CITY OF NOVI
Administrative ePacket
April 30, 2026

Council Action/Attention

Plante Moran Realpoint

Shockey Consulting Novi 2050 Strategic Plan Update

Novi's HPO Journey - Mahoney

Departmental Updates

FY 25/26 3rd Quarter Revenue/Expenditure Report - Lancaster

Quarterly Investment Report - Glenn

The Buzz Report

DEA Drug Take Back 2026 - Snell

Novi Weekly Road Construction Update (4/28 - 5/4)

For Your Information

Letter of Support for the Great Lakes Water Authority (GLWA) 14 Mile Road Water Transmission Main Rehabilitation and Replacement Congressional Directed Spending Application

City of Novi - Project Status Overview

Status Summary	Novi City Council Weekly Update #63

As of:	4/29/2026	Overall Status	In progress

PMR Previous Activities (October 2024 – April 2026)

Design
- Bi-weekly design meetings continue to occur on Mondays.
- Pre-application meeting for FS 2 and FS 3 site plans occurred with City on 4/23.

Other
- Technology contract has been executed (Howell Design)
- Commissioning Agent interviews held on 4/24; PMR looking to place approval of commissioning agent on a May City Council agenda.

Upcoming Activities

Governance
- City Council's remaining approvals consist of schematic design; design development; furniture vendor; contractor bid packages; change orders (CO's) that exceed project contingency or program budget.
- FAC to approve budget transfers between projects (for example, a budget transfer from the PSB to FS 2) and use of contingency.

Design
- FAC met on 4/13 and directed PMR to continue exploring PSB site options for 1) one building with duct bank relocation and road work; 2) two buildings without duct bank relocation or road work; and 3) two buildings with duct bank relocation and road work (FS to be located on 11 Mile east of Lee BeGole).
- Open House scheduled for 5/21 for public to see FS 2 and FS 3 renderings.
- Fire Station 2 and 3 schematic design presentation scheduled for 6/8/26 City Council meeting, with FAC meeting to be scheduled the week of 6/1/26.
- The next PMR's Owner's Meeting with Novi will be on 5/4/26.
- PMR compiling financial data into draft dashboard; aiming to send for City review the first week of May.

Areas for Discussion

Site Due Diligence / Budget Items Checklist:
- PMR and HED working to populate necessary items for site plan approval
- ~~Pre-app meeting for FS 2 and FS 3 occurred on 4/23/26.~~

City of Novi Road Project
- Approx. $18 million, which includes property acquisition and utilities ($11.5 million "construction cost" for the road itself)
- PMR's assumption is that it is responsible for activities within the project sites, and that utilities are available at lot line
- City will be responsible for wetlands, contaminated soils and land clearing of the identified spoils pile at the Public Safety Building Site (if needed), and relocation and/or improvements of public utilities adjacent at Lee BeGole Drive to facilitate the road improvements and PSB project.
- PMR analyzing cost-sharing financial scenarios between Public Safety Project and Road Project activities for items listed above for FAC.
- City planning on bidding road project in Spring 2026.
- City reviewing high-level timeline and budget for utility relocation due to the Road Project; DTE revised estimate submitted 4/24 of $2.3 million. City is seeking clarification of various scope items.

Procurement and Contracts
- Site work/land clearing to occur 3rd/4th Quarter 2026
- Targeting substantial completion of FS 2 and FS 3 by December 2027, with the PSB starting construction in 2028.
- PMR seeking approval of Mechanical/Electrical Commissioning and Furniture, Fixtures and Equipment (FFE) vendor in 2nd Quarter 2026.
- Future procurement services will include Materials Testing and Building Envelope Consultant.

City of Novi – Strategic Plan Status Update

As of: 4/30/2026

Launch	Discovery	Visioning	Scenarios / Strategies	Crafting the Plan
Completed	Completed	Underway	May-Jun	Jul-Oct

Recent Progress	Upcoming Efforts / Engagements
• Conducted first in-person events: ◦ LRSPC Focus Area Identification Workshop ◦ Staff Project Team Strategic Issues Workshop ◦ Initial Meeting with Executive Team ◦ Community Workshop – Generation and Labor Profiles Exercise ◦ City Driving Tour ◦ Library Tour ◦ Podcast Recording • Prioritized strategic issues and identified initial focus areas for the plan • Conducted initial planning and additional information needed for converting strategic issues to goals and strategies	• Full Summary of first in-person visit • Updates to community engagement plan • Virtual Meeting with staff executive team • Topic-specific surveys for general public and sounding board ◦ Next topics: Community Identity and Housing/Neighborhoods

Input Needed

- None at this time.

MEMORANDUM

TO: MAYOR FISCHER AND CITY COUNCIL

FROM: DANIELLE MAHONEY, ASSISTANT CITY MANAGER

SUBJECT: HIGH PERFORMANCE ORGANIZATION (HPO) FRAMEWORK – OVERVIEW AND APPLICATION IN NOVI

DATE: APRIL 30, 2026

Key Highlights

- Novi has a longstanding commitment to the **High Performance Organization (HPO)** model, dating back to earlier leadership in the early 2000s and now renewed with a stronger, more intentional focus.
- HPO is a **proven local government framework** that strengthens culture, leadership, and organizational performance through shared values and continuous improvement.
- Since 2023, we have **reinvigorated this work** through formal training (University of Kansas Leading EDGE), on-site leadership programs, and expanded internal alignment efforts.
- Current efforts are focused on **embedding HPO at the department level** and developing a **"Novi Drive Toolkit"** to sustain and scale this approach across the organization.

What is HPO in Local Government?

A **High Performance Organization (HPO)** is one that intentionally aligns its **people, culture, and processes** to consistently deliver exceptional results for the community. In local government, this model emphasizes:

- **Leadership at all levels** – empowering staff across the organization to lead and solve problems
- **Clarity of purpose and values** – ensuring decisions align with organizational priorities
- **Continuous improvement** – using data, feedback, and reflection to refine operations
- **Trust and accountability** – fostering a culture where teams collaborate and perform

Many municipalities implement HPO principles through structured programs such as the **University of Kansas (KU) Public Management Center Leading EDGE program**, which provides practical tools and frameworks tailored to public sector organizations.

Novi's HPO Journey

Novi's commitment to high performance is not new. Foundational work began under prior leadership as far back as 2001, including during the tenure of former City Manager Clay Pearson, when the organization first explored and applied HPO principles to strengthen culture and service delivery. Between 2001 and 2019, training programs were offered to thirty (30) staff through the Senior Executive Institute (SEI) at the University of Virginia and LEAD (the earlier iteration of what's currently known today as Leading EDGE at KU).

Since that time, and particularly over the past two and a half years, we have renewed and modernized this commitment:

- **Leadership Development Investment:**
    - **Leading EDGE Program at KU**
        - Since 2023, four staff members have participated in the new **Leading EDGE program** through the University of Kansas, building a shared foundation of HPO knowledge and tools. Our goal is to continue to provide this opportunity for staff.
    - **On-Site Training in Novi:**
        - We hosted a **one-day HPO training in September 2023** for administrative staff that resulted in the creation of "strategic anchors" for the organization: recruitment and retention, organizational priorities (the "stop list"), organizational culture, and the budget/CIP process.
        - Most recently, we hosted a **condensed three-day Leading EDGE training in September 2025**, expanding access to a broader **group of thirty staff** throughout all levels of the organization, reinforcing a common language around leadership, values, and performance. We hope to offer this program annually, as it represents a **high-impact, scalable investment**, with trained staff extending the value across the organization through shared tools, practices, and leadership development.
    - **Novi Drive 101 (in development):**
        - In parallel and like our friends in McKinney, we are working to develop an internal **"HPO 101"** offering that will allow us to extend these concepts to all staff. This approach will supplement external training and ensure broader, consistent exposure across the organization in a cost-effective and scalable way.
- **Organizational Alignment:**
  This work has been rebranded from HPO to Novi Drive to feel less academic and more approachable. It is intentionally aligned with Novi's Leadership Philosophy, core values of Team, Commitment, Innovation, and Trust, and with our broader vision of being a high-performing, service-oriented organization. Having a clearly defined vision and set of values is a key foundational component of HPO work.

Current and Ongoing Work

We are now focused on **embedding HPO more deeply into day-to-day operations** so that it becomes part of how we work—not a standalone initiative.
Key efforts underway include:

- **Established Novi Drive Team:**
  To advance HPO efforts throughout the organization and model leadership at all levels, this is an interdepartmental group of staff from various levels of the organization charged with bringing HPO in Novi to life.

- **Novi Drive Toolkit Development:**
  Creating a practical, internal guide that translates HPO concepts into **simple language and actionable tools** for staff and leaders. This toolkit will support consistent application across departments and serve as a resource for onboarding, team development, and decision-making.

- **Department-Level Integration:**
  Working with departments to incorporate HPO principles into:
    - Team meetings and goal setting
    - Performance management and project planning
    - Continuous improvement efforts and service delivery enhancements

- **Leadership and Culture Reinforcement:**
  Continuing to build a shared understanding of what high performance looks like at Novi, emphasizing:
    - Ownership and accountability at all levels
    - Cross-department collaboration
    - Data-informed decision-making and adaptability

In closing, our continued investment in the High Performance Organization framework reflects a deliberate commitment to strengthening how we serve the Novi community. By aligning our values, leadership practices, and day-to-day operations around a shared model of performance and continuous improvement, we are building an organization that is both responsive in the short term and resilient over the long term. We look forward to continuing this work and keeping Council informed as we further embed these principles across Team Novi.

As requested, attached are HPO resources discussed and shared by McKinney's Office of Organizational Development: HPO 101 and Coaching 101.

HPO 101: Introduction to High Performance

City of McKinney
Dept of Organizational Dev’t & Performance Mgt

Contents

Our work is driven by our values.

Respect. We support a healthy work environment.

- We value and respect each other.
- We are loyal, dependable and empathetic teammates.
- We embrace inclusion, diversity, fairness and open communication.
- We are trusted by our leaders to use judgment, take risks and make decisions.
- We foster a family-oriented culture that includes understanding, support, balance and fun.

Integrity. We model ethical behavior.

- We are honest.
- We do the right thing, always.
- We are open and transparent in our words and actions.
- We hold ourselves and co-workers accountable to high ethical standards.
- We appropriately question actions that may be inconsistent with our core values.
- We are committed to building and maintaining trust in one another and our community.

Service. We are selfless public servants.

- We serve and help others.
- We are caring and compassionate.
- We treat everyone the way we wish to be treated.
- We deliver exceptional service to internal and external customers.
- We are led by servant leaders, at all levels, who care about and support us.
- We never forget that we exist to make McKinney a better place to live, work and raise a family.

Excellence. We are competent and dedicated.

- We pursue excellence.
- We search for opportunities to learn and grow.
- We are accountable for our work and always do our very best.
- We are given challenging work by leaders who empower and support us.
- We are responsible stewards who embrace innovation, efficiency and improvement.
- We are a unified team that supports the goals and vision established by our elected officials.

Participant Guide Overview

Prerequisite Skills

This manual is provided for City of McKinney employees who will be playing an important role in the city's effort to become a High Performance Organization.

Introduction

The purpose of this manual is to guide employees in learning how a High Performance Organization operates. In addition, it introduces the concept of Leadership at all Levels, which supports the power of decision making being granted to those individuals with the knowledge and information to make sound decisions, regardless of job title.

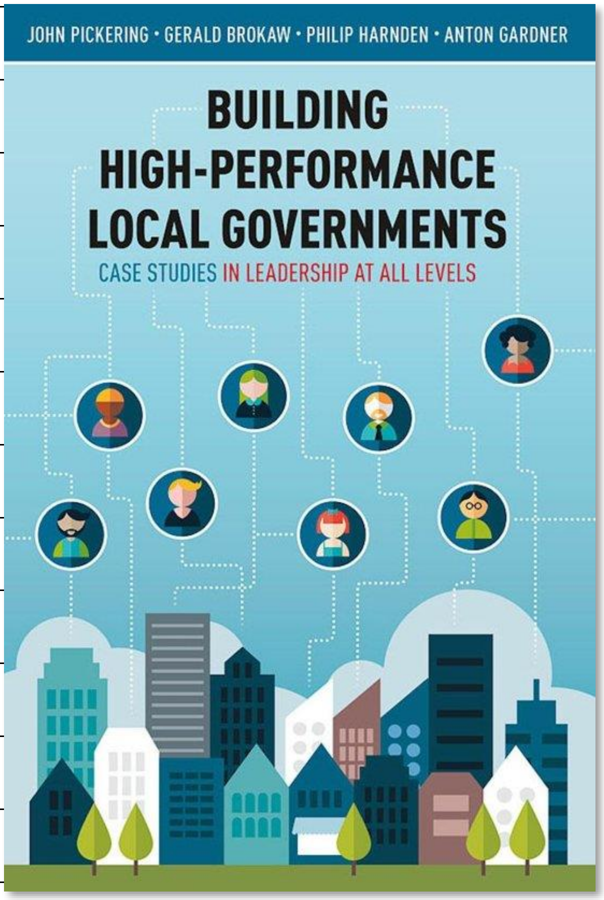
Objectives

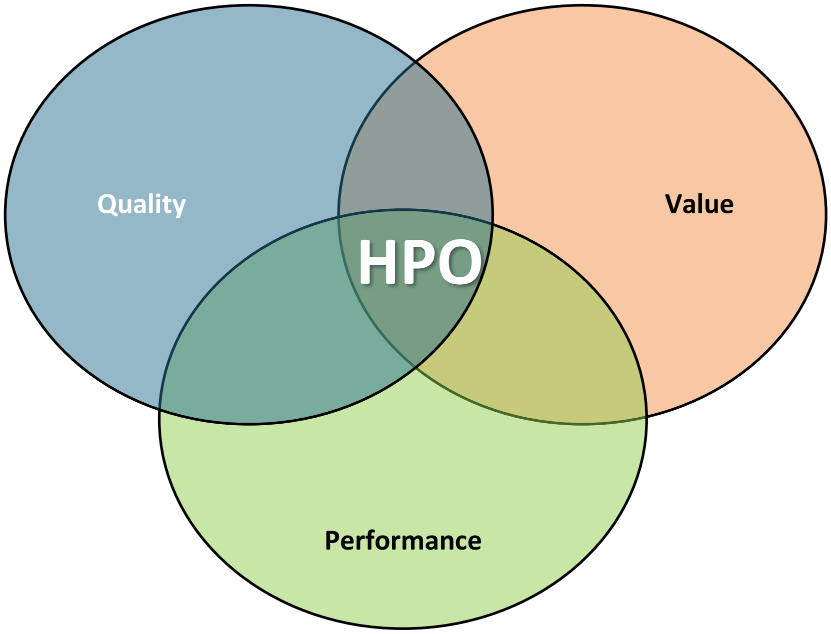
At the end of this session, you will be able to:

- Identify and understand the characteristics of the HPO model
- Identify and understand how the nature of work has evolved over time
- Understand how employees, and what motivates them, have changed
- Understand what we mean by Leadership & Leadership at all Levels
- Identify the difference between Hierarchy & the Networked Talent Model
- Identify opportunities to implement HPO practices in your department
- Understand the key reasons why this is the right things to do

The Case for HPO (High Performance Organizations)

A View from the Top



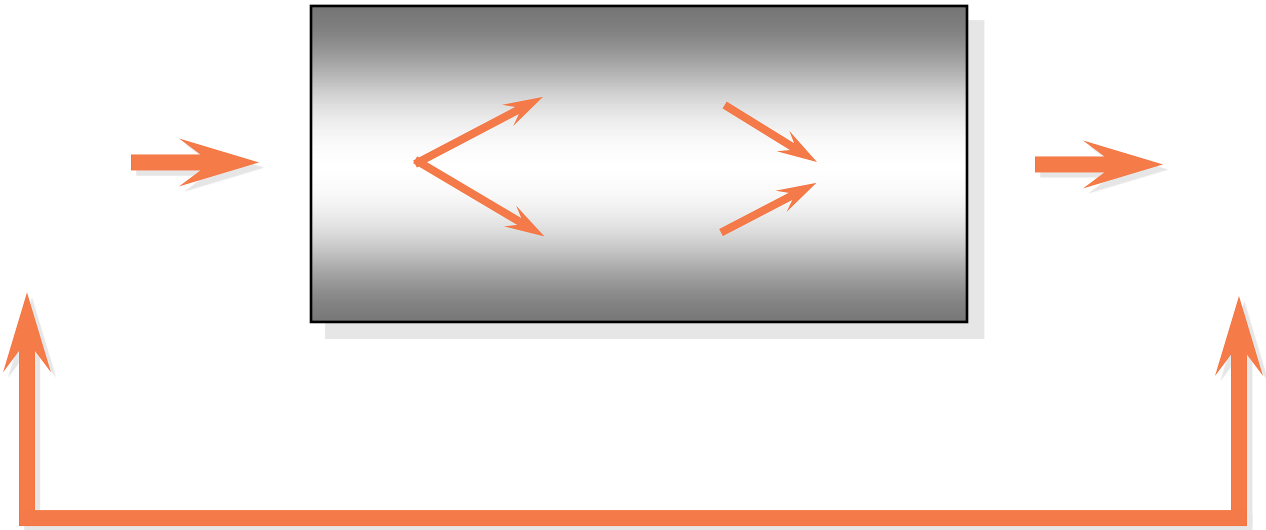


GOOD TO KNOW!

High performance is defined as the simultaneous delivery of high product quality, outstanding customer value, and sound financial performance.

EXERCISE: The High Performance Organization (HPO) Model

Fill in the chart below with the appropriate terms.



Notes:

Chapter One: In the Beginning (Subsistence Farming & Crafts Phase)

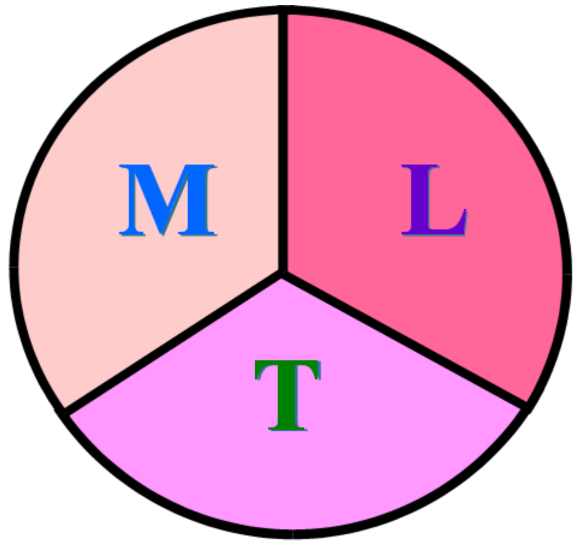
During the Subsistence Farming/Crafts phase, a shoemaker's role was holistic, meaning he was responsible for every aspect of his operation: Management, Leadership, and Task/Technical work.

However, this does not mean it was impossible to differentiate between the Work of Leadership, the Work of Management, and Task/Technical work.

Skills & Abilities needed to be Successful Shoemaker

M - Management	L - Leadership	T - Technical/Task
Finances	Vision	Making the Shoes
Supplies & Equipment	Values	
Production Management	Long-range Planning	
Business Models/Systems	Relationship-building	
Process Improvement	Strategic Partnerships	
IT/Communications/HR	Enabling/Empowering/Engaging	

Management, Leadership, & Task/Technical Work



Work was holistic.

M = The Work of Management
Focused on immediate, pressing needs and daily successes. This work is about efficiency and is critical to short-term success.

L = The Work of Leadership
Focused on the future, and areas critical to long-term success.

T = Task/Technical work
This is the actual work that must be done; in this case, making the shoes.

Chapter Two: The Industrial Phase (Revolutionary Change)

Background

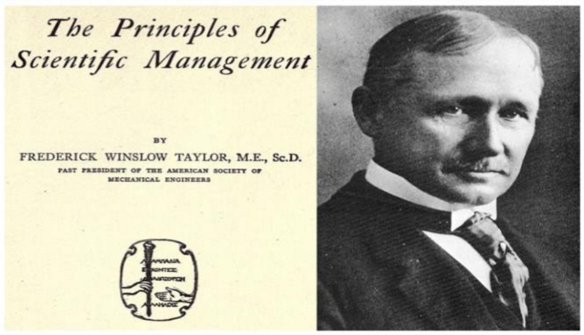
The Industrial Revolution changed the nature of work. Assembly lines allowed for operations to be more efficient as much of the task/technical work became mechanized. Craftsmen like our pre-1800 shoemaker found that they could not compete with the speed and lower cost of industrialized production. Many moved to cities in search of the means to generate an income.

Work was no longer holistic. Instead, it was broken down into simple, straightforward tasks to increase efficiency and speed. These tasks were repetitive and employees were often responsible for doing one thing all day with accuracy and speed.

Most of the leadership philosophies of the 20th century are a product of this approach to work. The Work of Leadership, the Work of Management, and the Task / Technical work were restructured into a hierarchy that many of us will recognize today.

Theories of Management

Industrial Management operated on the view that most workers were untrustworthy or inept. As a result, they had to be closely watched while performing their job function and tightly controlled. The focus of the managers was to oversee laborers, give them simple tasks and assignments, and to hold them accountable.



Frederick Winslow Taylor
The Principles of Scientific Management

Places great value on:

- Scientific precision of machinery
- Time and motion studies
- Breaking down jobs to core elements
- Finding “one best way” to do every job
- Increasing efficiency & production

Think about your job. What Principles of Scientific Management can you identify in what you do today?

____

____

____

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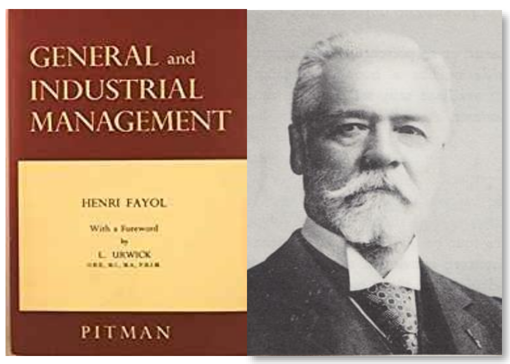
Henri Fayol
General & Industrial Management

Places great value on:

- Planning
- Organizing
- Controlling
- Coordinating
- Directing



How have theories of General and Industrial Management shaped the way you do things at your jobs?

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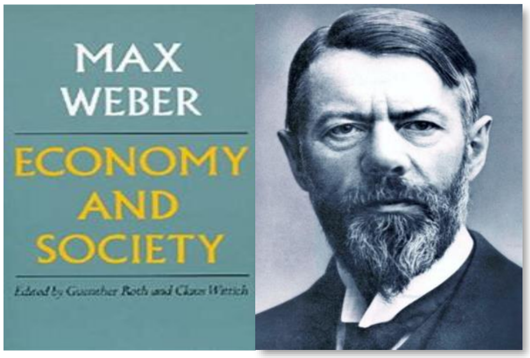


Max Weber
Economy & Society

Places great value on:

- Sources of authority
- Division of labor
- Regulations and policies
- Uniform hiring/promoting
- Bureaucracy & Hierarchy

How have the values in Weber's theory continued to shape your workplace?

____

____

____

____

EXERCISE: Owner/Executive, Manager, or Employee?

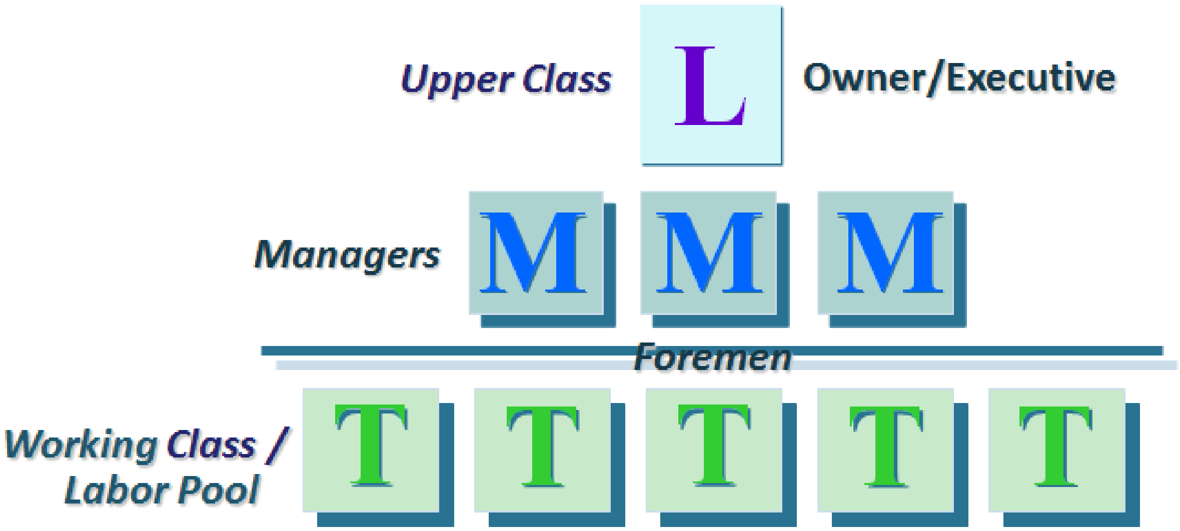
Under the hierarchy of the Industrial Phase, jobs became more specialized. The CEO, Management, and Laborer all had clearly defined functions. For each of the roles below, determine if the function is part of Management, the CEO, or the Laborer.

HINT: Management = M (The Work of Management)
Owner/Executive = L (The Work of Leadership)
Employee = T (Task/Technical Work)

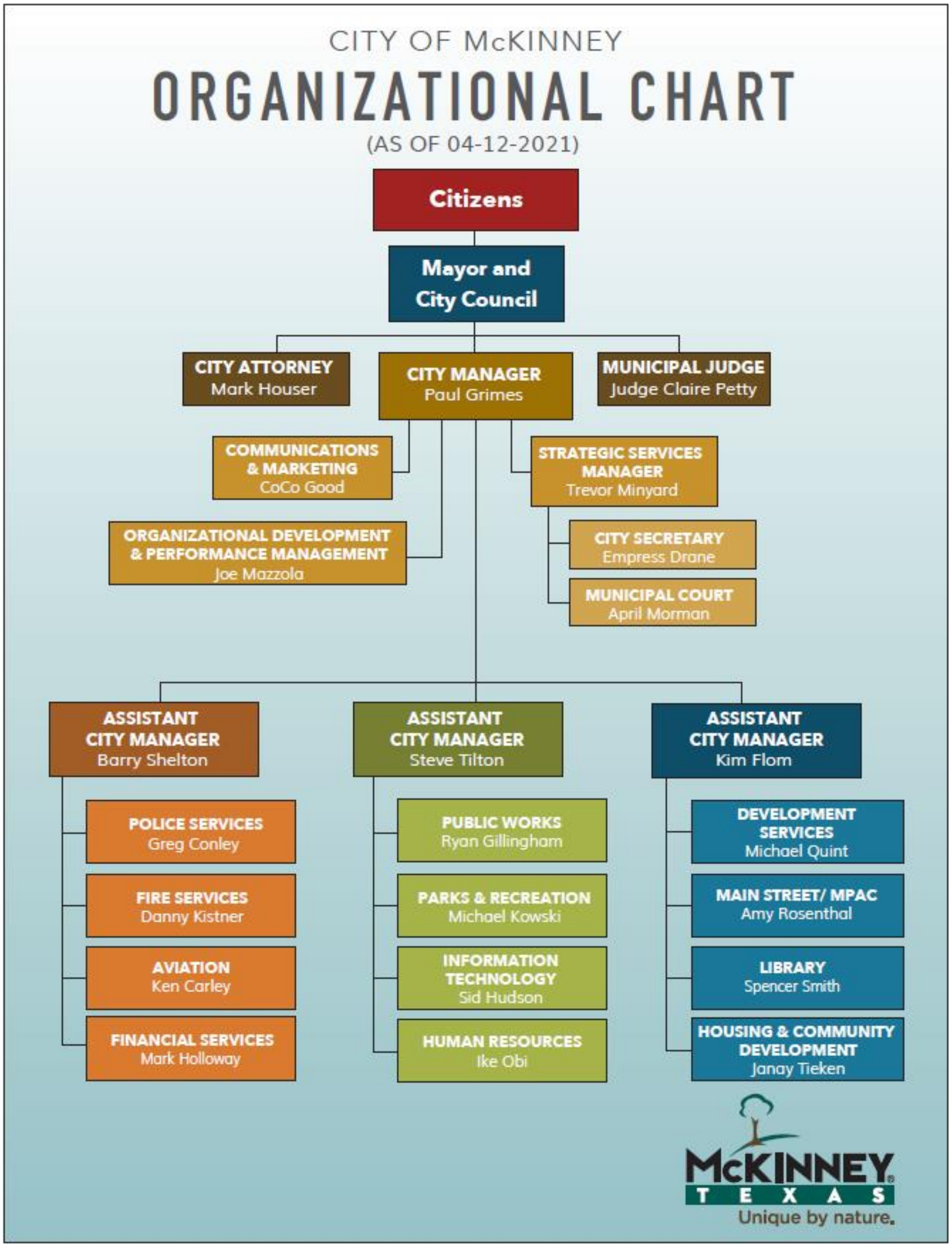
Who makes the shoes?	**Management**	**Owner/Executive**	**Employee**
Who orders supplies?	**Management**	**Owner/Executive**	**Employee**
Who manages inventory?	**Management**	**Owner/Executive**	**Employee**
Who markets the products?	**Management**	**Owner/Executive**	**Employee**
Who determines prices?	**Management**	**Owner/Executive**	**Employee**
Who sets the vision?	**Management**	**Owner/Executive**	**Employee**
Who is the leader?	**Management**	**Owner/Executive**	**Employee**

Skills & Abilities needed to be a Successful…, 1800 – 2000

~~Management~~ Managers Only	~~Leadership~~ CEO/Owner Only	~~Technical/Task~~ Employees Only
Finances	Vision	Narrowly Focused Skills
Supplies & Equipment	Values	
Production	Long-range Planning	
Business Models/Systems	Relationship-building	
Process Improvement	Strategic Partnerships	
IT/Communications/HR	Enabling/Empowering/Engaging	



Division of Labor



CITY OF McKINNEY
ORGANIZATIONAL CHART
(AS OF 04-12-2021)
Citizens
Mayor and City Council
CITY ATTORNEY Mark Houser
CITY MANAGER Paul Grimes
MUNICIPAL JUDGE Judge Claire Petty
COMMUNICATIONS & MARKETING CoCo Good
STRATEGIC SERVICES MANAGER Trevor Minyard
ORGANIZATIONAL DEVELOPMENT & PERFORMANCE MANAGEMENT Joe Mazzola
CITY SECRETARY Empress Drane
MUNICIPAL COURT April Morman
ASSISTANT CITY MANAGER Barry Shelton
ASSISTANT CITY MANAGER Steve Tilton
ASSISTANT CITY MANAGER Kim Flom
POLICE SERVICES Greg Conley
FIRE SERVICES Danny Kistner
AVIATION Ken Carley
FINANCIAL SERVICES Mark Holloway
PUBLIC WORKS Ryan Gillingham
PARKS & RECREATION Michael Kowski
INFORMATION TECHNOLOGY Sid Hudson
HUMAN RESOURCES Ike Obi
DEVELOPMENT SERVICES Michael Quint
MAIN STREET/ MPAC Amy Rosenthal
LIBRARY Spencer Smith
HOUSING & COMMUNITY DEVELOPMENT Janay Tieken
McKINNEY TEXAS
Unique by nature.

