

**NORTHVILLE TOWNSHIP
POLICE DEPARTMENT**



FIVE YEAR STRATEGIC PLAN

2023 - 2027



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Table of Contents

Board of Trustees.....	3
Definition of Strategic Plan	4
Strategic Plan Process	5
Northville Township Police Department	
Overview	6
Population Forecast	10
Financial Outlook	12
Property Tax Levy Trends	13
Legislative Changes	14
2023 S.W.O.T. Analysis	15
Mission, Vision, and Values	16
Strategic Vision Introduction.....	17
Core Services.....	18
Organizational Chart.....	19
Key Performance Indicators.....	20
Industry Standards.....	21
Comparative Analysis.....	23
Community Survey.....	24
Advancement Opportunities / Strategic Goals.....	27
Photos	44
Crime Data	46
Closing Statement	50



**CHARTER TOWNSHIP OF NORTHVILLE
BOARD OF TRUSTEES
STRATEGIC PLAN 2023 —2028**



Mark Abbo
Supervisor



Roger
Lundberg



Jason Rhines
Treasurer



Scott Frush
Trustee



Cynthia Jankowski
Trustee



Mindy
Herrmann



Chris Roosen
Trustee



Todd L. Mutchler
Manager

Through the Vision of the Township Supervisor, Elected Board, and Manager, Northville Township is a safe, vibrant, and desirable community. This vision is achieved through collaborative government working together to ensure exceptional quality of life for our residents through the services we delivery. This Strategic Plan was designed with a focus on Public Safety and its role in realizing the vision established by the Board and Manager.



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

What is a Strategic Plan?

Welcome to the Northville Township Police Department! We are excited to share with you our five-year strategic plan.

A strategic plan is a roadmap that outlines our goals and objectives for the next five years. It helps us to identify our strengths, weaknesses, opportunities, and threats, and then create a plan to address them.

Our strategic plan focuses on enhancing public safety, improving community relations, and increasing our operational efficiency. It includes strategies for enhancing officer training and development, improving communication with our community, and implementing new technologies to improve our services.

We believe that by working together with our community, we can achieve our goals and create a safer and more secure future for our residents. We are committed to providing the highest quality of service to our community and look forward to working with you to achieve our shared goals.

Thank you for your support!

Scott J. Hilden
Chief of Police



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Strategic Plan Process

This process included an assessment of the organization's resources, processes, systems, and policies. Key performance indicators (KPIs) were utilized to benchmark the department's performance and capabilities to industry standards. A comparative analysis of similar fire and police departments was also completed.

To ensure the community's input was included in our planning, a community survey was administered by the township's Social Media Coordinator and the feedback was utilized in developing department goals and objectives.

A "futuring" exercise was completed with team members evaluating historical trends to predict future technological, legal, political and social trends.

The department's Mission, Vision, and Values were reviewed and updated, and a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis was completed. All of the data analyzed was ultimately used to complete realistic and obtainable department Goals and Objectives.



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Police Department Overview

The police department recognizes the importance of future planning and the need to develop a five-year strategic plan to address the critical areas of concern which could directly impact the quality of service to the community as well as to the police department staff. Our department operates on concept of teamwork, and together we work to provide only the highest level of service to our community. As such, we assembled our team to prepare our next five-year plan. This team consists of the following members:

- **Chief of Police Scott Hilden**
- **Lieutenant Michael Burrough**
- **Lieutenant Patrick Reinke**
- **Lieutenant Christopher Rowley**
- **Lieutenant Joshua Pike**
- **Detective Sergeant Matthew Mackenzie**
- **Public Safety/Accreditation Manager Lisa Harrison**
- **Professional Standards & Training Officer Romac**
- **Communications Systems Coordinator Elizabeth McCormick**

The Northville Township Police Department uses our strategic plan as an organizational blueprint to set priorities, goals, and resources; to focus our efforts on a common goal; and to assess our efforts and adjust our direction based upon the changing environment and demographics in the community.

The Northville Township Police Department has adopted best practice standards with a focus on delivery of exceptional public safety services to the community in a fiscally responsible manner. Recent examples include accreditation through the Commission on Accreditation for Law Enforcement Agencies known as (CALEA) the gold standard in our industry. We gained accreditation not just in our Law Enforcement Service but also in our Communications Center (Dispatch). We further re-accredited with the Michigan Law Enforcement Accreditation Commission (MLEAC), fully implementing within our agency, the policies, procedures, and culture of policing “best practice”.



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Our team has conducted a SWOT analysis where we have identified areas of strength, weakness, opportunities, and threats, all being viewed through the lens of a 5-year plan. Using this analysis, we established the following areas of focus:

Crime trends - Our community has been seeing an increased sophistication of crime, involving Identity Theft, Frauds, Cons and Scams occurring on the internet, and more. Preparing our agency for the future has already begun. In 2022, we began training one of our detectives as a "Certified Computer Forensics Examiner". This gives our team the ability to conduct thorough examination of computers, cell phones, and other electronic devices during investigations. It is becoming the new normal that all types of crimes are requiring examination of these devices in search of evidence. Even in the face of new, more sophisticated crimes we are still seeing many crimes of opportunity, such as larcenies from automobiles, both of personal property and parts. Criminals have focused on the theft of catalytic converters, air bags, and entire vehicles, to name the most common crimes. As a department, we must remain flexible and able to put resources into the prevention and apprehension of these types of crimes. This often requires a physical presence, in the form of a team, to work these investigations. In 2022, we established an on-call incident support team to be available as needed to support our detective bureau on major case investigations. We further have recognized the value of participating on a task force team to enhance both our investigative and surveillance capabilities in the future. We are planning to join a local task force unit early in 2023 that has these capabilities. This will allow us to bring significant resources to the investigations mentioned above.

Northville Township has continued to see consistent calls for service involving mental health calls. Recognizing the need for additional resources, we acquired a grant to hire an embedded behavioral health clinician and brought this person on board in 2022. The program has been very successful, and we have obtained an additional grant to cover the program again in 2023. Not only are we seeing a need for mental health services in the community, but we have been working with the Northville Public Schools on safety and security and the need to enhance mental health services within the school district. Programs are moving forward and partnerships are strong between our department and the schools. A program we are passionate about is establishing a Behavioral Intervention Team in the district.



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Technological Improvements - As crime trends evolve, so must our ability to prevent, investigate, and prosecute violators. This requires a continual assessment of our capabilities and for us to remain current with technology advances in law enforcement. As we move forward in 2023, some examples that have been recently implemented or are planned are: the recent and ongoing training of our computer forensics examiner; purchasing a drone to assist with search and rescue and, missing persons: surveillance during critical incidents; and more. We are looking at License Plate Recognition products to assist in investigations and identification of wanted criminals in our community. We are also evaluating new sighting systems for our officers' handguns that may enhance accuracy and the ability to stop a threat under high stress situations. As part of our ongoing community policing program, we are also using and looking at new ways to effectively communicate to all members of the community, using products like Nixle messaging, and social media platforms, to name a few.

Policing Model/Partnerships - Our Police Department has a defined set of fundamental beliefs and ideals found in our core values: **service, trust, and respect**. Each member of our department exemplifies these values in our delivery of service. Our commitment to providing excellent service never wavers. With every initiative, we strive to leave Northville Township and our agency in a better place. We recently introduced a three-part policing strategy that captures this:

1. 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 community member to get to know the officers in your neighborhood, and the officers to know you. 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.

2. 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. Community members become an extra set of eyes and ears for the Police Department.



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

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."

3. Support Dog. Comfort and aid are the specialty of Max, a Goldendoodle who joined Northville Township Police in October 2022 as a support dog. He is available to anyone during times of crisis, particularly violent or traumatic events. He 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's good medicine. He's also a lot of fun. Max is a welcome presence at community events and inside schools, too. He fosters dialogue between officers and the residents we serve. His softness melts the hearts of everybody who pets him.

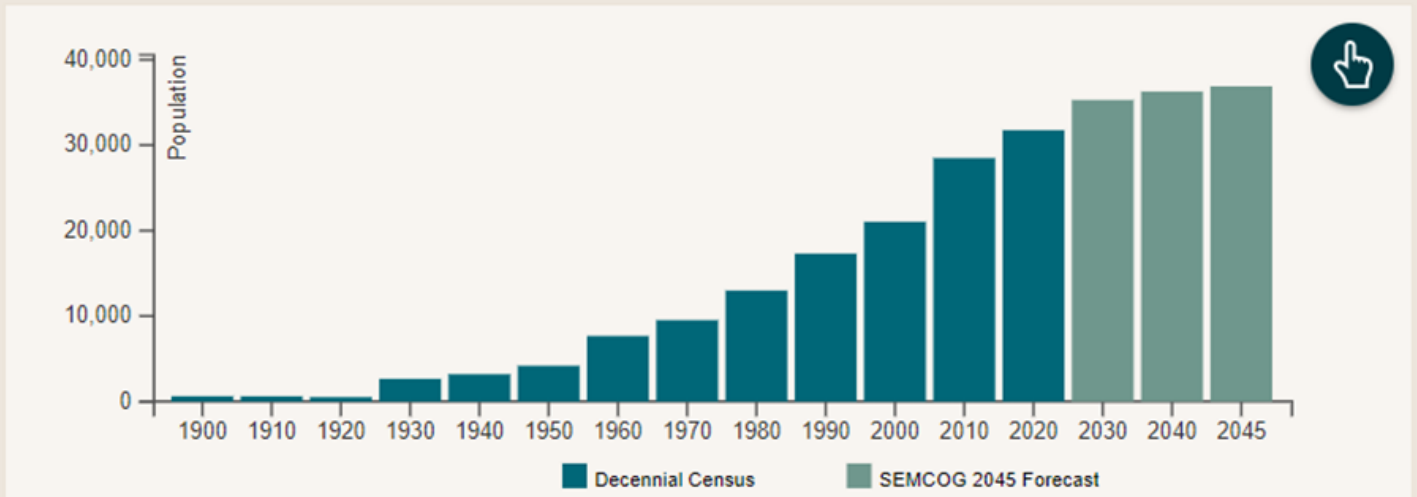
These **innovative approaches** help us connect and engage our community, while we uphold individual rights and protections guaranteed by the Constitution. They are a part of our **firm commitment** toward continuous improvement. As we move forward into the future our 5-year plan is to continue to build on these community relationships and our partnerships in safety.

