



Looking toward tomorrow without forgetting yesterday

CHARTER TOWNSHIP of NORTHVILLE

ANNUAL REPORT

2021

FISCAL YEAR ENDING 12/31/21

CONNECT, ENGAGE AND SERVE THE COMMUNITY

www.twp.northville.mi.us



CHARTER TOWNSHIP of NORTHVILLE

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A MESSAGE FROM THE SUPERVISOR

MARK J. ABBO



Reflection is a powerful tool. It gives you clarity. Insight. An education. Foresight. Energy. When I look back on 2021 and see what Northville Township and your Board of Trustees (BoT) accomplished, I feel all those, but more than anything, I feel pride.

I am proud to serve as your Township Supervisor. I am proud of what our BoT achieved in its first full year. I am proud of our team at Northville Township. I am proud of our residents who guide the growth of our community.

Together, we have achieved so much. Our budget is balanced, our finances are stable and our outlook is positive. Northville Township is poised for a terrific future because of the foundation we laid in 2021.

Every department has been a big part of our growth, all achieving their own milestones in 2021. In the following pages, you'll discover many of these. Some highlights include:

- Earned the prestigious AAA Bond rating from S&P Global Ratings, formerly Standard & Poor's. It's the highest possible rating and only less than 20 communities in Michigan achieve the honor.
- Won a grant to hire a behavioral health clinician to support residents during a mental health crisis, as well as our public safety team.
- Established a Pathways Advisory Committee to create a more walkable community.
- Our Fire Department collaborated with Northville Public Schools to install upgraded radio systems for first responders to be able to communicate in any school.
- Our Police Department achieved accreditation in two categories from the Commission on Accreditation for Law Enforcement Agencies (CALEA), which means the professionalism and excellence of our Police Department is the gold standard.
- Won the 2021 American Public Works Association Project of the Year Award for the Johnson Creek Fish Hatchery Restoration.
- Served 980 youths via various Northville Youth Network services.
- Offered 3,000 residents vaccines during a two-day Vaccinate Northville event.

Now you can understand my source of pride.

Every solution, every improvement, every program we introduced was because of our commitment to delivering exceptional service. It is a reflection of our great community.

Thank you. It is an honor to serve you.

Sincerely,

A handwritten signature in blue ink that reads "Mark J. Abbo". The signature is fluid and cursive.

Mark J. Abbo



A MESSAGE FROM THE TOWNSHIP MANAGER

TODD L. MUTCHLER, CPM



The Northville Township Management Team is pleased to present you with the Township’s 2021 Annual Report. While it satisfies the requirements of the Charter Township Act, more importantly, it helps achieve our commitment to transparency by providing residents with a complete overview of our 2021 operations. This document is a compilation of each department’s annual report.

It highlights our service delivery as it relates to the **Priorities and Vision** established by the Board of Trustees. The 2020 census data revealed an 11% increase in our population, which translates to an increase in service demand in the community. These services are driven by our culture; aligned with our Mission of **delivering exceptional public services in a professional, creative and responsible manner to enhance the quality of life for those who live in, work in and enjoy our community;** and are guided by our core values.

A copy of this report will be on file in the Clerk’s Office and posted on the Township’s website at www.twp.northville.mi.us

Please feel free to contact me should you have any questions regarding this report. We will continue our efforts working as a team united to achieve the vision of the Board of Trustees in service to our 31,700 residents.

Respectively submitted,

A handwritten signature in black ink, appearing to read "Todd L. Mutchler". The signature is fluid and cursive.

Todd L. Mutchler



YOUR ELECTED OFFICIALS

Promoting Transparency, Honor & Trust



From left: Scott Frush - Trustee, Roger Lundberg - Clerk, Mindy Herrmann - Trustee, Mark Abbo - Supervisor, Cyndy Jankowski - Trustee, Chris Roosen - Trustee, Jason Rhines - Treasurer

CONTACT INFO

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Cyndy Jankowski, Trustee

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Chris Roosen, Trustee

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WHERE WE ARE NOW

Coming out of COVID-19, recovered and vibrant

The Charter Township of Northville is a vibrant, safe and active community of 31,700 located in western Wayne County. What was once a quaint farming region, is now a thriving, charming residential and business community. Home to some of the world's leading automotive research and development firms, it also has an extensive network of pathways, wooded areas and parks. It's the perfect place to live, work and play.

2021 TOWNSHIP ACCOMPLISHMENTS

- 2021 APWA Project of the Year Award - Johnson Creek Fish Hatchery Restoration
- Received a AAA Bond Rating. Only 20 communities in Michigan have achieved this rating.
- MITC (Michigan International Technology Center) was awarded a \$1M Michigan Infrastructure Grant which will fund costs for both sanitary sewer & road engineering along the MITC Corridor.
- Board of Trustees approved \$12M bond sale for the continued demolition of the former state hospital buildings at Legacy Park.
- Completed Emergency Operations Center Activation Training.
- Hosted a Special Town Hall Meeting for the Beck Road Widening.
- Held a Homeowner Association Informational Event.
- Coordinated, managed, and partnered with the City of Northville, Wayne County & Schoolcraft College for two "Vaccinate Northville" COVID-19 vaccination events for the residents in the community.
- Appreciation Event for volunteer Boards, Commissions & Committees.



According to the 2020 U. S. Census Bureau, the population of Northville Township jumped from 28,497 in 2010 to 31,758 in 2020. That's a 11% jump or 3,261 more people that have been drawn to our beautiful community.

Our CORE PURPOSE

Northville Township's core purpose is to connect, engage and serve the community.



MISSION

We will deliver exceptional public services in a professional, creative and responsible manner to enhance the quality of life for those who live in, work in and enjoy our community.

VISION

Be the leading, innovative community built through a legacy of excellence.

VALUES

- Integrity
- Trust
- Respect
- Dedication
- Collaboration

WHERE WE ARE GOING

Looking into the future...Stable - Strong - Solid

2022 NORTHVILLE TOWNSHIP GOALS

1 SERVICE DELIVERY

- 1.Re-introduce passport & notary services to residents
- 2.Hazardous Household Waste
- 3.Re-negotiate water & sewer contract with GLWA
- 4.New comprehensive Master Plan
- 5.Re-introduce special assessment districts (SADs)
- 6. Legacy Park Trail Plan – Design, research grants & funding opportunities
- 7. "Partners in Our Safety" – community policing
- 8. New Public Safety HQ / 2nd Fire Station

2 TECHNOLOGY

- 1.Private Fiber Network Project – work with local partners to increase network access to at least two other government agencies while improving reliability, security, and bandwidth for all Northville Township departments in 2022.
- 2.Upgrade to a Board approved audio & video environment in the Assembly Room by the year 2022 to provide a better residential experience, whether in-person or watching from home.
- 3.Improve cyber security throughout the Township by conducting a vulnerability assessment, network monitoring, and configure two factor authentication by the end of 2022.

3 COMMUNICATIONS

- 1.Add one new social media platform in 2022 in an effort to increase resident engagement.
- 2.Have 1-2 stories about the Township/Departments published in national media in 2022.
- 3.Design, publish, and send at least one informational print media product to all Township residential households in 2022.

4 DEVELOPMENT

- 1.Employee Online Training Program to enhance policy & mitigate risk
- 2.Employee Health & Wellness Program
- 3.Conduct 2-4 ITaC-related training events for Township employees in 2022 to maximize full impact of existing technology
- 4.Updating & training for policy & procedures
- 5.Leadership development or personnel

5 FINANCE / BUDGET

- 1.Building demolition at Legacy Park.
- 2.Facility maintenance & improvement – Township Hall CIP
- 3.Identify funding opportunities for Township pathways
- 4.Develop a Township fund balance policy to increase financial transparency with the Board of Trustees
- 5.Involve Board of Trustees in developing the CIP
- 6.Define strategic plan of the Board of Trustees during 2022 Study Session
- 7.Create new surplus division within MERS DB/additional pension contributions
- 8.Continue to work with other members of Investment & Finance Committee to develop an investment strategy
- 9.Utilization of ARPA Funds
- 10.Obtain SAFER Grant – 3 Firefighters
- 11.Seek out grant opportunities for upcoming CIPs
- 12.Create Township policy to protect DB funding & define parameters



