



GOSHEN COMMON COUNCIL

Minutes of the MARCH 13, 2026 Information Session

Convened in the Council Chamber, Police & Court Building, 111 East Jefferson Street, Goshen, Indiana

(NOTE: Because this was an information/work session, there were no votes and no public testimony)

Call to Order: At 1:30 p.m., Mayor Gina Leichty called the special information session to order.

Pledge of Allegiance: Mayor Leichty led attendees in reciting the Pledge of Allegiance.

Mayor Leichty asked Clerk-Treasurer Richard R. Aguirre to conduct the roll call. The results:

Present: Linda Gerber (At-Large) Phil Lederach (District 5) (via Zoom) Doug Nisley (District 2)

Donald Riegsecker (District 1) Matt Schrock (District 3)

Absent: Megan Peel (District 4); Council President Brett Weddell (At-Large)

City of Goshen Department heads and staff members in attendance:

Deputy Mayor Mark Brinson City Attorney Bodie Stegelmann Clerk-Treasurer Richard R. Aguirre

Director of Administrative Affairs Michael Wanbaugh Director of Innovation & Technology Mattie Lehman

Police Chief José Miller Fire Chief Anthony Powell

Assistant Fire Chief of Administration Phil Schrock Airport Director Randy Sharkey

Building Commissioner Myron Grise Fleet Manager Carl Gaines

Public Works Director Dustin Sailor Superintendent of Parks & Recreation Tanya Heyde

Dept. of Environmental Resilience Director Aaron Sawatsky Kingsley Street Commissioner David Gibbs

Supt. of the Water and Sewer Department Marv Shepherd

Supt. Of the City Wastewater Treatment Plant Jim Kerezman

New Goshen Police Chief Andy Stephenson

Also present: About five members of the audience

Welcoming remarks:

Mayor Leichty welcomed everyone to the special information session of the City Council and the gathering of City Department Heads. She said there were a number of exciting items on the agenda.

Approval of Meeting Agenda:

Mayor Leichty presented the agenda as prepared by the Clerk-Treasurer. Councilor Nisley moved to approve the agenda as presented. Councilor Riegsecker seconded the motion. Motion passed 5-0 on a voice vote.

Introductory remarks:

Mayor Leichty said the first official action would be a report on the City Mobile Integrated Health program of the police and fire departments. She said this program addresses some of the most challenging needs facing the community – those related to homelessness, addiction, food insecurity, and other issues that consume a disproportionate amount of time and energy from both departments. For the past year, EMS Supervisor Andrew Priem has led the Mobile Integrated Health (MIH). The Mayor said Priem would provide an overview of what's happened in the past year and where the City hopes to take the program into the future.



Mayor Leichty reminded attendees that because this was a special information session, members of the City Council and all Department Heads would be able to ask questions, but there would be no questions or comments from the audience. However, she encouraged audience members to participate afterward by passing on questions or comments to the Mayor or team members.

1) Update on Mobile Integrated Health Program

EMS Supervisor Andrew Priem provided a comprehensive overview and update on the Mobile Integrated Health Program. Priem distributed a one-page summary of his presentation, titled "Goshen Fire Department Mobile Integrated Health." The document included statistics, a description of the MIH model, a list of community partners, outcomes, and plans. (EXHIBIT #1). Priem then made the following points:

What is Mobile Integrated Health?

- It's basically the 911 emergency notification and response system used in a smarter way.
- The traditional 911 system addresses the immediate situation – a problem exists and police, fire or Emergency Medical Services fixes it.
- The traditional fix is taking a person to a hospital or a jail or not doing so.
- However, MIH is allowing the City to take those 911 resources and use them in a different way.
- "Many of the calls that we're seeing today are driven by mental health challenges, substance use, housing instability, lack of resources, lack of community, and no social support needs. MIH allows responders to address the root causes behind these repeated emergency calls while keeping our emergency services available for true emergencies."