Demographics/Population Changes - An important component of our 5-year strategic plan is to look at future projections in population and other important demographics. We have included two future projections provided by the Southeast Michigan Council of Governments. (SEMCOG) The first is the overall outlook for population growth through the year of 2045. The second is the expected change in our population's age through the year 2045. Both demographics can have an impact on our public safety needs in the future. You can see in the following charts that the Northville Township population is expected to grow only modestly over the next 20 or so years, from a current 32,067 to a predicted 36,866. Over this same period the age of our population will have a more significant change. Residents over the age of 65-84 years old are anticipated to increase by 30.6%, and residents over the age of 85 are expected to increase by 85.5%. This data suggests that our public safety department needs to have an increased focus on these older age groups as we plan our future delivery of service priorities. This will include an analysis of crime trends, medical needs, technology changes, communication channels, and much more to ensure we are meeting the service needs of our community.



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Population Forecast



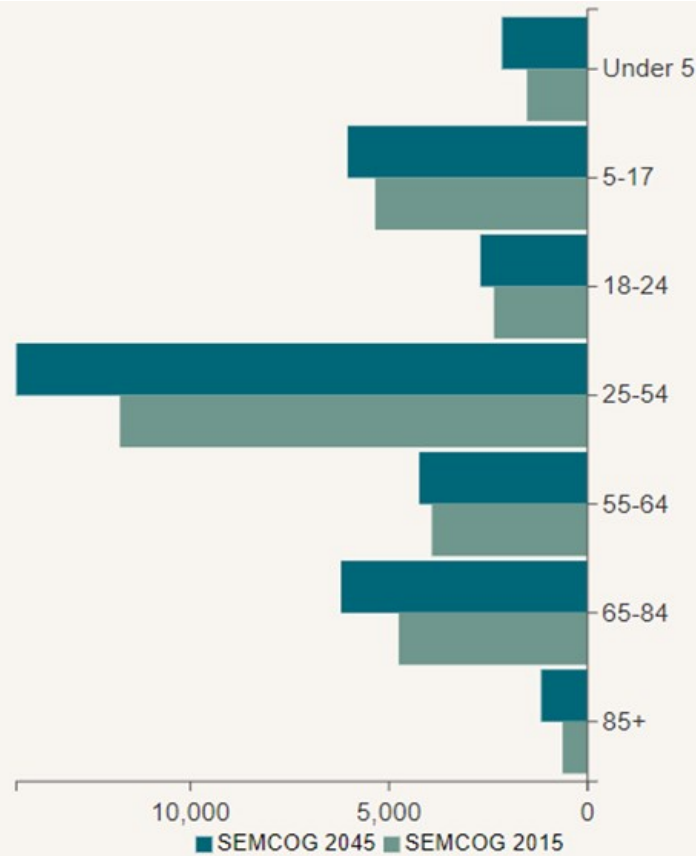
Population and Households

Population and Households	Census 2020	Census 2010	Change 2010-2020	Pct Change 2010-2020	SEMCOG Jul 2022	SEMCOG 2045
Total Population	31,758	28,497	3,261	11.4%	32,067	36,886
Group Quarters Population	306	19	287	1,510.5%	578	595
Household Population	31,452	28,478	2,974	10.4%	31,489	36,291
Housing Units	13,007	12,236	771	6.3%	13,308	-
Households (Occupied Units)	12,422	11,520	902	7.8%	12,370	14,305
Residential Vacancy Rate	4.5%	5.9%	-1.4%	-	7.0%	-
Average Household Size	2.53	2.47	0.06	-	2.55	2.54

Source: U.S. Census Bureau and SEMCOG 2045 Regional Development Forecast



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027



Age Group	2015	2020	2025	2030	2035	2040	2045	Change 2015 - 2045	Pct Change 2015 - 2045
Under 5	1,524	1,885	2,014	2,024	2,082	2,074	2,152	628	41.2%
5-17	5,346	5,871	5,814	5,784	6,034	5,916	6,041	695	13%
18-24	2,357	2,627	2,579	2,574	2,681	2,640	2,697	340	14.4%
25-54	11,775	12,904	12,854	13,267	13,817	14,306	14,383	2,608	22.1%
55-64	3,921	4,580	4,577	4,066	3,831	3,760	4,239	318	8.1%
65-84	4,754	5,504	6,401	7,007	6,986	6,603	6,207	1,453	30.6%
85+	629	550	532	570	726	983	1,167	538	85.5%
Total	30,306	33,921	34,771	35,292	36,157	36,282	36,886	6,580	21.7%

Source: SEMCOG 2045 Regional Development Forecast



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Financial Outlook - Financial resources are always an important component on determining the level of service that we can provide. This service level is determined by our residents through the approval of the public safety millage, and the board of trustees with the approval of our operating budget. Maintaining the current level of support from our board of trustees and residents will be a continual focus as we provide the highest level of service to the community.

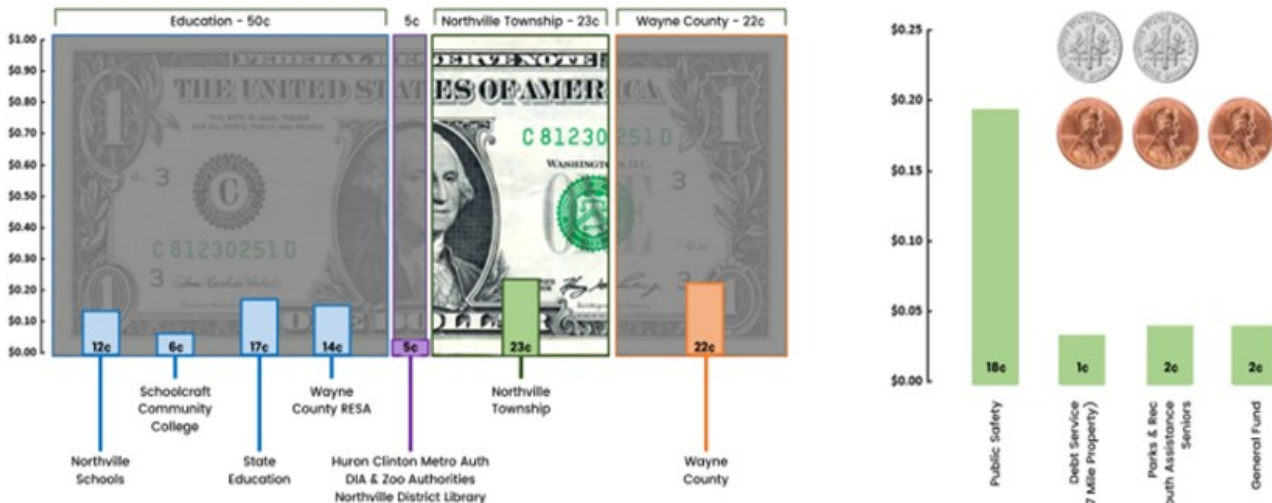
Our finance team and public safety leaders follow best practice standards in our budgeting parameters. We prepare a 5-year budget so we can have a long-range outlook on planning and our financial needs. We maintain the recommended 25-30% of our annual operating costs in our fund balance. We provide **high quality services** to the residents of Northville Township while working within the constraints of our current resources. Our 5-year outlook does not indicate any identifiable concerns that would impact our financial stability.

Where do your tax dollars go?

2022 Winter Millage:

NORTHVILLE TOWNSHIP HOMESTEAD PROPERTY TAX RATE INFORMATION

Northville School District | Northville Township receives 23c for every property tax dollar paid





NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Property Tax Levy Trends:

The township has a public safety millage dedicated for police and fire operations and maintains a separate Public Safety Fund accordingly. Property tax revenue accounts for over **92%** of combined revenue sources for this Fund. The Headlee amendment of the State Constitution can reduce the amount of operating millages allowed by township law. This amendment limits the growth in property tax revenue from existing property to the rate of inflation. It accomplishes this by reducing millage rates proportionally by the amount that market changes exceed the state's inflation rate multiplier.

A ten-year history of the permanent reduction of the millage rates and its effect on the revenue generated is shown below:

Headlee History:

Tax Year	Fiscal Year*	Original Millage**	Millage Rate Permanently Reduced by Headlee	Difference	Lost Revenue
2026 EST	2027 EST	6.4470	6.4366	0.0104	\$ 29,000.00
2025 EST	2026 EST	6.4470	6.4366	0.0104	28,000.00
2024 EST	2025 EST	6.4470	6.4366	0.0104	27,000.00
2023 EST	2024 EST	6.4470	6.4366	0.0104	26,000.00
2022	2023	6.4470	6.4366	0.0104	26,000.00
2021	2022	6.4470	6.4379	0.0091	22,000.00
2020	2021	6.2500	5.9847	0.2653	621,000.00
2019	2020	6.2500	6.0112	0.2388	537,000.00
2018	2019	6.2500	6.0917	0.1583	336,000.00
2017	2018	6.2500	6.1465	0.1035	210,000.00
2016	2017	6.2500	6.1899	0.0601	118,000.00
2015	2016	6.2500	6.2386	0.0114	22,000.00
2014	2015	6.2500	6.2500	-	-
Total Lost Revenue					\$ <u>1,918,000.00</u>

* Taxes are levied on December 1 (the "Tax Year") and provide revenue for the following Fiscal Year.