DEPARTMENTS & CONTACT INFO

Ready to Serve the Community



Brent Siegel

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Glenn Caldwell

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Director

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Mark Gasche

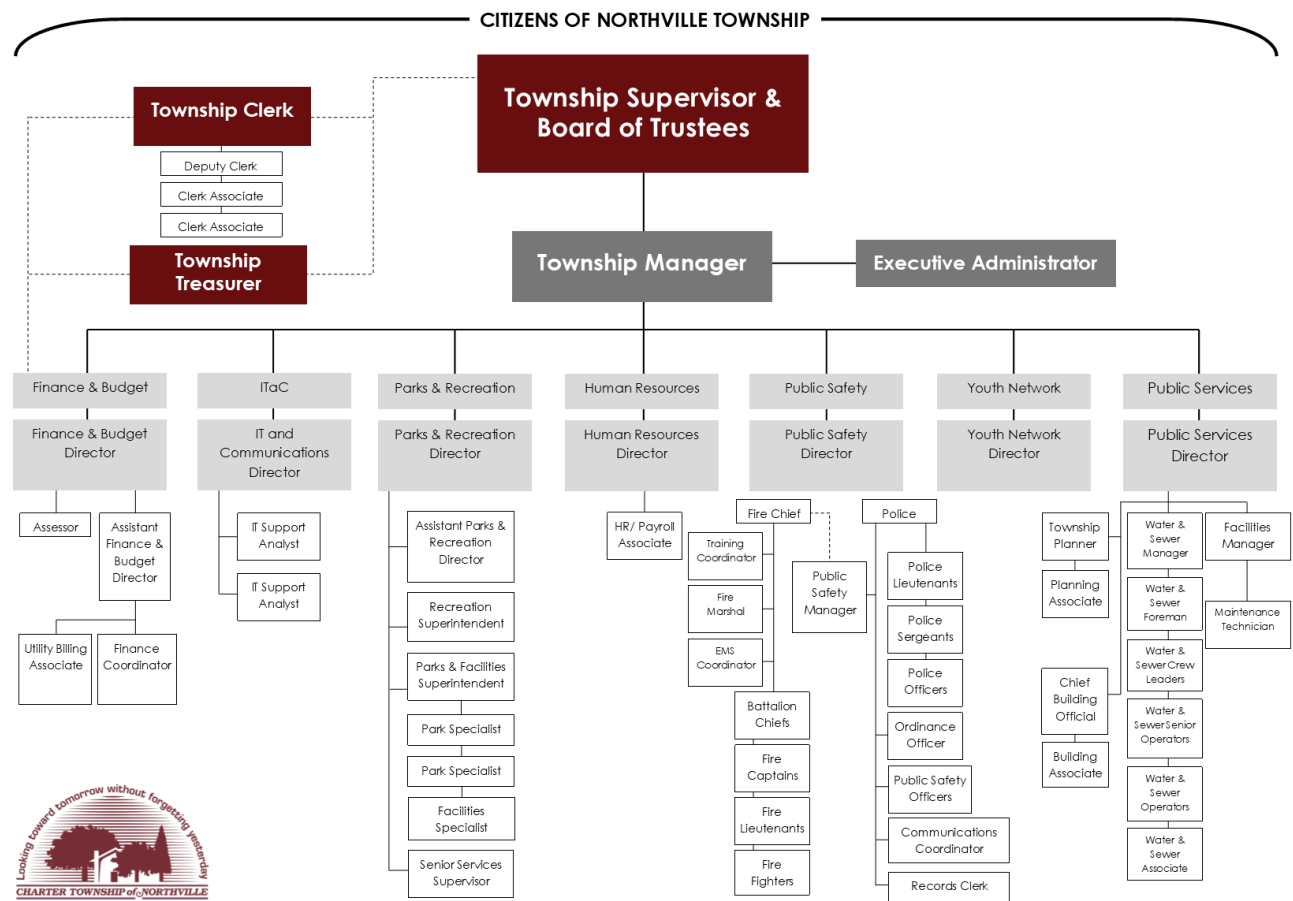
Parks & Recreation
Director

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ORGANIZATIONAL CHART

OUR STRUCTURE
Roles, Responsibilities & Relationships

Charter Township of Northville | Organizational Chart



GRANT FUNDING

2021 Programs - Captures & Awards

DEPT.	GRANT	ITEM	AMOUNT
P & R	CDBG	Senior Services Operations	\$20,000
FINANCE	ARPA	American Rescue Act	\$3,080,000
FIRE	AFG	Ambulance	\$250,000
FIRE	AFG	Tools & Equipment	\$71,668
POLICE	FEDERAL	Embedded Social Worker	\$90,359
		TOTAL	\$3,512,027

PUBLIC SAFETY – FIRE

Highest Level of Fire, Rescue & Medical Services

Emergency Operations

Emergency Operations includes fire suppression, emergency medical services, and technical rescue (water/ice rescue, vehicle extrications, active shooter events, hazardous materials response and mitigation, collapse, trench, rope and machine rescue).

Fires and Hazardous Conditions

Although there have been major advancements in building codes and fire prevention codes, which has led to fewer fires in the United States, many people are surprised to learn that 25% of our emergency responses are still for structure fires, vehicle fires, grass fires, fire alarms, or other hazardous conditions. In fact, fires today are significantly more dangerous for civilians and firefighters. In 2021, there were 2,265 home fire fatalities in the United States. We are proud to say that we did not have any fire fatalities in Northville Township in 2021. Firefighters are also more likely to be killed in the line of duty today than they were 50 years ago. The increased risk to civilians and firefighters is due to a combination of modern construction features and synthetic-based home furnishings.

Advanced Life Support

Northville Township has been providing Advanced Life Support (ALS) since 2009. The program has continued to develop and is now recognized as a model organization throughout the State. Our ALS paramedics are a team of highly trained individuals that provide treatment and interventions beyond the scope of a basic EMT. Tasks performed include cardiac monitoring, intubation and administering several IV medications. In 2021 we responded to 2,312 medical emergencies and our paramedics transported 1,424 people to the hospital.

Cardiac Arrest Survival

The department continues to provide exceptional Advanced Life Support care. In 2021, our Return of Spontaneous Circulation (ROSC) measured at 67%, almost 2.5 times that of the nation or the State of Michigan. In addition, four patients who suffered cardiac arrest in 2021 were successfully resuscitated and discharged from the hospital with no deficits. Our cardiac arrest survival rates continue to remain more than double the State and National averages.

Successful Grant Awards

The Fire Department recognizes the tremendous value of obtaining grant funding to offset expenditures, which are necessary to continue to provide an exceptional level of service to Northville Township. Seeking alternate funding sources is a vital component of being good stewards of taxpayer money. In the last five years, the Fire Department has applied for 23 grants and secured more than \$775,000 in funding to offset budgeted expenses.

In 2021, grants provided funding for the following projects:

1. Assistance to Firefighters Grant (AFG), Ambulance \$250,000.
2. Assistance to Firefighters Grant (AFG), Tools & Equipment \$71,668.

PUBLIC SAFETY – FIRE

Highest Level of Fire, Rescue & Medical Services

Community Risk Reduction

Community Risk Reduction (CRR) is defined as a “process to identify and prioritize local risks, followed by the integrated and strategic investment of resources to reduce their occurrence and impact.” As communities grow, their needs change. The fire department has adapted our service delivery to meet our mission of saving lives and property. The term “fire prevention” doesn’t capture the majority of the work that most suburban fire departments do to identify and mitigate risk. That said, fire prevention has been re-envisioned as the division of (CRR) with the goal to build a resilient community through a proactive approach to risk evaluation, response, and mitigation for our staff and the community.

Ordinance Update and Code Adoption

In 2021, we updated a number of ordinances including Chapter 79 – Fire Prevention and Chapter 67-42 – Fireworks. Chapter 79 was modified to adopt the 2021 International Fire Code (IFC). This allows our agency to continue our proactive approach to codes and standards using the most up-to-date information available. Chapter 67-42 was modified to comply with the Michigan Fireworks Safety Act and to automate compliance with the state law should any changes be made.

Northville Public School ERRC

Northville Township was the driving force behind identifying emergency radio communication failures and working with the district through advocacy, testing, and implementation for the design and installation of an Emergency Responder Radio Coverage (ERRC) enhancement system. Completed in 2021, this project ensures reliable emergency communications.

NHS Hands-Only CPR and AED Training

In 2021, we continued our NHS Hands-Only CPR and AED Training program by training over 623 students in 27 classes. Since inception, we have trained over 2,107 students.

NPS Kindergarten Fire and Life Safety Education

In 2021, we resumed our in-person Kindergarten Fire and Life Safety Education Program at all NPS district schools. In 2021 alone, we educated 407 students in 27 classes. Since inception, this partnership has educated over 1,659 students.



Professional Development

Professional development goes beyond training and preparing staff for the job duties that they are required to complete today, but for the duties they need to prepare for the future. Professional development is about building a competitive advantage both internally and externally.

Training

Our training hours increased approximately 9% from 2020 (4,934 hours) to 2021 (5,374.25 hours). This number is still lower than our pre-recession training hours. Our goal is to continue to increase training and continuing education opportunities for our personnel, both internally and externally. In 2021, we committed to improving our Probationary Firefighter Training Program which includes a formal mentoring and coaching program. Firefighter Kyle Lewis and Firefighter Jake Fedel have taken an active role in identifying gaps in our current program and continue to seek out creative solutions for our future

PUBLIC SAFETY – FIRE

Highest Level of Fire, Rescue & Medical Services

program. This program which will be launched in 2022, and will serve as the foundation of our training program for both future employees of our department, as well as our current personnel.

EMS CE Program Sponsor

We were successfully awarded licensure as an EMS Continuing Education Program Sponsor. This allows the department to provide state certified EMS continuing education for all license levels.

Education

Lt. Adam Burton and Firefighter David Micallef both obtained a bachelor's degree in 2021. With these additions, 71% of our staff have now obtained a bachelor's degree or higher.

EMU School of Fire Staff and Command

Training Coordinator Jesse Marcotte instructed two classes at Eastern Michigan University's School of Fire Staff and Command including: Today's Fire Instructor: Modern Techniques for Modern Times and Crew Resource Management: Managing the Bird Strikes.

NTFD Green Light Series

We officially launched the Northville Township Fire Department Green Light Series in 2021. This initiative is designed to transform our full command staff meetings into command-based workshops. Our goal is to invite guest speakers to each of these meetings to facilitate team-building, professional development, and continuous improvement on all levels. Following the presentation, we will have a group discussion regarding our takeaways and how we can harness the course content within the confines of our own department.

ISFSI Basement Fire Training Program

Northville Township co-hosted the International Society of Fire Service Instructors (ISFSI) Understanding and Fighting Basement Fires Hands-On Training Class (including live fire). This was the only class of its kind delivered in the state and was grant funded.

Michigan Fire Service Instructors Association Conference

Based on our commitment to continuously improving our Probationary Firefighter Training Program, Firefighter Fedel, Firefighter Lewis and Training Coordinator Marcotte submitted a training proposal for the Michigan Fire Service Instructors Association Annual Conference in Traverse City. The proposal was titled, "Probationary Firefighter Training Programs: Setting and Raising the Bar". The proposal was accepted and our members presented two, two-hour workshops using our department's Probationary Firefighter Training Program as a case study to share with other organizations. Topics included training program design, mentoring and coaching, educational technology and leadership.

