2011-12 Activity Report for the Office of Urban and Metropolitan Initiatives

I. OUMI Operations

Director Hollins and his Executive Assistant Stacie Clayton were hired by the Council of Michigan Foundations and the State of Michigan respectively in September 2011.

The MOU governing the Office of Urban and Metropolitan Initiatives' (OUMI) operations required the Director to establish satellite operations in Flint and Grand Rapids. In March 2012, the Associate Director (AD) for Flint and Grand Rapids were both hired by the Council of Michigan Foundations. The AD for Flint is also responsible for activities on behalf of the Governor in Saginaw, Bay City and Midland. The AD for Grand Rapids is also responsible for activities Governor in Muskegon and Holland.

The Kalamazoo community, private sector and foundations have agreed to fund an AD for Kalamazoo who will also work in Battle Creek and Benton Harbor. We are currently interviewing for that position with an anticipated start date in October 2012.

II. MOU Objectives

The Office of Urban and Metropolitan Initiatives (OUMI) has been created through a Memorandum of Understanding (MOU) between the Executive Office of the State of Michigan and the Council of Michigan Foundations (CMF). The following is a list of the six key objectives from the MOU. OUMI is meeting all objectives as it relates to the MOU.

1. **Establish an Advisory Group for OUMI**

   Per the MOU an Advisory Group made up of various funders, economic development, civic and community representatives from the urban areas covered by OUMI has been created (see attached roster – Attachment A).

   The OUMI Advisory Group met on December 13, 2011, in the Governor's Conference Room in Detroit to discuss the strategy to create an Urban Agenda for the State of Michigan. At that meeting the group determined that subsequent meetings should be about putting words into action and implementing the strategy.

   The second meeting was held on February 17, 2012, at the Innovatrium in Ann Arbor. It was an all-day retreat that identified several roles for OUMI of which three were viewed as having large impact and high probability:

   1. Develop an Urban Agenda
   2. Reorient State of Michigan resources in a way that builds urban cities
   3. Cross-branding of Michigan's urban cities

   The third meeting was held on July 12, 2012, in the Governor's Cabinet Room in Lansing. At that meeting OUMI presented a SWOT analysis for each of their areas; key collaborations; and specific projects.

2. Principal Advisor to the Governor on matters related to economic initiatives that will contribute to job growth.

The Director participates in the following meetings which serve to advise the Executive Office matters related to the economic stability of Michigan's urban core cities: monthly one-on-one meetings with the Governor; weekly meetings with the Senior Team that includes the Governor, Lt. Governor, Chief of Staff and others; weekly conference calls with Strategic Policy Team; weekly conference calls with Legislative Team.

In addition, the Director is able to meet with anyone as needed including the Governor, Lt. Governor and Chief of Staff.

3. Coordinates and develops policies related to economic development of core cities and urban regions.

While OUMI is developing the State Urban Agenda which will provide strategic policy direction for the state's approach to its urban core cities, the Director has and continues to work on specific policies such as: scrap metal theft, emergency manager engagement and oversight, public lighting authority, rapid transit authority, M1, Belle Isle Lease, Innovation Districts and public safety.

The following are few examples in more detail:

- The budgets of many cities have been strained due to loss of population and budget cuts. The operations within these municipalities are failing to meet objectives given the lack of staffing resources -- in particular federal funds are under-utilized in a few of our major cities. In Detroit, the Director worked with the city and the state Department of Human Services to utilize CSBG and Weatherization funding. The city's lack of report and filing jeopardized $12 million dollars in federal funding for low income residents in Detroit. We were successful in de-designating the city as a Community Action Agency and DHS has issued an RFP to establish an non-profit agency based in Detroit to manage both CSBG funding and Weatherization – thus making the $12 million accessible.

- Starting 6 months ago OUMI served as the lead agency in planning a pilot initiative focusing on 3 areas (encompassing 9 schools) in Detroit using public schools as anchors centered on making every school in DPS the hub of the community. These discussions created the Neighborhood Stabilization/Schools Anchor Initiative (NSSA).

