



Annual Report

FISCAL YEAR ENDING:

12/31/22

www.twp.northville.mi.us

2022



IN THIS ISSUE

- 5 ABOUT US**
Intro
- 6 OUR MISSION & VISION**
Service to the community
- 7 OUR VALUES**
What we stand for
- 8 SUPERVISOR'S MESSAGE**
Honored to serve this community
- 9 A WORD FROM THE TOWNSHIP MANAGER**
Delivering exceptional services
- 10 BOARD OF TRUSTEES**
Elected Officials
- 11 OUR TEAM**
Township Directors
- 12 ORGANIZATIONAL CHART**
Our Structure
- 13 GRANT FUNDING**
Every penny counts
- 14 A YEAR IN REVIEW**
2022 Highlights
- 15 WHERE WE ARE GOING**
2023 Goals
- 16 DEPARTMENT REPORTS**
2022 Accomplishments
- 44 CONTACT US**
Contact Info

About Us

The Charter Township of Northville is a vibrant, safe and active community of 31,758 residents located in western Wayne County. It was established in 1898 and became a Charter Township in 1985. What was once a quaint farming region, now is 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 networks of pathways, wooded areas and parks. It's the perfect place to live, work, play and GROW.



Our

CORE PURPOSE

Northville Township's core purpose is to

CONNECT, ENGAGE AND SERVE THE COMMUNITY

Our 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.



Our Vision

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

Our Values

- **INTEGRITY**
- **TRUST**
- **RESPECT**
- **DEDICATION**
- **COLLABORATION**



The Charter Township of Northville *VALUES* every single aspect of this community and it includes working with residents, businesses and with a tremendous amount of pride - *TOGETHER*.

Supervisor's Message

Northville Township is an exceptional community. Through the years, I've seen our residents, businesses, neighbors and staff join together to move proverbial mountains. I love this energetic group, and we work well together. Indeed, we get things done.

And we did that again in 2022.

In the following pages, you'll learn about some of the milestones we achieved and more importantly, the reasons behind them. We always strive to increase the quality of life for our residents. Our accomplishments include:

- Cut water and sewer rates by 3%.
- Lowered refuse collection fees by 8% and increased the frequency of recycling collection via a new contract.
- Welcomed Max, our Police Department's support dog. He charms and comforts everyone he meets. He also helps with investigations by relaxing people who have experienced trauma.
- Introduced Partners in Your Safety program, a crime prevention partnership that brings together law enforcement, residents and businesses to promote problem solving and create safer neighborhoods.
- Began demolition of the former state psychiatric hospital to make way for an expanded Legacy Park.
- Unveiled Legacy Park's 17.5-mile trail plan.
- Introduced an online employee training program.
- Upgraded the AV capabilities in Township Hall's Assembly Room.
- Added Instagram to our social media reach.
- Hired seven firefighter/paramedics concurrently.
- Increased both yield and safety of Treasury investments, generating \$1M in interest versus \$75,000 in 2021.
- Completed 5,599 firefighting training hours.
- Introduced a second Shred-It opportunity for residents each year.
- Issued new voter ID cards to all 25,000 registered voters.
- Won grants to improve fire service and fund an embedded social worker assisting the community with resources and mental wellness support.
- Launched a new Master Plan process.
- Identified priority pathway projects for a more walkable community.
- Upgraded 95% of Township facilities to LED lighting.
- Served 1,200 youths via various Northville Youth Network services.
- Completed 2,640 transportation trips for seniors.

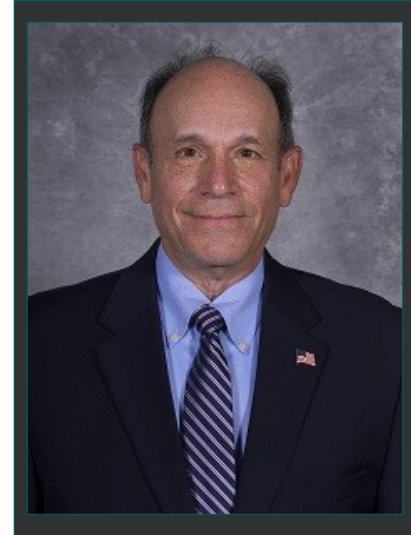
Many of these achievements began as seeds of an idea. Our team nurtured them and made them happen. It is because of our unwavering commitment to delivering exceptional service in a creative, professional manner.

It is an honor to serve you. Thank you for being an important part of Northville Township.

Sincerely,



Mark J. Abbo



Mark J. Abbo

Mark J. Abbo was elected Township Supervisor in November 2020 for a four-year term. He returned to the office after previously holding the same post from 2000-2012. Prior to that, he was the Township Treasurer from 1999-2000 after being a Township Trustee for seven years.

Todd L. Mutchler, CPM

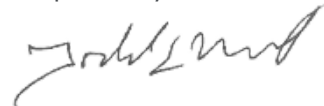
The Northville Township Management Team is pleased to present you with the Township's 2022 Annual Report. While it satisfies the requirements of the Charter Township Act, more importantly, it helps achieve our commitment to transparency by providing residents with a complete overview of our 2022 operations. 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. 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 31,758 residents.

Respectively submitted,



Todd L. Mutchler

a word from the

Township Manager



Our Board of Trustees



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

CONTACT INFO

Mark J. Abbo, Township Supervisor
mabbo@twp.northville.mi.us

Cynthia L. Jankowski, Clerk
cjankowski@twp.northville.mi.us

Jason Rhines, Township Treasurer
jrhines@twp.northville.mi.us

Scott Frush, Trustee
sfrush@twp.northville.mi.us

Mindy Herrmann, Trustee
mherrmann@twp.northville.mi.us

Roger Lundberg, Trustee
rlundberg@twp.northville.mi.us

Chris Roosen, Trustee
croosen@twp.northville.mi.us

Our Team

The Northville Township professional leadership team consists of eight individuals that bring multiple years of experience to the community and manage more than 156 employees between them.



