



CITY COUNCIL AGENDA

CITY OF NOVI
Regular City Council Meeting

March 10, 2025 | 7:00 PM

Council Chambers | Novi Civic Center | 45175 Ten Mile Road
(248) 347-0460

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL – Mayor Fischer, Mayor Pro Tem Casey, Council Members Gurumurthy, Heintz, Smith, Staudt, Thomas

APPROVAL OF AGENDA

PUBLIC HEARINGS

PRESENTATIONS

REPORTS

1. Manager/Staff
2. Attorney

AUDIENCE COMMENT – In order to hear all citizen comments at a reasonable hour, the City Council requests that speakers respect the three-minute time limit. This is not a question-answer session. However, it is an opportunity to voice your thoughts with City Council. Speakers wishing to display visual materials through the City's audiovisual system must provide the materials to the City Clerk's Office no later than 12:00 P.M. the day of the meeting. The materials cannot be changed before the meeting.

CONSENT AGENDA REMOVALS AND APPROVALS – All items listed under Consent Agenda are considered routine by the City Council and will be enacted by one motion. There will be no separate discussion of these items unless a Council Member so requests, in which event the item will be removed from the Consent Agenda and considered at the end of the normal Agenda.

MATTERS FOR COUNCIL ACTION

1. Consideration to adopt a resolution placing a question on the August 2025 ballot whether to authorize the City to issue bonds and levy a new millage specific to the acquisition, construction, and rehabilitation of public safety facilities.
2. Consideration to approve the recommendation from the Long-Range Strategic Planning Committee to approve BerryDunn as consultant for the Facilitation of a Community Strategic Planning Process.
3. Approval of resolution to authorize Budget Amendment #2025-4

4. Consideration of approval of proceeding with one of two estimated preventative maintenance options for Ajax Paving Industries, Inc. on Beck Road, 11 Mile Road to Grand River Avenue.

CONSENT AGENDA REMOVALS FOR COUNCIL ACTION – Consent Agenda items which have been removed for discussion and/or action.

AUDIENCE COMMENT – In order to hear all citizen comments at a reasonable hour, the City Council requests that speakers respect the three-minute time limit. This is not a question-answer session. However, it is an opportunity to voice your thoughts with City Council. Speakers wishing to display visual materials through the City's audiovisual system must provide the materials to the City Clerk's Office no later than 12:00 P.M. the day of the meeting. The materials cannot be changed before the meeting.

COMMITTEE REPORTS

1. Long-Range Strategic Planning Committee - Mayor Pro Tem Casey

MAYOR AND COUNCIL ISSUES

COMMUNICATIONS

CONSENT AGENDA – Background information for Consent Agenda items is available for review at the City Clerk's Office.

- A. Approve Minutes of:
February 24, 2025 - Regular Meeting
- B. Approval of a resolution to increase the marriage ceremony fee from \$50 to \$100.
- C. Approval to move the June 16, 2025 Council meeting to Monday, June 23, 2025.
- D. Approval of a Resolution to close Meadowbrook Road from 25075 Meadowbrook to Ten Mile and close 10 Mile Road from Meadowbrook to the Civic Center at 45175 Ten Mile Road for the 2025 Memorial Day Parade from 10:00 AM to 12:00 PM on Monday, May 26, 2025.
- E. Approval to modify the Memorandum of Understanding to provide accounts payable and light accounting services to Michigan High Intensity Drug Trafficking Areas (HIDTA) and authorize the Mayor to sign a Memorandum of Understanding after review and final approval of the City Attorney and City Manager.
- F. Consideration of request to transfer ownership of an existing Class C Resort liquor license from Brinker Michigan, Inc. to Cantaritos Fiesta Mexican Restaurant, LLC, located at 20901 Haggerty Road, Novi, MI 48375.
- G. Enter Executive Session immediately following the regular meeting of March 10, 2025, in the Council Annex to discuss union negotiations.
- H. Approval of claims and warrants – Warrant 1175

ADJOURNMENT

SCHEDULED MEETINGS – All Regular Council meetings are held in the Council Chambers unless otherwise noted. For a complete listing of scheduled meetings, please visit the Event Calendar at cityofnovi.org.

NOTICE: People with disabilities needing accommodations for effective participation in this meeting should contact the City Clerk (248) 347-0456 at least two working days in advance of the meeting. An attempt will be made to make reasonable accommodations.



CITY OF NOVI CITY COUNCIL
MARCH 10, 2025

SUBJECT: Consideration to adopt a resolution placing a question on the August 2025 ballot whether to authorize the City to issue bonds and levy a new millage specific to the acquisition, construction, and rehabilitation of public safety facilities.

SUBMITTING DEPARTMENT: City Manager

KEY HIGHLIGHTS:

- As a result of the efforts and findings of the Public Safety Building Needs Committee (PSBNC), the following is being presented
- The City engaged Plante Moran Realpoint (PMR) over the last year to assist the City in taking the recommendations from the PSBNC to develop the proposal presented in this motion
- In addition to PMR, the City has retained the services of PFM Financial Advisors and Miller Canfield to assist with the bond estimates and ballot language
- The total estimated cost to construct and rehabilitate the buildings is \$120 million

BACKGROUND INFORMATION:

At the January 21, 2025, City Council Workshop, the Council directed Plante Moran Realpoint to continue work on the Public Safety Facilities program and prepare the ballot language for the August 2025 ballot. As a result of those efforts (background enclosed), the following language is being presented for the Council's consideration:

Shall the City of Novi, Michigan, borrow the principal sum of not to exceed One Hundred Twenty Million Dollars (\$120,000,000), and issue its unlimited tax general obligation bonds, in one or more series, payable in not to exceed twenty-five (25) years from the date of issue, to pay the cost of acquiring, constructing, furnishing and equipping a new public safety facility including police department and fire department facilities, two new fire department facilities to replace Fire Stations 2 and 3, and renovations and improvements to Fire Station 4, including site acquisition, demolition, and related road and site improvements. If approved, the estimated millage to be levied in 2026 is 1.00 mills (\$1.00 per \$1,000 of taxable value),

and the estimated simple average annual millage rate required to retire the bonds is 0.95 mills (\$0.95 per \$1,000 of taxable value).

The proceeds from the millage/bond would go toward cost of acquiring, constructing, furnishing, and equipping a new public safety facility including police department and fire department facilities, two new fire department facilities to replace Fire Stations 2 and 3, and renovations and improvements to Fire Station 4, including site acquisition, demolition, and related road and site improvements.

RECOMMENDED ACTION: Approval of a resolution placing a question on the August 2025 ballot authorizing the City to issue bonds in an amount not to exceed One Hundred Twenty Million Dollars (\$120,000,000) and to levy a new millage in the estimated amount of 1 mill for and specific to the acquisition, construction, and rehabilitation of public safety facilities.

CITY OF NOVI
COUNTY OF OAKLAND, MICHIGAN

RESOLUTION SUBMITTING PUBLIC SAFETY FACILITIES BOND PROPOSAL

Minutes of a Meeting of the City Council of the City of Novi, County of Oakland, Michigan, held in the City Hall of said City on March 10, 2025, at 7 o'clock P.M. Prevailing Eastern Time.

PRESENT: Councilmembers_____

ABSENT: Councilmembers_____

The following preamble and Resolution were offered by Councilmember _____ and supported by Councilmember _____.

WHEREAS, the City Council (the "City Council") of the City of Novi (the "City") has determined that it is necessary to pay the cost of acquiring, constructing, furnishing and equipping a new public safety facility including police department and fire department facilities, two new fire department facilities to replace Fire Stations 2 and 3, and renovations to Fire Station 4, including site acquisition, demolition, and related road and site improvements (the "Project"); and

WHEREAS, the City Council has determined that the City should borrow money in an amount not to exceed One Hundred Twenty Million Dollars (\$120,000,000) and issue general obligation unlimited tax bonds of the City, in one or more series, in such amount for the purpose of paying all or part of the cost of the Project; and

WHEREAS, the City Council has determined that a proposal to issue the bonds for the Project shall be submitted to the qualified electors of the City at an election to be held in the City on Tuesday, August 5, 2025 (the "Election Date"); and

WHEREAS, in order for the bond proposal to be submitted to the qualified electors, it is necessary for the City Council to certify the ballot wording of the proposal to the City Clerk and to the County Clerk of the County of Oakland (the "County Clerk"), as required by Act 116, Public Acts of Michigan, 1954, as amended (the "Michigan Election Law").

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The bond proposal attached hereto as Exhibit A (the "Bond Proposal") shall be submitted to a vote of the qualified electors of the City on the Election Date.

2. The ballot wording of the Bond Proposal is hereby certified to the City Clerk and the County Clerk of the County of Oakland for submission to the City's electors on the Election Date. The City Clerk is hereby authorized and directed to file this Resolution and/or complete any such forms, certificates or documents as may be required by the County Clerk to evidence the foregoing certification and/or submission by no later than Tuesday, May 13, 2025.
3. The City Clerk and the County Clerk are hereby directed to (a) post and publish notice of last day of registration and notice of election as required by the Michigan Election Law; and (b) have prepared and printed, as provided by the Michigan Election Law, ballots for submitting the bond proposal at the election, which ballots shall contain the proposal appearing herein, or the proposition shall be stated as a proposal on the voting machines, which ballots may include other matters presented to the electorate on the same date.
4. The estimated millage rate in the first year and simple average annual millage rate set forth in the Bond Proposal, which have been prepared for the City by PFM Financial Advisors, LLC, financial advisors to the City, are reasonable estimates of such millage rates based on current assumptions.
5. The City may incur expenditures for the Project prior to receipt of proceeds of the Bonds and may advance moneys for that purpose from funds available to the City, to be reimbursed from proceeds of the Bonds when available. The City makes the following declarations for the purpose of complying with the reimbursement rules of Treas. Reg. § 1.150-2 pursuant to the Internal Revenue Code of 1986, as amended:
 - a) If the ballot proposal is approved by the electors, the City reasonably expects to reimburse itself with proceeds of the Bonds for certain costs of the Project which were paid or will be paid from available funds of the City subsequent to sixty (60) days prior to today.
 - b) The maximum principal amount of debt expected to be issued for the Project, including issuance costs, is \$120,000,000.
 - c) A reimbursement allocation of the capital expenditures described above with the proceeds of the Bonds will occur not later than 18 months after the later of (i) the date on which the expenditure is paid, or (ii) the date the Project is placed in service or abandoned, but in no event more than three (3) years after the original expenditure is paid. A reimbursement allocation is an allocation in writing that evidences the City's use of the proceeds of the Bonds to reimburse the City for a capital expenditure made pursuant to this resolution.

6. All resolutions and parts of resolutions, insofar as they conflict with the provisions of this resolution, are hereby repealed.

AYES:

NAYS:

RESOLUTION DECLARED ADOPTED.

Cortney Hanson, City Clerk

CERTIFICATION

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the City Council of the City of Novi, County of Oakland, and State of Michigan, at a regular meeting held this 10th day of March, 2025, and that public notice of said meeting was given pursuant to and in full compliance with Act No. 267, Public Acts of Michigan, 1976, and that the minutes of said meeting have been kept and made available to the public as required by said Act.

Cortney Hanson, City Clerk
City of Novi

EXHIBIT A

Public Safety Facilities Bond Proposal

Shall the City of Novi, Michigan, borrow the principal sum of not to exceed One Hundred Twenty Million Dollars (\$120,000,000), and issue its unlimited tax general obligation bonds, in one or more series, payable in not to exceed twenty-five (25) years from the date of issue, to pay the cost of acquiring, constructing, furnishing and equipping a new public safety facility including police department and fire department facilities, two new fire department facilities to replace Fire Stations 2 and 3, and renovations to Fire Station 4, including site acquisition, demolition, and related road and site improvements? If approved, the estimated millage to be levied in 2026 is 1.0 mills (\$1.00 per \$1,000 of taxable value) and the estimated simple average annual millage rate required to retire the bonds is 0.95 mills (\$0.95 per \$1,000 of taxable value).

YES ☐

NO ☐

43331243.2/065576.00097

General

- 1 It is understood the program will be financed via General Obligation Bond in the approximate amount of \$120M to be sold in 2 Series.

Land Cost & Due Diligence

- 1 Available real estate parcels identified in February 2025 showed available properties ranging between \$182K per acre to \$720K per acre. \$300K per acre has been included within the budget for Fire Stations ("FS") 2 and 3.
- 2 Pricing will vary based on location, site readiness, ingress/egress and other factors.
- 3 It is assumed the Public Safety Building ("PSB") site is owned by City of Novi and costs for the purchase are not being charged to the program.

Professional Services and Fees

- 1 Design and Consulting Fees have been established at approx. 15% assuming one (1) Architectural/Engineering firm for the PSB, FS#2 and FS#3 and (1) Civil Engineer for the Road Project utilizing standard AIA agreements as modified by the Owner/PMR.
- 2 Other professional services within the budget include; Wetland/Environmental Consulting, Building Commissioning, Geotechnical, Land Surveyor, Owner's Representative, Material Testing, Building Envelope Consultant and Technology Consulting Services.
- 3 Professional services are assumed to be competitively bid.

Site Costs

- 1 Site development costs have been established at \$300K per acre with the assumption all utilities are adjacent to the sites and of adequate capacity.
- 2 Site sizes have been assumed at approximately 6 acres for the PSB, and approximately 3 acres for FS#2 and FS#3.
- 3 An allowance of \$500K is included for a redundant primary electrical service from DTE. The feasibility and cost of this option will need to be further explored with DTE once the design teams are engaged.
- 4 It is assumed that the properties selected for Fire Stations 2 and 3 will not have contaminated or hazardous soils. Costs for remediation have been excluded for those sites.
- 5 Landscaping allowances of \$150K for the PSB and \$50K are included for each for Fire Stations 2 and 3. Structural retaining wall systems have not been included within the budget.
- 6 An allowance of \$500K at a cost of approximately \$50/Ton has been established for contaminated material for the PSB site with an allowance of \$250K for dewatering, if necessary. No other costs are being carried for contaminated or hazardous materials.
- 7 An allowance of \$250K is included for potential wetland work.
- 8 Sound and visual barriers to the adjacent highway have been excluded.
- 9 An overall allowance of \$50K has been included for asbestos abatement at existing facilities.
- 10 Demolition of existing facilities includes razing of existing structures and impervious areas. Restoration includes returning site to grade with engineered fill, topsoil and hydroseed.
- 11 Surface parking with covered (non-tempered) car ports have been assumed at the PSB for Police Vehicles in the base budget. Provisions for future EV charging will be considered during design.
- 12 Direct Costs for relocation of the Recycling Center have not been included within the budget. This scope will be considered during the design of the Road Project.
- 13 Surface storm detention systems have been assumed. Underground storm retention/detention systems are not included within the budget.

Regulatory

- 1 Permits and Tap Fees have been assumed at approximately 1.25%.
- 2 It is assumed that all building and permitting and inspections for the buildings will be through the City of Novi.
- 3 It is assumed Oakland County will be the authority having jurisdiction for storm water systems.

Owner Costs

City of Novi
Public Safety Program
Preliminary Budget Assumptions and Clarifications

- 1 Builders Risk assumed to be held by the City of Novi and has been included within the budget at approximately 0.1% of project costs.
- 2 An overall allowance of \$120K has been included for moving services.
- 3 It is assumed that the City of Novi will not charge administrative/staffing costs to the program that would be in addition to any typical plan review / permitting / inspection fees.
- 4 An allowance of \$20K has been included for 3rd party counsel for vendor contract administration.

Construction

- 1 Construction Management staffing and fees assumed one (1) CMc for the PSB, FS#2, FS#3 and (1) Prime/General Contractor for the road project utilizing standard AIA agreements as modified by the Owner/PMR.
- 2 Added costs or requirements for special State and Federal staffing/programming/safety requirements at the PSB have not been included.
- 3 All programming and facility sizes (approximated for budgeting purposes) are based on Redstone Architects, Inc Report Dated 1/29/24 unless noted otherwise.
- 4 Assumes all buildings will be constructed of durable and readily available materials, as used in construction of similar facilities in Southeast Michigan.
- 5 The PSB is assumed to not exceed 2 stories, with FS#2 and FS#3 to be single-story facilities.
- 6 All structures assumed to be slab-on-grade. Basements and/or tunnels have not been included within the budget.
- 7 Typical shallow foundations have been assumed. Deep foundations and/or piles are not included within the budget.
- 8 A 4% annual escalation has been established with the assumption of the PSB and Road Improvements being bid in the Fall of 2026 and Fire Stations 2 and 3 will be bid in the Fall of 2027.
- 9 The assumption is that the facilities will be designed to meet or exceed current energy codes, but may or may not be LEED Certifiable.
- 10 The following are requested scope items that are not currently within base scope and will be considered for bidding alternates:
 - a. Tempered Parking at the PSB for Police vehicles.
 - b. An additional bay within the fleet maintenance garage for large apparatus.
 - c. An enhanced training facility within the PSB to include an indoor training tower and vehicle bay.
 - d. Relocation of the Recycling Center
- 11 Costs associated with accelerated design and construction schedules were not included within the budget.
- 12 On-site fueling stations have been excluded from the budget.
- 13 Car and Truck washes have been excluded from the budget.
- 14 Highway On/Off ramps have been excluded from the budget.
- 15 Communications/Radio/Cell Towers and/or repeaters have been excluded from the project budget.
- 16 Oakland County / MDOT Roadway Requirements have been excluded from the project budget. It is assumed all roads to meet local requirements and ratings.
- 17 The budget for the road improvements is approximated based upon documents provided by the City of Novi.
- 18 The scope of the road improvement is understood to include a 2-lane road starting at Crescent Blvd to the north of the PSB site to connect to a new traffic circle at 11-mile road and continue south to connect to Grand River Ave.
- 19 A budget of approximately \$550/SF has been established for hard construction costs at the PSB.
- 20 A budget of approximately \$520/SF has been established for hard construction costs at FS#2
- 21 A budget of approximately \$500/SF has been established for hard construction costs at FS#3.
- 22 The scope of Fire Station #4 is unknown at this time. An allowance of \$1M has been established for further review and discussion with the City of Novi.

Furniture & Fixtures

- 1 A furniture allowance of approximately \$20/SF has been established for the PSB and \$12/SF for each of the Fire Stations.
- 2 The Furniture budget is inclusive of \$25K allowances for weight room equipment at each facility.

Equipment

- 1 Purchase of Police/Fire/EMS/Safety Vehicles & Apparatus are excluded from the budget.
- 2 Excludes the purchase of staff supplies, uniforms, radios, cell phones, etc.

Technology

- 1 Excludes the purchase of new personal devices, computers, laptops, radios, phones, etc.
- 2 Includes network cabling, switches and wireless access points (interior only), VOIP phone, clock, alert/PA, audio/visual, access control and camera systems to meet requirements typical of similar facilities.
- 3 \$130K has been included for local and county fiber optic services and connections.
- 4 It is assumed that all servers and other proprietary system head-end equipment will be brought over from existing facilities to be installed at the new facilities and not accounted for in the budget.
- 5 An allowance of \$350K has been included for the Dispatch Center system at the PSB.
- 6 Video Arraignment system is assumed to be provided by Oakland County. The budget has accounted for a data connection within the PSB for connectivity to the local network only.
- 7 An allowance of \$250K has been included for an Evidence Management System at the PSB.
- 8 An allowance of \$50K has been included for an internal cell phone booster system at the PSB.
- 9 An allowance of \$50K has been included for PSB connectivity to the adjacent repeater tower.
- 10 An allowance of \$500K has been included for interview room systems at the PSB.

**CITY OF NOVI
COUNTY OF OAKLAND, STATE OF MICHIGAN
2026 UNLIMITED TAX GENERAL OBLIGATION BONDS**

SUMMARY OF PROPOSED BONDING ALTERNATIVE

Scenario Table No.	Taxable Value Growth		Bond Amount	Bond Term	Estimated Total Interest Cost	Current* Estimated Interest Rate	Ballot Info	
	2025-2029	Thereafter					First Year Millage	Average Millage
Table_7								
Series 2026			\$40,000,000	25 yrs., 0 mo.	\$24,565,950	4.50%		
Series 2028			80,000,000	25 yrs., 0 mo.	65,012,625	4.50%		
Total	4.00%	3.00%	\$120,000,000		\$89,578,575		1.00	0.95

ASSUMPTIONS:

- August 2025 vote, initial series of bonds dated (Issued) May 2026.

*** Based on estimated municipal bond rates as of 2/20/25 plus 0.25% buffer. If interest rates are higher at the time of issuance, the bond amount may need to be reduced to stay within the millage rate shown.**

NOTATION:

- The interest rates shown above are estimates. The actual interest rates will be determined at the time of sale.
The final millage will be based on actual interest rates, actual bond payments and actual taxable values.

NT/KB

**CITY OF NOVI
COUNTY OF OAKLAND, STATE OF MICHIGAN
2026 UNLIMITED TAX GENERAL OBLIGATION BONDS**

SUMMARY OF IMPACT OF BONDING ON PROPERTY TAXPAYERS

Scenario Table	Bond Amount	Estimated Increase in Debt Levy	Estimated Initial Tax Increase*										
			\$150,000 Taxable Value	\$175,000 Taxable Value	\$200,000 Taxable Value	\$225,000 Taxable Value	\$250,000 Taxable Value	\$275,000 Taxable Value	\$300,000 Taxable Value	\$325,000 Taxable Value	\$350,000 Taxable Value	\$375,000 Taxable Value	\$400,000 Taxable Value
Table_7	120,000,000	1.00	150.00	175.00	200.00	225.00	250.00	275.00	300.00	325.00	350.00	375.00	400.00

*Based upon Taxable Value defined as the lesser of: A) assessed value [1/2 of true cash value]; or B) the prior year's Taxable Value, less losses times the rate of inflation plus additions. In the scenario outlined in Table_1a for example, a person with a 'Taxable Value' of \$250,000 (which would be a market value of at least \$500,000 or more) would have an estimated increase in taxes of approximately \$282.50.

NOTE: If taxpayer qualifies for the State homestead property tax credit, the "net" tax increase would be less than shown above.

NT/KB



Table_7

\$120,000,000 CITY OF NOVI COUNTY OF OAKLAND, STATE OF MICHIGAN 2026, 2028 UNLIMITED TAX GENERAL OBLIGATION BONDS	<u>Series 2026</u>		<u>Series 2028</u>	
	Amount:	\$40,000,000		\$80,000,000
	TIC:	4.50%		4.50%
	Dated Date:	May 1, 26		May 1, 28
	First Payment:	Nov 1, 26 < 6 Months		Nov 1, 28
	First Levy:	Jul 1, 26		Jul 1, 28
ESTIMATED MILLAGE NEEDED TO RETIRE BONDED DEBT	Capitalized Int:	\$0		\$0
	Bond Term:	25 yrs., 0 mo.		25 yrs., 0 mo.
	1:5 Ratio:	TRUE		TRUE
	Average Life:	13.65		18.06

Ballot Information	
Election Date	August 5, 2025
First Yr. Millage	1.00
Avg. Millage	0.95

Levy Cycle July Only	
Millage Impact	
Projected	1.00
Current	0.00
Net Increase	1.00

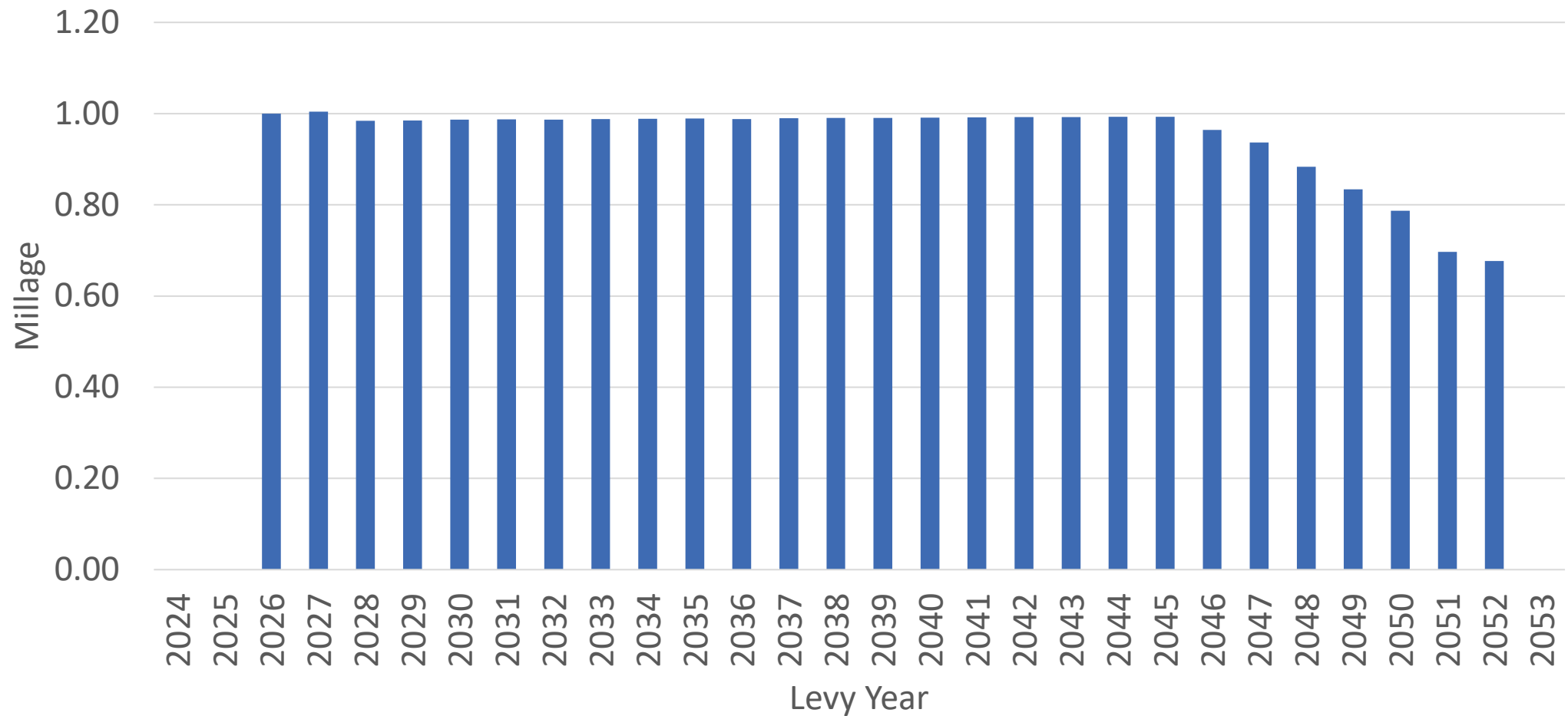
Interest Factor
0.75

Tax Year	Fiscal Year End	<u>Series 2026</u>					<u>Series 2028</u>		Total Proposed Debt	Delinquency Allowance 7.00%	Use of Funds on Hand \$0	Proposed and Existing UT Debt	Projected Tax Base ^[1]	Growth Rate	Estimated Mills Needed
		Interest Due Nov 1	Interest Due May 1	Interest Rate	Principal Due May 1	Total Debt Service	Principal Due May 1	Total Debt Service							
2024	2025	\$0	\$0	4.500%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,975,467,833	6.75%	0.00
2025	2026	0	0	4.500%	0	0	0	0	0	0	0	0	5,174,486,546	4.00%	0.00
2026	2027	900,000	900,000	4.500%	3,200,000	5,000,000	0	0	5,000,000	376,703	4,763	5,381,466	5,381,466,008	4.00%	1.00
2027	2028	828,000	828,000	4.500%	3,970,000	5,626,000	0	0	5,626,000	0	(4,763)	5,621,237	5,596,724,648	4.00%	1.00
2028	2029	738,675	738,675	4.500%	650,000	2,127,350	0	3,600,000	5,727,350	0	0	5,727,350	5,820,593,634	4.00%	0.98
2029	2030	724,050	724,050	4.500%	715,000	2,163,100	200,000	3,800,000	5,963,100	0	0	5,963,100	6,053,417,380	4.00%	0.99
2030	2031	707,963	707,963	4.500%	795,000	2,210,925	350,000	3,941,000	6,151,925	0	0	6,151,925	6,235,019,901	3.00%	0.99
2031	2032	690,075	690,075	4.500%	875,000	2,255,150	510,000	4,085,250	6,340,400	0	0	6,340,400	6,422,070,498	3.00%	0.99
2032	2033	670,388	670,388	4.500%	960,000	2,300,775	675,000	4,227,300	6,528,075	0	0	6,528,075	6,614,732,613	3.00%	0.99
2033	2034	648,788	648,788	4.500%	1,045,000	2,342,575	865,000	4,386,925	6,729,500	0	0	6,729,500	6,813,174,592	3.00%	0.99
2034	2035	625,275	625,275	4.500%	1,095,000	2,345,550	1,110,000	4,593,000	6,938,550	0	0	6,938,550	7,017,569,829	3.00%	0.99
2035	2036	600,638	600,638	4.500%	1,145,000	2,346,275	1,370,000	4,803,050	7,149,325	0	0	7,149,325	7,228,096,924	3.00%	0.99
2036	2037	574,875	574,875	4.500%	1,175,000	2,324,750	1,660,000	5,031,400	7,356,150	0	0	7,356,150	7,444,939,832	3.00%	0.99
2037	2038	548,438	548,438	4.500%	1,235,000	2,331,875	1,960,000	5,256,700	7,588,575	0	0	7,588,575	7,668,288,027	3.00%	0.99
2038	2039	520,650	520,650	4.500%	1,295,000	2,336,300	2,280,000	5,488,500	7,824,800	0	0	7,824,800	7,898,336,668	3.00%	0.99
2039	2040	491,513	491,513	4.500%	1,360,000	2,343,025	2,610,000	5,715,900	8,058,925	0	0	8,058,925	8,135,286,768	3.00%	0.99
2040	2041	460,913	460,913	4.500%	1,425,000	2,346,825	2,970,000	5,958,450	8,305,275	0	0	8,305,275	8,379,345,371	3.00%	0.99
2041	2042	428,850	428,850	4.500%	1,490,000	2,347,700	3,355,000	6,209,800	8,557,500	0	0	8,557,500	8,630,725,732	3.00%	0.99
2042	2043	395,325	395,325	4.500%	1,560,000	2,350,650	3,765,000	6,468,825	8,819,475	0	0	8,819,475	8,889,647,504	3.00%	0.99
2043	2044	360,225	360,225	4.500%	1,635,000	2,355,450	4,195,000	6,729,400	9,084,850	0	0	9,084,850	9,156,336,929	3.00%	0.99
2044	2045	323,438	323,438	4.500%	1,715,000	2,361,875	4,655,000	7,000,625	9,362,500	0	0	9,362,500	9,431,027,037	3.00%	0.99
2045	2046	284,850	284,850	4.500%	1,790,000	2,359,700	5,150,000	7,286,150	9,645,850	0	0	9,645,850	9,713,957,848	3.00%	0.99
2046	2047	244,575	244,575	4.500%	1,870,000	2,359,150	5,385,000	7,289,400	9,648,550	0	0	9,648,550	10,005,376,583	3.00%	0.96
2047	2048	202,500	202,500	4.500%	2,135,000	2,540,000	5,450,000	7,112,075	9,652,075	0	0	9,652,075	10,305,537,881	3.00%	0.94
2048	2049	154,463	154,463	4.500%	2,200,000	2,508,925	5,450,000	6,866,825	9,375,750	0	0	9,375,750	10,614,704,017	3.00%	0.88
2049	2050	104,963	104,963	4.500%	2,285,000	2,494,925	5,450,000	6,621,575	9,116,500	0	0	9,116,500	10,933,145,138	3.00%	0.83
2050	2051	53,550	53,550	4.500%	2,380,000	2,487,100	5,450,000	6,376,325	8,863,425	0	0	8,863,425	11,261,139,492	3.00%	0.79
2051	2052	0	0	4.500%	0	0	7,400,000	8,081,075	8,081,075	0	0	8,081,075	11,598,973,677	3.00%	0.70
2052	2053	0	0	4.500%	0	0	7,735,000	8,083,075	8,083,075	0	0	8,083,075	11,946,942,887	3.00%	0.68
2053	2054	0	0	4.500%	0	0	0	0	0	0	0	0	12,305,351,174	3.00%	0.00
		<u>\$12,282,975</u>	<u>\$12,282,975</u>		<u>\$40,000,000</u>	<u>\$64,565,950</u>	<u>\$80,000,000</u>	<u>\$145,012,625</u>	<u>\$209,578,575</u>	<u>\$376,703</u>	<u>\$0</u>	<u>\$209,955,278</u>			

[1] Includes \$22,855,485 of equivalent IFT valuations & less Veteran Exemptions of \$10,308,550 for 2025.

City Of Novi - Millage Analysis - Table_7

1.00 millage increase for \$120,000,000



Table_6a 2026

\$40,000,000
CITY OF NOVI
2026, 2028 UNLIMITED TAX GENERAL OBLIGATION BONDS

BOND SIZING SCHEDULE					
ESTIMATED BOND ISSUANCE COSTS			ESTIMATED OTHER COSTS		
Bond Discount	0.500%	\$200,000	Reimbursable Election Costs		\$50,000
Bond Insurance		0	Capitalized Interest		0
Bond Attorney Fee		66,500	Other		0
Financial Consultant Fee		52,650			
Data & MAC Fee		450	TOTAL OTHER COSTS		\$50,000
Credit Rating		29,000			
Official Statement Printing & Mailing		2,500	BOND SIZING		
Notice of Sale Publication (if applicable)		1,800	Total Bond Issuance and Other Costs		\$405,000
Treasury Filing Fee(s)		1,000	Total Project Expenditures		40,166,426
Auditor's Consent Fee		0	Total Project, Issuance & Other Costs		40,571,426
Paying Agent Upfront Fee		500	Less Original Issue Premium		0
Contingency		600	Less Estimated Construction Fund Earnings		(571,426)
TOTAL BOND ISSUANCE COSTS		\$355,000	Less Other Adjustments		0
			AMOUNT OF BOND ISSUE		\$40,000,000

PROJECT FUND DRAWS AND EARNINGS SECTION

Estimated Expenditures				Average Life = 0.96 years				
Date	Project Expenditures	Issuance & Other Costs	Totals	Month	Payout %	Project Fund Balance	Estimated Interest Rate	Projected Interest Earned
May 26						\$40,000,000		
May 26	\$1,673,601	\$405,000	\$2,078,601	1	5.12%	37,921,399	1.50%	\$47,402
Jun 26	1,673,601		1,673,601	2	9.25%	36,295,200	1.50%	45,369
Jul 26	1,673,601		1,673,601	3	13.37%	34,666,967	1.50%	43,334
Aug 26	1,673,601		1,673,601	4	17.50%	33,036,700	1.50%	41,296
Sep 26	1,673,601		1,673,601	5	21.62%	31,404,395	1.50%	39,255
Oct 26	1,673,601		1,673,601	6	25.75%	29,770,049	1.50%	37,213
Nov 26	1,673,601		1,673,601	7	29.87%	28,133,661	1.50%	35,167
Dec 26	1,673,601		1,673,601	8	34.00%	26,495,227	1.50%	33,119
Jan 27	1,673,601		1,673,601	9	38.12%	24,854,745	1.50%	31,068
Feb 27	1,673,601		1,673,601	10	42.25%	23,212,212	1.50%	29,015
Mar 27	1,673,601		1,673,601	11	46.37%	21,567,626	1.50%	26,960
Apr 27	1,673,601		1,673,601	12	50.50%	19,920,985	1.50%	24,901
May 27	1,673,601		1,673,601	13	54.62%	18,272,285	1.50%	22,840
Jun 27	1,673,601		1,673,601	14	58.75%	16,621,524	1.50%	20,777
Jul 27	1,673,601		1,673,601	15	62.87%	14,968,700	1.50%	18,711
Aug 27	1,673,601		1,673,601	16	67.00%	13,313,809	1.50%	16,642
Sep 27	1,673,601		1,673,601	17	71.12%	11,656,851	1.50%	14,571
Oct 27	1,673,601		1,673,601	18	75.25%	9,997,821	1.50%	12,497
Nov 27	1,673,601		1,673,601	19	79.37%	8,336,717	1.50%	10,421
Dec 27	1,673,601		1,673,601	20	83.50%	6,673,537	1.50%	8,342
Jan 28	1,673,601		1,673,601	21	87.62%	5,008,277	1.50%	6,260
Feb 28	1,673,601		1,673,601	22	91.75%	3,340,937	1.50%	4,176
Mar 28	1,673,601		1,673,601	23	95.87%	1,671,512	1.50%	2,089
Apr 28	1,673,601		1,673,601	24	100.00%	0	1.50%	0
May 28	0		0	25	100.00%	0	1.50%	0
	\$40,166,426	\$405,000	\$40,571,426					\$571,426
								NT/KB

Table_6a 2028

\$80,000,000

CITY OF NOVI

2028 ULIMITED TAX GENERAL OBLIGATION BONDS

BOND SIZING SCHEDULE					
ESTIMATED BOND ISSUANCE COSTS			ESTIMATED OTHER COSTS		
Bond Discount	0.500%	\$400,000	Reimbursable Election Costs		\$0
Bond Insurance		0	Capitalized Interest		0
Bond Attorney Fee		102,500	Other		0
Financial Consultant Fee		85,050			
Data & MAC Fee		3,450	TOTAL OTHER COSTS		\$0
Credit Rating		48,000	BOND SIZING		
Official Statement Printing & Mailing		2,500	Total Bond Issuance and Other Costs		\$645,000
Notice of Sale Publication (if applicable)		1,800	Total Project Expenditures		79,719,063
Treasury Filing Fee(s)		1,000	Total Project, Issuance & Other Costs		80,364,063
Auditor's Consent Fee		0	Less Original Issue Premium		0
Paying Agent Upfront Fee		500	Less Estimated Construction Fund Earnings		(364,063)
Contingency		200	Less Other Adjustments		0
TOTAL BOND ISSUANCE COSTS		\$645,000	AMOUNT OF BOND ISSUE		\$80,000,000

PROJECT FUND DRAWS AND EARNINGS SECTION

Estimated Expenditures				Average Life = 0.46 years		Project Fund Balance	Estimated Interest Rate	Projected Interest Earned
Date	Project Expenditures	Issuance & Other Costs	Totals	Month	Payout %			
May 28						\$80,000,000		
May 28	\$6,643,255	\$645,000	\$7,288,255	1	9.07%	72,711,744	1.00%	\$60,593
Jun 28	6,643,255		6,643,255	2	17.34%	66,129,082	1.00%	55,108
Jul 28	6,643,255		6,643,255	3	25.60%	59,540,935	1.00%	49,617
Aug 28	6,643,255		6,643,255	4	33.87%	52,947,297	1.00%	44,123
Sep 28	6,643,255		6,643,255	5	42.13%	46,348,164	1.00%	38,623
Oct 28	6,643,255		6,643,255	6	50.40%	39,743,532	1.00%	33,120
Nov 28	6,643,255		6,643,255	7	58.67%	33,133,397	1.00%	27,611
Dec 28	6,643,255		6,643,255	8	66.93%	26,517,753	1.00%	22,098
Jan 29	6,643,255		6,643,255	9	75.20%	19,896,596	1.00%	16,580
Feb 29	6,643,255		6,643,255	10	83.47%	13,269,921	1.00%	11,058
Mar 29	6,643,255		6,643,255	11	91.73%	6,637,724	1.00%	5,531
Apr 29	6,643,255		6,643,255	12	100.00%	0	1.00%	0
May 29	0		0	13	100.00%	0	1.00%	0
	\$79,719,063	\$645,000	\$80,364,063					\$364,063
								NT/KB



CITY OF NOVI CITY COUNCIL
MARCH 10, 2025

SUBJECT: Consideration to approve the recommendation from the Long-Range Strategic Planning Committee to approve BerryDunn as consultant for the Facilitation of a Community Strategic Planning Process.

SUBMITTING DEPARTMENT: City Manager's

KEY HIGHLIGHTS:

- A competitive bid was advertised, and nineteen (19) firms submitted
- A staff team reviewed the proposals and scored BerryDunn the highest
- BerryDunn offers a three-phase approach, one to for initial Project Planning and Management, the second phase for extensive community and stakeholder outreach/engagement, and the third for serving as the creation of the Strategic Plan document.
- An optional fourth phase was offered, at additional cost, to assist with the implementation of the Strategic Plan
- The Long Range Strategic Plan Committee recommend Berry Dunn at their March 5, 2025 meeting.

FINANCIAL IMPACT

	FY 24/25	FY 25/26	Total
EXPENDITURE REQUIRED	\$ 50,000	\$100,000	\$ 150,000
BUDGET			
1. 2050 Strategic Plan (101-101.00-816.XXX)	\$ 50,000	\$100,000	\$ 150,000
APPROPRIATION REQUIRED	\$ 0		\$ 0
FUND BALANCE IMPACT	\$50,000	\$100,000	\$150,000
• Budget Amendment #2025-4, also on the March 10, 2025 City Council agenda, accounts for the adjustments needed for the 2050 Strategic Plan			

BACKGROUND INFORMATION:

Following instruction from the Long-Range Strategic Planning Committee a Request for Proposal (RFP) was advertised, seeking a facilitator to assist The Long-Range Strategic Planning Committee, Council Members, City staff, and community members in conducting the Novi Community Strategic Planning Process, also referred to as "Novi 2050". An unusually high number of responses were received, with a total of nineteen (19) firms submitting proposals. Following evaluation by a team of City staff, the two highest-rated firms were BerryDunn and SBrand Solutions, with Berry Dunn receiving the highest overall rating.