  A multi-stakeholder group partnered to address the critically important factors that impact the potential of the students to achieve excellence in our city and in the neighborhoods where they go to school: health, safety, secure routes, stable housing, community and volunteer support.

  Collaboration with all stakeholders (state, city, county, community and the federal) greatly assists the effort to create Stable Neighborhoods and use schools as the anchor. The next steps are to capture the model so that it can be

used in other urban areas around the state (Flint and Grand Rapids have expressed interest).

We launched the NSSA initiative on August 2, 2012 at Clark Elementary School. We will launch pilots in Flint, Muskegon and Benton Harbor as a next phase. We have been successful in getting legislative approval to use $25 million from the federal Mortgage Settlement Funds for NSSA.

- The Michigan Prisoner Reentry Initiative (MPRI) needs to be revamped. We are working with Director Heyns from the Michigan Department of Corrections to achieve this by starting MPRI early when a person becomes an inmate and working on a pilot on external operations through non-profits who work with returning residents.

  In May 2012, we arranged a visit for the Governor to go inside Cooper Street Correctional Facility to review the Chance for Life (CFL) program.

  We plan to pilot funding to several programs like CFL for "ramp-up" to see if it has an impact on recidivism.

- U3 Ventures was the consultant on the Midtown Initiative in Detroit (Live Midtown…Buy Midtown/Detroit) which resulted in significant outcomes in Detroit in terms of residency and business growth and stability. We have arranged for MSHDA to provide a grant through CMF to begin similar work in the following cities: Grand Rapids, Kalamazoo, Muskegon, Flint, Lansing, Jackson, Battle Creek, Benton Harbor and Saginaw.

4. Liaison between Governor and Mayors and the Michigan Municipal League (MML)

We work with MML to arrange quarterly meetings with the Governor and the Mayors in Michigan to discuss concerns and recommend solutions that work to grow cities. The last meeting in April 2012 convened 22 Mayors to hear their request to significantly modify the Personal Property Tax proposal.

5. Work closely with MEDC, MSHDA, and MDOT

The Director serves as a member of the Inter-Collaborative Council (ICC) to coordinate indicators and metrics in the departments which will be part of the Urban Agenda.

6. Establish a framework for the State's approach to urban and regional economic development, and design an agenda aligned with Brookings Metropolitan Policy.

The Governor asked Director Hollins to develop a state urban agenda with the focus of restoring cities which will coordinate with the Brookings Policy approach for Urban Strategy in Michigan. The agenda will be developed in three phases.

Phase one (June 2012 – October 2012) began after the 2012 Mackinac Policy Conference by creating four Focus Groups in Detroit, Flint, Grand Rapids and Kalamazoo. Each Focus Group has 45-60 participants made up of local civic, business, community, and faith-based representatives who participated in a minimum of 3 structured and facilitated discussions regarding global cities indicators. Rosters can be

provided upon request. The goal of phase one is to develop consensus on the long-term objective of a state urban agenda and identify critical themes and indicators that would achieve that long-term objective. This phase will end in October 2012 with a large group meeting in Lansing with the 200+ participants aimed at developing consensus with all four Focus Groups.

Phase two (October 2012): Meet with 25 mayors via the Michigan Municipal League (MML) to gain consent on the Focus Groups' proposal.

Phase three (November – December 2012): Finalize with State Departments and the Executive Office.

The following meetings were held:

