Integrating the Six Pillars of 21st Century Policing

- Building Trust & Legitimacy
- Policy & Oversight
- Technology & Social Media
- Community Policing & Crime Reduction
- Training & Education
- Officer Wellness & Safety

“Trust between law enforcement agencies and the people they protect and serve is essential in a democracy. It is key to the stability of our communities, the integrity of our criminal justice system, and the safe and effective delivery of policing services.”

-Final Report of the President’s Task Force on 21st Century Policing
Service With a Purpose
The Strategic Plan of the Michigan State Police
January 1, 2013 – December 31, 2017
Phase III

With only one year until our department marks its centennial, I am pleased to present the third and final phase of the department’s five-year strategic plan. Through the hard work and dedication of our members, many of the bold initiatives we set out to achieve have been accomplished.

The theme of our strategic plan remains “Service With a Purpose,” which embodies the steadfast commitment of our members to provide world-class public safety services statewide.

Since we first unveiled this plan in January 2013, the landscape of policing has dramatically changed across our country through events that have unfortunately and unnecessarily eroded public trust in law enforcement.

It is against this backdrop that in early 2015, President Obama convened an 11-member task force charged with identifying policies and best practices to strengthen community policing and trust among law enforcement officers and the communities they serve. In May 2015, they published their findings in the Final Report of the President’s Task Force on 21st Century Policing.

The task force recommendations, each with action items, are organized around six main topic areas or “pillars:” Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction, Training and Education, and Officer Wellness and Safety.

While I can’t say I support every recommendation of the report, I am encouraged to find the Michigan State Police is well ahead of many police departments in terms of our commitment to building trust and legitimacy in the communities we serve. Phase III of the Strategic Plan includes several new initiatives that align with the six pillars, ensuring we can effectively reduce crime while at the same time continuing to build upon our reputation of being fair and impartial.

As the guardians of public trust, we have a tremendous opportunity each day to make a positive impact on our state. I sincerely thank you for your commitment and dedication. By working together we can, and will, accomplish amazing things.

Col. Kriste Kibbey Etue
Director, Michigan State Police
Accomplishments: January 2013

GOAL 1
Provide Statewide Policing to Enhance Public Safety
- Held five trooper recruit schools since 2013 graduating 379 new troopers.
- Expanded cyber security efforts with additional personnel and resources.
- Increased participation in the assigned patrol vehicle program to 50%.

GOAL 2
Invest in Employees by Providing the Highest Quality Training and Technology
- Instituted the Ready Responder Initiative ensuring all employees have an emergency plan and kit.
- Launched the Peer Support Program providing employees with additional support resources.

GOAL 3
Enhance Customer Service by Building on the Department’s Foundation as a Service Organization
- Aligned performance management plans with the department’s mission and Strategic Plan.
## December 2015

| Established standards of performance for troopers and motor carrier officers. |
| Assessed administrative support staffing levels at all work sites. |
| Developed a statewide drug enforcement strategy to address drug threats facing Michigan. |
| Conducted 231 traffic safety initiatives and 28 commercial vehicle safety initiatives. |
| Built a new State Emergency Operations Center (SEOC). |
| Increased trooper patrol hours by 18% since January 2013. |
| Achieved an annual crime clearance rate of 72% in 2015. |

| Trained nearly 400 enlisted members in special interview and interrogation skills. |
| Expanded the use of DDACTS to 10 communities with high violent crime. |
| Developed a Community Service Trooper (CST) position at every post. |
| Formed the Missing Persons Coordination Unit to oversee the department’s missing persons efforts. |
| Trained more than 60 department members to serve as Public Information Officers. |
| Provided training to all members about the growing heroin and prescription drug epidemic. |

| Established 95 recruiting partnerships with academic institutions and organizations. |
| Streamlined the hiring and selection process to attract qualified candidates. |
| Identified a technology solution for an employee records database. |
| Provided Below 100 training to all enforcement members and personal safety training to all civilian members. |
| Developed the Leadership Development Academy, hosting two sessions in 2015. |
| Launched the Voluntary Fitness Assessment, achieving a 26% participation rate in 2015. |
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| Delivered nearly 400 presentations focused on preventing crimes against older adults since July 2014. |
Providing Service with a Purpose Since 1917

Mission
Provide the highest quality law enforcement and public safety services throughout Michigan.