Brent Siegel
Fire Chief
bsiegel@twp.northville.mi.us



Glenn Caldwell
Human Resources Director
gcaldwell@twp.northville.mi.us



Scott Hilden
Police Chief
shilden@twp.northville.mi.us



Shaun Nicoloff
ITaC Director
snicoloff@twp.northville.mi.us



Bob Belair
Department of Public
Services Director
bbelair@twp.northville.mi.us



Amy Prevo
Northville Youth Network
Director
aprevo@twp.northville.mi.us



Wendy Hillman
Finance Director
whillman@twp.northville.mi.us

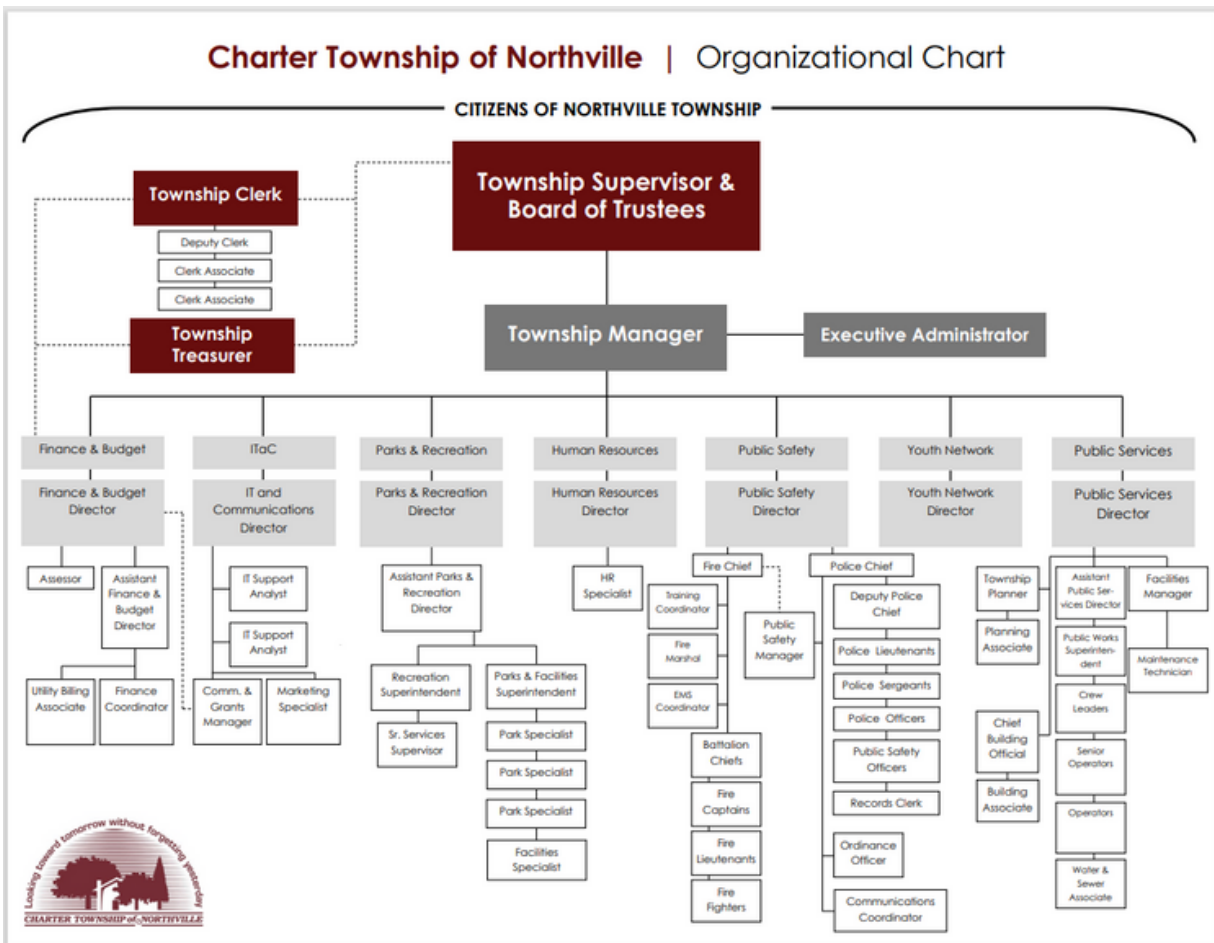


**Debra Bilbrey-
Honsowetz**
Parks & Recreation
Director
dbilbrey-honsowetz
@twp.northville.mi.us

ORGANIZATIONAL CHART

OUR STRUCTURE

Roles, Responsibilities & Relationships



GRANT FUNDING

2022 Programs - Captures & Awards



DEPT.	GRANT	ITEM	AMOUNT
FINANCE	ARPA	American Rescue Act	\$3,080,000
FIRE	AFG	Ambulance	\$250,000
FIRE	AFG	Tools & Equipment	\$71,668
P & R	USA Archery	Archery targets	\$4,000
P & R	CDBG	Senior Services Operations	\$20,000
POLICE	FEDERAL	Embedded Social Worker	\$90,359
		TOTAL	\$3,516,027

A Year in Review

The Board of Trustees held study sessions for general projects and Capital Improvement Projects (CIP) to get a grasp at what the community needs and wants to move forward into the future.

2022 ACCOMPLISHMENTS

- **7 Mile Property Demolition**
- **Essential Services Complex**
- **Pathways**
- **Legacy Park Trail Plan**
- **Partners in Safety Program**
- **Open Fire Station to the public**
- **New water storage facility**
- **New Master Plan**
- **Online employee training program**
- **Expanded employee health & wellness program**
- **New surplus division in MERS DB**
- **Grant funding for CIPs**
- **Special Assessment Districts (SAD)**
- **Two Shred-It Residential Events**
- **New solid waste program**
- **Assembly Room AV upgrade**
- **Three HOA Informational Forums**
- **Published in national media**
- **New social media platform - Instagram**
- **New firefighter probationary training program**
- **Developed Fund Balance Policy**

WHERE WE ARE GOING

2023 GOALS

NORTHVILLE TOWNSHIP

1 SERVICE DELIVERY

1. Fleet Program
2. Special Events Policy
3. Emergency Management Planning
 - a▶ Active Threat Table Top Exercise
 - b▶ Policy/Training Cyber Incident
 - c▶ Communications Plan
4. Start construction of the new Essential Services Complex
5. Establish a notary service policy and process to roll out to twp. residents
6. Support multiple twp. depts. in the implementation of Special Assessment Districts (SAD) to HOAs and to neighborhoods
7. Identify funding sources for Legacy Park
8. FOG program implementation
9. Pathways - complete six(6) that were chosen by the Pathways Committee
10. Complete the new water storage facility
11. Complete comprehensive master plan
12. Re-evaluate the election prep process w/new office configuration starting with the school bond election - May 2
13. Recruit new precinct workers - implementation of Proposal 2022-2
14. Increase staff, precinct/poll workers for Proposal 2022-2 (implemented in 2024)
15. Reduce false alarm calls by 10% through community risk reduction strategies
16. Reduce repeat calls for service to vulnerable adults through community risk reduction strategies
17. Accreditation: Apply to become an "Applicant Agency" through the Center for Public Safety Excellence (CPSE) by the end of 2023
18. Review/update Twp. wide job descriptions with a focus on ADA compliance
19. Negotiate four (4) collective bargaining agreements - W & S (AFSCME), Firefighters (IAFF), Police Officers (POAM), Command Officers (COAM)
20. Improve the Youth Assistance Program - enhance the use of restorative justice principals and to better address participant needs & impact behavior change
21. Expand early intervention programs & services for at-risk adolescents
22. Develop/update policies & procedures in compliance with CAPRA standards, when possible
23. Update department & Legacy Park Master Plans
24. To be recognized as one of the Top 10 Safest Communities in Michigan
25. Establish a School Safety Committee

2 TECHNOLOGY

1. Create training & policy standards for Twp. wide use of eFilecabinet - electronic management system
2. Evaluate/implement electronic agenda & meeting management software for board & commission meetings; improve efficiency
3. Increase the usage of Microsoft Teams and SharePoint for interdepartmental collaboration
4. Replace computers Twp. wide to enhance mobility options to accommodate "work-from-home" situations as needed
5. Update transportation program technology

3 COMMUNICATIONS

1. Proposal 2022-2: Preparation of nine days of early voting
2. Grants Policy
3. Create detailed finance & budget process and procedures manual in PowerDMS
4. Improve intradepartmental communication through increased usage of Teams & SharePoint
5. Develop HOA presentation and delivery schedule to improve community engagement
6. Create Human Resources page on Northville Insight
7. Install new digital signage at Twp. Hall to assist, inform and guide visitors
8. Design, publish and send at least one informational printed media product to all Twp. residential households in 2023
9. Broaden engagement of younger youth & their families
10. Establish stronger social media presence to better reach youth & families
11. Increase online marketing engagement for all programs & services
12. Enhance community policing partnerships & communications

4 DEVELOPMENT

1. MAMC Institute - Training & Education Day, Masters-Level 3 certification, State of Michigan election training, MIA Conference
2. Continue development & communication of the "MITC Parcel Road Map"
3. Develop command task book for each command position based on NFPA 1021
4. Expand, improve & document internal training programs for all staff levels and externally to coaches, volunteers and other as appropriate
5. Develop relationships with local businesses to cross promote services & products
6. Enhance the police department's investigation & surveillance capabilities

5 FINANCE / BUDGET

1. Water & Sewer Rate Study
2. Explore/activate new banking initiatives and services introduced at RFP process to create higher yields & promote increased insured funds
3. Continue to seek out grant opportunities to offset capital purchases
4. Improve budget management/monitoring to ensure appropriate financial plans are being implemented (specifically the programs & service allocation)
5. Perform fee analysis & establish a fee schedule for programs and services
6. Develop a monthly/quarterly analysis with full-time and part-time staff



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 2022, there were 2,284 home fire fatalities in the United States. We are proud to say that we did not have any fire fatalities in Northville Township in 2022. 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 who provide treatment and interventions beyond the scope of a basic EMT. Tasks performed include cardiac monitoring, intubation and administering several IV medications. In 2022 we responded to 2,589 medical emergencies and our paramedics transported 1,567 people to the hospital. The success of this program has led to numerous lives being saved. The out-of-hospital cardiac arrest survival rate in Northville Township is nearly triple the state average.