Why it matters

- "Across the country, a small number of individuals are accounting for a disproportionately large number of 911 calls, ER visits, and ambulance transport. So, a small number of people are eating up a lot of the resources that exist.
- "Mental health is being identified as a major driver of emergency service overuse and misuse. So, not identifying mental health is a big thing.
- "Our mobile integrated health team has decided to focus on that mental health and try to be proactive in our approach. And this is starting to catch on across the country."
- Members of Goshen's team recently spoke at national conference called "First There, First Care," because people across the country understand that mental health is an issue, but 911 hasn't been able to address that in a way that's effective.
- "So, they're hoping to copy what we're doing, or at least get an idea of what we're doing here in Goshen and then implement it on a larger scale."

Focus areas and the scope of the problem

- The Fire Department ran about 6,000 ambulance calls last year.



- Based on a "primary impression" of the City's paramedics of what the 6,000 calls involved, about one in six of those calls met the criteria of Mobile Integrated Health, whether it was a mental health problem, social services issue, or addiction services or substance abuse.
- So, one in six was "a really big number but that's only from the Fire Department."
- After data from the Police Department is analyzed, the number of Mobile Integrated Health unit calls is expected to be much larger.
- "I think it shows that there's a huge problem and that we can become proactive in helping this. And then money matters, right? Cost savings. We're seeing about a 30% cost savings when incidents are handled by Mobile Integrated Health rather than traditional 911.
- "That's because ambulances cost a lot more than a Mobile Integrated Health vehicle does. And that's just a cost savings to the city. That cost savings is even greater once we get it to the emergency room, which costs a ton of money for those individuals who misuse it and then their insurance pays or they don't have insurance, so no payments.
- To drive home the cost example, Goshen Health staff shared data on their "super utilizers," the people who frequent their emergency room the most.
- Priem reviewed the data and found 12 individuals who had Goshen city addresses – people the City would respond to as 911 calls that now are taken to Goshen Health.
- "Those 12 individuals accounted for 46 ER visits and 26 ambulance transports in only 30 days. So, these are the super utilizers.
- "And so, once we get that data from the hospital, we're able to be proactive and intervene before they end up in the emergency room or before they end up at the ambulance.
- "So, these are just numbers to show you how a small number of situations can create a significant strain on emergency services. And that also shows us why proactive solutions are needed."

Mobile Integrated Health model – and how it was developed

- The program started in Goshen with a behavioral health response police officer.
- After law enforcement got involved, staff saw there was a need for social services and mental health care. So, they hired somebody to come in and to start engaging those individuals.
- About a year ago, Andrew Priem was added to the team just to bring a paramedic perspective, a fire department perspective, to address chronic disease and assess other health needs.
- "This partnership allowed behavioral health calls to be addressed from both a public safety and a medical perspective. It was really awesome."
- A Police Department presence is no longer available, so right now the team is Priem and another paramedic who is serving while off duty. "So, in his overtime, he is coming in and doing a lot of the follow-up services and he's adding about 20 hours a week to his work week."

Mobile Integrated Health operations and staffing

- "This process or the paradigm that we're using now has allowed the program to expand follow-up and outreach work" although this is only possible with a person working overtime.



- "So, the goal is to fix that by adding more people to the team.
- The ideal staffing model would be a Mobile Integrated Health Coordinator/Paramedic, which is Priem's role, a second Mobile integrated Health Paramedic and two MIH police officers and a facility therapy physician.
- "The paramedics are there to provide medical expertise, crisis stabilization, and healthcare navigation. That's our wheelhouse. That's what paramedics do.
- "Police officers provide safety, legal authority when necessary, and coordination with law enforcement resources.
- "So, basically with the model, we're allowing paramedics and firemen to do what we're comfortable with. And then the police officers doing what they're comfortable with – staying in our lanes and doing what's comfortable but being really collaborative and working closely."
- The goal is to identify needs based on data and patterns and see where the greatest need in the community is and then try to be proactive in the approach.
- One of our outreach initiatives is reducing fetal and infant mortality within Elkhart County in collaboration with other partners.
- Another major component of integrated health is Crisis Intervention Training, which is known as CIT.
- Crisis Intervention Training began with law enforcement as a way to engage people in a different way "when they were having behavioral health crises or mental impairment issues that were causing them to act in ways that aren't normal in society.
- "So, it's basically just training first responders that behavioral health problems exist and there might be better ways to address these people so things don't escalate.
- "There's a big focus on de-escalation – meeting people where they are and providing different levels of care or opportunities for care to these people."
- The Goshen Fire Department has now sent 10 paramedics to CIT training ... Now we have 10 of them that are out there doing good things with the community."
- The City now has a burgundy Dodge Durango, "chase vehicle" that is staffed 24-7, 365 days a year with a paramedic who has CIT training.
- With CIT training, "they understand how the process works and they can get the ball rolling after hours."

