

## PUBLIC NOTICE

Chair  
**ERIC SCHERTZING**  
Vice-Chair  
**KARA HOPE**

Appointed Members  
**BRIAN McGRAIN, Secretary**  
**DEB NOLAN, Treasurer**  
**REBECCA BAHAR COOK**

### **Ingham County Land Bank Fast Track Authority**

422 Adams Street, Lansing Michigan 48906 517.267.5221 Fax 517.267.5224

**THE INGHAM COUNTY LAND BANK FAST TRACK AUTHORITY WILL MEET ON MONDAY, FEBRUARY 3, 2014 AT 5:00 P.M., IN THE PERSONNEL CONFERENCE ROOM (D&E), HUMAN SERVICES BUILDING, 5303 S. CEDAR, LANSING**

#### Agenda

Call to Order

Approval of Minutes – December 2, 2013  
January 13, 2014

Additions to the Agenda

Limited Public Comment – 3 minutes per person

1. Community Projects Update
2. Request for Exception to CDBG Conflict of Interest Provisions regarding the potential purchase of 1003 Shepard (NSP 2 new construction) by Jonathon Bailey – Center for Financial Health Housing Counselor – public disclosure item
3. Proposed Ingham County Land Bank Advisory Committee on Commercial Properties – discussion item
4. Review of draft Ingham County Land Bank Crisis Plan
5. ICLBA Public Relations Communications Report – update item
6. Property maintenance, renovation & development
  - a. Residential Property Update-Dashboard
  - b. Commercial Property Update
  - c. Vacant Lot Update
  - d. Garden Program Update – Dashboard
  - e. Completed and Pending Sales
  - f. General legal update- Counsel
7. Accounts Payable & Monthly Statement
  - a. Accounts Payable Approval – January 2014
  - b. Monthly Statement – December 2013
8. Chairman & Executive Director Comments

Announcements

Public Comment – 3 minutes per person

Adjournment

**INGHAM COUNTY LAND BANK  
FAST TRACK AUTHORITY**

December 2, 2013  
Minutes

Members Present: Eric Schertzing, Comm. Bahar-Cook, Comm. Hope, Comm. McGrain , Comm. Nolan

Members Absent: None

Others Present: Jeff Burdick, Jason Ball, Meredith Johnson, Marty Colburn

The meeting was called to order by Chairperson Schertzing at 5:03 p.m. Conference Room D & E of the Human Services Building, 5303 S. Cedar, Lansing.

Approval of the November 4, 2013 Minutes

MOVED BY COMM. NOLAN, SUPPORTED BY COMM. BAHAR-COOK, TO APPROVE THE NOVEMBER 4, 2013 MINUTES. MOTION CARRIED UNANIMOUSLY.

Additions to the Agenda: None

Limited Public Comment: None

1. Community Projects Update

Chairperson Schertzing stated a meeting had been held with stakeholders and prospective re-developers for the entire site of the former Michigan School for the Blind.

2. Ingham County Land Bank Property Disposition Framework – Jason Ball, Kuntzsch Business Services – Information Item

Chairperson Schertzing introduced Jason Ball and Meredith Johnson from Kuntzsch Business Services. Mr. Ball provided an overview of the disposition framework, which is broken out into three primary items: Home-ownership and affordable housing, open space, and commercial/mixed-use development. Executive Director Burdick stated this process will be helpful when approaching possible funders, such as MSHDA. The board discussed possible additions Kuntzsch could incorporate into the draft framework. Chairperson Schertzing stated the framework could also be beneficial to planning the Treasurer's tax auctions. Comm. McGrain inquired if the final draft would come before the board for approval. Chairperson Schertzing stated the framework should be adopted as an addendum to our formal policies and procedures. Comm. Bahar-Cook requested the framework be more concretely tied to the City of Lansing's Master Plan.

4. Resolution to approve a revised Option to Purchase Agreement between ICLBA and Kincaid Henry for the Ash Street Redevelopment Project in Mason

Comm. McGrain requested agenda item 4 be moved up in the meeting schedule to accommodate the presence of Mason City Administrator Marty Colburn. Executive Director Burdick stated a staff memo on the resolution was included in the meeting packet. He provided an overview of the memo. Mr. Colburn stated that while the proposed change is a reduction in the overall sales price of the property, both the Land Bank and City will come out ahead due to increased tax capture created by not obtaining an OPRA. Comm. McGrain expressed reservations given the number of changes to the project already requested by Kincaid Henry.

MOVED BY COMM. MCGRAIN, SUPPORTED BY COMM. NOLAN, TO TABLE CONSIDERATION OF THE RESOLUTION UNTIL THE JANUARY BOARD MEETING. MOTION CARRIED UNANIMOUSLY.

3. Habitat for Humanity of Lansing Wayne Street Request – Update

Executive Director Burdick provided an overview of the staff memo included in the packet.

MOVED BY COMM. BAHAR-COOK, SUPPORTED BY COMM. NOLAN, TO ADOPT THE RESOLUTION TO APPROVE PROVIDING A MATCH OF UP TO \$7,500 IN FUNDS TO HABITAT FOR HUMANITY LANSING TO REMEDIATE THE LOT ON WAYNE STREET, LANSING SO THAT A HOUSE CAN BE BUILT UPON THE LOT. MOTION CARRIED UNANIMOUSLY.

5. ICLBA Public Relations – Update

Chairperson Schertzing stated the update was included in the board packet.

6. Property Maintenance, Renovation & Development

6a. Residential Property Update – Dashboard

Chairperson Schertzing stated the dashboard was included in the board packet. He noted we have closed on 58 homes so far this year. Comm. Bahar-Cook asked how LISA sales were progressing. Chairperson Schertzing stated we had sold five properties to LISA buyers in the last two months. The houses currently reserved for LISA buyers are indicated on the completed and pending sales sheet.

6b. Commercial Property Update

Chairperson Schertzing stated the update was included in the dashboard.

6c. Vacant Lot Update

Chairperson Schertzing stated the information was included in the dashboard.

6d. Garden Program Update – Dashboard

Chairperson Schertzing stated the update was included in the board packet.

6e. Completed and Pending Sales

Chairperson Schertzing stated the update was included in the board packet.

6f. General Legal Update - Counsel

Chairperson Schertzing stated there was no legal update.

7. Accounts Payable & Monthly Statement

7a. Accounts Payable Approval – November 2013

MOVED BY COMM. MCGRAIN, SUPPORTED BY COMM. NOLAN, TO APPROVE THE ACCOUNTS PAYABLE FOR NOVEMBER 2013.

Comm. McGrain asked about the payment to MAC Contracting. Chairperson Schertzing stated they were the remediation and demolition contractor for the School for the Blind.

MOTION CARRIED UNANIMOUSLY.

7b. Monthly Statement – October 2013

The October 2013 monthly financial statement was received and placed on file. Chairperson Schertzing stated Gillespie Group would be making their final payment on 3411 E Michigan Avenue later this month.

8. Chairman and Executive Director Comments

8a. Michigan Historic Preservation Network Preservation Fund Loan

Executive Director Burdick stated the Land Bank has applied for a loan to replace the roof at the former Paro Party Store located at 2221 E Kalamazoo. Chairperson Schertzing distributed a fair housing survey to the board members. Executive Director Burdick informed the board that John Krohn was offered and has accepted the Garden Coordinator position. He will start in a few weeks.

Announcements: None

Limited Public Comment: None

The meeting adjourned at 6:21 p.m.

Respectfully submitted,  
Joseph Bonsall

**INGHAM COUNTY LAND BANK  
FAST TRACK AUTHORITY**

January 13, 2014  
Minutes

Members Present: Eric Schertzing, Comm. Bahar-Cook, Comm. Hope, Comm. McGrain, Comm. Nolan

Members Absent: None

Others Present: Jeff Burdick, Tim Perrone, John Krohn, Ryan Kincaid, Kurt Creamer

The meeting was called to order by Chairperson Schertzing at 5:32 p.m. in Conference Room D & E of the Human Services Building, 5303 S. Cedar, Lansing.

Additions to the Agenda: None

Limited Public Comment: None

1. Community Projects Update
- 1a. Paro Store – Wishing Wall

Comm. McGrain arrived at 5:34 p.m.

Executive Director Burdick stated the wishing wall had become an outlet for public frustration with the Board of Water and Light in the aftermath of the ice storm. Members of the Eastside community and staff will be engaging in a meeting to go over some of the more serious suggestions that have appeared on the wall and to help come up with a re-use plan for the structure.

- 1b. 1112 Prospect Street – Demolition and Future Neighborhood Park Site

Executive Director Burdick stated that he had met with Comm. McGrain, Comm. Bahar-Cook, and John Shaski from Sparrow Hospital to discuss 1112 Prospect St. The outcome of the meeting was that Sparrow is prepared to pay for the demolition, construction of a new playground, property maintenance, and for additional liability coverage for a 20-30 year period, provided the Land Bank retains ownership. A more formal plan will depend on sorting out the liability issues.

2. Election of Officers - Motion

MOVED BY COMM. NOLAN, SUPPORTED BY COMM. HOPE, TO ELECT COMM. HOPE VICE-CHAIR, COMM. NOLAN TREASURER, AND COMM. MCGRAIN SECRETARY. MOTION CARRIED UNANIMOUSLY. Absent: Comm. Bahar-Cook

3. Resolution to approve a revised Option to Purchase Agreement between ICLBA and Kincaid Henry for the Ash Street Redevelopment Project in Mason

Chairperson Schertzing introduced Ryan Kincaid from Kincaid Henry. Mr. Kincaid updated the board on progress so far and introduced Kurt Creamer from Oracle, who will be occupying the commercial space. Mr. Kincaid reviewed the financing of the project and the need for a reduced sales price to achieve the debt-service ratio required by their financial institution.

Comm. Bahar-Cook arrived at 5:58 p.m.

