1. January 29, 2019 City Council Special Meeting Agenda
   Documents:
   JANUARY 29, 2019 SPECIAL CITY COUNCIL MEETING AGENDA.PDF

2. January 29, 2019 Strategic Planning Book
   Documents:
   JANUARY 29, 2019 STRATEGIC PLANNING BOOK.PDF
AGENDA FOR SPECIAL CITY COUNCIL MEETING

Tuesday January 29, 2019

6:30 PM

1. CALL TO ORDER

2. PLEDGE OF ALLEGIANCE AND INVOCATION

3. ROLL CALL

4. APPROVAL OF AGENDA

5. REPORT FROM CITY MANAGER

6. STRATEGIC PLANNING PRESENTATION

   A. Innovating Human Assets
      Presentation by Kate Baldwin, Human Resources and Benefits Manager and
      Jeff Bahorski, Assistant City Manager/Human Resources Director

   B. Non-Motorized Transportation Plan
      Presentation by Jason Castor, City Development Director

   C. Safe Streets Accomplishments
      1. Roads – Presentation by Brent Bashaw, City Engineer
      2. Public Safety – Presentations by Dale Dwojakowski, Police Chief and
         Chris Martin, Fire Chief

   D. 2020 Census Update
      Presentation by Melanie Ryska, City Clerk

   E. Summary and Conclusion
      Presentation by Mark Vanderpool, City Manager
7. **CITIZEN COMMENTS ON STRATEGIC PLANNING PRESENTATIONS**

8. **MAYOR AND COUNCIL COMMENTS ON STRATEGIC PLANNING PRESENTATIONS**

9. **COMMUNICATIONS FROM CITIZENS**

   This item shall be taken up at 9:30 p.m. if the business portion of the agenda has not been concluded.

   In accordance with the Sterling Heights Governing Body Rules of Procedure, under this agenda item, citizens are permitted to address the City Council on issues not on the agenda. Citizens are afforded a reasonable opportunity to be heard. Generally, no response shall be made to any communication from a citizen until all citizens have been permitted to speak.

   You may be called to order by the Chair or a Council member if you:

   - Attempt to engage the Council or any member in debate
   - Fail to address the Council on matters germane to City business
   - Use vulgarity
   - Make personal attacks on persons or institutions
   - Disrupt the public meeting

   If you are called to order, you will be required to take your seat until the Council determines whether you will be permitted to continue.

   These rules are in place and will be followed to ensure order and civility.

10. **REPORTS FROM CITY ADMINISTRATION AND CITY COUNCIL**

11. **ADJOURN**

   Clerk of the Council

   The City of Sterling Heights will provide necessary reasonable auxiliary aids and services to individuals with disabilities at the meeting upon 7 days notice to the Community Relations Department at 446-CITY.

   The backup information for this agenda is available on the City’s website. Go to [www.sterling-heights.net](http://www.sterling-heights.net) and click on City Council e-Packets.
Beyond Quality of Life Services…
Innovating Human Assets ................................................................. 3-50

Abundant Pathways…
Non-Motorized Transportation Plan .................................................. 51-103

Impact of Safe Streets…
Neighborhood Roads ............................................................................ 104-162
New Police Department Programs ...................................................... 163-209
Fire Department Services .................................................................... 210-226

Preparing for the Count…
2020 Census Update ............................................................................ 227-247
$50 Million Investment

Recreating Recreation
Road Infrastructure
Reinvesting in Employees
Innovating Human Assets

Presented By Jeff Bahorski, Assistant City Manager/HR Director and Kate Baldwin, HR & Benefits Manager
Our Employees
General Fund Expenditures by Category

- **Personnel Services**: 68.6%
- **Transfers Out**: 15.3%
- **Other Charges**: 13.7%
- **Supplies**: 2.4%

Total General Fund Budget of $105,311,840
Based on current staffing data and the 2010 census, Sterling Heights has 3.6 full-time employees per 1,000 residents — the lowest of our benchmark communities. Despite having the third largest population, Sterling Heights has the fewest employees. Based on a 2010 study of over 140 cities, 89% of communities had a higher number of full-time employees per 1,000 residents.
What can happen when there is a human resources failure?
Care Here!
at Sterling Heights
Pictured on the left is Registered Nurse, Katurell Rainer, and on the right is Dr. Lata Patel
• Acute Illness Care
• Chronic Disease Management
Wellness Programs
Health Risk Assessment "HRA"

- Employees & Spouse Incentive!
- 28 Panel Blood Draw
- Over 100 Health Risk Assessments completed!
Care Here!