- June 16, 2012: Detroit Focus Group Meeting in the Cadillac Place State Office Building
- June 18, 2012: Flint Focus Group meeting at the University of Michigan-Flint Northbank Ctr.
- July 12, 2012: Detroit Focus Group Meeting in the Cadillac Place State Office Building
- July 19, 2012: Detroit Focus Group Meeting at the Cadillac Place State Office Building
- July 23, 2012: Flint Focus Group Meeting at the Harding Mott University Center
- July 26, 2012: Grand Rapids Focus Group Meeting at the Eberhard Center at GVSU
- July 31, 2012: Detroit Focus Group Meeting at the United Way of SE Michigan
- August 7, 2012: Kalamazoo Focus Group Meeting at the CityScapes Center
- August 9, 2012: Detroit Focus Group Meeting United Way of SE Michigan
- August 13, 2012: Flint Focus Group Meeting at the University of Michigan-Flint
- August 16, 2012: Grand Rapids Focus Group Meeting at the ICCF in Grand Rapids
- August 28, 2012: Grand Rapids Focus Group Meeting at the United Way of West Michigan
- September 5, 2012: Detroit Focus Group Meeting at Cadillac Place State Office Building
- September 6, 2012: Kalamazoo Focus Group at Radisson Conference Center

III. Work in the Satellite Offices

Flint Satellite

The Flint based Satellite Office of Urban & Metropolitan Initiatives covers the cities of Saginaw, Midland, Bay City and Flint. The strengths of this region are represented in their exceptional access to infrastructure and natural resources. These are the exact same characteristics that helped to create a fertile ground for its rich history in heavy manufacturing, most notably within the automobile sector. Access to interstate highways, railways, water bodies and international airways make this region a prime location for future economic development most notably in the transportation, distribution and logistics industry. In the Governor's Public Safety Message two of the four identified cities of high opportunity were Saginaw and Flint. The perception that goes along with having notoriously high crime rates represents an area for much needed improvement.

Saginaw Valley State University, University of Michigan Flint, Northwood University & Kettering University are premier institutions of higher education within the state of Michigan and all are within the Flint-Great Lakes Bay region. In total our region has more than 50,000 college students actively pursuing degrees ranging from Associates to Graduate studies. The quantity and quality of talent being produced in this region is virtually unparalleled. Finding ways to retain and capitalize on this talent creation is a priority of the State of Michigan. The percentage of incoming freshman at these higher education institutions that are products of our urban school systems is continuously decreasing. As performance of our K-12 continues to decline in many systems, we will continuously face challenges in our goals of producing desirable locations for business, families and communities.

Key Projects

Flint

Governor's Advisory Group

This Advisory Group convened in June to aid our office in the completion of the state's Urban Agenda and is composed of representatives from private industry, city government, community organizations, faith based groups, public health and several other sectors. Through work sessions they help to guide the themes and indicators that look to influence future policies in our Urban Centers.

The Statewide Urban Agenda will have far reaching economic impact in our city centers. First through the identification and prioritization of local needs. These needs then drive and impact changes within departmental structure, and concluding with policies being implemented that helps to drive communities toward their identified goals.

At the outset of this process we envisioned that the groups would come together in a series of short meetings to provide input on what they wanted in the Urban Agenda. The groups were much more engaged and as a result required more time to work through specific ideas resulting in consensus. Additional meetings were scheduled, and small groups were created to adjust to the information flow and engagement of the group. Looking back it seems that this could definitely have been anticipated given the passionate nature of our community and the vitally important work this represents.

Through this endeavor great partnerships have been fostered throughout out the greater community. The University of Michigan has been onboard since the beginning and graciously provided us space for each of our meetings and direct input by providing representation on the group.

Community Schools Anchor Project

Our first priority is expanding in Flint the Governor's idea of targeted demolition around elementary schools. Flint is the birthplace of the original community schools model as conducted through the CS Mott Foundation and Flint Community Schools. Many of these initial outcomes and goals are the driving factors behind the current Neighborhood School Anchor Project. OUMI in Flint is focused on expanding behind specific property issues and incorporating a complete community approach. Local businesses, churches, and neighborhood groups have all been approached in an effort to develop a comprehensive system of neighborhood revitalization in our neighborhoods of greatest potential. These are defined as those communities on the tipping point of change, with relative stability within the housing market but potential threats toward maintaining this.

With involvement and collaboration from all local sectors the expected outcome of this project will be observed in changes to property values, school systems, educational attainment, dollars retained, small business opportunities, housing permits and many others. Stabilizing our neighborhoods will produce economically tangible results for our city as a whole, and aid in the process of revitalization.