Comm. Nolan asked for clarification of the amount CDBG Blight Elimination Grant funds in the project. Mr. Kincaid stated their award was for \$446,000. Comm. Nolan also asked Mr. Creamer what his company did. He replied that Oracle was a financial investment and insurance company. They are looking to consolidate three offices into a single space. Comm. McGrain asked if Summit Bank had committed to financing the entire amount needed. Mr. Kincaid stated they had. Comm. McGrain asked if they had considered the option of utilizing less expensive finishes in the rental units as a way to curb rehab costs. Mr. Kincaid stated they had, but felt the increased upfront material cost for longer lasting items would be more than offset by a decrease in replacement costs over the life of the units. He also noted that the building was subject to SHPO interior standards due to the building's historic designation. Comm. Bahar-Cook suggested the possibility of the Land Bank collecting the additional \$75,000 if the building is sold within 5 years and requested that language be added to the resolution.

MOVED BY COMM. BAHAR-COOK, SUPPORTED BY COMM. NOLAN, TO ADOPT THE RESOLUTION AS AMENDED. MOTION CARRIED UNANIMOUSLY.

4. Ingham County Land Bank Strategic Plan – Outcome # 5 – More Transparent, Efficient Internal Operations – Discussion Item

The board discussed Outcome #5 of the Strategic Plan. Comm. Bahar-Cook suggested hiring a consultant to help the board understand the nuances of commercial transactions.

5. ICLBA Public Relations – Update

Chairperson Schertzing stated the update was included in the board packet. Executive Director Burdick stated Kate Tykocki had proposed the idea of creating an emergency

response plan for the Land Bank. More information on this will be presented at a future meeting.

6. Property Maintenance, Renovation & Development

6a. Residential Property Update – Dashboard

Chairperson Schertzing stated the dashboard was included in the board packet. Executive Director Burdick stated only two properties sustained anything more than minor damage during the storm.

6b. Commercial Property Update

Chairperson Schertzing stated the update was included in the dashboard.

6c. Vacant Lot Update

Chairperson Schertzing stated the information was included in the dashboard.

6d. Garden Program Update – Dashboard

Chairperson Schertzing introduced John Krohn the new Garden Program Coordinator. Mr. Krohn updated the board on his background and what he has been working on since he started in mid-December.

6e. Completed and Pending Sales

Chairperson Schertzing stated the update was included in the board packet.

6f. General Legal Update - Counsel

Chairperson Schertzing stated there was no legal update.

7. Accounts Payable & Monthly Statement

7a. Accounts Payable Approval – December 2013

MOVED BY COMM. MCGRAIN, SUPPORTED BY COMM. HOPE, TO APPROVE THE ACCOUNTS PAYABLE FOR DECEMBER 2013. MOTION CARRIED UNANIMOUSLY.

7b. Monthly Statement – November 2013

The November 2013 monthly financial statement were received and placed on file.

8. Chairman and Executive Director Comments: None

Announcements: None



Limited Public Comment: None

The meeting adjourned at 7:44 p.m.

Respectfully submitted,  
Joseph Bonsall



January 29, 2014

To: Ingham County Land Bank Board Members

From: Jeff Burdick, Executive Director

Subject: Request for Exception to CDBG Conflict of Interest Provisions for Jonathon Bailey, employee of the Center for Financial Health, to purchase a Land Bank home constructed utilizing NSP 2 funds

Jonathon Bailey serves as a Housing Counselor for the Center for Financial Health (CFH). As a Housing Counselor, Jonathon provides housing-related financial counseling and down payment assistance file preparation for potential purchasers of Land Bank homes. The Land Bank has entered into a written agreement with CFH for such services.

Jonathon wishes to purchase 1003 Shepard in Lansing, Michigan, which is a new construction completed by the Land Bank utilizing Neighborhood Stabilization Program 2 (NSP 2) funds. Because there may be an appearance of a conflict of interest considering his employment with CFH, Jonathon has asked the Land Bank to initiate the Request for Exception to CDBG Conflict of Interest procedure, as outlined in MSHDA's Request for Exception to CDBG Conflict of Interest Provisions document, which is included in your packet. As part of this process, there needs to be proof that his request has been made public. Having this appear as an agenda item at the Land Bank Board meeting (a public meeting), fulfills this requirement. An Affidavit of Disclosure, another requirement of this process, has also been included in the Board packet for your review.

To: Ingham County Land Bank – Board of Ethics

CC: MSHDA, HUD

I, Jonathon C. Bailey, make the following disclosure under oath:

I make this disclosure because of a possible appearance that I may be in violation of CDBG Conflict of Interest provisions involving an employee, agent, consultant, officer or elected official or appointed official of the Grantee.

**My position with Center for Financial Health (CFFH) is Full Time. I am employed as a Housing Counselor**

As a housing counselor with CFFH, my duties include providing housing related financial counseling and down payment assistance file preparation for both The Ingham County Landbank and City of Lansing CDBG Grantees. CFFH is under contract to provide these services. As a Housing Counselor, I am not in a position of decision making authority as to the use, allocation, approval or denial of CDBG funds awarded to either Grantee.

At times during the course of performing these duties I do come into contact with privileged information prior to it being available to the general public including property availability and pricing. However, my request for an exception is to be given the opportunity to purchase a Landbank property that is available to the public, and has been on the market for longer than 90 days prior to me making an offer.

I am specifically interested in purchasing 1003 Sheppard Street. For the reasons listed below, I believe a conflict does not exist:

- The property was completed in 2011, has been on the market and available to the general public for well over 12 months, and the completion of this home occurred prior to my becoming an employee of CFFH.
- I fall within the targeted income as I am in the 77% AMI bracket.
- I am not, nor have I ever been, a decision maker in regards to the allocation of funds related to this or any other Landbank property; INCLUDING the approval of Down Payment Assistance funds.

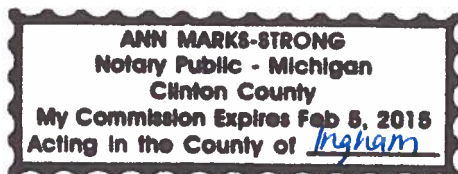
**I hereby certify that this disclosure is complete and accurate to the best of my knowledge, information and belief.**

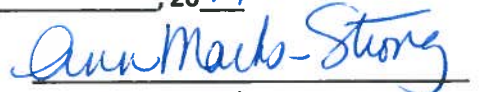
The foregoing Affidavit of Disclosure was executed this 10th day of January, 2014.

  
Jonathon C. Bailey

State of Michigan, County of Ingham

Subscribed and sworn to before me this 13th day of January, 2014



  
Notary Public/or County Clerk  
acting in Ingham County, Michigan

My Commission Expires: Feb 5, 2015

Ingham County Land Bank , Grant #

**Request for Exception to CDBG Conflict of Interest Provisions (24 CFR 570.489(h))**

*To be used for potential conflicts relative to activities funded with CDBG, NSP1 or NSP2 funds.*

Upon written request by the **local unit** of government receiving CDBG, **NSP1** or **NSP2** funds (Grantee) through MSHDA's Community Development Division (CD), **MSHDA (or HUD)** may grant on a case-by-case basis an exception to CDBG Conflict of Interest provisions involving an employee, agent, consultant, officer or elected official or appointed official of the Grantee. Exceptions may be granted provided the local unit of government fully documents the request in compliance with all requirements of paragraph 570.489(h)(4) including the Grantee's position with respect to each factor at paragraph (h)(5). All supporting documentation shall be attached and the request shall be made available for review by the public.

An exception may be granted after it is determined that such an exception will serve to further the purpose of the Act and the effective and efficient administration of the program or project of the state or unit of general local government as appropriate.

An exception may be considered only after the unit of general local government, has provided the following:

1. The name, title, and classification of the person, and a brief description of the person's position as it relates to the CDBG-assisted project or contract award. **Jonathon Bailey, Housing Counselor with the Center for Financial Health,** **Jonathon's position as a housing counselor with the Center for Financial Health requires that he meet with prospective buyers who are in the process of, or working towards, home purchase. Some of these clients are applying for income eligibility approval for homes built or renovated with CDBG/NSP funds and offered for sale. Jonathon's role is to gather income and asset documents, educate and council on the homebuying process, determine home ownership readiness, and submit applications to CDBG/NSP grantees for approval. The Center for Financial Health is not a decision maker in any way as it relates to who gets to purchase a Land Bank home, how much assistance they get or how the homes are marketed to the public.**
2. A disclosure of the nature of the Conflict of Interest. **There is no true conflict, however, there may be the appearance of a conflict.**
3. Proof that the disclosure has been made public. ☐ Proof of disclosure is attached (**published notice with date and name of publication, public hearing agenda, date and minutes, or other widely distributed announcement**). **Explain any discussion or comments from the public**
4. A legal opinion from the Grantee's attorney stating there would be no violation of state or local law if the exception were granted. ☐ Legal opinion is attached to this request.

