

CITY OF ST. LOUIS GOAL SETTING SESSION

Ralph Echtenaw, Mayor

Fares Azzam, Council Member

Liz Upton, Council Member

Bill Leonard, Mayor Pro Tem

Kevin Palmer, Council Member

Agenda
April 30, 2024

6:00 PM

1. Call to Order.
2. Roll Call.
3. Pledge of Allegiance.
4. Discuss City's Goals and Objectives.
5. Audience Recognition
"Each person will be allowed to speak for up to five (5) minutes, except where the number of speakers exceeds the time limit. In those instances, the Mayor of the City Council may either reduce the five-minute time limit to a three-minute time limit for each speaker, or the City Council may waive the half-hour time limit."
6. Public Comments.
7. Adjournment.

What Do Cities Do?

While Cities typically provide a range of essential services to residents and those services vary depending on the size, specific needs, and resources available, the core functions aimed at enhancing the quality of life for residents are generally considered:

1. **Public Safety:** This includes police and fire protection services, emergency medical response, and crime prevention.
2. **Infrastructure Maintenance:** Maintaining roads, bridges, sidewalks, and other public infrastructure to ensure safe transportation and accessibility.
3. **Utilities:** Manage utilities such as electric distribution, water supply, wastewater treatment, and garbage collection.
4. **Parks and Recreation:** Managing parks and recreational facilities for residents to enjoy leisure activities and events.
5. **Permitting and Inspections:** Handling permits for construction, renovations, and business operations, as well as conducting inspections to ensure compliance with building codes and regulations.
6. **Public Transportation:** Mostly in larger cities, public transportation systems such as buses or light rail may be provided to facilitate mobility for residents.
7. **Public Health Services:** At the City level this usually includes sanitation services as well as preservation of clean drinking water.
8. **Education:** While education is primarily managed by school districts, cities may still have involvement in programs that collaborate for educational programs for both children and adults. Libraries are often managed by cities.
9. **Community Development:** Promoting economic development, affordable housing initiatives, and neighborhood revitalization.
10. **Emergency Management:** Planning and response coordination for natural disasters, public health emergencies, and other crises.

Cities have a fundamental obligation to enforce laws within their jurisdiction to promote a safe, orderly, and just society. This obligation stems from several principles:

- **Rule of Law:** Cities, like all levels of government, are bound by the rule of law, which dictates that everyone is subject to the law and that laws are applied consistently and fairly. Upholding laws ensures order, stability, and predictability within society.
- **Public Safety and Welfare:** Laws are designed to protect the safety, health, and welfare of the public. By enforcing laws cities help ensure the well-being of their residents and communities.
- **Legal Authority:** Cities derive their authority to enact and enforce laws from state constitutions, statutes, and charters. As local governmental bodies, cities have the legal responsibility to enforce laws within their jurisdiction, including municipal ordinances and regulations.
- **Community Expectations:** Residents and businesses rely on local government to maintain order, resolve disputes, and protect their rights.
- **Interdependence with State and Federal Laws:** Cities are interconnected with state and federal legal frameworks. While cities have autonomy to enact local laws, they must also comply with higher-level laws and regulations.

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RECENT ACCOMPLISHMENTS

NEW BUSINESSES DOWNTOWN

Paradox Cabins, LLC, The Wright Agency, Black Castle Music, Rebound Therapies, Gratiot Animals in Need (GAIN), Namaste Massage, RedBloom Center for Community Wellness, St. Louis EZ Mart, Fit Fuel Smoothies, Tacqueria El Primo

OTHER IMPROVEMENTS DOWNTOWN

The Blue Shamrock Pub, 4Seasons Gym, Frosty Cone, Subway, Office of Human Services, Tienda Mexicana El Cunao

ORCHARD HILLS AREA WATER MAIN REPLACEMENT & EXTENSION COMPLETED

ST. LOUIS WATER SUPPLY REPLACEMENT PROJECT COMPLETED

CLOSED OUT USEPA COOPERATIVE AGREEMENT GRANT FOR REMAINING CONSTRUCTION ASSOCIATED WITH ST. LOUIS WATER SUPPLY REPLACEMENT (WELL 12 AND CITY WELL ABANDONMENT)