EXERCISE: The Hierarchical Model

On the table below, list some of the positive and negative attributes of the Hierarchical Model. We will be discussing these as a group.

Pros (+)	Cons (-)

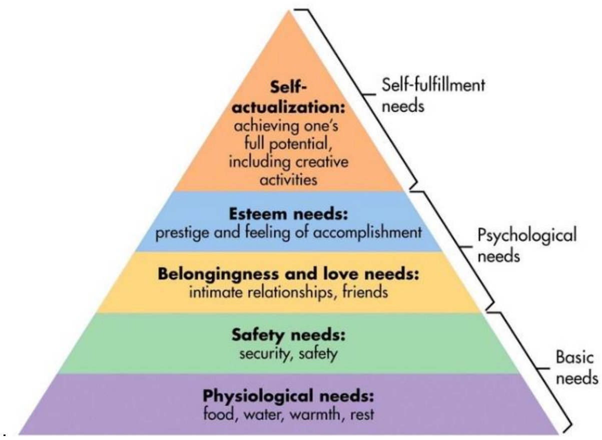
Chapter Three: Motivation in the Workplace
(Classical theories of human motivation)

Maslow, McGregor, and Herzberg

Beginning in the 1940s, a new school of thought emerged that studied worker motivation. The "parent-child" relationship in the classic industrial hierarchy was leading to something unexpected: disengagement.

Employees were no longer satisfied with doing a simple job repetitively. Employees wanted to think for themselves and to feel as if they were making a greater contribution to the outcome. The seeds were sown for a change in the way work is managed, and there were three authors who had studied human psychology and put forth three influential models.

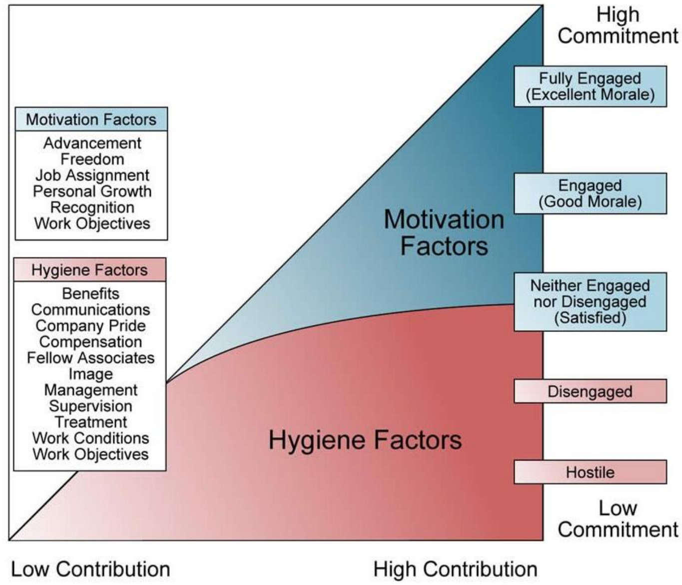
Abraham Maslow's
Hierarchy of Needs (1943)



Douglas McGregor's
Theory X and Theory Y (1950s)

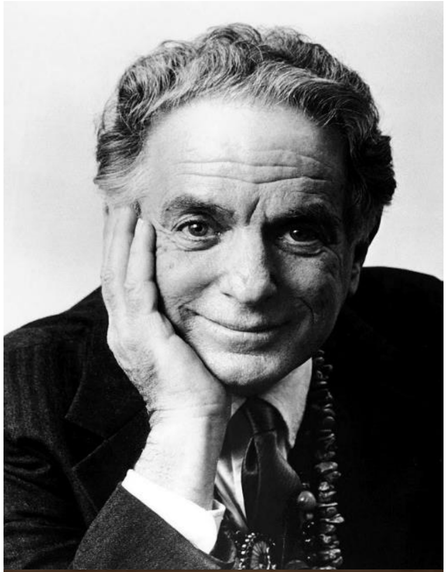
Attitude	People dislike work, find it boring, and will avoid it if they can	People need to work and want to take interest. Under the right conditions, they enjoy it
Direction	People must be forced or bribed to make the right effort	People will direct themselves toward a target that they accept
Responsibility	People would rather be directed than accept responsibility, which they avoid	People will see and accept responsibility under the right conditions
Motivation	People are motivated mainly by money and fears about their job security	Under the right conditions, people are motivated by the desire to realize their own potential
Creativity	Most people have little creativity – except when it comes to getting around rules	Creativity & ingenuity are widely distributed and grossly underused

Frederick Herzberg's
Motivator - Hygiene Theory (1968)



Abraham Maslow
Hierarchy of Needs

Douglas McGregor
Theory X & Theory Y



Frederick Herzberg
Hygiene Factors/Motivators

EXERCISE: Theory X or Theory Y: Which one are you?

For each of the statements below, assign a score based on the following table.

0	*I never feel this way.*
1	*I rarely feel this way.*
2	*I occasionally feel this way.*
3	*I often feel this way.*
4	*I mostly feel this way.*
5	*I always feel this way.*

______ 1. I like to be involved and consulted by my boss about how I can best do my job.
______ 2. I want to learn skills outside my immediate area of responsibility.
______ 3. I like to work without interference from my boss, but be able to ask for help if I need it.
______ 4. I work best and most productively without pressure from my boss or the threat of losing my job.
______ 5. When I leave an organization, I like "exit interviews" because I can give my views on the organization.
______ 6. I like to be incentivized and praised for working hard and well.
______ 7. I want to increase my responsibility.
______ 8. I want to be trained to do new things.
______ 9. I want to be able to discuss my concerns, worries, or suggestions with my boss or another manager.
______ 10. I prefer to be friendly with my boss and the management.
______ 11. I like to know what our organization's aims and targets are.
______ 12. I like to be told how the organization is performing on a regular basis.
______ 13. I like to be given opportunities to solve problems connected with my work.
______ 14. I like to be told by my boss what is happening in the organization.
______ 15. I like to have regular meetings with my boss to discuss how I can improve and develop.
______ TOTAL

Scoring:

0 – 15	You strongly prefer X Theory Management
16 – 44	You generally prefer X Theory Management
45 – 59	You generally prefer Y Theory Management
60 – 75	You strongly prefer Y Theory Management

Chapter Four: Back to the Future (sort of) – The Networked Talent Model

2000 - now: The Modern Approach

CASE STUDY

A team of fire, medic, and police emergency responders had just arrived at the scene of an auto accident involving two vehicles. Multiple injuries were involved. A fire truck and two ambulances were deployed. The scene was a moving collage of emergency vehicles and scurrying emergency personnel. Police at the scene were controlling and re-routing traffic, moving the mass of curiosity seekers and frustrated commuters through the clogged highway, and completing the accident investigation. All the emergency responders at the scene were able to perform their roles with precision, efficiency, and skill, as was commonly the case in Montgomery; eventually, as the cleanup and packup phase began, the men and women talked about less urgent things.

In the conversation that morning, fire, medic, and police personnel on the scene concurred that they needed no accident scatter diagrams to understand that the spot was a magnet for dangerous accidents. A large parking lot; a narrow, no-merge shoulder; and fast-moving traffic made for a dangerous, problematic intersection that had recently been causing an average of about sixteen accidents per month. Three times a month, serious injuries resulted from frequent side-impact accidents. After recognizing the trend, several front-line responders at the scene came up with an idea that could lead to preventing such accidents.

The police, fire, and medic front-line personnel quickly formed a team to flesh out their idea, then took their problem assessment and its proposed solution to the Montgomery director of public works. He listened to their analysis and suggestion to place flexible plastic pylons to funnel the traffic exiting the lot and alert drivers on the highway of the merging traffic. They knew that the Ohio Department of Transportation and county officials also had some responsibilities in this area, so they met with those partners, too. There, the police, fire, and medic employees laid out their ideas and worked through some technical issues, and it was agreed to implement their solution. This all took place over the course of a few meetings, totaling approximately 32 staff hours.

The result: In the years that followed, not a single accident occurred in the problem area. Lives were saved, serious injuries were prevented, hundreds of emergency calls were eliminated, and thousands of staff hours and equipment deployments were reprogrammed.

Source: Pickering, J., Brokaw, G., Harnden, P., & Gardner, A. (n.d.). ***Building High-Performance Local Governments*****.**

They all solved the problems. **They all helped improve performance.**

They all had a stake in things running well.

They all helped make decision. **They all thought of themselves as leaders.**

They all shared a common vision.

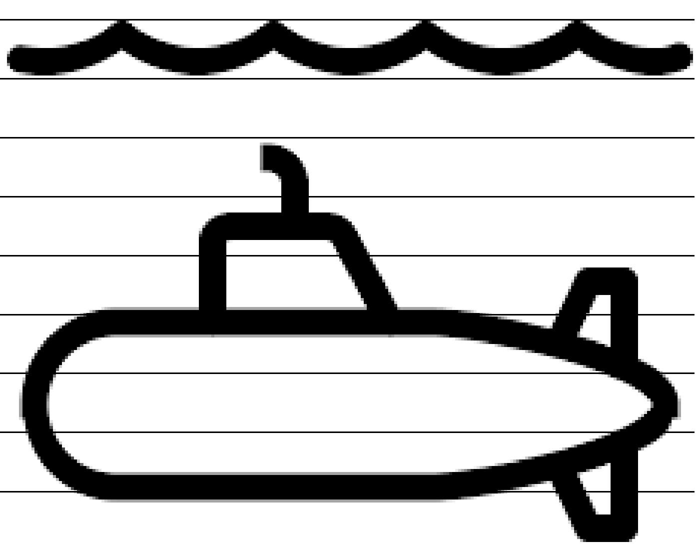
Skills & Abilities needed to be a Successful Employee, 2000 - now

Employee	Employee	Employee
Finances	Vision	Narrowly Focused Skills
Supplies & Equipment	Values	
Production	Long-Range Planning	
Business Models/Systems	Relationship Building	
Process Improvement	Strategic Partnerships	
IT/Communications/HR	Enabling/Empowering/Engaging	

Chapter Five: Where You Come In (2021 City of McKinney)

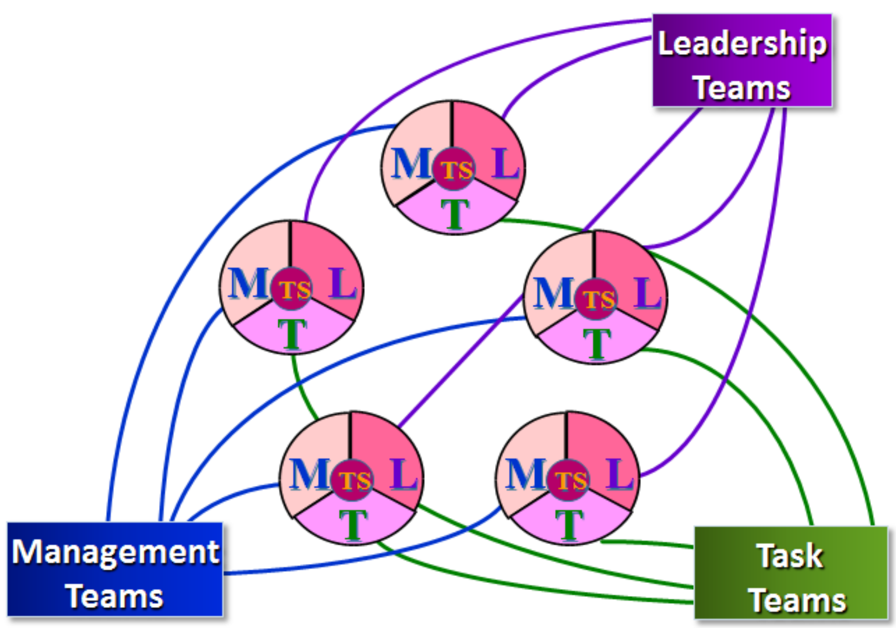
The USS *Santa Fe*

Notes



The Networked Talent Model & McKinney

Pre-HPO	HPO
Narrow perspective	Broad perspective
Specialist/competence	Generalist/vision
Do things right	Do the right things
Focus on present	Also focus on future
Don't rock the boat	Politely question/challenge
Mold into the culture	Help shape the culture
Okay where you are	Continuous learning/growth
Individual	Team



Chapter Six: Where Do We Go From Here?

(We need you to help shape our future)

As the City of McKinney moves toward becoming a high performance organization, it is up to each of us to play our part in getting there. Your knowledge, skills, and abilities are critical to our success as a team. We want all McKinney employees to be highly engaged and do their very best work.

EXERCISE: You make the difference

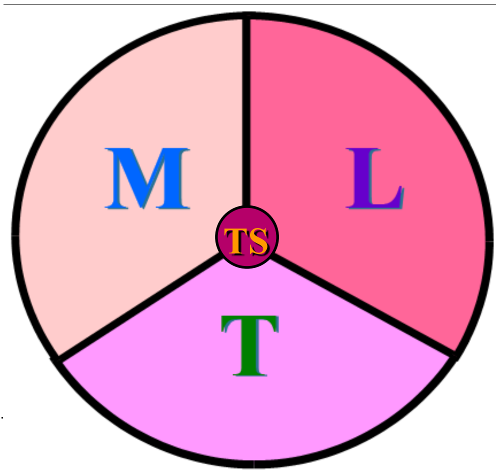
For this exercise, work in your table groups to come up with examples of city-wide changes we could make.

List your examples below.

EXERCISE: Help us shape the future

Now, with the benefit of better understanding HPO, what changes could be made in your department? While you're brainstorming ideas, remember that the sky is the limit, and for anything you feel can be improved, think of ways you would change them.

And don't forget, you're in "M-L-T" mode! You are doing the Work of Leadership, the Work of Management, and the Technical/Task Work. Think holistically!



EXERCISE: What can you do next?

What are some of the things you can do immediately? What are some of the improvements you think you can make? What untapped ideas can your contribute?

City of McKinney Executive Leadership Team Charter

Purpose

The Executive Leadership Team (ELT) fosters organizational excellence and develops employees to become leaders at all levels to ensure we are better able to serve our dynamic community.

Composition

The ELT is composed of the City Manager (CM); the Deputy City Manager (DCM); the two Assistant City Managers (ACMs); all staff who report directly to the CM, DCM or one of the ACMs; the City Attorney; the MEDC President; the MCDC President; and the MCVB Executive Director. The ELT reserves the right to modify membership as needed or when deemed appropriate.

Responsibilities

The ELT will:

1. Operationalize, integrate, support and reinforce the city's unifying core organizational values.
2. Identify how components of the High Performance Organization (HPO) model will be implemented.
3. Educate and develop leaders at all levels of the organization.
4. Develop and communicate a clear and unified vision.
5. Develop and communicate an organizational leadership philosophy.
6. Integrate the following five HPO functions of leadership across the city:
    a. Enable, empower, engage, energize employees
        - Teach, mentor, motivate, remove barriers, be proactive
    b. Learn, think, change, reward
        - Build a cutting-edge/learning organization that implements best practices
    c. Integrate suprasystems
        - Guide parts of the organization back together to accomplish the vision, break silos and serve the larger whole
    d. Implement vision and values through strategy, structure and systems

- Make the city's shared mission, vision and values actionable and "lived" through work culture, accountability, strategic thinking and resulting performance

e. Analyze stakeholder strategy

- Identify and understand the needs of all stakeholders like customers, competitors and business partners now and in the future; Proactively understand the larger environment and emerging trends that will affect our operations as a whole

7. Ensure the organization is forward-thinking and prepared to effectively respond to changes in our environment (business, processes, services, technology, etc.).
8. Create a culture of continuous learning and professional growth.
9. Ensure the effective delivery of multi-directional, citywide communication.
10. Identify how progress will be evaluated and measured.
11. Advance the City Council's strategic priorities.

Administrative Procedures

1. This charter is a flexible document that will be revised as necessary; it will be reviewed at least annually by the ELT.
2. Meetings will be held a minimum of once per month.
3. Periodic half or full-day team building events will be held as desired.
4. All meetings will be facilitated and held to a preset agenda.
5. At the end of each meeting, results will be summarized and the agenda for the next meeting set. Responsibility for the logistics for the next meeting will also be assigned.
6. The facilitator will prepare and distribute an email summary following each meeting. It will include topics, accomplishments, decisions and action steps.
7. Attendance is expected for all meetings.
8. No substitutes, alternates, or interim/acting leaders will attend ELT meetings.
9. Ad hoc groups will be established as needed; they will report results to the entire ELT.

Code of Conduct

Members of the ELT will comply with a code of conduct by:

1. Arriving on time and thoroughly prepared for all meetings.
2. Limiting distractions by stepping outside when responding to emergency calls, etc.
3. Demonstrating honesty, fairness, high ethical standards and loyalty.
4. Conducting themselves in a professional, courteous and respectful manner.
5. Participating in open conversations with a view toward making consensus-based decisions.
6. Maintaining confidentiality of conversations held during all meetings.
7. Discussing issues without judgment, respectful that every ELT member has an equal voice.
8. Being an advocate of outcomes or decisions made by the team.
9. Respecting HPO and ELT processes, and one another, by openly considering all ideas expressed.
10. Holding one another accountable, without judgment, for abiding by this code of conduct.

Creating a High Performance Organization

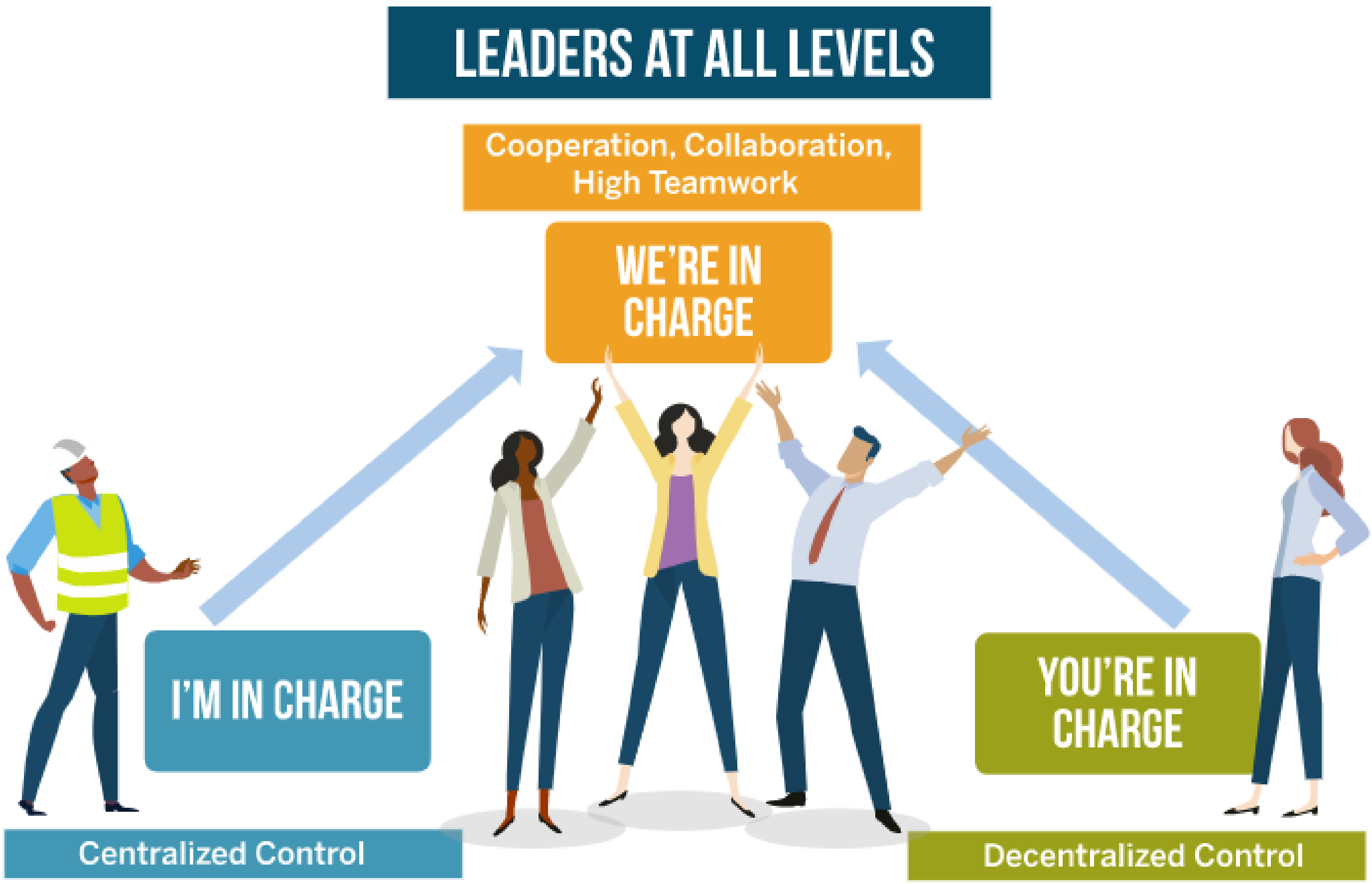
Ultimately, the ELT is charged with transforming the City of McKinney into an HPO. To achieve success, the team will use a proven framework specifically developed to diagnose and improve municipal government operations. An authentic HPO is one where:

1. Employees dedicate time to focus exclusively on the important work of leadership;
2. There is leadership at all levels of the organization, regardless of rank or title;
3. Every member of the team knows how they support the mission and vision;
4. Decisions are made at the appropriate level and by those with the most information;
5. There is a strong and continually reinforced culture of continuous growth and learning;
6. All employees embrace and live by a set of unifying core values; and
7. Every employee is fully engaged, and open to innovation and positive change.

The process of becoming an HPO will take time, patience and discipline. However, the changes we make will unleash the discretionary effort of highly engaged and talented leaders at every level of the City of McKinney. Ultimately, this will take our organization to a new level of excellence, ensuring that we are better prepared to achieve our strategic priorities and support our rapidly changing community.

Thank you for all you do…every day!

My Notes



Coaching 101: The Basics

Participant Guide

Table of Contents

Course Overview

The *Coaching 101: The Basics* Participant Guide is designed to provide a practical understanding of how to give both support and challenging opportunities to employees, and knowing how and when to coach.

Preparation

Objectives

By the end of this course, you will be able to:

- Understand basic Coaching techniques
- Diagnose when it is appropriate to coach
- Demonstrate the use of the GROW model to frame the conversation

Foundations

Keep in mind that all coaching conversations begin with our R.I.S.E. Core Values.

Coaching Overview

Exercise: What Does Coaching Mean to You?

In your groups, come up with a list of things coaching means to you. When you are finished with that, take a few moments to look at the Leadership Philosophy—specifically the behaviors listed below it—and think of ways coaching satisfies each behavior.

City of McKinney Leadership Philosophy

Employees are the organization's most valuable asset. Each one has influence on others and is considered a leader. Therefore, we follow a consultative and shared leadership philosophy that guides how we work together and hold ourselves accountable. It is based on the belief that all City of McKinney employees are talented, motivated, and trustworthy people who do their very best and reach higher levels of performance when supported and respected.

Behaviors consistent with this philosophy:

- We trust one another, do the right thing, and lead by example.
- We are visible, approachable, and available to help co-workers.
- We remove barriers that waste time or hinder efficient operations.
- We actively listen and communicate in a clear and positive manner.
- We recognize and thank those who help and support us.
- We foster collaboration and team-based problem solving.
- We encourage creativity, initiative, and continuous learning.
- We consider openness and cooperation the keys to our success.

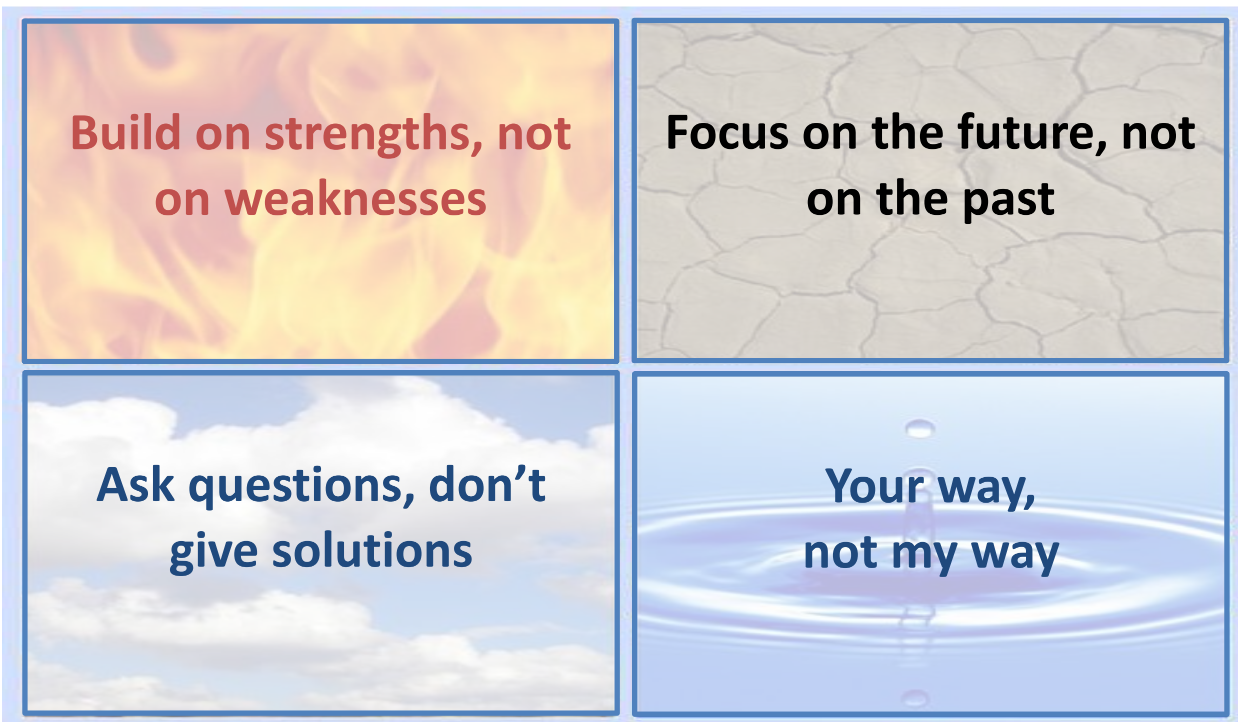
The Fundamentals of Coaching

Coaching is the process of guiding and encouraging all employees to achieve superior performance results. As Leaders at All Levels, it is our shared responsibility to help each other get better at what we do. Your purpose as a coach is to ensure employees do what they are supposed to do, perform better, and reach their full potential.