High Utilization

Recruitment & Retention

Cost Savings
Paid Parental Leave Benefits

- Atlanta
- New York
- Minneapolis
- Seattle
- Boston
- Pittsburgh
- Ferndale - our neighbor!
1. More men and women are struggling to balance work and family responsibilities.

2. Better outcomes for the newborn in terms of physical and cognitive health.

3. A bridge to daycare.

Sterling Heights

Paid Time Off Benefit

Short Term Disability Benefit
Paid Parental Leave Benefits

For the first time, the City of Sterling Heights implemented a Paid Parental Leave Benefit affording employees time to care for their newly born or adopted child without loss of wages.
Two Mutually exclusive Parental Leave Benefits available to eligible employees:

A) Paid maternity leave for the birthing mother.

B) Paid parental bonding leave for the non-birthing or adopting parent.
Since our inception of Paid Parental Leave Benefits...

1 Employee has received Paid Maternity Leave

Bridget Kozlowski, Community Relations Director, pictured with her son, Charlie.

5 Employees have received Paid Parental Bonding Leave

Brian Krueger, Police Officer, pictured with his sons, Mathieu and Andrew.

Michael Amormino, Firefighter, with his daughter Alyse Victoria.
Sterling University
"Sterling U"
Sterling University

- Employees learned about various departments through hands on and informational learning
- The Departments include
  - DPW
  - Police
  - Fire
  - City Hall
    - Parks and Recreation
    - Library
Sterling U Graduates
Employee Training
Foundation

- Progress in skill-sets
- Add value to their roles
- Increase in job satisfaction
- Increase in efficiency
- INNOVATION
Eduardo Briceno, Co-Founder & CEO of Mindset Works, the leading provider of growth mindset development services and programs.

<table>
<thead>
<tr>
<th>Learning zone</th>
<th>Performance zone</th>
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<tbody>
<tr>
<td>Goal</td>
<td>Do as best as we can</td>
</tr>
<tr>
<td>Activities</td>
<td>Execution</td>
</tr>
<tr>
<td>Concentrate on</td>
<td>Have mastered</td>
</tr>
<tr>
<td>Mistakes to be</td>
<td>Minimized</td>
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<tr>
<td>Benefit</td>
<td>Growth &amp; Future performance</td>
</tr>
</tbody>
</table>
Lean: Create value for customers by minimizing waste.

Six Sigma: Reduces defects by effectively solving problems.

Lean Six Sigma: Lean accelerates Six Sigma - Solving problems and improving processes is faster and more efficient.
Grand Rapids staffer puts Lean Champion principles to immediate use

...For my program project, I was able to reduce the amount of wait time for a water tap permit from 16 days to one day.

...Lean helps you to look at situations differently - think outside the box...

Lean Principles - Grand Rapids

A Workforce Training feature:

Allen Ganic, inventory and asset manager for the city of Grand Rapids, already knew about Lean principles when his director suggested he take GRCC’s Lean Champion Certification program.

“I went into the program thinking I already knew it — I had been using many Lean principles in my previous job in manufacturing — but in this training, I learned so much” Ganic said.

“The instructors were very knowledgeable. I really appreciated all of the real world examples they were able to share. That made a huge difference.”

Ganic truly believes Lean is for everyone: “I am determined to prove that Lean can be used and useful in a government environment. For my program project, I was able to reduce the amount of wait time for a water tap permit from 16 days to one day. That one improvement has an incredible ripple effect on contractors, home construction and, ultimately, the customer.”

He has seen his share of skeptics: “Many people say, ‘Well, this is how it’s always been done’ or ‘I’m not going to change,’ but I have never met a person who didn’t like it once they did it.