Health and Wellness

Firefighters and paramedics respond to emergency incidents that require extreme physical output and often result in physiological and psychological outcomes. That exposure to intense physical and mental tragedy has been proven to take a toll on mental health and emotional wellness. In 2020, we began an initiative to support the health and wellness of our staff through a partnership with outside agencies including: health/wellness training, peer support team, annual mental health checks, critical incident stress management (CISM) support.

PUBLIC SAFETY – FIRE

Highest Level of Fire, Rescue & Medical Services

IAFF Peer Support Training

Several department members completed Peer Support Training through the International Association of Fire Fighters (IAFF). This training provides necessary knowledge and skills to provide behavioral health support to our first responders.

O2X

Two department members attended O2X, a wellness program designed for “tactical athletes”. The lessons learned during this four-day grant funded class are currently being used to design and implement a health and wellness initiatives for our first responders.

Personnel

Department awards are conferred in the year following the act or action that lead to their award. This means that awards earned in 2020 are presented in 2021. While the annual awards ceremony was cancelled, our staff achievements were recognized at the department level for all of the 2020 recipients.

Firefighter of the Year

The Firefighter of the Year Award is bestowed to the department member who, over the course of the year, continually puts forth effort of the highest degree. This may involve fire suppression, emergency medical service, community risk reduction, training, or any combination of the above. Further, it may involve an individual event or a collection of exceptional performances. The 2020 Firefighter of the Year was awarded to Firefighter Christopher Wiggins.

Lifesaving Awards

Lifesaving Awards are presented annually to those individuals or collection of individuals whose actions are directly responsible for saving a human life. Lifesaving awards may be granted as a result of a fire, medical, or rescue incident. The following members received lifesaving awards:

David Micallaf	Jason Hendrian	Kyle Lewis	Phil Sutherland
Dan Dipple	Steve Leach	Jesse Marcotte	Christopher Wiggins

Department Citations

Department Citations are awarded to an individual or collection of individuals, for their display of extraordinary performance for any of the following: any departmental member whose actions involved an extraordinary performance that was displayed on the scene of an incident in which the individual overcame any and all challenges and/or obstacles that would have otherwise prevented a successful outcome of the incident or any departmental member whose actions involved an extraordinary contribution to the overall mission of the Northville Township Fire Department and thereby contributed to a higher degree of professional excellence. The following members received department citations:

Jake Fedel	Dave DeSloover	Jeff Darby	Steve Leach	Brian Siriani	Logan Mancini
Hugh Jordan	Adam Burton	Chris Kolinski	Brent Muller	Chris Madzik	Brent Siegel

ISFSI President’s Service Award

Training Coordinator Jesse Marcotte was awarded the President’s Service Award by the International Society of Fire Service Instructors (ISFSI).

PUBLIC SAFETY – FIRE

Highest Level of Fire, Rescue & Medical Services

Western Wayne County Fire Department Mutual Aid Association

Chief Siegel was elected to the position of Secretary of the Western Wayne County Fire Department Mutual Aid Association.

Wayne County Medical Control Authority (HEMS) Appointment

Chief Siegel was appointed to the Board of Trustees of the Wayne County Medical Control Authority (HEMS) by the Western Wayne County Fire Department Mutual Aid Association.

Wayne County Emergency Management LEPC Appointment

Chief Siegel was appointed to the Wayne County Emergency Management Local Emergency Planning Committee (LEPC) as the fire service representative.

International Society of Fire Service Instructors (ISFSI)

Training Coordinator Jesse Marcotte was elected Director-at-Large for the International Society of Fire Service Instructors.

IFE Membership

Fire Marshal Tom Hughes was granted IFE Membership status for the MiFireE designation through the Institution of Fire Engineers – USA Branch.

IAAI Designation

Fire Marshal Tom Hughes obtained the designation of Fire Investigation Technician (FIT) through the International Association of Arson Investigators (IAAI).

Professional Affiliations

Members of the Northville Township Fire Department actively participate in professional associations locally, regionally and statewide. Membership in these organizations allow Northville Township to impact and influence legislation, code, policy standards and training for departments in the area. These organizations include Metro Detroit Fire Inspectors Society (MDFIS), National Fire Protection Association (NFPA), Institution of Fire Engineers (IFE), Michigan Fire Inspectors Society (MFIS), International Association of Arson Investigators (IAAI), International Society of Fire Service Instructors (ISFSI), Health Emergency Medical Services (HEMS) – Medical Control Authority of Western Wayne County, The International Association of Fire Chiefs, Michigan Association of Fire Chiefs, Southeastern Michigan Association of Fire Chiefs, Western Wayne County Mutual Aid Association, and the State of Michigan Emergency Medical Services Coordination Committee.

COVID-19

COVID-19 is the biggest challenge the Department has faced. It affected every aspect of our operation and was truly our greatest success. Since the beginning of the pandemic we have responded to almost 500 COVID incidents and were able to keep our staff safe with improved PPE, planning, engineering controls, etc. Our workforce is our single greatest asset and its health and safety are paramount to our success. Working together, every member of the Department took part in creating and adapting to the ever-changing demands of the pandemic.

PUBLIC SAFETY – FIRE


Highest Level of Fire, Rescue & Medical Services

2021 by the numbers

In 2021 our staff continued to provide exceptional service to the community. Our success is not measured in one category, but holistically in how we deliver emergency response and mitigate risk in the community.


overview		mutual aid	
3,121 incidents 0.5% decrease	1,424 transports 4% decrease	4 to 1 mutual aid received medical incidents	
809 fire, rescue, or hazardous incidents 12% increase	8.5 incidents/day no change	2 to 1 mutual aid received all incidents	
2,312 emergency medical service incidents 4% decrease	8:46 average priority 1 response time	91 mutual aid requests in total	

critical incidents



67% northville township
27% national
26% michigan

4 cardiac arrest victims discharged home with no deficits. That's 4 people that would have died without our intervention.



\$1.6 million fire loss
\$5.1 million at risk

26 cardiac arrests

41 strokes (cva)

104 cardiac emergencies

72 covid incidents

community risk reduction

northville high school hands-only cpr and aed	623 students taught	27 classes taught	2,107 students taught to date
northville public schools kindergarten fire and life safety	407 students taught	19 classes taught	1,659 students taught to date

inspections	occupancies inspected	violations	pre-plans complete
200	189	252	93%

staffing

27 operations staff no change	4 administration staff no change	15.9 average year seniority
----------------------------------	-------------------------------------	-----------------------------

professional development

training hours	training completions	staff and command	associates or higher	bachelor's or higher
4,934	3,607	100%	87%	71%

PUBLIC SAFETY - POLICE

Service ● Trust ● Respect

Major Accomplishments for 2021

Accreditation

Accreditation with Commission on Accreditation for Law Enforcement (CALEA) in both our Law Enforcement and Communications service. The department also re-accredited through the Michigan Law Enforcement Accreditation Program (MLEAC). This is a significant accomplishment as our agency is now accredited through two separate accrediting entities, as well as meeting accreditation standards for our communications (dispatch) team.

Community Service Programs

"Action for Autism" - This program was developed to better provide resources for residents and officers alike when dealing with an individual who is autistic. In April of 2021, Northville Township Police Department (NTPD) was able to secure multiple items to create "Calming Bags" which included chewy lanyards, earmuffs, sunglasses, fidgets and more. In addition to those items, we incorporated the art students at Northville High School to draw picture cards for non-verbal individuals which were placed on lanyards for the bags. These were created to assist officers in identifying the subjects needs when scared or unable to communicate verbally. Stickers were also created for community members who may need the calming bags, one for a citizen's vehicle and the other for a residential front door. The stickers help identify that a child or adult in the vehicle/residence is autistic, preventing first responders from assuming narcotics or alcohol may be involved. Often times first responders are quick to react without understanding special needs. In addition to above information, we secured training for all members of the department to further show residents that the department was committed to understanding and responding appropriately to the special needs community (Autism Alliance of Michigan and Pastor James Friedman conducted the training). The program grabbed the attention of many agencies, ultimately being adopted by 32 departments and the Michigan State Police who outfitted over 2500 patrol vehicles throughout the state.

"One Mind Campaign" - The IACP initiated this campaign to encourage agencies across the U.S. to adopt better practices as it relates to mental health and crisis response. The initiative focuses on uniting local communities, public safety and mental health organizations so the three become one of mind. In order to completed the pledge, an agency has to :

- Establish a clearly defined and sustainable partnership with one or more community health organizations (Ours is Hegira Health)
- Develop and implement a model policy addressing law enforcement response to individuals with mental health conditions (Reference our Mental Health Crisis Response Policy)
- Train and certify 100 percent of sworn officers (and selected non-sworn staff, such as dispatchers) in mental health awareness courses by:
 - Providing Mental Health First Aid training (or equivalent) to 100 percent of officers (and selected non-sworn staff); and,
 - Providing CIT or equivalent crisis response training to a minimum of 20 percent of sworn officers (and selected non-sworn staff).
- Northville Township was the FIRST to complete the pledge in Wayne County.

PUBLIC SAFETY - POLICE

Service ● Trust ● Respect

Major Accomplishments for 2021 (continued)

“First Responder Wellness Initiative” – Working with Hegira Health and C.O.P.E. the program was developed to better understand mental health for personnel and offer resources both from Hegira and Ulliance of Michigan. Mandatory Health screenings were implemented (conducted by Hegira Social Workers and Clinicians) and mandated yearly to verify personnel were managing stress correctly and identify any potential crisis issues. This program was coordinated by Hegira Health Clinical Director Jaime White. The program was so well received that Mrs. White and Community Service Officer, Andy Domzalski, were selected to present at the CIT International Conference in Phoenix and also the State of Virginia training symposium.