To perform effectively, employees need to know what is expected of them. They need to know:

- What they are supposed to do
- Why they are supposed to do it
- How they are supposed to do it
- How well they are expected to do it

Key Elements of Coaching



Differences between Training, Mentoring, and Coaching

Training	Mentoring	Coaching
Specific guidance with an issue/problem	General guidance or advice regarding life or career	Focus on specific, immediate goals
Targeted development, not real-life	Often covers a range of issues e.g., networking, profile and organizational politics	Targeted development areas or issues at work
Formal learning intervention	Provides direct advice & guidance, shares experience and knowledge	Non-directive, experience / knowledge of business area is not required
Professionally qualified presenter	Mentor is normally more senior & experienced	Does not need to be a more senior manager

Feedback vs. Coaching

Feedback is an essential part of effective coaching; however, feedback is not coaching.

Feedback	Coaching
Focuses on past behavior	Focuses on future behavior
Reactive to a situation	Proactive towards a goal
One-way communication	Two-way communication
Telling or advice oriented	Inquiry oriented
Focuses on data and information	Focuses on unlocking potential
Describes consequences	Explores options and alternatives
Feedback giver is motivated to change behavior	Feedback receiver is self-motivated to take responsibility and find their own answers

Motivation

How is coaching related to motivation?

____

____

____

____

“Nobody can make anyone be someone he or she doesn’t want to be.”
– Malcolm Forbes

Exercise: What Do You Do?

For each of the situations below, think of the best approach to take for the team member described.

1. Ajay continuously missed deadlines on his last project, and this caused you to fall behind with your work as a result.

Train **Mentor** **Coach** **Give Feedback** **Motivate**

2. Octavia wants advice on how to further her career with the City of McKinney and turns to Marcus, a 20 year veteran.

Train **Mentor** **Coach** **Give Feedback** **Motivate**

3. Sonja wants to learn how to build trust and forge stronger relationships with people from the other departments she relies on to help her get her job done.

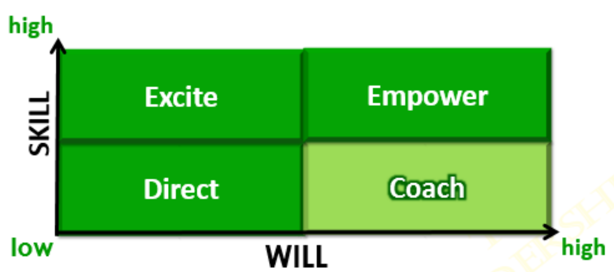
Train **Mentor** **Coach** **Give Feedback** **Motivate**

4. Mark wants to learn the process for giving effective feedback.

Train **Mentor** **Coach** **Give Feedback** **Motivate**

The Skill Will Model

Coaching is not always the answer to every situation. You must understand your employees' needs, capabilities, motivation, and aspirations as it relates to each task. The Skill/Will model is a useful framework that helps you determine which role to use which will best meet the individual's needs.



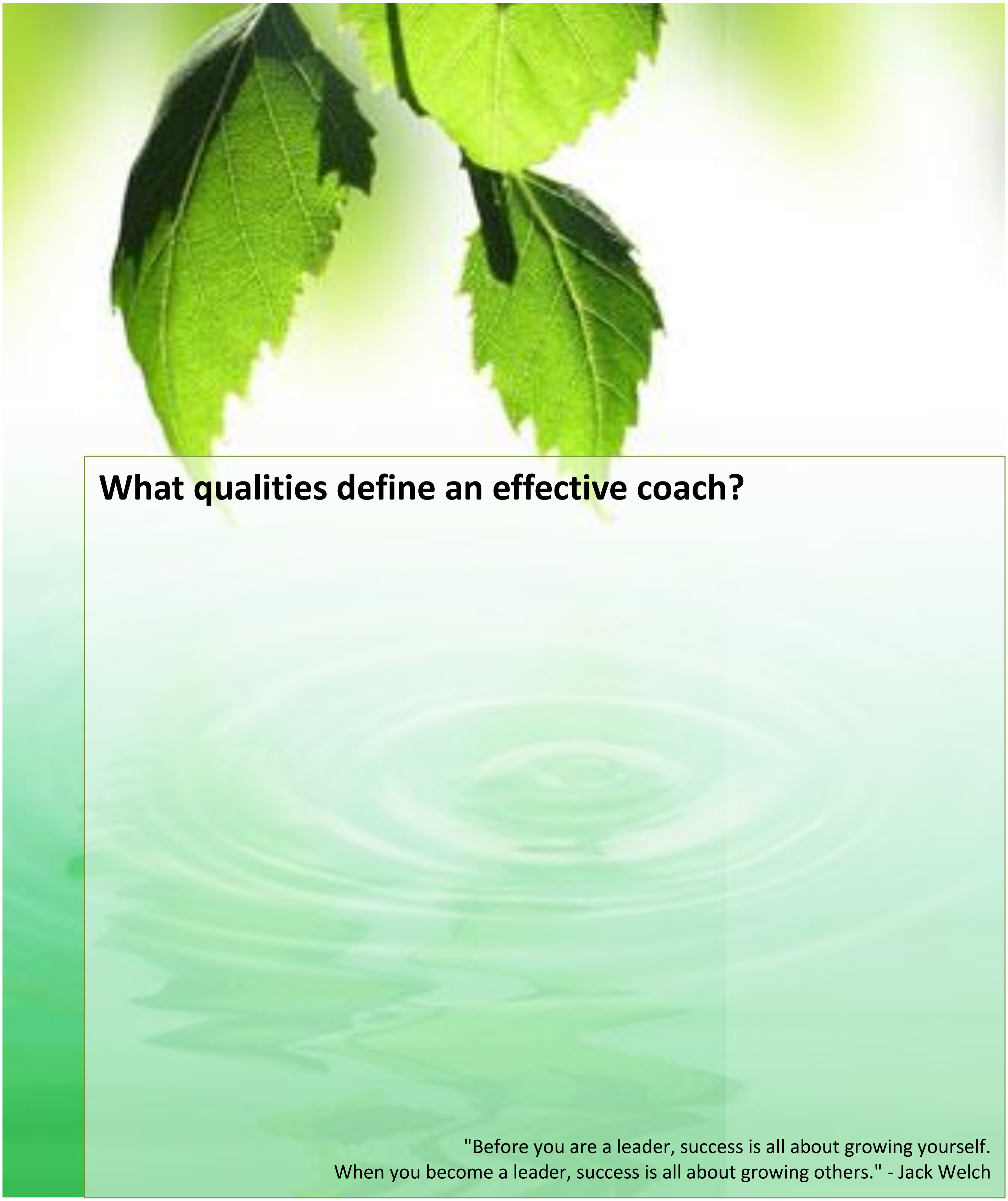
Will depends on: motivation, desire to achieve, confidence, security and/or incentives.

Skill depends on: experience, training, understanding and/or role perception

Skill/Will Techniques

DIRECT **Low Skill, Low Will**	**Keyword: TRAIN** • Tell employee what to do and offer explanations. • Give clear directions and set achievable objectives linked to skill development • Provide more frequent feedback to monitor progress, keep on track, and help redirect when needed • Offer support to help build their confidence
COACH **Low Skill, High Will**	**Keyword: COACH** • Guide employees through the process; do not tell them what to do • Work together to develop skills or expand existing ones • Provide feedback to create awareness • Determine their motivation and link to coaching objectives
EXCITE **High Skill, Low Will**	**Keyword: MOTIVATE** • Sell & provide the why's to give context • Be supportive • Identify new opportunities for personal/career development • Provide feedback to recognize their contribution
EMPOWER **High Skill, High Will**	**Keyword: DELEGATE** • Give autonomy • Provide opportunities for practicing mastery • Find out more about their aspirations and focus on new goals, challenges, and provide variety • Provide feedback to monitor progress

Building Coaching Skills



What qualities define an effective coach?

"Before you are a leader, success is all about growing yourself.
When you become a leader, success is all about growing others." - Jack Welch

Questioning Skills

A coach tries to reveal blind spots to create awareness and put the responsibility on the recipient. To do so, you must ask effective questions, but not just any question. Asking rather than telling helps the recipient become aware and then puts the responsibility back on them to take action. Asking the right questions is a critical skill for effective coaching.

Two Types of Questions

Open questions start with:

- What?
- Who?
- When?
- How?

These questions elicit more explanation and in-depth thinking.

Closed questions start with:

- Are?
- Can?
- Isn't it?
- Would?

These questions elicit short yes/no answers.

If we ask provocative "why" questions we are likely to meet with defensive explanations.

If we ask, "Why don't you do it this way?" we learn little about what the person is actually intending to do. We have framed the conversation too narrowly and also implied that they should be doing something they have not thought of.

Principles of good questioning:

- Ask short, open questions
- Use "What" and "How" questions
- Avoid "Why" questions
- Use clean, implication-free language
- Come from a place of genuine curiosity
- Are direct, simple and usually open-ended
- Generate creative thinking and surface underlying information
- Encourage self-reflection

Asking effective questions will help reveal awareness; however, the coach must be attentive to the answers. To do this, one must use good listening skills.

Listening Skills

There's a difference between listening and hearing. When you hear someone, you are simply acknowledging the information and moving on. When you truly listen, it implies another step encompassing a personal connection where you clarify with questions, comprehend the information shared and empathize with the speaker.

Exercise: Are you listening or just hearing?

Directions: Answer (Y)es or (N)o to each statement below to determine how effective you are at listening. Tally up each Y and N below.

1.	**Y**	**N**	I anticipate what people will say next as they are speaking.
2.	**Y**	**N**	I am able to determine the value of most conversations shortly after the first sentence is uttered.
3.	**Y**	**N**	I tend to discount what others say if they don't agree with my opinions or values.
4.	**Y**	**N**	I don't usually pay attention to nonverbal cues (body language or facial expressions).
5.	**Y**	**N**	My opinions often affect my ability or willingness to listen to what others are saying.
6.	**Y**	**N**	When others are talking, I can usually prepare my response to what they are saying in my head.
7.	**Y**	**N**	In an effort to get a conversation to a swifter end, I often interject my opinion or jump in to bring them to their point efficiently.
8.	**Y**	**N**	If I disagree with someone, I will quickly break in to let them know.
9.	**Y**	**N**	Most of the time, I am ready with a response right when the other person finishes talking.
10.	**Y**	**N**	If the other person is long-winded or boring, I often find my mind wandering.
11.	**Y**	**N**	When I've stopped listening to someone, I do my best to look like I'm still engaged.
12.	**Y**	**N**	When I know what someone is going to say, I usually answer immediately.

Total: ________ Y ________ N

If you had…	Then you are…
10 or more No's	Above average, skilled and gifted listener
7-9 No's	Average listener
6-1 No's	Below average listener, so keep practicing

Active Listening

There are four types of statements to show you are actively listening.

Statement	Purpose	Examples
Encouraging	• Coveys interest • Keeps the speaker talking	• "I see..." • "Uh-huh..." • "That's interesting..." • Tell me more about that
Restating	• Shows you are listening and understand • Helps the person know you grasp the concepts	• "If I understand, your idea is..." • "In other words, this is your decision..."
Reflecting	• Shows you are listening and understand • Helps the person know you understand their feelings	• You seem to feel that..." • "You sound like you were pretty disturbed by this...
Summarizing	• Helps tie together important ideas, facts, etc. • Helps create a basis for further conversations • Reviews progress	• "These seem to be the key ideas you have expressed..." • "If I understand you, you feel this way about the situation."

"You can listen like a blank wall or like a splendid auditorium where every sound comes back fuller and richer."

– Alice Duer Miller

GROW

Frame the conversation using the GROW model.

Goal: Set both short and long term goals for the coaching session.

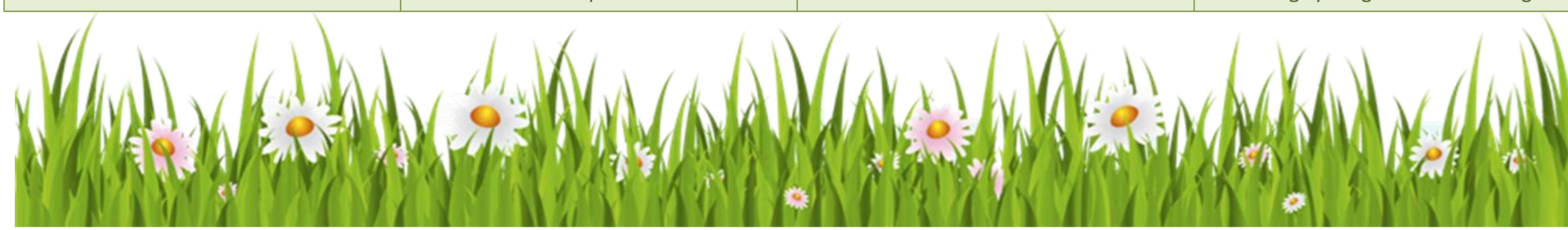
Reality: Explore the current situation.

Options: Determine all options possible to reach the session goal.

Will: Convert a discussion into what you will do, by when, and by whom.

Information adapted from: *Coaching for Performance: GROWing Human Potential and Purpose: The Principles and Practice of Coaching and Leadership*, Fourth Edition by John Whitmore

Goal	Reality	Options	Will
What is entirely within your control to change the current situation?	How many times do you currently do this?	What can you do about this?	Turn this into an action step. What will you do, and when do you think you could do it?
What outcome would you most like to see?	**What do you need to know that you currently do not know? Who has that information?**	**What's within your control to change?**	**What and from whom do you need support?**
In your own words, what outcome will make this a success?	What is your (measurable result) right now?	What other courses of action could you possibly take?	Which options would you like to pursue at this point?
What do you hope to get out of the current situation?	**What do you think is holding you back?**	**Let's try to come up with at least five options. What else could you do?**	**What step can you take this week that will put you closer to your goal?**
How can you rephrase your goal so it only depends on your efforts and not on others?	What have you already accomplished with respect to this today? This week? This month?	If you had unlimited resources and knew you couldn't fail, what would you do?	You mentioned that you could (______). What can you commit to doing?
What specifically would you like to achieve?	**Who else is involved? To what extent?**	**What could you do to overcome this obstacle? What options do you have?**	**On a scale of 1 to 10, how likely is it that you will be able to get this done in the time frame you mentioned?**
How would you like for this to turn out differently than it has in the past?	What have you tried already? What difference did it make?	Who can help you?	When do you hope to have this complete?
What's important to you right now?	**Which factors are most important on this matter?**	**What other resources are out there to help you tackle this? Who else could you approach for creative ideas?**	**What obstacles do you see that I could address for you?**
What do you hope this will look like in three months' time?	What events or choices have led you to this place?	What have others done?	How can we alter the outcome from "meeting" your goal to "exceeding" it?



G- Goal

The first step in structuring your conversation is to determine the goal of the session so you both understand what you want to achieve during the time together. You will:

- Define and agree to the goal or outcome to achieve
- Consider the employee's vision, objectives, challenges and skills to ensure the goal is relevant and meaningful
- Determine what success will look like so that you understand how you will continue to measure whether the recipient is reaching his/her potential.

SMART

Specific:

- Clearly articulates what you are both trying to accomplish
- Outlines who and what is involved to reach desired result(s)
- Avoids broad and vague language

Measureable:

- Determines how you both know when the goal is achieved
- Identifies any measurements related to successfully accomplishing the goal

Attainable:

- Determine if it is possible to achieve the goal
- Skills, resources, or tools currently exist to reach the desired results
- Results are possible to achieve within the given timeframe or within the current situation

Relevant:

- Agreement exists between business unit, department, or manager's desired results
- Goals relate to your job description or the values

Time-Bound:

- Completion date exists for long-term and short-term goals

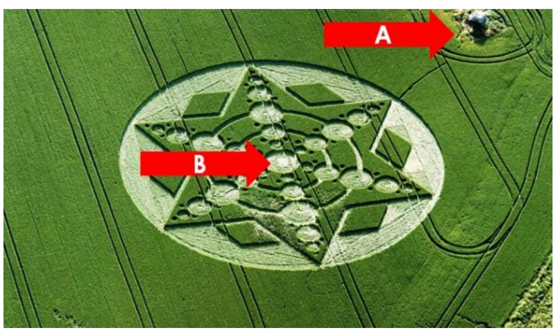
Filtering Goals

There are some aspirational goals that may be out of your reach or out of the reach of the person you are coaching. When discussing final goals, keep in mind there are three categories you should divide possible goals into.

Situation In My Control	Situation Out Of My Control	Situation That Can Be Influenced
These are perfect. This is what you are able to plan around. If the situation is completely within the "coachee's" control, encourage further development toward the goal. If the situation is not within the "coachee's" control but is within your own, begin surrendering aspects to the "coachee" so they can make it their own.	This potential goal needs to be reworked. It should either be scaled back to include only the things that the "coachee" can control (*e.g.*, instead of the goal being a process improvement they cannot control, the goal could be managing their reaction to the process). Pursuing these kinds of goals will be fruitless and discouraging.	This potential goal may need to be refocused or it may need to be completely reworked. In situations like this, drill down with further open-ended questions to parse out the portions of the end state that the "coachee" can actually impact. Be very careful about setting a goal that requires others—these are notoriously difficult.

R- Reality

The next stage is to examine the current reality to better understand the employee's situation. If the goal statement tells where you want to go, then the reality check describes the starting position so that you better understand where the work is needed to accomplish.



To get from point A to Point B:

- Ask the recipient to describe his/her current situation
- Step back and assess the situation
- Offer specific examples of feedback
- Avoid and check assumptions
- Discard irrelevant history

This is a very important step: Too often, people try to solve a problem without fully considering their starting point, and often they are missing some of the information they need to solve the problem effectively.

Considering where they are now will provide the opportunity to step back and assess the situation, and fully consider the starting point. You must be prepared to challenge or give feedback here where necessary. As the employee starts to describe their current reality, the solution may start to emerge.

At this step, you should still be asking open-ended questions only. Remember that asking "Why" questions or shutting down any answer will jeopardize the likelihood of the coaching session's effectiveness.

O – Options

Exercise: 9 Dot Activity

What assumptions did you make? ____

How is this related to coaching? ____

Once the desired outcome has been identified, you must explore the options available for reaching/achieving it. As a coach you must help the individual to generate options and discuss the advantages/disadvantages and possible benefits and consequences of each option. Invite options from the individual; you can offer your own suggestions, but only after the recipient has offered their own first. Gathering options will require you to use your questioning and listening skills and reading non-verbal cues.

W - Will

The purpose of the last step of GROW is to change a discussion into a decision and action. Once you have both agreed upon a goal and options for achieving it, the individual must commit to acting on it.

Get the individual's commitment to action

After you have both explored and agreed to options, you must ensure that you get the employee to commit to act. You can do this by summarizing what was discussed and asking questions that encourage actions. Evaluate their commitment by asking them to rate on a 1-10 scale the degree of certainty on carrying out the actions that they committed to taking. If it is less than a 10, ask what prevents them from reaching a 10. If less than an 8, re-evaluate actions and timeframes.

Identify possible obstacles

It is important that you both are realistic about possible consequences of your decision and any obstacles that might slow progress. Obstacles may require additional support, so make sure that you discuss this at this stage and consider alternatives.

Plan detailed actions and put a timeframe in place

Plan follow-up actions. The individual may want to create a detailed project plan or identify a series of brief interim milestones. Whatever you do, you must ensure that you have a timetable to use as a measuring tool.

Agree what support will be given

Discuss long- and short-term coaching support, as well as more "practical" support such as resources. You should also talk about future coaching sessions.

"The task of the leader is to get his people from where they are to where they have not been."

– Henry Kissinger

Putting It All Together

There are three coaching examples listed below. In teams of three, take turns working your way through each of them as a coach, a “coachee,” or as an observer (as the observer, you are not a part of the session, you are only watching the interaction between the two and taking notes).

For each scenario, keep the following concepts in mind:

- Is your discussion values-based?
- Are you tying the discussion to the Leadership Philosophy?
- All of the scenarios below are coachable situations, but keep in mind that sometimes the issue is Training, Motivation, or Delegation (from The Skill/Will Matrix)
- Is the coach asking open-ended questions?
- Is the “coachee” setting the goal? Is the goal in their control?
- Is the “coachee” describing reality? Is the coach accepting it at face value?
- Is the “coachee” offering at least three options before the coach makes a suggestion? Is the coach digging for more options before making a suggestion?
- Are both parties committed to the goal and next steps?
- Feel free to refer back to Page 12 for any questions if you need the prompts.

Scenario #1

Your employee is typically one of your top performers. In the last month, you have noticed a decline in the quantity and quality of their work. You used to be able to count on them for meeting daily goals with no follow-up (insert a typical KPI here--# of inspections, # of applications processed, # of books checked in, etc.—use this as a practice run for something you encounter every day).

Four weeks ago, they fell short of their goal by 15%. In the past month, you’ve noticed a steady decline. This week, they are on track to miss by more than 50%. There has been a marked uptick in the number of errors, as well, which is causing you and members of your team to double check and correct much of what is turned in. This is also causing a degree of customer dissatisfaction.

MANAGER/COACH:

COACHEE:

OBSERVER:

NOTES (Coach – how did the process feel?, Coachee – how did the process feel?, Observer – What notes do you have to share?):

Scenario #2

Your co-worker is an essential part of your team. They have a wealth of knowledge about just about every aspect of your department's operations, and when discussing changes or new processes, they are always extremely helpful. However, they have a habit of running late to team meetings. (You can use any other kind of meeting you typically have: pre-shift meetings, review meetings, etc.)

Since their input is vital, the team always has to back up and review everything that has been discussed in the 20 or so minutes that it takes to arrive. The delay has begun to cause you problems because the staff meetings are running longer than they are supposed to. Consequently, you're falling behind because of their tardiness issue.

(Hint: We're all Leaders at all Levels, so feel free to refer back to the values or Leadership Philosophy to help guide you through the process.)

CO-WORKER/COACH:

COACHEE:

OBSERVER:

NOTES (Coach – how did the process feel?, Coachee – how did the process feel?, Observer – What notes do you have to share?):

Scenario #3

You have a new co-worker and they fit into the team quite well. However, because they are so new, they aren't as comfortable answering customer questions, and they have a habit of handing most of their customers off to you whenever they get into a jam.

You don't mind helping out at all—everyone struggles with knowing all the answers during their first few weeks—but they aren't sticking around to hear the answer when you are helping their customer. Instead, they move on to the next one, and sometimes you end up helping multiple customers with the same issue because of this. Several of your other co-workers have mentioned that they've run into the same issue.

(Hint: We're all Leaders at all Levels, so feel free to refer back to the values or Leadership Philosophy to help guide you through the process.)

CO-WORKER/COACH:

COACHEE:

OBSERVER:

NOTES (Coach – how did the process feel?, Coachee – how did the process feel?, Observer – What notes do you have to share?):

My Practice Run

In the space below, you're going to repeat the same format as the above three scenarios, but you are going to play the role of the coach and your two other team members will fill the roles of the observer and the "coachee."

Share the specifics of a situation with one of your co-workers/employees. Let your team know how you think the coachee will typically respond and include any other work-related issues that are part of the current situation. Practice working through the GROW model to get a feel for the way a coaching session would feel in an environment that you are currently experiencing, and make sure to get as much info from the observer as possible to help you shape the future conversation you hope to have.

Call to Action

Complete Today

Partner's Name: ____

Meeting Time: ____________________ Meeting Place: __________________________

The Coaching Skill I plan to improve: ____

Complete in 1 Month

Steps I took to improve my coaching skills:

What did it feel like when I was performing my action plan?

What did it look like to my peers when I was performing my action plan?

What words or phrases did I hear when I was performing my action plan? (include all feedback)

Coaching Do's & Don'ts

DO

Describe specific behavior

Compare results

Provide pluses and minuses

Point out the consequences

Ask for suggestions

Ask for lessons learned

Provide feedback immediately

Express confidence

DON'T

Dominate the session

Criticize the person

Send conflicting messages

Sugar coat

Place blame

Tell person how to do the work

Forget to ask for improvement

Use coaching when someone is resistant or not motivated to change, or procedures and processes defined without the space for changes

My Notes

MEMORANDUM

Mayor and Council –

Please see the latest budget-to-actual report. You may notice a formatting change with the following report. Instead of reformatting a report, our Finance Consultant suggested we use the format the system produces to maximize staff time and effort.

- Victor

TO: VICTOR CARDENAS, CITY MANAGER

FROM: KAREN LANCASTER, INTERIM FINANC

SUBJECT: FINANCIAL REPORT AS OF MARCH 3

DATE: APRIL 30, 2026

The purpose of this memorandum is to highlight fiscal year-to-date revenue and expenditure activity through the third quarter ending March 31, 2026 (see attached report for budget-to-actual information prepared by budget category within each fund). Through the third quarter, generally, revenues and expenditures should represent approximately 75% of the budget.

General Fund

The original and amended General Fund budgets (inclusive of the (2nd Quarter budget amendments) reflect an increase to fund balance of $255,473.

Key highlights for the first three quarters of the fiscal year are stated below.

Revenues

Total General Fund revenues for the third quarter are $40,656,835, representing 87% of the $46,888,434 General Fund amended revenue budget. The General Fund revenues are on track through the third quarter with the following items of note:

- **Property Tax Revenue** – Property taxes account for approximately 67% of total General Fund revenue budget. Revenue is recorded in July at the time property taxes are billed. The remaining penalty and interest collections will be received in the fourth quarter, which is the reason revenue is approximately $123K less than budget.

- **Licenses, Permits, and Charges for Services** – Cable franchise revenues lag by a month with only the first and second quarters being received. The third quarter cable franchise will be received in May and the fourth quarter in August 2026. In addition, most permit and review fees are performing slightly less than expected through the three quarters of the year.

- **State Sources** – State revenue sharing is at 50% for the year with three of six payments having been received so far. The remaining three payments should keep us on track with the budgeted amount

- **Fines and Forfeitures** – Court Fees and Fines revenue is at 85% (ticket revenue) and is received from the 52nd District Court monthly for the prior month. The attached report reflects eight payments received through the third quarter as expected: July through February.

- **Interest Income (including investment gain/loss)** – Interest in investments in the General Fund is on target at 76% of budget

Expenditures
Total General Fund expenditures through the third quarter are $33,590,439 representing 72% of the $46,632,961 General Fund amended expenditure budget. While a few departments exceed 75% to date due to front-loaded annual payments, expenditures in total have not exceeded the 75% mark and are in line through the third quarter with the following items of note:

- The City Manager department is 77% of total department expenditure budget to actual. With other services and charges at 101% of the budget due to an additional membership payment, along with the timing of conferences and workshops.
- The City Attorney, Insurance, & Claims department is 85% due to the annual property and liability insurance being paid during the first quarter.
- Personnel Services in a couple departments may be higher than 75% through the quarter due to the timing of one-time retirement/separation payouts, annual longevity payments, and annual payouts of PTO time.
- Historical Commission is over their entire budget at 111% and will need a budget amendment in the fourth quarter.

Special Revenue Funds

The various special revenue funds' revenues and expenditures are in-line with budget through the third quarter ending March 31, 2026. Items of note are included within certain Special Revenue Funds on the following pages:

Major, Local, & Municipal Street Funds
Property Tax Revenue is at the 100% mark in the Municipal Street Fund due to the recording of property tax revenue as of July 1st, at the time the tax bills are issued.

As expected, the Act 51 revenue recorded in the Major and Local Street funds represents seven months of revenue through the third quarter since there is a two-month lag in receiving the payments from the State. The budget anticipates $8.8 million of Act 51 revenue and is on track for the first three quarters of the fiscal year.

Expenditures on track for the first three quarters of the year. Construction will pick up over the next couple of months.