In determining whether to grant a requested exception, **MSHDA/HUD** will consider the **cumulative effect** of the following factors (sec. 570.489(h)(5)):

1. Will the exception provide a significant cost benefit or an essential degree of expertise to the program or project which would otherwise not be available? **Jonathon is very active in the community with significant programs such as the Volunteer Income Tax Assistance Program. Coming into contact with 614 potential buyers in the low to moderate income bracket last year during tax season alone. Successfully purchasing this home will allow him to not just recommend the program as an affordable option, it would allow him to share his personal experience and provide a real life testimonial.**
2. Was an opportunity for open competitive bidding or negotiation provided? **The desired home has been completed since 2011 and openly marketed through a Realtor and the MLS for approximately 24 months.**
3. Is the person a member of a group or class of low and moderate income persons intended to be the beneficiaries of the CDBG, **NSP1 or NSP2** assisted activity, and the exception would permit the person to receive generally the same interests or benefits as are being made available or provided to the group or class? **Jonathon has a household income of \$38,360. As a divorced male, his AMI falls at 83% and is well within the scope of the program.**
4. Has the affected person withdrawn from his or her functions or responsibilities, or the decision making process with respect to the specific assisted activity in question? **The home being sought by Jonathon was completed with NSP 2 funds prior to his employment at the Center for Financial Health. Jonathon is not in a decision making role and performs administrative file preparations only. Therefore, his role, function, and responsibility would in no way affect this transaction.**
5. Was the interest or benefit present before the affected person was in **his/her** position as an employee, agent, consultant, officer, or elected official or appointed official of the grantee, state recipient, or subrecipient of CDBG/**NSP1/NSP2** funds? **Jonathon's employment began in August 2012, well after the completion of this project, as well as after the receipt of the NSP 2 funds.**
6. Would undue hardship result either to the unit of local government, recipient or the person affected when weighed against the public interest served by avoiding the prohibited conflict? **Jonathon currently resides in a rented home. The owners of the home have defaulted on the mortgage as well as the property taxes and will be foreclosed on in April 2014. By not approving this transaction it would result in an additional hardship as it would disallow Jonathon access to one of the affordable home products in his area. An additional hardship exists as the property is not generating city tax revenue which would be remedied through this request.**
7. **Are there any other relevant considerations?** **Jonathon has waited until the public hearing and approval from the grantee to pursue putting an offer on this property as to allow it to remain on the market and available until he receives initial approval.**

The Grantee's Authorized Official (signer of Grant Agreement) shall sign this request to be submitted to the CD representative. Requests for Conflict of Interest exceptions for CDBG or

NSP1 grant activities will be reviewed by MSDHA within 30 days of receipt of all required information. Requests for Conflict of Interest exceptions for NSP2 grant activities will be forward to HUD within 10 days of receipt of all required information.

By Grantee's Authorized Official:

\_\_\_\_\_  
Name, Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
**FOR MSHDA /HUD USE.**  
by CD staff name

☐ NSP2 request forwarded to HUD on

\_\_\_\_\_  
Date

Exception Granted ☐

Denied ☐

Reason for Denial: If reasons stated in separate document, please state if e-mail or letter and give date

By:

\_\_\_\_\_  
Name, Title

\_\_\_\_\_  
Date



January 28, 2014

To: Ingham County Land Bank Board Members

From: Jeff Burdick, Executive Director

Subject: Creation of an advisory committee for non-single-family residential Land Bank properties

The Land Bank Board discussed the possibility of hiring or contracting a consultant to assist with the development of these properties. An alternative to contracting with a consultant would be for the Land Bank to create an Advisory Board for the development of non-single-family residential properties. Attached to this staff report is a list of such properties that the Land Bank currently owns. The creation of such a committee is timely, given the fact that the Land Bank has banked several of these types of properties for future redevelopment, its need to sell/develop commercial property to meet its projected 2014 budget revenue figures, and the emphasis of placemaking initiatives by state funding agencies. Below are some ideas related to the proposed Advisory Committee:

Committee make-up: Commercial real estate broker, engineer, architect, planner, local developer representative, LEAP, Land Bank Board member, city of Lansing representative, citizen, etc.

Meeting Schedule: Quarterly or as needed.

Term of membership: 2 years

Duties of Committee: Provide feedback and access to resources to market and develop Land Bank non-single-family residential properties and review the commercial and corridor properties that are foreclosed on by the County Treasurer each year.

Process for Serving: Prospective committee members could apply for membership with the Executive Director making recommendations to the Land Bank Board, or prospective members serving a particular segment of the industry could be recruited to serve on the Committee.



**Crisis Communications Plan  
for  
Ingham County Land Bank**

**DRAFT January 2014**



## **Overview**

### **Goal and Purpose**

The goal of the Crisis Communications Plan is to provide a standardized strategy for coordinated use with the Land Bank and Piper & Gold teams to manage events or situations that are unexpected, disruptive to operations and otherwise have potentially negative consequences for the Ingham County Land Bank.

The purpose of this plan is to set forth a crisis communication plan that provides a unified structure, management and communication resource necessary prior to a crisis in order to provide an accurate rapid response, establish accountability and minimize the impacts of a negative event.

Where applicable, this plan accounts for a complete loss of Internet services and a reliance on knowledge of geographical locations and alternative contact methods.

### **Parameter for Use and Trigger Points**

Each crisis will be unique. The development of this document will serve as the generalized structure with core messages for any crisis. Specific resources will likely be obtained and should be incorporated into this plan as the situation unfolds and information becomes available. It is essential that the development of a crisis communication plan also entail the predetermined priority of circumstances or scenarios that provide the potential for negative exposure for the Ingham County Land Bank. These scenarios will trigger the use of this plan.

The Ingham County Land Bank has identified the following events as Trigger Points:

- Short-term (one to three days) closure of Land Bank facility/office for any reason including inclement weather, power outages, weather outages, etc.
- Long-term (more than three days) closure of Land Bank facility/office for any reason including destruction of the facility, natural disaster, fire, flood, tornado, snow/ice, power outages, water outages, etc.
- Death or long-term disability of key individual including executive director and board chair.
- Termination of key individual including executive director and board chair.
- Professionally focused illegal activity/arrest by any staff or board member including fraud, embezzlement, major traffic violations while conducting Land Bank business, etc.
- Personally focused illegal activity/arrest by key individuals including DUI, domestic disturbances, assault, drug violations, etc.
- Illegal activity or tragedy on Ingham County Land Bank property including death, murder, rape, violent crimes, etc.
- Major or widespread destruction of physical property/properties owned by Ingham County Land Bank as a result of natural disaster, fire, flood, tornado, snow/ice, etc.

## **Crisis Self-Audit**

In addition to being prepared from a communications standpoint, it is recommended the Ingham County Land Bank evaluate and establish operations procedures addressing the following concerns:

- Who is the designated person or team authorized to implement and oversee an organizational response?
- What is the hierarchy and cross-training in the event that individual is not able to implement and oversee the organizational response?
- What is the appropriate role of legal counsel for the Ingham County Land Bank in the event of a crisis?
- How frequently can and should the plan be reviewed and updated?

### **Before a Crisis Occurs**

Crisis communication requires planning and practice. To prepare to communicate in a crisis, we recommend that you:

1. Review all materials in this plan.
2. Keep a printed copy of all the materials as well as an electronic copy
  - Print out multiple copies of the Crisis Communications Plan for use during a crisis; distribute to key staff and advise other staff of who has the copies.

### **When a Crisis Occurs**

The moment a trigger point occurs, notify all key members of the team (below) and begin to execute the following sequence of actions. See the Resources section of this plan for worksheets and other resources to help develop the necessary plan for any of the trigger point scenarios or other unexpected situations.

#### **1. Understand the Crisis – SEE RESOURCES SECTION**

Gathering as much of a factual summary of the event/situation along with contacts and an associated timeline will be vital to determining the extent of the crisis and the corresponding response needed from your crisis communication team.

#### **2. Activate Crisis Communication Team**

Use the contact information below to notify members of the crisis communications team. Once the designees are contacted, the crisis communication team will follow the protocol outlined in the crisis communication plan.

#### **3. Assess the Situation – SEE RESOURCES SECTION**

Confirming all the information and sources gathered so far will be essential as the crisis progresses. Answering the questions of who, what, when, where, and why along with specific questions about timelines and impacts.

#### **4. Identify Actions – SEE RESOURCES SECTION**

Defining clear roles of responsibilities for the organization in responding to a crisis will be helpful in the determining actions required. Addressing the need for 3<sup>rd</sup> party resources and specialists to this particular crisis will be important at this step.

#### **5. Develop Response and Key Messages – SEE RESOURCES SECTION**

Determine procedures for your action plan – the steps of assembling a team, analyzing the situation, developing messages and reacting should be finalized within 24 to 48 hours. Formulating key messages that provide one clear message in a timely manner is central.

#### **6. Communicate with Audiences via Traditional and Social Media – SEE RESOURCES SECTION**

Identify and communicate to key audiences honestly, openly and in a timely fashion.

#### **7. Re-evaluate Conditions**

As new information emerges, changes in your messages or outreach to different audiences and/or the organization's defined role should be continuously re-evaluated and should evolve to reflect the most up-to-date information.

#### **8. Define Recovery**

Once the crisis is resolved, a plan that addresses the reason for the crisis and any changes in procedures or protocol should be created and include communication outreach that was used during the crisis situation.

#### **Activating the Crisis Communication Team:**

Any member of the crisis communications team can and should notify all other members by any means necessary in the event of a trigger point.

#### **Crisis Communication Team**

- Recommended responsibilities within this team are:
  - Jeff Burdick and Eric Schertzing, authorized decision makers, spokespeople
  - Kate Snyder (Piper & Gold), communications expert, message developer
  - Dawn VanHalst, liaison to regulatory and emergency officials, client relations
  - Joseph Bonsall, legal counsel and concerns
  - Veronica Gracia-Wing (Piper & Gold), social media manager
- Depending on the type of crisis, the crisis communications team may choose to involve external legal counsel Charles Lawler of Clark Hill.
- Within 12 hours of the crisis, establish work assignments and performance expectations, monitor performance and provide feedback.