** In August 2020, Northville Township voters approved a public safety millage increase.

Estimates assume a 3.5% growth factor in taxable value with no additional headlee reduction.

Future service delivery will be carefully monitored and reviewed against available funding sources.



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Legislative Changes - The law enforcement profession in Michigan as well as around the country has seen an increase and focus on the enactment of new laws focused on criminal justice reform. These laws have impacted a wide variety of police policy and procedure. New laws in Michigan for example, have changed the ability of the police to arrest a person who has committed a misdemeanor offense with relatively few exceptions. Many misdemeanor traffic offenses have now been reduced to civil infractions. New laws have changed the penalties and the age of majority for juvenile offenders. The list of updates and changes are significant, and our department needs to adapt accordingly. One area of great importance that we have focused on is the Use of Force by Law Enforcement. 2022 brought more scrutiny on the use of force, and actions of law enforcement. We are seeing new emerging forms and strategies in use of force. We need to continue to ensure our team has all the training, resources, and skill sets to make the right decisions under the highest levels of stress. In 2022, we partnered with an attorney who is a police legal consultant. He trains our team members monthly in legal updates, policy, and procedure to meet our standards.

Our proactive management style has positioned us well to stay current with legislative changes, and provide the training to our team. This will ensure our team is providing service that is legally up to date and meets all best practice standards.



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

2023 SWOT ANALYSIS

Strengths

- Young, adaptable workforce
- Organization accustomed to change & flexibility
- Financially secure
- Strong political & public support
- Competitive pay & benefits
- Highly trained employees
- Low crime rate
- Well defined policies & procedures developed via accreditation
- Professional staff with high character
- Exceptional partnerships with various community stakeholders
- Strong emphasis on community engagement
- Superior delivery of police services

Weaknesses

- Young workforce lacking experience
- Current staffing below budgeted levels
- Opportunities for special assignments/bureaus
- Call for service volume leads to low employee engagement
- Underutilization of technology
- Lack of task variety for employees
- Lack of knowledge/resources to investigate increasingly sophisticated crimes
- Outdated building/facilities

Opportunities

- Numerous opportunities for community engagement
- Technological advancements
- Improved service, response and employee satisfaction by achieving authorized staffing levels
- Improve management appreciation and valuation of staff
- Numerous grant fund sources available
- Increase and maximize the use of social media
- Maintain and develop existing community partnerships while being open to new ones.
- *Partners in Your Safety* provides an opportunity for both increased community engagement and crime reduction.

Threats

- Nationwide social climate cynical of law enforcement
- Evolving legislative policies
- Increasing sophistication of crimes, emerging crime trends
- Unable to offer remote work opportunities
- Reliant on millage funding
- Property crime & domestic violence remain key issues
- Narrowing pay/benefit gap as compared to other agencies
- Inflation negatively impacts department budget and employees
- Recruiting trends & other agency tactics – other agencies sponsoring academy recruits, cadet programs, no established recruiting pipeline for dispatch



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Mission, Vision, and Values

Mission

We will provide safety and support to Northville Township while upholding individual rights and protections guaranteed by the Constitution. We deliver exceptional police services through our commitment to best practice standards, continuous improvement, and partnerships; *working for a safer community.*

Vision

To be safest community in our demographic.

Values

- Service
- Trust
- Respect



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Strategic Vision Introduction

The police department is organized into two divisions; Patrol Operations and Staff Operations. The Patrol Operations division is comprised of four shifts, each managed by a lieutenant. A sergeant manages the Staff Operations division.

The Patrol Division encompasses 75% of the department's sworn personnel, all working or supervising uniformed patrol officers. Each officer in this division is responsible for patrol in the community. Officers are encouraged to identify policing issues in the community before they become issues of a more serious nature. For example, an officer on routine patrol in a subdivision during nighttime hours notices a garage door open at a home. The resident is alerted with a friendly reminder to close and lock doors to prevent from becoming victimized. This activity directly aligns with our overarching goal of becoming the safest community in the state within our demographic.

Patrol officers have opportunities to serve on special units within the patrol division. These assignments augment and support patrol operations to ensure high quality police services to the community.

The Patrol Division includes the department's Communications Center and Lock-up facility. Our communications center provides dispatch services for all of Northville Township and contracted services to the City of Northville (NTPD, NTFD, NCPD, and NCFD). Our holding facility serves as temporary holding for both Northville Township and the City of Northville Police Departments. The duties of a Public Service Officer (PSO) within the communications center includes answering of emergency and business phone lines, dispatching for police and fire for both communities, monitoring closed-circuit cameras in the holding cells, Township Hall, and at the schools within the Northville School District. Public Service Officers have additional duties assisting with record keeping on an as-needed basis.

The Staff Operations Division consists of the remaining 25% of the sworn personnel and they are assigned to special units or assignments in lieu of working uniformed patrol. Officers in this division dedicate 100% of their time to either criminal investigations, community support, or professional standards and training. Staff Operations includes three full-time civilian employees; our Code Enforcement Officer, a crime data analyst, and a records clerk.

Special units or assignments available to members of the Northville Township Police Department:

- **Bicycle Unit** – provides mobility for patrol and special events.
- **Evidence Technician Unit** – provides advanced evidence collection and processing at crime scenes.
- **Field Training Officer** – experienced and certified officers assigned to train newly hired police officers.
- **Communications Training Officer** – experienced and certified public service officers assigned to train newly hired public service officers.
- **Department Instructor** – police officers with advanced training and certification to train and qualify sworn and civilian staff in any number of specialized areas (e.g. Firearms, Taser, Defensive Tactics, etc.)





NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Introduction (cont.)

- **Detective Bureau** – (1) sergeant, (4) detectives, (1) crime data analyst. These positions are dedicated to investigating serious or complex crimes in our community. The detective bureau also has partnerships with federal task forces which bolsters the relationship and resources between federal, state and local agencies.
- **School Resource Officer (SRO)** – uniformed officer assigned to the Northville High School.
- **Community Service Officer (CSO)** – officer serves as community engagement and crime prevention officer who coordinates activities and meetings designed to educate the community.
- **Motor Carrier / Traffic Officer** – officer assigned to enforce motor carrier laws and addresses specific traffic-related concerns in the community.
- **Professional Standards and Training Officer** – officer oversees all areas of training regarding sworn and civilian staff.

In 2021, the Northville Township Police Department received re-accreditation through the Michigan Association of Chiefs of Police (MACP). This accreditation is considered recognition of adherence to industry best practice standards and is endorsed by the Michigan Municipal Risk Management Authority (MMRMA).

In 2021, the Northville Township Police Department also received accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) in the area of public safety communications. The department also received advanced accreditation in the area of law enforcement from CALEA.

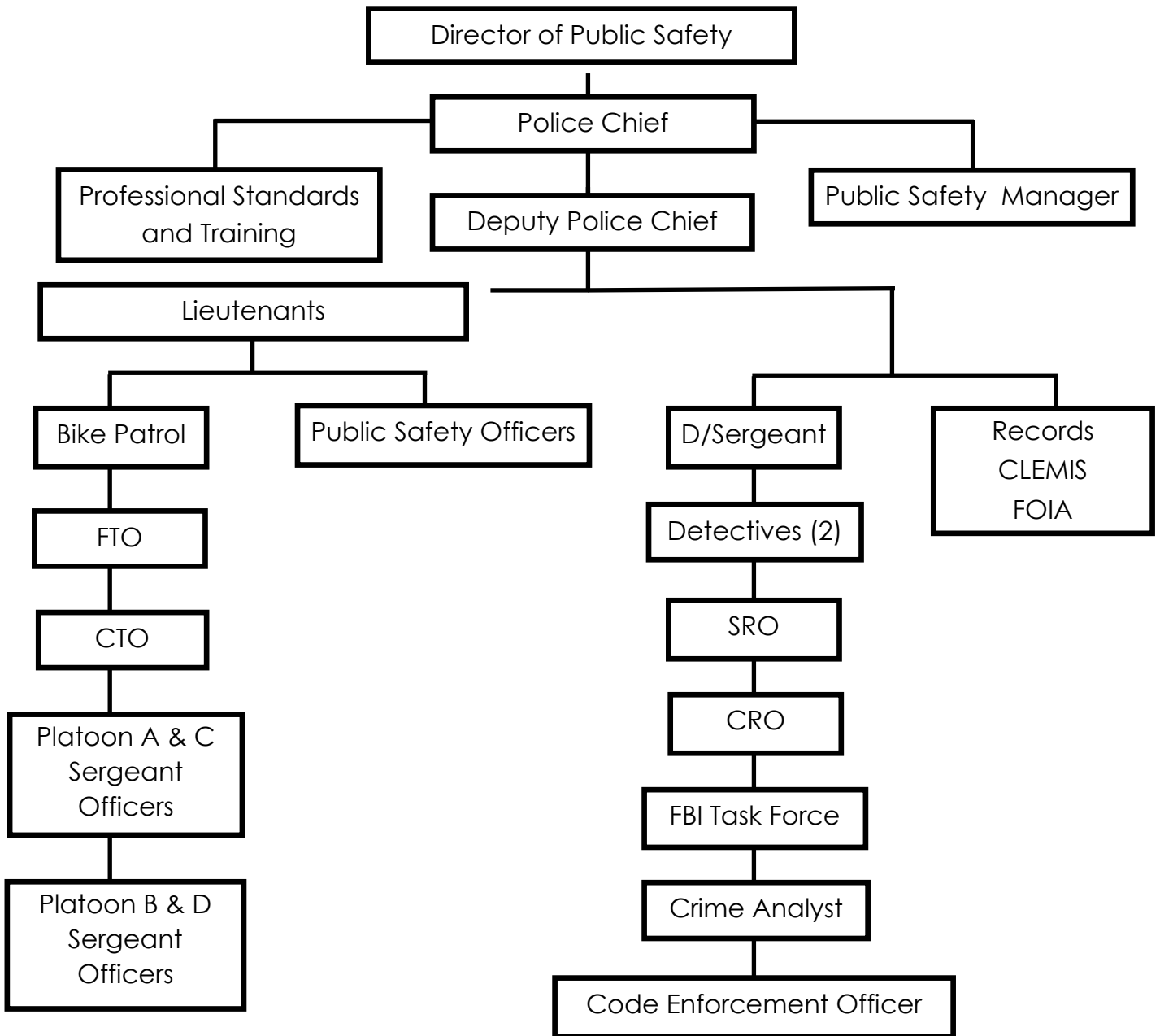
The Northville Township Police Department was the first agency in the State of Michigan to obtain accreditation through MACP, public safety communications accreditation through CALEA, and law enforcement advanced accreditation through CALEA.