Cardiac Arrest Survival

We pride ourselves on our cardiac arrest survival outcomes. A person who experiences cardiac arrest (specifically ventricular fibrillation (VFIB) arrests) in Northville Township has a survival rate that is three times greater than the national average. Our department has achieved this by implementing the best practices used across the world, including high-performance CPR. This involves performing chest compressions at the ideal depth/rate and minimizing interruptions in compressions which improves coronary perfusion pressures and maximizes the flow of oxygenated blood. We are constantly training and examining new methods. We focus on a holistic, layered approach to CPR and advanced cardiac life support (ACLS) that includes:

- Community CPR education
- 911 dispatch-guided CPR instructions
- CPR and AED provided by all police officers
- High-performance CPR
- Definitive interventions through advanced life support program
- Rapid ambulance transport for definitive cardiac care
- Post-incident reviews and continuous training



PUBLIC SAFETY - FIRE

Highest Level of Fire, Rescue & Medical Services

ISO Public Protection Classification (PPC)

Our most recent ISO rating was completed in 2022. Northville Township Fire Department maintained its Class 3 ISO PPC rating. This places our department in the top 1% in the state of Michigan. Residents of Northville Township benefit from this improved PPC rating because it reduces the cost of their homeowner's/business insurance premiums. It is another advantage of receiving high-quality service from their fire department with the intent of saving lives and property. ISO evaluation includes the following: 911 communications center call processing, municipal water supply, fire department resources (staffing, equipment and apparatus), incident response times, fire prevention programs and firefighter training levels.

Successful Grant Awards

The Fire Department recognizes the tremendous value of obtaining grant funding to offset expenditures, which is 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 awarded more than \$775,000 in funding to offset budgeted expenses. In 2022, we utilized a \$250,000 federal grant to offset the purchase of two new ambulances and we replaced the small engine equipment on our fire trucks utilizing a federal grant in the amount of \$71,668.

Community Risk Reduction (CRR)

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, its 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 of building a resilient community through a proactive approach to risk evaluation, response, and mitigation for our staff and the community.

Public education is the backbone of community risk reduction. Examples of public education include individual events such as station or truck tours, Boy/Girl Scout groups and individual classes or programs. Over the last five years, the Department has focused our education programs to meet the needs of the community. We have refocused efforts on the annual open house (more than 1,000 attendees annually) and the development and implementation of the Northville High School (NHS) Hands-Only CPR and AED Program and the Kindergarten Fire and Life Safety Program.

NHS Hands-Only CPR and AED Training

In 2022, we continued our NHS Hands-Only CPR and AED Training program. Courses were taught in both the spring and fall of 2022. To date, we have taught 67 classes to more than 2,380 students!





PUBLIC SAFETY - FIRE

Highest Level of Fire, Rescue & Medical Services

Community Risk Reduction (CRR) (*continued*)

NPS Kindergarten Fire and Life Safety Education

In 2022, we continued our Kindergarten Fire and Life Safety Education Program at all NPS district schools. In 2022 alone, we educated 423 students in 19 classrooms. At the end of 2022, we have taught 94 classes to more than 2,082 students.



March is Reading Month

In 2022, we also delivered our first in-person and virtual "March is Reading Month" program to reinforce the importance of reading across the district.

Senior Services

In 2022, we delivered the first Northville Senior Services education program.

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

Over the past three years, the Department conducted more than 16,400 hours of training. In 2022, we welcomed seven new Firefighter/Paramedics to our Department. Each new member completed a 240-hour Firefighter Orientation Program before achieving manpower status. This training was in addition to the prior training and experience that each new member brought with them. Every new hire in 2022 had experience as a career firefighter in another municipality. Our department continues to train on a number of disciplines including emergency medical services, fire prevention, fire ground operations, hazardous materials, incident management, special operations and vehicle operations.

In 2022, we initiated the revision of our probationary firefighter training program which evolved into developing a comprehensive training program for the entire department. The final product was a new fire department task book used to facilitate, deliver, and document various training sessions regarding the roles and responsibilities of a professional firefighter within our department, as outlined by National Fire Protection Association (NFPA) 1001.

This new fire department task book establishes an annual training program that develops, maintains, and increases our core proficiencies as fire service professionals. Not only does the task book satisfy the job performance requirements outlined in NFPA and MIOSHA, but it is also a comprehensive training manual that is second to none. The quality of this finished product is outstanding in content, usability, appearance and leverages new technology for ease of execution.



PUBLIC SAFETY - FIRE

Highest Level of Fire, Rescue & Medical Services

Professional Development (*continued*)

EMS Continuing Education Program Sponsor

We are licensed as an EMS Continuing Education Program Sponsor. This allows the department to provide state certified EMS continuing education for all license levels.

Education

Captain Jason Hendrian obtained a Master of Science and Firefighter David Micallef obtained a Bachelor of Science degree in 2022.

Succession Planning

We completed promotional testing for Lieutenant and Captain positions to prepare for upcoming retirements.

Personnel

Department awards are conferred in the year following the act or action that lead to their award. This means that awards earned in 2021 are presented in 2022. While the annual awards ceremony was cancelled, our staff achievements were recognized at the department level for all of the 2021 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 2021 Firefighter of the Year was awarded to Firefighter Jacob Fedel.

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:

Adam Burton	Jeffrey Darby	Finley Molina	Hugh Jordan
David DeSloover	Michael Mandziuk	Jeffrey Sims	Christopher Wiggins
Rob McAllister	David Micallef	Phil Sutherland	Kyle Susewitz
Brent Muller	Christopher Koth	Jacob Fedel	Chris Madzik

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 at 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



PUBLIC SAFETY – FIRE

Highest Level of Fire, Rescue & Medical Services

Personnel *(continued)*

Township Fire Department and thereby contributed to a higher degree of professional excellence. The following members received department citations:

Jason Hendrian	Hugh Jordan	Logan Mancini	Michael Obermiller
Jason Raschke	Greg Ryan	Jeffrey Sims	Christopher Kolinski
Steve Leach	Brent Muller	Brian Siriani	Christopher Wiggins

Western Wayne County Fire Department Mutual Aid Association

Chief Siegel was re-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 re-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 re-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.



PUBLIC SAFETY - FIRE

Highest Level of Fire, Rescue & Medical Services

2022 by the numbers

In 2022 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	
3,510 incidents 13% increase	1,567 transports 10% increase	2 to 1 mutual aid received all incidents	
930 fire, rescue, hazardous incidents, service calls 15% increase	9.7 incidents/day 14% increase	4.5 to 1 mutual aid received medicals	
2,580 emergency medical service incidents 12% increase	8:41 average priority 1 response time	58 mutual aid given in 2022	107 mutual aid received in 2022

critical incidents



55% northville township
27% national
26% michigan

3 cardiac arrest victims discharged home with no deficits. That's 3 people that would have died without our intervention.



\$2.2 million fire loss
\$10.3 million at risk

19 cardiac arrests

66 strokes (cva)

97 cardiac emergencies

433 trauma transports

community risk reduction

northville high school hands-only cpr and aed	596 students taught	14 classes taught	2,380 students taught to date
northville public schools kindergarten fire and life safety	423 students taught	19 classes taught	2,082 students taught to date

inspections

157

occupancies inspected

148

violations

144

pre-plans complete

88%

staffing

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

professional development

training hours	retirements	staff and command	associates or higher	bachelor's or higher
5,599	1	100%	84%	70%



PUBLIC SAFETY – POLICE

Service • Trust • Respect

Accreditation

Police and Communications successfully completed their first year of the annual web-based assessment for re-accreditation through CALEA. This is a three-year process and we essentially re-accredit a third of the standards each year. This is a significant undertaking and requires the entire department and primarily the accreditation team to work cohesively to completion.

