQ+ communities, and faith-based organizations within our Boards and Commissions.

**Departments Involved:** Prime Time Senior Programs

**Key Actions:**
The Prime Time Senior Programs expanded volunteer engagement by identifying and promoting opportunities within the program and through community partners. The program exceeded its target of five volunteer opportunities, reaching 280% progress and launching a new quarterly group volunteer activity. Staff also collaborated with the Retired Senior Volunteer Program to help connect seniors with additional meaningful service opportunities in the community.

**Outcomes/Progress:**
Volunteer participation and engagement increased significantly, strengthening community connections and enhancing program capacity. Partnerships with local organizations broadened access to volunteer pathways for seniors.

**Final Status:** Progressing

**Carried Forward:** Yes-repurposed into a new goal

# Goal Nine

*To increase housing options and affordability by constructing 1,100 housing units over five years.*

**A. Establishing a security deposit program for low- to moderate-income East Lansing prospective renters.**

**Departments Involved:** Planning, Building and Development

**Key Actions:**
The Planning, Building and Development Department completed all components of the Successful Leasing Program, which provided qualified low-to-moderate income households with up to $1,500 toward security deposits and first month's rent for licensed rental units in East Lansing. Staff marketed the program to eligible residents and local partners and administered assistance to one household during the program period.

**Outcomes/Progress:**
The program was fully implemented, with outreach efforts completed and direct financial assistance provided. All planned actions were carried out as intended, fulfilling the program's goals.

**Final Status:** Completed

**Carried Forward:** No

## B. Continuing to investigate and develop programs to provide opportunities for homeownership for income qualified households.

**Departments Involved:** Planning, Building and Development

**Key Actions:**
The Planning, Building and Development Department met monthly with representatives from the Capital Area Housing Partnership to review the City's homeownership program and explore ways to redesign it for greater effectiveness. Staff also initiated development of an Eviction Prevention Program as part of broader efforts to expand supportive housing options.

**Outcomes/Progress:**
Preliminary work identified key program gaps and informed the direction for updated supportive housing initiatives. Although progress was made, the original goals did not fully advance as planned and will be addressed within a newly established priority for FY27.

**Final Status:** Progress lost

**Carried Forward:** Yes-repurposed into new goal

# Goal Ten

*To enhance the city's skyline, tree canopy, and utility reliability by relocating utilities underground.*

**A. Develop a policy or a pilot project exploring, and when financially feasible, relocating above ground utilities.**

1. **April-June of 2024:** Coordinate with the BWL and other utilities with lines on poles for cost estimates.
2. **August of 2024:** Provide initial concept to Council with costs and receive guidance and requests for information (RFI) from Council**.**
3. **September:** RFI and question report back to Council, and review development standards to require new builds bury utilities.
4. **November:** Tentative meeting with the BWL.

**Departments Involved:** Department of Public Works and Environmental Services

**Key Actions:**
The Department of Public Works and Environmental Services (DPW) met with the Board of Water & Light (BWL) to evaluate the feasibility and cost of undergrounding utilities. The review included installation and restoration requirements, private property impacts and coordination with multiple utilities. DPW also assessed the need for new easements, the process for terminating existing pole-attachment agreements and the implications of abandoning current risers and poles. BWL further indicated that private utility easements running parallel to the roadway would be required to avoid placing power infrastructure in the right-of-way.

**Outcomes/Progress:**
The assessment determined that undergrounding was not feasible due to significant infrastructure installation and restoration costs, extensive easement requirements across private properties and the need for each utility to manage separate construction timelines. These factors created substantial cost and coordination challenges and limited the ability to advance the project.

**Final Status:** Not feasible

**Carried Forward:** No