Core Services	
Code Enforcement	Quality of life issues in the community
Patrol	Proactive patrols by uniformed officers
Investigations	Detectives assigned to conduct follow-up investigations on crimes committed in the community; including CFCE and crime data analysis
Crime Prevention / Community Engagement	Officer works with businesses and residents to ensure effective security measures to reduce crime in the community
School Resource Officer	Provides uniformed presence on the campus of Northville High School
Dispatch	Call taking center providing dispatch services to Northville Township and City of Northville police and fire departments
Records	Maintains department records in compliance with state retention standards and fulfills public safety FOIA requests on behalf of the Township Clerk



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Organizational Chart





NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Key Performance Indicators

Response Times – Although there is no established response time standard, we recognize that response times to emergency incidents are a recognized performance indicator. Township residents reporting crimes expect and deserve a timely response from their law enforcement provider. Emergency calls demand timely responses by law enforcement; often determining arrest of perpetrators or initial lifesaving protocols.

Dispatch Times – Our dispatch performance is monitored through close review of answer times, processing time, and dispatch time. We recognize the critical nature of processing calls in a timely manner to ensure the proper resources are dispatched in a timely and informed manner.

Clearance Rates – In criminal justice, clearance rate is calculated by dividing the number of crimes which are “cleared” or “solved” by the total number of crimes recorded. There is no established standard for clearance rates in the United States.

Calls for Service – The department closely monitors the number and type of calls for service from the community to provide appropriate response and staffing.

Training – The Michigan Commission on Law Enforcement Standards establishes training requirements for police officers in the State of Michigan. Currently, there are few post certification training requirements (weapons qualification). Training is conducted to build employee job specific skills designed to increase safety practices and professional services mitigating risk exposure.

Arrests – Arrest data is closely monitored to ensure officer activities are aligned with the mission, vision, and values of the department ensuring safety in the community.

Traffic Enforcement – Traffic data including citations, written warnings, crash locations are closely monitored to ensure high visibility in high crash areas. Traffic enforcement occurs to educate the motoring public and change aggressive and/or dangerous driving behaviors.

Uniform Crime Report Part 1 Crimes – This performance indicator provides feedback to the agency regarding its effectiveness addressing crimes in the community. This is closely monitored as the department has established a goal to become the safest community in our demographic.

Risk Management – Annual reporting on Use of Force, Vehicle Pursuits, Foot Pursuits, Internal Complaints, and Township Owned Vehicle Crashes to avoid or minimize their impact on the department.

Michigan Incident Crime Reporting (MICR) – Incident-based reporting system in which data is collected on each single crime occurrence. MICR also collects information such as arrests, property, method, frequency, cause of offense, and victim and offender data. It is mandatory for all law enforcement agencies to submit their incident data to the Michigan State Police, who manages the MICR system. The State in turn provides its compiled data to the FBI, which gathers national crime statistics.



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Industry Standards

Michigan Municipal Risk Management Authority (MMRMA): Provides risk control services designed to help identify, prevent and mitigate loss through on-site surveys, training, and agency policy review.

Michigan Commission on Law Enforcement Standards (MCOLES): Establishes training and licensing standards for Michigan law enforcement officers.

National Emergency Number Association (NENA): Professional organization solely focused on 9-1-1 policy, technology, operations, and education issues for communications professionals. In the 9-1-1 industry, NENA is widely recognized as *the* standard-setting organization and as an ANSI-accredited Standards Developer.

Association of Public-Safety Communications Officials International (APCO): APCO is an ANSI-accredited Standards Developer, publishing minimum training standards and guidelines for 911 call-takers and dispatchers, which are nationally recognized as best practice standards.

United States Constitution: Established the foundational principles that would sustain and guide the nation into an uncertain future. The principles enshrined in the Constitution do not change over time. But the application of those principles must evolve as society changes and as experience informs our understanding.

21st Century Policing: The Final Report of the President's Task Force on 21st Century Policing details 59 best practice recommendations, grouped under 6 broad themes for how policing practices can promote effective crime reduction while building public trust. The recommendations provide a road map for the future of policing and community-police relations.

1. Building Trust and Legitimacy
2. Policy and Oversight
3. Technology and Social Media
4. Community Policing and Crime Reduction
5. Training and Education
6. Officer Wellness and Safety



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Industry Standards (cont.)

International City/County Managers Association (ICMA): The International City/County Management Association is a 100-year-old association that identifies long term trends and policy issues that affect local government. The ICMA analysis model in place for police allocation and deployment is an objective workload study to determine police staffing needs in order to maintain the appropriate amount of resources to be both reactive to citizen calls for service and proactive to address community needs.

Commission on Accreditation for Law Enforcement Agencies (CALEA): Since 1984, the Commission on Accreditation for Law Enforcement Agencies (CALEA) has been recognized as the benchmark standard for law enforcement accreditation. CALEA establishes best practice standards, accepted both domestically and internationally within the law enforcement community. These standards focus on the implementation of comprehensive written directives, to ensure accountability and professionalism. While this reduces liability and risk exposure, it also supports a culture of trust with the community these agencies serve.

Michigan Association of Chiefs of Police—Michigan Law Enforcement Accreditation Commission (MACP-MLEAC): In 2016, the Michigan Association of Chiefs of Police formed the Michigan Law Enforcement Accreditation Commission. The intent of this program was to create a voluntary statewide law enforcement accreditation program based on best practice standards for law enforcement agencies in Michigan. This program provides standards and professional objectives related to all aspects of a law enforcement agencies operations. Agencies are evaluated by independent subject matter experts to ensure their policies are conceptually sound and operationally effective. This process validates a culture of professional excellence within an agency.



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

2021 PROPERTY AND VIOLENT CRIME RATES FOR COMPARABLE COMMUNITIES

Community	Pop.	# Sworn Personnel	Sworn per 1K Res.	Violent Crime Rate	Property Crime Rate
White Lake Township	31,747	27	0.85	0.60	3.37
Eastpointe	31,653	40	1.26	7.55	22.43
Flint Township	30,015	35	1.17	10.66	35.18
Madison Heights	29,626	51	1.72	2.97	17.69
Northville Township	31,758	36	1.15	1.02	6.76
Oak Park	29,280	50	1.71	2.97	12.70
Southgate	29,052	37	1.27	3.55	20.10
Port Huron	28,487	54	1.90	7.90	18.85
Van Buren Township	28,390	40	1.41	3.31	20.54
Burton	28,319	32	1.13	7.34	25.46
AVERAGE	29,601	40	1.36	4.79	18.31

*Crime rates calculated per 1,000 population

Law Enforcement Officers per 1,000 Population Group IV 25,000 - 49,999 (2021 FBI UCR Data Table 71)

National - 1.7

Midwest - 1.5

Northeast - 1.8

State - 1.9



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Community Survey

Overall, I feel safe in Northville Township.

Strongly Agree (5)	72.55%	259
Somewhat Agree (4)	24.09%	86
Neutral (3)	2.80%	10
Somewhat Disagree (2)	0.28%	1
Strongly Disagree (1)	0.28%	1
	Total	357 responses

How often do you see police officers in our neighborhood?

Always (5)	0.84%	3
Most of the time (4)	5.32%	19
Sometimes (3)	30.25%	108
Occasionally (2)	52.66%	188
Never (1)	10.92%	39
	Total	357 responses

How often do you see police presence in the community?

Always (5)	9.52%	34
Most of the time (4)	34.17%	122
Sometimes (3)	40.06%	143
Occasionally (2)	14.29%	51
Never (1)	1.96%	7
	Total	357 responses



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Have you requested service from the Northville Township Police Department?

Yes	42.70%	152
No	57.30%	204
	Total	356 responses

Are you aware NT Dispatch Center provides call taking and dispatch services for NTDPS and the City of Northville Police and Fire Services?

Yes	50.56%	180
No	46.35%	165
Additional Comments / Feedback	3.09%	11
	Total	356 responses

How satisfied are you with Northville Township Dispatch Center when dialing 911 for an emergency or when dialing (248) 349-9400 when you have a non-emergency concern or question?

Very Satisfied (5)	26.63%	94
Satisfied (4)	14.73%	52
Neutral (3)	4.53%	16
Dissatisfied (2)	0.28%	1
Very Dissatisfied (1)	0.28%	1
N/A	53.54%	189
	Total	353 responses



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

How likely are you to call the Northville Township Police Department if you see suspicious activity taking place?

Very likely	67.88%	243
Likely	28.49%	102
Neutral	3.35%	12
Unlikely	0.28%	1
Very unlikely/would not (1)	0.00%	0
	Total	358 responses

How likely are you to use the website/social media to access information regarding crime in the community?