Community Service Programs

- **Community Policing.** We divided Northville Township into four community policing zones (north, south, central, and west). A pair of team leaders – a lieutenant and a sergeant – watch over an assigned zone. It is the team’s responsibility to ensure neighborhoods remain safe and to address any community needs. This allows the community to get to know the officers in their neighborhood, and the officers to know them.

Simultaneously, it assists the officers by understanding the unique needs of fellow residents and businesses in your area. That empowers each officer to identify potential problems in your neighborhood and resolve them before they become significant. It’s relationship building at its finest.

- **Partners in Your Safety.** This crime prevention partnership brings together law enforcement, residents, and businesses to promote problem solving and create safer neighborhoods. It revolves around education, including learning how to identify and report behaviors that are suspicious. Engaging the community to become an extra set of eyes and ears for the Police Department. Recognizing when to call the police and report crimes will shorten our department’s response time, leading to successful outcomes. The greatest impact on the safety of any community requires its citizens to participate in that safety, becoming “partners.”
- **Support Dog.** We brought on a mental health support dog named Max, a Goldendoodle puppy who joined Northville Township Police in October 2022. The value of this dog cannot be overstated. He was immediately accepted by department members, school staff, students, senior citizens, and every other community group you can think of. He is available to anyone during times of crisis, particularly violent or traumatic events. Max reduces anxiety and increases communication between witnesses and investigators, whether they are adults or children. He’s also there for officers who may have experienced trauma on the job. He has helped us foster dialogue between officers and the residents we serve, and this breaks down the barriers sometimes found between citizens and the police. Max is a great community policing member.

Traffic Safety

- **Re-established the Commercial Motor Vehicle Enforcement** position within the police department. This will allow us to address community concerns and enforcement with the continuing increase in commercial vehicle traffic in the community.



PUBLIC SAFETY – POLICE

Service • Trust • Respect

Personnel Development

- Lt. Patrick Reinke graduated from Michigan State University's Staff and Command School
- Sgt. Todd Seipenko graduated from Michigan Association of Chiefs of Police- Police Executive and New Chief's School
- Lt. Christopher Rowley attended a three-week training session with the Police Executive Research Forum (PERF). The Senior Management Institute for Police (SMIP) program they offer provides senior police executives with intensive training in the latest management concepts and practices used in business and government. It also features discussions of the most challenging issues facing law enforcement executives today. This is a highly regarded program.

Public Safety Service Officers (Dispatch/Communications)

- Requested and granted additional staffing for our communications center taking the allocated number of team members from 10 to 12. Alleviating a significant staffing shortage and enhancing our customer service level in that area.

Investigations

- Detective Justin Norlock completed training to become a Digital Forensic Examiner and began working part-time with the Internet Crimes Against Children unit made up of task force members from local, state, and federal agencies. This has allowed us to greatly enhance our resources and investigative abilities in the area of internet crimes.

Emergency Management

Lt. Michael Burrough completed over 150hrs of course work and practical training to become a Professional Emergency Manager (PEM). The Michigan PEM Program provides the knowledge and skills for emergency managers to effectively prevent, prepare for, respond to, recover from, and mitigate the effects of disasters or emergencies in their communities. Since the early 1990s, hundreds of emergency management professionals from many whole community partners have completed this PEM Program to help ensure the safety of their communities. The Michigan State Police, Emergency Management and Homeland Security Division (MSP/EMHSD) is proud to continue the high level of excellence this designation is known for through a diverse, challenging program.

Training

- **Added an MCOLES approved tactics ground defense training & additional instructors.** Staff was trained in ground defense tactics at an outside facility in the months of March and April. A refresher was also conducted in October during department training. Sgt. Dan Jones attended an instructor school and is now a trainer in this discipline for the agency. New hire onboarding now includes an introductory segment to include ground defense.
- Two additional Defensive Tactics instructors and two Taser instructors were trained in-house by instructor trainers.



PUBLIC SAFETY – POLICE

Service • Trust • Respect

An annual review of the use of force activities, policies and practices has been conducted and found that from January 1, 2022, through December 31, 2022, there were 26 incidents involving force. Three of these incidents involved two or more subjects with the total of subjects that force was utilized on being 30.

The early warning/intervention tracking of these incidents in the command folder documents the date, case number, officer, officer level of response, sergeant review, use of force committee review, sex/race of subject, number of subjects and whether or not the officer or subject were injured. In 2021, tracking did not specify time of incident or whether or not an early warning indicator was discovered, and both were corrected for 2022 tracking. 2022 tracking for “subject’s action” is too vague and responses documented were not describing the exact type of resistance the officer’s faced. This has been corrected in the tracker for 2023.

It was discovered that out of the 26 incidents, three occurred between midnight and 6am, four between 6am and noon, five between noon and 6pm and 14 between 6pm and midnight. There have been 74 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 was one reported injury to a Public Safety Officer and three reported injuries to suspects. Injuries consisted of small cuts to a wrist, complaint of wrist pain, and complaint of hip/leg pain.

Type of Officer Response	Number of Applications	Percent of Total Applications	Reported Subject or Officer Injuries
Point a Firearm	39	52.27%	0
Soft Empty-Hands Techniques	32	43.24%	3
Hard Empty-Hand Techniques	1	1.35%	1
Display Taser	2	2.7%	0

Out of the 30 total subjects, the below chart displays them broken down by sex and race.

Total Male	26	86.66%
Total Female	4	13.33%
Total Caucasian	21	70%
Total African American	9	30%



PUBLIC SAFETY – POLICE

Service • Trust • Respect

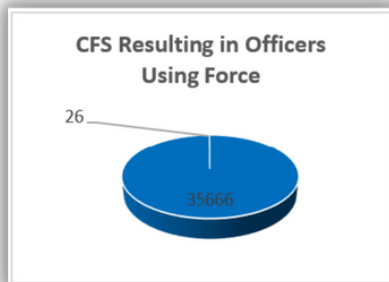
Professional Standards: Use of Force (continued)

Types of incidents where force has been utilized:

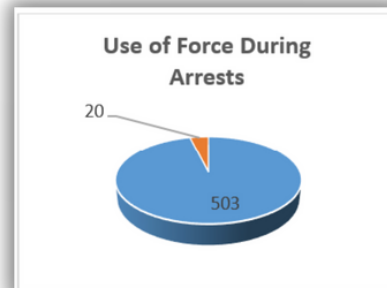
Total Number of Incidents	Type of Resistance/Response	Total Number of Subjects
3	High Risk Traffic Stop	4
3	Mental Health Emergency	3
3	Passive Resistance	3
10	In Progress or Potentially Armed Subject	13
5	Active Resistance	5
2	Attempt to Disarm/Point Firearm	2

Administrative reviews of each use of force incident found the applications of force were consistent with department standards. And state and federal law regulating these practices. The Use of Force Committee also reviewed each incident and language in reports are continuing to improve. Continued discussion with officers and our legal advisor on the terms “Muscling” and “Display Firearm” occur during department training to ensure reporting is consistent. Detailed report writing training will continue into 2023.

The agency Calls for Service (CFS) and arrest totals are listed below.



NTPD responded to 35,666 CFS in 2022. Force was used in 26 of those calls for service or .072%.



NTPD made 503 Arrests in 2022 and forces was used in 20 of those incidents or 3.97%. (3 remaining incidents were either mental health emergencies or an arrest wasn't made)

The agency identified ten officers through the early warning/intervention tracking for use of force. Reviews of the incidents did not identify trends requiring intervention, a need for remedial training or corrective action.



PUBLIC SAFETY – POLICE

Service • Trust • Respect

Citizen Complaints

In 2022, the Northville Township Police Department received, processed and investigated 19 citizen complaints. This is consistent with the past three years in which the agency averages approximately 15 complaints.