Vision
Be a leader and partner in law enforcement and public safety, with a highly trained, full-service state police force that is mobile, flexible, and responsive to emerging public safety needs across Michigan.

Value Statement
“A PROUD tradition of SERVICE through EXCELLENCE, INTEGRITY, and COURTESY”

Philosophy of Leadership
The department achieves its mission through employees who distinguish themselves as leaders by their ability to earn respect, instill confidence, and strengthen morale by providing vision, accountability, and recognizing individual contributions and achievements.
Provide Statewide Policing To Enhance Public Safety

The Michigan State Police (MSP) seeks to be a world-class police agency that leads the way in adopting new and innovative policing methods and tools, providing an exceptional value for the investment.

1.1 Increase statewide police services and patrol operations in accordance with the Regional Policing Plan (RPP) by December 31, 2017.

In March 2011, the MSP announced the adoption of a regional policing model designed to provide increased services while relying less upon traditional “bricks and mortar” post buildings. The plan increases operational efficiencies through the use of data-driven policing and advanced technologies, including providing smart phones to at-post troopers and sergeants. The department will continue to enhance statewide police services and patrol operations by increasing the total trooper strength, hours on patrol, and the number of troopers participating in the assigned vehicle and resident trooper programs.

1.2 Update the Resource Allocation Model (RAM) to identify baseline MSP patrol and investigative needs within each district and post area by April 1, 2017.

To maintain effective and efficient police services, the department will update the RAM developed in 2010 to reflect the department’s regional policing model and mobile environment. The RAM will provide baseline coverage recommendations concerning MSP patrol and investigative needs within each district and post area of the state to assist department leadership with aligning patrol and investigative resources to address any unmet needs and to ensure future staffing assignments are tied to an operational nexus and based on data.

1.3 Maintain at least an overall 65 percent MSP crime clearance rate annually.

District commanders will receive a quarterly report on violent crime and clearance rates by district and work site to assist in addressing crime. Special interview and interrogation training will continue to be offered to enlisted members to improve investigative abilities, including at advanced trooper school.

1.4 Focus patrol and investigative resources to improve public safety in communities utilizing the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) and evidence-based analysis capabilities by December 31, 2017.

The department has built a successful model for reducing urban crime utilizing DDACTS and evidence-based policing strategies, as seen in the Secure Cities Partnership (SCP) areas of Flint, Saginaw, Detroit, and Pontiac. The use of DDACTS reports will be expanded to direct patrol resources in six additional SCP communities to increase the number of felony arrests in each of these cities by 10 percent. DDACTS will continue to be utilized in non-SCP areas, supported by crime analysts. In addition, the Commercial Vehicle Enforcement Division (CVED) will continue to utilize DDACTS in their efforts to reduce commercial motor vehicle traffic crashes.

“Building trust and nurturing legitimacy on both sides of the police/citizen divide is the foundational principle underlying the nature of relations between law enforcement agencies and the communities they serve.”

- Final Report of the President’s Task Force on 21st Century Policing
1.5 **Institute traffic safety initiatives, in addition to existing federally-funded initiatives, annually by December 31.**

Proactively educating and enforcing impaired, distracted, drowsy, and careless driving has the potential to greatly reduce the number of serious crashes. Education and enforcement of restraint use minimizes injury and death when crashes do occur. In support of the Michigan Strategic Highway Safety Plan, working with the Office of Highway Safety Planning, every post will develop at least one traffic safety initiative, supported by crash data, annually. In addition, the Commercial Vehicle Enforcement Division (CVED) will develop at least one commercial vehicle traffic safety initiative per district annually.

1.6 **Reduce the average turnaround time of forensic evidence testing to 30 days by December 31, 2017.**

The Forensic Science Division will achieve an average turnaround time of 30 days by employing a diverse set of strategies that bring laboratory capacity into balance with demand while ensuring the integrity of the scientific process. Factors impacting operational efficiency will be examined, to include staffing, scheduling, process improvements, and maximization of instrument availability, as well as other strategies including triage and prioritization of evidence submission and examination, and interface with prosecutors’ offices and courts.

1.7 **Begin consolidation of the Grand Rapids Laboratory, Sixth District Headquarters, and Rockford Post by September 30, 2017.**

The current facilities housing the Grand Rapids Laboratory, Sixth District Headquarters, and Rockford Post are outdated with inadequate space, insufficient infrastructure, and do not meet operational needs. Consolidating these work sites in a new facility will enhance the department’s capabilities to respond to service requests from the criminal justice community and will be an integral part of the department’s mission to provide the highest quality services.