Due to several factors, BerryDunn was rated as the most qualified firm to assist the city with this process. The firm is well established, with 50 years of history, and as a result, it has extensive resources in its workforce, tools, and practiced strategic planning processes. They also displayed an extensive portfolio of references for similar projects across the nation and with local agencies (cities of Ann Arbor, Detroit, Saline, Bloomfield Township, etc.). In their proposal, BerryDunn has offered a fixed-fee services cost for their three-phase process, which covers initial planning and management, an extensive community engagement process, data analysis, and the final strategic plan, to cost \$119,800 minus an estimated travel expense allocation of \$9,500 (with the City only invoiced for actual travel expenses incurred, where possible hybrid methodologies will be used to limit travel expense as appropriate). The proposal also included an optional Phase 4 for plan implementation and action assistance at \$20,600.

The Long-Range Strategic Planning Committee met on February 19, 2025 to interview the two highest-rated firms who submitted bids for the consultant for the Facilitation of a Community Strategic Planning Process. After gathering some additional information and examples of completed plans by said consultants, the Committee met again on March 5, 2025 to make their final decision. Following the discussion, Councilmember Gurumurthy made a motion to recommend that the City Council move forward with BerryDunn as a Strategic Plan Consultant, and Councilmember Staudt and Mayor Pro-Tem Casey supported this.

RECOMMENDED ACTION: Approve the recommendation from the Long-Range Strategic Planning Committee to approve BerryDunn as consultant for the Facilitation of a Community Strategic Planning Process.

PROPOSAL

PROPOSAL TO THE:

City of Novi, Michigan

REQUEST FOR PROPOSALS FOR:

Facilitation Of Community
Strategic Planning Process

SUBMITTED BY:

Berry, Dunn, McNeil & Parker, LLC

Seth Hedstrom

Proposed Project Principal

Berry, Dunn, McNeil & Parker, LLC
shedstrom@berrydunn.com

Jen Ferguson

Proposed Project Manager

Berry, Dunn, McNeil & Parker, LLC
jen.ferguson@berrydunn.com

Proposal Submitted On:

January 21, 2025 before 4 p.m. EST.



REQUEST FOR PROPOSALS FOR:

Facilitation Of Community Strategic Planning Process

PREPARED FOR:

Novi, Michigan
Victor Cardenas, City Manager
Finance Counter, 2nd Floor
City of Novi
45175 Ten Mile Road
Novi, MI 48375

PREPARED BY:

Berry, Dunn, McNeil & Parker, LLC
2211 Congress Street
Portland, ME 04102
207.541.2200 | berrydunn.com

POINT OF CONTACT:

Seth Hedstrom, Principal
Berry, Dunn, McNeil & Parker, LLC
shedstrom@berrydunn.com

“BerryDunn” is the brand name under which Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP, independently owned entities, provide professional services in an alternative practice structure in accordance with the AICPA Code of Professional Conduct. BDMP Assurance, LLP is a licensed CPA firm that provides attest services, and Berry, Dunn, McNeil & Parker, LLC, and its subsidiary entities provide tax, advisory, and consulting services.

Berry, Dunn, McNeil & Parker, LLC provides staff and other administrative resources to BDMP Assurance, LLP. If engaged, BDMP Assurance, LLP will lease professional and administrative staff, both of which are employed by LLC, in performing its services. These individuals will be under the direct control and supervision of BDMP Assurance LLP, which is solely responsible for the performance of our engagement.

The entities falling under the BerryDunn brand are independently owned and neither entity is liable for the services provided by the other entity. Our use of the terms “our Firm” and “we” and “us” and terms of similar import denote the alternative practice structure of Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP.

This proposal is the work of Berry, Dunn, McNeil & Parker, LLC and is in all respects subject to negotiation, agreement, and signing of specific contracts.

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a. Letter of Transmittal

January 21, 2025

City of Novi, Michigan
Attn: Victor Cardenas, City Manager
Finance Counter, 2nd Floor
45175 Ten Mile Road
Novi, MI 48375

Dear Victor Cardenas and Members of the Selection Committee:

On behalf of BerryDunn, I am pleased to submit this proposal in response to the City of Novi's (the City's) request for proposals (RFP) for the Facilitation of a Community Strategic Planning Process. We have read the City's request and reviewed its terms, conditions, and the contents presented therein. Our proposal is a firm and irrevocable offer valid for 60 days from the submission deadline of January 21, 2025.

BerryDunn is a nationally recognized professional services firm, headquartered in Portland, Maine, with 10 office locations. We are focused on **inspiring organizations to transform and innovate** and have lived our core values and preserved our reputation for excellence throughout our 51-year history. Our firm's culture is centered on a deep understanding of our clients' commitment to serving the public.

We understand that Novi 2050 will identify the City's attributes and clarify its vision, goals, and strategies to proactively build a bright future. The selected consultant will collect and interpret data and engage City employees, Steering Committee members, and community stakeholders to develop a collaborative plan. We have reviewed the City's Preliminary Schedule, and we will work with the City to create a final phased project schedule to which we will adhere.

We possess several attributes that other proposers would be troubled to match:

Complete toolbox of stakeholder engagement and consensus building techniques	Strategic planning experience built across the nation, including projects in Michigan and the Midwest	Certified, highly experienced teams who work with a wide variety of stakeholders	Actionable, measurable implementation plans that set clients up for success	Three decades of experience to guide the City through a successful strategic planning process
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We are confident that if BerryDunn is chosen to partner with the City on this important initiative, the City will experience the Strategic Planning Process it desires.

As a principal and leader in our Local Government Practice Group, I can attest to the accuracy of our materials, and I am legally authorized to bind, negotiate, make presentations on behalf of, and commit our firm and our resources. **If you have any questions regarding our proposal or updates on the evaluation process, please consider me your primary point of contact and feel free to contact me directly.**

Sincerely,

Seth Hedstrom, PMP®, LSSGB, Principal
Berry, Dunn, McNeil & Parker, LLC
2211 Congress Street, Portland, ME 04102-1955
t: 207.541.2212 | e: shedstrom@berrydunn.com

b. Statement of Addendum

We verify that we have received and reviewed Addendum #1 (bidders' questions with answers), Attachment A (Contract Example for Professional Services), and Addendum #2 (due date extended). As of submission on January 22, there are no additional addenda.

c. Qualifications and Experience

c.1. Firm Overview

BerryDunn is the brand name under which Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP, independently owned entities, provide services. Since 1974, BerryDunn has helped businesses, nonprofits, and government agencies throughout the U.S., its territories, and Canada solve their greatest challenges. The firm's tax, advisory, and consulting services are provided by Berry, Dunn, McNeil & Parker, LLC, and its attest services are provided by BDMP Assurance, LLP, a licensed CPA firm.

BerryDunn is a client-centered, people-first professional services firm with a mission to empower the meaningful growth of our people, clients, and communities. Led by CEO Sarah Belliveau, the firm has been recognized for its efforts in creating a diverse and inclusive workplace culture and for its focus on learning, development, and well-being. [Learn more at berrydunn.com](https://www.berrydunn.com).

BerryDunn was formed in 1974, currently with 73 principals, 37 owners, and 10 office locations. We have experienced sustained growth throughout our [51-year history](#).

We employ more than 935 staff members—including more than 335 in our Consulting Services Team. From extensive project experience for more than 650 state, local, and quasi-governmental agencies, our team brings valuable perspectives to every engagement. Additionally, our team has experience serving state and local government agencies, providing them with an in-depth understanding of government operations, staffing needs, budgetary constraints, and the business processes required to provide necessary services to the internal divisions and the constituents the City serves.

Our firm provides a full range of professional services—including organizational development, technology planning, business process improvement, cost of service and financial analysis, community services planning, and more—supporting our ability to complete the requested tasks.

With organizational development as a core tenant of our work, we are pleased to offer the following services to benefit the City:

- **Strategic planning**
- Community/stakeholder engagement
- Leadership development
- Executive coaching
- Organizational change management
- Organizational assessment
- Business process improvement
- Performance measurement

Below, we illustrate the overall organization of BerryDunn's Local Government Practice Group. We provide unparalleled expertise and unique insights across these practices, supporting our clients in solving some of their biggest challenges, addressing opportunities to improve and plan, and carefully considering how our projects impact the organization at the enterprise and departmental levels.



Enterprise Organizational Development



Parks, Recreation, Libraries



Enterprise Digital Transformation



Community Development and Utility Operations



Technology Management



Health and Community Services



Justice and Public Safety

Specialized Expertise of the Enterprise Organizational Development Practice

BerryDunn's dedicated Enterprise Organizational Development Practice offers both an intimate project experience and a national perspective to support our clients' desire to transform and innovate. We recognize how important it is that the City establishes partnership with a firm that understands that work of this level of impact requires a guided hand and a tailored approach to meet them where they are and lead them to where they want to go.

Work of this nature touches all aspects of an organization, including the City's elected officials, staff, stakeholders, community members, and visitors. As such, this initiative requires a layered approach that offers the attention, guidance, and follow-through that will support positive, sustainable, and long-term change.

Our efforts are centered on sound partnership with our clients. We guide projects at various stages and take the time to properly gauge availability and resources to help ensure our clients receive consistent, reliable, and quality service.

Firm Principals

In response to the City's request, we provide a list of our firm's 73 principals below and on the following page. This proposal is made without collusion with any other person or entity submitting a proposal pursuant to this RFP.

- | | | |
|------------------------|-----------------------------|------------------------------|
| • Regina Alexander | • Ryan Doil | • Mark R. LaPrade |
| • Peter Alfrey | • Mary Dowes | • Charles K. Leadbetter, III |
| • Divyakumar Arulsamy | • Christopher S. Ellingwood | • Robert Leonard |
| • Katharine E. Balukas | • Jennifer Elwood | • Matthew Litz |
| • Sno L. Barry | • William G. Enck | • Michael J. Mastroianni |
| • Nicole Y. Becnel | • David A. Erb | • Yoko H. McCarthy |
| • Sarah L. Belliveau | • Jason Favreau | • Barbara J. McGuan |
| • Shea Berry-Brennan | • Jason A. Fournier | • Tammy P. Michaud |
| • Renee Bishop | • Melody Mann Fox | • Brandon L. Milton |
| • William H. Brown | • Gary Glassman | • Christopher M. Mouradian |
| • Tammy J. Brunetti | • Ryan Gough | • Lisa M. Openshaw |
| • Michel Caouette | • Jonathan Grace | • Dimitrios Panacopoulos |
| • Andrea J. Colfer | • Seth Hedstrom | • Emily B. Parker |
| • Tucker X. Cutter | • Mary E. Jalbert | • Kathy Parker |
| • Eduardo G. Daranyi | • Michael F. Jurnak | • Danielle Pelleteir |
| • Clinton E. Davies | • William S. Kalinowski | • Kristin Perry |
| • Scott Davis | • Julie A. Keim | |
| • Kati A. Denham | • Lisa Kennedy | |
| • Todd J. Desjardins | | |



Embracing Diversity, Equity, and Inclusion (DEI)

BerryDunn has advanced community, diversity, and empathy in a workplace where people are respected, and heard. We carry these principles and values into our work with clients. We help ensure that traditionally marginalized communities are supported, validated, and engaged as a standard part of our project approach. We use tools, practices, and methodologies to help ensure that our initiatives have widespread reach and work for all people, regardless of race, ethnicity, age, sexual orientation, gender identity or expression, religion, or disability. We also consider the distinct cultural nuances for each community in our approach to this work to help ensure that we meet our clients where they are in the DEI space.

- Kevin Price
- Susan Prior
- Jodi Reynolds
- William A. Richardson
- Jeffrey A. Ring
- Zachary J. Rioux
- Denny R. Roberge
- Linda L. Roberts
- Douglas J. Rowe
- Cameron A. Scott
- Leah Shanahan
- Robert S. Smalley
- Charles D. Snow
- Julianne A. Sullivan
- Lisa Trundy-Whitten
- Daniel T. Vogt
- Tyler Waldrup
- Jeffrey D. Walla
- Ryan T. Warren
- Seth E. Webber

Relevant Experience

Commitment to the State

With BerryDunn, the City will be served by a firm and project team members who have **demonstrated their commitment to the State** through similar and other types of consulting engagements. Below, we share our clients in the State.

- Bloomfield Township
- City of Ann Arbor
- City of Detroit
- City of Mt. Pleasant
- City of Saline
- City of Traverse City
- Detroit Wayne Integrated Health Network
- Grand Rapids Community College
- Kalamazoo County Finance Department
- Macomb Community College
- Marquette County
- Michigan Department of Education
- Michigan Department of Health and Human Services
- Oakland University
- Ottawa County
- Saginaw County
- Schoolcraft Memorial Hospital
- Township of Canton
- Washtenaw County
- Wayne State University

We also take pride in our local presence, as we have several employees who reside in the State and/or have worked in State's local government landscape. We will leverage their insights, expertise, and locality when and where it will most benefit the City.

Strategic Planning

BerryDunn has been offering strategic planning services for over 30 years and has worked with a long list of local government clients. Through this experience, we have assisted a wide range of clients with various services related to those requested by the City.

Below and on the following page, we provide a representative list of clients for whom our project team members have performed similar services in recent years. An asterisk indicates that we have been selected to conduct the work; however, work has not yet begun.

- Bloomfield Township, Michigan
- City of Apopka, Florida
- City of Beaverton, Oregon
- City of Blue Springs, Missouri
- City of Capitola, California
- City of Colorado Springs, Colorado
- City of Cooper City, Florida
- City of Creswell, Oregon
- City of Edgewater, Colorado
- City of St. Charles, Illinois
- City of Washougal, Washington
- City of Waukesha, Wisconsin
- City of Wausau, Wisconsin
- Weld County, Colorado
- City of Westminster, Colorado
- DuPage County, Illinois
- Erie Housing Authority, Pennsylvania
- Jefferson County, Washington

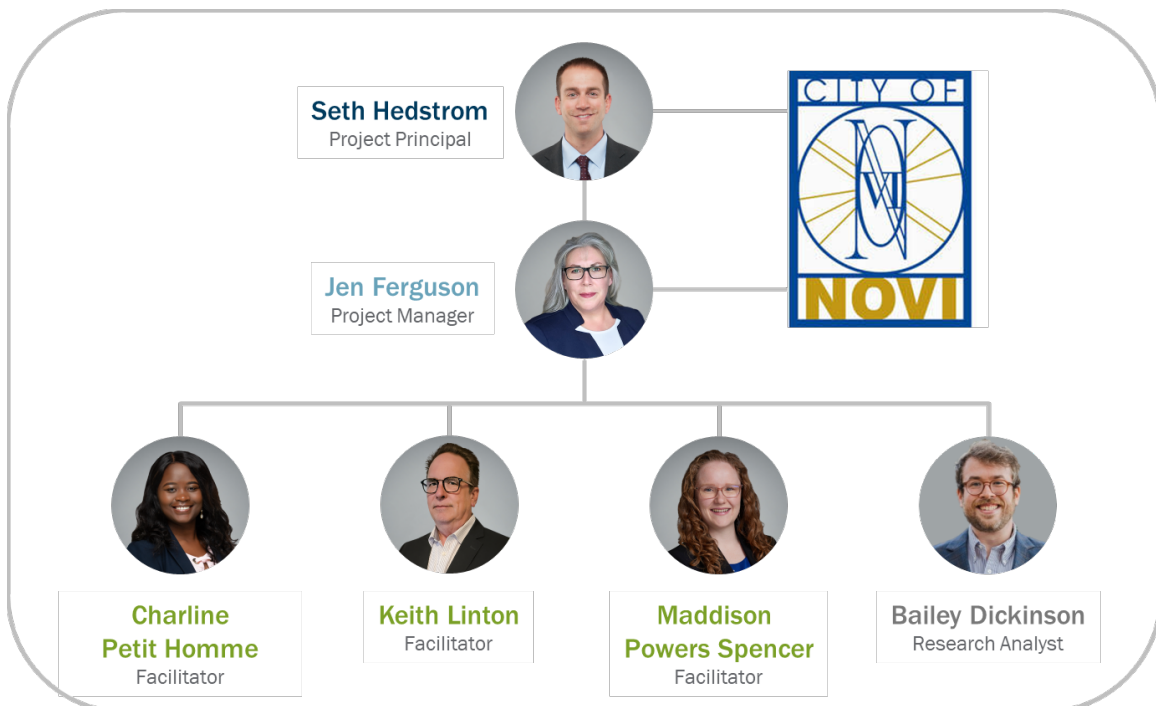
- City of Ennis, Texas
- City of Foley, Alabama
- City of Gresham, Oregon
- City of Groveland, Florida
- City of Homestead, Florida*
- City of Janesville, Wisconsin
- City of Lauderhill, Florida
- City of Margate, Florida
- City of Menifee, California
- City of Milton, Georgia
- City of New Braunfels, Texas
- City of Peoria, Illinois
- City of Port Arthur, Texas
- City of Redlands, California
- City of Santa Monica, California
- Lake County, Illinois
- Lancaster County, Nebraska
- Lane County, Oregon
- Marquette County, Michigan
- Milwaukee County, Wisconsin
- Onslow County, North Carolina
- Orange County, North Carolina
- Santa Clara County, California
- St. Johns County, Florida
- Tompkins County, New York
- Town of Chelmsford, Massachusetts
- Town of Holliston, Massachusetts
- Vancouver Housing Authority, Washington
- Washington County, Minnesota

c.2. Project Team

Organizational Structure

At BerryDunn, we believe in the synergy that accompanies a team approach. That said, we have carefully assembled a project team with unique and specialized qualifications that coincide with the needs and desired outcomes of the City. **These project team members will remain committed, available, and assigned to perform the City's requested work effort.** Figure 1 describes the organizational structure of our project team, followed by a listing of project staff. It should be noted we do not intend to subcontract any portion of the City's desired scope of work.

Figure 1: Project Team Organizational Structure



Roles, Responsibilities, and Qualifications

Below and on the following pages, we list our project team members' experience, qualifications, and expertise as they relate to projects of this nature and work with comparable local government clients. Our project team members' full resumes can be found in **Appendix A** for further review.



Seth Hedstrom, PMP®, LSSGB | Project Principal

Berry, Dunn, McNeil & Parker, LLC

Seth is a principal and the leader of our Local Government Practice Group. He brings extensive experience in project management. He has served as project principal on nearly all BerryDunn's organizational development projects and has managed more than 75 enterprise process and technology planning projects over the course of 15 years with BerryDunn. Seth has led our clients through many of the complex decision points and issue-resolution processes typical of large-scale planning and improvement projects and facilitated effective change. His experience includes providing oversight of strategic planning projects, assessing and documenting current environments, benchmarking with similar organizations, introducing industry best practices, developing recommendations, conducting organizational and operational assessments, and implementing and operationalizing plans and outcomes.

As the **project principal**, Seth will:

- Maintain overall responsibility for the services provided to the City
- Review and approve all deliverables in accordance with our quality assurance processes
- Help ensure the commitment of our firm and appropriate resource allocation



Jen Ferguson, MPA | Project Manager

Berry, Dunn, McNeil & Parker, LLC

Jen is a senior consultant in our Local Government Practice Group. She has over 25 years of public-sector experience and significant expertise in strategic and financial planning. Jen has led, planned, and coordinated fiscal affairs for cities across Washington and Minnesota, holding influential leadership positions such as city administrator, director of finance, and executive director for an economic development authority. Supplementing her background in public-sector administration, Jen is well versed in, organizational development, performance management, operations and process improvement, economic and business development, enterprise resource planning implementations, and is certified in the Institute of Cultural Affairs (ICA) Technology of Participation (ToP®) facilitation methodology.

As the **project manager**, Jen will:

- Build and maintain a productive relationship with the City
- Design the facilitation approach to the strategic planning process
- Serve as the City's primary point of contact
- Facilitate the Strategic Planning Sessions and interviews
- Lead our work and perform day-to-day project management and staff oversight
- Present findings and the Final Novi 2050 Strategic Plan
- Develop and maintain the Project Work Plan and Schedule
- Lead implementation planning efforts
- Lead the analysis and development of project deliverables
- Provide subject matter expertise



Charline Petit Homme, MPA, Prosci® CCP | Facilitator

Berry, Dunn, McNeil & Parker, LLC

Charline is a manager in our Local Government Practice Group and is particularly skilled in leading clients through complex transformational initiatives, including strategic planning projects. She is a strong facilitator and is certified in the ICA ToP® facilitation methodology. Her experience also includes organizing and leading groups through the adoption of new ideas and concepts, and promoting buy-in. She brings in-depth knowledge and involvement with strategic planning, change management, and relationship building through her strong communication, leadership, and project management skills. She is especially skilled at facilitating stakeholder engagement efforts and synthesizing outcomes to optimize results for her clients. Prior to joining BerryDunn, Charline spent multiple years serving the public sector, supporting and conducting field research, data collection, organizational reporting, gap analysis, and recommendations development. She leverages her experience to provide firsthand insights and lessons learned in her consulting engagements.



Keith Linton, PMP®, ITIL (F) | Facilitator

Berry, Dunn, McNeil & Parker, LLC

Keith is a senior consultant in our Local Government Practice Group. Keith specializes in addressing complex issues by providing resolutions in a fair, concise, and transparent manner. He focuses on managing stakeholder expectations by developing solid internal and external business relationships, and he excels at maintaining a focus on the big picture vision while managing details to meet organizational goals and objectives. As a proud resident of neighboring Farmington Hills, Keith will serve as an active local presence and provide unparalleled insights to the City based on his previous work with similar clients.



Maddison Powers Spencer, MPA | Facilitator

Berry, Dunn, McNeil & Parker, LLC

Maddison is a senior consultant in our Local Government Practice Group. She leverages her firsthand public-sector experience as an assistant to the city manager to support clients and drive successful projects. Certified in the ICA ToP® facilitation methodology, she is adept at leading community and employee engagement efforts and synthesizing outcomes to enhance client results. Maddison's strong communication, leadership, and project management skills complement her ability to conduct current environment assessments, analyze data, and organize and facilitate groups. She has assisted with the development of over 30 local government strategic plans.

As the **facilitators**, Charline, Keith, and Maddison will:

- Work with our proposed project manager to design the facilitation approach to the strategic planning process
- Participate in meetings with leadership
- Facilitate interviews, Community Visioning Forums, and Strategic Planning Sessions
- Contribute to deliverable development



Bailey Dickinson, MPA | Research Analyst

Berry, Dunn, McNeil & Parker, LLC

Bailey is a consultant in our Local Government Practice Group. His extensive background in the public sector has equipped him with a deep understanding of strategic planning within local government organizations. Serving as special projects coordinator for the City of Covington, Georgia, he led cross-departmental strategic initiatives and managed award-winning community

engagement projects. Bailey's project management, research, and analysis experience contribute to his skill at advancing strategic planning efforts in local government environments.

As the **research analyst**, Bailey will:

- Document engagement and strategic planning outcomes
- Analyze existing data and documentation
- Help assess the City's current environment
- Research best practices and industry standards

Additional Resources

As mentioned, the subject matter experts (SMEs) introduced on the following pages are only representative of our broader pool of more than 335 consulting resources. This pool is composed of highly specialized and skilled public-sector consulting professionals whose expertise can be leveraged and support can be drawn upon as needed during the City's strategic planning project.



James Mickle, CPSI, CPRP | DEI SME
Berry, Dunn, McNeil & Parker, LLC

James is a manager in our Local Government Practice Group and a Certified Park and Recreation Professional (CPRP). He is particularly skilled and experienced in municipal and nonprofit parks and recreation operations and DEI strategy development. James has over 20 years of experience in recreation operations, programming, and administration, volunteer board leadership, community, and employee engagement and Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation and reaccreditation. Throughout his career he has concentrated on facility management, youth and teen civic engagement, facility management and active older adults comprehensive planning. He is a collaborative leader with dedication to partnering with coworkers to promote an engaged and empowering work culture.



Khara Dodds, MCRP, AICP | Community Development and DEI SME
Berry, Dunn, McNeil & Parker, LLC

Khara is a manager in BerryDunn's Local Government Practice Group. She is an American Institute of Certified Planners (AICP)-certified planner with more than 13 years of leadership experience and 20 years of planning and community engagement experience. She believes in the potential of community development to empower communities and positively impact quality of life. Khara leverages her experience in city and regional planning to assist clients as they assess existing policies and processes, collect and evaluate stakeholder input, and identify and implement recommendations for improvement. Khara has a demonstrated commitment to leading DEI efforts. She is a member of BerryDunn's CEO Council on Diversity, Equity, Inclusion, Belonging, and Access (DEIBA)'s systemic barriers subcommittee and is certified in Equitable Community Change through eCornell University. She also supports DEI efforts and training through the American Planning Association (APA). In the public sector, she led multiple community equity projects, recommended the declaration of racism as a public health crisis, led affordable housing initiatives, worked with underserved neighborhoods on improvement and revitalization, and secured economic development incentives for large development projects.



Jason Genck, MPA, CPRP | Parks, Recreation, Libraries, and Community Services SME
Berry, Dunn, McNeil & Parker, LLC

Jason is a manager in our Local Government Practice Group and has more than 26 years of experience in the community services industry—including the areas of parks, recreation, and libraries. He is an expert in the field and regularly speaks at conferences such as those hosted by the National Recreation and Parks Association and the Colorado, Illinois, and Oregon Park

associations. Prior to joining BerryDunn, Jason served as the executive director for the City of Westminster, Colorado's three-time national Gold Medal Parks, Recreation & Library Department. During and prior to this time, he oversaw the development of numerous strategic plans and led strategic planning efforts for counties, non-profits, and special districts.



Michele Weinzetl, Ed. D., Prosci® CCP | Justice and Public Safety SME

Berry, Dunn, McNeil & Parker, LLC

Michele is a senior manager in our Local Government Practice Group. She has over 27 years of experience in the public sector. Her background includes more than 17 years as a chief of police for three different Minnesota police departments and several years serving as a subject matter expert, consultant, and adjunct faculty member for the International Association of Chiefs of Police (IACP) Leading by Legacy program. She has extensive experience instructing hundreds of police officers and police executives in the areas of staff supervision, leadership development, organizational management, and policing skills.



Keri Ouellette, MCRP, AICP | Planning Services SME

Berry, Dunn, McNeil & Parker, LLC

Keri is a manager in our Local Government Practice Group and an expert in community development operations. She joined BerryDunn after working for the City of Portland, Maine, as a permitting manager, where she gained a broad understanding of the complex issues that face the City and region and the challenges that municipalities face in addressing growth and managing enforcement. In addition, Keri's previous work with New York City's Department of Housing Preservation and Development and the Town of Eastchester, New York allowed her to develop a keen understanding of local government policy development in both a small town and a large city agency. She helps clients take the steps to evaluate processes and develop standard operating procedures to improve efficiency.



Jesse Myott, MA | Finance SME

Berry, Dunn, McNeil & Parker, LLC

Jesse is a manager in our Local Government Practice Group. He has nearly a decade of public-sector experience, focusing on supporting municipalities with operating and capital improvement budget development and management; special fund accounting, revenue and expenditure forecasting; customer valuation; and cost of revenue analyses for municipal programs and services. Jesse has led multiple cost of service and cost allocation projects for local governments from California to Massachusetts.



Corey Claflin | Health and Human Services (HHS) SME

Berry, Dunn, McNeil & Parker, LLC

Corey is a manager in our Local Government Practice Group and leads our Health and Community Services Practice, which assists municipal and county public health and HHS agencies as they seek to improve the quality of life of their communities. In this role, Corey leads both technology projects—such as electronic health record (EHR) needs assessments, system selections, and implementations—and organizational development initiatives—such as strategic plans and executive coaching. Corey specializes in carefully crafting teams of subject matter experts and executing an approach that is tailored to the unique needs of each client.

c.3. Approach and Work Plan

Understanding the City's Needs

The City of Novi is embracing what it means to be an economic and commercial hub. The City's population is thriving; locals enjoy abundant employment opportunities, a healthy economy, and excellent schools, while businesses benefit from the region's highly skilled workforce and geographic accessibility. There are many reasons to take pride in and celebrate calling Novi home.

With over 66,000 residents today, Novi's appealing qualities have led to significant population growth in recent years. As this growth continues, Novi is committed to developing its strong economy, maintaining an excellent quality of life, and celebrating its identity. The City is proactively preparing for the future by initiating its current Long-Range Strategic Planning Process. The consulting team, leveraging their expertise with local governments, will facilitate an innovative planning process that brings together City, agency, and resident stakeholders to articulate the City's vision, values, needs, goals, and opportunities. These guideposts will be used to produce the Novi 2050 Strategic Plan. The planning process and final plan will be inclusive, forward-thinking, and actionable.

BerryDunn is excited at the prospect of partnering with the City on Novi 2050. Our firm not only brings unmatched strategic planning and organizational development expertise, but also breadth and depth in terms of the additional resources we can contribute to the requested work effort. We can confidently say that we understand the needs and aspirations the City may have at the enterprise and department levels. As such, we are well positioned to develop an active and engaging planning process that considers all facets of Novi's organization and delivers the values-driven living plan the City is looking for. We bring a proven process—one that has been refined over the course of 30 years and 70 strategic plan development projects—that will help ensure the project remains on time and on budget while progressing at a healthy pace and maintaining momentum in the work effort.

Approach and Guiding Methodologies

Our project team will engage the City's various stakeholders in ways that will maximize creativity and innovation and inspire collaboration and consensus for achieving its vision, including:

- Elected/appointed officials
- Staff
- Residents
- Community groups
- Major employees
- Key partners, such as school districts and nonprofit community

It is our goal to help the City develop a strategic plan that can reasonably be implemented with support and commitment from these stakeholders and others. A strategic plan is a living document that remains applicable, helps to navigate in times of organizational changes, and defines the organization's reason for being. It establishes a clear and compelling vision; sets measurable objectives and lays out the desired impact on and value added to entire communities—residents, business, employees, and other stakeholders; and helps set a direction and focus and assists in aligning resources to accomplish strategic objectives.



The North Star Vision

An organization's North Star Vision serves as a unifying focal point for long-

term achievement. It must be clear enough for stakeholders to know what they are working toward and how to get there. Stakeholders must see their role in this vision and believe in the organization's dream, as they will play a vital role in executing on it.

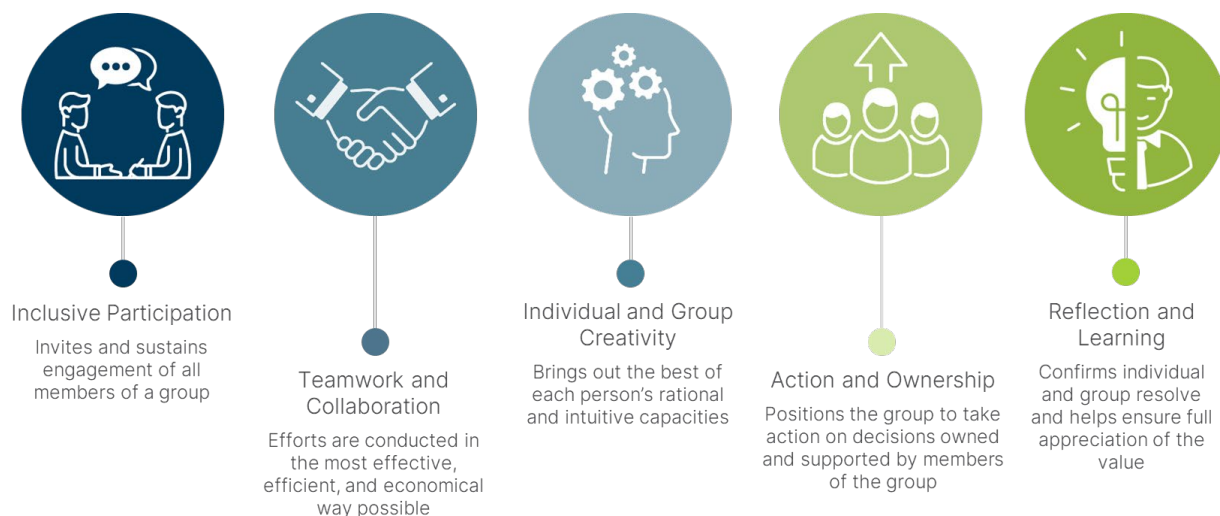
Having a clear, concrete strategic direction will help keep the City on track and focused on what is important when challenges, setbacks, and unanticipated events occur. It also helps ensure decisions, policies, plans, programs, and processes are designed through the lenses of stewardship of resources, equity, and collective impact.

Achieving Consensus and Quickly Moving Groups to Action

We will design and conduct a well-facilitated strategic planning process that uses data and personal knowledge to assess the City's environment. Our project team will use the ICA ToP® facilitation methodology to help ensure the City's strategic planning sessions are highly collaborative and inclusive of all stakeholders.

The ToP® methodology emphasizes structured participation that pulls information into the group's thinking process and creates a clear intention, helping members of the group align with one another and reach consensus. Structured participation encourages the values shown in Figure 2 below.

Figure 2: Values Encouraged by Structured Participation as Defined by the ICA ToP® Facilitation Methodology



Encouraging Crossing Boundaries and Strengthening Interdependencies

Strategies are themes for action, and successful strategies will often cross organizational and community boundaries and appeal to several environmental factors. We will help stakeholders recognize these interrelationships and critical interdependencies, identifying how they align with overall strategic goals.

Applying Effective Tools

Another key to success is aligning financial resources of the organization with strategic priorities. When groups have difficulty agreeing on priorities or selecting just a few to focus on, we use a cost-benefit scoring sheet that helps the group score the impacts, risks, level of difficulty, and effort for each strategy or objective to determine the ones to prioritize. We can customize this tool for use with the City if the group is having difficulty achieving consensus.

Developing Clear and Compelling Plans That Articulate a Business Case

We will write strategic goals, initiatives, and actions in a common language to evoke a clear picture of success to serve as a useful tool for the City's decision-making. Our project team has facilitated clear, compelling strategic plans for 70 public-sector entities and system-level plans involving multiple levels of government,

jurisdictions, and agencies. Our clients use these plans to drive budget decisions, execute strategies, and publish the results to communicate with stakeholders and the public.

Focusing on DEI

BerryDunn's approach focuses on and reflects our firm's commitment to DEI. We recognize how important it is that we assemble a project team that understands what the City needs to do to conduct a sound strategic planning process. We will work with the City—as well as DEI resources—to help ensure its work effort is conducted through an equity lens and effectively reaches traditional marginalized communities.

With the City serving as a backbone organization, we will engage current partners to facilitate an authentic, inclusive, and accessible planning process. We have found great success in this collaborative approach to assembling the ideal team. For example, after being selected to lead the **City of Wausau, Wisconsin**, in the development of their strategic plan, the City connected us with a local member of the Hmong community to provide valuable perspective and considerations in the process. Additionally, in our work with **DuPage County, Illinois** in the development of their strategic plan, BerryDunn's DEI sub-consulting partner worked with our team to help advance the County's DEI and community engagement efforts. This involved successfully expanding the overall reach to underrepresented populations and incorporating the voices of those that have been marginalized in the past into the strategic planning process.

With the City, we look forward to coming together to exhibit care and respect for others, allow individuals to speak for themselves and teach us through their own authentic experiences; build trust with the City's stakeholders and establish mutual buy-in this process; and learn as much from you all as you will learn from us, as we all chart the best path toward the City's future. We look forward to coming together to make the City's stakeholders feel heard, respected, and partnered with in this strategic planning process.

Effectively Engaging the Public

We will utilize several strategies to effectively engage and collect data and information from the public, including developing communications and appropriate messaging, conducting interviews and Community Visioning Forums, and creating an interactive project landing and engagement website via Social Pinpoint.

Social Pinpoint is a customizable community engagement platform that is used to inform stakeholders of project goals, objectives, and progress, and provide opportunities to interact and gather information. This tool has several features that we use frequently and as needed throughout strategic planning projects, such as forums, mapping, an ideas wall, and surveys. It is also important to note that Social Pinpoint is mobile friendly and has Google Translate interface.

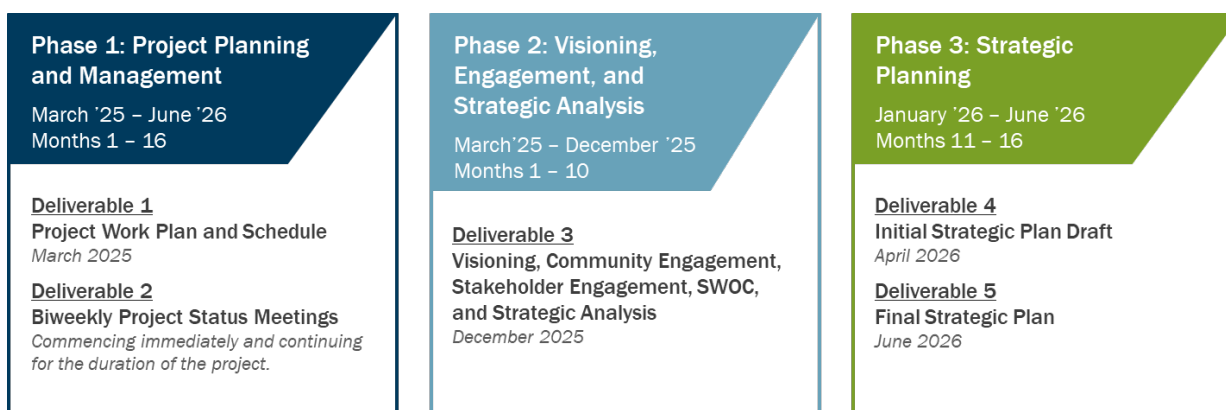
With this tool, we will easily be able to set up a landing page and sub-pages for the City to capture the culture of the stakeholders it serves—providing opportunities for participants to contribute to the City's mission, values, vision, and strategic priorities. We will also be able to track analytics and progress in real-time, promote participation, and set up email notifications to help ensure that, even in a remote environment, effective strategic planning and community engagement activities can take place.

We recently developed fully customized Social Pinpoint sites to support **Bloomfield Township, Michigan**, and the **City of Port Arthur, Texas**, as well as others.

You will find our work plan, which is rooted in the methodologies and strategies described, in Section e.

c.4. Project Timeline

On the following page, we highlight our proposed project schedule for the City's requested work effort. We are happy to adjust this schedule to best accommodate the City's needs, as appropriate.



c.5. Cost

Our proposed fixed-fee services cost to complete the City’s desired project is broken down by phase in Table 1. Our costs are based on our experience conducting projects of similar size and scope, and the assumption that satisfying a deliverable is based on the City’s signed acceptance. That said, the City will not incur any additional costs associated with the process of reaching deliverable acceptance.

We will utilize our hybrid methodologies through collaborative planning with the City to limit travel expense to the City as appropriate.

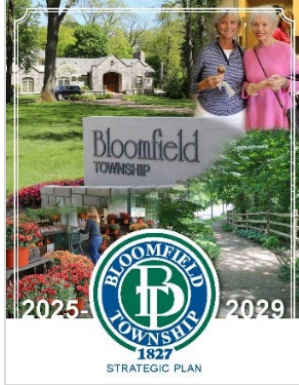
Table 1: Cost by Project Phase

Phase	Fixed-Fee Services Cost
Phase 1: Project Planning and Management	\$16,500
Phase 2: Visioning, Community Engagement, Stakeholder Engagement, and Strategic Analysis	\$63,500
Phase 3: Strategic Planning	\$39,800
Total Fixed-Fee Services Cost	\$119,800
Optional Phase 4: Implementation and Action Planning	\$20,600
Travel expense estimated allocation*	\$9,500

**This travel expense allocation represents our best estimate to provide a hybrid approach to service delivery. We would be happy to further discuss and refine this estimate with the City. While our services are proposed as a fixed-fee, we propose to only invoice the City for actual travel expenses incurred.*

c.6. References

The greatest testament of our high-quality work is the expressed satisfaction shared by our clients. Below, we describe and provide contact information for several, recent projects for the City’s consideration. These clients can speak well to the quality and satisfaction we deliver on comparable engagements.

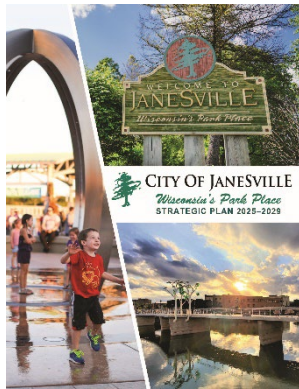


Charter Township of Bloomfield, Michigan

Michael Schostak, Bloomfield Township Treasurer
248.433.7705 | mschostak@bloomfieldtwp.org

Bloomfield Township engaged BerryDunn to help update its Strategic Plan. The Township sought a thorough and inclusive planning process that involved a wide range of stakeholders, such as Township leadership, residents, and business owners. Our work included conducting interviews, leading visioning workshops, and analyzing demographic, economic, and community data. Additionally, we developed a customized Social Pinpoint site to facilitate community engagement. The Final Strategic Plan was adopted in October 2024. It defines a shared vision for the future and focuses the Township's resources, goals, and objectives on five

priorities: Vibrant Lifestyle, Welcoming Community, Enhance Community Character, Reliable Infrastructure, and Best-in-Class Government.

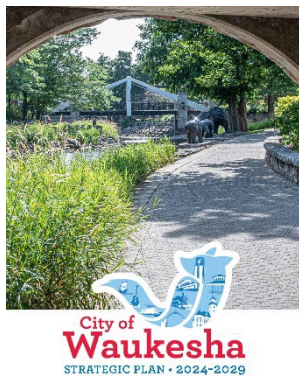


City of Janesville, Wisconsin

Nicholas Faust, Assistant to the City Manager
608.755.3103 | faustn@ci.janesville.wi.us

The City of Janesville selected BerryDunn to lead the development of a new five-year strategic plan. With a rich regional history as a commercial and industrial hub, Janesville sought to align its policy priorities and budget allocations with the evolving needs of its residents and businesses. To support this, we conducted interviews with the city manager, department heads, and City Council members and facilitated stakeholder focus groups. We also developed a customized Social Pinpoint site to engage the community in shaping Janesville's future. Through a

collaborative process, we performed an environmental scan and strengths, weaknesses, opportunities, threats (SWOT) analysis and led strategic planning workshops focused on identifying short- and long-term goals. The resulting Strategic Plan emphasizes seven strategic goals, including diversity, equity, inclusion, and belonging; financial sustainability; housing; economic development; infrastructure; and performance culture. The plan was approved unanimously by City Council in December 2024.