Three examples of the Mobile Integrated Health approach helping people

The first case started off as a welfare check. An officer was dispatched to check on someone's relative or neighbor. The officer found an elderly couple in their house who were malnourished and frail.

- The officer called MIH. Paramedics found food that had been expired for many months and only one gallon of milk in the refrigerator – the only thing that was there.
- The couple had enough money to keep a roof over their head but they didn't have any food money, so they had been starving for a year.
- Paramedics transported one of the individuals to the hospital, where the person unfortunately passed away due to malnourishment.
- The other individual received emergency food and was signed up for Meals on Wheels.



- The person had a car, but it needed a battery. It was provided.
- The individual also was connected to a grief counselor.
- Eventually, various community partners worked together “and now this individual is driving around Goshen fed and a lot healthier.”
- “It is a sad story and I wish we would have known about it earlier where we could have intervened and maybe helped both of them. But once we found out we were able to help the second person.”

The second example involves mental health – a young man diagnosed with schizoaffective disorder. He had a history of methamphetamine use, addiction, and had been clean for two years. After his meth use, he had a schizoaffective diagnosis with command hallucinations – auditory hallucinations that tell you to do things as well as anxiety. The man had been struggling with homelessness and had been living in a shelter trying to do outpatient therapy and was not doing well in the shelter.

- The man couldn't follow the rules and therefore he couldn't follow up with the outpatient services to improve his mental health.
- The man was homeless because he wasn't allowed to go to his parents' house.
- His mother was trying to help him out and had maxed out all their credit cards on motel rooms trying to get him healed.
- They reached out to the Mobile Integrated Health team.
- The man was admitted temporarily to the First Light Mission shelter.
- After sustained effort, the man eventually was accepted as an inpatient at a treatment facility.
- “I talked to the mother and him and he's doing great. It was just somebody who took the time and effort to just help him a little bit more. He was able to break through that barrier and is doing really well.”

The third example is an individual who had been chronically homeless and has been transported many times over the past 10 years. He was a “super utilizers,” a person who frequents the hospital emergency room.

- Priem started building trust with the man by visiting with him during lunch at The Window, the downtown Goshen ministry that provides food, clothing, hygiene, and meals to poor people.
- What seemed to be the man's biggest issue was he didn't have any sense of community.
- So, the man was introduced to the Cora Dale House, a Goshen support community for people with mental illness. The man has now built trust and a community there “and loves it so far.”
- Priem then helped the man qualify for and eventually move into an apartment at Oaklawn, which provides mental health support and housing,
- “So, for the first time in over a decade, he has a roof over his head and he has a sense of community at Cora Dale House. I just talked to him before I came in here because I wanted a happy update. He said he is feeling stable enough that he's going to start searching for a job.
- “So just an excellent, excellent example of how people can heal and do better and reintegrate into society if we just give them a chance. And we're spoiled within this community to have so many good people doing great work that if we can just connect them together, we can change people's lives”.



Key partners with the Mobile Integrated Health program

- Oaklawn Mental Health in Goshen has set up a crisis center which can take people when they're having a crisis rather than going to the hospital, which saves Police, Fire and hospital resources.
- Instead of people in crisis going directly to the hospital and tying up emergency room for situations that don't require an emergency room, they now can go to the crisis center on Oaklawn's campus, 24-7.
- "We can make sure medically, as paramedics, that they're okay to be there. And then they can go in there and they can stay. After a mental health evaluation, they can receiving housing."
- The Window provides meals and brings people together. It also offers Meals on Wheels and a food pantry.
- Cora Dale House provides mental health support and a safe place to be.
- First Light Mission provides short-term housing and help during crises.