“Lean helps you to look at situations differently — think outside the box. We can all improve processes — businesses, schools, nonprofits, anyone!”
LEAN

TRAINING
&
CERTIFICATION
Customer Service Value Statement:
Empowered to Solve Problems with Integrity and Empathy to inspire Trust.

Customer Service Codes Of Conduct:
We live the Golden Rule.
We create a friendly and professional atmosphere.
We take accountability for our actions and decisions.
We are a team based upon positive relationships.
We know our roles and the roles of others.
We know our resources.
We work while others enjoy their stay.
We own the problem and know (or seek) the answers.
We keep our facilities clean and safe.
Sterling University

One-day Sabbatical

Learning Management System "A-la-cart"

Leadership Training

Specialized Training
Innovating Human Assets

Presented By Jeff Bahorski, Assistant City Manager/
HR Director and Kate Baldwin, HR & Benefits
Manager
Sterling Heights Strategic Planning

January 29, 2019

- Non-Motorized Transportation
- Safe Streets Update
- 2020 US Census
- Investing in Human Assets
- Summary
Non-Motorized Transportation Plan
Benefits

- Reduced Crime
- Increased Home Values
- Increased Quality of Life
- Increased Enjoyment by Residents of All Ages
Non-Motorized Plan

Clinton River

Bike/Hike Trails

Sidewalk Gap
OUR NEW HOME!

CLINTON RIVER
Canoe and Kayak

248-421-3445
Non-Motorized Plan

- Clinton River
- Bike/Hike Trails
- Sidewalk Gap
Clinton River Path/Trails

5.0 Mile path Edison Ct. - Van Dyke

Over 8.0 Mile path including Dodge Park and various park connections
Clinton River Park Trails
Mountain Bike Trail Map

Rules of the Trails

1. All riders must obey traffic laws.
2. Riding on roads is allowed only when designated.
3. Riders must yield to pedestrians and signs in a controlled area.
4. Riders are responsible for their own safety and actions.

Ride Rules

1. No open-toed shoes or bare feet.
2. Riders must be at least 16 years old.
3. No riding while under the influence of alcohol or drugs.

Sponsored By

Map by Steve Vigneau / Clinton River Area Mountain Bike Association (CRAMBA)

Map data © OpenStreetMap contributors, CC BY-SA

Rev: 17-Jul-2012
FREEDOM TRAIL - 11.3 MI
METRO BEACH - SCHOENHERR
CLINTON RIVER TRAIL
CONNECTION
FREEDOM TRAIL
TO LAKE ST. CLAIR
METROPARK
Michigan’s Iron Belle Trail

What is Michigan’s Iron Belle Trail?
Michigan’s Iron Belle Trail is the newest addition to Michigan’s thousands of miles of recreational trails. Two routes make up Michigan’s Iron Belle Trail: one for hikers and one for bicyclists. Both routes stretch from Detroit to Ironwood, each taking a separate route to complete the journey.

Is the trail complete?
More than 60% of both routes (bicycling and hiking) are already completed and partners are working to establish temporary connectors that will be made permanent as resources become available. Federal, state and local units of government are working to complete the trail by acquiring trail easements from willing sellers. Detailed maps showing which segments are complete are available at michigan.gov/dnrtrails.

Who do I contact?
Michigan’s Iron Belle Trail comprises many existing trails, so users should contact the local managing authority for information about local use, rules and detailed maps. An interactive map of the entire trail will soon be available at michigan.gov/dnrtrails.

How do I cross between the peninsulas?
Ferry to Mackinac Island: Ferries are available in both the Lower Peninsula (Mackinaw City) and the Upper Peninsula (St. Ignace). For details, visit mackinacisland.org/transportation.

Mackinac Bridge Authority transport services: Users can call for a vehicle to transport them across the Mackinac Bridge. 24/7. Cost is $3.50 per person, $5 per bicycle as of March 2015. Users can walk across the bridge for the Labor Day Bridge Walk (Sept. 7, 2015). For details, visit mackinacbridge.org.