Parks, Recreation, & Cultural Services Fund
Program revenue is 86% actual compared to budget due in part to property tax revenue being fully received. Program revenue appears slightly behind, but this is due to programs such as adult softball, youth soccer, tennis, and summer camps that receive revenue in the spring. Expenditures are on trend, at 68%.

Forfeiture Fund
The fines and forfeiture revenue totals approximately $85,000 through the third quarter. The fund will continue to be amended based on activity since we do not know when forfeiture funds will be released by the courts to the city.

Library Fund
Revenues are 96% with property tax revenue at 102%. Expenditures are at 69%.

Capital Project Funds

Fund 401, CIP Fund, is in line with expectations for the third quarter of fiscal year 2026.

Fund 445, Public Improvement Fund, is in line with expectations for the third quarter of fiscal year 2026.

Fund 464, Public Safety Building Fund, includes budget amendments for the public safety building, Fire Station #2, and Fire Station #3 in the amount of $1,600,000. with offsetting revenue coming from proceeds from long term debt.

Enterprise Funds

Ice Arena Fund
This fund is performing favorably compared to budget with revenues at 101% of the annual budget. The expenditure is at 63% reflecting controlled spending. There are certain costs such as building maintenance, data processing, and concession cost of goods that are trending over budget; however these variances are offset by high revenues, no capital outlay spending, and expenditure savings.

Senior Housing Fund
Through this third quarter, the Senior Housing Fund is performing in line with the annual budget with revenues of 75%. However, the expenditure exceeds 94%. The key areas to note are other services and charges that include legal fees, memberships & dues, and contractual services. Currently the fund is reporting a deficit, but staff will monitor spending and evaluate cost drivers to mitigate future variances. This fund will need an amendment in the 4th Quarter.

Water and Sewer Fund The Water and Sewer Fund has significant capital expenditures that were rolled over from fiscal year 24/25 and will resume in the spring along with the new 25/26 projects.

Internal Service Fund

Self-Insurance Healthcare Fund
This Fund was created in January 2020 to track the costs associated with the HAP healthcare program. The City is required to pay all claims and gets reimbursed for claims by case over $150,000. An adopted budget is not required, per the State Budget Act, for internal service funds and the information is primarily presented for informational purposes only. There are no other significant items to highlight at this time.

Fiduciary Fund

Retiree Healthcare Benefits Fund

Through the third quarter interest income is at 79%. Through the first quarters of the fiscal year, expenses remain slightly greater than budget at 83%. An adopted budget is not required for the Retiree Healthcare Benefits Fund, per the State Budget Act since it is a fiduciary fund. The fund is primarily presented for informational purposes only. This fund invests all available resources in instruments similar to the pension funds which include stocks, bonds and other long-term financial investments.

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 101 - GENERAL FUND						
	Property tax revenue	29,951,739.91	31,558,707.00	31,558,707.00	31,435,584.33	99.61
	Licenses, permits & charges for services	3,622,258.31	3,937,816.00	3,937,816.00	2,342,200.84	59.48
	Federal grants	110,408.84	126,000.00	151,000.00	54,872.36	36.34
	State sources	7,820,913.76	8,032,374.00	8,194,064.00	4,092,031.01	49.94
	State grants	150,711.90	0.00	174,818.00	566,435.86	324.01
	Fines and forfeitures	279,707.65	252,000.00	252,000.00	215,101.87	85.36
	Interest income	1,926,044.82	1,748,409.00	1,748,409.00	1,336,705.47	76.45
	Donations	9,900.00	0.00	6,000.00	13,734.00	228.90
	Other revenue	949,179.49	865,620.00	865,620.00	600,169.22	69.33
	000.00 - TREASURY	44,820,864.68	46,520,926.00	46,888,434.00	40,656,834.96	86.71
	TOTAL REVENUES	44,820,864.68	46,520,926.00	46,888,434.00	40,656,834.96	86.71
	Personnel services	36,092.91	36,101.00	36,101.00	27,467.72	76.09
	Supplies	204.37	187.00	187.00	194.90	104.22
	Other services and charges	127,567.82	101,012.00	302,222.00	51,361.89	16.99
	101.00 - CITY COUNCIL	163,865.10	137,300.00	338,510.00	79,024.51	23.34
	Personnel services	692,427.59	710,263.00	710,263.00	524,237.75	73.81
	Supplies	2,852.60	1,500.00	1,500.00	1,473.82	98.25
	Other services and charges	94,007.21	115,935.00	115,935.00	117,194.95	101.09
	Capital outlay	(6,160.00)	0.00	0.00	0.00	0.00
	172.00 - CITY MANAGER	783,127.40	827,698.00	827,698.00	642,906.52	77.67
	Personnel services	950,152.88	1,023,261.00	1,003,261.00	537,445.82	53.57
	Supplies	10,260.29	9,500.00	9,500.00	6,767.97	71.24
	Other services and charges	96,261.63	98,234.00	118,234.00	189,893.83	160.61
	191.00 - FINANCE DEPARTMENT	1,056,674.80	1,130,995.00	1,130,995.00	734,107.62	64.91
	Personnel services	717,033.88	777,435.00	784,435.00	539,291.01	68.75
	Supplies	110,615.10	75,000.00	75,000.00	91,122.16	121.50
	Other services and charges	263,234.58	250,103.00	250,103.00	183,050.46	73.19
	Capital outlay	12,194.00	0.00	0.00	0.00	0.00
	215.00 - CITY CLERK	1,103,077.56	1,102,538.00	1,109,538.00	813,463.63	73.32
	Personnel services	1,006,698.97	1,015,677.00	1,015,677.00	766,375.28	75.45
	Supplies	62,097.79	108,380.00	108,380.00	76,118.83	70.23
	Other services and charges	413,380.55	713,491.00	713,491.00	404,102.67	56.64
	Capital outlay	14,275.00	0.00	0.00	0.00	0.00
	228.00 - IS TECHNOLOGY	1,496,452.31	1,837,548.00	1,837,548.00	1,246,596.78	67.84
	Other services and charges	0.00	0.00	0.00	0.00	0.00
	228.01 - INTERNAL TECHNOLOGY	0.00	0.00	0.00	0.00	0.00
	Personnel services	409,869.32	416,755.00	416,755.00	324,255.18	77.80
	Supplies	32,848.49	34,000.00	34,000.00	15,759.39	46.35
	Other services and charges	37,554.72	56,053.00	56,053.00	39,859.18	71.11
	253.00 - TREASURY DEPARTMENT	480,272.53	506,808.00	506,808.00	379,873.75	74.95
	Personnel services	681,782.89	695,474.00	701,274.00	530,463.13	75.64
	Supplies	18,447.83	20,500.00	20,500.00	3,154.08	15.39
	Other services and charges	190,314.31	215,600.00	306,100.00	208,017.75	67.96
	Capital outlay	0.00	0.00	0.00	0.00	0.00
	257.00 - ASSESSING DEPARTMENT	890,545.03	931,574.00	1,027,874.00	741,634.96	72.15

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 101 - GENERAL FUND						
	Personnel services	433,688.46	480,476.00	480,476.00	355,298.39	73.95
	Supplies	25,405.76	20,100.00	27,793.00	18,191.86	65.45
	Other services and charges	806,353.18	867,674.00	865,674.00	608,157.62	70.25
	Capital outlay	308,488.84	0.00	12,192.00	10,567.90	86.68
	265.00 - IS FACILITY MANAGEMENT	1,573,936.24	1,368,250.00	1,386,135.00	992,215.77	71.58
	Personnel services	879,181.96	937,268.00	937,268.00	695,171.28	74.17
	Supplies	43,221.85	35,000.00	39,000.00	33,308.73	85.41
	Other services and charges	518,986.74	545,905.00	541,905.00	369,889.91	68.26
	Capital outlay	81,005.02	81,306.00	104,834.00	39,026.64	37.23
	Allocated to other funds	(186,111.00)	(186,110.00)	(186,110.00)	(139,583.25)	75.00
	265.10 - IS PARK MAINTENANCE	1,336,284.57	1,413,369.00	1,436,897.00	997,813.31	69.44
	Other services and charges	800,542.84	809,100.00	809,100.00	723,687.40	89.44
	Capital outlay	5,327.35	40,000.00	40,000.00	1,500.76	3.75
	266.00 - CITY ATTORNEY, INSURANCE, & CLAIMS	805,870.19	849,100.00	849,100.00	725,188.16	85.41
	Personnel services	630,998.90	653,560.00	653,560.00	484,994.86	74.21
	Supplies	551.41	2,000.00	2,000.00	617.15	30.86
	Other services and charges	151,835.58	189,729.00	189,729.00	110,839.77	58.42
	270.00 - HUMAN RESOURCES	783,385.89	845,289.00	845,289.00	596,451.78	70.56
	Personnel services	15,018,380.26	15,359,047.00	15,359,047.00	11,601,828.22	75.54
	Supplies	399,541.77	422,170.00	427,170.00	269,063.95	62.99
	Other services and charges	1,172,526.80	1,181,436.00	1,282,136.00	931,704.63	72.67
	Capital outlay	(62,993.21)	351,908.00	995,858.00	659,218.82	66.20
	301.00 - POLICE DEPARTMENT	16,527,455.62	17,314,561.00	18,064,211.00	13,461,815.62	74.52
	Personnel services	6,954,628.56	6,794,401.00	7,160,401.00	5,471,923.99	76.42
	Supplies	348,120.00	218,500.00	242,500.00	157,678.26	65.02
	Other services and charges	895,463.81	804,852.00	945,057.00	628,634.07	66.52
	Capital outlay	4,665.00	255,129.00	0.00	0.00	0.00
	336.00 - FIRE DEPARTMENT	8,202,877.37	8,072,882.00	8,347,958.00	6,258,236.32	74.97
	Personnel services	2,052,566.76	2,013,727.00	2,013,727.00	1,592,337.78	79.07
	Supplies	16,550.62	29,200.00	29,200.00	13,704.97	46.93
	Other services and charges	196,924.10	217,763.00	217,763.00	124,733.75	57.28
	Capital outlay	9,262.00	0.00	0.00	0.00	0.00
	371.00 - COMMUNITY DEVELOPMENT-BUILDING	2,275,303.48	2,260,690.00	2,260,690.00	1,730,776.50	76.56
	Personnel services	420,814.14	421,059.00	421,059.00	310,440.18	73.73
	Supplies	15,366.54	12,800.00	13,003.00	8,477.80	65.20
	Other services and charges	214,780.22	203,202.00	202,482.00	155,988.79	77.04
	Capital outlay	0.00	19,940.00	19,961.00	19,960.16	100.00
	441.00 - DPW ADMINISTRATION DIVISION	650,960.90	657,001.00	656,505.00	494,866.93	75.38
	Personnel services	699,471.52	884,422.00	867,422.00	612,727.60	70.64
	Supplies	1,309.55	2,000.00	2,000.00	900.57	45.03
	Other services and charges	89,912.58	92,473.00	92,473.00	36,948.02	39.96
	Allocated to other funds	(371,784.00)	(371,780.00)	(371,780.00)	(278,838.00)	75.00
	441.10 - DPW ENGINEERING DIVISION	418,909.65	607,115.00	590,115.00	371,738.19	62.99
	Personnel services	2,327,622.66	2,357,718.00	2,357,718.00	1,842,433.95	78.14
	Supplies	170,834.86	139,500.00	139,500.00	113,987.60	81.71

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 101 - GENERAL FUND						
Other services and charges		689,536.53	596,516.00	611,103.00	521,676.51	85.37
Capital outlay		221,219.48	110,500.00	151,971.00	715.61	0.47
Allocated to other funds		(1,783,092.09)	(1,600,000.00)	(1,600,000.00)	(1,535,404.34)	95.96
Maintenance		144,000.00	300,000.00	146,400.00	144,000.00	98.36
441.20 - DPW FIELD OPERATIONS DIVISION		1,770,121.44	1,904,234.00	1,806,692.00	1,087,409.33	60.19
Personnel services		568,366.12	544,356.00	562,935.00	464,571.15	82.53
Supplies		27,274.57	24,000.00	24,000.00	19,876.72	82.82
Other services and charges		652,187.17	362,988.00	594,918.00	335,276.23	56.36
Capital outlay		151,349.14	673,540.00	325,070.00	42,332.89	13.02
Allocated to other funds		(85,935.21)	(100,000.00)	(100,000.00)	(45,404.14)	45.40
441.30 - DPW FLEET ASSET DIVISION		1,313,241.79	1,504,884.00	1,406,923.00	816,652.85	58.05
Personnel services		647,632.34	713,601.00	713,601.00	524,075.57	73.44
Supplies		2,514.96	4,300.00	3,945.00	975.73	24.73
Other services and charges		102,528.10	58,258.00	69,636.00	49,510.46	71.10
Capital outlay		(31,600.64)	0.00	0.00	0.00	0.00
701.00 - COMMUNITY DEVELOPMENT-PLANNING		721,074.76	776,159.00	787,182.00	574,561.76	72.99
Personnel services		456,333.75	465,604.00	465,604.00	360,765.88	77.48
Supplies		8,294.24	8,900.00	8,900.00	5,372.18	60.36
Other services and charges		325,311.31	344,122.00	344,122.00	253,748.53	73.74
Capital outlay		0.00	10,000.00	30,000.00	0.00	0.00
725.00 - COMMUNITY RELATIONS - ADMIN		789,939.30	828,626.00	848,626.00	619,886.59	73.05
Personnel services		215,514.94	228,498.00	228,498.00	136,787.96	59.86
Supplies		1,274.98	5,000.00	5,000.00	1,750.95	35.02
Other services and charges		22,206.26	42,912.00	42,912.00	17,798.77	41.48
725.10 - COMMUNITY RELATIONS - STUDIO 6		238,996.18	276,410.00	276,410.00	156,337.68	56.56
Personnel services		0.00	192,638.00	192,638.00	0.00	0.00
Other services and charges		0.00	36,089.00	36,089.00	15,991.76	44.31
728.00 - ECONOMIC DEVELOPMENT		0.00	228,727.00	228,727.00	15,991.76	6.99
Personnel services		24,208.06	27,330.00	27,330.00	17,405.26	63.69
Supplies		981.52	1,500.00	1,500.00	760.67	50.71
773.00 - NOVI YOUTH ASSISTANCE		25,189.58	28,830.00	28,830.00	18,165.93	63.01
Other services and charges		22,291.52	8,700.00	8,700.00	9,722.62	111.75
803.00 - HISTORICAL COMMISSION		22,291.52	8,700.00	8,700.00	9,722.62	111.75
Debt service		77,068.18	0.00	0.00	0.00	0.00
905.00 - Debt Service Dept		77,068.18	0.00	0.00	0.00	0.00
Transfers out		372,000.00	25,000.00	25,000.00	25,000.00	100.00
966.00 - TRANSFER TO OTHER FUNDS		372,000.00	25,000.00	25,000.00	25,000.00	100.00
TOTAL EXPENDITURES		43,878,921.39	45,444,288.00	46,632,961.00	33,590,438.87	72.03
Fund 101 - GENERAL FUND:						
TOTAL REVENUES		44,820,864.68	46,520,926.00	46,888,434.00	40,656,834.96	86.71
TOTAL EXPENDITURES		43,878,921.39	45,444,288.00	46,632,961.00	33,590,438.87	72.03

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 101 - GENERAL FUND						
NET OF REVENUES & EXPENDITURES		941,943.29	1,076,638.00	255,473.00	7,066,396.09	2,766.01

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 202 - MAJOR STREET FUND						
Federal grants		38,076.00	0.00	0.00	104,208.00	100.00
State sources		6,516,433.71	6,535,042.00	6,535,042.00	3,578,346.88	54.76
Interest income		273,037.19	60,560.00	60,560.00	143,628.64	237.17
Other revenue		124,962.00	0.00	0.00	127,431.00	100.00
Transfers in		0.00	2,106,000.00	4,155,004.00	0.00	0.00
000.00 - TREASURY		6,952,508.90	8,701,602.00	10,750,606.00	3,953,614.52	36.78
TOTAL REVENUES		6,952,508.90	8,701,602.00	10,750,606.00	3,953,614.52	36.78
Other services and charges		164,976.04	114,365.00	115,832.00	71,327.48	61.58
Capital outlay		7,514,004.34	7,406,237.00	12,548,076.00	4,339,630.86	34.58
Maintenance		1,096,296.14	1,270,000.00	1,245,131.00	396,641.17	31.86
449.20 - MAJOR STREETS		8,775,276.52	8,790,602.00	13,909,039.00	4,807,599.51	34.56
Maintenance		400,408.22	460,000.00	558,865.00	562,770.45	100.70
451.00 - WINTER MAINTENANCE		400,408.22	460,000.00	558,865.00	562,770.45	100.70
TOTAL EXPENDITURES		9,175,684.74	9,250,602.00	14,467,904.00	5,370,369.96	37.12
Fund 202 - MAJOR STREET FUND:						
TOTAL REVENUES		6,952,508.90	8,701,602.00	10,750,606.00	3,953,614.52	36.78
TOTAL EXPENDITURES		9,175,684.74	9,250,602.00	14,467,904.00	5,370,369.96	37.12
NET OF REVENUES & EXPENDITURES		(2,223,175.84)	(549,000.00)	(3,717,298.00)	(1,416,755.44)	38.11

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 203 - LOCAL STREET FUND						
State sources		2,243,250.73	2,263,200.00	2,263,200.00	1,233,238.48	54.49
Interest income		95,936.62	24,715.00	24,715.00	1,649.96	6.68
Transfers in		2,066,000.00	4,844,000.00	8,340,782.00	2,525,805.00	30.28
000.00 - TREASURY		4,405,187.35	7,131,915.00	10,628,697.00	3,760,693.44	35.38
TOTAL REVENUES		4,405,187.35	7,131,915.00	10,628,697.00	3,760,693.44	35.38
Other services and charges		121,705.75	92,915.00	167,095.00	70,986.80	42.48
Capital outlay		4,435,758.96	4,500,000.00	6,732,375.00	1,932,375.56	28.70
Maintenance		1,766,002.58	2,445,000.00	2,945,663.00	1,522,246.40	51.68
449.30 - LOCAL STREETS		6,323,467.29	7,037,915.00	9,845,133.00	3,525,608.76	35.81
Maintenance		252,077.84	290,000.00	419,564.00	422,814.73	100.77
451.00 - WINTER MAINTENANCE		252,077.84	290,000.00	419,564.00	422,814.73	100.77
TOTAL EXPENDITURES		6,575,545.13	7,327,915.00	10,264,697.00	3,948,423.49	38.47
Fund 203 - LOCAL STREET FUND:						
TOTAL REVENUES		4,405,187.35	7,131,915.00	10,628,697.00	3,760,693.44	35.38
TOTAL EXPENDITURES		6,575,545.13	7,327,915.00	10,264,697.00	3,948,423.49	38.47
NET OF REVENUES & EXPENDITURES		(2,170,357.78)	(196,000.00)	364,000.00	(187,730.05)	51.57

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 204 - MUNICIPAL STREET FUND						
Property tax revenue		6,919,836.94	7,257,082.00	7,257,082.00	7,284,356.32	100.38
Licenses, permits & charges for services		120,763.72	20,000.00	20,000.00	9,009.96	45.05
State sources		334,919.99	343,000.00	343,000.00	19,929.91	5.81
State grants		0.00	0.00	0.00	14,745.75	100.00
Interest income		457,046.42	213,607.00	213,607.00	369,071.51	172.78
Other revenue		189,923.87	241,000.00	241,000.00	166,415.17	69.05
000.00 - TREASURY		8,022,490.94	8,074,689.00	8,074,689.00	7,863,528.62	97.38
TOTAL REVENUES		8,022,490.94	8,074,689.00	8,074,689.00	7,863,528.62	97.38
Transfers out		2,066,000.00	6,950,000.00	12,495,786.00	2,525,805.00	20.21
000.00 - TREASURY		2,066,000.00	6,950,000.00	12,495,786.00	2,525,805.00	20.21
Other services and charges		144,254.33	164,975.00	171,025.00	134,744.35	78.79
Capital outlay		1,162,150.38	1,553,514.00	3,282,960.00	636,410.66	19.39
Maintenance		203,912.10	227,200.00	205,284.00	94,356.87	45.96
446.00 - MUNICIPAL STREETS		1,510,316.81	1,945,689.00	3,659,269.00	865,511.88	23.65
Maintenance		246,876.72	335,000.00	350,866.00	352,760.70	100.54
451.00 - WINTER MAINTENANCE		246,876.72	335,000.00	350,866.00	352,760.70	100.54
TOTAL EXPENDITURES		3,823,193.53	9,230,689.00	16,505,921.00	3,744,077.58	22.68
Fund 204 - MUNICIPAL STREET FUND:						
TOTAL REVENUES		8,022,490.94	8,074,689.00	8,074,689.00	7,863,528.62	97.38
TOTAL EXPENDITURES		3,823,193.53	9,230,689.00	16,505,921.00	3,744,077.58	22.68
NET OF REVENUES & EXPENDITURES		4,199,297.41	(1,156,000.00)	(8,431,232.00)	4,119,451.04	48.86

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 208 - PARKS, REC & CULTURAL SVCS FUND						
Property tax revenue		1,778,070.78	1,845,227.00	1,855,227.00	1,871,680.28	100.89
State sources		12,858.27	10,000.00	10,000.00	5,121.10	51.21
State grants		0.00	0.00	0.00	3,789.01	100.00
Interest income		81,742.30	60,165.00	60,165.00	61,259.63	101.82
Donations		4,457.37	120,500.00	120,500.00	897.10	0.74
Other revenue		75,638.00	1,000.00	1,000.00	6.00	0.60
Program revenue		1,746,288.54	1,670,800.00	1,670,800.00	1,214,251.16	72.67
Older adult program revenue		259,841.97	218,950.00	218,950.00	234,180.06	106.96
000.00 - TREASURY		3,958,897.23	3,926,642.00	3,936,642.00	3,391,184.34	86.14
TOTAL REVENUES		3,958,897.23	3,926,642.00	3,936,642.00	3,391,184.34	86.14
Personnel services		515,622.40	563,202.00	563,202.00	402,636.18	71.49
Supplies		46,803.75	99,750.00	99,750.00	24,791.68	24.85
Other services and charges		438,974.59	344,511.00	344,511.00	268,001.85	77.79
Capital outlay		155,008.75	329,930.00	766,608.00	387,307.25	50.52
752.00 - PRCS - ADMINISTRATION		1,156,409.49	1,337,393.00	1,774,071.00	1,082,736.96	61.03
Personnel services		770,643.28	834,629.00	844,629.00	604,595.84	71.58
Supplies		75.91	0.00	0.00	0.00	0.00
Other services and charges		111,714.36	115,000.00	115,000.00	91,244.04	79.34
Program expenditures		863,517.10	962,650.00	962,650.00	654,858.74	68.03
756.00 - PRCS - RECREATION		1,745,950.65	1,912,279.00	1,922,279.00	1,350,698.62	70.27
Personnel services		392,239.48	403,720.00	403,720.00	289,830.03	71.79
Supplies		327.95	500.00	500.00	44.61	8.92
Other services and charges		27,960.13	36,600.00	36,600.00	6,501.17	17.76
Older Adult Program Expenditures		209,764.13	236,150.00	236,150.00	230,960.89	97.80
757.00 - PRCS - OLDER ADULT SERVICES		630,291.69	676,970.00	676,970.00	527,336.70	77.90
TOTAL EXPENDITURES		3,532,651.83	3,926,642.00	4,373,320.00	2,960,772.28	67.70
Fund 208 - PARKS, REC & CULTURAL SVCS FUND:						
TOTAL REVENUES		3,958,897.23	3,926,642.00	3,936,642.00	3,391,184.34	86.14
TOTAL EXPENDITURES		3,532,651.83	3,926,642.00	4,373,320.00	2,960,772.28	67.70
NET OF REVENUES & EXPENDITURES		426,245.40	0.00	(436,678.00)	430,412.06	98.57

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 211 - DRAIN FUND						
Property tax revenue		2,982,881.95	3,090,551.00	3,090,551.00	3,269,980.12	105.81
State sources		21,546.76	15,000.00	15,000.00	8,591.33	57.28
State grants		0.00	0.00	0.00	6,353.01	100.00
Interest income		64,909.79	32,199.00	32,199.00	52,870.61	164.20
Other revenue		10,202.68	10,000.00	10,000.00	840.00	8.40
Transfers in		0.00	0.00	2,879,815.00	0.00	0.00
000.00 - TREASURY		3,079,541.18	3,147,750.00	6,027,565.00	3,338,635.07	55.39
TOTAL REVENUES		3,079,541.18	3,147,750.00	6,027,565.00	3,338,635.07	55.39
Transfers out		0.00	32,000.00	32,000.00	0.00	0.00
000.00 - TREASURY		0.00	32,000.00	32,000.00	0.00	0.00
Other services and charges		430,323.22	262,568.00	542,186.00	163,881.34	30.23
Capital outlay		728,606.66	1,746,682.00	5,622,312.00	1,036,409.74	18.43
Maintenance		1,200,311.51	1,106,500.00	1,157,824.00	868,801.19	75.04
445.00 - DPW DRAINS		2,359,241.39	3,115,750.00	7,322,322.00	2,069,092.27	28.26
TOTAL EXPENDITURES		2,359,241.39	3,147,750.00	7,354,322.00	2,069,092.27	28.13
Fund 211 - DRAIN FUND:						
TOTAL REVENUES		3,079,541.18	3,147,750.00	6,027,565.00	3,338,635.07	55.39
TOTAL EXPENDITURES		2,359,241.39	3,147,750.00	7,354,322.00	2,069,092.27	28.13
NET OF REVENUES & EXPENDITURES		720,299.79	0.00	(1,326,757.00)	1,269,542.80	95.69

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 213 - TREE FUND						
State sources		0.00	0.00	0.00	4,000.00	100.00
Interest income		90,912.86	70,547.00	70,547.00	44,483.28	63.05
Other revenue		268,557.00	315,000.00	315,000.00	68,720.80	21.82
000.00 - TREASURY		359,469.86	385,547.00	385,547.00	117,204.08	30.40
TOTAL REVENUES		359,469.86	385,547.00	385,547.00	117,204.08	30.40
Personnel services		82,771.22	91,120.00	91,120.00	58,759.25	64.49
Supplies		875.91	1,000.00	926.00	470.98	50.86
Other services and charges		429,666.50	603,427.00	603,501.00	393,209.30	65.15
000.00 - TREASURY		513,313.63	695,547.00	695,547.00	452,439.53	65.05
TOTAL EXPENDITURES		513,313.63	695,547.00	695,547.00	452,439.53	65.05
Fund 213 - TREE FUND:						
TOTAL REVENUES		359,469.86	385,547.00	385,547.00	117,204.08	30.40
TOTAL EXPENDITURES		513,313.63	695,547.00	695,547.00	452,439.53	65.05
NET OF REVENUES & EXPENDITURES		(153,843.77)	(310,000.00)	(310,000.00)	(335,235.45)	108.14

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 218 - CLEMIS-Crash & Citation Revenue Sharing						
Licenses, permits & charges for services		183,298.00	0.00	0.00	9,144.00	100.00
Interest income		0.00	0.00	0.00	3,039.93	100.00
000.00 - TREASURY		183,298.00	0.00	0.00	12,183.93	100.00
TOTAL REVENUES		183,298.00	0.00	0.00	12,183.93	100.00
Capital outlay		0.00	0.00	0.00	4,576.15	100.00
326.00 - CLEMIS		0.00	0.00	0.00	4,576.15	100.00
TOTAL EXPENDITURES		0.00	0.00	0.00	4,576.15	100.00
Fund 218 - CLEMIS-Crash & Citation Revenue Sharing:						
TOTAL REVENUES		183,298.00	0.00	0.00	12,183.93	100.00
TOTAL EXPENDITURES		0.00	0.00	0.00	4,576.15	100.00
NET OF REVENUES & EXPENDITURES		183,298.00	0.00	0.00	7,607.78	100.00

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 226 - RUBBISH COLLECTION FUND						
Licenses, permits & charges for services		2,186,752.57	2,365,000.00	2,365,000.00	2,231,901.23	94.37
Interest income		4,508.59	0.00	0.00	8,998.42	100.00
000.00 - TREASURY		2,191,261.16	2,365,000.00	2,365,000.00	2,240,899.65	94.75
TOTAL REVENUES		2,191,261.16	2,365,000.00	2,365,000.00	2,240,899.65	94.75
Other services and charges		2,190,057.16	2,365,000.00	2,365,000.00	1,698,597.44	71.82
528.00 - RUBBISH		2,190,057.16	2,365,000.00	2,365,000.00	1,698,597.44	71.82
TOTAL EXPENDITURES		2,190,057.16	2,365,000.00	2,365,000.00	1,698,597.44	71.82
Fund 226 - RUBBISH COLLECTION FUND:						
TOTAL REVENUES		2,191,261.16	2,365,000.00	2,365,000.00	2,240,899.65	94.75
TOTAL EXPENDITURES		2,190,057.16	2,365,000.00	2,365,000.00	1,698,597.44	71.82
NET OF REVENUES & EXPENDITURES		1,204.00	0.00	0.00	542,302.21	100.00