“Mobile Crisis Stabilization Teams” – C.O.P.E. has Mobile Crisis Stabilization (MCS) Teams available to assist responding to behavioral health calls to include, but not limited to; welfare checks where the subject is exhibiting the onset of behavioral health issues, those with chronic behavioral health issues, those seeking or without access to psychiatric medications and any other situation deemed appropriate by their intake unit. As the need for referral and follow-up are often time-sensitive, a COPE MCS Team should be requested in all behavioral health calls. COPE will evaluate the need for services and provide the necessary resources. This program assists officers in identifying if a subject is in need of resources, a follow up or potential referral for treatment. In 2021, a grant was completed by both Hegira Health and NTPD to secure funding for a full-time embedded social worker to eliminate after hours’ response or delayed response. The grant was approved and the social worker (Bellinda Mack) is now housed at NTPD, serving our community members, Northville City and Plymouth City PD.

Grant Opportunity

Based on the consistent presence of law enforcement in communities we are often the first source of intervention in mental health crisis. We recognize early intervention for mental health incidents may prevent a crisis from escalating and officers from having to use force.

In 2021, families in our community suffered from the deaths of 6 adults by suicide. Additionally, 5 adults attempted suicide.

Our agency committed to taking a more proactive role to provide service in mental health incidents. In 2019, NTPD partnered with Hegira Health to provide professional mental health resources into the field when officers are unable to petition an individual for treatment. This co-responder model allows an enhanced level of service to the community. In 2021, this was further enhanced when a federal grant was applied for and received which allowed for funding of an embedded social worker to begin in 2022. Officers made 140 referrals to assist providing resources to residents in 2021.

Our agency received the Outstanding Community Partner Award from Hegira Health at their 40 years in Crisis Services celebration.

NTPD recognizes mental health support is required not only in our community, but within our organization. Public safety professionals are exposed to traumatic incidents and stressors throughout their careers. This can have an adverse impact on our employee’s professional and personal lives. More law enforcement officers die by suicide each year than are killed in the line of duty.

PUBLIC SAFETY - POLICE

Service ● Trust ● Respect

To provide support, the department created a behavioral health team. This consists of employees who are certified in peer support and critical incident stress management. These employees are supported by external mental health professionals who can provide additional resources in a confidential environment. Employees also have access to comprehensive services through an established Employee Assistance Program (EAP). Wellness checks are provided to ensure officers have access to services and speak with a licensed clinician.

Professional Standards: Use of Force

An annual review of the use of force activities, policies and practices has been conducted and found that there were 24 incidents involving force. Seven of these incidents involved two or more subjects with the total of subjects that force was utilized on being 34.

There have been 93 applications of force used by officers in response to suspect's actions or resistance. The level of response to these incidents are shown below. There were no reported injuries or complaints of injuries by suspects or officers.

Type of Officer Response	Number of Applications	Percent of Total Applications	Reported Subject or Officer Injuries
Point a Firearm	47	50.53%	0
Empty-Hands Techniques	41	44.08%	0
Display Taser	5	5.37%	0

Out of the 34 total subjects the below chart displays them broken down by sex and race.

Total Male	23	67.65%
Total Female	11	32.35%
Total Caucasian	13	38.23%
Total African American	21	61.76%

PUBLIC SAFETY - POLICE

Service ● Trust ● Respect

Professional Standards: Use of Force continued

Types of incidents where force has been utilized:

Type of Resistance/Response	Total Number of Incidents	Total Number of Subjects
High Risk Traffic Stop	7	14
Mental Health Emergency	4	4
Passive Resistance	5	5
In Progress or Potentially Armed Subject	5	8
Active Resistance	3	3

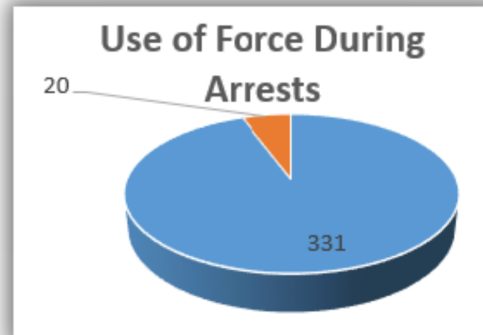
Administrative reviews of each use of force incident found the application of force was consistent with department standards, and state and federal law regulating these practices.

The Use of Force Committee also reviewed each incident for training opportunities and policy modifications.

The agency calls for service (CFS) and arrest totals are listed below:



NTPD responded to 42,060 CFS. Force was used in 24 of those calls for service or .057%.



NTPD made 331 Arrests in 2021 and force was used in 20 of those incidents or 6.04%. (4 remaining incidents were mental health emergencies)

PUBLIC SAFETY - POLICE

Service ● Trust ● Respect

Citizens Complaints

In 2021, the Northville Township Police Department received, processed and investigated 18 citizen complaints. This is consistent with the past three years in which the agency averages approximately 14 complaints.

The complaints were received via U.S. mail, emails, in person and by phone. The 18 investigations involved specific allegations related to service, policy/practice, driving, conduct, and profiling. The outcome of these investigations are as follows:

Deposition of Investigation	Total Investigations	Resolved to Citizen's Satisfaction
Founded	0	0
Founded in Part	1	0
Unfounded	17	5

The gender of the complainants was summarized as 44% male and 56% female. The race of the complainants was summarized as 78% white, and 22% black/African American. This analysis was enhanced to review the gender and race of each complainant as shown below. A review of this data does not identify any significant trends inconsistent with the gender and race of our service population.

Race of Complainant	Gender of Complainant	Occurrence(s)
Black/African American	Female	1
Black/African American	Male	3
White	Female	9
White	Male	5

PUBLIC SAFETY - POLICE

Service ● Trust ● Respect

Biased Policing Review

The Southeast Michigan Council on Government (SEMCOG) identifies the race and Hispanic origin of the population of Northville Township as 76% White, 15% Asian, 3% Multi-racial, 3% Hispanic and 2% Black. Northville Township is located in the suburbs of the metropolitan Detroit area. SEMCOG identifies the race and Hispanic origin of Southeast Michigan as 67% White, 21% Black, 5% Asian, 5% Hispanic and 2% Multi-racial.

In 2021, the Northville Township Police Department responded to 42,060 calls for service in the community. This included citizen contacts to include 1,786 traffic stops and 331 arrests. Data associated to citizen contacts from traffic stops and arrests are shown below:

Citizen Contact	Male	Female	Unknown
Traffic Citations - 872	507 (58%)	365 (42%)	0
Traffic Warnings - 1330	798 (60%)	522 (43%)	10 (<1%)
Arrests - 331	221 (66%)	110 (33%)	0

Citizen Contact	White	Black	Asian	Native American/Alaskan	Pacific Islander	Unknown
Traffic Citations - 872	681 (78%)	142 (16%)	42 (4.8%)	2 (<1%)	0	2 (<1%)
Traffic Warnings - 1330	1020 (76%)	218 (16%)	73 (5%)	5 (<1%)	0	14 (1%)
Arrests - 331	184 (55%)	134 (40%)	10% (3%)	1 (<1%)	0	2 (<1%)

In 2021, civilian and sworn employees recertified in Fair and Impartial Policing training for implicit bias. Supervisors conducted policy review training with their employees of the agency's written directive A-11 Bias Influenced Policing. The agency also hosted Chaplain Friedman who provided Cultural Awareness and Diversity training for civilian and sworn employees.

The agency received two complaints of profiling in 2021 associated to field contacts. The first was received via email and was reference to a traffic stop where the driver believed he was stopped due to his race (skin color). The second complaint was received by phone and was in reference to a traffic stop where a K-9 officer was called to the scene to perform an exterior vehicle sniff. The complaints were processed and investigated in accordance with department policy. Both complaints were investigated and the dispositions were unfounded.

CLERK'S OFFICE

Responsibility ● Elections ● Voter Information

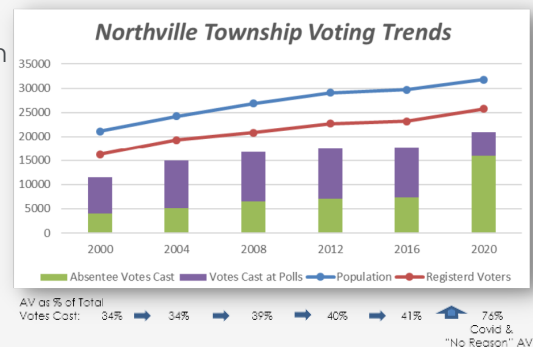
Elections

Overview

The Clerk's Office conducts all elections in accordance with State and Federal law. The Clerk and Deputy Clerk are accredited by the Secretary of State to conduct election administration, including the training of precinct inspectors appointed to serve in the polls at local, school, county, state, and federal elections. There is a three-month cycle of election preparation and follow-up. The Clerk chairs the Township Election Commission.

2021 Significant Accomplishments

- Conducted the local Special Northville Public School Election in May. This election confirmed a major shift to absentee voting (> 80%).
- Completed State of Michigan Risk Limiting Audit of 2020 November Election.
- Completed an audit of the voter master cards and maintained and updated voter registration roles as required by the National Voter Registration Act (NVRA).
- Completed FOIA request to review ballots from May 4th election for Precinct 12, both "At the Polls" voting and Absentee voting. Ballot counts and vote outcome were in perfect agreement with Dominion tabulator tape outputs. Residents involved were generally impressed with all the checks and balances and with the chain of custody controls in the voting process.
- Upgraded the Election Room for better efficiency and organization of the Absentee Counting Board including a proposal for the second adjudication station.
- Clerk and Deputy Clerk completed State of Michigan accreditation courses as certified election officials and Wayne County Election Equipment Refresher Training conducted by Dominion. Clerk Associate completed State of Michigan accreditation courses for voter registration.