The Bicycle Route

Whenever possible, the bicycle route will use existing multi-use trails that have been developed by local units of government, counties, and the state. In the Upper Peninsula, the bicycle route will follow US-2, a designated national bicycling route.

- 714 miles
- 64% makes use of the existing trails
- 36% of the trail is yet to be developed*

*Percentages based on existing trail usage as of March 2015.
NATURE TRAIL
DELIA - BEAUMONT
Non-Motorized Plan

- Clinton River
- Bike/Hike Trails
- Sidewalk Gap
Sidewalk Gap Map

**Gaps Completed**

- **2012-2015**: Approx. 4.75 Sidewalk Miles Completed Development and City Projects
- **2016-2018**: Approx. 4.0 Sidewalk Miles Completed Development and City Projects
Sidewalk Gap Map

Gaps Completed

2012-2015: Approx. 4.75 Sidewalk Miles Completed Development and City Projects

2016-2018: Approx. 4.0 Sidewalk Miles Completed Development and City Projects

Upcoming: 1.5 Miles Proposed Development and City Projects
Sidewalk Gap Map

Gaps Completed

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Upcoming: 1.5 Miles Proposed Development and City Projects
Non-Motorized Plan

- Clinton River
- Bike/Hike Trails
- Sidewalk Gap

Sterling Heights
Safe Streets 2013

- Provided $3.3 million annually or $20 million over 6 years for neighborhood street improvements

- Provided $7 million annually or $42 million over 6 years to preserve staffing levels in the Police and Fire Departments

- The average cost to residents equated to $157 annually or $13 monthly based on the average priced home
Safe Streets Era Road Improvements
2014 - 2019

Neighborhood Roads
PROJECT FUNDED BY THE VOTER-APPROVED SAFE STREET MILLAGE

MAYOR
MICHAEL C. TAYLOR

MAYOR PRO TEM
LIZ STERAWSKI

COUNCILWOMAN
DECANNA KOSKI

COUNCILMAN
MICHAEL V. RAYTKE JR.

COUNCILWOMAN
MAREA G. SCHMITT

COUNCILMAN
HENRY YANEZ

CITY MANAGER
BARTBARA L. ZIARKO

PUBLIC WORKS DIRECTOR
MARK D. VANDERPOOL

CITY ENGINEER
MICHAEL MOORE

BRENT BASHAW

ROAD CONSTRUCTION UPDATES:
www.sterling-heights.net/conezone

2012 Road Conditions
2013-19 Improvements
Current Road Conditions
A Look Ahead
Projection without Safe Streets

2012
- Poor: 82%
- Fair: 11%
- Good: 7%

2018
- Poor: 64%
- Fair: 31%
- Good: 5%
Safe Streets Era Road Improvements

Neighborhood Road Improvements Dashboard

<table>
<thead>
<tr>
<th>2014-19 Capital Improvement</th>
<th>Locations</th>
<th>Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Local Road Replacements</td>
<td>98</td>
<td>18.0</td>
</tr>
<tr>
<td>Sectional Local Road Replacements</td>
<td>137</td>
<td>9.7</td>
</tr>
<tr>
<td>Asphalt Resurfacing</td>
<td>11</td>
<td>4.3</td>
</tr>
<tr>
<td>Projected 6-Year Safe Streets Total</td>
<td>246</td>
<td>32.0</td>
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### Safe Streets Era Road Improvements

#### Neighborhood Road Improvements Dashboard

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Resultant Pavement Conditions

**Percentage of Roads in Good Condition**

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<tr>
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<tbody>
<tr>
<td>%</td>
<td>7</td>
<td>9</td>
<td>10.3</td>
<td>12</td>
<td>13.6</td>
<td>15</td>
<td>16</td>
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**Percentage of Roads in Poor Condition**

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<tbody>
<tr>
<td>%</td>
<td>11</td>
<td>10</td>
<td>10</td>
<td>9</td>
<td>8.5</td>
<td>8.5</td>
<td>9.0</td>
</tr>
</tbody>
</table>
Safe Streets Renewal 2020-2025