Other resources that help the Mobile Integrated Health program

- For their work, the MIH relies on software called JULOTA which stands for Just Love On Them Always.
- JULOTA integrates with other software that different facilities use and facilitates communication.
- With this software, MIH members can access data from the hospital, review services patients are receiving and review other information.
- Oaklawn liked JULOTA so much, it is using some grant funding for data management.
- As the data keeps growing, "I think our impact on the community is going to grow as well."
- Youth behavioral health is an emerging focus area, so MIH wants to get engaged with the schools and try to be proactive with youth mental health.
- Rather than focus on enforcement, this initiative will focus on connecting students and family with community partners that can provide support and early intervention.
- MIH also has a therapy dog named Maple who responds to the needs of those facing mental or housing concerns.
- Maple graduated from her training on March 18 and is now spending more time with Priem.

The future of Goshen's Mobile Integrated Health program

- One future initiative is the use of Suboxone, a medication used to treat opioid addiction.
- Goshen's police officers and paramedics and some lay people know that Narcan can be used to treat an opioid overdose. While effective, patients must be transported to the hospital and feel very bad afterward.
- However, Suboxone is a mixture of an opiate and Narcan together and it doesn't allow a person to overdose and it doesn't allow withdrawal symptoms.
- "So, it just keeps patients at a therapeutic level and when administered pre-hospital, there's a six-fold increase in retention.
- "So, with addiction services, the number is about seven times where a person overdoses or enter rehab before it actually sticks. With Suboxone pre-hospital, there's a six-fold increase in retention."
- Another future initiative is Project Lifesaver, a national project that can locate individuals with dementia, Alzheimer's disease, or autism – people who wander away from home.



- Project Lifesaver is basically a radio bracelet that emits an inaudible signal that can be picked up by a receiver operated by public safety officers searching for persons who have wandered away.
- This project was suggested during a meeting Priem had with a group of mothers of kids with autism and "it's something we're pushing to try to avoid tragedy within our community."

Bottom line and summary

- "MIH helps take the same individuals who are calling 911 repeatedly and connecting them with the help that they actually need. This improves lives, reduces strain on emergency services, and ensures police, fire and EMS resources remain available for true emergencies.
- "So, we're not only helping the community, but we're also helping our responders be more available when they are needed."

RESPONSES, QUESTIONS & ANSWERS:

In response to the presentation, Mayor Leichthy said:

"Every time I meet with Mobile Integrated Health, I usually have to have some extra Kleenex available because the phenomenal work that they are doing in our community is truly transforming lives and aiding the departments in which they serve.

"I also want to say a huge thank you to Chief Powell and Chief Miller because as a new Mayor, I came in and I started hearing about this innovative program that was happening where police and fire could work collaboratively and that is not common. It's unusual for those two departments to work together.

"But as I kept hearing, there were a lot of crossover cases. So, when I would meet with Chief Miller, I'd hear about certain individuals who are heavy users of our services in the community. And I talked to Chief Powell, and I'd hear the same story about the same individual, but we weren't working together cohesively as a City team.

"So, I presented this idea to them thinking I would meet with resistance, and I did not meet with resistance at all. I was like, 'When do we start? Let's give it a try.' And out of that, we've been able to develop a program that's truly making a huge impact.

"And Andrew (Priem) is a bit modest, but he's being asked to speak all over the United States at this point about the success of our program and we want to continue to make this investment. We see the return in that investment already, not only financially, but in the terms of the lives that we are saving."

Mayor Leichthy invited comments from Fire Chief Powell and Police Chief Miller.

Chief Powell said, "I think Andrew (Priem) is also being very modest in what he's actually doing right now. He is literally a team of one right now. We just brought Matt Whitford into the picture so that he could help with some of these cases, but Andrew, up to this point, has been doing this pretty much on his own since December. He's made all these connections, put the JULOTA program together, and continues to push it forward. I thank you very much."