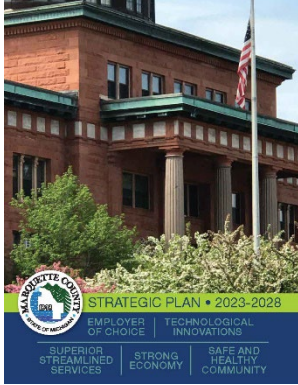


City of Waukesha, Wisconsin

Anthony Brown, City Administrator
262.524.3700 | abrown@waukesha-wi.gov

The strategic plan aimed to provide future policy guidance for community accomplishments, include tangible strategies and objectives that tied to the budget, enable fiscal resources tied to the strategy, and support transparency with the public. BerryDunn applied engagement and facilitation techniques that included: Community Visioning Forums; Social Pinpoint site soliciting community ideas, input, and survey responses; Common Council Strategic Planning Sessions that focused on developing mission, vision, and values; and Staff Strategic

Planning Sessions that focused on developing clear performance measures.



Marquette County, Michigan

Scott Erbisch, County Administrator
906.225.8151 | serbisch@mqtco.org

BerryDunn was selected by Marquette County to develop a five-year strategic plan with an action plan and implementation guidance. This included defining the County's mission, vision, goals, objectives, and activities. Additionally, BerryDunn was contracted to provide strategic planning process facilitation by conducting an environmental scan or SWOT analysis, facilitating meetings with the County, and aligning strategies through guided discussion and consensus building. BerryDunn assisted the County in conducting a survey of employees to determine what improvements are needed to the work environment to help support implementation of the plan and developed recommendations for the County to consider in addressing the employee feedback. The County Board of Commissioners adopted the plan in February 2023.

c.7. Expectations of the City

We develop our work plans based on a proven approach and under the assumption that commitment of City staff will be planned in advance during planning conversations with the City in Phase 1. Below, we summarize what the City can expect in terms of approximate time requirements by City role. We will work collaboratively with the City to effectively plan for staff involvement.

Role	Tasks and Involvement	Apr. Time Commitment
City Project Management Team	• Attend initial project planning activities • Attend Biweekly Project Status Meetings • Support the development of: ○ Steering Committee charter ○ Stakeholder Engagement Strategy ○ Participant web surveys ○ Community Visioning Plans ○ Social Pinpoint platform ○ Initial strategic planning themes framework ○ Environmental scan and strategic analysis ○ Strategic Plan ○ Implementation Plan ○ Project presentations	110 hours per team member
Steering Committee	• Attend project kickoff presentation • Support environmental scan and Strategic Analysis preparation • Support Strategic Plan development	40 hours per committee member
City Council	• Attend project kickoff presentation • Attend One-on-One Visioning Interviews • Participate in Community Visioning Forums • Adopt Strategic Plan	20 hours per Councilmember

Role	Tasks and Involvement	Apr. Time Commitment
City Executive Leadership Team	• Attend project kickoff presentation • Attend One-on-One Visioning Interviews • Support Strategic Plan development • Develop the Implementation Plan	60 hours per team member
Key Department Staff	• Attend project kickoff presentations • Support Implementation Plan – individual work plans development	40 hours per staff
Boards, Committees, and Commissions	• Attend One-on-One Visioning Interviews • Participate in Community Visioning Forums	5 hours per Board member

Documents and Data

As mentioned in Task 1.2 in our work plan, we will request and compile documentation and data to help us better understand the current environment and inform engagement activities. These documents may include:

- Key performance metric data
- Program descriptions and data
- Past internal and external assessments
- Past strategic plans and associated materials
- Other existing planning and policy documents, organizational charts, staffing, and operating and capital budget details
- Data from any previous community and stakeholder engagement efforts that are relevant to development of the Final Novi 2050 Strategic Plan
- Previous surveys of the City stakeholders and staff
- Demographic, economic, and community data and forecasted trends from the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, American Community Survey, U.S. Department of Education, Centers for Disease Control and Prevention, the Opportunity Index, and other state and local data sources

We will not ask the City to produce any items that do not exist or are not readily available.

d. Fees and Expenses

As mentioned in Section c5 of our proposal, our proposed fixed-fee services cost to complete the City's desired project is \$136,475. Please refer to Section c5 for a detailed cost breakdown by phase, if desired. Our proposed fixed-fee services cost includes all expenses associated with our proposed work plan with the exception of our estimated travel expense allocation, which is \$16,054; travel will only be billed for actual travel expenses incurred. We will utilize our hybrid methodologies through collaborative planning with the City to limit travel expense to the City as appropriate.

In terms of payment for our services, BerryDunn invoices for progress made toward project deliverables on a monthly basis. As mentioned, our measure of satisfying a deliverable is based on the City's signed acceptance, so the City will not incur any additional costs associated with the process of reaching deliverable acceptance.

e. Scope of Work

Figure 3 presents an overview of our work plan intended to achieve the City’s goals and objectives for this important initiative.

Figure 3: Work Plan Overview



BerryDunn strives to be flexible when it comes to development and execution of an effective work plan. We understand that no two projects are exactly alike and believe that **one of the primary reasons we have been successful with similar projects is our willingness to be flexible in adapting to our clients’ unique needs.**

BerryDunn brings unmatched value to the City on this project. Our approach offers the following benefits to the City, as well as an efficient and effective approach to help ensure cost efficiency at every step.

- A proven yet flexible approach that has been refined and perfected over 30 years and more than 70 strategic planning processes
- Supportive methodologies that generate consensus, minimize change resistance, increase buy-in, and keep the project on time and on budget
- Thoughtful stakeholder engagement, beginning with early identification of who to involve and how to best engage them and follow through by providing variety in our engagement activities—we meet stakeholders where they are
- Consideration for how to make the plan actionable and encourage collective progress toward the City’s vision even after the project is complete
- A process and a plan that is made for you—we do not believe in a one-size-fits-all approach, and our efforts reflect what needs to happen to help ensure the City’s goals and needs are met and exceeded

Our proposed work plan is described in full detail below and on the following pages. This work plan assumes a 16-month project duration, further detailed in Section c.4, and embeds the benefits described in the points above.

Phase 1: Project Planning and Management

1.1 Prepare for and conduct an initial project planning meeting. Upon conducting background research to gain more familiarity with the City, we will conduct initial project planning with the City Project Management Team (PMT) to identify project milestones and expectations in the strategic planning process. We will

Phase 1: Project Planning and Management

introduce key team members, clarify project goals and objectives, identify known project constraints, discuss steering committee formation, establish expectations and protocols, and refine dates and/or tasks, as appropriate. We will discuss our approach for managing communications between BerryDunn and the City, as well as our approach to scope, risk, and resource management. We will also review possible formats for the Final Novi 2050 Strategic Plan. These discussions will help us to refine our currently proposed Project Work Plan and Schedule.

1.2 Request and compile documents and data. We will request and compile documentation and data to help us better understand the current environment and inform engagement activities.

Examples include:

- Key performance metric data
- Program descriptions and data
- Past internal and external assessments
- Past strategic plans and associated materials
- Other existing planning and policy documents, organizational charts, staffing, and operating and capital budget details
- Data from any previous community and stakeholder engagement efforts that are relevant to development of the Final Novi 2050 Strategic Plan
- Previous surveys of the City stakeholders and staff
- Demographic, economic, and community data and forecasted trends from the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, American Community Survey, U.S. Department of Education, Centers for Disease Control and Prevention, the Opportunity Index, and other state and local data sources

1.3 Develop a Project Work Plan and Schedule. Based on the information gathered from our initial project planning meeting, as well as from those details enclosed in this proposal, we will develop the Project Work Plan and Schedule, which will outline the tasks and timelines for the strategic planning process. The Project Work Plan and Schedule will also include agreed-upon procedures between BerryDunn and the City related to project control, including quality management and deliverable submission/acceptance management. After providing draft versions of these materials in advance, we will review the drafts and solicit feedback from the City PMT during a Biweekly Project Status Meeting. We will also introduce the City PMT to our document review process and provide an opportunity for the City to share input on a critical step in the process. We will incorporate the City's feedback and finalize the documentation before distributing it in final form.

Deliverable 1 – Project Work Plan and Schedule

1.4 Prepare for and conduct Biweekly Project Status Meetings. Our project manager, Jen Ferguson, will conduct Biweekly Project Status Meetings with the City PMT on an ongoing basis throughout the strategic planning process. We will use these meetings to describe the activities and accomplishments for the reporting period; plans for the upcoming month; risks or issues encountered during the reporting period; and anticipated problems that might impact project deliverables. We will also use these meetings to highlight any work products and approaches that will contribute to deliverable development.

Deliverable 2 – Biweekly Project Status Meetings

Phase 2: Visioning, Community Engagement, Stakeholder Engagement, and Strategic Analysis

2.1 Draft Steering Committee formation details and associated charter. We will draft Steering Committee formation details, including a listing of who may be most appropriate involve, as well as details on its structure, roles, and responsibilities. We will then prepare a draft Steering Committee charter to document outcomes and clarify the Committee's purpose, members, and functionality. During a Biweekly Project Status Meeting, we will review the draft Steering Committee charter with City PMT before updating to final.

2.2 Develop and deliver a project kickoff presentation. We will develop a project kickoff presentation to support project orientations held for the Steering Committee. The presentation will introduce participants to the BerryDunn team, our approach and methodologies, project goals and objectives, the anticipated timeline, roles and responsibilities of the Committee, and how we intend to involve them and others in the process and the development of the Final Novi 2050 Strategic Plan. We will review communications and the kick-off presentation with the City PMT in a Biweekly Project Status Meeting before finalizing and facilitating the session.

2.3 Develop a Stakeholder Engagement strategy. We will develop a Stakeholder Engagement strategy, first compiling a list of stakeholders and stakeholder groups we should engage in this process and then identifying the best methods to engage them. The strategy will also include developing communications and messaging to build awareness for the process, interview questions and protocols, community engagement formats, and additional project kick-off presentations to be used for orientation meetings with City Council, the City Executive Leadership Team, and key department staff to introduce and prepare them for the strategic planning process. We will review this kickoff presentation with the City PMT during a Biweekly Project Status Meeting before finalizing and presenting.

2.4 Conduct additional project kick-off sessions. We will conduct additional project kickoff sessions with the City Council and City Executive Leadership Team to introduce participants to the strategic planning process and set the stage for activities to come and their involvement in them. These sessions will also help them understand how to prepare the City's departments for the process and how they may be involved.

2.5 Develop and administer an internal survey. We will develop and administer an internal participant web survey to gain perspective on the City's current state and strategic planning readiness and identify potential barriers to successful strategic planning. We will review survey results with the City PMT during a Biweekly Project Status Meeting to identify ways in which we can help the City overcome these barriers and improve overall readiness within the organization for the strategic planning progress the City desires.

2.6 Conduct One-on-One Visioning Interviews. We will conduct One-on-One Visioning Interviews with internal and external stakeholders identified in project planning activities in collaboration with the City to gather the perspectives and input on potential priorities and objectives for the City's future direction. This list will include, but is not limited to, City Council, the City Executive Leadership Team, and Boards and Committees. On-site interviews will be coordinated in conjunction with on-site Community Visioning Forum Campaigns and reviewed with the City PMT during a Biweekly Project Status Meeting.

2.7 Develop the City's Social Pinpoint site. We will use tools and technology that will help to encourage collaboration with the City and its stakeholders. One of these tools, a virtual engagement platform called Social Pinpoint, will be customized to encourage community engagement in the strategic planning process and to gain broad stakeholder input that will be used to inform development of the Final Novi 2050 Strategic Plan. We will work in collaboration with the City to help ensure its landing page is built thoughtfully and speaks to its culture. Additionally, within this landing page, the City stakeholders will have access to an

Phase 2: Visioning, Community Engagement, Stakeholder Engagement, and Strategic Analysis

idea wall and other engagement tools that will help gather information related to the City's current environment and the community's desired vision for the City's future. The Social Pinpoint Site will be reviewed with the City PMT during a Biweekly Project Status Meeting.

2.8 Design, prepare for, and conduct Community Visioning Forums and Community Engagement activities.

We will facilitate up to three Community Visioning Forum Campaigns designed to identify community goals, define the City's vision for the future, and generate ideas from current and former City Councilmembers, Boards and Commissions, and stakeholders identified. We will also design and facilitate up to four Community Engagement events designed to glean the similar outcomes from a diverse group of community constituents. We will analyze the results of these forums and activities to develop an initial strategic planning themes framework, which we will review with the City PMT during a Biweekly Project Status Meeting.

2.9 Synthesize information gathered and develop an environmental scan and Strategic Analysis. We will synthesize information gathered through quantitative and qualitative research, document and data review, Social Pinpoint, stakeholder interviews, and Community Engagement campaigns and events to develop an environmental scan and Strategic Analysis. The format will be a highly visual and compelling slide deck and will be used to inform the upcoming strategic planning sessions in Phase 3. The presentation will provide an overview of the City's current environment; a detailed strengths, weaknesses, opportunities, and challenges (SWOC) and situational analysis; and discovery outcomes. This will be presented to the City PMT to solicit input and gain consensus.

2.10 Collect input and finalize environmental scan and Strategic Analysis. We will review the environmental scan and draft Strategic Analysis with City PMT during a Biweekly Project Status Meeting and update the document according to input. We will then review the environmental scan and Draft Strategic Analysis with the Steering Committee, to gather additional input, as well as answer any questions, to encourage buy-in and finalize the document. As mentioned, the environmental scan and Final Strategic Analysis will guide and inform strategic planning sessions, as well as generate excitement for the process amongst stakeholders, encourage new ideas, and foster a sense of cohesion and optimism for the future.

Deliverable 3 – Visioning, Community Engagement, Stakeholder Engagement, SWOC, and Strategic Analysis

Phase 3: Strategic Planning

3.1 Develop the meeting design and agendas for strategic planning sessions. We will design and develop agendas for strategic planning sessions. Each session's design and agenda will guide strategic planning progress and will include a presentation of the Final Strategic Analysis to provide participants with a shared understanding of the current environment, the trends that are affecting it, opportunities for the future, and key takeaways from engagement activities. Each session will focus on building consensus and refining the strategic priorities identified, as well as the City's mission, vision, core values, guiding principles, strategic priorities, key results, and performance measures. We will review the meeting designs and agendas for each session with the City PMT before updating them to final.

Phase 3: Strategic Planning

3.2 Facilitate strategic plan development session with City Council and Steering Committee, and document results. This session will focus on developing the City's vision, mission, values, strategic priorities, and goals with City Council and the Steering Committee. This session will be guided by the previously developed meeting design and agenda, as well as the Final Strategic Analysis. We will use the ICA ToP® facilitation methodology, designed to produce group consensus, to address and resolve any conflicting values or visions. We will document the outcomes of this session to review with the City PMT and plan for next steps.

3.3 Facilitate strategic plan development session with Executive Leadership Team, and document results. This strategic planning session will be conducted with the City's Executive Leadership Team, and it will be guided by the previously developed meeting design and agenda. We will review the Final Strategic Analysis, and review and refine results from the City Council and Steering Committee development session. We will develop objectives for strategic priorities and expected outcomes, provide performance management overview, and develop preliminary performance measures for each expected outcome. We will document outcomes of this session and review with City PMT.

3.4 Finalize objectives and performance measures. With the workshops and outcomes of strategic planning sessions 1 and 2, we will work with the City PMT to finalize objectives and performance measures. The measures will be quantifiable in terms actual progress made toward meeting the objectives and appropriate as it relates to the City's size, operations, management, and systems. We will document outcomes, as well as a process and schedule for progress reporting and performance evaluation to help ensure effective tracking and monitoring.

3.5 Develop an Implementation Plan template and provide guidance to the City PMT. We will develop an Implementation Plan template that will identify resources, partners, department and division leads, anticipated timelines, interdependencies, actions, and other information to help enable the plan implementation and progress reporting process. This template will be customized to the City's needs and will serve as a tool to delegate responsibilities, track progress, and assist in the overall longevity and sustainability of the Final Novi 2050 Strategic Plan. Using the template, we will facilitate the City's PMT on how to input data into the template for action planning, performance tracking, and updating the plan on a regular cadence.

3.6 Develop and present the Initial Novi 2050 Strategic Plan Draft. We will develop the Initial Novi 2050 Strategic Plan Draft in an agreed-upon format for the final document. This plan document will include an executive summary, as well as a detailed plan that identifies the City's shared vision, mission, core values, strategic priorities, goals, objectives, and performance measures. We will review this draft with the City PMT and Steering Committee and prepare a presentation to present the Initial Novi 2050 Strategic Plan Draft to the City Council in a work session. This will serve as an opportunity for the City leadership to provide feedback and make any final changes.

Deliverable 4 – Initial Novi 2050 Strategic Plan Draft

3.7 Develop the Final Novi 2050 Strategic Plan. After reviewing the Initial Novi 2050 Strategic Plan Draft with the City Council, we will incorporate requested edits and develop a graphically designed Final Novi 2050 Strategic Plan for final approval and adoption. In addition to the content described in Task 3.5, the final document will include a description of the strategic plan development process, the plan for progress

Phase 3: Strategic Planning

monitoring and reporting, as well as the development of a one-page "Plan at a Glance" document that can serve as a standalone high-level summary of the Strategic Plan. The "Plan at a Glance" will follow the design and branding of the full Strategic Plan and include mission and vision statements, guiding principles/values, strategic priorities, strategic goals, and a link to the website where the full Final Novi 2050 Strategic Plan can be reviewed or downloaded.

Deliverable 5 – Final Novi 2050 Strategic Plan

3.8 Conduct project closeout activities. Once the strategic planning effort is complete, we will perform closeout activities, including providing the City with documentation developed and collected during the process, and conducting lessons learned and knowledge-sharing activities. Conducting this task will equip the City with the tools needed to continue to progress toward its vision and to successfully implement its plan, even after the project is complete.

OPTIONAL – Phase 4: Implementation and Action Planning

4.1 Conduct additional follow-up work sessions to refine objectives and performance measures. We will conduct additional follow-up work sessions with the City's Executive Leadership Team to refine objectives and performance measures identified in the Implementation Plan. This will include establishing a budgetary connection and identifying resources and capital investments to support strategic plan rollout. Activities and actions will be aligned with expected outcomes and defined performance measures, as well as include milestone and target dates, responsible staff, and performance reporting procedures.

4.2 Review and refine the Implementation Plan template. We will review and refine the Implementation Plan template developed in Phase 3 and provide additional guidance to the City to support strategic plan execution. This will involve supporting the City's departmental staff and key team members in developing individual work plans to guide strategic activities and progress at the department and division levels. Department/division work plans will be reviewed with the City's PMT and Executive Leadership Team before updating them to final.

4.3 Develop a recommended cadence for strategic plan updates and a system for monitoring performance measures. We will work collaboratively with the City to develop a cadence for strategic plan updates and a system for monitoring performance measures over the life of the Final Novi 2050 Strategic Plan. We will also develop a performance metrics dashboard for display on the City's website to best support the City's performance metrics monitoring and reporting. Information gathered through this system can be displayed internally or externally on the City's public-facing website. This website will also highlight accomplishments made in the process and promote transparency and trust with the public.

4.4 Develop reporting templates and a process for gathering insights. We will develop an assortment of reporting templates to gather input from the City's Executive Leadership Team and key departmental staff, such as quarterly and annual reporting templates, so that progress can be monitored efficiently, effectively, and methodically. The templates will be supported by a clear process for insights to be contributed consistently. We will also work with key departmental staff to create periodic progress reports to City Council.

Deliverable 6 – Implementation and Action Plan

f. Additional Data

We do not have any additional information to provide at this time.

Appendix A. Resumes

Seth Hedstrom, PMP®, LSSGB

PRINCIPAL / PROJECT PRINCIPAL

Berry, Dunn, McNeil & Parker, LLC



EDUCATION AND CERTIFICATIONS

BS, Business Management,
Babson College

Project Management
Professional® (PMP®),
Project Management
Institute®

Lean Six Sigma Green Belt
Certified

Diversity and Inclusion
Certificate, Cornell
University

AFFILIATIONS AND MEMBERSHIPS

- Associate Member,
Government Finance
Officers Association

SELECT CLIENTS

City of Bloomington, MN

City of Edina, MN

City of St. Charles, IL

City of Waukesha, WI

City of Wausau, WI

DuPage County, IL

Lake County, IL

Marquette County, MI

Ottawa County, MI

Saginaw County, MI

Village of Oak Park, IL

Seth is a principal and leads BerryDunn's Local Government Practice Group. He has more than 15 years of experience assisting public-sector clients. His experience includes technology planning, organizational needs assessments, system planning and procurement, and the implementation of enterprise-wide information systems. Seth often serves in a leadership role on strategic planning projects and manages and oversees project progress and issue escalation and resolution with executive project sponsors.

RELEVANT EXPERIENCE

Strategic Planning: Seth has served as a project principal on dozens of BerryDunn's strategic planning projects across the country. He has overseen the project management, community engagement, strategic planning, and implementation phases of the strategic planning life cycle for a variety of organizations of different sizes, scopes, and complexities.

Project Management: Seth has served in leadership on most of BerryDunn's local government strategic planning projects. He also has managed system selection and IT strategic planning projects for some of BerryDunn's largest local government clients. He helps ensure projects are conducted in a high-quality manner, as well as stay on time and on budget.

Operational and Organizational Assessments: Seth has been involved in numerous operational and organizational assessment projects, which involve current environment analysis, future state planning, and the development of an Implementation Plan for incremental improvements over a multiyear planning horizon to align with client resources.

Business Process Improvement: Seth has provided business process improvement services for many BerryDunn clients, either as a stand-alone engagement or as part of an enterprise system selection. His experience includes documenting as-is business processes, benchmarking processes with similar organizations, introducing industry best practices, and developing to-be business process recommendations.

Governance and Strategic Decision-Making: Seth has led our clients through many of the complex decision points and issue-resolution processes typical of business process analysis and system assessment and selection projects. He helps clients establish decision-making structures that will guide them as they make decisions based on analysis while also building consensus.



Jen Ferguson, MPA

SENIOR CONSULTANT / PROJECT MANAGER

Berry, Dunn, McNeil & Parker, LLC

EDUCATION AND CERTIFICATIONS

MPA, Evans School of Public Policy and Governance, University of Washington

BS, Business Management, Stritch University

Senior Executive Institute, University of Virginia

Institute of Cultural Affairs (ICA) Technology of Participation® (ToP®) Certified

AFFILIATIONS AND MEMBERSHIPS

- Government Finance Officers Association (GFOA)
- International City/County Management Association (ICMA)

SELECT CLIENTS

Bloomfield Township, MI
City of Foley, AL
City of Janesville, WI
City of Waukesha, WI
Mesa County, CO
St. Johns County, FL

Jen is a senior consultant in our Local Government Practice Group. She has over 25 years of public-sector experience and significant expertise in strategic and financial planning. Jen has led, planned, and coordinated fiscal affairs for cities across Washington and Minnesota, holding influential leadership positions such as city administrator, director of finance, and executive director for an Economic Development Authority. Supplementing her background in public-sector administration, Jen is well versed in, organizational development, performance management, operations and process improvement, economic and business development, and enterprise resource planning implementations.

RELEVANT EXPERIENCE

Local Government: Extensive, hands-on experience in the public sector has given Jen in-depth knowledge of city operations, including staffing, facility, and fleet management. She has a demonstrated history of directing resources to ensure optimum service delivery and support the economic vitality of local business.

Financial Management and Planning: Jen's experience leading fiscal affairs includes budget development and administration, long-term financial planning, accounting, audit, payroll, investment management, debt management, and billing and collections. As director of business development and finance for the City of Waconia, Minnesota, Jen prepared and maintained a 20-year financial management plan, with an integrated 10-year capital improvement plan to support long-term objectives.

Organizational Development: Jen specializes in development and planning at both the departmental and city level, guiding operations to achieve long-range strategic goals. She has both facilitated and consulted on organizational assessments, economic development programs, as well as projects focused on process improvement. Jen has additional leadership experience in human resources programs, including personnel retention, and performance management.

Information Technology and Systems Management: Throughout various roles, Jen has worked to integrate technology to optimize organizational processes. She led the implementation of a city-wide enterprise software project and continually developed information services providing e-government services delivery. Her experience includes overseeing information services departments and advising organizations on ERP software implementation.

Charline Petit Homme, MPA, Prosci® CCP, CAPM

MANAGER / FACILITATOR

Berry, Dunn, McNeil & Parker, LLC



EDUCATION AND CERTIFICATIONS

MPA, Clark University

BA, Political Science, Clark
University

Prosci® Certified Change
Practitioner (CCP)

Certified Associate in Project
Management® (CAPM®)

Institute of Cultural Affairs
(ICA) Technology of
Participation® (ToP®),
Certified

SELECT CLIENTS

City-County Information
Technology Commission, WI

City of Cedar Falls, IA

City of Cleveland, OH

City of Lawrence, KS

City of Wausau, WI

Hamilton County, IN

City of Peoria, IL

City of Wausau, WI

Marquette County, MI

Charline is a manager in our Local Government Practice Group and is particularly skilled in leading clients through complex transformational initiatives, including strategic planning projects. She is a strong facilitator and is certified in the ICA ToP® facilitation methodology. Her experience also includes organizing and leading groups through the adoption of new ideas and concepts, and promoting buy-in. She brings in-depth knowledge and involvement with strategic planning, change management, and relationship building through her strong communication, leadership, and project management skills. She is especially skilled at facilitating stakeholder engagement efforts and synthesizing outcomes to optimize results for her clients. Prior to joining BerryDunn, Charline spent multiple years serving the public-sector, supporting and conducting field research, data collection, organizational reporting, gap analysis, and recommendations development.

RELEVANT EXPERIENCE

Strategic Planning: Charline regularly leads and facilitates strategic planning efforts with BerryDunn's municipal and county government clients. She leverages her ICA ToP® certification to help groups achieve consensus even when there are competing priorities and challenging constraints. She utilizes her project management training to keep large strategic planning efforts on schedule and on budget. She has served as project manager on recent or ongoing strategic planning initiatives, including those for the Attleboro Redevelopment Authority and the Towns of Chelmsford and Holliston, Massachusetts.

Community Outreach and Engagement: Charline is heavily involved with community outreach and engagement on strategic planning projects. She helps facilitate stakeholder interviews, serves as producer on community forums, and creates Social Pinpoint sites in collaboration with clients to help ensure a comprehensive and inclusive process.

Business Process Improvement: Charline has in-depth experience with an international perspective conducting field research. This involved collecting data and developing reports, as well as identifying gaps in policies and processes. These gaps translated into developing ways to streamline processes and increase efficiencies.

Organizational Change Management: Charline helps her clients embrace change and preparing for a future environment through effective communication. Charline has assisted clients in developing timely and consistent communication to promote buy-in and project success.



Keith Linton, PMP®, ITIL (F)

SENIOR CONSULTANT / FACILITATOR

Berry, Dunn, McNeil & Parker, LLC

EDUCATION AND CERTIFICATIONS

BS, Engineering, Lawrence Technical University

Certified Project Management Professional® (PMP®)

ITIL Foundations, Information Technology Infrastructure Library

AFFILIATIONS AND MEMBERSHIPS

- Project Management Institute®, Member

SELECT CLIENTS

Bloomfield Township, MI

City of Shreveport, LA

Caddo Parish, LA

Caddo Parish Sheriff's Office, LA

East Baton Rouge Parish, LA
– Brec-Recreation and Park Commission

Madison County, AL

Santa Rosa Sheriff's Office, FL

Town of Front Royal, VA

Keith Linton is a senior consultant in our Local Government Consulting Practice Area. He has 16 years of relevant experience, including project management. He has worked closely with stakeholders to assist with cost savings, negotiations, fostering relationships, developing KPIs, maximizing resources, and providing sustainable solutions.

PROJECT EXPERIENCE

Strategic Planning: Having been involved in the planning of significant strategic projects, Keith has led numerous requirements gathering efforts to collect stakeholder needs, goals, and objectives to incorporate into executable plans. Keith was recently part of the BerryDunn team assisting Bloomfield Township, MI with their Strategic Plan development. As a member of several Executive Steering Committee Teams while managing client projects, Keith is responsible for communicating project information to stakeholders at all organizational levels.

Stakeholder Engagement: Keith understands the important role of stakeholders in any project and brings significant experience leading stakeholder negotiations. He focuses on managing stakeholder expectations by fostering internal and external business relationships. His past successes include developing KPIs and reporting structures for daily executive reviews in order to determine resource allocation and offer sustainable solutions for his clients.

Project Management: Keith excels at maintaining a focus on the big picture vision while managing details to meet organizational goals and objectives. He specializes in addressing complex issues by providing resolutions in a fair, concise, and transparent manner. He has identified and quantified trending issues to keep projects on track, and conducted reviews to support project management functions, reduce the number of formal reviews, and provide significant cost savings.

Maddison Powers Spencer, MPA

SENIOR CONSULTANT / FACILITATOR

Berry, Dunn, McNeil & Parker, LLC



EDUCATION AND CERTIFICATIONS

MPA, Local Government,
University of North Carolina
at Chapel Hill, School of
Government

BS, Political Science,
Northern Arizona University

Institute of Cultural Affairs
(ICA) Technology of
Participation® (ToP®)
Certified

SELECT CLIENTS

City of Janesville, WI

City of Peoria, IL

City of St. Charles, IL

City of Waukesha, WI

City of Wausau, WI

DuPage County, IL

Lake County, IL

Marquette County, MI

Township of Bloomfield, MI

Village of Schaumburg, IL

Washington County, MN

Maddison is a senior consultant in our Local Government Practice Group. She leverages her firsthand public-sector experience as an assistant to the city manager to support clients and drive successful projects. Certified in the ICA ToP® facilitation methodology, she is adept at leading community and employee engagement efforts and synthesizing outcomes to enhance client results. Maddison's strong communication, leadership, and project management skills complement her ability to conduct current environment assessments, analyze data, and organize and facilitate groups. She has assisted with the development of over 30 local government strategic plans.

RELEVANT EXPERIENCE

Local Government: Maddison is the former assistant to the city manager for the City of Covington, Georgia. In that role, she worked across city departments in an effort to manage priorities, develop recommendations, conduct research, support community needs, and develop reports for the city mayor and city council. In addition, Maddison served as a senior fellow through the International City/County Management Association (ICMA) fellowship. In this role she managed the recruitment and hiring for two assistant city managers, led a leadership development initiative to develop more women leaders in the organization, and managed an annexation study to understand the impact of service delivery for various city groups.

Research and Analysis: Maddison is well versed in conducting research and analysis. Notably, she has leveraged survey tools, conducted data analysis, facilitated focus groups, and researched issues of importance to develop recommendations and share findings with organization leadership. As such, her approach is centered on using sound evidence and data to drive decision-making and organizational and operational improvement.

Project Management and Support: Maddison is well-organized and detail-oriented, supporting her in her ability to effectively manage projects and provide support to her colleagues and the clients she serves. She is well versed in documenting outcomes, researching and analyzing documents and data, and managing various priorities to promote success and productivity. In addition, she has experience with scheduling, reporting, and seeking opportunities for business process improvement.

Facilitation and Engagement: Maddison is skilled in developing stakeholder and community engagement messaging for residents, businesses, key groups, leadership, and governing bodies. Collaborating on communications strategies, she helps ensure clear and consistent messaging reach a broad range of people. Her experience as a facilitator and program manager supports her coordination of logistics for various community engagement activities, such as interviews, focus groups, roundtables, and community events. Maddison's focus on creating a multifaceted outreach strategy promotes inclusive participation throughout the strategic planning process.



Bailey Dickinson, MPA

CONSULTANT / RESEARCH ANALYST

Berry, Dunn, McNeil & Parker, LLC

EDUCATION AND CERTIFICATIONS

MPA, University of Georgia

BA, Political Science,
University of Georgia

BA, Communication Studies,
University of Georgia

Public Affairs Professional
Certificate, Applied Politics,
University of Georgia

Certified Public Manager,
Carl Vinson Institute of
Government

Grant Writing Certificate,
Georgia Center for
Continuing Education

AFFILIATIONS AND MEMBERSHIPS

- Georgia City / County
Management Association,
Scholarship Committee

SELECT CLIENTS

Housing Authority of Erie
County, PA

City of Blue Springs, MO

City of Margate, FL

Onslow County, NC

Bailey Dickinson is a consultant in our Local Government Practice Group. His wide-ranging experience in the public sector has given him broad exposure to aspects of local government administration, including strategic planning, research, and grants management. As special projects coordinator for the City of Covington, Georgia, he led award-winning community projects and managed strategic planning across departments. Skilled in research and program development, he has overseen research initiatives, supported policy analysis, and contributed to government training curricula over the course of his career.

PROJECT EXPERIENCE

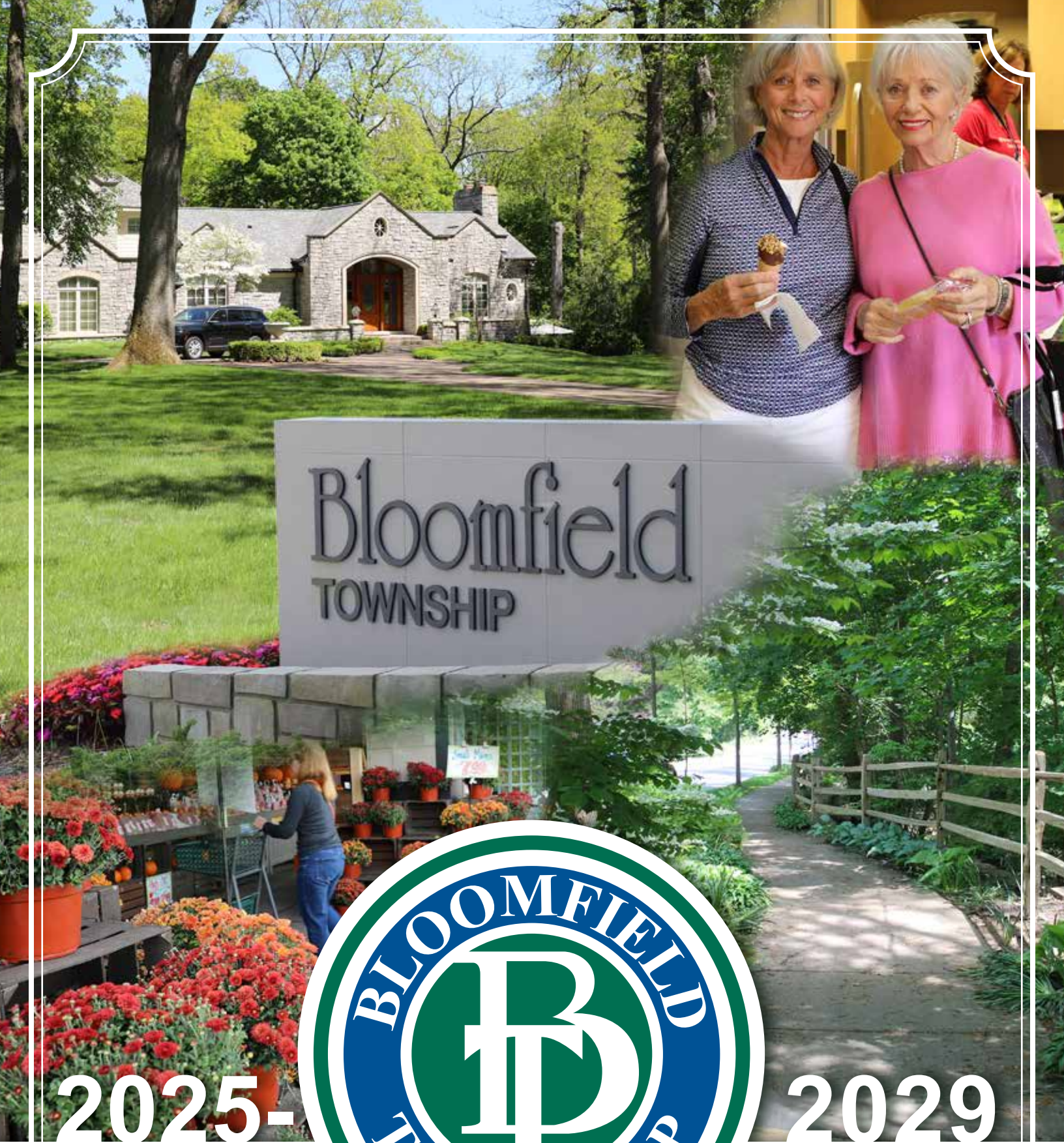
Local Government: Bailey served as both the special projects coordinator and assistant to the city manager during his time with the City of Covington, Georgia. He led Covington's two winning applications for the Georgia Municipal Association's (GMA's) Visionary City Award—awarded for excellence in community engagement. His experience as a graduate research assistant with Carl Vinson Institute of Government exposed him to multiple facets of local government, where helped digitize training programs for associations such as the County Commissioners of Georgia and the Georgia City and County Management Conferences.

Strategic Planning: As Covington's special projects coordinator, Bailey managed the City's strategic planning initiatives in partnership with the GMA, aligning departmental objectives and community goals. His responsibilities included facilitating public engagement initiative groups, researching municipal management best practices, writing organizational policies, and developing long-term departmental strategic plans.

Research and Analysis: While at the Carl Vinson Institute of Government, Bailey oversaw undergraduate research initiatives, maintained communication with legislative offices, and tracked research progress. He further honed his analytical abilities as a legislative fellow for a former U.S. senator, where he conducted policy research on issues related to economic development, agriculture, transportation, and energy, contributing to informed decision-making.



Appendix B. Strategic Plan Work Samples



2025-

2029



STRATEGIC PLAN

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Dear Bloomfield Township Community,

Bloomfield Township continues to be a premiere destination where people want to be — to live, visit, or operate a business. Our continued growth and success will come from embracing the strengths of our community and engaging in purposeful planning.

Over the last year, your Township government has been immersed in the strategic planning process to set the vision for the next five years. The Township engaged BerryDunn, a recognized leader in public sector strategic planning, as our consultants. Together with the Township's Strategic Planning Committee, BerryDunn reached out to the community through stakeholder panel interviews, public forums, an interactive website with collaborative idea wall, as well as both an open response survey and a professionally administered, statistically relevant survey. We received participation and feedback from approximately 3,000 residents, business owners, community leaders, and other stakeholders, along with Township staff and Board Members. Many common themes and goals arose from these community outreach initiatives which formed the basis of our planning. After months of internal analysis and deliberation, the project culminated with the Board of Trustees voting on October 28, 2024, to adopt the attached Bloomfield Township 2025-2029 Strategic Plan.

We are proud to present the Bloomfield Township Strategic Plan for 2025-2029, a blueprint for our community's future. It outlines our vision, sets clear priorities, and defines the actions that will help us achieve them. As we move along this path, it is essential to have a framework that ensures we remain focused on serving you effectively. This is the purpose of the Bloomfield Township Strategic Plan: to act as a compass to ensure we uphold our commitments and maintain accountability.

The Strategic Planning Committee extends our heartfelt thanks to everyone who contributed their insights, making this a truly comprehensive process. We believe our new Strategic Plan is a dynamic, evolving guide that provides clear direction while maintaining the flexibility needed to adapt to our Township's needs in a responsive and responsible manner. We are excited to put this plan into motion, driving growth, prosperity, and improving the quality of life for all in Bloomfield Township.

Respectfully Submitted,

The Strategic Planning Committee



Dani Walsh



Michael Schostak



Amy McKaig



Susan Bowlin



Patti Voelker

Introduction



The Township's strategic plan is a living document that creates a framework and the steps needed to meet and exceed our community's needs over the next several years. The process for completing the strategic plan was overseen by a Strategic Planning Committee, and the content of the plan was determined through broad input from the Bloomfield Township community, Board of Trustees, department leaders, and staff. The plan will be implemented by department staff with guidance and direction from the Township Board. The Board will receive regular reports from staff on their progress implementing the plan and the Board will report progress to the Township community so residents, businesses and stakeholder organizations can track the Township's performance and understand the impact of the strategic goals and objectives in their daily lives.

Regular meetings of the Board of Trustees are typically held the second and fourth Monday of each month at 7:00 P.M. in the Town Hall Auditorium, 4200 Telegraph Rd, Bloomfield Township, MI, 48302.



Dani Walsh, Supervisor
Michael Schostak, Treasurer
Martin Brook, Clerk
Neal Barnett, Trustee
Stephanie Fakih, Trustee
Christopher Kolinski, Trustee
Valerie Murray, Trustee



Who We Are



Our Mission



Bloomfield Township delivers best-in-class services in a fiscally responsible manner, fostering a premiere community where all can thrive, while protecting our natural resources.

Our Vision



Bloomfield Township is a safe, inviting, and vibrant community where residents' quality of life is enhanced with outdoor recreation opportunities, well-maintained infrastructure and natural spaces, leading-edge technology, and an exemplary Township government.

Values



Stewardship

We are committed to careful management of public funds and resources to ensure long-term financial viability.

Excellence

We strive for best-in-class service and continuous improvement through visionary leadership that places the needs of the community first.

Integrity

We uphold honesty and transparency in all our interactions by fostering trust and respect within our organization and throughout the community.

Innovation

We embrace forward-thinking, aspirational solutions and positive change to continually enhance our services and community impact.

Collaboration

We work together with approachability and friendliness to build strong partnerships and effectively address community needs.

Strategic Priorities



Why a Strategic Plan?



What does it do?



We know our community has big dreams for Bloomfield Township and want to see them come true. Our strategic plan charts a course for the future that identifies the results we want to achieve.

The strategic plan defines a shared vision for the future and focuses the Township's resources on five clearly defined priorities – *Vibrant Lifestyle*, *Welcoming Community*, *Enhance Community Character*, *Reliable Infrastructure*, and *Best-in-Class Government* – along with goals, objectives, and clear measures for tracking progress and accountability.