With Safe Streets Renewal

<table>
<thead>
<tr>
<th>2020-26 Local Road</th>
<th>Locations</th>
<th>Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Local Road Replacements</td>
<td>110</td>
<td>22.0</td>
</tr>
<tr>
<td>Sectional Local Road Replacements</td>
<td>150</td>
<td>10.0</td>
</tr>
<tr>
<td>Total</td>
<td>260</td>
<td>32.0</td>
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## Safe Streets Renewal 2020-2025

### With Safe Streets Renewal

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### Without Safe Streets Renewal

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<th>Miles</th>
</tr>
</thead>
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<tr>
<td>Full Local Road Replacements</td>
<td>10</td>
<td>2.3</td>
</tr>
<tr>
<td>Sectional Local Road Replacements</td>
<td>50</td>
<td>3.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>5.3</strong></td>
</tr>
</tbody>
</table>
Safe Streets Renewal 2020-2025

Total Funds Raised over 6-Year Period

$20.5 M

Percent of Local Road Capital Expenditure

80%

Estimated mileage of Road Improvements

32
Safe Streets Era Road Improvements
2014 - 2019

Neighborhood Roads
SHPD Safe Streets Update

Staffing History
2002 - 172 Sworn Officers
2017 - 148 Sworn Officers
2018 - 150 Sworn Officers
2019 - 151 Sworn Officers

What is the “right” number of police officers? (ICMA & IACP)
1. Staffing per 1,000 residents
2. Minimum-manning levels
3. Authorized/budgeted levels
4. Workload based models

Next Steps
- Prepare and plan for the upcoming Safe Streets initiative in November
- Hire a consultant to look at the department from top to bottom
- With a proper needs assessment, a recommendation for staffing and deployment will be delivered to city administration by the end of the year
2014-2020 Primary purpose: MAINTAIN CURRENT LEVELS OF PUBLIC SAFETY

Goals accomplished, expectations exceeded
✓ Largest turnover of officers and command officers in the department’s history
✓ Hired 56 officers in less than four years
✓ 10 officers failed to complete the departments rigorous FTO program
✓ Many officers with extensive experience with other agencies
✓ Diverse candidate pool applying to SHPD because of outreach programs and recruiting
Citizenship
Training 3%
Patrol 7%
Citizens Patrol Hours by Activity
(01JAN18 - 31DEC18)

- Patrol: 64%
- Events: 25%
- Admin: 4%
- Training: 3%
- Other: 4%
Year End Summary
(01JAN18 - 31DEC18)

Volunteered Hours = 3260
Savings for City = $77,935
ICAC TASK FORCE PROGRAM

Mission
The Internet Crimes Against Children Task Force Program (ICAC) helps state and local law enforcement agencies develop an effective response to technology-facilitated exploitation and Internet crimes against children. This support encompasses forensic and investigative components, training and technical assistance, victim services, and community education. Read The PROTECT Our Children Act of 2008.

ICAC Task Force’s 61 Agencies

Background
The Internet Crimes Against Children Task Force Program (ICAC) is a national coordinated task force representing more than 4,500 federal, state, local, and prosecutor agencies. These agencies are engaged in both proactive and reactive investigations, forensic examinations, and criminal prosecutions. By supporting local agencies develop effective, sustainable responses to online child victims, including the ICAC Program has increased capacity to combat technology facilitated crimes against children at every level.

The ICAC Program was developed in response to the increasing number of teenagers using the Internet and other technology, the proliferation of child sexual abuse images available electronically, and the heightened online activity by law enforcement officers and other unsupervised contact with potential underage victims. Because ICAC Member arrests alone cannot resolve the problem of technology-facilitated child sexual abuse, the ICAC Program is also dedicated to training law enforcement officers as well as educating parents and youth about the potential dangers of online activity.
Sterling Heights Police Department
PATROL DISTRICTS

For more information on the CORE program, please call
(586) 446-CORE
Red Ribbon Week
DRUG AWARENESS & PREVENTION

STERLING HEIGHTS DRUG FREE COALITION

JOIN US AT @STERLINGHEIGHTSDFC
Community Event: NARCAN 101

October 11, 2018
7-9 pm

FREE TRAINING & FREE NARCAN KIT
6:45 – 7:00 pm: Registration
7:00 – 8:45 pm: Presentations
8:45 – 9:00 pm: Narcan distribution