City Operations

The City of Flint has approached OUMI as a partner in several activities. These include a Citywide Public Safety Plan, Economic Development Corporation, Infrastructure Improvements, Grant opportunities, Budget & Finance overview and the City Master Plan. Participation has varied from serving on committees to providing requested input for next steps in order to comply with state guidelines. The culture created between the City of Flint and OUMI has been one of partnership and collaboration, with a focus placed on opportunities for growth and enhancement.

<u>Smaller Projects</u>

- Genesys Hospital – opening a downtown Flint Center looking to maintain more than 50 employees and provide greater access to patients within the city limits.
- Genessee Regional Chamber of Commerce Lecture Series- focusing on opportunities for small businesses to succeed and locate within our urban core

- Michigan State University School of Human Medicine- openin in downtown Flint by January 2014.
- Coordinated Service Centers
    - Holy Cross Samaritan Center- proposed idea for Flint satellite branch of their current operations within Detroit at the old Mercy Hospital
    - One Stop Human Services Center- Catholic Charities, DHS, Resource Genesee working together to identify a building to serve comprehensively the needs of displaced and at risk populations.

Saginaw

Public Safety

Saginaw, one of the four cities identified in the Governor's public safety plan, has been very active in addressing issues with public safety. One such initiative that has witnessed the collaboration of local law enforcement, faith-based organizations and the local community in the emergence of Parishioners on Patrol. This initiative operates in conducting activities that increase public awareness and support for MSP, City Police and the County Sherriff. Recent efforts toward creating efficient partnerships have witnessed the combining of Parishioners on Patrol and the local Crime Stoppers. OUMI involvement has helped in bridging the gap with current issues as it pertains to community and police relations, as well as recent increases in gun violence.

Smaller Projects

- Saginaw Futures Initiatives- targeting innovative new strategies within Saginaw
- Central Michigan University Medical School – opening within the city of Saginaw, expected to enroll up to 200 students.

Flint & Saginaw

U3 Ventures

Consulting firm U3 Ventures has been brought on state retainer in efforts to help develop corridor anchor based strategies for several Michigan cities. This project is looking to engage our Health Care and Higher Education Institutions into place based planning around their campuses. Based off of the success of the Live Midtown Initiative in Detroit, the State of Michigan has acquired the firm on retainer to work in 9 cities throughout the state, Saginaw and Flint will be included. Representatives from Flint attended a statewide meeting where U3 introduce the results of some of their initial work. Since then progress has been made through coordination of OUMI and the Genesee Regional Chamber of Commerce (GRCC) to engage the respective stakeholders.

As the project begins to kick off this fall the potential economic impact is vast. Potential anchor institutions would include Covenant Hospital, McLaren Hospital, Kettering University, Hurley Hospital, St. Mary's Hospital, University of Michigan-Flint, MSU School of Human Medicine, CMU School of

Medicine and Mott Community College. These institutions bring in over 15,000 people on a daily basis to work or learn. Working with U3 can help us identify potential economic leakages, and stabilizing strategies for our neighborhoods adjacent to downtown.

Community Ventures

As the MEDC begins to rollout the Community Ventures program under the Governor's Public Safety Plan to increase work opportunities for structurally unemployed individuals, tight coordination is needed with existing workforce development agencies within the targeted cities. With multiple agencies seeking to target similar individuals, great opportunity exists for strategic collaboration. OUMI is convening the respective groups and identify effective ways for partnership with the goal of avoiding duplication of efforts or resources.

Bay City & Midland

Advisory Groups

As work begins to expand within Bay City & Midland opportunities exist within the formulation of our local Governors Advisory Groups. Representation on these groups consists of a greater portion of elected officials than our other urban centers. This is the result of the stated desire within these cities for greater collaboration between state and local elected officials. The existence of healthy K-12 education and a stable housing market represent great opportunities for leverage moving forward.