At its core, the strategic plan maximizes our chances of realizing the Township's vision by balancing the short-term, immediate reality with long-term goals that help us prepare for and navigate a changing environment. It provides a "*north star*" direction that keeps us on track and working together to keep our commitment to the Township's mission and reach our desired destination.



Vibrant Lifestyle

Our Goal...

Support outdoor recreational and cultural activities for all ages and abilities while encouraging a thriving retail and hospitality presence.

Objectives

- A. Explore opportunities that will enhance and promote community and cultural events by partnering with other cities, villages, townships (CVTs), and community organizations to develop or expand programming to the community.
- B. Build relationships with the local restaurant and business communities to foster business start-up, retention, and expansion that creates a bustling restaurant scene.
- C. Develop a recreational strategy that is fiscally sustainable to offer green space settings, park amenities, outdoor activities, performance space, and recreational programs for all ages.
- D. Develop an action plan to create outdoor spaces for more recreational opportunities.
- E. Create a Vibrant Lifestyle community board to collaborate and support community events.

Outcomes

- Board of Trustees approval of an actionable plan to develop new parks and recreation opportunities.
- The Township is more bike-friendly.
- Community events are created and supported by the Township in partnership with other organizations.
- The Township has the information it needs to seek funding for the creation of parks and green spaces.



Performance Measures

- Create a list of potential partners with community, recreation, and gathering spaces by June 2025.
- Number of Township initiated events.
- Number of ribbon cuttings.
- Develop one community event at Bowers Farm by December 2026.
- Engage in one co-sponsored community event with CVTs by December 2026.
- Cost of community events in comparison to attendance.
- Maintain/increase resident satisfaction with community engagement (measured by annual community survey).
- Complete an inventory of potential green spaces and conduct a feasibility study of their viability within 18 months of inventory completion.
- Maintain/increase resident satisfaction with the recreational opportunities in the Township measured by a community survey within three years.
- Percentage increase in funding available for parks and green spaces.
- Increased participation in recreational programs and opportunities (measured through program registration and counting program attendance with a clicker).
- Complete a needs analysis for multi-use space.



Welcoming Community

Our Goal...

Build and enhance avenues of communication among residents, the Township, businesses, and other stakeholders in support of a safe, vibrant, and welcoming community.

Objectives

- A. Recreate an ambassador program to welcome new residents and introduce them to Township services, amenities, and attractions.
- B. Explore and develop partnerships to expand and promote community events that appeal to a broad range of interests.
- C. Produce a calendar of events to be distributed throughout the Township so residents are aware of activities and opportunities for enjoying life in their community.
- D. Develop a brand identity for Bloomfield Township that highlights its unique characteristics and differentiates the community from surrounding towns and cities.
- E. Promote the brand identity with specific messaging focused on safety, diversity, and the Township's natural beauty through all available channels.



Welcoming Community



Outcomes

- Residents feel welcomed and knowledgeable about Township services, amenities, and businesses.
- The Township has a distinct and recognizable identity.

Performance Measures

- Number of people attending events.
- Number of events per year.
- Maintain/increase resident satisfaction with Township communication and community engagement efforts (measured by annual or biennial community survey).
- Number of welcome packets delivered.
- Increase in community participation in available communication channels and activities measured year-over-year.
 - Website clicks
 - Newsletter participation
 - Social media platforms
 - Podcast meetings



Enhance Community Character

Our Goal...

Preserve the Township's history and natural resources to maintain our unique community character and neighborhood design elements for current and future residents.

Objectives

- A. Create a multimedia campaign to inform Township residents about code enforcement and building code resources to ensure the safety of residents and assist them with enhancing and improving their properties.
- B. Encourage use of safety paths by informing the community through multi-faceted channels to ensure a sense of safe and connected neighborhoods.
- C. Revisit the Township's tree preservation and protection policies and amend current zoning ordinances to further define levels of required preservation and enforcement so that green spaces and tranquil settings are maintained.
- D. Collaborate with HOAs to inform residents about Township residential lot regulations and to protect and maintain wetland areas.
- E. Engage with Preservation Bloomfield, Bloomfield Historical Society, and the Bloomfield Hills School District to promote their educational opportunities regarding the Township's rich history.
- F. Update the Township's master plan to allow the evolution of the Township in a way that is consistent with community character and neighborhood designs.



Enhance Community Character



Outcomes

- Trees and greenspaces that provide a tranquil setting are preserved.
- Large lots and density requirements are protected.
- The Township Master Plan is updated by December 2027.

Performance Measures

- Number of enforcement actions, wetland violations, and HOA lot splits.
- Reduction in number of zoning and building violations.
- Number of informational campaigns that were developed and attended.
- Number of tree preservation applications.



Reliable Infrastructure

Our Goal...

Continue to invest in reliable and modern infrastructure and systems that meet the Township's expected levels of service, while evolving with the changing needs and potential growth of the community.

Objectives

- A. Invest in technology to analyze, improve, and provide resilient infrastructure that meets needed service levels of the community.
- B. Continue the execution of the Township's Capital Improvement Program through proactive and solid fiscal planning, while including options for clean technologies where possible.
- C. Continue to advocate for more improvements in the utility providers electric, internet and cellular communications infrastructure.



Reliable Infrastructure



Outcomes

- The Township public safety facilities are updated/renovated.
- The Township's Capital Improvement program is funded and implemented through the Five-Year Asset Management Plan.
- Infrastructure solutions and needs are met through partnerships.

Performance Measures

- Number of Capital Improvement projects completed.
- Maintain/increase resident satisfaction with public utilities by hosting an annual Town Hall with utility providers.
- Completed comprehensive, organization-wide technology assessment to identify needs of the Township by April 2028.
- Number of cellular tower applications received.



Our Goal...

Deliver best-in-class government services to the community by developing and maintaining an exemplary workforce, while continuing to be an innovative leader in local government.

Objectives

- A. Establish an employee retention plan that includes competitive total compensation, professional development and training plans focused on leadership, emotional intelligence, and employee wellness to maintain a positive and thriving workforce culture.
- B. Establish an employee recruitment plan that streamlines the hiring process and develops a talent pipeline to attract top talent and be a sought-after employer of choice.
- C. Create community outreach programs and partnerships with community stakeholders to develop a talent pipeline to attract top talent and to become a sought-after employer of choice.
- D. Continue our strong and efficient financial management practices that prioritize the use of all resources to maintain high levels of service to the community.
- E. Maintain involvement with community stakeholders, community outreach programs, and professional organizations to continue to learn and develop resources and best practice policies.



Best-in-Class Government



Outcomes

- Maintain regional leader status in public service delivery.
- Partnerships are developed with other service providers and the community participates and is informed.
- A Human Resources and Performance Management Program is established.

Performance Measures

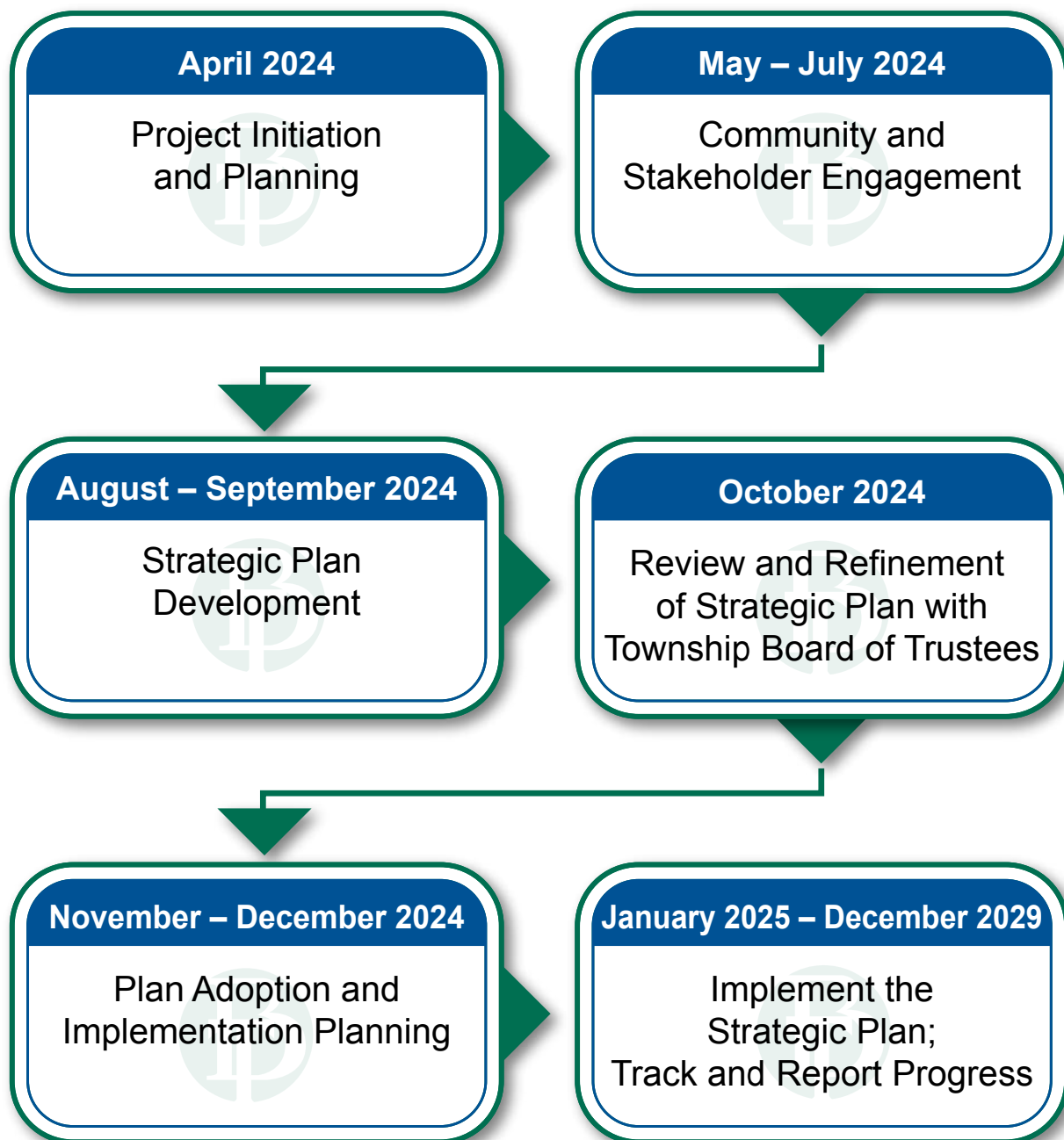
- Increase in grant funding.
- Reduction in staff vacancy rate.
- Number of training hours completed annually.
- Number of Employee Assistance Program (EAP) contacts.
- Change in rate of staff turnover.
- Percentage increase in employee satisfaction with total compensation (measured by annual employee engagement survey).
- Maintain/increase employee engagement (measured through an employee engagement survey annually).
- Maintain/increase resident satisfaction with the quality and value of Township services (measured by annual or biennial community survey).



How Did We Arrive at this Plan?



The strategic planning process is as important as the final document itself. Input was incorporated from across the community and the Township organization, including the Township Board, employees, leadership, residents, businesses, educators, youth, seniors, community-based organizations, and other community stakeholders. This helps ensure that we are being responsive to community priorities and needs and that Township resources are aligned with those needs as well as with the government's organizational needs.



What's Next?



We understand our community's high standards and aspirations. Our shared goal is to maintain the high quality of life we enjoy today and ensure Bloomfield remains an exceptional place to live. The Strategic Plan's five-year timeline allows us to thoughtfully sequence initiatives that support this goal.

With the Strategic Plan in place, we're developing an implementation framework that translates our priorities, goals, and objectives into actionable steps, with clear responsibilities and timelines. This approach fosters collaboration among Township departments as we work toward our desired future. Regular monitoring and evaluation systems will support continuous improvement and ensure alignment with the Township's vision and strategic priorities.

We are committed to focusing resources on the priorities that best serve our community, aligning the Strategic Plan with the Township's annual budget process to ensure efficient resource use and support for our key goals. As needs and opportunities shift over the plan's lifetime, we'll address necessary adjustments as part of our budget review. Guided by the Strategic Plan, other Township initiatives will also align, keeping all efforts moving in a common direction. The values expressed in this plan will shape decision-making, service delivery, and the daily work of Township employees.

Keeping Track of Progress

The Township will monitor progress toward strategic plan goals and objectives and report on performance measures. Tracking keeps us transparent and holds us accountable.

We will provide the community with an annual report and year-end presentation to the Board of Trustees. Community members can expect to understand what we are working on and the benefits that will result for our residents, businesses, and the community overall.

Monthly –

Township staff will discuss and evaluate progress on strategic goals and objectives.

Quarterly –

Township leadership will provide the Township Supervisor with progress updates for each strategic plan priority.

Twice a Year –

The Township Supervisor will prepare an update to the Board for each strategic priority, including progress updates, successes, wins, and challenges.

Annually –

The Township Supervisor will prepare a year-end update detailing progress on each strategic priority, goal, and objective. The report will be presented to the Board of Trustees and shared with the community on the Township's website bloomfieldtwp.org

Engagement Summary



2,243

Online Interactions with Social Pinpoint
Virtual Engagement Platform



162

Ideas Wall
Comments



110

Attendance at 3
Community Forums



80

Interviews and
Focus Group Participation



424

Statistically Valid Community
Survey Responses



4

Plan Development
Workshops

Statistical Validity indicates how much one can rely on the conclusion derived from a survey sample. The combinations of proper sampling methods, adequate sample sizes, and unbiased data collection improve the reliability of survey results. To achieve a level of confidence of the survey results, the goal for the random sample was to reach 400 completed surveys from residents of Bloomfield Township. The 424 responses ensures that the survey results are statistically significant based on the population so that the results of the survey have a 95% level of confidence within +/- 3.57%.

Acknowledgements



This strategic plan results from the combined efforts of our Township's elected officials, employees, and community members. Bloomfield Township would like to extend sincere thanks to everyone who saw the importance of this plan and dedicated their knowledge, guidance, and time over the past several months to bring it to life. Your contributions are the bricks that build the foundation for our future.



Strategic Planning Committee

Dani Walsh, *Township Supervisor*
Michael Schostak, *Township Treasurer*
Patti Voelker, *Director of Planning, Building and Ordinance*
Amy McKaig, *Digital Content Coordinator*
Susan Bowlin, *Administrative Assistant to the Township Supervisor*



Work Session Committee

Corey Almas, *Director of Engineering and Environmental Services*
Wil Babinchak, *Director of Information Technology*
James Gallagher, *Police Chief*
Mary Jevahirian, *Deputy Treasurer*
Darrin Kraatz, *Director of Assessing*
John LeRoy, *Fire Chief*
Carrie LeZotte, *Director of Cable and Community Relations*
Noah Mehalski, *Director of Department of Public Works*
Deana Mondock, *Deputy Clerk*
Jason Theis, *Director of Accounting*
Christine Tvaroha, *Director of Senior Services*
Patti Voelker, *Director Planning, Building and Ordinance*



Stakeholder Panelists

Imam Shaykh Abdullah Al-Mahmudi, *Muslim Unity Center*
Lynn Alexander, *Senior Advocate for Oakland County*
Corey Almas, *Engineering and Environmental Services Department Director*
Wil Babinchak, *Information Technology Department Director*
Duane Barbat, *Barbat Organization President*
Neal Barnett, *Bloomfield Township Trustee*
Joe Bauman, *Birmingham Bloomfield Chamber of Commerce President*
Matt Beatty, *Bloomfield Christian School Head of School*
Derk Beckerleg, *Secrest, Wardle, et al. Bloomfield Township Attorney*
Scott Bednas, *Boy Scouts of America Troop 1022 Scoutmaster*
Dean Begley, *Township DPW Foreman & Supervisor Union President*
Jason Beidelman, *Penske Corporation Vice President Manufacturer Relations*

Acknowledgements



Stakeholder Panelists Continued

Jeffrey Bellefleur, *The Rotary Club of Bloomfield Board Secretary*
Jim Bellinson, *Riverstone Growth Partners, Mex, and Beau's Grillery Owner*
Martin Brook, *Bloomfield Township Clerk*
Pam Carmichael, *Bloomfield Historical Society and Preservation Bloomfield Board Member*
James Clark, *Robertson Brothers Chief Executive Officer*
John Clark, *Giarmarco, Mullins, Horton PC, Township Labor Attorney*
Vincent D'Angelo, *D'Angelo Brothers Incorporated Owner*
Michael J. Dul, *Michael J. Dul and Associates Owner and Preservation Bloomfield President*
Jason Dungjen, *Detroit Skate Club Director and Coach*
Patrick Dunn, *48th District Court Administrator*
Rana Emmons, *Township Financial Sustainability Commission Board Member*
Stephanie Fakih, *Bloomfield Township Trustee*
Natalie Finerty, *Bloomfield Youth Association Board Member*
Katie Fotherby, *Township General Employee Labor Council Union President*
James Gallagher, *Police Department Chief*
Yuliya Gaydayenko, *Jewish Family Services Chief Program Officer of Older Adult Services*
Dani Gillman, *Bloomfield Township Library Board President*
Jocelyn Giangrande, *Township Zoning Board of Appeals Vice Chair*
Ned Greenberg, *Island Lake Board Riparian*
Tom Haji, *Chaldean Chamber of Commerce and Chaldean Cultural Center*
Paulina Hakopian, *Bloomfield Hills School District PTOC President*
Brian Henry, *Zoning Board of Appeals Chair*
Carlos Hesano, *DRYmedic Restoration President & Wabeek Country Club Owner*
Robert Higgins, *Schwartz and Company Investment Advisors*
Geoff Hockman, *Bloomfield Sports Shop Owner & Bloomfield Village Fire Department Chief*
Alan Jaros, *Bowers School Farm Director & E.L. Johnson Nature Center Director*
Shanna Johnson, *Henry Ford West Bloomfield Hospital President*
Scott Jorgensen, *Foxcroft Home Owners Association Board Member*
Jerry Keller, *Department of Public Works Union President*
Christopher Kolinski, *Bloomfield Township Trustee*
Darrin Kraatz, *Assessing Department Director*
Angel Lau, *Friends of Bowers Farm Board President*
John LeRoy, *Fire Department Chief*
Carrie LeZotte, *Cable and Community Relations Department Director*
Gordon Light II, *American Quality Cleaning Owner*
Carol Mastroianni, *Birmingham Bloomfield Community Coalition Executive Director*
Steve Mazur, *Bloomfield Tennis Club and Fitness Owner*
Keith McDonald, *Bloomfield Hills School District Superintendent of Human Resources*
Joe McGrail, *Township Fire Union President*
Tim McGrane, *M1 Concourse Chief Executive Officer*

Acknowledgements



Stakeholder Panelists Continued

Noah Mehalski, *Department of Public Works Director & Director and Deputy Union President*
Tera Moon, *Bloomfield Township Library Director*
Valerie Murray, *Bloomfield Township Trustee*
Ed Okuniewski, *Brother Rice High School Principal*
Chris Pero, *Max Broock Realtors Real Estate Agent*
Rishiv Ramesh, *International Academy High School Student*
Tom Riney, *Township Police Union President*
Dr. Embekka Roberson, *Superintendent of Birmingham Public School District*
Laura Rubin, *Meadow Lake Board Riparian*
Jeremy Salomon, *International Academy High School Student*
Jeff Salz, *Planning Commission Chair*
Jay Sawmiller, *HUB International*
Pastor Niklaus Schillack, *Beautiful Savior Lutheran Church*
Michael Schostak, *Bloomfield Township Treasurer*
Addy Shattuck, *Pet Supplies Plus Bloomfield Owner*
Shane Spradlin, *Penske Corporation Executive Vice President & General Counsel*
Effie Steele, *Forest Lake Board Riparian*
Karyn Stickel, *Hubbell Roth and Clark Senior Associate*
Bob Taylor, *Township Board of Review Member*
Jason Theis, *Accounting Department Director*
Christine Tvaroha, *Senior Services Department Director*
Rebecca Van Loon, *Brooklyn Bagel Deli Owner*
Patti Voelker, *Planning, Building and Ordinance Department Director*
Dani Walsh, *Bloomfield Township Supervisor*
Dale Watchowski, *President & CEO of Redico and American House*
Erin Watson, *Friends of Johnson Nature Center Board President*
Cathy Weissenborn, *Bloomfield Village Manager*
Cathy White, *Bloomfield Area Cable Board Member*

And to the *thousands* of residents who engaged and participated in the multiple surveys, the online idea wall and/or the many in-person community forums,

we thank you!



We would also like to thank the BerryDunn Consulting team for their facilitation of the process.

Seth Hedstrom, *Principal*
Michelle Kennedy, *Project Manager and Facilitator*
Jen Ferguson and Keith Linton, *Facilitators*
Maddi Powers Spencer, *Facilitator and Research Analyst*



2025-

2029



STRATEGIC PLAN



CITY OF JANEVILLE

Wisconsin's Park Place

STRATEGIC PLAN 2025–2029



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Letter from the City Manager



Dear Janesville Community,

Over the past several months the residents and stakeholders of Janesville came together to have a spirited and interesting discussion on the City's future. The results of those discussion is the City's new 2025-2029 Strategic Plan. It serves as a framework to guide our priorities and actions over the next five years, ensuring we stay aligned with the goals and values expressed by you — our community members.

The plan encompasses our Mission, Vision, Guiding Principles, and Strategic Priorities. These were carefully chosen to address and enhance critical areas in our community. Our priorities will shape our operational strategies, budget allocations, and program implementations, ensuring that we meet the diverse needs of our city.

The Strategic Plan is only valuable if it is put to work. Now that the document is complete, it is time for our city leaders to work together to accomplish the aspirational goals and objectives it outlines. To this end, we will be incorporating this plan into the way we operate for years to come and reporting back regularly on our progress.

Your input has been invaluable in shaping this plan. Through online engagement, community forums, and direct conversations, we have gathered insights that are crucial to our collective vision for Janesville. This document is not merely a guideline for city operations; it is a testament to our commitment to work transparently and collaboratively with you all.

I encourage you to read through the Strategic Plan and consider how you might get involved in its implementation. Your engagement is essential as we move forward. Together, we will continue to be a great place for people to live and visit. Thank you for your continued support and collaboration.

Sincerely,

Kevin Lahner,
City Manager, City of Janesville

Why a Strategic Plan?



CITY OF JANESVILLE
Wisconsin's Park Place
STRATEGIC PLAN 2025–2029

What does it do?

We know our community has big dreams for City of Janesville and want to see them come true. Our strategic plan charts a course for the future that identifies the results we want to achieve. The strategic plan defines a shared vision for the future and focuses the City's resources on seven clearly defined priorities – community engagement, economic development, financial sustainability, housing for all, infrastructure, organizational excellence, and vibrant community – along with goals, objectives and clear measures for tracking progress and accountability.

At its core, the strategic plan maximizes our chances of realizing the City's vision by balancing the short-term, immediate reality with long-term goals that help us prepare for and navigate a changing environment. It provides a “north star” direction that keeps us on track and working together to keep our commitment to the City's mission and reach our desired destination. Track the progress of the City's strategic goals by visiting our Park Place Performs! dashboard at www.janesvillewi.gov/strategicplan.



Who we are



Mission Statement



An adaptive and welcoming community enriching lives.

Vision Statement



A vibrant and diverse community to discover life's opportunities.

Guiding Principles



Adaptability

We are creative and flexible in response to our community.

Respect and Diversity

We embrace diversity, empathy, and collaboration through a foundation of mutual respect.

Service

We serve with kindness, integrity, and professionalism. We are accountable for making ethical and innovative decisions that reflect community-driven goals.

Communication

We value honest and clear communication.

Equity, Inclusion, and Belonging

Through inclusive and equitable practices, we create spaces that reflect the diverse perspectives of our community and foster a culture of belonging.



Plan at a glance

The City of Janesville 2025-2029 Strategic Plan serves as the road map over the next five years to guide our community's vision. The City's strategic plan is a living document that creates a framework and the steps needed to meet and exceed our community's needs over the next several years. The mission tells us *"what"* we are to be doing. It keeps our elected and appointed officials and staff focused on the tasks to be done. The vision tells us *"where"* we are going. It keeps us focused on the destination and the future we are trying to create. The guiding principles tell us *"how"* to do what we are doing. They remind us of the way we intend to serve the people and community of Janesville.



Community Engagement



Our Goal



Strengthen our community by fostering an open and engaging environment, increasing participation in local initiatives, and collaborating with local partners to build a more connected, vibrant city.

Objectives

1. Promote a consistent, positive image of the city to attract and retain residents and businesses.
2. Utilize a variety of media outlets to encourage two-way dialogue with community members.
3. Foster stronger public confidence in the city through active communication and engagement.
4. Continue to promote city interests to county, state, and federal elected officials.
5. Continue to share the city's strategic goals to communicate progress and instill public trust.





Outcome Measures

- Develop a plan to enhance current communication outlets and conduct outreach with new outlets by May 2025.
- Publish a strategic plan update annually on the city website.
- Increase social media and digital engagement year over year by tracking metrics such as post reach, follower growth, and interaction rate (likes, shares, comments).
- Increased partnerships with local partners (measure the number of collaborations and partnerships with community groups, nonprofits, and businesses).



Economic Development



Our Goal



Promote businesses and growth throughout the city to maintain a positive business environment.

Objectives

1. Attract, retain, and expand businesses to diversify industries and jobs for better wages and community prosperity.
2. Support and develop entrepreneurs through existing community partnerships.
3. Sustain growth and development of downtown to boost the local economy.
4. Develop a new redevelopment plan for the former GM/JATCO Site.
5. Market and promote the business community to developers, brokers, and investors to foster relationships.
6. Advocate for development that positions the city as a desirable place to conduct business.
7. Continue to work with our partners to foster a regional business community that promotes the Rock County business environment.
8. Rewrite zoning code to maintain flexible zoning codes for evolving residential, commercial, and industrial developments.



Outcome Measures

- Increase in taxable value
(metrics: building permits, capital investment).
- New and existing employers adding new jobs.
- Complete a new zoning code update by December 31, 2025.
- Increase in median income.
- Number of new businesses created in the city.
- Continue implementation of the Arise plan.
 - Identified sites in Arise are developed and no longer vacant
 - Increase in residential units
- Increase in Tax Incremental District (TID) tax increment year over year.



Financial Sustainability



Our Goal



Maintain long-term financial responsibility through prudent management, varied revenue streams, and cost optimization.

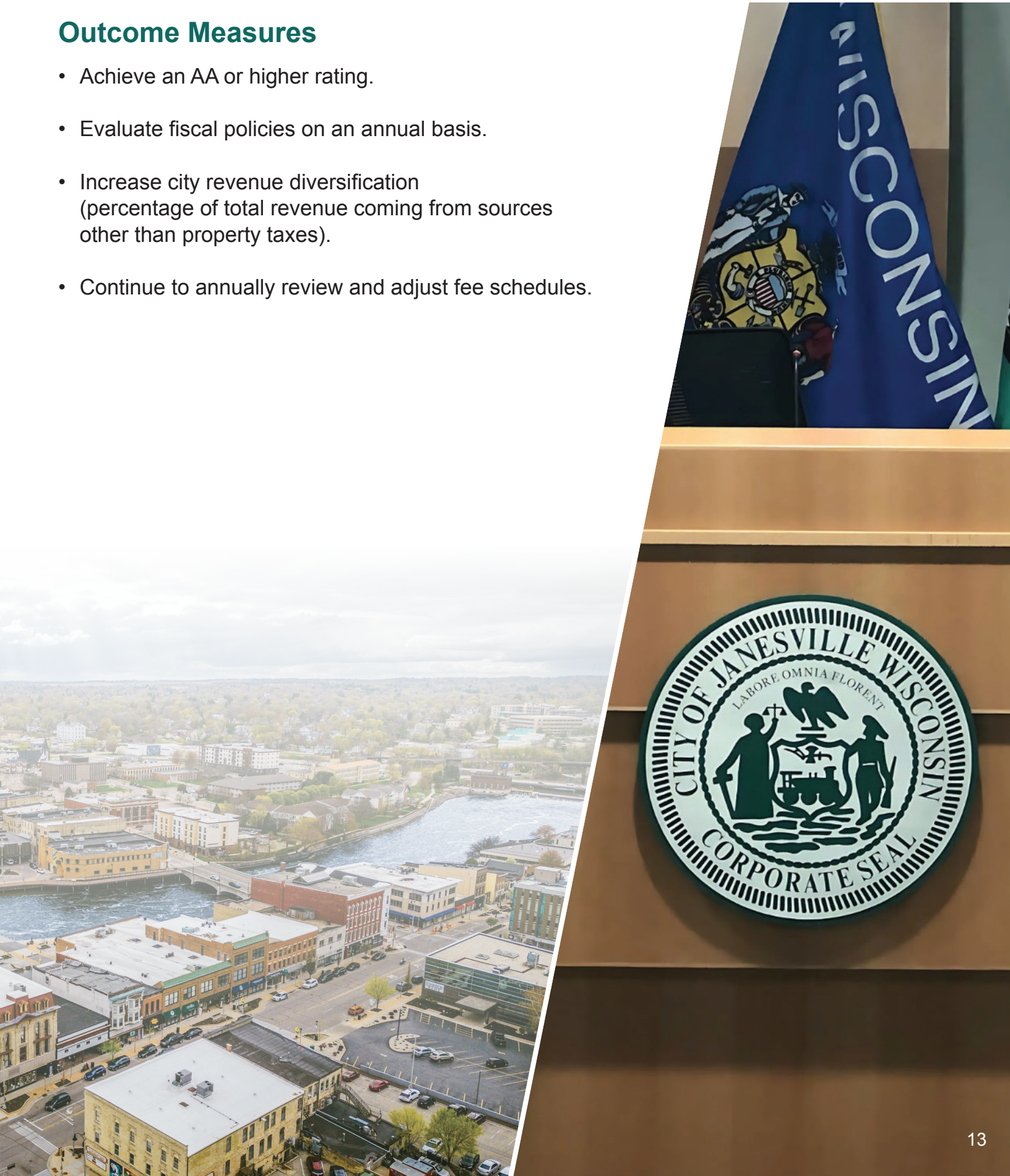
Objectives

1. Maintain fiscal policies that will result in an AA or higher bond rating.
2. Maintain procurement practices that result in the best product or service at the lowest cost.
3. Maximize equipment/product life cycles to minimize overall costs.
4. Collaborate with the community and leverage public-private partnerships (P3s) to be good stewards of limited city resources.
5. Explore and maximize revenue diversification opportunities to decrease the burden on property taxpayers.
6. Continue to advocate for a more equitable calculation and distribution of state-shared revenue rules.



Outcome Measures

- Achieve an AA or higher rating.
- Evaluate fiscal policies on an annual basis.
- Increase city revenue diversification (percentage of total revenue coming from sources other than property taxes).
- Continue to annually review and adjust fee schedules.



Housing for All



Our Goal



Promote and encourage the development and redevelopment of housing to increase accessibility and availability of housing across the economic spectrum.

Objectives

1. Leverage P3s to incentivize the creation of housing options that meet the needs of all residents throughout the city.
2. Revise zoning codes to better enable the production of diverse housing types and lot sizes at various price points.
3. Partner with county, state, and federal programs intended to boost housing repair and maintenance.
4. Continue to find and market residential development opportunities to investment partners.
5. Promote infill projects and revitalization efforts to encourage the utilization of vacant or underused land.



Outcome Measures

- Increase the total units added by occupancy type.
- Preservation of existing housing stock
(# of homeowner rehabilitation loans provided).
- Establish new partnerships and maintain current relationships
to increase the number of housing units.
- Development of infill lots (building permit issuance).



Infrastructure



Our Goal



Utilize best practices for routine maintenance, rehabilitation, and updates for city infrastructure, facilities, and assets.

Objectives

1. Maximize the life cycle of the City's assets (i.e., public infrastructure, streets, roadways, facilities, fleet, and equipment) through routine preventative maintenance and capital improvement programs (CIP).
2. Develop and maintain an efficient, safe, and varied transportation system based upon adopted long range plans, standards, and best practices.
3. Recognize the critical nature of information technology (IT) in public services and allocate resources accordingly to maintain and upgrade the City's IT hardware and software infrastructure.
4. Leverage technology in all work areas to improve efficiency and customer service.
5. Maintain resilient water, wastewater, and stormwater systems through active upkeep and Capital Improvement Plan that meet or exceed state and federal standards to maximize system redundancy and reliability.
6. Continue growing, sustaining, and ensuring the health of the landfill to achieve self-sufficiency.



Outcome Measures

- Decrease the number of water main breaks per year.
- Increase miles of water main replaced annually.
- Annual capital improvement investment in city building facilities based on Capital Improvement Plan (CIP).
- Increase the average street Pavement Surface Evaluation and Rating (PASER).
- Increase miles of street rehabilitated or reconstructed annually.
- Increase hardware and software replaced or upgraded annually.
- Track the number of help desk tickets resolved annually to establish a baseline of average time to resolve tickets.



Organizational Excellence



Our Goal



Continually strive for organizational excellence by valuing diversity, continuously improving and empowering our teams to deliver high-quality outcomes.

Objectives

1. Recruit, onboard, and retain a more diverse workforce that reflects the diversity of the community.
2. Enhance staff training opportunities to foster a more inclusive, equitable, and engaging work environment and promote a culture of continuous advancement.
3. Continue advancing the Diversity, Equity, Inclusion, and Belonging (DEIB) committee's work to promote the City's DEIB efforts and initiatives.
4. Implement and act on feedback from the City's cultural assessment.
5. Review and update City personnel policies to promote equity, inclusion, and workplace efficiency.
6. Continue to conduct after-action reviews (AARs) following significant city events to improve future planning, promote continuous improvement, and enhance emergency preparedness.
7. Empower employees to pursue innovative solutions and create an engaging workforce.





Outcome Measures

- City staff demographics.
- Decrease staff turnover rates.
- Increase staff training hours.
- Increase City investment on staff training and conference opportunities.
- Establish an annual review cycle of city policies.
- Conduct an After-Action Review (AAR) within 30 days following a significant city event.



Vibrant Community



Our Goal



Promote a safe and healthy community with amenities and activities to attract and retain a multi-generational community.

Objectives

1. Provide quality public safety services aligned with best practices and safety standards.
2. Train employees to help ensure emergency management preparedness.
3. Promote partnerships that enhance public safety, seek community involvement, foster a sense of ownership, and strengthen neighborhoods.
4. Provide various cultural and recreational opportunities that promote a sense of belonging and quality lifestyles.



Vibrant Community

Outcome Measures

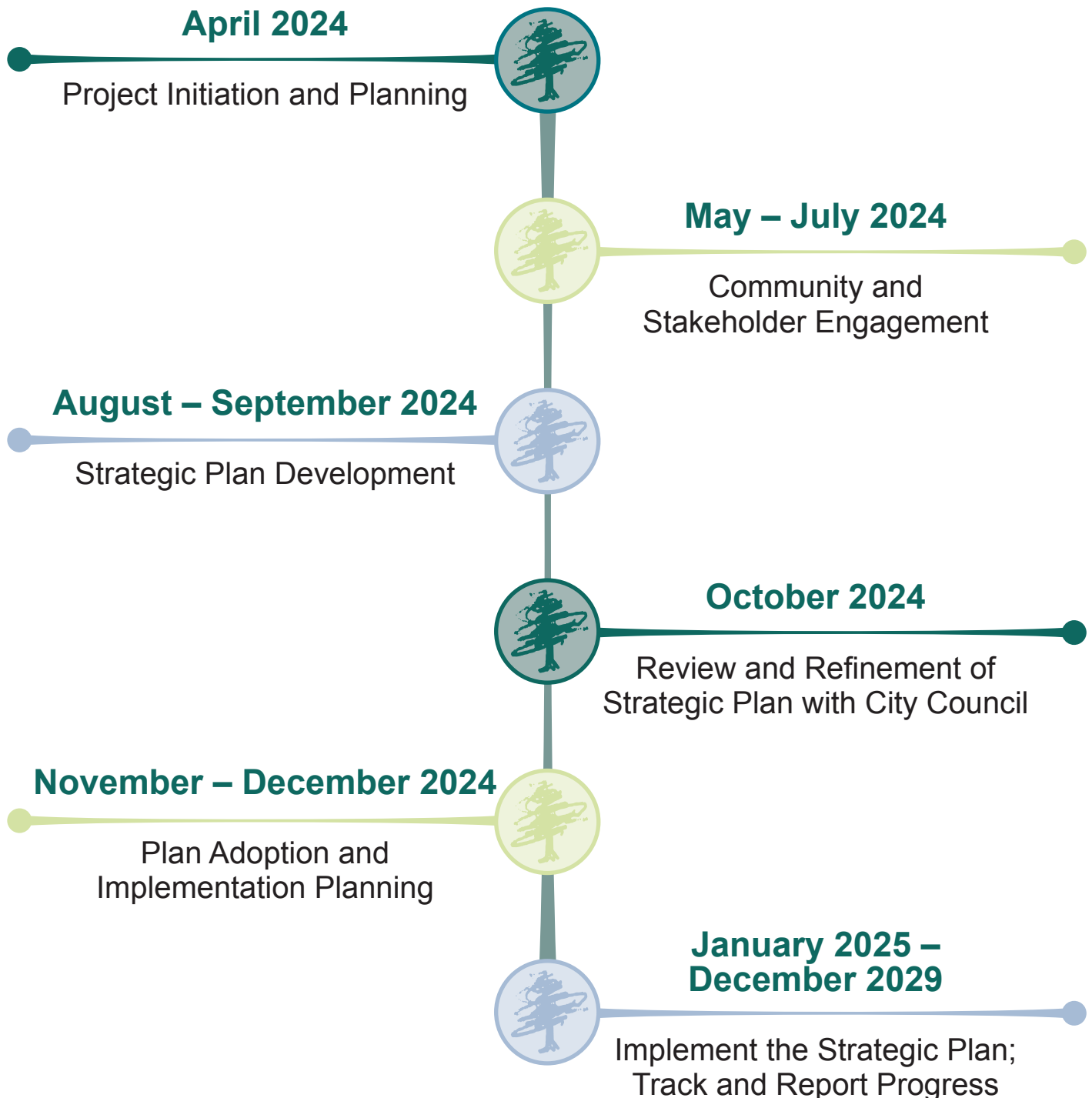
- Decrease response times.
- Tracking emergency preparedness training attendance via sign-in sheets.
- Increase positive survey responses related to public safety year over year.
- Increase community event participation.
- Increase public safety events/hours.



How Did We Create This Plan?



The strategic planning process is as important as the final document itself. Input was incorporated from across the community and the City organization, including the City Council, employees, and leadership, residents, businesses, educators, youth, seniors, community-based organizations, and other community stakeholders. This helps ensure that we are being responsive to community priorities and needs and that City resources are aligned with those needs as well as with the government's organizational needs.



How Did We Create This Plan?



1,908

Online Interactions with Social Pinpoint
Virtual Engagement Platform



108

Ideas Wall
Comments



154

Survey Responses



3

Community Forums



37

Attendance at 3
Community Forums



35

Interviews and
Focus Group Participation



Plan Development Workshops

2



Direct emails to

3,244



Social Media with Post Reach of

13,140

What's Next?



We know our community has high standards and aspirations for the City of Janesville. We enjoy a high quality of life here and want to remain an excellent place to be. The plan's five-year timeline allows for thoughtful sequencing of initiatives that will make our continued high quality of life possible.

With the strategic plan in place, the City is building an implementation plan to translate the priorities, goals, and objectives into action steps with assigned responsibilities and established timelines. This will allow City departments to work together to achieve our desired future. Regular monitoring and evaluation systems will be put in place to help ensure continuous improvement and ongoing alignment with the City's vision and strategic priorities.

We are committed to focusing resources on the priorities that best serve the needs of the community as captured in this plan,, so we will align the strategic plan with the City's annual budget process so we can ensure that resources are utilized efficiently and directed toward the most important priorities. As needs or opportunities shift during the life of the plan, the City expects to address any needed changes as part of the annual budget process. And, with the strategic plan as a guide, other City plans and initiatives can be built to align so that everything is flowing in a common direction. The values expressed in this plan will drive how the City makes decisions and delivers services, and employees will apply these principles in their day-to-day work.

Keeping Track of Progress

The City will monitor progress toward strategic plan goals and objectives and report on performance measures. Tracking keeps us transparent and holds us accountable. We will provide the community with an annual report and year-end presentation to the City Council. Community members can expect to understand what we are working on and the benefits that will result for our residents, businesses, and the community overall.

Monthly –

City staff will discuss and evaluate progress on strategic goals and objectives.

Quarterly –

City leadership will provide the City Council with progress updates for each strategic plan priority.

Twice a Year –

The City Manager will prepare an update to the City Council for each strategic priority, including progress updates, successes and wins, and challenges.

Annually –

The City Manager will prepare a year-end update detailing progress on each strategic priority, goal, and objective. The report will be presented to City Council and shared with the community on the City's website www.janesvillewi.gov.

Acknowledgements

This strategic plan results from the combined efforts of our City's elected officials, employees, and community members. The City of Janesville would like to extend sincere thanks to everyone who saw the importance of this plan and dedicated their knowledge, guidance, and time over the past several months to bring it to life. Your contributions are the bricks that build the foundation for our future.



City Council

City of Janesville Staff

Community Leaders

Forward Janesville, Inc

Residents of Janesville

We would also like to thank the BerryDunn Consulting team for their facilitation of the process.



Principal: Seth Hedstrom

PM and Facilitator: Charline Kirongozi

Facilitator: Jen Ferguson

Research Analyst: Maddison Powers Spencer



CITY OF JANESVILLE

Wisconsin's Park Place

STRATEGIC PLAN 2025–2029





City of
Waukesha
STRATEGIC PLAN • 2024-2029

FROM THE MAYOR

On behalf of our elected officials and City staff, I want to thank you for your contributions to the City of Waukesha. As we strive to be a place of choice for people, businesses, and community, it is crucial to have a compass to guide the organization. My last 10 years as Mayor have shown me the importance of the city-wide Strategic Plan: to lead the City in decision making and actions. It is the Strategic Plan that provides a comprehensive framework to focus the work and priorities of the City staff and Common Council toward accomplishing specific goals for the next five years.