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 244 - ECONOMIC DEVELOPMENT FUND						
Interest income		0.00	0.00	0.00	1,647.96	100.00
Transfers in		25,000.00	50,000.00	50,000.00	25,000.00	50.00
000.00 - TREASURY		25,000.00	50,000.00	50,000.00	26,647.96	53.30
TOTAL REVENUES		25,000.00	50,000.00	50,000.00	26,647.96	53.30
Personnel services		11,232.67	0.00	0.00	0.00	0.00
Supplies		3,643.11	0.00	0.00	0.00	0.00
Other services and charges		37,322.95	50,000.00	50,000.00	10,834.19	21.67
000.00 - TREASURY		52,198.73	50,000.00	50,000.00	10,834.19	21.67
TOTAL EXPENDITURES		52,198.73	50,000.00	50,000.00	10,834.19	21.67
Fund 244 - ECONOMIC DEVELOPMENT FUND:						
TOTAL REVENUES		25,000.00	50,000.00	50,000.00	26,647.96	53.30
TOTAL EXPENDITURES		52,198.73	50,000.00	50,000.00	10,834.19	21.67
NET OF REVENUES & EXPENDITURES		(27,198.73)	0.00	0.00	15,813.77	100.00

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 246 - CORRIDOR IMPROVEMENT AUTHORITY FUND						
Property tax revenue		845,595.28	791,106.00	791,106.00	1,022,213.13	129.21
000.00 - TREASURY		845,595.28	791,106.00	791,106.00	1,022,213.13	129.21
TOTAL REVENUES		845,595.28	791,106.00	791,106.00	1,022,213.13	129.21
Other services and charges		0.00	25,000.00	25,000.00	0.00	0.00
Debt service		52,091.54	766,106.00	766,106.00	18,729.79	2.44
000.00 - TREASURY		52,091.54	791,106.00	791,106.00	18,729.79	2.37
TOTAL EXPENDITURES		52,091.54	791,106.00	791,106.00	18,729.79	2.37
Fund 246 - CORRIDOR IMPROVEMENT AUTHORITY FUND:						
TOTAL REVENUES		845,595.28	791,106.00	791,106.00	1,022,213.13	129.21
TOTAL EXPENDITURES		52,091.54	791,106.00	791,106.00	18,729.79	2.37
NET OF REVENUES & EXPENDITURES		793,503.74	0.00	0.00	1,003,483.34	100.00

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 262 - FORFEITURE FUND						
Federal grants		101,452.63	0.00	0.00	20,879.42	100.00
Fines and forfeitures		94,868.90	451,553.00	451,553.00	42,487.90	9.41
Other revenue		70,836.11	35,000.00	35,000.00	21,800.00	62.29
000.00 - TREASURY		267,157.64	486,553.00	486,553.00	85,167.32	17.50
TOTAL REVENUES		267,157.64	486,553.00	486,553.00	85,167.32	17.50
Supplies		5,526.59	20,000.00	20,000.00	19,859.39	99.30
Capital outlay		234,686.83	466,553.00	185,266.00	105,648.00	57.03
302.00 - FORFEITURE		240,213.42	486,553.00	205,266.00	125,507.39	61.14
TOTAL EXPENDITURES		240,213.42	486,553.00	205,266.00	125,507.39	61.14
Fund 262 - FORFEITURE FUND:						
TOTAL REVENUES		267,157.64	486,553.00	486,553.00	85,167.32	17.50
TOTAL EXPENDITURES		240,213.42	486,553.00	205,266.00	125,507.39	61.14
NET OF REVENUES & EXPENDITURES		26,944.22	0.00	281,287.00	(40,340.07)	14.34

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 271 - LIBRARY FUND						
Property tax revenue		3,559,557.34	3,668,470.00	3,668,470.00	3,747,060.01	102.14
State sources		95,688.24	81,000.00	85,000.00	46,783.09	55.04
State grants		0.00	0.00	0.00	7,585.28	100.00
Fines and forfeitures		100,084.82	93,000.00	106,968.00	106,303.82	99.38
Interest income		181,499.49	110,000.00	110,000.00	118,021.48	107.29
Donations		20,135.25	8,000.00	8,000.00	6,589.57	82.37
Other revenue		68,579.18	48,950.00	48,950.00	48,961.62	100.02
Unclassified		0.00	0.00	241,377.00	0.00	0.00
000.00 - TREASURY		4,025,544.32	4,009,420.00	4,268,765.00	4,081,304.87	95.61
TOTAL REVENUES		4,025,544.32	4,009,420.00	4,268,765.00	4,081,304.87	95.61
Personnel services		2,720,353.42	3,055,312.00	2,996,892.00	2,111,085.33	70.44
Supplies		693,933.57	790,200.00	792,700.00	532,903.92	67.23
Other services and charges		675,419.61	784,150.00	762,250.00	487,030.33	63.89
Capital outlay		29,275.44	0.00	0.00	0.00	0.00
000.00 - TREASURY		4,118,982.04	4,629,662.00	4,551,842.00	3,131,019.58	68.79
TOTAL EXPENDITURES		4,118,982.04	4,629,662.00	4,551,842.00	3,131,019.58	68.79
Fund 271 - LIBRARY FUND:						
TOTAL REVENUES		4,025,544.32	4,009,420.00	4,268,765.00	4,081,304.87	95.61
TOTAL EXPENDITURES		4,118,982.04	4,629,662.00	4,551,842.00	3,131,019.58	68.79
NET OF REVENUES & EXPENDITURES		(93,437.72)	(620,242.00)	(283,077.00)	950,285.29	335.70

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 272 - LIBRARY CONTRIBUTION FUND						
Interest income		83,141.70	22,500.00	22,500.00	45,975.44	204.34
Donations		71,476.02	12,500.00	12,500.00	41,291.61	330.33
000.00 - TREASURY		154,617.72	35,000.00	35,000.00	87,267.05	249.33
TOTAL REVENUES		154,617.72	35,000.00	35,000.00	87,267.05	249.33
Supplies		21,784.26	93,000.00	93,000.00	44,786.03	48.16
Other services and charges		0.00	0.00	0.00	5,000.00	100.00
Capital outlay		134,036.36	300,800.00	395,800.00	218,587.40	55.23
Transfers out		0.00	0.00	241,377.00	0.00	0.00
000.00 - TREASURY		155,820.62	393,800.00	730,177.00	268,373.43	36.75
TOTAL EXPENDITURES		155,820.62	393,800.00	730,177.00	268,373.43	36.75
Fund 272 - LIBRARY CONTRIBUTION FUND:						
TOTAL REVENUES		154,617.72	35,000.00	35,000.00	87,267.05	249.33
TOTAL EXPENDITURES		155,820.62	393,800.00	730,177.00	268,373.43	36.75
NET OF REVENUES & EXPENDITURES		(1,202.90)	(358,800.00)	(695,177.00)	(181,106.38)	26.05

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 274 - COMMUNITY DVLPMNT BLOCK GRANT FUND						
Federal grants		98,392.62	131,000.00	131,000.00	74,233.75	56.67
000.00 - TREASURY		98,392.62	131,000.00	131,000.00	74,233.75	56.67
TOTAL REVENUES		98,392.62	131,000.00	131,000.00	74,233.75	56.67
Other services and charges		81,134.87	131,000.00	131,000.00	72,374.25	55.25
694.00 - COMMUNITY DEVELOPMENT BLOCK GRANT(CDBG)		81,134.87	131,000.00	131,000.00	72,374.25	55.25
TOTAL EXPENDITURES		81,134.87	131,000.00	131,000.00	72,374.25	55.25
Fund 274 - COMMUNITY DVLPMNT BLOCK GRANT FUND:						
TOTAL REVENUES		98,392.62	131,000.00	131,000.00	74,233.75	56.67
TOTAL EXPENDITURES		81,134.87	131,000.00	131,000.00	72,374.25	55.25
NET OF REVENUES & EXPENDITURES		17,257.75	0.00	0.00	1,859.50	100.00

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 281 - STREET LIGHTING 204109 - WEST OAKS ST						
Licenses, permits & charges for services		4,000.00	7,529.00	7,529.00	4,000.00	53.13
000.00 - TREASURY		4,000.00	7,529.00	7,529.00	4,000.00	53.13
TOTAL REVENUES		4,000.00	7,529.00	7,529.00	4,000.00	53.13
Other services and charges		5,145.36	5,329.00	5,329.00	3,859.02	72.42
000.00 - TREASURY		5,145.36	5,329.00	5,329.00	3,859.02	72.42
TOTAL EXPENDITURES		5,145.36	5,329.00	5,329.00	3,859.02	72.42
Fund 281 - STREET LIGHTING 204109 - WEST OAKS ST :						
TOTAL REVENUES		4,000.00	7,529.00	7,529.00	4,000.00	53.13
TOTAL EXPENDITURES		5,145.36	5,329.00	5,329.00	3,859.02	72.42
NET OF REVENUES & EXPENDITURES		(1,145.36)	2,200.00	2,200.00	140.98	6.41

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 284 - OPIOID SETTLEMENT FUND						
Other revenue		30,812.91	50,000.00	50,000.00	29,891.36	59.78
000.00 - TREASURY		30,812.91	50,000.00	50,000.00	29,891.36	59.78
TOTAL REVENUES		30,812.91	50,000.00	50,000.00	29,891.36	59.78
Other services and charges		0.00	50,000.00	50,000.00	0.00	0.00
301.00 - POLICE DEPARTMENT		0.00	50,000.00	50,000.00	0.00	0.00
TOTAL EXPENDITURES		0.00	50,000.00	50,000.00	0.00	0.00
Fund 284 - OPIOID SETTLEMENT FUND:						
TOTAL REVENUES		30,812.91	50,000.00	50,000.00	29,891.36	59.78
TOTAL EXPENDITURES		0.00	50,000.00	50,000.00	0.00	0.00
NET OF REVENUES & EXPENDITURES		30,812.91	0.00	0.00	29,891.36	100.00

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 286 - STREET LIGHTING 204 81 - WEST LAKE DRIVE						
Licenses, permits & charges for services		3,300.00	3,300.00	3,300.00	3,300.00	100.00
000.00 - TREASURY		3,300.00	3,300.00	3,300.00	3,300.00	100.00
TOTAL REVENUES		3,300.00	3,300.00	3,300.00	3,300.00	100.00
Other services and charges		3,157.32	3,300.00	3,300.00	2,267.99	68.73
000.00 - TREASURY		3,157.32	3,300.00	3,300.00	2,267.99	68.73
TOTAL EXPENDITURES		3,157.32	3,300.00	3,300.00	2,267.99	68.73
Fund 286 - STREET LIGHTING 204 81 - WEST LAKE DRIVE:						
TOTAL REVENUES		3,300.00	3,300.00	3,300.00	3,300.00	100.00
TOTAL EXPENDITURES		3,157.32	3,300.00	3,300.00	2,267.99	68.73
NET OF REVENUES & EXPENDITURES		142.68	0.00	0.00	1,032.01	100.00

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 287 - STREET LIGHTING 204108 - TOWN CENTER ST						
Licenses, permits & charges for services		20,000.00	25,000.00	25,000.00	20,000.00	80.00
000.00 - TREASURY		20,000.00	25,000.00	25,000.00	20,000.00	80.00
TOTAL REVENUES		20,000.00	25,000.00	25,000.00	20,000.00	80.00
Other services and charges		20,969.88	22,000.00	22,000.00	15,727.41	71.49
000.00 - TREASURY		20,969.88	22,000.00	22,000.00	15,727.41	71.49
TOTAL EXPENDITURES		20,969.88	22,000.00	22,000.00	15,727.41	71.49
Fund 287 - STREET LIGHTING 204108 - TOWN CENTER ST :						
TOTAL REVENUES		20,000.00	25,000.00	25,000.00	20,000.00	80.00
TOTAL EXPENDITURES		20,969.88	22,000.00	22,000.00	15,727.41	71.49
NET OF REVENUES & EXPENDITURES		(969.88)	3,000.00	3,000.00	4,272.59	142.42

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 371 - 2008 LIBRARY CONSTRUCTION DEBT FUND						
Property tax revenue		1,699,862.71	1,764,049.00	1,764,049.00	1,793,254.47	101.66
State sources		12,234.38	5,000.00	5,000.00	4,872.63	97.45
State grants		0.00	0.00	0.00	3,605.16	100.00
Interest income		10,106.89	1,051.00	1,051.00	28,901.35	2,749.89
000.00 - TREASURY		1,722,203.98	1,770,100.00	1,770,100.00	1,830,633.61	103.42
TOTAL REVENUES		1,722,203.98	1,770,100.00	1,770,100.00	1,830,633.61	103.42
Other services and charges		389.00	400.00	400.00	380.00	95.00
Debt service		1,417,200.00	1,415,700.00	1,415,700.00	1,416,200.00	100.04
000.00 - TREASURY		1,417,589.00	1,416,100.00	1,416,100.00	1,416,580.00	100.03
TOTAL EXPENDITURES		1,417,589.00	1,416,100.00	1,416,100.00	1,416,580.00	100.03
Fund 371 - 2008 LIBRARY CONSTRUCTION DEBT FUND:						
TOTAL REVENUES		1,722,203.98	1,770,100.00	1,770,100.00	1,830,633.61	103.42
TOTAL EXPENDITURES		1,417,589.00	1,416,100.00	1,416,100.00	1,416,580.00	100.03
NET OF REVENUES & EXPENDITURES		304,614.98	354,000.00	354,000.00	414,053.61	116.96

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 401 - CAPITAL IMPROVMENT PRGRM (CIP) FUND						
Property tax revenue		4,637,002.11	4,811,010.00	4,811,010.00	4,881,745.48	101.47
State sources		33,534.41	0.00	0.00	13,355.86	100.00
State grants		0.00	0.00	0.00	9,881.74	100.00
Interest income		578.67	10,890.00	10,890.00	0.00	0.00
Donations		347,431.00	0.00	0.00	0.00	0.00
Other revenue		0.00	0.00	68,000.00	0.00	0.00
Other financing sources		0.00	0.00	94,179.00	0.00	0.00
000.00 - TREASURY		5,018,546.19	4,821,900.00	4,984,079.00	4,904,983.08	98.41
TOTAL REVENUES		5,018,546.19	4,821,900.00	4,984,079.00	4,904,983.08	98.41
Other services and charges		777.00	900.00	900.00	855.00	95.00
Debt service		170,773.64	92,000.00	92,000.00	73,226.12	79.59
000.00 - TREASURY		171,550.64	92,900.00	92,900.00	74,081.12	79.74
Capital outlay		144,045.00	0.00	0.00	(144,045.00)	100.00
301.00 - POLICE DEPARTMENT		144,045.00	0.00	0.00	(144,045.00)	100.00
Capital outlay		0.00	0.00	2,314,593.00	0.00	0.00
336.00 - FIRE DEPARTMENT		0.00	0.00	2,314,593.00	0.00	0.00
Capital outlay		695,473.53	0.00	68,000.00	24,157.00	35.53
752.00 - PRCS - ADMINISTRATION		695,473.53	0.00	68,000.00	24,157.00	35.53
Capital outlay		277,164.97	0.00	1,630,540.00	1,594,569.79	97.79
901.00 - CAPITAL IMPROVEMENTS		277,164.97	0.00	1,630,540.00	1,594,569.79	97.79
TOTAL EXPENDITURES		1,288,234.14	92,900.00	4,106,033.00	1,548,762.91	37.72
Fund 401 - CAPITAL IMPROVMENT PRGRM (CIP) FUND:						
TOTAL REVENUES		5,018,546.19	4,821,900.00	4,984,079.00	4,904,983.08	98.41
TOTAL EXPENDITURES		1,288,234.14	92,900.00	4,106,033.00	1,548,762.91	37.72
NET OF REVENUES & EXPENDITURES		3,730,312.05	4,729,000.00	878,046.00	3,356,220.17	382.24

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 409 - GUN RANGE FACILITY FUND						
Licenses, permits & charges for services		126,000.00	100,000.00	100,000.00	86,000.00	86.00
Interest income		30,664.93	15,681.00	15,681.00	20,632.34	131.58
000.00 - TREASURY		156,664.93	115,681.00	115,681.00	106,632.34	92.18
TOTAL REVENUES		156,664.93	115,681.00	115,681.00	106,632.34	92.18
Capital outlay		8,956.34	176,681.00	176,681.00	153,135.96	86.67
303.00 - GUN RANGE FACILITY		8,956.34	176,681.00	176,681.00	153,135.96	86.67
TOTAL EXPENDITURES		8,956.34	176,681.00	176,681.00	153,135.96	86.67
Fund 409 - GUN RANGE FACILITY FUND:						
TOTAL REVENUES		156,664.93	115,681.00	115,681.00	106,632.34	92.18
TOTAL EXPENDITURES		8,956.34	176,681.00	176,681.00	153,135.96	86.67
NET OF REVENUES & EXPENDITURES		147,708.59	(61,000.00)	(61,000.00)	(46,503.62)	76.24

REVENUE AND EXPENDITURE REPORT FOR CITY OF NOVI
PERIOD ENDING 03/31/2026
% Fiscal Year Completed: 75.07

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 418 - SPECIAL ASSESSMENT REVOLVING FUND						
Interest income		201,545.03	80,550.00	80,550.00	134,632.98	167.14
000.00 - TREASURY		201,545.03	80,550.00	80,550.00	134,632.98	167.14
TOTAL REVENUES		201,545.03	80,550.00	80,550.00	134,632.98	167.14
Other services and charges		407.00	550.00	550.00	523.00	95.09
000.00 - TREASURY		407.00	550.00	550.00	523.00	95.09
TOTAL EXPENDITURES		407.00	550.00	550.00	523.00	95.09
Fund 418 - SPECIAL ASSESSMENT REVOLVING FUND:						
TOTAL REVENUES		201,545.03	80,550.00	80,550.00	134,632.98	167.14
TOTAL EXPENDITURES		407.00	550.00	550.00	523.00	95.09
NET OF REVENUES & EXPENDITURES		201,138.03	80,000.00	80,000.00	134,109.98	167.64

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 445 - Public Improvement Fund						
Interest income		122,135.30	0.00	0.00	36,244.38	100.00
Transfers in		347,000.00	0.00	0.00	0.00	0.00
000.00 - TREASURY		469,135.30	0.00	0.00	36,244.38	100.00
TOTAL REVENUES		469,135.30	0.00	0.00	36,244.38	100.00
Other services and charges		6,160.00	0.00	0.00	0.00	0.00
172.00 - CITY MANAGER		6,160.00	0.00	0.00	0.00	0.00
Capital outlay		27,995.00	0.00	0.00	0.00	0.00
257.00 - ASSESSING DEPARTMENT		27,995.00	0.00	0.00	0.00	0.00
Capital outlay		139,688.00	0.00	0.00	0.00	0.00
265.00 - IS FACILITY MANAGEMENT		139,688.00	0.00	0.00	0.00	0.00
Capital outlay		104,995.00	0.00	0.00	0.00	0.00
265.10 - IS PARK MAINTENANCE		104,995.00	0.00	0.00	0.00	0.00
Supplies		54,968.12	0.00	0.00	0.00	0.00
Other services and charges		8,026.09	0.00	0.00	0.00	0.00
Capital outlay		553,347.91	0.00	52,356.00	0.00	0.00
301.00 - POLICE DEPARTMENT		616,342.12	0.00	52,356.00	0.00	0.00
Capital outlay		9,381.44	0.00	0.00	0.00	0.00
336.00 - FIRE DEPARTMENT		9,381.44	0.00	0.00	0.00	0.00
Capital outlay		83,920.00	0.00	0.00	0.00	0.00
371.00 - COMMUNITY DEVELOPMENT-BUILDING		83,920.00	0.00	0.00	0.00	0.00
Capital outlay		153,924.56	0.00	0.00	0.00	0.00
441.20 - DPW FIELD OPERATIONS DIVISION		153,924.56	0.00	0.00	0.00	0.00
Capital outlay		402,182.88	0.00	397,750.00	391,896.33	98.53
441.30 - DPW FLEET ASSET DIVISION		402,182.88	0.00	397,750.00	391,896.33	98.53
Other services and charges		31,600.64	0.00	0.00	0.00	0.00
Capital outlay		33,678.00	0.00	0.00	0.00	0.00
701.00 - COMMUNITY DEVELOPMENT-PLANNING		65,278.64	0.00	0.00	0.00	0.00
Other services and charges		25,000.00	0.00	0.00	0.00	0.00
Capital outlay		1,212.00	0.00	198,537.00	42,240.00	21.28
752.00 - PRCS - ADMINISTRATION		26,212.00	0.00	198,537.00	42,240.00	21.28
TOTAL EXPENDITURES		1,636,079.64	0.00	648,643.00	434,136.33	66.93
Fund 445 - Public Improvement Fund:						
TOTAL REVENUES		469,135.30	0.00	0.00	36,244.38	100.00
TOTAL EXPENDITURES		1,636,079.64	0.00	648,643.00	434,136.33	66.93
NET OF REVENUES & EXPENDITURES		(1,166,944.34)	0.00	(648,643.00)	(397,891.95)	61.34

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 463 - PEG CABLE - CAPITAL FUND						
Licenses, permits & charges for services		212,594.97	280,000.00	280,000.00	168,299.69	60.11
Interest income		42,158.05	20,000.00	20,000.00	29,641.83	148.21
000.00 - TREASURY		254,753.02	300,000.00	300,000.00	197,941.52	65.98
TOTAL REVENUES		254,753.02	300,000.00	300,000.00	197,941.52	65.98
Capital outlay		47,234.13	0.00	0.00	1,167.23	100.00
725.10 - COMMUNITY RELATIONS - STUDIO 6		47,234.13	0.00	0.00	1,167.23	100.00
TOTAL EXPENDITURES		47,234.13	0.00	0.00	1,167.23	100.00
Fund 463 - PEG CABLE - CAPITAL FUND:						
TOTAL REVENUES		254,753.02	300,000.00	300,000.00	197,941.52	65.98
TOTAL EXPENDITURES		47,234.13	0.00	0.00	1,167.23	100.00
NET OF REVENUES & EXPENDITURES		207,518.89	300,000.00	300,000.00	196,774.29	65.59

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 464 - Public Safety Building Fund						
Other revenue		0.00	0.00	0.00	301,000.00	100.00
Other financing sources		0.00	0.00	2,106,250.00	0.00	0.00
000.00 - TREASURY		0.00	0.00	2,106,250.00	301,000.00	14.29
TOTAL REVENUES		0.00	0.00	2,106,250.00	301,000.00	14.29
Capital outlay		0.00	0.00	125,000.00	1,644,535.68	1,315.63
309.00 - Public Safety		0.00	0.00	125,000.00	1,644,535.68	1,315.63
Capital outlay		0.00	0.00	1,550,000.00	1,556,122.72	100.40
336.00 - FIRE DEPARTMENT		0.00	0.00	1,550,000.00	1,556,122.72	100.40
Capital outlay		0.00	0.00	431,250.00	152,262.50	35.31
446.00 - MUNICIPAL STREETS		0.00	0.00	431,250.00	152,262.50	35.31
TOTAL EXPENDITURES		0.00	0.00	2,106,250.00	3,352,920.90	159.19
Fund 464 - Public Safety Building Fund:						
TOTAL REVENUES		0.00	0.00	2,106,250.00	301,000.00	14.29
TOTAL EXPENDITURES		0.00	0.00	2,106,250.00	3,352,920.90	159.19
NET OF REVENUES & EXPENDITURES		0.00	0.00	0.00	(3,051,920.90)	100.00

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 570 - ICE ARENA FUND						
Interest income		134,835.72	31,902.00	31,902.00	12,262.26	38.44
Other revenue		47,874.20	42,000.00	42,000.00	12,253.95	29.18
Program revenue		2,148,171.72	1,925,900.00	1,925,900.00	2,008,432.31	104.29
000.00 - TREASURY		2,330,881.64	1,999,802.00	1,999,802.00	2,032,948.52	101.66
TOTAL REVENUES		2,330,881.64	1,999,802.00	1,999,802.00	2,032,948.52	101.66
Supplies		23,513.92	27,000.00	27,000.00	19,132.63	70.86
Other services and charges		2,092,500.88	1,514,305.00	1,514,305.00	1,605,635.58	106.03
Capital outlay		0.00	858,497.00	1,094,909.00	0.00	0.00
Program expenditures		202,755.41	181,000.00	181,000.00	173,286.65	95.74
000.00 - TREASURY		2,318,770.21	2,580,802.00	2,817,214.00	1,798,054.86	63.82
TOTAL EXPENDITURES		2,318,770.21	2,580,802.00	2,817,214.00	1,798,054.86	63.82
Fund 570 - ICE ARENA FUND:						
TOTAL REVENUES		2,330,881.64	1,999,802.00	1,999,802.00	2,032,948.52	101.66
TOTAL EXPENDITURES		2,318,770.21	2,580,802.00	2,817,214.00	1,798,054.86	63.82
NET OF REVENUES & EXPENDITURES		12,111.43	(581,000.00)	(817,412.00)	234,893.66	28.74

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 574 - SENIOR HOUSING FUND						
Interest income		49,221.93	36,000.00	36,000.00	18,310.93	50.86
Other revenue		26,691.78	30,400.00	30,400.00	21,889.51	72.00
Operating revenue		2,187,801.00	2,203,220.00	2,203,220.00	1,671,775.00	75.88
000.00 - TREASURY		2,263,714.71	2,269,620.00	2,269,620.00	1,711,975.44	75.43
TOTAL REVENUES		2,263,714.71	2,269,620.00	2,269,620.00	1,711,975.44	75.43
Supplies		9,461.36	9,875.00	9,875.00	8,711.21	88.21
Other services and charges		1,559,962.25	973,316.00	973,316.00	1,178,282.02	121.06
Capital outlay		0.00	164,000.00	373,200.00	29,053.07	7.78
Debt service		29,082.98	1,032,429.00	1,032,429.00	1,031,679.00	99.93
000.00 - TREASURY		1,598,506.59	2,179,620.00	2,388,820.00	2,247,725.30	94.09
TOTAL EXPENDITURES		1,598,506.59	2,179,620.00	2,388,820.00	2,247,725.30	94.09
Fund 574 - SENIOR HOUSING FUND:						
TOTAL REVENUES		2,263,714.71	2,269,620.00	2,269,620.00	1,711,975.44	75.43
TOTAL EXPENDITURES		1,598,506.59	2,179,620.00	2,388,820.00	2,247,725.30	94.09
NET OF REVENUES & EXPENDITURES		665,208.12	90,000.00	(119,200.00)	(535,749.86)	449.45

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 592 - WATER AND SEWER FUND						
Interest income		991,950.92	737,587.00	737,587.00	406,208.79	55.07
Other revenue		240,529.47	240,000.00	240,000.00	194,571.69	81.07
Operating revenue		28,257,477.57	30,538,350.00	30,538,350.00	23,085,088.71	75.59
Special assessment interest		22,725.06	19,894.00	19,894.00	411.11	2.07
Capital contributions		1,324,878.59	1,100,000.00	1,100,000.00	286,858.70	26.08
000.00 - TREASURY		30,837,561.61	32,635,831.00	32,635,831.00	23,973,139.00	73.46
TOTAL REVENUES		30,837,561.61	32,635,831.00	32,635,831.00	23,973,139.00	73.46
Personnel services		1,730,426.76	1,786,910.00	1,806,910.00	1,377,981.62	76.26
Supplies		92,550.05	89,000.00	93,755.00	72,201.37	77.01
Other services and charges		31,571,173.72	29,126,383.00	29,614,575.00	19,231,215.04	64.94
Capital outlay		6,002,143.08	2,733,538.00	10,457,285.00	279,384.45	2.67
536.00 - WATER AND SEWER DEPARTMENT		39,396,293.61	33,735,831.00	41,972,525.00	20,960,782.48	49.94
TOTAL EXPENDITURES		39,396,293.61	33,735,831.00	41,972,525.00	20,960,782.48	49.94
Fund 592 - WATER AND SEWER FUND:						
TOTAL REVENUES		30,837,561.61	32,635,831.00	32,635,831.00	23,973,139.00	73.46
TOTAL EXPENDITURES		39,396,293.61	33,735,831.00	41,972,525.00	20,960,782.48	49.94
NET OF REVENUES & EXPENDITURES		(8,558,732.00)	(1,100,000.00)	(9,336,694.00)	3,012,356.52	32.26

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 677 - SELF INSURANCE - HEALTH CARE FUND						
	Licenses, permits & charges for services	3,693,582.97	3,748,000.00	3,748,000.00	3,803,245.97	101.47
	Interest income	245,916.52	60,000.00	60,000.00	56,871.87	94.79
	Other revenue	574,157.99	420,000.00	420,000.00	716,385.86	170.57
	000.00 - TREASURY	4,513,657.48	4,228,000.00	4,228,000.00	4,576,503.70	108.24
	TOTAL REVENUES	4,513,657.48	4,228,000.00	4,228,000.00	4,576,503.70	108.24
	Personnel services	4,775,235.36	3,875,000.00	3,875,000.00	3,866,496.72	99.78
	Other services and charges	8,800.00	6,000.00	6,000.00	8,600.00	143.33
	677.00 - SELF INSURANCE	4,784,035.36	3,881,000.00	3,881,000.00	3,875,096.72	99.85
	TOTAL EXPENDITURES	4,784,035.36	3,881,000.00	3,881,000.00	3,875,096.72	99.85
Fund 677 - SELF INSURANCE - HEALTH CARE FUND:						
TOTAL REVENUES		4,513,657.48	4,228,000.00	4,228,000.00	4,576,503.70	108.24
TOTAL EXPENDITURES		4,784,035.36	3,881,000.00	3,881,000.00	3,875,096.72	99.85
NET OF REVENUES & EXPENDITURES		(270,377.88)	347,000.00	347,000.00	701,406.98	202.13

GL NUMBER	DESCRIPTION	END BALANCE 06/30/2025 NORMAL (ABNORMAL)	2025-26 ORIGINAL BUDGET	2025-26 AMENDED BUDGET	YTD BALANCE 03/31/2026 NORMAL (ABNORMAL)	% BDGT USED
Fund 737 - RETIREE HEALTH CARE BENEFITS FUND						
Interest income		3,489,433.46	2,572,000.00	2,572,000.00	2,026,041.38	78.77
Other revenue		0.00	0.00	0.00	30.33	100.00
000.00 - TREASURY		3,489,433.46	2,572,000.00	2,572,000.00	2,026,071.71	78.77
TOTAL REVENUES		3,489,433.46	2,572,000.00	2,572,000.00	2,026,071.71	78.77
Personnel services		1,429,319.24	1,434,000.00	1,434,000.00	1,205,615.93	84.07
Other services and charges		367,210.56	309,000.00	309,000.00	245,836.34	79.56
000.00 - TREASURY		1,796,529.80	1,743,000.00	1,743,000.00	1,451,452.27	83.27
TOTAL EXPENDITURES		1,796,529.80	1,743,000.00	1,743,000.00	1,451,452.27	83.27
Fund 737 - RETIREE HEALTH CARE BENEFITS FUND:						
TOTAL REVENUES		3,489,433.46	2,572,000.00	2,572,000.00	2,026,071.71	78.77
TOTAL EXPENDITURES		1,796,529.80	1,743,000.00	1,743,000.00	1,451,452.27	83.27
NET OF REVENUES & EXPENDITURES		1,692,903.66	829,000.00	829,000.00	574,619.44	69.31
TOTAL REVENUES - ALL FUNDS		130,706,037.14	136,636,463.00	147,967,346.00	112,601,510.33	76.10
TOTAL EXPENDITURES - ALL FUNDS		131,070,958.40	133,757,667.00	170,456,508.00	94,727,818.58	55.57
NET OF REVENUES & EXPENDITURES		(364,921.26)	2,878,796.00	(22,489,162.00)	17,873,691.75	79.48

MEMORANDUM

TO: VICTOR CARDENAS, CITY MANAGER
FROM: TINA GLENN, INTERIM TREASURER
CC: CORTNEY HANSON, CITY CLERK
SUBJECT: QUARTERLY INVESTMENT REPORT
DATE: APRIL 27, 2026

Attached to this memo is the investment report for the City of Novi as of March 31, 2026. This memo outlines the investment factors and trends that played a role in our investment decisions for the reporting period.