STREET PAVING AND PRESERVATIVE TREATMENT PROJECTS

N. East Street, Michigan Avenue, Woodside Drive, Hubbard Street, Olive Road, N. Delaware Street

BURN PIT INSITUTHERMAL PROJECT UNDERWAY

POTENTIAL SOURCE AREA EXCAVATION ON FORMER PLANT SITE COMPLETED

DEMOLISHED CONDEMNED RESIDENTIAL BUILDINGS USING STATE LAND BANK AUTHORITY GRANT AT FOUR LOCATIONS

GRATIOT COUNTY LAND BANK GRANT AWARDED

AWARDED \$20M DWSRF GRANT FOR WATER MAIN REPLACEMENT

BUILT NEW EMERGENCY WARNING SIREN ON ELECTRIC DEPARTMENT PROPERTY

STAFFING

Sponsored Police Academy students

CONTINUED SUCCESS WITH HIGH SCHOOL STUDENT CO-OP PROGRAM

TOPICS FOR DISCUSSION

ST. LOUIS/ALMA POLICE DEPARTMENT POTENTIAL CONSOLIDATION

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TOPICS (continued)

GRANT OPPORTUNITIES (CWRP, USDA, MDNR)

PARKS & RECREATION POTENTIAL PROJECTS

Canoe/kayak portage project

Pickleball courts

ST. LOUIS FARMERS MARKET

Permanent site

UPDATE ZONING ORDINANCE – RRC PROGRAM

COUNTY WIDE MASTER PLAN

CONSIDER UPDATE TO NET METERING PROGRAM (customer-owned generation)

ELECTRIC VEHICLE CHARGING STATIONS

POTENTIAL EDUCATIONAL OUTREACH COMPONENT OF SOLAMERICA PROJECT

CITY SIGNS – Electronic message sign

CITY OFFICES AND POLICE DEPARTMENT

Replace floor covering in Community Room

Upgrade keyless entry system/finish installation at other entrances

Update City phone system

Acoustic tiles in main corridors and Community Room

STUDENT DELEGATE PROGRAM/JOINT BOARD OF EDUCATION MEETINGS

PROMOTING NEW RESIDENTIAL DEVELOPMENT

PROMOTING NEW DAYCARE FACILITY DEVELOPMENT

UTILIZING REMAINING VACANT PROPERTIES W/IN THE CITY

STAFF SUCCESSION PLANNING

CHARTER COMMISSION/CHARTER REVISION ASSESSMENT

LOCAL OFFICER'S COMPENSATION COMMISSION

COMPLETE PARCEL RE-APPRAISAL

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ONGOING/FUTURE ITEMS

UTILITIES

UPDATE CAPITAL IMPROVEMENT PLAN

WATER SYSTEM

- Water main replacements – DWSRF
- Fire hydrants painted – ongoing rotation
- Lead (Pb) Service Line Elimination
- North Main Street reconstruction

WASTEWATER

- State Revolving Fund (CWSRF) Project – Phase II
 - Wastewater treatment and collection – athletic fields, etc.
- I & I Reduction Implementation ongoing
- North Main Street reconstruction
- Berea Street sewer reconstruct (tentative)
- Devon Street metering station upgrades (tentative)

ELECTRIC DEPARTMENT

- NEXT VELSICOL INSITUTHERMAL PROJECT – BURN PIT
- LED light replacement on Victorian poles
- ADD Victorian poles on M-46 from Bankson to Watson Street
- Spillway Gate rehabilitation
- 2400/4160V distribution conversion and new 12,470V circuit
- Remote Disconnect Meters
- Outage Management System (and Advanced Metering Infrastructure)
- Other Distribution System Improvements based GRP/Verdantis System Study
- Purchase Back Yard Pole/Bucket Machine
- Buy new Christmas decorations periodically
- Shoreline Protection Program – possibly use as grant matching funds
- Screen trees and/or new fencing around North Mill Street substation
- Distributed Energy Resource readiness
- Steel roof on shop portion of generating station
- Gas Meter House improvements
 - Facia, soffit, windows
- Renewable energy and energy waste reduction requirements of 2023 legislation

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ONGOING/FUTURE ITEMS

UTILITIES (CONTINUED)

STREETS/BRIDGES/TRANSPORTATION

Main Street Bridge Improvements

Possible coordination with Small Urban and/or SRF Phase II

NEXT Small Urban funded project

100 & 200 blocks of North Main Street

Other Local/Major Streets resurfacing

East Saginaw

Prospect Street between Corinth and Hebron

Hebron between Prospect and Olive reconstruction

Primary goals for the Finance Office:

- Support/Maintain City Wide Financial Stability
- Improve Efficiency and Accuracy in Day-to-Day Operations
- Provide quality customer service both internally and externally
- Constant Improvement of Financial Reporting and Transparency
- Maintain a Pleasant Work Environment

Priority Projects and Ongoing Initiatives:

1. Federal Grant Compliance- A myriad of changes has occurred this past three years along with the federal funds that are being distributed on unprecedented levels. Compliance and documentation will be key in supporting validity of grant funds/expenses.
 - Update Grants Management Policies according to the new federal compliance register. Ongoing – did enough to pass Single Audit. Need to add payroll and expense reporting, so far these are not applicable but still need to be in the policy.
 - Update Procurement Policy (Ordinance B-195)
 - Keep up with On-line reporting schedule. Every grant has a subset of rules. Ongoing
 - Develop guidelines for staff in searching out and applying for Grants. Need to know that its happening and we are not conflicting with another grant and to the extent match money is being used and where.
 - Build Grants Management Database and compliance checklists. Highly important for the new grants on water.

2. Technology Updates
 - Security is a Hot Topic. More and more risk and pressures to expand security.
 - Need to accomplish soon
 - User Multi Factor Authorization Security implementation (in process) Complete for Microsoft products. Also other applications for banking etc. Hope to find
 - Schedule coordinate desktop replacements on those out of warranty (many) We have 12 coming out of warranty however 6 of those would consider critical.
 - Network File clean up. Space issues, duplication, standardize naming conventions. Ongoing. (some space issues addressed, keep plugging away, investigate cloud running systems and storage)
 - Camera replacements (building security cameras are out of warranty and starting to have issues) Need to work with Chief to identify Homeland Best Practices and other compliance issues. Investigate cloud storage options, improvements to internet bandwidth.
 - Phones are being discontinued. Need to consider how we are replacing.

3. Accounting Changes Implementation
 - GAAP/GASB/State Changes Need to accomplish soon
 - GASB 96 Subscription-Based Information Technology Arrangements – YE June 30, 2023 – Changes how IT arrangements have to be accounted for on day to

- day and formal reporting. Will need to adjust beginning balances and do changes in 2024.
 - GASB 84 Fiduciary Activities – YE June 30, 2023. Changes formal presentation of fiduciary activities. Will need to adjust beginning balances and do changes in 2024
 - Police Costs should be expanded to include overhead and some things that we don't normally allocate in order to better prepare for possible merge analysis.
4. Building a better informational Budget Document ONGOING
- Departmental Stats / Annual Report format - ongoing.
 - Direct/Indirect Splits (need to be better defined, rethink "overhead allocation" especially how it relates to utilities)
 - Funding Source – Expand Explanations
 - Better Publishing Method – Improve formatting
 - Investigate ClearGov? How expensive is it and what kind of implementation issues will we encounter.
5. Asset Management – Updates and Integration- ONGOING
- Expand Facilities Management on Cartegraph
 - Electric Assets populated on Cartegraph and crosswalked to Sensus
 - Water Assets populated on Cartegraph (DWAM) - Some progress made
6. Pool Operations –
- expand and document processes that have been developed over the past 3+ seasons.
 - Improve on-boarding of staff
 - Free swim and sponsor solicitations tracking
 - Implement On-going guard training/refreshers throughout the season
 - Activities for swimmers. Get guards involved
 - Research certification of swim instructor. Swim lesson possibilities.
 - Research fitness offerings possibility and finding instructors (water aerobics)
7. Crowd Funding
- What are the municipal rules on it – what are we allowed to do
 - Mechanism to be used and financial flow/rules/reporting
8. Act 57 TIFA compliance
- Redesign webpage to mimic the compliance checklist of items – add budget and FS links
 - Boundary map – need a nicer version. Make sure the parcels tie to what is on Tax/Assessing and on the original plan plus amendments (Curtis made progress – need to meet with assessing to address some questions.)
 - Board listing needs to be added with actual names/terms
 - Goals/accomplishments by fiscal year or calendar – be consistent

Other Ongoing Projects and maybe someday wish list items – Work on these as time allows or they have moved up from a wish to need (or when someone has time to be the champion of change).