1.8 **Begin implementation of the statewide communications interoperability strategic plan, based upon the Next Generation 911 concept, with goals, objectives, and timelines by September 30, 2017.**

Working with the Council on Law Enforcement and Reinvention (CLEAR), a statewide communications interoperability strategic plan will be implemented to improve Michigan’s public safety communications systems, including the Next Generation 911 (NG 911).

1.9 **Reduce the computer crimes case backlog by 30 percent and increase the number of cybercrime investigative cases by 10 percent by December 31, 2017.**

The Cyber Section caseload has increased 121 percent since 2013, which continues to rise as the demand for digital forensic examinations increases. The Cyber Section will reduce its case backlog by 30 percent by increasing staffing, improving processes, and training enforcement members in the triage and prioritization of digital evidence submissions. In addition, the Cyber Section will increase the number of child exploitation cases it investigates by 10 percent.
1.10 Expand the capture and use of real-time crime data within Michigan by increasing the number of law enforcement officers using the Statewide Records Management System (SRMS) and applying evidence-based policing strategies by December 31, 2017.

The availability of real-time crime data enables law enforcement to quickly identify crime trends, deploy resources to combat hot spots of criminal activity, and access relevant information that aids in investigations. By increasing the number of law enforcement officers using the SRMS, more real-time data will be captured and made available to all users on the system, enhancing efficiency and providing for more informed decision-making by police administrators. By providing access to the Criminal Justice Information Center (CJIC) Dashboard, law enforcement agencies will further enhance their ability to analyze crime and crash data, and to apply evidence-based policing strategies, such as the Data-Driven Approaches to Crime and Traffic Safety (DDACTS), to improve public safety.

1.11 Implement key components of the statewide drug enforcement strategy to expand investigative resources and increase public awareness by December 31, 2017.

The production, abuse, and trafficking of illegal drugs throughout Michigan continues to be of great concern. The ramifications of illegal drug trafficking and abuse include homicide, violent crime, property crime, accidental deaths caused by drug overdoses, and drugged driving. To combat this epidemic, public outreach materials will be developed to raise awareness about the drug threats impacting our communities. In addition, a field narcotics analyst will be assigned to each district to assist with identifying regional trends.

1.12 Begin upgrades to the Automated Fingerprint Identification System (AFIS) with enhanced technology and security measures by August 31, 2017.

AFIS is a critical public safety tool for solving crimes and conducting sensitive employment background checks based upon fingerprint analyses. Upgrading AFIS with enhanced technology and security measures will allow Michigan law enforcement agencies to utilize newer, faster, and more accurate fingerprint matching algorithms and capabilities.

1.13 Conduct a review and analysis of the department’s mobilization tactics, policies, and training to align with modern techniques by June 1, 2017.

The department’s mobilization policy will be reviewed and updated to reflect modern techniques, taking into consideration recommendations in the Final Report of the President’s Task Force on 21st Century Policing. As part of this effort, refresher training will be held for the department’s cadre of Small Squad Tactics instructors to ensure enforcement members are consistently trained on the updated mobilization policy and techniques.

“Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy.”

-Final Report of the President’s Task Force on 21st Century Policing
Invest In Our Employees By Providing The Highest Quality Training And Technology

The department recognizes our members are our most valuable resource, without whom our mission cannot be accomplished. Investing in our members will pay dividends in the quality of service and employee retention.

2.1 Conduct a minimum of one trooper recruit school annually by December 31.

Conducting a minimum of one regularly scheduled trooper recruit school annually is critical to ensuring we have adequate trooper staffing statewide and will allow for more effective response to emerging public safety issues. Regularly scheduled schools will ensure the best possible training environment, while maximizing the effectiveness of recruiting efforts and ensuring the efficient use of training facilities. The department will continue to actively recruit and select qualified candidates for annual trooper recruit schools based on MSP hiring standards.

2.2 Continue comprehensive recruiting efforts to attract qualified candidates for department vacancies by increasing the number of recruiting partnerships, modernizing marketing materials, and developing a cadet program by December 31, 2017.