Chief Miller said, "I would echo what you all said as well. Andrew has done a fantastic job at this program, and the toughest thing for us is to give him the support because he's just wanting to go further and further with this. It is definitely affecting our community in a positive way. We see the difference, at least on the law enforcement side, and it's a system that works. So, if we can get the resources to this team, Goshen will definitely stand up. Thank you."



Mayor Leichty invited questions and comments from Councilors

Councilor Lederach said, "It's a great program and is getting all the recognition that it does deserve ... Can we put numbers on it and say, this is how much it's actually saving, so when it comes time to crunch numbers, we can say, 'No, we can't cut this program?'"

Mayor Leichty responded, "That's a great question, and it's one that we have been doing data collection on ... so, when we do the budget presentations starting this summer, we will have that data in place. So, Andrew's already collecting that data, and we're collecting data on the police side as well to be able to demonstrate that."

Chief Powell added, "One of the things with the data collection that we won't be able to see is for one individual, how many times would they call had we not intervened? So, would they have called 12 times? Would they have called 20 times? We don't know that, and we never will know that. So, that's where we're going to have a little bit of a gap in that data to know those facts."

Mayor Leichty praised all involved who helped the elderly people who were starving in their home.

Councilor Gerber asked if there have been a decrease in emergency calls from the 12 "super users" mentioned during the presentation.

Priem said he knows that one of those people MIH helped has not made any other emergency calls. "So, I know those numbers are going down and I can't wait to get the data and pull it together and then put numbers to this because it's hard to measure snow that hasn't fallen. But at least we can say that in 2025, this individual called 17 times and in 2026, after interaction with mobile integrated healthcare, he hasn't called yet."

Councilor Gerber said, "And that really speaks to the importance of maintaining those partners because I'm sure with individuals like that, they require that more holistic support ongoing."

Priem said, "A hundred percent. The barriers to care that exists for people are things I never thought about or even imagined could have been a barrier until I started working in this field.

"Like the one that sticks out to me is a cell phone, right? All of us have cell phones and we take it for granted, but it's hard to get a ride if you don't have a car and you don't have a cell phone. How do you get a ride or schedule a doctor's appointment or have follow-up from a doctor if you can't access your email? So, there's a lot of these barriers that we're identifying and getting to be proactive and getting people cell phones or getting people cars that are running, which greatly improves their lives.

Councilor Riegsecker and **Councilor Nisley** asked **Andrew Priem** to please call them if they run across anyone who needs food. They said they would help. **Councilor Nisley** added, "Don't let anybody go without food or water or anything like that. If you don't get a hold of Don, I'd be more than happy to help with that part of it. If there's some way that Don and I can pitch into that part of it, I'm sure we'd both be happy to do that. So, let us know."

Priem said, "Thank you so much. There are amazing resources in our community."

Mayor Leichty said, "We're very fortunate, but sometimes, you know, it's the boots on the ground, it's literally the first responders, it's public safety who's out there identifying those critical needs."

Mayor Leichty invited questions from City Department heads as well as comments or affirmations.



Superintendent of the Water and Sewer Department Marv Shepherd said some of his employees visit home and sometimes see things that are concerning. He asked, "At what point are we overstepping in reaching out to you?" **Priem** said, "I love that you brought that up. I will give you a referral link; it basically is just me and then I'm able to filter through them. So, in pre-hospital, 911 care paramedics, we like to 'overhaul' things. We'd rather err on the side of caution, right?"

"Like we might not know it's a heart attack or a stroke, but we're going to kind of say, 'Hey hospital, you've got a heart attack or a stroke coming' and we want to overhaul rather than underhaul. I think the same thing applies to this. Like if there's something that makes you uneasy or it doesn't feel right, let me know.

"I would rather reach out to somebody who didn't need it and not know about somebody who really does need it. So, I'll make sure you have that. Share it with your individuals and yeah, let me know because we're trying to do as much good as possible."

Mayor Leichty said, "Great question from the utilities. And you guys, I bet, see lots of those kinds of cases."