#### **CRISIS COMMUNICATIONS TEAM CONTACTS:**

<b>Name:</b>	<b>Jeff Burdick</b>
<b>Title/Organization:</b>	Executive Director, ICLB
<b>Work Phone:</b>	517-267-5221
<b>Cell Phone:</b>	517-348-6129

Home Phone:	989-430-9383
Work Email:	jburdick@ingham.org
Personal Email:	
Assigned Responsibility:	authorized decision maker, spokesperson
<b>Name:</b>	<b>Eric Schertzing</b>
Title/Organization:	Ingham County Treasurer, ICLB Board Chair
Work Phone:	517-267-5221 or 517-676-7220
Cell Phone:	517-303-7233
Home Phone:	
Work Email:	eschertzing@ingham.org
Personal Email:	
Assigned Responsibility:	authorized decision maker, spokesperson
<b>Name:</b>	<b>Kate Snyder</b>
Title/Organization:	Principal Strategist, Piper & Gold Public Relations
Work Phone:	517-214-8621
Cell Phone:	517-214-8621
Home Phone:	517-214-8621
Work Email:	<a href="mailto:kate@piperandgold.com">kate@piperandgold.com</a>
Personal Email:	<a href="mailto:ktykocki@gmail.com">ktykocki@gmail.com</a>
Assigned Responsibility:	communications expert, message developer
<b>Name:</b>	<b>Dawn VanHalst</b>
Title/Organization:	Brownfield Coordinator, ICLB
Work Phone:	517-267-5221
Cell Phone:	
Home Phone:	
Work Email:	dvanhalst@ingham.org
Personal Email:	
Assigned Responsibility:	liaison to regulatory and emergency officials, client relations
<b>Name:</b>	<b>Joseph Bonsall</b>
Title/Organization:	Land Bank Coordinator, ICLB/Treasurer's Office
Work Phone:	517-267-5221
Cell Phone:	
Home Phone:	
Work Email:	jbonsall@ingham.org
Personal Email:	
Assigned Responsibility:	legal counsel and concerns
<b>Name:</b>	<b>Veronica Gracia-Wing</b>
Title/Organization:	Associate Strategist, Piper & Gold Public Relations
Work Phone:	517-290-8577
Cell Phone:	517-290-8577
Home Phone:	517-290-8577
Work Email:	<a href="mailto:veronica@piperandgold.com">veronica@piperandgold.com</a>

Personal Email:	<a href="mailto:veronica.graciawing@gmail.com">veronica.graciawing@gmail.com</a>
Assigned Responsibility:	social media manager
<b>IF DEEMED NECESSARY:</b>	<b>IF DEEMED NECESSARY BY CRISIS COMMUNICATIONS TEAM:</b>
<b>Name:</b>	<b>Charles Lawler</b>
Title/Organization:	Attorney, Clark Hill
Work Phone:	517-318-3016
Cell Phone:	
Home Phone:	
Work Email:	clawler@clarkhill.com
Personal Email:	
Assigned Responsibility:	legal counsel and concerns

## **RESOURCES:**

In the event of a crisis situation, these resources are meant to be used by the crisis communications team to develop a specific and immediate plan for any trigger point or unforeseen situation.

## **Understanding the Crisis**

### **Definition of a Crisis**

A crisis is a situation that:

- Is unexpected
- Has elements of the unknown and escalating intensity
- Interrupts normal business operations
- Impacts an organization's external reputation
- Impacts an industry's (as well as an individual company's) financial performance

### **First Warnings of a Crisis**

The crisis communication plan will allow for an established structure and procedure to be followed once any of the following early warning signs are observed:

- Contact from another organization
- Consumer complaints
- Notification of a legal issue
- Contact from a news media outlet
- Contact from a regulatory agency
- Contact from a customer/partner (i.e. homeowner, construction company, etc.)
- Publication or broadcast of a negative news report
- Increased Internet discussions

## **Ask the Questions**

Walk through the following questions as a team to help develop the project plan.

1. What or who is involved? (Trigger points for activation of plan)

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2. When did you first learn about the issue or how long has it been going on? (Timeline)

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3. Who first learned of problem? Who is involved? (Name and contact information)

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4. Where is the event unfolding? (Location)

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5. Why are you being contacted? (Relevance to organization)

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As you move towards communication actions, specifically gathering information to support your key messages, use these questions to guide you to finding answers:

**Assessing the Situation**

1. What is the problem? What is its cause?

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2. What are the concerns over the incident for the Ingham County Land Bank and/or its customers?

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3. Has anyone been hospitalized, showing illness symptoms or other adverse health effects?

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4. What is the date and time of problem (if applicable)?

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5. What is our planned response to the problem?

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6. Is there involvement of regulatory or other agencies?

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7. What are the possible actions that can be taken to address the issue? How will we make things right?

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8. Will the Ingham County Land Bank change or stop what has led to the crisis? If not, why?

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9. What are the steps that will be put in place to prevent future occurrences?

### **The Four Rs of Crisis Communications**

<i>Regret:</i>	The first thing you should do is express concern that a problem has developed – even if it was not the organization's fault.
<i>Responsibility:</i>	Whether the cause of the problem was the organization's fault or not, the operation should be prepared to take responsibility for solving the problem. Your actions will reinforce its words and provide a credible demonstration of the organization's commitment to doing the right thing.
<i>Reform:</i>	Your various stakeholder audiences must know the organization is taking steps to ensure the problem will not happen again.
<i>Restitution:</i>	If appropriate, detail how you and the industry will help those who have been affected by the problem.

### **Key Message Development:**



Key messages should be developed by the crisis communications team using this five-step model.

<b>A Five-Step Model for Preparing Messages</b>	
<b><i>Answers should:</i></b>	<b><i>By:</i></b>
1. Express empathy, listening, caring or compassion as a first statement.	<ul style="list-style-type: none"> <li>▪ Using personal pronouns, such as “I” “we” “our” or “us”</li> <li>▪ Indicating through actions, body language and words that you share the concerns of those affected by events</li> <li>▪ Acknowledging the legitimacy of fear and emotion</li> <li>▪ Using a personal story, if appropriate (for example, “My family . . .”), and</li> <li>▪ Bridging to the key messages.</li> </ul>
2. State the key messages.	<ul style="list-style-type: none"> <li>▪ Limiting the total number of words to no more than 27;</li> <li>▪ Limiting the total length to no more than 9 seconds;</li> <li>▪ Using positive, constructive and solution-oriented words as appropriate; and</li> <li>▪ Setting messages apart with introductory words, pauses, inflections.</li> </ul>
3. State supporting information.	<ul style="list-style-type: none"> <li>▪ Using three additional facts;</li> <li>▪ Using well thought out and tested visual material, including graphics, maps, pictures, video clips, animation, photographs and analogies;</li> <li>▪ Using a personal story;</li> <li>▪ Citing credible third parties or other credible sources of information.</li> </ul>
4. Repeat the key messages.	<ul style="list-style-type: none"> <li>▪ Summarizing or emphasizing the key messages.</li> </ul>
5. State future actions.	<ul style="list-style-type: none"> <li>▪ Listing specific next steps; and</li> <li>▪ Providing contact information for obtaining additional information, if appropriate.</li> </ul>

**Source:** Hyer, Randall N. and Covello, Vincent. (2005).

## **Communicate with Audiences**

Based on the crisis trigger point, different audiences may be targeted. The crisis communications team should consider which key audiences or stakeholders need to be targeted. Revisit this list of potential stakeholders as the crisis evolves to reflect changes in audiences as needed.

Determine possible “starting questions” that can be utilized to help quickly determine any misinformation that might be circulating and allow for targeted responses. Examples follow.

<b>Stakeholder</b>	<b>Potential Communication Vehicles</b>	<b>Threshold Questions</b>
Employees	<ul style="list-style-type: none"> <li>• E-mail or newsletter</li> <li>• Personal contact</li> </ul>	<ul style="list-style-type: none"> <li>• What do they need to know about the source of the problem?</li> <li>• How is the company resolving the situation?</li> <li>• What are the employees expected to do regarding the situation?</li> </ul>
Contractors	<ul style="list-style-type: none"> <li>• Information packet and/or letter</li> <li>• Personal contact</li> <li>• E-mail or e-newsletter</li> <li>• 800 number</li> <li>• Web site</li> <li>• Advisory board meeting</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• What do they need to know about the source of the problem?</li> <li>• What actions do they need to take to resolve the situation?</li> <li>• What information will they provide to their consumers, customers and/or employees?</li> </ul>
Organizational Partners	<ul style="list-style-type: none"> <li>• Conference calls</li> <li>• Personal meetings</li> <li>• Faxed statements</li> <li>• E-mail</li> <li>• Web site</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• Could the partner be an ambassador for you?</li> <li>• Will the partner help solicit testimony from experts on the issue?</li> </ul>
Regulatory Agencies	<ul style="list-style-type: none"> <li>• Conference calls</li> <li>• Personal meetings</li> <li>• E-mail</li> <li>• Web site</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• What actions are they taking regarding the situation?</li> <li>• What are the implications of their actions?</li> </ul>
Consumers	<ul style="list-style-type: none"> <li>• Web site</li> <li>• 800 number</li> <li>• Media, including social media</li> </ul>	<ul style="list-style-type: none"> <li>• How will consumers react?</li> <li>• To whom will they direct their questions?</li> <li>• What (mis)information have they already received?</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Initial response statement</li> </ul>	<ul style="list-style-type: none"> <li>• Will the news media get information on the situation whether you give it to them</li> </ul>

	<ul style="list-style-type: none"> <li>• News release</li> <li>• Web site</li> <li>• External Q&amp;A</li> <li>• News conference/briefings</li> <li>• Advertising</li> <li>• Third-party groups</li> <li>• By-lined editorial</li> <li>• E-mail</li> </ul>	<p>or not?</p> <ul style="list-style-type: none"> <li>• Will the organization's reputation be affected unless information is aggressively released through the news media?</li> <li>• Is there a broader, more appropriate organization to handle the situation?</li> </ul>
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### **Contacts:**

In the event of a crisis, access to the internet or hard files in the office may not be feasible. As a result, potentially useful contacts are listed here.