The complaints were received via U.S. mail, emails, in person, social media and by phone. The 19 investigations involved specific allegations related to service, policy/practice, driving, conduct, harassment, and profiling. The outcome of these investigations are as follows:

Deposition of Investigation	Total Investigations	Resolved to Citizen's Satisfaction
Founded	1	0
Founded in Part	4	0
Unfounded	14	1

The gender of the complainants was summarized as 52.6% male and 43.3% female. The race of the complainants was summarized as 78.9% white, and 21% 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	2
Black/African American	Male	2
White	Female	7
White	Male	8



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 71.4% White, 18.3% Asian, 3.3% Multi-racial, 3% Black and 3.5% Hispanic. Northville Township is located in the suburbs of the metropolitan Detroit area. SEMCOG identifies the race and Hispanic origin of Southeast Michigan as 64.3% White, 20.7% Black, 5.1% Asian, 4.2% Multi-racial and 5% Hispanic. This data is based on the 2020 census.

In 2022, the Northville Township Police Department responded to 35,666 calls for service in the community. This included citizen contacts to include 5,046 traffic stops and 503 arrests. Data associated to citizen contacts from traffic stops and arrests are shown below:

Citizen Contact	Male	Female	Unknown
Traffic Citations - 1692	1051 (62%)	641 (38%)	0
Traffic Warnings - 3951	2368 (60%)	1564 (39%)	19 (<1%)
Arrests - 503	347 (69%)	156 (31%)	0

Citizen Contact	White	Black	Asian	Native American/Alaskan	Pacific Islander	Unknown
Traffic Citations - 1692	1187 (70%)	369 (22%)	126 (7%)	3 (<1%)	0	7 (<1%)
Traffic Warnings - 3951	2783 (70%)	933 (23%)	209 (5%)	5 (<1%)	0	22 (<1%)
Arrests - 503	254 (50%)	228 (45%)	16 (3%)	4 (<1%)	0	1 (<1%)

In 2022, civilian and sworn employees recertified in Fair and Impartial Policing training for implicit bias. Human Resources published a training on LocalGovU titled, Diversity in the Workplace, which all employees completed June 2022.

The agency received two complaints of profiling in 2022 associated by either a dispatched call or a field contact. The first was received via email and the complainant wanted to file a report in reference to racial discrimination at CVS. The complainant later filed a citizen complaint citing five allegations, one of which was racial stereotyping. The second complaint was received in-person and in reference, the complainant stated that he felt officers followed him and pulled him over based on his race. The complaints were processed and investigated in accordance with department policy. Both complaints were investigated and the dispositions were unfounded, with one of them being resolved to the citizen’s satisfaction.

CLERK'S OFFICE

Responsibility • Elections • Voter Information

Elections

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.

Accomplishments

- Issued new Voter ID cards to all 25+K registered voters reflecting 2020 Census Redistricting.
- Conducted the August Primary and November General Elections, both with perfect canvasses.
- Participated in the partial State Recount for the November General Election.
- Clerk Lundberg, Deputy Clerk Anderson, and Clerk Associate Mitchell completed the State of Michigan Election Accreditation classes. Deputy Clerk Anderson and Clerk Associate McIntyre completed the Dominion Voting classes.

Township Clerk

In addition to Elections, Township Clerk is responsible for General Township Administration duties including:

- **Records Administration.** Responsible for the Township's official records, document storage and preservation, retrieval of contracts, agreements, leases, bids, deeds, easements, maintenance of Township Ordinances and minutes of all Boards 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. Administers Oaths of Office and maintains the Book of Oaths.
- **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.
- **Financial Accounting.** Responsibilities include working with the Township Finance & Budget Director and staff to maintain the General Ledger, prepare Warrants, prepare Financial Statements and prepare Tax Certificates.

Accomplishments

- Expanded services and communications with the public including: processing a record number of FOIAs, a (41% increase over the prior year), conducted 1st ever spring Shred-It event for residents while retaining the Fall Shred-It event, and facilitating a quarterly HOA forum process with HOA's and Condo Associations.
- Improved efficiency of Township operations by implementing policy and process improvements including an electronic document management system (Rubex) for increased efficiency and accuracy of Township document storage; revised the Business Registration Policy and an improved renewal process to achieve 100% compliance with all Northville Township businesses, and a Liquor License application, policy and process.
- Clerk is a member of the Legacy Park, Pathways, and Investments Advisory Committees. Prioritized six connector pathways projects, approved Legacy Park trail concept plans, and approved demolition of remaining Psychiatric Hospital Buildings with target completion of summer 2023.

DEPARTMENT OF PUBLIC SERVICES

Building ● Facilities Management ● Planning
 Water, Sewer & Engineering

Building Services

- The Building Division processed **2,888** permits in 2022 compared to 3,704 in 2021. We performed **6,127** inspections compared with 6,963 inspections in 2021. In 2022 we issued a total of 75 single family and multiple family permits, compared to 94 permits issued in 2021.
- Continued interdepartmental cooperation with the Engineering, Fire, Ordinance, Water and Planning Departments.
- Continued the process of collecting expired permit fees which generated nearly \$12,000 in revenue for 2022.
- 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.
- Incorporated scanning & attaching old & new documentation to properties in Building.Net.
- Secured a contract with a consultant to provide supplementary building plan reviews and inspections. Additionally, the contract employee has been shadowing our Chief Building Official to learn township and state building processes.
- Hired a part-time associate to assist the department functions.

Five Year Comparison by Number of Permits Issued

TOTALS FOR	2018	2019	2020	2021	2022
Single Family Residential	116	51	61	94	28
Multi Family Residential	46	27	16	0	48
Misc. Building	716	799	713	1,189	977
Commercial	103	85	57	71	88
TOTALS	981	962	847	1,354	1,141

Five Year Comparison by Construction Value

TOTALS FOR	2018	2019	2020	2021	2022
Single Family Residential	44,175,267	18,369,788	23,080,753	35,260,649	10,756,653
Multi Family Residential	12,216,422	6,243,517	4,133,756	0	14,082,858
Misc. Building	14,357,998	16,720,586	17,426,403	31,966,509	28,307,387
Commercial	16,885,006	37,519,819	8,170,070	26,419,580	32,958,056
TOTALS	87,634,693	78,853,710	52,820,982	93,646,738	86,104,954

DEPARTMENT OF PUBLIC SERVICES

Building ● Facilities Management ● Planning
Water, Sewer & Engineering

Facilities Management

- Maintained a centralized work order system that is used Township-wide to streamline Facilities Management (FM) service.
- Maintained a preventative maintenance program that includes HVAC, electrical, plumbing, and state/federal requirements.
- Maintained a standardized janitorial scope of services and staffing requirements to ensure proper cleaning throughout the township. FM staff have added both the Northville Community Center and the Parks/Recreation offices at Hillside school to our cleaning portfolio.
- Completed station-wide renovation at Fire Headquarters. Items upgraded include flooring, furniture, paint, training room, HVAC, bay epoxy, and kitchen appliances. All projects were completed using in-house construction management.
- FM served as part of the project team for the Legacy Park demolition and the construction of the new Essential Services Complex.
- Established a committee to develop concepts for renovating the internal areas of Township Hall. The construction includes new flooring, paint schemes, furniture, and new office/workspace area configuration. The new concept will update outdated finishes and provide a great amenity to the Township. Project will be completed February 2023.
- Upgraded 95% of all Township facilities to LED lighting. These upgrades have an estimated ROI of 1.5 years and will save thousands of dollars going forward. The most recent update included the replacement of the apparatus bay fixtures at Fire Headquarters, creating an energy reduction of over 2500 watts.
- Facilities Manager Brandon McCullough was awarded the first "Facility Champion" Award from National Trade Press. This award was given to only eight people in the country.
- Managed the installation of holiday décor at Township Hall in partnership with the Beautification Commission and Managers office.
- FM took over grounds operations at all municipal facility properties. Duties include contracted lawn maintenance, landscaping, tree service, décor, and lot maintenance.
- FM staff serve as vice-chair and secretary for the MMRMA Facilities Management committee.
- Earned Silver Certification in the Michigan Green Communities Challenge, a competition designed to measure the Township's commitment to sustainability.
- Automatic gate replacement at Water/Sewer facility. This project included a 50% match grant from the MMRMA, saving the Township over \$6,000.