Future Projects

- Local ordinances
- Coordination for Downtown Façade improvements

Meetings, Community Outreach etc…

In addition to spearheading specific projects, OUMI provides a major resource to the community by convening meetings with the goal of increased collaboration and efficient use of resources within our cities. Groups engaging in economic development work who have sought out assistance or partnership from OUMI include:

- Faith based organizations
- Development Corporations
- Private Industry
- Non Profit Organizations
- Trade Associations
- Education Institutions
- City Government
- Tourism & Visitors Bureaus

As we continue to work on leveraging our strengths and opportunities within the Great Lakes Bay Region each city has a vital role in our overall success. OUMI remains focused on finding ways to spur greater economic impact within our urban core, through concentrating on creating safe and vibrant cities that retain and attract talent and future investment.

Grand Rapids Satellite

The Grand Rapids-Muskegon-Holland region has been relatively successful in comparison to other urban centers in Michigan. Its diversity of industrial base, willingness to work together, and history of public-private partnerships and philanthropy have allowed the metro region to develop creative solutions to many community needs. This history of relative success, however, has made it difficult to address more complex urban problems, often due to a reluctance of key stakeholders to discuss issues of social equity and a sense from some members of the community that regional success is not tied to other communities in the state. With a new generation of leaders beginning to step forward, the timing is right to have many of these important conversations and build the new coalitions and partnerships required to impact issues like education, job readiness, transportation, and neighborhood development.

Specific initiatives proposed to address the problems in each city include:

a. Grand Rapids: The school-neighborhood investment strategy and the upcoming build-out of Michigan's first bus rapid transit (BRT) line offers an opportunity to convene business owners, neighbors, and other stakeholders in a core city business district. The district is home to a mix of businesses serving African-American and Latino residents, and will be served by a stop on the BRT line which will substantially impact its physical structure and property values. Because it lies between 2 neighborhood associations and its business association is not overly active, there is a need for a convening agent to help residents and business owners maximize the benefits of the planned development. Many local organizations are interested in the area but for a variety of reasons are not the right leaders of the effort. Bringing State resources and interested agencies to the table in a culturally sensitive manner to build neighborhood capacity and help value created by public investment stay in the neighborhood will help address documented gaps in income, access to capital, and resources.

b. Muskegon: Due to the more complicated political climate in Muskegon, initial activities there will be connected to State initiatives to begin building collaborative relationships. Primary activities in Muskegon will be related to the implementation of the statewide school-neighborhood investment strategy and the facilitation of local work with U3 Ventures on the Live Muskegon project. There is also local interest in participating in pilot projects and policy reforms related to prisoner re-entry.

c. Holland: With the recent uptick in drug and gang activity in Holland, the main focus here will be connecting Holland with statewide resources like CEASEFIRE. Like Muskegon, there are many local organizations working on prisoner re-entry that would be willing to serve as pilot sites or participate in policy reform.

Accomplishments to date include:

Over the first five months, AD in Grand Rapids has focused on building relationships with a broad variety of stakeholders to build capacity to achieve the goals of the urban agenda in the coming months. Success in this area is demonstrated both by the diversity of the Grand Rapids Advisory Group and in the groups and projects OUMI has been invited to join in a short period of time. Members of the Grand Rapids Advisory Group include traditional participants like business leaders, non-profit executives, and public sector representatives, but also neighborhood residents, artists, grass roots activists, environmentalists, and community leaders from a variety of backgrounds who would be unlikely to collaborate under other circumstances. We have worked to develop trust in amongst all stakeholders prior to its initial meeting so that the Advisory Group members would be willing not just to attend meetings, but to participate in meaningful discussion on important issues (such as public transportation, social equity, and access to capital) that could inhibit Grand Rapids' future development. The Group was designed to build bridging social capital among non-traditional partners to encourage innovative collaboration. Evidence that the process worked will be demonstrated over the long-term, however the preliminary positive feedback we've received includes being invited to partner in a potential project to test new methods of civic engagement to reach traditionally under-represented groups.