### **Emergency Services:**

<b>Name:</b>	<b>City of Lansing Police</b>
Address:	120 W. Michigan Avenue Lansing, MI 48933
Phone:	517-483-4600
Facebook:	<a href="https://www.facebook.com/lansingpolicedepartment">https://www.facebook.com/lansingpolicedepartment</a>
<b>Name:</b>	<b>City of Lansing Fire</b>
Address:	120 E. Shiawassee Lansing, MI 48933
Phone:	517-483-4200
<b>Name:</b>	<b>Ingham County Office of Homeland Security &amp; Emergency Mgt.</b>
Phone:	517-676-8223
Web:	<a href="http://sh.ingham.org/EmergencyServices.aspx">http://sh.ingham.org/EmergencyServices.aspx</a>
<b>Name:</b>	<b>Michigan State Police/Lansing Post No. 11</b>
Address:	7119 N. Canal Road, Lansing MI 48913
Phone:	800-525-5555/517-322-1907
<b>Name:</b>	<b>Centers for Disease Control and Prevention (CDC)</b>
Phone:	800-CDC-INFO
Web:	<a href="http://emergency.cdc.gov/">http://emergency.cdc.gov/</a>

### **Board of Commissioners:**

<b>Name:</b>	<b>Rebecca Bahar-Cook</b>
District:	District 2
Work Phone:	
Cell Phone:	
Home Phone:	
Work Email:	<a href="mailto:rbahar-cook@ingham.org">rbahar-cook@ingham.org</a>
Personal Email:	
<b>Name:</b>	<b>Kara Hope</b>
District:	District 7

Work Phone:	
Cell Phone:	
Home Phone:	
Work Email:	khope@ingham.org
Personal Email:	
<b>Name:</b>	<b>Deb Nolan</b>
District:	District 12
Work Phone:	
Cell Phone:	
Home Phone:	
Work Email	dnolan@ingham.org
Personal Email	
<b>Name:</b>	<b>Brian McGrain</b>
District:	District 10, Vice-Chairperson to Board of Commissioners
Work Phone:	
Cell Phone:	
Home Phone:	
Work Email	bmcgrain@ingham.org
Personal Email	

**Ingham County Land Bank Employees:**

<b>Name:</b>	
Title/Organization:	
Work Phone:	
Cell Phone:	
Home Phone:	
Work Email:	
Personal Email:	
Assigned Responsibility:	

**News Media:**

<b>Name:</b>	<b>WILX</b>
Station Phone:	517-393-9180
General Information:	517-393-8555
News Tips:	newtips@wilx.com
Announcements:	community@wilx.com
<b>Name:</b>	<b>WLNS</b>
Main Phone:	517-372-8282
News Phone:	517-372-1300
News Tips:	newstips@wlns.com
<b>Name:</b>	<b>Lansing State Journal</b>
General Phone:	517-377-1000

Newsroom:	517-377-1154
<b>Name:</b>	mLive
News Tips:	734-997-7272
News Tips:	Lansing@mlive.com
<b>Name:</b>	<b>99.1 WFMK</b>
Station Phone:	517-363-4399
Business Phone:	517-394-7272
<b>Name:</b>	<b>97.5 NOW FM</b>
Station Phone:	517-363-2957
Business Phone:	517-394-7272
<b>Name:</b>	<b>100.7 WITL</b>
Station Phone:	517-363-2233
Business Phone:	517-394-7272
<b>Name:</b>	<b>94.9 WMMQ</b>
Station Phone:	517-363-4949
Business Phone:	517-394-7272
<b>Name:</b>	<b>92.9 WLMI</b>
Station Phone:	517-363-2929
Business Phone:	517-699-0111
<b>Name:</b>	<b>106.1 Q106</b>
Station Phone:	517-363-2106
Business Phone:	517-699-0111
<b>Name:</b>	<b>1240 WJIM</b>
Station Phone:	517-363-2002
Business Phone:	517-394-7272
<b>Name:</b>	<b>730 WVFN</b>
Station Phone:	517-363-2273
Business Phone:	517-394-7272
<b>Name:</b>	<b>WILS 1320</b>
Station Phone:	517-393-3700
Business Phone:	517-394-1320
<b>Name:</b>	<b>89.7 WLNZ</b>
Station Phone:	517-483-1000
Email:	wlnzradio@gmail.com
<b>Name:</b>	<b>90.5 WKAR</b>
Station Phone:	517-884-4700
News Tips:	newsinfo@wkar.org
<b>Name:</b>	<b>96.5 WQHH</b>
Station Phone:	517-882-0965
Business Phone:	517-393-0882
<b>Name:</b>	<b>92.1 WQTX</b>
Business Phone:	517-699-0111

<b>Name:</b>	<b>88.9 WDBM</b>
Station Phone:	517-884-8989
Business Phone:	517-884-8900

#### **Allied Organizations:**

<b>Name:</b>	<b>City of Lansing</b>
Phone:	517-483-4000
<b>Name:</b>	<b>Ingham County</b>
Phone:	Board of Commissioners 517-676-7200
Phone:	Prosecuting Attorney 517-483-6108
Phone:	County Clerk 517-676-7201
Phone:	Drain Commissioner 517-676-8395
Phone:	Register of Deeds 517-676-7216
Phone:	Sheriff 517-676-2431
<b>Name:</b>	<b>Treasurer's Office</b>
Phone:	517-676-7220
<b>Name:</b>	<b>MSHDA</b>
Phone:	517-373-8370

#### **Social Media:**

Social media is an important extension of the Ingham County Land Bank brand. Social media allows the Land Bank to reach the widest audience and enlist advocates who will help spread the messages developed throughout the Crisis Communications Plan. The Land Bank's presence on social media is historically robust and positive, which allows the public to view the history of Land Bank attitudes and actions and for the opportunity build on the cushion of goodwill already established during a crisis.

Using a narrative tone conveys intimacy and increases perceived conversational voice. Social media can encourage a high level of engagement and it communicates trust, satisfaction and commitment.

In the event of a crisis situation, Piper & Gold will manage the Land Bank's social media accounts using the following principles as guidance in communicating the key messages of the specific crisis, as determined by the crisis team.

##### **1. Listen and be present.**

All efforts will be made to address each and every comment or post left as a result of the crisis. Posts will be read for recurring themes and common questions will be addressed.

##### **2. Set the right expectations.**

Depending on the crisis, communicating expected response time to the public will be implemented. In general, responses should be posted within 24 hours.

Unless a post by the public contains obscenities or like offensive material, social media posts will not be removed. Response will follow the Four Rs of Communication as listed above.

4. Respond thoughtfully.

When possible, form responses will be avoided and every reasonable attempt will be made to address inquiries individually.

5. Maintain professional cool and a consistent voice.

The Land Bank's social media persona is friendly and warm. Crisis communications should adopt a similar voice, while maintaining professionalism and imparting the necessary messages.

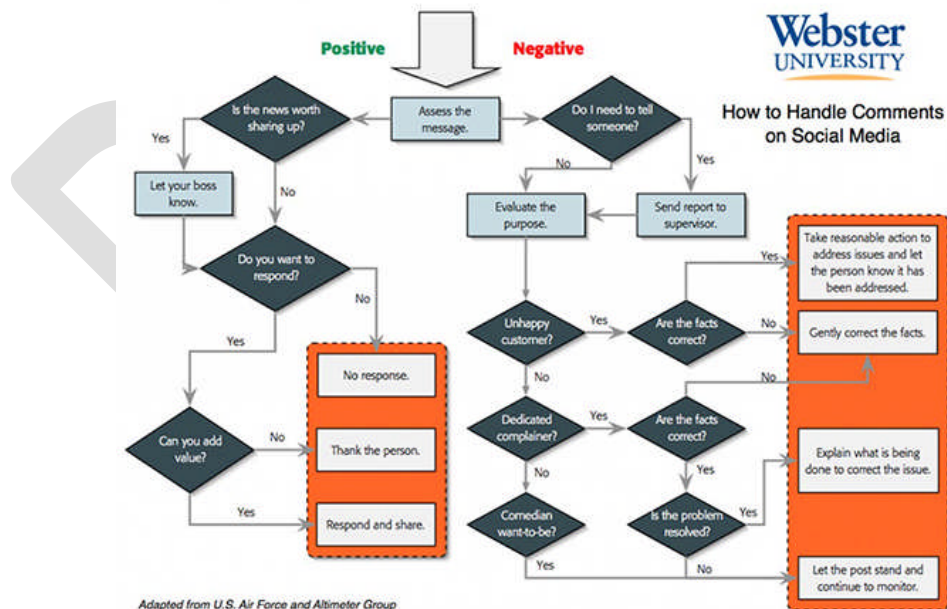
6. Manage administrative access to social media channels carefully.

Only those trained and approved to access social media during a crisis should maintain those rights. During a crisis, audit the administrative settings and remove those unauthorized.

7. Develop and use with regularity a relevant hashtag specific for the crisis being addressed.

Hashtags should be easy to remember and easy to spell. If the words are strung together, the first letter of each word will be capitalized. Use the hashtag in responding to questions.

In the event of a crisis situation, it may not be necessary, possible or feasible to respond to every social media post/tweet/interaction. Because of this, the following Triage Response Plan is recommended.



Working in partnership with the media to communicate openly and quickly with key audiences is another critical element of successful crisis management.

In the event of a crisis, Piper & Gold will manage media relations and will work with members of the crisis communications team to prepare spokespeople to deliver key messages in media interviews.

Based on the trigger event, media relations activities could include:

- Coordinating press conferences.
- Distributing media advisories, press releases or other materials to media.
- Coordinating date/time/locations for media interviews.
- Providing follow up information and conducting research for reporters.
- Coaching and training spokespeople for on-camera or other interviews.
- Assisting with FOIA requests.

### **On-Camera Tips for Spokespeople:**

- What to wear:
  - Dark suit jackets for men and women are ideal; keep ties simple.
  - Ensure hair is groomed and pulled away from face.
- How to prepare:
  - Don't drink milk, caffeine or alcohol before the interview.
  - PRACTICE the key messages; know the points inside and out.
- Delivery tips:
  - Maintain eye contact with reporter; don't look directly into the camera.
  - Attempt to speak fluidly and with composure, avoiding fillers like "um," "uh" and "like."
  - Calm nerves with deep breaths.
  - Deliver information on an inverted pyramid:
    - Deliver most important, high-level information first, followed by supporting details in descending order of importance.
  - Speak in sound bites.
    - Say the messages in five to 10 second sound bites. Saying more risks having the message edited out.
  - Strive to be conversational, confident, concise and patient. Avoid defensiveness.
  - There is no such thing as "off the record."
- Answering questions:
  - Prepare answers to the five most likely and five toughest questions reporters could ask.
    - For every question, no more than three key messages and three pieces of supporting information should be conveyed.
  - Do not repeat negative information as spoken by the reporter when responding.
  - Do not speculate or answer questions outside of your responsibility.
  - Never say "no comment."