Township Clerk

Overview

In addition to Elections, Township Clerk is responsible for General Township Administration duties including: A) Records Administration, B) Public Information, and C) Financial Accounting.

A) **Records Administration** includes being responsible for the Township's official records, for document storage and preservation, retrieval of contracts, agreements, leases, bids, deeds, easements, maintenance of Township Ordinances and minutes of all Board and Commissions. The Clerk's Office posts and publishes notices of meetings, public hearings, zoning map amendments and adopted ordinances all in compliance with the Open Meetings Act. All meeting actions of the Board of Trustees are recorded, transcribed and maintained in the Clerk's office. Administered Oaths of Office and maintain the Book of Oaths.

CLERK'S OFFICE

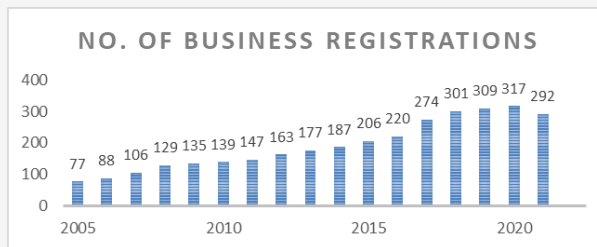
Responsibility ● Elections ● Voter Information

B) **Public Information** duties include responding to requests for public records according to the Freedom of Information Act (FOIA) and maintaining and producing documents that enable the public to participate in local government.

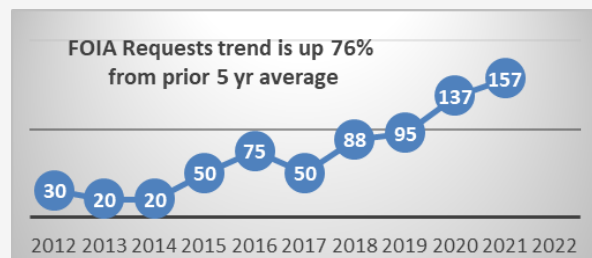
C) **Financial Accounting** responsibilities include working with the Township Finance Director and staff to maintain the General Ledger, Prepare Warrants, Prepare Financial Statements and Prepare Tax Certificates.

2021 Significant Accomplishments

- Implemented an electronic document management system to upgrade the township's records management system for greater efficiency and accuracy.
- Updated business registrations and homeowner association information.



- The Deputy Clerk is the Township coordinator for all Township FOIA's. Processed 157 FOIA's during 2021, a 76% increase over the prior five year average.



- Oversaw the Shred It Event
- Improved township efficiency by assuming responsibility for building coordinators for township hall room reservations and scheduling.
- Updated Township Hall Room Reservation Policies for Internal and External organizations.
- Facilitated 1st HOA – TWP Forum. Established schedule for 2022.
- Clerk is a member of Legacy Park, Pathways, and Finance & Treasury Investment Advisory Committees.
- Training.
 - Clerk completed training with Michigan Township Association, MAMC Education Day, FEMA – Fundamentals of Emergency Management, and EGLE – Environmental Emergency Preparedness and Response training.
 - Deputy Clerk completed training at IIMC Conference, MAMC Education Day, and MAMC Master's Academy courses and EGLE – Environmental Emergency Preparedness and Response training.
 - Deputy Clerk and Clerk Associate completed on-site training by participating in Westland's August election and Ann Arbor's November Election.

DEPARTMENT OF PUBLIC SERVICES

Building ● Facilities Management ● Planning
Water, Sewer & Engineering

Building Services

- The Building Division processed 3,704 permits in 2021 compared to 2,899 in 2020. We performed 6,963 inspections compared with 6,198 inspections in 2020. In 2021 we issued a total of 94 single family and multiple family permits, compared to 77 permits issued in 2020.
- Continued interdepartmental cooperation with the Engineering, Fire, Ordinance, Water and Planning Departments.
- Continued the process of collecting expired permit fees which generated nearly \$7,200 in revenue for 2021.
- Issued commercial building permits for significant interior and/or exterior improvements.
- Continued to improve the Planning, Zoning and Engineering (PZE) module of the BS&A software, which was converted to the cloud-based version in 2021.
- The online inspection request process, implemented in 2019, continued to be successful and well-received by our customers.
- Online permitting & inspection requests increased again in 2021, due to on-going COVID-related restrictions and closures.
- Incorporated scanning & attaching old & new documentation to properties in Building.Net.

Five Year Comparison by Number of Permits Issued

Totals for	2017	2018	2019	2020	2021
Single Family Residential	90	116	51	61	94
Multi Family Residential	0	46	27	16	0
Misc. Building	532	716	799	713	1189
Commercial	85	103	85	57	71
TOTALS	707	981	962	847	1354

Five Year Comparison by Construction Value

Totals for	2017	2018	2019	2020	2021
Single Family Residential	35,089,326	44,175,267	18,369,788	23,080,753	35,260,649
Multi Family Residential	0	12,216,422	6,243,517	4,133,756	0
Misc. Building	12,943,073	14,357,998	16,720,586	17,436,403	31,966,509
Commercial	30,120,149	16,885,006	37,519,819	8,170,070	26,419,580
TOTALS	78,152,548	87,634,693	78,853,710	52,820,982	93,646,738

DEPARTMENT OF PUBLIC SERVICES

Building ● Facilities Management ● Planning
Water, Sewer & Engineering

Facilities Management

- Created a centralized work order system that is used Township-wide to streamline service.
- Created preventative maintenance program that includes HVAC, electrical, plumbing, and state/federal requirements.
- A standardized janitorial scope of services and staffing requirements to ensure proper cleaning throughout the township.
- Integrated the Facilities Management (FM) project portfolio into Microsoft Teams with the assistance of IT. This provides a single point for all updates on facility related projects.
- Completed numerous COVID-related upgrades to all of our facilities, including installation of touchless faucets and flushers, sneeze guard shields, installation of hand sanitizing stations, and advanced (MERV13) air filtration.
- The FM staff has updated 85% of the lighting around the Township facilities to LED lighting. This process has been completed in-house and has already provided an estimated \$15,000 in energy savings to date.
- Completed the installation of the Magna-grip vehicle exhaust system at fire headquarters at a cost of \$98,000 with grant funding of 90%.
- Managed and completed the overhaul of the HVAC at Fire Headquarters. The scope included an assessment and inspection of the current system, complete facility air balancing, replacement of all actuators, de-humidification programming, heat-wheel replacement, and facility-wide duct cleaning.
- Managed the removal of the existing in-floor vehicle exhaust system and the installation of engineered flatwork at Fire Headquarters.
- Managed the installation of an epoxy flooring system at Fire Headquarters.
- Managed the replacement of all exterior doors at Fire Headquarters.
- Managed the installation of new flooring and paint on the east side of Fire Headquarters.
- Completed the renovation of both the watch room and library at Fire Headquarters. The scope included new furniture, flooring, and re-paint.
- Managed the installation of the new planter and holiday décor at Township Hall in partnership with the Beautification Commission and Manager's Office.
- Completed the installation of a new file system in both records and evidence at Public Safety Headquarters.
- Managed the renovation of the training center at Public Safety Headquarters. The scope included new furniture and paint.
- Facilities Manager serves as vice-chair and secretary for the MMMRA Facilities Management committee.

Planning Services

- The Planning Commission met 11 times.
- Reviewed and presented 10 site plan applications to the Planning Commission for review and approval.
- Reviewed and presented three special land use requests to the Planning Commission for review and approval.
- Reviewed and presented three planned unit development amendment requests to the Planning Commission for review and recommendation to the board of trustees.
- Drafted one zoning ordinance amendment for review and approval by the Planning Commission and Board of Trustees.

DEPARTMENT OF PUBLIC SERVICES

Building ● Facilities Management ● Planning
Water, Sewer & Engineering

Planning Services (continued)

- Completed six administrative reviews for land division/land reconfiguration requests; two additional are in progress.
- The Zoning Board of Appeals met nine times. Reviewed and presented 13 petitions for variances.
- Processed 33 requests for miscellaneous activities (temporary uses, special events and new mailing addresses).
- Completed numerous administrative reviews related to all types of reviews identified above.
- Amended the zoning ordinance to allow outdoor assembly uses as a special land use in the consumer industrial zoning district. The modification will allow Imagine Landscape and Design, and others on Gerald Avenue, to develop venues for hosting outdoor events as a special land use.
- Approved a site plan for DTE to construct a new booster station on the northeast corner of 5 Mile and Napier. This facility will be instrumental in attracting new business to the Michigan International Technology Corridor (MITC) on 5 Mile Road.
- Approved a modification to the Mill Ridge development (Active Adult Community) to allow a portion of the remaining units to be built as two story units. Prior to the amendment, the detached units were exclusively a ranch product.
- Approved a plan for a new office building on Northville Road, between 6 & 7 Mile. The project will redevelop two lots where two unmaintained single family homes were demolished.
- Completed a marketing and branding plan for the MITC corridor. The project was made possible by a \$100,000 grant from the Michigan Department of Economic Development. Components of the project include branding, logo design, website and print collateral.
- Staff is participating on the subcommittees for Legacy Park and Pathway Development.