Healthy local governments are a critical component to vibrant cities, and another accomplishment of the Grand Rapids office is the facilitation of discussion between State officials and city government. Since State policy often has substantial impact on local government budgets, we have helped local government officials from Kent and Ottawa Counties (including the cities of Grand Rapids, Wyoming, East Grand Rapids, and Kentwood) connect with the State on issues like personal property tax, stormwater and watershed management, finance, and service collaboration. The conversations so far have supported creative solutions to financial realities and removing barriers to cooperation and efficiency. We also are participating in several infrastructure-related discussions that will result in policy proposals from local governments to the State.

Preliminary discussions are underway on the implementation of statewide initiatives in the Grand Rapids-Muskegon-Holland region. Grand Rapids and Muskegon will be working with U3 Ventures on implementing anchor-based development strategies for living, working, and buying local. Grand Rapids and Muskegon Heights will also participate in the statewide effort to use schools as neighborhood anchors, and several area non-profits, corporations, and neighborhood groups are ready to participate when the program is rolled out to West Michigan. We are gathering local best practices in all areas of urban development to contribute to the Governor's urban agenda.

IV. OTHER MAJOR MEETINGS AND SPEAKING ENGAGEMENTS

Special Project Meetings

January 24, 2012: Flint Economic Development Meeting
February 3, 2012: Tour of Jackson - Cooper Street Correctional Facility regarding Prisoner Re-Entry Initiatives
February 13- Ongoing: School Anchor Strategy for Neighborhood Revitalization
February 16, 2012: Public Safety Chief Tony Holt of Wayne State University regarding best practices in police shared services
February 22, 2012: Rich Baird and Director Heyns regarding Prisoner Re-Entry Programs
March 7, 2012: Facilitated Governor's Public Safety Special Message in Flint
March 8, 2012: Facilitated Detroit Works Project update for State Departments
March 8, 2012: Facilitated Governor's Public Safety Message in Kalamazoo
March 14, 2012: Convened U3 Ventures Meeting with stakeholders in the Flint, Grand Rapids and Kalamazoo
March 15, 2012: Strong Cities, Strong Communities Convening Building a Model of Collaboration in American Cities in Washington, DC
August 27, 2012: Convene U3 Ventures Anchors Strategy Presentation to 9 Urban Cities
September 18-19, 2012: ICIC Conference in Boston
September 25, 2012: Brookings Institute on Innovation Districts

Community Meetings

October 28, 2011: Rep. Stanley and Flint-community stakeholders
November 2, 2011: Grand Rapids Stakeholders convened by the GR Urban League
November 4, 2011: Michigan Municipal League Board Meeting
December 16, 2011: Facilitated Flint Town Hall with Gov. Snyder
December 19, 2011: 4-hour guided tour of City of Detroit with Sheriff Napoleon
March 19, 2012: City of Saginaw Stakeholders Meeting and Tour
March 26, 2012: City of Muskegon Stakeholders Meeting and Tour
May 15, 2012: Congress of Communities in Southwest Detroit
May 16, 2012: Tour of Dearborn Housing Developments with Mayor O'Reilly
July 10, 2012: Morningside Community Meeting
July 27, 2012: SW Detroit Community Meeting
August 28, 2012: United Way of West Michigan
August 30, 2012: Convene Detroit Tour for Governor's Executive Staff

Corporate Meetings

September 30, 2012: Participated in the East Meets West Conference with the Detroit Regional Chamber

December 12, 2012: Meeting with Genesee Regional Chamber of Commerce in Flint
December 21, 2011: Meeting with the Grand Rapids Chamber of Commerce
January 24, 2012: Meeting with Genesee Regional Chamber of Commerce Re: Buick City
February 10, 2012: Steward Sandstrom, President & CEO, Kalamazoo Chamber of Commerce
May 5, 2012: Presentation to Southwest Michigan First Board Meeting
May 16, 2012: Presentation to Comerica Vice Presidents of Banking