Planning Services

- The Planning Commission met 14 times.
- Reviewed and presented 16 site plan applications to the Planning Commission for review and approval.
- Reviewed and presented six 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.
- Reviewed two rezoning requests.
- Completed five administrative reviews for land division/land reconfiguration requests.
- The Zoning Board of Appeals met nine times; staff reviewed and presented 17 petitions for variances.
- Processed 17 requests for miscellaneous activities (temporary uses, special events and new mailing addresses).
- Completed numerous administrative reviews related to all types of activities identified above.

DEPARTMENT OF PUBLIC SERVICES

Building ● Facilities Management ● Planning
Water, Sewer & Engineering

Planning Services (continued)

- Approved a new maintenance facility building and significant modifications to the driving range at Meadowbrook Country Club that will improve safety from errant balls onto 8 Mile Road as well as improve the views along 8 Mile and enhance site safety and internal operations.
- Approved a luxury apartment complex on the Cantoro Market site. The apartment building provides covered parking under the building, a large outdoor terrace and rooftop patio feature.
- The Planning Commission was presented new building elevations for the long vacant Brann's restaurant. With some modifications, new elevations and landscape plan were approved which will be a significant upgrade for the site.
- Approved building modifications and site improvements for a portion of the building located at 807 Doheny Drive. The use will be self-storage. With very few locations that allow self-storage, and the significant requests received from developers looking to build self-storage facilities in the township, the project is a great fit for Doheny Drive.
- Kicked off the master plan project in July with a joint Board of Trustees and Planning Commission meeting. Work on the project continued with staff, the project steering committee and a second joint planning meeting in September. Toward the end of 2022, we entered the future land use study phase of the project. Plan adoption is anticipated in summer of 2023.
- Staff participates on the subcommittees for Legacy Park and Pathway Development.

Public Works

- Maintained high drinking water quality within the Township of Northville throughout the year.
- Continued our fire hydrant inspection program to help ensure fire hydrant reliability. During 2022 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 water main flushing.
- Staff completed training on excavation and trench hazard control, trenching and shoring safety, heavy equipment operations and prevention, Illicit Discharge Elimination Program (IDEP) investigator and alert observer training, temporary traffic control and traffic safety, lift training and OSHA compliance, CPR and first aid re-certification.
- Implemented the second year of inspections of the residential cross connection control program. Required testing of the backflow prevention devices started in 2022.
- Continued our contract with Inliner Solutions to implement our fourth year of sanitary sewer rehabilitation as dictated by the SAW grant in 2019.
- The Beck Road water tower was chemically cleaned and repaired by contractor, Veolia, per our long-term maintenance contract.
- Design completed and construction started for new water tower located on the Legacy Park property. When complete, the engineering study indicates the water tower could result in a significant annual savings.
- Continued to improve fleet maintenance document management system and fleet/equipment replacement program. Continued to update records with the Finance & Budget department for asset depreciation schedule.
- Began and implemented the Dig Smart program with City Works' work order system to report MISS DIG requests and submit responses to MISS Dig system. This was done to save operator's time and to streamline the Miss Dig flagging operations.

DEPARTMENT OF PUBLIC SERVICES

Building ● Facilities Management ● Planning
Water, Sewer & Engineering

Public Works (continued)

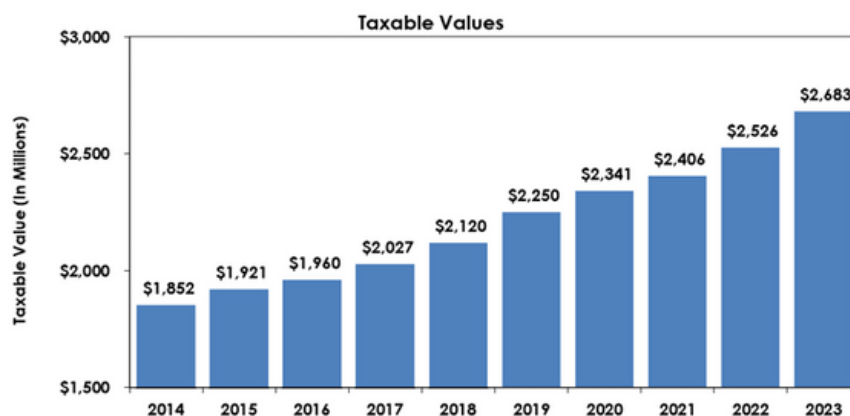
- Began a replacement program for 270 Detroit Fire Department Hydrants that have been in service since the 1960s. Purchased and replaced 50 fire hydrants in 2022 with plans to replace all 270 over the next five years. This work was performed entirely by Public Works' staff.
- Began and implemented tap slip integration to City Works GIS platform. 90% of tap slips have been converted. Continuing to locate and document location for multi-family and commercial accounts in 2023.
- A new GFL contract, effective July 1, 2022, to Dec. 31, 2027, was established through the public bid process. New contract includes weekly recycling and reduces monthly fees to \$12.90 from \$14.00 a month.
- New water rates were reduced effective July 1, 2022, by 3%. Consumption use rate was reduced from \$11.62 per unit to \$11.27 per unit.
- A contract for an extensive water and sewer rate study was awarded and will be complete in early 2023.
- A design contract with WSP USA was established for pathways throughout the township. These pathways were prioritized by the township's Pathway Committee and will be constructed in 2023.
- A new contract with GLWA was negotiated, which resulted in a reduction to the revenue requirements of over \$200K in 2023.
- The demolition of the remaining 11 buildings at Legacy Park was publicly bid and awarded. Asbestos abatement of eight buildings was completed and demolition of six buildings was completed. The remaining buildings will be demolished in 2023.
- A design-build contract with Cunningham-Limp Associates was established for construction of the new Essential Services Complex at Legacy Park. As part of this process, contracts were also awarded to Partners in Architecture for architectural services, and OHM Advisors for engineering services.
- Water and sewer extensions along the MITC corridor were awarded to consultants for design. Construction should commence in 2023/2024.

FINANCE & BUDGET

Accountability & Transparency

Financial Highlights

- Created a Board-Approved Fund Balance Policy.**
 The approved policy provides a target fund balance range within the general fund. It provides for both a floor and ceiling with guidance on replenishment should fund balance fall below threshold and direction of surplus should fund balance exceed threshold.
- Created a Board-Approved Special Assessment District Policy.**
 The approved policy provides guidelines for the creation and management of a special assessment district. It provides clarity for staff on role responsibilities and allows for better communication of the process to Township residents.
- Successful implementation of Auto-Agent (Tax).**
 Auto-Agent acts as a third-party processor for reporting and receiving tax payments from mortgage companies. This free service improves the tax collection process by reducing the number of duplicate tax payments, thereby reducing the number of refunds and service calls from residents.
- Successfully navigated the Request for Proposal process for banking services.**
 The request for proposal process resulted in receiving and reviewing four financial institutions which ultimately led to the decision to remain with Comerica Bank. This outcome resulted in increased earnings, reduced fees, and the promotion of new banking services.
- Successfully transitioned into the role of overseeing MITC accounting services.**
 Effective January 1, 2022, Finance & Budget staff brought the accounting services for MITC in-house. The result has been more efficient and accurate accounting of tax increment revenue, grant revenue and expenditures, and the road-mapping of individual parcels.
- Increased both yield and safety of Treasury investments.**
 Opened US Treasury-backed Money Market accounts at Huntington to lower the Township’s uninsured/uncollateralized balance and increase our return on investment. Interest income earned in 2022 was in excess of \$750K versus \$75K in 2021.
- Creation of Grants Manager position.**
 Effective April 1, 2022, the Township created a Grants Manager position. Since that time, \$247,749.70 in grants have been applied for by the Grants Manager. To date, over \$95,000 have been awarded, and \$106,000 still pending.
- Received the Certificate of Achievement for Excellence in Financial Reporting**
- Received the Distinguished Budget Presentation Award**