Nationally

According to the minutes of the Federal Open Market Committee (FOMC) meetings held on March 17 – 18, 2026, "The information available at the time of the meeting indicated that real gross domestic product (GDP) continued to expand at a solid pace, particularly after accounting for the effects of the federal government shutdown in the forth quarter of last year. The unemployment rate was little changed in recent months, though job gains continued to be low. Consumer price inflation remained elevated."[1]

According to the Bureau of Labor Statistics News Release, "Total nonfarm payroll employment increased by 178,000 in March, and the unemployment rate changed little at 4.3 percent, the U.S. Bureau of Labor Statistics reported today. Job gains occurred in health care, in construction, and in transportation and warehousing. Federal government employment continued to decline."[2]

The City is continuing to invest pursuant to the Investment Policy and the Retirement Health Care Investment Policy. The City's funds are invested in a variety of instruments including commercial paper, money market accounts, certificates of deposit, agencies, and pooled accounts. The primary focus and order of priority is on safety of capital, liquidity, and lastly return on investment.

Risk

As required by the Governmental Accounting Standard Board, GASB 40 identifies several reporting and disclosure requirements for public funds that are designed to manage and limit risk in deposits and investments. These disclosures are only required as part of the year-end financial statements, the applicable risks are as follows:

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[1] https://www.federalreserve.gov/monetarypolicy/files/fomcminutes20260318.pdf
[2] https://www.bls.gov/news.release/archives/empsit.pdf

Interest Rate Risk: Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of the investment or the government's cash flows. Disclosure of interest rate risk addresses the exposure of investments to changes in market value as interest rates increase or decrease from current levels. In accordance with the City investment policy, the City limits its exposure to possible decline in fair market value by controlling duration or maturities. Investment maturities for operating funds shall be scheduled to coincide with projected cash flow needs, considering large routine expenditures (payroll, debt service), as well as considering sizable blocks of anticipated revenue (taxes, state revenue sharing payments).

Credit Risk: Credit risk is the risk that the investment counterparty will not fulfill its promise to pay the government when required. There is credit risk associated with the financial institutions, brokers, and investment instruments the City does business with. The City's investment officer must also be held to the highest standards. The City's investment policy utilizes the prudent person rule: "Investments are made with judgment and care - under circumstances then prevailing - which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived." Any commercial paper purchased must be rated within the highest classification established by at least two standard rating services. Obligations of the State or its subdivisions must be rated of investment grade by at least one rating service. Because the State of Michigan does not require collateralization of public funds, the City's policy restricts Certificates of Deposit investments to those with financial institutions that are members of the Federal Deposit Insurance Corporation (FDIC) or the National Credit Union Administration.

Concentration of Risk: Governments must disclose any single issuer that comprises more than 5% of the investment value in the portfolio. This disclosure is to ensure that there is proper diversification and not a concentration of public funds with any one issuer. While CD's and commercial paper are being used only occasionally for diversification, the City's funds are primarily invested in guaranteed accounts and treasuries. To reduce concentration risk, the City's investments are diversified amongst several highly rated financial institutions.

Investment Report

Attached is a summary listing of investments by issuer that the City held on March 31, 2026 (excluding Retiree Healthcare and Pension Investments that are not subject to Public Act 20 Investment Limitations). The listing includes the market value, type of investment, days to maturity, interest rate (yield) and amount of investment (book value). The book and market value for the Fifth Third checking account represents the bank balance on March 31, 2026, and does not include any month end reconciling items. A separate summary report is included for the Retiree Health Care Funds held by Morgan Stanley.

A comprehensive detailed listing of each investment's details and maturity date is maintained in the Treasurer's office. The report includes all investment accounts by issuer including all pooled fund accounts. Please note that all investments included in this report are in accordance with the City's Investment Policy and State statutes and meet the City's investment objectives including Safety of Capital, Liquidity, and lastly Return on Investment. The issue of non-compliance with the MERS Retiree Health Care Account is currently being addressed and remedies are being considered.

City of Novi
Quarterly Investment Report
March 31, 2026

Investment Officer's Certification: This report is prepared for the City of Novi in accordance with Chapter 2256 of the Public Funds Investment Act (PFIA). Section2256.023 (a) of the PFIA states that "Not less than quarterly, the investment officer shall prepare and submit to the governing body, a written report of the investment transactions for all funds covered by this chapter for the preceding reporting period." This report is signed by the Finance Director and includes the disclosures required in the PFIA. Market prices were obtained from Various Brokerage Accounts: Huntington Bank, UBS, Comerica, Fifth Third Securities and J. P. Morgan .

PERFORMANCE VALUES

TRR-MV	Total Rate of Return - Market Value	0.690%
Annualized TRR-MV	Annualized Total Rate of Return - Market Value	2.790%
YTM@Cost	Yield to Maturity @ Cost	3.320%

BENCHMARKS

Treasury 6 Month 3.720%
Treasury 1 Year 3.670%

FISCAL YEAR TO DATE

Investment Income 743,167
TRR-MV 0.690%

Security Sector	Face Amount/Shares	Market Value	Book Value	% of Portfolio	YTM @ Cost	Days To Maturity
Cash	7,448,782.41	7,448,782.41	7,448,782.41	8.04	0.00	1
Certificate Of Deposit	17,335,000.00	17,278,254.59	17,276,531.75	18.65	3.64	548
Corporate	9,500,000.00	9,399,536.56	9,401,844.63	10.15	3.88	98
Local Government Investment Pool	27,189,290.28	27,189,290.28	27,189,290.28	29.35	3.74	1
Money Market	1,392,440.41	1,392,440.41	1,392,440.41	1.50	3.50	1
Municipal	10,550,000.00	10,291,835.95	10,667,588.41	11.51	2.44	1,145
US Agency	15,500,000.00	15,345,917.36	15,367,236.93	16.59	4.00	1,077
US Treasury	3,900,000.00	3,902,221.00	3,900,563.11	4.21	3.52	608
Total / Average	**92,815,513.10**	**92,248,278.56**	**92,644,277.93**	**100.00**	**3.32**	**449**

Tina Glenn

Tina Glenn - Interim Treasurer

4/27/26

Date

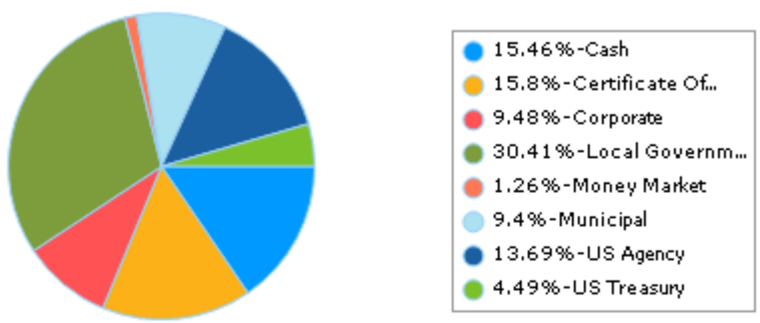
City of Novi
Distribution by Security Sector - Market Value
All Portfolios

Begin Date: 12/31/2025, End Date: 3/31/2026

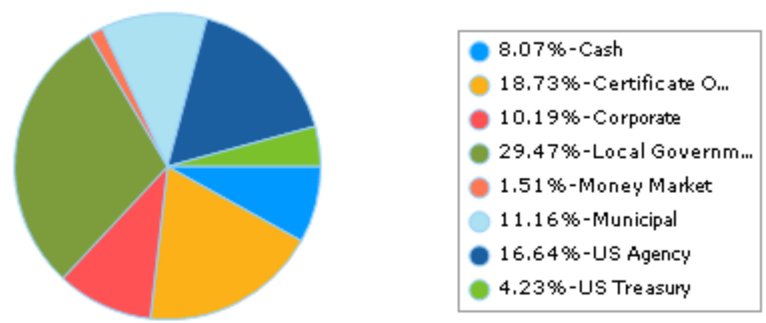
Security Sector Allocation

Security Sector	Market Value 12/31/2025	% of Portfolio 12/31/2025	Market Value 3/31/2026	% of Portfolio 3/31/2026
Cash	16,934,527.86	15.46	7,448,782.41	8.07
Certificate Of Deposit	17,314,516.24	15.80	17,278,254.59	18.73
Corporate	10,389,806.25	9.48	9,399,536.56	10.19
Local Government Investment Pool	33,322,455.20	30.41	27,189,290.28	29.47
Money Market	1,380,662.17	1.26	1,392,440.41	1.51
Municipal	10,301,266.10	9.40	10,291,835.95	11.16
US Agency	14,998,210.31	13.69	15,345,917.36	16.64
US Treasury	4,924,428.00	4.49	3,902,221.00	4.23
Total / Average	**109,565,872.13**	**100.00**	**92,248,278.56**	**100.00**

Portfolio Holdings as of 12/31/2025



Portfolio Holdings as of 3/31/2026



City of Novi

Distribution by Maturity Range - Market Value

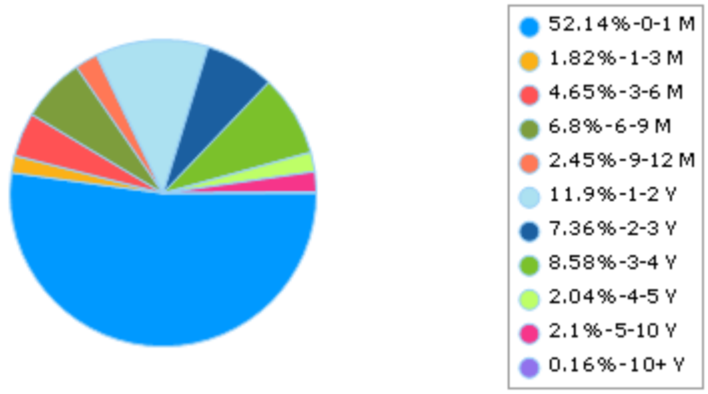
All Portfolios

Begin Date: 12/31/2025, End Date: 3/31/2026

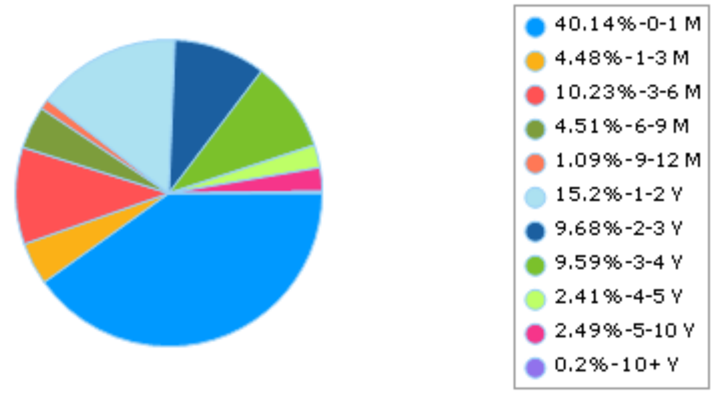
Maturity Range Allocation

Maturity Range	Market Value 12/31/2025	% of Portfolio 12/31/2025	Market Value 3/31/2026	% of Portfolio 3/31/2026
0-1 Month	57,127,331.22	52.14	37,028,348.36	40.14
1-3 Months	1,995,480.00	1.82	4,132,406.65	4.48
3-6 Months	5,096,903.35	4.65	9,435,338.96	10.23
6-9 Months	7,445,770.26	6.80	4,156,641.10	4.51
9-12 Months	2,683,696.00	2.45	1,001,110.00	1.09
1-2 Years	13,041,749.70	11.90	14,017,587.20	15.20
2-3 Years	8,058,678.51	7.36	8,933,630.66	9.68
3-4 Years	9,400,807.89	8.58	8,850,469.48	9.59
4-5 Years	2,238,602.80	2.04	2,220,069.20	2.41
5-10 Years	2,298,371.60	2.10	2,292,486.15	2.49
10+ Years	178,480.80	0.16	180,190.80	0.20
Total / Average	**109,565,872.13**	**100.00**	**92,248,278.56**	**100.00**

Portfolio Holdings as of 12/31/2025



Portfolio Holdings as of 3/31/2026



City of Novi
Portfolio Holdings
Investment Portfolio - by Issuer, Summary
As of 3/31/2026

Description	YTM @ Cost	Book Value	Market Value	Days To Maturity	Accrued Interest	% of Portfolio
Allendale MI Pub Sch Dist Unltd tax go ref bonds	1.757	1,019,943.43	903,230.00	2,041	8,958.33	1.08
Bank of America CD	4.375	2,000,000.00	2,000,410.00	154	28,869.86	2.15
Bank of NY Mellon	3.700	1,000,000.00	997,640.00	435	11,353.42	1.08
Capital One NA	3.375	2,000,000.00	1,991,270.00	322	7,767.12	2.15
Chippewa Valley Mich Schs	2.237	1,000,000.00	983,905.00	396	9,320.83	1.08
City of Ishpeming MI	1.800	306,928.02	284,467.40	1,127	2,567.08	0.33
Credit Agricole CP	3.800	993,371.78	993,242.69	64	0.00	1.08
FFCB	3.696	4,000,000.00	3,981,700.00	657	48,093.47	4.31
FHLB	4.568	1,487,972.26	1,497,300.00	1,018	13,989.58	1.62
FHLMC	3.881	7,412,753.04	7,374,080.00	1,302	36,917.17	8.08
Fifth Third	0.000	7,429,399.36	7,429,399.36	1	0.00	8.00
FNMA	4.482	2,466,511.63	2,492,837.36	1,112	7,015.00	2.69
General Motors Fin CP	4.245	997,596.67	997,835.26	21	0.00	1.08
Goldman Sachs Bank USA	3.700	1,000,000.00	996,480.00	667	6,994.52	1.08
Goldman Sachs CD	3.650	1,000,000.00	993,420.00	944	15,400.00	1.08
Homer Cmnty SD	2.400	797,406.90	786,483.65	396	13,083.33	0.85
Huntington National Bank	3.456	1,411,815.41	1,411,815.41	1	0.00	1.52
Intrepid Funding Co CP	3.900	995,528.48	995,565.52	42	0.00	1.08
Jackson CNTY MI Transprtn Fund Bond	2.455	252,768.40	236,539.20	1,706	2,983.20	0.26
Jackson National Life CP	3.799	987,563.89	987,019.39	121	0.00	1.08
JP Morgan Chase CD	4.397	4,570,749.07	4,608,797.08	979	83,575.89	4.98
Ken Mi Hosp Fin Auth	2.000	1,148,889.13	1,118,055.00	471	6,356.01	1.23
Kent MI Hosp Fin Auth Revenue	1.936	102,695.85	95,489.00	1,202	595.54	0.11
Korea Development Bk N	3.700	989,306.68	988,660.96	106	0.00	1.08
Michigan Class	3.744	27,186,648.01	27,186,648.01	1	0.00	29.29
Michigan Fin Auth	2.000	706,254.25	695,289.90	1,092	4,163.89	0.75
Michigan St Fin Auth	1.471	1,007,802.90	998,100.00	154	2,830.00	1.08
Michigan St Hsg Dev Auth	2.340	89,280.95	85,002.55	2,071	949.17	0.09
Michigan ST Strategic	4.700	456,949.88	466,225.00	1,250	782.50	0.54
Michigan State University Federal Credit Union	1.350	1,000,008.05	1,000,008.05	107	63,579.45	1.08
Morgan Stanley Bank	1.846	1,705,782.68	1,687,767.51	233	9,292.44	1.85
Morgan Stanley PVT Bank	3.750	1,000,000.00	997,450.00	619	11,404.11	1.08
Oakland County	4.051	2,642.27	2,642.27	1	0.00	0.00
Oakland Univ Muni Bond	4.192	198,134.18	180,190.80	7,640	750.00	0.19
Oracle Corp	4.013	1,469,898.96	1,469,883.59	185	0.00	1.62
Prudential Int CP	3.800	986,932.39	986,375.75	127	0.00	1.08
Schwab Charles CP	3.836	992,395.83	992,292.44	73	0.00	1.08
Societe General	3.720	989,249.95	988,660.96	106	0.00	1.08
State of Michigan	2.846	3,009,788.08	2,896,877.10	1,482	38,930.00	3.18
Treasury	3.521	3,900,563.11	3,902,221.00	609	22,537.83	4.20
UBS Bank USA CD	4.000	2,000,000.00	2,005,020.00	438	4,345.20	2.15
Wayne MI ST UNiV	2.601	105,746.44	100,283.00	960	1,888.89	0.11
Ypsilanti MI	3.264	465,000.00	461,698.35	404	6,323.75	0.50
Total / Average	3.320	92,644,277.93	92,248,278.56	447	471,617.58	100

City of Novi
Date To Date
Investment Income - Market Value
Begin Date: 12/31/2025, End Date: 3/31/2026

Description	Interest Earned During Period-MV	Unrealized Gain/Loss-MV	Realized Gain/Loss-MV	Investment Income-MV	TRR-MV	Annualized TRR-MV
Cash	20.13	0.00	0.00	20.13	0.00	0.00
Certificate Of Deposit	153,929.86	-35,871.65	-390.00	117,668.21	0.67	2.73
Corporate	0.00	77,695.42	9,244.01	86,939.43	0.91	3.68
Local Government Investment Pool	366,835.39	0.00	0.00	366,835.39	1.07	4.34
Money Market	11,778.24	0.00	0.00	11,778.24	0.85	3.46
Municipal	79,145.89	-9,430.15	0.00	69,715.74	0.67	2.72
US Agency	143,368.33	-73,322.95	4,980.00	75,025.38	0.47	1.89
US Treasury	37,391.59	-23,277.00	1,070.00	15,184.59	0.37	1.50
Total / Average	792,469.43	-64,206.33	14,904.01	743,167.11	0.69	2.79

Morgan Stanley

WEALTH MANAGEMENT

Kenneth Mittelbrun, CIMA®
Senior Investment Management Consultant
Executive Director
Financial Advisor
NMLS #1408704

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City of Novi

The City of Novi portfolio for the 1st Quarter was -0.81%, while the S&P 500 declined by -4.40%.

The 1st Quarter ending value was $33,999,518. The total dollar gain of the portfolio was +$18,599,986 with an annualized rate of return +7.81%.

The current asset allocation of 31% equities, 58.9% fixed income, and 10.2% alternatives, which is in line with the updated Investment Policy Statement adopted May 19, 2025.

All information shown here is referenced in the attached Performance Review Report dated 3/31/2026.

I look forward to our meeting on April 28th, please do not hesitate to contact me with any questions or concerns that you may have.

Sincerely,

Kenneth Mittelbrun, CIMA®
Executive Director
Senior Investment Management Consultant
Government Entity Specialist

Investment Summary Dollar Weighted Returns

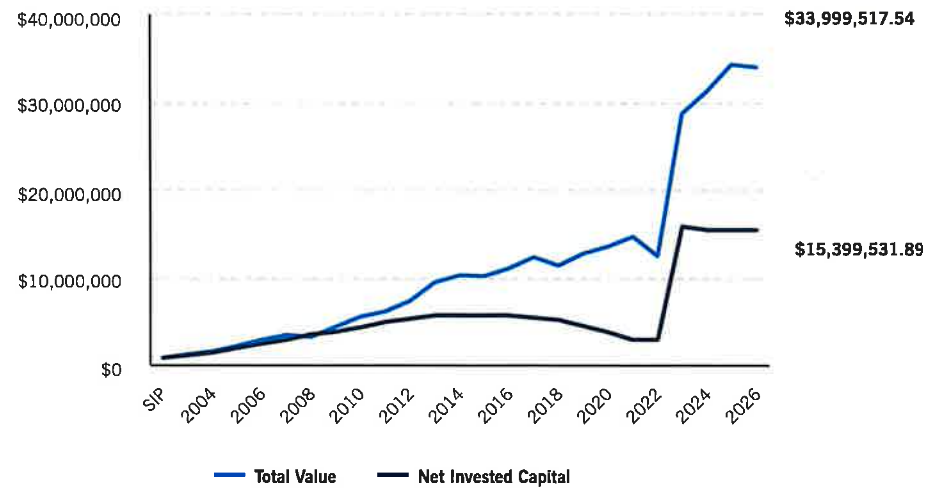
Novi Performance

Data as of March 31, 2026

DOLLAR-WEIGHTED RETURN % (NET OF FEES)

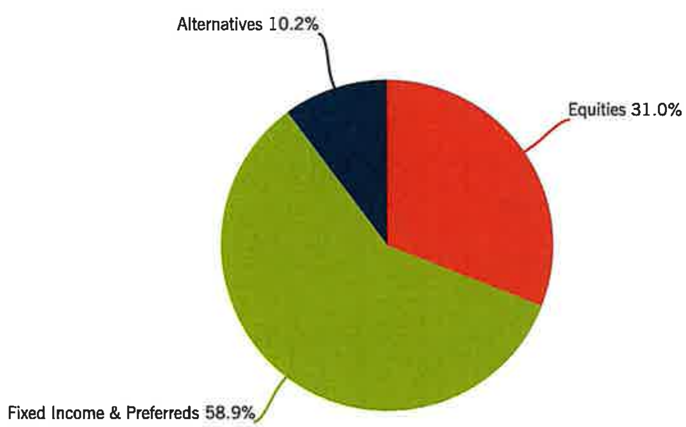
	Year to Date ($) 12/31/25-03/31/26	Previous Year ($) 12/31/24-12/31/25	Performance Inception ($) 04/25/03-03/31/26
Beginning Total Value	**34,278,636**	**31,161,494**	**750,000**
Beginning Accrued Income	142,771	83,793	0
Net Contributions/Withdrawals	0	-30	14,649,532
Investment Earnings	-279,119	3,117,173	18,599,986
Ending Total Value	**33,999,518**	**34,278,636**	**33,999,518**
Ending Accrued Income	121,061	142,771	121,061
DOLLAR WEIGHTED RATE OF RETURN (%)			
(Annualized for periods over 12 months)			
Return % (Net of Fees)	-0.81	10.00	7.81

TOTAL VALUE VS. NET INVESTED CAPITAL



Does not include Performance Ineligible Assets.

ASSET ALLOCATION



INCOME AND DISTRIBUTION SUMMARY

	Rolling 12 Months ($) 04/01/25-03/31/26	Year To Date ($) 01/01/26-03/31/26
ASSET CLASS		
Cash	37,054.30	5,321.85
Equities	242,208.03	19,152.10
Fixed Income & Preferreds	953,885.94	288,801.55
Alternatives	157,534.76	60,593.04
Total Asset Class	**1,390,683.03**	**373,868.54**
TAX CATEGORY		
Taxable Account(s)		
Taxable	1,390,683.03	373,868.54
Tax-Exempt	-	-
Total	1,390,683.03	373,868.54
Tax Qualified Account(s)	-	-
Total Tax Category	**1,390,683.03**	**373,868.54**

Taxable and tax-exempt income classifications reference the underlying securities, not account type.

Buzz Report

April 30, 2026

Hot Topics:

- **State Representative Breen Hosting May Event at Novi Civic Center**
  Michigan State Representative Kelly Breen will be hosting a Roundtable Discussion event in the Banquet Quarter of the Novi Civic Center on Friday, May 15th from 2:30 - 4:30PM.

- **New Informational Webpage for Public ROW and Telcom Providers Launched**
  In light of the increase in telecommunications utility work in various areas throughout the City and the increased questions on the matter from residents the City has launched a webpage (https://cityofnovi.org/row) to help educate on the topic. The webpage explains public right-of-way (ROW), how the Michigan Metro Act applies to the Telcom providers and local government, provides answers to Frequently Asked Questions, and provides contacts for the Telcom companies currently doing work.

- **Eight Mile Bridge over CSX Railroad**
  City staff recently attended a virtual pre-construction conference with the Wayne County Department of Public Services (WCDPS) and their contractor, E. C. Korneffel Company, regarding the $3M bridge deck replacement project on 8 Mile Road over the CSX Railroad. The tentative schedule is to close the bridge completely on March 2, 2026, and to reopen for traffic on August 15, 2026 (5 ½ months). Access from Novi Road and to Brickscape Drive will remain open throughout the construction.