Water, Sewer & Engineering

- Maintained high drinking water quality within the Township throughout the year.
- Continued our fire hydrant inspection program to help ensure fire hydrant reliability. During 2021 we were successful in completing inspections to all of the Township's 2000 fire hydrants.
- The Water Department continued its valve turning program exercising 900 gate valves.
- Completed 25 miles of Sanitary Sewer cleaning in accordance with our Sanitary Sewer Operation and Maintenance Plan.
- Successfully completed the fire hydrant winterization and dead-end waterman flushing.
- Staff completed training on confined space entry, comprehensive OSHA training, lockout tag out, compressed gas and cylinders, blood borne pathogens, machine shop safety, first aid, and CPR.
- Engineering responded to 2 illicit discharge complaints and inspected 17 sedimentation and detention basins.
- Engineering continued participation in the \$3M grant for the Johnson Creek Inter-County Drain. Construction of these improvements is planned to start in 2023.
- Completed over 150 reviews that included both the initial reviews as well as the re-reviews for site plans, land reconfigurations, plot plans and development plans.
- Implemented the first year of inspections of the residential cross connection control program. Required testing of the backflow prevention devices will start in 2022.
- Continued our contract with Granite Inliner to implement our second phase of sanitary sewer rehabilitation as dictated by the SAW grant in 2019. Construction of phase 2 was completed in December 2021.

DEPARTMENT OF PUBLIC SERVICES

Building ● Facilities Management ● Planning
Water, Sewer & Engineering

Water, Sewer & Engineering (continued)

- A long-term maintenance contract for the Beck Rd. water tower was completed, and the tower was cleaned and repainted.
- Completed rehabilitation of Haggerty Rd. Sanitary Sewer lift station, and initiated a new technology to reduce the amount of grease/fat in our system.
- Awarded the design of a new water tower, which will be located on the Legacy Park property. When complete, the engineering study indicates the water tower could result in nearly \$1M savings annually.
- Worked with DTE to remove electric ground rods from the Sanitary Sewer on Mulberry Ct.
- Created fleet maintenance document management system and fleet/equipment replacement program. This program will be rolled out to other departments in 2022.
- Successfully assisted the finance department in securing \$12M in bonds for the demolition of remaining buildings at Legacy Park.
- Awarded a contract to Fleis & Vandenbrink for the inventory of hazardous materials at the former state psychiatric hospital site (Legacy Park), and development of bid documents for demolition in 2022.
- Assisted in the Public Safety Headquarters operational and facility assessment.

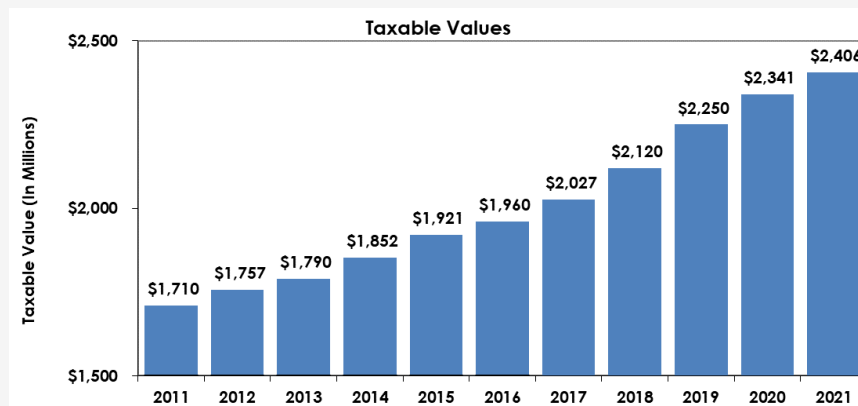
FINANCE & BUDGET

Accountability & Transparency

2021 Fiscal Year Highlights

Financial Highlights

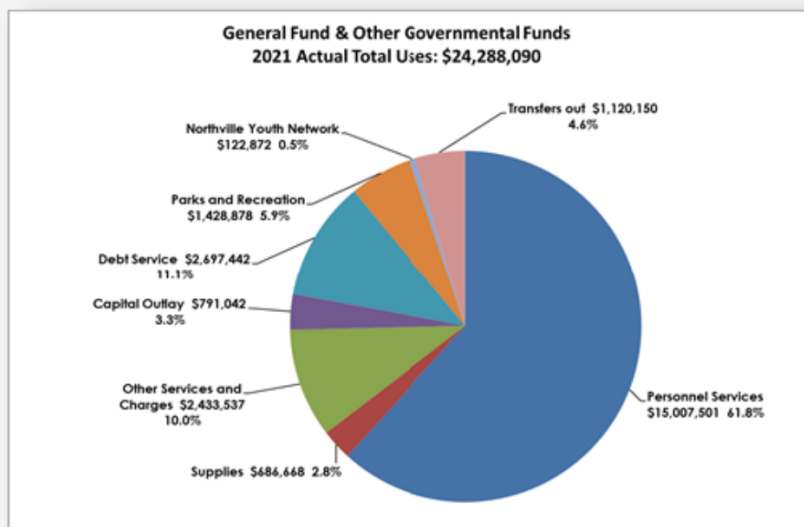
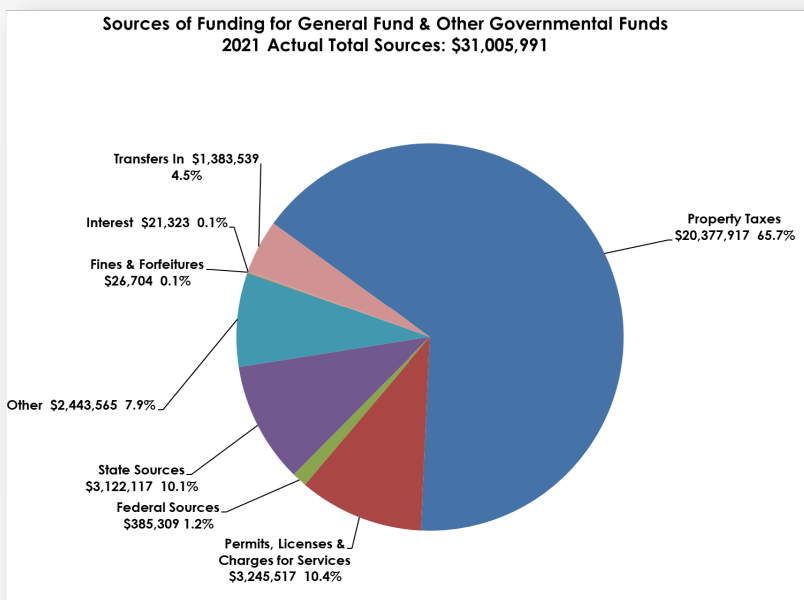
- The Township received \$3.08 million in ARPA grant funds (American Rescue Plan Act).
- The Township received a AAA bond rating due to its strong reserves within its general fund and the high funded ratios of its pension and OPEB (retiree healthcare) plans. This is the **highest** assigned rating and means that the Township has a **high** level of credit worthiness and the strongest capacity to repay investors.
- During 2021, the Brownfield Redevelopment Authority, backed by the full faith and credit of the Township, issued \$12 million in bonds. These bond proceeds will be used toward the demolition of existing psychiatric hospital buildings along seven mile.
- In 2021, the Township reduced its insurance rate risk from \$74 million of uninsured and uncollateralized investments down to an estimated \$34 million. This was the result of proactive investment decisions that focused on the safety and liquidity of Township funds as well as maximizing opportunities to earn a higher rate of return.
- Fund balance of the General Fund totaled \$15,509,251 at December 31, 2021, which represents an increase of \$2,683,935 in comparison with the prior year. Fund balance for the remaining governmental funds increased \$4,033,966 to a total fund balance of \$39,451,128.
- The Township’s water and sewer fund has a working capital reserve requirement of 4 months of operating budget. As of December 31, 2021, the Township’s water and sewer fund surpassed its working capital reserve threshold.
- The Township continues to experience rising taxable values within the Township:
(Table in tax years)



FINANCE & BUDGET

Revenue & Expenditure Summaries

The following represents Fiscal Year 2021 revenue and expenditure summaries (General Fund and Other Governmental Funds):



FINANCE & BUDGET

Fund Balance / Water & Sewer Fund

The General Fund encompasses the Township's activities that are not required to be segregated in separate funds. The fund balance available can be appropriated as specified by the Township Board of Trustees.

Other Governmental Funds which include Special Revenue Funds, Debt Service and Capital Projects, are segregated there are restrictions on the use of each fund's respective fund balance.

FUND BALANCE PROJECTION			
	GENERAL FUND	OTHER GOVERNMENTAL FUNDS	TOTAL GOVERNMENTAL FUNDS
Balance January 1, 2021	\$ 12,825,316	\$ 19,907,911	\$ 32,733,227
Revenue	7,980,091	23,025,900	31,005,991
Expenditures	(5,296,156)	(18,991,934)	(24,288,090)
Revenues over/(under) expenditures	2,683,935	4,033,966	6,717,901
Balance December 31, 2021	\$ 15,509,251	\$ 23,941,877	\$ 39,451,128

WATER & SEWER FUND

Impact to working capital - why it matters: Working capital equals current assets minus current liabilities. This calculation ensures that sufficient assets exist to cover short-term financial needs. Adequate working capital reserves provide financial stability and are particularly important to ensure rate stabilization. Working capital reserves now exceed recommended reserve levels by approximately \$10.5 million.