Very likely (5)	19.10%	68
Likely (4)	30.34%	108
Neutral (3)	22.47%	80
Unlikely (2)	23.03%	82
Very unlikely/would not (1)	5.06%	18
	Total	356 responses

Please list your top three Public Safety concerns for Northville Township (e.g. traffic, narcotics, larceny from auto). (309 responses)

Concern One	Traffic
Concern Two	Home Invasion
Concern Three	Community Policing

What is your overall perception of the Northville Township's Police Department? (283 responses)

Positive	85.2%
Negative	9.5%
Neutral	5.3%



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

GOAL 1: DEVELOPMENT OF CURRENT COMMAND STAFF AND FUTURE LEADERS OF THE AGENCY

The department understands that the development of its employees is essential to the long-term success of both the agency and the employee. Identifying, mentoring and supporting existing department supervisors, as well as line-level personnel, helps to build a leadership bench that can meet both the long-term and emergency leadership needs of the department and the community. By providing ongoing leadership training and development, the department not only ensures that there are internal candidates prepared to fill key leadership positions within the department, but also promotes an empowerment philosophy that encourages employees to take on responsibilities, assume risk, own outcomes and focus on personal and professional growth. While much of the preparation and mentorship that goes into preparing new leaders is informal in nature, opportunities to provide personnel with formal training should be seized when possible.

Action 1.1:

Provide formal leadership, supervision and administration training to existing command staff members by having all members of the command staff attend and successfully complete 1.) School of Police Staff & Command, 2.) Police Executives' and New Chiefs' School, 3.) Michigan Police Executive Development Seminar, and 4.) FBI-LEEDA SLI/CLI/ELI.

Timeline: *By December 2027*

Action 1.2:

Provide access to formal leadership training to line-level staff by identifying applicable courses and establishing a process for interested personnel to apply to attend.

Timeline: *Ongoing throughout 2027*



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

GOAL 2: ENHANCE DELIVERY OF MENTAL HEALTH AND INTERVENTION SERVICES

Between 2019 and 2021, the department responded to 343 calls for service involving individuals in a mental health crisis, contemplating suicide, or who had completed suicide. Understanding the role of first responders in responding to mental health crisis in the community, the department completed the International Association of Chiefs' One Mind Campaign in October of 2020 by training all personnel in Mental Health First Aid and providing 20% of staff with Crisis Intervention Training (CIT), becoming the first community in Wayne County to complete the initiative. The agency further enhanced mental health response in the community by partnering with Hegira Health to implement an embedded behavioral health clinician program, increasing the connection of mental health resources to community members. Despite these advancements, the department understands that police officers and dispatchers will still continue to be primary mental health first responders for community members suffering mental health crises for the foreseeable future.

The 2015 President's Task Force on 21st Century Policing recommended that Police Officer Standards and Training Councils require that all basic recruit and in service officers be provided CIT. Despite this recommendation, there is no state or national requirement for police personnel to undergo such training. The Northville Township Police Department is committed to being a leading, model agency in police response to mental health emergencies. With this in mind, it is critical that agency personnel are provided further comprehensive training in responding to mental health emergencies and individuals in crisis that not only meet but exceed the current best practice standards of the law enforcement industry.

Action 2.1:

Provide agency personnel with initial or refresher Mental Health First Aid (MHFA) training. MHFA training provides public safety employees with information on how to identify, understand and respond to signs of mental illness and substance use disorders.

Timeline: By December 2024

Action 2.2:

Provide all dispatch and sworn personnel with Crisis Intervention Training (CIT). CIT provides additional knowledge of mental illness beyond MHFA, reduces the amount of time officers spend responding to mental health calls and increases the likelihood community members will be successfully referred to mental health services.

Timeline: Ongoing throughout 2027



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

GOAL 3: ENHANCE EMPLOYEE PHYSICAL AND MENTAL WELLNESS

The department recognizes that the physical and mental wellbeing of its staff is critical to agency operations, the provision of service to the community and retention of department personnel. First responders are routinely exposed to a variety of traumatic incidents that can lead to the development of mental health conditions. Numerous studies have shown that law enforcement employees are subjected to several unique mental stressors that lead to a significantly higher risk of suicide, depression and Post Traumatic Stress Disorder. Since 2020, the department has had a 3-member peer support team that is available to provide emotional and tangible support to employees during personal or professional crisis. Further, the nature of police work exposes employees to various physical stressors that provides an increased risk for cardiovascular disease, chronic pain and insomnia.

Action 3.1:

Deliver First H.E.L.P. Responder Readiness Workshop to agency personnel utilizing in-house trainers (to be trained in early 2023). The workshop will provide participants with a better understanding of how stress and trauma affect first responder performance, how to build resilience and initiate difficult conversations.

Timeline: By December 2024

Action 3.2:

Develop a health and wellness program, with trainings and initiatives in place to be used as a resource for employees. The program would focus on topics relevant to the by-product of a police officer's work environment including, but not limited to, job stress, shift work, nutrition, exercise and mental health.

Timeline: By July 2025



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

GOAL 4: RE-IMPLEMENT CERTIFIED FORENSIC COMPUTER EXAMINER POSITION

The most common form of property crime reported by residents of Northville Township is Identify Theft or Fraud; offenses which tend to involve the use of computers, mobile devices or the internet. Additionally, criminal investigations of all varieties have seen an increase in sophistication and the use of technology as a means to facilitate criminal activity. Previously, the department's detective bureau included a Certified Forensic Computer Examiner (CFCE), who was trained in digital investigations and the analysis of computers, cell phones and other electronic devices. The detective assigned to this position, Jonathan Huerta, retired in 2021. As criminal investigations are likely to only get more sophisticated and will continue to involve the use of various forms of technology, the department needs to train and certify a new member as a CFCE. This position provides valuable assistance not just in property crime cases but also in the investigation of school threats, child exploitation, child sexually abusive materials, network intrusions, eavesdropping, assaults and many other criminal offenses.

Action 4.1:

Provide department detective training in computer forensics & digital investigations. Have detective successfully obtain certification as a Certified Forensic Computer Examiner through the International Association of Computer Investigative Specialists (IACIS).

Timeline: By December 2024



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

GOAL 5: ENHANCE UTILIZATION OF TECHNOLOGY

The use of technology can enhance the department's capabilities and the resources available to respond to issues within the community. Investing in, and leveraging, existing and emerging technologies can assist the department in reducing crime and increasing operational efficiency. It is important that the implementation of new technology is accompanied by corresponding policy and operational guidelines to ensure accountability and that new technologies are used in an objective and constitutional manner.

For more than 40 years, 911 systems have served the needs of the public in emergencies. As communication technologies have evolved to include wireless phones, texts and picture messaging, video chat, social media, and Voice over Internet Protocol (VoIP) devices, the public expects that 911 services will also be able to accept information from these communication methods. While the Northville Township Communication Center currently accepts text messages to 911, further enhancement is required to allow digital information to flow seamlessly from the public, through the 911 network and eventually, directly to first responders.

Action 5.1:

Complete transition to Next Generation 911 (NG911) to allow the communication center to receive photo and video messages, in addition to traditional voice and text messaging. This will allow members of the public to send real time images and information direct to the dispatch center providing improved situational awareness and dispatch of appropriate public safety resources.

Timeline: By December 2025

Action 5.2:

Establish an Unmanned Aerial System (UAS) program in partnership with the Northville Township Fire Department. Ensure constitutional and objective use of the UAS platform by implementing written directives that require the UAS will only be utilized in a manner consistent with constitutional policing practices, respective of the rights and privacy of the public. Deployment data and outcomes of UAS use will be reported on monthly during department staff meetings.

Timeline: By December 2023



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

GOAL 6: TRANSITION POLICE FLEET TO HYBRID TECHNOLOGY

For more than 100 years, police departments have relied on motor vehicles utilizing the internal combustion engine to respond to calls for service and other requests from the community. Within the last decade, significant advancement has been made in the viability and utility of electric vehicle (EV) technology in the automotive industry.

While current EV technology does not provide appropriate flexibility for use in patrol operations, hybrid vehicles can serve to “bridge the gap” between the traditional internal combustion engine and fuel, and environmentally, friendly electric technology. One estimate conducted by Ford Motor Company using field data from the Dearborn, Michigan Police Department and Massachusetts State Police estimates that for a patrol vehicle driven 20,000 miles in a year, utilizing a hybrid vehicle can reduce fuel consumption by up to 1,276 gallons and reduce carbon output by 25,560 lbs. per vehicle, per year.

Based on current pricing models, the purchase of hybrid patrol vehicle would either be cost neutral or actually result in a cost savings to the department. Transitioning to a hybrid fleet will not only reduce the department's carbon footprint and the corresponding impact on the environment, but also provide a fiscally responsibly alternative to traditional patrol vehicles through decreased fuel and maintenance costs.

Action 6.1:

Replace decommissioned vehicles with hybrid models when comparable hybrid options are available. This would be a multi-year process as new vehicles would be purchased upon replacement vehicles reaching end of service life.

Timeline: By December 2027



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

**GOAL 7: ATTRACT, HIRE AND RETAIN HIGH PERFORMING EMPLOYEES WHO
EMBRACE A GUARDIAN MINDSET AND COMMUNITY POLICING PHILOSOPHY**

Recruiting and retaining high-performing employees has become a challenge for police departments across the country in recent years. From increased private sector pay and compensation, to a desire for hybrid or remote work as well as a lack of interest in civil service along with many other reasons, municipalities have seen a decrease in the number of applicants applying for available job vacancies. Despite these challenges, the department remains committed to hiring and retaining employees of the highest character who are committed to serving the community and who understand that the role of the police is to be guardians, or protectors, of our free and democratic society.

Action 7.1:

Participate in a minimum of four recruiting events each year. Events may include participation in job fairs, police academy visits, or other opportunities where the department can directly interact with prospective applicants. Attending these events, regardless of current hiring needs, provides continuous exposure of the department and ongoing marketing to potential talent sources.

Timeline: Ongoing through December 2027

Action 7.2:

Prior to anticipated periods of hiring, organize and host recruiting open houses at the department to highlight the benefits and opportunities of a career in Northville Township.