- If you don't know the answer, say so. Tell the questioner you will get back to them with the answer. Get their name and number and follow up.
- Follow the **Answer-transition-key message** format:
  - Transition/bridging techniques
    - Always respond to the question that you are asked, then, within the response, you can use a transitional phrase to make another key point or redirect. Examples of transitions:
      - The bottom line is...
      - The key thing to remember is...
      - The point that is really important in all this is...
      - I do want to make the point...
      - I can't speculate on that but what I can tell you is...
      - I'm not the right person to answer that question, but I can refer you to the expert. What I can tell you is...

### **77 Most Frequently Asked Questions by Media Following Crisis Incidents:**

Recent research conducted by the Center for Risk Communication and other groups indicates that questions and concerns raised by stakeholders in emergency situations can be identified in advance. The crisis communications team can and should be prepared for any and all of these questions to be asked during interviews.

1. What is your name and title?
2. What are your job responsibilities?
3. What are your qualifications?
4. Can you tell us what happened?
5. When did it happen?
6. Where did it happen?
7. Who was harmed?
8. How many people were harmed?
9. Are those that were harmed getting help?
10. How certain are you about this information?
11. How are those who were harmed getting help?
12. Is the situation under control?
13. How certain are you that the situation is under control?
14. Is there any immediate danger?
15. What is being done in response to what happened?
16. Who is in charge?
17. What can we expect next?
18. What are you advising people to do? What can people do to protect themselves and their families – now and in the future – from harm?
19. How long will it be before the situation returns to normal?
20. What help has been requested or offered from others?
21. What responses have you received?
22. Can you be specific about the types of harm that occurred?

23. What are the names of those that were harmed? Can we talk to them?
24. How much damage occurred?
25. What other damage may have occurred?
26. How certain are you about damages?
27. How much damage do you expect?
28. What are you doing now?
29. Who else is involved in the response?
30. Why did this happen?
31. What was the cause?
32. Did you have any forewarning that this might happen?
33. Why wasn't this prevented from happening?
34. Could this have been avoided?
35. How could this have been avoided?
36. What else can go wrong?
37. If you are not sure of the cause, what is your best guess?
38. Who caused this to happen?
39. Who is to blame?
40. Do you think those involved handled the situation well enough? What more could/should those who handled the situation have done?
41. When did your response to this begin?
42. When were you notified that something had happened?
43. Did you and other organizations disclose information promptly? Have you and other organizations been transparent?
44. Who is conducting the investigation? Will the outcome be reported to the public?
45. What are you going to do after the investigation?
46. What have you found out so far?
47. Why was more not done to prevent this from happening?
48. What is your personal opinion?
49. What are you telling your own family?
50. Are all those involved in agreement?
51. Are people over - reacting?
52. Which laws are applicable?
53. Has anyone broken the law?
54. How certain are you about whether laws have been broken?
55. Has anyone made mistakes?
56. How certain are you that mistakes have not been made?
57. Have you told us everything you know?
58. What are you not telling us?
59. What effects will this have on the people involved?
60. What precautionary measures were taken?
61. Do you accept responsibility for what happened?
62. Has this ever happened before?
63. Can this happen elsewhere?
64. What is the worst - case scenario?

65. What lessons were learned?
66. Were those lessons implemented? Are they being implemented now?
67. What can be done now to prevent this from happening again? What steps need to be taken to avoid a similar event?
68. What would you like to say to those who have been harmed and to their families?
69. Is there any continuing danger?
70. Are people out of danger? Are people safe? Will there be inconvenience to employees or to the public?
71. How much will all this cost?
72. Are you able and willing to pay the costs?
73. Who else will pay the costs?
74. When will we find out more?
75. Have these steps already been taken? If not, why not?
76. Why should we trust you?
77. What does this all mean?



## Communications Update February 2014

### Notable Projects:

- The Ingham County Land Bank now has a draft Crisis Communications Plan to be appropriately prepared for any number of different emergency, disaster or crisis situations.
- Chris Kolbe had outreach meetings at the Refugee Development Center, Capital Area Community Services, Financial Empowerment Center and Capital Area Michigan Works! to help connect with LISA buyers. **If you have an idea or organization at which you'd like us to present or meet with staff, please send them to Kate Snyder, [kate@piperandgold.com](mailto:kate@piperandgold.com).**

### Social Media:

- Current Facebook Fans: 1,023 Likes (up from 1,004)
- Current Twitter Followers: 677 (up from 653)
- Content is shared daily on both channels.
- Home listings are shared at least once a week.
- The highest engagement this past month, as usual, were home listings, but the new posts sharing success stories were also popular (see below for examples).





#### Media Relations:

- A release was distributed announcing new hires for the Garden Program.
- Piper & Gold purchased a new software system that will allow for more robust and comprehensive media tracking and analysis in future months.

#### Media Clips:

1/10/2014	mLive Statewide	Bike-share programs rolling out across Michigan	<a href="http://www.mlive.com/news/index.ssf/2014/01/bike-share_programs_rolling_ou.html">http://www.mlive.com/news/index.ssf/2014/01/bike-share_programs_rolling_ou.html</a>
1/12/2014	Crain's Detroit Business	Land bank...or land grab? Experiment in Kent County has some raising roof	<a href="http://www.craindetroit.com/print/article/20140112/NEWS/301129999/land-bank-or-land-grab-experiment-in-kent-county-has-some">http://www.craindetroit.com/print/article/20140112/NEWS/301129999/land-bank-or-land-grab-experiment-in-kent-county-has-some</a>

# INGHAM COUNTY LAND BANK

## ACTIVITY REPORT

(DASHBOARD)

December 31, 2013

	Inventory as of 12/31/2012	Previous Month as of 11/30/2013	Acquired as of 12/31/2013	Rental or Garden as of 12/31/2013	Demolished as of 12/31/2013	Sold as of 12/31/2013	Current Inventory as of 12/31/2013
Structures	354	277	90	0	(36)	(60)	348
Rentals	29	29	0	0	0	0	29
Gardens	70	95	0	25	0	0	95
Vacant Land	477	474	31	(25)	36	(18)	501
Commercial Rental	0	1	0	1	0	0	1
Commercial Vacant	5	6	4	0	1	0	10
Commercial	6	4	2	(1)	(1)	0	6
<b>TOTAL(S)</b>	941	886	127	0	0	(78)	990

Land Contracts (L/C)	Current L/C as of 12/31/2013
L/C Residential	32
L/C Commercial	3
<b>L/C Total</b>	35

Approved Line of Credit as of 12/31/2013	
Total Line of Credit	\$5,000,000.00
Obligated	3,325,000.00
<b>Available Balance</b>	<b>1,675,000.00</b>