Clerk-Treasurer Aguirre asked **Priem** to mention a few of the other cities in Indiana with MIH programs.

Priem said, "I would say the biggest or more established Mobile Integrated Health teams, there's one in Noblesville that would have been one of the first ones. They're very focused on chronic disease management, fall reduction, and all that stuff. Terre Haute has a pretty good program ... and they're doing some really, really good things."

However, **Priem** said few cities are following Goshen's comprehensive approach. He added, "a lot of Mobile Integrated Health is focused on just a certain set of things, but they might not be the things that the community needs and what we're doing here is specifically tailored to the City of Goshen."

Mayor Leichty said, "When we were developing this program, one of the things that we did is a lot of research on different things, but one of the things that I committed to the teams is I said, 'There are good models out there, but what works for Goshen?' And so, this truly is a uniquely Goshen model.

"Not many other models are as integrated between police and fire, for one thing. And so, and like **Andrew** said, we identified the priority needs that would really help provide relief to our EMS and police teams to not only care for the community, but to make sure that we're providing support to our own teams by developing this special division.

"So, it's a Goshen model. But other people, as I talked to other leaders across the state, they're very interested in what we're doing and want to learn more about it. I think it's a replicable model ... and we'd love to see it grow because we see its effectiveness here."

There were no other questions or comments and **Mayor Leichty** thanked **Andrew Priem** at 2:17 p.m.

2) Introduction of new City of Goshen Police Chief Andy Stephenson

To help Chief Stephenson, **Mayor Leichty** asked Councilors and Department Heads to introduce themselves, describe their jobs and talk about how long they have worked for the City.

Mayor Leichty then said that in December, Goshen Chief José Miller submitted his letter of resignation to the Mayor.



Mayor Leichty said, "I have so enjoyed working with him, and Chief has served in this (police) role for more than three decades – dedicated service to our entire community.

"As I mentioned earlier, his openness to being willing to try new things and to support his team in this steadfast way was so important to me personally coming in as a new Mayor. I felt like he provided such exceptional guidance and support, and he would always smile at me. Also, whenever we were at a Board of Works meeting, I knew that if I was scanning the crowd, there would be at least one friendly face in that crowd, and that was Chief Miller.

"Over the years, he's served as a patrol officer, SWAT commander, detective, motorcycle officer, drug unit officer, assistant chief, and he has been our chief since 2018.

"His leadership has been nothing but steady, thoughtful, and grounded in genuine care for this whole community and for all of you as collaborators here at the city. And even in the way that he announced his retirement, Chief gave this City more than seven months of time to prepare for his departure, a generous and stabilizing act that reflects his character and his commitment to all of us."

Mayor Leichty concluded, "So Chief, first and foremost, I just want to say how thankful we are for your integrity, your steadiness, and your service that you've brought to this role, and your leadership has shaped the culture of this department in lasting ways and our city for generations to come. So, thank you."

Mayor Leichty said leadership transitions are difficult because they increase the workload of a team, bring internal and external scrutiny and create a sense of uncertainty. However, through this process, the Mayor said the Police leadership team "has demonstrated absolute professionalism, collaboration, and a deep commitment to the well-being that the department and the community serves. And their steadiness is what has allowed this transition to move forward with care and integrity, and I'm deeply grateful for the role they've played in supporting the department through this challenging moment."

Mayor Leichty said selecting a police chief is one of the most significant responsibilities entrusted to a Mayor. Because of that, the Mayor said, she used "a very careful and thorough process, extensive interviews, conversations with department personnel, engagement with community stakeholders, rigorous reference and background checks, and I also spent a significant amount of time, when I re-added it up; I had to actually go back, at least 43 hours listening to officers in one-on-one interviews across the department about their experiences and their hopes for the future of the organization.

"We saw exceptional candidates step forward from within the department – candidates who demonstrated professionalism, dedication, and knowledge about our community and reflect the strength that you see, a strength that is built every day by the officers and staff that serve the city. And we can feel proud of the department that we have, and we hear from all of you and throughout the community how proud people are and how much they trust the Goshen Police Department."