The Plan contains our Mission Statement, which describes our purpose and reason for existing. Our Vision Statement defines our desired future and provides direction for where we want to go as a community. Our Core Values state how the organization and City staff will conduct its business, make decisions, and deliver programs and services to the community. Strategic Priorities and the supporting Objectives and Performance Measures define the specific factors the City staff will focus on.

I believe the Strategic Plan will lead us into a bright and wonderful future for ours and future generations. I am especially grateful to our elected officials and the many community members who actively participated in this important and significant process.

*Thank you for making Waukesha
a desired place to be.*

Thank you,

Mayor Reilly



FROM THE CITY ADMINISTRATOR



Thank you, City of Waukesha community, for participating and being a part of the Strategic Plan for the City's future. The Strategic Plan has been adopted by the Common Council and will serve to guide the work of the City for the next five years. This plan reflects the hard work of your elected Councilors, residents, businesses, advisory boards and committees, a broad array of community groups, department heads, and employees.

In this document you will find our City's Mission, Vision, Core Values, Strategic Priorities, and Goals. There are specific steps, the actions that must be taken if we are to arrive at the desired destination. It is important to view this document as a road map. Our continued success will depend on following the direction and objectives provided to make our Vision for Waukesha a reality.

Thanks to all of you for your many meaningful contributions to this Strategic Plan.

We look forward to implementing the Strategic Plan in collaboration with all of our internal and external partners.

Anthony Brown



Our Government

The city of Waukesha operates under a mayor-council form of government.

At the helm is the mayor, who serves as the chief executive officer, and a City administrator who oversees day-to-day operations. Supporting the mayor are the Common Council members, who are elected representatives from various districts within the city. The Common Council plays a crucial role in legislative decision-making, including passing ordinances, approving budgets, and setting policies. Collaboration between the elected officials and administrative staff helps ensure efficient governance and responsiveness to the needs of Waukesha residents.

Regular meetings of the Common Council are held in the City Hall Council Chambers on the 1st and 3rd Tuesdays of each month.

www.waukesha-wi.gov/CityCouncil



Mission Statement



(Where we're headed)

We are dedicated to fostering a high quality of life in Waukesha through efficient, effective, and engaging government.

Vision Statement



(Our shared idea of the future)

Waukesha is an accessible, vibrant, and desirable community where diversity is celebrated, and sustainably sound and innovative practices are prioritized.

Core Values



(Expectations for City decision making and service delivery)

Be of Service

To each other by enhancing, innovating, and providing high levels of customer service to the community.

Be Open

By connecting, listening, responding, and engaging.

Be Accepting

By supporting change, showing consideration, and being inclusive.

Be Responsible

By forward-thinking, owning the work, and showing accountability and integrity.

Above All

Be focused on ensuring the community is safe and secure.



***Our Goal** (Where we're headed)*

We will manage resources in ways that focus on fiscal stability, resilience against economic challenges, and balanced approaches to funding the needs of the community.

Objectives/Performance Measures

(What we'll focus on to get there | How we'll know we're successful)

OBJECTIVE 1

Develop a five-year financial plan that forecasts budget balancing challenges, opportunities for efficiencies, and capital investment needs.

Performance Measure

1. Number of balanced years in annual updated General Fund five-year projection

OBJECTIVE 2

Review and update (if necessary) all financial policies and management tools to include organizational and departmental strategies that are modern and based on best practices.

Performance Measures

1. All financial City policies will be updated by December 2026.
 - Progress of updating existing policies and/or drafting additional policies will occur in each year leading up to December 31, 2026
2. Number of financial policies reviewed, updated and/or created in the year.
3. Number of interim financial reports produced each year.
4. Maintain a bond rating of Aa2 and strive to increase to a bond rating of Aa1 by April 2029.



OBJECTIVE 3

Review existing debt obligations and potential new debt for capital investments so that the City's principal balance decreases annually.

Performance Measures

1. Decrease levy-supported General Obligation (GO) debt balance.
2. Develop a 10-year asset inventory for fleet, facilities, and equipment by December 2025.
3. Annually update asset inventory for fleet, facilities, and equipment.

OBJECTIVE 4

Review all current revenue sources and identify possible new non-levy revenues to pursue.

Performance Measures

1. Annually review property tax-based support for all departmental operations that have revenue-generating activities.
2. Develop a citywide sponsorship/partnership fundraising approach that is coordinated across all departments.
3. Increase parking revenue by 15% by instituting surface lot automated pay structure by December 2029.
4. Increase Drop-Off Center revenue by 15% to get closer to budget neutral by December 2029.
5. Increase City garage revenue by 15% by providing additional inter-governmental services by December 2029.
6. Annually review, and increase, if reasonable, the cost recovery for City services that have revenue-generating activities.

OBJECTIVE 5

Review all current expenditures and cost savings opportunities.

Performance Measures

1. Decrease operational costs at the Clean Water Plant by \$100,000 by December 2029.
2. Reduce credit card processing fees by consolidation of services used by multiple departments by December 2029.
3. Complete Department based service inventories and ranking of tasks by priority by December 2025



Our Goal (Where we're headed)

We will encourage an organizational culture that embraces diversity, learning, and innovation in service delivery.

Objectives/Performance Measures

(What we'll focus on to get there | How we'll know we're successful)

OBJECTIVE 1

1. Conduct an organizational assessment and create a long-term staffing plan that meets and maintains City obligations and commitments.

Performance Measures

1. Develop departmental training plans as part of the annual budget process.
2. Establish cross-training opportunities across departments and implement a plan by December 2026.
3. Develop an Employee Engagement Survey Plan by December 2025 and conduct an annual survey to measure engagement.
4. Create succession plans within all departments by December 2025.
5. Update Departmental Strategic Plans (every five to eight years).
6. Develop a Comprehensive Master Plan for the Cemetery Department by December 2026.

OBJECTIVE 2

Leverage technology solutions to enhance efficiencies in service delivery to streamline processes, reduce costs, and improve the quality of services.

Performance Measures

1. Develop processes to reduce time from application to time of hire by December 2025.
2. Complete software, subscription, and hardware inventory organization-wide by December 2024.
3. Eliminate redundant, underused software by March 2025.
4. Identify a system to conduct customer feedback surveys by December 2025.
5. Implement new permit software to increase the number of city services available online by December 2027.



OBJECTIVE 3

Recognize, encourage, and reward creative thinking, innovation, experimentation, and calculated risk-taking through enhanced employee recognition programs.

Performance Measure

1. Create enhanced employee recognition programs by December 2025.

OBJECTIVE 4

Provide resources to develop an employee recruitment and retention program that includes training and professional development activities.

Performance Measures

1. Hold full City Leadership Program classes (at least 12 participants) every year.
2. Offer at least six programs for the Leadership Alumni Group every year to have an engaged and informed workforce and continue to nurture leadership skills.
3. Offer one Tony Time training topic every month.
4. Track number of applicants received via job fairs/table events.
5. Develop an internship program with schools by December 2025.
6. Develop a mentorship program for new hires with initial emphasis on high-turnover departments by December 2026.
7. Create a safety committee to track improvements in employee safety by March 2025.
8. Serve the community through volunteering efforts within the City two to three times a year.
9. Establish clear onboarding procedures for all new employees and in each department by June 2025.



Our Goal (Where we're headed)

*Stimulate economic and community vibrancy
where all can live, gather, work, and recreate.*

Objectives/Performance Measures

(What we'll focus on to get there | How we'll know we're successful)

OBJECTIVE 1

1. Focus capital investments on new and existing mobility and accessibility infrastructure, neighborhood cohesiveness, culture and recreational spaces, and transportation improvements.

Performance Measures

1. Positive change in Livability Score the American Association of Retired Person (AARP) and satisfaction focused on community accessibility initiatives (baseline: 59, increase 2 – 3 points in five years).
2. Implement the Freidman Alley Placemaking Plan by December 2028.
3. Track the number and types of community plans developed/updated.

OBJECTIVE 2

Update Standard Development guidelines on a biannual basis and require new development to adhere and build to the standards.

Performance Measure

1. Increase the number of workforce style housing units year over year.

OBJECTIVE 3

Update all zoning codes to promote the construction of additional housing and make it easier to redevelop parcels in the City.

Performance Measure

1. Update zoning code by the end of December 2025.

1. "The AARP Livability Index is created from more than 50 unique sources of data across the seven livability categories. Using these metrics and policies, the AARP Livability Index scores communities by looking at how livable each neighborhood is within the community."



OBJECTIVE 4

Implement items approved in the 2023 – 2027 Waukesha Area Transit Development Plan.

OBJECTIVE 5

Implement improvements from the adopted 2023 Sidewalk Plan to increase pedestrian safety and mobility by increasing sidewalk connectivity.

Performance Measures

1. Complete all areas identified as high priority in the Sidewalk Plan.
2. Update the Bicycle/Pedestrian Plan by December 2028.

OBJECTIVE 6

Update the Park and Recreation System Master Plan (Park and Open Space Plan) that focuses on maintaining and improving existing park and open space. Require projects to adhere to plan priorities.

Performance Measure

1. Number and type of park and/or bicycle and pedestrian-focused improvements completed.

OBJECTIVE 7

Review City facilities for meeting Americans with Disabilities Act (ADA) guidelines and create a comprehensive plan to update facilities not meeting the mandated requirements.

Performance Measure

1. Track the number of ADA improvements made annually (once the City identifies the list of improvements needed that will establish the annual goal).

OBJECTIVE 8

Partner with and create a Business Recruitment Plan (including a list of financial incentives that are available for desired development projects) to attract and support new businesses in the downtown Business District.

Performance Measure

1. Create the Business Recruitment Plan by December 2026

OBJECTIVE 9

Collaborate with other governmental entities to review underutilized parcels in the City owned by other governmental entities to develop a plan to repurpose said parcels.

Performance Measure

1. Develop a plan by December 2025



Our Goal (Where we're headed)

Promote open communication and active participation, information-sharing, and a sense of belonging within our community.

Objectives/Performance Measures

(What we'll focus on to get there | How we'll know we're successful)

OBJECTIVE 1

1. Inform the community about City accomplishments, roles and responsibilities, and progress toward strategic initiatives through all City communication channels.

Performance Measures

1. Increase the use of WisVote for creating registrations and absentee requests or obtaining poll/ballot information by 20% by calendar year end through additional public outreach areas.
2. Annually review and update the Resident Guide.
3. Increase Department of Public Works (DPW) events/public outreach for the personal care product and Municipal Separate Storm Sewer System (MS4) responsibilities.
4. Increase engagement on social media year over year.
5. Review options to provide paperless City communications to identify whether waste and expense can be reduced by December 2025.

OBJECTIVE 2

Develop multilingual communication methods to enhance the community experience for all residents.

Performance Measures

1. Create a plan for communicating with multilingual audiences by December 2025.
2. Maintain ADA, Section 508, and Web Content Accessibility Guidelines (WCAG AA) compliance on all digital items related to the public (website, social media, kiosks, message boards, etc.) to ensure consistent and equal experiences for as many residents as possible by conducting a yearly compliance audit.



OBJECTIVE 3

Implement a periodic community survey program that serves as a tool to update and enhance communication and services to a diverse community.

Performance Measure

1. Conduct biannual community survey.

OBJECTIVE 4

Encourage and provide opportunities for partnerships between social, civic, church, and community support organizations.

Performance Measures

1. Increase the number of volunteers (hours) annually.
2. Unify volunteer efforts across all departments and programs to increase engagement and opportunities for the community.

OBJECTIVE 5

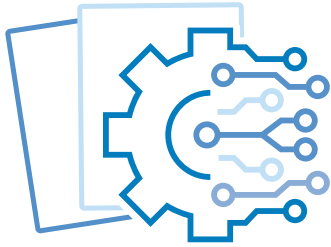
Provide a variety of engagement opportunities for residents to seek information about the community.

Performance Measures

1. Fill classes (at least 20 participants) in the Local Government Academy annually.
2. Increase the number of community events (table/booth) where a City representative/information is present.
3. Develop a community-focused survey to target Community Safety topics by December 2025.
4. Increase outreach to the community and the number of Community Safety programming year over year.
5. Increase the rating of “residents’ connection and engagement with their community” as asked on the National Community Survey (increase from 58% by December 2029).
6. Investigate options for a centralized Citywide citizen request portal and app by December 2025.
7. Identify systems for targeted communications to residents (so the City can communicate directly with businesses, neighborhoods, dog owners, etc.).



HOW DID WE BUILD THIS PLAN?



Documents + data sources
reviewed and used for
environmental scan **24**



Online interactions
with Social Pinpoint
1,100



Survey responses **90**



Ideas Wall
comments
132



People interviewed **56**



Community forums **3**

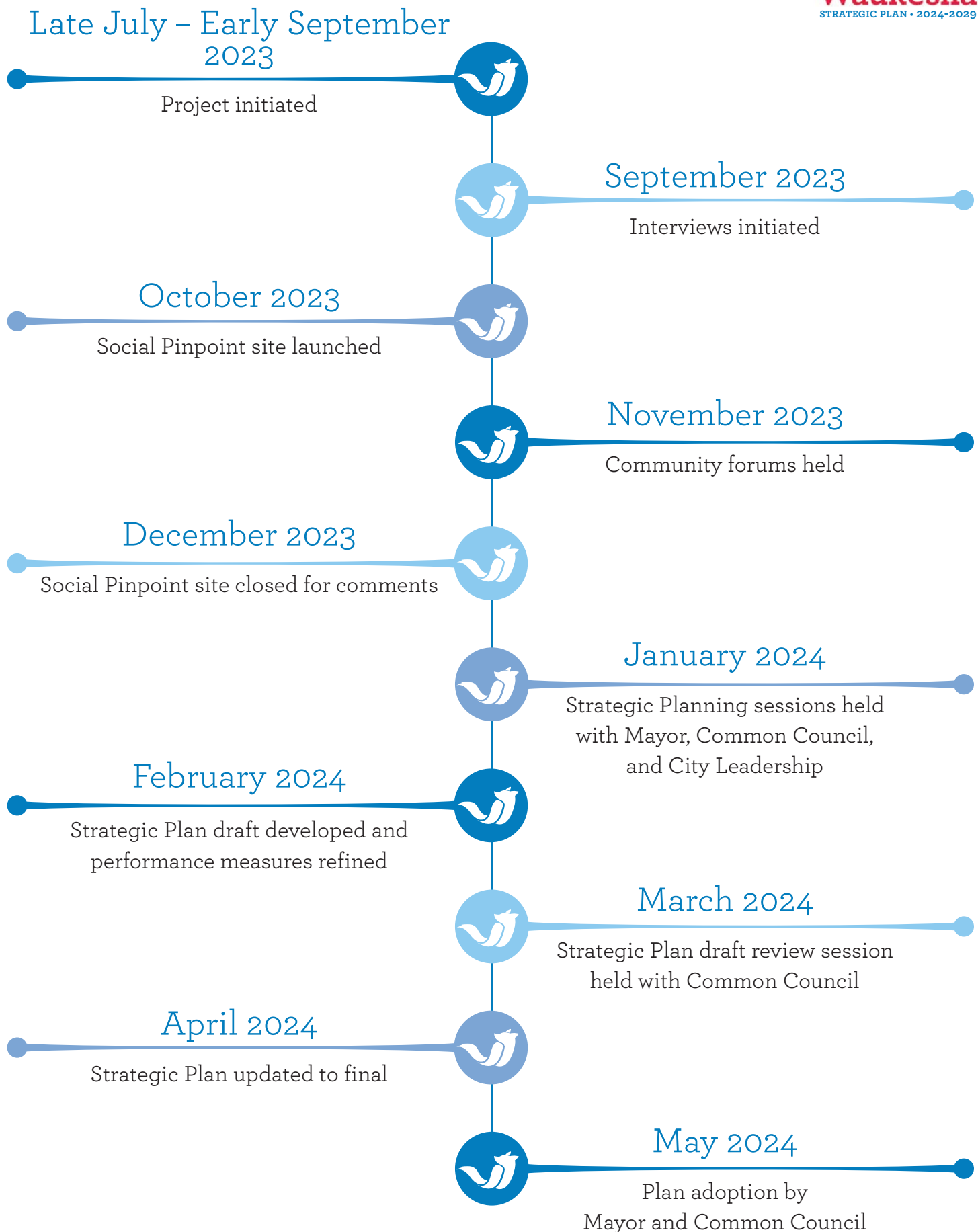


Council workshops
and presentations **3**



City Leadership meeting **1**

HOW DID WE BUILD THIS PLAN?



Putting the Plan into Action

Now that the plan has been adopted, the focus shifts towards implementation and execution. This involves breaking down the plan into actionable steps, assigning responsibilities, and establishing timelines. Regular monitoring and evaluation are essential to help ensure alignment with organizational goals and adaptability to changing circumstances. Additionally, communication plays a crucial role in keeping stakeholders informed and engaged throughout the implementation process. We hope you stay involved as we work through accomplishing our vision.

Keeping Track of Progress

How are we doing? We'll let you know.

The City will monitor progress toward our Strategic Plan goals and objectives, as well as report on the performance measures. Tracking keeps us transparent and holds us accountable.

The City will provide the community with an annual report and year-end Common Council presentation. Community members can expect to understand what the City is working on and the benefits that will result for residents, businesses, and the community overall.

Monthly

City staff will meet and discuss progress on strategic plan goals and objectives.

Quarterly

City leadership will provide the City administrator with updates on progress toward each strategic priority and goal.

Twice A Year

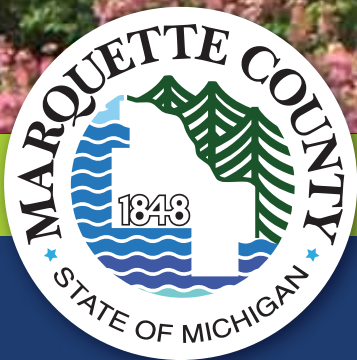
The City administrator will provide the Common Council with an update on progress toward each strategic priority and goal, including successes and challenges.

Annually

The City administrator will provide a year-end report detailing progress on each strategic goal and objective. The report will be presented to the Common Council and posted on the City's website, www.waukesha-wi.gov/strategicplan, for community access.



City of
Waukesha
STRATEGIC PLAN • 2024-2029



STRATEGIC PLAN • 2023-2028

EMPLOYER
OF CHOICE

TECHNOLOGICAL
INNOVATIONS

SUPERIOR
STREAMLINED
SERVICES

STRONG
ECONOMY

SAFE AND
HEALTHY
COMMUNITY

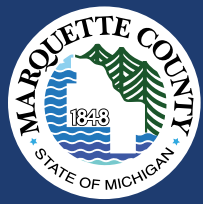
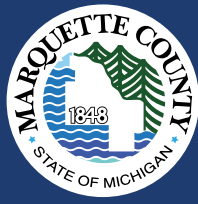


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Strong Economy	10
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BOARD CHAIR LETTER



BOARD CHAIR LETTER

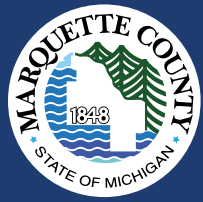
Marquette County, its elected officials, its management team, and its employees take seriously the stewardship entrusted to us for the County's resources, along with the County's rich history and promise of a bright future.

This strategic plan is an essential tool in laying out ways we can make Marquette County stronger. While we continue with our clear focus on delivering excellent service each and every day, this document represents our commitment to work at a higher level and to achieve the County's vision.

This plan is a starting point toward a better future – its success depends on all of us working together – the County Board, County staff, and elected officials – to implement the plan, report and evaluate its progress and make the adjustments necessary to continue moving the County forward.

Though the strategic plan is an essential tool for Marquette County, we also hold the strategic planning process in high value. The strategic planning process was educational, engaging, and collaborative. A great foundation to move forward with implementation is established and we look forward to the work ahead.

Gerald Corkin



OUR MISSION & VISION

MISSION STATEMENT

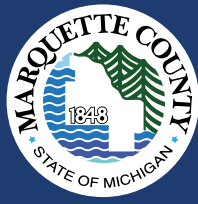
Through leadership, innovation, and collaboration, the County of Marquette is committed to using its resources wisely to provide services that improve quality of life and foster a county-wide sense of community.

VISION STATEMENT

Marquette County is a regional leader providing superior services by investing in its employees and supporting its businesses and regional partnerships to encourage a thriving economy, preserve its natural beauty, and create a safe, healthy, and connected community where all are supported.



GUIDING PRINCIPLES



OUR GUIDING PRINCIPLES

Engaged and Empowered Employees

We enhance dialogue and reciprocal information sharing with our county workforce in ways that engage them in decision-making and empower them to carry out their work in the most effective ways possible.

Collaboration

We partner inter-departmentally, with neighboring governments, and with community groups to leverage our collective resources, knowledge, ideas, and experiences to proactively address issues and solve problems at the source.

Embracing Diversity

We create an inclusive community where everyone is welcomed, diversity is celebrated and the perspectives and opinions of all are used to develop, support, and maintain superior services that are equitable and accessible.

Accountability and Integrity

We respect our commitment to the public by communicating in ways that are open, honest, and proactive so that we can increase awareness and understanding and always remain committed to serving with high ethical standards.

Financial Health and Sustainability

We utilize financial resources in creative ways to maximize efficiency, ensure solvency, and support the responsible growth of our community.

Resilience and Tenacity

We employ local solutions and the fortitude and endurance of our community to rise above challenges, celebrate successes, and remain strong into the future.

Innovation

We pioneer new ideas, new conversations, and new methods of service provision and problem solving to move our community forward.



EMPLOYER OF CHOICE

Implement flexible, creative, and diverse methods of training, retaining, and communicating with our workforce so that all feel valued, recognized and can take pride in the work environment.

Objectives

- Develop and support meaningful and effective employee recognition and benefit programs that can be sustained over time
- Develop processes, procedures and training that enhance the employee experience and increase job knowledge and effectiveness
- Complete a comprehensive classification and compensation study
- Implement security measures to ensure the safety of the County's employees

Outcome Measures

- Employee Training Needs Assessment completed by end of 2023
 - Develop Training Needs Implementation Plan by end of 2024
- Complete Flex Time Analysis by end of 2023
- Establish program and benchmark measurements for employee onboarding by end of 2023
- Increase number employees participating in wellness activities year over year



SUPERIOR STREAMLINED SERVICES



STREAMLINED SERVICES

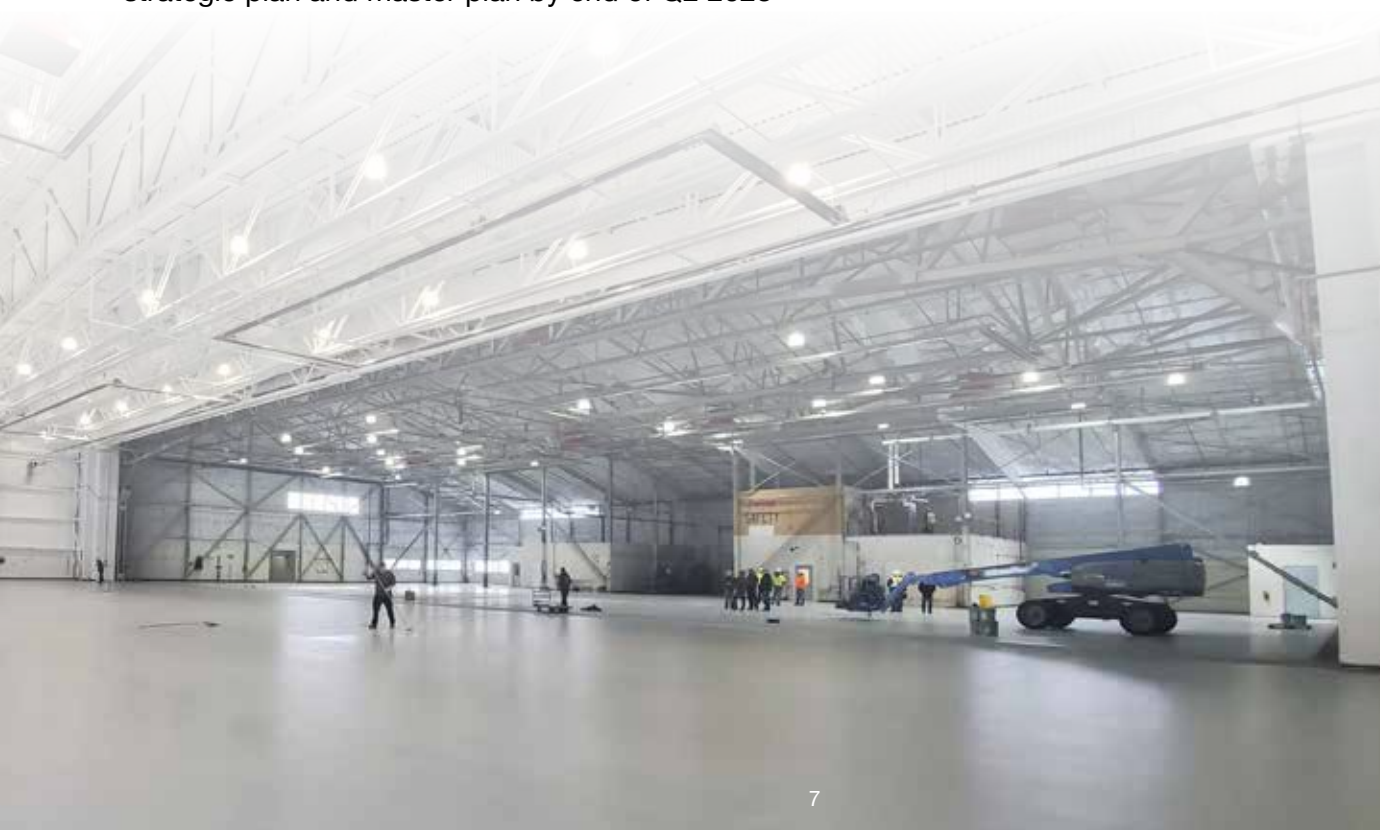
Develop and implement processes and systems that provide cost-efficient, equitable access to superior services and programs through collaboration, use of technology, increased communication, and centralization.

Objectives

- Expand access to County services by increasing online capabilities
- Maximize the use of County facilities and spaces for efficient county functions
- Enhance external communication processes and methods to increase information sharing and understanding
- Establish a structure and process for leadership to develop and implement collaborative goals, objectives, and projects

Outcome Measures

- Analyze current services offered online by Q2 2024
 - Develop milestones/measures for online services once analysis is complete
- Establish County space utilization ratio for benchmarking (in use/vacant, etc.)
- Establish benchmark measurement for public engagement (community survey) and increase % year over year
- Develop branding and design guidelines for the County logo and mission statement by end of 2025
- Develop a centralized social media/communications strategy by end of 2024
- Rewrite capital improvement program ranking criteria to align with the county strategic plan and master plan by end of Q2 2023





TECHNOLOGICAL INNOVATIONS

Implement streamlined, integrated, and holistic technology solutions that increase efficiencies, improve effectiveness, and enhance service provision now and in future years.

Objectives

- Conduct a County-Wide IT Needs Assessment
- Develop an IT Master Plan that aligns with findings of IT Needs Assessment
- Fill position to address technological-related opportunities

Outcome Measures

- IT Needs Assessment developed by Q2 2024
- IT Master Plan developed by Q4 2024
 - Develop 5-year Capital Plan based on Master Plan by Q4 2024
- Create and fill new position to oversee systems integration and workflow streamlining by end of 2024
- Complete virtual courtroom upgrades by end of 2023
- Upgrade servers by end of 2023
- Upgrade jail intercom and cameras by end of 2023



SAFE AND HEALTHY COMMUNITY



SAFE & HEALTHY COMMUNITY

Pursue initiatives, programs and or conversations that protect the community's health, safety, and the environment that align with our strong local culture.

Objectives

- Ensure the community's safety by providing appropriately resourced law enforcement and exploring alternatives to incarceration where feasible
- Maximize use of opioid funding to decrease substance abuse
- Facilitate discussions and outreach with health educators, health care providers, universities, and other key community leaders to increase access to mental health services and decrease substance abuse
- Reduce the County's carbon footprint internally and community-wide by promoting educational opportunities and applying sustainable practices (i.e., electric vehicles, EV charging stations, recycling)
- Increase awareness of healthy lifestyles and pursue funding to do so

Outcome Measures

- Establish staffing capacity benchmark for Sheriff's Department
 - Fill all open positions
- Develop Opioid Addiction Action Plan using Opioid settlement funds by Q2 2023
- Establish benchmark measurement(s) to evaluate substance abuse service provisions by end of 2023
- Establish benchmark measurement(s) to evaluate mental health service provisions by end of 2023
- Pass a Climate Resolution by Q2 2023
- Develop benchmark measurement(s) to monitor reduction of the County's carbon footprint by end of 2024, such as:
 - number of climate resolutions passed with the County's assistance by X date
 - X% increase in products recycled by X date
- Increase the number of healthy lifestyle events partnered by County





STRONG ECONOMY

STRONG ECONOMY

Support and promote a resilient economy that attracts and retains a diversity of businesses, workers, and industries that enhance and support the quality of life in Marquette County.

Objectives

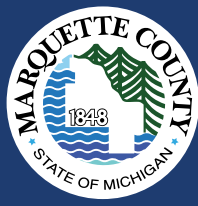
- Support economic development and attainable housing in collaboration with local partnerships (monitor performance of the County's contracted EDO and ensure the County is leveraging and making the best use of available resources)
- Reduce barriers to development and redevelopment of county-owned properties in the Sawyer industrial area
- Streamline development processes to reduce barriers and enhance support for small businesses and entrepreneurs
- Continue to support renewable energy initiatives to potentially stabilize energy costs locally
- Foster the County's relationship with the Marquette County Transit Authority to modernize service and simplify user interfaces
- Explore options for supporting community-wide broadband using ARPA funding

Outcome Measures

- Meet with EDO quarterly to monitor and assess performance
- Ready for new development at Sawyer by Q1 2024
- Complete Airport Terminal Renovation by end of 2026
- Complete Airport Rebranding by Q2 2023
- Update Airport Layout Plan by end of 2023
- Invest transit ARPA allocation by December 31, 2023
- Invest broadband ARPA allocation by December 31, 2023



ACKNOWLEDGEMENTS

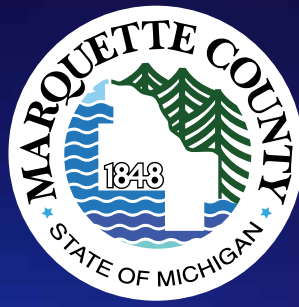


This Strategic Plan is the result of the combined efforts of our employees, appointed members of County committees, department heads, elected officials, and the Board of Commissioners. Marquette County would like to thank all those who participated in the process of providing knowledge and insights that informed the development of the plan.

We would also like to express gratitude to the BerryDunn consulting team who provided direction and expertise throughout the planning process.

ACKNOWLEDGEMENTS





STRATEGIC PLAN

2023 - 2028





CITY OF NOVI CITY COUNCIL
MARCH 10, 2025

SUBJECT: Approval of resolution to authorize Budget Amendment #2025-4

SUBMITTING DEPARTMENT: Finance

KEY HIGHLIGHTS:

- Determining funding mechanisms for several unbudgeted projects and initiatives.
- General Fund: Futurist consultant for March 3, 2025 special meeting and 2050 Strategic Plan consultant
- CIP Fund: Shawood Island purchase, Geotech services at site of proposed new public safety building and Plante Moran Realpoint services on proposed public safety building

BACKGROUND INFORMATION:

The City's annual budget is adopted by the third Monday in May each year and is effective July 1st each year. In accordance with the State Budget Act, budget amendments are to be completed throughout the fiscal year to reflect the most current information available related to revenue and expenditure budgets. Budget amendments that have a positive or negative impact on fund balance or change the function total are prepared for Council approval. Amendments between line-items within the same budget function (that do not have any impact on fund balance) are managed at the administration level. Historically the administration has presented quarterly budget amendments, but several contracts have been awarded or will be awarded for projects that were not part of the adopted budgets to date.

The proposed budget amendment resolution and budget amendment details are attached for the projects/initiatives as follows:

GENERAL FUND 101

The Long-Range Strategic Planning Committee recommended a 2050 Community Strategic Plan for the City. Proposals were due to the City by January 21, 2025. The City received 20 proposals. The Long-Range Strategic Planning Committee is working to narrow down their selection. The estimated cost is \$150,000 which will be incurred over a 12–18-month period (starting in fiscal year 2025 and unspent balance rolled

over to fiscal 2026). \$50,000 will be budgeted in FY 2025 with \$100,000 reducing the estimated increase to fund balance in fiscal year 2026. There are currently no budgeted funds for this project.

The special Council meeting held on March 3, 2025, was hosted by a guest speaker, a futurist. The cost of the futurist is \$25,000. This consultant was not part of the current amended budget, and the city council conferences and workshops budget has no funds available to cover this expenditure.

During the fiscal year 2025 budget process, it was predicted the General Fund would end fiscal year 2024 with a net loss of \$3,031,754 (see budget book page 60, \$41 million in revenues vs. \$44 million in expenditures, the difference being roll over projects). The fiscal year 2024 audited financial statements show a General Fund net loss of only \$2,361,003. The General Fund ended fiscal year 2024 \$670,751 better than expected. The \$670,751 went to fund balance at 6/30/24 and puts the fund overall ahead of the three-year plan passed in the 2024/205 budget. The funding of the long-term planning and futurist are proposed as a use of fund balance and uses some of the savings from last fiscal year.

CAPITAL IMPROVEMENT FUND 401

The proposed budget amendment has a use of fund balance of \$277,245. The CIP fund is a required budgetary fund and must have sufficient budgets for all expenditures. The purchase of Shawood Lake Island of \$210,000 was not originally budgeted. In addition, the land purchase on 11 Mile (across from DPW facility) requires geotechnical services to ensure the land is suitable for the new public safety building. In the past, these services have been charged to the fund where the land was originally purchased from. In this case, that is the CIP fund. Plante Moran Realpoint owner's representative services for the new public safety building were also not budgeted. These services are estimated to cost \$110,000 and be performed before the issuance of the bond. The CIP deficit elimination plan submitted to the State of Michigan in January 2025, showed the CIP Fund has \$2.3 million available for these proposed costs.

RECOMMENDED ACTION: Approval of resolution to authorize Budget Amendment #2025-4.

RESOLUTION

NOW, THEREFORE BE IT RESOLVED that the following
Budget Amendment# 2025-4 is authorized:

	INCREASE (DECREASE)
GENERAL FUND	
APPROPRIATIONS	
City Council	
Other Services and Charges	25,000
City Manager	
Other Services and Charges	\$ 50,000
TOTAL APPROPRIATIONS	\$ 75,000
Net Increase (Decrease) to Fund Balance	\$ (75,000)
Ending Fund Balance	
\$12,754,502	
Fund Balance as a % of total annual expenditures	
30%	
CAPITAL IMPROVEMENT PROGRAM (CIP) FUND	
REVENUES	
Other Revenue	\$ 68,000
TOTAL REVENUES	\$ 68,000
APPROPRIATIONS	
Capital Outlay	\$ 345,245
TOTAL APPROPRIATIONS	\$ 345,245
Net Increase (Decrease) to Fund Balance	\$ (277,245)

I hereby certify that the foregoing is a true and complete copy of a resolution
adopted by the City Council of the City of Novi
at a regular meeting held on March 10, 2025

Cortney Hanson
City Clerk

Budget Amendment# 2025-4 - March 10, 2025

<u>GL #</u>	<u>Project/Item Description</u>	<u>Budget Category</u>	<u>Amount</u>
General Fund 101			
<u>Revenues</u>			
			<u>\$ -</u>
<u>Expenditures</u>			
101-101.00-956.000	Conferences and workshops	Other services and charges	\$ 25,000
101-172.00-816.XXX	2050 Strategic Plan	Other services and charges	50,000
			<u>\$ 75,000</u>
Net Increase (decrease) to fund balance			\$ (75,000)
Ending Fund Balance		\$12,754,502	
Fund Balance as a % of total annual expenditures		30%	
Capital Improvement Program 401			
<u>Revenues</u>			
401-000.00-693.000	Sale of Fixed Assets	Other revenue	\$ 68,000
			<u>\$ 68,000</u>
<u>Expenditures</u>			
401-901.00-971.000	Land acquisition	Capital Outlay	210,000
401-301.00-977.044	Public Safety Building - geotechnical services	Capital Outlay	25,245
401-301.00-977.044	Public Safety Building - RealPoint	Capital Outlay	110,000
			<u>\$ 345,245</u>
Net Increase (decrease) to fund balance			\$ (277,245)

	General Fund		CIP Fund	
Current Budget				
	Audited 2023-2024	Budget 2024-2025	Audited 2023-2024	Budget 2024-2025
Total Revenues	\$ 43,121,724	43,799,093	4,623,562	4,954,335
Total Appropriations	45,482,727	43,053,982	9,979,598	3,302,057
Net Revenues (Appropriations)	(2,361,003)	745,111	(5,356,036)	1,652,278
Beginning Fund Balance	\$ 14,445,394	\$ 12,084,391	\$ (3,695,068)	\$ (9,051,104)
Ending Fund Balance	\$ 12,084,391	\$ 12,829,502	\$ (9,051,104)	\$ (7,398,826)
Budget Adjustments				
Revenue: Increase revenue for sale of the property at the water tower/RC Track				68,000
Appropriations:				
Futurist during the March 3 meeting		25,000		
2050 Community Strategic Plan*		50,000		
Purchase of Shawood Lake Island				210,000
Geotech testing proposed public safety site				25,245
Plante RealPoint owners rep				110,000
Proposed Budget				
Total Revenues	\$ 43,121,724	\$ 43,799,093	4,623,562	5,022,335
Total Appropriations	45,482,727	43,128,982	9,979,598	3,647,302
Net Revenues (Appropriations)	(2,361,003)	670,111	(5,356,036)	1,375,033
Beginning Fund Balance	\$ 14,445,394	\$ 12,084,391	\$ (3,695,068)	\$ (9,051,104)
Ending Fund Balance	\$ 12,084,391	\$ 12,754,502	\$ (9,051,104)	\$ (7,676,071)

*The remaining \$100,000 will impact FY 2026. It is currently not a budgeted project, therefore the budgeted increase to fund balance of \$956,639 will fall to \$856,639.



CITY OF NOVI CITY COUNCIL
MARCH 10, 2025

SUBJECT: Consideration of approval of proceeding with one of two estimated preventative maintenance options for Ajax Paving Industries, Inc. on Beck Road, 11 Mile Road to Grand River Avenue.

SUBMITTING DEPARTMENT: Department of Public Works, Engineering Division

KEY HIGHLIGHTS:

- Option 1 – micro-mill and ultra-thin pave new asphalt on the through lanes only of Beck Road from 11 Mile Road to Grand River Avenue
- Option 2 – micro-mill and ultra-thin pave new asphalt for the drive lanes and deceleration lanes of Beck Road from 11 Mile Road to Grand River Avenue
- Additional ~\$40K to do center left turn lane

	FY 2024/25
EXPENDITURE REQUIRED – Option 1	\$ 164,081.72
EXPENDITURE REQUIRED – Option 2	\$ 224,575.51
BUDGET	
Major Street Fund 202-449.20-975.226	\$ 265,000.00
APPROPRIATION REQUIRED	\$ 0
FUND BALANCE IMPACT	\$ 0
Budget includes the current estimated total project costs for construction (construction engineering, crew days, material testing, contingency, etc.), the out-the-door estimated budget is 265K for the most expensive cost option	

BACKGROUND INFORMATION:

In April of 2023, the City Council approved a contract (2023 Capital Preventative Maintenance Program) with Ajax Paving Industries, Inc. to mill and pave streets, mainly

in the Island Lake of Novi development. Ajax performed very well in this endeavor, on time and on budget.

Immediately following the bid program completion, staff recognized a serious need to improve the current surface condition of Beck Road, from Grand River Avenue down to 9 Mile Road. Staff recommended a simple Pavement Preservation Overlay (PPO) to extend the usable surface life of the roadway until it came to fruition.

The focus of the PPO was to be placed on the two segments of Beck Road between 9 Mile Road and 11 Mile Road since the 11 Mile Road to Grand River Avenue segment was programmed for reconstruction in the 2024/2025 fiscal year. The 11 Mile to Grand River segment is now (pending Environmental Assessment) not scheduled to be reconstructed until 2026. The current condition of this segment needs immediate action and is outside of the capabilities of our internal DPW methods. Therefore, at City Council's request we are recommending a micro-mill ($\frac{3}{4}$ ") of the existing asphalt surface and placing an ultra-thin asphalt overlay.