Ingham County Land Bank							
FOR SALE PROPERTIES							
Parcel #	Address	LISA?	Program	Agent	Listing Date	Price	Accepted Offer
33-01-01-17-258-101	1216 W Ottawa	LISA	NSP-1	Mitch	4/17/2014	\$82,900	
33-01-01-08-276-181	1035 Queen		NSP-1	Joe C.	2/28/2014	\$63,600	\$63,600
33-01-01-22-254-052	1119 McCullough		NSP-1	Mitch	3/7/2014	\$93,000	\$93,000
33-01-01-17-401-241	1122 W Allegan	LISA	NSP-2	BH	3/21/2014	\$74,500	
33-01-01-17-401-121	1230 W Allegan		NSP-2	BH	3/21/2014	\$100,000	\$100,000
33-01-01-22-281-061	1225 Allen	LISA	NSP-2	Joe C.	6/2/2014	\$59,900	
33-01-01-22-354-051	1715 Bailey	LISA	NSP-2	Mitch	11/29/2013	\$64,900	
33-01-01-10-327-021	1142 Camp	LISA	NSP-2	Lau	2/7/2014	\$54,900	
33-01-01-08-380-061	734 Cawood	LISA	NSP-2	Lau	4/25/2014	\$47,800	
33-01-01-21-377-111	1616 Coleman	LISA	NSP-2	Lau	4/25/2014	\$64,900	\$64,900
33-01-01-22-177-142	1116 S. Holmes		NSP-2	Joe C.	2/21/2014	\$88,900	
33-01-01-10-133-142	1605 Illinois	LISA	NSP-2	Mitch	2/28/2014	\$72,500	
33-01-01-21-460-028	326 Isbell	LISA	NSP-2	Mitch	3/7/2014	\$68,300	
33-01-01-08-176-411	1427 N Jenison		NSP-2	Joe C.	4/4/2014	\$104,500	
33-01-01-15-358-341	806 Larned	LISA	NSP-2	Mitch	4/9/2014	\$69,800	
33-01-01-15-485-151	608 Leslie		NSP-2	Joe C.		\$73,000	\$73,000
33-01-01-08-409-351	1139 W Maple	LISA	NSP-2	Joe C.	2/28/2014	\$69,900	
33-01-01-21-483-130	548 Norman	LISA	NSP-2	Lau	3/24/2014	\$72,900	
33-01-01-10-205-181	1617 Ohio	LISA	NSP-2	BH	3/21/2014	\$49,900	
33-01-01-08-481-221	737 Princeton		NSP-2	BH	4/4/2014	\$92,900	
33-01-01-15-311-221	916 Prospect	LISA	NSP-2	Joe C.	3/7/2014	\$84,900	
33-01-01-21-329-221	209 Reo Ave.	LISA	NSP-2	BH	3/21/2014	\$74,900	
33-01-01-22-230-051	1003 Shepard		NSP-2	Lau	4/25/2014	\$94,900	
33-01-01-22-282-111	1241 Shepard	LISA	NSP-2	Lau	4/25/2014	\$82,900	\$82,900
33-01-01-10-129-101	1806 Vermont	LISA	NSP-2	BH	2/14/2014	\$54,900	
33-01-01-20-131-031	815 Riverview	LISA	NSP-2	Lau	3/24/2014	\$59,900	
33-01-01-08-201-051	1710 Glenrose Ave.	LISA	NSP-2	Joe C.	2/21/2014	\$50,000	\$50,000
33-01-01-08-380-211	731 Comfort	LISA	NSP-2	Mitch	2/1/2014	\$53,000	
33-01-01-08-380-231	737 Comfort	LISA	NSP-2	Mitch	2/1/2014	\$51,000	\$51,000
33-01-01-32-402-101	1204 Reo Road	LISA	NSP-3	BH		\$83,000	
33-01-01-08-483-061	730 Chicago	LISA	NSP-3	BH	4/4/2014	\$79,900	
33-01-05-06-226-081	2202 Midwood		NSP-3	CK		\$111,900	\$111,900
33-01-01-29-277-061	904 Lenore		HOME	CK		\$60,000	Not Finished
33-01-05-06-479-001	2219 Newark		HOME	CK		\$72,000	Under Construction
33-01-01-29-201-251	1409 W Mt Hope		HOME	CK		\$64,000	Rehab not started
33-01-01-28-106-091	2110 Beal		HOME	Joe C.		\$60,000	
33-01-05-06-352-071	3618 Coachlight		HOME	Lau	2/28/2014	\$66,500	\$66,500
33-01-01-27-133-091	2028 Clifton		HOME	CK		\$77,500	NC - NOT START
33-01-01-29-232-181	1005 Poxson		CDBG	City		\$75,000	Not Finished
33-01-01-08-428-291	1017 Princeton		CDBG	City			Not Available
33-01-01-17-401-061	1310 W. Allegan		CDBG	City		\$87,500	Not Finished
33-21-01-18-303-037	116 Western Ave.		LB	CK		\$79,900	
33-01-01-27-155-158	842 Edison		LB	Joe C.	3/7/2014	\$49,500	
33-01-01-31-126-221	3325 W Holmes		LB	BH	2/28/2014	\$88,500	Do Not Show
33-01-05-05-377-171	6042 Valencia		LB	Mitch	3/7/2014	\$70,000	
33-19-10-08-127-029	121 S. Walnut		LB	CK		\$117,500	
33-01-01-33-251-031	115 E. Mason		LB	Mitch		\$74,900	
33-01-05-10-227-041	1738 Maisonette		EdenGlen	Lau		\$53,500	
33-01-05-10-227-056	1751 Maisonette		EdenGlen	Lau		\$53,500	
33-01-01-21-378-012	1607 Coleman			CK		\$10,500	Not Available
33-01-01-14-352-221	400 S Fairview			CK		\$17,000	Not Available
33-01-01-29-278-021	2509 S MLK			CK		\$20,000	Not Available
33-01-01-21-361-081	1845 Osband			CK		\$12,000	Not Available
33-01-05-08-204-121	6240 Shreve			CK		\$10,000	Not Available
33-01-01-15-485-171	1706 Elizabeth			CK		\$46,000	Not Available

Total(s):	\$3,615,500
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Last Updated:	01/30/14
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Vacant Lot(s) Update							
#	Parcel #	Address	Status	Price	Buyer(s) Name	Program	Sell: Y/N
Lot Inquiries							
1	33-19-10-08-201-007	509 W. Columbia	LB recommends demo. Writing up report.	\$10k vs. \$145k	//	n/a	
2	33-01-01-10-377-031	832 Johnson Ave.	Potential sale cancelled. Notes in eprop+.	\$3,000 (Appr.)	//	NSP-1	
3	33-01-05-08-227-031	6221 Marywood	Reaching out to new adj. prop. owner.	TBD	//	n/a	
4	33-01-01-22-351-301	0 Lyons Ave.	Reaching out to new adj. prop. owner.	TBD	//	n/a	
5	n/a	421/417 S. Detroit	Statement of Interest sent over	TBD	Josh Clayton	n/a	
6	33-01-01-10-205-221	1631 Ohio (Vacant Home)	Potential sale cancelled. Notes in eprop+.	TBD	Chris Ramirez	n/a	
7	33-01-01-21-480-100	1722 Linval	Reviewing Statement of Int. 1/30/14	TBD	Bobby Joy	NSP-2	
8	33-01-01-15-451-331	520 Clifford	Statement of Int. sent to potential buyer 1/7/14	TBD	Jason ?	NSP-2	
9	33-01-05-05-227-231	5204 S Washington	Recent DEMO, Reaching out to neighbor	TBD	Justin ?	n/a	
10	33-01-01-15-104-391 (421)	504 & 510 Leshar	NEOGEN is reviewing property details.	TBD	Jim Hudoff	n/a	
12	33-01-01-19-401-098	Francis Park	Followed up with Mayor's office, no response 1/15	TBD	Virg Bernero	n/a	Y
13	33-01-01-08-376-301	841 Cawood	Waiting for 837 Cawood to close.	TBD	Christy Jones	Demo, CDBG	
14	33-01-01-32-375-031	4625 Christiansen	St. of Int. sent over on 10/17	TBD	Margaret Partlo	Dollar Home Purchase	
16	33-01-05-08-208-014	Daft Street	Considering Garden Prgm. 11/14	TBD	Robin Joblinksi	n/a	Y
17	33-01-01-09-326-001	0 W. Willow	Wrking w/ Nicole to find replacement lot	\$2,310 (FMV)	Benjamin Shell	n/a	Y
18	33-01-01-28-435-211	Paris Ave	Reviewing Statement of Int. 1/30/14	TBD	Jason Handley	n/a	
19	33-01-01-17-228-161	918 W. Genesee Street	Reviewing Statement of Int. 1/30/14	TBD	Monika Mayer	DEMO	
20	33-01-01-08-455-291	931 N. MLK	Reviewing Statement of Int. 1/30/14	TBD	Stephan Williams	DEMO	
Pending Lot Sales							
20	33-01-01-10-406-271	1207 Maryland Ave.	Need MSHDA discharge of mtg. then ready to close.	\$1,893 (FMV)	Jason Fedewa	NSP-2	Y
21	33-01-05-05-151-141	Hughes Road	Ready to close. Waiting for buyer to respond.	\$2,500.00	Tou Xiong	n/a	Y
22	33-01-01-21-481-010	1711 Linval	Working on tree estimate, 1/17/14	\$3,565.00	Lucie McClees	n/a	Y
23	33-01-01-09-306-101	612 Brook	Buyer to return PA by 1/31/14	\$1,155 (FMV)	Mike/Renee Brock	Demo, CDBG	Y
24	33-01-01-04-403-101	221 E. Randolph	Buyer needs to turn in PA, 1/9/14	\$3,874 (FMV)	Mary Corgan	n/a	Y
25	33-01-01-10-476-051	812 Cleveland	Buyer to return PA by 1/31/14	\$2,381 (FMV)	David Cross	NSP-2	Y
26	33-01-01-15-356-011	607 S Hosmer	Buyer working to clean up lot before closing 1/24/14	\$526 (FMV)	Sherry Bradshaw	NSP-2	Y

Sold Lots						
#	Parcel #	Address	Date Sold	Price	Buyer(s) Name	Program
1	33-01-01-15-352-080	Hickory Street	7/17/2013	\$3,000.00	Angie Kellet	n/a
2	33-01-01-15-454-101	622 Lathrop	9/12/2013	\$2,257.00	Raymond Truman	NSP-2
3	33-01-01-28-406-361	Paris Ave	9/19/2013	\$2,450.00	Ruth Resseguie	n/a
4	33-01-01-22-134-361	1016 E Hazel	9/19/2013	\$2,544.00	Raleigh Schneider	n/a
5	33-01-01-09-277-151	Pearl Street	9/26/2013	\$1,000.00	Keyuawn Hall	NSP-2
6	33-01-05-05-202-051	5207 Balzer	10/3/2013	\$6,121.00	Jose L. Perez	n/a
7	33-01-01-30-427-157	2900 Maloney	10/11/2013	\$4,000.00	Wes Shinevar	n/a
8	33-01-01-03-382-041	Massachusetts Avenue	11/15/2013	\$2,544.00	Naomi Steffes	n/a
9	33-01-01-08-228-532	1533 Roosevelt	11/22/2013	\$3,510.00	Both adj. neighbors	NSP-2
10	33-01-01-21-477-040	513 Isbell	12/12/2013	\$532.00	Virginia Steward	n/a
11	33-01-01-21-481-060	1716 Bailey	12/12/2013	\$1,500.00	Margaret Chaney	NSP-2
12	33-01-01-28-226-171	528 E. Mt. Hope	1/21/2014	\$2,134.00	Sue Jensen	n/a

Total Sales: **\$31,592.00**

Last Updated: **1/30/14** This file is saved in the L-Drive under "Sales Team"