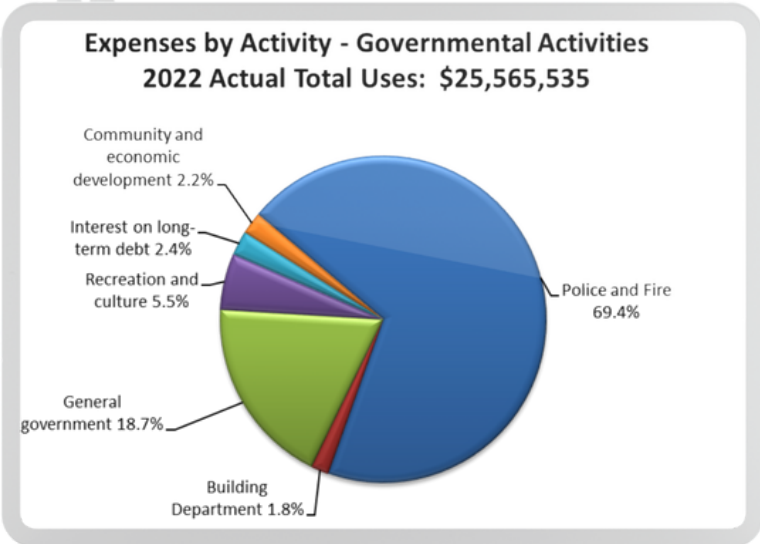
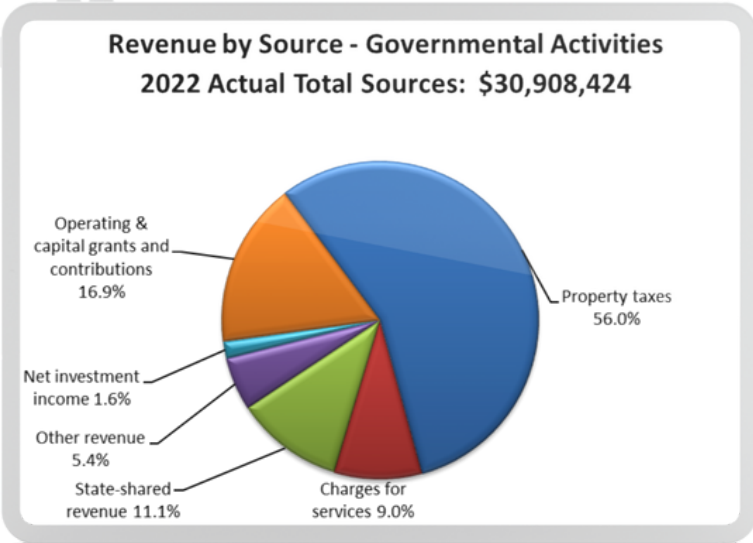


FINANCE & BUDGET

Accountability & Transparency

Revenue and Expenditure Summaries

The following represents Fiscal Year 2022 revenue and expenditure summaries (General Fund and Other Governmental Funds):



FINANCE & BUDGET

Accountability & Transparency

Fund Balance

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

Other Governmental Funds which include Special Revenue Funds, Debt Service and Capital Projects, are segregated since 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, 2022	\$ 15,605,103	\$ 23,941,874	\$ 39,546,977
Revenue	8,989,917	24,527,657	33,517,574
Expenditures	(7,643,446)	(20,531,239)	(28,174,685)
Revenues over/(under) expenditures	1,346,471	3,996,418	5,342,889
Balance December 31, 2022	\$ 16,951,574	\$ 27,938,292	\$ 44,889,866

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 \$9 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 11 Township wide policies.
- Successfully on boarded 23 new full-time employees in 2022
- Completed ICMA High Performance Leadership Academy
- Completed Certified Labor Relations Leader (CLRL) certification.
- Twice served as Acting Township Manager
- Implemented LocalGovU – an online employee training platform designed for risk reduction.
 - Completed five trainings.
- Created policies to protect the Defined Benefit funding levels by defining parameters regarding the purchase of service credits.
- Created surplus divisions within the Defined Benefit to more effectively fund the plan.
- Worked with our actuaries to create an experience rated funding level for OPEB to provide a more accurate funding strategy.
- Expanded the Township's health & wellness program to include all permanent employees and increased monthly program opportunities.
- Promoted one Police Lieutenant and the two Police Sergeants
- Completed promotional process for Fire Captain and Lieutenant; eligibility lists established.
- Completed 52 job descriptions.
- Hosted Ascension Mobile Heart & Health Screening Center for 51 employees
- Provided 17 flu and COVID vaccinations to Township staff.
- Negotiated seven LOAs in total, further clarifying antiquated language and processes.
- Attended the MERS Annual Conference
- Improved efficiency of Open Enrollment process by implementing Employee Navigator, a platform that allows employees to access their entire benefit package online.
- Successfully negotiated a new Collective Bargaining Agreement with AFSCME Clerical for 2023-2025.
- Realized an increase in MERS funding from Annual Actuarial Valuation report from 91% to 96%
- Established a part-time wage scale to provide consistency across all Township departments.
- Provided on site physicals for Police Department
- Promoted Nora Colegrove to Human Resources Specialist

INFORMATION TECHNOLOGY AND COMMUNICATIONS

Secure ● Safe ● Design ● Development ● Support

Technology Advancements for Improved Support

In 2022, the Information Technology and Communications (ITaC) Department emphasized advancing the technology and the Township’s workspace tools to improve the level of support for both employees and residents. Below are the key projects accomplished in 2022 that coincide with the key focus areas of the Manager’s Office:

Secure

- Improved cybersecurity throughout the Township by conducting a vulnerability assessment, increasing network monitoring, and configuring and deploying two-factor authentication.

Safe

- Completed a Cybersecurity Incident Response Plan in 2022 for Northville Township with the assistance of the Public Safety Department.

Design

- Upgraded to a Board-approved audio and video environment in the Assembly Room that provided a better residential experience whether in-person or watching from home.

Development

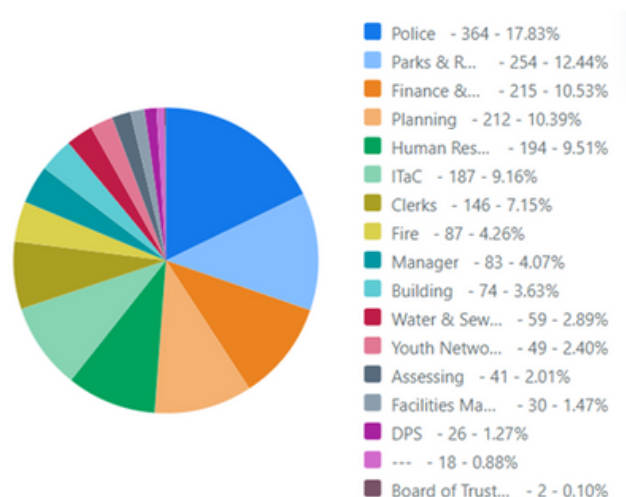
- Employees completed major technology certifications including Cisco CCNA and Mastering Cybersecurity/Security+.

Support

- The Northville Township ITaC Department assisted in supporting all Township Departments by closing out more than 1,800 Helpdesk Tickets in 2022.

HelpDesk Ticking Stats

HelpDesk Tickets in 2022 totaled 1,829, a 34% decrease from 2021. This improvement was a result of employee-focused training and by introducing instructional guides. This proactive support reflects the customer-service mindset the ITaC team has carefully curated.



INFORMATION TECHNOLOGY AND COMMUNICATONS

Secure ● Safe ● Design ● Development ● Support

- Partnered with the City of Northville and held a first-ever joint meeting to **CONNECT, ENGAGE & SERVE THE COMMUNITY.**
- Debuted an employee SharePoint site to relay information from various departments, including human resources forms, policy and procedures, Township updates and culture-building events.
- Launched Instagram, a new-to-the-Township social media platform to increase resident engagement.
- Featured in an international magazine in fall 2022 with a Cityworks article on the DPW’s use of technology.
- Improved Township photo library with the assistance of a photography intern in the summer of 2022.
- Achieved approximately 200 unpaid media hits in 2022 to help tell in our own voice the story of Northville Township.
- Re-launched Twitter in December of 2022 with a renewed effort to reach additional residential demographic groups.