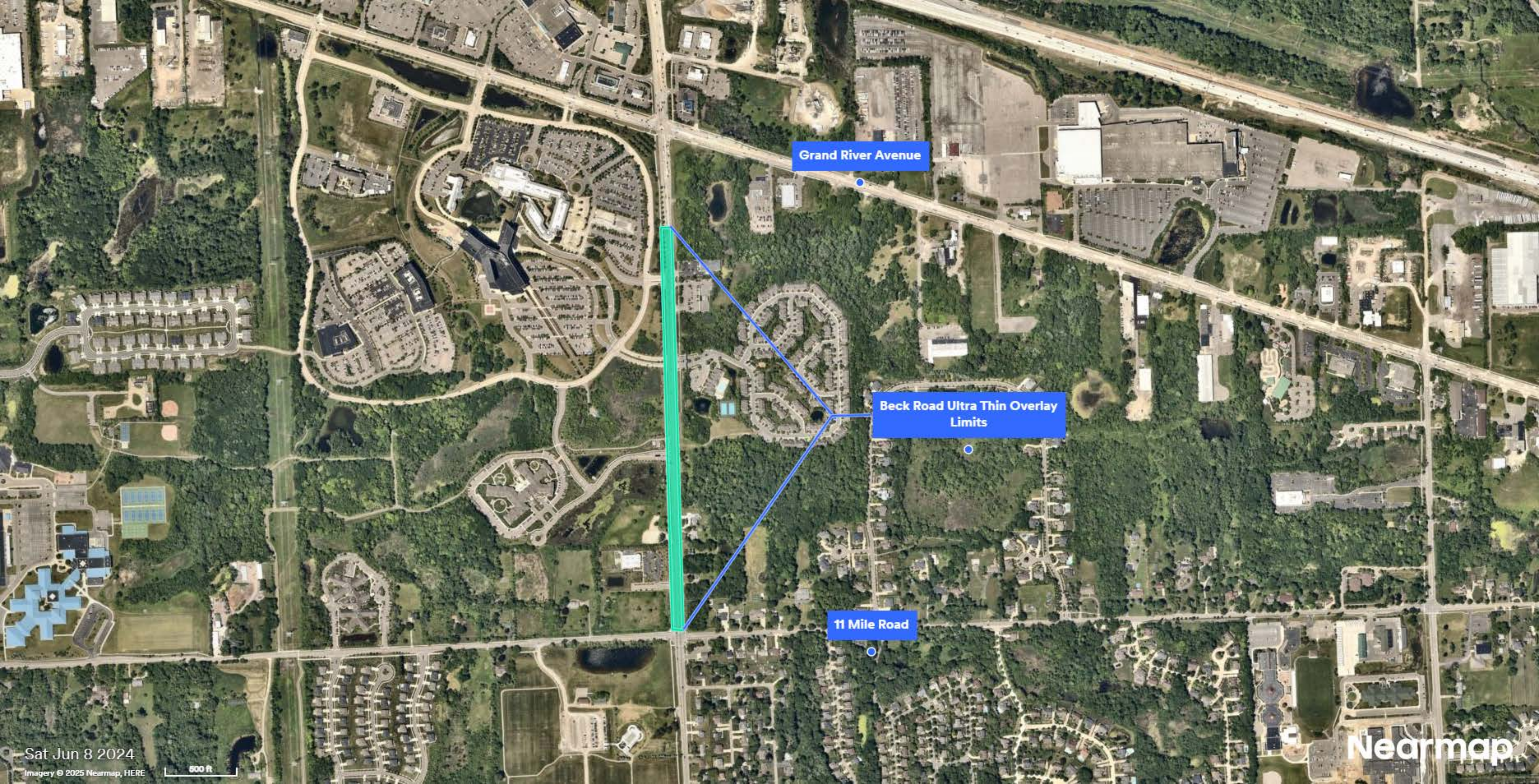
Staff assembled estimates for two options with 10% contingencies (attached). Both options contain the same milling and paving cross section, but one is for just the north and south through lanes and the other is for the entire width. Neither option includes the center left turn lane which would add another ~\$40K to the project. Ajax Paving Industries, Inc. has expressed interest in performing the work with minimal increases in their already approved line-item pricing. Staff are waiting on final numbers for both options.

City engineering consultant, AECOM, provided an estimate for construction administration, inspection crew days, and material testing services. The contract administration and geotechnical engineering services related to this project addition will be granted to the following pre-qualified firms using the fee percentages in the Agreements for Professional Engineering Services and Geotechnical Engineering Services for Public Projects.

AECOM		Option 1	Option 2
Contract Administration	3.0% of the Change Order value + 10% construction contingency	\$5,620.43	\$7,723.34
Crew Days	\$800 daily inspection fee X 3 days	\$2,400.00	\$2,400.00
G2 Consulting Group, Inc. (G2)			
Material testing services	3.0% of the Change Order value + 10% construction contingency	\$5,620.43	\$7,723.34

The project will commence this spring and will take 2 to 3 days to complete. All traffic will be maintained by flagging.

RECOMMENDED ACTION: Approval of proceeding with one of two estimated preventative maintenance options for Ajax Paving Industries, Inc. on Beck Road, 11 Mile Road to Grand River Avenue.



Grand River Avenue

Beck Road Ultra Thin Overlay Limits

11 Mile Road

Sat Jun 8 2024

Imagery © 2025 Nearmap, HERE

500 ft

Nearmap

City of Novi
Beck Rd
Ultra Thin Overlay - 11 Mile Rd to Grand River Ave - Only Through
Lanes Preliminary Estimate of Cost
3/3/2025

Item No.	Item Description	Unit	Quantity	Unit Price	Total Cost
1	Mobilization (10%)	LS	1	13,725.10	\$ 13,725.10
2	Pre-Construction Audio-Visual	LS	1	\$ 3,500.00	\$ 3,500.00
3	Cold Milling HMA Surface	Syd	7868	\$ 2.98	\$ 23,446.64
4	HMA, Ultra-Thin, Medium Volume, Warranty	Syd	7868	\$ 8.30	\$ 65,304.40
5	Permanent Pavement Markings	LS	1	\$ 3,000.00	\$ 3,000.00
6	Maintaining Traffic	LS	1	\$ 42,000.00	\$ 42,000.00
7	Construction Contingency	LS	1	\$ 27,450.21	\$ 27,450.21
	Base Bid Construction Cost				\$ 178,426.35
	Design Engineering	0.00%			\$ -
	Geotechnical	0.0%			\$ -
	Design Contingency	0%			\$ -
					\$ -
	Construction Engineering	3.00%			\$ 5,352.79
	Materials Testing	3.0%			\$ 5,352.79
	Crew Days	\$ 800	3		\$ 2,400.00
	Construction Contingency	10%			\$ 535.28
					\$ 13,640.86
	TOTAL COST				\$ 192,067.21

Estimate Assumptions:

Only through lanes from inside of pavement marking to inside of pavement marking. Therefore only pavement marking needs are stop bars and crosswalks at Providence S Dr

Used Ajax's previous unit price for Maintaining Traffic for Beck Rd PPO

Used Ajax's previous unit price for Cold Milling HMA Surface from Beck Rd PPO.

Used Ajax's previous unit price from 2023 CPM for Ultra-Thin overlay + 5%

City of Novi
Beck Rd
Ultra Thin Overlay - 11 Mile Rd to Grand River Ave - Through Lanes and Turn
Pockets Preliminary Estimate of Cost
3/3/2025

Item No.	Item Description	Unit	Quantity	Unit Price	Total Cost
1	Mobilization (10%)	LS	1	18,860.40	\$ 18,860.40
2	Pre-Construction Audio-Visual	LS	1	\$ 3,500.00	\$ 3,500.00
3	Cold Milling HMA Surface	Syd	11800	\$ 2.98	\$ 35,164.00
4	HMA, Ultra-Thin, Medium Volume, Warranty	Syd	11800	\$ 8.30	\$ 97,940.00
5	Permanent Pavement Markings	LS	1	\$ 10,000.00	\$ 10,000.00
6	Maintaining Traffic	LS	1	\$ 42,000.00	\$ 42,000.00
7	Construction Contingency	LS	1	\$ 37,720.80	\$ 37,720.80
	Base Bid Construction Cost				\$ 245,185.20
	Design Engineering	0.00%			\$ -
	Geotechnical	0.0%			\$ -
	Design Contingency	0%			\$ -
					\$ -
	Construction Engineering	3.00%			\$ 7,355.56
	Materials Testing	3.0%			\$ 7,355.56
	Crew Days	\$ 800	3		\$ 2,400.00
	Construction Contingency	10%			\$ 735.56
					\$ 17,846.67
	TOTAL COST				\$ 263,031.87

Estimate Assumptions:

From inside of pavement markings for center left turn lane through the outside edge of the road.
Used Ajax's previous unit price for Maintaining Traffic for Beck Rd PPO
Used Ajax's previous unit price for Cold Milling HMA Surface from Beck Rd PPO.
Used Ajax's previous unit price from 2023 CPM for Ultra-Thin overlay + 5%

**REGULAR MEETING OF THE COUNCIL OF THE CITY OF NOVI
MONDAY, FEBRUARY 24, 2025, AT 7:00 P.M.**

Mayor Fischer called the meeting to order at 7:00 P.M.

PLEDGE OF ALLEGIANCE

ROLL CALL: Mayor Fischer, Mayor Pro Tem Casey, Council Members Gurumurthy, Heintz, Smith, Staudt (absent/excused), Thomas (absent/excused)

ALSO PRESENT: Victor Cardenas, City Manager
Tom Schultz, City Attorney

APPROVAL OF AGENDA:

Mayor Pro Tem requested action item #3 be postponed until a time when all seven members are present.

CM 25-02-21 Moved by Smith, seconded by Casey; MOTION CARRIED: 5-0

To approve the agenda as amended.

Roll call vote on CM 25-02-21	Yeas:	Casey, Gurumurthy, Heintz, Smith, Fischer
	Nays:	None
	Absent:	Staudt, Thomas

PUBLIC HEARINGS: None

PRESENTATIONS: None

CITY MANAGER REPORT:

City Manager Cardenas gave a quick reminder that they'll be having another workshop meeting. This is recommended by the Long Range Strategic Planning Committee. It's going to be held at the firearms training facility on Monday, March 3rd at 5:30 p.m.

ATTORNEY REPORT: None

AUDIENCE COMMENTS:

Musa Salim was present to talk about a project that he and his partner have been working on for the past five months which is implementing healthier snacks in their school's vending machines. These unhealthy snacks can contain horrible and dangerous chemicals that can affect students' physical and academic performance. During the pandemic, he and his family would consume unhealthy snacks, day in and day out, which started to impact his academic performance. He was not able to reach his full academic potential because of the virtual learning experience and the unhealthy snacks made him feel sluggish, tired and unfocused. These snacks not only impact students' academic performance but deteriorate their physical success. In Novi schools, thousands of kids participate in school sports. These students put in hard work, effort, time and commitment to their respective sport. Allowing for these unhealthy vending machine snacks is unacceptable when the students are putting in as much work as they can. If students are allowed to eat cookies, chips and candies before a practice or game, that can impact both their physical

performance and mental mindset. He's not saying that all snacks should be wiped out, but they should invest in some alternatives where they can implement healthier snack options that contain more energy but feed the needs of the students. This is why they are in contact with contact with the Novi Community School District food coordinator.

Karthik, a Novi High School student, said they believed change was necessary at their own school and before going to other schools, they contacted Ms. Nicole Carter, Principal of Novi High School, to better understand how they could make a change. They presented to her and persuaded her to make a change within the Novi High School vending machines to implement healthy snacks. She told them they had to contact Ms. Kimberly Sinclair, Food Service Director of the Novi Community School District, to make changes directly within the vending machines. After multiple discussions, they understood that they had to meet government regulations to make specific changes. They can't implement specific snacks that are high in sugar and high in fat. Right now, snacks in Novi High School vending machines are low in sugar and fat content but they can also have very harmful alternatives like oils, chemicals and nutrients that are bad for the body. Some of the regulations that they had to meet were that items had to dispense properly in the vending machines. They also had to make sure that they were low in the nutrients of fats, sugars, cholesterol and make sure that the snack's base was either a vegetable, fruit or wheat. There are other categories that they had to hit and after trying and failing multiple times, they successfully implemented two new snacks to the school. They contacted a pediatrician to better understand how these nutrients affect the human body and why junk food does not provide the specific nutrients needed to keep a student energized throughout the day.

CONSENT AGENDA REMOVALS AND APPROVALS:

Mayor Fischer removed item F from the consent agenda.

- A. Approve Minutes of:
February 10, 2025 - Regular Meeting
- B. Acceptance of a Conservation Easement associated with PWD 24-0016 Primrose Daycare and Swim School, for property in Section 27, located west of Novi Road, and south of Ten Mile Road.
- C. Approval of a Storm Drainage Facility Maintenance Easement Agreement for the Catholic Central High School Connector Road project located on the south side of Twelve Mile Road and west of Wixom Road (parcels 50-22-18- 200-026 and 50-22-18-200-027).
- D. Approval of a Warranty Deed to dedicate 43 feet of half-width right-of-way along the south side of Twelve Mile Road and acceptance of a sidewalk easement from Catholic Central High School as part of the Connector Road project (parcel 50-22-18-200-026 and 50-22-18-200-027).
- E. Approval of a Storm Drainage Facility Maintenance Easement Agreement for Extra Space Self-Storage located on the east side of Novi Road between 8 and 9 Mile Road (parcel 50-22-35-101-016).

- F. Approval to award services to ICC-IMS through the TXShare cooperative purchasing program, in the amount of \$68,097 to perform a sidewalk condition survey of the City's sidewalks. **(REMOVED AND LATER APPROVED)**
- G. Acceptance of a Warranty Deed to dedicate an additional 60 feet of right-of-way along the south side of Nine Mile Road as part of the SPARC Arena development (parcel 50-22-35-127-015).
- H. Approval of Traffic Control Order 25-01 for the implementation of a 25 MPH school speed limit on Taft Road from Eleven Mile to Emerald Forest Drive on school days only during the peak student drop-off and pick-up times.
- I. Approval of claims and warrants – Warrant 1174

CM 25-02-22 Moved by Casey, seconded by Smith; MOTION CARRIED: 5-0

To approve the consent agenda as amended.

Roll call vote on CM 25-02-22	Yeas: Gurumurthy, Heintz, Smith, Fischer, Casey
	Nays: None
	Absent: Staudt, Thomas

MATTERS FOR COUNCIL ACTION:

1. Appointments to Boards and Commissions

City Clerk Cortney Hanson read the results of the ballots previously provided to the Council. For the Beautification Commission, Torry Yu was reappointed, and Dinesh Seksaria was appointed. For the Building Authority, Larry Czekaj was reappointed. There were two terms open for the Construction Board in which Jeffrey Bowdell and John Enkemann were reappointed.

CM 25-02-23 Moved by Casey, seconded by Gurumurthy; MOTION CARRIED: 5-0

Approval to appoint Patrick Torossian to the Corridor Improvement Authority for one partial term ending December 31, 2027.

Roll call vote on CM 25-02-23	Yeas: Heintz, Smith, Fischer, Casey, Gurumurthy
	Nays: None
	Absent: Staudt, Thomas

CM 25-02-24 Moved by Casey, seconded by Gurumurthy; MOTION CARRIED: 5-0

Approval to reappoint Marcia Goffney, Julie Maday and Michael Watza to the Economic Development Corporation.

Roll call vote on CM 25-02-24

Yeas: Smith, Fischer, Casey, Gurumurthy,
Heintz
Nays: None
Absent: Staudt, Thomas

- 2. Approval of a Resolution to set public hearing to consider vacation a portion of Gen Mar Drive north of Ten Mile Road and west of Novi Road.**

CM 25-02-25 Moved by Casey, seconded by Smith; MOTION CARRIED: 5-0

Consideration to Approve a Resolution to vacate a portion of Gen Mar Drive north of Ten Mile Road and west of Novi Road.

Roll call vote on CM 25-02-25

Yeas: Fischer, Casey, Gurumurthy, Heintz,
Smith
Nays: None
Absent: Staudt, Thomas

- 3. Beck Road Discussion (POSTPONED)**

CONSENT AGENDA REMOVALS

- F. Approval to award services to ICC-IMS through the TXShare cooperative purchasing program, in the amount of \$68,097 to perform a sidewalk condition survey of the City's sidewalks.**

Mayor Fischer said there was a robust discussion in the Walkable Novi Committee. The City staff did an excellent job putting together different proposals and making some efforts to continue to make improvements to the sidewalks. They often talk about the importance of investing in the infrastructure and there is a good sidewalk network but as more are added, they want to make sure that they're continuously updating and getting rid of cracks and deflections, etc. The City staff put together a good proposal and part of that took a lot of manual effort. They were looking maybe being near to needing additional staff or consultants to help identify, mark down and inventory all the issues that they had in sidewalks. The City staff had the opportunity to find a vendor that will, for a little bit of cost, survey the entire city using a robot, AI, and other great technologies. He wanted to highlight this as an awesome effort by staff to use technology to be efficient.

CM 25-02-26 Moved by Smith, seconded by Heintz; MOTION CARRIED: 5-0

Approval to award services to ICC-IMS through the TXShare cooperative purchasing program, in the amount of \$68,097 to perform a sidewalk condition survey of the City's sidewalks.

Roll call vote on CM 25-02-26

Yeas: Casey, Gurumurthy, Heintz, Smith,
Fischer
Nays: None

Absent: Staudt, Thomas

COMMITTEE REPORTS:

1. Long-Range Strategic Planning Committee

Mayor Pro Tem Casey said the Committee met last week and interviewed two of the 19 proposal vendors who came up with a proposal for their long range strategic plan. They asked for more information after those meetings. They had a couple of questions that they needed to go back and get further details on. Her plan is hopefully to get a committee meeting scheduled for next week so they can regroup and hopefully make a recommendation to this body for which vendor to hire at their next meeting on March 10.

2. Public Utilities & Technology Committee

Member Smith said they are planning on having a meeting with some representatives from DTE to talk about power issues. They were discussing what information they wanted to get out of that meeting with DTE. They also discussed an upcoming FlashVote survey of Novi residents for what their broadband needs are and how satisfied they are with their current broadband supplier.

3. Mobility Committee

Member Smith said the committee met on Thursday and discussed eBike classifications and use on City pathways. The current ordinances were written back before eBikes became a thing. They were talking about mopeds and go-karts and things like that. There are three classifications of eBikes, two of which are allowed on pathways that the State controls. They will be referring this to the Ordinance Review Committee to get the City's ordinances to align with the State rules for eBikes.

The Mayor, the City Manager and Member Smith met with Gwen Markham, the Chair of SEMCOG, and Amy O'Leary, Executive Director of SEMCOG, for a discussion of how they as a City can work with SEMCOG and utilize their resources to help achieve their goals.

MAYOR AND COUNCIL ISSUES: None

COMMUNICATIONS: None

ADJOURNMENT – There being no further business to come before Council, the meeting was adjourned at 7:16 P.M.

Cortney Hanson, City Clerk

Justin Fischer, Mayor

Transcribed by Becky Dockery,
Account Clerk

Date approved: March 10, 2025



CITY OF NOVI CITY COUNCIL
MARCH 10, 2025

SUBJECT: Approval of a resolution to increase the marriage ceremony fee from \$50 to \$100.

SUBMITTING DEPARTMENT: City Clerk

BACKGROUND INFORMATION:

Per state law, a mayor is authorized to solemnize a marriage in the county in which they serve. It further states, "If a mayor of a city solemnizes a marriage, the mayor shall charge and collect a fee to be determined by the council of that city, which shall be paid to the city treasurer and deposited in the general fund of the city at the end of the month." The City Council approved a resolution on June 3, 2024, that set the fee at \$50 for the Mayor to solemnize a marriage. Due to the frequency of requests and increased staff time dedicated to arranging ceremonies, it is recommended that the fee for a marriage ceremony be increased to \$100.

RECOMMENDED ACTION: Approval of a resolution to increase the marriage ceremony fee from \$50 to \$100.

CITY OF NOVI
COUNTY OF OAKLAND, MICHIGAN

RESOLUTION TO INCREASE MARRIAGE CEREMONY FEE

Minutes of a Meeting of the City Council of the City of Novi, County of Oakland, Michigan, held in the City Hall of said City on March 10, 2025 at 7 o'clock P.M. Prevailing Eastern Time.

PRESENT: Councilmembers_____

ABSENT: Councilmembers_____

The following preamble and Resolution were offered by Councilmember _____ and supported by Councilmember _____.

RECITALS:

WHEREAS, MCL 551.7(3) authorizes the mayor of a city to solemnize a marriage in the County in which they serve; and

WHEREAS, MCL 551.7(3) states, "If a mayor of a city solemnizes a marriage, the mayor shall charge and collect a fee to be determined by the council of that city, which shall be paid to the city treasurer and deposited in the general fund of the city at the end of the month"; and

WHEREAS, on June 3, 2024, the City of Novi set a fee of \$50.00 (Fifty Dollars) for the Mayor to perform a marriage; and

WHEREAS, due to the frequency of requests and increased staff time dedicated to arranging ceremonies, it is recommended that the fee for a marriage ceremony be increased to \$100; and

NOW THEREFORE, IT IS THEREFORE RESOLVED, that the Mayor and the City Council of the City of Novi, do hereby designate a fee of \$100 to be charged for the performance of a marriage by the Mayor and remitted to the City Treasurer to be deposited in the General Fund.

AYES:

NAYS:

RESOLUTION DECLARED ADOPTED.

Cortney Hanson, City Clerk

CERTIFICATION

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the City Council of the City of Novi, County of Oakland, and State of Michigan, at a regular meeting held this 10th day of March 2025, and that public notice of said meeting was given pursuant to and in full compliance with Act No. 267, Public Acts of Michigan, 1976, and that the minutes of said meeting have been kept and made available to the public as required by said Act.

Cortney Hanson, City Clerk
City of Novi



CITY OF NOVI CITY COUNCIL
MARCH 10, 2025

SUBJECT: Approval to move the June 16, 2025 Council meeting to Monday, June 23, 2025.

SUBMITTING DEPARTMENT: City Clerk

BACKGROUND INFORMATION:

The request is to move the Council meeting from June 16, 2025 to June 23, 2025.

RECOMMENDED ACTION: Approval to move the June 16, 2025 council meeting to Monday, June 23, 2025.



CITY OF NOVI CITY COUNCIL
MARCH 10, 2025

SUBJECT: Approval of a Resolution to close Meadowbrook Road from 25075 Meadowbrook to Ten Mile and close 10 Mile Road from Meadowbrook to the Civic Center at 45175 Ten Mile Road for the 2025 Memorial Day Parade from 10:00 AM to 12:00 PM on Monday, May 26, 2025.

SUBMITTING DEPARTMENT: Department of Public Works, Engineering Division

KEY HIGHLIGHTS:

- Annual Resolution authorizing the street closures necessary for the Memorial Day parade
- Permit for the closures has already been issued by the Road Commission for Oakland County (RCOC)

BACKGROUND INFORMATION:

In recognition of service to our Country, the City of Novi hosts a Memorial Day parade in honor of all Veterans. The Road Commission for Oakland County (RCOC) has issued an Annual Permit Number 64939 (that is valid through December 31, 2026) to the City allowing use of the roadways under County jurisdiction for civic events. The permit is predicated upon the adoption of an Authorizing Resolution by the Novi City Council approving the event and agreeing to the terms of the permit. Permit requirements include hold harmless and indemnity and represents the Board of Road Commissioners against any and all claims for bodily injury or property damage, or any other claim related to the event.

Ten Mile Road is under the jurisdiction of the RCOC. Approval of the attached resolution is required as part of RCOC Permit Number 64939.

RECOMMENDED ACTION: Approval of a Resolution to close Meadowbrook Road from 25075 Meadowbrook to Ten Mile and close 10 Mile Road from Meadowbrook to the Civic Center at 45175 Ten Mile Road for the 2025 Memorial Day Parade from 10:00 AM to 12:00 PM on Monday, May 26, 2025.

CITY OF NOVI
COUNTY OF OAKLAND, MICHIGAN

RESOLUTION AUTHORIZING 2025 CITY OF NOVI MEMORIAL DAY PARADE ON
MEADOWBROOK AND TEN MILE ROADS

Minutes of a Meeting of the City Council of the City of Novi, County of Oakland, Michigan, held in the City Hall of said City on March 10, 2025, at 7 o'clock P.M. Prevailing Eastern Time.

PRESENT: Councilmembers_____

ABSENT: Councilmembers_____

The following preamble and Resolution were offered by Councilmember _____ and supported by Councilmember _____.

WHEREAS; the 2025 Memorial Day Parade, presented by the City of Novi, will take place on Monday, May 26, 2025, from 10:00 am to 12:00 pm; and

WHEREAS; the Parade will begin at 25075 Meadowbrook Road and proceed South to 10 Mile Road and proceed West on 10 Mile Road and end at the Civic Center located at 45175 Ten Mile Road; and

WHEREAS; the City of Novi has been issued an annual permit, that is valid through December 31, 2026, permit number 64939, by the Road Commission for Oakland County to conduct civic events on roads under the jurisdiction of RCOC; and

WHEREAS; the validity of the permit is conditioned upon adoption of an Authorizing Resolution by the Novi City Council for the event and a statement agreeing to the terms of the permit.

NOW THEREFORE, BE IT RESOLVED that the Mayor and Council of the City of Novi hereby support and authorize the 2025 Memorial Day Parade and will fulfill all permit requirements, hold harmless, indemnify, and represent the Board of Road Commissioners against any and all claims for bodily injury or property damage, or any other claim arising out of or related to the 2025 Memorial Day Parade.

AYES:

NAYS:

RESOLUTION DECLARED ADOPTED.

Cortney Hanson, City Clerk

CERTIFICATION

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the City Council of the City of Novi, County of Oakland, and State of Michigan, at a regular meeting held this 10th day of March 2025, and that public notice of said meeting was given pursuant to and in full compliance with Act No. 267, Public Acts of Michigan, 1976, and that the minutes of said meeting have been kept and made available to the public as required by said Act.

Cortney Hanson, City Clerk
City of Novi



ROAD CLOSURE PERMIT FOR BLOCK PARTIES AND PARADES

Permit No.: **PRCL25-002**

Issue Date:

Upon the request of **Sandra fisher**, authorized representative of **Novi Parks, Recreation and Cultural Services** and in accordance with the provisions of the Code of Ordinances of the City of Novi, Michigan Section 33-52, Parades and Processions in the Uniform Traffic Code, and Section 31-9, Road Closures, a permit to temporarily close **Meadowbrook Road from 25075 Meadowbrook to Ten Mile and close 10 Mile Road from Meadowbrook to the Civic Center at 45175 Ten Mile Road** for the purpose of a **2025 Memorial Day Parade** is granted as follows:

Reason for closure: 2025 Memorial Day Parade

Applicant: Sandra Fisher, Parks, Recreation and Cultural Services

Name of street: The parade route begins at Meadowbrook Commons located at 25075 Meadowbrook Road and process to City of Novi Civic Center located at 45175 Ten Mile Road.

Date of Closure: 5/26/2025

Time: 10:00am to 12:00pm

If the applicant needs barricades, barrels, or cones for the event, the applicant **MUST** contact DPW Field Operations at 248-735-5640 at least 7 business days prior to the event to make the request and coordinate locations.

Approved by:

Ben Croy, City Engineer

cc: Erick Zinser, Director of Public Safety/Chief of Police
John Martin, Fire Chief
Scott Beatens, Assistant Police Chief
Todd Seog, Assistant Fire Chief
Kristie Gruenwald, Police Commander
Jason Meier, Police Commander
Matt Wiktorowski, Field Operations Senior Manager
Aaron Staup, Construction Engineer



2025 MEMORIAL DAY PARADE

FINISH – NOVI CIVIC CENTER

Ten Mile Rd

EXIT

END

PARTICIPANT
DROP OFF

END

Civic Center
45175 Ten Mile Rd

Taft Rd

Novi Rd

Parade will start at Meadowbrook Commons and ends at the east entrance of the Civic Center.

Eleven Mile Rd

Grand River Ave

START

Meadowbrook Commons

25075 Meadowbrook Rd

PARADE ROUTE

Ten Mile Rd

Meadowbrook Rd

Recommended Viewing Areas

- ① Novi – Ten Plaza
- ② Novi Plaza
- ③ Novi United Methodist Church
- ④ Walgreens
- ⑤ Faith Community Presbyterian Church



BOARD OF COUNTY ROAD COMMISSIONER, OAKLAND COUNTY, MICHIGAN
2420 PONTIAC LAKE ROAD - WATERFORD, MI 48328

REFER ALL INQUIRIES TO DEPARTMENT OF CUSTOMER SERVICES - PERMITS (248) 858-4835

\$ 0.00
Const. Bond: \$ 0.00
Permit Fee: \$ 0.00
Deposit: \$ 0.00
Est. Insp. Fee: \$ 0.00
Paint Fee: \$ 0.00
Sign Fee: \$ 0.00
Signal Fee: \$ 0.00

Application No: 23-2040
Permit No: 64939

This permit is issued on the condition that licensees and any persons working under the authority of this permit shall comply with the requirements of Act 53 of the P.A. of 1974.

CALL MISS DIG BEFORE YOU DIG
PHONE: (248) 647-7344

01/06/2024

Received of **NOVI, CITY OF**

to be applied in accordance

with the terms of below permit. **BOARD OF COUNTY ROAD COMMISSIONERS, Oakland County, Michigan**

by:

Deputy Secretary-Clerk

Subject to the conditions on the reverse side hereof and the application on file, permission is granted by the Board of County Road Commissioners, Oakland County, Michigan hereinafter referred to as the Board, to:

NOVI, CITY OF

45175 W 10 MILE ROAD NOVI, MI 48375 248-347-0460,

hereinafter referred to as the Licensee.

This is a permit to:

CONDUCT PARADES AND OTHER COMMUNITY EVENTS OR INSTALL BANNERS, AT TIMES AND LOCATIONS AS APPROVED BY LOCAL MUNICIPALITY RESOLUTION. THE LOCAL MUNICIPALITY SHALL PROVIDE FOR ALL TRAFFIC CONTROL INCLUDING SIGNS, BARRICADES AND POLICE CONTROL OF TRAFFIC. THE MUNICIPALITY SHALL NOTIFY THE ROAD COMMISSION IN ADVANCE AND PROVIDE A COPY OF RESOLUTIONS AUTHORIZING THE PARADE, COMMUNITY EVENT, OR BANNER. THE WORDING ON BANNERS SHALL BE APPROVED BY RESOLUTION OF THE LOCAL MUNICIPALITY AND SHALL NOT ADVERTISE FOR A PRIVATE BUSINESS OR BE POLITICAL IN NATURE. BANNERS SHALL BE INSTALLED AT A HEIGHT AND LOCATION THAT MEETS RCOC SPECIFICATIONS AND GUIDELINES. THE DISTANCE BETWEEN THE BOTTOM OF THE BANNER AND THE SURFACE OF THE ROAD SHALL BE NO LESS THAN 18 FEET AND THE BANNER SHALL BE LOCATED SO THAT IT CAUSES NO VISUAL OBSTRUCTION WITH TRAFFIC SIGNALS OR OTHER TRAFFIC CONTROL DEVICES.

SUBCONTRACTORS AND ANY OTHER PARTIES WORKING ON BEHALF OF THE MUNICIPALITY SHALL BE MADE AWARE OF THE TERMS OF THE PERMIT.

ALL BILLINGS FOR INSPECTION FEES AND WORK PERFORMED BY THE RCOC AS A RESULT OF THESE ACTIVITIES SHALL BE BILLED TO THE MUNICIPALITY.

All construction shall be in accordance with the attached approved plan and application on file for:

NOVI, CITY OF

as prepared by

CITY OF NOVI

and with the RCOC Supplementary Permit Specifications as follows:

ALL CONSTRUCTION SHALL BE IN ACCORDANCE WITH THE APPROVED PLAN AND APPLICATION ON FILE AND WITH THE ROAD COMMISSION FOR OAKLAND COUNTY PERMIT RULES, SPECIFICATIONS, AND GUIDELINES DATED MARCH 14, 2013.

This permit is granted for the period

Commencing 01/06/2024

and ending 12/31/2026

NOVI VARIOUS
BOARD OF COUNTY ROAD COMMISSIONERS, Oakland County,
Michigan Department of Customer Services - Permits

By:

In consideration of the granting of this permit, the undersigned Licensee hereby agrees to abide by and conform with all of the terms and conditions herein set forth or incorporated herein by reference. (SEE APPLICATION AND REVERSE SIDE FOR CONDITIONS OF PERMIT.)

By: X Matthew T. Wiktorowski

01/06/2024 **NOVI, CITY OF**

CONDITIONS OF PERMIT

1. **PRECAUTIONS:** During the progress of any construction undertaken within the limits of the said highway in pursuance hereof, the Licensee shall provide all barricades, signs, lights, watchmen and flagmen as may be required for the safety and convenience of the public in accordance with the Michigan Manual of Uniform Traffic Control Devices, permit attachments and/or as shall seem advisable to this Board. Traffic shall be maintained at all times unless otherwise indicated hereon by special endorsement of the Board's duly authorized representative. A copy of this permit and the application therefor shall be kept on the site during the course of any construction pursuant hereof by the Licensee or his duly authorized agent.
2. **ACCIDENT LIABILITY AND INDEMNIFICATION:** "The said Licensee shall be liable for all damages to either persons or property or both resulting from or arising out of accidents which may occur as a result of the proposed operations in pursuance hereof. The licensee agrees to save harmless, indemnify, represent and defend the Board and the County of Oakland from any and all claims for bodily injury or property damage or any other claim relating to or arising out of the operations, use or continued existence of the work which is the subject of this permit."
3. **BONDS AND INSPECTION FEE:** The Licensee shall before or at any time during operations upon demand of this Board, furnish a cash deposit and/or surety bond in such an amount as deemed necessary by this Board to cover damage to the highway. This Board may retain any portion of the cash deposited herewith which in the opinion of this Board shall be necessary to cover any expense for damage through the granting of this Permit and the cash deposit or the balance thereof shall be returned to the Licensee upon completion of the work to the satisfaction of this Board. Surety bonds shall be kept in effect by the Licensee until released by this Board. The Board may also require the deposit of an estimated inspection fee to cover the Board's cost of inspecting the work. If the inspection cost exceeds the inspection fee, the Licensee shall pay the additional cost. If the inspection fee exceeds the inspection cost the balance will be refunded upon permit release.
4. **HIGHWAY:** All damage to drainage structures, roadbeds, trees, pavements and other highway appurtenances shall be repaired at expense of the Licensee. No portion of the pavement of any highway shall be disturbed without prior permission of this Board. Upon completion of any work within limits of the highways, restoration shall be such that it will provide a condition equal to or better than the original condition and in accordance with current Board Standards and Specifications.
5. **EXCAVATION AND BACKFILL:** Excavations shall be no larger than necessary and no closer to the pavement than necessary to carry on the work. The Licensee shall assume the full responsibility for preventing the caving, loss or settlement of foundation material supporting the pavement and all other highway installations such as sewers, culverts, etc., and shall provide and place all sheeting, shoring and bracing necessary for such protection. Backfilling shall be done as soon as possible with materials and methods approved by this Board. Backfill shall be thoroughly compacted and left level in a neat condition. Compaction will be subject to check by the Controlled Density Method. Future settlements shall be repaired at the expense of the Licensee.
6. **CROSSING UNDER ROADS:** All crossing under roads shall be made by Tunneling or Jacking and Boring unless another method is specifically approved by this Board. When open-cut methods are approved, the road surface shall be replaced in accordance with current Board standards. All pavement removed shall be replaced with a temporary hot mixed bituminous surface immediately upon completion of the backfill. Permanent pavement replacement shall be made at a later date by this Board unless otherwise provided and all expense of same shall be charged to and paid for by the Licensee.
7. **TAPPING COUNTY ROAD SEWER:** Any rights granted herein to connect into any County Road sewer are revocable at the will of this Board and the Licensee expressly waives any right to claim damages or compensation in case permit therefor is revoked.
8. **TREES OR SHRUBS:** The Licensee must apply for and receive a forestry permit for all work involving trimming, removal or tunnelling of trees or shrubs occurring within the right of way.
9. **DRIVEWAYS AND STREET APPROACHES:** The Licensee shall furnish all materials including culverts specified herein and shall install same in accordance with the requirements of this Board. Curb cuts for driveways are to be left one (1) inch above existing gutter grade. Curb cuts and driveway approaches including their radii shall not extend in front of property other than that owned or controlled by the Licensee.
10. **DISPOSAL OF GROUND WATER:** Road side drainage systems—open ditches, storm sewers, etc.—shall not be used for disposal of water pumped from below the surface of the ground unless specifically allowed by this Board.
11. **SIGNS:** All traffic control and street name signs which must be removed during construction shall be immediately reset in a temporary position as directed.
12. **WORK WITHIN CORPORATE LIMITS OF CITIES, VILLAGES, OR TOWNSHIPS:** Licensee shall be responsible for securing, and shall secure, any other permits necessary or required by law from cities, villages, townships, corporations or individuals.
13. **SOIL EROSION AND SEDIMENTATION CONTROL:** This permit does not relieve the Licensee of any responsibility of obtaining a permit from the County Enforcing Agency in accordance with Act 347 of Michigan Public Acts of 1972.
14. **VIOLATION:** The violation of any conditions by the said Licensee shall constitute a revocation hereof and shall operate to suspend and annul any and all rights acquired by the said Licensee under the terms hereof.
15. **REVOCATION OF PERMIT:** It is to be understood that the rights granted herein are revocable at the will of this Board and that the Licensee acquires no rights in the highway and expressly waives any right to claim damages or compensation in case this permit is revoked.
16. **TIME LIMIT AND PROGRESS:** This permit is valid for work within the right of way only during the period shown on the face hereof. If the work cannot be done during this period, this Board, at its discretion, may grant an extension of time or may reschedule the work period. The Licensee shall conduct his operation without undue hindrance to the traveling public or adjacent property owner, and shall complete the project and restoration of the highway as soon as possible within the allotted time.
17. **COOPERATION WITH OTHERS:** The issuance of this permit does not give the Licensee an exclusive right to work within the area covered by this permit. The Licensee shall cooperate with others and shall conduct his operations in such a fashion as to cause a minimum conflict with and/or inconvenience to others working in the area. The work of others does not relieve the Licensee of his responsibility to complete the work in accordance with the permit.
18. **NOTIFICATION OF START OF WORK:** The Licensee shall give notice to the Board at least two (2) working days prior to commencement of operations covered by this permit.
19. **NOTIFICATION OF COMPLETION OF WORK:** The Licensee shall notify the Board in writing when the work is completed and request release of the permit.
20. **SUPPLEMENTAL SPECIFICATIONS:** The supplemental specifications appearing on the back of the application for this permit, copy attached, and other attached supplemental specification are herein incorporated as part of this permit.

Attached Supplemental Specifications

☐ Underground

☐ Approach



CITY OF NOVI CITY COUNCIL
MARCH 10, 2025

SUBJECT: Approval to modify the Memorandum of Understanding to provide accounts payable and light accounting services to Michigan High Intensity Drug Trafficking Areas (HIDTA) and authorize the Mayor to sign a Memorandum of Understanding after review and final approval of the City Attorney and City Manager.

SUBMITTING DEPARTMENT: Finance

KEY HIGHLIGHTS:

- The Novi Police Department has been involved with the Michigan HIDTA for nearly 15 years.
- City of Novi Finance Department has been performing accounts payable duties for HIDTA since July 2023
- MOU for additional accounts payable services

BACKGROUND INFORMATION:

Since July 2023, at the request of Michigan HIDTA Deputy Director David Molloy, the City of Novi Finance Department has been performing accounts payable and light accounting duties for the Michigan High Intensity Drug Trafficking Areas (HIDTA). The HIDTA program was created by Congress in 1988. The HIDTA program is a federally funded grant program administered by the Office of National Drug Control Policy (ONDCP) within the Executive Office of the President of the United States.

The Novi Police Department has been involved with the Michigan HIDTA for nearly 15 years. They have Novi PD Task Force Officers assigned to three of the HIDTA initiatives; two with the Drug Enforcement Administration and one with the Federal Bureau of Investigation. Director of Public Safety/Chief of Police Erick Zinser serves as a voting member on the Michigan HIDTA Executive Board as a representative of the Michigan Association of Chiefs of Police.

The Michigan HIDTA receives approximately \$4.0 million in federal funds annually to assist the region in the mission of reducing drug trafficking and drug production. The

City of Novi has managed approximately \$614,000 of these funds since July of 2023. The Michigan HIDTA has asked the City if we would be willing to manage an additional \$1.1 million in funds currently being administered by the Michigan State Police. Early estimates indicate this would be approximately 35 additional invoices per month. The City would be responsible for paying the invoices for HIDTA as we have done since 2023.

HIDTA then will submit the request for reimbursement from the Federal level. Once the request is approved (usually less than 14 days), the local government (Novi) is reimbursed for the payments directly from the Federal government.

RECOMMENDED ACTION: Approval to modify the Memorandum of Understanding to provide accounts payable and light accounting services to Michigan High Intensity Drug Trafficking Areas (HIDTA) and authorize the Mayor to sign a Memorandum of Understanding after review and final approval of the City Attorney and City Manager.

MEMORANDUM



TO: VICTOR CARDENAS, CITY MANAGER
FROM: CARL JOHNSON, FINANCE DIRECTOR
SUBJECT: ACCOUNTING SERVICES FOR HIDTA
DATE: MARCH 4, 2025

Since July 2023, at the request of Michigan HIDTA Deputy Director David Molloy, the City of Novi Finance Department has been performing accounts payable and light accounting duties for the Michigan High Intensity Drug Trafficking Areas (HIDTA). The HIDTA program was created by Congress in 1988. The HIDTA program is a federally funded grant program administered by the Office of National Drug Control Policy (ONDCP) within the Executive Office of the President of the United States.

The HIDTA program coordinates and assists Federal, State, Local and Tribal law enforcement agencies to address regional drug threats with the purpose of reducing drug trafficking organizations (DTOs), Money Laundering Organizations (MLOs), drug production, and the violent crime associated with drug trafficking throughout the United States. They also work with local community coalitions to assist in creating Drug Free Communities through treatment, prevention, and educational resources. The Office of National Drug Control Policy oversees 33 regional HIDTAs covering all 50 states, Puerto Rico, the United States Virgin Islands, and the District of Columbia. See attached flyer for additional information on the program.

The Novi Police Department has been involved with the Michigan HIDTA for nearly 17 years. They have Novi PD Task Force Officers assigned to three of the HIDTA initiatives; two with the Drug Enforcement Administration and one with the Federal Bureau of Investigation. Director of Public Safety/Chief of Police Erick Zinser serves as a voting member on the Michigan HIDTA Executive Board as a representative of the Michigan Association of Chiefs of Police.