- Implementation of Employee Navigator (provided from 3rd Party Benefit Administrator)
- HR – semiannual staff team building city wide
- Develop “what’s happening directory” to assist with inquiries
- Website Information improvements /forms online / checklist of all the compliance and transparency requirements
- Electric Outage Management System
- Continue to Collaborate with Clerk to improve processes that complement all office roles. (ongoing)
- Improve Bulk Inventory items accounting by coordinating with DPW and perfecting use of Cartegraph features for stock input and use at user level
- Training – Finance office Lunch and learn sessions
- Credit card reader for Library
- Remove old Delq Personals via Court system
- Daily processes and procedures updates (always ongoing)
- Higher level document of policy procedures
- Re-examine Fees and Charges
- Quarterly Budget Amendments (getting closer)
- Reconstruct, if possible, missing personnel records from pay registers (discovered when we moved)
- Implement email of Utility Billings
- Record Retention Updates / catalog / better organization – some progress made in AP and ledger areas
- Bond Rating Scoring. Initially get completed and then how can we improve it. Not started, new bonds and grants have not required, so not as much pressure to complete.
- Employee benefits coordination with MERS. Consider Health Care Saving accounts and how contributions could be made. Got stalled, would like to do this as added benefit. Proposal to possibly put annual SLPO into it. Do MOUs with Unions.
- Cemetery head stone photos to database – co-op/interns had significant progress this past year, plus went through hand records and audited database.
- Continue work with the Trailer Park to get delinquent personals resolved and work with new management on move in/out
- All Departments Lunch and Learn Program – only had the one on MERS this last year
- Revamp Cemetery Invoice Format
- Cartegraph to Timesheet import/export
- Fuel data to import to Cartegraph for fleet management
- AP cross reference to Cartegraph for fleet management
- Training or How To Videos for On-line processes
- Acoustic Art Panels
- Citizen Academy
- GFOA Budget Certificate

FINANCE OFFICE – GOALS/PROJECTS/PRIOR YEAR ACCOMPLISHMENTS

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- GFOA FS Certificate
- What do we do at the City and PSA videos (some started – moving to short clips)

Notable Progress made in 2023

- Replace Accounts Payable and Miscellaneous Billing position. Erin hired Feb '23
- Cross Training – Ashley (Deputy Clerk for Elections)
- EPA – grant close out and final accounting (hopefully complete, EPA hasn't officially notified)
- For Grants: Developed a more centralized coordination and depository of information. Electronic "File Cabinet" with some organizational guidelines and educated applicable staff.
- Technology Updates
 - server and switch updates that had been behind due to COVID and supply chain issues.
 - Door locks were upgraded so they would continue to work. Really could upgrade more.
 - Replaced/updated 13 workstations.
 - implemented KnowB4 technology monthly training.
- Accounting Changes
 - State Chart of Accounts compliance – will continue to be ongoing as far as reporting improvements and annual updates from treasury
 - Sewer/Water Fund Split (compliance, internal and external reporting)
 - GASB 87 Leases –Changes how operating leases are accounted for. Changes accounting and disclosures for those items that we are the lessor on.
 - MDOT-MLAP system billing request system. Changes codes and method of request on billing for M-46 and US-127 maintenance City is contracted to complete. Using the pieces they have available to date, there will be continued updates.
 - Added summary for monthly budget report with indication of potential budget actions needed.
- Tax Processing
 - Database archiving as control for settlement integrity
 - Reminder process set. Saw improvement in last minute collections
- Budget
 - Departmental Stats/Overall Formatting. some progress made on stats. Added descriptions of funds
 - personnel master spreadsheet for build of wages and fringes
 - technology/Communications vendor listing for build
 - adding fleet appendix
 - collaboration entities/boards identified (used to update website info as well)
- Positive Pay on AP – implemented for all primary accounts City/Fire/GAWA/SLIPR, for improved security
- Revamp Personnel Records – significant progress made – ongoing organization
- Update on all vendor files. Active/Inactive, W9s and Insurance disclosures. Implement annual update going forward.
- Fleet management – inspection reports – completed and will be used in 2024-25 budget prep
- Implement email of pay stubs to employees - completed

FINANCE OFFICE – GOALS/PROJECTS/PRIOR YEAR ACCOMPLISHMENTS

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- Revamped Consent Agenda lead sheets and tracking to include original approval dates and then ongoing approval status history, especially in the case of long term projects
- ACT 57 TIFA Compliance – got some of the past pieces uploaded that were needed (Development Plan), outlined other items that need to be completed in near future
- Changed 3rd party Benefits Coordinator. Better communication and administrative coordination. Better knowledge base for guidance.