To maintain a talented workforce, the department’s comprehensive recruiting plan seeks to actively recruit qualified individuals for all positions, with special focus on key specialty positions to include trooper, motor carrier officer, forensic science, biometrics, cyber security, emergency management, and homeland security. Goals include increasing the diversity of applicants, developing partnerships that support ongoing recruiting efforts, modernizing marketing materials to promote position vacancies, and developing a cadet program to increase recurring engagement with potential candidates.

2.3 Develop and implement a career enrichment program with individualized, job-specific continuous education for all department members by January 31, 2017.

A career enrichment program will be developed to allow employees and their supervisors to work together to design a continuing education plan for the employee that will assist them with performing their current job, as well as prepare them for advancement. Each plan will be assessed annually to help employees reach career goals as they change over time.

2.4 Conduct two Leadership Development Academy sessions for members at the 14-level and above annually by December 31.

The Leadership Development Academy prepares managers at the 14-level and above to serve in management and leadership roles within the department. This two-week course covers a wide range of topics, including proactive strategies for leaders, labor relations, professional communication, disability management, work site inspections, handling critical incidents, and the importance of health and fitness.
2.5 Integrate various department applications and databases related to employee records to increase operational and administrative efficiency by July 30, 2017.

Currently, there are numerous databases and applications related to employee records (employee information, equipment inventories, phone lists, training records, etc.) that are used on a regular basis throughout the department that do not interact with each other. By integrating these sources of data, the quality of employee records will be enhanced and redundant entry of data will be lessened.

2.6 Expand the role and capabilities of the Training Academy to serve as a criminal justice training hub that supports realistic, multi-disciplinary training by December 31, 2017.

The Training Academy campus will become a comprehensive criminal justice training hub capable of supporting scenario-based adult learning. The campus will be enhanced to include sufficient classrooms, training rooms, shooting ranges, and simulated buildings to provide public safety agencies with world-class training opportunities. In addition, training curricula will be expanded with a focus on community policing principles, including the areas of fair and impartial policing, diversity, responding to incidents involving individuals with mental illnesses, and identifying opportunities to involve community members in training sessions to share their experiences and perspectives.

2.7 Create a simplified search process for enforcement members to obtain investigative and intelligence information from numerous databases by December 31, 2017.

The ability to quickly obtain investigative information is a critical component to solving crime and assisting enforcement members with making efficient response decisions. The upgraded intelligence system, called MI-Intel, will provide enforcement members with the ability to utilize one electronic search tool to retrieve investigative and intelligence information from numerous criminal justice data sources.

2.8 Improve employee wellness in the areas of health, nutrition, physical fitness, safety, emotional well-being, and financial wellness by December 31, 2017.

To build a stronger department, we must build a healthier department. The voluntary employee wellness program uses a holistic approach to health, nutrition, and physical fitness. This program will be expanded to include an emphasis on financial wellness, as well as education regarding the services available through the Office of Behavioral Science.

2.9 Fully implement eAICS to provide troopers with the technology they need to operate in a mobile environment by December 31, 2017.

The department’s current report writing system, called the Automated Incident Capture System (AICS), does not operate seamlessly in the mobile environment or integrate with other existing e-applications. The new eAICS will increase data accuracy and reduce the amount of administrative time spent on the repetitive entry of information.

“The wellness and safety of law enforcement officers is critical not only to themselves, their colleagues, and their agencies, but also to public safety.”

- Final Report of the President’s Task Force on 21st Century Policing
2.10 Develop an electronic tool that provides district and post commanders with a customizable daily snapshot of MSP activities within their area of responsibility by December 31, 2016.

Through this new tool, district and post commanders will receive a customizable daily snapshot of MSP activities that occurred within their area of responsibility within the past 24 hours. The daily snapshot will include the number of MSP arrests, patrol generated activity, citations, verbal warnings, seizures, complaints investigated, community service activities, and specialty team deployments.

2.11 Formalize a committee to review the department’s information technology (IT) governance structure and provide recommendations to the Executive Council on the feasibility and benefits of instituting new technology initiatives by December 31, 2016.

To ensure the strategic implementation of technology, a committee will be established, with representation from all bureaus and the Office of the Director, to review all proposed technology projects to provide recommendations to the Executive Council to ensure any new technology projects are undertaken in a holistic manner that will provide value and increase productivity. In addition, the department’s current information technology (IT) governance structure will be updated to modernize the oversight, processes, and procedures of implementing new technology.