Mayor Leichty said the strength of those candidates made this decision a challenging one. "But after careful consideration of the department's strengths, the challenges that we're facing, the opportunities ahead, one candidate stood out with a combination of experience and leadership that positions him very well to guide the department into the next chapter. And the foundation that he will build on is one of great pride and strength in our city."

Mayor Leichty then introduced Goshen's 23rd Chief of Police – Andy Stevenson.



Mayor Leichty said, "Andy brings more than 30 years of law enforcement experience spanning patrol, investigations, training, emergency management, and executive leadership across both Indiana and North Carolina, where he currently resides. He began his career working with the Indiana University Policing Department, where over the course of 22 years, he rose through the ranks from cadet to captain, overseeing patrol, investigations, training, and community outreach and engagement.

"He later served as the chief of police at Appalachian State University in Boone, North Carolina, leading a department of approximately 70 sworn officers and overseeing police operations, emergency management, and public safety programs. And today, based on the success of those programs, his responsibilities have expanded to span the entire University of North Carolina system, now supporting professional development and training for more than 560 sworn officers across the state."

The **Mayor** continued, "So, one of the qualities that distinguished Andy during this process is his leadership in building systems that support officers from the very beginning through the extent of their careers.

"During his tenure as chief, he's helped establish a regional police academy and leadership development program that strengthened recruitment, training, and officer development across multiple agencies. Departments across the country, and particularly here in northern Indiana, are facing very real challenges in recruitment and retention. And Andy didn't just talk about those challenges; he helped design solutions that strengthened departments and support officers. And that experience is incredibly valuable for Goshen and our public safety partners across northern Indiana.

"Now Andy has come to visit us for just about two and a half days, and in his first 24 hours, he has already immersed himself fully in this transition process. Yesterday he met for more than five or six hours with department administrators, and today he spent his whole morning with the entire department for more than three hours, answering questions, sharing his philosophy, and engaging directly with the realities and the dynamics that naturally accompany leadership transitions.

"He approached those conversations today with humility, respect, openness, and qualities that build trust and strengthen departments over time. Because of the strong leadership that we already have in place, we begin this transition from a position of stability and confidence.

Mayor Leichty concluded, "Andy's background in recruitment, training, and officer development adds another dimension to the strengths we already have – one that will create new opportunities for our officers and deepen collaboration across the entire region. Most importantly, Andy shares a belief that is crucial to Goshen. Public safety is built through relationships, trust, and a strong, supportive team of officers who care deeply about the community they serve."

As for the logistics of the transition, **Mayor Leichty** said **Chief Stephenson** officially will begin work with the department on May 1. She continued, "It will start as a chief in training capacity during the transition period, and that will allow him to work very closely with Chief Miller, learn the department's operations, and begin building relationships across the organization and the community."

On June 12, following Chief Miller's retirement, Stephenson will assume full responsibility as Goshen's next chief of police.

The **Mayor Leichty** said, "This approach allows us to honor the leadership that has brought the department to this moment, while also ensuring a thoughtful and stable transition into the future."



Mayor Leichty then invited comments from incoming Police Chief Andy Stephenson.

Chief Stephenson said, "For those of you who don't maybe realize, reaching retirement in our profession is a big deal. So, (Chief Miller) has done some great, great work here, and he's been an exceptional representative of the Goshen community, and we've done some of the same things in law enforcement and probably didn't appreciate the six hours that I was in his office all day yesterday.

"I hate to be asking, but we're not so different, and I'm excited to come in early before he retires and be able to work with him and learn from him. I appreciate that very much.

"Again, I'm Andy Stevenson. I'm not new to Goshen, really. I do have family all around this area. I've spent some time in Goshen in the past, and I appreciate you all allowing me to be here today. Obviously, I'm honored to be selected as Goshen's next police chief, and I really look forward to a return to Indiana.

Chief Stephenson continued, "Policing is very different in different states, and Indiana policing is different ... I spent the first 22 years of my career here in Indiana, and I'm very, very happy to be coming back. My wife's family is in Michigan, so I've been very close to the Indiana life here.