LIBRARY

Recent projects or achieved goals:

- Developed a popular circulating jigsaw collection entirely from donations.
- Replaced our early literacy computer stations with touch-screen all-in-one stations.
- Increased outreach through the VITA Scan & Go program.
- Replaced library window screens, enhancing the building's appearance.
- Fostered interorganizational cooperation with local organizations: Child Advocacy, Veteran's Affairs, Great Lakes Bay Regional Alliance.
- Increased awareness and usage of our digital collections.
- Increased our circulating hotspot collection.
- Increased special programs and events, primarily for children and families.

Goals and upcoming projects:

- Replace the landscaping and improve lighting around the roadside sign (in progress).
- Install a people-counter to better track usage patterns (in progress).
- Solicit community input on the library expansion project.
- Update library policies.
- Replace the public printer and copy machine.
- Expand digital access and collections.
- Increase face-out display of collections to improve browsability and usage.
- Select an architect for the library expansion project.
- Further increase library programs and events, especially for teens and adults.
- Expand our *Library of Things* collection beyond hotspots and puzzles.
- Increase accessibility to the library and its services following contemporary guidelines.

Future and potential projects

- Complete the library expansion.
- Create a new library website.
- Remodel the staff bathroom (the public bathrooms were remodeled in 2020).
- Provide outreach services, including possible off-site programming or remote service.
- Create a co-op or internship position.
- Install security cameras.
- Reorganize and increase the accessibility of our local history collection.
- Replace the current integrated library system/library management system.

2024-2025 City Clerk Goals

Clerk:

- A. Continuation of education process with ultimate goal of Clerk Certification (3-year process).
- B. Engaging more citizens to know “what we do” via newsletters/postings/videos by co-ops.
- C. Filling/Keeping Boards seats full of qualified residents.

Elections

- A. Continuation of training of newer election workers.
- B. Election Manuals/Information updates completed for election inspectors.
- C. Continuation of education to keep up with the constant changes.
- D. More VOTER education keeps our voters informed.

Cemetery Audit Continuation:

- A. Photos
- B. Records updates/corrections
- C. Software research and upgrades

Ongoing Goals:

- Prepare and distribute agenda materials in a timely manner.
- Coordinate, administer and publish meetings.
- Attend training opportunities that provide the most current information.
- FOIA Public Requests are met in a timely manner.
- Website Updates (along with Jessica).
- Keeping records and policies up to date and fellow staff updated on them.
- Providing quality service to residents.
- Continued collaboration with Finance Department.
- Documenting processes and regular procedures.

Below is a list of goals I have set for the St. Louis Police Department. Not all of these are goals that are to be accomplished in the next fiscal year. Some are goals to be accomplished over the next several years.

SAFETY & SECURITY

- Add a 3rd security camera monitor in the police department to view all school security cameras.
 - Currently, we have two 65" monitors. One monitor displays our building security cameras. The 2nd monitor typically displays the high school/middle school cameras.
 - We have been reconnected to the school's new camera system. As with the old system, we have the capability of viewing cameras from the high school, middle school, and elementary buildings (Nikkari, Carrie Knause, and Westgate EI). We can select only a couple of cameras from each building if we choose to view all buildings on one monitor. Adding a 3rd monitor would allow us to view more camera angles from each building.
 - Once we have a 3rd monitor installed, we will dedicate one monitor
 - for the high school and middle school cameras
 - for the elementary school cameras
 - cityhall cameras
- Upgrade security cameras for city hall and other city buildings.
 - Our current system is no longer supported and has become antiquated. I am currently working on a federal grant through our Gratiot County Emergency Management and Homeland Security to obtain a new/updated system.
 - I am currently obtaining quotes for new systems along with reoccurring costs to maintain the system.

STAFF

- Dori Foster is now LEIN certified.
- Dori Foster will be attending training soon to become certified with the State of Michigan Sex Offender Registry. Once certified, Dori will be able to assist with entering, verifying, and updating those who are required by law to be registered on the Michigan Sex Offender Registry.
- I still intend to send Dori to be trained in assisting with issuing pistol purchase permits and gun registry in the Michigan Automated Pistol Registry System. I am still waiting for this training to be offered.
 - There are times when Amy Velazco (police clerk) is busy or unavailable. Amy is the only person trained to update the SOR system and the Firearms Registry. Having a second person available to assist when Amy is not available will be a great benefit to the daily operation of the police department.
- Amy is now scheduling inspections and other appointments for Dori rather than waiting for Dori to return to the office to do this.
- Recruit Marina Valoshina is scheduled to graduate from the Delta College Police Academy on May 3rd. Marina will begin her Field Training with Ofc. VanHall on the following Monday.
- Ofc. John McGinn is progressing rather well in his current field training. Ofc. McGinn will be rotating to nights soon to complete the second half of his field training.