Timeline: Ongoing through December 2027



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

Action 7.3:

Enhance partnerships with schools, colleges and universities by offering internship and ride-along opportunities to enrolled students interested in law enforcement careers.

Timeline: *Ongoing through December 2027*

Action 7.4:

Hold employees accountable for knowledge of department values, vision and mission while incorporating them into their daily contacts with the community. Involve all department members in community engagement and outreach through attendance and participation at community events and programs.

Timeline: *Ongoing through December 2027*

Action 7.5:

Proactively address projected staffing needs by posting and recruiting for projected vacancies in advance of the creation of a new position or employee departure. Working to proactively address anticipated staffing issues will reduce the overtime burden and stress on department employees, thus helping to promote a positive work-life balance.

Timeline: *Ongoing through December 2027*



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

GOAL 8: ENHANCE ORGANIZATIONAL TRANSPARENCY AND ACCOUNTABILITY

Over the last five years, the department has been dedicated to increasing transparency and organizational accountability while continuing to provide a superior level of customer service to our community. The department has successfully achieved state accredited status from the Michigan Law Enforcement Accreditation Commission (MLEAC) as well as national accredited status in both Advanced Law Enforcement and Communications from the Commission on Accreditation for Law Enforcement Agencies (CALEA). While these accomplishments attest to the department's commitment to providing exemplary service in compliance with industry best practice standards, recent high profile incidents of police misconduct, related civil unrest, and other events across the United States have continued to drive an increased demand for transparency and accountability from law enforcement. We understand that the public expects the department to be as transparent as possible and that we will hold ourselves accountable to our community, our society and each other. While the department already maintains a transparency dashboard, crime mapping portal and social media platforms to help communicate openly to the public regarding department activities, there is always more that can be done to improve in this area.

Action 8.1:

Make department policies available for public review via a forward-facing website. The President's Task Force on 21st Century Policing recommended this action to promote a culture of transparency and open communication with the public. Doing so will allow citizens to review the department's written directives and offer feedback on areas of police operations.

Timeline: December 2023

Action 8.2:

Maintain accredited agency status with MLEAC and CALEA. Accreditation is a voluntary process that ensures that police agencies are meeting or exceeding the commonly accepted best practice standards of the law enforcement industry. When initially undergoing the accreditation process, the department conducted a wholesale review, update and implementation of written directives, policies and procedures that provided more comprehensive guidance to the department and its members, increasing professional competency while reducing exposure to risk and liability. By maintaining accredited status, the department can make certain it is continuing to follow best practices standards.

Timeline: December 2023



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

Action 8.3:

Implement an automated, software based Early Warning System (EWS). An EWS is a management tool that is designed to identify behaviors of concern at an early stage to provide intervention, support, and resources to redirect and realign employees with organizational goals and values. An EWS tracks noteworthy events and notifies management if an employee meets a defined threshold or criteria so that a supervisor can review the employee's performance and determine if intervening action is required. The use of an EWS is considered a best practice standard in the law enforcement industry and required as part of maintaining accredited status. By implementing an automated system, the department can better ensure that all qualifying employee behaviors are identified, prompting a review to make certain that an employee who is in need of intervention is provided the correction, assistance or resources necessary in order to be successful, productive and serve the community to the best of their ability.

Timeline: December 2023

Action 8.4:

Fill Deputy Chief position. Police administration is currently comprised of the Chief of Police and Public Safety Manager. Many administrative tasks are delegated down to lieutenants out of operational necessity and as a developmental opportunity. Due to the volume of administrative work, several of these tasks are further delegated down to shift supervisors or sergeants. This results in sergeants spending additional time at public safety headquarters and less time in the field, where their presence best serves the officers and the community. Establishing an additional administrative position in the form of a deputy chief will aid in the maximization of operations, advances professional development and furthers department succession planning by preparing the organization for eventual transition while rewarding dedicated and committed employees. This position will assist the Chief of Police in planning, organizing and directing the agency and provide additional oversight while also designating an individual responsible for the department in the absence of the Chief.

Timeline: First Quarter 2023



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

GOAL 9: PROMOTE EFFECTIVE CRIME PREVENTION THROUGH COMMUNITY EDUCATION & ENGAGEMENT

While high visibility patrols and resource saturation can provide some impact in the prevention of criminal behavior, the best, most effective crime prevention and deterrence method is an educated and informed public who freely and routinely report suspicious activity to the police. The delivery of police-led community safety programming can better equip community members with the knowledge required to avoid becoming victims of scams, frauds or other preventable criminal offenses. Further, capitalizing on opportunities for authentic community engagement between the police and the public helps promote trust, communication and increases cooperation and the likelihood that community members will feel comfortable coming forward to report community concerns, unusual activity and participate in problem solving to create safer neighborhoods.

A disproportionate amount of crime occurs in multi-family housing developments. These developments have traditionally been the most challenging residential population to reach with public safety programming and events. To maximize the impact of our crime prevention efforts, an emphasis must be placed on enhancing communication with our multi-family housing populations and corresponding management companies that own and maintain these properties.

Action 9.1:

Utilize the Partners in Your Safety program to deliver information to community members and stakeholders on crime trends, community concerns and resources available to become better aware of public safety concerns within the community. Individual programming sessions can be held quarterly and officers can deliver presentations at homeowner's association meetings. Utilize these opportunities to foster dialogue and communication between the department and community members.

Timeline: December 2023



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

Action 9.2:

Develop programming and public safety initiatives targeted at multi-family development management companies and their residents. While general crime prevention programming can be delivered, specific focus should be placed on Vehicle Larceny and Theft prevention, as these crimes disproportionately target multi-family communities.

Timeline: Implement programming by the beginning of 2024

Action 9.3:

Provide recognition to community members who assist the department by reporting crimes in progress, suspicious activity indicative of crime, or who provide information that assists in the identification and apprehension of criminal suspects. For years, the Public Safety Department has utilized employee awards to recognize exceptional service and acknowledge significant contributions to the safety and welfare of the community. By instituting a similar process for community members, we can thank community members making a positive impact on public safety within the township and encourage others to follow their example.

Timeline: Ongoing through December 2027



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

GOAL 10: TRANSITION PUBLIC SAFETY HEADQUARTERS TO NEW ESSENTIAL SERVICES COMPLEX

Originally constructed in 1978, the existing public safety facility has been repeatedly modified to account for changes within the township, including a large addition in 2005. Over that time, the Township has grown significantly, and with that growth has come additional strains on the resources and capabilities of the Public Safety Department. A comprehensive assessment of the current Public Safety Headquarters revealed several deficiencies and areas of liability that would need to be addressed in order to continue using the existing facility. This assessment determined that the most cost-effective option would be to construct a new Public Safety Headquarters as part of a proposed Essential Services Complex at Legacy Park. Construction of a new headquarters will ensure that the facility addresses the current needs and technological requirements of the department, while also providing room and flexibility for future growth. Groundbreaking is planned for late summer/early fall of 2023.

Action 10.1:

Transition police and dispatch to new facility while ensuring no service interruptions to the community.

Timeline: End of 2025



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

GOAL 11: GROUP A CRIME REDUCTION

The most common criminal offenses affecting township residents are domestic violence and property crimes (e.g. identity theft, larceny, etc). These offenses are categorized by the Federal Bureau of Investigation's National Incident-Based Reporting System (NIBRS) as Group A offenses. Understanding that these offenses can detract from the quality of life of community members, the Northville Township Police Department is dedicated to using its available resources and service partnerships to reduce the number of these criminal offenses by 10% over the course of five years.

Action 11.1:

Utilizing the principles of Compstat, implement action plans when problems are identified in the community utilizing actionable intelligence developed by supervisors and the crime/data analyst.

Timeline: Ongoing through December 2027

Action 11.2:

Make referrals to partnership services (COPE/Clinician, FirstStep, Growth Works) in 100% of all qualifying incidents.

Timeline: Ongoing through December 2027



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

GOAL 12: IMPROVE TRAFFIC SAFETY

A recent survey of township residents identify traffic safety as one of their top public safety concerns. Traffic crashes not only cause property damage and loss but can also lead to injury or death. Studies by the National Highway Transportation Safety Administration and Centers for Disease Control estimate that traffic crashes are responsible for approximately 38,000 deaths and cost more than \$830 million a year in property damage and lost economic output. The greatest volume and highest severity traffic crashes in Northville Township occur at major roadway intersections. The department is committed to reducing crashes by specifically targeting the five intersections within the township that have historically produced the greatest number of crashes, seeking a 5% total reduction of crashes annually across these 5 locations:

TOP FIVE HIGH FREQUENCY CRASH INTERSECTIONS

<u>Intersection</u>	<u>Total Number of Crashes</u>	<u>Average Crashes/Year</u>
Eight Mile Rd/Haggerty Rd	199	39.8
Eight Mile Rd/Beck Rd	144	28.8
Six Mile Rd/Beck Rd	125	25
Seven Mile Rd/Beck Rd	120	24
Six Mile Rd/Haggerty Rd	109	21.8

Action 12.1:

Utilizing the principles of Compstat, implement action plans when problems are identified at the identified intersections by monitoring crash data received by supervisors and the crime/data analyst.

Timeline: Ongoing through December 2027

Action 12.2:

Respond to traffic complaints received from community members by utilizing speed data collection devices and/or directed patrols.

Timeline: Ongoing through December 2027



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

Action 12.3:

Utilize social media to increase traffic safety awareness during national/state campaigns and when issues are identified in the community.

Timeline: Ongoing through December 2027

Action 12.4:

Monitor township intersections without a dedicated left turn signal for increased traffic crash occurrence. Provide support and data to township and Wayne County officials examining potential traffic signal upgrades at affected intersections.