YOU'VE GOT CONCERNS...WE'VE GOT OPTIONS...JOIN US TO LEARN:
- Local and national trends
- How the safe storage & disposal of medications prevents drug diversion
- What opioids are & what they do
- How to recognize, respond & rescue someone having an opioid overdose
- What Narcan is and how to use it
- Where to go for help for yourself or a loved one

Location: St. Michael Catholic Community
40501 Hayes Road
Sterling Hts., MI 48313

Need More Information?
Call Sue DeMara at (586) 307-9570

Sponsored by: [Logos of various organizations]
Sterling Heights
IT’S TIME TO COME TOGETHER...

AUGUST 15TH, 2018
6 PM TO 8 PM
ADDITION/RECOVERY 101
LEARN, CONNECT & TAKE ACTION
THE OPIOID EPIDEMIC - RESOURCES FOR FAMILIES AND THOSE SEEKING RECOVERY - WHAT CAN THE COMMUNITY DO?

AUGUST 29TH, 2018
6 PM TO 8 PM
NOPE COMMUNITY NARCAN TRAINING
LEARN TO IDENTIFY THE SIGNS OF OVERDOSE & HOW TO SAVE A LIFE
*NARCAN WILL BE DISTRIBUTED AFTER TRAINING*

AT THE STERLING HEIGHTS POLICE DEPARTMENT
UPSTAIRS COMMUNITY ROOM
40333 Dodge Park Rd, Sterling Heights, MI 48313

RESOURCES FROM:
Staffing History

2002 - 172 Sworn Officers
2017 - 148 Sworn Officers
2018 - 150 Sworn Officers
2019 - 151 Sworn Officers
• Economic recession that started in 2008
• G4S security contracted to staff our lock-up facility instead of sworn officers (10 officers)
• Dispatch services moved to Macomb County regional dispatch (1 sergeant)
• Community Service Bureau Officer positions no longer staffed (3 officers)
Staffing History

2002 - 172 Sworn Officers
2017 - 148 Sworn Officers
2018 - 150 Sworn Officers
2019 - 151 Sworn Officers

- Economic recession that started in 2008
- DVR security contracted to staff our non-jurisdictional area (10 officers)
- Dispatch services moved to Mountain View
- Community Service Officer positions no longer staffed (2 officers)
Staffing History

2002 - 172 Sworn Officers
2017 - 148 Sworn Officers
2018 - 150 Sworn Officers
2019 - 151 Sworn Officers

- Economic recession that started in 2008
- G4S security contracted to staff our lock-up facility instead of sworn officers (10 officers)
- Dispatch services moved to Macomb County regional dispatch (1 sergeant)
- Community Service Reserve Officer positions no longer staffed (3 officers)
Sterling Heights named 6th safest city in America

According to a report by Reviews.org, Sterling Heights has been ranked the #6 safest city in America.
What is the "right" number of police officers? (ICMA & IACP)

1. Staffing per 1,000 residents
2. Minimum-manning levels
3. Authorized/budgeted levels
4. Workload based models
Numbers Vary Widely

- Sterling Heights 1.1 officers per 1000 residents
- Warren 1.45 (40 officers)
- Troy 1.2
- Shelby Township .9
- Dearborn 2.0 (113 officers)
- Detroit 3.5
Minimum Staffing

• We already have minimum staffing requirements in place for officer safety
• Call volume and officer placement is regularly reviewed to make sure all corners of the city have an officer able to quickly respond
Budgeted Levels

• Numbers set in the budget process don't take into consideration the complexity of police staffing and public safety
• The budget has to be part of the equation because of our financial responsibility and duty to every tax payer in the city
Workload Based Models

- Relies on actual levels of demand with the proper supply of police resources
- This approach relies heavily on demand through 911 calls
- Micro level analysis
- Community needs must also be taken into consideration
• Thousands of daily log sheets need to be reviewed line by line
• Winter and summer looked at separately
• Call run, call volume, call severity, units needed per run are all examined
• 60% rule factored in
• Proactive vs. Reactive
Workload Based Models

- Relies on actual levels of demand with the proper supply of police resources
- This approach relies heavily on demand through 911 calls
- Micro level analysis
- Community needs must also be taken into consideration
Sterling Heights 2012 Survey

Layoff Additional Police & Fire

Key Results – keep police & fire staffing at current levels

- The vast majority of respondents do not want to see additional layoffs of police & fire personnel.
- Some concern that maintaining current staffing levels will cause taxes to increase (11.4%).