- Sergeant Forshee has been officially given the title of Detective Sergeant (D/Sgt.). D/Sgt. Forshee's role has been that of an administrative Sergeant whose primary role is that of the detective. This title change officially recognizes her as the official Detective of the agency. D/Sgt. Forshee still assists with filling in road patrol vacancies as needed.
- Kyle Eisenberger is about to complete his first year as a full time police officer. Kyle has proven to be a very valuable and productive member of this agency.
- In the future, I would like to create two (2) patrol Sergeant positions to be available during the afternoon/evening shifts when D/Sgt. Forshee and I are not typically in the office. Having a supervisor to assist with the daily operations of patrol and being readily available to assist with night shift questions and issues will be a great benefit to the operation of the department. Daytime issues are easily addressed by D/Sgt. Forshee and I. The supervisory need is during the evening hours and weekends. These positions would also assist with but are not limited to reviewing reports, supervising officers, scheduling, training, and assisting with any administrative needs.

POLICE VEHICLES

- The 2023 Durango and Charger are now in service and on patrol.
- The 2014 and 2016 chargers have been sold (at auction).
- With one of our current 2020 explorers now exceeding 60,000 miles of use, I am beginning to research replacement for that vehicle by the time it reaches or exceeds 80,000 miles.

OFFICE EQUIPMENT

- I will be looking to add two (2) laptops to the police department.
 - One laptop will be shared by the officers for training and education. Many of our trainings now require a laptop.
 - The second laptop will be utilized by myself for the numerous meetings, trainings and presentations that I do throughout the year. The current laptop that I was issued by the City no longer functions. This laptop was originally issued to Teresa Ward and recycled to me.

EQUIPMENT

- Upgrade our current duty pistol to a newer model that accommodates a light.
 - This is for the safety of our officers.
 - Many resources confirm the need for duty pistols to have a light mounted on them.
 - Currently, we have only two department-issued pistols that have lights mounted on them. These have been assigned to our night shift officers.
 - Our remaining pistols do not have the capability of mounting a light on them.
 - For this project, I would look to trade in our current duty pistols with one of our police vendors and use the trade-in value to put towards the purchase of a new pistol, light, and holster to accommodate the new pistol and light. There would still be a cost to the agency for the balance not covered by the trade-in value.
- Thermal Imaging (night vision device)

- There have been increasing situations that occur during the evening where the need for Thermal Imaging is needed. Our local fire departments have handheld thermal imaging devices, and the Alma PD has a drone with thermal imaging. We can request their assistance as mutual aid which is not an issue. The issue is some incidents require immediate action and do not allow for the time it takes for a mutual aid request to respond. I would like to obtain at least three (3) thermal imaging devices for our patrol vehicles. This could be a grant item for a local foundation.
- Ballistic Shields/Ballistic Helmets.
 - Anyone who watches the news has seen a dramatic increase in violence against law enforcement. Officers killed by firearms in 2022 increased by 61% from 2021. Assaults with firearms against law enforcement are already 21% higher than it was at this same time last year. St. Louis or Gratiot County for that matter is not exempt from violence. For the safety of our officers, I would like to obtain three (3) ballistic shields that our officers would be able to deploy from a patrol car at any known threat of high threat of gun violence call. This could also be a grant project.

ACTIVITY/EVENTS/COMMUNITY ENGAGEMENT

- Our officers are back to making daily visits to our schools. Superintendent McKittrick and I have the same passion for creating as safe an environment as possible for our schools.
- Positive contacts and communication in neutral settings help build communication and outreach between our agency and the people we serve. Having our officers out in the public at our various community events is a goal of ours. We will always do our best to make ourselves part of the various events in our community.
- We have partnered with the Alma PD and the Gratiot County Sheriff's Office to share training opportunities for our officers. Between all our law enforcement agencies in this county, we have multiple officers who are instructors in various disciplines. This has proven very beneficial over the last year as we all are trying to get back into in person training.

Richard J. Ramereiz Jr.
Chief of Police