Timeline: Ongoing through December 2027



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Advancement Opportunities / Strategic Goals

GOAL 13: ESTABLISH SCHOOL SAFETY COMMITTEE IN PARTNERSHIP WITH NORTHVILLE PUBLIC SCHOOLS

Every day, our schools are entrusted with the safety of thousands of children and their safety, being charged to create a positive environment that facilitates learning and growth. The provision of this safe school environment is critical to the health and well-being of our children and school staff. All too often we are reminded that this safety is at consistent risk as we see images and stories of active violence occur in school across the nation. Consistent, effective communication and partnership between school district administration and public safety personnel is critical to the prevention of school violence and to pre-plan emergency response should a critical or violent incident occur on school grounds.

Action 13.1:

Establish a school safety committee consisting of district representatives, police and fire personnel. Coordinate with the district to determine the composition of the committee and what stakeholders require representation. Determine frequency and schedule of meetings.

Timeline: By December 2023

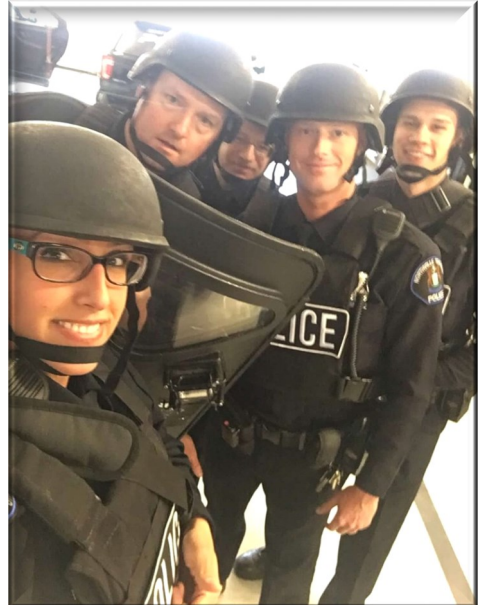


NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027





NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027





NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

In the next few slides you will find crime data for the past 5 years. Part 1 crimes are listed in the first slide and the FBI defines them as the following:

The Part I offenses are:

Criminal homicide - a.) Murder and non-negligent manslaughter: the willful (non-negligent) killing of one human being by another. Deaths caused by negligence, attempts to kill, assaults to kill, suicides, and accidental deaths are excluded. The program classifies justifiable homicides separately and limits the definition to: (1) the killing of a felon by a law enforcement officer in the line of duty; or (2) the killing of a felon, during the commission of a felony, by a private citizen. b.) Manslaughter by negligence: the killing of another person through gross negligence. Deaths of persons due to their own negligence, accidental deaths not resulting from gross negligence, and traffic fatalities are not included in the category manslaughter by negligence.

Rape - The penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without the consent of the victim.

Robbery - The taking or attempting to take anything of value from the care, custody, or control of a person or persons by force or threat of force or violence and/or by putting the victim in fear.

Aggravated assault - An unlawful attack by one person upon another for the purpose of inflicting severe or aggravated bodily injury. This type of assault usually is accompanied by the use of a weapon or by means likely to produce death or great bodily harm. Simple assaults are excluded.

Burglary (breaking or entering) - The unlawful entry of a structure to commit a felony or a theft. Attempted forcible entry is included.

Larceny-theft (except motor vehicle theft) - The unlawful taking, carrying, leading, or riding away of property from the possession or constructive possession of another. Examples are thefts of bicycles, motor vehicle parts and accessories, shoplifting, pocket-picking, or the stealing of any property or article that is not taken by force and violence or by fraud. Attempted larcenies are included. Embezzlement, confidence games, forgery, check fraud, etc., are excluded.

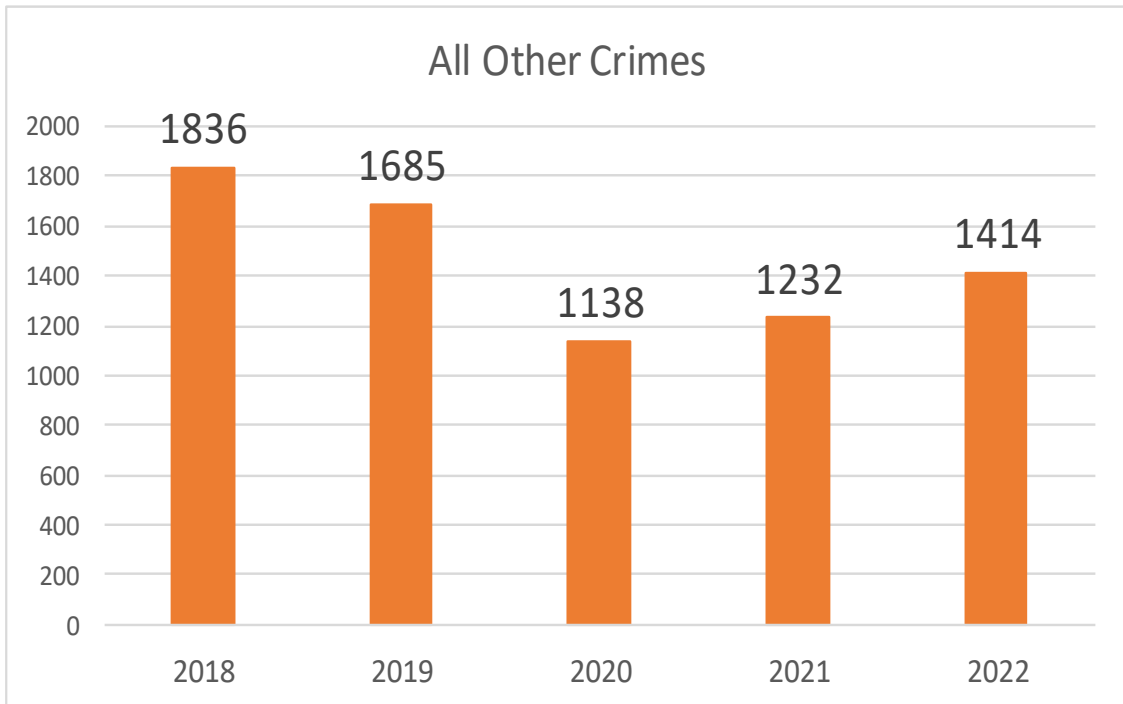
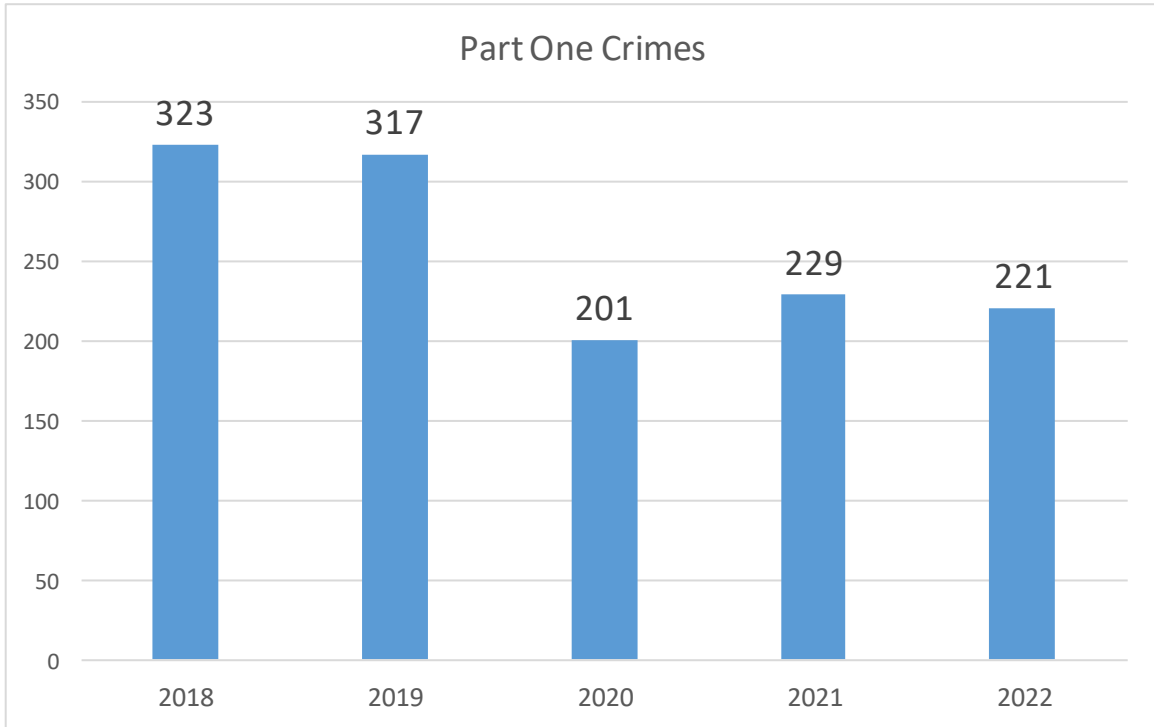
Motor vehicle theft - The theft or attempted theft of a motor vehicle. A motor vehicle is self-propelled and runs on land surface and not on rails. Motorboats, construction equipment, airplanes, and farming equipment are specifically excluded from this category.