2.12 Establish a multidisciplinary team to review the department’s critical incidents to identify lessons learned, recommend policy changes, and identify needed training by April 30, 2017.

Building upon the department’s internal process for reviewing critical incidents, a multidisciplinary critical incident review team will be established with the charge of summarizing lessons learned that can be shared with department members, identifying training needs, and recommending policy changes. In addition, the department’s risk manager will provide quarterly updates to the Executive Council summarizing the findings of the review team, including recommended policy and training changes.
Enhance Customer Service By Building On The Department’s Foundation As A Service Organization

At its core, the MSP is a service organization. Our commitment to superior service seeks to bring a unified and comprehensive approach to state government by applying a framework of performance management, service and process optimization, employee engagement, and change management.

3.1 Launch a smart device mobile application to promote two-way interaction between the department and community members by December 31, 2017.

It is estimated that mobile apps now account for more than half of the time spent on digital media, and most people prefer apps to mobile websites. To capitalize on this trend and further expand the reach of the department’s social media platforms, the department will utilize a mobile application to interact with community members who want information quickly and easily available on their phone. Features of the mobile app may include real-time alert notifications for crime or event information, anonymous crime reporting, accessibility to online services, and geo-located contact information for department work sites.

3.2 Actively build upon the department’s community policing efforts by increasing the number of outreach activities held by 5 percent and the number of individuals reached by 5 percent from July 2016 through December 31, 2017.

The department continues to emphasize the importance of community outreach by enforcement and civilian members. As part of this effort, every post will develop an annual Community Policing Plan to engage with the communities they serve and hold at least one citizens’ police academy annually. In addition, divisions without a Community Policing Plan will conduct a minimum of two community outreach activities annually.

3.3 Foster a culture of transparency by publishing all non-confidential Official Orders on the department’s website, as well as explanation of high-liability topics, including use of force and vehicle pursuits by December 31, 2017.

Fostering a culture of transparency is paramount to building trust between law enforcement and citizens. To increase awareness of the department’s established policies and procedures, all non-confidential Official Orders will be posted on the department’s website. Additionally, to promote a better understanding of commonly misunderstood policies, including use of force and pursuits, the department will provide additional educational materials and explanation of these high-liability topics.
Strategic Plan Phase III Contributors