The Michigan HIDTA receives approximately \$4.0 million in federal funds to assist the region in the mission of reducing drug trafficking and drug production. The agency does not receive funds in advance of spending. The program is a reimbursement basis only. All HIDTA programs must contract with a state, county, or local government to assist with cash management.

The local government entities are responsible for paying the current invoices and payroll for HIDTA. HIDTA then submits the request for reimbursement from the Federal level. Once the request is approved (usually less than 14 days), the local government is reimbursed for the payments from the Federal government.

Of the \$4.0 million total grant allocated, approximately \$1.8 million is managed by Washtenaw County to provide payroll services, the Drug Enforcement Administration (DEA) assists with paying \$450,000 of vendors invoices and the Michigan State Police (MSP) handles another \$1.1 million.

Since 2023, the City of Novi has successfully managed over \$614,000 of Michigan HIDTA vendor payments with the understanding there could be additional payments in the future. Feedback from the vendors/payees has been very positive for the City of Novi.

In February 2025, Deputy Director Molloy contacted the City of Novi and inquired if we would be interested in managing the \$1.1 million currently being handled by the MSP. Early estimates indicate this would be an additional 35 invoices per month for the Finance Department to process. The Michigan HIDTA Finance Section performs the collection and review of required background documentation (i.e. justification memorandum, funding request, invoice review, etc.) and sends the documentation to the Finance Department for payment.

We will work with the Michigan HIDTA and our City Attorney to update the existing Memorandum of Understanding codifying the services to be rendered and a mutually agreed upon payment structure.



HIDTA Works

The goals of the HIDTA program are to:

- Disrupt the market for illegal drugs by dismantling and disrupting drug trafficking and/or money laundering organizations; and
- Improve the efficiency and effectiveness of HIDTA initiatives

Created by Congress in 1988, the High Intensity Drug Trafficking Areas (HIDTA) Program coordinates and assists Federal, State, Local, and Tribal law enforcement agencies (LEAs) to address regional drug threats with the purpose of reducing drug trafficking and drug production in the United States.

The HIDTA program oversees 33 regional HIDTAs in all 50 states, Puerto Rico, the United States Virgin Islands, and the District of Columbia. With HIDTA presence in over 600 counties across the country, an estimated two-thirds of Americans live in a HIDTA-designated county.

With the increasing availability of Mexican-produced methamphetamine, the number of methamphetamine laboratories operating in the United States has declined sharply.

66 dismantled
Methamphetamine labs
dismantled by HIDTA

7 "Super labs"
Producing over 10 pounds
of meth in a single "cook"



Traffickers also operate laboratories to manufacture synthetic drugs and to convert certain substances to more potent forms of the active ingredient, primarily marijuana into cannabis oil. Of those, HIDTA initiatives dismantled

7 manufacturing DMT • 4 manufacturing fentanyl
3 manufacturing PCP ♦ 1 manufacturing MDMA,
LSD, Amphetamines and Alprazolam

HIDTA initiatives dismantled 137 conversion labs
That were transforming cannabis to "hashy oil," "wax," or "hashish" and 17 labs
converting powder methamphetamine to crystal methamphetamine.

254,364 HIDTA deconfliction systems performed
These are event deconflictions, actions that alert agencies when their tactical operations
are occurring in the same general location and time frame as operations by other agencies

1,070,618 compared pieces of case information looking
for connections between cases.



Amount of illegal drugs removed from our communities

4.1m
Units of fentanyl
6.5+ Tons
Heroin
1000+ Lbs
Prescription drugs

4 Tons
Fentanyl powder

2,120 Tons
Marijuana plants and products
162 Tons
Powder cocaine and crack
110 Tons
Meth: Powder and crystal



22,620+
Federal agents, state,
local, and tribal law
enforcement officers,
analysts, and support
personnel took part in
the HIDTA initiatives

Over 69%
Of those participants were
from state, local, or tribal
agencies

99%
Of agents and officers
that were surveyed,
reported that HIDTA
assistance was useful



27,345
Investigations
provided with
analytics supported
by HIDTA analysts
in 2020



8,658
Investigations of drug trafficking and money
laundering organizations

3,014
Disrupted or dismantled drug
trafficking or money laundering
organizations

69% of the DTOs/MLOs were part of
an international or multi-state operation

\$17.6 Bil
Wholesale value of illicit drugs removed from the marketplace

\$827.7 Mil
Seized in Cash
Approaching 3 times the
Federal funds
appropriated

\$2.8 Billion
In "other" assets from traffickers
\$8.2 Bil
seized in drug proceeds since 2010 by
HIDTA

48,142
Officers, agents, analysts, and support
staff trained by HIDTA on drug-related
subjects

3,953
Law enforcement agencies
Participated in the HIDTA event
deconfliction systems in 2018

97% (up from 2018)
Positive results from follow-up surveys
about HIDTA training



HIDTA-funded
prosecutors initiated
10,380 individuals,
prosecuted
12,432 persons, and
obtained
6,091 convictions in
2018



268,687
Vape
Cartidges

28,502
Removed firearms off the
streets



93,511
Arrests



37,676
Apprehended fugitives
involved with drug
trafficking, violent crimes
gangs, other major crimes



67% in 2018
Of the U.S. population
are included in a
designated high
intensity trafficking
area (HIDTA)

19.6% in 2018
Of U.S. counties are
also included in
designated HIDTAs

ROI: \$68.18 for every HIDTA \$1 budgeted in 2020

This equation is based off the combined value of the illegal drugs
seized and the cash and assets taken from traffickers

*excluding funding for treatment and prevention

MEMORANDUM OF UNDERSTANDING

AGREEMENT BETWEEN CITY OF NOVI AND HIDTA, FOR HIDTA TO PAY TO CITY OF NOVI COST ALLOCATION

WHEREAS; the National High Intensity Drug Trafficking Areas ("HIDTA") program is a federally funded program created to bring together federal, state and local law enforcement organizations to coordinate and synchronize drug enforcement strategies; and administered locally by the Michigan HIDTA; and

WHEREAS; The Michigan HIDTA's mission is to reduce drug trafficking, related violent crime and money laundering in the HIDTA region, which includes Oakland County; and

WHEREAS; under the federal guidelines for HIDTA, a local unit of government must agree to become HIDTA's sponsoring agency and fiduciary agent; and

WHEREAS; the City will perform accounts payable functions and light accounting duties on behalf of HIDTA. This includes establishing a fiduciary account for expenditures on behalf of HIDTA as well as running financial reports, if requested.

WHEREAS; upon receipt of a properly documented payment request from HIDTA, the City will remit payments as requested by HIDTA. HIDTA will request reimbursement to the City for payments made on its behalf by the City. Within fourteen (14) days of remitting payment on behalf of HIDTA, the City shall receive reimbursement from the Office of National Drug Control Policy.

INDIRECT COST; Michigan HIDTA will pay the City of Novi an indirect cost of \$75,000 annually for services provided by the City on its behalf. The indirect cost will be paid to the City on July 1st of each year. Should the City provide services prior to July 1, 2025, a monthly fee will apply of \$6,250.

TERM OF AGREEMENT; This agreement is effective April 3, 2023, and will remain in effect as long as the City of Novi serves as the fiduciary for the Michigan HIDTA.

AMENDMENTS; Changes mutually agreed upon by the City and HIDTA will be incorporated into this Agreement by written amendments signed by the parties.

EXTENT OF CONTRACT; This agreement represents the entire agreement between the parties and supersedes all prior representations, negotiations or agreements, whether written or oral, pertaining to the City of Novi.

MICHIGAN HIGH INTENSITY
DRUG TRAFFICKING AREAS

CITY OF NOVI

By: _____

Ranaldo Ollie, Executive Director

By: _____

Justin P. Fischer, Mayor

Witnessed By: _____

Witnessed By: _____



CITY OF NOVI CITY COUNCIL
MARCH 10, 2025

SUBJECT: Consideration of request to transfer ownership of an existing Class C Resort liquor license from Brinker Michigan, Inc. to Cantaritos Fiesta Mexican Restaurant, LLC, located at 20901 Haggerty Road, Novi, MI 48375.

SUBMITTING DEPARTMENT: City Clerk

KEY HIGHLIGHTS:

- Cantaritos Fiesta Mexican Restaurant will begin operating in the building previously occupied by Chili's.
- Cantaritos has requested to transfer an existing Class C Resort liquor license from Brinker Michigan, Inc.

BACKGROUND INFORMATION:

Cantaritos Fiesta Mexican Restaurant requests to transfer ownership of an existing Class C Resort liquor license from Brinker Michigan, Inc. The business will operate in a building formerly occupied by Chili's Restaurant.

The general licensing policy as stated in Chapter 3 of the City Code states, at Section 3-13, that an applicant must demonstrate in particular that the proposed facility:

- a) Will provide a service, product, or function that is not presently available within the city or that would be unique to the city or to an identifiable area within the city.
- b) Is of a character that will foster or generate economic development or growth within the city, or an identifiable area of the city, in a manner consistent with the city's policies.
- c) Represents an added financial investment on the part of a long-term business or resident with recognized ties to the city and the local community.

More specific review criteria are set forth at subsection 3-15(g), and in addition to the general information regarding the applicant and the facility or building at issue, they require a review of the benefits to the community of the proposed use:

(3) Benefits to community:

- a) The effects that the issuance of a license would have upon the economic development of the city or the surrounding area.
- b) The effects that the issuance of a license would have on the health, welfare, and safety of the general public.
- c) Whether the applicant has demonstrated a public need or convenience for the issuance of the liquor license for the business facility at the location proposed, taking into consideration the following, together with other factors deemed relevant by the council:
 - 1. The total number of licenses for similar establishments and/or operations in the city, considered both in terms of whether such number of similar establishments is needed and whether there may be a need for other types of establishments that could go unmet if the requested license were granted.
 - 2. The proximity of the establishment to other licensed liquor establishments, the type of such establishments, whether such other establishments are similar to that proposed, and the anticipated impact of all such determinations.
 - 3. Whether the proposed location is in an area characterized as developed, redeveloping, or undeveloped, and the anticipated impact of approving the newly proposed establishment in light of such character, taking into consideration the need for any type of additional licensed establishment in the area, and the need the particular type of establishment proposed.
 - 4. The impact of the establishment on city policing and code enforcement activities;
 - 5. The overall benefits of the proposed establishment to the city;
 - 6. The overall detriments of the proposed establishment to the city; and
 - 7. Any other factors that may affect the health, safety, and welfare relative to the need for and/or the convenience of the proposed establishment in the city.

RECOMMENDED ACTION: Approval of request to transfer ownership of an existing Class C Resort liquor license from Brinker Michigan, Inc. to Cantaritos Fiesta Mexican Restaurant, LLC, located at 20901 Haggerty Road, Novi, MI 48375. The surrounding neighborhood is commercially zoned, with numerous dining and entertainment businesses. By renovating the vacant building formerly occupied by Chili's, Cantaritos Fiesta Mexican Restaurant will complement the area and provide residents with a dining option which will foster or generate economic development or growth within the city, or an identifiable area of the city, in a manner consistent with the city's policies.

Husaynu & Plezia, P.C.
Attorneys at Law

October 09, 2024

Ryan A. Husaynu
Sandra F. Plezia

401 S. Old Woodward Avenue
Suite 440
Birmingham, Michigan 48009
Telephone (248) 356-7979
Facsimile (248) 356-7799

HAND DELIVERED
City of Novi
Office of the City Clerk
45175 Ten Mile Road
Novi, Michigan 48375

RE: Cantaritos Fiesta Mexican Restaurant, LLC Liquor License Application
20901 Haggerty Road, Novi, Michigan 48375

Dear Sir/Madam:

Enclosed please find Questionnaire Parts A&B of the City's Liquor License Application for Cantaritos Fiesta Mexican Restaurant, LLC for the property at 20901 Haggerty Road. The property is properly zoned for a Class C license and was previously a Chili's restaurant. Enclosed are the requested documents, including a proposed menu and drawings. As the applicant is a limited liability company, Articles of Organization and the operating agreement are attached.

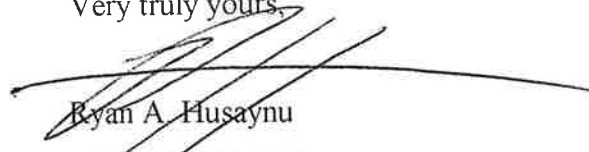
There are three members/owners of the applicant. Accordingly, I attach a check in the amount of \$1,630.00 for the application fee. Questionnaire C for each member is being submitted to the Novi Police Department.

The application references a response to the Novi Alcoholic Liquor Ordinance, Article II, Section 3.14 (a) *Facilities*. There is no such reference, so no response is given. In addition, the applicant does not seek a new license. The applicant and its members have in previous businesses always agreed to abide by ordinances in compliance with the State of Michigan and United States constitutions.

Should you have any questions or need any additional information, please contact me.

Thank you.

Very truly yours,



Ryan A. Husaynu
ryanhnaich@gmail.com

RAH

Enclosures

cc Clients



CITY OF NOVI, MICHIGAN

Liquor License Application

Questionnaires A and B

**Questionnaires A and B are to be
completed and returned to the
Novi City Clerk's Office**

Licensing Policy

This article establishes an application and review process for the issuance of both new licenses and the transfer of existing licenses into the city or between or among applicants. The process is intended to ensure that the individuals and entities seeking licenses from, or charged with operating licensed establishments within, the city meet certain minimum requirements as to criminal history, past conduct, and ongoing business operation standards. It requires city council review of application information in light of certain criteria that is established for purposes of identifying the kinds of facilities that qualify for a license. It reserves to the city any and all discretion afforded it under applicable law relating to the issuance of licenses.

As a general matter of policy, applicants for a license will need to demonstrate an identifiable benefit to the city and its inhabitants resulting from the granting of the license. While all of the criteria set forth in this article are relevant to the decision whether to grant a license, an applicant must demonstrate in particular that the proposed facility:

- (a) Will provide a service, product, or function that is not presently available within the city or that would be unique to the city or to an identifiable area within the city;
- (b) Is of a character that will foster or generate economic development or growth within the city, or an identifiable area of the city, in a manner consistent with the city's policies; or,
- (c) Represents an added financial investment on the part of a long-term business or resident with recognized ties to the city and the local community.

The weight to be given to each item of the criteria identified in this article, and the determination whether a particular applicant meets or satisfies those criteria is intended to be within the sole discretion of the city council.

Requirements and Procedures

1. Complete the Michigan Liquor Control Commission Application. Contact M.L.C.C. in Lansing at 517-322-1400 or toll free 1-866-813-0011.
2. Fully complete the **Novi Liquor License Application Questionnaires A and B** and return them to the City of Novi Clerk's Office within 30 days. Complete **Questionnaire C** and return it to the Novi Police Department within 30 days.
3. Please review and include with the applicant's initial **cover letter**, a response to the Novi Alcoholic Liquor Ordinance, Article II, Section 3.14 (a) *Facilities for which new licenses may be granted*.
4. Attach a non-refundable **application fee** of \$1,000.00, plus \$210.00 for each person with a financial or management interest in the application including, but not limited to, partnership partners, corporate officers and directors. Please make the check payable to the City of Novi.
5. ***Site Plan** (1 copy - signed and sealed by a registered architect/engineer). If the facility is to be located in a proposed building for which site plan approval has not yet been obtained, or in an existing building that is to be remodeled, you must submit a conceptual site plan showing the proposed building and the relationship of the building to the surrounding properties and their uses.
6. ***Building Façade Plan** (1 copy - signed and sealed by a registered architect/engineer) – all sides, including signage. If the proposed building final site plan has been previously approved by the Novi Planning and Community Development Department and there are no changes, then please submit a letter of verification stating there will be no such changes along with this application.
7. ***Interior Plan with seating arrangement** (1 copy - signed and sealed by a registered architect/engineer). If the proposed interior has been previously approved by the City of Novi Building Department and there are no changes, then please submit a letter of verification stating there will be no such changes along with this application.
8. One full copy of the **menu**.
9. **Administrative Special Land Use** (see next page).
10. Provide any other information pertinent to the applicant and operation of the proposed facility that may be required by the Novi Alcoholic Liquor Ordinance, Article II.

*No site plan, building façade plan, interior plan or any part thereof, may be changed by the applicant once they have received approval in conjunction with the liquor licensing process. Applicant must submit separate plans and fees as required by other City of Novi departments and consultants in accordance with standard review procedures, if applicable.

Administrative Special Land Use

In addition to the Liquor License procedures noted above, any new establishment serving alcoholic beverages, and/or any expansion or significant change of site plan for an existing establishment, will need to follow the administrative Special Land Use public hearing process through the Community Development Department. The following must be submitted directly to the Community Development Department when a Liquor License application is submitted.

- **Application for Site Plan and Land Use Approval** form.
- Completed **Service of Alcoholic Beverages Special Land Use Application Checklist**, along with four sets of site plans and narratives as described in the checklist.
- Special Land Use **fees** (and possibly Site Plan review fees) will be assessed to the applicant.

The applicant is asked to contact the Community Development Department Planning Division at (248) 347-0475 to determine exactly what is needed for the Special Land Use application and site plan.

The Special Land Use and public hearing process will be handled by a committee represented by members of the Community Development Department, Public Services, and Assessing Departments for any new liquor license application, or for those applications that request an amendment to a site plan. The results of the special land use consideration and the public hearing process will be forwarded to the City Council for consideration along with the consideration of the Liquor License.

Special Circumstances

Transfers that involve the following circumstances may be placed on a City Council agenda for consideration without payment of a fee and without the necessity of furnishing the information required for new licenses:

- (1) The exchange of the assets of a licensed sole proprietorship, licensed general partnership, or licensed limited partnership for all outstanding shares of stock in a corporation in which the sole proprietor, all members of the general partnership, or all members of the limited partnership are the only stockholders of that corporation.
- (2) The removal of a member of a firm, a stockholder, a member of a general partnership or limited partnership, or association of licensees from a license.
- (3) The occurrence of any of the following events:
 - (a) A corporate stock split of a licensed corporation.
 - (b) The issuance to an existing stockholder of a licensed corporation of previously unissued stock as compensation for services performed.
 - (c) The redemption by a licensed corporation of its own stock.
 - (d) A corporate public offering.

Questionnaire A – Applicant Cover Information and Procedures for Liquor License

The Novi City Council will consider whether an applicant's proposal for a liquor license is reasonable when measured against the information contained within this completed application. Please answer each question thoroughly. All answers should be typed or printed legibly and neatly in black ink. If the space provided is insufficient for a complete answer, use additional sheets of paper, following the same format used in the questionnaire and attach to that part of the application. Failure to provide all required information or attachments could result in delay or denial of liquor license. All liquor license applications are subject to final approval by the Novi City Council. Please refer to Novi Alcoholic Liquor Ordinance, Articles I-II.

1(a). Name, address and phone number of applicant:

Cantaritos Fiesta Mexican Restaurant LLC

17037 Clarran Street

Melvindale, MI 48122

Ryan A. Husaynu 248-356-7979

1(b). Name, address and phone number of business:

10901 Haggerty Road

Novi, MI 48375

TBD

NOTE: If the applicant is a partnership, you must include the name and address of each partner and attach a copy of the partnership agreement. If the applicant is a privately held corporation, you must include the name and address of each corporate officer, member of the board of directors and/or stockholders. Attach a copy of the articles of incorporation.

2. Type of liquor license applying for (circle all those that apply):

☒ Class C ☒ Resort ☐ Tavern ☐ Club ☐ Hotel A B ☐ Quota ☒ Transfer ☐ Microbrewery/Brewpub

Theme of Proposed Business:

Mexican Restaurant with sale of alcohol

3. Street address and legal description of the property where liquor license is to be located:

20901 Haggerty Road, Novi, MI 48375 LEGAL DESCRIPTION ATTACHED

Questionnaire A – Applicant Cover Information and Procedures for Liquor License

The Novi City Council will consider whether an applicant's proposal for a liquor license is reasonable when measured against the information contained within this completed application. Please answer each question thoroughly. All answers should be typed or printed legibly and neatly in black ink. If the space provided is insufficient for a complete answer, use additional sheets of paper, following the same format used in the questionnaire and attach to that part of the application. Failure to provide all required information or attachments could result in delay or denial of liquor license. All liquor license applications are subject to final approval by the Novi City Council. Please refer to Novi Alcoholic Liquor Ordinance, Articles I-II.

1(a). Name, address and phone number of applicant:

Victor Torres Vazquez, Member

1(b). Name, address and phone number of business:

NOTE: If the applicant is a partnership, you must include the name and address of each partner and attach a copy of the partnership agreement. If the applicant is a privately held corporation, you must include the name and address of each corporate officer, member of the board of directors and/or stockholders. Attach a copy of the articles of incorporation.

2. Type of liquor license applying for (circle all those that apply):

☒ Class C ☒ Resort ☐ Tavern ☐ Club ☐ Hotel A B ☐ Quota ☒ Transfer ☐ Microbrewery/Brewpub

Theme of Proposed Business:

3. Street address and legal description of the property where liquor license is to be located:

20901 Haggerty Rd. Novi MI 48375

Questionnaire A – Applicant Cover Information and Procedures for Liquor License

The Novi City Council will consider whether an applicant's proposal for a liquor license is reasonable when measured against the information contained within this completed application. Please answer each question thoroughly. All answers should be typed or printed legibly and neatly in black ink. If the space provided is insufficient for a complete answer, use additional sheets of paper, following the same format used in the questionnaire and attach to that part of the application. Failure to provide all required information or attachments could result in delay or denial of liquor license. All liquor license applications are subject to final approval by the Novi City Council. Please refer to Novi Alcoholic Liquor Ordinance, Articles I-II.

1(a). Name, address and phone number of applicant:

Fernando Herrera, Member

1(b). Name, address and phone number of business:

NOTE: If the applicant is a partnership, you must include the name and address of each partner and attach a copy of the partnership agreement. If the applicant is a privately held corporation, you must include the name and address of each corporate officer, member of the board of directors and/or stockholders. Attach a copy of the articles of incorporation.

2. Type of liquor license applying for (circle all those that apply):

☒ Class C ☒ Resort ☐ Tavern ☐ Club ☐ Hotel A B ☐ Quota ☒ Transfer ☐ Microbrewery/Brewpub

Theme of Proposed Business:

3. Street address and legal description of the property where liquor license is to be located:

20901 Haggerty Rd. Novi MI 48375

Questionnaire A – Applicant Cover Information and Procedures for Liquor License

The Novi City Council will consider whether an applicant's proposal for a liquor license is reasonable when measured against the information contained within this completed application. Please answer each question thoroughly. All answers should be typed or printed legibly and neatly in black ink. If the space provided is insufficient for a complete answer, use additional sheets of paper, following the same format used in the questionnaire and attach to that part of the application. Failure to provide all required information or attachments could result in delay or denial of liquor license. All liquor license applications are subject to final approval by the Novi City Council. Please refer to Novi Alcoholic Liquor Ordinance, Articles I-II.

1(a). Name, address and phone number of applicant:

1(b). Name, address and phone number of business:

Roberto Torrijos Ruiz, Member

NOTE: If the applicant is a partnership, you must include the name and address of each partner and attach a copy of the partnership agreement. If the applicant is a privately held corporation, you must include the name and address of each corporate officer, member of the board of directors and/or stockholders. Attach a copy of the articles of incorporation.

2. Type of liquor license applying for (circle all those that apply):

☒ Class C ☒ Resort ☐ Tavern ☐ Club ☐ Hotel A B ☐ Quota ☒ Transfer ☐ Microbrewery/Brewpub

Theme of Proposed Business:

3. Street address and legal description of the property where liquor license is to be located:

20901 Haggerty Rd Novi MI 48375

Questionnaire B – Administrative Background Information for Liquor License

The Novi City Council will consider whether an applicant's proposal for a liquor license is reasonable when measured against the information contained within this completed application. Please answer each question thoroughly. All answers should be typed or printed legibly and neatly in black ink. If the space provided is insufficient for a complete answer, use additional sheets of paper, following the same format used in the questionnaire and attach to that part of the application. Failure to provide all required information or attachments could result in delay or denial of liquor license. All liquor license applications are subject to final approval by the Novi City Council.

1. What is the applicant's management experience in the alcohol/liquor business?

The owners have over 10 years of experience in restaurant/alcohol business with ownership in a Royal Oak restaurant that serves alcohol

2. What is the applicant's general business management experience?

See above.

3. What is the applicant's general business reputation?

Excellent.

4. What is the applicant's financial status and ability to build and/or operate the proposed facility on which the proposed liquor license is to be located?

The owners have sound financial ability.

5. What are the applicant's past criminal convictions involving moral turpitude, violence or alcoholic liquors?

There are none.

6. Does the applicant use alcoholic beverages to excess?

None on the members do this.

7. What is the effect that the issuance of a license would have upon the economic development of the surrounding area?

The applicant will be operating a former Chilis location (vacant for over one year), providing a positive economic benefit to surrounding area.

8. What effect would the issuance of a license have on the health, welfare and safety of the general public?

There would be no negative effect.

9. Has the applicant received responses from the Police Department, Building Department and/or Fire Department with regard to the proposed facility?

Cantaritos and the landlord are involved in renovations to the facility and have obtained all necessary permits and approvals, consistent with the state of renovations.

10. What is the public need or convenience for issuance of a liquor license for this facility at the proposed location?

The Cantaritos concept will provide an alternative location where families may enjoy good food and alcohol at competitive prices.

11. What is the uniqueness of the proposed facility when contrasted against other existing or proposed facilities and the compatibility of the proposed facility to surrounding architecture and land use?

See answer #10.

12. Does the facility to which the proposed liquor license is to be issued comply with the applicable building, plumbing, electrical and fire prevention codes and zoning statutes and ordinances applicable to the City of Novi? Has applicant received information from the appropriate departments?

See answer #9.

13. What effect will the facility to which the proposed liquor license is to be issued have upon vehicular and pedestrian traffic in the area?

There will be no adverse effect on traffic based on the location.

14. What is the proximity of the proposed business facility to other similarly situated licensed liquor facilities?

There are several alcohol-licensed restaurants near the Eight Mile Haggerty corridor, many outside the City of Novi. Nearly all of them are chains.

Cantaritos is a unique restaurant, making authentic Mexican food and drinks with quality ingredients.

15. What is the proximity of the proposed facility to complimentary uses such as office and commercial development?

The facility is located in an older developed area of Novi, which has retail, office and hotel facilities.

16. What effect would the proposed facility have upon the surrounding neighborhood and/or business establishments, including impacts upon residential areas, church and school districts?

Cantaritos would benefit the business establishments by providing synergy. There are no residential, church or school areas nearby.

17. What proposed or actual commitments are being made by the applicant to establish permanency in the community?

The applicant and landlord have made substantial financial commitments.

18. What utilities are available to serve the facility?

Water, Sewer, Gas, Electric.

19. What other factors should the Novi City Council consider?

There is one other Cantaritos Mexican Restaurant concept operating and doing well in downtown Royal Oak, with very favorable reviews

Legal Description

Land situated in the City of Novi, County of Oakland, State of Michigan, described as follows:

A part of the Southeast 1/4 of Section 36, Town 1 North, Range 8 East, City of Novi, Oakland County, Michigan, more particularly described as: Commencing at the Southeast corner of said Section 36, thence South 87 degrees 20 minutes 09 seconds West, 1022.07 feet, along the South line of said Section 36 and the centerline of Eight Mile Road; thence North 01 degrees 49 minutes 13 seconds West, 100.01 feet, to the North line of said Eight Mile Road, and the point of beginning; thence North 01 degrees 49 minutes 13 seconds West 191.42 feet; thence North 87 degrees 20 minutes 09 seconds East, 299.86 feet, to the Westerly line of Haggerty Road; thence South 07 degrees 23 minutes 54 seconds West, 135.78 feet, along the Westerly line of said Haggerty Road; thence South 54 degrees 55 minutes 11 seconds West, 107.65 feet, along the Westerly line of said Haggerty Road, to the Northerly line of said Eight Mile Road; thence South 87 degrees 20 minutes 09 seconds West, 188.08 feet, along the Northerly line of said Eight Mile Road, to the point of beginning.

20901 Haggerty Road, Novi, MI



Form Revision Date 02/2017

ARTICLES OF ORGANIZATION

For use by DOMESTIC LIMITED LIABILITY COMPANY

Pursuant to the provisions of Act 23, Public Acts of 1993, the undersigned executes the following Articles:

Article I

The name of the limited liability company is:

CANTARITOS FIESTA MEXICAN RESTAURANT LLC

Article II

Unless the articles of organization otherwise provide, all limited liability companies formed pursuant to 1993 PA 23 have the purpose of engaging in any activity within the purposes for which a limited liability company may be formed under the Limited Liability Company Act of Michigan. You may provide a more specific purpose:

Article III

The duration of the limited liability company if other than perpetual is:

Article IV

The street address of the registered office of the limited liability company and the name of the resident agent at the registered office (P.O. Boxes are not acceptable):

1. Agent Name: VICTOR TORRES VAZQUEZ

2. Street Address:

Apt/Suite/Other:

City:

State:

Zip Code:

3. Registered Office Mailing Address:

P.O. Box or Street

Address:

Apt/Suite/Other:

City:

State:

Zip Code:

Signed this 10th Day of April, 2024 by the organizer(s):

Signature	Title	Title if "Other" was selected
Victor Torres Vazquez	Organizer	
Roberto Torrijos Ruiz	Organizer	
Fernando Herrera	Organizer	

By selecting ACCEPT, I hereby acknowledge that this electronic document is being signed in accordance with the Act. I further certify that to the best of my knowledge the information provided is true, accurate, and in compliance with the Act.

Decline Accept

MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
FILING ENDORSEMENT

This is to Certify that the ARTICLES OF ORGANIZATION
for

CANTARITOS FIESTA MEXICAN RESTAURANT LLC

ID Number: 803198859

received by electronic transmission on April 10, 2024 ***, is hereby endorsed.***

Filed on April 10, 2024 ***, by the Administrator.***

The document is effective on the date filed, unless a subsequent effective date within 90 days after received date is stated in the document.



In testimony whereof, I have hereunto set my hand and affixed the Seal of the Department, in the City of Lansing, this 10th day of April, 2024.

Linda Clegg

Linda Clegg, Director

Corporations, Securities & Commercial Licensing Bureau

**OPERATING AGREEMENT
FOR MEMBERS, MEMBER MANAGED
OF
CANTARITOS FIESTA MEXICAN RESTAURANT, LLC**

DATE: May 10, 2024

COMPANY: CANTARITOS FIESTA MEXICAN RESTAURANT , LLC
a Michigan limited liability company

RECITAL:

The parties to this Agreement ("Members") are signing this Agreement for the purpose of forming a limited liability company under the Limited Liability Company Act of the State of Michigan ("Act").:

1. FORMATION

1.1 Name. The name of this limited liability company ("Company") is CANTARITOS FIESTA MEXICAN RESTAURANT, LLC.

1.2 Articles of Organization. Articles of Organization for the Company were filed with the Secretary of State for the State of Michigan on April 10, 2024.

1.3 Duration. The Company will exist until dissolved as provided in this Agreement.

1.4 Principal Office. The Company's principal office will initially be at 17037 Clarann St., Melvindale, MI 48122, but may be relocated by the Members at any time.

1.5 Designated Office and Agent for Service of Process. The Company's initial designated office will be at 17037 Clarann St., Melvindale, MI 48122, and the name of its initial agent for service of process at that address will be Victor Torres Vazquez.

The Company's designated office and its agent for service of process may only be changed by filing notice of the change with the State of Michigan.

1.6 Purposes and Powers. The Company is formed for the purpose of engaging in any lawful business that a limited liability company may engage in under the Act. The Company has the power to do all things necessary or in furtherance of that business. The specific purpose

of this Company is to operate a Mexican themed restaurant in the City of Novi, including the sale of alcoholic beverages.

1.7 Title to Assets. Title to all assets of the Company will be held in the name of the Company. The Members do not have any right to the assets of the Company or any ownership interest in those assets except as a result of the Member's ownership of an interest in the Company.

2. MEMBERS

2.1 Name and Address. The names of the Members, percentage of Membership Interest and number of Units issued in the Company are:

<u>NAME:</u>	<u>INTEREST</u>	<u># OF UNITS</u>
Victor Torres Vazquez	35%	350
Roberto Torrijos-Ruiz	35%	350
Fernando Herrera	30%	300

2.2 Withdrawal by a Member. If any Member seeks to withdraw from the Company, he shall first offer his interest to the remaining Members in proportion to their ownership interest. The price and terms shall be agreed upon by the parties. If the parties are unable to agree on the terms of the withdrawal, then the matter shall be submitted to binding arbitration through the American Arbitration Association and an award rendered may be entered as a judgment in any court of competent jurisdiction.

2.3 If the remaining Members decline to purchase the Membership Interest of the withdrawing Member, then the withdrawing Member shall have the right to sell or otherwise transfer his interest to any other party.

2.4 Additional Members. Except as provided in Paragraph 2.2 and 2.3, additional Members may be admitted only by written consent of all the Members.

2.5 If any Member dies or become incompetent, then his Membership Interest may be assigned/transferred to his estate/trust without the consent of the other Members of the Company, notwithstanding anything to the contrary contained elsewhere in this Operating Agreement. The estate/trust shall then be considered a Member.

2.6 Transfer of Member's Interest. Except as provided in this *Section 2. MEMBERS*, no Member's interest shall be transferred voluntarily or by operation of law unless consented to by all Members of the Company. Each Member shall have the right of first refusal to purchase

the Units of any other Member for fair market value according to the proportionate share of the purchasing Member.

3. CAPITAL

3.1 Initial Capital Contribution. The initial capital contributions of the Members are listed in Schedule A herein.

3.2 Additional Contributions. Except as otherwise provided in the Act, the Members are not required to contribute additional capital to the Company. But the Members may make additional capital contributions to the Company from time to time upon unanimous vote of the Members.

3.3 No Interest on Capital Contributions. No interest will be paid on capital contributions.

3.4 Capital Account. A capital account will be maintained for the Members. The Members' capital account will be credited with all capital contributions made by the Members and with all income and gain of the Company, and the Members' capital account will be charged with the amount of all distributions made to the Members and with all losses and deductions of the Company.

3.5 Loan by Member. In the event the majority of Members vote to make additional capital contributions, but not the majority, then any additional funds advance to the Company by a Member shall be considered a loan by such Member(s) to the Company, payable with ten percent (10%) interest until fully paid. Such Member Loan(s) shall be paid prior to distributions of profits.

4. PROFITS AND LOSSES AND DISTRIBUTIONS

4.1 Profits and Losses. The entire net profit or net loss of the Company for each fiscal year will be allocated to the Members according to their proportionate Membership Interest and must be reported by the Members on all federal, state, and local income and other tax returns required to be filed by the Members.

4.2 Distributions. Subject to the restrictions governing distributions under the Act, distributions of cash or property may be made from time to time by the Company to the Members, as the Members direct. But the assets of the Company may not be used to pay the expenses not related to the business of the Company.

5. ADMINISTRATION OF COMPANY BUSINESS

5.1 Management. Management of the Company shall be vested in all Members, being Victor Torres Vazquez, Roberto Torrijos-Ruiz, and Fernando Herrera.

5.2 Authority of Members. The Members shall have full authority to act on behalf of the Company on all matters.

5.3 Voting. The Members shall vote in proportion to their Membership Interest in the Company, and a majority vote shall be deemed a decision of the Company.

5.4 Day To Day Operations. Victor Torres Vazquez shall have full authority to manage the day to day operations of the Company's business, unless otherwise voted upon by the Members. Victor Torres Vazquez shall be paid a salary for his services in managing the day to day operations of the Company's business.

6. ACCOUNTING AND RECORDS

6.1 Books and Records. The Company may keep such books and records relating to the operation of the Company as are appropriate and adequate for the Company's business. The books and records are to be available for inspection by the Members at the principal office of the Company.

6.2 Separate Accounts. The funds, assets, properties, and accounts of the Company must be maintained separately and may not be commingled with those of the Members or any other person.

6.3 Fiscal Year. The fiscal year of the Company will be the calendar year.

7. DISSOLUTION AND WINDING UP

7.1 Events of Dissolution. The Company will dissolve upon the earlier of

- (a) Approval of dissolution by the Members,
- (b) Such time as the Company has no Members, or
- (c) By operation of law.

Neither the death, incompetency, nor bankruptcy of the Members nor the assignment of the Member's entire Membership interest will not dissolve the Company.

7.2 Winding Up and Liquidation. Upon the dissolution of the Company, the affairs of the Company must be wound up by the Members. If the affairs of the Company are to be wound up, a full account must be taken of the assets and liabilities of the Company, and the assets of the Company must then be promptly liquidated. The proceeds must first be paid to creditors of the Company in satisfaction of all liabilities and obligations of the Company, including, to the extent permitted by law, liabilities, and obligations owed to the Members as a creditor. Any remaining proceeds may then be distributed to the Members. Property of the Company may be distributed in kind in the process of winding up and liquidation.

7.3 Negative Capital Account. If any Member has a negative balance in the Member's capital account upon liquidation of the Company, the Member will have no obligation to make any contribution to the capital of the Company to make up the deficit, and the deficit will not be considered a debt owed to the Company or any other person.

8. INDEMNIFICATION AND LIABILITY LIMITATION

8.1 Indemnification. The Company must indemnify the Members to the fullest extent permissible under the law of the State of Michigan, as the same exists or may hereafter be amended, against all liability, loss, and costs (including without limitation attorneys' fees) incurred or suffered by the Members by reason of or arising from the fact that the Member is or was a Member of the Company, or is or was serving at the request of the Company as Manager, Member, officer, employee, or agent of the Company. The Company may, by action of the Members, provide indemnification to employees and agents of the Company who are not Members. The indemnification provided in this section will not be exclusive of any other rights to which any person may be entitled.

8.2 Personal Guarantee. In order to operate the Mexican themed restaurant, it is anticipated that the Company shall enter into a lease agreement with NOVI RETAIL MANAGEMENT II LLC, which will require the personal guarantee of Victor Torres Vazquez. In the event the landlord asserts a claim under the guarantee, the other Members agree to indemnify payment of such obligation based on the percentage interest each Member owns in the Company, and in the event a Member pays more than his proportionate share pursuant to a guaranty to the landlord the remaining Members shall reimburse that Member in proportion to his/her percentage interest within thirty (30) days after written demand therefore is received. Any contribution payment which is not paid when due shall bear interest at the rate of ten (10%) percent per annum until paid in full.

9. MISCELLANEOUS PROVISIONS

9.1 Amendment. The Members may by unanimous consent, amend, or repeal all or part of this Agreement by written instrument. However, the parties

9.2 Governing Law. This Agreement will be governed by the laws of the State of Michigan.

9.3 Severability. If any provision of this Agreement is invalid or unenforceable, it will not affect the remaining provisions.

10. Any controversy between the Members shall be submitted to binding arbitration, and a decision rendered may be entered as a judgment in any court of competent jurisdiction.

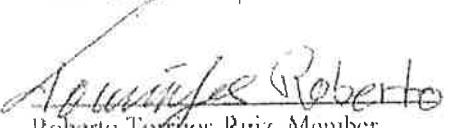
11 DISCLOSURE AND WAIVER OF CONFLICT OF INTEREST. Each Member acknowledges and agrees that the law firm of Husaynu & Plezia PC ("HPPC") has represented and may continue to represent the Company and has been requested to prepare this Operating Agreement. The Members understand and acknowledge that the interest of the Members in connection with and arising under this Agreement may conflict or be adverse to the financial and other interests of the others and that such potentially adverse interests of the Members, places HPPC in a conflict of interest in connection with the drafting of this Agreement. The Members have independently determined that the terms and conditions of this Agreement are fair and reasonable. The Members hereby waive any and all resulting conflicts of interest. The Members hereby acknowledge that they have been advised to retain independent counsel to review the terms and conditions of this Agreement and hereby consent to the continued representation by HPPC of a Manager and/or his affiliates in connection with this Agreement and any matters arising under this Agreement

MEMBER APPROVAL:

Date: May 10, 2024


Victor Torres Vazquez, Member

Date: May 10, 2024


Roberto Torres-Ruiz, Member

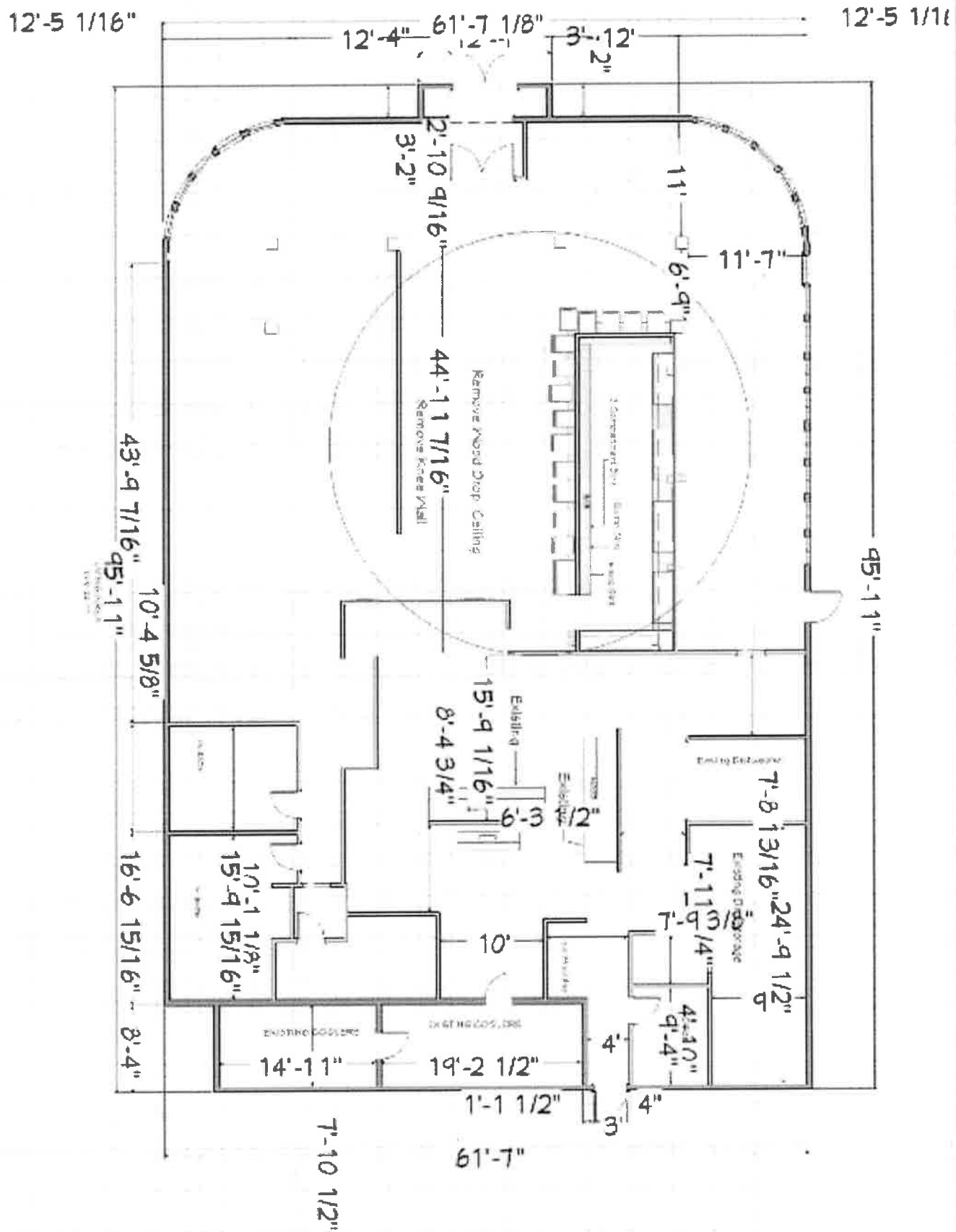
Date: May 10, 2024


Fernando Herrera, Member

SCHEDULE A

List name of Member, Membership Interest, Address, and Capital Contribution:

Name	Membership Interest	Units	Capital Contribution
Victor Torres Vazquez	35%	350	35,000
Roberto Torrijos-Ruiz	35%	350	35,000
Fernando Herrera	30%	300	30,000



APPETIZERS

REFILL CHIPS & SALSA 3

CHIPS TRIO 13

Guacamole, Queso Dip & Salsa.