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Foundation Meetings

September 2011-2012: Monthly calls with Rob Collier
September 2011-2012: Monthly attendance at Detroit Neighborhood Investment Forum Meetings
Nov. 13, 2011: Michigan's Urban and Metropolitan Strategy and associated recommendations for making Michigan's metro areas stronger, and get feedback from the Philanthropy Advisory Group on the Strategy.
November 18, 2011: Project Alignment for Detroit/Kresge Foundation & OUMI
December 20, 2011: Business Leaders of Michigan Briefing to Foundations
January 10, 2012: Mariam Noland of Community Foundation for SE Michigan
January 12, 2012: Alan Curtis (CEO of Milton Eisenhower Foundation)
January 31, 2012: Kimberly Burton of Council of Michigan Foundations
June 26, 2012: Don Chen of the Ford Foundation and Rob Collier
August 14, 2012: Tom Woiwode of Community Foundation for SE Michigan
August 15, 2012: School Anchor Strategy Presentation to Foundation Community

University Meetings

January 24, 2012: Opening of MSU Health Center for Education and Research Initiatives in the Greater Flint area
February 6, 2012: Dr. Curtis Ivery -- WCCCD Chancellor
February 10, 2012: Kalamazoo College President's Public Affairs Breakfast
April 20, 2012: MSU Land Policy Institute Summit Panelist
June 15, 2012: Remarks at WSU Medical Office Ground Breaking

Faith-Based Meetings

November 10, 2011: Flint Clergy Meeting
December 7, 2011: Detroit Clergy Meeting
December 9, 2011: Pastor George Wilkinson of Flint's Word of Life Christian Church
March 20, 2012: Council of Baptist Pastors
June 26, 2012: Council of Baptist Pastors
August 13, 2012: Michigan Prophetic Voices Regarding Ceasing Youth Violence

Speaking Engagements

September 8, 2011: Michigan Municipal League Urban Core Mayors Meeting
Speak about goals of Governor for urban cities
September 23, 2011: Panelist at the Congressional Black Caucus Legislative Forum
Economic Panel
October 18, 2011: Keynote Speaker for the annual meeting of MCAA, which is the largest human services network in Michigan, outside of state government. MCAAA's member agencies provide a broad array of services to help low income individuals and families become more economically self-sufficient and stable. Programs such as Head Start, Weatherization Assistance, Meals on Wheels, and many others, are administered by local Community Action Agencies in each Michigan county
October 21, 2011: Keynote Speaker at the Michigan Municipal League Black Caucus Annual Dinner
October 27, 2011: Keynote Speaker at the Eastern Michigan University Investing in Capacity, Sustainability and Community Impact Luncheon for Non-Profits

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December 8, 2011:	Keynote Speaker at the Detroit Association of Business Economists at the Detroit Branch of the Chicago Federal Reserve
December 9, 2011:	Keynote Speaker at the Purpose Built Neighborhood Partnership Presentation & Luncheon
December 9, 2011:	Speak to Flint/Genessee Job Corps Student Government Association students who have been elected into Student Government Association (SGA) positions about the Governor's vision for OUMI and the challenges and opportunities in Flint and its surrounding areas
January 10, 2012:	Keynote Speaker at Detroit NAACP Allies, Issues, and Action Meeting
Janaury 10, 2012:	Main Speaker at Woodward Avenue Action Association (WA3) Monthly Meeting regarding state's transit strategy
February 28, 2012:	Keynote Speaker at the Metropolitan Affairs Coalition Board Meeting
February 29, 2012:	Black Caucus Legislative Day Luncheon Speaker
March 1, 2012:	Panelist at the Michigan Community Development Association Conference
March 28, 2012:	Genesee Regional Chamber of Commerce Luncheon Keynote Speaker
April 16, 2012:	Eastern Leaders Group Spring Summit Breakfast Speaker
April 17, 2012:	Speaker at the Michigan Future Leadership Council Meeting
May 8, 2012:	Speaker at Detroit Emerging Leaders Roundtable
May 11, 2012:	Opening Speaker at Larry Leatherwood Symposium
June 7, 2012:	Keynote Speaker at the Jewish Federation Meeting
July 13, 2012:	Keynote Speaker at Michigan Downtown Association (MDA) Conference