Great Lakes Water Authority (GLWA) Status Update:

14 MILE TRANSMISSION WATER MAIN REPLACEMENT: Northbound and southbound Novi and Decker Roads have been reopened to traffic at 14 Mile Road. **Mainline pipe is now installed and complete.** Crews are now focused on filling, flushing, cleaning, sanitizing, and testing the new main which should take another two weeks. Once the new main is brought back on line, the contractor will begin preparations for the 14 Mile Road restoration.
https://www.glwater.org/14milemainproject/

Road Construction Projects:

At City Council's request the Administrative ePacket will now include the Weekly Road Construction Updates put together by our Department of Public Works engineering team. This same information is used to update the Better Roads Ahead section of the City webpage in a more easily digestible format for the public https://cityofnovi.org/betterroadsahead/

Community and Economic Development Project Updates:

Map of Development projects

- **Townes at Haggerty – Haggerty Road just south of 9 mile**
  175 townhouses across 26 buildings are proposed on the west side of Haggerty. A public notice has been sent/advertised, and it will go before the Planning Commission on May 6th, for their initial review. City Council will most likely see it sometime in June.

- **Hotels at the Adell Center**
  The two remaining hotels at the Adell Center have submitted their stamped building plans for review. A Home 2 Suites (5-story hotel with 141 rooms) and a TownePlace (5-story hotel with 129 guest rooms)

- **Cantaritos Fiesta Mexican Restaurant** (Former Chili's Grill & Bar) – 8 Mile/Haggerty Road
  The former Chili's location in the City's southeast corner is planned to soon become a new Mexican restaurant following necessary renovations and upgrades to the interior of the building. Estimated Completion Date: **NOW OPEN**

- **Big Fireworks (47500 Grand River)**
  A former TCF Bank located on the NW Corner of Beck and Grand River (Behind No.VI Coffee and the Chopped Olive Restaurant) is being developed into a permanent Fireworks store. The building was purchased by its current owner for $2.5 million last November. We expect them to be open leading into the summer fireworks season.

- **Supra Revolving Sushi** (Former Bar Louie) **– 12 Mile Crossing**
  The space recently vacated by Bar Louie is set to become a new revolving sushi restaurant. Initial permits have been issued. There is not yet a timeline for when they plan to open.

- **Central Park South – Beck Road, South of Grand River Ave**
  The former Central Park Estates project has been redesigned and is being treated as a new project by planning. New multiple-family development with 106 units in a single 5-story building. The site improvements include parking on the first level of part of the building, garages, and related open spaces. Awaiting submission of Final Site Plan for review.

- **Providence Meadows – Grand River Ave, West of Providence Parkway**
  Proposed rezoning of 31 acres from Light Industrial to High Density Multiple Family to develop 161 townhome units. Next steps will be initial PRO Plan consideration by ~~Planning Commission~~ and City Council. At the January 14th Planning Commission meeting this project received initial feedback (no votes were taken) and will come before Council soon for their initial input (again, *not* for action, just initial feedback).

- **Grand-Beck Development – Grand River east of Beck Road**
  Fuel station, convenience store, and Clean Express car wash to be built on a vacant parcel. Preliminary Site Plan has been approved by the Planning Commission. Awaiting submission of Final Site Plan for review. Estimated Completion Date: Unknown

- **Taft Knolls III – Taft Rd, north of 10 Mile Rd**
  The Site plan for a Single-Family Residential Development of 13 new homes is now under construction.

- **North Eight Kitchen & Cocktails** (Former Border Cantina) – Novi Road north of Eight Mile
  New restaurant by the owners of Benstein Grille in Commerce. Modified site plan with building additions and remodel has been approved by Planning Commission and Zoning Board. Interior Demolition work has commenced as of September. A Foundation-only permit has been issued for the exterior additions.
  Estimated Completion Date: Unknown

- **Novi 10 (10 Mile and Novi Road)**
  The applicant for the proposed development at 10 Mile and Novi Road has returned with a revised concept for their proposal. The drafting of their PRO agreement is underway.

- **Novi Acres (FKA Station Flats)**
  The owners of the property in between Target and Sam's recently submitted a new Preliminary Site Plan, under the new name of Novi Acres. The previously planned project, known as Station Flats, has been scuttled.

- **Camelot Parc/Avalon** by Village of Stonebrook
  Townhomes for sale with garages, fewer units (currently zoned PSLR so a special land use approval will come before council for a decision). They last went before City Council on February 23rd for a tentative approval of their PSLR Agreement and Concept plan.

- **El Car Wash # 2** (former Original $6 Car Wash) - Novi Road and 96
  Permits have been issued

- **Cantaritos Fiesta Mexican Restaurant** (Former Chili's Grill & Bar) – 8 Mile/Haggerty Road
  Temporary Certificate of Occupany (TCO) issued on Monday, April 20th.

- **Raising Cane's Chicken Fingers** (Former Wendy's) – Novi Rd/Grand River Ave
  The Louisiana-based fast food chain Raising Cane's is planning to take over the space in the near future. Permits issued. *Estimated Completion Date*: ***Late 2026***

- **Primrose School** (Former Whitehall nursing home) – 10 Mile/Novi Road
  The former Whitehall nursing home at 43455 Ten Mile Rd has been demolished and Primrose School, a 13,586 square feet private preschool and daycare center, is now completed.

- **Transformco (Former Sears at Twelve Oaks)**
  Spaces for a Dicks House of Sport, Round 1 Arcade and Bowling, and Primark. Nearly all the external work has been completed. A Revised Structural package has been approved and work is underway. *Estimated Completion Date:* ***Spring/Summer 2026***

Ordinance Enforcement Updates:

- **DICE (24555 Novi Rd):** Community Development continues to work with them to clean up graffiti on the back of the building. Their plans for a car wash are set to expire very soon.

Frequently Asked Questions:

None at current

MEMORANDUM

TO:	SCOTT R. BAETENS ASSISTANT CHIEF OF POLICE
FROM:	STEVEN D. SNELL, DETECTIVE SERGEANT SDS #272
SUBJECT:	DEA DRUG TAKE BACK
DATE:	APRIL 27, 2026

On Saturday, April 25, 2026, from 10:00am to 2:00pm, the Novi Police Department and the Drug Enforcement Administration (DEA) provided citizens another opportunity to prevent pill abuse and theft by ridding their homes of potentially dangerous expired, unused, and unwanted prescription drugs. Anyone with such medications was able to bring them to the Novi Police Headquarters located at 45125 West Ten Mile. This service was free and anonymous, with no questions asked.

During this year's program, the Novi Police Department collected 166.5 pounds of expired, unused, and unwanted medication. Since the Novi Police Department began partnering with the DEA in 2010 for this initiative, over 4,100 pounds of medication has been properly disposed of.

This initiative addresses a vital public safety and public health issue. Medicines that languish in home cabinets are highly susceptible to diversion, misuse, and abuse. Rates of prescription drug abuse in the U.S. are alarmingly high, as are the number of accidental poisonings and overdoses due to these drugs. Studies show that a majority of abused prescription drugs are obtained from family and friends, including from the home medicine cabinet. In addition, Americans are now advised that their usual methods for disposing of unused medicines—flushing them down the toilet or throwing them in the trash—both pose potential safety and health hazards.

2026 WEEKLY CONSTRUCTION UPDATE

April 28 through May 4

***Please note: Any indication of a project's schedule is only an estimate.**
Construction work could be delayed by many factors, such as inclement weather.

PROJECT STATUS

YELLOW	- NOT STARTED	GREEN	- ACTIVE
RED	- STOPPED OR DELAYED	BLACK	- COMPLETE

COUNTY PROJECTS

Project: NOVI ROAD RECONSTRUCTION/REHABILITATION (8 MILE TO 9 MILE ROADS)
Prime Contractor: Dan's Excavating, Inc.
Start: April 15, 2025
End: November 15, 2026
Consultant: RCOC - In-House Project Management

Description: See attached link to the right for RCOC construction updates https://www.rcocweb.org/698/Novi-Road-8-Mile-Road-to-9-Mile-Road

The Road Commission for Oakland County (RCOC), in partnership with the cities of Novi and Northville, will rehabilitate and reconstruct Novi Road, from 8 Mile to 9 Mile Roads. Phase 1 - relocate utilities (DTE, Consumers, AT&T, etc.) in spring of 2025 - **COMPLETE**; Phase 2 - reconstruct the 'curve' between 8 Mile Road and Allen Drive in summer/fall of 2025 - **COMPLETE**; and **Phase 3 - rehabilitate the remainder of Novi Road from Allen Drive to 9 Mile Road, in 2026. Plans are also to add a continuous center left turn lane throughout the entire section of Novi Road as well as the installation of a High-Intensity Activated Crosswalk or HAWK pedestrian signals, located just north of Galway Drive.**

Traffic Control/Detours: Pg 4 of 9 - Detour map attached as an appendix

Phase 3 - the contractor will maintain one-way, southbound traffic only. Northbound traffic will be detoured to Haggerty, 10 Mile, and back to Novi Road.

Work Status:

Construction, closure and detour started on Monday, March 30th. Contractor is working on the southbound side first and have shifted southbound traffic on the northbound side for the first stage.

Project: BASE LINE OR 8 MILE ROAD/CSX RAILROAD BRIDGE DECK REPLACEMENT
Prime Contractor: E.C. Korneffel Co.
Start: March 2, 2026
End: August 15, 2026
Consultant: In-House WCDPS Project Management Staff
Description: See attached link to the right for WCDPS construction updates. https://www.waynecounty.com/departments/publicservices/roads/road-construction-updates.aspx

The Wayne County Department of Public Services (WCDPS) will be completing the final stage (Stage 3) of construction on 8 Mile Road between Haggerty and Novi Roads which is the bridge rehabilitation and bridge deck replacement at the CSX/Lake State Railway. Stage 1 was the concrete rehabilitation from Haggerty Road to just west of Meadowbrook Road. Stage 2 was completed late last year, milling the existing concrete and placing new asphalt pavement over the top from just west of Meadowbrook Road to the CSX bridge.

Traffic Control/Detours: Pg 5 of 9 - Detour map attached as an appendix

8 Mile Road will be completely closed in both directions at the CSX/Lake State Railway bridge for the full duration of the project. The detour for westbound traffic will be Haggerty Road, south to 6 Mile Road, to Beck Road, and back to 8 Mile Road. Eastbound traffic will be in the reverse.

Work Status:

The closure and construction began on Monday, March 2nd. The contractor is progressing well.

Project: 12 MILE ROAD REHABILITATION (NOVI ROAD TO FARMINGTON ROAD)
Prime Contractor: TBD
Start: July 1, 2026
End: October 30, 2027
Consultant: Internal RCOC Design and Inspection Staff
Description: https://www.rcocweb.org/733/12-Mile-Road-Novi-Road-to-Farmington-Roa

The Road Commission for Oakland County (RCOC) in cooperation with the cities of Novi and Farmington Hills will be rehabilitating 12 Mile Road from Novi Road to Farmington Road over the course of two years, in four, distinct stages (see attached 'Staging Plan'). Stage 1 will take place this summer on the concrete portion of 12 Mile Road between Novi and Meadowbrook Roads and the asphalt portion between just east of Halsted Road and Farmington Road. The plan is to repair the outer lanes first, then repair the inner lanes.

Traffic Control/Detours: Pg 6 of 9 - Staging plan attached as an appendix

The contractor will maintain at least one lane, in each direction throughout the duration of the first stage.

Work Status:

The contract is currently out to bid. Bid opening is scheduled for May 1st. So, probably a mid-June start for Stage 1.

Project: GLWA's 14 MILE TRANSMISSION WATER MAIN REPLACEMENT
Prime Contractor: Ric-Man Construction, Inc.
Start: January 12, 2026
End: April 30, 2026
Consultant: Brown & Caldwell and DLZ Corporation
Description: https://www.glwater.org/14milemainproject/

The Great Lakes Water Authority (GLWA) in cooperation with the Road Commission for Oakland County (RCOC) and the cities of Novi, Walled Lake, Commerce Township, Wixom, and Farmington Hills will be replacing and/or rehabilitating the 42-inch water transmission main along 14 Mile Road from roughly East Lake Drive to M-5. This construction will constitute rehabilitation of certain portions with a Carbon Fiber Reinforced Polymer (CFRP) repair, mainly through the Walled Lake and Wixom areas. All other areas will be an outright replacement pipe.

Traffic Control/Detours: Pg 7 of 9 - Closure and Detour plans attached as an appendix

14 Mile Road (East Lake Drive to M-5) is still currently closed to eastbound traffic while maintaining westbound traffic.

Work Status:

Northbound and southbound Novi and Decker Roads have been reopened to traffic at 14 Mile Road. Mainline pipe is now installed and complete. Crews are now focused on filling, flushing, cleaning, sanitizing, and testing the new main which should take another week or two. Once the new main is brought back on line, the contractor will begin preparations for the 14 Mile Road restoration.

Project: 2026 BRIDGE PREVENTATIVE MAINTENANCE PROGRAM - NOVI ROAD OVER THE CSX RAILROAD
Prime Contractor: TBA
Start: July 15, 2026
End: August 15, 2026
Consultant: Internal RCOC Design and Inspection Staff
Description: See attached link to the right for RCOC construction updates https://www.rcocweb.org/668/Bridge-Preventative-Maintenance

The Road Commission for Oakland County (RCOC) has developed a Preventative Maintenance Program for several of their bridges that does not warrant rehabilitation or replacement. These programs are less intrusive while also extending the usable life of the bridge which is more cost-effective in the long term. One of the bridges selected is the Novi Road bridge over the CSX Railroad tracks, just south of the Main Street/Bond Street intersection.

Traffic Control/Detours: N/A - Detour map is attached as an appendix

The County's contractor will maintain one lane in each direction for the duration of the project.

Work Status:

The contract will go out to bid in the coming months. Construction is slated for mid-summer.

CITY PROJECTS

Project: BECK ROAD RECONSTRUCTION (GRAND RIVER AVENUE TO 11 MILE ROAD)
Prime Contractor: Dan's Excavating, Inc.
Start: April 6, 2026
End: November 1, 2026
Consultant: AECOM-Great Lakes
Description:
Through MDOT's Local Agency Project office and federal funding program ($3.6 Million), the City will be reconstructing and widening Beck Road from Grand River Avenue to 11 Mile Road to five lanes. The plan is to first locate and lower the existing 16-inch and 24-inch water mains in order to install a new large diameter culvert under Beck Road, just south of Heritage Drive. The contractor will begin installing a new storm sewer network along the western edge of Beck Road before construction begins on the road widening. There will also be improvements made to the signalized intersection to the hospital and ADA sidewalk upgrades throughout.

Traffic Control/Detours: Pg 8 of 9 - Detour map attached as an appendix

Most of the preparatory work will be performed off the edge of the roadway. Drivers can expect to see minor lane closures or lane shifts under flag control for this work. Once the actual road work begins, Beck Road will be open to southbound traffic only; most northbound traffic will be detoured using 10 Mile, Novi Road, and Grand River Avenue. **Local traffic will still be able to use northbound Beck Road north of 10 Mile, but there is a hard closure just south of 11 Mile Road.**

Work Status:
The contractor has milled out the existing asphalt in the southbound lanes as well as begun construction of the new 43" X 65" elliptical cross culvert just south of Heritage Drive. The east half of the culvert is installed and the contractor poured some temporary concrete over that part of the trench. Traffic has been shifted over to the east side in order to finish constructing the west half. Over the coming weeks, the contractor will be constructing new storm sewer along the west side of Beck Road.

Project: NOVI ROAD MEDIAN ISLAND CONVERSION (12 MILE TO 13 MILE)
Prime Contractor: Santos Cement Co.
Start: June 8, 2026
End: August 1, 2026
Consultant: Spalding DeDecker
Description:
The City will be providing improvements to the center median islands on Novi Road, between 12 Mile and 13 Mile Roads. Improvements will be to deconstruct the current, natural, sunken islands with newly raised, decorative concrete islands along with planter boxes for small bushes and trees.

Traffic Control/Detours: N/A - Detour map attached as an appendix

One lane of traffic in each direction (outer lanes) will be provided at all times during construction. No closures or detours are expected for this work.

Work Status:
The contractor, Santos Cement, will plan on starting construction on June 8th after school lets out for the summer. Construction is expected to take approximately two months to complete.

Project: VILLAGE WOOD ROAD RECONSTRUCTION (CRANBROOKE DRIVE TO HAGGERTY ROAD)
Prime Contractor: Fonson Company, Inc.
Start: June 6, 2026
End: September 30, 2026
Consultant: AECOM-Great Lakes
Description:
The City's contractor, Fonson Company, Inc., will reconstruct Village Wood Road from Cranbrooke Drive to Haggerty Road with new asphalt, concrete curb and gutter, enclosing the ditches, improved storm sewer network, and adding a new, 6-foot wide concrete sidewalk along the north side of the roadway.

Traffic Control/Detours: Pg 9 of 9 - Detour map attached as an appendix

Eastbound traffic will be maintained at all times, no matter which side of the roadway is being worked on. Westbound traffic will be detoured south on Haggerty Road, west on 9 Mile Road, north on Cranbrooke Drive, and back to Village Wood Road for the duration of the project.

Work Status:
The contractor will begin setting up the westbound detour and demolition work in early June after school lets out for the summer. Construction is expected to take approximately 4 months to complete.

Project: 2026 NEIGHBORHOOD ROAD PROGRAM - ASPHALT STREETS (CONTRACT #1)
Prime Contractor: TBD
Start: July 1, 2026
End: November 15, 2026 (Overall Program Completion)
Consultant: OHM-Advisors
Description:
This will be the first contract and the first year of a 2026-27 program whereby the City of Novi will be performing asphalt road work (full reconstruction, rehabilitation, and/or repair) on the following asphalt street segments: **full list of streets forthcoming.**

Traffic Control/Detours: N/A - detour map attached as appendix

Work Status:

Project: 2026 NEIGHBORHOOD ROAD PROGRAM - ASPHALT STREETS (CONTRACT #2)
Prime Contractor: TBD
Start: July 1, 2026
End: November 15, 2026 (Overall Program Completion)
Consultant: OHM-Advisors
Description:
This will be the second contract and the first year of a 2026-27 program whereby the City of Novi will be performing asphalt road work (full reconstruction, rehabilitation and/or repair) on the following street segments: **full list of streets forthcoming.**

Traffic Control/Detours: N/A - Detour map attached as an appendix

Work Status:

CITY PROJECTS

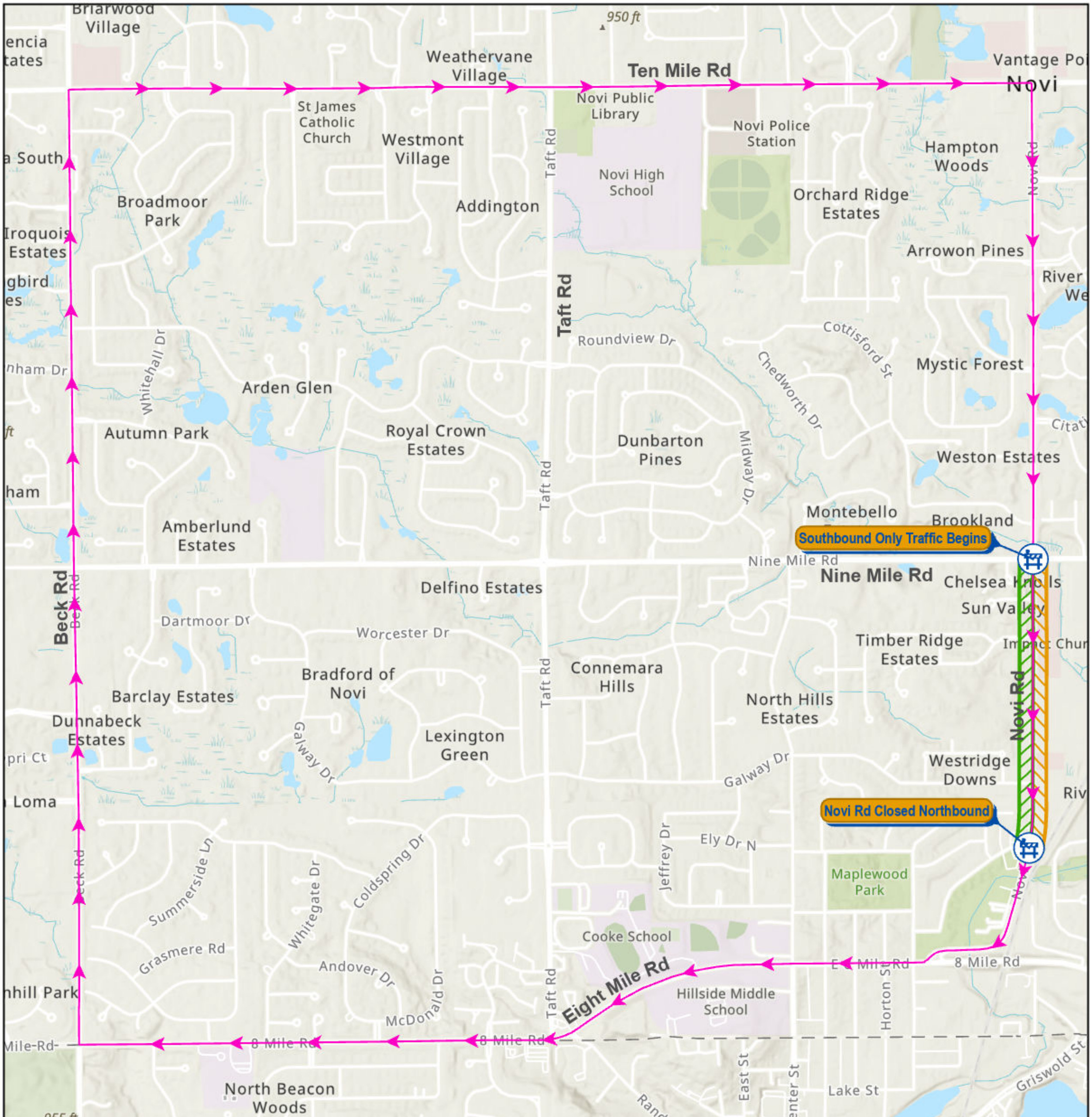
Project: CEDAR SPRING ESTATES WATER MAIN LINING
Prime Contractor: FER-PAL Construction USA, LLC
Start: May 1, 2026
End: July 1, 2026
Consultant: OHM-Advisors
Description:
The Cedar Spring Estates subdivision has experienced numerous water main breaks over the last decade due to corrosion and deterioration of the existing ductile iron pipe. Instead of a full replacement of the water main which would involve significant excavation and disturbance to the adjacent lands and roadways, the City will be undertaking a placement of a cured-in-place pipe (CIPP) lining of approximately 5,000 feet of 8-inch and 600 feet of 12-inch water main. The project will also involve the replacement of existing valves and hydrants. A temporary water service will be provided to the residents prior to and during construction.
Traffic Control/Detours: N/A - Detour map attached as an appendix
Depending on the locations of work which will vary, there may be some minor lane closures, but two-way traffic will be maintained at all times.
Work Status:
Contractor has been selected and should have a pre-construction conference shortly to discuss schedule.

Project: SOUTHWEST WATER MAIN LOOP (BECK, 8 MILE & NAPIER)
Prime Contractor: TBD
Start: June 15, 2026
End: October 15, 2026
Consultant: OHM-Advisors
Description:
The 2014 Water Master Plan Update identified a large area of the southwest quadrant of the City as having low or insufficient water pressure and fire protection. Therefore, this project will expand the "Island Lake Pressure District" by providing a 'looped' water main connection between 8 Mile Road, Napier Road, 10 Mile Road, and Beck Road. The project will involve constructing approximately 16,800 feet of 12-inch ductile iron water main between 8 Mile Road and 10 Mile Road, through the ITC Sports Park, along Beck Road, and Napier Road.
Traffic Control/Detours: N/A - Detour map attached as an appendix
No detours will be necessary for this project, but will involve a moving or 'rolling' lane closure as the work progresses along the roadway. The lane closures will be protected along with flagging personnel.
Work Status:
Plans are currently being finalized and will soon go out to bid.

Project: 2026 CONCRETE PANEL REPLACEMENT PROGRAM
Prime Contractor: TBD
Start: July 1, 2026
End: October 15, 2026
Consultant: OHM-Advisors
Description:
The City has identified several neighborhood concrete streets with discrete areas or singular panels exhibiting severe cracking or deterioration that is need of replacement, rather than rehabilitating or reconstructing the roadway at great costs.
Traffic Control/Detours: N/A - Detour map attached as an appendix
No detours will be necessary for this project, but may involve a small, distinct lane closure at the specific work area. The lane closures will be protected with traffic cones and barrels along with flagging personnel while the work is actively in progress.
Work Status:
The approved list of streets are being finalized and the project will go out to bid in the coming months.

Project: VILLA BARR PARK CONCRETE PATHS
Prime Contractor: Mattioli Cement Company, Inc.
Start: May 1, 2026
End: June 15, 2026
Consultant: AECOM-Great Lakes
Description:
City Council requested the paving of the pathways at Villa Barr Park to increase accessibility. Concrete will be placed over the existing aggregate paths as well as providing a new concrete loop around the existing pond.
Traffic Control/Detours: N/A
No detours will be necessary for this work. The park will be closed during the duration of this project which is approximately 30 to 45 days.
Work Status:
The contractor will mobilize to the site as soon as the weather allows and the ground conditions warrant construction equipment.

Project: ITC PATHWAY AND BOARDWALK CONNECTION TO BOSCO FIELDS
Prime Contractor: L.J. Construction Company
Start: February 25, 2026
End: May 15, 2026
Consultant: AECOM-Great Lakes
Description:
Through MDOT's Local Agency Project office and federal funding program through SEMCOG ($230,000), the City will be constructing a pathway between the existing ITC Trail and Bosco Fields Park. Construction will involve the placement of a hot-mix asphalt shared use path from the existing ITC Trail, south of 11 Mile Road, easterly to Bosco Fields Park, connecting to Beck Road, including approximately 600 feet of a 14-foot-wide boardwalk.
Traffic Control/Detours: N/A - Detour map attached as appendix
No detours or closures will be necessary for this project. A small area of the southwestern portion of Bosco Fields will be quartered-off for staging of contractor equipment.
Work Status:
The tree subcontractor has completed the removal of all trees, stumps and roots within the proposed pathway/boardwalk limits. On May 4th, the helical pier subcontractor will begin drilling-in boardwalk piers.



Novi Rd is **closed to northbound traffic** from Allen Dr to 9 Mile Rd for the duration of this project.

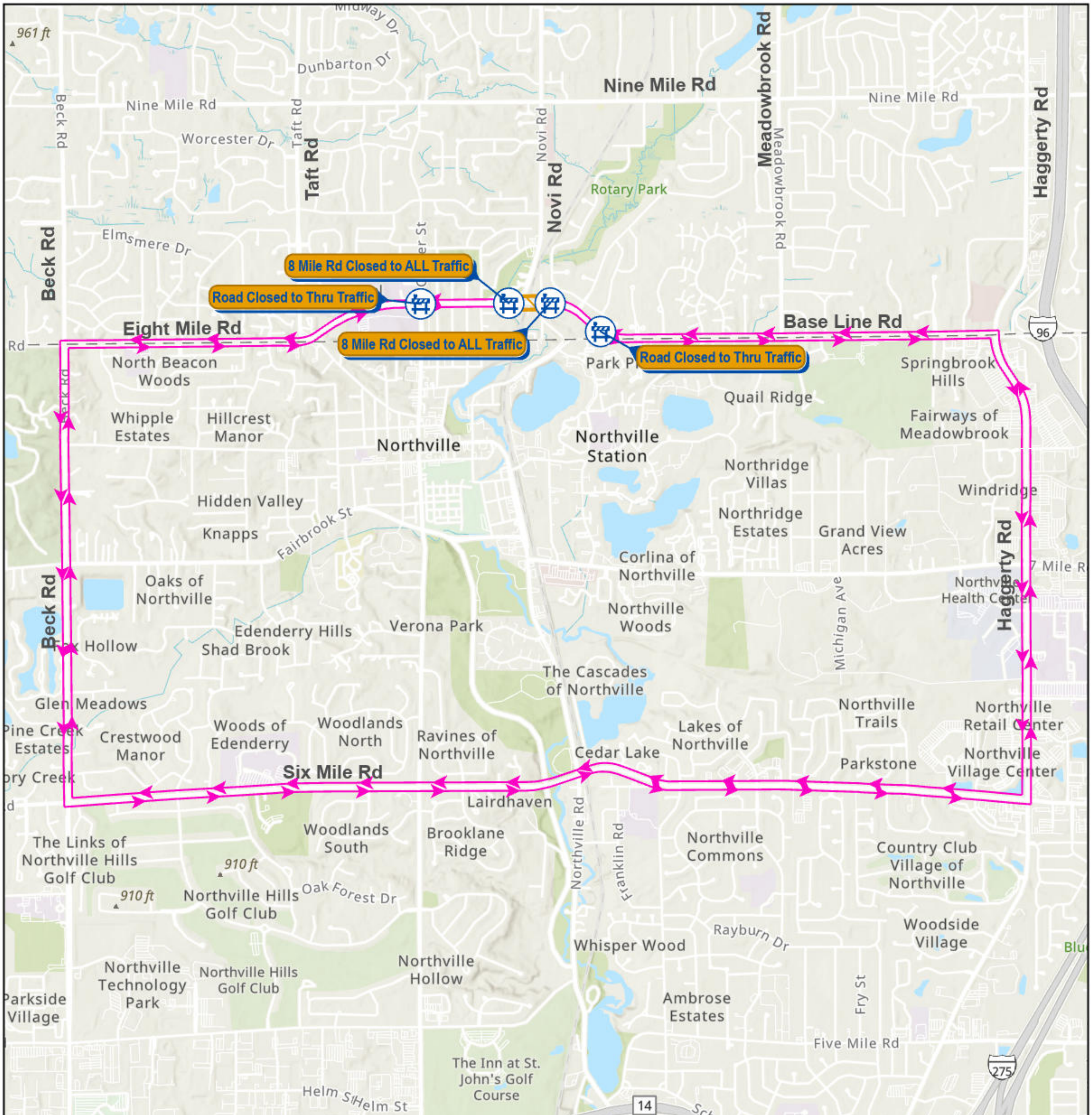
Northbound traffic should navigate around this closure using 8 Mile Rd to Beck Rd to 10 Mile Rd and back to Novi Rd.