FINANCIAL PERFORMANCE OBJECTIVES

Measurement	Objective
Working Capital Reserves	The greater of 33% or 4 months of O & M budget
Capital Improvements Reserve Fund	25% of the current fair market value of water and sewer infrastructure assets
Debt Service Coverage Ratio	≥ 1.5
Debt Burden to Asset Value	≤ 25%
Sufficiency of Revenues Above Debt	Annual Debt service shall not exceed 35% of annual gross revenue

HUMAN RESOURCES

Culture ● Policies ● Training & Development ● Health & Wellness

- Authored and implemented 26 Township wide policies.
- Conducted 52 employment interviews.
- Successfully onboarded 20 new employees.
- Successfully secured an additional \$200k in CARES Act reimbursements for Public Safety payroll and benefit costs.
- Distributed 2020 Total Compensation reports for the first time to all Township full-time employees.
- Provided improved processes and language clarity through twelve Letters of Agreement across four bargaining units.
- Implemented PowerDMS as the Township's document management system for all Township wide policies as well as personnel files.
- Established the Township's Culture Committee.
- Acted as the Covid-19 Coordinator while keeping the Township's Covid-19 Response Plan current in an ever changing landscape.
- Took over the entire personnel budgeting process, developing the labor costs and providing expertise to ensure accuracy across the entire budget.
- Self-funded our dental insurance plan and saved over \$17,000 in just three months.
- Facilitated employee trainings for Sexual Harassment, Violence in the Workplace, Emergency Operations, CPR, AED, and Narcan.
- Established a Health & Wellness program through Health Alliance Plan.
- Upgraded our Employee Assistance Program.
- Replaced Gallagher Benefit Services with ManquenVance as the Township's insurance consultant.
- Transferred Life and Disability coverage from the Hartford to the Standard, saving approximately \$20,000.
- Completed DEI in the Workplace certification through the University of South Florida.
- Started a Safety Committee with the Township's Water & Sewer and Parks & Recreation Departments.
- Completed 52 new and revised job descriptions.
- Hosted Ascension Mobile Health & Health Screening Center for 28 employees.
- Converted payroll from BS&A .net to the cloud, improving service and efficiencies.
- Vaccinated 123 Township staff and family members during vaccine clinic at Schoolcraft College.
- Made available to staff the option to buy additional life insurance for themselves and their family members.
- Completed FEMA IS-00230.e.
- Had zero recommendations for changes/improvements following the Township's MML Loss Control Visit for Workers' Compensation.
- Hosted onsite flu shots at Township Hall.
- Improved efficiency of Open Enrollment process by making election form digital while implementing a dependent audit.
- Just seven days lost to Workers' Compensation due to on-the-job injuries.

INFORMATION TECHNOLOGY AND COMMUNICATIONS

Secure ● Safe ● Design ● Development ● Support

Leveraging Technology

In 2021, the Information Technology and Communications (ITaC) Department assisted on many projects that leveraged existing Township technology to help us be more efficient, more nimble and more community focused to connect, engage and serve the community. Below is a list of projects that were accomplished in 2021 that coincide with the Manager’s Office key areas of focus:

Improve Budgeting

- BS&A Finance Management Software Cloud Conversion – Allow Finance to improve the budgeting, purchase order and invoice approval process.

Improve Operations & Service Delivery

- Cityworks Water and Sewer Asset Tracking Software – Increased training and development of Cityworks Admin and Manager.
- Rubex/eFileCabinet – Assisted the Clerk’s Department in a new document management system that improves backup/recovery, workflows, security, and saves time with easier document retrieval.

Develop & Train Staff

- Microsoft Teams – Provided department-level training for Township staff on how to use Microsoft Teams for internal video conferencing and project management.
- Emergency Management Classes – The ITaC Department received certifications and training to be better prepared for an emergency management situation within Northville Township.

Communication

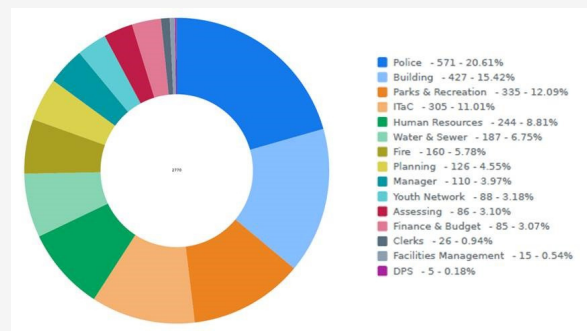
- New Website – Assisted in the data transfer and conversion to the new citizen-focused website.
- Data and GIS Dashboard – Created visual dashboard to display department data including Fire, Police, and Water & Sewer information to the public.

Mitigate Risk

- PowerDMS – Assisted Human Resources in the implantation of a new policy management and employee accountability application.
- Secure Single Sign-On (SSO) – Setup and configured SSO for Cityworks, ArcGIS, Helpdesk, and PowerDMS to improve network security.

HelpDesk Ticketing Stats

HelpDesk Tickets in 2021 increased by 81% compared to 2020. This increase is a direct correlation to the Township goal of leveraging technology. The Technology team has increased our level of support in an effort to insure that purchased technology is being utilized to the fullest potential.



INFORMATION TECHNOLOGY AND COMMUNICATIONS

Social Media ● Website ● Design ● Development

Connecting, Engaging and Serving Through Communication

Telling the story of Northville Township to its residents, the greater community and its own employees is the goal of the Communications team. It focused on six areas in 2021 to succeed with this objective. They are listed below:

- **Created Northville Township Brand Guidelines / Style** – Setting the standards and rules for Township branding creates a consistent, recognizable style and message.
- **New Northville Township Website** – The new website took a citizen-focused approach to open up two-way communication with Northville Township residents and businesses. It also empowered Township departments to take ownership of information updates.
- **Vaccinate Northville Registration and Communication** – Coordinated all communications including the use of social media, VaccinateNorthville.com, press releases and more.
- **Media-Related Success**
 - Media attendance at multiple Township events including fire training on Seven Mile, at Livonia's Fire Training, Dog Park, AAA Bond approval, Legacy Park, Vaccinate Northville coverage, etc.
 - Northville Township was featured 58 times in multiple media sources between Sept. 3-Dec. 10, 2021.
- **Township Hall Front Lobby Slide Show** – Created a welcoming lobby display platform that is engaging and informative to all visitors of Township Hall.
- **Emergency Management Training** – The ITaC Department received certifications and training to be better prepared for an emergency management situation within Northville Township.

Additional Projects

- Northville Public School's ListServ Partnership.
- Completed new Township ID project to include the Township's Mission, Vision and Values.

Social Media



3,918
Facebook Followers



862
Twitter Followers



6,418
Contacts



1,720,297
Website Views

NORTHVILLE YOUTH NETWORK

Support ● Prevention ● Intervention ● Engagement

Program administration is funded through a millage in Northville Township and through the general fund of the City of Northville. Additional sources of funding and support include Wayne County for a portion of costs associated with diversion services; grants and gifts from local residents, businesses, and community organizations for special programs; and Northville Public Schools (NPS) for program support, as well as in-kind donation of school building space where special programs are operated.

- Served 980 participants through various programs and services.
- Held a comprehensive series of Wellness Wednesday programs for kids of varying ages in such topics as healthy coping skills, self-care strategies, how to use pressure as a positive motivator, mindfulness, gratitude, and other wellness topics.
- Launched Thrive Thursdays, a summer program for kids aged 11-13 which included crafts, games, and social/emotional activities that focused on strengthening resiliency and building confidence.
- Youth Action Board initiated a youth/senior citizen pen pal project as well as hosted regular virtual game nights for kids to alleviate social isolation due to the pandemic.
- Held a Youth Mental Health First Aid for Adults training session with 11 participants.
- Participated in the annual Parent Camp hosted by NPS, presenting two breakout sessions of "Mindset Matters: Parenting During a Pandemic".
- Formed a subcommittee of Northville Youth Network Commission members to explore changes of the mentoring program in response to community need. Held planning sessions and began revising program goals and objectives, plan of operation, etc.
- Held four cohorts of Teen Talk, the risk reduction class for Youth Assistance Program (diversion) participants.
- Held in-person CAMP Hillside & CAMP Meads Mill with 85 middle school participants, with over 90% having some type of documented special need (IEP/504 Plan) or were specifically referred by elementary school social workers as those who would benefit from additional support.

CORE SERVICE AREA	DESCRIPTION	# OF PARTICIPANTS
EDUCATION & AWARENESS PROGRAMS	NPS Parent Camp	11
	Wellness Wednesday	235
	Youth Mental Health First Aid	11
	Parent Book Club	4
	Teen Talk	28
	Thrive Thursday	60
LEADERSHIP DEVELOPMENT	Youth Action Board	24
SCHOOL CONNECTION & TRANSITION	CAMP Hillside/Meads Mill	84
	Peer-2-Peer	46
	Makers' Club	32
YOUTH ASSISTANCE PROGRAM		41
REFERRAL SERVICES		35
CASEWORK SERVICES		43
OTHER MISC. SUPPORT	NPS Parent Camp Resource Fair	111
	Northville CARES	83
	Hillside Spelling Bee	32
	Trunk-or-Treat	100
TOTAL SERVED		980

NORTHVILLE YOUTH NETWORK

Support ● Prevention ● Intervention ● Engagement

Individual Referrals/Support

- Received 119 school/law enforcement referrals for the Youth Assistance Program (diversion), casework services, and resource referrals, which is a 109% increase over the average annual referrals received for the last seven years. Provided competent and caring individualized support, guidance, resources, and education to each referral in a timely manner.

YEAR	YOUTH ASSISTANCE (DIVERSION)	COUNSELING	CASEWORK SERVICES	REFERRAL SERVICES	MENTORING	TOTAL
2014	23	12			10	45
2015	21	23			8	52
2016	32	10			7	49
2017	64	16			3	83
2018	36	5			1	42
2019	42	N/A	18	24	3	87
2020	17	N/A	2	28	N/A	47
2021	41	N/A	43	35	N/A	119

2021 INDIVIDUAL REFERRALS BY REASON/TYPE	
Youth Assistance Referrals from NPS or Law Enforcement	
Infraction	Number of Referrals
Drug/Alcohol	12
Vape/Tobacco	7
Anger Management	1
Assault	1
Bullying	0
Truancy	1
Decision Making	9
Destruction of Property	8
Retail Fraud	0
Theft	1
Other	1
TOTAL YA REFERRALS TO DATE	41
Referrals from Parents or Other Source	
Area of Support	Number of Referrals
Casework Services	43
Referral Services	35
TOTAL PARENT/OTHER REFERRALS TO DATE	78
TOTAL REFERRALS TO DATE	119

NORTHVILLE YOUTH NETWORK

Support ● Prevention ● Intervention ● Engagement

Community Partnerships

- Partnered with the Northville Township Police Department and the City of Northville Police Department to implement the embedded social worker/clinician initiative. Developed new processes and procedures for this partnership as it relates to youth referrals and community support.
- Continued participation in a year-long Developing a Culturally Responsive, Inclusive & Equitable School Community workshop series presented by Wayne RESA and sponsored by NPS.
- Co-chaired Northville CARES consortium hosting monthly meetings among community stakeholders that promoted awareness, collaboration and partnership. Also implemented community programs on youth wellness.
- Served as a member of the NPS Health Advisory Board which provides input from parents, staff, and community stakeholders on the district's health curriculum, including social and emotional initiatives.