"It's an opportunity for us to come back home and be closer to family and be involved in a wonderful community, Goshen. I'm really looking forward to that. My start date is May 1st.

"As Mayor Leichty said, hopefully we'll have a smooth transition. She and I have been able to work together for a little while and get to know the internal workings of the police department and other offices. I appreciate that very much.

"I am a huge collaborator. I like to partner on initiatives and do things together. I'm sure all of us will work very closely together in the future. I'm a dreamer. I like to be innovative and come up with new things. I love the MIH initiative. I wish I had thought of that years ago. That is fantastic.

Chief Stephenson concluded, "Being employed back in the community, I'm looking forward to being here. I'm looking forward to getting settled here in Goshen and getting to know the community and working with residents and all of you, just doing what we can do to protect our community and keep our community safe. It's a great thing to do. Thank you all very much."

Mayor Leichty invited comments or questions from Councilors. There were none.

Clerk-Treasurer Aguirre commented on the selection process. He said, "This is not as well-known and I think it would be good for it to be known." Aguirre said a few months ago, he saw large numbers of Goshen Police Officers visiting with the Mayor in her office after regular work hours. They were meeting to discuss the Police Department. Aguirre said, "They all seemed to have this spirit of being grateful to have that opportunity. But it's also to the Mayor's great credit that she wanted to hear from the officers, to hear how they were doing, to hear what their questions were about the future of the department and the qualities they wanted in the next police chief."

Aguirre also said, "I was also very pleased and grateful that the Mayor asked me to serve on a group that interviewed all eight candidates for Police Chief. It was a very good process. There were excellent questions. And it was an excellent opportunity for us to learn about the candidates and their visions for the department and to also hear the reflections on what was going on with the department now and what it needed."

Aguirre said he was grateful that the Mayor had the willingness to hear from all of the candidates so openly and in depth and to also hear the opinions of the members of the interview committee. He added, "It was a very open process. So, thanks again, Mayor, for that opportunity."



Councilor Schrock said, "I just wanted to say a second what you said about Chief Miller. I really enjoyed working with Jose myself ... And we're going to probably miss you. I know we're going to miss you. And I do want to welcome Chief Stevenson. And like I said earlier, welcome to Goshen."

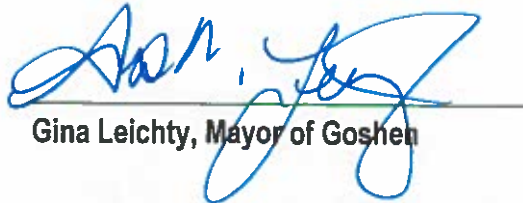
There were no further comments.

Adjournment:

Mayor Leichthy adjourned the meeting at 2:40 p.m.

EXHIBIT #1: *During the information session, EMS Supervisor Andrew Priem distributed a one-page summary of his presentation, titled "Goshen Fire Department Mobile Integrated Health." The document included statistics, a description of the MIH model, a list of community partners, outcomes, and plans.*

APPROVED:


Gina Leichthy, Mayor of Goshen

ATTEST:


Richard R. Aguirre, City Clerk-Treasurer

GOSHEN FIRE DEPARTMENT MOBILE INTEGRATED HEALTH

911 Used in a Smarter Way



HOW MOBILE INTEGRATED HEALTH WORKS

Crisis Response

Respond to 911 calls involving behavioral health, addiction, or social needs

Follow-Up Services

Home visits and coordination with healthcare and community partners

Proactive Outreach

Engage individuals before situations escalate into emergencies

COMMUNITY PARTNERS

Oaklawn Mental Health • The Window • Cora Dale House • First Light Mission
JULOTA Case Management • Oaklawn Crisis Center

REAL IMPACT IN GOSHEN

- Chronically homeless resident now housed and off the 911 system
- Elderly residents stabilized with food, transportation, and support services
- Young adult with severe mental illness connected to inpatient care

FUTURE INITIATIVES

- Prehospital Suboxone for opioid addiction treatment
- Project Lifesaver for locating individuals with dementia, Alzheimer's, or autism who wander