D/Sgt. Gene Aldrich, Michigan Intelligence Operations Center
Ms. Kristin Allen, Office of Highway Safety Planning
Lt. Col. Richard Arnold, State Services Bureau
Ms. Colleen Auer-Lemke, Intelligence Operations Division
Sgt. Gerald Badgett, Lansing Post
Ms. Shanon Banner, Public Affairs Section
Ms. Denise Barnes, Criminal Justice Information Center
Tpr. Pat Barrigar, Flint Post
Ms. Nancy Becker Bennett, Grants and Community Services Division
Tpr. Amy Belanger, Flint Post
Tpr. Todd Berdan, Legislative & Legal Resources Section
Ms. Christy Birchmeier, Flint Post
Ms. Tammy Blackburn, Criminal Justice Information Center
Insp. Matt Bolger, Intelligence Operations Division
Tpr. Dan Bowman, Jackson Post
Lt. Joe Brodeur, Metro Post
F/Lt. Chris Bush, Special Operations Division
Sgt. Jason Byrd, Special Operations Division
Tpr. Dave Cardenas, Rockford Post
Mr. Nate Conley, Human Resources Division
Tpr. Joshua Coulter, Flint Post
Lt. Therese Cremonte, Lansing Post
Ms. Linda Cwiek, Office of the Director
Ms. Amy Darling, Lansing Regional Communication Center
Ms. LaTanya Davis, Second District Headquarters
Capt. Thomas Deasy, Training Division
Tpr. Stephen Dehmel, Tri-City Post
Sgt. Amy Dehner, Legislative & Legal Resources Section
Ms. Donna Kempf-Barnes, Lansing Regional Communication Center
Sgt. Keith Disselkoen, Grants and Community Services Division
Sgt. Aric Dowling, Field Services Bureau
Mr. Blake Dumond, Communications Section
D/Sgt. Dave Eddy, Michigan Intelligence Operations Center
Ms. Halima el-Sulayman, Departmental Services Division
Col. Kristie Kibbey Etue, Director
Sgt. Tim Fitzgerald, Legislative & Legal Resources Section
Ms. Jackie Fitzsimmons, Training Division
Ms. Kim Frisch, Rockford Post
Ms. Nicole Furnish, Michigan Intelligence Operations Center
Mr. Matt Gardner, Departmental Services Division
Capt. Joe Gasper, Special Operations Division
Tpr. Tedric Gibbs, Lansing Post
Lt. Col. Gary Gorski, Specialized Services Bureau
Ms. Lynn Gorski, Office of Behavioral Science
Ms. Nicole Gray, Human Resources Division
Ms. Valerie Hages, West Branch Post
Tpr. Siera Hammond, Brighton Post
Mr. Brian Hanna, Michigan Intelligence Operations Center
F/Lt. Chris Hawkins, Legislative & Legal Resources Section
Ms. Lynne Helton, Forensic Science Division
Sec. Ofcr. Sonja Hiser, Special Operations Division
Tpr. Hilary House, Tri-City Post
D/Tpr/Spl. Liz Hunt, Intelligence Operations Division
Ms. Kristie Jordan, Legislative & Legal Resources Section
Insp. Bonnie Kanicki, Third District Headquarters
Capt. Gene Kapp, Third District Headquarters
Ms. Marci Kelley, Criminal Justice Information Center
Ms. Melody Kindraka, Office of Highway Safety Planning
Ms. Jo Klotz, Office of the Director
Ms. Judy Lawrence, Second District Headquarters
Mr. Ron Leix, Emergency Management & Homeland Security Division
Ms. Nicole Lisabeth, Public Affairs Section
Ms. Amy Lowery, Special Operations Division
Ms. Heather Luebs, Special Operations Division
Ms. Renae Lugibihl, First District Headquarters
Lt. Chris Luty, Tri-City Post
Lt. Aimee Maike, Legislative & Legal Resources Section
Tpr. Aaron McCormick, Lakeview Post
Insp. Emmitt McGowan, Human Resources Division
Tpr. Joe McMillan, Tri-City Post
Ms. Sierra Medrano, Public Affairs Section
Insp. Phil Menna, Second District Headquarters
Sgt. Greg Morenko, Monroe Post
D/Sgt. Al Neal, Second District Headquarters
Ms. Amanda Noxon, Biometrics and Identification Division
Mr. Matt Opsommer, Grants and Community Services Division
Sgt. Jose Patino, Fifth District Hometown Security Team
Ms. Amy Pearsall, Biometrics and Identification Division
Ms. Dianne Perukel, Office of Highway Safety Planning
Tpr. Chris Phillips, Jackson Post
MC Ofcr. Chuck Phipps, Second District Headquarters
Ms. Juwana Pickett, Detroit Regional Communication Center
Tpr. Josh Reeber, Second District Motor Unit
Capt. David Roesler, Sixth District Headquarters
Tpr. Tyler Roots, Special Operations Division
Lt. Col. W. Thomas Sands, Field Services Bureau
Ms. Lisa Sharko, Forensic Science Division
Mr. Shawn Sible, Administrative Services Bureau
Mr. Spencer Simmons, Office of Highway Safety Planning
Ms. Robbin Sims, Third District Headquarters
D/Sgt. Scott Singleton, Brighton Post
Sgt. Mike Smith, Second District Headquarters
Sgt. Peter Smith, Lansing Post
Tpr. Will Smith, Tri-City Post
Sgt. David Sosinski, Special Operations Division
Sgt. Michele Sosinski, Recruiting & Selection Section
Ms. Heather Steppey, Second District Headquarters
Sgt. David Stokes, Criminal Justice Information Center
Ms. Terri Stollicker, Mt. Pleasant Post
Sgt. Mark Sukowski, Lapeer Post
Sgt. Mike Sura, Brighton Post
Mr. Paul Theiss, Chaplain Corp
Tpr. Louis Velaga, Flint Post
Tpr. Dan Verlin, Brighton Post
Ms. Jessica Waldren, Public Affairs Section
Ms. Mary Wichman, Administrative Services Bureau
Sgt. Gary Wilson, Hart Post
Capt. Monica Yesh, Second District Headquarters
Capt. Greg Zarotney, Office of the Director
Sgt. Duane Zook, Grants and Community Services Division

*Work sites and ranks as of October 30, 2015*
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