General Operations

- Increased public relations efforts including more utilization of the NYN website, posting regularly on social media outlets, and informational presentations to community groups. Updated NYN website to include more information and make it easier to navigate.
- Participated in the "Meet the Township" session for HOA community members.
- Staff achieved Youth Mental Health First Aid instructor certification from the National Council for Behavioral Health's Youth Mental Health.
- Staff participated in training and professional development programs on a variety of topics including sexual harassment, BS & A Cloud, Narcan use, FEMA Emergency Management, youth behavioral health issues, and restorative justice practices

COVID-Related Responses

- Continued to adapt programs and services for online delivery methods which included revising curriculum and materials, implementing new programs, and adjusting existing ones. NYN also closely monitored the ever-changing landscape, followed appropriate safety protocols and recommendations to be able to return to more in-person programs and services as circumstances permitted.



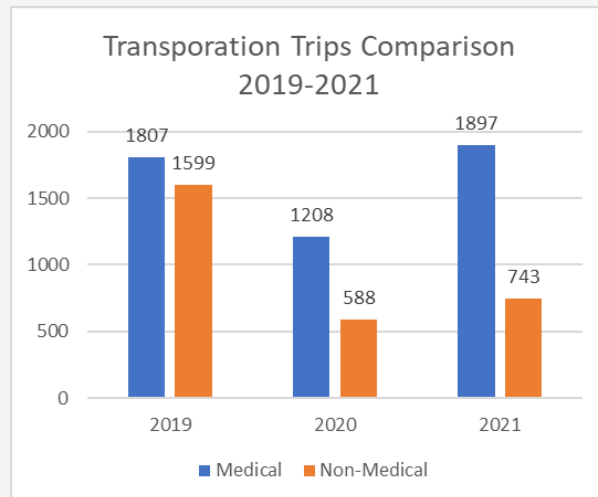
PARKS & RECREATION

Facilities ● Resources ● Programs ● Special Events

COVID UPDATE

The COVID-19 pandemic and related CDC and MDHHS Guidelines and Governor’s orders continued to have a major impact on the programs, services, events, and operations within Parks & Recreation in 2021.

The Parks & Recreation Department was able to re-open most of our programs and operations, successfully running a full complement of indoor/outdoor recreation activities, following proper COVID-19 protocols. We continued to be creative with our outdoor classes by utilizing our park spaces, including 21 new program offerings in 2021. Most importantly we were able to maintain our Senior Transportation Program, following COVID-19 protocols, prioritizing medical trips, then adding back non-medical trips.



Again, we were able to manage our department expenses during the fluctuating times, with program and facility uncertainty, to end 2021 with a positive revenue over expense position.

In addition to navigating our normal day to day operations during the Covid-19 pandemic our department was able to lead the COVID-19 Vaccination Clinic in March of 2021. Our department had major roles in handling the COVID Call Center, working hand in hand with the IT Department and other departments to service both Northville Township and the City residents.

PARKS & RECREATION

Facilities ● Resources ● Programs ● Special Events

PARKS & FACILITY CAPITAL IMPROVEMENTS

Some of the highlights:

- Replaced chain link dugouts with shade canopies at Marv Gans Community Park (MGCP)
- Repaired and replaced sideline and backstop fencing on three ballfields at MGCP
- Replaced chain link fencing with dugout structures on two fields at Millennium Park (MP)
- Repaired electrical service at MGCP, after major vandalism
- Completed limestone pathway loop at Fish Hatchery Park
- Installed concrete pad under pavilion at Fish Hatchery Park, along with accessible walkway
- Started construction of interior limestone pathway at MGCP



MAINTENANCE & OPERATIONS IMPROVEMENTS

- Finished construction of new storage room in Community Center gym; installed new portable bleachers.
- Added obstacle course at MGCP dog park as part of Eagle Scout project



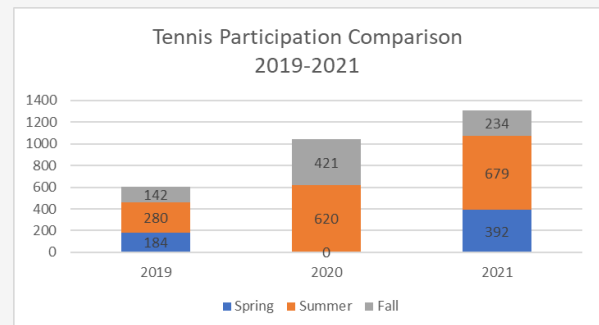
- Installed new tennis hitting board (donation) at Fish Hatchery Park courts
- Removed large trees at MGCP and Cady St. Dog parks, and along Coldwater Springs boardwalk and pathway
- Continued high priority field maintenance program on soccer fields at MGCP and MP with aerating, top dressing, over-seeding, and fertilization/weed control
- Improved landscape beds at Veteran's Memorial Park, MP, MGCP, Ford Field, and the Northville Community Center.
- Re-furbished all picnic tables at Millennium and Fish Hatchery Parks

PARKS & RECREATION

Facilities ● Resources ● Programs ● Special Events

RECREATION PROGRAMS

- Offered 21 new programs in 2021
- Brought back special events (6) from July – December 2021
- Summer Camp ran 7 weeks at Maybury State Park – 201 participants
- Moved Safety Town to an outdoor program and ran 6 weeks, all fully attended
- Tennis has an increase of 264 participants from 2020 – 2021
- Programs that returned with COVID restrictions lifted: Volleyball Clinics, Adult Volleyball, Adult Basketball & Open Activities.



SENIOR SERVICES

- Maintained Senior Transportation Program, following COVID protocol, prioritizing medical trips, then adding back in non-medical trips
- Resumed in person yoga and fitness classes
- Resumed selected special events at NCC, including Senior Fest, Thanksgiving Feast & Holiday Luncheon.
- Hosted AARP Tax Assistance program in 2021, which served 196 participants, 99 of whom were Northville residents.

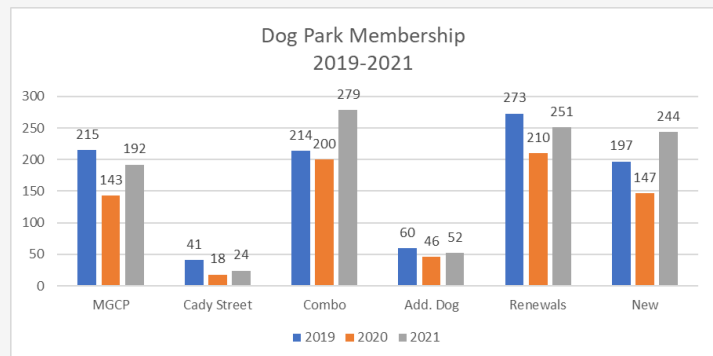
OPERATIONS

Facebook, Constant Contact, Instagram

- Facebook now at 3,879 people following our page
 - Facebook page reached 144,312 people in 2021
- Constant Contact:
 - Sent 28 Marketing newsletters that had an open rate of 40%
 - 1,946 new subscribers in 2021, for a total of 11,080 contacts (combined with Township)
- Instagram now at 1,437 followers

Marv Gans Community Park Dog Park

Sold a total of 495 memberships + 52 additional dogs: 251 renewals/244 new Combo – 279, MGCP – 192, Cady St. – 24



PARKS & RECREATION

Facilities ● Resources ● Programs ● Special Events

Recreation staff team returned to Recreation Center at Hillside (RCH) and resumed indoor programming

- Adult volleyball and basketball leagues, Youth programming (Gymnastics, Tumble Tots, Karate)

Open Activities

- NCC - brought back Senior Walking, Senior Volleyball, Open Pickleball, and Over 40 Basketball
- RCH - brought back Open Volleyball, Open Badminton, Open Pickleball and Under 18 Basketball

Rentals

- Resumed indoor rentals at NCC and RCH
- Athletic Field Rentals – approved Field Rental Policy, developed Field Rental application
 - Rented fields at Millennium Park to True Lacrosse
- Established Facility Rental Agreement with Northville Stallions Youth Football

GRANTS & COMMUNITY & ORGANIZATIONAL PARTNERSHIPS

- Awarded Municipal Credit, Specialized Services, and CARES Act funding through SMART, totaling \$54,230 in support of Senior Transportation program
- Secured \$10,000 donation from St. Mary Mercy Livonia in support of Senior Transportation
- Secured \$15,000 donation from Ascension Providence Hospital in support of Senior Transportation and Fitness Program
- Secured \$20,000 CDBG Funds for Senior Services Operations
- Secured donations from MDHHS, Community Financial, and Northville Community Foundation, for Senior Services programming totaling \$7,000
- Worked with various Health Care organizations and Senior Living facilities to provide virtual programs and online resources for seniors during COVID
- Secured \$700 donation for new archery targets and backstop netting
- Secured \$900 in Michigan Humanities donations for the 2021 Tunes on Tuesday concert series
- Created a Parks Donation Application, with updated pricing