- Detour Route
- CLOSED to Traffic
- OPEN to Traffic

Novi Rd Reconstruction
Allen Dr to Nine Mile Rd

0 750 1,500 3,000 4,500 Feet

Map Print Date: 2/24/26
Map Author: K. Blough



8 Mile Rd/Base Line Rd over the CSX railroad tracks will be **closed to ALL traffic** for the duration of the project while the bridge repairs are underway.

The designated detour is 8 Mile Rd to Haggerty Rd to 6 Mile Rd to Beck Rd back to 8 Mile Rd and vice versa.

Detour Route

CLOSED to Traffic

8 Mile Rd at CSX Railroad Bridge

Novi Rd to Brickscape Dr

Feet: 0 | 1,500 | 3,000 | 6,000 | 9,000

Map Print Date: 3/14/25
Map Author: K. Blough

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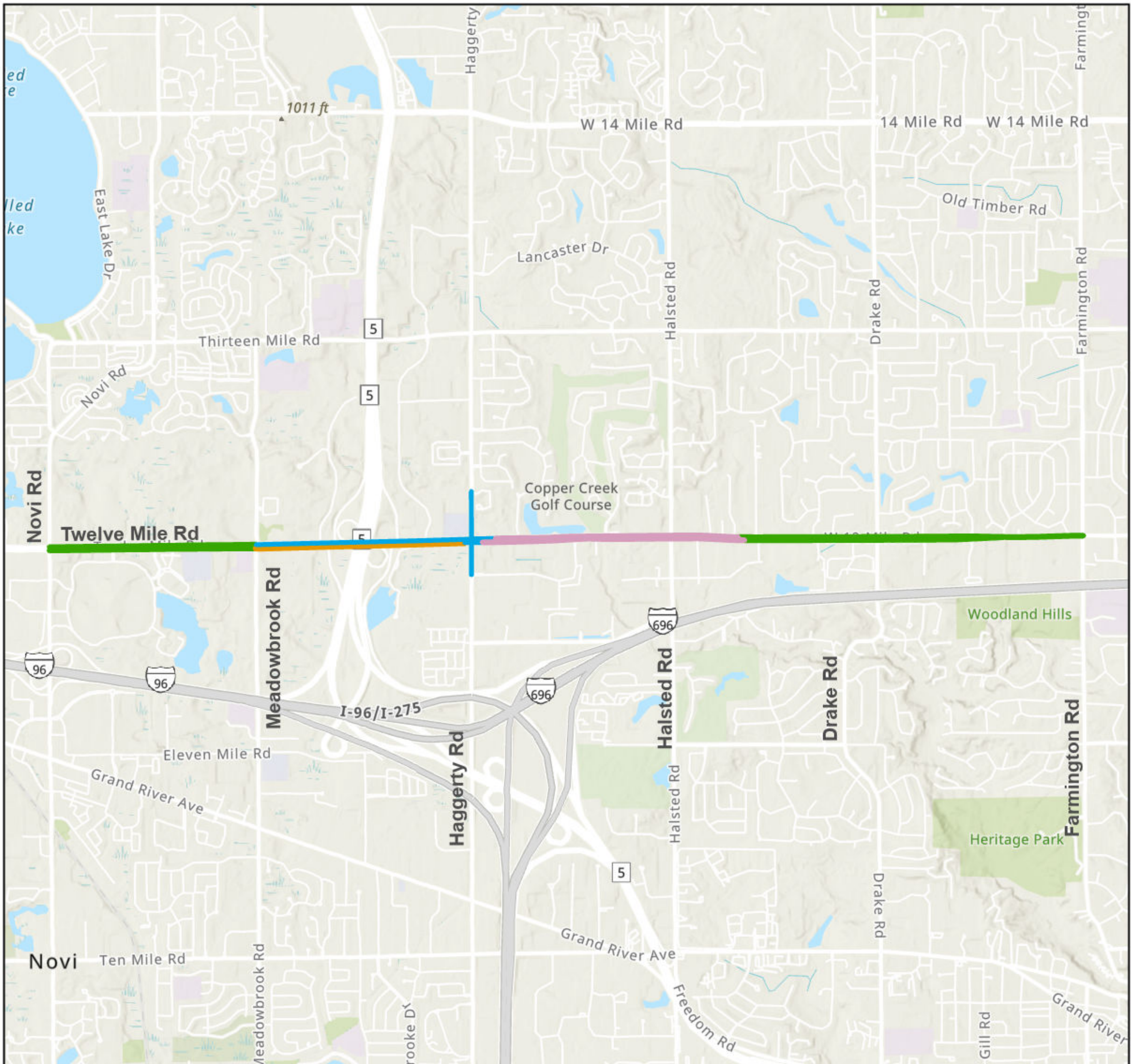

Staging Plan

- Stage 1 (Summer 2026): Novi Rd to Meadowbrook Rd & Investment Dr to Farmington Rd
- Stage 2 (Fall 2026): Eastbound from Meadowbrook Rd to Haggerty Rd
- Stage 3 (Spring & Summer 2027): Westbound from Meadowbrook Rd to Haggerty Rd & Haggerty Rd Intersection
- Stage 4 (Fall 2027): Haggerty Rd to Investment Dr

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Twelve Mile Rd Rehabilitation

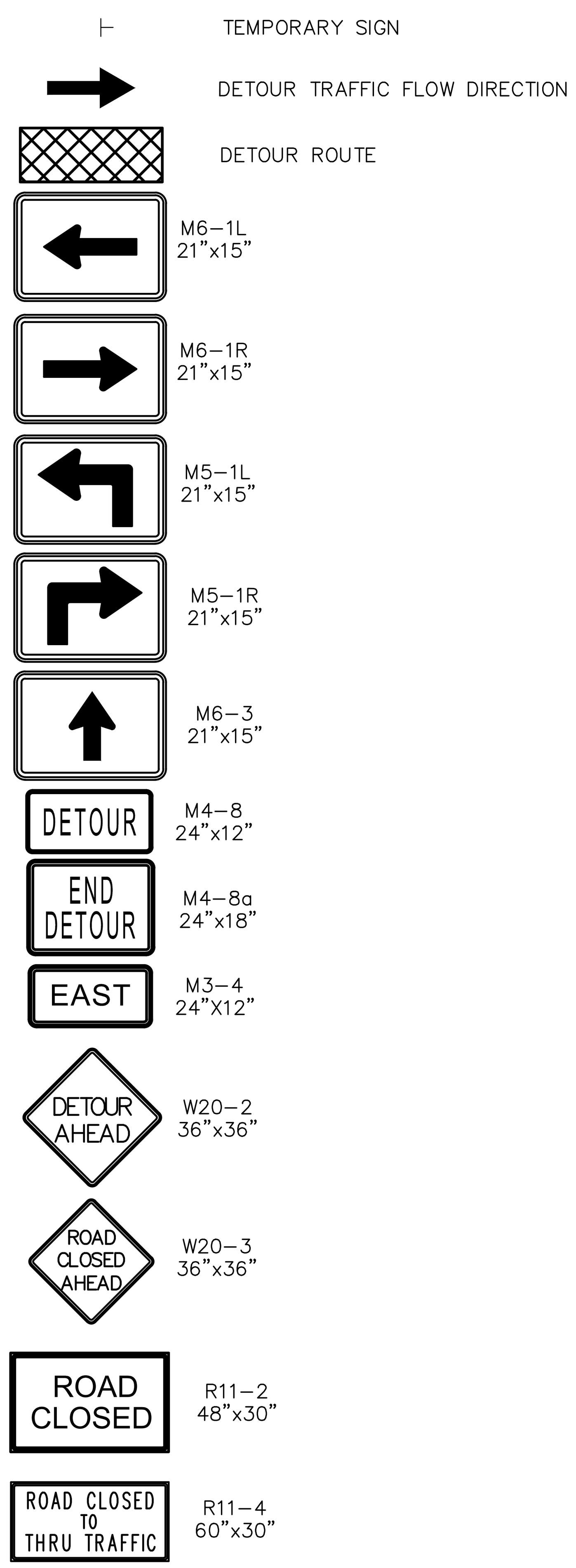
Novi Rd to Farmington Rd

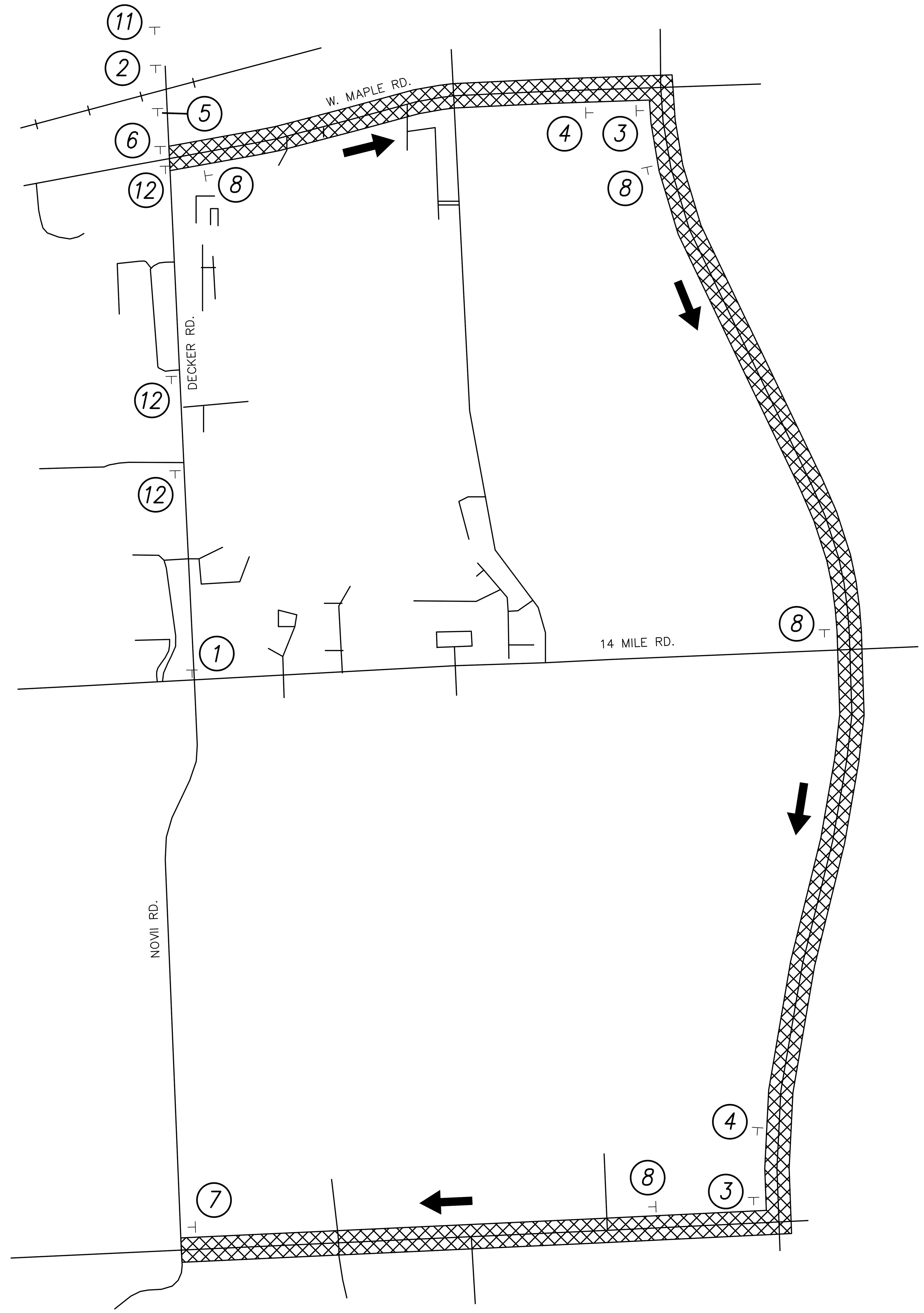
Feet
0 1,800 3,600 7,200 10,800

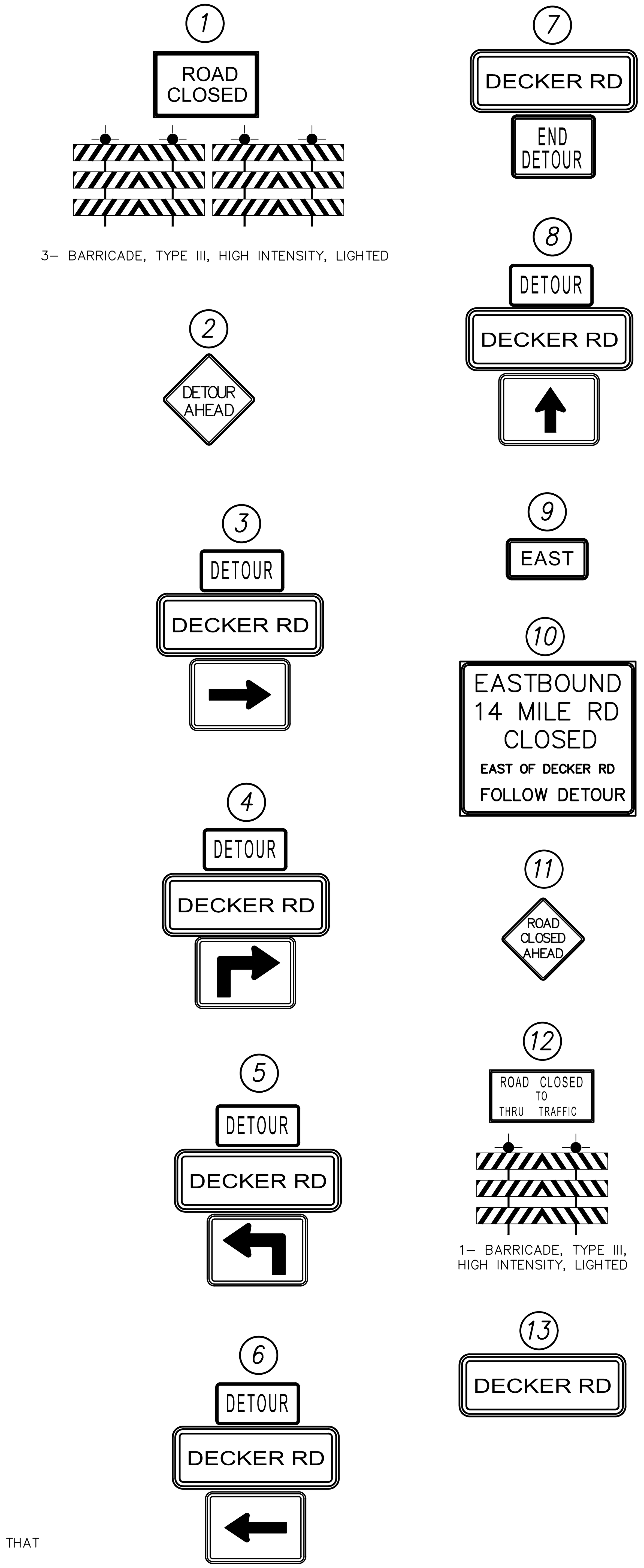
N

Map Print Date: 2/24/26
Map Author: K. Blough

LEGEND:







AT THE FOLLOWING LOCATION, PLACE PORTABLE CHANGEABLE MESSAGE SIGN THAT READS "DECKER RD CLOSED AT 14 MILE RD / FOLLOW DETOUR":

- NORTH OF W MAPLE RD ON DECKER RD

No.	DESCRIPTIONS / REVISIONS	CHK'D	APPR	DATE
F				
E				
D				
C				
B				
A				

DESIGNED BY: B. LEHMAN
DRAWN BY: B. LEHMAN
CHECKED BY: D. HOEH
APPROVED BY: D. HOEH

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14 MILE ROAD WATER MAIN REPAIR

MAINTENANCE OF TRAFFIC
PHASE 1B DETOUR - SB DECKER RD

DECEMBER 24, 2025

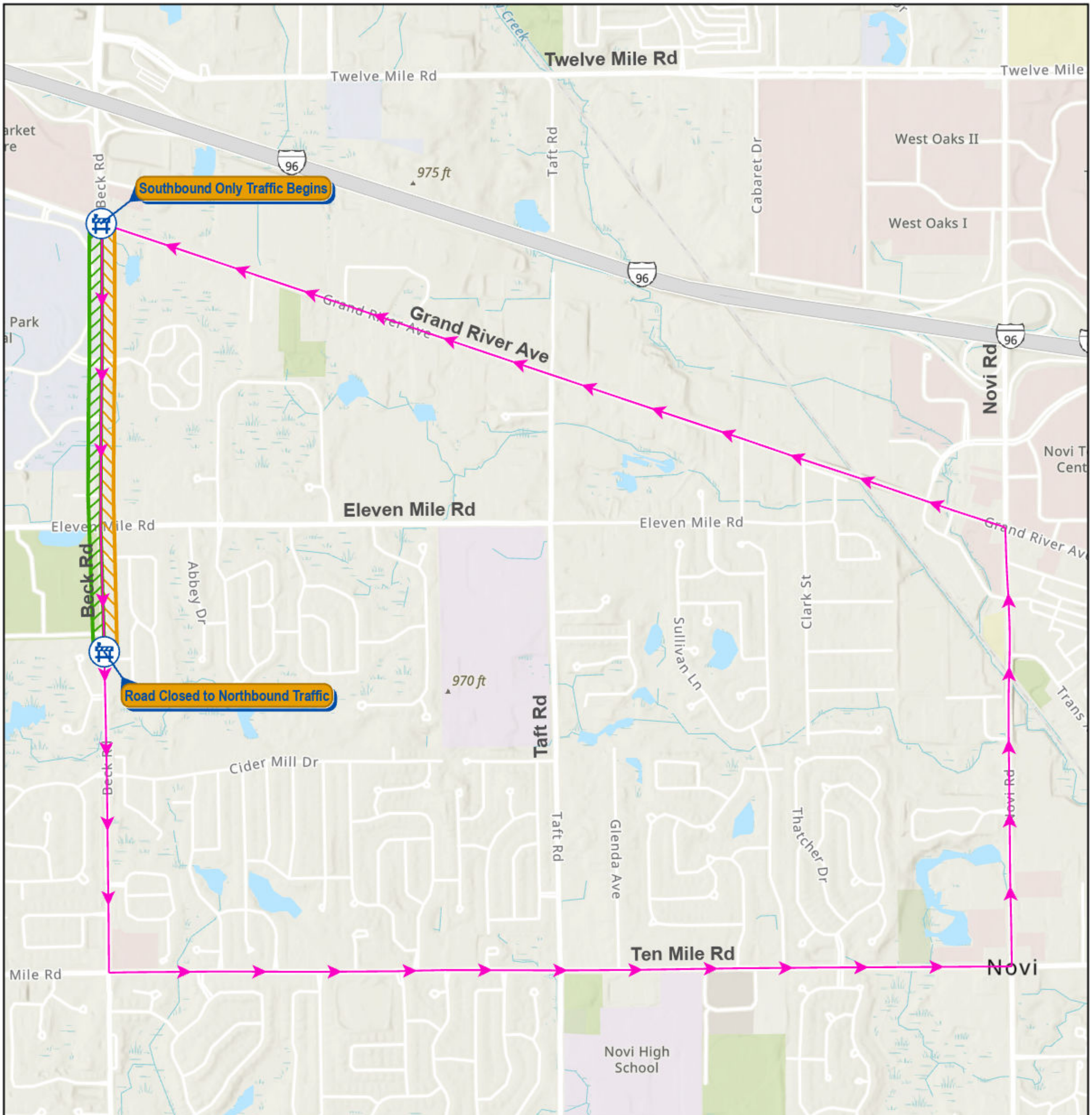
DLZ

GLWA Great Lakes Water Authority

SECTION MAP	TOWN	RANGE	SECTION
- - - -	N 1	E 8	0 0 2

EGLE PERMIT No. -
GLWA CONTRACT No. -
GLWA CIP No. -
DRAWING No. C-913

CIVIL



Beck Rd is **closed to northbound traffic** from Sanford Dr to Grand River Ave for the duration of this project.

Northbound traffic should navigate around this closure using 10 Mile Rd to Novi Rd to Grand River Ave and back to Beck Rd.

Detour Route
CLOSED to Traffic
OPEN to Traffic

CITY OF NOVI
cityofnovi.org

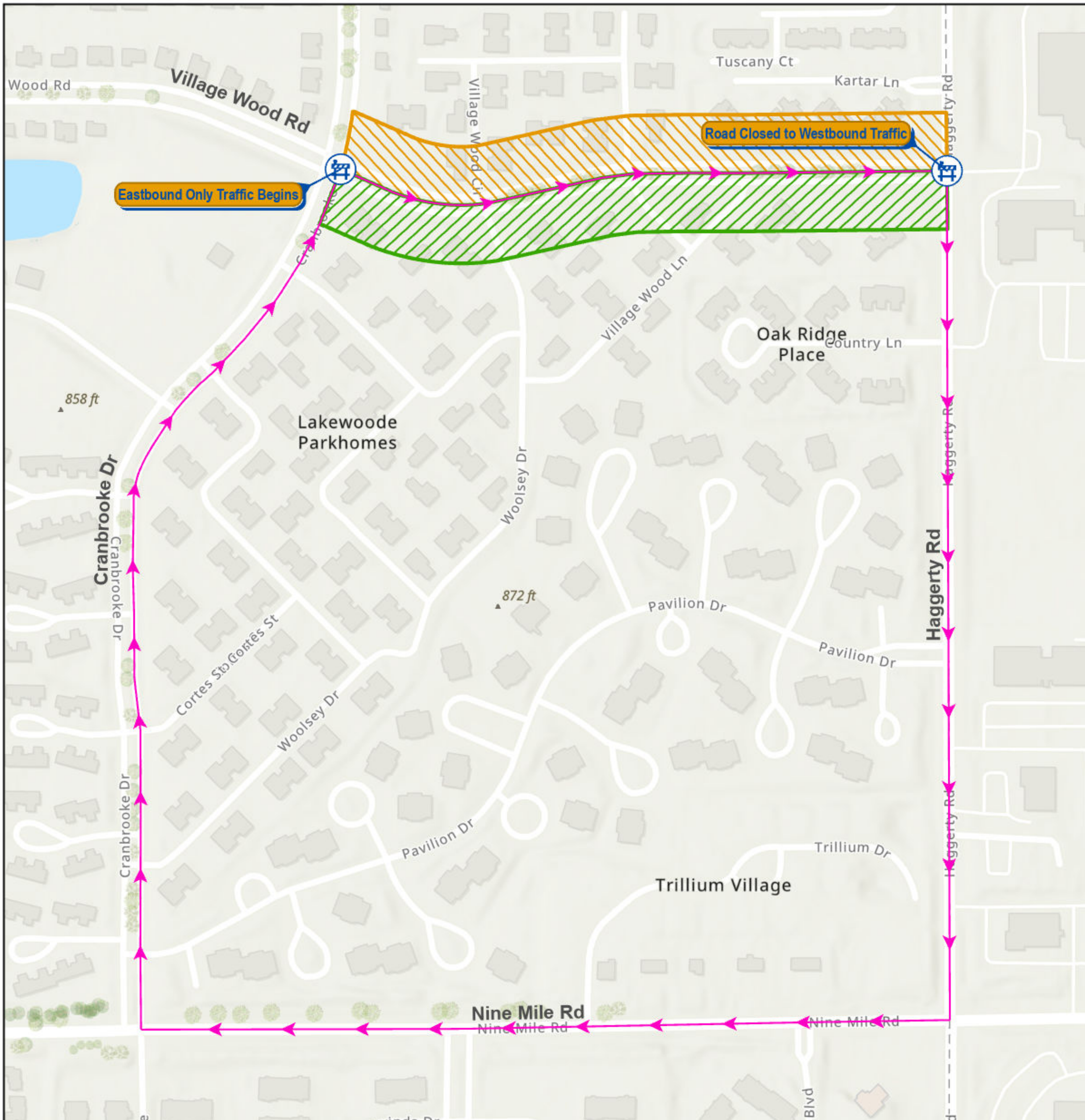
Beck Road Widening

11 Mile Rd to Grand River Ave

0 800 1,600 3,200 4,800 Feet

N

Map Print Date: 4/7/26
Map Author: K. Blough



Village Wood Rd is **closed to westbound traffic** from Haggerty Rd to Cranbrooke Dr for the duration of this project.

Westbound traffic should navigate around this closure using Haggerty Rd to 9 Mile Rd to Cranbrooke Dr and back to Village Wood Rd.

Detour Route

CLOSED to Traffic

OPEN to Traffic

CITY OF NOVI cityofnovi.org

Village Wood Rd Reconstruction

Cranbrooke Dr to Haggerty Rd

0 175 350 700 1,050 Feet

Map Print Date: 2/23/26

Map Author: K. Blough

Mayor and Council –

FYI, regarding a letter of support, GLWA requested that they continue engaging with legislators in hopes of securing federal funds. I believe a meeting may be in the works between those federal representatives and GLWA.

- Victor

April 28, 2026

TO WHOM IT MAY CONCERN:

My purpose in writing today is to express the City of Novi's support for the Great Lakes Water Authority's (GLWA's) request for an appropriation to support its 14 Mile Road Water Transmission Main Replacement and Rehabilitation project. This critical piece of regional infrastructure comprised of 42" and 48" diameter watermain provides clean, safe drinking water and fire protection to several Oakland County communities, including the City of Farmington Hills, West Bloomfield Township, City of Novi, Commerce Township, City of Walled Lake, and the City of Wixom. This is a densely populated urban area home to over 280,000 people and offices for several Fortune 500 Companies.

Pipe segments within this main have experienced several catastrophic breaks in recent years, most recently in September 2025 and March 2026. The most recent break caused the cities of Novi and Walled Lake to be without water for an extended period and several others to issue boil water advisories for their residents and businesses. GLWA has performed a condition assessment of this watermain and determined that the best course of action includes a project utilizing cost effective measures to of rehabilitation including the removal and replacement of approximately one mile of 42-inch pipe, 140 lineal feet of carbon fiber reinforcement lining repair at seven locations, and installation of acoustic fiber optic cable to provide long-term condition assessment monitoring of the existing pipe. Since the time the original request was submitted, GLWA sustained an additional break in a 48-inch pipe segment within this main. This project will restore resilience to the 14 Mile Road Water Transmission Main, greatly improving drinking water and fire protection reliability to the communities it serves.

GLWA is a regional water and sewer authority organized under the provisions of Michigan Public Act 233 of 1955 that was formed as a part of the City of Detroit's bankruptcy proceedings. GLWA provides potable water to approximately 40% of Michigan's population and wastewater collection and treatment services to approximately 30% of this state. GLWA's works very closely with its member communities within a service area that includes 8 counties (including all of Wayne, Oakland, and Macomb Counites as well as parts of Lapeer, St. Clair, Washtenaw, Genessee and Monroe Counties), and 126 communities.

The City of Novi supports this project, GLWA's appropriation request for the project, and encourages your approval of their application to make this project possible. The investment will greatly improve resiliency of this critical piece of the regional water system and better serve the people and businesses in southeast Oakland County Michigan for decades to come.

Regards,

Victor Cardenas

City Manager

City of Novi
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248.347.0460
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cityofnovi.org