User: JEFF

CHECK DATE FROM 01/01/2014 - 01/31/2014

DB: Iclb

Check Date	Check	Vendor Name	Amount
Bank GEN			
01/07/2014	10297	PNC BANK, NA	5,306.92
01/07/2014	10298	PNC BANK, NA	5,122.70
01/16/2014	10299	BOARD OF WATER & LIGHT	736.73
01/16/2014	10300	BOARD OF WATER & LIGHT	1,428.47 V
01/16/2014	10301	BOARD OF WATER & LIGHT	368.06
01/16/2014	10302	BOARD OF WATER & LIGHT	728.57
01/16/2014	10303	BOARD OF WATER & LIGHT	1,125.36 V
01/16/2014	10304	BOARD OF WATER & LIGHT	1,125.36
01/16/2014	10305	CONSUMERS ENERGY	557.25
01/16/2014	10306	CONSUMERS ENERGY	1,099.30
01/16/2014	10307	CONSUMERS ENERGY	910.99
01/16/2014	10308	CONSUMERS ENERGY	470.97
01/16/2014	10309	CONSUMERS ENERGY	688.25
01/16/2014	10310	CITY OF LESLIE	1,045.11
01/16/2014	10311	CITY OF MASON	16.19
01/16/2014	10312	DELHI TOWNSHIP	55.77
01/16/2014	10313	TOSHIBA FINANCIAL SERVICES	215.03
01/16/2014	10314	ADT SECURITY SERVICES, INC	121.83
01/16/2014	10315	HOME DEPOT CREDIT SERVICES	120.01
01/16/2014	10316	VERIZON WIRELESS	170.73
01/16/2014	10317	COMCAST	66.95
01/16/2014	10318	GREATER LANSING HOUSING COALITION	1,542.49
01/16/2014	10319	HASSELBRING CLARK CO	140.73
01/16/2014	10320	BWB CLEANING	1,660.44
01/16/2014	10321	COMMERCIAL CLEANING	765.84
01/16/2014	10322	LAFONTAINE FORD, INC	541.53
01/16/2014	10323	LANSING ICE & FUEL	237.90
01/16/2014	10324	TRUST THERMAL ABATEMENT, INC	1,650.00
01/16/2014	10325	DAVIS GLASS & SCREEN	409.43
01/16/2014	10326	CITY PULSE	1,027.62
01/16/2014	10327	MOLENAAR & ASSOCIATES, INC	325.00
01/16/2014	10328	SC SERVICES ENVIRONMENTAL	500.00
01/16/2014	10329	PAM BLAIR	300.00
01/16/2014	10330	HAZEN LUMBER, INC.	88.20
01/16/2014	10331	STR.GRANTS, L.L.C.	4,662.00
01/16/2014	10332	J & J HARDWOODS, INC.	5,425.00
01/16/2014	10333	J & M HAULING	80.00
01/16/2014	10334	BESCO WATER TREATMENT, INC.	48.86
01/16/2014	10335	MARK WOODMAN PLUMBING & HEATING	2,470.00
01/16/2014	10336	KUNTZSCH BUSINESS SERVICES INC	1,656.25
01/16/2014	10337	HEDLUND PLUMBING	2,550.00
01/16/2014	10338	WILSON PUMP INC	180.28
01/16/2014	10339	INGHAM COUNTY TREASURER	18,858.38
01/16/2014	10340	INGHAM COUNTY TREASURER	50,000.00
01/16/2014	10341	MICH STATE HOUSING DEV AUTHORITY	715.73
01/16/2014	10342	ENG, INC	1,850.00
01/16/2014	10343	VET'S ACE HARDWARE	38.06
01/16/2014	10344	MICHIGAN COMMUNITY DEVELOPMENT ASSO	75.00
01/16/2014	10345	CEDAM	99.00
01/16/2014	10346	AMO INSPECTIONS & APPRAISALS	2,250.00
01/16/2014	10347	LJ TRUMBLE BUILDERS	4,744.00
01/16/2014	10348	SASSY GRASS	3,605.00
01/16/2014	10349	COHL, STOKER & TOSKEY, P.C.	910.54
01/16/2014	10350	HOLISTIC LANDSCAPE, INC	2,440.00
01/16/2014	10351	SECOND CHANCE EMPLOYMENT	1,610.00
01/16/2014	10352	ALL STAR SNOW REMOVAL	1,180.00
01/16/2014	10353	INTEGRITY LAWN MAINTENANCE	2,400.00
01/16/2014	10354	MOW MASTER	3,400.00
01/16/2014	10355	INGHAM COUNTY TREASURER	12,501.03
01/16/2014	10356	JOSEPH G BONSALL	233.92

## GEN TOTALS:

Total of 60 Checks:	154,652.78
Less 2 Void Checks:	2,553.83
Total of 58 Disbursements:	152,098.95

**INGHAM COUNTY LAND BANK AUTHORITY**  
**STATEMENT OF NET ASSETS**  
**STATEMENT OF REVENUES, EXPENSES AND CHANGE IN NET ASSETS**  
**DECEMBER 31, 2013 UNAUDITED**

<b>Assets</b>	
Cash	\$ 15,029.47
Accounts Receivable	\$ 1,492.52
Land Contract Receivable	\$ 1,730,744.32
Land Contract Interest Receivable	\$ 6,146.43
Land Contract Escrow	\$ 12,278.24
Notes Receivable	\$ -
Specific Tax Receivable	\$ 21,188.39
Payroll	\$ 50,000.00
Employer Tax Liability CDBG	\$ 14.64
Specific Tax Receivable - Prior Year	\$ 940.67
OCOF Nonprofit Receivable	\$ 5,322.68
Ingham County Receivable	\$ 13,315.00
Lansing City Receivable - General	\$ 41,926.76
CDBG County Receivable	\$ 235.45
CDBG Receivable	\$ -
NSP 3 Lansing City Receivable	\$ 85.00
NSP County Receivable	\$ -
NSP 2 Receivable	\$ (1,190.00)
HOME Lansing City Receivable	\$ 38,593.78
Michigan Blight Elimination Rec	\$ (85,000.00)
Inventory - NSP2	\$ -
Inventory	\$ 4,759,983.60
<b>Total Assets</b>	<b>\$ 6,611,106.95</b>

<b>Liabilities</b>	
Accounts Payable	\$ 219,459.83
Notes Payable - PNC Bank	\$ 3,325,000.00
Due to MSHDA - NSP 2	\$ -
Due to Ingham County	\$ 1,012,246.92
Due to MSHDA	\$ 114,058.97
Due to City of Lansing	\$ -
Rental Deposit	\$ 12,100.00
Good Faith Deposits	\$ 4,006.00
Land Contract Escrow	\$ 3,864.96
Deferred Revenue	\$ -
<b>Total Liabilities</b>	<b>\$ 4,690,736.68</b>

<b>Retained Earnings</b>	<b>\$ 1,720,903.43</b>
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<b>Total Net Assets</b>	<b>\$ 199,466.84</b>
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**INGHAM COUNTY LAND BANK AUTHORITY**  
**STATEMENT OF REVENUES, EXPENSES AND CHANGE IN NET ASSETS**  
**DECEMBER 31, 2013 UNAUDITED**

<b>Revenues</b>	
Property Sales	\$ 1,118,092.75
NSP 1 City of Lansing Revenue	\$ 87,541.61
NSP 3 City of Lansing Revenue	\$ 27,737.62
HOME City of Lansing Revenue	\$ 379,073.20
HOME Sale Proceeds Revenue	\$ 235,436.54
Lansing Reinvestment Revenue	\$ 499,219.65
NSP 2 MSHDA Revenue	\$ 430,836.32
NSP 2 MSHDA Admin Revenue	\$ 41,460.51
NSP 2 Program Income	\$ 235,300.00
NSP 2 General Revenue	\$ 3,600.00
NSP County Revenue	\$ 5,484.20
Brownfield Revenue	\$ 115,220.00
Interest Income	\$ 125,552.11
Developer Fee Revenue	\$ 112,987.54
Rental Income	\$ 187,955.50
Garden Program Revenue	\$ 506.00
Late Fee Revenue	\$ 3,276.00
Purchase Option Fee Revenue	\$ 2,000.00
Miscellaneous Revenue	\$ 1,657.15
CDBG Revenue	\$ 244,600.72
Ingham County Allocation	\$ 400,000.00
<b>Total Revenues</b>	<b>\$ 4,257,537.42</b>

<b>Operating Expenses</b>	
Costs of Projects	\$ 777,889.22
Supplies	\$ 13,761.52
Audit Fee	\$ 15,400.00
Communication	\$ 6,134.93
Security	\$ 487.35
Memberships	\$ 1,163.00
Rental	\$ 8,192.49
Equipment - Small Purchase	\$ 7,480.69
Vehicle Expense	\$ 5,159.54
Postage	\$ 2,315.83
Media	\$ 24,680.59
Consultants	\$ 65,140.82
Bank Fee	\$ 816.78
Legal	\$ 18,701.13
Contractual Services	\$ 17,764.69
Software	\$ 24,947.22
Travel	\$ 4,094.04

**INGHAM COUNTY LAND BANK AUTHORITY**  
**STATEMENT OF REVENUES, EXPENSES AND CHANGE IN NET ASSETS**  
**DECEMBER 31, 2013 UNAUDITED**

Operating Expenses continued

Conferences	\$ 3,094.00
Payroll Reimbursement	\$ 380,685.40
Americorp Member	\$ 8,455.50
Interior Staging	\$ 56.21
Insurance Property	\$ 20,206.04
Employer Tax Liability	\$ 20,187.61
Payroll Service	\$ 1,931.79
Workers Compensaton	\$ 9,891.92
Utilities	\$ (1,899.32)
Building Maintenance	\$ 12,250.47
Lawn and Snow	\$ 1,260.00
Land Contract Default	\$ 187,887.15
Garden Program	\$ 12,461.01
Bicycle Share	\$ 7,878.88
Rental Expense	\$ 63,741.66
Brownfield Debt Expense	\$ 50,000.00
HOME Lansing City	\$ 718,226.44
Community Development Projects	\$ 1,375.00
Interest Expenses	\$ 43,774.11
Cristo Rey Community Center Exp	\$ 2,200.00
NSP 1 Lansing City	\$ 147,696.56
NSP Ingham County	\$ 6,263.60
NSP 2	\$ 692,950.31
NSP 2 Program Income Expense	\$ 235,299.90
NSP 3	\$ 60,656.94
CDBG Lansing	\$ 249,361.94
CDBG County	\$ 1.02
Blight Elimination	\$ 128,046.60
<b>Total Operating Expenses</b>	<b>\$ 4,058,070.58</b>

<b>Total Net Assets, end of period</b>	<b>\$ 199,466.84</b>
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