Q4. Feeling of Safety in Various Situations

Q3. Public Safety Services That Should Receive the Most Emphasis Over the Next Two Years
Sterling Heights 2012 Survey

Key Results – keep police & fire staffing at current levels

- Clearly, vast majority of respondents do not want to see additional layoffs of police & fire personnel
- Performance is good (> 81%)
- Current staffing important (> 90%)
- Response times important (> 93%)
- Feel safe (92%)
- Some concern that maintaining current staffing levels will cause taxes to increase (11.1%)
Q4. Feeling of Safety in Various Situations

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)

- In your neighborhood during the day: 52% Very Safe, 41% Safe, 4% Neutral
- In commercial & retail areas during the day: 29% Very Safe, 54% Safe, 14% Neutral
- In your neighborhood at night: 27% Very Safe, 53% Safe, 14% Neutral
- In City parks & recreation facilities: 22% Very Safe, 54% Safe, 20% Neutral
- In commercial & retail areas at night: 14% Very Safe, 45% Safe, 31% Neutral

Source: ETC Institute (2017)
Q3. Public Safety Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top three choices

- The visibility of police in neighborhoods: 44%
- The City's efforts to prevent crime: 42%
- The visibility of police in retail areas: 28%
- Overall quality of local police protection: 24%
- Enforcement of local traffic laws: 20%
- How quickly police respond to emergencies: 16%
- Quality of interaction with police department: 13%
- Overall quality of emergency medical services: 12%
- How quickly emergency medical personnel respond: 11%
- Overall quality of local fire protection: 10%
- How quickly fire department personnel respond: 9%
- Quality of animal control: 9%

Source: ETC Institute (2017)
Next Steps

• Prepare and plan for the upcoming Safe Streets millage in November
• Hire a consultant to look at the department from top to bottom
• With a proper needs assessment a recommendation for staffing and deployment will be delivered to city administration by the end of the year
SHPD Safe Streets Update

What is the "right" number of police officers? (ICMA & IACP)
1. Staffing per 1,000 residents
2. Minimum-manning levels
3. Authorized/budgeted levels
4. Workload based models

Staffing History
- 2002: 172 Sworn Officers
- 2017: 148 Sworn Officers
- 2018: 150 Sworn Officers
- 2019: 151 Sworn Officers

Citizen Survey

Next:
- Prepare and plan for the upcoming Safe Streets Update
- Hire a consultant for the police department
- With a proper recommendation and deployment, the department is in the process of changing the number of sworn officers to meet the needs of the community.

- Prepare and plan for the upcoming Safe Streets Update
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Fire Department

- Survival Coins
- Major Fires
- ISO Rating
- ALS Transport

Sterling Heights FIRE
St John Macomb and EMS STEMI Case of the Month
Sterling Heights Fire Department

Presentation: 75 y/o M sharp retrosternal chest pain

EMS
Activation time = 14:21
At patient = 14:26
EKG time = 14:30
Leave scene = 14:37
Arrival @ ER = 14:44
Door to balloon: 13 min
Door to First ECG: 23 min

Pt side to ECG 4 min.