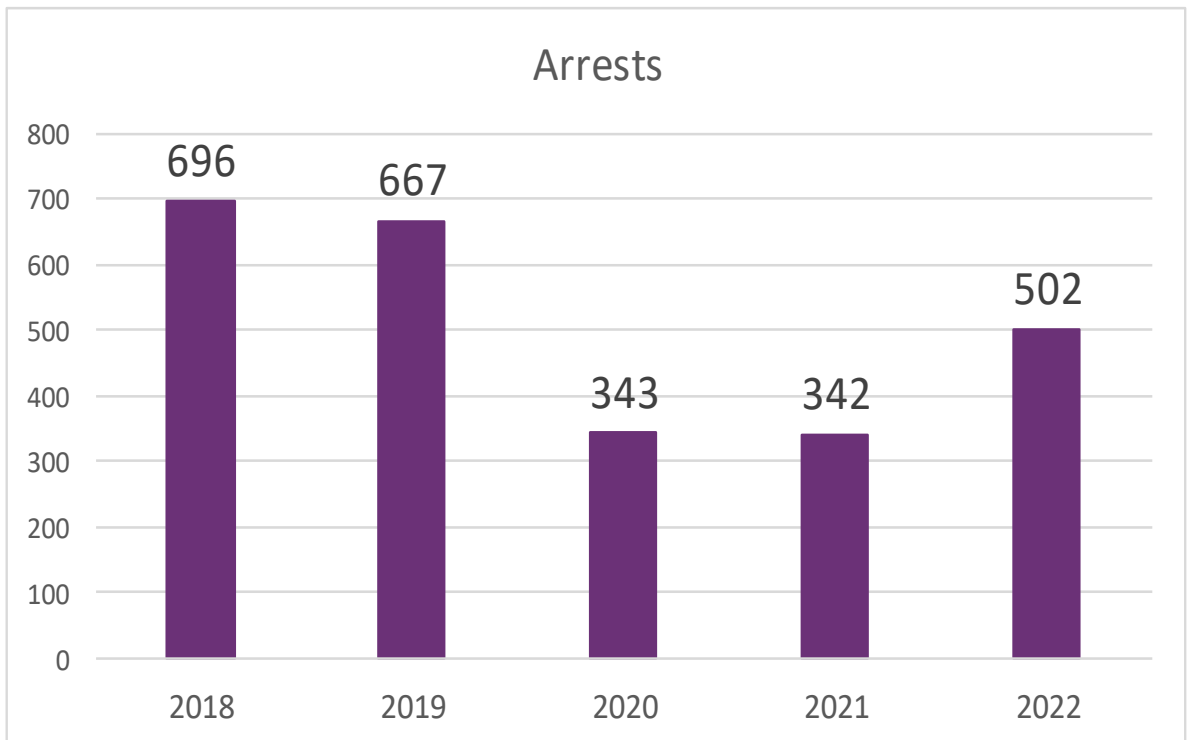
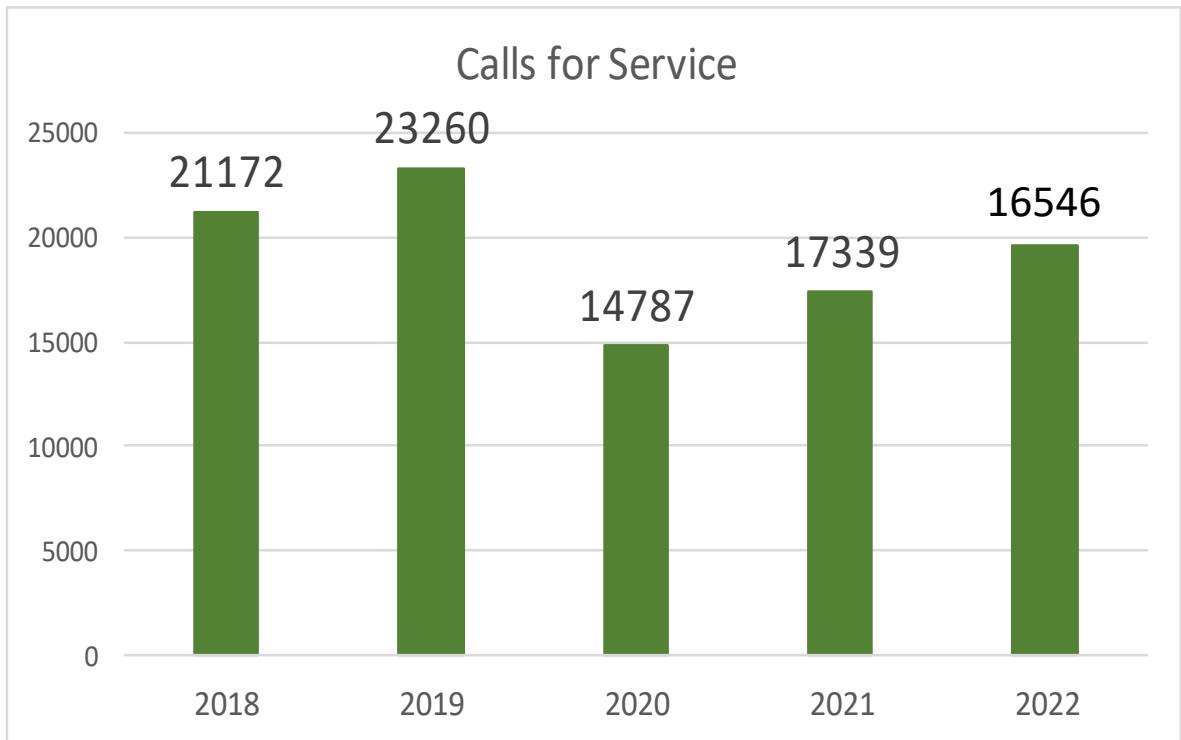
Arson - Any willful or malicious burning or attempt to burn, with or without intent to defraud, a dwelling house, public building, motor vehicle or aircraft, personal property of another, etc.

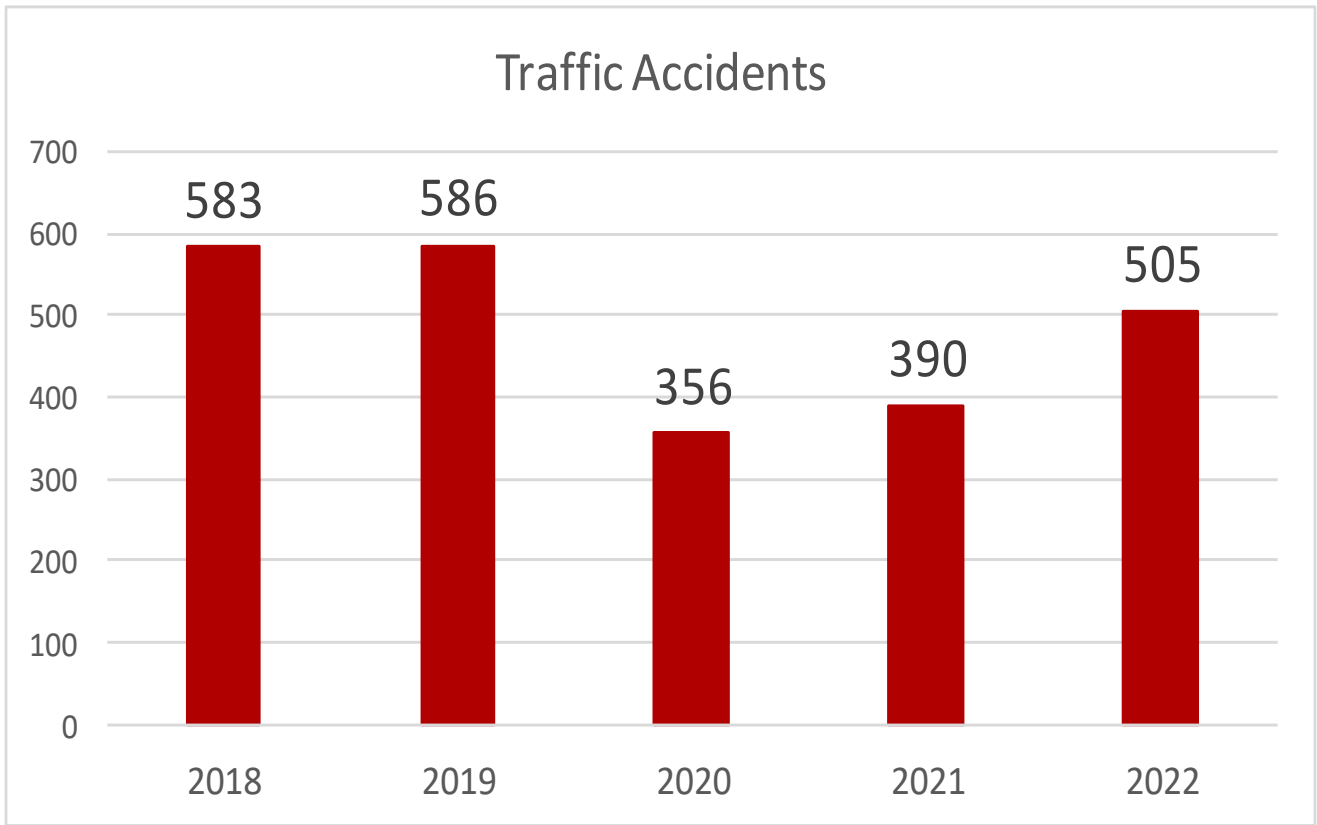
Human Trafficking, commercial sex acts - Inducing a person by force, fraud, or coercion to participate in commercial sex acts, or in which the person induced to perform such act(s) has not attained 18 years of age.

Human Trafficking, involuntary servitude - The obtaining of a person(s) through recruitment, harboring, transportation, or provision, and subjecting such persons by force, fraud, or coercion into involuntary servitude, peonage, debt bondage, or slavery (not to include commercial sex acts).

The remaining two slides contain data on calls for service, traffic crashes, arrests., and response times.







Year	Non-Emergency	Emergency
2022	8:45	5:39

Average Agency Response Times for both Emergency and Non-Emergency Runs



NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY STRATEGIC PLAN 2023 —2027

Police Chief's Closing Statement

In conclusion, the Northville Township Police Department's five-year strategic plan is a comprehensive and proactive approach to addressing the safety and security needs of the community. With a focus on community engagement, innovative technology, and continuous training and development, the department is well positioned to meet the challenges of the future. By working together with stakeholders and community members, we can ensure a safe and thriving community for years to come.

Chief Scott J. Hilden