4,288
Facebook
Followers



810
Instagram
Followers



892
Twitter
Followers



6,896
Nixle
Contacts



268,007
Page
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.

Programs & Services

- Held a comprehensive series of programs and services for over 4100 participants covering such areas as healthy coping skills, self-care strategies, recognizing mental health challenges and help-seeking, mindfulness, gratitude, academic preparation, and other topics that focused on strengthening resiliency and building confidence. Participation in these programs and services increased by 322% over 2021.
- Held six cohorts of Teen Talk, the risk reduction class for Youth Assistance Program participants.
- Participated in the annual Parent Camp hosted by NPS, co-sponsoring two screenings of the documentary “Chasing Childhood” and co-facilitated a related discussion for parents and youth. Also facilitated two breakout sessions featuring a youth panel.
- Held CAMP Hillside & CAMP Meads Mill for 90 middle school participants to assisted 6th grade students in becoming acclimated with the middle school experience in order to build confidence and reduce anxiety.
- Held two academic year-long school connection programs, Makers’ Club at Hillside Middle School and Peer2Peer at Meads Mill Middle School, with 46 and 56 participants, respectively. These programs help youth build confidence, develop social skills, gain leadership experience, increase problem-solving abilities, and create a supportive community among peers.
- Held 12 Wellness Wednesday workshops for all ages of youth on a variety of wellness and life skills topics.
- Partnered with the Hillside Middle School PTSA to co-facilitate Overbooked Book Club.
- Partnered with NPS to recognize National Suicide Awareness and Prevention Month with a series of programs and events throughout the month of September.

Annual Participants Served Year-End 2022		
	Description	# of Participants
Education & Awareness Programs	NPS Parent Camp	22
	Wellness Wednesday	180
	Teen Talk	35
	Mental Health Awareness Month	250
	Everybody vs. Stigma	2300
	Youth Mental Health First Aid	5
	Overbooked	11
Leadership Development	Youth Advisory Board	25
School Connection & Transition	CAMP Hillside/Meads Mill	90
	Peer-2-Peer	54
	Makers’ Club	46
Youth Assistance Program		72
Referral Services		39
Case Management		71
Other Misc Support	Northville CARES	10
	Chasing Childhood film & panel	140
	Color Run for Suicide Prevention	130
	Nillside Spelling Bee	48
Community Engagement	NPS PTSA presentations	69
	NTFD Open House	600
TOTAL SERVED		4197

NORTHVILLE YOUTH NETWORK

Support ● Prevention ● Intervention ● Engagement

Individual Referrals/Support

- Received 182 school/law enforcement referrals for the Youth Assistance Program (diversion), case management services, and resource referrals, which is a 44% increase over the referrals received in 2021. Provided competent and caring individualized support, guidance, resources, and education to each referral in a timely manner.

Individual Referrals by Type Year-End 2022				
Year	Youth Assistance	Case Management	Referral Services	Total
2019	42	18	24	84
2020	17	2	28	47
2021	41	43	35	119
2022	72	71	39	182

Individual Referrals by Type/Reason Year-End 2022						
Youth Assistance Program (Source: NPS or Law Enforcement)				Behavioral Health Support (Source: Parents/NPS/Other)		
Reason	#	%	Reason	#	%	
Substance use	15	21%	Behavioral health(depression/anxiety, etc.)	45	41%	
Vape/tobacco	20	28%	Suicidal ideation/attempt	20	18%	
Anger management	3	4%	Substance use	7	6%	
Assault	5	7%	Self-harm	3	3%	
Peer conflict/fighting	4	6%	Eating disorder	1	1%	
Harrassment/bullying	0	0%	School performance/avoidance	12	11%	
Truancy	2	3%	Relational issues-family/peer conflict	6	5%	
Decision making	12	17%	Behavioral/conduct/anger management	12	11%	
Destruction of property	0	0%	Grief/loss	3	3%	
Retail fraud	1	1%	Other	1	1%	
Theft/larceny	0	0%	TOTAL Parent/NPS/Other Referrals	110		
Other	10	14%				
Total YAP Referrals	72					
Total Referrals 182						

Community Partnerships

- Involved in the implementation of the embedded social worker/clinician in partnership with the Northville Township Police Department and City of Northville Police Department. Developed new processes and procedures for this partnership as it relates to youth referrals and community support.
- Staff co-chaired Northville CARES consortium which exists to coordinate a community-driven approach to providing social, emotional, and mental health support to Northville Youth. Held monthly meetings among community stakeholders that promoted awareness, collaboration and partnership.
- Staff 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. Participated in the tri-annual assessment process of the NPS health and wellness policy.
- Staff participated in the search for the Superintendent of Northville Public Schools attending community partner and stakeholder feedback forums.

NORTHVILLE YOUTH NETWORK

Support ● Prevention ● Intervention ● Engagement

Community Partnerships (*continued*)

- Sponsored two suicide awareness and prevention events, Steps Against Suicide and The Color Run. Both events were coordinated by Northville High School students.

General Operations

- Completed a comprehensive overhaul of the NYN website making it easier to find and navigate, building in more user-friendly features including the ability to submit referrals and register for programs directly from the website, developing a schedule to update content, and refreshing the overall look and feel.
- Developed a new contract position, Youth Assistance Program Coordinator, in response to the increasingly high number of Youth Assistance Program (diversion) referrals received.
- Updated the NYN Policy & Procedure manual.
- Staff participated in the following professional development activities:
 - Let's Talk: Youth Mental Health and COVID workshop presented by the Skillman Foundation
 - Kevin's Song Conference on Suicide
 - Child & Adolescent Behavioral Health Summit sponsored by the Children's Foundation



PARKS & RECREATION

Facilities ● Resources ● Programs ● Special Events

Parks & Facility Improvements

- Installed new Fish Hatchery play structure.
- Completed Millennium baseball fencing repair/replacement project.
- Planted 40 trees at Community Park with ARC Tree Grant.
- Completed Northville Community Center LED conversion.
- Completed Hillside scoreboard replacement.
- Purchased/implemented new baseball groomer for improved playing conditions.
- Finalized Legacy Park Trail Plan.

Recreation Programs & Services

- Implemented complimentary coffee service for senior participants at Northville Community Center with extended service hours of 9 am – 3 pm.
- Rebuilding Senior Services with expanded programming, creating a welcoming environment conducive to senior participants.
- Reinstated social trips for seniors.
- Created a more robust fitness program with expansion of classes, re-introduction of punch card system, and new instructors.
- Secured a grant from USA Archery for \$4,000 in outdoor bales.
- Developed relationship with Northville Cricket Club to host future youth and adult cricket games in the community.

Administration & Operations

- Revised independent contractor agreements and created contractor handbook to re-sign all contractors by fall season and standardize terms.
- Developed Policy and Procedures Index to guide development of policies with numerous in draft.
- Adopted Code of Conduct and Suspension policy.
- Moved brochure design in-house to improve content and communication. Continually working on website improvements and social media in coordination with Marketing Specialist.
- Created marketing deadline calendar for Parks & Recreation and senior brochures to coincide with rental windows.
- Negotiated 2023 agreement with the Northville Soccer Association.
- Negotiated an agreement with the Dominic Duhn Foundation, secured a contractor and hosted a groundbreaking ceremony for Unity Skatepark.

Partnerships

- Worked with City Beautification Commission to redesign and plant the Cabbagetown flowerbed.
- Worked with Township Beautification Commission on continued maintenance improvements to Bennett Arboretum.
- Worked with Northville Baseball-Softball Association on batting cage improvements (concrete, turf, fencing) at Millennium Park.
- Reengaged with Northville Public Schools for intergenerational programming.
- Senior Services established dual programming with Northville District Library.
- Received donation from Trinity Health Livonia Health for Senior Services.
- Received \$20,000 grant from CDBG towards senior staff wages.

Contact Us



Phone Number

248-348-5800



Email Address

northvillewebmaster@twp.northville.mi.us



Website

www.twp.northville.mi.us