QUESO-DIP 6

GUACAMOLE-DIP 6

CHORI-QUESO 12

Queso dip with chorizo.

FRESH GUACAMOLE 13

Made to order with chunky avocado, cilantro, onions, tomato, jalapeño and lime Juice.

ESQUITES 10

Corn off the cob, onions, queso fresco, lime, tajin and mayo.

TOSTADAS DE CAMARON 16

Two tostadas topped with shrimp, cabbage, pico de gallo, sour cream, chipotle ranch, queso fresco and avocado.

TOSTADAS DE CEVICHE 16

Two tostadas topped with shrimp & fish marinated in lime juice, mix with pico de gallo and avocado.

TAQUITOS 14

4 Crispy rolled corn tortillas, filled with shredded chicken or potatoes. Served with lettuce, pico de gallo sour cream and queso fresco.

8 PC CHICKEN WINGS 12

• BBQ • BUFFALO

ASADA FRIES 18

Waffle fries, topped with steak, cheese dip, pico de gallo, guacamole, sour cream and queso fresco.

BOTANA 18

Corn tortilla chips with cheese, choice of steak, chicken, carnitas, chorizo or pastor, sour cream, pico de gallo, guacamole and jalapeños.

NACHOS SUPREME 18

Corn tortilla chips with cheese, refried beans, shredded chicken, ground beef, lettuce, sour cream, pico de gallo, and jalapeños.

NACHOS FAJITA 22

Corn tortilla chips with cheese, choice of steak, chicken or shrimp cooked with grilled onion and bell pepper. Topped with pico de gallo, guacamole and sour cream.

QUESADILLA 16

Flour tortilla stuffed with cheese and your choice of meat. Served with lettuce, sour cream, pico de gallo and guacamole.

•Veggie (V) • Pastor •Carnitas • Grilled Chicken • Steak

QUESADILLA FAJITA 18

Grilled onion and bell pepper. Served with, lettuce, guacamole pico de gallo and sour cream.

Your choice of meat:

• Chicken • Steak • Shrimp

SOUPS

CHICKEN TORTILLA SOUP 7

Shredded chicken chipotle, topped with tortilla strips, avocado, sour cream and queso fresco.

CALDO DE MARISCOS 25

7 Seas Soup. Broth with crab legs, shrimp, fish, mussels, octopus, baby clams, scallops and vegetables.

BIRRIA JALISCO 24

Slow cooked marinated beef stew, with Mexican spices served with rice, beans, cilantro, onions, lime and tortillas.

ENCHILADAS

ENCHILADAS ROJAS 18

3 Enchiladas, shredded chicken or ground beef, topped with red salsa ranchera, cheese, lettuce, sour cream, pico de gallo, rice and refried beans.

ENCHILADAS VERDES 18

3 Enchiladas shredded chicken, tomatillo salsa verde, cheese, lettuce, sour cream, avocado, served with rice and refried beans.

ENCHILADAS SUPREME 18

4 Enchiladas, one ground beef, one shredded chicken, one cheese, one refried beans, topped with red salsa ranchera, lettuce, sour cream, pico de gallo and queso fresco.

ENCHILADAS DE MOLE 18

3 Enchiladas shredded chicken, topped with cheese, onions, salsa de mole (made of different types of mild dry peppers, chocolate and tree nuts) served with rice and refried beans.

SHRIMP ENCHILADAS 22

3 shrimp Enchiladas, cheese, tomatillo salsa verde, white rice and grilled vegetables.

SALAD

TACO SALAD 17

Fried flour tortilla bowl with rice, beans, topped with lettuce, pico de gallo, corn, guacamole, sour cream and cheese.

Shredded Chicken | Ground beef

FAJITA BOWL 20

White lime rice, black beans, grilled veggies, topped with lettuce, pico de gallo, guacamole, sour cream and cheese.

Chicken | Steak | Shrimp

CANTARITOS SALAD 18

Organic spring mix, cucumber, tomato, corn, queso fresco, avocado, tortilla strips. Homemade dressing.

Chicken | Shrimp

LA ESPECIALIDAD DE CANTARITOS

MOLCAJETE 29

Stone bowl with steak, chicken, shrimp, chorizo, grilled onions, cactus, with ranchero sauce and queso fresco. Served with rice refried beans and flour tortillas.

MAR Y TIERRA 29

Combination of Rib-eye steak, chicken breast, shrimp, grilled onions peppers, zucchini, mushrooms, melted cheese. Served with rice and flour tortillas.

CARNE ASADA 25

Grilled Rib-eye steak with grilled onions. Served with lettuce, guacamole, pico de gallo, sour cream, rice, refried beans and flour tortillas.

CARNE A LA MEXICANA 25

Steak strips cooked with jalapenos, onions, tomato and cilantro. Served with rice, refried beans and flour tortillas.

CARNITAS 20

Authentic carnitas. Slow cooked pulled pork with side of salsa verde. Served with lettuce, guacamole, cactus salad, rice, refried beans and flour tortillas.

MILANEZA CANTINERA 24

Lightly breaded chicken breast or steak, topped with salsa verde cheese served with rice and beans lettuce, sour cream guacamole, pico de gallo and flour tortillas.

TORTA 18

Mexican sandwich, with your choice of meat, grilled bun bread layered with mayo, cheese, beans, lettuce, tomato, onions, avocado and pickled jalapeños. Served with fries.

• Steak • Pastor Marinated Pork • Chicken Milaneza • Grilled Chicken

SEAFOOD

DEL MAR TRIO 28

Combination of shrimp, scallops, tilapia, pico de gallo and cheese. Served with white rice, grilled vegetables and garlic bread.

CAMARONES AL CHIPOTLE 23

Shrimp, chipotle cream sauce, white rice, refried beans and flour tortillas.

CAMARONES A LA DIABLA 23

Shrimp, garlic, onions, mushrooms, spicy habanero salsa, white rice, refried beans and flour tortillas.

ARROZ CON MARISCOS 26

Grilled shrimp, scallops over a bed of rice and cheese dip. Served with fries, lettuce, guacamole, pico de gallo and flour tortillas.

GRILLED TILAPIA 20

Served with lettuce, guacamole, pico de gallo, rice, refried beans and flour tortillas.

COCTEL DE CAMARONES 20

Served chilled. Fully cooked shrimp, special cocktail sauce, cucumber, avocado and pico de gallo.

MOJARRA FRITA 20

Whole Fish (Fried) served with rice, lettuce, onions, cucumber, avocados and corn tortillas.

CHILE RELLENO 18

Battered roasted poblano peppers stuffed with cheese topped with Ranchera sauce, sour cream, rice, refried beans and flour tortillas.

CHIMICHANGA 18

Your choice of ground beef, shredded chicken or grilled veggie, wrapped in a flour tortilla and deep fried, topped with cheese dip. Served with rice, refried beans, lettuce, guacamole, sour cream and pico de gallo.

CHEF SPECIAL 45

Rib-eye steak, lobster tail, garlic shrimps, vegetables of the day, mashed potatoes and garlic bread.

Only Friday to Sunday.

FAJITAS

Grilled onion, bell pepper. Served with rice refried bean, lettuce, guacamole, pico de gallo, sour cream and flour tortillas.

Add cheese on top for 2.00

• CHICKEN 24 • STEAK 26 • SHRIMP 26

VEGGIES 22 TRIO 28

PARRILLADA 30

Steak, Chicken, Shrimp, Carnitas and Chorizo.

POLLO CON CHORIZO 20

Grilled chicken strips, chorizo, cheese dip. Served with rice, refried beans and flour tortillas.

POLLO PRIMAVERA 20

Grilled chicken strips, onions, mushroom, zucchini, tomatoes and cheese dip. Served with rice, refried beans and flour tortillas.

POLLO CHIPOTLE 20

Grilled chicken strips and Chipotle cream sauce. Served with rice, refried beans and flour tortillas.

POLLO LIMON 20

Citrus marinade chicken breast topped with corn, pico de gallo and cheese. Served with Cilantro Lime rice, Black Beans, and flour tortillas.

ARROZ CON POLLO 20

Grilled chicken strips over a bed of rice and cheese dip. Served with fries, lettuce, guacamole, pico de gallo and flour tortillas.

CHICKEN MOLE 20

Chicken breast, topped with salsa de mole (made of different types of mild dry peppers, chocolate and tree nuts) served with rice and flour tortillas.

CHICKEN



TACOS

TACOS MEXICANOS 17

3 Tacos on soft corn tortilla with your choice of meat, cilantro, onions, rice and refried beans.

Add grilled onions & jalapeños 2.00

- Steak • Chicken • Chorizo • Ground Beef
- Carnitas • Pastor Marinated Pork w/Pineapple.

SIGNATURE TACOS

3 PER ORDER. ADD RICE AND BEANS 2.00.

TACO-BIRRIA 16

Three Grilled quesadillas on corn tortilla, melted cheese, marinated shredded beef, cilantro, onions, side of consommé dipping broth.

ALAMBRE TACOS 18

With your choice of meat, chicken, steak or shrimp, mixed with bacon chorizo onions poblano peppers, melted cheese on soft corn tortilla.

SHRIMP TACOS 18

Grilled shrimp, pickled cabbage, pico de gallo, avocado, chipotle mayo, queso fresco on soft flour tortillas.

MAHI MAHI TACOS 18

Mahi mahi battered, pickled cabbage, pico de gallo, avocado, chipotle mayo, queso fresco on soft flour tortillas.

TACOS LOCOS 17

Crispy flour tortilla, with your choice of meat, lettuce, pico de gallo, sour cream and cheese.

- Ground Beef • Shredded Chicken

CAULIFLOWER TACOS 17

Marinated roasted cauliflower, garnished with pico de gallo, avocado on soft corn tortillas.

BEYOND PASTOR TACOS 18

Marinated beyond meat, pico de gallo, avocado on soft corn tortillas.

VEGGIE TACOS 17

Grilled onion, mushrooms, pepper, zucchini, pico de gallo, avocado on soft corn tortillas.

FIESTA MIX TACOS 20

Choose 3 different tacos.

BURRITOS

BURRITO BOWL 18

Cilantro lime rice, black beans, lettuce, pico de gallo, corn, guacamole, sour cream and cheese.

- Steak • Ground Beef • Chicken.

VEGGIE BURRITO 18

Cilantro lime rice, black beans, marinated veggies, lettuce, pico de gallo, corn, guacamole and cheese.

BURRITO CALIFORNIA 19

Stuffed with cheese, rice, beans, fries, guacamole, pico de gallo and chipotle ranch.

- Steak • Chicken • Chorizo • Ground Beef • Birria
- Carnitas Pulled Pork • Pastor Marinated Pork w/Pineapple.

BURRITO MICHIGAN 20

Stuffed with rice, beans, guacamole, pico de gallo, topped with cheese, red and green sauce.

- Steak • Chicken • Chorizo • Ground Beef • Birria
- Carnitas Pulled Pork • Pastor Marinated Pork w/Pineapple.

BURRITO FAJITA 22

Stuffed with grilled chicken, steak or shrimp, onions, bell pepper, topped with cheese dip and pico de gallo. Served with rice and beans.

BURRITO JALISCO 22

Stuffed with rice, beans, grilled onions, steak, chicken, topped with cheese dip, chorizo, pineapple and shrimp.

CHILDREN'S

Quesadilla, Soft Flour Taco, or Chicken Tenders
Served with rice and beans or fries. 9

BEVERAGES

JARRITOS 3.50

Lime, Grapefruit,
Mandarine, Pineapple
Strawberry, Tamarind
Mango, Fruit Punch
Guava.
Mexican Coke
Topo Chico

AGUAS FRESCAS 4

Horchata
Pineapple
Lemonade
Jamaica

CAN SODAS 2.50

Coke
Sprite
Diet Coke
Coke Zero
Ginger Ale

SOFT DRINKS

Coffe 3
Ice Tea 3
Apple Juice 3
Orange Juice 3

Ask your serve about menu items that are cooked to order or served raw. Consuming raw or undercooked meats, poultry, seafood, shellfish, or eggs may increase your risk of foodborne illness. Before placing your order, please inform your server if a person in your party has a food allergy.

* 20% Service charge will be added to dine in bills over \$100 dollars.



cityofnovi.org

Receipt: 13412

10/09/24

Page

The sum of: \$1,630.00

CANTARITOS FIESTA

**20901 HAGGERTY RD
NOVI MI 48375**

LIQUOR APPLICATION W/ 3 MEMBERS

	1,630.00
Total	1,630.00

TENDERED:

CHECKS

143

1,630.00

Signed: _____



October 18, 2024

CITY COUNCIL

Mayor

Justin Fischer

Mayor Pro Tem

Laura Marie Casey

Dave Staudt

Brian Smith

Ericka Thomas

Matt Heintz

Priya Gurumurthy

City Manager

Victor Cardenas

City Clerk

Cortney Hanson

TO: Cortney Hanson, City Clerk

FROM: Fire Marshal – Kevin Pierce

SUBJECT: -Liquor Business License Transfer –
Cantaritos Fiesta Mexican Restaurant
20901 Haggerty Rd, Novi MI 48375

The above Liquor License transfer is recommended for a "CONDITIONAL APPROVAL" that when the construction for the remodel has been completed, it MUST be inspected and approved by the Fire Marshal and or his designee for a certificate of completion.

The fire department does not have any objections to this Liquor License conditional approval.

City of Novi

45175 Ten Mile Road
Novi, Michigan 48375
248.347.0460
248.347.0577 fax

cityofnovi.org

MEMORANDUM



TO: Melissa Morris, Deputy City Clerk
FROM: Charles Boulard, Director of Community Development *CB*
SUBJECT: CANTARITOS FIESTA MEXICAN RESTAURANT
DATE: 12/10/24

The property located at **20901 HAGGERTY RD** with the business name **Cantaritos Fiesta Mexican Restaurant** has had a Special Inspection for the purpose of:

- ☐ Auctions
- ☒ Liquor license
- ☐ Arcade license
- ☐ Massage license
- ☐ Outdoor gathering
- ☐ Outdoor seating
- ☐ Other: _____

From a building safety standpoint, the Building Division does not object to the proposed liquor license transfer, subject to the approval of the building plans for the renovation and subsequent inspections approval prior to occupancy. Should you have any further questions with regards to this matter please feel free to contact me at (248) 347-0423.

MEMORANDUM



TO: CORTNEY HANSON, CITY CLERK
FROM: ERICK W. ZINSER *EZ*
DIRECTOR OF PUBLIC SAFETY / CHIEF OF POLICE
INITIATED BY: MICHAEL BENDER, DETECTIVE *MB*
SUBJECT: CLASS C LIQUOR LICENSE APPLICATION
CANTARITOS FIESTA MEXICAN RESTAURANT, LLC
DATE: OCTOBER 15, 2024

Liquor License Request:

Cantaritos Fiesta Mexican Restaurant LLC, requests a Class C Liquor License to be located at 20901 Haggerty Road, Novi, Michigan 48375 (formerly Chili's restaurant).

Applicants:

Victor Torres Vazquez
Roberto Torrijos Ruiz
Fernando Herrera

Applicant's/Background Information:

The applicants have over 10 years of experience in the restaurant/alcohol business with ownership in the Royal Oak restaurant that serves alcohol. There is one other Cantaritos Mexican Restaurant concept operating and doing well in downtown Royal Oak, with favorable reviews.

Criminal History/Police Contacts:

An ICHAT and CLEMIS database search revealed nothing of concern.

Civil History:

Nothing of concern for Vazquez or Herrera.
CLEAR revealed that Ruiz had two prior LEINS/Judgements.

Oakland County Treasurer's Office

There are no prior delinquent taxes at this location.

Michigan Liquor Control Commission (MLCC):

There are no active violations.

Financial Review:

Based upon the financial data provided by the applicant, no issues were found to prevent the liquor license application process from proceeding.

Summary:

Based on the information provided and the subsequent liquor investigation, I find no reason to deny the applicant's request. This request requires the approval of the Novi City Council.

C: Victor Cardenas, City Manager



CITY OF NOVI CITY COUNCIL
MARCH 10, 2025

SUBJECT: Enter Executive Session immediately following the regular meeting of March 10, 2025, in the Council Annex to discuss union negotiations.

SUBMITTING DEPARTMENT: City Clerk

BACKGROUND INFORMATION:

RECOMMENDED ACTION: Enter Executive Session immediately following the regular meeting of March 10, 2025, in the Council Annex to discuss union negotiations.



CITY OF NOVI CITY COUNCIL
MARCH 10, 2025

SUBJECT: Approval of claims and warrants – Warrant 1175

SUBMITTING DEPARTMENT: Finance

BACKGROUND INFORMATION:

Per Section 8.10 of the City's charter all funds drawn by the treasury department must be approved by City Council. This approval occurs through a warrant system and appears on all City Council's agenda. The most recent Warrant, #1175 comes before City council for approval.

RECOMMENDED ACTION: Approval of claims and warrants – Warrant 1175

CITY OF NOVI
Warrant 1175
Monday, March 10, 2025

Check	Vendor Name	Description	Amount
195300	ALLIANCE HEALTH AND LIFE	EMPLOYEE HEALTHCARE INSURANCE	3,120.00
195301	HEALTH ALLIANCE PLAN	EMPLOYEE HEALTHCARE INSURANCE	24,809.71
195302	GEORGE MATICK CHEVROLET	VEHICLE MAINTENANCE	547.58
195303	STATE OF MICHIGAN	INVOICE 551-641587 (HIDTA)	1,785.75
195304	STATE OF MICHIGAN	INVOICE 551-643176 (HIDTA)	2,390.42
195305	STATE OF MICHIGAN	INVOICE 551-645987 (HIDTA)	1,459.80
195306	CONSUMERS ENERGY	HEAT	757.54
195307	CONSUMERS ENERGY	HEAT	820.10
195308 - 195348	DTE ENERGY	ELECTRICITY	27,028.07
195349	1SMARTLIFE, LLC	CONFERENCE (FIRE)	5,488.00
195350	4 IMPRINT INC	COMMUNITY PROMOTION (LIBRARY)	1,236.51
195351	ACCUFORM PRINTING & GRAPHICS INC	COMMUNITY CALENDAR (COMM REL)	19,164.00
195352	ACCURATE PARKING LOT SVCES, INC	PARKING LOT MAINTENANCE/PARKS	450.00
195353	ACEK9	OUTSIDE DATA PROCESSING	168.00
195354	ADVANCE AUTO PARTS	VEHICLE MAINTENANCE	4.48
195355	AECOM GREAT LAKES, INC	PROFESSIONAL SERV - VAR PROJ (STREETS, DRAIN)	34,092.30
195356	AIRGAS USA, LLC	OPERATING SUPPLIES	107.70
195357	AKAMAI TECHNOLOGIES, INC	SUPPLIES	55.00
195358	ALLIANCE FOR INNOVATION INC	MEMBERSHIPS (CM)	3,980.00
195359	ALLIANCE HEALTH AND LIFE	EMPLOYEE HEALTHCARE INSURANCE	18,800.00
195360	ALLIE BROTHERS INC	SUPPLIES UNIFORMS (POLICE, FIRE)	3,067.05
195361	ALLIED BUILDING SERVICE COMPANY	BUILDING MAINTENANCE (LIBRARY)	3,088.95
195362	ALTECH DOORS LLC	BUILDING MAINTENANCE (FACILITIES, FIRE)	3,460.85
195363	AMAZON	COLLECTIONS/MATERIALS EXPENSE (LIBRARY)	1,813.97
195364	AMERICAN GENERATORS SALES AND	LIFT STATION MAINTENANCE (WATER & SEWER)	3,198.97
195365	AMERICAN HEART ASSOCIATION INC.	CONFERENCE	108.80
195366	ANAGO OF METRO DETROIT	BUILDING MAINTENANCE	420.00
195367	APPLIED INNOVATION	INTERNAL TECHNOLOGY - COMMUNITY RELATION	4.66
195368	ARAMARK REFRESHMENT SERVICES	OFFICE SUPPLIES	679.27
195369	ASCENSION MICHIGAN EMPLOYER	MEDICAL SERVICE (POLICE, FIRE)	3,481.00
195370	ASCENSION PROVIDENCE HOSPITAL	OPERATING SUPPLIES	305.00
195371	AT & T	OPERATING SUPPLIES	70.00
195372	AVANT, TONY	PER DIEM MI TRAFFIC SAFETY SUMMIT	62.00
195373	BAKER & TAYLOR, LLC	AUDIO VISUAL MATERIALS	93.90
195374	BALDRIDGE, TRENDIA	CHORALAIRES	450.00
195375	BARNHILL III, JOHN H.	YOUTH BASKETBALL	160.00
195376	BELLE TIRE	VEHICLE MAINTENANCE (PARKS MAINT, P&R)	1,553.93
195377	BESK, DANIEL	YOUTH BASKETBALL	240.00
195378	BLACKWELL FORD INC	VEHICLE MAINTENANCE	885.19
195379	BOULARD, CHARLES	REIMBURSEMENT	30.00
195380	BRENTWOOD ELECTRIC LLC	BLDG. PAYMENT REFUND (ESCROW)	452.00
195381	BRENTWOOD ELECTRIC LLC	BLDG. PAYMENT REFUND (ESCROW)	452.00
195382	BRIEN'S SERVICES INC	GROUNDS MAINTENANCE	618.00
195383	BRIGHTSOURCE LIGHTING SOLUTIONS LLC	OPERATING SUPPLIES (FACILITIES)	1,726.02
195384	BRODART CO.	LIBRARY BOOKS	11,581.02
195385	CAMBRIDGE HOMES INC	BLDG. BOND REFUND (ESCROW)	41,130.00
195386	CAMBRIDGE OF NOVI, LLC	BLDG. BOND REFUND (ESCROW)	3,500.00
195387	CAMBRIDGE OF NOVI, LLC	BLDG. BOND REFUND (ESCROW)	60,500.00
195388	CAMBRIDGE OF NOVI, LLC	BLDG. BOND REFUND (ESCROW)	8,290.00
195389	CAMBRIDGE OF NOVI, LLC	BLDG. BOND REFUND (ESCROW)	7,980.00
195390	CANFIELD EQUIPMENT SERVICES INC.	VEHICLE NEW INSTALL (FORFEITURE)	27,804.13
195391	CARDENAS, VICTOR	REIMBURSEMENT	455.10
195392	CARLISLE WORTMAN ASSOCIATES, INC.	BLDG, TRADE, & PLAN REVIEW SERV (COMM DEV)	3,145.00

195393	CARPET WORKROOM INC, THE	BUILDING MAINTENANCE (FIRE)	1,948.24
195394	CATHOLIC CENTRAL HIGH SCHOOL	BLDG. PAYMENT REFUND (ESCROW)	110.00
195395	CDW GOVERNMENT LLC	INTERNAL TECHNOLOGY - CITYWIDE (IT)	9,945.55
195396	CENTER POINT LARGE PRINT	LIBRARY BOOKS	24.57
195397	CHLORIDE SOLUTIONS, LLC	WINTER MAINTENANCE (MUNI STREETS)	7,601.90
195398	CINTAS CORP	SUPPLIES UNIFORMS (DPW)	1,137.52
195399	CONSUMERS ENERGY	WATER LINE MAINTENANCE (WATER & SEWER)	5,297.26
195400	CORRIGAN RECORD STORAGE LLC	RECORDS STORAGE	26.98
195401	CRANDALL-WORTHINGTON INC	CUSTODIAL SUPPLIES	660.00
195402	CUTMYTREEDOWN.COM	FORESTRY MAINTENANCE (TREE FUND)	11,582.50
195403	DAIFUKU AIRPORT AMERICA CORPORATION	2024 WIN PROPERTY TAX REFUND 50-99-00-018-242	8,791.81
195404	DALTON COMMERCIAL CLEANING CORP	BUILDING MAINTENANCE (LIBRARY)	4,332.00
195405	DELL MARKETING L.P.	INTERNAL TECHNOLOGY - CITYWIDE (IT)	28,666.86
195406	DETROIT SALT COMPANY LLC	WINTER MAINTENANCE (STREETS)	56,567.76
195407	DORNBOS SIGN & SAFETY INC	TRAFFIC CONTROL SIGN REPLACEMENT (LOCAL ST)	1,947.00
195408	DRL BUILDING CO. LLC	BUILDING MAINTENANCE (FIRE)	1,500.00
195409	DRN & ASSOCIATES, ARCHITECTS, PC	PROFESSIONAL SERVICES	465.00
195410 - 195416	DTE ENERGY	ELECTRICITY	24,692.35
195417	EJ USA, INC.	WATER LINE MAINTENANCE (WATER & SEWER)	3,575.86
195418	ENGINEERING SUPPLY & IMAGING CORP	INTERNAL TECHNOLOGY COMM DEVELOP	492.50
195419	ENGRAVING CONNECTION	EMPLOYEE RECOGNITION	26.00
195420	ETNA SUPPLY	WATER LINE MAINTENANCE	769.00
195421	EVERON LLC	CONTRACTUAL SERV (PARKS, POLICE, FACILITIES)	6,115.22
195422	FERGUSON WATERWORKS #3386	INTERNAL TECHNOLOGY (WATER SEWER)	29,991.28
195423	FIFTH THIRD BANK	BOND INTEREST EXPENSE (MEADOWBROOK)	11,679.00
195424	FINLAYSON, STEVEN	REIMBURSEMENT	764.20
195425	FIREFIGHTER SAFE, LLC	SUPPLIES CITY WIDE AED EXPENSES	570.00
195426	FITNESS THINGS INC	OPERATING SUPPLIES FITNESS	401.55
195427	FLEETPRIDE INC.	VEHICLE MAINTENANCE	942.15
195428	FLETCHER, SARAH	REIMBURSEMENT	308.50
195429	FOSTER, SWIFT, COLLINS & SMITH, P.C	LEGAL FEES	586.50
195430	GALE/CENGAGE LEARNING	LIBRARY BOOKS	162.33
195431	GARY'S CATERING INC	SUPPLIES PRISONER MEALS/LINEN	239.90
195432	GATES, BRIAN	YOUTH BASKETBALL	160.00
195433	GEARNS-HAZLETT, JONATHAN	PER DIEM NATIONAL FIRE ACADEMY STAFF	245.00
195434	GEMINI GROUP CONSULTING, LLC	ENGINEERING CONSULTING (WATER & SEWER)	3,899.00
195435	GERALD ALCOCK COMPANY, LLC	TAX TRIBUNALS APPRAISALS	900.00
195436	GERICH, DEBRA A	2024 WIN TAX REFUND 50-22-01-326-133	355.75
195437	GORDON FOOD SERVICE PAYMENT PROC.	MOTHER/SON EVENT	101.45
195438	GOSSETT, AMANDA M.	LIBRARY PROGRAMMING	35.00
195439	GOVERNANCE SCIENCES GROUP, INC	CITIZENS SURVEY (COMM REL)	12,900.00
195440	GRAINGER INC, W W	WATER LINE MAINTENANCE	497.70
195441	GRAPHIK CONCEPTS INC	VEHICLE NEW INSTALL (FORFEITURE)	1,649.99
195442	GRAY, SCOTT	YOUTH VOLLEYBALL	160.00
195443	GREAT LAKES ACE	OPERATING SUPPLIES	65.31
195444	GREAT LAKES WATER AUTHORITY	WATER PURCHASES 1/2025 (W&S)	776,124.72
195445	GREEN OAK TIRE INC.	VEHICLE MAINTENANCE (DPW)	6,305.54
195446	GVM INC.	WINTER MAINTENANCE (DPW)	14,468.60
195447	HANDY, JEANETTE	PER DIEM	110.00
195448	HANS AUTO ELECTRIC	VEHICLE MAINTENANCE	610.00
195449	HANSON RENAISSANCE COURT REPORTERS	PROFESSIONAL SERVICES (COMM DEV)	1,440.75
195450	HARTFORD, THE	EMPLOYEE LIFE, AD/D AND LTD INSURANCE	11,009.46
195451	HEALTH ALLIANCE PLAN	EMPLOYEE HEALTHCARE INSURANCE	24,809.71
195452	HEATHFIELD, NANCY A	2024 WIN TAX REFUND 50-22-02-355-020	664.34
195453	HL LAWN SERVICES	WINTER MAINTENANCE (MUNI STREETS)	22,207.95
195454	HOGAN REAL ESTATE COMPANY	BLDG. PAYMENT REFUND (ESCROW)	1,268.40
195455	HOME DEPOT	GROUNDS MAINTENANCE	259.40
195456	HOME DEPOT CREDIT SERVICES	OPERATING SUPPLIES - CITYWIDE	2,036.51
195457	HQI PAINTERS INC.	BUILDING MAINTENANCE (FIRE, P&R)	1,470.00
195458	IMAGAMERICA	OPERATING SUPPLIES (HR, COMM REL)	1,429.08
195459	JAPAN BUSINESS SOCIETY OF DETROIT	MEMBERSHIPS	75.00

195460	KENSINGTON FAMILY HOMES	BLDG. BOND REFUND (ESCROW)	750.00
195461	KIMBALL MIDWEST	VEHICLE MAINTENANCE	222.00
195462	KOKIKHEIL, ZEESHAN	WITNESS	48.00
195463	LAFONTAINE CHEVROLET PLYMOUTH	VEHICLE MAINTENANCE (FIRE)	1,193.52
195464	LAKESHORE LEARNING MATERIALS	PROGRAMMING EXPENSE	97.17
195465	LEFFLER, ABBEY	PROFESSIONAL SERVICES (COMM REL)	1,911.25
195466	LEISURE UNLIMITED LLC	SPORTS CAMPS	720.00
195467	LEPOFSKY, BARRY J.	YOUTH BASKETBALL	280.00
195468	LIMB WALKERS TREE & SNOW	FORESTRY MAINTENANCE (TREE FUND)	6,560.00
195469	LOKKEN, ROBIN S.	YOUTH BASKETBALL	160.00
195470	LONG MECHANICAL, INC.	HVAC REPLACEMENT (ICE ARENA)	17,160.75
195471	LOOMIS	ARMORED CAR SERVICES	678.57
195472	LUNGHAMER FORD OF OWOSSO LLC	F-150 (COMM DEVELOPMENT)	42,881.00
195473	M-2 AUTO PARTS, INC.	VEHICLE MAINTENANCE	82.80
195474	MACQUEEN EMERGENCY	SCBA SUPPLIES	106.72
195475	MARTIN, JOHN	PER DIEM SMEMIC CONFERENCE	129.00
195476	MCKENNA ASSOCIATES INC	HCD (COMMUNITY DEV BLOCK GRANT)	1,085.00
195477	MCPT 43145 13 MILE RD LLC	BLDG. BOND REFUND (ESCROW)	5,083.75
195478	MCPT 43145 13 MILE ROAD LLC	BLDG. BOND REFUND (ESCROW)	2,500.00
195479	MCPT 43185 13 MILE ROAD LLC	BLDG. BOND REFUND (ESCROW)	2,500.00
195480	MERJENT, INC	PROFESSIONAL SERVICES (ESCROW)	2,200.00
195481	MICHIGAN LIBRARY ASSOCIATION	CONFERENCE	25.00
195482	MICHIGAN MUNICIPAL LEAGUE	QUARTERLY WORKERS COMPENSATION - CITYWIDE	93,279.00
195483	MIDWEST TAPE, LLC	AUDIO VISUAL MATERIALS (LIBRARY)	2,451.26
195484	MUCK, JEFF	PER DIEM MPARKS	110.00
195485	MUNICIPAL WEB SERVICES, INC	WEB PAGE MAINTENANCE (COMM REL)	7,838.00
195486	NAK4FIT	SPORTS CAMPS (PARKS & REC)	2,830.20
195487	NEXT GENERATION CONSULTING, INC.	CONFERENCE - FUTURIST (CITY COUNCIL)	12,000.00
195488	NGUYEN, MINH	LEGAL FEES	42.40
195489	NIGHT AND DAY PRODUCTIONS, INC	MOTHER/SON EVENT	400.00
195490	NOVI HOSPITALITY INVESTMENTS LLC	BLDG. BOND REFUND (ESCROW)	80,332.80
195491	NOVI HOSPITALITY INVESTMENTS LLC	BLDG. BOND REFUND (ESCROW)	10,122.00
195492	NOVI HOSPITALITY INVESTMENTS LLC	BLDG. BOND REFUND (ESCROW)	240,182.16
195493	NOVI HOSPITALITY INVESTMENTS LLC	BLDG. BOND REFUND (ESCROW)	5,000.00
195494	NOVI HOSPITALITY INVESTMENTS LLC	BLDG. BOND REFUND (ESCROW)	124,650.00
195495 - 195498	NOVI, CITY OF	CITY'S SAHRE OF FEES COLLECTED	16,665.73
195499	O'REILLY AUTO PARTS	VEHICLE MAINTENANCE	52.16
195500	OAKLAND COUNTY REGISTER OF DEEDS	SPARC WARRANTY DEED ROW	35.00
195501	OAKLAND COUNTY REGISTER OF DEEDS	EXTRA SPACE SDFMEA	30.00
195502	OAKLAND COUNTY REGISTER OF DEEDS	CC - SDFMEA	30.00
195503	OAKLAND COUNTY REGISTER OF DEEDS	CC SIDEWALK EASEMENT	30.00
195504	OAKLAND COUNTY REGISTER OF DEEDS	CC WARRANTY DEED ROW	35.00
195505	OAKLAND COUNTY REGISTER OF DEEDS	PRIMROSE DAYCARE WOODLAND CON EASEMENT	30.00
195506	OAKLAND COUNTY TREASURERS	CITY WIDE TRAINING	720.00
195507	OCCUPATIONAL HEALTH CENTERS OF	MEDICAL SERVICE	114.00
195508	ORCHARD, HILTZ & MC CLIMENT	PROFESSIONAL SERVI - VAR PROJS (STREETS, W&S)	137,508.00
195509	ORKIN	BUILDING MAINTENANCE - CITYWIDE	1,116.00
195510	OVERDRIVE, INC.	ELECTRONIC MEDIA (LIBRARY)	3,662.12
195511	PIERCE, DANIEL	REIMBURSEMENT	350.00
195512	PLANTWISE, LLC	INVASIVE SPECIES REMOVAL (TREE FUND)	19,450.00
195513	PLAYAWAY PRODUCTS LLC	AUDIO VISUAL MATERIALS (LIBRARY)	1,568.70
195514	PROFESSIONAL HEALTH SERVICES, INC	NOVI FIRE DEPARTMENT ANNUAL PHYSICALS	11,067.00
195515	PROGRESSIVE HARDWARE SUPPLIERS LLC	BUILDING MAINTENANCE	375.00
195516	QUADRANTS DEVELOPMENT LLC	BLDG. BOND REFUND (ESCROW)	4,200.00
195517	QUILL CORPORATION	OFFICE SUPPLIES	46.28
195518	RKA PETROLEUM COS., INC	GASOLINE AND OIL	13,572.79
195519	ROAD COMMISSION FOR OAKLAND COUNTY	TRAFFIC SERVICES (MAJOR STREETS)	5,524.59
195520	ROBERTS, JACOB	PER DIEM MI TRAFFIC SAFETY SUMMIT	62.00
195521	ROYAL TRUCK & TRAILER SALES & SVC	VEHICLE MAINTENANCE	229.38
195522	RUGGIRELLO, CHARLES	YOUTH BASKETBALL	160.00
195523	RYL FLEXIBILTY THERAPIES LLC	OLDER ADULTS MASSAGE (PARKS & REC)	1,170.00

195524	SECURITY PRO USA	RIOT GEAR - QUOTE 1392 (POLICE)	2,244.76
195525	SEOG, TODD	TUITION REIMBURSEMENT	764.00
195526	SERVICE EXPRESS, INC.	OPERATING SUPPLIES - CITYWIDE (IT)	1,668.00
195527	SMART BUSINESS SOURCE LLC	OFFICE SUPPLIES (POLICE, P&R, PLANNING, DPW)	3,798.42
195528	SOUTHEASTERN OAKLAND COUNTY WATER	MATT WIKTOROWSKI	75.00
195529	SOVEL'S SERVICE CENTER	VEHICLE MAINTENANCE	545.81
195530 - 195541	SPALDING DE DECKER	PROFESSIONAL SERVICES (DRAIN, DPW, ESCROW)	136,314.51
195542	SPARC ARENA LLC	PICKLEBALL LEAGUES (PARKS & REC)	3,456.00
195543	ST JAMES, STEVE	SUPPLIES UNIFORMS	84.99
195544	STATE OF MICHIGAN	COST SHARE: WIXOM ROAD REHAB (MAJOR STREETS)	4,333.00
195545	STATE OF MICHIGAN	CONFERENCE	300.00
195546	STRODE, CHRISTOPHER	LIBRARY PROGRAMMING	250.00
195547	SUTTLE ENTERPRISES LLC	PROFESSIONAL SERVICES (LIBRARY)	2,600.00
195548	SYSTEMP CORPORATION	BUILDING MAINTENANCE (FIRE, FACILITIES)	11,665.67
195549	TEL SYSTEMS	COMPUTER SUPPLIES/EQUIPMENT	700.00
195550	TELNET WORLDWIDE INC.	TELEPHONE (LIBRARY)	1,037.27
195551	TRUCK & TRAILER SPECIALTIES, INC.	VEHICLE MAINTENANCE (DPW)	2,477.03
195552	TUMBLEBUNNIES GYMNASTICS INC	YOUTH PROGRAMS (PARKS & REC)	3,120.00
195553	TURNOUT MANAGEMENT	SUPPLIES UNIFORMS	251.00
195554	UNITED STATES POSTAL	POSTAGE - CITYWIDE (CLERK)	5,000.00
195555	USA BLUEBOOK	WATER LINE MAINTENANCE (WATER & SEWER)	1,630.90
195556	VARIPRO	EMPLOYEE FLEXIBLE SPENDING REIMBURSEMENT	6,279.24
195557	VARSITY LINCOLN, INC	VEHICLE MAINTENANCE	378.61
195558	WEGEHAUPT, LISA	OLDER ADULTS - FITNESS	44.00
195559	WEINGARTZ SUPPLY CO INC	VEHICLE MAINTENANCE	209.23
195560	WILLIAMS, DANIEL J & WENDI S	BLDG. BOND REFUND (ESCROW)	5,000.00
195561	WONDER JUMP, INC.	MOTHER/SON EVENT	454.00
195562	WORLDVIEW TECHNOLOGIES GROUP	STUDIO VI RENOVATIONS	588.00

GRAND TOTAL

\$ 2,522,937.26

GENERAL FUND	101	514,359.10
MAJOR STREET FUND	202	183,095.77
LOCAL STREET FUND	203	16,901.79
MUNICIPAL STREET FUND	204	48,384.32
PARKS, REC & CULTURAL SVCS FUND	208	20,623.01
DRAIN FUND	211	57,831.25
TREE FUND	213	37,592.50
FORFEITURE FUND	262	29,454.12
LIBRARY FUND	271	43,770.71
LIBRARY CONTRIBUTION FUND	272	841.39
COMMUNITY DVLPMNT BLOCK GRANT FUND	274	1,085.00
CAPITAL IMPROVMENT PRGRM (CIP) FUND	401	3,907.64
PEG CABLE - CAPITAL FUND	463	588.00
ICE ARENA FUND	570	17,160.75
SENIOR HOUSING FUND	574	14,954.62
WATER AND SEWER FUND	592	823,846.24
SELF INSURANCE - HEALTH CARE FUND	677	21,920.00
AGENCY FUND	701	671,173.18
CURRENT TAX COLLECTION FUND	703	9,811.90
MI HIDTA	725	5,635.97

GRAND TOTAL

\$ 2,522,937.26