Congratulations to the Team
Sterling Heights Fire:
Sean Milliken FF/Medic
Gusimer Czarnecki III FF/Medic
Vito Acierno FF/Medic
David Curry FF/Medic
Jason Nelson FF/Medic

Outcome
LOS = 2 days
Discharged to home
Fire Department

Survival Coins

Major Fires

ISO Rating

ALS Transport

Sterling Heights FIRE
Fire Department

- Survival Coins
- Major Fires
- ISO Rating
- ALS Transport

Sterling Heights FIRE
Sterling Heights fire rating improves to among state's best

For the first time in 45 years, the Sterling Heights Fire Department’s Public Protection Classification has improved from a “4” rating to a “2” rating, which places the department among only two other departments in Michigan at this caliber, Kalamazoo and Grand Rapids. SEAN DELANEY—DIGITAL FIRST MEDIA

By Sean Delaney, sean.delaney@advisorsource.com, @sdelaney81
Fire Department

- Major Fires
- Survival Coins
- ISO Rating
- ALS Transport
Fire Department

- Survival Coins
- Major Fires
- ISO Rating
- ALS Transport
2020 US Census
Growing Population
What is the Census?

"Representatives and direct Taxes shall be apportioned among the several States which may be included within this Union, according to their respective Numbers ... The actual Enumeration shall be made within ... every subsequent Term of ten Years..."

A physical count of every person in the United States every 10 years.
Sterling Heights

History

Why is it important?

What is the Census?

Timeline

Complete Count Committee

Census 2020

City of Sterling Heights
Innovating Living
# History of the Census

1787 - U.S. Constitution signed  
population as basis for sharing political power  

1790 - First Census  
began with 65 members of the United States House of Representatives  

1929 - Permanent Apportionment Act  
capped number of Representatives at 435

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th># of Representatives</th>
<th>Population per Representative</th>
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<tbody>
<tr>
<td>1790</td>
<td>3,929,326</td>
<td>65</td>
<td>60,451</td>
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<tr>
<td>1850</td>
<td>23,191,876</td>
<td>233</td>
<td>99,536</td>
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<tr>
<td>1900</td>
<td>76,212,168</td>
<td>357</td>
<td>213,479</td>
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<tr>
<td>1950</td>
<td>150,698,361</td>
<td>435</td>
<td>346,433</td>
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<tr>
<td>2010</td>
<td>308,745,538</td>
<td>435</td>
<td>709,760</td>
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</table>
Sterling Heights Innovating Living

Census 2020

History

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City of Sterling Heights

Innovating Living
On Track to be 3rd Largest City in the State

2.3% growth since 2010 Census

<table>
<thead>
<tr>
<th></th>
<th>CENSUS 2010</th>
<th>CENSUS 2017 est</th>
<th>SEMCOG 2020 est</th>
<th>SEMCOG 2025 est</th>
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</thead>
<tbody>
<tr>
<td>Sterling Heights</td>
<td>129,699</td>
<td>132,631</td>
<td>132,694</td>
<td>134,623</td>
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<tr>
<td>Warren</td>
<td>134,056</td>
<td>135,022</td>
<td>128,425</td>
<td>129,210</td>
</tr>
</tbody>
</table>
Why is the Census Important?

Mandated by the U.S. Constitution

435 Members of the U.S. House of Representatives divvied up across the country

Legislative Representation

Andy Levin - 9th District

Paul Mitchell - 10th District
Why is the Census Important?

Federal Funding - $675 billion
34% of Michigan's Budget from Federal Funding
$465.9 million distributed to local communities

1% Undercount in Michigan equates to
$94 million loss in grant programs
$954/person

Funding for:
Infrastructure
Housing
Transportation
Education
Health Care
History

Sterling Heights

Why is it important?

What is the Census?

Timeline

Complete Count Committee

Census 2020

City of Sterling Heights
Innovating Living
LUCA
Sterling Heights participated in the Local Update of Census Addresses Operation

Partnerships
Nationwide educational effort to ensure that every single person completes the 2020 Census

Research & Testing
Preparation for 2020 Census

Complete Count Committee
Sterling Heights committed to establishing a CCC

CENSUS DAY!!
Census questionnaires are due!
Complete Count Committee
Census Ambassadors

GOALS:
- Public Outreach
- Census Workshops
- Partner with varied organizations
- Identify Hard to Count Populations
- Educate residents
- Dispel myths

PARTNERS:
- Non-Profits
- Community Organizations
- Schools
- Religious Institutions
- Businesses
- City Departments
- Media
Conclusion

Sustaining Excellence + Continuous Improvement = Innovating Living